

STAFF REPORT

Report #CAO2007-08

To: His Worship the Mayor and Members of Council

From: Jeff Carswell, Chief Administrative Officer

Re: 2007 Budget – Preliminary Capital Forecast

Date: February 2, 2007

Background

This report starts the process of determining the 2007 Budget. As mentioned in previous reports, staff are several weeks behind where we normally are with respect to some financial activities. As a result, the budget process is not as far along as we had hoped. This first report is meant to illustrate the capital projects staff have identified for the next 5 years. Staff requires direction from Council on the direction the 5 year capital forecast is taking. Some areas have very little discretion and are not very large to start with. Other areas, such as Fire, Public Works and Tavistock Drainage have projects that are considerable dollars and offer opportunities for significant cuts, financing or transfers from reserves. Since we are not as far along as in the past, the complete budget including operating is not yet developed so we are not in a position to show an overall tax levy. I hope to have preliminary information pulling the capital and operating budget together shortly.

Discussion:

Following is a proposed time-line for review of the 2007 Budget:

- February 7 – First Look at Capital Items
- February 8 – 12 – updates, changes based on Council discussion and comments on capital forecast

- February 12 – 16 Audit – very little budget work will get done
- February 21 Council Meeting – hopefully some type of update
- Feb 22 – March 4 – Jeff on vacation – no budget work will get done
- March 7 Council Meeting – possibly an update report prepared after audit, before vacation
- March 21 Council Meeting – detailed Council budget review – complete comprehensive budget report – direction from Council on budget to present at April 4 Public Meeting
- April 4 – Budget and User Fees Public Meeting (2 weeks later than 2006)
- April 4 budget – approval in principle subject to comments from the public meeting

General Observations

The 2007 Capital Budget is showing a \$229,000 increase over 2006. This can be summarized by \$130,000 for Tavistock Drainage, \$50,000 in Public Works and \$30,000 in Fire. Other Departments are not showing a significant change.

Even with this increase, it is proposed the \$230,000 Roads Assessment for the Tavistock Municipal Drain 2006 be financed and the possible insurance deductible for Flood Claims would be funded from the contingency reserve. The \$100,000 from the City of Woodstock in 2006 and 2007 would be applied to the contingency reserve to help fund the deductible payments. This proposal would lower the Contingency Reserve to \$81,000. While this is a significant decrease, the Contingency Reserve has grown over the years from prior year surpluses and unexpected revenues such as that from the City of Woodstock.

While this forecast shows a significant increase in capital, there are many areas that have been mentioned but not included. For example, there is nothing included for Industrial Development, the Road Program is not converting a significant amount of gravel to hard top, additional Tavistock Drainage Work is only budgeted at \$100,000 / yr which is likely conservative. Some of this work may have to be

financed. The parks continue to show approximately \$15,000 / yr for capital improvements. Is this an appropriate amount? I am still waiting for detailed projects from the Parks and I understand revised numbers will be available shortly from the TDRFB.

The PW Manager also needs to discuss and obtain direction from Council on its preferences and strategy for rural road resurfacing. It would be valuable if Council would take time to discuss an overall PW Strategy to provide some direction to the PW Manager.

For operating, staff are not seeing huge changes for 2007. Grant revenue is up slightly, overall wage increases are moderate and will add approximately \$25,000 in total. The impact of the Boundary Adjustment with Woodstock has not yet been determined. It is anticipated this impact will mean there is little or no increased taxation as a result of Assessment Growth. There is the ongoing payment from the City; however, until additional analysis is completed it is premature to predict the overall impact for 2007. The operating budget may be affected by a review of staffing issues; however, if there are changes it is anticipated they would not be effective until mid-year, thus minimizing the impact and allowing a phase-in over 2007 & 2008. One area in the operating budget that will see an increase is training and staff development. There is a much higher emphasis being placed on training in areas such as Fire, Emergency Management, Building and Public Works. This requirement not only affects the budget, it has a significant impact on employee's ability to get their job completed. This issue will no doubt be discussed in greater detail as Council examines overall human resources issues and succession planning.

Vehicle tendering before budget approval

The Capital Forecast shows replacement of a Road Department Pickup and Fire Department Pickup. Both vehicles are to be funded from Equipment Reserves. As Dennis pointed out in his Asset Management Report, he is proposing to engage a summer student to gather infrastructure asset information. In order to do this, the employee will need a vehicle. It is proposed that we keep the better of the two trucks being replaced for at least the summer. There has also been some preliminary discussion about staffing

in the Public Works Department. Should changes be made in that area over the Spring/Summer there may be the requirement for an additional vehicle in the future. Accordingly, it would not be prudent to trade both vehicles immediately. If there is a surplus vehicle in the fall, it could be sent to auction for disposal.

In order to have the vehicles in place for May, it is necessary to commence with tendering fairly quickly. If tenders were submitted for approval at a March Council meeting, delivery of the pickups would likely take place by the end of April which would meet our timeline requirements.

Other pre-budget direction required

The PW Manager also needs direction on William Street and the Braemar Sideroad work. William Street in particular needs engineering work completed fairly soon if we wish to undertake construction in the summer. While there is not as much engineering for the Braemar Sideroad resurfacing, there are several areas the PW Manager would like to investigate in greater detail to see if other improvements can be made to this road section. The preliminary capital forecast includes these projects at this time; however, it must be noted that Tavistock Drainage works will have a significant impact in 2007. The Drainage Works are of such a magnitude that only other projects like William Street and Braemar Sideroad are large enough to provide relief.

In addition to vehicles and some public works projects, there is another report on the agenda for the February 7, 2007 meeting related to computer equipment that is coming off lease. Pre-budget approval will be required for this purchase as well.

Recommendations:

1. That Council approve in principle the proposed 2007 Budget Timeline as set out in this report.
2. That Council consider and discuss with the PW Manager preferences and strategies that Council

would like to consider for conversion of gravel roads to hard-top. Ex. Focus on the sideroads? Put higher weight on usage and traffic volumes? Respond to highest complaint areas?

