



Table of Contents

I.	Orders – February 9, 2021.....	3
II.	Elgin County Council Minutes – January 26, 2021.....	4
III.	Delegation – Elgin Ontario Health Team	20
IV.	Delegation – STEGH – Magnetic Resonance Imaging.....	32
V.	Delegation – St. Thomas Elgin Social Services.....	40
VI.	Delegation – Jim Crane regarding Crane Conservation Area.....	70
VII.	Reports Index – February 9, 2021.....	71
VIII.	Report – Warden’s Activity Report (January) and COVID-19 Update.....	72
IX.	Report – Homes – Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E.....	77
X.	Report – Multi-year Accessibility Plan – 2020 Annual Status Report.....	86
XI.	Report – Local Business Support & Workforce Initiatives.....	95
XII.	Report – Procurement Activity Report (October 1, 2020 to December 31, 2020)	179
XIII.	Report – Draft Plan of Subdivision Jacklin Farms Phase 3.....	184
XIV.	Report – Final Plan of Subdivision – The Ridge at Talbotville Gore Road.....	198
XV.	Report – Elgin County Museum Advisory Committee 2021 Membership.....	202
XVI.	Report – Elimination of E-Green Recycling Program at Library Branches.....	205
XVII.	Report – Elgin County Library Service Update – October 2020 to January 2021.	208
XVIII.	Report – Zero-Emission Vehicle Infrastructure Program.....	214
XIX.	Report – Administration Building – Council Chamber and Main Entrance Lobby Reception Area Design Alternatives.....	220
XX.	Report – Budget Presentation.....	236
XXI.	Report – Elgin/Ontario – Interim Transfer Agreement.....	390
XXII.	Report – Council and Warden Policy Revisions.....	394
XXIII.	Report – School Retention Plan – Elgin County.....	407
XXIV.	Report – COVID-19 Emergency Team Planning – January Update.....	415
XXV.	Correspondence – Consideration Index.....	433
XXVI.	Letter from Statistics Canada.....	434
XXVII.	Letter from OPSEU Local 317.....	436
XXVIII.	Correspondence – Information Index.....	438

XXIX. WOWC January 2021 Newsletter..... 439
XXX. Closed Meeting Agenda – February 9, 2021..... 444
XXXI. By-Law 21-03..... 445
XXXII. By-Law 21-04..... 451



ORDERS OF THE DAY

FOR TUESDAY, FEBRUARY 9, 2021 – 9:00 A.M.

ORDER

- 1st Meeting Called to Order
- 2nd Adoption of Minutes
- 3rd Disclosure of Pecuniary Interest and the General Nature Thereof
- 4th Presenting Petitions, Presentations and Delegations

DELEGATIONS:

9:00 a.m. – Elgin Ontario Health Team

9:30 a.m. – St. Thomas Elgin General Hospital, Magnetic Resonance Imaging

10:00 a.m. – St. Thomas Elgin Social Services

10:30 a.m. – Crane Conservation Area, Jim Crane

- 5th Motion to Move Into “Committee Of The Whole Council”
- 6th Reports of Council, Outside Boards and Staff
- 7th Council Correspondence
 - 1) Items for Consideration
 - 2) Items for Information (Consent Agenda)

8th **OTHER BUSINESS**

- 1) Statements/Inquiries by Members
- 2) Notice of Motion
- 3) Matters of Urgency

- 9th Closed Meeting Items
- 10th Recess
- 11th Motion to Rise and Report
- 12th Motion to Adopt Recommendations from the Committee Of The Whole
- 13th Consideration of By-laws
- 14th ADJOURNMENT

Video Conference Meeting – IN-PERSON PARTICIPATION RESTRICTED

NOTE FOR MEMBERS OF THE PUBLIC:

Please click the link below to watch the Council Meeting:

<https://www.facebook.com/ElginCountyAdmin/>

**ELGIN COUNTY COUNCIL
MINUTES**

January 26, 2021

Council Present: Warden Tom Marks (in-person)
Deputy Warden Dave Mennill (electronic)
Councillor Duncan McPhail (electronic)
Councillor Bob Purcell (electronic)
Councillor Sally Martyn (electronic)
Councillor Grant Jones (electronic)
Councillor Mary French (electronic)
Councillor Dominique Giguère (electronic)
Councillor Ed Ketchabaw (electronic)

Staff Present: Julie Gonyou, Chief Administrative Officer (in-person)
Brian Lima, Director of Engineering Services (electronic)
Stephen Gibson, County Solicitor (electronic)
Jim Bundschuh, Director of Financial Services (electronic)
Michele Harris, Director of Homes and Seniors Services (electronic)
Nancy Pasato, Manager of Planning (electronic)
Jeff Lawrence, Tree Commissioner/Weed Inspector (electronic)
Katherine Thompson, Supervisor of Legislative Services (electronic)
Carolyn Krahn, Legislative Services Coordinator (in-person)

1. CALL TO ORDER

Elgin County Council met this 26th day of January, 2021 in the Council Chambers, at the County Administration Building, St. Thomas at 9:00 a.m. with Warden Marks in the chair. Some Councillors and staff participated electronically by video conference.

2. ADOPTION OF MINUTES

Moved by: Councillor Mennill
Seconded by: Councillor McPhail

RESOLVED THAT the minutes of the meeting held on January 12, 2021 be adopted.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None.

4. PRESENTING PETITIONS, PRESENTATIONS AND DELEGATIONS

4.1 Future of Shortline Rail in the South Central Ontario Region, SCOR

Kimberly Earls – SCOR Executive Director, Cephias Panschow – Town of Tillsonburg Economic Development Commissioner, and Christian Zavarella – SCOR EDC Research Analyst, provided information on the future of shortline rail in the South Central Ontario Region.

Moved by: Councillor Ketchabaw
Seconded by: Councillor Jones

RESOLVED THAT the presentation from SCOR on the future of shortline rail be received and filed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

5. COMMITTEE OF THE WHOLE

Moved by: Councillor Purcell
Seconded by: Councillor Mennill

RESOLVED THAT we do now move into Committee of the Whole Council.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6. REPORTS OF COUNCIL, OUTSIDE BOARDS AND STAFF

6.1 Xplornet Request for Letter of Support – Warden Marks

Warden Marks provided information regarding the request by Xplornet for a letter of support from Elgin County Council for the organization’s application to the Universal Broadband Fund.

Moved by: Councillor Mennill
Seconded by: Councillor Giguère

RESOLVED THAT the Warden on behalf of Council provide a letter of support to Xplornet for their application to the Universal Broadband Fund, as recommended by the Connectivity Committee.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.2 Terrace Lodge Redevelopment Project Budget – Councillor Purcell

Councillor Purcell provided details on the project budget for the Terrace Lodge Redevelopment Project. The tenders pricing results and recently announced provincial funding changes are now available, and the net impact allows the Redevelopment Steering Committee to recommend that \$1.4 million of the provincial funds be directed to County Council for other purposes.

Moved by: Councillor Purcell
Seconded by: Councillor Mennill

RESOLVED THAT the Terrace Lodge Redevelopment Steering Committee recommend a project budget of \$34,700,483 exclusive of HST; and,

THAT the CAO and Warden be authorized to sign an Acceptance of Cost Letter to D. Grant for a Stipulated Price Contract; and,

THAT January 26, 2021 report, titled “T/L Redevelopment Project Budget”, submitted by the Terrace Lodge Redevelopment Steering Committee Chair, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.3 Quarterly Report, October – December 2020 – Tree Commissioner/Weed Inspector

The Tree Commissioner/Weed Inspector provided a summary of activity related to the Elgin Woodlands Conservation By-Law for the period of October 1, 2020 to December 31, 2020 and weed inspection activity for the same period.

Moved by: Councillor Ketchabaw

Seconded by: Councillor French

RESOLVED THAT the report titled “Tree Commissioner/Weed Inspector Quarterly Report October – December 2020” from the Tree Commissioner/Weed Inspector, dated January 14, 2021 be received and filed for information.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.4 Year End Report 2020 – Tree Commissioner/Weed Inspector

The Tree Commissioner/Weed Inspector provided a summary of activity related to the Elgin Woodlands Conservation By-Law as well as weed inspection activity for 2020.

Moved by: Councillor McPhail
Seconded by: Councillor Jones

RESOLVED THAT the report titled “Tree Commissioner/Weed Inspector Year End Report 2020” from the Tree Commissioner/Weed Inspector, dated January 14, 2021 be received and filed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.5 Clearing Exemption Application for Part Lots 7 & B, Range 1, North of Lake Road, Township of Southwold – Tree Commissioner/Weed Inspector

The Tree Commissioner/Weed Inspector provided information on a Council Exemption for Woodlands Clearing Application received from Ryan and Lane Walker requesting permission to clear 0.24 hectares of woodland for the purpose of constructing a residence and accessory structures.

Moved by: Councillor Mennill
Seconded by: Councillor Jones

RESOLVED THAT the Council Exemption for Woodlands Clearing, conditional on the applicant planting 420 trees as per the “No Net Loss” policy, be approved.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.6 Port Bruce Bridge & Boat Launch Removal Engineering Services Award – Director of Engineering Services

The Director of Engineering Services provided details regarding the Port Bruce Temporary Panel Bridge and Boat Launch Removal.

Moved by: Councillor Mennill
Seconded by: Councillor Ketchabaw

RESOLVED THAT the report titled “Port Bruce Temporary Panel Bridge & Boat Launch Removal Engineering Service Award” from the Director of Engineering Services, dated December 3, 2020 be received and filed; and,

THAT the sole source provision of detailed design and contract administration engineering services associated with the Port Bruce Temporary Panel Bridge & Boat Launch Removal in the amount of \$29,380.00 (excluding HST), be included as part of CIMA Canada Inc.’s ongoing Meeks Bridge Replacement engineering assignment previously awarded by Council on December 12, 2019; and

THAT the Chief Administrative Officer be directed and authorized to sign a revised Ministry of Natural Resources and Forestry Letter of Approval letter permitting the temporary boat ramp continued occupation of the bed of Catfish Creek for the period up to and including December 31, 2021 necessary to accommodate removal of the temporary boat ramp.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.7 Administration Building – Council Chambers and Entrance Lobby Reception Renovation, and Elevator Decommissioning – Director of Engineering Services

The Director of Engineering Services provided information regarding renovations of Council Chambers, the establishment of a designated front lobby reception service kiosk, and the decommissioning of the existing elevators.

Moved by: Councillor Jones
Seconded by: Councillor Martyn

RESOLVED THAT the report titled “Administration Building – Council Chambers and Entrance Lobby Reception Renovation, and Elevator Decommissioning” from the Director of Engineering Services, dated January 19, 2021 be received and filed; and,

THAT the provision of detailed design and contract administration architectural services for the proposed renovation of Council Chambers, the front lobby reception, and decommissioning of the existing elevators in the amount of \$64,490.00 (excluding HST), be included as part of L360 Architecture’s ongoing Administration Building Accessibility Elevator Addition and Basement Public Accessibility Washroom Upgrades Project assignment previously awarded by Council on September 8, 2020.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.8 Council and Warden Policy Revisions – Chief Administrative Officer

The Chief Administrative Officer presented a final draft of the Council Policy and Warden Policy.

Moved by: Councillor Ketchabaw
Seconded by: Councillor McPhail

RESOLVED THAT the report titled “Council and Warden Policy Revisions” be deferred until the February 9, 2021 meeting of Council.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.9 Aylmer-Elgin-St. Thomas Community Safety and Well-Being Plan Update – Chief Administrative Officer

The Chief Administrative Officer provided an update on the Community Safety and Well-Being planning process and informed Council that the Ontario government

extended the deadline for municipalities to complete and adopt a CSWB plan until July 1, 2021.

Moved by: Councillor McPhail
Seconded by: Councillor Martyn

RESOLVED THAT the January 19, 2021, report titled, Aylmer-Elgin-St. Thomas Community Safety and Well-Being Plan Update, submitted by Julie Gonyou, CAO, be received and filed for information.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.10 **Elgin County Council Strategic Plan 2020-2022 – 2021 Council Work Plan – Chief Administrative Officer**

The Chief Administrative Officer presented the 2021 Council Work Plan with associated timelines, as developed by Council during a planning session on January 20, 2021. The Council Work Plan was amended to include the activities of the Terrace Lodge fundraising campaign as ongoing.

Moved by: Councillor Jones
Seconded by: Councillor Mennill

RESOLVED THAT the January 20, 2021 report titled, Elgin County Council Strategic Plan 2020-2022 – 2021 Council Work Plan, submitted by Julie Gonyou, CAO, be received and filed; and

THAT Council approve the 2021 Council Work Plan, as amended, to support the Strategic Plan 2020- 2022.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

6.11 **Environmental Committee Mandate – Chief Administrative Officer**

The Chief Administrative Officer provided information to Council to seek their support for clearly defined Environmental Committee Priorities to ensure alignment with Council's expectations and Council's Strategic Plan 2020-2022.

Moved by: Councillor Giguère
Seconded by: Councillor Purcell

RESOLVED THAT the report from the Chief Administrative Officer, titled "Council Environmental Advisory Committee Priorities" dated January 24, 2021 be received and filed for information; and

THAT Council approve the following Environmental Committee Priorities for 2021:

1. Advise County Council on environmental policy and sustainable matters and programs to promote the protection, enhancement, and management of the County's natural and built environment;
 - o Move to a paperless environment
 - o Look at ditches along roads as ecosystems
 - o Environmental Committee Members can participate in the 2021 Official Plan 5-year review/Natural Heritage System Study review public consultation process.
 - o Naturalized spaces north of the County Building
 - o Identify ways to increase habitats for local species (e.g. Bat boxes, etc.)
2. Research environmental sustainability practices to improve information available to County Council.
 - o Research best practices associated with sustainable green purchasing policy (in collaboration with Local Municipal Partners)

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn		No	
Southwold	Grant Jones		No	
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		7	2	0

- Motion Carried.

6.12 **Service Delivery Review – Chief Administrative Officer**

The Chief Administrative Officer presented the staff recommendations for 2021 with respect to the Service Delivery Review.

Moved by: Councillor Martyn
Seconded by: Councillor Mennill

Long-Term Care Homes

RESOLVED THAT Elgin County Council support the following Long-Term Care Home recommendations in 2021, as identified in the Elgin County Service Delivery Review:

- Monitor provincial policy changes and how it affects the County homes (ongoing);

- Continue to advocate for increased funding to offset the Homes costs to the County (ongoing);
- Continue to explore recruitment initiatives with Human Resources (ongoing);
- Invest in online scheduling and online recruitment software (2021); AND

THAT staff be directed to include annual direct costs of \$38,000 and annual direct savings of \$60,000 in the Draft 2021 Budget to support the aforementioned initiatives.

Organizational Review

RESOLVED THAT staff be directed to consider the options included in the Service Delivery Review for an improved Organizational Design and present options to Elgin County Council in 2021 for implementation in 2022.

Improvements to Manual Processes

RESOLVED THAT Elgin County Council direct staff to create training manuals for digital tools, as needed; and

THAT staff be directed to formalize an internal Project Management structure to support initiatives identified in the Service Delivery Review to improve manual processes.

Information Technology (IT)

RESOLVED THAT Elgin County Council direct staff to develop a 2021 Action Plan followed by a three-year digital transformation strategy in 2022; and

THAT County Council include a placeholder of \$170,000 in the draft 2021 budget and consider adding an IT Director to the current staffing complement.

Collaborative Initiatives with Elgin's Municipal Partners

RESOLVED THAT Elgin County Council direct staff to undertake the following actions as recommended in the Service Delivery Review: codify consultation processes for new shared services; codify risk mitigation strategies into new agreements; undertake independent appraisals for the costs of delivery for shared services (costs to be shared); avoid using a weighted County levy option for cost structures going forward; add shared services as a standing item on the County-Local Municipal Partner CAO meeting agendas; establish governing processes for the current advisory committee (Public Works Managers Working Group) for road maintenance agreement; and conduct annual review of all shared services.

Road Maintenance Agreement

RESOLVED THAT staff be directed to work with Local Municipal Partners to review Schedule C – Scope of Services Expectations and prepare a Request for Proposal for review by Local Municipal Partners and Council prior to issuance; and

THAT the Warden be directed to notify Local Municipal Partners that Service Coordination – Road Maintenance Agreement Review has been identified by Council as a priority for 2021; and

THAT staff be directed to include a placeholder of \$150,000 in the 2021 Draft Budget for consultant fees associated with a review of the RMA.

In-House Engineering Design & Adjusting Job Titles to Reflect Roles and Responsibilities

THAT staff be directed to prepare a business case for Council's review that includes costs, opportunities, and savings associated with the recommendation to deliver engineering design in-house for consideration in 2021; and

THAT a placeholder of \$110,500 be included in the 2021 Draft Budget to support the capital cost-savings opportunity associated with bringing Engineering design in-house.

Development Services

RESOLVED THAT Council include \$10,000 for software subscriptions in the 2021 Draft Budget to support a streamlined process of submitting forms for review by the Land Division Committee.

Human Resources

RESOLVED THAT Staff be directed to present information with respect to an hourly HR Consulting services rate and list of offerings, following a discussion with LMPs, for Council’s consideration and direction in July/August 2021.

Library Services

RESOLVED THAT staff be directed to work with St. Thomas Public Library to identify opportunities for enhanced partnerships and opportunities to jointly plan for a future library location in a coordinated approach to reduce future capital and operating expenses; and,

THAT staff be directed to work with St. Thomas Public Library on joint procurement initiatives that target savings of \$15,000 - \$45,000 for the draft 2022 budget.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

7. COUNCIL CORRESPONDENCE

7.1 Items for Consideration

None.

7.2 Items for Information (Consent Agenda)

7.2.1 SWIFT with their Monthly Project Update for December 2020.

7.2.2 Oxford County with a Letter regarding the “Zorra School Retention Plan.”

Item #1

Moved by: Councillor Jones
Seconded by: Councillor French

RESOLVED THAT Correspondence Item #1 be received and filed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		

West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

Item #2

Moved by: Councillor Mennill
Seconded by: Councillor Martyn

RESOLVED THAT Correspondence Item #2 be received and filed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

8. OTHER BUSINESS

8.1 Statements/Inquiries by Members

Deputy Warden Mennill requested that Council discuss the role of Committees and the associated staff support required by each Committee at a future meeting.

8.2 Notice of Motion

None.

8.3 Matters of Urgency

Moved by: Councillor Mennill
Seconded by: Councillor Purcell

RESOLVED THAT the IT Director position as proposed in the Service Delivery Review report be discussed in the closed meeting session in accordance with the Municipal Act Section 239 (2) (b) *personal matters about an identifiable individual, including municipal or local board employees.*

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		

Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

9. CLOSED MEETING ITEMS

Moved by: Councillor Ketchabaw
Seconded by: Councillor Giguère

RESOLVED THAT we do now proceed into closed meeting session in accordance with the Municipal Act to discuss the following matters under Municipal Act Section 239 (2):

In-Camera Item #1

(c) a proposed or pending acquisition or disposition of land by the municipality or local board; (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board – Land Acquisition Update and Analysis – Centennial Road / Elm Line

In-Camera Item #2

(b) personal matters about an identifiable individual, including municipal or local board employees – IT Director.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

10. MOTION TO RISE AND REPORT

Moved by: Councillor Jones
Seconded by: Councillor Ketchabaw

RESOLVED THAT we do now rise and report.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		

Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

In-Camera Item #1 – Land Acquisition Update and Analysis – Centennial Road/Elm Line

Moved by: Councillor Mennill
Seconded by: Councillor Martyn

RESOLVED THAT staff proceed as directed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French		No	
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		8	1	0

- Motion Carried.

In-Camera Item #2 – IT Director

Moved by: Councillor McPhail
Seconded by: Councillor Giguère

RESOLVED THAT the Chief Administrative Officer proceed as directed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

11. MOTION TO ADOPT RECOMMENDATIONS FROM THE COMMITTEE OF THE WHOLE

Moved by: Councillor Jones
Seconded by: Councillor McPhail

RESOLVED THAT we do now adopt recommendations of the Committee Of The Whole.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		

West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

12. CONSIDERATION OF BY-LAWS

12.1 By-Law 21-02 – Confirming all Actions and Proceedings

BEING a By-law to Confirm Proceedings of the Municipal Council of the Corporation of the County of Elgin at the January 26, 2021 Meeting.

Moved by: Councillor Mennill
Seconded by: Councillor French

RESOLVED THAT By-Law No. 21-02 be now read a first, second and third time and finally passed.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

13. ADJOURNMENT

Moved by: Councillor Purcell
Seconded by: Councillor Giguère

RESOLVED THAT we do now adjourn at 12:15 p.m. to meet again on February 9, 2021 at 9:00 a.m.

Recorded Vote

		Yes	No	Abstain
Malahide	Dave Mennill	Yes		
West Elgin	Duncan McPhail	Yes		
Dutton Dunwich	Bob Purcell	Yes		
Central Elgin	Sally Martyn	Yes		
Southwold	Grant Jones	Yes		
Aylmer	Mary French	Yes		
Malahide	Dominique Giguère	Yes		
Bayham	Ed Ketchabaw	Yes		
Central Elgin	Warden Marks	Yes		
		9	0	0

- Motion Carried.

Julie Gonyou,
Chief Administrative Officer.

Tom Marks,
Warden.

Elgin County Council Meeting – January 26, 2021

Walk-on Reports

1. [Terrace Lodge Redevelopment Project Budget](#)
2. [Service Delivery Review – 2021 Priorities](#)
3. [Council Environmental Advisory Committee Priorities](#)

ELGIN ONTARIO HEALTH TEAM

ELGIN OHT – ELGIN COUNTY COUNCIL UPDATE
FEBRUARY 9, 2021



Overview





*In February 2019, the Ontario Ministry of Health announced a plan to **restructure the health system**, involving the formation of a **new central agency** (Ontario Health), and **Ontario Health Teams***

Ontario Health Teams



MOHLTC expects OHT will change how services in local communities are organized and delivered

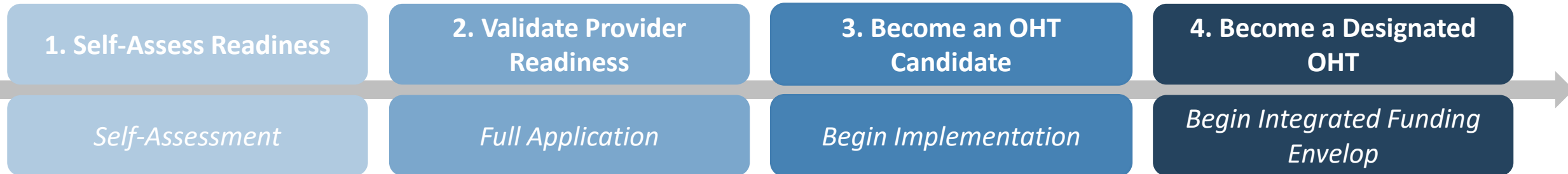


Intends to strengthen how providers work together to provide care to patients



Will establish a single point of clinical and financial accountability

Elgin OHT has submitted their Full Application in December, and hosted the Ministry for their 'virtual visit' on January 28th, 2021



Once an OHT has met all criteria for an OHT it will become a designated OHT, and members will move to integrated funding envelop (timelines TBD)

Partners in Elgin have been collaboratively planning the development of an Ontario Health Team.

24 partners from health, community supports services, social and housing sectors and **3 patient partners** were actively engaged in the planning process to submit a full application, supported by several sub-committees and community engagement.

Elgin OHT Steering Committee Members	
<p>Community Health Centres</p> <ul style="list-style-type: none"> West Elgin Community Health Centre Central Community Health Centre 	<p>Hospital</p> <ul style="list-style-type: none"> St. Thomas Elgin General Hospital
<p>Community Mental Health & Addictions</p> <ul style="list-style-type: none"> Canadian Mental Health Association - Elgin Middlesex Addiction Services Thames Valley 	<p>Long Term Care</p> <ul style="list-style-type: none"> Caressant Care Nursing & Retirement Homes Ltd. City of St. Thomas County of Elgin and Elgin Manor
	<p>Palliative Care Service</p> <ul style="list-style-type: none"> Hospice of Elgin
<p>Community Support Services</p> <ul style="list-style-type: none"> Mennonite Community Services Participation House Alzheimer Society of Elgin/St. Thomas Closing the Gap Healthcare Cheshire – Independent Living Services Victorian Order of Nurses Dale Brain Injury Services 	<p>Patient Partners</p> <ul style="list-style-type: none"> Aaron Berg Jackie Van Ryswyk Pam Close
<p>Family Health Organization</p> <ul style="list-style-type: none"> Elmdale Family Health Organization Elgin Family Health Organization Windemere Family Health Organization Elmwood Family Health Organization 	<p>Public Health</p> <ul style="list-style-type: none"> Southwestern Public Health
<p>Family Health Teams</p> <ul style="list-style-type: none"> East Elgin Family Health Team Thames Valley Family Health Team 	<p>South West LHIN</p> <ul style="list-style-type: none"> South West Local Health Integration Network

Stakeholder Engagement

- The following stakeholders were consulted with to provide input into the OHT Full Application.



Shared Vision, Guiding Principles and Values for designing and planning the Elgin Ontario Health Team

Guiding Principles

How we will work together

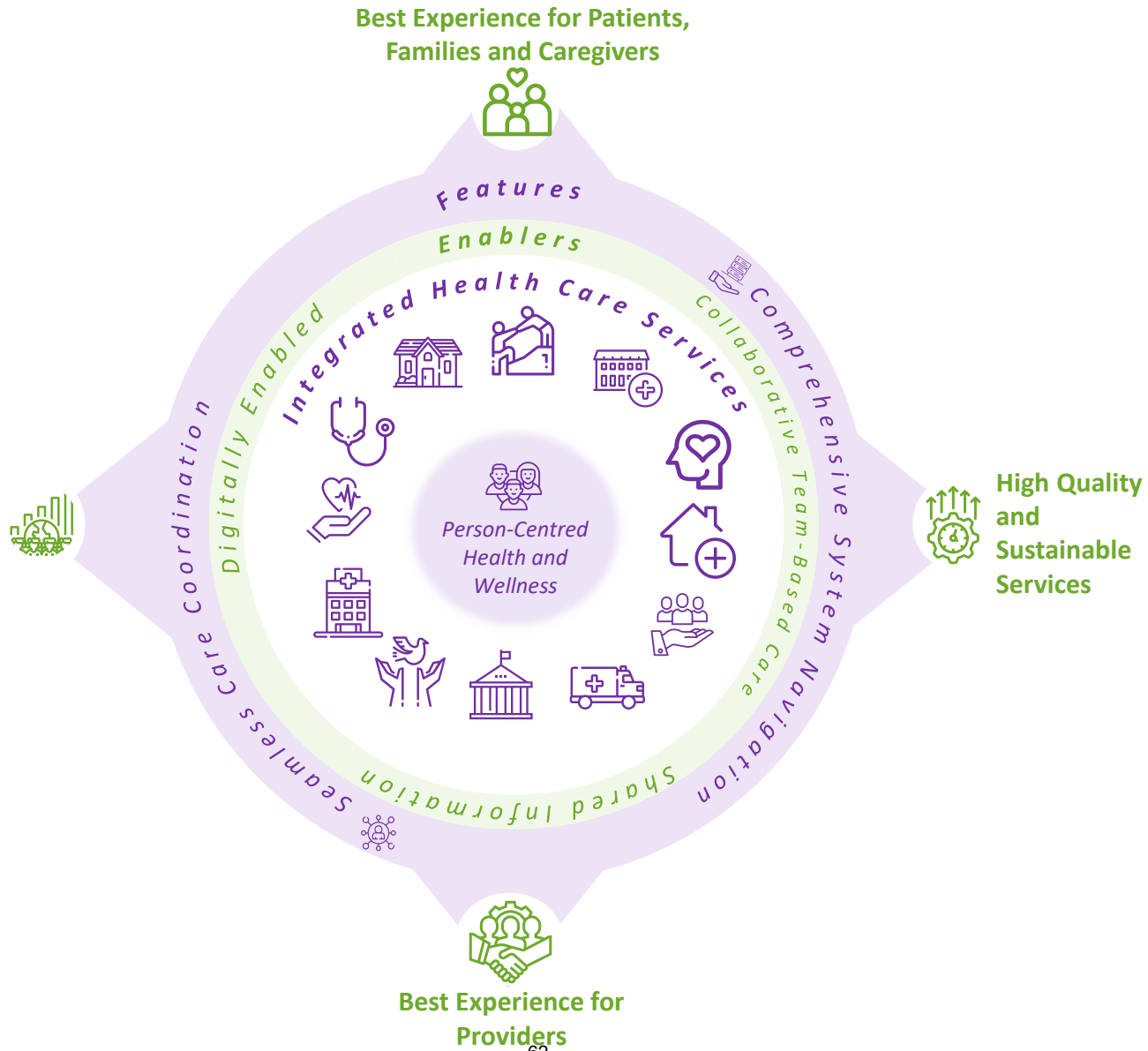
- Person-Centric and Holistic
- Innovation and Courage
- Collaboration and Meaningful Engagement

Values

Our shared beliefs that guide our actions

- Respect and Trust
- Accountability and Integrity
- Diversity and Inclusion

The Healthiest Community with Equitable Access to Care for All



Best Experience for Patients, Families and Caregivers



High Quality and Sustainable Services



Best Experience for Providers



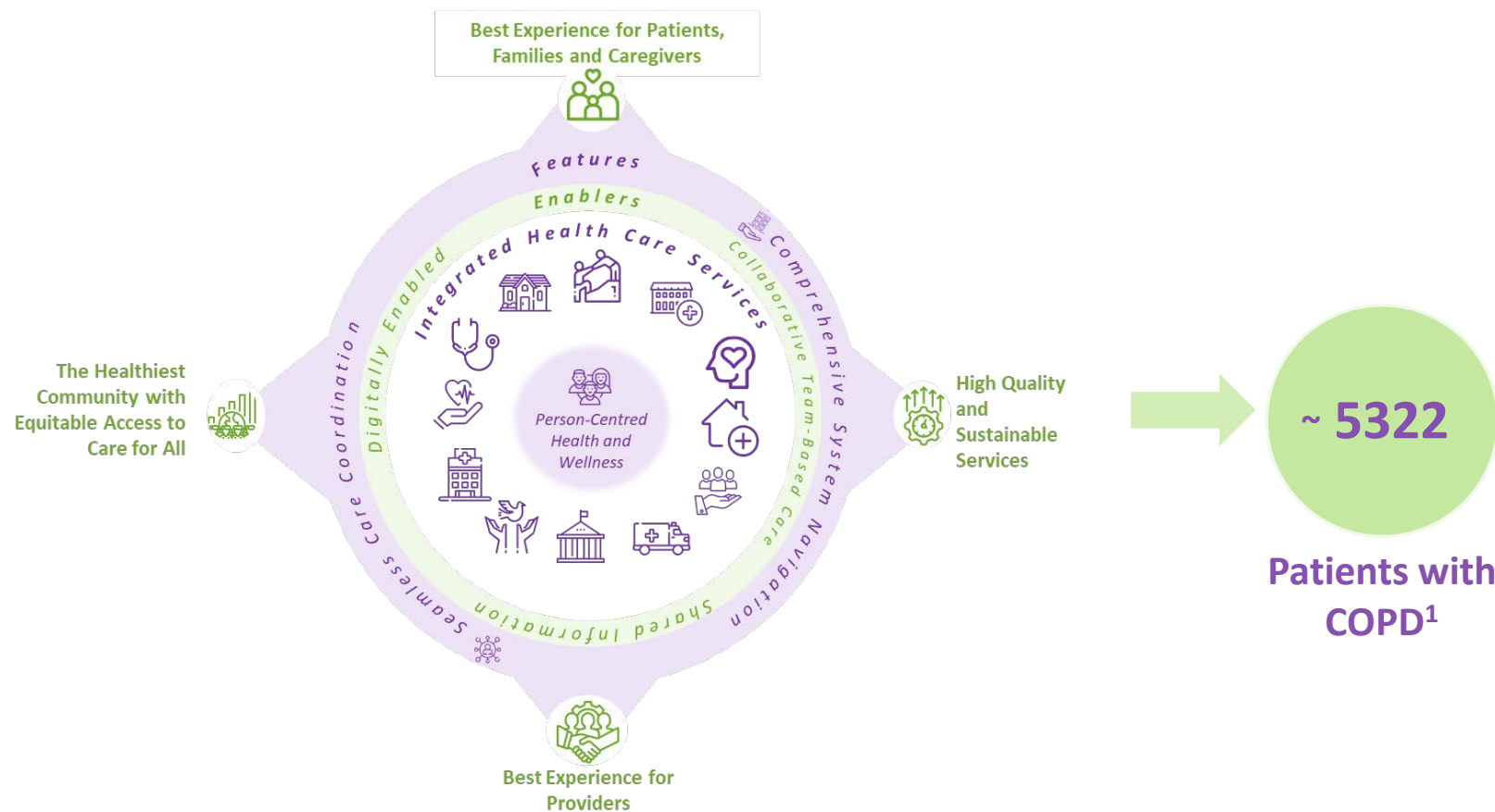
OHT Ecosystem

OHT Services

 Emergency Services	 Primary Care
 Acute Care	 Mental Health and Addictions
 Home Care	 Community Support Services
 Long Term Care and Supportive Residences	 End-of-life services

Connected Services

 Housing	 Social Services
 Public Health	 Specialist Services

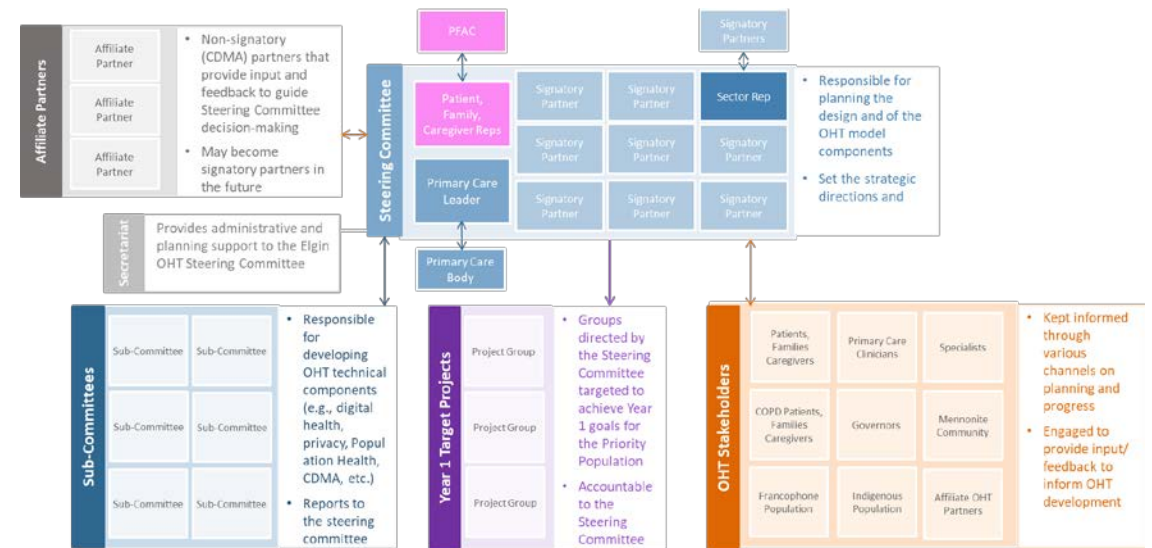


Elgin OHT Total Population: 69,118

- In Year 1, the Elgin OHT partners will focus on the respiratory health of Elgin country residents who are 65 year and older
- Elgin’s Year 1 target population will include patients with COPD

Note: The cohort of people served by the Elgin OHT in Year 1 will be identified based on various respiratory risk factors and through Elgin primary care, community para-medicine contact, STEGH Emergency Department, or on admission to STEGH

Year 1



The Steering Committee and Governance Sub-Committee developed a draft "straw dog" CMDA for Year 1, and initiated discussion on potential future state models.

The CMDA model was not included in the Full Application – but will serve as the basis for **ongoing refinement and elaboration** by OHT partners.

Teams must be approved OHTs who have attested to meeting minimum CDMA requirements in order to be eligible for Ministry OHT Implementation Funding

Funding Amounts

- Approximately \$375,000 per team in FY2020-21, starting Oct 1*
- Approximately \$750,000 per team in FY2021-22, starting April 1* * pro-rated based on when team is approved and submits its forms

Eligible Spending

- Digital health and virtual care
- Physician and other clinician leadership and engagement Patient, family, and caregiver engagement and participation
- Project leadership and management
- Performance measurement and quality improvement

Exclusions

- Consultant services
- Items or activities available through the central program of supports
- Activities, supplies, or equipment supported by other funding sources (e. 3.2.4 Develop a plan to implement and monitor reporting process g. personal protective equipment).

On January 28th, the Ministry of Health conducted their 'Virtual Visit' to the Elgin OHT

The Ministry of Health participated in the Elgin OHT's Steering Committee meeting, with topics including:



Team collaboration



Engagement with primary care, hospitals, and home and community care



Engagement with patients, families, and caregivers



Engagement with communities



Year 1 focus and implementation

Next Steps

- 1 Designation as an OHT Candidate (Date TBD)
- 2 Development of Collaborative Decision-Making Arrangement (in progress)
- 3 Availability of Year 1 Funding (once CDMA attestation is signed)

Magnetic Resonance Imaging Service for the Elgin Community

Presentation to Elgin County Council
By Robert Biron, President and CEO
February 9, 2021



What is magnetic resonance imaging?

- Magnetic resonance imaging (MRI) is a medical imaging technique used in radiology to form pictures of the anatomy and the physiological processes of the body.
- MRI scanners use strong magnetic fields, magnetic field gradients, and radio waves to generate images of the organs in the body. Best for soft tissues (e.g. ligaments, tendons, organs, tumors).
- MRI does not involve X-rays or the use of ionizing radiation, which distinguishes it from CT scans.



Strengthening existing STEGH patient programs

- MRI is the standard of care for a range of conditions – considered a core tool for today’s medical practice.
- MRI is a required modality for treating stroke. STEGH is a designated stroke centre since 2016.
- MRI scanner is essential in the diagnosis and management of orthopedic conditions.
- MRI has become integral in the management of many colorectal and breast cancer cases.
- STEGH has a ‘high volume’ Emergency Department – often the second busiest in the south west region. Access to MRI for emergent and urgent patients will improve timely medical diagnosis and reduce current reliance on CT scanning.

The case for MRI service for Elgin

- Elgin residents receive approximately 5000 MRI scans per year.
- Elgin has an older population (65 years+) compared to other south west communities and Ontario, which is expected to further increase by 80% by 2041.
- Not having local access to MRI results in patient transfers to other hospitals with long wait times, which delays treatment and can affect quality outcomes.
- Patients and families are further inconvenienced by having to travel outside our immediate community to access this service. The delay, cost and inconvenience of traveling is not patient-centered.
- Represents a significant inequity for Elgin residents. Elgin is one of the few counties in Ontario without local access to MRI service. STEGH is one of the few medium-sized hospitals without this service.
- STEGH already has the medical team (radiologists) who are trained in MR. Securing an MRI would strengthen our retention of these medical professionals.
- Once Ministry approval is obtained, STEGH could have the service operational within 6 months.

Extraordinarily long wait times

- London Health Science Centre (LHSC) is the prime referral centre for MRI service for the Elgin community.
- Most recent wait time data for LHSC published on the Ministry of Health website (November 2020) shows:
 - Overall, only 37% of patients were scanned within the provincial target time.
 - For Priority 3 patients, only 46% of patients were scanned within the provincial target time. Patients who should be scanned within a target time of 10 days waited on average 25 days.
 - For Priority 4 patients, 7% of patients were scanned within the provincial target time. Patients who should be scanned within a target time of 28 days waited on average 169 days.
- COVID-19 pandemic has further reduced capacity by an estimated 20% due to infection control practices.

Status of STEGH's MRI Application

- In February 2019, Board of Directors of the South West Local Health Integration Network approved STEGH's MRI application
 - Subsequently submitted to the Ministry of Health in March 2019 for approval and funding
 - Over the past two fiscal years, the Ministry of Health has advised that it does not have the budget allocation to invest in new MRI capacity
- Proposed Ministry of Health funding to open MRI service at STEGH:
 - Capital renovations ~\$5M funded by MOH 90% STEGH 10%
 - Annual operating ~\$900,000/annum by MOH for approximately 2000 hours
- MRI equipment to be funded through STEGH Foundation community fundraising campaign ~\$2.5M

2021/22 Provincial Budget

- Ministry of Finance budget consultations currently underway for the 2021/22 fiscal year
- Opportune time to advocate for securing provincial operating and capital funding to make MRI service a reality for the Elgin community

STEGH's request for Council's consideration:

- STEGH would welcome Council's support and advocacy to the MOH and MOF to secure this long overdue and needed investment for our community



St. Thomas Elgin Social Services Update 2020

Presented by:

- ▶ **Heather Sheridan**, Director
- ▶ **Teresa Sulowski**, Supervisor Children's Services
- ▶ **Joanne Weber**, Program Manager Ontario Works
- ▶ **Danielle Neilson**, Supervisor Homelessness Prevention and Housing Programs



Children's Services Review 2019-2020

February 2021



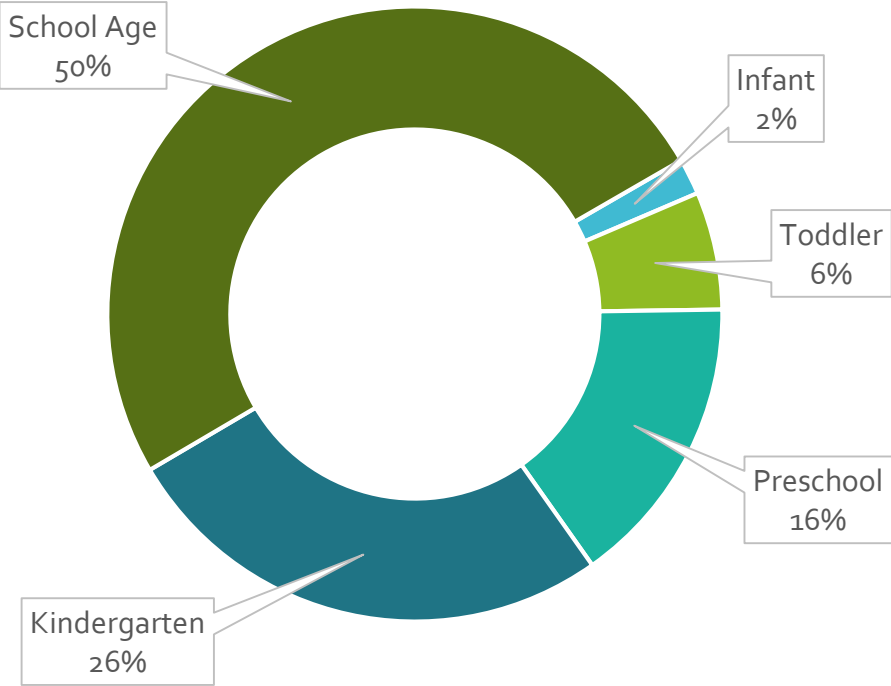


Licensed Center Based Spaces in Elgin County, 2020

**Preschool spaces include 15 nursery school spaces; Summer-only spaces are excluded*

Elgin County = 32% of all St. Thomas-Elgin Center Based Spaces

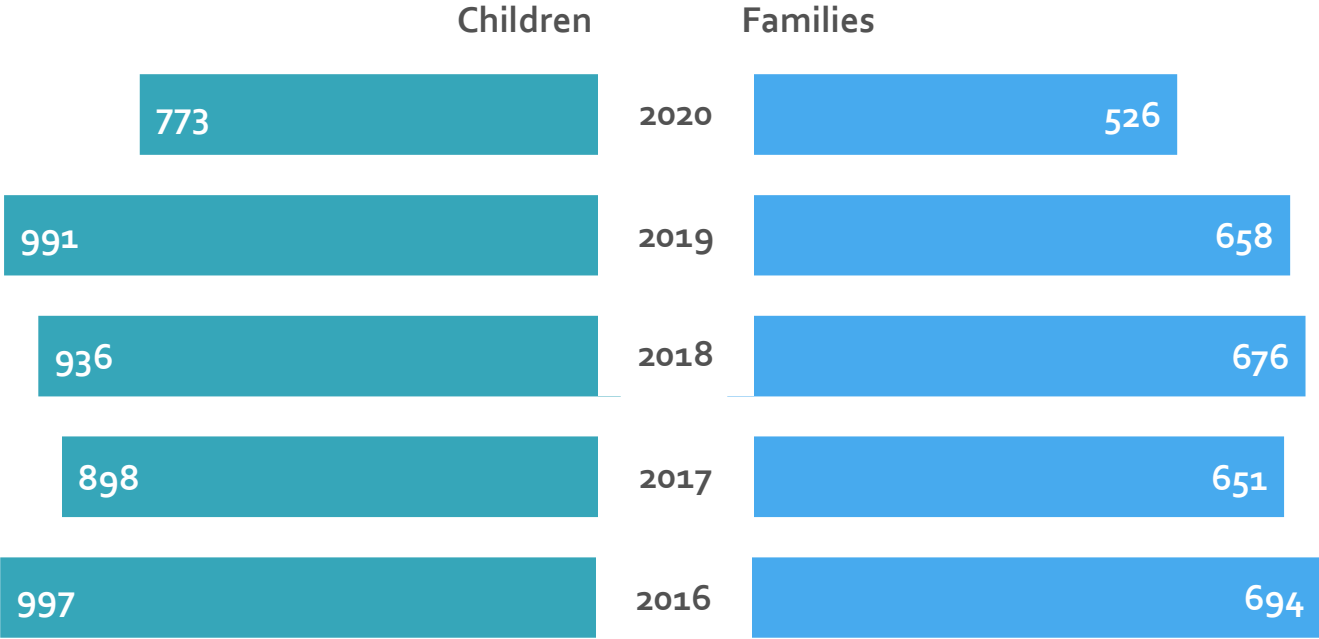
Age Group	Licensed Spaces
Infant	15
Toddler	49
Preschool	122
Kindergarten	208
School Age	396
Total	734





Families Served by Child Care Fee Subsidy

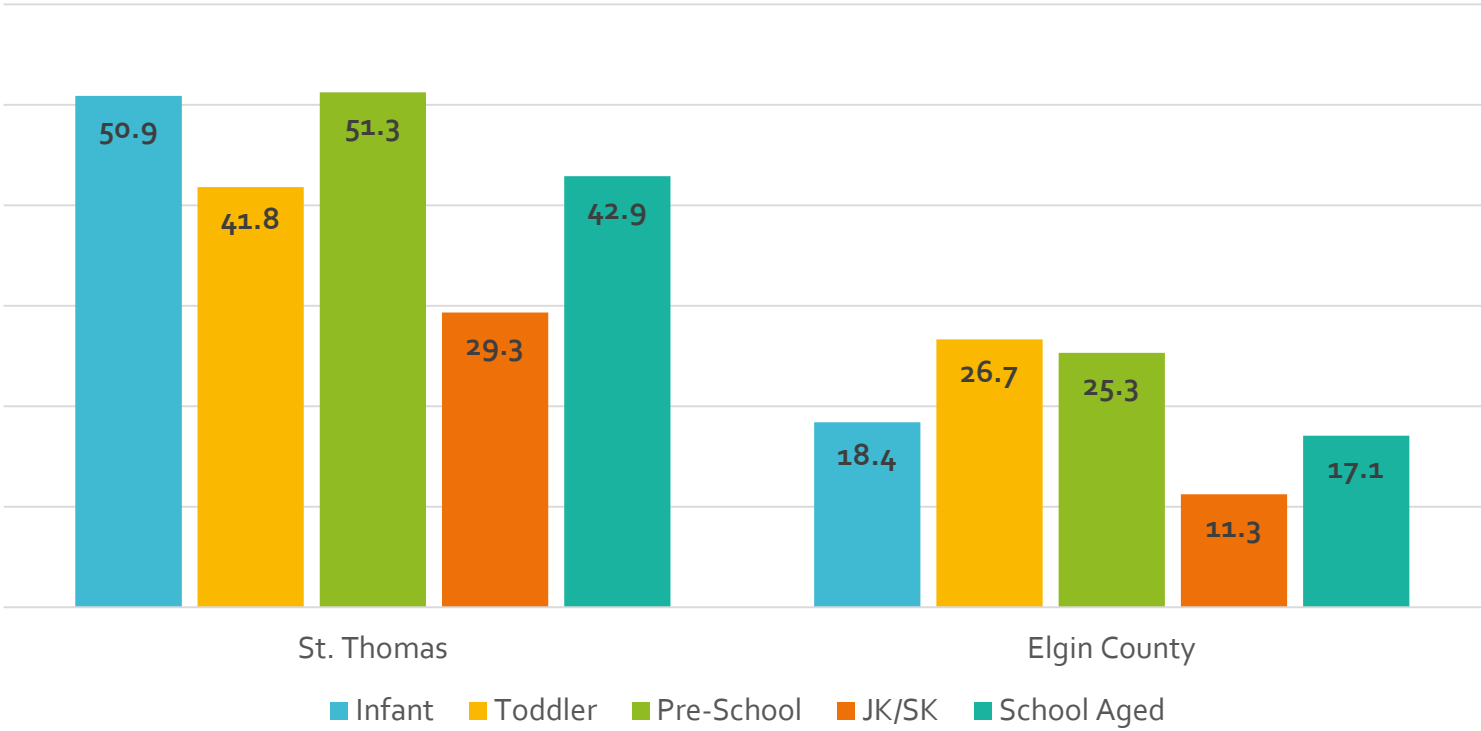
Total unduplicated number served
St. Thomas and Elgin County





Child Care Wait List

Average monthly number of children on wait list in current need of child care by age group
January – December 2020





Licensed Child Care During COVID-19

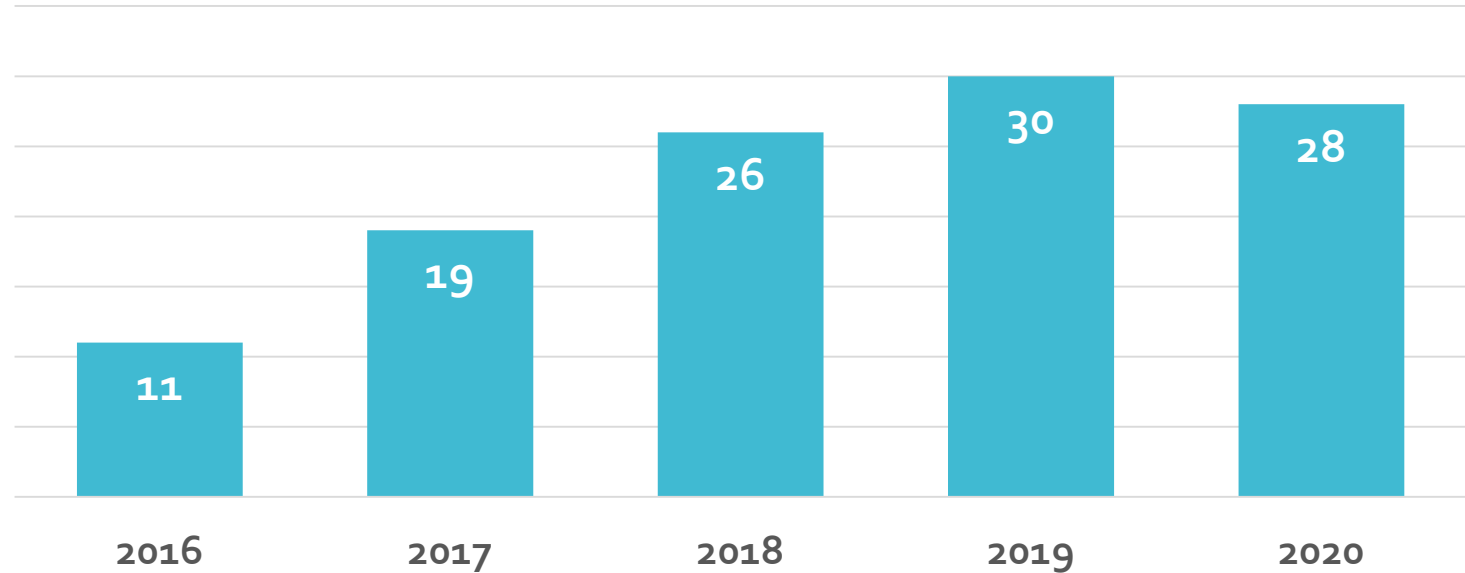
- Licensed child care centres mandated to close following Ontario's declaration of a state of emergency on March 17, 2020.
- On March 25, 2020, Ontario announced that licensed child care centres were permitted to reopen to offer emergency child care (ECC) to healthcare and other front-line and essential workers.
 - ECC offered in St. Thomas-Elgin at two locations: Early Learning Centre Dalewood and YWCA program at Mitchell Hepburn Public School.
 - We were unable to find a provider able to offer care in the county; any eligible family in the county could access ECC at the two locations
 - 23 children accessed ECC and 61% of parents/guardians were front-line health care workers
- Licensed child care centres permitted to reopen effective June 12, 2020 and before and after school programs reopened effective September 1, 2020.



Licensed Home Child Care

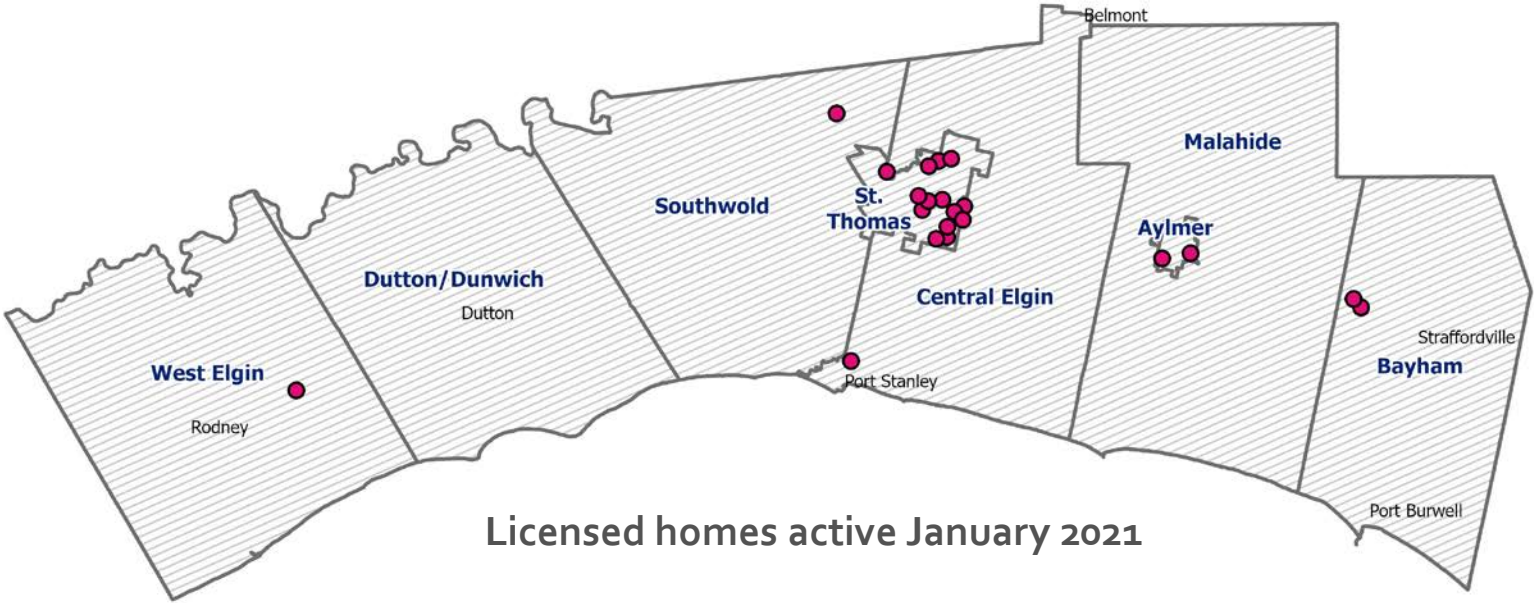
Services provided by Elgin Home Care

Number of licensed home care locations (2016-2020)





Licensed Home Child Care



Licensed homes active January 2021

- 28 homes were active in 2020 prior to impacts of COVID-19
- 21 homes currently active:
 - St. Thomas: 15
 - Port Stanley: 1
 - Aylmer: 4
 - West Lorne: 1

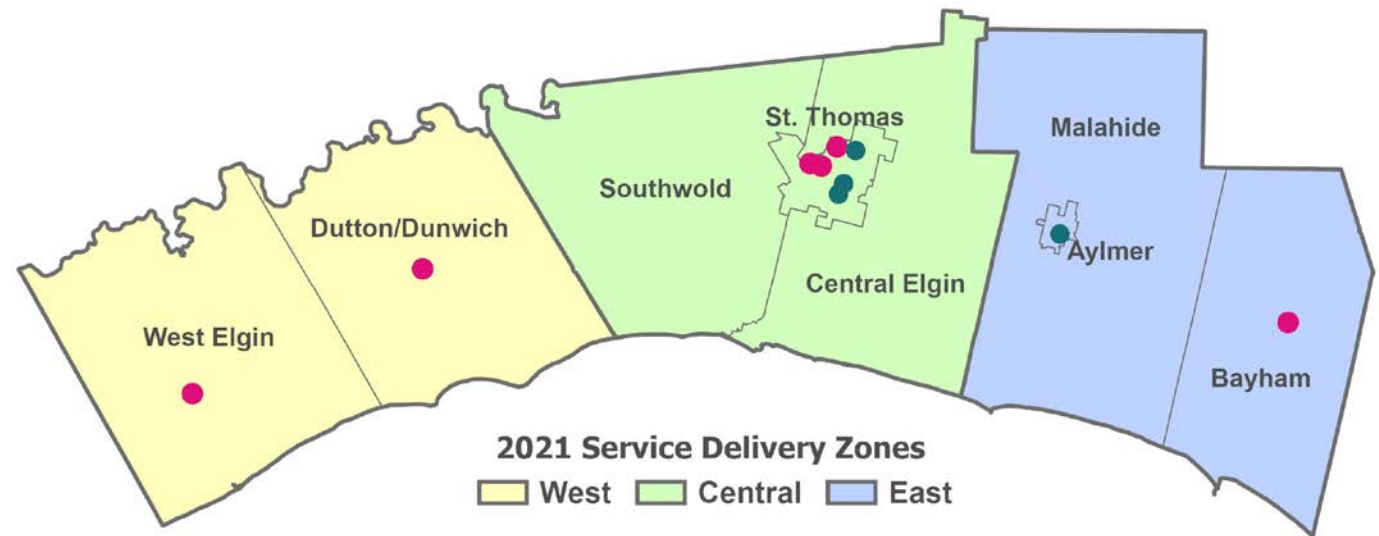
EarlyON Child and Family Centres



Services provided by Community Living Elgin in 2019-2020

Transition of EarlyON system in 2021

- Effective March 15, 2021, EarlyON will transition to a new model of service delivery with 3 service delivery zones.
- New system designed to enhance responsiveness and targeted service delivery across these distinct regions of Elgin County.
- Services to be provided by:
 - *West* – Tiny Tots Co-Operative Nursery School of Aldborough Inc.
 - *Central* – YMCA of Southwestern Ontario
 - *East* – Community Living Elgin

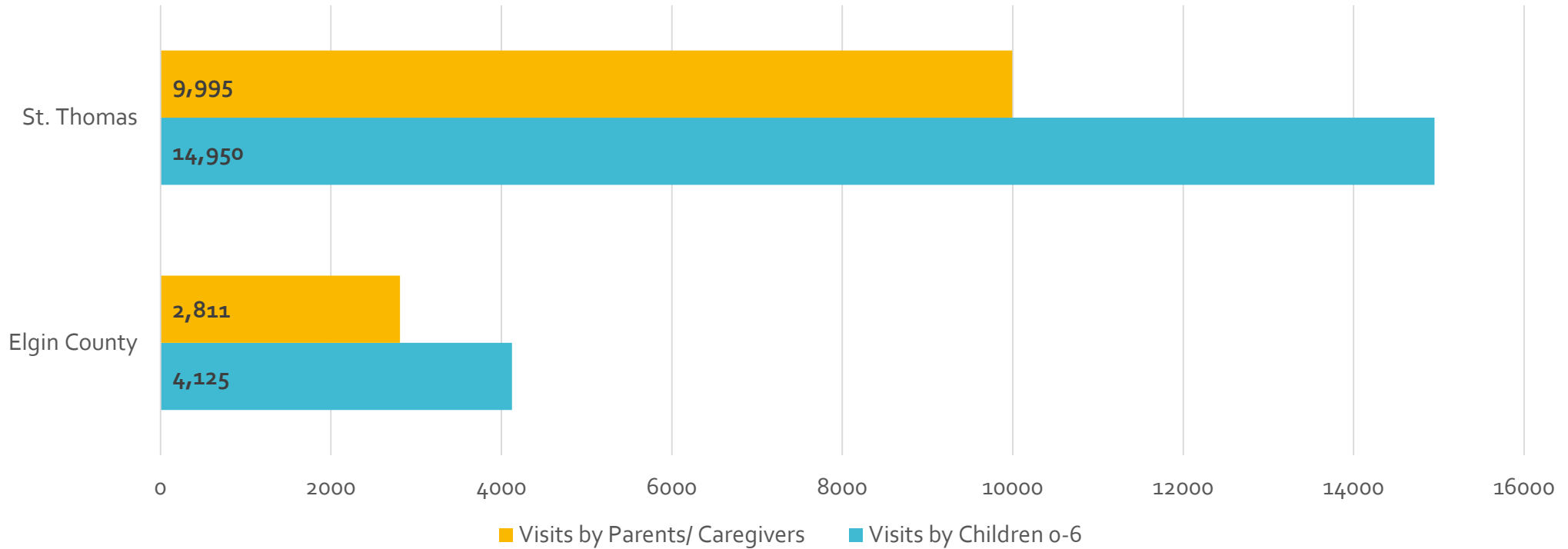


EarlyON locations in 2019 with
new Service Delivery Zone Boundaries

Locations for 2020 not shown due to mandated closures and limited in-person service delivery in 2020

EarlyON Child and Family Centres

Visits to EarlyON Child and Family Centres, 2019
Service data for 2020 not shown due to mandated closures and limited in-person service delivery in 2020





EarlyON Child and Family Centres During COVID-19

- EarlyON Child and Family Centres mandated to close all in-person services following Ontario’s declaration of a state of emergency on March 17, 2020 and outdoor programming resumed July 28, 2020.
- Expansion of virtual and contact-free services included:



1,256 Posts
2,029 Followers
371 ↑ Increase in Followers



Community Bin Program

Materials available for pick-up at locations in:

- St. Thomas
- Rodney
- West Lorne
- Dutton
- Aylmer
- [Straffordville](#)



zoom

103 Calls
156 Children
125 Parents and Caregivers

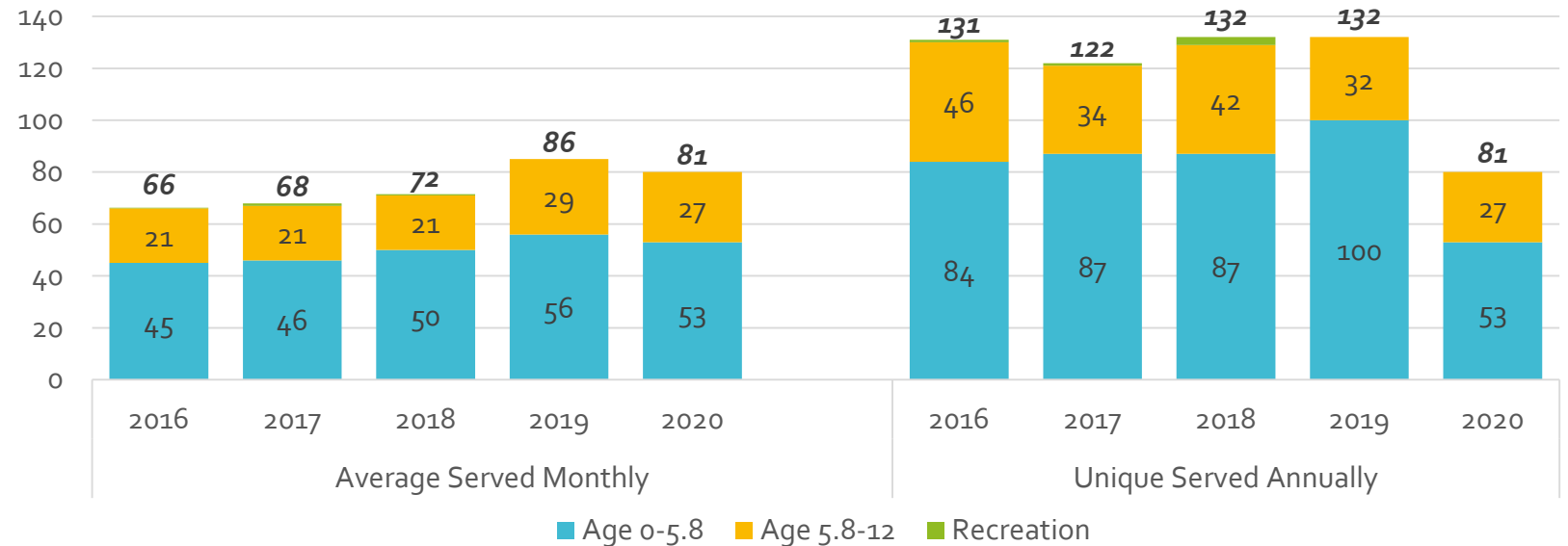


Number of Children Served by Special Needs Resourcing

Services provided by Merrymount All Kids Belong

Special Needs Resourcing supports include funding for program staff to support children in child care and Resource Consultants who provide case management for families using an integrated service model.

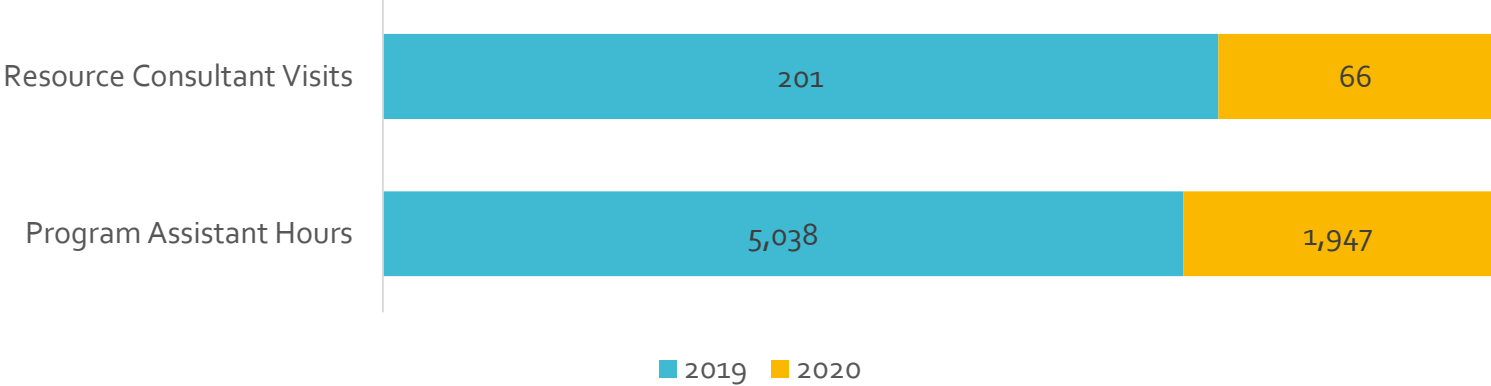
Children Served by Special Needs Resourcing in St. Thomas and Elgin County, 2016-2020





Special Needs Resourcing Services Provided in Elgin County

Resource Consultant Visits and Program Assistant Hours Delivered in Elgin County, 2019-2020



While the mandated closure of licensed child care programs due to COVID-19 impacted the demand for Program Assistant hours and Resource Consultant visits, services continued to be delivered to support children with special needs throughout 2020.




Capital Licensed Child Care Projects

Aldborough Public School in Rodney, West Elgin → Approval to proceed to tender has been requested

- 49 spaces in Infant-Preschool age groups
- 15 nursery school spaces



- Assumption Catholic School in Aylmer → Under review by Ministry of Education
 - 49 spaces Infant-Preschool spaces
- Two new capital child care projects have been submitted, both located in the county → Under review by the Ministry of Education



St. Thomas - Elgin Ontario

February 2021



Ontario Works Vision and Mandate

Ministry of Children, Community and Social Services

Vision

- To achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.

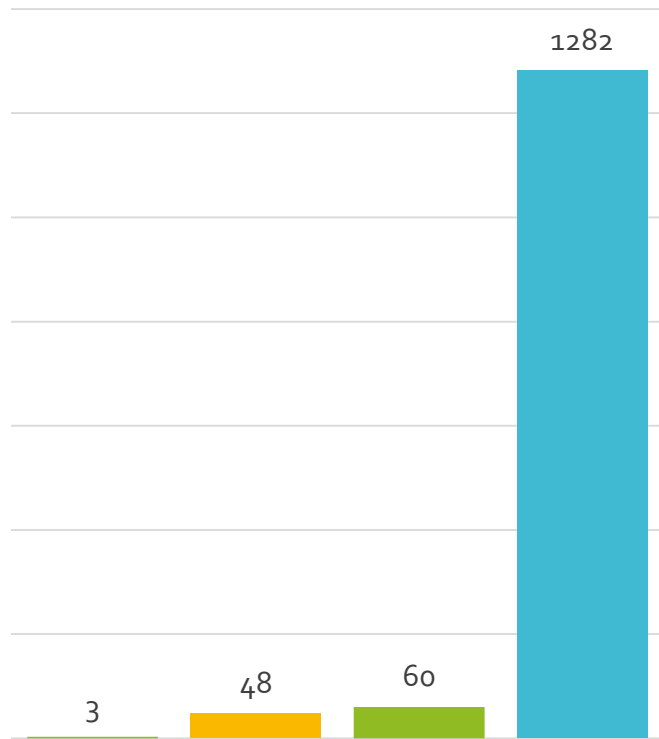


Mandate

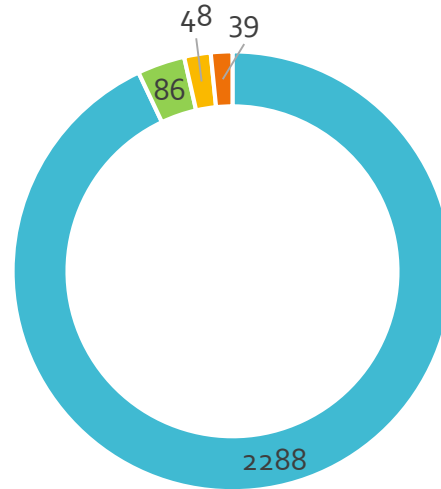
- To provide employment assistance and financial assistance to people in financial need. The Ontario Works program:
 - Recognizes individual responsibility and promotes self-reliance through employment;
 - Provides financial assistance to those most in need while they meet obligations to become and stay employed;
 - Effectively serves people needing assistance; and
 - Is accountable to the taxpayers of Ontario.

Caseload and Beneficiaries

2020 Average Monthly Caseload

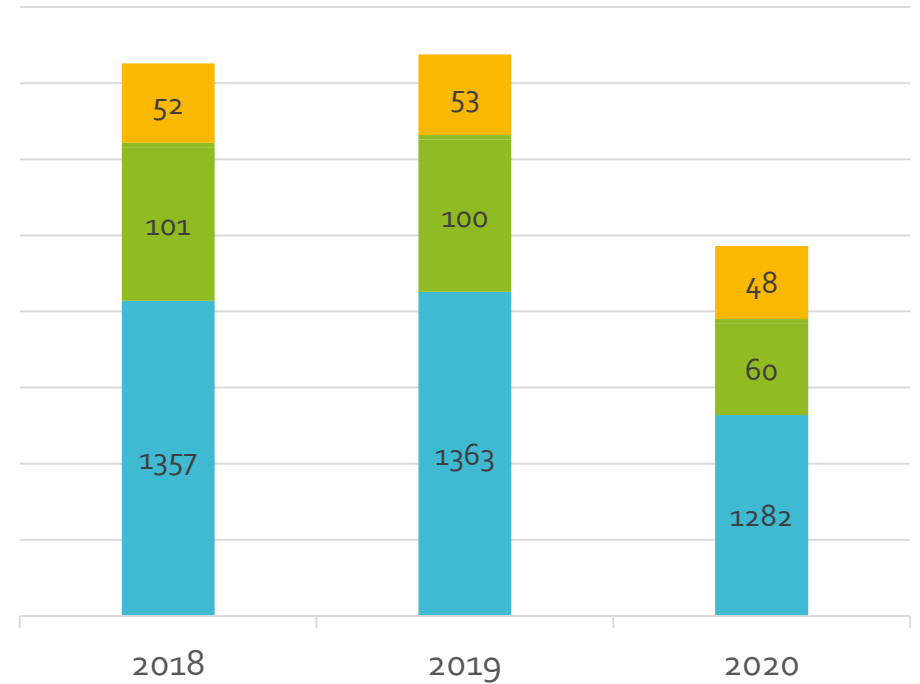


2020 Average Monthly Beneficiaries



- Ontario Works Regular Benefits
- Temporary Care
- ODSP Participating in OW
- Emergency Assistance

Ontario Works Caseload



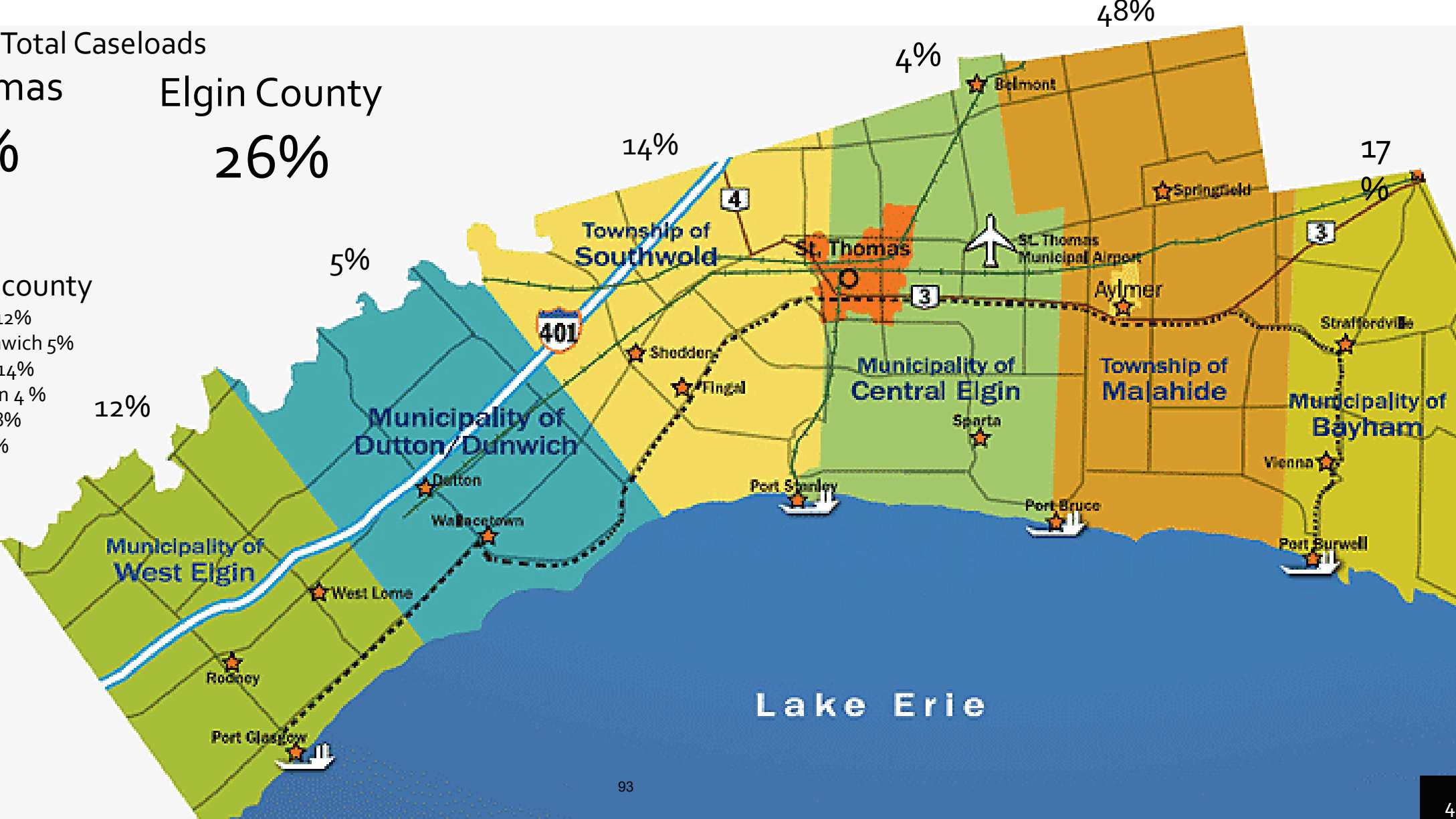
December 2020
 26% resident of Elgin County
 74% resident of the City of St. Thomas

Caseload Distribution

Total Caseloads
 St. Thomas 74%
 Elgin County 26%

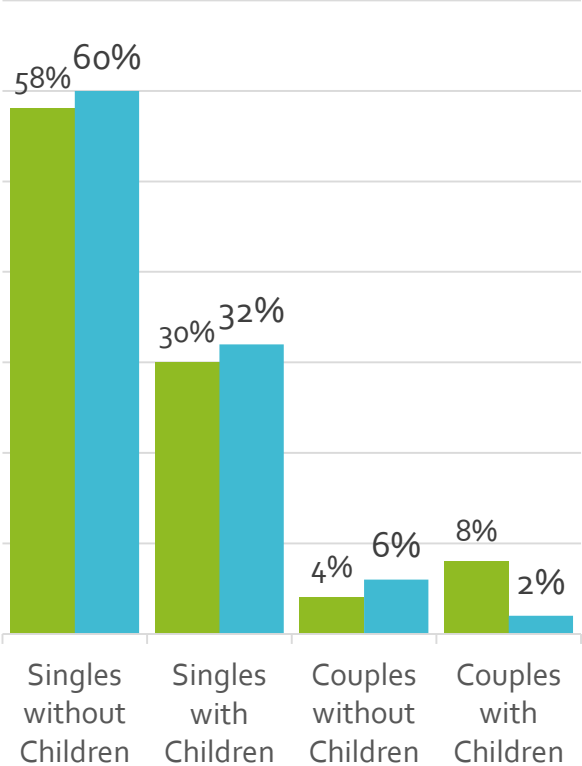
Within the county

- West Elgin 12%
- Dutton/Dunwich 5%
- Southwold 14%
- Central Elgin 4%
- Malahide 48%
- Bayham 17%

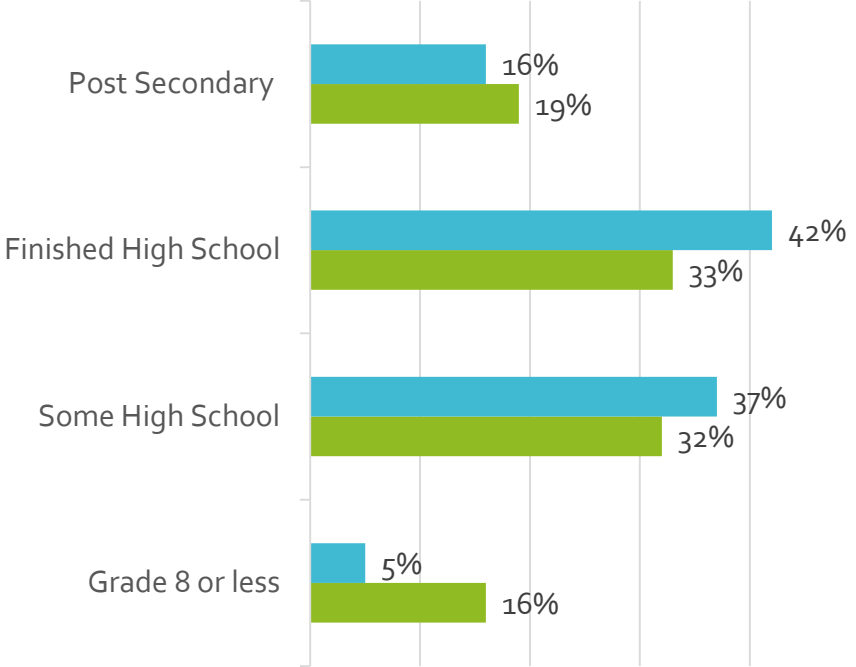


Caseload Demographics

Family Structure



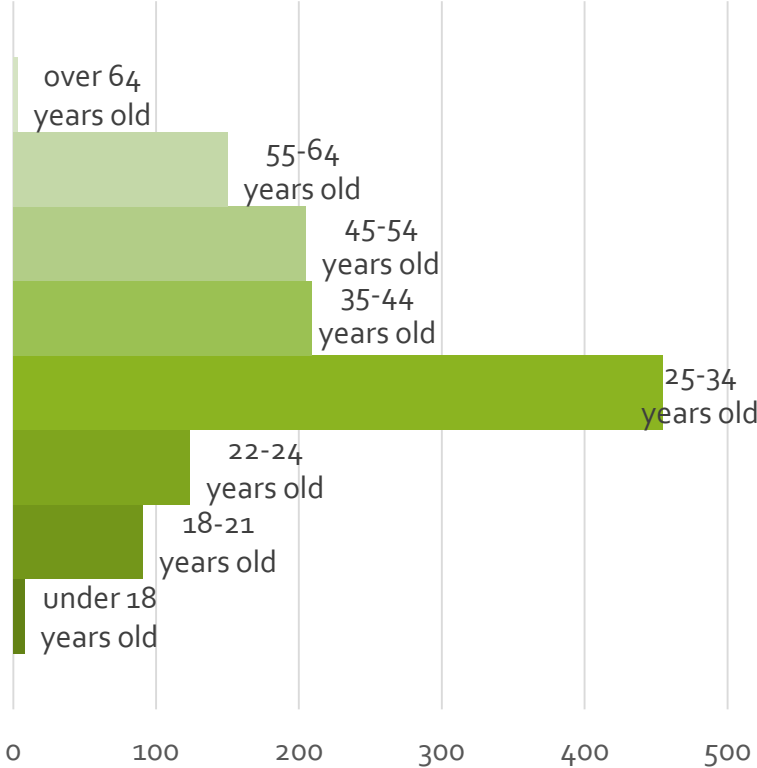
Highest Level of Education



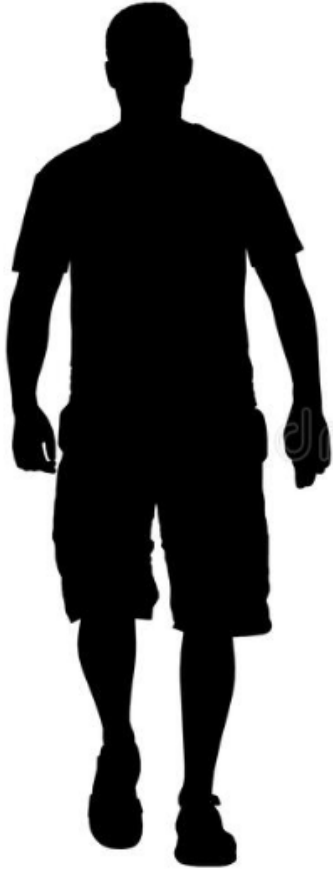
December 2020

County City

Age of Head Of Family



Ontario Works Rates



Single

Basic Needs \$343
Shelter \$390

\$733 month



Single with 1 child

Basic Needs \$360
Shelter \$642

\$1,002 month



Goal – Self-Reliance

Life stabilization activities to reduce barriers.

Employment assistance activities designed to assist participants in obtaining skills to find and maintain employment.

70%
actively participating
30% deferred



Comparison 2019 - 2020

% of caseload with employment earnings ↓ 30%

Average monthly employment earnings per case → 1%

% of terminations exiting to employment ↓ 17%

East and West Satellite Locations

Aylmer Community Services

Population served
residents of
**Malahide and
Bayham**

2 Caseworkers

Low German
Specialized addiction
worker

5 days/week
Pre-COVID



West Elgin Support Services

Populations served
residents of
**Dutton-Dunwich
and West Elgin**

1 Caseworker

2 days/week
Pre-COVID

Community Partners

Social Assistance Modernization



Ontario Works Participants

- Online Application for Social Assistance
- Simplified reapplication process
- Reloadable Payment Cards
- Elimination of the paper drug card
- Enhancements to MyBenefits and the Interactive Voice Response System

Service Providers and Vendors

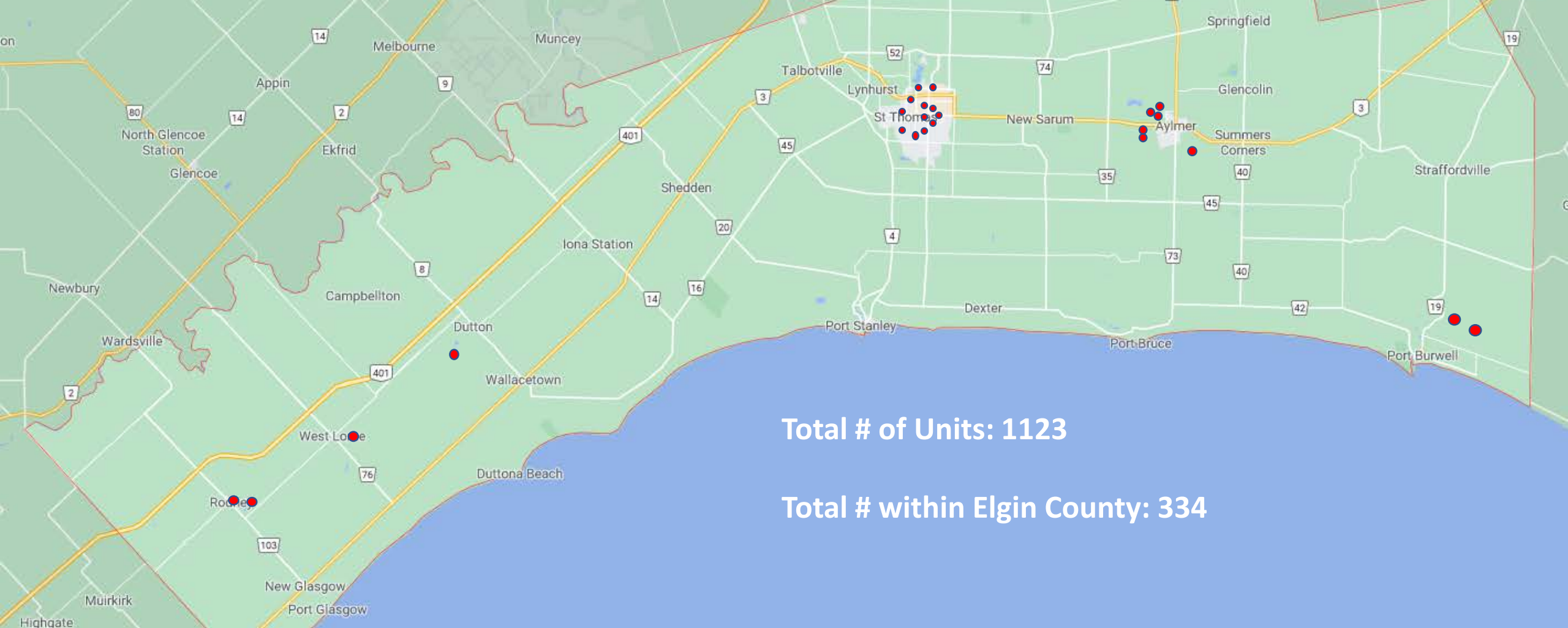
- Direct Bank Deposits to third party vendors
- Consolidated vendor payments
- Helpline for health care professionals

Less Administration → More focus on our clients → Improved Experience and Outcomes

Housing & Homelessness Services

2020 Year in Review





St. Thomas & Elgin County Social Housing

Homelessness and Homelessness Prevention

Elgin County Social Services Relief Funds (SSRF)

- Provincially funded program as a direct response to COVID 19.
- Aims to help protect the health and safety of Ontario's most vulnerable citizens.
- Intended to support municipalities and social service providers such as shelters, food banks, emergency services, charities and nonprofits to continue to deliver critical services while keeping clients safe and healthy.
- Elgin County SSRF applications were approved to provide financial assistance to congregate care homes and to support rural homelessness and housing challenges due to COVID 19 in both East and West Elgin.

Homelessness and Homelessness Prevention

Elgin County Community Homelessness Prevention Initiative (CHPI)

- Provincially funded program (since 2013).
- Aims to prevent, address, and reduce homelessness.
- Two key outcomes:
 - 1) Helping people experiencing homelessness obtain and retain housing; and,
 - 2) Ensuring people at risk of homelessness remain housed.
- CHPI applications have been approved to provide financial assistance for rural homelessness initiatives in both East and West Elgin.



East & West Elgin Initiatives



East Elgin

- Family Central Apartments
(Supportive Housing)
- East Elgin Housing Initiative
(Winter Emergency Shelter)
- East Elgin Community
Assistance Program
(Food Bank)

West Elgin

- West Elgin Community Health
Centre
- Homeless Coalition:
 - Steering Committee
 - Emergency Shelter Committee
 - Housing Committee

Unique Characteristics of Rural Homelessness

- General awareness of rural homelessness.
- High prevalence of hidden homelessness.
- Transportation challenges.
- Stigma and privacy concerns.



Jay

Please feel free to contact me with any questions or concerns regarding any of the programs administered through Social Services.



Contact Information:

Director, St.Thomas Elgin Social Services

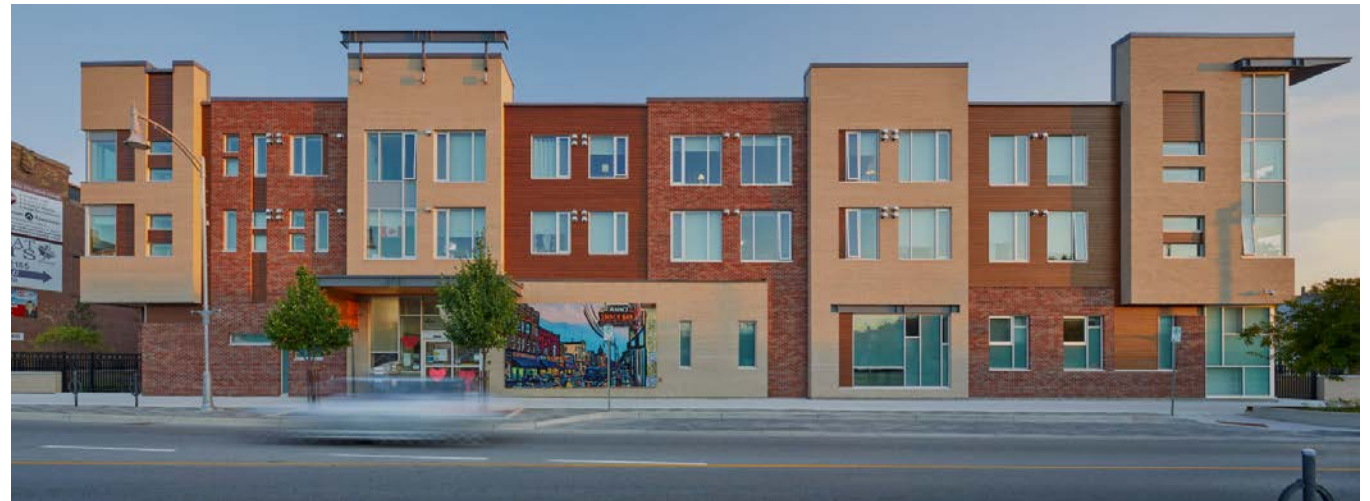
Heather Sheridan

Phone: 519-631-9350 ext 7134

Email: hsheridan@stthomas.ca

Address: 230 Talbot Street

St.Thomas, ON N5P 1B2



Crane surprised by private sale of conservation land



By Veronica Reiner,
Local Journalism
Initiative reporter

Jim Crane was shocked to find Crane Conservation Area, an eight-acre bush lot previously owned by Lower Thames Valley Conservation Authority (LTVCA), was sold to a private individual for \$9,000.

Mr. Crane, who lives in Malahide, just south of Avon, has a personal connection to the property, located in Iona Station, west of St. Thomas. His great uncle, Dr. James Crane, a well-known conservationist, planted a forest of 7,000 trees, including about 90 different species, on the lot in 1938.

"To be honest I have not slept well since," said Mr. Crane. "To sell this for what they sold it for is an utter disgrace to our family."

Mr. Crane found out after he visited the bush lot on Saturday, Jan. 9. Upon arrival, he noticed a brass plaque, installed on the property in 1961 to detail the history of Dr. Crane, was missing.

As he searched for it, he noticed a man on a farm tractor with a loader about 100 metres west, coming out of the bush area.

The man, Joshua Englehart, explained that he now owned the lot. The brass plaque was

now stored inside his home on the adjacent property, previously owned by Dr. Crane.

"He told me he was afraid the large brass plaque would get stolen and he was to replace it with a plaque of very little value that would not get stolen," said Mr. Crane. The new owner also appeared to be thinning out the bush, he added.

The LTVCA told Mr. Crane that only dead trees were removed at the existing older laneway, and that the company that removed the trees can certify they were dead.

The LTVCA cited significant costs from taxes and drainage improvements through the Drainage Act as a main reason for the sale. It was deemed a surplus property by the LTVCA board in 1996.

There are several provincial tax programs available, said LTVCA Conservation Lands and Services Manager Randall Van Wagner, such as the Managed Forest Tax Program, and the Conservation of Land Tax Program.

This property was not eligible for either due to its smaller size and lack of "ecological significance and species at risk."

Mr. Van Wagner said the property was sold to Mr. Englehart on Feb. 13, 2019 with a restrictive covenant. The new landowner was legally required to maintain the rock memorial, and the forest. Though he believed building was permitted as long as the forest was kept intact.

"It was not an easy decision for us," said Mr. Van Wagner, adding the LTVCA owns and manages 30 other properties.

"We looked at it from the point of view that if we divest from this one, then we can better focus on our other high use properties."

Mr. Van Wagner believed the sale of the property went

through a public tender. Representatives from the LTVCA also approached surrounding neighbours to see if they would be interested in purchasing the property.

Only Mr. Englehart was interested, he said.

The bush lot was appraised by Chatham-based Oakview Appraisals. Mr. Van Wagner did not answer when asked what the property was appraised at, or sold for.

According to GeoWarehouse, a Toronto-based real estate appraiser, the conservation area, described as a farm property without buildings or structures, had an assessed value for taxes at \$60,000 in 2019. The property was sold for \$9,000.

"The funds from the sale of that property will stay earmarked in that county for future environmental projects," said Mr. Van Wagner, citing tree planting as an example.

But it's no consolation to Mr. Crane, who believes that sale was well below market value.

"With my background in real estate, in 2019 this property would have been a bargain at \$150,000 and much higher now," said Mr. Crane.

The property changed hands several times over the years. In 1955, Dr. Crane sold his property to the University of Western Ontario for \$1, on the condition it would remain a conservation area.

Dr. Crane died in the fall of 1959. In 1961, the staff at the university felt there was no need for them to continue owning the conservation area. It was sold, once again for \$1, to the County of Elgin, on the condition it would remain a conservation area.

At that time, the university presented the large brass plaque that detailed the history of Dr. Crane.

In 1976, Elgin County decided the LTVCA should be the keeper of the property, and it was sold on the same conditions: for \$1, to remain a conservation area.



On Tuesday, Jan. 19, Malahide resident Jim Crane stands next to an empty rock at the Crane Conservation Area which previously displayed a brass plaque memorializing his great uncle, Doctor James Crane. The brass

plaque was installed in 1961 by the University of Western Ontario and detailed the history of Dr. Crane, who planted 7,000 trees on the lot. It was removed by the new property owner and placed inside his home. (AE/contributed by Jim Crane)



Inset portrait: This painting of Doctor James Crane was presented to in 1935 upon his retirement as a professor in the medical faculty at the University of Western Ontario. (AE/contributed by Jim Crane)

Above: Malahide resident Jim Crane visited the eight-acre Crane Conservation Area last week, now privately owned after being sold by LTVCA for \$9,000. Mr. Crane said it appeared the owner was thinning out the bush. As part of the sale, the landowner was legally required to maintain the rock memorial, and the forest. (AE/contributed by Jim Crane)

Open for
TAKE-OUT

**Grandma's
Oven**
Bakery & Cakes Inc.

519-765-2711
157 John St N.
Open Tues. - Sat.
9am-5pm

Curbside Pick-up & Delivery
Available for all orders placed
before 12 noon the day before.

Call or order online at:
www.grandmasoven.ca

CALL TO ORDER TAKE-OUT
226.234.7795
Monday - Thursday: 10am-7pm
Friday - Saturday: 10am-8pm
Delivery Available within the Aylmer Area

38 Talbot St. E. Aylmer

OPEN
FOR CARRY OUT
& DELIVERY

10:30AM - 12AM
DAILY

Aylmer Police blotter

Aylmer Police Chief Zvonko Horvat reported the following was impaired by a drug, and he was charged as a result.

REPORTS OF COUNCIL AND STAFF

February 9, 2021

Council Reports – ATTACHED

Warden Marks – Warden’s Activity Report (January) and COVID-19 Update

Staff Reports – ATTACHED

Director of Homes and Seniors Services – Homes – Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E

Accessibility Coordinator – Multi-year Accessibility Plan – 2020 Annual Status Report

Economic Development Coordinator – Local Business Support & Workforce Initiatives

Purchasing Coordinator – Procurement Activity Report (October 1, 2020 to December 31, 2020)

Manager of Planning – Draft Plan of Subdivision Jacklin Farms Phase 3

Manager of Planning – Final Plan of Subdivision Approval The Ridge at Talbotville Gore, Phase 2

Director of Community and Cultural Services – Elgin County Museum Advisory Committee 2021 Membership

Director of Community and Cultural Services – Elimination of E-Green Recycling Program at Library Branches

Director of Community and Cultural Services – Elgin County Library Service Update – October 2020 to January 2021

Director of Engineering Services – Zero-Emission Vehicle Infrastructure Program

Director of Engineering Services and Manager of Corporate Facilities – Administration Building – Council Chamber and Main Entrance Lobby Reception Area Design Alternatives

Director of Financial Services – Budget Presentation

County Solicitor – Elgin/Ontario – Interim Transfer Agreement (Parts III / IX Provincial Offences Act)

Chief Administrative Officer – Council and Warden Policy Revisions

Chief Administrative Officer – School Retention Plan – Elgin County

Chief Administrative Officer – COVID-19 Emergency Team Planning – January Update

Chief Administrative Officer – Elgincentives 2021 Funding (walk-on)



REPORT TO COUNTY COUNCIL

FROM: Tom Marks, Warden

DATE: February 3, 2021

SUBJECT: Warden's Activity Report (January) and COVID-19 Update

RECOMMENDATION:

THAT the February 3, 2021, report titled, *Warden's Activity Report (January) and COVID-19 Update* submitted by the Warden, be received and filed for information.

