

STAFF REPORT

Report #CAO2016-10

To: His Worship the Mayor and Members of Council
From: Jeff Carswell, Chief Administrative Officer
Subject: 2016 Budget – Report #4
Date: February 26, 2016

Background:

This is the fourth report of several related to development of the 2016 -2020 Capital Forecast and 2016 Operating Budget. This report examines the combined Operating and Capital Budgets and explores overall impacts.

Discussion:

Since the last meeting, staff have further reviewed the operating and capital budgets with an eye to reductions and ensuring the proposed budgets are appropriate. Through this review, some minor changes were made in the operating budget resulting in approximately \$25,000 in reductions. We have also been able to calculate real assessment growth, which results in approximately \$30,000 in additional taxation from 2015.

Based on these changes, the proposed overall levy change for 2016 is \$185,038, or a 4.22% increase from the 2015 Levy.

Status	Year	Levy	\$ Change	% Change
Actual	2015	\$4,388,800	\$236,028	5.68%
Proposed	2016	\$4,573,838	\$185,038	4.22%

The updated Operating Budget, as well as the 2016 – 2020 Capital Forecast is attached.

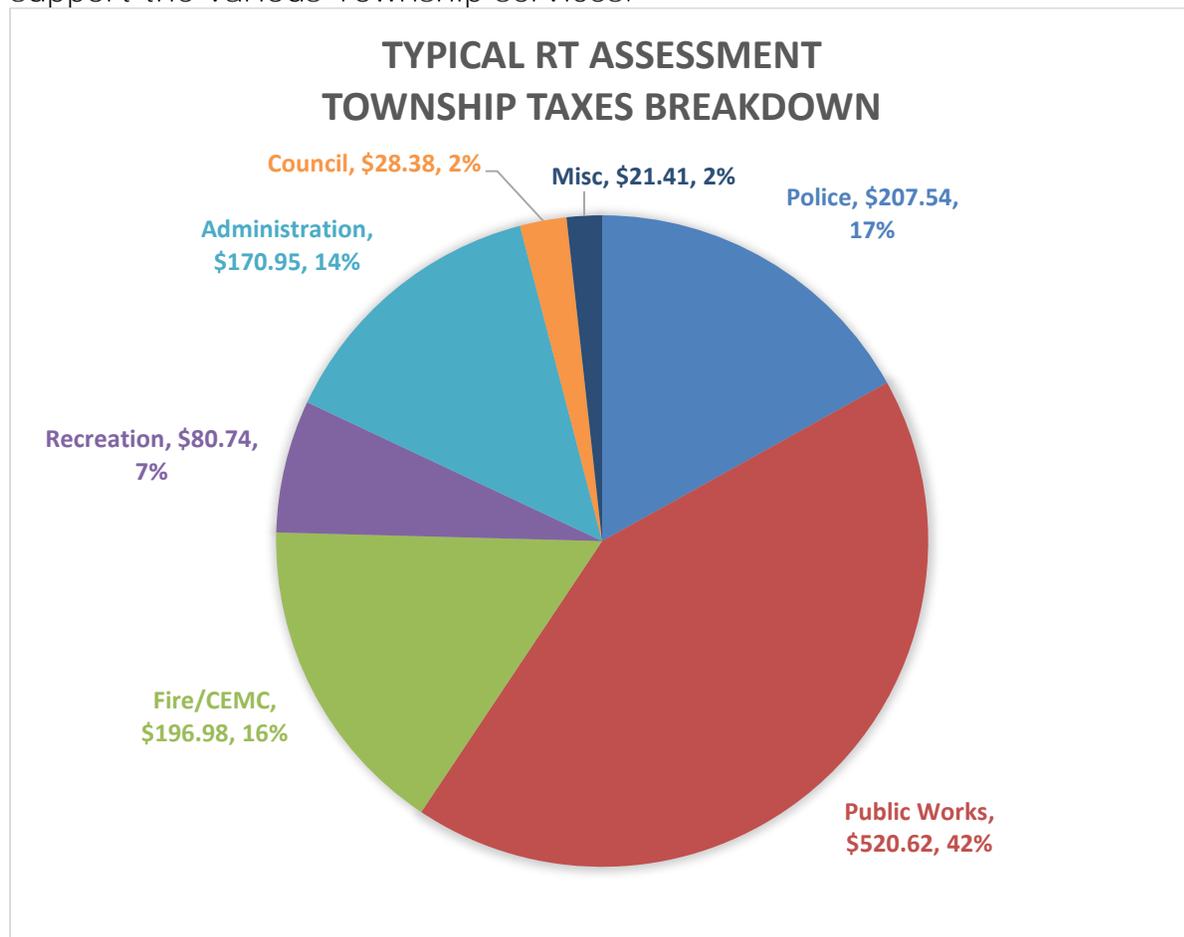
Staff have also had an opportunity to review potential impacts at the residential property level. As noted in previous years, it really depends on what is happening with individual assessments to determine the impact. At this point, draft County Tax Rates are available, but the education Tax Rate has not been released. For this analysis, the Education Tax amount has not changed. While there is variability across the Province, the intent in the past has been the education tax has levied the same dollars overall.

Generally, if assessment is up 0.66% or less, there will be no taxation change from 2016. Due to the phase-in program and assessment changes, a more typical assessment increase would be approximately 3.43% for the Township. This would result in an overall tax levy increase of about \$62 or 2.28% for the typical RT assessment.

	Assessment	Twp	County	Ed	Total
2015	\$247,500	\$1,180	\$1,051	\$483	\$2,714
2016	\$256,000	\$1,227	\$1,067	\$483	\$2,776
\$ Change	\$8,500	\$47	\$15	\$0	\$62
% Change	3.43%	3.95%	1.45%	0.00%	2.28%

While the increase is important, staff also believes it is important to look at the actual dollars paid. As shown in the above example, the Township portion of the tax bill is \$1,227 or about \$100 per month.

The following chart illustrates how \$1,227 in Township taxes is used to support the various Township services.



There are many other services that people buy, many of which are discretionary and that cost at least this much, or more. The \$100 per month provides a wide range of critical services including Police, Fire, Roads, Local Governance, Recreation, Building, Planning, Development Assistance, etc.

To put the overall tax amount into perspective, following are several popular services and products for comparison:

- Phone, Cable, Internet Bundle - \$75 - \$150 / month
- Alarm Monitoring - \$20 / month
- Electricity - \$150 / month
- Ontario Average for Alcohol and Tobacco - \$80 / month
- Coffee - \$40 / month

Staff believe the range of services we provide are just as important as the many other services that people consume. While staff understands taxes are mandatory and the above items are discretionary, most people willingly pay \$150 / month for Phone/Cable/Internet but raise objections to the same or less for the whole range of municipal services. As you can see, the actual Policing Service, as well as Fire/CEMC Service is less per month than alarm monitoring. While there are some user fee components to Recreation, a monthly tax contribution of about \$7 seems very reasonable.

Recommendation:

1. That Council authorize staff to proceed with preparing for the Budget Public Meeting to be held at the March 16, 2016 Council meeting based on the 2nd Draft Budget as contained in this report.

Report prepared
and submitted by:



Jeff Carswell, AMCT
Chief Administrative Officer

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

	YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change	
Operating					
Non-Departmental Activities					
Taxation Levy					
11-000-001	Taxation	(\$4,358,799)	(\$4,358,800)	\$0	\$4,358,800
		(4,358,799)	(4,358,800)	0	4,358,800
General Government					
11-000-000	Surplus/Deficit	(235,709)	(50,000)	(100,000)	(50,000)
11-000-002	Supplementary Taxation	(80,759)	(30,000)	(50,000)	(20,000)
11-000-003	Tax Rebates & Write-offs	77,771	20,000	30,000	10,000
11-000-005	Payments in Lieu of Taxes	(60,787)	(63,925)	(60,600)	3,325
11-000-006	Ontario Grants	(979,640)	(961,400)	(821,800)	139,600
11-000-007	Canada Grants	(315,030)	(312,500)	(323,607)	(11,107)
11-000-021	Departmental Revenue	(202,592)	(167,600)	(167,600)	0
11-000-121	Departmental Expenditures	483,674	280,800	341,636	60,836
	Total General	(1,313,073)	(1,284,625)	(1,151,971)	132,654

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

		YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
Corporate Services					
Council					
11-111-111	Council	111,599	111,800	111,500	(300)
11-111-112	Conferences & Seminars	17,321	19,500	21,000	1,500
	Total Council	128,920	131,300	132,500	1,200
Administration Staff					
11-123-121	Departmental Expenditures	455,316	481,000	529,500	48,500
	Total Administration	455,316	481,000	529,500	48,500
Township Office Hickson					
11-181-021	Departmental Revenue	0	0	0	0
11-181-121	Departmental Expenditures	21,038	21,400	22,900	1,500
	Total Township Office Hickson	21,038	21,400	22,900	1,500
89 Loveys St - Hickson					
11-182-021	Departmental Revenue	0	0	0	0
11-182-121	Departmental Expenditures	1,778	4,200	3,500	(700)
	Total Township Office Tavistock	1,778	4,200	3,500	(700)
Former PUC Office					
11-183-021	Departmental Revenue	(6,848)	(7,000)	(7,000)	0
11-183-121	Departmental Expenditures	5,212	6,100	6,175	75
	Total Department 183 - Former	(1,636)	(900)	(825)	75
General Administration					
11-191-021	Departmental Revenue	(14,889)	(15,400)	(15,600)	(200)
11-191-121	Departmental Expenditure	164,719	193,250	194,500	1,250
11-191-126	Municipal Election	5,043	5,500	5,000	(500)
	Total General Administration	154,873	183,350	183,900	550
Parks and Recreation					
Parks & Recreation Admin					
11-758-021	Departmental Revenue	(4,250)	0	0	0

