

Elgin County

2020 Budget Committee Meeting #3

January 29, 2020 2:00pm



ElginCounty
Progressive by Nature

Agenda

- ▶ Budget Committee review of tax ratios
 - ▶ Farm Tax
 - ▶ Small Value-Added Farm
 - ▶ Motion on Tax Ratios
- ▶ Review tax increase/service levels/debt
 - ▶ Budget Committee Recommended Option: Maintain Service
 - ▶ Option A: Reduce Service to allow for a lower tax increase
 - ▶ Option B: Enhance Service
 - ▶ Option C: Reduce Service to allow for acceleration of debt repayment
- ▶ Motion on Budget

Tax Ratios

- ▶ The tax ratios that have been highlighted by Council for consideration of changes:
 - ▶ Farm Ratio
 - ▶ Historically 25%
 - ▶ Was reduced to 23% in 2019 to avoid a shift between property classes
 - ▶ Council indicated they wished to consider avoiding tax shifts in future years with a tax ratio in 2020 of 21%
 - ▶ EFA letter received by County Council on January 28, 2020 asked that Council maintain the farm tax ratio at 23% for 2020 to reduce pressure on the residential tax class
 - ▶ If Council did reduce the ratio to 21%, the tax increase on the average home in this plan of 2.4% or \$37 would have been increased to 3.6% or \$55
 - ▶ Small Value-Added Farm Ratio
 - ▶ October 7, 2019 report to Council recommended that the optional 75% reduction in this sub-class be included for consideration in the 2020 budget deliberation
 - ▶ Such a reduction would reduce taxes by approximately \$3,000 for the County and a \$4,000 spread across five lower-tier municipalities

Tax 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	
Commercial - Vacant Land	1.6376	1.6376
Industrial - Occupied	2.2251	2.2251
Industrial - Small Value Added Farm	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	33.38990	33.3899

Tax Ratio Recommendation

- ▶ THAT the farm tax ratio remain at 23% to take some pressure off of the residential tax class; and,
- ▶ THAT the optional 75% reduction in the Small-Scale On-Farm Business Sub-Class tax ratio be approved; and,
- ▶ THAT all other property tax ratios remain at historical levels.

Setting Tax Increase Percentage

- ▶ 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
- ▶ Use of provincial and federal infrastructure funding, as well as assessment growth, to partially fund the Asset Management Plan (AMP)
- ▶ Base assumption is that service levels will be maintained throughout the plan
 - ▶ Reductions in service can be considered to reduce the tax increase
 - ▶ Funding for enhancements in service in outlying years could be included to provide council with flexibility to take advantage of opportunities as they arise without “shocking” residents with an unplanned tax increase
 - ▶ Reductions in service can be considered to accelerate debt repayment

2020 – 2029 Funding Analysis

	(\$000)
I) Beginning Budgeted Net Income/(Loss)	9,022
II) Changes Better/(Worse)	
A) Efficiency	1,910
B) Inflation	(8,458)
C) Time Related/Other Impacts	677
D) Amortization	(3,999)
E) Service Level Changes	86
F) Government Funding	(4,540)
I) Supplementals/PILs	(637)
III) Added Net Costs	14,961
IV) 2029 Pre-Funding Total Net Costs	5,939

Service Level Changes

	(\$000)
1) Grants	255
2) Increase ambulance service level	(169)
	86

Government Funding Changes

(\$000)

1) OMPF	(629)
2) Government Infrastructure Funding	(1,685)
3) Government One-Time Funding	(793)
4) Public Health/Social Services	(994)
5) Homes provincial revenue changes	(439)
	(4,540)

2020 – 2029 Funding Analysis

	(\$000)
I) Beginning Budgeted Net Income/(Loss)	9,022
II) Changes Better/(Worse)	
A) Efficiency	1,910
B) Inflation	(8,458)
C) Time Related/Other Impacts	677
D) Amortization	(3,999)
E) Service Level Changes	86
F) Government Funding	(4,540)
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IV) 2029 Pre-Funding Total Net Costs	5,939

2020 – 2029 Funding Analysis - continued

(\$000)

IV) 2029 Pre-Funding Total Net Costs	5,939
Add Amortization Budget	14,508
Less Capital Spend	22,216
V) Cash outflow before levy increase and debt	13,646
Growth funded Levy Increase	6,112
Less Growth funded service cost increases	<u>3,085</u>
Net growth related funding to support AMP	3,026
Proposed Increase on existing properties 3.6%	14,879
VI) Cash inflow before debt charges	4,260

2020 – 2029 Funding Analysis - continued

(\$000)

VI) Cash inflow before debt charges

4,260

Less change in debt interest/investment revenue

634

Less 2029 debt repayment

3,710

VII) 2029 Cash In/(Out)

(84)

2029

Memo: Ending Cash/Operating Reserve

15,482

Ending Debt/Capital Reserve

7,548

Ending Levy

56,060

Operating Reserves

- ▶ Operating Reserves represent net cash available that has not been planned for future capital expenditures
 - ▶ The County's reserve policy targets an operating reserve of one-quarter of the annual levy
 - ▶ Allows for fluctuations in cashflow between quarter levy payments without having to draw on a line-of-credit
 - ▶ Provide flexibility to address emerging needs
 - ▶ This long-term plan leaves Elgin in a financially sustainable position with cash/operating reserve levels stabilized by 2029 at \$15.5 million or approximately equals one-quarter of the 2029 levy of \$56 million

Capital Reserves/Funds

- ▶ Capital Reserves represent cash reserved for infrastructure investment
 - ▶ The County will have no capital reserves by 2029
- ▶ Capital Funds represents funds borrowed to finance infrastructure spending
 - ▶ Plan includes debt increased by \$12 million in 2021, \$12 million in 2022 and \$11 million in 2023, all with 10 year repayment terms at a rate of 2.4% (current Infrastructure Ontario rate)
 - ▶ Elgin's debt will peak at \$28.5 million in 2023
 - ▶ Elgin will have \$7.5 million remaining in debt/capital funds by 2029
 - ▶ This will be fully paid off by the end of 2032

Explanation of Taxes - Definitions

- ▶ **Tax Rate:** Percentage applied to the assessed property value to obtain the tax amount
- ▶ **Assessment:** The market value of a property as determined by MPAC. This value changes annually for all properties that saw an increase at the beginning of the reassessment period.
- ▶ **Tax:** The amount a property is invoiced based on the Assessment multiplied by the tax rate.
- ▶ **Assessment Value Increase:** Current year's assessment less prior year's assessment
- ▶ **Household Tax Increase:** Current year's taxes less prior year's taxes.
- ▶ **Household Tax Increase Percentage:** Current year's tax increase divided by the prior year's taxes. This value can also be calculated by adding the tax rate increase to the Assessment Value Increase.
- ▶ **Levy:** The total taxes raised across all property classes, including both existing properties and new construction (Assessment Growth).
- ▶ **Assessment Growth:** Increases in total assessment value within the County as a result of new construction. This results in an increase in the number of households and a corresponding increase in demand for services. Because of assessment growth the levy increase is greater than the increase on the average household.

Explanation of Taxes

Residential Tax Example		
A) Average 2019 home value	\$253,775	
B) 2019 tax rate	0.605733%	
C) 2019 taxes on average home (A)x(B)	\$1,537	
D) Proposed 2020 tax rate	0.607403%	0.3%
E) 2020 taxes on house if no assessment change (A)x(D)	\$1,541	
F) Change in tax on house with no assessment change (E)-(C)	\$4	0.3%
G) Assessment on average home with average assessment increase	\$259,243	2.2%
H) 2020 taxes on avg. house with avg. assessment increase (G)x(D)	\$1,575	
I) Tax increase due to assessment change (H)-(E)	\$33	2.2%
J) Total tax increase on average household (I)+(F)	\$37	2.4%

Explanation of Taxes (continued)

Average Property (all property classes)		
K) Assessment related tax shift between classes		1.2%
L) Tax increase on average property across all tax classes (J) + (K)		3.6%
Levy		
M) Starting point (prior year levy)	\$35,070,544	
N) Increases on existing buildings (L)	\$1,259,936	3.6%
O) Levy generated on new buildings (population growth)	\$944,828	2.7%
P) Total Levy (N) + (O)	\$37,275,308	6.3%

Alternatives

- ▶ Recommended Option:
 - ▶ Service levels maintained in real terms
 - ▶ 3.6% increase on average property over next ten years
 - ▶ Increase on average home in 2020 of 2.4% or \$37
- ▶ Option A:
 - ▶ Service is not adjusted to accommodate population growth
 - ▶ Eliminate the \$3 million increase in service costs
 - ▶ Tax increase reduced to just above 3% average property (2.0% or \$30 average home in 2020)
- ▶ Option B:
 - ▶ Plan for increases in taxes on average property for next ten years of 4%
 - ▶ Increase on average home in 2020 of 2.8% or \$43
 - ▶ Add approximately \$1.5 million in cost in outlying years to enhance service levels
- ▶ Option C:
 - ▶ 3.6% increase on average property over next ten years
 - ▶ Reduce service in the short-term in real terms to allow for acceleration of debt repayment by end of 2027 instead of 2032

Tax Increase - Conclusion

- ▶ 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
- ▶ Use of provincial and federal infrastructure funding, as well as assessment growth, to partially fund the Asset Management Plan (AMP)
- ▶ Tax increase of 3% - 4% on average property over the next ten years (\$30 - \$43 on the average home in 2020) dependent on planned service level/debt repayment schedule chosen

Tax Increase Recommendation

The Budget Committee recommended option is based on the flexibility it affords in the case of new initiatives without having to rely on debt:

- ▶ THAT the County's ten-year operating plan maintain service with a tax increase on the average property of 3.6% through 2029, a 2020 levy of \$37,275,000 (2.4% or \$37 on the average home) and \$35 million of debt repaid by 2032; and,
- ▶ THAT an overall 2020 operating budget net income of \$9,401,000 be approved, being the net result of the carry-forward operating project spend of \$138,000 and a 2020 base operating net income of \$9,539,000; and,
- ▶ THAT the 2020 ten-year capital plan of \$199,158,000 with a 2020 capital budget of \$26,039,000 be approved.

2020 - 2029 Business Plan

(dollars in thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Income Statement Analysis										
I) Prior Year Budgeted Net Income/(Loss) Excluding Project Carry-Forward	\$9,022	\$9,539	\$6,103	\$5,001	\$5,272	\$5,516	\$6,590	\$7,903	\$9,130	\$10,080
II) Explanation of Change from Prior Year										
A) Efficiencies	309	166	179	179	180	184	182	182	174	175
B) Inflation										
1) Revenue	495	543	485	427	466	441	483	454	499	471
2) Wages	(409)	(388)	(398)	(406)	(416)	(423)	(431)	(439)	(423)	(430)
3) Benefits	(361)	(161)	(164)	(171)	(185)	(169)	(178)	(172)	(173)	(177)
4) Operating Costs	(721)	(643)	(663)	(682)	(730)	(709)	(755)	(730)	(770)	(747)
C) Timing Related Impacts/Other	(620)	736	(140)	220	(157)	115	214	247	(71)	134
D) Amortization	(253)	(737)	(1,017)	(674)	(360)	(117)	(35)	(233)	(295)	(278)
E) Service Level Changes										
1) Grants			5	250						
2) Increase ambulance service level	(169)	(84)	84							
F) Government Funding										
1) OMPF	(94)	(200)	(200)	(135)						
2) Government Infrastructure Funding	2,343	(4,097)		69						
3) Government One-Time Funding	(1,662)	868								
4) Public Health/Social Services	(164)	(370)	(460)							
5) Homes provincial revenue changes	(74)	(25)		(113)	(227)					
G) Financing Costs	(211)	(440)	(264)	(214)	78	80	82	84	86	88
H) Growth Funded Service		(284)	(297)	(311)	(325)	(340)	(356)	(373)	(390)	(408)
I) Taxes										
1) Supplementals/PILs	(97)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
2) Levy Increase	2,205	1,740	1,809	1,892	1,980	2,072	2,168	2,268	2,374	2,484
III) Total Changes	517	(3,436)	(1,102)	272	244	1,074	1,313	1,227	950	1,253
Net Income/(Loss) Excluding Carry-Forward Projects	9,539	6,103	5,001	5,272	5,516	6,590	7,903	9,130	10,080	11,333
Less Carry-Forward Operating Project	138									
IV) Budgeted Net Income/(Loss) including Carry-Forward Project Spend	\$9,401	\$6,103	\$5,001	\$5,272	\$5,516	\$6,590	\$7,903	\$9,130	\$10,080	\$11,333

2020 - 2029 Business Plan

(dollars in thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Accumulated Surplus										
A) Budgeted Net Income/(Loss)	\$9,401	\$6,103	\$5,001	\$5,272	\$5,516	\$6,590	\$7,903	\$9,130	\$10,080	\$11,333
B) Accumulated Surplus, Beginning of Year (Est.)	219,456	228,857	234,960	239,961	245,233	250,749	257,340	265,243	274,373	284,454
C) Accumulated Surplus, End of Year (Est.)	228,857	234,960	239,961	245,233	250,749	257,340	265,243	274,373	284,454	295,787
D) Prior Plan Ending Accumulated	219,600	223,800	228,200	232,700	238,000	242,500	247,700	253,500	259,800	
E) New Plan B/(W) Prior Plan	\$9,257	\$11,160	\$11,761	\$12,533	\$12,749	\$14,840	\$17,543	\$20,873	\$24,654	
Cashflow Analysis										
F) Budgeted Net Income/Loss	\$9,401	\$6,103	\$5,001	\$5,272	\$5,516	\$6,590	\$7,903	\$9,130	\$10,080	\$11,333
G) Adjust for Tangible Capital Assets										
1) Add Amortization Budget	10,761	11,498	12,515	13,190	13,549	13,666	13,702	13,936	14,231	14,508
2) (Less Capital Project spend)	(36,039)	(28,817)	(29,466)	(22,043)	(13,760)	(19,601)	(20,694)	(20,026)	(21,497)	(22,216)
H) Non-Cash Assets/Liabilities	-	-	-	-	-	-	-	-	-	-
I) Cashflow excluding debt principal changes	(15,876)	(11,215)	(11,950)	(3,581)	5,305	656	911	3,040	2,815	3,626
J) Debt Increase/(Decrease)	-	10,925	9,824	7,786	(3,292)	(3,372)	(3,453)	(3,537)	(3,622)	(3,710)
K) Cashflow In/(Out)	(15,876)	(291)	(2,126)	4,205	2,013	(2,716)	(2,543)	(496)	(808)	(84)
L) Cash/Investments, Beginning of Year	34,120	18,244	17,954	15,827	20,032	22,045	19,329	16,787	16,290	15,482
M) Cash/Investments, End of Year	\$18,244	\$17,954	\$15,827	\$20,032	\$22,045	\$19,329	\$16,787	\$16,290	\$15,482	\$15,398
N) Beginning Debt	-	-	10,925	20,749	28,535	25,243	21,871	18,418	14,881	11,258
O) Ending Debt	-	\$10,925	\$20,749	\$28,535	\$25,243	\$21,871	\$18,418	\$14,881	\$11,258	\$7,548

Net Income Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Information Technology	994,582	1,067,871	1,194,431	1,284,760	1,342,610	1,408,715	1,421,555	1,473,235	1,446,852	1,469,377	1,522,164
12) PROVINCIAL OFFENSES											
Provincial Offenses Act	(99,262)	(102,175)	(102,310)	(103,380)	(104,617)	(106,191)	(107,333)	(108,653)	(109,999)	(111,204)	(112,770)
13) COLLECTIONS - POA											
Collections	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)	(17,492)
14) AMBULANCE & EMERGENCY SERVICES											
Ambulance	2,833,248	3,205,143	3,350,066	3,307,070	3,373,841	3,442,217	3,511,260	3,582,122	3,654,313	3,727,758	3,803,148
Emergency Measures	118,901	131,478	138,070	144,025	146,688	150,470	152,740	155,588	158,493	160,879	164,468
15) ECONOMIC DEVELOPMENT & TOURISM											
Economic Development	833,613	1,304,943	953,471	964,392	973,592	986,390	994,356	1,004,190	1,014,221	1,022,605	1,034,854
Land Division	(1)	19,541	15,746	18,001	20,657	24,120	26,529	29,363	32,254	34,795	38,130
Planning	183,815	185,558	146,813	153,927	161,988	187,468	168,937	172,037	175,199	177,796	203,702
Grand Total	(9,022,361)	(9,539,151)	(6,102,826)	(5,000,650)	(5,272,427)	(5,516,088)	(6,590,486)	(7,903,106)	(9,130,375)	(10,080,484)	(11,333,101)

Revenue Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Ambulance	(7,383,445)	(7,603,421)	(8,043,637)	(8,303,071)	(8,457,362)	(8,615,094)	(8,775,751)	(8,939,494)	(9,106,601)	(9,276,902)	(9,450,809)
Emergency Measures	(2,000)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)
15) ECONOMIC DEVELOPMENT & TOURISM											
Economic Development	(119,546)	(225,570)	(213,528)	(96,568)	(96,568)	(96,568)	(96,568)	(96,568)	(96,568)	(96,568)	(96,568)
Land Division	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)
Planning	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
Grand Total	(74,616,856)	(78,581,493)	(76,501,039)	(78,524,831)	(80,681,691)	(82,872,036)	(85,415,763)	(88,044,183)	(90,798,895)	(93,656,045)	(96,643,240)

