

Township of East Zorra-Tavistock  
**SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS**  
**2020 Proposed Operating and Capital Budgets Summary**

Net Budgets By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)		Remarks
Building, Locates and Drainage	41,843	<b>134,199</b>	92,357	<b>1.63%</b>	Change in Building hours to 40-hour work week + addition of CET staff to assist with locates & drainage
Corporate Services	2,168,887	<b>2,229,570</b>	60,683	<b>1.07%</b>	Full year impact of 2019 salary and benefit increases
Fire and Protective Services	1,199,469	<b>1,266,192</b>	66,723	<b>1.18%</b>	Full year costs of Joint Training Officer
General Government	(1,129,188)	<b>(1,159,919)</b>	(30,731)	<b>-0.54%</b>	Slight increase in anticipated supplemental taxation income (due to new home builds)
Parks and Recreation	443,820	<b>493,990</b>	50,170	<b>0.89%</b>	Includes increase to TDRC reserve contribution amounts
Public Works	2,928,954	<b>3,186,663</b>	257,710	<b>4.56%</b>	Asset Management shortfalls for future capital needs as assessed in the AMP
<b>Net Tax-Supported Budget Summary</b>	<b>5,653,783</b>	<b>6,150,695</b>	<b>496,911</b>	<b>8.79%</b>	
2020 Assessment @ 2019 Tax Rates	6,176,569	<b>522,786</b>	9.25%	Assessment Increase	
Tax Levy	522,786	<b>-25,874</b>	-0.46%	Tax Rate	
		<b>496,911</b>	8.79%	Total Change	

Township of East Zorra-Tavistock  
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING  
2020 Proposed Operating and Capital Budgets Summary

Expenditures

By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)	Remarks
Building, Locates and Drainage	469,031	<b>640,541</b>	171,509	
Corporate Services	2,401,524	<b>5,139,755</b>	2,738,231	
Fire and Protective Services	1,453,565	<b>1,644,976</b>	191,411	
General Government	1,047,277	<b>103,202</b>	(944,076)	
Parks and Recreation	1,150,918	<b>1,330,139</b>	179,221	
Public Works	4,952,743	<b>5,166,070</b>	213,327	
<b>Expenditures</b>	<b>11,475,059</b>	<b>14,024,683</b>	<b>2,549,624</b>	

Sources of Financing

By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)	Remarks
<b>Tax Levy</b>	<b>5,653,783</b>	<b>6,150,695</b>	<b>496,911</b>	
Contributions from Other Municipalities	63,135	<b>36,633</b>	(26,502)	
Cost Recoveries	76,431	<b>167,516</b>	91,085	
Development Charges	127,342	<b>994,111</b>	866,769	
Donations	109,045	<b>225,000</b>	115,955	
Fines and Penalties	85,171	<b>77,412</b>	(7,759)	
Gas Tax	551,231	<b>115,771</b>	(435,460)	
Grants	972,236	<b>642,967</b>	(329,269)	
Investment Income	136,799	<b>191,615</b>	54,816	
Landowner Recovery	67,088	<b>59,134</b>	(7,954)	
Licences, Permits and Rents	549,614	<b>541,969</b>	(7,645)	
Ontario Municipal Partnership Fund	662,000	<b>680,300</b>	18,300	
Payments in Lieu	75,753	<b>75,562</b>	(191)	
Sundry Income	37,871	<b>55,107</b>	17,236	
Supplemental Taxation	92,949	<b>114,994</b>	22,044	
Transfers from Reserves and Reserve Funds	1,685,181	<b>3,353,750</b>	1,668,569	
User Fees and Charges	529,429	<b>542,147</b>	12,718	
<b>Sources of Financing</b>	<b>11,475,059</b>	<b>14,024,683</b>	<b>2,549,624</b>	

Township of East Zorra-Tavistock  
 BUILDING, LOCATES AND DRAINAGE  
 2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Building and Structural Inspection	320,073	289,349	302,521	303,839	422,256	119,735	434,714	396,221	
Locates	6,337	3,403	12,724	4,538	24,348	11,624	24,835	25,332	
Agriculture and Reforestation (Drainage)	112,960	90,258	110,315	92,558	108,937	(1,378)	97,801	92,833	
Capital Expenditures	-	-	43,471	-	85,000	41,529	55,080	4,162	
<b>TOTALS</b>	<b>439,370</b>	<b>383,010</b>	<b>469,031</b>	<b>400,935</b>	<b>640,541</b>	<b>171,509</b>	<b>612,430</b>	<b>518,547</b>	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Cost Recoveries	837	8,860	64,871	-	122,881	58,010	125,339	127,845	
Landowner Recovery	67,631	40,256	67,088	67,088	59,134	(7,954)	50,969	46,037	
Licences, Permits and Rents	295,528	248,026	200,000	271,339	220,000	20,000	230,000	240,000	
Ontario Specific Grants	8,391	10,970	17,595	9,050	8,500	(9,095)	8,500	8,500	
Sundry Revenue	8,345	8,309	8,513	-	12,451	3,938	12,700	12,954	
Transfers from Reserves and Reserve Funds	-	-	43,471	-	55,000	11,529	55,080	4,162	
User Fees and Charges	18,950	31,345	25,650	32,500	28,375	2,725	28,375	28,375	
<b>TOTALS</b>	<b>399,682</b>	<b>347,766</b>	<b>427,189</b>	<b>379,976</b>	<b>506,341</b>	<b>79,153</b>	<b>510,962</b>	<b>467,874</b>	
<b>NET BUILDING, LOCATES AND DRAINAGE BUDGET</b>	<b>39,688</b>	<b>35,244</b>	<b>41,843</b>	<b>20,958</b>	<b>134,199</b>	<b>92,357</b>	<b>101,467</b>	<b>50,673</b>	

Township of East Zorra-Tavistock  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES</b>									
<b>Building and Structural Inspection</b>									
<i>Administration</i>									
11-271-121-1110 Salaries and Wages	106,388	128,746	130,999	143,647	<b>198,149</b>	67,151	202,112	206,155	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-1150 Vacation, Sick, Stats	19,262	21,668	22,047	19,361	<b>22,017</b>	(30)	22,457	22,906	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-1210 Benefits	33,882	38,277	35,841	41,032	<b>57,664</b>	21,823	58,817	59,993	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-2380 Equipment	82	177	1,000	30	<b>1,000</b>	-	1,000	1,000	
11-271-121-2433 Computer Software and Hardware	-	-	-	-	<b>500</b>	500	-	-	Bluebeam software trial 2020
11-271-121-2510 Uniforms	300	319	500	447	<b>1,000</b>	500	1,020	1,040	boot allowance as per 2019 revised Policy 3.17 & new CET clothing
11-271-121-2610 Office Supplies	1,478	375	1,008	826	<b>893</b>	(115)	698	806	based on 3-year rolling average actuals
11-271-121-2630 Operating Supplies	67	-	100	45	<b>100</b>	-	102	103	updated to reflect need
11-271-121-3110 Travel/Meals/Conferences/Seminars	1,399	898	2,500	1,148	<b>2,500</b>	-	2,500	2,500	CBO to attend OBOA conference
11-271-121-3120 Training and Staff Development	1,632	1,011	2,000	1,987	<b>2,000</b>	-	2,000	2,000	training courses
11-271-121-3170 Memberships and Publications	736	1,154	1,177	1,050	<b>1,071</b>	(106)	1,093	1,114	2% inflationary adjustment over p/y actual
11-271-121-3210 Postage and Courier	-	5	250	-	-	(250)	-	-	paid for through Corporate Services budget no need for 2020 forward
11-271-121-3260 Telecommunications	2,540	2,156	2,500	1,974	<b>2,014</b>	(486)	2,054	2,095	2% inflationary adjustment over p/y actual
11-271-121-3310 Professional Services	5,333	6,195	6,319	5,416	<b>5,524</b>	(795)	5,635	5,747	2% inflationary adjustment over p/y actual
11-271-121-3810 Insurance and Licences	19,239	9,930	10,129	9,613	<b>9,805</b>	(324)	10,001	10,202	2% inflationary adjustment over p/y actual
11-271-121-5390 <i>Transfer to Building Code Act Reserve</i>	120,512	71,104	64,999	<b>61,411</b>	<b>79,504</b>	14,505	86,507	41,653	<i>net transfer of revenue minus expense</i>
11-271-430-5390 Appropriation to Building Equipment Reserve	-	-	12,000	12,000	<b>5,000</b>	(7,000)	5,100	5,202	base year 2020 \$4,000 + 2% increase annually
11-271-819-5390 Appropriation to Building Vehicle Reserve	-	-	-	-	<b>26,000</b>	26,000	26,520	27,050	base year 2020 \$26,000 + 2% increase annually
<i>Total Administration</i>	<b>312,850</b>	<b>282,015</b>	<b>293,368</b>	<b>299,987</b>	<b>414,740</b>	<b>121,372</b>	<b>427,615</b>	<b>389,567</b>	
<i>2017 Chevrolet Equinox</i>									
11-271-812-2210 Fuels and Lubricants	1,166	1,672	1,705	937	<b>955</b>	(750)	974	994	2% inflationary adjustment over p/y actual
11-271-812-2370 Repairs - Parts and Labour	125	163	1,000	1,232	<b>1,257</b>	257	1,282	1,308	2% inflationary adjustment over p/y actual
11-271-812-3810 Insurance and Licences	1,174	998	1,018	1,032	<b>1,053</b>	35	1,074	1,095	2% inflationary adjustment over p/y actual
<i>Total 2017 Chevrolet Equinox</i>	<b>2,465</b>	<b>2,833</b>	<b>3,723</b>	<b>3,201</b>	<b>3,265</b>	<b>(458)</b>	<b>3,330</b>	<b>3,397</b>	
<i>2017 Chevrolet Silverado Pickup</i>									
11-271-813-2210 Fuels and Lubricants	3,584	3,345	3,412	531	<b>2,487</b>	(925)	2,121	1,713	based on 3-year rolling average actuals
11-271-813-2370 Repairs - Parts and Labour	-	158	1,000	-	<b>1,000</b>	-	1,020	1,040	maintaining minimum budget as above vehicle
11-271-813-3810 Insurance and Licences	1,174	998	1,018	120	<b>764</b>	(254)	627	504	based on 3-year rolling average actuals
<i>Total 2017 Silverado Pickup</i>	<b>4,758</b>	<b>4,501</b>	<b>5,430</b>	<b>651</b>	<b>4,251</b>	<b>(1,179)</b>	<b>3,768</b>	<b>3,257</b>	

Township of East Zorra-Tavistock  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)</b>									
<b>Building and Structural Inspection (cont'd)</b>									
<i>2014 Dodge RAM Pickup</i>									
11-271-814-2210 Fuels and Lubricants	-	-	-	-	2,000	2,000	2,040	2,081	vehicle acquisition from Fire Services (see Capital)
11-271-814-2370 Repairs - Parts and Labour	-	-	-	-	500	500	510	520	2% inflationary adjustment over p/y actual
11-271-814-3810 Insurance and Licences	-	-	-	-	1,500	1,500	1,530	1,561	2% inflationary adjustment over p/y actual
<i>Total 2017 Silverado Pickup</i>	-	-	-	-	4,000	4,000	4,080	4,162	
<b>Total Building and Structural Inspection Expenses</b>	<b>320,073</b>	<b>289,349</b>	<b>302,521</b>	<b>303,839</b>	<b>422,256</b>	<b>119,735</b>	<b>434,714</b>	<b>396,221</b>	
<b>Locates</b>									
11-271-372-1110 Salaries and Wages	4,847	1,853	9,724	3,660	18,354	8,629	18,721	19,095	includes the addition of a CET position for 2020 shared with PW
11-271-372-1110 Part-time Salaries and Wages	-	-	-	78	-	-	-	-	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-1210 Benefits	1,343	530	2,000	673	4,984	2,984	5,084	5,186	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-2910 Miscellaneous Expense	-	-	-	10	10	10	10	10	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-3310 Professional Services	147	1,020	1,000	117	1,000	-	1,020	1,040	estimated based on trend upward
<b>Total Locates Expenses</b>	<b>6,337</b>	<b>3,403</b>	<b>12,724</b>	<b>4,538</b>	<b>24,348</b>	<b>11,624</b>	<b>24,835</b>	<b>25,332</b>	
<b>Agriculture and Reforestation (Drainage)</b>									
<i>Municipal Drains</i>									
11-871-121-1110 Salaries and Wages	10,273	15,268	16,166	12,600	20,127	3,961	20,529	20,940	based on 2020 Salary and Benefits Workbook adjusted
11-871-121-1210 Benefits	3,014	4,634	4,119	3,568	5,008	889	5,109	5,211	based on 2020 Salary and Benefits Workbook adjusted
11-871-121-2610 Office Supplies	5,703	1,107	2,577	1,100	2,637	60	1,615	1,784	based on 3-year rolling average actuals
11-871-121-3170 Memberships and Publications	175	175	175	175	175	(0)	175	175	constant amount per year
11-871-121-3210 Postage and Courier	-	-	250	-	-	(250)	-	-	paid through the Corporate Services budget
11-871-121-3260 Telecommunications	455	532	543	487	497	(46)	507	517	estimated based on upward trend
11-871-121-3310 Professional Services	12,861	2,145	5,002	-	5,002	(0)	2,382	2,461	based on 3-year rolling average actuals
11-871-121-4210 Principal Repayments	36,251	28,797	35,749	35,749	31,060	(4,689)	32,003	28,011	based on Drain Repayment Schedule
11-871-121-4220 Interest Repayments	4,697	6,601	8,391	8,391	7,355	(1,037)	6,411	5,472	based on Drain Repayment Schedule
11-871-121-4230 Write-offs and Charge Outs - Municipal Drains	3,826	6,653	3,493	188	3,556	63	3,466	2,403	based on 3-year rolling average actuals
11-871-121-6110 Grants	250	250	250	250	350	100	350	350	based on prior year constant balance
<b>Total Municipal Drains</b>	<b>77,505</b>	<b>66,162</b>	<b>76,716</b>	<b>62,509</b>	<b>75,766</b>	<b>(950)</b>	<b>72,547</b>	<b>67,324</b>	

Township of East Zorra-Tavistock  
 BUILDING, LOCATES AND DRAINAGE  
 2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)</b>									
<b>Agriculture and Reforestation (Drainage) (cont'd)</b>									
<i>Drain Repair Charge-Outs</i>									
11-871-128-1110 Salaries and Wages	3,738	4,058	4,139	2,984	<b>6,887</b>	2,748	7,025	7,165	based on 2020 Salary and Benefits Workbook adjusted based on 2020 Salary and Benefits Workbook adjusted 2% inflationary adjustment over p/y actual
11-871-128-1210 Benefits	1,060	1,213	1,237	779	<b>2,104</b>	867	2,146	2,189	
11-871-128-3510 Equipment Rentals - Owned	3,973	5,225	5,330	3,393	<b>3,460</b>	(1,870)	3,530	3,600	
<i>Total Drain Repair Charge-Outs</i>	<b>8,771</b>	<b>10,496</b>	<b>10,706</b>	<b>7,155</b>	<b>12,451</b>	<b>1,745</b>	<b>12,700</b>	<b>12,954</b>	
<i>Tile Drainage</i>									
11-881-121-4210 Principal Repayments	22,805	11,090	16,944	16,944	<b>15,787</b>	(1,157)	8,569	9,083	based on Drain Repayment Schedule
11-881-121-4220 Interest Repayments	3,879	2,511	5,949	5,950	<b>4,933</b>	(1,016)	3,986	3,471	based on Drain Repayment Schedule
<i>Total Municipal Drains</i>	<b>26,684</b>	<b>13,600</b>	<b>22,893</b>	<b>22,894</b>	<b>20,720</b>	<b>(2,173)</b>	<b>12,554</b>	<b>12,554</b>	
<b>Total Agriculture and Reforestation (Drainage) Expenses</b>	<b>112,960</b>	<b>90,258</b>	<b>110,315</b>	<b>92,558</b>	<b>108,937</b>	<b>(1,378)</b>	<b>97,801</b>	<b>92,833</b>	

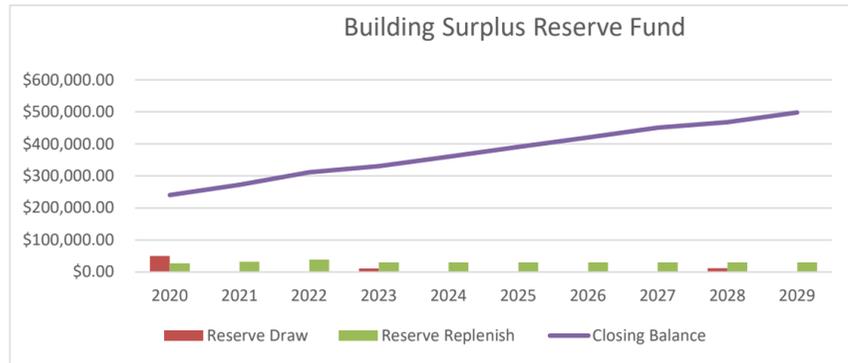
Township of East Zorra-Tavistock  
**BUILDING, LOCATES AND DRAINAGE**  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES</u></b>									
12-271-121-5110									
<b>Building and Structural Inspection</b>									
Equipment and Vehicles	-	-	43,471	-	<b>55,000</b>	11,529	55,080	4,162	truck Purchase for Department staff (Fire Chief Replacement)
<b>Total Building and Structural Inspection Expenses</b>	-	-	<b>43,471</b>	-	<b>55,000</b>	<b>11,529</b>	<b>55,080</b>	<b>4,162</b>	
12-871-121-3300									
<b>Agriculture and Reforestation (Drainage)</b>									
Construction	-	-	-	-	<b>30,000</b>	30,000	-	-	9th Line Drain Installation (Township expense)
<b>Total Agriculture and Reforestation (Drainage) Expenses</b>	-	-	-	-	<b>30,000</b>	<b>30,000</b>	-	-	
<b>Total Building, Locates and Drainage Capital Expenditures</b>	-	-	<b>43,471</b>	-	<b>85,000</b>	<b>41,529</b>	<b>55,080</b>	<b>4,162</b>	

Township of East Zorra-Tavistock  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

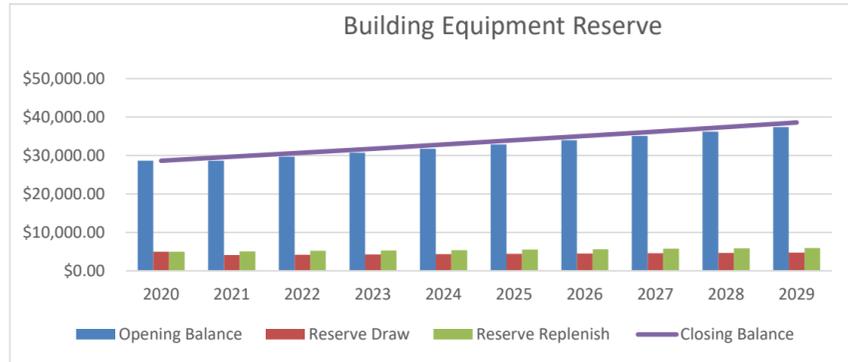
Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE REVENUES</u></b>									
<b>Building and Structural Inspection</b>									
11-271-021-0599 Staff Sharing Recovery	837	8,860	64,871	-	122,881	58,010	125,339	127,845	recovery for CET from Public Works and B-B cost-sharing conservative estimate slightly below 2018 and 2019 actuals 60 permits @ \$250.00 and 100 permits @ \$100.00 Zoning Compliance Letters - 75 @ \$45.00 to offset laptop acquisition & drainage camera purchase to offset vehicle purchase to offset vehicle purchase
11-271-021-0721 Building Permits	295,528	248,026	200,000	271,339	220,000	20,000	230,000	240,000	
11-271-021-0725 Building Permit Admin Fee	18,950	27,925	22,500	28,800	25,000	2,500	25,000	25,000	
11-271-021-0726 Zoning Compliance and Work Orders	-	3,420	3,150	3,700	3,375	225	3,375	3,375	
11-271-071-0952 Transfer from Building Equipment Reserve	-	-	-	-	5,000	5,000	4,080	4,162	
11-271-071-0952 Transfer from Building Vehicle Reserve	-	-	-	-	-	-	51,000	-	
11-271-071-0952 Transfer from Building Surplus Reserve Fund	-	-	43,471	-	50,000	6,529	-	-	
<b>Total Building and Structural Inspection Revenue</b>	<b>315,315</b>	<b>288,231</b>	<b>333,993</b>	<b>303,839</b>	<b>426,256</b>	<b>92,263</b>	<b>438,794</b>	<b>400,382</b>	
<b>Agriculture and Reforestation (Drainage)</b>									
<i>Municipal Drains</i>									
11-871-021-0053 Municipal Drain Debenture Revenue	40,947	26,656	44,194	44,194	38,414	(5,780)	38,414	33,483	based on Drain Repayment Schedule Drainage Superintendent Grant
11-871-021-0331 OMAFRA Grants	8,391	10,970	17,595	9,050	8,500	(9,095)	8,500	8,500	
<i>Total Municipal Drains</i>	<i>49,338</i>	<i>37,626</i>	<i>61,789</i>	<i>53,244</i>	<i>46,914</i>	<i>(14,875)</i>	<i>46,914</i>	<i>41,983</i>	
<i>Drain Repair Charge-Outs</i>									
11-871-128-0513 Miscellaneous Revenue	8,345	8,309	8,513	-	12,451	3,938	12,700	12,954	based on 2020 Salary and Benefits Workbook adjusted
<i>Total Drain Repair Charge-Outs</i>	<i>8,345</i>	<i>8,309</i>	<i>8,513</i>	<i>-</i>	<i>12,451</i>	<i>3,938</i>	<i>12,700</i>	<i>12,954</i>	
<i>Tile Drainage</i>									
11-881-021-0052 Tile Drain Loan Debenture Revenue	26,684	13,600	22,894	22,894	20,720	(2,174)	12,554	12,554	based on Drain Repayment Schedule
<i>Total Tile Drainage</i>	<i>26,684</i>	<i>13,600</i>	<i>22,894</i>	<i>22,894</i>	<i>20,720</i>	<i>(2,174)</i>	<i>12,554</i>	<i>12,554</i>	
<b>Total Agriculture and Reforestation (Drainage) Revenue</b>	<b>84,367</b>	<b>59,535</b>	<b>93,196</b>	<b>76,138</b>	<b>80,085</b>	<b>(13,111)</b>	<b>72,169</b>	<b>67,492</b>	

**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



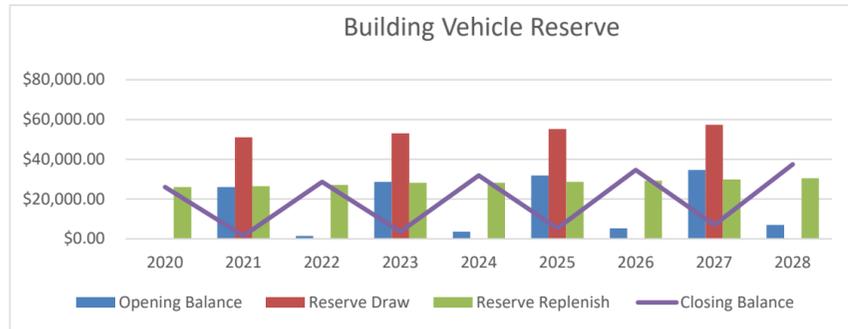
**48-942-942-9800**  
**Building Department Surplus Reserve Fund**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	262,809	50,000	27,504	240,313
2021	240,313	0	32,447	272,760
2022	272,760	0	38,532	311,292
2023	311,292	11,041	30,000	330,251
2024	330,251	0	30,000	360,251
2025	360,251	0	30,000	390,251
2026	390,251	0	30,000	420,251
2027	420,251	0	30,000	450,251
2028	450,251	12,190	30,000	468,061
2029	468,061	0	30,000	498,061



**11-942-942-9822**  
**Building Equipment**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	28,640	5,000	5,000	28,640
2021	28,640	4,080	5,100	29,660
2022	29,660	4,162	5,202	30,700
2023	30,700	4,245	5,306	31,762
2024	31,762	4,330	5,412	32,844
2025	32,844	4,416	5,520	33,948
2026	33,948	4,505	5,631	35,074
2027	35,074	4,595	5,743	36,223
2028	36,223	4,687	5,858	37,395
2029	37,395	4,780	5,975	38,590



**11-942-942-9823**  
**Building Vehicle**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	0	26,000	26,000
2021	26,000	51,000	26,520	1,520
2022	1,520	0	27,050	28,570
2023	28,570	53,060	28,143	3,653
2024	3,653	0	28,143	31,796
2025	31,796	55,204	28,706	5,299
2026	5,299	0	29,280	34,579
2027	34,579	57,434	29,866	7,010
2028	7,010	0	30,463	37,473
2029	37,473	59,755	31,072	8,791

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures										Notes	
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed			
Council	138,463	132,071	143,639	133,178	148,713	5,074	150,102	152,942			
Administration Staff	566,242	621,018	629,527	626,802	670,539	41,011	683,949	697,628			
Township Office Hickson	149,514	150,609	156,988	157,781	158,859	1,871	187,300	191,165			
89 Loveys Street Hickson	1,363	1,362	1,226	1,818	1,887	661	1,924	1,963			
Former PUC Office	4,990	7,680	6,494	3,668	5,184	(1,310)	5,487	4,909			
General Administration	237,568	301,173	285,497	214,260	252,071	(33,426)	266,067	254,937			
Police Services Board	4,993	6,403	9,837	6,981	7,799	(2,038)	8,353	8,374			
Township Policing	964,439	936,022	971,300	966,856	982,306	11,006	1,002,441	1,023,225			
By-law Enforcement	19,921	24,735	27,291	20,205	26,727	(564)	27,257	27,797			
Animal Control	9,535	10,310	10,516	8,777	8,952	(1,564)	9,131	9,314			
Livestock Claims	-	-	1,500	-	1,500	-	1,500	1,500			
Crossing Guards	31,219	37,926	38,590	35,361	36,068	(2,522)	36,790	37,525			
Cemeteries	2,100	1,600	2,100	2,100	2,100	-	2,100	2,100			
Seniors' Picnic	622	318	1,000	-	-	(1,000)	-	-			
Planning and Zoning Administration	3,066	2,929	4,020	59,339	33,007	28,987	33,067	33,129			
Economic Development	30,000	33,300	37,000	36,630	40,293	3,293	41,099	41,921			
Capital Expenditures	24,321	8,077	75,000	32,914	2,763,750	2,688,750	-	56,803			
<b>TOTALS</b>	<b>2,188,355</b>	<b>2,275,533</b>	<b>2,401,524</b>	<b>2,306,669</b>	<b>5,139,755</b>	<b>2,738,231</b>	<b>2,456,568</b>	<b>2,545,231</b>			
Gross Budget Revenues										Notes	
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed			
Cost Recoveries	-	-	-	5,165	30,000	30,000	30,000	30,000	30,000		
Development Charges	-	-	28,125	4,986	28,125	-	-	-	-		
Donations	-	-	-	-	25,000	25,000	-	-	-		
Fines and Penalties	-	475	500	375	500	-	500	500			
Licences, Permits and Rents	347	428	512	1,308	361	(151)	366	345			
Ontario Specific Grants	36,668	39,652	36,467	11,070	36,467	-	36,500	36,500			
Sundry Revenue	3,588	4,874	1,861	4,908	2,197	336	1,733	1,799			
Transfers from Reserves and Reserve Funds	2,000	5,374	146,485	52,914	2,763,750	2,617,265	-	56,803			
User Fees and Charges	24,385	22,858	18,688	20,763	23,785	5,097	23,583	23,881			
<b>TOTALS</b>	<b>66,988</b>	<b>73,661</b>	<b>232,638</b>	<b>101,490</b>	<b>2,910,185</b>	<b>2,677,547</b>	<b>92,682</b>	<b>149,828</b>			
<b>NET CORPORATE SERVICES BUDGET</b>	<b>2,121,367</b>	<b>2,201,872</b>	<b>2,168,887</b>	<b>2,205,179</b>	<b>2,229,570</b>	<b>60,683</b>	<b>2,363,886</b>	<b>2,395,403</b>			

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES OPERATING EXPENDITURES</u></b>									
<b>Council</b>									
<i>Regular</i>									
11-111-111-1120 Council Wages - Taxable	68,608	70,529	106,222	105,801	<b>108,346</b>	2,125	110,513	112,723	based on 2020 Salary and Benefits Workbook adjusted
11-111-111-1121 Council Wages - Tax Exempt	34,304	33,417	-	1,464	-	-	-	-	no longer tax exempt portion as of 2019
11-111-111-1210 Other Payroll Costs	3,353	3,442	6,147	5,769	<b>7,054</b>	907	7,195	7,339	based on 2020 Salary and Benefits Workbook adjusted
11-111-111-3110 Meals and Expenses	1,653	4,575	3,266	3,696	<b>3,770</b>	505	3,846	3,923	based on 2% increase over prior years actuals
11-111-111-3170 Memberships	2,440	2,517	2,567	2,634	<b>2,687</b>	119	2,741	2,795	based on 2% increase over prior years actuals
11-111-111-3260 Telecommunications	1,432	712	894	652	<b>932</b>	38	765	783	based on 3-year rolling average actuals
11-111-111-3290 Print, Advertising and Promotion	527	695	672	1,129	<b>784</b>	112	869	928	based on 3-year rolling average actuals
11-111-111-3455 Christmas Gift Certificate Program	5,700	2,640	6,000	550	<b>6,000</b>	-	6,000	6,000	120 recipients @ \$50.00 - revise Policy 3.15 for 2019
11-111-111-3540 Council Chambers Rentals	-	-	-	844	<b>880</b>	880	880	880	based on \$40/meeting x 22 meetings
11-111-430-5390 Appropriation to Council Equipment Reserve	3,750	3,750	3,750	3,750	<b>3,825</b>	75	3,902	3,980	2019 base year \$3,750 + 2% increase annually
<i>Subtotal Regular</i>	<i>121,767</i>	<i>122,277</i>	<i>129,517</i>	<i>126,290</i>	<b><i>134,278</i></b>	<i>4,761</i>	<i>136,711</i>	<i>139,350</i>	
<i>Conferences and Seminars</i>									
11-111-112-1120 Council Wages - Taxable	3,527	2,238	6,147	1,343	<b>6,380</b>	233	6,507	6,638	based on 2020 Salary and Benefits Workbook adjusted
11-111-112-1121 Council Wages - Tax Exempt	1,764	1,119	-	-	-	-	-	-	no longer tax exempt portion as of 2019
11-111-112-1210 Other Payroll Costs	233	168	399	88	<b>422</b>	24	431	439	based on 2020 Salary and Benefits Workbook adjusted
11-111-112-3110 Meals and Expenses	11,172	6,269	7,576	5,458	<b>7,633</b>	57	6,453	6,515	based on 3-year rolling average actuals
<i>Subtotal Conferences and Seminars</i>	<i>16,696</i>	<i>9,793</i>	<i>14,122</i>	<i>6,888</i>	<b><i>14,435</i></b>	<i>313</i>	<i>13,391</i>	<i>13,591</i>	
<b>Total Council</b>	<b>138,463</b>	<b>132,071</b>	<b>143,639</b>	<b>133,178</b>	<b>148,713</b>	<b>5,074</b>	<b>150,102</b>	<b>152,942</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes	
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>										
<b>Administration Staff</b>										
11-123-121-1110 Salaries and Wages	380,435	410,650	404,407	424,950	444,232	39,824	453,116	462,179	based on 2020 Salary and Benefits Workbook adjusted based on 2020 Salary and Benefits Workbook adjusted based on 2020 Salary and Benefits Workbook adjusted conferences limited in 2019 back to full year 2020 includes CPA program for Deputy Treasurer includes CPA dues for Treasurer & Deputy	
11-123-121-1150 Vacation, Sick, Stats, Holidays	57,867	69,284	82,079	52,145	66,379	(15,700)	67,707	69,061		
11-123-121-1210 Benefits	115,819	128,833	123,011	128,674	131,428	8,417	134,056	136,737		
11-123-121-3110 Travel/Meals/Conferences/Seminars	5,721	8,384	12,500	4,541	12,500	-	12,750	13,005		
11-123-121-3120 Training and Staff Development	4,121	1,674	5,000	12,896	12,000	7,000	12,240	12,485		
11-123-121-3170 Memberships and Publications	2,279	2,194	2,530	3,596	4,000	1,470	4,080	4,162		
<b>Total Administration Staff</b>	<b>566,242</b>	<b>621,018</b>	<b>629,527</b>	<b>626,802</b>	<b>670,539</b>	<b>41,011</b>	<b>683,949</b>	<b>697,628</b>		
<b>Township Office Hickson</b>										
11-181-121-1110 Salaries and Wages	25	935	-	1,159	2,000	2,000	2,040	2,081	Union staff performing maintenance at office Union staff performing maintenance at office Union staff performing maintenance at office Union staff performing maintenance at office based on 3-year rolling average actuals based on 3-year rolling average actuals no planned items here for 2019 prior year actual + 2% prior year actual + 2% prior year actual + 2% transfer for new Township building inflated 2% annually (to Rate Stabilization for replenishment 2021-2031)	
11-181-121-1130 Part-time Salaries and Wages	-	-	-	3,154	3,500	3,500	3,570	3,641		
11-181-121-1150 Vacation, Sick, Stats, Holidays	-	-	-	5	100	100	102	104		
11-181-121-1210 Benefits	13	276	-	300	400	400	408	416		
11-181-121-3420 Building Maintenance	9,315	10,503	14,000	13,952	11,257	(2,743)	11,904	12,371		
11-181-121-3430 Grounds Maintenance	1,457	1,180	5,239	492	1,043	(4,196)	905	813		
11-181-121-3510 Equipment Rentals - Owned	-	118	-	255	-	-	-	-		
11-181-121-3560 Cleaning Services	-	-	-	661	1	1	1	1		
11-181-121-3610 Electrical Power	6,997	5,643	5,756	6,013	6,133	378	6,256	6,381		
11-181-121-3630 Natural Gas	977	1,063	1,084	1,007	1,027	(56)	1,048	1,069		
11-181-121-3810 Insurance and Licences	730	892	910	782	798	(112)	814	830		
11-181-430-5390 Appropriation to Township Building Reserve	130,000	130,000	130,000	130,000	132,600	2,600	160,252	163,457		
<b>Total Township Office Hickson</b>	<b>149,514</b>	<b>150,609</b>	<b>156,988</b>	<b>157,781</b>	<b>158,859</b>	<b>1,871</b>	<b>187,300</b>	<b>191,165</b>		
<b>89 Loveys Street Hickson</b>										
11-182-121-1110 Salaries and Wages	-	-	-	77	100	100	102	104		Union staff performing maintenance at office Union staff performing maintenance at office Union staff performing maintenance at office Union staff performing maintenance at office no planned items here prior year actual + 2% prior year actual + 2%
11-182-121-1210 Benefits	-	-	-	27	35	35	36	36		
11-182-121-3130 Staff Recognition	-	-	-	15	-	-	-	-		
11-182-121-3510 Equipment Rentals - Owned	-	-	-	65	85	85	87	88		
11-182-121-3420 Building Maintenance	-	161	-	-	-	-	-	-		
11-182-121-3610 Electrical Power	564	436	445	457	466	21	475	485		
11-182-121-3810 Insurance and Licences	799	766	781	1,177	1,201	420	1,225	1,249		
<b>Total 89 Loveys Street Hickson</b>	<b>1,363</b>	<b>1,362</b>	<b>1,226</b>	<b>1,818</b>	<b>1,887</b>	<b>661</b>	<b>1,924</b>	<b>1,963</b>		