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		YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
11-758-121	Departmental Expenditures	9,287	30,100	30,100	0
	Total Parks & Recreation Admir	5,037	30,100	30,100	0
Hickson Area					
Hickson Park					
11-751-021	Departmental Revenue	(4,250)	0	0	0
11-751-121	Departmental Expenditures	22,583	19,850	21,250	1,400
	Total Hickson Park	18,333	19,850	21,250	1,400
Innerkip Area					
Innerkip Park					
11-752-021	Departmental Revenue	0	0	0	0
11-752-121 + 1	Departmental Expenditures	31,982	35,650	39,400	3,750
	Total Innerkip Park	31,982	35,650	39,400	3,750
Stonegate Park					
11-754-021	Departmental Revenue	0	0	0	0
11-754-121	Departmental Expenditures	1,320	3,000	3,500	500
	Total Innerkip Estates Park	1,320	3,000	3,500	500
Innerkip Community Centre					
11-761-021	Departmental Revenue	(18,741)	(22,000)	(20,000)	2,000
11-761-121	Departmental Expenditures	39,190	42,700	41,200	(1,500)
	Total Innerkip Community Centr	20,449	20,700	21,200	500
Tavistock Area					
Tavistock Park					
11-753-021	Departmental Revenue	(10,545)	(9,000)	(9,300)	(300)
11-753-121	Departmental Expenditures	60,392	48,120	55,800	7,680
	Total Tavistock Park	49,847	39,120	46,500	7,380
Bender Subdivision Parkette					
11-756-021	Departmental Revenue	0	0	0	0
11-756-121	Departmental Expenditures	1,250	2,045	1,675	(370)

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Total Bender Subd Passive Par	1,250	2,045	1,675	(370)
Tavistock Memorial Hall				
11-755-021 Departmental Revenue	(25,520)	(24,000)	(24,500)	(500)
11-755-121 Departmental Expenditures	50,002	55,360	56,200	840
Total Tavistock Memorial Hall	24,482	31,360	31,700	340
TDRC - Arena				
11-781-021 Departmental Revenue	(368,154)	(362,950)	(369,950)	(7,000)
11-781-121 Departmental Expenditures	405,787	416,050	422,250	6,200
Total TDRC - Arena	37,633	53,100	52,300	(800)
TDRC - Concession Booth				
11-782-021 Departmental Revenue	(35,375)	(36,500)	(36,500)	0
11-782-121 Departmental Expenditures	28,026	27,400	29,500	2,100
Total TDRC - Concession Booth	(7,349)	(9,100)	(7,000)	2,100
TDRC - Vending Machines				
11-783-021 Departmental Revenue	(4,935)	(5,000)	(4,800)	200
11-783-121 Departmental Expenditures	1,674	2,000	2,200	200
Total TDRC - Vending Machines	(3,261)	(3,000)	(2,600)	400
TDRC Pro Shop/Skate Sharpening				
11-784-021 Departmental Revenue	0	(50)	(50)	0
11-784-121 Departmental Expenditures	0	0	0	0
Total TDRC Pro Shop/Skate Sh	0	(50)	(50)	0
TDRC - Liquor				
11-785-021 Departmental Revenue	0	0	0	0
11-785-121 Departmental Expenditures	0	0	0	0
Total TDRC - Liquor	0	0	0	0
TDRC - Ice Resurfacer				
11-786-021 Departmental Revenue	(3,650)	(3,650)	(3,650)	0
11-786-121 Departmental Expenditures	660	3,060	2,560	(500)
Total TDRC - Ice Resurfacer	(2,990)	(590)	(1,090)	(500)
Total TDRC Operating	24,034	40,360	41,560	1,200

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Recreation Programs (HRC, IRC, Hickson Trail)					
Hickson Trail					
11-766-021	Revenue	(760)	0	0	0
11-766-121 + 1	Expenses/Equity	760	0	0	0
	Total Hickson Trail	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Hickson Recreation Committee					
11-762-000	Surplus/Deficit	0	0	0	0
11-762-711	Administration	1,432	0	0	0
11-762-712	Concession	(619)	0	0	0
11-762-713	Minor Ball Program	(120)	0	0	0
11-762-716	Park Tractors	522	0	0	0
11-762-720	Tournaments	0	0	0	0
11-762-721	Fireworks	0	0	0	0
11-762-731	Banquet	0	0	0	0
11-762-734	Fundraising - Non Licensed	(725)	0	0	0
11-762-945	Equity	(490)	0	0	0
	Total Hickson Recreation Comn	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Innerkip Recreation Committee					
11-763-000	Surplus/Deficit	0	0	0	0
11-763-121	Departmental Expenditures	0	0	0	0
11-763-711	Administration	(2,801)	0	0	0
11-763-712	Concession	4,155	0	0	0
11-763-713	Minor Ball Program	(11,764)	0	0	0
11-763-714	Other Ball Programs	0	0	0	0
11-763-715	Grounds	20,469	0	0	0
11-763-716	Park Tractors	1,834	0	0	0
11-763-720	Tournaments	(7,911)	0	0	0
11-763-721	Fireworks	(1,528)	0	0	0
11-763-731	Banquet	0	0	0	0
11-763-734	Fundraising - Non Licensed	0	0	0	0
11-763-735	Activity 735	(2,100)	0	0	0
11-763-945	Equity	(322)	0	0	0
	Total Innerkip Recreation Comn	<u>33</u>	<u>0</u>	<u>0</u>	<u>0</u>

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		YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
Police					
Police Services Board					
11-252-112	Conferences & Seminars	5,436	6,025	6,025	0
11-252-121	Departmental Expenses	4,568	7,275	7,225	(50)
	Total Police Services Board	10,004	13,300	13,250	(50)
Township Policing					
11-253-006	Ontario Grants	(36,513)	(35,000)	(35,000)	0
11-253-021	Departmental Revenue	0	0	0	0
11-253-121	Departmental Expenitures	1,154,447	1,144,178	990,562	(153,616)
	Total Township Policing	1,117,934	1,109,178	955,562	(153,616)
	Total All Policing	1,127,938	1,122,478	968,812	(153,666)
Miscellaneous					
Animal Control					
11-281-021	Departmental Revenue	0	(250)	(250)	0
11-281-121	Departmental Expenditures	11,368	10,000	12,000	2,000
	Total Animal Control	11,368	9,750	11,750	2,000
Livestock Claims					
11-282-021	Departmental Revenue	(590)	(500)	(500)	0
11-282-121	Departmental Expenditures	560	1,500	1,500	0
	Total Livestock Claims	(30)	1,000	1,000	0
Fence Viewers					
11-283-121	Departmental Expenditures	0	0	0	0
	Total Fence Viewers	0	0	0	0
Crossing Guards					
11-381-121	Departmental Expenditures	28,486	29,850	29,850	0
	Total Crossing Guards	28,486	29,850	29,850	0

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Cemeteries					
11-581-121	12th Line Baptist Cemetery	625	625	650	25
11-582-121	Vandecar Cemetery	635	475	500	25
11-583-121	17th Line Evangelical Cemetery	500	500	525	25
11-584-121	Brickyard Cemetery	500	500	500	0
	Total Cemeteries	2,260	2,100	2,175	75
Seniors Picnic					
11-631-121	Departmental Expenditures	0	1,500	1,500	0
	Total Seniors Picnic	0	1,500	1,500	0
Planning & Zoning Admin					
11-811-021	Departmental Revenue	(6,090)	(5,500)	(5,500)	0
11-811-121	Departmental Expenditures	1,344	5,100	5,100	0
	Total Planning & Zoning Admin	(4,746)	(400)	(400)	0
Economic Development					
11-812-121	Departmental Expenditures	27,058	28,000	30,000	2,000
	Total Economic Development	27,058	28,000	30,000	2,000
	Total Corporate Services	2,129,387	2,236,813	2,153,047	(83,766)