INTRODUCTION:

This report provides a high-level summary of the County's response to the pandemic as well as a list of events and meetings I attended and organized on behalf of County Council.

DISCUSSION:

On January 12, 2021 the Province of Ontario declared a second emergency under s. 7.0.1 (1) of the Emergency Management and Civil Protection Act (EMCPA). This was in response to cases of COVID-19 in the province rapidly increasing to over 3,000 new cases a day. These rising numbers threatened the Ontario health system to the point of collapse. Additionally, the province announced further restrictions to slow the spread of COVID-19 including a stay-at-home order. This order came into effect at 12:01 a.m. on January 14 and is anticipated to be in place until February 11, 2021. A stay-at-home order requires everyone to remain at home with exceptions permitted only for going to the grocery store or pharmacy, accessing health care services, exercising or performing essential work that cannot be done remotely. At this time, it was announced that schools in Elgin County would remain closed for in-person learning until at least January 25, 2021.

At the time of this report, new daily cases in Ontario had dropped significantly to 1,172 (February 3) with a seven (7) day average of 1,675. In the SWPH region there were 142 active cases with only 7 new cases reported. These numbers are encouraging and point to the effectiveness of provincial restrictions and public health measures that are currently in place. Children in the SWPH region returned to in-person learning on February 1.

Revised forecasts released by public health officials on January 28 suggest that by March, the B117 variant first identified in the United Kingdom could be the dominant strain in Ontario. Transmissibility of the B117 variant is at least 30 per cent higher than the more common strain so it will be vital to continue to adhere to public health guidelines.

Despite some delays in delivery of vaccines to Canada, SWPH recently reached a significant milestone, providing first doses of the COVID-19 vaccine to all eligible Long-Term Care residents in the region including residents of Terrace Lodge, Elgin Manor and Bobier Villa. Some Long-Term Care staff have also received the first dose of the vaccine.

County Operations:

The County of Elgin has adjusted its operations to ensure compliance with stay at home protocols and ensure the safety of staff. The Elgin County Administration Building is serving the public by telephone, email or by appointment only between the hours of 8:30 a.m. and 4:30 p.m. Visitors are limited and anyone entering the building is screened for COVID-19. The Museum and Archives remain closed to the public. Staff are serving the public utilizing virtual platforms at this time. All ten Elgin County Library branches continue to offer curbside pick-up services only. All Administration staff who are able, are working from home as much as possible to reduce contact with coworkers. Ticket payment is to be done virtually and all POA trials are currently suspended. Only essential caregivers are permitted at Long-Term Care Homes and they must receive a negative COVID-19 test, at minimum, every 7 days. No general visitors are permitted in the Homes at this time and absences are not permitted during this time.

Alzheimer Society Flag Raising

Immediately following the Council meeting held on January 12, 2021, I raised the Alzheimer Society Flag outside the Elgin County Heritage Building in honour of Alzheimer Awareness Month. The flag remained until the end of January.

Committee Activity

Despite COVID-19 restrictions Elgin County Committees have continued their important work virtually.

Budget Committee

A draft of the consolidated 2021 Budget was presented to County Council on January 12. The Committee met afterwards to discuss feedback received by Council. The Committee met again on January 26 to review the final details of the Operating and Capital Budgets and set a proposed tax rate for recommendation to County Council.

Connectivity Committee

After considerable information gathering, community engagement and industry consultation in the last quarter of 2020, the Connectivity Committee has started the work of formulating a

“Made in Elgin’ Solution which will eventually be presented to County Council for consideration. The Committee continues to meet every two weeks to ensure the process continues as rapidly as possible.

Environmental Committee

At its meeting on January 26, County Council approved priorities for the Environmental Advisory Committee for 2021. The Committee met on January 27 to identify areas of focus and identify members of the Committee who will lead these initiatives.

Terrace Lodge Redevelopment Steering Committee

New funding levels approved by the province and tender results allowed the Steering Committee to recommend a project budget of \$34,700,483 exclusive of HST for the Terrace Lodge Redevelopment. Council approved this budget at its meeting held on January 26, 2021. This also provides Council with \$1.4 million in unallocated funds to be used for other purposes.

Terrace Lodge Fundraising Committee

After a successful and snowy campaign launch in December, the Terrace Lodge Fundraising Committee continues its work of reaching out to potential donors, developing a promotional plan for the campaign and brainstorming fundraising events/initiative ideas.

CSWB Coordinating Committee and Advisory Committee

Both the Coordinating Committee and the Advisory Committee met in January to discuss next steps for the plan in order to ensure its completion by the new deadline of July 1, 2021. The Advisory Committee met on January 22, 2021 to review the findings from the public engagement survey conducted in the fall of 2020 and to establish priority areas of focus for the plan.

Events/Meetings Attended by Warden:

- Southwestern Public Health Municipal Partner Calls (January 7, 14, 21, and 28)
- SWIFT Board of Directors Meeting (January 8)
- Elgin County Council (January 12 and 26)
- Budget Committee Meeting (January 12 and 26)
- Connectivity Committee Meetings (January 14 and 28)
- Environmental Committee Meeting (January 27)
- Council Action Planning Session (January 20)
- Terrace Lodge Redevelopment Steering Committee Meeting (January 22)
- Southwestern Public Health – Board of Health Meetings (January 9 and 19)
- Joint Accessibility Advisory Committee (January 21)
- Flag Raising for the Alzheimer's Society (January 12)

FINANCIAL IMPLICATIONS:

The financial impact of COVID-19 and the County's response efforts are reported to Council on a monthly basis. There are no other financial implications to report at this time.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments: Elgin County Council's response efforts and the continuity of essential projects and services align with Elgin County Council's Strategic Plan 2020-2022.

LOCAL MUNICIPAL PARTNER IMPACT:

Elgin County continues to work with and find ways to collaborate with Elgin's municipal partners.

COMMUNICATION REQUIREMENTS:

A brief synopsis will be included in the Council Highlights document that is posted to the website and distributed to local Councils.

**CONCLUSION:**

Cases across the province and our region have fallen significantly over the past week; however, we must remain vigilant. The virus still poses a considerable threat to public health and it is important that we do not let our guard down. Modelling suggests that the B117 UK variant of COVID-19 could soon be the dominant strain and the challenges associated with this new variant are still largely unknown.

All of which is Respectfully Submitted

Warden Tom Marks



REPORT TO COUNTY COUNCIL

FROM: Michele Harris, Director of Homes and Seniors Services

DATE: February 4, 2021

SUBJECT: Homes – Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E

RECOMMENDATIONS:

THAT the report titled: “Homes – Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E” dated February 4, 2021 be received and filed; and, THAT Council authorize the Chief Administrative Officer (CAO) and Warden to sign the “Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E” for the Homes for the period of January 1, 2020 – December 31, 2020.

INTRODUCTION:

The South West Local Health Integration Network (SWLHIN) Long-Term Care Home Service Accountability Agreement (L-SAA) Schedule E – Form of Compliance Declaration is an annual reporting requirement.

DISCUSSION:

The Long-Term Care Home Service Accountability Agreement (L-SAA) includes a schedule of reporting requirements for specific reports related to performance, occupancy, staffing, funding, compliance, etc. Schedule E, “Form of Compliance Declaration” relates to a declaration by the Chief Administrative Officer that the Health Service Provider has fulfilled its obligations under the L-SAA during the applicable period. The reporting period is from January 1, 2020 – December 31, 2020. In regards to the COVID-19 pandemic, several adjustments (timeline extensions for reporting, etc.) were provided in the 2020 year to support LTCHs in prioritizing resident care and infection prevention control measures.

FINANCIAL IMPLICATIONS:

It is imperative that staff ensure that the requirements of the Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E are met to support timely and appropriate funding to the LTCH's.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:

LOCAL MUNICIPAL PARTNER IMPACT:

None

COMMUNICATION REQUIREMENTS:

The completed and signed Long-Term Care Home Service Accountability Agreement (L-SAA) – Schedule E Form of Compliance Declaration for each of the three (3) County of Elgin LTCHs shall be forwarded, as required, to the SWLHIN by end of day February 10, 2021.

CONCLUSION:

To the best of staff's knowledge, the three (3) County of Elgin Homes have satisfied the requirements of Schedule E – Form of Compliance Declaration and recommend that this form be signed for all three (3) Homes.

All of which is Respectfully Submitted

Approved for Submission

Michele Harris
Director of Homes and Seniors Services

Julie Gonyou
Chief Administrative Officer

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The South West Local Health Integration Network (the “LHIN”).

From: The Board of Directors (the “Board”) of the Corporation of the County of Elgin (the “HSP”)

For: Elgin Manor (the “Home”)

Date: February 10, 2021

Re: January 1, 2020 – December 31, 2020 (the “Applicable Period”)

The Board has authorized me, by resolution dated February 9, 2021, to declare to you as follows:

After making inquiries of the Michele Harris, Director of Homes and Seniors Services and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the *Local Health System Integration Act, 2006* and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the LHIN and the HSP effective April 1, 2020.

Julie Gonyou, CAO

Tom Marks, Warden

Schedule E – Form of Compliance Declaration Cont’d.

Appendix 1 - Exceptions

Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The South West Local Health Integration Network (the “LHIN”).

From: The Board of Directors (the “Board”) of the Corporation of the County of Elgin (the “HSP”)

For: Terrace Lodge (the “Home”)

Date: February 10, 2021

Re: January 1, 2020 – December 31, 2020 (the “Applicable Period”)

The Board has authorized me, by resolution dated February 9, 2021, to declare to you as follows:

After making inquiries of the Michele Harris, Director of Homes and Seniors Services and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the *Local Health System Integration Act, 2006* and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the LHIN and the HSP effective April 1, 2020.

Julie Gonyou, CAO

Tom Marks, Warden

Schedule E – Form of Compliance Declaration Cont’d.

Appendix 1 - Exceptions

Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The South West Local Health Integration Network (the “LHIN”).

From: The Board of Directors (the “Board”) of the Corporation of the County of Elgin (the “HSP”)

For: Bobier Villa (the “Home”)

Date: February 10, 2021

Re: January 1, 2020 – December 31, 2020 (the “Applicable Period”)

The Board has authorized me, by resolution dated February 9, 2021, to declare to you as follows:

After making inquiries of the Michele Harris, Director of Homes and Seniors Services and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the *Local Health System Integration Act, 2006* and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the LHIN and the HSP effective April 1, 2020.

Julie Gonyou, CAO

Tom Marks, Warden

Schedule E – Form of Compliance Declaration Cont’d.

Appendix 1 - Exceptions

Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.



REPORT TO COUNTY COUNCIL

FROM: Sam McFarlane, Accessibility Coordinator

DATE: February 9, 2021

SUBJECT: Multi-year Accessibility Plan – 2020 Annual Status Report

RECOMMENDATION:

THAT the report titled “Multi-year Accessibility Plan – 2020 Annual Status Report” dated February 9, 2021 be received and filed.


INTRODUCTION:

Elgin County staff are required to prepare an annual accessibility status report on the progress of measures taken to implement the strategies outlined in the Multi-Year Accessibility Plan. In addition, the status report must be posted on the website for public viewing.

DISCUSSION:

The County’s second multi-year accessibility plan was adopted by Elgin County Council in 2015 and expired at the end of 2020. Over this 5-year period, on an annual basis, County staff are required to provide an update to County Council on the progress made towards obtaining the goals outlined in the Multi-Year Accessibility Plan. This report will outline the measures taken to ensure compliance under the Accessibility for Ontarians with Disabilities Act (AODA) as well as the Integrated Accessibility Standards Regulation (IASR). The full status report is attached.

A new Joint Multi-Year Accessibility Plan (2021-2026) is currently being put together with all local municipal partners being consulted during the process. This Joint Multi-Year Accessibility Plan will come forward to County Council in the second half of 2021.



Highlights of the 2020 Annual Status Report include:

- Enabling Accessibility Fund (Federal grant opportunity for funding up to \$100,000) application support provided to multiple local municipal partners
 - Successful in securing funding in the full amount of \$100,000 for the installation of a new universal washroom in the Elgin County Administration Building basement
- Ontario Trillium Foundation: Resilient Communities Fund application support for a number of local municipal partners – applications pending review
- Ministry for Seniors & Accessibility Compliance Audit support provided to multiple local municipal partners – awaiting compliant response
- Elgin County/ Central Elgin Joint Accessibility Advisory Committee reviewed and provided feedback on the Port Stanley Fire Hall project
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code virtual training provided to the Municipality of West Elgin staff
- Significant accessibility upgrade at the Straffordville Library with the installation of an elevator, providing access to the basement level for all occupants
- Handrails installed in the County Administration Building basement to support users of all ages and abilities to navigate the main hallway ramp
- County of Elgin Procurement Policy updated to include best practices accessibility verbiage

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future.
<input checked="" type="checkbox"/> Exploring different ways of addressing community need.	<input type="checkbox"/> Fostering a healthy environment.	<input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.
<input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Enhancing quality of place.	

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

As outlined in the attached status report, the County will continue to remove barriers to people with disabilities. These efforts will be communicated to County Council through the development of a multi-year accessibility plan and affiliated annual status reports.



All of which is Respectfully Submitted

Approved for Submission

Sam McFarlane
Accessibility Coordinator
Amy Thomson
Director of Human Resources

Julie Gonyou
Chief Administrative Officer



Annual Accessibility Status Report

A summary of Elgin County's accomplishments towards inclusion in 2020

Objectives and Purpose

This is the County of Elgin's Annual Accessibility Status Report update. In 2013, Elgin County released its first Multi-Year Accessibility Plan, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11). The plan outlined the County's strategy to prevent and remove barriers to accessibility, which included how to meet phased-in requirements under the AODA.

In 2015, the County released its second Multi-Year Accessibility Plan, which takes the County's accessibility efforts through to the end of 2020.

This Status Report includes the accessibility initiatives that were completed in 2020 to implement the strategy outlined in the County's Multi-Year Accessibility Plan.

The purpose of this Status Report is to make the public aware of Elgin County's progress with accessibility implementation and to prevent and remove barriers and meet requirements under the AODA.

Compliance Reporting

Elgin County filed its fourth Accessibility Compliance Report in 2019 with the Ministry for Seniors and Accessibility.

Elgin County's Commitment Statement

The County of Elgin's statement of commitment establishes the vision and goals for the Municipality to meet the legislated accessibility requirements. The County's statement of commitment is publicly available on the County website.

The County of Elgin is committed to eliminating barriers and improving accessibility for people with disabilities in a manner that respects dignity, independence, integration and equal opportunity.

The County of Elgin recognizes the diverse needs of all our residents and customers and will respond by striving to provide goods, services and facilities that are accessible to all.

The County of Elgin is committed to being responsive to the needs of all our residents and employees. In order to meet the needs of people with disabilities the County will:

- Ensure policies address dignity, independence, integration and provide for equal opportunity for people with disabilities.
- Allow people with disabilities to use their own personal devices to obtain, use or benefit from the services offered by the County.
- Accommodate the accessibility needs of people with disabilities to ensure they can obtain, use or benefit from the County's goods, services, programs and facilities.

- Communicate with people with disabilities in a manner that takes into account the person's disability.

The County of Elgin will promote accessibility by ensuring that compliance is met for all regulations made under the Accessibility for Ontarians with Disabilities Act, 2005. Timelines for compliance vary. In order to ensure that timelines are met, The County will establish, implement and maintain a multi-year accessibility plan. The plan will outline the County's strategy to prevent and remove barriers to people with disabilities.

Continuous Achievements in Accessibility

- The County of Elgin focuses on removing barriers which may exist in our buildings and facilities, while ensuring that new buildings, leases, and renovations do not create any new barriers.
- Elgin County/Central Elgin Joint Accessibility Advisory Committee continues to meet and review accessibility initiatives.
- The County of Elgin continues to comply with the requirements of the Integrated Accessibility Standards Regulation including continuing to train staff, volunteers and third parties who interact on behalf of the Municipalities on an ongoing basis.
- All library branches continue to provide accessible materials and communication supports upon request. In addition, the library has several accessible materials and resources available including but not limited to: large print books, audio books, CELA Library loan access, electronic materials with zoom features, hand-held magnifiers as well as ZoomText with large print keyboards
- Continue to review customer feedback and take appropriate action.

Highlights of 2020

As a result of the COVID-19 Pandemic response in the Human Resources Department, the County's Accessibility Coordinator was temporarily redeployed during a portion of 2020 in a supporting role. This support included screening in our long term care facilities along with additional COVID-19 response tasks as assigned by both the Manager and Director of the Human Resources Department. Considering the required 50/50 hourly split with the County of Middlesex, there were some priority items that have been pushed into 2021. With that in consideration, please see below some of the accessibility related highlights of 2020:

- Enabling Accessibility Fund (Federal grant opportunity for funding up to \$100,000) application support provided to multiple local municipal partners
 - Successful in securing funding in the full amount of \$100,000 for the installation of a new universal washroom in the Elgin County Administration Building basement
- Ontario Trillium Fund: Resilient Communities Fund application support for a number of local municipal partners – applications pending review
- Ministry for Seniors & Accessibility Compliance Audit support provided to multiple local municipal partners – awaiting compliant response
- Elgin County/ Central Elgin Joint Accessibility Advisory Committee reviewed and provided feedback on the Port Stanley Fire Hall project
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code virtual training provided to the Municipality of West Elgin staff
- Significant accessibility upgrade at the Straffordville Library with the installation of an elevator, providing access to the basement level for all occupants
- Handrails installed in the County Administration Building basement to support users of all ages and ability navigate the main hallway ramp
- County of Elgin Procurement Policy updated to include best practices accessibility verbiage

Availability of the Plan and Status Report

The Multi-Year Accessibility Plan and Annual Accessibility Status Reports can be accessed through Elgin County's website: <http://www.elgincounty.ca/main-menu/council/accessibility>

Contact Information

For more information contact – Elgin County's Accessibility Coordinator:

Phone 519-631-1460 ext. 167

Fax 519-633-7785

Email smcfarlane@elgin.ca

Mail Accessibility Coordinator

County of Elgin, Human Resources Dept.

450 Sunset Drive,

St. Thomas, ON N5R 5X7

Accessible formats and communication supports available upon request.



REPORT TO COUNTY COUNCIL

FROM: Jessica Silcox, Economic Development Coordinator

DATE: February 9, 2021

SUBJECT: Local Business Support & Workforce Initiatives

RECOMMENDATION:

THAT the February 9, 2021, report titled, Local Business Support & Workforce Initiatives, submitted by the Economic Development Coordinator, be received and filed for information.

INTRODUCTION:

Supporting local has never been more imperative than it is today. The ongoing Covid-19 Pandemic and the uncertainty that it presents, has challenged many local businesses within Elgin County. As a result, Elgin's Economic Development and Tourism department has been proactive in shifting their programming to help the local business community more than ever before.

Staff from Elgin's Economic Development and Tourism department have been busy assisting and informing local businesses about the programs and grant funding available to them from the Provincial and Federal Governments, promoting local businesses through a Support Elgin shop local campaign, all while working closely with partnering organizations such as the *Elgin Middlesex Oxford Workforce Planning and Development Board (WPDB)* to help address local workforce needs.

DISCUSSION:

Information Sharing

With the ever-changing programs and grants becoming available to the business community, Elgin's Economic Development and Tourism staff created a Covid-19 Resource webpage within its Economic Development website to act as a one-stop-shop for accessing this information (<https://progressivebynature.com/COVID19>). This webpage is updated on an ongoing basis with new grants and supports added as they become available.

Economic Development and Tourism staff also disseminate this information, as well as any other local supports, and department lead initiatives to the local business community through monthly emails, and online through the department's social media handles.

Support Elgin

The Support Elgin campaign began during the onset of the Pandemic with the focus being on promoting and featuring Elgin businesses across all sectors, and throughout the entire County. Staff began this campaign by updating the online business directory on the Economic Development website (<https://progressivebynature.com/SupportElgin>). Staff completed outreach to the community to ensure that all businesses that wanted to be listed were included and/or updated.

This business directory is available as a listing for all businesses across the County with the capability of sorting by business type, or by Municipality. Businesses that wish to be added are encouraged to fill out an online form, or email the department.

Another component of this campaign, is the online promotion for local businesses. Each week, various businesses from this directory are featured on the Economic Development & Tourism Facebook page, with the sole purpose to promote local and educate the public on the various businesses and services available in Elgin County. These posts continue to see positive engagement from not only business owners, but from consumers and clients as well.

With the success of this Facebook campaign, staff created window decals for local businesses to place within their storefront windows, see *Figure One*. Staff have been busy mailing these window decals to local businesses throughout the County.

Figure One: Support Elgin Window Decals



Elgin Middlesex Oxford Workforce Planning and Development Board

In Ontario, there are currently twenty-six (26) Workforce Planning Boards that serve the four regions across the province. Together, these 26 Boards create a network known as *Workforce Planning Ontario*. The County of Elgin is represented through the *Elgin Middlesex Oxford Workforce Planning and Development Board*.

This *Board* strives to provide its stakeholders with quality labour market information to ensure that decision making results in thriving and viable economies for Elgin, Middlesex, and Oxford Counties (The City of London and City of St. Thomas are also represented by this *Board*). This is achieved through gathering information, not only about the supply of labour, but also the demands of the local labour market. Information is collected through working directly with area employers to identify their current and emerging skills needs, as well as utilizing data available from *Statistics Canada* and other reliable sources.

Once this information is gathered and analyzed by staff at the *WPDB*, it is then shared with stakeholders, job seekers, local employment services (such as *Employment Services Elgin* and *Fanshawe Employment Services*), and future job seekers, students, through Ontario's formal education systems.

Currently, the *Elgin Middlesex Oxford Workforce Planning and Development Board* is undertaking various workforce initiatives that address the current and future needs of the region's business community, otherwise referred to as the *London Economic Region (LER)*. Since the onset of Covid-19, the Pandemic has been top of mind for the *Board* to incorporate into their planning and projects.

Staff from Elgin County's Economic Development department work closely with the *WPDB* and are actively involved in their workforce development and planning initiatives. As indicated below, these initiatives align well with some of County Council's strategic priorities.

Elgin Workforce Development Network

The *Elgin Middlesex Oxford Workforce Planning and Development Board* has developed a network in each of its respective Counties that it serves to address their community's unique concerns and needs. Staff from Elgin's Economic Development department are active members of the *WPDB's Elgin Workforce Development Network*.

This *Network* is comprised of stakeholders from across the Elgin – St. Thomas region that play a key role in working with and assisting the local business community. As a collective, this *Network* is currently looking to revise its workforce strategy to address current trends, issues, and the changing demands of the Covid-19 Pandemic in relation to the local economy and workforce. The kick-off meeting for the *Elgin Workforce Development Network's* workforce strategy is set to begin shortly, with the goal of releasing this strategy in the latter part of 2021.

Employer Needs Assessment Survey

In September 2020, the *WPDB* released an *Employer Needs Assessment Survey (ENA Survey)* to collect imperative data from local employers within the *London Economic Region*. Surveys from other partner organizations indicated that the region saw a significant amount of both temporary and permanent layoffs, and closures due to the Pandemic. The purpose of the *ENA Survey* was to identify what employers in the *London Economic Region* required to hire new staff or re-hire former staff as a direct result of the Pandemic.

Over the course of three (3) weeks, this survey was sent out to employers through various stakeholder's channels to determine what Provincial and Federal supports may be required to assist local businesses in moving forward. Staff from Elgin's Economic Development department assisted in disseminating this survey link to its business community through email correspondence and across its various social media platforms.

This survey asked questions in relation to changes to staffing levels, short-term and long-term layoffs, requirements for moving forward, skilled labour needs, the effects of technology, the need for technology training, and more, to determine the trends of Covid-19 on the local workforce.

The results of the *ENA Survey, Appendix One* of this report, provides an excellent insight on the 302 surveys that were collected and analyzed by staff at the *WPDB*. Nearly 40 of these surveys were completed by Elgin County businesses, with the majority of overall respondents from the manufacturing, accommodation and food services, retail trade, healthcare and social assistance, and other services (except public administration) sectors.

The data collected suggests that Covid-19 has affected every industry in the *London Economic Region*, with a greater magnitude of impact on some sectors over others. Moreover, it advocates that micro- and small- sized enterprises struggled with shifting their businesses to e-commerce, while medium- and large- businesses were more concerned about increasing staffing to meet demands. The results are further broken down by industry to portray their specific needs and concerns, with many industries indicating that their top priority would be assistance in offsetting wage costs.

Overall, it became evident that this survey does not portray any drastic changes from previous non-Covid labour market surveys. However, the results do demonstrate the importance of breaking data down by sector to ensure targeted benefits can occur.

Scenario Planning Report

In uncertain times and when substantial socio-economic disruptions occur, scenario planning is the favoured method for economists, economic developers, and business professionals for strategic planning.

With this in mind, the *WPDB* began the process of creating a *Scenario Planning Report, Appendix Two*, in September and October of 2020. The intentions of this report were to broaden and deepen the conversations in addressing present and future economic and social impacts in the *London Economic Region* due to Covid-19. This report provides stakeholders with a recovery timeline, as well as highlighting past issues, present and future impacts of the Pandemic, and most importantly, recommendations on potential labour market and workforce initiatives that can be implemented up to June 2022.

A timeline for economic recovery is a key component of this report. The report presents four stages for the *London Economic Region*, as well as for individual sectors or businesses. These stages are as follow: REACT, RESTART, RECOVER, and RESILIENCY.

REACT: Adjusting to lockdown conditions and new restrictions, accessing remedies, taking short-term and reactive actions. Priority is staying afloat.

RESTART: Adjusting to new, more stable conditions that permit a certain level of business activity, while still relying on temporary remedies and preparing for potentially serious threats including new lockdowns. Priority is reaching a new steady state.

RECOVER: A new steady state, or new normal, is sustainably achieved. Depending on the sector, this may represent a return to pre-Covid-19 levels of activity. Businesses may still be dealing with the impacts of downturn in other sectors or in the economy. Priority is long-term investments and changes to business model that enable success in the new normal.

RESILIENCY: The benefits of investments and long-term changes made in the recover phase are felt. Whether as a result of these changes, or the end of the Covid-19 crisis, businesses become impervious to negative impact related to Covid-19. Priority is growth beyond the Covid-19 crisis.¹

Figure Two, below, is a chart from the Draft *Scenario Planning Report* that further breaks down each economic subsector and which stage in the economic recovery timeline they were in from March 2020 – November 2020.

The data in *Figure Two* is extremely helpful in that it suggests that not every sector progressed or will progress through these four stages at the same time or at the same rate. Therefore, the needs and supports required by each economic subsector in the *London Economic Region* may also vary.

¹ *Elgin Middlesex Oxford Workforce Planning and Development Board (2021). Scenario Planning Report.*

The *Scenario Planning Report* also presents a *Post Covid-19 Economic Recovery Scenario Matrix*, *Figure Three* of this report. This Matrix provides four scenarios:

Scenario 1: Low pandemic resolution and high public support

Scenario 2: High pandemic resolution, high public support

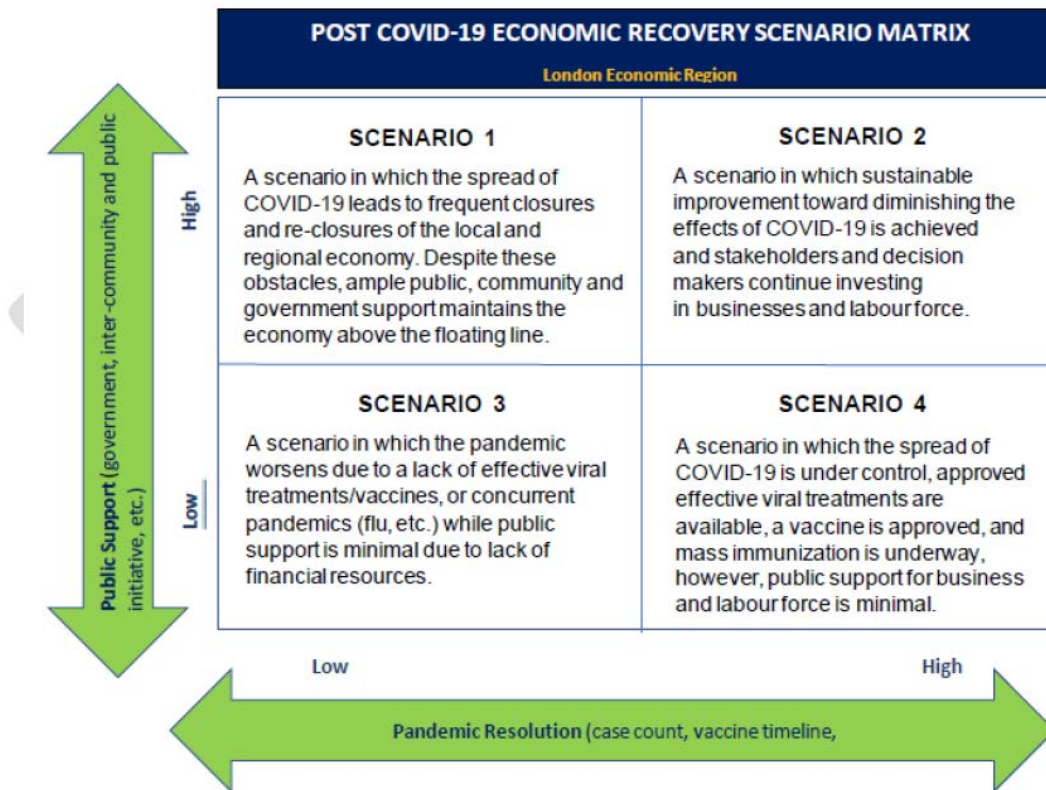
Scenario 3: Low pandemic resolution and low public support

Scenario 4: High pandemic resolution, low public support

Figure Two – Stages of Economic Recovery by Economic Subsector in the London Economic Region

Economic subsector	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
Agriculture	Resiliency	Resiliency	React	Restart	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency
Construction	React	React	React	Restart	Recover	Recover	Resiliency	Resiliency	Resiliency
Manufacturing	React	React	React	React	Restart	Recover	Recover	Recover	Recover
Wholesale and retail trade	React	React	React	React	Restart	React	React	React	React
Transportation and warehousing	React	React	React	React	React	React	Restart	Recover	Recover
Finance, insurance, real estate, rental and leasing	React	Restart	Recover	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency
Professional, scientific and technical services	React	React	Restart	Recover	Resiliency	Resiliency	Resiliency	React	React
Business, building and other support services	Resiliency	Resiliency	React	React	React	React	React	Restart	Recover
Educational services	Resiliency	Resiliency	Resiliency	Resiliency	React	React	React	React	Restart
Health care and social assistance	React	React	Restart	Recover	Recover	Recover	Recover	React	React
Information, culture and recreation	React	React	React	Restart	Recover	Resiliency	Resiliency	React	React
Accommodation and food services	React	React	React	React	Restart	Recover	Recover	Recover	Recover
Other services (except public administration)	React	React	React	React	React	Restart	Recover	Recover	Recover
Public administration	React	React	React	Restart	Recover	Resiliency	Resiliency	Resiliency	Resiliency
	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20

Figure Three – Post Covid-19 Economic Recovery Scenario Matrix



These scenarios will be resourceful in guiding local workforce initiatives and economic development as the Pandemic progresses. Staff from Elgin’s Economic Development department are active members of the *Scenario Planning Committee*. During the last Committee meeting, it was determined that the *London Economic Region* is currently in Scenario 1 and could be moving towards Scenario 2 shortly.

EmployerONE Survey

Each January, all Workforce Planning Boards across Ontario, outside of the GTA, conduct an *EmployerONE Survey* to gather information about the needs and challenges faced by local employers. This survey generally requires 10 minutes of an employer’s time to answer questions as they relate to their current workforce, hires and separations, recruitment methods, as well as education, skills and training needs. The survey remains open for the entire month of January with required targets for each County to help ensure that the data is as statistically significant as possible.

Staff from the *WPDB* provide Elgin’s Economic Development staff, as well as other partner organizations, with weekly updates on these targets. These updates are important, as they are helpful in knowing which sectors may require direct outreach to ensure all targets are met. At the time of writing this report, almost all of the 2021

EmployerOne Survey's targets have been reached, if not succeeded within Elgin County.

The results of this survey provide the *Elgin Middlesex Oxford Workforce Planning and Development Board*, as well as its stakeholders, with the data to accurately respond to the needs of its local employers. It is anticipated that a report with results will be readily available in early March, with data drilled down to the County level being accessible in April.

Skills 2 Succeed Program

With the success of the *Skills 2 Succeed Program* in the City of London's Food-Manufacturing sector, the *Elgin Middlesex Oxford Workforce Planning and Development Board* has applied for funding through the *Ministry of Labour, Training and Skills Development* to expand this Program in Elgin, Middlesex, and Oxford Counties in 2021.

The *Skills 2 Succeed Program* is an initiative that aims to provide employers with workers that have the right skills for the job, while helping people to obtain the correct skills that will enable them to connect with these jobs, and ultimately retain employment after the Program is complete.

Using the City of London's Program as a foundation, Elgin's program will focus on the manufacturing sector as well. This is due to the fact that Elgin's manufacturing sector faces similar challenges to London, with the key issue being the lack of available skilled workers. This program will attempt to mitigate the severity of the labour shortages in the manufacturing sector within our region.

London's *Skills 2 Succeed Program* ran several four-week training sessions, with 15 participants in each session. This Program focused on employer identified technical skills required such as safe food handling, WHMIS, food safety and meat processing, and other food-manufacturing skills, as well as soft skills such as communication skills, integrity, and organizational skills. Moreover, the program also provided life skills including financial literacy, setting a routine/schedule, healthy habits and the importance of a good nutrition. These training sessions were offered virtually in partnership with Fanshawe College.

Upon completing these crucial four (4) weeks of training, participants were then placed on a paid co-op with partnering workplaces, for eight (8) weeks, to put these skills to action. The ultimate goal of these co-ops was to provide hands-on skills to participants, while assisting the partnering workplaces in retaining these participants as long-term employees.

To be successful, this program requires collaboration from employers, workers, and the community. If the *WPDB* is successful in obtaining the funding from the Ministry of

Labour, a regional committee will be formed to oversee this program in Elgin, Middlesex and Oxford Counties, as well as an employer directed local working committee to assist within each County to meet their unique needs. Staff from Elgin's Economic Development department will be active members of these committees and will act as a resource to assist in connecting both employers and people to the Program.

If the Program has positive outcomes, there is the potential to see this program continue in the years to come, with continued funding from the Ministry of Labour.

London & Area Works

The *Elgin Middlesex Oxford Workforce Planning and Development Board* is once again partnering with *CTV London* to continue its longstanding relationship in promoting the *London & Area Works* campaign.

In the past, Elgin has partnered with the *WPDB* through becoming a sponsor of the *London & Area Works* programming on the 6pm *CTV London News*. This programming traditionally ran in the fall and spring with the focus being on large scale manufacturing businesses in the London Economic Region.

In 2021, there will be a shift towards featuring local small businesses that have pivoted and/or have expanded their operations. Elgin's Economic Development staff will assist with this campaign by providing a list of businesses that meet these requirements. *CTV* will then feature one business per week, of their choice, in the spring and fall from the London Economic Region during their weekly *London & Area Works* news feature. Elgin's logo will be displayed as a sponsor on a rotating basis with the other sponsors along with inclusion on the *London & Area Works* webpage (<https://london.ctvnews.ca/works>), which houses all of the businesses that have been featured through the campaign in previous years.

However, it should be noted that in the past, through offering *CTV* this list of businesses, these businesses' stories have also trickled into their everyday news lineup, as *CTV* is always looking for new local content to share.

This sponsorship also ties into the *London & Area Works Job Fair*. Each spring and fall, this Job Fair is held at the Western Fair Agriplex to help local employers fill vacancies and those seeking employment with opportunities.

In 2021, this job fair will be held virtually on April 20th and September 21st. As a sponsor of the *London & Area Works* campaign, Elgin's logo will be used in all promotions for these events. Staff from Elgin's Economic Development department will email local employers the link to sign up for these jobs fairs and help to answer any questions they may have. Moreover, staff will also assist in promoting the public to participate in the job fair as well.

Through sponsoring this campaign, it not only highlights local businesses, but also assists with public awareness into the types of employment available within Elgin County.

FINANCIAL IMPLICATIONS:

\$5,000 from the Economic Development department’s 2021 operating budget will be allocated towards partnering with the *Elgin Middlesex Oxford Workforce Planning and Development Board* on the *London & Area Works Campaign* mentioned above.

ALIGNMENT WITH STRATEGIC PRIORITIES:


Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

Elgin County’s Economic Development staff will continue to disseminate business supports, and workforce development initiatives to the business community through email correspondence, and promote them accordingly through its various social media platforms.



When appropriate, this information is also disseminated through Elgin’s Corporate social media platforms and shared with Local Municipal Partners to promote.

CONCLUSION:

There are several ongoing workforce supports and initiatives underway within Elgin County. With the uncertainty of the Covid-19 Pandemic, it is imperative that Economic Development and Tourism staff continue to work closely with and support the local business community through these unprecedented times.

Moreover, it is crucial that staff are committed to engaging with the *Elgin Middlesex Oxford Workforce Planning and Development Board* to ensure that our local business community feels supported through the various projects and initiatives mentioned above.

All of which is Respectfully Submitted

Jessica Silcox
Economic Development Coordinator

Approved for Submission

Julie Gonyou
Chief Administrative Officer

Change Matters - Employer Needs Assessment for COVID-19 Recovery

Bashir Adeyemo, Jacqueline Demendeev,
Debra Mountenay & Natalie SurrIDGE

October
2020



Workforce Planning &
Development Board
Elgin Middlesex Oxford



REPORT WRITTEN BY:



Debra Mountenay,
Executive Director at WPDB



Natalie Surrige,
Project Director at WPDB



Bashir Adeyemo,
GIS Mapping/Data Analyst at
WPDB



Jacqueline Demendeev,
Communications Director at
WPDB

The material presented in this report has been prepared by the EMOWPDB and it draws information from a variety of sources considered to be reliable. We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, the EMOWPDB does not assume any responsibility or liability.

The views expressed in this document do not necessarily reflect those of the Government of Ontario.

© October 2020

The WPDB is collecting special feedback from our readers this year to help keep our projects running. The survey will ask you 7 simple questions and takes less than 60 seconds to complete.

Please answer here: <https://www.surveymonkey.com/r/SZDKJ58>



Answer Instantly in Facebook Messenger
Message SURVEY to @WorkforceDevelopment

Scan this code with your phone's camera



Contents

INTRODUCTORY STATEMENT.....	4
METHODOLOGY	5
EXTRACTING RESULTS FROM OUR REGION	6
VISUALIZING RESULTS.....	7
IMPLICATIONS OF RESULTS	15
LEARNING FROM THIS INFORMATION	15
SKILL SETS NEEDED.....	19
SUPPORTS AND INFORMATION FOR BUSINESS NEEDS.....	21
CONCLUSION	23

Part 1

Introductory Statement



The London Economic Region has been experiencing both temporary and permanent job loss due to COVID-19. [A Workforce Planning West Survey](#) conducted early in the pandemic, showed that 20.5% of those who were employed on March 2, 2020 were temporarily not working, and 3.4% were permanently laid off due to the impact of COVID-19 on businesses. The spring 2020 [Western Ontario Wardens' Caucus Business Survey 2.0](#), stated, "The impact of COVID-19 on the economy of Western Ontario has been significant with 34% of business temporarily closed. A small number of businesses, 2%, identified that they were permanently closed."

As the economy recovers, it is anticipated that businesses will rehire / hire the workforce they need to continue their operations. In the aftermath of COVID-19, there have been changes to how businesses provide service, and conduct their operations, i.e. Physical

distancing, PPE, health / labour guidelines, worker attitudes, shift work, recruitment / layoffs, etc. Yet, labour market impacts were not fully known.

More information was required about employer circumstances and what employers required in order to move forward during these unprecedented and challenging times. An Employer Survey / Needs Assessment conducted through an OLMP research project funded through the Ministry of Labour, Training and Skills Development was developed to provide this information, inform community planning and form the basis to develop a response to increased employer need. The results of this research were shared broadly with community stakeholders to encourage a coordinated response.

- WPDB Executive Director,
Debra Mountenay

Part 2

Methodology

The Survey and Data collection

The Employer Needs Assessment survey is a one-time assessment of the supports needed by employers to move forward during these unprecedented and challenging times. The survey is administered across the three counties of Elgin, Middlesex and Oxford (London Economic Region) with a total of 314 surveys collected and 302 analyzed.

Survey data was collected through online questionnaire administered on Survey Monkey. The technique used involved establishing five collector points for different survey groups for ease of collection.

Target sample and Sample size

Based on the significance of the survey, a sample size similar to EmployerOne survey was used in order to be representative of the number of businesses in the London Economic Region. The set sample size for the survey, according to 20,515 business population was 388 employers across Elgin, Middlesex and Oxford Counties, with 95% confidence interval and 5% Margin of error. At the end of the exercise, we ended up with 314 surveys across the 3 counties and this implied that we are at a 90% Confidence Interval and 5% Margin of Error from 20,515 population size. The implication is that there is a 90% probability that the sample collected for the survey reflects the attitudes of the population of businesses in the London Economic Region.

Research and Scientific Process

The goal of this Employer Needs Assessment (ENA) research project is to capture the perspective and the varying experience of employers as the pandemic affects their businesses/ as a result of the impact of

COVID19 on their businesses The London Economic Region comprises of the counties of Elgin Middlesex and Oxford and the various Municipalities, Cities and Townships under them. In the entire region there are 20,515 businesses ranging in size of employees from 1-4, 5-99, 100-499, 500 and above. (Canadian Survey of Business Counts, June 2019)

Data Limitations

Data input

The task of properly grouping businesses into the right category can be challenging for business owners. In the questionnaire businesses were given the option to provide the best description of their business, if they are unsure of the industry in which they operate. This description was then used in properly identifying the corresponding industry for their business.

Estimates

In few cases, some figures given by respondents only indicate estimates and not the actual values that depict the businesses' situation. This will imply that there might be slight variation in what's recorded for that employer and what the situation is with them.

Sample representation

As with every survey, the data collected in this survey does not fully reflect the reality of all employers in the London Economic Region, but it is expected that the number collected to some extent, represents a fair number to which inference can be made to convey the overall picture of what the needs of businesses are.

Lessons Learned - Extracting Results From Our Region

The task of engaging employers for this project had its challenges. The WPDB recognizes the importance of employer-centered development for labour market projects, and, as part of this report, are sharing the strategies that contributed to the success of collection and engagement during a difficult time.

The largest challenge facing the task of survey collection was of survey fatigue. Many groups were already tasked with asking employers questions, and while this project is unique in its benefits for employers, we recognized that in addition to existing ongoing conversations, employers were participating in the urgent changes to operations of their day to day business.

Our plan to overcome this challenge was centered on the following points:

1. Focusing on our networks to approach employers holistically from an empathetic and value- added standpoint
2. Eliminating duplication by taking a targeted information approach
3. Emphasizing the efficiency and precision of the survey itself
4. Taking a region wide approach so as not to fatigue specific communities

Additional success was derived from the WPDB's spectrum of strong community relationships, the leveraging of which ensures the success of our broad reaching projects. These relationships were leveraged through the expertise of the steering committee, existing partnerships and networks and through clear communication on goal completion to help onboard groups to reach our targets.

Lastly, the WPDB has an exceptionally responsive e-mail audience. These groups were leveraged in the collection phase but done in a way that was mindful of the amount of communication being sent out to prevent message exhaustion or overloading of our audience.

In the next sections of the report, we highlight the importance of further engaging employers in communication and project development. In sharing these pieces from our marketing and communications strategies, we hope to empower readers to spark new conversations and initiatives for the recovery of our labour market from COVID-19.



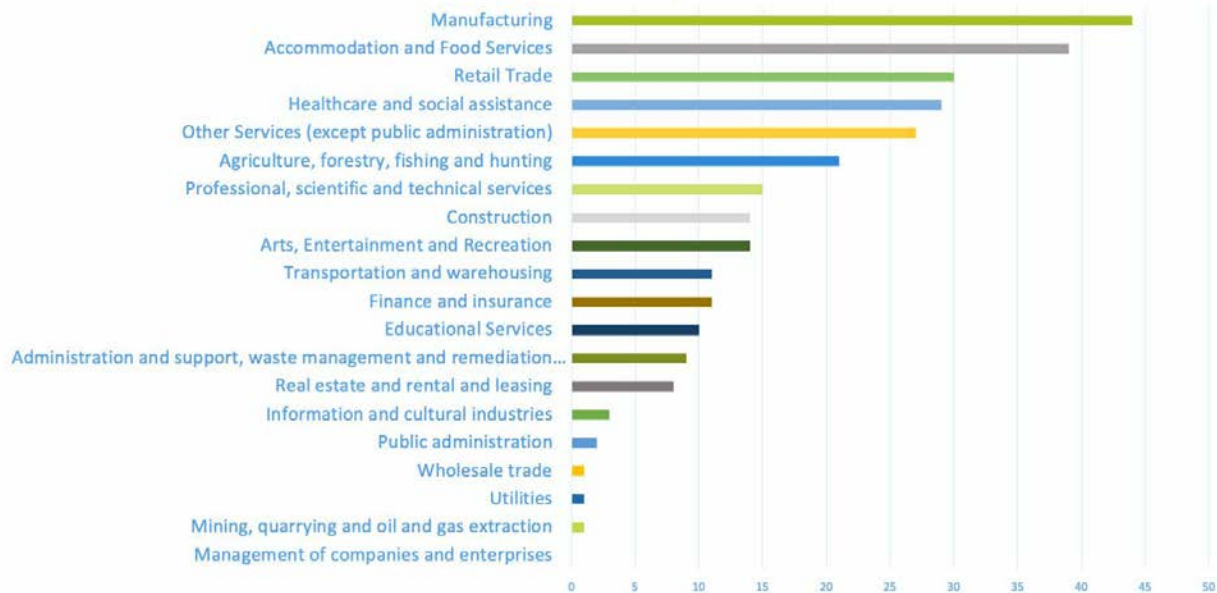
Part 3

Visualizing Results

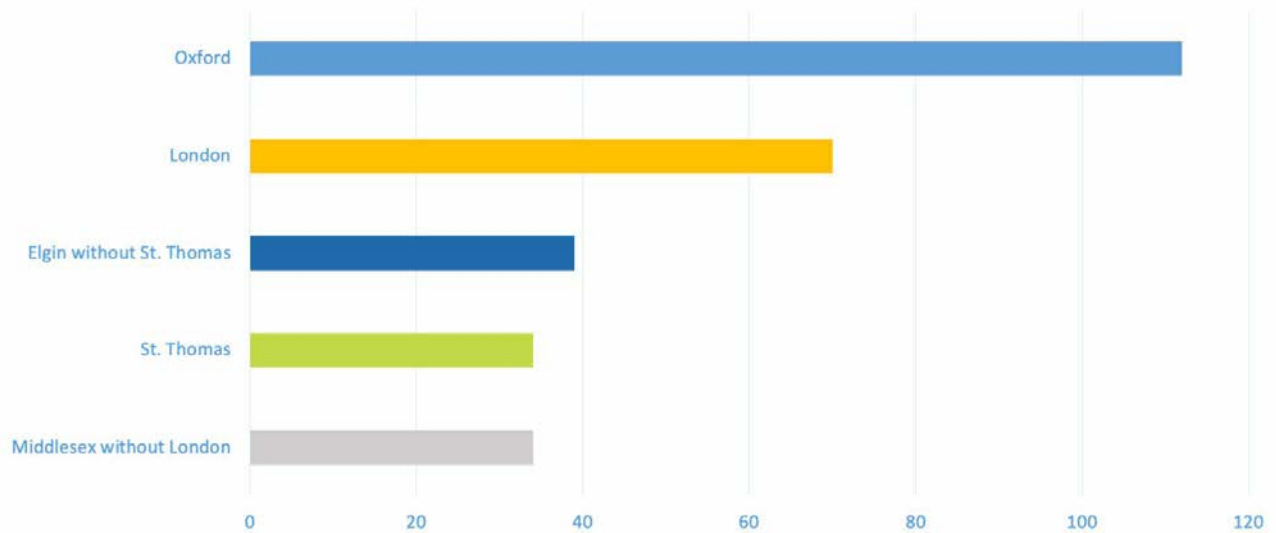
SURVEYS COLLECTED

- Population of businesses in the London ER: 20,515 (June,2019)
- Initial target sample: 388
- Confidence level: 95%
- Margin of error: 5%
- Survey sample collected: 314
- Useful surveys: 302
- Confidence level: 90%
- Margin of error: 5%

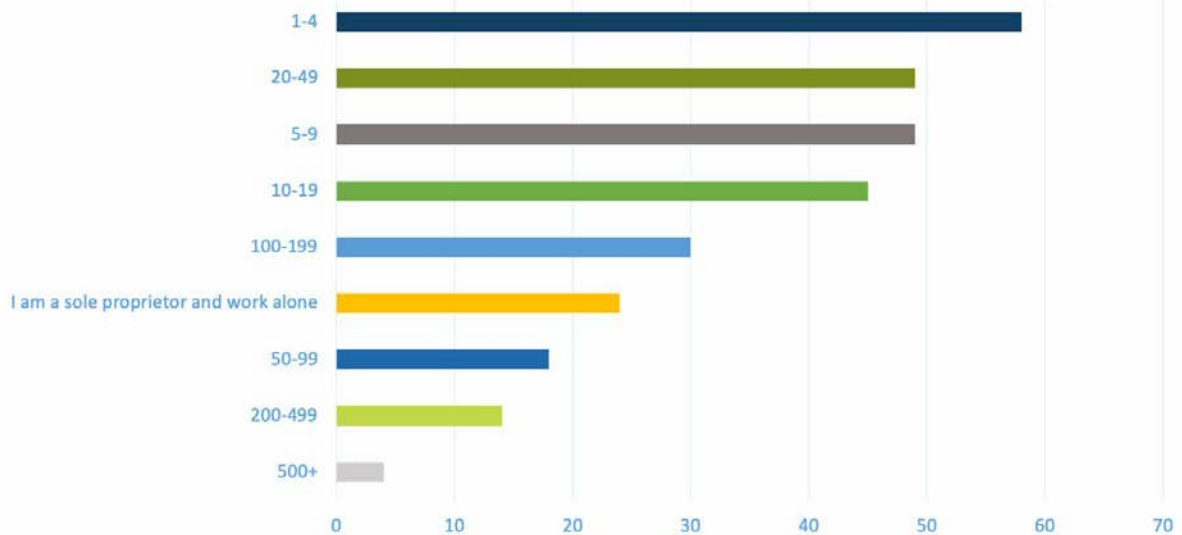
In which sector do you operate? (n=290)



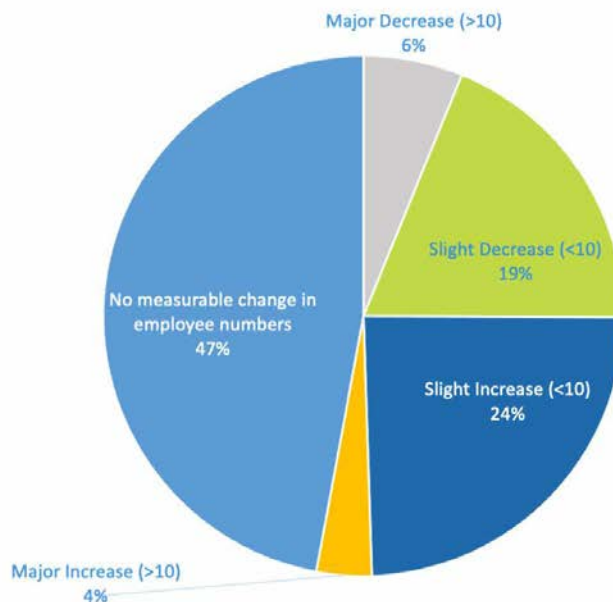
IN WHICH COUNTY/MUNICIPALITY IS YOUR BUSINESS LOCATED (N=289)



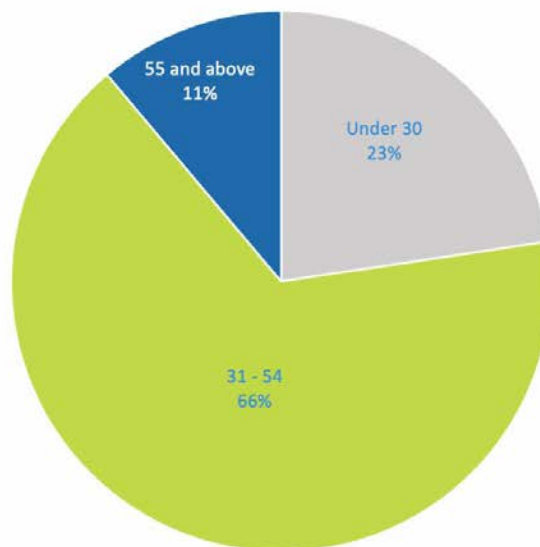
HOW MANY PEOPLE ARE CURRENTLY ON PAYROLL IN YOUR ORGANIZATION? (N=291)



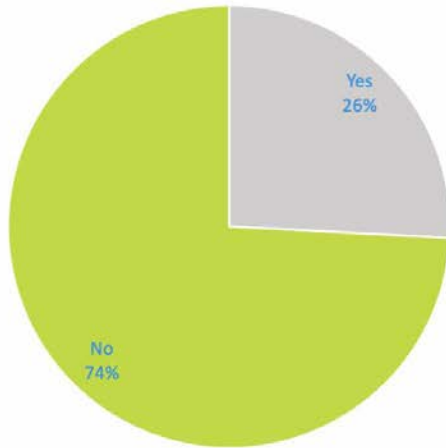
HOW DO YOU EXPECT YOUR STAFFING NUMBERS TO CHANGE OVER THE NEXT 6 MONTHS? (n=291)



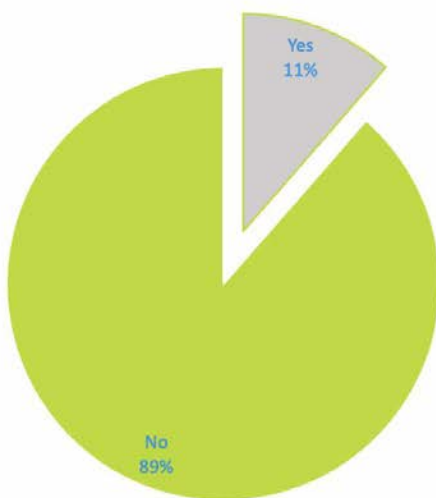
WHAT AGE GROUPS ARE MOST EMPLOYEES CURRENTLY ON YOUR PAYROLL? (N=296)



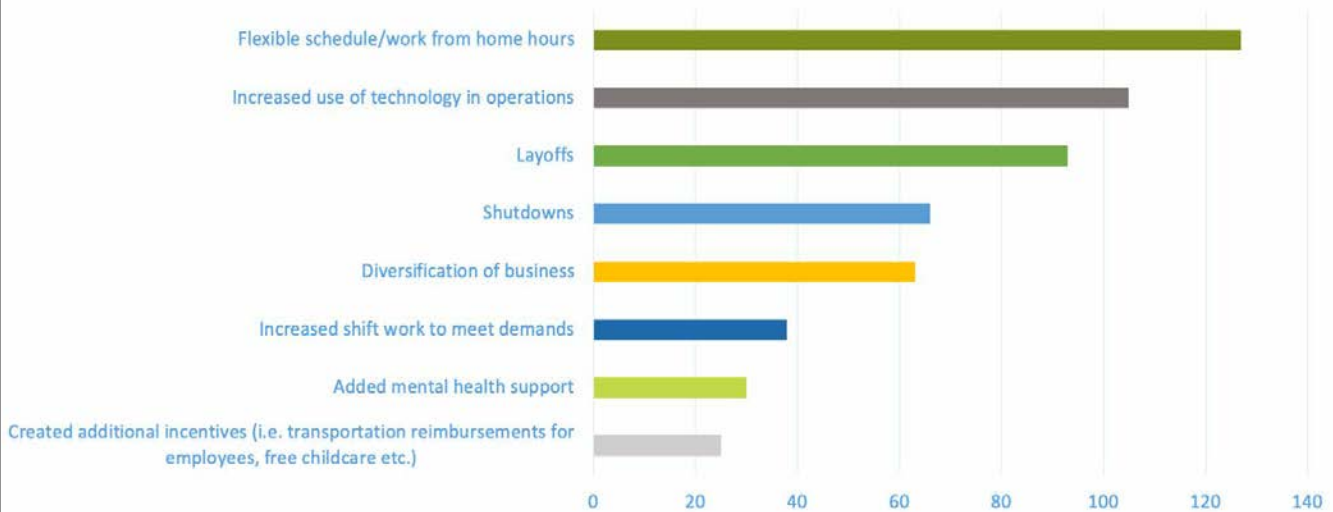
ARE ANY OF YOUR EMPLOYEES ON SHORT TERM LAYOFF? (n=302)



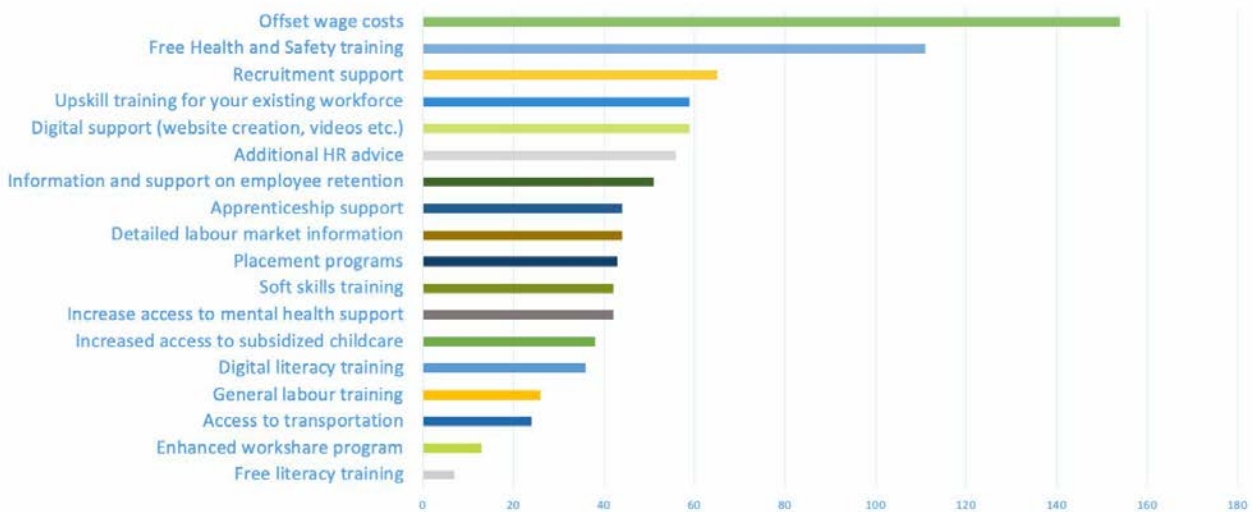
ARE ANY OF YOUR EMPLOYEES ON PERMANENT LAYOFF? (n=302)



HOW HAS YOUR BUSINESS CHANGED TO ADDRESS THE IMPACT OF THE COVID-19 PANDEMIC ON YOUR WORKFORCE?



WHAT WOULD BE OF MOST USE MOVING FORWARD? (CHECK ONLY 5 THAT MOST APPLY)



HOW MANY OF THE FOLLOWING SKILL LEVELS ARE YOU PLANNING TO HIRE?

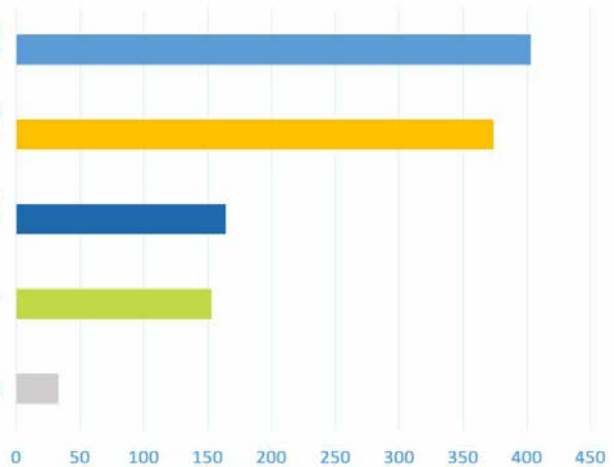
Class D – Labouring Occupations (labourers in processing, manufacturing and utilities, trades helpers and labourers, cashiers, cleaners, security guards, kitchen helpers etc.)

Class C-Intermediate occupations (sales associates, installers, repairers, material handlers, service workers, clerical occupations, administrative support, machine operators etc.)

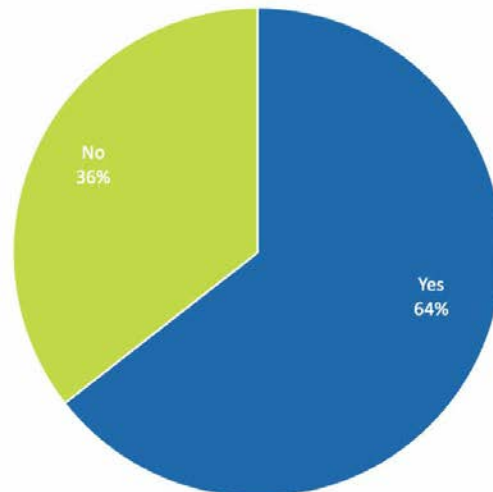
Class B- Skilled occupations (administrators, technical occupations in engineering, technology and science fields, social service workers, sales supervisors, chefs and cooks, equipment operators etc.)

Class A- Professional occupations (i.e. engineers, architects, teachers, therapists, program officers, researchers, consultants, physicians etc.)

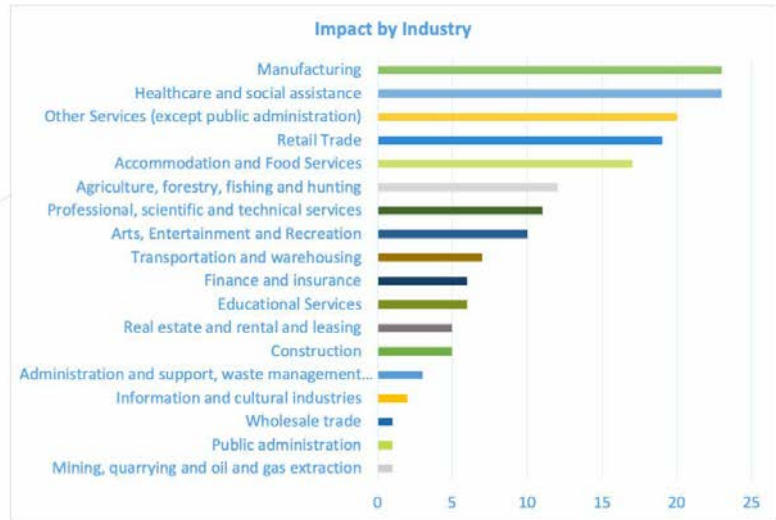
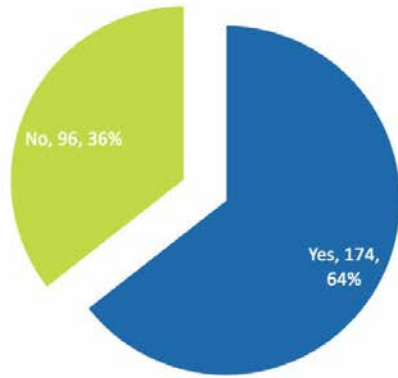
Class 0 – Management occupations



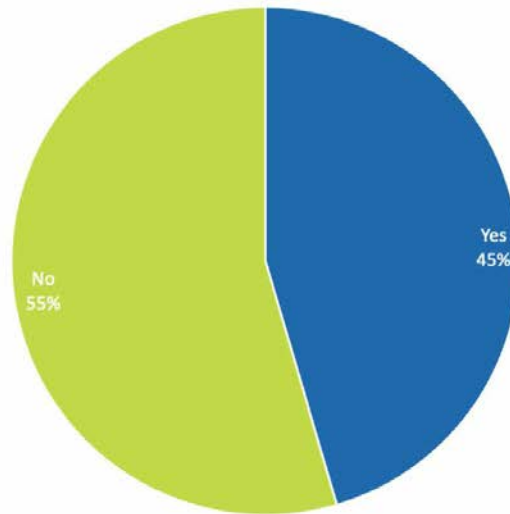
SINCE THE BEGINNING OF COVID-19, HAS THE USE OF TECHNOLOGY AFFECTED YOUR BUSINESS/ OPERATIONS?
 (n=270)



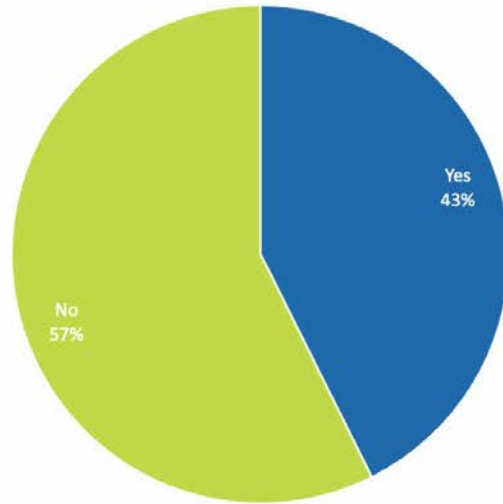
SINCE THE BEGINNING OF COVID-19, HAS THE USE OF TECHNOLOGY AFFECTED YOUR BUSINESS/OPERATIONS?



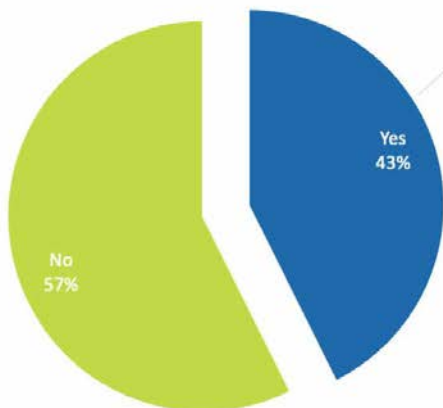
HAS YOUR STAFF RECEIVED ADDITIONAL TRAINING TO LEARN ABOUT TECHNOLOGY USE? (n=176)



DOES YOUR STAFF REQUIRE ADDITIONAL TRAINING ON USING TECHNOLOGY? (n=176)



DOES YOUR STAFF REQUIRE ADDITIONAL TRAINING ON USING TECHNOLOGY? (n=176)



Part 4

Implications of Results

Learning from This Information

The impact of the COVID19 pandemic transcends every industry of the London's regional economy as most businesses are impacted by either shutdowns or working in reduced capacity but the results of the Needs Assessment have revealed that some industries are feeling the impact more deeply than others. While some industries have been able to build resiliency from experience gathered during the first wave, others have yet to recover from the disruptions that affected their business and operations. A number of factors are in play in determining how a business is impacted. The size of a business determines how deeply they are impacted by the pandemic - this could be largely attributed to the existing capacity and protocols that are found in most medium to large businesses.

Also, the ability to adapt to new ways of operating is a factor, which is to a great extent connected to available financial resources. Most micro and small businesses admitted it was a tough transition from traditional ways of delivering service to setting up e-commerce platforms for customers as a response to their closed-door policy, while also stressing that the extra health and safety protocols required to operate will cause financial strain to their operations. Medium to large employers were mostly concerned about increasing staff capacity to meet demands. Below are highlights from key industries that participated in the survey:

Manufacturing: The manufacturing industry is seeing a favorable outlook as a high proportion of employers either expect their staffing numbers to increase or experience

no measurable change over the next six months. Although a few employers indicated they expect a major decrease in employees, this is not a significant proportion. Also, a majority of manufacturing employers revealed they did not experience either short term nor permanent layoffs during the time the survey was conducted. The very nature by which the manufacturing industry operates may have played a vital role, as they work to constantly respond to ongoing demand for products and they have largely remained an essential business through the pandemic. The manufacturing industry is also among the largest employers with a high turnover of employment, which could also explain why layoffs were not high even during the pandemic.

Employers emphasized that getting access to childcare remains a huge barrier in getting ahead of the COVID-19 pandemic. Most manufacturing employers have moved to address the impact of COVID-19 on their businesses by introducing flexible work schedules to accommodate staff needs and ensure workplace safety.

Employer Voice:

“The pandemic has created stress for parents in trying to ensure that their children are safe and well cared for.”



Accommodation and Food Services:

Employers in the industry indicated moderate optimism, with only 10% indicating they foresee a major decrease in staffing numbers within a six months' period. The Food and Accommodation industry was one of the sectors most severely impacted during the first

wave of the pandemic due to forced closures and reduced capacities, but they appear to have a better understanding of how to safely operate and execute business as the pandemic persists. 37% of employers in the industry indicated they foresee no measurable change in their staffing, while 26% expected a slight increase and similar proportion expected to see major decrease.

A notably high proportion (40%) of employers in this industry experienced short-term layoffs compared to all industries combined, and a relatively small proportion of permanent layoffs. The Accommodation and Food Services industry saw a 17% more short term layoffs compared to all industries in the region, and more than half of Retail employers indicated that, since the beginning of COVID19, technology has impacted their business/ operations.

Through collection of open-ended data, employers in this industry expressed more frustration around the uncertainties surrounding the pandemic, especially as it remains unclear when normal operations can resume. These groups of respondents also expressed concerns about the limited financial help accessible to them. Employers further indicated that “Layoffs/shutdowns” and “Diversification of business” were foremost ways in which they addressed the impact of the pandemic on their business.

Employer Voice:

“Without support most restaurants will go under. Enough isn’t being done unfortunately. Rent is the same. Labour is more. Revenue is less.”



Retail Trade: With consideration that mostly small to medium sized businesses responded to the survey, and to the seasonality attached to this sector, employers indicated a good forecast for their staffing numbers for the

next 6 months even as they continue to battle the impact of the global pandemic. An overwhelming proportion (80%) of employers in Retail Trade expressed they either see either “no measurable change” or “slight increase” in staffing numbers in 6 months, implying that in spite of the pandemic, employers in these industries are constantly looking to hire. The information collected from employers in this industry shows that less than 7% of employees were permanently laid off and 30% noted their employees were on short-term layoff.

When asked how they were able to address the impact of COVID19 pandemic on their business/ operations, employers in this industry indicated “Layoffs” and “Increased use of technology” as the top means in which they addressed impact. It was also noted that a high proportion of employers in Retail Trade were affected due to the sudden shift in technology, citing that limited time was available to make the required changes to meet customer needs

Employer Voice:

“We are finding it very hard to attract any workers.”



Healthcare and Social Assistance: In terms of recruitment, employers in Healthcare and Social Assistance hinted at the best outlook on staffing over the next 6 months, with almost 45% of respondents indicating an “increase in staffing”, while 35% indicated they expected “no measurable change” over the span of 6 months. Coupled with what is already known, that the health sector constitutes a large number of essential workers, this information confirms the ongoing need for workers in this industry through the pandemic. A quarter of employers in the Health and Social Assistance industry indicated they put their staff on short term layoff due to the pandemic, while only 3% revealed that they permanently laid their staff off.

When asked how employers in this industry changed their routine to address the impact of the COVID19 pandemic, “Increased use of technology in operations” and “Flexible schedule/work from home hours” were the top selected choices. Employers also emphasized they were taking extra precautions to keep their workplaces and clients safe, and staff on many occasions have had to take on tasks outside of their scope of work to keep everyone safe.

An extremely high proportion (85%) of respondents in this industry admitted that, since the beginning of the COVID19 pandemic, the use of technology affected their business/operations, and more than half indicated their staff “require additional training on using technology”.

Employer Voice:

“The workers that we are looking to hire are PSW’s. We also need creative and easily accessible programs in place locally to train PSW’s and get them into the system.”

“Before COVID we had a PSW crisis, now it’s worse since they can only work at one Health Care Facility. I would think if there is a 2nd wave we would look to hire at least 10 PSWs.”

Other Services (except public administration):

This industry is showing resilience as only one-third of employers indicated they expect a “slight decrease” in staffing numbers and no ‘major decrease’ anticipated. While 15% of employers in this industry hinted they had short term layoffs due to the pandemic, less than 1% indicated they had permanent layoffs. Employers in this industry also revealed that “Increased use of technology in operations” and “Flexible schedule/work from home hours” were the top strategies they used in addressing the impact of the pandemic on their business/operations. Respondents stressed their need

for increase in staff as they continue to hire to respond to demand. A high proportion (80%) of employers in this industry indicated that the use of technology has affected their business/operations since the beginning of COVID-19, and 70% hinted their “staff require additional training on using technology”.

Employer Voice:

“This survey was completed to specifically reflect our School Age Childcare HR needs/demands. Qualified staff are extremely hard to find and retain.”



Agriculture, forestry, fishing and hunting: A good proportion of employers in this industry indicated they expect “no measurable change” in their employee numbers over the next 6 months, while a tiny percentage indicated they anticipate a slight decrease. This sector experienced a relatively low proportion of short term and permanent layoffs as a result of the pandemic as most employees belong in essential services during the pandemic, and demand for workers continue to grow as some employers have had to shut down some days of the week due to a shortage in staff.

“Diversification of business” and “Flexible schedule/work from home hours” were the top strategies indicated by employers in the Agriculture industry to address the impact of the COVID19 pandemic on their business/operations.

60% of employers in Agriculture specified that since the beginning of COVID-19, the use of technology has affected their business/operations, this implies that businesses in the sector are not working to their full capacities due to the impact of the pandemic and some sort of support in using technology could be used to bridge the gap.

The Bigger Picture:

Employer Voice:

“We hope that as restaurants continue to open sales will pick up allowing us to hire back 1 or 2 more staff and keep the 11 staff we have now busy. We have diversified to meet new markets which has helped with sales. We hope these new markets will continue to grow so we have more security as the wage subsidy reduces. The wage subsidy has made a huge difference for us and our staff allowing us to go from 5 after the initial layoff to 11 now as we continue to work on sales.”



These industry-specific effects require us to draw an important conclusion: high level collaboration will be necessary for recovery from the COVID-19 pandemic. In order to successfully produce projects with this level of collaboration, stakeholder communications at all stages of projects needs to be solicited, and organizations from disparate fields need to be ready, willing and able to work together toward common goals. While many organizations in our area are well positioned for this type of collaboration, it is also imperative that supporting bodies consider moving metrics and goals to reflect collaboration, and take sector and audience driven approaches to determine scope of projects. Armed with core pillars of precision and collaboration, this data has shown that employers stand to make significant gains from such local projects and services.



Skill Sets Needed for Available Employer Opportunities

It is imperative for job seekers and employment service providers to be responding to the realities and particulars of our region's labour market. This research has shed light on a unique facet of the COVID-19 impact on our region's employers. As visible in the section on workforce changes, close to 75% of employers will be experiencing no workforce changes, a slight increase or a major increase in their workforce numbers. Such numbers highlight the importance of a horizontal shifting of employees affected by employers experiencing a major decrease in their workforce to the major increase fields. A coordinated and facilitated reskilling or recommunicating of skills can support the strength of the local economy within the next several months. Projects that concern job seekers should be built with significant communications sections as a core part of their activities, and not as an afterthought. Timely, relevant and precise labour market information needs to be in the hands of the frontline services so they can support job seekers to find employment.

Generally, employers are cautiously optimistic and even though most noted a potential "slight increase" in staffing over the nearest future, the status of the global pandemic will largely determine if they are able to have more staff than they anticipate. Below are highlights of top industries that hinted in the survey they expect to see a major or slight increase in their staffing numbers over the next 6 months:

Manufacturing (15 employers): 35% of manufacturing employers indicated their staffing numbers are expected to increase either majorly or slightly. 40% of those

employers had between 200 and 499 employees, while 33% had 20 and 49 employees.

Accommodation and Food services (10 employers): Employers in this industry indicated they are anticipating a slight increase in their staff numbers but no "major increase" over the next six months. Of the total employers in this industry that indicated "slight increase", one third have a business size of 100 to 199, while the same proportion had between 20 and 99 employees.

Retail Trade (9 employers): Employers in Retail trade indicated they expect a "slight increase" in staffing numbers and no "major increase" over the next six months. 22% of the employers had a business size of 20 to 99 employees, while 78% had employees ranging from 1 to 19 employees.

The Bigger Picture:

INDUSTRIES INDICATING MAJOR INCREASE

A higher proportion of employers in "Manufacturing" and "Administration and Support, Waste Management and Remedial Services" indicated they expect a "major increase" in staffing. 60% of the overall respondent have between 100 and 500 employees.

INDUSTRIES INDICATING MAJOR DECREASE

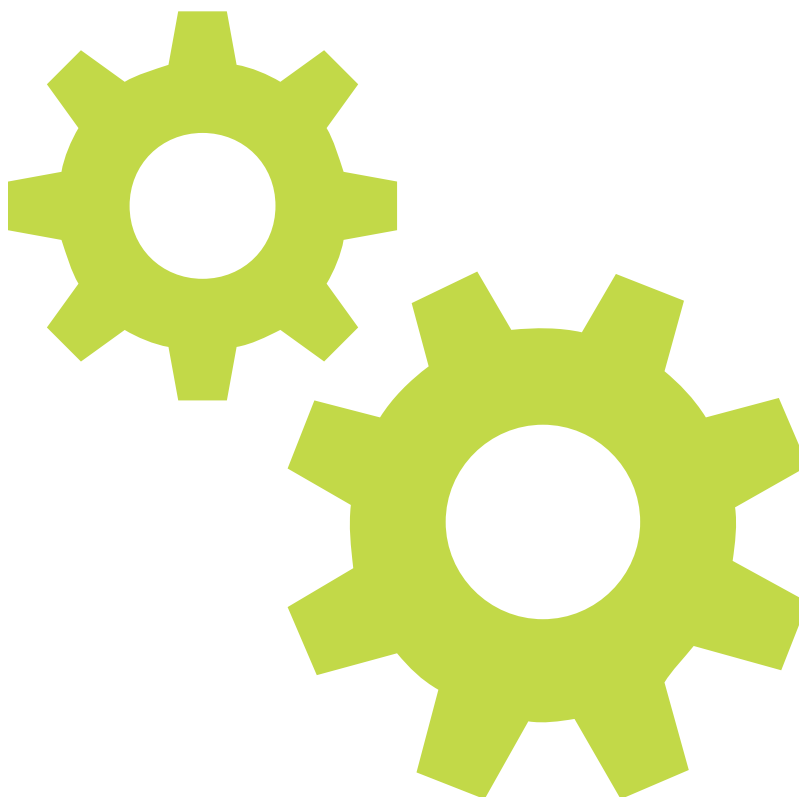
Employers who indicated there will be a major decrease were mostly from **Accommodation & Food Services, Manufacturing, Healthcare and Arts, Entertainment & Recreation**. 28% of employers indicating a "major decrease" have between 100 and 499 employees

The horizontal shift mentioned in the introduction of this section isn't as straightforward as a numbers game. While previous EmployerOne studies have shown similar demands for skills, employer comments from this survey speak to the need for more than just recruitment support in this area. To paraphrase some anonymous comments:

- “Qualified staff are extremely hard to find and retain.”
- “I have lost employees since COVID started”
- “I’ll be lucky to get the guys I had before [layoffs] back”



This feedback speaks to industries that require more than just skills, in the form of support for mental health, resiliency and soft skills development to improve retention once the recruitment phase has passed. We need to focus on a region wide marketing approach in order to attract and retain those workers. This focus on the experience of work as it fits into a broader view of life, as well as shifting industry needs is crucial to solutions that promote long-term recovery from the effects of COVID-19.



Supports And Information That Will Assist With Ongoing Business Needs

Supporting businesses requires both collaboration and knowledge of their specific needs. The following statements summarize each industry's top requested supports.

Most employers who participated in the survey indicated wage relief as the most important support they need in order to survive the impact of the pandemic on their business and this preference for wage relief cuts across most the industries that participated. Below are key industries from the survey and the supports indicated by each industry

Manufacturing: The manufacturing industry has the highest employment in the London Economic Region and as such requires some form of solidity. Employers that filled the survey indicated "offset wage costs" as their most preferred form of support, followed by "Free health and safety training" to increase more capacity in ensuring staff are working in a safe environment. Also considering that this sector has a high turnover, it becomes necessary to make safety a priority.

The last form of support selected by manufacturing employers was "Recruitment support".

Accommodation and Food Services: As one of the worst hit industries since the COVID pandemic erupted, the Accommodation and Food Services industry will need a massive amount of support to get back to normal business. As noted by employers, there were a fair number of closures and reduced hours due to lack of customers and government restrictions. For the employers in this industry to move forward, they highlighted top three

supports that would be necessary. They include offset wage costs, to help businesses offset some costs since partial or total revenue has been lost. Employers in this industry also specified Free Health and Safety training for their staff to create or strengthen safety protocols both within the workplace and as staff engage with customers. Employers in this industry indicated Recruitment support and this becomes necessary as this industry has one of the highest short term layoffs and are looking to bring back their staff over the next six months.

Retail Trade: Employers in this industry, just as most others, revealed that "offsetting their wage costs" is most crucial form assistance they need in order to move forward. The industry was also affected by closures during the first wave of the pandemic as only a few were deemed essentials, which means that those who could not operate remotely totally lost their revenue.

Given that the Retail Trade employers indicated that "increased use of technology" was one of the top ways they have been able to address the impact of the crisis, help with "Digital support" was another form of support specified by employers, as they bridge the technology gap to serve clients in the safest way possible. Most employers in this industry are setting up e-commerce channels that allow customers to access products online to supplement the in-person contacts that still happen since they now have a smaller indoor capacity. The last form of support indicated by employers in the Retail industry was "Free Health and Safety training" for their staff to understand all safety protocols as they deal with clients, especially through the peak seasons.

Healthcare and Social Assistance: Employers in this industry indicated “Offsetting wage costs” as the topmost form of support they needed. A high proportion (45%) of employers in the industry indicated they expect an increase in their staff over the next 6 months and given that some healthcare workers now work in reduced capacities, there’s need to hire more workers to cover for any potential lapses, which in turn results in extra cost. Also employers noted that “Free health and safety training” was another form of support they needed. As employees in this industry remain one of the most exposed due to the nature of the care they give, it is necessary to have programs in place to offer training. Digital support (website creation, videos etc.) was also highlighted by employers as a form of support necessary for them to combat the impact of the pandemic on their operations. In the survey, a high proportion (85%) of employers in this industry indicated that since the beginning of COVID19 Pandemic, the use of technology has affected their business/operations.

Other Services (except public administration):

Like other industries, “offsetting wage costs” was the top form of support requested by employers in the “Other Services”. Employers in this industry have been able to respond to impact of COVID19 by introducing flexible schedule/work from home hours and use of technology which will add to their running cost, and hence the need for some kind of wage relief for businesses to be able to adjust their operations to meet customer demands. 15% of employers in this industry hinted they had layoff their staff on short term while less than a percent said they had permanent layoffs. This could imply that a good proportion employees in this industry didn’t experience any separation from work and for the workplaces to continue to operate safely, employers felt the need to equip staff with necessary training to and hence indicating “Free Health and Safety Training” as another support they needed in order to move forward. Employers also indicated “Additional

HR advice” as one of the supports they are looking. As HR laws start to change to respond to new workplace realities, employers would want to understand what the new rules are, and what the acceptable standards are, as more people work remotely and work share arrangements are increasing prevalent during the era of COVID19

Agriculture, forestry, fishing and hunting:

The Agriculture employers indicated “offset wage costs” as the most important kind of support they would be needing going forward. This sector has been struggling with workers before the pandemic hit, and this challenge has only worsened. Employers revealed they find it hard to keep their doors open if they don’t find workers and another employer hope that “restaurants continue to open” and once their sales pick up, they will see the effect in increased demand of local products. All these indicate employers in Agriculture are losing revenue with less employees to work with and reduced sales. “Free Health and Safety training” was another kind of support indicated by employers. Some employees in this industry also face the risk of exposure as the nature of their work calls for working on the field and employers feel the need to equip their workplaces with the necessary health and safety protocols for staff. Employers also noted “Upskill training for your existing workforce” as one of the supports needed in the industry to help staff acquire the kind of training required to better execute their jobs

The Bigger picture

In understanding these requests, we are able to derive what possible new supports have been required from employer workplace changes. From synthesising the above, it’s clear we need to apply these changes under two main streams:

1. Adapting policy and technology to serve the new workplace needs of employers. This includes further understanding and support as it relates to remote work.
2. We need an effective streamline of information to employers. What do we already have existing out there, and how do we capitalize on that so we can build sustainability?



Part 5 CONCLUSION

Overall, in comparing this data to previous labour market surveys, this survey does not reflect a drastic change in the labour market trends. Rather, its value lies in that it vastly narrows down the specific needs of groups and highlights the importance of responding to employers individually, and collectively by sector.

In future community planning, advocacy plays a key role. Organizations need to advocate for increased capacity in the program areas that employers have indicated are in need according to the survey. Organizations should consider taking the sector-based approach, and the local approach, in order to get targeted benefits.

Where response isn't possible for organizations, there is a need for partners from all fields, sizes, specialties and capabilities to join in advocacy for all employers. These include organizations from outside existing employment circles.

Increasing local coordination is the ultimate manifestation of the above. This

facilitates community-wide communication and response, so we can work together toward the best interests of both job seekers and employers.

The results of this survey have also re-iterated the need for timely and precise local labour market information in order to create specific, effective and long-term results. This highlights the value to enhancing and supporting local labour market surveys with an employer focus, such as the EmployerOne survey. We hope to track, expand and re-engage groups in the coming months to best make use of this information and benefit the recovery of the local labour market from COVID-19.

The WPDB would like to thank the following community partners for their assistance:



This Was a Project of:



3-647 Wilton Grove Rd. | London | N6N 1N7

Toll Free: 1.844.245.9985 | T: 519.672.3499

www.workforcedevelopment.ca

www.worktrends.ca





Post Pandemic Planning Scenarios

Elgin Middlesex Oxford Workforce Planning and Development Board

December 2020

Table of contents

Project overview	3
Scenario-based planning timeline	3
Recovery timeline	4
The past: Historical context of how far we have come	15
The present: Impacts of actions in short term	21
The future: A range of realities, impacts and responses	26
Recommendations	41
Bibliography	41
Appendix 1	42
Appendix 2	47

DRAFT

Project Overview

This document is intended to broaden and deepen conversations about next steps in addressing the present and future economic and social impacts of the COVID-19 pandemic in the **London Economic Region (Elgin, Middlesex and Oxford counties together)**. It provides:

- (1) An overview of **the recovery timeline**, describing four stages of recovery that are the basis for how the economy, individual sectors, and individual businesses progressed and will progress through the crisis.
- (2) A summary of **the past**, describing issues since the start of the pandemic. Some of the past might be irrelevant for predicting the future, but it plays an important role in explaining the speed of recovery.
- (3) An overview of **the present**, describing the impacts that have already been felt, impacts we can anticipate, initiatives that have already been launched, and other ideas for potential actions that are being explored in the region.
- (4) An overview of **the future**, describing a set of preliminary socio-economic scenarios that have been developed by **Elgin Middlesex Oxford Workforce Committee and its community stakeholders**.
- (5) **Recommendations** and the preliminary design of potential labour market and workforce initiatives up to June 2022.

Using this current status overview and this set of preliminary future scenarios, **Elgin Middlesex Oxford Workforce Committee** members, businesses, and community leaders may continue discussions to identify initiatives that can be put in place today, and in future scenarios.

The members/partners of the Elgin Middlesex Oxford Workforce Committee are listed in Appendix 1.

The next step in developing strategic plans will be to elaborate the scenarios and their indicators further to account for impacts on specific industries, and then to identify scenario-based recommendations for action to overcome the challenges and identify opportunities that each of these scenarios could present to our community.

Scenario-based planning timeline

Scenario planning is a favoured method by economists, economic developers and business professionals for strategic planning under uncertain times, when significant socio-economic disruptions make the past data irrelevant for future forecasting. The worldwide impact of COVID-19 pandemic generated a sudden and unexpected socio-economic disruption imposing new social arrangements affecting peoples' behavior regarding traveling, working, living, and relaxing, which made most of the past data irrelevant for planning. There are numerous advantages derived from using this method among which are the holistic and collaborative aspects of the method.

Therefore, the scenario-based planning was adopted for laying out a local economic recovery plan.

The scenario planning method requires several steps throughout its completion. These steps are:

1. Identify key factors

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

2. Identify critical uncertainties and scenario matrix
3. Build out scenarios and action plans with stakeholders
4. Revise and validate scenarios and action plans
5. Publish and incorporate into Economic Recovery Plan
6. Track scenario indicators and continuously adapt the plan

The steps will be detailed in the next sections of the present document. The time horizon considered for the current scenario-planning is 2020-2022.

During August-September of 2020, throughout several internal discussion sessions, the Elgin Middlesex and Oxford Workforce Planning and Development Board (EMO WPDB) has developed a list of key factors influencing the economic recovery following the start of the pandemic, officially set for March 11, 2020. The EMO WPDB presented this list (see Appendix 2) for validation to the local Scenario Planning Steering Committee and Windsor Workforce Planning Board, the lead of the Scenario Planning Project for the South Western Ontario. During September-October of 2020, in consultation with the Scenario Planning Steering Committee, the list of key factors has been refined and reduced to two critical uncertainties that will govern the economic recovery in the London Economic Region (ER). These uncertainties were: 1) the pandemic resolution and 2) the public support. The two critical uncertainties for the future recovery of the local economy were utilized as the axes that define the four potential local economic scenarios, which are presented in detail in the next sections of this document. During October-November of 2020, the four scenarios were presented for consultation-validation to five member groups of the Elgin Middlesex and Oxford Workforce Committee (EMOWC) (see Appendix 1). During these consultations - conversations the members of the EMOWC revised the scenarios and provided suggestions for recovery actions appropriate to each scenario, as well as their anticipation of certainty and impact of each scenario. The summary of these actions will be provided in the next sections of the current document. The scenarios and potential economic recovery actions will be also incorporated into the Local Economic Recovery Plan. Finally, a [Google Data Studio Scenario Planning Dashboard has been developed for the London Economic Region](https://datastudio.google.com/s/IF6wfEOcqFw) presenting briefly the scenarios and the lead indicators for each scenario axis as well as for the local labour market: (<https://datastudio.google.com/s/IF6wfEOcqFw>).

The dashboard will help local economic development offices, researchers, analysts, other professionals and the public identify the potential economic scenario where the local economy is heading in the near time horizon (6-9 months). However, depending on the environmental changes (particularly the changes of the conditions for the two scenario axes), the recovery scenario can shift towards one or another.

RECOVERY TIMELINE

Economic recovery, for our region and for individual sectors or businesses, can be divided into four stages: REACT, RESTART, RECOVER, and RESILIENCY (Figure 1). They are defined as follow:

- **REACT:** Adjusting to lockdown conditions and new restrictions, accessing remedies, taking short-term and reactive actions. Priority is staying afloat.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- **RESTART:** Adjusting to new, more stable conditions that permit a certain level of business activity, while still relying on temporary remedies and preparing for potentially serious threats including new lockdowns. Priority is reaching a new steady state.
- **RECOVER:** A new steady state, or new normal, is sustainably achieved. Depending on the sector, this may represent a return to pre-COVID-19 levels of activity. Businesses may still be dealing with the impacts of downturn in other sectors or in the economy. Priority is long-term investments and changes to business model that enable success in the new normal.
- **RESILIENCY:** The benefits of investments and long-term changes made in the recover phase are felt. Whether as a result of these changes, or the end of the COVID-19 crisis, businesses become impervious to negative impact related to COVID-19. Priority is growth beyond the COVID-19 crisis.

Through the consultations-conversations with the **EMOWC** members, the EMO WPDB has identified and discussed the REACT and RESTART phases, which are summarized in Figure 1. While we continue to identify immediate challenges to overcome and opportunities to seize, the next step in developing a recovery plan is to begin planning for RECOVER and RESILIENCY phases, which could span from today to 3+ years into the future. Continued uncertainty about the progression of the COVID-19 pandemic as well as its long-term impacts on the global economy mean that a scenario-based approach is required to plan proactively for these stages of recovery.

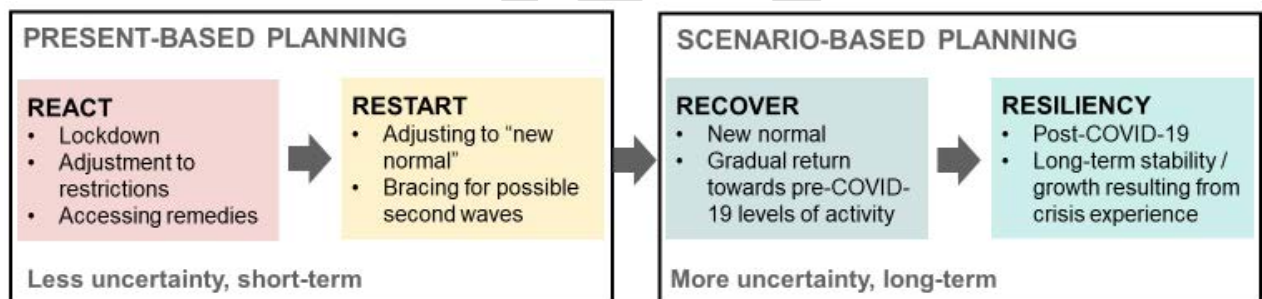


Figure 1

Not every sector progressed or will progress through these stages at the same rate. As of **November 2020**, some may still be transitioning from REACT to RESTART, while others are entering the RECOVER stage or continuing to remain RESILIENT. Below is a timeline analysis of how key sectors in the **London ER** have progressed through the crisis to date, based on our knowledge from discussions with local industry stakeholders and analysis of data from Labour Force Survey collected by Statistics Canada.

Figures 2 and 3 below show employment progression throughout the 2020 in the London ER in the *goods producing* and *services producing* sectors of the local economy. It is remarkable to observe at this aggregated level that the employment in the *goods producing* sector, including Agriculture, Manufacturing and Construction subsectors, has diminished between March and June of 2020, part of the REACT stage. Next, between July and November of 2020, employment in the *goods producing* sector bounced back almost at the same levels prior to the COVID-19 pandemic, part of the RESTART and RECOVER stages (see Figure 2). Not the same story was unfolding for the employment in the *services producing* subsectors,

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

as illustrated in Figure 3. While the employment in the *services producing* sector dropped between March and June of 2020, part of the REACT phase, it slightly grew (RESTART) and partially RECOVERED between July and September of 2020; to REACT again in October-November 2020 the second wave of COVID-19 spread.

These images suggest that although not immune to the impact of the virus, the *good producing* sector provides working conditions that limits the risk of exposure to the Corona virus (good space between machinery, assembly line work stations, outside work, etc. - see Allen (May 19, 2020)), whereas in the *services producing* sector workers are exposed to higher risks of contracting the virus. Consequently, the *services producing* sector had recovered at a slower pace and remained sensitive to changes associated with the pandemic.

Employment in *Agriculture* in the London ER had a light drop between April and May of 2020 (REACT) followed by a slight growth (RESTART) in June of 2020 and continued for the rest of 2020 at higher levels than pre-pandemic showing significant RESILIENCY, see Figures 4 and 10. The traveling and immigration restrictions created significant issues associated with temporary workers in *Agriculture*, locally and elsewhere in Canada. The COVID-19 pandemic increased the pool of available talent locally, and thus, farmers and other operators hired more locally although with significant limitations some migrant workers have been accepted to work temporary in *Agriculture*. *Agriculture* is one of the few sectors in the London Economic Region that provided increased opportunities for employment during 2020.



Figure 2

Source: Statistics Canada, Table 14-10-0091-01

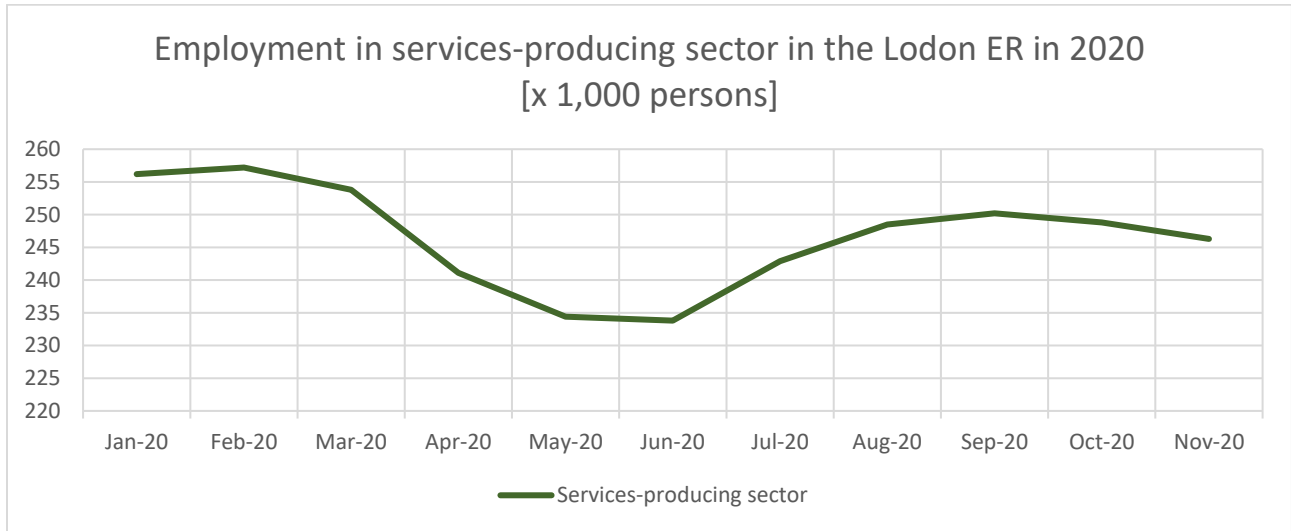


Figure 3

Source: Statistics Canada, Table 14-10-0091-01

Although at a slower pace, the employment in the local *Construction* industry followed a similar pattern as employment in *Agriculture*, see Figures 5 and 10. Conversations with *Construction* workers revealed that their work almost never stopped during 2020. On top of the existing contracts, new home improvement projects have been pilling up for local *Construction* firms since local money otherwise spent on vacation and travelling were diverted towards such focus. The relative medium risk of exposure to COVID-19 associated to the *Construction* occupations combined with the extra demand for home improvement projects made this industry perform at higher levels of employment than pre COVID. As *Agriculture*, the *Construction* subsector partially absorbed some of the unemployment generated by the pandemic in other areas of the economy.