Expense Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Information Technology	1,057,582	1,137,871	1,265,831	1,357,588	1,416,895	1,484,486	1,498,841	1,552,067	1,527,261	1,551,394	1,605,821
12) PROVINCIAL OFFENSES											
Provincial Offenses Act	1,450,030	1,456,967	1,456,832	1,455,762	1,454,525	1,452,951	1,451,809	1,450,489	1,449,143	1,447,938	1,446,372
13) COLLECTIONS - POA											
Collections	476,812	476,812	476,812	476,812	476,812	476,812	476,812	476,812	476,812	476,812	476,812
14) AMBULANCE & EMERGENCY SERVICES											
Ambulance	10,216,693	10,808,564	11,393,703	11,610,142	11,831,203	12,057,311	12,287,011	12,521,616	12,760,914	13,004,660	13,253,958
Emergency Measures	120,901	138,678	145,270	151,225	153,888	157,670	159,940	162,788	165,693	168,079	171,668
15) ECONOMIC DEVELOPMENT & TOURISM											
Economic Development	953,159	1,530,512	1,166,999	1,060,960	1,070,160	1,082,958	1,090,924	1,100,758	1,110,789	1,119,173	1,131,422
Land Division	150,167	169,709	165,914	168,169	170,825	174,288	176,697	179,531	182,422	184,963	188,298
Planning	218,815	220,558	181,813	188,927	196,988	222,468	203,937	207,037	210,199	212,796	238,702
Grand Total	65,594,495	69,042,342	70,398,213	73,524,180	75,409,264	77,355,948	78,825,277	80,141,076	81,668,521	83,575,561	85,310,139

Description OpCap	Corporate Activities I) Net Income										
Sum of Budget Row Labels	Column Labels										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
PIL Municip of West Elgin	(76,380)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)	(25,139)
PIL Town of Aylmer											
PIL Town of Aylmer	(11,774)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)	(12,538)
PIL Township of Malahide											
PIL Township of Malahide	(390,129)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)	(458,752)
PIL Township of Southwold											
PIL Township of Southwold	(548,760)	(567,621)	(517,621)	(467,621)	(417,621)	(367,621)	(317,621)	(267,621)	(217,621)	(167,621)	(117,621)
Project Revenue											
Modernization Funding		(125,000)									
Province of Ontario - Project Revenue											
Cannibis Funding	(68,445)										
Efficiency Funding	(725,000)										
Rental Revenue											
Rental Revenue	(260,060)	(265,594)	(270,905)	(276,324)	(281,850)	(287,487)	(293,237)	(299,102)	(305,084)	(311,185)	(317,409)
Supp Municip of Bayham											
Supp Municip of Bayham	(31,929)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)	(38,782)
Supp Municip of Central Elgin											
Supp Municip of Central Elgin	(48,907)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)	(93,013)
Supp Municip of Dutton/Dunwich											
Supp Municip of Dutton/Dunwich	(21,695)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)	(32,591)
Supp Municip of West Elgin											
Supp Municip of West Elgin	(40,877)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)	(35,864)
Supp Town of Aylmer											
Supp Town of Aylmer	(50,527)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)	(58,581)
Supp Township of Malahide											
Supp Township of Malahide	(112,999)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)	(73,305)
Supp Township of Southwold											
Supp Township of Southwold	(96,069)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)	(47,461)
4) Operating Costs											
Amortization											
Amortization	138,538	138,538	138,538	138,538	138,538	138,538	138,538	138,538	138,538	138,538	138,538
Child Care_St. Thomas											
Child Care/St. Thomas	208,010	308,010	314,170	320,454	326,863	333,400	340,068	346,869	353,807	360,883	368,100
Grants											
Grants	60,837	61,871	63,109	64,371	65,658	66,971	68,311	69,677	71,071	72,492	73,942
Health Unit											
Health Unit	953,264	1,017,064	1,387,125	1,849,499	1,886,489	1,924,219	1,962,703	2,001,958	2,041,997	2,082,837	2,124,493
Income Maint/St. Thomas											
Income Maint/St. Thomas	530,677	541,291	552,116	563,159	574,422	585,910	597,628	609,581	621,773	634,208	646,892

Description	Corporate Activities
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax w/o West Elgin											
Tax w/o Municip of West Elgin	78,085	50,848	50,848	50,848	50,848	50,848	50,848	50,848	50,848	50,848	50,848
Tax Write-Offs											
Tax Relief	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Grand Total	(33,622,470)	(33,812,278)	(35,029,875)	(35,507,063)	(36,839,788)	(38,419,628)	(40,060,998)	(41,812,458)	(43,632,734)	(45,540,723)	(47,540,503)

Description OpCap	Council I) Net Income
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Sum of Budget Row Labels	Column Labels 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)	(3,036)
2) Wages											
Wages											
Wage Adjustment	4,097										
Wages Council	204,856	208,953	213,488	217,757	222,113	226,555	231,086	235,708	240,422	245,230	249,719
3) Benefits											
Benefits											
Benefits Adjustment	4,981										
Wages Council	34,826	35,522	36,293	37,019	37,759	38,514	39,285	40,070	40,872	41,689	42,452
4) Operating Costs											
Corp Clothing/Gifts											
Ties, Crests, Pens, Gifts	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300
Development											
Development	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Meals/Refreshments											
Meals/Refreshments	8,160	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Mileage											
Mileage	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Miscellaneous											
Miscellaneous	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046	9,046
Recognition											
Recognition	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Grand Total	310,480	308,036	313,341	318,336	323,432	328,629	333,931	339,338	344,854	350,480	355,731

Description	Warden
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2) Wages											
Wages											
Wage Adjustment	1,398										
Wages Warden	69,918	71,316	72,864	74,321	75,808	77,324	78,870	80,448	82,057	83,698	85,230
3) Benefits											
Benefits											
Benefits Adjustment	(987)										
Wages Warden	11,886	12,124	12,387	12,635	12,887	13,145	13,408	13,676	13,950	14,229	14,489
4) Operating Costs											
Development											
Development	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Election Reception											
Election Reception	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Mileage											
Mileage	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
Miscellaneous											
Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Project Costs											
Past Wardens Fund	418										
Recognition											
Recognition	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750	7,750
Travel - Other											
Travel-Other	600	600	600	600	600	600	600	600	600	600	600
Grand Total	105,383	106,190	108,001	109,706	111,445	113,219	115,028	116,874	118,756	120,676	122,469

Description	Administrative Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue		(0)									
Recoveries		(0)									
Recoveries		(0)									
2) Wages	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Wages											
Wage Adjustment	(3,045)										
Wages - Corporate											
Communications & Engagement	2,146	63,729	64,717	65,763	67,079	68,946	70,068	71,474	72,909	74,088	75,860
Wages - Legislative Services											
Coordinator	2,260	67,115	68,155	69,257	70,642	72,609	73,790	75,271	76,782	78,024	79,890
Wages Administrative Assistant	85,641	59,839	60,766	61,748	62,983	64,737	65,790	67,111	68,458	69,565	71,229
Wages Administrative Coordinator	4,217		44,113	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Wages CAO	127,295	133,735	135,807	138,002	140,762	144,683	147,035	149,987	152,998	155,472	
Wages County Barrister & Solicitor	172,569	176,587	179,445	182,333	185,980	191,187	194,282	198,183	202,162	205,415	
Wages Legal Assistant	50,468	51,679	52,480	53,328	54,394	55,909	56,818	57,959	59,122	60,078	61,516
Wages Legislative Services											
Coordinator	48,669										
Wages Prosecutor/Counsel	95,541	137,693	139,921	142,173	145,016	149,077	151,490	154,532	157,634	160,171	163,915

Description	Administrative Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Promotions	500	500	500	500	500	500	500	500	500	500	500
Special Projects Subscriptions											
& Publications Subscriptions	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Travel - Other											
Travel - Other	1,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grand Total	539,435	622,610	608,593	665,066	669,504	698,276	699,060	720,678	725,655	743,737	752,951

Description	Agriculture
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue											
Tree Replanting	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
4) Operating Costs											
Amortization											
Amortization	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503	7,503
Project Costs											
Tree Replanting	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Purchased Services											
Purchased Services	45,687	46,601	47,533	48,483	49,453	50,442	51,451	52,480	53,530	53,530	54,600
Vehicle/Repairs/Maint/Fuel											
Vehicle/Repairs/Maint/Fuel	2,796	2,852	2,909	2,967	3,026	3,087	3,149	3,212	3,276	3,341	3,408
Grand Total	57,986	58,956	59,945	60,953	61,982	63,032	64,103	65,195	66,309	66,374	67,511

Description Police Services Board
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(34,876)	(35,060)	(35,264)	(35,456)	(35,650)	(35,851)	(36,054)	(36,261)	(36,473)	(36,690)	(36,892)
2) Wages											
Wages											
Honorarium Board Members	6,000	6,120	6,253	6,378	6,505	6,636	6,768	6,904	7,042	7,183	7,314
Honorarium Chair	2,000	2,040	2,084	2,126	2,169	2,212	2,256	2,301	2,347	2,394	2,438
Honorarium	1,200	1,224	1,251	1,276	1,301	1,327	1,354	1,381	1,408	1,437	1,463
3) Benefits											
Benefits											
Benefit Adjustment	(1,564)	(1,595)	(1,630)	(1,662)	(1,696)	(1,730)	(1,764)	(1,800)	(1,836)	(1,872)	(1,906)
Honorarium Board Members	1,020	1,040	1,063	1,084	1,106	1,128	1,151	1,174	1,197	1,221	1,243
Honorarium Chair	340	347	354	361	369	376	384	391	399	407	414
Honorarium	204	208	213	217	221	226	230	235	239	244	249
4) Operating Costs											
Development											
Development	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Mileage											
Mileage	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous											
Administrative Overhead	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Insurance	6,823	6,823	6,823	6,823	6,823	6,823	6,823	6,823	6,823	6,823	6,823
OAPSB Membership	1,423	1,423	1,423	1,423	1,423	1,423	1,423	1,423	1,423	1,423	1,423
Travel - Other											
Travel - Other	430	430	430	430	430	430	430	430	430	430	430
Grand Total	0	0	(0)	(0)	0	(0)	0	0	(0)	(0)	(0)

Description	Financial Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Grand Total	643,307	659,754	669,465	679,845	692,892	711,426	722,545	736,501	750,737	762,430	780,014

Description	Human Resources
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Travel-Other	500	500	500	500	500	500	500	500	500	500	500
Grand Total	571,165	587,855	610,374	628,960	646,334	663,903	674,445	687,675	701,170	712,255	728,924

Description	Administrative Building
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Property Taxes											
Property Taxes	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862	32,862
Purchased Services											
Purchased Services	244,400	303,000	309,060	315,241	321,546	327,977	334,536	341,227	348,052	355,013	362,113
Repairs & Maintenance											
Repairs/Maintenance	28,460	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Travel - Other											
Travel - Other	2,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Utilities											
Utilities	240,835	266,000	271,320	276,746	282,281	287,927	293,685	299,559	305,550	311,661	317,895
Grand Total	550,135	623,533	728,141	837,568	863,785	881,759	998,405	936,018	940,011	953,347	1,048,416

Description Corporate Services
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(95,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
3) Benefits											
Benefits											
Benefits Reallocation		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Benefits - Manulife											
Benefits Retiree - Manulife	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
4) Operating Costs											
Audit											
Audit	28,930	29,509	30,099	30,701	31,315	31,941	32,580	33,231	33,896	34,574	35,266
Bank Charges											
Bank Charges	12,500	10,388	10,596	10,808	11,024	11,244	11,469	11,699	11,933	12,171	12,415
Corp Clothing/Gifts											
Bereavement Flowers/Donations	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Insurance											
Insurance	346,520	343,440	358,895	375,045	391,922	409,559	427,989	447,248	467,374	488,406	510,385
Legal & Professional											
Legal & Professional	230,771	100,771	100,771	100,771	100,771	100,771	100,771	100,771	100,771	100,771	100,771
Memberships											
Memberships	23,471	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Payroll Charges											
Payroll Charges	25,888	28,000	28,560	29,131	29,714	30,308	30,914	31,533	32,163	32,806	33,463
Postage/Courier											
Postage/Courier	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610	17,610
Purchased Services											
Purchased Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Recognition											
Recognition	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Telephone/Fax											
Telephone/Fax	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Grand Total	649,990	796,018	812,830	830,366	848,656	867,733	887,633	908,392	930,047	952,639	976,208

Description
OpCap

Engineering Services
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Federal Funding - Project Revenue											
Federal Gas Tax	(3,126,698)	(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)
Port Bruce Bridge Replacement		(2,500,000)									
Other Revenue											
Other Revenue	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)	(120,005)
Project Revenue											
Annual Permits		(100,000)	(102,000)	(104,000)	(106,000)	(108,000)	(110,000)	(112,000)	(114,000)	(116,000)	(118,000)
Electrical Servicing Contract (Signals and Beacons)	(20,000)										
Garage	(43,906)	(44,652)	(45,545)	(46,456)	(47,385)	(48,333)	(49,300)	(50,286)	(51,292)	(52,317)	(53,364)
Structural Inspections	(0)	(0)									
Province of Ontario - Project Revenue											
MTO Hwy 3 By Pass Transportation Planning Study	(120,000)										
OCIF 2015-2019	(1,231,903)	(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)
Port Bruce Bridge Replacement		(1,666,500)									
Wonderland Road Reconstruction	(125,000)										
2) Wages											
Wages											
Admin Assistant	17,531	17,952	18,230	18,524	18,895	19,421	19,737	20,133	20,537	20,869	21,369
Admin Assistant (Coverage)	5,913	10,108	10,264	10,430	10,639	10,935	11,113	11,336	11,564	11,751	12,032
Asset Management/GeoTech	82,315	71,996	75,696	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Construction Technician	31,206										
Coop Student 1		24,441	24,930	25,428	25,937	26,456	26,985	27,524	28,075	28,636	29,209
Coop Student 2		24,441	24,930	25,428	25,937	26,456	26,985	27,524	28,075	28,636	29,209
Deputy Director	115,814	118,592	120,430	122,377	124,824	128,301	130,387	133,004	135,675	137,868	141,166
Director	135,032	138,270	140,413	142,683	145,537	149,590	152,022	155,074	158,187	160,745	164,590
Wage/Benefit Adjustment	1,420										
3) Benefits											
Benefits											
Admin Assistant	4,909	5,026	5,104	5,187	5,291	5,438	5,526	5,637	5,750	5,843	5,983
Admin Assistant (Coverage)	1,656	2,830	2,874	2,920	2,979	3,062	3,112	3,174	3,238	3,290	3,369
Asset Management/GeoTech	23,048	20,159	21,195	21,538	21,968	22,580	22,947	23,408	23,878	24,264	24,844
Construction Technician	8,738										
Coop Student 1		6,843	6,980	7,120	7,262	7,408	7,556	7,707	7,861	8,018	8,179
Coop Student 2		6,843	6,980	7,120	7,262	7,408	7,556	7,707	7,861	8,018	8,179
Deputy Director	32,428	33,206	33,720	34,266	34,951	35,924	36,508	37,241	37,989	38,603	39,527
Director	37,809	38,716	39,316	39,951	40,750	41,885	42,566	43,421	44,292	45,009	46,085

Description	Engineering Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Railway Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Travel - Other											
Travel - Other	3,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Utilities											
Utilities Street Lights	27,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Vehicle/Repairs/Maint/Fuel											
Vehicle Repairs/Maint/Fuel	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Grand Total	8,160,116	6,008,302	10,334,950	11,071,599	11,237,157	11,761,439	11,787,973	12,010,475	12,250,137	12,749,998	12,953,413

Description Bobier Villa Adult Day
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Other Revenue											
Client Revenue	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)
P of Ont - NPC											
Province of Ontario	(140,492)	(140,492)	(140,492)	(143,302)	(143,302)	(143,302)	(146,168)	(146,168)	(146,168)	(149,091)	(149,091)
2) Wages											
Wages											
Adult Day Staff	97,952	100,189	101,848	103,891	105,974	108,396	110,273	112,485	114,741	117,363	119,395
Wage & Benefit Adjustment	(103)	(1,253)	(2,256)	(3,259)	(4,262)	(5,266)	(6,268)	(7,272)	(8,275)	(9,279)	(10,282)
3) Benefits											
Benefits											
Adult Day Staff	51,915	53,100	53,980	55,062	56,166	57,450	58,445	59,617	60,813	62,202	63,280
Wage & Benefit Adjustment	(17,666)	(19,940)	(21,475)	(20,787)	(22,972)	(25,673)	(24,677)	(27,058)	(29,505)	(29,589)	(31,697)
4) Operating Costs											
Development											
Development	285	285	285	285	285	285	285	285	285	285	285
Equipment											
Equipment	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010	2,010
Lease Internal											
Building Occupancy	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Mileage											
Travel	430	430	430	430	430	430	430	430	430	430	430
Miscellaneous											
Miscellaneous	240	240	240	240	240	240	240	240	240	240	240
Office Supplies											
Office Supplies	255	255	255	255	255	255	255	255	255	255	255
Purchased Services											
Purchased Services	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975	15,975
Raw Food											
Raw Food	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Supplies											
Supplies	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Grand Total	1	(0)	(0)	0	(0)	(0)	0	(0)	0	0	(0)