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

		YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
Fire and Protective Services					
Hickson Fire Department					
11-211-021	Departmental Revenue	(9,669)	(2,500)	(2,500)	0
11-211-121	Departmental Expenditures	64,396	62,100	64,500	2,400
11-211-123	FD Incident Response	79,450	65,100	66,100	1,000
11-211-124	FD Training & Practice	23,907	40,250	40,750	500
11-211-131	Fire Prevention	538	1,700	1,700	0
11-211-132	Fire Public Education	56	2,200	2,200	0
11-211-801	2001 Ford Sterling Pump	4,314	5,700	5,700	0
11-211-802	2007 Freightliner Tanker	2,601	6,400	6,400	0
11-211-803	2006 Rescue Van	4,473	4,300	4,300	0
	Total Hickson Fire Department	170,067	185,250	189,150	3,900
Innerkip Fire Department					
11-222-021	Departmental Revenue	(33,392)	(26,000)	(26,000)	0
11-222-121	Department Expenditures	61,580	66,100	66,100	0
11-222-123	FD Incident Response	32,615	42,600	40,100	(2,500)
11-222-124	FD Training & Practice	22,520	40,250	40,250	0
11-222-131	Fire Prevention	538	1,700	1,700	0
11-222-132	Fire Public Education	51	2,200	2,200	0
11-222-804	2005 F/Liner Pumper	5,520	6,100	6,100	0
11-222-805	1994 International	3,321	6,900	6,900	0
11-222-806	1999 Ford Rescue Van	11,163	3,450	4,450	1,000
	Total Innerkip Fire Department	103,916	143,300	141,800	(1,500)
Tavistock Fire Department					
11-233-021	Departmental Revenue	(13,814)	(10,000)	(7,500)	2,500
11-233-121	Departmental Expenditures	61,646	69,850	70,550	700
11-233-123	FD Incident Response	73,069	55,000	60,000	5,000
11-233-124	FD Training & Practice	30,928	40,250	40,250	0
11-233-131	Fire Prevention	538	1,700	1,700	0
11-233-132	Fire Public Education	51	2,300	2,300	0
11-233-807	1998 Pumper	2,452	4,200	4,200	0
11-233-808	2013 Freightliner Pumper/Tanker	2,352	4,100	4,100	0
11-233-809	2005 Rescue Van	2,594	3,300	3,300	0

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

	YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
Total Tavistock Fire Departmen	159,817	170,700	178,900	8,200
Township Fire Department				
11-244-021 Departmental Revenue	(5,288)	(1,500)	(1,500)	0
11-244-121 Departmental Expenditures	94,201	140,400	123,900	(16,500)
11-244-131 Fire Prevention	6,250	4,000	7,600	3,600
11-244-132 Fire Public Education	1,577	700	700	0
11-244-834 2014 Dodge RAM	2,006	4,450	4,250	(200)
Total Township Fire Departmen	98,747	148,050	134,950	(13,100)
Community Emergency Management				
11-246-021 Departmental Revenue	0	0	0	0
11-246-121 Departmental Expenditures	22,835	22,825	28,675	5,850
Total Department 246 - Commu	22,835	22,825	28,675	5,850
By-Law Enforcement				
11-261-021 Departmental Revenue	(2,100)	(1,500)	(1,500)	0
11-261-121 Departmental Expenditures	21,754	22,350	25,550	3,200
Total By-Law Enforcement	19,654	20,850	24,050	3,200
Total Protective Services	575,036	690,975	697,525	6,550

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

	YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change	
Public Works and Development					
Roads & PW - Overhead					
11-311-021	Departmental Revenue	(12,187)	(15,000)	(15,000)	0
11-311-121	Departmental Expenditures	667,441	491,850	497,350	5,500
11-311-821	1999 Champion Grader 740A	2,338	(27,900)	(29,400)	(1,500)
11-311-823	2004 Volvo 730B Grader	(22,682)	(32,900)	(31,400)	1,500
11-311-824	2005 John Deere Tractor	(7,517)	(11,950)	(12,450)	(500)
11-311-825	2010 Caterpillar Loader	(18,999)	(17,225)	(19,225)	(2,000)
11-311-826	2014 Case Backhoe	(14,874)	0	0	0
11-311-827	Chainsaws and other small eqp	3,221	9,500	7,500	(2,000)
11-311-828	Snowplows, Wings, etc	22,102	20,525	24,525	4,000
11-311-829	2006 Vermeer Brush Chipper	130	(4,200)	(4,200)	0
11-311-830	2008 Sterling Dump Truck	(42,447)	(28,700)	(31,700)	(3,000)
11-311-831	2006 Volvo Dump Truck	(22,109)	(29,450)	(29,450)	0
11-311-832	2006 Sterling 1375	2,426	(10,375)	(10,375)	0
11-311-833	2012 TerraStar Flatbed (Roads)	(13,312)	(9,250)	(10,750)	(1,500)
11-311-834	2007 GMC Sierra X-Cab (Scott)	0	0	0	0
11-311-835	2010 Silverado LT (PW Forema	7,193	7,300	7,300	0
11-311-836	2009 GMC Sierra (Dennis)	6,937	10,450	10,450	0
11-311-837	2007 GMC Pickup (Roads)	3,604	4,175	4,175	0
	Total Roads & PW - Overhead	561,263	356,850	357,350	500
Roads & PW Facilities					
11-312-121	Departmental Expenditures	45,442	52,700	53,500	800
	Total Roads & PW Facilities	45,442	52,700	53,500	800
Roads & PW -Road Maintenance					
11-313-021	Departmental Revenue	(1,801)	(10,000)	(10,000)	0
11-313-315	HM-Patching/Base Repair	15,783	37,000	37,000	0
11-313-317	HM-Sweeping	6,038	9,525	9,525	0
11-313-318	HM-Shoulder Maintenance	13,631	29,250	29,250	0
11-313-319	HM-Other Maintenance	11,717	11,600	15,600	4,000
11-313-331	LM-Patch Gravel Service	10,034	14,000	15,000	1,000
11-313-334	LM-Grading	49,755	56,500	58,500	2,000
11-313-335	LM-Dust Control	103,978	114,450	114,450	0
11-313-337	LM-Gravel Resurfacing	148,316	160,000	165,000	5,000
11-313-341	RM-Grass Cutting/Seed/Sod	24,002	24,000	25,000	1,000

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11-313-342	RM-Tree Planting & Removal	91,558	130,500	142,500	12,000
11-313-343	RM-Tree Trimming/Brush Remc	0	0	0	0
11-313-344	RM-Spraying	0	0	0	0
11-313-345	RM-Debri Pick up	7,231	8,750	8,750	0
11-313-346	RM-Ditching Grader	24,881	33,200	36,000	2,800
11-313-347	RM-Other Roadside Maintenan	1,382	6,450	6,750	300
11-313-348	RM-Sewers & Drains	1,653	9,000	9,500	500
11-313-349	RM-Catchbasin Repairs/Cleanir	1,977	11,000	12,000	1,000
11-313-361	Bridge Maintenance	8,286	8,200	7,750	(450)
11-313-364	Culvert Installation & Repair	15,857	33,775	30,775	(3,000)
11-313-371	Signs/Barricades/Guide Rails	15,224	19,500	18,500	(1,000)
11-313-372	Locates	0	0	8,000	8,000
11-313-381	Hydrant Repair & Replacement	0	0	0	0
	Total Roads & PW -Road Maint	549,501	706,700	739,850	33,150
	Roads & PW - Winter Maintenance				
11-314-021	Departmental Revenue	(5,226)	(5,500)	(5,000)	500
11-314-411	Truck-Plowing/Salting/Sanding	123,502	152,000	157,500	5,500
11-314-412	Grader-Plowing/Iceblading	33,926	49,250	51,250	2,000
11-314-413	Hauling Sand & Salt	0	0	0	0
11-314-414	Snowfence Erection & Removal	6,124	13,500	12,500	(1,000)
11-314-415	Other Winter Activities	2,758	4,400	4,400	0
11-314-416	Snow Removal from Streets	14,196	14,750	18,750	4,000
11-314-417	Snow Removal- Parking Lots, e	0	2,600	2,600	0
11-314-418	Snow Removal- Sidewalks	6,578	12,500	10,000	(2,500)
	Total Roads & PW - Winter Mair	181,858	243,500	252,000	8,500
	Roads & PW - Sidewalks				
11-322-531	Sidewalk Repair & Maintenance	32,176	27,000	27,500	500
	Total Roads & PW - Sidewalks	32,176	27,000	27,500	500
	Leaf & Yard Waste Program				
11-351-021	Departmental Revenue	(49,432)	(51,600)	(50,100)	1,500
11-351-121	Departmental Expenditures	49,432	51,600	50,100	(1,500)
	Total Leaf & Yard Waste Progra	0	0	0	0

Streetlighting

TOWNSHIP OF EAST ZORRA-TAVISTOCK
For the Twelve Months Ending Thursday, December 31, 2015