3. That Council authorize the PW Manager and Fire Chief to tender for vehicle replacements as set described in this report and contained in vehicle replacement forecast.
4. That Council approve “in principle” the William Street Reconstruction Project and the Braemar Sideroad Resurfacing Project as contained in the Capital Forecast and authorize the PW Manager to commence with the required planning and engineering work so these projects can be completed at an appropriate time during the 2007 construction season.

Report prepared
and submitted by:



[Recommendations Adopted February 7, 2007 by Council.](#)

Jeff Carswell, AMCT
Chief Administrative Officer

Summary - All Departments

*TGGR - Taxes, Grants, General Revenue

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	1,813,500	606,500	448,000	759,000
2006	2,074,961	885,000	1,055,961	134,000
2007	2,400,863	1,114,700	932,163	354,000
2008	2,078,663	1,076,500	896,163	106,000
2009	1,317,163	1,057,000	154,163	106,000
2010	1,333,163	1,062,000	166,163	105,000
2011	1,268,163	1,089,000	64,163	115,000

Increase over 2005 accomodated by inc. OMPF

2006 Total By Department	Total Cost	From TGGR	From Reserves	From Others
Administration	140,198	26,000	114,198	0
Office	15,000	12,500	2,500	0
Building	33,000	3,000	30,000	0
Fire	577,263	224,500	336,763	16,000
PW	1,154,000	554,000	510,000	90,000
ICC	5,000	5,000	0	0
HP	15,000	15,000	0	0
IP	32,500	15,000	17,500	0
TP	15,000	15,000	0	0
TMH	15,000	15,000	0	0
TDRC	63,000	0	35,000	28,000
Tavistock Drainage	10,000	0	10,000	0
Total	2,074,961	885,000	1,055,961	134,000

278,500

2007 Total By Department	Total Cost	From TGGR	From Reserves	From Others
Administration	55,000	27,500	27,500	0
Office	12,500	12,500	0	0
Building	8,000	8,000	0	0
Fire	453,863	255,700	195,163	3,000
PW	1,027,000	605,000	332,000	90,000
ICC	7,500	7,500	0	0
HP	15,000	15,000	0	0
IP	15,000	15,000	0	0
TP	85,000	25,000	60,000	0
TMH	21,000	13,500	7,500	0
TDRC	91,000	0	60,000	31,000
Tavistock Drainage	610,000	130,000	250,000	230,000
Total	2,400,863	1,114,700	932,163	354,000

TGGR Change from Previous Year

1,500

0

5,000

31,200

51,000

2,500

0

0

10,000

-1,500

0

130,000

229,700 229,700

2008 Total By Department	Total Cost	From TGGR	From Reserves	From Others	TGGR Change from Previous Year	
Administration	35,000	35,000	0	0	7,500	
Office	33,000	18,000	15,000	0	5,500	
Building	8,000	8,000	0	0	0	
Fire	208,163	199,000	6,163	3,000	-56,700	
PW	1,530,000	610,000	830,000	90,000	5,000	
ICC	7,500	7,500	0	0	0	
HP	15,000	15,000	0	0	0	
IP	15,000	15,000	0	0	0	
TP	15,000	15,000	0	0	-10,000	
TMH	9,000	9,000	0	0	-4,500	
TDRC	58,000	0	45,000	13,000	0	
Tavistock Drainage	145,000	145,000	0	0	15,000	
Total	2,078,663	1,076,500	896,163	106,000	-38,200	-38,200

2009 Total By Department	Total Cost	From TGGR	From Reserves	From Others	TGGR Change from Previous Year	
Administration	43,000	35,000	8,000	0	0	
Office	15,000	15,000	0	0	-3,000	
Building	10,000	10,000	0	0	2,000	
Fire	198,163	189,000	6,163	3,000	-10,000	
PW	832,000	612,000	130,000	90,000	2,000	
ICC	10,000	10,000	0	0	2,500	
HP	20,000	20,000	0	0	5,000	
IP	20,000	20,000	0	0	5,000	
TP	15,000	15,000	0	0	0	
TMH	6,000	6,000	0	0	-3,000	
TDRC	23,000	0	10,000	13,000	0	
Tavistock Drainage	125,000	125,000	0	0	-20,000	
Total	1,317,163	1,057,000	154,163	106,000	-19,500	-19,500

2010 Total By Department	Total Cost	From TGGR	From Reserves	From Others	TGGR Change from Previous Year	
Administration	70,000	35,000	35,000	0	0	
Office	15,000	15,000	0	0	0	
Building	10,000	10,000	0	0	0	
Fire	178,163	169,000	6,163	3,000	-20,000	
PW	852,000	637,000	125,000	90,000	25,000	
ICC	10,000	10,000	0	0	0	
HP	20,000	20,000	0	0	0	
IP	20,000	20,000	0	0	0	
TP	15,000	15,000	0	0	0	
TMH	6,000	6,000	0	0	0	
TDRC	12,000	0	0	12,000	0	
Tavistock Drainage	125,000	125,000	0	0	0	
Total	1,333,163	1,062,000	166,163	105,000	5,000	5,000

2011 Total By Department	Total Cost	From TGGR	From Reserves	From Others	TGGR Change from Previous Year	
Administration	43,000	35,000	8,000	0	0	
Office	15,000	15,000	0	0	0	
Building	10,000	10,000	0	0	0	
Fire	178,163	169,000	6,163	3,000	0	
PW	814,000	664,000	50,000	100,000	27,000	
ICC	10,000	10,000	0	0	0	
HP	20,000	20,000	0	0	0	
IP	20,000	20,000	0	0	0	
TP	15,000	15,000	0	0	0	
TMH	6,000	6,000	0	0	0	
TDRC	12,000	0	0	12,000	0	
Tavistock Drainage	125,000	125,000	0	0	0	
Total	1,268,163	1,089,000	64,163	115,000	27,000	27,000

