

2021 DRAFT OPERATING BUDGET OVERVIEW



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sound
where you want to live

**owen
sound**
where you *want* to live

THE SCENIC CITY

Protected by the Niagara Escarpment, Owen Sound is a beautiful, green city home to cultural riches. With a population of almost 22,000 residents, the City of Owen Sound continues to be the urban heart of Grey County and a welcoming community to raise a family, start a business, or just enjoy an unrivalled quality of life.

Appendix A - Full Budget & Variance Detail Sheets

Appendix B - Service Level Business Cases

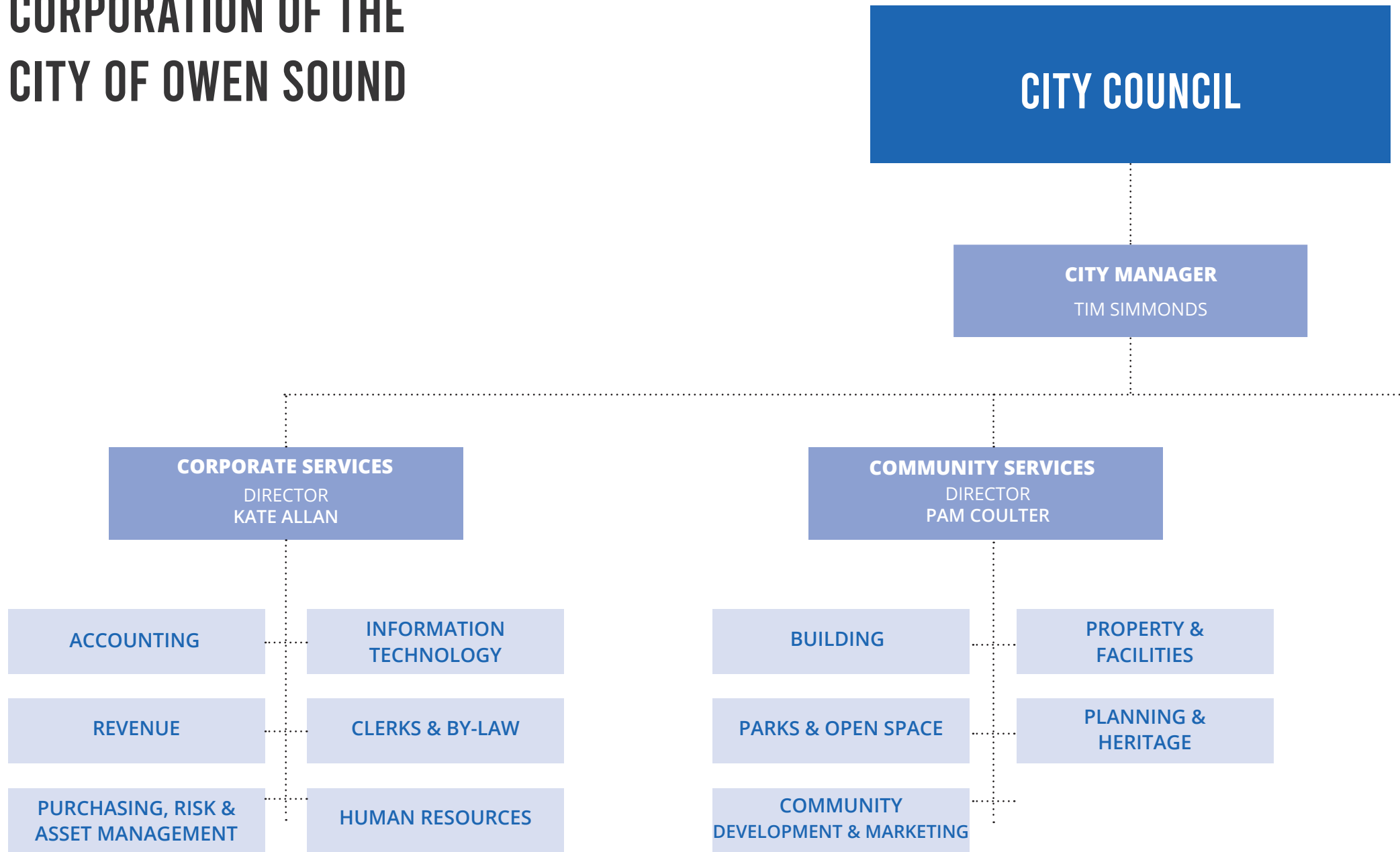
Appendix C - Fleet Replacement Schedule

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CORPORATION OF THE CITY OF OWEN SOUND



POLICE SERVICES
CHIEF
CRAIG AMBROSE

NORTH GREY UNION PUBLIC LIBRARY
CEO & CHIEF LIBRARIAN
TIM NICHOLLS HARRISON

PUBLIC WORKS & ENGINEERING
DIRECTOR
DENNIS KEFALAS

FIRE & EMERGENCY SERVICES
CHIEF
DOUG BARFOOT

TOM THOMSON ART GALLERY
DIRECTOR & CHIEF CURATOR
AIDAN WARE

ENGINEERING

ROADS & WINTER
MAINTENANCE

STORMWATER

WATER &
WASTEWATER

WASTE MANAGEMENT

TRANSPORTATION



OWEN SOUND BY THE NUMBERS



282 KM

of roadway to maintain in Owen Sound

210,000

unique visitors to the City's website in 2020, with over

500,000

page views



Winter maintenance
Public Works staff operate

24/7



to clear snow & ensure public safety

64,000



phone calls to the City in the past 12 months; average wait time to speak to a staff member is

10 SECONDS



1.4 MILLION +

square metres of outdoor recreation space in the City

209,864

in-person Library visits in 2019, total materials borrowed was

317,436



192,756



regular service passenger trips on City buses in 2019

33

new business licences issued so far in 2020, plus

13

changes in ownership or location of existing local businesses



111 KM



of stormwater drainage in Owen Sound

22,000



total visitors to the Tom Thomson Art Gallery in 2019



184 BUILDING

permits issued to date in 2020, with a construction value of

\$64,918,613

17,520

total social media followers on the City's Instagram & Facebook pages



44



new trees planted in 2020 throughout Owen Sound. These trees are considered mature and not saplings.

160 KM



of maintained trails throughout the City

OPERATIONAL EFFICIENCIES 2020

INDIGENOUS
OUTREACH
COORDINATOR



emily kewageshig

mooshknemgog bmaadziwin • full circle

The Tom Thomson Art Gallery was successful in achieving full grant funding for a four-month Indigenous Outreach Coordinator position that will support building Indigenous relationships in 2020 and 2021 and contribute to the development of an important exhibition project in 2021.

Artwork featured here is an installation shot of Indigenous artist Emily Kewageshig's exhibition.

WHAT FUNDS THE OPERATING BUDGET?

PROPERTY TAXES

76%

Property tax bills are divided between the City of Owen Sound, the County of Grey and the local school boards. Owen Sound uses its portion (the municipal tax levy) of the taxes to pay for City programs and services. This includes the services Owen Sound families rely on, including fire and emergency prevention services, parks and trails, recycle collection, snow removal and Capital Budget assets, repairs and investments such as road repairs and building maintenance.

GRANTS

7%

The City of Owen Sound benefits from over \$3 million in grant funding for the 2021 Operating Budget. City Staff work hard to utilize grants from the government and other organizations to extend the investment of each tax payer's dollar in City services.

USER FEES & OTHER REVENUE

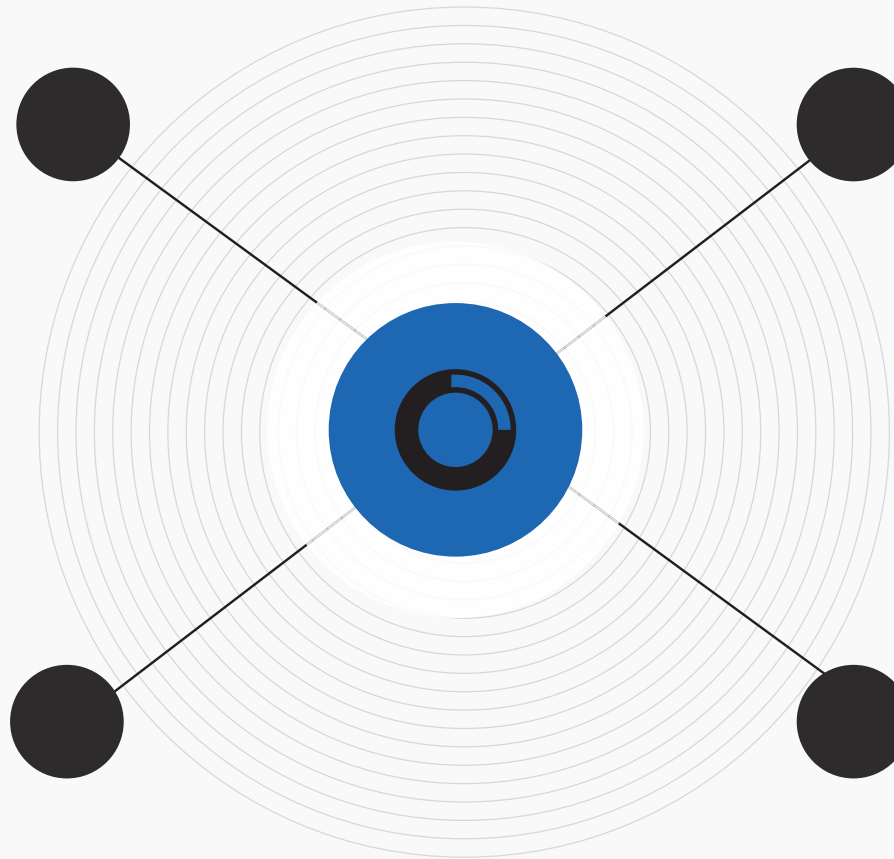
12%

User fees and other revenue contribute significantly to the operating budget to help maintain the high value of services provided by the City that are only used by a portion of residents, visitors and developers. This also helps ensure that tax payers' receive the highest value for their dollars spent on core services.

OMPF

5%

Ontario Municipal Partnership Fund (OMPF) is the Province's main general assistance grant to municipalities. The program primarily supports northern and rural municipalities across the province with limited property assessment. The 2021 OMPF will provide a total of \$500 million to 389 municipalities across the province.



Please note that Water & Wastewater fees and revenues are not included in the 2021 Operating Budget. On May 11, 2020 Council approved that surcharges will remain unchanged from the 2019-2020 water and wastewater rates. Water Operations are a separate and self-funded operation of the City that functions independently of other services offered in order to ensure that respective systems, pipes, and equipment are properly maintained, tested and replaced in accordance with provincial regulations and continues to offer water of the highest quality to City of Owen Sound residents. Water operations account for approximately \$12 million annually.



NON-TAX REVENUE

The City of Owen Sound implements user fees and service charges to help offset the required tax levy for core services provided. These other sources of revenue contribute to the Operating Budget and help enhance the quality of services offered. A few samples of such fees and the average total yearly amount they provide the City are listed below:

- Garbage Bag Tags - \$416,000
- Marriage & Business Licences - \$73,000
- Parking Tickets & Fines - \$87,000
- Campground Rentals - \$273,000
- Bus Tickets & Passes - \$332,000
- Facility Bookings - \$909,000

WATERING TRUCK REFILL EFFICIENCY

The City uses a 2500L water tank truck each day to water flowers in the downtown and on bridges. In 2020, staff identified that this truck (that needs to be refilled two to three times a day) could be filled using the yard hydrant at Harrison Park (intended to flood the outdoor ice rink) instead of driving to Public Works to fill with bulk water. Without the commute to Public Works and avoiding line ups at the fill station, staff save an estimated three hours per eight hour shift in driving and wait times. This operational efficiency allowed for the watering run to be completed in full each day and ensured the flowers growing season be extended as long as possible.

TRANSPARENCY & ACCOUNTABILITY

One of the main purposes of this Budget Book is to help Council, citizens and other stakeholders understand how the City's revenues and other sources of funds are allocated to programs, services, infrastructure building and maintenance, and reserves that help ensure the long-term financial sustainability of the City. The Operating Budget supports the Capital Budget and ensures the City's core services provision and customer service are of the highest priority and quality.

To help maintain transparency and accountability in regards to the City of Owen Sound's annual budget, detailed budget reports, financial statements, tax rates, financial informations returns and more can be found on our website at:

[OWENSOUND.CA/BUDGET](https://www.owensound.ca/budget) or [OWENSOUND.CA/TAX](https://www.owensound.ca/tax)



2021 BUDGETED OPERATING EXPENDITURES & REVENUES BY SERVICE TYPE

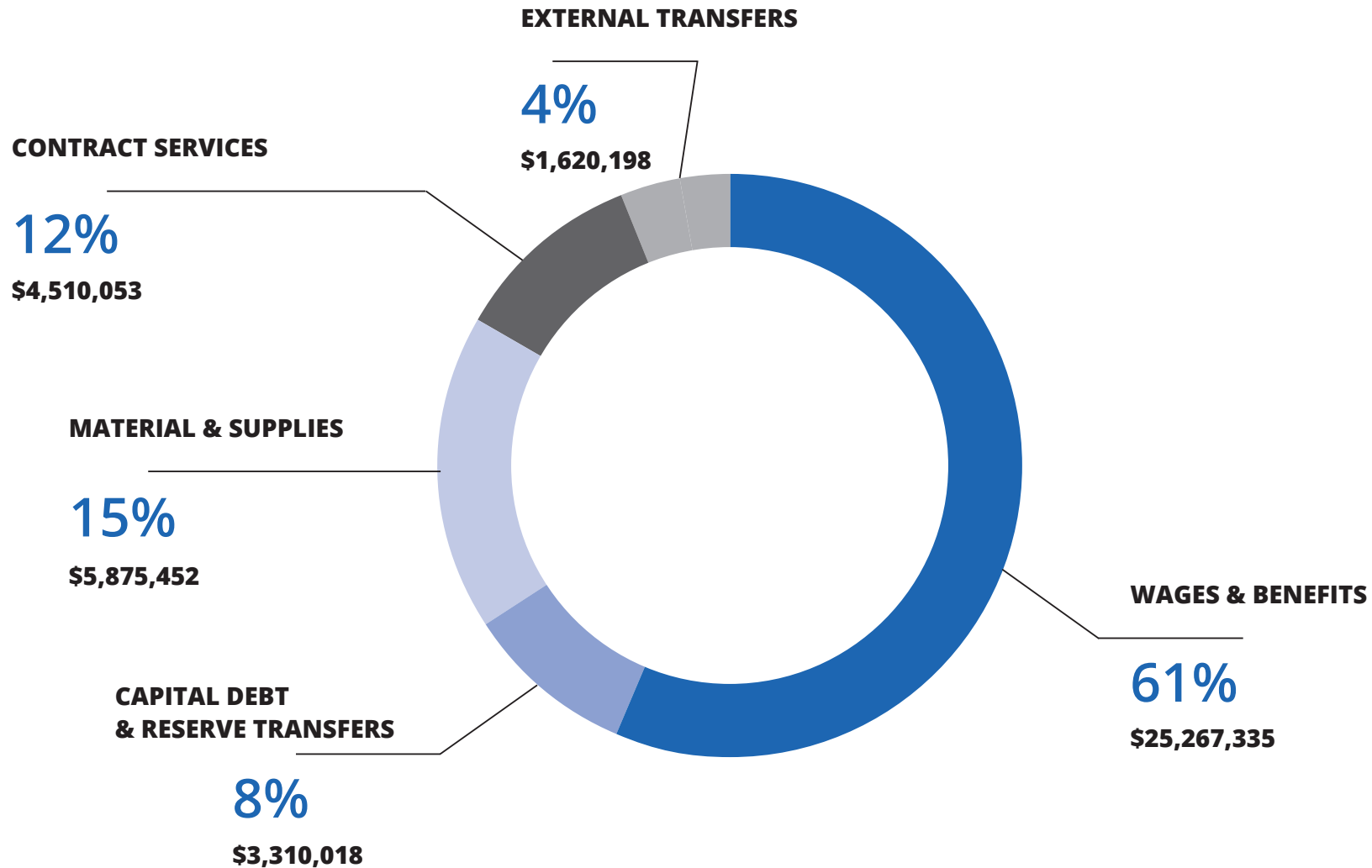
	SALARIES AND BENEFITS	MATS AND SUPPLIES	CONTRACT SERVICES, EXTERNAL TRANSFERS, AND RENTS	DEBT PAYMENTS AND CAPITAL RESERVE TRANSFERS	TRANSFER TO RESERVES	INTERNAL ALLOCATIONS	TOTAL EXPENSES		GRANTS & MUNICIPAL CONTRIBUTIONS	USER FEES, RENTALS AND OTHER REVENUE	TAX LEVY
<i>GOVERNANCE & PROGRAM SUPPORT</i>	3,036,387	1,788,198	464,450	918,037	10,000	(1,501,475)	4,715,597	12%	29,000	166,461	4,520,135
<i>ENSURING COMMUNITY SAFETY</i>	14,520,194	827,977	545,141	830,347	(32,500)	122,800	16,813,959	43%	2,153,413	422,280	14,238,266
<i>PROTECTING OUR ENVIRONMENT</i>	63,917	286,549	1,230,670	108,311		164,969	1,854,415	5%	261,200	777,500	815,715
<i>MAINTAINING CONNECTIONS</i>	2,480,064	1,452,429	1,910,110	885,883		(43,964)	6,684,522	17%	382,500	514,510	5,787,512
<i>ENCOURAGING RECREATION</i>	2,363,397	1,331,308	535,145	421,829	22,500	60,600	4,734,779	12%	10,000	1,784,303	2,940,476
<i>SUPPORTING ARTS AND CULTURE</i>	549,882	134,100	1,031,692	50,000		(1,375)	1,764,298	5%	175,273	151,700	1,437,325
<i>FOSTERING GROWTH</i>	2,025,196	15,460	404,844		39,500	(539,594)	1,945,405	5%		888,500	1,056,905
<i>CEMETERY OPERATIONS</i>	228,300	39,431	8,200	56,112		145,745	477,787	1%		168,150	309,637
	25,267,335	5,875,452	6,130,251	3,270,518	39,500	(1,592,293)	38,990,763		3,011,386	4,873,404	31,105,972
	65%	15%	16%	8%	0%	-4%					
										OMPF FUNDING	(1,897,600)
										PIL'S AND EDUCATION RETAINED	(163,696)
										NET CAPITAL LEVY	2,631,582
										TAX PENALTIES AND INTEREST	(325,000)
										SUPPS AND MISC TAX CHANGES	308,000
										NET TAX LEVY	31,659,258

