

STAFF REPORT

To: His Worship the Mayor and Members of Council
From: Jeff Carswell, Chief Administrative Officer
Re: 2013 Budget – Report #4
Date: March 15, 2013

Background:

This is the fourth report of several related to development of the 2013 -2017 Capital Forecast and 2013 Operating Budget. To date, detailed operating and capital budgets for all departments have been presented. The last report indicated a first draft levy change from 2012 of 11%. This report contains an update to the budget based on some recommended changes and “fine-tuning” to various areas. As requested by Council, there is also a list highlighting the various changes.

Discussion:

Based on the various changes and fine-tuning, following are the overall levy change numbers:

TGGR* for Capital Budget – up \$24,450	1.96%
TGGR for Operating Budget – up \$259,731	11.66%
Overall Levy Increase – up \$284,181	6.88%**

*TGGR = Taxes, Grants and General Revenue
** Adjusted for real growth

Taxation Impacts – Typical Residential Assessment

- \$5 Assessment Change Impact 0.47%
- \$72 Township Levy Change Impact 6.91%
- \$77 Township Total Levy Change Impact 7.38%
- \$75 Overall Levy Change (Township, County, Ed) 2.8%

High Level Departmental Changes from 2012

Capital

Department	Change
Administration	20,000
Office	25,000
Building	0
Fire	41,500
PW	6,700
ICC	1,250
HP	0
IP	2,500
TP	0
TMH	2,500
TDRC	25,000
Tavistock Drainage	-100,000
Total	24,450

Operating

Department	Change
Non-Departmental	73,700.00
Council	200.00
General Admin	21,175.00
Parks & Halls	38,050.00
TDRC	10,710.00
Police	-50,354.00
Protective Services	95,075.00
Public Works	63,550.00
Misc	7,625.00
Total	259,731.00

Significant Changes for 2013:

OMPF Funding Down	\$70,000
Bank Interest Down	\$5,000
Overall Full-time & Part-time Wage/Benefit Change	\$65,000
Contribution to the Self-Insurance Reserve	\$25,000
Increase insurance coverage to \$25,000,000	\$3,200
Enhance Volunteer Firefighter Accident Coverage	\$900

Provide Volunteer Accident Coverage (approved).....	\$750
TDRC showing 1 st Deficit	\$10,000
Economic Development Partnership	\$10,000
Additional Streetlights 2013+ locations TBD.....	\$15,000
Parks / MAP Admin	\$20,000
Tavistock Park Operating	\$6,500
Innerkip Park Operating	\$6,500
Additional Tree Removal.....	\$25,000
Various Public Works.....	\$30,000
Fire Department BB Revenue Reduction	\$30,000
Fire Department Wage & Overhead Lines.....	\$58,000
Admin/Officers.....	\$9,000
Response Wages	\$26,000
Practices	(\$9,000)
Training	\$30,000
Misc.....	\$2,000

Noteworthy Items and Significant Changes from 1st Drafts:

- NWSWMF – no tax dollars, funded from reserves and area rating
- \$100,000 from NWSWMF redistributed to Loveys Property Development Reserve (\$50,000), Fire Communications (\$25,000) and Arena Reserve (\$25,000)
- Contribution to Innerkip School Playground funded from CIL of Parkland and/or Surplus Innerkip Property
- Financing of \$250,000 proposed for Tavistock Queen’s Park Pavilion Project
- Fire Operating Budget adjusted to reflect \$25,000 in revenue from Blandford-Blenheim, asset cost moved to the Capital Budget
- While it is now reflected in operating revenue, the new agreement will not bring as much revenue as the old agreement (\$25,000 vs. \$50,000)
- To minimize the Capital increase due to above, showing water softeners funded from Department Equipment and decreased facility reserve transfer by \$3,500
- Fire Department Training Wages – decreased each department by \$4,500 – leaves about 26 training days, plus 3 recruits at \$1,500 or about 34 training days with 2 recruits coming online
- Reflecting \$25,000 of Public Works Wages and Equipment Time in the Capital Budget
- Streetlighting Power and Maintenance costs decreased \$20,000 due to LED Streetlight Conversion

- Lowered contribution to Loveys Property Reserve and used those funds to increase the self-insurance reserve in 2013, 2014 shows \$50,000 to property reserve
- Decreased Tavistock Park budget – TDRFB increased due to unknowns with the Pavilion – rather than increase now, wait and see for 2014.

Not Included in 2013 Budget:

- Additional road work in Strathallen
- Sod Repairs related to recent construction projects
- Enhanced/More By-law Enforcement Services
- Extended Sidewalk on William St. South
- Welcome Signs
- Increased donations or various contributions to various requests like:
 - Brickyard Cemetery 2012
 - Crimestoppers
 - Horticultural Society
 - Oxford County Tourism Book
- No significant immediate facility improvements at the Loveys Property – mainly removing some buildings, PW cleanup, PW outside storage

Other things to consider and review further, but likely will not affect 2013:

- All Departments – Asset Management Plan should provide some information and direction with respect to appropriate funding levels for asset management
- Fire Department – further review based on Council discussion at the last meeting
- County and Local discussions around service sharing and efficiency opportunities

The following attachments are included with this report:

- Updated 2013 – 2017 Capital Forecast
- Updated 2013 – 2017 Reserve Forecast
- Updated 2013 Operating Budget Summary

While the Township's levy increase for 2013 is higher, it mainly reflects an increase in the operating side of the budget. There continues to be pressure to increase service levels in some areas and continue with increased training, particularly in the Fire Service. This budget will permit this to happen with minimal impacts to other programs and services.

The capital budget is up about \$24,000 and through the use of reserves it would be possible to lower this amount, but staff believes there should be some escalation in capital funding. We know there are more capital/major maintenance demands and holding the increase to zero in capital will only delay and increase the funding problem in the future.

