

# STAFF REPORT

Report #CAO2007-12

**To:** His Worship the Mayor and Members of Council  
**From:** Jeff Carswell, Chief Administrative Officer  
**Re:** 2007 Budget – Update Report - March 21, 2007 Meeting  
**Date:** March 16, 2007

## Background:

Since the last meeting, staff have modified the budgets based on comments from Council and additional information. These changes have decreased the levy increase, although the majority of the decrease is a result of financing \$230,000 for the Tavistock Municipal Drain 2006. There have been some increases made as well.

**Township Tax on Median Residential Property = \$645.09**

**Township Tax on Average Residential Property (\$151,809) = \$694.55**

**Township Levy Increase = 8.39%**

**Impact on overall taxation, when considering County and Education = 5.94% or \$106 on the average house or less than \$9/month**

Staff have spent considerable time working on the proposed budget and believe it reflects the realities facing the Township. Over half of the increase is a result of new expenditures related to Tavistock

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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Drainage Improvements. This has been incorporated without a significant reduction in other program areas. This budget also contains provisions that recognize the new responsibilities and requirements facing the Township in areas such as Asset Management, PSAB, increased reporting requirements, etc.

The detailed budget report for 2007 now has the proposed 2007 Capital Projects incorporated into the respective departments. In order to better illustrate the changes from 2006 there have been some changes made in how specific grants and revenues are reported. This should provide a better overview and ability to compare 2006 to 2007 on an overall basis.

The updated 5 year capital plan is provided. While at this time Council tends to focus on the 2007 increase, we must remember the 5 year capital plan is an important policy document as it sets out the direction the Township will be headed in the future.

Any further cuts to what is proposed will have significant negative effects on services and programs residents are expecting. While some projects may be postponed, doing so will only add to the backlog of projects that should be completed.

While comparisons with surrounding municipalities are difficult to make and ultimately lead to more questions than clear answers, the Township's tax levy is in line with others and the proposed budget will not drastically change that. In 2006, East Zorra-Tavistock was slightly more than Zorra (\$20/yr) and South West-Oxford (\$35/yr), slightly less than Blandford-Blenheim (\$32) and substantially less than Norwich (\$169). For interest, the Township's taxation is about \$750/yr less than a similar property in Woodstock. I believe that if someone was to delve into the details of the differences between municipalities to try and explain the financial differences, I am confident it would show the Township is doing very well with the limited resources and finances we have.

### **Highlights of the changes include:**

#### **Tavistock & District Recreation Centre Board**

- Updated Capital includes figures from the TDRFB. There are not significant changes from the previous drafts. Tavistock Park is up, but Tavistock Memorial Hall is down, so overall they balance

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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out.

- TDRC is budgeted to break-even. Several capital items are proposed to be financed from reserves.

### **Police Budget**

- The Police Budget requirement has been included in the budget
- The overall 8.5% increase translated into a 2.3% increase for the Township due to our decreased share due to the Boundary Adjustment
- Previous drafts assumed a 5-6% increase in the police budget resulting in a 0% change to the Township in 2007
- Council is in a position to pass a resolution to approve the Police Budget as presented

### **Council**

- Council budget further increased based on conference and seminar attendance to date
- 1st draft anticipated 30 person days for conferences seminars and that level has already been reached based on actual and committed conferences

### **Tavistock Drainage - General**

- Proposing to use \$14,000 from ETPC Reserve for Drainage Master Plan

### **Tavistock Municipal Drain 2006**

- Finance \$230,000 of Tavistock Municipal Drain Costs (ie. Road assessment)
- Repayment over 5 or 10 years
- Repayment depends on additional works required in future
- 5 yrs - borrowing costs ~\$32,000 vs. 10 yrs ~\$62,000
- 5 yrs - ~\$53,000/yr vs. 10 yrs ~\$30,000/yr
- Decide at time of financing - Nov?
- Also, dependent on Tavistock Municipal Drain going ahead this year

### **Equipment Reserves**

- Adjusted and "fine-tuned" equipment reserve transfers to reflect actual truck purchases
- Fire Vehicle Reserve contribution lowered (\$150,000 to \$125,000), but still puts the reserve into a

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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positive balance in 2008 as originally planned

### **Assessment Growth/Revenue Generation**

- Boundary adjustment resulted in an assessment decrease for 2007, rather than an increase. Assessment growth over the last several years has usually resulted in the ability to raise ~\$25,000 in taxes with no impact on the tax rate
- These opportunities require staff time to pursue leads, provide information, work closely with the development community and other governments
- Proposed budget recognizes and makes provisions for the increasing demands and requirements from the province, audit, etc.
- This budget provides for limited additional resources to be added to the Township. The details of these resources need to be fully reviewed by Council before any changes are made; however, providing for some increase is prudent. From staff's point of view, there is a very real requirement, we are just not sure exactly where and how to best address the needs.
- This area needs to be further reviewed in conjunction with a review of staffing (L&P)
- Still no \$ to buy or even finance land purchase/development of industrial land
- Less than 4% of the Township's taxation comes from the Industrial Tax Class.

### **Development Charges**

- Increased DC Reserve Contributions based on strong growth in Lunor Subdivision and likelihood of continued development
- Increased contribution from reserve for Firehall from \$6,163 to \$9,163

### **Insurance**

- Insurance line items lowered by \$15,000 as per the Insurance Renewal (decreased renewal + applicable taxes)
- General Admin shows half or \$7,500 going to the self insurance reserve to bring the balance to \$40,413

### **Grant Requests**

- A listing of grant requests is included

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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- new grant requests could be handled as follows with little/no impact on taxation:
- Optimist - fund from reserve
- Library - could be accommodated in budget

### **Aggregate Revenue**

- It is anticipated the Township's aggregate revenue (6¢/tonne of gravel extracted from pits in the Township) will be much higher than normal
- Normally this is <\$1,000; however, with the Hart Pit supplying the Toyota Site in 2006 it is anticipated this revenue will be ~\$27,000 in 2007
- Due to the likely one-time nature of this revenue, it is proposed that it be transferred to the Road - General Reserve for future work rather than treating as an ongoing revenue item

### **Capital work by own forces**

- Approximately \$20,000 could be moved from PW Operating to Capital Projects as long as the proposed 2007 Capital Plan is approved

### **User Fees**

- User Fees are attached to this report
- User Fees do not make up a large revenue in the budget, except for the arena, halls and Building Department
- User Fees are also not to be used to subsidize other services and cannot exceed the cost to deliver the service the fee is for
- Moderate increases are proposed for 2008

### **Other "Undesirable" Options to Bring the Increase Down Further**

#### **Borrowing**

- Increase borrowing level - Township does have the ability to borrow much more than it currently does
- Annual Repayment Limit is ~\$875,000 / yr
- Currently ~\$50,000 is committed to the Firehall and \$30,000 to \$50,000 is proposed for the

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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### Drainage Assessment

- This leaves substantial room should the Township wish to move in this direction

### **Reserves**

- Reserve levels are not excessive and are generally being utilized fully over the long-term
- Some recreation reserves have grown in recent years; however, cutting capital or "raiding" the reserves will only post-pone problems to the future
- Part of the reason for being forced into asset management is to help the Township understand the value of it's assets and ensure there is proper funding in place for their maintenance and eventual replacement
- The Township has tried to do this through reserves; however, reserves are very easy to cut as there is no immediate negative impact

### **Cut contribution to insurance reserve (\$7,500)**

- While the reserve was increased last year, it is still not adequate considering the Township's deductible is \$10,000 in most situations

### **Cut contribution to Election Reserve (\$5,000)**

- Election is not until 2010, but "annualizing" the cost of the election would be better than adding \$20,000 in one year, especially when we know that there must be costs incurred in 2010. It is not a "surprise" or unforeseen activity

### **Service Level Cuts**

- Service levels are by no means excessive and if anything, there is the expectation for higher service than currently exist
- Staffing levels cannot keep up with the increasing demands and requirements that currently exist. Any cutbacks will only put the Township further behind and increase complaints and risks
- Funds allocated to Capital Projects for Tavistock Flood Control are not the only resources allocated to this area. A significant amount of staff time, in addition to the contracted engineering is allocated. While it is hoped this allocation will decrease, while Tavistock Drainage is a high priority it will continue to consume staff resources and have an impact on other departments.

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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### **Sell Assets**

- The Township has sold most of its surplus land over the last few years.
- Sale of assets cannot be considered an ongoing revenue source.

### **Cut Capital Projects**

- The capital program put forth is not a wish list. It is mainly equipment and infrastructure that has a limited life that must be funded for replacement or improvement. Some of the items are a result of regulatory matters and changes beyond our control that we must now address.

### **Attachments:**

Page 9 – High-level Summary Showing Tax Levy Change and Explanation

Page 10 – Taxation on median property

Page 11 – 2006 Taxation Comparison with other municipalities in Oxford

Page 12 – Total 2007 Taxation Impact on various assessments

Page 13 – Grants to Organizations

Pages 14 – 21 – User Fees

Pages 22 – 56 – Police Budget Documents

Pages 57 – 60 – Township Department/Activity Summary – **Updated to include operating and capital for 2007**

Pages 61 – 90 – 2007 Budget Details – **Updated to include operating and capital for 2007**

Pages 91 – 93 – Capital Budget Summary

Pages 94 – 108 – Capital Budget Details

Page 109 – Projects Identified, but not funded

Page 110 – Reserves

Page 111 – Reserve Chart

Page 112 – Vehicle & Equipment Replacement

Based on comments and direction from Council, staff will prepare documents for the Budget Public Meeting to held April 4, 2007. The meeting has been advertised in the Woodstock Sentinel Review and

## **Staff Report – 2007 Budget – Update Report - March 21, 2007 Meeting**

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Tavistock Gazette. All of the budget documents have been posted to the Township's Website under the 2007 Budget Section for public review.

### **Recommendation:**

1. Council provide comments and direction on the Budget and Capital Forecast.

Report prepared  
and submitted by:



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Jeff Carswell, AMCT  
Chief Administrative Officer

**2007 Budget Highlights - Summary of High-level Changes from 2006**

2006 Levy	2,679,644
2007 Levy Based on preliminary estimates	2,904,556
<b>Levy Increase</b>	<b>224,912</b>

**Reasons for Levy Increase**

Increased OMPF	-50,000
Ongoing Boundary Adj	-98,500
2007 One-time Boundary Adjustment Payment	-100,000
One-time Boundary Adjustment to Reserve	100,000
Tavistock Drainage - New for 2007	360,000
Financed & Reserves for Drainage	-244,000
Police	33,000
Council	44,000
Administration	26,000
Fire	35,000
Roads	99,000
Protective Services	14,000
Building Department	16,000
Recreation	20,000
Misc Revenue	-30,000
<b>Total Increase</b>	<b>224,500</b>

**Taxation on Median Property**

		<b>Assessment</b>	<b>Taxes</b>	<b>Increase</b>
0	2006 Median Residential Property	141,000	\$573.86	
0	2007 Median Residential Property	141,000	\$645.09	\$71.23

**Taxation Breakdown on Median Residential Property  
Includes Operating and Capital Expenditures**

	<b>Total</b>	<b>Operating</b>	<b>Capital</b>
Police	185.03	185.03	0.00
Public Works	227.13	146.84	80.30
Admin & Facilities	69.27	63.94	5.33
Fire Department	80.82	48.85	31.98
Council	17.60	16.89	0.71
Recreation & Parks	23.39	13.37	10.02
Building Department	11.66	10.52	1.14
Protective Services	9.74	9.03	0.71
Misc	3.97	3.97	0.00
<b>Total</b>	<b>645.09</b>	<b>498.43</b>	<b>130.18</b>

**2006 Local Taxation Comparison**

	EZT		Zorra		BB		SWOX		Norwich		Woodstock*	
	2006 Tax Rate	0.00406994	0.00392817		0.00428321		0.00383423		0.00519697		0.00909707	
	Assessment	EZT Tax	Zorra Taxes	Difference	BB Taxes	Difference	SWOX Taxes	Difference	Norwich Taxes	Difference	Woodstock* Taxes	Difference
2006 \$150,000 House	\$151,809	\$610.49	\$589.23	-\$21.27	\$642.48	\$31.99	\$575.13	-\$35.36	\$779.55	\$169.05	\$1,364.56	\$754.07
2006 Median Residential Property	\$141,000	\$573.86	\$553.87	-\$19.99	\$603.93	\$30.07	\$540.63	-\$33.24	\$732.77	\$158.91	\$1,282.69	\$708.83
2006 \$200,000 House	\$200,000	\$813.99	\$785.63	-\$28.35	\$856.64	\$42.65	\$766.85	-\$47.14	\$1,039.39	\$225.41	\$1,819.41	\$1,005.43
2006 \$500,000 Farmland	\$500,000	\$508.74	\$491.02	-\$17.72	\$535.40	\$26.66	\$479.28	-\$29.46	\$649.62	\$140.88	\$1,137.13	\$628.39
2007 \$500,000 Farmland	\$500,000	\$571.89										

\*adjusted for Library

## 2007 Budget Total Taxation

	2006	2007	% Change	Median House \$141,000			Average House \$151,809			\$200,000 House \$200,000		
				2006	2007	Diff	2006	2007	Diff	2006	2007	Diff
EZT	0.00406994	0.00457513	12.41%	\$573.86	\$645.09	\$71.23	\$617.85	\$694.55	\$76.69	\$813.99	\$915.03	\$101.04
County*	0.00512950	0.00532750	3.86%	\$723.26	\$751.18	\$27.92	\$778.70	\$808.76	\$30.06	\$1,025.90	\$1,065.50	\$39.60
Education	0.00264000	0.00264000	0.00%	\$372.24	\$372.24	\$0.00	\$400.78	\$400.78	\$0.00	\$528.00	\$528.00	\$0.00
<b>Total</b>	<b>0.01183944</b>	<b>0.01254263</b>	<b>5.94%</b>	<b>\$1,669.36</b>	<b>\$1,768.51</b>	<b>\$99.15</b>	<b>\$1,797.33</b>	<b>\$1,904.08</b>	<b>\$106.75</b>	<b>\$2,367.89</b>	<b>\$2,508.53</b>	<b>\$140.64</b>

\* Based on Reported Levy Increase

## Grants to Organizations

	<b>Account</b>	<b>2006 Budget</b>	<b>2006 Actual</b>	<b>2007 Budget</b>
Tavistock Optimist Club - Grass Cutting*	11-758-121-2872	\$5,000	\$6,966	\$7,000
Oxford County Plowmen	11-871-121-6110	\$100	\$100	\$100
Tavistock Horticultural Society	11-758-121-6110	\$100	\$100	\$100
Tavistock Agricultural Society	11-871-121-6110	\$250	\$250	\$250
Innerkip Drop-in Centre	11-758-121-6110	\$500	\$500	\$500
Innerkip Lawn Bowling	11-758-121-6110	\$100	\$100	\$100
Hickson Library (Taxes on Building)	11-000-121-6120	\$0	\$544	\$600
Misc Grants and Donations	11-000-121-6120	\$1,500	\$0	\$1,000
<b>Total</b>		<b>\$7,550</b>	<b>\$8,560</b>	<b>\$8,050</b>

### New requests to date

Mobility Bus?

Sakura House (noted and filed)

Tavistock Optimist Club

Hickson Library Committee

\$14,200 park upgrades completed in 2006

additional funding ~\$1,000 mainly to cover telecommunication costs

\* Grass cutting is actual amount

User Fees

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Administration	Copying	General Copying	25¢/side	25¢/side	25¢/side	
Administration	Copying	Church & Charitable Groups	15¢/side	15¢/side	15¢/side	
Administration	Copying	Supply own paper	10¢/side	10¢/side	10¢/side	
Administration	Printing	Laser Printing	25¢/side	25¢/side	25¢/side	
Administration	Printing	Colour Laser Printing	50¢/side	50¢/side	50¢/side	
Administration	Printing	4 X 6 Photo Print	\$1.50/print	\$1.50/print	\$1.50/print	
Administration	Laminating	Laminating Business Card	50¢	50¢	50¢	
Administration	Laminating	Laminating Badge with Clip	75¢	75¢	75¢	
Administration	Laminating	Laminating 8 1/2 X 11	\$1.00	\$1.00	\$1.00	
Administration	Faxes	Incoming faxes	50¢/page	50¢/page	50¢/page	
Administration	Faxes	Outgoing faxes	50¢/page + long distance for out-of-country	50¢/page + long distance for out-of-country	50¢/page + long distance for out-of-country	
Administration	Certificates	Tax Certificate	\$25.00	\$25.00	\$30.00	↑ 2008
Administration	Certificates	Zoning Certificate	\$25.00	\$25.00	\$30.00	↑ 2008
Administration	Certificates	Local Charges Information	\$25.00	\$25.00	\$30.00	↑ 2008
Administration	Certificates	Building Work Orders	\$25.00	\$25.00	\$30.00	↑ 2008
Administration	Certificates	Tax Confirmation-requested by Bank or Trust Company	\$10/property	\$10/property	\$15/property	↑ 2008
Administration	Certificates	Burial Certificates	\$10.00	\$10.00	\$10.00	
Administration	Maps	Township Maps	n/c	n/c	n/c	
Administration	Maps	County Map	Actual Cost + \$.50(round up to Nearest \$.50)	n/c	n/c	
Administration	Misc	Township Lapel Pins	n/c	n/c	n/c	
Administration	Misc	Township Crest-Plastic	\$5.00	\$5.00	\$5.00	
Administration	Misc	Township Crest-Cloth	\$20.00	\$20.00	\$20.00	
Administration	Misc	Council Agenda Service	n/a			
Administration	Cost Recovery Jobs	All Departments	Actual Job Cost + 15% overhead (\$500 max. for overhead)	Actual Job Cost + 15% overhead (\$500 max. for overhead)	Actual Job Cost + 15% overhead (\$500 max. for overhead)	

User Fees

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Administration	Tax Sales	Title Searching	\$100.00	\$100.00	\$110.00	↑ 2008
Administration	Tax Sales	Survey	Actual Cost + 10%	Actual Cost + 10%	Actual Cost + 10%	
Administration	Tax Sales	Preparation & Registration of Tax Arrears Certificate	\$110.00	\$110.00	\$110.00	↑ 2008
Administration	Tax Sales	First Notice - preparation & mailing	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Tax Sales	Final Notice - preparation & mailing	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Tax Sales	Preparation of Extension Agreement	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Tax Sales	Legal Costs	Actual + 10%	Actual + 10%	Actual + 10%	
Administration	Tax Sales	Preparation & Registration of Cancellation Certificate	\$110.00	\$110.00	\$120.00	↑ 2008
Administration	Tax Sales	Costs of Sale by Tender or Auction Process:				
Administration	Tax Sales	Legal Costs	Actual + 10%	Actual + 10%	Actual + 10%	
Administration	Tax Sales	Advertising Costs	Actual + 10%	Actual + 10%	Actual + 10%	
Administration	Tax Sales	Expenses of Tender Opening or Auction	Actual + 10%	Actual + 10%	Actual + 10%	
Administration	Tax Sales	Mailing of Notices	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Tax Sales	Registration of Documents	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Tax Sales	Distribution of Proceeds of Sale	\$50.00/hr (min \$50.00)	\$50.00/hr (min \$50.00)	\$55.00/hr (min \$55.00)	↑ 2008
Administration	Lotteries	Lottery Licences	2% of the prize value	2% of the prize value	2% of the prize value	
Waste Management	Recycling	Blue Boxes	Actual Cost + \$.50(round up to Nearest \$.50)	Actual Cost + \$.50(round up to Nearest \$.50)	Actual Cost + \$.50(round up to Nearest \$.50)	
Waste Management	Recycling	Composters	Actual Cost + \$.50(round up to Nearest \$.50)	Actual Cost + \$.50(round up to Nearest \$.50)	Actual Cost + \$.50(round up to Nearest \$.50)	
Waste Management	Bag Tags	Bag Tags	As set by County of Oxford	As set by County of Oxford	As set by County of Oxford	
Bylaw Enforcement	Canine Control	Dog Tags	\$15/tag	\$15/tag	\$20/tag	↑ 2008
Bylaw Enforcement	Canine Control	Kennel Licence	\$50./licence	\$50./licence	\$60./licence	↑ 2008

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Fire & Safety	Signs	9-1-1 Post & Cap Only	\$10	\$10	\$15	↑ 2008
Fire & Safety	Signs	9-1-1 Blade & Hardware Only	\$25	\$25	\$30	↑ 2008
Fire & Safety	Signs	9-1-1 Sign - New Install by Township, incl. hardware	\$75	\$75	\$80	↑ 2008
Fire & Safety	Signs	Fire Route-Sign, Post, & Hardware	\$50	\$50	\$50	↑ 2008
Fire & Safety	Signs	Fire Route-Sign Installed by Township	cost recovery job	cost recovery job	cost recovery job	
Fire & Safety	Fire Department	Work Orders	\$40	\$40	\$50	↑ 2008
Fire & Safety	Fire Department	Inspections Requested	\$100	\$100	\$105	↑ 2008
Fire & Safety	Fire Department	Incident Reports Requested	\$40	\$40	\$45	↑ 2008
Fire & Safety	Fire Department	Non Resident Motor Vehicle Accidents	\$350/unit-1st hr	\$350/unit-1st hr	\$350/unit-1st hr	
Fire & Safety	Fire Department	False Fire Alarm - 3rd+ Calls	\$500	\$500	\$500	
Fire & Safety	Fire Department	Silo Gas Unit	\$90/hr + Firefighter Actual	\$90/hr + Firefighter Actual	\$100/hr + Firefighter Actual	↑ 2008
PW	Culverts	9 m width, 300 - 400 mm (30' width, 15")	\$1,100	\$1,100	\$1,150	↑ 2008
PW	Culverts	12 m width, 300 - 400 mm (40' width, 15")	\$1,300	\$1,300	\$1,350	↑ 2008
PW	Culverts	Extensions per metre (3')(15")	\$125	\$125	\$130	↑ 2008
PW	Culverts	9 m width,450 mm(30' width, 18")	\$1,200	\$1,200	\$1,250	↑ 2008
PW	Culverts	12 m width, 450mm (40' width, 18")	\$1,400	\$1,400	\$1,475	↑ 2008
PW	Culverts	Extensions per metre (3')(18")	\$125	\$125	\$130	↑ 2008
PW	Culverts	9 m width, over 450 mm(30' width, 18")	priced individually	priced individually	priced individually	
PW	Culverts	12 m width,over 450mm (40' width, 18")	priced individually	priced individually	priced individually	
PW	Culverts	Extensions per metre (3') over 450 mm	priced individually	priced individually	priced individually	
PW	Culverts	Waterbreak-9 m	\$350	\$350	\$375	↑ 2008
PW	Culverts	Waterbreak- 12 m	\$450	\$450	\$475	↑ 2008
PW	Culverts	Waterbreak-extensions per metre	\$50	\$50	\$55	↑ 2008
PW	General	Curb Cut or relocation of existing curb(7.5m min cut)	\$40/m	\$40/m	\$45/m	↑ 2008
PW	General	Private Drain Connection	\$15 permit+ cost recovery job	\$15 permit+ cost recovery job	\$20 permit+ cost recovery job	↑ 2008
PW	General	Mailbox Posts	\$50	\$50	\$55	↑ 2008

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Planning	Applications	Zoning Change	\$450	\$450	\$475	↑ 2008
Planning	Applications	Minor Variance	\$250	\$250	\$275	↑ 2008
Planning	Refunds	Application Submitted-no work started	80%	80%	80%	
Planning	Refunds	Application Submitted-surrounding property owner list created	60%	60%	60%	
Planning	Refunds	Application Submitted-surrounding property owner list created,application circulated for agency comment	40%	40%	40%	
Planning	Refunds	Any point after agency comment circulation	0%	0%	0%	
Planning	Deposit	Site Plan Control Agreement Deposit	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	
Planning	Deposit	Severance Agreement Deposit	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	\$2,000/lot(min \$1,000 to be held by Twp until agreement completed	
Building	General	(for temporary buildings,alterations,foundations,new buildings greater than 100sq ft)				
Building	Residential	Residential Units	\$200.00+0.20 /sq ft of living area	\$200.00+0.20 /sq ft of living area	\$210.00+0.20 /sq ft of living area	↑ 2008
Building	Residential	Residential Renovations, Alterations, Additions	\$200.00+0.20 /sq ft of floor area	\$200.00+0.20 /sq ft of floor area	\$210.00+0.20 /sq ft of floor area	↑ 2008
Building	Residential	Residential Storage Building , Garage	\$150.00 Flat Rate	\$150.00 Flat Rate	\$160.00 Flat Rate	↑ 2008
Building	Agricultural	Agricultural New Barn	\$150 +.05/sq ft of gross floor area	\$150 +.05/sq ft of gross floor area	\$160 +.05/sq ft of gross floor area	↑ 2008
Building	Agricultural	Agricultural New Barn with Manure Storage	\$350.00+0.05/sq ft gross floor area	\$350.00+0.05/sq ft gross floor area	\$375.00+0.05/sq ft gross floor area	↑ 2008
Building	Agricultural	Agricultural Renovations, Alterations, Additions	\$150 +\$.05/sq ft of gross floor area	\$150 +\$.05/sq ft of gross floor area	\$160 +\$.05/sq ft of gross floor area	↑ 2008
Building	Agricultural	Agricultural Storage Buildings/Implement Sheds	\$250 flat rate	\$250 flat rate	\$275 flat rate	↑ 2008
Building	Agricultural	Agricultural Silo/Storage Bins	\$150 flat rate	\$150 flat rate	\$160 flat rate	↑ 2008
Building	Agricultural	Agricultural Manure Tank	\$400 flat rate	\$400 flat rate	\$425 flat rate	↑ 2008

