Township of East Zorra-Tavistock **Revised Date:** 12-04-2021

SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS

<u>2021 Proposed Operating and Capital Budgets Summary</u>

Net Budgets By Department	2020 Approved	2021 Proposed	Difference (2021 - 2020)		Remarks
Building, Locates and Drainage	134,199	**59,090**	(75,110)	**-1.22%**	increasing levels of permit revenue expected to continue - no cost-sharing for 2021
Corporate Services	2,229,570	**2,370,225**	140,655	**2.29%**	full year costs of additional CS Support Clerk & Rural Broadband transfer & new transit program
Fire and Protective Services	1,266,192	**1,225,771**	(40,422)	**-0.66%**	savings on call volume salary and incident expenses
General Government	(1,159,918)	**(1,203,437)**	(43,518)	**-0.71%**	slight increase in anticipated supplemental taxation + increase to OMPF funding
Parks and Recreation	493,989	**489,752**	(4,237)	**-0.07%**	activities limited in this area due to anticipated COVID-19 impacts
Public Works	3,186,663	**3,429,961**	243,298	**3.96%**	AMP transfers are updated by 2% for the current year in addition to revisions to some other amounts
Net Tax-Supported Budget Summary	**6,150,695**	**6,371,362**	**220,667**	**3.59%**	

2021 Assessment @ 2020 Tax Rates	6,315,885	**165,190**	2.69%	Assessment Increase
Tax Levy	165,190	**55,477**	0.90%	Tax Rate
		220,667	3.59%	Total Change

Township of East Zorra-Tavistock
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING
2021 Proposed Operating and Capital Budgets Summary

12-04-2021

Expenditures

By Department	2020 Approved	2021 Proposed	Difference (2021 - 2020)	Remarks
Building, Locates and Drainage	640,540	**460,004**	(180,536)	
Corporate Services	5,139,755	**3,012,037**	(2,127,718)	
Fire and Protective Services	1,644,976	**2,039,942**	394,966	
General Government	103,202	**119,816**	16,613	
Parks and Recreation	1,330,139	**1,257,585**	(72,554)	
Public Works	5,166,070	**4,906,351**	(259,719)	
Expenditures	**14,024,683**	**11,795,735**	**-2,228,948**	

Sources of Financing

By Department	2020 Approved	2021 Proposed	Difference (2021 - 2020)	Remarks
Tax Levy	***6,150,695***	***6,371,362***	***220,667***	
Contributions from Other Municipalities	36,633	**154,044**	117,411	
Cost Recoveries	161,239	**41,504**	(119,735)	
Development Charges	994,111	**246,114**	(747,997)	
Donations	225,000	**-**	(225,000)	
Fines and Penalties	77,412	**68,804**	(8,608)	
Gas Tax	618,771	**697,058**	78,287	
Grants	139,967	**144,311**	4,344	
Investment Income	191,615	**213,825**	22,210	
Landowner Recovery	59,134	**50,969**	(8,166)	
Licences, Permits and Rents	541,969	**609,642**	67,673	
Ontario Municipal Partnership Fund	680,300	**703,300**	23,000	
Payments in Lieu	75,562	**85,168**	9,606	
Sale of Equipment/Vehicles	-	**18,000**	18,000	
Sundry Income	61,384	**32,014**	(29,370)	
Supplemental Taxation	114,993	**130,328**	15,335	
Transfers from Reserves and Reserve Funds	3,353,750	**1,728,819**	(1,624,931)	
User Fees and Charges	542,147	**500,474**	(41,673)	
Sources of Financing	**14,024,683**	**11,795,735**	**-2,228,948**	
	0	0		

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
BUILDING, LOCATES AND DRAINAGE
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Building and Structural Inspection	320,073	289,349	372,738	**422,256**	**468,945**	**269,022**	-153,234	303,203	355,986	
Locates	6,337	3,403	4,538	**24,348**	**7,571**	**27,656**	3,308	25,446	25,979	
Agriculture and Reforestation (Drainage)	112,960	90,258	92,558	**108,937**	**80,805**	**97,326**	-11,610	90,920	92,202	
Capital Expenditures	-	-	-	**85,000**	**4,302**	**66,000**	-19,000	3,570	55,701	
TOTALS	**439,370**	**383,010**	**469,834**	**640,540**	**561,624**	**460,004**	**-180,536**	**423,139**	**529,867**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Cost Recoveries	837	8,860	68,899	**122,881**	**68,580**	**-**	(122,881)	24,000	24,480	
Landowner Recovery	67,631	40,256	67,088	**59,134**	**54,161**	**50,969**	(8,166)	46,037	46,037	
Licences, Permits and Rents	295,528	248,026	271,339	**220,000**	**361,317**	**271,631**	51,631	274,347	277,091	
Ontario Specific Grants	8,391	10,970	9,050	**8,500**	**703**	**8,500**	-	8,500	8,500	
Sundry Revenue	8,345	8,309	-	**12,451**	**100**	**-**	(12,451)	-	-	
Transfers from Reserves and Reserve Funds	-	-	-	**55,000**	**4,302**	**66,000**	11,000	3,570	53,100	
User Fees and Charges	-	3,420	32,500	**28,375**	**4,325**	**3,815**	(24,560)	3,947	4,029	
TOTALS	**380,732**	**319,841**	**448,875**	**506,341**	**493,488**	**400,914**	**(92,574)**	**360,401**	**413,237**	
NET BUILDING, LOCATES AND DRAINAGE BUDGET	**58,638**	**63,169**	**20,958**	**134,199**	**68,136**	**59,090**	**(75,110)**	**62,738**	**116,630**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
BUILDING, LOCATES AND DRAINAGE
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES											
	Building and Structural Inspection										
Administration											
11-271-171-5390	*Transfer to (from) Building Code Act Reserve*	*120,512*	*71,104*	***130,310***	***75,504***	***151,819***	***(59,266)***	*(134,769)*	*(31,324)*	*15,262*	*net transfer (drawdown) of revenue minus expense*
11-271-071-5390	Appropriation to Building Equipment Reserve	-	-	12,000	**5,000**	**5,000**	**5,100**	*100*	5,202	5,306	base year 2020 - $5,000 + 2% increase annually
11-271-121-1110	Salaries and Wages	106,388	128,746	143,647	**198,149**	**176,971**	**188,837**	*(9,312)*	192,614	196,466	2021 Salary and Benefits Workbook
11-271-121-1150	Vacation, Sick, Stats	19,262	21,668	19,361	**22,017**	**27,628**	**20,982**	*(1,035)*	21,402	21,830	2021 Salary and Benefits Workbook
11-271-121-1210	Benefits	33,882	38,277	41,032	**57,664**	**52,189**	**54,957**	*(2,706)*	56,056	57,178	2021 Salary and Benefits Workbook
11-271-121-2380	Equipment	82	177	30	**1,000**	**14**	**73**	*(927)*	39	42	based on 3-year rolling average actuals
11-271-121-2433	Computer Software and Hardware	-	-	-	**500**	**1,832**	**1,868**	*1,368*	1,906	1,944	Amanda & Bluebeam - prior year actual costs + 2%
11-271-121-2510	Uniforms	300	319	447	**1,000**	**671**	**1,000**	-	1,000	1,000	boot allowance as per 2019 revised Policy 3.17 + 2% prior year
11-271-121-2610	Office Supplies	1,478	375	826	**893**	**184**	**462**	*(431)*	491	379	based on 3-year rolling average actuals
11-271-121-2630	Operating Supplies	67	5	45	**100**	**67**	**100**	-	100	100	health and safety equipment line to be maintained @ $100
11-271-121-3110	Travel/Meals/Conferences/Seminars	1,399	898	1,148	**2,500**	**3**	**1,500**	*(1,000)*	2,500	2,500	no conference in 2020 for COVID - possibly virtual 2021
11-271-121-3120	Training and Staff Development	1,632	1,011	1,987	**2,000**	**893**	**1,297**	*(703)*	1,392	1,194	based on 3-year rolling average actuals
11-271-121-3170	Memberships and Publications	736	1,154	1,050	**1,071**	**593**	**932**	*(139)*	858	794	based on 3-year rolling average actuals
11-271-121-3260	Telecommunications	2,540	2,156	1,974	**2,014**	**1,112**	**1,134**	*(880)*	1,157	1,180	2% inflationary adjustment over p/y actual
11-271-121-3310	Professional Services	5,333	6,195	5,416	**5,524**	**5,878**	**6,000**	*476*	6,000	6,000	maintain $6,000 legal services line item for prosecutions, etc.
11-271-121-3810	Insurance and Licences	19,239	9,930	9,613	**9,805**	**10,838**	**11,921**	*2,116*	12,160	12,403	10% inflationary adjustment over p/y actual
11-271-819-5390	Appropriation to Building Vehicle Reserve	-	-	-	**26,000**	**26,000**	**26,520**	*520*	27,050	27,591	base year 2021 $26,000 + 2% increase annually
	Subtotal Administration	*312,850*	*282,015*	*368,886*	***410,740***	***461,692***	***263,419***	*(147,321)*	*298,603*	*351,170*	
2017 Chevrolet Equinox											
11-271-812-2210	Fuels and Lubricants	1,166	1,672	937	**955**	**832**	**1,147**	*192*	972	984	based on 3-year rolling average actuals
11-271-812-2370	Repairs - Parts and Labour	125	163	1,232	**1,257**	**920**	**1,500**	*243*	1,217	1,212	2021 repair year for use by engineering tech co-op student AM
11-271-812-3810	Insurance and Licences	1,174	998	1,032	**1,053**	**120**	**132**	*(921)*	135	137	10% inflationary adjustment over p/y actual
	Subtotal 2017 Chevrolet Equinox	*2,465*	*2,833*	*3,201*	***3,265***	***1,872***	***2,779***	*(486)*	*2,324*	*2,333*	
2017 Chevrolet Silverado Pickup											
11-271-813-1110	Salaries and Wages				**-**	**182**	**-**	-			
11-271-813-2210	Fuels and Lubricants	3,584	3,345	531	**2,487**	**1,202**	**1,693**	(795)	1,142	1,345	based on 3-year rolling average actuals
11-271-813-2370	Repairs - Parts and Labour	-	158	-	**1,000**	**1,330**	**1,000**	-	1,000	1,000	2021 tires need replacement
11-271-813-3810	Insurance and Licences	1,174	998	120	**764**	**120**	**132**	*(632)*	135	137	10% inflationary adjustment over p/y actual
	Subtotal 2017 Silverado Pickup	*4,758*	*4,501*	*651*	***4,251***	***2,833***	***2,825***	*(1,427)*	*2,276*	*2,483*	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
BUILDING, LOCATES AND DRAINAGE
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)											
	Building and Structural Inspection (cont'd)										
2014 Dodge RAM Pickup											
11-271-814-2210	Fuels and Lubricants	-	-	-	**2,000**	**678**	**691**	*(1,309)*	705	719	2% inflationary adjustment over p/y actual
11-271-814-2370	Repairs - Parts and Labour	-	-	-	**500**	**1,751**	**1,786**	*1,286*	1,821	1,858	2% inflationary adjustment over p/y actual
11-271-814-3810	Insurance and Licences	-	-	-	**1,500**	**120**	**132**	*(1,368)*	135	137	10% inflationary adjustment over p/y actual
	Subtotal 2014 Dodge RAM Pickup	-	-	-	***4,000***	***2,548***	***2,609***	*(1,391)*	*2,661*	*2,714*	
	Total Building and Structural Inspection Expenses	**320,073**	**289,349**	**372,738**	**422,256**	**468,945**	**269,022**	**(153,234)**	**303,203**	**355,986**	
	Locates										
11-271-372-1110	Salaries and Wages	4,847	1,853	3,738	**18,354**	**5,721**	**19,456**	1,102	19,845	20,242	based on 2021 Salary and Benefits Workbook adjusted
11-271-372-1210	Benefits	1,343	530	683	**4,994**	**1,769**	**5,294**	300	5,400	5,508	based on 2021 Salary and Benefits Workbook adjusted
11-271-372-3310	Professional Services	147	1,020	117	**1,000**	**-**	**2,500**	1,500	-	-	Locate services on separate line - 2021 Drainage mapping work
11-271-372-3311	Locate Services	-	-	-	**-**	**81**	**406**	406	201	229	based on 3-year rolling average actuals
	Total Locates Expenses	**6,337**	**3,403**	**4,538**	**24,348**	**7,571**	**27,656**	**3,308**	**25,446**	**25,979**	
	Agriculture and Reforestation (Drainage)										
Municipal Drains											
11-871-121-1110	Salaries and Wages	10,273	15,268	12,600	**20,127**	**14,567**	**20,922**	795	21,340	21,767	based on 2021 Salary and Benefits Workbook adjusted
11-871-121-1210	Benefits	3,014	4,634	3,568	**5,008**	**4,242**	**5,310**	302	5,416	5,525	based on 2021 Salary and Benefits Workbook adjusted
11-871-121-2610	Office Supplies	5,703	1,107	1,100	**2,637**	**28**	**745**	(1,892)	624	466	based on 3-year rolling average actuals (includes misc.)
11-871-121-3170	Memberships and Publications	175	175	175	**175**	**175**	**175**	-	175	175	constant amount per year
11-871-121-3210	Postage and Courier	-	-	-	**-**	**256**	**300**	300	306	312	billed out from Corporate Services for billings + 2% in future years
11-871-121-3260	Telecommunications	455	532	487	**497**	**444**	**453**	*(44)*	462	472	2% inflationary adjustment over p/y actual
11-871-121-3310	Professional Services	12,861	2,145	-	**5,002**	**61**	**735**	(4,267)	265	354	based on 3-year rolling average actuals - primarily capital
11-871-121-3312	Legal Services	-	-	-	**-**	**1,100**	**-**	-	-	-	one-time agreement signing in 2020 - no budget required
11-871-121-3510	Equipment Rentals - Owned	-	-	-	**-**	**70**	**-**	-	-	-	no projected budget
11-871-121-4210	Principal Repayments	36,251	28,797	35,749	**31,060**	**31,060**	**32,003**	944	28,011	28,904	based on Drain Repayment Schedule
11-871-121-4220	Interest Repayments	4,697	6,601	8,391	**7,355**	**7,355**	**6,411**	(944)	5,472	4,579	based on Drain Repayment Schedule
11-871-121-4230	Write-offs and Charge Outs - Municipal Drains	3,826	6,653	188	**3,556**	**5,276**	**4,039**	483	3,168	4,161	based on 3-year rolling average actuals
11-871-121-6110	Grants	250	250	250	**350**	**-**	**350**	1	350	350	based on prior year constant balance
	Subtotal Municipal Drains	*77,505*	*66,162*	*62,509*	***75,766***	***64,633***	***71,444***	*(4,322)*	*65,590*	*67,064*	

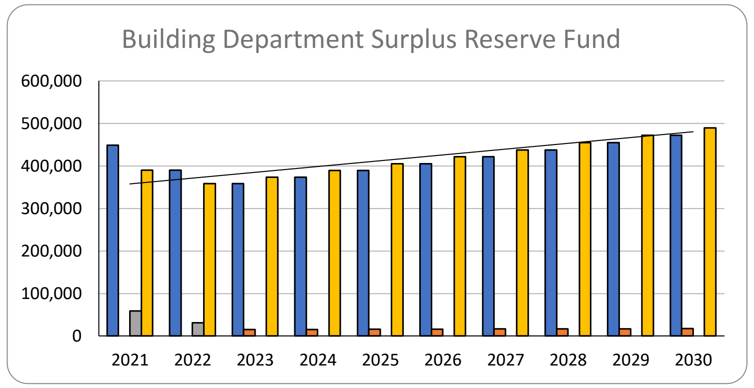
	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)											
	Agriculture and Reforestation (Drainage) (cont'd)										
Drain Repair Charge-Outs											
11-871-128-1110	Salaries and Wages	3,738	4,058	2,984	**6,887**	**168**	**8,175**	1,288	8,339	8,505	based on 2021 Salary and Benefits Workbook adjusted
11-871-128-1150	Vacation, Sick and Stats	-	-	-	**-**	**2**	**-**	-	-	-	
11-871-128-1210	Benefits	1,060	1,213	779	**2,104**	**45**	**2,211**	107	2,255	2,300	based on 2021 Salary and Benefits Workbook adjusted
11-871-128-3510	Equipment Rentals - Owned	3,973	5,225	3,393	**3,460**	**210**	**2,943**	(518)	2,182	1,778	based on 3-year rolling average actuals
	Subtotal Drain Repair Charge-Outs	*8,771*	*10,496*	*7,155*	***12,451***	***425***	***13,329***	*878*	*12,775*	*12,584*	
Tile Drainage											
11-881-121-4210	Principal Repayments	22,805	11,090	16,944	**15,787**	**12,844**	**8,569**	(7,219)	9,083	9,628	based on Drain Repayment Schedule
11-881-121-4220	Interest Repayments	3,879	2,511	5,950	**4,933**	**2,903**	**3,986**	(947)	3,471	2,926	based on Drain Repayment Schedule
	Subtotal Tile Drainage	*26,684*	*13,600*	*22,894*	***20,720***	***15,747***	***12,554***	*(8,166)*	*12,554*	*12,554*	
	Total Agriculture and Reforestation (Drainage) Expenses	**112,960**	**90,258**	**92,558**	**108,937**	**80,805**	**97,326**	**(11,610)**	**90,920**	**92,202**	

Township of East Zorra-Tavistock
BUILDING, LOCATES AND DRAINAGE
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

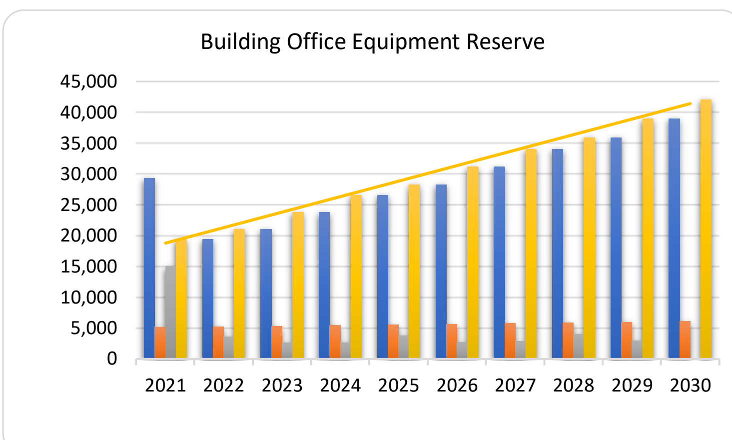
	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES											
	Building and Structural Inspection										
12-271-121-2433	Computer Software and Hardware	-	-	-	**-**	**4,302**	**15,000**	15,000	3,570	2,601	offset large format printer/scanner for plans
12-271-121-5110	Equipment and Vehicles	-	-	-	**55,000**	**-**	**51,000**	(4,000)	-	53,100	2021 CBO vehicle - 2023 Deputy CBO Pickup replacement
	Total Building and Structural Inspection Expenses	**-**	**-**	**-**	**55,000**	**4,302**	**66,000**	**11,000**	**3,570**	**55,701**	
	Agriculture and Reforestation (Drainage)										
12-871-121-3300	Construction	-	-	-	**30,000**	**-**	**-**	(30,000)	-	-	
	Total Agriculture and Reforestation (Drainage) Expenses	**-**	**-**	**-**	**30,000**	**-**	**-**	**(30,000)**	**-**	**-**	
	Total Building, Locates and Drainage Capital Expenditures	***-***	***-***	***-***	***85,000***	***4,302***	***66,000***	***(19,000)***	***3,570***	***55,701***	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actuals	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE REVENUES											
	Building and Structural Inspection										
11-271-021-0513	Sundry Revenue	-	-	-	-	100	-	-	-	-	
11-271-021-0599	Staff Sharing Recovery	837	8,860	68,899	122,881	68,580	-	(122,881)	24,000	24,480	no recovery for 2021 due to staffing, go-forward $24,000 annually
11-271-021-0721	Building Permits	295,528	248,026	271,339	220,000	361,317	271,631	51,631	274,347	277,091	conservative estimate - average of 2017-2019 actuals + 1% ongoing
11-271-021-0725	Building Permit Admin Fee	-	-	28,800	25,000	-	-	(25,000)	-	-	moved to Corporate Services budget in 2020 and 2021
11-271-021-0726	Zoning Compliance and Work Orders	-	3,420	3,700	3,375	4,325	3,815	440	3,947	4,029	based on 3-year rolling average actuals
11-271-071-0952	Transfer from Building Surplus Reserve Fund	-	-	-	50,000	-	-	(50,000)	-	-	
11-271-071-0952	Transfer from Building Equipment Reserve	-	-	-	5,000	4,302	15,000	10,000	-	-	offset large format printer/scanner for plans
11-271-071-0952	Transfer from Building Vehicle Reserve	-	-	-	-	-	51,000	51,000	3,570	53,100	offset capital vehicle purchases above
	Total Building and Structural Inspection Revenue	**296,365**	**260,306**	**372,738**	**426,256**	**438,624**	**341,446**	**(84,810)**	**305,864**	**358,700**	
	Agriculture and Reforestation (Drainage)										
Municipal Drains											
11-871-021-0053	Municipal Drain Debenture Revenue	40,947	26,656	44,194	38,414	38,414	38,414	-	33,483	33,483	based on Drain Repayment Schedule
11-871-021-0331	OMAFRA Grants	8,391	10,970	9,050	8,500	703	8,500	-	8,500	8,500	estimated Drainage Superintendent Grant annually
	Subtotal Municipal Drains	*49,338*	*37,626*	*53,244*	*46,914*	*39,117*	*46,914*	*-*	*41,983*	*41,983*	
Drain Repair Charge-Outs											
11-871-128-0513	Sundry Revenue	8,345	8,309	-	12,451	-	-	(12,451)	-	-	expenses charged to actual business areas
	Subtotal Drain Repair Charge-Outs	*8,345*	*8,309*	*-*	*12,451*	*-*	*-*	*(12,451)*	*-*	*-*	
Tile Drainage											
11-881-021-0052	Tile Drain Loan Debenture Revenue	26,684	13,600	22,894	20,720	15,747	12,554	(8,166)	12,554	12,554	based on Drain Repayment Schedule
	Subtotal Tile Drainage	*26,684*	*13,600*	*22,894*	*20,720*	*15,747*	*12,554*	*(8,166)*	*12,554*	*12,554*	
	Total Agriculture and Reforestation (Drainage) Revenue	**84,367**	**59,535**	**76,138**	**80,085**	**54,864**	**59,469**	**(20,617)**	**54,537**	**54,537**	
		0	0	0	0	0	0				



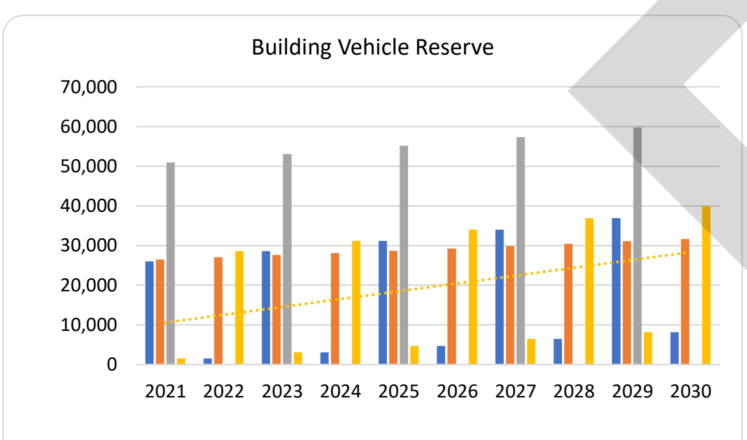
48-942-942-9800
Building Department Surplus Reserve Fund

Year	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**449,157**	**0**	**59,266**	**389,891**
2022	389,891	0	31,324	**358,567**
2023	358,567	15,262		**373,829**
2024	373,829	15,568	0	**389,397**
2025	389,397	15,879	0	**405,276**
2026	405,276	16,197	0	**421,473**
2027	421,473	16,521	0	**437,993**
2028	437,993	16,851	0	**454,844**
2029	454,844	17,188	0	**472,032**
2030	472,032	17,532	0	**489,564**



11-942-942-9822
Building Office Equipment Reserve

Year	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**29,338**	**5,100**	**15,000**	**19,438**
2022	19,438	5,202	3,570	**21,070**
2023	21,070	5,306	2,601	**23,775**
2024	23,775	5,412	2,653	**26,534**
2025	26,534	5,520	3,789	**28,266**
2026	28,266	5,631	2,760	**31,136**
2027	31,136	5,743	2,815	**34,064**
2028	34,064	5,858	4,020	**35,902**
2029	35,902	5,975	2,929	**38,949**
2030	38,949	6,095	2,988	**42,056**



11-942-942-9823
Building Vehicle Reserve

Year	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**26,000**	**26,520**	**51,000**	**1,520**
2022	1,520	27,050	0	**28,570**
2023	28,570	27,591	53,100	**3,062**
2024	3,062	28,143	0	**31,205**
2025	31,205	28,706	55,200	**4,711**
2026	4,711	29,280	0	**33,991**
2027	33,991	29,866	57,400	**6,457**
2028	6,457	30,463	0	**36,920**
2029	36,920	31,072	59,800	**8,193**
2030	8,193	31,694	0	**39,887**

Township of East Zorra-Tavistock — **Revision Date:** 2021-04-12

CORPORATE SERVICES

2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Council	138,463	132,071	133,178	148,713	140,567	145,991	(2,722)	148,101	150,200	
Administration Staff	566,242	621,018	626,802	670,539	743,984	759,825	89,285	770,931	787,220	
Township Office Hickson	149,514	150,609	157,238	159,078	155,216	25,497	(133,581)	101,325	176,432	
89 Loveys Street Hickson	1,363	1,202	1,634	1,667	1,188	1,272	(395)	1,297	1,323	
Former PUC Office	4,990	7,680	3,668	5,184	5,310	5,639	455	5,660	5,720	
General Administration	237,568	301,173	339,260	252,071	1,505,000	355,215	103,144	350,812	359,094	
Police Services Board	4,993	6,403	6,955	7,774	5,919	7,174	(599)	7,341	7,305	
Township Policing	964,439	936,022	966,881	982,332	974,313	1,212,831	230,499	1,213,781	1,236,188	
By-law Enforcement	19,921	24,735	20,205	26,727	22,152	22,608	(4,119)	23,060	23,521	
Animal Control	9,535	10,310	8,777	8,952	9,258	9,443	491	9,632	9,824	
Livestock Claims	-	-	-	1,500	-	750	(750)	750	750	
Crossing Guards	31,219	37,926	35,361	36,068	29,509	36,137	69	36,860	37,597	
Cemeteries	2,100	1,600	2,100	2,100	2,140	2,140	40	2,140	2,140	
Seniors' Picnic	622	318	-	-	-	-	-	-	-	
Planning and Zoning Administration	3,066	2,929	59,339	33,007	45,155	133,472	100,465	33,541	33,612	
Economic Development	30,000	33,300	36,630	40,293	40,293	40,293	-	41,099	41,921	
North Oxford Transit Program	-	-	-	-	-	33,750	33,750	68,850	70,227	
Capital Expenditures	24,321	8,077	32,914	2,763,750	66,117	220,000	(2,543,750)	21,649	15,154	
TOTALS	**2,188,355**	**2,275,372**	**2,430,942**	**5,139,755**	**3,746,121**	**3,012,037**	**(2,127,718)**	**2,836,828**	**2,958,230**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Contributions from Other Municipalities	-	-	-	-	-	120,000	120,000	25,000	25,000	
Cost Recoveries	-	-	5,165	30,000	41,656	30,000	-	30,000	30,000	
Development Charges	-	-	4,986	28,125	558	72,090	43,965	-	-	
Donations	-	-	-	25,000	-	-	(25,000)	-	-	
Fines and Penalties	-	475	375	500	-	-	(500)	-	-	
Licences, Permits and Rents	347	428	1,308	361	560	238	(123)	222	173	
Ontario Specific Grants	36,668	39,652	11,070	36,467	33,933	38,967	2,500	36,500	36,500	
Prior Year Surplus	-	-	-	-	1,148,055	-	-	-	-	
Sundry Revenue	3,588	1,534	1,469	2,197	4,036	2,264	67	2,508	2,854	
Transfers from Reserves and Reserve Funds	2,000	5,374	177,914	2,763,750	190,871	333,150	(2,430,600)	136,840	72,749	
User Fees and Charges	24,385	22,858	20,763	23,785	70,211	45,102	21,317	45,289	44,941	
TOTALS	**66,988**	**70,321**	**223,050**	**2,910,185**	**1,489,880**	**641,812**	**(2,268,374)**	**276,359**	**212,218**	
NET CORPORATE SERVICES BUDGET	**2,121,367**	**2,205,052**	**2,207,892**	**2,229,570**	**2,256,240**	**2,370,225**	**140,655**	**2,560,470**	**2,746,011**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES											
	Council										
Regular											
11-111-111-1120	Council Wages - Taxable	68,608	70,529	105,801	**108,346**	**116,064**	**109,320**	974	111,507	113,737	based on 2021 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	5,769	**7,054**	**6,412**	**7,117**	63	7,260	7,405	based on 2021 Salary and Benefits Workbook adjusted
11-111-111-3110	Meals and Expenses	1,653	4,575	3,696	**3,770**	**4,677**	**4,771**	1,001	4,866	4,963	based on 2% increase over prior years actuals
11-111-111-3170	Memberships	2,440	2,517	2,634	**2,687**	**-**	**-**	(2,687)	-	-	included in Township Admin budget as corporate members
11-111-111-3260	Telecommunications	1,432	712	652	**932**	**177**	**-**	(932)	-	-	based on 3-year rolling average actuals
11-111-111-3290	Print, Advertising and Promotion	527	695	1,129	**784**	**253**	**693**	(91)	692	546	based on 3-year rolling average actuals
11-111-111-3450	Office Equipment	-	-	-	**-**	**294**	**300**	300	306	300	set up budgetary line here if necessary
11-111-111-3455	Christmas Gift Certificate Program	5,700	2,640	550	**6,000**	**3,981**	**6,000**	-	6,000	6,000	120 recipients @ $50.00 as per Policy 3.15
11-111-111-3540	Council Chambers Rentals	-	-	844	**880**	**1,334**	**2,200**	1,320	2,200	2,200	based on $100/meeting x 22 meetings for ICC 2021
11-111-430-5390	Appropriation to Council Equipment Reserve	3,750	3,750	3,750	**3,825**	**3,825**	**3,902**	77	3,980	4,059	2019 base year $3,750 + 2% increase annually
	Subtotal Regular	*121,767*	*122,277*	*126,290*	***134,278***	***137,017***	***134,302***	*24*	*136,810*	*139,210*	
Conferences and Seminars											
11-111-112-1120	Council Wages - Taxable	3,527	2,238	1,343	**6,380**	**1,393**	**6,566**	186	6,697	6,831	based on 2021 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	88	**422**	**93**	**434**	12	443	452	based on 2021 Salary and Benefits Workbook adjusted
11-111-112-3110	Meals and Expenses	11,172	6,269	5,458	**7,633**	**2,063**	**4,689**	(2,944)	4,151	3,707	based on 3-year rolling average actuals + 2% CPI
	Subtotal Conferences and Seminars	*16,696*	*9,793*	*6,888*	***14,435***	***3,550***	***11,689***	*(2,746)*	*11,292*	*10,990*	
	Total Council	**138,463**	**132,071**	**133,178**	**148,713**	**140,567**	**145,991**	**(2,722)**	**148,101**	**150,200**	