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>									
<b>Former PUC Office</b>									
11-183-121-1110 Salaries and Wages	664	305	-	258	300	300	306	312	Union staff performing maintenance at office
11-183-121-1210 Overhead	185	90	-	75	90	90	92	94	Union staff performing maintenance at office
11-183-121-3420 Building Maintenance	335	3,386	2,707	6	1,242	(1,465)	1,545	931	based on 3-year rolling average actuals
11-183-121-3430 Grounds Maintenance	459	769	565	628	619	53	672	640	based on 3-year rolling average actuals
11-183-121-3510 Equipment Rentals - Owned	850	383	419	340	524	105	416	427	based on 3-year rolling average actuals
11-183-121-3610 Electrical Power	693	548	559	488	498	(61)	507	518	prior year actual + 2%
11-183-121-3620 Water	365	398	406	332	339	(67)	346	353	prior year actual + 2%
11-183-121-3625 Sewer	510	629	642	604	616	(26)	628	641	prior year actual + 2%
11-183-121-3630 Natural Gas	839	1,086	1,107	843	860	(248)	877	895	prior year actual + 2%
11-183-121-3810 Insurance and Licences	90	86	88	95	96	8	98	100	prior year actual + 2%
<b>Total Former PUC Office</b>	<b>4,990</b>	<b>7,680</b>	<b>6,494</b>	<b>3,668</b>	<b>5,184</b>	<b>(1,310)</b>	<b>5,487</b>	<b>4,909</b>	
<b>General Administration</b>									
11-191-121-2380 Office Equipment	681	1,699	4,000	1,443	4,000	-	4,080	4,162	includes the addition of a cheque scanner/cash drawer
11-191-121-2433 Computer Hardware and/or Software	-	-	-	3,034	10,000	10,000	5,400	5,600	GIS Viewer (in conjunction with County)
11-191-121-2610 Office Supplies	7,776	7,054	7,416	6,715	7,182	(234)	6,984	6,960	based on 3-year rolling average actuals
11-191-121-3170 Memberships and Publications	160	218	222	230	235	13	240	244	prior year actual + 2%
11-191-121-3210 Postage and Courier	6,247	11,727	9,012	9,693	9,887	876	10,085	10,287	prior year actual + 2%
11-191-121-3260 Telecommunications	3,434	4,155	4,238	3,804	3,880	(358)	3,958	4,037	prior year actual + 2%
11-191-121-3290 Print, Advertising and Promotions	7,556	5,762	10,000	4,846	10,000	-	10,000	10,000	re-implementation of the quarterly newsletter
11-191-121-3310 Professional Services	100,726	157,749	136,500	73,430	91,090	(45,410)	92,912	94,770	software support, AMP, Audit
11-191-121-3320 Consulting Services	-	-	-	4,986	-	-	15,000	-	Pay Equity study planned for 2021
11-191-121-3325 IT Services	-	-	-	167	-	-	-	-	covered in above budget
11-191-121-3450 Equipment Maintenance/Lease Costs	12,826	12,908	12,736	8,462	11,399	(1,338)	10,923	10,261	based on 3-year rolling average actuals
11-191-121-3810 Insurance and Licences	71,912	73,650	75,122	71,199	72,623	(2,500)	74,075	75,557	prior year actual + 2%
11-191-121-5390 Appropriation to Office Equip & IT Reserve	20,000	20,000	20,000	20,000	25,400	5,400	25,908	26,426	transfer for equipment purchases inflated 2% annually
11-191-430-5390 Appropriation to Election Reserve	6,250	6,250	6,250	6,250	6,375	125	6,503	6,633	transfer for election every 4-years inflated 2% annually
<b>Total General Administration</b>	<b>237,568</b>	<b>301,173</b>	<b>285,497</b>	<b>214,260</b>	<b>252,071</b>	<b>(33,426)</b>	<b>266,067</b>	<b>254,937</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>									
<b>Police Services Board</b>									
<i>Conferences and Seminars</i>									
11-252-112-1120 PSB - Taxable	1,626	259	1,119	-	1,142	22	1,164	1,188	2% increase for 2020 based on 1.75% for 2019 and 2% for 2020 based on 3-year rolling average actuals
11-252-112-1210 Benefits	19	5	25	-	26	1	26	27	
11-252-112-3110 Travel/Meals/Conferences/Seminars	144	977	1,726	838	653	(1,073)	823	771	
<i>Subtotal Conferences and Seminars</i>	<i>1,789</i>	<i>1,241</i>	<i>2,871</i>	<i>838</i>	<i>1,821</i>	<i>(1,050)</i>	<i>2,014</i>	<i>1,986</i>	
<i>Administration</i>									
11-252-121-1110 Salaries and Wages	-	-	-	26	26	26	27	27	Union staff performing maintenance at office 2% increase for 2020
11-252-121-1120 PSB - Taxable	2,781	3,526	5,372	4,641	4,733	(639)	4,828	4,925	
11-252-121-1210 Benefits	101	113	115	112	115	(0)	117	119	2% increase for 2020
11-252-121-3110 Travel/Meals/Conferences/Seminars	(633)	500	500	534	134	(366)	389	352	based on 3-year rolling average actuals
11-252-121-3170 Memberships and Publications	684	694	708	714	728	20	743	758	based on an estimated 2% increase per year
11-252-121-3290 Print, Advertising and Promotion	70	128	66	(85)	38	(28)	27	(7)	based on 3-year rolling average actuals
11-252-121-3810 Insurance and Licences	201	201	205	201	205	(0)	209	213	based on an estimated 2% increase per year
<i>Subtotal Administration</i>	<i>3,204</i>	<i>5,162</i>	<i>6,966</i>	<i>6,143</i>	<i>5,979</i>	<i>(1,013)</i>	<i>6,340</i>	<i>6,388</i>	
<b>Total Police Services Board</b>	<b>4,993</b>	<b>6,403</b>	<b>9,837</b>	<b>6,981</b>	<b>7,799</b>	<b>(2,038)</b>	<b>8,353</b>	<b>8,374</b>	
<b>Township Policing</b>									
11-253-121-1150 Vacation, Sick, Stats, Holidays	-	-	-	103	105	105	108	110	Union staff performing maintenance at office
11-253-121-1210 Benefits	-	-	-	148	151	151	154	157	Union staff performing maintenance at office
11-253-121-3410 Contracted Services	943,698	920,820	951,305	951,300	961,205	9,900	980,429	1,000,038	as per OPP estimated budget provided
11-253-121-3411 RIDE Program	4,184	4,986	5,325	11,522	6,897	1,572	7,802	8,740	based on 3-year rolling average actuals
11-253-121-3420 Building - Repairs and Maintenance	4,670	3,800	5,000	3,783	4,084	(916)	3,889	3,919	based on 3-year rolling average actuals
11-253-121-3425 Facility Rental Expense	11,887	6,416	9,670	-	9,863	193	10,060	10,262	actual to be charged for 2019 still + 2% annual increase
<b>Total Township Policing</b>	<b>964,439</b>	<b>936,022</b>	<b>971,300</b>	<b>966,856</b>	<b>982,306</b>	<b>11,006</b>	<b>1,002,441</b>	<b>1,023,225</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>									
<b>By-law Enforcement</b>									
11-261-121-1110 Salaries and Wages	16,395	19,010	19,843	16,316	19,549	(294)	19,940	20,339	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-1150 Vacation, Sick, Stats, Holidays	1,346	2,209	3,018	1,475	2,921	(97)	2,980	3,039	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-1210 Benefits	1,998	2,451	2,518	2,053	2,639	121	2,692	2,746	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-3170 Memberships and Publications	182	110	185	265	270	85	275	281	based on an estimated 2% increase per year
11-261-121-3110 Travel/Meals/Conferences/Seminars	-	20	228	20	21	(207)	21	22	based on an estimated 2% increase per year
11-261-121-3120 Training and Staff Development	-	-	250	76	78	(172)	79	81	based on an estimated 2% increase per year
11-261-121-3290 Print, Advertising and Promotion	-	-	250	-	250	-	250	250	placeholder for no anticipated expense
11-261-121-3310 Professional Services	-	935	1,000	-	1,000	-	1,020	1,040	placeholder for no anticipated expense
<b>Total By-law Enforcement</b>	<b>19,921</b>	<b>24,735</b>	<b>27,291</b>	<b>20,205</b>	<b>26,727</b>	<b>(564)</b>	<b>27,257</b>	<b>27,797</b>	
<b>Animal Control</b>									
11-281-121-3360 Animal Collection and Pound Services	9,535	10,310	10,516	8,777	8,952	(1,564)	9,131	9,314	prior year actual + 2%
<b>Total Animal Control</b>	<b>9,535</b>	<b>10,310</b>	<b>10,516</b>	<b>8,777</b>	<b>8,952</b>	<b>(1,564)</b>	<b>9,131</b>	<b>9,314</b>	
<b>Livestock Claims</b>									
11-282-121-1132 Livestock Evaluators - Salaries and Wages	-	-	500	-	500	-	500	500	placeholder for unanticipated expenses
11-282-121-3910 Livestock Claims	-	-	1,000	-	1,000	-	1,000	1,000	placeholder for unanticipated expenses
<b>Total Livestock Claims</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	
<b>Crossing Guards</b>									
11-381-121-1110 Salaries and Wages	-	-	-	241	246	246	251	256	Union staff performing maintenance at office
11-381-121-1130 Part-time Salaries and Wages	26,956	30,974	31,516	29,885	30,483	(1,033)	31,092	31,714	based on 2% for 2020
11-381-121-1150 Vacation, Sick, Stats, Holidays	1,935	3,923	3,992	2,546	2,597	(1,395)	2,649	2,702	based on 2% for 2020
11-381-121-1210 Benefits	2,201	2,781	2,830	2,567	2,618	(212)	2,670	2,724	based on 2% for 2020
11-381-121-2910 Miscellaneous	127	248	253	122	125	(128)	127	130	prior year actual + 2%
<b>Total Crossing Guards</b>	<b>31,219</b>	<b>37,926</b>	<b>38,590</b>	<b>35,361</b>	<b>36,068</b>	<b>(2,522)</b>	<b>36,790</b>	<b>37,525</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>									
<b>Cemeteries</b>									
<i>12th Line Baptist Cemetery</i>									
11-581-121-2910 Miscellaneous	625	625	625	625	625	-	625	625	based on actual expenditure annually
<i>Vandecar Cemetery</i>									
11-582-121-2910 Miscellaneous	475	475	475	475	475	-	475	475	based on actual expenditure annually
<i>17th Line Evangelical Cemetery</i>									
11-583-121-2910 Miscellaneous	500	500	500	500	500	-	500	500	based on actual expenditure annually
<i>Brickyard Cemetery</i>									
11-584-121-2910 Miscellaneous	500	-	500	500	500	-	500	500	based on actual expenditure annually
<b>Total Cemeteries</b>	<b>2,100</b>	<b>1,600</b>	<b>2,100</b>	<b>2,100</b>	<b>2,100</b>	<b>-</b>	<b>2,100</b>	<b>2,100</b>	
<b>Seniors' Picnic</b>									
11-631-121-2910 Miscellaneous	622	318	1,000	-	-	(1,000)	-	-	discontinued for future budgets
<b>Total Seniors' Picnic</b>	<b>622</b>	<b>318</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>	
<b>Planning and Zoning Administration</b>									
11-811-121-2610 Office Supplies	52	4	36	-	-	(36)	-	-	budgeted under Corp Services Admin prior year actual + 2% prior year actual + 2% engineering & consulting expenses offset by securities
11-811-121-3260 Telecommunications	455	532	543	487	497	(46)	507	517	
11-811-121-3290 Print, Advertising and Promotion	1,643	2,393	2,441	2,461	2,510	69	2,561	2,612	
11-811-121-3310 Engineering Services	916	-	1,000	56,391	30,000	29,000	30,000	30,000	
<b>Total Planning and Zoning Administration</b>	<b>3,066</b>	<b>2,929</b>	<b>4,020</b>	<b>59,339</b>	<b>33,007</b>	<b>28,987</b>	<b>33,067</b>	<b>33,129</b>	
<b>Economic Development</b>									
11-812-121-3310 Professional Services	30,000	33,300	37,000	36,630	40,293	3,293	41,099	41,921	as per draft ROEDC budget share
<b>Total Economic Development</b>	<b>30,000</b>	<b>33,300</b>	<b>37,000</b>	<b>36,630</b>	<b>40,293</b>	<b>3,293</b>	<b>41,099</b>	<b>41,921</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES CAPITAL EXPENDITURES</u></b>									
<b>Council</b>									
12-111-430-5110 Equipment and Vehicles	2,179	6,374	-	-	-	-	-	15,154	2022 new Council computers
<b>Total Council</b>	<b>2,179</b>	<b>6,374</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,154</b>	
<b>Township Office Hickson</b>									
12-181-121-2390 Office Furniture	-	-	10,000	6,132	-	(10,000)	-	-	furnishings included in New Building Construction budget
12-181-121-2310 Equipment and Vehicles	-	-	15,000	15,686	13,750	(1,250)	-	-	phone system upgrade and new IT equipment
12-181-121-3300 Construction	-	-	50,000	11,096	2,750,000	2,700,000	-	-	construction of new Township office 2020
<b>Total Township Office Hickson</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	<b>-</b>	<b>-</b>	
<b>General Administration</b>									
12-191-430-5110 Equipment and Vehicles	22,142	-	-	-	-	-	-	20,000	
<b>Total General Administration</b>	<b>22,142</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	
<b>Municipal Election</b>									
12-191-430-5110 Equipment and Vehicles	-	1,703	-	-	-	-	-	21,649	2022 Municipal Election
<b>Total Municipal Election</b>	<b>-</b>	<b>1,703</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,649</b>	
<b>Total Corporate Services Capital Expenditures</b>	<b>24,321</b>	<b>8,077</b>	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	<b>-</b>	<b>56,803</b>	

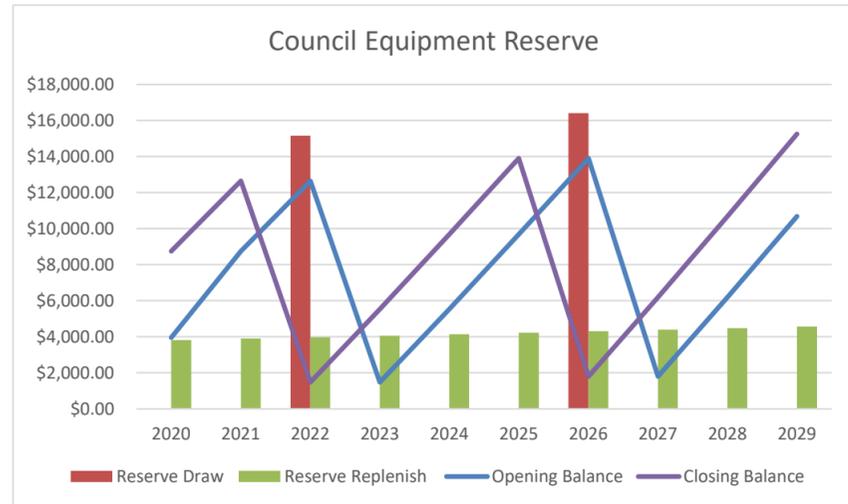
Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES REVENUES</u></b>									
<b>Council</b>									
12-111-430-0952 Contributions from Reserve	2,000	5,374	-	-	-	-	-	15,154	
<b>Total Council</b>	<b>2,000</b>	<b>5,374</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,154</b>	
<b>Township Office Hickson</b>									
12-181-021-0600 Donations	-	-	-	-	25,000	25,000	-	-	Hickson Lions proposed contribution to community room
12-181-071-0952 Contributions from Reserve	-	-	75,000	32,914	2,738,750	2,663,750	-	-	borrow internally from reserves including Modernization, etc.
<b>Total Township Office Hickson</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	<b>-</b>	<b>-</b>	
<b>Former PUC Office</b>									
11-183-021-0574 Facility Rentals	-	-	-	1,000	-	-	-	-	revenue unanticipated
<b>Total Former PUC Office</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>General Administration</b>									
11-191-021-0511 Tax Certificates	11,155	6,565	5,160	4,905	7,542	2,382	6,337	6,261	based on 3-year rolling average actuals
11-191-021-0513 Miscellaneous Revenue	3,588	1,534	1,861	1,469	2,197	336	1,733	1,799	based on 3-year rolling average actuals
11-191-021-0514 Waste Management Services	3,620	3,791	3,625	115	3,625	-	3,625	3,625	\$1.25/household @ 2,900 households
11-191-021-0523 Contributions from Developers	-	-	28,125	4,986	28,125	-	-	-	DC Study funding and AMP DC-supported
11-191-021-0575 Criminal Record Check Fees	2,570	3,670	2,870	4,300	3,513	643	3,828	3,881	based on 3-year rolling average actuals
11-191-021-0722 Lottery Licences	227	308	391	248	261	(130)	273	261	based on 3-year rolling average actuals
11-191-021-0763 Sales of Maps, Copies, Faxes, etc.	15	7	33	18	13	(20)	13	15	based on 3-year rolling average actuals
11-191-026-0513 Miscellaneous Revenue	-	-	-	100	-	-	-	-	no budget for unanticipated revenue
11-191-021-0952 Contributions from Reserves	-	-	20,000	20,000	25,000	5,000	-	20,000	drawdown Modernization funding to offset GIS Viewer
<b>Total General Administration</b>	<b>21,175</b>	<b>15,875</b>	<b>62,065</b>	<b>36,141</b>	<b>70,276</b>	<b>8,211</b>	<b>15,808</b>	<b>35,842</b>	
<b>Municipal Election</b>									
12-191-071-0952 Contributions from Election Reserve	-	-	-	-	-	-	-	21,649	2022 Municipal Election
<b>Total Municipal Election</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,649</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

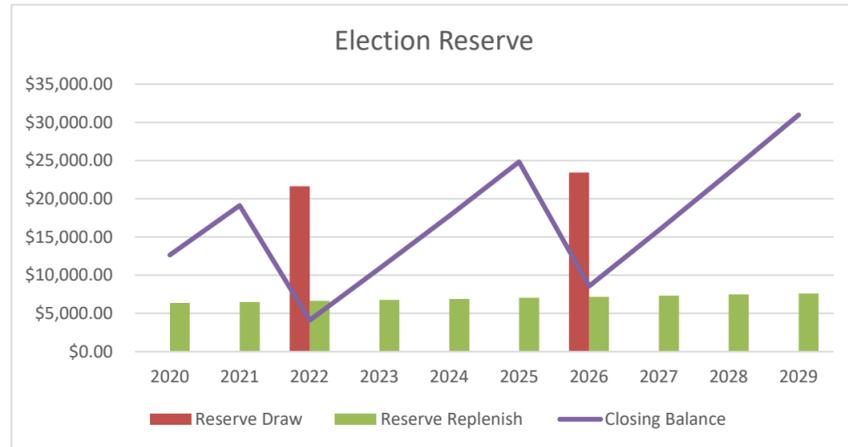
Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES REVENUES (cont'd)</u></b>									
<b>Township Policing</b>									
11-253-006-0331 Police Specific Grant	30,000	32,951	30,000	4,603	30,000	-	30,000	30,000	as per OPP application process
11-253-006-0332 RIDE Grant	6,668	6,701	6,467	6,467	6,467	-	6,500	6,500	as actually received in 2019
11-253-021-0513 Miscellaneous Revenue	-	3,340	-	3,340	-	-	-	-	no budget required - one-time revenue in 2018
11-253-021-0952 Contributions from Reserves	-	-	51,485	-	-	(51,485)	-	-	one-time funding to offset unanticipated increase 2019
<b>Total Township Policing</b>	<b>36,668</b>	<b>42,992</b>	<b>87,952</b>	<b>14,410</b>	<b>36,467</b>	<b>(51,485)</b>	<b>36,500</b>	<b>36,500</b>	
<b>By-law Enforcement</b>									
11-261-021-0811 Fines	-	475	500	375	500	-	500	500	reduced estimated based on limited fines in prior years
<b>Total By-law Enforcement</b>	<b>-</b>	<b>475</b>	<b>500</b>	<b>375</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>500</b>	
<b>Animal Control</b>									
11-281-021-0724 Dog Licences	120	120	120	60	100	(20)	93	84	based on 3-year rolling average actuals
<b>Total Animal Control</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>60</b>	<b>100</b>	<b>(20)</b>	<b>93</b>	<b>84</b>	
<b>Planning and Zoning Administration</b>									
11-811-021-0581 Minor Variance and Zoning Change Application Fees	7,025	8,825	7,000	11,425	9,092	2,092	9,781	10,099	based on 3-year rolling average actuals
11-811-021-0598 Expense Recovery	-	-	-	5,165	30,000	30,000	30,000	30,000	offset Engineering Services from security deposits
<b>Total Planning and Zoning Administration</b>	<b>7,025</b>	<b>8,825</b>	<b>7,000</b>	<b>16,590</b>	<b>39,092</b>	<b>32,092</b>	<b>39,781</b>	<b>40,099</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



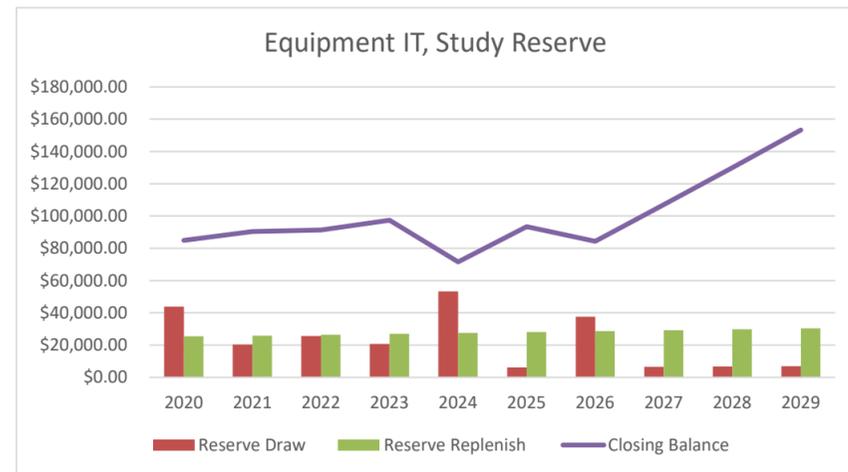
**11-942-942-9808**  
**Council Equipment Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	3,958	0	3,825	8,751
2021	8,751	0	3,902	12,653
2022	12,653	15,154	3,980	1,478
2023	1,478	0	4,059	5,537
2024	5,537	0	4,140	9,678
2025	9,678	0	4,223	13,901
2026	13,901	16,403	4,308	1,805
2027	1,805	0	4,394	6,199
2028	6,199	0	4,482	10,680
2029	10,680	0	4,571	15,252



**11-942-942-9857**  
**Election Reserve**

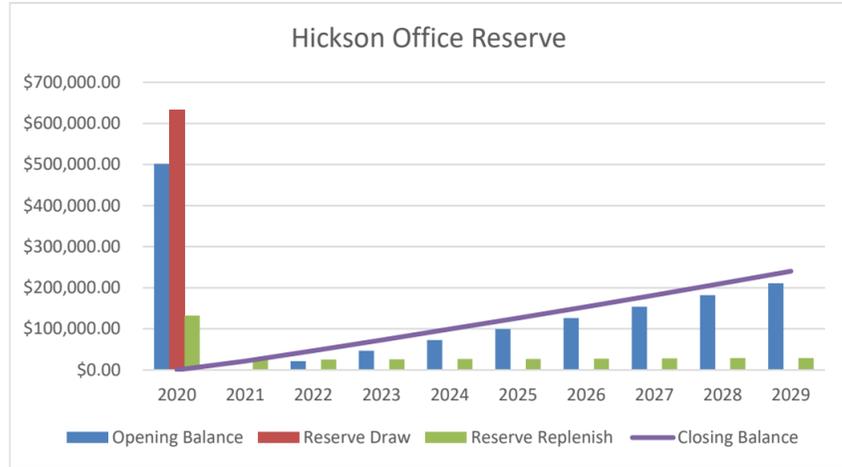
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	6,250	0	6,375	12,625
2021	12,625	0	6,503	19,128
2022	19,128	21,649	6,633	4,111
2023	4,111	0	6,765	10,877
2024	10,877	0	6,901	17,777
2025	17,777	0	7,039	24,816
2026	24,816	23,433	7,179	8,562
2027	8,562	0	7,323	15,885
2028	15,885	0	7,469	23,354
2029	23,354	0	7,619	30,973



**11-942-942-9807**  
**Equipment, IT, Study Reserve**

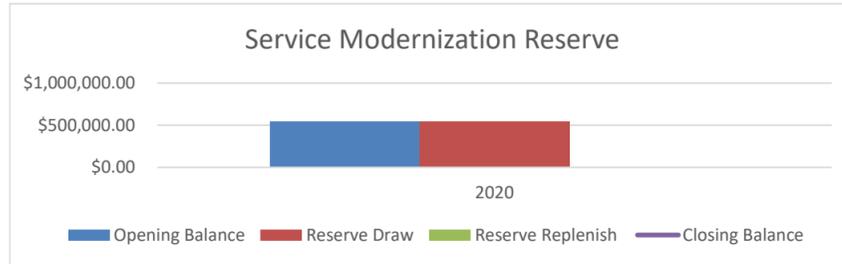
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	103,301	43,750	25,400	84,951
2021	84,951	20,400	25,908	90,459
2022	90,459	25,600	26,426	91,285
2023	91,285	20,800	26,955	97,440
2024	97,440	53,361	27,494	71,573
2025	71,573	6,200	28,044	93,416
2026	93,416	37,600	28,605	84,421
2027	84,421	6,600	29,177	106,997
2028	106,997	6,800	29,760	129,958
2029	129,958	7,000	30,355	153,313

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



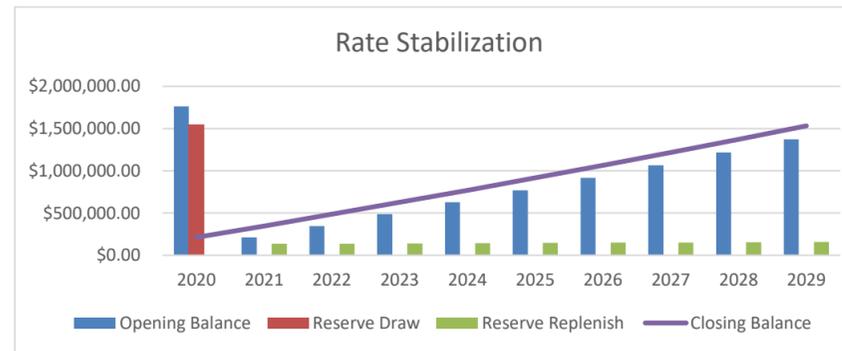
**11-942-942-9806**  
**Hickson Office Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	501,504	634,104	132,600	0
2021	0	0	25,000	21,346
2022	21,346	0	25,500	46,846
2023	46,846	0	26,010	72,856
2024	72,856	0	26,530	99,386
2025	99,386	0	27,061	126,447
2026	126,447	0	27,602	154,049
2027	154,049	0	28,154	182,203
2028	182,203	0	28,717	210,920
2029	210,920	0	29,291	240,211



**11-942-942-9805**  
**Service Modernization**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	547,630	547,630	0	0



**11-942-942-9802**  
**Rate Stabilization**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	1,762,510	1,550,000	0	212,510
2021	212,510	0	135,252	347,762
2022	347,762	0	137,957	485,719
2023	485,719	0	140,716	626,435
2024	626,435	0	143,531	769,966
2025	769,966	0	146,401	916,367
2026	916,367	0	149,329	1,065,696
2027	1,065,696	0	152,316	1,218,012
2028	1,218,012	0	155,362	1,373,374
2029	1,373,374	0	158,469	1,531,843

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

<b>Gross Budget Expenditures</b>										<b>Notes</b>
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Difference</b>	<b>2021</b>	<b>2022</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Actual</b>	<b>Proposed</b>	<b>(2020 - 2019)</b>	<b>Proposed</b>	<b>Proposed</b>		
Hickson Fire Department	211,611	181,663	223,220	194,390	<b>208,876</b>	(14,344)	211,173	215,456		
Innerkip Fire Department	130,460	136,364	166,219	141,062	<b>156,621</b>	(9,598)	159,549	162,559		
Tavistock Fire Department	181,562	175,305	212,364	204,483	<b>217,266</b>	4,902	219,330	224,235		
Township Fire Department	316,472	421,922	514,598	496,247	<b>568,677</b>	54,079	584,153	596,383		
Community Emergency Management	9,091	8,453	13,665	15,588	<b>25,536</b>	11,871	22,517	22,898		
Capital Expenditures	27,157	473,641	323,500	119,666	<b>468,000</b>	144,500	646,000	467,100		
<b>TOTALS</b>	<b>876,353</b>	<b>1,397,348</b>	<b>1,453,565</b>	<b>1,171,435</b>	<b>1,644,976</b>	<b>191,411</b>	<b>1,842,721</b>	<b>1,688,630</b>		
<b>Gross Budget Revenues</b>										<b>Notes</b>
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Difference</b>	<b>2021</b>	<b>2022</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Actual</b>	<b>Proposed</b>	<b>(2020 - 2019)</b>	<b>Proposed</b>	<b>Proposed</b>		
Contributions from Developers	-	-	-	37,101	-	-	-	312,100		
Cost Recoveries	-	5,729	5,844	11,761	<b>8,146</b>	2,303	8,895	9,854		
Donations	8,820	1,690	50,045	930	-	(50,045)	-	-		
Licences, Permits and Rents	11,887	6,416	9,670	-	<b>6,101</b>	(3,569)	4,172	3,424		
Miscellaneous Grants	-	-	-	23,150	-	-	-	-		
Sale of Vehicles/Equipment	-	-	-	7,615	-	-	-	-		
Sundry Revenue	1,342	6,367	2,513	22,146	<b>962</b>	(1,552)	955	1,107		
Transfers from Reserves and Reserve Funds	60,000	9,209	163,000	35,120	<b>350,000</b>	187,000	30,000	661,000		
User Fees and Charges	21,409	19,315	23,025	-	<b>13,575</b>	(9,450)	10,963	8,179		
<b>TOTALS</b>	<b>103,458</b>	<b>48,726</b>	<b>254,096</b>	<b>137,823</b>	<b>378,784</b>	<b>124,688</b>	<b>54,986</b>	<b>995,664</b>		
<b>NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET</b>	<b>772,895</b>	<b>1,348,622</b>	<b>1,199,469</b>	<b>1,033,612</b>	<b>1,266,192</b>	<b>66,723</b>	<b>1,787,735</b>	<b>692,966</b>		