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Building	Other	Commercial, Industrial, Institutional-New Buildings, Additions, Alterations, Renovations	greater of \$250 +\$.10/sq ft floor area or \$5/\$1000 estimated cost	greater of \$250 +\$.10/sq ft floor area or \$5/\$1000 estimated cost	greater of \$275 +\$.10/sq ft floor area or \$5/\$1000 estimated cost	↑ 2008
Building	General	Plumbing-New Residential Unit	\$150 flat rate /unit for 5 units or less+ \$70 each additional unit	\$150 flat rate /unit for 5 units or less+ \$70 each additional unit	\$160 flat rate /unit for 5 units or less+ \$70 each additional unit	↑ 2008
Building	General	Plumbing - Service Connection - All Classes	\$50.00 flat rate	\$50.00 flat rate	\$55.00 flat rate	↑ 2008
Building	General	Plumbing-Commercial, Industrial, Institutional	\$300 flat rate	\$300 flat rate	\$325 flat rate	↑ 2008
Building	General	Plumbing Renovations to all classes	\$30 +\$10 per fixture	\$30 +\$10 per fixture	\$35 +\$10 per fixture	↑ 2008
Building	General	Swimming Pools	\$100 flat rate	\$100 flat rate	\$110 flat rate	↑ 2008
Building	General	Woodstoves, Fireplaces, Chimneys	\$100 flat rate	\$100 flat rate	\$110 flat rate	↑ 2008
Building	General	Demolition	\$20 flat rate	\$20 flat rate	\$25 flat rate	↑ 2008
Building	General	Signs(required building code review)	\$70 flat rate	\$70 flat rate	\$75 flat rate	↑ 2008
Building	General	Change of Use Permit (no construction)	\$100 flat rate	\$100 flat rate	\$110 flat rate	↑ 2008
Building	General	Decks(over 2' above ground, or any height if posts are dug in and cemented)	\$60 flat rate	\$60 flat rate	\$65 flat rate	↑ 2008
Building	General	Cosmetic Renovation valued at <\$2000	permit not required	permit not required	permit not required	
Building	General	Roofing	permit not required	permit not required	permit not required	
Building	General	Siding	permit not required	permit not required	permit not required	
Building	General	Conditional Permit	\$150.00 plus legal fees for agreement	\$150.00 plus legal fees for agreement	\$160.00 plus legal fees for agreement	↑ 2008
Building	General	Residential Unit Building Deposit	\$500.00	\$500.00	\$500.00	
Building	General	Residential Lot Grading Deposit(or as per other agr)	\$1,500.00	\$1,500.00	\$1,500.00	
Building	General	Residential Entrance Culvert (or as per other agr)	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	New Barn Building Deposit	\$500.00	\$500.00	\$500.00	
Building	General	New Barn Lot Grading Deposit	\$1,500.00	\$1,500.00	\$1,500.00	
Building	General	New Barn Entrance Culvert Deposit	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	Agricultural Buldings - Renovation, Alteration, Addition Building Deposit	\$500.00	\$500.00	\$500.00	
Building	General	Agricultural Buldings - Renovation, Alteration, Addition Lot Grading Deposit	\$1,000.00	\$1,000.00	\$1,000.00	

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
Building	General	Agricultural Buldings - Renovation, Alteration, Addition Entrance Culvert Deposit	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	Manure Storage Building Deposit	\$500.00	\$500.00	\$500.00	
Building	General	Manure Storage Lot Grading Deposit (if required)	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	Manure Storage Entrance Culvert Deposit (if required)	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	Commercial, Industrial, Institutional-New Buildings, Additions, Alterations, Renovations Building Dep	\$500.00	\$500.00	\$500.00	
Building	General	Commercial, Industrial, Institutional-New Buildings, Additions, Alterations, Renovations Lot Grading or as other agr	\$1,000.00	\$1,000.00	\$1,000.00	
Building	General	Commercial, Industrial, Institutional-New Buildings, Additions, Alterations, Renovations Entrance Culvert Deposit or as per other agr	\$1,000.00	\$1,000.00	\$1,000.00	
Building	Refunds	Only Adminsitratve Functions Performed	80%	80%	80%	
Building	Refunds	Only Adminstrative and Zoning functions have been performed	70%	70%	70%	
Building	Refunds	Administrative, Zoning, & Examination have been performed	45%	45%	45%	
Building	Refunds	Permit has been issued & no field inspection has been performed subsequent to permit issuance	35%	35%	35%	
Building	Refunds	Note: 5% additional shall be deducted for eah field inspection performed				
Building	Refunds	No refund shall be made for an amount of \$100 or less				

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
<b>Tavistock District Recreation Centre, Memorial Hall and Queens Park - contact Ken Wettlaufer at 519-655-2102</b>						
			<b>2006/2007</b>	<b>2007/2008</b>		
TDRFB	Arena	Prime Time Ice Rental*	\$127/hr	\$137/hr		
TDRFB	Arena	Non Prime Time Ice Rental*	\$81/hr	\$91/hr		
TDRFB	Arena	Minor Hockey/Figure Skating Prime Time Ice Rental*	\$91/hr	\$101/hr		
TDRFB	Arena	Minor Hockey/Figure Skating Non Prime Time Ice Rental*	\$81/hr	\$91/hr		
TDRFB	Arena	Public Skating-Preschool*	free	free		
TDRFB	Arena	Public Skating-Public School*	\$1.50	\$1.50		
TDRFB	Arena	Public Skating-Students & Adults*	\$2.00	\$2.00		
TDRFB	Arena	Public Skating-Family Pass*	\$7.00	\$7.00		
		* rates correspond to 2006/07 Ice Season, all others on calendar year				
			<b>2006</b>	<b>2007</b>	<b>2008</b>	
TDRFB	Arena	Arena Floor-non ice season, all times	\$63.50/hr	\$68.50/hr	\$68.50/hr	
TDRFB	Arena	Arena Floor-no ice Full Day-Fri/Sat(6am-6am)	\$525.00	\$600.00	\$600.00	
TDRFB	Arena	Arena Floor-no ice Full Day-Sun/Thurs(6am-6am)	\$270.00	\$300.00	\$300.00	
TDRFB	Arena	Arena Floor & Stands-no ice full day-Fri/Sat(6am-6am)	\$630.00	\$735.00	\$735.00	
TDRFB	Arena	Arena Floor & Stands-no ice full day-Sun/Thurs(6am-6am)	\$315.00	\$370.00	\$370.00	
TDRFB	Arena	Complete Facility-Fri/Sat(6am-6am)	\$735.00	\$735.00	\$735.00	
TDRFB	Arena	Complete Facility-Sun/Thurs(6am-6am)	\$370.00	\$370.00	\$370.00	
TDRFB	Arena	Dressing Rooms(outside use)	\$25/day	\$25/day	\$25/day	
TDRFB	Arena	Storage	\$1.10/sq ft/yr	\$1.10/sq ft/yr	\$1.10/sq ft/yr	
TDRFB	Arena Upstairs	Upper Hall Only-Prime Time(6am-6am)	\$80.00	\$80.00	\$80.00	
TDRFB	Arena Upstairs	Upper Hall Only-Non Prime Time (6am-6am)	\$45.00	\$45.00	\$45.00	
TDRFB	Arena Upstairs	Upper Hall Only-Hourly Rate	\$15.00	\$15.00	\$15.00	
TDRFB	Arena Upstairs	Bar & Kitchen	\$15.00	\$15.00	\$15.00	
TDRFB	Arena Upstairs	Shuffle Board Equipment Rental/set	\$5.00	\$5.00	\$5.00	
TDRFB	Arena Upstairs	Board Room-daily rental(6am-6am)	\$30.00	\$30.00	\$30.00	
TDRFB	Arena Upstairs	Board Room- Hourly Rental	\$8.00	\$8.00	\$8.00	
TDRFB	Arena Upstairs	Clean up charge -at discretion of staff on duty	\$50.00	\$50.00	\$50.00	
TDRFB	Curling	Floor Area-no ice-full day -Fri/Sat(6am-6am)	\$130.00	\$130.00	\$130.00	
TDRFB	Curling	Floor Area-no ice-full day -Sun/Thurs(6am-6am)	\$66.00	\$66.00	\$66.00	
TDRFB	Memorial Hall-Main Hall	Prime Time -Fri/Sat	\$424.00	\$424.00	\$424.00	
TDRFB	Memorial Hall-Main Hall	Non Prime Time -Sun/Thurs	\$159.00	\$159.00	\$159.00	
TDRFB	Memorial Hall-Upper Hall	Prime Time-Fri/Sat	\$80.00	\$80.00	\$80.00	
TDRFB	Memorial Hall-Upper Hall	Non Prime Time-Sun/Thurs	\$45.00	\$45.00	\$45.00	
TDRFB	Memorial Hall-General	Set up & Removal Fees-subject to hall availability	\$53.00/day	\$53.00/day	\$53.00/day	
TDRFB	Memorial Hall-General	Auction Sales of a Commercial nature (all days)	\$1,000/day	\$1,000/day	\$1,000/day	
TDRFB	Memorial Hall-General	Auction Sales	\$240.00/day	\$240.00/day	\$240.00/day	
TDRFB	Memorial Hall-General	Clean up charge (minimum \$50)	\$26.50/hr	\$26.50/hr	\$26.50/hr	
TDRFB	Memorial Hall-General	Cleanup charge if confetti used	\$26.50/hr	\$26.50/hr	\$26.50/hr	
TDRFB	Memorial Hall-General	Cleanup Charge if tape used on walls	\$53.00 minimum	\$53.00 minimum	\$53.00 minimum	

User Fees			2006	2007	2008	Notes
Department	Category	Fee Description	Effective May 1, 2006 or as indicated elsewhere for facility rentals	Effective May 1, 2007 or as indicated	Effective January 1, 2008	
TDRFB	Park	Entire Park for Special Event(no other activities booked in park-general public will still have access)	\$150.00	\$150.00	\$150.00	
TDRFB	Park	Pavilion Reservation Fee	\$30.00	\$30.00	\$30.00	
TDRFB	Park	Small Soccer Field behind Ag Society shed	N/C	N/C	N/C	
TDRFB	Park	Hydro Use in Park	as per event	as per event	as per event	
TDRFB	Park	Ball Diamond	contact minor ball	contact minor ball	contact minor ball	
TDRFB	Advertising	Arena Wall-Large Sign(24 sq ft)(6x4)	\$150	\$150	\$150	
TDRFB	Advertising	Arena Wall-Small Sign (12 sq ft)(6x2)	\$75	\$75	\$75	
TDRFB	Advertising	Zamboni-Top (38.26sqft)	\$500	\$500	\$500	
TDRFB	Advertising	Zamboni-Front (8.81 sqft)	\$500	\$500	\$500	
TDRFB	Advertising	Zamboni-1/3 of side(5.81sqft)	\$350	\$350	\$350	
TDRFB	Advertising	Zamboni-1/2 of side (8.81 sqft)	\$500	\$500	\$500	
TDRFB	Advertising	Lower middle on Side (6.75sqft)	\$300	\$300	\$300	
TDRFB	Advertising	Back wash Water Tank ( 6.75 sqft)	\$300	\$300	\$300	
TDRFB	Advertising	Score Clock (5.5sqft)	\$500	\$500	\$500	
TDRFB	Arena	*Note:Prime Time Ice Rental is Mon-Fri 4pm to 11pm,Sat & Sun 6am to 11pm, Stat Holidays, Christmas Break & March Break				
<b>Innerkip Community Centre - contact Barb Kelso at 519-469-3449</b>						
ICC	Hall	Hall Rental-Sun-Thurs/Fri, Sat Afternoon	\$150+GST	\$150+GST	\$160+GST	
ICC	Hall	Hall Rental-Fri, Sat Evening	\$325+GST	\$350+GST	\$360+GST	
ICC	Hall	Hall Rental-40 Person Meeting	\$60+GST	\$75+GST	\$75+GST	
ICC	Hall	Kitchen Use-Sun-Thurs/Fri,Sat Afternoon	\$60+GST	\$75+GST	\$75+GST	
ICC	Hall	Kitchen Use-Fri,Sat Evening	\$60+GST	\$75+GST	\$75+GST	
		Kitchen Use - 40 Person Meeting - Light Use	\$20+GST	\$25+GST	\$25+GST	
ICC	Hall	Bar Association Fees	\$10/person/hr	\$10/person/hr	\$10/person/hr	





# Oxford Community Police Services Board

The Police Services Board governs how police services are provided. Under the provisions of the Ontario Police Services Act, the board is comprised of two elected members from the four involved municipalities, two provincially appointed members and one community-at-large member appointed by all four involved municipalities.

The Police Services Board works co-operatively with the Chief of Police and Deputy Chief to determine the current and future direction of law enforcement, crime prevention and the OCPS budget.



Mary Anne  
Silverthorn



Nelson  
Simard



Connie  
Lauder



Larry  
Martin



Andrew  
Szasz



Marion  
Wearn



Betty  
Yeoman



Marilyn  
Pearson





# *OCPS 2007 Budget*

- 2006 in Review
- 2006 Actual
- 2006 Significant Income
- 2006 Results
- 2007 Future Challenges
- 2006/07 Cost Comparators
- Q&A





# OCPS 2006 review – Cost Comparators

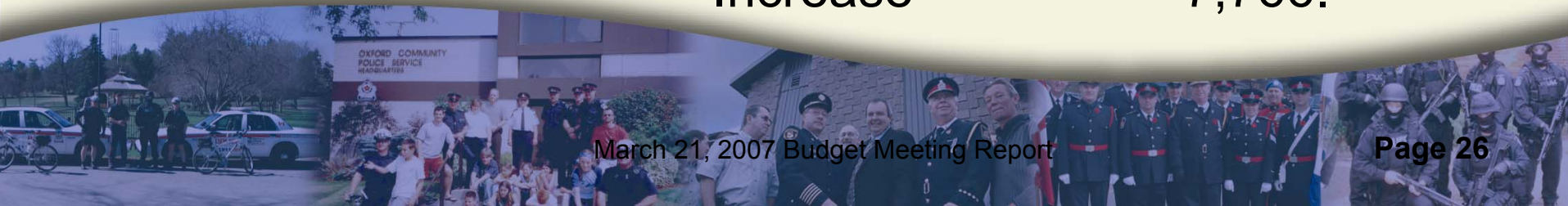
	2006 Budget	2006/pop.	2006/Hhold.
Blandford Blenheim	1,273,923.	184.7	479.8
East Zorra Tavistock	1,269,142.	182.7	482.2
Norwich	1,678,052.	168.6	458.4
Woodstock	6,089,791.	190.3	416.1
Total Assessment	10,310,910.	184.8	437.2
	+6.4 % increase	0.51 per day	1.19 per day





# O.C.P.S. 2006 Actual

	2006 Budget	2006 Actual
Blandford Blenheim	1,273,923.	1,273,923.
East Zorra Tavistock	1,269,142.	1,269,142.
Norwich	1,678,053.	1,678,053.
Woodstock	6,089,792.	6,089,792.
Total Assessment	10,310,910.	10,318,676.
	6.4%	Deficit
	Increase	7,766.





# *OCPS 2006 in Review* - Significant Income

## ✓ Safer Communities- 1000 Officer Grant Program

2005 The New Provincial Government initiated a salary cost-sharing program (50/50) for new police officers to a maximum of \$35,000 per officer per year.

Oxford Community Police Service applied for officers to be hired under this new grant program. This allowed for one experienced officer, one recruit officer to be hired in 2005 and was covered under the program, two new Recruit officers in 2006 and one new Recruit Officer in 2007. The ongoing income from this program in 2007 is \$116,000 including some overtime and some benefits.





# *OCPS 2006 in Review* - Significant Income

## **Community Policing Partners (C.P.P.) Grants**

In 1999, The Provincial Government initiated a salary cost-sharing program (50/50) for new police officers to a maximum of \$30,000 per officer per year.

Nine officers have been hired under this grant program (total of 1,023 officers across the province have been hired under this grant program). The future of the program is guaranteed now indefinitely. The ongoing income from this program is \$270,000 including some overtime and some benefits.

## **Ontario Educational Services Corporation**

Criminal Record checks (renewed 5 year agreement to 2011) for the Province of Ontario Ministry Of Education contract employees (non-teaching), volunteers, and service providers netted \$128,000 in 2004 & \$150,000 + in 2005, \$200,000+ in 2006. It is estimated that there will be net revenue in 2007 of \$220,000.00





# OCPS 2007 Budget

	2007 Budget	2007/pop.	2007/H.hold.
Blandford Blenheim	1,379,552.	203.	474.1 <8.37%
East Zorra Tavistock	1,301,036.	202.	509.2 <2.58%
Norwich	1,797,524.	187.	487.5 <7.19%
Woodstock	6,700,682.	209.	442.5 <10.11%
Total Assessment	11,178,795.	203.5	464.4 <8.5%
	+8.5 % increase	0.55 per day	1.27 per day





# OCPS 2007 Budget

	2007 Budget (increase over 2006)	Police Grant	Net Cost	2006/House Hold
<b>Blandford- Blenheim</b>	1,380,511. (+8.37%)	374,945	1,005,566	374.
<b>East-Zorra Tavistock</b>	1,301,941. (+2.58%)	453,223	848,718.	332.
<b>Norwich</b>	1,798,773. (+7.19%)	459,192	1,339,581.	363
<b>Woodstock</b>	6,705,337.(+10.11%)	0	6,705,337.	443
<b>Total</b>	11,186,562. (+8.5%)	1,287,360	9,899,202.	411.





# OCPS 2007 Budget

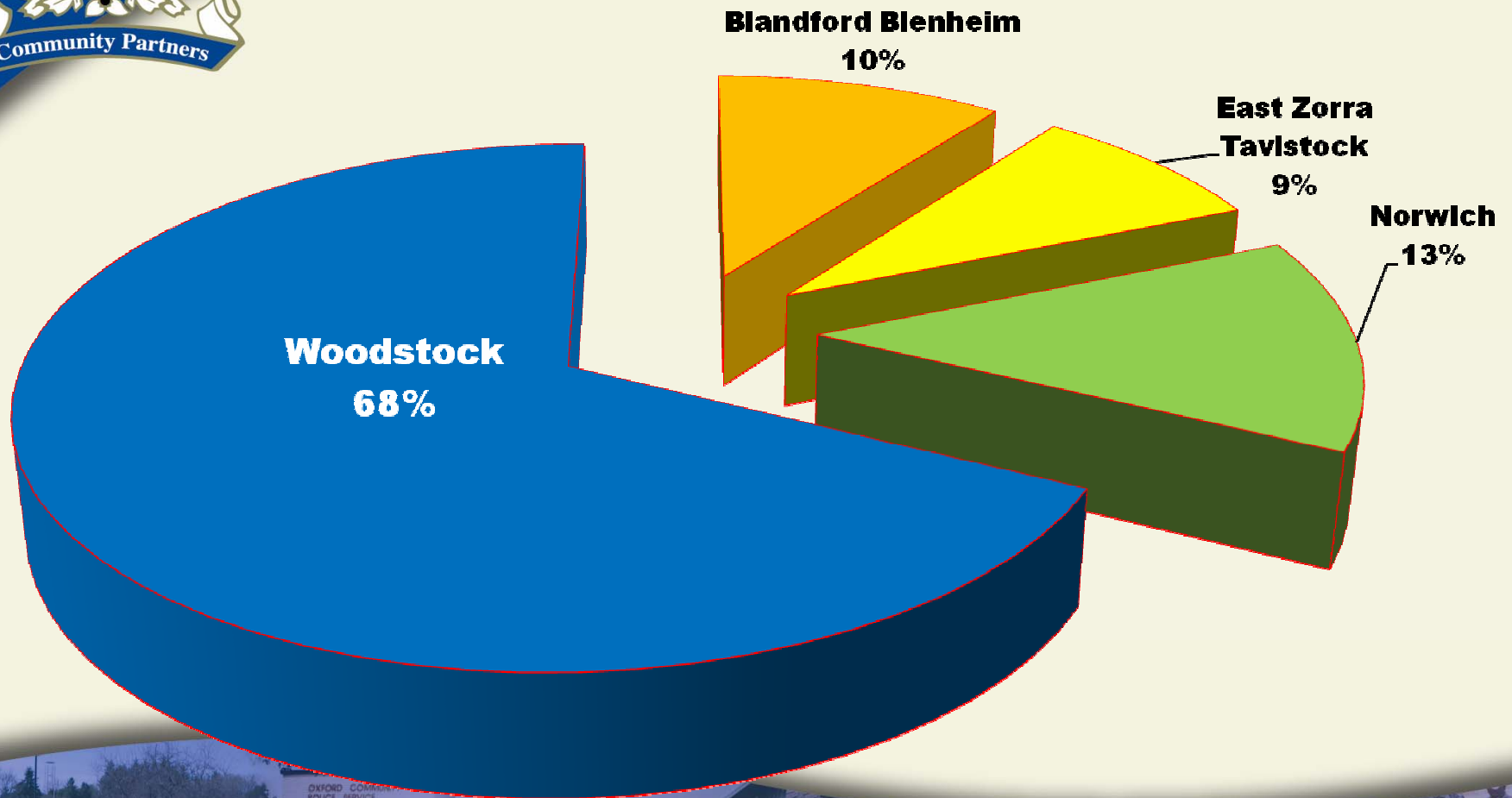
	2007 Budget (increase over 2006)	Police Grant	Net Cost	Cost Per Capita
<b>Blandford-Blenheim</b>	1,380,511. (+8.37%)	374,945	1,005,566	148.
<b>East-Zorra Tavistock</b>	1,301,941. (+2.58%)	453,223	848,718.	132.
<b>Norwich</b>	1,798,773. (+7.19%)	459,192	1,339,581.	139
<b>Woodstock</b>	6,705,337.(+10.11%)	0	6,705,337.	209
<b>Total</b>	11,186,562. (+8.5%)	1,287,360	9,899,202.	180.





# OCPS 2007

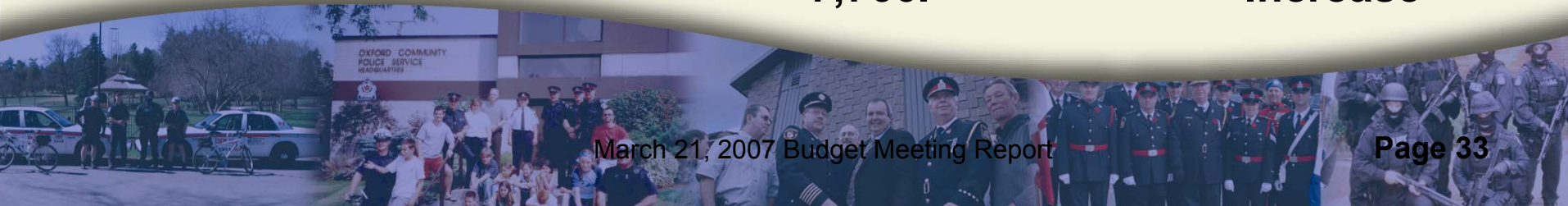
## 2007 Net Share





# O.C.P.S. 2006 Budget vs 2007 Budget

	2006 Actual	2007 Budget
<b>Blandford Blenheim</b>	<b>1,276,923.</b>	<b>1,380,511.</b>
<b>East Zorra Tavistock</b>	<b>1,269,142.</b>	<b>1,301,940.</b>
<b>Norwich</b>	<b>1,678,053.</b>	<b>1,798,773.</b>
<b>Woodstock</b>	<b>6,089,792.</b>	<b>6,705,337.</b>
<b>Total Assessment</b>	<b>10,310,910.</b>	<b>11,178,795.</b>
<b>Total Actual</b>	<b>10,318,676.</b>	<b>+ 7,766.</b>
		<b>11,186,562.</b>
	<b>Deficit</b>	<b>8.5%</b>
	<b>7,766.</b>	<b>Increase</b>





## ✓ Salary Increases

2006 was a Contract Negotiation Year, but contract Negotiations did not take place. Contract negotiations have commenced for 2006 & 2007. The exact Salary and Benefits for 2006 & 2007 are to be negotiated.

The 2007 Budget includes the addition of one officer during 2007 through the New Safer Communities 1000 Officer Grant process.

## ✓ Overtime

The 2006 budget for Overtime was properly addressed at \$337,000.00 but there was excessive overtime due to manpower shortages. There was a deficit in overtime of \$27,096.

✓ This overtime represents 3.5% of 2007 budget, and 5.7% of total salary expense. Provincial averages for overtime are 7.5% of salary. The 2007 budget estimate for overtime has been increased by \$20,000 & remains at 5.7% of total salary expense.





## ✓ Administration

Need for increased Officers, Civilian Staff and Supervision to meet service delivery obligations and Adequacy Standards.