Administration

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		30,000	20,000	10,000	0
2006		140,198	26,000	114,198	0
2007		55,000	27,500	27,500	0
2008		35,000	35,000	0	0
2009		43,000	35,000	8,000	0
2010		70,000	35,000	35,000	0
2011		43,000	35,000	8,000	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Computer Replacements	5,000	5,000	0	0	
2005	Hardware/Software Upgrades	5,000	5,000	0	0	
2005	Property Information Management Software	20,000	10,000	10,000	0	In conjunction with County, other mun.
2006	Adjust Working Fund Reserve to \$250,000	62,198		62,198		From Contingency Reserve
2006	Computer Replacements	6,000	6,000	0	0	
2006	Contribution to Self Insurance Reserve	35,000	10,000	25,000	0	part from Contingency Reserve
2006	DC Charges Study	7,000	0	7,000	0	DC Admin Reserve
2006	Property Information Management Software	20,000	0	20,000		In conjunction with County, other mun.
2006	Software/Hardware Upgrades	10,000	10,000	0	0	
2006		0	0	0	0	
2007	Asset Management Software	20,000	0	20,000	0	?? Still Determining Requirements
2007	Hardware/Software Upgrades	10,000	10,000	0	0	Replace 5 office computers (3 from 2006), proj. screen
2007	Buy leased Finance System Server	1,500	1,500	0	0	3yrs old, but still adequate
2007	Replace Exchange Server	6,000	6,000	0	0	6 yrs old, purchasing frees up \$5,000 in operating
2007	Buy Council Computers	12,500	5,000	7,500	0	From Council operating budget - formerly for lease
2007	Appropriation to Election Reserve	5,000	5,000	0	0	*New
2007				0	0	
2008	Appropriation to Reserve - Equipment	10,000	10,000			
2008	Appropriation to Reserve - Council Computers	5,000	5,000	0	0	
2008	Hardware/Software Upgrades	15,000	15,000	0	0	
2008	Appropriation to Election Reserve	5,000	5,000			
2008						
2009	Appropriation to Reserve - Council Computers	5,000	5,000	0	0	
2009	Hardware/Software Upgrades	15,000	15,000	0	0	
2009	Appropriation to Election Reserve	5,000	5,000			
2009	Appropriation to Reserve - Equipment	10,000	10,000	0		
2009	Replace Financial Server	8,000	0	8,000	0	
2010	Appropriation to Reserve - Equipment	10,000	10,000	0	0	
2010	Hardware/Software Upgrades	15,000	15,000	0	0	
2010	Election	20,000	5,000	15,000	0	
2010	Council Computers	15,000	5,000	10,000		
2010	Office Computers	10,000		10,000		

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2011	Hardware/Software Upgrades	15,000	15,000	0	0	
2011	Appropriation to Reserve	10,000	10,000		0	
2011	Appropriation to Election Reserve	5,000	5,000			
2011	Appropriation to Reserve - Council Computers	5,000	5,000			
2011	Replace Exchange Server	8000	0	8000	0	

Building Department

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		34,000	3,000	31,000	0
2006		33,000	3,000	30,000	0
2007		8,000	8,000	0	0
2008		8,000	8,000	0	0
2009		10,000	10,000	0	0
2010		10,000	10,000	0	0
2011		10,000	10,000	0	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Office Equipment & GPS Unit	8,000	3,000	5,000	0	GPS deferred from 2004
2005	Vehicle Replacement	26,000	0	26,000	0	
2006	Appropriation to Vehicle Reserve	0	0	0	0	
2006	Bldg Vehicle	25,000	0	25,000	0	from 2005
2006	Computer Replacement (Mobile Equipment)	5,000	0	5,000	0	
2006	Equipment / Software	3,000	3,000	0	0	
2006						
2006						
2007	Appropriation to Vehicle Reserve	5,000	5,000	0	0	
2007	Equipment	3,000	3,000	0	0	Computer Replacement
2007						
2007						
2008	Appropriation to Vehicle Reserve	5,000	5,000	0	0	
2008	Equipment	3,000	3,000	0	0	
2008						
2008						
2009	Appropriation to Vehicle Reserve	5,000	5,000	0	0	
2009	Equipment	5,000	5,000	0	0	
2009						
2009						
2010	Appropriation to Vehicle Reserve	5,000	5,000	0	0	
2010	Equipment	5,000	5,000	0	0	
2010						
2010						
2011	Appropriation to Vehicle Reserve	5,000	5,000	0	0	
2011	Equipment	5,000	5,000	0	0	

Fire Department

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	980,000	166,000	170,000	644,000
	2006	577,263	224,500	336,763	16,000
	2007	453,863	255,700	195,163	3,000
	2008	208,163	199,000	6,163	3,000
	2009	198,163	189,000	6,163	3,000
	2010	178,163	169,000	6,163	3,000
	2011	178,163	169,000	6,163	3,000