	YTD 2015	Budget 2015	2nd Draft 2016	Budget \$ Change
11-371-021 Departmental Revenue	0	0	0	0
11-371-121 Departmental Expenditures	51,753	50,000	50,000	0
Total Streetlighting	51,753	50,000	50,000	0
Agriculture & Reforestation				
11-871-021 Departmental Revenue	(94,648)	(92,500)	(93,500)	(1,000)
11-871-121 Departmental Expenditures	100,244	97,775	105,275	7,500
11-871-122 Wages Not Grant Eligible	22,006	15,500	19,000	3,500
Total Agriculture & Reforestation	27,602	20,775	30,775	10,000
Tile Drainage				
11-881-021 Departmental Revenue	(31,983)	(50,250)	(50,250)	0
11-881-121 Departmental Expenditures	31,983	50,650	50,650	0
Total Tile Drainage	0	400	400	0
Building and Structural Inspection				
11-271-021 Departmental Revenue	(128,248)	(90,000)	(90,000)	0
11-271-121 Departmental Expenditures	176,268	167,100	171,750	4,650
11-271-812 2006 GMC Canyon	5,914	5,600	4,600	(1,000)
Total Building and Structural Ins	53,934	82,700	86,350	3,650
Total Public Works & Develop	1,503,528	1,540,625	1,597,725	57,100
Total Operating - All Depa	(1,463,921)	(1,175,012)	3,296,326	4,471,338

Capital Summary - All Departments

*TGGR - Taxes, Grants, General Revenue

Summary	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change	
2004	1,733,000	520,000	528,000	685,000		
2005	1,782,000	605,000	433,000	759,000	85,000	
2006	2,660,623	898,000	1,586,055	191,568	293,000	48.43%
2007	2,633,366	984,500	669,163	997,203	86,500	9.63%
2008	3,140,581	1,126,000	1,390,712	623,869	141,500	14.37%
2009	3,308,913	1,160,500	1,233,413	915,000	34,500	3.06%
2010	7,185,163	1,167,092	2,294,329	3,723,742	6,592	0.57%
2011	2,893,663	1,218,000	1,553,663	122,000	50,908	4.36%
2012	5,797,461	1,244,500	2,188,466	2,364,495	26,500	2.18%
2013	5,076,263	1,268,950	1,177,615	2,629,698	24,450	1.96%
2014	2,029,138	1,266,762	625,376	137,000	-2,188	-0.17%
2015	3,466,688	1,175,012	1,411,176	880,500	-91,750	-7.24%
2016	3,691,929	1,277,512	2,024,917	389,500	102,500	8.72%
2017	2,976,429	1,306,012	931,417	739,000	28,500	2.23%
2018	2,410,917	1,366,500	906,417	138,000	60,488	4.63%
2019	2,351,237	1,429,000	687,237	235,000	62,500	4.57%
2020	2,530,417	1,464,000	931,417	135,000	35,000	2.45%

2015 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	38,500	11,500	23,000	4,000	-18,500
Office	27,000	12,000	15,000	0	-48,000
Building	0	0	0	0	0
Fire	682,163	238,000	444,163	0	10,000
PW	2,487,512	787,512	860,000	840,000	-45,000
ICC	12,500	10,000	2,500	0	
HP	20,000	20,000	0	0	0
IP	78,000	25,000	16,500	36,500	0
TP	47,013	25,000	22,013	0	0
TMH	33,000	15,000	18,000	0	2,500
TDRC	41,000	31,000	10,000	0	6,000
Total	3,466,688	1,175,012	1,411,176	880,500	-91,750

2016 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	60,000	19,000	37,000	4,000	7,500
Office	535,000	40,000	335,000	160,000	28,000
Building	0	0	0	0	0
Fire	726,000	246,000	480,000	0	8,000
PW	1,910,512	832,512	948,000	130,000	45,000
ICC	95,000	15,000	80,000	0	0
HP	50,000	20,000	12,500	17,500	0
IP	140,000	25,000	77,000	38,000	0
TP	71,417	25,000	6,417	40,000	0
TMH	24,000	20,000	4,000	0	5,000
TDRC	80,000	35,000	45,000	0	4,000
Total	3,691,929	1,277,512	2,024,917	389,500	102,500

2017 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	32,000	26,000	2,000	4,000	7,000
Office	25,000	25,000	0	0	-15,000
Building	0	0	0	0	0
Fire	290,000	265,000	25,000	0	19,000
PW	2,447,512	842,512	875,000	730,000	10,000
ICC	15,000	15,000	0	0	0
HP	22,500	22,500	0	0	2,500
IP	25,000	25,000	0	0	0
TP	34,417	25,000	4,417	5,000	0
TMH	25,000	25,000	0	0	5,000
TDRC	60,000	35,000	25,000	0	0
Total	2,976,429	1,306,012	931,417	739,000	28,500

2018 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	32,000	26,000	2,000	4,000	0
Office	25,000	25,000	0	0	0
Building	0	0	0	0	0
Fire	505,000	275,000	230,000	0	10,000
PW	1,653,000	888,000	635,000	130,000	45,488
ICC	15,000	15,000	0	0	0
HP	22,500	22,500	0	0	0
IP	50,000	25,000	25,000	0	0
TP	42,417	25,000	13,417	4,000	0
TMH	25,000	25,000	0	0	0
TDRC	41,000	40,000	1,000	0	5,000
Total	2,410,917	1,366,500	906,417	138,000	60,488

2019 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	63,000	26,000	32,000	5,000	0
Office	25,000	25,000	0	0	0
Building	0	0	0	0	0
Fire	439,820	280,000	159,820	0	5,000
PW	1,563,000	938,000	395,000	230,000	50,000
ICC	15,000	15,000	0	0	0
HP	25,000	25,000	0	0	2,500
IP	30,000	30,000	0	0	5,000
TP	29,417	25,000	4,417	0	0
TMH	41,000	25,000	16,000	0	0
TDRC	120,000	40,000	80,000	0	0
Total	2,351,237	1,429,000	687,237	235,000	62,500

2020 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	38,000	31,000	2,000	5,000	5,000
Office	25,000	25,000	0	0	0
Building	0	0	0	0	0
Fire	480,000	280,000	200,000	0	0
PW	1,718,000	958,000	630,000	130,000	20,000
ICC	20,000	20,000	0	0	5,000
HP	25,000	25,000	0	0	0
IP	30,000	30,000	0	0	0
TP	29,417	25,000	4,417	0	0
TMH	25,000	25,000	0	0	0
TDRC	140,000	45,000	95,000	0	5,000
Total	2,530,417	1,464,000	931,417	135,000	35,000

Administration - Capital & Projects

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		30,000	20,000	10,000	0
2006		140,198	26,000	114,198	0
2007		58,000	30,000	28,000	0
2008		67,000	30,000	32,000	5,000
2009		44,000	30,000	9,000	5,000
2010		65,000	30,000	30,000	5,000
2011		56,500	25,000	26,500	5,000
2012		45,000	27,500	12,500	5,000
2013		87,500	47,500	19,000	21,000
2014		69,000	30,000	32,000	7,000
2015		38,500	11,500	23,000	4,000
2016		60,000	19,000	37,000	4,000
2017		32,000	26,000	2,000	4,000
2018		32,000	26,000	2,000	4,000
2019		63,000	26,000	32,000	5,000
2020		38,000	31,000	2,000	5,000

Administration

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Software Maintenance/Updates	1,000	1,000	0	0	Acrobat Licencing?
2015	Wifi AP	1,000	1,000			
2015	Replace NAS	1,500	1,500			
2015	Main Network Switch Replacement	1,000	1,000			
2015	Server - Networked UPS	1,500	1,500			
2015	Server Relocation	500	500			
2015	Desktop Computer Replacements	10,000	5,000	5,000		
2015	Appropriation to Election Reserve	4,000	0	0	4,000	*From Election Operating
2015	Council Computers	3,000	0	3,000		
2015	Pay Equity Study / Market Check	15,000	0	15,000		Recommended every 5 yrs, last one 2003
	AODA, Human Rights Compliance Training	10,000	10,000	0		Outsource to meet Prov Requirements
	Insurance Reserve	10,000	10,000			?? If possible would be good to further increase reserve

Administration

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2016	Hardware/Software Upgrades	0	0	0	0	
2016	Appropriation to Reserve	0	0		0	
2016	Appropriation to Election Reserve	4,000	0	0	4,000	*From Election Operating
2016	Council Computers	3,000	1,000	2,000		
2016	GP Version Upgrade	15,000	10,000	5,000		
2016	Pay Equity Study / Market Check	15,000	0	15,000		delayed from 2015, Recommended every 5 yrs, last one 2003
2016	Desktop Replacements	20,000	5,000	15,000		delayed from 2015 - all desktops, plus latest MS Office
2016	Server - Networked UPS	1,500	1,500			delayed from 2015
2016	Server Relocation Wiring	500	500			delayed from 2015
2016	Main Network Switch	1,000	1,000			borrowed used one from County in 2015
2017	Hardware/Software Upgrades	10,000	10,000	0	0	
2017	Appropriation to Reserve	15,000	15,000		0	
2017	Appropriation to Election Reserve	4,000	0	0	4,000	*From Election Operating
2017	Council Computers	3,000	1,000	2,000		
2018	Hardware/Software Upgrades	15,000	15,000	0	0	
2018	Appropriation to Reserve	10,000	10,000		0	
2018	Appropriation to Election Reserve	4,000	0	0	4,000	*From Election Operating
2018	Council Computers	3,000	1,000	2,000		
2019	Hardware/Software Upgrades	10,000	10,000	0	0	
2019	Appropriation to Reserve	5,000	5,000			
2019	Appropriation to Election Reserve	5,000	0	0	5,000	*From Election Operating
2019	Council Computers	3,000	1,000	2,000		
2019	GP Version Upgrade	15,000	10,000	5,000		
2019	Server Replacement	10,000		10,000		
2019	DC Study	15,000		15,000		
2020	Hardware/Software Upgrades	10,000	10,000	0	0	
2020	Appropriation to Reserve	5,000	5,000			
2020	Appropriation to Election Reserve	5,000	0	0	5,000	*From Election Operating
2020	Pay Equity Study	15,000	15,000			
2020	Council Computers	3,000	1,000	2,000		