While the Township's Levy increase is higher, the relatively lower County and Education change do provide some capacity to keep the overall tax bill increase below 3%. The current combined tax levy increase for the typical residential assessment is 2.8%. Due to the reassessment for 2013, this amount will vary dramatically from property to property and tax class to tax class.

Recommendation:

1. The Council instruct the CAO to put forward the attached budgets for the April 3, 2013 Budget Public Meeting.

Report prepared
and submitted by:



Jeff Carswell, AMCT
Chief Administrative Officer

Capital Summary - All Departments

*TGGR - Taxes, Grants, General Revenue

Summary	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
2004	1,733,000	520,000	528,000	685,000	
2005	1,782,000	605,000	433,000	759,000	0
2006	2,660,623	898,000	1,586,055	191,568	Error
2007	2,633,366	984,500	669,163	997,203	Error
2008	3,140,581	1,126,000	1,390,712	623,869	
2009	3,308,913	1,160,500	1,233,413	915,000	34,500
2010	7,185,163	1,167,092	2,294,329	3,723,742	6,592
2011	2,893,663	1,218,000	1,553,663	122,000	50,908
2012	5,797,461	1,244,500	2,188,466	2,364,495	26,500
2013	4,898,263	1,268,950	1,177,615	2,451,698	24,450
2014	2,532,175	1,314,512	1,095,663	122,000	45,562
2015	2,039,675	1,390,512	329,163	320,000	76,000
2016	2,602,012	1,445,012	1,035,000	122,000	54,500
2017	1,722,012	1,455,012	100,000	167,000	

2012 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	45,000	27,500	12,500	5,000	2,500
Office	62,500	20,000	42,500	0	5,000
Building	0	0	0	0	-7,000
Fire	414,163	185,000	229,163	0	3,500
PW	3,752,000	827,000	1,415,000	1,510,000	17,000
ICC	40,000	7,500	2,500	30,000	0
HP	20,000	20,000	0	0	0
IP	35,000	22,500	12,500	0	2,500
TP	1,030,000	25,000	189,000	816,000	3,000
TMH	10,000	10,000	0	0	0
TDRC	46,000	0	42,505	3,495	0
Tavistock Drainage	342,798	100,000	242,798	0	0
Total	5,797,461	1,244,500	2,188,466	2,364,495	26,500

2013 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	87,500	47,500	19,000	21,000	20,000
Office	45,000	45,000	0	0	25,000
Building	0	0	0	0	0
Fire	422,663	226,500	196,163	0	41,500
PW	2,548,700	833,700	435,000	1,280,000	6,700
ICC	15,900	8,750	6,250	900	1,250
HP	22,000	20,000	0	2,000	0
IP	50,000	25,000	25,000	0	2,500
TP	1,225,000	25,000	334,000	866,000	0
TMH	12,500	12,500	0	0	2,500
TDRC	34,000	25,000	9,000	0	25,000
Tavistock Drainage	435,000	0	153,202	281,798	-100,000
Total	4,898,263	1,268,950	1,177,615	2,451,698	24,450

2014 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	57,000	25,000	25,000	7,000	-22,500
Office	170,000	70,000	100,000	0	25,000
Building	0	0	0	0	0
Fire	322,163	243,000	79,163	0	16,500
PW	1,832,512	837,512	880,000	115,000	3,812
ICC	10,000	10,000	0	0	1,250
HP	25,000	25,000	0	0	5,000
IP	25,000	25,000	0	0	0
TP	29,000	29,000	0	0	4,000
TMH	26,500	15,000	11,500	0	2,500
TDRC	35,000	35,000	0	0	10,000
Tavistock Drainage	0	0	0	0	0
Total	2,532,175	1,314,512	1,095,663	122,000	45,562

2015 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	33,000	26,000	0	7,000	1,000
Office	70,000	70,000	0	0	0
Building	0	0	0	0	0
Fire	377,163	258,000	119,163	0	15,000
PW	1,187,512	882,512	190,000	115,000	45,000
ICC	10,000	10,000	0	0	
HP	25,000	25,000	0	0	0
IP	25,000	25,000	0	0	0
TP	227,000	29,000	0	198,000	0
TMH	15,000	15,000	0	0	0
TDRC	70,000	50,000	20,000	0	15,000
Tavistock Drainage	0	0	0	0	0
Total	2,039,675	1,390,512	329,163	320,000	76,000

2016 Total By Department	Total Cost	From TGGR	From Reserves	From Others	PY TGGR Change
Administration	37,000	30,000	0	7,000	4,000
Office	70,000	70,000	0	0	0
Building	0	0	0	0	0
Fire	498,500	253,500	245,000	0	-4,500
PW	1,832,512	937,512	780,000	115,000	55,000
ICC	10,000	10,000	0	0	0
HP	25,000	25,000	0	0	0
IP	25,000	25,000	0	0	0
TP	29,000	29,000	0	0	0
TMH	25,000	15,000	10,000	0	0
TDRC	50,000	50,000	0	0	0
Tavistock Drainage	0	0	0	0	0
Total	2,602,012	1,445,012	1,035,000	122,000	54,500

2017 Total By Department	Total Cost	From TGR	From Reserves	From Others	PY TGR Change
Administration	57,000	30,000	20,000	7,000	0
Office	70,000	70,000	0	0	0
Building	0	0	0	0	0
Fire	313,500	258,500	10,000	45,000	5,000
PW	1,067,512	937,512	15,000	115,000	0
ICC	20,000	10,000	10,000	0	0
HP	25,000	25,000	0	0	0
IP	25,000	25,000	0	0	0
TP	29,000	29,000	0	0	0
TMH	20,000	20,000	0	0	5,000
TDRC	95,000	50,000	45,000	0	0
Tavistock Drainage	0	0	0	0	0
Total	1,722,012	1,455,012	100,000	167,000	10,000