Description Bobier Villa Building & Property
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(2,700)	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)	(3,312)	(3,378)	(3,446)	(3,515)	(3,585)
2) Wages											
Wages											
Maintenance Wages	52,127	53,318	54,201	55,288	56,397	57,685	58,685	59,861	61,062	62,457	63,539
Wage & Benefit Adjustment	(47)										
3) Benefits											
Benefits											
Maintenance Wages	27,628	28,259	28,726	29,303	29,890	30,573	31,103	31,727	32,363	33,102	33,676
Wage & Benefit Adjustment	(8,115)										
4) Operating Costs											
Cable											
Cable	1,251	1,276	1,302	1,328	1,354	1,381	1,409	1,437	1,466	1,495	1,525
Development											
Development	500	510	520	531	541	552	563	574	586	598	609
Equipment											
Equipment	800	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Mileage											
Travel	252	257	262	267	273	278	284	289	295	301	307
Project Costs											
Duct Cleaning	15,000										
Facility Condition Audit		36,000					50,000				
Painting	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Purchased Services											
Purchased Services	82,000	83,640	85,313	87,019	88,759	90,535	92,345	94,192	96,076	97,998	99,958
Repairs & Maintenance											
Repairs/Maintenance	14,000	14,280	14,566	14,857	15,154	15,457	15,766	16,082	16,403	16,731	17,066
Supplies											
Supplies	285	291	297	302	308	315	321	327	334	341	347
Utilities											
Utilities	218,500	222,870	227,327	231,874	236,511	241,242	246,066	250,988	256,008	261,128	266,350
Grand Total	421,481	452,701	424,553	432,849	441,311	450,183	508,750	467,730	476,889	486,494	495,768

Description	Bobier Villa Dietary
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Grand Total	592,982	575,706	584,512	595,290	606,436	619,632	629,603	641,441	653,515	667,281	678,425

Description Bobier Villa General & Admin
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Development											
Development	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633	2,633
Equipment											
Equipment	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Legal & Professional											
Photocopy	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Memberships											
Memberships	6,490	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366
Mileage											
Travel	700	700	700	700	700	700	700	700	700	700	700
Miscellaneous											
Miscellaneous	500	500	500	500	500	500	500	500	500	500	500
Office Supplies											
Office Supplies	4,500	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300
Postage/Courier											
Postage/Courier	755	755	755	755	755	755	755	755	755	755	755
Project Costs											
CMI Study	7,509	7,509									
Furniture Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Donations	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff Enrichment Donations	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Purchased Services											
Purchased Services	2,040	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Recognition											
Recognition	504	504	504	504	504	504	504	504	504	504	504
Reimbursed Supplies/Clothing											
Reimbursed Supplies/Services	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Special - General Store											
Special - General Store	3,800	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Subscriptions & Publications											
Subscriptions	200	200	200	200	200	200	200	200	200	200	200
Telephone/Fax											
Telephone/Fax	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504
Travel - Other											
Travel - Other	400	400	400	400	400	400	400	400	400	400	400
Grand Total	(1,048,703)	(942,678)	(940,820)	(951,549)	(961,327)	(968,997)	(979,870)	(989,729)	(999,627)	(1,010,728)	(1,019,561)

Description OpCap Bobier Villa Housekeeping I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue											
HINF 1:1 Staffing HSKP	(500)	(497)	(506)	(516)	(526)	(538)	(548)	(559)	(569)	(583)	(593)
2) Wages											
Project Wages											
HINF 1:1 Staffing HSKP	400	398	405	413	421	431	438	447	456	466	474
Wages											
Housekeeping Staff	168,129	169,463	172,258	175,701	179,214	183,298	186,460	190,189	193,991	198,413	201,838
Manager of Support Services	14,971	15,330	15,567	15,819	16,135	16,585	16,854	17,193	17,538	17,822	18,248
Wage & Benefit Adjustment	(3)										
3) Benefits											
Benefits											
Housekeeping Staff	89,108	89,815	91,297	93,122	94,983	97,148	98,824	100,800	102,815	105,159	106,974
Manager of Support Services	4,192	4,292	4,359	4,429	4,518	4,644	4,719	4,814	4,911	4,990	5,109
Wage & Benefit Adjustment	29,048										
Project Benefits											
HINF 1:1 Staffing HSKP	100	100	101	103	105	108	109	112	114	117	119
4) Operating Costs											
Equipment											
Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Purchased Services											
Purchased Services	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688	3,688
Repairs & Maintenance											
Repairs/Maintenance	251	251	251	251	251	251	251	251	251	251	251
Supplies											
Supplies	18,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011	16,011
Grand Total	329,395	300,850	305,431	311,021	316,800	323,624	328,808	334,945	341,205	348,333	354,120

Description Bobier Villa Laundry
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2) Wages											
Wages											
Laundry Staff	60,373	61,751	62,774	64,033	65,317	66,809	67,966	69,329	70,720	72,336	73,589
Wage & Benefit Adjustment	15										
3) Benefits											
Benefits											
Laundry Staff	31,997	32,728	33,270	33,937	34,618	35,409	36,022	36,745	37,482	38,338	39,002
Wage & Benefit Adjustment	(17,923)										
4) Operating Costs											
Equipment											
Equipment	504	504	504	504	504	504	504	504	504	504	504
Purchased Services											
Purchased Services	75,582	77,082	77,082	77,082	77,082	77,082	77,082	77,082	77,082	77,082	77,082
Repairs & Maintenance											
Repairs/Maintenance	252	252	252	252	252	252	252	252	252	252	252
Supplies											
Supplies	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999	1,999
Grand Total	152,799	174,316	175,881	177,807	179,771	182,055	183,826	185,911	188,038	190,511	192,428

Description Bobier Villa Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
P of Ont - NPC											
P of Ont - NPC	(2,045,804)	(2,400,557)	(2,443,523)	(2,486,488)	(2,529,454)	(2,572,419)	(2,615,384)	(2,658,350)	(2,701,315)	(2,744,281)	(2,787,246)
P of Ont - On Call Physician											
P of Ont - On Call Physician	(14,532)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)
Project Revenue											
Additional RN Base Funding	(106,068)										
BSO Funding Nurses	(13,567)	(13,429)	(13,651)	(13,925)	(14,204)	(14,529)	(14,780)	(15,077)	(15,379)	(15,730)	(16,003)
BSO Funding PSW	(20,591)	(20,728)	(21,072)	(21,494)	(21,925)	(22,426)	(22,814)	(23,272)	(23,739)	(24,281)	(24,702)
Education	(17,612)	(17,110)	(17,349)	(17,646)	(17,949)	(18,302)	(18,575)	(18,898)	(19,226)	(19,608)	(19,904)
Falls Prevention	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
HINF Costs Reimbursed	(25,146)	(25,642)	(26,009)	(26,461)	(26,922)	(27,459)	(27,874)	(28,364)	(28,863)	(29,444)	(29,894)
HINF Supplemental Base Supplies	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)	(13,524)
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)
MDS RAI	(39,889)	(29,762)	(30,255)	(30,862)	(31,481)	(32,200)	(32,758)	(33,415)	(34,085)	(34,864)	(35,468)
Physiotherapy Services	(47,196)										
RPN Funding	(67,158)										
Recoveries											
Recoveries - Supplies & Service	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Recoveries - Wages											
Recoveries - Wages	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
2) Wages											
Project Wages											
Training Coordinator	8,317	8,516	8,649	8,788	8,964	9,214	9,364	9,552	9,743	9,901	10,138
Project Wages - HCA											
BSO Funding PSW	16,473	16,583	16,857	17,195	17,540	17,941	18,252	18,618	18,991	19,425	19,761
Direct Care Staff Funding	(1,036)	42,634	43,340	44,209	45,095	46,126	46,925	47,866	48,826	49,942	50,807
Education	4,511	4,614	4,690	4,784	4,880	4,992	5,078	5,180	5,284	5,405	5,498
HINF Costs Reimbursed	17,350	17,746	18,040	18,402	18,771	19,200	19,532	19,924	20,323	20,788	21,148
New Hire Orientation	4,412	4,513	4,587	4,679	4,773	4,882	4,967	5,066	5,168	5,286	5,378
Project Wages - RN											
Additional RN Base Funding	84,854										
Direct Care Staff Funding	(222)	9,076	9,221	9,406	9,595	9,814	9,984	10,184	10,388	10,626	10,810
Education	3,642	3,716	3,775	3,851	3,928	4,018	4,088	4,169	4,253	4,350	4,425
New Hire Orientation	654	667	678	691	705	721	734	748	763	781	794
Project Wages - RPN											
BSO Funding Nurses	10,854	10,743	10,921	11,140	11,363	11,623	11,824	12,061	12,303	12,584	12,802
Direct Care Staff Funding	(862)	33,167	33,716	34,392	35,082	35,884	36,505	37,237	37,984	38,852	39,525
Education	3,270	3,344	3,400	3,468	3,537	3,618	3,681	3,755	3,830	3,918	3,985
MDS RAI	31,911	23,810	24,204	24,689	25,184	25,760	26,206	26,732	27,268	27,891	28,374

Description Bobier Villa Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
New Hire Orientation	962	984	1,000	1,020	1,040	1,064	1,083	1,104	1,126	1,152	1,172
RPN Funding	53,727										
Wages											
DON - CMI Supervisor	25,604	27,236	28,771	30,394	31,002	31,866	32,384	33,034	33,697	34,242	35,061
DON - Manager of Resident Care	92,803	98,701	104,248	110,139	112,342	115,471	117,348	119,704	122,107	124,081	127,050
PSW	15,324	15,366	15,324	15,324	15,324	15,366	15,324	15,324	15,324	15,366	15,324
PSW - Step 1	9,453	14,105	14,338	14,626	14,919	15,260	15,524	15,836	16,153	16,522	16,808
PSW - Step 2	22,301	33,274	33,825	34,503	35,195	35,999	36,623	37,358	38,107	38,977	39,652
RN	24,711	24,778	24,711	24,711	24,711	24,778	24,711	24,711	24,711	24,778	24,711
RN - Step 6	2,224	2,269	2,305	2,351	2,398	2,453	2,496	2,546	2,597	2,656	2,702
RN - Step 7	779	795	808	824	840	859	874	892	910	931	947
RPN	6,872	6,948	6,985	7,044	7,104	7,185	7,228	7,292	7,358	7,444	7,492
Wage & Benefit Adjustment	3,427										
Wages - HCA											
PSW - Step 1	343,082	341,487	347,141	354,103	361,205	369,459	375,858	383,396	391,085	400,021	406,950
PSW - Step 2	809,365	805,602	818,941	835,366	852,117	871,590	886,685	904,468	922,607	943,690	960,034
Wage & Benefit Adjustment	(19,681)										
Wages - RN											
RN - Step 6	222,027	226,552	230,170	234,787	239,495	244,971	249,211	254,209	259,307	265,236	269,827
RN - Step 7	77,791	79,373	80,641	82,258	83,908	85,826	87,312	89,063	90,849	92,926	94,535
Wage & Benefit Adjustment	(6,933)										
Wages - RPN											
RPN	283,011	337,403	342,989	349,867	356,885	365,040	371,362	378,810	386,407	395,236	402,083
Wage & Benefit Adjustment	(395)										
3) Benefits											
Benefits											
DON - CMI Supervisor	7,169	7,626	8,056	8,510	8,681	8,922	9,067	9,249	9,435	9,588	9,817
DON - Manager of Resident Care	25,985	27,636	29,189	30,839	31,456	32,332	32,857	33,517	34,190	34,743	35,574
PSW	8,122	8,144	8,122	8,122	8,122	8,144	8,122	8,122	8,122	8,144	8,122
PSW - Step 1	186,844	188,464	191,584	195,426	199,346	203,901	207,433	211,593	215,836	220,768	224,592
PSW - Step 2	440,783	444,604	451,966	461,031	470,276	481,022	489,353	499,168	509,178	520,814	529,834
RN	13,097	13,133	13,097	13,097	13,097	13,133	13,097	13,097	13,097	13,133	13,097
RN - Step 6	118,853	121,275	123,212	125,683	128,204	131,135	133,405	136,080	138,809	141,983	144,441
RN - Step 7	41,642	42,489	43,168	44,033	44,917	45,943	46,739	47,676	48,632	49,744	50,605
RPN	153,638	182,506	185,486	189,163	192,914	197,279	200,653	204,635	208,695	213,421	217,075
Wage & Benefit Adjustment	48,969										
Project Benefits											
Additional RN Base Funding	21,214										
BSO Funding Nurses	2,713	2,686	2,730	2,785	2,841	2,906	2,956	3,015	3,076	3,146	3,201
BSO Funding PSW	4,118	4,146	4,214	4,299	4,385	4,485	4,563	4,654	4,748	4,856	4,940

Description Bobier Villa Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Direct Care Staff Funding	(530)	21,219	21,569	22,002	22,443	22,956	23,354	23,822	24,300	24,855	25,285
Education	2,856	2,919	2,966	3,026	3,087	3,157	3,212	3,276	3,342	3,418	3,477
HINF Costs Reimbursed	4,337	4,436	4,510	4,600	4,693	4,800	4,883	4,981	5,081	5,197	5,287
MDS RAI	7,978	5,952	6,051	6,172	6,296	6,440	6,552	6,683	6,817	6,973	7,093
New Hire Orientation	1,507	1,541	1,566	1,598	1,630	1,667	1,696	1,730	1,765	1,805	1,836
RPN Funding	13,432										
Training Coordinator	2,079	2,129	2,162	2,197	2,241	2,303	2,341	2,388	2,436	2,475	2,535
4) Operating Costs											
Development											
Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Equipment											
Equipment	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370
Incontinence											
Incontinence	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966	24,966
Medical Director											
Medical Director	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482	24,482
Mileage											
Travel	806	606	606	606	606	606	606	606	606	606	606
Project Costs											
Education	3,334	2,517	2,517	2,517	2,517	2,517	2,517	2,517	2,517	2,517	2,517
Falls Prevention	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700
HINF Costs Reimbursed	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459	3,459
HINF Supplemental Base Supplies	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524	13,524
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
Mattress Replacement	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630
Physiotherapy Services	47,196										
Safety/Sling Replacement	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Purchased Services											
Purchased Services	13,200	13,608	13,880	14,158	14,441	14,730	15,024	15,325	15,631	15,944	16,263
Repairs & Maintenance											
Repairs & Maintenance	3,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Supplies											
Medical Supplies	22,961	24,161	24,644	25,137	25,640	26,153	26,676	27,209	27,753	28,308	28,875
Travel - Other											
Travel - Other	500	500	500	500	500	500	500	500	500	500	500
Grand Total	1,010,225	857,317	872,459	899,883	922,545	956,923	972,826	999,552	1,027,676	1,065,982	1,088,395

Description	Bobier Villa Program & Support
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Supplies											
Supplies	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423	4,423
Travel - Other											
Travel - Other		200	200	200	200	200	200	200	200	200	200
Grand Total	20,444	11,573	9,436	7,843	6,296	5,369	3,205	1,567	(103)	(1,368)	(3,536)

Description Elgin Manor Building & Property
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(40,000)	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)	(45,046)	(45,947)	(46,866)	(47,804)	(48,760)
2) Wages											
Wages											
Maintenance Wages	52,064	53,253	54,135	55,220	56,328	57,615	58,613	59,788	60,987	62,381	63,461
Wage & Benefit Adjustment	68										
3) Benefits											
Benefits											
Maintenance Wages	27,594	28,224	28,691	29,267	29,854	30,536	31,065	31,688	32,323	33,062	33,635
Wage & Benefit Adjustment	(6,796)										
4) Operating Costs											
Development											
Development	500	510	520	531	541	552	563	574	586	598	609
Equipment											
Equipment	2,497	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Mileage											
Travel	96	98	100	102	104	106	108	110	112	115	117
Project Costs											
Facility Condition Audit		63,000					63,000				
Painting	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Purchased Services											
Purchased Services	105,000	107,100	109,242	111,427	113,655	115,928	118,247	120,612	123,024	125,485	127,994
Purchased Services - Sewage Treatment Plant											
Purchased Services - SP	81,000	82,620	84,272	85,958	87,677	89,431	91,219	93,044	94,904	96,802	98,739
Repairs & Maintenance											
Repairs/Maintenance	16,001	16,321	16,647	16,980	17,320	17,666	18,020	18,380	18,748	19,123	19,505
Repairs/Maintenance - SP											
Repairs/Maintenance - SP	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
Utilities											
Utilities	230,000	234,600	239,292	244,078	248,959	253,939	259,017	264,198	269,482	274,871	280,369
Grand Total	493,024	565,026	511,586	521,622	531,859	542,542	615,957	563,821	574,902	586,466	597,740

Description	Elgin Manor Dietary
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Supplies											
Supplies	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214	18,214
Travel - Other											
Travel - Other	100	100	100	100	100	100	100	100	100	100	100
Grand Total	759,422	761,359	773,339	787,881	803,019	821,033	834,593	850,675	867,079	885,544	900,916

Description Elgin Manor General & Admin
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Amortization	583,519	583,519	583,519	583,519	583,519	583,519	583,519	583,519	583,519	583,519	583,519
Development											
Development	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533
Equipment											
Equipment	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005
Legal & Professional											
Photocopy	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254	3,254
Memberships											
Memberships	9,028	9,209	9,393	9,581	9,772	9,968	10,167	10,370	10,578	10,789	11,005
Mileage											
Travel	700	700	700	700	700	700	700	700	700	700	700
Miscellaneous											
Miscellaneous	504	504	504	504	504	504	504	504	504	504	504
Office Supplies											
Office Supplies	5,000	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800
Postage/Courier											
Postage/Courier	550	550	550	550	550	550	550	550	550	550	550
Project Costs											
CMI Study	11,856	11,856									
Furniture Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Donations	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff Enrichment Donations	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Purchased Services											
Purchased Services	4,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004
Recognition											
Recognition	700	700	700	700	700	700	700	700	700	700	700
Reimbursed Supplies/Clothing											
Reimbursed Supplies/Services	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800
Repairs & Maintenance											
Repairs & Maintenance	400	400	400	400	400	400	400	400	400	400	400
Special - General Store											
Special - General Store	5,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Subscriptions & Publications											
Subscriptions	600	300	300	300	300	300	300	300	300	300	300
Telephone/Fax											
Telephone/Fax	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Travel - Other											
Travel - Other	500	500	500	500	500	500	500	500	500	500	500
Grand Total	(1,864,891)	(1,762,450)	(1,785,633)	(1,800,951)	(1,704,756)	(1,492,623)	(1,511,236)	(1,528,620)	(1,546,104)	(1,565,152)	(1,581,396)