## ✓ **Modern Communication Equipment**

Research commenced in 2005 on a Digital Voice Radio and in-car data transfers & reporting to reduce paperwork and enhance officer safety on patrol. The research identified Community Partnerships to assist in off-setting Capital Costs. The Communications Project is now complete and ready for presentation to you.

## ✓ **Building Renovations and Expansion**

In 2005 one O.C.P.S. Unit was relocated to another off-site location to ease the office space issues. Research continued for space analysis to ease the office space issues. A new location was identified and a tentative agreement reached with the owner. The one O.C.P.S. Unit off site and 3 other O.C.P.S. Units will be relocated to his new location on Metcalf Street.





# OCPS 2007 Cost Comparators

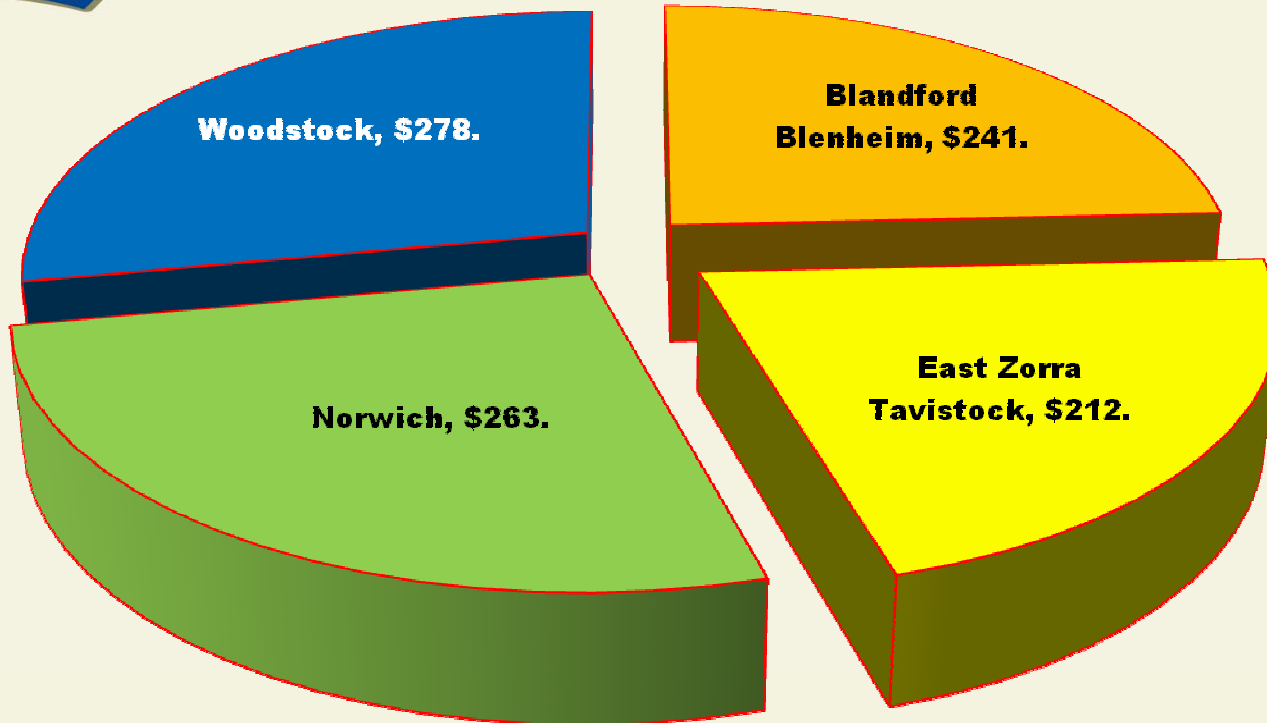
	2006/pop.		2005/pop.
Blandford Blenheim	203.	Brantford	192.0
East Zorra Tavistock	202.	Sault ST	225.0
Norwich	187.	Stratford	226.0
Woodstock	209.	Owen Sound	247.0
Total Assessment	203.	#Kincardine	249.0
+8.5 % increase	0.55 per day	1.27 per day	#Point Edward 312.0

(# - O.P.P. Contracts)





## Net Residential Household Cost





# Q & A



March 9, 2007

### **Budget Highlights**

#### **Revenue**

In 2003 the **CPP Grant** was increased from 7 Officers to 9 Officers due to the Intelligence Officers Grant portion.

CPP pays for 50% of the officer's wages to a maximum of \$30,000.00 per officer plus some overtime monies. The maximum the Oxford Community Police Service can receive is \$270,000.00/year.

The new **Safer Communities 1000 Officer Program** added 3 Recruits & 1 Officer in 2006 and added \$60,000.00 in revenue.

For 2007 the Safer Communities 1000 Officer Program will add 1 Recruit and the total Revenue from SCOOP is estimated at \$116,000.00 in revenue.

#### **Court Security**

Has now leveled out and for 2006 received Revenue of \$159,000.00. For 2007, Court Security Revenue will be \$160,000.00.

In 2005, the **9-1-1 Contract** with the County of Oxford was renewed through an RFP process but reduced income by \$8,472.00. In 2006 9-1-1 Revenue received was \$75,171.00.  
2007 9-1-1 Revenue is estimated at \$ 75,425.00, an increase of \$896.00 over the 2006 Budget.

### **Transportation of Prisoner Revenue**

Comes from an old agreement with Correctional Services to transport Oxford Community Police Service in-custody persons to the Elgin Middlesex Detention Centre in London, since the Jail in Woodstock was closed in 1978. The rate of reimbursement for the proper classification of in-custody persons had not changed since 1978. Negotiations took place with Correction Services through 2006 and in October 2006, a new per kilometer rate was negotiated with Correctional Services. This will increase the Revenue for Prisoner Transportation - an estimated \$25,000.00 for 2007.

### **Accidents & Miscellaneous Reports**

There has been an increase every year for reports from Insurance Companies, businesses, Freedom of Information Requests and Requests for Criminal Record Checks by Community Members. In 2005, the Revenue received was \$13,737.00 more than anticipated and \$10,000.00 more than the actual received in 2004. The 2006 forecasted Revenue is 65,000.00, but at year-end, the Revenue received was \$50,39.00, \$14,604.00 less than forecast. In 2007, Revenue has been estimated at \$50,000.00, a decrease of \$15,000.00.

### **False Alarm Revenue**

There is a steady increase in the Revenue from the False Alarm By-Law. This Police Services Board By-law requires that every premise, whether residential or Industrial which has an Alarm system, must register with the Oxford Community Police Service. If the alarm is not registered then we will not respond to the electronic alarm. We will respond if a person verifies it is not a false alarm and an incident requires Police Service intervention. The Revenue received in 2005 was nearly \$20,000.00 more than forecast. 2005 was the third year where the Revenue received has been higher than forecasted. The forecasted Revenue for 2007 is \$73,000.00, an increase of \$3,000.00 over 2006.

### **Fire Dispatch**

There will be an increase in 2006 for Fire Dispatch for the Municipalities of South West-Oxford and Zorra Townships, similar to the forecasted salary increase for 2006.

**Ontario Educational Services Corporation**

O.E.S.C. was once again very successful; Net Revenue at the end of the 2006-year of \$200,000.00 was transferred into the 2006 Operating statement. It is believed the Net Revenue for 2007 will increase again due to increased volume and net Revenue of \$220,000.00 will be generated to transfer to the Operating Statement.

N. B. Actual overall Net Revenue from O.E.S.C. for 2006 was in excess of \$290,000.00.

The 2007 Budget reflects an estimated Revenue Increase of 7.7 % over 2006.

***SALARIES***

The Estimated 2007 Salaries have an impact on the 2007 Budget

**Expenditure Civilian**

It should be noted that Contract Negotiations of the Civilian Agreement were to have taken place in 2006 but never proceeded. Contract Negotiations commenced in 2007 for the years 2006, 2007 & onwards. The 2006 Salaries Budget was estimated and for 2007 the Salaries budgeted have been estimated on the estimate for 2006.

Pay Equity was completed in 2006 and an estimated \$189,820.00 was transferred into the 2006 Budget Revenue account for the Pay Equity retro payment to the employees covering the period from 1993 to 2006. The City of Woodstock accepted responsibility of the Retro payment to Civilians from 1993 to 1999, which equated to \$83,890.00.

The 2006 Civilian Full Time Salary Line appears to be over Budget by \$148,688.28 but this was caused by the Pay Equity payout from this Budget Line. The Actual Budget Line was under budget but the balance of the Salary line was transferred into Reserves for Retro Pay on 2006 Salaries once the negotiations are completed.

After Pay Equity and Job Equity adjustments, a CRO salary scale for 2005 was changed or increased to \$49,920.00 or an increase of \$425.88. 2006 salaries were based on the new figure of \$49,920.00.

For 2007, Full Time Civilian Salaries were increased and allowances were made for some wage scale progression and the Employment Equity Program.

In 2006, there was a critical need to increase Court Security Staffing due to an increase in hours in court time per year and it will increase again in 2007. In 2006, two Part-Time Special Constables were added and there may be a need to add another Court Security person for 2007.

The 2007 increase in the Civilian Section is \$118,570.00 or 5.8%. Most of the increase relates to salary increases and also causes increases in Statutory Benefits and pension contributions.

This comprises 13% of the entire 2007 Budget Increase.

This Section of the Budget comprises 19% of the whole 2007 Budget.

### **Expenditure Uniform**

Salary:

It should be noted that Contract Negotiations of the Uniform Agreement were to have taken place in 2006 but never proceeded. Contract Negotiations commenced in 2007 for the years 2006, 2007 & onwards. The 2006 Salaries Budget was estimated and for 2007 the Salaries budgeted have been estimated on the estimate for 2006.

The 2006 Uniform Salary Line is perfectly aligned in a break-even standpoint but the balance of the Salary line was transferred into Reserves for Retro Pay on 2006 Salaries to cover monies owed when negotiations are completed.

There is the addition of two new recruits for 2007 plus a Recruit for the SCOOP Grant, but once again, the largest impact is salary increases.

The Budget increase for this section is \$538,300.00, which is 7 % over 2006.  
This comprises 62% of the entire 2007 Budget Increase

This section accounts for 72% of the entire Budget.

2006 Overtime was over budget by \$27,096.00 but \$10,000.00 was taken from this account and placed into reserve for the Contract Negotiations retro payment. Thus, this budget line was \$17,096.00 over budget due to Manpower shortages. This is being addressed by increasing front-line officer staff.

The 2006 Budget Forecast for overtime was derived as suggested in previous years based on a percent of the total Salaries. The percentage selected, though below Provincial Averages, was 5.7 % of Total Salaries. This same theory is applied for 2007 with Budgeted Overtime requirements at 5.7% of the Total Salaries.

Numerous other Budget Lines such as CPP, WSIB, EHT, Shift Premium, Stat. Holiday pay and OMERS all increase in proportion to the Salary increases.

**TRAINING**

The training budget line applies to both Uniform and Civilian. As in past years, we have been increasing the Budget for Training due to increased costs for Training per course and associated training expenses. In 2006, the Training was under Budget mainly due to the cancellation of courses due to manpower shortages. For 2007, the Budget line remains the same.

**Police Services Board Section**

2006 was \$767.00 over budget due Board Member participation in Training through formal Training Sessions.

The overall increase from 2006 is \$11,600.00 or 20% in anticipation of more Training and increased meetings due to Contract Negotiations and other ongoing projects such as Succession Planning, Increased Meetings due to Contract Negotiations. The Police Services Board as of the 20<sup>th</sup> February has held 10 meetings to date in 2007.

The Police Services Board section makes up 1.3 % of the total Budget increase.

The Police Services Board section of this budget makes up 0.62% of the total Budget.

### Administration

For 2006, the Operating Budget indicates being over by \$455,106. but most of this is due to the transfer of monies to reserves. These monies were the surplus from 2005. Also, the Radio Communications Project expended \$104,807.00, which was brought into the 2006 Budget through Reserves. Capital Expenditures were over Budget as well but monies were brought into the Operating from Reserves to offset the Capital Purchases i.e. a Prisoner Van and a replacement CIB Vehicle.

\$10,000.00 from Account #5000-72240-0310 New Equipment to Reserve for Equipment Purchases 2007.

\$8,633.00 from Account #5000-72240-0327 Specialized Services to Reserve for Specialized Services Expenditures. This is an operational account placed into being to pay for Specialized Services such as Hazmat Teams to deal with Crystal Meth Laboratories dismantlement, Emergency Response and Tactical Teams as needed, etc. Since we did not expend all the money in 2006, it would be prudent to commence building a reserve for the Future when we may have high use and this need is NOT predictable.

Health Benefits were increased 12.7 % by the carrier over 2006.

An increase in Legal Expenses for 2007 was required to reflect the actual expenditures in 2006 and the need to hire a consultant to assist with the Deputy Chief selection process. These expenditures included consultations with Legal Counsel on numerous issues and Police Service Act Disciplinary Hearings.

Identification Supplies were increased for 2007 to commence a graduated changeover to Digital Photography, which after all the equipment is replaced in three years, will reduce the overall costs of the Identification Section.

Capital Fleet Purchases were increased for 2007 over 2006. The need to review the Fleet Management Plan took place after extraordinarily high Vehicle repair costs for 2006. It was decided to increase from 4 front-line replacement vehicles per year to 5 front-line replacement vehicles per year. Thus, the need to increase this budget line by \$40,000.00

The 2007 Administration Section of the Budget reflects a \$158,800.00 Increase or 12.4 % more than 2006, which is 18 % of the entire 2006 Budget increase.

This Operational Section makes up 18.3 % of the entire Budget

**Building Maintenance**

The 2006 Expenditures in this Section were under Budget.

The Utilities Line was over budget by \$9,168.66, this is the heat and hydro for the four offices. This required an increase in this Budget line for 2007 mainly due to increased Hydro and Natural Gas Costs.

Building Insurance, which includes Liability Insurance, faced an increase for 2007 of 2.3% which was far better than the 2006 **97.5% INCREASE**.

For 2007 the large increase is for relocation of the Woodstock Core Office. The property we currently occupy is being sold. A new property has been located for lease. Due to space inadequacies the new location is larger and more Oxford Community Police Service units will be moved off site to make space available in the Division #1 office.

The Overall Buildings Maintenance Sections were increased by \$50,900.00 or 18.9 % and 6 % on the overall Budget Increase.

This Section makes up 3 % of the entire 2007 Budget.

**FLEET**

2006 was \$57,827.27 Over Budget. Most of this was attributed to increased vehicle repair costs (\$54,957.00 over Budget) and significantly higher Fuel Costs (Fuel Line was over by \$12,341.16) for the Fleet of Vehicles.

In 2007, further increases are required to ensure rising costs are covered for Fuel, Purchased Repairs and tires.

It is anticipated the change in Fleet Rotation or Management will assist in reducing the Purchased Repairs.

The Increase of \$59,700.00 or 14.5 % on this section is 7% on the overall budget.

This Section of the Budget makes up 4% on the entire 2007 Budget.

## **INFLUENCING FACTORS FOR INCREASED MANPOWER**

### **Oxford Community Police Service 2006 Citizen Survey**

November 3, 2006 Citizen Survey report indicates Oxford Community Police Service police presence and visibility is 'excellent' or 'good', while 30% said that it is 'fair'.

- The majority of respondents reported that the quality of service provided by the Oxford Community Police is 'excellent' or 'good' with respect to officers being approachable and easy to talk to (79%) and enforcing the law (74%). Ratings were relatively lower for providing crime prevention information (55%), following up on complaints/investigations (54%), and consulting with the public (51%). Sixty-one percent of respondents reported that police visibility in the community was 'excellent' or good'.
- Overall, Oxford Community Police were rated highly on a variety of characteristics, with most respondents agreeing that Police are approachable (92%), courteous (91%), and professional (90%).
- The most frequent source of information about the Oxford Community Police Service was newspapers (41%).
- Overall, the vast majority (92%) of respondents reported being satisfied in general with the Oxford Community Police Service, with one-quarter (25%) 'very satisfied' and two-thirds 'satisfied' (67%).

## 2006 Citizen Survey

Respondents were also asked about their level of concern about various issues with regard to the municipalities in their area serviced by the Oxford Community Police Service (see Table 9).

Overall, the greatest concern was expressed with respect to drinking and driving (84%) and speeding/aggressive driving (83%). In addition, three-quarters (75%) of respondents reported being 'very concerned' or 'somewhat concerned' about drugs, crime in general, and residential break and enters. There were substantial concerns about other issues as well, with almost half to over two-thirds (45%-72%) of respondents reporting some level of concern about all other issues with the exception of prostitution (see Table 9).

## 2006 Citizen Survey

When asked in an open-ended format to name the three most important policing issues in their neighbourhood, **speeding/aggressive driving was mentioned most often**, with one-third (34%) of respondents mentioning this issue. In addition, about **one-quarter (24%) of respondents mentioned youth behaviour**, **19% mentioned residential break and enters**, **15% mentioned drugs** and **14% mentioned property damage/graffiti**.

**When asked about the most important policing issues facing the municipalities as a whole, drugs (30%) and speeding/aggressive driving (27%) were identified as most important, along with youth behaviour (20%) and residential break and enters (16%).**

In terms of 'other' responses, respondents most often indicated that more police patrolling/more police presence was an important issue in both their neighbourhood and in the municipalities as a whole. Respondents also feel that police officers need to speed up their response time

Table 10

Three most important policing issues in your neighbourhood and in the municipalities as a whole

Neighbourhood Municipalities as a Whole
<b>Speeding/aggressive driving 34% 27%</b>
<b>Youth behaviour (such as loitering, noise) 24% 20%</b>
<b>Residential break and enters 19% 16%</b>
<b>Drugs 15% 30%</b>
<b>Property damage/graffiti 14% 7%</b>
Crime (in general) 8% 9%
Crime prevention 8% 6%
Other thefts 8% 7%
Motor vehicle thefts 7% 3%
Drinking and driving 5% 12%
Assaults 4% 5%
Robberies 4% 7%
Domestic violence 3% 5%
Commercial break and enters 2% 3%
Gangs 2% 6%
Motor vehicle collisions 2% 3%
Guns 1% 1%
Other weapons 1% 2%
Prostitution 1% 1%
Sexual assaults 1% 2%
Fraud/counterfeiting 0% 1%
Other 26% 23%
Don't know 12% 16%

Respondents were also asked to indicate their level of agreement with the policing priorities the Oxford Community Police Service has established as part of the strategic planning process (see Table 11).

**Overall, the vast majority of respondents reported they ‘strongly agree’ or ‘agree’ that crime prevention (99%), drug control (98%), and youth issues (96%) should continue to be policing priorities.**

**While the large majority of respondents agreed that traffic management should continue to be a policing priority (94% ‘strongly agree’ or ‘agree’), a smaller proportion said they ‘strongly agree’ (44%) that traffic management should continue to be a priority, as compared to the results for drug control (71%), crime prevention (69%), and youth issues (60%).**

**FROM PROJECT CLEAN SLATE REPORT**

***Can the Oxford Community Police Service continue as it is today?***

Yes. The Oxford Community Police Service can continue on but there must be some consideration to changes. In my opinion it is not advisable or practical to reduce from the current Sworn Officer Complement back to the original 75 Sworn Officers. There will be continual Maternity Leaves, Parental Leaves, Workplace Injuries and other long term sickness which will influence the operating strength. There is a desperate need to continue with the current directed growth to address Domestic Violence, Marijuana Growing and Illegal Drug Activity, Dedicated Traffic Enforcement and increased Community Service deliverables and a need for increased Supervision in the ranks of Inspector and Staff Sergeant.

Having made this statement, I cannot with any honesty and integrity to my position as Chief of Police, state that we can save money, reduce the operating budget and provide the same Police Service which has been enjoyed for 6 years, by reducing our sworn officer complement.

The current population to officer is just barely acceptable. The officers in most cases are working to their capacity. The present Police to Population ratio is 1:730 based on 81 officers and using the County of Oxford estimated population of 58,407. The Ontario average of Police to Population ratio is 1:535 and the Canadian average of ratio Police to Population is 1:528.

*By compiling and reviewing the Workload Analysis information, I can without hesitation state we can redeploy our current staff drawing some Human Resources or Sworn Officers away from East Zorra-Tavistock Township and Norwich Township to a certain extent but these Officers need to be deployed in Woodstock. Generally there would be 3 Rural Patrol Zones, each taking in a majority of Blandford-Blenheim Township, East Zorra-Tavistock Township, Norwich Township and a total of five Patrol Zones for Woodstock. The north patrol zone in East Zorra-Tavistock would be expanded to Oxford Road 33 and include Tavistock. A Patrol Zone in Woodstock would run along the north edge of Woodstock from the Zorra/East Zorra-Tavistock Line up to and including Innerkip.*

**OVERALL Forecasted Deficit from 2006 estimated at \$7,766.56.**

**OVERALL INCREASE for 2007 is 8.5%**

Respectfully Submitted, on behalf Oxford Community Police Services Board.

Ron Fraser  
Chief of Police

**2006 Statistic Canada Comparisons 50,000 to 99,999 Population  
 BASED on 2005 DATA & Data provided directly from involved Police Services**

<b>Community</b>	<b>Per Cap</b>	<b>Per H/H</b>			
Oxford Community Police 2003	138.8	350.34			
Oxford Community Police 2004	165.5	401.82			
Oxford Community Police 2005	174	417.36			
Oxford Community Police 2006	184.8	437.2			
Oxford Community Police 2007	203	464.4			
<b>COMMUNITY</b>	<b>2005 Per Cap.</b>	<b>2006 Per Ca</b>	<b>Per H/H</b>	<b>2007 Per Cap</b>	<b>Per H/H</b>
Brantford	192	199.8			
Guelph	193	199.8	513.8	213.9	550.3
North Bay	224				
Peterborough Lakefield	184	189	444.5	200	470.53
Sarnia	213				
Sault Ste Marie	225				
South Simcoe	180				
St. Thomas	190				
Stratford	226				
Owen Sound	247				
Belleville	218				
<b>O.P.P.</b>					
Collingwood	197				
Ingersoll	156				
Kincardine	249				
Point Edward	312				
Tillsonburg	124				
Norfolk	144				

<b>2007 O.C.P.S. Estimated Budget</b>				
	<b>2006 Budget</b>	<b>2006 Year End</b>	<b>2007 Estimate</b>	<b>Change</b>
<b>Description</b>				<b>Increase/Decrease</b>
ONTARIO GRANTS	\$ 339,000.00	\$ 245,844.71	\$ 394,000.00	\$ 48,170.00
Prisoner Transport, county Fire, 9-1-1, Accident reports, Court Security, Prov Offences Court Security				
	\$ 385,776.75	\$ 372,132.82	\$ 404,673.00	\$ 18,896.25
Alarms, Core Beat, Recoverable Retirees, OESC, Recoverable Utilities, Vehicles Sold, Recoverable AG	\$ 453,000.00	\$ 372,148.33	\$ 481,000.00	\$ 28,000.00
Other Revenue and Transfers & Surplus 2005	\$ 122,593.00	\$ 792,810.35	\$ 121,181.12	\$ 1,411.88
<b>Total Revenues</b>	<b>\$ 1,300,369.75</b>	<b>\$ 2,023,719.05</b>	<b>\$ 1,400,854.12</b>	<b>\$ 96,478.13</b>
CIVILIAN SALARIES, STATUTORY BENEFITS, OTHER BENEFITS AND GRATUITIES	\$ 1,969,430.00	\$ 2,163,123.35	\$ 2,088,000.00	\$ 120,540.00
CIVILIAN CLOTHING, CLEANING & PURCHASED SERVICES	\$ 71,000.00	\$ 63,312.25	\$ 71,000.00	\$ -
<b>Total Civilians</b>	<b>\$ 2,040,430.00</b>	<b>\$ 2,226,434.68</b>	<b>\$ 2,159,000.00</b>	<b>\$ 120,540.00</b>
POLICE - ENFORCEMENT SALARIES, STATUTORY & OTHER BENEFITS & GRATUITIES	\$ 7,473,800.00	\$ 7,434,438.51	\$ 7,939,100.00	\$ 586,700.00
POLICE - ENFORCEMENT CLOTHING & ALLOWANCES	\$ 64,000.00	\$ 64,214.09	\$ 66,000.00	\$ 2,000.00
POLICE - ENFORCEMENT COMMUNITY RELATIONS, MEMBERSHIPS, CONFERENCES, TRAINING HONOUR GUARD	\$ 85,500.00	\$ 81,827.92	\$ 101,000.00	\$ 14,500.00
<b>Total Police Enforcement</b>	<b>\$ 7,537,800.00</b>	<b>\$ 7,580,480.52</b>	<b>\$ 8,106,100.00</b>	<b>\$ 538,300.00</b>
<b>Total Police Services Board Costs</b>	<b>\$ 57,750.00</b>	<b>\$ 58,187.36</b>	<b>\$ 69,350.00</b>	<b>\$ 11,600.00</b>
ADMINISTRATION COSTS INCLUDES HEALTH BENEFITS & FLEET PURCHASES	\$ 1,171,900.00	\$ 1,284,999.90	\$ 1,335,700.00	\$ 148,800.00
RESERVE CONTRIBUTIONS	\$ 107,000.00	\$ 445,539.20	\$ 102,000.00	\$ 5,000.00
<b>Total Police Admin Costs</b>	<b>\$ 1,278,900.00</b>	<b>\$ 1,734,006.57</b>	<b>\$ 1,437,700.00</b>	<b>\$ 153,800.00</b>
<b>BUILDING MAINTENANCE ALL DIVISIONS - INCLUDES INSURANCE, UTILITIES &amp; TELEPHONE</b>	<b>\$ 283,100.00</b>	<b>\$ 271,829.36</b>	<b>\$ 334,500.00</b>	<b>\$ 51,400.00</b>
<b>TOTAL CRUISER EXPENSES - INCLUDES FLEET INSURANCE</b>	<b>\$ 413,300.00</b>	<b>\$ 471,127.27</b>	<b>\$ 473,000.00</b>	<b>\$ 60,700.00</b>