Administration - Capital & Projects

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		30,000	20,000	10,000	0
2006		140,198	26,000	114,198	0
2007		58,000	30,000	28,000	0
2008		67,000	30,000	32,000	5,000
2009		44,000	30,000	9,000	5,000
2010		65,000	30,000	30,000	5,000
2011		56,500	25,000	26,500	5,000
2012		45,000	27,500	12,500	5,000
2013		87,500	47,500	19,000	21,000
2014		57,000	25,000	25,000	7,000
2015		33,000	26,000	0	7,000
2016		37,000	30,000	0	7,000
2017		57,000	30,000	20,000	7,000

Administration

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Hardware/Software Upgrades	20,000	7,500	12,500		Server Upgrades - Exchange & Data
2012	Appropriation to Election Reserve	5,000	0		5,000	*From Election Operating
2012	Appropriation to Reserve - Council Computers	0	0			
2012	GP Version Upgrade	5,000	5,000			payroll support ends Oct 2012, upg required
2012	Phone System	15,000	15,000			
2013	Hardware/Software Upgrades	7,500	7,500			
2013	Asset Management Software	35,000		14,000	21,000	MIII Grant
2013	Data & GP Server Replacement	10,000	10,000			
2013	GP Version Upgrade	5,000	5,000			Required due to Payroll
2013	DC Study	5,000	0	5,000	0	DC Reserve
2013	Insurance Reserve	25,000	25,000			one-time increase

Administration

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2014	Desktop Computer Replacements	15,000	15,000	0	0	
2014	Appropriation to Reserve	10,000	10,000		0	
2014	Election	22,000		15,000	7,000	*From Election Operating
2014	Council Computers	5,000	0	5,000		?? Computers or Tablets?
2014	DC Study	5,000		5,000		
2015	Hardware/Software Upgrades	10,000	10,000	0	0	
2015	Appropriation to Reserve	10,000	10,000		0	
2015	Appropriation to Election Reserve	7,000	0	0	7,000	*From Election Operating
2015	Council Computers	1,000	1,000	0		
2015	GP Version Upgrade	5,000	5,000			
2016	Hardware/Software Upgrades	14,000	14,000	0	0	
2016	Appropriation to Reserve	15,000	15,000		0	
2016	Appropriation to Election Reserve	7,000	0	0	7,000	*From Election Operating
2016	Council Computers	1,000	1,000	0		
2017	Hardware/Software Upgrades	14,000	14,000	0	0	
2017	Appropriation to Reserve	15,000	15,000		0	
2017	Appropriation to Election Reserve	7,000	0	0	7,000	*From Election Operating
2017	Council Computers	1,000	1,000	0		
2017	Server / GP Replacement	20000		20000		

Offices/Facilities - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	10,000	5,000	5,000	0
	2006	15,000	12,500	2,500	0
	2007	12,500	12,500	0	0
	2008	20,500	12,500	8,000	0
	2009	122,500	17,500	5,000	100,000
	2010	16,000	16,000	0	0
	2011	17,500	15,000	2,500	0
	2012	62,500	20,000	42,500	0
	2013	45,000	45,000	0	0
	2014	170,000	70,000	100,000	0
	2015	70,000	70,000	0	0
	2016	70,000	70,000	0	0
	2017	70,000	70,000	0	0

Office

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Painting	5,000	5,000			
2012	Carpet Replacement	5,000	5,000			
2012	Storage, Additional Space Creation	50,000	10,000	40,000		TS/Contingency Reserve
2012	Electrical Service Moved	2,500		2,500		
2013	Storage, Additional Space Creation/Reserve	5,000	5,000			Loveys Property Development?
2013	Painting	5,000	5,000			Not completed in 2012
2013	Carpet Replacement	5,000	5,000			
2013	HVAC	5,000	5,000			
2013	Loveys Property Development/Reserve	25,000	25,000			
2014	Office Improvements and/or Reserve	20,000	20,000			
2014	Loveys Property Development/Reserve	50,000	50,000			
2014	Start some improvements at Loveys Property	100,000		100,000		
2015	Office Improvements and/or Reserve	20,000	20,000			
2015	Loveys Property Development/Reserve	50,000	50,000			
2016	Office Improvements and/or Reserve	20,000	20,000			
2016	Loveys Property Development/Reserve	50,000	50,000			
2017	Office Improvements and/or Reserve	20,000	20,000			
2017	Loveys Property Development/Reserve	50,000	50,000			
Future items that will need attention:						
re-shingle roof - completed 2010						
re-pave parking lot						
replace carpet						
HVAC - Major Maintenance						
Water???						
Septic System???						

Fire & Protective Services Department - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	980,000	166,000	170,000	644,000
2006	577,263	237,500	336,763	3,000
2007	421,163	230,000	188,163	3,000
2008	207,163	180,000	9,163	18,000
2009	276,663	187,000	89,663	0
2010	242,163	183,000	59,163	0
2011	255,663	181,500	74,163	0
2012	414,163	185,000	229,163	0
2013	422,663	226,500	196,163	0
2014	322,163	243,000	79,163	0
2015	377,163	258,000	119,163	0
2016	498,500	253,500	245,000	0
2017	313,500	258,500	10,000	45,000
2018	278,500	248,500	30,000	0
2019	228,500	228,500	0	0
2020	233,500	223,500	10,000	0

Fire, Emergency

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Appropriation to Vehicle Replacement Reserve	60,000	60,000	0	0	
2012	Facilities/Reserve	10,000	10,000			
2012	Tavistock Firehall Debenture Payment	46,163	37,000	9,163	0	7th Payment
2012	Hickson Firehall Major Internal Maintenance	10,000	10,000			Drywall, painting, floor
2012	SCBA Replacements - 12 Units	60,000		60,000		FD Req. Eqp. Reserve
2012	Bunker Gear New / Replacements	10,000	10,000			
2012	Pagers, Radios, PPE and/or Reserve	17,000	17,000			FD Req. Eqp. Reserve
2012	Departmental Equipment	36,000	36,000			\$10,000 to each dept, \$6,000 for 244
2012	Tavistock Tanker or Arial Platform Truck??	125,000		125,000		over 2012 / 2013
2012	New Communication System??	0	0			May need to debenture
2012	Sanitary Connection Fee - Innerkip Firehall	15,000	0	15,000		Facility Reserve
2012	Innerkip Jaws (from 2011)	25,000	5,000	20,000		Eqp Reserve - delayed from 2011
2012	Mock Disaster Reserve	0	0			\$10,000 in Reserve