Offices/Facilities - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		10,000	5,000	5,000	0
2006		15,000	12,500	2,500	0
2007		12,500	12,500	0	0
2008		20,500	12,500	8,000	0
2009		122,500	17,500	5,000	100,000
2010		16,000	16,000	0	0
2011		17,500	15,000	2,500	0
2012		62,500	20,000	42,500	0
2013		45,000	45,000	0	0
2014		75,000	60,000	15,000	0
2015		27,000	12,000	15,000	0
2016		535,000	40,000	335,000	160,000
2017		25,000	25,000	0	0
2018		25,000	25,000	0	0
2019		25,000	25,000	0	0
2020		25,000	25,000	0	0

Office						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Loveys Property Development/Reserve	0	0			
2015	Carpet Replacement	10,000	0	10,000		
2015	Lunchroom Table & Chairs	2,000	2,000			
2015	Office Painting - Variable	5,000	5,000			Focus on areas needing touch up
2015	Storage Improvements	5,000	5,000			
2015	HVAC?? If required	5,000		5,000		
	Reserve if not used / needed					
2016	Office Improvements / Reno	150,000	0	100,000	50,000	direction on office requirements/Hickson Land/Fac? TSR
2016	Office Furniture	10,000		10,000		Office Reserve
2016	Generator	25,000		25,000		TSR
2016	Water Well	25,000	0	25,000		TSR
2016	Septic System	25,000	15,000		10,000	Grants?
2016	Major Maintenance - Internal - all areas	25,000	25,000			carpet, painting, lighting impr, several windows,
2016	Hickson Community Room??	250,000		150,000	100,000	Hickson Facility Review, DC 50 TSR 100, land sales, Others 50?
2016	89 Loveys Street - Parking, landscape, buffers	25,000		25,000		DC
2017	Repave Parking Lot	25,000	25,000			
2018	Office Improvements and/or Reserve	25,000	25,000			
2019	Office Improvements and/or Reserve	25,000	25,000			
2020	Office Improvements and/or Reserve	25,000	25,000			

Fire & Protective Services Department - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	980,000	166,000	170,000	644,000
2006	577,263	237,500	336,763	3,000
2007	421,163	230,000	188,163	3,000
2008	207,163	180,000	9,163	18,000
2009	276,663	187,000	89,663	0
2010	242,163	183,000	59,163	0
2011	255,663	181,500	74,163	0
2012	414,163	185,000	229,163	0
2013	422,663	226,500	196,163	0
2014	396,663	228,000	168,663	0
2015	682,163	238,000	444,163	0
2016	726,000	246,000	480,000	0
2017	290,000	265,000	25,000	0
2018	505,000	275,000	230,000	0
2019	439,820	280,000	159,820	0
2020	480,000	280,000	200,000	0

Fire, Emergency

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Appropriation to Vehicle Replacement Reserve	70,000	70,000	0	0	
	Station IT Improvements/Computers/Tablets, etc	15,000	15,000			
2015	Facility Major Interior Maint (Paint, Walls, Repairs)	30,000	10,000	20,000		TSR
2015	Hickson Tanker - Body Work / Repaint	15,000		15,000		
2015	Tavistock Station - Downspout Redirection	5,000	5,000			
2015	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	50,000	30,000	20,000		FD Req. Eqp. Reserve
2015	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2015	Tavistock Firehall Debenture Payment	46,163	37,000	9,163	0	10th (last) Payment
2015	Innerkip Tanker Replacement	320,000		320,000		
2015	Communications System	75,000	25,000	50,000		\$200,000 estimate 2015 - 2019
2015	Mock Disaster Exercise???	10,000	0	10,000		?? If scaling back on CEMC not possible
2015	BB Agreement Termination - Assets	25,000	25,000			From BB operating revenue (3)
2016	Appropriation to Vehicle Replacement Reserve	75,000	75,000	0	0	
2016	Innerkip Tanker Replacement	320,000	0	320,000		
2016	Station IT Improvements/Computers/Tablets, etc	15,000	15,000			Deferred from 2015, incr. incl. support provision
2016	Hickson Station - Interior Major Maint	10,000	10,000			From 2015
2016	Tavistock Station - Interior Major Maint	10,000	10,000			From 2015
2016	Tavistock Station - Downspout Redirection	5,000	5,000			From 2015
2016	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2016	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2016	Fit Test Machine, Accountability System, Badges	10,000	10,000			
2016	Hickson Firehall Expansion/Addition Reserve	30,000	30,000	0		Facility Reserve
2016	Communications System - Res or Deb Pymt	150,000	25,000	125,000		(4)
2016	BB Agreement Termination - Assets	25,000	0	25,000		From BB operating revenue (4), TSR
2016	Secure Compound/Training Area - 89 Loveys	10,000	0	10,000		Subject to Hickson Property Review? DC
2017	Appropriation to Vehicle Replacement Reserve	80,000	80,000	0	0	
2017	Facility Improvements and/or Reserve	10,000	10,000			
2017	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	35,000	35,000			FD Req. Eqp. Reserve
2017	Hose, air packs, radios, dept. equipment	40,000	40,000	0	0	\$11,000 to each dept, \$7,000 for 244
2017	Hickson Firehall Expansion/Addition Reserve	75,000	75,000	0	0	
2017	Communications System - Res or Deb Pymt	25,000	25,000			(5)
2017	BB Agreement Termination - Assets	25,000	0	25,000		From BB operating revenue (5), TSR

Fire, Emergency

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2018	Appropriation to Vehicle Replacement Reserve	85,000	85,000	0	0	
2018	Facility Improvements and/or Reserve	10,000	10,000			
2018	Hickson Firehall - Eng/Planning/Expansion/Addition	280,000	75,000	205,000		Facility Res \$115, DC Res \$90
2018	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	40,000	40,000			FD Req. Eqp. Reserve
2018	Hose, air packs, radios, dept. equipment	40,000	40,000	0	0	\$11,000 to each dept, \$7,000 for 244
2018	Communications System - Res or Deb Pymt	25,000	25,000			(6)
2018	BB Agreement Termination - Assets	25,000	0	25,000		From BB operating revenue, TSR
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2019	Appropriation to Vehicle Replacement Reserve	90,000	90,000	0	0	
2019	Facility Improvements and/or Reserve	75,000	75,000			may be needed for Hickson from 2018
2019	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	50,000	50,000			FD Req. Eqp. Reserve
2019	Hose, air packs, radios, dept. equipment	40,000	40,000	0	0	\$11,000 to each dept, \$7,000 for 244
2019	Communications System - Res or Deb Pymt	25,000	25,000			(7)
2019	BB Agreement Termination - Assets	9,820	0	9,820		From BB operating revenue, TSR
2019	Innerkip Rescue	150,000		150,000		
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2020	Appropriation to Vehicle Replacement Reserve	100,000	100,000	0	0	
2020	Facility Improvements and/or Reserve	75,000	75,000			may be needed for Hickson from 2018
2020	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	60,000	60,000			FD Req. Eqp. Reserve
2020	Hose, air packs, radios, dept. equipment	45,000	45,000	0	0	\$12,000 to each dept, \$9,000 for 244
2020	Innerkip Rescue	200,000		200,000		

Public Works & Development - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	622,000	347,000	190,000	85,000
2006	1,772,162	554,000	1,057,594	160,568
2007	1,210,599	515,000	40,000	655,599
2008	2,199,709	595,000	1,135,000	469,709
2009	2,315,000	715,000	1,005,000	595,000
2010	5,910,000	749,092	1,970,334	3,190,574
2011	2,317,000	810,000	1,407,000	100,000
2012	3,752,000	827,000	1,415,000	1,510,000
2013	2,548,700	833,700	435,000	1,280,000
2014	1,279,512	832,512	322,000	125,000
2015	2,487,512	787,512	860,000	840,000
2016	1,910,512	832,512	948,000	130,000
2017	2,447,512	842,512	875,000	730,000
2018	1,653,000	888,000	635,000	130,000
2019	1,563,000	938,000	395,000	230,000
2020	1,718,000	958,000	630,000	130,000