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES</u></b>									
<b>Hickson Fire Department</b>									
<i>Departmental Expenditures</i>									
11-211-121-1110 Salaries and Wages	-	-	-	13	<b>100</b>	100	102	104	Union staff performing maintenance
11-211-121-1130 Part-Time Salaries and Wages	16,215	11,602	16,499	118,003	<b>120,363</b>	103,864	122,770	125,226	all Volunteer wages and benefits included in Departmental
11-211-121-1135 Salaries and Wages - Training	-	-	-	3,870	<b>3,948</b>	3,948	4,027	4,107	all Volunteer wages and benefits included in Departmental
11-211-121-1210 Benefits	6,014	6,313	6,423	7,918	<b>8,077</b>	1,654	8,238	8,403	all Volunteer wages and benefits included in Departmental
11-211-121-2330 Communications Equipment	5,141	6,358	6,485	1,663	<b>1,697</b>	(4,789)	1,731	1,765	based on 2% increase over prior years actuals
11-211-121-2380 Equipment and Tools	11,928	7,278	12,167	10,750	<b>12,167</b>	-	12,410	12,658	additional equipment budgetary limit reflecting age of equip.
11-211-121-2510 Uniforms	-	-	250	560	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-211-121-2610 Office Supplies	105	1,068	458	192	<b>455</b>	(3)	572	406	based on 3-year rolling average actuals
11-211-121-3110 Travel/Meals/Conference/Seminars	58	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-211-121-3120 Training and Staff Development	161	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-211-121-3135 Certifications (medicals & licence renewals)	-	-	-	-	<b>3,000</b>	3,000	3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-211-121-3170 Memberships and Publications	-	120	229	-	<b>40</b>	(189)	53	31	based on 3-year rolling average actuals
11-211-121-3210 Postage and Courier	99	25	83	52	<b>59</b>	(25)	45	52	based on 3-year rolling average actuals
11-211-121-3260 Telecommunications	2,132	2,177	2,221	2,418	<b>2,467</b>	246	2,516	2,566	based on 2% increase over prior years actuals
11-211-121-3270 Alarm/Dispatch	5,924	6,362	6,489	8,540	<b>8,711</b>	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-211-121-3420 Building Maintenance	3,770	835	5,000	2,983	<b>5,000</b>	-	5,000	5,000	minimum budget required for maintenance annually
11-211-121-3430 Grounds Maintenance	1,109	760	3,000	-	<b>3,000</b>	-	3,000	3,000	includes grass cutting and snow removal
11-211-121-3510 Equipment Rentals - Owned	-	-	-	18	<b>50</b>	50	51	52	Union staff performing maintenance
11-211-121-3610 Electrical Power	2,659	2,048	2,500	1,696	<b>2,500</b>	-	2,550	2,601	estimated actuals based on experience
11-211-121-3630 Natural Gas	1,501	1,939	1,978	1,741	<b>1,776</b>	(202)	1,811	1,847	based on 2% increase over prior years actuals
11-211-121-3810 Insurance and Licences	5,166	7,318	7,464	7,415	<b>7,563</b>	99	7,715	7,869	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>	<i>61,982</i>	<i>54,202</i>	<i>71,746</i>	<i>167,832</i>	<i><b>181,721</b></i>	<i>109,975</i>	<i>185,286</i>	<i>188,622</i>	
<i>FD Incident Response</i>									
11-211-123-1130 Part-Time Salaries and Wages	94,360	65,429	81,063	114	-	(81,063)	-	-	all Volunteer wages and benefits included in Departmental
11-211-123-1210 Benefits	1,839	1,274	1,759	-	-	(1,759)	-	-	all Volunteer wages and benefits included in Departmental
11-211-123-3110 Travel/Meals/Conference/Seminars	1,122	1,054	886	885	<b>1,020</b>	135	986	964	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	<i>97,321</i>	<i>67,757</i>	<i>83,708</i>	<i>999</i>	<i><b>1,020</b></i>	<i>(82,688)</i>	<i>986</i>	<i>964</i>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Hickson Fire Department (cont'd)</b>									
<b><u>FD Training and Practice</u></b>									
11-211-124-1130 Part-Time Salaries and Wages	23,780	17,022	24,196	-	-	(24,196)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1134 Mutual Aid Wages	-	576	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1135 Training Wages	9,038	15,064	15,328	-	-	(15,328)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1210 Benefits	640	523	532	-	-	(532)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-3110 Travel/Meals/Conference/Seminars	1,992	-	1,393	1,197	1,063	(330)	753	1,005	based on 3-year rolling average actuals
11-211-124-3120 Training and Staff Development	3,344	2,424	5,000	4,085	5,000	-	5,000	5,000	new Training program for 2019 and go forward
<b>Subtotal FD Training and Practice</b>	<b>38,794</b>	<b>35,609</b>	<b>46,449</b>	<b>5,282</b>	<b>6,063</b>	<b>(40,386)</b>	<b>5,753</b>	<b>6,005</b>	
<b><u>Fire Prevention</u></b>									
11-211-131-1130 Part-Time Salaries and Wages	-	384	391	-	-	(391)	-	-	includes 2% increase for 2020
11-211-131-1210 Benefits	-	7	7	-	-	(7)	-	-	includes 2% increase for 2020
11-211-131-2380 Operating Equipment	-	-	500	501	500	-	500	500	placeholder for unanticipated expense
11-211-131-2610 Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-211-131-2910 Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
<b>Subtotal Fire Prevention</b>	<b>-</b>	<b>391</b>	<b>1,098</b>	<b>501</b>	<b>700</b>	<b>(398)</b>	<b>700</b>	<b>700</b>	
<b><u>Fire Public Education</u></b>									
11-211-132-1130 Part-Time Salaries and Wages	-	768	782	-	-	(782)	-	-	includes 2% increase for 2020
11-211-132-1210 Benefits	-	15	15	-	-	(15)	-	-	includes 2% increase for 2020
11-211-132-2380 Operating Equipment	534	545	500	511	500	-	500	500	placeholder for unanticipated expense
11-211-132-2610 Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-211-132-2910 Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
<b>Subtotal Fire Public Education</b>	<b>534</b>	<b>1,328</b>	<b>1,497</b>	<b>511</b>	<b>700</b>	<b>(797)</b>	<b>700</b>	<b>700</b>	
<b><u>2001 Ford Sterling Pumper</u></b>									
11-211-801-2210 Fuel and Lubricants	151	25	900	734	900	-	595	743	annual fuel allocations required
11-211-801-2370 Repairs - Parts and Labour	1,383	6,870	5,000	3,008	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-211-801-3810 Insurance and Licences	1,281	945	964	971	990	27	1,010	1,030	based on 2% increase over prior years actuals
<b>Subtotal 2001 Ford Sterling Pumper</b>	<b>2,815</b>	<b>7,840</b>	<b>6,864</b>	<b>4,713</b>	<b>6,890</b>	<b>27</b>	<b>6,705</b>	<b>6,975</b>	

Township of East Zorra-Tavistock  
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**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Hickson Fire Department (cont'd)</b>									
<i>2007 Freightliner Tanker</i>									
11-211-802-2210 Fuel and Lubricants	182	13	1,200	597	<b>1,200</b>	-	660	819	annual fuel allocations required
11-211-802-2370 Repairs - Parts and Labour	4,832	10,048	5,000	8,643	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-211-802-3810 Insurance and Licences	1,281	945	964	873	<b>891</b>	(73)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 2007 Freightliner Tanker</i>	<i>6,295</i>	<i>11,006</i>	<i>7,164</i>	<i>10,114</i>	<b><i>7,091</i></b>	<i>(73)</i>	<i>6,668</i>	<i>6,948</i>	
<i>2006 Rescue Van</i>									
11-211-803-2210 Fuel and Lubricants	140	132	800	277	<b>800</b>	-	406	494	annual fuel allocations required
11-211-803-2370 Repairs - Parts and Labour	2,512	2,521	3,000	3,288	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-211-803-3810 Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 2006 Rescue Van</i>	<i>3,870</i>	<i>3,529</i>	<i>4,694</i>	<i>4,438</i>	<b><i>4,691</i></b>	<i>(3)</i>	<i>4,374</i>	<i>4,542</i>	
<b>Total Hickson Fire Department</b>	<b>211,611</b>	<b>181,663</b>	<b>223,220</b>	<b>194,390</b>	<b>208,876</b>	<b>(14,344)</b>	<b>211,173</b>	<b>215,456</b>	

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**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</b>									
<b>Innerkip Fire Department</b>									
<i>Departmental Expenditures</i>									
11-222-121-1130 Part-Time Salaries and Wages	17,120	6,766	17,420	70,019	<b>71,419</b>	53,999	72,847	74,304	all Volunteer wages and benefits included in Departmental
11-222-121-1135 Salaries and Wages - Training	-	-	-	3,797	<b>3,873</b>	3,873	3,950	4,029	all Volunteer wages and benefits included in Departmental
11-222-121-1210 Benefits	6,032	6,189	6,297	7,005	<b>7,145</b>	848	7,288	7,434	all Volunteer wages and benefits included in Departmental
11-222-121-2330 Communications Equipment	3,638	5,776	5,892	688	<b>701</b>	(5,190)	715	730	based on 2% increase over prior years actuals
11-222-121-2380 Equipment and Tools	7,754	8,674	12,167	8,836	<b>12,167</b>	-	12,410	12,659	additional equipment budgetary limit reflecting age of equip.
11-222-121-2510 Uniforms	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-222-121-2610 Office Supplies	19	9	49	-	<b>9</b>	(40)	6	5	based on 3-year rolling average actuals
11-222-121-3110 Travel/Meals/Conference/Seminars	102	274	250	80	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-222-121-3120 Training and Staff Development	34	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-222-121-3135 Certifications (medicals & licence renewals)	-	-	-	-	<b>3,000</b>	3,000	3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-222-121-3170 Memberships and Publications	50	120	182	-	<b>57</b>	(125)	59	39	based on 3-year rolling average actuals
11-222-121-3210 Postage and Courier	68	-	23	20	<b>29</b>	7	16	22	based on 3-year rolling average actuals
11-222-121-3260 Telecommunications	1,623	779	2,250	2,075	<b>2,250</b>	-	2,295	2,341	based on actual requirements
11-222-121-3270 Alarm/Dispatch	6,099	6,362	6,489	8,540	<b>8,711</b>	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-222-121-3420 Building Maintenance	542	6,121	5,000	709	<b>5,000</b>	-	5,000	5,000	minimum budget required for maintenance annually
11-222-121-3430 Grounds Maintenance	4,930	5,916	5,527	6,075	<b>5,640</b>	113	5,877	5,864	based on 3-year rolling average actuals
11-222-121-3610 Electrical Power	1,642	2,124	2,500	1,770	<b>2,500</b>	-	2,550	2,601	estimated actuals based on experience
11-222-121-3620 Water	1,307	2,107	2,149	951	<b>970</b>	(1,179)	989	1,009	based on 2% increase over prior years actuals
11-222-121-3625 Sewer	856	792	808	445	<b>454</b>	(354)	463	472	based on 2% increase over prior years actuals
11-222-121-3630 Natural Gas	2,011	2,027	2,068	1,807	<b>1,843</b>	(225)	1,880	1,917	based on 2% increase over prior years actuals
11-222-121-3810 Insurance and Licences	5,108	6,119	6,241	6,289	<b>6,415</b>	174	6,544	6,674	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>	<i>58,935</i>	<i>60,155</i>	<i>75,811</i>	<i>119,105</i>	<i>132,934</i>	<i>57,123</i>	<i>135,586</i>	<i>138,034</i>	
<i>FD Incident Response</i>									
11-222-123-1130 Part-Time Salaries and Wages	33,705	38,237	38,906	414	-	(38,906)	-	-	all Volunteer wages and benefits included in Departmental
11-222-123-1210 Benefits	657	743	756	-	-	(756)	-	-	all Volunteer wages and benefits included in Departmental
11-222-123-3110 Travel/Meals/Conference/Seminars	55	219	91	104	<b>126</b>	35	150	126	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	<i>34,417</i>	<i>39,199</i>	<i>39,754</i>	<i>518</i>	<i>126</i>	<i>(39,628)</i>	<i>150</i>	<i>126</i>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Innerkip Fire Department (cont'd)</b>									
<i>FD Training and Practice</i>									
11-222-124-1130 Part-Time Salaries and Wages	16,472	9,935	16,760	-	-	(16,760)	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1134 Mutual Aid Wages	73	336	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1135 Training Wages	3,992	8,180	8,323	-	-	(8,323)	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1210 Benefits	399	305	310	-	235	(76)	180	138	based on 3-year rolling average actuals
11-222-124-3110 Travel/Meals/Conference/Seminars	1,114	516	667	976	869	201	787	877	based on 3-year rolling average actuals
11-222-124-3115 Mileage	-	-	-	135	138	138	141	144	based on 2% increase over prior years actuals
11-222-124-3120 Training and Staff Development	2,214	1,883	5,000	3,089	3,151	(1,849)	3,214	3,278	based on 2% increase over prior years actuals
<i>Subtotal FD Training and Practice</i>	<i>24,264</i>	<i>21,155</i>	<i>31,061</i>	<i>4,201</i>	<i>4,392</i>	<i>(26,668)</i>	<i>4,322</i>	<i>4,437</i>	
<i>Fire Prevention</i>									
11-222-131-1130 Part-Time Salaries and Wages	-	224	228	-	-	(228)	-	-	includes 2% increase for 2020
11-222-131-1210 Benefits	-	4	4	-	-	(4)	-	-	includes 2% increase for 2020
11-222-131-2380 Operating Equipment	-	-	500	424	500	-	500	500	placeholder for unanticipated expense
11-222-131-2610 Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-222-131-2910 Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Prevention</i>	<i>-</i>	<i>228</i>	<i>932</i>	<i>424</i>	<i>700</i>	<i>(232)</i>	<i>700</i>	<i>700</i>	
<i>Fire Public Education</i>									
11-222-132-1130 Part-Time Salaries and Wages	-	449	456	-	-	(456)	-	-	includes 2% increase for 2020
11-222-132-1210 Benefits	-	9	9	-	-	(9)	-	-	includes 2% increase for 2020
11-222-132-2380 Operating Equipment	487	671	500	511	500	-	500	500	placeholder for unanticipated expense
11-222-132-2610 Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-222-132-2910 Miscellaneous Expenses	-	-	100	420	100	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Public Education</i>	<i>487</i>	<i>1,129</i>	<i>1,166</i>	<i>931</i>	<i>700</i>	<i>(466)</i>	<i>700</i>	<i>700</i>	
<i>2005 Freightliner Pumper</i>									
11-222-804-2210 Fuel and Lubricants	737	427	575	647	604	29	559	603	based on 3-year rolling average actuals
11-222-804-2370 Repairs - Parts and Labour	3,785	4,635	5,000	5,153	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-222-804-3810 Insurance and Licences	1,281	945	964	971	990	27	1,010	1,030	based on 2% increase over prior years actuals
<i>Subtotal 2005 Freightliner Pumper</i>	<i>5,803</i>	<i>6,007</i>	<i>6,539</i>	<i>6,770</i>	<i>6,594</i>	<i>55</i>	<i>6,669</i>	<i>6,835</i>	

Township of East Zorra-Tavistock  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Innerkip Fire Department (cont'd)</b>									
<i>2015 Freightliner Pumper/Tanker</i>									
11-222-805-2210 Fuel and Lubricants	631	681	692	1,312	<b>875</b>	182	956	1,048	based on 3-year rolling average actuals
11-222-805-2370 Repairs - Parts and Labour	1,390	4,244	5,000	2,234	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-222-805-3810 Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 2015 Freightliner Pumper/Tanker</i>	<i>3,239</i>	<i>5,801</i>	<i>6,586</i>	<i>4,419</i>	<b><i>6,765</i></b>	<i>179</i>	<i>6,964</i>	<i>7,176</i>	
<i>1999 Ford Rescue Van</i>									
11-222-806-2210 Fuel and Lubricants	608	455	478	496	<b>520</b>	41	490	502	based on 3-year rolling average actuals
11-222-806-2370 Repairs - Parts and Labour	1,489	1,359	3,000	3,325	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-222-806-3810 Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 1999 Ford Rescue Van</i>	<i>3,315</i>	<i>2,690</i>	<i>4,372</i>	<i>4,694</i>	<b><i>4,410</i></b>	<i>38</i>	<i>4,459</i>	<i>4,550</i>	
<b>Total Innerkip Fire Department</b>	<b>130,460</b>	<b>136,364</b>	<b>166,219</b>	<b>141,062</b>	<b>156,621</b>	<b>(9,598)</b>	<b>159,549</b>	<b>162,559</b>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Tavistock Fire Department</b>									
<i>Departmental Expenditures</i>									
11-233-121-1130 Part-Time Salaries and Wages	18,091	11,773	18,408	115,766	<b>118,082</b>	99,674	120,443	122,852	all Volunteer wages and benefits included in Departmental
11-233-121-1135 Salaries and Wages - Training	-	-	-	7,419	<b>7,568</b>	7,568	7,719	7,874	all Volunteer wages and benefits included in Departmental
11-233-121-1210 Benefits	6,049	6,298	6,408	7,921	<b>8,080</b>	1,671	8,241	8,406	all Volunteer wages and benefits included in Departmental
11-233-121-2330 Communications Equipment	1,903	5,588	5,700	5,663	<b>5,777</b>	77	5,892	6,010	based on 2% increase over prior years actuals
11-233-121-2380 Equipment and Tools	7,169	7,227	12,167	16,098	<b>12,167</b>	-	12,410	12,659	additional equipment budgetary limit reflecting age of equip.
11-233-121-2510 Uniforms	-	-	250	138	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-233-121-2610 Office Supplies	153	1,813	848	171	<b>712</b>	(136)	899	594	based on 3-year rolling average actuals
11-233-121-3110 Travel/Meals/Conference/Seminars	164	14	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-233-121-3120 Training and Staff Development	455	40	273	-	<b>165</b>	(108)	68	78	based on 3-year rolling average actuals
11-233-121-3135 Certifications (medicals & licence renewals)	-	120	181	100	<b>3,000</b>	-	3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-233-121-3170 Memberships and Publications	-	5	28	70	<b>73</b>	(107)	98	90	based on 3-year rolling average actuals
11-233-121-3210 Postage and Courier	68	5	28	70	<b>48</b>	20	41	53	based on 3-year rolling average actuals
11-233-121-3260 Telecommunications	1,484	1,464	1,493	1,942	<b>1,981</b>	488	2,020	2,061	based on 2% increase over prior years actuals
11-233-121-3270 Alarm/Dispatch	5,924	6,362	6,489	8,540	<b>8,711</b>	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-233-121-3420 Building Maintenance	14,271	2,733	8,948	3,424	<b>6,809</b>	(2,139)	4,322	4,852	based on 3-year rolling average actuals
11-233-121-3430 Grounds Maintenance	4,377	4,541	5,054	6,305	<b>5,074</b>	20	5,307	5,562	based on 3-year rolling average actuals
11-233-121-3610 Electrical Power	3,119	3,113	3,176	2,251	<b>2,296</b>	(880)	2,342	2,389	based on 2% increase over prior years actuals
11-233-121-3620 Water	523	402	410	506	<b>516</b>	106	527	537	based on 2% increase over prior years actuals
11-233-121-3625 Sewer	638	622	634	837	<b>853</b>	219	871	888	based on 2% increase over prior years actuals
11-233-121-3630 Natural Gas	1,490	1,690	1,724	1,585	<b>1,616</b>	(108)	1,649	1,682	based on 2% increase over prior years actuals
11-233-121-3810 Insurance and Licences	4,977	7,529	7,680	8,080	<b>8,241</b>	562	8,406	8,574	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>	<b>70,855</b>	<b>61,335</b>	<b>80,121</b>	<b>186,818</b>	<b>192,271</b>	<b>112,149</b>	<b>193,701</b>	<b>197,845</b>	
<i>FD Incident Response</i>									
11-233-123-1130 Part-Time Salaries and Wages	66,995	66,826	67,995	267	-	(67,995)	-	-	all Volunteer wages and benefits included in Departmental
11-233-123-1210 Benefits	1,288	1,301	1,324	-	-	(1,324)	-	-	all Volunteer wages and benefits included in Departmental
11-233-123-2910 Miscellaneous Incident Expenses	376	219	218	222	<b>272</b>	54	238	244	based on 3-year rolling average actuals
11-233-123-3110 Meal Allowance	-	-	-	143	<b>48</b>	48	63	85	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	<b>68,659</b>	<b>68,346</b>	<b>69,537</b>	<b>632</b>	<b>320</b>	<b>(69,217)</b>	<b>301</b>	<b>328</b>	

Township of East Zorra-Tavistock  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Tavistock Fire Department (cont'd)</b>									
<i>FD Training and Practice</i>									
11-233-124-1130 Part-Time Salaries and Wages	22,388	17,385	22,780	-	-	(22,780)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1134 Mutual Aid Wages	110	589	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1135 Training Wages	4,299	14,275	14,525	-	-	(14,525)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1210 Benefits	514	534	544	-	-	(544)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-3110 Travel/Meals/Conference/Seminars	-	-	48	1,216	405	358	541	721	based on 3-year rolling average actuals
11-233-124-3120 Training and Staff Development	1,304	2,071	5,000	2,454	5,000	-	5,000	5,000	new Training program for 2019 and go forward
<i>Subtotal FD Training and Practice</i>	<i>28,615</i>	<i>34,854</i>	<i>42,896</i>	<i>3,671</i>	<i>5,405</i>	<i>(37,490)</i>	<i>5,541</i>	<i>5,721</i>	
<i>Fire Prevention</i>									
11-233-131-1130 Part-Time Salaries and Wages	-	392	399	-	-	(399)	-	-	includes 2% increase for 2020
11-233-132-1210 Benefits	-	8	8	-	-	(8)	-	-	includes 2% increase for 2020
11-233-131-2380 Operating Equipment	-	-	500	424	500	-	500	500	placeholder for unanticipated expense
11-233-131-2610 Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-233-131-2910 Miscellaneous Expenses	224	-	100	-	100	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Prevention</i>	<i>224</i>	<i>400</i>	<i>1,107</i>	<i>424</i>	<i>700</i>	<i>(407)</i>	<i>700</i>	<i>700</i>	
<i>Fire Public Education</i>									
11-233-132-1130 Part-Time Salaries and Wages	-	785	799	-	-	(799)	-	-	includes 2% increase for 2020
11-233-132-1210 Benefits	-	15	16	-	-	(16)	-	-	includes 2% increase for 2020
11-233-132-2380 Operating Equipment	487	545	500	511	500	-	500	500	placeholder for unanticipated expense
11-233-132-2610 Office Supplies	-	-	100	140	100	-	100	100	placeholder for unanticipated expense
11-233-132-2910 Miscellaneous Expenses	1,243	-	100	-	100	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Public Education</i>	<i>1,730</i>	<i>1,345</i>	<i>1,514</i>	<i>651</i>	<i>700</i>	<i>(814)</i>	<i>700</i>	<i>700</i>	
<i>1998 International Pumper</i>									
11-233-807-2210 Fuel and Lubricants	400	335	344	1,055	597	252	662	771	based on 3-year rolling average actuals
11-233-807-2370 Repairs - Parts and Labour	2,251	1,504	5,000	1,020	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-233-807-3810 Insurance and Licences	1,281	980	1,000	971	990	(9)	1,010	1,030	based on 2% increase over prior years actuals
<i>Subtotal 1998 International Pumper</i>	<i>3,932</i>	<i>2,819</i>	<i>6,344</i>	<i>3,046</i>	<i>6,587</i>	<i>243</i>	<i>6,772</i>	<i>7,004</i>	

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Tavistock Fire Department (cont'd)</b>									
<i>2014 Freightliner Pumper/Tanker</i>									
11-233-808-2210 Fuel and Lubricants	497	571	493	1,150	<b>739</b>	247	820	903	based on 3-year rolling average actuals
11-233-808-2370 Repairs - Parts and Labour	1,680	2,842	5,000	3,853	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-233-808-3810 Insurance and Licences	1,281	945	964	971	<b>990</b>	27	1,010	1,030	based on 2% increase over prior years actuals
<i>Subtotal 2014 Freightliner Pumper/Tanker</i>	<i>3,458</i>	<i>4,358</i>	<i>6,457</i>	<i>5,973</i>	<b><i>6,730</i></b>	<i>273</i>	<i>6,930</i>	<i>7,135</i>	
<i>2006 Freightliner Rescue Van</i>									
11-233-809-2210 Fuel and Lubricants	408	506	423	774	<b>563</b>	139	614	650	based on 3-year rolling average actuals
11-233-809-2370 Repairs - Parts and Labour	2,400	396	3,000	1,523	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-233-809-3810 Insurance and Licences	1,281	945	964	971	<b>990</b>	27	1,010	1,030	based on 2% increase over prior years actuals
<i>Subtotal 2006 Freightliner Rescue Van</i>	<i>4,089</i>	<i>1,847</i>	<i>4,387</i>	<i>3,268</i>	<b><i>4,553</i></b>	<i>166</i>	<i>4,685</i>	<i>4,802</i>	
<b>Total Tavistock Fire Department</b>	<b>181,562</b>	<b>175,305</b>	<b>212,364</b>	<b>204,483</b>	<b>217,266</b>	<b>4,902</b>	<b>219,330</b>	<b>224,235</b>	

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Township Fire Department</b>									
<i>Departmental Expenditures</i>									
11-244-121-1110 Salaries and Wages	73,752	81,998	83,433	62,262	<b>89,283</b>	5,850	91,069	92,890	includes 2% increase for 2020
11-244-121-1130 Part-Time Salaries and Wages	1,673	-	1,702	-	-	(1,702)	-	-	recorded at each Station
11-244-121-1150 Vacation, Sick, Stats, Holidays	12,243	13,883	14,126	16,287	<b>34,429</b>	20,303	35,117	35,820	includes 2% increase for 2020
11-244-121-1210 Benefits	23,282	24,698	25,131	20,142	<b>33,034</b>	7,903	33,695	34,368	includes 2% increase for 2020
11-244-121-2330 Communications Equipment	885	1,737	1,772	1,827	<b>1,864</b>	92	1,901	1,939	based on 2% increase over prior years actuals
11-244-121-2380 Equipment and Tools	2,346	4,725	3,835	5,529	<b>4,200</b>	365	4,818	4,849	based on 3-year rolling average actuals
11-244-121-2510 Uniforms	150	197	250	200	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-244-121-2610 Office Supplies	248	111	221	212	<b>190</b>	(30)	171	191	based on 3-year rolling average actuals
11-244-121-2910 Miscellaneous	787	586	622	249	<b>541</b>	(81)	459	416	based on 3-year rolling average actuals
11-244-121-3110 Travel/Meals/Conference/Seminars	2,198	116	2,500	632	<b>2,500</b>	-	2,500	2,500	full complement staff
11-244-121-3120 Training and Staff Development	2,049	769	2,000	2,738	<b>2,000</b>	-	2,000	2,000	as per SA
11-244-121-3170 Memberships and Publications	616	420	604	336	<b>457</b>	(147)	405	399	based on 3-year rolling average actuals
11-244-121-3210 Postage and Courier	63	93	98	38	<b>65</b>	(33)	65	56	based on 3-year rolling average actuals
11-244-121-3260 Telecommunications	1,845	1,857	1,894	1,648	<b>1,681</b>	(213)	1,714	1,749	based on 2% increase over prior years actuals
11-244-121-3270 Alarm/Dispatch	-	-	-	1,762	<b>3,000</b>	3,000	3,060	3,121	new shared communications costs for 2019 forward
11-244-121-3290 Print, Advertising and Promotion	-	449	520	280	<b>243</b>	(277)	324	282	based on 3-year rolling average actuals
11-244-121-3310 Professional Services	-	-	-	6,658	<b>2,219</b>	2,219	2,959	3,946	based on 3-year rolling average actuals
11-244-121-3312 Legal Services	-	-	-	13,670	-	-	-	-	<i>Confidential in nature - not anticipated for 2020</i>
11-244-121-3810 Insurance and Licences	88	84	86	192	<b>196</b>	110	199	203	based on 2% increase over prior years actuals
11-244-430-5390 Appropriation to Reserve	181,409	284,315	350,000	350,000	<b>350,000</b>	-	360,500	367,710	2020 base year \$250k Vehicle, \$50k Facilities, \$50k Equip (additional \$3,500/year + 2% for leather boot replacements)
<i>Subtotal Departmental Expenditures</i>	<b>303,634</b>	<b>416,038</b>	<b>488,792</b>	<b>484,661</b>	<b>526,151</b>	<b>37,359</b>	<b>541,206</b>	<b>552,690</b>	
<i>FD Training and Practice</i>									
11-244-124-3310 Professional Services	-	-	12,500	2,130	<b>31,875</b>	19,375	32,513	33,163	joint Fire Training Officer Agreement (1/2 year 2019) + 2%
<i>Subtotal FD Training and Practice</i>	-	-	<b>12,500</b>	<b>2,130</b>	<b>31,875</b>	<b>19,375</b>	<b>32,513</b>	<b>33,163</b>	

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Township Fire Department (cont'd)</b>									
<i>Fire Prevention</i>									
11-244-131-1110 Salaries and Wages	2,426	478	2,468	3,553	<b>3,624</b>	1,156	3,697	3,771	includes 2% increase for 2020
11-244-131-1210 Benefits	843	169	858	979	<b>998</b>	141	1,018	1,039	includes 2% increase for 2020
11-244-131-2380 Operating Equipment	-	165	380	242	<b>136</b>	(244)	181	186	based on 3-year rolling average actuals
11-244-131-2610 Office Supplies	-	-	100	-	<b>100</b>	-	100	100	placeholder for unanticipated expense
11-244-131-2910 Miscellaneous Expenses	1,205	166	870	296	<b>556</b>	(314)	339	397	based on 3-year rolling average actuals
<i>Subtotal Fire Prevention</i>	<b>4,474</b>	<b>978</b>	<b>4,676</b>	<b>5,070</b>	<b>5,414</b>	<b>738</b>	<b>5,335</b>	<b>5,493</b>	
<i>Fire Public Education</i>									
11-244-132-1110 Salaries and Wages	2,810	805	2,859	973	<b>992</b>	(1,867)	1,012	1,032	includes 2% increase for 2020
11-244-132-1210 Benefits	875	290	890	316	<b>322</b>	(568)	329	335	includes 2% increase for 2020
11-244-132-2380 Operating Equipment	647	577	1,410	638	<b>621</b>	(790)	612	623	based on 3-year rolling average actuals
11-244-132-2610 Office Supplies	-	-	100	94	<b>100</b>	-	100	100	placeholder for unanticipated expense
11-244-132-2910 Miscellaneous Expenses	280	-	100	-	<b>100</b>	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Public Education</i>	<b>4,612</b>	<b>1,672</b>	<b>5,360</b>	<b>2,020</b>	<b>2,135</b>	<b>(3,224)</b>	<b>2,153</b>	<b>2,191</b>	
<i>2014 Dodge RAM Pickup</i>									
11-244-834-2210 Fuel and Lubricants	2,374	1,258	1,776	1,290	<b>1,641</b>	(135)	1,396	1,442	based on 3-year rolling average actuals
11-244-834-2370 Repairs - Parts and Labour	204	978	476	43	<b>408</b>	(68)	476	309	based on 3-year rolling average actuals
11-244-834-3810 Insurance and Licences	1,174	998	1,018	1,032	<b>1,053</b>	35	1,074	1,095	based on 2% increase over prior years actuals
<i>Subtotal 2014 Dodge RAM Pickup</i>	<b>3,752</b>	<b>3,234</b>	<b>3,270</b>	<b>2,365</b>	<b>3,102</b>	<b>(168)</b>	<b>2,946</b>	<b>2,847</b>	
<b>Total Township Fire Department</b>	<b>316,472</b>	<b>421,922</b>	<b>514,598</b>	<b>496,247</b>	<b>568,677</b>	<b>54,079</b>	<b>584,153</b>	<b>596,383</b>	