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	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
	Administration Staff										
11-123-121-1110	Salaries and Wages	380,435	410,650	424,950	**444,232**	**495,961**	**513,393**	69,161	523,661	534,134	based on 2021 Salary and Benefits Workbook adjusted
11-123-121-1150	Vacation, Sick, Stats, Holidays	57,867	69,284	52,145	**66,379**	**77,344**	**76,714**	10,335	78,248	79,813	based on 2021 Salary and Benefits Workbook adjusted
11-123-121-1210	Benefits	115,819	128,833	128,674	**131,428**	**147,603**	**149,344**	17,916	152,331	155,377	based on 2021 Salary and Benefits Workbook adjusted
11-123-121-3110	Travel/Meals/Conferences/Seminars	5,721	8,384	4,541	**12,500**	**3,973**	**5,633**	(6,867)	6,500	7,500	conferences limited due to COVID 2020/21
11-123-121-3120	Training and Staff Development	4,121	1,674	12,896	**12,000**	**12,984**	**8,500**	(3,500)	3,825	3,902	includes final CPA courses 2021 & MPA program 2021-23
11-123-121-3170	Memberships and Publications	2,279	2,194	3,596	**4,000**	**6,119**	**6,241**	2,241	6,366	6,494	includes CPA dues for Treasurer & Deputy + 2% over prior
	Total Administration Staff	**566,242**	**621,018**	**626,802**	**670,539**	**743,984**	**759,825**	**89,285**	**770,931**	**787,220**	
	Township Office Hickson										
11-181-121-1110	Salaries and Wages	25	935	1,159	**2,000**	**1,046**	**1,192**	(808)	1,216	1,241	Township staff maintenance at office 2.9% over 2019 actual
11-181-121-1130	Part-time Salaries and Wages	-	-	3,154	**3,500**	**-**	**3,245**	(255)	3,310	3,376	Township staff maintenance at office 2.9% over 2019 actual
11-181-121-1150	Vacation, Sick, Stats, Holidays	-	-	82	**200**	**5**	**84**	(116)	86	88	Township staff maintenance at office 2.9% over 2019 actual
11-181-121-1210	Benefits	13	276	342	**435**	**382**	**352**	(83)	359	366	Township staff maintenance at office 2.9% over 2019 actual
11-181-121-3420	Building Maintenance	9,315	10,503	13,952	**11,257**	**12,653**	**12,370**	1,113	12,992	12,672	based on 3-year rolling average actuals
11-181-121-3430	Grounds Maintenance	1,457	1,180	492	**1,043**	**1,546**	**1,073**	30	1,037	1,219	based on 3-year rolling average actuals
11-181-121-3510	Equipment Rentals - Owned	-	118	255	**85**	**240**	**242**	157	247	252	Township staff performing maintenance at office
11-181-121-3610	Electrical Power	6,997	5,643	6,013	**6,133**	**4,921**	**5,019**	(1,114)	5,120	5,222	prior year actual + 2%
11-181-121-3630	Natural Gas	977	1,063	1,007	**1,027**	**1,049**	**1,070**	43	1,091	1,113	prior year actual + 2%
11-181-121-3810	Insurance and Licences	730	892	782	**798**	**772**	**849**	51	866	884	10% inflationary adjustment over p/y actual
11-181-430-5390	Appropriation to Township Building Reserve	130,000	130,000	130,000	**132,600**	**132,600**	**-**	(132,600)	75,000	150,000	no transfer during 2021 construction year - reinstate funding halfway through 2022 split between two reserves
	Total Township Office Hickson	**149,514**	**150,609**	**157,238**	**159,078**	**155,216**	**25,497**	**(133,581)**	**101,325**	**176,432**	
	89 Loveys Street Hickson										
11-182-121-3610	Electrical Power	564	436	457	**466**	**440**	**449**	(17)	458	467	prior year actual + 2%
11-182-121-3810	Insurance and Licences	799	766	1,177	**1,201**	**748**	**823**	(378)	839	856	10% inflationary adjustment over p/y actual
	Total 89 Loveys Street Hickson	**1,363**	**1,202**	**1,634**	**1,667**	**1,188**	**1,272**	**(395)**	**1,297**	**1,323**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
CORPORATE SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
	Former PUC Office										
11-183-121-1110	Salaries and Wages	664	305	258	**300**	**1,977**	**1,995**	1,695	2,035	2,075	Township staff maintenance 0.9% over 2020 actual
11-183-121-1210	Overhead	185	90	75	**90**	**470**	**474**	384	483	493	Township staff maintenance 0.9% over 2020 actual
11-183-121-3420	Building Maintenance	335	3,386	6	**1,242**	**-**	**-**	(1,242)	-	-	Township staff maintenance 0.9% over 2020 actual
11-183-121-3430	Grounds Maintenance	459	769	628	**619**	**369**	**589**	(30)	529	496	based on 3-year rolling average actuals
11-183-121-3510	Equipment Rentals - Owned	850	383	340	**524**	**308**	**344**	(181)	331	327	based on 3-year rolling average actuals
11-183-121-3610	Electrical Power	693	548	488	**498**	**371**	**379**	(119)	386	394	prior year actual + 2%
11-183-121-3620	Water	365	398	332	**339**	**407**	**416**	77	424	432	prior year actual + 2%
11-183-121-3625	Sewer	510	629	604	**616**	**620**	**632**	16	645	657	prior year actual + 2%
11-183-121-3630	Natural Gas	839	1,086	843	**860**	**693**	**707**	(153)	721	736	prior year actual + 2%
11-183-121-3810	Insurance and Licences	90	86	95	**96**	**95**	**105**	9	107	109	10% inflationary adjustment over p/y actual
	Total Former PUC Office	**4,990**	**7,680**	**3,668**	**5,184**	**5,310**	**5,639**	**455**	**5,660**	**5,720**	
	General Administration										
11-191-121-2380	Office Equipment	681	1,699	1,443	**4,000**	**71**	**2,000**	(2,000)	2,040	2,081	technology upgrades covered off in capital projects
11-191-121-2390	Office Furniture	-	-	-	**-**	**572**	**-**	-	-	-	chairs purchased for lower level staff in 2020
11-191-121-2433	Computer Hardware and/or Software	-	-	3,034	**10,000**	**6,427**	**6,556**	(3,444)	6,687	6,820	ongoing software support costs for upgrades
11-191-121-2610	Office Supplies	7,776	7,054	6,715	**7,182**	**8,068**	**7,279**	97	7,354	7,567	based on 3-year rolling average actuals
11-191-121-3170	Memberships and Publications	160	218	230	**235**	**1,375**	**1,402**	1,167	1,431	1,459	prior year actual + 2%
11-191-121-3210	Postage and Courier	6,247	11,727	9,693	**9,887**	**7,978**	**8,137**	(1,750)	8,300	8,466	prior year actual + 2%
11-191-121-3260	Telecommunications	3,434	4,155	3,804	**3,880**	**8,181**	**8,345**	4,465	8,512	8,682	prior year actual + 2%
11-191-121-3290	Print, Advertising and Promotions	7,556	5,762	4,846	**10,000**	**3,426**	**3,495**	(6,505)	3,565	3,636	prior year actual + 2%
11-191-121-3310	Professional Services	100,726	157,749	73,430	**91,090**	**66,226**	**38,101**	(52,989)	40,006	42,007	prior year actual net of DC study funding
11-191-121-3320	Consulting Services	-	-	4,986	**-**	**558**	**5,000**	5,000	-	-	Pay Equity study planned for 2021 done in-house
11-191-121-3325	IT Services	-	-	167	**-**	**490**	**7,333**	7,333	-	-	SWIFT contribution to additional project North of Hickson
11-191-121-3450	Equipment Maintenance/Lease Costs	12,826	12,908	8,462	**11,399**	**12,083**	**12,325**	926	12,571	12,823	prior year actual + 2%
11-191-121-3810	Insurance and Licences	71,912	73,650	71,199	**72,623**	**81,665**	**89,832**	17,209	91,628	93,461	10% inflationary adjustment over p/y actual
11-191-121-5390	Appropriation to Office Equip & IT Reserve	20,000	20,000	20,000	**25,400**	**1,176,504**	**30,908**	5,508	31,526	32,157	transfer for equipment purchases inflated 2% annually
11-191-430-5390	Appropriation to Election Reserve	6,250	6,250	6,250	**6,375**	**6,375**	**6,503**	128	6,633	6,765	transfer for election every 4-years inflated 2% annually
11-191-121-5390	Appropriation to Rural Broadband Reserve			125,000		**125,000**	**128,000**	128,000	130,560	133,171	should be approximately 2% of general levy annually
	Total General Administration	**237,568**	**301,173**	**339,260**	**252,071**	**1,505,000**	**355,215**	**103,144**	**350,812**	**359,094**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
	Police Services Board										
Conferences and Seminars											
11-252-112-1120	PSB - Taxable	1,626	259	-	1,142	427	431	(711)	440	448	based on 0.9% for 2021 over COVID limited 2020
11-252-112-1210	Benefits	19	5	-	26	8	8	(17)	9	9	based on 0.9% for 2021 over COVID limited 2020
11-252-112-3110	Travel/Meals/Conferences/Seminars	144	977	838	653	486	536	(117)	666	563	based on 3-year rolling average actuals
	Subtotal Conferences and Seminars	*1,789*	*1,241*	*838*	*1,821*	*922*	*975*	*(846)*	*1,115*	*1,020*	
Administration											
11-252-121-1120	PSB - Taxable	2,781	3,526	4,641	4,733	3,995	4,775	42	4,871	4,968	based on 2.9% over 2019 actual
11-252-121-1210	Benefits	101	113	112	115	87	116	1	118	120	based on 2.9% over 2019 actual
11-252-121-3110	Travel/Meals/Conferences/Seminars	(633)	500	534	134	-	345	211	293	213	based on 3-year rolling average actuals
11-252-121-3170	Memberships and Publications	684	694	714	728	728	742	14	757	772	based on an estimated 2% increase per year
11-252-121-3290	Print, Advertising and Promotion	70	128	(85)	38	-	14	(24)	(24)	(3)	based on 3-year rolling average actuals
11-252-121-3810	Insurance and Licences	201	201	201	205	188	207	2	211	215	10% inflationary adjustment over p/y actual
	Subtotal Administration	*3,204*	*5,162*	*6,117*	*5,953*	*4,997*	*6,199*	*246*	*6,226*	*6,285*	
	Total Police Services Board	**4,993**	**6,403**	**6,955**	**7,774**	**5,919**	**7,174**	**(599)**	**7,341**	**7,305**	
	Township Policing										
11-253-121-1150	Vacation, Sick, Stats, Holidays	-	-	129	131	113	133	2	135	138	based on 2.9% over 2019 actual
11-253-121-1210	Benefits	-	-	148	151	160	152	1	155	158	based on 2.9% over 2019 actual
11-253-121-3410	Contracted Services	943,698	920,820	951,300	961,205	958,460	1,192,550	231,345	1,192,909	1,216,768	OPP estimate includes enhanced officer & one-time costs
11-253-121-3411	RIDE Program	4,184	4,986	11,522	6,897	1,328	5,945	(952)	6,265	4,513	based on 3-year rolling average actuals
11-253-121-3420	Building - Repairs and Maintenance	4,670	3,800	3,783	4,084	4,390	3,991	(93)	4,055	4,145	based on 3-year rolling average actuals
11-253-121-3425	Facility Rental Expense	11,887	6,416	-	9,863	9,863	10,060	197	10,261	10,467	2% annual increase recovered to Tavistock FS
	Total Township Policing	**964,439**	**936,022**	**966,881**	**982,332**	**974,313**	**1,212,831**	**230,499**	**1,213,781**	**1,236,188**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
CORPORATE SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
	By-law Enforcement										
11-261-121-1110	Salaries and Wages	16,395	19,010	16,316	**19,549**	**16,949**	**17,102**	(2,447)	17,444	17,793	based on 2021 Salary and Benefits Workbook adjusted
11-261-121-1150	Vacation, Sick, Stats, Holidays	1,346	2,209	1,475	**2,921**	**2,158**	**2,177**	(744)	2,221	2,265	based on 2021 Salary and Benefits Workbook adjusted
11-261-121-1210	Benefits	1,998	2,451	2,053	**2,639**	**2,210**	**2,230**	(409)	2,275	2,320	based on 2021 Salary and Benefits Workbook adjusted
11-261-121-3170	Memberships and Publications	182	110	265	**21**	**236**	**241**	220	246	250	based on an estimated 2% increase per year
11-261-121-3110	Travel/Meals/Conferences/Seminars	-	20	20	**270**	**142**	**145**	(125)	148	151	based on an estimated 2% increase per year
11-261-121-3120	Training and Staff Development	-	-	76	**78**	**-**	**-**	(78)	-	-	based on an estimated 2% increase per year
11-261-121-3290	Print, Advertising and Promotion	-	-	-	**250**	**209**	**213**	(37)	217	222	based on an estimated 2% increase per year
11-261-121-3310	Professional Services	-	935	-	**1,000**	**247**	**500**	(500)	510	520	reduce budget as no additional services required lately
	Total By-law Enforcement	**19,921**	**24,735**	**20,205**	**26,727**	**22,152**	**22,608**	**(4,119)**	**23,060**	**23,521**	
	Animal Control										
11-281-121-3360	Animal Collection and Pound Services	9,535	10,310	8,777	**8,952**	**9,258**	**9,443**	491	9,632	9,824	prior year actual + 2%
	Total Animal Control	**9,535**	**10,310**	**8,777**	**8,952**	**9,258**	**9,443**	**491**	**9,632**	**9,824**	
	Livestock Claims										
11-282-121-1132	Livestock Evaluators - Salaries and Wages	-	-	-	**500**	**-**	**250**	(250)	250	250	reduce to 1/2 for placeholder if needed
11-282-121-3910	Livestock Claims	-	-	-	**1,000**	**-**	**500**	(500)	500	500	reduce to 1/2 for placeholder if needed
	Total Livestock Claims	**-**	**-**	**-**	**1,500**	**-**	**750**	**(750)**	**750**	**750**	
	Crossing Guards										
11-381-121-1110	Salaries and Wages	-	-	241	**246**	**-**	**-**	(246)	-	-	no budget required here
11-381-121-1130	Part-time Salaries and Wages	26,956	30,974	29,885	**30,483**	**24,559**	**30,752**	269	31,367	31,994	based on 2.9% over 2019 actual for 2021
11-381-121-1150	Vacation, Sick, Stats, Holidays	1,935	3,923	2,546	**2,597**	**2,796**	**2,620**	23	2,672	2,725	based on 2.9% over 2019 actual for 2021
11-381-121-1210	Benefits	2,201	2,781	2,567	**2,618**	**2,154**	**2,641**	23	2,694	2,748	based on 2.9% over 2019 actual for 2021
11-381-121-3110	Meals/Meeting Expenses	127	248	122	**125**	**-**	**125**	(0)	127	130	prior 2019 actual + 2% (normal year)
	Total Crossing Guards	**31,219**	**37,926**	**35,361**	**36,068**	**29,509**	**36,137**	**69**	**36,860**	**37,597**	

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CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
	Cemeteries										
12th Line Baptist Cemetery											
11-581-121-2910	Municipal Grant	625	625	625	**625**	**665**	**665**	40	665	665	based on actual expenditure annually
Vandecar Cemetery											
11-582-121-2910	Municipal Grant	475	475	475	**475**	**475**	**475**	-	475	475	based on actual expenditure annually
17th Line Evangelical Cemetery											
11-583-121-2910	Municipal Grant	500	500	500	**500**	**500**	**500**	-	500	500	based on actual expenditure annually
Brickyard Cemetery											
11-584-121-2910	Municipal Grant	500	-	500	**500**	**500**	**500**	-	500	500	based on actual expenditure annually
	Total Cemeteries	**2,100**	**1,600**	**2,100**	**2,100**	**2,140**	**2,140**	**40**	**2,140**	**2,140**	
	Seniors' Picnic										
11-631-121-2910	Municipal Grant	622	318	-	**-**	**-**	**-**	-	-	-	discontinued for future budgets
	Total Seniors' Picnic	**622**	**318**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
	Planning and Zoning Administration										
11-811-121-3260	Telecommunications	455	532	487	**497**	**96**	**-**	*(497)*	-	-	included in Township Admin budget
11-811-121-3290	Print, Advertising and Promotion	1,695	2,397	2,461	**2,510**	**3,404**	**3,472**	962	3,541	3,612	prior year actual + 2%
11-811-121-3320	Consulting Services	-	-	-	**-**	**-**	**100,000**	100,000	-	-	undertake secondary planning report & design guidance
11-811-121-3310	Engineering Services	916	-	56,391	**30,000**	**41,656**	**30,000**	-	30,000	30,000	engineering & consulting expenses offset by securities
	Total Planning and Zoning Administration	**3,066**	**2,929**	**59,339**	**33,007**	**45,155**	**133,472**	**100,465**	**33,541**	**33,612**	
	Economic Development										
11-812-121-3310	Professional Services	30,000	33,300	36,630	**40,293**	**40,293**	**40,293**	-	41,099	41,921	2021 ROEDC Budget same as 2020
	Total Economic Development	**30,000**	**33,300**	**36,630**	**40,293**	**40,293**	**40,293**	**-**	**41,099**	**41,921**	
	North Oxford Transit Program										
11-812-121-3310	Professional Services	-	-	-	**-**	**-**	**33,750**	33,750	68,850	70,227	1/2 year of costs for 2021 & full year 2022/3
	Total North Oxford Transit	**-**	**-**	**-**	**-**	**-**	**33,750**	**33,750**	**68,850**	**70,227**	

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CORPORATE SERVICES CAPITAL EXPENDITURES											
	Council										
12-111-430-5110	Equipment and Vehicles	2,179	6,374		-		-	-	-	15,154	2022 new Council computers
	Total Council	**2,179**	**6,374**	**-**	**-**	**-**	**-**	**-**	**-**	**15,154**	
	Township Office Hickson										
12-181-121-2390	Office Furniture	-	-	6,132	**-**	**2,865**	**-**	-	-	-	furnishings included in New Building Construction budget
12-181-121-2310	Equipment and Vehicles	-	-	15,686	**13,750**	**12,739**	**-**	(13,750)	-	-	phone system upgrade and new IT equipment 2020
12-181-121-3300	Construction	-	-	11,096	**2,750,000**	**17,796**	**-**	(2,750,000)	-	-	2021 Township office build carried forward from 2020
	Total Township Office Hickson	**-**	**-**	**32,914**	**2,763,750**	**33,400**	**-**	**(2,763,750)**	**-**	**-**	
	General Administration										
12-191-121-2433	Computer Software and Hardware	-	-	-	**-**	**32,717**	**100,000**	-	-	-	2021 Computer Software upgrades as approved by Council
12-191-430-5110	Equipment and Vehicles	22,142	-		-	-	**-**	-	-	-	
	Total General Administration	**22,142**	**-**	**-**	**-**	**32,717**	**100,000**	**100,000**	**-**	**-**	
	Municipal Election										
12-191-430-5110	Four-Year Event Costs	-	1,703		-		**-**	-	21,649	-	2022 Municipal Election
	Total Municipal Election	**-**	**1,703**	**-**	**-**	**-**	**-**	**-**	**21,649**	**-**	
	North Oxford Transit Program										
12-191-430-5110	Equipment and Vehicles	-	-	-	-	-	**120,000**	120,000	25,000	25,000	transit vehicle acquisition and planning
	Total North Oxford Transit Program	**-**	**-**	**-**	**-**	**-**	**120,000**	**120,000**	**25,000**	**25,000**	
	Total Corporate Services Capital Expenditures	***24,321***	***8,077***	***32,914***	***2,763,750***	***66,117***	***220,000***	***(2,543,750)***	***21,649***	***15,154***	

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2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES REVENUES											
	Council										
12-111-430-0952	Contributions from Reserve	2,000	5,374		-		-	-	-	15,154	
	Total Council	**2,000**	**5,374**	**-**	**-**	**-**	**-**	**-**	**-**	**15,154**	
	Township Office Hickson										
12-181-021-0513	Sundry Revenue	-	-	-	**-**	**246**	**-**	-	-	-	
12-181-021-0600	Donations	-	-	-	**25,000**	**-**	**-**	(25,000)	-	-	Hickson Lions proposed contribution to community room
12-181-071-0952	Contributions from Reserve	-	-	32,914	**2,738,750**	**33,154**	**-**	(2,738,750)	-	-	borrow internally from reserves including Modernization, etc
11-181-071-0952	Contributions from Reserve	-	-	125,000	**-**	**125,000**	**-**	-	-	-	transfer from Modernization reserve to Fibre for 2019-20
	Total Township Office Hickson	**-**	**-**	**157,914**	**2,763,750**	**158,400**	**-**	**(2,763,750)**	**-**	**-**	
	Former PUC Office										
11-183-021-0574	Facility Rentals	-	-	1,000	**-**	**500**	**-**	-	-	-	revenue unanticipated
	Total Former PUC Office	**-**	**-**	**1,000**	**-**	**500**	**-**	**-**	**-**	**-**	
	General Administration										
11-191-006-0360	Student Grants	-	-	-	**-**	**2,694**	**2,500**	2,500	-	-	to offset Office Summer Student co-op
11-191-021-0511	Tax Certificates	11,155	6,565	4,905	**7,542**	**5,805**	**5,000**	(2,542)	5,000	5,000	based on 125 certificates @ $40.00
11-191-021-0513	Sundry Revenue	3,588	1,534	1,469	**2,197**	**3,791**	**2,264**	67	2,508	2,854	based on 3-year rolling average actuals
11-191-021-0514	Waste Management Services	3,620	3,791	115	**3,625**	**7,590**	**7,500**	3,875	7,500	7,500	$2.50/household @ 3,000 households
11-191-021-0523	Contributions from Developers	-	-	4,986	**28,125**	**558**	**-**	(28,125)	-	-	
11-191-021-0575	Criminal Record Check Fees	2,570	3,670	4,300	**3,513**	**953**	**-**	(3,513)	-	-	no longer being done through the Township office
11-191-021-0722	Lottery Licences	227	308	248	**261**	**-**	**178**	(83)	162	113	based on 3-year rolling average actuals
11-191-021-0725	Building Permit Admin Fee	-	-	-	**-**	**48,930**	**25,000**	25,000	25,000	25,000	previously budgeted in Building with staff support here
11-191-021-0763	Sales of Maps, Copies, Faxes, etc.	15	7	18	**13**	**13**	**12**	(1)	11	12	based on 3-year rolling average actuals
11-191-021-0933	Prior Year Surplus	-	-	-	**-**	**1,148,055**	**-**	-	-	-	prior year surplus transferred to Rate Stabilization 2020
12-191-021-0952	Contributions from Reserves	-	-	20,000	**25,000**	**32,717**	**107,333**	82,333	-	-	2021 Software upgrades as approved by Council
	Total General Administration	**21,175**	**15,875**	**36,041**	**70,276**	**1,251,106**	**149,787**	**79,511**	**40,181**	**40,480**	
	Municipal Election										
12-191-071-0952	Contributions from Election Reserve	-	-		-		-	-	21,649	-	2022 Municipal Election
	Total Municipal Election	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**21,649**	**-**	

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
CORPORATE SERVICES REVENUES (cont'd)											
	Township Policing										
11-253-006-0331	Police Specific Grant	30,000	32,951	4,603	**30,000**	**24,857**	**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**	**6,382**	**6,467**	-	6,500	6,500	as actually received in 2019
11-253-021-0952	Contributions from Reserves	-	-	-	**-**	**-**	**195,817**	195,817	115,191	57,595	fully fund the enhanced officer position + start-up costs
	Total Township Policing	**36,668**	**39,652**	**11,070**	**36,467**	**31,239**	**232,284**	**195,817**	**151,691**	**94,095**	
	By-law Enforcement										
11-261-021-0811	Fines	-	475	375	**500**	**-**	**-**	(500)	-	-	no budget for 2021 or forward
	Total By-law Enforcement	**-**	**475**	**375**	**500**	**-**	**-**	**(500)**	**-**	**-**	
	Animal Control										
11-281-021-0724	Dog Licences	120	120	60	**100**	**60**	**60**	(40)	60	60	dog kennel licensing
	Total Animal Control	**120**	**120**	**60**	**100**	**60**	**60**	**(40)**	**60**	**60**	
	Planning and Zoning Administration										
11-811-021-0581	Minor Variance and Zoning Change Application Fees	7,025	8,825	11,425	**9,092**	**6,920**	**7,590**	(1,502)	7,778	7,429	based on 3-year rolling average actuals
11-811-021-0598	Expense Recovery	-	-	5,165	**30,000**	**41,656**	**30,000**	-	30,000	30,000	offset Engineering Services from security deposits
11-811-021-0523	Contributions from Developers						**72,090**				secondary planning report & design guidelines
	Total Planning and Zoning Administration	**7,025**	**8,825**	**16,590**	**39,092**	**48,576**	**109,680**	**70,588**	**37,778**	**37,429**	
	Economic Development										
11-812-071-0952	Contributions from Reserves	-	-	-	**-**	**-**	**30,000**	30,000	-	-	utilize one-time reserve funding from 2013 EcDev Rsv
	Total Economic Development	**-**	**-**	**-**	**-**	**-**	**30,000**	**30,000**	**-**	**-**	
	North Oxford Transit Program										
TBD	Upper-tier Grant Funding	-	-	-	**-**	**-**	**120,000**	120,000	25,000	25,000	capital funding for transit vehicle acquisition and planning
	Total North Oxford Transit Program	**-**	**-**	**-**	**-**	**-**	**120,000**	**120,000**	**25,000**	**25,000**	
Check		0	0	(0)	-	(0)	(0)	(0)	(0)	0	

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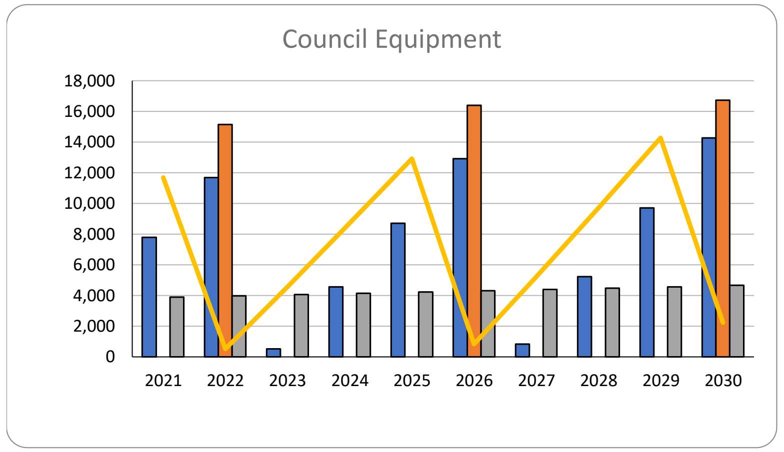
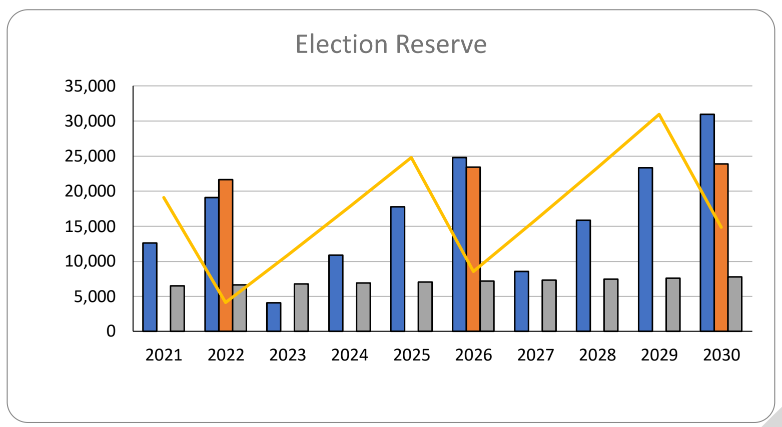


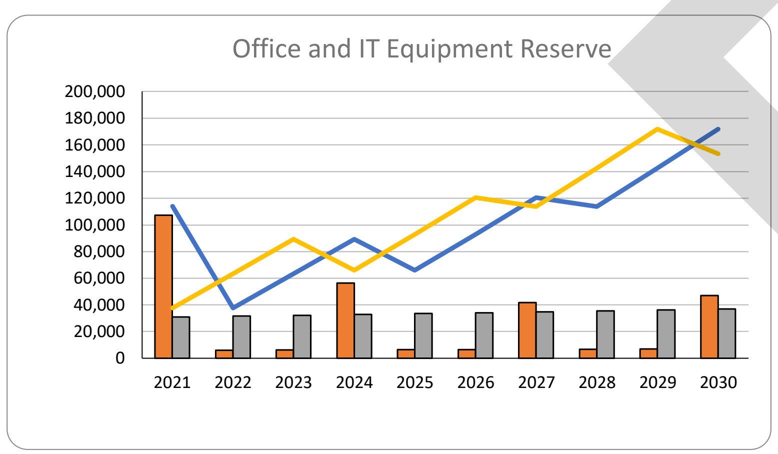
11-942-942-9808
Council Equipment

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**7,783**	**3,902**	**0**	**11,685**
2022	11,685	**3,980**	15,154	**510**
2023	510	**4,059**	0	**4,569**
2024	4,569	**4,140**	0	**8,710**
2025	8,710	**4,223**	0	**12,933**
2026	12,933	**4,308**	16,403	**837**
2027	837	**4,394**	0	**5,231**
2028	5,231	**4,482**	0	**9,712**
2029	9,712	**4,571**	0	**14,284**
2030	14,284	**4,663**	16,731	**2,215**



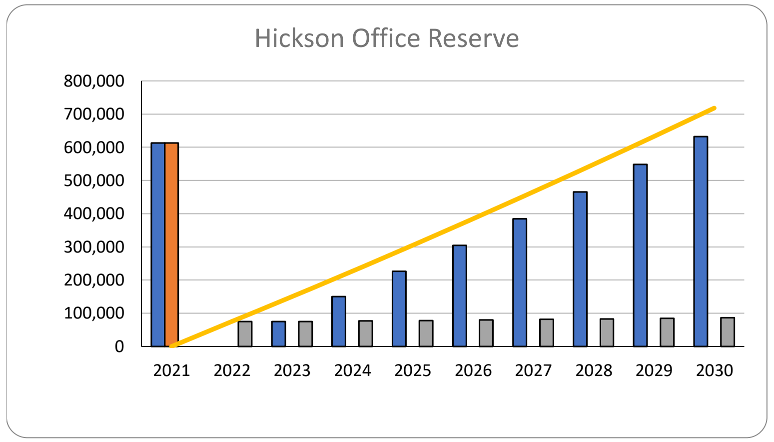
11-942-942-9857
Election Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**12,625**	**6,503**	**0**	**19,128**
2022	19,128	**6,633**	21,649	**4,111**
2023	4,111	**6,765**	0	**10,877**
2024	10,877	**6,901**	0	**17,777**
2025	17,777	**7,039**	0	**24,816**
2026	24,816	**7,179**	23,433	**8,562**
2027	8,562	**7,323**	0	**15,885**
2028	15,885	**7,469**	0	**23,354**
2029	23,354	**7,619**	0	**30,973**
2030	30,973	**7,771**	23,902	**14,842**



11-942-942-9807
Office and IT Equipment Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**114,173**	**30,908**	**107,333**	**37,748**
2022	37,748	31,526	6,000	**63,274**
2023	63,274	32,157	6,120	**89,311**
2024	89,311	32,800	56,242	**65,868**
2025	65,868	33,456	6,367	**92,957**
2026	92,957	34,125	6,495	**120,587**
2027	120,587	34,807	41,624	**113,770**
2028	113,770	35,504	6,757	**142,517**
2029	142,517	36,214	6,892	**171,838**
2030	171,838	36,938	47,030	**153,313**

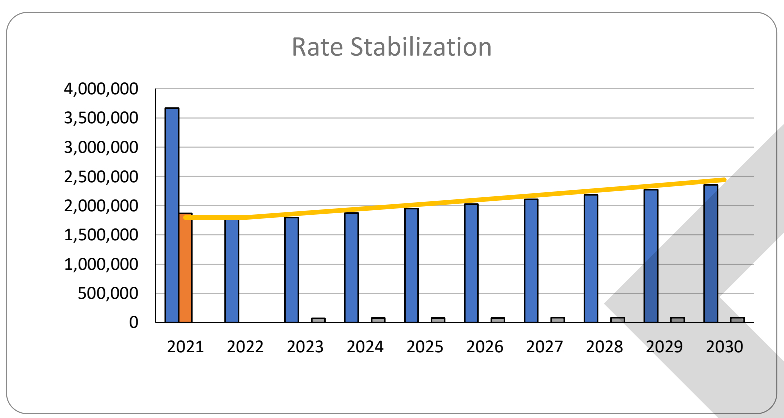


11-942-942-9806
Hickson Office Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
2021	**613,444**	**0**	**613,444**	**0**	
2022	0	75,000	0	**75,000**	
2023	75,000	75,000	0	**150,000**	Building funding replenished @ $75,000 per year 2023-2030 (split 50/50 with Rate Stabilization Reserve)
2024	150,000	76,500	0	**226,500**	
2025	226,500	78,030	0	**304,530**	
2026	304,530	79,591	0	**384,121**	
2027	384,121	81,182	0	**465,303**	
2028	465,303	82,806	0	**548,109**	
2029	548,109	84,462	0	**632,571**	
2030	632,571	86,151	0	**718,723**	

11-942-942-9805
Service Modernization

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
2021	**266,947**	**0**	**266,947**	**0**	*Used for Rural Broadband & Office Building*



11-942-942-9802
Rate Stabilization

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
2021	**3,666,974**	**0**	**1,869,610**	**1,797,364**	
2022	1,797,364	0	0	**1,797,364**	
2023	1,797,364	75,000	0	**1,872,364**	Building funding replenished @ $75,000 per year 2023-2030 (split 50/50 with Rate Stabilization Reserve)
2024	1,872,364	76,500	0	**1,948,864**	
2025	1,948,864	78,030	0	**2,026,894**	
2026	2,026,894	79,591	0	**2,106,485**	
2027	2,106,485	81,182	0	**2,187,667**	
2028	2,187,667	82,806	0	**2,270,473**	
2029	2,270,473	84,462	0	**2,354,936**	
2030	2,354,936	86,151	0	**2,441,087**	

Township of East Zorra-Tavistock
CORPORATE SERVICES
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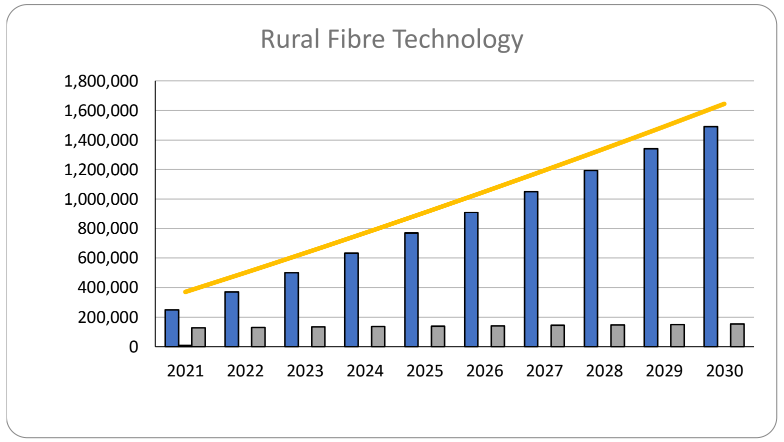
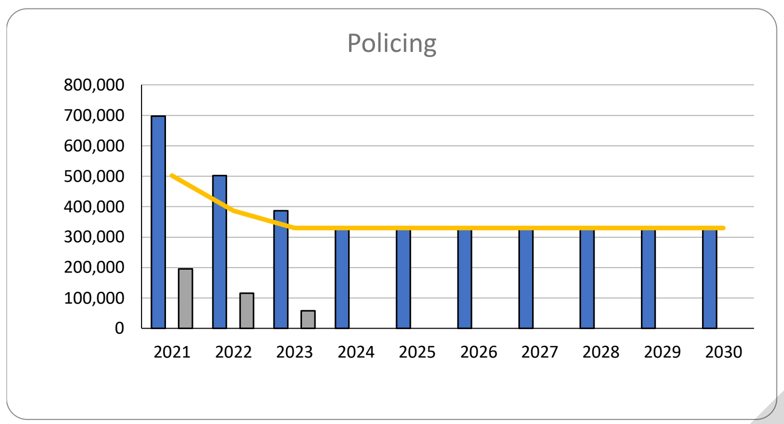


11-942-942-9804
Rural Fibre Technology

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**250,000**	**128,000**	**7,333**	**370,667**
2022	370,667	130,560	0	**501,227**
2023	501,227	133,171	0	**634,398**
2024	634,398	135,835	0	**770,233**
2025	770,233	138,551	0	**908,784**
2026	908,784	141,322	0	**1,050,106**
2027	1,050,106	144,149	0	**1,194,255**
2028	1,194,255	147,032	0	**1,341,287**
2029	1,341,287	149,972	0	**1,491,259**
2030	1,491,259	152,972	0	**1,644,231**