CONFINED SPACE COLLABORATION



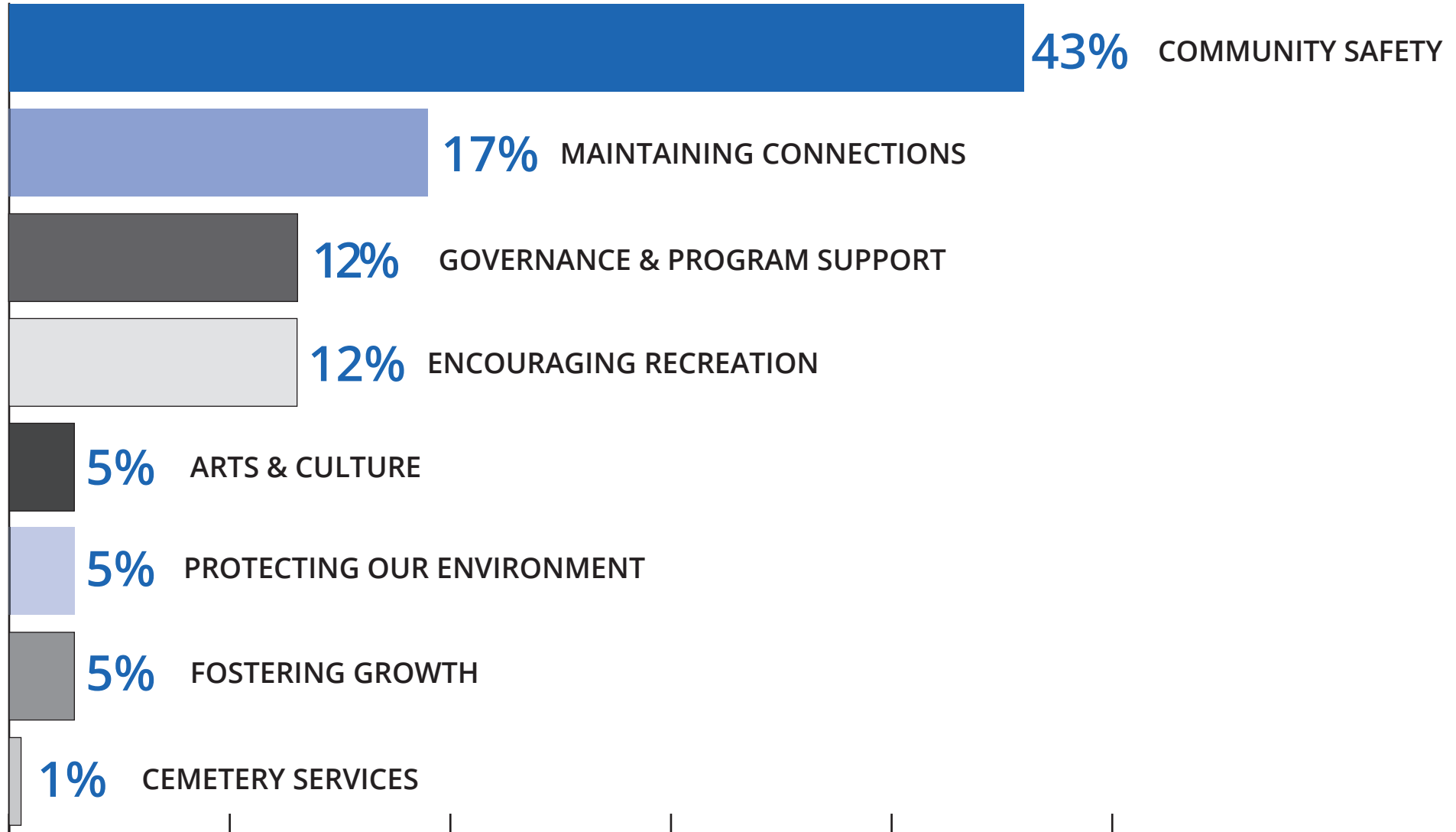
Often confined space entries, complete with a designated on site rescuer and a rescue plan, are required by law for work in some locations in the wastewater system. When this need arises, it is arranged to have City Fire staff on hand to perform that task. This has two benefits: 1) it saves the external cost of a third party performing that on site rescuer function and 2) it provides good refresher training for Fire staff who may be required to rescue people from those locations, or other small and confined spaces, in the future.

OPERATING EXPENSE BUDGET SUMMARY BY TYPE



TOTAL OPERATING BUDGET: \$38,990,763

OPERATING BUDGET SUMMARY BY SERVICE



2021 OPERATING BUDGET INCREASES

● For full budget & variance detail sheets, please see **Appendix A**

BUDGET CATEGORY	TOTAL BUDGET (\$)	TAX LEVY VARIANCE	BUDGETARY VARIANCE (%)
2020 Operating Budget	30,810,000		
Base Budget Commitments ¹	173,770	0.56	
Prior Year Commitments	121,700	0.40	
Growth Impact	(105,000)	-0.34	
Ontario Municipal Partnership Fund (OMPF) ²	(140,000)	-0.45	
Corrections	91,243	0.30	
Total Operating Increases	141,713		0.69
Service Level Changes	110,000	0.36	
Total Capital Increases	390,000	1.27	
General Budgetary Increases	641,713		2.77
Police Services Increases	207,475	0.67	2.73
Total 2021 Budgetary Increases	849,188	2.76%	
2021 Operating Budget	31,659,188		

● For business cases regarding Service Level Changes, please see **Appendix B**

¹ Base Budget Commitments reflect unavoidable changes given current contracts.

² The 2021 OMPF will provide a total of \$500 million to 389 northern and rural municipalities across the province.

PUBLIC WORKS OPTIMIZATIONS

CITY STAFF

ARE A MUNICIPALITY'S GREATEST ASSET.



SNOW PLOW UPGRADES

Staff switched to more durable and longer lasting equipment on snow plows used throughout the City. Polar Flex Plow Blades are built to last five winters, where previous blade materials were required to be replaced twice a winter. Rubber sideboards have also been installed and are made to last much longer than previous wood ones did.



OWN FORCES

Utilizing a work force strategy to complete projects or jobs with internal staff instead of outsourcing. This typically saves time and money. Some examples of 'Own Forces' include annual storm ravine repair program, sanitary sewer repairs, and fabrication of road barricades.



OPTIMIZING SAND

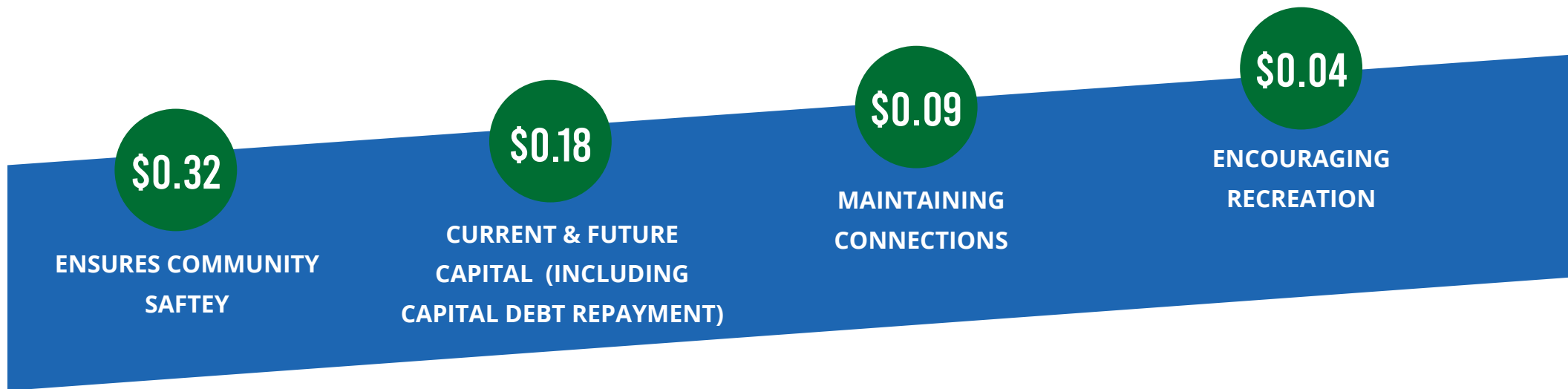
To maintain excellent and necessary winter maintenance on the roads, staff have been working hard to optimize a combination of sand and salt use together. This results in significantly less salt being used than historically was, meaning the City saves considerable expenses and helps protect the environment from harsh salt affects.

VALUE OF ONE RESIDENTIAL TAX DOLLAR



\$0.19
COUNTY OF GREY
Supports County Operations and County-wide Capital

\$0.09
SCHOOL BOARD
Education support for local schools





\$0.03

**GOVERNANCE & PROGRAM
SUPPORT**

\$0.02

**PROTECTING THE
ENVIRONMENT**

\$0.02

**SUPPORTING ARTS
& CULTURE**

\$0.02

FOSTERING GROWTH

OWEN SOUND FIRE & EMERGENCY SERVICES

724 total 9-1-1 call responses¹



OSFES training officer provides mandatory First Aid and CPR training for City staff working in Facilities, City Hall, Parks, Operations and Police Services. This eliminates hiring an outside agency to conduct training.



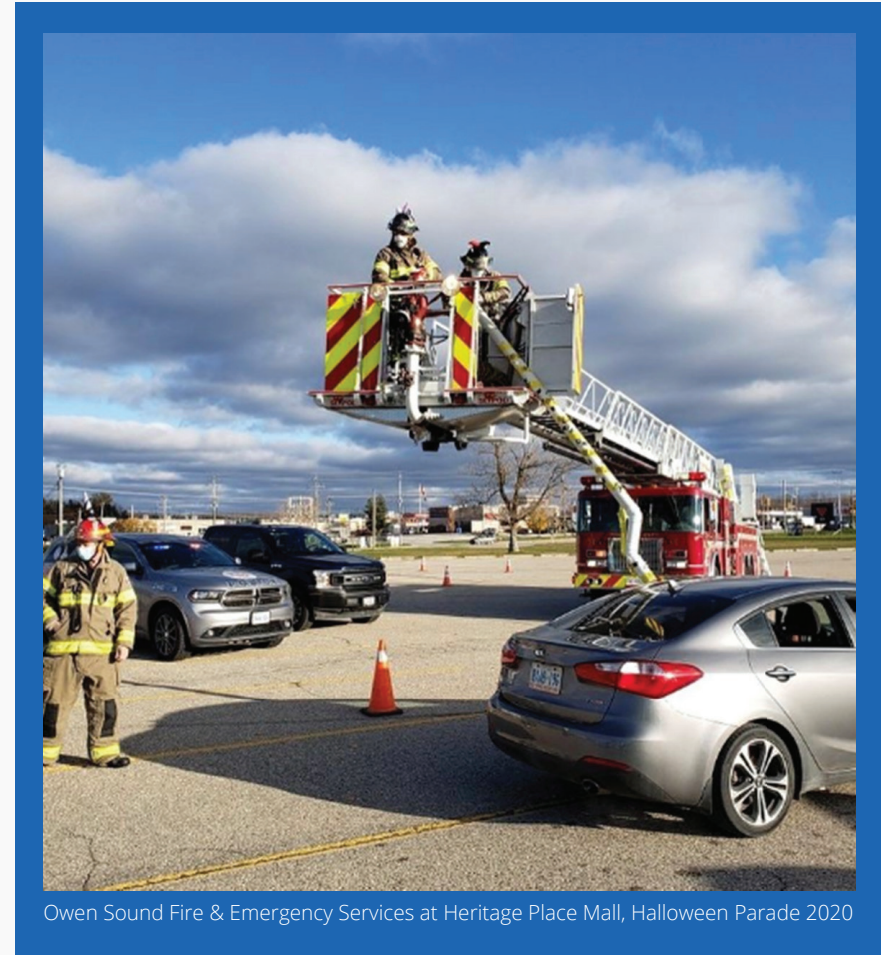
In April 2020 our tiered response agreement with Grey County was adjusted to prevent unneeded exposure of fire staff to Covid-19. This adjustment brought our department in line with all Grey County Fire Departments tiered response agreements. To date there has been no reported incidents where this adjustment has negatively influenced the outcome of any medical response in Owen Sound. On scene paramedics have the ability to override the adjusted response level at any time to request our staff attend and assist.



Mutual Aid; we requested the Inter-Township Fire Department (ITFD) to assist us under Mutual Aid for two (structure fire) incidents. The ITFD requested our assistance for four incidents.



The 10th Street Bridge Agreement was put in place to deal with response time impacts due to the bridge reconstruction. We have shared services under this agreement on several incidents over the year.



Owen Sound Fire & Emergency Services at Heritage Place Mall, Halloween Parade 2020

¹ Year to date statistics - January 1 - October 31, 2020.

OWEN SOUND POLICE SERVICES



YOUTH IN POLICING INITIATIVE

In the summer of 2020 despite the Covid pandemic the Owen Sound Police Service was the only service that continued to offer the Youth in Policing Initiative (YIPI) through a partnership between the service and the Ministry of Children, Community and Social Services. This provided an opportunity for three local youth to be employed and learn about community policing. The youth assisted with several initiatives including a virtual bicycle safety program with Rogers Television, new immigrant family partnership programs and positive ticketing campaign with McDonalds Canada and Circle K Convenience stores.



COVID-SAFE RALLY

Members of the Owen Sound Police Service showed support for the local community while still maintaining Covid restrictions. The police Chief and Mayor attended the local Black History Cairn in Harrison Park taking a knee as a show of support. The police service also assisted in the planning and supported a planned rally and march from City Hall to Harrison Park by arranging for assistance with traffic and physical distancing and assisting with gathering personal protective equipment for those taking part to minimize the risk of transmission of Covid.



COMMUNITY PARTNERSHIPS

Working with community partners including Grey Bruce Public Health, Canadian Mental Health Association Grey Bruce, YMCA Grey Bruce Housing, United Way and others, members of the police service regularly participate in discussions surrounding homelessness and poverty issues and assist with solutions. Members also regularly refer those in need to proper supports and assist community partners in locating and attending to those in need.

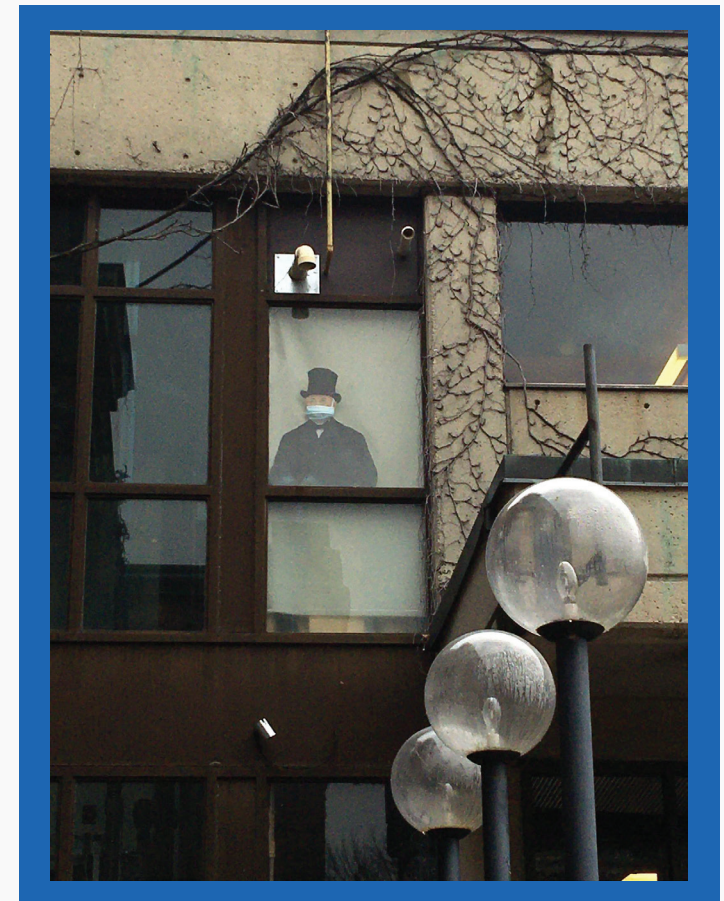
THE LIBRARY'S COVID RESPONSE

1,079,344

TOTAL LIBRARY SERVICES PROVIDED TO PUBLIC IN 2019

The library has been able to quickly and safely modify and adapt services to continue to support our community's educational, employment and entertainment needs.

- While the Library building was required to stay closed to the public, staff designed, developed and implemented a successful 'curbside' pickup option for patrons.
- Collaboratively working with nearby partners, the Library loaned their 3D printers to NPX Innovation in Kincardine so that personal protective equipment (PPE) could be made for health workers and other front line staff in our community.
- The Library began extending regular opening hours for Seniors (60+) to access the Library for an additional two hours on Thursday mornings. Known as 'Silver Services,' this helps older patrons feel more confident and safe while visiting the library.
- Focusing on online support and services has allowed the Library to support teachers and students through Virtual Class Visits and Book Picks for classes. Online resources have launched or expanded to include access to over 7000 newspapers and magazines from around the world, online children and youth programming on Youtube, Facebook, Zoom and through blog posts.



TAX LEVY INCREASE

2.76%

- Total municipal tax levy increase is estimated at 2.76%
 - Factoring in growth figures reduces the increase on City tax payers to 2.05%
 - Bringing in the County (2.13%) and Education (0.0%) **estimates a total tax bill increase of 1.90%**
-
- The average assessed value of a home in Owen Sound in 2020 is \$220,000
 - **An increase of 1.90% will mean an increase of \$72.43 in average yearly residential taxes**
 - This is an **increase of \$6.03 per month** on the average Owen Sound tax bill
 - The estimated average total tax bill in 2021 will be \$3,890





**OWEN SOUND
FARMERS' MARKET**

**CUSTOMER
PICK UP**

“We will be a financially stable and responsible municipality, and will manage finances in a resilient and forward-thinking manner. We will address the infrastructure deficit by focusing on critical priorities first and approaching these issues one step at a time, with a view to long-term financial sustainability and prosperity.”