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015						
Debentures						
2015	Innerkip Debenture (2012 - 2027)	132,000	132,000			4th Payment
2015	LED Streetlight Payment	55,512	55,512			3rd Payment
Drains						
2015	Matheson Drain	50,000	30,000	20,000		
2015	Timms Creek	100,000		100,000		
Equipment						
2015	Equipment Reserve	125,000			125,000	From Operating, \$5,000 from Bldg
2015	Replace 2008 Tandem (831)	250,000		250,000		
2015	Pickup Replacement	30,000		30,000		
Bridges						
2015	Bridge Reserve	60,000	60,000			
2015	Bridge Study - required every 2 years	15,000		15,000		Bridge Reserve
2015	Bridge #0003 (11th / Mud Creek) Construction	540,000		150,000	390,000	Construction, Engineering - Gas Tax
Facilities						
2015	PW Facilities Reserve	0	0			
2015	Facility Improvements	15,000	15,000			89 Lovey's Building Removals
Road Projects						
2015	Fibrebat 15th Line	100,000			100,000	Gas Tax
2015	13th North end Pulverize & Pave	175,000	0		175,000	Gas Tax
2015	Adam Street - Shave & Pave	65,000	65,000			
2015	Homewood & Victoria Reconstruction	550,000	300,000	250,000		\$25,000 OCIF Formula, \$225,000 PW Reserve
2015	Sidewalk - Tavistock Post Office + Add'l	35,000	25,000	10,000		
2015	Add'l Streetlights	20,000	10,000	10,000		
2015	Guiderails - Finish 2014 started	45,000	20,000	25,000		\$25,000 WIP from 2014 - Flow thru TSR
2015	Top Coat Asphalt - Jacob / William	25,000	25,000			
2015	Top Coat Main & George	100,000	50,000		50,000	Developer pays 1/2

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2016						
Debentures						
2016	Innerkip Debenture (2012 - 2027)	132,000	132,000			5th Payment
2016	LED Streetlight Payment	55,512	55,512			4th Payment
2016						
Drains						
2016	Drains - Annual	50,000	50,000			
2016	Timms Creek Drain	100,000	15,000	85,000		
2016	Walker Drain	35,000	35,000	0		2016/17?
Equipment						
2016	Equipment Reserve	130,000				130,000 From Operating, \$5,000 from Bldg
2016	Pickup Truck - CBO	25,000		25,000		
2016	Replace 2008 Tandem	226,000		226,000		delayed from 2015
2016	Replace 2006 Tandem	250,000		250,000		
2016	Building Dept Office Eqp	2,000		2,000		Bldg Eqp Reserve
2016	Tractor Replacement	100,000		100,000		
Bridges						
2016	Bridge Reserve	70,000	70,000			
2016	Bridge Improvements	50,000		50,000		TBD based on Bridge Study
Facilities						
2016	PW Facilities Reserve / 89 Loveys	50,000	50,000			
2016	Facility Improvements	10,000	10,000			
Road Projects						
2016	Streetlights	20,000	15,000	5,000		
2016	Sidewalks	30,000	25,000	5,000		
2016	17th Line - Padding & Fibremat	150,000	0	150,000		Road Reserve, OCIF
2016	Jacob St East - Start Engineering / Investigation	50,000	50,000			
2016	Top Coat Asphalt - Victoria / Homewood + addl	125,000	125,000	0		
2016	Maplewood Sideroad 16th - 5 Prep for Hardtop	250,000	200,000	50,000		3 year project - 2016, 2017, 2018, DC

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2017						
Debentures						
2017	Innerkip Debenture (2012 - 2027)	132,000	132,000			6th Payment
2017	LED Streetlight Payment	55,512	55,512			5th Payment
Drains						
2017	Drains - Annual	60,000	60,000			
2017	Milson Drain	40,000	40,000			
Equipment						
2017	Equipment Reserve	130,000	0		130,000	From Operating, \$5,000 from Bldg
2017	Pickup Replacement	30,000		30,000		
2017	Replace 2006 Single Axle	250,000		250,000		
Bridges						
2017	Bridge Reserve	75,000	75,000	0	0	
2017	Bridge Study - required every 2 years	15,000		15,000		Bridge Reserve
2017	Bridge Improvements	50,000		50,000		TBD based on Bridge Study
Facilities						
2017	PW Facilities Reserve / 89 Loveys	50,000	50,000			
2017	Facility Improvements	15,000	15,000			
Road Projects						
2017	Streetlights	20,000	15,000	5,000		
2017	Sidewalks	30,000	25,000	5,000		
2017	Fibrebat 13th southend	125,000	25,000	100,000		Road Reserve, OCIF
2017	Jane Street Reconstruction	250,000	0	250,000		Gas Tax
2017	Top Coat James St	50,000	50,000			
2017	Maplewood Sideroad 16th - 5 Prep for Hardtop	250,000	200,000	50,000		3 year project - 2016, 2017, 2018, DC
2017	Fibrebat 11th	120,000	0	120,000		Gas Tax
2017	Jacob St. E??? Depends on Eng Study	700,000	100,000		600,000	Financed, Surplus Property Sales?

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2018						
Debentures						
2018	Innerkip Debenture (2012 - 2027)	132,000	132,000			7th Payment
2018	LED Streetlight Payment	51,000	51,000			6th Payment
2018	Jacob St.	50,000	50,000			1st Payment
Drains						
2018	Drains - Annual	75,000	75,000			
Equipment						
2018	Equipment Reserve	130,000	0		130,000	From Operating, \$5,000 from Bldg
2018	Replace 1999 Grader (821)	350,000	200,000	150,000		
Bridges						
2018	Bridge Reserve	75,000	75,000	0	0	
2018	Bridge Improvements	50,000		50,000		TBD based on Bridge Study
Facilities						
2018	PW Facilities Reserve	50,000	50,000			
2018	Facility Improvements	15,000	15,000			
Road Projects						
2018	Streetlights	20,000	15,000	5,000		
2018	Sidewalks	30,000	25,000	5,000		
2018	Maplewood Sideroad 16th - 5 Pave	250,000	200,000	50,000		3 year project - 2016, 2017, 2018, DC
2018	16th Line Resurface	300,000	0	300,000		Gas Tax
2018	Braemar Resurface	75,000		75,000		

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2019						
Debentures						
2019	Innerkip Debenture (2012 - 2027)	132,000	132,000			8th Payment
2019	LED Streetlight Payment	51,000	51,000			7th Payment
2019	Jacob St.	50,000	50,000			2nd Payment
Drains						
2019	Drains - Annual	75,000	75,000			
Equipment						
2019	Equipment Reserve	130,000			130,000	From Operating, \$5,000 from Bldg
Bridges						
2019	Bridge Reserve	75,000	75,000	0	0	
2019	Bridge Study	20,000		20,000		
2019	Bridge Improvements	50,000		50,000		TBD based on Bridge Study
Facilities						
2019	PW Facilities Reserve	50,000	50,000			
2019	Facility Improvements	20,000	20,000			
2019	Salt Shed	250,000		250,000		50 DC, 200 Fac Res
Road Projects						
2019	Streetlights	10,000	10,000			
2019	Sidewalks	25,000	25,000			
2019	Gravel to Hardtop	150,000	150,000			
2019	16th Line Resurface	400,000	300,000		100,000	Gas Tax
2019	Braemar Resurface	75,000		75,000		DC

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2020						
Debentures						
2020	Innerkip Debenture (2012 - 2027)	132,000	132,000			9th Payment
2020	LED Streetlight Payment	51,000	51,000			8th Payment
2020	Jacob St.	50,000	50,000			3rd Payment
Drains						
2020	Drains - Annual	75,000	75,000			
2020 Equipment						
2020	Equipment Reserve	130,000			130,000	From Operating, \$5,000 from Bldg
2020	Pickup Replacement	30,000		30,000		
2020	Grader???	350,000		350,000		
2020 Bridges						
2020	Bridge Reserve	75,000	75,000	0	0	
2020	Bridge Study	20,000	20,000			
2020	Bridge Improvements	50,000		50,000		TBD based on Bridge Study
2020	Major Bridge Repair	200,000		200,000		
2020 Facilities						
2020	PW Facilities Reserve	50,000	50,000			
2020	Facility Improvements	20,000	20,000			
2020 Road Projects						
2020	Streetlights	10,000	10,000			
2020	Sidewalks	25,000	25,000			
2020	Gravel to Hardtop	150,000	150,000			
2020	16th Line Resurface	300,000	300,000			
2021						
2021	Innerkip Debenture (2012 - 2027)	132,000	132,000			10th Payment
2021	LED Streetlight Payment	51,000	51,000			9th Payment
2022	Innerkip Debenture (2012 - 2027)	132,000	132,000			11th Payment
2022	LED Streetlight Payment	51,000	51,000			10th Payment (Last One)
2023	Innerkip Debenture (2012 - 2027)	132,000	132,000			12th Payment
2024						
2024	Innerkip Debenture (2012 - 2027)	132,000	132,000			13th Payment
2025						
2025	Innerkip Debenture (2012 - 2027)	132,000	132,000			14th Payment
2026						
2026	Innerkip Debenture (2012 - 2027)	132,000	132,000			15th Payment (Last One)