Description OpCap Elgin Manor Housekeeping I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue											
HINF 1:1 Staffing HSKP	(500)	(497)	(506)	(516)	(526)	(538)	(548)	(559)	(569)	(583)	(593)
2) Wages											
Project Wages											
Floor Cleaning	1,843	1,890	1,921	1,960	1,999	2,045	2,080	2,122	2,165	2,214	2,252
HINF 1:1 Staffing HSKP	400	398	405	413	421	431	438	447	456	466	474
New Hire Orientation	800	821	834	851	868	888	903	922	940	961	978
Wages											
Housekeeping Staff	250,296	255,986	260,201	265,394	270,692	276,852	281,621	287,244	292,980	299,649	304,815
Manager of Support Services	14,971	15,330	15,567	15,819	16,135	16,585	16,854	17,193	17,538	17,822	18,248
Wage & Benefit Adjustment	(76)										
3) Benefits											
Benefits											
Housekeeping Staff	132,657	135,673	137,906	140,659	143,466	146,732	149,259	152,239	155,279	158,814	161,552
Manager of Support Services	4,192	4,292	4,359	4,429	4,518	4,644	4,719	4,814	4,911	4,990	5,109
Wage & Benefit Adjustment	26,736										
Project Benefits											
Floor Cleaning	460	473	480	490	500	511	520	531	541	554	563
HINF 1:1 Staffing HSKP	100	100	101	103	105	108	109	112	114	117	119
New Hire Orientation	200	205	209	213	217	222	226	230	235	240	245
4) Operating Costs											
Equipment											
Equipment	4,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Purchased Services											
Purchased Services	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Repairs & Maintenance											
Repairs/Maintenance	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Supplies											
Supplies	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136	17,136
Grand Total	459,615	441,206	448,014	456,351	464,932	475,014	482,720	491,831	501,124	511,781	520,298

Description OpCap Elgin Manor Laundry
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2) Wages											
Wages											
Laundry Staff	62,206	63,626	64,680	65,977	67,300	68,838	70,030	71,435	72,867	74,532	75,824
Wage & Benefit Adjustment	6										
3) Benefits											
Benefits											
Laundry Staff	32,969	33,722	34,280	34,968	35,669	36,484	37,116	37,860	38,620	39,502	40,186
Wage & Benefit Adjustment	(12,831)										
4) Operating Costs											
Purchased Services											
Purchased Services	119,280	119,280	119,280	119,280	119,280	119,280	119,280	119,280	119,280	119,280	119,280
Repairs & Maintenance											
Repairs/Maintenance	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Supplies											
Supplies	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284	2,284
Grand Total	205,114	220,112	221,724	223,708	225,733	228,086	229,910	232,059	234,251	236,798	238,774

Description OpCap Elgin Manor Nursing & Personal Care I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
P of Ont - NPC											
P of Ont - NPC	(3,260,636)	(3,450,120)	(3,519,122)	(3,589,505)	(3,661,295)	(3,734,521)	(3,809,211)	(3,885,395)	(3,963,103)	(4,042,365)	(4,123,213)
P of Ont - On Call Physician											
P of Ont - On Call Physician	(14,532)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)
Project Revenue											
Additional RN Base Funding	(106,068)										
BSO Funding Nurses	(19,069)	(18,586)	(18,899)	(19,286)	(19,681)	(20,140)	(20,496)	(20,915)	(21,343)	(21,840)	(22,225)
BSO Funding PSW	(26,079)	(25,824)	(26,260)	(26,798)	(27,346)	(27,984)	(28,479)	(29,061)	(29,655)	(30,346)	(30,881)
Education	(27,000)	(27,015)	(27,328)	(27,714)	(28,109)	(28,568)	(28,923)	(29,342)	(29,769)	(30,266)	(30,651)
Falls Prevention	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
HINF Costs Reimbursed	(1,816)	(1,833)	(1,846)	(1,862)	(1,877)	(1,896)	(1,910)	(1,927)	(1,944)	(1,964)	(1,979)
HINF Supplemental Base Supplies	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)	(21,348)
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)
MDS RAI	(54,995)	(47,955)	(48,170)	(49,152)	(50,154)	(51,319)	(52,222)	(53,285)	(54,370)	(55,631)	(56,609)
Physiotherapy Services	(74,520)										
PSW Train the Trainor	(2,401)	(2,456)	(2,497)	(2,547)	(2,598)	(2,658)	(2,705)	(2,759)	(2,815)	(2,880)	(2,930)
Recoveries											
Recoveries - Supplies & Service	(2,468)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
2) Wages											
Project Wages											
Training Coordinator	12,109	12,400	12,593	12,798	13,054	13,419	13,638	13,913	14,193	14,423	14,770
Project Wages - HCA											
BSO Funding PSW	20,861	20,659	21,008	21,438	21,877	22,387	22,783	23,249	23,724	24,276	24,705
Direct Care Staff Funding	(0)	41,149	43,340	44,209	45,095	46,126	46,925	47,866	48,826	49,942	50,807
Education	6,000	6,137	6,239	6,365	6,493	6,642	6,757	6,893	7,032	7,193	7,318
HINF Costs Reimbursed	592	605	616	628	641	655	667	680	694	710	722
New Hire Orientation	4,944	5,057	5,141	5,245	5,350	5,473	5,568	5,680	5,794	5,926	6,029
PSW Train the Trainor	1,920	1,964	1,997	2,037	2,079	2,126	2,164	2,207	2,252	2,303	2,343
Project Wages - RN											
Additional RN Base Funding	84,854										
Direct Care Staff Funding	(0)	8,175	8,608	8,780	8,956	9,161	9,320	9,507	9,697	9,919	10,091
Education	2,790	2,847	2,893	2,951	3,011	3,080	3,133	3,196	3,260	3,335	3,393
MDS RAI	43,996	914									
New Hire Orientation	2,434	2,485	2,525	2,577	2,629	2,690	2,737	2,793	2,850	2,916	2,967
Project Wages - RPN											
BSO Funding Nurses	15,254	14,869	15,119	15,429	15,745	16,112	16,397	16,732	17,074	17,472	17,780
Direct Care Staff Funding	(0)	32,919	34,672	35,367	36,076	36,901	37,540	38,293	39,061	39,953	40,646
Education	6,000	6,138	6,240	6,366	6,494	6,643	6,758	6,894	7,033	7,195	7,319
MDS RAI		37,633	38,374	39,160	39,962	40,893	41,616	42,467	43,334	44,343	45,125

Description OpCap Elgin Manor Nursing & Personal Care I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
New Hire Orientation	3,256	3,330	3,386	3,454	3,523	3,604	3,667	3,741	3,816	3,904	3,971
Wages											
DON - Manager of Resident Care	73,643	94,913	100,246	105,933	112,342	115,471	117,348	119,704	122,107	124,081	127,050
DON - Resident Care Coordinator	71,911	73,636	74,777	75,985	77,505	79,664	80,959	82,584	84,242	85,604	87,652
PSW	34,276	34,370	34,276	34,276	34,276	34,370	34,276	34,276	34,276	34,370	34,276
PSW - Step 1	3,106	8,801	8,947	9,126	9,309	9,522	9,687	9,881	10,080	10,310	10,488
PSW - Step 2	23,027	65,255	66,335	67,666	69,023	70,600	71,823	73,263	74,733	76,440	77,764
RN	31,629	31,748	31,697	31,736	31,775	31,903	31,857	31,899	31,942	32,073	32,030
RN - Step 7	356	364	369	377	384	393	400	408	416	426	433
RPN	11,948	12,028	12,041	12,090	12,139	12,223	12,242	12,295	12,348	12,437	12,459
Wage & Benefit Adjustment	1,042										
Wages - HCA											
PSW - Step 1	214,161	219,052	222,679	227,145	231,701	236,995	241,100	245,935	250,868	256,600	261,045
PSW - Step 2	1,587,858	1,624,124	1,651,016	1,684,128	1,717,899	1,757,158	1,787,590	1,823,441	1,860,009	1,902,513	1,935,464
Wage & Benefit Adjustment	(22,664)										
Wages - RN											
RN	376,328	431,776	438,672	447,469	456,443	466,880	474,961	484,486	494,202	505,501	514,251
RN - Step 7	71,954	82,553	83,871	85,553	87,269	89,264	90,810	92,631	94,488	96,649	98,322
Wage & Benefit Adjustment	(10,215)										
Wages - RPN											
RPN	464,107	434,753	441,952	450,815	459,856	470,364	478,511	488,108	497,897	509,273	518,096
Wage & Benefit Adjustment	340										
3) Benefits											
Benefits											
DON - Manager of Resident Care	20,620	26,575	28,069	29,661	31,456	32,332	32,857	33,517	34,190	34,743	35,574
DON - Resident Care Coordinator	20,135	20,618	20,938	21,276	21,702	22,306	22,669	23,124	23,588	23,969	24,543
PSW	18,166	18,216	18,166	18,166	18,166	18,216	18,166	18,166	18,166	18,216	18,166
PSW - Step 1	115,152	120,763	122,762	125,224	127,735	130,654	132,917	135,583	138,302	141,462	143,912
PSW - Step 2	853,769	895,371	910,196	928,451	947,069	968,711	985,489	1,005,253	1,025,413	1,048,845	1,067,011
RN	216,217	245,668	249,296	253,979	258,756	264,355	268,613	273,684	278,856	284,914	289,529
RN - Step 7	38,324	43,946	44,648	45,543	46,456	47,519	48,341	49,311	50,300	51,449	52,340
RPN	252,309	236,794	240,616	245,339	250,158	255,771	260,099	265,213	270,430	276,506	281,194
Wage & Benefit Adjustment	(68,291)										
Project Benefits											
Additional RN Base Funding	21,214										
BSO Funding Nurses	3,814	3,717	3,780	3,857	3,936	4,028	4,099	4,183	4,269	4,368	4,445
BSO Funding PSW	5,218	5,165	5,252	5,359	5,469	5,597	5,696	5,812	5,931	6,069	6,176
Direct Care Staff Funding	0	20,561	21,655	22,089	22,532	23,047	23,446	23,916	24,396	24,954	25,386
Education	3,698	3,781	3,843	3,920	3,999	4,091	4,162	4,246	4,331	4,431	4,508
HINF Costs Reimbursed	148	151	154	157	160	164	166	170	173	177	180

Description OpCap Elgin Manor Nursing & Personal Care I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
MDS RAI	10,999	9,408	9,795	9,992	10,192	10,425	10,606	10,819	11,036	11,288	11,483
New Hire Orientation	2,659	2,719	2,764	2,819	2,877	2,943	2,994	3,054	3,116	3,187	3,243
PSW Train the Trainor	480	491	500	510	520	532	541	552	563	576	586
Training Coordinator	3,027	3,100	3,148	3,199	3,263	3,355	3,409	3,478	3,548	3,606	3,692
4) Operating Costs											
Development											
Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Equipment											
Equipment	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Incontinence											
Incontinence	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420	39,420
Medical Director											
Medical Director	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832	32,832
Mileage											
Travel	400	400	400	400	400	400	400	400	400	400	400
Miscellaneous											
Miscellaneous	500	500	500	500	500	500	500	500	500	500	500
Project Costs											
Education	8,512	8,112	8,112	8,112	8,112	8,112	8,112	8,112	8,112	8,112	8,112
Falls Prevention	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
HINF Costs Reimbursed	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077
HINF Supplemental Base Supplies	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348	21,348
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
Mattress Replacement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Physiotherapy Services	74,520										
Safety/Sling Replacement	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Purchased Services											
Purchased Services	19,178	20,081	20,483	20,893	21,310	21,737	22,171	22,615	23,067	23,528	23,999
Repairs & Maintenance											
Repairs & Maintenance	5,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Supplies											
Medical Supplies	36,052	37,252	37,997	38,757	39,532	40,323	41,129	41,952	42,791	43,647	44,520
Travel - Other											
Travel - Other	300	300	300	300	300	300	300	300	300	300	300
Grand Total	1,301,183	1,532,523	1,550,848	1,582,711	1,616,417	1,661,020	1,676,139	1,706,265	1,736,997	1,782,012	1,800,597

Description	Elgin Manor Program & Support
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Supplies											
Supplies	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
Travel - Other											
Travel - Other	190	190	190	190	190	190	190	190	190	190	190
Grand Total	4,882	7,003	3,984	1,862	(149)	(1,082)	(4,101)	(6,227)	(8,394)	(9,924)	(12,845)

Description
OpCap

Terrace Lodge Adult Day
I) Net Income

Sum of Budget Row Labels	Column Labels 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Other Revenue											
Client Revenue	(75,000)	(75,000)	(75,000)	(76,500)	(76,500)	(76,500)	(78,030)	(78,030)	(78,030)	(79,591)	(79,591)
P of Ont - NPC											
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) Wages											
Wages											
Adult Day Staff	160,397	164,060	166,777	170,122	173,533	177,499	180,573	184,194	187,888	192,182	195,510
Wage & Benefit Adjustment	(418)	(2,463)	(4,468)	(6,474)	(8,478)	(10,485)	(12,489)	(14,500)	(16,506)	(18,511)	(20,418)
3) Benefits											
Benefits											
Adult Day Staff	85,010	86,952	88,392	90,164	91,973	94,074	95,704	97,623	99,581	101,856	103,620
Wage & Benefit Adjustment	(29,027)	(32,587)	(34,738)	(36,350)	(39,565)	(43,626)	(44,795)	(48,325)	(51,971)	(54,974)	(58,160)
4) Operating Costs											
Development											
Development	354	354	354	354	354	354	354	354	354	354	354
Equipment											
Equipment	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211	2,211
Lease Internal											
Building Occupancy	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Mileage											
Travel	504	504	504	504	504	504	504	504	504	504	504
Miscellaneous											
Miscellaneous	240	240	240	240	240	240	240	240	240	240	240
Office Supplies											
Office Supplies	306	306	306	306	306	306	306	306	306	306	306
Purchased Services											
Purchased Services	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189	42,189
Raw Food											
Raw Food	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807	18,807
Supplies											
Supplies	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401	1,401
Grand Total	0	0	0	(0)	0	(0)	0	0	(0)	0	(0)

Description Terrace Lodge Building & Property
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Recoveries	(4,700)	(4,794)	(4,890)	(4,988)	(5,087)	(5,189)	(5,293)	(5,399)	(5,507)	(5,617)	(5,729)
2) Wages											
Wages											
Maintenance Wages	52,069	53,259	54,140	55,226	56,334	57,621	58,619	59,795	60,994	62,388	63,468
Wage & Benefit Adjustment	63										
3) Benefits											
Benefits											
Maintenance Wages	27,597	28,227	28,694	29,270	29,857	30,539	31,068	31,691	32,327	33,066	33,638
Wage & Benefit Adjustment	(6,703)										
4) Operating Costs											
Development											
Development	500	510	520	531	541	552	563	574	586	598	609
Equipment											
Equipment	500	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Mileage											
Travel	748	763	778	794	810	826	842	859	876	894	912
Project Costs											
Facility Condition Audit							43,200				
Painting	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Purchased Services											
Purchased Services	91,000	92,820	94,676	96,570	98,501	100,471	102,481	104,530	106,621	108,753	110,928
Repairs & Maintenance											
Repairs/Maintenance	13,000	13,260	13,525	13,796	14,072	14,353	14,640	14,933	15,232	15,536	15,847
Supplies											
Supplies	500	510	520	531	541	552	563	574	586	598	609
Utilities											
Utilities	235,036	239,737	244,531	249,422	254,411	259,499	264,689	269,982	275,382	280,890	286,508
Grand Total	419,610	439,291	447,596	456,353	465,285	474,636	526,893	493,172	502,840	512,963	522,766

Description	Terrace Lodge Dietary
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Raw Food	366,408	351,510	369,017	372,707	376,434	380,199	387,422	394,783	402,284	409,928	417,716
Raw Food - Non-Resident											
Raw Food - Non-Resident	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Repairs & Maintenance											
Repairs/Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Supplies											
Supplies	29,570	29,170	29,170	29,170	29,170	29,170	29,170	29,170	29,170	29,170	29,170
Grand Total	889,366	879,227	907,123	924,257	941,964	962,858	978,753	997,558	1,016,739	1,038,583	1,056,310