11-942-942-9859
Policing

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**697,727**	**0**	**195,817**	**501,910**
2022	501,910	0	115,191	**386,719**
2023	386,719	0	57,595	**329,124**
2024	329,124	0	0	**329,124**
2025	329,124	0	0	**329,124**
2026	329,124	0	0	**329,124**
2027	329,124	0	0	**329,124**
2028	329,124	0	0	**329,124**
2029	329,124	0	0	**329,124**
2030	329,124	0	0	**329,124**

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Hickson Fire Department	211,611	180,488	194,391	208,876	186,611	212,965	4,089	217,829	221,642	
Innerkip Fire Department	130,730	135,678	141,062	156,621	138,857	154,544	(2,077)	156,141	158,890	
Tavistock Fire Department	181,562	175,304	204,482	217,266	157,926	208,696	(8,570)	213,396	214,938	
Township Fire Department	316,472	421,922	496,247	568,677	502,739	583,731	15,054	626,440	638,495	
Community Emergency Management	9,091	8,453	15,588	25,536	23,526	26,706	1,170	17,072	17,396	
Capital Expenditures	27,157	473,641	119,666	468,000	125,766	853,300	385,300	225,000	45,000	
TOTALS	**876,623**	**1,395,486**	**1,171,435**	**1,644,976**	**1,135,425**	**2,039,942**	**394,966**	**1,455,877**	**1,296,360**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Contributions from Developers	-	-	37,101	-	-	-	-	-	-	
Cost Recoveries	-	-	5,607	1,869	6,677	6,811	4,942	4,496	5,995	
Donations	8,820	1,690	930	-	700	-	-	-	-	
Interfund Transfers	-	-	-	-	41,653	-	-	-	-	
Licences, Permits and Rents	11,887	6,416	-	6,101	9,863	10,060	3,959	10,261	10,467	
Non-Specific Grants	-	-	23,150	-	-	6,300	6,300	-	-	
Prior Year Surplus	-	-	-	-	34,273	-	-	-	-	
Sale of Vehicles/Equipment	-	-	7,615	-	-	-	-	-	-	
Sundry Revenue	1,342	12,096	28,300	7,239	6,082	-	(7,239)	3,274	3,000	
Transfers from Reserves and Reserve Funds	60,000	9,209	35,120	350,000	63,639	781,000	431,000	180,000	-	
User Fees and Charges	21,409	19,315	-	13,575	14,106	10,000	(3,575)	10,000	10,000	
TOTALS	**103,458**	**48,726**	**137,823**	**378,784**	**176,993**	**814,171**	**435,387**	**208,031**	**29,462**	
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET	**773,165**	**1,346,760**	**1,033,612**	**1,266,192**	**958,431**	**1,225,771**	**(40,422)**	**1,247,846**	**1,266,898**	

Revision Date: 2021-04-12

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES											
	Hickson Fire Department										
Departmental Expenditures											
11-211-121-1130	Part-Time Salaries and Wages	134,355	94,629	118,148	**120,513**	**83,751**	**121,574**	1,061	124,005	126,486	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-211-121-1135	Salaries and Wages - Training	9,038	15,064	3,870	**3,948**	**3,674**	**3,983**	35	4,062	4,144	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-211-121-1210	Benefits	8,493	8,110	7,918	**8,077**	**7,441**	**8,148**	71	8,311	8,477	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-211-121-2330	Communications Equipment	5,141	6,358	1,663	**1,697**	**653**	**1,697**	(0)	1,731	1,765	based on 2% increase over 2019 year actuals
11-211-121-2380	Equipment and Tools	11,928	7,278	10,750	**12,167**	**13,601**	**10,543**	(1,624)	11,631	11,925	based on 3-year rolling average actuals
11-211-121-2510	Uniforms	-	-	560	**250**	**-**	**250**	-	250	250	placeholder for unanticipated expense
11-211-121-2610	Office Supplies	105	1,068	192	**455**	**141**	**467**	12	267	292	based on 3-year rolling average actuals
11-211-121-3110	Travel/Meals/Conference/Seminars	58	-	-	**250**	**109**	**250**	-	250	250	placeholder for unanticipated expense
11-211-121-3120	Training and Staff Development	161	-	-	**250**	**1,197**	**250**	-	250	250	placeholder for unanticipated expense
11-211-121-3135	Certifications (medicals & licence renewals)	-	-	-	**3,000**	**-**	**3,000**	-	3,060	3,121	$100/medical & $50/renewal x 20 firefighters
11-211-121-3170	Memberships and Publications	-	120	-	**40**	**-**	**40**	-	13	18	based on 3-year rolling average actuals
11-211-121-3210	Postage and Courier	99	25	52	**59**	**-**	**26**	(33)	26	17	based on 3-year rolling average actuals
11-211-121-3260	Telecommunications	2,132	2,177	2,418	**2,467**	**844**	**861**	(1,605)	878	896	based on 2% increase over prior years actuals
11-211-121-3270	Alarm/Dispatch	5,924	6,362	8,540	**8,711**	**9,003**	**9,183**	473	9,367	9,554	based on 2% increase over prior years actuals
11-211-121-3420	Building Maintenance	3,770	835	2,983	**5,000**	**2,149**	**2,192**	(2,808)	2,235	2,280	based on 2% increase over prior years actuals
11-211-121-3430	Grounds Maintenance	1,109	760	-	**3,000**	**1,210**	**1,234**	(1,766)	1,259	1,284	based on 2% increase over prior years actuals
11-211-121-3610	Electrical Power	2,659	2,048	1,696	**2,500**	**1,851**	**1,888**	(612)	1,925	1,964	based on 2% increase over prior years actuals
11-211-121-3630	Natural Gas	1,501	1,939	1,741	**1,776**	**1,314**	**1,340**	(435)	1,367	1,395	based on 2% increase over prior years actuals
11-211-121-3810	Insurance and Licences	5,166	7,318	7,415	**7,563**	**11,056**	**12,161**	4,599	12,404	12,652	10% inflationary adjustment over p/y actual
12-211-071-8600	Transfer to Capital	-	-	-	**-**	**22,105**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
	Subtotal Departmental Expenditures	*191,639*	*154,090*	*167,946*	***181,721***	***160,100***	***179,086***	*(2,635)*	*183,293*	*187,020*	
FD Incident Response											
11-211-123-3110	Incident Expenses	1,122	1,054	885	**1,020**	**111**	**683**	(337)	560	451	based on 3-year rolling average actuals
	Subtotal FD Incident Response	*1,122*	*1,054*	*885*	***1,020***	***111***	***683***	*(337)*	*560*	*451*	

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Hickson Fire Department (cont'd)										
FD Training and Practice											
11-211-124-3110	Travel/Meals/Conference/Seminars	1,992	-	1,197	**1,063**	**-**	**1,595**	532	1,595	1,462	2021 estimate based on average of 2019 & 2017
11-211-124-3120	Training and Staff Development	3,344	2,424	4,085	**5,000**	**2,971**	**3,160**	(1,840)	3,405	3,179	based on 3-year rolling average actuals
	Subtotal FD Training and Practice	*5,336*	*2,424*	*5,282*	***6,063***	***2,971***	***4,755***	*(1,308)*	*5,000*	*4,641*	
Fire Prevention											
11-211-131-2380	Operating Equipment	-	-	501	**700**	**-**	**500**	(200)	500	500	placeholder for unanticipated expense
	Subtotal Fire Prevention	*-*	*-*	*501*	***700***	***-***	***500***	*(200)*	*500*	*500*	
Fire Public Education											
11-211-132-2380	Operating Equipment	534	545	511	**700**	**461**	**506**	(194)	492	486	based on 3-year rolling average actuals
	Subtotal Fire Public Education	*534*	*545*	*511*	***700***	***461***	***506***	*(194)*	*492*	*486*	
2019 Kawasaki UTV											
11-211-800-2210	Fuel and Lubricants	-	-	-	**-**	**-**	**500**	500	510	520	annual requirement plus 2% inflationary increase
11-211-800-2370	Repairs - Parts and Labour	-	-	-	**-**	**947**	**1,000**	1,000	1,020	1,040	based on 2% increase over prior years actuals
	Subtotal 2019 Kawasaki UTV	*-*	*-*	*-*	***-***	***947***	***1,500***	*1,500*	*1,530*	*1,561*	

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Hickson Fire Department (cont'd)										
2001 Ford Sterling Pumper											
11-211-801-2210	Fuel and Lubricants	151	25	734	**900**	**630**	**748**	(152)	763	778	based on 2% increase over 2019 year actuals
11-211-801-2370	Repairs - Parts and Labour	1,383	6,870	3,008	**5,000**	**7,546**	**7,696**	2,696	7,850	8,007	based on 2% increase over prior years actuals
11-211-801-3810	Insurance and Licences	1,281	945	971	**990**	**-**	**-**	(990)	-	-	budgeted at the department level for 2021+
	Subtotal 2001 Ford Sterling Pumper	*2,815*	*7,840*	*4,713*	***6,890***	***8,176***	***8,445***	*1,555*	*8,614*	*8,786*	
2007 Freightliner Tanker											
11-211-802-2210	Fuel and Lubricants	182	13	597	**1,200**	**456**	**609**	(591)	621	634	based on 2% increase over 2019 year actuals
11-211-802-2370	Repairs - Parts and Labour	4,832	10,048	8,643	**5,000**	**5,561**	**8,816**	3,816	8,993	9,173	based on 2% increase over 2019 year actuals
11-211-802-3810	Insurance and Licences	1,281	945	873	**891**	**-**	**-**	(891)	-	-	budgeted at the department level for 2021+
	Subtotal 2007 Freightliner Tanker	*6,295*	*11,006*	*10,114*	***7,091***	***6,017***	***9,426***	*2,335*	*9,614*	*9,806*	
2006 Rescue Van											
11-211-803-2210	Fuel and Lubricants	140	132	277	**800**	**200**	**283**	(517)	288	294	based on 2% increase over 2019 year actuals
11-211-803-2370	Repairs - Parts and Labour	2,512	2,521	3,288	**3,000**	**7,630**	**7,782**	4,782	7,938	8,097	based on 2% increase over prior years actuals
11-211-803-3810	Insurance and Licences	1,218	876	873	**891**	**-**	**-**	(891)	-	-	budgeted at the department level for 2021+
	Subtotal 2006 Rescue Van	*3,870*	*3,529*	*4,438*	***4,691***	***7,830***	***8,065***	*3,374*	*8,226*	*8,391*	
	Total Hickson Fire Department	**211,611**	**180,488**	**194,391**	**208,876**	**186,611**	**212,965**	**4,089**	**217,829**	**221,642**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Innerkip Fire Department										
Departmental Expenditures											
11-222-121-1130	Part-Time Salaries and Wages	67,640	55,274	70,433	**71,419**	**51,848**	**72,475**	1,056	73,925	75,403	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-222-121-1135	Salaries and Wages - Training	3,992	8,180	3,797	**3,873**	**3,367**	**3,907**	34	3,985	4,065	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-222-121-1210	Benefits	7,088	7,237	7,005	**7,380**	**6,805**	**7,208**	(172)	7,352	7,499	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-222-121-2330	Communications Equipment	3,638	5,776	688	**701**	**3,116**	**3,179**	2,478	3,242	3,307	based on 2% increase over prior years actuals
11-222-121-2380	Equipment and Tools	7,754	8,674	8,836	**12,167**	**11,073**	**10,000**	(2,167)	10,200	10,424	based on 3-year rolling average actuals
11-222-121-2510	Uniforms	-	-	-	**250**	**-**	**250**	-	250	250	placeholder for unanticipated expense
11-222-121-2610	Office Supplies	19	9	-	**9**	**17**	**9**	(0)	8	11	based on 3-year rolling average actuals
11-222-121-3110	Travel/Meals/Conference/Seminars	102	274	80	**250**	**837**	**250**	-	250	250	placeholder for unanticipated expense
11-222-121-3120	Training and Staff Development	34	-	-	**250**	**262**	**250**	-	250	250	placeholder for unanticipated expense
11-222-121-3135	Certifications (medicals & licence renewals)	-	-	-	**3,000**	**-**	**3,000**	-	3,060	3,121	$100/medical & $50/renewal x 20 firefighters
11-222-121-3170	Memberships and Publications	50	120	-	**57**	**-**	**40**	(17)	13	18	based on 3-year rolling average actuals
11-222-121-3210	Postage and Courier	68	-	20	**29**	**14**	**11**	(18)	15	13	based on 3-year rolling average actuals
11-222-121-3260	Telecommunications	1,623	779	2,075	**2,250**	**846**	**863**	(1,387)	880	898	based on 2% increase over prior years actuals
11-222-121-3270	Alarm/Dispatch	6,099	6,362	8,540	**8,711**	**9,003**	**9,183**	472	9,367	9,554	based on 2% increase over prior years actuals
11-222-121-3325	IT Services	-	-	-	**-**	**805**	**1,000**	1,000	1,000	1,000	County IT support at station for Township internet
11-222-121-3420	Building Maintenance	542	6,121	709	**5,000**	**538**	**2,456**	(2,544)	1,234	1,410	based on 3-year rolling average actuals
11-222-121-3430	Grounds Maintenance	4,930	5,916	6,075	**5,640**	**5,552**	**5,848**	208	5,825	5,742	based on 3-year rolling average actuals
11-222-121-3610	Electrical Power	1,642	2,124	1,770	**2,500**	**1,895**	**1,933**	(567)	1,972	2,011	based on 2% increase over prior years actuals
11-222-121-3620	Water	1,307	2,107	951	**970**	**416**	**424**	(546)	433	441	based on 2% increase over prior years actuals
11-222-121-3625	Sewer	856	792	445	**454**	**335**	**342**	(112)	349	356	based on 2% increase over prior years actuals
11-222-121-3630	Natural Gas	2,011	2,027	1,807	**1,843**	**2,278**	**2,323**	480	2,370	2,417	based on 2% increase over prior years actuals
11-222-121-3810	Insurance and Licences	5,108	6,119	6,289	**6,415**	**9,414**	**10,356**	3,940	10,563	10,774	10% inflationary adjustment over p/y actual
11-222-071-8600	Transfer to Capital	-	-	-	**-**	**10,793**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
	Subtotal Departmental Expenditures	*114,503*	*117,891*	*119,519*	***133,169***	***119,215***	***135,307***	*2,138*	*136,543*	*139,215*	
FD Incident Response											
11-222-123-3140	Incident Expenses	55	219	104	**126**	**-**	**91**	(35)	103	65	based on 3-year rolling average actuals
	Subtotal FD Incident Response	*55*	*219*	*104*	***126***	***-***	***91***	*(35)*	*103*	*65*	

Revision Date: 2021-04-12

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Innerkip Fire Department (cont'd)										
FD Training and Practice											
11-222-124-3110	Travel/Meals/Conference/Seminars	1,114	516	976	**869**	**-**	**497**	(372)	491	330	based on 3-year rolling average actuals
11-222-124-3115	Mileage	-	-	135	**138**	**-**	**-**	(138)	-	-	no budget required funded through Travel above
11-222-124-3120	Training and Staff Development	2,214	1,883	3,089	**3,151**	**813**	**3,151**	(0)	3,214	3,278	2% over 2019 actual (non-COVID year)
	Subtotal FD Training and Practice	*3,328*	*2,399*	*4,201*	***4,158***	***813***	***3,648***	*(510)*	*3,705*	*3,608*	
Fire Prevention											
11-222-131-2380	Operating Equipment	-	-	424	**700**	**-**	**500**	(200)	500	500	placeholder for unanticipated expense
	Subtotal Fire Prevention	*-*	*-*	*424*	***700***	***-***	***500***	*(200)*	*500*	*500*	
Fire Public Education											
11-222-132-2380	Operating Equipment	487	671	931	**700**	**461**	**688**	(13)	693	614	based on 3-year rolling average actuals
	Subtotal Fire Public Education	*487*	*671*	*931*	***700***	***461***	***688***	*(13)*	*693*	*614*	
2005 Freightliner Pumper											
11-222-804-2210	Fuel and Lubricants	737	427	647	**604**	**288**	**659**	55	673	686	based on 2% increase over 2019 year actuals
11-222-804-2370	Repairs - Parts and Labour	3,785	4,635	5,153	**5,000**	**3,412**	**5,256**	256	5,361	5,468	based on 2% increase over 2019 year actuals
11-222-804-3810	Insurance and Licences	1,281	945	971	**990**	**-**	**-**	(990)	-	-	budgeted at the department level for 2021+
	Subtotal 2005 Freightliner Pumper	*5,803*	*6,007*	*6,770*	***6,594***	***3,700***	***5,915***	*(678)*	*6,033*	*6,154*	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Innerkip Fire Department (cont'd)										
2015 Freightliner Pumper/Tanker										
11-222-805-2210 Fuel and Lubricants	631	681	1,312	**875**	**593**	**1,339**	464	1,365	1,393	based on 2% increase over 2019 year actuals
11-222-805-2370 Repairs - Parts and Labour	1,390	4,244	2,234	**5,000**	**4,951**	**5,051**	51	5,152	5,255	based on 2% increase over prior years actuals
11-222-805-3810 Insurance and Licences	1,218	876	873	**891**	**-**	**-**	(891)	-	-	budgeted at the department level for 2021+
Subtotal 2015 Freightliner Pumper/Tanker	*3,239*	*5,801*	*4,419*	***6,765***	***5,545***	***6,389***	*(376)*	*6,517*	*6,647*	
1999 Ford Rescue Van										
11-222-806-2210 Fuel and Lubricants	608	455	496	**520**	**457**	**506**	(14)	516	526	based on 2% increase over 2019 year actuals
11-222-806-2370 Repairs - Parts and Labour	1,489	1,359	3,325	**3,000**	**8,667**	**1,500**	(1,500)	1,530	1,561	being replaced this year so minimal work should be done
11-222-806-3810 Insurance and Licences	1,218	876	873	**891**	**-**	**-**	(891)	-	-	budgeted at the department level for 2021+
Subtotal 1999 Ford Rescue Van	*3,315*	*2,690*	*4,694*	***4,410***	***9,124***	***2,006***	*(2,404)*	*2,046*	*2,087*	
Total Innerkip Fire Department	**130,730**	**135,678**	**141,062**	**156,621**	**138,857**	**154,544**	**(2,077)**	**156,141**	**158,890**	

Revision Date: 2021-04-12

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Tavistock Fire Department										
Departmental Expenditures											
11-233-121-1130	Part-Time Salaries and Wages	107,584	96,573	116,033	**118,082**	**74,639**	**119,398**	1,316	121,786	124,222	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-233-121-1135	Salaries and Wages - Training	4,299	14,275	7,419	**7,568**	**5,572**	**7,635**	67	7,787	7,943	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-233-121-1210	Benefits	7,851	8,133	7,921	**8,080**	**7,314**	**8,151**	71	8,314	8,480	based on 2019 actual plus 2% - 2020 & 0.9% 2021
11-233-121-2330	Communications Equipment	1,903	5,588	5,663	**5,777**	**538**	**5,777**	(0)	5,892	6,010	based on 2% increase over 2019 year actuals
11-233-121-2380	Equipment and Tools	7,169	7,227	16,098	**12,167**	**8,474**	**10,600**	(1,567)	11,724	10,266	based on 3-year rolling average actuals
11-233-121-2510	Uniforms	-	-	138	**250**	**-**	**250**	-	250	250	placeholder for unanticipated expense
11-233-121-2610	Office Supplies	153	1,813	171	**712**	**308**	**764**	52	414	495	based on 3-year rolling average actuals
11-233-121-3110	Travel/Meals/Conference/Seminars	164	14	-	**250**	**-**	**250**	-	250	250	placeholder for unanticipated expense
11-233-121-3120	Training and Staff Development	455	40	-	**165**	**747**	**262**	97	336	448	based on 3-year rolling average actuals
11-233-121-3135	Certifications (medicals & licence renewals)				**3,000**	**-**	**3,000**	-	3,060	3,121	$100/medical & $50/renewal x 20 firefighters
11-233-121-3170	Memberships and Publications	-	120	100	**73**	**-**	**73**	0	58	44	based on 3-year rolling average actuals
11-233-121-3210	Postage and Courier	68	5	70	**48**	**35**	**37**	(11)	47	40	based on 3-year rolling average actuals
11-233-121-3260	Telecommunications	1,484	1,464	1,942	**1,981**	**1,229**	**1,254**	(727)	1,279	1,304	based on 2% increase over prior years actuals
11-233-121-3270	Alarm/Dispatch	5,924	6,362	8,540	**8,711**	**9,003**	**9,183**	472	9,367	9,554	based on 2% increase over prior years actuals
11-233-121-3420	Building Maintenance	14,271	2,733	3,424	**6,809**	**2,023**	**2,727**	(4,082)	2,725	2,491	based on 3-year rolling average actuals
11-233-121-3425	Facility Rentals	-	-	-	**-**	**2,000**	**2,000**	2,000	2,000	2,000	annual use of training facility for hosted event
11-233-121-3430	Grounds Maintenance	4,377	4,541	6,305	**5,074**	**4,730**	**5,192**	118	5,409	5,110	based on 3-year rolling average actuals
11-233-121-3610	Electrical Power	3,119	3,113	2,251	**2,296**	**2,079**	**2,296**	(0)	2,342	2,389	based on 2% increase over 2019 year actuals
11-233-121-3620	Water	523	402	506	**516**	**784**	**800**	284	816	833	based on 2% increase over prior years actuals
11-233-121-3625	Sewer	638	622	837	**853**	**988**	**1,008**	154	1,028	1,048	based on 2% increase over prior years actuals
11-233-121-3630	Natural Gas	1,490	1,690	1,585	**1,616**	**1,166**	**1,616**	(0)	1,649	1,682	based on 2% increase over 2019 year actuals
11-233-121-3810	Insurance and Licences	4,977	7,529	8,080	**8,241**	**11,534**	**12,688**	4,446	12,942	13,200	10% inflationary adjustment over p/y actual
11-233-071-8600	Transfer to Capital	-	-	-	**-**	**8,754**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
11-233-121-5390	Appropriation to Reserve	-	-	-	**-**	**8,027**	**-**	-	-	-	setting aside funding in 2020 for sign replacement
	Subtotal Departmental Expenditures	*166,449*	*162,245*	*187,085*	***192,271***	***149,944***	***194,960***	*2,689*	*199,474*	*201,181*	
FD Incident Response											
11-233-123-3140	Incident Expenses	376	219	365	**320**	**33**	**206**	(114)	201	147	based on 3-year rolling average actuals
	Subtotal FD Incident Response	*376*	*219*	*365*	***320***	***33***	***206***	*(114)*	*201*	*147*	

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Tavistock Fire Department (cont'd)										
FD Training and Practice											
11-233-124-3120	Training and Staff Development	1,304	2,071	3,670	**5,405**	**1,481**	**3,743**	(1,662)	3,818	3,895	based on 2% increase over 2019 year actuals
	Subtotal FD Training and Practice	*1,304*	*2,071*	*3,670*	***5,405***	***1,481***	***3,743***	*(1,662)*	*3,818*	*3,895*	
Fire Prevention											
11-233-131-2380	Operating Equipment	224	400	424	**700**	**-**	**500**	(200)	500	500	placeholder for unanticipated expense
	Subtotal Fire Prevention	*224*	*400*	*424*	***700***	***-***	***500***	*(200)*	*500*	*500*	
Fire Public Education											
11-233-132-2380	Operating Equipment	1,730	1,345	651	**700**	**461**	**819**	119	643	641	based on 3-year rolling average actuals
	Subtotal Fire Public Education	*1,730*	*1,345*	*651*	***700***	***461***	***819***	*119*	*643*	*641*	
2019 Freightliner Pumper											
11-233-807-2210	Fuel and Lubricants	400	335	1,055	**597**	**383**	**1,076**	479	1,097	1,119	based on 2% increase over 2019 year actuals
11-233-807-2370	Repairs - Parts and Labour	2,251	1,504	1,020	**5,000**	**2,987**	**1,837**	(3,163)	1,948	2,257	based on 3-year rolling average actuals
11-233-807-3810	Insurance and Licences	1,281	980	971	**990**	**-**	**-**	(990)	-	-	budgeted at the department level for 2021+
	Subtotal 2019 Freightliner Pumper	*3,932*	*2,819*	*3,046*	***6,587***	***3,370***	***2,913***	*(3,675)*	*3,045*	*3,377*	

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Tavistock Fire Department (cont'd)										
2014 Freightliner Pumper/Tanker											
11-233-808-2210	Fuel and Lubricants	497	571	1,150	**739**	**275**	**1,172**	433	1,196	1,220	based on 2% increase over 2019 year actuals
11-233-808-2370	Repairs - Parts and Labour	1,680	2,842	3,853	**5,000**	**1,897**	**2,864**	(2,136)	2,872	2,544	based on 3-year rolling average actuals
11-233-808-3810	Insurance and Licences	1,281	945	971	**990**	**-**	**-**	(990)	-	-	budgeted at the department level for 2021+
	Subtotal 2014 Freightliner Pumper/Tanker	*3,458*	*4,358*	*5,973*	***6,729***	***2,173***	***4,037***	*(2,693)*	*4,067*	*3,764*	
2006 Freightliner Rescue Van											
11-233-809-2210	Fuel and Lubricants	408	506	774	**563**	**197**	**790**	226	805	822	based on 2% increase over 2019 year actuals
11-233-809-2370	Repairs - Parts and Labour	2,400	396	1,523	**3,000**	**268**	**729**	(2,271)	840	612	based on 3-year rolling average actuals
11-233-809-3810	Insurance and Licences	1,281	945	971	**990**	**-**	**-**	(990)	-	-	budgeted at the department level for 2021+
	Subtotal 2006 Freightliner Rescue Van	*4,089*	*1,847*	*3,268*	***4,553***	***465***	***1,519***	*(3,035)*	*1,646*	*1,434*	
	Total Tavistock Fire Department	**181,562**	**175,304**	**204,482**	**217,266**	**157,926**	**208,696**	**(8,570)**	**213,396**	**214,938**	

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	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Township Fire Department										
Departmental Expenditures											
11-244-121-1110	Salaries and Wages	73,752	81,998	62,262	**89,283**	**72,011**	**97,563**	8,280	99,514	101,504	includes 0.9% increase for 2021
11-244-121-1150	Vacation, Sick, Stats, Holidays	12,243	13,883	16,287	**34,429**	**15,813**	**35,270**	841	35,976	36,695	includes 0.9% increase for 2021
11-244-121-1210	Benefits	23,282	24,698	20,142	**33,034**	**23,262**	**35,930**	2,896	36,649	37,382	includes 0.9% increase for 2021
11-244-121-2330	Communications Equipment	885	1,737	1,827	**1,864**	**325**	**331**	(1,533)	338	345	based on 2% increase over prior years actuals
11-244-121-2380	Equipment and Tools	2,346	4,725	5,529	**4,200**	**4,074**	**4,776**	576	4,793	4,548	based on 3-year rolling average actuals
11-244-121-2510	Uniforms	150	197	200	**250**	**791**	**500**	250	500	500	flatline budget for 2021 new uniform
11-244-121-2610	Office Supplies	1,035	697	461	**731**	**116**	**425**	(307)	334	292	based on 3-year rolling average actuals
11-244-121-3110	Travel/Meals/Conference/Seminars	2,198	116	632	**2,500**	**-**	**982**	(1,518)	982	982	based on 3-year rolling average actuals (2017-19)
11-244-121-3120	Training and Staff Development	2,049	769	2,738	**2,000**	**5,767**	**3,091**	1,091	3,865	4,241	based on 3-year rolling average actuals
11-244-121-3170	Memberships and Publications	616	420	336	**457**	**432**	**396**	(61)	388	405	based on 3-year rolling average actuals
11-244-121-3210	Postage and Courier	63	93	38	**65**	**189**	**107**	42	111	135	based on 3-year rolling average actuals
11-244-121-3260	Telecommunications	1,845	1,857	1,648	**1,681**	**1,128**	**1,150**	(531)	1,174	1,197	based on 2% increase over prior years actuals
11-244-121-3270	Alarm/Dispatch	-	-	1,762	**3,000**	**2,356**	**2,403**	(597)	2,451	2,500	based on 2% increase over prior years actuals
11-244-121-3290	Print, Advertising and Promotion	-	449	280	**243**	**153**	**294**	51	242	230	based on 3-year rolling average actuals
11-244-121-3310	Professional Services	-	-	6,658	**2,219**	**4,422**	**3,693**	1,475	4,925	4,347	based on 3-year rolling average actuals
11-244-121-3312	Legal Services	-	-	13,670	**-**	**4,025**	**-**	-	-	-	*Confidential in nature - not anticipated for 2021*
11-244-121-3810	Insurance and Licences	88	84	192	**196**	**233**	**257**	61	262	267	10% inflationary adjustment over p/y actual
11-244-430-5390	Appropriation to Reserve	181,409	284,315	350,000	**350,000**	**350,000**	**360,570**	10,570	367,781	375,137	2020 base year $250k Vehicle, $50k Facilities, $53.5k Equip, + 2% CPI annually
	Subtotal Departmental Expenditures	*303,634*	*416,038*	*484,661*	***526,151***	***485,096***	***547,738***	*21,587*	*560,284*	*570,706*	
FD Training and Practice											
11-244-124-3310	Professional Services	-	-	2,130	**31,875**	**10,828**	**29,821**	(2,054)	30,418	31,026	2% increase over prior year actuals * 2 for full year 2021 + benefit allotment
	Subtotal FD Training and Practice	-	-	*2,130*	***31,875***	***10,828***	***29,821***	*(2,054)*	*30,418*	*31,026*	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Township Fire Department (cont'd)										
Fire Prevention											
11-244-131-1110	Salaries and Wages	2,426	478	3,553	**3,624**	**950**	**969**	(2,655)	989	1,009	includes 0.9% increase for 2021
11-244-131-1210	Benefits	843	169	979	**998**	**348**	**355**	(643)	362	369	includes 0.9% increase for 2021
11-244-131-2380	Operating Equipment	1,205	331	538	**792**	**769**	**546**	(246)	618	644	based on 3-year rolling average actuals
11-244-131-3310	Contracted Services	-	-	-	**-**	**-**	**500**	500	30,000	30,600	Joint Rural Fire Prevention Officer
	Subtotal Fire Prevention	*4,474*	*978*	*5,070*	***5,414***	***2,067***	***2,370***	*(3,044)*	*31,968*	*32,622*	
Fire Public Education											
11-244-132-1110	Salaries and Wages	2,810	805	973	**992**	**475**	**485**	(507)	494	504	includes 0.9% increase for 2021
11-244-132-1210	Benefits	875	290	316	**322**	**160**	**163**	(159)	166	169	includes 0.9% increase for 2021
11-244-132-2380	Operating Equipment	927	577	732	**821**	**461**	**655**	(166)	564	560	based on 3-year rolling average actuals
	Subtotal Fire Public Education	*4,612*	*1,672*	*2,021*	***2,135***	***1,095***	***1,302***	*(833)*	*1,224*	*1,233*	
2020 Chevrolet Silverado											
11-244-834-2210	Fuel and Lubricants	2,374	1,258	1,290	**1,641**	**1,339**	**1,296**	(345)	1,308	1,314	based on 3-year rolling average actuals
11-244-834-2370	Repairs - Parts and Labour	204	978	43	**408**	**2,194**	**1,071**	663	1,103	1,456	based on 3-year rolling average actuals
11-244-834-3810	Insurance and Licences	1,174	998	1,032	**1,053**	**120**	**132**	(921)	135	137	10% inflationary adjustment over p/y actual
	Subtotal 2020 Chevrolet Silverado	*3,752*	*3,234*	*2,365*	***3,102***	***3,652***	***2,499***	*(603)*	*2,545*	*2,907*	
	Total Township Fire Department	**316,472**	**421,922**	**496,247**	**568,677**	**502,739**	**583,731**	**15,054**	**626,440**	**638,495**	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