Hickson Park - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	30,000	10,000	10,000	10,000
2006	15,000	15,000	0	0
2007	15,000	15,000	0	0
2008	17,500	17,500	0	0
2009	153,000	20,000	33,000	100,000
2010	240,000	20,000	53,332	166,668
2011	20,000	20,000	0	0
2012	20,000	20,000	0	0
2013	22,000	20,000	0	2,000
2014	20,000	20,000	0	0
2015	20,000	20,000	0	0
2016	50,000	20,000	12,500	17,500
2017	22,500	22,500	0	0
2018	22,500	22,500	0	0
2019	25,000	25,000	0	0
2020	25,000	25,000	0	0

Hickson Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Park Improvements / Reserve	20,000	20,000	0	0	Reserve Balance \$58,300
	Outfield Fence Repair					
	Batting Cage Repairs					
	Playground - Repairs and Peastone					
	Bleachers - Repairs					
2016	Park Improvements as per CIP150	50,000	20,000	12,500	17,500	CIP150
	pavilion mesh fence					
	fence - batting cage					
	mesh - backstop					
	playground					
2017	Park Improvements / Reserve	22,500	22,500			
2018	Park Improvements / Reserve	22,500	22,500			
2019	Park Improvements / Reserve	25,000	25,000			
2020	Park Improvements / Reserve	25,000	25,000			

Innerkip Parks - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005		15,000		
2006		15,000		
2007		17,500		
2008	25,000	17,500	0	7,500
2009	119,000	20,000	33,000	66,000
2010	451,000	20,000	81,500	349,500
2011	20,000	20,000	0	0
2012	35,000	22,500	12,500	0
2013	50,000	25,000	25,000	0
2014	65,000	25,000	40,000	0
2015	78,000	25,000	16,500	36,500
2016	140,000	25,000	77,000	38,000
2017	25,000	25,000	0	0
2018	50,000	25,000	25,000	0
2019	30,000	30,000	0	0
2020	30,000	30,000	0	0

Innerkip Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Park Improvements	10,000	10,000	0	0	Main Park Reserve Balance \$34,000
	2015 Practice Diamond bxn 2 & 3?					
	2015 Balance to Reserve re: Diamond 3 Lights	15,000	15,000			
	Stonegate Road Park					Balance from 2014 \$40,000 = \$26,272
2015	Pave Trail	17,000		16,500		CIL Reserves
2015	Playground Equipment	25,000			26,500	Ontario Trillium Fund
2015	Benches for Park, Trail and Playground	7,000			10,000	Fundraising
2015	Additional Trees	4,000				
	Innerkip Park					
2016	Park Improvements as per CIP150	125,000	25,000	62,000	38,000	CIP150 Grant, IP Reserve 25, DC 37
	Excavating an infield					Reserve Balance \$59,000
	Roughing in plumbing to accommodate an irrigation system and a future restroom					
	Installing sand/clay					
	Installing a pitcher's mound and home plate					
	Erecting fencing					
	Purchasing and installing netting on all existing diamonds					
	Purchasing bleachers					
	Stonegate Park					
2016	Lights	15,000		15,000		DC Reserve

Innerkip Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2017	Park Improvements	25,000	25,000	0	0	Reserve Balance \$22,000
2018	Park Improvements	50,000	25,000	25,000	0	
2019	Park Improvements	30,000	30,000	0	0	
2020	Park Improvements	30,000	30,000	0	0	

Tavistock Parks - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	20,000	17,000	3,000	0
2006	15,000	15,000	0	0
2007	167,500	22,500	67,500	77,500
2008	199,000	19,000	85,140	94,860
2009	67,250	20,000	22,250	25,000
2010	22,000	22,000	0	0
2011	47,500	22,000	25,500	0
2012	1,030,000	25,000	189,000	816,000
2013	1,403,000	25,000	334,000	1,044,000
2014	48,013	25,000	18,013	5,000
2015	47,013	25,000	22,013	0
2016	71,417	25,000	6,417	40,000
2017	34,417	25,000	4,417	5,000
2018	42,417	25,000	13,417	4,000
2019	29,417	25,000	4,417	0
2020	29,417	25,000	4,417	0

Tavistock Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Debenture Payment	22,417	18,000	4,417		2nd Payment
2015	Donor Wall Installation	4,596	0	4,596		
2015	Heat Trace Cables	5,000	5,000			Estimate Only, Funding???
2015	Roof Modifications	12,000	2,000	10,000		CIL Reserve
2015	Cement Pillar Repairs	3,000	0	3,000		CIL Reserve
2015	Park Gate Repairs - cost estimate highly variable					??Fundraising???
2016	Tavistock Park Stone Gates???	???				?? Fundraising???
2016	Debenture Payment	22,417	18,000	4,417		3rd Payment
2016	Lines Painted on Rec Hall Floor	2,000	2,000			
2016	Donor Wall	5,000	3,000	2,000		TP Reserve
2016	Funding for upgrades re: U21 Tournament	2,000	2,000	0		
2016	Tavistock Optimist Park Contribution	40,000			40,000	DC, CIL, Surplus Property Disposal?
2017	Debenture Payment	22,417	18,000	4,417		4th Payment
2017	Install foul ball netting on back stop	12,000	7,000		5,000	Minor Ball Fundraising??

Tavistock Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2018	Debenture Payment	22,417	18,000	4,417		5th Payment
2018	Moving home Bull Pen	20,000	7,000	9,000	4,000	Fundraising??
2019	Debenture Payment	22,417	18,000	4,417		6th Payment
2019	Park Improvements	7,000	7,000			
2020	Debenture Payment	22,417	18,000	4,417		7th Payment
2020	Park Improvements	7,000	7,000			
2021	Debenture Payment	22,417	18,000	4,417		8th Payment
2022	Debenture Payment	22,417	18,000	4,417		9th Payment
2023	Debenture Payment	22,417	18,000	4,417		10th Payment
2024	Debenture Payment	22,417	18,000	4,417		11th Payment
2025	Debenture Payment	22,417	18,000	4,417		12th Payment
2026	Debenture Payment	22,417	18,000	4,417		13th Payment
2027	Debenture Payment	22,417	18,000	4,417		14th Payment
2028	Debenture Payment	22,417	18,000	4,417		15th Payment

Tavistock Memorial Hall - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		16,000	11,000	5,000	0
2006		15,000	15,000	0	0
2007		18,000	10,500	7,500	0
2008		6,000	6,000	0	0
2009		10,000	10,000	0	0
2010		10,000	10,000	0	0
2011		22,000	10,000	7,000	5,000
2012		10,000	10,000	0	0
2013		12,500	12,500	0	0
2014		21,500	12,500	9,000	0
2015		33,000	15,000	18,000	0
2016		24,000	20,000	4,000	0
2017		25,000	25,000	0	0
2018		25,000	25,000	0	0
2019		41,000	25,000	16,000	0
2020		25,000	25,000	0	0

Tavistock Memorial Hall						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Appropriation to Reserve	0	0			Reserve \$61,500
2015	Facility lighting upgrades	10,000	10,000	0		
2015	Replace Serving Cooler in Bar	4,000	0	4,000		
2015	New Kitchen Stove	5,000	5,000			
2015	Replace Rooftop Units 2 x \$7,000 each	14,000		14,000		
2016	Appropriation to Reserve	0	0			
2016	Facility lighting upgrades	10,000	10,000	0		
2016	Replacement of Roof Top Units 2 x \$7000ea	14,000	10,000	4,000		
2017	Appropriation to Reserve	20,000	20,000			
2017	Replace second cooler in Bar	5,000	5,000	0		
2018	Appropriation to Reserve	13,000	13,000			
2018	Replacement of Stage Furnace & Entrance Furnace	12,000	12,000	0		
2019	Appropriation to Reserve	0	0			
2019	Tile floor repairs / Replacement	25,000	25,000	0		
2019	Hall ceiling replacement	16,000		16,000		
2020	Appropriation to Reserve		0			
2020	Painting of the Hall interior	10,000	10,000	0		
2020	Front entrance upgrades	15,000	15,000	0		
Note: The present reserve level and contributions will not fund the eventual replacement of the facility, just maintain.						