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Appropriation to Vehicle Replacement Reserve	80,000	80,000		0	
2005	Bunker Gear Replacement	20,000	10,000	10,000	0	Bring all Bunker Gear upto standard over 4 yrs 2004-2007
2005	Hose, air packs, radios, dept. equipment	30,000	26,000	0	4,000	\$8,000 to each dept, \$6,000 for 244, \$4,000 from BB
2005	Replace Innerkip Pumper	250,000	0	135,000	115,000	43% from BB
2005	Tavistock Firehall	600,000	50,000	25,000	525,000	Reduce Principle b4 financing, tax stab reserve, borrowing
2006	Appropriation to Vehicle Replacement Reserve	150,000	150,000	0	0	
2006	Bunker Gear Replacement	20,000	0	20,000	0	Bring all Bunker Gear upto standard over 4 yrs 2004-2007
2006	Computer Replacement (Mobile Equipment)	5,000	5,000	0	0	
2006	Fire Admin Software	7,500	2,500	5,000	0	
2006	Generator/EOC Equipment	28,000	0	15,000	13,000	JEPP, Contingency Reserve
2006	Hickson Jaws Contribution	2,600	0	2,600	0	
2006	Hickson Rescue Van	90,000	0	90,000	0	
2006	Hickson Tanker	100,000		100,000	0	Financed over 2006/07
2006	Hose, air packs, radios, dept. equipment	30,000	27,000	0	3,000	\$8,000 to each dept, \$6,000 for 244, \$3,000 from BB
2006	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	1st Payment, DC Reserve
2006	Tavistock Rescue Van	90,000	0	90,000	0	
2006	Immunization Program	8,000	0	8,000	0	one time 2006 program to get everyone up to date
2007	Appropriation to Vehicle Replacement Reserve	150,000	150,000	0	0	
2007	Bunker Gear Replacement	20,000	0	20,000	0	Bring all Bunker Gear upto standard over 4 yrs 2004-2007
2007	Facility Improvements and/or Reserve	5,000	5,000			Innerkip Paint & Carpet
2007	Fire Chief Vehicle	30,000	0	30,000	0	
2007	Hickson Tanker	114,000		114,000	0	
2007	Hose, air packs, radios, dept. equipment	36,000	33,000	0	3,000	\$10,000 to each dept, \$6,000 for 244, \$3,000 from BB
2007	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	2nd Payment, DC Reserve
2007	Air Bottle Refilling Station	35,000	10,000	25,000	0	FD Reserves
2007	SCBA & Pager Reserve	17,700	17,700	0	0	
2007						
2007						
2008	Appropriation to Vehicle Replacement Reserve	75,000	75,000	0	0	
2008	Facility Improvements and/or Reserve	5,000	5,000			
2008	Hickson SCBA Replacement	20,000	20,000			
2008	Hose, air packs, radios, dept. equipment	36,000	33,000	0	3,000	\$10,000 to each dept, \$6,000 for 244, \$3,000 from BB
2008	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	3rd Payment
2008	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2008						
2009						
2009	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2009	Facility Improvements and/or Reserve	5,000	5,000			
2009	Hickson SCBA Replacement	20,000	20,000			
2009	Hose, air packs, radios, dept. equipment	36,000	33,000	0	3,000	\$10,000 to each dept, \$6,000 for 244, \$3,000 from BB
2009	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	4th Payment
2009	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2009						
2010						
2010	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2010	Facility Improvements and/or Reserve	5,000	5,000			
2010	Hose, air packs, radios, dept. equipment	36,000	33,000	0	3,000	\$10,000 to each dept, \$6,000 for 244, \$3,000 from BB
2010	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	5th Payment
2010	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2010						
2011						
2011	Facility Improvements and/or Reserve	5,000	5,000			
2011	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2011	Hose, air packs, radios, dept. equipment	36,000	33,000	0	3,000	\$10,000 to each dept, \$6,000 for 244, \$3,000 from BB
2011	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	6th Payment
2011	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2011						
2012						
2012	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2012	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2012	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	7th Payment
2013						
2013	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2013	Fire Chief Vehicle	30,000		30,000		
2013	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2013	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	8th Payment
2013	Tavistock Tanker Replacement	250,000	0	250,000	0	
2014						
2014	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2014	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2014	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	9th Payment
2015						
2015	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2015	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2015	Tavistock Firehall Debenture Payment	46,163	40,000	6,163	0	10th Payment
2016						
2016	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2016	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2017						
2017	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2017	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2018						
2018	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2018	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2020						
2020	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2020	Hose, air packs, radios, dept. equipment	36,000	32,000	0	4,000	\$10,000 to each dept, \$6,000 for 244, \$4,000 from BB
2020	Innerkip Tanker Replacement	250,000	0	135,000	115,000	Shared with BB

Public Works

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	622,000	347,000	190,000	85,000
2006	1,154,000	554,000	510,000	90,000
2007	1,027,000	605,000	332,000	90,000
2008	1,530,000	610,000	830,000	90,000
2009	832,000	612,000	130,000	90,000
2010	852,000	637,000	125,000	90,000
2011	814,000	664,000	50,000	100,000

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Appropriation to Equipment Reserve	85,000	0	0	85,000	from equipment operation
2005	Bridges	25,000	25,000	0	0	
2005	Drains	10,000	10,000	0	0	
2005	Facility Improvements	3,000	3,000	0	0	
2005	New Sidewalk - Maria Street	0	0	0	0	
2005	Replace 1990 Single Axle	150,000	0	150,000	0	
2005	Replace Ford Loader	40,000	0	40,000	0	
2005	Resurface 16th Line Lot 29 - 36	305,000	305,000	0	0	
2005	Small Equipment	4,000	4,000	0	0	
2006	Appropriation to Equipment Reserve	90,000	0	0	90,000	from equipment operation
2006	Bridges Rehab #5018 @ Braemar East of #59	100,000	35,000	65,000	0	
2006	Chipper	45,000	0	45,000	0	
2006	Drains	60,000	10,000	50,000	0	
2006	Facility Improvements	4,000	4,000	0	0	
2006	Reconstruct Wilton & Wettlaufer	160,000	160,000	0	0	
2006	Resurface 16th Line Lot 10 - 6	200,000	200,000	0	0	
2006	Resurface Braemar 59 - 13th	50,000	0	50,000	0	New, Gas Tax Reserve
2006	Shop Improvements (Doors, Furnaces)	40,000	40,000	0	0	
2006	Small Equipment	5,000	5,000	0	0	
2006	Transfer to Gas Tax Reserve	0	0	0	0	
2006	Transfer to Reserve for Coleman Street	400,000	100,000	300,000	0	From Contingency Reserve
2006	roads grant					
2007	Appropriation to Equipment Reserve	90,000	0	0	90,000	from equipment operation
2007	Bridge Reserve	30,000	30,000	0	0	
2007	Drains	40,000	10,000	30,000	0	Wilker & Littlejohns
2007	Facility Improvements	5,000	5,000	0	0	
2007	Resurface Braemar	300,000	300,000	0	0	
2007	Reconstruct William Street	350,000	100,000	250,000	0	Gas Tax & Roads Reserve
2007	Replace 2001 Pickup	28,000	0	28,000	0	
2007	Bridge Structural Inspection	10,000	0	10,000	0	
2007	Small Equipment	5,000	5,000	0	0	
2007	Transfer to Gas Tax Reserve	0	0	0	0	
2007	Transfer to Reserve for Coleman Street	150,000	150,000	0	0	
2007	GPS Unit	14,000	0	14,000	0	Bldg & Roads Equipment Reserve