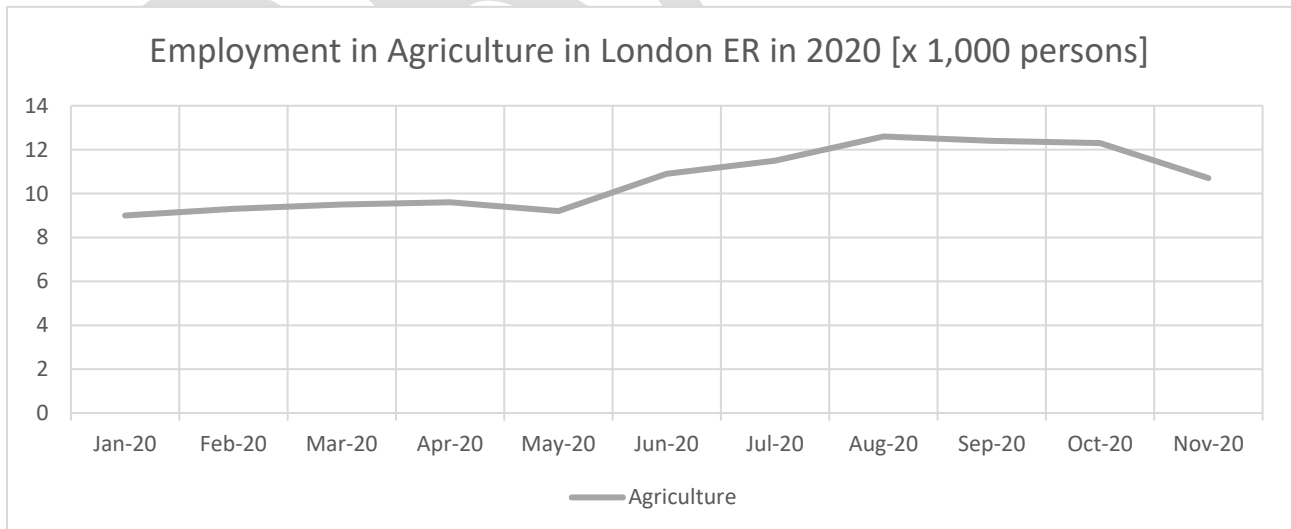


Figure 4

Source: Statistics Canada, Table 14-10-0091-01

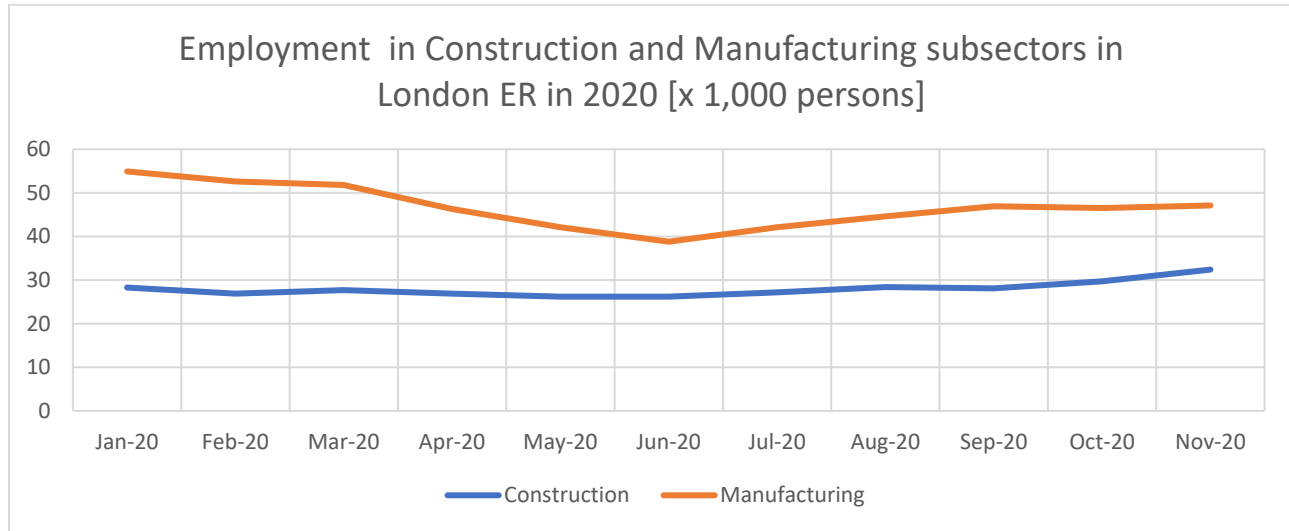


Figure 5

Source: Statistics Canada, Table 14-10-0091-01

Manufacturing in the London ER suffered a loss of employment between March and June of 2020 (Figures 5 and 10) after which it followed the RESTART-RECOVERY between June and September. Between September and November of 2020, the employment in *Manufacturing* flattened somewhat, maintaining the RECOVERY course at employment levels slightly lower than pre pandemic. As briefly touched earlier, risk of exposure to COVID-19 virus is medium for manufacturing jobs. In general, the fabrication processes and machinery-equipment layouts allow physical distancing among employees. This coupled with good shift planning, and lack of contact with customers permit organization of safe working environments compared to other sectors. The sector has been also revitalized by the local manufacturing of Personal Protective Equipment (PPE), Food Manufacturing (particularly the products considered essentials), the Metal, Wood, Leather Plastic and Rubber Manufacturing for the *Construction* subsector, and other.

The *Wholesale and Retail Trade* has been one of the most impacted sectors by the pandemic due to the high risk of exposure to COVID-19. Face-to-face encounters with customers and clients increase the risk of contamination with the virus. The April-May lockdown and the progressive opening of the local economy generated numerous business closures in this subsector. The employment in the subsector is illustrated in Figures 6 and 10, which show that the employment in *Wholesale and Retail Trade* dropped dramatically between March and June in REACTION to the pandemic lockdown and restrictions. The subsector attempted a RESTART in July, but unfortunately the change in consumer behavior in favor of online shopping and against the in-store shopping generated further business losses and closures. These conditions limited personnel recall for work, which is reflected in the downward trend in employment after August 2020. Grocery retail stores, which were declared essential businesses, home improvement retail stores, and wholesale stores adapted quickly to the new safety rules and functioned continuously since the pandemic started. However, all the retailers and wholesalers had to fast adapt to the changes in consumer behaviour favouring online shopping. Therefore, they had to supplement quickly their physical presence with a virtual presence. The larger retailers had been better prepared for this change, having

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

already the virtual infrastructure ready for online shopping. Unfortunately, many small retailers have been surprised and not ready for this sudden change, and thus some have lost their business during this struggle. Curb delivery and home delivery have been changes in this sector complementing the online business. Home delivery require either subcontracting reliable drivers or investing in the own car fleet and drivers. Again, large retailers had been better prepared than medium and small ones for this change in business. However, these somewhat novel transformation of the *Wholesale and Retail Trade* subsector was not enough to absorb the massive layoffs generated by the lockdown and scare of the COVID-19 spread.

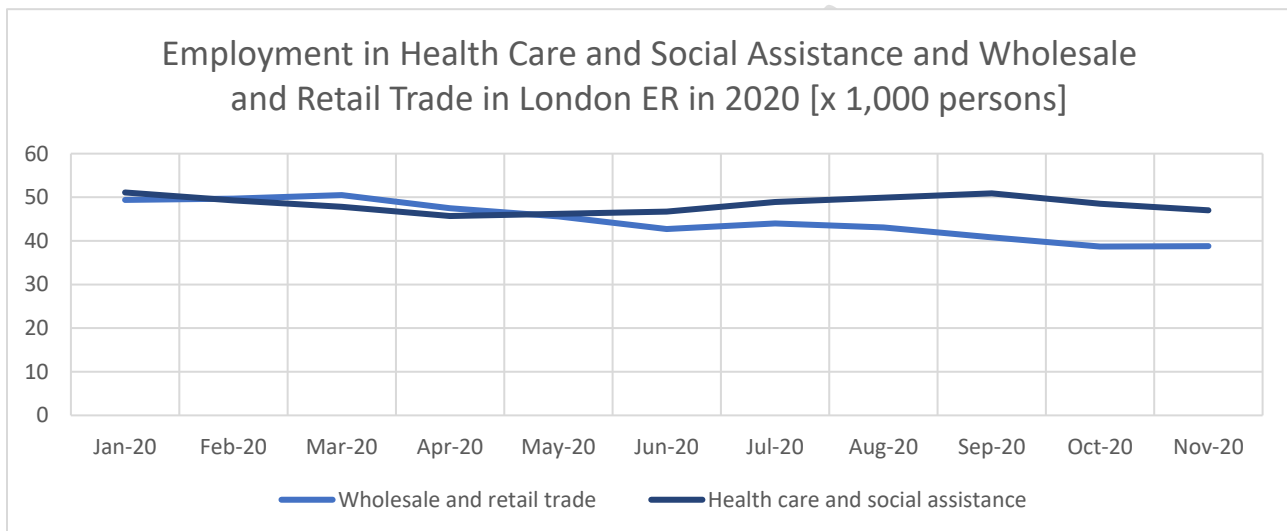


Figure 6

Source: Statistics Canada, Table 14-10-0091-01

Employment in the local *Health Care and Social Assistance* subsector didn't expand as much as foreseen by economic development experts, researchers and analysts. This proves the fact that this subsector is highly regulated, and employment cannot vary easily unless the excess of certified talent is available. Also, London ER has not been one with intense spread of COVID-19. The number of infections has been under relative control due to the first lockdown and the safety precautions imposed by provincial and local governments as well by businesses. The sector REACTED in the months following the start of the pandemic by reducing somewhat the employment (March and April of 2020), to RESTART in May of 2020 – showing signs of increased hiring, and to RECOVER between June and September of 2020 – getting employment at pre COVID levels (Figures 6 and 10). Unfortunately, in October and November the employment in this sector displayed a downward trend again as a REACTION to the second wave of COVID-19 infections. The sector didn't absorb much of the increased pool of unemployed generated by the pandemic.

The employment in the *Educational Services* sector has been very RESILIENT to the pandemic. Between January and June of 2020, the local employment in the sector increased showing some RESILIENCY to the spread of the virus (see Figures 7 and 10). The REACT phase of the sector showed up in July - September when the employment in the local subsector reduced significantly to continue the RESTART-RECOVERY in October and November and the levels below pre COVID. This pattern can be explained by the cycles of the academic year, the pandemic arrived during the second part of the 2019-2020

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

academic year, during the winter-spring semester. Teachers continued their work under the new circumstances, mostly teaching online, fulfilling their contracts for the academic year. Once the summer hit, the part-time teachers haven't found the same employment opportunities as in 2019, some losing their jobs. Due to the travel restrictions and pandemic fear, some students postponed their studies. These disruptions are reflected in the reduced demand for educational services beginning with September and the new academic year 2020-2021. This subsector had the most adaptable workforce to the changes towards offering educational services online. Most of the educational institutions had the infrastructure ready for engaging in the new way of teaching. With a few tweaks, most of the educational institutions were ready to provide their services online.

Somewhat surprising was the path followed by employment in the *Professional, Scientific and Technical Services* subsector (see Figures 7 and 10). After the REACT between March and May of 2020, reducing employment in the sector, a quick RESTART happened in June of 2020 to lay the path for a healthy RECOVERY in July. For the rest of the year the employment in this subsector reached levels above the pre pandemic, indicating RESILIENCY and REACTION to the second wave of COVID-19 infections in October and November, showing reductions in employment accordingly. This sector provided locally a good buffer for the professionals, scientists and trades people that lost their work during the pandemic. Online consulting and research provided a viable alternative for the experts in the field affected by the restructuring imposed by the post pandemic economy. The trades people that lost their jobs had the chance to open businesses or continue practice as self-employed migrating to the *Construction* or *Agriculture* sectors which were charging at full speed.

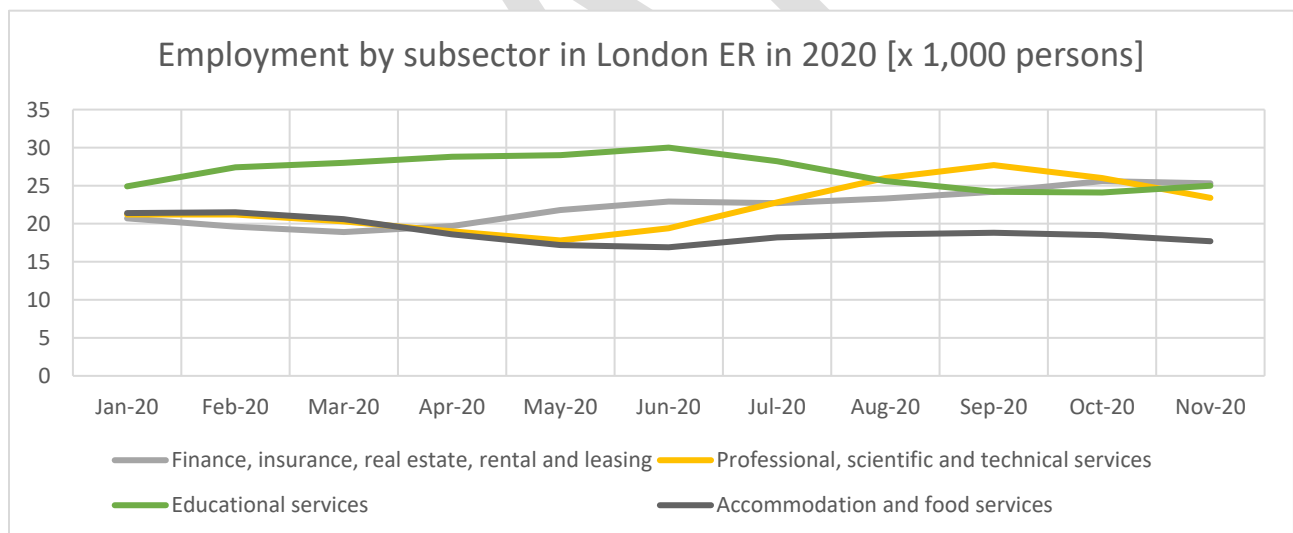


Figure 7

Source: Statistics Canada, Table 14-10-0091-01

A positive surprise was provided by the *Finance, Insurance, Real Estate, Rental and Leasing*. The employment in this sector proved to be RESILIENT to the circumstances created by the COVID pandemic (see Figures 7 and 10). The *Financial* subsector has been preparing for a while for transitioning toward online services and gaining efficiencies. The COVID-19 pandemic just accelerated this trend. However, the sector had the infrastructure (the hardware, networks and software) necessary for servicing clients

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

and customers remotely. The sector has absorbed some of the local unemployment generated by the COVID-19 pandemic. Professionals from other sectors (accountants, financial professionals, IT professionals, etc.) had available work opportunities in this sector.

The *Accommodation and Food Services* subsector was dramatically affected by the COVID-19 pandemic. The travel restrictions and social distancing measures have been cutting severely the demand for these services overall. Consequently, numerous such businesses have been opting to exiting the subsector, while others have been reducing significantly their personnel. Figures 7 and 10 show that the subsector reacted immediately after the beginning of the pandemic in March, diminishing its employment between March and June of 2020 (REACT). In July of 2020, the *Accommodation and Food Services* subsector increased slightly its employment indicating a RESTART. Between August and November, the employment in the subsector followed a slow path for RECOVERY, operating at levels of employment significantly lower than pre pandemic. Restaurants and other food services entities had a difficult time to restore customers' pre-COVID behavior and restore confidence that it's safe to eat out. The efforts invested in insuring safe social distancing proved insufficient to generate enough demand for many such businesses. The franchise businesses have been fortunate to receive support from their franchisors. However, many independent operators have been forced out of business under the conditions created by the pandemic.

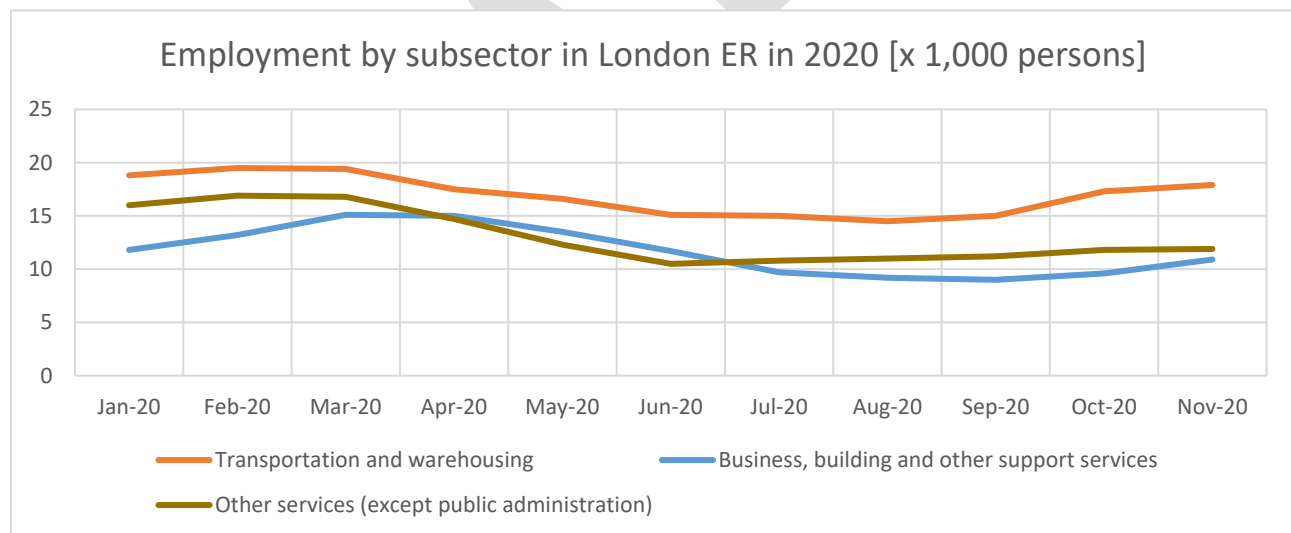


Figure 8

Source: Statistics Canada, Table 14-10-0091-01

Figures 8 and 10 show that employment in *Transportation and Warehousing* subsector suffered a continuous decline (REACT phase) between March and August of 2020 followed by a quick RESTART in September of 2020, just to entry the RECOVERY phase in October. Traveling limitations and reduced demand for products in general during the lockdown phase impacted numerous transportation and warehousing businesses. The limited air traveling, the constrained options for social distancing within public means of transportation, and the increased reliance on personal transportation generated reduced the demand for transportation and warehousing services overall. As public became accustomed more with online shopping (second part of 2020), the demand for transportation and warehousing services

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

started to pick up. However, the growth in demand for such services during September - November of 2020 didn't leveled back to the demand during pre-COVID times. Major victims in the post pandemic period have been air transportation, cruises, small-medium size travel agencies, and small – medium size transportation operators which relied mostly on short-term and temporary contracts.

Employment in *Business, Building and Other Support Services* maintained RESILIENT during March-April of 2020 after which it has dropped continuously until September (REACT phase) followed by a brief RESTART in October of 2020. The RECOVER phase started in November of 2020 showing a light growth in employment in the subsector, see Figures 8 and 10. The subsector represents management companies and business support firms, such as call centres, collection agencies, document preparation, janitorial services, landscaping and other. As businesses started to lose revenue due to the COVID-19 and many closed their activity, the demand for business services diminished. Also, as numerous businesses closed temporary their operations, or functioned at reduced capacity, the demand for waste management and remediation services has also reduced. However, most of the subsector has been equipped for the remote work and teleworking imposed by COVID-19, being able to absorb some of the surplus of unemployed professionals generated by COVID-19 pandemic in 2021. As businesses adapt faster to the new economy, the demand for business, building, and support services will increase and generate more demand for workers in this subsector.

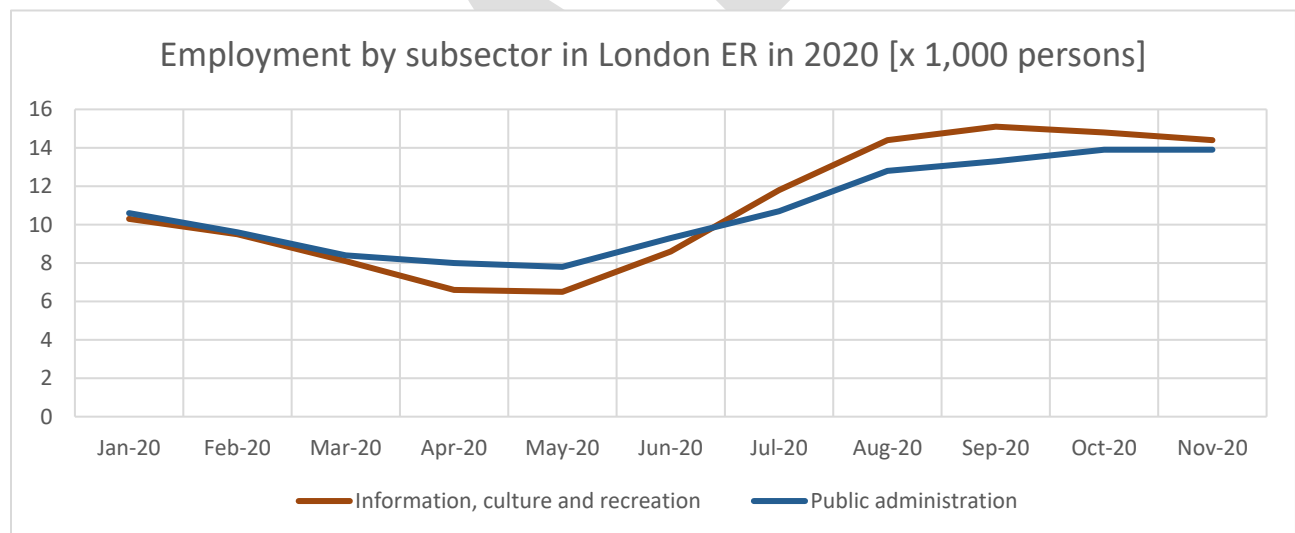


Figure 9

Source: Statistics Canada, Table 14-10-0091-01

Between March and June of 2020, the employment in *Other Services (except Public Administration)* subsector suffered a major drop, part of the REACT phase (see Figures 9 and 10). In July of 2020 the subsector had a RESTART showing a soft increase in employment continuing from August until November of 2020 with a RECOVERY. In November of 2020, the employment in this subsector was still below the pre pandemic levels. Business establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry cleaning and laundry services, personal care services, death care services,

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

pet care services, photofinishing services, temporary parking services, and dating services. Therefore, the subsector proved to be very sensitive to the social distancing and reduced business activity created in the months immediately following the start of the pandemic. As household trust improved and businesses reopened to full operations during the summer of 2020, the demand for other services improved as reflected in the growth in employment after July of 2020.

Employment in *Information, Culture and Recreation* subsector display a major drop between March and May of 2020 as a REACTION to the COVID pandemic followed by a RESTART in June of 2020, see Figures 8 and 9. The RECOVERY happened in July of 2020 followed by RESILIENCE in August – September of 2020 with levels of employment higher than pre pandemic. In October -November of 2020 the employment in the industry started to drop due to the second wave of COVID spread, fatigue and some sense of hopelessness. In aggregate this subsector is composed of businesses and organizations operating in a) *Information and Cultural Services* group of industries and b) *Arts, Entertainment and Recreation* group of industries.

The businesses and organizations performing in Information and Cultural Services have as object of activity telecommunications, radio, television, theatre, books, magazines, newspapers, videogames, Internet access and other related services. This branch of industries has been less negatively impacted by the COVID-19 pandemic. Immediately after the pandemic hit, the local demand for the Internet services, higher upload and download capacity and increased quality of communication has spiked to the roof. The same happened with the need for news and public information about events happening as well as video gaming considering that all other traditional entertainment activities have been limited by the pandemic.

On the other hand, the businesses performing in the *Arts, Entertainment and Recreation* group of industries have as object of activity performing arts (music, dance, theatre, etc.), independent artists, museums, zoos, parks and recreation, casinos and lotteries, sports related activities, fitness, sky resorts, etc. The firms and organizations within this group have been impacted negatively by COVID-19 pandemic, mostly due to the social distancing and the lock down restrictions.

It is assumed here that the wonderful RESTART - RECOVERY of the subsector is owed to the *Cultural Services* and most likely due to the companies providing Internet services, video gaming, telecommunications and news, which will continue to be a driver in the new economy driven by remote working, knowledge, social distancing, online shopping, etc.

The last subsector in this analysis, the *Public Administration*, followed a close pattern to the *Information, Culture and Recreation* (see Figures 9 and 10). The employment in the *Public Administration* diminished between March and May of 2020 as a REACT to the social distancing and lockdown measures imposed by the COVID-19 pandemic. In June of 2020 the employment in the subsector displayed a slight growth signaling the RESTART, while in July of 2020 the sector suffered a complete RECOVERY achieving the pre pandemic levels of employment. Next, between August and November of 2020 the employment in the sector grew steadily at levels surpassing the pre pandemic. Several explanations can be associated with this evolution. The first and most probable explanation is that the pattern of employment in the subsector can be associated with the fiscal year cycles (April current year – March next year). Numerous jobs in *Public Administration* are contract positions that end with the end of the fiscal year. The COVID-19 pandemic hit exactly at the end of the fiscal year, consequently the lockdown that followed in April-May reflects the uncertainties and the disruption of previous programs of interest retargeting to focus of the governments to the pandemic and the economic recovery. Therefore, the growth of the employment in the subsector beyond the pre pandemic levels reflects the amount of economic stimulus that the

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

governments at various levels have been directing towards recovery the economy. The sector absorbed some of the unemployment generated by COVID-19 pandemic in other areas of the economy. The demand for professionals capable to administer public help for unemployed or businesses in trouble increased accordingly as the post pandemic events unfolded. Otherwise the sector has been prepared to operate partially with remote workers. However, the services requiring face-to-face encounters with clients have been more exposed to contamination by COVID-19. Quick innovation in Personal Protection Equipment (PPE) allowed the services to quickly adapt toward maintaining safety while providing the needed services during this period.

Economic subsector	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
Agriculture	Resiliency	Resiliency	React	Restart	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency
Construction	React	React	React	Restart	Recover	Recover	Resiliency	Resiliency	Resiliency
Manufacturing	React	React	React	React	Restart	Recover	Recover	Recover	Recover
Wholesale and retail trade	React	React	React	React	Restart	React	React	React	React
Transportation and warehousing	React	React	React	React	React	React	Restart	Recover	Recover
Finance, insurance, real estate, rental and leasing	React	Restart	Recover	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency	Resiliency
Professional, scientific and technical services	React	React	Restart	Recover	Resiliency	Resiliency	Resiliency	React	React
Business, building and other support services	Resiliency	Resiliency	React	React	React	React	React	Restart	Recover
Educational services	Resiliency	Resiliency	Resiliency	Resiliency	React	React	React	React	Restart
Health care and social assistance	React	React	Restart	Recover	Recover	Recover	Recover	React	React
Information, culture and recreation	React	React	React	Restart	Recover	Resiliency	Resiliency	React	React
Accommodation and food services	React	React	React	React	Restart	Recover	Recover	Recover	Recover
Other services (except public administration)	React	React	React	React	React	Restart	Recover	Recover	Recover
Public administration	React	React	React	Restart	Recover	Resiliency	Resiliency	Resiliency	Resiliency

Figure 10

THE PAST: The historical context of how far we have come

Impacts we have already felt

In the immediate months following the COVID-19 pandemic start (March), the employment in the London Economic Region has dropped progressively until June of 2020 when employment was about 11% lower than in January 2020. Once the economy progressively open (June), the employment in the region started to recover, ending in November about 3.3% lower than in January 2020, (see Figure 11). This path for recovery demonstrates that government support at all levels and the local initiatives have been effective for the quick return to normalcy.

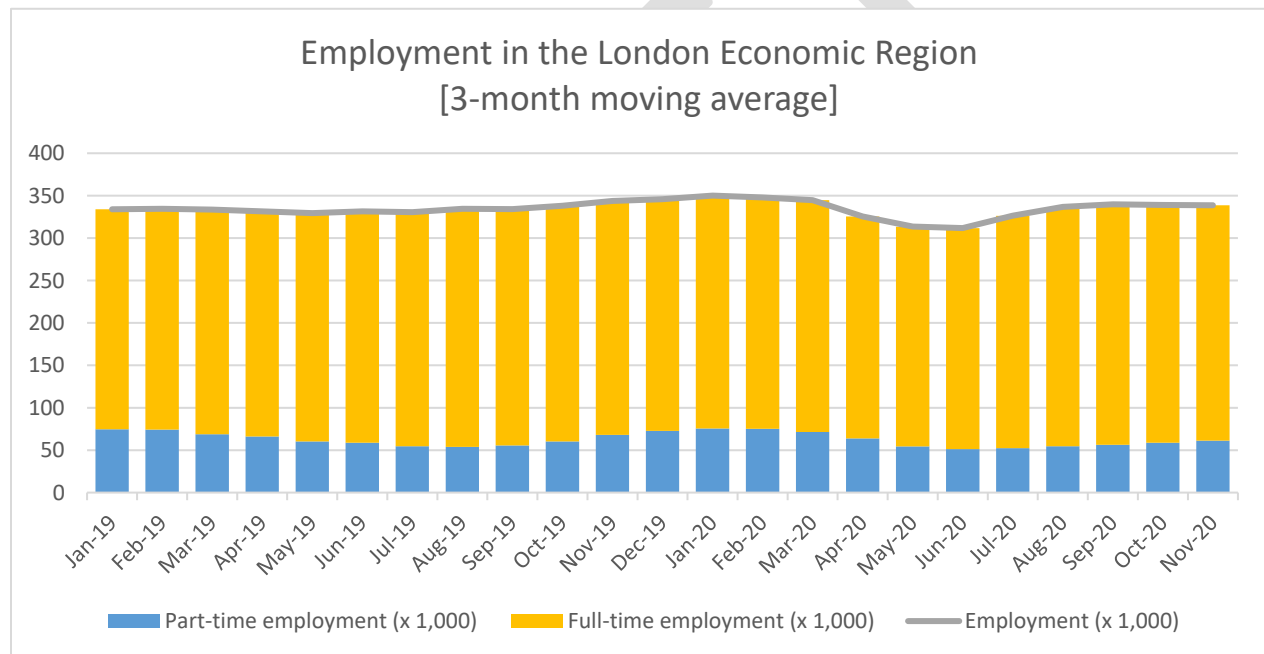


Figure 11

Source: Statistics Canada, Table 14-10-0293-01

Looking at the other side of the labour market, the unemployment more than doubled between January and June 2020 (174% higher in June than in January 2020), see Figure 12. Between July and November, the unemployment has dropped significantly, specifically in November the unemployment has been 83% higher than in January 2020. This side of the story shows that although progress has been achieved during the short recovery period (July – November), there still are many who were separated from and couldn't reconnect back with their former employers.

Retrospectively, the local news headlines (Job Bank Canada, n.d.) started with Canada Life letting go a few employees in March followed by two rounds of layoffs (April and May) by the City of London, one of the largest employers in London ER, which involved mostly temporary, seasonal, and casual employment. The trend continued with the announcement of High Park Company laying off some people

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

at its cannabis processing plant, in May, while in June, Marriott International announced closing the St. Thomas' Starwood calling centre in September.

In September, the local headlines were mentioning Bank of Montreal closing a branch in Delhi, Ontario. During the same month, several restaurants announced closing: Corey's in Tillsonburg and Gardenia in Strathroy.

In November, Frank and Gus Pizza publicized closing, as well as GKN Sinter Metals in St. Thomas, Stryker Medical London and Call the Office in London. The closures announced have been from Manufacturing, Public Administration, Accommodation and Food Services, Finance, Insurance, Real Estate, Rental and Leasing, Information, Culture and Recreation, and Business, Building and Support Services. Although this review of business closings is very limited, it provides a taste of the unfolding trend laid by the Corona virus pandemic.



Figure 12

Source: Statistics Canada, Table 14-10-0293-01

On the other hand, businesses have been opening or expanding their operations in the London Economic Region (ER). The local news headlines (Job Bank Canada, n.d.) in March counts that construction has commenced at the four towers in London and a new cannabis shop, Friendly Stranger, opened in London.

In April, Trudell Medical announced expanding their operations and hiring people, Dr. Oetker and Arva Flour Mill announced the same. Go Fog It, a cleaning company opened its operations in London during the same month.

In May, the Middlesex Paramedic services received funding to expand their business. Several restaurants opened in London during May: EL Poco Lobo, ChickPz and Zaatanz Bakery. Also, in May, Digital Extremes announced hiring more people for their video game operations.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

In July, Victoria Hospital in London announced hiring people, while NP Aerospace manufacturing announced braking ground for their business in London. Finally, also in July, Aspire Food Group broadcasted their intentions of manufacturing food in London starting with August.

In August, FedDev Ontario announced funding Forge Hydrocarbons and IGPC Ethanol Inc. in London to expand their business in renewable fuels. Construction of a new fire station in Port Stanley began in August 2020.

In September, ANVO Pharma Group broke ground on a new pharmaceutical manufacturing plant in London, Oxford Pallet received provincial funding to expand their operations in Norwich, and Element 5Co was expected to begin their operations in St. Thomas.

In October, Omni Jewelcrafters opened at the Elgin Centre in St. Thomas, Carfax Canada ULC announced expanding their headquarters in London, Factory Bucket Inc., Oxford Pallets and Titan Trailers publicized receiving federal funds to expand their businesses.

In November, the Backroads Café and Tavern opened while Fanshawe College received federal funding to invest in its Innovation Village.

The count of business events in the London ER is not comprehensive, but suggestive enough to show the impact of COVID-19 as well as the local economic recovery efforts unfolded since the beginning of the pandemic. Business creation and expansion continued during these unprecedented difficult times.

Figure 13 illustrates the high number of business closings in the London CMA during the lockdown and in the following months, April – June 2020, and the recovery afterwards. In contrast, during March-May of 2020, the number of business openings has been significantly lower than the number of business closings, but it grew surpassing the number of closings afterward, on the road of recovery. This dynamic expresses the local economic struggle in keeping the economy afloat.

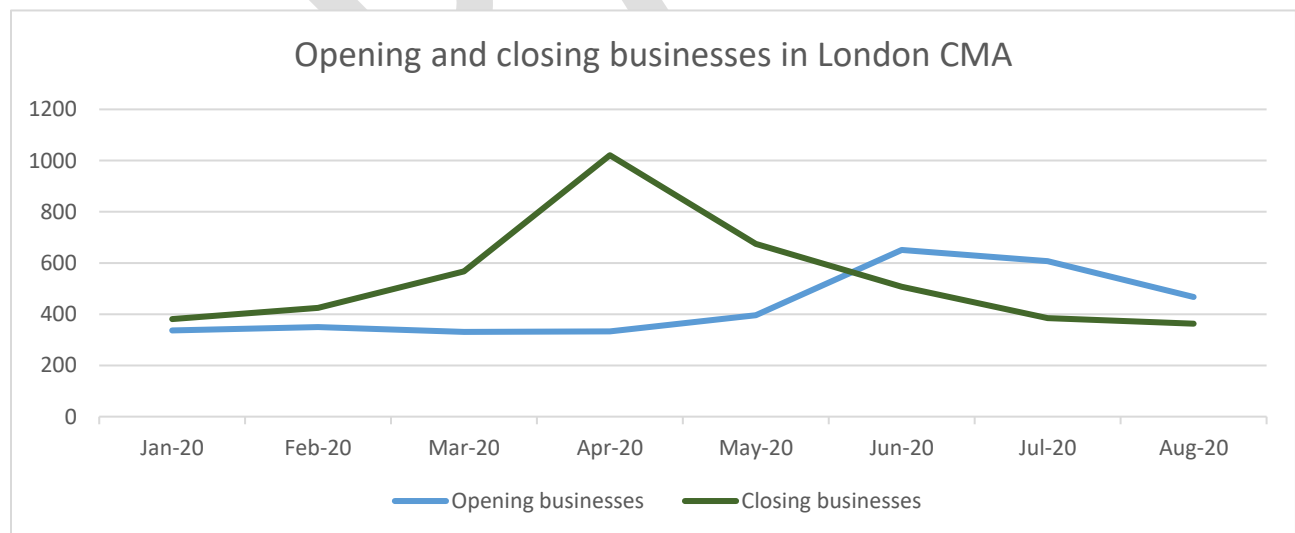


Figure 13

Source: Statistics Canada, Table 33-10-0270-01

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Since May 2020, the federal and provincial governments have been deploying economic stimulus to support the individuals, businesses, sectors and industries in trouble (Government of Canada, 2020, December 10). The Canadian Emergency Response Benefit (CERB) and Employment Insurance (EI) played a huge role in helping those that lost their jobs during the months following the CORONA virus pandemic. Also, the mortgage payment deferral measures helped those who faced hardship during the pandemic. Canada Recovery Sickness Benefit (CRSB) and Canada Recovery Childcare Benefit (CRCB) played an important role in sustaining those who suffered sickness or had trouble providing childcare. Helping various groups of population (Indigenous, students, persons with disability, and seniors) experiencing hardship during the pandemic was also in the view of the governments during 2020.

On the other hand, the stimulus targeting businesses has been directed in four major areas: 1) reducing layoffs, rehiring and job creation; 2) taxes and tariffs; 3) financial support, loans and accessing credit; and 4) targeted support for various groups of businesses based on ownership (minorities, self-employed, and other). Canada Emergency Wage Subsidy (CEWS), work-sharing programs, extension of layoff programs, and creation of job opportunities for youth have been major employment stimulus programs advanced to support businesses navigating through the pandemic times. Waving tariffs for certain medical goods and postponing tax payments for a while were stimulus measures designed to help businesses survive during the Corona virus pandemic.

Canada Emergency Business Account (CEBA) interest-free loans, Canada Emergency Rent Subsidy (CERS), loan guarantee and co-lending programs for small and medium size businesses, Regional Relief and Recovery Fund (RRRF), and other targeted financial programs based on business size have been helping local businesses pass the hardship due to or survive then pandemic.

Directing financial support towards most affected industries such as Agriculture, Accommodation and Food Services, Tourism, Retail and Wholesale, Manufacturing, Information, Culture and Recreation, Education, Health Care helped many establishments within these industries.

Canada's COVID-19 Economic Response Plan (Government of Canada, 2020, December 10) describes in detail all these federal supports.

At the provincial level, economic stimulus has been committed also to support the restart-recovery of local and regional economies in Ontario (Government of Ontario, 2020, March). According to the document \$3.3 billion has been committed to health care to be ready available to respond to the COVID-19 cases, \$3.7 billion has been directed to support people and jobs helping mostly those economically at risk (seniors, students, Indigenous, etc.) with various financial obligations such as energy bills, property taxes, educational taxes, etc., and \$10 billion oriented for helping people and business with the cash-flow, reducing or postponing business payment.

The local news headlines were picking here and there local initiatives designed to help with the recovery (London Economic Development Corporation, n.d.).

In May 2020, e.g.local employers were invited to participate at the virtual London and Area Works Job Fair. During the same month Libro was giving out \$17,500 to its employees in incentives for “buying local.”

In June 2020, Downtown London business association has launched two programs to assist financially its members: The Restart Grant and The Marketing Grant.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

In July 2020, Exar Studios in London received funding from Regional Recovery Relief Fund to develop a virtual app Engage that will augment reality for tourists and the large public interested in discovering London and its history. Also, in July, TechAlliance launched a new online tool (The (Rebuild) Roster) to put tech talent in front of hiring managers in Southwestern Ontario tech companies.

In August 2020, McCormick Canada took the initiative to raise money for a support fund that offered up to \$1,000 in financial grants to local bars and restaurants impacted by COVID-19 pandemic to reopen and recover. During the same month the City of London launched Construction Dollar Program to support core-area businesses through customer giveaways, contests, and promotions during the summer. Londoners visiting downtown and Old East part of the city received coupons to be used at participating businesses. Further in August, the City of London in collaboration with Fanshawe College launched a pilot project looking to train people for jobs and help them stay working. Also, in August, TechAlliance connected to ORION's network enabling innovation through advanced digital infrastructure. Further, TechAlliance has launched its Future Proof Program. The Program support businesses with new tools and talent needed to transition to online retail and use digital marketing strategies.

In September 2020, Fanshawe College joined forces with six post-secondary institutions across the province on a new training project that will establish a talent pipeline for the automotive and advanced manufacturing sectors.

In October 2020, Rogers rolled out ultrafast "5G" internet for London, St. Thomas and Woodstock. During the same month, Innovation Works, London's co-working spaces for innovators and change makers, announced their public offering of a Community Bond and thus raising money for the restart-rebuild of the local economy. Further, in October, London's City Council endorsed the creation of the London Community Recovery Network, a community group committed to lead the local recovery process.

In November 2020, The Ontario's Tourism Innovation Lab's "Spark" Mentorship and Grants Program incentivised individuals, small businesses and non-profit organizations to generate new tourism ideas for the region. During the same month Libro gives \$140 to each of its 700 employees to spend locally and boost local businesses.

In December 2020, Green Economy London has announced grants to 14 local organizations supporting 17 sustainability projects. The grants support energy saving, waste reduction, water conservation, and environmental stewardship projects.

The list of the local support and initiatives is not comprehensive, but it attempts to present the local desire for economic recovery and the fast restauration of normalcy.

Beyond the public support, employers' efforts to keep and maintain a qualified workforce for their operations played a significant role for the labour market dynamic in 2020. Table 1 illustrates the job opportunities in the London Economic Region by occupation between January and October of 2020. The table's data is sorted in a descending order by the number of postings listed in the announced period. Only the top 50 occupations were presented here.

Because of the pandemic lockdown the number of postings in the first 10 months of 2020 was smaller than the number of postings during the same period in 2019. However, one could see in 2020 plenty of opportunities for sales, retail salespersons, sales managers (sales colored in blue and management in green). Numerous postings in 2020 were associated with management positions (green color): administrative services manager; retail and wholesale manager; advertising, marketing and public relations manager; corporate sales manager; manager in customer and personal services; human resources management, financial manager; restaurant and food services managers, etc.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Work opportunities were available in 2020 for applicants with university degree (brown color): registered nurses and registered psychiatric nurses; software engineers and designers; professional occupations in business management consulting; financial auditors and accountants; business development officers and marketing researchers and consultants; professional occupations in advertising, marketing and public relations; human resource professionals; etc.

Numerous job postings were listed regionally in the first ten months of 2020 for applicants with college degree or trades qualifications (yellow color): home support workers, administrative assistants, track drivers, administrative officers, automotive service technicians, social workers, medical administrative assistants, medical technologists and technicians, user support technicians, residential and commercial installers and servicers, electricians, etc.

Table 1. Unique job postings from Jan. 1, 2020 until Oct. 31, 2020 in the London Economic Region

Source: EMSI Analyst

Rank	NOC	Occupation	No. of postings
1	6421	Retail salespersons	1916
2	6552	Other customer and information services representatives	1590
3	4412	Home support workers, housekeepers and related occupations	1210
4	1411	General office support workers	1167
5	1241	Administrative assistants	1111
6	9619	Other labourers in processing, manufacturing and utilities	1035
7	3012	Registered nurses and registered psychiatric nurses	1014
8	0114	Other administrative services managers	917
9	7511	Transport truck drivers	859
10	7452	Material handlers	848
11	0621	Retail and wholesale trade managers	845
12	1221	Administrative officers	825
13	0124	Advertising, marketing and public relations managers	670
14	0601	Corporate sales managers	662
15	2173	Software engineers and designers	556
16	1122	Professional occupations in business management consulting	489
17	1111	Financial auditors and accountants	476
18	7514	Delivery and courier service drivers	473
19	7445	Other repairers and servicers	442
20	7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	430
21	0651	Managers in customer and personal services, n.e.c.	424
22	6541	Security guards and related security service occupations	416
23	6731	Light duty cleaners	405
24	1215	Supervisors, supply chain, tracking and scheduling co-ordination occupations	402
25	4163	Business development officers and marketing researchers and consultants	400
26	7513	Taxi and limousine drivers and chauffeurs	380

Rank	NOC	Occupation	No. of postings
27	4152	Social workers	378
28	1123	Professional occupations in advertising, marketing and public relations	353
29	0112	Human resources managers	349
30	0111	Financial managers	335
31	1243	Medical administrative assistants	331
32	7611	Construction trades helpers and labourers	330
33	6611	Cashiers	322
34	3219	Other medical technologists and technicians (except dental health)	320
35	1414	Receptionists	314
36	2282	User support technicians	313
37	8431	General farm workers	313
38	1114	Other financial officers	311
39	3124	Allied primary health practitioners	301
40	1121	Human resources professionals	299
41	7441	Residential and commercial installers and servicers	286
42	6623	Other sales related occupations	285
43	6711	Food counter attendants, kitchen helpers and related support occupations	278
44	0311	Managers in health care	276
45	7241	Electricians (except industrial and power system)	274
46	0631	Restaurant and food service managers	273
47	0013	Senior managers - financial, communications and other business services	271
48	0711	Construction managers	269
49	2171	Information systems analysts and consultants	265
50	6411	Sales and account representatives - wholesale trade (non-technical)	257

Finally, numerous work opportunities have been listed in 2020 for candidates with high school diploma or less and on the job training (white color): customer and information services representatives, material handlers, material and carrier delivery drivers, repairers and servicers, security guards, light duty cleaners, taxi and limousine drivers, construction trades helpers and labourers, cashiers, receptionists, general farm workers, food counter attendants, kitchen helpers and related support occupations, etc.

Although less postings have been listed in 2020 relative to 2019, the job listings were diverse enough in occupations and industries to appeal to the enlarged pool of unemployed in the London Economic Region.

THE PRESENT: Impacts and actions in the short-term

Impacts felt in London Economic Region

In November 2020, the labour market in the London ER ended with a slightly larger labour force than in January of 2020, 366,100 people vs. 351,000 people respectively (Statistics Canada, 2020, December 14).

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Total employment in the region surpassed the employment size in January 2020, 338,600 people vs. 333,800 people respectively. This was because of the full-time employment, 277,400 people in November vs. 259,300 people in January. Part-time employment was still lower in November than in January, 61,300 people vs. 74,600 people respectively, but very close. The unemployment in the region was still higher in November than in January, 27,400 people vs. 17,100 people respectively. The “not in labour force” population was the same in November as in January 2020, 227,100 people respectively. Participation rate in the region, in November, ended up one percentage point higher than in January, 61.7% vs. 60.7% respectively. The regional participation rate in November was still lower than in Canada and Ontario, 61.7% vs. 64.8% vs. 64.5% respectively (Statistics Canada, 2020, December 4). Unemployment rate in the London Economic Region in November was higher than the value in January 2020, 4.9 vs. 7.5% respectively. The regional unemployment rate was lower than in Canada or Ontario, 7.5% vs. 8.2% vs. 8.7% respectively (Statistics Canada, 2020, December 4). Finally, the employment rate in the region in November was about a half percentage point lower than in January 2020, 57.1% vs. 57.8% respectively. Also, the regional employment rate was lower than national or provincial values, 57.1% vs. 59.4% vs. 58.9% respectively (Statistics Canada, 2020, December 4).

These labour force characteristics indicate that overall, the labour market in the London ER has recovered about 90% relative to the pre-Corona virus pandemic results (January 2020). It remained work to be done with the unemployed in the region as well as with part-time employment. The six months recovery has been unevenly distributed across the subsectors, see Figure 10. Some regional subsectors were harder hit than others by the pandemic. Among those many were leading in part-time employment, e.g. Retail, Accommodation and Food Industry, Educational Service, etc.

From the labour market perspective, it’s important to understand the share of employment by sector and subsector in the region. Almost three quarters of the employment in the London ER is in the *services producing* sector while about one quarter of the employment is in the *goods producing* sector, see Figure 14. It was noted earlier in this document that the *services producing* sector suffered a slower recovery than the *goods producing* sector from the labour market perspective.

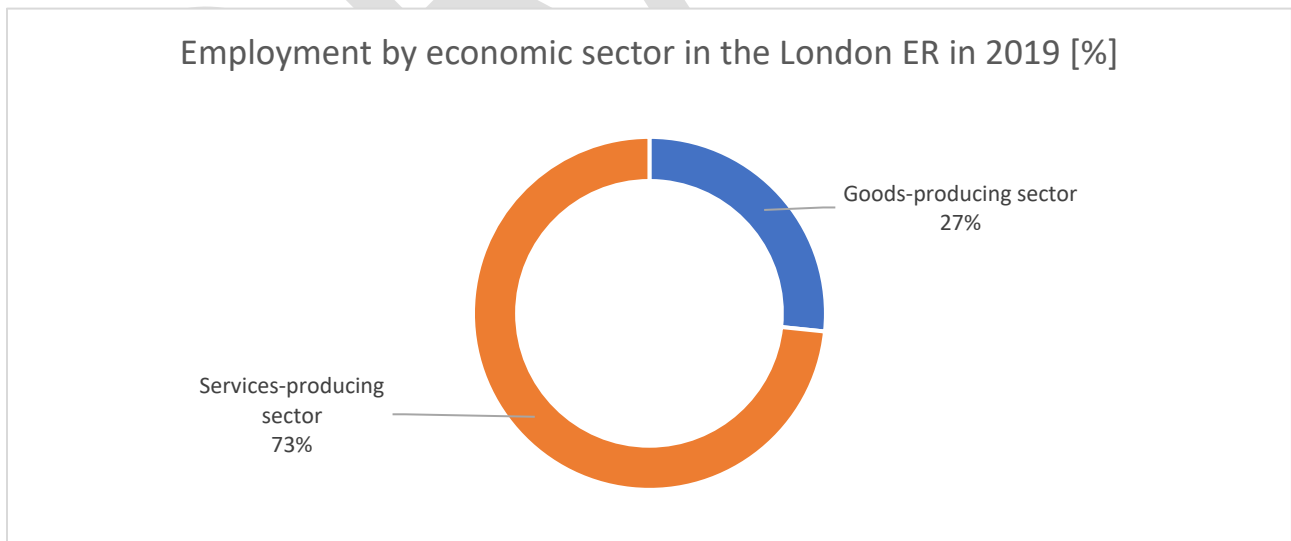


Figure 14

Source: Statistics Canada, Table 14-10-0092-01

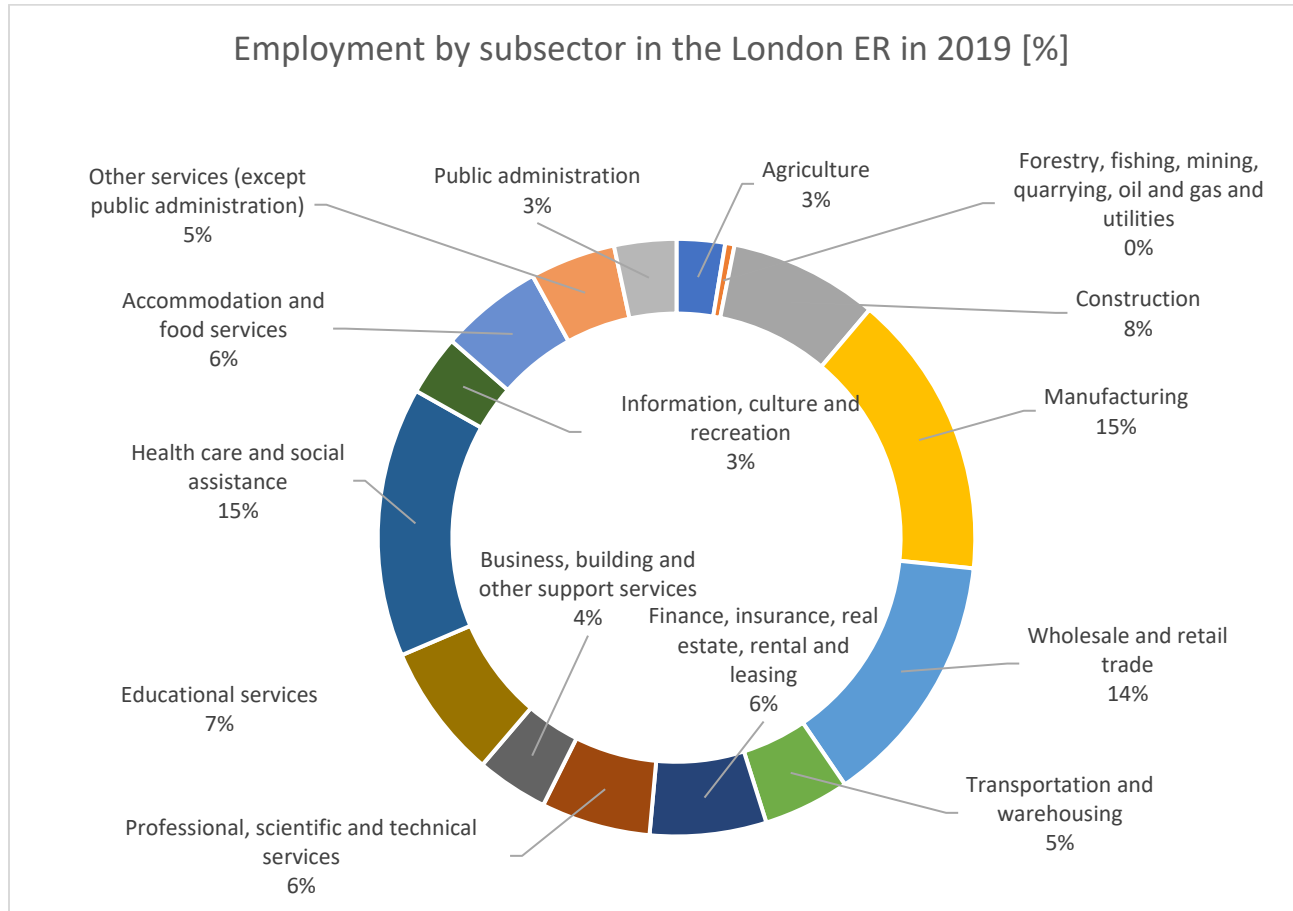


Figure 15

Source: Statistics Canada, Table 14-10-0092-01

Diving deeper in this type of analysis revealed that during pre COVID-19 pandemic the regional leading sectors in employment were *Health Care and Social Assistance* and *Manufacturing*, each owning 15% of the employment in the region (see Figure 15.) Both these subsectors had a stable evolution in the past nine months. *Manufacturing* was hit harder but recovered back quickly.

Next, the *Wholesale and Retail Trade* retained 14% of the total employment in the region followed by *Construction* with 8% share of the regional employment, *Educational Services* with 7% share of the total employment in the London ER. As indicated earlier, the *Wholesale and Retail Trade* subsector suffered a major unemployment hit due to the pandemic, and its share of total employment in the region is significant. The other three subsectors mentioned here were performing well since the beginning of the Corona virus pandemic. The next by the size of the share of employment in the region were *Finance, Insurance, Real Estate, Rental and Leasing* with 6% of the regional employment, *Accommodation and Food Services* with 6% share of the regional employment, and *Professional, Scientific and Technical Services* also with 6% share of the total employment in the region. As revealed in Figure 15, the other subsectors take smaller and smaller shares of total regional employment.

This analysis suggests that the regional labour market recovery strategies should focus first on the subsectors with larger contribution to the total employment in the region: e.g. *Manufacturing, Health Care*

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

and Social Assistance, Wholesale and Retail Trade, Educational Services, and next in a sub second phase to the other subsectors with smaller contributions to the total employment in the region. Taken in consideration the impact of the pandemic on the labour force by subsector presented earlier and the share of employment by subsector, it is suggested that higher workforce planning priority is required for the following subsectors: *Manufacturing, Wholesale and Retail Trade, Transportation and Warehousing, Other Services (excepting Public Administration)*, and *Business, Building Support Services*.

Today, although the regional labour market is recovered at a high degree, many businesses and operators are still fragile to the exposure to the second wave of COVID-19 infections (November 2020), or concurrent pandemics.

Many lessons have been learned since the start of the pandemic among which is that the regional economy is resilient and quickly adaptable to social and economic restrictions.

The prospects have been improved today with the vaccine approval by the Canadian medical authority and by the reception of the first batch of vaccines in December. A source of vaccine has been secured (Pfizer – BioNTech) and mass vaccination campaign has started. About 250,000 vaccine doses are expected to be at hand by the end of 2020 (Tasker, 2020, December 9). Until the herd immunity is achieved, many uncertainties are still governing the regional, provincial and national economies.

Impacts we can anticipate through the RESTART phase

Given the partial recovery of the labour market in the London Economic Region, the current rate of infections with COVID-19 (Red zone declared by Middlesex-London Health Unit) and the positive prospects regarding mass vaccinations in 2021 several work related impacts of the pandemic must be noted:

- People's behaviour will not be the same vis-a-vis work, consumption, leisure, travel, interacting with others, etc.
- Remote working and teleworking remain viable work arrangement alternatives for the future
- Large and incumbent businesses are the winners in the new economy. They possessed resources, or were ready, for the digital transformation. Working for a large company will provide a higher sense of security
- Working from home left many commercial real estates empty, creating major problems for this industry.
- The demand for local superfast connectivity, cloud and security services will skyrocket.
- Home delivery will create new work opportunities.
- Collaboration and community spirit will play a larger role in speeding the economic recovery and generating local resiliency. Private organizations will play a major role in creating the community momentum that sparks recovery.
- Innovations in networking, hardware, software applications, installation, and training will generate new local job opportunities
- Project management software applications that provide connectivity, time management, documenting and archiving, and facilitate on technical aspects of the projects will be in great demand
- Online marketing and social media will take a larger share from the available marketing strategies enlarging the opportunities for communications, public relations, and marketing professionals

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- IT will play a larger role in each business establishment, creating infinite work opportunities
- There will be higher need for digital literacy in order to work effectively and efficiently
- Green and sustainability are high priorities in the new knowledge economy

Existing, ongoing, and planned REACT and RESTART initiatives

In the earlier outline by month of the regional initiatives (London Economic Development Corporation, n.d.) during REACT and RESTART phases of the regional economic recovery several stood out:

- TechAlliance launch of the Future Proof Program to support local business with tools and talent necessary for speeding up the transition to online retail and marketing strategies
- Tec Alliance efforts to connect the region to ORION's network, enabling innovation through advance digital infrastructure. This advanced networking facilitates connection and collaboration across twelve Regional Innovation Centres (TechAlliance among them) in Ontario through Ontario's Next Generation Network Program (NGNP), allowing small and medium enterprises to test and validate their products and solutions.
- Pillar Nonprofit Network's training project design to help students and other job seekers gain in-demand skills so they will be ready for future employers.
- City of London and Fanshawe College launch of a training pilot project to for job seekers.
- The City of London launch of the Construction Dollar Program to support business core-area through customer giveaways, contests and promotions during the summer of 2020.
- McCormick Canada's initiative to raise funds for aiding bars and restaurants in London area to reopen and recover
- Green Economy London provided grants for sustainability projects
- Exar Studios development of an innovative tourism solution showing historical sites in London and Old East of London through augmented reality (AR)
- Libro's repeated initiative of giving its employees money to spend local with the aim for boosting local economy
- City of London endorses the creation of London Community Recovery Network to begin a community led recovery process
- Innovation Works launched their Community Bond with the purpose of raising local funds for economic recovery
- Rogers announces the roll out of ultrafast "5G" internet for London, St. Thomas and Woodstock
- Fanshawe College joins new skilled labour initiative to boost opportunities for students and benefit regional employers
- Tech Alliance launched new online tool to connect regional tech talent with managers of Southwestern Ontario tech companies
- Downtown London association has launched two new programs to provide financial support to its members

Ideas for additional REACT, RESTART, and early RECOVER initiatives

Numerous other regional ideas and initiatives were, or are, at work. The list below is rather limited, but it illustrates our community's efforts and innovation standing the economic downturn post Corona virus pandemic.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- Between May and July. Food Bank, RBC Place and Y.O.U distributed citywide free lunches to the most vulnerable population in London
- Covid-19 Community Food Box Program was initiated by the LIFE*SPIN in partnership with local businesses to provide direct access to food for fixed-income families, seniors and expectant mothers in London
- Squeaky Wheel Bike Co-op has partnered with Big Bike Giveaway in giving out bikes to low-income essential workers.
- Caremongering groups and neighbourhood pods organized to support each other during difficult times
- London's Centre for Poverty Research advocacy for a green and inclusive economic recovery planning

THE FUTURE: A range of realities, impacts, and responses

A list of key factors influencing the regional economic recovery has been identified by the EMO Workforce Planning and Development Board during August-September 2020 (see Appendix 2). The list has been refined by the local Scenario Planning Steering Committee in September 2020 (Sep.21 and Sep.28). The criteria for the refinement were: 1) difficulty of controlling regionally the factor, which qualifies it as uncertainty and 2) magnitude of impact of the factor on the regional labour market in the next 12-24 months; the higher the impact the better the odds of being selected. These conversations generated two major uncertainties expected to impact the London Economic Region labour market in the next 12-24 months: 1) pandemic resolution (case count, vaccine, mass vaccination planning, etc.) and 2) public support (government funding, inter-community and public initiative, etc.). There were numerous other candidates for critical uncertainties, but the two selected proved to have the greatest impact on the recovery of the regional economy and labour market.

Critical uncertainties

Pandemic resolution

The Corona virus pandemic, officially declared on March 11 in Canada, proved to be an unprecedented epidemic with disastrous effects on people's health and economy. The economic shut down in April-May of 2020 and the social distancing measures had unimagined effects on businesses, and economy in general. The earlier sections underlined specific effects by each subsector of the economy. Unfortunately, between March and December of 2020 the prospects of having a viable vaccine soon were almost none. The medical community in Canada and around the world made extraordinary efforts to understand the illness, find viable treatments, and develop a proven vaccine against it. Although presently the prospects for a resolution have improved with the December 2020 approval by the highest medical authority in Canada of the Pfizer-BioNTech vaccine, the virus is spreading fast due to the cold season and the related celebrations which bring more people together. In the London Economic Region, in December 16 there were reported 3,090 cumulative cases, 2257 cumulative cases in Middlesex-London Health Area and 833 conformed cumulative cases in Oxford Elgin Health Area. The Middlesex-London Health Area was declared Red while the Oxford Elgin was declared Orange with high prospects of moving into Red.

Unless mass vaccination is rolled out and herd immunity is achieved the COVID-19 illness will continue to dramatically affect our lives and economies. Therefore, pandemic resolution had the highest odds for being selected as a critical uncertainty for our scenario planning model.

The list of indicators considered for assessing the evolution of this uncertainty are listed in Table 2.

Table 2. Pandemic resolution indicators

Indicator	Indicator type	Geography	Data source
New COVID-19 cases since the previous day	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Total number of COVID-19 cases	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Total deaths	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
New deaths since the previous day	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Total number of cases by location	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Cumulative incidence rate by location	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Outbreaks	Main	Middlesex-London & Southwestern Public Health Oxford Elgin – St. Thomas	Middlesex London Health Unit Southwestern Public Health
Chief Public Health Officer of Canada announcements	Main	Canada	Government of Canada
Business confidence level	Secondary	Nation	The Conference Board of Canada
Consumer confidence level	Secondary	Nation	The Conference Board of Canada

Some of the indicators considered in Table 2 were used in developing the [Scenario Planning Dashboard](#).

Public support

During crises economic stimulus can keep economies afloat or recover them at higher speed. Federal and provincial government policies play an extremely important role during economic downturns. At local level the resources, will, and innovation can speed up the economic recovery process. However, economic stimulus cannot run forever since debt can become a difficult burden for any economy after crisis. The current pandemic challenged many of the traditional economic principles and methods due to its length and magnitude of impact. Consequently, there is high degree of uncertainty associated with the ability of all forms of government (national, provincial and local) to provide relief and adequate stimulus. Because of its impact on the economy and income, this critical uncertainty was selected as the second dimension for the scenario planning modeling presented here. Table 3 presents examples of indicators considered for assessing the trajectory of the public support dimension.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Table 3 indicators for evaluating the progression of the public support dimension in London ER

Indicator	Indicator type	Geography	Data source
Governor General speeches and announcements	Main	National	The Conference Board of Canada
Government of Canada announcement	Main	National	Statistics Canada
Provincial government investment announcements	Main	Provincial	Provincial Government
Federal Government new funding streams	Main	National	Atlantic Canada Opportunities Agency
Federal Government funding of new initiatives associated to COVID-19	Main	National	Federal Government
Business confidence level	Secondary	Nation	The Conference Board of Canada
Consumer confidence level	Secondary	Nation	The Conference Board of Canada

Indicators from Table 3 were considered in developing the [Scenario Planning Dashboard](#).

Scenario matrix

Based on the possible interactions between the two identified critical uncertainties, the **Elgin Middlesex Oxford Workforce Committee** has drafted the four following scenarios:

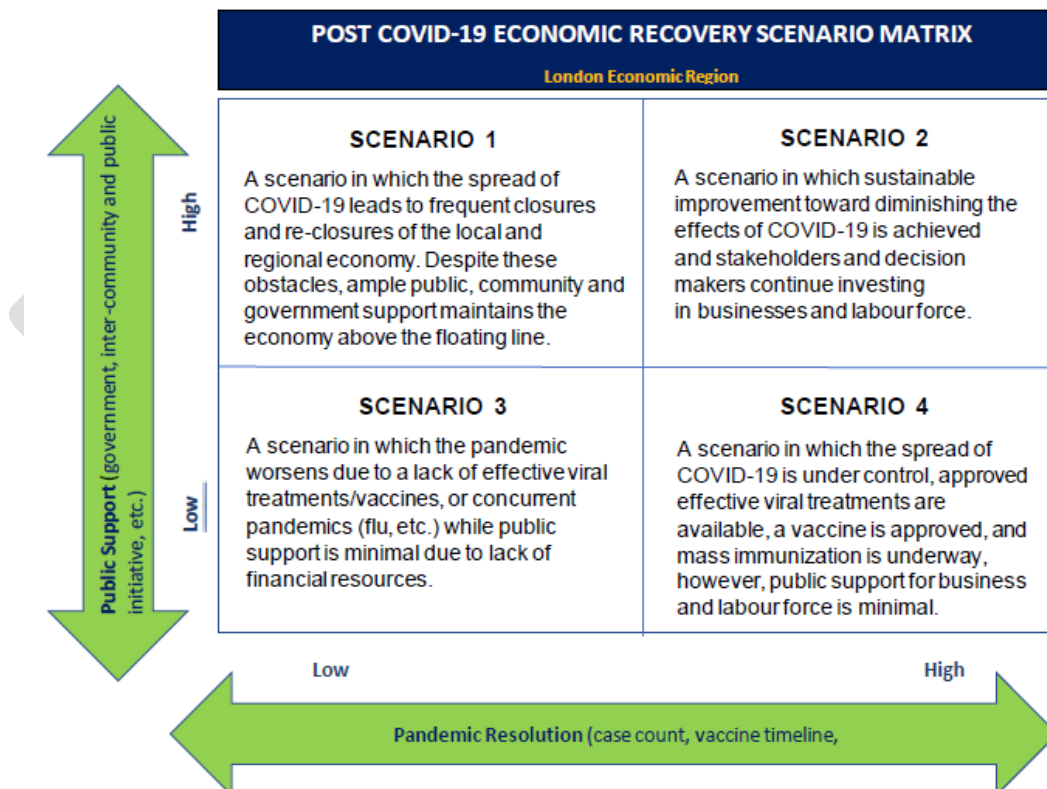


Figure 16

Four scenarios: in detail

Scenario 1: Low pandemic resolution and high public support

A scenario in which the spread of COVID-19 leads to frequent closures and re-closures of the local and regional economy. Despite these obstacles, ample public, community and government support maintains the economy above the floating line. This scenario emulates very closely the reality lived during March-November of 2020 period.

Assumptions: high number of COVID-19 cases; viral treatments and drugs are in development; no vaccine yet approved; concurrent pandemics can develop; restrictions continue for movement of merchandise and people; wage subsidies and unemployment benefits are available; emergency business supports (rent relief, taxes, etc.) are available; favourable legislation to attract foreign investment is enacted; increased awareness and concern about consumer health; drastic changes regarding work on the roll and consequently major changes in consumption habits; common understanding of e-commerce and e-services are established; etc.

Current and Projected Skills Shortages

Since working remotely and working from home will be the work arrangement favoured alternative in this scenario, IT skills will be in great demand (networking, web development, e-commerce setting, software design and training, training to efficiently use of the teleconferencing software, cyber security, cloud services, artificial intelligence, etc.). Going hand in hand with these there will be a local need for professionals in ultrafast telecommunication and internet services (5G) provided by the telecommunication companies (content streaming, gaming, conferencing, internet of things, etc.).

As more people will be restrained to spend their time locally due to the travelling restrictions, gaming will become a more popular version of leisure (game programmers, sales, marketing, etc.). Sports TV, Travelling and History channels video streaming will increase due to the traveling and tourism restrictions.

Digital advertising and marketing will become the main promotional alternatives. Specialists in SEO, social media advertising, communications, etc. will be in higher demand than before.

Advances in Personal Protection Equipment will arise to make people's life easier. The demand for engineers and designers will be taking off. Also, since the number of COVID-19 cases will pick up medical research for Corona virus treatments will expand – the demand for research medical doctors and physicians and laboratory technicians will increase.

A worrisome issue is commercial property. Since a lot of workers in the knowledge economy will be able to perform their duties from home or remotely, numerous office buildings will be vacated if the pandemic resolution continues to be a problem without a solution. Numerous real estate property consolidations will happen, and significant workforce restructuring will appear in *Business Building and Support Services* subsector as well as in *Waste Management* subsector.

If pandemic resolution remains low for and unforeseen time horizon, *Health Care Services* subsector will become overwhelmed. First it will have to deal with the extensive number of infections with COVID-19 and in parallel the mental health issues developed in the population due to the extensive periods of social isolation. The demand for medical personnel will remain high in the region during this scenario.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Unfortunately, the needed talent will not appear overnight. Professional regulations imposed in the medical field will create some shortages in this field.

Curb delivery and home delivery will get traction. Sales representatives, drivers, order fillers, etc. will be in great demand.

Unfortunately, under this scenario numerous small businesses in *Accommodation and Food Services* subsector will go bankrupt, being unable to deal with the extended periods of reduced or lack of demand.

Home improvement will maintain high since money otherwise allocated for travelling would be directed for small improvement projects at home. The *Construction* subsector will stay resilient. Therefore, trades journey personas, installers, helpers, contractors, etc. will be in demand through such a scenario.

Arts performers will be in trouble since concert halls, theatres and other venues will be closed. The *Information Culture and Recreation* subsector will suffer under this scenario.

The balance of demand for skills in some sectors will balance out the lack of demand in others under this scenario. The public support will create the breathing window necessary for people losing their jobs in some subsectors to pick up the demand in others. Overall, under this scenario it is expected a slow economic growth.

RECOVER Stage: January 2021 – March 2022

The year long recovery is needed to quickly retrain and transfer some with skills from subsectors losing ground under this scenario into subsectors with growth. This process will be tedious and complicated. A one-year recovery is optimistic, but public support is essential to make this happen. *Manufacturing* will suffer since the economic growth will be slow and export will be affected by border crossing restrictions, renegotiated international trade agreements, and potentially reduced demand for Canadian products outside the country.

Early RESILIENCE stage: April 2022 - September 2022)

The resilience will start when the reassignment of talent in the local economy is balanced and the new knowledge-based economy is settled locally. It is assumed that the local innovation and entrepreneurship will generate locally enough demand for the COVID-19 displaced workers. The new allocation of talent regionally is optimal for the remote working and social distancing conditions.

Another potential alternative would be that while the local economy is recovering, advancements in developing vaccines are gained and thus the economy will transition to a more favourable scenario.

Recommendations for businesses in this scenario

- Keep applying for and using any relief provided by various levels of government.
- Look at local collaborative alternatives that enhance alliance synergies
- Find innovation within the firm
- Promote local shopping. Loyal to local.

Recommendations for new policies, investments, programs and supports

Support for business

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- Keep the subsidy programs in place and enhance upon them as businesses will require the subsidies more than ever to rebuild
- Funding to support the rebuilding of small business
- Clearer advice and more clarity around how to react to COVID type symptoms for Essential Workers in particular
- Retraining programs for those displaced
- Subsidization of PPE, wages, utility costs

Mindset and wellness

- Mental health support
- Improve consumer confidence
- Improve communication about situation

Digital support

- Broad Band and Hi Speed internet everywhere
- Internet connection in rural areas and remote areas
- Grants for 5G networks
- Internet security/payment security support
- Support for e-commerce development
- WFH support, customer service for workforce support
- Develop technology lending libraries
- Phones and computers for everyone

Training

- Assistance to engage and train those not currently connected (ie. seniors)
- Retrain tourism/hospitality workers to new career paths
- Digital literacy for seasoned business owners resisting digital shift
- Assist job seekers in connecting directly to employers, not just general job prep
- Robust online learning
- Training for soft skills – adaptability, resiliency, networking, agility, self-directed learning, self-reflection

Increase coordination between business and service providers

- Excellent communications and ongoing availability of PPE
- Creative outreach to bring customers into business
- Local labour market info
- Ensure information on support is shared as quickly as possible and by various means

Financial support

- Funding for tourism and accommodation subsectors
- Transportation
- Internationally competitive online education infrastructure

Scenario 2: High pandemic resolution, high public support

A scenario in which sustainable improvement toward diminishing the effects of COVID-19 is achieved and stakeholders and decision makers continue investing in businesses and labour force. This is the most optimistic and favourable scenario.

Assumptions: low number of COVID-19 cases; high discipline in reducing community spread of the virus is established; viral treatments and drugs are approved; a vaccine is approved; mass immunization begins; no concurrent pandemic is developing; wage subsidies and employment insurance benefits are available; emergency business supports (rent relief etc.) are available; favourable legislation is enacted to attract foreign investment; public achieves increased awareness and concern about consumption practices; increased demand for new skills; traveling and public transportation pick up; etc.

Current and Projected Skills Shortages

This scenario quickly brings the local economy to the normal. The economic shock of the past 8 months will be felt a little while longer even under this optimistic scenario. As emphasized earlier in the report, *Manufacturing* subsector will have a slack in recovery. Although this optimistic scenario assumes that national demand for products and services will get back to normal in short time and grow vigorously after that, there is uncertainty regarding the export demand. The export demand depends on the speed of recovery of our major trade partners (USA, Mexico, EU, UK, China, India, South Korea, Latin America). It is possible that manufacturing will get slower back to normal.

However, under this scenario the services producing sector will recover fast and grow afterward. The *Retail and Wholesale Trade* subsector will come back reinvigorated by the relief of any social restriction. Some retailers will innovate faster due to the experience of the pandemic, transitioning faster to the online selling and marketing. The adoption of technology will be accelerated by the prior experience and the continuation of sustained economic incentives. The IT skills will be very relevant in the newly emerging economy where online business activity will share equal equity with physical shopping. Web design, computer engineering, cyber security, e-commerce, networking, cloud services, faster internet, etc.). This natural evolution of the Retail sector will bring opportunities for product delivery. Carriers and postal services workers, drivers, private transport operators, packers, and others will be in demand.

Since general demand for products and services is assumed to grow under this optimistic scenario, the *Transportation and Warehousing* will fully recover. The demand for supply chain planners and schedulers, managers, analysts, drivers, warehouse workers, etc. will pick up quickly.

The restaurants, bars and other food services operators will pick up their losses and step forward for recovery and growth into resiliency. The need for chefs, cooks, servers, bartenders, etc. will come to normal. Restored *Tourism* sector will help with the demand for *Accommodation and Food Services*. Travel agents, receptionists, hotel managers, restaurant managers, cleaning persons, drivers, etc. will be again in demand.

Teachers and students will be able to go back to the classroom settings. The pandemic experience will force upon innovation and change in certain areas of *Educational Services*. However, the upgraded learning conditions will require again qualified teachers able to teach in both settings, in class and online. Some efficiencies will be gained through the online educational services since the delivery of the classes is less dependent on physical classrooms' capacity. This optimistic scenario suggests that most likely the international students will be able to travel again to Canada to earn their degrees of interest. The demand for teaching skills will be again up to the roof.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

The *Health Care* subsector will be relieved after the intense stress during the COVID-19 pandemic, some restructuring and consolidation will go after life gets back to normal. All these will be done with the aim for achieving efficiency and lower the costs. Possibly that workforce in the sector will remain the same or diminish under this scenario due to reduce demand for COVID-19 medical services. There will be opportunities for the trained professionals who will be restructured to transfer their skills in the *Long-Term Care* subsector where the need for higher quality of care have been noted during the strike of the COVID-19 pandemic. *Mental Health* will long for a while after the pandemic is resolved and will look for the medical skills of those that under this scenario will lose their jobs.

Farm operators will be relieved to see the alleviation of restrictions for temporary workers. Cost efficiencies will be achieved under this scenario by farmers. However, some of the local workforce will become too expensive and loose their jobs. Opportunities for these people will arise in horticulture and landscaping. Once the good old times are coming back, the need for land care and beauty will emerge across commercial real estate operators and private individuals.

The demand for art performers will spike back, with force, since people are thirsty for entertainment after such a prolonged period of restrictions. The gyms will be packed again and the need for personal trainers, nutritionists, gym attendants, managers, coaches, etc. will be back again.

The need for public administration employees will be still high since a lot of programs started during the pandemic will roll on to keep the recovery-growth momentum.

Under this optimistic scenario, basically all the regional economic subsectors will create opportunities for work.

RECOVER stage: January 2021 – December 2021

In this stage, the regional subsectors most affected by the COVID-19 pandemic will return to the pre COVID-19 employment levels. *Manufacturing, Transportation and Warehousing, Accommodation and Food Services, Business, Building and Support Services and Waste Management* will pick up the slack in employment. There will be a lot training rolling on for upgrading workers and professionals to the level of digital skills commanded by the new economy.

Early RESILIENCE stage: January 2022 – March 2022

In this stage, businesses will gain confidence in the progress of the economy and will start investing in new business projects expanding the existing regional workforce. Depending on the speed of recovery, there will be shortages for certain skills.

Recommendations for businesses in this scenario

- Accelerate your technological transformation to keep up alive
- Use available supports to start your technological advancement
- Work with the regional educational partners to speed your technological change (Western University, Fanshawe College, etc.)
- Train and prepare your workforce for the digital economy
- Collaborate with community partners to save on marketing and advertising
- Develop ideas that can help locally your business neighbours

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- Embrace the community spirit, which has a stronger meaning since the strike of COVID-19 pandemic

Recommendations for new policies, investments, programs and supports

Building Resiliency

- Programs to support women impacted by the pandemic
- A coherent unemployment income plan to adapt to shifting work loads
- Preparation for future pandemics
- Mental health as healthcare
- Subsidized skills training
- Improved tax incentives for home offices
- Clear health and safety regulations
- Plug into programs that are well underway. Too many lone rangers will dilute the collective's efforts
- Reduce unnecessary government spending/debt level
- Insure equal access to skills training (digital and soft skills) for all employers
- Connect strategic programming with local labour market information
- Better sense of community
- Restore back the confidence of businesses and consumers

Supporting Innovation

- Infrastructure grants
- Equipment and technology grants
- Support for entrepreneurs
- Enhanced support for small business
- Support construction grants
- Business support in non-traditional areas
- Development incentives

Community improvements

- Immigration support community promotion
- Immigration acclimation
- Subsidized volunteering
- Housing/affordable rental units
- Transportation system
- Maintain constant communication and enhance local collaboration

Support local

- Focus on accommodation and food services industry
- Restore the traveling and tourism businesses
- Promote local businesses

Investment in training is improved

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- Smaller classes and more digital literacy for students' futures
- Refine education and training models
- Folks lining up to learn new skills

Collaborations abound

- Awareness and campaigns
- Open doors – people want to meet in person
- Profit sharing the new norm
- Training programs lead directly to jobs

Scenario 3: Low pandemic resolution and low public support

A scenario in which the pandemic worsens due to a lack of effective viral treatments/vaccines, or concurrent pandemics (flu, etc.) while public support is minimal.

Assumptions: high number of COVID-19 cases; viral treatments and drugs are in development but not available; no vaccine is approved; concurrent pandemics are developing; restrictions continue on travel for merchandise and people; wage benefits and unemployment subsidies are unavailable; major disruptions in the supply chains; minimum available emergency business support (rent relief etc.); public funding forced to choose between winners and losers; minimum to no foreign investment; limited demand for skills and talent; highlighted digital divided; traveling and public transportation reduced to minimum; accommodation and food industry demolished, high number of bankruptcies, etc.

Current and Projected Skills Shortages

This scenario is the most pessimistic and will create the deepest economic recession in Canada since the Great Depression. Under this scenario most economic subsectors in the London ER will be negatively affected. The lack or the reduced amount of economic stimulus will make recovery very difficult. Businesses must mostly rely on local resources and innovativeness. Regional public initiative can keep the recession to decent levels.

First, the *services producing* sector will be primarily in disarray because of the prolonged exposure to COVID-19 illness and lack of valid solutions. The *Accommodation and Food Services* subsector will run at minimum capacity. Many businesses will collapse under this long financial hardship. Home delivery will keep alive some of the businesses. Hotel operators will be in trouble. Travel restrictions will keep people home. A large part of the workforce in this subsector will be displaced looking for other opportunities. Technological innovation created for virtual visiting and learning could absorb some of the newly displaced workforce in the subsector.

Manufacturing subsector will be unequally impacted. *Food Manufacturing and Beverage* will keep running at high capacity due to the need for essentials, and food variety in general. Manufacturing of construction materials will do relatively fine. The low business and consumer confidence will call for reduced operating capacity of this subsector overall. As suggested earlier in the report, manufacturing work settings offer a medium risk of exposure to the COVID-19. However, economic lockdowns with the purpose of controlling the spread of the virus lead to depressed demand for durable goods. Consequently, numerous manufacturing engineers and technologists, technicians, trades people, machinists, material handlers, etc. will lose their jobs looking for other job opportunities.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Retailing will be cut in half due to the social distancing restrictions. However, the e-commerce will become the mainstream for sales. Financial and delivery innovation will create new work opportunities for the priorly involved in retailing. Customer service departments will be flooded with returned products because the of the distorted perceptions created by the online description and images of the products. Customer sales representatives, online support technicians will be in great demand. Drivers and postal service carriers will be also in high demand. Product servicing installers and representatives will be also needed under this scenario.

Construction will diminish considerably since businesses and consumers confidence will drop under this pessimistic scenario. Trades people, material handlers, construction engineers and technologists, will be displaced under this scenario. Lack of government incentives will keep confidence low continuing to drive down the number of projects. Individuals will be less attracted to take mortgages and build new houses or buy pre-owned ones,

Health Care will continue to be under high level of strain due to the minimal resources, lack of support and high rate of infections. Under such circumstances expanding the existing workforce seems impossible. Consequently, there will be limited opportunities or reallocation of talent in this subsector.

Also, *Educational Services* subsector will operate at reduced capacity since some of the international students will postpone earning their certificates or degrees due to the traveling restrictions. However, slowly the sector will show signs of improvement once the online courses become more and more popular. The diminished demand for educational services could appear due to the repeated periods of lock down needed for controlling the spread of the virus. More and more parents will see the value of the online teaching but one of the parents will be indefinitely confined at home to care for the children at home.

Transportation and Warehousing will be suffering the consequences of the significantly diminished Retail and Wholesale subsector, Manufacturing, and other. Drivers, warehousing people, planners, schedulers, supply chain analysts, buyers, etc. will see their work opportunities diminishing by day.

Overall, the national and provincial economy will enter a recession, which will negatively affect most of the local subsectors.

REACT- RESART stages: January 2021 – June 2022

During this period regional businesses will have to adjust their businesses to meet the existing demand of products and services. Local talent will be reallocated to achieve effectiveness and efficiency under the given circumstances generated by this scenario. Unemployment will increase at unprecedented levels. The minimal economic stimulus will keep the unemployed waiting in long waiting lines for work opportunities. Some of the human capital will lost in this struggle.

Early RESILIENCE stage: July 2022 – June 2022

Resiliency will be difficult to achieve. It would mean operating at the pre COVID-19 pandemic level of employment. Skills upgrading will be needed in order to make job applicants ready for the new economy. Salvation could come only from within. Community spirit and innovation will speed up the restart and recovery. Also, local resources will play an important role.

Recommendations for businesses in this scenario

- Live within your means. Be frugal with your expenses.
- Innovate because human capital could leverage the current crisis.
- Learn and invest as much as possible about technology and how you can leverage it to stay in business.
- Provide livable income.

Recommendations for new policies, investments, programs and supports

Collaboration

- Collaboration of similar businesses
- New partnerships in community
- Diversification of local producers and resources etc.
- Rally private supports, from charitable groups or sectors not impacted as much
- Development of microeconomies (i.e. small villages working together)
- Increase volunteering work
- Helping your neighbours; check in on family and friends

Community Action

- More of a push for buy local
- Patience and understanding
- Live with less mindset
- Community mindset
- Employers and companies needing support of staff
- Low public support in Oxford county is not optional. This community strives to pull through together
- Social services are vital
- Support for food bank
- Mergers/consolidations of social service organizations
- Bank on local resources
- Hearing directly from the most impacted groups conversation around social unrest
- Stronger non-profit networks
- Completely open intakes for programs, no barriers for entry
- Increased counselling

Safety

- Health measures/PPE in high demand
- Security and Safety Measures
- Continuous communication that people can work safely

Increase mental health resources counselling services

- Significant investments in mental health services
- Mental health and addiction support and resources
- Personal/family resilience becomes front of mind - gardens, canning

Stabilization funding support for business

- HR assistance for on-going challenges
- Increased government spending, debt, taxes

Increased education and communication for pandemic management/protocols

- Map out local training opportunities – are there enough? The right kinds?
- Remote work is normalized, build infrastructure that promotes hybrid operations

Scenario 4: High pandemic resolution, low public support

A scenario in which the spread of COVID-19 is under control, approved effective viral treatments are available, a vaccine is approved, and mass immunization is underway, however, public support for business and labour force is minimal.

Assumptions: low number of COVID-19 cases; great discipline in reducing community spread of the virus is established; effective viral treatments and drugs are approved; a vaccine is certified and approved; mass immunization begins; no concurrent pandemic is developing; normal movement of people and goods is resumed; wage subsidies and unemployment supports are low; minimal availability of emergency business supports (rent relief etc.); decreased awareness and concern about consumer health and pollution; increased consumption of e-services, etc.); slow build up of business due to minimum economic incentives available, etc.

Current and Projected Skills Shortages

This scenario's circumstances suggest that because of the reduced available stimulus the RECOVERY-RESILIENCE will be achieved at a slower pace than needed. Less economic incentives invested regionally means fewer employment programs to help those separated from the labour market during the COVID-19 pandemic to reconnect with the employers in the area. Further, minimum government incentives will hold for longer the technological transformation of the small businesses ignited by the pandemic.

Therefore, it is predicted that under this scenario the services will come around and recover the lost ground during the pandemic. Consumers will regain their confidence and trust in the social life and start to get out for eating or entertainment. The long-postponed travels and vacations now become feasible. Slowly the employment in the *Accommodation and Food Services* subsector will start growing putting the subsector on the road of recovery. Again, the speed of recovery will be slow.

The employment in manufacturing will not grow for a while since the production of PPE will slowly reduce, and the external demand for Canadian products and services will be uncertain due to the recovery of Canada's main trading partners, the renegotiated trade agreements and other unforeseen issues.

However, alleviation of the travel restriction will revive the *Transportation and Warehousing* subsector. Regional airports will become busy again. Commercial air transportation will get back slowly to the pre COVID level of business. Since the economic activity will pick up movement of products will intensify, and the warehousing business will slowly grow.

Under the circumstances of high pandemic resolution, the *Construction* subsector will be slowly incentivized by businesses investment in new projects and by individuals driven by housing ownership. Employment in the Construction subsector will grow marginally.

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Health Care subsector will be relieved by the huge pressure of COVID-19 cases and therefore will go into a restructuring and consolidation to achieve efficiency again. Some of the personnel will be let go but they will find easy opportunities into the newly restructured *Long-Term Care* subsector, which has proven to have flaws during the pandemic. *Mental Health* will thrive due to the pandemic effects on people.

Regional *Agriculture* subsector will gain some efficiency due to the access to temporary workers again.

Information, *Culture and Recreation* will get back in shape. Performing artists will be able again to entertain large crowds on concert halls, theatres and stadiums. Local festivals will be able to bring back enthusiastic public and performers together.

Business, Finance, Real Estate, Rental and Leasing subsector will continue to grow since the public confidence in the future of the economy is restored. If the interest rates will continue to stay low, businesses and individuals will make investments and the sector will stay resilient.

Educational Services subsector will suffer some employment losses due to the efficiencies gained through online learning and adjustment of the international demand for Canadian programs. Local campuses will stop expanding since physical space for teaching became less relevant. However, campus social life remains essential for the formation of the youth.

Business, Building and Support Services subsector will recover slowly under the context of this scenario. Since businesses will get back to life, the need for business support, document management, personnel records, waste management and cleaning will grow.

Finally, since consumers' confidence will be restored, they'll get back to visiting stores hungry for the experiential shopping, which they missed for so long. However, some of the retail business would be transferred to the online shopping because consumers became more familiar with during the pandemic.

Consequently, employment in the *Retail and Wholesale Trade* subsector will start growing slowly on a trajectory for a complete recover in a year and a half.

RECOVER stage: January 2021 - June 2022

Under this scenario public confidence in the resolution of the pandemic is restored and gradually the life is returning to normal. It is predicted that all economic subsectors in the London ER will be revived. Employment will gradually be restored to the pre COVID levels in a year and a half. Some of the sectors will be faster than others during the recovery. The reduced stimulus available will slow down the recovery process. However, the local thrive for normalcy, initiative and innovation will help the recovery process.

Early RESILIENCE stage: July 2022 – December 2022

In the context of the present scenario, the RESILIENCE will be achieved around the mid of 2022. This means that the regional economy will continue growing at a steady pace reassuring optimism for the future. The regional subsectors will align to these growth prospects at various speeds.

Recommendations for businesses in this scenario

- Invest in technology and put your business on the path of success in the new economy
- Help your community to recover
- Find innovators inside the business. They can put your business ahead of the competition

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

- Train your workforce for the new business model and the knowledge driven economy. Provide training in order to alleviate the potential skills mismatch
- Collaborate locally and leverage potential synergies developed by the diversity of resources and capabilities
- Develop local supply chains. Rely less on global supply

Recommendations for new policies, investments, programs and supports

Workplace changes

- More recruitment perks
- Employer acceptance of mental health days
- Employee vaccination programs
- Former employees to come back into workforce
- Patience from employers as employees gradually learn how to be around people again
- Focus on work-life balance
- Better protection for the workforce, enforce the labour laws

Collaboration

- Sharing of resources between employers
- Job fairs
- Skills retraining
- Assess local strengths and go from there
- Engage youth the recovery planning/efforts
- Provide travel incentives
- Convince employers to invest in new projects
- Community support mechanisms and program
- More collaborations for simplified service experience

Attitude shift

- Continued compassion
- Messaging that the worst is over
- Customers to come back
- Volunteering

Mental health support

- Resiliency training
- Communication that it's safe to come out of your house

Get people connected again

- Message that it's safe to go back to work
- Grass roots campaign about "COVID is over"
- Encourage young graduates to stay local
- Public appreciation campaigns for small business
- Promotion of job opportunities and choice for job seekers

RECOMMENDATIONS

The scenarios can be used as guiding frameworks for planning local workforce initiatives and economic development. The scenarios represent somewhat extreme cases. The reality can be anywhere in between of these four scenarios portrayed in the present document. However, they can be very useful in anticipating outcomes and making decisions.

Each scenario lists an extensive number of solutions envisioned by the participants to the community stakeholder consultations throughout the months of September-December 2020. The outcomes will depend of the execution of the suggested actions, local resources available and talent of people involved.

As the end of November 2020, the economy was heading toward Scenario 1 (low pandemic resolution, high public support). However, since the recent approval of the Pfizer-BioNTech vaccine and the beginning of the immunizations in December 2020, the prospects of moving towards Scenario 2 (high pandemic resolution and high public support) increased. There is some uncertainty regarding the effectiveness of the vaccine, which makes economic recovery fragile to any turn around situation.