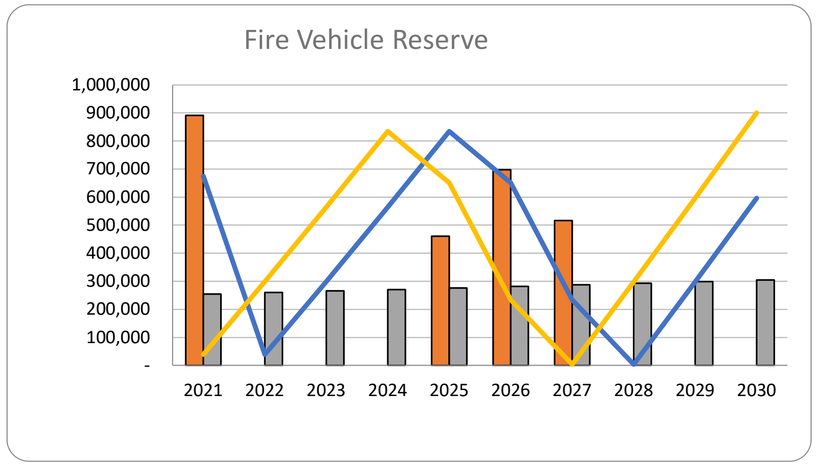
Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
	Community Emergency Management										
11-246-121-1110	Salaries and Wages	3,891	3,885	9,203	**9,387**	**6,660**	**6,793**	(2,594)	6,929	7,068	includes 2% increase for 2021
11-246-121-1210	Overhead	1,219	1,393	2,954	**3,013**	**2,161**	**2,205**	(808)	2,249	2,294	includes 2% increase for 2021
11-246-121-2380	Operating Equipment	548	504	522	**525**	**240**	**422**	(103)	389	350	based on 3-year rolling average actuals
11-246-121-2610	Office Supplies	-	-	56	**300**	**338**	**131**	(169)	175	215	based on 3-year rolling average actuals
11-246-121-2620	COVID Supplies	-	-	-	**-**	**7,510**	**10,000**	10,000	-	-	offset by drawdown of COVID Funding reserve
11-246-121-2910	Miscellaneous Expenses	254	-	19	**300**	**-**	**91**	(209)	91	91	based on 3-year rolling average actuals (2017-19)
11-246-121-3110	Travel/Meals/Conference/Seminars	536	(50)	542	**1,500**	**-**	**343**	(1,157)	343	343	based on 3-year rolling average actuals (2017-19)
11-246-121-3120	Training and Staff Development	(71)	82	98	**2,100**	**-**	**36**	(2,064)	36	36	based on 3-year rolling average actuals (2017-19)
11-246-121-3125	Public Education Events	-	368	103	**1,000**	**-**	**157**	(843)	157	157	based on 3-year rolling average actuals (2017-19)
11-246-121-3260	Telecommunications	1,287	1,374	1,369	**1,396**	**509**	**519**	(877)	529	540	based on 2% increase over prior years actuals
11-246-121-3290	Print, Advertising and Promotion	1,427	897	719	**1,014**	**1,108**	**908**	(106)	971	996	based on 3-year rolling average actuals
11-246-430-5390	Appropriation to CEMC Exercise Reserve	-	-	-	**5,000**	**5,000**	**5,100**	100	5,202	5,306	$5k base contribution 2020 + 2%
	Total Community Emergency Management	**9,091**	**8,453**	**15,588**	**25,536**	**23,526**	**26,706**	**1,170**	**17,072**	**17,396**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES CAPITAL EXPENDITURES											
Fire and Emergency Management Services											
	Hickson FD										
12-211-430-3260	Firefighting Equipment	2,794	-	69,250	**17,500**	**31,583**	**75,000**	57,500	75,000	15,000	includes 6 SCBA's and bottles for 2021 and 2020
12-211-121-5110	Fire Vehicles	-	-	-	**-**	**-**	**568,000**	568,000			Hickson Pumper 2021 & Air bag replacements
12-211-430-5120	Construction	7,206	9,209	-	**-**	**-**	**-**	-	-	-	
12-211-430-5120	Building	-	-	-	**-**	**-**	**15,000**	15,000	-	-	stand-by Generator
	Total Hickson FD	**10,000**	**9,209**	**69,250**	**17,500**	**31,583**	**658,000**	**640,500**	**75,000**	**15,000**	
	Innerkip FD										
12-222-430-5110	Firefighting Equipment	6,447	3,375	15,301	**330,000**	**38,963**	**75,000**	(255,000)	75,000	15,000	includes 6 SCBA's and bottles for 2021 and 2020
12-222-121-5110	Fire Vehicles	-	-	-	**-**	**-**	**7,000**	7,000	-	-	air bag replacements
12-222-121-2170	Signage	-	-	-	**-**	**-**	**10,000**	10,000	-	-	roadside electronic sign
12-222-430-5120	Building	-	-	-	**-**	**-**	**15,000**	15,000	-	-	stand-by Generator
	Total Innerkip FD	**6,447**	**3,375**	**15,301**	**330,000**	**38,963**	**107,000**	**(223,000)**	**75,000**	**15,000**	
	Tavistock FD										
12-233-430-5110	Equipment and Vehicles	10,710	438,103	10,838	**22,000**	**18,077**	**75,000**	53,000	75,000	15,000	includes 6 SCBA's and bottles for 2021 and 2020
12-233-121-5110	Fire Vehicles	-	-	-	**-**	**-**	**7,000**	7,000			air bag replacements
	Total Tavistock FD	**10,710**	**438,103**	**10,838**	**22,000**	**18,077**	**82,000**	**60,000**	**75,000**	**15,000**	
	Township FD										
12-244-430-2433	Computer Software and Hardware	-	-	-	**3,500**	**-**	**6,300**	2,800	-	-	Fire Pro, various other improvements offset by COVID Grant
12-244-430-5110	Equipment and Vehicles	-	22,954	24,277	**95,000**	**37,143**	**-**	(95,000)	-	-	
	Total Township FD	**-**	**22,954**	**24,277**	**98,500**	**37,143**	**6,300**	**(92,200)**	**-**	**-**	
	Total Fire and Emergency Management Services Capital	***27,157***	***473,641***	***119,666***	***468,000***	***125,766***	***853,300***	***385,300***	***225,000***	***45,000***	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

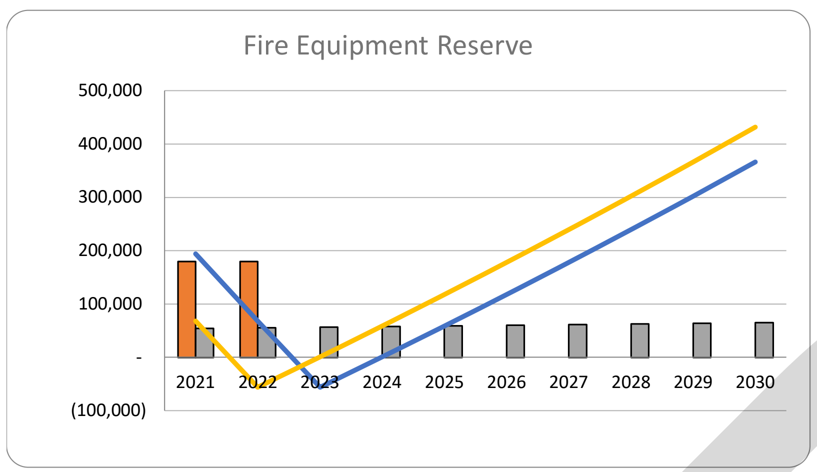
Revision Date: 2021-04-12

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
FIRE SERVICES REVENUES											
	Hickson Fire Department										
11-211-021-0513	Miscellaneous Revenue	-	2,135	904	301	-	-	(301)	-	-	no revenue anticipated
11-211-021-0576	Donations	6,120	1,590	930	-	700	-	-	-	-	no revenue anticipated
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 in 2019
12-211-021-0523	Contributions from Developers	-	-	37,101	-	-	-	-	-	-	development charges funding for UTV in 2019
12-211-430-0952	Contributions from Reserve	10,000	9,209	-	-	9,477	636,000	636,000	60,000	-	2021 funding for pumper replacement & equipment
12-211-071-8100	Transfer from Operations	-	-	-	-	22,105	-	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Hickson Fire Department	**16,120**	**12,934**	**62,165**	**301**	**32,283**	**636,000**	**635,699**	**60,000**	**-**	
	Innerkip Fire Department										
11-244-021-0521	Fees and Charges	21,409	19,315	-	13,575	14,106	10,000	(3,575)	10,000	10,000	mutual aid funding from Blandford-Blenheim
12-222-021-0513	Miscellaneous Revenue	31	1,013	6,154	6,288	4,727	-	(6,288)	1,913	2,213	no revenue anticipated
12-222-071-0952	Contributions from Reserves	-	-	7,620	300,000	23,443	75,000	(225,000)	60,000	-	funding for equipment purchases and generator
12-222-071-8100	Transfer from Operations	-	-	-	-	10,793	-	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Innerkip Fire Department	**21,440**	**20,328**	**13,774**	**319,863**	**53,069**	**85,000**	**(234,863)**	**71,913**	**12,213**	
	Tavistock Fire Department										
11-233-021-0513	Miscellaneous Revenue	450	2,581	-	150	-	-	(150)	860	287	based on 3-year rolling average actuals
11-233-021-0574	Facility Rentals	11,887	6,416	-	6,101	9,863	10,060	3,959	10,261	10,467	2% annual increase recovered from Twp Policing
11-233-021-0576	Donations	2,700	100	-	-	-	-	-	-	-	no revenue anticipated
12-233-071-0952	Contributions from Reserves	-	-	10,838	-	9,323	60,000	60,000	60,000	-	funding for equipment purchases
12-233-071-8100	Transfer from Operations	-	-	-	-	8,754	-	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Tavistock Fire Department	**15,037**	**9,097**	**10,838**	**6,251**	**27,940**	**70,060**	**63,809**	**71,122**	**10,753**	
	Township Fire Department										
11-244-021-0513	Miscellaneous Revenue	861	6,217	20,962	500	300		(500)	500	500	placeholder for unanticipated revenue
11-244-021-0531	Fire Department Revenue	-	150	200	-	1,055		-	-	-	no revenue anticipated
11-244-021-0598	Expense Recovery	-	-	5,607	1,869	6,677	6,811	4,942	4,496	5,995	optional life insurance recovery @ 2% over p/y actuals
11-244-021-0330	COVID Grant Funding	-	-	-	-	-	6,300	6,300	-	-	
11-246-071-0952	Contributions from Reserves	-	-	-	-	18,526	10,000	10,000	-	-	COVID Reserve Funding for COVID expenses
12-244-021-0526	Contribution from Surplus	-	-	-	-	34,273		-	-	-	
12-244-021-0949	Sale of Equipment/Vehicles	-	-	7,615	-	-		-	-	-	
12-244-071-0952	Contributions from Reserves	50,000	-	16,662	50,000	2,870		(50,000)	-	-	
	Total Township Fire Department	**50,861**	**6,367**	**51,046**	**52,369**	**63,701**	**23,111**	**(29,258)**	**4,996**	**6,495**	
Check		-	-	(0)	-	-	-	-	-	(0)	



11-942-942-9812
Fire Vehicle Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**674,839**	**255,000**	**891,000**	**38,839**
2022	38,839	260,100	-	**298,939**
2023	298,939	265,302	-	**564,241**
2024	564,241	270,608	-	**834,849**
2025	834,849	276,020	**460,200**	**650,669**
2026	650,669	281,541	**698,100**	**234,110**
2027	234,110	287,171	**516,900**	**4,381**
2028	4,381	292,915	-	**297,296**
2029	297,296	298,773	-	**596,069**
2030	596,069	304,749	-	**900,818**

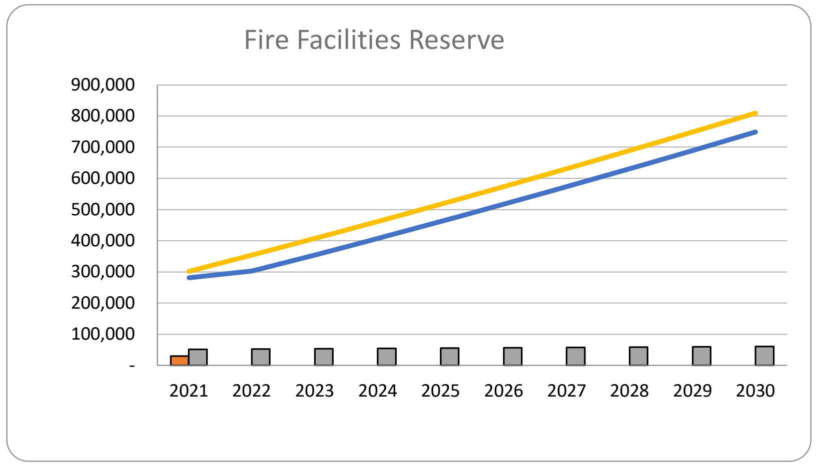


11-942-942-9816
Fire Equipment

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**193,953**	**54,570**	**180,000**	**68,523**
2022	68,523	55,661	**180,000**	**-55,815**
2023	-55,815	56,775	-	**959**
2024	959	57,910	-	**58,870**
2025	58,870	59,068	-	**117,938**
2026	117,938	60,250	-	**178,188**
2027	178,188	61,455	-	**239,642**
2028	239,642	62,684	-	**302,326**
2029	302,326	63,937	-	**366,263**
2030	366,263	65,216	-	**431,480**

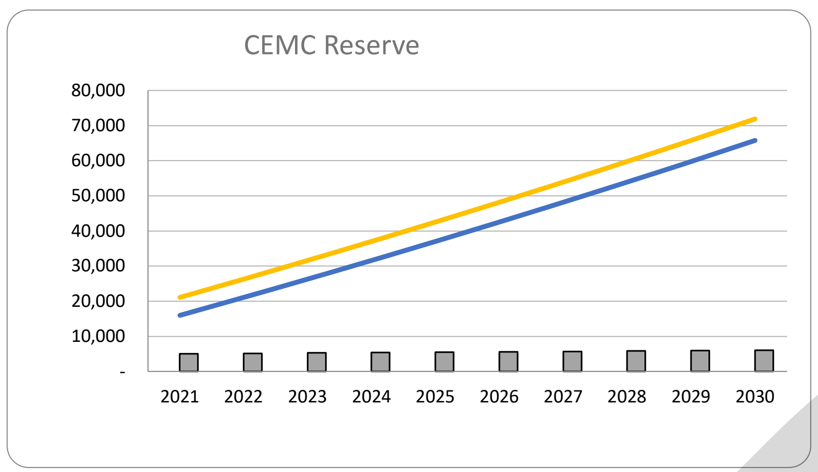
Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12



11-942-942-9815
Fire Facilities

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**281,218**	**51,000**	**30,000**	**302,218**
2022	302,218	52,020	-	**354,238**
2023	354,238	53,060	-	**407,298**
2024	407,298	54,122	-	**461,420**
2025	461,420	55,204	-	**516,624**
2026	516,624	56,308	-	**572,932**
2027	572,932	57,434	-	**630,366**
2028	630,366	58,583	-	**688,949**
2029	688,949	59,755	-	**748,704**
2030	748,704	60,950	-	**809,653**



11-942-942-9858
CEMC

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**16,000**	**5,100**	-	**21,100**
2022	21,100	5,202	-	**26,302**
2023	26,302	5,306	-	**31,608**
2024	31,608	5,412	-	**37,020**
2025	37,020	5,520	-	**42,541**
2026	42,541	5,631	-	**48,171**
2027	48,171	5,743	-	**53,915**
2028	53,915	5,858	-	**59,773**
2029	59,773	5,975	-	**65,749**
2030	65,749	6,095	-	**71,844**

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Remarks
Financial Expenses	306,992	228,825	604,021	**37,282**	**212,412**	**31,911**	(5,371)	32,529	33,159	
Tax Rebates and Write-offs	51,657	119,624	26,479	**65,920**	**142,141**	**87,905**	21,985	85,638	105,228	
TOTALS	**358,649**	**348,450**	**630,500**	**103,202**	**354,553**	**119,816**	**16,613**	**118,167**	**138,388**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Remarks
Taxation - General Levy	***5,285,645***	***5,390,962***	***5,654,528***	***6,176,569***	***6,150,692***	***6,315,885***	***139,316***	***6,315,885***	***6,315,885***	
City of Woodstock Boundary Adjustment	115,898	333,504	115,771	**115,771**	**115,771**	**115,771**	(0)	115,771	115,771	
Investment Income	154,182	261,506	263,616	**191,615**	**177,580**	**213,825**	22,210	217,946	202,467	
Ontario Grants	749,276	662,000	1,244,270	**680,300**	**863,831**	**703,300**	23,000	703,300	703,300	
Payments-In-Lieu	65,015	68,763	92,304	**75,562**	**85,125**	**85,168**	9,606	85,168	85,168	
Penalties and Interest	83,847	75,183	71,707	**76,912**	**59,523**	**68,804**	(8,108)	66,678	65,002	
Sundry Revenue	5,841	7,834	9,477	**7,717**	**108**	**5,806**	(1,911)	5,130	3,682	
Supplementary Taxation	217,981	108,524	152,695	**114,993**	**167,437**	**130,328**	15,335	137,596	132,563	
Transfers from Reserves and Reserve Funds	138,331	44,000	-	**-**	**-**	**-**	-	-	-	
User Fees and Charges	-	-	300	**250**	**300**	**250**	-	250	250	
TOTALS	**1,530,371**	**1,561,314**	**1,950,139**	**1,263,121**	**1,469,674**	**1,323,252**	**60,132**	**1,331,839**	**1,308,202**	
NET GENERAL GOVERNMENT BUDGET	**(1,171,722)**	**(1,212,865)**	**(1,319,639)**	**(1,159,918)**	**(1,115,120)**	**(1,203,437)**	**(43,518)**	**(1,213,672)**	**(1,169,815)**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
GENERAL GOVERNMENT
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Remarks
GENERAL GOVERNMENT EXPENDITURES										
Tax Rebates and Write-offs										
11-000-003-0120 Residential/Farm (RT)	562	26,451	10,047	**12,353**	**116,606**	**71,895**	59,542	66,183	84,895	based on 3-year rolling average
11-000-003-0140 Commercial (CT)	51,194	9,181	16,169	**25,515**	**19,267**	**14,873**	(10,642)	16,770	16,970	based on 3-year rolling average
11-000-003-0150 Industrial (IT)	-	302	-	**101**	**1,597**	**633**	532	743	991	based on 3-year rolling average
11-000-003-0160 Farmland (FT)	(99)	(3,810)	653	**(1,085)**	**4,669**	**504**	1,589	1,942	2,372	based on 3-year rolling average
11-000-003-0170 Managed Forest (TT)	-	-	-	**-**	**2**	**1**	1	1	1	based on 3-year rolling average
11-000-003-0190 Commercial New Construction (XT)	-	87,501	(391)	**29,037**	**-**	**-**	(29,037)	-	-	considered a one-time spike in 2018 only
Total Tax Rebates and Write-offs	**51,657**	**119,624**	**26,479**	**65,920**	**142,141**	**87,905**	**21,985**	**85,638**	**105,228**	
Financial Expenses										
11-000-121-1210 Benefits	-	-	5,305	**3,000**	**(2,100)**	**-**	(3,000)	-	-	*unplanned adjustments for employee benefits charges*
11-000-121-3310 Professional Services	-	4,791	1,830	**1,500**	**-**	**-**	(1,500)	-	-	no budget required
11-000-121-3570 Audit Services	33,473	2,025	21,865	**25,500**	**21,726**	**26,010**	510	26,530	27,061	2% per year as per agreement for services (5-years)
11-000-121-3810 Insurance and Licences	-	-	-	**-**	**9,739**	**-**	-	-	-	WSIB Neer Settlement amount for 2020 - one time
11-000-121-4110 Bank Charges	2,853	3,173	3,335	**3,120**	**4,805**	**4,901**	1,780	4,999	5,099	addition of EFT program resulting in higher bank fees
11-000-121-4230 Write-offs and Charge-outs	-	-	3,929	**4,000**	**(855)**	**1,000**	(3,000)	1,000	1,000	drain billing corrections in 2019, conservative estimate
11-000-121-4510 Tax Write-offs - Township	14	373	97	**161**	**(1)**	**-**	(161)	-	-	tax write-offs covered in 003 section above
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	567,630	**-**	**179,100**	**-**	-	-	-	Gas Tax Funding directly to reserve
11-000-121-6120 Donations	500	762	-	**-**	**-**	**-**	-	-	-	no budget for donations should be unanticipated
Total Financial Expenses	**306,992**	**228,825**	**604,021**	**37,282**	**212,412**	**31,911**	**(5,371)**	**32,529**	**33,159**	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Remarks
GENERAL GOVERNMENT REVENUES										
Taxation - General Levy										*as per the Collectors' Roll 2021 @ current rates*
11-000-001-0120 Residential (RT)	3,513,495	3,531,532	3,623,669	**3,969,434**	**4,014,347**	**4,072,541**	103,107	4,072,541	4,072,541	
11-000-001-0122 Residential Farmland Awaiting (R1)	85	81	80	**-**	**-**	**-**	-	-	-	
11-000-001-0130 Multi-Residential (MT)	111,266	142,880	135,844	**130,866**	**132,346**	**130,560**	(306)	130,560	130,560	
11-000-001-0140 Commercial (CT) & Parking Lots (GT)	319,071	295,194	299,208	**288,596**	**291,861**	**301,260**	12,664	301,260	301,260	
11-000-001-0141 Commercial Vacant Units/Excess Land (CU)	3,263	3,084	3,033	**2,778**	**2,810**	**2,355**	(423)	2,355	2,355	
11-000-001-0142 Commercial Vacant Land (CX)	4,395	3,612	2,756	**1,904**	**1,925**	**2,349**	445	2,349	2,349	
11-000-001-0150 Industrial (IT)	58,969	54,926	54,256	**56,475**	**57,114**	**54,441**	(2,034)	54,441	54,441	
11-000-001-0151 Industrial Vacant Units/Excess Land (IU)	964	906	885	**885**	**895**	**895**	10	895	895	
11-000-001-0152 Industrial Vacant Land (IX)	1,036	973	951	**298**	**301**	**301**	3	301	301	
11-000-001-0155 Large Industrial (LT)	77,245	76,993	79,564	**83,894**	**84,844**	**84,844**	950	84,844	84,844	
11-000-001-0160 Farmland (FT)	880,792	963,741	1,129,594	**1,287,600**	**1,206,306**	**1,217,550**	(70,050)	1,217,550	1,217,550	
11-000-001-0170 Managed Forest (TT)	1,176	1,301	1,462	**1,553**	**1,670**	**2,135**	582	2,135	2,135	
11-000-001-0180 Pipelines (PT)	295,249	285,342	287,939	**296,902**	**300,262**	**300,791**	3,889	300,791	300,791	
11-000-001-0190 Commercial New Construction (XT)	18,483	30,248	35,139	**55,234**	**55,859**	**64,986**	9,752	64,986	64,986	
11-000-001-0191 Commercial New Construction Vacant Units (XU)	156	149	148	**150**	**152**	**152**	2	152	152	
11-000-001-0193 Industrial New Construction (JT)	-	-	-	**-**	**-**	**80,725**	80,725	80,725	80,725	
Total Taxation - General Levy	***5,285,645***	***5,390,962***	***5,654,528***	***6,176,569***	***6,150,692***	***6,315,885***	***139,316***	***6,315,885***	***6,315,885***	
Payments-In-Lieu										*as per the Collectors' Roll 2021 @ current rates*
11-000-005-0143 Commercial PIL Full (CFN)	38,369	37,918	57,370	**39,153**	**43,478**	**43,479**	4,326	43,479	43,479	
11-000-005-0144 Commercial PIL General (CGN)	22,839	26,351	30,537	**31,251**	**35,724**	**35,724**	4,473	35,724	35,724	
11-000-005-0153 Industrial PIL Full (IHN)	-	-	-	**705**	**1,512**	**1,512**	807	1,512	1,512	
11-000-005-0221 Railways	3,681	4,369	4,314	**4,369**	**4,327**	**4,369**	-	4,369	4,369	
11-000-005-0242 Hydro	126	125	83	**84**	**84**	**84**	-	84	84	
Total Payments-in-lieu	***65,015***	***68,763***	***92,304***	***75,562***	***85,125***	***85,168***	***9,606***	***85,168***	***85,168***	
Canada Grants										
11-000-007-0330 City of Woodstock - Ongoing Boundary Adjustment	115,898	115,771	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	-	**-**	**-**	**-**	-	-	-	Gas Tax Funding directly to reserve
Total Canada Grants	**115,898**	**333,504**	**115,771**	**115,771**	**115,771**	**115,771**	**(0)**	**115,771**	**115,771**	
Ontario Grants										
11-000-006-0330 Non-specific Ontario Grants (OMPF)	683,045	662,000	667,700	**680,300**	**863,831**	**703,300**	23,000	703,300	703,300	2020 includes COVID funding with OMPF
11-000-006-0331 Specific Grants and Revenue	66,231	-	576,570	**-**	**-**	**-**	-	-	-	Modernization Funding Grant in 2019
Total Ontario Grants	**749,276**	**662,000**	**1,244,270**	**680,300**	**863,831**	**703,300**	**23,000**	**703,300**	**703,300**	

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Remarks
GENERAL GOVERNMENT REVENUES (cont'd)										
Supplementary Taxation										
11-000-002-0120 Residential/Farm (RT)	98,554	96,636	133,095	**109,428**	**90,869**	**106,867**	(2,562)	110,277	102,671	based on 3-year rolling average
11-000-002-0140 Commercial (CT)	1,088	2,288	(15,238)	**(3,954)**	**2,449**	**(3,500)**	454	(5,430)	(2,160)	based on 3-year rolling average
11-000-002-0142 Commercial Vacant Land (CX)	(1,609)	(193)	-	**(601)**	**471**	**93**	694	188	250	based on 3-year rolling average
11-000-002-0150 Industrial (IT)	-	(1,335)	392	**(314)**	**-**	**(314)**	(0)	26	(96)	based on 3-year rolling average
11-000-002-0160 Farmland (FT)	4,770	6,150	7,531	**6,150**	**31,133**	**14,938**	8,788	17,867	21,312	based on 3-year rolling average
11-000-002-0180 Pipelines (PT)	484	2,222	1,896	**1,534**	**700**	**1,606**	72	1,401	1,236	based on 3-year rolling average
11-000-002-0190 Commercial New Construction (XT)	114,694	2,757	25,018	**2,750**	**4,144**	**10,640**	7,890	13,267	9,350	based on 3-year rolling average
11-000-002-0193 Industrial New Construction (JT)	-	-	-	**-**	**37,671**	**-**	-	-	-	one-time site specific supplemental covered in roll 2021
Total Supplementary Taxation	**217,981**	**108,524**	**152,695**	**114,993**	**167,437**	**130,328**	**15,335**	**137,596**	**132,563**	
Sundry Revenue										
11-000-021-0513 Sundry Revenue	5,841	7,834	9,477	**7,717**	**108**	**5,806**	(1,911)	5,130	3,682	based on 3-year rolling average
11-000-021-0521 NSF Fees	-	-	300	**250**	**300**	**250**	-	250	250	based on 10 NSF's @ $25.00
11-000-021-0911 Penalty/Interest Income - Taxes	83,847	75,183	71,707	**76,912**	**59,523**	**68,804**	(8,108)	66,678	65,002	based on 3-year rolling average
11-000-021-0921 Investment Income - Drains	-	13,170	-	**4,390**	**-**	**4,390**	0	1,463	1,951	based on 3-year rolling average
11-000-021-0922 Investment Income - Bank Account	53,901	133,191	209,283	**132,125**	**120,530**	**154,335**	22,210	161,383	145,416	based on 3-year rolling average
11-000-021-0924 Investment Income - ERTH	67,738	54,941	54,333	**55,100**	**55,867**	**55,100**	-	55,100	55,100	as per interest on loan receivable
11-000-021-0925 Dividend Income - ERTH	32,543	60,204	-	**-**	**1,182**	**-**	-	-	-	unanticipated dividends declared at year end
11-000-021-0952 Transfer from Reserve	138,331	44,000	-	**-**	**-**	**-**	-	-	-	no longer required
Total Sundry Revenue	**382,201**	**388,524**	**345,099**	**276,494**	**237,510**	**288,685**	**12,191**	**290,004**	**271,400**	
	-	-	-	**-**	**-**	-		-	-	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Administration	8,198	9,899	9,613	10,485	9,270	61,038	50,553	11,480	11,637	
Hickson Park	36,078	34,181	32,268	39,126	29,128	39,726	600	40,391	41,090	
Innerkip Park	61,898	71,425	68,411	72,385	53,713	80,618	8,233	80,010	80,918	
Stonegate Park	4,407	3,843	1,037	1,576	207	1,629	53	1,503	1,541	
Innerkip Community Centre	48,461	56,089	53,161	53,229	42,775	54,136	907	53,459	53,169	
Tavistock Park	70,678	86,850	123,115	138,217	129,277	153,587	15,370	143,035	147,449	
Bender Subdivision Parkette	2,063	2,035	2,085	3,645	2,013	4,250	605	4,335	4,422	
Tavistock Memorial Hall	46,531	48,172	49,692	68,560	45,958	58,635	(9,925)	69,669	70,009	
Tavistock District Recreation Committee (TDRC) - Arena	459,593	455,435	427,238	508,550	467,232	548,666	40,116	498,418	512,844	
TDRC - Concession Booth	26,036	28,421	27,985	29,800	10,384	13,300	(16,500)	29,800	29,800	
TDRC - Vending Machines	1,213	1,658	1,795	1,900	474	500	(1,400)	1,900	1,900	
TDRC - Ice Resurfacer	1,242	7,425	2,417	2,060	1,085	2,000	(60)	2,000	2,000	
Capital Expenditures	136,272	45,009	137,816	400,606	37,022	239,500	(161,106)	101,200	209,000	
TOTALS	**902,670**	**850,443**	**936,631**	**1,330,139**	**828,537**	**1,257,585**	**(72,554)**	**1,037,201**	**1,165,780**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Contributions from Developers	-	-	6,053	81,053	15,186	136,091	55,038	6,053	6,053	
Cost Recoveries	-	19,496	935	1,000	-	-	(1,000)	-	-	
Donations	6,396	-	2,150	200,000	-	-	(200,000)	-	-	
Interfund Transfers	-	-	2,965	-	9,461	-	-	-	-	
Licences, Permits and Rents	7,800	8,100	9,710	11,320	8,500	11,520	200	11,720	11,720	
Sale of Equipment and Vehicles	-	-	18,645	-	-	-	-	-	-	
Sundry Revenue	34,743	20,508	13,888	10,250	(2,053)	3,050	(7,200)	10,250	10,250	
Transfers from Reserves and Reserve Funds	113,824	659	117,021	60,000	18,125	179,500	119,500	101,200	209,000	
User Fees and Charges	444,631	460,183	474,026	472,527	384,916	437,673	(34,855)	460,870	456,353	
TOTALS	**607,393**	**508,946**	**645,393**	**836,150**	**434,136**	**767,833**	**(68,317)**	**590,092**	**693,376**	
NET PARKS AND RECREATION BUDGET	**295,277**	**341,497**	**291,239**	**493,989**	**394,401**	**489,752**	**(4,237)**	**447,109**	**472,404**	

Township of East Zorra-Tavistock
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES											
	Administration										
11-758-121-2170	Signage	-	-	-	**-**	**1,444**	**-**	-	-	-	one-time COVID parks signage in 2020
11-758-121-2872	Grass Cutting - Optimist Park Tavistock	6,764	8,212	7,965	**7,500**	**5,516**	**7,500**	-	7,650	7,803	2021 includes grant funding previously elsewhere
11-758-121-3110	Travel/Meals/Conferences/Seminars	39	72	-	**37**	**-**	**37**	-	36	24	based on 3-year rolling average actuals
11-758-121-3170	Memberships and Publications	695	715	748	**763**	**763**	**778**	15	794	810	prior year actual + 2%
11-758-121-3320	Consulting	-	-	-	**-**	**-**	**50,038**	50,038	-	-	Parks and Recreation Master Plan 2021
11-758-121-3620	Water	-	-	-	**-**	**396**	**500**	500	500	500	corner fountain - ERTH billing
11-758-121-6110	Grants	700	900	900	**2,185**	**1,150**	**2,185**	(0)	2,500	2,500	hall rental discounts, event organization, etc.
	Total Administration	**8,198**	**9,899**	**9,613**	**10,485**	**9,270**	**61,038**	**50,553**	**11,480**	**11,637**	
Hickson Area											
	Hickson Park										
11-751-121-1110	Salaries and Wages	714	589	278	**283**	**131**	**1,000**	717	1,020	1,040	adjusted for work to be completed by staff
11-751-121-1150	Vacation, Sick, Stats	-	-	2	**2**	**-**	**10**	8			adjusted for work to be completed by staff
11-751-121-1210	Benefits	219	184	79	**81**	**45**	**300**	219	306	312	adjusted for work to be completed by staff
11-751-121-2872	Grass Cutting	3,876	3,040	-	**3,500**	**-**	**3,500**	-	3,570	3,641	includes allocation of services
11-751-121-2875	Various Repairs and Maintenance	2,483	1,907	887	**3,084**	**263**	**1,759**	(1,325)	1,759	1,759	based on 3-year rolling average actuals 2017-2019
11-751-121-2879	Grounds/Diamond - Repairs and Maintenance	933	1,346	1,232	**1,170**	**587**	**1,170**	0	1,170	1,170	based on 3-year rolling average actuals 2017-2019
11-751-121-3260	Telecommunications	1,095	1,255	1,152	**1,175**	**1,218**	**1,242**	67	1,267	1,293	prior year actual + 2%
11-751-121-3510	Equipment Rentals - Owned	418	338	80	**278**	**-**	**252**	(27)	196	149	based on 3-year rolling average actuals
11-751-121-3530	Garbage Container Rental and Disposal	882	1,891	1,861	**1,898**	**955**	**1,898**	(0)	1,936	1,975	2019 actual + 2%
11-751-121-3610	Electrical Power	3,237	2,579	2,089	**2,131**	**1,367**	**2,131**	(0)	2,174	2,217	2019 actual + 2%
11-751-121-3710	Portable Washroom Rentals	-	-	1,057	**1,500**	**-**	**1,078**	(422)	1,100	1,122	2019 actual + 2%
11-751-121-3810	Insurance and Licences	2,221	2,256	3,551	**3,622**	**4,162**	**4,578**	955	4,669	4,763	10% inflationary adjustment over p/y actual
11-751-430-5390	Appropriation to Reserve	20,000	18,797	20,000	**20,400**	**20,400**	**20,808**	408	21,224	21,649	base year 2019 $20,000 + 2% increase annually
	Total Hickson Park	**36,078**	**34,181**	**32,268**	**39,126**	**29,128**	**39,726**	**600**	**40,391**	**41,090**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Innerkip Area											
	Innerkip Park										
11-752-121-1110	Salaries and Wages	859	745	2,193	**2,237**	**3,285**	**5,000**	2,763	5,100	5,202	adjusted for work to be completed by staff
11-752-121-1150	Vacation, Sick, Stats	94	41	50	**51**	**57**	**110**	59	112	114	adjusted for work to be completed by staff
11-752-121-1210	Benefits	532	335	478	**487**	**808**	**1,500**	1,013	1,530	1,561	adjusted for work to be completed by staff
11-752-121-2872	Grass Cutting	5,187	559	7,000	**7,140**	**-**	**7,140**	-	7,283	7,428	contracting services from Innerkip Minor Ball - 2% over 2019
11-752-121-2875	Various - Repairs and Maintenance	921	5,319	3,398	**3,745**	**172**	**3,213**	(532)	2,901	2,095	based on 3-year rolling average actuals 2017-2019
11-752-121-2879	Grounds/Diamond - Repairs and Maintenance	6,486	24,151	7,147	**11,117**	**9**	**10,000**	(1,117)	10,200	10,404	based on contract for diamonds to Innerkip Minor Ball
11-752-121-3260	Telecommunications	870	931	859	**537**	**757**	**772**	235	788	803	prior year actual + 2%
11-752-121-3436	Facility Maintenance Services	7,811	608	527	**1,000**	**-**	**2,982**	1,982	1,197	1,393	based on 3-year rolling average actuals 2017-2019
11-752-121-3510	Equipment Rentals - Owned	421	910	825	**719**	**1,830**	**1,867**	1,148	1,904	1,942	prior year actual + 2%
11-752-121-3530	Garbage Container Rental and Disposal	3,052	2,625	2,451	**5,800**	**1,093**	**2,500**	(3,300)	2,550	2,601	2019 actual + 2%
11-752-121-3610	Electrical Power	6,590	6,334	5,687	**1,000**	**2,500**	**5,800**	4,800	5,916	6,035	2019 actual + 2%
11-752-121-3810	Insurance and Licences	4,075	3,867	2,796	**2,852**	**3,018**	**3,320**	468	3,386	3,454	10% inflationary adjustment over p/y actual
11-752-430-5390	Appropriation to Reserve	25,000	25,000	35,000	**35,700**	**35,700**	**36,414**	714	37,142	37,885	base year 2019 $35,000 + 2% increase annually
11-752-071-8600	Transfer to Capital	-	-	-	**-**	**4,484**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Innerkip Park	**61,898**	**71,425**	**68,411**	**72,385**	**53,713**	**80,618**	**8,233**	**80,010**	**80,918**	
	Stonegate Park										
11-754-121-1110	Salaries and Wages	709	258	571	**582**	**118**	**1,000**	418	1,020	1,040	adjusted for work to be completed by staff
11-754-121-1150	Vacation, Sick, Stats	-	-	8	**8**	**-**	**10**	2	10	10	adjusted for work to be completed by staff
11-754-121-1210	Benefits	238	74	186	**190**	**38**	**300**	110	306	312	adjusted for work to be completed by staff
11-754-121-2872	Grass Cutting	2,910	3,378	-	**477**	**-**	**-**	(477)	-	-	completed by our staff since 2019 see above
11-754-121-3510	Equipment Rentals - Owned	550	133	273	**319**	**50**	**319**	(1)	167	179	based on 3-year rolling average actuals 2017-2019
	Total Stonegate Park	**4,407**	**3,843**	**1,037**	**1,576**	**207**	**1,629**	**53**	**1,503**	**1,541**	