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2007	Road Shop Roof Repairs	5,000	5,000			
2007						
2008	Appropriation to Equipment Reserve	90,000	0	0	90,000	from equipment operation
2008	Bridge Reserve	30,000	30,000			will be re-evaluated based on 2007 Bridge Study
2008	Drains	20,000	20,000	0	0	
2008	Facility Improvements	5,000	5,000	0	0	
2008	Gravel Road Improvements	300,000	200,000	100,000	0	Gas Tax Reserve, need direction on locations/strategy
2008	Reconstruct Coleman & Sidestreets	900,000	350,000	550,000	0	
2008	Small Equipment	5,000	5,000	0	0	
2008	Transfer to Gas Tax Reserve			0	0	
2008	Replace 1995 Tandem	180,000	0	180,000	0	
2008						
2009	Appropriation to Equipment Reserve	90,000	0	0	90,000	from equipment operation
2009	Bridge Reserve	30,000	30,000			
2009	Drains	20,000	20,000	0	0	
2009	Facility Improvements	6,000	6,000	0	0	
2009	Gravel Road Improvements	200,000	200,000	0	0	
2009	Reconstruct Innerkip Side Streets	230,000	100,000	130,000	0	Gas Tax Reserve
2009	Small Equipment	6,000	6,000	0	0	
2009	Gravel Road Improvements	250,000	250,000			
2009	Transfer to Gas Tax Reserve				0	
2009		0	0	0	0	
2010	Appropriation to Equipment Reserve	90,000	0	0	90,000	from equipment operation
2010	Bridge Reserve	30,000	30,000			
2010	Drains	20,000	20,000	0	0	
2010	Facility Improvements	6,000	6,000	0	0	
2010	Reconstruct Maplewood from 59 to 16th	425,000	325,000	100,000	0	Gas Tax Reserve
2010	Replace 2004 Pickup	25,000		25,000	0	
2010	Small Equipment	6,000	6,000	0	0	
2010	Surface Treat Gravel Roads	250,000	250,000	0	0	
2010		0	0	0	0	
2011	Appropriation to Equipment Reserve	100,000	0	0	100,000	from equipment operation
2011	Bridge Reserve	30,000	30,000	0	0	
2011	Drains	20,000	20,000	0	0	
2011	Facility Improvements	7,000	7,000	0	0	
2011	Small Equipment	7,000	7,000	0	0	
2011	Surface Treat Maplewood (#59 to 16th)	200,000	200,000	0	0	
2011	Mill & pave Janelle, Decew & Maria	250,000	200,000	50,000	0	Gas Tax Reserve
2011	Reconstruct 15th from Perth to Maplewood	200,000	200,000	0	0	
2011						

Innerkip Community Centre

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		20,000	11,000	9,000	0
2006		5,000	5,000	0	0
2007		7,500	7,500	0	0
2008		7,500	7,500	0	0
2009		10,000	10,000	0	0
2010		10,000	10,000	0	0
2011		10,000	10,000	0	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Water Connection	20,000	11,000	9,000	0	deferred from 2005
2006	Contribution to Reserve	5,000	5,000	0	0	
2006						
2007	Contribution to Reserve	7,500	7,500	0	0	
2007						
2008	Contribution to Reserve	7,500	7,500	0	0	
2008						
2009	Contribution to Reserve	10,000	10,000	0	0	
2009						
2010	Contribution to Reserve	10,000	10,000	0	0	
2010						
2011	Contribution to Reserve	10,000	10,000	0	0	

Innerkip Parks

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	31,500	16,500	15,000	0
	2006	32,500	15,000	17,500	0
	2007	15,000	15,000	0	0
	2008	15,000	15,000	0	0
	2009	20,000	20,000	0	0
	2010	20,000	20,000	0	0
	2011	20,000	20,000	0	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Fence between Hall & 3rd Diamond	2,000	2,000	0	0	
2005	New Shed for 3rd Diamond	2,500	2,500	0	0	
2005	Park Improvements	5,000	5,000			
2005	Walkway from Hall Parking Lot to 3rd Diamond	2,000	2,000	0	0	
2005	Water Connection	20,000	5,000	15,000		
2006	Fencing and Lighting Improvements	15,000	15,000	0	0	
2006	Water System - County Connection Charge	17,500	0	17,500		
2006						
2007	Park Improvements	15,000	15,000	0	0	0 apply to 2006 Playground Equipment?
2007						Playgorund Improvements, Safety Issues
2007						
2008	Park Improvements	15,000	15,000	0	0	
2008						
2008						
2009	Park Improvements	20,000	20,000	0	0	
2009						
2009						
2010	Park Improvements	20,000	20,000	0	0	
2010						
2010						
2011	Park Improvements	20,000	20,000	0	0	

Tavistock Memorial Hall

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	16,000	11,000	5,000	0
	2006	15,000	15,000	0	0
	2007	21,000	13,500	7,500	0
	2008	9,000	9,000	0	0
	2009	6,000	6,000	0	0
	2010	6,000	6,000	0	0
	2011	6,000	6,000	0	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Bar Renovations new counters	10,000	5,000	5,000		
2005	Contribution to Capital Conservation Reserve	2,000	2,000			
2005	Misc Capital	1,000	1,000			
2005	Washroom drian upgrade and repairs	3,000	3,000			
2006	Contribution to Capital Conservation Reserve	2,000	2,000			
2006	Contribution to reserve (Paint Hall in 2007)	7,500	7,500			
2006	Misc Capital	1,000	1,000			
2006	Upgrade electrical services. (switches etc.)	2,000	2,000			
2006	Convert Stage Washroom to Storage Room	2,500	2,500			
2006						
2007	Contribution to Capital Conservation Reserve	5,000	5,000			
2007	Misc Capital	1,000	1,000			
2007	Paint Hall with Fire Retardant Paint	15,000	7,500	7,500		
2007						
2008	Contribution to Capital Conservation Reserve	5,000	5,000			
2008	Misc Capital	1,000	1,000			
2008	Painting of entrance, Kitchen, Coat room	3,000	3,000			
2008						
2009	Contribution to Capital Conservation Reserve	5,000	5,000			
2009	Misc Capital	1,000	1,000			
2009						
2010	Contribution to Capital Conservation Reserve	5,000	5,000			
2010	Misc Capital	1,000	1,000			
2010						
2011	Contribution to Capital Conservation Reserve	5,000	5,000			
2011	Misc Capital	1,000	1,000			