BIBLIOGRAPHY

- Allen, C. (May 19, 2020). UBC economists create tool to measure COVID-19 risk in B.C. jobs. Arts & Humanities section. UBC News. UBC. Retrieved December 9, 2020 from <https://news.ubc.ca/2020/05/19/ubc-economists-create-tool-to-measure-covid-19-risk-in-b-c-jobs/>
- Government of Canada (2020, December 10). *Canada's COVID-19 Economic Response Plan*. Retrieved on December 14, 2020 from <https://www.canada.ca/en/departement-finance/economic-response-plan.html>
- Government of Ontario (2020, March). Ontario's Action Plan: Responding to COVID-19. Retrieved on December 14, 2020 from <https://budget.ontario.ca/2020/marchupdate/index.html>
- Job Bank Canada (n.d.). Trends and events in Ontario's labour market. Retrieved December 10, 2020 from <https://www.jobbank.gc.ca/trend-analysis/job-market-reports/ontario>
- London Economic Development Corporation (n.d.). News. London Economic Development Corporation. Retrieved November 1, 2020 from <https://www.ledc.com/news>
- Statistics Canada (2020, December 14). Table 14-10-0293-01. Labour force characteristics by economic region, three month moving average, unadjusted for seasonality. Retrieved in December 14, 2020 from <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410029301>
- Statistics Canada (2020, December 4). Labour market indicators by province, territory, and economic region unadjusted for seasonality. Retrieved in December 14, 2020 from <https://www150.statcan.gc.ca/n1/pub/71-607-x/71-607-x2017002-eng.htm>
- Taker, J.P. (2020, December 9). Health Canada approves Pfizer-BioNTech COVID-19 vaccine. CBC – Politics Section. Retrieved December 14, 2020 from <https://www.cbc.ca/news/politics/vaccine-rollout-plan-phac-1.5833912>

Appendix 1

Elgin Middlesex Oxford Workforce Committee membership and meetings

Participant	Organization	Meeting	Date
Alan Smith	County of Elgin	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Cara Finn	County of Middlesex	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Cephas Panschow	Town of Tillsonburg	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Cindy Hastings	City of St. Thomas	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Robert Collins	London Economic Development Corporation	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Gary Blazak	City of London	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Janice White	Libro Credit Union	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Jeff Surrige	CES Oxford	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Joanne Wolnik	SWOTC	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Josie Lane	Libro Credit Union	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Kate Burns Gallagher	WOWC	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Kathryn Leatherland	Tillsonburg Multi-Service Centre	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Kim Earls	SCOR Economic Development	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Laura Gibson	MEDJCT	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Debra Mountenay	EMO WPDB	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Natalie Surridge	CES Oxford	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Tamara Kaattari	Literacy Link South Central	Scenario Planning Steering Committee	21-Sep, 28-Sep, 19-Oct
Participant	Organization	Meeting	Date
Brian Gallacher	Innovata Foods	Oxford Employers Round Table	22-Oct
Carla Dilello	People Management Group	Oxford Employers Round Table	22-Oct
Cheryl DeCooman	People Management Group	Oxford Employers Round Table	22-Oct
Dave Foster	Arcelormittal	Oxford Employers Round Table	22-Oct
Denis Guy	County of Oxford	Oxford Employers Round Table	22-Oct
Jeff Gulas	Greenlea	Oxford Employers Round Table	22-Oct
Jeff Surridge	Community Employment Services Oxford EO	Oxford Employers Round Table	22-Oct
Jessica Nancekivell	Woodstock General Hospital	Oxford Employers Round Table	22-Oct

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Katheryn Leatherland	Tillsonburg Multi Service Centre - EO	Oxford Employers Round Table	22-Oct
Katie. DeWachter	MRRCA	Oxford Employers Round Table	22-Oct
Kinga Sopronyi	Marwood	Oxford Employers Round Table	22-Oct
Mark Vance	SAF Holland	Oxford Employers Round Table	22-Oct
N. Surridge	Oxford employer	Oxford Employers Round Table	22-Oct
Megan Porterm	Boston Pizza	Oxford Employers Round Table	22-Oct
Sharon Dykstra	Timberland	Oxford Employers Round Table	22-Oct
Participant	Organization	Meeting	Date
Cara Finn	Middlesex County	Middlesex Stakeholders	18-Nov
Carol Stewart	Employment Sector Council	Middlesex Stakeholders	18-Nov
Jeff Kinsella	OMAFRA	Middlesex Stakeholders	18-Nov
Pauline Andrew	Employment & Homelessness Middlesex County Social Services	Middlesex Stakeholders	18-Nov
Joe Winser	City of London	Middlesex Stakeholders	18-Nov
Frances Shamley	EMO Workforce Planning and Development Board	Middlesex Stakeholders	18-Nov
Joanne Fuller	Community Employment Choices Middlesex	Middlesex Stakeholders	18-Nov
Tamara Kattari	Literacy Link South Central	Middlesex Stakeholders	18-Nov
Deb Mountenay	EMO Workforce Planning and Development Board	Middlesex Stakeholders	18-Nov
Name	Organization	Meeting	Date
Paul Shipway	Municipality of Bayham	Elgin Economic Recovery & Resiliency Committee	19-Nov
Mark Maseo	Elgin Business Resource Centre	Elgin Economic Recovery & Resiliency Committee	19-Nov
Tara McCaulley	Elgin/St. Thomas SBEC	Elgin Economic Recovery & Resiliency Committee	19-Nov
Alan Smith	County of Elgin	Elgin Economic Recovery & Resiliency Committee	19-Nov

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Laura Gibson	Ontario Ministry of Economic Development	Elgin Economic Recovery & Resiliency Committee	19-Nov
Kale Brown	Town of Aylmer	Elgin Economic Recovery & Resiliency Committee	19-Nov
Janice White	Libro Credit Union	Elgin Economic Recovery & Resiliency Committee	19-Nov
Nicole Pressey - Wiebenga	Aylmer & Area Chamber of Commerce	Elgin Economic Recovery & Resiliency Committee	19-Nov
Donald Leitch	Municipality of Central Elgin	Elgin Economic Recovery & Resiliency Committee	19-Nov
Heather Newton Derks	Earthmama Farms	Elgin Economic Recovery & Resiliency Committee	19-Nov
Debra Mountenay	EMO Workforce Planning and Development Board	Elgin Economic Recovery & Resiliency Committee	19-Nov
Participant	Organization	Meeting	Date
Lindsay Wilson	Community Futures	Oxford Services Stakeholders	03-Dec
Meredith Maywood	Oxford Tourism	Oxford Services Stakeholders	03-Dec
Kelly Gilson	United Way	Oxford Services Stakeholders	03-Dec
Dennis Guy	County of Oxford	Oxford Services Stakeholders	03-Dec
Ronda Stewart	Rural Economic Development EDO	Oxford Services Stakeholders	03-Dec
Curtis Tighe	Town of Ingersoll EDO	Oxford Services Stakeholders	03-Dec
Len Magyar	City of Woodstock EDO	Oxford Services Stakeholders	03-Dec
Julie Matheson	Community Employment Services Oxford	Oxford Services Stakeholders	03-Dec
Jeff Surridge	Community Employment Services Oxford	Oxford Services Stakeholders	03-Dec
Kathryn Leatherland	Tillsonburg Multi Service Center	Oxford Services Stakeholders	03-Dec

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Don McKay	Mayor of East Zorra, Tavistock	Oxford Services Stakeholders	03-Dec
Bryan Smit	Future Oxford	Oxford Services Stakeholders	03-Dec
Rick Cox	Future Oxford	Oxford Services Stakeholders	03-Dec
Karen Oldroyd	Settlement Services	Oxford Services Stakeholders	03-Dec
Natalie Surridge	Community Employment Services Oxford	Oxford Services Stakeholders	03-Dec
Organizers/Observers	Organization	Meeting	Date
Janet Neeb	MLTSD	Scenario Planning Steering Committee	21-Sep
Deb Mountenay	EMO Workforce Planning and Development Board	All	All
Tamara Kattari	Literacy Link South Central	All	All
Jacqueline Demendeev	EMO Workforce Planning and Development Board	All	All
Bashir Adeyemo	EMO Workforce Planning and Development Board	All	All
Trudy Button	Workforce Planning Windsor	Scenario Planning Steering Committee	19-Oct
Emilian Siman	EMO Workforce Planning and Development Board	All	All

Appendix 2

Factors affecting the Post COVID-19 economic recovery in the London Economic Region

Factor influencing post COVID-19 economic recovery	Measuring indicator	Degree of uncertainty
INTERNAL (Regional – London ER)		
1. The labour force structure (age, gender, education, immigration, visible minorities, entrepreneurship, etc.)	Percent age group per total labour force, percent males out of total labour force, etc.	Medium
2. The industry structure in the regional economy (goods-producing sector vs. services-producing sector, specific industry, etc.)	Percent industry GDP per total regional GDP Percent 3-digit NAICS group out of total labour force (or employed)	Medium-high
3. The occupational structure in the regional economy (specific occupational group)	Percent 3-digit NOC group out of total labour force (or employed)	Medium-high
4. The type and permanency of work (full-time vs. part-time, permanent vs. temporary, gig, etc.)	Percent full-time jobs out of total jobs Percent permanent jobs out of total jobs	Medium-high
5. The entrepreneurial ability of the region (self employment, number of business openings vs. closures vs. continuing, etc.)	Percent self employment out of the total employment, number of business openings per month/year, number of incubated businesses per year, number of \$ supporting start-ups in the region, etc.	Medium-high
6. Vulnerability of jobs/industries to COVID-19 effects	Percent of essential jobs/industries out of total jobs/industries Percent of working at home jobs/industries out of total jobs/industries Percent of jobs/industries requiring interaction with others out of total jobs/industries	Medium-high
7. Local infrastructure for unemployment support	Number of agencies, number of advisors, number of job developers, number of coaches, number of referrals, number of beneficiaries, etc.	Medium-high

8. Degree of local cooperation (coordination) across regional unemployment support agencies	Number of coordinated actions (events, activities, etc.), percent of coordinated activities out of total activities, etc.	Medium-high
9. The amount of regional financial support for labour market recovery	Amount of \$	High
10. Changes in aggregate demand (consumer sentiment, property investment, preferences (travel, dining out, leisure activities, physical exercise, etc.),	Consumer Confidence Index, housing transfers and new starts, national and international flights, hotel occupancy, restaurant closures, gyms' closures, etc.)	High
11. Level of regional mobilization (leadership, management) toward economic recovery	Number of economic actions tried Number of rules and regulations changed and enforced	High
12. Ability of the regional and local government/community administration to enforce economic, business and behavioural rules for individuals	Number of successful actions of various nature but associated with COVID-19 (economic social, health, social distancing, etc.) implemented.	High
13. Regional business attraction (local legislation, availability of talent, real estate prices, transportation, location, regional natural resources and beauty, etc.)	Number of favourable points: Cheap land and rental properties Available talent Transportation, etc.	High
Factor influencing post COVID-19 economic recovery	Measuring indicator	Degree of uncertainty
EXTERNAL (out of region)		
1. Progression of COVID-19 virus (degree of work safety, severity of social distancing required, discovery of a vaccine, new treatments for the illness, etc.)	Number of new cases, rate of spread, speed (change) of infection's spread, etc.	High
2. Government support (wage subsidy, rent subsidy, EI – CERB support, training, placements, etc.)	Amount of \$, number of actions, number of beneficiaries, etc.	High
3. Businesses behaviour (closures vs. openings, investment (sentiment), business opportunities, etc.)	Percent business closures out of total businesses Business Confidence Index, amount of investment, unmet demand of medical supplies, etc.	High
4. Economic recovery of Canada's major trade partners (US, Europe (UK,	GDP growth, amount of trade (exports and imports), COVID new cases, etc.	High

3-647 Wilton Grove Rd., London, ON, N6N1N7 – 519.672.3499 or 1.844.245.9985

Germany, France, etc.), China, South Korea, etc.)		
5. Economic growth of Canada and Ontario (GDP, employment, prices)	GDP growth Employment growth Inflation	High
6. Oil prices (Canada's economy is dependent on energy products and services)	Oil price	High
7. Technological progress (AI transfer, automation, etc.) – speed of transformation	Number of business in the process of AI adoption, Level of automation across businesses in the region, etc.	Medium-high
8. Severity of restrictions on labour force mobility (interprovincial and international)	Border closures Interprovincial travel restrictions	High
9. Efficiency and effectiveness of online education (standardized tests, new standards for assessments,	Standardized tests averages' yearly comparisons	Medium-high
10. Willingness for international economic collaboration and cooperation (US-China relations, WTO, IMF, etc.)	Amount of \$ in economic aid to countries unable to contain COVID-19 on their own	High
11. Foreign investment in Canada/Ontario	Foreign investment in \$	High



REPORT TO COUNTY COUNCIL

FROM: Mike Hoogstra, Purchasing Coordinator

DATE: January 28, 2021

SUBJECT: Procurement Activity Report (October 1, 2020 to December 31, 2020)

RECOMMENDATION:

THAT the January 28, 2021 report titled, Procurement Activity Report (October 1, 2020 to December 31, 2020), submitted by the Purchasing Coordinator, be received and filed for information.

INTRODUCTION:

The County's Procurement Policy requires that an information report containing the details relevant to the exercise of delegated authority for all contracts awarded that exceed \$15,000, including amendments and renewals, be prepared and reported to Council on a quarterly basis. This report covers the period from October 1, 2020 to December 31, 2020.

DISCUSSION:

The Council of the Corporation of the County of Elgin delegated authority to the Directors to award contracts as follows:

Value	Report Status
Greater than \$15,000 but less than \$250,000	No report to Council required if within approved budget

Council also approved that an information report would be brought forward containing details of the award of contracts including amendments and renewals. The detailed report of the award of contracts is attached as Appendix A.

FINANCIAL IMPLICATIONS:

Prior to contract and purchase order approval, confirmation is made to ensure that the appropriate funds are available in the approved budget.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None

COMMUNICATION REQUIREMENTS:

None



CONCLUSION:

This report is submitted to summarize the County's procurement activity for the fourth quarter of 2020 in accordance with the reporting requirements as set out in section 12.2 of the Procurement Policy.

All of which is Respectfully Submitted

Mike Hoogstra
Purchasing Coordinator

Jim Bundschuh
Director of Financial Services

Approved for Submission

Julie Gonyou
Chief Administrative Officer

APPENDIX A**Procurement Activity – October 1, 2020 to December 31, 2020**

Department	Budget Allocation / PO#	Project	Supplier / Contractor	Amount (HST excluded)
Engineering Services	Capital PO#571	Rooftop HVAC Units (7) – Elgin Manor (Emergency Procurement, reported to Council Nov 24)	Paramount Services	\$68,950
Engineering Services	Capital PO#572	HVAC 15-ton Unit – Terrace Lodge (Emergency Procurement, reported to Council Nov 24)	Paramount Services	\$27,969
Engineering Services	Capital PO#541	Office Furniture for 1 st floor Engineering Services relocation	Mayhew	\$34,592
Engineering Services	Capital PO#536	Supply & Install Floor Covering and Wall Tile for 1 st floor Engineering Services relocation	Thompson Commercial Flooring	\$24,000
Engineering Services	Capital PO#565	Supply & Install Glass Entrances and Partitions for 1 st floor Engineering Services relocation	Provincial Glass & Mirror Ltd.	\$23,815
Engineering Services	Capital PO#442	Remove and Replace Sidewalks at Elgin Manor	Oscar Temple & Sons	\$20,850
Homes & Seniors Services	COVID PO# (various)	Surgical Masks	Maxill Canada	\$44,335
Homes & Seniors Services	Capital PO#558	Rhapsody Tub (1), Maxi Move Lift with Scale (1) and Sara Flex Active Lift (1) – Elgin Manor	Arjohuntleigh Canada	\$38,104
Homes & Seniors Services	Capital PO#559	Rhapsody Tub (1), Alenti Bath Lift Chair (1) and Ceiling Lifts with Bars (2) – Terrace Lodge	Arjohuntleigh Canada	\$37,563

Department	Budget Allocation	Project	Supplier / Contractor	Amount (HST excluded)
Information Technology	Capital PO#535	Backup Server Replacements (2) (VOR Provincial Agreement #OSS-6065)	Compugen Inc.	\$40,685
Community & Cultural Services - Library	COVID PO# N/A	Self-Checkout Station for Library Branches – Software add-on to existing system. (3-year term) Single Source Award [4.7c (iii)]	Innovative Interfaces	\$31,695
Community & Cultural Services - Library	Operating PO# N/A	Sierra Subscription Annual Renewal	Innovative Interfaces	\$29,425
Community & Cultural Services - Archives	Capital PO#542	KAS 3.0 Archives Scanner	Polar Imaging	\$17,495
Community & Cultural Services - Library	Capital PO# N/A	Exterior Double-Sided Ground Sign installed at John Kenneth Galbraith Library, Dutton	Excellent Signs & Displays	\$18,135



REPORT TO COUNTY COUNCIL

FROM: Nancy Pasato, Manager of Planning

DATE: February 9th, 2021

SUBJECT: Draft Plan of Subdivision
Jacklin Farms Phase 3 Proposed Draft Plan of
Subdivision, Part of Lots 1 and 2 Range South
Edgeward Rd, Part of Block 48 RP 11M-219
Municipality of Central Elgin, County of Elgin
Applicant: Prespa Construction Limited
File 34T-CE2001

RECOMMENDATION:

1. THAT the Council of the Corporation of the County of Elgin grants draft plan approval to Draft Plan of Subdivision for Prespa Construction Limited in the Municipality of Central Elgin (Lynhurst) File No. 34T-CE2001; and,
2. THAT staff be directed to provide notice of this decision subject to the conditions of final approval in accordance with the Planning Act.


INTRODUCTION:

This report will provide County Council with information required in order to consider granting draft plan approval to the above noted plan of subdivision.

In accordance with Section 51 of the Planning Act, the Council of the County of Elgin, the "Approval Authority," is required to make a decision which gives or refuses to give approval to a draft plan of subdivision.

DISCUSSION:

The subject lands are located Lynhurst, in the Municipality of Central Elgin (see attached location map). The applicant, Prespa Construction Limited, are requesting approval of a residential Plan of Subdivision, consisting of 26 single detached



residential building lots, 34 semi-detached residential building lots, one (1) block for future road right of way, all served by four new municipal streets.

The uses surrounding the subject lands are predominantly residential in nature with lands designated "Natural Heritage" and "Natural Hazard" to the west, south and east. There is a hydro corridor located to the south of the proposed development.

This application was accepted as "complete" on July 28, 2020 by the County of Elgin. The developer submitted documents to support the proposed subdivision including: - Draft Plan of Subdivision (CJDL, March 6, 2020); Servicing Report Phase 4 Addendum (CJDL, March 6, 2020); and Planning Justification Report (Zelinka Priamo, March 9, 2020).

A statutory public meeting was held by the Municipality on September 28, 2020. Several questions, concerns and comments were raised by adjacent neighbours, including the following:

- Impact of traffic on adjacent streets
- Additional exits from the proposed subdivision
- Additional greenspace, pathways/trails or parkland

A full package was received from the municipality, including comments received from the public and a summary of comments from the public meeting, and is attached to this report.

The proposed subdivision meets the policies of the County Official Plan, as the plan is generally consistent with the objectives and policies of the Plan; conforms with the local Official Plan; will be serviced by and has suitable provision for sewage treatment systems, roads, water, storm and sanitary; has been designed to reduce negative effects on surrounding land uses; and, will be integrated with adjacent neighbourhoods and development.

The subject lands are designated Residential in the Official Plan. A zoning amendment was approved by Central Elgin in October, 2020 to a site-specific Residential Zone 1 (R1-84) in the Zoning By-law for the Township of Yarmouth. The new zone permits single detached as well as semi detached dwellings.

The plan is consistent with the Provincial Policy Statement and complies with both the County and Municipality of Central Elgin Official Plans.

Staff are recommending adding conditions related to Enbridge, Hydro One, Canada Post, and the Municipality of Central Elgin.

FINANCIAL IMPLICATIONS:

There will be no financial implications on the County Budget.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

This plan will directly impact the Municipality of Central Elgin.

COMMUNICATION REQUIREMENTS:

Notice of decision will be sent out to all parties that requested notification, to the local municipality, and to anyone prescribed under the Planning Act.



CONCLUSION:

The Manager of Planning has reviewed File No. 34T- CE2001 and has prepared conditions for draft approval which are attached for Council's review. These conditions have been reviewed by the Municipality of Central Elgin and by the applicant and no changes have been requested.

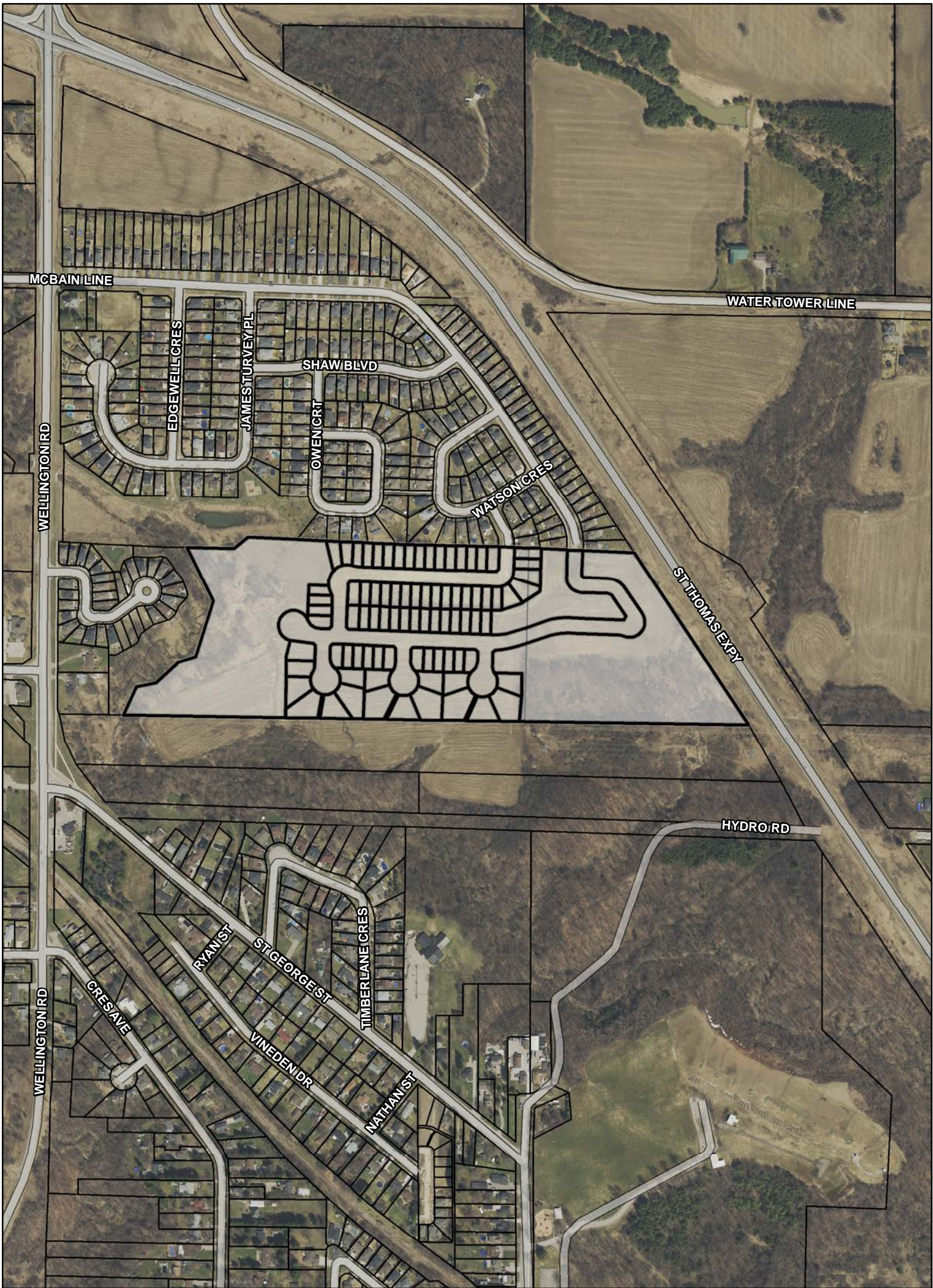
Based on the above the Manager of Planning is satisfied that this plan of subdivision has had regard to subdivision criteria as set out in Section 51 (24) of the Planning Act, is consistent with the Provincial Policy Statement and the County of Elgin Official Plan, and that the conditions, as attached, are reasonable. If County Council approves this draft plan of subdivision, the owner will be responsible for fulfilling the conditions before final approval can be given.

All of which is Respectfully Submitted

Nancy Pasato
Manager of Planning

Approved for Submission

Julie Gonyou
Chief Administrative Officer





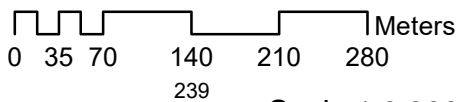
Location Map

Subject Site: Jacklin Farms Phase 4
 Planner: Nancy Pasato
 Created By: TE
 Date: 29/01/2021



Legend

-  Subject Site
-  Elgin Road Network



The Corporation of the County Elgin
 Prepared By: Planning and Development

Scale 1:6,000

MINUTES of Public Meeting for a proposed Draft Plan of Subdivision and Zoning By-law Amendment respecting property municipally described as Part of Lots 1 and 2 Range South Edgeware Rd, Part of Block 48 RP 11M-219, Geographic Township of Yarmouth, now Municipality of Central Elgin, owned by Prespa Construction Ltd., held on Monday, September 28th, 2020 at 7:00 p.m. in the Council Chambers and via Zoom Webinar (to allow public participation).

Present: Mayor Sally Martyn - Chair
Deputy Mayor Tom Marks
Councillor Dennis Crevits
Councillor Bill Fehr
Councillor Colleen Row
Councillor Fiona Wynn

Staff: Don Leitch, CAO/Clerk
Geoff Brooks, Director of Infrastructure & Community Services
Lloyd Perrin, Director of Asset Management & Development Services
Ramona Nordemann, Director of Finance/Treasurer
Kevin McClure, Planner, CEPO
Dianne Wilson, Deputy Clerk

Regrets: Councillor Karen Cook

Agent for Applicant: Harry Froussios, Zelinka Priamo

1. Call to Order
Mayor Martyn took the chair and called the meeting to order at 7:00 p.m. She indicated that this was a public meeting as required by the Planning Act for a proposed Draft Plan of Subdivision and concurrent Zoning By-law Amendment for lands located south of Franklin Lane, west of the St. Thomas Expressway, north of the Hydro One Electricity Corridor in the Community of Lynhurst. These lands maybe legally described as Part of Lots 1 and 2 Range South Edgeware Rd, Part of Block 48 RP 11M-219, Geographic Township of Yarmouth, now Municipality of Central Elgin. At this time, Mayor Martyn advised that Nancy Pasato, Manager of Planning, County of Elgin, was also attending by Zoom to observe as the County is the approval authority respecting Plans of Subdivision.
2. Disclosure of Pecuniary Interest or the General Nature Thereof
The Chair asked if any member of Council had a Disclosure of Pecuniary Interest concerning this proposal? None was declared.
3. Method of Notice
The Chair asked the Deputy Clerk what method of notice and when was notice given to the public for this meeting? D. Wilson indicated that as per requirements of the Planning Act, notice was mailed by Regular Post to every owner of land within 120 metres of the subject land as well as applicable agencies and newspaper circulation through St. Thomas Times Journal on September 4, 2020. Notice was also advertised on the municipal website, given through social media posts and in the weekly CE BUZZ advertisements.

4. Presentation

The Chair introduced Kevin McClure, Planner, CEPO, to review the draft plan. K. McClure noted that the County of Elgin is the approval authority on the Plan of Subdivision application and the County has requested this public meeting as per legislation. He explained the proposal by sharing his screen and a PowerPoint presentation. It was noted that the proposal was for the creation of lots for single detached and semi-detached dwellings. K. McClure advised the proposal as follows: 26 lots for single-detached dwellings; 17 lots for semi-detached dwellings (34 units); 1 block for future road right-of-way (Block 44) and 4 blocks for dedicated street (Street "A", Street "B", Street "C", Street "D"). He suggested that previous Phases of the Jacklin Farm have focused on single-detached residential homes and Phase 4 proposes semi-detached residential dwellings which would be considered a slightly more intensive form of development than the neighbouring phases on the subject land. K. McClure advised that the semi-detached residential units proposed are similar to other recent approved developments within the Municipality (ie. Port Stanley). He referenced and reviewed "Natural Heritage" and "Natural Hazard" lands. He further noted that site specific residential zoning will apply to the subject lands as they relate to proposed semi-detached lots.

Mayor Martyn asked if Council or staff had any questions with respect to the proposed draft Plan of Subdivision. Nothing came forward at this time.

The Chair asked the Deputy Clerk if any written submissions had been received on the Draft Plan of Subdivision? D. Wilson indicated that no correspondence has been received.

5. Discussion

The Chair advised that the meeting will now be open to questions from the public, for those attending who have not already submitted their concerns or comments to the Municipality. She advised that if you are listening on your computer, tablet or smart phone, please click the "raise hand" icon and if you have called into the meeting using a telephone, please dial *9. The questions will be taken in a sequential order. When given the opportunity to speak, please provide your name and address for the record. At this time, the host allowed public comments to come forward. Harry Froussios, Zelinka Priamo noted that "H" Symbol was visible on one of the slides during the presentation. He understand this had been removed. K. McClure noted that was an error. Marianne Watson, 10 McPherson Court, Unit 5 inquired about additional traffic and additional exits from the subdivision. K. McClure advised that traffic study completed for build out of entire development identified no concerns. L. Perrin indicated that McBain Line was sufficient width and it was designed to be "collector status" for the subdivision. Ms. Watson further inquired about green space. L. Perrin indicated that parkland during development of Phase 2 was donated and no further green space has been identified. Jessica Lang, 44 Edgewell Crescent, inquired as to trails development. L. Perrin advised that Council has adopted a Trails Master Plan. He noted that Council has not required developers to develop trails. He further advised that sidewalks will be completed from Edgewell Crescent to Wellington Road. D. Leitch referred to 2020 Budget which Council has approved and allocated \$50,000. to \$100,000. for trails development. Councillor Wynn noted she and the Belmont residents are extremely pleased with a trail that is currently being developed in Belmont. Allan Weatherall, 54 Shaw Blvd. noted his concern with increased traffic. L. Perrin again referred to Traffic Study that demonstrates no concerns. He explained that traffic calming measures were previously placed on McBain Line and staff received numerous complaints so measures were removed. Mayor Martyn referred to calming signage that has been placed on Carlow Road in Port Stanley by the County of Elgin as it is a County road. She indicated this measure has been successful to reduce speeding in that area.

Mayor Martyn further noted that the County is considering the installation of a traffic light at the corner of Wellington Road (County Road) and McBain Line. Councillor Wynn inquired if the "armadillo" has been placed on McBain Line. G. Brooks advised that no traffic counts have been performed on McBain Line as no resident has come forward with a petition as per Council's policy/procedure. Joanne Fulton, 10 McPherson Court, Unit 27 inquired if dwellings will be single storey as she has a concern with height and blocking current views. Harry Froussios, Zelinka Priamo advised that current height restriction is 11 metres and the intent is for two storey dwellings. At this time, no further comments/questions came forward.

The Chair advised that the public has been given a "fair opportunity" to express their views regarding the proposal and she again asked if there are no further questions, please be advised that any person from the public wishing to receive further information on the actions of Council regarding the passing of a by-law on the proposed amendment, should email Dianne Wilson @ dwilson@centralelgin.org indicating which public meeting they wish to be notified on and providing their name and address. Those who do not have access to a computer and wish to be notified, should call Dianne Wilson at 519-631-4860 ext. 286 and provide the same information.

6. Adjournment

The Chair advised that the public meeting was concluded.

The meeting was adjourned at 7:30 p.m.

The Corporation of the Municipality of Central Elgin

Resolution 05/21

January 11, 2021

Moved by

T Marks

Seconded by

D Crevits

THAT: Report CEP 03-21 be received;
AND FURTHER THAT: Council approve the attached municipal draft plan conditions to be forwarded to the Manager of Planning for the County of Elgin with a request that said conditions be included in the County's decision on the proposed draft Plan of Subdivision being Prespa Construction Limited - Jacklin Farm, Phase 4)

MUNICIPALITY OF CENTRAL ELGIN
RECORDED VOTE OF COUNCIL

	YEA	NEA		YEA	NEA
COOK	<input checked="" type="checkbox"/>	<input type="checkbox"/>	WYNN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CREVITS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FEHR	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MARTYN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MARKS	<input checked="" type="checkbox"/>	<input type="checkbox"/>			

C.

THE COUNCIL OF THE CORPORATION
OF THE MUNICIPALITY OF CENTRAL ELGIN

CARRIED

Sally Martyn

MAYOR SALLY MARTYN



The Corporation of the Municipality of
Central Elgin

REPORT

DATE: January 5, 2021

REPORT: CEP.03.21
CEPO FILE: 34T-CE1902

TO: Mayor Sally Martyn and Council

PREPARED BY: Kevin McClure, Planner
Central Elgin Planning Department

SUBJECT: Application for Draft Plan of Subdivision Approval – Proposed Draft Conditions
Prespa Construction Limited Jacklin Farm, Phase 4

ATTACHMENTS: Draft Plan Conditions

TO COUNCIL: January 11, 2021

RECOMMENDATION:

THAT Report CEP.03.21 be received;

AND FURTHER THAT Council approve the attached municipal draft plan conditions to be forwarded to the Manager of Planning for the County of Elgin with a request that they be included in the County's decision on the proposed draft plan of subdivision.

BACKGROUND:

Prespa Construction Limited has filed an application with the County of Elgin for approval of a draft plan of subdivision (File No. 34T-CE1902). The Plan provides for development of 26 lots for single-detached dwellings, 17 lots for semi-detached dwellings (34 units) 1 block for future right-of-way (Block 44), and 4 blocks for dedicated streets (Street 'A', Street 'B', Street 'C', Street 'D').

A public meeting was held on September 28, 2020. Council heard from several neighbouring residents in attendance that provided comments of concern or recommendations for Council consideration.

REPORT:

Comments received from the neighbours principally regarded traffic and speed concerns along McBain Line. Further, there were questions raised about the municipality requiring any trails planning for the proposal to allow for better integration into the surround area and a concern about two storey buildings backing on to the condo development to the west of the development.

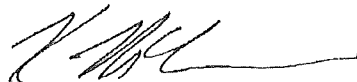
Staff Comments:

- *Traffic impacts were addressed through an overall traffic impact study completed by the developer, (F.R. Berry & Associates, September 2014). That study contemplated the full buildout of all phases for the overall development area for the Jacklin Farm Subdivision with a follow-up report by CDJL Consulting Engineers (June 2, 2015) and a letter report by F.R. Berry & Associates (June 8, 2015) that did an analysis on the need for a secondary access on to Wellington Road. The recommendation was for the construction of an emergency access, which has been constructed.*
- *The Director of Asset Management and Development stated at the public meeting that the proposed development would not provide any traffic concerns based on the studies that were previously completed. Further, they provided that there would be a requirement for a sidewalk extension along McBain Line as a means to address the trail concerns.*
- *The Director of Infrastructure & Community Services stated at the public meeting that they would look in to installing some speed monitoring devices along McBain Line to determine whether traffic calming measures would be warranted to slow traffic.*

Comments received from the public at the public meeting did not, in staff's opinion, reveal any issues warranting changes to the proposed draft plan. In staff's opinion, a decision to approve the proposed development would be consistent with the policies of the 2020 Provincial Policy Statement, and conform to the policies of the County of Elgin Official Plan and the Municipality of Central Elgin Official Plan.

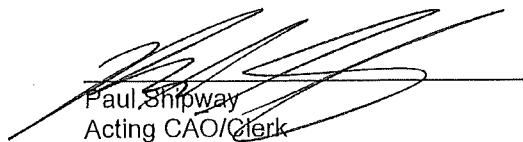
Attached for Council's consideration are draft conditions for draft plan approval. It is recommended that Council support these conditions, and that they be provided to the County as the approval authority in this matter, with a request that they be included with the draft plan conditions for the proposed development should it be approved.

Respectfully submitted:



Kevin McClure, RPP, MCIP
Planner

Approved for submission:



Paul Shipway
Acting CAO/Clerk

Reviewed by:



Jim McCoomb, RPP, MCIP
Manager of Planning

**Municipality of Central Elgin
Draft Plan of Subdivision Conditions
Prespa Construction Limited, (34T-CE2001)**

- The owner enter into a subdivision agreement with the Municipality of Central Elgin wherein the owner agrees to satisfy all of the requirements, financial and otherwise of the Municipality of Central Elgin concerning the installation of services including roads, sanitary sewage collection system, water distribution system, utilities and storm water management facilities for the development of the lands within the plan.
- The subdivision agreement be registered against the lands to which it applies once the plan of subdivision has been registered.
- The subdivision agreement, where required, contain a provision, prepared to the satisfaction of the municipality, regarding the phasing or timing of the development.
- The owner provide easements as may be required for services, utility or drainage purposes in a form satisfactory to the Municipality or Utility and where required by the Municipality, daylight corners and street reserves shall be shown on the final plan and conveyed in a form satisfactory to the Municipality.
- The approval for the draft plan of subdivision lapse after three years pursuant to section 51(32) of the Planning Act.
- The road allowances included in this draft plan shall meet the standards of the Municipality and be shown and dedicated as public highways on the final plan submitted for approval and registration.
- The streets within the draft plan of subdivision shall be named to the satisfaction of the Municipality of Central Elgin.
- The subdivision agreement between the owner and the Municipality shall contain provisions requiring the implementation of the recommendations of the report, *Jacklin Farm Subdivision Stormwater Management Report, CJD, June 2016* and the subsequent *Jacklin Farm Subdivision, City of St. Thomas, Servicing Report, Phase 4 Addendum, CJD 4 March 2020* and the development agreement between the owner and the Municipality containing provisions regarding the development, implementation, installation, dedication and maintenance of the storm water management facilities.
- The appropriate zoning is in place for the development.
- The subdivision agreement between the owner and the Municipality shall contain a provision requiring the owner to install geodetic monuments within the subdivision. The number, specifications and location of the monuments are to be

approved by the Director of Physical Services prior to final approval and registration.

- The subdivision agreement between the owner and the Municipality shall contain provisions requiring the implementation of the recommendations of the environmental impact study (EIS), *Jacklin Farm Subdivision, Central Elgin, Environmental Impact Study, Lynn Valley Consultants, October 2014*
- The subdivision agreement between the owner and the Municipality shall contain provisions requiring the implementation of the recommendations of the report, *Jacklin Farm Subdivision, Phase 2 and 3 Part Lot 1 & 2, Range 1, Yarmouth Township, The Municipality of Central Elgin, Geotechnical Engineering Report, LVM Date: June 24, 2014, Ref. No.: 161-P-0005398-01-GE-R-0001-00*
- The subdivision agreement between the owner and the Municipality contain a provision requiring:
 - The owner to include a statement informing the persons who first purchase a unit following final approval of all the approved development charges, including development charges for school purposes, relating to any such unit within the draft plan of subdivision pursuant to Section 59(4) of the Development Charges Act, 1997;
 - All services, which in the opinion of the Municipality are necessary for the development of the lands within the Plan, such services being hereinafter called the "necessary services" shall be in place before the development begins; and
 - Notwithstanding, development may begin before all of the necessary services are in place if the Municipality is satisfied that adequate arrangements have been made to ensure that the necessary services shall be provided in a timely manner as development proceeds. Adequate arrangements shall include the passing of an area-specific development charge by-law pursuant to section 2 of the Development Charges Act, 1997 and the entering into of a front-ending agreement under section 44 of such Act, which by-law and agreement relate to the necessary services.
- That prior to final approval, the Municipality shall confirm that there is uncommitted reserve sewage and water treatment capacity to service the development and that the proposed arrangements for stormwater management are acceptable and can be assumed by the Municipality.
- That prior to final approval, no grading or other soil disturbances shall take place on the subject property prior to the Owner's Licensed Archaeologist providing a letter to the Municipality and the County indicating that there are no further concerns for impacts to archaeological sites on the subject lands. This is to be accompanied by a Ministry of Tourism, Culture and Sport letter indicating that the licensee has met the terms and conditions for Archaeological Licensing and that the report has been entered into the Ontario Public Register of archaeological reports.

- The approval for the draft plan of subdivision lapse after three years pursuant to section 51(32) of the Planning Act.



REPORT TO COUNTY COUNCIL

FROM: Nancy Pasato, Manager of Planning

DATE: February 9th, 2021

SUBJECT: Final Plan of Subdivision Approval
The Ridge at Talbotville Gore, Phase 2
10117 Talbotville Gore Road, Part of Lot 40,
Concession SENBTR
Township of Southwold, County of Elgin
Owner: 1873828 Ontario Ltd.
File No.:34T-SO1803

RECOMMENDATION:

THAT the report titled “Final Plan of Subdivision Approval The Ridge at Talbotville Gore, Phase 2” from the Manager of Planning, dated February 9, 2021, be received and filed.

INTRODUCTION:

This report is to advise County Council that final approval was given for a plan of subdivision in the Township of Southwold on January 27, 2021. (see attached map)

DISCUSSION:

This residential plan of subdivision is comprised of 57 single detached residential building lots, and one future residential block (Block 58), all serviced by the extension of Glengariff Drive and two (2) new local streets.

The original draft plan approval for this subdivision was given by Elgin County Council on March 26, 2019. The original draft approval contained a future multi family residential block (Block 59), however, the applicant was unable to secure land titles to the block, so it was left out of the final approval for the subdivision at the request of the applicant.

The subject lands are located in the Township of Southwold (Talbotville). The approved lots will be developed on full municipal services. The County received clearance letters

from the Township of Southwold, Kettle Creek Conservation Authority, Hydro One and Canada Post.

In accordance with By-Law No. 13-28 “A By-Law to Delegate Certain Authorities...” the Manager of Planning has been given the authority to approve final plans of subdivision once all of the conditions of draft plan approval have been met and after clearance letters have been received.

FINANCIAL IMPLICATIONS:

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

This approved plan of subdivision will impact the Township of Southwold.

COMMUNICATION REQUIREMENTS:

None.

**CONCLUSION:**

This report is to advise that final approval of this plan of subdivision was granted and the plans were signed by the Manager of Planning on January 27, 2021 and forwarded to the Elgin Land Registry Office for registration. The Township of Southwold and the developer have been notified.

All of which is Respectfully Submitted

Nancy Pasato

Manager of Planning

Approved for Submission

Julie Gonyou

Chief Administrative Officer





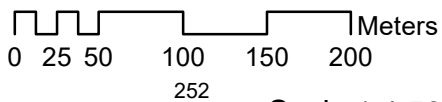
Location Map

Subject Site: 10117 Talbotville Gore Road
 File Number: 34T-1803 – Southwold
 Owner: 1873828 Ontario Ltd.
 Planner: Nancy Pasato
 Created By: TE
 Date: 01/02/2021



Legend

-  Subject Site
-  Elgin Road Network



The Corporation of the County Elgin
 Prepared By: Planning and Development

Scale 1:4,500



REPORT TO COUNTY COUNCIL

FROM: Brian Masschaele, Director of Community and Cultural Services

DATE: February 9, 2021

SUBJECT: Elgin County Museum Advisory Committee 2021 Membership

RECOMMENDATION:

THAT County Council confirm the membership of the Elgin County Museum Advisory Committee as outlined in the report titled “Elgin County Museum Advisory Committee 2021 Membership” from the Director of Community and Cultural Services dated February 9, 2021; and,

THAT the Warden on behalf of County Council issue a letter of appreciation to Mrs. Helen Van Brenk for her past service to the committee.

INTRODUCTION:

Membership on the Elgin County Museum Advisory Committee is established under By-law No. 16-03. This report recommends a new appointment to the Committee for 2021 and provides an update on members previously appointed by County Council.

DISCUSSION:

Membership on the Elgin County Museum Advisory Committee is comprised of representatives as follows:

- One member of Elgin County Council;
- Two appointees from Elgin County Women’s Institutes, one from East Elgin and one from West Elgin;
- One appointee on behalf of the agricultural community in Elgin County;
- One appointee, to be named by Elgin County Council, who is representative of, or employed by, another museum located with the County of Elgin and who will act as a liaison with County museums;
- Two appointees, to be named by Elgin County Council, as “at large” members who shall be persons interested and knowledgeable about the affairs of the Museum.

Mrs. Helen Van Brenk has provided notice that she is no longer able to serve on the committee as the West Elgin appointee for Elgin County Women’s Institutes. Mrs. Van Brenk has provided 16-years of dedicated service to both the Committee and the Elgin County Museum, including 7 years as Chair. It is recommended that the Warden on behalf of County Council issue a letter of appreciation to Mrs. Van Brenk for her service. The members of the Women’s Institute are recommending that Ms. Donna Lord of the Middlemarch branch be appointed to a four-year term in her place.

Should County Council approve this appointment, the following will constitute membership on the Elgin County Museum Advisory Committee for 2021:

- Amanda VandenWyngaert (4th Year of First 4-year term), Museum liaison member
- Perry Clutterbuck (4th Year of Fourth 4-year term) – Member at-large
- Joan Mansell (4th Year of Fourth 4-year term – WI member (east)
- Donna Lord (1st Year of First 4-Year term) – WI member (west)
- Kim Teuscher (4th Year of First 4-year term) – Member-at-large
- Charlie Jenkins (2nd Year of Second 4-Year term) – Agricultural representative
- Councillor Sally Martyn – County Council representative

Confirmation of the 2021 Chair, Vice-Chair and Secretary will occur at the Committee’s first meeting expected to take place in April or as soon as current restrictions will allow.

FINANCIAL IMPLICATIONS:

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

**LOCAL MUNICIPAL PARTNER IMPACT:**

Not applicable.

COMMUNICATION REQUIREMENTS:

Not applicable.

CONCLUSION:

The pandemic impacted the ability of the Committee to meet on a regular basis in 2020, with only one meeting taking place. It is hoped that the Committee can meet at least twice in 2021 to review museum policies, events and strategic initiatives.

All of which is Respectfully Submitted

Approved for Submission

Brian Masschaele
Director of Community and Cultural
Services

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Brian Masschaele, Director of Community and Cultural Services

DATE: February 9, 2021

SUBJECT: Elimination of E-Green Recycling Program at Library Branches

RECOMMENDATION:

THAT the report titled “Elimination of E-Green Recycling Program at Library Branches” from the Director of Community and Cultural Services dated February 9, 2021 be received and filed, and;

THAT the Townships of Malahide and Southwold, and the Municipalities of Central Elgin, Dutton Dunwich and West Elgin be notified of the elimination of e-waste recycling services at Elgin County Library branches.

INTRODUCTION:

Elgin County Library has received notice from Green eRecycling and the STEAM Centre in St. Thomas that the e-waste recycling program at branch libraries has been eliminated.

DISCUSSION:

County Council and Local Municipal Partners were informed in June 2020 that the Elgin County Library’s partnership with the STEAM Centre based in St. Thomas and Green eRecycling for the collection of e-waste at library branches was being temporarily suspended due to staffing and resource shortages. Green eRecycling has recently confirmed that the program has now been eliminated altogether, thereby ending the service. Collection bins have been removed.

The STEAM Centre continues to collect and refurbish desktops, laptops, and tablets in good condition which are donated to students, Indigenous communities and people with limited income as part of its re//BUILD.IT program. Those wishing to donate to this program can do so directly by visiting www.steameducation.ca.

FINANCIAL IMPLICATIONS:

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

The service operated at the following branch locations: Springfield, Belmont, Shedden, Dutton and West Lorne. Notice of the elimination of service will be provided to the impacted municipalities. Library staff will continue to work with Local Municipal Partners to identify options and future opportunities with regards to E-waste promotion and recycling across Elgin County.

COMMUNICATION REQUIREMENTS:

The Director of Community and Cultural Services will provide notice to the following municipalities regarding the elimination of this service: Townships of Malahide and Southwold, and the Municipalities of Central Elgin, Dutton Dunwich and West Elgin.

**CONCLUSION:**

The e-waste partnership between Elgin County Library, the STEAM Centre and Green e-Recycling operated from 2017 to 2020 at five branch locations. In that time, it collected over 75,000 kilograms of e-waste, while also benefitting the STEAM Centre through increased revenue and donations of re-usable items. Library staff will continue to promote the STEAM Centre's services as well as those of any other community partner who can assist with re-use or re-cycle of electronic items.

All of which is Respectfully Submitted

Approved for Submission

Brian Masschaele
Director of Community and Cultural
Services

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Brian Masschaele, Director of Community and Cultural Services

DATE: February 9, 2021

SUBJECT: Elgin County Library Service Update – October 2020 to January 2021

RECOMMENDATION:

THAT the February 9th, 2021 report titled Elgin County Library Service Update – October 2020 to January 2021, submitted by the Director of Community and Cultural Services, be received and filed for information.

INTRODUCTION:

This report provides County Council with a service update for Elgin County Library since the last update was received by Council on October 13, 2020.

DISCUSSION:

Recent provincial regulations have required Elgin County Library to reduce service levels since the last update received by County Council on October 13, 2020. At that meeting, Council authorized the opening of interior spaces within library branches for limited services under a plan called Curbside Plus. The number of visitors allowed into the branch at any one time was restricted to staffing levels at each branch on a one-to-one basis in order to ensure that proper safety protocols could be followed. Visits were limited to half an hour per patron or family unit.

In-branch visits during Curbside Plus grew steadily for the months of October, November and December despite the limitations that were put in place. With further limitations following in January, and the return of service back to Curbside Pickup only, branch pickups remained steady during that month. The following are statistics relating to branch visits by patrons during these months:

October		November		December		January	
	In-Person Visits		In-Person Visits		In-Person Visits		Curbside Pickups
0 - Aylmer	0	0 - Aylmer	176	0 - Aylmer	213	0 - Aylmer	387
1 - Belmont	30	1 - Belmont	74	1 - Belmont	80	1 - Belmont	156
2 - Dutton	168	2 - Dutton	323	2 - Dutton	282	2 - Dutton	210
3 - Pt. Burwell	25	3 - Pt. Burwell	27	3 - Pt. Burwell	50	3 - Pt. Burwell	71
4 - Pt. Stanley	331	4 - Pt. Stanley	352	4 - Pt. Stanley	263	4 - Pt. Stanley	135
5 - Rodney	29	5 - Rodney	74	5 - Rodney	104	5 - Rodney	113
6 - Shedden	164	6 - Shedden	177	6 - Shedden	149	6 - Shedden	91
7 - Springfield	20	7 - Springfield	43	7 - Springfield	74	7 - Springfield	25
8 - Straffordville	77	8 - Straffordville	206	8 - Straffordville	180	8 - Straffordville	192
9 - West Lorne	20	9 - West Lorne	101	9 - West Lorne	68	9 - West Lorne	161
10 - Main Office		10 - Main Office		10 - Main Office		10 - Main Office	
Total	864	Total	1,553	Total	1,463	Total	1,541

October reflects a partial month of service as Curbside Plus was not launched until October 19th and not at Aylmer until November 5th. December's numbers were impacted by the Christmas closure on December 24th. Final numbers are still being confirmed for January and reflect service until at least January 27th.

Overall, the daily average for in-branch users increased month-over-month during the three months that Curbside Plus was being offered. There were no reported cases of COVID-19 among staff or the public resulting from library use. Curbside Plus was working well. January's statistics at least indicate that the level of branch visits is being maintained despite the reduction of service to Curbside only.

Circulation of items loaned also increased during this period. The following are statistics for these four months:

October	K:\Sierra Team\Stats\Checkout Stats\2020	November	K:\Sierra Team\Stats\Checkout Stats\2020	December	K:\Sierra Team\Stats\Checkout Stats\2020	January	K:\Sierra Team\Stats\Checkout Stats\2021
	Checkouts		Checkouts		Checkouts		Checkouts
0 - Aylmer	3,622	0 - Aylmer	3,405	0 - Aylmer	4,157	0 - Aylmer	4,334
1 - Belmont	662	1 - Belmont	880	1 - Belmont	1,045	1 - Belmont	882
2 - Dutton	1,264	2 - Dutton	1,280	2 - Dutton	1,269	2 - Dutton	1,264
3 - Pt. Burwell	430	3 - Pt. Burwell	397	3 - Pt. Burwell	377	3 - Pt. Burwell	345
4 - Pt. Stanley	937	4 - Pt. Stanley	945	4 - Pt. Stanley	1,128	4 - Pt. Stanley	972
5 - Rodney	657	5 - Rodney	695	5 - Rodney	728	5 - Rodney	580
6 - Shedden	750	6 - Shedden	661	6 - Shedden	839	6 - Shedden	835
7 - Springfield	968	7 - Springfield	752	7 - Springfield	741	7 - Springfield	800
8 - Straffordville	1,450	8 - Straffordville	1,533	8 - Straffordville	1,489	8 - Straffordville	1,480
9 - West Lorne	675	9 - West Lorne	730	9 - West Lorne	783	9 - West Lorne	748
10 - Main Office	181	10 - Main Office	150	10 - Main Office	31	10 - Main Office	23
Total	11,596	Total	11,428	Total	12,587	Total	12,263

These numbers reflect an average of 70% of what would normally be experienced by the system pre-pandemic during these months (as compared to October 2019 (62%); November 2019 (64%); December 2019 (89%); and January 2020 (66%). It should also be noted that these statistics do not include usage of on-line materials which has increased significantly since the on-set of the pandemic and which will be the subject of further analysis in the library's annual statistical analysis which will be presented to County Council by spring 2021.

The number of virtual cards issued has also experienced a significant increase during this period. Virtual cards provide patrons with the opportunity to utilize on-line resources during the lockdown without the need to visit a branch. In 2020, 236 of these cards were issued, a considerable increase when compared to 2019 when 67 cards were issued. A further 75 virtual library cards were issued in January 2021 alone, further reflecting this dramatic increase.

Several technology upgrades have also been completed at all branch libraries during this period. This includes implementation of the following:

- * Wireless printing services. Users can now print from mobile devices regardless of their location and retrieve items from the library upon their next visit.
- * Self checkout stations which allow patrons to check out items without staff involvement.
- * Computer reservation software. In-branch public access computers can now be pre-booked without direct assistance from staff.

These measures are all important in the library's post-pandemic planning as they reduce direct contact between staff and patrons while also enhancing service levels.

On December 26th, 2020 the Province of Ontario implemented a province-wide lockdown which still permitted library services but at the curbside only, meaning interior services such as use of computers and browsing of the collection were immediately suspended. This was further reinforced through the stay-at-home order issued by the province effective January 14th, 2021. These service limitations are still in place as of the date of this report and will almost certainly result in a decline in circulation for the first part of 2021 relative to pre-pandemic levels.

Levying fines and fees on overdue items has been an on-going challenge throughout the pandemic. During both the initial lockdown and this latest lockdown, the fine threshold, which is the point at which service is blocked (\$10 prior to the pandemic) has been effectively removed. This adjustment was made due to the fact that patrons do not have the ability to pay outstanding fines in-branch, the limited number of branch hours and the need to quarantine materials for at least 72 hours which effectively increases loan periods. This means that patrons with higher levels of outstanding fines are not blocked from using library services both at curbside and on-line while the lockdown is in place. Based on feedback from Council's Budget Committee, permanent adjustments to the library's policies on these matters may be warranted. Many neighbouring systems such as Oxford, St. Thomas and London have recently gone fine-free and this is a developing trend within the public library sector.

FINANCIAL IMPLICATIONS:

Council's Budget Committee was made aware that library revenues resulting from fines and fees were down substantially in 2020. Initial numbers now indicate that total revenue in 2020 from fines and fees was \$10,340, a significant drop from the \$36,000 initially budgeted. This trend is likely to continue into 2021. Efficiencies will be found in the library's budget to compensate for these further losses in 2021. However, if Council considers longer-term policy changes in this area, permanent budget modifications will need to be made. This matter can be the subject of a future analysis and report to County Council.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:


Local municipal partners have been informed of the changing library service levels and are providing appropriate support such as cleaning and snow removal under the terms of the County's leases for library facilities. Any further changes to library service will be communicated to partners on an on-going basis.

COMMUNICATION REQUIREMENTS:

The library continues to issue regular updates on service level changes to patrons through social media channels, the library website, ads in local newspapers and directly to residents.

CONCLUSION:

Unlike the first provincial lockdown that took place at the on-set of the pandemic, library curbside services were allowed to continue during the latest lockdown. This can be attributed to the fact that they play an important role in the mental health and well-being



of residents as they cope through this difficult period and the safe manner in which they have been operating since the start of the pandemic.

All of which is Respectfully Submitted

Approved for Submission

Brian Masschaele
Director of Community and Cultural
Services

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

DATE: January 27, 2021

SUBJECT: Zero-Emission Vehicle Infrastructure Program

RECOMMENDATION:

THAT the report titled “Zero-Emission Vehicle Infrastructure Program” from the Director of Engineering Services, dated January 27, 2021, be received and filed; and,

THAT County Council provide staff direction on the desired electric vehicle charging station option.

INTRODUCTION:

At their meeting on December 10th, 2020, County Council passed the following resolution:

RESOLVED THAT the report titled “Zero-Emission Vehicle Infrastructure Program – Phase 2 Funding Award” from the Director of Engineering Services, dated December 1, 2020, be received and filed;

THAT the Warden and Chief Administrative Officer be authorized to sign the Contribution Agreement;

THAT the County’s funding project contribution in the amount of \$52,218 be preapproved in the 2021 capital budget; and,

THAT staff be directed to provide a report detailing the costs associated with electric charging stations and metering options for Council’s consideration.

This report details the costs associated with electric charging stations and metering options.

DISCUSSION:

Zero-Emissions Vehicle Infrastructure Program (ZEVIP)

The Government of Canada has set federal targets for zero-emission vehicles (ZEV) reaching 10% of light duty (LDV) sale per year by 2025, 30% by 2030 and 100% by

2040. Access to localized and visible charging infrastructure is key to alleviate consumer concerns about where to charge their vehicle. To that end, the Government of Canada announced \$130 million over five years (2019-2024) to deploy a network of zero-emission vehicle charging (Level II and higher) and refuelling stations in more localized areas where Canadians live, work and play.

Last summer, Natural Resources Canada (NRCan) sought applications from eligible organizations to distribute funding through its Zero-Emissions Vehicle Infrastructure Program (ZEVIP – hereinafter also refer to as Program) to install a minimum of 20 electric vehicle charging stations as part of an infrastructure project in public places, on-street, in multi-unit residential buildings, at workplaces or for light-duty vehicle fleets. Successful proposals, like that of Elgin County’s joint public-private partnership funding project proposal in partnership with the Municipality of Central Elgin, and ERTH Corporation, received funding for up to 50% of total project costs, to a maximum of \$5,000 per connector.

The joint project involves the installation of twenty (20), Level II electric vehicle connectors at the following locations:

Location	Organization	Quantity of Level II Connectors	Public Charging Availability
Administration Building	County	4	Yes
Provincial Offences Act Building	County	2	Yes
Terrace Lodge	County	1	Yes
Elgin Manor	County	1	Yes
Bobier Villa	County	1	Yes
Whites Station*	Central Elgin	4	No
Port Stanley Firehall	Central Elgin	2	Yes
Port Stanley Arena	Central Elgin	2	Yes
280 Elm Street - Aylmer	ERTH Corporation	1	N/A
180 Whiting Street - Ingersoll	ERTH Corporation	2	N/A

* Note – Facility electricity costs paid for by tenant.

Electric Vehicle (EV) Charging

According to the Ontario Ministry of Transportation's website last modified on December 22, 2020, on average a typical battery electric vehicle (EV) will cost less than \$530 per year, or about \$1.45 per day to charge at night.¹

A typical plug-in hybrid EV will cost about \$700 per year, or \$1.92 per day for fuel (including gasoline and electricity costs).²

Comparable gasoline cars can cost about \$2,500 per year to fuel - up to eight times more money spent each day.³

An independent operational cost evaluation undertaken by staff, inclusive of all electricity, extended warranty, maintenance, and Program required network solution fees, is anticipated to cost approximately \$1.60 per hour to charge an EV.

All twenty (20) charging connectors to be installed as part of this project, will utilize Level II EV charging equipment. Level II charging equipment has similar electrical requirements to a clothes dryer or stove (240 Volts/30 Amps), and one hour of charging is equivalent to approximately 30 km of driving range⁴.

In accordance with Program funding requirements, the manufacturer and/or supplier of the charging equipment will be selected through a formal request for proposal or tender process, and is required to support the Project with the supply of all charging hardware, provision of a cloud-based network management/annual reporting solution, complete with maintenance and warranty support for all charging connectors.

For those charging station locations whereby, the public will have an opportunity to charge EVs, pricing options available through the manufacturer's cloud-based web portal and onsite transaction kiosk provides station owners with the flexibility to choose how they wish to implement charging services. In an effort to seek Council's desired EV charging rate structure, Council may wish to consider allowing the broader public use of the charging stations for a nominal fee which would be consistent with industry standards observed across numerous networks in Canada. Industry observed charging options include:

1. Free charging for all users anytime; or,

¹ Value for Nissan Leaf, adapted from Natural Resources Canada 2018/19 Fuel Consumption Guide, using Ontario off-peak electricity prices, based on an average annual driving distance of 20,000 km.

² Value for Chevrolet Volt, adapted from Natural Resources Canada 2018/19 Fuel Consumption Guide, using Ontario off-peak electricity prices and a gas price of \$1.20/litre, based on an average annual driving distance of 20,000 km.

³ Estimate based on values from Natural Resources Canada 2018/19 Fuel Consumption Guide and a gas price of \$1.20/litre.

⁴ <https://www.plugndrive.ca/guide-ev-charging/>

2. Free charging for corporate fleet, and public use is charged a nominal fee per hour.

A review of EV Level II charging fees available through web applications like PlugShare <https://www.plugshare.com/> or ChargeHub <https://chargehub.com/>, for all local public charging station locations within a 30-minute driving range of the County's Administration Building, determined that charging fees vary in pricing anywhere from being free to \$2.40 per hour. Based on the aforementioned anticipated operational costs, staff envisions that a competitive hourly charging station rate fee is likely to be somewhere between \$1.75 to \$2.00 per hour, necessary to fund its anticipated operational costs and future lifecycle replacement of the charging equipment hardware. Should Council elect to impose a fee, staff will prepare and table a future report providing its recommendation of an appropriate EV charging rate fee following procurement of the charging equipment hardware and installation service.

Subject to Council's charging option and hourly port fee direction, an amendment to the County's Fees and Charges By-Law No. 20-18 may be required to include a new electric vehicle charging station charge rate fee.

FINANCIAL IMPLICATIONS:

The County of Elgin's successful joint public-private partnership funding project proposal involves the installation of twenty (20) electric vehicle charging station at an estimated cost of \$216,040, and received the maximum ZEVIP funding contribution in the amount of \$100,000. The project costs will be funded as follows:

County of Elgin	\$52,218
Municipality of Central Elgin	\$46,416
ERTH Corporation	\$17,406
NRCan ZEVIP Funding	<u>\$100,000</u>
PROJECT TOTAL:	\$216,040

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

The ZEVIP funding will allow the Municipality of Central Elgin to install electric vehicle charging station connectors at select municipal facilities, and made available for both workplace and public use.


COMMUNICATION REQUIREMENTS:

None.

CONCLUSION:

Natural Resources Canada's Zero-Emission Vehicle Infrastructure Program (ZEVIP) recently awarded the County of Elgin, in partnership with the Municipality of Central Elgin and EARTH Corporation, with application-based funding in the upset amount of \$100,000 to the install the majority of the twenty (20) Level II electric vehicle charging station connectors at key municipal facilities throughout the County.

As it specifically pertains to charging of public personal electric vehicles, there generally exists two industry standard charging service provision options for Council's consideration, which either allows the public the ability to charge an electric vehicle for free, or for a reasonable hourly charging fee.



A detailed operational cost evaluation undertaken by staff, inclusive of all electricity, extended warranty, maintenance, and Program required network solution fees, is anticipated to cost approximately \$1.60 per hour to charge an electric vehicle.

Subject to Council's charge option direction, an amendment to the County's Fees and Charges By-Law No. 20-18 may be required to include a new public personal electric vehicle charging rate fee. Should Council elect to impose a fee, staff will prepare and table a future report providing its recommendation of an appropriate EV charging rate fee upon receipt of all projected costs following procurement the charging equipment hardware and installation service.

All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer





REPORT TO COUNTY COUNCIL

FROM: Brian Lima, Director of Engineering Services

Eugenio DiMeo, Manager of Corporate Facilities

DATE: February 1st, 2021

SUBJECT: Administration Building – Council Chamber and Main Entrance Lobby Reception Area Design Alternatives

RECOMMENDATION:

THAT the report titled “Administration Building – Council Chamber and Main Entrance Lobby Reception Area Design Alternatives” from the Director of Engineering Services, dated February 1st, 2021, be received and filed; and,

THAT County Council provide direction on the desired Council Chamber and Main Entrance Lobby Reception Area remodelling and renovation design alternative, as detailed in the supporting presentation.


INTRODUCTION:

The purpose of this report is to obtain Council’s direction with respect to the preferred design alternative prepared by L360 Architecture, for the proposed Council Chamber and Main Entrance Lobby Reception Area remodelling and renovation project. This report and supporting presentation details six (6) design alternatives and construction cost estimates for Council’s consideration.

DISCUSSION:

At its meeting on January 26th, 2021, County Council amended the scope of architectural service assignment, awarded to L360 Architecture Inc. for the Administration Building Accessibility Elevator Addition and Basement Public Accessibility Washroom Upgrades Project. The amended scope of work now includes the architectural design and contract administration services for the remodelling and renovation of Council Chambers, the establishment of a designated front lobby reception service kiosk, and decommissioning of the existing elevators.

The scope of work associated with remodelling of Council Chambers entails, technological hardware modernization and space remodeling. The remodelled space



will consist of new millwork furnishings, new lighting, new flooring, window treatment finishes, modernized IT hardware solutions, and improved public gallery accessibility. This will hopefully improve current physical sightline and sound limitations that are caused by the unique “T” shape of the room. Further, in response to COVID-19 related building access and social distancing improvements, and in an effort to continually improve the customer service experience, a permanent front lobby reception service area is to be established, utilizing the former office area of the Justice of the Peace presiding over Provincial Offences Court.

As Council is aware, accessibility issues and public gallery seating and sightline restrictions remain a legacy issue with the existing Council Chamber space and seating arrangement orientation. The County Administration Building, and specifically the Council Chamber space was originally designed and used as a reception lounge within the nurse’s residence whom supported the former Ontario Psychiatric Hospital. The Council Chamber was never designed or envisioned to function as a formal meeting space. In the process of evaluating various design layouts, these same challenges repeatedly kept arising with each alternative. This ultimately led the design team to pause, and give serious consideration to a new Council Chamber. Such an alternative would consist of demolishing the existing Council Chamber space and the construction of an addition, to create a new approximate 2,000 ft² space that addresses all existing space limitations.

Recognizing the projected 10-year Capital Plan investment necessary to extend the lifecycle of the Administration Building, and thereby solidifying its commitment to maintaining this facility as the long-term home of the County’s administration headquarters, staff is recommending that Council consider its interest in constructing an expanded Council Chamber, versus simply remodelling.

As Council will review in staff’s presentation, all of the remodelling options that focus on the use of existing spaces continue to present public gallery sightline and capacity limitations due to the physical orientation of the space.

This space is frequently used not only for the County of Elgin and the Municipality of Central Elgin council meetings, but also hosts various municipal committee and public meetings throughout the year. The need for a modern and safe meeting space is of high importance to both organizations.

Six (6) conceptual design alternatives are detailed in the presentation. Options 1 through 4 simply showcases the modernization and remodelling of the current Council Chamber space, while Option 5 alternatively showcases a conceptual design for a new expanded space. Finally, Option 6 showcases a proposed renovated main entrance lobby and designated reception suite space.

FINANCIAL IMPLICATIONS:

The proposed 2021 capital budget allocates a total of \$650,000.00 to modernize Council Chambers, establish a designated front lobby reception service kiosk, and decommission the existing elevators. All design, construction and contract administration fees will be paid from these identified funds, excluding Option 5 - Council Chambers expansion). Should Council alternatively choose this option, staff would prepare a new report detailing more specific design options and providing updated costs for Council's future consideration.

The various conceptual design alternative cost estimates (excluding HST and IT equipment hardware) provided by L360 Architecture Inc. are as follows, and will be further refined throughout detailed design:

Remodelling of Existing Council Chambers

- Option 1 - \$108,000.00
- Option 2 - \$91,000.00
- Option 3 - \$84,000.00
- Option 4 - \$116,000.00

Expanded New Council Chambers

- Option 5 - \$1,250,000.00 - \$1,400,000.00

Renovation of Main Entrance Lobby & Reception Area

- Option 6 - \$30,000.00 - \$40,000.00

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

The modernization and renovation of the Council Chambers, and the establishment of a designated front lobby reception service area will address significant challenges associated with the original Administration Building design and provide an enhanced barrier-free customer service experience. Compliance with all applicable provincial codes, legislation and standards, will achieve the Accessibility for Ontarians with Disabilities Act's mandate for an accessible Ontario by 2025. As the County's Administration Building services all local municipal partners, building tenants, residents, tourists and visitors, the building upgrades will achieve the Act's mandate.

COMMUNICATION REQUIREMENTS:

All Council, Staff and Administrative Building tenants will be advised of the Project and be provided construction progress updates throughout the duration of construction, including advance notice of any facility access or temporary service disruptions.

CONCLUSION:

Staff is recommending that Council give serious consideration to the construction of a new Council Chamber in lieu of simply remodelling the existing space. As showcased in the different design alternatives provided by L360 Architecture Inc., the current space presents physical limitations with respect to public access and sightlines that a remodelled space can't all overcome. If selected, an expanded Council Chamber would ensure that this space functions effectively and efficiently for the needs of Council, its tenants, and the public for years to come.

Should Council instead decide that modernization and remodelling of the existing spaces is preferred, staff is seeking Council's direction as to which of the conceptual design alternatives it prefers. After which L360 Architecture Inc. will proceed with further with its detailed design.

All of which is Respectfully Submitted

Approved for Submission

Brian Lima
Director of Engineering Services

Julie Gonyou
Chief Administrative Officer

Eugenio DiMeo
Manager of Corporate Facilities



Administration Building Council Chamber and Main Entrance Lobby Reception Area Conceptual Design Alternatives

Gene DiMeo

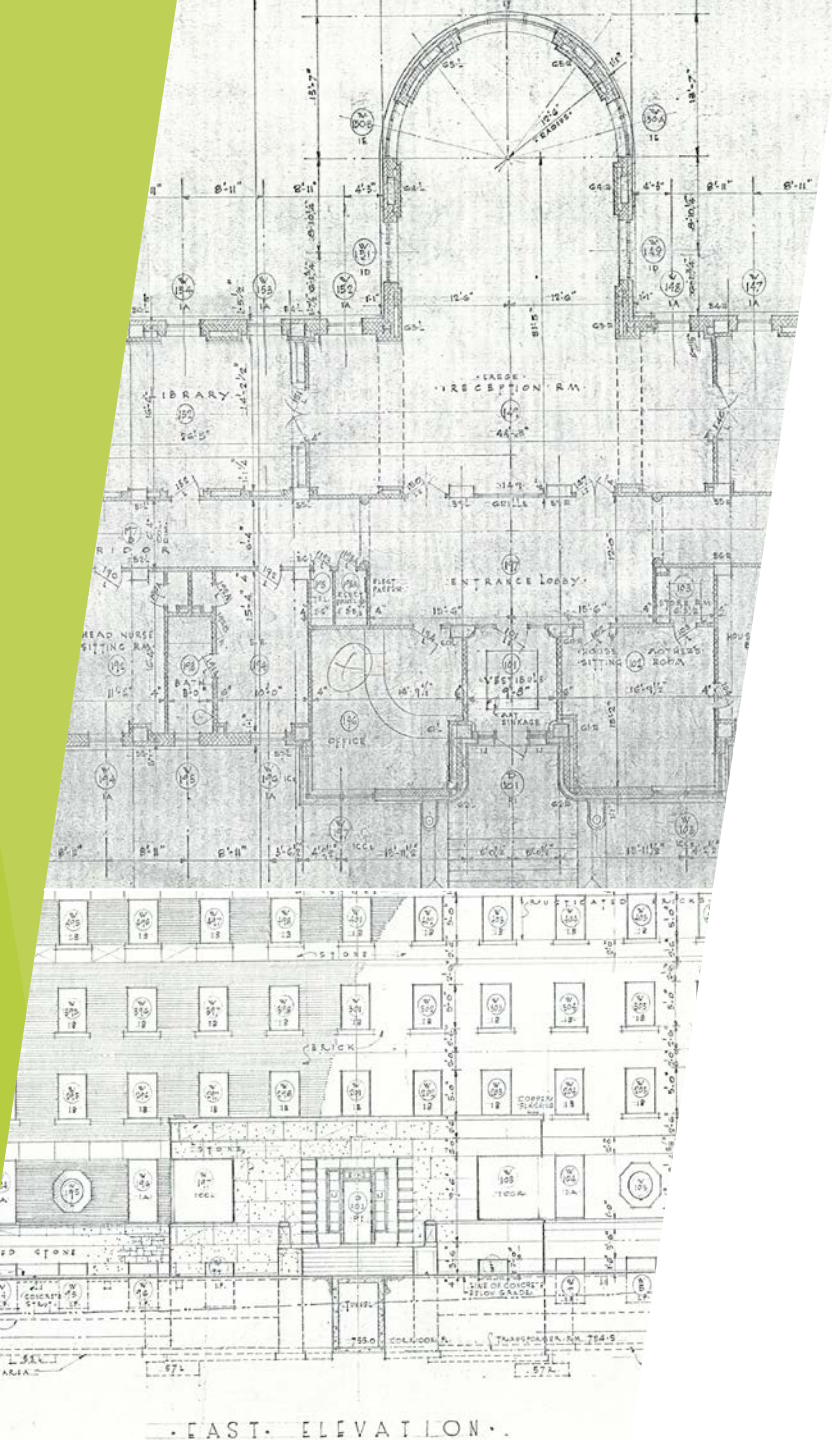
February 9th, 2021



PURPOSE:

This presentation is intended to introduce Council to various conceptual design alternatives prepared by L360 Architecture Inc. showcasing six (6) Council Chamber and main entrance lobby reception area renovations and budgetary construction cost estimates presented for the Council's consideration and direction.





HISTORY:

- The Council Chamber space was originally designed and used as a reception/lounge area when the building was built as a nurse's residence supporting the Ontario Hospital in 1939. Given its original unique "T" shaped room orientation, direct view of council meeting proceedings are impacted by physical sightline and sound limitations. Over the years the space has been enhanced with television monitors simply to provide a monitored visual experience.



Option #1 Remodeled Layout

Total Seating: 16 seats

(12 @ center, 4 @ periphery, size 1451 ft²)

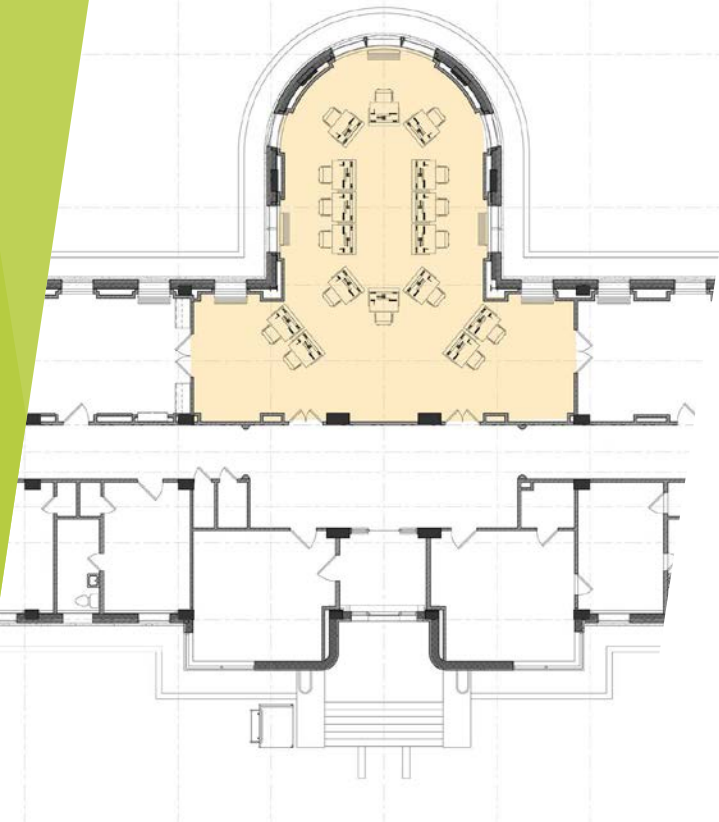
Estimated Construction Budget - \$108,000
(exclusive of HST and IT equipment)

SUMMARY:

- New millwork furnishings in similar layout as existing seating arrangement
- New lighting, decorative drop ceiling, flooring and window treatment finishes
- New accessible doors with automatic openers

PROS - Modern refreshed look, provision for individual customizable seating IT solutions, improved public accessibility with new automated doors.

CONS - No increase to public gallery capacity or improved sightlines. Limitations of the current space still constitute a barrier in this regard.



Option #2 Remodeled Layout

Total Seating: 20 seats

(16 @ center, 4 @ periphery, size 1451 ft²)

Estimated Construction Budget - \$91,000

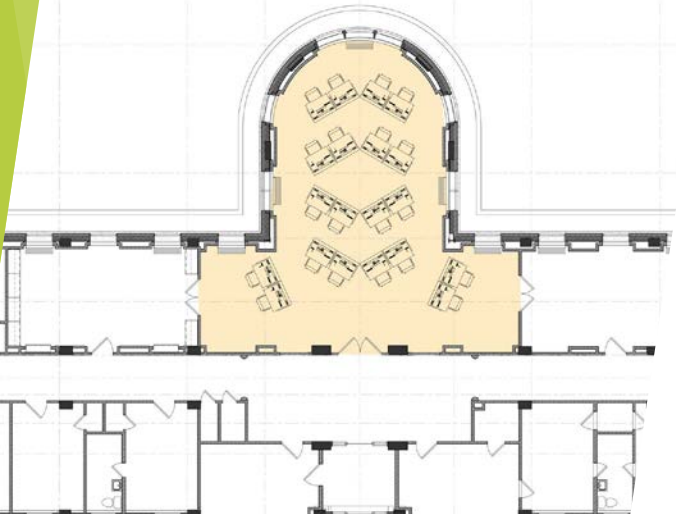
(exclusive of HST and IT equipment)

Summary:

- New millwork furnishings in a center facing layout.
- New Lighting, refinished ceiling, flooring and window treatment finishes.
- New central accessible doors with automatic openers.

PROS - Modern refreshed look, provision for individual customizable seating IT solutions, improved public accessibility with new automated doors

CONS - No increase to public gallery capacity or improved sightlines. Limitations of the current space still constitute a barrier in this regard. Also there is no defined Head of Council position for the Warden.



Option #3 Remodeled Layout

Total Seating: 17 seats

(11 @ center, 6 @ periphery, size 1451 ft²)

Estimated Construction Budget - \$84,000

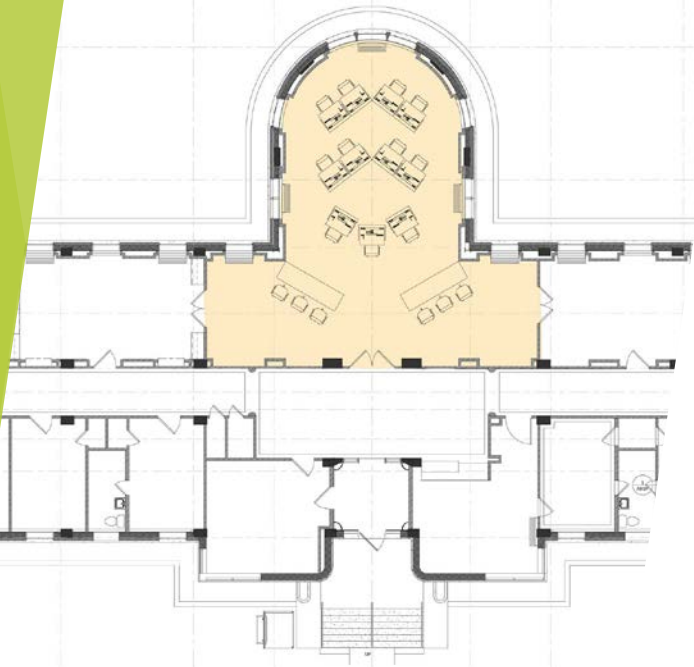
(exclusive of HST and IT equipment)

Summary:

- New millwork furnishings in a west facing orientation. The Warden would sit with his/her back to entrance, public and staff seating proposed behind warden's seat.
- New Lighting, refinished ceiling, flooring and window treatment finishes.
- New central accessible doors with automatic openers

PROS - Modern refreshed look, provision for individual customizable seating IT solutions, improved public accessibility with new automated doors

CONS - No increase to public gallery capacity or improved sightlines. Limitations of the current space still constitute a barrier in this regard.





Option #4 Remodeled Layout

Total Seating: 17 seats

(11 @ center, 6 @ periphery, size 1451 ft²)

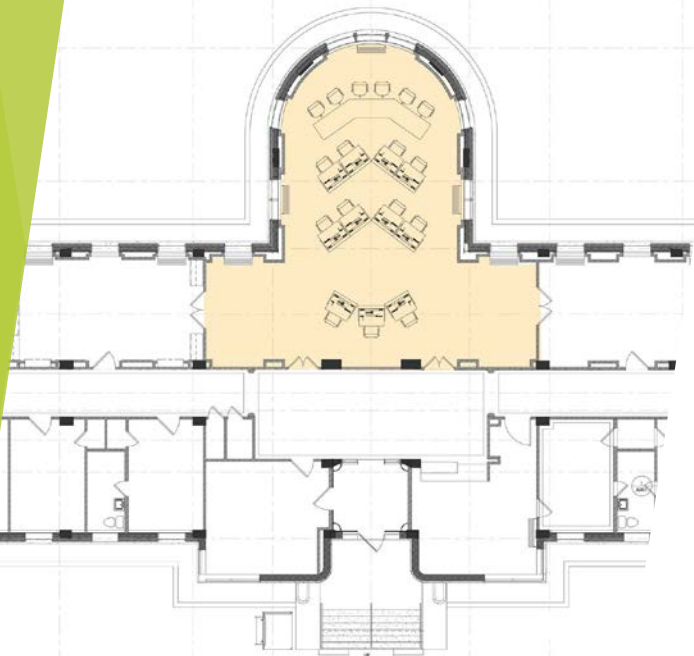
Estimated Construction Budget - \$116,000
(exclusive of HST and IT equipment)

Summary:

- New millwork furnishings with wardens seat facing west. Increased staff seating proposed at rear (west end) of space. Public would sit to side of Wardens seat.
- New Lighting, refinished ceiling, flooring and window treatment finishes.
- New accessible doors with automatic openers

PROS - Modern refreshed look, provision for individual customizable seating IT solutions, improved public accessibility with new automated doors

CONS - No increase to public gallery capacity or improved sightlines. Limitations of the current space still constitute a barrier in this regard.



Option #5 Chamber Expansion

Total Seating: 60 seats

(12 @ main table, 6 @ periphery, 42 @ public gallery, room size 2000 ft²)

Estimated Construction Budget - \$1,250,000 to \$1,400,000.

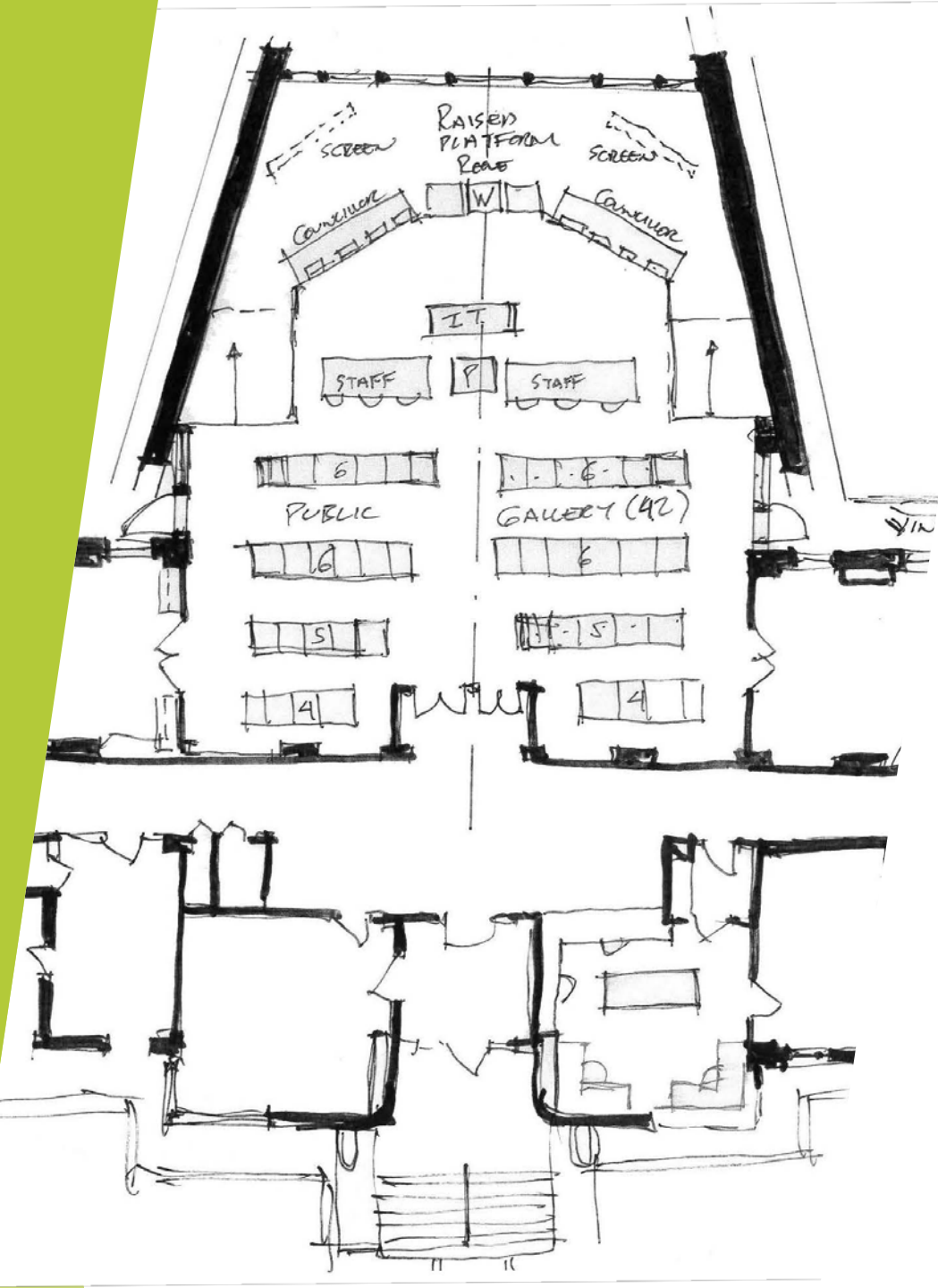
(exclusive of HST and IT equipment)

Summary:

- Demolition of current Council Chamber, replaced by constructing an addition and creating a 2000 ft² Council Chamber as shown.
- Raised platform at the west end of Chamber for Council seating
- Adequate seating for staff and a 42 person public gallery on the lower floor space.

PROS - The elimination of all identified accessibility and sightline issues of the existing Chamber, seating for 42 members of the public, provision for individual customizable seating IT solutions.

CONS - The cost of this project is not currently identified in the 10-Capital Plan. Council would be required to find an alternative location for its meetings for the duration of the project.



Option #6 Main Lobby & Reception Area Renovation

Size 715 ft²

Estimated Construction Budget - \$30,000 - \$40,000
(exclusive of HST and IT equipment)

Summary:

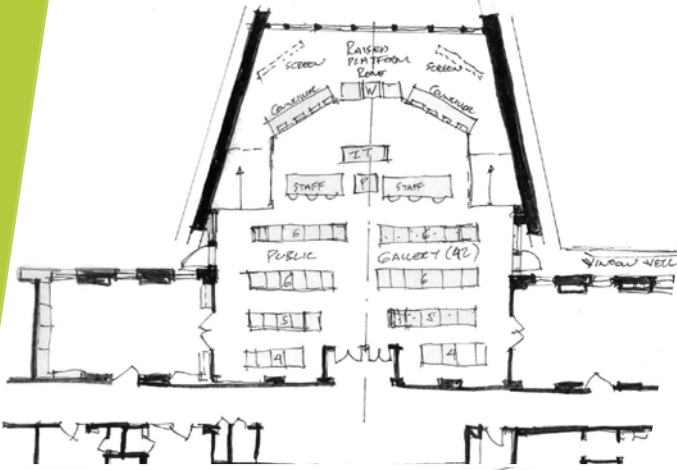
- Demolition of current Council Chamber, replaced by constructing addition and creating a 2000 ft² Council Chamber as shown.
- Raised platform at the west end of Chamber for Council seating
- Adequate seating for staff and a 42 person public gallery on the lower floor space.

PROS - Creates a fully accessible and secure centralized building entrance point. Provides a secure workspace for reception staff. Cleans up the temporary reception desk that currently exists in the main lobby.

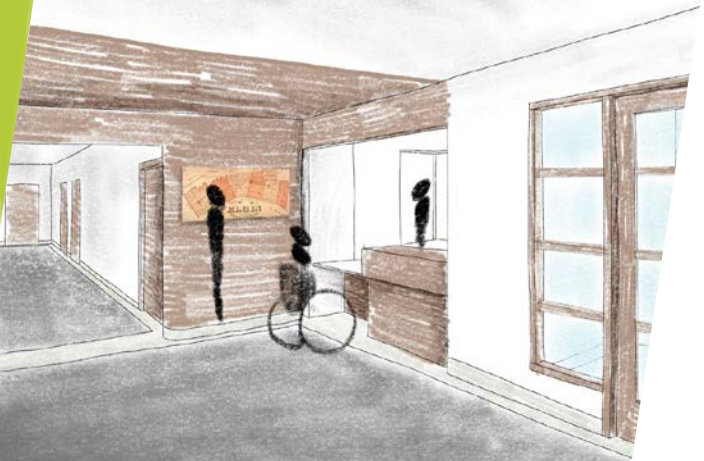
CONS - Disruption to building access for the duration of the project.



Highlights



- As shown in every remodeling option, the unique “T” shaped room orientation has physical limitations that reduce sightlines, sound transmission and limits public gallery accessibility.
- Six (6) conceptual design alternatives have been presented in the presentation. Options 1 through 4 showcase the modernization and remodelling of the current Council Chamber space. Option 5 alternatively showcases a conceptual design for a new expanded space. While option 6 showcases a proposed renovated main entrance lobby and designated reception suite space.





Questions/Comments

Budget Presentation

Council Presentation # 2

February 9, 2021



ElginCounty
Progressive by Nature

2020 Ten-Year Plan

- ▶ Measured tax increases over the ten-year window to avoid double digit tax increases
- ▶ Temporary use of debt and reserves until the gradual tax increase takes full effect
- ▶ The Asset Management Plan (AMP) added almost \$50 million in spend
- ▶ Use of provincial and federal infrastructure funding, as well as assessment growth, to partially fund the AMP
- ▶ Remainder was funded by Council approved 3.6% tax increase on an average property from 2020-2029

Efficiencies

\$0.2 M ANNUALLY

Homes efficiencies achieved predominately through improvements to the Case Mix Index (CMI)

Cost Increases

\$0.9 M ANNUALLY

Facilities Capital Maintenance

\$0.1 M ANNUALLY

Insurance Increases

Service Enhancements

\$0.15 M ANNUALLY

In Community Improvement Plan Funding through budget tightening in other Economic Development Budget Lines

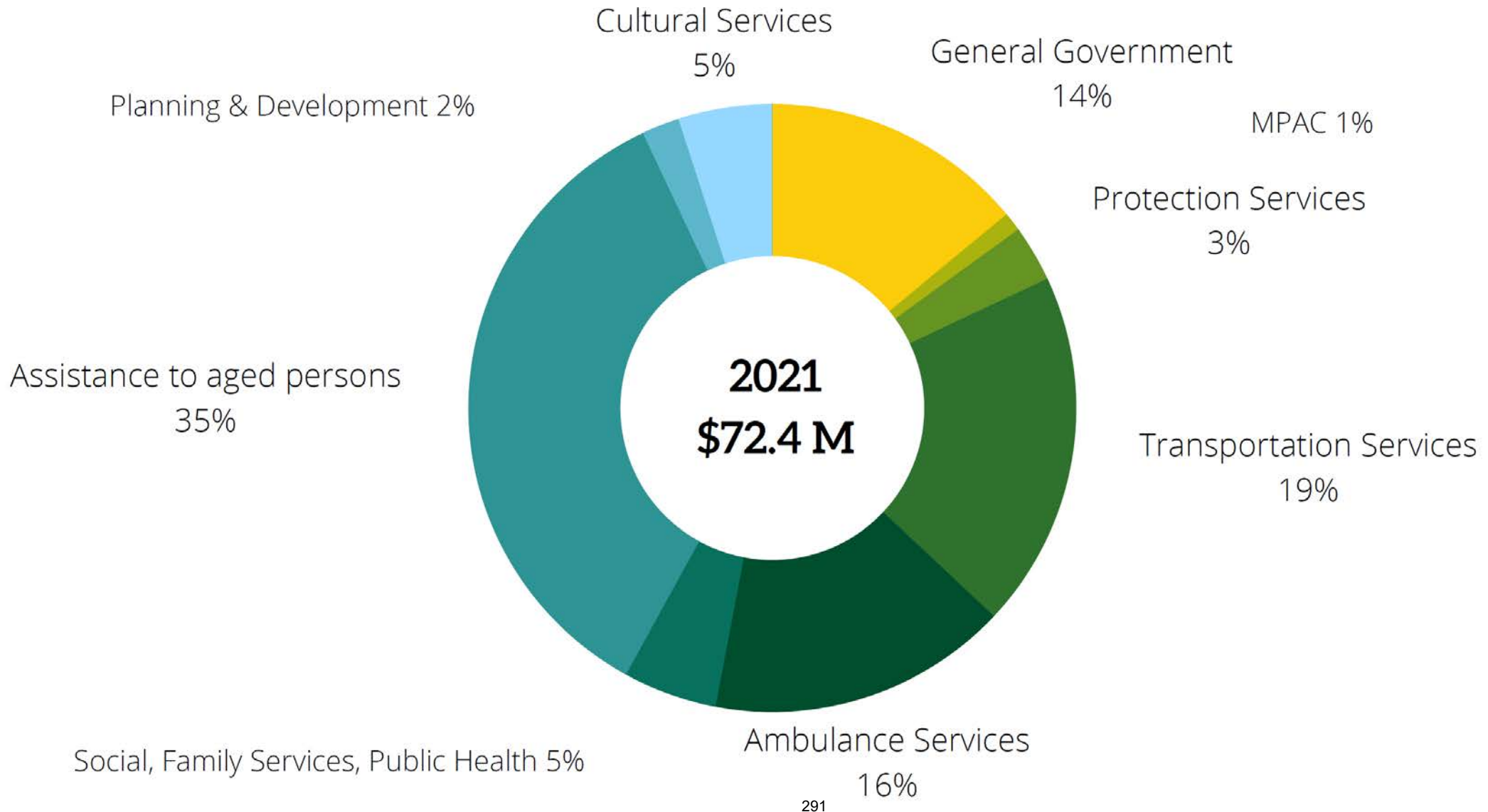
\$0.06 M ANNUALLY

In future years for library expansion

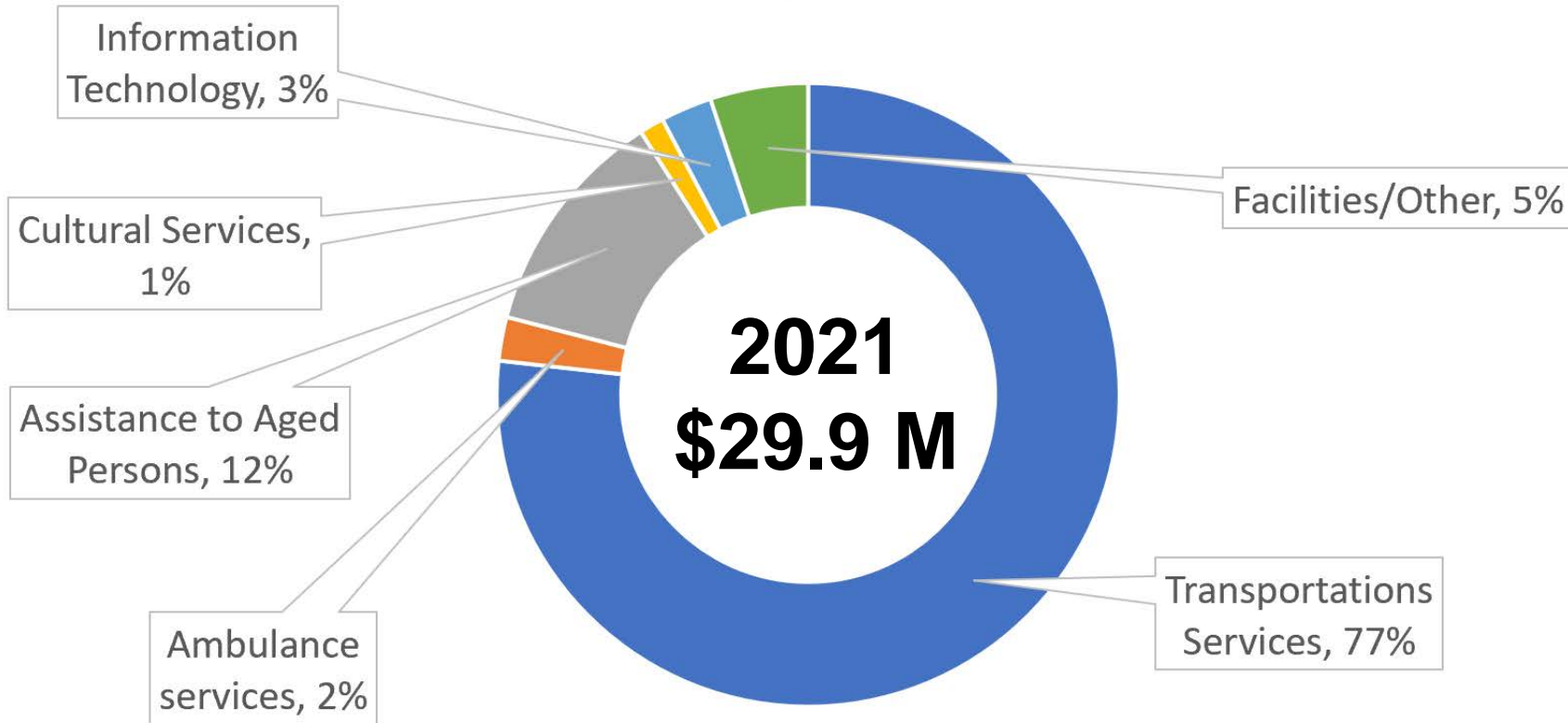
\$0.3 M ANNUALLY

Net costs to implement **priority recommendations** contained within the Service Delivery Review as identified by County Council.