<b>2007 O.C.P.S. Estimated Budget</b>				
<b>Description</b>	<b>2006 Budget</b>	<b>2006 Year End</b>	<b>2007 Estimate</b>	<b>Change Increase/Decrease</b>
<b>Total Expenditures</b>	\$ 11,611,280.00	\$ 12,342,395.86	\$ 12,579,650.00	\$ <b>968,370.00</b>
<b>Total Revenues/Surplus</b>	\$ (1,300,369.75)	\$ (2,023,719.05)	\$ (1,400,854.12)	\$ <b>100,484.37</b>
<b>Funded Budget</b>	\$ 10,310,910.25	\$ 10,318,676.81	\$ 11,178,795.88	\$ <b>876,375.44</b>
	<b>Funded Budget</b> \$ 10,310,910.25	\$ 10,318,676.81	\$ 11,178,795.88	<b>8.5 % Increase</b>
		\$ 7,766.56	\$ 7,766.56	<b>Funded Budget</b>
		<b>DEFICIT</b>	\$ 11,186,562.44	

OXFORD COMMUNITY POLICE SERVICE

Reserve & Reserve Fund Status  
December 31, 2006

Name	January 1, 2006	2006 Contributions	Reserve Fund Interest Earned	Other Revenue	Expenditures	Transferred to Operating	Balance December 31, 2006
Totals	738,616.72	992,785.44	9,757.78	280,000.00	128438.08	472,361.63	1,420,360.23
						BALANCE	\$ 1,420,360.23

**Township Of East Zorra-Tavistock  
2007 Budget Working Documents  
Department/Activity Summary**

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
<b>General Government (Non-Departmental)</b>				
Surplus/Deficit from Prior Year	-45,126.04	-35,000.00	25,000.00	60,000.00
Payments in Lieu	-21,723.02	-21,800.00	-20,000.00	1,800.00
Ontario Grants - OMPF	-1,249,678.09	-1,248,840.00	-1,298,255.00	-49,415.00
Specific Grants and Revenue	-407,594.00	-307,594.00	-100,000.00	207,594.00
City of Woodstock - Ongoing Bndry Adj	-29,357.33	-16,000.00	-118,500.00	-102,500.00
Other Grants & Gas Tax	-84,302.20	-83,568.00	-102,987.00	-19,419.00
General Revenues	-205,560.03	-165,000.00	-220,500.00	-55,500.00
General Expenditures	528,652.52	419,162.00	200,580.00	-218,582.00
General Capital	7,720.45	0.00	0.00	0.00
<b>Total General Government</b>	<b>-1,506,967.74</b>	<b>-1,458,640.00</b>	<b>-1,634,662.00</b>	<b>-176,022.00</b>
<b>General Administration</b>				
Council	89,480.48	79,700.00	123,850.00	44,150.00
Administration Staff	268,597.82	270,200.00	307,100.00	36,900.00
Township Office - Hickson	30,130.06	31,350.00	31,500.00	150.00
Tavistock Police Office	0.00	0.00	0.00	0.00
Former PUC Office	-1,509.56	-1,300.00	-800.00	500.00
General Administration	160,584.79	161,500.00	149,600.00	-11,900.00
<b>Total General Administration</b>	<b>547,283.59</b>	<b>541,450.00</b>	<b>611,250.00</b>	<b>69,800.00</b>
<b>Fire Department</b>				
Hickson Fire Department	102,080.95	103,150.00	119,275.00	16,125.00
Innerkip Fire Department	59,413.49	75,500.00	99,625.00	24,125.00
Tavistock Fire Department	130,593.36	145,950.00	159,925.00	13,975.00
Township Fire Department	205,612.43	209,535.00	189,885.00	-19,650.00
<b>Total Fire Department</b>	<b>497,700.23</b>	<b>534,135.00</b>	<b>568,710.00</b>	<b>34,575.00</b>

## Department/Activity Summary

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
<b>Police</b>				
Oxford Community Police Service	1,269,142.44	1,269,142.00	1,301,941.00	32,799.00
<b>Protective Services</b>				
CEMC	43,947.45	36,800.00	45,300.00	8,500.00
By-law Enforcement	10,727.20	17,300.00	22,400.00	5,100.00
Animal Control Services	-2,046.63	750.00	850.00	100.00
Total Protective Services	52,628.02	54,850.00	68,550.00	13,700.00
<b>Building Department</b>				
Building and Structural Inspections	74,702.61	65,850.00	82,050.00	16,200.00
<b>Roads &amp; Public Works</b>				
Administration & Overhead	301,775.19	305,550.00	358,550.00	53,000.00
Equipment	-69,622.93	-90,000.00	-90,000.00	0.00
Facilities	94,392.47	116,100.00	49,900.00	-66,200.00 *
Road Maintenance	458,375.87	535,675.00	565,675.00	30,000.00
Winter Control	87,636.54	112,525.00	113,500.00	975.00
Capital Projects	552,731.78	473,000.00	550,000.00	77,000.00 *
Sidewalks	0.00	8,700.00	14,200.00	5,500.00
Leaf & Yard Waste Program	0.00	0.00	0.00	0.00
Streetlighting	37,015.36	36,400.00	36,400.00	0.00
Total Roads & PW	1,462,304.28	1,497,950.00	1,598,225.00	100,275.00
<b>Tavistock Drainage</b>				
Tavistock Drainage	137,234.65	0.00	116,000.00	116,000.00
<b>Parks &amp; Facilities</b>				

## Department/Activity Summary

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
Hickson Park	23,400.77	29,450.00	29,750.00	300.00
Innerkip Park	38,307.81	36,050.00	37,800.00	1,750.00
Tavistock Park	25,101.88	30,827.00	39,150.00	8,323.00
Innerkip Estates Park	2,058.85	1,850.00	2,100.00	250.00
Tavistock Memorial Hall	26,725.16	31,870.00	32,150.00	280.00
Bender Subdivision Park	1,652.90	1,910.00	2,342.00	432.00
Parks Administration	7,875.68	6,500.00	7,200.00	700.00
Tavistock & District Recreation Centre	-0.00	0.00	0.00	0.00
Hickson Recreation Committee	0.00	0.00	0.00	0.00
Innerkip Recreation Committee	-0.00	0.00	0.00	0.00
Innerkip Community Centre	16,110.40	6,250.00	14,100.00	7,850.00
Hickson Library Committee	-0.00	0.00	0.00	0.00
<b>Total Parks &amp; Facilities</b>	141,233.45	144,707.00	164,592.00	19,885.00
<b>Planning &amp; Zoning</b>				
Planning & Zoning	-2,994.50	-3,400.00	-2,250.00	1,150.00
<b>Drainage</b>				
Municipal Drainage	4,738.26	8,075.00	3,575.00	-4,500.00
Tile Drainage Program	102.78	0.00	0.00	0.00
<b>Total Drainage</b>	4,841.04	8,075.00	3,575.00	-4,500.00
<b>Miscellaneous</b>				
12th Line Baptist Cemetery	525.00	550.00	550.00	0.00
Vandecar Cemetery	370.00	400.00	400.00	0.00
17th Line Evangelical	395.00	425.00	425.00	0.00
Seniors Picnic	1,267.58	1,500.00	1,500.00	0.00
Pheasant Program	0.00	0.00	0.00	0.00
Crossing Guards	22,086.62	22,650.00	23,700.00	1,050.00

## Department/Activity Summary

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
Total Miscellaneous	24,644.20	25,525.00	26,575.00	1,050.00
Taxation	-2,675,358.90	-2,679,644.00	0.00	2,679,644.00 2006 Tax
Total - Township	26,393.37	0.00	2,904,556.00	2,904,556.00 2007 Tax
Adjustment for TDRC, HRC, IRC, HLC & Pheasant	0.00	0.00	0.00	0.00
<b>Adjusted Total - Township</b>	<b>26,393.37</b>	<b>0.00</b>	<b>2,904,556.00</b>	<b>2,904,556.00</b>

**Township Of East Zorra-Tavistock  
2007 Budget Working Documents  
Department/Activity Detail**

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
<b>General Government (Non-Departmental)</b>				
Surplus/Deficit from Prior Year:				
11-000-000-0000 Surplus/Deficit from Prior Year	-45,126.04	-35,000.00	25,000.00	60,000.00
<b>Total Surplus/Deficit from Prior Year</b>	<b>-45,126.04</b>	<b>-35,000.00</b>	<b>25,000.00</b>	<b>60,000.00</b>
Payments in Lieu:				
11-000-005-0211 Canada Post	-2,975.77	-3,500.00	-3,000.00	500.00
11-000-005-0221 Railways	-4,283.93	-4,000.00	-4,200.00	-200.00
11-000-005-0231 Tax Assistance Act	-9,724.38	-9,000.00	-8,000.00	1,000.00 decreased due to Boundary Adj
11-000-005-0242 Ontario Hydro	-118.66	-100.00	-100.00	0.00
11-000-005-0243 LCBO	-2,353.03	-2,700.00	-2,400.00	300.00
11-000-005-0261 Other Mun Enterprises(PUC/ Sewers)	-2,267.25	-2,500.00	-2,300.00	200.00
<b>Total Payments in Lieu</b>	<b>-21,723.02</b>	<b>-21,800.00</b>	<b>-20,000.00</b>	<b>1,800.00</b>
Ontario Grants - OMPF:				
11-000-006-0330 Non-specific Ontario Grants	-1,249,678.09	-1,248,840.00	-1,298,255.00	-49,415.00
<b>Total Ontario Grants - OMPF</b>	<b>-1,249,678.09</b>	<b>-1,248,840.00</b>	<b>-1,298,255.00</b>	<b>-49,415.00</b>
Specific Grants and Revenue:				
11-000-006-0331 Specific Grants & Revenue	-407,594.00	-307,594.00	-100,000.00	207,594.00 Boundary Adj
<b>Total Specific Grants and Revenue</b>	<b>-407,594.00</b>	<b>-307,594.00</b>	<b>-100,000.00</b>	<b>207,594.00</b>
City of Woodstock - Ongoing Bndry Adj:				
11-000-007-0330 City of Woodstock - Ongoing Boundary Adj	-29,357.33	-16,000.00	-118,500.00	-102,500.00 \$98,500 + \$20,000
<b>Total City of Woodstock - Ongoing Bndry Adj</b>	<b>-29,357.33</b>	<b>-16,000.00</b>	<b>-118,500.00</b>	<b>-102,500.00</b>

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
Other Grants & Gas Tax:					
11-000-007-0331 Other Grants & Gas Tax	-84,302.20	-83,568.00	-102,987.00	-19,419.00	Gas Tax \$94,080, AMP \$8,907
<b>Total Other Grants &amp; Gas Tax</b>	<b>-84,302.20</b>	<b>-83,568.00</b>	<b>-102,987.00</b>	<b>-19,419.00</b>	
General Revenues:					
11-000-021-0513 Misc Revenue	-2,463.17	-4,000.00	-3,000.00	1,000.00	
11-000-021-0911 Penalty & Interest - Taxes	-51,552.87	-50,000.00	-50,000.00	0.00	
11-000-021-0921 Investment Income Drains	-4,559.99	-1,000.00	-2,500.00	-1,500.00	
11-000-021-0922 Investment Income - Bank Account	-92,034.97	-55,000.00	-85,000.00	-30,000.00	
11-000-021-0924 Interest Income - ETPC	-54,949.03	-55,000.00	-55,000.00	0.00	
11-000-021-0925 Dividend Income - ETPC	0.00	0.00	0.00	0.00	
11-000-021-0952 Contribution from Reserve	0.00	0.00	-25,000.00	-25,000.00	From Contingency for Deficit
<b>Total General Revenues</b>	<b>-205,560.03</b>	<b>-165,000.00</b>	<b>-220,500.00</b>	<b>-55,500.00</b>	
General Expenditures:					
11-000-121-2910 Misc Expense	1,060.39	2,000.00	1,500.00	-500.00	
11-000-121-3310 Professional Services	480.13	0.00	500.00	500.00	
11-000-121-4110 Bank Charges	3,275.78	2,500.00	3,500.00	1,000.00	
11-000-121-4510 Tax Writeoffs - Township	4.36	0.00	0.00	0.00	
11-000-121-4511 Bill 79 Related Tax Adjustments	0.00	0.00	0.00	0.00	
11-000-121-5391 Appropriation to Reserve	523,288.24	413,162.00	194,080.00	-219,082.00	Gas Tax to Reserve
11-000-121-6110 Grants	0.00	0.00	0.00	0.00	
11-000-121-6120 Donations	543.62	1,500.00	1,000.00	-500.00	
<b>Total General Expenditures</b>	<b>528,652.52</b>	<b>419,162.00</b>	<b>200,580.00</b>	<b>-218,582.00</b>	
General Capital:					
11-000-430-0949 Sale of Municipal Property & Equipment	220.45	0.00	0.00	0.00	
11-000-430-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	
11-000-430-5110 Equipment	0.00	0.00	0.00	0.00	
11-000-430-5130 Land Purchase	7,500.00	0.00	0.00	0.00	
11-000-430-5390 Appropriation to Reserve	0.00	0.00	0.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
Total General Capital	7,720.45	0.00	0.00	0.00
Total General Government	-1,506,967.74	-1,458,640.00	-1,634,662.00	-176,022.00
<b>General Administration</b>				
Council:				
11-111-111-1120 Council Wages - Taxable	43,064.27	40,000.00	64,000.00	24,000.00
11-111-111-1121 Council Wages - Tax Exempt	21,532.39	20,000.00	32,000.00	12,000.00
11-111-111-1210 Other Payroll Costs	1,858.61	2,000.00	2,600.00	600.00
11-111-111-3110 Travel/Meals/Conference/Seminars	16,020.76	10,000.00	17,500.00	7,500.00
11-111-111-3120 Training & Staff Development	0.00	200.00	250.00	50.00
11-111-111-3260 Telecommunications	1,084.43	1,000.00	1,000.00	0.00
11-111-111-3290 Print, Advertising & Promotion	963.72	1,000.00	1,000.00	0.00
11-111-111-3450 Office Equipment Maint/Lease Contracts	4,956.30	5,500.00	500.00	-5,000.00
11-111-111-5110 Capital Equipment	0.00	0.00	5,000.00	5,000.00
Total Council	89,480.48	79,700.00	123,850.00	44,150.00
Administration Staff:				
11-123-121-1110 Distributed Salaries & Wages	182,431.67	182,000.00	210,000.00	28,000.00
11-123-121-1130 Part-time Salaries & Wages	498.00	0.00	600.00	600.00
11-123-121-1150 Vacation, Sick, Stats, Holidays	27,091.94	34,000.00	30,000.00	-4,000.00
11-123-121-1190 Other Payroll Costs	71.53	0.00	0.00	0.00
11-123-121-1210 Overhead	51,771.21	48,000.00	58,000.00	10,000.00
11-123-121-3110 Travel/Meals/Conference/Seminars	5,690.06	4,500.00	6,000.00	1,500.00
11-123-121-3120 Training & Staff Development	753.41	1,000.00	2,000.00	1,000.00
11-123-121-3170 Memberships & Publications	290.00	700.00	500.00	-200.00
Total Administration Staff	268,597.82	270,200.00	307,100.00	36,900.00
Township Office - Hickson:				
11-181-121-1130 Part-time Salaries & Wages	0.00	0.00	0.00	0.00
11-181-121-3420 Building Maintenance	8,107.68	9,000.00	9,000.00	0.00

Net Council Computers  
Capital - See Capital Forecast

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-181-121-3430 Grounds Maintenance	2,682.15	2,250.00	2,500.00	250.00
11-181-121-3610 Electrical Power	4,787.27	4,800.00	5,000.00	200.00
11-181-121-3630 Natural Gas	1,194.76	1,800.00	1,500.00	-300.00
11-181-121-3810 Insurance & Licences	718.20	1,000.00	1,000.00	0.00
11-181-430-0952 Contribution from Reserve	0.00	-2,500.00	0.00	2,500.00
11-181-430-5170 Construction	2,640.00	15,000.00	12,500.00	-2,500.00
11-181-430-5390 Appropriation to Reserve	10,000.00	0.00	0.00	0.00
<b>Total Township Office - Hickson</b>	<b>30,130.06</b>	<b>31,350.00</b>	<b>31,500.00</b>	<b>150.00</b>
Tavistock Police Office:				
11-182-121-3610 Electrical Power	0.00	0.00	0.00	0.00
11-182-121-3630 Natural Gas	0.00	0.00	0.00	0.00
11-182-121-3810 Insurance & Licences	0.00	0.00	0.00	0.00
<b>Total Tavistock Police Office</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Former PUC Office:				
11-183-021-0574 Facility Rentals	-5,713.36	-5,300.00	-5,500.00	-200.00
11-183-121-3420 Building Maintenance	1,104.55	300.00	1,000.00	700.00
11-183-121-3430 Grounds Maintenance	439.18	500.00	500.00	0.00
11-183-121-3610 Electrical Power	894.92	1,100.00	1,100.00	0.00
11-183-121-3630 Natural Gas	1,327.75	1,500.00	1,500.00	0.00
11-183-121-3810 Insurance	437.40	600.00	600.00	0.00
<b>Total Former PUC Office</b>	<b>-1,509.56</b>	<b>-1,300.00</b>	<b>-800.00</b>	<b>500.00</b>
General Administration:				
11-191-021-0511 Tax Certificates	-5,580.00	-7,500.00	-6,000.00	1,500.00
11-191-021-0513 Misc. Revenue	-7,078.22	-7,500.00	-5,000.00	2,500.00
11-191-021-0514 Waste Management Services	-161.34	-3,000.00	-3,000.00	0.00
11-191-021-0722 Lottery Licences	-1,409.60	-1,500.00	-1,500.00	0.00
11-191-021-0763 Sale of Maps, Copies, Fax, etc.	-356.62	-150.00	-300.00	-150.00
11-191-021-0952 Contribution from Reserve	-4,266.04	0.00	0.00	0.00
11-191-121-2380 Departmental Equipment	0.00	250.00	0.00	-250.00
11-191-121-2610 Office Supplies	5,209.68	6,500.00	6,500.00	0.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-191-121-3170 Memberships & Publications	320.68	400.00	400.00	0.00	
11-191-121-3210 Postage & Courier	6,922.72	5,000.00	7,000.00	2,000.00	
11-191-121-3260 Telecommunications	3,809.82	2,500.00	4,000.00	1,500.00	
11-191-121-3290 Print, Advertising & Promotion	4,087.70	4,500.00	4,500.00	0.00	
11-191-121-3310 Professional Services	40,666.37	32,000.00	38,000.00	6,000.00	
11-191-121-3450 Office Equipment Maintenance/Lease Contr	14,842.41	20,000.00	15,000.00	-5,000.00	
11-191-121-3810 Insurance & Licences	66,797.88	74,000.00	60,000.00	-14,000.00	
11-191-126-0952 Contribution from Reserves	-5,000.00	-10,000.00	0.00	10,000.00	
11-191-126-1130 Part-time Salaries & Wages	6,470.00	10,000.00	0.00	-10,000.00	
11-191-126-2610 Office Supplies	1,628.84	1,000.00	0.00	-1,000.00	
11-191-126-3210 Postage & Courier	874.28	4,000.00	0.00	-4,000.00	
11-191-126-3290 Print, Advertising & Promotion	6,692.60	5,000.00	0.00	-5,000.00	
11-191-126-5390 Appropriation to Reserve	0.00	0.00	5,000.00	5,000.00	Election Reserve
11-191-430-0952 Contribution from Reserve	-87,198.00	-114,198.00	-20,000.00	94,198.00	
11-191-430-3310 Professional Services	0.00	27,000.00	0.00	-27,000.00	
11-191-430-5110 Equipment	3,113.63	16,000.00	37,500.00	21,500.00	Capital - See Capital Forecast
11-191-430-5390 Appropriation to Reserve	110,198.00	97,198.00	7,500.00	-89,698.00	Insurance Reserve
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Total General Administration	160,584.79	161,500.00	149,600.00	-11,900.00	
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Total General Administration	547,283.59	541,450.00	611,250.00	69,800.00	

### Fire Department

Hickson Fire Department:

11-211-021-0513 Miscellaneous Revenue	-300.00	-4,000.00	-2,000.00	2,000.00
11-211-021-0576 Donations	-4,450.05	0.00	0.00	0.00
11-211-121-1110 Distributed Salaries & Wages	0.00	0.00	0.00	0.00
11-211-121-1130 Part-time Salaries & Wages	57,365.98	60,000.00	65,000.00	5,000.00
11-211-121-1135 Salaries & Wages - Training	786.66	3,000.00	200.00	-2,800.00
11-211-121-1210 Other Payroll Costs	3,209.10	2,900.00	3,500.00	600.00
11-211-121-2330 Communications Equipment	724.95	2,500.00	2,000.00	-500.00
11-211-121-2380 Departmental Equipment	4,948.94	3,000.00	4,000.00	1,000.00
11-211-121-2510 Uniforms	0.00	100.00	100.00	0.00
11-211-121-2610 Office Supplies	61.25	100.00	75.00	-25.00
11-211-121-3110 Travel/Meals/Conference/Seminars	1,254.15	600.00	750.00	150.00
11-211-121-3120 Training & Staff Development	230.00	200.00	3,500.00	3,300.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-211-121-3170 Memberships & Publications	141.63	200.00	200.00	0.00	
11-211-121-3210 Postage & Courier	73.75	50.00	50.00	0.00	
11-211-121-3260 Telecommunications	1,129.69	1,100.00	1,200.00	100.00	
11-211-121-3420 Building Maintenance	1,710.60	2,000.00	2,500.00	500.00	
11-211-121-3430 Grounds Maintenance	952.68	1,000.00	1,200.00	200.00	
11-211-121-3610 Electrical Power	2,068.71	2,000.00	2,200.00	200.00	
11-211-121-3630 Natural Gas	1,879.92	2,000.00	2,000.00	0.00	
11-211-121-3810 Insurance & Licences	2,522.52	2,700.00	2,500.00	-200.00	
11-211-121-9621 Dis Exp for Meals/Travel/Parking/Etc	16.50	0.00	0.00	0.00	
11-211-131-1130 Part-time Salaries & Wages	800.00	800.00	800.00	0.00	
11-211-131-1210 Other Payroll Costs	50.00	50.00	50.00	0.00	
11-211-131-2380 Departmental Equipment	79.92	500.00	500.00	0.00	
11-211-131-2610 Office Supplies	0.00	100.00	100.00	0.00	
11-211-131-2910 Miscellaneous Expenses	0.00	100.00	100.00	0.00	
11-211-132-1130 Part-time Salaries & Wages	1,000.00	1,000.00	1,000.00	0.00	
11-211-132-1210 Other Payroll Costs	100.00	100.00	100.00	0.00	
11-211-132-2380 Departmental Equipment	62.13	1,000.00	1,000.00	0.00	
11-211-132-2610 Office Supplies	0.00	50.00	50.00	0.00	
11-211-132-2910 Miscellaneous Expenses	90.10	200.00	200.00	0.00	
11-211-430-0513 Contribution from others	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-211-430-0952 Contribution from Reserve	-191,082.04	-190,000.00	-114,000.00	76,000.00	Capital - See Capital Forecast
11-211-430-5110 Equipment	202,547.89	198,000.00	124,000.00	-74,000.00	Capital - See Capital Forecast
11-211-430-5390 Appropriation to Reserve	0.00	0.00	5,000.00	5,000.00	Capital - See Capital Forecast
11-211-801-2210 Fuels/Lubricants	709.08	700.00	900.00	200.00	
11-211-801-2370 Repairs - Parts & Labour	2,416.95	1,500.00	2,000.00	500.00	
11-211-801-3810 Insurance & Licences	1,215.00	2,000.00	1,500.00	-500.00	
11-211-802-2210 Fuels/Lubricants	367.00	800.00	800.00	0.00	
11-211-802-2370 Repairs - Parts & Labour	4,478.29	2,800.00	1,500.00	-1,300.00	
11-211-802-3810 Insurance & Licences	976.00	1,200.00	1,200.00	0.00	
11-211-803-2210 Fuels/Lubricants	796.91	600.00	800.00	200.00	
11-211-803-2370 Repairs - Parts & Labour	2,158.74	1,400.00	1,500.00	100.00	
11-211-803-3810 Insurance & Licences	988.00	800.00	1,200.00	400.00	
<b>Total Hickson Fire Department</b>	<b>102,080.95</b>	<b>103,150.00</b>	<b>119,275.00</b>	<b>16,125.00</b>	
Innerkip Fire Department:					
11-222-021-0513 Miscellaneous Revenue	-479.59	-3,000.00	-2,000.00	1,000.00	
11-222-021-0521 Fees & Service Charges - BB	-21,349.58	-30,000.00	-25,000.00	5,000.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-222-121-1130 Part-time Salaries & Wages	37,363.50	60,000.00	65,000.00	5,000.00	
11-222-121-1135 Salaries & Wages - Training	2,001.66	3,000.00	200.00	-2,800.00	
11-222-121-1210 Other Payroll Costs	2,773.89	2,900.00	3,500.00	600.00	
11-222-121-2330 Communications Equipment	2,618.19	2,500.00	2,000.00	-500.00	
11-222-121-2380 Departmental Equipment	4,016.80	3,000.00	4,000.00	1,000.00	
11-222-121-2510 Uniforms	0.00	100.00	100.00	0.00	
11-222-121-2610 Office Supplies	88.34	100.00	75.00	-25.00	
11-222-121-3110 Travel/Meals/Conference/Seminars	696.61	600.00	600.00	0.00	
11-222-121-3120 Training & Staff Development	150.00	0.00	3,500.00	3,500.00	
11-222-121-3170 Memberships & Publications	141.64	200.00	200.00	0.00	
11-222-121-3210 Postage & Courier	33.51	50.00	50.00	0.00	
11-222-121-3260 Telecommunications	1,129.23	1,100.00	1,200.00	100.00	
11-222-121-3420 Building Maintenance	3,169.92	4,500.00	5,000.00	500.00	
11-222-121-3430 Grounds Maintenance	1,833.18	1,800.00	2,000.00	200.00	
11-222-121-3610 Electrical Power	1,470.61	1,600.00	1,600.00	0.00	
11-222-121-3630 Natural Gas	2,297.21	2,600.00	2,500.00	-100.00	
11-222-121-3810 Insurance & Licences	2,890.80	3,300.00	2,900.00	-400.00	
11-222-131-1130 Part-time Salaries & Wages	800.00	800.00	800.00	0.00	
11-222-131-1210 Other Payroll Costs	50.00	50.00	50.00	0.00	
11-222-131-2380 Departmental Equipment	0.00	500.00	500.00	0.00	
11-222-131-2610 Office Supplies	0.00	100.00	100.00	0.00	
11-222-131-2910 Miscellaneous Expenses	0.00	100.00	100.00	0.00	
11-222-132-1130 Part-time Salaries & Wages	1,000.00	1,000.00	1,000.00	0.00	
11-222-132-1210 Other Payroll Costs	100.00	100.00	100.00	0.00	
11-222-132-2380 Departmental Equipment	289.46	1,000.00	1,000.00	0.00	
11-222-132-2610 Office Supplies	0.00	50.00	50.00	0.00	
11-222-132-2910 Miscellaneous Expenses	90.11	200.00	200.00	0.00	
11-222-430-0513 Contribution from others	-4,575.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-222-430-0522 Contribution from BB	0.00	-3,000.00	-3,000.00	0.00	Capital - See Capital Forecast
11-222-430-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-222-430-5110 Equipment	8,649.03	8,000.00	10,000.00	2,000.00	Capital - See Capital Forecast
11-222-430-5170 Construction	0.00	0.00	5,000.00	5,000.00	Capital - See Capital Forecast
11-222-430-5390 Appropriation to Reserve	4,575.00	0.00	5,000.00	5,000.00	Capital - See Capital Forecast
11-222-804-2210 Fuels/Lubricants	526.14	1,000.00	1,000.00	0.00	
11-222-804-2370 Repairs - Parts & Labour	197.47	2,000.00	1,500.00	-500.00	
11-222-804-3810 Insurance & Licences	1,299.00	2,300.00	2,000.00	-300.00	
11-222-805-2210 Fuels/Lubricants	367.05	750.00	750.00	0.00	
11-222-805-2370 Repairs - Parts & Labour	1,129.00	2,500.00	2,500.00	0.00	
11-222-805-3810 Insurance & Licences	976.00	1,200.00	1,100.00	-100.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-222-806-2210 Fuels/Lubricants	178.60	350.00	350.00	0.00	
11-222-806-2370 Repairs - Parts & Labour	2,075.71	1,100.00	1,100.00	0.00	
11-222-806-3810 Insurance & Licences	840.00	1,050.00	1,000.00	-50.00	
<b>Total Innerkip Fire Department</b>	<b>59,413.49</b>	<b>75,500.00</b>	<b>99,625.00</b>	<b>24,125.00</b>	
Tavistock Fire Department:					
11-233-021-0513 Miscellaneous Revenue	-5,119.13	-5,000.00	-5,000.00	0.00	
11-233-121-1130 Part-time Salaries & Wages	46,209.14	60,000.00	65,000.00	5,000.00	
11-233-121-1135 Salaries & Wages - Training	945.67	2,500.00	200.00	-2,300.00	
11-233-121-1210 Other Payroll Costs	2,946.38	2,900.00	3,500.00	600.00	
11-233-121-2330 Communications Equipment	2,079.63	2,500.00	2,500.00	0.00	
11-233-121-2380 Departmental Equipment	6,199.27	3,000.00	4,000.00	1,000.00	
11-233-121-2510 Uniforms	0.00	100.00	100.00	0.00	
11-233-121-2610 Office Supplies	38.25	100.00	75.00	-25.00	
11-233-121-3110 Travel/Meals/Conference/Seminars	276.42	600.00	600.00	0.00	
11-233-121-3120 Training & Staff Development	2,677.96	200.00	3,500.00	3,300.00	
11-233-121-3170 Memberships & Publications	141.64	200.00	200.00	0.00	
11-233-121-3210 Postage & Courier	0.00	50.00	50.00	0.00	
11-233-121-3260 Telecommunications	905.69	1,100.00	1,200.00	100.00	
11-233-121-3420 Building Maintenance	2,696.75	1,200.00	2,500.00	1,300.00	
11-233-121-3430 Grounds Maintenance	1,866.67	1,500.00	2,000.00	500.00	
11-233-121-3610 Electrical Power	4,676.88	4,000.00	5,000.00	1,000.00	
11-233-121-3620 Water	602.87	500.00	600.00	100.00	
11-233-121-3630 Natural Gas	3,515.31	3,000.00	3,500.00	500.00	
11-233-121-3810 Insurance & Licences	3,010.68	3,500.00	3,000.00	-500.00	
11-233-131-1130 Part-time Salaries & Wages	800.00	800.00	800.00	0.00	
11-233-131-1210 Other Payroll Costs	50.00	50.00	50.00	0.00	
11-233-131-2380 Departmental Equipment	0.00	500.00	500.00	0.00	
11-233-131-2610 Office Supplies	0.00	100.00	100.00	0.00	
11-233-131-2910 Miscellaneous Expenses	13.54	100.00	100.00	0.00	
11-233-132-1130 Part-time Salaries & Wages	1,000.00	1,000.00	1,000.00	0.00	
11-233-132-1210 Other Payroll Costs	100.00	100.00	100.00	0.00	
11-233-132-2380 Departmental Equipment	202.54	1,000.00	1,000.00	0.00	
11-233-132-2610 Office Supplies	0.00	50.00	50.00	0.00	
11-233-132-2910 Miscellaneous Expenses	90.11	200.00	200.00	0.00	
11-233-430-0513 Contribution from others	-3,375.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-233-430-0952 Contribution from Reserve	-94,638.00	-96,163.00	-9,163.00	87,000.00	Capital - See Capital Forecast

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-233-430-4210 Principle Payments on Debt	29,503.13	29,503.00	30,908.00	1,405.00	Capital - See Capital Forecast
11-233-430-4220 Interest Payments on Debt	16,659.99	16,660.00	15,255.00	-1,405.00	Capital - See Capital Forecast
11-233-430-5110 Equipment	97,490.77	98,000.00	10,000.00	-88,000.00	Capital - See Capital Forecast
11-233-430-5170 Construction	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-233-430-5390 Appropriation to Reserve	0.00	0.00	5,000.00	5,000.00	Capital - See Capital Forecast
11-233-430-9751 Unfunded Liability	0.00	0.00	0.00	0.00	
11-233-807-2210 Fuels/Lubricants	522.61	500.00	500.00	0.00	
11-233-807-2370 Repairs - Parts & Labour	1,087.11	2,000.00	2,000.00	0.00	
11-233-807-3810 Insurance & Licences	1,175.00	1,450.00	1,200.00	-250.00	
11-233-808-2210 Fuels/Lubricants	395.62	600.00	600.00	0.00	
11-233-808-2370 Repairs - Parts & Labour	1,241.65	2,500.00	2,500.00	0.00	
11-233-808-3810 Insurance & Licences	2,112.00	1,250.00	1,500.00	250.00	
11-233-809-2210 Fuels/Lubricants	362.46	500.00	500.00	0.00	
11-233-809-2370 Repairs - Parts & Labour	1,055.75	2,500.00	1,500.00	-1,000.00	
11-233-809-3810 Insurance & Licences	1,074.00	800.00	1,200.00	400.00	
<b>Total Tavistock Fire Department</b>	<b>130,593.36</b>	<b>145,950.00</b>	<b>159,925.00</b>	<b>13,975.00</b>	
<b>Township Fire Department:</b>					
11-244-021-0513 Misc. Revenue	-1,378.52	-1,000.00	-1,000.00	0.00	
11-244-021-0521 Fees & Service Charges - BB	-20,073.77	-8,000.00	-20,000.00	-12,000.00	
11-244-021-0531 Fire Department Revenue	-150.00	-30,000.00	0.00	30,000.00	
11-244-121-1110 Distributed Salaries & Wages	31,268.42	40,000.00	35,000.00	-5,000.00	
11-244-121-1130 Part-time Salaries & Wages	500.49	0.00	0.00	0.00	
11-244-121-1150 Vacation, Stats, Sick & Holiday	5,928.15	8,000.00	4,500.00	-3,500.00	
11-244-121-1210 Overhead	7,585.35	9,500.00	8,000.00	-1,500.00	
11-244-121-2330 Communications Equipment	506.68	200.00	400.00	200.00	
11-244-121-2380 Departmental Equipment	286.55	200.00	200.00	0.00	
11-244-121-2510 Uniforms	1,395.38	400.00	600.00	200.00	
11-244-121-2610 Office Supplies	146.21	1,000.00	500.00	-500.00	
11-244-121-2910 Miscellaneous Expense	1,173.28	250.00	250.00	0.00	
11-244-121-3110 Travel/Meals/Conference/Seminars	1,626.58	2,000.00	2,000.00	0.00	
11-244-121-3120 Training & Staff Development	150.00	500.00	1,000.00	500.00	
11-244-121-3170 Membership & Publications	320.36	1,000.00	1,000.00	0.00	
11-244-121-3210 Postage & Courier	35.57	250.00	200.00	-50.00	
11-244-121-3260 Telecommunications	1,705.92	900.00	1,700.00	800.00	
11-244-121-3290 Print, Advertising & Promotion	1,998.42	1,400.00	2,000.00	600.00	
11-244-121-3810 Insurance & Licences	0.00	50.00	50.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-244-131-1110 Distributed Salaries & Wages	3,626.27	5,000.00	2,500.00	-2,500.00	
11-244-131-1210 Other Payroll Costs	1,109.58	1,500.00	750.00	-750.00	
11-244-131-2380 Departmental Equipment	0.00	500.00	500.00	0.00	
11-244-131-2610 Office Supplies	0.00	100.00	100.00	0.00	
11-244-131-2910 Miscellaneous Expenses	0.00	500.00	500.00	0.00	
11-244-132-1110 Distributed Salaries & Wages	2,448.41	5,500.00	2,500.00	-3,000.00	
11-244-132-1210 Other Payroll Costs	683.14	1,100.00	750.00	-350.00	
11-244-132-2380 Departmental Equipment	3,044.40	500.00	500.00	0.00	
11-244-132-2610 Office Supplies	0.00	150.00	150.00	0.00	
11-244-132-2910 Miscellaneous Expenses	275.89	500.00	500.00	0.00	
11-244-430-0952 Contribution from Reserve	-20,000.00	-33,000.00	-65,000.00	-32,000.00	Capital - See Capital Forecast
11-244-430-5110 Equipment	26,782.72	46,500.00	81,000.00	34,500.00	Capital - See Capital Forecast
11-244-430-5390 Appropriation to Reserve	150,000.00	150,000.00	125,000.00	-25,000.00	Vehicle Reserve
11-244-834-1110 Distributed Salaries & Wages	0.00	25.00	25.00	0.00	
11-244-834-1210 Overhead	35.00	10.00	10.00	0.00	
11-244-834-2210 Fuels/Lubricants	3,318.88	2,000.00	2,000.00	0.00	
11-244-834-2370 Repairs - Parts & Labour	602.07	1,300.00	1,000.00	-300.00	
11-244-834-3810 Insurance & Licences	661.00	700.00	700.00	0.00	
<b>Total Township Fire Department</b>	<b>205,612.43</b>	<b>209,535.00</b>	<b>189,885.00</b>	<b>-19,650.00</b>	
<b>Total Fire Department</b>	<b>497,700.23</b>	<b>534,135.00</b>	<b>568,710.00</b>	<b>34,575.00</b>	
<b>Police</b>					
Oxford Community Police Service:					
11-254-121-3310 Professional Services	1,269,142.44	1,269,142.00	1,301,941.00	32,799.00	As per proposed budget
<b>Total Oxford Community Police Service</b>	<b>1,269,142.44</b>	<b>1,269,142.00</b>	<b>1,301,941.00</b>	<b>32,799.00</b>	
<b>Protective Services</b>					
CEMC:					
11-246-021-0513 Misc Revenue	-821.45	-3,000.00	-1,000.00	2,000.00	
11-246-121-1110 Distributed Salaries & Wages	15,913.19	16,000.00	21,000.00	5,000.00	
11-246-121-1150 Vacation, Sick, Stats, Holidays	6,628.75	0.00	6,200.00	6,200.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-246-121-1210 Overhead	4,349.89	4,000.00	5,800.00	1,800.00	
11-246-121-2610 Office Supplies	23.17	500.00	500.00	0.00	
11-246-121-2910 Misc Expense	23.48	500.00	500.00	0.00	
11-246-121-3110 Travel/Meals/Conference/Seminars	2,760.01	800.00	1,500.00	700.00	
11-246-121-3120 Training and Staff Development	0.00	1,000.00	1,000.00	0.00	
11-246-121-3125 Public Education Events	0.00	0.00	1,000.00	1,000.00	
11-246-121-3170 Membership & Publications	0.00	250.00	250.00	0.00	
11-246-121-3210 Postage & Courier	27.82	500.00	200.00	-300.00	
11-246-121-3260 Telecommunications	557.75	250.00	600.00	350.00	
11-246-121-3290 Print, Advertising & Promotion	2,370.34	2,500.00	2,500.00	0.00	
11-246-121-3440 Equipment Maintenance	0.00	500.00	250.00	-250.00	
11-246-430-0952 Contribution From Reserve	-15,000.00	-15,000.00	0.00	15,000.00	
11-246-430-5110 Equipment	27,114.50	28,000.00	0.00	-28,000.00	
11-246-430-5390 Appropriation to Reserve	0.00	0.00	5,000.00	5,000.00	Field Exercise Reserve
<b>Total CEMC</b>	43,947.45	36,800.00	45,300.00	8,500.00	
By-law Enforcement:					
11-261-021-0811 Fines	-1,709.00	-1,500.00	-1,500.00	0.00	
11-261-121-1110 Distributed Salaries & Wages	7,845.17	9,000.00	14,000.00	5,000.00	
11-261-121-1150 Vacation, Stats, Sick & Holiday	0.00	0.00	0.00	0.00	
11-261-121-1210 Overhead	2,362.53	2,500.00	3,800.00	1,300.00	
11-261-121-2610 Office Supplies	518.39	1,200.00	1,000.00	-200.00	
11-261-121-3110 Travel/Meals/Conference/Seminars	450.00	1,500.00	1,000.00	-500.00	
11-261-121-3120 Training & Staff Development	0.00	1,000.00	1,000.00	0.00	
11-261-121-3170 Memberships & Publications	0.00	100.00	100.00	0.00	
11-261-121-3310 Professional Services	1,260.11	3,500.00	3,000.00	-500.00	
<b>Total By-law Enforcement</b>	10,727.20	17,300.00	22,400.00	5,100.00	
Animal Control Services:					
11-281-021-0724 Dog Licences	-17,795.00	-17,500.00	-17,500.00	0.00	
11-281-121-1131 Dog Licencing - Salaries & Wages	7,326.00	6,600.00	7,000.00	400.00	
11-281-121-1132 Livestock Evaluations - Salaries & Wages	215.00	400.00	400.00	0.00	
11-281-121-1133 Fence Viewers - Salaries & Wages	0.00	200.00	200.00	0.00	
11-281-121-2610 Office Supplies	1,143.02	550.00	750.00	200.00	
11-281-121-3360 Animal Collection & Pound Services	6,864.35	8,500.00	8,500.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-281-121-3910 Livestock Claims	200.00	2,000.00	1,500.00	-500.00
Total Animal Control Services	-2,046.63	750.00	850.00	100.00
Total Protective Services	52,628.02	54,850.00	68,550.00	13,700.00

### Building Department

#### Building and Structural Inspections:

11-271-021-0721 Building Permits	-40,951.18	-50,000.00	-50,000.00	0.00	
11-271-021-0513 Misc Revenue	-130.00	-1,000.00	-1,000.00	0.00	
11-271-121-1110 Distributed Salaries & Wages	62,079.06	49,000.00	72,000.00	23,000.00	
11-271-121-1130 Part time Salaries & Wages	0.00	20,000.00	0.00	-20,000.00	
11-271-121-1150 Vacation, Stats, Sick & Holidays	12,666.70	12,000.00	11,000.00	-1,000.00	
11-271-121-1210 Overhead	16,914.60	12,000.00	20,000.00	8,000.00	
11-271-121-2380 Departmental Equipment	85.19	100.00	100.00	0.00	
11-271-121-2510 Uniforms	125.00	250.00	250.00	0.00	
11-271-121-2610 Office Supplies	439.51	750.00	750.00	0.00	
11-271-121-2910 Miscellaneous Expense	0.00	0.00	0.00	0.00	
11-271-121-3110 Travel/Meals/Conference/Seminars	3,899.75	2,500.00	3,000.00	500.00	
11-271-121-3120 Training & Staff Development	1,018.87	2,000.00	2,500.00	500.00	
11-271-121-3170 Memberships & Publications	1,306.27	550.00	550.00	0.00	
11-271-121-3210 Postage & Courier	0.00	100.00	100.00	0.00	
11-271-121-3260 Telecommunications	1,286.90	1,400.00	1,400.00	0.00	
11-271-121-3810 Insurance & Licences	9,344.16	9,000.00	9,000.00	0.00	
11-271-430-0952 Contribution from Reserve	-23,500.00	-30,000.00	0.00	30,000.00	Capital - See Capital Forecast
11-271-430-5110 Equipment	23,497.26	33,000.00	3,000.00	-30,000.00	Capital - See Capital Forecast
11-271-430-5390 Appropriation to Reserve	3,000.00	0.00	5,000.00	5,000.00	Capital - See Capital Forecast
11-271-812-2210 Fuels/Lubricants	2,611.71	2,500.00	2,700.00	200.00	
11-271-812-2370 Repairs - Parts & Labour	396.81	1,000.00	1,000.00	0.00	
11-271-812-3810 Insurance & Licences	612.00	700.00	700.00	0.00	
Total Building and Structural Inspections	74,702.61	65,850.00	82,050.00	16,200.00	