Township of East Zorra-Tavistock
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

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	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Innerkip Area (cont'd)											
	Innerkip Community Centre										
11-761-121-2620	Cleaning Supplies	1,094	650	444	**742**	**192**	**729**	(13)	524	481	based on 3-year rolling average actuals 2017-2019
11-761-121-3260	Telecommunications	1,541	1,589	1,467	**1,530**	**244**	**249**	(1,281)	254	259	2020 actual + 2% - reduced for new phone system
11-761-121-3290	Print, Advertising and Promotions	453	1,763	213	**785**	**187**	**810**	25	920	639	based on 3-year rolling average actuals 2017-2019
11-761-121-3410	Contracted Management Services	8,605	9,014	6,805	**8,760**	**6,537**	**8,839**	79	9,016	9,196	based on 2020 budget + 0.9%
11-761-121-3420	Building Maintenance Services	1,387	7,235	7,515	**5,588**	**363**	**5,379**	(209)	4,326	3,356	based on 3-year rolling average actuals 2017-2019
11-761-121-3430	Grounds Maintenance Services	4,659	4,213	6,163	**4,732**	**4,695**	**5,012**	280	4,640	4,782	based on 3-year rolling average actuals 2017-2019
11-761-121-3530	Garbage Container Rental and Disposal	1,842	1,958	1,948	**1,842**	**1,118**	**1,987**	145	2,027	2,067	2019 actual + 2%
11-761-121-3610	Electrical Power	4,999	5,339	4,839	**5,068**	**4,559**	**4,935**	(133)	5,034	5,135	2019 actual + 2%
11-761-121-3620	Water	1,220	1,192	987	**1,002**	**935**	**1,007**	5	1,027	1,047	2019 actual + 2%
11-761-121-3625	Sewer	1,470	1,432	1,174	**1,189**	**1,124**	**1,198**	9	1,222	1,246	2019 actual + 2%
11-761-121-3630	Natural Gas	930	1,439	1,519	**1,501**	**1,308**	**1,549**	48	1,580	1,612	2019 actual + 2%
11-761-121-3810	Insurance and Licences	5,261	5,265	5,089	**5,190**	**6,215**	**6,836**	1,646	6,973	7,113	10% inflationary adjustment over p/y actual
11-761-430-5390	Appropriation to Reserve	15,000	15,000	15,000	**15,300**	**15,300**	**15,606**	306	15,918	16,236	base year 2019 $15,000 + 2% increase annually
	Total Innerkip Community Centre	**48,461**	**56,089**	**53,161**	**53,229**	**42,775**	**54,136**	**907**	**53,459**	**53,169**	

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area											
	Tavistock Park										***2021 as per KW-supplied budget***
11-753-121-1110	Salaries and Wages	424	659	454	**500**	**599**	**1,000**	500	1,020	1,040	adjusted for work to be completed by staff
11-753-121-1210	Benefits	131	225	138	**250**	**151**	**300**	50	306	312	adjusted for work to be completed by staff
11-753-121-2620	Cleaning Supplies	805	885	364	**1,000**	**1,448**	**1,000**	-	1,020	1,040	
11-753-121-2872	Grass Cutting	5,625	7,671	7,073	**7,800**	**6,045**	**7,800**	-	7,956	8,115	
11-753-121-2875	Booth Pavilion - Repairs and Maintenance	2,522	2,463	1,798	**5,500**	**3,433**	**20,000**	14,500	8,652	10,695	
11-753-121-2876	Playground - Repairs and Maintenance	267	1,193	248	**700**	**502**	**700**	-	490	564	
11-753-121-2877	Fencing - Repairs and Maintenance	-	-	-	**1,000**	**-**	**1,000**	-	250	250	
11-753-121-2878	Floodlight - Repairs and Maintenance	-	-	-	**300**	**-**	**500**	201	250	250	
11-753-121-2879	Grounds/Diamond - Repairs and Maintenance	5,486	9,260	5,744	**10,000**	**3,033**	**8,000**	(2,000)	8,160	8,323	
11-753-121-3410	Contracted Management Services	20,849	21,440	22,327	**23,000**	**23,673**	**23,000**	-	23,460	23,929	
11-753-121-3510	Equipment Rentals - Owned	180	790	588	**600**	**545**	**600**	-	442	529	
11-753-121-3530	Garbage Container Rental and Disposal	-	-	-	**100**	**-**	**100**	-	100	100	
11-753-121-3610	Electrical Power	1,716	1,877	1,586	**2,200**	**1,226**	**2,200**	-	2,244	2,289	
11-753-121-3620	Water	891	1,210	1,128	**1,400**	**970**	**1,000**	(400)	1,020	1,040	
11-753-121-3625	Sewer	-	-	-	**-**	**158**	**400**	400	408	416	
11-753-121-3630	Natural Gas	635	727	2,471	**2,800**	**573**	**850**	(1,950)	867	884	
11-753-121-3650	Floodlight Electrical Power	2,354	2,626	783	**850**	**1,344**	**2,800**	1,950	2,856	2,913	
11-753-121-3810	Insurance and Licences	6,376	6,397	5,994	**6,800**	**7,181**	**7,899**	1,099	8,057	8,219	10% inflationary adjustment over p/y actual
11-753-430-4210	Principal Repayments	13,980	14,563	15,150	**15,771**	**15,771**	**16,418**	647	17,091	17,792	Tavistock Pavilion Reno Repayments
11-753-430-4220	Interest Repayments	8,437	7,864	7,267	**6,646**	**6,646**	**5,999**	(647)	5,326	4,625	Tavistock Pavilion Reno Repayments
11-753-430-5390	Appropriation to Reserve	-	7,000	50,000	**51,000**	**51,000**	**52,020**	1,020	53,060	54,122	base year 2019 $50,000 + 2% annually
11-767-071-8600	Transfer to Capital	-	-	-	**-**	**4,977**	**-**	-	-	-	funding for Tavistock trail improvements
	Total Tavistock Park	**70,678**	**86,850**	**123,115**	**138,217**	**129,277**	**153,587**	**15,370**	**143,035**	**147,449**	
	Bender Subdivision Parkette										***2021 as per KW-supplied budget***
11-756-121-2872	Grass Cutting	1,361	1,261	1,396	**1,500**	**1,283**	**1,500**	-	1,530	1,561	
11-756-121-3410	Contracted Management Services	70	774	689	**2,050**	**730**	**2,750**	700	2,805	2,861	
11-756-121-3810	Insurance and Licences	632	-	-	**95**	**-**	**-**	(95)	-	-	insurance budgeted for in Tavistock Parks Admin
	Total Bender Subdivision Parkette	**2,063**	**2,035**	**2,085**	**3,645**	**2,013**	**4,250**	**605**	**4,335**	**4,422**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area (cont'd)											
	Tavistock Memorial Hall										***2021 as per KW-supplied budget***
11-755-121-2380	Operating Equipment	-	-	-	**200**	**-**	**200**	-	200	200	
11-755-121-2620	Cleaning Supplies	878	759	1,018	**1,500**	**198**	**1,100**	(400)	1,122	1,144	
11-755-121-3260	Telecommunications	517	551	538	**550**	**691**	**700**	150	550	550	
11-755-121-3290	Print, Advertising and Promotions	436	445	466	**460**	**238**	**460**	-	460	460	
11-755-121-3410	Contracted Management Services	23,222	25,604	26,413	**26,000**	**18,161**	**20,000**	(6,000)	26,000	26,000	
11-755-121-3420	Building - Repairs and Maintenance Services	1,996	581	1,309	**6,000**	**374**	**6,000**	-	6,000	6,000	
11-755-121-3430	Grounds - Repairs and Maintenance Services	1,167	1,261	1,908	**3,000**	**2,363**	**3,000**	-	3,000	3,000	
11-755-121-3530	Garbage Container Rental and Disposal	3,741	4,917	4,602	**5,000**	**1,549**	**1,500**	(3,500)	5,000	5,000	
11-755-121-3610	Electrical Power	5,488	4,741	4,264	**6,000**	**3,299**	**5,000**	(1,000)	6,000	6,000	
11-755-121-3620	Water	679	782	678	**850**	**594**	**700**	(150)	850	850	
11-755-121-3625	Sewer	914	1,226	1,205	**1,400**	**1,228**	**1,400**	-	1,400	1,400	
11-755-121-3630	Natural Gas	3,232	3,043	3,134	**3,200**	**2,376**	**3,000**	(200)	3,200	3,200	
11-755-121-3810	Insurance and Licences	4,261	4,262	4,157	**4,400**	**4,887**	**5,375**	975	5,483	5,592	10% inflationary adjustment over p/y actual
11-755-121-5390	Appropriation to Reserve	-	-	-	**10,000**	**10,000**	**10,200**	200	10,404	10,612	base year 2020 $10,000 + 2% annually
	Total Tavistock Memorial Hall	**46,531**	**48,172**	**49,692**	**68,560**	**45,958**	**58,635**	**(9,925)**	**69,669**	**70,009**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area (cont'd)											
	Tavistock District Recreation Committee (TDRC) - Arena										*2021 as per KW-supplied budget*
11-781-121-2310	Office Equipment	781	2,984	1,542	**2,500**	**1,542**	**3,000**	500	1,774	2,105	
11-781-121-2380	Workshop Equipment and Tools	993	462	594	**1,000**	**613**	**1,000**	-	869	827	
11-781-121-2580	Consumable Paper Products	1,644	1,350	1,816	**1,800**	**1,322**	**1,800**	-	1,589	1,570	
11-781-121-2610	Office Supplies	505	837	748	**1,200**	**696**	**1,200**	-	1,224	1,248	
11-781-121-2615	COVID Discount				**-**	**5,925**	**49,373**	49,373	-	-	offset by funding list below in revenues
11-781-121-2620	Cleaning Supplies	1,973	1,133	1,647	**1,800**	**2,687**	**2,500**	700	2,387	2,525	
11-781-121-2625	Cleaning Equipment	1,008	216	-	**1,000**	**465**	**1,500**	500	991	985	
11-781-121-3110	Travel/Meals/Conference/Seminars	210	-	-	**1,600**	**-**	**1,600**	-	250	250	
11-781-121-3210	Postage and Courier	10	-	9	**100**	**9**	**100**	-	100	100	
11-781-121-3260	Telecommunications	2,196	4,081	3,811	**3,700**	**2,720**	**3,700**	-	3,774	3,849	
11-781-121-3290	Print, Advertising and Promotions	482	66	119	**900**	**173**	**900**	-	518	531	
11-781-121-3410	Contracted Management Services	226,550	225,739	231,402	**236,650**	**220,729**	**230,000**	(6,650)	234,600	239,292	
11-781-121-3415	Refrigeration System - Repairs and Maintenance	8,007	6,775	11,712	**15,000**	**36,328**	**20,000**	5,000	21,445	25,924	
11-781-121-3420	Building - Repairs and Maintenance Services	13,065	20,215	16,829	**22,000**	**11,016**	**22,000**	-	15,360	16,125	
11-781-121-3430	Grounds - Repairs and Maintenance Services	2,320	3,336	3,023	**4,500**	**3,681**	**4,500**	-	3,500	3,894	
11-781-121-3530	Garbage Container Rental and Disposal	3,741	4,910	2,850	**2,800**	**816**	**1,500**	(1,300)	2,019	1,445	
11-781-121-3610	Electrical Power	96,863	92,275	87,654	**95,000**	**76,007**	**85,000**	(10,000)	86,700	88,434	
11-781-121-3620	Water	6,142	7,718	7,021	**7,200**	**6,230**	**7,200**	-	7,344	7,491	
11-781-121-3625	Sewer	8,698	10,474	8,852	**10,000**	**9,163**	**10,000**	-	10,200	10,404	
11-781-121-3630	Natural Gas	15,624	14,700	13,497	**15,000**	**11,916**	**15,000**	-	15,300	15,606	
11-781-121-3810	Insurance and Licences	24,177	24,409	23,498	**25,000**	**23,631**	**25,994**	994	26,514	27,044	10% inflationary adjustment over p/y actual
11-781-121-3830	Ice Making Supplies and Services	8,606	7,673	10,156	**9,000**	**1,432**	**9,000**	-	9,180	9,364	
11-781-121-3840	Ice Making Equipment	880	-	391	**300**	**-**	**300**	-	250	250	
11-781-121-3850	Ice Making Equipment - Repairs and Maintenance	118	432	66	**500**	**132**	**500**	-	510	520	
12-787-430-5390	Appropriation to Reserve	35,000	25,650	-	**50,000**	**50,000**	**51,000**	1,000	52,020	53,060	base year 2020 $50,000 annually plus 2% inflation
	Total TDRC - Arena	**459,593**	**455,435**	**427,238**	**508,550**	**467,232**	**548,666**	**40,116**	**498,418**	**512,844**	
	TDRC - Concession Booth										*2021 as per KW-supplied budget*
11-782-121-2874	Concession - Repairs and Maintenance	292	532	-	**300**	**47**	**300**	-	300	300	
11-782-121-3280	Supplies for Resale	20,471	19,114	23,085	**21,000**	**8,428**	**11,000**	(10,000)	21,000	21,000	
11-782-121-3285	Concession - Operating Agreement	5,273	8,775	4,900	**8,500**	**1,909**	**2,000**	(6,500)	8,500	8,500	
	Total TDRC - Concession Booth	**26,036**	**28,421**	**27,985**	**29,800**	**10,384**	**13,300**	**(16,500)**	**29,800**	**29,800**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area (cont'd)											
	TDRC - Vending Machines										***2021 as per KW-supplied budget***
11-783-121-3280	Supplies for Resale	1,213	1,658	1,795	**1,900**	**474**	**500**	(1,400)	1,900	1,900	
	Total TDRC - Vending Machines	**1,213**	**1,658**	**1,795**	**1,900**	**474**	**500**	**(1,400)**	**1,900**	**1,900**	
	TDRC - Ice Resurfacer										***2021 as per KW-supplied budget***
11-786-121-2370	Repairs - Parts and Labour	1,185	1,365	2,359	**1,500**	**1,085**	**1,500**	-	1,500	1,500	
11-786-121-3630	Natural Gas	-	6,003	-	**500**	**-**	**500**	-	500	500	
11-786-121-3810	Insurance and Licences	57	57	57	**60**	**-**	**-**	(60)	-	-	included in the TDRC arena budget
	Total TDRC - Ice Resurfacer	**1,242**	**7,425**	**2,417**	**2,060**	**1,085**	**2,000**	**(60)**	**2,000**	**2,000**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION CAPITAL EXPENDITURES											
Hickson Area											
	Hickson Park										
12-751-121-5110	Equipment	-	-	-	**-**	**-**	**1,500**	1,500	-	-	addition of accessible swing for each Township park
	Total Hickson Park	**-**	**-**	**-**	**-**	**-**	**1,500**	**1,500**	**-**	**-**	
Innerkip Area											
	Innerkip Park										
12-752-121-5110	Equipment	-	-	-	**-**	**-**	**1,500**	1,500	-	-	addition of accessible swing for each Township park
12-752-430-5170	Construction	72,037	-	28,201	**100,000**	**13,921**	**100,000**	-	-	-	covered walkway for pavilion
	Total Innerkip Park	**72,037**	**-**	**28,201**	**100,000**	**13,921**	**101,500**	**1,500**	**-**	**-**	
	Innerkip Community Centre										
12-761-430-5110	Equipment and Vehicles	-	5,000	-	**15,606**	**-**	**-**	(15,606)	-	-	
12-761-121-3300	Construction	-	-	-	**-**	**-**	**-**	-	-	-	no capital planned for 2021 due to COVID
	Total Innerkip Community Centre	**-**	**5,000**	**-**	**15,606**	**-**	**-**	**(15,606)**	**-**	**-**	
Tavistock Area											
	Tavistock Park										
12-753-121-5110	Equipment	-	-	-	**-**	**-**	**1,500**	1,500	-	-	addition of accessible swing for each Township park
12-753-430-5170	Construction	57,513	-	-	**225,000**	**4,977**	**-**	(225,000)	-	-	2020 work was completed on the Tavistock Trail
	Total Tavistock Park	**57,513**	**-**	**-**	**225,000**	**4,977**	**1,500**	**(223,500)**	**-**	**-**	
	Tavistock Memorial Hall										***2021 as per KW-supplied budget***
12-755-430-5110	Equipment and Vehicles	-	4,978	-	**-**	**-**	**28,000**	28,000	-	-	
12-755-430-5120	Building Improvements	-	15,681	-	**30,000**	**-**	**-**	(30,000)	50,200	74,000	
	Total Tavistock Memorial Hall	**-**	**20,659**	**-**	**30,000**	**-**	**28,000**	**(2,000)**	**50,200**	**74,000**	
	TDRC										***2021 as per KW-supplied budget***
12-787-430-5110	Equipment and Vehicles	1,289	-	109,615	**-**	**-**	**-**	-		-	
12-787-430-5120	Building Improvements	5,433	19,350	-	**30,000**	**18,125**	**107,000**	77,000	51,000	135,000	NE dehumidifier, BAC condenser, air furnace for dressing rm
	Total TDRC - Capital	**6,722**	**19,350**	**109,615**	**30,000**	**18,125**	**107,000**	**77,000**	**51,000**	**135,000**	
	Total Parks and Recreation Capital Expenditures	***136,272***	***45,009***	***137,816***	***400,606***	***37,022***	***239,500***	***(161,106)***	***101,200***	***209,000***	

Township of East Zorra-Tavistock
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

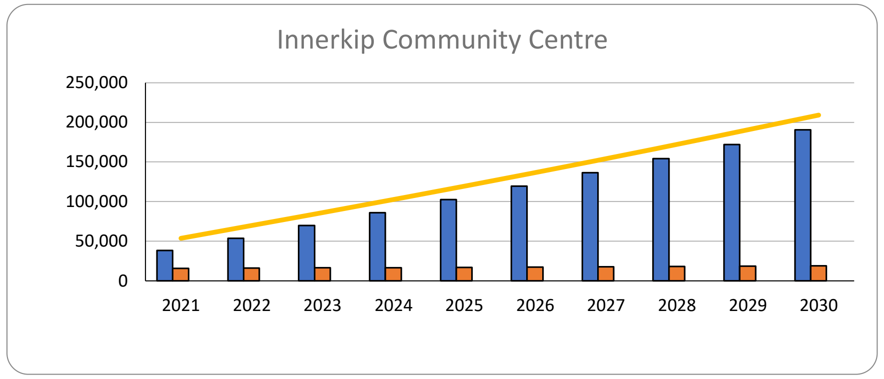
Revision Date: 2021-04-12

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION REVENUES											
	Administration										
11-758-021-0513	Sundry Revenue	22,500	7,500	-	-	-	-	-	-	-	no budget for unanticipated revenue for 2021
11-758-021-0600	Donations	1,850	-	-	-	-	-	-	-	-	no budget for unanticipated revenue for 2021
11-758-021-0523	Contributions from Developers	-	-	-	-	-	30,038	30,038	-	-	contribution to Parks and Recreation Master Plan
11-758-071-0952	Contributions from Reserves	-	-	-	-	-	20,000	20,000	-	-	from Parks Admin to P&R Master Plan
	Total Administration	**24,350**	**7,500**	**-**	**-**	**-**	**50,038**	**50,038**	**-**	**-**	
Hickson Area											
	Hickson Park										
11-751-021-0574	Facility Rentals	2,623	1,315	890	-	150	-	-	-	-	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	
11-751-071-0952	Contributions from Reserves	-	-	-	-	-	1,500	1,500	-	-	from Hickson Park Reserve to accessible swing
	Total Hickson Park	**2,623**	**1,315**	**2,300**	**2,820**	**150**	**4,320**	**1,500**	**2,820**	**2,820**	
Innerkip Area											
	Innerkip Park										
11-752-021-0598	Expense Recovery	-	19,496	935	1,000	-	-	(1,000)	-	-	no budget for unanticipated revenue for 2021
12-752-430-0576	Donations	-	-	2,150	50,000	-	-	(50,000)	-	-	
12-752-430-0952	Contributions from Reserve	44,735	-	26,051	50,000	-	1,500	(48,500)	-	-	from Innerkip Park Reserve to accessible swing
12-752-021-0523	Contributions from Developers	-	-	-	-	9,436	100,000	100,000	-	-	covered walkway offset by Development Charges
12-752-071-8100	Transfer from Operating	-	-	2,965	-	4,484	-	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Innerkip Park	**44,735**	**19,496**	**32,101**	**101,000**	**13,921**	**101,500**	**500**	**-**	**-**	
	Innerkip Community Centre										
11-761-021-0574	Facility Rentals	12,034	18,348	14,643	14,855	2,666	2,500	(12,355)	7,838	4,335	reduced revenue estimate due to COVID availability
11-761-021-0577	Library Rent	7,800	8,100	8,300	8,500	8,500	8,700	200	8,900	8,900	2021 budget as per County agreement
	Total Innerkip Community Centre	**19,834**	**26,448**	**22,943**	**23,355**	**11,166**	**11,200**	**(12,155)**	**16,738**	**13,235**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

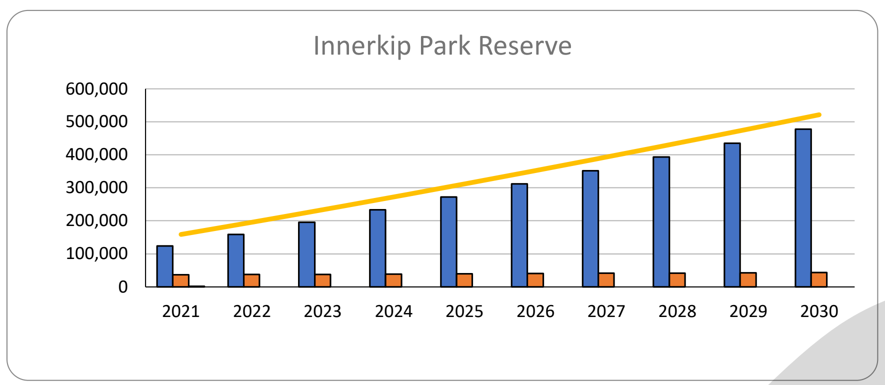
	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION REVENUES (cont'd)											
Tavistock Area											
	Tavistock Park										*2021 as per KW-supplied budget*
11-753-021-0513	Sundry Revenue	632	4,187		-		-	-	-	-	
11-753-021-0523	Contributions from Developers	-	-	6,053	6,053	5,750	6,053	(0)	6,053	6,053	amount corrected to reflect DC study amounts 2021
11-753-021-0574	Facility Rentals	7,898	10,571	9,545	9,500	681	6,000	(3,500)	4,860	3,847	
12-753-021-0523	Contributions from Developers	-	-	-	75,000	-		(75,000)	-	-	Tavistock Spray Pad 2020 project deferred
12-753-021-0576	Donations	4,546	-	-	150,000	-		(150,000)	-	-	Tavistock Spray Pad 2020 project deferred
12-753-071-0952	Contributions from Reserves	35,005	-	-	-	-	21,500	21,500	-	-	from Tavistock Reserve to accessible swing
12-767-071-8100	Transfer from Operating	-	-	-	-	4,977	-	-	-	-	Tavistock Trail transfer for capital work
	Total Tavistock Park	**48,080**	**14,758**	**15,597**	**240,553**	**11,408**	**33,553**	**(207,000)**	**10,912**	**9,899**	
	Tavistock Memorial Hall										*2021 as per KW-supplied budget*
11-755-021-0513	Sundry Revenue	-	-	3,986	-	-	-	-	-	-	
11-755-021-0574	Facility Rentals	18,952	22,330	23,092	22,000	7,742	5,000	(17,000)	22,000	22,000	
12-755-071-0972	Contribution from Reserve	-	659	-	10,000	-	28,000	18,000	50,200	74,000	
	Total Tavistock Memorial Hall	**18,952**	**22,989**	**27,077**	**32,000**	**7,742**	**33,000**	**1,000**	**72,200**	**96,000**	
	Tavistock District Recreation Committee (TDRC) - Arena										*2021 as per KW-supplied budget*
11-781-021-0513	Sundry Revenue	5,773	4,729	5,783	7,000	(3,327)	2,000	(5,000)	7,000	7,000	
11-781-021-0573	Arena Gate Receipts	3,223	3,510	3,420	3,500	4,038	2,500	(1,000)	3,500	3,500	
11-781-021-0781	Arena Rink Rentals	312,818	308,763	320,516	317,000	300,037	300,000	(17,000)	317,000	317,000	
11-781-021-0782	Upper Hall Rentals	10,041	10,758	9,445	10,000	4,691	4,000	(6,000)	10,000	10,000	
11-781-021-0783	Curling Club Agreement	29,926	30,331	29,178	30,500	25,012	25,000	(5,500)	30,500	30,500	
11-781-021-0784	Arena Advertising	16,113	16,515	17,915	18,000	17,961	18,000	-	18,000	18,000	
11-781-021-0787	Boardroom Rentals	310	93	217	150	265	150	-	150	150	
11-781-021-0788	ERTH Solar Panel Rent	-	-	2,686	5,372	-	6,500	1,128	5,372	5,372	
11-781-071-0952	Transfer from COVID Reserve	-	-	-	-	5,925	49,373	49,373			COVID discount provision should be 15% of rental revenue
12-787-021-0949	Sale of Equipment and Vehicles	-	-	18,645	-	-	-	-	-	-	
12-787-071-0952	Contribution from Reserve	34,084	-	90,970	-	18,125	107,000	107,000	51,000	135,000	
	Total TDRC - Arena	**412,288**	**374,699**	**498,775**	**391,522**	**372,729**	**514,523**	**123,001**	**442,522**	**526,522**	
	TDRC - Concession Booth										*2021 as per KW-supplied budget*
11-782-021-0571	Concession Sales	30,016	35,664	39,719	38,000	12,247	15,000	(23,000)	38,000	38,000	
	Total TDRC - Concession Booth	**30,016**	**35,664**	**39,719**	**38,000**	**12,247**	**15,000**	**(23,000)**	**38,000**	**38,000**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PARKS and RECREATION REVENUES (cont'd)											
	TDRC - Vending Machines										*2021 as per KW-supplied budget*
11-783-021-0569	Vending Machine Revenue	3,051	2,777	3,230	**3,200**	**1,124**	**1,000**	(2,200)	3,200	3,200	
	Total TDRC - Vending Machines	**3,051**	**2,777**	**3,230**	**3,200**	**1,124**	**1,000**	**(2,200)**	**3,200**	**3,200**	
	TDRC - Pro Shop/Skate Sharpening										*2021 as per KW-supplied budget*
11-784-021-0785	Pro Shop/Skate Sharpening Revenue	164	-	-	**50**	**-**	**50**	0	50	50	
	Total TDRC - Pro Shop/Skate Sharpening	**164**	**-**	**-**	**50**	**-**	**50**	**0**	**50**	**50**	
	TDRC - Ice Resurfacer										*2021 as per KW-supplied budget*
11-786-021-0788	Zamboni Advertising	3,300	3,300	3,650	**3,650**	**3,650**	**3,650**	-	3,650	3,650	
	Total TDRC - Ice Resurfacer	**3,300**	**3,300**	**3,650**	**3,650**	**3,650**	**3,650**	**-**	**3,650**	**3,650**	
Check		-	(0)	-	-	-	-	-	-	-	



11-942-942-9846
Innerkip Community Centre

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**38,095**	**15,606**	**0**	**53,701**
2022	53,701	15,918	0	**69,619**
2023	69,619	16,236	0	**85,856**
2024	85,856	16,561	0	**102,417**
2025	102,417	16,892	0	**119,310**
2026	119,310	17,230	0	**136,540**
2027	136,540	17,575	0	**154,115**
2028	154,115	17,926	0	**172,041**
2029	172,041	18,285	0	**190,326**
2030	190,326	18,651	0	**208,977**

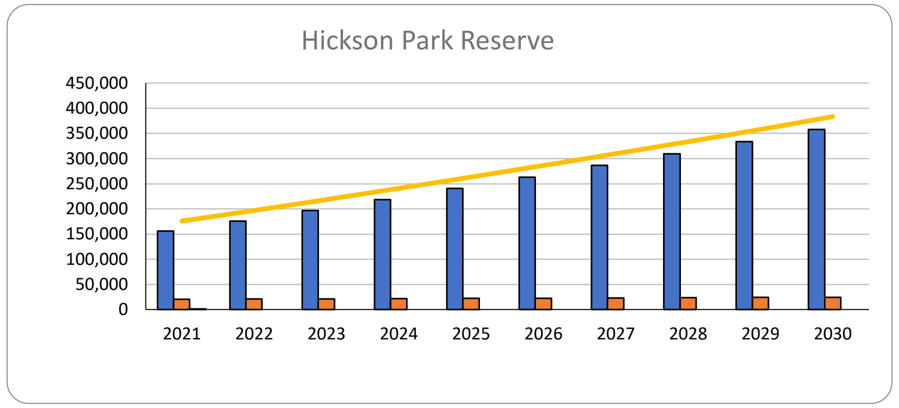


11-942-942-9842
Innerkip Park

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**123,779**	**36,414**	**1,500**	**158,693**
2022	158,693	37,142	0	**195,835**
2023	195,835	37,885	0	**233,720**
2024	233,720	38,643	0	**272,363**
2025	272,363	39,416	0	**311,779**
2026	311,779	40,204	0	**351,983**
2027	351,983	41,008	0	**392,991**
2028	392,991	41,828	0	**434,819**
2029	434,819	42,665	0	**477,484**
2030	477,484	43,518	0	**521,002**

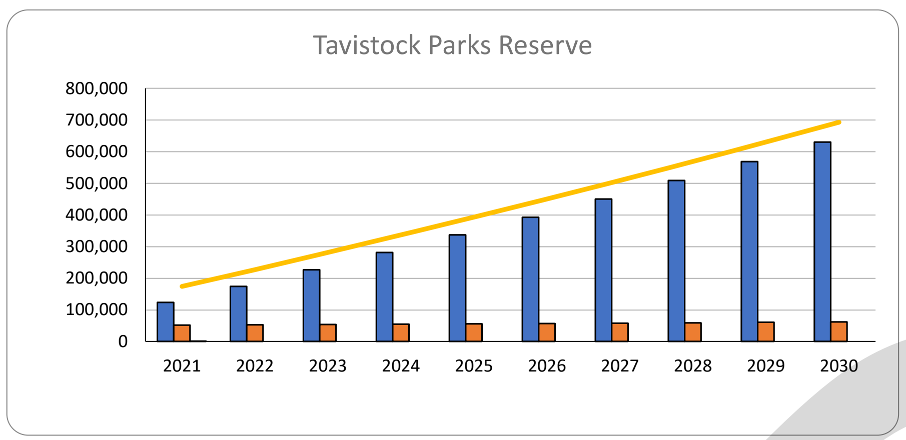
Township of East Zorra-Tavistock
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12



11-942-942-9841
Hickson Park Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**156,513**	**20,808**	**1,500**	**175,821**
2022	175,821	21,224	0	**197,045**
2023	197,045	21,649	0	**218,693**
2024	218,693	22,082	0	**240,775**
2025	240,775	22,523	0	**263,298**
2026	263,298	22,974	0	**286,272**
2027	286,272	23,433	0	**309,705**
2028	309,705	23,902	0	**333,607**
2029	333,607	24,380	0	**357,987**
2030	357,987	24,867	0	**382,854**



11-942-942-9843
Tavistock Park Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**124,013**	**52,020**	**1,500**	**174,533**
2022	174,533	53,060	0	**227,594**
2023	227,594	54,122	0	**281,715**
2024	281,715	55,204	0	**336,919**
2025	336,919	56,308	0	**393,227**
2026	393,227	57,434	0	**450,662**
2027	450,662	58,583	0	**509,245**
2028	509,245	59,755	0	**568,999**
2029	568,999	60,950	0	**629,949**
2030	629,949	62,169	0	**692,118**

Township of East Zorra-Tavistock
PARKS and RECREATION
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