COUNTY EXPENDITURES



Capital



- Carry-forward project budget adds a further \$40.5 million (predominately Terrace Lodge) of budget available for 2021
- 2021 - 2030 Capital Budget is \$209 million (\$9 million increase due to facilities capital maintenance)

2021 Major Capital Project Budgeted Spend



\$32.9M

Terrace Lodge Rebuild



\$5.0M

Rodney Reconstruction (103 and 104)



\$2.6M

Road 25 Rehabilitation (incl. 0.5m Partial Paved Shoulder)



\$3.1M

Administration Building Elevators



\$2.8M

Meeks Bridge Replacement



\$2.0M

Road 27 Rehabilitation - Union to Sparta



\$3.9M

King George Lift Bridge Rehabilitation



\$1.5M

Road 18 (Rd 14 to Rd 20) Rehabilitation



\$1.4M

Bothwell Bridge Rehabilitation



\$1.2M

Shaw Hill Drainage Improvements (rd 45)



\$1.5M

Elm Street at Centennial Road Intersection Improvement



\$1.1M

Road 48 Full Depth Reclamation plus one lift of asphalt resurfacing (25 to 30)

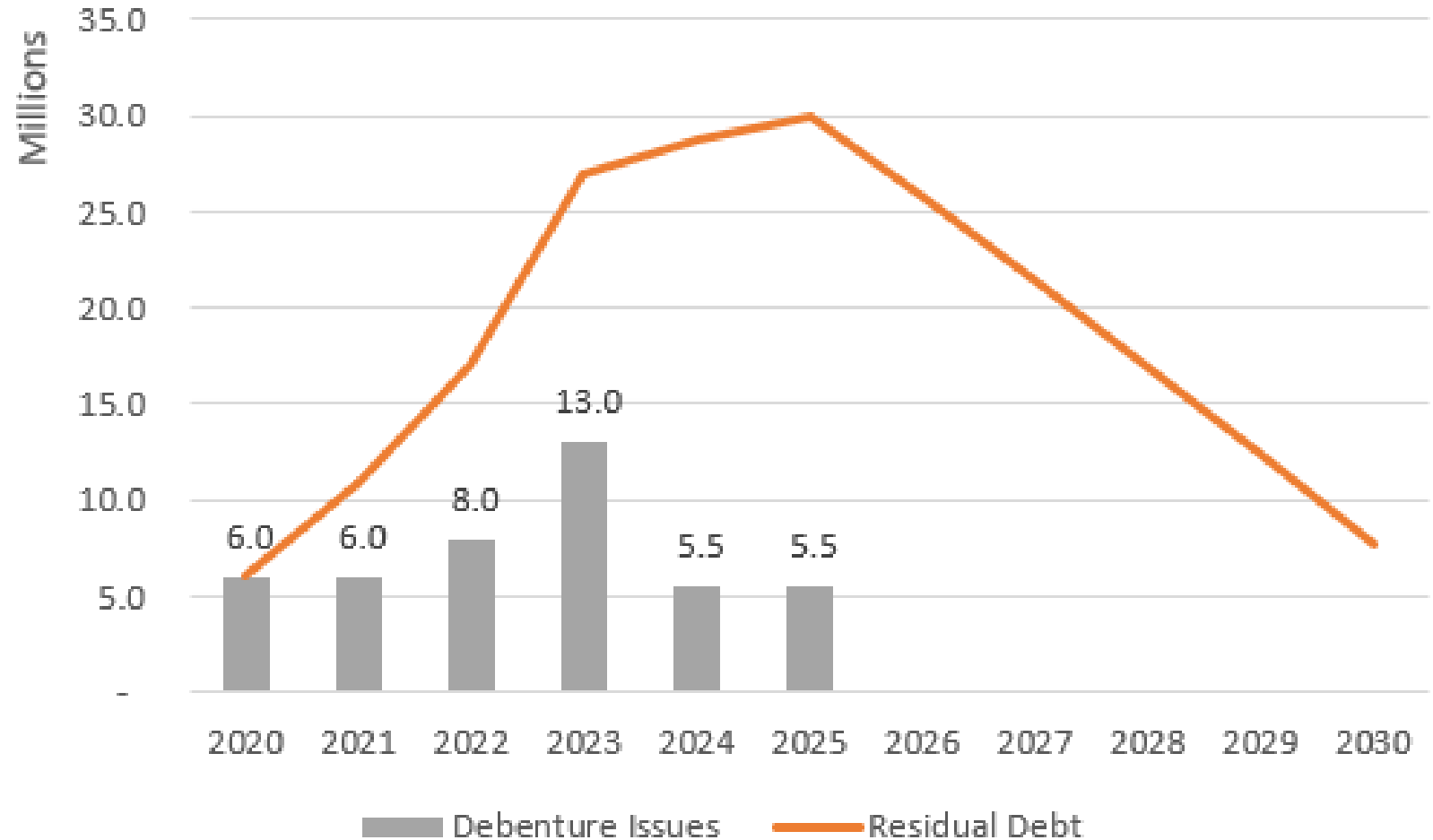


\$1.0M

293 Road 45 Rehabilitation (3 to 16)

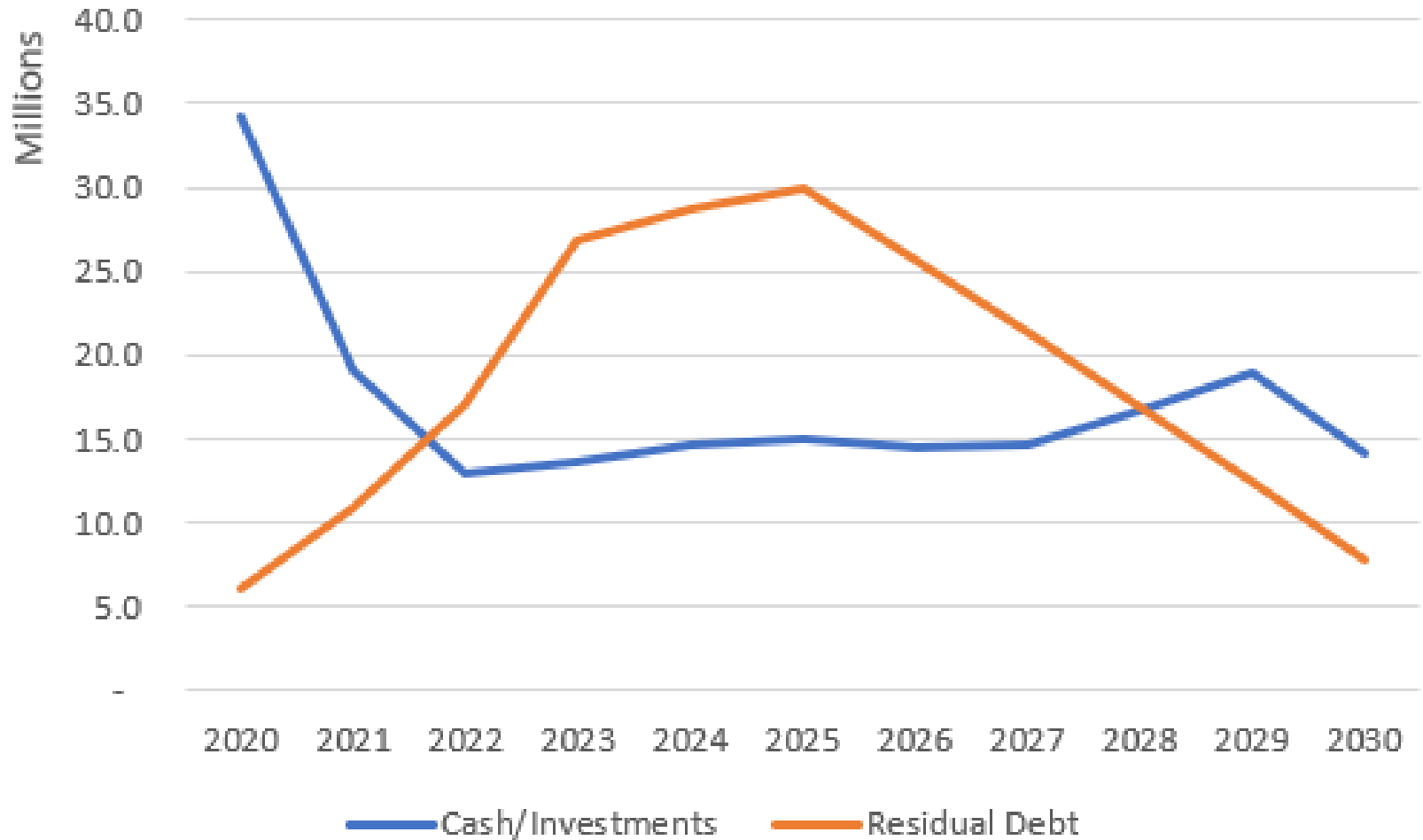
Debt Financing to Reduce Current Taxes

- 2020 plan included \$35 million in debt with ten year terms
- Current plan includes an increase in facilities capital spending of \$9 million
- Total debt acquired from 2020-2030 would be \$44 million with a 2030 residual level of debt of \$7.7 million



Cash Reserve Used to Reduce Taxes

- Council has built a cash reserve to fund major capital such as Terrace Lodge
- Cash and investments at the end of 2020 stood at \$34 mil
- Cash, debt and levy allow Council to invest \$209 million in infrastructure
- 2030 cash levels drop to \$14 million or the equivalent of one quarterly levy payment
- Further debt of \$8.0 million required in 2031 to maintain a "1/4 levy payment" cash reserve



Flexibility Built into the Plan

SRF/COVID Plan and Unallocated Reserve

SRF Carry-Forward	899,736
2020 Operating Budget Performance	2,600,000
Estimated Capital Project Surplus	2,900,000
2021 SRF Funding	256,000
SRF and Performance Carry-Forward	6,655,736
SRF Uses	609,413
SRF Reserves	105,000
Service Delivery Review Initiatives	3,406,647
Jan 26 Approved Capital Addition	218,400
Unallocated 2020 Performance Reserve (Available for Future Spending)	2,316,277

- Uses for reserve funding could include COVID costs and broadband funding

Taxes

	Ten-Year \$mils	2021	2022 - 2029	2030
2020 Ten-Year Plan		3.6%	3.6%	2.0%
PILS & Supplementals	3.1	0.7%		
Health Unit Provincial Downloads	(0.7)	(0.2%)		
Ambulance Contract	(0.8)	(0.2%)		
Terrace Lodge Redevelopment	1.6	0.4%		
Preliminary Average Tax Increase	<u>3.1</u>	<u>2.9%</u>	<u>3.6%</u>	<u>2.0%</u>

Levy		
Starting point (prior year levy)		\$37,275,310
Increases on existing buildings		\$1,095,894 2.9%
Levy generated on new buildings (population growth)		\$688,926 1.9%
Total Levy	297	\$39,060,130 4.8%

2.9 %

Tax Rate Increase



\$ 61

Tax Increase on
Average Residential
Property (\$350,000)

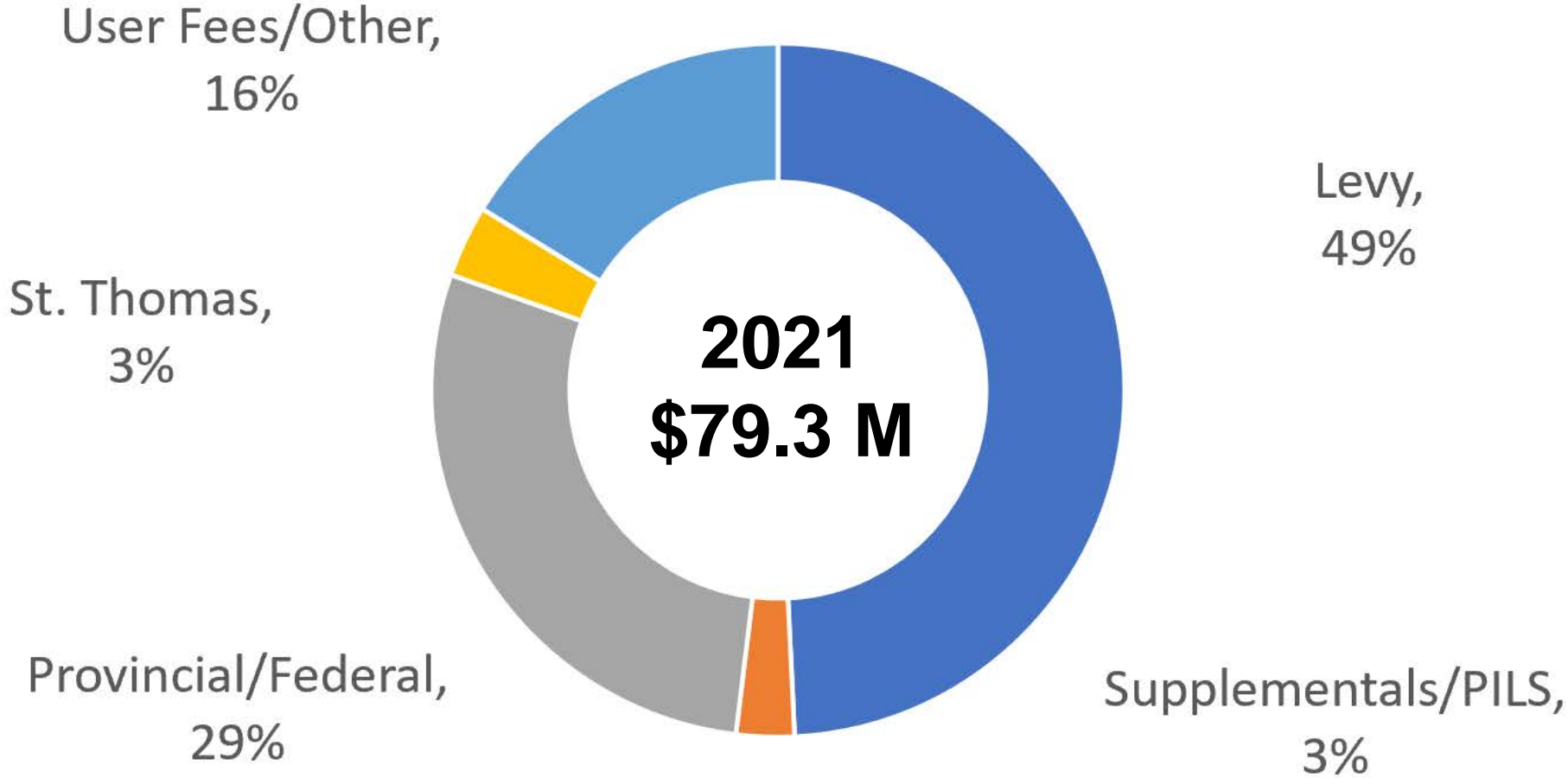
\$ 39.1M

2021 Total Levy

\$ 1.8M

Levy increase Over
2020

County Revenue



Carry-forward net project revenue (Port Bruce Bridge) adds a further \$2.5 million

Recommendation

- ▶ THAT a 2.9% tax rate increase for 2021 be approved with a 2021 levy of \$39,060,000; and,
- ▶ THAT a further \$6 million of debentures be acquired in 2021 as part of the plan to acquire \$44 million in debentures between 2020-2030 and additionally allow up to \$15 million in temporary borrowing to meet short-term immediate cashflow needs; and,
- ▶ THAT an overall 2021 operating budget net income of \$9,382,000 be approved, being the result of the carry-forward operating project net revenue of \$2,459,000 and a 2020 base operating net income of \$6,923,000 (comprised of \$79,341,000 of revenue and \$72,418,000 of costs); and,
- ▶ THAT the 2021 ten-year capital plan of \$209,053,000 with 2021 capital spend of \$70,315,000, comprised of carry-forward project reserve of \$40,457,000 and new capital projects of \$29,858,000 be approved; and,
- ▶ THAT the necessary by-laws be approved.

Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
0) CORPORATE ACTIVITIES	(35,482,640)	(34,927,392)	(36,649,443)	(37,565,091)	(38,733,009)	(40,168,406)	(41,914,337)	(43,656,740)	(45,488,819)	(47,413,865)	(48,364,266)	(450,364,008)
1) WARDEN AND COUNCIL	420,784	421,284	427,473	434,296	441,257	448,355	455,596	462,982	470,515	478,200	486,037	4,946,780
2) ADMINISTRATIVE SERVICES	689,199	808,453	825,686	829,712	852,834	865,778	880,894	898,786	909,725	933,071	949,405	9,443,544
3) FINANCIAL SERVICES	662,577	723,412	732,369	751,634	776,497	788,795	804,300	820,042	833,007	852,427	869,154	8,614,213
4) HUMAN RESOURCES	593,330	674,294	624,184	636,593	654,143	664,667	677,946	691,371	702,442	719,150	733,491	7,371,612
5) ADMINISTRATION BUILDING	666,280	650,342	958,569	978,230	1,005,899	1,107,354	1,062,675	1,069,337	1,085,090	1,105,746	1,194,366	10,883,888
6) CORPORATE SERVICES	817,686	918,942	1,016,939	1,041,626	1,067,353	1,094,167	1,122,116	1,151,250	1,181,623	1,213,289	1,246,305	11,871,296
7) ENGINEERING SERVICES	5,636,845	9,560,007	10,954,623	11,382,109	11,702,856	11,936,569	12,117,547	12,393,866	12,686,223	13,092,432	14,928,143	126,391,220
8) HOMES FOR SENIORS SERVICES	5,023,572	4,940,121	5,698,886	6,275,707	5,297,311	6,103,483	6,082,499	6,218,560	6,404,650	6,511,777	6,826,201	65,382,768
9) MUSEUM/ARCHIVES	352,521	657,408	481,801	490,055	501,690	508,794	517,626	526,629	534,070	545,154	563,372	5,679,120
10) LIBRARY SERVICES	2,898,908	2,945,882	2,981,877	3,114,008	3,196,664	3,250,546	3,312,283	3,372,935	3,424,685	3,496,906	3,560,518	35,555,212
11) INFORMATION TECHNOLOGIES	1,053,594	1,133,315	1,296,666	1,354,592	1,420,918	1,434,033	1,485,999	1,459,835	1,482,622	1,535,662	1,555,214	15,212,450
12) PROVINCIAL OFFENSES & COLLECTI	(121,141)	(135,778)	(135,989)	(134,014)	(135,829)	(138,281)	(140,961)	(142,560)	(144,035)	(147,012)	(149,741)	(1,525,341)
13) AMBULANCE & EMERGENCY SERVI	3,256,362	3,625,896	3,598,332	3,658,241	3,729,835	3,762,940	3,835,145	3,908,719	3,982,839	4,060,357	4,138,394	41,557,061
14) ECONOMIC DEVELOPMENT & TOU	1,513,147	1,080,850	1,015,775	1,003,422	1,023,658	1,036,012	1,134,129	1,066,848	1,079,838	1,098,937	1,115,513	12,168,129
I) Net Income Total	(12,018,978)	(6,922,966)	(6,172,251)	(5,748,880)	(7,197,923)	(7,305,193)	(8,566,543)	(9,758,140)	(10,855,522)	(11,917,768)	(10,347,892)	(96,812,057)
II) Capital												
0) CORPORATE ACTIVITIES	25,000	108,000	409,950	223,050	11,500	2,065,200	34,800	18,070	783,550	-	668,700	4,347,820
2) ADMINISTRATIVE SERVICES									40,204	-		40,204
5) ADMINISTRATION BUILDING	3,415,001	1,399,000	413,000	1,815,000	248,500	503,000	157,000	619,000	719,000	710,000	618,000	10,616,501
7) ENGINEERING SERVICES	20,834,001	22,917,268	17,994,907	12,604,748	11,799,401	15,641,668	15,671,911	15,956,244	14,712,843	16,241,177	16,526,110	180,900,278
8) HOMES FOR SENIORS SERVICES	1,343,149	3,570,476	611,556	1,170,353	2,468,728	2,022,577	641,896	917,596	637,196	879,445	7,233,871	21,496,840
9) MUSEUM/ARCHIVES	40,000	40,001	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	440,001
10) LIBRARY SERVICES	372,628	339,979	346,759	398,674	360,717	367,915	375,272	382,792	435,479	398,335	405,601	4,184,152
11) INFORMATION TECHNOLOGIES	778,978	796,441	509,689	637,904	558,359	788,113	585,736	691,142	695,888	619,859	874,114	7,536,223
13) AMBULANCE & EMERGENCY SERVI	485,780	676,687	538,527	679,850	470,853	500,837	958,540	499,673	606,469	765,622	552,519	6,735,356
14) ECONOMIC DEVELOPMENT & TOURISM		10,000	-	14,100	-		11,041	6,062	8,500	-		49,702
II) Capital Total	27,294,537	29,857,852	20,864,388	17,583,679	15,958,058	21,929,309	18,476,195	19,130,579	18,679,128	19,654,437	26,918,914	236,347,077
III) Balance Sheet												
0) CORPORATE ACTIVITIES	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)	-			(150,000)
III) Balance Sheet Total	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)	-			(150,000)
Grand Total	15,255,559	22,914,885	14,672,137	11,814,799	8,740,135	14,604,116	9,889,652	9,362,439	7,823,606	7,736,669	16,571,022	139,385,020

Administrative Services Group Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
2) ADMINISTRATIVE SERVICES												
Administrative Services												
1) Revenue												
0000021 Recoveries	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(13,200)
0000035 WE - Havens Lake Road	(0)	-										(0)
0000102 WE - Lighthouse Water	(0)	-										(0)
0000105 EL - Miscellaneous	(0)	-										(0)
0000106 EL - POA	(171,000)	(220,000)	(228,800)	(228,800)	(237,952)	(237,952)	(247,470)	(247,470)	(257,369)	(257,369)	(267,664)	(2,601,846)
0000107 EL - Municipal Revenue	29,972	(167,000)	(167,000)	(173,680)	(173,680)	(180,627)	(180,627)	(187,852)	(187,852)	(195,366)	(195,366)	(1,779,078)
0000108 BA - Miscellaneous	(0)	(0)	-									(0)
0000113 MA - Miscellaneous	(0)	(0)	-									(0)
0000115 AY - Miscellaneous	(0)	(0)	-									(0)
0000117 ST - Miscellaneous	(0)	(0)	-									(0)
0000118 SO - Miscellaneous	(0)	(0)	-									(0)
0000121 CE - Miscellaneous	(0)	(0)	-									(0)
0000122 CE - David Rollins/376	(0)	-										(0)
0000130 OX - Miscellaneous	(0)	(0)	-									(0)
0000131 DD - Miscellaneous	(0)	(0)	-									(0)
0000133 WE - Miscellaneous	(0)	(0)	-									(0)
0000139 LN - Miscellaneous	(0)	(0)	-									(0)
0000140 MAG - Miscellaneous	(0)	(0)	-									(0)
0000141 KC - Miscellaneous	(0)	(0)	-									(0)
0000142 CC - Miscellaneous	(0)	(0)	-									(0)
0000148 WE - Michael/Susan Pe	(0)	-										(0)
0000149 CE - Short Term Rental	(0)	-										(0)
0000150 DD - MV Application C	(0)	-										(0)
0000151 CE - Parking By-Law Ar	(0)	-										(0)
0000152 CE - Edward Street	(0)	-										(0)
0000153 CE - Cronk Claim to Da	(0)	-										(0)
0000154 CE - Guardian Structur	(0)	-										(0)
0000155 CE - Council Remunera	(0)	-										(0)
0000156 CE - Construction of Pc	(0)	-										(0)
0000157 DD - 15 Poplar Steet, V	(0)	-										(0)

Administrative Services Group Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000158 CE - COVID-19	(0)	-										(0)
0000159 CE - Subdivision Bond	(0)	-										(0)
0000160 SO - COVID-19	(0)	-										(0)
0000161 WE - COVID-19	(0)	-										(0)
0000162 DD - COVID-19	(0)	-										(0)
0000163 CE - Doug Tarry Ltd - E	(0)	-										(0)
0000164 BA - COVID-19	(0)	-										(0)
0000165 CE - 145 Copeland Stre	(0)	-										(0)
0000166 WE - Agreement with I	(0)	-										(0)
0000167 WE - Agreement with .	(0)	-										(0)
0000168 CE - Bridge View Marir	(0)	-										(0)
0000169 CE - 244 Edward Stree	(0)	-										(0)
0000170 CE - Port Stanley Lease	(0)	-										(0)
0000171 BA - Prop. Stds. By-Lav	(0)	-										(0)
0000172 CE - Development Agrc	(0)	-										(0)
0000173 CE - Wildflowers Farm	(0)	-										(0)
0000174 BA - Medavie Lease	(0)	-										(0)
0000175 BA - Building By-Law	(0)	-										(0)
0000176 BA - Drainage Dispute	(0)	-										(0)
0000178 BA - Bayham et al ats I	(0)	-										(0)
0000179 BA - Douglas/Cindy De	(0)	-										(0)
0000180 BA - Dwayne Hussey -	(0)	-										(0)
0000181 CE - Adjustment of Wa	(0)	-										(0)
0000182 CE - PS Arena & Comm	(0)	-										(0)
0000183 CE - Tridon Properties	(0)	-										(0)
0000184 EL - CarryForward 2020	(164,972)	-										(164,972)
0000185 BA - Possible Spite Complaints J.Cus &		(0)	-									(0)
0000186 CE - Eagle Ridge Sanitary Sewer Outlet		(0)	-									(0)
2) Wages												
0000011 Wages CAO	135,961	189,717	192,788	196,642	202,108	205,408	209,519	213,733	217,182	222,391	226,850	2,212,298
0000012 Wages Administrative	3,130	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	831,606
0000014 Wages Administrative	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824
0000015 Wages Legal Assistant	52,330	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	798,267
0000018 Wages County Barriste	176,564	179,114	181,999	185,637	190,805	193,921	197,808	201,786	205,049	209,948	214,165	2,136,799

Administrative Services Group Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000143 Wages Prosecutor/Cou	137,668	139,728	141,984	144,821	148,850	151,280	154,323	157,422	159,960	163,790	167,072	1,666,899
0000145 Wages - Corporate Cou	63,727	64,723	65,771	67,081	68,954	70,070	71,482	72,912	74,094	75,876	77,398	772,089
0000146 Wages - Legislative Ser	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
3) Benefits												
0000011 Wages CAO	38,069	53,121	53,981	55,060	56,590	57,514	58,665	59,845	60,811	62,269	63,518	619,444
0000012 Wages Administrative	876	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	232,850
0000014 Wages Administrative	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000015 Wages Legal Assistant	14,653	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	223,515
0000018 Wages County Barriste	49,438	50,152	50,960	51,979	53,425	54,298	55,386	56,500	57,414	58,785	59,966	598,304
0000143 Wages Prosecutor/Cou	38,547	39,124	39,755	40,550	41,678	42,358	43,211	44,078	44,789	45,861	46,780	466,732
0000145 Wages - Corporate Cou	17,843	18,122	18,416	18,783	19,307	19,620	20,015	20,415	20,746	21,245	21,672	216,185
0000146 Wages - Legislative Ser	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
4) Operating Costs												
0000001 Mileage	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	82,500
0000002 Travel - Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000003 Development	11,333	11,333	11,333	11,333	11,333	11,333	11,333	11,333	11,333	11,333	11,333	124,663
0000004 Memberships	13,630	13,630	13,630	13,630	13,630	13,630	13,630	13,630	13,630	13,630	13,630	149,930
0000005 Subscriptions	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000006 Office Supplies	4,167	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	74,167
0000007 Equipment	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000008 Special Projects	500	500	500	500	500	500	500	500	500	500	500	5,500
0000035 WE - Havens Lake Road	0	-										0
0000102 WE - Lighthouse Water	0	-										0
0000105 EL - Miscellaneous	0	-										0
0000106 EL - POA	0	0	0	0	0	0	0	0	0	0	0	0
0000107 EL - Municipal Revenue	0	0	0	0	0	0	0	0	0	0	0	0
0000108 BA - Miscellaneous	0	0	-									0
0000113 MA - Miscellaneous	0	0	-									0
0000115 AY - Miscellaneous	0	0	-									0
0000117 ST - Miscellaneous	0	0	-									0
0000118 SO - Miscellaneous	0	0	-									0
0000121 CE - Miscellaneous	0	0	-									0
0000122 CE - David Rollins/376	0	-										0
0000130 OX - Miscellaneous	0	0	-									0

Administrative Services Group Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000131 DD - Miscellaneous	0	0	-									0
0000133 WE - Miscellaneous	0	0	-									0
0000139 LN - Miscellaneous	0	0	-									0
0000140 MAG - Miscellaneous	0	0	-									0
0000141 KC - Miscellaneous	0	0	-									0
0000142 CC - Miscellaneous	0	0	-									0
0000148 WE - Michael/Susan Pe	0	-										0
0000149 CE - Short Term Rental	0	-										0
0000150 DD - MV Application C	0	-										0
0000151 CE - Parking By-Law Ar	0	-										0
0000152 CE - Edward Street	0	-										0
0000153 CE - Cronk Claim to Da	0	-										0
0000154 CE - Guardian Structur	0	-										0
0000155 CE - Council Remunera	0	-										0
0000156 CE - Construction of Pc	0	-										0
0000157 DD - 15 Poplar Steet, V	0	-										0
0000158 CE - COVID-19	0	-										0
0000159 CE - Subdivision Bond	0	-										0
0000160 SO - COVID-19	0	-										0
0000161 WE - COVID-19	0	-										0
0000162 DD - COVID-19	0	-										0
0000163 CE - Doug Tarry Ltd - E	0	-										0
0000164 BA - COVID-19	0	-										0
0000165 CE - 145 Copeland Stre	0	-										0
0000166 WE - Agreement with I	0	-										0
0000167 WE - Agreement with .	0	-										0
0000168 CE - Bridge View Marir	0	-										0
0000169 CE - 244 Edward Stree	0	-										0
0000170 CE - Port Stanley Lease	0	-										0
0000171 BA - Prop. Stds. By-Lav	0	-										0
0000172 CE - Development Agr	0	-										0
0000173 CE - Wildflowers Farm	0	-										0
0000174 BA - Medavie Lease	0	-										0
0000175 BA - Building By-Law	0	-										0

Administrative Services Group Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000176 BA - Drainage Dispute	0	-										0
0000177 MBA CAO		12,300	12,300	-								24,600
0000178 BA - Bayham et al ats l	0	-										0
0000179 BA - Douglas/Cindy De	0	-										0
0000180 BA - Dwayne Hussey -	0	-										0
0000181 CE - Adjustment of Wa	0	-										0
0000182 CE - PS Arena & Comm	0	-										0
0000183 CE - Tridon Properties	0	-										0
0000184 EL - CarryForward 2021	0	-										0
0000185 BA - Possible Spite Complaints J.Cus &		0	-									0
0000186 CE - Eagle Ridge Sanitary Sewer Outlet		0	-									0
Agriculture												
1) Revenue												
0000004 Tree Replanting	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(11,000)
4) Operating Costs												
0000001 Purchased Services	46,601	47,533	48,483	49,453	50,442	51,451	52,480	53,530	54,601	55,693	56,807	567,074
0000002 Vehicle/Repairs/Maint	2,852	2,909	2,967	3,026	3,087	3,149	3,212	3,276	3,341	3,408	3,476	34,703
0000004 Tree Replanting	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
4b) Amortization												
0000003 Amortization	7,503	-	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503	75,030
I) Net Income Total	689,199	808,453	825,686	829,712	852,834	865,778	880,894	898,786	909,725	933,071	949,405	9,443,544
II) Capital												
2) ADMINISTRATIVE SERVICES												
Agriculture												
5) Capital WIP												
0000005 Truck KCCA									40,204	-		40,204
II) Capital Total									40,204	-		40,204
Grand Total	689,199	808,453	825,686	829,712	852,834	865,778	880,894	898,786	949,929	933,071	949,405	9,483,748

Corporate Departments Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
O) CORPORATE ACTIVITIES												
Corporate Activities												
1) Revenue												
0000001 Levy Town of Aylmer	(4,266,256)	(4,459,168)	(4,710,106)	(4,977,189)	(5,208,864)	(5,450,316)	(5,702,960)	(5,967,315)	(6,243,924)	(6,533,355)	(6,730,625)	(60,250,077)
0000002 Levy Municip of Dutto	(2,999,567)	(3,158,494)	(3,336,237)	(3,525,416)	(3,689,515)	(3,860,539)	(4,039,490)	(4,226,737)	(4,422,663)	(4,627,672)	(4,767,400)	(42,653,730)
0000003 Levy Municip of West	(3,676,657)	(3,828,133)	(4,043,560)	(4,272,847)	(4,471,736)	(4,679,019)	(4,895,911)	(5,122,856)	(5,360,321)	(5,608,794)	(5,778,146)	(51,737,980)
0000004 Levy Municip of Bayha	(4,474,245)	(4,659,811)	(4,922,041)	(5,201,141)	(5,443,241)	(5,695,557)	(5,959,569)	(6,235,819)	(6,524,875)	(6,827,329)	(7,033,474)	(62,977,103)
0000005 Levy Township of Mal	(6,774,189)	(6,974,962)	(7,367,475)	(7,785,242)	(8,147,625)	(8,525,300)	(8,920,482)	(9,333,983)	(9,766,651)	(10,219,374)	(10,527,940)	(94,343,223)
0000006 Levy Township of Sout	(4,154,059)	(4,369,854)	(4,615,767)	(4,877,500)	(5,104,535)	(5,341,151)	(5,588,735)	(5,847,795)	(6,118,864)	(6,402,498)	(6,595,816)	(59,016,574)
0000007 Levy Municip of Centri	(10,930,335)	(11,609,709)	(12,263,042)	(12,958,408)	(13,561,588)	(14,190,222)	(14,847,996)	(15,536,261)	(16,256,429)	(17,009,980)	(17,523,582)	(156,687,551)
0000008 Supp Town of Aylmer	(58,581)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(59,876)	(657,337)
0000009 Supp Municip of Duttc	(32,591)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(39,884)	(431,434)
0000010 Supp Municip of West	(35,864)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(44,260)	(478,459)
0000011 Supp Municip of Bayha	(38,782)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(41,463)	(453,410)
0000012 Supp Township of Mal	(73,305)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(74,232)	(815,624)
0000013 Supp Township of Sou	(47,461)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(46,724)	(514,705)
0000014 Supp Municip of Centr	(93,013)	(323,757)	(323,757)	(323,757)	(118,477)	(118,477)	(118,477)	(118,477)	(118,477)	(118,477)	(118,477)	(1,893,620)
0000015 PIL Town of Aylmer	(12,538)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(12,762)	(140,159)
0000016 PIL Municip of Dutton,	(130,370)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(84,257)	(972,937)
0000017 PIL Municip of West El	(25,139)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(45,779)	(482,930)
0000018 PIL Municip of Bayhar	(157,019)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(111,412)	(1,271,142)
0000019 PIL Township of Malah	(458,752)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(346,422)	(3,922,968)
0000020 PIL Township of South	(567,621)	(567,621)	(426,197)	(376,197)	(326,197)	(276,197)	(226,197)	(176,197)	(126,197)	(76,197)	(26,197)	(3,171,016)
0000021 PIL Municip of Central	(194,624)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(294,460)	(3,139,227)
0000022 Capping Town of Aylm	(506)	-	-	-	-	-	-	-	-	-	-	(506)
0000023 Capping Municip of Du	(749)	-	-	-	-	-	-	-	-	-	-	(749)
0000026 Capping Township of M	1,255	-	-	-	-	-	-	-	-	-	-	1,255
0000037 Interest Income	(200,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(700,000)
0000046 Rental Revenue	(265,594)	(271,126)	(276,660)	(282,193)	(287,726)	(293,260)	(298,793)	(304,326)	(309,859)	(315,392)	(320,926)	(3,225,855)
0000050 Ontario Municipal Pari	(534,500)	(454,400)	(386,240)	(328,304)	(279,058)	(237,199)	(201,619)	(171,376)	(145,670)	(123,820)	(105,247)	(2,967,433)
0000075 Modernization Fundin	(125,000)	-	-	-	-	-	-	-	-	-	-	(125,000)
0000079 SRF - Phase 1	(1,276,000)	(256,000)	-	-	-	-	-	-	-	-	-	(1,532,000)
0000130 Garage - Rent to cover Updates (2021	(45,545)	(46,456)	(47,385)	(48,333)	(49,300)	(127,000)	(129,540)	(132,131)	(134,773)	(137,469)	(137,469)	(897,932)

Corporate Departments Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
4) Operating Costs												
0000029 Tax w/o Town of Aylm	31,170	34,747	34,747	34,747	34,747	34,747	34,747	34,747	34,747	34,747	34,747	378,642
0000030 Tax w/o Municip of Du	29,074	36,463	36,463	36,463	36,463	36,463	36,463	36,463	36,463	36,463	36,463	393,699
0000031 Tax w/o Municip of W	50,848	76,617	76,617	76,617	76,617	76,617	76,617	76,617	76,617	76,617	76,617	817,021
0000032 Tax w/o Municip of Ba	14,842	21,733	21,733	21,733	21,733	21,733	21,733	21,733	21,733	21,733	21,733	232,175
0000033 Tax w/o Township of N	61,611	77,299	77,299	77,299	77,299	77,299	77,299	77,299	77,299	77,299	77,299	834,602
0000034 Tax w/o Township of S	195,699	204,790	204,790	204,790	204,790	204,790	204,790	204,790	204,790	204,790	204,790	2,243,596
0000035 Tax w/o Municip of Ce	65,872	79,460	79,460	79,460	79,460	79,460	79,460	79,460	79,460	79,460	79,460	860,470
0000036 Tax Relief	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000037 Interest Income		171,600	291,516	496,609	550,189	598,839	526,404	452,712	377,741	301,467	223,868	3,990,945
0000040 Social Housing	1,614,803	1,541,646	1,572,479	1,603,928	1,636,007	1,668,727	1,702,102	1,736,144	1,770,867	1,806,284	1,842,410	18,495,396
0000041 Child Care/St. Thomas	308,010	296,834	302,771	308,826	315,003	321,303	327,729	334,283	340,969	347,788	354,744	3,558,259
0000042 Income Maint/St. Thor	541,291	435,430	444,139	453,021	462,082	471,323	480,750	490,365	500,172	510,176	659,830	5,448,579
0000044 Health Unit	1,017,064	1,017,662	1,511,466	2,055,593	2,096,705	2,138,639	2,181,412	2,225,040	2,269,541	2,314,932	2,361,230	21,189,284
0000045 Grants	61,871	67,109	68,451	69,903	71,301	72,727	74,182	75,665	77,179	78,722	80,297	797,407
0000049 Property Assessments	796,145	796,930	812,868	829,126	845,708	862,622	879,875	897,472	915,422	933,730	952,405	9,522,302
0000051 Hospital Foundation D	250,000	250,000	250,000	-								750,000
0000052 IPM Scholarship	5,000	5,000	-									10,000
0000055 Orthodontics	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000056 WSIB 856014 Admin	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	847,000
0000057 WSIB 856134 Terrace I	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	440,000
0000058 WSIB 856136 Elgin Ma	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
0000059 WSIB 856135 Bobier V	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	330,000
0000060 WSIB Other Indemnity	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	440,000
0000061 Insurance Deductibles	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	440,000
0000062 Healthcare Partnershi	57,000	64,260	65,545	66,856	68,193	69,557	70,948	72,367	73,815	75,291	76,797	760,629
0000065 Cannabis Funding	68,445	-										68,445
0000066 Town Crier Honorariur	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000067 EF - Efficiency Funding Reserve		625,471	-									625,471
0000075 Modernization Fundin	194,529	-										194,529
0000076 Facility Audit - Ambula	15,000	-				15,000	-				15,000	45,000
0000077 Growth Related Reserve			713,835	1,468,132	1,866,666	2,283,751	2,720,170	3,176,819	3,654,634	4,154,599	4,669,660	24,708,267
0000079 SRF - Phase 1	296,109	-										296,109
0000080 EF - Community Safety	30,000	-										30,000

Corporate Departments Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000081 Development Charges	28,000	-										28,000
0000105 SRF - POA Front Door Security		16,000	-									16,000
0000107 SRF – EOC Maintenance Reserve			36,000	-								36,000
0000108 MT - EOC Software Ongoing Maintenance Reserve				36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	288,000
0000110 MT - Agenda Management Software Ongoing Maintenance Reserve			9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	81,000
0000111 SRF – EMS Homes Testing	150,000		-									150,000
0000112 SRF - Ambulance non labour costs	89,000		-									89,000
0000114 SRF – PPE Costs	25,000		-									25,000
0000115 SRF – Revenue Losses (Planning and Land Use)	65,000		-									65,000
0000116 SRF - Agenda Management Software Reserve	9,000		-									9,000
0000117 SRF - Unallocated Reserve	438,619		-									438,619
0000118 Community Improvement Plan Reserve	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
0000131 SDR - Director of Information Technology	170,000	173,400	173,400	176,868	180,405	184,013	187,694	191,448	195,277	199,182	203,166	1,861,453
4b) Amortization												
0000048 Amortization	138,538	138,548	138,548	138,548	138,548	138,548	138,548	138,548	138,548	138,548	138,548	1,524,018
6) CORPORATE SERVICES												
Corporate Services												
1) Revenue												
0000001 Recoveries	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(275,000)
3) Benefits												
0000002 Benefits Retiree - Man	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	85,800
0000021 Benefits Reallocation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,200,000
0000023 Benefits	0	0	0	0	0	0	0	0	0	0	0	0
4) Operating Costs												
0000004 Recognition	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	137,500
0000005 Memberships	32,000	-	772	1,543	2,315	3,086	3,858	4,629	5,401	6,172	6,944	66,719
0000008 Telephone/Fax	29,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	369,000
0000010 Postage/Courier	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	193,710
0000011 Legal & Professional	100,771	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,600,771
0000012 Audit	29,509	30,099	30,701	31,315	31,941	32,580	33,231	33,896	34,574	35,266	35,971	359,082
0000013 Insurance	360,108	404,200	500,041	522,543	546,058	570,630	596,308	623,142	651,184	680,487	711,109	6,165,811
0000014 Payroll Charges	28,000	28,560	29,131	29,714	30,308	30,914	31,533	32,163	32,806	33,463	34,132	340,724
0000015 Bank Charges	10,388	10,596	10,808	11,024	11,244	11,469	11,699	11,933	12,171	12,415	12,663	126,409
0000016 Purchased Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000

Corporate Departments Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000019 Bereavement Flowers/	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000022 Elgin Ontario Health Tr	5,000	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	56,000
0000024 Federation of Canadian Municipalities		11,157	11,157	11,157	11,157	11,157	11,157	11,157	11,157	11,157	11,157	111,570
0000025 Associatio (AMO)		5,681	5,681	5,681	5,681	5,681	5,681	5,681	5,681	5,681	5,681	56,810
0000026 Municipal Employee Pension Centre o		1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	15,970
0000027 Municipal World		1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	15,830
0000028 Ontario Good Roads Association		1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	12,740
0000029 St.Thomas Chamber of Commerce		467	467	467	467	467	467	467	467	467	467	4,670
0000030 Ontario Municipal Administrators Assc		413	413	413	413	413	413	413	413	413	413	4,130
0000031 AccessCopy		305	305	305	305	305	305	305	305	305	305	3,050
0000032 Western Ontario Warden's Caucus		11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	110,000
I) Net Income Total	(34,664,955)	(34,008,451)	(35,632,503)	(36,523,465)	(37,665,657)	(39,074,240)	(40,792,221)	(42,505,490)	(44,307,196)	(46,200,575)	(47,117,961)	(438,492,713)
II) Capital												
0) CORPORATE ACTIVITIES												
Corporate Activities												
5) Capital WIP												
0000072 Ambulance Bldg R & Iv	25,000	-										25,000
0000082 Edward - Parking Lot Pavement Markin		5,000	-									5,000
0000083 Edward - Parking Lot Asphalt Replacement											109,000	109,000
0000084 Edward - Building Envelope Repairs				5,250	-			6,500	-		14,500	26,250
0000085 Edward - Mechanical Equipment Replac		4,000	-	46,200	-	30,000	-					80,200
0000086 Edward - Concrete Flatwork Replacement											7,250	7,250
0000087 Edward - Exterior Door Replacement		3,000	-		3,450	-		5,070	-		4,350	15,870
0000088 Shaw - Roof Replacement						30,000	-					30,000
0000089 Shaw - Parking Lot Pavement Markings			5,250	-					6,750	-		12,000
0000090 Shaw - Parking Lot Asphalt Replacement									135,000	-		135,000
0000091 Shaw - Building Envelope Upgrades						6,000	-				87,000	93,000
0000092 Shaw - Mechanical Equipment Replacements				16,500	8,050	1,200	-					25,750
0000093 Shaw - Exterior Door Replacement			1,050	-			1,050	-			88,450	90,550
0000094 Dutton - Roof Replacement							31,250	-				31,250
0000095 Dutton - Parking Lot Pavement Markings			5,250	-								5,250
0000096 Dutton - Parking Lot Asphalt Replacement									81,000	-		81,000
0000097 Dutton - Building Envelope Upgrades				3,300	-							3,300
0000098 Dutton - Mechanical Equipment Replacements				14,300	-				31,050	-		45,350

Corporate Departments Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000099 Dutton - Exterior Door Replacement			1,050	-			1,250	-			1,450	3,750
0000100 Aylmer - Roof Replacement											36,250	36,250
0000101 Aylmer - Parking Lot Pavement Markings									6,750	-		6,750
0000102 Aylmer - Building Envelope Upgrades								3,900	-			3,900
0000103 Aylmer - Mechanical Equipment Replacements			6,300	-				2,600	-		29,000	37,900
0000104 Aylmer - Exterior Door Replacement			1,050	-			1,250	-			1,450	3,750
0000106 SRF – EOC Software Reserve			60,000	-								60,000
0000119 Garage - Flat Roof Replacement Reserve									513,000	-		513,000
0000120 Garage - New Elevator Reserve						360,000	-					360,000
0000121 Garage - Parking Lot Asphalt Replacement Reserve						240,000	-					240,000
0000122 Garage - Building Envelope Upgrades Reserve						180,000	-					180,000
0000123 Garage - Electrical Component Replacements Reserve				110,000	-	90,000	-					200,000
0000124 Garage - Mechanical Equipment Repla		96,000	120,000	27,500	-	391,200	-		10,000	-		644,700
0000125 Garage - Concrete Flatwork Replacement Reserve						60,000	-					60,000
0000126 Garage - Exterior Door Replacement Reserve											210,000	210,000
0000127 Garage - Window Replacement Reserve											80,000	80,000
0000128 Garage - Interior Renovations Reserve						676,800	-					676,800
0000129 Garage - Site Civil/ Mechanical Utilities Upgrades Rese			210,000	-								210,000
II) Capital Total	25,000	108,000	409,950	223,050	11,500	2,065,200	34,800	18,070	783,550	-	668,700	4,347,820
III) Balance Sheet												
0) CORPORATE ACTIVITIES												
Corporate Activities												
D) Loans Receivable												
0000073 Loan to CE for Belmon	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	-				(70,000)
0000074 Loan to Southwold for	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	-			(80,000)
III) Balance Sheet Total	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)	-			(150,000)
Grand Total	(34,659,955)	(33,920,451)	(35,242,553)	(36,320,415)	(37,674,157)	(37,029,040)	(40,777,421)	(42,497,420)	(43,523,646)	(46,200,575)	(46,449,261)	(434,294,893)

Council & Warden Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
1) WARDEN AND COUNCIL												
Council												
1) Revenue												
0000013 Recoveries	(3,036)	-										(3,036)
0000017 Southwestern Public Health Board Me		(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(30,360)
2) Wages												
0000014 Wages Council	213,132	213,132	217,395	221,743	226,178	230,701	235,315	240,022	244,822	249,719	254,713	2,546,873
3) Benefits												
0000014 Wages Council	36,233	36,233	36,957	37,696	38,450	39,219	40,004	40,804	41,620	42,452	43,301	432,969
4) Operating Costs												
0000001 Mileage	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000003 Development	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	352,000
0000004 Recognition	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	13,750
0000009 Meals/Refreshments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000011 Ties, Crests, Pens, Gift:	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	80,300
0000012 Miscellaneous	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	99,506
Warden												
2) Wages												
0000010 Wages Warden	72,743	72,743	74,198	75,681	77,195	78,739	80,314	81,920	83,559	85,230	86,934	869,255
3) Benefits												
0000010 Wages Warden	12,366	12,366	12,614	12,866	13,123	13,386	13,653	13,926	14,205	14,489	14,779	147,773
4) Operating Costs												
0000001 Mileage	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	42,900
0000002 Travel-Other	600	600	600	600	600	600	600	600	600	600	600	6,600
0000003 Development	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	71,500
0000004 Recognition	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	85,250
0000007 Election Reception	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000008 Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
0000013 Fanshawe College Donation		500	-									500
I) Net Income Total	420,784	421,284	427,473	434,296	441,257	448,355	455,596	462,982	470,515	478,200	486,037	4,946,780
Grand Total	420,784	421,284	427,473	434,296	441,257	448,355	455,596	462,982	470,515	478,200	486,037	4,946,780

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
9) MUSEUM/ARCHIVES												
Archives												
1) Revenue												
0000020 Other Revenue	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(33,000)
0000025 Summer Student - CSS	(3,675)	-										(3,675)
0000026 Summer Student - YCV	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(73,667)
0000028 Internship Term A - YCW Archives		(8,645)	-	(8,645)	-	(8,645)	-	(8,645)	-	(8,645)	-	(43,225)
0000029 Donations - Archives	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(5,500)
0000030 Donations - Alma Colle	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(5,500)
0000032 Internship Term B - YC	(8,645)	-	(8,645)	-	(8,645)	-	(8,645)	-	(8,645)	-		(43,225)
2) Wages												
0000021 Archivist Assistant 1	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
0000022 Archivist Assistant 2	60,316	63,337	64,735	66,026	67,872	68,975	70,350	71,761	72,929	74,671	76,174	757,146
0000025 Summer Student - CSS	7,796	-										7,796
0000026 Summer Student - YCV	8,910	9,089	9,268	9,458	9,643	9,839	10,035	10,237	10,438	10,651	10,864	108,433
0000027 Digitization	6,682	6,815	6,951	7,091	7,231	7,378	7,525	7,676	7,826	7,984	8,145	81,302
0000028 Internship Term A - YC	6,813	11,176	6,651	11,629	6,919	12,543	6,758	11,820	8,287	12,454	8,464	103,513
0000032 Internship Term B - YC	10,824	6,654	11,400	6,785	12,148	6,770	12,943	8,278	12,052	8,453	12,868	109,175
0000035 Bushell - Cycle Mural T	1,812	41,802	-									43,614
3) Benefits												
0000021 Archivist Assistant 1	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
0000022 Archivist Assistant 2	16,888	17,734	18,126	18,487	19,004	19,313	19,698	20,093	20,420	20,908	21,329	212,000
0000025 Summer Student - CSS	1,949	-										1,949
0000026 Summer Student - YCV	2,227	2,272	2,317	2,365	2,411	2,460	2,509	2,559	2,610	2,663	2,716	27,108
0000027 Digitization	1,670	1,704	1,738	1,773	1,808	1,845	1,881	1,919	1,957	1,996	2,036	20,325
0000028 Internship Term A - YC	1,703	2,794	1,663	2,907	1,730	3,136	1,689	2,955	2,072	3,114	2,116	25,878
0000032 Internship Term B - YC	2,706	1,664	2,850	1,696	3,037	1,693	3,236	2,069	3,013	2,113	3,217	27,294
0000035 Bushell - Cycle Mural T	453	10,451	-									10,904
4) Operating Costs												
0000001 Travel	800	800	800	800	800	800	800	800	800	800	800	8,800
0000002 Travel - Other	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	24,200
0000003 Development	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	29,700
0000004 Memberships	997	997	997	997	997	997	997	997	997	997	997	10,967

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000005 Publicatons	997	997	997	997	997	997	997	997	997	997	997	10,967
0000006 Office Supplies	503	503	503	503	503	503	503	503	503	503	503	5,533
0000007 Photocopy	600	600	600	600	600	600	600	600	600	600	600	6,600
0000008 Purchased Services	997	997	997	997	997	997	997	997	997	997	997	10,967
0000009 Supplies - Archival	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	82,500
0000011 Equipment	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	49,500
0000012 Promotions	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	22,022
0000013 Repairs/Maintenance	503	503	503	503	503	503	503	503	503	503	503	5,533
0000014 Miscellaneous	504	504	504	504	504	504	504	504	504	504	504	5,544
0000015 Microfilming/Scanning	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	72,193
0000017 Acquisitions	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	35,750
0000034 Archives Database Upgrades		20,000	-									20,000
4b) Amortization												
0000018 Amortizaiton	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	63,899
Museum												
1) Revenue												
0000018 Province of Ontario	(15,000)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(15,638)	(171,380)
0000022 Other Revenue - Gift S	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(33,000)
0000023 Other Revenue - Event	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(33,000)
0000024 Admissions	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(3)
0000029 Summer Student	(6,697)	(8,892)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(75,862)
0000030 Donations - Museum	1,000	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(9,000)
0000035 Museum - YI Term A	(4,919)	(4,919)	-									(9,838)
0000038 Donation - Museum (B	(425,000)	-										(425,000)
2) Wages												
0000025 Curator	81,809	83,072	84,415	86,107	88,493	89,939	91,754	93,587	95,110	97,376	99,337	990,999
0000026 Museum Assistant 1	56,268	59,428	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	719,920
0000029 Summer Student	10,135	21,452	9,268	9,458	9,643	9,839	10,035	10,237	10,438	10,651	10,864	122,021
0000035 Museum - YI Term A	12,160	6,654	-									18,815
0000039 Bushell - Research Assi	6,753	36,762	-									43,516
3) Benefits												
0000025 Curator	22,907	23,260	23,636	24,110	24,778	25,183	25,691	26,204	26,631	27,265	27,814	277,480
0000026 Museum Assistant 1	15,755	16,640	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	201,577
0000029 Summer Student	2,534	5,363	2,317	2,365	2,411	2,460	2,509	2,559	2,610	2,663	2,716	30,505

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000035 Museum - YI Term A	3,040	1,664	-									4,704
0000039 Bushell - Research Assi	1,688	9,191	-									10,879
4) Operating Costs												
0000001 Travel	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	21,978
0000003 Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000004 Memberships	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	335,511
0000005 Publicatons	500	500	500	500	500	500	500	500	500	500	500	5,500
0000006 Office Supplies	504	504	504	504	504	504	504	504	504	504	504	5,544
0000007 Photocopy	500	500	500	500	500	500	500	500	500	500	500	5,500
0000008 Advertising	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	38,533
0000009 Curatorial	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	220,022
0000010 Equipment	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
0000011 Special - Events & Edui	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	55,044
0000012 Special - Gift Shop	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	44,000
0000013 Repairs/Maintenance	504	504	504	504	504	504	504	504	504	504	504	5,544
0000014 Miscellaneous	504	504	504	504	504	504	504	504	504	504	504	5,544
0000015 Shipping	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000017 Acquisitions	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
0000036 Alma College Film - Alr	10,000	-										10,000
0000038 Donation - Museum (B	275,000	24,768	-									299,768
0000039 Bushell - Research Assistant		24,768	-									24,768
0000042 Bushell - Collections Purchase		1	-									1
10) LIBRARY SERVICES												
Library Services												
1) Revenue												
0000021 Province of Ontario	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(116,739)	(1,284,129)
0000023 Other Revenue	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(395,956)
0000039 Donations - Library	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(198,000)
0000087 InterLibrary Loans Pos	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(55,000)
2) Wages												
0000026 Director	143,812	146,043	148,404	151,369	155,595	158,111	161,300	164,527	167,184	171,188	174,635	1,742,166
0000027 Co-ordinator	76,637	80,972	85,574	89,636	92,140	93,628	95,516	97,441	99,004	101,376	103,411	1,015,335
0000028 Manager Prog & Comr	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000029 Administrative Assista	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000030 Library Technician 1	50,047	50,829	51,639	52,675	54,144	55,023	56,123	57,259	58,172	59,565	60,775	606,251
0000031 Library Technician 2	46,487	48,948	51,639	52,675	54,144	55,023	56,123	57,259	58,172	59,565	60,775	600,811
0000032 Inter-Library Loans Cle	43,958	44,640	45,363	46,273	47,564	48,321	49,292	50,282	51,094	52,332	53,377	532,496
0000033 Collections Exchange F	43,958	44,640	45,363	46,273	47,564	48,321	49,292	50,282	51,094	52,332	53,377	532,496
0000034 Driver Maintenance Pe	43,701	38,483	40,634	43,037	45,916	48,321	49,292	50,282	51,094	52,332	53,377	516,469
0000046 Workshop Hours		4,612	4,704	4,798	4,894	4,992	5,092	5,194	5,298	5,404	5,512	50,500
0000047 On call hours	29,025	29,472	29,946	30,545	31,396	31,907	32,549	33,203	33,741	34,548	35,241	351,572
0000048 Supervisor Aylmer	69,890	73,817	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	896,487
0000049 Supervisor Belmont Sp	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000050 Supervisor Straffordvil	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000051 Supervisor Shedden Pc	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000052 Supervisor Dutton We	65,293	68,982	72,906	77,331	80,648	81,959	83,609	85,277	86,649	88,736	90,514	881,904
0000053 Library Assistant Aylm	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000054 Library Assistant Aylm	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000055 Library Assistant Aylm	27,767	26,972	26,832	28,462	30,408	32,162	34,142	35,218	35,785	36,649	37,378	351,773
0000056 Library Assistant Aylm	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000057 Library Assistant Aylm	30,734	30,103	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	371,718
0000058 Library Assistant Belm	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000059 Library Assistant Belm	25,653	26,051	26,473	27,003	27,755	28,207	28,772	29,348	29,820	30,540	31,148	310,772
0000060 Library Assistant Belm	13,698	14,462	15,295	16,202	16,653	16,924	17,263	17,609	17,892	18,324	18,689	183,012
0000062 Library Assistant Straff	26,936	27,354	27,796	28,353	29,143	29,617	30,211	30,816	31,312	32,068	32,706	326,311
0000063 Library Assistant Straff	15,981	16,872	17,844	18,902	19,429	19,745	20,141	20,544	20,874	21,378	21,804	213,514
0000064 Library Assistant Straff	17,154	14,986	15,875	16,823	17,980	19,022	20,141	20,544	20,874	21,378	21,804	206,580
0000065 Library Assistant Straff	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000066 Library Assistant Shedi	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000067 Library Assistant Shedi	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000068 Library Assistant Shedi	22,830	24,104	25,491	27,003	27,755	28,207	28,772	29,348	29,820	30,540	31,148	305,020
0000069 Library Assistant Shedi	23,734	25,086	26,473	27,003	27,755	28,207	28,772	29,348	29,820	30,540	31,148	307,888
0000070 Library Assistant Dutt	30,784	31,261	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	372,927
0000071 Library Assistant Dutt	31,249	31,737	32,242	32,890	33,809	34,361	35,053	35,744	36,333	37,200	37,942	378,560
0000072 Library Assistant Dutt	19,223	20,285	21,431	22,751	24,286	24,681	25,176	25,680	26,093	26,723	27,255	263,583
0000073 Library Assistant Dutt	28,481	30,103	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	369,465
0000074 Student Aylmer	6,675	6,645	6,749	6,882	7,074	7,187	7,332	7,481	7,601	7,784	7,938	79,349
0000075 Student Straffordville	6,324	6,295	6,394	6,520	6,702	6,809	6,946	7,087	7,201	7,374	7,520	75,172

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000076 Student Port Burwell	6,324	6,295	6,394	6,520	6,702	6,809	6,946	7,087	7,201	7,374	7,520	75,172
0000077 Student Springfield	2,811	2,798	2,842	2,898	2,979	3,026	3,087	3,150	3,200	3,277	3,342	33,410
0000078 Student Dutton	4,567	4,547	4,618	4,709	4,840	4,918	5,016	5,118	5,201	5,326	5,431	54,291
0000079 Student Port Stanley	5,972	5,946	6,038	6,158	6,330	6,431	6,560	6,693	6,801	6,965	7,103	70,996
0000080 Student Shedden	2,811	2,798	2,842	2,898	2,979	3,026	3,087	3,150	3,200	3,277	3,342	33,410
0000081 Student West Lorne	2,986	2,973	3,019	3,079	3,165	3,215	3,280	3,347	3,401	3,482	3,551	35,498
0000082 Student Rodney	4,216	4,197	4,262	4,347	4,468	4,539	4,630	4,725	4,801	4,916	5,014	50,115
0000083 Student Belmont	2,459	2,448	2,486	2,536	2,606	2,648	2,701	2,756	2,800	2,868	2,925	29,234
0000084 Library Assistant Duttcc	21,778	18,546	19,594	20,801	22,204	22,565	23,018	23,479	23,856	24,432	24,919	245,193
0000085 Library Assistant Duttcc	13,182	13,910	14,695	15,601	16,653	16,924	17,263	17,609	17,892	18,324	18,689	180,743
0000086 Library Assistant Duttcc	28,481	30,103	31,767	32,403	33,306	33,848	34,527	35,218	35,785	36,649	37,378	369,465
3) Benefits												
0000026 Director	40,267	40,892	41,553	42,383	43,566	44,271	45,164	46,068	46,812	47,933	48,898	487,806
0000027 Co-ordinator	21,459	22,672	23,961	25,098	25,799	26,216	26,745	27,283	27,721	28,385	28,955	284,294
0000028 Manager Prog & Comr	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000029 Administrative Assista	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000030 Library Technician 1	14,013	14,232	14,459	14,749	15,160	15,406	15,714	16,033	16,288	16,678	17,017	169,750
0000031 Library Technician 2	13,017	13,706	14,459	14,749	15,160	15,406	15,714	16,033	16,288	16,678	17,017	168,227
0000032 Inter-Library Loans Cle	12,308	12,499	12,702	12,956	13,318	13,530	13,802	14,079	14,306	14,653	14,946	149,099
0000033 Collections Exchange F	12,308	12,499	12,702	12,956	13,318	13,530	13,802	14,079	14,306	14,653	14,946	149,099
0000034 Driver Maintenance Pe	12,236	10,775	11,377	12,050	12,856	13,530	13,802	14,079	14,306	14,653	14,946	144,611
0000046 Workshop Hours		1,291	1,317	1,343	1,370	1,398	1,426	1,454	1,483	1,513	1,543	14,140
0000047 On call hours	8,127	8,252	8,385	8,552	8,791	8,934	9,114	9,297	9,447	9,673	9,867	98,440
0000048 Supervisor Aylmer	19,569	20,669	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	251,016
0000049 Supervisor Belmont Sp	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000050 Supervisor Straffordvil	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000051 Supervisor Shedden Pc	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000052 Supervisor Dutton We	18,282	19,315	20,414	21,653	22,581	22,949	23,410	23,878	24,262	24,846	25,344	246,933
0000053 Library Assistant Aylm	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000054 Library Assistant Aylm	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000055 Library Assistant Aylm	7,775	7,552	7,513	7,969	8,514	9,005	9,560	9,861	10,020	10,261	10,466	98,496
0000056 Library Assistant Aylm	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000057 Library Assistant Aylm	8,605	8,429	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,081
0000058 Library Assistant Belm	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000059 Library Assistant Belm	7,183	7,294	7,412	7,561	7,772	7,898	8,056	8,217	8,350	8,551	8,722	87,016
0000060 Library Assistant Belm	3,836	4,049	4,283	4,537	4,663	4,739	4,834	4,931	5,010	5,131	5,233	51,244
0000062 Library Assistant Straff	7,542	7,659	7,783	7,939	8,160	8,293	8,459	8,628	8,767	8,979	9,158	91,367
0000063 Library Assistant Straff	4,475	4,724	4,996	5,292	5,440	5,529	5,639	5,752	5,845	5,986	6,105	59,784
0000064 Library Assistant Straff	4,803	4,196	4,445	4,710	5,034	5,326	5,639	5,752	5,845	5,986	6,105	57,843
0000065 Library Assistant Straff	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000066 Library Assistant Shed	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000067 Library Assistant Shed	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000068 Library Assistant Shed	6,393	6,749	7,138	7,561	7,772	7,898	8,056	8,217	8,350	8,551	8,722	85,406
0000069 Library Assistant Shed	6,646	7,024	7,412	7,561	7,772	7,898	8,056	8,217	8,350	8,551	8,722	86,208
0000070 Library Assistant Duttc	8,620	8,753	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	104,419
0000071 Library Assistant Duttc	8,750	8,886	9,028	9,209	9,467	9,621	9,815	10,008	10,173	10,416	10,624	105,997
0000072 Library Assistant Duttc	5,382	5,680	6,001	6,370	6,800	6,911	7,049	7,190	7,306	7,482	7,631	73,803
0000073 Library Assistant Duttc	7,975	8,429	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	103,450
0000074 Student Aylmer	1,869	1,861	1,890	1,927	1,981	2,012	2,053	2,095	2,128	2,179	2,223	22,217
0000075 Student Straffordville	1,771	1,763	1,790	1,826	1,877	1,907	1,945	1,984	2,016	2,065	2,106	21,049
0000076 Student Port Burwell	1,771	1,763	1,790	1,826	1,877	1,907	1,945	1,984	2,016	2,065	2,106	21,049
0000077 Student Springfield	787	784	796	812	834	847	864	882	896	918	936	9,355
0000078 Student Dutton	1,279	1,273	1,293	1,318	1,355	1,377	1,405	1,433	1,456	1,491	1,521	15,202
0000079 Student Port Stanley	1,672	1,665	1,691	1,724	1,772	1,801	1,837	1,874	1,904	1,950	1,989	19,879
0000080 Student Shedden	787	784	796	812	834	847	864	882	896	918	936	9,355
0000081 Student West Lorne	836	832	845	862	886	900	918	937	952	975	994	9,939
0000082 Student Rodney	1,180	1,175	1,193	1,217	1,251	1,271	1,296	1,323	1,344	1,376	1,404	14,032
0000083 Student Belmont	688	685	696	710	730	741	756	772	784	803	819	8,185
0000084 Library Assistant Duttc	6,098	5,193	5,486	5,824	6,217	6,318	6,445	6,574	6,680	6,841	6,977	68,654
0000085 Library Assistant Duttc	3,691	3,895	4,115	4,368	4,663	4,739	4,834	4,931	5,010	5,131	5,233	50,608
0000086 Library Assistant Duttc	7,975	8,429	8,895	9,073	9,326	9,477	9,667	9,861	10,020	10,261	10,466	103,450
4) Operating Costs												
0000001 Travel	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	93,500
0000002 Travel - Other	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	44,000
0000003 Development	16,496	16,496	16,496	16,496	16,496	16,496	16,496	16,496	16,496	16,496	16,496	181,456
0000004 Memberships	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	22,044
0000005 Office Supplies	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
0000006 Photocopy	10,898	10,898	10,898	10,898	10,898	10,898	10,898	10,898	10,898	10,898	10,898	119,878

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
000007 Advertising	996	996	996	996	996	996	996	996	996	996	996	10,956
000008 Telephone/Fax	20,004	20,004	20,004	20,004	20,004	20,004	20,004	20,004	20,004	20,004	20,004	220,044
000009 Meals/Refreshments	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	25,080
000010 Furniture and Fixtures	6,996	6,996	6,996	6,996	6,996	6,996	6,996	6,996	6,996	6,996	6,996	76,956
000012 Lease Space	441,658	444,475	453,365	462,432	471,680	481,114	490,736	500,551	510,562	520,773	531,189	5,308,536
000013 Repairs/Maintenance	504	504	504	504	504	504	504	504	504	504	504	5,544
000014 Vehicle Repairs/Maint	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	154,000
000015 Miscellaneous	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	26,983
000016 Periodicals/Newspape	18,698	18,698	18,698	18,698	18,698	18,698	18,698	18,698	18,698	18,698	18,698	205,678
000017 Electronic Resources	67,660	69,013	70,366	71,720	73,073	74,426	75,779	77,132	78,486	79,839	81,192	818,686
000018 Programs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
000037 Website Updates	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
000038 Library Marketing	6,750	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	39,250
000039 Donations - Library	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
000041 Tune In Mennonite Ra	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
000087 InterLibrary Loans Pos	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	88,000
000089 Aylmer Library Expansion				61,500	62,730	63,960	65,190	66,420	67,650	68,880	70,110	526,440
4b) Amortization												
000020 Amortization	345,552	351,465	317,102	317,102	317,102	317,102	317,102	317,102	317,102	317,102	317,102	3,550,935
I) Net Income Total	3,251,429	3,603,290	3,463,678	3,604,063	3,698,354	3,759,340	3,829,909	3,899,564	3,958,755	4,042,061	4,123,890	41,234,333
II) Capital												
9) MUSEUM/ARCHIVES												
Archives												
5) Capital WIP												
000031 Misc Capital - Archives	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	230,000
Museum												
5) Capital WIP												
000033 Museum - Misc Capita	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	210,000
000043 Bushell - Museum Equipment Purchas		1	-									1
10) LIBRARY SERVICES												
Library Services												
5) Capital WIP												
000042 Aylmer Facility Improv	39,296	-										39,296
000043 Accessibility Renos	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	385,000

Cultural Services Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000044 Library Van Replacement				45,000	-				45,000	-		90,000
0000045 Book Purchases - Libra	298,332	304,979	311,759	318,674	325,717	332,915	340,272	347,792	355,479	363,335	370,601	3,669,856
II) Capital Total	412,628	379,980	386,759	438,674	400,717	407,915	415,272	422,792	475,479	438,335	445,601	4,624,153
Grand Total	3,664,057	3,983,270	3,850,437	4,042,737	4,099,071	4,167,255	4,245,181	4,322,357	4,434,234	4,480,395	4,569,491	45,858,485

Economic Development Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
14) ECONOMIC DEVELOPMENT & TOURISM												
Economic Development												
1) Revenue												
0000021 Recoveries	(6,960)	-										(6,960)
0000024 Membership Revenue	(13,000)	-	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(130,000)
0000025 Tourism Member Sign:	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(265,650)
0000029 Students Tourism	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(9,668)	(106,348)
0000031 Visitor Guide	(16,000)	-	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(160,000)
0000032 Savour Elgin	(10,500)	-	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(105,000)
0000033 Arts Trail	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(50,000)
0000037 Bike Share	(18,250)	-										(18,250)
0000038 WOWC Staffing	(122,042)	(113,480)	-									(235,521)
0000066 Rural Development	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(1)
2) Wages												
0000029 Students Tourism	25,780	26,300	26,821	27,359	27,915	28,470	29,043	29,616	30,206	30,814	31,439	313,765
0000038 WOWC Staffing	92,977	82,828	-									175,804
0000042 Manager	118,596	120,428	122,376	124,813	128,303	130,389	133,010	135,669	137,870	141,159	144,001	1,436,613
0000044 Admin Assistant	55,328	56,179	57,095	58,223	59,844	60,830	62,040	63,287	64,322	65,849	67,169	670,165
0000045 Business Development	81,809	83,072	84,415	86,107	88,493	89,939	91,754	93,587	95,110	97,376	99,337	990,999
0000046 Tourism Services Co-op	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
3) Benefits												
0000029 Students Tourism	6,445	6,575	6,705	6,840	6,979	7,118	7,261	7,404	7,552	7,704	7,860	78,441
0000038 WOWC Staffing	23,244	20,707	-									43,951
0000042 Manager	33,207	33,720	34,265	34,948	35,925	36,509	37,243	37,987	38,604	39,525	40,320	402,252
0000044 Admin Assistant	15,492	15,730	15,987	16,303	16,756	17,032	17,371	17,720	18,010	18,438	18,807	187,646
0000045 Business Development	22,907	23,260	23,636	24,110	24,778	25,183	25,691	26,204	26,631	27,265	27,814	277,480
0000046 Tourism Services Co-op	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
4) Operating Costs												
0000001 Travel	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	132,000
0000002 Travel - Other	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	132,000
0000003 Development	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000004 Memberships	9,455	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	61,455
0000005 Subscriptions	200	200	200	200	200	200	200	200	200	200	200	2,200

Economic Development Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000006 Office Supplies	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	29,150
0000007 Advertising/Promotior	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000008 Printing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000009 Telephone/Fax	2,500	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	33,500
0000010 Postage/Courier	300	300	300	300	300	300	300	300	300	300	300	3,300
0000011 Purchased Services	54,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	184,000
0000012 Leases	3,852	3,852	3,852	3,852	3,852	3,852	3,852	3,852	3,852	3,852	3,852	42,372
0000013 Promotions/Special Ev	30,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	100,000
0000014 Vehicle Maint/Costs	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	26,400
0000015 Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000025 Tourism Member Sign:	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000026 Local Food/Agriculture	20,000	-	-	-	-	-	-	-	-	-	-	20,000
0000029 Students Tourism	2	2	2	2	2	2	2	2	2	2	2	22
0000031 Visitor Guide	26,000	5,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	265,000
0000032 Savour Elgin	20,500	1,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	206,500
0000033 Arts Trail	10,500	1,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	106,500
0000034 Small Business Enterpr	70,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
0000035 CIP Marketing Fund	7,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	37,000
0000036 Rural Development	(6,210)	-	-	-	-	-	-	-	-	-	-	(6,210)
0000037 Bike Share	36,500	-	-	-	-	-	-	-	-	-	-	36,500
0000038 WOWC Staffing	5,811	5,404	-	-	-	-	-	-	-	-	-	11,215
0000052 Conference Series	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	99,000
0000053 Ambassador Program	3,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	23,000
0000054 Community Improvem	417,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	1,217,000
0000055 Land and Space/FDI	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	308,000
0000056 Residential Attraction	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000057 Tourism Product Deve	31,215	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	281,215
0000059 Quality of Life/Place Pl	64,201	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	424,201
0000060 Business Retention and	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000061 Transportation Study	0	-	-	-	-	-	-	-	-	-	-	0
0000062 Affordable/Attainable	0	-	-	-	-	-	-	-	-	-	-	0
0000063 Hi Speed Internet	0	-	-	-	-	-	-	-	-	-	-	0
0000064 Festival and Events Pa	4,000	-	-	-	-	-	-	-	-	-	-	4,000
0000065 SCOR	25,000	25,000	-	-	-	-	-	-	-	-	-	50,000

Economic Development Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000066 Rural Development	27,210	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	177,210
0000067 Sector Development		17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	170,000
4b) Amortization												
0000016 Amortization	11,616	11,616	11,616	11,616	11,616	11,616	11,616	11,616	11,616	11,616	11,616	127,776
I) Net Income Total	1,306,828	801,465	792,960	802,132	814,925	822,930	832,774	842,761	851,177	863,395	874,057	9,605,404
II) Capital												
14) ECONOMIC DEVELOPMENT & TOURISM												
Economic Development												
5) Capital WIP												
0000041 Tourism Van				8,500	-				8,500	-		17,000
II) Capital Total				8,500	-				8,500	-		17,000
Grand Total	1,306,828	801,465	792,960	810,632	814,925	822,930	832,774	842,761	859,677	863,395	874,057	9,622,404

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
7) ENGINEERING SERVICES												
Engineering Services												
1) Revenue												
0000016 Other Revenue	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(1,320,055)
0000025 Structural Inspections	(0)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(100,000)
0000027 Garage	(44,652)	-	-	-	-	-	-	-	-	-	-	(44,652)
0000035 OCIF 2015-2019	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(1,226,460)	(13,491,060)
0000036 Federal Gas Tax	(1,518,905)	(1,587,946)	(1,587,946)	(1,656,987)	(1,656,987)	(1,656,987)	(1,656,987)	(1,656,987)	(1,656,987)	(1,656,987)	(1,656,987)	(17,950,693)
0000047 Road 4 Rehabilitation	(1,200)	-	-	-	-	-	-	-	-	-	-	(1,200)
0000077 Road 24 (Rd 23 to Yarr	(0)	-	-	-	-	-	-	-	-	-	-	(0)
0000084 Wonderland Road Rec	125,000	-	-	-	-	-	-	-	-	-	-	125,000
0000134 Rodney Reconstruction (103 and 104)	(1,008,500)	(1,008,500)	-	-	-	-	-	-	-	-	-	(1,008,500)
0000148 Imperial Road Turning	(105,000)	-	-	-	-	-	-	-	-	-	-	(105,000)
0000196 Sparta Reconstruction	(417,000)	(100,000)	-	-	-	-	-	-	-	-	-	(517,000)
0000200 Annual Permits	(100,000)	-	-	-	-	-	-	-	-	-	-	(100,000)
0000233 Port Bruce Bridge Repl	(4,166,500)	-	-	-	-	-	-	-	-	-	-	(4,166,500)
0000266 Wonderland Road and	(125,000)	-	-	-	-	-	-	-	-	-	-	(125,000)
0000281 Land Sale	(1)	-	-	-	-	-	-	-	-	-	-	(1)
2) Wages												
0000017 Director	135,487	73,021	74,202	75,685	77,797	79,055	80,650	82,263	83,592	85,594	87,317	934,664
0000018 Deputy Director	118,596	120,428	122,376	124,813	128,303	130,389	133,010	135,669	137,870	141,159	144,001	1,436,613
0000019 Asset Management/Gr	72,112	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	900,588
0000020 Admin Assistant	17,779	14,071	14,157	-	-	-	-	-	-	-	-	46,006
0000021 Admin Assistant (Cove	9,684	-	-	-	-	-	-	-	-	-	-	9,684
0000198 Coop Student 1	24,435	24,922	25,421	25,933	26,445	26,982	27,520	28,070	28,621	29,197	29,786	297,331
0000199 Coop Student 2	24,435	24,922	25,421	25,933	26,445	26,982	27,520	28,070	28,621	29,197	29,786	297,331
0000313 SDR - In House Design Technician	-	74,483	91,972	97,545	104,277	110,243	113,067	115,322	117,200	119,989	122,409	1,066,507
3) Benefits												
0000017 Director	37,936	20,446	20,777	21,192	21,783	22,135	22,582	23,034	23,406	23,966	24,449	261,706
0000018 Deputy Director	33,207	33,720	34,265	34,948	35,925	36,509	37,243	37,987	38,604	39,525	40,320	402,252
0000019 Asset Management/Gr	20,191	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,164
0000020 Admin Assistant	4,978	3,940	3,964	-	-	-	-	-	-	-	-	12,882
0000021 Admin Assistant (Cove	2,711	-	-	-	-	-	-	-	-	-	-	2,711

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000198 Coop Student 1	6,842	6,978	7,118	7,261	7,404	7,555	7,706	7,860	8,014	8,175	8,340	83,252
0000199 Coop Student 2	6,842	6,978	7,118	7,261	7,404	7,555	7,706	7,860	8,014	8,175	8,340	83,252
0000313 SDR - In House Design Technician		20,855	25,752	27,313	29,198	30,868	31,659	32,290	32,816	33,597	34,275	298,622
4) Operating Costs												
0000001 Travel	14,800	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	94,800
0000002 Travel - Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000003 Development	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	49,500
0000004 Memberships	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	36,300
0000005 Office Supplies	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000006 Photocopy	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000007 Furniture & Fixtures		500	500	500	500	500	500	500	500	500	500	5,000
0000008 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000009 Vehicle Repairs/Maint	7,000	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	92,000
0000010 Utilities Street Lights	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
0000011 Miscellaneous	3,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	123,000
0000012 Railway Protection	30,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	270,000
0000013 Maintenance/Lower Ti	3,371,734	3,394,857	3,462,754	3,532,009	3,602,649	3,674,702	3,748,196	3,823,160	3,899,624	3,977,616	4,057,168	40,544,471
0000025 Structural Inspections	0	85,000	10,000	85,000	10,000	85,000	10,000	85,000	10,000	85,000	10,000	475,000
0000026 Municipal Drains (5 ye	146,736	180,000	180,000	183,600	187,272	191,017	194,838	198,735	202,709	206,763	210,899	2,082,569
0000027 Garage	25,000	-										25,000
0000028 Road Crack Sealing and	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,650,000
0000029 Major Maintenance Pr	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,200,000
0000030 King George Lift Bridge Maintenance			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
0000031 Road Sign Maintenanc	5,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	155,000
0000032 Electrical Servicing Cor	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	770,000
0000033 Misc Consulting	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
0000034 Road Signage Retroref	25,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	175,000
0000200 Annual Permits	100,000	-										100,000
0000312 SDR - Road Maintenance Agreement R		150,000	-				165,612	-				315,612
4b) Amortization												
0000014 Loss on Sale/Writedov	64,690	64,690	64,690	64,690	64,690	64,690	64,690	64,690	64,690	64,690	64,690	711,590
0000015 Amortization	8,537,075	8,642,416	9,036,289	9,387,640	9,689,186	9,757,130	9,757,682	10,033,852	10,310,686	10,545,360	12,359,658	108,056,973
I) Net Income Total	5,636,845	9,560,007	10,954,623	11,382,109	11,702,856	11,936,569	12,117,547	12,393,866	12,686,223	13,092,432	14,928,143	126,391,220
II) Capital												

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
7) ENGINEERING SERVICES												
Engineering Services												
5) Capital WIP												
0000038 Road 2 Reconstruction - (West Lorne)									2,998,827	-		2,998,827
0000039 Road 2 Rehabilitation - (West Lorne to Rd 5)						716,040	-					716,040
0000040 Road 2 Rehabilitation - (Rd 5 to Eckker Drain)			1,326,000	-								1,326,000
0000041 Road 2 Rehabilitation (Ecker Drain to Rd 8)								654,075	-			654,075
0000042 Road 3 Resurfacing (McPherson to Dunborough Rd)								2,553,486	-			2,553,486
0000043 Road 3 Resurfacing (Dunborough Rd to Iona Rd)						2,298,348	-					2,298,348
0000044 Road 3 Resurfacing (Iona Rd to Shedden)		839,358	-									839,358
0000045 Road 3 Resurfacing (Shedden to Talbotville)								1,573,884	-			1,573,884
0000046 Road 4 Resurfacing (St. Thomas to Carlow Road)						1,587,924	-					1,587,924
0000047 Road 4 Rehabilitation	801,200	-										801,200
0000048 Road 5 Surface Treatr	45,000	-										45,000
0000050 Road 7 Resurfacing (50% with C/K)			320,221	-								320,221
0000051 Road 8 Resurfacing - Dutton								385,178	-			385,178
0000052 Road 8 Rehabilitation (Hwy 401 to Thames River)								2,316,879	-			2,316,879
0000053 Road 9 Surface Treatr	230,000	-						262,200	-			492,200
0000054 Road 9 Microsurfacing (Rd 76 to Rd 5)			112,320	-								112,320
0000055 Road 9 Microsurfacing (Rd 5 to Rd 8)						233,280	-					233,280
0000057 Road 11 Rehabilitation						550,800	-					550,800
0000058 Road 13 Reconstruction (Dutton)								1,333,800	-			1,333,800
0000059 Road 14 (Rd 16 to Rd 3) Rehabilitation + SLOPE at Iona Bridge								2,884,428	-			2,884,428
0000060 Road 14 (Rd 3 to Thames River) Rehabilitation						2,663,118	-					2,663,118
0000061 Road 16 - Port Talbot Hill Drainage Rehabilitation								1,111,500	-			1,111,500
0000062 Road 16 Rehabilitation (8 to 14)								3,362,527	-			3,362,527
0000063 Road 16 Rehabilitation (14 to Fingal)								1,689,548	-			1,689,548
0000064 Fingal Reconstruction (16 and 20)					2,563,080	-						2,563,080
0000065 Road 16 Rehabilitation (Fingal to City)		2,543,778	-									2,543,778
0000067 Road 18 (Rd 20 to Rd 1	790,000	-										790,000
0000068 Road 18 (Rd 119 To GL entrance)		428,400	-									428,400
0000069 Road 19 Resurfacing - Straffordville			350,064	-								350,064
0000070 Road 19 Resurfacing - Eden			66,248	-								66,248
0000071 Road 20 Resurfacing (f	390,000	-										390,000

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000072 Road 20 (Thomas Rd to Fingal) Rehabilitation					1,932,645	-						1,932,645
0000073 Road 20 (Shedden) Resurfacing	100,000		-									100,000
0000074 Road 20 Rehabilitaiton (Shedden to Road 18)									1,238,382	-		1,238,382
0000075 Road 22 Rehabilitation (Rd 24 to Rd 27)						889,542	-					889,542
0000076 Road 24 Rehabilitation (East Road to 1km east)									290,700	-		290,700
0000077 Road 24 (Rd 23 to Yarr	1,100,000	-										1,100,000
0000079 Road 25 Rehabilitation (incl. 0.5m PPS	2,600,000		-									2,600,000
0000080 Road 26 (Rd 25 to RR Tracks) Reconstr	102,000		2,148,120		-							2,250,120
0000081 Road 27 Surface Treatment (20 to Townline)					65,832	-						65,832
0000082 Road 27 Rehabilitation - Union to Spar	1,960,000		-									1,960,000
0000083 Road 28 (Rd 45 to Rd 5	460,000	-										460,000
0000084 Wonderland Road Rec	5,045,000	-										5,045,000
0000085 Road 31 Rehabilitation			400,554		-							400,554
0000086 Road 32 Rehabilitation									1,686,060	-		1,686,060
0000087 Road 35 Microsurfacing (45 to Hwy 3)					340,527	-						340,527
0000088 Road 35 Resurfacing (Hwy 3 to Rd 52)					596,674	-						596,674
0000089 Road 36 (Rd 24 to Sparta) Rehabilitation									877,914	-		877,914
0000090 Road 36 Resurfacing (Sparta to Rd 45)	530,000		-									530,000
0000091 Road 36 Resurfacing (Rd 45 to Hwy 3) - paved shoulde			1,071,765		-							1,071,765
0000092 Road 37 (Avon to Oxford) Microsurfacing	100,000		-									100,000
0000093 Road 38 Rehabilitation (Hwy 3 to Richmond)						473,688	-					473,688
0000094 Richmond Reconstruction (Rd 38 and 4	102,000		1,770,210		-							1,872,210
0000095 Road 38 Reconstruction (Straffordville) - Eng. 2024					108,000	3,453,840	-					3,561,840
0000096 Road 39 Resurfacing					376,064	-						376,064
0000097 Road 40 Microsurfacing (42 to 45)					183,756	-						183,756
0000098 Road 40 Rehabilitation (Rd 45 to Hwy 3)					1,530,204	-						1,530,204
0000099 Road 41 Reconstruction									1,456,065	-		1,456,065
0000100 Road 42 Rehabilitation (73 to 43)+drainage at Silvercreek Hill									3,852,117	-		3,852,117
0000101 Road 42 Rehabilitation (43 to Port Burwell)									1,447,686	-		1,447,686
0000103 Road 42 FDR/DST (Glen Erie Line 19 - 55)			104,000	1,845,792	-							1,949,792
0000104 Road 43 Microsurfacing (42 to 45)			180,222	-								180,222
0000105 Road 44 Rehabilitation (Rd 46 to Hwy #3)			304,317	-								304,317
0000106 Road 44 Resurfacing (Murray Rd to Hw	265,000		-									265,000
0000107 Road 44 Resurfacing (Murray Rd to 19)									592,800	-		592,800

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000108 Road 45 Rehabilitation (3 to 16)		1,025,000	-									1,025,000
0000109 Shaw Hill Drainage Imp	50,000	1,213,000	-									1,263,000
0000110 Road 45 (Rd 16 to Rd 4) Rehabilitation				1,784,796	-							1,784,796
0000111 Road 45 (Rd 35 to Rd 73) Rehabilitation					1,123,097	-						1,123,097
0000112 Road 45 (Rd 40 to Rd 43) Rehabilitation									1,790,712	-		1,790,712
0000113 Road 45 (Rd 19 to 55) Resurfacing						789,048	-					789,048
0000114 Road 47 Resurfacing (Rd 48 to Rd 52)						381,888	-					381,888
0000115 Road 47 Rehabilitation (48 to 37) widen radius at 48					1,521,789	-						1,521,789
0000116 Road 48 FDR/ R1 (25 to 30)		1,060,000	-									1,060,000
0000117 Road 48 FDR/R1 (Road	1,400,000	-										1,400,000
0000118 Road 48 Rehabilitation (Rd 73 to Rd 47)					1,505,571	-						1,505,571
0000119 Road 48 Rehabilitation (Rd 47 to Rd 54)					773,058	-						773,058
0000120 Road 51 Rehabilitation (4 to Whites Station)									436,050	-		436,050
0000121 Road 52 Rehabilitation (Highway #3 to 30) + Drainage at Kettle Creek									2,796,876	-		2,796,876
0000122 Road 52 Microsurfacing	330,000	-										330,000
0000123 Road 52 Rehabilitation (74 to 73)				2,153,424	-							2,153,424
0000124 Road 52 Rehabilitation (Rd 73 to Springfield)									941,868	-		941,868
0000125 Springfield Reconstruction (Rd 52, 40, 49)									7,196,250	-		7,196,250
0000126 Road 52 Rehabilitation (Rd 47 to Rd 54)									851,751	-		851,751
0000127 Road 54 Rehabilitation (50% Oxford)			366,741	-								366,741
0000128 Road 55 Microsurfacing (42 to 45)						258,682	-					258,682
0000129 Road 57 Rehabilitation						151,470	-					151,470
0000130 Port Bruce Resurfacing (MR1)									291,954	-		291,954
0000131 Road 73 Rehabilitation (Aylmer to Avon Drive)			3,685,821	-								3,685,821
0000132 Road 74 Resurfacing									1,711,710	-		1,711,710
0000133 Road 74 Resurfacing (Belmont)									738,378	-		738,378
0000134 Rodney Reconstruction	350,000	4,824,500	-									5,174,500
0000135 Road 104 Rehabilitation (Rodney to McPherson Rd)									1,802,340	-		1,802,340
0000136 King George Lift Bridge	4,518,800	1,743,768	-									6,262,568
0000139 Kimble Bridge Replace	530,000	-										530,000
0000142 Culvert Rehabilitation	300,000	400,000	306,000	260,000	265,000	270,000	-		1,710,000	-		3,511,000
0000144 Road 11 Shouldering	20,000	-										20,000
0000145 Road 16 Shouldering	85,000	-										85,000
0000148 Imperial Road Turning	105,000	-										105,000

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000154 Wellington Road at McBain Line Traffic		50,000	-									50,000
0000156 Multiple Bridge and Culvert Repair Tender - Engineerir			229,500	-								229,500
0000159 Elm Street at Centennial Road Intersec		1,102,400	1,407,121	-								2,509,521
0000160 Wellington Road at McBain Line Traffic Signals			416,000	-								416,000
0000161 Talbot Line (Talbotville) new development access			156,000	-								156,000
0000162 Talbot Line and Sunset Road Traffic Signal Optimizatio			260,000	-								260,000
0000164 Multiple Bridge and Culvert Repair Tender				1,590,000	-							1,590,000
0000169 Colborne and Warren Street Intersection Improvements									285,000	-		285,000
0000170 Sunset Road at East Road Intersection Improvements									171,000	-		171,000
0000171 East Road at Hill Street Intersection Improvements									171,000	-		171,000
0000172 Sunset Road at Southdale Line Signal Optimization									114,000	-		114,000
0000173 Sunset Road at Glenwood Avenue Left Turn Lane									171,000	-		171,000
0000174 Sunset Road at Sparta Line Traffic Signals and Intersection Improvements									570,000	-		570,000
0000175 Ron McNeil Line at Omemee Street Intersection Improvements									171,000	-		171,000
0000176 Whittaker Road and Nelson Street Intersection Improvements									171,000	-		171,000
0000177 Belmont West Bridge Replacement - B32									1,824,000	-		1,824,000
0000179 King Bridge Replacement - B38									1,710,000	-		1,710,000
0000180 Calton Bridge Rehabilitation - B47						880,000	-					880,000
0000183 Walkers Bridge Rehabilitation - B03									199,500	-		199,500
0000184 Willeys Bridge Repairs - B05									68,400	-		68,400
0000185 Gillets Bridge Repairs - B27						44,000	-					44,000
0000186 Lings Bridge Deck Repairs - B16									34,200	-		34,200
0000187 Dodds Creek Bridge Repairs - B60									11,400	-		11,400
0000188 Glen Erie West Bridge Removal and Culvert Installation									1,140,000	-		1,140,000
0000191 Highbury Ave. Slope Rehabilitation									570,000	-		570,000
0000193 Traffic Signal Replacements									3,420,000	-		3,420,000
0000194 Road 9 Surface Treatr	280,000	-							319,200	-		599,200
0000195 Road 18 (Rd 14 to Rd 20) Rehabilitatio		1,465,000	-									1,465,000
0000196 Sparta Reconstruction	567,000	100,000	-									667,000
0000197 Road 34 Resurfacing					156,774	-						156,774
0000207 Road 43 (Richmond Road) - Microsurfacing (John Wise Line to Richmond)									142,272	-		142,272
0000208 Road 48 (Lyons Line) -	0	-										0
0000211 Chatham Road Slope S	0	-										0
0000230 Meeks Bridge Replace	255,000	2,295,000	-									2,550,000

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000233 Port Bruce Bridge Repl	2,704,000	260,000	-									2,964,000
0000258 Multiple Bridge Repair	0	-										0
0000259 Bothwell Bridge Rehak	78,000	1,315,600	-									1,393,600
0000260 Iona Road Replacement (EA and possible road realignment)				114,000	-		1,755,600	-				1,869,600
0000261 St. George Street Bridge	230,000	-										230,000
0000264 Port Burwell Major Rehabilitation - B45									399,000	-		399,000
0000265 Eden Bridge Rehabilitation - B53		104,000	1,144,000	-								1,248,000
0000266 Wonderland Road and	125,000	-										125,000
0000267 Road Sign Replacemer	45,000	-										45,000
0000268 Capital Budget years 6-10 smoothing							13,916,311	15,956,244	(62,639,842)	16,241,177	16,526,110	(0)
0000269 Port Burwell Storm Sewer Replacement (Phase 1C)			182,000	-								182,000
0000270 Port Burwell Storm Sewer Replacement (Phase 1D)				185,500	-							185,500
0000271 Port Burwell Storm Sewer Replacement (west of Chatham St.) - 2025									199,500	-		199,500
0000272 Port Burwell Storm Sewer Replacement (north of Wellington St) - 2027									199,500	-		199,500
0000275 Culvert Rehabilitation:	0	-										0
0000278 Pickup Truck Replacement					47,700	-						47,700
0000279 Port Burwell Reconstruction (CRs 19, 142, 50 ~ 2km) - 2028									4,560,000	-		4,560,000
0000281 Land Sale	1	-										1
0000282 Road 18 Resurfacing									782,496	-		782,496
0000283 Road 13 Resurfacing									412,206	-		412,206
0000285 Road 19 Resurfacing									770,640	-		770,640
0000286 Road 8 Resurfacing									862,476	-		862,476
0000287 Road 73 Resurfacing									1,742,832	-		1,742,832
0000288 Road 103 Microsurfacing									67,374	-		67,374
0000289 Road 43 Resurfacing									291,213	-		291,213
0000290 Road 45 Resurfacing									608,213	-		608,213
0000291 Transportation Master Plan (incl. Cycli		200,000	-									200,000
0000292 Road 40 Rehabilitation									901,170	-		901,170
0000293 Road 46 Resurfacing									142,272	-		142,272
0000294 Road 5 Surface Treatment (Section 10)			51,000	-								51,000
0000295 Road 37 Resurfacing (Section 10)									100,776	-		100,776
0000296 Road 5 Surface Treatment (Section 50a)									182,286	-		182,286
0000297 Road 5 Surface Treatment (Section 50b)									51,300	-		51,300
0000298 Road 5 Surface Treatment (Section 60)									95,760	-		95,760

Engineering Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000299 Road 37 Resurfacing (Section 40 to 60)									884,754	-		884,754
0000300 Road 24 Rehabilitation (Yarmouth Centre to Quaker Road) (paved shoulders)					1,206,014	-						1,206,014
II) Capital Total	20,834,001	22,917,268	17,994,907	12,604,748	11,799,401	15,641,668	15,671,911	15,956,244	14,712,843	16,241,177	16,526,110	180,900,278
Grand Total	26,470,847	32,477,275	28,949,530	23,986,857	23,502,258	27,578,237	27,789,459	28,350,110	27,399,066	29,333,609	31,454,253	307,291,498

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
5) ADMINISTRATION BUILDING												
Administrative Building												
1) Revenue												
0000012 Rental Revenue	(645,890)	(656,126)	(669,249)	(682,634)	(696,286)	(710,212)	(724,416)	(738,905)	(753,683)	(768,756)	(784,131)	(7,830,288)
0000036 Elevator	(100,000)	-										(100,000)
0000053 Zero Emission Project		(173,000)	-									(173,000)
2) Wages												
0000030 Manager Corporate Fa	100,807	102,371	104,023	106,114	109,058	110,831	113,067	115,322	117,200	119,989	122,409	1,221,190
0000031 Building Science Techr	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000032 Admin Assistant	14,912	14,071	14,157	-								43,140
0000033 Maintenance	57,994	58,945	60,118	61,313	62,726	63,800	65,087	66,398	67,918	69,093	70,473	703,865
0000052 Director	3,019	73,021	74,202	75,685	77,797	79,055	80,650	82,263	83,592	85,594	87,317	802,197
3) Benefits												
0000030 Manager Corporate Fa	28,226	28,664	29,126	29,712	30,536	31,032	31,659	32,290	32,816	33,597	34,275	341,933
0000031 Building Science Techr	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000032 Admin Assistant	4,176	3,940	3,964	-								12,079
0000033 Maintenance	30,737	31,241	31,862	32,496	33,245	33,814	34,496	35,191	35,996	36,619	37,351	373,048
0000052 Director	845	20,446	20,777	21,192	21,783	22,135	22,582	23,034	23,406	23,966	24,449	224,615
4) Operating Costs												
0000001 Travel	9,034	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	69,034
0000002 Travel - Other	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000003 Development	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000004 Purchased Services	303,000	309,060	315,241	321,546	330,477	334,536	341,227	348,052	355,013	364,613	369,355	3,692,121
0000005 Equipment	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000006 Repairs/Maintenance	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	385,000
0000007 Utilities	266,000	271,320	276,746	282,281	287,927	293,685	299,559	305,550	311,661	317,895	324,253	3,236,878
0000008 Property Taxes	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	361,482
0000009 Miscellaneous	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000015 Heat Pump Replaceme	25,000	25,000	35,000	45,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	501,000
0000016 Miscellaneous Professi	10,000	10,000	10,000	10,000	10,000	60,000	10,000	10,000	10,000	10,000	70,000	220,000
0000017 Painting	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000018 Miscellaneous Maintenance		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
0000019 Miscellaneous Equipm	2,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	52,000

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000020 Security Equipment		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
0000046 Facility Condition Audi	65,000	-										65,000
4b) Amortization												
0000011 Depreciation	309,637	322,136	441,780	462,725	473,045	520,408	517,383	515,624	523,899	532,194	554,397	5,173,226
8) HOMES FOR SENIORS SERVICES												
Bobier Villa Building & Property												
1) Revenue												
0000001 Recoveries	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)	(3,312)	(3,378)	(3,446)	(3,515)	(3,585)	(3,657)	(36,506)
2) Wages												
0000011 Maintenance Wages	53,309	54,183	55,261	56,360	57,658	58,646	59,829	61,034	62,431	63,511	64,780	647,001
3) Benefits												
0000011 Maintenance Wages	28,254	28,717	29,288	29,871	30,559	31,082	31,709	32,348	33,088	33,661	34,333	342,911
4) Operating Costs												
0000002 Travel	257	262	267	273	278	284	289	295	301	307	313	3,128
0000004 Development	500	500	500	500	500	500	500	500	500	500	500	5,500
0000005 Purchased Services	83,640	85,313	87,019	88,759	90,535	92,345	94,192	96,076	97,998	99,958	101,957	1,017,791
0000006 Supplies	291	297	302	308	315	321	327	334	341	347	354	3,537
0000007 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000008 Repairs/Maintenance	14,280	14,566	14,857	15,154	15,457	15,766	16,082	16,403	16,731	17,066	17,407	173,769
0000009 Utilities	222,870	227,327	231,874	236,511	241,242	246,066	250,988	256,008	261,128	266,350	271,677	2,712,042
0000010 Cable	1,276	-										1,276
0000013 Painting	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	160,000
0000041 Facility Condition Audi	36,000	-				50,000	-				50,000	136,000
0000045 Covid Funding BV	0	-										0
0000056 Miscellaneous		500	500	500	500	500	500	500	500	500	500	5,000
0000057 Roof					2,500	-			2,500	-		5,000
Elgin Manor Building & Property												
1) Revenue												
0000001 Recoveries	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)	(45,046)	(45,947)	(46,866)	(47,804)	(48,760)	(49,735)	(496,484)
2) Wages												
0000012 Maintenance Wages	53,244	54,117	55,194	56,291	57,588	58,574	59,756	60,960	62,354	63,433	64,700	646,209
3) Benefits												
0000012 Maintenance Wages	28,219	28,682	29,253	29,834	30,521	31,044	31,671	32,308	33,048	33,620	34,291	342,491
4) Operating Costs												

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000002 Travel	98	100	102	104	106	108	110	112	115	117	119	1,192
0000004 Development	510	500	500	500	500	500	500	500	500	500	500	5,510
0000005 Purchased Services	115,000	117,300	119,646	122,039	124,480	126,969	129,509	132,099	134,741	137,436	140,184	1,399,402
0000006 Purchased Services - S	82,620	84,272	85,958	87,677	89,431	91,219	93,044	94,904	96,802	98,739	100,713	1,005,379
0000007 Supplies	300	300	300	300	300	300	300	300	300	300	300	3,300
0000008 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000009 Repairs/Maintenance	16,321	16,647	16,980	17,320	17,666	18,020	18,380	18,748	19,123	19,505	39,895	218,606
0000010 Repairs/Maintenance	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095	6,217	62,060
0000011 Utilities	226,280	230,806	235,422	240,130	244,933	249,831	254,828	259,925	265,123	270,426	275,834	2,753,537
0000014 Painting	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	155,000
0000039 Facility Condition Audi	63,000	-				63,000	-				63,000	189,000
0000042 Covid Funding EM	0	-										0
0000043 Miscellaneous	120	500	500	500	500	500	500	500	500	500	500	5,120
0000044 Roof					2,500	-				2,500	-	5,000
Terrace Lodge Building & Property												
1) Revenue												
0000001 Recoveries	(4,794)	(4,890)	(4,988)	(5,087)	(5,189)	(5,293)	(5,399)	(5,507)	(5,617)	(5,729)	(5,844)	(58,337)
0000013 Building Renovation	(925)	-			(996,920)	-						(997,845)
0000038 TL Redevelopment Construction Funding Subsidy					(388,360)	(776,720)	(776,720)	(776,720)	(776,720)	(776,720)	(776,720)	(5,048,680)
2) Wages												
0000010 Maintenance Wages	53,249	54,123	55,199	56,297	57,593	58,580	59,762	60,965	62,361	63,440	64,707	646,276
3) Benefits												
0000010 Maintenance Wages	28,222	28,685	29,256	29,837	30,525	31,048	31,674	32,312	33,051	33,623	34,295	342,526
4) Operating Costs												
0000002 Travel	763	1,000	1,000	1,000	1,000	500	500	500	500	500	500	7,763
0000003 Travel - Other	120	120	120	120	120	120	120	120	120	120	120	1,320
0000004 Development	510	500	500	500	500	500	500	500	500	500	500	5,510
0000005 Purchased Services	92,820	94,676	96,570	98,501	100,471	102,481	104,530	106,621	108,753	110,928	113,147	1,129,500
0000006 Supplies	510	520	531	541	552	563	574	586	598	609	622	6,206
0000007 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000008 Repairs/Maintenance	13,260	13,525	28,525	14,072	14,353	10,000	10,000	10,000	10,000	10,000	10,000	143,735
0000009 Utilities	239,497	244,287	249,172	254,156	259,239	264,424	269,712	275,106	280,609	286,221	291,945	2,914,367
0000012 Painting	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	155,000
0000013 Building Renovation	926	-										926