Description Terrace Lodge General & Admin
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Basic											
Basic	(756,659)	(742,476)	(749,900)	(757,399)	(764,973)	(772,623)	(780,349)	(788,153)	(796,034)	(803,995)	(812,035)
P of Ont - NPC											
P of Ont - OA	(105,346)	34,481	34,826	35,174	35,526	35,881	36,240	36,602	36,968	37,338	37,711
P of Ont - On Call Physician											
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)
P of Ont - Structural Compliance											
P of Ont - Structural Compliance	(36,504)	(9,126)									
Private											
Private	(128,542)	(132,693)	(134,019)	(135,360)	(136,713)	(138,080)	(139,461)	(140,856)	(142,264)	(143,687)	(145,124)
Private - Basic Comp											
Private - Basic Comp	(422,159)	(434,525)	(438,871)	(443,259)	(447,692)	(452,169)	(456,690)	(461,257)	(465,870)	(470,529)	(475,234)
Project Revenue											
Donations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Palliative Care Donations	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Recoveries											
Recoveries	(35,334)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Respite											
Respite	(9,644)	(9,789)	(9,887)	(9,986)	(10,086)	(10,187)	(10,289)	(10,392)	(10,495)	(10,600)	(10,706)
Semi-Private											
Semi	(121,546)	(127,222)	(128,495)	(129,780)	(131,077)	(132,388)	(133,712)	(135,049)	(136,400)	(137,764)	(139,141)
Semi-Private - Basic Comp											
Semi - Basic Comp	(898,042)	(937,378)	(946,752)	(956,220)	(965,782)	(975,440)	(985,194)	(995,046)	(1,004,996)	(1,015,046)	(1,025,197)
2) Wages											
Wages											
Administrator TL	140,439	143,807	146,036	148,396	151,364	155,580	158,109	161,284	164,521	167,181	171,181
Clerk 1	58,437	59,839	60,766	61,748	62,983	64,737	65,790	67,111	68,458	69,565	71,229
Clerk 2	58,437	59,839	60,766	61,748	62,983	64,737	65,790	67,111	68,458	69,565	71,229
Director of Homes & Senior Services	48,950	50,124	50,901	51,724	52,758	54,228	55,109	56,216	57,344	58,272	59,666
Wage & Benefit Adjustment	23										
Wages - HCA											
Clerk - Temporary	12,554										
3) Benefits											
Benefits											
Administrator TL	39,323	40,266	40,890	41,551	42,382	43,562	44,271	45,160	46,066	46,811	47,931
Clerk - Temporary	6,653										
Clerk 1	16,362	16,755	17,015	17,289	17,635	18,126	18,421	18,791	19,168	19,478	19,944
Clerk 2	16,362	16,755	17,015	17,289	17,635	18,126	18,421	18,791	19,168	19,478	19,944
Director of Homes & Senior Services	13,706	14,035	14,252	14,483	14,772	15,184	15,431	15,740	16,056	16,316	16,706

Description	Terrace Lodge General & Admin
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Travel - Other	770	770	770	770	770	770	770	770	770	770	770
Grand Total	(1,796,945)	(1,655,622)	(1,446,950)	(1,131,689)	(815,136)	(828,281)	(844,934)	(860,031)	(875,199)	(892,229)	(905,772)

Description
OpCap

Terrace Lodge Housekeeping
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue											
HINF 1:1 Staffing HSKP	(500)	(497)	(506)	(516)	(526)	(538)	(548)	(559)	(569)	(583)	(593)
2) Wages											
Project Wages											
HINF 1:1 Staffing HSKP	400	398	405	413	421	431	438	447	456	466	474
Wages											
Housekeeping Staff	280,226	286,596	291,312	297,124	303,053	309,948	315,285	321,578	327,997	335,462	341,243
Manager of Support Services	29,942	30,660	31,135	31,638	32,271	33,170	33,709	34,386	35,076	35,643	36,496
Wage & Benefit Adjustment	(402)										
3) Benefits											
Benefits											
Housekeeping Staff	148,520	151,896	154,395	157,476	160,618	164,272	167,101	170,437	173,839	177,795	180,859
Manager of Support Services	8,384	8,585	8,718	8,859	9,036	9,288	9,438	9,628	9,821	9,980	10,219
Wage & Benefit Adjustment	37,098										
Project Benefits											
HINF 1:1 Staffing HSKP	100	100	101	103	105	108	109	112	114	117	119
4) Operating Costs											
Equipment											
Equipment	2,003	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803	1,803
Purchased Services											
Purchased Services	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070
Repairs & Maintenance											
Repairs/Maintenance	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596	1,596
Supplies											
Supplies	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100	22,100
Grand Total	532,537	506,305	514,129	523,665	533,546	545,246	554,103	564,598	575,302	587,450	597,385

Description Terrace Lodge Laundry
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2) Wages											
Wages											
Laundry Staff	72,709	73,493	74,706	76,201	77,726	79,499	80,872	82,491	84,142	86,061	87,549
Wage & Benefit Adjustment	(4)										
3) Benefits											
Benefits											
Laundry Staff	38,536	38,951	39,594	40,387	41,195	42,134	42,862	43,720	44,595	45,612	46,401
Wage & Benefit Adjustment	(19,708)										
4) Operating Costs											
Purchased Services											
Purchased Services	132,600	132,600	132,600	132,600	132,600	132,600	132,600	132,600	132,600	132,600	132,600
Repairs & Maintenance											
Repairs/Maintenance	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251
Supplies											
Supplies	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152
Grand Total	230,535	251,447	253,304	255,591	257,924	260,636	262,738	265,214	267,740	270,677	272,952

Description Terrace Lodge Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
P of Ont - NPC											
P of Ont - NPC	(3,562,757)	(3,854,744)	(3,931,839)	(4,010,476)	(4,090,685)	(4,172,499)	(4,255,949)	(4,341,068)	(4,427,889)	(4,516,447)	(4,606,776)
P of Ont - On Call Physician											
P of Ont - On Call Physician	(14,532)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)	(15,161)
Project Revenue											
Additional RN Base Funding	(106,068)										
BSO Funding Nurses	(20,782)	(20,873)	(21,219)	(21,644)	(22,078)	(22,583)	(22,974)	(23,435)	(23,905)	(24,451)	(24,874)
BSO Funding PSW	(23,279)	(23,286)	(23,672)	(24,146)	(24,631)	(25,193)	(25,630)	(26,144)	(26,668)	(27,277)	(27,750)
Education	(31,042)	(29,997)	(30,416)	(30,937)	(31,469)	(32,088)	(32,567)	(33,132)	(33,708)	(34,378)	(34,897)
Falls Prevention	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)	(9,996)
HINF Costs Reimbursed	(5,822)	(5,833)	(5,840)	(5,850)	(5,860)	(5,871)	(5,880)	(5,891)	(5,901)	(5,914)	(5,923)
HINF Supplemental Base Supplies	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)	(23,724)
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)
MDS RAI	(59,820)	(52,243)	(53,108)	(54,173)	(55,259)	(56,522)	(57,501)	(58,654)	(59,831)	(61,197)	(62,258)
Physiotherapy Services	(82,800)										
Recoveries											
Recoveries - Supplies & Service	(6,400)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
2) Wages											
Project Wages											
Training Coordinator	12,156	12,447	12,640	12,845	13,101	13,466	13,685	13,960	14,240	14,470	14,817
Project Wages - HCA											
BSO Funding PSW	18,624	18,629	18,937	19,317	19,704	20,155	20,504	20,915	21,334	21,822	22,200
Direct Care Staff Funding	(0)	42,634	43,340	44,209	45,095	46,126	46,925	47,866	48,826	49,942	50,807
Education	7,237	7,403	7,525	7,676	7,830	8,009	8,148	8,311	8,478	8,672	8,822
HINF Costs Reimbursed	372	380	387	394	402	412	419	427	436	445	453
New Hire Orientation	5,502	5,628	5,721	5,836	5,953	6,089	6,195	6,319	6,445	6,593	6,707
Project Wages - RN											
Additional RN Base Funding	84,854										
Direct Care Staff Funding	0	9,076	9,221	9,406	9,595	9,814	9,984	10,184	10,388	10,626	10,810
Education	6,770	6,907	7,018	7,159	7,302	7,469	7,599	7,751	7,906	8,087	8,227
New Hire Orientation	2,568	2,620	2,662	2,715	2,770	2,833	2,882	2,940	2,999	3,068	3,121
Project Wages - RPN											
BSO Funding Nurses	16,625	16,698	16,975	17,315	17,663	18,066	18,379	18,748	19,124	19,561	19,899
Direct Care Staff Funding	(0)	34,107	34,672	35,367	36,076	36,901	37,540	38,293	39,061	39,953	40,646
Education	6,026	6,164	6,266	6,392	6,520	6,669	6,784	6,920	7,059	7,221	7,345
MDS RAI	47,856	41,794	42,486	43,338	44,207	45,218	46,001	46,923	47,864	48,958	49,806
New Hire Orientation	1,731	1,771	1,800	1,836	1,873	1,916	1,949	1,988	2,028	2,074	2,110
Wages											
DON - CMI Supervisor	38,405	40,854	43,156	45,591	46,503	47,798	48,575	49,551	50,545	51,363	52,591

Description Terrace Lodge Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
DON - Manager of Resident Care	104,233	106,733	108,387	110,139	112,342	115,471	117,348	119,704	122,107	124,081	127,050
DON - Resident Care Coordinator	66,577	70,818	74,777	75,985	77,505	79,664	80,959	82,584	84,242	85,604	87,652
PSW	19,552	34,425	34,331	34,331	34,331	34,425	34,331	34,331	34,331	34,425	34,331
PSW - Step 1	1,875	14,669	14,912	15,211	15,516	15,870	16,145	16,469	16,799	17,183	17,481
PSW - Step 2	7,584	59,323	60,305	61,514	62,748	64,182	65,294	66,603	67,939	69,491	70,695
RN	39,738	23,641	23,576	23,576	23,576	23,641	23,576	23,576	23,576	23,641	23,576
RN - Step 6	598	611	620	633	645	660	672	685	699	715	727
RN - Step 7	1,467	1,497	1,521	1,552	1,583	1,619	1,647	1,680	1,714	1,753	1,783
RPN	5,785	9,169	9,174	9,206	9,239	9,298	9,307	9,342	9,377	9,439	9,451
Wage & Benefit Adjustment	6,419										
Wages - HCA											
PSW - Step 1	399,768	408,898	415,668	424,004	432,508	442,391	450,054	459,080	468,286	478,986	487,283
PSW - Step 2	1,616,728	1,653,653	1,681,034	1,714,748	1,749,134	1,789,106	1,820,091	1,856,594	1,893,828	1,937,104	1,970,654
Wage & Benefit Adjustment	24,515										
Wages - RN											
RN - Step 6	118,856	121,279	123,216	125,687	128,207	131,139	133,409	136,084	138,813	141,987	144,445
RN - Step 7	291,503	297,433	302,184	308,244	314,426	321,615	327,181	333,743	340,436	348,220	354,247
Wage & Benefit Adjustment	(22,200)										
Wages - RPN											
RPN	663,256	669,690	680,779	694,431	708,359	724,546	737,094	751,877	766,957	784,481	798,070
Wage & Benefit Adjustment	(196)										
3) Benefits											
Benefits											
DON - CMI Supervisor	10,754	11,439	12,084	12,766	13,021	13,384	13,601	13,874	14,153	14,382	14,726
DON - Manager of Resident Care	29,185	29,885	30,348	30,839	31,456	32,332	32,857	33,517	34,190	34,743	35,574
DON - Resident Care Coordinator	18,642	19,829	20,938	21,276	21,702	22,306	22,669	23,124	23,588	23,969	24,543
PSW	10,363	18,245	18,195	18,195	18,195	18,245	18,195	18,195	18,195	18,245	18,195
PSW - Step 1	212,871	224,490	228,207	232,783	237,453	242,878	247,085	252,041	257,095	262,970	267,525
PSW - Step 2	860,886	907,877	922,910	941,419	960,297	982,243	999,254	1,019,295	1,039,736	1,063,495	1,081,915
RN	21,062	12,530	12,496	12,496	12,496	12,530	12,496	12,496	12,496	12,530	12,496
RN - Step 6	63,311	64,601	65,633	66,950	68,292	69,854	71,063	72,488	73,941	75,632	76,941
RN - Step 7	155,274	158,433	160,964	164,192	167,485	171,314	174,279	177,774	181,340	185,485	188,696
RPN	354,592	359,795	365,675	372,928	380,327	388,937	395,593	403,446	411,457	420,777	427,986
Wage & Benefit Adjustment	58,829										
Project Benefits											
Additional RN Base Funding	21,214										
BSO Funding Nurses	4,156	4,175	4,244	4,329	4,416	4,517	4,595	4,687	4,781	4,890	4,975
BSO Funding PSW	4,656	4,657	4,734	4,829	4,926	5,039	5,126	5,229	5,334	5,456	5,550
Direct Care Staff Funding	(0)	21,454	21,808	22,246	22,692	23,210	23,612	24,086	24,569	25,130	25,565
Education	5,008	5,118	5,202	5,307	5,413	5,537	5,632	5,746	5,861	5,995	6,099

Description Terrace Lodge Nursing & Personal Care
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
HINF Costs Reimbursed	93	95	97	98	101	103	105	107	109	111	113
MDS RAI	11,964	10,448	10,622	10,835	11,052	11,304	11,500	11,731	11,966	12,239	12,452
New Hire Orientation	2,450	2,505	2,546	2,597	2,649	2,710	2,756	2,812	2,868	2,933	2,984
Training Coordinator	3,039	3,112	3,160	3,211	3,275	3,367	3,421	3,490	3,560	3,618	3,704
4) Operating Costs											
Development											
Development	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Equipment											
Equipment	10,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Incontinence											
Incontinence	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800	43,800
Medical Director											
Medical Director	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883	32,883
Mileage											
Travel	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002
Project Costs											
Education	6,000	4,404	4,404	4,404	4,404	4,404	4,404	4,404	4,404	4,404	4,404
Falls Prevention	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996
HINF Costs Reimbursed	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357
HINF Supplemental Base Supplies	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724	23,724
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
Mattress Replacement	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Physiotherapy Services	82,800										
Safety/Sling Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Purchased Services											
Purchased Services	19,994	21,671	22,104	22,546	22,997	23,457	23,926	24,405	24,893	25,391	25,899
Repairs & Maintenance											
Repairs & Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Supplies											
Medical Supplies	40,094	41,294	42,120	42,962	43,822	44,698	45,592	46,504	47,434	48,383	49,350
Travel - Other											
Travel - Other		500	500	500	500	500	500	500	500	500	500
Grand Total	1,789,963	1,740,617	1,758,268	1,791,220	1,823,782	1,874,758	1,892,517	1,927,155	1,962,487	2,013,658	2,035,599

Description	Terrace Lodge Program & Support
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Supplies											
Supplies	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Travel - Other											
Travel - Other	150	150	150	150	150	150	150	150	150	150	150
Grand Total	12,487	(8,502)	(12,201)	(14,943)	(17,587)	(19,106)	(22,844)	(25,641)	(28,494)	(30,656)	(34,356)

Description	Archives
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Federal Funding - Project Revenue											
Internship Term A - YCW Archives	(12,294)		(8,645)		(8,645)		(8,645)		(8,645)		(8,645)
Internship Term B - YCW Archives		(8,645)		(8,645)		(8,645)		(8,645)		(8,645)	
Summer Student - CSS	(2,940)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)	(3,675)
Summer Student - YCW Archives	(6,280)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)
Other Revenue											
Other Revenue	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Project Revenue											
Donations - Alma College	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Donations - Archives	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Internship Term A - YCW Archives	(7,000)										
2) Wages											
Project Wages											
Digitization	8,124	6,683	6,817	6,953	7,092	7,234	7,379	7,526	7,677	7,830	7,987
Internship Term A - YCW Archives	16,928	6,817	9,822	8,066	10,218	8,391	11,083	8,279	11,844	8,300	12,459
Internship Term B - YCW Archives		10,829	8,044	10,018	8,227	10,718	8,264	11,458	8,291	12,081	8,466
Summer Student - CSS	7,644	7,797	7,953	8,112	8,274	8,440	8,608	8,781	8,956	9,135	9,318
Summer Student - YCW Archives	7,644	8,911	9,089	9,271	9,456	9,645	9,838	10,035	10,236	10,440	10,649
Wages											
Archivist Assistant 1	65,543	67,115	68,155	69,257	70,642	72,609	73,790	75,271	76,782	78,024	79,890
Archivist Assistant 2	58,548	60,325	63,251	64,740	66,035	67,874	68,977	70,362	71,775	72,935	74,680
Wage/Benefit Adjustment	(1,362)										
3) Benefits											
Benefits											
Archivist Assistant 1	18,352	18,792	19,083	19,392	19,780	20,331	20,661	21,076	21,499	21,847	22,369
Archivist Assistant 2	16,393	16,891	17,710	18,127	18,490	19,005	19,314	19,701	20,097	20,422	20,911
Wage/Benefit Adjustment	992										
Project Benefits											
Digitization	2,031	1,671	1,704	1,738	1,773	1,809	1,845	1,882	1,919	1,958	1,997
Internship Term A - YCW Archives	4,232	1,704	2,455	2,016	2,555	2,098	2,771	2,070	2,961	2,075	3,115
Internship Term B - YCW Archives		2,707	2,011	2,504	2,057	2,679	2,066	2,864	2,073	3,020	2,117
Summer Student - CSS	1,911	1,949	1,988	2,028	2,069	2,110	2,152	2,195	2,239	2,284	2,330
Summer Student - YCW Archives	1,911	2,228	2,272	2,318	2,364	2,411	2,460	2,509	2,559	2,610	2,662
4) Operating Costs											
Acquisitions											
Acquisitions	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Amortization											
Amortization	4,790	4,790	4,790	4,790	4,790	4,790	4,790	4,790	4,790	4,790	4,790
Development											