### Roads & Public Works

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
Administration & Overhead:					
11-311-021-0513 Misc. Revenue	-11,498.59	-5,000.00	-30,000.00	-25,000.00	+\$25,000 Aggregate
11-311-021-0952 Contribution from Reserve	-1,706.69	0.00	0.00	0.00	
11-311-121-1110 Distributed Salaries & Wages	76,113.11	82,000.00	111,000.00	29,000.00	
11-311-121-1140 Overtime, Shift, Recall	4,318.81	5,000.00	5,000.00	0.00	
11-311-121-1150 Vacation, Stats, Sick & Holidays	33,645.27	35,000.00	39,000.00	4,000.00	
11-311-121-1210 Overhead	18,176.67	26,000.00	33,000.00	7,000.00	
11-311-121-2510 Uniforms	1,998.66	1,500.00	2,000.00	500.00	
11-311-121-2610 Office Supplies	30.28	350.00	350.00	0.00	
11-311-121-3110 Travel/Meals/Conference/Seminars	3,126.55	3,000.00	4,000.00	1,000.00	
11-311-121-3120 Training & Staff Development	855.00	500.00	1,000.00	500.00	
11-311-121-3170 Memberships & Publications	230.00	1,000.00	1,000.00	0.00	
11-311-121-3210 Postage & Courier	23.02	200.00	200.00	0.00	
11-311-121-3260 Telecommunications	5,815.13	7,000.00	6,000.00	-1,000.00	
11-311-121-3290 Print, Advertising & Promotion	461.06	1,000.00	1,000.00	0.00	
11-311-121-3310 Professional Services	3,413.04	1,000.00	1,500.00	500.00	
11-311-121-3510 Equipment Rentals - Owned	3,493.50	0.00	3,500.00	3,500.00	
11-311-121-3810 Insurance & Licences	73,280.37	57,000.00	65,000.00	8,000.00	
11-311-121-5390 Appropriation to Reserve from Operating	90,000.00	90,000.00	115,000.00	25,000.00	\$90,000 Equipment Reserve + \$25,000 Aggregate
<b>Total Administration &amp; Overhead</b>	<b>301,775.19</b>	<b>305,550.00</b>	<b>358,550.00</b>	<b>53,000.00</b>	
Equipment:					
11-311-821-0761 Equipment Rental - Owned Equipment	-32,102.00	-35,000.00	-35,000.00	0.00	
11-311-821-1110 Distributed Salaries & Wages	1,544.49	2,000.00	1,750.00	-250.00	
11-311-821-1210 Overhead	420.32	400.00	400.00	0.00	
11-311-821-2210 Fuels/Lubricants	10,050.00	8,500.00	9,500.00	1,000.00	
11-311-821-2370 Repairs - Parts & Labour	590.52	3,000.00	3,000.00	0.00	
11-311-821-3810 Insurance & Licences	841.32	1,300.00	1,300.00	0.00	
11-311-823-0761 Equipment Rental - Owned Equipment	-41,966.50	-44,000.00	-45,000.00	-1,000.00	
11-311-823-1110 Distributed Salaries & Wages	1,653.71	1,400.00	1,400.00	0.00	
11-311-823-1210 Overhead	424.88	400.00	400.00	0.00	
11-311-823-2210 Fuels/Lubricants	11,835.80	10,500.00	10,500.00	0.00	
11-311-823-2370 Repairs - Parts & Labour	2,048.89	2,000.00	2,000.00	0.00	
11-311-823-3510 temp. for 823	21.50	0.00	0.00	0.00	
11-311-823-3810 Insurance & Licences	630.72	1,000.00	700.00	-300.00	
11-311-824-0761 Equipment Rental - Owned Equipment	-10,863.00	-13,000.00	-13,000.00	0.00	
11-311-824-1110 Distributed Salaries & Wages	409.17	1,000.00	1,000.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-311-824-1210 Overhead	127.24	250.00	250.00	0.00
11-311-824-2210 Fuels/Lubricants	1,940.33	2,000.00	2,000.00	0.00
11-311-824-2370 Repairs - Parts & Labour	1,706.23	1,500.00	1,500.00	0.00
11-311-824-3810 Insurance & Licences	177.12	350.00	300.00	-50.00
11-311-826-0761 Equipment Rental - Owned Equipment	-10,882.50	-15,000.00	-15,000.00	0.00
11-311-826-1110 Distributed Salaries & Wages	987.69	1,000.00	1,100.00	100.00
11-311-826-1210 Overhead	307.15	275.00	300.00	25.00
11-311-826-2210 Fuels/Lubricants	2,257.86	2,500.00	2,500.00	0.00
11-311-826-2370 Repairs - Parts & Labour	934.17	5,000.00	5,000.00	0.00
11-311-826-3810 Insurance & Licences	412.56	650.00	650.00	0.00
11-311-827-1110 Distributed Salaries & Wages	1,969.20	2,500.00	2,500.00	0.00
11-311-827-1210 Overhead	470.22	500.00	500.00	0.00
11-311-827-2210 Fuels/Lubricants	1,530.93	1,750.00	1,750.00	0.00
11-311-827-2370 Repairs - Parts & Labour	2,203.83	2,500.00	2,500.00	0.00
11-311-828-1110 Distributed Salaries & Wages	4,451.34	5,500.00	5,500.00	0.00
11-311-828-1210 Overhead	907.70	1,000.00	1,000.00	0.00
11-311-828-2370 Repairs - Parts & Labour	7,936.74	5,500.00	6,500.00	1,000.00
11-311-830-0761 Equipment Rental - Owned Equipment	-37,674.50	-38,000.00	-39,000.00	-1,000.00
11-311-830-1110 Distributed Salaries & Wages	2,393.47	3,000.00	3,000.00	0.00
11-311-830-1210 Overhead	699.64	750.00	750.00	0.00
11-311-830-2210 Fuels/Lubricants	8,658.80	8,000.00	8,000.00	0.00
11-311-830-2370 Repairs - Parts & Labour	10,039.64	4,000.00	5,000.00	1,000.00
11-311-830-3810 Insurance & Licences	1,944.00	2,200.00	2,200.00	0.00
11-311-831-0761 Equipment Rental - Owned Equipment	-37,107.00	-38,000.00	-38,500.00	-500.00
11-311-831-1110 Distributed Salaries & Wages	2,887.78	2,000.00	2,000.00	0.00
11-311-831-1210 Overhead	725.29	400.00	400.00	0.00
11-311-831-2210 Fuels/Lubricants	9,289.18	6,500.00	7,000.00	500.00
11-311-831-2370 Repairs - Parts & Labour	3,041.96	4,800.00	4,800.00	0.00
11-311-831-3810 Insurance & Licences	2,084.00	2,150.00	2,150.00	0.00
11-311-832-0761 Equipment Rental - Owned Equipment	-10,936.75	-23,000.00	-23,000.00	0.00
11-311-832-1110 Distributed Salaries & Wages	850.71	2,500.00	2,500.00	0.00
11-311-832-1210 Overhead	191.21	500.00	500.00	0.00
11-311-832-2210 Fuels/Lubricants	3,229.58	4,000.00	4,000.00	0.00
11-311-832-2370 Repairs - Parts & Labour	427.31	4,500.00	4,500.00	0.00
11-311-832-3810 Insurance & Licences	2,477.00	2,000.00	2,000.00	0.00
11-311-833-0761 Equipment Rental - Owned Equipment	-10,240.00	-9,525.00	-12,000.00	-2,475.00
11-311-833-1110 Distributed Salaries & Wages	349.42	500.00	500.00	0.00
11-311-833-1210 Overhead	93.36	150.00	150.00	0.00
11-311-833-2210 Fuels/Lubricants	3,567.45	2,800.00	3,500.00	700.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-311-833-2370 Repairs - Parts & Labour	117.17	1,000.00	1,000.00	0.00	
11-311-833-3810 Insurance & Licences	612.00	700.00	700.00	0.00	
11-311-834-2210 Fuels/Lubricants	0.00	0.00	0.00	0.00	
11-311-834-3810 Insurance & Licences	0.00	0.00	0.00	0.00	
11-311-835-1110 Distributed Salaries & Wages	387.00	600.00	600.00	0.00	
11-311-835-1210 Overhead	110.60	150.00	150.00	0.00	
11-311-835-2210 Fuels/Lubricants	5,839.93	5,500.00	6,000.00	500.00	
11-311-835-2370 Repairs - Parts & Labour	2,712.34	1,750.00	2,500.00	750.00	
11-311-835-3810 Insurance & Licences	628.85	800.00	800.00	0.00	
<b>Total Equipment</b>	<b>-69,622.93</b>	<b>-90,000.00</b>	<b>-90,000.00</b>	0.00	Net Revenue goes to Reserve See above
<b>Facilities:</b>					
11-312-121-1110 Distributed Salaries & Wages	7,878.13	6,600.00	7,500.00	900.00	
11-312-121-1210 Overhead	1,888.50	2,000.00	2,000.00	0.00	
11-312-121-2330 Communications Equipment	405.16	0.00	0.00	0.00	
11-312-121-2380 Departmental Equipment	2,192.70	3,000.00	3,000.00	0.00	
11-312-121-3420 Building Maintenance	4,297.28	5,500.00	5,500.00	0.00	
11-312-121-3430 Grounds Maintenance	656.68	1,000.00	1,000.00	0.00	
11-312-121-3505 Equipment Rentals - Hired	0.00	200.00	200.00	0.00	
11-312-121-3510 Equipment Rentals - Owned	1,345.00	3,000.00	3,000.00	0.00	
11-312-121-3610 Electrical Power	4,761.08	4,500.00	4,500.00	0.00	
11-312-121-3630 Natural Gas	5,310.45	6,200.00	6,200.00	0.00	
11-312-121-3810 Insurance & Licences	1,998.00	3,100.00	2,000.00	-1,100.00	
11-312-430-5110 Equipment	0.00	5,000.00	5,000.00	0.00	Capital - See Capital Forecast
11-312-430-5120 Building Improvements	63,659.49	76,000.00	10,000.00	-66,000.00	Capital - See Capital Forecast
<b>Total Facilities</b>	<b>94,392.47</b>	<b>116,100.00</b>	<b>49,900.00</b>	<b>-66,200.00</b>	
<b>Road Maintenance:</b>					
11-313-021-0513 Misc. Revenue	-1,082.35	-10,000.00	-5,000.00	5,000.00	
11-313-315-1110 Distributed Salaries & Wages	3,669.48	5,500.00	5,500.00	0.00	
11-313-315-1210 Overhead	913.55	1,000.00	1,000.00	0.00	
11-313-315-2110 Granulars & Asphalt	1,764.74	4,000.00	4,000.00	0.00	
11-313-315-3505 Equipment Rentals - Hired	5,886.68	500.00	10,000.00	9,500.00	
11-313-315-3510 Equipment Rentals - Owned	2,898.50	6,750.00	6,750.00	0.00	
11-313-317-1110 Distributed Salaries & Wages	87.08	250.00	250.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-313-317-1210 Overhead	24.22	100.00	100.00	0.00
11-313-317-3505 Equipment Rentals - Hired	3,250.00	3,000.00	4,000.00	1,000.00
11-313-317-3510 Equipment Rentals - Owned	148.50	2,600.00	2,600.00	0.00
11-313-318-1110 Distributed Salaries & Wages	1,972.29	3,000.00	3,500.00	500.00
11-313-318-1210 Overhead	584.49	650.00	650.00	0.00
11-313-318-2110 Granulars & Asphalt	2,213.52	1,900.00	3,500.00	1,600.00
11-313-318-3510 Equipment Rentals - Owned	3,234.00	5,500.00	5,500.00	0.00
11-313-319-1110 Distributed Salaries & Wages	0.00	500.00	500.00	0.00
11-313-319-1210 Overhead	0.00	100.00	100.00	0.00
11-313-319-2180 Building Materials	0.00	500.00	500.00	0.00
11-313-319-3310 Professional Services	3,632.88	450.00	450.00	0.00
11-313-319-3505 Equipment Rentals - Hired	0.00	500.00	500.00	0.00
11-313-319-3510 Equipment Rentals - Owned	0.00	3,000.00	3,000.00	0.00
11-313-331-1110 Distributed Salaries & Wages	1,417.66	2,000.00	2,000.00	0.00
11-313-331-1210 Overhead	340.26	400.00	400.00	0.00
11-313-331-2110 Granulars & Asphalt	2,655.39	5,300.00	5,300.00	0.00
11-313-331-3510 Equipment Rentals - Owned	2,910.50	5,300.00	5,300.00	0.00
11-313-334-1110 Distributed Salaries & Wages	17,873.41	20,000.00	20,000.00	0.00
11-313-334-1210 Overhead	5,227.22	4,000.00	5,500.00	1,500.00
11-313-334-3510 Equipment Rentals - Owned	38,172.00	40,000.00	40,000.00	0.00
11-313-335-1110 Distributed Salaries & Wages	3,273.38	5,000.00	5,000.00	0.00
11-313-335-1210 Overhead	1,022.21	1,000.00	1,000.00	0.00
11-313-335-2420 Calcium - Bagged	0.00	0.00	0.00	0.00
11-313-335-3510 Equipment Rentals - Owned	6,625.50	10,500.00	10,500.00	0.00
11-313-335-3555 Roads Contracted Services	82,202.75	100,000.00	100,000.00	0.00
11-313-337-1110 Distributed Salaries & Wages	3,475.73	3,500.00	4,500.00	1,000.00
11-313-337-1210 Overhead	747.30	700.00	800.00	100.00
11-313-337-3510 Equipment Rentals - Owned	7,009.00	7,500.00	7,000.00	-500.00
11-313-337-3555 Roads Contracted Services	143,563.18	157,000.00	145,000.00	-12,000.00
11-313-341-1110 Distributed Salaries & Wages	1,684.32	3,000.00	3,000.00	0.00
11-313-341-1210 Overhead	193.11	400.00	400.00	0.00
11-313-341-2120 Seed/Sod/Soils	318.36	1,000.00	1,000.00	0.00
11-313-341-3510 Equipment Rentals - Owned	3,953.68	5,500.00	5,000.00	-500.00
11-313-342-1110 Distributed Salaries & Wages	11,396.56	11,000.00	13,000.00	2,000.00
11-313-342-1210 Overhead	2,846.38	3,000.00	3,500.00	500.00
11-313-342-2150 Trees & Fertilizer	2,632.93	3,000.00	3,000.00	0.00
11-313-342-3505 Equipment Rentals - Hired	21,715.00	12,000.00	15,000.00	3,000.00
11-313-342-3510 Equipment Rentals - Owned	10,546.00	14,000.00	13,000.00	-1,000.00
11-313-344-3555 Roads Contracted Services	0.00	0.00	10,000.00	10,000.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-313-345-1110 Distributed Salaries & Wages	1,268.08	2,000.00	2,000.00	0.00
11-313-345-1210 Overhead	285.88	600.00	600.00	0.00
11-313-345-2910 Misc. Expense	641.89	300.00	300.00	0.00
11-313-345-3510 Equipment Rentals - Owned	856.40	3,500.00	3,000.00	-500.00
11-313-346-1110 Distributed Salaries & Wages	2,283.14	6,500.00	6,500.00	0.00
11-313-346-1210 Overhead	626.26	1,500.00	1,500.00	0.00
11-313-346-2110 Granulars & Asphalt	0.00	100.00	100.00	0.00
11-313-346-2140 Culverts	0.00	100.00	100.00	0.00
11-313-346-2180 Building Materials	0.00	500.00	500.00	0.00
11-313-346-3505 Equipment Rentals - Hired	3,667.44	3,500.00	4,500.00	1,000.00
11-313-346-3510 Equipment Rentals - Owned	4,205.50	14,000.00	14,000.00	0.00
11-313-347-1110 Distributed Salaries & Wages	1,387.80	2,000.00	2,000.00	0.00
11-313-347-1210 Overhead	372.00	225.00	225.00	0.00
11-313-347-2110 Granulars & Asphalt	0.00	200.00	200.00	0.00
11-313-347-3505 Equipment Rentals - Hired	0.00	500.00	500.00	0.00
11-313-347-3510 Equipment Rentals - Owned	1,290.50	2,000.00	2,000.00	0.00
11-313-348-1110 Distributed Salaries & Wages	914.02	1,000.00	1,500.00	500.00
11-313-348-1210 Overhead	323.44	200.00	400.00	200.00
11-313-348-2110 Granulars & Asphalt	0.00	200.00	200.00	0.00
11-313-348-2140 Culverts	0.00	300.00	300.00	0.00
11-313-348-2180 Building Materials	0.00	250.00	250.00	0.00
11-313-348-3505 Equipment Rentals - Hired	2,741.89	1,000.00	2,000.00	1,000.00
11-313-348-3510 Equipment Rentals - Owned	365.00	2,000.00	2,000.00	0.00
11-313-349-1110 Distributed Salaries & Wages	1,883.32	2,000.00	2,500.00	500.00
11-313-349-1210 Overhead	605.07	700.00	700.00	0.00
11-313-349-2180 Building Materials	1,301.35	1,300.00	2,000.00	700.00
11-313-349-3505 Equipment Rentals - Hired	0.00	1,000.00	1,000.00	0.00
11-313-349-3510 Equipment Rentals - Owned	389.00	6,000.00	6,000.00	0.00
11-313-361-1110 Distributed Salaries & Wages	1,078.29	2,000.00	2,000.00	0.00
11-313-361-1210 Overhead	161.51	300.00	300.00	0.00
11-313-361-2110 Granulars & Asphalt	0.00	250.00	250.00	0.00
11-313-361-2180 Building Materials	0.00	200.00	200.00	0.00
11-313-361-3505 Equipment Rentals - Hired	0.00	0.00	0.00	0.00
11-313-361-3510 Equipment Rentals - Owned	1,942.00	3,000.00	3,000.00	0.00
11-313-364-1110 Distributed Salaries & Wages	3,191.82	4,000.00	4,500.00	500.00
11-313-364-1210 Overhead	1,238.76	800.00	1,200.00	400.00
11-313-364-2110 Granulars & Asphalt	1,331.32	2,000.00	2,000.00	0.00
11-313-364-2140 Culverts	5,091.31	5,000.00	6,000.00	1,000.00
11-313-364-3505 Equipment Rentals - Hired	1,758.21	2,000.00	2,500.00	500.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-313-364-3510 Equipment Rentals - Owned	4,001.00	7,750.00	7,750.00	0.00
11-313-371-1110 Distributed Salaries & Wages	4,889.76	3,500.00	4,500.00	1,000.00
11-313-371-1210 Overhead	1,224.68	1,000.00	1,500.00	500.00
11-313-371-2160 Signs/Posts/Guide Rails/Barricades/Hardwa	4,248.32	2,500.00	3,500.00	1,000.00
11-313-371-3510 Equipment Rentals - Owned	1,811.50	3,000.00	3,000.00	0.00
<b>Total Road Maintenance</b>	<b>458,375.87</b>	<b>535,675.00</b>	<b>565,675.00</b>	<b>30,000.00</b>
<b>Winter Control:</b>				
11-314-021-0513 Misc. Revenue	-1,017.50	-2,000.00	-2,000.00	0.00
11-314-411-1110 Distributed Salaries & Wages	15,162.38	16,000.00	16,000.00	0.00
11-314-411-1210 Overhead	3,316.32	3,000.00	3,500.00	500.00
11-314-411-2430 Sand & Salt	13,273.67	15,000.00	15,000.00	0.00
11-314-411-3510 Equipment Rentals - Owned	24,792.75	32,625.00	32,600.00	-25.00
11-314-412-1110 Distributed Salaries & Wages	6,136.42	7,500.00	7,500.00	0.00
11-314-412-1210 Overhead	1,415.28	1,500.00	1,500.00	0.00
11-314-412-3510 Equipment Rentals - Owned	11,693.00	16,000.00	16,000.00	0.00
11-314-414-1110 Distributed Salaries & Wages	1,012.20	2,500.00	2,500.00	0.00
11-314-414-1210 Overhead	343.38	1,000.00	1,000.00	0.00
11-314-414-2741 Snowfence	731.65	1,000.00	1,000.00	0.00
11-314-414-3510 Equipment Rentals - Owned	814.00	3,000.00	3,000.00	0.00
11-314-415-1110 Distributed Salaries & Wages	1,435.51	1,500.00	1,500.00	0.00
11-314-415-1210 Overhead	419.57	400.00	400.00	0.00
11-314-415-3510 Equipment Rentals - Owned	1,319.00	2,000.00	2,000.00	0.00
11-314-416-1110 Distributed Salaries & Wages	1,224.68	2,000.00	2,000.00	0.00
11-314-416-1210 Overhead	385.54	400.00	400.00	0.00
11-314-416-3505 Equipment Rentals - Hired	870.00	3,000.00	3,000.00	0.00
11-314-416-3510 Equipment Rentals - Owned	2,294.00	3,500.00	3,500.00	0.00
11-314-417-1110 Distributed Salaries & Wages	38.70	500.00	500.00	0.00
11-314-417-1210 Other Payroll Costs	12.99	100.00	100.00	0.00
11-314-417-3505 Equipment Rentals - Hired	1,653.00	500.00	1,000.00	500.00
11-314-417-3510 Equipment Rentals - Owned	310.00	1,500.00	1,500.00	0.00
<b>Total Winter Control</b>	<b>87,636.54</b>	<b>112,525.00</b>	<b>113,500.00</b>	<b>975.00</b>
<b>Capital Projects:</b>				
11-315-430-0949 Sale of Land/Vehicles/Equipment	0.00	0.00	0.00	0.00 Capital - See Capital Forecast

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-315-430-0952 Contribution from Reserve	-307,594.00	-307,594.00	0.00	307,594.00	Capital - See Capital Forecast
11-315-431-0952 Contribution from Reserve	-40,000.00	-50,000.00	-30,000.00	20,000.00	Capital - See Capital Forecast
11-315-431-5110 Capital - Drains	49,999.46	60,000.00	50,000.00	-10,000.00	Capital - See Capital Forecast
11-315-431-5390 Appropriation to Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-434-0949 Sale of Land/Vehicle/Equip	-22,930.00	-10,000.00	0.00	10,000.00	Capital - See Capital Forecast
11-315-434-0952 Contribution from Reserve	-199,950.00	-225,000.00	-39,000.00	186,000.00	Capital - See Capital Forecast
11-315-434-5110 Capital - Equipment & Vehicles	222,888.24	235,000.00	39,000.00	-196,000.00	Capital - See Capital Forecast
11-315-434-5120 Capital - Building	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-1110 Distributed Salaries & Wages	7,932.14	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-1210 Overhead	2,263.77	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-2110 Granulars & Asphalt	25,368.17	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-2180 Building Materials	2,258.25	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-3310 Professional Services	175,783.29	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-3505 Equipment Rentals - Hired	7,999.09	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-3510 Equipment Rentals - Owned	12,451.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-441-5170 Capital - Construction Projects	0.00	200,000.00	300,000.00	100,000.00	Capital - See Capital Forecast
11-315-442-0952 Contribution from Reserve	0.00	0.00	-250,000.00	-250,000.00	Capital - See Capital Forecast
11-315-442-1110 Distributed Salaries & Wages	14,624.36	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-1210 Overhead	4,146.36	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-2110 Granulars & Asphalt	23,007.65	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-2180 Building Materials	8,511.49	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-3310 Professional Services	26,434.74	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-3505 Equipment Rentals - Hired	14,203.52	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-3510 Equipment Rentals - Owned	19,262.50	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-442-5170 Capital - Construction Projects	88,631.13	160,000.00	350,000.00	190,000.00	Capital - See Capital Forecast
11-315-443-0952 Contribution from Reserve	-40,000.00	-65,000.00	-10,000.00	55,000.00	Capital - See Capital Forecast
11-315-443-1110 Distributed Salaries & Wages	241.88	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-443-1210 Overhead	96.05	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-443-2110 Granulars & Asphalt	1,578.01	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-443-3310 Professional Services	10,982.39	0.00	10,000.00	10,000.00	Capital - See Capital Forecast
11-315-443-3505 Equipment Rentals - Hired	1,155.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-443-3510 Equipment Rentals - Owned	528.50	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-443-5170 Capital - Construction Projects	60,653.48	100,000.00	0.00	-100,000.00	Capital - See Capital Forecast
11-315-443-5390 Appropriation to Reserve	0.00	0.00	30,000.00	30,000.00	Capital - See Capital Forecast
11-315-444-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-444-5390 Appropriation to Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-445-0952 Contribution from Reserve	-300,000.00	-300,000.00	0.00	300,000.00	Capital - See Capital Forecast
11-315-445-3310 Engineering	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-445-5390 Appropriation to Reserve	400,000.00	400,000.00	100,000.00	-300,000.00	Capital - See Capital Forecast

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-315-446-0952 Contribution from Reserve	0.00	-50,000.00	0.00	50,000.00	Capital - See Capital Forecast
11-315-446-1110 Distributed Salaries & Wages	4,636.44	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-446-1210 Other Payroll Expenses	1,241.24	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-446-2110 Granulars & Asphalt	8,283.04	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-446-3505 Equipment Rentals - Hired	3,730.04	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-446-3510 Equipment Rentals - Owned	6,347.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-446-5170 Capital - Construction Project	257,967.55	325,594.00	0.00	-325,594.00	Capital - See Capital Forecast
11-315-447-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-1110 Distributed Salaries & Wages	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-1210 Overhead	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-2610 Office Supplies	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-2910 Miscellaneous Expense	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3210 Postage & Courier	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3290 Print, Advertising, & Promotion	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3310 Professional Services	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3505 Equipment Rentals - Hired	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3510 Equipment Rentals - Owned	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-5170 Capital Construction	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
<b>Total Capital Projects</b>	<b>552,731.78</b>	<b>473,000.00</b>	<b>550,000.00</b>	<b>77,000.00</b>	Consider Facility Capital down \$66,000, so really up \$11,000
<b>Sidewalks:</b>					
11-322-531-1110 Distributed Salaries & Wages	0.00	3,000.00	4,000.00	1,000.00	
11-322-531-1210 Overhead	0.00	750.00	1,000.00	250.00	
11-322-531-2110 Granulars & Asphalt	0.00	200.00	200.00	0.00	
11-322-531-2180 Building Materials	0.00	2,000.00	4,000.00	2,000.00	
11-322-531-3505 Equipment Rentals - Hired	0.00	750.00	2,000.00	1,250.00	
11-322-531-3510 Equipment Rentals - Owned	0.00	2,000.00	3,000.00	1,000.00	
<b>Total Sidewalks</b>	<b>0.00</b>	<b>8,700.00</b>	<b>14,200.00</b>	<b>5,500.00</b>	
<b>Leaf &amp; Yard Waste Program:</b>					
11-351-021-0514 Revenue from County	-25,327.82	-21,000.00	-25,500.00	-4,500.00	
11-351-121-1110 Distributed Salaries & Wages	8,181.82	8,000.00	8,500.00	500.00	
11-351-121-1210 Overhead	2,293.07	2,000.00	2,500.00	500.00	
11-351-121-2910 Misc. Expense	503.93	500.00	500.00	0.00	
11-351-121-3505 Equipment Rental - Hired	928.00	500.00	1,000.00	500.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-351-121-3510 Equipment Rental - Owned	13,421.00	10,000.00	13,000.00	3,000.00
Total Leaf & Yard Waste Program	0.00	0.00	0.00	0.00
Streetlighting:				
11-371-121-1110 Distributed Salaries & Wages	0.00	300.00	300.00	0.00
11-371-121-1210 Overhead	0.00	100.00	100.00	0.00
11-371-121-2710 Electrical Materials	1,248.12	2,000.00	2,000.00	0.00
11-371-121-3505 Equipment Rentals - Hired	6,325.49	7,000.00	7,000.00	0.00
11-371-121-3510 Equipment Rentals - Owned	311.99	0.00	0.00	0.00
11-371-121-3610 Electrical Power	29,129.76	27,000.00	27,000.00	0.00
Total Streetlighting	37,015.36	36,400.00	36,400.00	0.00
Total Roads & PW	1,462,304.28	1,497,950.00	1,598,225.00	100,275.00

### Tavistock Drainage

#### Tavistock Drainage:

11-315-447-0952 Contribution from Reserve	0.00	-10,000.00	-494,000.00	-484,000.00	Capital - See Capital Forecast
11-315-447-1110 Distributed Salaries & Wages	8,972.34	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-1210 Overhead	828.50	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-2610 Office Supplies	7.55	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-2910 Miscellaneous Expense	159.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3210 Postage & Courier	406.85	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3290 Print, Advertising, & Promotion	293.52	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3310 Professional Services	106,352.90	10,000.00	0.00	-10,000.00	Capital - See Capital Forecast
11-315-447-3505 Equipment Rentals - Hired	552.50	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-3510 Equipment Rentals - Owned	3,283.50	0.00	0.00	0.00	Capital - See Capital Forecast
11-315-447-5170 Capital Construction	16,377.99	0.00	610,000.00	610,000.00	Capital - See Capital Forecast
Total Tavistock Drainage	137,234.65	0.00	116,000.00	116,000.00	