**OWEN SOUND STRATEGIC PLAN
FINANCE GOAL**

APPENDIX A OPERATING BUDGET & VARIANCE DETAIL SHEETS



2021 PROPOSED BUDGET - TALLY SHEET

DIV	Division Name	2020 Approved Budget	2021 Draft Budget	Difference
1000	Mayor and Council	\$281,853	\$286,242	\$4,389
2000	City Manager	\$257,070	\$295,165	\$38,095
2370	Climate Change Initiatives	\$105,632	\$0	(\$105,632)
6000	DIA Management	\$59,700	\$59,700	\$0
2301	Non Departmental	\$357,200	\$611,200	\$254,000
2302	Debentures	\$1,374,639	\$1,676,517	\$301,878
2502	Grants	\$210,147	\$172,353	(\$37,794)
2100	Corporate Services Director	163,839	157,824	(\$6,015)
2110	City Clerk	503,765	515,174	\$11,409
2513	Animal Control	55,950	60,950	\$5,000
2511	Bylaw	243,823	271,122	\$27,300
2512	Parking	66,973	69,470	\$2,498
2120	Human Resources	258,829	256,442	(\$2,386)
2130	WSIB	102,817	107,984	\$5,167
2230	Information Technology	400,962	416,069	\$15,107
2310	Accounting	336,518	339,116	\$2,598
2320	Purchasing	118,996	119,881	\$885
2360	GIS	12,396	8,959	(\$3,437)
2330	Tax Office	64,894	63,400	(\$1,494)
2140	Service Owen Sound	42,863	45,416	\$2,553
2400	Operations Director	85,005	87,793	\$2,789
2401	Transit	992,481	1,044,726	\$52,245
2402	Airport	227,916	232,573	\$4,657
2410	Works Administration	223,600	274,370	\$50,770
2411	Labour and Fleet	45,219	39,589	(\$5,630)
2412	Works Maintenance	973,391	1,022,485	\$49,094
2412	Winter Control	1,839,804	1,878,617	\$38,813
2426	Storm and Drainage	123,718	174,497	\$50,779
2501	Source Water Protection	6,500	6,500	\$0
2440	Engineering	302,256	200,770	(\$101,486)
2413	Traffic and Street Lights	401,977	465,395	\$63,418
2416	Waste Management	548,432	542,177	(\$6,255)
2417	Solar Revenue	(121,262)	(120,704)	\$558
2425	Landfill	198,220	219,746	\$21,526
2500	Community Services Director	41,577	55,137	\$13,560
2510	Building/Plumbing Inspections	8,101	(262)	(\$8,363)
2520	Planning	295,254	289,172	(\$6,083)
2532	Community Programs	(7,800)	(6,309)	\$1,491
2533	Facilities Bookings	(857,865)	(852,457)	\$5,408
2414	Parks and Open Spaces	1,511,856	1,484,102	(\$27,754)
2415	Cemetery	338,191	358,298	\$20,107
2530	Community Development	245,897	226,716	(\$19,182)
2540	Tourism	157,856	167,173	\$9,317
2541	Special Events	145,267	160,054	\$14,788

2021 PROPOSED BUDGET - TALLY SHEET

DIV	Division Name	2020 Approved Budget	2021 Draft Budget	Difference
2430	Building Manager	41,861	44,104	\$2,243
2431	City Hall	211,105	206,582	(\$4,523)
2432	Police Building	281,246	279,285	(\$1,962)
2433	Bayshore	989,951	985,067	(\$4,884)
3436	Regional Recreation Complex	923,066	966,089	\$43,023
2435	Other Properties	201,513	189,665	(\$11,848)
2600	Fire Department	5,344,200	5,332,304	(\$11,897)
	Sub Total Net General Expenses	20,737,402	21,486,238	\$748,836
4000	Art Gallery	400,000	475,000	\$75,000
5000	Library	953,776	956,478	\$2,703
	Sub Total Net Operations Before Police	22,091,177	22,917,716	826,538
3000	Police Services Board	38,403	37,133	(\$1,270)
3100	Police Officers	6,235,639	6,409,256	\$173,617
3200	Police Civilians	1,056,726	1,035,970	(\$20,756)
3300	Court Security	282,519	335,901	\$53,382
	Sub Total Net Operations After Police	29,704,464	30,735,975	1,031,511
	Tax Supported Capital	2,329,500.00	2,610,500.00	\$281,000
	Matured Debt	457,957	156,079	(\$301,878)
	Sub Total Net Expenses	32,491,921	33,502,554	\$1,010,633
100	Supplemental Assessment	(175,000)	(175,000)	\$0
100	Education Portion Retained	(85,000)	(85,000)	\$0
100	Appealed Tax Write Off's & Rebates	770,000	718,000	(\$52,000)
103	Penalty and Interest on Taxes	(350,000)	(325,000)	\$25,000
101	Payment In Lieu of Taxation (H & B's)	(85,696)	(78,696)	\$7,000
102	OMPF	(1,756,000)	(1,897,600)	(\$141,600)
	Sub Total Other Revenues	(1,681,696)	(1,843,296)	(\$161,600)
	Difference to Raise From Taxation	\$ 30,810,225	\$ 31,659,258	\$849,033
	Net Levy Increase			2.76%
	Previous Year's Growth	-	(216,000)	(\$216,000)
	Difference to Raise From Taxation	\$ 30,810,225	\$ 31,443,258	\$633,033
	Increase Realized by Tax Payers			2.05%
	Combined Increase			1.90%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
A.3	General	Increase as a result of step in grid	53,000	BB
A.4	General	Increase as a result of 1.5% cola	28,000	BB
A.7	General	Corporate Training	15,000	BB
A.8	General	estimated increase on fire wages including benefits	(50,000)	BB
A.10	General	Increased Insurance	123,000	BB
A.19	General	Decrease CIP program costs	(143,000)	BB
A.23	General	Increase contingency	(35,000)	BB
B.2	City Manager	Increase with new contract negotiation	24,000	BB
C.8	Information Technology	Increase software maintenance fees	35,500	BB
D.1	Transit	Increase Contract	49,500	BB
D.2	Airport	Increase Contract	5,000	BB
D.5	Roads - sign and safety	Line painting contract	8,000	BB
D.9	Waste Management	Increase tipping fees	10,600	BB
D.10	Waste Management	Increase curbside pickup contract	6,500	BB
D.12	Recycling	Increase Stewardship Grant	(35,000)	BB
D.14	Recycling	Increase curbside pickup contract	13,170	BB
D.15	Landfill	Increase Leachate	20,000	BB
F.2	All Facilities	Increase security costs courthouse	4,000	BB
G.2	Fire Services	Increase dispatch costs paid to OSPS	35,000	BB
I.1	Library Services	Estimated Levy increase	6,500	BB
			173,770	
Increase Summary				
				<i>% Impact</i>
BB	BASE BUDGET		173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
			OPERATING INCREASE	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
			GENERAL BUDGETARY INCREASE	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
			TOTAL BUDGETARY INCREASE	2.76%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
A.9	General	Reduce Fire Overtime for minimum staffing	(50,000)	PYC
A.17	General	Enhance CIP program	40,000	PYC
A.20	General	Remove MRI contribution	(25,000)	PYC
B.3	City Manager	Allocate Strategic Planning	139,000	PYC
C.1	Clerks	Add Maintenance Fee for eScribe	22,200	PYC
C.3	Purchasing	Add Purch Coordinator	65,000	PYC
C.4	Purchasing	Offset Purchasing Manager	(75,000)	PYC
C.5	Human Resources	Increase HR Admin to FT (Contract)	32,000	PYC
C.6	Human Resources	Allocate HR to Police	(22,500)	PYC
E.6	Community Development	Remove Calendar	(6,000)	PYC
E.7	Special Events	Add Special Events Assistant	60,000	PYC
E.8	Special Events	Reduce Events Coordinator	(64,000)	PYC
E.11	Tourism	Increase publication costs	6,000	PYC
F.3	City Hall	Decrease transfer to reserve	(10,000)	PYC
F.4	City Hall	Increase Contract Services	10,000	PYC
			121,700	
Increase Summary				
				<i>% Impact</i>
	BB	BASE BUDGET	173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
			OPERATING INCREASE	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
			GENERAL BUDGETARY INCREASE	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
			TOTAL BUDGETARY INCREASE	2.76%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
A.11	General	Change in labour charged to rate funded	59,243	CORR
A.12	General	Remove Grant in Lieu to Legion (exempt in 2020 and onward)	(13,000)	CORR
A.13	General	Decrease Legal Fees (corporately)	(10,000)	CORR
A.15	General	Reduce Tax certificate Revenue	7,000	CORR
A.16	General	Reduce Interest and Penalty on Taxation	25,000	CORR
A.21	General	Reduction in Georgian Collage Capacity PIL	7,000	CORR
C.7	Animal Control	Adjust professional fees and SPCA	5,000	CORR
D.13	Recycling	Reduce revenues	15,000	CORR
E.13	Parks and Cemetery	Increase Campground Revenue	(4,000)	CORR
			91,243	
Increase Summary				
				<i>% Impact</i>
	BB	BASE BUDGET	173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
OPERATING INCREASE			141,713	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
GENERAL BUDGETARY INCREASE			641,713	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
TOTAL BUDGETARY INCREASE			849,188	2.76%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
A.18	General	Increase tax write off/adjustment expense	50,000	GROWTH
D.11	Waste Management	Increase Bag Tag revenue	(25,000)	GROWTH
E.1	Building Inspection	Increase Building permit revenues	(100,000)	GROWTH
E.4	Planning	Planning Application Revenue	(30,000)	GROWTH
			(105,000)	
Increase Summary				
				<i>% Impact</i>
	BB	BASE BUDGET	173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
OPERATING INCREASE			141,713	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
GENERAL BUDGETARY INCREASE			641,713	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
TOTAL BUDGETARY INCREASE			849,188	2.76%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
B.1	City Manager	Reallocate Climate Change Initiative responsibilities	(105,000)	SLC
C.2	ByLaw	Add contingency funds for hot spots	10,000	SLC
D.4	Roads	Increase 2 FTE for roadside maintenance	130,000	SLC
E.2	Building Inspection	Increase contribution from Reserves	(120,000)	SLC
E.3	Building Inspection	Increase Building Inspection Staff	120,000	SLC
E.5	Community Development	Reallocate DRP activation	(15,000)	SLC
E.9	Special Events	Update Music at the Market	25,000	SLC
E.10	Special Events	Reduce Canada Day	(10,000)	SLC
J.1	TTAG General	Increase in wages as result of reorganization	75,000	SLC
			110,000	
<u>Increase Summary</u>				
				<i>% Impact</i>
	BB	BASE BUDGET	173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
OPERATING INCREASE			141,713	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
GENERAL BUDGETARY INCREASE			641,713	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
TOTAL BUDGETARY INCREASE			849,188	2.76%

VARIANCE LEAD SHEET

Initiative ID	Dept.	Description	Impact	TYPE
A.14	General	Dedicated increase in capital spending	301,000	CAP
D.7	Storm Water Management	Increase reserve contribution for 17th St Storm	50,000	CAP
D.8	Storm Water Management	Create backflow protection program in operating	10,000	CAP
E.12	Parks and Cemetery	Decrease Campground Debt Payment	(31,000)	CAP
G.1	Fire Equipment	Increase reserve contribution	50,000	CAP
G.3	Fire Equipment	Increase reserve contribution for clothing	10,000	CAP
			390,000	
Increase Summary				
				<i>% Impact</i>
	BB	BASE BUDGET	173,770	0.56%
	PYC	PRIOR YEAR DECISION IMPACT	121,700	0.40%
	GROWTH	GROWTH IMPACT	(105,000)	-0.34%
	OMPF	ONTARIO MUNICIPAL PARTNERSHIP FUND (TBA)	(140,000)	-0.45%
	CORR	CORRECTIONS	91,243	0.30%
OPERATING INCREASE			141,713	0.69%
	SLC	SERVICE LEVEL CHANGES CURRENT YEAR	110,000	0.36%
	CAP	CAPITAL	390,000	1.27%
GENERAL BUDGETARY INCREASE			641,713	2.77%
	2.73%	POLICE SERVICES	207,475	0.67%
TOTAL BUDGETARY INCREASE			849,188	2.76%

CITY OF OWEN SOUND
GENERAL REVENUE
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
0110 TAX REVENUE	(31,744,258)	(30,895,225)	(849,032)
0120 SUPPLIMENTALS	(175,000)	(175,000)	-
0140 REBATES (CIP, VACANCY, CHARITY ETC...)	318,000	420,000	(102,000)
0160 TAX WRITE OFF	400,000	350,000	50,000
0101 PAYMENTS IN LIEU	(78,696)	(85,696)	7,000
0102 ONTARIO MUNICIPAL PARTNERSHIP FUND	(1,897,600)	(1,756,000)	(141,600)
0103 PENALTY AND INTEREST ON TAX	(325,000)	(350,000)	25,000
0103 INTEREST REVENUE/EXPENSE	-	-	-
	(33,502,554)	(32,491,921)	(1,010,632)

General Revenues are Taxes other revenues that cannot be attributed to a specific department. No staff or services are accounted for under this division.

CITY OF OWEN SOUND
GOVERNANCE
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
1000 COUNCIL	286,242	281,853	4,389
2000 CITY MANAGER AND EMERGENCY CEMC	295,165	257,070	38,095
2160 CLIMATE CHANGE INITIATIVES	-	105,632	(105,632)
6000 DIA ADMINISTRATION	59,700	59,700	-
2301 NON DEPARTMENTAL	611,200	357,200	254,000
2302 DEBENTURES	1,676,517	1,374,639	301,878
2502 GRANTS AND EXTERNAL TRANSFERS	172,353	210,147	(37,794)
	3,101,177	2,646,242	454,936
BUDGET BREAKDOWN	2021	2020	change
WAGES	787,050	747,492	39,558
DEBT PAYMENTS	1,676,517	1,374,639	301,878
MATERIALS	654,550	543,050	111,500
LEGAL AND CONTRACT	45,350	55,350	(10,000)
EXTERNAL TRANSFERS	108,600	146,600	(38,000)
Net Operating Budget	3,272,067	2,867,132	404,936
DIA TAX LEVY	(235,000)	(235,000)	-
NET TRANSFERRED TO OTHER DEPARTMENTS	47,610	(2,390)	50,000
FUNDED FROM RESERVES	16,500	16,500	-
TAX BURDEN	3,101,177	2,646,242	454,936

CITY OF OWEN SOUND
 CITY COUNCIL
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>9 members</i>	Salaries and Benefits	296,942	292,553	4,389
Mayor	Materials and Supplies	35,050	35,050	-
Deputy Mayor	Contract Services	250	250	-
7 Councillors	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>332,242</u>	<u>327,853</u>	<u>4,389</u>
	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>332,242</u>	<u>327,853</u>	<u>4,389</u>
	Internal Cost Allocation	(46,000)	(46,000)	-
	<u>Division Levy Requirement</u>	<u>286,242</u>	<u>281,853</u>	<u>4,389</u>

CITY OF OWEN SOUND
 CITY MANAGER
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	357,505	324,410	33,095
City Manager	Materials and Supplies	15,550	10,550	5,000
Executive Assistant	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>373,055</u>	<u>334,960</u>	<u>38,095</u>
	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>373,055</u>	<u>334,960</u>	<u>38,095</u>
	Internal Cost Allocation	(77,890)	(77,890)	-
	<u>Division Levy Requirement</u>	<u>295,165</u>	<u>257,070</u>	<u>38,095</u>

CITY OF OWEN SOUND
 CLIMATE CHANGE INITIATIVES - NEW 2020
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	-	102,132	(102,132)
Specialist	Materials and Supplies	-	3,500	(3,500)
	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	-	105,632	(105,632)
	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	-	-	-
	<u>Net Cost</u>	-	105,632	(105,632)
	<u>Internal Cost Allocation</u>	-	-	-
	<u>Division Levy Requirement</u>	-	105,632	(105,632)

CITY OF OWEN SOUND
DOWNTOWN IMPROVEMENT AREA (DIA)
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Salaries and Benefits	43,700	43,700	-
Materials and Supplies	55,500	55,500	-
Contract Services	6,000	6,000	-
Debt Payments	-	-	-
<i>Gross Costs</i>	<u>105,200</u>	<u>105,200</u>	-
Grants	-	-	-
DIA Levy	(235,000)	(235,000)	-
Other Revenue	-	-	-
<i>Revenue</i>	<u>(235,000)</u>	<u>(235,000)</u>	-
Net Cost	<u>(129,800)</u>	<u>(129,800)</u>	-
To Reserves	6,500	6,500	-
Internal Cost Allocation	<u>183,000</u>	<u>183,000</u>	-
Division Levy Requireme	<u>59,700</u>	<u>59,700</u>	-

CITY OF OWEN SOUND
NON DEPARTMENTAL
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Salaries and Benefits	29,000	(75,000)	104,000
Materials and Supplies	544,600	434,600	110,000
Contract Services	39,100	49,100	(10,000)
Debt Payments	-	-	-
<i>Gross Costs</i>	612,700	408,700	204,000
Grants	-	-	-
Other Revenue	-	-	-
<i>Revenue</i>	-	-	-
Net Cost	612,700	408,700	204,000
Net Transfer to Reserves	10,000	10,000	-
Internal Cost Allocation	(11,500)	(61,500)	50,000
Division Levy Requirement	611,200	357,200	254,000

CITY OF OWEN SOUND
DEBENTURES
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Salaries and Benefits	-	-	-
Materials and Supplies	-	-	-
Contract Services	-	-	-
Debt Payments	1,676,517	1,374,639	301,878
<i>Gross Costs</i>	<u>1,676,517</u>	<u>1,374,639</u>	<u>301,878</u>
Grants	-	-	-
Other Revenue	-	-	-
<i>Revenue</i>	<u>-</u>	<u>-</u>	<u>-</u>
Net Cost	<u>1,676,517</u>	<u>1,374,639</u>	<u>301,878</u>
Net Transfer to Reserves	-	-	-
Internal Cost Allocation	-	-	-
Division Levy Requirement	<u>1,676,517</u>	<u>1,374,639</u>	<u>301,878</u>

CITY OF OWEN SOUND
 GRANTS
 DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Salaries and Benefits	34,903	34,697	206
Materials and Supplies	3,850	3,850	-
Contract Services	-	-	-
External Transfers	108,600	146,600	(38,000)
Internal Transfers (Art Gallery)	475,000	400,000	75,000
Debt Payments	-	-	-
<i>Gross Costs</i>	622,353	585,147	37,206
Grants	-	-	-
Other Revenue	25,000	25,000	-
<i>Revenue</i>	25,000	25,000	-
Net Cost	647,353	610,147	37,206
Net Transfer to Reserves	-	-	-
Internal Cost Allocation	-	-	-
Division Levy Requirement	647,353	610,147	37,206

CITY OF OWEN SOUND
CORPORATE SERVICES
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
2100 DIRECTOR OF CORPORATE SERVICES	157,824	163,839	(6,015)
2110 CLERKS	515,174	503,765	11,409
2513 ANIMAL CONTROL	60,950	55,950	5,000
2511 BY-LAW	271,122	243,823	27,300
2512 PARKING	69,470	66,973	2,498
2120 HUMAN RESOURCES	256,442	258,829	(2,386)
2130 WSIB	107,984	102,817	5,167
2230 INFORMATION TECHNOLOGY	416,069	400,962	15,107
2310 ACCOUNTING	339,116	336,518	2,598
2320 PURCHASING	119,881	118,996	885
2360 GIS	8,959	12,396	(3,437)
2330 REVENUE	63,400	64,894	(1,494)
2140 SERVICE OWEN SOUND	45,416	42,863	2,553
	2,431,808	2,372,626	59,182