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000019 Facility Condition Audit						43,200	-				43,200	86,400
0000021 Covid Funding TL	0	-										0
0000022 Miscellaneous	120	500	500	500	500	500	500	500	500	500	500	5,120
0000023 Roof										2,500	-	2,500
I) Net Income Total	2,123,245	2,038,802	2,398,414	2,430,531	1,106,461	1,990,106	1,817,859	1,853,720	1,900,025	1,957,763	2,246,023	21,862,949

II) Capital

5) ADMINISTRATION BUILDING

Administrative Building

5) Capital WIP

0000023 Building Automation System Upgrades - Admin										75,000	-	75,000
0000024 Cooling Tower Replace	150,000	-										150,000
0000026 Window & Door Replacement			265,000	-								265,000
0000027 POA/Museum Project	-	-										-
0000028 Roof Repairs		300,000	-									300,000
0000029 Interior Renovations	100,000	150,000	50,000	50,000	50,000	50,000	50,000	350,000	50,000	150,000	50,000	1,100,000
0000035 Building HVAC	15,000	-				185,000	40,000	40,000	40,000	-		320,000
0000036 Elevator	2,680,000	500,000	-									3,180,000
0000037 Major Capital Maintenance				1,550,000	-		50,000	-	125,000	350,000	475,000	2,550,000
0000040 Building Envelope Rep	15,000	-										15,000
0000041 Roof Repairs - Admin	250,000	-								25,000	-	275,000
0000042 Energy Savings - Electr	35,000	35,000	35,000	40,000	-							145,000
0000043 Asbestos Removal	60,000	-		60,000	-							120,000
0000044 Security Improvement	100,000	-							75,000	-		175,000
0000045 Accessibility - Baseme	10,000	-										10,000
0000047 Electrical Upgrades		80,000	-									80,000
0000048 Carpeting			50,000	-					100,000	-		150,000
0000049 Landscaping					30,000	-				100,000	-	130,000
0000050 SRF - Covid Electrical L	1	-										1
0000051 Mechanical Systems Upgrades		34,000	13,000	115,000	168,500	268,000	17,000	229,000	329,000	10,000	93,000	1,276,500
0000053 Zero Emission Project		220,000	-									220,000
0000054 SRF - Council Chambers Renovations		80,000	-									80,000

8) HOMES FOR SENIORS SERVICES

Bobier Villa Building & Property

5) Capital WIP

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000018 Security/Resident Safe	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	75,000
0000022 Misc Bldg	5,500	-								264,249	3,173,731	3,443,480
0000030 Parking Lot Resurfacin	65,000	-										65,000
0000031 Caulking/Weatherproc	15,000	-										15,000
0000032 Flat Roof	140,000	-										140,000
0000033 Energy Savings - Parkir	10,000	-										10,000
0000034 Building Envelope & E	30,000	-										30,000
0000035 Building Automation S	25,000	25,000	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	115,000
0000036 Flooring Replacement	20,000	-										20,000
0000037 Energy Savings - Electr	10,000	45,000	25,000	25,000	25,000	25,000	-					155,000
0000039 Tub Room Upgrades	75,000	75,000	-									150,000
0000040 Landscaping	30,000	25,000	-									55,000
0000058 Sloped Roof Replacement						1,500,000	-					1,500,000
0000059 Electrical Service Replacement		80,000	-									80,000
0000060 IT Server Room		30,000	-									30,000
0000062 Elevator Upgrades		11,000	24,806	23,153	121,551	6,381	-				8,144	195,035
0000063 Electrical Component Replacements								120,900	-			120,900
0000064 Mechanical Equipment Replacements		75,000	180,000	94,500	601,500	-	16,000	46,500	-	20,000	30,500	1,064,000
0000065 Structure & Site Servicing Upgrades		25,000	-	15,000	-		50,000	200,000	-			290,000
0000067 IPAC Capital BV	64,478	-										64,478
Elgin Manor Building & Property												
5) Capital WIP												
0000016 Pumps & Equipment (15,000	-										15,000
0000019 Security/Resident Safety		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
0000022 HVAC	15,000	40,000	40,000	60,000	60,000	-			360,000	-		575,000
0000025 Misc Bldg	5,500	98,750	90,750	153,000	169,100	276,600	186,600	394,600	39,600	206,600	2,206,100	3,827,200
0000031 140 Hotwater Tank Re	10,000	-							12,000	13,000	14,000	49,000
0000032 Security Improvement	30,000	-										30,000
0000033 Flat Roof Repairs	25,000	80,000	-									105,000
0000034 Sidewalk Repairs	25,000	10,000	10,000	-								45,000
0000035 Building Automation S	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000036 Flooring Replacement	25,000	-	8,000	50,000	8,000	-	8,000	-	8,000	-	8,000	115,000
0000037 Energy Savings - Electr	20,000	15,000	15,000	15,000	15,000	-						80,000
0000038 Spa Renovation	40,000	-										40,000

Facilities Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000040 Refurbishment of Trair	100,000	-										100,000
0000041 Misc. Maintenance, Ca	25,000	50,000	26,000	31,000	16,500	15,000	15,000	15,000	15,000	15,000	15,000	238,500
0000045 Asphalt Replacement							225,000	-				225,000
0000046 Exterior Windows & Doors						25,000	-					25,000
0000049 Concrete Flatwork Replacement		20,000	-									20,000
0000050 Structure & Site Servicing Upgrades						25,000	-				20,000	45,000
0000051 Mechanical Equipment Replacements			55,000	63,000	8,000	-						126,000
0000052 Electrical Component Replacements										200,000	-	200,000
0000054 IPAC HVAC Rooftop Ur	72,800	-										72,800
0000056 Covid Capital EM	0	-										0
Terrace Lodge Building & Property												
5) Capital WIP												
0000013 Building Renovation		2,493,889	-									2,493,889
0000017 Misc Capital		50,000	-								1,586,800	1,636,800
0000020 Lawn Sign Replacemer	75,000	-										75,000
0000024 Flat Roof Replacement					500,000	-						500,000
0000025 Parking Lot Asphalt Replacement					380,000	-						380,000
0000026 Canopy Veneer Replacement				85,000	-							85,000
0000027 HVAC RTU Replacement				100,000	-							100,000
0000028 Concrete Flat Work Replacement				45,000	-							45,000
0000029 Window Replacement				100,000	-							100,000
0000030 Landscaping					30,000	-						30,000
0000031 Elevator Upgrades		10,000	-		194,481	-	6,700	-				211,181
0000032 Electrical Component Replacements				56,700	-							56,700
0000033 Mechanical Equipment Replacements		33,000	30,000	120,000	205,000	15,000	-	5,000	65,000	19,000	30,000	522,000
0000034 IPAC HVAC Rooftop Ur	28,462	-										28,462
0000036 IPAC Capital TL	81,538	-										81,538
0000037 Camera Replacement		60,000	-									60,000
II) Capital Total	4,533,279	4,770,639	962,556	2,876,353	2,607,632	2,415,981	689,300	1,426,000	1,243,600	1,472,849	7,735,275	30,733,464
Grand Total	6,656,524	6,809,441	3,360,970	5,306,884	3,714,093	4,406,087	2,507,159	3,279,720	3,143,625	3,430,612	9,981,298	52,596,413

Finance Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
3) FINANCIAL SERVICES												
Financial Services												
2) Wages												
0000012 Wages Director of Fin	150,377	152,707	155,171	158,281	162,688	165,324	168,660	172,034	174,826	179,006	182,599	1,821,672
0000013 Wages Senior Financia	71,836	-										71,836
0000014 Wages Senior Financia	85,165	86,486	87,889	89,636	92,140	93,628	95,516	97,441	99,004	101,376	103,411	1,031,692
0000015 Wages Purchasing Coc	85,165	86,486	87,889	89,636	92,140	93,628	95,516	97,441	99,004	101,376	103,411	1,031,692
0000016 Wages Financial Analy	67,237	70,982	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	816,000
0000017 Wages Admin Assistan	22,326	54,685	55,576	56,674	58,264	59,201	60,389	61,610	62,607	64,097	65,384	620,812
0000018 Wages Admin Assistan	67	-										67
0000024 Wages Manager of Fin	14,029	91,600	96,804	102,684	109,058	110,831	113,067	115,322	117,200	119,989	122,409	1,112,991
3) Benefits												
0000012 Wages Director of Fin	42,105	42,758	43,448	44,319	45,553	46,291	47,225	48,169	48,951	50,122	51,128	510,068
0000013 Wages Senior Financia	20,114	-										20,114
0000014 Wages Senior Financia	23,846	24,216	24,609	25,098	25,799	26,216	26,745	27,283	27,721	28,385	28,955	288,874
0000015 Wages Purchasing Coc	23,846	24,216	24,609	25,098	25,799	26,216	26,745	27,283	27,721	28,385	28,955	288,874
0000016 Wages Financial Analy	18,826	19,875	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	228,480
0000017 Wages Admin Assistan	6,251	15,312	15,561	15,869	16,314	16,576	16,909	17,251	17,530	17,947	18,307	173,827
0000018 Wages Admin Assistan	19	-										19
0000024 Wages Manager of Fin	3,928	25,648	27,105	28,751	30,536	31,032	31,659	32,290	32,816	33,597	34,275	311,637
4) Operating Costs												
0000001 Mileage	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
0000002 Travel-Other	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000003 Development	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	56,100
0000004 Memberships	4,500	5,500	5,610	5,722	5,836	5,953	6,072	6,193	6,317	6,443	6,572	64,718
0000005 Office Supplies	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	40,040
0000007 Equipment	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000009 Miscellaneous	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	29,700
0000010 Budget Programming (3,500	3,500	-									7,000
0000022 Photocopy	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000023 Folder Inserter Lease	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
I) Net Income Total	662,577	723,412	732,369	751,634	776,497	788,795	804,300	820,042	833,007	852,427	869,154	8,614,213
Grand Total	662,577	723,412	732,369	751,634	776,497	788,795	804,300	820,042	833,007	852,427	869,154	8,614,213

Fire & CEMC Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
13) AMBULANCE & EMERGENCY SERVICES												
Emergency Measures												
1) Revenue												
0000011 Other Revenue	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(79,200)
2) Wages												
0000012 CEMC and Fire Trainer	93,084	71,652	74,897	76,402	78,522	79,798	81,408	83,032	84,384	86,392	88,134	897,705
0000013 Wage/Benefit Adjustr	(1,576)	-	-	-	-	-	-	-	-	-	-	(1,576)
0000014 Admin Assistant EOC		29,586	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	633,810
0000015 SRF - Admin Assistant	211	25,594	-	-	-	-	-	-	-	-	-	25,805
3) Benefits												
0000012 CEMC and Fire Trainer	26,064	20,062	20,971	21,393	21,986	22,344	22,794	23,249	23,627	24,190	24,678	251,357
0000013 Wage/Benefit Adjustr	(2,945)	-	-	-	-	-	-	-	-	-	-	(2,945)
0000014 Admin Assistant EOC		8,284	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	177,466
0000015 SRF - Admin Assistant	53	6,398	-	-	-	-	-	-	-	-	-	6,451
4) Operating Costs												
0000001 Travel	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	38,500
0000002 Travel - Other	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000003 Development	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	30,800
0000004 Office Supplies	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	35,200
0000005 Advertising	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000006 Purchased Services	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	38,500
0000007 Supplies	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000009 Repairs & Maintenanc	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	19,800
0000010 Miscellaneous	300	300	300	300	300	300	300	300	300	300	300	3,300
I) Net Income Total	130,291	176,976	190,310	193,798	198,772	201,739	205,489	209,304	212,451	217,142	221,202	2,157,474

II) Capital

13) AMBULANCE & EMERGENCY SERVICES

Emergency Measures

5) Capital WIP

0000018 Smartboard	8,500	-	-	-	-	-	-	-	-	-	-	8,500
0000019 Fire Training Suit	5,800	-	-	-	-	-	-	-	-	-	-	5,800
0000020 Self Contained Breathing Aparatus	4,500	-	-	-	-	-	-	-	-	-	-	4,500
0000021 Training Support Software- Officer Lev	11,000	-	-	-	-	11,907	-	-	-	-	12,889	35,795

Fire & CEMC Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
000022 Training Laptops		8,000	-			8,659	-				9,373	26,032
II) Capital Total		37,800	-			20,566	-				22,261	80,628
Grand Total	130,291	214,776	190,310	193,798	198,772	222,305	205,489	209,304	212,451	217,142	243,464	2,238,101

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
8) HOMES FOR SENIORS SERVICES												
Adult Day												
1) Revenue												
0000001 Province of Ontario	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(49,956)	(549,516)
4) Operating Costs												
0000004 Purchased Services	49,956	49,956	49,956	49,956	49,956	49,956	49,956	49,956	49,956	49,956	49,956	549,516
Bobier Villa Adult Day												
1) Revenue												
0000001 Province of Ontario	(140,492)	(140,492)	(143,302)	(143,302)	(143,302)	(146,168)	(146,168)	(146,168)	(149,091)	(149,091)	(149,091)	(1,596,667)
0000002 Client Revenue	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(247,500)
0000016 BV ADP COVID-19	(1)	-	-	-	-	-	-	-	-	-	-	(1)
0000017 Covid Funding BV	(0)	(1)	-	-	-	-	-	-	-	-	-	(1)
2) Wages												
0000014 Adult Day Staff	100,172	101,814	103,840	105,905	108,344	110,200	112,423	114,688	117,312	119,342	121,726	1,215,766
0000015 Wage & Benefit Adjust	(1,253)	(2,256)	(3,259)	(4,262)	(5,266)	(6,268)	(7,272)	(8,275)	(9,279)	(10,282)	(12,282)	(69,954)
0000016 BV ADP COVID-19	1	-	-	-	-	-	-	-	-	-	-	1
0000017 Covid Funding BV	0	1	-	-	-	-	-	-	-	-	-	1
3) Benefits												
0000014 Adult Day Staff	53,091	53,962	55,035	56,129	57,423	58,406	59,584	60,784	62,176	63,251	64,515	644,356
0000015 Wage & Benefit Adjust	(19,913)	(21,423)	(20,709)	(22,865)	(25,654)	(24,625)	(27,024)	(29,484)	(29,573)	(31,675)	(33,323)	(286,270)
0000016 BV ADP COVID-19	0	-	-	-	-	-	-	-	-	-	-	0
0000017 Covid Funding BV	0	0	-	-	-	-	-	-	-	-	-	0
4) Operating Costs												
0000003 Travel	430	430	430	430	430	430	430	430	430	430	430	4,730
0000005 Development	285	285	285	285	285	285	285	285	285	285	285	3,135
0000006 Office Supplies	255	255	255	255	255	255	255	255	255	255	255	2,805
0000008 Purchased Services	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	175,725
0000009 Supplies	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,200
0000010 Equipment	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	22,110
0000011 Miscellaneous	240	240	240	240	240	240	240	240	240	240	240	2,640
0000012 Raw Food	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	66,000
0000013 Building Occupancy	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	49,500
0000016 BV ADP COVID-19	0	-	-	-	-	-	-	-	-	-	-	0

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000017 Covid Funding BV		0	-									0
Bobier Villa Building & Property												
1) Revenue												
0000001 Recoveries	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)	(3,312)	(3,378)	(3,446)	(3,515)	(3,585)	(3,657)	(36,506)
2) Wages												
0000011 Maintenance Wages	53,309	54,183	55,261	56,360	57,658	58,646	59,829	61,034	62,431	63,511	64,780	647,001
3) Benefits												
0000011 Maintenance Wages	28,254	28,717	29,288	29,871	30,559	31,082	31,709	32,348	33,088	33,661	34,333	342,911
4) Operating Costs												
0000002 Travel	257	262	267	273	278	284	289	295	301	307	313	3,128
0000004 Development	500	500	500	500	500	500	500	500	500	500	500	5,500
0000005 Purchased Services	83,640	85,313	87,019	88,759	90,535	92,345	94,192	96,076	97,998	99,958	101,957	1,017,791
0000006 Supplies	291	297	302	308	315	321	327	334	341	347	354	3,537
0000007 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000008 Repairs/Maintenance	14,280	14,566	14,857	15,154	15,457	15,766	16,082	16,403	16,731	17,066	17,407	173,769
0000009 Utilities	222,870	227,327	231,874	236,511	241,242	246,066	250,988	256,008	261,128	266,350	271,677	2,712,042
0000010 Cable	1,276	-										1,276
0000013 Painting	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	160,000
0000041 Facility Condition Audi	36,000	-				50,000	-				50,000	136,000
0000045 Covid Funding BV	0	-										0
0000056 Miscellaneous		500	500	500	500	500	500	500	500	500	500	5,000
0000057 Roof					2,500	-				2,500	-	5,000
Bobier Villa Dietary												
1) Revenue												
0000001 P of Ont - Raw Food	(200,361)	(201,452)	(203,467)	(205,501)	(207,556)	(211,500)	(215,518)	(219,613)	(223,786)	(228,038)	(232,370)	(2,349,162)
0000002 Recoveries	(22,700)	(22,927)	(23,156)	(23,388)	(23,622)	(24,071)	(24,528)	(24,994)	(25,469)	(25,953)	(26,446)	(267,252)
0000017 HINF 1:1 Staffing Dieta	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000013 Second Cooks	109,658	111,852	114,029	116,249	118,878	120,867	123,254	125,689	128,516	130,689	133,253	1,332,934
0000014 Dietary Aides	222,809	226,825	231,213	235,689	240,996	245,004	249,830	254,746	260,461	264,855	270,035	2,702,463
0000015 Manager of Support S	30,659	31,135	31,640	32,269	33,170	33,706	34,386	35,079	35,641	36,495	37,228	371,409
0000017 HINF 1:1 Staffing Dieta	398	405	412	421	430	438	447	456	466	474	484	4,830
3) Benefits												
0000013 Second Cooks	58,119	59,281	60,436	61,612	63,005	64,059	65,325	66,615	68,113	69,265	70,624	706,454

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000014 Dietary Aides	118,089	120,218	122,543	124,915	127,728	129,852	132,410	135,015	138,045	140,374	143,119	1,432,307
0000015 Manager of Support Sr	8,585	8,718	8,859	9,035	9,288	9,438	9,628	9,822	9,980	10,219	10,424	103,995
0000017 HINF 1:1 Staffing Dieta	100	101	103	105	108	109	112	114	117	119	121	1,208
4) Operating Costs												
0000003 Travel	304	204	204	204	204	204	204	204	204	204	204	2,344
0000005 Development	500	500	500	500	500	500	500	500	500	500	500	5,500
0000006 Purchased Services	3,599	3,599	3,599	3,599	3,599	3,599	3,599	3,599	3,599	3,599	3,599	39,589
0000007 Supplies	20,329	19,829	19,829	19,829	19,829	19,829	19,829	19,829	19,829	19,829	19,829	218,619
0000008 Equipment	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000009 Repairs/Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000010 Raw Food	223,061	224,379	226,623	228,889	231,178	235,570	240,046	244,607	249,255	253,990	258,816	2,616,414
0000011 Raw Food - Non-Resid	600	600	600	600	600	600	600	600	600	600	600	6,600
0000019 Covid Funding BV	0	-										0
Bobier Villa General & Admin												
1) Revenue												
0000001 P of Ont - OA	40,744	31,943	31,624	31,307	30,994	30,684	30,377	30,074	29,773	29,475	29,180	346,177
0000002 P of Ont - Pay Equity	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(17,220)	(189,420)
0000003 P of Ont - Structural Cr	(15,603)	-										(15,603)
0000004 Recoveries	(15,000)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(19,124)	(206,240)
0000005 Private	(312,478)	(327,022)	(330,292)	(333,595)	(336,931)	(340,300)	(343,703)	(347,140)	(350,612)	(354,118)	(357,659)	(3,733,851)
0000006 Private - Basic Comp	(766,971)	(770,481)	(778,186)	(785,968)	(793,827)	(801,766)	(809,783)	(817,881)	(826,060)	(834,321)	(842,664)	(8,827,907)
0000009 Basic	(450,808)	(445,030)	(449,480)	(453,975)	(458,515)	(463,100)	(467,731)	(472,408)	(477,132)	(481,904)	(486,723)	(5,106,807)
0000010 Respite	(10,009)	(10,009)	(10,109)	(10,109)	(10,210)	(10,312)	(10,415)	(10,519)	(10,625)	(10,731)	(10,838)	(113,885)
0000011 General Store Sales	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(77,000)
0000038 Donations	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(77,000)
0000042 Covid Funding BV	(4,577)	(136,157)	-									(140,734)
0000043 Minor Capital Funding		(50,712)	(46,251)	(34,548)	(34,548)	(34,548)	(34,548)	(34,548)	(34,548)	(34,548)	(34,548)	(373,347)
0000046 IPAC Training Funding	(21,629)	-										(21,629)
0000048 IPAC Capital Funding B	(64,478)	-										(64,478)
2) Wages												
0000032 Clerk - 1	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824
0000033 Clerk - 2	34,586	36,457	37,051	37,783	38,843	39,467	40,259	41,073	41,738	42,731	43,589	433,577
0000034 Director of Homes & S	50,125	50,902	51,724	52,760	54,230	55,108	56,220	57,345	58,275	59,669	60,866	607,224
0000035 Administrator EM & B'	55,402	58,417	59,362	60,548	62,238	63,244	64,520	65,811	66,874	68,475	69,854	694,744

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000042 Covid Funding BV	3,662	84,465	-									88,127
0000044 Wage Calendarization	0	0	0	0	0	0	0	0	0	0	0	0
0000046 IPAC Training Funding	11,626	-										11,626
3) Benefits												
0000032 Clerk - 1	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000033 Clerk - 2	9,684	10,208	10,374	10,579	10,876	11,051	11,273	11,500	11,686	11,965	12,205	121,401
0000034 Director of Homes & S	14,035	14,253	14,483	14,773	15,184	15,430	15,741	16,056	16,317	16,707	17,043	170,022
0000035 Administrator EM & B'	15,513	16,357	16,621	16,953	17,427	17,708	18,066	18,427	18,725	19,173	19,559	194,528
0000042 Covid Funding BV	916	21,116	-									22,032
0000045 Benefit Calendarizatio	0	0	0	0	0	0	0	0	0	0	0	0
0000046 IPAC Training Funding	2,906	-										2,906
4) Operating Costs												
0000012 Travel	700	700	700	700	700	700	700	700	700	700	700	7,700
0000013 Travel - Other	400	400	400	400	400	400	400	400	400	400	400	4,400
0000014 Development	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	28,963
0000015 Recognition	504	504	504	504	504	504	504	504	504	504	504	5,544
0000016 Memberships	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366	8,533	85,181
0000017 Subscriptions	200	200	200	200	200	200	200	200	200	200	200	2,200
0000018 Office Supplies	5,300	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	53,300
0000019 Photocopy	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	26,400
0000020 Advertising	600	500	500	500	500	500	500	500	500	500	500	5,600
0000021 Telephone/Fax	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	82,544
0000022 Postage/Courier	755	655	655	655	655	655	655	655	655	655	655	7,305
0000024 Purchased Services	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000025 Equipment	1,000	750	750	750	750	750	750	750	750	750	750	8,500
0000026 Special - General Store	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000027 Miscellaneous	500	500	500	500	500	500	500	500	500	500	500	5,500
0000029 Reimbursed Supplies/!	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000037 Furniture Replacemen	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000039 Staff Enrichment Dona	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000040 Miscellaneous Donatic	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000041 CMI Study	7,509	-										7,509
0000042 Covid Funding BV	0	30,576	-									30,576
0000046 IPAC Training Funding	7,097	-										7,097

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
4b) Amortization												
0000031 Amortization	300,871	300,453	300,871	300,871	300,871	300,871	300,871	300,871	300,871	300,871	300,871	3,309,163
Bobier Villa Housekeeping												
1) Revenue												
0000011 HINF 1:1 Staffing HSKP	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000008 Housekeeping Staff	169,497	172,357	175,768	179,249	183,364	186,493	190,246	194,068	198,502	201,930	205,957	2,057,431
0000009 Manager of Support Sr	15,330	15,568	15,820	16,135	16,585	16,853	17,193	17,539	17,821	18,248	18,614	185,704
0000011 HINF 1:1 Staffing HSKP	398	405	412	421	430	438	447	456	466	474	484	4,830
3) Benefits												
0000008 Housekeeping Staff	89,834	91,349	93,157	95,002	97,183	98,841	100,830	102,856	105,206	107,023	109,157	1,090,438
0000009 Manager of Support Sr	4,292	4,359	4,430	4,518	4,644	4,719	4,814	4,911	4,990	5,109	5,212	51,997
0000011 HINF 1:1 Staffing HSKP	100	101	103	105	108	109	112	114	117	119	121	1,208
4) Operating Costs												
0000004 Purchased Services	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	40,568
0000005 Supplies	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	176,121
0000006 Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000007 Repairs/Maintenance	251	251	251	251	251	251	251	251	251	251	251	2,761
0000013 Covid Funding BV	0	-										0
Bobier Villa Laundry												
2) Wages												
0000007 Laundry Staff	61,764	62,775	64,022	65,295	66,799	67,943	69,315	70,713	72,333	73,587	75,060	749,606
3) Benefits												
0000007 Laundry Staff	32,735	33,271	33,932	34,606	35,403	36,010	36,737	37,478	38,337	39,001	39,782	397,291
4) Operating Costs												
0000003 Purchased Services	77,082	81,206	81,206	81,206	81,206	81,206	81,206	81,206	81,206	81,206	81,206	889,142
0000004 Supplies	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	21,989
0000005 Equipment	504	504	504	504	504	504	504	504	504	504	504	5,544
0000006 Repairs/Maintenance	252	252	252	252	252	252	252	252	252	252	252	2,772
0000009 Covid Funding BV	0	-										0
Bobier Villa Nursing & Personal Care												
1) Revenue												
0000011 P of Ont - NPC	(2,400,557)	(2,544,291)	(2,595,177)	(2,647,081)	(2,700,022)	(2,754,023)	(2,809,103)	(2,865,285)	(2,922,591)	(2,981,043)	(3,040,664)	(30,259,836)
0000012 P of Ont - On Call Phys	(15,161)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(170,441)

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000013 Recoveries - Supplies &	(2,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(32,000)
0000014 Recoveries - Wages	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(23,000)
0000015 Lab Cost Recovery	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(44,000)
0000017 MDS RAI	(29,738)	(29,646)	(30,244)	(30,852)	(31,555)	(32,105)	(32,749)	(33,401)	(34,166)	(34,754)	(35,451)	(354,660)
0000022 BSO Funding Nurses	(13,418)	(13,383)	(13,653)	(13,927)	(14,245)	(14,493)	(14,784)	(15,079)	(15,423)	(15,689)	(16,004)	(160,096)
0000023 HINF Supplemental Ba	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(148,764)
0000024 HINF Costs Reimburse	(25,638)	(26,001)	(26,450)	(26,907)	(27,447)	(27,858)	(28,350)	(28,852)	(29,433)	(29,882)	(30,410)	(307,228)
0000025 BSO Funding PSW	(20,708)	(20,651)	(21,062)	(21,481)	(21,976)	(22,352)	(22,803)	(23,263)	(23,795)	(24,206)	(24,690)	(246,987)
0000027 Education	(16,967)	(10,968)	-									(27,935)
0000029 Falls Prevention	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(62,700)
0000049 ADP Bathing Equipme	(11,194)	-										(11,194)
0000050 Equipment to Reduce ED Visits		(22,220)	-									(22,220)
2) Wages												
0000016 Training Coordinator	8,516	8,649	8,789	8,964	9,214	9,363	9,552	9,744	9,900	10,138	10,341	103,169
0000017 MDS RAI	23,791	23,716	24,195	24,682	25,244	25,684	26,199	26,721	27,332	27,803	28,361	283,728
0000018 New Hire Orientation	6,162	6,264	6,389	6,516	6,666	6,780	6,917	7,055	7,217	7,342	7,489	74,797
0000022 BSO Funding Nurses	10,734	10,706	10,922	11,142	11,396	11,594	11,827	12,063	12,338	12,551	12,803	128,077
0000024 HINF Costs Reimburse	17,743	18,034	18,393	18,758	19,191	19,519	19,913	20,314	20,779	21,138	21,561	215,343
0000025 BSO Funding PSW	16,566	16,521	16,850	17,185	17,581	17,882	18,243	18,610	19,036	19,365	19,752	197,590
0000027 Education	11,560	8,653	-									20,213
0000032 RN	24,778	24,711	24,711	24,711	24,778	24,711	24,711	24,711	24,778	24,711	24,711	272,019
0000033 RPN	344,357	350,350	357,334	364,427	372,644	379,049	386,561	394,178	403,105	409,955	418,093	4,180,051
0000034 PSW	15,371	16,886	16,886	16,886	16,932	16,886	16,886	16,886	16,932	16,886	16,886	184,325
0000035 DON - Manager of Res	98,848	104,403	110,138	112,332	115,472	117,350	119,709	122,102	124,083	127,043	129,601	1,281,082
0000038 Direct Care Staff Fundi	84,870	86,268	87,996	89,754	91,812	93,397	95,276	97,178	99,402	101,118	103,143	1,030,214
0000039 PSW - Step 1	355,606	361,510	368,776	376,186	384,792	391,458	399,295	407,281	416,547	423,835	432,254	4,317,540
0000040 RN - Step 6	228,835	232,691	237,355	242,116	247,624	251,925	256,971	261,917	267,900	272,537	278,003	2,777,875
0000041 RN - Step 7	80,163	81,506	83,133	84,807	86,745	88,244	90,013	91,748	93,846	95,470	97,383	973,058
0000042 PSW - Step 2	837,944	832,888	849,457	866,353	886,307	901,489	919,675	938,196	959,667	976,273	995,775	9,964,025
0000044 DON - CMI Supervisor	26,083	-										26,083
0000048 DON - CMI / Quality St	594	14,378	14,609	14,903	15,318	15,568	15,878	16,198	16,462	16,854	17,193	157,955
3) Benefits												
0000016 Training Coordinator	2,129	2,162	2,197	2,241	2,303	2,341	2,388	2,436	2,475	2,534	2,585	25,792
0000017 MDS RAI	5,948	5,929	6,049	6,170	6,311	6,421	6,550	6,680	6,833	6,951	7,090	70,932

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000018 New Hire Orientation	1,541	1,566	1,597	1,629	1,666	1,695	1,729	1,764	1,804	1,835	1,872	18,699
0000022 BSO Funding Nurses	2,684	2,676	2,731	2,785	2,849	2,899	2,957	3,016	3,085	3,138	3,201	32,019
0000024 HINF Costs Reimburse	4,436	4,509	4,598	4,690	4,798	4,880	4,978	5,079	5,195	5,285	5,390	53,836
0000025 BSO Funding PSW	4,142	4,130	4,213	4,296	4,395	4,470	4,561	4,653	4,759	4,841	4,938	49,397
0000027 Education	2,890	2,163	-									5,053
0000032 RN	13,133	13,097	13,097	13,097	13,133	13,097	13,097	13,097	13,133	13,097	13,097	144,172
0000033 RPN	182,509	185,685	189,387	193,146	197,501	200,896	204,877	208,914	213,645	217,276	221,590	2,215,427
0000034 PSW	8,146	8,950	8,950	8,950	8,974	8,950	8,950	8,950	8,974	8,950	8,950	97,693
0000035 DON - Manager of Res	27,677	29,233	30,839	31,453	32,332	32,858	33,519	34,189	34,743	35,572	36,288	358,703
0000038 Direct Care Staff Fundi	21,218	21,567	21,999	22,439	22,953	23,349	23,819	24,295	24,850	25,279	25,786	257,553
0000039 PSW - Step 1	188,471	191,600	195,451	199,378	203,940	207,472	211,627	215,859	220,770	224,632	229,094	2,288,295
0000040 RN - Step 6	121,283	123,326	125,798	128,322	131,241	133,520	136,195	138,816	141,987	144,445	147,342	1,472,274
0000041 RN - Step 7	42,486	43,198	44,061	44,948	45,975	46,769	47,707	48,627	49,738	50,599	51,613	515,720
0000042 PSW - Step 2	444,111	441,431	450,212	459,167	469,743	477,789	487,428	497,244	508,624	517,425	527,761	5,280,933
0000044 DON - CMI Supervisor	7,303	-										7,303
0000048 DON - CMI / Quality St	166	4,026	4,090	4,173	4,289	4,359	4,446	4,535	4,609	4,719	4,814	44,227
4) Operating Costs												
0000001 Travel	606	406	406	406	406	406	406	406	406	406	406	4,666
0000002 Travel - Other	500	300	300	300	300	300	300	300	300	300	300	3,500
0000003 Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000004 Purchased Services	13,608	13,880	14,158	14,441	14,730	15,024	15,325	15,631	15,944	16,263	16,588	165,593
0000005 Medical Supplies	24,161	29,144	25,127	25,630	26,143	26,665	27,199	27,743	28,298	28,864	29,441	298,414
0000006 Equipment	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	48,070
0000007 Repairs & Maintenanc	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000009 Medical Director	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	269,302
0000010 Incontinence	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	274,626
0000015 Lab Cost Recovery	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	44,000
0000021 Mattress Replacement	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	28,930
0000022 BSO Funding Nurses		0	0	0	0	0	0	0	0	0	0	0
0000023 HINF Supplemental Ba	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	148,764
0000024 HINF Costs Reimburse	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	38,049
0000025 BSO Funding PSW			0	0	0	0	0	0	0	0	0	0
0000027 Education	2,517	152	-									2,669
0000028 Safety/Sling Replacem	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000029 Falls Prevention	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	62,700
0000046 Covid Funding BV	0	-										0
Bobier Villa Program & Support												
1) Revenue												
0000001 P of Ont - PSS	(256,736)	(256,736)	(261,870)	(267,108)	(272,450)	(277,899)	(283,457)	(289,126)	(294,909)	(300,807)	(306,823)	(3,067,919)
0000002 Recoveries	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(220,000)
0000012 BSO Recreation	(9,263)	(9,065)	(9,246)	(9,429)	(9,646)	(9,812)	(10,010)	(10,211)	(10,445)	(10,626)	(10,838)	(108,591)
0000014 HINF 1:1 Staffing Recre	(5,127)	(5,211)	(5,314)	(5,420)	(5,545)	(5,640)	(5,754)	(5,870)	(6,004)	(6,108)	(6,230)	(62,222)
2) Wages												
0000012 BSO Recreation	7,410	7,252	7,396	7,544	7,717	7,849	8,008	8,169	8,356	8,501	8,670	86,872
0000014 HINF 1:1 Staffing Recre	4,101	4,169	4,252	4,336	4,436	4,512	4,603	4,696	4,803	4,886	4,984	49,778
0000015 Recreationists	107,830	109,730	111,881	114,076	116,673	118,641	121,004	123,410	126,204	128,358	130,892	1,308,701
0000017 Manager of Program &	15,395	15,634	15,888	16,203	16,656	16,925	17,266	17,614	17,897	18,326	18,693	186,498
3) Benefits												
0000012 BSO Recreation	1,853	1,813	1,849	1,886	1,929	1,962	2,002	2,042	2,089	2,125	2,168	21,719
0000014 HINF 1:1 Staffing Recre	1,025	1,042	1,063	1,084	1,109	1,128	1,151	1,174	1,201	1,222	1,246	12,444
0000015 Recreationists	57,150	58,157	59,297	60,460	61,837	62,880	64,133	65,407	66,888	68,030	69,373	693,611
0000017 Manager of Program &	4,311	4,378	4,449	4,537	4,664	4,739	4,835	4,932	5,011	5,131	5,234	52,219
4) Operating Costs												
0000003 Travel	200	200	200	200	200	200	200	200	200	200	200	2,200
0000004 Travel - Other	200	200	200	200	200	200	200	200	200	200	200	2,200
0000005 Development	300	300	300	300	300	300	300	300	300	300	300	3,300
0000006 Purchased Services	44,370	44,370	44,370	44,370	44,370	44,370	44,370	44,370	44,370	44,370	44,370	488,070
0000007 Supplies	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	48,653
0000009 Equipment	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000011 Program Specific Raw	800	800	800	800	800	800	800	800	800	800	800	8,800
0000012 BSO Recreation		0	0	0	0	0	0	0	0	0	0	0
0000013 Life Enrichment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000020 Physiotherapy	47,196	47,196	47,196	47,196	47,196	47,196	47,196	47,196	47,196	47,196	47,196	519,156
0000021 Covid Funding BV	0	-										0
4b) Amortization												
0000019 Amortization	3,105	-										3,105
Elgin Manor Building & Property												
1) Revenue												

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000001 Recoveries	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)	(45,046)	(45,947)	(46,866)	(47,804)	(48,760)	(49,735)	(496,484)
2) Wages												
0000012 Maintenance Wages	53,244	54,117	55,194	56,291	57,588	58,574	59,756	60,960	62,354	63,433	64,700	646,209
3) Benefits												
0000012 Maintenance Wages	28,219	28,682	29,253	29,834	30,521	31,044	31,671	32,308	33,048	33,620	34,291	342,491
4) Operating Costs												
0000002 Travel	98	100	102	104	106	108	110	112	115	117	119	1,192
0000004 Development	510	500	500	500	500	500	500	500	500	500	500	5,510
0000005 Purchased Services	115,000	117,300	119,646	122,039	124,480	126,969	129,509	132,099	134,741	137,436	140,184	1,399,402
0000006 Purchased Services - S	82,620	84,272	85,958	87,677	89,431	91,219	93,044	94,904	96,802	98,739	100,713	1,005,379
0000007 Supplies	300	300	300	300	300	300	300	300	300	300	300	3,300
0000008 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000009 Repairs/Maintenance	16,321	16,647	16,980	17,320	17,666	18,020	18,380	18,748	19,123	19,505	39,895	218,606
0000010 Repairs/Maintenance	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095	6,217	62,060
0000011 Utilities	226,280	230,806	235,422	240,130	244,933	249,831	254,828	259,925	265,123	270,426	275,834	2,753,537
0000014 Painting	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	155,000
0000039 Facility Condition Audi	63,000	-				63,000	-				63,000	189,000
0000042 Covid Funding EM	0	-										0
0000043 Miscellaneous	120	500	500	500	500	500	500	500	500	500	500	5,120
0000044 Roof					2,500	-				2,500	-	5,000
Elgin Manor Dietary												
1) Revenue												
0000001 P of Ont - Raw Food	(316,359)	(318,083)	(321,264)	(324,476)	(327,721)	(333,948)	(340,293)	(346,759)	(353,347)	(360,061)	(366,902)	(3,709,212)
0000002 Recoveries	(3,700)	(3,737)	(3,774)	(3,812)	(3,850)	(3,923)	(3,998)	(4,074)	(4,151)	(4,230)	(4,311)	(43,561)
0000018 HINF 1:1 Staffing Dieta	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000012 First Cooks	102,011	104,579	106,641	108,743	111,230	113,116	115,380	117,685	120,359	122,423	124,850	1,247,019
0000014 Dietary Aides	321,810	328,971	335,471	342,099	349,940	355,895	363,042	370,323	378,769	385,296	392,968	3,924,585
0000015 Manager of Support S	61,319	62,270	63,280	64,538	66,341	67,412	68,772	70,158	71,283	72,990	74,456	742,818
0000017 New Hire Orientation	1,480	1,504	1,534	1,564	1,601	1,628	1,661	1,694	1,733	1,763	1,798	17,961
0000018 HINF 1:1 Staffing Dieta	398	405	412	421	430	438	447	456	466	474	484	4,830
3) Benefits												
0000012 First Cooks	54,066	55,427	56,520	57,634	58,951	59,951	61,151	62,373	63,790	64,884	66,170	660,918
0000014 Dietary Aides	170,560	174,355	177,800	181,312	185,468	188,625	192,413	196,271	200,748	204,207	208,273	2,080,031

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000015 Manager of Support S	17,169	17,436	17,718	18,071	18,575	18,875	19,256	19,644	19,959	20,437	20,848	207,989
0000017 New Hire Orientation	370	376	384	391	400	407	415	424	433	441	450	4,491
0000018 HINF 1:1 Staffing Dieta	100	101	103	105	108	109	112	114	117	119	121	1,208
4) Operating Costs												
0000003 Travel	300	200	200	200	200	200	200	200	200	200	200	2,300
0000004 Travel - Other	100	100	100	100	100	100	100	100	100	100	100	1,100
0000005 Development	500	500	500	500	500	500	500	500	500	500	500	5,500
0000006 Purchased Services	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	38,478
0000007 Supplies	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	200,354
0000008 Equipment	3,997	3,997	3,997	3,997	3,997	3,997	3,997	3,997	3,997	3,997	3,997	43,967
0000009 Repairs/Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000010 Raw Food	320,059	321,820	325,038	328,289	331,571	337,871	344,291	350,832	357,498	364,291	371,212	3,752,773
0000011 Raw Food - Non-Resid	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,200
0000021 Covid Funding EM	0	-										0
Elgin Manor General & Admin												
1) Revenue												
0000001 P of Ont - OA	48,701	11,591	11,475	11,360	11,246	11,134	11,023	10,912	10,803	10,695	10,588	159,528
0000002 P of Ont - Pay Equity	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)	(69,300)
0000004 Recoveries	(25,000)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(31,273)	(337,730)
0000005 Private	(482,249)	(469,776)	(474,474)	(479,218)	(484,011)	(488,851)	(493,739)	(498,677)	(503,663)	(508,700)	(513,787)	(5,397,146)
0000006 Private - Basic Comp	(1,170,008)	(1,190,102)	(1,202,003)	(1,214,023)	(1,226,163)	(1,238,425)	(1,250,809)	(1,263,317)	(1,275,950)	(1,288,710)	(1,301,597)	(13,621,108)
0000009 Basic	(740,897)	(722,306)	(729,529)	(736,824)	(744,193)	(751,635)	(759,151)	(766,742)	(774,410)	(782,154)	(789,975)	(8,297,816)
0000010 Respite	(17,428)	(9,840)	(9,938)	(10,038)	(10,138)	(10,240)	(10,342)	(10,445)	(10,550)	(10,655)	(10,762)	(120,376)
0000011 General Store Sales	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(71,500)
0000038 Donations	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(165,000)
0000042 Compliance Premium	(339,996)	(339,996)	(339,996)	(226,664)	-							(1,246,652)
0000044 Covid Funding EM	(5,250)	(175,133)	-									(180,383)
0000045 Minor Capital					(32,211)	(51,647)	(51,647)	(51,647)	(51,647)	(51,647)	(51,647)	(342,093)
0000048 IPAC Training Funding	(34,131)	-										(34,131)
0000050 IPAC Capital Funding E	(72,860)	-										(72,860)
2) Wages												
0000032 Clerk - 1	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824
0000033 Clerk - 2	55,328	56,282	59,479	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	713,561
0000034 Director of Homes & S	50,125	50,902	51,724	52,760	54,230	55,108	56,220	57,345	58,275	59,669	60,866	607,224

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000035 Administrator EM & B'	83,103	87,626	89,043	90,821	93,357	94,866	96,780	98,716	100,310	102,713	104,781	1,042,116
0000044 Covid Funding EM	4,200	96,886	-									101,086
0000046 Wage Calendarization	0	0	0	0	0	0	0	0	0	0	0	0
0000048 IPAC Training Funding	18,340	-										18,340
3) Benefits												
0000032 Clerk - 1	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000033 Clerk - 2	15,492	15,759	16,654	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	199,797
0000034 Director of Homes & S	14,035	14,253	14,483	14,773	15,184	15,430	15,741	16,056	16,317	16,707	17,043	170,022
0000035 Administrator EM & B'	23,269	24,535	24,932	25,430	26,140	26,563	27,098	27,641	28,087	28,760	29,339	291,793
0000044 Covid Funding EM	1,050	24,222	-									25,272
0000047 Benefit Calendarizatio	0	0	0	0	0	0	0	0	0	0	0	0
0000048 IPAC Training Funding	4,585	-										4,585
4) Operating Costs												
0000012 Travel	700	700	700	700	700	700	700	700	700	700	700	7,700
0000013 Travel - Other	500	500	500	500	500	500	500	500	500	500	500	5,500
0000014 Development	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	27,863
0000015 Recognition	700	700	700	700	700	700	700	700	700	700	700	7,700
0000016 Memberships	9,209	9,579	9,770	9,966	10,165	10,368	10,576	10,787	11,003	11,223	11,448	114,094
0000017 Subscriptions	300	300	300	300	300	300	300	300	300	300	300	3,300
0000018 Office Supplies	5,800	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	58,800
0000019 Photocopy	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	35,794
0000020 Advertising	800	550	550	550	550	550	550	550	550	550	550	6,300
0000021 Telephone/Fax	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	66,000
0000022 Postage/Courier	550	550	550	550	550	550	550	550	550	550	550	6,050
0000024 Purchased Services	3,004	2,504	2,504	2,504	2,504	2,504	2,504	2,504	2,504	2,504	2,504	28,044
0000025 Equipment	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	11,055
0000026 Special - General Store	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	71,500
0000027 Miscellaneous	504	504	504	504	504	504	504	504	504	504	504	5,544
0000029 Reimbursed Supplies/	19,800	37,749	37,749	37,749	37,749	37,749	37,749	37,749	37,749	37,749	37,749	397,290
0000037 Furniture Replacemen	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000039 Staff Enrichment Dona	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
0000040 Miscellaneous Donatic	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000041 CMI Study	11,856	-										11,856
0000043 Repairs & Maintenanc	400	400	400	400	400	400	400	400	400	400	400	4,400

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000044 Covid Funding EM	0	54,025	-									54,025
0000048 IPAC Training Funding	11,206	-										11,206
4b) Amortization												
0000031 Amortization	566,448	589,455	566,448	566,448	566,448	566,448	566,448	566,448	566,448	566,448	566,448	6,253,935
Elgin Manor Housekeeping												
1) Revenue												
0000011 HINF 1:1 Staffing HSKP	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000008 Housekeeping Staff	256,038	260,310	265,455	270,705	276,913	281,630	287,291	293,055	299,744	304,913	310,988	3,107,042
0000009 Manager of Support S	15,330	15,568	15,820	16,135	16,585	16,853	17,193	17,539	17,821	18,248	18,614	185,704
0000011 HINF 1:1 Staffing HSKP	398	405	412	421	430	438	447	456	466	474	484	4,830
0000013 New Hire Orientation	821	834	851	868	888	903	921	940	961	978	998	9,963
0000014 Floor Cleaning	1,891	1,921	1,960	1,999	2,045	2,080	2,122	2,164	2,214	2,252	2,297	22,944
3) Benefits												
0000008 Housekeeping Staff	135,700	137,964	140,691	143,473	146,764	149,264	152,264	155,319	158,864	161,604	164,823	1,646,732
0000009 Manager of Support S	4,292	4,359	4,430	4,518	4,644	4,719	4,814	4,911	4,990	5,109	5,212	51,997
0000011 HINF 1:1 Staffing HSKP	100	101	103	105	108	109	112	114	117	119	121	1,208
0000013 New Hire Orientation	205	209	213	217	222	226	230	235	240	245	249	2,491
0000014 Floor Cleaning	473	480	490	500	511	520	530	541	554	563	574	5,736
4) Operating Costs												
0000004 Purchased Services	4,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	38,400
0000005 Supplies	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	188,496
0000006 Equipment	3,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	28,500
0000007 Repairs/Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000015 Covid Funding EM	0	-										0
Elgin Manor Laundry												
2) Wages												
0000007 Laundry Staff	63,639	64,682	65,966	67,278	68,827	70,006	71,421	72,860	74,530	75,822	77,339	772,368
3) Benefits												
0000007 Laundry Staff	33,729	34,281	34,962	35,657	36,478	37,103	37,853	38,615	39,501	40,185	40,990	409,355
4) Operating Costs												
0000003 Purchased Services	119,280	125,553	125,553	125,553	125,553	125,553	125,553	125,553	125,553	125,553	125,553	1,374,810
0000004 Supplies	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	25,124
0000006 Repairs/Maintenance	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,200

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000010 Covid Funding EM	0	-										0
Elgin Manor Nursing & Personal Care												
1) Revenue												
0000011 P of Ont - NPC	(3,450,120)	(3,610,519)	(3,682,729)	(3,756,384)	(3,831,512)	(3,908,142)	(3,986,305)	(4,066,031)	(4,147,351)	(4,230,298)	(4,314,904)	(42,984,296)
0000012 P of Ont - On Call Phys	(15,161)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(170,441)
0000013 Recoveries - Supplies &	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(62,700)
0000015 Lab Cost Recovery	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(57,200)
0000017 MDS RAI	(47,954)	(47,207)	(48,177)	(49,162)	(50,300)	(51,191)	(52,234)	(53,291)	(54,528)	(55,481)	(56,611)	(566,136)
0000022 BSO Funding Nurses	(18,587)	(18,898)	(19,288)	(19,684)	(20,142)	(20,500)	(20,919)	(21,344)	(21,842)	(22,225)	(22,679)	(226,107)
0000023 HINF Supplemental Ba	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(234,828)
0000024 HINF Costs Reimburse	(1,833)	(1,846)	(1,861)	(1,877)	(1,896)	(1,910)	(1,927)	(1,944)	(1,963)	(1,979)	(1,997)	(21,032)
0000025 BSO Funding PSW	(25,819)	(26,251)	(26,784)	(27,328)	(27,971)	(28,459)	(29,045)	(29,641)	(30,332)	(30,867)	(31,495)	(313,992)
0000027 Education	(26,823)	(17,445)	-									(44,267)
0000029 Falls Prevention	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(99,000)
0000031 PSW Train the Trainor	(2,354)	-										(2,354)
0000048 Equipment to Reduce ED Visits		(15,723)	-									(15,723)
2) Wages												
0000016 Training Coordinator	12,400	12,593	12,798	13,054	13,420	13,637	13,913	14,194	14,423	14,770	15,067	150,269
0000017 MDS RAI	38,546	37,604	38,380	39,168	40,079	40,791	41,626	42,471	43,461	44,223	45,127	451,476
0000018 New Hire Orientation	10,872	11,052	11,275	11,501	11,767	11,971	12,213	12,457	12,744	12,965	13,226	132,042
0000022 BSO Funding Nurses	14,869	15,119	15,431	15,747	16,113	16,400	16,735	17,075	17,473	17,780	18,143	180,886
0000024 HINF Costs Reimburse	605	615	628	640	655	666	680	693	709	722	736	7,350
0000025 BSO Funding PSW	20,656	21,001	21,427	21,863	22,376	22,767	23,236	23,713	24,266	24,694	25,196	251,194
0000027 Education	14,969	11,121	-									26,090
0000031 PSW Train the Trainor	1,883	-										1,883
0000032 RN	463,537	470,709	479,547	488,568	499,142	507,186	516,759	526,140	537,616	546,307	556,676	5,592,188
0000033 RPN	446,791	455,058	464,030	473,142	483,711	491,925	501,575	511,359	522,839	531,625	542,079	5,424,135
0000034 PSW	34,381	38,453	38,453	38,453	38,559	38,453	38,453	38,453	38,559	38,453	38,453	419,125
0000035 DON - Manager of Res	95,384	108,385	110,138	112,332	115,472	117,350	119,709	122,102	124,083	127,043	129,601	1,281,599
0000036 DON - Resident Care C	73,628	74,765	75,974	77,496	79,644	80,945	82,578	84,229	85,599	87,638	89,404	891,899
0000038 Direct Care Staff Fundi	82,237	86,610	88,345	90,111	92,176	93,767	95,653	97,563	99,797	101,519	103,552	1,031,330
0000039 PSW - Step 1	227,863	231,646	236,302	241,050	246,565	250,836	255,858	260,975	266,912	271,582	276,977	2,766,565
0000040 RN - Step 7	82,911	84,300	85,984	87,714	89,719	91,269	93,098	94,894	97,063	98,743	100,721	1,006,416
0000042 PSW - Step 2	1,688,425	1,700,195	1,734,020	1,768,516	1,809,243	1,840,240	1,877,359	1,915,163	1,958,993	1,992,894	2,032,703	20,317,753

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000047 DON - CMI / Quality Su	1,189	28,756	29,217	29,806	30,637	31,136	31,756	32,396	32,923	33,707	34,387	315,910
3) Benefits												
0000016 Training Coordinator	3,100	3,148	3,199	3,263	3,355	3,409	3,478	3,548	3,605	3,692	3,766	37,564
0000017 MDS RAI	9,408	9,603	9,797	9,994	10,222	10,400	10,608	10,820	11,067	11,258	11,484	114,660
0000018 New Hire Orientation	2,718	2,764	2,819	2,876	2,942	2,993	3,054	3,115	3,187	3,242	3,307	33,019
0000022 BSO Funding Nurses	3,717	3,780	3,858	3,937	4,028	4,100	4,184	4,269	4,368	4,445	4,536	45,222
0000024 HINF Costs Reimburse	151	154	157	160	164	166	170	173	177	180	184	1,835
0000025 BSO Funding PSW	5,164	5,250	5,357	5,466	5,594	5,692	5,809	5,928	6,067	6,173	6,299	62,798
0000027 Education	3,742	2,780	-									6,522
0000031 PSW Train the Trainor	471	-										471
0000032 RN	245,675	249,476	254,160	258,941	264,545	268,809	273,882	278,854	284,937	289,543	295,039	2,963,861
0000033 RPN	236,799	241,181	245,936	250,765	256,367	260,720	265,834	271,020	277,104	281,761	287,302	2,874,790
0000034 PSW	18,222	20,380	20,380	20,380	20,436	20,380	20,380	20,380	20,436	20,380	20,380	222,137
0000035 DON - Manager of Res	26,707	30,348	30,839	31,453	32,332	32,858	33,519	34,189	34,743	35,572	36,288	358,848
0000036 DON - Resident Care C	20,616	20,934	21,273	21,699	22,300	22,665	23,122	23,584	23,968	24,539	25,033	249,731
0000038 Direct Care Staff Fundi	20,560	21,653	22,086	22,527	23,044	23,442	23,913	24,391	24,949	25,380	25,888	257,833
0000039 PSW - Step 1	120,768	122,772	125,240	127,756	130,679	132,943	135,605	138,317	141,464	143,939	146,798	1,466,279
0000040 RN - Step 7	43,943	44,679	45,571	46,489	47,551	48,373	49,342	50,294	51,443	52,334	53,382	533,400
0000042 PSW - Step 2	894,865	901,103	919,030	937,314	958,899	975,327	995,000	1,015,036	1,038,266	1,056,234	1,077,333	10,768,408
0000047 DON - CMI / Quality Su	333	8,052	8,181	8,346	8,578	8,718	8,892	9,071	9,218	9,438	9,628	88,455
4) Operating Costs												
0000001 Travel	400	400	400	400	400	400	400	400	400	400	400	4,400
0000002 Travel - Other	300	300	300	300	300	300	300	300	300	300	300	3,300
0000003 Development	1,500	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,500
0000004 Purchased Services	20,081	24,983	20,885	21,302	21,728	22,163	22,606	23,058	23,519	23,990	24,470	248,785
0000005 Medical Supplies	37,252	37,997	38,757	39,532	40,323	41,129	41,952	42,791	43,647	44,520	45,410	453,309
0000006 Equipment	6,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	56,000
0000007 Repairs & Maintenanc	3,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	23,000
0000008 Miscellaneous	500	500	500	500	500	500	500	500	500	500	500	5,500
0000009 Medical Director	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	361,152
0000010 Incontinence	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	433,620
0000015 Lab Cost Recovery	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	57,200
0000021 Mattress Replacement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000022 BSO Funding Nurses	0	0	0	0	0	0	0	0	0	0	0	0

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000023 HINF Supplemental Ba	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	234,828
0000024 HINF Costs Reimburse	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	11,847
0000025 BSO Funding PSW	0	0	0	0	0	0	0	0	0	0	0	0
0000027 Education	8,112	3,543	-									11,655
0000028 Safety/Sling Replacem	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	88,000
0000029 Falls Prevention	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	99,000
0000045 Covid Funding EM	0	-										0
Elgin Manor Program & Support												
1) Revenue												
0000001 P of Ont - PSS	(406,236)	(406,236)	(414,361)	(422,648)	(431,101)	(439,723)	(448,517)	(457,488)	(466,638)	(475,970)	(485,490)	(4,854,408)
0000002 Recoveries	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(35,702)	(392,722)
0000012 BSO Recreation	(9,268)	(9,065)	(9,246)	(9,429)	(9,646)	(9,812)	(10,010)	(10,211)	(10,445)	(10,626)	(10,838)	(108,596)
0000014 HINF 1:1 Staffing Recre	(507)	(515)	(526)	(536)	(548)	(558)	(569)	(580)	(594)	(604)	(616)	(6,153)
0000020 NHSP Touching Memo	(24,879)	-										(24,879)
2) Wages												
0000012 BSO Recreation	7,415	7,252	7,396	7,544	7,717	7,849	8,008	8,169	8,356	8,501	8,670	86,877
0000014 HINF 1:1 Staffing Recre	405	412	421	429	439	446	455	464	475	483	493	4,922
0000015 Recreationists	138,570	140,964	143,741	146,573	149,922	152,462	155,511	158,616	162,218	164,998	168,267	1,681,842
0000016 Hairdressers	34,733	-										34,733
0000017 Manager of Program &	30,790	31,268	31,775	32,407	33,312	33,850	34,533	35,229	35,794	36,651	37,387	372,997
0000020 NHSP Touching Memo	5,703	-										5,703
3) Benefits												
0000012 BSO Recreation	1,854	1,813	1,849	1,886	1,929	1,962	2,002	2,042	2,089	2,125	2,168	21,720
0000014 HINF 1:1 Staffing Recre	101	103	105	107	110	112	114	116	119	121	123	1,230
0000015 Recreationists	73,442	74,711	76,183	77,683	79,458	80,805	82,421	84,066	85,976	87,449	89,181	891,376
0000016 Hairdressers	18,408	-										18,408
0000017 Manager of Program &	8,621	8,755	8,897	9,074	9,327	9,478	9,669	9,864	10,022	10,262	10,468	104,439
0000020 NHSP Touching Memo	1,426	-										1,426
4) Operating Costs												
0000003 Travel	504	504	504	504	504	504	504	504	504	504	504	5,544
0000004 Travel - Other	190	190	190	190	190	190	190	190	190	190	190	2,090
0000005 Development	606	356	356	356	356	356	356	356	356	356	356	4,166
0000006 Purchased Services	53,160	53,160	53,160	53,160	53,160	53,160	53,160	53,160	53,160	53,160	53,160	584,760
0000007 Supplies	5,100	2,142	2,185	2,229	2,273	2,319	2,365	2,412	2,460	2,510	2,510	28,504

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
000009 Equipment	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
000011 Program Specific Raw	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
000012 BSO Recreation		0	0	0	0	0	0	0	0	0	0	0
000013 Life Enrichment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
000019 Physiotherapy	74,520	74,520	74,520	74,520	74,520	74,520	74,520	74,520	74,520	74,520	74,520	819,720
000020 NHSP Touching Memo	17,750	-										17,750
000021 Covid Funding EM	0	-										0
Terrace Lodge Adult Day												
1) Revenue												
000001 Province of Ontario	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(218,974)	(2,408,714)
000002 Client Revenue	(75,000)	(75,000)	(76,500)	(76,500)	(76,500)	(78,030)	(78,030)	(78,030)	(79,591)	(79,591)	(79,591)	(852,362)
000016 TL ADP COVID-19	(1)	(1)	-									(2)
000017 Covid Funding TL		(0)	-									(0)
2) Wages												
000014 Adult Day Staff	164,032	166,721	170,038	173,419	177,414	180,452	184,093	187,801	192,099	195,423	199,326	1,990,818
000015 Wage & Benefit Adjust	(2,463)	(4,468)	(6,474)	(8,478)	(10,485)	(12,489)	(14,500)	(16,506)	(18,511)	(20,418)	(24,356)	(139,148)
000016 TL ADP COVID-19	1	1	-									2
3) Benefits												
000014 Adult Day Staff	86,937	88,362	90,120	91,912	94,029	95,640	97,569	99,535	101,812	103,574	105,643	1,055,133
000015 Wage & Benefit Adjust	(32,544)	(34,654)	(36,221)	(39,392)	(43,595)	(44,710)	(48,270)	(51,937)	(54,947)	(58,125)	(60,160)	(504,555)
000016 TL ADP COVID-19	0	0	-									1
4) Operating Costs												
000003 Travel	504	504	504	504	504	504	504	504	504	504	504	5,544
000005 Development	354	354	354	354	354	354	354	354	354	354	354	3,894
000006 Office Supplies	306	306	306	306	306	306	306	306	306	306	306	3,366
000008 Purchased Services	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	464,079
000009 Supplies	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	15,411
000010 Equipment	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	24,321
000011 Miscellaneous	240	240	240	240	240	240	240	240	240	240	240	2,640
000012 Raw Food	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	206,877
000013 Building Occupancy	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	132,000
000016 TL ADP COVID-19	0	-										0
000017 Covid Funding TL		0	-									0
Terrace Lodge Building & Property												

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
1) Revenue												
0000001 Recoveries	(4,794)	(4,890)	(4,988)	(5,087)	(5,189)	(5,293)	(5,399)	(5,507)	(5,617)	(5,729)	(5,844)	(58,337)
0000013 Building Renovation	(925)	-			(996,920)	-						(997,845)
0000038 TL Redevelopment Construction Funding Subsidy					(388,360)	(776,720)	(776,720)	(776,720)	(776,720)	(776,720)	(776,720)	(5,048,680)
2) Wages												
0000010 Maintenance Wages	53,249	54,123	55,199	56,297	57,593	58,580	59,762	60,965	62,361	63,440	64,707	646,276
3) Benefits												
0000010 Maintenance Wages	28,222	28,685	29,256	29,837	30,525	31,048	31,674	32,312	33,051	33,623	34,295	342,526
4) Operating Costs												
0000002 Travel	763	1,000	1,000	1,000	1,000	500	500	500	500	500	500	7,763
0000003 Travel - Other	120	120	120	120	120	120	120	120	120	120	120	1,320
0000004 Development	510	500	500	500	500	500	500	500	500	500	500	5,510
0000005 Purchased Services	92,820	94,676	96,570	98,501	100,471	102,481	104,530	106,621	108,753	110,928	113,147	1,129,500
0000006 Supplies	510	520	531	541	552	563	574	586	598	609	622	6,206
0000007 Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000008 Repairs/Maintenance	13,260	13,525	28,525	14,072	14,353	10,000	10,000	10,000	10,000	10,000	10,000	143,735
0000009 Utilities	239,497	244,287	249,172	254,156	259,239	264,424	269,712	275,106	280,609	286,221	291,945	2,914,367
0000012 Painting	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	155,000
0000013 Building Renovation	926	-										926
0000019 Facility Condition Audit						43,200	-				43,200	86,400
0000021 Covid Funding TL	0	-										0
0000022 Miscellaneous	120	500	500	500	500	500	500	500	500	500	500	5,120
0000023 Roof										2,500	-	2,500
Terrace Lodge Dietary												
1) Revenue												
0000001 P of Ont - Raw Food	(351,510)	(353,425)	(356,959)	(360,529)	(364,134)	(371,053)	(378,103)	(385,287)	(392,607)	(400,067)	(407,668)	(4,121,341)
0000002 Recoveries	(13,853)	(13,992)	(14,131)	(14,273)	(14,415)	(14,689)	(14,968)	(15,253)	(15,543)	(15,838)	(16,139)	(163,095)
0000018 HINF 1:1 Staffing Dieta	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000012 First Cooks	148,040	153,972	156,963	160,012	163,624	166,354	169,638	172,981	176,867	179,854	183,374	1,831,680
0000014 Dietary Aides	369,991	380,579	388,051	395,669	404,689	411,527	419,742	428,110	437,825	445,321	454,139	4,535,643
0000015 Manager of Support S	45,989	46,703	47,460	48,403	49,756	50,559	51,579	52,618	53,462	54,743	55,842	557,114
0000017 New Hire Orientation	798	811	828	844	864	878	896	914	935	951	970	9,689
0000018 HINF 1:1 Staffing Dieta	398	405	412	421	430	438	447	456	466	474	484	4,830

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
3) Benefits												
0000012 First Cooks	78,461	81,605	83,190	84,806	86,721	88,168	89,908	91,680	93,739	95,323	97,188	970,791
0000014 Dietary Aides	196,095	201,707	205,667	209,705	214,485	218,109	222,463	226,899	232,047	236,020	240,694	2,403,889
0000015 Manager of Support Sr	12,877	13,077	13,289	13,553	13,932	14,157	14,442	14,733	14,970	15,328	15,636	155,992
0000017 New Hire Orientation	199	203	207	211	216	220	224	229	234	238	243	2,422
0000018 HINF 1:1 Staffing Dieta	100	101	103	105	108	109	112	114	117	119	121	1,208
4) Operating Costs												
0000003 Travel	300	200	200	200	200	200	200	200	200	200	200	2,300
0000005 Development	500	500	500	500	500	500	500	500	500	500	500	5,500
0000006 Purchased Services	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	49,456
0000007 Supplies	29,170	26,670	26,670	26,670	26,670	26,670	26,670	26,670	26,670	26,670	26,670	295,870
0000008 Equipment	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	44,011
0000009 Repairs/Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000010 Raw Food	351,510	367,417	371,091	374,802	378,550	385,742	393,071	400,540	408,150	415,905	423,807	4,270,583
0000011 Raw Food - Non-Resid	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,200
0000021 Covid Funding TL	0	-										0
Terrace Lodge General & Admin												
1) Revenue												
0000001 P of Ont - OA	34,481	3,564	3,528	3,493	3,458	3,424	3,389	3,355	3,322	3,289	3,256	68,559
0000002 P of Ont - Pay Equity	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(2,196)	(24,156)
0000003 P of Ont - Structural C	(9,126)	-										(9,126)
0000004 Recoveries	(30,000)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(36,868)	(398,680)
0000005 Private	(132,693)	(135,066)	(136,417)	(137,781)	(139,159)	(140,550)	(141,956)	(143,375)	(144,809)	(146,257)	(147,720)	(1,545,782)
0000006 Private - Basic Comp	(434,525)	(442,156)	(446,578)	(451,043)	(455,554)	(460,109)	(464,710)	(469,358)	(474,051)	(478,792)	(483,580)	(5,060,455)
0000007 Semi	(127,222)	(129,896)	(131,195)	(132,507)	(133,832)	(135,170)	(136,522)	(137,887)	(139,266)	(140,659)	(142,065)	(1,486,222)
0000008 Semi - Basic Comp	(937,378)	(957,264)	(966,837)	(976,505)	(986,270)	(996,133)	(1,006,094)	(1,016,155)	(1,026,317)	(1,036,580)	(1,046,946)	(10,952,478)
0000009 Basic	(742,476)	(705,750)	(712,808)	(719,936)	(727,135)	(734,406)	(741,750)	(749,168)	(756,660)	(764,226)	(771,868)	(8,126,183)
0000010 Respite	(9,789)	(5,904)	(9,986)	(10,086)	(10,187)	(10,289)	(10,392)	(10,495)	(10,600)	(10,706)	(10,813)	(109,248)
0000038 Donations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(55,000)
0000045 Palliative Care Donatic	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(33,000)
0000048 Covid Funding TL	(69,365)	(183,214)	-									(252,580)
0000049 Minor Capital Funding		(38,601)	(54,540)	(56,820)	(56,820)	(56,820)	(56,820)	(56,820)	(56,820)	(56,820)	(56,820)	(547,701)
0000052 IPAC Training Funding	(37,938)	-										(37,938)
0000054 IPAC Capital Funding T	(110,000)	-										(110,000)

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
2) Wages												
0000032 Clerk 1	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824
0000033 Clerk 2	59,839	60,762	61,751	62,971	64,738	65,779	67,099	68,455	69,563	71,219	72,649	724,824
0000034 Director of Homes & S	50,125	50,902	51,724	52,760	54,230	55,108	56,220	57,345	58,275	59,669	60,866	607,224
0000035 Administrator TL	143,141	130,068	137,453	145,817	155,595	158,111	161,300	164,527	167,184	171,188	174,635	1,709,018
0000048 Covid Funding TL	6,354	146,571	-									152,925
0000050 Wage Calendarization	0	0	0	0	0	0	0	0	0	0	0	0
0000052 IPAC Training Funding	20,389	-										20,389
3) Benefits												
0000032 Clerk 1	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000033 Clerk 2	16,755	17,013	17,290	17,632	18,127	18,418	18,788	19,168	19,478	19,941	20,342	202,951
0000034 Director of Homes & S	14,035	14,253	14,483	14,773	15,184	15,430	15,741	16,056	16,317	16,707	17,043	170,022
0000035 Administrator TL	40,079	36,419	38,487	40,829	43,566	44,271	45,164	46,068	46,812	47,933	48,898	478,525
0000048 Covid Funding TL	1,589	36,643	-									38,231
0000051 Benefit Calendarization	0	0	0	0	0	0	0	0	0	0	0	0
0000052 IPAC Training Funding	5,097	-										5,097
4) Operating Costs												
0000012 Travel	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000013 Travel - Other	770	770	770	770	770	770	770	770	770	770	770	8,470
0000014 Development	3,334	3,334	3,334	3,334	3,334	3,334	3,334	3,334	3,334	3,334	3,334	36,674
0000015 Recognition	505	505	505	505	505	505	505	505	505	505	505	5,555
0000016 Memberships	10,025	10,653	10,866	11,083	11,305	11,531	11,762	11,997	12,237	12,482	12,731	126,671
0000017 Subscriptions	500	300	300	300	300	300	300	300	300	300	300	3,500
0000018 Office Supplies	7,800	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	80,800
0000019 Photocopy	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	46,750
0000020 Advertising	1,000	750	750	750	750	750	750	750	750	750	750	8,500
0000021 Telephone/Fax	7,996	7,996	7,996	7,996	7,996	7,996	7,996	7,996	7,996	7,996	7,996	87,956
0000022 Postage/Courier	756	756	756	756	756	756	756	756	756	756	756	8,316
0000024 Purchased Services	3,535	3,035	3,035	3,035	3,035	3,035	3,035	3,035	3,035	3,035	3,035	33,885
0000025 Equipment	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000027 Miscellaneous	502	3,602	502	502	502	502	502	502	502	502	502	8,622
0000029 Reimbursed Supplies/	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	44,000
0000037 Furniture Replacemen	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000039 Staff Enrichment Dona	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000040 Miscellaneous Donatic	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000041 CMI Study	13,174	-										13,174
0000044 Cable	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	181,500
0000048 Covid Funding TL	61,423	-										61,423
0000052 IPAC Training Funding	12,451	-										12,451
4b) Amortization												
0000031 Amortization	224,735	220,339	809,135	1,141,371	1,140,667	1,141,404	1,142,140	1,142,876	1,143,612	1,144,348	1,144,348	10,394,976
Terrace Lodge Housekeeping												
1) Revenue												
0000012 HINF 1:1 Staffing HSKP	(497)	(506)	(516)	(526)	(538)	(547)	(558)	(569)	(583)	(593)	(605)	(6,038)
2) Wages												
0000009 Housekeeping Staff	286,522	288,358	294,055	299,872	306,749	311,975	318,246	324,630	332,040	337,766	344,495	3,444,706
0000010 Manager of Support S	30,659	31,135	31,640	32,269	33,170	33,706	34,386	35,079	35,641	36,495	37,228	371,409
0000012 HINF 1:1 Staffing HSKP	398	405	412	421	430	438	447	456	466	474	484	4,830
3) Benefits												
0000009 Housekeeping Staff	151,857	152,830	155,850	158,932	162,577	165,347	168,670	172,054	175,981	179,016	182,582	1,825,696
0000010 Manager of Support S	8,585	8,718	8,859	9,035	9,288	9,438	9,628	9,822	9,980	10,219	10,424	103,995
0000012 HINF 1:1 Staffing HSKP	100	101	103	105	108	109	112	114	117	119	121	1,208
4) Operating Costs												
0000004 Purchased Services	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	33,770
0000005 Supplies	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	243,100
0000006 Equipment	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	19,833
0000007 Repairs/Maintenance	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	17,556
0000015 Covid Funding TL	0	-										0
Terrace Lodge Laundry												
2) Wages												
0000007 Laundry Staff	73,508	74,750	76,230	77,742	79,528	80,887	82,516	84,175	86,100	87,589	89,337	892,362
3) Benefits												
0000007 Laundry Staff	38,959	39,617	40,402	41,203	42,150	42,870	43,734	44,613	45,633	46,422	47,348	472,952
4) Operating Costs												
0000003 Purchased Services	132,600	139,468	139,468	139,468	139,468	139,468	139,468	139,468	139,468	139,468	139,468	1,527,280
0000004 Supplies	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	56,672
0000006 Repairs/Maintenance	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	13,761
0000010 Covid Funding TL	0	-										0

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
Terrace Lodge Nursing & Personal Care												
1) Revenue												
0000011 P of Ont - NPC	(3,854,744)	(3,903,715)	(3,981,789)	(4,061,425)	(4,142,654)	(4,225,507)	(4,310,017)	(4,396,217)	(4,484,141)	(4,573,824)	(4,665,301)	(46,599,334)
0000012 P of Ont - On Call Phys	(15,161)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(15,528)	(170,441)
0000013 Recoveries - Supplies &	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(132,000)
0000015 Lab Cost Recovery	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(77,000)
0000017 MDS RAI	(52,201)	(52,039)	(53,089)	(54,156)	(55,391)	(56,356)	(57,486)	(58,632)	(59,973)	(61,005)	(62,229)	(622,557)
0000022 BSO Funding Nurses	(20,857)	(20,801)	(21,222)	(21,648)	(22,142)	(22,527)	(22,979)	(23,437)	(23,973)	(24,386)	(24,875)	(248,848)
0000023 HINF Supplemental Ba	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(260,964)
0000024 HINF Costs Reimburse	(5,832)	(5,840)	(5,850)	(5,860)	(5,871)	(5,880)	(5,890)	(5,901)	(5,914)	(5,923)	(5,934)	(64,695)
0000025 BSO Funding PSW	(23,263)	(23,200)	(23,661)	(24,132)	(24,688)	(25,110)	(25,617)	(26,133)	(26,731)	(27,194)	(27,737)	(277,466)
0000027 Education	(29,742)	(19,247)	-									(48,989)
0000029 Falls Prevention	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(109,956)
0000048 ADP Bathing Equipmer	(29,057)	-										(29,057)
0000049 Equipment to Reduce ED Visits		(31,944)	-									(31,944)
2) Wages												
0000016 Training Coordinator	12,447	12,640	12,845	13,101	13,467	13,684	13,960	14,241	14,470	14,817	15,114	150,786
0000017 MDS RAI	41,761	41,631	42,471	43,325	44,313	45,085	45,989	46,905	47,978	48,804	49,784	498,045
0000018 New Hire Orientation	10,018	10,183	10,387	10,594	10,837	11,024	11,246	11,469	11,732	11,935	12,173	121,597
0000022 BSO Funding Nurses	16,685	16,641	16,977	17,318	17,713	18,022	18,383	18,750	19,178	19,509	19,900	199,078
0000024 HINF Costs Reimburse	380	386	394	402	411	418	427	435	445	453	462	4,614
0000025 BSO Funding PSW	18,611	18,560	18,929	19,305	19,750	20,088	20,494	20,906	21,385	21,755	22,189	221,972
0000027 Education	20,271	15,098	-									35,368
0000032 RN	23,641	23,576	23,576	23,576	23,641	23,576	23,576	23,576	23,641	23,576	23,576	259,534
0000033 RPN	678,873	690,720	704,497	718,489	734,696	747,332	762,150	777,174	794,780	808,293	824,347	8,241,353
0000034 PSW	34,435	38,096	38,096	38,096	38,200	38,096	38,096	38,096	38,200	38,096	38,096	415,600
0000035 DON - Manager of Res	106,239	96,518	102,010	108,210	115,472	117,350	119,709	122,102	124,083	127,043	129,601	1,268,338
0000036 DON - Resident Care C	70,908	74,765	75,974	77,496	79,644	80,945	82,578	84,229	85,599	87,638	89,404	889,179
0000038 Direct Care Staff Fundi	85,811	87,224	88,971	90,749	92,829	94,432	96,332	98,255	100,504	102,238	104,286	1,041,629
0000039 PSW - Step 1	423,584	430,617	439,271	448,097	458,349	466,289	475,625	485,137	496,174	504,856	514,883	5,142,881
0000040 RN - Step 6	121,897	123,951	126,436	128,972	131,905	134,197	136,885	139,519	142,706	145,176	148,088	1,479,731
0000041 RN - Step 7	298,911	303,919	309,987	316,228	323,454	329,043	335,638	342,110	349,932	355,987	363,120	3,628,331
0000042 PSW - Step 2	1,712,554	1,737,488	1,772,055	1,807,309	1,848,928	1,880,606	1,918,538	1,957,170	2,001,962	2,036,607	2,077,289	20,750,506
0000044 DON - CMI Supervisor	39,125	-										39,125

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000047 DON - CMI / Quality Su	1,189	28,756	29,217	29,806	30,637	31,136	31,756	32,396	32,923	33,707	34,387	315,910
3) Benefits												
0000016 Training Coordinator	3,112	3,160	3,211	3,275	3,367	3,421	3,490	3,560	3,617	3,704	3,778	37,696
0000017 MDS RAI	10,440	10,408	10,618	10,831	11,078	11,271	11,497	11,726	11,995	12,201	12,446	124,511
0000018 New Hire Orientation	2,504	2,546	2,597	2,649	2,709	2,756	2,811	2,867	2,933	2,983	3,044	30,399
0000022 BSO Funding Nurses	4,171	4,160	4,244	4,330	4,428	4,506	4,596	4,687	4,795	4,877	4,975	49,769
0000024 HINF Costs Reimburse	95	97	98	101	103	105	107	109	111	113	115	1,154
0000025 BSO Funding PSW	4,653	4,640	4,732	4,826	4,938	5,022	5,123	5,227	5,346	5,439	5,547	55,493
0000027 Education	5,068	3,775	-									8,842
0000032 RN	12,530	12,496	12,496	12,496	12,530	12,496	12,496	12,496	12,530	12,496	12,496	137,553
0000033 RPN	359,803	366,081	373,384	380,799	389,389	396,086	403,939	411,903	421,233	428,395	436,904	4,367,917
0000034 PSW	18,251	20,191	20,191	20,191	20,246	20,191	20,191	20,191	20,246	20,191	20,191	220,269
0000035 DON - Manager of Res	29,747	27,025	28,563	30,299	32,332	32,858	33,519	34,189	34,743	35,572	36,288	355,135
0000036 DON - Resident Care C	19,854	20,934	21,273	21,699	22,300	22,665	23,122	23,584	23,968	24,539	25,033	248,970
0000038 Direct Care Staff Fundi	21,453	21,806	22,243	22,687	23,207	23,608	24,083	24,564	25,126	25,560	26,071	260,408
0000039 PSW - Step 1	224,499	228,227	232,814	237,492	242,925	247,133	252,081	257,123	262,972	267,573	272,888	2,725,727
0000040 RN - Step 6	64,605	65,694	67,011	68,355	69,910	71,124	72,549	73,945	75,634	76,943	78,487	784,257
0000041 RN - Step 7	158,423	161,077	164,293	167,601	171,431	174,393	177,888	181,318	185,464	188,673	192,454	1,923,015
0000042 PSW - Step 2	907,654	920,868	939,189	957,874	979,932	996,721	1,016,825	1,037,300	1,061,040	1,079,402	1,100,963	10,997,768
0000044 DON - CMI Supervisor	10,955	-										10,955
0000047 DON - CMI / Quality Su	333	8,052	8,181	8,346	8,578	8,718	8,892	9,071	9,218	9,438	9,628	88,455
4) Operating Costs												
0000001 Travel	1,002	502	502	502	502	502	502	502	502	502	502	6,022
0000002 Travel - Other	500	300	300	300	300	300	300	300	300	300	300	3,500
0000003 Development	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,200
0000004 Purchased Services	21,671	22,104	22,546	22,997	23,457	23,926	24,405	24,893	25,391	25,899	26,416	263,705
0000005 Medical Supplies	41,294	46,620	42,946	43,805	44,681	45,574	46,486	47,416	48,364	49,331	50,318	506,834
0000006 Equipment	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	88,000
0000007 Repairs & Maintenanc	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000009 Medical Director	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	361,713
0000010 Incontinence	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	481,800
0000015 Lab Cost Recovery	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000021 Mattress Replacement	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
0000022 BSO Funding Nurses	0	0	0	0	0	0	0	0	0	0	0	0

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000023 HINF Supplemental Ba	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	260,964
0000024 HINF Costs Reimburse	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	58,927
0000025 BSO Funding PSW	0	0	0	0	0	0	0	0	0	0	0	0
0000027 Education	4,404	374	-									4,778
0000028 Safety/Sling Replacem	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000029 Falls Prevention	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	109,956
0000045 Covid Funding TL	0	-										0
Terrace Lodge Program & Support												
1) Revenue												
0000001 P of Ont - PSS	(451,568)	(451,568)	(460,600)	(469,812)	(479,208)	(488,792)	(498,568)	(508,539)	(518,710)	(529,084)	(539,666)	(5,396,117)
0000002 Recoveries	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(275,000)
0000012 BSO Recreation	(13,982)	(13,682)	(13,954)	(14,232)	(14,559)	(14,809)	(15,108)	(15,412)	(15,764)	(16,037)	(16,358)	(163,895)
0000014 HINF 1:1 Staffing Recre	(507)	(515)	(526)	(536)	(548)	(558)	(569)	(580)	(594)	(604)	(616)	(6,153)
0000021 NHSP COVID-Seniors ir	(25,000)	-										(25,000)
2) Wages												
0000012 BSO Recreation	11,186	10,946	11,163	11,385	11,647	11,847	12,086	12,329	12,612	12,830	13,086	131,116
0000014 HINF 1:1 Staffing Recre	405	412	421	429	439	446	455	464	475	483	493	4,922
0000015 Recreationists	165,269	168,135	171,438	174,808	178,795	181,817	185,446	189,140	193,428	196,737	200,627	2,005,640
0000016 Hairdressers	23,283	23,664	24,134	24,614	25,181	25,612	26,129	26,656	27,267	27,740	28,295	282,574
0000017 Manager of Program &	30,659	31,135	31,640	32,269	33,170	33,706	34,386	35,079	35,641	36,495	37,228	371,409
0000021 NHSP COVID-Seniors ir	0	6	-									7
3) Benefits												
0000012 BSO Recreation	2,796	2,736	2,791	2,846	2,912	2,962	3,022	3,082	3,153	3,207	3,272	32,779
0000014 HINF 1:1 Staffing Recre	101	103	105	107	110	112	114	116	119	121	123	1,230
0000015 Recreationists	87,592	89,111	90,862	92,648	94,761	96,363	98,286	100,244	102,517	104,270	106,332	1,062,988
0000016 Hairdressers	12,340	12,542	12,791	13,045	13,346	13,574	13,849	14,128	14,452	14,702	14,996	149,764
0000017 Manager of Program &	8,585	8,718	8,859	9,035	9,288	9,438	9,628	9,822	9,980	10,219	10,424	103,995
0000021 NHSP COVID-Seniors ir	0	2	-									2
4) Operating Costs												
0000003 Travel	400	400	400	400	400	400	400	400	400	400	400	4,400
0000004 Travel - Other	150	150	150	150	150	150	150	150	150	150	150	1,650
0000005 Development	350	250	250	250	250	250	250	250	250	250	250	2,850
0000006 Purchased Services	44,600	44,600	44,600	44,600	44,600	44,600	44,600	44,600	44,600	44,600	44,600	490,600
0000007 Supplies	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	66,000

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
000009 Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
000011 Program Specific Raw	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
000012 BSO Recreation		0	0	0	0	0	0	0	0	0	0	0
000013 Life Enrichment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
000019 Physiotherapy	82,800	82,800	82,800	82,800	82,800	82,800	82,800	82,800	82,800	82,800	82,800	910,800
000020 Covid Funding TL	0	-										0
000021 NHSP COVID-Seniors ir	25,000	-										25,000
I) Net Income Total	5,023,572	4,940,121	5,698,886	6,275,707	5,297,311	6,103,483	6,082,499	6,218,560	6,404,650	6,511,777	6,826,201	65,382,768

II) Capital

8) HOMES FOR SENIORS SERVICES

Bobier Villa Building & Property

5) Capital WIP

000018 Security/Resident Safe	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	75,000
000022 Misc Bldg	5,500	-								264,249	3,173,731	3,443,480
000030 Parking Lot Resurfacin	65,000	-										65,000
000031 Caulking/Weatherproc	15,000	-										15,000
000032 Flat Roof	140,000	-										140,000
000033 Energy Savings - Parkir	10,000	-										10,000
000034 Building Envelope & Ei	30,000	-										30,000
000035 Building Automation S	25,000	25,000	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	115,000
000036 Flooring Replacement	20,000	-										20,000
000037 Energy Savings - Electr	10,000	45,000	25,000	25,000	25,000	25,000	-					155,000
000039 Tub Room Upgrades	75,000	75,000	-									150,000
000040 Landscaping	30,000	25,000	-									55,000
000058 Sloped Roof Replacement						1,500,000	-					1,500,000
000059 Electrical Service Replacement		80,000	-									80,000
000060 IT Server Room		30,000	-									30,000
000062 Elevator Upgrades		11,000	24,806	23,153	121,551	6,381	-				8,144	195,035
000063 Electrical Component Replacements								120,900	-			120,900
000064 Mechanical Equipment Replacements		75,000	180,000	94,500	601,500	-	16,000	46,500	-	20,000	30,500	1,064,000
000065 Structure & Site Servicing Upgrades		25,000	-	15,000	-		50,000	200,000	-			290,000
000067 IPAC Capital BV	64,478	-										64,478

Bobier Villa Dietary

5) Capital WIP

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000018 Kitchen Equipment	27,620	-			10,000	10,000	10,000	10,000	10,000	10,000	10,000	97,620
Bobier Villa Housekeeping												
5) Capital WIP												
0000012 Microfibre Cleaning Sy	7,000	-		5,000	-							12,000
Bobier Villa Nursing & Personal Care												
5) Capital WIP												
0000019 Lifts & Scales	35,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	140,000
0000037 Misc NPC					21,712	21,712	21,712	21,712	21,712	21,712	21,712	151,981
0000049 ADP Bathing Equipment	11,194	-										11,194
0000050 Equipment to Reduce ED Visits		22,220	-									22,220
Elgin Manor Building & Property												
5) Capital WIP												
0000016 Pumps & Equipment (E	15,000	-										15,000
0000019 Security/Resident Safety		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
0000022 HVAC	15,000	40,000	40,000	60,000	60,000	-			360,000	-		575,000
0000025 Misc Bldg	5,500	98,750	90,750	153,000	169,100	276,600	186,600	394,600	39,600	206,600	2,206,100	3,827,200
0000031 140 Hotwater Tank Re	10,000	-							12,000	13,000	14,000	49,000
0000032 Security Improvement	30,000	-										30,000
0000033 Flat Roof Repairs	25,000	80,000	-									105,000
0000034 Sidewalk Repairs	25,000	10,000	10,000	-								45,000
0000035 Building Automation S	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000036 Flooring Replacement	25,000	-	8,000	50,000	8,000	-	8,000	-	8,000	-	8,000	115,000
0000037 Energy Savings - Electr	20,000	15,000	15,000	15,000	15,000	-						80,000
0000038 Spa Renovation	40,000	-										40,000
0000040 Refurbishment of Trair	100,000	-										100,000
0000041 Misc. Maintenance, Ca	25,000	50,000	26,000	31,000	16,500	15,000	15,000	15,000	15,000	15,000	15,000	238,500
0000045 Asphalt Replacement							225,000	-				225,000
0000046 Exterior Windows & Doors						25,000	-					25,000
0000049 Concrete Flatwork Replacement		20,000	-									20,000
0000050 Structure & Site Servicing Upgrades						25,000	-				20,000	45,000
0000051 Mechanical Equipment Replacements			55,000	63,000	8,000	-						126,000
0000052 Electrical Component Replacements									200,000	-		200,000
0000054 IPAC HVAC Rooftop Ur	72,800	-										72,800
0000056 Covid Capital EM	0	-										0

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
Elgin Manor Dietary												
5) Capital WIP												
0000019 Kitchen Equipment	42,500	12,000	12,000	12,000	13,000	13,000	13,000	14,000	16,000	20,000	20,000	187,500
Elgin Manor Housekeeping												
5) Capital WIP												
0000012 Microfibre Cleaning Sy	7,500	-		5,000	-							12,500
Elgin Manor Nursing & Personal Care												
5) Capital WIP												
0000019 Lifts & Scales	20,000	15,000	20,000	20,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	187,000
0000037 Misc NPC				32,000	18,884	18,884	18,884	18,884	18,884	18,884	18,884	164,188
0000048 Equipment to Reduce ED Visits		15,723	-									15,723
Terrace Lodge Building & Property												
5) Capital WIP												
0000013 Building Renovation		2,493,889	-									2,493,889
0000017 Misc Capital		50,000	-							1,586,800		1,636,800
0000020 Lawn Sign Replacemer	75,000	-										75,000
0000024 Flat Roof Replacement					500,000	-						500,000
0000025 Parking Lot Asphalt Replacement					380,000	-						380,000
0000026 Canopy Veneer Replacement				85,000	-							85,000
0000027 HVAC RTU Replacement				100,000	-							100,000
0000028 Concrete Flat Work Replacement				45,000	-							45,000
0000029 Window Replacement				100,000	-							100,000
0000030 Landscaping					30,000	-						30,000
0000031 Elevator Upgrades		10,000	-		194,481	-	6,700	-				211,181
0000032 Electrical Component Replacements				56,700	-							56,700
0000033 Mechanical Equipment Replacements		33,000	30,000	120,000	205,000	15,000	-	5,000	65,000	19,000	30,000	522,000
0000034 IPAC HVAC Rooftop Ur	28,462	-										28,462
0000036 IPAC Capital TL	81,538	-										81,538
0000037 Camera Replacement		60,000	-									60,000
Terrace Lodge Housekeeping												
5) Capital WIP												
0000013 Microfibre Cleaning System				5,000	-							5,000
0000014 Housekeeping Equipm	20,000	-										20,000
Terrace Lodge Nursing & Personal Care												

Homes Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
5) Capital WIP												
0000019 Lifts & Scales	25,000	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	230,000
0000020 Bed Replacements		61,950	-									61,950
0000048 ADP Bathing Equipmer	29,057	-										29,057
0000049 Equipment to Reduce ED Visits		31,944	-									31,944
II) Capital Total	1,343,149	3,570,476	611,556	1,170,353	2,468,728	2,022,577	641,896	917,596	637,196	879,445	7,233,871	21,496,840
Grand Total	6,366,721	8,510,597	6,310,442	7,446,060	7,766,039	8,126,060	6,724,394	7,136,156	7,041,846	7,391,221	14,060,072	86,879,608

Human Resources Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
4) HUMAN RESOURCES												
Human Resources												
1) Revenue												
0000012 Accessibility Coordinat	(35,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(485,000)
2) Wages												
0000017 Wages HR Manager	100,807	102,371	104,023	106,114	109,058	110,831	113,067	115,322	117,200	119,989	122,409	1,221,190
0000018 Wages HR Assistant	74,547	75,696	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	903,022
0000019 Wages HR Assistant	71,045	75,042	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	898,867
0000020 Wages Accessibility Co	71,150	75,153	76,921	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	899,083
0000023 Wages HR Director	129,616	138,905	148,404	151,369	155,595	158,111	161,300	164,527	167,184	171,188	174,635	1,720,833
0000025 SRF - HR Assistant Con	4,264	53,610	-									57,875
3) Benefits												
0000017 Wages HR Manager	28,226	28,664	29,126	29,712	30,536	31,032	31,659	32,290	32,816	33,597	34,275	341,933
0000018 Wages HR Assistant	20,873	21,195	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	252,846
0000019 Wages HR Assistant	19,893	21,012	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	251,682
0000020 Wages Accessibility Co	19,922	21,043	21,538	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	251,743
0000023 Wages HR Director	36,293	38,893	41,553	42,383	43,566	44,271	45,164	46,068	46,812	47,933	48,898	481,833
0000025 SRF - HR Assistant Con	1,194	15,011	-									16,205
4) Operating Costs												
0000001 Travel	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	44,000
0000002 Travel-Other	500	500	500	500	500	500	500	500	500	500	500	5,500
0000003 Development	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	39,600
0000004 Memberships	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
0000005 Subscriptions	300	500	500	500	500	500	500	500	500	500	500	5,300
0000006 Office Supplies	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	20,900
0000007 Photocopy	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000008 Recruitment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	220,000
0000010 Miscellaneous	700	700	700	700	700	700	700	700	700	700	700	7,700
0000011 Staff Training	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
0000014 Accessibility Committe	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	77,000
0000024 Office Chair Replacement		2,000	-									2,000
I) Net Income Total	593,330	674,294	624,184	636,593	654,143	664,667	677,946	691,371	702,442	719,150	733,491	7,371,612
Grand Total	593,330	674,294	624,184	636,593	654,143	664,667	677,946	691,371	702,442	719,150	733,491	7,371,612

IT Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
11) INFORMATION TECHNOLOGIES												
Information Technology												
1) Revenue												
0000021 Palmer Estate Support	(0)	-										(0)
0000031 Municipal Partner Sup	(70,000)	(73,440)	(74,909)	(76,407)	(77,935)	(79,494)	(81,084)	(82,706)	(84,360)	(86,047)	(87,768)	(874,150)
2) Wages												
0000013 Wages IT Manager	118,596	120,428	122,376	124,813	128,303	130,389	133,010	135,669	137,870	141,159	144,001	1,436,613
0000014 Wages IT Coordinator	85,165	86,486	87,889	89,636	92,140	93,628	95,516	97,441	99,004	101,376	103,411	1,031,692
0000015 Wages Senior Network	81,809	83,072	84,415	86,107	88,493	89,939	91,754	93,587	95,110	97,376	99,337	990,999
0000016 Wages Network Analy:	66,123	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	812,059
0000017 Wages Network Analy:	61,321	64,766	68,463	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	803,066
0000018 Wages Admin Assistan	5,984	6,076	6,175	6,297	6,474	6,578	6,710	6,846	6,956	7,122	7,265	72,482
3) Benefits												
0000013 Wages IT Manager	33,207	33,720	34,265	34,948	35,925	36,509	37,243	37,987	38,604	39,525	40,320	402,252
0000014 Wages IT Coordinator	23,846	24,216	24,609	25,098	25,799	26,216	26,745	27,283	27,721	28,385	28,955	288,874
0000015 Wages Senior Network	22,907	23,260	23,636	24,110	24,778	25,183	25,691	26,204	26,631	27,265	27,814	277,480
0000016 Wages Network Analy:	18,514	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,377
0000017 Wages Network Analy:	17,170	18,134	19,170	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	224,859
0000018 Wages Admin Assistan	1,675	1,701	1,729	1,763	1,813	1,842	1,879	1,917	1,948	1,994	2,034	20,295
4) Operating Costs												
0000002 Mileage	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	60,973
0000003 Travel - Other	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	12,727
0000004 Development	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	99,000
0000006 Subscriptions	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000007 Consultant	18,549	18,920	19,298	19,684	20,078	20,479	20,889	21,307	21,733	22,167	22,167	225,270
0000008 Supplies	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	37,125
0000010 Support/Maintenance	331,876	346,114	359,136	366,319	373,645	381,118	388,740	396,515	404,445	412,534	420,785	4,181,227
0000021 Palmer Estate Support	0	-										0
0000044 GIS Training		3,000	-									3,000
0000045 GIS Setup/Migration		12,000	-									12,000
0000046 SRF - Recruit Right		5,000	-									5,000
0000049 SRF - Security Awareness Training		1,200	-									1,200
0000050 SRF - Info - Tech Group		17,600	-									17,600

IT Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
4b) Amortization												
0000012 Amortization	216,779	233,746	411,681	451,295	495,472	492,655	526,113	481,142	487,145	518,201	518,201	4,832,430
I) Net Income Total	1,053,594	1,133,315	1,296,666	1,354,592	1,420,918	1,434,033	1,485,999	1,459,835	1,482,622	1,535,662	1,555,214	15,212,450
II) Capital												
11) INFORMATION TECHNOLOGIES												
Information Technology												
5) Capital WIP												
0000022 Website Development	40,000	-			42,448	-		45,046	-		47,803	175,297
0000023 Hardware Replacemer	229,282	268,908	216,043	227,478	208,536	268,616	263,940	236,817	248,938	275,045	294,028	2,737,631
0000025 Photocopiers	13,327	13,594	13,865	14,143	14,426	14,714	15,008	15,309	15,615	15,927	16,246	162,174
0000026 Other Licenses	71,440	78,369	74,326	75,813	77,329	78,876	80,453	82,062	83,703	85,377	87,085	874,833
0000027 Server Replacement				110,000	-				110,000	-		220,000
0000028 Storage Replacement	160,000	-				180,000	-				180,000	520,000
0000033 HCM System	75,000	175,000	-									250,000
0000035 Dietary Software	20,088	20,892	21,727	22,596	23,500	24,440	25,418	26,434	27,492	28,591	29,735	270,913
0000038 Dietary Hardware	25,000	-				25,000	-					50,000
0000041 Phone System Replacement								80,000	-			80,000
0000042 SRF - Technology and I	74,431	-										74,431
0000043 Modernization Tools	70,410	131,678	134,768	137,935	141,182	144,510	147,921	151,418	155,003	158,679	161,853	1,535,357
0000047 SRF - Intranet		40,000	-									40,000
0000048 SRF - Council Chamber Hardware		20,000	-									20,000
0000051 SDR - LTCH Software		38,000	38,760	39,535	40,326	41,133	41,956	42,795	43,651	44,524	45,414	416,094
0000052 SDR - Development Services Software		10,000	10,200	10,404	10,612	10,824	11,040	11,261	11,486	11,716	11,950	109,493
II) Capital Total	778,978	796,441	509,689	637,904	558,359	788,113	585,736	691,142	695,888	619,859	874,114	7,536,223
Grand Total	1,832,572	1,929,756	1,806,355	1,992,496	1,979,277	2,222,146	2,071,735	2,150,977	2,178,510	2,155,521	2,429,328	22,748,673