Description	Archives
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Development	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Equipment											
Equipment	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Juvenile DVDs DO NOT USE											
Microfilming/Scanning/Conservatio	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563	6,563
Legal & Professional											
Photocopy	600	600	600	600	600	600	600	600	600	600	600
Memberships											
Memberships	997	997	997	997	997	997	997	997	997	997	997
Mileage											
Travel	800	800	800	800	800	800	800	800	800	800	800
Miscellaneous											
Miscellaneous	504	504	504	504	504	504	504	504	504	504	504
Office Supplies											
Office Supplies	503	503	503	503	503	503	503	503	503	503	503
Project Costs											
Donations - Alma College	5,066										
Promotions											
Promotions	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002	2,002
Purchased Services											
Purchased Services	997	997	997	997	997	997	997	997	997	997	997
Repairs & Maintenance											
Repairs/Maintenance	503	503	503	503	503	503	503	503	503	503	503
Subscriptions & Publications											
Publicatons	997	997	997	997	997	997	997	997	997	997	997
Supplies											
Supplies - Archival	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Travel - Other											
Travel - Other	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Grand Total	220,849	230,808	236,744	240,929	245,419	251,743	255,596	260,398	265,296	269,350	275,339

Description OpCap	Museum I) Net Income
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Sum of Budget Row Labels	Column Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue												
Federal Funding - Project Revenue												
Museum - YI Term A			(4,919)		(7,378)		(7,378)		(7,378)		(7,378)	
Museum - YI Term B				(7,378)		(7,378)		(7,378)		(7,378)		(7,378)
Museum Assistance Program	(9,700)											
Summer Student	(6,280)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)	(6,697)
Memberships												
Other Revenue - Events &	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Other Revenue - Gift Shop												
Other Revenue - Gift Shop	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
P of Ont - NPC												
Province of Ontario	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Project Revenue												
Donations - Museum	(124,580)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
2) Wages												
Project Wages												
Museum - YI Term A		12,166	8,044	11,409	8,227	12,165	8,264	12,963	8,291	13,647	8,466	
Museum - YI Term B			11,185	8,066	11,637	8,391	12,558	8,279	13,379	8,300	14,057	
Summer Student	8,736	8,911	9,089	9,271	9,456	9,645	9,838	10,035	10,236	10,440	10,649	
Wages												
Curator	79,901	81,818	83,085	84,428	86,117	88,516	89,954	91,760	93,603	95,116	97,392	
Museum Assistant 1	36,120	56,266	59,343	61,748	62,983	64,737	65,790	67,111	68,458	69,565	71,229	
Museum Assistant 2	31,675											
Wage/Benefit Adjustment	(746)											
3) Benefits												
Benefits												
Curator	22,372	22,909	23,264	23,640	24,113	24,784	25,187	25,693	26,209	26,633	27,270	
Museum Assistant 1	10,113	15,754	16,616	17,289	17,635	18,126	18,421	18,791	19,168	19,478	19,944	
Museum Assistant 2	8,869											
Wage/Benefit Adjustment	(6,744)											
Project Benefits												
Museum - YI Term A		3,041	2,011	2,852	2,057	3,041	2,066	3,241	2,073	3,412	2,117	
Museum - YI Term B			2,796	2,016	2,909	2,098	3,140	2,070	3,345	2,075	3,514	
Summer Student	2,184	2,228	2,272	2,318	2,364	2,411	2,460	2,509	2,559	2,610	2,662	
4) Operating Costs												
Acquisitions												
Acquisitions	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Advertising												
Advertising	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503	3,503
Conservation												

Description OpCap	Museum I) Net Income
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Sum of Budget Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Curatorial	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002	20,002
Development											
Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Equipment											
Equipment	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Legal & Professional											
Photocopy	500	500	500	500	500	500	500	500	500	500	500
Memberships											
Memberships	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501	30,501
Mileage											
Travel	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998
Miscellaneous											
Miscellaneous	504	504	504	504	504	504	504	504	504	504	504
Office Supplies											
Office Supplies	504	504	504	504	504	504	504	504	504	504	504
Project Costs											
Alma College Film - Alma College											
Donations		10,000									
Donations - Museum	124,080										
Museum Assistance Program	9,700										
Promotions											
Special - Events & Education	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004	5,004
Repairs & Maintenance											
Repairs/Maintenance	504	504	504	504	504	504	504	504	504	504	504
Shipping											
Shipping	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Special - General Store											
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
Subscriptions & Publications											
Publicatons	500	500	500	500	500	500	500	500	500	500	500
Grand Total	241,720	258,496	260,650	265,982	270,442	276,860	280,623	285,396	290,265	294,220	300,244

Description	Library Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Other Revenue											
Other Revenue	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)	(35,996)
P of Ont - NPC											
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)
Project Revenue											
Donations - Library	(15,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
InterLibrary Loans Postage		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Scott Sefton Book Project - Library	(1,000)										
Province of Ontario - Project Revenue											
Service Ontario	(4,250)										
2) Wages											
Wages											
Administrative Assistant	58,437	59,839	60,766	61,748	62,983	64,737	65,790	67,111	68,458	69,565	71,229
Collections Exchange Processing	43,094	43,958	44,639	45,361	46,268	47,556	48,330	49,300	50,290	51,103	52,325
Co-ordinator	81,849	76,656	80,851	85,442	89,641	92,138	93,636	95,516	97,433	99,008	101,377
Director	140,439	143,807	146,036	148,396	151,364	155,580	158,109	161,284	164,521	167,181	171,181
Driver Maintenance Person	43,094	43,958	44,639	45,361	46,268	47,556	48,330	49,300	50,290	51,103	52,325
Inter-Library Loans Clerk	43,094	43,958	44,639	45,361	46,268	47,556	48,330	49,300	50,290	51,103	52,325
Library Assistant Aylmer 1	25,321	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Aylmer 2	25,016	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Aylmer 3	23,226	27,767	30,048	31,349	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Aylmer 4	25,321	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Aylmer 5	26,935	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Belmont Springfield 1	25,321	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Belmont Springfield 2	25,147	25,653	26,051	26,472	27,001	27,753	28,205	28,771	29,348	29,823	30,536
Library Assistant Belmont Springfield 3	21,225	13,678	14,441	15,271	16,201	16,652	16,923	17,262	17,609	17,894	18,322
Library Assistant Dutton West Lorne Rodney 1	25,321	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Dutton West Lorne Rodney 2	30,640	31,249	31,733	32,246	32,891	33,807	34,357	35,046	35,750	36,328	37,197
Library Assistant Dutton West Lorne Rodney 3	24,548	19,195	20,259	21,400	22,716	24,284	24,679	25,174	25,680	26,095	26,719
Library Assistant Dutton West Lorne Rodney 4	22,540	28,437	30,057	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643

Description
OpCap

Library Services
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Library Assistant Dutton West Lorne Rodney 5	21,474	21,029	17,824	18,821	20,123	22,006	21,688	22,123	22,568	22,932	23,481
Library Assistant Dutton West Lorne Rodney 6	25,377	13,678	14,441	15,271	16,201	16,652	16,923	17,262	17,609	17,894	18,322
Library Assistant Dutton West Lorne Rodney 7	22,540	28,437	30,057	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Shedden Port Stanley 1	30,177	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Shedden Port Stanley 2	25,321	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Assistant Shedden Port Stanley 3	21,533	22,796	24,068	25,452	27,001	27,753	28,205	28,771	29,348	29,823	30,536
Library Assistant Shedden Port Stanley 4	21,563	23,698	25,047	26,472	27,001	27,753	28,205	28,771	29,348	29,823	30,536
Library Assistant Straffordville Port Burwell 1	24,253	26,936	27,353	27,795	28,351	29,141	29,615	30,209	30,816	31,314	32,063
Library Assistant Straffordville Port Burwell 2	22,965	16,026	17,465	17,811	18,167	18,673	18,977	19,358	19,747	20,066	20,546
Library Assistant Straffordville Port Burwell 3	28,595	17,263	18,235	18,530	18,901	19,427	19,743	20,140	20,544	20,876	21,376
Library Assistant Straffordville Port Burwell 4	30,177	30,784	31,261	31,766	32,401	33,304	33,845	34,525	35,218	35,787	36,643
Library Technician 1	49,068	50,047	50,822	51,643	52,676	54,143	55,023	56,128	57,255	58,181	59,573
Library Technician 2	43,830	46,422	48,881	51,643	52,676	54,143	55,023	56,128	57,255	58,181	59,573
Manager Prog & Comm Dev	72,795	74,541	75,696	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
On call hours	29,013	29,025	29,474	29,951	30,550	31,401	31,911	32,552	33,205	33,742	34,549
Student Aylmer	7,699	6,678	6,785	6,895	7,033	7,230	7,347	7,494	7,645	7,768	7,949
Student Belmont	2,836	2,460	2,500	2,540	2,591	2,664	2,707	2,761	2,816	2,862	2,929
Student Dutton	5,267	4,569	4,643	4,717	4,812	4,947	5,027	5,128	5,230	5,315	5,439
Student Port Burwell	7,293	6,326	6,428	6,532	6,662	6,849	6,960	7,100	7,242	7,359	7,531
Student Port Stanley	6,888	5,975	6,071	6,169	6,292	6,469	6,573	6,705	6,840	6,950	7,113
Student Rodney	4,862	4,217	4,286	4,355	4,442	4,566	4,640	4,733	4,828	4,906	5,021
Student Shedden	3,242	2,811	2,857	2,903	2,961	3,044	3,093	3,155	3,219	3,270	3,347
Student Springfield	3,242	2,811	2,857	2,903	2,961	3,044	3,093	3,155	3,219	3,270	3,347
Student Straffordville	7,293	6,326	6,428	6,532	6,662	6,849	6,960	7,100	7,242	7,359	7,531
Student West Lorne	3,444	2,987	3,036	3,085	3,146	3,234	3,287	3,353	3,420	3,475	3,556
Supervisor Aylmer	65,606	69,885	73,703	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Supervisor Belmont Springfield	71,596	74,541	75,696	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Supervisor Dutton West Lorne Rodney	72,431	65,293	68,872	72,789	77,208	80,643	81,954	83,600	85,278	86,657	88,730

Description	Library Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Supervisor Shedden Port Stanley	72,795	74,541	75,696	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Supervisor Straffordville Port											
Burwell	71,917	74,541	75,696	76,920	78,458	80,643	81,954	83,600	85,278	86,657	88,730
Wage/Benefit Adjustment	(2,215)										
Workshop Hours	4,450										
3) Benefits											
Benefits											
Administrative Assistant	16,362	16,755	17,015	17,289	17,635	18,126	18,421	18,791	19,168	19,478	19,944
Collections Exchange Processing	12,066	12,308	12,499	12,701	12,955	13,316	13,532	13,804	14,081	14,309	14,651
Co-ordinator	22,918	21,464	22,638	23,924	25,100	25,799	26,218	26,744	27,281	27,722	28,386
Director	39,323	40,266	40,890	41,551	42,382	43,562	44,271	45,160	46,066	46,811	47,931
Driver Maintenance Person	12,066	12,308	12,499	12,701	12,955	13,316	13,532	13,804	14,081	14,309	14,651
Inter-Library Loans Clerk	12,066	12,308	12,499	12,701	12,955	13,316	13,532	13,804	14,081	14,309	14,651
Library Assistant Aylmer 1	7,090	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Aylmer 2	7,004	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Aylmer 3	6,503	7,775	8,413	8,778	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Aylmer 4	7,090	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Aylmer 5	7,542	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Belmont											
Springfield 1	7,090	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Belmont											
Springfield 2	7,041	7,183	7,294	7,412	7,560	7,771	7,897	8,056	8,217	8,350	8,550
Library Assistant Belmont											
Springfield 3	5,943	3,830	4,044	4,276	4,536	4,663	4,738	4,833	4,931	5,010	5,130
Library Assistant Dutton West Lorne											
Rodney 1	7,090	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Dutton West Lorne											
Rodney 2	8,579	8,750	8,885	9,029	9,210	9,466	9,620	9,813	10,010	10,172	10,415
Library Assistant Dutton West Lorne											
Rodney 3	6,873	5,374	5,672	5,992	6,361	6,800	6,910	7,049	7,190	7,307	7,481
Library Assistant Dutton West Lorne											
Rodney 4	6,311	7,962	8,416	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Dutton West Lorne											
Rodney 5	6,013	5,888	4,991	5,270	5,635	6,162	6,073	6,195	6,319	6,421	6,575
Library Assistant Dutton West Lorne											
Rodney 6	7,106	3,830	4,044	4,276	4,536	4,663	4,738	4,833	4,931	5,010	5,130
Library Assistant Dutton West Lorne											
Rodney 7	6,311	7,962	8,416	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260
Library Assistant Shedden Port											
Stanley 1	8,449	8,620	8,753	8,894	9,072	9,325	9,477	9,667	9,861	10,020	10,260

Description	Library Services
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Vehicle Repairs/Maintenance	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Grand Total	2,787,614	2,870,377	2,928,638	2,995,017	3,060,381	3,136,295	3,182,264	3,238,775	3,296,417	3,345,742	3,414,973

Description Information Technology
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Project Revenue											
Graham Scott Enns	(13,000)										
Municipal Partner Support	(50,000)	(70,000)	(71,400)	(72,828)	(74,285)	(75,771)	(77,286)	(78,832)	(80,409)	(82,017)	(83,657)
2) Wages											
Wages											
Wages Admin Assistant	5,844	5,984	6,077	6,175	6,298	6,474	6,579	6,711	6,846	6,957	7,123
Wages IT Coordinator	83,171	85,166	86,485	87,884	89,641	92,138	93,636	95,516	97,433	99,008	101,377
Wages IT Manager	115,814	118,592	120,430	122,377	124,824	128,301	130,387	133,004	135,675	137,868	141,166
Wages Network Analyst	119,622	127,426	132,828	137,613	141,284	145,219	147,580	150,543	153,565	156,047	159,781
Wages Senior Network Analyst	79,901	81,818	83,085	84,428	86,117	88,516	89,954	91,760	93,603	95,116	97,392
3) Benefits											
Benefits											
Benefit Adjustment	(9,272)										
Wages Admin Assistant	1,636	1,675	1,701	1,729	1,764	1,813	1,842	1,879	1,917	1,948	1,994
Wages IT Coordinator	23,288	23,847	24,216	24,607	25,100	25,799	26,218	26,744	27,281	27,722	28,386
Wages IT Manager	32,428	33,206	33,720	34,266	34,951	35,924	36,508	37,241	37,989	38,603	39,527
Wages Network Analyst	33,494	35,679	37,192	38,532	39,560	40,661	41,322	42,152	42,998	43,694	44,739
Wages Senior Network Analyst	22,372	22,909	23,264	23,640	24,113	24,784	25,187	25,693	26,209	26,633	27,270
4) Operating Costs											
Amortization											
Amortization	191,538	231,071	339,324	411,681	451,295	495,472	492,655	526,113	481,142	487,145	518,201
Consultant											
Consultant	18,185	18,549	18,920	19,298	19,684	20,078	20,479	20,889	21,307	21,733	22,167
Development											
Development	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Mileage											
Mileage	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543	5,543
Subscriptions & Publications											
Subscriptions	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Supplies											
Supplies	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375
Support & Maint											
Support/Maintenance	319,486	331,876	338,514	345,284	352,190	359,234	366,419	373,747	381,222	388,846	396,623
Travel - Other											
Travel - Other	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157
Grand Total	994,582	1,067,871	1,194,431	1,284,760	1,342,610	1,408,715	1,421,555	1,473,235	1,446,852	1,469,377	1,522,164

Description Provincial Offenses Act
OpCap I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Miscellaneous											
Miscellaneous	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Municipal Payments											
Municipal Partner Payments	134,884	113,675	112,192	100,422	86,806	69,499	56,939	42,419	27,606	14,348	(2,877)
Office Supplies											
Office Supplies	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300	15,300
Parking Fines Municipal Partner Payments											
Parking Ticket MPP	9,135	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Project Costs											
Parking Software	5,000	10,000									
Purchased Services											
Purchased Services	23,727	23,727	23,727	23,727	23,727	23,727	23,727	23,727	23,727	23,727	23,727
Support & Maint											
Support - ICON & Mailing	36,001	36,001	36,001	36,001	36,001	36,001	36,001	36,001	36,001	36,001	36,001
Telephone/Fax											
Telephone/Fax	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297
Travel - Other											
Travel - Other	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Victim Fine Surcharge and Dedicated Fines											
Victim Fine Surcharge	323,545	323,545	323,545	323,545	323,545	323,545	323,545	323,545	323,545	323,545	323,545
Grand Total	(99,262)	(102,175)	(102,310)	(103,380)	(104,617)	(106,191)	(107,333)	(108,653)	(109,999)	(111,204)	(112,770)