Tavistock & District Recreation Centre

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	20,000	0	0	20,000
	2006	63,000	0	35,000	28,000
	2007	91,000	0	60,000	31,000
	2008	58,000	0	45,000	13,000
	2009	23,000	0	10,000	13,000
	2010	12,000	0	0	12,000
	2011	12,000	0	0	12,000

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Contribution to Equipment Reserve	2,000	0	0	2,000	
2005	Contribution to Reserve	15,000	0	0	15,000	From Operations
2005	Exterior Painting (Redband & Doors)	2,000	0	0	2,000	
2005	Misc Capital	1,000	0	0	1,000	From Operations
2006	Contribution to Capital Conservation Reserve	15,000	0	0	15,000	from Operating Revenues
2006	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2006	Misc	1,000	0	0	1,000	from Operating Revenues
2006	Replace blue kick plate on dashboards	3,000	0	0	3,000	from Operating Revenues
2006	Repairs to seal up along roof ridge	7,000	0	0	7,000	from Operating Revenues
2006	Condensor Replacement	35,000	0	35,000	0	Reserve
2007	Contribution to Capital Conservation Reserve	10,000	0	0	10,000	from Operating Revenues
2007	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2007	Misc	1,000	0	0	1,000	from Operating Revenues
2007	New Zamboni	72,000	0	60,000	12,000	Trading in of old machine
2007	Replace walk ways to Ice rubber floor	3,000	0	0	3,000	from Operating Revenues
2007	Replace Door hinges on bench & access doors	3,000	0	0	3,000	from Operating Revenues
2007						
2008	Contribution to Capital Conservation Reserve	10,000	0	0	10,000	from Operating Revenues
2008	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2008	Dressing rooms 2&3 rubber floor	10,000	0	10,000	0	
2008	Misc	1,000	0	0	1,000	from Operating Revenues
2008	Replace Old CP refrigeration compressor	35,000	0	35,000	0	DC Reserve
2008						
2008						
2009	Contribution to Capital Conservation Reserve	10,000	0	0	10,000	from Operating Revenues
2009	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2009	Dressing rooms 4&5 rubber floor	10,000	0	10,000	0	
2009	Misc	1,000	0	0	1,000	from Operating Revenues
2009						
2009						
2010	Contribution to Capital Conservation Reserve	10,000	0	0	10,000	from Operating Revenues
2010	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2010						
2010						

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2011	Contribution to Capital Conservation Reserve	10,000	0	0	10,000	from Operating Revenues
2011	Contribution to Equipment Reserve	2,000	0	0	2,000	from Operating Revenues
2011						