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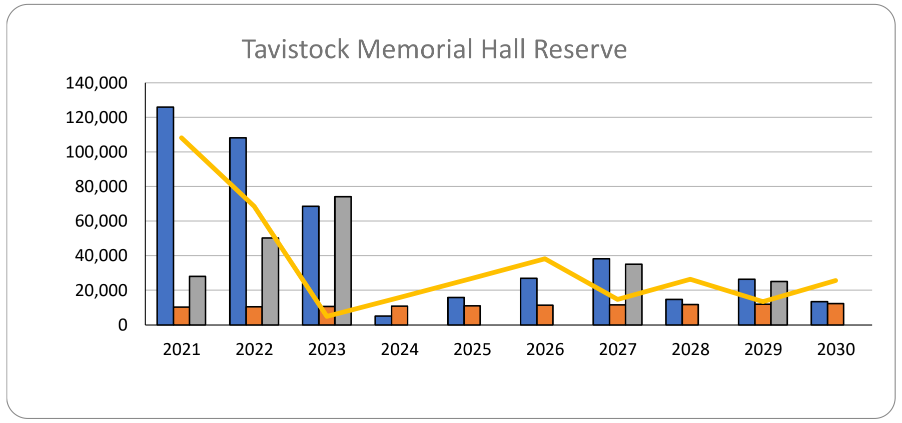
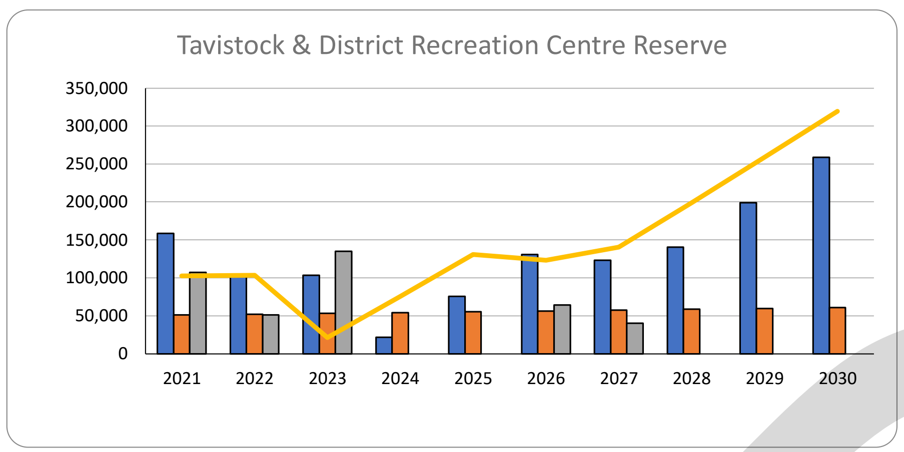


11-942-942-9844
Tavistock Memorial Hall Reserve

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**126,000**	**10,200**	**28,000**	**108,200**
2022	108,200	10,404	50,200	**68,404**
2023	68,404	10,612	74,000	**5,016**
2024	5,016	10,824	0	**15,840**
2025	15,840	11,041	0	**26,881**
2026	26,881	11,262	0	**38,143**
2027	38,143	11,487	35,000	**14,630**
2028	14,630	11,717	0	**26,346**
2029	26,346	11,951	25,000	**13,297**
2030	13,297	12,190	0	**25,487**



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

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**158,461**	**51,000**	**107,000**	**102,461**
2022	102,461	52,020	51,000	**103,481**
2023	103,481	53,060	135,000	**21,541**
2024	21,541	54,122	0	**75,663**
2025	75,663	55,204	0	**130,867**
2026	130,867	56,308	64,204	**122,971**
2027	122,971	57,434	40,000	**140,405**
2028	140,405	58,583	0	**198,988**
2029	198,988	59,755	0	**258,743**
2030	258,743	60,950	0	**319,692**

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Administration	534,823	546,275	587,103	**516,173**	**517,332**	**534,477**	18,304	533,740	549,331	
Equipment	138,715	202,629	211,624	**189,759**	**164,611**	**292,196**	102,437	279,513	288,053	
Facilities	103,508	105,296	108,352	**249,332**	**260,494**	**265,994**	16,662	271,344	276,584	
Road Maintenance	677,371	666,824	703,185	**896,796**	**887,943**	**1,182,855**	286,060	1,218,891	1,256,636	
Winter Maintenance	191,194	214,005	217,670	**229,027**	**222,491**	**228,627**	(400)	234,609	240,031	
Equipment and Vehicles	24,986	130,000	175,000	**300,000**	**383,932**	**359,693**	59,693	366,887	374,224	
Municipal Drains	55,000	-	25,000	**25,500**	**28,269**	**26,010**	510	26,530	27,061	
Bridges	13,886	108,673	34,861	**220,400**	**204,522**	**242,000**	21,600	226,440	230,969	
Innerkip Streets Debenture	132,284	132,283	132,284	**132,284**	**132,284**	**132,284**	(0)	132,284	132,284	
Asset Management - Gravel to Hardtop	369,363	200,000	250,000	**255,000**	**255,000**	**260,100**	5,100	265,302	270,608	
Sidewalks	25,890	36,745	35,251	**43,102**	**33,602**	**36,425**	(6,677)	36,551	37,126	
Roads Projects	-	-	50,000	**102,000**	**102,000**	**104,040**	2,040	106,121	108,243	
Leaf and Yard Waste Program	48,016	62,895	53,895	**54,973**	**30,080**	**51,324**	(3,649)	52,351	53,398	
Street Lighting	127,945	110,657	121,477	**121,725**	**121,358**	**121,608**	(117)	121,900	77,516	
Capital Expenditures	166,709	1,917,628	797,106	**1,830,000**	**2,235,714**	**1,086,000**	(744,000)	-	-	
TOTALS	**2,609,690**	**4,433,910**	**3,502,807**	**5,166,070**	**5,579,631**	**4,923,632**	**(242,438)**	**3,872,463**	**3,922,064**	

Gross Budget Revenues	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
Contributions from Benefitting Landowners	-	-	-	**-**	**2,500**	**-**	-	-	-	
Contributions from Developers	48,016	-	142,500	**884,933**	**433,195**	**37,933**	(867,000)	17,933	17,933	
Contributions from Other Municipalities	125,000	61,882	1,654	**36,633**	**411,933**	**51,324**	14,691	52,351	53,398	
Cost Recoveries	3,650	1,920	10,896	**5,489**	**9,839**	**4,693**	(796)	5,617	5,424	
Donations	-	-	2,000	**-**	**2,500**	**-**	-	-	-	
Federal Gas Tax	-	-	-	**503,000**	**401,677**	**581,287**	78,287	-	-	
Interfund Transfers	-	-	-	**-**	**103,260**	**-**	-	-	-	
Licences, Permits and Rents	305,716	328,076	284,566	**304,187**	**290,950**	**316,193**	12,006	301,048	304,218	
OCIF Grant	-	-	392,066	**95,000**	**95,763**	**90,544**	(4,456)	-	-	
Sale of Equipment/Vehicles	-	-	2,000	**-**	**22,172**	**18,000**	18,000	-	-	
Sundry Revenue	15,264	18,580	21,747	**21,530**	**18,890**	**20,893**	(637)	20,664	19,303	
Transfers from Reserves and Reserve Funds	59,480	57,356	173,329	**125,000**	**827,195**	**369,169**	244,169	35,000	40,000	
User Fees and Charges	-	3,634	-	**3,635**	**-**	**3,635**	-	3,635	3,635	
TOTALS	**557,126**	**471,448**	**1,030,758**	**1,979,407**	**2,619,873**	**1,493,671**	**(485,736)**	**436,248**	**443,910**	
NET PUBLIC WORKS BUDGET	**2,052,564**	**3,962,462**	**2,472,049**	**3,186,663**	**2,959,758**	**3,429,961**	**243,298**	**3,436,216**	**3,478,153**	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES											
	Administration										
11-311-121-1110	Salaries and Wages	175,513	184,951	200,618	**216,380**	**219,020**	**219,513**	3,133	223,904	228,382	includes 0.9% increase + 50% of CET from Building
11-311-121-1150	Vacation, Stats, Sick and Holidays	51,952	53,260	46,232	**62,311**	**61,383**	**61,935**	(376)	63,174	64,437	includes 0.9% increase + 50% of CET from Building
11-311-121-1210	Benefits	63,797	64,394	74,204	**74,001**	**89,601**	**74,184**	183	75,667	77,181	includes 0.9% increase + 50% of CET from Building
11-311-121-2433	Computer Software and Hardware	-	-	972	**3,500**	**569**	**3,500**	-	3,570	3,641	MESH costs @ $70/user x 4 users x 12 months
11-311-121-2510	Uniforms	-	1,874	3,846	**2,707**	**2,934**	**2,884**	177	2,564	2,794	based on 3-year rolling average actuals
11-311-121-2610	Office Supplies	2,401	741	1,401	**1,026**	**2,596**	**1,579**	553	1,639	1,938	based on 3-year rolling average actuals
11-311-121-3110	Travel/Meals/Conferences/Seminars	936	2,338	1,895	**2,385**	**1,653**	**1,962**	(423)	1,984	1,866	based on 3-year rolling average actuals
11-311-121-3120	Training and Staff Development	2,922	4,436	10,210	**10,000**	**3,296**	**10,000**	-	10,000	10,000	increased as per TL
11-311-121-3135	Certifications (medicals & licence renewals)	5,050	-	-	**2,000**	**-**	**2,000**	-	2,040	2,081	$150/medical & $50/renewal x 10 employees
11-311-121-3170	Memberships and Publications	1,155	1,404	1,403	**1,321**	**1,456**	**1,421**	100	1,427	1,434	based on 3-year rolling average actuals
11-311-121-3260	Telecommunications	6,117	4,945	4,499	**4,589**	**2,229**	**2,274**	(2,315)	2,319	2,366	prior year actual + 2%
11-311-121-3290	Print, Advertising and Promotion	775	335	2,003	**1,038**	**368**	**902**	(136)	535	602	based on 3-year rolling average actuals
11-311-121-3310	Professional Services	3,440	12,752	27,139	**45,681**	**19,963**	**29,416**	(16,265)	20,000	25,000	prior year actual + includes MESH and AMP work
11-311-121-3311	Locates	936	40	914	**1,000**	**1,176**	**1,000**	-	1,000	1,000	done internally currently
11-311-121-3510	Equipment Rentals - Owned	5,444	1,477	3,751	**3,557**	**2,653**	**2,627**	(930)	2,252	2,510	based on 3-year rolling average actuals
11-311-121-3810	Insurance and Licences	89,385	88,328	83,018	**84,678**	**108,436**	**119,280**	34,602	121,665	124,099	10% inflationary adjustment over p/y actual
11-311-121-5390	Appropriation to Reserve	125,000	125,000	125,000	**-**	**-**	**-**	-	-	-	should be a vehicle & equipment transfer (see below)
	Total Administration	**534,823**	**546,275**	**587,103**	**516,173**	**517,332**	**534,477**	**18,304**	**533,740**	**549,331**	
	Equipment										
1999 Champion 740A Grader											
11-311-821-1110	Salaries and Wages	2,854	3,774	2,037	**2,077**	**1,921**	**1,960**	(117)	1,999	2,039	includes 0.9% increase
11-311-821-1210	Benefits	690	844	451	**460**	**435**	**444**	(16)	453	462	includes 0.9% increase
11-311-821-2210	Fuels and Lubricants	12,178	15,849	11,991	**12,231**	**7,332**	**12,231**	0	12,476	12,725	2019 actual + 2%
11-311-821-2370	Repairs - Parts and Labour	2,428	664	5,521	**2,871**	**971**	**2,385**	(486)	1,340	1,565	based on 3-year rolling average actuals
11-311-821-3510	Equipment Rentals - Owned	-	-	237	**500**	**518**	**500**	-	510	520	internal use of equipment
11-311-821-3810	Insurance and Licences	723	680	730	**745**	**6,240**	**6,864**	6,119	7,001	7,141	10% inflationary adjustment over p/y actual
	Subtotal 1999 Champion 740A Grader	*18,873*	*21,811*	*20,966*	***18,884***	***17,418***	***24,384***	*5,500*	*23,779*	*24,453*	
2020 Grader											
11-311-822-1110	Salaries and Wages					**262**	**2,800**	2,800	2,856	2,913	comparable budget to 2004 Grader as benchmark
11-311-822-1210	Benefits					**54**	**850**	850	867	884	comparable budget to 2004 Grader as benchmark
11-311-822-2210	Fuels and Lubricants					**2,819**	**12,600**	12,600	12,852	13,109	comparable budget to 2004 Grader as benchmark
11-311-822-2370	Repairs - Parts and Labour					**-**	**12,400**	12,400	4,133	5,511	comparable budget to 2004 Grader as benchmark
11-311-822-3510	Equipment Rentals - Owned					**-**	**500**	500	510	520	comparable budget to 2004 Grader as benchmark
	Subtotal 2020 Grader	*-*	*-*	*-*	***-***	***3,134***	***29,150***	*29,150*	*21,218*	*22,938*	

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Equipment (cont'd)										
2004 Volvo 730B Grader											
11-311-823-1110	Salaries and Wages	575	2,038	2,089	**2,131**	**2,752**	**2,776**	645	2,832	2,889	includes 0.9% increase
11-311-823-1210	Benefits	164	553	628	**641**	**841**	**849**	208	866	883	includes 0.9% increase
11-311-823-2210	Fuels and Lubricants	4,643	14,449	12,344	**12,591**	**9,378**	**12,591**	(0)	12,842	13,099	2019 actual + 2%
11-311-823-2370	Repairs - Parts and Labour	336	3,734	29,590	**10,596**	**3,799**	**12,374**	1,779	6,636	7,603	based on 3-year rolling average actuals
11-311-823-3510	Equipment Rentals - Owned		140	415	**500**	**-**	**500**	-	510	520	internal use of equipment
11-311-823-3810	Insurance and Licences	151	510	548	**559**	**-**	**614**	56	627	639	10% inflationary adjustment over p/y budget
	Subtotal 2004 Volvo 730B Grader	*5,869*	*21,424*	*45,614*	***27,017***	***16,770***	***29,705***	*2,688*	*24,313*	*25,633*	
2016 John Deere Tractor											
11-311-824-1110	Salaries and Wages	787	493	446	**455**	**596**	**601**	146	613	626	includes 0.9% increase
11-311-824-1210	Benefits	220	147	102	**104**	**160**	**162**	58	165	168	includes 0.9% increase
11-311-824-2210	Fuels and Lubricants	325	4,041	2,789	**2,844**	**1,670**	**2,844**	0	2,901	2,959	2019 actual + 2%
11-311-824-2370	Repairs - Parts and Labour	3,477	1,202	1,772	**1,103**	**1,959**	**1,644**	541	1,602	1,735	based on 3-year rolling average actuals
11-311-824-3810	Insurance and Licences	451	143	153	**156**	**-**	**172**	16	175	179	10% inflationary adjustment over p/y budget
	Subtotal 2016 John Deere Tractor	*5,260*	*6,026*	*5,262*	***4,663***	***4,385***	***5,424***	*761*	*5,457*	*5,667*	
2010 Caterpillar Loader											
11-311-825-1110	Salaries and Wages	486	610	403	**411**	**508**	**513**	102	523	533	includes 0.9% increase
11-311-825-1210	Benefits	163	196	100	**102**	**161**	**162**	60	166	169	includes 0.9% increase
11-311-825-2210	Fuels and Lubricants	2,263	376	2,202	**2,246**	**3,363**	**3,430**	1,184	3,499	3,569	prior year actual + 2%
11-311-825-2370	Repairs - Parts and Labour	-	1,102	9,274	**4,618**	**13,948**	**8,108**	3,490	7,719	9,925	based on 3-year rolling average actuals
11-311-825-3810	Insurance and Licences	350	426	457	**466**	**150**	**165**	(301)	168	172	10% inflationary adjustment over p/y actual
	Subtotal 2010 Caterpillar Loader	*3,262*	*2,710*	*12,436*	***7,843***	***18,130***	***12,378***	*4,535*	*12,075*	*14,368*	
2014 Case Backhoe											
11-311-826-1110	Salaries and Wages	2,347	757	124	**127**	**105**	**106**	(21)	108	111	includes 0.9% increase
11-311-826-1210	Benefits	-	229	41	**42**	**33**	**33**	(9)	34	35	includes 0.9% increase
11-311-826-2210	Fuels and Lubricants	691	1,838	994	**1,014**	**590**	**1,014**	(0)	1,034	1,055	2019 actual + 2%
11-311-826-2370	Repairs - Parts and Labour	(3,692)	297	89	**500**	**1,663**	**683**	183	881	1,076	based on 3-year rolling average actuals
11-311-826-3810	Insurance and Licences	1,976	329	353	**360**	**-**	**396**	36	404	412	10% inflationary adjustment over p/y budget
	Subtotal 2014 Case Backhoe	*1,322*	*3,450*	*1,601*	***2,043***	***2,391***	***2,232***	*189*	*2,461*	*2,688*	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Equipment (cont'd)										
Chainsaws and Other Small Equipment										
11-311-827-1110 Salaries and Wages	5,931	3,248	4,055	**4,136**	**1,289**	**4,173**	37	4,257	4,342	includes 0.9% increase over 2020 budget
11-311-827-1150 Vacation, Sick, Stats	-	-	8	**8**	**-**	**8**	0	8	8	includes 0.9% increase over 2020 budget
11-311-827-1210 Benefits	1,441	957	1,044	**1,065**	**331**	**1,075**	10	1,096	1,118	includes 0.9% increase over 2020 budget
11-311-827-2210 Fuels and Lubricants	7,328	672	486	**496**	**157**	**496**	0	505	516	2019 actual + 2%
11-311-827-2370 Repairs - Parts and Labour	-	7,788	3,201	**4,322**	**1,704**	**4,231**	(91)	4,574	3,503	based on 3-year rolling average actuals
11-311-827-3510 Equipment Rentals - Owned	19	-	33	**100**	**20**	**22**	(78)	22	23	10% inflationary adjustment over p/y actual
Subtotal Chainsaws and Other Small Equipment	*14,719*	*12,665*	*8,826*	***10,126***	***3,500***	***10,004***	*(122)*	*10,463*	*9,510*	
Snowplows, Wings, etc.										
11-311-828-1110 Salaries and Wages	299	6,247	6,978	**7,118**	**5,634**	**7,182**	64	7,326	7,472	includes 0.9% increase over 2020 budget
11-311-828-1150 Vacation, Sick, Stats		-	12	**12**	**16**	**12**	0	12	13	includes 0.9% increase over 2020 budget
11-311-828-1210 Benefits	93	1,512	1,733	**1,767**	**1,611**	**1,783**	16	1,819	1,855	includes 0.9% increase over 2020 budget
11-311-828-2370 Repairs - Parts and Labour	297	13,506	9,685	**10,173**	**20,195**	**14,462**	4,289	16,054	16,904	based on 3-year rolling average actuals
11-311-828-3510 Equipment Rentals - Owned		-	130	**250**	**105**	**150**	(100)	153	156	internal use of equipment
11-311-828-3810 Insurance and Licences	104	18	19	**20**	**-**	**22**	2	22	23	10% inflationary adjustment over p/y budget
Subtotal Snowplows, Wings, etc.	*793*	*21,283*	*18,557*	***19,340***	***27,560***	***23,611***	*4,271*	*25,386*	*26,422*	
2006 Vermeer Brush Chipper										
11-311-829-1110 Salaries and Wages	1,861	578	20	**21**	**475**	**479**	458	488	498	includes 0.9% increase
11-311-829-1210 Benefits	533	222	6	**6**	**155**	**156**	150	159	163	includes 0.9% increase
11-311-829-2210 Fuels and Lubricants	15,080	-	-	**-**	**179**	**200**	200	204	208	estimated fuel
11-311-829-2370 Repairs - Parts and Labour	2,318	7,851	-	**2,716**	**1,306**	**1,333**	(1,383)	1,359	1,386	prior year actual + 2%
11-311-829-3810 Insurance and Licences	2,915	97	105	**107**	**-**	**118**	11	120	122	10% inflationary adjustment over p/y budget
Subtotal 2006 Vermeer Brush Chipper	*22,707*	*8,748*	*131*	***2,850***	***2,115***	***2,285***	*(565)*	*2,331*	*2,378*	
2015 International Dump Truck										
11-311-830-1110 Salaries and Wages	2,863	3,209	1,569	**1,600**	**1,550**	**1,564**	(36)	1,596	1,628	includes 0.9% increase
11-311-830-1150 Vacation, Sick, Stats		-	2	**2**	**2**	**2**	0	2	2	includes 0.9% increase
11-311-830-1210 Benefits	892	897	459	**468**	**545**	**550**	82	561	573	includes 0.9% increase
11-311-830-2210 Fuels and Lubricants	15,485	18,653	11,793	**12,029**	**9,258**	**12,029**	(0)	12,269	12,515	2019 actual + 2%
11-311-830-2370 Repairs - Parts and Labour	1,344	6,739	15,211	**8,089**	**4,271**	**8,740**	651	6,583	6,531	based on 3-year rolling average actuals
11-311-830-3810 Insurance and Licences	2,915	2,736	2,764	**2,820**	**1,918**	**2,109**	(711)	2,151	2,194	10% inflationary adjustment over p/y actual
Subtotal 2015 International Dump Truck	*23,499*	*32,234*	*31,798*	***25,008***	***17,544***	***24,995***	*(13)*	*23,163*	*23,443*	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Equipment (cont'd)										
2015 Freightliner Dump Truck											
11-311-831-1110	Salaries and Wages	2,697	2,300	1,683	**1,717**	**1,219**	**1,230**	(487)	1,254	1,279	includes 0.9% increase
11-311-831-1150	Vacation, Sick, Stats	-	-	1	**1**	**13**	**13**	12	13	13	includes 0.9% increase
11-311-831-1210	Benefits	738	677	587	**599**	**322**	**325**	(274)	332	338	includes 0.9% increase
11-311-831-2210	Fuels and Lubricants	4,325	19,593	13,012	**13,272**	**7,702**	**13,272**	0	13,538	13,809	2019 actual + 2%
11-311-831-2370	Repairs - Parts and Labour	10,114	1,619	4,601	**2,521**	**4,515**	**3,578**	1,057	3,237	3,777	based on 3-year rolling average actuals
11-311-831-3510	Equipment Rentals - Owned	-	-	65	**150**	**650**	**663**	513	676	690	prior year actual + 2%
11-311-831-3810	Insurance and Licences	2,221	2,736	2,764	**2,820**	**1,918**	**2,109**	(711)	2,151	2,194	10% inflationary adjustment over p/y actual
	Subtotal 2015 Freightliner Dump Truck	*20,095*	*26,925*	*22,715*	***21,081***	***16,339***	***21,191***	*110*	*21,202*	*22,101*	
2020 International Dump Truck											
11-311-832-1110	Salaries and Wages	474	2,806	1,642	**1,675**	**1,311**	**1,690**	15	1,724	1,758	includes 0.9% increase over 2020 budget
11-311-832-1150	Vacation, Sick, Stats		-	4	**4**	**4**	**4**	0	4	4	includes 0.9% increase over 2020 budget
11-311-832-1210	Benefits	154	767	483	**493**	**288**	**497**	4	507	518	includes 0.9% increase over 2020 budget
11-311-832-2210	Fuels and Lubricants	2,026	4,342	4,149	**4,232**	**2,598**	**4,232**	(0)	4,316	4,403	2019 actual + 2%
11-311-832-2370	Repairs - Parts and Labour	2,644	5,794	11,612	**9,173**	**3,595**	**7,000**	(2,173)	5,463	5,353	based on 3-year rolling average actuals
11-311-832-3510	Equipment Rentals - Owned	-	-	163	**250**	**156**	**159**	(91)	162	166	prior year actual + 2%
11-311-832-3810	Insurance and Licences	1,706	1,985	2,014	**2,054**	**1,167**	**1,284**	(770)	1,309	1,336	10% inflationary adjustment over p/y actual
	Subtotal 2020 International Dump Truck	*7,004*	*15,694*	*20,066*	***17,881***	***9,118***	***14,867***	*(3,014)*	*13,487*	*13,537*	
2013 TerraStar Flatbed											
11-311-833-1110	Salaries and Wages	374	597	373	**380**	**368**	**371**	(9)	379	386	includes 0.9% increase
11-311-833-1210	Benefits	114	153	166	**169**	**103**	**104**	(65)	106	109	includes 0.9% increase
11-311-833-2210	Fuels and Lubricants	7,693	1,853	2,594	**2,646**	**3,057**	**3,118**	472	3,180	3,244	prior year actual + 2%
11-311-833-2370	Repairs - Parts and Labour	806	916	1,368	**1,643**	**529**	**938**	(705)	794	753	based on 3-year rolling average actuals
11-311-833-3510	Equipment Rentals - Owned		-	65	**100**	**-**	**100**	-	102	104	internal use of equipment
11-311-833-3810	Insurance and Licences	1,267	1,470	1,498	**1,528**	**652**	**717**	(811)	731	746	10% inflationary adjustment over p/y actual
	Subtotal 2013 TerraStar Flatbed	*10,254*	*4,989*	*6,064*	***6,466***	***4,709***	***5,348***	*(1,118)*	*5,293*	*5,342*	
2015 RAM Pickup (PW Foreman)											
11-311-835-1110	Salaries and Wages	-	610	197	**201**	**790**	**797**	596	813	829	includes 0.9% increase
11-311-835-1210	Benefits	-	160	47	**48**	**263**	**266**	218	271	276	includes 0.9% increase
11-311-835-2210	Fuels and Lubricants	-	9,576	5,993	**6,113**	**5,684**	**5,798**	(315)	5,914	6,032	prior year actual + 2%
11-311-835-2370	Repairs - Parts and Labour	-	7,664	2,844	**3,771**	**4,330**	**4,946**	1,175	5,647	4,974	based on 3-year rolling average actuals
11-311-835-3810	Insurance and Licences	-	1,143	1,177	**1,201**	**-**	**1,321**	120	1,348	1,374	10% inflationary adjustment over p/y budget
	Subtotal 2015 RAM Pickup (PW Foreman)	*-*	*19,153*	*10,258*	***11,334***	***11,067***	***13,128***	*1,794*	*13,992*	*13,486*	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Equipment (cont'd)										
2019 Ford F150 (PW Manager)											
11-311-836-1110	Salaries and Wages	175	-	552	**510**	**41**	**500**	(10)	510	520	adjusted rates to reflect more comparable usage to Foremar
11-311-836-1210	Benefits	56	-	168	**128**	**18**	**150**	22	153	156	adjusted rates to reflect more comparable usage to Foremar
11-311-836-2210	Fuels and Lubricants	2,376	-	2,639	**3,250**	**2,924**	**2,982**	(268)	3,042	3,103	prior year actual + 2%
11-311-836-2370	Repairs - Parts and Labour	205	-	375	**1,000**	**92**	**156**	(844)	82	110	based on 3-year rolling average actuals
11-311-836-3810	Insurance and Licences	357	-	1,032	**1,201**	**120**	**1,321**	120	1,348	1,374	10% inflationary adjustment over p/y budget
	Subtotal 2019 Ford F150 (PW Manager)	*3,169*	-	*4,766*	***6,089***	***3,195***	***5,109***	*(980)*	*5,135*	*5,263*	
2014 RAM Pickup (Roads Staff)											
11-311-837-1110	Salaries and Wages	112	127	370	**378**	**358**	**361**	(17)	368	376	includes 0.9% increase
11-311-837-1150	Vacation, Sick, Stats		-	1	**1**	**1**	**1**	(0)	1	1	includes 0.9% increase
11-311-837-1210	Benefits	35	36	104	**106**	**114**	**115**	9	118	120	includes 0.9% increase
11-311-837-2210	Fuels and Lubricants	673	2,167	1,800	**1,836**	**1,844**	**1,881**	45	1,919	1,957	prior year actual + 2%
11-311-837-2370	Repairs - Parts and Labour	1,069	1,254	125	**528**	**215**	**531**	3	667	471	based on 3-year rolling average actuals
11-311-837-3510	Equipment Rentals - Owned	-	-	-	**-**	**160**	**200**	200	204	208	internal use of equipment
11-311-837-3810	Insurance and Licences	-	120	120	**122**	**120**	**132**	10	135	137	10% inflationary adjustment over p/y actual
	Subtotal 2014 RAM Pickup (Roads Staff)	*1,889*	*3,704*	*2,520*	***2,971***	***2,812***	***3,222***	*251*	*3,411*	*3,270*	
1994 International PW Water Tanker											
11-311-838-1110	Salaries and Wages	-	39	76			**-**	-	-	-	disposed of in 2019
11-311-838-1210	Benefits	-	8	21			**-**	-	-	-	disposed of in 2019
11-311-838-2370	Repairs - Parts and Labour	-	468	-			**-**	-	-	-	disposed of in 2019
11-311-838-3810	Insurance and Licences	-	1,298	(375)			**-**	-	-	-	disposed of in 2019
	Subtotal 1994 International PW Water Tanker	-	*1,813*	*(279)*	**-**	**-**	**-**	-	-	-	
2019 Zero Steer Mower											
11-311-839-1110	Salaries and Wages		-	-	**1,020**	**-**	**11,040**	10,020	11,261	11,486	includes 0.9% increase
11-311-839-1210	Benefits		-	-	**510**	**-**	**3,520**	3,010	3,591	3,662	includes 0.9% increase
11-311-839-2210	Fuels and Lubricants		-	-	**3,250**	**559**	**3,250**	-	3,315	3,381	$125 @ 26 bi-weekly
11-311-839-2370	Repairs - Parts and Labour		-	322	**1,000**	**486**	**1,000**	-	1,000	1,000	based on 3-year rolling average actuals
11-311-839-3810	Insurance and Licences		-	-	**383**	**-**	**-**	(383)	-	-	accounted for Public Works admin
	Subtotal 2019 Zero Steer Mower	-	-	*322*	***6,163***	***1,045***	***18,811***	*12,648*	*19,167*	*19,530*	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Equipment (cont'd)										
2020 Trackless MT7											
11-311-839-1110	Salaries and Wages	-	-	-	-	454	21,040	21,040	21,461	21,890	first year estimated line items
11-311-839-1210	Benefits	-	-	-	-	184	6,312	6,312	6,438	6,567	first year estimated line items
11-311-839-2210	Fuels and Lubricants	-	-	-	-	2,740	13,000	13,000	13,260	13,525	$500/week @ 26 weeks
11-311-839-2370	Repairs - Parts and Labour	-	-	-	-	-	5,000	5,000	5,000	5,000	first year estimated line items
11-311-839-3810	Insurance and Licences	-	-	-	-	-	1,000	1,000	1,020	1,040	first year estimated line items
	Subtotal 2020 Trackless MT7	-	-	-	-	*3,378*	*46,353*	*46,353*	*47,180*	*48,023*	
	Total Equipment	**138,715**	**202,629**	**211,624**	**189,759**	**164,611**	**292,196**	**102,437**	**279,513**	**288,053**	
	Facilities										
11-312-121-1110	Salaries and Wages	9,304	10,299	13,629	13,902	23,695	23,908	10,006	24,386	24,874	includes 0.9% increase
11-312-121-1150	Vacation, Sick, Stats	-	-	79	81	176	178	97	181	185	includes 0.9% increase
11-312-121-1210	Benefits	2,553	2,778	3,379	3,446	6,138	6,193	2,747	6,317	6,443	includes 0.9% increase
11-312-121-2330	Communications Equipment	1,236	516	-	584	-	-	(584)	-	-	moved to app communication
11-312-121-2380	Operating Equipment and Tools	7,027	3,325	5,315	5,222	7,383	7,531	2,309	7,681	7,835	prior year actual + 2%
11-312-121-3420	Building - Repairs and Maintenance	3,309	4,705	3,938	9,000	4,457	4,367	(4,633)	4,510	4,444	based on 3-year rolling average actuals
11-312-121-3430	Grounds - Repairs and Maintenance	789	951	916	885	1,008	958	73	972	980	based on 3-year rolling average actuals
11-312-121-3505	Equipment Rentals - Hired	70	-	-	-	349	1,000	1,000	1,000	1,000	placeholder budget
11-312-121-3510	Equipment Rentals - Owned	850	1,765	2,163	2,000	4,013	4,093	2,093	4,175	4,259	prior year actual + 2%
11-312-121-3610	Electrical Power	3,521	3,936	3,006	3,066	3,331	3,398	332	3,466	3,535	prior year actual + 2%
11-312-121-3620	Water	887	1,203	913	931	925	944	13	962	982	prior year actual + 2%
11-312-121-3625	Sewer	714	1,131	1,190	1,214	1,216	1,240	26	1,265	1,290	prior year actual + 2%
11-312-121-3630	Natural Gas	5,088	6,499	5,726	5,841	4,982	5,082	(760)	5,183	5,287	prior year actual + 2%
11-312-121-3810	Insurance and Licences	3,160	3,188	3,097	3,159	2,821	3,103	(56)	3,165	3,228	10% inflationary adjustment over p/y actual
11-312-430-5390	Appropriation to Reserve	65,000	65,000	65,000	200,000	200,000	204,000	4,000	208,080	212,242	base year 2020 to $200,000 for potential debt + 2%
	Total Facilities	**103,508**	**105,296**	**108,352**	**249,332**	**260,494**	**265,994**	**16,662**	**271,344**	**276,584**	
	Road Maintenance										
HM - Patching/Base Repair											
11-313-315-1110	Salaries and Wages	3,664	3,515	3,126	3,188	2,311	2,332	(856)	2,378	2,426	includes 0.9% increase
11-313-315-1150	Vacation, Sick, Stats	-	-	31	32	9	9	(23)	9	10	includes 0.9% increase
11-313-315-1210	Benefits	1,094	963	790	806	607	613	(193)	625	637	includes 0.9% increase
11-313-315-2110	Granulars and Asphalt	2,323	4,912	5,461	6,007	1,822	6,007	0	6,608	7,269	granulars up 10% over 2019 actual
11-313-315-3505	Equipment Rentals - Hired	22,963	8,656	10,160	40,000	15,792	40,000	-	40,000	40,000	increased crack/sealing & patching budget
11-313-315-3510	Equipment Rentals - Owned	3,684	3,040	2,368	3,031	2,512	2,562	(469)	2,613	2,666	prior year actual + 2%
11-313-171-8600	Transfer to Capital	-	-	-	-	15,559	-	-	-	-	tax-supported capital transfer in 2020
	Subtotal Hardtop Maintenance - Patching/Base Repair	*33,728*	*21,086*	*21,935*	*53,064*	*38,613*	*51,523*	*(1,541)*	*52,234*	*53,007*	