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Community Emergency Management</b>									
11-246-121-1110 Salaries and Wages	3,891	3,885	3,953	9,203	<b>9,387</b>	5,434	9,575	9,766	includes 2% increase for 2020
11-246-121-1210 Overhead	1,219	1,393	1,417	2,954	<b>3,013</b>	1,596	3,074	3,135	includes 2% increase for 2020
11-246-121-2380 Operating Equipment	548	504	500	522	<b>525</b>	25	517	521	based on 3-year rolling average actuals
11-246-121-2610 Office Supplies	-	-	300	56	<b>300</b>	-	100	100	as per requirements for 2019 compliance activities
11-246-121-2910 Miscellaneous Expenses	254	-	300	19	<b>300</b>	-	250	250	as per requirements for 2019 compliance activities
11-246-121-3110 Travel/Meals/Conference/Seminars	536	(50)	1,500	542	<b>1,500</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3120 Training and Staff Development	54	82	2,000	98	<b>2,000</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3125 Public Education Events	-	368	1,000	103	<b>1,000</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3170 Memberships and Publications	(125)	-	100	-	<b>100</b>	-	100	100	as per requirements for 2019 compliance activities
11-246-121-3260 Telecommunications	1,287	1,374	1,401	1,369	<b>1,396</b>	(5)	1,424	1,453	based on 2% increase over prior years actuals
11-246-121-3290 Print, Advertising and Promotion	1,427	897	1,193	719	<b>1,014</b>	(178)	877	870	based on 3-year rolling average actuals
11-246-430-5390 Appropriation to CEMC Exercise Reserve	-	-	-	-	<b>5,000</b>	5,000	5,100	5,202	\$5k base contribution 2020 + 2%
<b>Total Community Emergency Management</b>	<b>9,091</b>	<b>8,453</b>	<b>13,665</b>	<b>15,588</b>	<b>25,536</b>	<b>11,871</b>	<b>22,517</b>	<b>22,898</b>	

Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES CAPITAL EXPENDITURES</u></b>									
<i>Fire and Emergency Management Services</i>									
<b>Hickson FD</b>									
12-211-430-5110 Equipment and Vehicles	2,794	-	72,000	69,250	17,500	(54,500)	576,000	15,000	includes \$15k Hose, air packs, radios, equipment
12-211-430-5120 Construction	7,206	9,209	-	-	-	-	-	312,100	
<b>Total Hickson FD</b>	<b>10,000</b>	<b>9,209</b>	<b>72,000</b>	<b>69,250</b>	<b>17,500</b>	<b>(54,500)</b>	<b>576,000</b>	<b>327,100</b>	
<b>Innerkip FD</b>									
12-222-430-5110 Equipment and Vehicles	6,447	3,375	137,500	15,301	330,000	192,500	15,000	15,000	truck purchase from 2019 + computer + standby generator includes \$15k Hose, air packs, radios, equipment
<b>Total Innerkip FD</b>	<b>6,447</b>	<b>3,375</b>	<b>137,500</b>	<b>15,301</b>	<b>330,000</b>	<b>192,500</b>	<b>15,000</b>	<b>15,000</b>	
<b>Tavistock FD</b>									
12-233-430-5110 Equipment and Vehicles	10,710	438,103	9,000	10,838	22,000	13,000	15,000	15,000	includes \$15k Hose, air packs, radios, equipment & LEDs
12-233-430-5170 Construction	-	-	4,500	-	-	(4,500)	-	-	
<b>Total Tavistock FD</b>	<b>10,710</b>	<b>438,103</b>	<b>13,500</b>	<b>10,838</b>	<b>22,000</b>	<b>8,500</b>	<b>15,000</b>	<b>15,000</b>	
<b>Township FD</b>									
12-244-430-2433 Computer Software and Hardware	-	-	3,500	-	3,500	-	-	-	includes \$10k Hose, air packs, radios, equipment
12-244-430-5110 Equipment and Vehicles	-	22,954	97,000	24,277	95,000	(2,000)	40,000	110,000	
<b>Total Township FD</b>	<b>-</b>	<b>22,954</b>	<b>100,500</b>	<b>24,277</b>	<b>98,500</b>	<b>(2,000)</b>	<b>40,000</b>	<b>110,000</b>	
<b>Total Fire and Emergency Management Services Capital</b>	<b>27,157</b>	<b>473,641</b>	<b>323,500</b>	<b>119,666</b>	<b>468,000</b>	<b>144,500</b>	<b>646,000</b>	<b>467,100</b>	

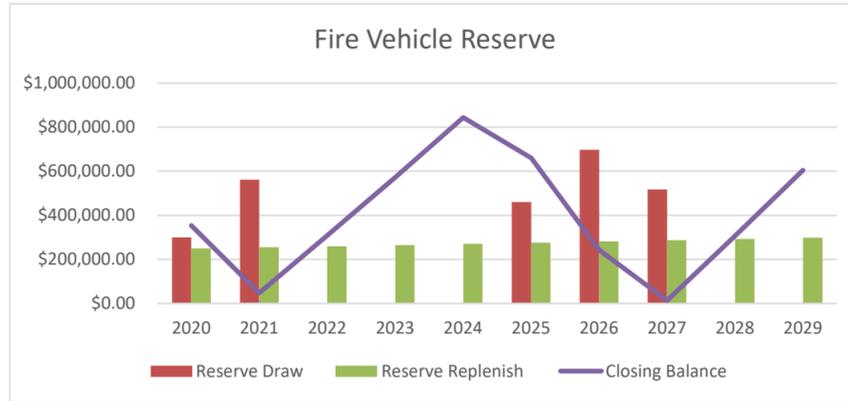
Township of East Zorra-Tavistock  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES REVENUES</u></b>									
<b>Hickson Fire Department</b>									
11-211-021-0513 Miscellaneous Revenue	-	-	398	904	301	(97)	402	536	based on 3-year rolling average actuals
11-211-021-0576 Donations	6,120	1,590	-	930	-	-	-	-	no revenue anticipated
11-211-021-0598 Expense Recovery	-	2,135	2,178	-	-	(2,178)	-	-	optional life insurance recovery @ 2% over p/y actuals
11-211-131-0513 Fire Prevention - Miscellaneous Revenue	-	-	-	80	-	-	-	-	no future revenue anticipated
12-211-021-0340 Miscellaneous Grants	-	-	-	23,150	-	-	-	-	grant for UTV acquisition
12-211-021-0523 Contributions from Developers	-	-	-	37,101	-	-	-	312,100	
12-211-430-0576 Donations	-	-	50,045	-	-	(50,045)	-	-	
12-211-430-0952 Contributions from Reserve	10,000	9,209	-	-	-	-	-	561,000	
<b>Total Hickson Fire Department</b>	<b>16,120</b>	<b>12,934</b>	<b>52,621</b>	<b>62,165</b>	<b>301</b>	<b>(52,319)</b>	<b>402</b>	<b>873,636</b>	
<b>Innerkip Fire Department</b>									
11-222-021-0513 Miscellaneous Revenue	31	-	440	-	10	(430)	3	5	based on 3-year rolling average actuals
11-222-021-0521 Fees and Charges	21,409	19,315	23,025	-	13,575	(9,450)	10,963	8,179	based on 3-year rolling average actuals
12-222-021-0598 Expense Recovery	-	1,013	1,033	6,154	6,278	5,244	6,403	6,531	optional life insurance recovery @ 2% over p/y actuals
12-222-071-0952 Contributions from Reserves	-	-	125,000	7,620	300,000	175,000	-	-	balance of truck expense from 2019
<b>Total Innerkip Fire Department</b>	<b>21,440</b>	<b>20,328</b>	<b>149,498</b>	<b>13,775</b>	<b>319,863</b>	<b>170,365</b>	<b>17,370</b>	<b>14,715</b>	
<b>Tavistock Fire Department</b>									
11-233-021-0513 Miscellaneous Revenue	450	-	1,175	-	150	(1,025)	50	67	based on 3-year rolling average actuals
11-233-021-0574 Facility Rentals	11,887	6,416	9,670	-	6,101	(3,569)	4,172	3,424	based on 3-year rolling average actuals
11-233-021-0576 Donations	2,700	100	-	-	-	-	-	-	no revenue anticipated
11-233-021-0598 Expense Recovery	-	2,581	2,633	-	-	(2,633)	-	-	optional life insurance recovery @ 2% over p/y actuals
12-233-071-0952 Contributions from Reserves	-	-	-	10,838	-	-	-	-	
<b>Total Tavistock Fire Department</b>	<b>15,037</b>	<b>9,097</b>	<b>13,477</b>	<b>10,838</b>	<b>6,251</b>	<b>(7,226)</b>	<b>4,222</b>	<b>3,491</b>	
<b>Township Fire Department</b>									
11-244-021-0513 Miscellaneous Revenue	861	6,217	500	20,962	500	-	500	500	placeholder for unanticipated revenue
11-244-021-0531 Fire Department Revenue	-	150	-	200	-	-	-	-	no revenue anticipated
11-244-021-0598 Expense Recovery	-	-	-	5,607	1,869	1,869	2,492	3,323	based on 3-year rolling average actuals
12-244-021-0949 Sale of Equipment/Vehicles	-	-	-	7,615	-	-	-	-	
12-244-071-0952 Contributions from Reserves	50,000	-	38,000	16,662	50,000	12,000	30,000	100,000	Building Department Fire Chief Truck purchase
<b>Total Township Fire Department</b>	<b>50,861</b>	<b>6,367</b>	<b>38,500</b>	<b>51,046</b>	<b>52,369</b>	<b>13,869</b>	<b>32,992</b>	<b>103,823</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

**11-942-942-9812**

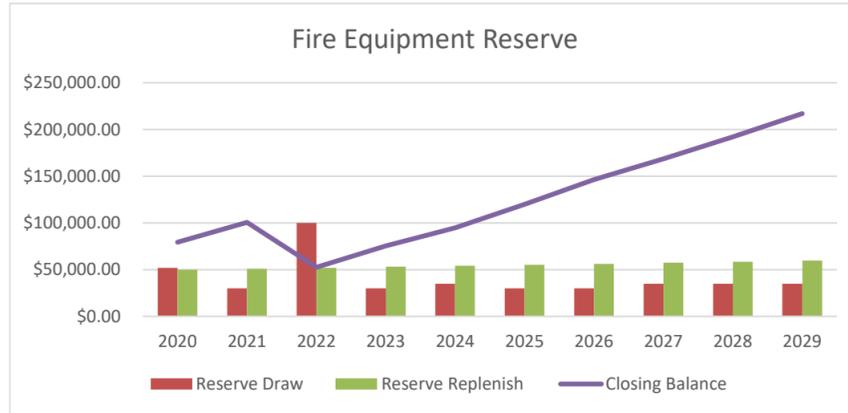
**Fire Vehicle Reserve**



	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	403,907	300,000	250,000	<b>353,907</b>
2021	353,907	561,000	255,000	<b>47,907</b>
2022	47,907	-	260,100	<b>308,007</b>
2023	308,007	-	265,302	<b>573,309</b>
2024	573,309	-	270,608	<b>843,917</b>
2025	843,917	460,200	276,020	<b>659,737</b>
2026	659,737	698,100	281,541	<b>243,177</b>
2027	243,177	516,900	287,171	<b>13,449</b>
2028	13,449	-	292,915	<b>306,364</b>
2029	306,364	-	298,773	<b>605,137</b>

**11-942-942-9816**

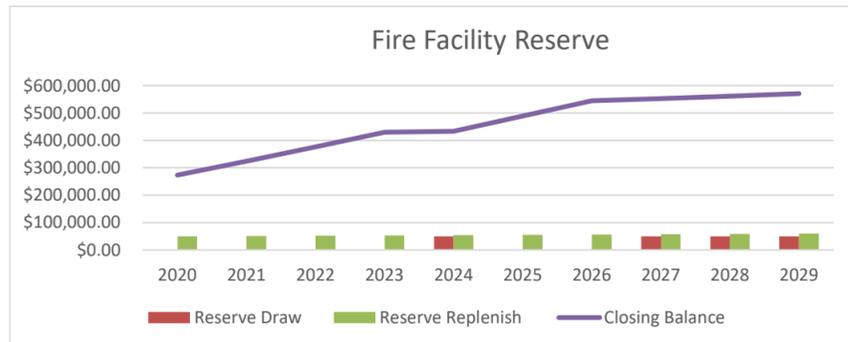
**Fire Equipment Reserve**



	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	81,519	52,000	50,000	<b>79,519</b>
2021	79,519	30,000	51,000	<b>100,519</b>
2022	100,519	100,000	52,020	<b>52,539</b>
2023	52,539	30,000	53,060	<b>75,600</b>
2024	75,600	35,000	54,122	<b>94,721</b>
2025	94,721	30,000	55,204	<b>119,925</b>
2026	119,925	30,000	56,308	<b>146,233</b>
2027	146,233	35,000	57,434	<b>168,668</b>
2028	168,668	35,000	58,583	<b>192,251</b>
2029	192,251	35,000	59,755	<b>217,005</b>

**11-942-942-9815**

**Fire Facilities Reserve**



	Opening Balance	Annual Reserve Draw	Annual Reserve Replenish	Closing Balance
2020	223,191	0	50,000	<b>273,191</b>
2021	273,191	0	51,000	<b>324,191</b>
2022	324,191	0	52,020	<b>376,211</b>
2023	376,211	0	53,060	<b>429,271</b>
2024	429,271	50,000	54,122	<b>433,393</b>
2025	433,393	0	55,204	<b>488,597</b>
2026	488,597	0	56,308	<b>544,905</b>
2027	544,905	50,000	57,434	<b>552,339</b>
2028	552,339	50,000	58,583	<b>560,922</b>
2029	560,922	50,000	59,755	<b>570,677</b>

Township of East Zorra-Tavistock  
GENERAL GOVERNMENT  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures										Remarks
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed		
Financial Expenses	306,992	228,825	1,011,077	604,021	37,282	(973,795)	37,703	11,802		
Tax Rebates and Write-offs	51,657	119,624	36,200	26,479	65,920	29,720	38,470	34,074		
<b>TOTALS</b>	<b>358,649</b>	<b>348,450</b>	<b>1,047,277</b>	<b>630,500</b>	<b>103,202</b>	<b>(944,076)</b>	<b>76,174</b>	<b>45,877</b>		
Gross Budget Revenues										Remarks
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed		
<b>Taxation - General Levy</b>	<b>5,285,645</b>	<b>5,390,962</b>	<b>5,797,655</b>	<b>5,654,528</b>	<b>6,176,569</b>	<b>378,914</b>	<b>6,176,569</b>	<b>6,176,569</b>		
Canada Grants	115,898	333,504	551,231	115,771	115,771	(435,460)	115,771	115,771		
Investment Income	154,182	261,506	136,799	263,616	191,615	54,816	188,333	214,777		
Ontario Grants	749,276	662,000	1,229,630	1,244,270	680,300	(549,330)	680,300	680,300		
Payments-In-Lieu	65,015	68,762	75,753	92,304	75,562	(191)	75,562	75,562		
Penalties and Interest	83,847	75,183	84,671	71,707	76,912	(7,759)	77,488	75,369		
Sundry Revenue	5,841	7,834	5,432	9,477	7,717	2,286	7,678	8,291		
Supplementary Taxation	251,863	108,524	92,949	152,695	114,994	22,044	117,152	120,858		
Transfers from Reserves and Reserve Funds	138,331	44,000	-	-	-	-	-	-		
User Fees and Charges	-	-	-	300	250	250	250	250		
<b>TOTALS</b>	<b>1,564,253</b>	<b>1,561,314</b>	<b>2,176,466</b>	<b>1,950,139</b>	<b>1,263,121</b>	<b>(913,345)</b>	<b>1,262,535</b>	<b>1,291,178</b>		
<b>NET GENERAL GOVERNMENT BUDGET</b>	<b>(1,205,604)</b>	<b>(1,212,864)</b>	<b>(1,129,188)</b>	<b>(1,319,639)</b>	<b>(1,159,919)</b>	<b>(30,731)</b>	<b>(1,186,362)</b>	<b>(1,245,301)</b>		

Township of East Zorra-Tavistock  
GENERAL GOVERNMENT  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b>GENERAL GOVERNMENT EXPENDITURES</b>									
<b>Tax Rebates and Write-offs</b>									
11-000-003-0120 Residential/Farm (RT)	562	26,451	15,386	10,047	12,353	(3,033)	7,654	10,018	based on 3-year rolling average
11-000-003-0140 Commercial (CT)	51,194	9,181	22,978	16,169	25,515	2,536	30,959	24,214	based on 3-year rolling average
11-000-003-0150 Industrial (IT)	-	302	101	-	101	-	34	45	
11-000-003-0160 Farmland (FT)	(99)	(3,810)	(2,265)	653	(1,085)	1,180	(177)	(203)	based on 3-year rolling average
11-000-003-0190 Commercial New Construction (XT)	-	87,501	-	(391)	29,037	29,037	-	-	no XT assessment in 2019 to write-off
<b>Total Tax Rebates and Write-offs</b>	<b>51,657</b>	<b>119,624</b>	<b>36,200</b>	<b>26,479</b>	<b>65,920</b>	<b>29,720</b>	<b>38,470</b>	<b>34,074</b>	
<b>Financial Expenses</b>									
11-000-121-2910 Miscellaneous Expense	33,473	2,025	3,000	-	3,000	-	3,000	3,000	conservative estimate for anomaly in 2017
11-000-121-1210 Benefits	-	-	-	5,305	-	-	-	-	One-time adjustment for employee benefits charges
11-000-121-3310 Professional Services	-	4,791	1,500	1,830	1,500	-	1,500	1,500	conservative estimate for anomaly in 2018
11-000-121-3570 Audit Services	-	-	-	21,865	25,500	25,500	26,010		2% per year as per agreement for services (5-years)
11-000-121-4110 Bank Charges	2,853	3,173	3,118	3,335	3,120	2	3,103	3,186	based on 3-year rolling average
11-000-121-4230 Write-offs and Charge-outs	-	-	-	3,929	4,000	4,000	4,000	4,000	budget here going forward with average to come later
11-000-121-4510 Tax Write-offs - Township	14	373	369	97	161	(208)	91	116	based on 3-year rolling average
11-000-121-4561 Bill 79 Related Tax Adjustments	41,317	(32)	-	31	-	-	-	-	2017 was an anomaly - no budget required
11-000-121-5391 Appropriation to Reserve	228,835	217,733	1,003,090	567,630	-	(1,003,090)	-	-	Gas Tax Funding directly to reserve
11-000-121-6120 Donations	500	762	-	-	-	-	-	-	no budget for donations should be unanticipated
<b>Total Financial Expenses</b>	<b>306,992</b>	<b>228,825</b>	<b>1,011,077</b>	<b>604,021</b>	<b>37,282</b>	<b>(973,795)</b>	<b>37,703</b>	<b>11,802</b>	

Township of East Zorra-Tavistock  
GENERAL GOVERNMENT  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b>GENERAL GOVERNMENT REVENUES</b>									
<b>Taxation - General Levy</b>									
11-000-001-0120 Residential (RT)	3,513,495	3,531,532	3,708,427	3,623,669	3,969,434	261,007	3,969,434	3,969,434	as per the Collectors' Roll 2020 @ current rates
11-000-001-0122 Residential Farmland Awaiting (R1)	85	81	82	80	-	(82)	-	-	as above
11-000-001-0130 Multi-Residential (MT)	111,266	142,880	150,777	135,844	130,866	(19,911)	130,866	130,866	as above
11-000-001-0140 Commercial (CT)	319,071	295,194	306,207	299,208	288,596	(17,611)	288,596	288,596	as above
11-000-001-0141 Commercial Vacant Units/Excess Land (CU)	3,263	3,084	3,103	3,033	2,778	(325)	2,778	2,778	as above
11-000-001-0142 Commercial Vacant Land (CX)	4,395	3,612	2,820	2,756	1,904	(916)	1,904	1,904	as above
11-000-001-0150 Industrial (IT)	58,969	54,926	54,756	54,256	56,475	1,719	56,475	56,475	as above
11-000-001-0151 Industrial Vacant Units/Excess Land (IU)	964	906	906	885	885	(21)	885	885	as above
11-000-001-0152 Industrial Vacant Land (IX)	1,036	973	973	951	298	(675)	298	298	as above
11-000-001-0155 Large Industrial (LT)	77,245	76,993	81,425	79,564	83,894	2,469	83,894	83,894	as above
11-000-001-0160 Farmland (FT)	880,792	963,741	1,156,017	1,129,594	1,287,600	131,583	1,287,600	1,287,600	as above
11-000-001-0170 Managed Forest (TT)	1,176	1,301	1,376	1,462	1,553	177	1,553	1,553	as above
11-000-001-0180 Pipelines (PT)	295,249	285,342	294,674	287,939	296,902	2,228	296,902	296,902	as above
11-000-001-0190 Commercial New Construction (XT)	18,483	30,248	35,961	35,139	55,234	19,273	55,234	55,234	as above
11-000-001-0191 Commercial New Construction Vacant Units (XU)	156	149	151	148	150	(1)	150	150	as above
<b>Total Taxation - General Levy</b>	<b>5,285,645</b>	<b>5,390,962</b>	<b>5,797,655</b>	<b>5,654,528</b>	<b>6,176,569</b>	<b>378,914</b>	<b>6,176,569</b>	<b>6,176,569</b>	
<b>Payments-In-Lieu</b>									
11-000-005-0211 Canada Post	2,903	2,769	2,769	2,682	2,682	(87)	2,682	2,682	as per the Collectors' Roll 2020 @ current rates
11-000-005-0221 Railways	3,681	4,369	4,369	4,314	4,369	1	4,369	4,369	as above
11-000-005-0231 Agricultural Research Institute	20,046	23,727	28,623	27,969	28,623	-	28,623	28,623	as above
11-000-005-0242 Hydro	126	125	894	83	789	(105)	789	789	as above
11-000-005-0243 LCBO	2,793	2,624	2,628	2,568	2,628	(0)	2,628	2,628	as above
11-000-005-0261 Other Municipal Enterprises (PUC/Sewers)	35,466	35,149	36,471	54,688	36,471	-	36,471	36,471	as above
<b>Total Payments-in-lieu</b>	<b>65,015</b>	<b>68,762</b>	<b>75,753</b>	<b>92,304</b>	<b>75,562</b>	<b>(191)</b>	<b>75,562</b>	<b>75,562</b>	
<b>Canada Grants</b>									
11-000-007-0330 City of Woodstock - Ongoing Boundary Adjustment	115,898	115,771	115,771	115,771	115,771	(0)	115,771	115,771	compensation for prior boundary adjustment
11-000-007-0331 Other Grants and Gas Tax	-	217,733	435,460	-	-	(435,460)	-	-	Gas Tax Funding directly to reserve
<b>Total Canada Grants</b>	<b>115,898</b>	<b>333,504</b>	<b>551,231</b>	<b>115,771</b>	<b>115,771</b>	<b>(435,460)</b>	<b>115,771</b>	<b>115,771</b>	
<b>Ontario Grants</b>									
11-000-006-0330 Non-specific Ontario Grants (OMPF)	683,045	662,000	662,000	667,700	680,300	18,300	680,300	680,300	2020 OMPF as provided (holding for 2021/2022)
11-000-006-0331 Specific Grants and Revenue	66,231	-	567,630	576,570	-	(567,630)	-	-	Modernization Funding Grant in 2019
<b>Total Ontario Grants</b>	<b>749,276</b>	<b>662,000</b>	<b>1,229,630</b>	<b>1,244,270</b>	<b>680,300</b>	<b>(549,330)</b>	<b>680,300</b>	<b>680,300</b>	

Township of East Zorra-Tavistock  
**GENERAL GOVERNMENT**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b>GENERAL GOVERNMENT REVENUES (cont'd)</b>									
<b>Supplementary Taxation</b>									
11-000-002-0120 Residential/Farm (RT)	98,554	96,636	83,134	133,095	<b>109,428</b>	26,294	113,692	118,739	based on 3-year rolling average
11-000-002-0130 Multi-Residential (MT)	33,882	-	-	-	-	-	-	-	remove estimate for odd year 2017
11-000-002-0140 Commercial (CT)	1,088	2,288	2,920	(15,238)	<b>(3,954)</b>	(6,874)	(6,034)	(8,409)	based on 3-year rolling average
11-000-002-0142 Commercial Vacant Land (CX)	(1,609)	(193)	(601)	-	<b>(601)</b>	-	(737)	(446)	based on 3-year rolling average
11-000-002-0150 Industrial (IT)	-	(1,335)	(445)	392	<b>(314)</b>	130	26	35	based on 3-year rolling average
11-000-002-0160 Farmland (FT)	4,770	6,150	4,790	7,531	<b>6,150</b>	1,360	6,150	6,610	based on 3-year rolling average
11-000-002-0180 Pipelines (PT)	484	2,222	400	1,896	<b>1,534</b>	1,134	1,305	1,579	based on 3-year rolling average
11-000-002-0190 Commercial New Construction (XT)	114,694	2,757	2,750	25,018	<b>2,750</b>	-	2,750	2,750	conservative estimate for odd year 2017
<b>Total Supplementary Taxation</b>	<b>251,863</b>	<b>108,524</b>	<b>92,949</b>	<b>152,695</b>	<b>114,994</b>	<b>22,044</b>	<b>117,152</b>	<b>120,858</b>	
<b>Sundry Revenue</b>									
11-000-021-0513 Miscellaneous Revenue	5,841	7,834	5,432	9,477	<b>7,717</b>	2,286	7,678	8,291	based on 3-year rolling average
11-000-021-0521 NSF Fees	-	-	-	300	<b>250</b>	250	250	250	based on 10 NSF's @ \$25.00
11-000-021-0911 Penalty/Interest Income - Taxes	83,847	75,183	84,671	71,707	<b>76,912</b>	(7,759)	77,488	75,369	based on 3-year rolling average
11-000-021-0921 Investment Income - Drains	-	13,170	6,533	-	<b>4,390</b>	(2,143)	1,463	1,951	based on 3-year rolling average
11-000-021-0922 Investment Income - Bank Account	53,901	133,191	75,166	209,283	<b>132,125</b>	56,959	131,770	157,726	based on 3-year rolling average
11-000-021-0924 Investment Income - EARTH	67,738	54,941	55,100	54,333	<b>55,100</b>	-	55,100	55,100	as per interest on loan receivable
11-000-021-0925 Dividend Income - EARTH	32,543	60,204	-	-	-	-	-	-	unanticipated dividends declared at year end
11-000-021-0952 Transfer from Reserve	138,331	44,000	-	-	-	-	-	-	no longer required
<b>Total Sundry Revenue</b>	<b>382,201</b>	<b>388,524</b>	<b>226,902</b>	<b>345,099</b>	<b>276,494</b>	<b>49,593</b>	<b>273,750</b>	<b>298,687</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Administration	8,198	9,899	10,201	9,613	10,485	283	10,964	11,121	
Hickson Park	36,077	34,181	36,998	32,268	39,126	2,128	39,889	40,351	
Innerkip Park	61,898	71,425	74,560	68,410	72,385	(2,175)	74,955	76,265	
Stonegate Park	4,407	3,843	5,635	1,037	1,576	(4,060)	1,422	1,460	
Innerkip Community Centre	48,461	56,089	53,846	53,161	53,230	(616)	55,557	56,241	
Tavistock Park	70,678	86,850	136,067	123,115	138,217	2,151	136,904	139,487	
Bender Subdivision Parkette	2,063	2,035	2,190	2,085	3,645	1,455	2,495	2,541	
Tavistock Memorial Hall	46,531	48,172	58,360	49,692	68,560	10,200	68,782	69,008	
Tavistock District Recreation Committee (TDRC) - Arena	459,593	455,435	444,000	427,238	508,550	64,550	503,324	515,600	
TDRC - Concession Booth	26,036	28,421	27,800	27,985	29,800	2,000	29,800	29,800	
TDRC - Vending Machines	1,213	1,658	1,700	1,795	1,900	200	1,900	1,900	
TDRC - Ice Resurfacer	1,242	7,425	2,560	2,417	2,060	(500)	2,060	2,060	
Capital Expenditures	136,272	45,009	297,000	137,816	400,606	103,606	45,918	35,412	
<b>TOTALS</b>	<b>902,669</b>	<b>850,443</b>	<b>1,150,918</b>	<b>936,632</b>	<b>1,330,139</b>	<b>179,221</b>	<b>973,971</b>	<b>981,246</b>	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Contributions from Developers	-	-	4,417	6,053	81,053	76,636	6,053	6,053	
Cost Recoveries	-	19,496	1,000	2,284	1,000	-	1,000	1,000	
Donations	6,396	-	59,000	2,150	200,000	141,000	-	-	
Licences, Permits and Rents	7,800	8,100	8,300	9,710	11,320	3,020	11,520	11,720	
Sale of Equipment and Vehicles	-	-	-	18,645	-	-	-	-	
Sundry Revenue	34,743	20,478	2,950	15,963	10,250	7,300	10,250	10,250	
Transfers from Reserves and Reserve Funds	113,824	659	173,000	117,021	60,000	(113,000)	-	100,000	
User Fees and Charges	444,631	460,213	458,431	473,566	472,527	14,096	472,949	472,459	
<b>TOTALS</b>	<b>607,393</b>	<b>508,946</b>	<b>707,098</b>	<b>645,392</b>	<b>836,150</b>	<b>129,052</b>	<b>501,771</b>	<b>601,481</b>	
<b>NET PARKS AND RECREATION BUDGET</b>	<b>295,276</b>	<b>341,497</b>	<b>443,820</b>	<b>291,240</b>	<b>493,990</b>	<b>50,170</b>	<b>472,200</b>	<b>379,764</b>	

Township of East Zorra-Tavistock  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES</u></b>									
<b>Administration</b>									
11-758-121-2872 Grass Cutting - Optimist Park Tavistock	6,764	8,212	7,250	7,965	<b>7,500</b>	250	7,650	7,803	2020 includes grant funding previously elsewhere based on 3-year rolling average actuals prior year actual + 2% hall rental discounts, event organization, etc.
11-758-121-3110 Travel/Meals/Conferences/Seminars	39	72	37	-	<b>37</b>	-	36	24	
11-758-121-3170 Memberships and Publications	695	715	729	748	<b>763</b>	34	778	794	
11-758-121-6110 Grants	700	900	2,185	900	<b>2,185</b>	-	2,500	2,500	
<b>Total Administration</b>	<b>8,198</b>	<b>9,899</b>	<b>10,201</b>	<b>9,613</b>	<b>10,485</b>	<b>283</b>	<b>10,964</b>	<b>11,121</b>	
<b>Hickson Area</b>									
<b>Hickson Park</b>									
11-751-121-1110 Salaries and Wages	714	589	600	278	<b>283</b>	(316)	289	295	based on 2% for 2020
11-751-121-1150 Vacation, Sick, Stats	-	-	-	2	<b>2</b>	2			based on 2% for 2020
11-751-121-1210 Benefits	219	184	187	79	<b>81</b>	(106)	82	84	based on 2% for 2020
11-751-121-2872 Grass Cutting	3,876	3,040	3,500	-	<b>3,500</b>	-	3,570	3,641	includes allocation of services
11-751-121-2875 Booth Pavilion - Repairs and Maintenance	1,073	289	650	887	<b>749</b>	99	642	759	based on 3-year rolling average actuals
11-751-121-2876 Playground - Repairs and Maintenance	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work
11-751-121-2877 Fencing - Repairs and Maintenance	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work
11-751-121-2878 Floodlight - Repairs and Maintenance	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work
11-751-121-2879 Grounds/Diamond - Repairs and Maintenance	933	1,346	1,119	1,232	<b>1,170</b>	51	1,249	1,217	based on 3-year rolling average actuals
11-751-121-2910 Miscellaneous	137	1,618	731	-	<b>585</b>	(146)	734	440	based on 3-year rolling average actuals
11-751-121-3260 Telecommunications	1,095	1,255	1,280	1,152	<b>1,175</b>	(105)	1,199	1,223	prior year actual + 2%
11-751-121-3436 Facility Maintenance Services	1,273	-	1,000	-	<b>1,000</b>	1	1,000	1,000	placeholder for unanticipated work
11-751-121-3510 Equipment Rentals - Owned	418	338	321	80	<b>278</b>	(43)	232	197	based on 3-year rolling average actuals
11-751-121-3530 Garbage Container Rental and Disposal	882	1,891	1,929	1,861	<b>1,898</b>	(31)	1,936	1,975	prior year actual + 2%
11-751-121-3610 Electrical Power	3,237	2,579	2,631	2,089	<b>2,131</b>	(500)	2,174	2,217	prior year actual + 2%
11-751-121-3710 Portable Washroom Rentals	-	-	-	1,057	<b>1,500</b>	1,500	1,530	1,561	prior year actual + 2%
11-751-121-3810 Insurance and Licences	2,221	2,256	2,301	3,551	<b>3,622</b>	1,321	3,694	3,768	prior year actual + 2%
11-751-430-5390 Appropriation to Reserve	20,000	18,797	20,000	20,000	<b>20,400</b>	400	20,808	21,224	base year 2019 \$20,000 + 2% increase annually
<b>Total Hickson Park</b>	<b>36,077</b>	<b>34,181</b>	<b>36,998</b>	<b>32,268</b>	<b>39,126</b>	<b>2,128</b>	<b>39,889</b>	<b>40,351</b>	