Fire, Emergency

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2013	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2013	Facilities/Reserve	11,500	11,500			Reduced from \$30,000
2013	Tavistock Firehall Debenture Payment	46,163	37,000	9,163	0	8th Payment
2013	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	27,000	27,000			FD Req. Eqp. Reserve (Balance \$51,500)
2013	Departmental Equipment	36,000	36,000			\$10,000 to each dept, \$6,000 for 244
2013	Tavistock Tanker	170,000		170,000		
2013	Fire Chief Vehicle	0	0	0		Postpone to 2014
2013	Communications System Reserve	25,000	25,000			Start a Reserve, may need to debenture (\$250,000) (1)
2013	Hickson FH Major Internal Maintenance	10,000		10,000		Drywall, Painting, Lights?
2013	Gas Monitors	7,000		7,000		Eqp Reserve
2013	Water Softeners (All Stations)	0	0			Fund from Departmental Equipment
2013	BB Agreement Termination	25,000	25,000			From BB operating revenue (1)
2014	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2014	Facility/Reserve	25,000	25,000			reduced from \$35,000
2014	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2014	Equipment	40,000		40,000		FD Req. Eqp. Reserve
2014	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2014	Tavistock Firehall Debenture Payment	46,163	37,000	9,163	0	9th Payment
2014	Communications System - Res or Deb Pymt	25,000	25,000			(2)
2014	Fire Chief Vehicle	30,000		30,000		Postponed from 2013
2014	BB Agreement Termination	25,000	25,000			From BB operating revenue (2)
	Subject to amendment as per AMP					
2015	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2015	Facility/Reserve	40,000	40,000			
2015	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2015	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2015	Tavistock Firehall Debenture Payment	46,163	37,000	9,163	0	10th Payment
2015	Innerkip Tanker (Chassis)	100,000		100,000		
2015	Communications System - Res or Deb Pymt	25,000	25,000			(3)
2015	Mock Disaster Exercise	10,000	0	10,000		
2015	BB Agreement Termination	25,000	25,000			From BB operating revenue (3)
	Subject to amendment as per AMP					

Fire, Emergency

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2016	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2016	Facility Improvements and/or Reserve	0	0			
2016	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2016	Equipment	40,000		40,000		FD Req. Eqp. Reserve
2016	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2016	Hickson Firehall Expansion/Addition	125,000	70,000	55,000		Facility Reserve
2016	Innerkip Tanker Replacement	150,000		150,000		Fire Truck Reserve
2016	Communications System - Res or Deb Pymt	25,000	25,000			(4)
2016	Mock Disaster Reserve	2,500	2,500			
2016	BB Agreement Termination	25,000	25,000			From BB operating revenue (4)
	Subject to amendment as per AMP					
2017	Appropriation to Vehicle Replacement Reserve	65,000	65,000	0	0	
2017	Facility Improvements and/or Reserve	0	0			
2017	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2017	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2017	Hickson Firehall Expansion/Addition	125,000	70,000	10,000	45,000	Fac Res/Unfunded/Future Year Budget
2017	Communications System - Res or Deb Pymt	25,000	25,000			(5)
2017	Mock Disaster Reserve	2,500	2,500			
2017	BB Agreement Termination	30,000	30,000			From BB operating revenue (5)
	Subject to amendment as per AMP					
2018	Appropriation to Vehicle Replacement Reserve	80,000	80,000	0	0	
2018	Facility Improvements and/or Reserve	25,000	25,000			
2018	Hickson Firehall - from Prior Years	45,000	15,000	30,000		DC Reserve
2018	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	35,000	35,000			FD Req. Eqp. Reserve
2018	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2018	Communications System - Res or Deb Pymt	25,000	25,000			(6)
2018	Mock Disaster Reserve	2,500	2,500			
2018	BB Agreement Termination	30,000	30,000			From BB operating revenue (6 end)
	Subject to amendment as per AMP					

Fire, Emergency						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2019	Appropriation to Vehicle Replacement Reserve	95,000	95,000	0	0	
2019	Facility Improvements and/or Reserve	35,000	35,000			
2019	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	35,000	35,000			FD Req. Eqp. Reserve
2019	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2019	Communications System - Res or Deb Pymt	25,000	25,000			(7)
2019	Mock Disaster Reserve	2,500	2,500			
	Subject to amendment as per AMP					
2020	Appropriation to Vehicle Replacement Reserve	95,000	95,000	0	0	
2020	Facility Improvements and/or Reserve	35,000	35,000			
2020	Bunker Gear, SCBA, PPE, Pagers and/or Reserve	30,000	30,000			FD Req. Eqp. Reserve
2020	Hose, air packs, radios, dept. equipment	36,000	36,000	0	0	\$10,000 to each dept, \$6,000 for 244
2020	Communications System - Res or Deb Pymt	25,000	25,000			(8)
2020	Mock Disaster Exercise	12,500	2,500	10,000		
	Subject to amendment as per AMP					

Public Works & Development - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	622,000	347,000	190,000	85,000
2006	1,772,162	554,000	1,057,594	160,568
2007	1,210,599	515,000	40,000	655,599
2008	2,199,709	595,000	1,135,000	469,709
2009	2,315,000	715,000	1,005,000	595,000
2010	5,910,000	749,092	1,970,334	3,190,574
2011	2,317,000	810,000	1,407,000	100,000
2012	3,752,000	827,000	1,415,000	1,510,000
2013	2,548,700	833,700	435,000	1,280,000
2014	1,832,512	837,512	880,000	115,000
2015	1,187,512	882,512	190,000	115,000
2016	1,832,512	937,512	780,000	115,000
2017	1,067,512	937,512	15,000	115,000