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Road Maintenance (cont'd)										
HM - Sweeping											
11-313-317-3505	Equipment Rentals - Hired	6,600	6,038	8,525	**8,696**	**8,670**	**8,843**	147	9,020	9,201	prior year actual + 2%
	Subtotal Hardtop Maintenance - Sweeping	*6,600*	*6,038*	*8,525*	***8,696***	***8,670***	***8,843***	*147*	*9,020*	*9,201*	
HM - Shoulder Maintenance											
11-313-318-1110	Salaries and Wages	4,194	3,952	5,392	**5,500**	**9,876**	**9,965**	4,465	10,164	10,368	includes 0.9% increase
11-313-318-1150	Vacation, Sick, Stats	-	-	3	**3**	**78**	**79**	76	80	82	includes 0.9% increase
11-313-318-1210	Benefits	1,095	1,238	1,431	**1,460**	**2,641**	**2,664**	1,204	2,718	2,772	includes 0.9% increase
11-313-318-2110	Granulars and Asphalt	3,315	18,745	17,658	**19,424**	**-**	**19,424**	(0)	21,366	23,503	granulars up 10% over 2019 actual - 2020 to be allocated
11-313-318-3510	Equipment Rentals - Owned	6,093	5,518	8,525	**8,696**	**13,238**	**13,502**	4,806	13,772	14,048	prior year actual + 2%
	Subtotal Hardtop Maintenance - Shoulder Maintenance	*14,697*	*29,453*	*33,009*	***35,083***	***25,832***	***45,634***	*10,551*	*48,101*	*50,772*	
HM - Other Maintenance											
11-313-319-2180	Building Materials	244	48	-	**97**	**-**	**-**	(97)	-	-	
11-313-319-3310	Professional Services	-	-	204	**-**	**412**	**205**	205	206	274	based on 3-year rolling average actuals
11-313-319-3505	Equipment Rentals - Hired	19,759	14,566	12,355	**12,602**	**15,394**	**15,702**	3,100	16,016	16,337	prior year actual + 2%
	Subtotal Hardtop Maintenance - Other Maintenance	*20,003*	*14,614*	*12,558*	***12,699***	***15,806***	***15,907***	*3,208*	*16,222*	*16,611*	
LM - Patch Gravel Surface											
11-313-331-1110	Salaries and Wages	753	1,031	664	**677**	**1,381**	**1,394**	717	1,422	1,450	includes 0.9% increase
11-313-331-1150	Vacation, Sick, Stats	-	-	2	**2**	**16**	**16**	14	16	16	includes 0.9% increase
11-313-331-1210	Benefits	199	265	167	**170**	**307**	**310**	140	316	323	includes 0.9% increase
11-313-331-2110	Granulars and Asphalt	3,810	2,021	6,719	**7,391**	**-**	**7,391**	0	8,130	8,943	granulars up 10% over 2019 actual - 2020 to be allocated
11-313-331-3510	Equipment Rentals - Owned	2,408	2,021	1,351	**1,927**	**3,051**	**3,112**	1,185	3,174	3,237	prior year actual + 2%
	Subtotal Loose Top Maintenance - Patch Gravel Surface	*7,170*	*5,338*	*8,903*	***10,167***	***4,755***	***12,222***	*2,055*	*13,058*	*13,970*	
LM - Grading											
11-313-334-1110	Salaries and Wages	18,449	16,157	17,713	**18,067**	**22,281**	**22,482**	4,415	22,932	23,390	includes 0.9% increase
11-313-334-1210	Benefits	4,572	4,292	4,365	**4,453**	**6,204**	**6,260**	1,807	6,385	6,513	includes 0.9% increase
11-313-334-3510	Equipment Rentals - Owned	44,298	44,912	45,082	**45,983**	**55,384**	**56,492**	10,509	57,622	58,774	prior year actual + 2%
	Subtotal Loose Top Maintenance - Grading	*67,319*	*65,361*	*67,160*	***68,503***	***83,870***	***85,234***	*16,731*	*86,938*	*88,677*	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Road Maintenance (cont'd)										
LM - Dust Control											
11-313-335-1110	Salaries and Wages	5,617	5,498	4,729	**4,824**	**3,902**	**3,937**	(887)	4,016	4,096	includes 0.9% increase
11-313-335-1210	Benefits	1,470	1,616	1,227	**1,251**	**1,022**	**1,031**	(220)	1,052	1,073	includes 0.9% increase
11-313-335-3510	Equipment Rentals - Owned	11,180	11,025	11,005	**11,225**	**8,918**	**11,225**	0	11,450	11,679	2019 actual + 2%
11-313-335-3555	Roads Contracted Services	118,116	99,854	136,826	**139,563**	**124,629**	**143,750**	4,187	148,062	152,504	2021 projected increase of 3% of prior year budget
	Subtotal Loose Top Maintenance - Dust Control	*136,383*	*117,993*	*153,787*	***156,863***	***138,471***	***159,943***	*3,080*	*164,580*	*169,352*	
LM - Gravel Resurfacing											
11-313-337-1110	Salaries and Wages	2,394	2,734	2,610	**2,662**	**2,719**	**2,744**	82	2,798	2,854	includes 0.9% increase
11-313-337-1210	Benefits	705	544	624	**636**	**642**	**648**	12	661	674	includes 0.9% increase
11-313-337-3510	Equipment Rentals - Owned	5,025	6,908	7,445	**7,594**	**7,528**	**7,679**	85	7,832	7,989	prior year actual + 2%
11-313-337-3555	Roads Contracted Services	138,576	162,267	176,975	**194,672**	**190,130**	**203,439**	8,767	217,679	232,917	based on 7% actual increase over prior year
	Subtotal Loose Top Maintenance - Gravel Resurfacing	*146,700*	*172,453*	*187,653*	***205,564***	***201,019***	***214,509***	*8,945*	*228,971*	*244,435*	
RM - Grass Cutting/Seeding/Sodding											
11-313-341-1110	Salaries and Wages	8,836	9,100	17,833	**18,189**	**19,501**	**19,676**	1,487	20,070	20,471	includes 0.9% increase
11-313-341-1150	Vacation, Sick, Stats	-	-	398	**406**	**413**	**417**	11	425	434	includes 0.9% increase
11-313-341-1210	Benefits	2,770	2,870	2,824	**2,880**	**3,890**	**3,925**	1,045	4,003	4,084	includes 0.9% increase
11-313-341-2120	Seed/Sod/Soils	-	-	275	**280**	**-**	**-**	(280)	-	-	
11-313-341-3505	Equipment Rentals - Hired	4,520	4,234	2,934	**2,993**	**2,590**	**2,641**	(352)	2,694	2,748	prior year actual + 2%
11-313-341-3510	Equipment Rentals - Owned	9,788	10,783	14,043	**15,823**	**14,775**	**15,071**	(753)	15,372	15,679	prior year actual + 2%
	Subtotal Roadside Maintenance - Grass Cutting/Seeding/Sodding	*25,914*	*26,987*	*38,306*	***40,572***	***41,169***	***41,730***	*1,158*	*42,565*	*43,416*	
RM - Tree Planting and Removal											
11-313-342-1110	Salaries and Wages	27,306	30,935	14,503	**14,793**	**27,296**	**27,542**	12,749	28,092	28,654	includes 0.9% increase
11-313-342-1150	Vacation, Sick, Stats	-	-	100	**102**	**287**	**289**	187	295	301	includes 0.9% increase
11-313-342-1210	Benefits	8,058	8,885	3,755	**3,830**	**6,980**	**7,043**	3,213	7,184	7,327	includes 0.9% increase
11-313-342-2150	Trees and Fertilizer	2,456	4,253	4,739	**3,816**	**5,705**	**4,899**	1,083	4,952	5,185	based on 3-year rolling average actuals
11-313-342-3505	Equipment Rentals - Hired	63,625	30,628	39,900	**44,718**	**26,791**	**32,440**	(12,278)	29,953	29,728	based on 3-year rolling average actuals
11-313-342-3510	Equipment Rentals - Owned	31,355	39,154	17,178	**17,522**	**25,648**	**27,327**	9,805	30,710	27,895	based on 3-year rolling average actuals
	Subtotal Roadside Maintenance - Tree Planting and Removal	*132,800*	*113,855*	*80,176*	***84,781***	***92,706***	***99,539***	*14,758*	*101,186*	*99,090*	

Township of East Zorra-Tavistock
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

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Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Road Maintenance (cont'd)										
RM - Debris Pick-up										
11-313-345-1110 Salaries and Wages	4,873	4,315	5,152	**5,255**	**4,389**	**4,428**	(827)	4,517	4,607	includes 0.9% increase
11-313-345-1150 Vacation, Sick, Stats	-	-	81	**82**	**45**	**46**	(36)	47	48	includes 0.9% increase
11-313-345-1210 Benefits	1,452	1,252	1,175	**1,198**	**1,155**	**1,166**	(32)	1,189	1,213	includes 0.9% increase
11-313-345-3550 Garbage Collection	3,262	5,323	5,306	**3,622**	**3,205**	**5,413**	1,791	5,521	5,631	2019 actual + 2%
11-313-345-3510 Equipment Rentals - Owned	3,473	3,903	3,551	**5,413**	**8,725**	**5,393**	(20)	6,007	6,708	based on 3-year rolling average actuals
Subtotal Roadside Maintenance RM - Debris Pick-up	*13,060*	*14,793*	*15,264*	***15,569***	***17,519***	***16,445***	*876*	*17,280*	*18,207*	
RM - Ditching										
11-313-346-1110 Salaries and Wages	2,956	3,209	7,749	**7,904**	**7,800**	**7,871**	(33)	8,028	8,189	includes 0.9% increase
11-313-346-1150 Vacation, Sick, Stats	-	-	49	**49**	**70**	**70**	21	72	73	includes 0.9% increase
11-313-346-1210 Benefits	932	988	1,879	**1,917**	**1,872**	**1,889**	(28)	1,927	1,965	includes 0.9% increase
11-313-346-2110 Granulars and Asphalt	-	1,775	1,842	**2,026**	**-**	**2,026**	0	2,229	2,452	granulars up 10% over 2019 actual
11-313-346-2180 Building Materials	-	413	541	**552**	**2,249**	**1,067**	515	1,243	1,520	based on 3-year rolling average actuals
11-313-346-3505 Equipment Rentals - Hired	483	2,234	9,610	**9,802**	**4,745**	**5,530**	(4,272)	4,170	4,815	based on 3-year rolling average actuals
11-313-346-3510 Equipment Rentals - Owned	5,713	5,363	10,761	**10,976**	**13,988**	**10,037**	(939)	9,796	11,274	based on 3-year rolling average actuals
Subtotal Roadside Maintenance - Ditching	*10,084*	*13,982*	*32,430*	***33,226***	***30,723***	***28,490***	*(4,736)*	*27,464*	*30,286*	
RM - Other Roadside Maintenance										
11-313-347-1110 Salaries and Wages	1,956	366	253	**258**	**848**	**855**	597	872	890	includes 0.9% increase
11-313-347-1210 Benefits	586	91	64	**65**	**267**	**269**	204	275	280	includes 0.9% increase
11-313-347-2170 Signage	-	-	-	**-**	**-**	**5,000**	5,000	5,100	5,202	replace failed signage + 2% annually
11-313-347-3510 Equipment Rentals - Owned	1,579	662	373	**380**	**1,118**	**1,140**	759	1,163	1,186	prior year actual + 2%
Subtotal Roadside Maintenance - Other Roadside Maintenance	*4,121*	*1,119*	*690*	***704***	***2,232***	***7,264***	*6,561*	*7,410*	*7,558*	

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Road Maintenance (cont'd)										
RM - Sewers and Drains										
11-313-348-1110 Salaries and Wages	425	116	449	**458**	**236**	**239**	(219)	243	248	includes 0.9% increase
11-313-348-1150 Vacation, Sick, Stats	-	-	3	**3**	**7**	**7**	4	8	8	includes 0.9% increase
11-313-348-1210 Benefits	120	35	124	**126**	**40**	**40**	(86)	41	42	includes 0.9% increase
11-313-348-2110 Granulars and Asphalt	213	335	348	**383**	**-**	**383**	(0)	421	463	granulars up 10% over 2019 actual
11-313-348-2140 Culverts		-	-	**250**	**44**	**100**	(150)	100	100	minimal budget held for unanticipated expenses
11-313-348-2180 Building Materials	-	37	107	**48**	**-**	**100**	52	100	100	minimal budget held for unanticipated expenses
11-313-348-3300 Contracted Services	-	-	-	**-**	**3,185**	**3,500**	3,500	3,500	3,500	estimated future service budget
11-313-348-3505 Equipment Rentals - Hired	10,920	-	2,086	**4,335**	**-**	**-**	(4,335)	-	-	
11-313-348-3510 Equipment Rentals - Owned	398	123	640	**387**	**85**	**87**	(300)	88	90	prior year actual + 2%
Subtotal Roadside Maintenance - Sewers and Drains	*12,076*	*646*	*3,757*	***5,990***	***3,598***	***4,456***	*(1,534)*	*4,502*	*4,551*	
RM - Catch basin Repairs/Cleaning										
11-313-349-1110 Salaries and Wages	1,298	1,092	474	**483**	**705**	**711**	228	725	740	includes 0.9% increase
11-313-349-1150 Vacation, Sick, Stats	-	-	5	**5**	**4**	**4**	(1)	4	4	includes 0.9% increase
11-313-349-1210 Benefits	395	359	108	**110**	**212**	**214**	104	218	223	includes 0.9% increase
11-313-349-2140 Culverts	-	-	-	**-**	**1,361**	**1,500**	1,500	1,500	1,500	supply budget added here for culvert purchases
11-313-349-2180 Building Materials	-	158	9	**9**	**70**	**71**	62	73	74	prior year actual + 2%
11-313-349-3505 Equipment Rentals - Hired	1,248	8,314	8,314	**8,480**	**10,283**	**8,970**	490	9,189	9,481	based on 3-year rolling average actuals
11-313-349-3510 Equipment Rentals - Owned	-	1,593	344	**350**	**494**	**810**	460	966	757	based on 3-year rolling average actuals
Subtotal Roadside Maintenance - Catch basin Repairs/Cleaning	*2,941*	*11,516*	*9,253*	***9,438***	***13,128***	***12,280***	*2,843*	*12,675*	*12,778*	
Stormwater Management										
11-313-350-1110 Salaries and Wages	-	-	-	**-**	**-**	**13,000**	13,000	13,260	13,525	new business area for SWM work by staff
11-313-350-1210 Benefits	-	-	-	**-**	**-**	**3,000**	3,000	3,060	3,121	new business area for SWM work by staff
11-317-121-3310 Engineering	-	-	-	**-**	**1,308**	**-**	-	-	-	
11-313-350-5390 Appropriation to Storm Water Network Reserve	-	-	-	**-**	**-**	**115,000**	115,000	117,300	119,646	new reserve established through the AMP
11-313-349-5390 Appropriation to Stormwater Management Facilities Reserve	-	-	-	**125,000**	**125,000**	**200,000**	75,000	204,000	208,080	adjusted amount to $200,000 as per CM's report 2020
Subtotal Storm Water Management	*-*	*-*	*-*	***125,000***	***126,308***	***331,000***	*206,000*	*337,620*	*344,372*	
Bridge Maintenance										
11-313-361-1110 Salaries and Wages	3,181	3,008	855	**872**	**3,793**	**3,827**	2,955	3,904	3,982	includes 0.9% increase
11-313-361-1210 Benefits	1,017	1,185	235	**240**	**1,076**	**1,086**	846	1,108	1,130	includes 0.9% increase
11-313-361-2110 Granulars and Asphalt	-	-	-	**250**	**-**	**150**	(100)	150	150	minimal budget held for unanticipated expenses
11-313-361-2180 Building Materials	250	2,166	17	**18**	**249**	**254**	236	259	265	prior year actual + 2%
11-313-361-3505 Equipment Rentals - Hired	178	778	-	**-**	**672**	**685**	685	699	713	prior year actual + 2%
11-313-361-3510 Equipment Rentals - Owned	2,935	3,068	1,008	**1,028**	**3,715**	**3,789**	2,761	3,865	3,942	prior year actual + 2%
Subtotal Bridge Maintenance	*7,561*	*10,205*	*2,115*	***2,408***	***9,505***	***9,792***	*7,384*	*9,985*	*10,181*	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Road Maintenance (cont'd)										
Culvert Installation and Repair										
11-313-364-1110 Salaries and Wages	5,078	5,795	2,679	**2,733**	**3,656**	**3,689**	956	3,763	3,838	includes 0.9% increase
11-313-364-1150 Vacation, Sick, Stats	-	-	7	**7**	**14**	**14**	7	14	14	includes 0.9% increase
11-313-364-1210 Benefits	1,597	1,771	708	**722**	**1,092**	**1,102**	380	1,124	1,146	includes 0.9% increase
11-313-364-2110 Granulars and Asphalt	876	1,234	3,173	**3,490**	**-**	**3,490**	(0)	3,839	4,223	granulars up 10% over 2019 actual
11-313-364-2140 Culverts	2,392	5,312	3,016	**3,076**	**4,649**	**4,742**	1,666	4,837	4,934	prior year actual + 2%
11-313-364-3505 Equipment Rentals - Hired	316	799	-	**-**	**1,014**	**1,034**	1,034	1,054	1,076	prior year actual + 2%
11-313-364-3510 Equipment Rentals - Owned	6,525	7,530	4,040	**4,121**	**4,078**	**4,159**	38	4,242	4,327	prior year actual + 2%
Subtotal Culvert Installation and Repair	*16,784*	*22,441*	*13,622*	***14,149***	***14,502***	***18,230***	*4,081*	*18,873*	*19,558*	
Signs/Barricades/Guide Rails										
11-313-371-1110 Salaries and Wages	7,811	7,157	4,777	**4,872**	**6,765**	**6,826**	1,954	6,962	7,102	includes 0.9% increase
11-313-371-1150 Vacation, Sick, Stats	-	-	38	**39**	**47**	**47**	8	48	49	includes 0.9% increase
11-313-371-1210 Benefits	2,272	2,005	1,193	**1,217**	**1,787**	**1,804**	587	1,840	1,876	includes 0.9% increase
11-313-371-2160 Signs/Posts/Guide Rails/Barricades/Hardware	4,577	3,599	4,629	**4,721**	**5,704**	**5,819**	1,098	5,935	6,054	prior year actual + 2%
11-313-371-3510 Equipment Rentals - Owned	4,770	6,183	3,403	**3,471**	**5,214**	**5,318**	1,847	5,424	5,533	prior year actual + 2%
Subtotal Signs/Barricades/Guide Rails	*19,430*	*18,944*	*14,040*	***14,320***	***19,517***	***19,813***	*5,493*	*20,209*	*20,613*	
Total Road Maintenance	**677,371**	**666,824**	**703,185**	**896,796**	**887,943**	**1,182,855**	**286,060**	**1,218,891**	**1,256,636**	

Description		2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Winter Maintenance										
Truck - Plowing/Salting/Sanding											
11-314-411-1110	Salaries and Wages	27,881	28,269	28,124	**28,686**	**28,698**	**28,956**	270	29,536	30,126	includes 0.9% increase
11-314-441-1150	Vacation, Sick, Stats	-	-	30	**31**	**210**	**212**	181	216	221	includes 0.9% increase
11-314-411-1210	Benefits	7,007	6,733	7,674	**7,827**	**7,140**	**7,205**	(622)	7,349	7,496	includes 0.9% increase
11-314-411-2430	Sand and Salt	33,258	38,846	45,138	**49,652**	**44,480**	**46,037**	(3,615)	47,648	49,315	salt and sand up 3.5% over prior year actual
11-314-411-3505	Equipment Rentals - Hired	183	-	663	**677**	**1,285**	**1,330**	653	1,377	1,425	salt and sand services up 3.5% over prior year actual
11-314-411-3510	Equipment Rentals - Owned	59,763	59,284	56,376	**58,474**	**56,829**	**57,496**	(978)	57,870	57,398	based on 3-year rolling average actuals
	Subtotal Truck Plowing/Salting/Sanding	*128,092*	*133,132*	*138,006*	***145,348***	***138,643***	***141,236***	*(4,112)*	*143,995*	*145,981*	
Grader - Plowing/Ice blading											
11-314-412-1110	Salaries and Wages	7,595	10,968	11,103	**11,325**	**13,705**	**13,828**	2,503	14,105	14,387	includes 0.9% increase
11-314-412-1210	Benefits	1,766	2,481	2,502	**2,552**	**2,951**	**2,978**	426	3,038	3,098	includes 0.9% increase
11-314-412-3505	Equipment Rentals - Hired	-	-	509	**519**	**-**	**519**	(0)	529	540	2019 actual + 2%
11-314-412-3510	Equipment Rentals - Owned	17,258	25,095	21,755	**22,190**	**27,937**	**28,496**	6,306	29,066	29,647	prior year actual + 2%
	Subtotal Grader - Plowing/Ice blading	*26,619*	*38,544*	*35,868*	***36,586***	***44,593***	***45,821***	*9,235*	*46,737*	*47,672*	
Snow fence Erection and Removal											
11-314-414-1110	Salaries and Wages	5,369	5,590	4,700	**4,794**	**4,228**	**4,266**	(528)	4,351	4,438	includes 0.9% increase
11-314-414-1150	Vacation, Sick, Stats	-	-	23	**24**	**1**	**1**	(23)	1	1	includes 0.9% increase
11-314-414-1210	Benefits	1,399	1,510	1,004	**1,024**	**971**	**979**	(45)	999	1,019	includes 0.9% increase
11-314-414-2741	Snow fence	1,013	708	682	**1,250**	**1,011**	**1,112**	(138)	1,223	1,345	snow fence up 10% over prior year actual
11-314-414-3510	Equipment Rentals - Owned	3,588	3,747	2,156	**2,199**	**1,928**	**1,966**	(233)	2,005	2,045	prior year actual + 2%
	Subtotal Snow fence Erection and Removal	*11,369*	*11,555*	*8,565*	***9,291***	***8,138***	***8,324***	*(967)*	*8,579*	*8,849*	
Other Winter Activities											
11-314-415-1110	Salaries and Wages	2,309	2,934	1,209	**1,234**	**2,064**	**2,082**	848	2,124	2,167	includes 0.9% increase
11-314-415-1150	Vacation, Sick, Stats	-	-	0	**-**	**7**	**7**	7	7	8	includes 0.9% increase
11-314-415-1210	Benefits	684	842	436	**445**	**553**	**558**	113	569	581	includes 0.9% increase
11-314-415-3510	Equipment Rentals - Owned	4,473	2,465	988	**1,007**	**1,124**	**1,146**	139	1,169	1,192	prior year actual + 2%
	Subtotal Other Winter Activities	*7,466*	*6,241*	*2,633*	***2,686***	***3,748***	***3,794***	*1,108*	*3,870*	*3,947*	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Winter Maintenance (cont'd)										
Snow Removal from Streets											
11-314-416-1110	Salaries and Wages	372	1,397	1,712	**1,746**	**1,979**	**1,997**	251	2,037	2,078	includes 0.9% increase
11-314-416-1210	Benefits	92	329	402	**410**	**529**	**534**	124	544	555	includes 0.9% increase
11-314-416-3505	Equipment Rentals - Hired	163	2,534	2,267	**2,312**	**3,986**	**4,066**	1,754	4,148	4,230	prior year actual + 2%
11-314-416-3510	Equipment Rentals - Owned	600	2,733	3,048	**3,108**	**3,924**	**4,002**	894	4,083	4,164	prior year actual + 2%
	Subtotal Snow Removal from Streets	*1,227*	*6,993*	*7,428*	***7,576***	***10,418***	***10,599***	*3,023*	*10,811*	*11,027*	
Snow Removal - Parking Lots, etc.											
11-314-417-1110	Salaries and Wages	324	341	247	**252**	**400**	**405**	153	413	421	includes 0.9% increase
11-314-417-1210	Benefits	88	98	71	**72**	**116**	**117**	45	119	122	includes 0.9% increase
11-314-417-3505	Equipment Rentals - Hired	46	-	1,211	**1,235**	**675**	**689**	(547)	702	716	prior year actual + 2%
11-314-417-3510	Equipment Rentals - Owned	475	500	300	**306**	**-**	**306**	-	312	318	2019 actual + 2%
	Subtotal Snow Removal - Parking Lots, etc.	*933*	*939*	*1,828*	***1,865***	***1,191***	***1,517***	*(348)*	*1,547*	*1,578*	
Snow Removal - Sidewalks											
11-314-418-3505	Equipment Rentals - Hired	15,488	16,601	23,341	**25,675**	**15,760**	**17,336**	(8,339)	19,070	20,977	sidewalk snow removal up 10% over prior year actual
	Subtotal Snow Removal - Sidewalks	*15,488*	*16,601*	*23,341*	***25,675***	***15,760***	***17,336***	*(8,339)*	*19,070*	*20,977*	
	Total Winter Maintenance	**191,194**	**214,005**	**217,670**	**229,027**	**222,491**	**228,627**	**(400)**	**234,609**	**240,031**	
	Equipment and Vehicles										
11-315-433-5390	Appropriation to Equipment Reserve	-	-	-	**25,000**	**25,000**	**25,500**	500	26,010	26,530	2020 Base Year $25,000 + 2% annually
11-315-434-5390	Appropriation to Vehicle Reserve	24,986	130,000	175,000	**275,000**	**275,000**	**334,193**	59,193	340,877	347,694	amount equal to the recovered revenue for equipment
11-315-071-8600	Transfer to Capital	-	-	-	**-**	**83,932**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Equipment and Vehicles	**24,986**	**130,000**	**175,000**	**300,000**	**383,932**	**359,693**	**59,693**	**366,887**	**374,224**	
	Municipal Drains										
11-315-431-5390	Appropriation to Municipal Drains Reserve	55,000	-	25,000	**25,500**	**25,500**	**26,010**	510	26,530	27,061	base year 2020 $25,000 + 2% increase annually
11-315-431-3525	Repair Projects	-	-	-	**-**	**2,769**	**-**	-	-	-	
	Total Municipal Drains	**55,000**	**-**	**25,000**	**25,500**	**28,269**	**26,010**	**510**	**26,530**	**27,061**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Bridges										
11-315-443-3310	Professional Services	13,886	8,673	9,861	**20,400**	**4,522**	**20,000**	(400)	-	-	bridge study every 3 years (not completed in 2020)
11-315-443-5390	Appropriation to Bridges Reserve	-	100,000	25,000	**200,000**	**200,000**	**222,000**	22,000	226,440	230,969	amount amended to reflect AMP needs from 2020 update
	Total Bridges	**13,886**	**108,673**	**34,861**	**220,400**	**204,522**	**242,000**	**21,600**	**226,440**	**230,969**	
	Innerkip Streets Debenture										
11-315-445-4210	Principal Repayments	91,808	95,223	98,766	**102,440**	**102,440**	**106,251**	3,811	110,203	114,303	
11-315-445-4220	Interest Repayments	40,476	37,060	33,518	**29,844**	**29,844**	**26,033**	(3,811)	22,081	17,981	
	Total Innerkip Streets Debenture	**132,284**	**132,283**	**132,284**	**132,284**	**132,284**	**132,284**	**(0)**	**132,284**	**132,284**	
	Asset Management - Gravel to Hardtop										
11-315-455-5390	Appropriation to Gravel to Hardtop Reserve	369,363	200,000	250,000	**255,000**	**255,000**	**260,100**	5,100	265,302	270,608	2020 Base Year $250,000 + 2% annually
	Total Asset Management - Gravel to Hardtop	**369,363**	**200,000**	**250,000**	**255,000**	**255,000**	**260,100**	**5,100**	**265,302**	**270,608**	
	Sidewalks - Repair and Maintenance										
11-322-531-1110	Salaries and Wages	5,334	4,686	2,895	**2,953**	**1,442**	**4,455**	1,502	4,544	4,635	includes 0.9% increase
11-322-531-1150	Vacation, Sick, Stats	-	-	36	**36**	**14**	**14**	(22)	14	14	includes 0.9% increase
11-322-531-1210	Benefits	1,589	1,336	676	**689**	**515**	**998**	309	1,018	1,038	includes 0.9% increase
11-322-531-2110	Granulars and Asphalt	506	1,770	819	**901**	**-**	**901**	(0)	991	1,090	granulars up 10% over 2019 actual
11-322-531-2180	Building Materials	68	187	1,223	**5,000**	**184**	**531**	(4,469)	301	338	based on 3-year rolling average actuals
11-322-531-2440	Concrete	-	-	1,722	**1,756**	**-**	**574**	(1,182)	191	255	based on 3-year rolling average actuals
11-322-531-3505	Equipment Rentals - Hired	165	451	658	**4,000**	**819**	**643**	(3,357)	638	700	based on 3-year rolling average actuals
11-322-531-3510	Equipment Rentals - Owned	3,228	3,315	2,223	**2,267**	**1,360**	**2,299**	32	2,325	1,995	based on 3-year rolling average actuals
11-322-531-5390	Appropriation to Sidewalk Reserve	15,000	25,000	25,000	**25,500**	**25,500**	**26,010**	510	26,530	27,061	base year 2020 $25,000 + 2% increase annually
11-322-071-8600	Transfer to Capital	-	-	-	**-**	**3,769**	**-**	-	-	-	actual amounts here are budgeted as tax supported capital
	Total Sidewalks - Repairs and Maintenance	**25,890**	**36,745**	**35,251**	**43,102**	**33,602**	**36,425**	**(6,677)**	**36,551**	**37,126**	
	Roads Projects										
11-315-456-5390	Appropriation to Roads Projects Reserve	-	-	50,000	**102,000**	**102,000**	**104,040**	2,040	106,121	108,243	2020 Base Year $50,000 + 2% annually
	Total Roads Projects	**-**	**-**	**50,000**	**102,000**	**102,000**	**104,040**	**2,040**	**106,121**	**108,243**	

	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
	Leaf and Yard Waste Program										
11-351-121-1110	Salaries and Wages	12,794	16,535	15,245	**15,550**	**9,482**	**12,586**	(2,964)	12,838	13,094	includes 0.9% increase
11-351-121-1150	Vacation, Sick, Stats	-	-	40	**41**	**19**	**19**	(22)	19	20	includes 0.9% increase
11-351-121-1210	Benefits	3,939	5,069	4,006	**4,086**	**2,800**	**3,303**	(783)	3,369	3,436	includes 0.9% increase
11-351-121-3510	Equipment Rentals - Hired	-	-	-	**-**	**118**	**120**	120	122	125	prior year actual + 2%
11-351-121-3510	Equipment Rentals - Owned	31,283	41,291	34,605	**35,297**	**17,663**	**35,297**	0	36,003	36,723	2019 actual + 2%
	Total Leaf and Yard Waste Program	**48,016**	**62,895**	**53,895**	**54,973**	**30,080**	**51,324**	**(3,649)**	**52,351**	**53,398**	
	Street Lighting										
11-371-121-3505	Equipment Rentals - Hired	11,544	6,940	5,386	**5,494**	**3,894**	**3,972**	(1,522)	4,051	4,132	prior year actual + 2%
11-371-121-3610	Electrical Power	49,493	45,829	41,586	**42,418**	**43,651**	**44,524**	2,106	45,415	46,323	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	**3,313**	**3,313**	**2,102**	(1,211)	904		2022 last year of repayment
11-371-430-5390	Appropriation to Street Lighting Reserve	15,000	7,197	25,000	**25,500**	**25,500**	**26,010**	510	26,530	27,061	base year 2020 $25,000 + 2% increase annually
	Total Street Lighting	**127,945**	**110,657**	**121,477**	**121,725**	**121,358**	**121,608**	**(117)**	**121,900**	**77,516**	

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PUBLIC WORKS CAPITAL EXPENDITURES										
2017 Capital Projects										
Drain Construction Engineering	1,361									
Large Equipment and Vehicle Purchases	34,494									
Bridge Engineering	3,122									
Roads Construction	125,000									
Sidewalk Annual Program	2,732									
Total 2017 Capital Projects	**166,709**	**-**	**-**	**-**	**-**	**-**				
2018 Capital Projects										
Drain Construction Engineering		86,041								
Large Equipment and Vehicle Purchases		13,649								
Maplewood Side Road Hard Top (Year 1)		218,611								
Maplewood Bridge Engineering		3,595								
Valleyfield and Jacob Street Engineering		11,827								
Woodstock Street South Reconstruction		1,574,808								
Streetlighting - Woodstock Street South		9,097								
Total 2018 Capital Projects	**-**	**1,917,628**	**-**	**-**	**-**	**-**				
2019 Capital Projects										
Public Works Building Repairs (overhead doors, roof, antenna)			52,429							
Capital Drain Construction - Road Crossings			22,629							
Large Equipment and Vehicles			92,542				-			
Maplewood Side Road Hard Top (Year 2)			444,022							
Maplewood Bridge Replacement			88,315							
Valleyfield and Jacob Street Resurfacing			74,659							
Maria Street Engineering			16,414							
Sidewalk Annual Program			6,096							
Total 2019 Capital Projects	**-**	**-**	**797,106**	**-**	**-**	**-**				

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PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)										
2020 Capital Projects										
Sand Shed				200,000	3,612					
Capital Drain Construction - Road Crossings (Hart and Facey)				100,000	83,911					
Pavement Edger				15,000	9,875					
Snow Box	-			10,000	6,411					
Trackless	-			225,000	198,935					
Public Works Foreman Vehicle	-			50,000	42,032					
Grader	-			-	409,910					
Dump Truck	-			-	282,773					
Small Tools and Equipment	-			-	4,916					
2012 Culvert Engineering	-		-	-	25,408					
Wellington Street Culvert				-	15,559					
Valleyfield and Jacob Street Holdback Release				-	1,431					
Maria Street Reconstruction				850,000	881,665					
Sidewalk Fencing - Briar Drive Pathway					3,769					
Roads Needs Study				40,000	-					
James Street Resurfacing				40,000	32,381					
16th Line Resurfacing				300,000	210,953					
Vehicle Sale Proceeds - Transfer to Vehicle Reserve					22,172					
Total 2020 Capital Projects	-	-	-	1,830,000	2,235,714	-				
2021 Capital Projects										
Hickson Rear Door Replacements						25,000				
Tavistock Shop Furnace						5,000				
Covered Trailer						6,000				
Armadillo Speed Tracker						5,000				
Grader Roller						30,000				
Box Culvert 2012 Replacement						425,000				
Zorra/East Zorra-Tavistock Line Bridge Replacement						65,000				
John Street and Henry Street Engineering						25,000				
Concrete Crushing						40,000				
John and King Street Mill and Pave			-			180,000				
10th Line Fibre Mat						130,000				
Cassel Side Road Fibre Mat						55,000				
Retrofit Facilities for COVID (faucets, some toilets and some facility doors)						95,000				ICC, TDRC and Hickson Park
Total 2021 Capital Projects	-	-	-	-	-	1,086,000				
Total Public Works Capital Expenditures	*166,709*	*1,917,628*	*797,106*	*1,830,000*	*2,235,714*	*1,086,000*	*(744,000)*	-	-	