Description	Ambulance
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
City of St. Thomas - Ambulance											
City of St. Thomas Share Excluding Provincial	(4,443,540)	(4,699,653)	(4,955,358)	(5,049,942)	(5,146,546)	(5,245,355)	(5,345,734)	(5,448,257)	(5,552,830)	(5,659,347)	(5,768,290)
City of St. Thomas Share of Provincial Revenue	2,221,770	2,200,126	2,343,109	2,470,827	2,515,360	2,560,848	2,607,382	2,654,643	2,702,918	2,752,159	2,802,310
P of Ont - NPC											
Province of Ontario - Overhead Allocation	(15,071)	(15,071)	(15,372)	(15,680)	(15,993)	(16,313)	(16,640)	(16,972)	(17,312)	(17,658)	(18,011)
Province of Ontario Share of Actual	(5,084,141)	(5,034,613)	(5,361,805)	(5,654,067)	(5,755,972)	(5,860,063)	(5,966,549)	(6,074,698)	(6,185,168)	(6,297,846)	(6,412,608)
PIL Township of Southwold											
Cross Border Revenue	(48,410)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)	(54,210)
Project Revenue											
Ambulance Veh Closed	(14,053)										
2) Wages											
Wages											
Director/CAO	55,481	59,001	59,915	60,883	62,101	63,831	64,868	66,171	67,499	68,590	70,232
Wage/Benefit Adjustment	8										
3) Benefits											
Benefits											
Director/CAO	15,535	16,520	16,776	17,047	17,388	17,873	18,163	18,528	18,900	19,205	19,665
Wage/Benefit Adjustment	(5,992)										
4) Operating Costs											
Amortization											
Amortization	289,925	374,679	459,433	459,433	459,433	459,433	459,433	459,433	459,433	459,433	459,433
Development											
Development	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Loss on Sale/Writedown											
Loss on Sale/Writedown	69,681										
Memberships											
Memberships	600	600	600	600	600	600	600	600	600	600	600
Mileage											
Travel	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Miscellaneous											
Miscellaneous	500	500	500	500	500	500	500	500	500	500	500
Municipal Payments											
Cross Border Payments	76,529	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010	88,010
Purchased Services											
Increase to Paramedic staffing		300,000	600,000	612,000	624,240	636,725	649,459	662,448	675,697	689,211	702,996
Purchased Services	9,705,926	9,960,754	10,159,969	10,363,168	10,570,432	10,781,840	10,997,477	11,217,427	11,441,775	11,670,611	11,904,023

Description	Ambulance
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Grand Total	2,833,248	3,205,143	3,350,066	3,307,070	3,373,841	3,442,217	3,511,260	3,582,122	3,654,313	3,727,758	3,803,148

Description
OpCap

Emergency Measures
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Other Revenue											
Other Revenue	(2,000)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)
2) Wages											
Wages											
CEMC and Fire Trainer	84,394	94,218	99,368	104,020	106,101	109,056	110,829	113,054	115,323	117,188	119,991
Wage/Benefit Adjustment	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)	(1,576)
3) Benefits											
Benefits											
CEMC and Fire Trainer	23,630	26,381	27,823	29,126	29,708	30,536	31,032	31,655	32,291	32,813	33,598
Wage/Benefit Adjustment	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)	(2,945)
4) Operating Costs											
Advertising											
Advertising	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Development											
Development	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800
Mileage											
Travel	149	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Miscellaneous											
Miscellaneous	300	300	300	300	300	300	300	300	300	300	300
Office Supplies											
Office Supplies	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
Purchased Services											
Purchased Services	7,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Repairs & Maintenance											
Repairs & Maintenance	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Supplies											
Supplies	500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Travel - Other											
Travel - Other	149	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Grand Total	118,901	131,478	138,070	144,025	146,688	150,470	152,740	155,588	158,493	160,879	164,468

Description	Economic Development
OpCap	I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Federal Funding - Project Revenue											
Students Tourism	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)
Grants											
Grants	(30,000)										
Memberships											
Membership Revenue	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Project Revenue											
Arts Trail	(5,500)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Bike Share		(18,250)	(18,250)	(18,250)	(18,250)	(18,250)	(18,250)	(18,250)	(18,250)	(18,250)	(18,250)
RED Workforce	(3,500)										
Savour Elgin	(10,000)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)
Tourism Member Signs	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)	(24,150)
Visitor Guide	(10,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
WOWC Staffing	(13,728)	(122,042)	(113,480)								
Province of Ontario - Project Revenue											
Students Tourism	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)	(4,068)
Recoveries											
Recoveries		(6,960)	(3,480)								
2) Wages											
Project Wages											
Students Tourism	25,276	25,782	26,297	26,823	27,360	27,907	28,465	29,034	29,615	30,207	30,812
WOWC Staffing	19,007	92,984	86,461								
Wages											
Admin Assistant	54,034	55,331	56,188	57,096	58,238	59,860	60,833	62,055	63,301	64,324	65,863
Business Development Co-ordinator	56,757	81,818	83,085	84,428	86,117	88,516	89,954	91,760	93,603	95,116	97,392
Manager	115,814	118,592	120,430	122,377	124,824	128,301	130,387	133,004	135,675	137,868	141,166
Marketing & Communications Co-ordinator	61,369										
Tourism Services Co-ordinator	65,543	67,115	68,155	69,257	70,642	72,609	73,790	75,271	76,782	78,024	79,890
Wage/Benefit Adjustment	5,138										
3) Benefits											
Benefits											
Admin Assistant	15,130	15,492	15,733	15,987	16,307	16,761	17,033	17,375	17,724	18,011	18,442
Business Development Co-ordinator	15,892	22,909	23,264	23,640	24,113	24,784	25,187	25,693	26,209	26,633	27,270
Manager	32,428	33,206	33,720	34,266	34,951	35,924	36,508	37,241	37,989	38,603	39,527
Marketing & Communications Co-ordinator	17,183										
Tourism Services Co-ordinator	18,352	18,792	19,083	19,392	19,780	20,331	20,661	21,076	21,499	21,847	22,369

Description
OpCap

Economic Development
I) Net Income

Sum of Budget	Column Labels										
Row Labels	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Quality of Life/Place Promotion		64,201	64,201	64,201	64,201	64,201	64,201	64,201	64,201	64,201	64,201
RED Workforce	3,500										
Residential Attraction		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Rural Development	9,000	21,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Savour Elgin	20,000	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500
SCOR		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Small Business Enterprise Center	35,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Students Tourism	2	2	2	2	2	2	2	2	2	2	2
Tourism Member Signs	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Tourism Product											
Development/Campaigns		31,215	31,215	31,215	31,215	31,215	31,215	31,215	31,215	31,215	31,215
Transportation Study		0									
Visitor Guide	25,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
WOWC Staffing	2,000	5,811	5,404								
Promotions											
Special Projects/Events	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Purchased Services											
Purchased Services	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Subscriptions & Publications											
Subscriptions	200	200	200	200	200	200	200	200	200	200	200
Telephone/Fax											
Telephone/Fax	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Travel - Other											
Travel - Other	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Vehicle/Repairs/Maint/Fuel											
Vehicle Maint/Costs	1,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Grand Total	833,613	1,304,943	953,471	964,392	973,592	986,390	994,356	1,004,190	1,014,221	1,022,605	1,034,854

Description OpCap	Land Division I) Net Income
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Sum of Budget Row Labels	Column Labels 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Recoveries											
Fees	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)	(150,168)
2) Wages											
Wages											
Committee	21,000	21,420	21,885	22,322	22,769	23,224	23,689	24,163	24,646	25,139	25,599
Director/CAO Backfill	3,666	3,782	3,841	3,903	3,981	4,092	4,158	4,242	4,327	4,397	4,502
Investigation	10,080	10,282	10,505	10,715	10,929	11,148	11,371	11,598	11,830	12,067	12,288
Planner - Outgoing	5,119	5,318									
Planner New	3,838	14,143	14,991	15,233	15,538	15,970	16,230	16,556	16,888	17,161	17,572
Secretary	51,111	52,733	53,550	54,416	55,504	57,050	57,978	59,142	60,329	61,304	62,771
Wage/Benefit Adjustment	1,765										
3) Benefits											
Benefits											
Committee	3,570	3,641	3,720	3,795	3,871	3,948	4,027	4,108	4,190	4,274	4,352
Director/CAO Backfill	1,026	1,059	1,075	1,093	1,115	1,146	1,164	1,188	1,211	1,231	1,261
Investigation	1,714	1,748	1,786	1,822	1,858	1,895	1,933	1,972	2,011	2,051	2,089
Planner - Outgoing	1,433	1,489									
Planner New	1,075	3,960	4,197	4,265	4,351	4,472	4,544	4,636	4,729	4,805	4,920
Secretary	14,311	14,765	14,994	15,236	15,541	15,974	16,234	16,560	16,892	17,165	17,576
Wage/Benefit Adjustment	(4,910)										
4) Operating Costs											
Development											
Development	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996	3,996
Furniture & Fixtures											
Legal & Professional	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Memberships											
Memberships	960	960	960	960	960	960	960	960	960	960	960
Mileage											
Travel	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981	2,981
Miscellaneous											
Amortization	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Office Supplies											
Subscriptions	960	960	960	960	960	960	960	960	960	960	960
Purchased Services											
Office Supplies	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472
Grand Total	(1)	19,541	15,746	18,001	20,657	24,120	26,529	29,363	32,254	34,795	38,130

Description OpCap	Planning I) Net Income
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Sum of Budget Row Labels	Column Labels 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Revenue											
Fees											
Planning & Process Fees	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
2) Wages											
Wages											
Admin Assistant	7,537	7,718	7,838	7,964	8,124	8,350	8,486	8,656	8,830	8,973	9,187
Planner - Outgoing	38,423	35,899									
Planner New	52,417	89,986	95,496	100,927	107,065	110,339	112,132	114,384	116,680	118,567	121,403
Wage/Benefit Adjustment	826										
3) Benefits											
Benefits											
Admin Assistant	2,110	2,161	2,195	2,230	2,275	2,338	2,376	2,424	2,472	2,512	2,572
Planner - Outgoing	10,758	10,052									
Planner New	14,677	25,196	26,739	28,259	29,978	30,895	31,397	32,028	32,671	33,199	33,993
Wage/Benefit Adjustment	(7,481)										
4) Operating Costs											
Development											
Development	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Memberships											
Memberships	800	800	800	800	800	800	800	800	800	800	800
Mileage											
Travel	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous											
Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Office Supplies											
Office Supplies	746	746	746	746	746	746	746	746	746	746	746
Project Costs											
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
Natural Heritage Study	30,000										
Official Plan - 5 year Review	20,000					21,000					22,000
Purchased Services											
Purchased Services	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Grand Total	183,815	185,558	146,813	153,927	161,988	187,468	168,937	172,037	175,199	177,796	203,702

Carry-Forward Net Income Report for 2019

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
0) CORPORATE ACTIVITIES	1,996,555	1,996,555	-
2) ADMINISTRATIVE SERVICES	-	(105)	105
3) FINANCIAL SERVICES	7,450	1,140	6,310
4) HUMAN RESOURCES	33,299	6,701	26,597
5) ADMINISTRATION BUILDING	64,000	13,335	50,665
7) ENGINEERING SERVICES	(9,154,449)	(9,097,842)	(56,607)
8) HOMES FOR SENIORS SERVICES			
Terrace Lodge Building & Property	(257,180)	(257,180)	-
Terrace Lodge Dietary	(0)	2,422	(2,422)
Terrace Lodge General & Admin	-		-
9) MUSEUM/ARCHIVES			
Archives	1,866	(7,734)	9,600
10) LIBRARY SERVICES	(9,525)	(9,525)	0
11) INFORMATION TECHNOLOGIES	(16,399)	(33,457)	17,058
12) PROVINCIAL OFFENSES	10,000		10,000
15) ECONOMIC DEVELOPMENT & TOURISM			
Economic Development	93,348	46,951	46,397
Planning	150,000	120,000	30,000
Grand Total	(7,081,036)	(7,218,740)	137,704

2019 Carry-Forward Net Income Projects for Corporate Activities

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
28101908 Cannabis Funding*		(68,445)	68,445
Province of Ontario - Project Revenue			
28101908 Cannabis Funding*	(68,445)		(68,445)
28101910 Efficiency Funding*	(725,000)	(725,000)	-
4) Operating Costs			
Project Grants			
28101201 IPM Scholarship*	40,000	40,000	-
28151201 Hospital Foundation Donation*	2,750,000	2,750,000	-
Grand Total	1,996,555	1,996,555	-

2019 Carry-Forward Net Income Projects for Financial Services

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
4) Operating Costs			
Project Costs			
59601601 Budget Programming Costs*	7,450	1,140	6,310
Grand Total	7,450	1,140	6,310

2019 Carry-Forward Net Income Projects for Human Resources

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
4) Operating Costs			
Project Costs			
21601505 Pay Equity*	33,299	6,701	26,597
Grand Total	33,299	6,701	26,597

2019 Carry-Forward Net Income Projects for Administrative Building

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
26601908 POA/Museum Project Completion (Landscape/Dra	(1,000)	(1,000)	-
4) Operating Costs			
Project Costs			
26601904 Miscellaneous Maintenance*	40,000	14,335	25,665
26601905 Miscellaneous Equipment*	20,000		20,000
26601906 Security Equipment*	5,000		5,000
Grand Total	64,000	13,335	50,665

2019 Carry-Forward Net Income Projects for Engineering Services

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Federal Funding - Project Revenue			
62001706 Federal Gas Tax*	(6,209,051)	(3,126,708)	(3,082,343)
Project Revenue			
60901711 Municipal Drains (5 year average)*	-	(10,641)	10,641
62001507 OCIF 2015-2019*		(2,073,624)	2,073,624
62001706 Federal Gas Tax*		(3,111,739)	3,111,739
Province of Ontario - Project Revenue			
60901701 Wonderland Road Reconstruction*	(125,000)		(125,000)
62001507 OCIF 2015-2019*	(3,305,616)	(1,231,903)	(2,073,713)
4) Operating Costs			
Project Costs			
60901711 Municipal Drains (5 year average)*	450,218	456,042	(5,824)
60901916 Road Signage Retroreflectivity Assessment*	35,000	731	34,269
Grand Total	(9,154,449)	(9,097,842)	(56,607)

2019 Carry-Forward Net Income Projects for Terrace Lodge Building & Property

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
45021208 Building Renovation*	(7,180)	(7,180)	-
Province of Ontario - Project Revenue			
45021208 Building Renovation*	(250,000)	(250,000)	-
Grand Total	(257,180)	(257,180)	-

2019 Carry-Forward Net Income Projects for Archives

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Federal Funding - Project Revenue			
29401906 Internship Term A - YCW Archives*	(12,294)	(14,515)	2,221
Project Revenue			
29401906 Internship Term A - YCW Archives*	(7,000)	(7,000)	(0)
2) Wages			
Project Wages			
29401906 Internship Term A - YCW Archives*	16,928	11,673	5,255
3) Benefits			
Project Benefits			
29401906 Internship Term A - YCW Archives*	4,232	2,107	2,125
Grand Total	1,866	(7,734)	9,600

2019 Carry-Forward Net Income Projects for Library Services

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
58101402 Aylmer Facility Improvements*	(9,525)	(9,525)	0
Grand Total	(9,525)	(9,525)	0

2019 Carry-Forward Net Income Projects for Information Technology

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
57801405 Palmer Estate Support*	(40,000)	(40,000)	-
4) Operating Costs			
Project Costs			
57801405 Palmer Estate Support*	23,601	6,543	17,058
Grand Total	(16,399)	(33,457)	17,058

2019 Carry-Forward Net Income Projects for Provincial Offenses Act

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
4) Operating Costs			
Project Costs			
59601801 Parking Software*	10,000		10,000
Grand Total	10,000		10,000

2019 Carry-Forward Net Income Projects for Economic Development

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
1) Revenue			
Project Revenue			
26851008 Tourism Member Signs*	(225,045)	(203,569)	(21,475)
26851911 RED Workforce*	(3,500)	(7,000)	3,500
Province of Ontario - Project Revenue			
26851911 RED Workforce*	-	3,500	(3,500)
4) Operating Costs			
Project Costs			
26851008 Tourism Member Signs*	309,392	251,230	58,163
26851909 Rural Development*	9,000	2,790	6,210
26851911 RED Workforce*	3,500		3,500
Grand Total	93,348	46,951	46,397

2019 Carry-Forward Net Income Projects for Planning

	Cum Budget	Actual Carry- Forward Work- In-Progress	Carry-Forward Budget Reserve
4) Operating Costs			
Project Costs			
26401701 Clean Water Initiative*	120,000	120,000	-
26401801 Official Plan - 5 year Review*	30,000		30,000
Grand Total	150,000	120,000	30,000

Capital Summary

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Grand Total
0) CORPORATE ACTIVITIES											
Corporate Activities	95,410	156,678	159,768	162,935	166,182	169,510	172,921	176,418	180,003	183,679	1,623,504
2) ADMINISTRATIVE SERVICES											
Agriculture									40,204		40,204
5) ADMINISTRATION BUILDING											
Administrative Building	3,315,000	620,000	365,000	1,780,000	50,000	50,000	100,000	350,000	350,000	700,000	7,680,000
7) ENGINEERING SERVICES											
Engineering Services	20,130,000	16,274,916	17,087,243	12,828,373	11,577,153	17,024,438	17,364,927	16,859,949	18,066,470	18,427,800	165,641,270
8) HOMES FOR SENIORS SERVICES											
Bobier Villa Building & Property	450,500	135,000	135,000	100,000	297,900	364,300	602,820	602,820	602,820	602,820	3,893,980
Bobier Villa Dietary	34,620				10,000	10,000	10,000	10,000	10,000	10,000	94,620
Bobier Villa Housekeeping				5,000							5,000
Bobier Villa Nursing & Personal Care	35,000	15,000	10,000	10,000	31,712	31,712	31,712	31,712	31,712	31,712	260,270
Elgin Manor Building & Property	345,500	328,750	259,750	387,000	291,600	306,600	449,600	449,600	449,600	449,600	3,717,600
Elgin Manor Dietary	50,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	16,000	20,000	175,000
Elgin Manor Housekeeping				5,000							5,000
Elgin Manor Nursing & Personal Care	20,000	15,000	20,000	52,000	34,884	34,884	34,884	34,884	34,884	34,884	316,304
Terrace Lodge Building & Property	75,000		150,000	140,000	140,000	156,800	200,000	200,000	200,000	200,000	1,461,800
Terrace Lodge Housekeeping	20,000			5,000							25,000
Terrace Lodge Nursing & Personal Care	25,000	86,950	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	271,950
9) MUSEUM/ARCHIVES											
Archives	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	210,000
Museum	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
10) LIBRARY SERVICES											
Library Services	372,628	339,979	346,759	398,674	360,717	367,915	375,272	382,792	435,479	398,335	3,778,550
11) INFORMATION TECHNOLOGIES											
Information Technology	634,137	388,823	363,012	450,452	298,846	574,796	364,848	398,706	450,366	377,985	4,301,971
14) AMBULANCE & EMERGENCY SERVICES											
Ambulance	395,780	403,696	497,727	638,234	428,405	436,973	914,376	454,627	560,522	718,755	5,449,095
15) ECONOMIC DEVELOPMENT & TOURISM											
Economic Development				8,500					8,500		17,000
Grand Total	26,038,575	18,816,792	19,466,260	17,043,169	13,760,398	19,600,928	20,694,360	20,025,508	21,496,559	22,215,569	199,158,118