Public Works

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Equipment Reserve	115,000	5,000		110,000	From Operating
2012	Roads Utility Truck	65,000		65,000		Equipment Reserve
2012	Bridge Reserve	50,000	50,000	0	0	
2012	Drains	25,000	25,000	0	0	
2012	Facility Improvements	10,000	10,000	0	0	LED lights & other shop improvements
2012	LED Streetlight Conversion Program	450,000			450,000	Financed, funded from savings over 10 Years
2012	Decew & Maria St. Reconstruction	450,000		450,000		Roads Reserve
2012	Centennial Reconstruction (North End)	250,000		250,000		Gas Tax Reserve
2012	Tavistock Road Shed Development	300,000		50,000	250,000	25 DC, 25 PW Fac
2012	Innerkip Surface Asphalt	100,000		100,000		Innerkip Reserve
2012	Innerkip Debenture (2012 - 2027)	132,000	132,000			1st Payment
2012	Gravel Road Improvements as per Rating System	280,000	280,000		0	
2012	Road Resurfacing Projects	200,000	200,000			
2012	Woodstock Street Sidewalk north of Jacob	75,000	75,000	0		
2012	Hope Street Sidewalks - 5 corners to Fuhr/Renaissance					
2012	Janelle/Jacob Shave & Pave	50,000	50,000			
2012	Road Development	900,000		200,000	700,000	Funded from future surplus land, DC, TS/Con Reserve
2012	Land Acquisition	300,000		300,000		PW Facilities Reserve

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2013						
Debentures						
2013	Innerkip Debenture (2012 - 2027)	132,000	132,000			2nd Payment
2013	LED Streetlight Payment	56,700	56,700			1st Payment
Drains						
2013	Drains - Annual	10,000	10,000			
2013	Matheson Drain	25,000	25,000			
2013	Jacques Drain	35,000	35,000			
Equipment						
2013	Equipment Reserve	115,000	5,000		110,000	From Operating, \$5,000 from Bldg
2013	Riding Lawnmower	5,000		5,000		For Tav PW Shed Lands, Concern re: contractor access
Bridges						
2013	Bridge Reserve	50,000	50,000	0	0	
2013	Bridge Study - required every 2 years	15,000		15,000		Bridge Reserve
2013	Bridge Improvements - Guiderails, signage, etc.	50,000		50,000		Bridge Reserve
2013	Bridge Engineering 11th Line Mudd Creek	50,000		50,000		Start Engineering / Examine options
Facilities						
2013	Tavistock PW Shed	375,000	0	125,000	250,000	Water Tower Land
Road Projects						
2013	Decew/Maria - Surface Asphalt	45,000	45,000			
2013	Centennial Surface Asphalt	15,000	15,000			
2013	Strathallen - Additional Work?	5,000	5,000			Balance of Engineering - no further work
2013	Cassell - Additional Surface Work	50,000	50,000			
2013	Jacob Street Extension	500,000	150,000	180,000	170,000	DC \$100, PW \$80, Land Sale Proceeds
2013	William Street	15,000	15,000			
2013	18th Line Hard Surface	200,000	200,000			Cold Layed Asphalt
2013	James Street Construction	500,000			500,000	Funded as lots develop
2013	Mansoura Share of Centennial/William	250,000			250,000	To PW Construction Reserve
2013	Sidewalk	10,000		10,000		Sidewalk Reserve
2013	Sod Repairs from recent construction	0	0			Estimated cost very difficult to determine
2013	Streetlights	15,000	15,000			
2013	Loveys Property PW Storage Prep	25,000	25,000			

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2014						
Debentures						
2014	Innerkip Debenture (2012 - 2027)	132,000	132,000			3rd Payment
2014	LED Streetlight Payment	55,512	55,512			2nd Payment
Drains						
2014	Drains - Annual	25,000	25,000			
2014 Equipment						
2014	Equipment Reserve	115,000			115,000	From Operating, \$5,000 from Bldg
2014	Pickup Truck Replacement	30,000		30,000		
Bridges						
2014	Bridge Reserve	50,000	50,000	0	0	
2014	Bridge Improvements	100,000		100,000		Start on
Facilities						
2014	PW Facilities Reserve	50,000	50,000			
2014	Facility Improvements	10,000	10,000			
Road Projects						
2014	As determined through AMP	1,250,000	500,000	750,000		0 Gas Tax Reserve & PW Reserve
2014	Streetlights	15,000	15,000			

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015						
Debentures						
2015	Innerkip Debenture (2012 - 2027)	132,000	132,000			3rd Payment
2015	LED Streetlight Payment	55,512	55,512			2nd Payment
Drains						
2015	Drains - Annual	25,000	25,000			
Equipment						
2015	Equipment Reserve	115,000			115,000	From Operating, \$5,000 from Bldg
2015	Replace 2006 Single Axle	175,000		175,000		
Bridges						
2015	Bridge Reserve	50,000	50,000	0	0	
2015	Bridge Study - required every 2 years	15,000		15,000		Bridge Reserve
Facilities						
2015	PW Facilities Reserve	50,000	50,000			
2015	Facility Improvements	10,000	10,000			
Road Projects						
2015	As determined through AMP	550,000	550,000		0	
2015	Streetlights	10,000	10,000			

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2016						
Debentures						
2016	Innerkip Debenture (2012 - 2027)	132,000	132,000			3rd Payment
2016	LED Streetlight Payment	55,512	55,512			2nd Payment
Drains						
2016	Drains - Annual	25,000	25,000			
Equipment						
2016	Equipment Reserve	115,000			115,000	From Operating, \$5,000 from Bldg
2016	Pickup Truck	30,000		30,000		
2016	Replace 2006 Tandem	200,000		200,000		
Bridges						
2016	Bridge Reserve	50,000	50,000	0	0	
2016	Bridge Improvements	50,000		50,000		Start on
Facilities						
2016	PW Facilities Reserve	50,000	50,000			
2016	Facility Improvements	10,000	10,000			
Road Projects						
2016	As determined through AMP	1,100,000	600,000	500,000		0 Gas Tax Reserve
2016	Streetlights	15,000	15,000			