BUDGET BREAKDOWN	2021	2020	change
WAGES	2,955,679	2,725,038	230,642
DEBT PAYMENTS	84,574	84,574	-
MATERIALS	758,945	704,245	54,700
LEGAL AND CONTRACT	522,510	507,510	15,000
REVENUE AND USER FEES	(430,950)	(437,950)	7,000
FINES AND PENALTIES	(59,260)	(59,260)	-
Net Operating Budget	3,831,499	3,524,157	307,342
NET TRANSFERRED TO OTHER DEPT	(1,422,691)	(1,174,531)	(248,160)
TRANSFERS TO RESERVES	23,000	23,000	-
TAX BURDEN	2,431,808	2,372,626	59,182

CITY OF OWEN SOUND
 CORPORATE SERVICES DIRECTOR
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	274,482	266,597	7,885
Director	Materials and Supplies	8,350	8,350	-
Admin Assistant	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>282,832</u>	<u>274,947</u>	<u>7,885</u>
	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>282,832</u>	<u>274,947</u>	<u>7,885</u>
	Internal Cost Allocation	(125,008)	(111,108)	(13,900)
	<u>Division Levy Requirement</u>	<u>157,824</u>	<u>163,839</u>	<u>(6,015)</u>

CITY OF OWEN SOUND
 CITY CLERK
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>5 FTE</i>	Salaries and Benefits	547,970	537,061	10,909
Clerk	Materials and Supplies	55,700	53,200	2,500
Deputy Clerk Admin	Contract Services	135,000	135,000	-
Legislative Services Manager	Debt Payments	-	-	-
Legislative Coord.	<u>Gross Costs</u>	<u>738,670</u>	<u>725,261</u>	<u>13,409</u>
Records Mgmt Coord.	Grants	-	-	-
	Other Revenue	(93,450)	(93,450)	-
<i>Contracts</i>	<u>Revenue</u>	<u>(93,450)</u>	<u>(93,450)</u>	<u>-</u>
Integrity Commis. Election	Net Cost	645,220	631,811	13,409
Crossing Guards	Reserve Transfers	20,000	20,000	-
	Internal Cost Allocation	(150,046)	(148,046)	(2,000)
	Division Levy Requirement	515,174	503,765	11,409

CITY OF OWEN SOUND
ANIMAL CONTROL
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>Contracts</i>	Salaries and Benefits	-	-	-
Animal Control	Materials and Supplies	26,450	26,450	-
	Contract Services	80,000	75,000	5,000.00
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>106,450</u>	<u>101,450</u>	<u>5,000</u>
	Grants	-	-	-
	Other Revenue	(45,500)	(45,500)	-
	<u>Revenue</u>	<u>(45,500)</u>	<u>(45,500)</u>	<u>-</u>
	<u>Net Cost</u>	<u>60,950</u>	<u>55,950</u>	<u>5,000</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	-	-	-
	<u>Division Levy Requirement</u>	<u>60,950</u>	<u>55,950</u>	<u>5,000</u>

CITY OF OWEN SOUND
 BYLAW
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	157,272	154,973	2,300
ByLaw Officers	Materials and Supplies	10,350	10,350	-
	Contract Services	20,000	10,000	10,000
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>187,622</u>	<u>175,323</u>	<u>12,300</u>
<i>Contracts</i>				
Prosecution	Grants	-	-	-
	Other Revenue	(5,000)	(5,000)	-
	<u>Revenue</u>	<u>(5,000)</u>	<u>(5,000)</u>	<u>-</u>
	<u>Net Cost</u>	<u>182,622</u>	<u>170,323</u>	<u>12,300</u>
	Reserve Contribution	5,000	5,000	-
	Internal Cost Allocation	83,500	68,500	15,000
	<u>Division Levy Requirement</u>	<u>271,122</u>	<u>243,823</u>	<u>27,300</u>

CITY OF OWEN SOUND
PARKING
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>Contracts</i>	Salaries and Benefits	5,123	5,126	(2)
Parking Enforcement	Materials and Supplies	86,350	86,350	-
	Contract Services	47,510	47,510	-
	Debt Payments	84,574	84,574	-
	<u>Gross Costs</u>	<u>223,558</u>	<u>223,560</u>	<u>(2)</u>
	Grants (DIA Contribution)	(183,000)	(183,000)	-
	Other Revenue	(59,260)	(59,260)	-
	<u>Revenue</u>	<u>(242,260)</u>	<u>(242,260)</u>	<u>-</u>
	<u>Net Cost</u>	<u>(18,702)</u>	<u>(18,700)</u>	<u>(2)</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	88,173	85,673	2,500
	<u>Division Levy Requirement</u>	<u>69,470</u>	<u>66,973</u>	<u>2,498</u>

CITY OF OWEN SOUND
HUMAN RESOURCES
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	217,594	169,980	47,614
HR Manager	Materials and Supplies	22,400	22,400	-
<i>1 PTE</i>	Contract Services	101,000	101,000	-
HR Admin	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>340,994</u>	<u>293,380</u>	<u>47,614</u>
<i>Contracts</i>	Grants	-	-	-
HR Legal	Other Revenue	-	-	-
3rd Party Investigation	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
EAP				
	<u>Net Cost</u>	<u>340,994</u>	<u>293,380</u>	<u>47,614</u>
	Transfer from reservers	-	-	-
	<u>Internal Cost Allocation</u>	<u>(84,551)</u>	<u>(34,551)</u>	<u>(50,000)</u>
	<u>Division Levy Requirement</u>	<u>256,442</u>	<u>258,829</u>	<u>(2,386)</u>

CITY OF OWEN SOUND
 WSIB
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	85,009	79,842	5,167
Health and Safety Coordinator	Materials and Supplies	21,625	21,625	-
	Contract Services	10,000	10,000	-
	Debt Payments	-	-	-
<i>Contracts</i>	<i>Gross Costs</i>	116,634	111,467	5,167
Disability Case Mgmt HR Coordinator	Grants	-	-	-
	Other Revenue	-	-	-
	<i>Revenue</i>	-	-	-
	Net Cost	116,634	111,467	5,167
	Reserve Contribution	-	-	-
	Internal Cost Allocation	(8,650)	(8,650)	-
	Division Levy Requirement	107,984	102,817	5,167

CITY OF OWEN SOUND
 INFORMATION TECHNOLOGY
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>4 FTE</i>	Salaries and Benefits	427,060	379,829	47,232
IT Manager	Materials and Supplies	435,250	377,550	57,700
Systems Specialist	Contract Services	56,000	56,000	-
Software and Training	Debt Payments	-	-	-
Help Desk Analyst	<i>Gross Costs</i>	<u>918,310</u>	<u>813,379</u>	<u>104,932</u>
<i>Contracts</i>	Grants	-	-	-
Network Support	Other Revenue	-	-	-
	<i>Revenue</i>	<u>-</u>	<u>-</u>	<u>-</u>
	Net Cost	<u>918,310</u>	<u>813,379</u>	<u>104,932</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	<u>(502,242)</u>	<u>(412,417)</u>	<u>(89,825)</u>
	Division Levy Requirement	<u>416,069</u>	<u>400,962</u>	<u>15,107</u>

CITY OF OWEN SOUND
 ACCOUNTING, ACCOUNTS PAYABLE AND PAYROLL
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>4 FTE</i>	Salaries and Benefits	393,585	383,487	10,098
Deputy Treasurer	Materials and Supplies	11,610	11,610	-
AP Coordinator	Contract Services	30,000	30,000	-
Financial Analyst	Debt Payments	-	-	-
Payroll Coordinator	<u>Gross Costs</u>	<u>435,195</u>	<u>425,097</u>	<u>10,098</u>
<i>Contracts</i>	Grants	-	-	-
Financial Audit	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>435,195</u>	<u>425,097</u>	<u>10,098</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(96,079)</u>	<u>(88,579)</u>	<u>(7,500)</u>
	<u>Division Levy Requirement</u>	<u>339,116</u>	<u>336,518</u>	<u>2,598</u>

CITY OF OWEN SOUND
PURCHASING, ASSET AND RISK MANAGEMENT
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>3 FTE</i>	Salaries and Benefits	335,486	253,499	81,987
Purchasing,	Materials and Supplies	18,450	18,450	-
Asset and Risk Mgr	Contract Services	-	-	-
Asset and Risk Admin	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>353,936</u>	<u>271,949</u>	<u>81,987</u>
<i>Contracts</i>	Grants	-	-	-
n/a	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>353,936</u>	<u>271,949</u>	<u>81,987</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(234,055)</u>	<u>(152,953)</u>	<u>(81,103)</u>
	<u>Division Levy Requirement</u>	<u>119,881</u>	<u>118,996</u>	<u>885</u>

CITY OF OWEN SOUND
 GEOGRAPHICAL INFO SYSTEM
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	105,754	104,191	1,563
GIS Specialist	Materials and Supplies	3,000	3,000	-
	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>108,754</u>	<u>107,191</u>	<u>1,563</u>
<i>Contracts</i>	Grants	-	-	-
n/a	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>108,754</u>	<u>107,191</u>	<u>1,563</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(99,795)</u>	<u>(94,795)</u>	<u>(5,000)</u>
	<u>Division Levy Requirement</u>	<u>8,959</u>	<u>12,396</u>	<u>(3,437)</u>

CITY OF OWEN SOUND
TAXATION AND WATER BILLING
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>3 FTE</i>	Salaries and Benefits	275,278	275,740	(462)
Revenue Manager	Materials and Supplies	56,160	56,160	-
Tax Collector	Contract Services	39,500	39,500	-
Water Billing Coord.	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>370,938</u>	<u>371,400</u>	<u>(462)</u>
<i>Contracts</i>	Grants	-	-	-
MTE Tax Specialists	Other Revenue	(104,000)	(111,000)	7,000
Tax Sale Support	<u>Revenue</u>	<u>(104,000)</u>	<u>(111,000)</u>	<u>7,000</u>
Water Meter Reading				
	<u>Net Cost</u>	<u>266,938</u>	<u>260,400</u>	<u>6,538</u>
	Reserve Contribution	(2,000)	(2,000)	-
	<u>Internal Cost Allocation</u>	<u>(201,538)</u>	<u>(193,506)</u>	<u>(8,032)</u>
	Division Levy Requirement	63,400	64,894	(1,494)

CITY OF OWEN SOUND
 CUSTOMER SERVICE
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE, 1 PTE</i>	Salaries and Benefits	131,066	120,213	10,853
SOS representative	Materials and Supplies	3,250	3,250	-
SOS representative	Contract Services	3,500	3,500	-
Summer Student	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>137,816</u>	<u>126,963</u>	<u>10,853</u>
<i>Contracts</i>	Grants	-	-	-
Banking Agreement	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>137,816</u>	<u>126,963</u>	<u>10,853</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(92,400)</u>	<u>(84,100)</u>	<u>(8,300)</u>
	<u>Division Levy Requirement</u>	<u>45,416</u>	<u>42,863</u>	<u>2,553</u>

CITY OF OWEN SOUND
OPERATIONS
DRAFT 2021 OPERATING BUDGET

	2020 DRAFT BUDGET	2020 BUDGET	VARIANCE
2400 DIRECTOR OF OPERATIONS	87,793	85,005	2,789
2401 TRANSIT	1,044,726	992,481	52,245
2402 AIRPORT	232,573	227,916	4,657
2410 MANAGERS	274,370	223,600	50,770
2411 LABOUR AND FLEET	39,589	45,219	(5,630)
2412 ROADS MAINTENANCE	1,022,485	973,391	49,094
2426 STORM AND DRAINAGE	174,497	123,718	50,779
2412 WINTER CONTROL	1,878,617	1,839,804	38,813
2413 TRAFFIC AND STREETLIGHTS	465,395	401,977	63,418
2416 WASTE MANAGEMENT	542,177	548,432	(6,255)
2417 SOLAR ENERGY	(120,704)	(121,262)	558
2440 ENGINEERING	200,770	302,256	(101,486)
2425 LANDFILL	219,746	198,220	21,526
	6,062,034	5,840,758	221,276
BUDGET BREAKDOWN	2021	2020	change
WAGES	3,247,649	3,167,419	80,231
DEBT PAYMENTS	168,627	168,627	-
MATERIALS	1,656,879	1,621,079	35,800
LEGAL AND CONTRACT	3,014,270	2,898,100	116,170
EXTERNAL TRANSFERS	267,294	267,294	-
GRANTS	(643,700)	(610,500)	(33,200)
REVENUE AND USER FEES	(1,223,250)	(1,248,250)	25,000
Net Operating Budget	6,487,768	6,263,768	224,001
NET TRANSFERRED FROM OTHER DEPT'S	(803,234)	(750,510)	(52,725)
TRANSFERRED TO RESERVES	377,500	327,500	50,000
			-
TAX BURDEN	6,062,034	5,840,758	221,276

CITY OF OWEN SOUND
 OPERATIONS DIRECTOR
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	189,293	186,505	2,789
Director	Materials and Supplies	6,350	6,350	-
	Contract Services	1,500	1,500	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>197,143</u>	<u>194,355</u>	<u>2,789</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>197,143</u>	<u>194,355</u>	<u>2,789</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(109,350)</u>	<u>(109,350)</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>87,793</u>	<u>85,005</u>	<u>2,789</u>

CITY OF OWEN SOUND
 TRANSIT
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE, 1 PTE</i>	Salaries and Benefits	109,976	108,491	1,485
Transit Terminal Op	Materials and Supplies	161,100	160,700	400
Transit Terminal Op	Contract Services	1,323,600	1,274,100	49,500
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>1,594,676</u>	<u>1,543,291</u>	<u>51,385</u>
<i>Contracts</i>	Grants	(255,000)	(255,000)	-
First Student	Other Revenue	(384,250)	(384,250)	-
Snow Removal	<u>Revenue</u>	<u>(639,250)</u>	<u>(639,250)</u>	<u>-</u>
	<u>Net Cost</u>	<u>955,426</u>	<u>904,041</u>	<u>51,385</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>89,300</u>	<u>88,440</u>	<u>860</u>
	<u>Division Levy Requirement</u>	<u>1,044,726</u>	<u>992,481</u>	<u>52,245</u>

CITY OF OWEN SOUND
 AIRPORT
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>N/A</i>	Salaries and Benefits	17,000	17,343	(343)
	Materials and Supplies	80,349	80,349	-
	Contract Services	133,500	128,500	5,000
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>230,848</u>	<u>226,191</u>	<u>4,657</u>
<i>Contracts</i>	Grants	-	-	-
Airport Mgmt	Other Revenue	(56,000)	(56,000)	-
	<u>Revenue</u>	<u>(56,000)</u>	<u>(56,000)</u>	<u>-</u>
	<u>Net Cost</u>	<u>174,848</u>	<u>170,191</u>	<u>4,657</u>
	Reserve Contribution	30,000	30,000	-
	<u>Internal Cost Allocation</u>	<u>27,725</u>	<u>27,725</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>232,573</u>	<u>227,916</u>	<u>4,657</u>

CITY OF OWEN SOUND
 PUBLIC WORKS
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>3 FTE</i>	Salaries and Benefits	319,655	313,886	5,770
Roads Supervisor	Materials and Supplies	112,905	112,905	-
2 x Admin Assistant	Contract Services	24,000	24,000	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>456,560</u>	<u>450,790</u>	<u>5,770</u>
<i>Contracts</i>	Grants	-	-	-
Cleaning	Other Revenue (bulk water)	(15,000)	(15,000)	-
	<u>Revenue</u>	<u>(15,000)</u>	<u>(15,000)</u>	<u>-</u>
	<u>Net Cost</u>	<u>441,560</u>	<u>435,790</u>	<u>5,770</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(167,190)</u>	<u>(212,190)</u>	<u>45,000</u>
	<u>Division Levy Requirement</u>	<u>274,370</u>	<u>223,600</u>	<u>50,770</u>

CITY OF OWEN SOUND
PWT LABOUR AND FLEET
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>22 FTE</i>	Salaries and Benefits	1,903,547	1,869,571	33,976
	Less Charged Out	(1,702,914)	(1,655,507)	(47,406)
<i>6 Seasonal LEO</i>	Materials and Supplies	503,956	496,156	7,800
	Less Charged Out	(925,000)	(925,000)	-
	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>(220,411)</u>	<u>(214,781)</u>	<u>(5,630)</u>
<i>Contracts</i>	Grants	-	-	-
None	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>(220,411)</u>	<u>(214,781)</u>	<u>(5,630)</u>
	Reserve Contribution	260,000	260,000	-
	Internal Cost Allocation	-	-	-
	<u>Division Levy Requirement</u>	<u>39,589</u>	<u>45,219</u>	<u>(5,630)</u>

CITY OF OWEN SOUND
PWT ROADS
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>Roads and Roadside Maintenance</i>				
	Salaries and Benefits	645,955	624,861	21,094
	Materials and Supplies	383,531	363,531	20,000
	Contract Services	155,500	147,500	8,000
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>1,184,985</u>	<u>1,135,891</u>	<u>49,094</u>
<i>Contracts</i>	Grants - County Contribution	(127,500)	(127,500)	-
Maintenance	Other Revenue	-	-	-
Sidewalk Condition	<u>Revenue</u>	<u>(127,500)</u>	<u>(127,500)</u>	<u>-</u>
Reflectivity Survey				
Line painting	Net Cost	<u>1,057,485</u>	<u>1,008,391</u>	<u>49,094</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	(35,000)	(35,000)	-
	Division Levy Requirement	<u>1,022,485</u>	<u>973,391</u>	<u>49,094</u>

CITY OF OWEN SOUND
PWT ROADS
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>Winter Control</i>			
Salaries and Benefits	990,674	951,861	38,813
Materials and Supplies	863,443	863,443	-
Contract Services	24,500	24,500	-
Debt Payments	-	-	-
<u>Gross Costs</u>	<u>1,878,617</u>	<u>1,839,804</u>	<u>38,813</u>
Grants	-	-	-
Other Revenue	-	-	-
<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Cost	1,878,617	1,839,804	38,813
Reserve Contribution	-	-	-
Internal Cost Allocation	-	-	-
Division Levy Requirement	1,878,617	1,839,804	38,813

CITY OF OWEN SOUND
 STORM WATER MANAGEMENT
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	-	-	-
	Materials and Supplies	20,000	20,000	-
	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>
	Reserve Contribution	75,000	25,000	50,000
	<u>Internal Cost Allocation</u>	<u>79,497</u>	<u>78,718</u>	<u>779</u>
	<u>Division Levy Requirement</u>	<u>174,497</u>	<u>123,718</u>	<u>50,779</u>

CITY OF OWEN SOUND
 SOURCE WATER PROTECTION
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	-	-	-
	Materials and Supplies	-	-	-
	Contract Services	6,500	6,500	-
	External Transfer	267,294	267,294	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>273,794</u>	<u>273,794</u>	-
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	-
	<u>Net Cost</u>	<u>273,794</u>	<u>273,794</u>	-
	Reserve Contribution	-	-	-
	Internal Cost Allocation	(267,294)	(267,294)	-
	<u>Division Levy Requirement</u>	<u>6,500</u>	<u>6,500</u>	-