Land Ambulance Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
13) AMBULANCE & EMERGENCY SERVICES												
Ambulance												
1) Revenue												
0000030 Province of Ontario Sh	(5,085,008)	(5,370,082)	(5,742,323)	(5,864,748)	(5,976,054)	(6,090,749)	(6,207,437)	(6,326,561)	(6,448,064)	(6,571,893)	(6,698,418)	(66,381,336)
0000031 City of St. Thomas Sha	(4,659,167)	(5,008,273)	(5,137,931)	(5,234,887)	(5,334,666)	(5,407,941)	(5,511,705)	(5,617,546)	(5,725,477)	(5,835,618)	(5,947,936)	(59,421,147)
0000032 Cross Border Revenue	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(596,310)
0000037 Province of Ontario - C	(15,071)	(15,372)	(15,680)	(15,993)	(16,313)	(16,640)	(16,972)	(17,312)	(17,658)	(18,011)	(18,371)	(183,395)
0000043 City of St. Thomas Sha	2,222,148	2,346,726	2,509,395	2,562,895	2,611,536	2,661,657	2,712,650	2,764,707	2,817,804	2,871,917	2,927,209	29,008,644
0000046 Covid - 19 Funding - Ar	(420,000)	-	-	-	-	-	-	-	-	-	-	(420,000)
0000049 Rev Defibs	(90,000)	-	-	-	-	-	-	-	-	-	-	(90,000)
2) Wages												
0000033 Director/CAO	56,935	9,985	10,147	10,350	10,637	10,811	11,027	11,249	11,431	11,705	11,939	166,216
0000047 CEMC and Fire Trainer	1,140	27,611	29,126	29,712	30,536	31,032	31,659	32,290	32,816	33,597	34,275	313,794
3) Benefits												
0000033 Director/CAO	15,942	2,796	2,841	2,898	2,978	3,027	3,088	3,150	3,201	3,277	3,343	46,540
0000047 CEMC and Fire Trainer	319	7,731	8,155	8,319	8,550	8,689	8,864	9,041	9,188	9,407	9,597	87,862
4) Operating Costs												
0000001 Travel	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	60,500
0000003 Development	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
0000005 Memberships	600	600	600	600	600	600	600	600	600	600	600	6,600
0000015 Purchased Services	9,960,754	10,330,133	10,560,717	10,770,010	10,985,410	11,205,118	11,429,221	11,657,805	11,890,961	12,128,780	12,371,356	123,290,266
0000018 Cross Border Payment	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	968,110
0000024 Miscellaneous	500	500	500	500	500	500	500	500	500	500	500	5,500
0000042 Increase to Paramedic	300,000	603,605	615,677	627,992	640,552	653,363	666,430	679,759	693,354	707,221	721,365	6,909,318
0000046 Covid - 19 Funding - Ar	420,000	-	-	-	-	-	-	-	-	-	-	420,000
0000049 Rev Defibs	-	0	-	-	-	-	-	-	-	-	-	0
4b) Amortization												
0000028 Amortization	374,679	470,661	524,497	524,497	524,497	459,433	459,433	459,433	459,433	459,433	459,433	5,175,425
I) Net Income Total	3,126,071	3,448,920	3,408,022	3,464,444	3,531,063	3,561,201	3,629,657	3,699,415	3,770,388	3,843,216	3,917,192	39,399,587

II) Capital

13) AMBULANCE & EMERGENCY SERVICES

Ambulance

5) Capital WIP

Land Ambulance Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000034 Ambulance Veh	345,780	392,696	400,550	451,858	416,732	425,066	433,568	442,239	451,084	508,865	469,308	4,737,745
0000035 Defibs	90,000	-					468,664	-				558,664
0000038 ERV Replacement			85,958	87,677	-				96,802	98,739	-	369,176
0000039 Laptops				87,255	-					98,263	-	185,518
0000041 Power Lifts	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950	608,436
0000048 Medavie Equipment Replacement		195,191	-									195,191
II) Capital Total	485,780	638,887	538,527	679,850	470,853	480,270	958,540	499,673	606,469	765,622	530,258	6,654,729
Grand Total	3,611,851	4,087,806	3,946,549	4,144,294	4,001,916	4,041,471	4,588,196	4,199,088	4,376,857	4,608,837	4,447,449	46,054,316

Planning & Land Division Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
14) ECONOMIC DEVELOPMENT & TOURISM												
Land Division												
1) Revenue												
0000011 Fees	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(1,651,848)
2) Wages												
0000012 Planner - Outgoing	5,317	-										5,317
0000013 Planner New	14,141	15,567	16,454	17,454	17,962	18,254	18,621	18,994	19,302	19,762	20,160	196,671
0000014 Secretary	50,522	-										50,522
0000015 Director/CAO Backfill	3,768	-										3,768
0000016 Committee	21,420	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	231,420
0000017 Investigation	10,282	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	111,082
3) Benefits												
0000012 Planner - Outgoing	1,489	-										1,489
0000013 Planner New	3,960	4,359	4,607	4,887	5,029	5,111	5,214	5,318	5,404	5,534	5,645	55,068
0000014 Secretary	14,146	-										14,146
0000015 Director/CAO Backfill	1,055	-										1,055
0000016 Committee	3,641	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	39,341
0000017 Investigation	1,748	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	18,884
4) Operating Costs												
0000001 Travel	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	32,791
0000003 Development	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	43,956
0000004 Memberships	960	960	960	960	960	960	960	960	960	960	960	10,560
0000005 Subscriptions	960	960	960	960	960	960	960	960	960	960	960	10,560
0000006 Office Supplies	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	71,192
0000007 Legal & Professional	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	187,000
0000009 Amortization	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
4b) Amortization												
0000009 Amortization	666	666	666	666	666	666	666	666	666	666	666	7,326
Planning												
1) Revenue												
0000011 Planning & Process Fee	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(385,000)
2) Wages												
0000014 Planner - Outgoing	35,894	-										35,894

Planning & Land Division Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
0000015 Admin Assistant	7,500	28,141	28,314	-								63,955
0000019 Planner New	89,975	95,624	101,074	107,215	110,340	112,135	114,389	116,675	118,568	121,397	123,841	1,211,233
0000021 Junior Planner	2,894	70,128	74,111	78,467	80,648	81,959	83,609	85,277	86,649	88,736	90,514	822,992
3) Benefits												
0000014 Planner - Outgoing	10,050	-										10,050
0000015 Admin Assistant	2,100	7,880	7,928	-								17,908
0000019 Planner New	25,193	26,775	28,301	30,020	30,895	31,398	32,029	32,669	33,199	33,991	34,675	339,145
0000021 Junior Planner	810	19,636	20,751	21,971	22,581	22,949	23,410	23,878	24,262	24,846	25,344	230,437
4) Operating Costs												
0000001 Travel	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000003 Development	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000004 Memberships	800	800	800	800	800	800	800	800	800	800	800	8,800
0000005 Office Supplies	746	746	746	746	746	746	746	746	746	746	746	8,206
0000006 Purchased Services	3,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	78,000
0000009 Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000017 Clean Water Initiative	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	440,000
0000018 Official Plan - 5 year Review		50,000	-				82,806	-				132,806
0000022 MPAC Data Update		20,000	-									20,000
I) Net Income Total	206,319	279,386	222,815	201,290	208,733	213,082	301,355	224,087	228,661	235,541	241,456	2,562,725
II) Capital												
14) ECONOMIC DEVELOPMENT & TOURISM												
Land Division												
5) Capital WIP												
0000019 Committee Ipads				5,600	-			6,062	-			11,662
Planning												
5) Capital WIP												
0000020 Website Upgrades for Planning		10,000	-				11,041	-				21,041
II) Capital Total		10,000	-	5,600	-		11,041	6,062	-			32,702
Grand Total	206,319	289,386	222,815	206,890	208,733	213,082	312,396	230,149	228,661	235,541	241,456	2,595,428

POA Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
12) PROVINCIAL OFFENSES & COLLECTIONS												
Collections												
1) Revenue												
0000007 Revenue	(395,443)	(456,412)	(456,412)	(403,352)	(403,352)	(403,352)	(403,352)	(403,352)	(403,352)	(403,352)	(403,352)	(4,535,081)
0000008 Recoveries	(98,861)	(109,234)	(109,234)	(100,838)	(100,838)	(100,838)	(100,838)	(100,838)	(100,838)	(100,838)	(100,838)	(1,124,035)
4) Operating Costs												
0000001 Travel	1,000	-	-	-	-	-	-	-	-	-	-	1,000
0000003 Development	800	-	-	-	-	-	-	-	-	-	-	800
0000004 Office Supplies	48	-	-	-	-	-	-	-	-	-	-	48
0000005 Purchased Services	173,076	209,336	209,336	176,538	176,538	176,538	176,538	176,538	176,538	176,538	176,538	2,004,048
0000006 Municipal Partner Pay	301,888	335,376	335,376	309,999	309,999	309,999	309,999	309,999	309,999	309,999	309,999	3,452,631
Provincial Offenses Act												
1) Revenue												
0000029 Grants	(80,000)	(97,600)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(897,600)
0000030 Fines Revenue	(1,484,542)	(1,609,942)	(1,635,342)	(1,560,742)	(1,586,142)	(1,611,542)	(1,636,942)	(1,662,342)	(1,687,742)	(1,713,142)	(1,738,542)	(17,926,962)
0000031 Parking Ticket Revenue	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(220,000)
2) Wages												
0000033 POA Supervisor	81,809	83,072	84,415	86,107	88,493	89,939	91,754	93,587	95,110	97,376	99,337	990,999
0000034 POA Clerk 1	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
0000035 POA Clerk 2	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
0000036 POA Clerk 3	67,119	68,156	69,264	70,646	72,602	73,795	75,281	76,784	78,024	79,895	81,490	813,056
0000037 Part-time staff	10,640	10,805	10,979	11,201	11,511	11,698	11,933	12,171	12,370	12,666	12,919	128,892
3) Benefits												
0000033 POA Supervisor	22,907	23,260	23,636	24,110	24,778	25,183	25,691	26,204	26,631	27,265	27,814	277,480
0000034 POA Clerk 1	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
0000035 POA Clerk 2	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
0000036 POA Clerk 3	18,793	19,084	19,394	19,781	20,329	20,663	21,079	21,499	21,847	22,370	22,817	227,656
0000037 Part-time staff	2,979	3,025	3,074	3,136	3,223	3,276	3,341	3,408	3,463	3,546	3,617	36,090
4) Operating Costs												
0000001 Travel	2,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999	3,999	42,989
0000002 Travel - Other	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000003 Development	1,500	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	24,500
0000005 Memberships	200	250	250	250	250	250	250	250	250	250	250	2,700

POA Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
000007 Office Supplies	15,300	19,693	19,693	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	177,086
000010 Telephone/Fax	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	14,267
000013 Legal & Professional	291,000	372,400	374,848	387,445	389,992	403,098	405,747	419,383	422,140	436,326	449,416	4,351,795
000014 Bank Charges	21,300	21,300	21,300	21,300	21,300	21,300	21,300	21,300	21,300	21,300	21,300	234,300
000015 Purchased Services	23,727	42,402	31,402	31,402	31,402	31,402	42,402	31,402	31,402	31,402	31,402	359,747
000016 Furniture & Fixture	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	29,700
000017 Equipment	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	11,913
000021 Municipal Partner Pay	119,805	91,988	91,883	39,420	39,266	32,108	22,432	24,656	28,247	15,305	5,107	510,217
000022 Parking Ticket MPP	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	198,000
000023 Victim Fine Surcharge	326,599	374,260	379,848	343,363	348,951	354,539	360,127	365,715	371,303	376,891	382,479	3,984,078
000024 Miscellaneous	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	115,500
000025 Support - ICON & Mail	36,001	43,472	43,472	36,001	36,001	36,001	36,001	36,001	36,001	36,001	36,001	410,953
000026 Building Occupancy	220,809	223,171	227,634	232,187	236,831	241,567	246,399	251,327	256,353	261,480	266,710	2,664,469
000039 Parking Software	10,000	-										10,000
I) Net Income Total	(121,141)	(135,778)	(135,989)	(134,014)	(135,829)	(138,281)	(140,961)	(142,560)	(144,035)	(147,012)	(149,741)	(1,525,341)
Grand Total	(121,141)	(135,778)	(135,989)	(134,014)	(135,829)	(138,281)	(140,961)	(142,560)	(144,035)	(147,012)	(149,741)	(1,525,341)

Police Service Board Budget Report

Cost/(Revenue)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Grand Total
I) Net Income												
2) ADMINISTRATIVE SERVICES												
Police Services Board												
1) Revenue												
0000001 Recoveries	(34,876)	(35,538)	(35,880)	(36,235)	(36,604)	(36,987)	(37,385)	(37,798)	(38,227)	(38,672)	(39,076)	(407,278)
0000014 OAPSB Zone 6	(2,233)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(12,233)
2) Wages												
0000007 Honorarium Chair	2,040	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,040
0000008 Honorarium Board Me	6,120	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	66,120
0000009 Honorarium Secretary	1,224	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	13,224
0000010 Wage Adjustment	(184)	-	-	-	-	-	-	-	-	-	-	(184)
3) Benefits												
0000007 Honorarium Chair	347	-	-	-	-	-	-	-	-	-	-	347
0000008 Honorarium Board Me	1,040	-	-	-	-	-	-	-	-	-	-	1,040
0000009 Honorarium Secretary	208	-	-	-	-	-	-	-	-	-	-	208
0000011 Benefit Adjustment	(1,595)	-	-	-	-	-	-	-	-	-	-	(1,595)
4) Operating Costs												
0000002 Mileage	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
0000003 Travel - Other	430	430	430	430	430	430	430	430	430	430	430	4,730
0000004 Development	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	154,000
0000006 Administrative Overhe	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
0000012 OAPSB Membership	1,423	1,539	1,586	1,634	1,684	1,735	1,788	1,842	1,898	1,955	1,955	19,039
0000013 Insurance	6,823	7,369	7,664	7,971	8,290	8,622	8,967	9,326	9,699	10,087	10,490	95,308
0000014 OAPSB Zone 6	2,233	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,233
I) Net Income Total	(0)	(0)	-	-	-	-	-	-	-	-	0	(0)
Grand Total	(0)	-	-	-	-	-	-	-	-	-	0	(0)

Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
						Carry-Forward Budget Reserve for 2021
Carry-Forward					Actual Carry-Forward WIP	
1) Revenue	(11,271,853)	(21,370)	(10,294,977)	(21,588,200)	(20,573,941)	(1,014,259)
2) Wages	-	-	227,624	227,624	1,621,053	(1,393,428)
3) Benefits	-	-	56,907	56,907	229,052	(172,146)
4) Operating Costs	3,596,585	151,629	1,941,973	5,690,186	5,479,712	210,474
<i>Net Income</i>	<i>(7,675,269)</i>	<i>130,259</i>	<i>(8,068,473)</i>	<i>(15,613,483)</i>	<i>(13,244,124)</i>	<i>(2,369,359)</i>
5) Capital WIP	4,800,480	40,758,124	16,142,305	61,700,909	20,604,840	41,096,069
D) Loans Receivable	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
Total Carry-Forward	(2,724,788)	40,738,383	8,053,831	46,067,426	7,510,716	38,556,710
						Cost to be Closed
Closed						Surplus
1) Revenue	(45,093)	(215,201)	(1,268,360)	(1,528,654)	(1,398,360)	(130,294)
2) Wages	18,104	7,380	652,730	678,214	715,371	(37,157)
3) Benefits	1,926	-	162,957	164,883	161,900	2,983
4) Operating Costs	36,607	91,143	2,027,014	2,154,764	1,392,917	761,847
<i>Net Income</i>	<i>11,545</i>	<i>(116,678)</i>	<i>1,574,341</i>	<i>1,469,207</i>	<i>871,829</i>	<i>597,378</i>
5) Capital WIP	2,868,075	2,786,925	11,305,338	16,960,338	14,039,150	2,921,187
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	2,879,620	2,670,246	12,879,679	18,429,545	14,910,979	3,518,566
	(0)	-	0	-	-	-

Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Administrative Building Total			(25,000)	(25,000)	(61,518)	36,517
Administrative Services Total	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)
Ambulance Total	-	-	0	0	(1)	1
Archives Total			4,885	4,885	4,966	(81)
Bobier Villa Dietary Total			0	0	622	(622)
Bobier Villa General & Admin Total			(64,479)	(64,479)	(141,419)	76,940
Bobier Villa Housekeeping Total			0	0	1,311	(1,311)
Bobier Villa Laundry Total			0	0	463	(463)
Bobier Villa Nursing & Personal Care Total			0	0	51,517	(51,517)
Bobier Villa Program & Support Total			0	0	2,874	(2,874)
Corporate Activities Total	1,996,555	-	(528,917)	1,467,638	1,254,320	213,318
Economic Development Total	44,159	40,188	448,301	532,648	222,378	310,270
Elgin Manor Dietary Total			0	0	5,477	(5,477)
Elgin Manor General & Admin Total			(72,861)	(72,861)	(106,645)	33,784
Elgin Manor Housekeeping Total			0	0	5,778	(5,778)
Elgin Manor Nursing & Personal Care Total			0	0	109,339	(109,339)
Elgin Manor Program & Support Total			0	0	(23,536)	23,536
Engineering Services Total	(9,543,974)	-	(7,455,065)	(16,999,039)	(14,055,693)	(2,943,346)
Financial Services Total	1,140	6,310	3,500	10,950	1,140	9,810
Human Resources Total	6,701	26,597	-	33,299	6,701	26,597
Information Technology Total	(33,457)	17,058	0	(16,399)	(33,457)	17,058
Library Services Total	(9,525)	0	6,750	(2,775)	(9,525)	6,751
Museum Total			(131,559)	(131,559)	(232,847)	101,288
Planning Total	120,000	30,000	40,000	190,000	160,000	30,000
Police Services Board Total			(0)	(0)	(2,233)	2,233
Provincial Offenses Act Total		10,000	10,000	20,000		20,000
Terrace Lodge Building & Property Total	(257,180)	-	1	(257,179)	(252,816)	(4,364)
Terrace Lodge Dietary Total			0	0	850	(850)
Terrace Lodge General & Admin Total			(110,000)	(110,000)	(153,292)	43,292
Terrace Lodge Nursing & Personal Care Total			(29,057)	(29,057)	60,714	(89,771)
Terrace Lodge Program & Support Total			0	0	(17,902)	17,902
Warden Total	418	-	-	418	418	-
I) Net Income Total	(7,675,269)	130,259	(8,068,473)	(15,613,483)	(13,244,124)	(2,369,359)
II) Capital						
Administrative Building Total		1,428,799	3,340,000	4,768,799	675,053	4,093,746
Ambulance Total			638,887	638,887		638,887

Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Archives Total			30,000	30,000	17,803	12,197
Bobier Villa Building & Property Total	579	137,421	369,478	507,478	149,992	357,486
Bobier Villa Dietary Total			27,620	27,620	18,745	8,875
Bobier Villa Nursing & Personal Care Total		31,120	35,000	66,120		66,120
Corporate Activities Total			-	-		-
Elgin Manor Building & Property Total	31,077	38,923	120,000	190,000	48,113	141,887
Elgin Manor Dietary Total			42,500	42,500	11,237	31,263
Elgin Manor Laundry Total		23,000	-	23,000		23,000
Elgin Manor Nursing & Personal Care Total	779	48,221	20,000	69,000	11,453	57,547
Engineering Services Total	3,561,703	7,503,797	10,849,000	21,914,500	17,242,895	4,671,605
Information Technology Total	1,136	46,374	464,929	512,439	228,769	283,670
Library Services Total	8,795	96,230	39,296	144,321	8,795	135,526
Museum Total			10,000	10,000	403	9,597
Terrace Lodge Building & Property Total	1,179,643	31,401,007	81,538	32,662,188	2,145,759	30,516,429
Terrace Lodge Housekeeping Total	16,767	3,233	20,000	40,000	16,767	23,233
Terrace Lodge Nursing & Personal Care Total			54,057	54,057	29,057	25,000
II) Capital Total	4,800,480	40,758,124	16,142,305	61,700,909	20,604,840	41,096,069
III) Balance Sheet						
Corporate Activities Total	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
III) Balance Sheet Total	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
Carry-Forward Total	(2,724,788)	40,738,383	8,053,831	46,067,426	7,510,716	38,556,710
Closed						
I) Net Income						
Administrative Building Total	13,335	50,665	37,000	101,000	63,631	37,368
Administrative Services Total			(141,028)	(141,028)	(228,396)	87,368
Agriculture Total			2,000	2,000	(1,000)	3,000
Ambulance Total		(90,000)	-	(90,000)		(90,000)
Archives Total	(7,734)	9,601	26,377	28,244	794	27,449
Bobier Villa Building & Property Total			46,000	46,000	17,389	28,611
Bobier Villa Dietary Total			(0)	(0)	217	(218)
Bobier Villa General & Admin Total			18,009	18,009	11,058	6,951
Bobier Villa Housekeeping Total			(0)	(0)		(0)
Bobier Villa Nursing & Personal Care Total			120,872	120,872	110,940	9,932
Bobier Villa Program & Support Total			49,196	49,196	47,625	1,571
Corporate Activities Total			318,000	318,000	228,251	89,749
Economic Development Total	2,790	6,210	315,264	324,264	86,430	237,834
Elgin Manor Building & Property Total			73,000	73,000	29,124	43,876
Elgin Manor Dietary Total			1,848	1,848	9,180	(7,331)

Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Elgin Manor General & Admin Total			(325,640)	(325,640)	(325,024)	(616)
Elgin Manor Housekeeping Total			3,389	3,389	9,448	(6,059)
Elgin Manor Nursing & Personal Care Total			140,886	140,886	188,986	(48,101)
Elgin Manor Program & Support Total			76,519	76,519	82,206	(5,687)
Emergency Measures Total			-	-		-
Engineering Services Total	731	(90,731)	622,084	532,084	319,725	212,359
Human Resources Total			(18,000)	(18,000)	(32,453)	14,453
Information Technology Total			(70,000)	(70,000)	(95,038)	25,038
Library Services Total			(7,500)	(7,500)	(6,319)	(1,181)
Museum Total			17,253	17,253	(7,261)	24,514
Terrace Lodge Adult Day Total			(1)	(1)		(1)
Terrace Lodge Building & Property Total			10,000	10,000	322	9,678
Terrace Lodge Dietary Total	2,422	(2,422)	997	997	20,711	(19,715)
Terrace Lodge General & Admin Total			22,674	22,674	15,108	7,566
Terrace Lodge Housekeeping Total			(0)	(0)	6,470	(6,470)
Terrace Lodge Nursing & Personal Care Total			150,344	150,344	233,744	(83,401)
Terrace Lodge Program & Support Total			84,799	84,799	85,961	(1,162)
I) Net Income Total	11,545	(116,678)	1,574,341	1,469,207	871,829	597,378
II) Capital						
Administrative Building Total	115,288	397,947	75,000	588,235	319,253	268,982
Bobier Villa Building & Property Total	39,555	155,445	145,500	340,500	231,178	109,322
Bobier Villa Housekeeping Total		8,000	7,000	15,000	14,199	801
Bobier Villa Nursing & Personal Care Total			11,194	11,194	11,194	0
Corporate Activities Total		50,000	25,000	75,000	407	74,593
Elgin Manor Building & Property Total	109,528	227,507	298,300	635,335	460,684	174,651
Elgin Manor Housekeeping Total		10,000	7,500	17,500	17,188	311
Elgin Manor Nursing & Personal Care Total		4,730	-	4,730	2,023	2,707
Engineering Services Total	2,603,703	1,891,297	9,985,001	14,480,001	12,328,431	2,151,570
Information Technology Total			314,049	314,049	235,709	78,340
Library Services Total			333,332	333,332	325,345	7,987
Terrace Lodge Building & Property Total		30,000	103,462	133,462	80,633	52,830
Terrace Lodge Housekeeping Total		12,000	-	12,000	12,907	(907)
II) Capital Total	2,868,075	2,786,925	11,305,338	16,960,338	14,039,150	2,921,187
Closed Total	2,879,620	2,670,246	12,879,679	18,429,545	14,910,979	3,518,566
II) Capital						
Ambulance Total			-	-		-
II) Capital Total			-	-		-
(blank) Total			-	-		-

Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Grand Total	154,831	43,408,629	20,933,510	64,496,971	22,421,695	42,075,276

Administrative Services Group Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(105)	105	(164,972)	(164,972)	(43,592)	(121,380)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	0	0	1,483	(1,483)
<i>Net Income</i>	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	(142,028)	(142,028)	(237,033)	95,005
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	3,000	3,000	7,637	(4,637)
<i>Net Income</i>	-	-	(139,028)	(139,028)	(229,396)	90,368
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	(139,028)	(139,028)	(229,396)	90,368
	-	-	-	-	-	(0)

Administrative Services Group Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Administrative Services						
1) Revenue						
70002004 EL - CarryForward 2020 Municipal Revenue			(164,972)	(164,972)		(164,972)
70201709 BA - Don/Rose Horton Dog Issues - Pt III Prosecution			-	-		-
70201808 BA - Tribute Resources Inc - RMA & Tax Arrears			-	-	(1,367)	1,367
70201902 BA - Bayham ats Herman Kolke			-	-		-
70201903 BA - Collection of Tax Arrears			-	-		-
70202003 BA - Prop. Stds. By-Law Violation, 29 Erieus Street			(0)	(0)	(718)	717
70202004 BA - Medavie Lease			(0)	(0)	(35)	35
70202005 BA - Building By-Law			(0)	(0)	(333)	332
70202006 BA - Drainage Dispute - Heimbuch/Vienna Farms Ltd.			(0)	(0)	(3,080)	3,080
70202007 BA - Bayham et al ats Klenk			(0)	(0)	(2,039)	2,039
70202008 BA - Douglas/Cindy Dennis Zoning/ CBA Violations			(0)	(0)	(525)	525
70202009 BA - Dwayne Hussey - Lot Maintenance Violations			(0)	(0)	(193)	192
70501902 MA - Collection of Tax Arrears			-	-		-
71101702 ST - Property Standards By-Law Issues			-	-		-
71201802 SO - Legal Opinion - Talbotville WWTP & KCCA			-	-		-
71202002 SO - COVID-19			(0)	(0)	(88)	87
71301618 CE - By-Law Review - Tree Preservation By-Law			-	-		-
71301619 CE - Zoning By-Law - Amendment / Replacement Inquiry			-	-	(96)	96
71301624 CE - Clarification of Title - Lot D, Plan 49			-	-		-
71301638 CE - OMB re: Zoning By-Law No. 2052			-	-	(805)	805
71301704 CE - Establish & Regulate Fire Dept By-Law			-	-		-
71301708 CE - Inquiry re: Security Cameras			-	-		-
71301713 CE - Review of Noise By-Law			-	-	(53)	53
71301720 CE - Boulevard Maintenance By-Law			-	-		-
71301803 CE - Open Air Burning By-Law			-	-		-
71301804 CE- Cleaning and Clearing By-Law			-	-		-
71301805 CE - Debris and Anti-Littering By-Law			-	-		-
71301807 CE - OMB Appeal - Prespa Construction			-	-	(8,208)	8,208
71301902 CE - David Rollins/3767 Old Dexter Line, Central Elgin. Contact Leon Bach			(0)	(0)	(5,718)	5,717
71301909 CE- Harding Smith Line - Closure			-	-	(219)	219
71301910 CE - Performance Bonds	(105)	105	-	-	(105)	105
71302002 CE - Short Term Rentals			(0)	(0)	(1,523)	1,522
71302004 CE - Edward Street			(0)	(0)	(2,205)	2,205
71302009 CE - COVID-19			(0)	(0)	(963)	962

Administrative Services Group Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
71302012 CE - 145 Copeland Street By-Law Charges			(0)	(0)	(228)	227
71302014 CE - 244 Edward Street Removal of Snow Fencing			(0)	(0)	(1,156)	1,156
71302015 CE - Port Stanley Lease Agreement			(0)	(0)	(770)	770
71302018 CE - Adjustment of Ward Boundaries			(0)	(0)	(578)	577
71302019 CE - PS Arena & Community Centre (TVDSB)			(0)	(0)	(420)	420
71302020 CE - Tridon Properties Reimb. Front-Ended Charges			(0)	(0)	(403)	402
71501604 DD - Ontario Energy Board			-	-		-
71501609 DD - Cemetery Agreement			-	-		-
71501610 DD - Confirmation of Highway Jurisdiction (Edinborough Ln./Cowal Rd.)			-	-		-
71501704 DD - Inquiry - Installation of Gas Lines			-	-		-
71501710 DD - Inquiry re: Property Purchase			-	-		-
71501712 DD - McKillop Cemetery - Donna Blue Plot Transfer			-	-		-
71501802 DD - MO/CMI/IC Agreement with Independent Resolutions Inc.			-	-		-
71501803 DD - Post Mortem Transfer of Debenture			-	-		-
71501804 DD - Site Plan Agreement - Townhouses on Queen & Mary Streets			-	-		-
71501808 DD - Recount 2018 Mayor Election			-	-		-
71502003 DD - 15 Poplar Steet, Wallacetown			(0)	(0)	(455)	455
71502004 DD - COVID-19			(0)	(0)	(700)	700
71701603 WE - Havens Lake Road			(0)	(0)	(3,080)	3,080
71701606 WE - Plan of Subdivision - Seaside Developments			-	-		-
71701609 WE - Planning Issues - Seaside Development			-	-		-
71701706 WE - Inquiry re: Packetworks Proposal			-	-		-
71701802 WE - Lighthouse Waterfronts Inc.			(0)	(0)	(4,544)	4,544
71701905 WE - Unsafe Building - 231 Graham Road, West Lorne			-	-	(53)	53
71701906 WE - 175 Furnival Road, Rodney Non-Compliance Building Code Order			-	-	(2,727)	2,727
71702003 WE - COVID-19			(0)	(0)	(210)	210
78801612 KC - Inquiry - Procedural Complaint - L. Coughlin			-	-		-
78801613 KC - Conflicts - Minutes of Closed Meeting - Coughlin/Mackie & Marr			-	-		-
4) Operating Costs						
70201808 BA - Tribute Resources Inc - RMA & Tax Arrears			-	-	125	(125)
71301807 CE - OMB Appeal - Prespa Construction			-	-		-
71301902 CE - David Rollins/3767 Old Dexter Line, Central Elgin. Contact Leon Bach			0	0		0
71302014 CE - 244 Edward Street Removal of Snow Fencing			0	0	89	(89)
71701603 WE - Havens Lake Road			0	0		0
71701802 WE - Lighthouse Waterfronts Inc.			0	0	1,079	(1,079)
71701906 WE - 175 Furnival Road, Rodney Non-Compliance Building Code Order			-	-	190	(190)
Administrative Services Total	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)
I) Net Income Total	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)

Administrative Services Group Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward Total	(105)	105	(164,972)	(164,972)	(42,109)	(122,863)
Closed						
I) Net Income						
Administrative Services						
1) Revenue						
70002002 EL - POA			(171,000)	(171,000)	(212,037)	41,037
70002003 EL - Municipal Revenue			29,972	29,972		29,972
70201904 BA - Buddy Franck (2) and A.B.-Franck Noise By-Law					(490)	490
70202001 BA - Miscellaneous					(35)	35
71202001 SO - Miscellaneous					(1,523)	1,523
71301643 CE - Performance Bond as Security for Subdivision Agreement					(88)	88
71301817 CE - Tender Dispute - Dilawri Auto (Ottawa)					(641)	641
71301905 CE - Central Elgin et al ats Carr					(18)	18
71301906 CE - C.A. Bell Medical Centre					(1,499)	1,499
71301908 CE - Reduced Load By-Law					(473)	473
71302001 CE - Miscellaneous					(7,604)	7,604
71302003 CE - Parking By-Law Amendment					(578)	578
71302006 CE - Guardian Structures					(788)	788
71302007 CE - Council Remuneration					(805)	805
71302010 CE - Subdivision Bond - Domus Developments					(473)	473
71302011 CE - Doug Tarry Ltd - Eagles Nest Development					(53)	53
71302013 CE - Bridge View Marina, 301 Carlow Road					(420)	420
71302016 CE - Development Agreement-Doug Tarry/Kemsley Farm					(849)	849
71502001 DD - Miscellaneous					(3,203)	3,203
71702001 WE - Miscellaneous					(175)	175
71702002 WE - Michael/Susan Peternel - Reimburse Cap Costs					(1,435)	1,435
71702004 WE - Agreement with North Frontenac Telephone					(2,135)	2,135
71702005 WE - Agreement with Juce Connect					(683)	683
79902001 CC - Miscellaneous					(35)	35
4) Operating Costs						
70002001 EL - Miscellaneous					7,590	(7,590)
70202001 BA - Miscellaneous					47	(47)
70502001 MA - Miscellaneous					-	-
Administrative Services Total			(141,028)	(141,028)	(228,396)	87,368
Agriculture						
1) Revenue						
29602001 Tree Replanting			(1,000)	(1,000)	(1,000)	-
4) Operating Costs						

Administrative Services Group Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
29602001 Tree Replanting			3,000	3,000		3,000
Agriculture Total			2,000	2,000	(1,000)	3,000
I) Net Income Total			(139,028)	(139,028)	(229,396)	90,368
Closed Total			(139,028)	(139,028)	(229,396)	90,368
Grand Total	(105)	105	(304,000)	(304,000)	(271,505)	(32,495)

Corporate Departments Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(793,445)	-	(1,401,000)	(2,194,445)	(2,163,195)	(31,250)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	2,790,000	-	872,083	3,662,083	3,417,515	244,568
<i>Net Income</i>	<i>1,996,555</i>	<i>-</i>	<i>(528,917)</i>	<i>1,467,638</i>	<i>1,254,320</i>	<i>213,318</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
Total Carry-Forward	2,146,555	(150,000)	(548,917)	1,447,638	1,404,320	43,318
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	318,000	318,000	228,251	89,749
<i>Net Income</i>	<i>-</i>	<i>-</i>	<i>318,000</i>	<i>318,000</i>	<i>228,251</i>	<i>89,749</i>
5) Capital WIP	-	50,000	25,000	75,000	407	74,593
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	50,000	343,000	393,000	228,658	164,342
	-	-	0	-	-	0

Corporate Departments Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Corporate Activities						
1) Revenue						
28101908 Cannibis Funding	(68,445)	-	-	(68,445)	(68,445)	-
28101910 EF - Efficiency Funding Reserve	(725,000)	-	-	(725,000)	(818,750)	93,750
28102012 Modernization Funding			(125,000)	(125,000)		(125,000)
28102020 SRF - Phase 1			(1,276,000)	(1,276,000)	(1,276,000)	-
4) Operating Costs						
28101201 IPM Scholarship	40,000	-	5,000	45,000	45,000	-
28101908 Cannibis Funding			68,445	68,445		68,445
28102012 Modernization Funding			194,529	194,529	200,556	(6,027)
28102013 EF - Community Safety and Well Being			30,000	30,000	29,625	375
28102014 Development Charges Study			28,000	28,000		28,000
28102020 SRF - Phase 1			296,109	296,109	142,334	153,775
28151201 Hospital Foundation Donation	2,750,000	-	250,000	3,000,000	3,000,000	-
Corporate Activities Total	1,996,555	-	(528,917)	1,467,638	1,254,320	213,318
I) Net Income Total	1,996,555	-	(528,917)	1,467,638	1,254,320	213,318
II) Capital						
Corporate Activities						
5) Capital WIP						
28102011 Modernization Tools			-	-		-
Corporate Activities Total			-	-		-
II) Capital Total			-	-		-
III) Balance Sheet						
Corporate Activities						
D) Loans Receivable						
17101601 Loan to CE for Belmont Library	70,000	(70,000)	(10,000)	(10,000)	70,000	(80,000)
17101701 Loan to Southwold for Shedden Library	80,000	(80,000)	(10,000)	(10,000)	80,000	(90,000)
Corporate Activities Total	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
III) Balance Sheet Total	150,000	(150,000)	(20,000)	(20,000)	150,000	(170,000)
Carry-Forward Total	2,146,555	(150,000)	(548,917)	1,447,638	1,404,320	43,318
Closed						
I) Net Income						
Corporate Activities						
4) Operating Costs						
26102019 Town Crier Honorarium			2,000	2,000	2,000	-
26402002 Healthcare Partnership			57,000	57,000	57,000	-

Corporate Departments Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
27102001 Insurance Deductibles			40,000	40,000	26,765	13,235
28002005 Facility Audit - Ambulance Services			15,000	15,000	5,673	9,327
28402001 Orthodontics			2,000	2,000	1,449	552
29002001 WSIB 856014 Admin			77,000	77,000	37,207	39,793
29002002 WSIB 856134 Terrace Lodge			40,000	40,000	83,752	(43,752)
29002003 WSIB 856136 Elgin Manor			15,000	15,000		15,000
29002004 WSIB 856135 Bobier Villa			30,000	30,000	7,931	22,069
29002005 WSIB Other Indemnity			40,000	40,000	6,474	33,526
Corporate Activities Total			318,000	318,000	228,251	89,749
I) Net Income Total			318,000	318,000	228,251	89,749
II) Capital						
Corporate Activities						
5) Capital WIP						
28001804 Ambulance Bldg R & M		50,000	25,000	75,000	407	74,593
Corporate Activities Total		50,000	25,000	75,000	407	74,593
II) Capital Total		50,000	25,000	75,000	407	74,593
Closed Total		50,000	343,000	393,000	228,658	164,342
Grand Total	2,146,555	(100,000)	(205,917)	1,840,638	1,632,977	207,660

Council & Warden Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
1) Revenue	(554)	-	-	(554)	(554)	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	972	-	-	972	972	-
<i>Net Income</i>	<i>418</i>	-	-	<i>418</i>	<i>418</i>	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	418	-	-	418	418	-
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	-	-	-	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-

Council & Warden Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Warden						
1) Revenue						
20701601 Past Wardens Fund	(554)	-	-	(554)	(554)	-
4) Operating Costs						
20701601 Past Wardens Fund	972	-	-	972	972	-
Warden Total	418	-	-	418	418	-
I) Net Income Total	418	-	-	418	418	-
Carry-Forward Total	418	-	-	418	418	-
Grand Total	418	-	-	418	418	-

Cultural Services Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(9,525)	0	(433,645)	(443,170)	(434,525)	(8,644)
2) Wages	-	-	17,577	17,577	9,919	7,658
3) Benefits	-	-	4,394	4,394	2,286	2,108
4) Operating Costs	-	-	291,750	291,750	184,914	106,836
<i>Net Income</i>	<i>(9,525)</i>	<i>0</i>	<i>(119,923)</i>	<i>(129,448)</i>	<i>(237,406)</i>	<i>107,958</i>
5) Capital WIP	8,795	96,230	79,296	184,321	27,001	157,320
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	(730)	96,230	(40,627)	54,873	(210,406)	265,278
Closed					Cost to be Closed	Surplus
1) Revenue	(21,515)	2,221	(44,988)	(64,282)	(62,379)	(1,903)
2) Wages	13,104	7,380	52,495	72,979	39,830	33,149
3) Benefits	676	-	13,124	13,800	5,869	7,932
4) Operating Costs	-	-	15,500	15,500	3,895	11,605
<i>Net Income</i>	<i>(7,734)</i>	<i>9,601</i>	<i>36,130</i>	<i>37,997</i>	<i>(12,786)</i>	<i>50,783</i>
5) Capital WIP	-	-	333,332	333,332	325,345	7,987
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	(7,734)	9,601	369,462	371,329	312,559	58,769
	-	-	-	-	-	-

Cultural Services Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Archives						
1) Revenue						
29402006 Internship Term B - YCW Archives			(8,645)	(8,645)		(8,645)
2) Wages						
29402006 Internship Term B - YCW Archives			10,824	10,824	4,123	6,701
3) Benefits						
29402006 Internship Term B - YCW Archives			2,706	2,706	843	1,863
Archives Total			4,885	4,885	4,966	(81)
Library Services						
1) Revenue						
58101402 Aylmer Facility Improvements	(9,525)	0	0	(9,525)	(9,525)	1
4) Operating Costs						
26802003 Library Marketing			6,750	6,750		6,750
Library Services Total	(9,525)	0	6,750	(2,775)	(9,525)	6,751
Museum						
1) Revenue						
27902020 Donation - Museum (Bushell Estate)			(425,000)	(425,000)	(425,000)	-
2) Wages						
27902021 Bushell - Research Assistant			6,753	6,753	5,796	957
3) Benefits						
27902021 Bushell - Research Assistant			1,688	1,688	1,443	245
4) Operating Costs						
27902004 Alma College Film - Alma College Donations			10,000	10,000	305	9,695
27902020 Donation - Museum (Bushell Estate)			275,000	275,000	184,609	90,391
Museum Total			(131,559)	(131,559)	(232,847)	101,288
I) Net Income Total	(9,525)	0	(119,923)	(129,448)	(237,406)	107,958
II) Capital						
Archives						
5) Capital WIP						
29402007 Misc Capital - Archives			30,000	30,000	17,803	12,197
Archives Total			30,000	30,000	17,803	12,197
Library Services						
5) Capital WIP						
58101402 Aylmer Facility Improvements	8,795	96,230	39,296	144,321	8,795	135,526
Library Services Total	8,795	96,230	39,296	144,321	8,795	135,526
Museum						

Cultural Services Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
5) Capital WIP						
27902005 Museum - Misc Capital			10,000	10,000	403	9,597
Museum Total			10,000	10,000	403	9,597
II) Capital Total	8,795	96,230	79,296	184,321	27,001	157,320
Carry-Forward Total	(730)	96,230	(40,627)	54,873	(210,406)	265,278
Closed						
I) Net Income						
Archives						
1) Revenue						
26252001 Donations - Alma College			(500)	(500)	(200)	(300)
29401906 Internship Term A - YCW Archives	(21,515)	2,221	-	(19,294)	(23,974)	4,680
29402001 Donations - Archives			(500)	(500)	(2,850)	2,350
29402003 Summer Student - CSS			(3,675)	(3,675)		(3,675)
29402004 Summer Student - YCW Archives			(6,697)	(6,697)	(7,507)	810
2) Wages						
29401906 Internship Term A - YCW Archives	13,104	7,380	6,813	27,297	21,046	6,251
29402003 Summer Student - CSS			7,796	7,796		7,796
29402004 Summer Student - YCW Archives			8,910	8,910	10,224	(1,314)
29402005 Digitization			6,682	6,682		6,682
3) Benefits						
29401906 Internship Term A - YCW Archives	676	-	1,703	2,380	2,246	134
29402003 Summer Student - CSS			1,949	1,949		1,949
29402004 Summer Student - YCW Archives			2,227	2,227	1,810	417
29402005 Digitization			1,670	1,670		1,670
Archives Total	(7,734)	9,601	26,377	28,244	794	27,449
Library Services						
1) Revenue						
26802001 Donations - Library			(18,000)	(18,000)	(9,162)	(8,838)
26802002 InterLibrary Loans Postage			(5,000)	(5,000)	(1,053)	(3,947)
4) Operating Costs						
26802001 Donations - Library			3,000	3,000		3,000
26802002 InterLibrary Loans Postage			8,000	8,000	1,395	6,605
26802004 Tune In Mennonite Radio			2,500	2,500	1,000	1,500
26802008 Website Updates			2,000	2,000	1,500	500
Library Services Total			(7,500)	(7,500)	(6,319)	(1,181)
Museum						
1) Revenue						
27902001 Donations - Museum			1,000	1,000	(4,460)	5,460

Cultural Services Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
27902002 Summer Student			(6,697)	(6,697)	(13,173)	6,476
27902003 Museum - YI Term A			(4,919)	(4,919)		(4,919)
2) Wages						
27902002 Summer Student			10,135	10,135	8,560	1,575
27902003 Museum - YI Term A			12,160	12,160		12,160
3) Benefits						
27902002 Summer Student			2,534	2,534	1,813	721
27902003 Museum - YI Term A			3,040	3,040		3,040
Museum Total			17,253	17,253	(7,261)	24,514
I) Net Income Total	(7,734)	9,601	36,130	37,997	(12,786)	50,783
II) Capital						
Library Services						
5) Capital WIP						
58102001 Book Purchases - Library			298,332	298,332	297,914	418
58102003 Accessibility Renos			35,000	35,000	27,431	7,569
Library Services Total			333,332	333,332	325,345	7,987
II) Capital Total			333,332	333,332	325,345	7,987
Closed Total	(7,734)	9,601	369,462	371,329	312,559	58,769
Grand Total	(8,465)	105,831	328,835	426,201	102,154	324,048

Economic Development Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(207,070)	(21,475)	(164,442)	(392,987)	(330,915)	(62,071)
2) Wages	-	-	92,977	92,977	83,249	9,728
3) Benefits	-	-	23,244	23,244	16,518	6,726
4) Operating Costs	251,229	61,663	496,521	809,413	453,525	355,888
<i>Net Income</i>	<i>44,159</i>	<i>40,188</i>	<i>448,301</i>	<i>532,648</i>	<i>222,378</i>	<i>310,270</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	44,159	40,188	448,301	532,648	222,378	310,270
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	(41,168)	(41,168)	(14,075)	(27,093)
2) Wages	-	-	25,780	25,780	-	25,780
3) Benefits	-	-	6,445	6,445	-	6,445
4) Operating Costs	2,790	6,210	324,208	333,208	100,505	232,703
<i>Net Income</i>	<i>2,790</i>	<i>6,210</i>	<i>315,264</i>	<i>324,264</i>	<i>86,430</i>	<i>237,834</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	2,790	6,210	315,264	324,264	86,430	237,834
	-	-	-	-	-	-

Economic Development Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Economic Development						
1) Revenue						
26851008 Tourism Member Signs	(203,570)	(21,475)	(24,150)	(249,195)	(201,620)	(47,575)
26851911 RED Workforce	(3,500)	-	-	(3,500)	(3,500)	-
26852009 Rural Development					(350)	350
26852010 Bike Share			(18,250)	(18,250)	-	(18,250)
26852012 WOWC Staffing			(122,042)	(122,042)	(125,445)	3,404
2) Wages						
26852012 WOWC Staffing			92,977	92,977	83,249	9,728
3) Benefits						
26852012 WOWC Staffing			23,244	23,244	16,518	6,726
4) Operating Costs						
26851008 Tourism Member Signs	251,229	58,163	10,000	319,392	251,635	67,757
26851911 RED Workforce		3,500	-	3,500		3,500
26852009 Rural Development			27,210	27,210	16,347	10,863
26852010 Bike Share			36,500	36,500	-	36,500
26852012 WOWC Staffing			5,811	5,811	5,323	488
26852026 Community Improvement Program - Municipal Partner			417,000	417,000	180,220	236,780
Economic Development Total	44,159	40,188	448,301	532,648	222,378	310,270
I) Net Income Total	44,159	40,188	448,301	532,648	222,378	310,270
Carry-Forward Total	44,159	40,188	448,301	532,648	222,378	310,270
Closed						
I) Net Income						
Economic Development						
1) Revenue						
26852001 Students Tourism			(9,668)	(9,668)		(9,668)
26852004 Visitor Guide			(16,000)	(16,000)	(16,975)	975
26852005 Savour Elgin			(10,500)	(10,500)	2,000	(12,500)
26852006 Arts Trail			(5,000)	(5,000)	900	(5,900)
2) Wages						
26852001 Students Tourism			25,780	25,780		25,780
3) Benefits						
26852001 Students Tourism			6,445	6,445		6,445
4) Operating Costs						
26851909 Rural Development	2,790	6,210	(6,210)	2,790	2,790	(0)
26852001 Students Tourism			2	2		2

Economic Development Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
26852003 Local Food/Agriculture			20,000	20,000	1,000	19,000
26852004 Visitor Guide			26,000	26,000	13,045	12,955
26852005 Savour Elgin			20,500	20,500	(102)	20,602
26852006 Arts Trail			10,500	10,500		10,500
26852007 Small Business Enterprise Center			70,000	70,000	50,000	20,000
26852008 CIP Marketing Fund			7,000	7,000	890	6,110
26852013 Conference Series			9,000	9,000		9,000
26852014 Ambassador Program			3,000	3,000		3,000
26852016 Land and Space/FDI			28,000	28,000	4,416	23,584
26852017 Residential Attraction			7,000	7,000	1,369	5,631
26852018 Tourism Product Development/Campaigns			31,215	31,215	6,758	24,457
26852019 Quality of Life/Place Promotion			64,201	64,201	20,034	44,167
26852020 Business Retention and Expansion			5,000	5,000	305	4,695
26852024 Festival and Events Partnership Program			4,000	4,000		4,000
26852025 SCOR			25,000	25,000		25,000
Economic Development Total	2,790	6,210	315,264	324,264	86,430	237,834
I) Net Income Total	2,790	6,210	315,264	324,264	86,430	237,834
Closed Total	2,790	6,210	315,264	324,264	86,430	237,834
Grand Total	46,949	46,398	763,565	856,912	308,808	548,104

Engineering Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(9,543,974)	-	(7,455,065)	(16,999,039)	(14,055,693)	(2,943,346)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	<i>(9,543,974)</i>	<i>-</i>	<i>(7,455,065)</i>	<i>(16,999,039)</i>	<i>(14,055,693)</i>	<i>(2,943,346)</i>
5) Capital WIP	3,561,703	7,503,797	10,849,000	21,914,500	17,242,895	4,671,605
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	(5,982,271)	7,503,797	3,393,935	4,915,461	3,187,202	1,728,259
Closed					Cost to be Closed	Surplus
1) Revenue	-	(125,000)	(124,652)	(249,652)	(156,287)	(93,365)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	731	34,269	746,736	781,736	476,012	305,724
<i>Net Income</i>	<i>731</i>	<i>(90,731)</i>	<i>622,084</i>	<i>532,084</i>	<i>319,725</i>	<i>212,359</i>
5) Capital WIP	2,603,703	1,891,297	9,985,001	14,480,001	12,328,431	2,151,570
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	2,604,434	1,800,566	10,607,084	15,012,084	12,648,155	2,363,929
	-	-	-	-	0	(0)

Engineering Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Engineering Services						
1) Revenue						
60901702 Sparta Reconstruction			(417,000)	(417,000)	(416,739)	(261)
60902004 Wonderland Road and Talbot Line EA partnered with MTO			(125,000)	(125,000)		(125,000)
62001507 OCIF 2015-2019	(3,305,527)	-	(1,226,460)	(4,531,987)	(4,531,987)	-
62001706 Federal Gas Tax	(6,238,447)	-	(1,518,905)	(7,757,352)	(7,757,352)	(0)
62002001 Road 4 Rehabilitation (Hwy3/4 to City limits)			(1,200)	(1,200)	(1,750)	550
62901805 Port Bruce Bridge Replacement			(4,166,500)	(4,166,500)	(1,347,865)	(2,818,635)
Engineering Services Total	(9,543,974)	-	(7,455,065)	(16,999,039)	(14,055,693)	(2,943,346)
I) Net Income Total	(9,543,974)	-	(7,455,065)	(16,999,039)	(14,055,693)	(2,943,346)
II) Capital						
Engineering Services						
5) Capital WIP						
60901702 Sparta Reconstruction	115,182	1,709,818	567,000	2,392,000	2,411,670	(19,670)
60901801 Port Burwell Road Drainage Survey	120,419	69,581	0	190,000	120,419	69,581
60901804 Asset Management Program		100,000	-	100,000		100,000
60901917 Elm Street at Centennial Road Intersection Improvement	12,505	487,495	0	500,000	144,900	355,101
60902004 Wonderland Road and Talbot Line EA partnered with MTO			125,000	125,000	84,114	40,886
62002001 Road 4 Rehabilitation (Hwy3/4 to City limits)			801,200	801,200	412,259	388,941
62002004 Shaw Hill Drainage Improvements (rd 45)			50,000	50,000	30,425	19,575
62002005 Road 48 FDR/R1 (Road 30 to Rd 74)			1,400,000	1,400,000	1,221,538	178,462
62002006 Rodney Reconstruction (103 and 104)			350,000	350,000	166,374	183,626
62901805 Port Bruce Bridge Replacement	2,801,790	2,713,710	2,704,000	8,219,500	7,764,640	454,860
62901902 King George Lift Bridge Rehabilitation	482,523	1,817,477	4,518,800	6,818,800	4,655,007	2,163,793
62901905 Bothwell Bridge Rehabilitation		25,000	78,000	103,000		103,000
62901908 Geotechnical Investigations - Roadway	20,316	29,684	-	50,000	20,316	29,684
62901909 Elm Street Intersection Improvements at Oak Street		60,000	-	60,000		60,000
62901910 Meeks Bridge Replacement	8,968	491,032	255,000	755,000	211,232	543,768
Engineering Services Total	3,561,703	7,503,797	10,849,000	21,914,500	17,242,895	4,671,605
II) Capital Total	3,561,703	7,503,797	10,849,000	21,914,500	17,242,895	4,671,605
Carry-Forward Total	(5,982,271)	7,503,797	3,393,935	4,915,461	3,187,202	1,728,259
Closed						
I) Net Income						
Engineering Services						
1) Revenue						
60901701 Wonderland Road Reconstruction		(125,000)	125,000			

Engineering Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
60902007 Garage			(44,652)	(44,652)	(44,652)	-
60902010 Structural Inspections			-	-	(4,000)	4,000
60902017 Annual Permits			(100,000)	(100,000)		(100,000)
62002007 Imperial Road Turning Lane (north of College Line)			(105,000)	(105,000)	(105,000)	-
62102001 Land Sale					(1,449)	1,449
62202002 Road 24 (Rd 23 to Yarmouth Centre Road) Resurfacing (paved shoulders)					(1,186)	1,186
4) Operating Costs						
60901916 Road Signage Retroreflectivity Assessment	731	34,269	25,000	60,000	23,108	36,892
60902007 Garage			25,000	25,000	12,407	12,593
60902008 Road Crack Sealing and Asphalt Patches			150,000	150,000	118,432	31,568
60902009 Major Maintenance Projects			200,000	200,000	69,637	130,363
60902010 Structural Inspections			(0)	(0)	11,329	(11,329)
60902011 Municipal Drains (5 year average)			146,736	146,736	179,730	(32,994)
60902013 Road Sign Maintenance			5,000	5,000	1,948	3,052
60902014 Electrical Servicing Contract (Signals and Beacons)			70,000	70,000	54,324	15,676
60902015 Misc Consulting			25,000	25,000	5,097	19,903
60902017 Annual Permits			100,000	100,000		100,000
Engineering Services Total	731	(90,731)	622,084	532,084	319,725	212,359
I) Net Income Total	731	(90,731)	622,084	532,084	319,725	212,359
II) Capital						
Engineering Services						
5) Capital WIP						
60901701 Wonderland Road Reconstruction	232,012	947,988	5,045,000	6,225,000	5,111,151	1,113,849
60901918 Chatham Road Slope Stabilization	394,640	605,360	0	1,000,000	624,228	375,772
60902001 Road 11 Shouldering			20,000	20,000	28,439	(8,439)
60902002 Road 16 Shouldering			85,000	85,000	137,738	(52,738)
60902003 Road Sign Replacements			45,000	45,000	9,266	35,734
62001904 Road 48 (Lyons Line) - Rehabilitation (Rd 74 (Belmont Road) to 73 (Imperial Road))	1,529,506	85,494	0	1,615,000	1,529,506	85,494
62002002 Road 18 (Rd 20 to Rd 119) Rehabilitation			790,000	790,000	696,363	93,637
62002007 Imperial Road Turning Lane (north of College Line)			105,000	105,000	93,847	11,153
62102001 Land Sale			1	1	1,444	(1,443)
62202001 Road 20 Resurfacing (Rd 21 to Thomas Road)			390,000	390,000	338,858	51,142
62202002 Road 24 (Rd 23 to Yarmouth Centre Road) Resurfacing (paved shoulders)			1,100,000	1,100,000	994,274	105,726
62202003 Road 28 (Rd 45 to Rd 56) Resurfacing			460,000	460,000	401,921	58,079
62502001 Road 5 Surface Treatment			45,000	45,000	32,942	12,058
62502002 Road 9 Surface Treatment (Rd 103 to Rd 76)			230,000	230,000	175,879	54,121
62502003 Road 9 Surface Treatment (Rd 8 to Rd 14)			280,000	280,000	240,948	39,052
62502004 Road 52 Microsurfacing (30 to 74)			330,000	330,000	367,989	(37,989)

Engineering Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
62901801 Kimble Bridge Replacement	77,683	7,317	530,000	615,000	566,651	48,349
62901804 Multiple Bridge Repair Tender	369,863	55,137	0	425,000	369,735	55,265
62901903 St. George Street Bridge Engineering		60,000	-	60,000	218,498	(158,498)
62901912 Culvert Rehabilitations C		130,000	(0)	130,000	51,694	78,306
62902001 St. George Street Bridge Rehabilitation			230,000	230,000		230,000
62902004 Culvert Rehabilitations			300,000	300,000	337,060	(37,060)
Engineering Services Total	2,603,703	1,891,297	9,985,001	14,480,001	12,328,431	2,151,570
II) Capital Total	2,603,703	1,891,297	9,985,001	14,480,001	12,328,431	2,151,570
Closed Total	2,604,434	1,800,566	10,607,084	15,012,084	12,648,155	2,363,929
Grand Total	(3,377,836)	9,304,362	14,001,020	19,927,546	15,835,358	4,092,188

Facilities Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(257,180)	-	(100,925)	(358,105)	(358,105)	(0)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	75,926	75,926	43,772	32,154
<i>Net Income</i>	<i>(257,180)</i>	<i>-</i>	<i>(24,999)</i>	<i>(282,179)</i>	<i>(314,333)</i>	<i>32,154</i>
5) Capital WIP	1,211,299	33,006,150	3,911,016	38,128,465	3,018,917	35,109,548
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	954,119	33,006,150	3,886,017	37,846,285	2,704,583	35,141,702
Closed					Cost to be Closed	Surplus
1) Revenue	(1,000)	-	(0)	(1,000)	(1,000)	(0)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	14,335	50,665	166,000	231,000	111,466	119,534
<i>Net Income</i>	<i>13,335</i>	<i>50,665</i>	<i>166,000</i>	<i>230,000</i>	<i>110,466</i>	<i>119,533</i>
5) Capital WIP	264,372	810,898	622,262	1,697,532	1,091,747	605,785
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	277,707	861,563	788,262	1,927,532	1,202,213	725,319
	-	-	-	-	-	-

Facilities Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Administrative Building						
1) Revenue						
26602011 Elevator			(100,000)	(100,000)	(100,000)	(0)
4) Operating Costs						
26602002 Miscellaneous Professional Fees			10,000	10,000	4,109	5,891
26602010 Facility Condition Audit - Admin			65,000	65,000	34,373	30,627
Administrative Building Total			(25,000)	(25,000)	(61,518)	36,517
Terrace Lodge Building & Property						
1) Revenue						
45021208 Building Renovation	(257,180)	-	(925)	(258,105)	(258,105)	-
4) Operating Costs						
45021208 Building Renovation			926	926	3,994	(3,068)
45022007 Covid Funding TL			0	0	1,295	(1,295)
Terrace Lodge Building & Property Total	(257,180)	-	1	(257,179)	(252,816)	(4,364)
I) Net Income Total	(257,180)	-	(24,999)	(282,179)	(314,333)	32,154
II) Capital						
Administrative Building						
5) Capital WIP						
26601807 Cooling Tower Replacement - Admin		50,000	150,000	200,000	228,739	(28,739)
26601811 Exterior Building Capital Repairs/Parking		1,128,799	0	1,128,799	8,955	1,119,844
26601909 Interior Renovations		250,000	100,000	350,000	254,237	95,763
26602005 Roof Repairs - Admin			250,000	250,000	7,632	242,368
26602007 Asbestos Removal			60,000	60,000	35,818	24,182
26602008 Security Improvement - Card Access & Alarms			100,000	100,000	26,395	73,605
26602011 Elevator			2,680,000	2,680,000	113,276	2,566,724
Administrative Building Total		1,428,799	3,340,000	4,768,799	675,053	4,093,746
Bobier Villa Building & Property						
5) Capital WIP						
45031952 Spa/Tub Room	1	27,999	-	28,000	1	27,999
45031953 Lighting Upgrade	577	49,423	-	50,000	577	49,423
45031958 Flat Roof Replacement		60,000	-	60,000		60,000
45032052 Flat Roof			140,000	140,000	132,788	7,212
45032053 Energy Savings - Parking Lot Lighting Improvements			10,000	10,000		10,000
45032055 Building Automation System			25,000	25,000		25,000
45032056 Flooring Replacement			20,000	20,000		20,000
45032057 Energy Savings - Electrical Upgrades			10,000	10,000	5,274	4,726

Facilities Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
45032059 Tub Room Upgrades			75,000	75,000	8,299	66,701
45032062 Security/Resident Safety			25,000	25,000	3,053	21,947
45032090 IPAC Capital BV			64,478	64,478		64,478
Bobier Villa Building & Property Total	579	137,421	369,478	507,478	149,992	357,486
Elgin Manor Building & Property						
5) Capital WIP						
45011853 Washroom Upgrades	31,077	38,923	-	70,000	31,077	38,923
45012052 Flat Roof Repairs			25,000	25,000	5,088	19,912
45012055 Building Automation System			10,000	10,000		10,000
45012056 Flooring Replacement			25,000	25,000		25,000
45012057 Energy Savings - Electrical Upgrades			20,000	20,000		20,000
45012059 Spa Renovation			40,000	40,000	8,419	31,581
45012063 Covid Capital EM			0	0	3,529	(3,529)
Elgin Manor Building & Property Total	31,077	38,923	120,000	190,000	48,113	141,887
Terrace Lodge Building & Property						
5) Capital WIP						
45021208 Building Renovation	1,179,643	31,401,007	0	32,580,650	2,130,427	30,450,223
45022053 IPAC Capital TL			81,538	81,538	15,332	66,206
Terrace Lodge Building & Property Total	1,179,643	31,401,007	81,538	32,662,188	2,145,759	30,516,429
II) Capital Total	1,211,299	33,006,150	3,911,016	38,128,465	3,018,917	35,109,548
Carry-Forward Total	954,119	33,006,150	3,886,017	37,846,285	2,704,583	35,141,702
Closed						
I) Net Income						
Administrative Building						
1) Revenue						
26601908 POA/Museum Project Completion (Landscape/Drain/Other)	(1,000)	-	(0)	(1,000)	(1,000)	(0)
4) Operating Costs						
26601904 Miscellaneous Maintenance	14,335	25,665	-	40,000	16,777	23,223
26601905 Miscellaneous Equipment		20,000	2,000	22,000	13,381	8,619
26601906 Security Equipment		5,000	-	5,000		5,000
26602001 Heat Pump Replacement			25,000	25,000	22,907	2,093
26602003 Painting			10,000	10,000	11,566	(1,566)
Administrative Building Total	13,335	50,665	37,000	101,000	63,631	37,368
Bobier Villa Building & Property						
4) Operating Costs						
45032001 Painting			10,000	10,000	2,630	7,370
45032002 Facility Condition Audit			36,000	36,000	14,759	21,241
Bobier Villa Building & Property Total			46,000	46,000	17,389	28,611

Facilities Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Elgin Manor Building & Property						
4) Operating Costs						
45012001 Painting			10,000	10,000	3,489	6,511
45012002 Facility Condition Audit			63,000	63,000	25,636	37,364
Elgin Manor Building & Property Total			73,000	73,000	29,124	43,876
Terrace Lodge Building & Property						
4) Operating Costs						
45022001 Painting			10,000	10,000	322	9,678
Terrace Lodge Building & Property Total			10,000	10,000	322	9,678
I) Net Income Total	13,335	50,665	166,000	230,000	110,466	119,533
II) Capital						
Administrative Building						
5) Capital WIP						
26601708 Window & Door Replacement		75,000	-	75,000		75,000
26601808 Building Automation System Upgrades - Admin	646	29,354	-	30,000	646	29,354
26601908 POA/Museum Project Completion (Landscape/Drain/Other)	114,642	293,593	-	408,235	166,837	241,398
26602004 Building Envelope Repairs			15,000	15,000	81,917	(66,917)
26602006 Energy Savings - Electrical Upgrades			35,000	35,000	32,478	2,522
26602009 Accessibility - Basement Hallway Handrails			10,000	10,000	2,686	7,314
26602012 Building HVAC			15,000	15,000	34,689	(19,689)
Administrative Building Total	115,288	397,947	75,000	588,235	319,253	268,982
Bobier Villa Building & Property						
5) Capital WIP						
45031852 Building Envelope Repairs		30,000	-	30,000	27,306	2,694
45031950 Door & Wall Protection	6,313	3,687	-	10,000	6,313	3,687
45031954 Security/Resident Safety Carry Over Project	2,831	4,669	0	7,500	2,831	4,669
45031955 Misc Bldg		5,500	5,500	11,000		11,000
45031956 Floor Replacement - Resident Rooms		22,000	0	22,000		22,000
45031957 HVAC Replacements	15,332	74,668	-	90,000	30,565	59,435
45031959 Parking Lot Repair		15,000	-	15,000		15,000
45031960 Business Office Flooring	8,722	(3,722)	-	5,000	8,722	(3,722)
45031961 Smoking Area	6,356	3,644	-	10,000	10,307	(307)
45032050 Parking Lot Resurfacing			65,000	65,000	121,015	(56,015)
45032051 Caulking/Weatherproofing Windows			15,000	15,000	8,227	6,773
45032054 Building Envelope & Eavestrough Repairs			30,000	30,000	-	30,000
45032060 Landscaping			30,000	30,000	15,891	14,109
Bobier Villa Building & Property Total	39,555	155,445	145,500	340,500	231,178	109,322
Elgin Manor Building & Property						

Facilities Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
5) Capital WIP						
45011750 Building Automation		10,000	-	10,000		10,000
45011851 Pumps & Equipment (STP)	15,569	96,466	15,000	127,035	100,483	26,552
45011855 Security/Resident Safety	6,887	3,113	-	10,000	6,887	3,113
45011952 Parking Lot Resurfacing	78,659	31,341	-	110,000	78,659	31,341
45011954 Building Envelope Repairs	1,695	18,305	-	20,000	7,889	12,111
45011956 Misc Bldg		10,000	5,500	15,500		15,500
45011957 Business Office Flooring		20,000	-	20,000	20,506	(506)
45011959 Door & Wall Protection		5,000	-	5,000		5,000
45011960 Garbage Compactor		25,000	-	25,000	22,257	2,743
45011962 Exterior Upgrades	6,719	8,281	-	15,000	11,460	3,540
45012050 Refurbishment of Train #2 (STP)			100,000	100,000	76,025	23,975
45012051 Misc. Maintenance, Calibration & Lifecycle Equipment Replacement			25,000	25,000		25,000
45012053 Sidewalk Repairs			25,000	25,000	23,107	1,893
45012054 HVAC			15,000	15,000	13,920	1,080
45012058 Security Improvements - NVR Cameras			30,000	30,000	22,812	7,188
45012060 140 Hotwater Tank Re-lining			10,000	10,000	6,516	3,484
45012062 IPAC HVAC Rooftop Units			72,800	72,800	70,164	2,636
Elgin Manor Building & Property Total	109,528	227,507	298,300	635,335	460,684	174,651
Terrace Lodge Building & Property						
5) Capital WIP						
45021950 Exterior Repairs		10,000	0	10,000		10,000
45021951 Parking Lot Repairs		15,000	-	15,000		15,000
45021952 Lower North Floor Repair		5,000	0	5,000		5,000
45022051 Lawn Sign Replacement			75,000	75,000	52,171	22,829
45022052 IPAC HVAC Rooftop Unit			28,462	28,462	28,461	1
Terrace Lodge Building & Property Total		30,000	103,462	133,462	80,633	52,830
II) Capital Total	264,372	810,898	622,262	1,697,532	1,091,747	605,785
Closed Total	277,707	861,563	788,262	1,927,532	1,202,213	725,319
Grand Total	1,231,827	33,867,712	4,674,279	39,773,817	3,906,796	35,867,021

Finance Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	1,140	6,310	3,500	10,950	1,140	9,810
<i>Net Income</i>	<i>1,140</i>	<i>6,310</i>	<i>3,500</i>	<i>10,950</i>	<i>1,140</i>	<i>9,810</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	1,140	6,310	3,500	10,950	1,140	9,810
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-

Finance Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Financial Services						
4) Operating Costs						
59601601 Budget Programming Costs	1,140	6,310	3,500	10,950	1,140	9,810
Financial Services Total	1,140	6,310	3,500	10,950	1,140	9,810
I) Net Income Total	1,140	6,310	3,500	10,950	1,140	9,810
Carry-Forward Total	1,140	6,310	3,500	10,950	1,140	9,810
Grand Total	1,140	6,310	3,500	10,950	1,140	9,810

Fire & CEMC Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	-	-	-	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	-	-	-	-	-	-
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	-	-	-	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-

Fire & CEMC Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Closed						
I) Net Income						
Emergency Measures						
4) Operating Costs						
22062108 SRF - EOC Software Maintenance			-	-		-
Emergency Measures Total			-	-		-
I) Net Income Total			-	-		-
Closed Total			-	-		-
Grand Total			-	-		-

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	(257,180)	-	(573,620)	(830,800)	(2,563,234)	1,732,434
2) Wages	-	-	117,070	117,070	1,527,885	(1,410,814)
3) Benefits	-	-	29,268	29,268	210,248	(180,980)
4) Operating Costs	-	-	150,886	150,886	368,439	(217,553)
<i>Net Income</i>	(257,180)	-	(276,396)	(533,576)	(456,663)	(76,913)
5) Capital WIP	1,228,846	31,682,924	770,193	33,681,963	2,431,123	31,250,840
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	971,666	31,682,924	493,797	33,148,387	1,974,460	31,173,927
Closed					Cost to be Closed	Surplus
1) Revenue	(22,578)	(2,422)	(810,523)	(835,523)	(785,733)	(49,790)
2) Wages	5,000	-	574,456	579,456	675,542	(96,086)
3) Benefits	1,249	-	143,389	144,638	156,031	(11,393)
4) Operating Costs	18,750	-	565,570	584,320	497,625	86,695
<i>Net Income</i>	2,422	(2,422)	472,891	472,891	543,466	(70,575)
5) Capital WIP	149,084	447,681	572,956	1,169,721	830,005	339,716
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	151,505	445,259	1,045,847	1,642,612	1,373,471	269,141
	-	-	0	-	-	-

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Bobier Villa Dietary						
4) Operating Costs						
41032007 Covid Funding BV			0	0	622	(622)
Bobier Villa Dietary Total			0	0	622	(622)
Bobier Villa General & Admin						
1) Revenue						
46032007 Covid Funding BV			(4,577)	(4,577)	(499,096)	494,519
46032008 IPAC Training Funding BV			(21,629)	(21,629)	(7,097)	(14,532)
46032090 IPAC Capital Funding BV			(64,478)	(64,478)	(64,478)	-
2) Wages						
46032007 Covid Funding BV			3,661	3,661	367,886	(364,225)
46032008 IPAC Training Funding BV			11,626	11,626		11,626
3) Benefits						
46032007 Covid Funding BV			916	916	49,620	(48,704)
46032008 IPAC Training Funding BV			2,906	2,906		2,906
4) Operating Costs						
46032007 Covid Funding BV			0	0	11,747	(11,747)
46032008 IPAC Training Funding BV			7,097	7,097		7,097
Bobier Villa General & Admin Total			(64,479)	(64,479)	(141,419)	76,940
Bobier Villa Housekeeping						
4) Operating Costs						
43032007 Covid Funding BV			0	0	1,311	(1,311)
Bobier Villa Housekeeping Total			0	0	1,311	(1,311)
Bobier Villa Laundry						
4) Operating Costs						
44032007 Covid Funding BV			0	0	463	(463)
Bobier Villa Laundry Total			0	0	463	(463)
Bobier Villa Nursing & Personal Care						
1) Revenue						
42032012 Education			(16,967)	(16,967)	(17,830)	863
2) Wages						
42032012 Education			11,560	11,560	11,760	(200)
3) Benefits						
42032012 Education			2,890	2,890	2,184	706
4) Operating Costs						
42032012 Education			2,517	2,517	2,572	(55)

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
42032016 Covid Funding BV			0	0	52,832	(52,832)
Bobier Villa Nursing & Personal Care Total			0	0	51,517	(51,517)
Bobier Villa Program & Support						
4) Operating Costs						
40032007 Covid Funding BV			0	0	2,874	(2,874)
Bobier Villa Program & Support Total			0	0	2,874	(2,874)
Elgin Manor Dietary						
4) Operating Costs						
41012007 Covid Funding EM			0	0	5,477	(5,477)
Elgin Manor Dietary Total			0	0	5,477	(5,477)
Elgin Manor General & Admin						
1) Revenue						
46012007 Covid Funding EM			(5,250)	(5,250)	(620,164)	614,914
46012008 IPAC Training Funding EM			(34,131)	(34,131)	(11,206)	(22,925)
46012090 IPAC Capital Funding EM			(72,860)	(72,860)	(72,860)	-
2) Wages						
46012007 Covid Funding EM			4,199	4,199	514,801	(510,602)
46012008 IPAC Training Funding EM			18,340	18,340		18,340
3) Benefits						
46012007 Covid Funding EM			1,050	1,050	67,283	(66,233)
46012008 IPAC Training Funding EM			4,585	4,585		4,585
4) Operating Costs						
46012007 Covid Funding EM			0	0	15,501	(15,501)
46012008 IPAC Training Funding EM			11,206	11,206		11,206
Elgin Manor General & Admin Total			(72,861)	(72,861)	(106,645)	33,784
Elgin Manor Housekeeping						
4) Operating Costs						
43012007 Covid Funding EM			0	0	5,778	(5,778)
Elgin Manor Housekeeping Total			0	0	5,778	(5,778)
Elgin Manor Nursing & Personal Care						
1) Revenue						
42012014 Education			(26,823)	(26,823)	(37,487)	10,664
2) Wages						
42012014 Education			14,969	14,969	16,344	(1,376)
3) Benefits						
42012014 Education			3,742	3,742	3,545	197
4) Operating Costs						
42012014 Education			8,112	8,112	2,506	5,606

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
42012016 Covid Funding EM			0	0	124,430	(124,430)
Elgin Manor Nursing & Personal Care Total			0	0	109,339	(109,339)
Elgin Manor Program & Support						
1) Revenue						
40012005 NHSP Touching Memoirs			(24,879)	(24,879)	(25,000)	121
2) Wages						
40012005 NHSP Touching Memoirs			5,703	5,703		5,703
3) Benefits						
40012005 NHSP Touching Memoirs			1,426	1,426		1,426
4) Operating Costs						
40012005 NHSP Touching Memoirs			17,750	17,750		17,750
40012007 Covid Funding EM			0	0	1,464	(1,464)
Elgin Manor Program & Support Total			0	0	(23,536)	23,536
Terrace Lodge Building & Property						
1) Revenue						
45021208 Building Renovation	(257,180)	-	(925)	(258,105)	(258,105)	-
4) Operating Costs						
45021208 Building Renovation			926	926	3,994	(3,068)
45022007 Covid Funding TL			0	0	1,295	(1,295)
Terrace Lodge Building & Property Total	(257,180)	-	1	(257,179)	(252,816)	(4,364)
Terrace Lodge Dietary						
4) Operating Costs						
41022007 Covid Funding TL			0	0	850	(850)
Terrace Lodge Dietary Total			0	0	850	(850)
Terrace Lodge General & Admin						
1) Revenue						
46022007 Covid Funding TL			(69,365)	(69,365)	(736,674)	667,309
46022008 IPAC Training Funding TL			(37,938)	(37,938)	(12,451)	(25,487)
46022090 IPAC Capital Funding TL			(110,000)	(110,000)	(110,000)	-
2) Wages						
46022007 Covid Funding TL			6,353	6,353	612,710	(606,357)
46022008 IPAC Training Funding TL			20,389	20,389		20,389
3) Benefits						
46022007 Covid Funding TL			1,589	1,589	86,719	(85,130)
46022008 IPAC Training Funding TL			5,097	5,097		5,097
4) Operating Costs						
46022007 Covid Funding TL			61,423	61,423	6,404	55,019
46022008 IPAC Training Funding TL			12,451	12,451		12,451

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Terrace Lodge General & Admin Total			(110,000)	(110,000)	(153,292)	43,292
Terrace Lodge Nursing & Personal Care						
1) Revenue						
42022013 Education			(29,742)	(29,742)	(36,730)	6,988
42022060 ADP Bathing Equipment			(29,057)	(29,057)	(29,056)	(0)
2) Wages						
42022013 Education			20,271	20,271	4,384	15,887
3) Benefits						
42022013 Education			5,068	5,068	897	4,171
4) Operating Costs						
42022013 Education			4,404	4,404	2,741	1,663
42022016 Covid Funding TL			0	0	118,480	(118,480)
Terrace Lodge Nursing & Personal Care Total			(29,057)	(29,057)	60,714	(89,771)
Terrace Lodge Program & Support						
1) Revenue						
40022008 NHSP COVID-Seniors in Sync			(25,000)	(25,000)	(25,000)	-
4) Operating Costs						
40022007 Covid Funding TL			0	0	3,279	(3,279)
40022008 NHSP COVID-Seniors in Sync			25,000	25,000	3,819	21,181
Terrace Lodge Program & Support Total			0	0	(17,902)	17,902
I) Net Income Total	(257,180)	-	(276,396)	(533,576)	(456,663)	(76,913)
II) Capital						
Bobier Villa Building & Property						
5) Capital WIP						
45031952 Spa/Tub Room	1	27,999	-	28,000	1	27,999
45031953 Lighting Upgrade	577	49,423	-	50,000	577	49,423
45031958 Flat Roof Replacement		60,000	-	60,000		60,000
45032052 Flat Roof			140,000	140,000	132,788	7,212
45032053 Energy Savings - Parking Lot Lighting Improvements			10,000	10,000		10,000
45032055 Building Automation System			25,000	25,000		25,000
45032056 Flooring Replacement			20,000	20,000		20,000
45032057 Energy Savings - Electrical Upgrades			10,000	10,000	5,274	4,726
45032059 Tub Room Upgrades			75,000	75,000	8,299	66,701
45032062 Security/Resident Safety			25,000	25,000	3,053	21,947
45032090 IPAC Capital BV			64,478	64,478		64,478
Bobier Villa Building & Property Total	579	137,421	369,478	507,478	149,992	357,486
Bobier Villa Dietary						
5) Capital WIP						

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
41032050 Kitchen Equipment			27,620	27,620	18,745	8,875
Bobier Villa Dietary Total			27,620	27,620	18,745	8,875
Bobier Villa Nursing & Personal Care						
5) Capital WIP						
42031950 Lifts & Scales		31,120	35,000	66,120		66,120
Bobier Villa Nursing & Personal Care Total		31,120	35,000	66,120		66,120
Elgin Manor Building & Property						
5) Capital WIP						
45011853 Washroom Upgrades	31,077	38,923	-	70,000	31,077	38,923
45012052 Flat Roof Repairs			25,000	25,000	5,088	19,912
45012055 Building Automation System			10,000	10,000		10,000
45012056 Flooring Replacement			25,000	25,000		25,000
45012057 Energy Savings - Electrical Upgrades			20,000	20,000		20,000
45012059 Spa Renovation			40,000	40,000	8,419	31,581
45012063 Covid Capital EM			0	0	3,529	(3,529)
Elgin Manor Building & Property Total	31,077	38,923	120,000	190,000	48,113	141,887
Elgin Manor Dietary						
5) Capital WIP						
41012050 Kitchen Equipment			42,500	42,500	11,237	31,263
Elgin Manor Dietary Total			42,500	42,500	11,237	31,263
Elgin Manor Laundry						
5) Capital WIP						
44011850 Laundry Equipment		23,000	-	23,000		23,000
Elgin Manor Laundry Total		23,000	-	23,000		23,000
Elgin Manor Nursing & Personal Care						
5) Capital WIP						
42011950 Lifts & Scales	779	48,221	20,000	69,000	11,453	57,547
Elgin Manor Nursing & Personal Care Total	779	48,221	20,000	69,000	11,453	57,547
Terrace Lodge Building & Property						
5) Capital WIP						
45021208 Building Renovation	1,179,643	31,401,007	0	32,580,650	2,130,427	30,450,223
45022053 IPAC Capital TL			81,538	81,538	15,332	66,206
Terrace Lodge Building & Property Total	1,179,643	31,401,007	81,538	32,662,188	2,145,759	30,516,429
Terrace Lodge Housekeeping						
5) Capital WIP						
43021950 Housekeeping Equipment	16,767	3,233	20,000	40,000	16,767	23,233
Terrace Lodge Housekeeping Total	16,767	3,233	20,000	40,000	16,767	23,233
Terrace Lodge Nursing & Personal Care						

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
5) Capital WIP						
42022050 Lifts & Scales			25,000	25,000	-	25,000
42022060 ADP Bathing Equipment			29,057	29,057	29,057	(0)
Terrace Lodge Nursing & Personal Care Total			54,057	54,057	29,057	25,000
II) Capital Total	1,228,846	31,682,924	770,193	33,681,963	2,431,123	31,250,840
Carry-Forward Total	971,666	31,682,924	493,797	33,148,387	1,974,460	31,173,927
Closed						
I) Net Income						
Bobier Villa Building & Property						
4) Operating Costs						
45032001 Painting			10,000	10,000	2,630	7,370
45032002 Facility Condition Audit			36,000	36,000	14,759	21,241
Bobier Villa Building & Property Total			46,000	46,000	17,389	28,611
Bobier Villa Dietary						
1) Revenue						
41032001 HINF 1:1 Staffing Dietary			(497)	(497)		(497)
2) Wages						
41032001 HINF 1:1 Staffing Dietary			397	397	175	222
3) Benefits						
41032001 HINF 1:1 Staffing Dietary			100	100	42	58
Bobier Villa Dietary Total			(0)	(0)	217	(218)
Bobier Villa General & Admin						
1) Revenue						
46032002 Donations			(7,000)	(7,000)	(5,608)	(1,393)
4) Operating Costs						
46032001 Furniture Replacement			10,000	10,000	9,005	995
46032003 Staff Enrichment Donations			2,500	2,500	934	1,566
46032004 Miscellaneous Donations			5,000	5,000		5,000
46032005 CMI Study			7,509	7,509	6,727	782
Bobier Villa General & Admin Total			18,009	18,009	11,058	6,951
Bobier Villa Housekeeping						
1) Revenue						
43032001 HINF 1:1 Staffing HSKP			(497)	(497)		(497)
2) Wages						
43032001 HINF 1:1 Staffing HSKP			397	397		397
3) Benefits						
43032001 HINF 1:1 Staffing HSKP			100	100		100
Bobier Villa Housekeeping Total			(0)	(0)		(0)

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Bobier Villa Nursing & Personal Care						
1) Revenue						
42032001 MDS RAI			(29,738)	(29,738)	(29,830)	92
42032003 HINF Supplemental Base Supplies			(13,524)	(13,524)	(13,561)	37
42032004 HINF Costs Reimbursed			(25,638)	(25,638)		(25,638)
42032005 Lab Cost Recovery			(4,000)	(4,000)	(3,125)	(875)
42032007 BSO Funding Nurses			(13,418)	(13,418)	(9,514)	(3,904)
42032008 BSO Funding PSW			(20,708)	(20,708)	(20,616)	(92)
42032010 Falls Prevention			(5,700)	(5,700)	(5,700)	-
42032060 ADP Bathing Equipment			(11,194)	(11,194)	(11,194)	(0)
2) Wages						
42032001 MDS RAI			23,791	23,791	30,316	(6,526)
42032004 HINF Costs Reimbursed			17,743	17,743	546	17,197
42032007 BSO Funding Nurses			10,734	10,734	8,062	2,673
42032008 BSO Funding PSW			16,566	16,566	19,722	(3,155)
42032009 New Hire Orientation			6,162	6,162	24,475	(18,313)
42032011 Direct Care Staff Funding			84,870	84,870	48,682	36,189
42032015 Training Coordinator			8,516	8,516	7,649	867
3) Benefits						
42032001 MDS RAI			5,948	5,948	5,345	603
42032004 HINF Costs Reimbursed			4,436	4,436	381	4,055
42032007 BSO Funding Nurses			2,684	2,684	1,453	1,231
42032008 BSO Funding PSW			4,142	4,142	5,010	(868)
42032009 New Hire Orientation			1,541	1,541	4,777	(3,236)
42032011 Direct Care Staff Funding			21,218	21,218	11,046	10,172
42032015 Training Coordinator			2,129	2,129	1,554	575
4) Operating Costs						
42032003 HINF Supplemental Base Supplies			13,524	13,524	2,872	10,652
42032004 HINF Costs Reimbursed			3,459	3,459		3,459
42032005 Lab Cost Recovery			4,000	4,000	3,485	515
42032010 Falls Prevention			5,700	5,700	6,346	(646)
42032013 Safety/Sling Replacement			5,000	5,000	20,667	(15,667)
42032014 Mattress Replacement			2,630	2,630	2,094	536
Bobier Villa Nursing & Personal Care Total			120,872	120,872	110,940	9,932
Bobier Villa Program & Support						
1) Revenue						
40032001 BSO Recreation			(9,263)	(9,263)	(9,048)	(215)
40032003 HINF 1:1 Staffing Recreation			(5,127)	(5,127)		(5,127)

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
2) Wages						
40032001 BSO Recreation			7,410	7,410	6,625	785
40032003 HINF 1:1 Staffing Recreation			4,101	4,101		4,101
3) Benefits						
40032001 BSO Recreation			1,853	1,853	1,488	365
40032003 HINF 1:1 Staffing Recreation			1,025	1,025		1,025
4) Operating Costs						
40032002 Life Enrichment			2,000	2,000	688	1,312
40032004 Physiotherapy			47,196	47,196	47,873	(677)
Bobier Villa Program & Support Total			49,196	49,196	47,625	1,571
Elgin Manor Building & Property						
4) Operating Costs						
45012001 Painting			10,000	10,000	3,489	6,511
45012002 Facility Condition Audit			63,000	63,000	25,636	37,364
Elgin Manor Building & Property Total			73,000	73,000	29,124	43,876
Elgin Manor Dietary						
1) Revenue						
41012002 HINF 1:1 Staffing Dietary			(497)	(497)		(497)
2) Wages						
41012001 New Hire Orientation			1,479	1,479	6,360	(4,881)
41012002 HINF 1:1 Staffing Dietary			397	397	831	(433)
3) Benefits						
41012001 New Hire Orientation			370	370	1,541	(1,171)
41012002 HINF 1:1 Staffing Dietary			100	100	447	(348)
Elgin Manor Dietary Total			1,848	1,848	9,180	(7,331)
Elgin Manor General & Admin						
1) Revenue						
46012001 Donations			(15,000)	(15,000)	(3,715)	(11,285)
46012050 Compliance Premium			(339,996)	(339,996)	(340,927)	931
4) Operating Costs						
46012002 Furniture Replacement			10,000	10,000	11,652	(1,652)
46012003 Staff Enrichment Donations			2,500	2,500	1,239	1,261
46012004 Miscellaneous Donations			5,000	5,000		5,000
46012005 CMI Study			11,856	11,856	6,727	5,129
Elgin Manor General & Admin Total			(325,640)	(325,640)	(325,024)	(616)
Elgin Manor Housekeeping						
1) Revenue						
43012003 HINF 1:1 Staffing HSKP			(497)	(497)		(497)

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
2) Wages						
43012001 New Hire Orientation			821	821	7,441	(6,620)
43012002 Floor Cleaning			1,891	1,891		1,891
43012003 HINF 1:1 Staffing HSKP			397	397	295	102
3) Benefits						
43012001 New Hire Orientation			205	205	1,640	(1,435)
43012002 Floor Cleaning			473	473		473
43012003 HINF 1:1 Staffing HSKP			100	100	71	28
Elgin Manor Housekeeping Total			3,389	3,389	9,448	(6,059)
Elgin Manor Nursing & Personal Care						
1) Revenue						
42012001 MDS RAI			(47,954)	(47,954)	(47,108)	(846)
42012002 HINF Supplemental Base Supplies			(21,348)	(21,348)	(21,407)	59
42012003 HINF Costs Reimbursed			(1,833)	(1,833)	(36,463)	34,630
42012004 Lab Cost Recovery			(5,200)	(5,200)	(4,485)	(715)
42012005 BSO Funding Nurses			(18,587)	(18,587)	(12,880)	(5,707)
42012006 BSO Funding PSW			(25,819)	(25,819)	(26,244)	425
42012009 Falls Prevention			(9,000)	(9,000)	(9,000)	-
42012013 PSW Train the Trainor			(2,354)	(2,354)		(2,354)
2) Wages						
42012001 MDS RAI			38,546	38,546	43,115	(4,569)
42012003 HINF Costs Reimbursed			604	604	25,912	(25,308)
42012005 BSO Funding Nurses			14,869	14,869	10,781	4,088
42012006 BSO Funding PSW			20,656	20,656	19,661	994
42012007 New Hire Orientation			10,872	10,872	43,366	(32,494)
42012010 Direct Care Staff Funding			82,237	82,237	72,014	10,223
42012012 Training Coordinator			12,400	12,400	11,474	926
42012013 PSW Train the Trainor			1,883	1,883		1,883
3) Benefits						
42012001 MDS RAI			9,408	9,408	7,502	1,906
42012003 HINF Costs Reimbursed			151	151	7,348	(7,197)
42012005 BSO Funding Nurses			3,717	3,717	2,099	1,619
42012006 BSO Funding PSW			5,164	5,164	4,973	191
42012007 New Hire Orientation			2,718	2,718	10,598	(7,880)
42012010 Direct Care Staff Funding			20,560	20,560	20,955	(396)
42012012 Training Coordinator			3,100	3,100	2,332	768
42012013 PSW Train the Trainor			471	471		471
4) Operating Costs						

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
42012002 HINF Supplemental Base Supplies			21,348	21,348	473	20,875
42012003 HINF Costs Reimbursed			1,077	1,077		1,077
42012004 Lab Cost Recovery			5,200	5,200	4,005	1,195
42012006 BSO Funding PSW					2,510	(2,510)
42012008 Safety/Sling Replacement			8,000	8,000	46,920	(38,920)
42012009 Falls Prevention			9,000	9,000	10,536	(1,536)
42012011 Mattress Replacement			1,000	1,000		1,000
Elgin Manor Nursing & Personal Care Total			140,886	140,886	188,986	(48,101)
Elgin Manor Program & Support						
1) Revenue						
40012001 BSO Recreation			(9,268)	(9,268)	(9,048)	(220)
40012003 HINF 1:1 Staffing Recreation			(507)	(507)		(507)
2) Wages						
40012001 BSO Recreation			7,415	7,415	9,745	(2,330)
40012003 HINF 1:1 Staffing Recreation			405	405	1,436	(1,031)
3) Benefits						
40012001 BSO Recreation			1,854	1,854	2,571	(718)
40012003 HINF 1:1 Staffing Recreation			101	101	321	(220)
4) Operating Costs						
40012002 Life Enrichment			2,000	2,000	1,357	643
40012004 Physiotherapy			74,520	74,520	75,824	(1,304)
Elgin Manor Program & Support Total			76,519	76,519	82,206	(5,687)
Terrace Lodge Adult Day						
1) Revenue						
48022001 TL ADP COVID-19			(1)	(1)		(1)
Terrace Lodge Adult Day Total			(1)	(1)		(1)
Terrace Lodge Building & Property						
4) Operating Costs						
45022001 Painting			10,000	10,000	322	9,678
Terrace Lodge Building & Property Total			10,000	10,000	322	9,678
Terrace Lodge Dietary						
1) Revenue						
41021903 Farm to Table	(22,578)	(2,422)	-	(25,000)	(23,326)	(1,674)
41022002 HINF 1:1 Staffing Dietary			(497)	(497)		(497)
2) Wages						
41021903 Farm to Table	5,000	-	-	5,000	5,000	-
41022001 New Hire Orientation			798	798	14,707	(13,909)
41022002 HINF 1:1 Staffing Dietary			397	397	443	(46)

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
3) Benefits						
41021903 Farm to Table	1,249	-	-	1,249	1,249	-
41022001 New Hire Orientation			199	199	3,542	(3,342)
41022002 HINF 1:1 Staffing Dietary			100	100	346	(246)
4) Operating Costs						
41021903 Farm to Table	18,750	-	-	18,750	18,750	-
Terrace Lodge Dietary Total	2,422	(2,422)	997	997	20,711	(19,715)
Terrace Lodge General & Admin						
1) Revenue						
46022002 Donations			(5,000)	(5,000)	(1,985)	(3,015)
46022003 Palliative Care Donations			(3,000)	(3,000)		(3,000)
4) Operating Costs						
46022001 Furniture Replacement			10,000	10,000	9,205	795
46022004 Staff Enrichment Donations			2,500	2,500	1,158	1,342
46022005 Miscellaneous Donations			5,000	5,000		5,000
46022006 CMI Study			13,174	13,174	6,730	6,444
Terrace Lodge General & Admin Total			22,674	22,674	15,108	7,566
Terrace Lodge Housekeeping						
1) Revenue						
43022001 HINF 1:1 Staffing HSKP			(497)	(497)		(497)
2) Wages						
43022001 HINF 1:1 Staffing HSKP			397	397	4,867	(4,470)
3) Benefits						
43022001 HINF 1:1 Staffing HSKP			100	100	1,603	(1,503)
Terrace Lodge Housekeeping Total			(0)	(0)	6,470	(6,470)
Terrace Lodge Nursing & Personal Care						
1) Revenue						
42022001 MDS RAI			(52,201)	(52,201)	(52,331)	130
42022002 HINF Supplemental Base Supplies			(23,724)	(23,724)	(23,789)	65
42022003 HINF Costs Reimbursed			(5,832)	(5,832)		(5,832)
42022004 Lab Cost Recovery			(7,000)	(7,000)	(4,540)	(2,460)
42022005 BSO Funding Nurses			(20,857)	(20,857)	(15,533)	(5,324)
42022006 BSO Funding PSW			(23,263)	(23,263)	(21,105)	(2,158)
42022009 Falls Prevention			(9,996)	(9,996)	(9,996)	-
2) Wages						
42022001 MDS RAI			41,761	41,761	60,945	(19,184)
42022003 HINF Costs Reimbursed			380	380	5,922	(5,542)
42022005 BSO Funding Nurses			16,685	16,685	12,703	3,982

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
42022006 BSO Funding PSW			18,611	18,611	15,179	3,432
42022007 New Hire Orientation			10,018	10,018	67,013	(56,995)
42022010 Direct Care Staff Funding			85,811	85,811	69,263	16,548
42022012 Training Coordinator			12,447	12,447	11,474	973
3) Benefits						
42022001 MDS RAI			10,440	10,440	11,568	(1,128)
42022003 HINF Costs Reimbursed			95	95	1,201	(1,106)
42022005 BSO Funding Nurses			4,171	4,171	2,830	1,342
42022006 BSO Funding PSW			4,653	4,653	3,949	703
42022007 New Hire Orientation			2,504	2,504	14,664	(12,159)
42022010 Direct Care Staff Funding			21,453	21,453	17,073	4,379
42022012 Training Coordinator			3,112	3,112	2,332	780
4) Operating Costs						
42022002 HINF Supplemental Base Supplies			23,724	23,724	31,587	(7,863)
42022003 HINF Costs Reimbursed			5,357	5,357	1,804	3,553
42022004 Lab Cost Recovery			7,000	7,000	4,398	2,602
42022006 BSO Funding PSW					2,277	(2,277)
42022008 Safety/Sling Replacement			10,000	10,000	12,664	(2,664)
42022009 Falls Prevention			9,996	9,996	7,279	2,717
42022011 Mattress Replacement			5,000	5,000	4,915	85
Terrace Lodge Nursing & Personal Care Total			150,344	150,344	233,744	(83,401)
Terrace Lodge Program & Support						
1) Revenue						
40022001 BSO Recreation			(13,982)	(13,982)	(13,656)	(326)
40022003 HINF 1:1 Staffing Recreation			(507)	(507)		(507)
2) Wages						
40022001 BSO Recreation			11,186	11,186	9,344	1,842
40022003 HINF 1:1 Staffing Recreation			405	405		405
3) Benefits						
40022001 BSO Recreation			2,796	2,796	2,180	616
40022003 HINF 1:1 Staffing Recreation			101	101		101
4) Operating Costs						
40022002 Life Enrichment			2,000	2,000	937	1,063
40022004 Physiotherapy			82,800	82,800	87,156	(4,356)
Terrace Lodge Program & Support Total			84,799	84,799	85,961	(1,162)
I) Net Income Total	2,422	(2,422)	472,891	472,891	543,466	(70,575)
II) Capital						
Bobier Villa Building & Property						

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
5) Capital WIP						
45031852 Building Envelope Repairs		30,000	-	30,000	27,306	2,694
45031950 Door & Wall Protection	6,313	3,687	-	10,000	6,313	3,687
45031954 Security/Resident Safety Carry Over Project	2,831	4,669	0	7,500	2,831	4,669
45031955 Misc Bldg		5,500	5,500	11,000		11,000
45031956 Floor Replacement - Resident Rooms		22,000	0	22,000		22,000
45031957 HVAC Replacements	15,332	74,668	-	90,000	30,565	59,435
45031959 Parking Lot Repair		15,000	-	15,000		15,000
45031960 Business Office Flooring	8,722	(3,722)	-	5,000	8,722	(3,722)
45031961 Smoking Area	6,356	3,644	-	10,000	10,307	(307)
45032050 Parking Lot Resurfacing			65,000	65,000	121,015	(56,015)
45032051 Caulking/Weatherproofing Windows			15,000	15,000	8,227	6,773
45032054 Building Envelope & Eavestrough Repairs			30,000	30,000	-	30,000
45032060 Landscaping			30,000	30,000	15,891	14,109
Bobier Villa Building & Property Total	39,555	155,445	145,500	340,500	231,178	109,322
Bobier Villa Housekeeping						
5) Capital WIP						
43031951 Microfibre Cleaning System		8,000	7,000	15,000	14,199	801
Bobier Villa Housekeeping Total		8,000	7,000	15,000	14,199	801
Bobier Villa Nursing & Personal Care						
5) Capital WIP						
42032060 ADP Bathing Equipment			11,194	11,194	11,194	0
Bobier Villa Nursing & Personal Care Total			11,194	11,194	11,194	0
Elgin Manor Building & Property						
5) Capital WIP						
45011750 Building Automation		10,000	-	10,000		10,000
45011851 Pumps & Equipment (STP)	15,569	96,466	15,000	127,035	100,483	26,552
45011855 Security/Resident Safety	6,887	3,113	-	10,000	6,887	3,113
45011952 Parking Lot Resurfacing	78,659	31,341	-	110,000	78,659	31,341
45011954 Building Envelope Repairs	1,695	18,305	-	20,000	7,889	12,111
45011956 Misc Bldg		10,000	5,500	15,500		15,500
45011957 Business Office Flooring		20,000	-	20,000	20,506	(506)
45011959 Door & Wall Protection		5,000	-	5,000		5,000
45011960 Garbage Compactor		25,000	-	25,000	22,257	2,743
45011962 Exterior Upgrades	6,719	8,281	-	15,000	11,460	3,540
45012050 Refurbishment of Train #2 (STP)			100,000	100,000	76,025	23,975
45012051 Misc. Maintenance, Calibration & Lifecycle Equipment Replacement			25,000	25,000		25,000
45012053 Sidewalk Repairs			25,000	25,000	23,107	1,893

Homes Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
45012054 HVAC			15,000	15,000	13,920	1,080
45012058 Security Improvements - NVR Cameras			30,000	30,000	22,812	7,188
45012060 140 Hotwater Tank Re-lining			10,000	10,000	6,516	3,484
45012062 IPAC HVAC Rooftop Units			72,800	72,800	70,164	2,636
Elgin Manor Building & Property Total	109,528	227,507	298,300	635,335	460,684	174,651
Elgin Manor Housekeeping						
5) Capital WIP						
43011950 Microfibre Cleaning System		10,000	7,500	17,500	17,188	311
Elgin Manor Housekeeping Total		10,000	7,500	17,500	17,188	311
Elgin Manor Nursing & Personal Care						
5) Capital WIP						
42011952 Bed Replacements Carry Forward		4,730	-	4,730	2,023	2,707
Elgin Manor Nursing & Personal Care Total		4,730	-	4,730	2,023	2,707
Terrace Lodge Building & Property						
5) Capital WIP						
45021950 Exterior Repairs		10,000	0	10,000		10,000
45021951 Parking Lot Repairs		15,000	-	15,000		15,000
45021952 Lower North Floor Repair		5,000	0	5,000		5,000
45022051 Lawn Sign Replacement			75,000	75,000	52,171	22,829
45022052 IPAC HVAC Rooftop Unit			28,462	28,462	28,461	1
Terrace Lodge Building & Property Total		30,000	103,462	133,462	80,633	52,830
Terrace Lodge Housekeeping						
5) Capital WIP						
43021951 Microfibre Cleaning System		12,000	-	12,000	12,907	(907)
Terrace Lodge Housekeeping Total		12,000	-	12,000	12,907	(907)
II) Capital Total	149,084	447,681	572,956	1,169,721	830,005	339,716
Closed Total	151,505	445,259	1,045,847	1,642,612	1,373,471	269,141
Grand Total	1,123,171	32,128,184	1,539,644	34,790,998	3,347,930	31,443,068

Human Resources Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	6,701	26,597	-	33,299	6,701	26,597
<i>Net Income</i>	<i>6,701</i>	<i>26,597</i>	<i>-</i>	<i>33,299</i>	<i>6,701</i>	<i>26,597</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	6,701	26,597	-	33,299	6,701	26,597
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	(35,000)	(35,000)	(46,814)	11,814
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	17,000	17,000	14,361	2,639
<i>Net Income</i>	<i>-</i>	<i>-</i>	<i>(18,000)</i>	<i>(18,000)</i>	<i>(32,453)</i>	<i>14,453</i>
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	(18,000)	(18,000)	(32,453)	14,453
	-	-	-	-	-	-

Human Resources Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Human Resources						
4) Operating Costs						
21601505 Pay Equity	6,701	26,597	-	33,299	6,701	26,597
Human Resources Total	6,701	26,597	-	33,299	6,701	26,597
I) Net Income Total	6,701	26,597	-	33,299	6,701	26,597
Carry-Forward Total	6,701	26,597	-	33,299	6,701	26,597
Closed						
I) Net Income						
Human Resources						
1) Revenue						
21602001 Accessibility Coordinator - Middlesex			(35,000)	(35,000)	(46,814)	11,814
4) Operating Costs						
21602002 Accessibility Committee			7,000	7,000	5,397	1,603
26702001 Staff Training			10,000	10,000	8,964	1,036
Human Resources Total			(18,000)	(18,000)	(32,453)	14,453
I) Net Income Total			(18,000)	(18,000)	(32,453)	14,453
Closed Total			(18,000)	(18,000)	(32,453)	14,453
Grand Total	6,701	26,597	(18,000)	15,299	(25,752)	41,050

IT Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						Carry-Forward Budget Reserve for 2021
1) Revenue	(40,000)	-	-	(40,000)	(40,000)	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	6,543	17,058	0	23,601	6,543	17,058
<i>Net Income</i>	(33,457)	17,058	0	(16,399)	(33,457)	17,058
5) Capital WIP	1,136	46,374	464,929	512,439	228,769	283,670
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	(32,321)	63,432	464,929	496,040	195,312	300,728
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	(70,000)	(70,000)	(95,038)	25,038
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	(70,000)	(70,000)	(95,038)	25,038
5) Capital WIP	-	-	314,049	314,049	235,709	78,340
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	244,049	244,049	140,671	103,378
	-	-	-	-	-	-

IT Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Information Technology						
1) Revenue						
57801405 Palmer Estate Support	(40,000)	-	-	(40,000)	(40,000)	-
4) Operating Costs						
57801405 Palmer Estate Support	6,543	17,058	0	23,601	6,543	17,058
Information Technology Total	(33,457)	17,058	0	(16,399)	(33,457)	17,058
I) Net Income Total	(33,457)	17,058	0	(16,399)	(33,457)	17,058
II) Capital						
Information Technology						
5) Capital WIP						
57801710 Website Development	240	17,270	40,000	57,510	240	57,270
57801909 PCC Documentation Hardware	897	29,103	-	30,000	11,071	18,929
57802002 Storage Replacement			160,000	160,000	141,016	18,984
57802005 HCM System			75,000	75,000		75,000
57802009 Dietary Software			20,088	20,088		20,088
57802010 SRF - Technology and Equipment			74,431	74,431	76,442	(2,011)
57802011 Modernization Tools			70,410	70,410		70,410
57802012 Dietary Hardware			25,000	25,000		25,000
Information Technology Total	1,136	46,374	464,929	512,439	228,769	283,670
II) Capital Total	1,136	46,374	464,929	512,439	228,769	283,670
Carry-Forward Total	(32,321)	63,432	464,929	496,040	195,312	300,728
Closed						
I) Net Income						
Information Technology						
1) Revenue						
57802006 Municipal Partner Support			(70,000)	(70,000)	(95,038)	25,038
Information Technology Total			(70,000)	(70,000)	(95,038)	25,038
I) Net Income Total			(70,000)	(70,000)	(95,038)	25,038
II) Capital						
Information Technology						
5) Capital WIP						
57802001 Hardware Replacement			229,282	229,282	160,861	68,421
57802003 Photocopiers			13,327	13,327		13,327
57802004 Other Licenses			71,440	71,440	74,848	(3,408)
Information Technology Total			314,049	314,049	235,709	78,340
II) Capital Total			314,049	314,049	235,709	78,340

IT Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Closed Total			244,049	244,049	140,671	103,378
Grand Total	(32,321)	63,432	708,978	740,089	335,982	404,106

Land Ambulance Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
						Carry-Forward Budget Reserve for 2021
Carry-Forward					Actual Carry- Forward WIP	
1) Revenue	-	-	(90,000)	(90,000)	-	(90,000)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	(90,000)	(90,000)	-	(90,000)
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	-	-	(90,000)	(90,000)	-	(90,000)
						Cost to be Closed
Closed						Surplus
1) Revenue	-	-	(420,000)	(420,000)	(449,003)	29,003
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	420,000	420,000	419,999	1
<i>Net Income</i>	-	-	-	-	(29,005)	29,005
5) Capital WIP	-	729,300	485,780	1,215,080	1,229,795	(14,715)
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	729,300	485,780	1,215,080	1,200,791	14,290
	-	-	-	-	-	(0)

Land Ambulance Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Ambulance						
1) Revenue						
28002008 Rev Defibs			(90,000)	(90,000)		(90,000)
Ambulance Total			(90,000)	(90,000)		(90,000)
I) Net Income Total			(90,000)	(90,000)		(90,000)
Carry-Forward Total			(90,000)	(90,000)		(90,000)
Closed						
I) Net Income						
Ambulance						
1) Revenue						
28001901 Ambulance Veh Carryforward					(29,003)	29,003
28002006 Covid - 19 Funding - Ambulance			(420,000)	(420,000)	(420,000)	-
4) Operating Costs						
28002006 Covid - 19 Funding - Ambulance			420,000	420,000	419,999	1
Ambulance Total			-	-	(29,005)	29,005
I) Net Income Total			-	-	(29,005)	29,005
II) Capital						
Ambulance						
5) Capital WIP						
28001901 Ambulance Veh Carryforward		321,300	-	321,300	347,287	(25,987)
28001902 Defibs		408,000	90,000	498,000	461,355	36,645
28001903 Power Lifts			50,000	50,000	58,596	(8,595)
28002001 Ambulance Veh			345,780	345,780	362,558	(16,778)
Ambulance Total		729,300	485,780	1,215,080	1,229,795	(14,715)
II) Capital Total		729,300	485,780	1,215,080	1,229,795	(14,715)
Closed Total		729,300	485,780	1,215,080	1,200,791	14,290
Grand Total		729,300	395,780	1,125,080	1,200,791	(75,710)

Planning & Land Division Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget	
Carry-Forward							Carry-Forward Budget Reserve for 2021
1) Revenue	-	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-	-
4) Operating Costs	120,000	30,000	40,000	190,000	160,000	30,000	
<i>Net Income</i>	<i>120,000</i>	<i>30,000</i>	<i>40,000</i>	<i>190,000</i>	<i>160,000</i>	<i>30,000</i>	
5) Capital WIP	-	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-	-
Total Carry-Forward	120,000	30,000	40,000	190,000	160,000	30,000	
Closed							Cost to be Closed Surplus
1) Revenue	-	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-	-
<i>Net Income</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
5) Capital WIP	-	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-	-

Planning & Land Division Carry-Forward/Closed Preliminary Project Report

	Starting Carry- Forward WIP	Starting Carry- Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Planning						
4) Operating Costs						
26401701 Clean Water Initiative	120,000	-	40,000	160,000	160,000	-
26401801 Official Plan - 5 year Review		30,000	-	30,000		30,000
Planning Total	120,000	30,000	40,000	190,000	160,000	30,000
I) Net Income Total	120,000	30,000	40,000	190,000	160,000	30,000
Carry-Forward Total	120,000	30,000	40,000	190,000	160,000	30,000
Grand Total	120,000	30,000	40,000	190,000	160,000	30,000

POA Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	10,000	10,000	20,000	-	20,000
<i>Net Income</i>	-	10,000	10,000	20,000	-	20,000
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	-	10,000	10,000	20,000	-	20,000
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	-	-	-	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-

POA Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Provincial Offenses Act						
4) Operating Costs						
59601801 Parking Software		10,000	10,000	20,000		20,000
Provincial Offenses Act Total		10,000	10,000	20,000		20,000
I) Net Income Total		10,000	10,000	20,000		20,000
Carry-Forward Total		10,000	10,000	20,000		20,000
Grand Total		10,000	10,000	20,000		20,000

Police Service Board Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward					Actual Carry-Forward WIP	Carry-Forward Budget Reserve for 2021
1) Revenue	-	-	(2,233)	(2,233)	(2,233)	(0)
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	2,233	2,233	-	2,233
<i>Net Income</i>	-	-	(0)	(0)	(2,233)	2,233
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Carry-Forward	-	-	(0)	(0)	(2,233)	2,233
Closed					Cost to be Closed	Surplus
1) Revenue	-	-	-	-	-	-
2) Wages	-	-	-	-	-	-
3) Benefits	-	-	-	-	-	-
4) Operating Costs	-	-	-	-	-	-
<i>Net Income</i>	-	-	-	-	-	-
5) Capital WIP	-	-	-	-	-	-
D) Loans Receivable	-	-	-	-	-	-
Total Closed Projects	-	-	-	-	-	-

Police Service Board Carry-Forward/Closed Preliminary Project Report

	Starting Carry-Forward WIP	Starting Carry-Forward Budget Reserve	Budget added in 2020	Cum Budget	Actual	Remaining Budget
Carry-Forward						
I) Net Income						
Police Services Board						
1) Revenue						
29802001 OAPSB Zone 6			(2,233)	(2,233)	(2,233)	(0)
4) Operating Costs						
29802001 OAPSB Zone 6			2,233	2,233		2,233
Police Services Board Total			(0)	(0)	(2,233)	2,233
I) Net Income Total			(0)	(0)	(2,233)	2,233
Carry-Forward Total			(0)	(0)	(2,233)	2,233
Grand Total			(0)	(0)	(2,233)	2,233



REPORT TO COUNTY COUNCIL

FROM: Stephen Gibson, County Solicitor
DATE: February 1, 2021
SUBJECT: Elgin/Ontario – Interim Transfer Agreement (Parts III / IX Provincial Offences Act)

RECOMMENDATION(S):

It is recommended that:

1. the within Report, dated February 1, 2021, be received and filed;
2. subject to the approval of the County Solicitor as to final terms and conditions thereof, Council, in open session, consider and approve a proposed Part III and IX of the Provincial Offences Act (Ontario) Interim Transfer Agreement;
3. subject to the direction of the County Solicitor, Council, in open session, authorize the Warden and Chief Administrative Officer to execute a final version of the proposed Parts III and IX of the Provincial Offences Act (Ontario) Interim Transfer Agreement as approved by the County Solicitor in accordance with Recommendation 2 above.