Public Works						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2017						
Debentures						
2017	Innerkip Debenture (2012 - 2027)	132,000	132,000			3rd Payment
2017	LED Streetlight Payment	55,512	55,512			2nd Payment
Drains						
2017	Drains - Annual	25,000	25,000			
Equipment						
2017	Equipment Reserve	115,000			115,000	From Operating, \$5,000 from Bldg
Bridges						
2017	Bridge Reserve	50,000	50,000	0	0	
2017	Bridge Study - required every 2 years	15,000		15,000		Bridge Reserve
Facilities						
2017	PW Facilities Reserve	50,000	50,000			
2017	Facility Improvements	10,000	10,000			
Road Projects						
2017	As determined through AMP	600,000	600,000		0	
2017	Streetlights	15,000	15,000			

Innerkip Community Centre - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
2005		20,000	11,000	9,000	0
2006		5,000	5,000	0	0
2007		7,500	7,500	0	0
2008		7,500	7,500	0	0
2009		10,000	10,000	0	0
2010		10,000	10,000	0	0
2011		7,500	7,500	0	0
2012		40,000	7,500	2,500	30,000
2013		15,900	8,750	6,250	900
2014		10,000	10,000	0	0
2015		10,000	10,000	0	0
2016		10,000	10,000	0	0
2017		20,000	10,000	10,000	0

Innerkip Community Centre						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2011	Major Repairs/Contribution to Reserve	7,500	7,500	0	0	
2012	Major Repairs/Contribution to Reserve			0	0	Sign, dishwasher
2012	Accessibility Improvements	40,000	7,500	2,500	30,000	Federal Funding
2013	Major Repairs/Contribution to Reserve	1,400	1,400	0	0	
2013	Lighting Retrofit Improvements	4,500	3,600		900	* also \$900 in operating reduction
2013	Cap Repairs	10,000	3,750	6,250		??? Depends how extensive the repairs are, damage beneath
2014	Contribution to Reserve	5,000	5,000	0	0	
2014	Major Repairs	5,000	5,000			
2015	Major Repairs/Contribution to Reserve	10,000	10,000	0	0	
2016	Major Repairs/Contribution to Reserve	10,000	10,000	0	0	
2017	Major Repairs/Contribution to Reserve	20,000	10,000	10,000	0	
Reserve to be applied to the following when required:						
HVAC Replacement						
Major Repairs and Maintenance						
Parking Lot Repaving?						
Septic System - possible connection to Innerkip Sanitary System??						

Hickson Park - Capital

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

Hickson Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Park Improvements / Reserve No specific projects provided by LRC	20,000	20,000	0	0	Reserve balance \$23,300
2013	Park Improvements	5,000	5,000	0	0	Reserve balance \$43,300
2013	Clay Diamonds	15,000	15,000	0	0	
2013	Batting Cages					
2013	Batting Machine	2,000	0		2,000	Program??
2014	Irrigation System	10,000	10,000	0	0	
2014	Park Improvements / Reserve	15,000	15,000	0	0	
2015	Park Improvements / Reserve	25,000	25,000	0	0	
2016	Park Improvements / Reserve	25,000	25,000	0	0	
2017	Park Improvements / Reserve	25,000	25,000			
Notes:						

Innerkip Parks - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005		15,000		
2006		15,000		
2007		17,500		
2008	25,000	17,500	0	7,500
2009	119,000	20,000	33,000	66,000
2010	451,000	20,000	81,500	349,500
2011	20,000	20,000	0	0
2012	35,000	22,500	12,500	0
2013	50,000	25,000	25,000	0
2014	25,000	25,000	0	0
2015	25,000	25,000	0	0
2016	25,000	25,000	0	0
2017	25,000	25,000	0	0

Innerkip Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Park Improvements	15,000	15,000	0	0	
2012	Sanitary System Connection	20,000	7,500	12,500	0	Recreation DC Reserve
2012	Innerkip Estates Park???					
2013	Park Improvements / Reserve	25,000	25,000	0	0	
2013	Innerkip School Playground Contribution	25,000		25,000		CIL of Parkland and/or other revenue
2014	Park Improvements	25,000	25,000	0	0	
2015	Park Improvements	25,000	25,000	0	0	
2016	Park Improvements	25,000	25,000	0	0	
2017	Park Improvements	25,000	25,000	0	0	

Tavistock Parks - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	20,000	17,000	3,000	0
2006	15,000	15,000	0	0
2007	167,500	22,500	67,500	77,500
2008	199,000	19,000	85,140	94,860
2009	67,250	20,000	22,250	25,000
2010	22,000	22,000	0	0
2011	47,500	22,000	25,500	0
2012	1,030,000	25,000	189,000	816,000
2013	1,225,000	25,000	334,000	866,000
2014	29,000	29,000	0	0
2015	227,000	29,000	0	198,000
2016	29,000	29,000	0	0
2017	29,000	29,000	0	0