Township of East Zorra-Tavistock  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>									
<b><i>Innerkip Area</i></b>									
<b>Innerkip Park</b>									
11-752-121-1110 Salaries and Wages	859	745	-	2,193	<b>2,237</b>	2,237	2,281	2,327	based on 2% for 2020
11-752-121-1150 Vacation, Sick, Stats	94	41	-	50	<b>51</b>	51	52	53	based on 2% for 2020
11-752-121-1210 Benefits	532	335	-	478	<b>487</b>	487	497	507	based on 2% for 2020
11-752-121-2872 Grass Cutting	5,187	559	9,000	7,000	<b>7,140</b>	(1,860)	7,283	7,428	contracting services from Innerkip Minor Ball - 2% increase
11-752-121-2874 Concession - Repairs and Maintenance	-	-	-	126	<b>42</b>	42	56	75	based on 3-year rolling average actuals
11-752-121-2875 Booth Pavilion - Repairs and Maintenance	394	5,192	2,559	3,272	<b>2,953</b>	394	3,806	3,343	based on 3-year rolling average actuals
11-752-121-2876 Playground - Repairs and Maintenance	527	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work
11-752-121-2877 Fencing - Repairs and Maintenance	-	127	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work (+ capital work)
11-752-121-2878 Floodlight - Repairs and Maintenance	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated work
11-752-121-2879 Grounds/Diamond - Repairs and Maintenance	6,233	24,070	10,000	4,130	<b>10,000</b>	-	10,200	10,404	based on responsibility for diamonds to Innerkip Minor Ball
11-752-121-2910 Miscellaneous	253	81	845	3,017	<b>1,117</b>	272	1,405	1,846	based on 3-year rolling average actuals
11-752-121-3260 Telecommunications	870	931	950	859	<b>537</b>	(412)	548	559	prior year actual + 2%
11-752-121-3436 Facility Maintenance Services	7,811	608	1,000	527	<b>1,000</b>	-	1,000	1,000	placeholder for unanticipated work
11-752-121-3510 Equipment Rentals - Owned	421	910	477	825	<b>719</b>	242	818	787	based on 3-year rolling average actuals
11-752-121-3530 Garbage Container Rental and Disposal	3,052	2,625	2,678	2,451	<b>5,800</b>	3,123	5,916	6,035	prior year actual + 2%
11-752-121-3610 Electrical Power	6,590	6,234	6,359	5,687	-	(6,359)	-	-	prior year actual + 2%
11-752-121-3620 Water	-	100	500	-	<b>500</b>	-	510	520	estimate for irregular billing pattern
11-752-121-3625 Sewer	-	-	500	-	<b>500</b>	-	510	520	estimate for irregular billing pattern
11-752-121-3810 Insurance and Licences	4,075	3,867	3,944	2,796	<b>2,852</b>	(1,092)	2,909	2,967	prior year actual + 2%
11-752-430-5390 Appropriation to Reserve	25,000	25,000	35,000	35,000	<b>35,700</b>	700	36,414	37,142	base year 2019 \$35,000 + 2% increase annually
<b>Total Innerkip Park</b>	<b>61,898</b>	<b>71,425</b>	<b>74,560</b>	<b>68,410</b>	<b>72,385</b>	<b>(2,175)</b>	<b>74,955</b>	<b>76,265</b>	
<b>Stonegate Park</b>									
11-754-121-1110 Salaries and Wages	709	258	-	571	<b>582</b>	582	594	606	based on 2% for 2020
11-754-121-1150 Vacation, Sick, Stats	-	-	-	8	<b>8</b>	8	9	9	based on 2% for 2020
11-754-121-1210 Benefits	238	74	-	186	<b>190</b>	190	193	197	based on 2% for 2020
11-754-121-2872 Grass Cutting	2,407	3,200	3,479	-	-	(3,479)	-	-	completed by our staff in 2019 so budgeting accordingly
11-754-121-2910 Miscellaneous	503	178	1,504	-	<b>227</b>	(1,277)	135	121	based on 3-year rolling average actuals
11-754-121-3510 Equipment Rentals - Owned	550	133	403	273	<b>319</b>	(84)	241	277	based on 3-year rolling average actuals
11-754-121-3810 Insurance and Licences	-	-	250	-	<b>250</b>	-	250	250	placeholder for unanticipated allocation of costs
<b>Total Stonegate Park</b>	<b>4,407</b>	<b>3,843</b>	<b>5,635</b>	<b>1,037</b>	<b>1,576</b>	<b>(4,060)</b>	<b>1,422</b>	<b>1,460</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</b>									
<i>Innerkip Area (cont'd)</i>									
<b>Innerkip Community Centre</b>									
11-761-121-2610 Office Supplies	35	74	75	17	43	(32)	44	45	based on 3-year rolling average actuals
11-761-121-2620 Cleaning Supplies	630	647	682	404	571	(111)	541	505	based on 3-year rolling average actuals
11-761-121-2910 Miscellaneous	429	(71)	156	23	128	(28)	27	59	based on 3-year rolling average actuals
11-761-121-3260 Telecommunications	1,541	1,589	1,621	1,467	1,530	(91)	1,561	1,592	prior year actual + 2%
11-761-121-3290 Print, Advertising and Promotions	453	1,763	950	213	785	(165)	920	640	based on 3-year rolling average actuals
11-761-121-3410 Contracted Management Services	8,605	9,014	9,322	6,805	8,760	(562)	8,935	9,114	based on 2020 payment rates @ 130 hours + expenses
11-761-121-3420 Building Maintenance Services	1,387	7,235	3,904	7,515	5,588	1,684	6,779	6,627	based on 3-year rolling average actuals
11-761-121-3430 Grounds Maintenance Services	4,659	4,213	5,179	6,163	4,732	(447)	5,036	5,310	based on 3-year rolling average actuals
11-761-121-3530 Garbage Container Rental and Disposal	1,842	1,958	1,997	1,948	1,842	(155)	1,879	1,916	prior year actual + 2%
11-761-121-3610 Electrical Power	4,999	5,339	5,446	4,839	5,068	(378)	5,169	5,273	prior year actual + 2%
11-761-121-3620 Water	1,220	1,192	1,216	987	1,002	(214)	1,022	1,042	prior year actual + 2%
11-761-121-3625 Sewer	1,470	1,432	1,461	1,174	1,189	(272)	1,213	1,237	prior year actual + 2%
11-761-121-3630 Natural Gas	930	1,439	1,468	1,519	1,501	34	1,531	1,562	prior year actual + 2%
11-761-121-3810 Insurance and Licences	5,261	5,265	5,370	5,089	5,190	(180)	5,294	5,400	prior year actual + 2%
11-761-430-5390 Appropriation to Reserve	15,000	15,000	15,000	15,000	15,300	300	15,606	15,918	base year 2019 \$15,000 + 2% increase annually
<b>Total Innerkip Community Centre</b>	<b>48,461</b>	<b>56,089</b>	<b>53,846</b>	<b>53,161</b>	<b>53,230</b>	<b>(616)</b>	<b>55,557</b>	<b>56,241</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes	
<b>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</b>										
<b>Tavistock Area</b>										
<b>Tavistock Park</b>										
11-753-121-1110 Salaries and Wages	424	659	500	454	500	-	510	520	<i>2020 as per KW-supplied budget</i>	
11-753-121-1210 Benefits	131	225	250	138	250	-	255	260		
11-753-121-2620 Cleaning Supplies	805	885	1,000	364	1,000	-	1,020	1,040		
11-753-121-2872 Grass Cutting	5,625	7,671	7,800	7,073	7,800	-	7,956	8,115		
11-753-121-2875 Booth Pavilion - Repairs and Maintenance	2,522	2,463	5,500	1,798	5,500	-	3,273	3,524		
11-753-121-2876 Playground - Repairs and Maintenance	267	1,193	700	248	700	-	405	451		
11-753-121-2877 Fencing - Repairs and Maintenance	-	-	1,000	-	1,000	-	250	250		
11-753-121-2878 Floodlight - Repairs and Maintenance	-	-	300	-	300	1	250	250		
11-753-121-2879 Grounds/Diamond - Repairs and Maintenance	5,486	9,260	10,000	5,744	10,000	-	10,200	10,404		
11-753-121-3410 Contracted Management Services	20,849	21,440	22,000	22,327	23,000	1,000	23,460	23,929		
11-753-121-3510 Equipment Rentals - Owned	180	790	400	588	600	200	456	548		
11-753-121-3530 Garbage Container Rental and Disposal	-	-	100	-	100	-	100	100		
11-753-121-3610 Electrical Power	1,716	1,877	2,500	1,586	2,200	(300)	2,244	2,289		
11-753-121-3620 Water	891	1,210	1,400	1,128	1,400	-	1,428	1,457		
11-753-121-3650 Floodlight Electrical Power	2,354	2,626	800	783	850	50	867	884		
11-753-121-3630 Natural Gas	635	727	2,800	2,471	2,800	-	2,856	2,913		
11-753-121-3810 Insurance and Licences	6,376	6,397	6,600	5,994	6,800	200	6,936	7,075		
11-753-430-4210 Principal Repayments	13,980	14,563	15,150	15,150	15,771	621	16,418	17,091		Tavistock Pavilion Reno Repayments
11-753-430-4220 Interest Repayments	8,437	7,864	7,267	7,267	6,646	(621)	5,999	5,326		Tavistock Pavilion Reno Repayments
11-753-430-5390 Appropriation to Reserve	-	7,000	50,000	50,000	51,000	1,000	52,020	53,060		base year 2019 \$50,000 + 2% annually
<b>Total Tavistock Park</b>	<b>70,678</b>	<b>86,850</b>	<b>136,067</b>	<b>123,115</b>	<b>138,217</b>	<b>2,151</b>	<b>136,904</b>	<b>139,487</b>		
<b>Bender Subdivision Parkette</b>										
11-756-121-2872 Grass Cutting	1,361	1,261	1,286	1,396	1,500	214	1,530	1,561	<i>2020 as per KW-supplied budget</i>	
11-756-121-2910 Miscellaneous	70	84	100	96	1,300	1,200	100	100		
11-756-121-3410 Contracted Management Services	-	690	704	593	750	46	765	780		
11-756-121-3810 Insurance and Licences	632	-	100	-	95	(5)	100	100		
<b>Total Bender Subdivision Parkette</b>	<b>2,063</b>	<b>2,035</b>	<b>2,190</b>	<b>2,085</b>	<b>3,645</b>	<b>1,455</b>	<b>2,495</b>	<b>2,541</b>		

Township of East Zorra-Tavistock  
PARKS and RECREATION  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</b>									
<i>Tavistock Area (cont'd)</i>									
<b>Tavistock Memorial Hall</b>									
11-755-121-2380 Operating Equipment	-	-	200	-	200	-	200	200	<i>2020 as per KW-supplied budget</i>
11-755-121-2620 Cleaning Supplies	878	759	1,000	1,018	1,100	100	1,122	1,144	
11-755-121-2910 Miscellaneous	-	-	400	-	400	-	400	400	
11-755-121-3260 Telecommunications	517	551	550	538	550	-	550	550	
11-755-121-3290 Print, Advertising and Promotions	436	445	460	466	460	-	460	460	
11-755-121-3410 Contracted Management Services	23,222	25,604	26,000	26,413	26,000	-	26,000	26,000	
11-755-121-3420 Building - Repairs and Maintenance Services	1,996	581	6,000	1,309	6,000	-	6,000	6,000	
11-755-121-3430 Grounds - Repairs and Maintenance Services	1,167	1,261	3,000	1,908	3,000	-	3,000	3,000	
11-755-121-3530 Garbage Container Rental and Disposal	3,741	4,917	5,000	4,602	5,000	-	5,000	5,000	
11-755-121-3610 Electrical Power	5,488	4,741	6,000	4,264	6,000	-	6,000	6,000	
11-755-121-3620 Water	679	782	850	678	850	-	850	850	
11-755-121-3625 Sewer	914	1,226	1,300	1,205	1,400	100	1,400	1,400	
11-755-121-3630 Natural Gas	3,232	3,043	3,200	3,134	3,200	-	3,200	3,200	
11-755-121-3810 Insurance and Licences	4,261	4,262	4,400	4,157	4,400	-	4,400	4,400	
11-755-121-5390 Appropriation to Reserve	-	-	-	-	10,000	10,000	10,200	10,404	
<b>Total Tavistock Memorial Hall</b>	<b>46,531</b>	<b>48,172</b>	<b>58,360</b>	<b>49,692</b>	<b>68,560</b>	<b>10,200</b>	<b>68,782</b>	<b>69,008</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>									
<b><i>Tavistock Area (cont'd)</i></b>									
<b>Tavistock District Recreation Committee (TDRC) - Arena</b>									
11-781-121-2310 Office Equipment	781	2,984	2,500	1,542	2,500	-	1,608	1,883	<b>2020 as per KW-supplied budget</b>
11-781-121-2380 Workshop Equipment and Tools	993	462	800	594	1,000	200	862	819	
11-781-121-2580 Consumable Paper Products	1,644	1,350	1,600	1,816	1,800	200	1,753	1,790	
11-781-121-2610 Office Supplies	505	837	1,200	748	1,200	-	1,224	1,248	
11-781-121-2620 Cleaning Supplies	1,973	1,133	1,700	1,647	1,800	100	1,807	1,751	
11-781-121-2625 Cleaning Equipment	1,008	216	1,000	-	1,000	-	669	556	
11-781-121-2910 Miscellaneous	373	353	200	-	3,200	3,000	1,191	1,464	
11-781-121-3110 Travel/Meals/Conference/Seminars	210	-	1,600	-	1,600	-	250	250	
11-781-121-3210 Postage and Courier	10	-	100	9	100	-	100	100	
11-781-121-3260 Telecommunications	2,196	4,081	3,500	3,811	3,700	200	3,774	3,849	
11-781-121-3290 Print, Advertising and Promotions	482	66	900	119	900	-	500	506	
11-781-121-3410 Contracted Management Services	226,177	225,386	229,000	231,402	233,450	4,450	238,119	242,881	
11-781-121-3415 Refrigeration System - Repairs and Maintenance	8,007	6,775	12,000	11,712	15,000	3,000	11,573	12,762	
11-781-121-3420 Building - Repairs and Maintenance Services	13,065	20,215	16,000	16,829	22,000	6,000	17,298	18,709	
11-781-121-3430 Grounds - Repairs and Maintenance Services	2,320	3,336	4,500	3,023	4,500	-	3,281	3,602	
11-781-121-3530 Garbage Container Rental and Disposal	3,741	4,910	4,900	2,850	2,800	(2,100)	3,130	2,927	
11-781-121-3610 Electrical Power	96,863	92,275	95,000	87,654	95,000	-	96,900	98,838	
11-781-121-3620 Water	6,142	7,718	7,200	7,021	7,200	-	7,344	7,491	
11-781-121-3625 Sewer	8,698	10,474	10,500	8,852	10,000	(500)	10,200	10,404	
11-781-121-3630 Natural Gas	15,624	14,700	15,000	13,497	15,000	-	15,300	15,606	
11-781-121-3810 Insurance and Licences	24,177	24,409	25,000	23,498	25,000	-	25,500	26,010	
11-781-121-3830 Ice Making Supplies and Services	8,606	7,673	9,000	10,156	9,000	-	9,180	9,364	
11-781-121-3840 Ice Making Equipment	880	-	300	391	300	-	250	250	
11-781-121-3850 Ice Making Equipment - Repairs and Maintenance	118	432	500	66	500	-	510	520	
12-787-430-5390 Appropriation to Reserve	35,000	25,650	-	-	50,000	50,000	51,000	52,020	base year 2020 \$50,000 annually plus 2% inflation
<b>Total TDRC - Arena</b>	<b>459,593</b>	<b>455,435</b>	<b>444,000</b>	<b>427,238</b>	<b>508,550</b>	<b>64,550</b>	<b>503,324</b>	<b>515,600</b>	
<b>TDRC - Concession Booth</b>									
11-782-121-2320 Concession Equipment	-	404	-	-	-	-	-	-	<b>2020 as per KW-supplied budget</b>
11-782-121-2874 Concession - Repairs and Maintenance	292	128	300	-	300	-	300	300	
11-782-121-3280 Supplies for Resale	20,471	19,114	20,000	23,085	21,000	1,000	21,000	21,000	
11-782-121-3285 Concession - Operating Agreement	5,273	8,775	7,500	4,900	8,500	1,000	8,500	8,500	
<b>Total TDRC - Concession Booth</b>	<b>26,036</b>	<b>28,421</b>	<b>27,800</b>	<b>27,985</b>	<b>29,800</b>	<b>2,000</b>	<b>29,800</b>	<b>29,800</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>									
<i>Tavistock Area (cont'd)</i>									
<b>TDRC - Vending Machines</b>									
11-783-121-3280 Supplies for Resale	1,213	1,658	1,700	1,795	1,900	200	1,900	1,900	2020 as per KW-supplied budget
<b>Total TDRC - Vending Machines</b>	<b>1,213</b>	<b>1,658</b>	<b>1,700</b>	<b>1,795</b>	<b>1,900</b>	<b>200</b>	<b>1,900</b>	<b>1,900</b>	
<b>TDRC - Ice Resurfacers</b>									
11-786-121-2370 Repairs - Parts and Labour	1,185	1,365	2,000	2,359	1,500	(500)	1,500	1,500	2020 as per KW-supplied budget
11-786-121-3630 Natural Gas	-	6,003	500	-	500	-	500	500	
11-786-121-3810 Insurance and Licences	57	57	60	57	60	-	60	60	
<b>Total TDRC - Ice Resurfacers</b>	<b>1,242</b>	<b>7,425</b>	<b>2,560</b>	<b>2,417</b>	<b>2,060</b>	<b>(500)</b>	<b>2,060</b>	<b>2,060</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION CAPITAL EXPENDITURES</u></b>									
<b><i>Innerkip Area</i></b>									
12-752-430-5170 <b>Innerkip Park</b> Construction	72,037	-	135,000	28,201	100,000	(35,000)	-	-	carry forward washroom upgrades from prior year budget
<b>Total Innerkip Park</b>	<b>72,037</b>	<b>-</b>	<b>135,000</b>	<b>28,201</b>	<b>100,000</b>	<b>(35,000)</b>	<b>-</b>	<b>-</b>	
<b><i>Innerkip Community Centre</i></b>									
12-761-430-5110 Equipment and Vehicles	-	5,000	-	-	-	-	-	-	brickwork in 2020, Painting 2021 and Front Door 2022
12-761-121-3300 Construction	-	-	-	-	15,606	15,606	15,918	5,412	
<b>Total Innerkip Community Centre</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>15,606</b>	<b>15,606</b>	<b>15,918</b>	<b>5,412</b>	
<b><i>Tavistock Area</i></b>									
12-753-430-5170 <b>Tavistock Park</b> Construction	57,513	-	-	-	225,000	225,000	-	-	Tavistock Spray Pad
<b>Total Tavistock Park</b>	<b>57,513</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,000</b>	<b>225,000</b>	<b>-</b>	<b>-</b>	
<b><i>Tavistock Memorial Hall</i></b>									
12-755-430-5110 Equipment and Vehicles	-	4,978	-	-	-	-	-	-	<b>2020 as per KW-supplied budget</b>
12-755-430-5120 Building Improvements	-	15,681	30,000	-	30,000	-	-	-	
<b>Total Tavistock Memorial Hall</b>	<b>-</b>	<b>20,659</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b><i>TDRC</i></b>									
12-787-430-5110 Equipment and Vehicles	1,289	-	110,000	109,615	-	(110,000)	-	-	<b>2020 as per KW-supplied budget</b>
12-787-430-5120 Building Improvements	5,433	19,350	22,000	-	30,000	8,000	30,000	30,000	
<b>Total TDRC - Capital</b>	<b>6,722</b>	<b>19,350</b>	<b>132,000</b>	<b>109,615</b>	<b>30,000</b>	<b>(102,000)</b>	<b>30,000</b>	<b>30,000</b>	
<b>Total Parks and Recreation Capital Expenditures</b>	<b>136,272</b>	<b>45,009</b>	<b>297,000</b>	<b>137,816</b>	<b>400,606</b>	<b>103,606</b>	<b>45,918</b>	<b>35,412</b>	

Township of East Zorra-Tavistock  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION REVENUES</u></b>									
<b>Administration</b>									
11-758-021-0513 Miscellaneous Revenue	22,500	7,500	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
11-758-021-0600 Donations	1,850	-	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
<b>Total Administration</b>	<b>24,350</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Hickson Area</b>									
<b>Hickson Park</b>									
11-751-021-0513 Miscellaneous Revenue	2,623	1,285	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
11-751-021-0574 Facility Rentals	-	30	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
11-751-021-0598 Expense Recovery	-	-	-	890	-	-	-	-	no budget for unanticipated revenue for 2021
11-751-021-0788 ERTH Solar Panel Rent	-	-	-	1,410	2,820	2,820	2,820	2,820	
<b>Total Hickson Park</b>	<b>2,623</b>	<b>1,315</b>	<b>-</b>	<b>2,300</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>	
<b>Innerkip Area</b>									
<b>Innerkip Park</b>									
11-752-021-0513 Miscellaneous Revenue	-	-	-	2,965	-	-	-	-	IRC clearing to EZT
11-752-021-0598 Expense Recovery	-	19,496	1,000	935	1,000	-	1,000	1,000	50/50 share of porta-potties
12-752-430-0576 Donations	-	-	59,000	2,150	50,000	(9,000)	-	-	carry forward washroom upgrades from prior year budget
12-752-430-0952 Contributions from Reserve	44,735	-	76,000	26,051	50,000	(26,000)	-	-	carry forward washroom upgrades from prior year budget
<b>Total Innerkip Park</b>	<b>44,735</b>	<b>19,496</b>	<b>136,000</b>	<b>32,100</b>	<b>101,000</b>	<b>(35,000)</b>	<b>1,000</b>	<b>1,000</b>	
<b>Innerkip Community Centre</b>									
11-761-021-0574 Facility Rentals	12,034	18,348	13,081	14,183	14,855	1,774	15,796	14,945	based on 3-year rolling average actuals
11-761-021-0577 Library Rent	7,800	8,100	8,300	8,300	8,500	200	8,700	8,900	2020 budget as per County agreement
11-761-021-0598 Expense Recovery	-	-	-	460	-	-	-	-	window replacement in 2019 billed out
<b>Total Innerkip Community Centre</b>	<b>19,834</b>	<b>26,448</b>	<b>21,381</b>	<b>22,943</b>	<b>23,355</b>	<b>1,974</b>	<b>24,496</b>	<b>23,845</b>	

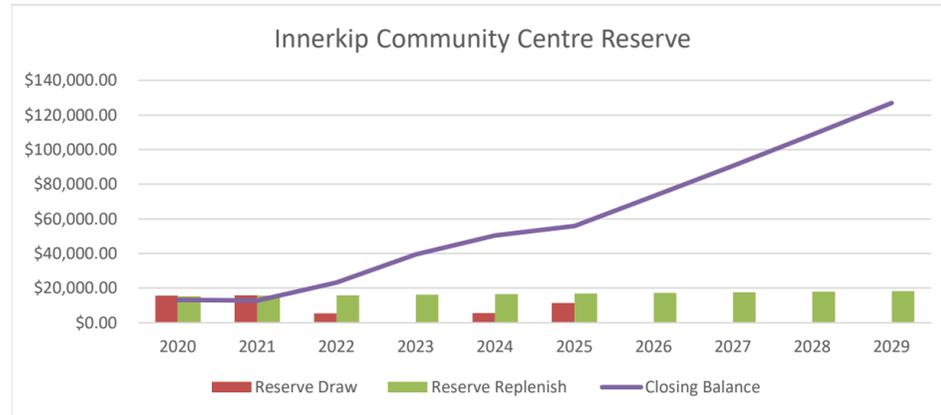
Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes	
<b><u>PARKS and RECREATION REVENUES (cont'd)</u></b>										
<b>Tavistock Area</b>										
<b>Tavistock Park</b>										
11-753-021-0513	632	4,187	-	-	-	-	-	-	<b>2020 as per KW-supplied budget</b> amount corrected to reflect DC study amounts 2020	
11-753-021-0523	-	-	4,417	6,053	6,053	1,636	6,053	6,053		
11-753-021-0574	7,898	10,571	11,000	9,545	9,500	(1,500)	8,981	9,342		
12-753-021-0523	-	-	-	-	75,000	75,000	-	-		Tavistock Spray Pad
12-753-021-0576	4,546	-	-	-	150,000	150,000	-	-		Tavistock Spray Pad
12-753-071-0952	35,005	-	-	-	-	-	-	-		
<b>Total Tavistock Park</b>	<b>48,080</b>	<b>14,758</b>	<b>15,417</b>	<b>15,597</b>	<b>240,553</b>	<b>225,136</b>	<b>15,034</b>	<b>15,394</b>		
<b>Tavistock Memorial Hall</b>										
11-755-021-0513	-	-	-	3,986	-	-	-	-	<b>2020 as per KW-supplied budget</b>	
11-755-021-0574	18,952	22,330	22,000	23,092	22,000	-	22,000	22,000		
12-755-071-0972	-	659	10,000	-	10,000	-	-	100,000		
<b>Total Tavistock Memorial Hall</b>	<b>18,952</b>	<b>22,989</b>	<b>32,000</b>	<b>27,077</b>	<b>32,000</b>	<b>-</b>	<b>22,000</b>	<b>122,000</b>		
<b>Tavistock District Recreation Committee (TDRC) - Arena</b>										
11-781-021-0513	5,773	4,729	100	5,783	7,000	6,900	7,000	7,000	<b>2020 as per KW-supplied budget</b>	
11-781-021-0573	3,223	3,510	3,500	3,420	3,500	-	3,500	3,500		
11-781-021-0781	312,818	308,763	313,000	320,516	317,000	4,000	317,000	317,000		
11-781-021-0782	10,041	10,758	10,000	9,445	10,000	-	10,000	10,000		
11-781-021-0783	29,926	30,331	30,900	29,178	30,500	(400)	30,500	30,500		
11-781-021-0784	16,113	16,515	16,500	17,915	18,000	1,500	18,000	18,000		
11-781-021-0787	310	93	150	217	150	-	150	150		
11-781-021-0788	-	-	-	2,686	5,372	5,372	5,372	5,372		
12-787-021-0949	-	-	-	18,645	-	-	-	-		
12-787-071-0952	34,084	-	87,000	90,970	-	(87,000)	-	-		
<b>Total TDRC - Arena</b>	<b>412,288</b>	<b>374,699</b>	<b>461,150</b>	<b>498,775</b>	<b>391,522</b>	<b>(69,628)</b>	<b>391,522</b>	<b>391,522</b>		
<b>TDRC - Concession Booth</b>										
11-782-021-0571	30,016	35,664	35,000	39,719	38,000	3,000	38,000	38,000	<b>2020 as per KW-supplied budget</b>	
<b>Total TDRC - Concession Booth</b>	<b>30,016</b>	<b>35,664</b>	<b>35,000</b>	<b>39,719</b>	<b>38,000</b>	<b>3,000</b>	<b>38,000</b>	<b>38,000</b>		

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

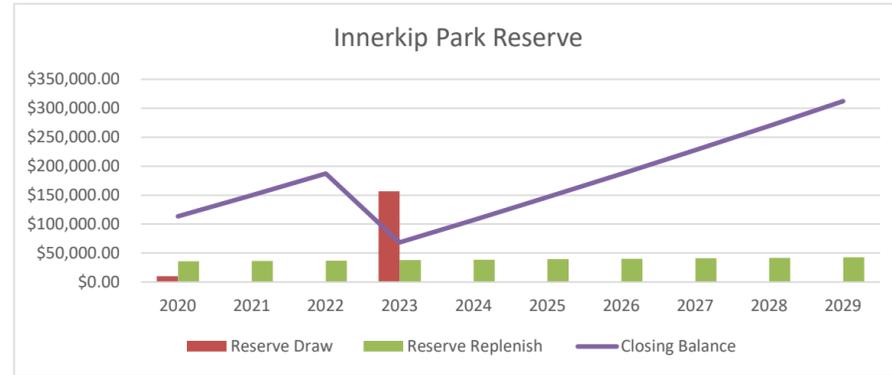
Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION REVENUES (cont'd)</u></b>									
11-783-021-0569									
<b>TDRC - Vending Machines</b>									
Vending Machine Revenue	3,051	2,777	2,800	3,230	<b>3,200</b>	400	3,200	3,200	<i>2020 as per KW-supplied budget</i>
<b>Total TDRC - Vending Machines</b>	<b>3,051</b>	<b>2,777</b>	<b>2,800</b>	<b>3,230</b>	<b>3,200</b>	<b>400</b>	<b>3,200</b>	<b>3,200</b>	
11-784-021-0785									
<b>TDRC - Pro Shop/Skate Sharpening</b>									
Pro Shop/Skate Sharpening Revenue	164	-	50	-	<b>50</b>	-	50	50	<i>2020 as per KW-supplied budget</i>
<b>Total TDRC - Pro Shop/Skate Sharpening</b>	<b>164</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>50</b>	
11-786-021-0788									
<b>TDRC - Ice Resurfacers</b>									
Zamboni Advertising	3,300	3,300	3,300	3,650	<b>3,650</b>	350	3,650	3,650	<i>2020 as per KW-supplied budget</i>
<b>Total TDRC - Ice Resurfacers</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>	<b>3,650</b>	<b>3,650</b>	<b>350</b>	<b>3,650</b>	<b>3,650</b>	

**Township of East Zorra-Tavistock  
PARKS and RECREATION  
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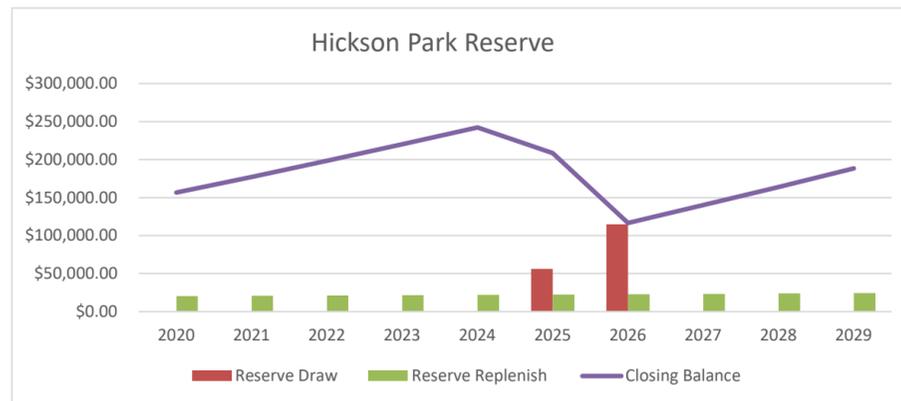
**11-942-942-9846  
Innerkip Community Centre Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	28,748	15,606	15,300	13,142
2021	13,142	15,918	15,606	12,830
2022	12,830	5,412	15,918	23,336
2023	23,336	0	16,236	39,573
2024	39,573	5,631	16,561	50,503
2025	50,503	11,487	16,892	55,909
2026	55,909	0	17,230	73,139
2027	73,139	0	17,575	90,714
2028	90,714	0	17,926	108,640
2029	108,640	0	18,285	126,925



**11-942-942-9842  
Innerkip Park**

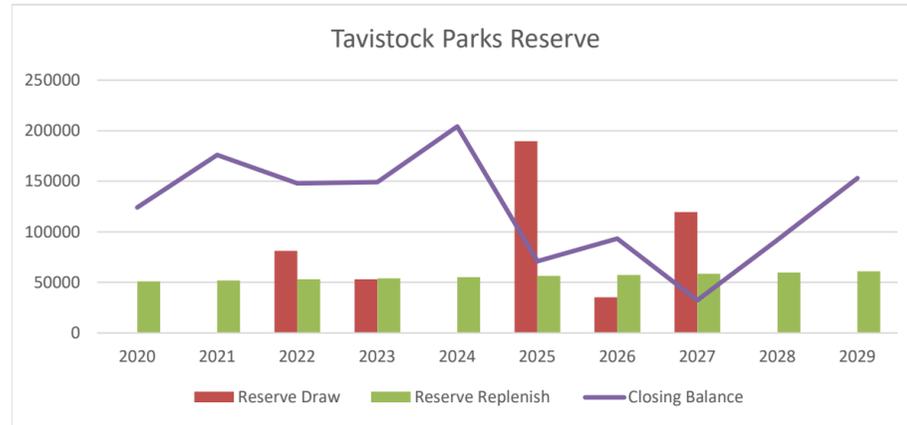
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	88,079	10,200	35,700	113,579
2021	113,579	0	36,414	149,993
2022	149,993	0	37,142	187,135
2023	187,135	156,559	37,885	68,461
2024	68,461	0	38,643	107,104
2025	107,104	0	39,416	146,520
2026	146,520	0	40,204	186,724
2027	186,724	0	41,008	227,732
2028	227,732	0	41,828	269,560
2029	269,560	0	42,665	312,225