INTRODUCTION AND BACKGROUND:

By this Report, the County Solicitor recommends and seeks Council approval and authorization for execution of a proposed Parts III and IX of the Provincial Offences Act (Ontario) Interim Transfer Agreement with the Province of Ontario, represented by the Ministry of the Attorney General (“MAG”).

Since in or about 2001, Elgin, as a Municipal Partner, has both administered all proceedings in the St. Thomas Provincial Offences Court and, furthermore, has prosecuted those proceedings initiated pursuant to Parts I and II of the Provincial Offences Act (“Act”). The Authority to administer the Court and its proceedings is currently governed by a Transfer Agreement made effective February, 2001, such Agreement being comprised of a Memorandum of Understanding (“MOU”) and Local Side Agreement (“LSA”).

For a number of years, Elgin has been actively pursuing a transfer of prosecution responsibilities for proceedings commenced pursuant to Parts III and IX of the Provincial Offences Act – currently, Part III charges and Part IX appeals are prosecuted by MAG through the local office of the Crown Attorney. The primary benefit to Elgin for transfer of carriage of these prosecutorial responsibilities is and will be elimination of costs of those proceedings as now being paid / reimbursed to Ontario.

The contemplated transfer of prosecutions has been delayed by a number of circumstances, including but not limited to the COVID-19 pandemic and related court closure and the opposition of some municipalities to the transfer of prosecution responsibilities, often related to anticipated costs to be incurred by these municipalities through carriage of prosecution of associated prosecutorial responsibilities. In this regard, it is noted that, through past facility and personnel planning, Elgin will not incur the additional costs often referenced by these opposing municipalities.

On August 11, 2020, Council approved proposed revisions to the existing MOU and LSA to accommodate transfer of local Part III and IX prosecutions to Elgin. Implementation of those revisions and the transfer of prosecution responsibilities has again been delayed by concerns raised by opposing municipalities. Most recently, however, Ontario has decided to proceed with transfer of Parts III and IX prosecution responsibilities to willing municipalities under an Interim Transfer Agreement (“ITA”) while negotiating a resolution of the concerns of the opposing municipalities.

The County Solicitor, through the County Prosecutor, has been presented with and reviewed the terms of the proposed ITA and offers comments, opinions, and advice in the “Discussion” section set forth immediately below.

DISCUSSION:

Contents of this Section Redacted and Will be Considered by Council in Closed Session.

The Grounds for Consideration by Council in Closed Session are as Follows:

1. Subject matter includes advice that is subject to solicitor-client privilege (Municipal Act, 2001, as amended – section 239(2)(f)).
2. Subject matter involves a position, plan, and/or instructions to be applied to a negotiation carried on by or to be carried on by or on behalf of the municipality (Municipal Act, 2001, as amended – section 239(2)(k)).

FINANCIAL IMPLICATIONS:

If the ITA is approved and executed, Elgin will benefit from elimination of the obligation for reimbursement of Ontario for the cost of prosecution of Part III and IX proceedings – during the term of the ITA (and thereafter pursuant to any revised MOU and LSA), prosecution services will be an internal expense, primarily through the services of the County Prosecutor.

Elgin already carries insurance coverages for Parts I and II prosecution services pursuant to the existing MOU and LSA and, as such, it is anticipated that premium increases associated solely with expanded services as provided for under the ITA will be minimal. It is relevant that Elgin is anticipated to incur significant increases in insurance premiums commencing December, 2021.

The indemnification obligation identified in the “Discussion” section creates a contingent cost risk of an unquantified amount if Ontario demanded direct defence of the Indemnified Parties and/or funding of such defence by Elgin.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place.	<input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:



LOCAL MUNICIPAL PARTNER IMPACT:

Local municipal partners may benefit from elimination of Elgin obligation to reimburse Ontario for the costs of prosecution of Part III and IX proceedings through distribution of potentially-increased net POA revenues.

COMMUNICATION REQUIREMENTS:

The County Solicitor and County Prosecutor intend to continue their efforts to pursue revisions to the ITA to address the concerns noted within this Report and will communicate the results of such efforts accordingly.

CONCLUSION:

Elgin has for many years planned for and pursued transfer of Parts III and IX prosecutions from Ontario. Ontario, through MAG, has now presented an Agreement for interim transfer of those prosecution responsibilities to Elgin pending more permanent revisions to the MOU and LSA through resolution of issues raised by opposing municipalities. Although there are concerns for certain provisions of the ITA and revisions thereto are being pursued, the County Solicitor is of the opinion that an acceptable version of the Interim Transfer Agreement remains to the overall benefit of Elgin County and therefore recommends both approval and authorization for execution of such an acceptable final version.

All of which is Respectfully Submitted

Stephen Gibson
County Solicitor

Approved for Submission

Julie Gonyou
Chief Administrative Officer



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, CAO
DATE: February 1, 2021
SUBJECT: Council and Warden Policy Revisions

RECOMMENDATION:

THAT the report titled “Council and Warden Policy Revisions” submitted by the Chief Administrative Officer, dated February 1, 2021 be received and filed; and

THAT Elgin County Council approve the Council Policy and Warden Policy as presented.

INTRODUCTION:

On January 12, 2021, Council consented to a number of amendments to the Council Policy and Warden Policy. Staff direction to include recommended revisions and seek Council approval for a final draft of the Council and Warden Policies was received. On January 26, 2021 Council reviewed the draft Council and Warden Policies and recommended that the report be deferred and that adjustments be made to the section about proclamations to more appropriately reflect current practice.

DISCUSSION:

In addition to updates presented to Council on January 12, 2021, the section regarding proclamations has been amended to reflect current practice. The previous version of the policy document indicated that the practice of issuing proclamations had been discontinued as of 1995. During the current Council term, it has been the practice for the Warden to issue proclamations with the support of County Council. An updated “final draft” Council Policy and Warden Policy are attached for Council’s consideration.

FINANCIAL IMPLICATIONS:

There are no financial implications associated with the proposed amendments as presented.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

There is no direct impact to Local Municipal Partners as a result of the proposed amendments to Elgin County Council Policies Manual.

COMMUNICATION REQUIREMENTS:

To ensure transparency and accountability, any changes to Council and Warden policies are reviewed, debated, and approved by Council in open session.

CONCLUSION:

As directed by Council, the Council and Warden Policies are presented for Council's review and approval.



All of which is Respectfully Submitted

Julie Gonyou

Julie Gonyou
Chief Administrative Officer

Subject: Warden and Council Policies

Policy Number: 1.00

Date Approved: May 25, 2010

Date Last Revision: January 26, 2021

WARDEN

CELLULAR TELEPHONE/ELECTRONIC COMMUNICATION DEVICE

The Warden shall be provided with a cellular telephone/Blackberry or other electronic device approved by Information Technology for business use. Personal use is subject to County Policy. The device shall be returned to Information Technology at the end of the Warden's term.

CHAIN OF OFFICE/GOWN/LORD ELGIN WATCH

The Warden is authorized to use his/her own discretion as to whether the traditional Chain of Office, Gown, or Lord Elgin Watch will be worn at meetings of Council, other than at the time of election to Office, or other events or occasions as warranted.

CONVENTION/WORKSHOP/SEMINAR ATTENDANCE AND HOSPITALITY ROOMS

1. The Warden may attend any number of conventions/workshops/seminars or conferences, provided the said convention/conference/workshop/seminar is relevant to the business of the County and does not exceed budget allocations.
2. The Warden shall be paid the following rates for attending conventions/conferences/workshops/seminars:
 - a) Registration fee, approved expenses and standard travel from St. Thomas to the convention site and return (see Schedule "A"), shall be paid at the same rate established for the use of personal vehicles for County business.

Whenever possible the Warden and delegates are encouraged to travel together in order to reduce costs.

- b) Accommodation, at the approved hotel rate, shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- c) A meal allowance of \$75.00 per day will be paid (\$15/breakfast; \$20/lunch; \$40/dinner), if meal is not otherwise provided or included in the registration, and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- d) Parking shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- e) Claim for reimbursement of expenses shall be made on approved claim form (see Schedule "B"). The Warden will be required to declare all meals that were provided or included in the registration. Reimbursement shall be made as soon as possible after receipt of claim but will coincide with the next scheduled cheque run.
- f) If attending a virtual conference using his or her personal internet, the Warden may submit \$5/hr for conference meetings attended virtually to offset internet costs.

ELECTION RECEPTION

The County will provide and pay half, and the Warden shall pay half, of the cost of a wine and hors d'œuvré reception after the Warden's Election each year. The County will also provide a Guest Book and purchase the liquor license. The Administrative Services-Department will make the necessary arrangements for a wine and hors d'œuvré reception. Should a Warden wish another type of reception, the arrangements would be made by and costs borne by the Warden.

OFFICIAL STATEMENTS

Statements concerning official policies of County Council shall be released by the Warden only or a person named by the Warden (Chief Administrative Officer) to provide statements or information to the media. Senior staff are encouraged to provide timely responses to media inquiries by providing factual information, subject to freedom of information provisions, as requested and subject to the Chief Administrative Officer's approval.

PHOTOGRAPH

After the Warden is elected, arrangements will be made for taking a photograph of the Warden in official attire. Two copies of the photograph will be purchased, one to be displayed in the

Council Chambers and one to be given to the Warden. Copies will be supplied to the County in digital format for departmental use and for use by the media.

PROCLAMATIONS

The Warden will issue proclamations with the support of County Council.

MEETING DEFINITION

A meeting is defined as a duly called Council meeting, Special Committee (including outside committees) or Sub-Committee meeting established to carry out the business of the Council, Committee or Sub-Committee. Occasionally, the Warden may designate a Councillor to meet with staff or to attend meetings on behalf of County Council. These meetings are to be kept to a minimum.

1. The following remuneration shall be paid to the Warden for attending meetings of the Council, committees/boards, and performing all other duties applicable to the Office:
 - a) The Warden shall be paid an annual remuneration of, \$71,246.40 (2020) to be paid monthly, with said stipend to include all meeting and incidental claims (telephone, paper, etc.) for all responsibilities including work associated with outside boards, meetings with ratepayers, etc. The above remuneration shall be automatically adjusted annually by the same percentage as is determined for non-union staff.
 - b) In addition to the above remuneration, the Warden shall be paid the same rate for each kilometre necessarily travelled in attending meetings as established for the use of personal vehicles for County business and shall submit a monthly account to Administrative Services on the form provided (see Schedule "C") and would receive payment on the next scheduled pay date. If attending a virtual Council or other virtual meeting in his or her capacity as Warden, the Warden may submit \$5/hr for meetings attended virtually to offset internet costs.
 - c) Monthly accounts for kilometres travelled for other than Council meetings shall be submitted to Administrative Services on the form provided (see Schedule "D") and receive payment on the next scheduled pay date.

COUNCIL

ASSET DISPOSAL

Periodically, equipment, furniture, supplies, materials and other County property (excluding land) will be deemed to be surplus and of no potential use for County purposes. The Asset Disposal Policy shall be followed in determining the disposition of property and is available upon request.

BEREAVEMENT

Flowers or a donation up to an amount of \$100, as adjusted from time to time, will be sent, in the event of bereavement, for current Councillors, Department Heads, and their Spouses or Children; Past Councillors who served during the previous term; all Past Wardens and Past Department Heads; and Residents of County Homes. In addition, flowers or a donation may be sent to other persons who have had considerable dealings with the County, at the discretion of the Warden.

BUSINESS CARDS

Business Cards with the County Insignia/logo will be supplied to the Warden annually, denoting his/her year(s) as Warden, and to Councillors as requested.

CODE OF CONDUCT

A Code of Conduct has been established for the Warden, Council and Members of Outside Boards to establish guidelines for ethical and interpersonal standards of conduct (see Schedule "E").

COFFEE/REFRESHMENT

The County will purchase coffee or tea or other non-alcoholic refreshments for Council meetings and to be used by the staff in the Administration Building for business meetings.

COMMITTEE MEETINGS

All committee meetings shall be open to the public, except for Closed Meetings held in accordance with the Municipal Act or any other relevant Act. (see Section 9 of Council's Procedural By-Law).

CONVENTION ATTENDANCE

1. County Councillors shall be permitted to attend any convention/conference/workshop/seminar in accordance with the established convention policy, provided the said attendance is relevant to the business of the County and is contained within approved budgetary limits.
2. Members of County Council shall be paid the following rates for attending conventions/conferences/ workshops/seminars.
 - a) The per diem rate, (currently \$150) registration fee, approved expenses and standard travel from St. Thomas to the convention site and return (see Schedule “A”), paid at the same rate established for the use of personal vehicles for County business. If attending a virtual conference using his or her personal internet, Councillors may submit for \$5/hr for conference meetings attended virtually to offset internet costs.

Whenever possible, Councillors are encouraged to travel together in order to reduce costs.

- b) The per diem rate of \$150.00 (adjusted from time to time) shall be paid and limited to the actual number of days that the convention/conference/workshop/seminar has sessions listed which the delegate attends.
- c) Accommodation, at the approved hotel rate, shall be reimbursed from receipts and limited to the actual number of days that the event has sessions listed which the delegate attends.
- d) A meal allowance of \$75.00 per day will be paid (\$15/breakfast; \$20/lunch; \$40/dinner), if a meal is not otherwise provided or included in the registration, and limited to the actual number of days that the convention has sessions listed which the delegate attends. The meal allowance is applied when staying at least one night, otherwise meals are reimbursed through receipt and actual cost.
- e) Parking shall be reimbursed from receipts and limited to the actual number of days that the convention has sessions listed which the delegate attends.
- f) Claims for reimbursement of expenses and per diem shall be made on approved claim forms (see Schedule “B”). Reimbursement shall be made as soon as possible after receipt of claim but will coincide with the next scheduled cheque run.

- g) The above provisions shall be subject to the payment of a maximum of \$4,000.00 per member (excludes registration and travel), per calendar year, subject to adjustment from time to time.

CORRESPONDENCE

1. The deadline for correspondence is eight (8) days prior to a regular Council meeting. Correspondence received after the deadline may be forwarded to the Councillors by no later than the Friday preceding a regular Council meeting. Notwithstanding the deadline limitation, if an item must be dealt with due to an emergency situation or extreme time constraints, the item may be dealt with as an Addendum to the Council Agenda (see Section 8.2 of Council's Procedural By-Law).
2. No action will be taken on any unsigned and unsolicited correspondence received by County staff with said correspondence being destroyed immediately upon receipt.

COUNCIL PHOTOGRAPH

Arrangements will be made for taking the annual photograph of the Council, Department Heads and Seconds-In-Command. The photograph will be displayed in the hallway outside Council Chambers and a copy supplied to the Council and appropriate staff at no charge.

COUNCILLOR ORIENTATION

Following the election of a new Council, a general Orientation Session for new Councillors will be held. The orientation would cover Council procedures and departmental operations and include topics such as departmental organization and functions, introduction of key personnel, tours of facilities, etc.

COUNTY COUNCIL DRESS CODE

The following dress code for County Council Members and Officials was adopted on May 25, 2010 and became effective on December 1, 2010:

Council Members and Officials shall wear appropriate business attire for Council meetings (defined as semi-formal and not business casual – specifically dress shirt/blouse, jacket, dress pants or suit);

Traditional attire shall be mandated at the Warden's Election, the Warden's Annual Banquet, the annual photo, and any other function as determined by the Warden. Members and Officials are also permitted to wear traditional attire at other functions, when not mandated by the Warden, at their discretion;

An allowance of up to \$200 will be provided (with receipts) once per term to each Council Member and Official required to wear traditional attire at aforementioned times for the purchase of said attire;

The Warden, who by by-law is responsible for Council decorum, shall also enforce the dress code.

COUNTY CRESTS AND TIES

County Crests and Ties, supplied to Councillors and Officials, are expected to last at least four (4) years. Anyone requiring a replacement prior to the end of the term will be required to purchase it at actual cost. Staff members shall not be provided with a tie or crest until their probationary period has been fulfilled.

COUNTY RINGS

A gold County Wardens' Ring may be purchased by Wardens, past and present, and a standard gold County Ring may be purchased by Wardens, County Councillors and staff, past and present, at their cost, each available in men's and women's sizes.

DISTRIBUTION OF LITERATURE FROM OUTSIDE AGENCIES

No person shall cause any printed matter to be circulated or posted on corporate property without obtaining the approval of the Department Head or the Chief Administrative Officer.

ELGIN MUNICIPAL ASSOCIATION

Past Wardens shall be recognized by the Elgin Municipal Association at the annual dinner meeting, and County Council shall provide complimentary tickets for the current Warden, Past Wardens and guest.

ELECTRONIC DEVICES

1. An electronic device (i.e. laptop or tablet), as approved by Council, shall be supplied for conducting County business as determined by Information Technology and based on approved budgets.
2. Damaged and unrepairable equipment or lost electronic devices must be replaced – each member of Council is permitted one replacement per term at the County’s cost. Subsequent losses or damage shall be replaced at the Councillor’s or Warden’s cost.
3. Retiring Councillors will return said equipment to the County as soon as possible after completion/termination of their term for distribution to the new Councillors, or at the discretion of the Chief Administrative Officer, may be retained due to the age or condition of the equipment.

MEALS

Councillors and appointed officials shall be provided with a meal, when appropriate during Council meetings.

NAMETAGS

A nametag with the County Logo and the person's name and title will be supplied to the Warden, Council & Senior Staff.

PURCHASING

The Procurement Policy was established to standardize procedures to ensure fair and equitable practices for the procurement of all County goods and services and will be adhered to for all purchases made on behalf of the County. The Procurement Policy is available upon request.

REMUNERATION

A meeting is defined as a duly called Council meeting, Special Committee (including outside committees) or Sub-Committee meeting established to carry out the business of the Council, Committee or Sub-Committee. Occasionally, a Member designated by the Warden may be required to meet with staff or attend meetings on behalf of Council. These meetings are to be kept to a minimum and must have prior approval of the Warden.

1. The following remuneration shall be paid to each Member of County Council, for attending meetings of the Council and committees thereof:
 - a) County Councillors shall be paid an annual honorarium of \$26,093.52 (2020) to be paid monthly, with said stipend to include all meeting and incidental claims (telephone, paper, etc.) for all responsibilities including work associated with outside boards, meetings with ratepayers, etc. The above remuneration shall be automatically adjusted annually by the same percentage as is determined for non-union staff.
 - b) In addition to the above remuneration, each Member shall be paid the same rate for each kilometre necessarily travelled in attending meetings as established for the use of personal vehicles for County business. If attending a virtual Council or other virtual meeting in his or her capacity as County Councillor, the Member may submit \$5/hr for meetings attended virtually to offset internet costs.
 - c) Members of Council will record their kilometres travelled or virtual meeting expenses for attending Council and other approved meetings on the form provided (see Schedule “D”) and submit said record to the Administrative Services at the final Council meeting of each month, thereby being paid once a month on the next scheduled pay date.
 - d) Councillors attending a function as “Deputy Warden” shall be paid kilometres travelled at the same rate established for the use of personal vehicles for County business.
 - e) Councillors are permitted to claim kilometres travelled for attendance at ceremonial functions (i.e. official openings and sod turnings).
 - f) Separate per diems for attending outside board meetings (i.e. Board of Health) shall not be permitted since the monthly honorarium is designed to cover these obligations.

REPORTS

All reports to Council will be presented by the author or alternate and shall include a recommendation for Council’s consideration.

RESOLUTIONS

1. Where a resolution is endorsed, a reply is sent to the originating body only, regardless of the request for copies to be sent to others.

2. Where a resolution is filed or not endorsed, no reply is sent, it being felt that no response will indicate non-support.
3. In the event Council wishes copies of resolutions, etc., sent to other than the originating body, direction to this effect is incorporated into the recommendation.

RETIREMENT GIFT

Every retiring County Councillor shall receive a desk pen set or other suitable commemorative item with the County Crest affixed and a suitable plaque indicating the term held on Council.

WARDEN'S RECOGNITION

- a) Council shall host an annual banquet or recognition evening at which the Warden and spouse/guest shall be recognized for their achievements and contributions during the year.
- b) The banquet shall be arranged and conducted by the members of the Social/ Entertainment Committee with participation in the programme by each County Councillor.
- c) The timing of the banquet shall be near completion of the term as Warden (early November).
- d) The Warden may determine the location of the banquet if so desired; otherwise the Social/Entertainment Committee shall decide in consultation with the Warden.
- e) The Warden may invite up to 26 family members and guests as complimentary. Additional invitations shall be at the cost of the Warden and paid at the per ticket cost as determined by the Social/Entertainment Committee.
- f) Past Wardens and Visiting Dignitaries shall be invited as complimentary guests. Other guests may be invited as complimentary as determined by the Social/ Entertainment Committee in consultation with the Warden.
- g) A recognition gift at a cost of up to \$500 shall be chosen by the Warden or a watch with suitable engraving and a silver tray with suitable engraving and shall be purchased by the Social/Entertainment Committee.



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: January 29, 2021

SUBJECT: School Retention Plan – Elgin County

RECOMMENDATION:

THAT Elgin County Council provide direction regarding the establishment of a School Retention Plan for the County of Elgin.

INTRODUCTION:

At its meeting held on January 26, 2021, Elgin County Council received and filed correspondence from Oxford County which indicated support for the Township of Zorra's School Retention Plan. County Council directed staff to provide a report regarding the adoption of a similar plan for the County of Elgin.

DISCUSSION:

In accordance with priorities contained within its Strategic Plan, the Township of Zorra established a Local School Committee to provide advice to Council regarding opportunities for the Township of Zorra to maximize economic development, and the ability to attract and retain residents, by developing a School Retention Plan. In 2020, Zorra Council approved the School Retention Plan and since its mandate had been met, the Local School Committee was dissolved in 2021.

The Zorra School Retention Plan, as attached, is a formalization of the Township of Zorra's advocacy and communication efforts as they relate to the preservation of rural schools. These activities include maintaining membership in the Community Schools Alliance (CSA), advocating for a different funding model for rural and northern schools, recommending that the Thames Valley District School Board (TVDSB) review its policies for capacity planning and pupil accommodation to formally recognize the importance of rural schools, and ensuring that appropriate communication and notification processes are in place for Council

to receive regular information from school boards in the area – particularly in relation to any potential closure or new build activity.

Elgin County Council has also engaged in considerable school retention efforts over the past several terms of Council:

- Council advocated for the preservation of rural schools including Sparta Public School, Springfield Public School, New Sarum Public School and for the construction of a new school in Belmont. This advocacy has taken the form of official correspondence and meetings with Provincial Ministers and MPPs.
- Council has provided comment regarding new provincial policies and guidelines relating to rural schools including the Elementary Pupil Accommodation Review.
- County Council meets annually with representatives from the TVDSB and the LCDSB to receive updates from the school boards and to address concerns that Elgin County residents have expressed in regards to education. This meeting allows for open, two-way communication between the County of Elgin and local school boards to ensure that the unique educational needs of Elgin County residents are being met.
- Elgin County Council appointed Councillor Martyn and Councillor Giguère to sit on the Rural Education Task Force, formed by the Thames Valley District School Board in 2019. This task force consults with students, parents, community, municipal leaders in TVDSB rural communities to identify the unique challenges and opportunities experienced by students, parents and municipalities and develops recommendations for consideration related to a TVDSB Rural Education Strategy.

Should Council desire to do so, these advocacy and communications activities could be consolidated into one document and formalized through the adoption of a School Retention Plan for Elgin County.

It is important to note that unlike the Township of Zorra, Elgin County Council has not identified rural school retention as a priority within its 2020-2022 Strategic Plan. This does not negate the important role that local schools play in our communities.

FINANCIAL IMPLICATIONS:

There are no financial implications associated with considering a School Retention Plan.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<input type="checkbox"/> Ensuring alignment of current programs and services with community need. <input type="checkbox"/> Exploring different ways of addressing community need. <input type="checkbox"/> Engaging with our community and other stakeholders.	<input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place.	<input type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments: School Retention was not directly identified as a priority in Elgin County Council's Strategic Plan 2020-2022.

LOCAL MUNICIPAL PARTNER IMPACT:

Should the County of Elgin adopt a School Retention Plan, Elgin's Local Municipal Partner Councils could support this Plan at the local level, if appropriate.

COMMUNICATION REQUIREMENTS:

None at this time.

CONCLUSION:

In recent years, Elgin County Council has engaged in considerable advocacy and communication efforts regarding the retention of local schools. Should Council desire, these activities could be consolidated into a School Retention Plan for the County of Elgin to be adopted by County Council at a future meeting.



All of which is Respectfully Submitted

Julie Gonyou, Chief Administrative
Officer



At a regular meeting of Council on December 2, 2020, Township of Zorra Council adopted the Township's School Retention Plan as suggested by the Zorra Local School Committee. The resolution from Zorra Council is as follows:

Item 9(b)

Resolution No. 17-12-2020

Moved by: Katie Davies

Seconded by: Ron Forbes

“THAT the resolution from the Zorra Local School Committee be received and adopted as the Zorra School Retention Plan.”

Disposition: Carried

Whereby, the resolution from the Zorra Local School Committee was as follows:

“THAT the Zorra Local School Committee recommends to the Council of the Township of Zorra:

- 1. To continue including a school retention plan as part of the Township's Strategic Plan and advocate accordingly.**
- 2. To maintain an ongoing membership in the Community Schools Alliance (CSA).**
- 3. Supports, through resolution, the CSA's endorsement of the Rural and Northern Education Fund (RNEF) as an appropriate differentiator and funding model for rural and northern schools.**
- 4. Request that the Thames Valley District School Board (TVDSB) and London District Catholic School Board (LDCSB) suggest possible reallocation of Grants for Student Needs (GSNs) to support a net funding neutral increase in the RNEF.**
- 5. Recommend that the TVDSB review its policies for capacity planning and pupil accommodation reviews to formally recognize the importance and value to the community of rural and single school community schools.**
- 6. Request communication and notification on an ongoing basis from all relevant School Boards of any areas of study considering possible consolidation, closure, additions, or new builds.**
- 7. Request annual planning reports from all relevant School Boards for all Zorra schools and possibly related/affected/affecting schools and compare municipal growth forecasts and school board(s) growth forecasts identifying any discrepancies; and**
- 8. Forward this resolution to the Thames Valley District School Board's Rural Education Task Force (RETF), and Oxford County for support.”**

Please see the following pages for background and comments regarding the School Retention Plan formation.

BACKGROUND & COMMENTS:

The purpose of the Zorra Local School Committee (ZLSC) is to make recommendations to Council regarding opportunities for the Township of Zorra to maximize long term economic development by attracting and retaining students through the development of a “School Retention Plan” in accordance with the Township of Zorra’s Strategic Plan. The above recommendations will serve as the Township of Zorra’s school retention strategy.

One of the Township’s Strategic Plan states: “Continue school retention strategy by advocating with Oxford County Planning that schools are an integral part of the Planning Process and should be reflected in the County Strategic Plan and Official Plan, and lobbying the Provincial Government that there be greater integration of school locations with Municipalities.” This item has a target for completion of 2020 in the Strategic Plan. Through its membership in the CSA, Zorra has successfully advocated for a Province-wide moratorium on school closures, and additional funding recognizing the unique value of rural and northern schools to their community (RNEF). With respect to the Ministry of Education and School Boards there have been several relevant developments.

1. Integrated Local Planning (Ministry of Education, 2018)

Throughout our public consultations, the ministry also heard about the need to strengthen integrated local planning at the community level and to promote local planning conversations among school boards, municipalities, and other relevant local partners. There will be a call for proposals this summer, seeking approximately three communities across Ontario to participate in VIPPI. These communities will represent a mix of urban, rural, Northern and Francophone communities. Each community must identify partners to participate in a local integrated planning table that should include, at a minimum, school boards and municipalities and relevant local partners that reflect each area's unique needs. The ministry will provide a facilitator to lead a series of sessions spanning approximately one year. The goal of VIPPI is for all members involved to share and discuss capital and community planning processes and relevant data to create a collection of best practices.

2. Draft Revised Pupil Accommodation Review Guideline and Community Planning and Partnerships Guideline Updates Date: February 18, 2018

The current requirement for school boards to consider community impacts, such as loss or gain of community use of school space, will be maintained and extended to include consideration of any possible impacts on First Nation communities’ on-reserve. If at least one school that is eligible to receive support from the Rural and Northern Education Fund (RNEF) is included in a pupil accommodation review at any time, then economic impacts must also be given consideration for each accommodation option. School boards will have discretion to undertake economic impact assessments in other communities, if needed. The ministry will: Develop guidance that will define key parameters it expects the economic impact assessment to address (such as, impact on local businesses, impact on family commutes / schedules and housing starts). We will consult with school boards and municipalities on how these key parameters are shaped; Develop an approved list of vendors from which boards may select a third party to undertake this work. Seek approval for additional funding for boards that will be required to undertake economic impact assessments.

3. Updates on Integrated Local Planning and the Community Planning and Partnerships Guideline (CPPG)

The ministry remains committed to updating the CPPG to further encourage joint responsibility for integrated community planning as we learn more from the new voluntary pilot program and other work across government. This decision was based on consultation feedback, which suggested that adding new requirements on school boards through the CPPG in an attempt to compel local partnerships is unlikely to be successful. Instead, the ministry plans to work with the Ministries of Infrastructure and Municipal Affairs to:

- Develop a new voluntary pilot program that will provide flexible support to municipalities, school boards, and other relevant local actors who wish to enhance their collective capacity for integrated local planning. Best practices and lessons learned will inform future policy and supports for integrated local planning across the province.

At its September 28th meeting the Thames Valley District School Board's (TVDSB) Rural Education Task Force (RETF) passed the following: That the Board of Trustees advocate for the following and invite the Rural Education Task Force municipal members to advocate similarly: Maintaining and enhancing the Rural and Northern Education Fund (RNEF) funding model for rural and northern schools, with possible reallocation of Grants for Student Needs (GSNs) to support a net funding neutral increase in the RNEF. Maintaining the moratorium on school consolidations and closures for the schools that qualify/ identified for the Rural and Northern Education Fund. Strengthening of integrated local planning at the community level and to promote local planning conversations among school boards, municipalities, and other relevant local partners to ensure ongoing communication and notification regarding possible school consolidations, closures, additions or new builds. Provincial policies for capacity planning and pupil accommodation reviews that formally recognize the importance and value to the community of rural and single school community schools. This will be considered by the Board at its October 13th meeting.

4. At its September 28, 2020 meeting, the Thames Valley District School Board of Trustees passed the following:

1. That the Rural Education Task Force Committee be provided an extension to 2021 November 23.
2. That the Board of Trustees advocate for the following and invite the Rural Education Task Force municipal members to advocate similarly:
 - a. Maintaining and enhancing the Rural and Northern Education Fund (RNEF) funding model for rural and northern schools.
 - b. Maintaining the moratorium on school consolidations and closures for the schools that qualify/identified for the Rural and Northern Education Fund, in accordance with the Ministry of Education Draft Public Accommodation Guidelines.
 - c. Strengthening of integrated local planning at the community level and to promote local planning conversations among school boards, municipalities and other relevant local partners to ensure ongoing communication and notification regarding possible school consolidations, closures, additions or new builds.
 - d. Provincial policies for capacity planning and pupil accommodation reviews that formally recognize the importance and value to the community of rural and single school community schools.

LINK TO STRATEGIC PLAN

Continue school retention strategy by advocating with Oxford County Planning that schools are an integral part of the Planning Process and should be reflected in the County Strategic Plan and Official Plan, and lobbying the Provincial Government that there be greater integration of school locations with Municipalities.

Goal: We are a *vibrant* community that values our uniqueness, creativity and takes pride in calling Zorra home.

Action: Supporting our community, events and celebrations Developing safe, liveable communities.



REPORT TO COUNTY COUNCIL

FROM: Julie Gonyou, Chief Administrative Officer

DATE: February 3, 2021

SUBJECT: COVID-19 Emergency Team Planning –
January Update

RECOMMENDATION:

THAT the February 3rd, 2021, report titled, COVID-19 Emergency Team Planning – January Update, submitted by the Chief Administrative Officer, be received and filed for information.

INTRODUCTION:

The purpose of this report is to provide Council with an update on the County's COVID-19 response.

DISCUSSION:

Effective January 14, 2021, the province issued a stay-at-home order requiring everyone to remain at home with exceptions for permitted purposes or activities, such as going to the grocery store or pharmacy, accessing health care services, for exercise or for work where the work cannot be done remotely. In response to the previously announced provincewide shutdown and as of December 26, 2020, Elgin County already required administration staff to work remotely where possible.

The Administration Building continues to be open by appointment for essential services only. The Provincial Offences office was closed to the public as of January 4, 2021 at 8:30 am. Ticket payments can be made online, by phone, or mail. All ten Elgin County Library branches continue to offer curbside pick-up services while the Museum and Archives will be closed to the public for the duration of the stay-at-home order.

While most staff are working remotely, they continue to support all County operations. Remote working arrangements have meant a lot of adjustments, and staff have displayed tremendous resilience and commitment in the face of changing conditions and unexpected challenges.

FINANCIAL IMPLICATIONS:

Ongoing – See the attached Financial Services summary.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:


The Management Team continues to work with the County’s Local Municipal Partners to address community needs. For more information on coordination with the local municipalities, see the attached “Emergency Management Team Planning Chart.”

COMMUNICATION REQUIREMENTS:

The Emergency Management Team will continue to provide monthly updates to County Council.

CONCLUSION:

The Emergency Management Team continues to work together to ensure that essential County services and the COVID-19 response are properly resourced; to identify and manage resourcing and staffing issues; to support County Council, Municipal Partners,



community and stakeholders; and to support staff to be well. The attached “COVID-19 Emergency Management Team Planning Chart” summarizes the County’s COVID-19 response.

All of which is Respectfully Submitted

Julie Gonyou

Chief Administrative Officer

COVID-19 Emergency Management Team Planning

December 2020

Administration – Legislative Services, County Council, and Warden

Leads: Warden, Council, Chief Administrative Officer & Supervisor of Legislative Services

Current Closures/Service Impacts & Outcomes/Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners
Warden declared State of Emergency (Saturday, March 21, 2020)	CAO drafted joint media release re: declaration; email to staff; posted to website.	November 23, 2020 – Legislative Services Coordinator was temporarily reassigned to help with staff testing at the County's LTCH.	Future Staffing Challenges (Long-Term Care Homes) <hr/> Business Support	CAO weekly meetings with Western Wardens CAOs.	County-wide Emergency Operations Centre meetings (monthly) <hr/> Regular meetings with the Elgin County Administrators Group <hr/> Coordinated the development of a County-wide face covering by-law

Administration – General

Leads: Chief Administrative Officer & Supervisor of Legislative Services and Community Relations

Current Closures/Service Impacts & Outcomes/Actions	Communications Strategy	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners
December 26, 2020 - Closure of 450 Sunset (County Administration); as well as 480 Sunset (Provincial Offences Administration). County Administration Building open for essential business by appointment only. <hr/> Recruited a temporary full-time administrative assistant to screen visitors on arrival and to greet and direct visitors to the department or tenant they are seeking. <hr/>	"COVID-19" updates sent to ALL USERS/COUNCIL each week <hr/> Emergency Management Team meetings by Webex at 3:00 pm held one (1) time per week - Standing agenda utilized, round table <hr/> December 10, 2020: Drafted a COVID-19 Safety Plan in compliance with O.Reg.6364/20: RULES FOR AREAS IN STAGE 3. Posted the Safety Plan in all workspaces. <hr/>	Return to work practices (Administration, libraries, Heritage Centre, and Provincial Offences Administration)		Ongoing

Majority of staff sent home as of December 26, 2020	December 11, 2020: Issued a staff survey to give the corporation an idea of how its employees are doing as the pandemic continues. <hr/> December 22, 2020: Drafted and sent out a staffing plan in response to the provincewide shutdown.			
---	---	--	--	--

Administration – Planning

Leads: Manager of Planning, County Solicitor & Chief Administrative Officer

Current Closures/Service Impacts & Outcomes/Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/Stakeholders	Coordination with Local Municipal Partners
Planning office open by appointment only/applications and other submissions received electronically, via mail, or at front counter (drop off)/all planning and LDC submissions are being processed	Public notification re: submitting LDC applications on-line/developers providing all applications and documents electronically	N/A	Virtual meetings of LDC/moving to digital filing system	Consultation with other County Planners/local planners and planning consultants/conservation authorities/responding to public inquiries	Coordination with local planners/clerks

Administration – Legal

Leads: County Solicitor & County Prosecutor

Current Closures/Service Impacts & Outcomes/Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/Stakeholders	Coordination with Local Municipal Partners
By-laws: Amendment to Procedural By-law to allow for electronic participation [By-law No. 20-14]; Prepared Declaration of State of Emergency; By-law to rescind the 2009 Pandemic Plan [By-law No. 20-16]; By-law: Delegation of Authority [By-law No. 20-15]; By-Law to Amend By-Law No. 18-35, as a By-Law to Prescribe Procedures for Governing the Calling, Place, and Proceedings of the Elgin County Land Division Committee [By-law No. 20-19];	Participating in daily Emergency Management Team meetings;		Municipalities setting up their own childcare facilities; By-law amendments to address new regulations and restrictions. Continue to monitor and provide advice; Contract frustration is a significant issue (options termination or suspension)	Ongoing	Ongoing

<p>By-law to Amend By-law No. 19-40, Being a By-law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the County of Elgin [By-law No. 20-20]</p> <p>By-law No. 20 – 38, Being a By-Law to temporarily require the use of face coverings and related health protection measures within enclosed public spaces during the COVID-19 Pandemic</p> <hr/> <p>Counsel provided:</p> <p>Construction Hold-Back release; Tenant Lease Relief</p> <p>Continuing to monitor and advise Management Team of legal risks/challenges associated with COVID-19 (employment matters, etc).</p> <p>Reviewed and provided information re: orders in Council and regulations; negotiated termination of the TL Pool with YMCA; preparing suspension documents for MOW agreements; advised LMP CAOs of matters of relevance to local jurisdiction (including enforcement);</p> <p>Monitored POA administration restrictions/regulations.</p> <p>Drafted a memo regarding “Temporary New/External Patios – Conditions for Approval” for Council and prepared agreements for patios encroaching on County Road Allowances</p>					
--	--	--	--	--	--

Administration – Emergency Management

Leads(s): Chief Administrative Officer and Fire Training Officer/Community Emergency Management Coordinator

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners	Legislative/ Legal
<p>Declaration of State of Emergency (Saturday, March 21, 2020)</p> <hr/> <p>EOC Virtual Activation April 2, 2020</p>	<p>Elgin Emergency Management Team Meetings</p> <hr/> <p>IMS 201 Briefing by Warden at EOC meetings</p> <hr/> <p>EOC meeting agenda</p> <hr/> <p>IMS 1001 Incident Action Plan when actionable items</p>	<p>Operating virtual County Emergency Operations Centre (EOC) with involvement of 25 - 35 participants.</p>	<p>South Western Public Health (SWPH) teleconference with municipalities (weekly)</p> <hr/> <p>SWPH Health Systems EOC meetings</p> <hr/> <p>Assist with LHIN/LTCH/RH evacuation planning</p>	<p>Chief Administrative Officer (CAO) & Community Emergency Management Coordinator (CEMC) meetings with local municipal partners (Largely replaced by EOC and MSPG - only as needed)</p> <hr/> <p>Emergency Operations Centre (EOC) virtual meetings with Elgin's Emergency Control</p>	<p>Provincial EOC (PEOC) teleconferences</p> <hr/> <p>Routine reporting to Emergency Management Ontario (EMO)</p>

	identified during EOC meetings.		Temporary Foreign Workers Planning Group <hr/> Canadian Armed Forces Liaison Officer – weekly update teleconference	Group + key LMP & incident partners (STEGH, C.A.F., Police, etc.)	
--	---------------------------------	--	--	---	--

Administration – Economic Development

Leads: Chief Administrative Officer

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners
The timing of meeting Council's strategic economic development objectives will need to be adjusted.	<p>Providing support for the Elgin's business community. Responding to enquiries, helping guide them through the various resources that will assist them during this time.</p> <hr/> <p>The Elgin-St. Thomas Economic Resiliency and Recovery Taskforce met on November 19th. Member organizations continue to strive to meet the Taskforce priorities with attention being on recovery as all members move forward as a collective to meet the needs of the local business community and those key sectors that comprise the Elgin-St. Thomas economy.</p> <hr/> <p>The General Manger of Economic Development is part of an advisory committee led by the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) to address labour market issues resulting from COVID-19. The Employer Needs Survey was finalized, and promotion began.</p> <hr/>	Economic Development Coordinator and Tourism Coordinator returned full-time to department.	General Manager position currently vacant and gapped. CAO overseeing department.	<p>Elgin Business Resource Centre; Elgin-St. Thomas Small Business Enterprise Centre</p> <hr/> <p>St. Thomas Chamber of Commerce, Elgin-St. Thomas Small Business Centre, Aylmer and Area Chamber of Commerce, Elgin Business Resource Centre, the Port Stanley BIA, WOWC, EFA, Ministry of Economic Development, Workforce Planning Board, Ontario Commercial Fisheries Association; local municipal partners</p> <hr/> <p>Workforce Planning and Development Board, City of London, London Economic Development Corporation, Community Employment Services, Tillsonburg Multi-Service Centre</p> <hr/>	<hr/> <p>All local municipal partners are on the taskforce</p> <hr/>

	<p>Currently, promoting local businesses that are open on the department's social media platforms to encourage residents to shop and support local enterprise. Business can now submit their own listing to: http://www.progressivebynature.com/SupportElgin</p> <hr/> <p>The joint marketing campaign with St. Thomas to promote "So Much More Life" continues.</p>			<hr/> <p>Elgin-St. Thomas Home Builders, St. Thomas Chamber of Commerce, St. Thomas Economic Development Corporation, residential developers.</p>	
--	---	--	--	---	--

Administration – Tourism

Leads: Chief Administrative Officer

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners	Legislative/ Legal
	<p>Partnered with the Southwestern Ontario Tourism Corporation to promote webinars to provide guidance to help tourism businesses during the recovery period.</p> <hr/> <p>Continuing to promote local businesses that are open on the department's social media platforms to encourage residents to shop and support local enterprise. Business can now submit their own listing to: http://www.progressivebynature.com/SupportElgin</p>			SWOTC DMO meetings (1)		

Human Resources

Leads: Director of Human Resources and Manager of Human Resources

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners	Legislative/ Legal
<p>HR/Accessibility staff are maintaining all normal functions as well as continuing to deal with constantly changing COVID-19 measures and protocols.</p>	<p>Continuing to provide relevant input for weekly consolidated all-staff memo.</p>	<p>All HR staff are working in regular roles and experiencing significant volume of work related to</p>	<p>HR staff have been focused on Homes and corporate wide recruitment; recruitment volume has continued to be very high.</p>	<p>Continued collaboration with surrounding municipal human resources and LTCH colleagues.</p>	<p>Collaborate, assist and share information upon request.</p>	<p>HR staff continue to attend legal and municipal specific webinars related to COVID-19 and</p>

	<p>Assist with Homes communication development during outbreaks.</p> <p>Human Resources team continues to have weekly video team meetings to ensure all critical work is complete and modifying work plans to assist the team members where needed.</p>	<p>COVID-19 (second wave, outbreaks, and lockdown measures).</p>	<p>The new recruitment software is now in use and we are starting to realize some efficiencies as a result.</p> <p>HR staff are maintaining a hybrid of remote work and limited in-person HR office coverage. Maintaining workforce flexibility as we navigate lockdown and constantly changing requirements.</p> <p>Staff have been focused on 2021 budget and 2020 year-end requirements (i.e. OMERS).</p> <p>ONA conciliation occurred on January 28th and did not result in an agreement. Two days of CUPE bargaining were held Jan. 26th and 27th and proved to be very productive.</p> <p>HR staff are extremely busy attempting to keep all normal services flowing while managing the additional workload that the evolving COVID-19 situation demands.</p>			<p>new legislation to ensure appropriate application at Elgin County.</p>
--	---	--	--	--	--	---

Finance – Payroll

Lead(s): Director of Finance and Senior Financial Analyst/Deputy Director of Finance

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Coordination with Local Municipal Partners
<p>Preparing pandemic payments to Homes staff and screeners</p> <hr/> <p>TL Redevelopment redesign for COVID</p> <p>Broadband committee support</p> <p>TL Donation Committee Support</p>	<p>Will be issuing two payments on separate cheques from normal payroll. The separate cheques have been well received by the union as it reduces tax withholdings. One payment was made in July and another in September</p> <hr/>	<p>Lisa working from home</p> <hr/> <p>Jen and Matt working predominately from home with one day a week in the office</p>	<p>Lower interest rates are providing an opportunity for Council to lock into lower rates for debentures.</p> <hr/> <p>Audit being performed remotely - completion has been delayed but will be presented together with the FIR to Council in September</p> <hr/> <p>Continuing to tracking wages and costs associated with COVID</p> <hr/> <p>Need to develop plans to fully utilize the \$1.3 million phase 1 SRF funding and future projects for potential phase 2 funding</p> <hr/> <p>Worked with consultant on phasing plan to allow construction to begin during pandemic. Preparing documents for RFQ.</p> <hr/> <p>Develop reporting tools for TL Donations committee</p>	<p>Discussions with County treasurers on Levy penalty and interest strategies: Wellington offering 60 days starting June 30; Essex 30 days; Elgin 90 days on current arrears</p> <hr/> <p>Requested MMAH investigate Education Levy Timing Relief. Letter from Alan Doheny on March 25 delaying June and Sept payments by 90 days and postponing 2021 property tax reassessment</p> <hr/> <p>MFO Conference calls on Property Tax Challenges for Finance during COVID 19</p> <hr/> <p>Pandemic pay – worked with Homes, HR; participating in webinars from AMO, Hicks Morley and AdvantAge to determine exact rules on payment eligibility and requirements</p>	<p>Discussion with local treasurers: Aylmer - 16 days; West Elgin - 30 days; Dutton/Dunwich - 90 days, starting May 29; Central Elgin deferred until June 15 (considering low interest rate thereafter); County approved 90-day deferral on current arrears that LMPs are experiencing; overall first installment collections have been about 90%</p> <p>Elgin's second installments have had only 10% arrears.</p>

Finance – IT

Lead(s): Director of Finance/Chief Administrative Officer & Manager of IT/Coordinator of IT

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Lead(s)	Coordination with Local Municipal Partners	Legislative/ Legal
<p>Preparing POA for video court sessions</p> <p>Setting up video conferencing equipment in Board Rooms and Council Chambers</p> <p>Worked with consultant to develop an employee screening tool to allow staff to resume in-person operations</p> <p>Developing a TL Redevelopment donation tool for use by the Donation committee</p> <p>TVDSB SSIDs set up at various County buildings to support remote student learning</p>		<p>Two employees are rotating to support reception in the lobby of the Admin Building completed Sept 4.</p>	<p>Made in Elgin Broadband – SWIFT solution will only address 23% of last mile connectivity; need to develop further solutions; virtual conference with ISPs to be held in the fall; working with Cisco to identify solutions</p>		<p>Al Reitsma/ Jeremy Sharkey</p>		

Finance – Provincial Offences Administration

Lead(s): Director of Finance, County Prosecutor and POA Supervisor

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Legislative/ Legal
<p>In-person court sittings postponed through Oct 19. Letters to be sent for all matters awaiting court hearings.</p> <hr/> <p>In-person ticket payments began July 6. Ticket volumes are nearing pre-COVID levels.</p> <p>Limitation period timelines extended to Dec 1</p> <hr/> <p>Early resolution guilty pleas will continue via audio conference</p> <p>Remote hearings will expand to include guilty pleas, withdrawals, judgment delivery, first appearance and adjournments</p> <hr/> <p>Matters affecting licenses deemed emergency matters</p>	<p>Signage and traffic flows established to ensure safety of people entering the court house</p> <hr/> <p>Had notifications on County Website and Social Media Updated.</p> <hr/> <p>Still responding to many incoming phone calls for ticket payment and hearing inquiries</p> <hr/> <p>Notices sent to defendants as ICON updated of new court date, and have been resent with the third postponement.</p>		<p>Rescheduling matters, some matters rescheduled for third time. Ensuring matters are set on first possible date available. Ensuring matters are set with Officer Availability.</p> <hr/> <p>Future court days will be heavy</p> <hr/> <p>Increase in telephone and email inquiries and payments as ticket volumes return to normal. Support of Homes and an employee on leave have resulted in backlog. Homes support completed in July and employ to return from leave beginning in Sept. With manpower returning to POA, backlog of tickets and calls is being addressed.</p> <hr/> <p>Elgin will be a pilot location for Part III transfer from province.</p>	<p>Crown, Prosecution Agents, Lawyers, Enforcement, Defendants, Sharing best practices with other municipal courts.</p>	<p>Ministry of the Attorney General, Associate Chief Justice, Ontario Court of Justice, Senior Associate Justice of the Peace, Regional Senior Justice of the Peace, Local Administrative Justice of the Peace.</p>

Engineering Services – Corporate Facility Services

Lead(s) – Director of Engineering, Manager of Corporate Facilities, and Building Technologist

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Lead(s)	Coordination with Local Municipal Partners	Legislative/ Legal
Quantified and sought quotations (May 13, 2020) to install touchless accessible door operators for all County facilities with the exception of EMS stations and Whites Station.	Building tenants and County staff will be notified by email correspondence in advance of upgrades being completed.	N/A	Increasing demand with limited supply.	Coordination with corporate tenants and County staff.	Brian Lima/Cole Aicken	N/A	N/A
Posted additional COVID signage (May 18, 2020) within lunchrooms and at all facility entrance of the County Administration building, POA, and Heritage Centre.	Consultation with departmental directors to identify requirements.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
Plexiglass protective barrier provisions ordered (May 20, 2020) for County Administrative Building, and POA.	Consultation with departmental directors to identify requirements.	N/A	Increasing demand with limited supply.	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
As requested by Graham Scotts Enns staff, seeking quotation (May 21, 2020) to install touchless door internal suite door operating video intercom solution.	Consultation with building tenant to identify requirements.	N/A	N/A	Coordination with corporate tenant.	Brian Lima	N/A	N/A
Completed replacement of one rooftop ventilation units at Bobier Villa and Elgin Manor (May 21, 2020).	Coordinated in consultation with Homes administrators and communicated to respective staff following acknowledge by Ministry of Long-Term Care.	N/A	N/A	Coordination with Homes staff and Ministry of Long-Term Care.	Cole Aicken	N/A	Essential maintenance/capital works permitted in the interim.
Additional Sanitizing wipes ordered (May 25, 2020) for all County library for upcoming staff use.	N/A	N/A	Increasing demand with limited supply.	No	Brian Lima/Cole Aicken/Mike Hoogstra	No	N/A
Conducted facility inspection of County library spaces (May 26 th and 28 th , 2020 to determine	Consultation with Director of Community and Cultural Services to identify requirements.	N/A	Increasing demand with limited supply.	Coordination with Director of Community and Cultural Services.	Brian Lima/Cole Aicken	Yes	N/A

plexiglass protective barrier provisions.							
Sought and received quotation (May 27, 2020) from contract facility cleaners to increase facility cleaning provisions to twice daily.	Increased cleaning provision will be communicated in advance of corporate facilities being reopened.	N/A	N/A	Coordination with contracted cleaners	Brian Lima	No	N/A
Continue undertaking completion of all other essential corporate facility capital projects.	Ongoing preparation of all capital project designs and contracted service procurement in anticipation of future award.	N/A	Completion of all essential projects expected to be completed by year's end. Deferral of all other projects to 2021 may be required and can be expected to result in increased costs.	Coordination with corporate tenants required (project specific)	Brian Lima/Cole Aicken	No	N/A
Posted additional COVID signage (June 15, 2020) within lunchrooms and washrooms of the County Administrative building, Heritage Centre and POA.	Consultation with departmental directors to identify requirements.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
Painted sidewalks with additional COVID signage (June 25, 2020) around the Home at Bobier Villa & Elgin Manor.	Consultation with Home Administrator to identify requirements and locations for signage.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
Posted additional COVID signage (June 25, 2020) throughout the County Administrative building to remind everyone to maintain 6 feet.	N/A	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
Plexiglass protective barrier installed (June 15, 2020) at the County Administrative Building, Heritage Centre and POA.	Consultation with departmental directors to identify requirements.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima/Cole Aicken	N/A	N/A
Exterior Sidewalk signage and Interior physical distancing floor signage installed (July 2, 2020) at Terrace Lodge.	Consultation Homes directors to identify requirements.	N/A		Coordination with Homes staff and Ministry of Long-Term Care.	Cole Aicken	No	N/A
Installed 'Check-in at Front Lobby' signs on all public entry points (July 6, 2020)		N/A		Coordination with corporate tenants and County staff.	Brian Lima	No	N/A

at the County Administrative Building.							
Install signage in W/Rs (1-person entry & Out of Order) (July 8, 2020) at the POA Courthouse.	Consultation with Director of Finance and review of updated MAG Standards to identify requirements.	N/A		Coordination with Corporate facility staff.	Brian Lima	No	N/A
Turn off fountain - bottle fill still operable (July 8, 2020) at the Heritage Centre & POA Courthouse.	Consultation with Director of Finance and review of updated MAG Standards to identify requirements.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima / Cole Aicken	No	N/A
Installed physical distance floor signage in Council Chambers & Removed excess chairs (July 10, 2020) at the County Administrative Building.	N/A	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima / Cole Aicken	No	N/A
Installed physical distance floor signage & Removed excess chairs (July 10, 2020) at the POA Courthouse.	Consultation with Director of Finance and review of updated MAG Standards to identify requirements.	N/A	N/A	Coordination with Corporate facility staff.	Brian Lima / Cole Aicken	No	N/A
Installed card access door release buttons (July 10, 2020) for ES/FS Reception, AS/ HR Reception, CE First & Basement Reception Doors.	Consultation with departmental directors and Central Elgin to identify requirements.	N/A	N/A	Coordination with corporate tenants and County staff.	Brian Lima / Cole Aicken	Yes	N/A
Additional Sanitizing wipes ordered and arrived (August 25, 2020) for all County staff use.	N/A	N/A	Increasing demand with limited supply.	No	Brian Lima/Cole Aiken/Mike Hoogstra	No	N/A
Install Washroom Maintenance Logs in all W/Rs (August 21, 2020) at the County Building, ECHC, and POA Courthouse.	N/A	N/A	N/A	Coordination with Corporate facility staff and Cleaning Contractor.	Brian Lima/Cole Aiken	No	N/A
Plexiglass protective barrier installed (Jan 29th, 2021) at the County Administrative Building (HR and CS reception desks).	Consultation with departmental directors to identify requirements.	N/A	Increasing demand with limited supply.	Coordination with Corporate facility staff.	Brian Lima/Cole Aiken	No	N/A

Completed installation of touchless accessible door operators (Jan 18 th , 2021) for all County facilities with the exception of EMS Station, Elgin Manor, and Whites Station.	Consultation with departmental directors and notice was sent to all building tenants.	N/A	Increasing demand with limited supply.	Coordination with Corporate facility staff.	Brian Lima/Cole Aiken	No	N/A
Sought (3) quotations (Jan 8, 2021) to install touchless faucets for Terrace Lodge and Bobier Villa. Gave go ahead to proceed. Contractor to install in February.	Consultation Homes Directors and Management	N/A	Increasing demand with limited supply.	Coordination with Homes Management and Corporate facility staff.	Brian Lima/Cole Aiken	No	N/A
Plexiglass protective barrier for dining room tables installed (Jan 29 th , 2021) at the all three County Homes	Consultation Homes Directors and Management	N/A	Increasing demand with limited supply.	Coordination with Homes Management, Maintenance Staff, and Corporate facility staff.	Brian Lima/Cole Aiken	No	N/A

Engineering Services – Transportation Services

Lead(s): Director of Engineering Services and Deputy Director of Engineering Services

Current Closures/Service Impacts & Outcomes/Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Lead(s)	Coordination with Local Municipal Partners	Legislative/ Legal
Ongoing contract administration of all essential and/or awarded capital projects (ie. Port Bruce Bridge Replacement, King George VI Lift Bridge Rehabilitation, Wonderland Road Reconstruction, Village of Sparta Reconstruction, St. George Street Bridge Rehabilitation, Warren Street Intersection Improvements, Asphalt Crack Sealing, Cold In-Place Recycling with Expanded Asphalt Material, and Granular 'A' Shouldering,)	Issue supporting resident/stakeholder notices, update project websites, and provide weekly progress updates.	None	Disruption of materials and isolated skilled labour.	Coordination with affected or participating member municipalities (project specific)	Brian Lima/Peter Dutchak	Yes	O.Reg. 73/20 - Emergency Management and Civil Protection Act, R.S.O. 1990 c. E.9, issued (March 20, 2020)
Ongoing procurement of all non-essential capital projects.	Ongoing preparation of all capital project designs, environmental assessment, and tender preparation for future issuance (ie. Centennial & Elm MCEA, Wonderland Road / Hwy #3 MCEA, Meeks Bridge MCEA, Village of Rodney Reconstruction)	None	Decreased contractor competition in 2021 as a result of expected province wide	Coordination with affected or participating member municipalities	Brian Lima	Yes	N/A

			municipal projects.	(project specific)			
--	--	--	---------------------	--------------------	--	--	--

Community and Cultural Services

Leads: Director of Community and Cultural Services

Current Closures/Service Impacts & Outcomes/ Actions	Communications Strategy	Reassignments	Current/Future Challenges	Coordination with other Municipal Groups/ Stakeholders	Lead(s)	Coordination with Local Municipal Partners
Communications <ul style="list-style-type: none"> Website support Social media feeds Live Chat 	Website support (e.g. posting of news releases, procedures for library services) <hr/> Live Chat service through library website <hr/> Regular postings to social media channels	Team consists of Director, Library Coordinator and Branch Supervisor with and social media support from Library Programs manager.			Brian Masschaele	
Library curbside service at all 10 branches	Transition back to curbside service only as a result of provincial lockdown / stay at home order <hr/> Revision of safety plan for curbside service only <hr/> On-going provision of PPE supplies <hr/> Further implementation of technology upgrades such as contactless hardware and touchscreens <hr/> Review of safety plans by SWPH	Director, Library Coordinator and Supervisors.	Maintaining physical distancing relative to size of spaces, monitoring service levels relative to provincial framework		Brian Masschaele, Natalie Marlowe and Library Supervisors	Safety and maintenance activities with LMPs <hr/> Regular communication with LMPs regarding hours, safety protocols
Maintenance and delivery activities	Branch repairs at Straffordville. 2021 Project planning <hr/> Paystubs and petty cash bags to/from homes <hr/> Transiting new library materials <hr/> Transiting holds / loans between library branches				Brian Masschaele and Natalie Marlowe	
Homes staffing support	6 staff on partial redeployment. Further hours assigned to	Library Assistants			Brian Masschaele	

	support in-house COVID testing and screening.					
Maintenance of on-line resources, e-books, physical collections	<p>Adding new titles for remote access</p> <hr/> <p>Expansion of library on-line databases and apps</p> <hr/> <p>Discard of library materials with the Ministry of the Solicitor General.</p> <hr/> <p>Resident library card maintenance and renewals</p>	Library Coordinator			Natalie Marlowe	
Resident Wi-Fi services	<p>Monitoring of usage at each branch</p> <hr/> <p>Promotion of service</p>	Library Supervisors			IT and Library Supervisors	
Museum and archives service planning, collection processing and response to public enquiries	<p>Processing or backlogged material</p> <hr/> <p>Closure of facilities to public and continuation of virtual services as a result of provincial lockdown / stay at home order</p> <hr/> <p>Response to on-line research enquiries and donations</p> <hr/> <p>Virtual reality project planning and database upgrades</p>	Manager of Museum and Archives			Mike Baker, Gina Dewaele, Amber Mandich, Ally Shelly, 2 summer students	

CORRESPONDENCE – February 9, 2021

Items for Consideration – (Attached)

1. Statistics Canada with a letter seeking Council's support to increase awareness of the 2021 Census among residents of Elgin County.
2. The President of OPSEU Local 317 with a letter requesting that Council consider sending a letter to the Province of Ontario to protest the closure of the Gravenhurst campus of the Ontario Fire College.

From: censusoutreach.ontario-rayonnementdurec.ontario (STATCAN)
<statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca>
Sent: February 1, 2021 2:30 PM
Subject: [SPAM] 2021 Census, County of Elgin

Dear Mayor,

I am pleased to inform you that the next census will take place in May 2021. I am writing today to seek your support to increase awareness of the census among residents of your community.

For over a century, Canadians have relied on census data to tell them about how their country is changing and what matters to them. We all depend on key socioeconomic trends and census analysis to make important decisions that have a direct impact on our families, neighbourhoods and businesses. In response to the COVID-19 pandemic, Statistics Canada has adapted to ensure that the 2021 Census is conducted throughout the country in the best possible way, using a safe and secure approach.

Statistics Canada will be hiring approximately 32,000 people across the country to assist with census collection. We would like to work with you and your municipality to ensure that your residents are aware and informed of these job opportunities. Please visit www.census.gc.ca/jobs for more information.

Furthermore, your support in encouraging your residents to complete the census will have a direct impact on gathering the data needed to plan, develop and evaluate programs and services such as schools, daycare, family services, housing, emergency services, roads, public transportation and skills training for employment.

If you would like to express your municipality's support for the census, please share the municipal council resolution text below with your residents:

Be it resolved that:

The Council of the Corporation of the County of Elgin supports the 2021 Census, and encourages all residents to complete their census questionnaire online at www.census.gc.ca. Accurate and complete census data support programs and services that benefit our community.

Thank you in advance for supporting the 2021 Census.

Sincerely,

Jane Wang
Communications Officer
Census Communications – Ontario Region
Statistics Canada / Government of Canada
statcan.censusoutreach.ontario@canada.ca / Tel: 647-446-7670



www.census.gc.ca

www.recensement.gc.ca

Follow us: [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [Reddit](#) | [Twitter](#) | [YouTube](#)

Suivez-nous : [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [Reddit](#) | [Twitter](#) | [YouTube](#)

Agente des communications

Communications du recensement de la région de l'Ontario

Statistiques Canada / Gouvernement du Canada

statcan.censusoutreach.ontario@canada.ca / Tél : 647-446-7670



www.recensement.gc.ca

www.census.gc.ca

Suivez-nous : [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [Reddit](#) | [Twitter](#) | [YouTube](#)

Follow us: [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [Reddit](#) | [Twitter](#) | [YouTube](#)

From: [Save OFC](#)
To: generalinquiries@dryden.ca; info@city.elliottlake.on.ca; info@queph.ca; info@hamilton.ca; info@dufferincounty.ca; [Julie Gonyou](mailto:Julie.Gonyou); coeinfo@countyofessex.on.ca; info@frontenacounty.ca; clerks@grey.ca; info@county.haliburton.on.ca; hicks@hastingscounty.com; info@haldimandcounty.on.ca; dwilson@centralelgin.org; cao@duttondunwich.on.ca; info@dysartetal.ca; municipality@eastferris.ca; mbouffard@frenchriver.ca; adminoffice@gordonbarrieisland.ca; administration@greenstone.ca; info@greyhighlands.ca; info@hastingshighlands.ca; info@highlandseast.ca; westelgin@westelgin.net; mturner@westgrey.com; info@durham.ca; accesshalton@halton.ca; jmellon@deepriver.ca; nnclark@sympatico.ca; town@eastwillimbury.ca; englehart@ntl.sympatico.ca; info@erin.ca; town@espanola.ca; webmaster@essex.ca; cschofield@forterie.ca; town@fortfrances.ca; information@townofgananogue.ca; info@georgina.ca; townhall@goderich.ca; aclarke@gorebay.ca; mail@townofgrandvalley.ca; info@gravenhurst.ca; info@greaternapinee.com; Administration-Office-General@grimsby.ca; suzannej@haltonhills.ca; civic@hanover.ca; cgroux@hawkesbury.ca; townofhearst@hearst.ca; township@centralfrontenac.com; clerk@cramahetownship.ca; clerk@dawneuphemia.on.ca
Subject: Closure of the Ontario Fire College
Date: February 1, 2021 3:40:13 PM

Dear Municipal Leaders:

We are writing to you regarding the province's announcement on January 13, 2021, of the impending closure of the Gravenhurst campus of the Ontario Fire College on March 31, 2021.

We know that at least two of the three associations quoted in the Ontario Government's press release were not informed that the government would close the Ontario Fire College in Gravenhurst!

The Ontario Government says its plan to modernize and regionalize fire service training will be more cost-effective and accessible to municipalities. Yet, the government has not shared a plan showing how these changes will provide training of equal value in a more cost-effective and accessible manner for municipalities across Ontario.

The province's regionalization model currently has Memorandums of Understanding (MOUs) with a mixed bag of 20 "Regional Training Centres" (RTCs) located in various parts of Ontario. The municipalities' cost to send one firefighter to an RTC range between \$300 and \$1,200 for the course alone. This cost does not include accommodations or meals.

The Gravenhurst campus of the Ontario Fire College has modern facilities and equipment where subject matter experts provide training in all fire service disciplines. The cost is \$65 for a municipality to send one firefighter to the college. That cost includes onsite accommodations and three meals a day. In shifting firefighter training to RTCs, the price for training our firefighters will shift to your municipality's taxpayers. If the government revives [O. Reg 379/18](#) (firefighter certification) while shuttering the college, the growth in training demand and cost will be significant.

The Fire Protection and Prevention Act, 1997, as amended, requires the fire marshal to "develop training programs and evaluation systems for persons involved in the provision of fire protection services." It also stipulates the fire marshal must "provide programs to improve practices relating to fire protection services" and "maintain and operate a central fire college."

As municipal leaders, would you prefer an affordable, cost-effective training model that keeps students in one location with up-to-date, technically accurate training facilities led by subject matter experts? Or a more expensive training model in multiple facilities that cannot match what the Ontario Fire College provides?

Please stand with us against this ill-conceived closure of the Ontario Fire College and the government's undefined plan. Let's keep your firefighters and community safe by keeping the ONLY provincial fire training facility in Ontario open. As municipal councils, we ask that you send a strong letter of rejection of this plan to your local Member of Provincial Parliament and lobby the Doug Ford government to reverse its decision.

Thank you for your consideration. If you have any questions or a need for further information please let us know.

Regards,

Chris McConnell
President, OPSEU Local 317

(Representing the workers of the Ontario Fire College)

705-801-5774
savetheofc@gmail.com

CORRESPONDENCE – February 9, 2021

Items for Information – (Attached)

1. Western Ontario Wardens Caucus with the monthly newsletter for January 2021.

January 2021

WESTERN ONTARIO
WOWC
WARDENS CAUCUS

Monthly
Update

Your monthly news & updates

Visit our Website



On Sunday, January 24th the Western Ontario Wardens' Caucus had the opportunity to meet with multiple Ministers from the Government of Ontario during ROMA 2021.

The discussion focused on our key priority areas of; broadband, municipal finance, affordable housing and long term care.

In addition to the Multi-Minister delegation the Economic Development Committee Chair met with Minister Monte McNaughton, Labour Training and Skills Development and Minister Vic Fedeli, Economic

Development Job Creation and Trade. The three main topics discussed were; high speed fibre, Made In Ontario supply chains and planning for our recovery.

[View the complete briefing packages here.](#)



SWIFT Broadband Project Now Providing Improved Internet Access in Wellington County

- On January 28th SWIFT announced the construction of a \$2.7 million high-speed network in Wellington County is now complete and is delivering improved broadband access to more than 670 households.

SWIFT Announces Broadband Expansion Project for London

- On January 28th SWIFT announced it has signed an agreement with North Frontenac Telephone Company (NFTC) to expand high-speed internet access to 485 underserved homes and businesses within the City of London.

SWIFT Announces \$21M Broadband Expansion Plan in Niagara Region

- On January 27th SWIFT announced it has awarded funding to expand access to high-speed fibre-optic broadband service to 5,629 households and businesses in the Niagara Region.

SWIFT Announces Broadband Improvements For Brant County

- On January 26th, SWIFT announced it has signed an agreement with Xplornet Communications to improve access to high-speed internet in the County of Brant and throughout portions of the Six Nations of the Grand River First Nation community.

SWIFT Broadband Projects Now Underway in Caledon

- On January 25th SWIFT announced that construction is now underway to improve access to high-speed broadband services in Caledon. Vianet, which entered into a funding agreement with SWIFT to construct two new high-speed fibre-optic networks, has broken ground on both awarded projects.

[View the full press releases](#)

General Motors To Invest C\$1 Billion To Convert CAMI into Canada's First Large-Scale Commercial Electric Vehicle Manufacturing Plant



General Motors plans to bring production of its recently announced **BrightDrop** electric light commercial vehicle, the EV600, to its CAMI manufacturing plant in Ingersoll, Ontario.

The approximately C\$1 billion investment will support GM's timing to deliver BrightDrop EV600 in late 2021. The investment will enable GM to make CAMI into Canada's first large-scale auto plant converted to produce electric delivery vehicles in Canada.

Work will begin immediately to transform the CAMI plant to support electric vehicle production. This will support jobs and transform work at the plant over the next two years from Chevrolet Equinox production to a new focus on the production of EV600s, to serve the growing North American market for electric delivery solutions.

[View the full press release](#)

Congratulations to Sarnia - Lambton Economic Partnership's Matthew Slotwinski



It is with great pleasure that Consultant Connect announces the **North America's Top 50 Economic Developers of 2021!** Each individual on this list has been nominated by someone in the economic development and site consultant communities. These winners represent a group of individuals who are continually fighting for their communities and making waves with their leadership.

We're shaking things up this year: Starting **February 2**, each recipient will be honored as we take a virtual "road trip" through North America, featuring each person and their community on our social media channels of Twitter and LinkedIn. In addition, learn from the best of the best as they will be featured on our [America's Jobs Team Podcast](#) where they will be sharing their knowledge with us in these dynamic

interviews you surely don't want to miss. Make sure to follow us to get the latest on their perspective on the industry and for their leadership insights!

Congratulations to each of this year's recipients!

Top 20 Places People are Moving to, according to U-Haul



Economic
Development



U-Haul, the rent-a-trailer franchisor, has created a list of the Top 20 cities and towns seeing a recent influx of people. Typically, we think it's those moving out of a big, crowded city to a smaller, more rural location, but that may not always be the case, as huffingtonpost.com reports.

Though residents of Toronto and Montreal are rapidly heading out, maybe they're aiming for Vancouver, which hits No. 7 on this list — perhaps an indicator that it's not crowded city-living that's driving people to move, but lifestyle. Great skiing within an hour of home? Check. A sunset run along an ocean-front beach? Please! Easy winters? Pack the car!

Chatham makes the list at number 9 and Sarnia at number 10.

[Read the full article](#)



Vision, Voice and Leadership

Ontario



Government
of Canada

Impact of Covid-19 on Rural Employment up to December 2020

ROI is making available another issue in their special series of "Focus on Rural Ontario" with extensive tables related to economic impacts of the COVID-19 pandemic as reflected in employment statistics. This release takes the data analysis up to December (data are for the week of December 6 to 12) when the second wave was upon us.

The estimated gap in rural employment due to COVID-19

Ontario Expands Workplace Enforcement Campaigns

The Ontario government is expanding the current workplace inspection campaign to further protect workers and customers at essential businesses. Following last week's big-box store blitz, provincial offences officers will be now be visiting an expanded range of workplaces across Ontario to educate and ticket businesses that are not complying with COVID-19 health and safety requirements.

FedDev Ontario's RRF protects more than 1,700 jobs in Windsor-Essex in 2020

On January 12th FedDev announced that 80 businesses and organizations in Windsor-Essex received a total of \$11.1 million in combined RRRF funding, protecting more than 1,700 jobs in the region in 2020.

This funding has supported the immediate needs of a broad range of businesses, from main street businesses such as retail shops and restaurants, to tourism

has remained less than in urban areas (in most months). Importantly, the COVID-19 employment gap is continuing to close. In December, the estimated gap due to COVID-19 was -1.7% which represents a job loss of 11 thousand workers.

[Read the full report](#)

This week, more than 300 officers will be supporting these blitzes, and will be visiting a variety of workplaces that are allowed to be open during the provincial shutdown such as: retail establishments, including big-box stores; restaurants providing take-out meals; essential service-sector establishments (such as gas stations); and farming operations

[View the press release](#)

operators and many manufacturing companies.

Businesses and organizations in southern Ontario that have applied for other federal COVID-19 programs, but were unable to access sufficient relief, are encouraged to review RRRF eligibility requirements or contact FedDev Ontario for more information.

[View the press release](#)

WOCFDCA: Here to Help



Community Futures is no rookie when it comes to providing business support, financing, and advice. They have been helping businesses accomplish their goals for over 30 years. Find out how they can help you.

<https://bit.ly/37Bk6ZV>

CLOSED MEETING AGENDA

February 9, 2021

Staff Reports:

- 1) County Solicitor – *Municipal Act Section 239 (2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board – Elgin/Ontario – Interim Transfer Agreement (Parts III / IX Provincial Offences Act).*
- 2) County Solicitor and Chief Administrative Officer – *Municipal Act Section 239 (2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Crane Conservation Area.*
- 3) Chief Administrative Officer – *Municipal Act Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees – Organizational Review (walk-on report).*

COUNTY OF ELGIN

By-Law No. 21-03

" BEING A BY-LAW TO PROVIDE FOR THE ADOPTION OF THE 2021 BUDGET OF THE CORPORATION OF THE COUNTY OF ELGIN AND TO ESTABLISH THE 2021 TAX RATIOS, AND TO ESTABLISH THE 2021 TAX RATES FOR THE COUNTY CONSTITUENT MUNICIPALITIES"

WHEREAS Section 289 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the Council of each upper-tier municipality shall in each year prepare and adopt estimates of all sums required during the year for the purposes of the upper-tier municipality; and,

WHEREAS Section 308(5) of the Municipal Act, 2001, S.O. 2001, c.25, provides that the Council of an upper-tier municipality shall in each year establish the tax ratios for that year for the upper-tier municipality and its lower-tier municipalities; and,

WHEREAS Section 308(7) of the Municipal Act, 2001, S.O. 2001, c.25, provides that the Council of each upper-tier municipality establish for each property class, a single tax ratio for the upper-tier municipality and its lower-tier municipalities; and,

WHEREAS Section 308(15-18) of the Municipal Act, 2001, S.O. 2001, c.25, provides that the Council of each upper-tier municipality may opt to have certain optional property classes apply within the County; and,

WHEREAS the province, starting in 2018, has giving municipalities the option to reduce the property tax rate on qualifying value-added activities that occur on farms as part of the farming business to 75 per cent lower than the industrial or commercial tax rates that would otherwise apply; and,

WHEREAS the local municipally owned landfill sites in Dutton Dunwich and West Elgin did not previously pay property tax to the County for these properties and the new landfill tax ratio would unfairly penalize the local municipalities; and,

WHEREAS it is necessary to apply the revenue neutral landfill ratio/tax rate; and,

WHEREAS the Municipal Act, 2001, S.O. 2001 c.25 s.107 provides that Council may make grants to any body Council deems in the interest of the municipality

NOW THEREFORE the Municipal Council of the Corporation of the County of Elgin enacts as follows:

1. THAT the large industrial class be chosen as an optional property class.
2. THAT the optional 75% reduction in the Small-Scale On-Farm Business Sub-Class tax ratio remain in effect.
3. THAT the municipalities of Dutton Dunwich and West Elgin be granted relief on the full portion of the County property taxes on the landfills that these municipalities use for local resident waste.
4. THAT the 2021 tax ratios for the County of Elgin set out on Schedule "A", attached hereto and forming part of this by-law, be approved and adopted by Council.
5. THAT the 2021 budget of the County of Elgin set out on Schedule "B", attached hereto and forming part of this by-law, which incorporates estimates for revenue and for expenditures be approved and adopted by Council.
6. THAT the 2021 tax rates for the assessment in each property class set out in Schedule "C", attached hereto and forming part of this by-law, be approved and adopted by Council.

7. THAT the 2021 ten-year capital plan, set out in Schedule “D” attached hereto and forming part of this by-law, be approved and adopted by Council.

8. THAT debentures of \$6 million in 2021, as part of a plan to borrow \$44 million between 2020-2030 to fund the ten-year capital plan, be approved by Council.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 9TH DAY OF FEBRUARY 2021.

Julie Gonyou,
Chief Administrative Officer.

Tom Marks,
Warden.

COUNTY OF ELGIN

By-Law 21-03

2021 SCHEDULE A

Ratios

PROPERTY CLASS	Current	Prior
Residential	1.0000	1.0000
Farmland Awaiting Dev.	0.5000	0.5000
New Multi-Residential	1.0000	1.0000
Multi-Residential	1.9999	1.9999
Commercial - Occupied	1.6376	1.6376
Commercial - Small Value Added Farm	0.4094	0.4094
Commercial - Vacant Land	1.6376	1.6376
Industrial - Occupied	2.2251	2.2251
Industrial - Small Value Added Farm	0.5563	0.5563
Industrial - Vacant Land	2.2251	2.2251
Large Industrial - Occupied	2.8318	2.8318
Large Industrial - Vacant	2.8318	2.8318
Pipelines	1.1446	1.1446
Farm	0.2300	0.2300
Managed Forests	0.2500	0.2500
Landfill	33.4027	33.4027

Schedule B

2021 Operating Budget

By-Law 21-03

(\$000)	Prior Budget			Current Budget			Better / (Worse)		
	Revenue	Expense	(Net Income) / Cost	Revenue	Expense	(Net Income) / Cost	Revenue	Expense	(Net Income) / Cost
0) CORPORATE ACTIVITIES	41,602	6,119	(35,483)	42,230	7,303	(34,927)	628	(1,183)	(555)
1) WARDEN AND COUNCIL	3	424	421	3	424	421	-	(0)	(0)
2) ADMINISTRATIVE SERVICES	345	1,035	689	426	1,234	808	80	(200)	(119)
3) FINANCIAL SERVICES	-	663	663	-	723	723	-	(61)	(61)
4) HUMAN RESOURCES	35	628	593	45	719	674	10	(91)	(81)
5) ADMINISTRATION BUILDING	746	1,412	666	829	1,479	650	83	(67)	16
6) CORPORATE SERVICES	25	843	818	25	944	919	-	(101)	(101)
7) ENGINEERING SERVICES	7,700	13,337	5,637	4,053	13,613	9,560	(3,647)	(276)	(3,923)
8) HOMES FOR SENIORS SERVICES	20,162	25,186	5,024	20,691	25,631	4,940	529	(445)	83
9) MUSEUM/ARCHIVES	480	832	353	56	713	657	(424)	119	(305)
10) LIBRARY SERVICES	176	3,075	2,899	176	3,122	2,946	-	(47)	(47)
11) INFORMATION TECHNOLOGIES	70	1,124	1,054	73	1,207	1,133	3	(83)	(80)
12) PROVINCIAL OFFENSES & COLLECTIONS	2,079	1,958	(121)	2,293	2,157	(136)	214	(200)	15
13) AMBULANCE & EMERGENCY SERVICES	8,109	11,365	3,256	8,108	11,734	3,626	(0)	(369)	(370)
14) ECONOMIC DEVELOPMENT & TOURISM	411	1,924	1,513	332	1,413	1,081	(78)	511	432
Total Regular Operating Net Income Budget	81,941	69,922	(12,019)	79,341	72,418	(6,923)	(2,601)	(2,495)	(5,096)
Carry-Forward Project Budget						(2,459)			
Total Net Budget						(9,382)			

COUNTY OF ELGIN

By-Law 21-03

SCHEDULE C: 2021 Tax Rates

PROPERTY CLASS	Prior	Current	%
Residential	0.607403%	0.624937%	2.9%
Farmland Awaiting Dev.	0.303702%	0.312469%	2.9%
New Multi-Residential	0.607403%	0.624937%	2.9%
Multi-Residential	1.214745%	1.249812%	2.9%
Commercial - Occupied	0.994683%	1.023397%	2.9%
Commercial - Small Value Added Farm	0.248671%	0.255849%	
Commercial - Vacant Land	0.994683%	1.023397%	2.9%
Industrial - Occupied	1.351532%	1.390547%	2.9%
Industrial - Small Value Added Farm	0.337898%	0.347652%	
Industrial - Vacant Land	1.351532%	1.390547%	2.9%
Large Industrial - Occupied	1.720044%	1.769697%	2.9%
Large Industrial - Vacant	1.720044%	1.769697%	2.9%
Pipelines	0.695233%	0.715303%	2.9%
Farm	0.139703%	0.143736%	2.9%
Managed Forests	0.151851%	0.156234%	2.9%
Landfill	20.288870%	20.874557%	2.9%

Definition: "Tax rate" means the tax rate to be levied against property expressed as a percentage, to six decimal places, of the assessment of the property.

Levy (\$000)	37,275	39,060	4.8%
---------------------	---------------	---------------	-------------

Memo: Change in Levy

Increases on existing buildings	1,096	2.9%
Levy generated on new buildings (growth)	689	1.9%

Schedule D	2021 Capital Budget		By-Law 21-03
(\$000)	Prior Budget	Current Budget	Better / (Worse)
0) CORPORATE ACTIVITIES	25	108	(83)
5) ADMINISTRATION BUILDING	3,415	1,399	2,016
7) ENGINEERING SERVICES	20,834	22,917	(2,083)
8) HOMES FOR SENIORS SERVICES	1,343	3,570	(2,227)
9) MUSEUM/ARCHIVES	40	40	(0)
10) LIBRARY SERVICES	373	340	33
11) INFORMATION TECHNOLOGIES	779	796	(17)
13) AMBULANCE & EMERGENCY SERVICES	486	677	(191)
14) ECONOMIC DEVELOPMENT & TOURISM		10	(10)
Total Regular Operating Net Income Budget	27,295	29,858	(2,563)
Carry-Forward Project Budget		40,457	
Total Net Budget		70,315	

COUNTY OF ELGIN

By-Law No. 21-04

**BEING A BY -LAW TO AUTHORIZE THE WARDEN AND THE TREASURER TO
BORROW UP TO THE SUM OF FIFTEEN MILLION DOLLARS**

WHEREAS pursuant to Section 407 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Council of the Corporation of the County of Elgin deems it necessary to borrow up to the sum of Fifteen Million Dollars (\$15,000,000.00) to meet, until the taxes are collected, the current expenditures of the Corporation for the year; and

WHEREAS the total of amounts previously borrowed under Section 407, that have not been repaid are nil; and

WHEREAS the amount of the estimated revenues of the Corporation as set out in the estimates adopted for the current year and not yet collected (or, if the same have not yet been adopted, the amount of the estimated revenues of the Corporation as set forth in the estimates adopted for the next preceding year) is Sixty-Five Million, Five Hundred and Thirteen Thousand, and Two Hundred and Seventy-Five Dollars.

BE IT THEREFORE ENACTED by the Municipal Council of the Corporation of the County of Elgin:

1. THAT the Warden and the Treasurer or the Deputy Treasurer of the Corporation are hereby authorized on behalf of the Corporation to borrow from time to time, by way of promissory note, from the Bank of Montreal, a sum or sums not exceeding in the aggregate Fifteen Million Dollars (\$15,000,000.00) to meet, until the taxes are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in subsection (1) of the said Section 407, and to give, on behalf of the Corporation, to the Bank a promissory note or notes, sealed with the corporate seal and signed by them for the moneys so borrowed with interest at a rate not exceeding Prime per centum per annum, which may be paid in advance or otherwise.
2. THAT all sums borrowed from the said Bank, for any or all of the purposes mentioned in the said Section 407, shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all subsequent years, as and when such revenues are received.
3. THAT the Treasurer or the Deputy Treasurer is hereby authorized and directed to apply in payment of all sums borrowed pursuant to the authority of this By -Law, as well as all the other sums borrowed in this year and any previous years, from the said Bank for any or all of the purposes mentioned in the said Section 407, together with interest thereon, all of the moneys hereafter collected or received on account or realized in respect of the taxes levied for the current year and preceding years and all of the moneys collected or received from any other source, which may lawfully be applied for such purpose.
4. THAT this by-law takes effect and comes into force on February 9th, 2021.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 9th DAY OF FEBUARY 2021.

Julie Gonyou,
Chief Administrative Officer.

Tom Marks,
Warden.