Tavistock Park

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	New Pavilion Project	1,030,000	25,000	189,000		CIL50,DC60, TP79
2012	New Pavilion Project				600,000	Fundraising/Pledges
2012	New Pavilion Project				180,000	Grants
2012	New Pavilion Project				36,000	Future Capital (TDRCB showed as Twp?)
2013	Pavilion Project	1,225,000	25,000	0	456,000	Fundraising
2013	See Breakdown from KW for detail costs				150,000	Trillium
2013				79,000		TP Reserve
2013				70,000		DC Reserve
2013				50,000		CIL of Parkland
2013				135,000		Contingency Reserve/Property Revenue
2013					250,000	Debenture
2013					10,000	Agri-Spirit
2013						
2013						
2014	Debenture Payment	29,000	29,000			1st Payment
2015	Debenture Payment	29,000	29,000			2nd Payment
2015	Additional Lighting - Ag Pavilion	1,000				
2015	Walking Path & Lighting	20,000				
2015	Playground	120,000			150,000	Trillium/Other Grants
2015	Shade Shelter & Playground Benches	15,000			48,000	Fundraising
2015	Parking Lot Rear of Arena	25,000				
2015	CB back of Park by Wellington St	5,000				
2015	Foul Ball Netting on Back Stop	12,000				
2016	Debenture Payment	29,000	29,000			3rd Payment
2017	Debenture Payment	29,000	29,000			4th Payment
2018	Debenture Payment	29,000	29,000			5th Payment
2019	Debenture Payment	29,000	29,000			6th Payment
2020	Debenture Payment	29,000	29,000			7th Payment
2021	Debenture Payment	29,000	29,000			8th Payment
2022	Debenture Payment	29,000	29,000			9th Payment
2023	Debenture Payment	29,000	29,000			10th Payment - Last

Tavistock Memorial Hall - Capital

Summary	Total Cost	From TGGR	From Reserves	From Others
2005	16,000	11,000	5,000	0
2006	15,000	15,000	0	0
2007	18,000	10,500	7,500	0
2008	6,000	6,000	0	0
2009	10,000	10,000	0	0
2010	10,000	10,000	0	0
2011	22,000	10,000	7,000	5,000
2012	10,000	10,000	0	0
2013	12,500	12,500	0	0
2014	26,500	15,000	11,500	0
2015	15,000	15,000	0	0
2016	25,000	15,000	10,000	0
2017	20,000	20,000	0	0

Tavistock Memorial Hall

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Appropriation to Reserve	6,000	6,000			
2012	New Cooler for Bar	4,000	4,000			
2013	Appropriation to Reserve	8,000	8,000			
2013	Used Cooler for Kitchen	500	500			
2013	New Cooler for Bar	4,000	4,000			
2014	Appropriation to Reserve					
2014	Painting of the Hall	6,000	6,000	0		
2014	Replacement of Roof Top Units 3 x \$5500ea	16,500	5,000	11,500		
2014	New Kitchen Stove	4,000	4,000			
2015	Appropriation to Reserve					
2015	Front entrance upgrades	15,000	15,000	0		
2016	Appropriation to Reserve					
2016	Kitchen Reno & New Cupboards	25,000	15,000	10,000		
2017	Appropriation to Reserve	10,000	10,000			
2017	Replacement of Stage & Entrance Furnaces	10,000	10,000	0		

Tavistock & District Recreation Centre - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2005	20,000	0	0	20,000
	2006	63,000	0	35,000	28,000
	2007	105,104	0	74,000	31,104
	2008	100,209	0	71,409	28,800
	2009	60,500	0	36,500	24,000
	2010	12,000	0	0	12,000
	2011	23,000	0	11,000	12,000
	2012	46,000	0	42,505	3,495
	2013	34,000	25,000	9,000	0
	2014	35,000	35,000	0	0
	2015	70,000	50,000	20,000	0
	2016	50,000	50,000	0	0
	2017	95,000	50,000	45,000	0

TDRC

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
	2012 Contribution to Capital Conservation Reserve					
	2012 Dressing Room 4,5,6 rubber floors	15,000		11,505	3,495	from Operating Revenues
	2012 Dressing Rooms 1,2,3 rubber floor	15,000		15,000		
	2012 Replace Rubber Floor in both walkways to ice	13,000		13,000		
	2012 Score Clock Upgrade	3,000		3,000		
	2013 Township Reserve Contribution	25,000	25,000			from Township Taxation
	2013 Dehumidifier Compressors	3,000	0	3,000		
	2013 Arena Ice Surface Light Upgrade	0		0	0	ERIP Funding
	2013 Arena Florescent light upgrades	0		0	0	ERIP Funding
	2013 130 chairs for upper lobby (\$50 ea)	6,000		6,000		
	2013 Painting Lobby, Entrance, Washrooms	0		0		
	2014 Dressing Rooms 1 & 6 rubber floors	0		0	0	
	2014 Township Reserve Contribution	35,000	35,000			from Township Taxation
	Painting Lobby, Entrance, Washrooms					
	2015 Township Reserve Contribution	50,000	50,000			from Township Taxation
	2015 Recoat Lobby Floor - Epoxy	20,000		20,000		
	2016 Township Reserve Contribution	50,000	50,000			from Township Taxation

TDRC

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2017	Township Reserve Contribution	50,000	50,000			from Township Taxation
2017	Repaint Dressing Rooms & Dressing Room Hall	20,000		20,000		
2017	Repaint Steel Structure	25,000		25,000		