**11-942-942-9841  
Hickson Park Reserve**

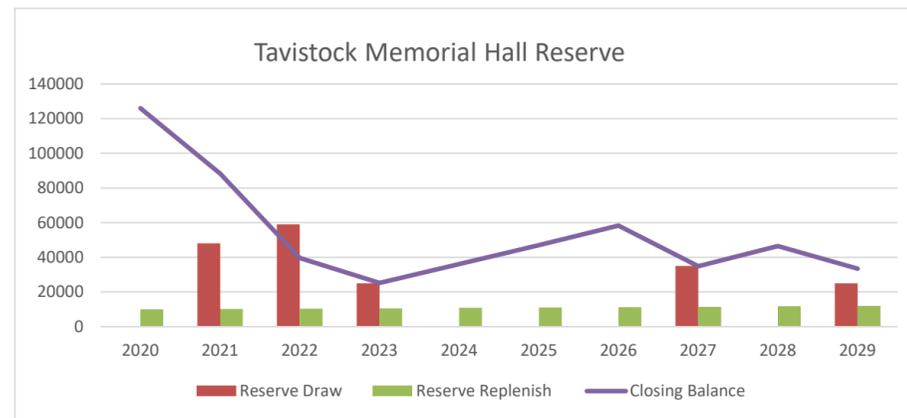
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	136,113	0	20,400	156,513
2021	156,513	0	20,808	177,321
2022	177,321	0	21,224	198,545
2023	198,545	0	21,649	220,193
2024	220,193	0	22,082	242,275
2025	242,275	56,308	22,523	208,490
2026	208,490	114,869	22,974	116,595
2027	116,595	0	23,433	140,028
2028	140,028	0	23,902	163,930
2029	163,930	0	24,380	188,310

**Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



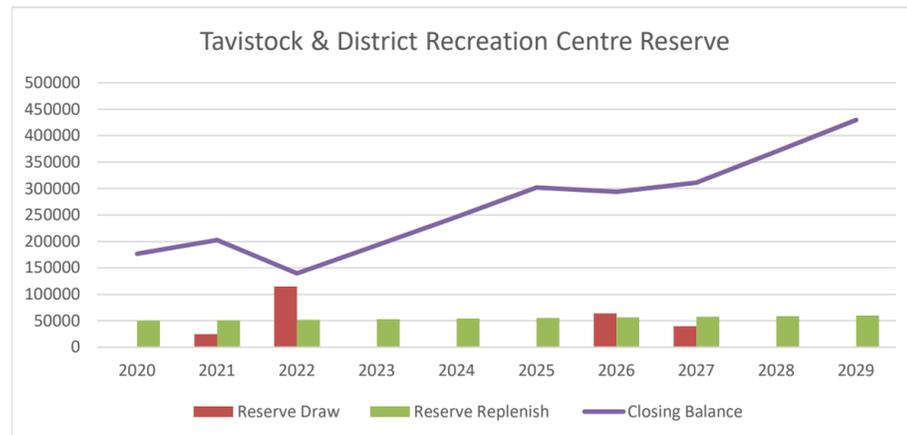
**11-942-942-9843  
Tavistock Parks Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	73,013	0	51,000	<b>124,013</b>
2021	124,013	0	52,020	<b>176,033</b>
2022	176,033	81,182	53,060	<b>147,911</b>
2023	147,911	52,996	54,122	<b>149,037</b>
2024	149,037	0	55,204	<b>204,241</b>
2025	204,241	189,533	56,308	<b>71,016</b>
2026	71,016	35,150	57,434	<b>93,300</b>
2027	93,300	119,509	58,583	<b>32,374</b>
2028	32,374	0	59,755	<b>92,129</b>
2029	92,129	0	60,950	<b>153,078</b>



**11-942-942-9844  
Tavistock Memorial Hall Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	116,000	0	10,000	<b>126,000</b>
2021	126,000	48,000	10,200	<b>88,200</b>
2022	88,200	59,000	10,404	<b>39,604</b>
2023	39,604	25,000	10,612	<b>25,216</b>
2024	25,216	0	10,824	<b>36,040</b>
2025	36,040	0	11,041	<b>47,081</b>
2026	47,081	0	11,262	<b>58,343</b>
2027	58,343	35,000	11,487	<b>34,830</b>
2028	34,830	0	11,717	<b>46,546</b>
2029	46,546	25,000	11,951	<b>33,497</b>



**11-942-942-9845  
Tavistock & District Recreation Centre Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	126,585	0	50,000	<b>176,585</b>
2021	176,585	25,000	51,000	<b>202,585</b>
2022	202,585	115,000	52,020	<b>139,605</b>
2023	139,605	0	53,060	<b>192,666</b>
2024	192,666	0	54,122	<b>246,787</b>
2025	246,787	0	55,204	<b>301,991</b>
2026	301,991	64,204	56,308	<b>294,096</b>
2027	294,096	40,000	57,434	<b>311,530</b>
2028	311,530	0	58,583	<b>370,113</b>
2029	370,113	0	59,755	<b>429,867</b>

Township of East Zorra-Tavistock  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

<b>Gross Budget Expenditures</b>										<b>Notes</b>
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Difference</b>	<b>2021</b>	<b>2022</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Actual</b>	<b>Proposed</b>	<b>(2020 - 2019)</b>	<b>Proposed</b>	<b>Proposed</b>		
Administration	534,823	546,275	582,940	587,103	<b>516,174</b>	(66,766)	498,908	514,147		
Equipment	174,232	202,629	230,020	211,624	<b>189,758</b>	(40,262)	202,390	209,083		
Facilities	103,508	105,296	113,313	108,352	<b>249,332</b>	136,019	253,178	258,274		
Road Maintenance	677,371	666,823	832,103	703,185	<b>896,795</b>	64,693	925,808	975,067		
Winter Maintenance	191,194	214,219	279,725	217,670	<b>229,027</b>	(50,698)	238,135	248,062		
Equipment and Vehicles	24,986	130,000	175,000	175,000	<b>300,000</b>	125,000	306,000	312,120		
Municipal Drains	55,000	-	25,000	25,000	<b>25,500</b>	500	26,010	26,530		
Bridges	13,886	108,673	45,000	34,861	<b>220,400</b>	175,400	204,000	208,080		
Innerkip Streets Debenture	132,284	132,283	132,284	132,284	<b>132,284</b>	-	132,284	132,284		
Asset Management - Gravel to Hardtop	369,363	200,000	250,000	250,000	<b>255,000</b>	5,000	260,100	265,302		
Sidewalks	25,890	36,745	45,456	35,251	<b>43,103</b>	(2,353)	44,037	44,997		
Roads Projects	-	-	100,000	50,000	<b>102,000</b>	2,000	104,040	106,121		
Leaf and Yard Waste Program	48,016	62,895	68,349	53,895	<b>54,973</b>	(13,376)	56,073	57,194		
Streetlighting	127,945	110,657	128,329	121,477	<b>121,725</b>	(6,604)	121,982	122,281		
Capital Expenditures	166,709	1,917,628	1,945,225	797,107	<b>1,830,000</b>	(115,225)	86,700	52,000		
<b>TOTALS</b>	<b>2,645,207</b>	<b>4,434,123</b>	<b>4,952,743</b>	<b>3,502,807</b>	<b>5,166,070</b>	<b>213,327</b>	<b>3,459,643</b>	<b>3,531,542</b>		
<b>Gross Budget Revenues</b>										<b>Notes</b>
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Difference</b>	<b>2021</b>	<b>2022</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Actual</b>	<b>Proposed</b>	<b>(2020 - 2019)</b>	<b>Proposed</b>	<b>Proposed</b>		
Contributions from Developers	-	-	94,800	142,500	<b>884,933</b>	790,133	17,933	17,933		
Contributions from Other Municipalities	48,016	61,882	63,135	1,654	<b>36,633</b>	(26,502)	32,838	23,157		
Cost Recoveries	3,650	1,920	4,716	10,896	<b>5,489</b>	773	6,101	7,495		
Donations	-	-	-	2,000	-	-	-	-		
Licences, Permits and Rents	301,866	328,076	331,133	284,566	<b>304,187</b>	(26,946)	304,977	297,367		
Non-Specific Grants	-	-	350,544	392,066	<b>598,000</b>	247,456	-	-		
Sale of Equipment/Vehicles	59,480	-	-	2,000	-	-	-	-		
Sundry Revenue	15,264	18,580	16,602	21,747	<b>21,530</b>	4,928	22,619	22,966		
Transfers from Reserves and Reserve Funds	125,000	57,356	1,159,225	179,425	<b>125,000</b>	(1,034,225)	35,000	40,000		
User Fees and Charges	-	3,634	3,635	-	<b>3,635</b>	-	3,635	3,635		
<b>TOTALS</b>	<b>553,276</b>	<b>471,448</b>	<b>2,023,789</b>	<b>1,036,854</b>	<b>1,979,407</b>	<b>(44,382)</b>	<b>423,104</b>	<b>412,554</b>		
<b>NET PUBLIC WORKS BUDGET</b>	<b>2,091,931</b>	<b>3,962,675</b>	<b>2,928,954</b>	<b>2,465,954</b>	<b>3,186,663</b>	<b>257,710</b>	<b>3,036,539</b>	<b>3,118,988</b>		

Township of East Zorra-Tavistock  
**PUBLIC WORKS**  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES</u></b>									
<b>Administration</b>									
11-311-121-1110 Salaries and Wages	175,513	184,951	188,188	200,618	<b>216,380</b>	28,192	220,708	225,122	includes 2% increase + 50% of CET from Building
11-311-121-1150 Vacation, Stats, Sick and Holidays	51,952	53,260	54,192	46,232	<b>62,311</b>	8,119	63,557	64,828	includes 2% increase + 50% of CET from Building
11-311-121-1210 Benefits	63,797	64,394	65,521	74,204	<b>74,001</b>	8,480	75,481	76,991	includes 2% increase + 50% of CET from Building
11-311-121-3135 Certifications (medicals & licence renewals)	-	-	-	-	<b>2,000</b>	2,000	2,040	2,081	\$150/medical & \$50/renewal x 10 employees
11-311-121-2433 Computer Software and Hardware	-	-	-	972	<b>3,500</b>	3,500	3,570	3,641	MESH costs @ \$70/user x 4 users x 12 months
11-311-121-2510 Uniforms	2,401	1,874	2,500	3,846	<b>2,707</b>	207	2,809	3,121	based on 3-year rolling average actuals
11-311-121-2610 Office Supplies	936	741	715	1,401	<b>1,026</b>	311	1,056	1,161	based on 3-year rolling average actuals
11-311-121-3110 Travel/Meals/Conferences/Seminars	2,922	2,338	2,403	1,895	<b>2,385</b>	(18)	2,206	2,162	based on 3-year rolling average actuals
11-311-121-3120 Training and Staff Development	5,050	4,436	10,000	10,210	<b>10,000</b>	-	10,000	10,000	increased as per TL
11-311-121-3170 Memberships and Publications	1,155	1,404	1,580	1,403	<b>1,321</b>	(259)	1,376	1,367	based on 3-year rolling average actuals
11-311-121-3260 Telecommunications	6,117	4,945	5,044	4,499	<b>4,589</b>	(455)	4,680	4,774	prior year actual + 2%
11-311-121-3290 Print, Advertising and Promotion	775	335	660	2,003	<b>1,038</b>	378	1,125	1,388	based on 3-year rolling average actuals
11-311-121-3310 Professional Services	3,440	12,752	31,007	27,139	<b>45,681</b>	14,674	20,000	25,000	prior year actual + 2% including MESH and sign inspection
11-311-121-3311 Locates	936	40	1,000	914	<b>1,000</b>	-	1,000	1,000	done internally currently
11-311-121-3510 Equipment Rentals - Owned	5,444	1,477	5,036	3,751	<b>3,557</b>	(1,478)	2,928	3,412	based on 3-year rolling average actuals
11-311-121-3810 Insurance and Licences	89,385	88,328	90,095	83,018	<b>84,678</b>	(5,416)	86,372	88,099	prior year actual + 2%
11-311-121-5390 Appropriation to Reserve	125,000	125,000	125,000	125,000	-	(125,000)	-	-	should be a vehicle & equipment transfer (see below)
<b>Total Administration</b>	<b>534,823</b>	<b>546,275</b>	<b>582,940</b>	<b>587,103</b>	<b>516,174</b>	<b>(66,766)</b>	<b>498,908</b>	<b>514,147</b>	
<b>Equipment</b>									
<b><u>1999 Champion 740A Grader</u></b>									
11-311-821-1110 Salaries and Wages	2,854	3,774	3,840	2,037	<b>2,077</b>	(1,763)	2,119	2,161	includes 2% increase
11-311-821-1210 Benefits	690	844	859	451	<b>460</b>	(399)	469	478	includes 2% increase
11-311-821-2210 Fuels and Lubricants	12,178	15,849	16,166	11,991	<b>12,231</b>	(3,934)	12,476	12,725	prior year actual + 2%
11-311-821-2370 Repairs - Parts and Labour	2,428	664	1,492	5,521	<b>2,871</b>	1,379	3,018	3,803	based on 3-year rolling average actuals
11-311-821-3510 Equipment Rentals - Owned	-	-	-	237	<b>500</b>	500	510	520	internal use of equipment
11-311-821-3810 Insurance and Licences	723	680	694	730	<b>745</b>	51	760	775	prior year actual + 2%
<b>Total 1999 Champion 740A Grader</b>	<b>18,873</b>	<b>21,811</b>	<b>23,050</b>	<b>20,966</b>	<b>18,884</b>	<b>(4,166)</b>	<b>19,352</b>	<b>20,463</b>	
<b><u>2004 Volvo 730B Grader</u></b>									
11-311-823-1110 Salaries and Wages	3,290	2,038	2,074	2,089	<b>2,131</b>	57	2,173	2,217	includes 2% increase
11-311-823-1210 Benefits	899	553	563	628	<b>641</b>	79	654	667	includes 2% increase
11-311-823-2210 Fuels and Lubricants	15,299	14,449	14,738	12,344	<b>12,591</b>	(2,147)	12,842	13,099	prior year actual + 2%
11-311-823-2370 Repairs - Parts and Labour	13,764	3,734	14,290	29,590	<b>10,596</b>	(3,694)	14,640	18,275	based on 3-year rolling average actuals (excluding 2019)
11-311-823-3510 Equipment Rentals - Owned	1,723	140	-	415	<b>500</b>	500	510	520	internal use of equipment
11-311-823-3810 Insurance and Licences	542	510	520	548	<b>559</b>	39	570	581	prior year actual + 2%
<b>Total 2004 Volvo 730B Grader</b>	<b>35,517</b>	<b>21,424</b>	<b>32,184</b>	<b>45,614</b>	<b>27,017</b>	<b>(5,167)</b>	<b>31,389</b>	<b>35,360</b>	