CITY OF OWEN SOUND
 ENGINEERING
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>7 FTE</i>	Salaries and Benefits	715,293	697,830	17,464
Engineering Mgr	Materials and Supplies	15,100	15,100	-
4 x Technicians	Contract Services	39,500	29,500	10,000
1 Assistant	Debt Payments	-	-	-
Contracts Manager	<i>Gross Costs</i>	<u>769,893</u>	<u>742,430</u>	<u>27,464</u>
<i>Contracts</i>	Grants	-	-	-
Bridge Inspections	Other Revenue	-	(35,000)	35,000
Road Condition	<i>Revenue</i>	<u>-</u>	<u>(35,000)</u>	<u>35,000</u>
	Net Cost	<u>769,893</u>	<u>707,430</u>	<u>62,464</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	<u>(569,123)</u>	<u>(405,174)</u>	<u>(163,950)</u>
	Division Levy Requirement	<u>200,770</u>	<u>302,256</u>	<u>(101,486)</u>

CITY OF OWEN SOUND
STREETLIGHTS AND TRAFFIC CONTROL
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	1,754	1,064	689
	Materials and Supplies	178,097	178,097	-
	Contract Services	75,000	75,000	-
	Debt Payments	147,816	147,816	-
	<u>Gross Costs</u>	<u>402,666</u>	<u>401,977</u>	<u>689</u>
<i>Contracts</i>				
Traffic Signal Maint	Grants	-	-	-
Streetlight Maint	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>402,666</u>	<u>401,977</u>	<u>689</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>62,729</u>	<u>-</u>	<u>62,729</u>
	<u>Division Levy Requirement</u>	<u>465,395</u>	<u>401,977</u>	<u>63,418</u>

CITY OF OWEN SOUND
SOLID WASTE MANAGEMENT
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Contracts	Salaries and Benefits	61,183	56,808	4,375
Waste Management	Materials and Supplies	252,086	244,486	7,600
Transfer Station	Contract Services	1,016,170	992,500	23,670
Recycling Collection	Debt Payments	-	-	-
Compost Station	<i>Gross Costs</i>	<u>1,329,439</u>	<u>1,293,795</u>	<u>35,645</u>
	Grants	(261,200)	(228,000)	(33,200)
	Other Revenue	(619,900)	(609,900)	(10,000)
	<i>Revenue</i>	<u>(881,100)</u>	<u>(837,900)</u>	<u>(43,200)</u>
	Net Cost	<u>448,339</u>	<u>455,895</u>	<u>(7,555)</u>
	Reserve Contribution	12,500	12,500	-
	Internal Cost Allocation	<u>81,338</u>	<u>80,038</u>	<u>1,300</u>
	Division Levy Requirement	<u>542,177</u>	<u>548,432</u>	<u>(6,255)</u>

CITY OF OWEN SOUND
ENERGY REVENUES
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Contracts	Salaries and Benefits	-	-	-
Hydro One	Materials and Supplies	100	100	-
Grasshopper	Contract Services	-	-	-
	Debt Payments	20,811	20,811	-
	<i>Gross Costs</i>	<u>20,911</u>	<u>20,911</u>	-
	Grants	-	-	-
	Other Revenue	(145,750)	(145,750)	-
	<i>Revenue</i>	<u>(145,750)</u>	<u>(145,750)</u>	-
	Net Cost	<u>(124,839)</u>	<u>(124,839)</u>	-
	Reserve Contribution	-	-	-
	Internal Cost Allocation	4,135	3,578	558
	Division Levy Requirement	<u>(120,704)</u>	<u>(121,262)</u>	558

CITY OF OWEN SOUND
 CLOSED LANDFILL AND GARBAGE DISP
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
Contracts	Salaries and Benefits	2,734	1,207	1,526
Leachate hauling	Materials and Supplies	4,862	4,862	-
Snow Removal	Contract Services	214,500	194,500	20,000
Monitoring	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>222,096</u>	<u>200,570</u>	<u>21,526</u>
	Grants	-	-	-
	Other Revenue	(2,350)	(2,350)	-
	<u>Revenue</u>	<u>(2,350)</u>	<u>(2,350)</u>	<u>-</u>
	<u>Net Cost</u>	<u>219,746</u>	<u>198,220</u>	<u>21,526</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	-	-	-
	<u>Division Levy Requirement</u>	<u>219,746</u>	<u>198,220</u>	<u>21,526</u>

CITY OF OWEN SOUND
COMMUNITY SERVICES
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
2500 DIRECTOR OF COMMUNITY SERVICES	55,137	41,577	13,560
2510 BUILDING INSPECTION	(262)	8,101	(8,363)
2520 PLANNING	289,172	295,254	(6,083)
2514 PARKS AND GREENSPACES	1,484,102	1,511,856	(27,754)
2415 CEMETERY AND PLAYSPACES GENERA	358,298	338,191	20,107
2532 PROGRAMS	(6,309)	(7,800)	1,491
2533 FACILITY BOOKING	(852,457)	(856,865)	4,408
2530 COMMUNITY DEVELOPMENT	226,716	245,897	(19,182)
2540 TOURISM	167,173	157,856	9,317
2541 SPECIAL EVENTS GENERAL	160,054	144,517	15,538
	1,881,623	1,878,584	3,039

BUDGET BREAKDOWN	2021	2020	change
WAGES	2,998,157	2,780,061	218,097
DEBT PAYMENTS	58,668	89,967	(31,298)
MATERIALS	760,309	748,509	11,800
LEGAL AND CONTRACT	350,145	348,045	2,100
EXTERNAL TRANSFER	40,000	40,000	-
GRANTS	(10,000)	(10,000)	-
REVENUE AND USER FEES	(2,604,300)	(2,380,050)	(224,250)
Net Operating Budget	1,592,979	1,616,531	# (23,552)
NET TRANSFERRED TO OTHER DEPT'S	252,143	135,153	116,990
TRANSFERRED TO RESERVES	36,500	126,900	(90,400)
	-	-	-
TAX BURDEN	1,881,623	1,878,584	3,039

CITY OF OWEN SOUND
 COMMUNITY SERVICES DIRECTOR
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	270,332	256,772	13,560
Director	Materials and Supplies	4,750	4,750	-
Admin Assistant	Contract Services	1,500	1,500	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>276,582</u>	<u>263,022</u>	<u>13,560</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>276,582</u>	<u>263,022</u>	<u>13,560</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(221,445)</u>	<u>(221,445)</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>55,137</u>	<u>41,577</u>	<u>13,560</u>

CITY OF OWEN SOUND
 BUILDING
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>4 FTE</i>	Salaries and Benefits	434,505	314,173	120,332
CBO	Materials and Supplies	24,300	24,300	-
Deputy CBO	Contract Services	1,550	1,550	-
Building Inspector	Debt Payments	-	-	-
Development Coordinator	<i>Gross Costs</i>	<u>460,355</u>	<u>340,023</u>	<u>120,332</u>
	Grants	-	-	-
	Other Revenue	(470,000)	(305,000)	(165,000)
	<i>Revenue</i>	<u>(470,000)</u>	<u>(305,000)</u>	<u>(165,000)</u>
<i>Contract none</i>	Net Cost	<u>(9,645)</u>	<u>35,023</u>	<u>(44,668)</u>
	Reserve Contribution	(175,000)	(80,000)	(95,000)
	Internal Cost Allocation	<u>184,383</u>	<u>53,078</u>	<u>131,305</u>
	Division Levy Requirement	<u>(262)</u>	<u>8,101</u>	<u>(8,363)</u>

CITY OF OWEN SOUND
 PLANNING AND HERITAGE
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>3 FTE</i>	Salaries and Benefits	333,883	317,992	15,891
	Materials and Supplies	21,750	21,750	-
Manager of Planning & Heritage	Contract Services	22,500	22,500	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>378,133</u>	<u>362,242</u>	<u>15,891</u>
Int. Planner Jr. Planner	Grants	40,000	40,000	-
	Other Revenue	(230,000)	(165,000)	(65,000)
<i>Contract</i> none	<u>Revenue</u>	<u>(190,000)</u>	<u>(125,000)</u>	<u>(65,000)</u>
	<u>Net Cost</u>	<u>188,133</u>	<u>237,242</u>	<u>(49,109)</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	101,039	58,013	43,026
	<u>Division Levy Requirement</u>	<u>289,172</u>	<u>295,254</u>	<u>(6,083)</u>

CITY OF OWEN SOUND
PROGRAMS
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	1,828	2,938	(1,109)
	Materials and Supplies	12,150	12,150	-
	Contract Services	67,100	67,100	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>81,078</u>	<u>82,188</u>	<u>(1,109)</u>
	Grants	-	-	-
	Other Revenue	(137,550)	(137,550)	-
	<u>Revenue</u>	<u>(137,550)</u>	<u>(137,550)</u>	<u>-</u>
<i>Contracts</i>				
YMCA	<u>Net Cost</u>	<u>(56,472)</u>	<u>(55,362)</u>	<u>(1,109)</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>50,163</u>	<u>47,563</u>	<u>2,600</u>
	<u>Division Levy Requirement</u>	<u>(6,309)</u>	<u>(7,800)</u>	<u>1,491</u>

CITY OF OWEN SOUND
 FACILITY BOOKING
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	83,720	82,462	1,258
Facility Booking	Materials and Supplies	5,460	4,460	1,000
Coordinator	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>89,180</u>	<u>86,922</u>	<u>2,258</u>
	Grants	-	-	-
	Bayshore Revenue	(378,150)	(378,150)	-
	Attack Revenue	(93,500)	(93,500)	-
	RRC Revenue	(520,200)	(520,200)	-
	Sportsfield Revenue	(78,000)	(78,000)	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>(1,069,850)</u>	<u>(1,069,850)</u>	<u>-</u>
<i>Contracts</i>	Net Cost	(980,670)	(982,928)	2,258
	Reserve Contribution	50,000	50,000	-
	<u>Internal Cost Allocation</u>	<u>78,213</u>	<u>75,063</u>	<u>3,150</u>
	<u>Division Levy Requirement</u>	<u>(852,457)</u>	<u>(857,865)</u>	<u>5,408</u>

CITY OF OWEN SOUND
PWT PARKS AND GREENSPACES AND
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>8 FTE</i>	Salaries and Benefits	1,258,921	1,261,171	(2,250)
<i>13 SEASONAL</i>	Materials and Supplies	425,502	415,502	10,000
<i>10 STUDENT</i>	Contract Services	109,600	109,600	-
Parks Manager	Debt Payments	42,557	73,855	(31,298)
Parks Supervisor	<u>Gross Costs</u>	<u>1,836,580</u>	<u>1,860,128</u>	<u>(23,548)</u>
Parks & Cem Admin	Grants	-	-	-
5 x Parks Labour	Other Revenue	(374,000)	(370,000)	(4,000)
	<u>Revenue</u>	<u>(374,000)</u>	<u>(370,000)</u>	<u>(4,000)</u>
<i>Contracts</i>				
Camp Security	<u>Net Cost</u>	<u>1,462,580</u>	<u>1,490,128</u>	<u>(27,548)</u>
	Reserve Contribution	99,000	99,000	-
	<u>Internal Cost Allocation</u>	<u>(77,478)</u>	<u>(77,272)</u>	<u>(206)</u>
	<u>Division Levy Requirement</u>	<u>1,484,102</u>	<u>1,511,856</u>	<u>(27,754)</u>

CITY OF OWEN SOUND
PWT CEMETERY AND PLAYGROUNDS
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	231,815	228,822	2,992
<i>2 Seasonal</i>	Materials and Supplies	68,877	58,877	10,000
	Contract Services	8,200	8,200	-
	Debt Payments	16,112	16,112	-
	<u>Gross Costs</u>	<u>325,003</u>	<u>312,011</u>	<u>12,992</u>
	Grants	-	-	-
	Other Revenue	(168,150)	(174,150)	6,000
	<u>Revenue</u>	<u>(168,150)</u>	<u>(174,150)</u>	<u>6,000</u>
<i>Contracts</i>	Net Cost	156,853	137,861	18,992
	Reserve Contribution	40,000	40,000	-
	Internal Cost Allocation	161,445	160,330	1,115
	Division Levy Requirement	358,298	338,191	20,107

CITY OF OWEN SOUND
 COMMUNITY DEVELOPMENT AND MARKETING
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	123,481	121,662	1,818
Manager of	Materials and Supplies	43,410	52,410	(9,000)
Community Dev.	Contract Services	20,000	35,000	(15,000)
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>186,891</u>	<u>209,072</u>	<u>(22,182)</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	(3,000)	3,000
	<u>Revenue</u>	<u>-</u>	<u>(3,000)</u>	<u>3,000</u>
	<u>Net Cost</u>	<u>186,891</u>	<u>206,072</u>	<u>(19,182)</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>39,825</u>	<u>39,825</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>226,716</u>	<u>245,897</u>	<u>(19,182)</u>

CITY OF OWEN SOUND
 TOURISM MANAGER
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	114,023	110,706	3,317
Tourism Coordinator	Materials and Supplies	66,650	60,650	6,000
<i>3 Students</i>	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>180,673</u>	<u>171,356</u>	<u>9,317</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	(13,500)	(13,500)	-
	<u>Revenue</u>	<u>(13,500)</u>	<u>(13,500)</u>	<u>-</u>
	<u>Net Cost</u>	<u>167,173</u>	<u>157,856</u>	<u>9,317</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	-	-	-
	<u>Division Levy Requirement</u>	<u>167,173</u>	<u>157,856</u>	<u>9,317</u>

CITY OF OWEN SOUND
SPECIAL EVENTS
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	145,650	83,362	62,288
Events Coordinator	Materials and Supplies	87,460	92,660	(5,200)
	Contract Services	115,895	98,795	17,100
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>349,004</u>	<u>274,817</u>	<u>74,188</u>
<i>Contracts</i>	Grants	(10,000)	(10,000)	-
	Other Revenue	(137,450)	(137,450)	-
	<u>Revenue</u>	<u>(147,450)</u>	<u>(147,450)</u>	<u>-</u>
	<u>Net Cost</u>	<u>201,554</u>	<u>127,367</u>	<u>74,188</u>
	Reserve Contribution	22,500	17,900	4,600
	Internal Cost Allocation	(64,000)	-	(64,000)
	<u>Division Levy Requirement</u>	<u>160,054</u>	<u>145,267</u>	<u>14,788</u>

CITY OF OWEN SOUND
FACILITIES
DRAFT 2021 OPERATING BUDGET

	2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
2430 FACILITIES MANAGER	44,104	41,861	2,243
2431 CITY HALL	206,582	211,105	(4,523)
2432 POLICE BUILDING	279,285	281,246	(1,962)
2433 BAYSHORE	985,067	989,951	(4,884)
2435 GENERAL FACILITIES	189,665	201,513	(11,848)
2436 REGIONAL RECREATION CENTRE	966,089	923,066	43,023
	<u>2,670,792</u>	<u>2,648,742</u>	<u>22,051</u>
BUDGET BREAKDOWN	2021	2020	change
WAGES	1,117,686	1,118,288	(602)
DEBT PAYMENTS	42,631	42,631	-
MATERIALS	1,088,990	1,064,990	24,000
LEGAL AND CONTRACT	407,750	395,750	12,000
REVENUE AND USER FEES	(55,964)	(55,964)	-
Net Operating Budget	2,601,092	2,565,695	35,398
NET TRANSFERRED TO OTHER DEPT'S	(44,300)	(40,953)	(3,347)
TRANSFERRED TO RESERVES	114,000	124,000	(10,000)
TAX BURDEN	2,670,792	2,648,742	22,051

CITY OF OWEN SOUND
 FACILITIES MANAGER
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>1 FTE</i>	Salaries and Benefits	152,454	150,211	2,243
Sr Manager Parks and Facilities	Materials and Supplies	4,700	4,700	-
	Contract Services	-	-	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>157,154</u>	<u>154,911</u>	<u>2,243</u>
<i>Contracts</i>	Grants	-	-	-
	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>157,154</u>	<u>154,911</u>	<u>2,243</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>(113,050)</u>	<u>(113,050)</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>44,104</u>	<u>41,861</u>	<u>2,243</u>

CITY OF OWEN SOUND
 CITY HALL
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	18,282	20,805	(2,523)
	Materials and Supplies	85,500	85,500	-
	Contract Services	60,000	52,000	8,000
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>163,782</u>	<u>158,305</u>	<u>5,477</u>
<i>Contracts</i>				
Cleaning	Grants	-	-	-
Service Agreements	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>163,782</u>	<u>158,305</u>	<u>5,477</u>
	Reserve Contribution	35,000	45,000	(10,000)
	<u>Internal Cost Allocation</u>	<u>7,800</u>	<u>7,800</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>206,582</u>	<u>211,105</u>	<u>(4,523)</u>

CITY OF OWEN SOUND
 POLICE STATION
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	5,485	7,446	(1,962)
	Materials and Supplies	169,000	169,000	-
	Contract Services	97,000	97,000	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>271,485</u>	<u>273,446</u>	<u>(1,962)</u>
<i>Contracts</i>				
Cleaning	Grants	-	-	-
Snow Removal	Other Revenue	-	-	-
	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>271,485</u>	<u>273,446</u>	<u>(1,962)</u>
	Reserve Contribution	-	-	-
	Internal Cost Allocation	7,800	7,800	-
	<u>Division Levy Requirement</u>	<u>279,285</u>	<u>281,246</u>	<u>(1,962)</u>

CITY OF OWEN SOUND
 BAYSHORE
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>5 FTE</i>	Salaries and Benefits	535,077	540,961	(5,884)
Facility Supervisor	Materials and Supplies	388,490	387,490	1,000
4 x Facility Attendant	Contract Services	111,250	111,250	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>1,034,817</u>	<u>1,039,701</u>	<u>(4,884)</u>
<i>Contracts</i>	Grants	-	-	-
Snow Removal	Other Revenue	(26,050)	(26,050)	-
Equipment Service	<u>Revenue</u>	<u>(26,050)</u>	<u>(26,050)</u>	<u>-</u>
	<u>Net Cost</u>	<u>1,008,767</u>	<u>1,013,651</u>	<u>(4,884)</u>
	Reserve Contribution	12,500	12,500	-
	<u>Internal Cost Allocation</u>	<u>(36,200)</u>	<u>(36,200)</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>985,067</u>	<u>989,951</u>	<u>(4,884)</u>

CITY OF OWEN SOUND
 REGIONAL REC CENTRE
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>3 FTE, 2 PT</i>	Salaries and Benefits	327,489	309,966	17,523
Facility Attendants	Materials and Supplies	382,800	359,800	23,000
	Contract Services	134,000	134,000	-
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>844,289</u>	<u>803,766</u>	<u>40,523</u>
<i>Contracts</i>	Grants	-	-	-
Snow Removal	Other Revenue	-	-	-
Equipment Service	<u>Revenue</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>Net Cost</u>	<u>844,289</u>	<u>803,766</u>	<u>40,523</u>
	Reserve Contribution	62,500	62,500	-
	<u>Internal Cost Allocation</u>	<u>59,300</u>	<u>56,800</u>	<u>2,500</u>
	<u>Division Levy Requirement</u>	<u>966,089</u>	<u>923,066</u>	<u>43,023</u>