Description	Corporate Activities
OpCap	II) Capital

Sum of Budget	Column Labels									
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5) Capital WIP										
Capital Assets - Work in Progress										
Ambulance Bldg R & M	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Modernization Tools	70,410	131,678	134,768	137,935	141,182	144,510	147,921	151,418	155,003	158,679
Grand Total	95,410	156,678	159,768	162,935	166,182	169,510	172,921	176,418	180,003	183,679

Description	Agriculture
OpCap	II) Capital

Sum of Budget	Column Labels
Row Labels	2028
5) Capital WIP	
Capital Assets - Work in Progress	
0000005 Truck KCCA	40,204
Grand Total	40,204

Description OpCap	Administrative Building II) Capital
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Sum of Budget Row Labels	Column Labels										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP											
Capital Assets - Work in Progress											
0000021 Exterior Building Capital Repairs/Parking		250,000									
0000023 Building Automation System Upgrades - Admin										75,000	
0000024 Cooling Tower Replacement - Admin	150,000										
0000026 Window Replacement		25,000	240,000								
0000028 Roof Repairs				125,000							
0000029 Interior Renovations	100,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000	50,000	150,000	
0000035 Building HVAC	15,000	185,000	15,000	15,000							
0000036 Elevator	2,580,000										
0000037 Accessibility/Major Capital Maintenance		25,000	25,000	1,500,000			50,000		125,000	350,000	
0000040 Building Envelope Repairs	15,000										
0000041 Roof Repairs - Admin	250,000									25,000	
0000042 Energy Savings - Electrical Upgrades	35,000										
0000043 Asbestos Removal	60,000			60,000							
0000044 Security Improvement - Card Access & Alarms	100,000								75,000		
0000045 Accessibility - Basement Hallway Handrails	10,000										
0000047 Electrical Upgrades		35,000	35,000	30,000							
0000048 Carpeting		50,000							100,000		
0000049 Landscaping											100,000
Grand Total	3,315,000	620,000	365,000	1,780,000	50,000	50,000	100,000	350,000	350,000	700,000	

Description OpCap	Engineering Services II) Capital
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Sum of Budget Row Labels	Column Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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5) Capital WIP											
Capital Assets - Work in Progress											
0000038 Road 2 Reconstruction - (West Lorne)									3,021,675		
0000039 Road 2 Rehabilitation - (West Lorne to Rd 5)								746,646			
0000040 Road 2 Rehabilitation - (Rd 5 to Eckker Drain)					1,326,510						
0000041 Road 2 Rehabilitation (Ecker Drain to Rd 8)								646,136			
0000042 Road 3 Resurfacing (McPherson to Dunborough Rd)								2,473,982			
0000043 Road 3 Resurfacing (Dunborough Rd to Iona Rd)								2,350,498			
0000044 Road 3 Resurfacing (Iona Rd to Shedden)				823,217							
0000045 Road 3 Resurfacing (Shedden to Talbotville)								1,524,880			
0000046 Road 4 Resurfacing (St. Thomas to Carlow Road)								1,623,954			
0000047 Road 4 Rehabilitation (Hwy3/4 to City limits)	650,000										
0000048 Road 5 Surface Treatment	45,000		52,020								
0000050 Road 7 Resurfacing (50% with C/K)					314,184						
0000051 Road 8 Resurfacing - Dutton								380,502			
0000052 Road 8 Rehabilitation (Hwy 401 to Thames River)								2,288,756			
0000053 Road 9 Surface Treatment (Rd 103 to Rd 76)	230,000										
0000054 Road 9 Microsurfacing (Rd 76 to Rd 5)					114,610						
0000055 Road 9 Microsurfacing (Rd 5 to Rd 8)								248,116			
0000057 Road 11 Rehabilitation								574,343			
0000058 Road 13 Reconstruction (Dutton)								1,343,962			
0000059 Road 14 (Rd 16 to Rd 3) Rehabilitation + SLOPE at Iona Bridge								2,883,201			
0000060 Road 14 (Rd 3 to Thames River) Rehabilitation								2,776,948			
0000061 Road 16 - Port Talbot Hill Drainage Rehabilitation								1,119,969			
0000062 Road 16 Rehabilitation (8 to 14)								3,321,712			
0000063 Road 16 Rehabilitation (14 to Fingal)								1,669,040			
0000064 Fingal Reconstruction (16 and 20)					106,121	2,617,321					
0000065 Road 16 Rehabilitation (Fingal to City)			2,543,778								
0000067 Road 18 (Rd 20 to Rd 119) Rehabilitation	790,000										
0000068 Road 18 (Rd 119 To GL entrance)			393,271								
0000069 Road 19 Resurfacing - Straffordville					347,546						
0000070 Road 19 Resurfacing - Eden					64,999						
0000071 Road 20 Resurfacing (Rd 21 to Thomas Road)	390,000										
0000072 Road 20 (Thomas Rd to Fingal) Rehabilitation						1,934,847					
0000073 Road 20 (Shedden) Resurfacing			122,400								
0000074 Road 20 Rehabilitaiton (Shedden to Road 18)								1,223,350			
0000075 Road 22 Rehabilitation (Rd 24 to Rd 27)								927,564			
0000076 Road 24 Rehabilitation (East Road to 1km east)								287,171			
0000077 Road 24 (Rd 23 to Yarmouth Centre Road) Resurfacing (paved shoulders)	1,100,000										
0000078 Road 24 Rehabilitation (Yarmouth Centre to Quaker Road)						1,033,723					
0000079 Road 25 Rehabilitation (incl. 0.5m PPS)		2,009,400									
0000080 Road 26 (Rd 25 to RR Tracks) Reconstruction		102,000	2,191,082								
0000081 Road 27 Surface Treatment (20 to Townline)					67,174						
0000082 Road 27 Rehabilitation - Union to Sparta		2,144,550									
0000083 Road 28 (Rd 45 to Rd 56) Resurfacing	460,000										
0000084 Wonderland Road Reconstruction	5,045,000										
0000085 Road 31 Rehabilitation			400,554								
0000086 Road 32 Rehabilitation								1,665,594			
0000087 Road 35 Microsurfacing (45 to Hwy 3)					317,036						

Description	Engineering Services
OpCap	II) Capital

Sum of Budget Row Labels	Column Labels										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
0000139 Kimble Bridge Replacement	480,000										
0000142 Culvert Rehabilitations	300,000	408,000	312,120	265,302	270,608			1,723,029			
0000144 Road 11 Shouldering	20,000										
0000145 Road 16 Shouldering	85,000										
0000147 Sunset at Talbotville Gore Turning Lanes (additional to Rehab. Project)	150,000										
0000148 Imperial Road Turning Lane (north of College Line)	105,000										
0000154 Wellington Road at McBain Line Traffic Signal Engineering		51,000									
0000156 Multiple Bridge and Culvert Repair Tender - Engineering and Admin.			234,090								
0000159 Elm Street at Centennial Road Intersection Improvements			572,220								
0000160 Wellington Road at McBain Line Traffic Signals			416,160								
0000161 Talbot Line (Talbotville) new development access			156,060								
0000162 Talbot Line and Sunset Road Traffic Signal Optimization (MTO)			260,100								
0000164 Multiple Bridge and Culvert Repair Tender				1,591,812							
0000168 Furnival Road and Hoskins Line Intersection Improvements								344,606			
0000169 Colborne and Warren Street Intersection Improvements								287,171			
0000170 Sunset Road at East Road Intersection Improvements								172,303			
0000171 East Road at Hill Street Intersection Improvements								172,303			
0000172 Sunset Road at Southdale Line Signal Optimization								114,869			
0000173 Sunset Road at Glenwood Avenue Left Turn Lane								172,303			
0000174 Sunset Road at Sparta Line Traffic Signals and Intersection Improvements								574,343			
0000175 Ron McNeil Line at Omemee Street Intersection Improvements								172,303			
0000176 Whittaker Road and Nelson Street Intersection Improvements								172,303			
0000177 Belmont West Bridge Replacement - B32								1,837,897			
0000179 King Bridge Replacement - B38								1,723,029			
0000180 Calton Bridge Rehabilitation - B47								918,949			
0000183 Walkers Bridge Rehabilitation - B03								201,020			
0000184 Willeys Bridge Repairs - B05								68,921			
0000185 Gillets Bridge Repairs - B27								45,947			
0000186 Lings Bridge Deck Repairs - B16								34,461			
0000187 Dodds Creek Bridge Repairs - B60								11,487			
0000188 Glen Erie West Bridge Removal and Culvert Installation								1,148,686			
0000189 Road Sign Replacements West Half								574,343			
0000190 Road Sign Replacements East Half								574,343			
0000191 Highbury Ave. Slope Rehabilitation								574,343			
0000193 Traffic Signal Replacements								3,446,057			
0000194 Road 9 Surface Treatment (Rd 8 to Rd 14)	280,000										
0000195 Road 18 (Rd 14 to Rd 20) Rehabilitation		999,090									
0000196 Sparta Reconstruction	150,000										
0000197 Road 34 Resurfacing					156,953						
0000230 Meeks Bridge Replacement	250,000	1,275,000									
0000233 Port Bruce Bridge Replacement	2,600,000										
0000259 Bothwell Bridge Rehabilitation	75,000	1,045,500									
0000260 Iona Road Replacement (EA and possible road realignment)				106,121				1,768,976			
0000261 St. George Street Bridge Rehabilitation	280,000										
0000264 Port Burwell Major Rehabilitation - B45								402,040			
0000265 Eden Bridge Rehabilitation - B53		102,000	1,144,440								
0000266 Wonderland Road and Talbot Line EA partnered with MTO	125,000										
0000267 Road Sign Replacements	45,000										
0000268 Capital Budget years 6-10 smoothing						17,024,438	17,364,927	(70,883,635)	18,066,470	18,427,800	

Description OpCap	Engineering Services II) Capital
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Sum of Budget Row Labels	Column Labels										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
0000269 Port Burwell Storm Sewer Replacement (Phase 1C)			182,070								
0000270 Port Burwell Storm Sewer Replacement (Phase 1D)				185,711							
0000271 Port Burwell Storm Sewer Replacement (west of Chatham St.) - 2025								201,020			
0000272 Port Burwell Storm Sewer Replacement (north of Wellington St) - 2027								201,020			
0000278 Pickup Truck Replacement					48,709						
0000279 Port Burwell Reconstruction (CRs 19, 142, 50 ~ 2km) - 2028								4,594,743			
Grand Total	20,130,000	16,274,916	17,087,243	12,828,373	11,577,153	17,024,438	17,364,927	16,859,949	18,066,470	18,427,800	

Description OpCap	Bobier Villa Building & Property II) Capital
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Sum of Budget	Column Labels										
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP											
Capital Assets - Work in Progress											
0000018 Security/Resident Safety	25,000										
0000022 Misc Bldg	5,500	135,000	135,000	100,000	297,900	364,300	602,820	602,820	602,820	602,820	
0000030 Parking Lot Resurfacing	65,000										
0000031 Caulking/Weatherproofing Windows	15,000										
0000032 Flat Roof	140,000										
0000033 Energy Savings - Parking Lot Lighting Improvements	10,000										
0000034 Building Envelope & Eavestrough Repairs	30,000										
0000035 Building Automation System	25,000										
0000036 Flooring Replacement	20,000										
0000037 Energy Savings - Electrical Upgrades	10,000										
0000039 Tub Room Upgrades	75,000										
0000040 Landscaping	30,000										
Grand Total	450,500	135,000	135,000	100,000	297,900	364,300	602,820	602,820	602,820	602,820	

Description	Bobier Villa Housekeeping
OpCap	II) Capital

Sum of Budget	Column Labels	
Row Labels		2023
5) Capital WIP		
Capital Assets - Work in Progress		
0000012 Microfibre Cleaning System		5,000
Grand Total		5,000

Description OpCap	Elgin Manor Building & Property II) Capital
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Sum of Budget Row Labels	Column Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5) Capital WIP											
Capital Assets - Work in Progress											
0000016 Pumps & Equipment (STP)		15,000									
0000022 HVAC		15,000									
0000025 Misc Bldg		5,500	328,750	259,750	387,000	291,600	306,600	449,600	449,600	449,600	449,600
0000031 140 Hotwater Tank Re-lining		10,000									
0000032 Security Improvements - NVR Cameras		30,000									
0000033 Flat Roof Repairs		25,000									
0000034 Sidewalk Repairs		25,000									
0000035 Building Automation System		10,000									
0000036 Flooring Replacement		25,000									
0000037 Energy Savings - Electrical Upgrades		20,000									
0000038 Spa Renovation		40,000									
0000040 Refurbishment of Train #2		100,000									
0000041 Misc. Maintenance, Calibration & Lifecycle Equipment Replacement		25,000									
Grand Total		345,500	328,750	259,750	387,000	291,600	306,600	449,600	449,600	449,600	449,600

Description	Elgin Manor Dietary
OpCap	II) Capital

Sum of Budget	Column Labels										
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP											
Capital Assets - Work in Progress											
0000019 Kitchen Equipment	50,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	16,000	20,000	
Grand Total	50,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	16,000	20,000	

Description	Elgin Manor Housekeeping
OpCap	II) Capital

Sum of Budget	Column Labels	
Row Labels		2023
5) Capital WIP		
Capital Assets - Work in Progress		
0000012 Microfibre Cleaning System		5,000
Grand Total		5,000

Description OpCap	Terrace Lodge Building & Property II) Capital
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Sum of Budget	Column Labels									
Row Labels	2020	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP										
Capital Assets - Work in Progress										
0000017 Misc Capital		150,000	140,000	140,000	156,800	200,000	200,000	200,000	200,000	
0000020 Lawn Sign Replacement	75,000									
Grand Total	75,000	150,000	140,000	140,000	156,800	200,000	200,000	200,000	200,000	

Description	Terrace Lodge Housekeeping
OpCap	II) Capital

Sum of Budget	Column Labels	2020	2023
Row Labels			
5) Capital WIP			
Capital Assets - Work in Progress			
0000013 Microfibre Cleaning System			5,000
0000014 Housekeeping Equipment		20,000	
Grand Total		20,000	5,000

Description	Library Services
OpCap	II) Capital

Sum of Budget	Column Labels										
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP											
Capital Assets - Work in Progress											
0000042 Aylmer Facility Improvements	39,296										
0000043 Accessibility Renos	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
0000044 Library Van Replacement				45,000						45,000	
0000045 Book Purchases - Library	298,332	304,979	311,759	318,674	325,717	332,915	340,272	347,792	355,479	363,335	
Grand Total	372,628	339,979	346,759	398,674	360,717	367,915	375,272	382,792	435,479	398,335	

Description	Information Technology
OpCap	II) Capital

Sum of Budget	Column Labels									
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5) Capital WIP										
Capital Assets - Work in Progress										
Dietary Hardware	25,000					25,000				
Dietary Software	20,088	20,892	21,727	22,596	23,500	24,440	25,418	26,434	27,492	28,591
Hardware Replacement	229,282	181,468	178,094	195,452	183,591	251,766	198,923	194,901	213,556	200,287
HCM System	75,000	100,000	75,000							
Other Licenses	71,440	72,869	74,326	75,813	77,329	78,876	80,453	82,062	83,703	85,377
Phone System Replacement								80,000		
Photocopiers	13,327	13,594	13,865	14,143	14,426	14,714	15,008	15,309	15,615	15,927
Server Replacement				100,000					110,000	
Storage Replacement	160,000					180,000				
Website Development	40,000			42,448			45,046			47,803
Grand Total	634,137	388,823	363,012	450,452	298,846	574,796	364,848	398,706	450,366	377,985

Description	Ambulance
OpCap	II) Capital

Sum of Budget	Column Labels										
Row Labels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
5) Capital WIP											
Capital Assets - Work in Progress											
0000034 Ambulance Veh	345,780	352,696	359,750	410,242	374,283	381,769	389,404	397,193	405,136	461,999	
0000035 Defibs							468,664				
0000038 ERV Replacement			85,958	87,677					96,802	98,739	
0000039 Laptops				87,255						98,263	
0000041 Power Lifts	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	
Grand Total	395,780	403,696	497,727	638,234	428,405	436,973	914,376	454,627	560,522	718,755	

Description	Economic Development
OpCap	II) Capital

Sum of Budget	Column Labels	
Row Labels	2023	2028
5) Capital WIP		
Capital Assets - Work in Progress		
0000041 Tourism Van	8,500	8,500
Grand Total	8,500	8,500