Township of East Zorra-Tavistock  
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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Equipment (cont'd)</b>									
<i>2016 John Deere Tractor</i>									
11-311-824-1110 Salaries and Wages	575	493	502	446	<b>455</b>	(47)	464	473	includes 2% increase
11-311-824-1210 Benefits	164	147	150	102	<b>104</b>	(46)	106	108	includes 2% increase
11-311-824-2210 Fuels and Lubricants	4,643	4,041	4,122	2,789	<b>2,844</b>	(1,278)	2,901	2,959	prior year actual + 2%
11-311-824-2370 Repairs - Parts and Labour	336	1,202	858	1,772	<b>1,103</b>	245	1,359	1,412	based on 3-year rolling average actuals
11-311-824-3810 Insurance and Licences	151	143	146	153	<b>156</b>	10	160	163	prior year actual + 2%
<i>Total 2016 John Deere Tractor</i>	<i>5,869</i>	<i>6,026</i>	<i>5,777</i>	<i>5,262</i>	<i><b>4,663</b></i>	<i>(1,114)</i>	<i>4,990</i>	<i>5,115</i>	
<i>2010 Caterpillar Loader</i>									
11-311-825-1110 Salaries and Wages	787	610	621	403	<b>411</b>	(209)	419	428	includes 2% increase
11-311-825-1210 Benefits	220	196	199	100	<b>102</b>	(96)	105	107	includes 2% increase
11-311-825-2210 Fuels and Lubricants	325	376	384	2,202	<b>2,246</b>	1,862	2,291	2,336	prior year actual + 2%
11-311-825-2370 Repairs - Parts and Labour	3,477	1,102	10,522	9,274	<b>4,618</b>	(5,904)	4,998	6,297	based on 3-year rolling average actuals
11-311-825-3810 Insurance and Licences	451	426	435	457	<b>466</b>	31	475	485	prior year actual + 2%
<i>Total 2010 Caterpillar Loader</i>	<i>5,260</i>	<i>2,710</i>	<i>12,160</i>	<i>12,436</i>	<i><b>7,843</b></i>	<i>(4,317)</i>	<i>8,288</i>	<i>9,652</i>	
<i>2014 Case Backhoe</i>									
11-311-826-1110 Salaries and Wages	486	757	770	124	<b>127</b>	(643)	129	132	includes 2% increase
11-311-826-1210 Benefits	163	229	233	41	<b>42</b>	(191)	43	44	includes 2% increase
11-311-826-2210 Fuels and Lubricants	2,263	1,838	1,875	994	<b>1,014</b>	(861)	1,034	1,055	prior year actual + 2%
11-311-826-2370 Repairs - Parts and Labour	-	297	500	89	<b>500</b>	-	500	500	placeholder for additional expenses
11-311-826-3810 Insurance and Licences	350	329	336	353	<b>360</b>	24	367	375	prior year actual + 2%
<i>Total 2014 Case Backhoe</i>	<i>3,262</i>	<i>3,450</i>	<i>3,714</i>	<i>1,601</i>	<i><b>2,043</b></i>	<i>(1,671)</i>	<i>2,073</i>	<i>2,105</i>	
<i>Chainsaws and Other Small Equipment</i>									
11-311-827-1110 Salaries and Wages	2,347	3,248	3,305	4,055	<b>4,136</b>	831	4,219	4,303	includes 2% increase
11-311-827-1150 Vacation, Sick, Stats	-	-	-	8	<b>8</b>	8	8	8	includes 2% increase
11-311-827-1210 Benefits	691	957	974	1,044	<b>1,065</b>	91	1,086	1,108	includes 2% increase
11-311-827-2210 Fuels and Lubricants	(3,692)	672	685	486	<b>496</b>	(189)	505	516	prior year actual + 2%
11-311-827-2370 Repairs - Parts and Labour	1,976	7,788	5,153	3,201	<b>4,322</b>	(831)	5,104	4,209	based on 3-year rolling average actuals
11-311-827-3510 Equipment Rentals - Owned	-	-	-	33	<b>100</b>	100	102	104	internal use of equipment
<i>Total Chainsaws and Other Small Equipment</i>	<i>1,322</i>	<i>12,665</i>	<i>10,117</i>	<i>8,826</i>	<i><b>10,126</b></i>	<i>9</i>	<i>11,024</i>	<i>10,248</i>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</b>									
<b>Equipment (cont'd)</b>									
<u>Snowplows, Wings, etc.</u>									
11-311-828-1110 Salaries and Wages	5,931	6,247	6,356	6,978	7,118	762	7,260	7,405	includes 2% increase
11-311-828-1150 Vacation, Sick, Stats	-	-	-	12	12	12	12	12	includes 2% increase
11-311-828-1210 Benefits	1,441	1,512	1,538	1,733	1,767	229	1,803	1,839	includes 2% increase
11-311-828-2370 Repairs - Parts and Labour	7,328	13,506	15,000	9,685	10,173	(4,827)	11,121	10,326	based on 3-year rolling average actuals
11-311-828-3510 Equipment Rentals - Owned	-	-	-	130	250	250	255	260	internal use of equipment
11-311-828-3810 Insurance and Licences	19	18	18	19	20	2	20	21	prior year actual + 2%
<i>Total Snowplows, Wings, etc.</i>	<i>14,719</i>	<i>21,283</i>	<i>22,913</i>	<i>18,557</i>	<i>19,340</i>	<i>(3,573)</i>	<i>20,471</i>	<i>19,864</i>	
<u>2006 Vermeer Brush Chipper</u>									
11-311-829-1110 Salaries and Wages	299	578	588	20	21	(567)	21	21	includes 2% increase
11-311-829-1210 Benefits	93	222	226	6	6	(220)	6	6	includes 2% increase
11-311-829-2370 Repairs - Parts and Labour	297	7,851	2,845	-	2,716	(129)	3,522	2,079	based on 3-year rolling average actuals
11-311-829-3810 Insurance and Licences	104	97	99	105	107	8	109	111	prior year actual + 2%
<i>Total 2006 Vermeer Brush Chipper</i>	<i>793</i>	<i>8,748</i>	<i>3,758</i>	<i>131</i>	<i>2,850</i>	<i>(908)</i>	<i>3,659</i>	<i>2,218</i>	
<u>2015 International Dump Truck</u>									
11-311-830-1110 Salaries and Wages	1,861	3,209	3,265	1,569	1,600	(1,665)	1,632	1,665	includes 2% increase
11-311-830-1150 Vacation, Sick, Stats	-	-	-	2	2	2	2	2	includes 2% increase
11-311-830-1210 Benefits	533	897	913	459	468	(445)	478	487	includes 2% increase
11-311-830-2210 Fuels and Lubricants	15,080	18,653	19,026	11,793	12,029	(6,997)	12,269	12,515	prior year actual + 2%
11-311-830-2370 Repairs - Parts and Labour	2,318	6,739	5,000	15,211	8,089	3,089	10,013	11,104	based on 3-year rolling average actuals
11-311-830-3810 Insurance and Licences	2,915	2,736	2,791	2,764	2,820	29	2,876	2,933	prior year actual + 2%
<i>Total 2015 International Dump Truck</i>	<i>22,707</i>	<i>32,234</i>	<i>30,995</i>	<i>31,798</i>	<i>25,008</i>	<i>(5,987)</i>	<i>27,270</i>	<i>28,707</i>	
<u>2015 Freightliner Dump Truck</u>									
11-311-831-1110 Salaries and Wages	2,863	2,300	2,340	1,683	1,717	(623)	1,751	1,786	includes 2% increase
11-311-831-1150 Vacation, Sick, Stats	-	-	-	1	1	1	2	2	includes 2% increase
11-311-831-1210 Benefits	892	677	689	587	599	(90)	611	623	includes 2% increase
11-311-831-2210 Fuels and Lubricants	15,485	19,593	19,985	13,012	13,272	(6,713)	13,538	13,809	prior year actual + 2%
11-311-831-2370 Repairs - Parts and Labour	1,344	1,619	5,000	4,601	2,521	(2,479)	2,914	3,346	based on 3-year rolling average actuals
11-311-831-3510 Equipment Rentals - Owned	-	-	-	65	150	150	153	156	internal use of equipment
11-311-831-3810 Insurance and Licences	2,915	2,736	2,791	2,764	2,820	29	2,876	2,933	prior year actual + 2%
<i>Total 2015 Freightliner Dump Truck</i>	<i>23,499</i>	<i>26,925</i>	<i>30,805</i>	<i>22,715</i>	<i>21,081</i>	<i>(9,725)</i>	<i>21,845</i>	<i>22,655</i>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Equipment (cont'd)</b>									
<i>2006 Sterling Dump Truck</i>									
11-311-832-1110 Salaries and Wages	2,697	2,806	2,855	1,642	<b>1,675</b>	(1,181)	1,708	1,742	includes 2% increase
11-311-832-1150 Vacation, Sick, Stats	-	-	-	4	<b>4</b>	4	4	4	includes 2% increase
11-311-832-1210 Benefits	738	767	780	483	<b>493</b>	(287)	503	513	includes 2% increase
11-311-832-2210 Fuels and Lubricants	4,325	4,342	4,429	4,149	<b>4,232</b>	(197)	4,316	4,403	prior year actual + 2%
11-311-832-2370 Repairs - Parts and Labour	10,114	5,794	8,000	11,612	<b>9,173</b>	1,173	8,860	9,882	based on 3-year rolling average actuals
11-311-832-3510 Equipment Rentals - Owned	-	-	-	163	<b>250</b>	250	255	260	internal use of equipment
11-311-832-3810 Insurance and Licences	2,221	1,985	2,025	2,014	<b>2,054</b>	29	2,095	2,137	prior year actual + 2%
<i>Total 2006 Sterling Dump Truck</i>	<i>20,095</i>	<i>15,694</i>	<i>18,089</i>	<i>20,066</i>	<i><b>17,881</b></i>	<i>(208)</i>	<i>17,741</i>	<i>18,941</i>	
<i>2013 TerraStar Flatbed</i>									
11-311-833-1110 Salaries and Wages	474	597	607	373	<b>380</b>	(227)	388	395	includes 2% increase
11-311-833-1210 Benefits	154	153	156	166	<b>169</b>	13	173	176	includes 2% increase
11-311-833-2210 Fuels and Lubricants	2,026	1,853	1,890	2,594	<b>2,646</b>	756	2,699	2,753	prior year actual + 2%
11-311-833-2370 Repairs - Parts and Labour	2,644	916	1,614	1,368	<b>1,643</b>	29	1,309	1,440	based on 3-year rolling average actuals
11-311-833-3510 Equipment Rentals - Owned	-	-	-	65	<b>100</b>	100	102	104	internal use of equipment
11-311-833-3810 Insurance and Licences	1,706	1,470	1,499	1,498	<b>1,528</b>	29	1,559	1,590	prior year actual + 2%
<i>Total 2013 TerraStar Flatbed</i>	<i>7,004</i>	<i>4,989</i>	<i>5,766</i>	<i>6,064</i>	<i><b>6,466</b></i>	<i>700</i>	<i>6,229</i>	<i>6,458</i>	
<i>2015 RAM Pickup (PW Foreman)</i>									
11-311-835-1110 Salaries and Wages	374	610	621	197	<b>201</b>	(420)	205	209	includes 2% increase
11-311-835-1210 Benefits	114	160	163	47	<b>48</b>	(114)	49	50	includes 2% increase
11-311-835-2210 Fuels and Lubricants	7,693	9,576	9,768	5,993	<b>6,113</b>	(3,655)	6,235	6,360	prior year actual + 2%
11-311-835-2370 Repairs - Parts and Labour	806	7,664	2,847	2,844	<b>3,771</b>	924	4,760	3,792	based on 3-year rolling average actuals
11-311-835-3810 Insurance and Licences	1,267	1,143	1,166	1,177	<b>1,201</b>	35	1,225	1,249	prior year actual + 2%
<i>Total 2015 RAM Pickup (PW Foreman)</i>	<i>10,254</i>	<i>19,153</i>	<i>14,564</i>	<i>10,258</i>	<i><b>11,334</b></i>	<i>(3,230)</i>	<i>12,473</i>	<i>11,659</i>	
<i>2019 Ford F150 (PW Manager)</i>									
11-311-836-1110 Salaries and Wages	-	-	500	552	<b>510</b>	10	520	531	includes 2% increase
11-311-836-1210 Benefits	-	-	125	168	<b>128</b>	3	130	133	includes 2% increase
11-311-836-2210 Fuels and Lubricants	-	-	3,250	2,639	<b>3,250</b>	-	3,315	3,381	prior year budget + 2%
11-311-836-2370 Repairs - Parts and Labour	-	-	1,000	375	<b>1,000</b>	-	1,000	1,000	new vehicle unanticipated expenses
11-311-836-3810 Insurance and Licences	-	-	1,166	1,032	<b>1,201</b>	35	1,225	1,249	prior year budget + 2%
<i>Total 2019 Ford F150 (PW Manager)</i>	<i>-</i>	<i>-</i>	<i>6,041</i>	<i>4,766</i>	<i><b>6,089</b></i>	<i>47</i>	<i>6,191</i>	<i>6,294</i>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Equipment (cont'd)</b>									
<i>2014 RAM Pickup (Roads Staff)</i>									
11-311-837-1110 Salaries and Wages	175	127	129	370	<b>378</b>	248	385	393	includes 2% increase
11-311-837-1150 Vacation, Sick, Stats	-	-	-	1	<b>1</b>	1	1	1	includes 2% increase
11-311-837-1210 Benefits	56	36	37	104	<b>106</b>	69	108	110	includes 2% increase
11-311-837-2210 Fuels and Lubricants	2,376	2,167	2,210	1,800	<b>1,836</b>	(374)	1,873	1,910	prior year actual + 2%
11-311-837-2370 Repairs - Parts and Labour	205	1,254	991	125	<b>528</b>	(463)	636	430	based on 3-year rolling average actuals
11-311-837-3810 Insurance and Licences	357	120	122	120	<b>122</b>	0	125	127	prior year actual + 2%
<i>Total 2014 RAM Pickup (Roads Staff)</i>	<i>3,169</i>	<i>3,704</i>	<i>3,490</i>	<i>2,520</i>	<i><b>2,971</b></i>	<i>(519)</i>	<i>3,127</i>	<i>2,971</i>	
<i>1994 International PW Water Tanker</i>									
11-311-838-1110 Salaries and Wages	112	39	76	76	-	(76)	-	-	disposed of in 2019
11-311-838-1210 Benefits	35	8	21	21	-	(21)	-	-	disposed of in 2019
11-311-838-2370 Repairs - Parts and Labour	673	468	-	-	-	-	-	-	disposed of in 2019
11-311-838-3810 Insurance and Licences	1,069	1,298	375	(375)	-	(375)	-	-	disposed of in 2019
<i>Total 1994 International PW Water Tanker</i>	<i>1,889</i>	<i>1,813</i>	<i>471</i>	<i>(279)</i>	<i>-</i>	<i>(471)</i>	<i>-</i>	<i>-</i>	
<i>2019 Zero Steer Mower</i>									
11-311-839-1110 Salaries and Wages	-	-	1,000	-	<b>1,020</b>	20	1,041	1,061	includes 2% increase
11-311-839-1210 Benefits	-	-	500	-	<b>510</b>	10	520	531	includes 2% increase
11-311-839-2210 Fuels and Lubricants	-	-	3,250	-	<b>3,250</b>	-	3,315	3,381	prior year + 2%
11-311-839-2370 Repairs - Parts and Labour	-	-	1,000	322	<b>1,000</b>	-	1,000	1,000	based on 3-year rolling average actuals
11-311-839-3810 Insurance and Licences	-	-	375	-	<b>383</b>	8	390	398	prior year + 2%
<i>Total 2019 Zero Steer Mower</i>	<i>-</i>	<i>-</i>	<i>6,125</i>	<i>322</i>	<i><b>6,163</b></i>	<i>38</i>	<i>6,266</i>	<i>6,371</i>	
<b>Total Equipment</b>	<b>174,232</b>	<b>202,629</b>	<b>230,020</b>	<b>211,624</b>	<b>189,758</b>	<b>(40,262)</b>	<b>202,390</b>	<b>209,083</b>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Facilities</b>									
11-312-121-1110 Salaries and Wages	9,304	10,299	10,479	13,629	<b>13,902</b>	3,423	14,180	14,463	includes 2% increase
11-312-121-1150 Vacation, Sick, Stats	-	-	-	79	<b>81</b>	81	82	84	includes 2% increase
11-312-121-1210 Benefits	2,553	2,778	2,827	3,379	<b>3,446</b>	620	3,515	3,586	includes 2% increase
11-312-121-2330 Communications Equipment	1,236	516	1,752	-	<b>584</b>	(1,168)	367	317	based on 3-year rolling average actuals
11-312-121-2380 Operating Equipment and Tools	7,027	3,325	4,835	5,315	<b>5,222</b>	387	4,621	5,053	based on 3-year rolling average actuals
11-312-121-3420 Building - Repairs and Maintenance	3,309	4,705	9,000	3,938	<b>9,000</b>	-	9,000	9,000	repairs to be conducted
11-312-121-3430 Grounds - Repairs and Maintenance	789	951	894	916	<b>885</b>	(9)	917	906	based on 3-year rolling average actuals
11-312-121-3505 Equipment Rentals - Hired	70	-	250	-	<b>-</b>	-	-	-	no required budget for 2020
11-312-121-3510 Equipment Rentals - Owned	850	1,765	2,000	2,163	<b>2,000</b>	-	2,000	2,000	placeholder for unanticipated allocation of costs
11-312-121-3610 Electrical Power	3,521	3,936	4,015	3,006	<b>3,066</b>	(949)	3,128	3,190	prior year actual + 2%
11-312-121-3620 Water	887	1,203	1,227	913	<b>931</b>	(296)	950	969	prior year actual + 2%
11-312-121-3625 Sewer	714	1,131	1,154	1,190	<b>1,214</b>	60	1,238	1,263	prior year actual + 2%
11-312-121-3630 Natural Gas	5,088	6,499	6,629	5,726	<b>5,841</b>	(788)	5,958	6,077	prior year actual + 2%
11-312-121-3810 Insurance and Licences	3,160	3,188	3,252	3,097	<b>3,159</b>	(93)	3,223	3,287	prior year actual + 2%
11-312-430-5390 Appropriation to Reserve	65,000	65,000	65,000	65,000	<b>200,000</b>	135,000	204,000	208,080	adjusted base year 2020 to \$200,000 for potential debt
<b>Total Facilities</b>	<b>103,508</b>	<b>105,296</b>	<b>113,313</b>	<b>108,352</b>	<b>249,332</b>	<b>136,019</b>	<b>253,178</b>	<b>258,274</b>	
<b>Road Maintenance</b>									
<i>HM - Patching/Base Repair</i>									
11-313-315-1110 Salaries and Wages	3,664	3,515	3,577	3,126	<b>3,188</b>	(388)	3,252	3,317	includes 2% increase
11-313-315-1150 Vacation, Sick, Stats	-	-	-	31	<b>32</b>	32	32	33	includes 2% increase
11-313-315-1210 Benefits	1,094	963	980	790	<b>806</b>	(174)	822	838	includes 2% increase
11-313-315-2110 Granulars and Asphalt	2,323	4,912	5,403	5,461	<b>6,007</b>	604	6,608	7,269	granulars up 10% over prior year actual
11-313-315-3505 Equipment Rentals - Hired	22,963	8,656	20,000	10,160	<b>40,000</b>	20,000	40,000	40,000	increased crack/sealing & patching budget
11-313-315-3510 Equipment Rentals - Owned	3,684	3,040	2,751	2,368	<b>3,031</b>	280	2,813	2,737	based on 3-year rolling average actuals
<i>Total HM - Patching/Base Repair</i>	<i>33,728</i>	<i>21,086</i>	<i>32,710</i>	<i>21,935</i>	<i>53,063</i>	<i>20,353</i>	<i>53,526</i>	<i>54,193</i>	
<i>HM - Sweeping</i>									
11-313-317-3505 Equipment Rentals - Hired	6,600	6,038	9,000	8,525	<b>8,696</b>	(304)	8,870	9,047	prior year actual + 2% subsequently
<i>Total HM - Sweeping</i>	<i>6,600</i>	<i>6,038</i>	<i>9,000</i>	<i>8,525</i>	<i>8,696</i>	<i>(304)</i>	<i>8,870</i>	<i>9,047</i>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Road Maintenance (cont'd)</b>									
<b><u>HM - Shoulder Maintenance</u></b>									
11-313-318-1110 Salaries and Wages	4,194	3,952	4,021	5,392	5,500	1,479	5,610	5,722	includes 2% increase
11-313-318-1150 Vacation, Sick, Stats	-	-	-	3	3	3	4	4	includes 2% increase
11-313-318-1210 Benefits	1,095	1,238	1,260	1,431	1,460	200	1,489	1,519	includes 2% increase
11-313-318-2110 Granulars and Asphalt	3,315	18,745	20,620	17,658	19,424	(1,196)	21,366	23,503	granulars up 10% over p/y actual - better inventory tracking
11-313-318-3510 Equipment Rentals - Owned	6,093	5,518	5,628	8,525	8,696	3,068	8,869	9,047	prior year actual + 2%
<i>Total HM - Shoulder Maintenance</i>	<i>14,697</i>	<i>29,453</i>	<i>31,529</i>	<i>33,009</i>	<i>35,082</i>	<i>3,553</i>	<i>37,338</i>	<i>39,794</i>	
<b><u>HM - Other Maintenance</u></b>									
11-313-319-2180 Building Materials	244	48	97	-	97	0	48	49	based on 3-year rolling average actuals
11-313-319-3310 Professional Services	-	-	15,000	204	-	(15,000)	-	-	reduced budget here as covered in line below
11-313-319-3505 Equipment Rentals - Hired	19,759	14,566	14,857	12,355	12,602	(2,255)	12,854	13,111	prior year actual + 2%
<i>Total HM - Other Maintenance</i>	<i>20,003</i>	<i>14,614</i>	<i>29,955</i>	<i>12,558</i>	<i>12,699</i>	<i>(17,255)</i>	<i>12,902</i>	<i>13,160</i>	
<b><u>LM - Patch Gravel Surface</u></b>									
11-313-331-1110 Salaries and Wages	753	1,031	1,049	664	677	(372)	691	705	includes 2% increase
11-313-331-1150 Vacation, Sick, Stats	-	-	-	2	2	2	2	2	includes 2% increase
11-313-331-1210 Benefits	199	265	270	167	170	(100)	174	177	includes 2% increase
11-313-331-2110 Granulars and Asphalt	3,810	2,020	6,500	6,719	7,391	891	8,130	8,943	granulars up 10% over p/y actual - better inventory tracking
11-313-331-3510 Equipment Rentals - Owned	2,408	2,021	2,198	1,351	1,927	(271)	1,766	1,681	based on 3-year rolling average actuals
<i>Total LM - Patch Gravel Surface</i>	<i>7,170</i>	<i>5,337</i>	<i>10,017</i>	<i>8,903</i>	<i>10,168</i>	<i>151</i>	<i>10,763</i>	<i>11,509</i>	
<b><u>LM - Grading</u></b>									
11-313-334-1110 Salaries and Wages	18,449	16,157	16,440	17,713	18,067	1,627	18,428	18,797	includes 2% increase
11-313-334-1210 Benefits	4,572	4,292	4,367	4,365	4,453	86	4,542	4,632	includes 2% increase
11-313-334-3510 Equipment Rentals - Owned	44,298	44,912	45,810	45,082	45,983	173	46,903	47,841	prior year actual + 2%
<i>Total LM - Grading</i>	<i>67,319</i>	<i>65,361</i>	<i>66,617</i>	<i>67,160</i>	<i>68,503</i>	<i>1,886</i>	<i>69,873</i>	<i>71,270</i>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Road Maintenance (cont'd)</b>									
<i>LM - Dust Control</i>									
11-313-335-1110 Salaries and Wages	5,617	5,498	5,594	4,729	<b>4,824</b>	(770)	4,920	5,019	includes 2% increase
11-313-335-1210 Benefits	1,470	1,616	1,644	1,227	<b>1,251</b>	(393)	1,276	1,302	includes 2% increase
11-313-335-3510 Equipment Rentals - Owned	11,180	11,025	11,246	11,005	<b>11,225</b>	(21)	11,450	11,679	prior year actual + 2%
11-313-335-3555 Roads Contracted Services	118,116	99,854	140,000	136,826	<b>139,563</b>	(437)	145,145	156,757	2020 projected increase of 5% of prior year actual
<i>Total LM - Dust Control</i>	<b>136,383</b>	<b>117,993</b>	<b>158,484</b>	<b>153,787</b>	<b>156,863</b>	<b>(1,621)</b>	<b>162,791</b>	<b>174,756</b>	
<i>LM - Gravel Resurfacing</i>									
11-313-337-1110 Salaries and Wages	2,394	2,734	2,782	2,610	<b>2,662</b>	(120)	2,716	2,770	includes 2% increase
11-313-337-1210 Benefits	705	544	554	624	<b>636</b>	82	649	662	includes 2% increase
11-313-337-3510 Equipment Rentals - Owned	5,025	6,908	7,046	7,445	<b>7,594</b>	548	7,746	7,901	prior year actual + 2%
11-313-337-3555 Roads Contracted Services	138,576	162,267	195,000	176,975	<b>194,672</b>	(328)	214,139	235,553	based on 10% actual increase over prior year
<i>Total LM - Gravel Resurfacing</i>	<b>146,700</b>	<b>172,453</b>	<b>205,382</b>	<b>187,653</b>	<b>205,564</b>	<b>182</b>	<b>225,249</b>	<b>246,886</b>	
<i>RM - Grass Cutting/Seeding/Sodding</i>									
11-313-341-1110 Salaries and Wages	8,836	9,100	9,259	17,833	<b>18,189</b>	8,930	18,553	18,924	includes 2% increase
11-313-341-1150 Vacation, Sick, Stats	-	-	-	398	<b>406</b>	406	414	422	includes 2% increase
11-313-341-1210 Benefits	2,770	2,870	2,920	2,824	<b>2,880</b>	(40)	2,938	2,997	includes 2% increase
11-313-341-2120 Seed/Sod/Soils	-	-	-	275	<b>280</b>	280	286	292	prior year actual + 2%
11-313-341-3505 Equipment Rentals - Hired	4,520	4,234	4,319	2,934	<b>2,993</b>	(1,326)	3,053	3,114	prior year actual + 2%
11-313-341-3510 Equipment Rentals - Owned	9,788	10,783	12,499	14,043	<b>15,823</b>	3,324	16,140	16,463	prior year actual + 2% + additional roadside works
<i>Total RM - Grass Cutting/Seeding/Sodding</i>	<b>25,914</b>	<b>26,987</b>	<b>28,997</b>	<b>38,306</b>	<b>40,572</b>	<b>11,575</b>	<b>41,384</b>	<b>42,211</b>	
<i>RM - Tree Planting and Removal</i>									
11-313-342-1110 Salaries and Wages	27,306	30,935	31,476	14,503	<b>14,793</b>	(16,683)	15,089	15,391	includes 2% increase
11-313-342-1150 Vacation, Sick, Stats	-	-	-	100	<b>102</b>	102	104	106	includes 2% increase
11-313-342-1210 Benefits	8,058	8,885	9,040	3,755	<b>3,830</b>	(5,210)	3,907	3,985	includes 2% increase
11-313-342-2150 Trees and Fertilizer	2,456	4,253	4,677	4,739	<b>3,816</b>	(861)	4,269	4,275	based on 3-year rolling average actuals
11-313-342-3505 Equipment Rentals - Hired	63,625	30,628	55,000	39,900	<b>44,718</b>	(10,282)	38,415	41,011	based on 3-year rolling average actuals
11-313-342-3510 Equipment Rentals - Owned	31,355	39,154	39,937	17,178	<b>17,522</b>	(22,415)	17,872	18,229	prior year actual + 2%
<i>Total RM - Tree Planting and Removal</i>	<b>132,800</b>	<b>113,855</b>	<b>140,131</b>	<b>80,176</b>	<b>84,781</b>	<b>(55,350)</b>	<b>79,657</b>	<b>82,997</b>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Road Maintenance (cont'd)</b>									
<i>RM - Debris Pick-up</i>									
11-313-345-1110 Salaries and Wages	4,873	4,315	4,391	5,152	<b>5,255</b>	864	5,360	5,467	includes 2% increase
11-313-345-1150 Vacation, Sick, Stats	-	-	-	81	<b>82</b>	82	84	86	includes 2% increase
11-313-345-1210 Benefits	1,452	1,252	1,274	1,175	<b>1,198</b>	(76)	1,222	1,247	includes 2% increase
11-313-345-2910 Miscellaneous Expense	3,262	5,323	5,429	5,306	<b>5,413</b>	(16)	5,521	5,631	prior year actual + 2%
11-313-345-3510 Equipment Rentals - Owned	3,473	3,903	3,981	3,551	<b>3,622</b>	(359)	3,694	3,768	prior year actual + 2%
<i>Total RM - Debris Pick-up</i>	<b>13,060</b>	<b>14,793</b>	<b>15,075</b>	<b>15,264</b>	<b>15,569</b>	<b>494</b>	<b>15,881</b>	<b>16,198</b>	
<i>RM - Ditching</i>									
11-313-346-1110 Salaries and Wages	2,956	3,209	3,265	7,749	<b>7,904</b>	4,639	8,062	8,223	includes 2% increase
11-313-346-1150 Vacation, Sick, Stats	-	-	-	49	<b>49</b>	49	50	51	includes 2% increase
11-313-346-1210 Benefits	932	988	1,005	1,879	<b>1,917</b>	912	1,955	1,994	includes 2% increase
11-313-346-2110 Granulars and Asphalt	-	1,775	1,953	1,842	<b>2,026</b>	73	2,229	2,452	granulars up 10% over prior year actual
11-313-346-2180 Building Materials	-	413	421	541	<b>552</b>	131	563	574	prior year actual + 2%
11-313-346-3505 Equipment Rentals - Hired	483	2,234	15,000	9,610	<b>9,802</b>	(5,198)	9,998	10,198	prior year actual + 2%
11-313-346-3510 Equipment Rentals - Owned	5,713	5,363	5,470	10,761	<b>10,976</b>	5,506	11,196	11,420	prior year actual + 2%
<i>Total RM - Ditching</i>	<b>10,084</b>	<b>13,982</b>	<b>27,114</b>	<b>32,430</b>	<b>33,226</b>	<b>6,112</b>	<b>34,053</b>	<b>34,912</b>	
<i>RM - Other Roadside Maintenance</i>									
11-313-347-1110 Salaries and Wages	1,956	366	372	253	<b>258</b>	(114)	264	269	includes 2% increase
11-313-347-1210 Benefits	586	91	93	64	<b>65</b>	(28)	67	68	includes 2% increase
11-313-347-3505 Equipment Rentals - Hired	-	189	193	-	<b>-</b>	(193)	-	-	no budget required - work done internally
11-313-347-3510 Equipment Rentals - Owned	1,579	473	482	373	<b>380</b>	(102)	388	395	prior year actual + 2%
<i>Total RM - Other Roadside Maintenance</i>	<b>4,121</b>	<b>1,119</b>	<b>1,140</b>	<b>690</b>	<b>704</b>	<b>(436)</b>	<b>718</b>	<b>732</b>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Road Maintenance (cont'd)</b>									
<i>RM - Sewers and Drains</i>									
11-313-348-1110 Salaries and Wages	425	116	118	449	<b>458</b>	340	467	476	includes 2% increase
11-313-348-1150 Vacation, Sick, Stats	-	-	-	3	<b>3</b>	3	3	3	includes 2% increase
11-313-348-1210 Benefits	120	35	36	124	<b>126</b>	91	129	131	includes 2% increase
11-313-348-2110 Granulars and Asphalt	213	335	369	348	<b>383</b>	14	421	463	granulars up 10% over prior year actual
11-313-348-2140 Culverts	-	-	250	-	<b>250</b>	-	275	303	minimal budget held for unanticipated expenses
11-313-348-2180 Building Materials	-	37	1,000	107	<b>48</b>	(952)	64	73	based on 3-year rolling average actuals
11-313-348-3505 Equipment Rentals - Hired	10,920	-	2,500	2,086	<b>4,335</b>	1,835	2,140	2,854	based on 3-year rolling average actuals
11-313-348-3510 Equipment Rentals - Owned	398	123	1,500	640	<b>387</b>	(1,113)	383	470	based on 3-year rolling average actuals
<i>Total RM - Sewers and Drains</i>	<i>12,076</i>	<i>646</i>	<i>5,772</i>	<i>3,757</i>	<i><b>5,990</b></i>	<i>218</i>	<i>3,883</i>	<i>4,774</i>	
<i>RM - Catch basin Repairs/Cleaning</i>									
11-313-349-1110 Salaries and Wages	1,298	1,092	1,111	474	<b>483</b>	(628)	493	503	includes 2% increase
11-313-349-1150 Vacation, Sick, Stats	-	-	-	5	<b>5</b>	5	5	5	includes 2% increase
11-313-349-1210 Benefits	395	359	365	108	<b>110</b>	(255)	112	114	includes 2% increase
11-313-349-2180 Building Materials	-	158	161	9	<b>9</b>	(152)	9	10	prior year actual + 2%
11-313-349-3505 Equipment Rentals - Hired	-	8,314	10,000	8,314	<b>8,480</b>	(1,520)	8,650	8,823	prior year actual + 2%
11-313-349-3510 Equipment Rentals - Owned	1,248	1,593	1,625	344	<b>350</b>	(1,275)	357	365	prior year actual + 2%
11-313-349-5390 Appropriation to (New) Storm Water Management Reserve	-	-	-	-	<b>125,000</b>	125,000	127,500	130,050	base year 2020 \$125,000 + 2% annual increase
<i>Total RM - Catch basin Repairs/Cleaning</i>	<i>2,941</i>	<i>11,516</i>	<i>13,262</i>	<i>9,253</i>	<i><b>134,438</b></i>	<i>121,176</i>	<i>137,127</i>	<i>139,869</i>	
<i>Bridge Maintenance</i>									
11-313-361-1110 Salaries and Wages	3,181	3,008	3,061	855	<b>872</b>	(2,189)	890	908	includes 2% increase
11-313-361-1210 Benefits	1,017	1,185	1,206	235	<b>240</b>	(966)	245	250	includes 2% increase
11-313-361-2110 Granulars and Asphalt	-	-	250	-	<b>250</b>	-	275	303	minimal budget held for unanticipated expenses
11-313-361-2180 Building Materials	250	2,166	2,209	17	<b>18</b>	(2,191)	18	18	prior year actual + 2%
11-313-361-3505 Equipment Rentals - Hired	178	778	794	-	<b>-</b>	(794)	-	-	prior year actual + 2%
11-313-361-3510 Equipment Rentals - Owned	2,935	3,068	3,129	1,008	<b>1,028</b>	(2,101)	1,048	1,069	prior year actual + 2%
<i>Total Bridge Maintenance</i>	<i>7,561</i>	<i>10,205</i>	<i>10,649</i>	<i>2,115</i>	<i><b>2,408</b></i>	<i>(8,241)</i>	<i>2,476</i>	<i>2,547</i>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Road Maintenance (cont'd)</b>									
<i>Culvert Installation and Repair</i>									
11-313-364-1110 Salaries and Wages	5,078	5,795	5,896	2,679	<b>2,733</b>	(3,163)	2,787	2,843	includes 2% increase
11-313-364-1150 Vacation, Sick, Stats	-	-	-	7	<b>7</b>	7	7	7	includes 2% increase
11-313-364-1210 Benefits	1,597	1,771	1,802	708	<b>722</b>	(1,080)	736	751	includes 2% increase
11-313-364-2110 Granulars and Asphalt	876	1,234	1,357	3,173	<b>3,490</b>	2,133	3,839	4,223	granulars up 10% over prior year actual
11-313-364-2140 Culverts	2,392	5,312	5,418	3,016	<b>3,076</b>	(2,342)	3,138	3,201	prior year actual + 2%
11-313-364-3505 Equipment Rentals - Hired	316	799	815	-	-	(815)	-	-	prior year actual + 2%
11-313-364-3510 Equipment Rentals - Owned	6,525	7,530	7,681	4,040	<b>4,121</b>	(3,560)	4,203	4,287	prior year actual + 2%
<i>Total Culvert Installation and Repair</i>	<b>16,784</b>	<b>22,441</b>	<b>22,970</b>	<b>13,622</b>	<b>14,149</b>	<b>(8,821)</b>	<b>14,711</b>	<b>15,312</b>	
<i>Signs/Barricades/Guide Rails</i>									
11-313-371-1110 Salaries and Wages	7,811	7,157	7,282	4,777	<b>4,872</b>	(2,410)	4,970	5,069	includes 2% increase
11-313-371-1150 Vacation, Sick, Stats	-	-	-	38	<b>39</b>	39	40	41	includes 2% increase
11-313-371-1210 Benefits	2,272	2,005	2,040	1,193	<b>1,217</b>	(823)	1,242	1,266	includes 2% increase
11-313-371-2160 Signs/Posts/Guide Rails/Barricades/Hardware	4,577	3,599	7,671	4,629	<b>4,721</b>	(2,950)	4,816	4,912	prior year actual + 2%
11-313-371-3510 Equipment Rentals - Owned	4,770	6,183	6,307	3,403	<b>3,471</b>	(2,836)	3,541	3,612	prior year actual + 2%
<i>Total Signs/Barricades/Guide Rails</i>	<b>19,430</b>	<b>18,944</b>	<b>23,300</b>	<b>14,040</b>	<b>14,321</b>	<b>(8,979)</b>	<b>14,608</b>	<b>14,900</b>	
<b>Total Road Maintenance</b>	<b>677,371</b>	<b>666,823</b>	<b>832,103</b>	<b>703,185</b>	<b>896,795</b>	<b>64,693</b>	<b>925,808</b>	<b>975,067</b>	

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<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>									
<b>Winter Maintenance</b>									
<i>Truck - Plowing/Salting/Sanding</i>									
11-314-411-1110 Salaries and Wages	27,881	28,269	43,515	28,124	<b>28,686</b>	(14,829)	29,260	29,845	includes 2% increase
11-314-441-1150 Vacation, Sick, Stats	-	-	-	30	<b>31</b>	31	32	32	includes 2% increase
11-314-411-1210 Benefits	7,007	6,733	12,470	7,674	<b>7,827</b>	(4,643)	7,984	8,144	includes 2% increase
11-314-411-2430 Sand and Salt	33,258	38,846	42,731	45,138	<b>49,652</b>	6,921	54,617	60,079	salt and sand up 10% over prior year actual
11-314-411-3505 Equipment Rentals - Hired	183	-	1,000	663	<b>677</b>	(323)	690	704	prior year actual + 2%
11-314-411-3510 Equipment Rentals - Owned	59,763	59,284	87,508	56,376	<b>58,474</b>	(29,034)	58,045	57,632	based on 3-year rolling average actuals
<i>Total Truck Plowing/Salting/Sanding</i>	<i>128,092</i>	<i>133,132</i>	<i>187,224</i>	<i>138,006</i>	<i><b>145,348</b></i>	<i>(41,876)</i>	<i>150,628</i>	<i>156,436</i>	
<i>Grader - Plowing/Iceblading</i>									
11-314-412-1110 Salaries and Wages	7,595	10,968	11,160	11,103	<b>11,325</b>	165	11,551	11,782	includes 2% increase
11-314-412-1210 Benefits	1,766	2,481	2,524	2,502	<b>2,552</b>	28	2,603	2,655	includes 2% increase
11-314-412-3505 Equipment Rentals - Hired	-	-	-	509	<b>519</b>	519	529	540	prior year actual + 2%
11-314-412-3510 Equipment Rentals - Owned	17,258	25,095	25,597	21,755	<b>22,190</b>	(3,407)	22,634	23,087	prior year actual + 2%
<i>Total Grader - Plowing/Iceblading</i>	<i>26,619</i>	<i>38,544</i>	<i>39,281</i>	<i>35,868</i>	<i><b>36,586</b></i>	<i>(2,695)</i>	<i>37,317</i>	<i>38,064</i>	
<i>Snow fence Erection and Removal</i>									
11-314-414-1110 Salaries and Wages	5,369	5,590	5,688	4,700	<b>4,794</b>	(894)	4,890	4,988	includes 2% increase
11-314-414-1150 Vacation, Sick, Stats	-	-	-	23	<b>24</b>	24	24	25	includes 2% increase
11-314-414-1210 Benefits	1,399	1,510	1,536	1,004	<b>1,024</b>	(512)	1,044	1,065	includes 2% increase
11-314-414-2741 Snow fence	1,013	708	1,279	682	<b>1,250</b>	(29)	1,375	1,513	snow fence up 10% over prior year actual + \$500.00
11-314-414-3510 Equipment Rentals - Owned	3,588	3,747	3,822	2,156	<b>2,199</b>	(1,623)	2,243	2,287	prior year actual + 2%
<i>Total Snow fence Erection and Removal</i>	<i>11,369</i>	<i>11,555</i>	<i>12,325</i>	<i>8,565</i>	<i><b>9,291</b></i>	<i>(3,034)</i>	<i>9,577</i>	<i>9,878</i>	
<i>Other Winter Activities</i>									
11-314-415-1110 Salaries and Wages	2,309	2,934	2,985	1,209	<b>1,234</b>	(1,752)	1,258	1,283	includes 2% increase
11-314-415-1150 Vacation, Sick, Stats	-	-	-	0	<b>0</b>	0	0	0	includes 2% increase
11-314-415-1210 Benefits	684	842	857	436	<b>445</b>	(412)	454	463	includes 2% increase
11-314-415-3505 Equipment Rentals - Hired	2,383	214	218	-	<b>-</b>	(218)	-	-	prior year actual + 2%
11-314-415-3510 Equipment Rentals - Owned	2,090	2,465	2,514	988	<b>1,007</b>	(1,507)	1,027	1,048	prior year actual + 2%
<i>Total Other Winter Activities</i>	<i>7,466</i>	<i>6,455</i>	<i>6,575</i>	<i>2,633</i>	<i><b>2,686</b></i>	<i>(3,889)</i>	<i>2,740</i>	<i>2,795</i>	

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<b>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</b>									
<b>Winter Maintenance (cont'd)</b>									
<u>Snow Removal from Streets</u>									
11-314-416-1110 Salaries and Wages	372	1,397	3,422	1,712	1,746	(1,676)	1,781	1,817	includes 2% increase
11-314-416-1210 Benefits	92	329	804	402	410	(394)	419	427	includes 2% increase
11-314-416-3505 Equipment Rentals - Hired	163	2,534	4,532	2,267	2,312	(2,220)	2,358	2,405	prior year actual + 2%
11-314-416-3510 Equipment Rentals - Owned	600	2,733	6,095	3,048	3,108	(2,987)	3,171	3,234	prior year actual + 2%
<b>Total Snow Removal from Streets</b>	<b>1,227</b>	<b>6,993</b>	<b>14,853</b>	<b>7,428</b>	<b>7,577</b>	<b>(7,276)</b>	<b>7,728</b>	<b>7,883</b>	
<u>Snow Removal - Parking Lots, etc.</u>									
11-314-417-1110 Salaries and Wages	324	341	347	247	252	(95)	257	262	includes 2% increase
11-314-417-1210 Benefits	88	98	100	71	72	(28)	73	75	includes 2% increase
11-314-417-3505 Equipment Rentals - Hired	46	-	250	1,211	1,235	985	1,260	1,285	prior year actual + 2%
11-314-417-3510 Equipment Rentals - Owned	475	500	510	300	306	(204)	312	318	prior year actual + 2%
<b>Total Snow Removal - Parking Lots, etc.</b>	<b>933</b>	<b>939</b>	<b>1,207</b>	<b>1,828</b>	<b>1,865</b>	<b>658</b>	<b>1,902</b>	<b>1,940</b>	
<u>Snow Removal - Sidewalks</u>									
11-314-418-3505 Equipment Rentals - Hired	15,488	16,601	18,261	23,341	25,675	7,414	28,243	31,067	sidewalk snow removal up 10% over prior year actual
<b>Total Snow Removal - Sidewalks</b>	<b>15,488</b>	<b>16,601</b>	<b>18,261</b>	<b>23,341</b>	<b>25,675</b>	<b>7,414</b>	<b>28,243</b>	<b>31,067</b>	
<b>Total Winter Maintenance</b>	<b>191,194</b>	<b>214,219</b>	<b>279,725</b>	<b>217,670</b>	<b>229,027</b>	<b>(50,698)</b>	<b>238,135</b>	<b>248,062</b>	
<b>Equipment and Vehicles</b>									
11-315-433-5390 Appropriation to Equipment Reserve	-	-	-	-	25,000	25,000	25,500	26,010	2020 Base Year \$25,000 + 2% annually
11-315-434-5390 Appropriation to Vehicle Reserve	24,986	130,000	175,000	175,000	275,000	100,000	280,500	286,110	2020 Base Year \$275,000 + 2% annually
<b>Total Equipment and Vehicles</b>	<b>24,986</b>	<b>130,000</b>	<b>175,000</b>	<b>175,000</b>	<b>300,000</b>	<b>125,000</b>	<b>306,000</b>	<b>312,120</b>	
<b>Municipal Drains</b>									
11-315-431-5390 Appropriation to Municipal Drains Reserve	55,000	-	25,000	25,000	25,500	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
<b>Total Municipal Drains</b>	<b>55,000</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>25,500</b>	<b>500</b>	<b>26,010</b>	<b>26,530</b>	

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<b>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</b>									
<b>Bridges</b>									
11-315-443-3310 Professional Services	13,886	8,673	20,000	9,861	20,400	400	-	-	bridge study every 3 years (not completed in 2019) amount amended to reflect AMP needs from 2020 update
11-315-443-5390 Appropriation to Bridges Reserve	-	100,000	25,000	25,000	200,000	175,000	204,000	208,080	
<b>Total Bridges</b>	<b>13,886</b>	<b>108,673</b>	<b>45,000</b>	<b>34,861</b>	<b>220,400</b>	<b>175,400</b>	<b>204,000</b>	<b>208,080</b>	
<b>Innerkip Streets Debenture</b>									
11-315-445-4210 Principal Repayments	91,808	95,223	98,766	98,766	102,440	3,674	110,203	114,303	
11-315-445-4220 Interest Repayments	40,476	37,060	33,518	33,518	29,844	(3,674)	22,081	17,981	
<b>Total Innerkip Streets Debenture</b>	<b>132,284</b>	<b>132,283</b>	<b>132,284</b>	<b>132,284</b>	<b>132,284</b>	<b>-</b>	<b>132,284</b>	<b>132,284</b>	
<b>Asset Management - Gravel to Hardtop</b>									
11-315-455-5390 Appropriation to Gravel to Hardtop Reserve	369,363	200,000	250,000	250,000	255,000	5,000	260,100	265,302	2019 Base Year \$250,000 + 2% annually
<b>Total Asset Management - Gravel to Hardtop</b>	<b>369,363</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>255,000</b>	<b>5,000</b>	<b>260,100</b>	<b>265,302</b>	
<b>Sidewalks - Repair and Maintenance</b>									
11-322-531-1110 Salaries and Wages	5,334	4,686	4,768	2,895	2,953	(1,815)	3,012	3,072	includes 2% increase
11-322-531-1150 Vacation, Sick, Stats	-	-	-	36	36	36	37	38	includes 2% increase
11-322-531-1210 Benefits	1,589	1,336	1,359	676	689	(670)	703	717	includes 2% increase
11-322-531-2110 Granulars and Asphalt	506	1,770	1,947	819	901	(1,047)	991	1,090	granulars up 10% over prior year actual
11-322-531-2180 Building Materials	68	187	5,000	1,223	5,000	-	5,100	5,202	anticipated work to be done in fall 2019
11-322-531-2440 Concrete	-	-	-	1,722	1,756	1,756	1,791	1,827	prior year actual + 2%
11-322-531-3505 Equipment Rentals - Hired	165	451	4,000	658	4,000	-	4,080	4,162	anticipated work to be done in fall 2019
11-322-531-3510 Equipment Rentals - Owned	3,228	3,315	3,381	2,223	2,267	(1,114)	2,313	2,359	prior year actual + 2%
11-322-531-5390 Appropriation to Sidewalk Reserve	15,000	25,000	25,000	25,000	25,500	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
<b>Total Sidewalks - Repairs and Maintenance</b>	<b>25,890</b>	<b>36,745</b>	<b>45,456</b>	<b>35,251</b>	<b>43,103</b>	<b>(2,353)</b>	<b>44,037</b>	<b>44,997</b>	
<b>Roads Projects</b>									
11-315-456-5390 Appropriation to Roads Projects Reserve	-	-	100,000	50,000	102,000	2,000	104,040	106,121	2019 Base Year \$50,000 + 2% annually
<b>Total Roads Projects</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>102,000</b>	<b>2,000</b>	<b>104,040</b>	<b>106,121</b>	