### Parks & Facilities

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
Hickson Park:					
11-751-021-0513 Misc. Revenue	-1,655.00	0.00	0.00	0.00	
11-751-021-0574 Facility Rentals	-150.00	0.00	0.00	0.00	
11-751-021-0852 Contribution from LRC & Service Clubs	-6,711.00	-8,000.00	0.00	8,000.00	
11-751-121-2872 Grass Cutting	2,002.93	1,500.00	1,750.00	250.00	
11-751-121-2875 Booth/Pavilion R & M	1,925.26	1,250.00	1,500.00	250.00	
11-751-121-2876 Playground R & M	0.00	500.00	500.00	0.00	
11-751-121-2877 Fencing R & M	13.50	500.00	500.00	0.00	
11-751-121-2878 Floodlight R & M	0.00	500.00	500.00	0.00	
11-751-121-2879 Grounds/Diamond R & M	1,514.36	2,000.00	2,000.00	0.00	
11-751-121-2910 Misc. Expense	230.00	500.00	500.00	0.00	
11-751-121-3260 Telecommunications	756.90	800.00	800.00	0.00	
11-751-121-3436 Facility Maintenance Services	1,480.00	800.00	800.00	0.00	
11-751-121-3530 Garbage Container Rental & Disposal	674.90	900.00	900.00	0.00	
11-751-121-3610 Electrical Power	2,244.40	2,200.00	2,500.00	300.00	
11-751-121-3810 Insurance & Licences	2,558.52	3,000.00	2,500.00	-500.00	
11-751-121-4210 Principle Payments on Debt	8,000.00	7,000.00	0.00	-7,000.00	
11-751-121-4220 Interest Payments on Debt	516.00	1,000.00	0.00	-1,000.00	
11-751-430-0852 Contribution from LRC	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-751-430-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-751-430-5170 Construction	0.00	15,000.00	15,000.00	0.00	Capital - See Capital Forecast
11-751-430-5390 Appropriation to Reserve	10,000.00	0.00	0.00	0.00	Capital - See Capital Forecast
<b>Total Hickson Park</b>	<b>23,400.77</b>	<b>29,450.00</b>	<b>29,750.00</b>	<b>300.00</b>	
Innerkip Park:					
11-752-021-0513 Misc. Revenue	-125.00	0.00	0.00	0.00	
11-752-121-2872 Grass Cutting	4,594.68	3,750.00	4,000.00	250.00	
11-752-121-2875 Booth/Pavilion R & M	1,453.03	1,000.00	1,000.00	0.00	
11-752-121-2876 Playground R & M	0.00	750.00	750.00	0.00	
11-752-121-2877 Fencing R & M	0.00	500.00	500.00	0.00	
11-752-121-2878 Floodlight R & M	725.22	750.00	750.00	0.00	
11-752-121-2879 Grounds/Diamond R & M	4,141.02	2,000.00	3,000.00	1,000.00	
11-752-121-2910 Misc. Expense	28.99	500.00	500.00	0.00	
11-752-121-3260 Telecommunications	1,049.94	1,100.00	1,100.00	0.00	
11-752-121-3436 Facility Maintenance Services	1,000.00	1,000.00	1,000.00	0.00	
11-752-121-3530 Garbage Container Rental & Disposal	2,096.14	1,800.00	2,000.00	200.00	
11-752-121-3610 Electrical Power	5,639.47	4,500.00	5,500.00	1,000.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-752-121-3810 Insurance & Licences	2,704.32	3,400.00	2,700.00	-700.00	
11-752-430-0513 Contribution from others	-17,604.26	0.00	0.00	0.00	Capital - See Capital Forecast
11-752-430-0952 Contribution from Reserve	-17,500.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-752-430-5110 Equipment	42,047.67	0.00	0.00	0.00	Capital - See Capital Forecast
11-752-430-5170 Construction	8,056.59	15,000.00	15,000.00	0.00	Capital - See Capital Forecast
11-752-430-5390 Appropriation to Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-752-851-2210 Fuels/Lubricants	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
<b>Total Innerkip Park</b>	<b>38,307.81</b>	<b>36,050.00</b>	<b>37,800.00</b>	<b>1,750.00</b>	
Tavistock Park:					
11-753-021-0513 Misc. Revenue	-15.55	0.00	0.00	0.00	
11-753-021-0563 Floodlight Revenue	-20.82	0.00	0.00	0.00	
11-753-021-0574 Facility Rentals	-4,941.36	-3,600.00	-3,500.00	100.00	
11-753-121-2872 Grass Cutting	5,636.33	4,700.00	5,700.00	1,000.00	
11-753-121-2875 Booth/Pavilion R & M	182.64	500.00	400.00	-100.00	
11-753-121-2876 Playground R & M	45.02	600.00	500.00	-100.00	
11-753-121-2877 Fencing R & M	0.00	300.00	300.00	0.00	
11-753-121-2878 Floodlight R & M	0.00	1,000.00	1,000.00	0.00	
11-753-121-2879 Grounds/Diamond R & M	2,319.36	4,300.00	4,000.00	-300.00	
11-753-121-2910 Misc. Expense	2.47	0.00	0.00	0.00	
11-753-121-3410 Contracted Management Services	3,366.74	3,460.00	3,600.00	140.00	
11-753-121-3436 Facility Maintenance Services	0.00	100.00	0.00	-100.00	
11-753-121-3530 Garbage Container Rental & Disposal	0.00	100.00	100.00	0.00	
11-753-121-3610 Electrical Power	1,672.54	1,700.00	2,000.00	300.00	
11-753-121-3650 Floodlight Electrical Power	231.37	300.00	350.00	50.00	
11-753-121-3810 Insurance & Licences	2,278.80	2,367.00	2,200.00	-167.00	
11-753-430-0513 Contribution from others	0.00	0.00	-77,500.00	-77,500.00	Capital - See Capital Forecast
11-753-430-0952 Contribution from Reserve	0.00	0.00	-67,500.00	-67,500.00	Capital - See Capital Forecast
11-753-430-5110 Equipment	4,344.34	0.00	0.00	0.00	Capital - See Capital Forecast
11-753-430-5170 Construction	0.00	0.00	167,500.00	167,500.00	Capital - See Capital Forecast
11-753-430-5390 Appropriation to Reserve	10,000.00	15,000.00	0.00	-15,000.00	Capital - See Capital Forecast
<b>Total Tavistock Park</b>	<b>25,101.88</b>	<b>30,827.00</b>	<b>39,150.00</b>	<b>8,323.00</b>	
Innerkip Estates Park:					
11-754-121-2872 Grass Cutting	2,058.85	1,750.00	2,000.00	250.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-754-121-2910 Misc. Expense	0.00	100.00	100.00	0.00	
<b>Total Innerkip Estates Park</b>	<b>2,058.85</b>	<b>1,850.00</b>	<b>2,100.00</b>	<b>250.00</b>	
<b>Tavistock Memorial Hall:</b>					
11-755-021-0574 Facility Rentals	-25,022.99	-21,000.00	-23,000.00	-2,000.00	
11-755-121-2380 Departmental Equipment	324.22	200.00	300.00	100.00	
11-755-121-2620 Cleaning Materials	1,203.10	1,200.00	1,200.00	0.00	
11-755-121-2910 Miscellaneous Expense	260.30	200.00	200.00	0.00	
11-755-121-3210 Postage & Courier	0.00	50.00	50.00	0.00	
11-755-121-3260 Telephone	0.00	0.00	0.00	0.00	
11-755-121-3261 Pay Phone	1,319.39	1,000.00	1,400.00	400.00	
11-755-121-3290 Print, Advertising and Promotion	195.00	400.00	400.00	0.00	
11-755-121-3410 Contracted Management Services	17,735.03	16,200.00	19,000.00	2,800.00	
11-755-121-3420 Building Maintenance	2,450.76	2,300.00	2,600.00	300.00	
11-755-121-3430 Grounds Maintenance	1,047.81	1,000.00	3,500.00	2,500.00	
11-755-121-3530 Garbage Container Rental & Disposal	993.95	1,000.00	1,100.00	100.00	
11-755-121-3610 Electrical Power	5,120.74	4,700.00	5,800.00	1,100.00	
11-755-121-3620 Water	753.60	700.00	700.00	0.00	
11-755-121-3625 Sewer	745.68	700.00	700.00	0.00	
11-755-121-3630 Natural Gas	4,206.17	4,300.00	4,500.00	200.00	
11-755-121-3810 Insurance & Licences	3,251.88	3,920.00	3,200.00	-720.00	
11-755-430-0952 Contribution from Reserve	0.00	0.00	-7,500.00	-7,500.00	Capital - See Capital Forecast
11-755-430-5120 Capital - Building	2,640.52	5,500.00	18,000.00	12,500.00	Capital - See Capital Forecast
11-755-430-5390 Appropriation to Reserve	9,500.00	9,500.00	0.00	-9,500.00	Capital - See Capital Forecast
<b>Total Tavistock Memorial Hall</b>	<b>26,725.16</b>	<b>31,870.00</b>	<b>32,150.00</b>	<b>280.00</b>	
<b>Bender Subdivision Park:</b>					
11-756-121-2872 Grass Cutting	1,346.68	1,100.00	1,500.00	400.00	
11-756-121-2910 Misc. Expense	0.00	500.00	500.00	0.00	
11-756-121-3410 Contracted Management Services	306.22	310.00	342.00	32.00	
<b>Total Bender Subdivision Park</b>	<b>1,652.90</b>	<b>1,910.00</b>	<b>2,342.00</b>	<b>432.00</b>	
<b>Parks Administration:</b>					

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-758-021-0513 Misc. Revenue	-30,000.00	0.00	0.00	0.00
11-758-121-2872 Grass Cutting - Optimist Park Tavistock	6,965.68	5,000.00	6,000.00	1,000.00
11-758-121-2910 Misc. Expense	210.00	250.00	250.00	0.00
11-758-121-3170 Memberships & Publications	0.00	500.00	200.00	-300.00
11-758-121-6110 Grants	700.00	750.00	750.00	0.00
11-758-430-5390 Appropriation to Reserve	30,000.00	0.00	0.00	0.00
<b>Total Parks Administration</b>	<b>7,875.68</b>	<b>6,500.00</b>	<b>7,200.00</b>	<b>700.00</b>
<b>Tavistock &amp; District Recreation Centre:</b>				
11-781-021-0513 Misc. Revenue	-1,731.83	-850.00	-900.00	-50.00
11-781-021-0573 Arena Gate Receipts	-5,743.51	-4,500.00	-5,700.00	-1,200.00
11-781-021-0781 Arena Rink Rentals	-298,097.12	-288,300.00	-318,304.00	-30,004.00
11-781-021-0782 Upper Hall Rentals	-6,018.25	-6,700.00	-6,700.00	0.00
11-781-021-0783 Curling Club Agreement	-23,259.93	-23,150.00	-24,100.00	-950.00
11-781-021-0784 Arena Advertising	-7,272.71	-7,250.00	-7,250.00	0.00
11-781-021-0787 Board Room Rentals	-950.19	-300.00	-400.00	-100.00
11-781-021-0840 Late Payment Charges	0.00	-50.00	0.00	50.00
11-781-121-2310 Office Equipment	1,153.35	1,000.00	1,000.00	0.00
11-781-121-2380 Workshop Equipment and Tools	287.07	400.00	500.00	100.00
11-781-121-2580 Consumable Paper Products	1,974.92	2,300.00	2,300.00	0.00
11-781-121-2610 Office Supplies	524.20	1,000.00	1,000.00	0.00
11-781-121-2620 Cleaning Materials	1,903.94	2,000.00	2,000.00	0.00
11-781-121-2625 Cleaning Equipment	636.12	500.00	500.00	0.00
11-781-121-2910 Misc. Expense	824.21	500.00	300.00	-200.00
11-781-121-3110 Travel/Meals/Conference/Seminars	424.72	500.00	500.00	0.00
11-781-121-3210 Postage & Courier	5.10	150.00	100.00	-50.00
11-781-121-3260 Telecommunications	992.81	1,000.00	1,500.00	500.00
11-781-121-3290 Print, Advertising & Promotion	831.19	1,000.00	1,000.00	0.00
11-781-121-3310 Professional Services	0.00	100.00	100.00	0.00
11-781-121-3410 Contracted Management Services	168,107.88	162,200.00	183,000.00	20,800.00
11-781-121-3415 Refrigeration System R & M	18,607.79	6,000.00	10,000.00	4,000.00
11-781-121-3420 Building R & M	11,986.73	9,000.00	11,000.00	2,000.00
11-781-121-3430 Grounds R & M	2,215.78	3,000.00	4,200.00	1,200.00
11-781-121-3530 Garbage Container Rental & Disposal	932.54	1,000.00	1,250.00	250.00
11-781-121-3610 Electrical Power	82,258.71	66,000.00	83,500.00	17,500.00
11-781-121-3620 Water	4,286.21	4,920.00	4,500.00	-420.00
11-781-121-3625 Sewer	501.52	500.00	500.00	0.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-781-121-3630 Natural Gas	27,183.65	27,000.00	28,000.00	1,000.00	
11-781-121-3810 Insurance & Licences	17,819.93	19,620.00	17,000.00	-2,620.00	
11-781-121-3830 Ice Making Supplies & Services	6,339.93	7,100.00	8,700.00	1,600.00	
11-781-121-3840 Ice Making Equipment	60.36	100.00	100.00	0.00	
11-781-121-3850 Ice Making Equipment - R & M	137.79	300.00	300.00	0.00	
11-782-021-0571 Concession Sales	-51,990.44	-55,000.00	-55,000.00	0.00	
11-782-121-2380 Concession Equipment	1,069.57	1,400.00	0.00	-1,400.00	
11-782-121-2874 Concession - R & M	81.16	200.00	300.00	100.00	
11-782-121-3280 Supplies for Resale	29,396.56	33,500.00	33,000.00	-500.00	
11-782-121-3285 Concession - Operating Agreement	11,296.94	11,500.00	11,000.00	-500.00	
11-783-021-0569 Vending Machine Revenue	-7,851.67	-8,500.00	-8,300.00	200.00	
11-783-121-3280 Supplies for Resale	3,412.75	4,000.00	3,600.00	-400.00	
11-784-021-0785 Pro Shop/Skate Sharpening Revenue	-215.99	-500.00	-500.00	0.00	
11-784-121-2910 Misc. Expense	164.49	400.00	400.00	0.00	
11-786-021-0784 Zamboni Advertising	-3,678.04	-3,650.00	-3,650.00	0.00	
11-786-121-2370 Repairs - Parts & Labour	682.70	2,500.00	500.00	-2,000.00	
11-786-121-3810 Insurance & Licences	34.56	60.00	50.00	-10.00	
11-787-430-5110 Capital - Equipment	27,286.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-787-430-5120 Capital - Building Improvements	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-788-430-0952 Contribution from Reserve	-33,611.50	-35,000.00	-86,000.00	-51,000.00	Capital - See Capital Forecast
11-788-430-5400 Appropriation to Equipment Reserve	0.00	0.00	105,104.00	105,104.00	Capital - See Capital Forecast
11-788-430-5410 Appropriation to Capital Conservation Rese	17,000.00	63,000.00	0.00	-63,000.00	Capital - See Capital Forecast
<b>Total Tavistock &amp; District Recreation Centre</b>	<b>-0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>TDRC Operation - no tax impact</b>
Innerkip Community Centre:					
11-761-021-0513 Misc. Revenue	-388.35	0.00	0.00	0.00	
11-761-021-0574 Facility Rentals	-23,738.15	-25,000.00	-25,000.00	0.00	
11-761-121-2380 Departmental Equipment	1,273.50	250.00	500.00	250.00	
11-761-121-2610 Office Supplies	230.04	250.00	250.00	0.00	
11-761-121-2620 Cleaning Supplies	585.43	1,000.00	1,000.00	0.00	
11-761-121-2810 Bar Supplies for Resale	1,636.75	2,000.00	2,000.00	0.00	
11-761-121-2910 Misc. Expense	1,415.21	500.00	500.00	0.00	
11-761-121-3210 Postage & Courier	37.51	50.00	50.00	0.00	
11-761-121-3260 Telecommunications	1,112.54	1,100.00	1,100.00	0.00	
11-761-121-3290 Print, Advertising and Promotion	321.10	250.00	300.00	50.00	
11-761-121-3410 Contracted Management Services	7,481.26	7,500.00	8,000.00	500.00	
11-761-121-3420 Building Maintenance Services	3,161.34	2,000.00	3,000.00	1,000.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-761-121-3430 Grounds Maintenance Services	970.00	900.00	1,000.00	100.00	
11-761-121-3530 Garbage Container Rental & Disposal	333.02	450.00	400.00	-50.00	
11-761-121-3610 Electrical Power	12,372.41	9,000.00	12,500.00	3,500.00	
11-761-121-3810 Insurance & Licences	4,233.60	4,500.00	4,000.00	-500.00	
11-761-127-0513 Revenue from Innerkip Lions Club	-6,353.10	0.00	0.00	0.00	Capital - See Capital Forecast
11-761-127-5110 Capital - Lions Club	6,353.10	0.00	0.00	0.00	Capital - See Capital Forecast
11-761-430-0952 Contribution from Reserve	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-761-430-5110 Equipment	2,383.56	0.00	0.00	0.00	Capital - See Capital Forecast
11-761-430-5170 Construction	0.00	0.00	0.00	0.00	Capital - See Capital Forecast
11-761-430-5390 Appropriation to Reserve	5,000.00	5,000.00	7,500.00	2,500.00	Capital - See Capital Forecast
11-761-021-0571 Concession Sales (Bar)	-2,310.37	-3,500.00	-3,000.00	500.00	Capital - See Capital Forecast
<b>Total Innerkip Community Centre</b>	<b>16,110.40</b>	<b>6,250.00</b>	<b>14,100.00</b>	<b>7,850.00</b>	
<b>Total Parks &amp; Facilities</b>	<b>141,233.45</b>	<b>144,707.00</b>	<b>164,592.00</b>	<b>19,885.00</b>	

## Planning & Zoning

### Planning & Zoning:

11-811-021-0513 Misc. Revenue	0.00	-250.00	-250.00	0.00	
11-811-021-0581 Minor Variance & Zone Change Application	-4,440.00	-6,000.00	-5,000.00	1,000.00	
11-811-121-2610 Office Supplies	32.00	100.00	100.00	0.00	
11-811-121-3260 Telecommunications	336.90	500.00	400.00	-100.00	
11-811-121-3290 Print, Advertising & Promotion	1,076.60	750.00	1,000.00	250.00	
11-811-121-3310 Professional Services	0.00	1,500.00	1,500.00	0.00	
<b>Total Planning &amp; Zoning</b>	<b>-2,994.50</b>	<b>-3,400.00</b>	<b>-2,250.00</b>	<b>1,150.00</b>	

## Drainage

### Municipal Drainage:

11-871-021-0053 Municipal Drain Debenture Revenue	-11,175.70	-30,000.00	-30,000.00	0.00	
11-871-021-0331 Specific Government Grants	-5,520.24	-7,000.00	-5,000.00	2,000.00	
11-871-121-1110 Distributed Salaries & Wages	7,215.99	10,000.00	5,600.00	-4,400.00	
11-871-121-1210 Overhead	1,921.86	2,800.00	1,500.00	-1,300.00	
11-871-121-2610 Office Supplies	0.00	100.00	100.00	0.00	
11-871-121-2910 Misc. Expense	0.00	100.00	100.00	0.00	

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
11-871-121-3110 Travel/Meals/Conference/Seminars	249.11	250.00	250.00	0.00
11-871-121-3170 Memberships & Publications	125.00	125.00	125.00	0.00
11-871-121-3210 Postage & Courier	0.00	50.00	50.00	0.00
11-871-121-3260 Telecommunications	336.90	1,200.00	400.00	-800.00
11-871-121-4210 Payments on Principle of Debt	10,145.45	25,000.00	25,000.00	0.00
11-871-121-4220 Payments on Debt Interest	1,030.25	5,000.00	5,000.00	0.00
11-871-121-4230 W/O's & Charge Outs - Municipal Drains	59.64	100.00	100.00	0.00
11-871-121-6110 Grants	350.00	350.00	350.00	0.00
<b>Total Municipal Drainage</b>	<b>4,738.26</b>	<b>8,075.00</b>	<b>3,575.00</b>	<b>-4,500.00</b>
<b>Tile Drainage Program:</b>				
11-881-021-0052 TDL Debenture Revenue	-56,489.11	-60,000.00	-60,000.00	0.00
11-881-021-0532 TDL Inspection Fees	0.00	-250.00	-250.00	0.00
11-881-021-0585 TDL Paid Prior to Expiration	0.00	0.00	0.00	0.00
11-881-121-1110 Distributed Salaries & Wages	149.99	200.00	200.00	0.00
11-881-121-1210 Overhead	27.43	50.00	50.00	0.00
11-881-121-4210 Payments on Principle of Debt	42,433.53	40,000.00	40,000.00	0.00
11-881-121-4220 Payments on Debt Interest	13,980.94	20,000.00	20,000.00	0.00
<b>Total Tile Drainage Program</b>	<b>102.78</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Drainage</b>	<b>4,841.04</b>	<b>8,075.00</b>	<b>3,575.00</b>	<b>-4,500.00</b>
<b>Miscellaneous</b>				
<b>12th Line Baptist Cemetery:</b>				
11-581-121-2910 Misc. Expense	525.00	550.00	550.00	0.00
<b>Total 12th Line Baptist Cemetery</b>	<b>525.00</b>	<b>550.00</b>	<b>550.00</b>	<b>0.00</b>
<b>Vandecar Cemetery:</b>				
11-582-121-2910 Misc. Expense	370.00	400.00	400.00	0.00
<b>Total Vandecar Cemetery</b>	<b>370.00</b>	<b>400.00</b>	<b>400.00</b>	<b>0.00</b>

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change
-----				
17th Line Evangelical:				
11-583-121-2910 Misc. Expense	395.00	425.00	425.00	0.00
Total 17th Line Evangelical	395.00	425.00	425.00	0.00
-----				
Seniors Picnic:				
11-631-121-2910 Misc. Expense	1,267.58	1,500.00	1,500.00	0.00
Total Seniors Picnic	1,267.58	1,500.00	1,500.00	0.00
-----				
Pheasant Program:				
11-891-021-0723 Pheasant Licences	-1,501.50	-1,500.00	-1,500.00	0.00
11-891-121-2910 Misc. Expense.	1,569.72	1,500.00	1,500.00	0.00
11-891-121-9904 YE Surplus/Deficit	-68.22	0.00	0.00	0.00
Total Pheasant Program	0.00	0.00	0.00	0.00
-----				
Crossing Guards:				
11-381-121-1130 Part-time Salaries & Wages	20,190.48	20,500.00	21,500.00	1,000.00
11-381-121-1210 Overhead	1,088.60	1,200.00	1,200.00	0.00
11-381-121-2910 Misc. Expense	0.00	100.00	100.00	0.00
11-381-121-1150 Vacation, Sick, Stats	807.54	850.00	900.00	50.00
Total Crossing Guards	22,086.62	22,650.00	23,700.00	1,050.00
-----				
Total Miscellaneous	24,644.20	25,525.00	26,575.00	1,050.00
-----				
Taxation:				
11-000-001-0120 Residential/Farm(RT)	-1,752,713.94	-1,752,636.00	0.00	1,752,636.00
11-000-001-0140 Commercial(CT)	-264,122.53	-265,161.00	0.00	265,161.00
11-000-001-0141 Commercial - Vacant Units/Excess Land (C)	-1,506.11	-1,506.00	0.00	1,506.00

## Department/Activity Detail

Department/Activity	YTD 2006	Budget 2006	Budget 2007	\$ Change	
11-000-001-0142 Commercial - Vacant Land (CX)	-1,185.50	-1,186.00	0.00	1,186.00	
11-000-001-0150 Industrial(IT)	-36,578.65	-34,000.00	0.00	34,000.00	
11-000-001-0151 Industrial - Vacant Units/Excess Land (IU)	-339.70	-340.00	0.00	340.00	
11-000-001-0152 Industrial - Vacant Land	-299.18	-299.00	0.00	299.00	
11-000-001-0155 Large Industrial (LT)	-56,045.88	-56,046.00	0.00	56,046.00	
11-000-001-0160 Farmland(FT)	-341,351.05	-341,349.00	0.00	341,349.00	
11-000-001-0170 Managed Forest(TT)	-120.99	-121.00	0.00	121.00	
11-000-001-0180 Pipe-line (PT)	-175,100.07	-175,100.00	0.00	175,100.00	
11-000-001-0210 Bill 79 Capped	0.00	0.00	0.00	0.00	
11-000-002-0120 Residential/Farm (RT)	-20,425.25	-25,000.00	-25,000.00	0.00	
11-000-002-0140 Commercial (CT)	-3,826.75	0.00	0.00	0.00	
11-000-002-0141 Commercial - Vacant Units/Excess Land (C)	0.00	0.00	0.00	0.00	
11-000-002-0150 Industrial (IT)	-1,273.21	0.00	0.00	0.00	
11-000-002-0155 Large Industrial (LT)	-122.14	0.00	0.00	0.00	
11-000-002-0160 Farmland (FT)	-542.81	0.00	0.00	0.00	
11-000-003-0120 Residentia/Farm (RT)	29,090.04	25,000.00	25,000.00	0.00	
11-000-003-0140 Commercial (CT)	8,982.78	0.00	0.00	0.00	
11-000-003-0141 Commercial - Vacant Units/Excess Land (C)	0.00	0.00	0.00	0.00	
11-000-003-0150 Industrial (IT)	0.00	0.00	0.00	0.00	
11-000-003-0160 Farmland (FT)	-5,978.24	0.00	0.00	0.00	
11-000-003-0190 Min. Tax Difference	0.00	0.00	0.00	0.00	
11-000-003-0200 Bill 79 Adj	0.00	0.00	0.00	0.00	
11-000-001-0130 Multi-Residential (MT)	-51,899.72	-51,900.00	0.00	51,900.00	
<b>Total Taxation</b>	<b>-2,675,358.90</b>	<b>-2,679,644.00</b>	<b>0.00</b>	<b>2,679,644.00</b>	2006 Township Taxation
<b>Total - Township</b>	<b>26,393.37</b>	<b>0.00</b>	<b>2,904,556.00</b>	<b>2,904,556.00</b>	2007 Township Taxation
Adjustment for TDRC, HRC, IRC, HLC & Pheasant	0.00	0.00	0.00	0.00	
<b>Adjusted Total - Township</b>	<b>26,393.37</b>	<b>0.00</b>	<b>2,904,556.00</b>	<b>2,904,556.00</b>	