CITY OF OWEN SOUND
 OTHER PROPERTIES
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>2 FTE</i>	Salaries and Benefits	78,899	88,899	(10,001)
Facility Carpenter	Materials and Supplies	58,500	58,500	-
Facility Labourer	Contract Services	5,500	1,500	4,000
	Debt Payments	42,631	42,631	-
	<u>Gross Costs</u>	<u>185,530</u>	<u>191,530</u>	<u>(6,001)</u>
<i>Contracts</i>	Grants	-	-	-
Service Contracts	Other Revenue	(29,914)	(29,914)	-
	<u>Revenue</u>	<u>(29,914)</u>	<u>(29,914)</u>	<u>-</u>
	<u>Net Cost</u>	<u>155,615</u>	<u>161,616</u>	<u>(6,001)</u>
	Reserve Contribution	4,000	4,000	-
	Internal Cost Allocation	30,050	35,897	(5,847)
	<u>Division Levy Requirement</u>	<u>189,665</u>	<u>201,513</u>	<u>(11,848)</u>

CITY OF OWEN SOUND
FIRE PROTECTION SERVICES
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
2101	FIRE GENERAL	4,822,092.91	4,883,989.77	-61,896.87
2120	FIRE PREVENTION	4,500.00	4,500.00	0.00
2130	EMERGENCY OPER C C	-	-	0.00
2135	FIRE AND RESCUE TRAINING	-	-	0.00
2140	WATER RESCUE	3,000.00	3,000.00	0.00
2180	EQUIPMENT	428,150.00	378,150.00	50,000.00
2185	PROPERTY	74,560.64	74,560.64	0.00
		5,332,303.54	5,344,200.41	-11,896.87
BUDGET BREAKDOWN		2020	2020	
	WAGES	4,635,813.54	4,734,645.41	-98,831.87
	DEBT PAYMENTS	-	-	0.00
	MATERIALS	237,555.00	237,555.00	0.00
	LEGAL AND CONTRACT	112,435.00	78,000.00	34,435.00
				0.00
	GRANTS	-	-	0.00
	REVENUE AND USER FEES	(11,500.00)	(11,500.00)	0.00
Net Operating Budget		\$ 4,974,304	\$ 5,038,700	# \$ (64,397)
	NET TRANSFERRED TO OTHER DEPT'S	9,000.00	16,500.00	-7,500.00
	TRANSFERRED TO RESERVES	349,000.00	289,000.00	60,000.00
TAX BURDEN		5,332,304	5,344,200	(11,897)

CITY OF OWEN SOUND
 FIRE DEPARTMENT
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
<i>29 FTE</i>	Salaries and Benefits	4,635,814	4,734,645	(98,832)
Fire Officers	Materials and Supplies	237,555	237,555	-
<i>1 FTE</i>	Contract Services	112,435	78,000	34,435
Fire Chief	Debt Payments	-	-	-
<i>1 FTE</i>	<i>Gross Costs</i>	<u>4,985,804</u>	<u>5,050,200</u>	<u>(64,397)</u>
Deputy Fire Chief	Grants	-	-	-
<i>Contracts</i>	Other Revenue	(11,500)	(11,500)	-
Dispatch (OSPS)	<i>Revenue</i>	<u>(11,500)</u>	<u>(11,500)</u>	<u>-</u>
	Net Cost	<u>4,974,304</u>	<u>5,038,700</u>	<u>(64,397)</u>
	Reserve Contribution	349,000	289,000	60,000
	Internal Cost Allocation	9,000	16,500	(7,500)
	Division Levy Requirement	<u>5,332,304</u>	<u>5,344,200</u>	<u>(11,897)</u>

CITY OF OWEN SOUND
TOM THOMSON ART GALLERY
DRAFT 2021 OPERATING BUDGET

		2020 DRAFT BUDGET	2020 BUDGET	VARIANCE
7501	GALLERY GENERAL	(21,867)	(39,906)	18,039
7510	GIFT SHOP	(16,650)	(16,708)	58
7520	MOVIES	(28,650)	(27,650)	(1,000)
7522	SPECIAL EVENTS	(30,000)	(12,500)	(17,500)
7525	ENDOWMENT FUNDS	(5,000)	(12,500)	7,500
7530	MEMBERSHIP	(15,500)	(15,500)	-
7533	COMMUNITY OUTREACH	400	400	-
7540	EXHIBITIONS	33,600	32,275	1,325
7550	COLLECTION MANAGEMENT	15,250	15,250	-
7560	EDUCATION	(3,700)	(3,700)	-
7562	STUDIO	(500)	(3,000)	2,500
7571	ONTARIO SEED	1,775	1,775	-
7585	BUILDING	72,950	72,950	-
		2,108	(8,814)	10,922

BUDGET BREAKDOWN		2021	2020	
<i>6 FTE</i>	WAGES	545,053	461,048	84,005
	DEBT PAYMENTS	50,000	50,000	-
	MATERIALS	134,100	136,975	(2,875)
	LEGAL AND CONTRACT	34,200	33,700	500
	GRANTS	(133,171)	(138,171)	5,000
	REVENUE AND USER FEES	(151,700)	(152,058)	358
Net Operating Budget		478,482	391,494	86,988
	NET TRANSFERRED TO OTHER DEPT'S	(1,375)	(308)	(1,067)
	CITY CONTRIBUTION	(475,000)	(400,000)	(75,000)
TAX BURDEN		2,108	(8,814)	10,922

Owen Sound & North Grey Union Public Library
2020 Draft Operating Budget - with unaudited actuals to August 31, 2020

	Approved 2020	ACTUAL 31-Aug-20	Over /Under Budget YTD	Proposed 2021
LIBRARY OPERATING BUDGET:				
UNION LIBRARY SUPPORT:				
MUNICIPAL REVENUE:				
CITY SUPPORT:				
City Operating Grant	987,189.00	658,126.00	329,063.00	993,752.00
Total City Support: **	987,189.00	658,126.00	329,063.00	993,752.00
TOWNSHIP SUPPORT				
Township of Chatsworth**	162,076.00	108,051.00	54,025.00	160,657.00
Township of Georgian Bluffs**	351,983.00	234,655.00	117,328.00	362,720.00
Municipality of Meaford**	135,881.00	90,588.00	45,293.00	139,125.00
Total Township Support: **	649,940.00	433,294.00	216,646.00	662,502.00
Total Municipal Support Before Rebat	1,637,129.00	1,091,420.00		1,656,254.00
Rebate to Municipalities	-72,589.00			-72,589.00
TOTAL UNION LIBRARY SUPPORT:	1,564,540.00	1,091,420.00	473,120.00	1,583,665.00
NON-MUNICIPAL REVENUE:				
Legislative Grant(Prov)	72,589.00	72,589.00	0.00	72,589.00
Pay Equity	3,391.00	3,391.00	0.00	3,391.00
Employment Grants - YCW, CAP, ALC,	3,500.00	0.00	3,500.00	3,500.00
Non-Resident Memberships	500.00	160.00	340.00	500.00
Fines	25,000.00	4,265.00	20,735.00	3,500.00
Non-Member Computer/Internet Fees	1,500.00	255.00	1,245.00	1,500.00
Copying/Printing	5,440.00	1,095.00	4,345.00	5,000.00
Room Rentals/AV Rentals	3,000.00	319.00	2,681.00	1,500.00
Publicity & Programming	2,000.00	-4.00	2,004.00	1,000.00
Interest	9,000.00	9,512.00	-512.00	12,000.00
Misc Revenue	5,000.00	11,331.00	-6,331.00	5,000.00
Donations - HWB / AAM	27,000.00	8,340.00	18,660.00	27,000.00
Transfers from Reserves Current Year	150,500.00	125,000.00	25,500.00	30,000.00
Transfers from Reserves Previous Year	0.00	0.00	0.00	0.00
ALC Administration	50,000.00	67,865.00	-17,865.00	60,000.00
TOTAL NON-MUNICIPAL REVENUE:	358,420.00	304,118.00	54,302.00	226,480.00
GRAND TOTAL ALL REVENUE:	1,922,960.00	1,395,538.00	527,422.00	1,810,145.00

NOTES

based on August 31, 2020 membership
Municipal overall increase of 1.22 %
after rebate

15,000 for Lib. Collection from Book Sale Reserve, \$10,000 for Lib. Collection from Trust & Donations Reserve, \$5,000 from Poet Laureate

CITY OF OWEN SOUND
POLICE SERVICES
DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
3000	POL SERV BOARD	37,133	38,403	-1,270
3100	POLICE FORCE	6,409,256	6,235,639	173,617
3200	POLICE CIVILIANS	1,035,970	1,056,726	-20,756
3300	COURT SECURITY	335,901	282,519	53,382
		<u>7,818,259</u>	<u>7,613,287</u>	<u>204,972</u>

<u>BUDGET BREAKDOWN</u>	<u>2021</u>	<u>2020</u>	<u>change</u>
WAGES	9,739,624	9,513,940	225,684
DEBT PAYMENTS	389,122	389,232	-110
MATERIALS	235,706	229,406	6,300
GRANTS	(619,581)	(619,581)	0
REVENUE AND USER FEES	(1,894,112)	(1,867,211)	-26,902
Net Operating Budget	7,850,759	7,645,786 #	204,972
Reserve Contribution	(32,500)	(32,500)	0
Internal Cost Allocation	0	0	0
TAX BURDEN	7,818,259	7,613,287	204,972

CITY OF OWEN SOUND
 POLICE OFFICERS
 DRAFT 2021 OPERATING BUDGET

		2021 DRAFT BUDGET	2020 BUDGET	VARIANCE
	Salaries and Benefits	6,080,984	5,914,206	166,777
	Materials and Supplies	285,072	284,532	540
	Contract Services	226,706	220,406	6,300
	Debt Payments	-	-	-
	<u>Gross Costs</u>	<u>6,592,762</u>	<u>6,419,145</u>	<u>173,617</u>
<i>Contracts</i>	Grants	(197,368)	(197,368)	-
	Other Revenue	(42,000)	(42,000)	-
	<u>Revenue</u>	<u>(239,368)</u>	<u>(239,368)</u>	<u>-</u>
	<u>Net Cost</u>	<u>6,353,394</u>	<u>6,179,777</u>	<u>173,617</u>
	Reserve Contribution	-	-	-
	<u>Internal Cost Allocation</u>	<u>55,862</u>	<u>55,862</u>	<u>-</u>
	<u>Division Levy Requirement</u>	<u>6,409,256</u>	<u>6,235,639</u>	<u>173,617</u>

APPENDIX B

SERVICE LEVEL

CHANGE BUSINESS

CASES



owensound.ca

**owen
sound**
where you want to live

***ADDITIONAL STAFFING DEDICATED TO
DOWNTOWN SURFACE REPAIR WORK***

BUSINESS CASE

Version 1.0

11/18/2020

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	<i>D. Kefalas</i>	<i>11/09/20</i>			

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1 EXECUTIVE SUMMARY

The prepared business case deals with transitioning two seasonal staff in Public Works to full time. The seasonal staff in question are hired on an annual basis to conduct winter control activities.

The reason for the transitioning is to have additional resources that would be dedicated to making repairs of the flat surface (i.e., concrete sidewalks, paving stone boulevards) work in the downtown core. Work that needs to be done.

The cost to the City will be approximately \$110,000 in additional wages and approximately \$20,000 in the purchase of materials needed to complete the work. The net benefit for the City by bringing this work in-house will be approximately \$154,000 over the five year financial analysis.

The additional resources will also provide additional benefits in the preparing the City for winter control in the late fall and transitioning out of winter control in the spring.

The new two full time staff will spend approximately 22 weeks doing winter control and 30 weeks dedicated to the flat surface repair work in the downtown core on an annual basis.

2 INTRODUCTION

2.1 PURPOSE OF BUSINESS CASE

The intended audience of the Additional Staffing Dedicated to Downtown Flat Surfacing Work Business Case is City Council, the project sponsor and senior leadership.

3 PROJECT DESCRIPTION

This project involves retaining two seasonal winter control staff full time in Public Works who will be dedicated to making repairs and maintaining the flat surface (i.e., concrete sidewalks, paving stone boulevards) work in the downtown core.

4 HIGH-LEVEL BUSINESS IMPACT

The additional staffing will increase the 2020 salaries and wages for PWT Labour & Fleet by \$110,000. Additional concrete will have to be purchased in order to provide staff the required materials to complete the anticipated work. It is anticipated that approximately \$20,000 worth of concrete will be required on annual basis.

5 ALTERNATIVES AND ANALYSIS

Over time the paving stone brick work downtown has started to settle creating trip hazards that need to be addressed. The City has also experience heaving of the sidewalks associated with expansion of the concrete during the hot summer months. Upon investigation it appears that partial penetrating expansion joints were used during the Big Dig and this appears to be the cause of the problem. The biggest issue the City faces is lining up contractors to do the work. Some years like 2019 the City could not find contractors interested in doing the concrete work, other years like 2020 the City finds a contractor willing to do the work but they don't show up to do the work because they find more lucrative work to do and keep pushing off the City work. In some cases the issues pose a threat to pedestrians and has to be completed in a timely manner. Several of these problem areas are located adjacent to entrances of businesses located on 2nd Ave. East. This just compounds the trip hazard because foot traffic is coming from 3 different directions. This is work that must be done and a necessary investment in the City's downtown core. The City spent millions of dollars in beautifying the downtown during the Big Dig but as expected this work requires increasing maintenance costs to keep it in good repair. Maintaining the status quo of not investing isn't an alternative that was considered because by doing so the City would not be adhering to the minimum maintenance standards for sidewalks.

5.1 ALTERNATIVE A

Bring in-house the concrete repairs and paving stone brick work in the downtown core. The major benefits for bringing this work in-house include:

- Making repairs in a timely manner.
- Not paying markups on materials, supplies and labour (industry norm is 15%).
- Not paying profit on materials, supplies, labour and equipment (industry norm 10%).
- Adhering to the provincial minimum maintenance standards for sidewalks.
- Reducing the potential for trip hazards.
- Reducing trip and fall claims against the City.
- Meet the scheduling needs of the businesses in the downtown core (City staff can and have worked with businesses to schedule work around their hours of operations).
- Fully burden hourly rate \$34.63 - \$36.15.
- Concrete price \$145 per cubic meter (Year 1).

The following analysis is based on 2 staff, 30 weeks of work on an annual basis when the staff won't be involved in winter control and purchasing \$20,000 of concrete in Year 1 and equal amounts each year after. It also assumes a CPI increase of 2% on an annual basis and an annual wage increase of 1.50%.

Alternatives Analysis	Year1	Year2	Year3	Year4	Year5	Total
Alternative A						
Cost of Alternative	(\$103,112)	(\$108,461)	(\$110,190)	(\$111,947)	(\$113,732)	(\$547,442)
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0
Cost Avoidance	\$152,812	\$155,868	\$158,985	\$162,165	\$165,408	\$795,238
Stakeholder Benefit	\$0	\$0	\$0	\$0	\$0	\$0
Total Benefit	\$49,700	\$47,407	\$48,795	\$50,218	\$51,676	\$247,796

5.2 ALTERNATIVE B

The alternate solution would be to contract out all the repair work. The benefits of contracting the work out include:

- Adhering to the provincial maintenance standards for sidewalks.
- Reducing the potential for trip hazards.
- Reducing trip and fall claims against the City.

Disadvantages of contracting the work out include:

- Not making repairs in a timely manner or at all.
- Not meeting the operational needs of the business and shop owners.
- Higher hourly rates (\$42/hr.).
- Paying markups for both overhead (15%) and profit (10%).
- Concrete price \$183 per cubic meter (Year 1).

The analysis above includes the costs associated with contracting the same work out to the private sector and is reflected as “Cost Avoidance”

6 PREFERRED SOLUTION

6.1 FINANCIAL CONSIDERATIONS

The analysis above clearly shows that it is more cost effective to bring the repair work of the flat surfacing in house. Over a five year span the City could save close to \$250,000 for this specific type of work.

There are financial costs associated with transitioning staff from seasonal to full time that will offset these savings. Transitioning the staff will mean keeping two employees for additional three weeks for winter control, seasonal staff are hire for 19 weeks of winter control, which will cost the City approximately \$8,700 in Year 1 and increasing to approximately \$9,200 by Year 5. The City will also be paying the full time staff slightly more than the seasonal staff for the remaining 19 weeks of winter control. This equates to approximately \$7,600 in Year 1 and increase to approximately \$10,500 by Year 5. Over the five-year period the City will incur approximately \$93,500 in additional Winter Control costs. Thus, the net financial benefit over the five-year financial analysis is approximately \$154,000.

One other significant benefit in having two additional bodies that are consider full time is having this staff at our disposal to help with the transition periods at both the beginning of winter control and at the end of winter control. Times when we are trying to complete the last major cleanup of the City and the downtown core before the first major snowfall or in the spring when trying to remove the winter sand in anticipation of cycling season.

Other benefits include:

- Having the flexibility of being able to assign staff to work on various pieces of equipment depending on the need during winter control. Currently the seasonal staff can only operate the sidewalk plows/MV's and not the street plows or heavy equipment. Transitioning the seasonal staff to full time staff will allow the Superintendent or Lead Hands to assign staff to equipment that is required based on the need. For example, during heavy snowfalls the number one priority is keeping the Class II streets and hills clear of snow. If the Superintendent/Lead Hand only has 2 or 3 full time staff and 2 seasonal staff available, they can only assign 2 or 3 plows to keep the roads and hills clear. In this example if one of the seasonal staff was a staff that transitioned to full time then we have the capability of getting one more plow on the road.
- Reduces grievances related with the assignment of work and overtime associated with concrete and paving stone repairs. In the past management has had to deal with grievances from the union because the concrete work was deemed not to have been assigned fairly and equitably. In some cases, overtime was required to complete the work so that it didn't interfere with the operating hours of businesses along 2nd Ave. East (i.e., doing the work on a Sunday when the specific store was closed). Having dedicated staff assigned for this type of work should reduce if not eliminate such grievances. Grievances that require significant management and Human Resource Staff's time when dealing with the process.

6.2 PRELIMINARY ACQUISITION STRATEGY/PLAN

The implementation plan is to complete the winter control schedule for 2020/21 and then start the hiring process for the two full time Operators who will be dedicated or assigned the flat surfacing repair work in the downtown core. The winter schedule ends in mid-April. The hiring process and start up time will range between 6 to 10 weeks resulting in starting date range of the full time employees sometime between June 1st and July 2nd. Moving forward PW will only be hiring two Temporary Seasonal PW Labourers for winter control as opposed to the four that have been hired previously. The City will still be hiring the four Temporary Seasonal PW Snow Shovellers.