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<b>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</b>									
<b>Leaf and Yard Waste Program</b>									
11-351-121-1110 Salaries and Wages	12,794	16,535	19,324	15,245	15,550	(3,774)	15,861	16,178	includes 2% increase
11-351-121-1150 Vacation, Sick, Stats	-	-	250	40	41	(209)	41	42	includes 2% increase
11-351-121-1210 Benefits	3,939	5,069	5,658	4,006	4,086	(1,572)	4,168	4,251	includes 2% increase
11-351-121-3510 Equipment Rentals - Owned	31,283	41,291	43,117	34,605	35,297	(7,820)	36,003	36,723	prior year actual + 2%
<b>Total Leaf and Yard Waste Program</b>	<b>48,016</b>	<b>62,895</b>	<b>68,349</b>	<b>53,895</b>	<b>54,973</b>	<b>(13,376)</b>	<b>56,073</b>	<b>57,194</b>	
<b>Streetlighting</b>									
11-371-121-3505 Equipment Rentals - Hired	11,544	6,940	7,079	5,386	5,494	(1,585)	5,604	5,716	prior year actual + 2%
11-371-121-3610 Electrical Power	49,493	45,829	46,746	41,586	42,418	(4,328)	43,266	44,131	prior year actual + 2%
11-371-430-4210 Principal Repayments	45,000	45,000	45,000	45,000	45,000	-	45,000	45,000	2022 last year of repayment
11-371-430-4220 Interest Repayments	6,908	5,691	4,505	4,505	3,313	(1,192)	2,102	904	2022 last year of repayment
11-371-430-5390 Appropriation to Streetlighting Reserve	15,000	7,197	25,000	25,000	25,500	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
<b>Total Streetlighting</b>	<b>127,945</b>	<b>110,657</b>	<b>128,329</b>	<b>121,477</b>	<b>121,725</b>	<b>(6,604)</b>	<b>121,982</b>	<b>122,281</b>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>PUBLIC WORKS CAPITAL EXPENDITURES</b>									
<b>Facilities</b>									
12-312-430-5170 Construction	-	-	150,000	52,429	200,000	50,000	-	-	salt/sand Coverall on the 89 Loveys property
<b>Total Facilities</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>52,429</b>	<b>200,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	
<b>Municipal Drains</b>									
11-315-431-5170 Construction	1,361	86,041	75,000	22,629	100,000	25,000	-	-	capital drain projects
<b>Total Municipal Drains</b>	<b>1,361</b>	<b>86,041</b>	<b>75,000</b>	<b>22,629</b>	<b>100,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	
<b>Equipment and Vehicles</b>									
12-315-434-5110 Equipment and Vehicles	34,494	13,649	784,225	92,542	300,000	(484,225)	86,700	52,000	vehicles & equipment as per Replacement Schedule
<b>Total Equipment and Vehicles</b>	<b>34,494</b>	<b>13,649</b>	<b>784,225</b>	<b>92,542</b>	<b>300,000</b>	<b>(484,225)</b>	<b>86,700</b>	<b>52,000</b>	
<b>Maplewood Side Road Hard Top</b>									
12-323-121-1110 Salaries and Wages	-	12,929	-	8,148	-	-	-	-	
12-323-121-1150 Vacation, Sick, Stats	-	-	-	43	-	-	-	-	
12-323-121-1210 Benefits	-	3,795	-	2,130	-	-	-	-	
12-323-121-2110 Granulars and Asphalt	-	99,797	-	11,658	-	-	-	-	
12-323-121-2180 Building Materials	-	849	40,000	306	-	(40,000)	-	-	
12-323-121-3300 Contractor	-	-	-	385,844	-	-	-	-	
12-323-121-3310 Engineering	-	33,959	-	19,346	-	-	-	-	
12-323-121-3505 Equipment Rentals - Hired	-	43,872	-	-	-	-	-	-	
12-323-121-3510 Equipment Rentals - Owned	-	23,390	-	16,548	-	-	-	-	
12-323-121-5170 Construction	-	20	550,000	-	-	(550,000)	-	-	
<b>Total Maplewood Side Road Hard Top</b>	<b>-</b>	<b>218,611</b>	<b>590,000</b>	<b>444,022</b>	<b>-</b>	<b>(590,000)</b>	<b>-</b>	<b>-</b>	
<b>Bridges</b>									
12-326-121-3300 Construction	3,122	3,595	100,000	88,315	-	(100,000)	-	-	
<b>Total Bridges</b>	<b>3,122</b>	<b>3,595</b>	<b>100,000</b>	<b>88,315</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	
<b>Jacob Street East/Valleyfield Reconstruction</b>									
12-325-121-1110 Salaries and Wages	-	-	-	1,471	-	-	-	-	
12-325-121-1150 Vacation, Sick, Stats	-	-	-	1	-	-	-	-	
12-325-121-1210 Benefits	-	-	-	225	-	-	-	-	
12-325-121-3300 Contractor	-	-	-	71,778	-	-	-	-	
12-325-121-3310 Engineering	-	-	-	956	-	-	-	-	
12-325-121-5170 Construction	125,000	11,827	100,000	228	-	(100,000)	-	-	
<b>Total Jacob Street/Valleyfield Reconstruction</b>	<b>125,000</b>	<b>11,827</b>	<b>100,000</b>	<b>74,659</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)</b>									
<b>Woodstock Street South Reconstruction</b>									
12-315-453-1110 Salaries and Wages	-	294	-	-	-	-	-	-	
12-315-453-1210 Benefits	-	88	-	-	-	-	-	-	
12-315-453-3310 Professional Services	-	1,574,003	-	-	-	-	-	-	
12-315-453-3510 Equipment Rentals - Owned	-	423	-	-	-	-	-	-	
12-315-453-5170 Construction	-	-	11,000	-	-	(11,000)	-	-	
<b>Total Woodstock Street South Reconstruction</b>	<b>-</b>	<b>1,574,808</b>	<b>11,000</b>	<b>-</b>	<b>-</b>	<b>(11,000)</b>	<b>-</b>	<b>-</b>	
<b>Maria Street Reconstruction</b>									
12-327-121-3310 Maria Street - Engineering	-	-	-	16,414	-	-	-	-	
12-315-449-5170 Construction	-	-	-	-	850,000	-	-	-	in conjunction with Oxford County
<b>Total Maria Street Reconstruction</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,414</b>	<b>850,000</b>	<b>850,000</b>	<b>-</b>	<b>-</b>	
<b>Streetlights</b>									
12-371-430-5110 Equipment and Vehicles	-	9,097	20,000	-	-	(20,000)	-	-	
<b>Total Streetlights</b>	<b>-</b>	<b>9,097</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	
<b>Sidewalks</b>									
12-322-443-5170 Construction	2,732	-	30,000	6,096	-	(30,000)	-	-	
<b>Total Sidewalks</b>	<b>2,732</b>	<b>-</b>	<b>30,000</b>	<b>6,096</b>	<b>-</b>	<b>(30,000)</b>	<b>-</b>	<b>-</b>	
<b>Roads Projects</b>									
12-315-455-3310 Professional Services	-	-	85,000	-	40,000	(45,000)	-	-	Roads Needs Study
12-315-455-5170 Construction	-	-	-	-	340,000	340,000	-	-	James Street & 16th Line
<b>Total Roads Projects</b>	<b>-</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>380,000</b>	<b>295,000</b>	<b>-</b>	<b>-</b>	
<b>Total Public Works Capital Expenditures</b>	<b>166,709</b>	<b>1,917,628</b>	<b>1,945,225</b>	<b>797,107</b>	<b>1,830,000</b>	<b>(115,225)</b>	<b>86,700</b>	<b>52,000</b>	

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Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS REVENUES</u></b>									
<b>Administration</b>									
11-311-021-0514 Waste Management Services	-	3,634	3,635		<b>3,635</b>	-	3,635	3,635	ongoing contractual arrangement of fee for services based on 3-year rolling average actuals
11-311-021-0598 Expense Recovery	3,650	1,920	4,716	5,129	<b>3,566</b>	(1,150)	3,539	4,078	
<b>Total Administration</b>	<b>3,650</b>	<b>5,554</b>	<b>8,351</b>	<b>5,129</b>	<b>7,201</b>	<b>(1,150)</b>	<b>7,174</b>	<b>7,713</b>	
<b>Equipment</b>									
<b><u>1999 Champion 740A Grader</u></b>									
11-311-821-0761 Equipment Rental - Owned Equipment	51,903	55,167	54,506	51,331	<b>52,800</b>	(1,706)	53,099	52,410	based on 3-year rolling average actuals
<i>Total 1999 Champion 740A Grader</i>	<i>51,903</i>	<i>55,167</i>	<i>54,506</i>	<i>51,331</i>	<i>52,800</i>	<i>(1,706)</i>	<i>53,099</i>	<i>52,410</i>	
<b><u>2004 Volvo 730B Grader</u></b>									
11-311-823-0761 Equipment Rental - Owned Equipment	38,350	39,879	39,836	38,668	<b>38,966</b>	(870)	39,171	38,935	based on 3-year rolling average actuals
<i>Total 2004 Volvo 730B Grader</i>	<i>38,350</i>	<i>39,879</i>	<i>39,836</i>	<i>38,668</i>	<i>38,966</i>	<i>(870)</i>	<i>39,171</i>	<i>38,935</i>	
<b><u>2016 John Deere Tractor</u></b>									
11-311-824-0761 Equipment Rental - Owned Equipment	17,273	18,568	18,165	17,833	<b>17,891</b>	(274)	18,097	17,940	based on 3-year rolling average actuals
<i>Total 2016 John Deere Tractor</i>	<i>17,273</i>	<i>18,568</i>	<i>18,165</i>	<i>17,833</i>	<i>17,891</i>	<i>(274)</i>	<i>18,097</i>	<i>17,940</i>	
<b><u>2010 Caterpillar Loader</u></b>									
11-311-825-0761 Equipment Rental - Owned Equipment	14,775	22,850	20,716	20,710	<b>19,445</b>	(1,271)	21,002	20,386	based on 3-year rolling average actuals
<i>Total 2016 John Deere Tractor</i>	<i>14,775</i>	<i>22,850</i>	<i>20,716</i>	<i>20,710</i>	<i>19,445</i>	<i>(1,271)</i>	<i>21,002</i>	<i>20,386</i>	
<b><u>2014 Case Backhoe</u></b>									
11-311-826-0761 Equipment Rental - Owned Equipment	13,703	9,850	12,170	10,800	<b>11,451</b>	(719)	10,700	10,984	based on 3-year rolling average actuals
<i>Total 2014 Case Backhoe</i>	<i>13,703</i>	<i>9,850</i>	<i>12,170</i>	<i>10,800</i>	<i>11,451</i>	<i>(719)</i>	<i>10,700</i>	<i>10,984</i>	
<b><u>Chainsaws and Other Small Equipment</u></b>									
11-311-827-0761 Equipment Rental - Owned Equipment	1,800	1,160	1,203	1,070	<b>1,343</b>	140	1,191	1,201	based on 3-year rolling average actuals
<i>Total Chainsaws and Other Small Equipment</i>	<i>1,800</i>	<i>1,160</i>	<i>1,203</i>	<i>1,070</i>	<i>1,343</i>	<i>140</i>	<i>1,191</i>	<i>1,201</i>	

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<b><u>PUBLIC WORKS REVENUES (cont'd)</u></b>									
<b>Equipment (cont'd)</b>									
<u>2006 Vermeer Brush Chipper</u>									
11-311-829-0761 Equipment Rental - Owned Equipment	3,850	7,599	4,820	1,995	<b>4,481</b>	(338)	4,692	3,723	based on 3-year rolling average actuals
<i>Total 2006 Vermeer Brush Chipper</i>	<i>3,850</i>	<i>7,599</i>	<i>4,820</i>	<i>1,995</i>	<i><b>4,481</b></i>	<i>(338)</i>	<i>4,692</i>	<i>3,723</i>	
<u>2015 International Dump Truck</u>									
11-311-830-0761 Equipment Rental - Owned Equipment	57,363	69,758	71,452	59,667	<b>62,263</b>	(9,189)	63,896	61,942	based on 3-year rolling average actuals
<i>Total 2015 International Dump Truck</i>	<i>57,363</i>	<i>69,758</i>	<i>71,452</i>	<i>59,667</i>	<i><b>62,263</b></i>	<i>(9,189)</i>	<i>63,896</i>	<i>61,942</i>	
<u>2015 Freightliner Dump Truck</u>									
11-311-831-0761 Equipment Rental - Owned Equipment	52,293	56,459	57,242	42,705	<b>50,486</b>	(6,756)	49,883	47,691	based on 3-year rolling average actuals
<i>Total 2015 Freightliner Dump Truck</i>	<i>52,293</i>	<i>56,459</i>	<i>57,242</i>	<i>42,705</i>	<i><b>50,486</b></i>	<i>(6,756)</i>	<i>49,883</i>	<i>47,691</i>	
<u>2006 Sterling Dump Truck</u>									
11-311-832-0761 Equipment Rental - Owned Equipment	16,380	15,703	16,899	14,986	<b>15,690</b>	(1,209)	15,459	15,378	based on 3-year rolling average actuals
<i>Total 2006 Sterling Dump Truck</i>	<i>16,380</i>	<i>15,703</i>	<i>16,899</i>	<i>14,986</i>	<i><b>15,690</b></i>	<i>(1,209)</i>	<i>15,459</i>	<i>15,378</i>	
<u>2013 TerraStar Flatbed</u>									
11-311-833-0761 Equipment Rental - Owned Equipment	29,251	29,113	29,579	19,317	<b>25,894</b>	(3,686)	24,774	23,328	based on 3-year rolling average actuals
<i>Total 2013 TerraStar Flatbed</i>	<i>29,251</i>	<i>29,113</i>	<i>29,579</i>	<i>19,317</i>	<i><b>25,894</b></i>	<i>(3,686)</i>	<i>24,774</i>	<i>23,328</i>	
<u>2015 RAM Pickup (PW Foreman)</u>									
11-311-835-0761 Equipment Rental - Owned Equipment	3,375	180	3,004	300	<b>1,285</b>	(1,719)	588	724	based on 3-year rolling average actuals
<i>Total 2015 RAM Pickup (PW Foreman)</i>	<i>3,375</i>	<i>180</i>	<i>3,004</i>	<i>300</i>	<i><b>1,285</b></i>	<i>(1,719)</i>	<i>588</i>	<i>724</i>	
<u>2014 RAM Pickup (Roads Staff)</u>									
11-311-837-0761 Equipment Rental - Owned Equipment	-	20	40	2,058	<b>693</b>	653	924	1,225	based on 3-year rolling average actuals
<i>Total 2014 RAM Pickup (Roads Staff)</i>	<i>-</i>	<i>20</i>	<i>40</i>	<i>2,058</i>	<i><b>693</b></i>	<i>653</i>	<i>924</i>	<i>1,225</i>	

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<b>PUBLIC WORKS REVENUES (cont'd)</b>									
<b>Equipment (cont'd)</b>									
<i>1994 International PW Water Tanker</i>									
11-311-838-0761 Equipment Rental - Owned Equipment	1,550	1,770	-	-	-	-	-	-	disposed of in 2019
<i>Total 1994 International PW Water Tanker</i>	<i>1,550</i>	<i>1,770</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
<i>2019 Zero Steer Mower</i>									
11-311-839-0761 Equipment Rental - Owned Equipment	-	-	1,500	3,128	1,500	(0)	1,500	1,500	estimated recovery to be updated with experience
<i>Total 1994 International PW Water Tanker</i>	<i>-</i>	<i>-</i>	<i>1,500</i>	<i>3,128</i>	<i>1,500</i>	<i>(0)</i>	<i>1,500</i>	<i>1,500</i>	
<b>Total Equipment</b>	<b>301,866</b>	<b>328,076</b>	<b>331,133</b>	<b>284,566</b>	<b>304,187</b>	<b>(26,946)</b>	<b>304,977</b>	<b>297,367</b>	
<b>Facilities</b>									
12-312-021-0523 Contributions from Developers	-	-	-	-	200,000	200,000	-	-	
12-312-071-0952 Contributions from Reserves	-	-	150,000	52,429	-	(150,000)	-	-	
<b>Total Facilities</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>52,429</b>	<b>200,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	
<b>Capital Equipment and Vehicles</b>									
12-315-434-0949 Sale of Equipment and Vehicles	59,480	-	-	2,000	-	-	-	-	
12-312-430-0523 Contributions from Developers	-	-	-	-	275,000	275,000	-	-	
12-315-434-0952 Contributions from Reserves	-	-	784,225	47,893	25,000	(759,225)	35,000	40,000	
<b>Total Capital Equipment and Vehicles</b>	<b>59,480</b>	<b>-</b>	<b>784,225</b>	<b>49,893</b>	<b>300,000</b>	<b>(484,225)</b>	<b>35,000</b>	<b>40,000</b>	
<b>Road Maintenance</b>									
11-313-021-0513 Miscellaneous Revenue	15,264	18,580	13,459	21,747	18,530	5,071	19,619	19,966	based on 3-year rolling average actuals
11-313-021-0598 Expense Recovery	-	-	-	1,066	355	355	474	632	based on 3-year rolling average actuals
11-313-342-0576 Donations (Tree Planting)	-	-	-	2,000	-	-	-	-	no anticipated revenue
11-313-364-0598 Expense Recovery (Culverts)	-	-	-	4,700	1,567	1,567	2,089	2,785	based on 3-year rolling average actuals
<b>Total Road Maintenance</b>	<b>15,264</b>	<b>18,580</b>	<b>13,459</b>	<b>29,514</b>	<b>20,453</b>	<b>6,994</b>	<b>22,182</b>	<b>23,383</b>	
<b>Winter Maintenance</b>									
11-314-021-0513 Miscellaneous Revenue	-	-	3,143	-	3,000	(143)	3,000	3,000	hold amount @ \$3,000 for recovered work
<b>Total Winter Maintenance</b>	<b>-</b>	<b>-</b>	<b>3,143</b>	<b>-</b>	<b>3,000</b>	<b>(143)</b>	<b>3,000</b>	<b>3,000</b>	
<b>Municipal Drains</b>									
11-761-430-0952 Contributions from Municipal Drains Reserve	-	-	75,000	-	100,000	25,000	-	-	use when work is charged out
<b>Total Municipal Drains</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>100,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	

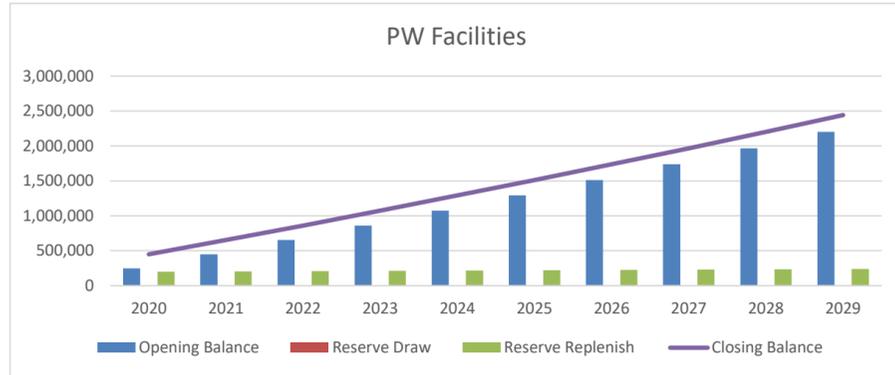
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<b>PUBLIC WORKS REVENUES (cont'd)</b>									
<b>Maplewood Side Road Hard Top</b>									
12-315-440-0330 Non-specific Grants	-	-	260,000	301,522	-	(260,000)	-	-	Gas Tax Funding
12-315-440-0523 Contributions from Developers	-	-	75,000	142,500	-	(75,000)	-	-	
12-315-440-0952 Contributions from Reserves	-	57,356	-	-	-	-	-	-	
<b>Total Maplewood Side Road Hard Top</b>	<b>-</b>	<b>57,356</b>	<b>335,000</b>	<b>444,022</b>	<b>-</b>	<b>(335,000)</b>	<b>-</b>	<b>-</b>	
<b>Bridges</b>									
12-315-443-0330 Non-specific Grants	-	-	90,544	90,544	-	(90,544)	-	-	2019 OCIF Formula-Based Component Maplewood Bridge
<b>Total Bridges</b>	<b>-</b>	<b>-</b>	<b>90,544</b>	<b>90,544</b>	<b>-</b>	<b>(90,544)</b>	<b>-</b>	<b>-</b>	
<b>Innerkip Streets Debenture</b>									
11-315-021-0523 Contributions from Developers	-	-	19,800	-	17,933	(1,867)	17,933	17,933	used to offset debt repayments
<b>Total Innerkip Streets Debenture</b>	<b>-</b>	<b>-</b>	<b>19,800</b>	<b>-</b>	<b>17,933</b>	<b>(1,867)</b>	<b>17,933</b>	<b>17,933</b>	
<b>Leaf and Yard Waste Program</b>									
11-351-021-0514 Revenue from the County	48,016	61,882	63,135	-	36,633	(26,502)	32,838	23,157	based on 3-year rolling average actuals
<b>Total Leaf and Yard Waste Program</b>	<b>48,016</b>	<b>61,882</b>	<b>63,135</b>	<b>-</b>	<b>36,633</b>	<b>(26,502)</b>	<b>32,838</b>	<b>23,157</b>	
<b>Jacob Street East/Valleyfield Reconstruction</b>									
12-325-021-0520 Contributions from Other Municipalities	-	-	-	1,654	-	-	-	-	
12-325-071-0952 Contributions from Reserves	125,000	-	100,000	73,006	-	(100,000)	-	-	
<b>Total Jacob Street East Reconstruction</b>	<b>125,000</b>	<b>-</b>	<b>100,000</b>	<b>74,659</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	
<b>Maria Street</b>									
12-315-440-0330 Non-specific Grants	-	-	-	-	598,000	598,000	-	-	Gas Tax Funding
12-315-440-0523 Contributions from Developers	-	-	-	-	102,000	102,000	-	-	
<b>Total Maria Street</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	
<b>Sidewalks</b>									
12-322-071-0952 Contributions from Reserves	-	-	-	6,096	-	-	-	-	
<b>Total Sidewalks</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,096</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Roads Projects</b>									
12-315-455-0523 Contributions from Developers	-	-	-	-	290,000	290,000	-	-	
12-315-455-0952 Contributions from Reserves	-	-	50,000	-	-	(50,000)	-	-	
<b>Total Roads Projects</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>290,000</b>	<b>240,000</b>	<b>-</b>	<b>-</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

**11-942-942-9826**

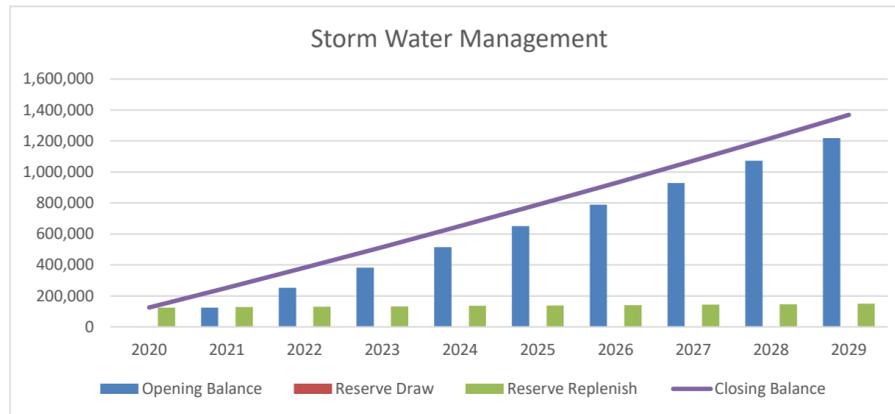
**PW Facilities**



	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	250,071	0	200,000	450,071
2021	450,071	0	204,000	654,071
2022	654,071	0	208,100	862,171
2023	862,171	0	212,300	1,074,471
2024	1,074,471	0	216,600	1,291,071
2025	1,291,071	0	221,000	1,512,071
2026	1,512,071	0	225,500	1,737,571
2027	1,737,571	0	230,010	1,967,581
2028	1,967,581	0	234,700	2,202,281
2029	2,202,281	0	239,400	2,441,681

**TBD**

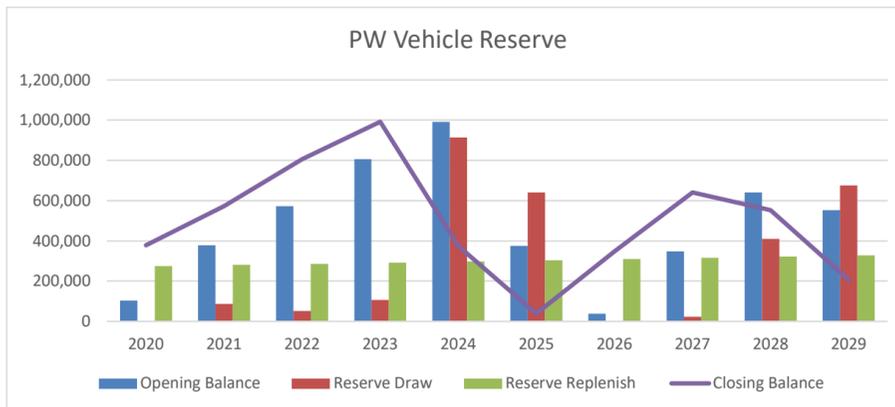
**Storm Water Management**



	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	0	125,000	125,000
2021	125,000	0	127,500	252,500
2022	252,500	0	130,050	382,550
2023	382,550	0	132,651	515,201
2024	515,201	0	135,304	650,505
2025	650,505	0	138,010	788,515
2026	788,515	0	140,770	929,285
2027	929,285	0	143,586	1,072,871
2028	1,072,871	0	146,457	1,219,329
2029	1,219,329	0	149,387	1,368,715

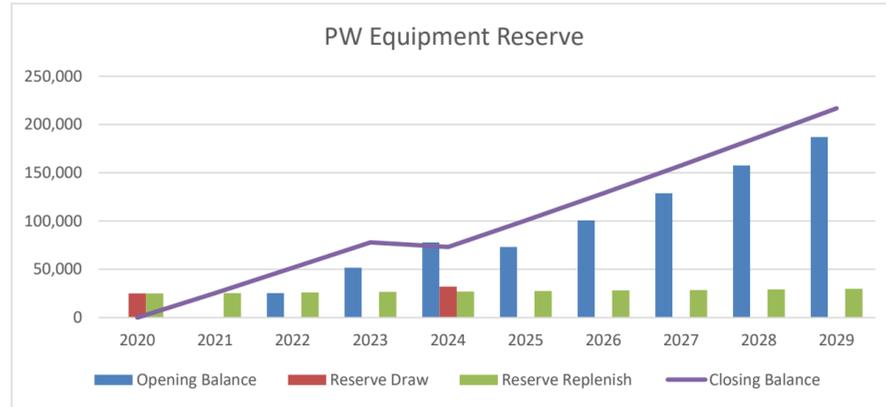
**11-942-942-9833**

**PW Vehicles Reserve**



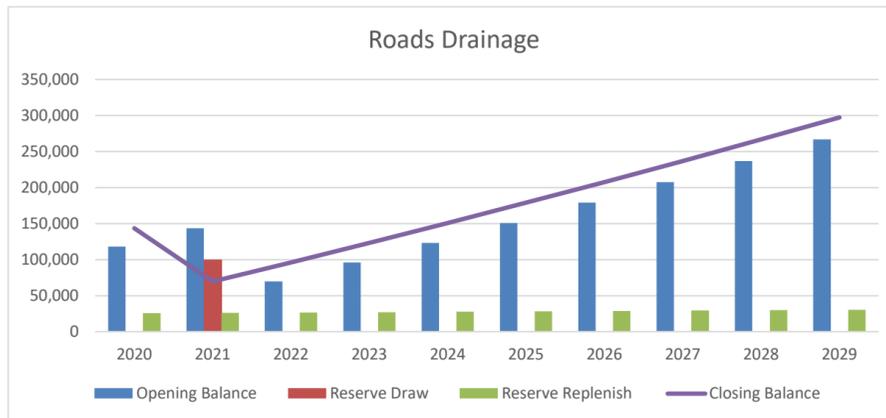
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	103,565	0	275,000	378,565
2021	378,565	86,700	280,500	572,365
2022	572,365	52,000	286,110	806,475
2023	806,475	106,100	291,832	992,207
2024	992,207	914,600	297,669	375,276
2025	375,276	640,300	303,622	38,598
2026	38,598	0	309,695	348,293
2027	348,293	23,000	315,889	641,181
2028	641,181	410,100	322,206	553,288
2029	553,288	675,200	328,650	206,738

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



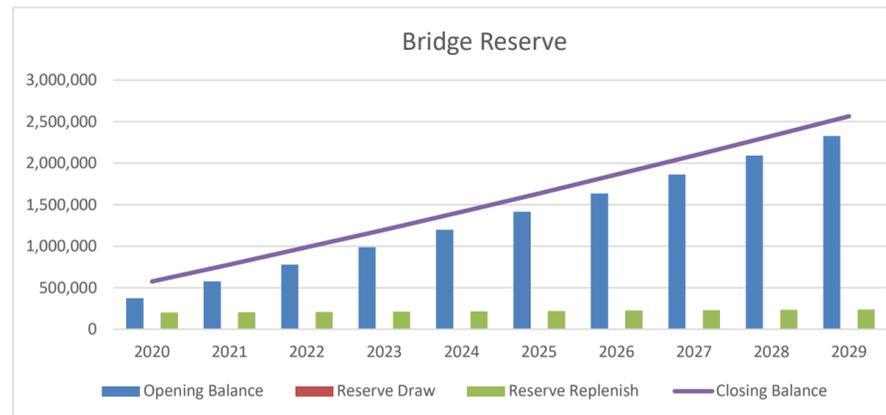
**11-942-942-9827**  
**PW Equipment Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	25,000	25,000	0
2021	0	0	25,500	25,500
2022	25,500	0	26,010	51,510
2023	51,510	0	26,530	78,040
2024	78,040	32,000	27,061	73,101
2025	73,101	0	27,602	100,703
2026	100,703	0	28,154	128,857
2027	128,857	0	28,717	157,574
2028	157,574	0	29,291	186,866
2029	186,866	0	29,877	216,743



**11-942-942-9836**  
**Roads Drainage**

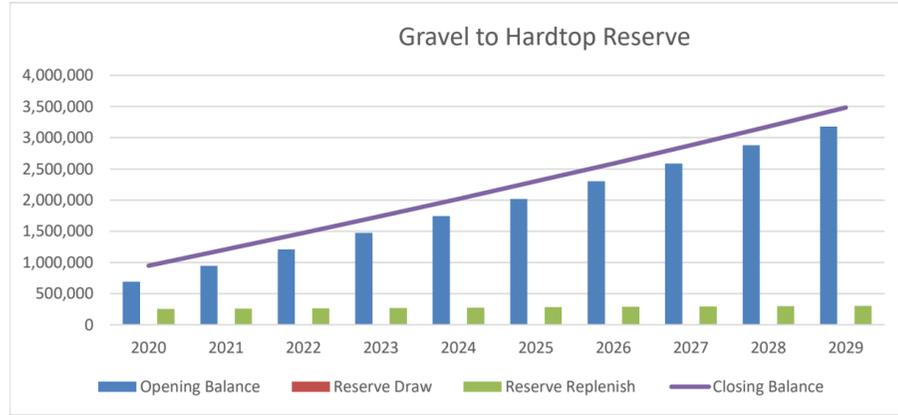
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	118,123	0	25,500	143,623
2021	143,623	100,000	26,010	69,633
2022	69,633	0	26,530	96,163
2023	96,163	0	27,061	123,224
2024	123,224	0	27,602	150,826
2025	150,826	0	28,154	178,980
2026	178,980	0	28,717	207,697
2027	207,697	0	29,291	236,988
2028	236,988	0	29,877	266,866
2029	266,866	0	30,475	297,340



**11-942-942-9831**  
**Bridge Reserve**

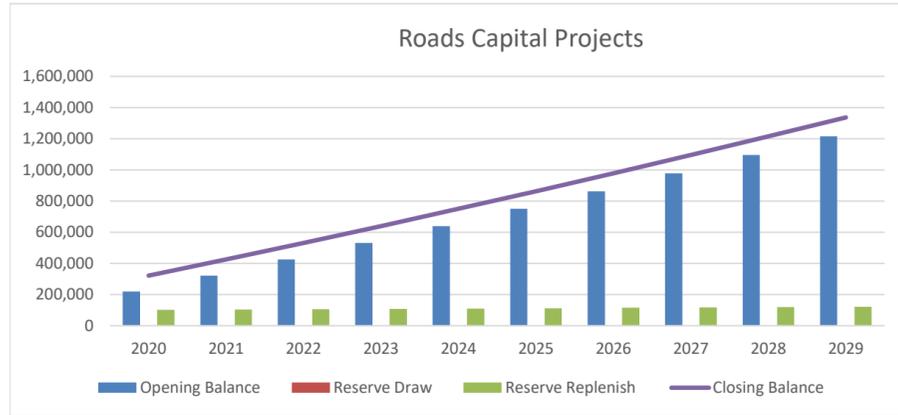
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	375,538	0	200,000	575,538
2021	575,538	0	204,000	779,538
2022	779,538	0	208,080	987,618
2023	987,618	0	212,242	1,199,860
2024	1,199,860	0	216,486	1,416,346
2025	1,416,346	0	220,816	1,637,162
2026	1,637,162	0	225,232	1,862,395
2027	1,862,395	0	229,737	2,092,132
2028	2,092,132	0	234,332	2,326,464
2029	2,326,464	0	239,019	2,565,482

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
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**11-942-942-9837**  
**Gravel to Hardtop Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	692,067	0	255,000	947,067
2021	947,067	0	260,100	1,207,167
2022	1,207,167	0	265,302	1,472,469
2023	1,472,469	0	270,608	1,743,077
2024	1,743,077	0	276,020	2,019,097
2025	2,019,097	0	281,541	2,300,638
2026	2,300,638	0	287,171	2,587,809
2027	2,587,809	0	292,915	2,880,724
2028	2,880,724	0	298,773	3,179,497
2029	3,179,497	0	304,749	3,484,246



**11-942-942-9832**  
**Roads Capital Projects**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	219,393	0	102,000	321,393
2021	321,393	0	104,040	425,433
2022	425,433	0	106,121	531,553
2023	531,553	0	108,243	639,797
2024	639,797	0	110,408	750,205
2025	750,205	0	112,616	862,821
2026	862,821	0	114,869	977,690
2027	977,690	0	117,166	1,094,855
2028	1,094,855	0	119,509	1,214,365
2029	1,214,365	0	121,899	1,336,264