Tavistock & District Recreation Centre - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	20,000	0	0	20,000
2006	63,000	0	35,000	28,000
2007	105,104	0	74,000	31,104
2008	100,209	0	71,409	28,800
2009	60,500	0	36,500	24,000
2010	12,000	0	0	12,000
2011	23,000	0	11,000	12,000
2012	46,000	0	42,505	3,495
2013	34,000	25,000	9,000	0
2014	45,700	25,000	20,700	0
2015	41,000	31,000	10,000	0
2016	80,000	35,000	45,000	0
2017	60,000	35,000	25,000	0
2018	41,000	40,000	1,000	0
2019	120,000	40,000	80,000	0
2020	140,000	45,000	95,000	0

TDRC

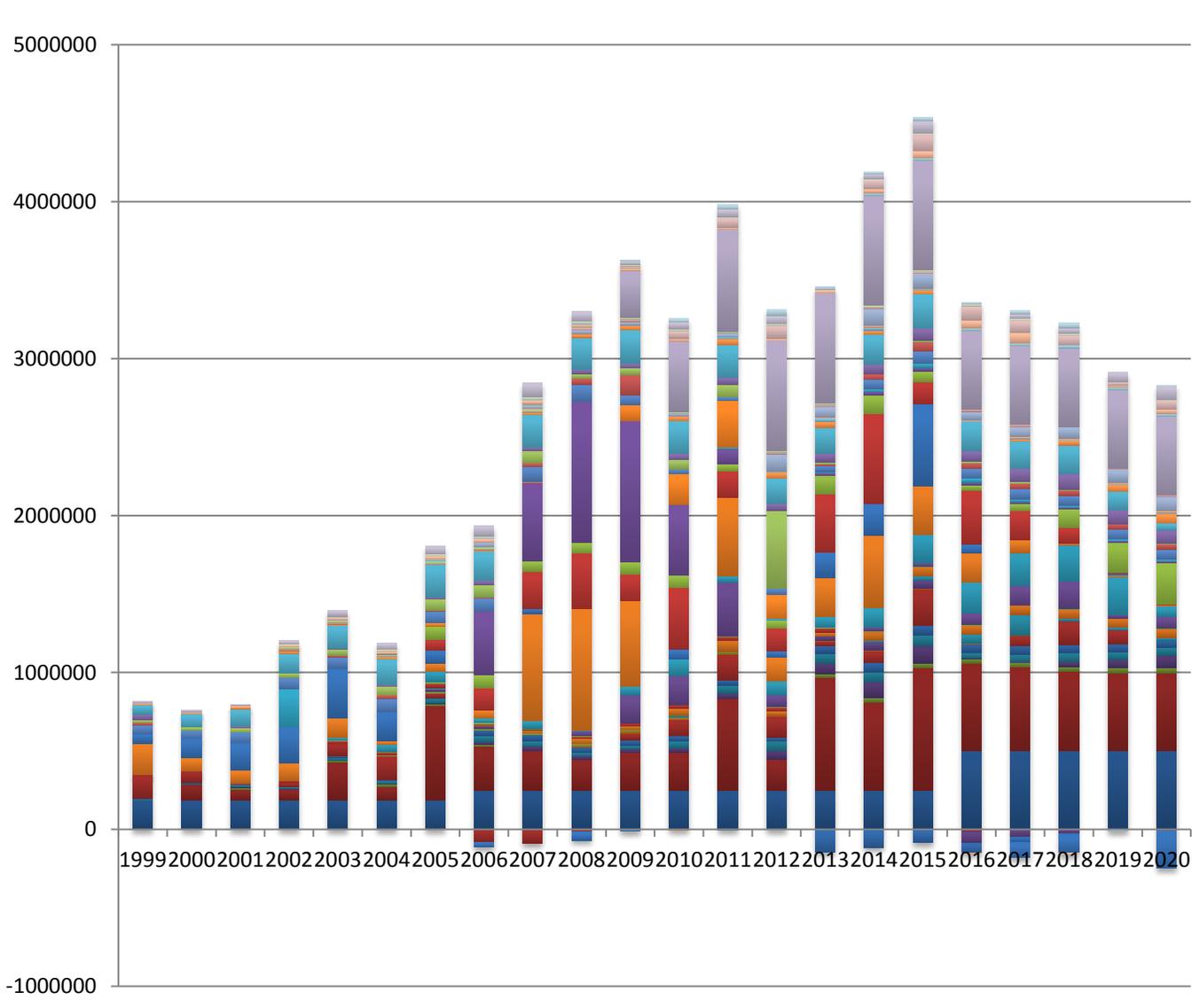
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Appropriation to Reserve	25,000	25,000			Reserve \$188,338
2015	130 chairs for the Upper Arena Hall x \$50	6,000	6,000			
2015	Facility lighting upgrades	10,000	0	10,000		
2016	Appropriation to Reserve	10,000	10,000			
2016	Retrofit Arena ice surface lighting	25,000	25,000	0		
2016	South Dehumidifier Replacement 10 to 15 years	25,000		25,000		
2016	Facility lighting upgrades Lobby D-Rooms etc	10,000		10,000		
2016	130 chairs for the Upper Arena Hall x \$50	6,000		6,000		
2016	Curling Club Dehumidifier Replacement	4,000		4,000		

TDRC

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2017	Appropriation to Reserve	10,000	10,000			
2017	North Dehumidifier Replacement 10 to 15 years	25,000	25,000		0	
2017	Washroom Renovations Counters and taps	5,000	0	5,000		
2017	Recoat Lobby floor, epoxy coating	20,000	0	20,000		
2018	Appropriation to Reserve	15,000	15,000			
2018	Repaint Dressing Rooms & Dressing Room Hall	20,000	20,000		0	
2018					0	
2018	Painting Lobby and Entrance & Washrooms	6,000	5,000	1,000		
2019	Appropriation to Reserve	15,000	15,000			
2019	Repaint Steel structure in Arena and Curling Clut	30,000	25,000	5,000		
2019	Brine pump in Refrigeration Room	15,000		15,000		
2019	Refrigeration Chiller replacement 15 to 20 years	60,000		60,000		
2020	Appropriation to Reserve	20,000	20,000			
2020	Zamboni ice resurfacer replacement	110,000	25,000	85,000		
2020	Accessibility renovations??	10,000	0	10,000		
2020					0	

	Project Cost	Was new in	years	Life expectance
Compressor #2	30,000	1996		20
Accessibility renovations??		1996		24
BAC condenser	45,000	2009		12
Eng Air for dressing room heat	8,000	1996		25
Lower Lobby Roof Top Unit	7,000	1996		25
Upper Hall Roof Top Unit	9,000	1996		25
Dressing rooms rubber floor	75,000	2012		15
Compressor #1	35,000	2009		20
Dasher Boards	100,000	1996		40
Refrigerated floor	150,000	1996		45

Reserve Summary



- DC - PW Building & Fleet
- DC - Recreation
- DC - Administration
- DC - Roads and Related
- DC - Police
- DC - Fire
- Parks Admin
- Police Reserve
- Emergency Field Exercise
- Election Reserve
- Cash-in-Lieu of Parkland
- Tavistock Fire Dept (Assoc)
- Hickson Fire Dept (Assoc)
- Hickson Park (Lions Club Fund)
- Former TRC - Program
- Former TRC - Facility
- Innerkip Reinvestment
- Innerkip Community Centre
- Tavistock & District Recreation Centre
- Tavistock Memorial Hall
- Tavistock Park
- Innerkip Park
- Hickson Park
- Tavistock Drainage (2009)
- PW Sidewalks
- Streetlights
- Road Drainage Reserve
- Gas Tax Reserve
- Roads - Equipment
- Roads - General
- Bridges
- Public Works Facilities
- Bldg Dept Equipment
- Bldg Inspection Vehicles
- BB Assets
- Fire Department Required Equipment
- Fire Department Facilities
- Fire Communication
- Fire Chief Vehicle
- Council Computers
- Fire Department Vehicles
- Self Insurance
- General Admin - Office Equipment
- Hickson Office
- Economic Development
- Tax Stabilization
- Working Fund

FORCAST FOR VEHICLE AND EQUIPMENT REPLACEMENT

YEAR	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Total	
Roads Department																													
Total to reserve (000)	115	123	151	350	130	130	330	130	130	130	130	130	130	330	330	330	130	130	130	135	135	135	135	135	135	135	135	5572	
Total from Reserve (000)	69	0	115	30	601	280	350	0	380	30	110	30	125	250	530	280	30	30	0	0	110	30	155	370	250	250	380	5914	
Balance (000)	42	165	201	521	50	-100	-120	10	-240	-140	-120	-20	-15	65	-135	-85	15	115	245	380	405	510	490	255	140	25	-220		
2004 730 Grader									350																				
1999 740A Grader							350																					350	
2006 Single Axle Truck						250										250											250		
2006 Tandem Axle truck					250										250										250				
2008 Tandem Axle truck				0	226									250										250					
1988 John Deere Loader																													
2011 Caterpillar Loader															200														
2005 John Deere Tractor		0			100	0		0	0																90				
Backhoe			92										125											125					
Utility Truck	65										80										80								
Foreman's Truck		0	23			30			30			30			30			30			30			30			30		
Truck1				30						30						30						30							
Truck2					25						30							30					30						
Truck3																													
Chipper/Other Eqp															50								0						
Fire Department																													
Total to Reserve	60	65	65	170	75	80	85	90	100	100	100	100	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	4925
Total From Reserve	100	170	18	15	320	0	0	150	200	25	0	200	200	200	200	0	30	200	550	350	0	0	200	235	0	0	0	4027	
Balance	131	26	73	228	-17	63	148	88	-12	63	163	63	63	63	63	263	433	433	83	-67	133	333	333	298	498	698	898		
Fire Chief Vehicle		0	18							25				0			30							35					
Hickson																													
Pumper														200	200														
Tanker				15																			200	200	0				
Rescue																			200	200									
Innerkip																													
Pumper																			200	200									
Tanker			0	0	320																								
Rescue							0	150	200	0																			
Tavistock																													
Pumper												200	200																
Tanker	100	170																											
Rescue																				150	150	0							