Reserves

	Adjusted to Actual			2007+ based on 2006 Budget Estimates - will be updated during 2007 Budget Process															
	2005	2006		2006	2007			2008			2009			2010			2011		
		TO	FROM		TO	FROM	2007	TO	FROM	2008	TO	FROM	2009	TO	FROM	2010	TO	FROM	2011
Working Fund	187,802	62,198		250,000			250,000			250,000			250,000			250,000	0		250,000
Tax Stabilization	598,915	145,126	467,198	276,843	100,000	295,000	81,843			81,843			81,843			81,843			81,843
Funds from ETPC	14,000	0	0	14,000	0	0	14,000	0		14,000	0		14,000	0		14,000	0		14,000
Hickson Office	5,000	10,000	0	15,000	0	0	15,000		15,000	0	7,500		7,500	7,500		15,000	7,500		22,500
General Admin - Office Equipment	28,500	13,000	0	41,500	0	27,500	14,000	15,000		29,000	15,000	8,000	36,000	10,000	20,000	26,000	15,000	8,000	33,000
Self Insurance	3,886	35,000	5,973	32,913	0	0	32,913			32,913			32,913			32,913			32,913
Election Reserve				0	5,000	0	5,000	5,000		10,000	5,000		15,000		15,000	0	5,000	0	5,000
Fire Department Vehicles	27,000	156,100	266,800	-83,700	145,000	114,000	-52,700	70,000	0	17,300	60,000	0	77,300	60,000	0	137,300	60,000	0	197,300
Fire Department - Fire Chief Vehicle	10,000	0		10,000	5,000	30,000	-15,000	5,000		-10,000	5,000		-5,000	5,000		0	5,000		5,000
Fire Department Training	20,000	0		20,000	0	20,000	0	0		0	0		0	0		0	0		0
Hickson/Tav FD Equipment	2,600	1,251	2,600	1,251	0		1,251	0		1,251	0		1,251	0		1,251	0		1,251
FD Equipment	10,000	0	5,000	5,000	0	5,000	0	0		0	0		0	0		0	0		0
Bldg Inspection Vehicles	26,000	0	23,500	2,500	5,000		7,500	5,000		12,500	5,000		17,500	5,000		22,500	5,000		27,500
Bldg Dept Equipment	9,000	3,000	0	12,000		7,000	5,000			5,000			5,000			5,000			5,000
Bridges	67,000	0	40,000	27,000	30,000	10,000	47,000	30,000		77,000	30,000		107,000	30,000		137,000	30,000		167,000
Roads - General	54,011	0		54,011	0	50,000	4,011			4,011		0	4,011		0	4,011		0	4,011
Roads - Equipment	82,010	90,000	199,950	-27,940	90,000	35,000	27,060	90,000	180,000	-62,940	90,000	0	27,060	90,000	25,000	92,060	90,000	25,000	157,060
Gas Tax Reserve	70,568	70,568	0	141,136	94,080	200,000	35,216	117,592	100,000	52,808	235,184	130,000	157,992		100,000	57,992		50,000	7,992
Road Drainage Reserve	85,000		0	85,000		30,000	55,000			55,000			55,000			55,000			55,000
Coleman Street	0	400,000		400,000	150,000		550,000		550,000	0			0			0			0
Hickson Park	77,500	10,000		87,500			87,500			87,500			87,500			87,500			87,500
Hickson Park Pavilion(Lions)	0			0			0			0			0			0			0
Innerkip Park/ICC Water	17,500		17,500	0			0			0			0			0			0
Innerkip Park	5,000			5,000			5,000			5,000			5,000			5,000			5,000
Tavistock Park	70,000	10,000		80,000	15,000	60,000	35,000	0	0	35,000	0		35,000	0		35,000	0		35,000
Tavistock Memorial Hall	15,000	9,500		24,500	5,000	7,500	22,000	5,000		27,000	5,000		32,000	5,000		37,000	5,000		42,000
Tavistock & District Recreation Centre	204,698	17,000	27,000	194,698	12,000	60,000	146,698	12,000	10,000	148,698	12,000	10,000	150,698	12,000	0	162,698	12,000	0	174,698
Former TRC - Facility	4,000			4,000			4,000			4,000			4,000			4,000			4,000
Former TRC - Program	15,860			15,860			15,860			15,860			15,860			15,860			15,860
Innerkip Community Centre	0	5,000	0	5,000	7,500		12,500	7,500		20,000	10,000		30,000	10,000		40,000	10,000		50,000
Innerkip Estates Park	1,500			1,500			1,500			1,500			1,500			1,500			1,500
Grant-in-Lieu of Parkland		30,000		30,000			30,000			30,000			30,000			30,000			30,000
	1,712,350	1,037,743	1,055,521	1,724,572	663,580	951,000	1,437,152	362,092	855,000	944,244	479,684	148,000	1,275,928	234,500	160,000	1,350,428	244,500	83,000	1,511,928
DC - Fire	20,726	6,389	6,163	20,952	4,840	6,163	19,629	4,840	6,163	18,306	4,840	6,163	16,983	4,840	6,163	15,660	4,840	6,163	14,337
DC - Police	1,832	2,449		4,281	2,620		6,901	2,620		9,521	2,620		12,141	2,620		14,761	2,620		17,381
DC - Recreation	50,297	15,045		65,342	16,480		81,822	16,480	35,000	63,302	16,480		79,782	16,480		96,262	16,480		112,742
DC - Administration	10,340	4,215	0	14,555	3,540		18,095	3,540		21,635	3,540	10,000	15,175	3,540		18,715	3,540		22,255
	83,195	28,098	6,163	105,130	27,480	6,163	126,447	27,480	41,163	112,764	27,480	16,163	124,081	27,480	6,163	145,398	27,480	6,163	166,715
	1,795,545	1,065,841	1,061,684	1,829,702	691,060	957,163	1,563,599	389,572	896,163	1,057,008	507,164	164,163	1,400,009	261,980	166,163	1,495,826	271,980	89,163	1,678,643

FORCAST FOR VEHICLE AND EQUIPMENT REPLACEMENT

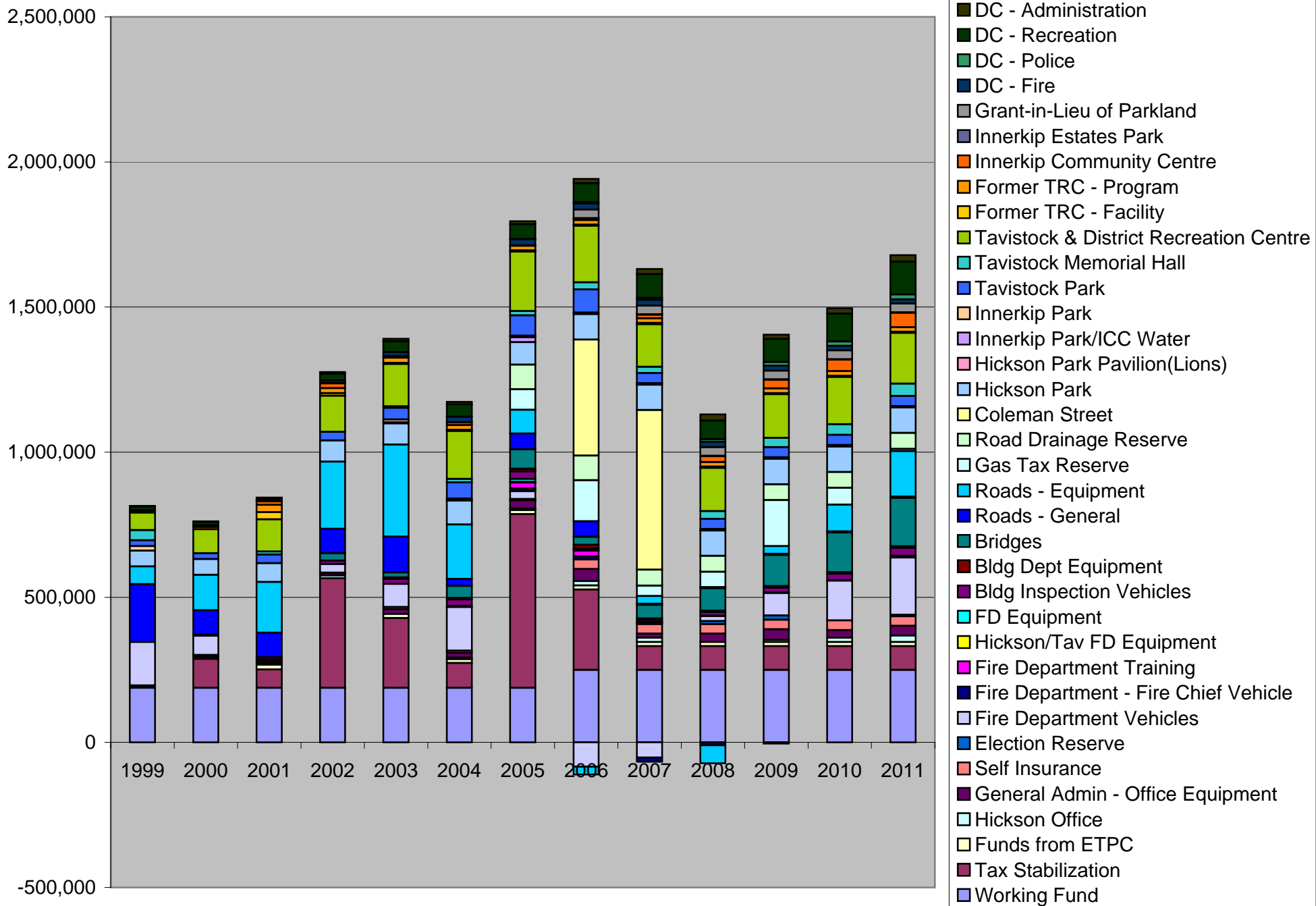
YEAR	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Total	
Roads Department																																							
Total to reserve (000)	98	85	85	85	90	90	90	90	90	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95													2403	
Total from Reserve (000)	41	0	214	191	200	28	180	0	25	120	0	30	250	0	30	0	0	310	260	0	235	0	200	35	50													2426	
Balance (000)	232	317	188	82	-28	34	-56	34	99	74	169	234	79	174	239	334	429	214	49	144	4	99	-6	54	99														
2004 730 Grader			189															275																					
1999 740A Grader												250																											
2005 Truck				151															200																				
2006 Tandem axle truck					180																200																		
1995 Tandem axle truck							180																																
1988 John Deere Loader	41									120																													
2005 John Deere Tractor				40															60																				
Road Pickups*			25			28			25			30			30			35			35			35															
Chipper					45																				50														