6.3 PRELIMINARY WORK BREAKDOWN STRUCTURE

On an annual basis the two new full time Operators will be assigned winter control duties from the beginning of the year to mid-April. Upon completion of winter control the Operators will be assigned a list of specific repairs of the flat surface work in the downtown core. This list of repairs will be generated by the "patroller" who will identify the sections of sidewalks and paving stones requiring repairs. The "patroller" is a Lead Hand or Temporary Lead Hand who is assigned the task of patrolling the streets with the mandate to identify problem areas and ensuring the City's roads and sidewalks meet the minimum maintenance standards regulated by the province. From time to time this list will be revised when higher priority repairs (i.e., heat heaves) are identified. At the beginning of November, the Operators will be re-assigned to winter control duties. The beginning of winter control may vary from year to year but it's usually with the first ten days of the month of November.

7 EVALUATION

7.1 SCHEDULE

Annual Work Schedule:

January 1st to April 15th - Winter Control

April 16th to October 31st - Flat Surface Repairs

November 1st to December 31st – Winter Control

7.2 COMMUNICATION PLAN

As the list of repairs is prepared each repair will also be evaluated to determine if it has a potential impact on an adjacent business. If the repair does impact an adjacent business the business will be contacted and staff will work with business owner to schedule the work so that the impact is minimized as much as possible within reason.

Media releases will be issued notifying the general public that this work is taking place.

7.3 EVALUATION

Initially the goal of the program will be to repair any emergency/high priority concrete repairs within 10 business days of identifying the repair, knowing that it will take at least 5 business days to do locates for underground utilities.

As each repair is completed it will be evaluated to determine the actual cost and over time the average cost on a linear or area basis in order to generate a unit price. As this data is collected management will be able to determine if and when certain work might be better contracted out based on an economy of scale. The issue that the City has faced is private contractors aren't interested in doing the repair work because it isn't worth their while due to the scale being too small. On larger scale projects it may end up being more cost effective to hire contractors because their unit prices might be less expensive. If this becomes the case then these larger projects will be identified to be included in the capital concrete repair program.

As each repair is completed management will also be able to determine the average production rate of staff. This will help in planning the work so that we don't have long sections of sidewalk or paving stones disturbed at any given time with the goal of having all the sidewalks and boulevards accessible over the weekend when the downtown core is the busiest.

Appendix A: Business Case - LITE Approval

The undersigned acknowledge they have reviewed the Additional Staffing Dedicated to Downtown Surfacing Repair Work and agree with the approach it presents. Changes to this **document** will be coordinated with and approved by the undersigned or their designated representatives.

Signature: _____ Date: _____
Print Name: Dennis Kefalas, P. Eng
Title: _____
Role: _____

Signature: Tim Simmonds Date: _____
Print Name: _____
Title: _____
Role: _____

APPENDIX B: REFERENCES

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location

APPENDIX C: KEY TERMS

The following table provides definitions for terms relevant to this document.

Term	Definition

BUILDING INSPECTOR/PLANS EXAMINER
BUSINESS CASE

Version <1.0>

10/01/2020

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	<i>Kevin Linthorne</i>				

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Executive Summary

The past three years have seen unprecedented increases in construction value in the City of Owen Sound. Building Permits have been issued for Southbridge long-term care facility, Owen Sound Gardens Retirement Home, Marriott Hotel, Strathcona School and ODAWA Heights at Owen Sound Municipal Non-Profit Housing totalling to 536 residential units. There are also medium and high-density residential condominiums and purpose built rental projects ongoing at the former Strathcona School, Georgian Landing, and Sydenham Condominiums.

Development activity is not anticipated to decrease with the recent approval of a large commercial development (Heritage Grove) and two large subdivisions on the City's east side (Bremont Homes and Redhawk Subdivision). The number and scale of proposed development applications in pre-consultation and early stage approvals with the Development Team is further indication that the volume of Building Permit applications is not anticipated to return (slow) to pre-2018 levels.

Current and anticipated development activity coupled with ongoing renovations and alterations by existing homeowners and business has created immense pressures on the City's Building Division. For new construction a minimum of nine (9) mandatory inspections must be completed. Inspecting interior units in these new buildings will have a minimum of six (6) inspections per unit equalling around 3200 required inspections. Building Division Staff are completing 2000 to 3000 inspections per year (based on permits issued x 9 mandatory inspections) along with all other administrative duties, necessitating the new position.

This position will be funded in part by a combination of increased Building Department revenue and a possibly a contribution from the obligatory Building reserves.

Introduction

Purpose of Business Case

The intended audience of the **Building Inspector/Plans Examiner** Business Case is City Council, the project sponsor, and senior leadership.

Project Description

We require the addition of a Building Inspector/Plans Examiner to support key changes in our staffing model which will result in the increased demand of inspection services mandated timelines being realized.

The following staff chart reflects the key changes in staff positions being implemented by the Director for 2021 in order to support the Gallery's operational stabilization and programming growth and diversification.

Name	Current Position	New Position 2021	Summary of Key Duties
Kevin Linthorne	Chief Building Official (F/T)	No Change	- overseeing all aspects of the division operations including: fiscal, staff, incoming permit applications and issuance, inspections, orders, plans review and approval, key member of Development Team, strategic planning, and health and safety, policies
Wes Reidt	Deputy Chief Building Official (F/T)	No Change	- inspections, plans review, customer enquiries, duties of the CBO in his absence

Becky Hillyer (parental leave) Being filled by Kim Weppler	Development Co-ordinator	No Change	- Intake, circulation and monitoring all incoming applications for Building and Planning, front-line customer service, stat reporting, creating reports for committees, record keeping, scheduling inspections, statistics reporting, records management (TOMRMS, AMANDA, Sharepoint)
New	Building Inspector/Plans Examiner (F/T)	New	- field inspections and plans review prior to permit issuance

These staff changes will allow the Building Division to keep pace with the inspection and permit issuance schedule mandated in the Ontario Building Code. The OBC states permits shall be issued within the following time frames:

Part 9 buildings (houses or small buildings): 10 days

Large buildings: 10-15 days (depending on size)

Retirement Homes: 20 days

Post Disaster buildings: 30 days

There are at least nine required mandatory inspections required under the OBC: Footings; Foundation prior to backfill; structural framing; Underground plumbing, plumbing rough-in including water service pipes, drain waste and vent system, water distribution system, plumbing fixtures and appliances, Insulation and vapour barrier; Air barrier; Occupancy; Final Inspection. Larger projects also can include inspections for fire separations, fire stopping, fire service mains, fire routes, and fire alarm system verification.

The recent surge in building activity shows no signs of easing anytime soon. The Development Team continues to meet with developers to assist them in getting their projects in the ground for construction. Recently the team met with a developer proposing an additional 224 residential units in Owen Sound. We have also had large scale development proposals in other areas of the City.

Checking with our comparator municipalities finds Owen Sound trailing in the amount of inspection staff to meet demand for inspection services.

Comparator municipalities staffing levels:

Town of Orangeville (4 F/T)

Chief Building Official

Inspectors (2)

Office Administration (1)

Town of Collingwood (6 F/T)

Chief Building Official

Deputy Chief Building Official

Inspectors (2)

Plans Examiner (1)

Office Administration (1)

City of Brockville (2 F/T)

Chief Building Official

Inspector (1)

Town of the Blue Mountains (8.5 F/T)

Chief Building Official

Deputy Chief Building Official

Inspectors/Plans Examiners (4)

Zoning Co-ordinator (1)

Permit Intake Assistant (1)

Office Administration (.5)

City of Stratford (6 F/T)

Chief Building Official
Inspectors (3)
Plans Examiner (1)
Office Administration (1)

City of Orillia (7 F/T)

Chief Building Official
Inspectors (5)
Office Administration (1)

In addition to the added inspector, other methods of streamlining service delivery have been implemented including upgraded laptops with the ability to connect via SIM card to the City's network to access needed programs; asking architects, engineers and designers for electronic versions of building plans to make them accessible in the field; and currently working with IT to deploy mobile printers to work and produce reports within the AMANDA system.

High-level Business Impact

The Building Inspector/Plans Examiner position will impact the Division in the following ways:

- (1) Budget – this position is to be funded from Building Permit revenue and Building Reserves and will have no impact on the ratepayer
- (2) Physical Resources – we will need to provide an additional computer and relevant software for this employee.
- (3) Training – the employee will need to undertake standard and ongoing training as well as professional development.

Alternatives & Analysis

Alternative A

Staffing Levels Remain Status Quo

In this alternative the Building Division continues as is without the addition of this position.

Cost

- Potential to commit errors due to understaffing and competing priorities (e.g., missed required inspections, errors in plans review)
- Permit issuance process (i.e., Building plans review will take longer and could be up the maximum days allowed under the OBC)
- Customer service at the counter will be extremely limited as Building staff will be primarily out in the field conducting required inspections

Benefit

- No additional budget required

Return on Investment

- No investment therefor no return

Alternative B

Full Time Building Inspector/Plans Examiner

In this alternative, the Building Division will be able to achieve the targets set under the OBC for timeliness of building permit issuance and mandatory inspections.

Cost

- To be funded from building permit revenue and reserves

Benefit

- Increased service level to the ratepayer and developer

Return on Investment

- This increase in staff will allow the Building Division to keep pace with the current and anticipated levels of construction in Owen Sound and maintain the expected high customer service levels at City Hall and in the field

Preferred Solution

Full Time Building Inspector/Plans Examiner Position

Financial Considerations

The primary financial consideration is the salary plus benefits to support the acquisition of this position.

Preliminary Acquisition Strategy/Plan

This position will be posted on the City's and the Ontario Building Official's Association website

Preliminary Work Breakdown Structure

- Plans Examiner will scrutinize incoming applications with building plans and communicate any deficiencies with the applicant

- Building Inspector will assist in the field with inspection services and providing advice to contractors working on project
- Building Inspector will assist customers at the counter with questions
- participates in code discussions with CBO and D/CBO
- forms part of the City Development Team
- Works within all Health & Safety protocols and other SOP's

Evaluation

Schedule

The Building Inspector/Plans Examiner position will have a direct impact on the service level mandated by the Ontario Building Code. Hours of work will be Monday to Friday 8:30-4:30 with occasional overtime and weekend work.

Communication Plan

The Chief Building Official will conduct annual performance review meetings and evaluations in order to discuss goals, successes, and challenges.

Evaluation

We will evaluate the success of this project on key measurable objectives, including:

- meeting the permit issuance and inspection requirements of the Ontario Building Code

Appendix A: Business Case - Approval

The undersigned acknowledge they have reviewed the **Building Inspector/Plans Examiner** and agree with the approach it presents. Changes to this **document** will be coordinated with

Signature: _____ Date: _____
Print Name: Kevin Linthorne
Title: Chief Building Official
Role: Project Sponsor

Signature: _____ Date: _____
Print Name: Pam Coulter
Title: Director of Community Services
Role: Manager

Budget Variance Memo

DATE: November 24, 2020

TO: Council

FROM: Brent Fisher DIV: Community Development and Marketing DEPT: Community Services

SUBJECT: OPERATING BUDGET VARIANCE – COMMUNITY DEVELOPMENT AND MARKETING – EVENTS

STRATEGIC INITIATIVES:

Objective 1: Retain and grow existing local businesses and business opportunities.

1.4 Continue to promote the downtown.

1.5 Implement the Downtown River Precinct

Objective 7: Encourage and promote participation in cultural activities and active lifestyles.

7.2 Continue to deliver select free City events to residents

COMMENTS:

In the area of Community Development (Events), the 2020 Council approved budget included:

\$15,000 for activation and animation of the River Precinct; and

\$15,250 for the planning and delivery of Riverside Reunion – a large one time event planned in 800 block of 1st Avenue East

The City applied for and received a TIAO grant in the amount of \$150,000 that allowed for the creation, planning and implementation of Music at the Market, a highly successful lunchtime concert series. The operating funds budgeted were not required or used due to the grant that was received. Music at the Market occurred for an eight-week period and was well received by members of the public and local businesses, providing a hyper-local focus on culinary tourism. Local entertainers, local restaurants and local businesses have all benefited from this unique concert series. A full wrap up of the event will be coming to Council in December of 2020.

The success of the 2020 Music at the Market event along with the challenges of planning and implementing a larger event with the uncertainty of 2021 has made staff suggest that some of the events funds be prioritized on smaller more frequent events as opposed to a large one time event.

Overall, within the Community Development & Marketing area it is proposed that:

\$15,000	DRP Activation
\$15,250	Riverside Reunion in Events Budget
\$10,000	2020 increase in Canada Day Budget

This \$40,000 would be used to plan and deliver a 2021 Music at the Market concert series in July and August on Thursday's and Fridays.

The full details of the program as well as budget details would come forward through a future report at Community Services Committee.

FULL TIME ASSISTANT CURATOR POSITION
BUSINESS CASE

Version <1.0>

10/01/2020

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	<i>Aidan Ware</i>				

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Executive Summary

The Assistant Curator position is required to support expanded public hours as well as the achievement of the exhibition program, curatorial vision, community development, health safety coordination, and will also fulfill a key role in terms of succession planning as they will work closely with the Curator of Collections on matters relating to the administration, care, and curation of the collection. The addition of this position is vital to supporting the Gallery's long-term success and more immediately as we transition to a new staffing model.

The implementation of this position will have a significant impact on our community by providing us with the necessary resources to build partnerships, deliver innovative projects, work collaboratively, and engage more diverse audiences.

The position will support the Gallery in addressing feedback from the Ontario Arts Council regarding our programming and to achieve better results in our operating grant application. It will also increase our fundraising capacity and assist in broadening our revenue generation (ex. Grouping of Seven Art Auction in 2020, exhibition sponsorships).

The current Tom Thomson Art Gallery staffing model does not meet the needs of the organization and is underdeveloped when compared with other similar public art gallery models.

Introduction

Purpose of Business Case

The intended audience of the **Full Time Assistant Curator Position** Business Case is City Council, the project sponsor, and senior leadership.

Project Description

We require the addition of a Full Time Assistant Curator Position to support key changes in our staffing model which will result in broader community engagement, support long-range planning, and ensure the care and continuity of the work associated with the permanent collection.

The following staff chart reflects the key changes in staff positions being implemented by the Director for 2021 in order to support the Gallery's operational stabilization and programming growth and diversification.

Name	Current Position	New Position 2021	Summary of Key Duties
Aidan Ware	Director & Chief Curator (F/T)	N/A	- overseeing all aspects of the Gallery operations and programming including: fiscal, staff, and facility management; exhibition curation; education and community programming; collection management; policy implementation; membership and fundraising development; grant submissions; strategic planning; and health and safety - works with the Advisory Committee and leads the staff towards the fulfillment of the Gallery's Mission, Vision, and Strategic

			Goals
Kim Skene	Education & Engagement / Acting Operations (F/T)	Operations Coordinator (F/T)	<ul style="list-style-type: none"> - coordinating financial information and conducting daily financial operations - assisting with budget development; providing financial reporting - supporting grant applications - Recording Secretary for the Advisory Committee - coordinating overall administration
Heather McLeese	Curator of Contemporary Art (F/T)	Curator of Public Projects and Education (F/T)	<ul style="list-style-type: none"> - development and curation of interdisciplinary public projects that fundamentally engage the community, support Priority Groups, and advance the Strategic Plan - development and delivery of innovative educational approaches to projects and exhibitions - building community partnerships and collaborations - development of a diversity plan to support broader educational outreach - development and delivery of lectures, talks, collaborative programs, events, activations

			- writes project grant applications
David Huff	Curator of Collections (F/T)	N/A	- responsible for the care, preservation, curation, and presentation of the permanent art collection - works with the team to develop and curate exhibitions that support the Curatorial Vision and which explore themes determined by the exhibition and strategic plans - proposes acquisitions and de-accessions
Shannon Bingeman	Exhibitions Assistant (Maternity Leave Contract)	Assistant Curator (F/T)	- assists with the development of contemporary and collection exhibitions as well as public projects - works with the Curator of Collection with respect to the planning, administration, and care of the collection -coordinates and installs exhibitions and projects - works with artists to establish exhibition plans and contracts - prepares exhibition charts and budgets - coordinates health and safety protocols - coordinates the Exhibition Assistance Grant, contributes to other grants

Hillary Wepler	Visitor Services / Membership Coordinator (F/T)	Community Engagement Coordinator (F/T)	<ul style="list-style-type: none"> - working with the Curator of Public Projects and Education to develop and deliver innovative approaches to public engagement through projects and educational initiatives - support exhibitions through development of unique public engagement opportunities - coordinating gallery shop operations and visitor reception - developing and executing marketing and communication plan, designing ads - coordinating gallery shop administration - coordinating the membership program - coordinating the Volunteer program including recruitment, training, and scheduling
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These staff changes highlight a fundamental focus on community and an overwhelming commitment to engaging people with art. The Curator of Public Projects and Education is an innovative new position that has been similarly established in other public art galleries and its implementation at the Tom Thomson Art Gallery will represent a clear and substantive action towards addressing the feedback we have previously received from the Ontario Arts Council as we work to offer experiences that are innovative, experiential, and non-traditional to more diverse audiences and which expand beyond the walls of our facility. Prior to the hiring of the Director, the Gallery received substantial cuts to funding based on a jury assessment. Key feedback items included:

- Programming was too “safe” and felt gallery was “filling slots in the calendar”
- Priority Group artists – better relationship development with diverse communities is required - the programs and exhibitions seem like one-offs

- No clear artistic vision to carry the Gallery forward and concern with the overall trajectory of the Gallery

This position, formerly the Curator of Contemporary Art role, will enable the Gallery to directly address this feedback and to be fundamentally more dynamic and inclusive by designing and delivering projects that are broadly engaging and inherently community based. Committing our resources to our community and to our public in this way will inject the Gallery with new vitality and presence. The pandemic has taught us that we cannot rely solely on the physical attributes of our spaces, but that we must extend ourselves in new directions, including into digital realms. We must work collaboratively and openly with our community in order to build stronger relationships and to find expansion through partnerships that seed into inspiring projects that have a legacy of lasting impact on the people we serve. This position is squarely centered on this philosophic approach.

The change in focus of this role (Curator of Contemporary Art to Curator of Public Projects and Education) represents no change in salary however it is made achievable by the addition of the Assistant Curator position which will be responsible for ensuring proper art handling and installation practices (including health and safety), undertaking short and long-range planning, and being involved in all aspects of supporting and learning from the Curator of Collections. The position will also assist with grant writing and fundraising initiatives to support broader revenue generation for the Gallery.