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS REVENUES											
	Administration										
11-311-021-0514	Waste Management Services	-	3,634	-	**3,635**	**-**	**3,635**	-	3,635	3,635	ongoing contractual arrangement of fee for services
11-311-021-0598	Expense Recovery	3,650	1,920	5,129	**3,567**	**5,361**	**4,137**	570	4,876	4,791	based on 3-year rolling average actuals
11-311-021-0331	Transfer from Reserves	-	-	-	**-**	**-**	**20,000**	20,000	-	-	COVID funding to offset additional sanitizing student
	Total Administration	**3,650**	**5,554**	**5,129**	**7,202**	**5,361**	**27,772**	**20,570**	**8,511**	**8,426**	
	Equipment										
1999 Champion 740A Grader											
11-311-821-0761	Equipment Rental - Owned Equipment	51,903	55,167	51,331	**52,800**	**40,579**	**35,000**	(17,800)	42,303	39,294	based on 3-way split of grader revenues
	Subtotal 1999 Champion 740A Grader	*51,903*	*55,167*	*51,331*	***52,800***	***40,579***	***35,000***	*(17,800)*	*42,303*	*39,294*	
2020 Grader											
11-311-821-0761	Equipment Rental - Owned Equipment	38,350	-	-	**-**	**22,120**	**35,000**	35,000	19,040	25,387	based on 3-way split of grader revenues
	Subtotal 2020 Grader	*38,350*	*-*	*-*	***-***	***22,120***	***35,000***	*35,000*	*19,040*	*25,387*	
2004 Volvo 730B Grader											
11-311-823-0761	Equipment Rental - Owned Equipment	17,273	39,879	38,668	**38,966**	**42,035**	**35,000**	(3,966)	38,568	38,534	based on 3-way split of grader revenues
	Subtotal 2004 Volvo 730B Grader	*17,273*	*39,879*	*38,668*	***38,966***	***42,035***	***35,000***	*(3,966)*	*38,568*	*38,534*	
2016 John Deere Tractor											
11-311-824-0761	Equipment Rental - Owned Equipment	14,775	18,568	17,833	**17,891**	**16,415**	**17,605**	(286)	17,284	17,101	based on 3-year rolling average actuals
	Subtotal 2016 John Deere Tractor	*14,775*	*18,568*	*17,833*	***17,891***	***16,415***	***17,605***	*(286)*	*17,284*	*17,101*	
2010 Caterpillar Loader											
11-311-825-0761	Equipment Rental - Owned Equipment	13,703	22,850	20,710	**19,445**	**21,225**	**21,595**	2,150	21,177	21,332	based on 3-year rolling average actuals
	Subtotal 2010 Caterpillar Loader	*13,703*	*22,850*	*20,710*	***19,445***	***21,225***	***21,595***	*2,150*	*21,177*	*21,332*	
2014 Case Backhoe											
11-311-826-0761	Equipment Rental - Owned Equipment	1,800	9,850	10,800	**11,451**	**8,850**	**9,833**	(1,618)	9,828	9,504	based on 3-year rolling average actuals
	Subtotal 2014 Case Backhoe	*1,800*	*9,850*	*10,800*	***11,451***	***8,850***	***9,833***	*(1,618)*	*9,828*	*9,504*	
Chainsaws and Other Small Equipment											
11-311-827-0761	Equipment Rental - Owned Equipment	3,850	1,160	1,070	**1,343**	**20**	**750**	(593)	613	461	based on 3-year rolling average actuals
	Subtotal Chainsaws and Other Small Equipment	*3,850*	*1,160*	*1,070*	***1,343***	***20***	***750***	*(593)*	*613*	*461*	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Actual	2021 Proposed	Difference (2021 - 2020)	2022 Proposed	2023 Proposed	Notes
PUBLIC WORKS REVENUES (cont'd)										
Equipment (cont'd)										
2006 Vermeer Brush Chipper										
11-311-829-0761 Equipment Rental - Owned Equipment	3,850	7,599	1,995	**4,481**	**4,494**	**4,696**	215	3,728	4,306	based on 3-year rolling average actuals
Subtotal 2006 Vermeer Brush Chipper	*3,850*	*7,599*	*1,995*	***4,481***	***4,494***	***4,696***	*215*	*3,728*	*4,306*	
2015 International Dump Truck										
11-311-830-0761 Equipment Rental - Owned Equipment	57,363	69,758	59,667	**62,263**	**53,852**	**61,092**	(1,171)	58,204	57,716	based on 3-year rolling average actuals
Subtotal 2015 International Dump Truck	*57,363*	*69,758*	*59,667*	***62,263***	***53,852***	***61,092***	*(1,171)*	*58,204*	*57,716*	
2015 Freightliner Dump Truck										
11-311-831-0761 Equipment Rental - Owned Equipment	52,293	56,459	42,705	**50,486**	**34,515**	**44,560**	(5,926)	40,593	39,889	based on 3-year rolling average actuals
Subtotal 2015 Freightliner Dump Truck	*52,293*	*56,459*	*42,705*	***50,486***	***34,515***	***44,560***	*(5,926)*	*40,593*	*39,889*	
2020 International Dump Truck										
11-311-832-0761 Equipment Rental - Owned Equipment	16,380	15,703	14,986	**15,690**	**19,351**	**16,680**	990	17,005	17,679	based on 3-year rolling average actuals
Subtotal 2020 International Dump Truck	*16,380*	*15,703*	*14,986*	***15,690***	***19,351***	***16,680***	*990*	*17,005*	*17,679*	
2013 TerraStar Flatbed										
11-311-833-0761 Equipment Rental - Owned Equipment	29,251	29,113	19,317	**25,894**	**17,073**	**21,834**	(4,060)	19,408	19,438	based on 3-year rolling average actuals
Subtotal 2013 TerraStar Flatbed	*29,251*	*29,113*	*19,317*	***25,894***	***17,073***	***21,834***	*(4,060)*	*19,408*	*19,438*	
2015 RAM Pickup (PW Foreman)										
11-311-835-0761 Equipment Rental - Owned Equipment	3,375	180	300	**1,285**	**330**	**270**	(1,015)	300	300	based on 3-year rolling average actuals
Subtotal 2015 RAM Pickup (PW Foreman)	*3,375*	*180*	*300*	***1,285***	***330***	***270***	*(1,015)*	*300*	*300*	
2019 Ford F150 (PW Manager)										
11-311-836-0761 Equipment Rental - Owned Equipment	-	-	-	**-**	**80**	**100**	100	100	100	best estimate truck usage
Subtotal 2019 (PW Manager)	*-*	*-*	*-*	***-***	***80***	***100***	*100*	*100*	*100*	
2014 RAM Pickup (Roads Staff)										
11-311-837-0761 Equipment Rental - Owned Equipment	-	20	2,058	**693**	**4,454**	**2,177**	1,485	2,896	3,176	based on 3-year rolling average actuals
Subtotal 2014 RAM Pickup (Roads Staff)	*-*	*20*	*2,058*	***693***	***4,454***	***2,177***	*1,485*	*2,896*	*3,176*	

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PUBLIC WORKS REVENUES (cont'd)											
	Equipment (cont'd)										
1994 International PW Water Tanker											
11-311-838-0761	Equipment Rental - Owned Equipment	1,550	1,770	-	**-**	**-**	**-**	-	-	-	disposed of in 2019
	Subtotal 1994 International PW Water Tanker	*1,550*	*1,770*	-	**-**	**-**	**-**	-	-	-	
2019 Zero Steer Mower											
11-311-839-0761	Equipment Rental - Owned Equipment	-	-	3,128	**1,500**	**5,558**	**5,000**	3,501	5,000	5,000	estimated recovery to be updated with experience
	Subtotal 2019 Zero Steer Mower	-	-	*3,128*	***1,500***	***5,558***	***5,000***	*3,501*	*5,000*	*5,000*	
2020 Trackless MT7											
11-311-840-0761	Equipment Rental - Owned Equipment	-	-	-	**-**	**-**	**5,000**	5,000	5,000	5,000	estimated recovery to be updated with experience
	Subtotal 2020 Trackless MT7	-	-	-	**-**	**-**	***5,000***	*5,000*	*5,000*	*5,000*	
	Total Equipment	**305,716**	**328,076**	**284,566**	**304,187**	**290,950**	**316,193**	**12,006**	**301,048**	**304,218**	
	Facilities										
12-312-021-0523	Contributions from Developers	-	-	-	**200,000**	**873**	**-**	(200,000)	-	-	
12-312-071-0952	Contributions from Reserves	-	-	52,429	**-**	**3,612**	**125,000**	125,000	-	-	fund shop door replacement and new furnace and COVID retrofit funding
	Total Facilities	**-**	**-**	**52,429**	**200,000**	**4,485**	**125,000**	**(75,000)**	**-**	**-**	
	Capital Equipment and Vehicles										
12-315-434-0949	Sale of Equipment and Vehicles	-	-	2,000	**-**	**22,172**	**18,000**	18,000	-	-	
12-312-430-0523	Contributions from Developers	-	-	-	**275,000**	**400,401**	**-**	(275,000)	-	-	
12-315-434-0952	Contributions from Reserves	59,480	-	47,893	**25,000**	**713,467**	**41,000**	16,000	35,000	40,000	fund equipment purchases 2021
12-315-021-0598	Expense Recovery	-	-	-	**-**	**1,400**	**-**				
12-315-071-8100	Transfer from Operating	-	-	-	**-**	**103,260**	**-**				
	Total Capital Equipment and Vehicles	**59,480**	**-**	**49,893**	**300,000**	**1,240,700**	**59,000**	**(241,000)**	**35,000**	**40,000**	
	Road Maintenance										
11-313-021-0513	Sundry Revenue	15,264	18,580	21,747	**18,530**	**13,351**	**17,893**	(637)	17,664	16,303	based on 3-year rolling average actuals
11-313-021-0598	Expense Recovery	-	-	1,066	**355**	**601**	**556**	201	741	632	based on 3-year rolling average actuals
11-313-342-0576	Donations (Tree Planting)	-	-	2,000	**-**	**2,500**	**-**	-	-	-	no anticipated revenue
11-313-364-0598	Expense Recovery (Culverts)	-	-	4,700	**1,567**	**-**	**-**	(1,567)	-	-	as billed for requested work
	Total Road Maintenance	**15,264**	**18,580**	**29,514**	**20,452**	**16,452**	**18,449**	**(2,003)**	**18,405**	**16,935**	
	Winter Maintenance										
11-314-021-0513	Sundry Revenue	-	-	-	**3,000**	**5,539**	**3,000**	-	3,000	3,000	no recoveries at this time
	Total Winter Maintenance	**-**	**-**	**-**	**3,000**	**5,539**	**3,000**	**-**	**3,000**	**3,000**	

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PUBLIC WORKS REVENUES (cont'd)											
	Municipal Drains										
11-761-430-0952	Contributions from Municipal Drains Reserve	-	-	-	**100,000**	**81,411**	**-**	(100,000)	-	-	
11-761-431-0524	Benefitting Landowner Contributions	-	-	-	**-**	**2,500**	**-**				
	Total Municipal Drains	**-**	**-**	**-**	**100,000**	**83,911**	**-**	**(100,000)**	**-**	**-**	
	Maplewood Side Road Hard Top										
12-315-440-0330	Non-specific Grants	-	-	301,522	**-**	**-**	**-**	-	-	-	
12-315-440-0523	Contributions from Developers	-	-	142,500	**-**	**-**	**-**	-	-	-	
12-315-440-0952	Contributions from Reserves	-	57,356	-	**-**	**558**	**-**	-	-	-	
	Total Maplewood Side Road Hard Top	**-**	**57,356**	**444,022**	**-**	**558**	**-**	**-**	**-**	**-**	
	Bridges and Culverts										
12-315-443-0330	OCIF Grant	-	-	90,544	**-**	**-**	**90,544**	90,544	-	-	Box Culvert 2012
12-315-440-0952	Contributions from Reserves	-	-	-	**-**	**25,408**	**183,169**	183,169	-	-	Box Culvert 2012 and Zorra/EZT bridge repair
12-315-440-0523	Contributions from Developers	-	-	-	**-**	**-**	**20,000**	20,000	-	-	Bridge study covered by Development Charges
12-315-443-0350	Federal Gas Tax	-	-	-	**-**	**-**	**216,287**	216,287	-	-	Box Culvert 2012
	Total Bridges	**-**	**-**	**90,544**	**-**	**25,408**	**510,000**	**510,000**	**-**	**-**	
	Innerkip Streets Debenture										
11-315-021-0523	Contributions from Developers	48,016	-	-	**17,933**	**31,921**	**17,933**	0	17,933	17,933	used to offset debt repayments
	Total Innerkip Streets Debenture	**48,016**	**-**	**-**	**17,933**	**31,921**	**17,933**	**0**	**17,933**	**17,933**	
	Leaf and Yard Waste Program	-									
11-351-021-0514	Revenue from the County	125,000	61,882	-	**36,633**	**30,080**	**51,324**	14,691	52,351	53,398	based on budgeted expense above
	Total Leaf and Yard Waste Program	**125,000**	**61,882**	**-**	**36,633**	**30,080**	**51,324**	**14,691**	**52,351**	**53,398**	
	Jacob Street East/Valleyfield Reconstruction										
12-325-021-0520	Contributions from Other Municipalities	-	-	1,654	**-**	**104**	**-**	-	-	-	
12-325-071-0952	Contributions from Reserves	-	-	73,006	**-**	**1,431**	**-**	-	-	-	
	Total Jacob Street East Reconstruction	**-**	**-**	**74,659**	**-**	**1,535**	**-**	**-**	**-**	**-**	
	Maria Street Reconstruction										
12-327-021-0330	OCIF		-	-	**95,000**	**95,763**	**-**	(95,000)	-	-	Gas Tax Funding
12-327-021-0350	Federal Gas Tax		-		**503,000**	**401,677**	**-**				
12-327-021-0520	Contributions from Other Municipalities	-	-	-	**-**	**381,749**	**-**	-	-	-	
12-327-021-0523	Contributions from Developers	-	-	-	**102,000**	**-**	**-**	(102,000)	-	-	
12-327-021-0598	Expense Recovery		-	-	**-**	**2,477**	**-**	-	-	-	based on 3-year rolling average actuals
	Total Maria Street Reconstruction	**-**	**-**	**-**	**700,000**	**881,666**	**-**	**(700,000)**	**-**	**-**	

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PUBLIC WORKS REVENUES (cont'd)											
	Roads Projects										
12-315-455-0523	Contributions from Developers	-	-	-	**290,000**	**-**	**-**	(290,000)	-	-	
12-315-455-0952	Contributions from Reserves	-	-	-	**-**	**1,308**	**-**	-	-	-	
12-315-455-0350	Federal Gas Tax	-	-	-	**-**	**-**	**365,000**	365,000	-	-	fully fund the John/King plus fibre mat for 10th/Cassel
	Total Roads Projects	**-**	**-**	**-**	**290,000**	**1,308**	**365,000**	**75,000**	**-**	**-**	
Check		**0**	**-**	**(0)**	**0**	**0**	**0**	**0**	**(0)**	**(0)**	

Township of East Zorra-Tavistock
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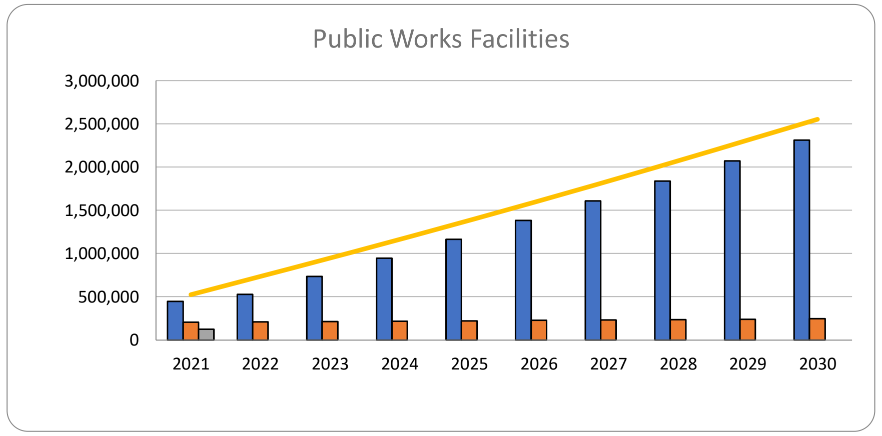
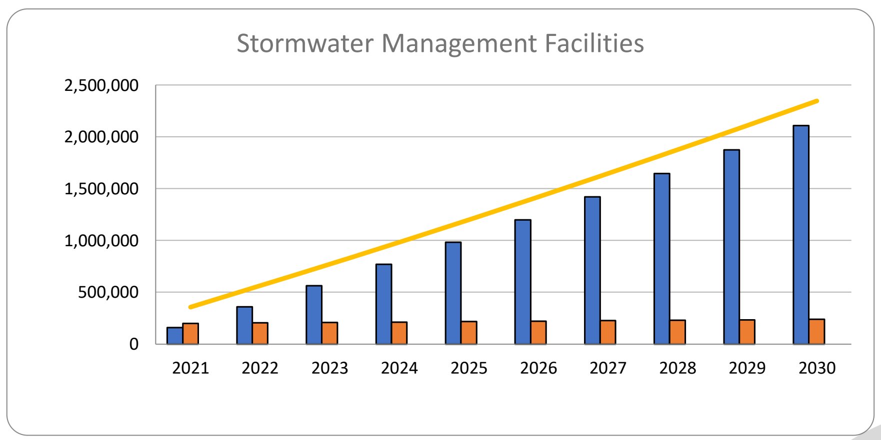


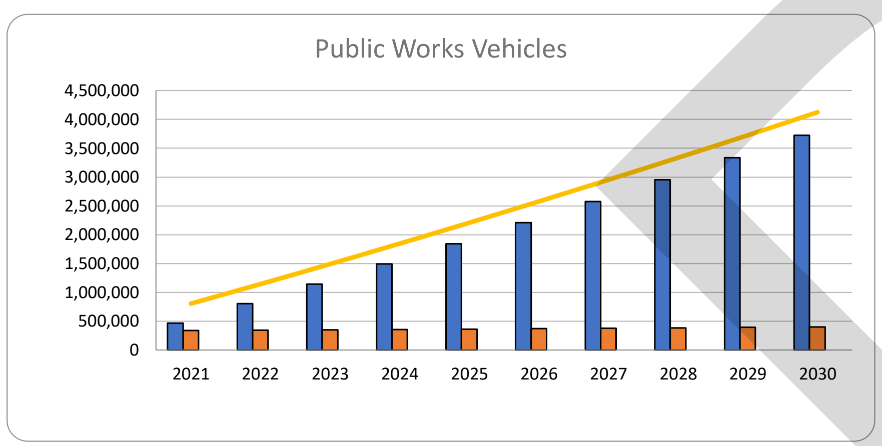
11-942-942-9826
Public Works Facilities

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**446,458**	**204,000**	**125,000**	**525,458**
2022	525,458	208,080	0	**733,538**
2023	733,538	212,242	0	**945,780**
2024	945,780	216,486	0	**1,162,266**
2025	1,162,266	220,816	0	**1,383,082**
2026	1,383,082	225,232	0	**1,608,315**
2027	1,608,315	229,737	0	**1,838,052**
2028	1,838,052	234,332	0	**2,072,384**
2029	2,072,384	239,019	0	**2,311,402**
2030	2,311,402	243,799	0	**2,555,201**



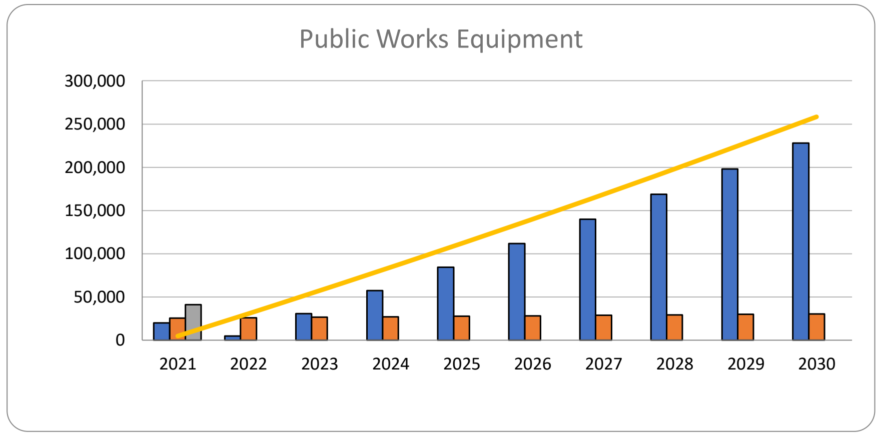
11-942-942-9846
Stormwater Management Facilities

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**157,945**	**200,000**	**0**	**357,945**
2022	357,945	204,000	0	**561,945**
2023	561,945	208,080	0	**770,025**
2024	770,025	212,242	0	**982,267**
2025	982,267	216,486	0	**1,198,753**
2026	1,198,753	220,816	0	**1,419,570**
2027	1,419,570	225,232	0	**1,644,802**
2028	1,644,802	229,737	0	**1,874,539**
2029	1,874,539	234,332	0	**2,108,871**
2030	2,108,871	239,019	0	**2,347,890**



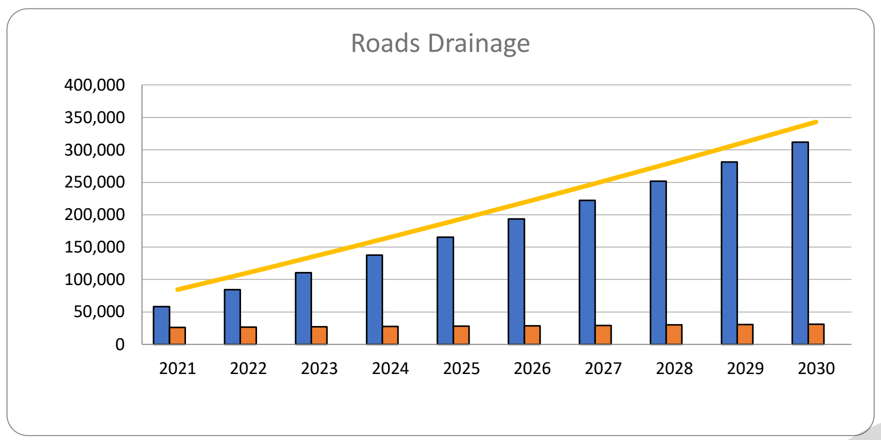
11-942-942-9833
Public Works Vehicles

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**466,657**	**334,193**	**0**	**800,849**
2022	800,849	340,877	0	**1,141,726**
2023	1,141,726	347,694	0	**1,489,420**
2024	1,489,420	354,648	0	**1,844,068**
2025	1,844,068	361,741	0	**2,205,809**
2026	2,205,809	368,976	0	**2,574,785**
2027	2,574,785	376,355	0	**2,951,140**
2028	2,951,140	383,882	0	**3,335,023**
2029	3,335,023	391,560	0	**3,726,583**
2030	3,726,583	399,391	0	**4,125,974**



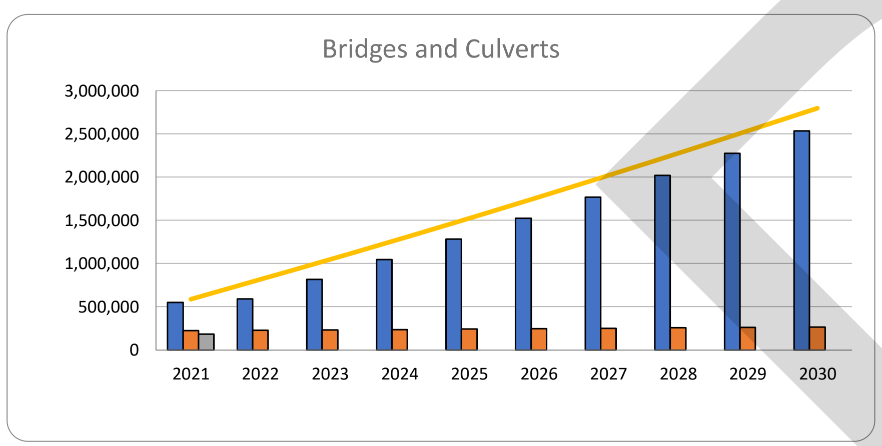
11-942-942-9827
Public Works Equipment

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**20,115**	**25,500**	**41,000**	**4,615**
2022	4,615	26,010	0	**30,625**
2023	30,625	26,530	0	**57,155**
2024	57,155	27,061	0	**84,216**
2025	84,216	27,602	0	**111,818**
2026	111,818	28,154	0	**139,972**
2027	139,972	28,717	0	**168,689**
2028	168,689	29,291	0	**197,980**
2029	197,980	29,877	0	**227,858**
2030	227,858	30,475	0	**258,333**



11-942-942-9836
Roads Drainage

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**58,253**	**26,010**	**0**	**84,263**
2022	84,263	26,530	0	**110,794**
2023	110,794	27,061	0	**137,854**
2024	137,854	27,602	0	**165,456**
2025	165,456	28,154	0	**193,611**
2026	193,611	28,717	0	**222,328**
2027	222,328	29,291	0	**251,619**
2028	251,619	29,877	0	**281,496**
2029	281,496	30,475	0	**311,971**
2030	311,971	31,084	0	**343,056**

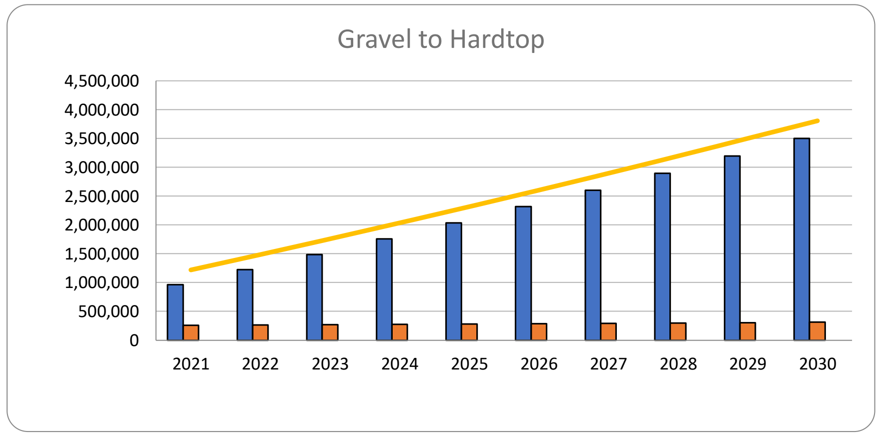


11-942-942-9831
Bridges and Culverts

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**550,130**	**222,000**	**183,169**	**588,961**
2022	588,961	226,440	0	**815,401**
2023	815,401	230,969	0	**1,046,370**
2024	1,046,370	235,588	0	**1,281,958**
2025	1,281,958	240,300	0	**1,522,258**
2026	1,522,258	245,106	0	**1,767,364**
2027	1,767,364	250,008	0	**2,017,372**
2028	2,017,372	255,008	0	**2,272,380**
2029	2,272,380	260,108	0	**2,532,489**
2030	2,532,489	265,311	0	**2,797,799**

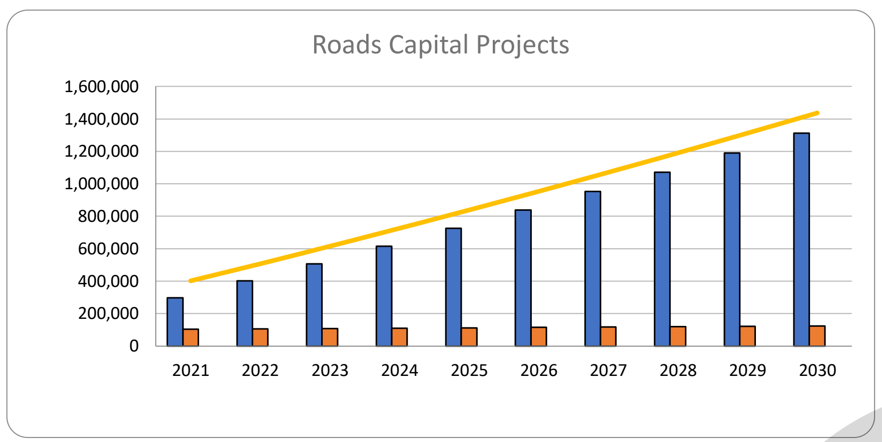
Township of East Zorra-Tavistock
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2021-04-12



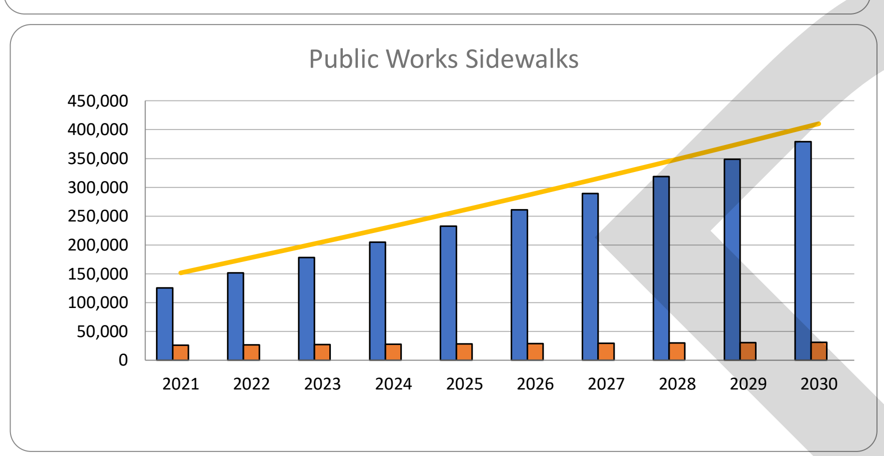
11-942-942-9846
Gravel to Hardtop

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**961,989**	**260,100**	**0**	**1,222,089**
2022	1,222,089	265,302	0	**1,487,391**
2023	1,487,391	270,608	0	**1,757,999**
2024	1,757,999	276,020	0	**2,034,019**
2025	2,034,019	281,541	0	**2,315,560**
2026	2,315,560	287,171	0	**2,602,731**
2027	2,602,731	292,915	0	**2,895,646**
2028	2,895,646	298,773	0	**3,194,419**
2029	3,194,419	304,749	0	**3,499,168**
2030	3,499,168	310,844	0	**3,810,012**



11-942-942-9832
Road Capital Projects

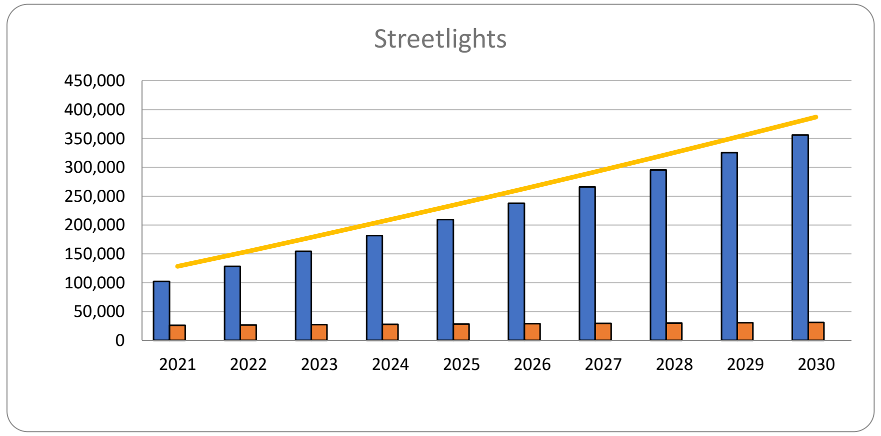
	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**297,330**	**104,040**	**0**	**401,370**
2022	401,370	106,121	0	**507,491**
2023	507,491	108,243	0	**615,734**
2024	615,734	110,408	0	**726,142**
2025	726,142	112,616	0	**838,758**
2026	838,758	114,869	0	**953,627**
2027	953,627	117,166	0	**1,070,793**
2028	1,070,793	119,509	0	**1,190,302**
2029	1,190,302	121,899	0	**1,312,202**
2030	1,312,202	124,337	0	**1,436,539**



11-942-942-9810
Public Works Sidewalks

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**125,304**	**26,010**	**0**	**151,314**
2022	151,314	26,530	0	**177,844**
2023	177,844	27,061	0	**204,905**
2024	204,905	27,602	0	**232,507**
2025	232,507	28,154	0	**260,661**
2026	260,661	28,717	0	**289,378**
2027	289,378	29,291	0	**318,670**
2028	318,670	29,877	0	**348,547**
2029	348,547	30,475	0	**379,022**
2030	379,022	31,084	0	**410,106**

Township of East Zorra-Tavistock **Revision Date:** 2021-04-12
PUBLIC WORKS
2021 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-942-942-9834
Streetlights

	Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
2021	**102,037**	**26,010**	**0**	**128,047**
2022	128,047	26,530	0	**154,578**
2023	154,578	27,061	0	**181,638**
2024	181,638	27,602	0	**209,241**
2025	209,241	28,154	0	**237,395**
2026	237,395	28,717	0	**266,112**
2027	266,112	29,291	0	**295,403**
2028	295,403	29,877	0	**325,281**
2029	325,281	30,475	0	**355,755**
2030	355,755	31,084	0	**386,840**