Building Department																																							
Total to Reserve	4	5	5	4	0	5	5	5	5	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	202	
Total From Reserve	0	0	0	0	25	0	0	0	0	0	30	0	0	0	0	0	30	0	0	0	0	0	35	0	0	0	0	0	35	0	0	0	0	0	0	35	0	0	190
Balance	12	17	22	26	1	6	11	16	21	26	1	6	11	16	21	26	1	7	13	19	25	31	2	8	14	20	26	32	3	9	15	21	27	33	4	10	16		
2006 Bldg Vehicle				0	25						30							30					35					35								35			
Fire Department																																							
Total to Reserve	30	50	74	150	156	150	75	65	65	65	65	65	65	65	65	65	65	65	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	2725		
Total From Reserve	0	0	0	267	267	144	0	0	0	125	125	30	0	0	0	0	30	135	0	0	0	0	185	300	0	0	150	400	0	0	0	250	0	0	0	300	2708		
Balance	30	80	154	37	-74	-68	7	72	137	77	17	52	117	182	247	312	377	412	342	412	482	552	622	507	277	347	417	337	7	77	147	217	37	107	177	247	17		
2001 Fire Chief Vehicle						30						30						30						35															
Hickson																																							
Pumper																										300													
Tanker					87	114																													250				
Rescue				66	90																							200											
Innerkip																																							
Pumper				135																									150										
Tanker																				135																			
Rescue																												150											
Tavistock																																							
Pumper																																							
Tanker											125	125																										300	
Rescue				66	90																							200											

Six Year Replacement on Pickups
 * PW Manager Truck moved to Road Department after 3 yrs, Road Truck traded-in after 6 yrs

Fire Department - Equipment																																							
Total to Reserve	0	0	0	0	0	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	2080	
Total From Reserve	0	0	0	0	0	76	56	56	56	56	56	56	56	76	76	76	81	56	56	56	56	56	56	76	76	76	81	56	56	56	56	56	56	76	76	76	81	2067	
Balance	0	0	0	0	0	-11	-2	7	16	25	34	43	52	41	30	19	3	12	21	30	39	48	57	46	35	24	8	17	26	35	44	53	62	51	40	29	13		
Bunker Gear 10yrs					20									20	20	20	25							20	20	20	25							20	20	20	25		
SCBA - Hickson Conversion					12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Pagers 5 yrs					6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
Firehall Capital					5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5		
Small Equipment					33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33		

Bunker Gear - 10 yr life span - 57@\$1,500=\$85,500 / 10 = \$8,550 / yr	8,550
SCBA - 15 yr life span - 36@\$5,000=\$180,000 / 15 = \$12,000 / yr	12,000
Pagers - 5 yr life span - 57@\$500=\$28,500 / 5 yrs = \$5,700 / yr	5,700
Firehall Capital - \$5,000 / yr for capital improvements to the facilities	5,000
Small Equipment - \$10,000 / station, \$6,000 for Twp Department, less \$3,000 BB	33,000
	64,250
2006 Fire Budget Funding	<u>27,000</u>
Shortfall	37,250



- DC - Administration
- DC - Recreation
- DC - Police
- DC - Fire
- Grant-in-Lieu of Parkland
- Innerkip Estates Park
- Innerkip Community Centre
- Former TRC - Program
- Former TRC - Facility
- Tavistock & District Recreation Centre
- Tavistock Memorial Hall
- Tavistock Park
- Innerkip Park
- Innerkip Park/ICC Water
- Hickson Park Pavilion(Lions)
- Hickson Park
- Coleman Street
- Road Drainage Reserve
- Gas Tax Reserve
- Roads - Equipment
- Roads - General
- Bridges
- Bldg Dept Equipment
- Bldg Inspection Vehicles
- FD Equipment
- Hickson/Tav FD Equipment
- Fire Department Training
- Fire Department - Fire Chief Vehicle
- Fire Department Vehicles
- Election Reserve
- Self Insurance
- General Admin - Office Equipment
- Hickson Office
- Funds from ETPC
- Tax Stabilization
- Working Fund