The current Tom Thomson Art Gallery staffing model is under-resourced at 5 F/T positions when compared with other similar public art galleries in Ontario. The most comparable institution is the Woodstock Art Gallery which is a department of their municipality, serves a similar population size, but has a collection that is half of the size of the Tom Thomson Art Gallery permanent collection:

Woodstock Art Gallery Staff (7 F/T)

Director/Curator

Head of Education

Head of Collections

Education Assistant

Gallery Operations Coordinator

Communications Coordinator

Facilities Maintenance Coordinator

Other relevant public art gallery staffing models comparable include:

Kitchener-Waterloo Art Gallery

Executive Director

Senior Curator

Assistant Curator & Registrar

Curatorial Assistant

Preparator

Director of Public Programs

Public Programs Coordinator

Education Coordinator

Development Officer

Manager, Media and Communications

Visitor Services and Volunteer Coordinator

Gallery Attendants

Gallery Assistants

Judith & Norman Alix Gallery (Sarnia)

Community Art & Education Coordinator

Facility & Exhibition Supervisor

Senior Clerk/Community Engagement

Gallery Operations Supervisor

Collections/Preparator

Curator/Supervisor

Facilities/Preparator

Gallery Clerk

Thunder Bay Art Gallery

Director

Assistant to the Director

Administrative Coordinator
Accountant
Curator
Registrar and Curatorial Assistant
Public Programming Coordinator
Education Coordinator
Communications and Marketing Coordinator
Visitor Services Supervisor
Fundraising Coordinator

High-level Business Impact

The Assistant Curator position will impact the Gallery in the following ways:

- (1) Budget – we require the additional funds to over this full-time position. However, this position will also support the gallery in achieving funding through commitment to raising our status with Ontario Arts Council and by supporting revenue generation (fundraising initiatives, sponsorship).
- (2) Physical Resources – we will need to provide an additional computer and relevant software for this employee.
- (3) Training – the employee will need to undertake standard and ongoing training as well as professional development. Professional development as been increased within the Gallery's budget to accommodate and encourage learning opportunities.

Alternatives & Analysis

Alternative A

Staffing Levels Remain Status Quo

In this alternative the Gallery continues as is without the addition of this position.

Cost

- Gallery will be unable to implement expanded hours
- Gallery unable to focus resources on broadening/diversifying community engagement
- Succession planning for the Curator of Collections role will be delayed
- Gallery will only be able to respond in a limited way to provincial funder feedback
- Less capacity for fundraising

Benefit

- No additional budget required

Return on Investment

- No investment therefor no return

Alternative B

2-Year Assistant Curator Contract Position

In this alternative, the Gallery will be able to achieve some of its goals for growth however, it will not be able to address long-term succession planning related to the Curator of Collections role.

Cost

- Gallery will not be able to undertake succession planning for the Curator of Collections role
- Potential to lose a talented candidate to a permanent position elsewhere

- Short term goals and planning will be prioritized over long term goals and objectives
- Funders will not see a commitment to long-term change

Benefit

- Less overall additional budget required due to savings on benefits (in the short term)
- Role could be considered for permanency in the future

Return on Investment

- Support for fundraising initiatives will result in enhanced revenue
- Support for organizational changes will result in better outcomes for core operating grants

Preferred Solution

Full Time Assistant Curator Position

Financial Considerations

The primary financial consideration is the salary plus benefits to support the acquisition of this position.

Preliminary Acquisition Strategy/Plan

The current Exhibition Assistant will be considered for this role.

Preliminary Work Breakdown Structure

- assists with the development of contemporary and collection exhibitions as well as public projects
- works with the Curator of Collections with respect to the planning, administration, and care of the collection
- coordinates and installs exhibitions and projects
- works with artists to establish exhibition plans and contracts
- prepares exhibition charts and budgets
- coordinates health and safety protocols, attends JHSC meetings as a representative
- coordinates the Exhibition Assistance Grant, contributes to other grants
- supports fundraising initiatives and development opportunities

EVALUATION

SCHEDULE

The Assistant Curator Position will have measurable goals assigned based on the outcomes of the Tom Thomson Art Gallery Strategic Plan which will be approved in early 2021 and will continue to be assigned tasks as related to the following schedule deadlines:

- Operating and Project Grants
- Exhibition Schedule
- Advisory Committee and Sub-Committee Meeting Schedule and Tasks
- Joint Health & Safety Committee Schedule and Tasks

COMMUNICATION PLAN

The Gallery Director will conduct annual performance review meetings and evaluations in order to discuss goals, successes, and challenges.

The Gallery Director will meet with the Assistant Curator on an ongoing basis to ensure that the objectives for the position are being met and that they are on track to achieving the goals defined for the organization.

EVALUATION

We will evaluate the success of this project on key measurable objectives, including:

- expansion of public hours from 20 to 30 hours per week hours (which is an increase of 50%), including some evening hours
- creation of public projects that engage people of diverse backgrounds in our community
- development of a succession plan for the care and development of the collection
- positive feedback from Ontario Arts Council operating grant jury
- implementation of health and safety practices (inspections, recommendations)
- delivery of new fundraising initiatives and pursuit of development opportunities

Appendix A: Business Case - Approval

The undersigned acknowledge they have reviewed the **Full Time Assistant Curator Position** and agree with the approach it presents. Changes to this **document** will be coordinated with

Signature: _____ Date: _____
Print Name: Aidan Ware
Title: Director and Chief Curator
Role: Project Sponsor

Signature: _____ Date: _____
Print Name: Tim Simmonds
Title: City Manager
Role: Manager

APPENDIX C FLEET REPLACEMENT SCHEDULE



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CONSOLIDATED CITY OF OWEN SOUND FLEET AND EQUIPMENT											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Fleet Reserves Opening Balance	1,277,088	1,188,684	1,466,258	2,179,463	3,120,903	3,022,421	3,028,369	3,003,015	3,886,975	3,870,214	3,870,214
Annual Planned Purchases	-944,245	-642,000	-275,500	-162,000	-1,257,500	-1,195,500	-1,266,832	-385,000	-1,335,500	-759,011	
Total Annual Tax Funding	755,000	815,000	875,000	970,000	1,005,000	1,040,000	1,075,000	1,100,000	1,125,000	1,150,000	
Annual Funding User Fees	75,000	80,000	85,000	90,000	95,000	100,000	105,000	110,000	115,000	120,000	
Estimated Interest Earned @ 2%	25,842	24,574	28,705	43,439	59,018	61,448	61,477	58,960	78,739	77,904	
Fleet Reserves Closing Balance	1,188,684	1,466,258	2,179,463	3,120,903	3,022,421	3,028,369	3,003,015	3,886,975	3,870,214	4,459,107	
<i>Balance of Waste Management</i>	<i>872,222</i>	<i>889,667</i>	<i>907,460</i>	<i>925,609</i>	<i>944,121</i>	<i>963,004</i>	<i>982,264</i>	<i>1,001,909</i>	<i>1,021,947</i>	<i>1,042,386</i>	
Fleet Reserves w/o Waste Mgmt	316,462	576,592	1,272,003	2,195,293	2,078,299	2,065,365	2,020,751	2,885,066	2,848,267	3,416,721	

WORKS EQUIPMENT RESERVE												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
338001	2006	2006 Forklift										
338002	2017	Enclosed Trailer										
		Small Equipment										
338010	2019	One Ton Dump Truck						22,500				
338011	2008	2008 Chevy Silverado										
338014	2017	2017 GMC SIERRA										
338016	2016	GMC Sierra 3500					58,500					
338018	2014	2014 RAM 1500 4 x 4 (2 dr) 1/2 ton						37,500				
338020	2010	2010 INT TANDEM 6 TON					350,000					350,000
338021	2017	INTERNATIONAL 6 TON TANDEM PLOW						350,000				
338022	2020	INTERNATIONAL 6 TON TANDEM WITH PLOW AND WING					350,000					
338023	2009	2009 INTERNATIONAL VACTOR									800,000	
338024	2017	INTERNATIONAL 6 TON TANDEM PLOW						350,000				
338025	2010	2010 FORD F150	30,000								35,000	
338028	2004	CONCRETE/ASPHALT PLANER										
338030	2011	2011 JOHN DEERE GRADER										
338031	2017	2017 JD 870G Grader										
338032	2011	2011 3 WHEEL STREET SWEEPER	300,000									
338035	2012	2012 JOHN DEERE LOADER		225,000								
338036	2014	LM220M SNOWBLOWER									103,500	
338037	2012	2012 JOHN DEERE LOADER										
338039	2010	P185 INGERSOLL RAND COMPRESSOR					22,500					
338042	2018	Articulated Tandem Vibratory Roller										
338043	2008	2008 JOHN DEERE BACKHOE		135,000								
338045	2018	2018 Graco LineLazer 130 HS										
338046	2012	2012 TRACKLESS MT SIDEWALK PLOW	160,000									
338047	2017	2017 MV SIDEWALK PLOW							160,000			
338048	2008	07 MT TRACKLESS										
338049	2017	2017 MV SIDEWALK PLOW							160,000			
338052	2016	GRINDER/ROLLER TRAILER										27,000
338053	1994	94 THOMPSON STEAMER										
3380##	2019	Plate Tamper										
3380##	2019	Vactor										
		G/L Balance @ Beginning of Year	374,584	152,076	80,117	391,720	734,554	328,245	-40,190	49,006	484,986	16,186
		Less Purchases	490,000	360,000	0	0	781,000	760,000	320,000	0	938,500	377,000
		Funding for the year:	260,000	285,000	310,000	335,000	360,000	385,000	410,000	435,000	460,000	485,000
		Estimated Interest (2%)	7,492	3,042	1,602	7,834	14,691	6,565	-804	980	9,700	324
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	152,076	80,117	391,720	734,554	328,245	-40,190	49,006	484,986	16,186	124,510

WATER EQUIPMENT RESERVE												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
418051	2017	2017 CREW CAB				22,500						25,000
418052	2014	2014 HALF TON	35,000							40,000		
418054	2019	2019 FULL TON								65,000		
418055	2010	2010 3/4 TON CARGO VAN										
418057	2011	2011 INTERNATIONAL DUMP					220,000					
418058	1996	2020 CRANE										
418059	2008	COMPRESSOR			18,000							
418060	2004	SMALL TAPPING MACHINE							4,500			
418061	1997	LARGE TAPPING MACHINE										
418062	2013	VALVE TURNING TRAILER			63,000							
418063	2014	SHORING TRAILER				35,000						
418064	2016	John Deere 410L Backhoe										
418065	2016	EARTH POWER SNOW BLOWER		10,000								
418066	2012	GENERATOR										
418067	2008	NPK HYDRUALIC HAMMER										
		G/L Balance @ Beginning of Year	225,781	245,597	291,309	265,515	263,175	95,039	147,939	197,308	145,154	199,057
		Less Purchases	35,000	10,000	81,000	57,500	220,000	0	4,500	105,000	0	25,000
		Funding for the year:	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Estimated Interest (2%)	4,816	5,712	5,206	5,160	1,864	2,901	3,869	2,846	3,903	4,481
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	245,597	291,309	265,515	263,175	95,039	147,939	197,308	145,154	199,057	228,538
WASTEWATER EQUIPMENT RESERVE												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
438012	2009	3/4 Ton								90,000		
438013	2008	Chev								55,000		
438014	2011	SEWER PUMP TRAILER						45,000				
438015	2016	UTILITY TRACTOR										
438058	1995	Sewer Rodding Machine		65,000								
438008	2000	Sewer Camera		15,000								20,000
		G/L Balance @ Beginning of Year	33,147	58,810	9,986	45,185	86,089	132,811	140,467	198,276	117,242	184,587
		Less Purchases	0	80,000	0	0	0	45,000	0	145,000	0	20,000
		Funding for the year:	25,000	30,000	35,000	40,000	45,000	50,000	55,000	60,000	65,000	70,000
		Estimated Interest (2%)	663	1,176	200	904	1,722	2,656	2,809	3,966	2,345	3,692
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	58,810	9,986	45,185	86,089	132,811	140,467	198,276	117,242	184,587	238,279

PARKS EQUIPMENT RESERVE												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
378052	2016	X534 Lawn Tractor Inner Harbour		8,000						8,000		
378053	2017	Triplex Finishing Mower						20,000				
378054	2010	Ram 1500					40,000					
378055	2012	3/4 Ton- 4X4		53,000								
378056	2020	5420- Tractor										
378057	2017	ZT Mower		20,000						22,000		
378058	2014	Loader Tractor- 72 HP									75,500	
378059	2020	Dodge Ram										
378060	2014	Bucket Truck (replace 2032)										
378061	2011	Loader Tractor						45,000				
378062	1998	Flail Mower										
378063	2014	1 Ton										
378065	2012	Walk Behind Snowblower			2,000					2,500		
378067	2016	Utility Vehicle (Kubota)				18,000						
378068	2016	Chipper										
378069	2008	Reist Infielder								7,500		
378071	2020	Refuse Truck\Litter Vacuum- 2 Ton									200,000	
378072	2014	Mid Mount Mower 997			21,000						25,000	
378073	2004	Aerator										
378074	2017	Portable Irrigation Unit										
378075	2018	1/2 Ton										
378076	2010	Utility Vehicle						10,000				
378078	2007	Ice resurfacers								15,000		
378079	2003	2500 DIA Truck						65,000				
378081	2016	Mower- zero turn			21,000						25,000	
378082	2017	Kubota Tractor (replace 2032)										
378083	2017	Golf Cart						8,000				
378086	2016	Flatbed Trailer		10,000								
378087	2016	Landscape Trailer					6,000					
378088	2018	Dump Trailer								7,500		
378097		Utility Vehichile				18,000						
	2020	Replace Roadside Rotary Cutter	15,000									
	2020	Drop Sander/Material Spreader	12,000									
	2020	DIA- Electric Watering Equipment	7,500									
	2019	Glutton										40,000
		SMALL EQUIPMENT	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00
		G/L Balance @ Beginning of Year	317,511	371,861	370,798	416,714	471,548	517,479	462,329	554,076	585,157	353,860
		Less Purchases	42,000	98,500	51,500	43,500	53,500	155,500	7,500	70,000	333,000	47,500
		Funding for the year:	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
		Estimated Interest (2%)	6,350	7,437	7,416	8,334	9,431	10,350	9,247	11,082	11,703	7,077
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	371,861	370,798	416,714	471,548	517,479	462,329	554,076	585,157	353,860	403,437

Cemetery Reserve Fund												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
388012	2018	RTV					22,000					
388011	2012	Backhoe							152,000			
338040	2002	Hydraulic Lift										
388022	2014	Ram 2500										
388031	2016	Dump Trailer							12,832			
388018	2017	Zero Turn Mower			19,000					25,000		
388016	2016	Zero Turn Mower		19,000					25,000			
388017	2017	Front Turn Mower			19,000						19,000	
388015	2015	72 in bucket, snow blower										28,043
388010	2016	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
388041	2014	Agrimetal Snowblower BW 2500				7,000						
388042	2014	420CC Snowblower				2,500						
388043	2001	Plate Tamper	2,500									
388044	2015	Tiller					1,000					
388045	2014	Casket Lowering Device				6,500						
	2012	Casket Lowering Device		6,500								
	2010	Casket Lowering Device	6,500									10,000
388040		truck attachment		13,000								16,468
		G/L Balance @ Beginning of Year	268,724	300,098	302,600	305,652	340,766	369,581	421,972	285,580	311,292	343,517
		Less Purchases	14,000	43,500	43,000	21,000	28,000	5,000	194,832	30,000	24,000	59,511
		Funding for the year:	40,000	40,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Estimated Interest (2%)	5,374	6,002	6,052	6,113	6,815	7,392	8,439	5,712	6,226	6,870
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	300,098	302,600	305,652	340,766	369,581	421,972	285,580	311,292	343,517	340,876

AIRPORT			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
308010	2000	Tractor	100,000									
308011	2005	Mower								20,000		
308012	2002	6 Ton						230,000				230,000
308013	2017	Rotary cutter								15,000		
308014	2018	Toro Walk Behind Snow Blower										
		G/L Balance @ Beginning of Year	74,910	6,408	46,536	97,467	159,416	232,605	87,257	179,002	237,582	332,334
		Less Purchases	100,000	0	0	0	0	230,000	0	35,000	0	230,000
		Funding for the year:	30,000	40,000	50,000	60,000	70,000	80,000	90,000	90,000	90,000	90,000
		Estimated Interest (2%)	1,498	128	931	1,949	3,188	4,652	1,745	3,580	4,752	6,647
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	6,408	46,536	97,467	159,416	232,605	87,257	179,002	237,582	332,334	198,980

WASTE AND RECYCLING COLLECTION												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
No Vehicles or equipment												
		G/L Balance @ Beginning of Year	855,120	872,222	889,667	907,460	925,609	944,121	963,004	982,264	1,001,909	1,021,947
		Less Purchases	0	0	0	0	0	0	0	0	0	0
		Funding for the year:	0	0	0	0	0	0	0	0	0	0
		Estimated Interest (2%)	17,102	17,444	17,793	18,149	18,512	18,882	19,260	19,645	20,038	20,439
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	872,222	889,667	907,460	925,609	944,121	963,004	982,264	1,001,909	1,021,947	1,042,386
FACILITIES												
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
628020	2008	By-Law Car		50,000.00					50,000			
578011	2008	Resurfacer - Bayshore			100,000							
578013	2014	Facility 3/4 Ton				40,000						
578012	2007	Resurfacer - RRC							100,000			
588012	2017	Olympia Resurfacer										
558021	2018	Dump Trailer									40,000	
	2018	Electrician Truck										
578020	2017	Silverado							65,000			
		G/L Balance @ Beginning of Year	194,802	233,698	223,372	162,839	161,096	199,318	238,305	63,071	99,332	96,319
		Less Purchases	0	50,000	100,000	40,000	0	0	215,000	0	40,000	0
		Funding for the year:	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
		Estimated Interest (2%)	3,896	4,674	4,467	3,257	3,222	3,986	4,766	1,261	1,987	1,926
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	233,698	223,372	162,839	161,096	199,318	238,305	63,071	99,332	96,319	133,245

FIRE			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
218003	1995	1995 NOVA QUINTECH AERIAL (A-3)										
218004	2005	2005 ALF 75' AERIAL (A-4)										
218002	2007	2007 ALF PUMPER RESCUE (P-2)										
218010	2012	PUMPER (P-5)							525,000			
218007	2003	BOAT					175,000					
		SCBA	263,245									
		G/L Balance @ Beginning of Year	-1,067,491	-1,052,085	-748,127	-413,089	-21,351	203,222	607,286	494,432	904,321	1,322,407
		Less Purchases	263,245	0	0	0	175,000	0	525,000	0	0	0
		Funding for the year:	300,000	325,000	350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
		Estimated Interest (2%)	(21,350)	(21,042)	(14,963)	(8,262)	(427)	4,064	12,146	9,889	18,086	26,448
		Transfers to/from Capital Fund										
		G/L Balance at End of Year	-1,052,085	-748,127	-413,089	-21,351	203,222	607,286	494,432	904,321	1,322,407	1,748,855
		Over/(Underfunded)										