**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	2,693,123	898,000	1,603,555	191,568	Inc. over 2005 due to incr'd OMPF and Roads \$307,594
<b>2007</b>	<b>2,515,847</b>	<b>1,032,000</b>	<b>958,163</b>	<b>525,684</b>	Should be down by \$307,594 one-time grant
2008	2,219,755	1,113,000	878,163	228,592	
2009	1,656,847	1,133,500	177,163	346,184	441,000
2010	1,408,663	1,118,500	179,163	111,000	
2011	1,358,163	1,170,000	67,163	121,000	

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	237,500	336,763	3,000	
PW	1,772,162	554,000	1,057,594	160,568	
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	134,000
TMH	15,000	15,000	0	0	
TDRC	63,000	0	35,000	28,000	
Tavistock Drainage			10,000	0	
<b>Total</b>	<b>2,683,123</b>	<b>898,000</b>	<b>1,603,555</b>	<b>191,568</b>	291,500

2007 Total By Department	Total Cost	From TGGR	From Reserves	From Others	TGGR Change from Previous Year
Administration	58,000	30,000	28,000	0	4,000
Office	12,500	12,500	0	0	0
Building	8,000	8,000	0	0	5,000
Fire	421,163	230,000	188,163	3,000	-7,500
PW	1,078,080	565,000	329,000	184,080	11,000
ICC	7,500	7,500	0	0	2,500
HP	15,000	15,000	0	0	0
IP	15,000	15,000	0	0	0
TP	167,500	22,500	67,500	77,500	7,500
TMH	18,000	10,500	7,500	0	-4,500
TDRC	105,104	0	74,000	31,104	0
Tavistock Drainage	610,000	116,000	264,000	230,000	116,000
<b>Total</b>	<b>2,515,847</b>	<b>1,032,000</b>	<b>958,163</b>	<b>525,684</b>	134,000 441,000

<b>2008 Total By Department</b>	<b>Total Cost</b>	<b>From TGGR</b>	<b>From Reserves</b>	<b>From Others</b>	<b>TGGR Change from Previous Year</b>
Administration	35,000	30,000	0	5,000	0
Office	33,000	18,000	15,000	0	5,500
Building	8,000	8,000	0	0	0
Fire	228,163	211,000	14,163	3,000	-19,000
PW	1,667,592	650,000	810,000	207,592	85,000
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	2,500	2,500	0	0	-20,000
TMH	6,000	6,000	0	0	-4,500
TDRC	52,000	0	39,000	13,000	0
Tavistock Drainage	150,000	150,000	0	0	34,000
<b>Total</b>	<b>2,219,755</b>	<b>1,113,000</b>	<b>878,163</b>	<b>228,592</b>	81,000 81,000

<b>2009 Total By Department</b>	<b>Total Cost</b>	<b>From TGGR</b>	<b>From Reserves</b>	<b>From Others</b>	<b>TGGR Change from Previous Year</b>
Administration	43,000	30,000	8,000	5,000	0
Office	15,000	15,000	0	0	-3,000
Building	10,000	10,000	0	0	2,000
Fire	198,163	186,000	9,163	3,000	-25,000
PW	1,177,184	702,000	150,000	325,184	52,000
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	7,500	7,500	0	0	5,000
TMH	3,000	3,000	0	0	-3,000
TDRC	23,000	0	10,000	13,000	0
Tavistock Drainage	130,000	130,000	0	0	-20,000
<b>Total</b>	<b>1,656,847</b>	<b>1,133,500</b>	<b>177,163</b>	<b>346,184</b>	20,500 20,500

<b>2010 Total By Department</b>	<b>Total Cost</b>	<b>From TGGR</b>	<b>From Reserves</b>	<b>From Others</b>	<b>TGGR Change from Previous Year</b>
Administration	70,000	30,000	35,000	5,000	0
Office	15,000	15,000	0	0	0
Building	10,000	10,000	0	0	0
Fire	178,163	166,000	9,163	3,000	-20,000
PW	927,000	712,000	125,000	90,000	10,000
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	2,500	2,500	0	0	-5,000
TMH	3,000	3,000	0	0	0
TDRC	23,000	0	10,000	13,000	0
Tavistock Drainage	130,000	130,000	0	0	0
<b>Total</b>	<b>1,408,663</b>	<b>1,118,500</b>	<b>179,163</b>	<b>111,000</b>	-15,000 -15,000

<b>2011 Total By Department</b>	<b>Total Cost</b>	<b>From TGGR</b>	<b>From Reserves</b>	<b>From Others</b>	<b>TGGR Change from Previous Year</b>	
Administration	43,000	30,000	8,000	5,000		0
Office	15,000	15,000	0	0		0
Building	10,000	10,000	0	0		0
Fire	178,163	166,000	9,163	3,000		0
PW	914,000	764,000	50,000	100,000	52,000	
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	2,000	2,000	0	0	-500	
TMH	3,000	3,000	0	0		0
TDRC	13,000	0	0	13,000		0
Tavistock Drainage	130,000	130,000	0	0		0
<b>Total</b>	<b>1,358,163</b>	<b>1,170,000</b>	<b>67,163</b>	<b>121,000</b>	51,500	51,500

## 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
<b>2007</b>		<b>58,000</b>	<b>30,000</b>	<b>28,000</b>	<b>0</b>
2008		35,000	30,000	0	5,000
2009		43,000	30,000	8,000	5,000
2010		70,000	30,000	35,000	5,000
2011		43,000	30,000	8,000	5,000

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	13,000	5,000	8,000	0	From Council operating budget - formerly for lease
2007	Appropriation to Election Reserve	5,000	0	0	5,000	*New, from Election Operating
2007	Appropriation to Contingency Reserve	100,000	0		100,000	*2007 Woodstock BA Payment to Reserves
2007	Appropriation to Contingency Reserve	-105,000	0		-105,000	**Reflect operating and specific grants
2007	Appropriation to Insurance Reserve	7,500	7,500			part of insurance reduction
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	0	0	5,000	*From Election Operating
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	0	0	5,000	*From Election Operating
2009	Appropriation to Reserve - Equipment	10,000	10,000	0	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	

<b>Year</b>	<b>Description</b>	<b>Total Cost</b>	<b>From TGGR</b>	<b>From Reserves</b>	<b>From Others</b>	<b>Notes</b>
2010	Election	20,000	0	15,000	5,000	*From Election Operating, Election Reserve
2010	Council Computers	15,000	5,000	10,000		
2010	Office Computers	10,000		10,000		
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	0	0	5,000	*From Election Operating
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
<b>2007</b>		<b>8,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>
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	237,500	336,763	3,000
<b>2007</b>		<b>421,163</b>	<b>230,000</b>	<b>188,163</b>	<b>3,000</b>
2008		228,163	211,000	14,163	3,000
2009		198,163	186,000	9,163	3,000
2010		178,163	166,000	9,163	3,000
2011		178,163	166,000	9,163	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	13,000	15,000	0	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	0	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	125,000	125,000	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	0	0	Innerkip Paint & Carpet
2007	Fire Chief Vehicle	20,000	0	20,000	0	
2007	Hickson Tanker	114,000	0	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	37,000	9,163	0	2nd Payment, DC Reserve
2007	Air Bottle Refilling Station	35,000	10,000	25,000	0	FD Reserves
2007	SCBA & Pager Reserve	15,000	15,000	0	0	
2007	Contribution to Reserve For Emergency Field Exe	5,000	5,000	0	0	Possibly in 2008 or 2009
2008	Appropriation to Vehicle Replacement Reserve	85,000	85,000	0	0	
2008	Facility Improvements and/or Reserve	5,000	5,000	0	0	
2008	Hickson SCBA Replacement	20,000	20,000	0	0	
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	37,000	9,163	0	3rd Payment
2008	Bunker Gear, SCBA & Pager Reserve	26,000	26,000	0	0	

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2008	Field Exercise	10,000	5,000	5,000	0	
2008						
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	37,000	9,163	0	4th Payment
2009	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2009						
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	37,000	9,163	0	5th Payment
2010	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2010						
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	37,000	9,163	0	6th Payment
2011	Bunker Gear, SCBA & Pager Reserve	26,000	26,000			
2011						
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	37,000	9,163	0	7th Payment
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	37,000	9,163	0	8th Payment
2013	Tavistock Tanker Replacement	250,000	0	250,000	0	
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	37,000	9,163	0	9th Payment
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	37,000	9,163	0	10th Payment
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	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	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	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		1,772,162	554,000	1,057,594	160,568
<b>2007</b>		<b>1,078,080</b>	<b>565,000</b>	<b>329,000</b>	<b>184,080</b>
2008		1,667,592	650,000	810,000	207,592
2009		1,177,184	702,000	150,000	325,184
2010		927,000	712,000	125,000	90,000
2011		914,000	764,000	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	Truck	190,000	0	190,000	0	
2006	Drains	60,000	10,000	50,000	0	
2006	Facility Improvements	0	0	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)	76,000	44,000	32,000	0	
2006	Small Equipment	5,000	5,000	0	0	
2006	Transfer to Gas Tax Reserve	70,568	0	0	70,568	*Specific Grant
2006	Transfer to Reserve for Coleman Street	400,000	100,000	300,000	0	From Contingency Reserve
2006	Resurfacing Projects	325,594	0	325,594	0	Specific 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	50,000	20,000	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	25,000	0	25,000	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	94,080	0	0	94,080	*Specific Grant
2007	Transfer to Gas Tax Reserve	0	0	0	0	*Specific Grant

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2007	Transfer to Reserve for Coleman Street	100,000	100,000	0	0	
2007	GPS Unit	14,000	0	14,000		Bldg & Roads Equipment Reserve
2007	Road Shop Roof Repairs/Reserve	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	170,000	130,000	0	Gas Tax Reserve, need direction on locations/strategy
2008	Reconstruct Coleman & Sidestreets	900,000	400,000	500,000	0	
2008	Small Equipment	5,000	5,000	0	0	
2008	Transfer to Gas Tax Reserve	117,592		0	117,592	*Specific Grant
2008	Replace 1995 Tandem	180,000	0	180,000	0	
2008	Roof Reserve	20,000	20,000			
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		Gas Tax Reserve
2009	Small Equipment	6,000	6,000	0	0	
2009	Gravel Road Improvements	300,000	300,000			
2009	Transfer to Gas Tax Reserve	235,184			235,184	*Specific Grant
2009	Roof Repair	60,000	40,000	20,000	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	450,000	350,000	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	300,000	300,000	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	Surface Treat Gravel Roads	100,000	100,000			

### 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
	<b>2007</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>	<b>0</b>
	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
	<b>2007</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0</b>
	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 Parks

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	20,000	17,000	3,000	0
	2006	15,000	15,000	0	0
	<b>2007</b>	<b>167,500</b>	<b>22,500</b>	<b>67,500</b>	<b>77,500</b>
	2008	2,500	2,500	0	0
	2009	7,500	7,500	0	0
	2010	2,500	2,500	0	0
	2011	2,000	2,000	0	0

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Contribution for Ball diamond lights reserve	8,000	8,000			
2005	Contribution to Capital Conservation Reserve	2,000	2,000			
2005	Misc Capital	500	500			
2005	Playground Improvements move equip. into a soft	6,200	6,200			
2005	Replace planking on park bleachers	3,300	300	3,000	0	
2006	Contribution to Capital Conservation Reserve	5,000	5,000			
2006	Ball Diamond Lights Reserve	10,000	10,000			
2006	Misc Capital	0	0			
2006						
2007	Contribution to Capital Conservation Reserve	2,000	2,000			
2007	Ball Diamond Lights Reserve	5,000	5,000			
2007	Misc Capital	500	500			
2007	Replace ball diamond lights	70,000	10,000	25,000	35,000	
2007	ball diamond fencing	30,000	0	15,000	15,000	
2007	drainage tile and landscaping	5,000	0	2,500	2,500	
2007	New Playground Equipment	50,000	0	25,000	25,000	
2007	Fenced compound area behind ag shed	4,000	4,000			
2007	Front Entrance Sign in new flower bed	1,000	1,000			
2008	Contribution to Capital Conservation Reserve	2,000	2,000			
2008	Misc Capital	500	500			
2009	Contribution to Capital Conservation Reserve	2,000	2,000			
2009	Misc Capital	500	500			
2009	Pavilion Upgrades	5,000	5,000			
2010	Contribution to Capital Conservation Reserve	2,000	2,000			
2010	Misc Capital	500	500			
2011	Contribution to Capital Conservation Reserve	2,000	2,000			

## 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
<b>2007</b>		<b>18,000</b>	<b>10,500</b>	<b>7,500</b>	<b>0</b>
2008		6,000	6,000	0	0
2009		3,000	3,000	0	0
2010		3,000	3,000	0	0
2011		3,000	3,000	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	2,000	2,000			
2007	Misc Capital	1,000	1,000			
2007	Paint Hall & Entrance with Fire Retardant Paint	15,000	7,500	7,500		
2007						
2008	Contribution to Capital Conservation Reserve	2,000	2,000			
2008	Misc Capital	1,000	1,000			
2008	Paint Bar & Kitchen, Locks on Cupboards	3,000	3,000			
2008						
2009	Contribution to Capital Conservation Reserve	2,000	2,000			
2009	Misc Capital	1,000	1,000			
2009						
2010	Contribution to Capital Conservation Reserve	2,000	2,000			
2010	Misc Capital	1,000	1,000			
2010						
2011	Contribution to Capital Conservation Reserve	2,000	2,000			
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
<b>2007</b>	<b>105,104</b>	<b>105,104</b>	<b>0</b>	<b>74,000</b>	<b>31,104</b>
2008		52,000	0	39,000	13,000
2009		23,000	0	10,000	13,000
2010		23,000	0	10,000	13,000
2011		13,000	0	0	13,000

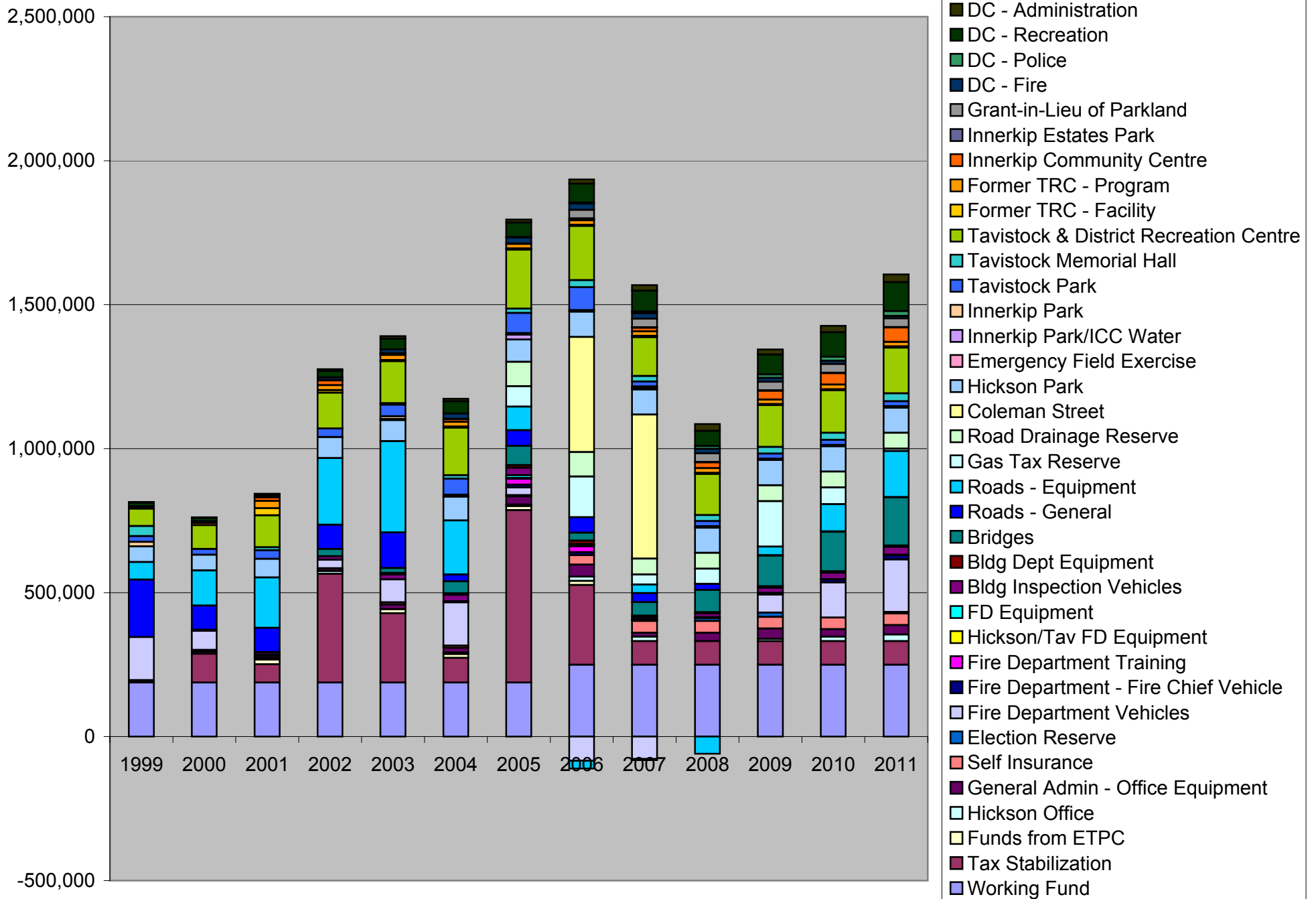
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2005	Contribution to Equipment Reserve	2,000	0	0	2,000	
2005	Contribution to Reserve	15,000	0	0	15,000	From Operations
2005	Exterior Painting (Redband & Doors)	2,000	0	0	2,000	from Operating Revenues
2005	Misc Capital	1,000	0	0	1,000	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	16,104	0	0	16,104	from Operating Revenues
2007	Misc	1,000	0	0	1,000	from Operating Revenues
2007	Replace Door hinges on bench & access doors	2,000			2,000	from Operating Revenues
2007	New Zamboni	77,000	0	65,000	12,000	Reserve & Trading in of old machine
2007	Repairs to ceiling of arena (moisture problems)	5,000	0	5,000	0	DC
2007	Driveway and/or parking to side doors	4,000	0	4,000	0	DC
2008	Contribution to Capital Conservation Reserve	12,000	0	0	12,000	from Operating Revenues
2008	Misc	1,000	0	0	1,000	from Operating Revenues
2008	Replace rubber floor in walkways to ice	4,000	0	4,000	0	
2008	Replace Old CP refrigeration compressor	35,000	0	35,000	0	
2009	Contribution to Capital Conservation Reserve	12,000	0	0	12,000	from Operating Revenues
2009	Misc	1,000	0	0	1,000	from Operating Revenues
2009	Dressing rooms 2&3 rubber floor	10,000		10,000	0	
2010	Contribution to Capital Conservation Reserve	12,000	0	0	12,000	from Operating Revenues
2010	Misc	1,000	0	0	1,000	from Operating Revenues
2010	Dressing rooms 4&5 rubber floor	10,000	0	10,000	0	from Operating Revenues
2011	Contribution to Capital Conservation Reserve	12,000	0	0	12,000	from Operating Revenues
2011	Misc	1,000	0	0	1,000	from Operating Revenues





**Reserves**

	Adjusted to Actual																		
	2005	2006		2006	2007		2007	2008		2008	2009		2009	2010		2010	2011		2011
		TO	FROM		TO	FROM		TO	FROM		TO	FROM		TO	FROM				
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	14,000	0	0	0	0	0	0	0	0	0	0	0	0	0
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	7,500	0	40,413			40,413			40,413			40,413			40,413
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	120,000	114,000	-77,700	80,000	0	2,300	60,000	0	62,300	60,000	0	122,300	60,000	0	182,300
Fire Department - Fire Chief Vehicle	10,000	0		10,000	5,000	20,000	-5,000	5,000		0	5,000		5,000	5,000		10,000	5,000		15,000
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	27,000	50,000	31,011	20,000	30,000	21,011		20,000	1,011		0	1,011		0	1,011
Roads - Equipment	82,010	90,000	199,950	-27,940	90,000	32,000	30,060	90,000	180,000	-59,940	90,000	0	30,060	90,000	25,000	95,060	90,000	25,000	160,060
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		0	55,000			55,000			55,000			55,000
Coleman Street	0	400,000		400,000	100,000		500,000		500,000	0			0			0			0
Hickson Park	77,500	10,000		87,500			87,500			87,500			87,500			87,500			87,500
Emergency Field Exercise	0			0	5,000		5,000		5,000	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	5,000	67,500	17,500	0	0	17,500	0		17,500	0		17,500	0		17,500
Tavistock Memorial Hall	15,000	9,500		24,500	2,000	7,500	19,000	2,000		21,000	2,000		23,000	2,000		25,000	2,000		27,000
Tavistock & District Recreation Centre	204,698	17,000	33,612	188,086	12,000	65,000	135,086	12,000	4,000	143,086	12,000	10,000	145,086	12,000	10,000	147,086	12,000	0	159,086
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
	<b>1,712,350</b>	<b>1,037,743</b>	<b>1,062,133</b>	<b>1,717,960</b>	<b>615,080</b>	<b>964,500</b>	<b>1,368,540</b>	<b>389,092</b>	<b>834,000</b>	<b>923,632</b>	<b>476,684</b>	<b>168,000</b>	<b>1,232,316</b>	<b>231,500</b>	<b>170,000</b>	<b>1,293,816</b>	<b>241,500</b>	<b>83,000</b>	<b>1,452,316</b>
DC - Fire	20,726	6,389	6,163	20,952	6,708	9,163	18,497	6,708	9,163	16,043	6,708	9,163	13,588	6,708	9,163	11,134	6,708	9,163	8,679
DC - Police	1,832	2,449		4,281	2,571		6,852	2,571		9,424	2,571		11,995	2,571		14,567	2,571		17,138
DC - Recreation	50,297	15,045		65,342	15,797	9,000	72,139	15,797	35,000	52,937	15,797		68,734	15,797		84,531	15,797		100,328
DC - Administration	10,340	4,215	0	14,555	4,426		18,981	4,426		23,407	4,426	10,000	17,832	4,426		22,258	4,426		26,684
	<b>83,195</b>	<b>28,098</b>	<b>6,163</b>	<b>105,130</b>	<b>29,503</b>	<b>18,163</b>	<b>116,470</b>	<b>29,503</b>	<b>44,163</b>	<b>101,810</b>	<b>29,503</b>	<b>19,163</b>	<b>112,150</b>	<b>29,503</b>	<b>9,163</b>	<b>132,490</b>	<b>29,503</b>	<b>9,163</b>	<b>152,830</b>
	<b>1,795,545</b>	<b>1,065,841</b>	<b>1,068,296</b>	<b>1,823,090</b>	<b>644,583</b>	<b>982,663</b>	<b>1,485,010</b>	<b>418,595</b>	<b>878,163</b>	<b>1,025,442</b>	<b>506,187</b>	<b>187,163</b>	<b>1,344,466</b>	<b>261,003</b>	<b>179,163</b>	<b>1,426,306</b>	<b>271,003</b>	<b>92,163</b>	<b>1,605,146</b>



**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	
<b>Roads Department</b>																																							
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	25	180	0	25	120	0	30	250	0	30	0	0	310	260	0	235	0	200	35	50													2423	
Balance (000)	232	317	188	82	-28	37	-53	37	102	77	172	237	82	177	242	337	432	217	52	147	7	102	-3	57	102														
2004 730 Grader				189															275																				
1999 740A Grader													250																										
2005 Truck				151															200																				
2006 Tandem axle truck					180																200																		
1995 Tandem axle truck							180																200																
1988 John Deere Loader	41									120																													
2005 John Deere Tractor				40															60																				
Road Pickups*			25			25			25			30			30			35			35			35															
Chipper					45																				50														

<b>Building Department</b>																																							
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	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			
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<b>Fire Department</b>																																							
Total to Reserve	30	50	74	150	156	125	85	65	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	2710	
Total From Reserve	0	0	0	267	267	134	0	0	0	125	125	30	0	0	0	0	0	30	135	0	0	0	0	185	300	0	0	150	400	0	0	0	250	0	0	0	300	2698	
Balance	30	80	154	37	-74	-83	2	67	132	72	12	47	112	177	242	307	372	407	337	407	477	547	617	502	272	342	412	332	2	72	142	212	32	102	172	242	12		

2001 Fire Chief Vehicle						20						30						30						35															
<b>Hickson</b>																																							
Pumper																										300													
Tanker					87	114																																	
Rescue				66	90																																		
<b>Innerkip</b>																																							
Pumper				135																																			
Tanker																				135																			
Rescue																									150														
<b>Tavistock</b>																																							
Pumper																																							
Tanker										125	125																												300
Rescue				66	90																																		

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

<b>Fire Department - Equipment</b>																																							
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	65	2080
Total From Reserve	0	0	0	0	0	76	56	56	56	56	56	56	76	76	76	81	56	56	56	56	56	76	76	76	81	56	56	56	56	56	76	76	76	81	56	56	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	
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	
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
	<b>64,250</b>
2006 Fire Budget Funding	<u>27,000</u>
Shortfall	<b>37,250</b>