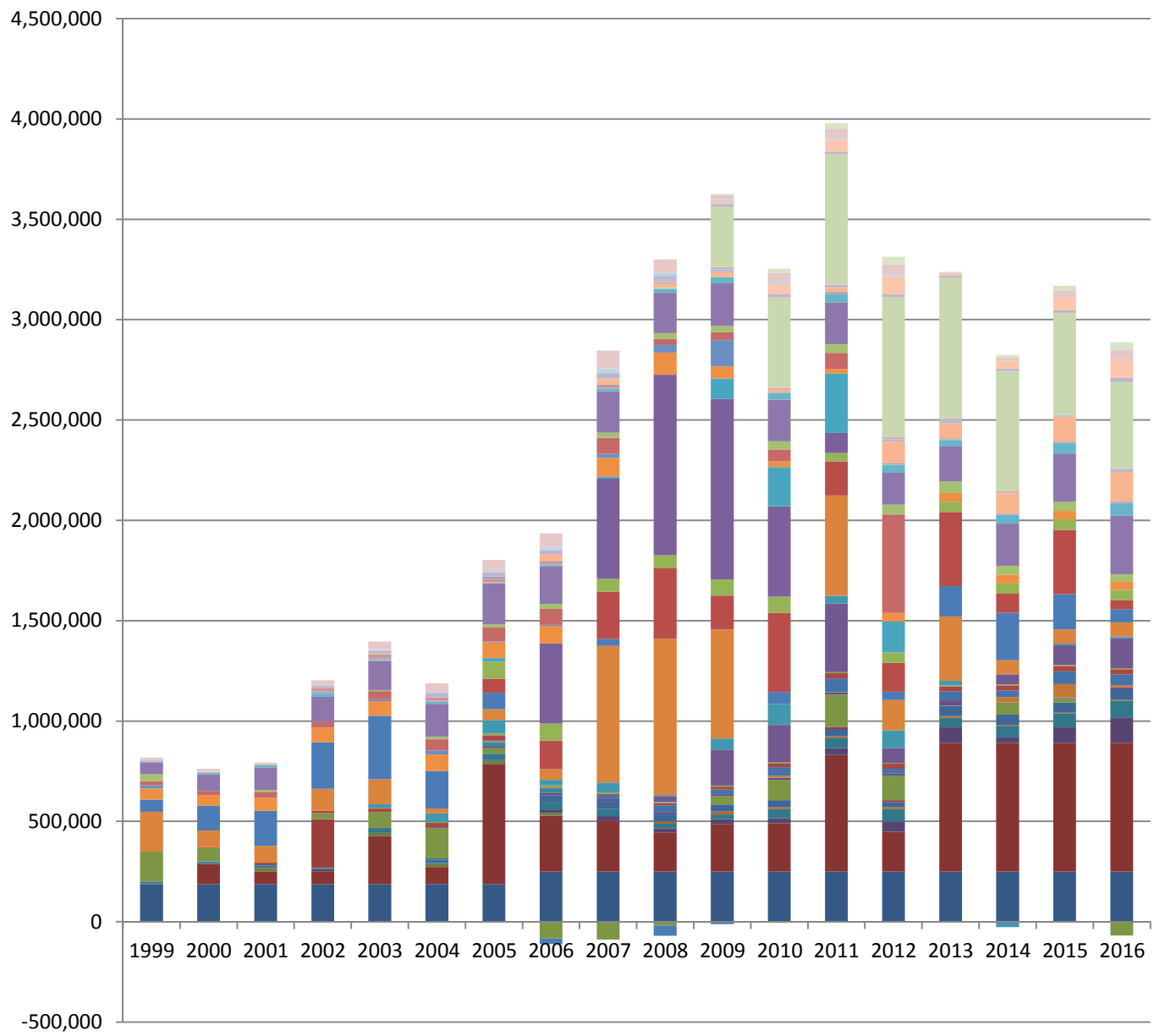
Tavistock Drainage and related Projects - Capital

	Summary	Total Cost	From TGGR	From Reserves	From Others
	2011	100,000	100,000	0	0
	2012	342,798	100,000	242,798	0
	2013	435,000	0	153,202	281,798
	2014	0	0	0	0
	2015	0	0	0	0
	2016	0	0	0	0

Tavistock Drainage

Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2012	Reserve	100,000	100,000	0	0	
2012	NWSWMF Land	242,798		242,798		
2013	NWSWMF	435,000	0	153,202	281,798	Area Rating
2014						
2015						Total Project \$677,000 42%
2016						From area rating

Reserves	2012			2013			2014			2015			2016			2017		
	TO	FROM	2012	TO	FROM	2013	TO	FROM	2014	TO	FROM	2015	TO	FROM	2016	TO	FROM	2017
Working Fund	0	0	250,000	0	0	250,000	0	0	250,000			250,000			250,000			250,000
Tax Stabilization	145,566	529,281	197,470	579,281	135,000	641,751	0	0	641,751			641,751			641,751			641,751
Funds from ETPC	0	0	0	0	0	0	0	0	0			0			0			0
Hickson Office	20,000	2,000	52,000	25,000	0	77,000	50,000	100,000	27,000	50,000		77,000	50,000		127,000	50,000		177,000
General Admin - Office Equipment	10,000	0	62,019	0	14,000	48,019	10,000	0	58,019	10,000	0	68,019	15,000		83,019	15,000	20,000	78,019
Council Computers	0	0	8,550	0	0	8,550	0	5,000	3,550	1,000		4,550	1,000		5,550	1,000		6,550
Self Insurance	0	9,000	26,061	25,000	0	51,061	0	0	51,061			51,061			51,061			51,061
PW Sidewalks	0	0	10,000	0	10,000	0	0	0	0			0			0			0
Fire Department Vehicles	60,000	100,000	121,300	50,000	170,000	1,300	60,000		61,300	60,000	100,000	21,300	60,000	150,000	-68,700	65,000		-3,700
Fire Chief Vehicle	0	0	10,000	15,000	0	25,000	5,000	30,000	0	5,000		5,000	5,000		10,000	5,000		15,000
Not Currently Used	0	0	0	0	0	0	0	0	0			0			0			0
Fire Department Facilities	10,000	12,500	-1,500	11,500	10,000	0	25,000		25,000	40,000	0	65,000	0	55,000	10,000	0	10,000	0
Fire Department Required Equipment	0	45,000	24,500	27,000	7,000	44,500	30,000	40,000	34,500	30,000		64,500	30,000	40,000	54,500	30,000	40,000	44,500
Bldg Inspection Vehicles	0	0	25,500	0	0	25,500	0	0	25,500	0		25,500			25,500			25,500
Bldg Dept Equipment	0	0	5,000	0	0	5,000	0	0	5,000			5,000			5,000			5,000
Public Works Facilities(Land)	0	269,406	73,994	0	73,994	0	50,000		50,000	50,000		100,000	50,000		150,000	50,000		200,000
Bridges	50,000	0	87,700	50,000	115,000	22,700	50,000	100,000	-27,300	50,000	15,000	7,700	50,000	50,000	7,700	50,000	15,000	42,700
Roads - General	100,000	450,000	150,353	250,000	80,000	320,353	0	250,000	70,353			70,353			70,353			70,353
Roads - Equipment	115,000	68,999	41,753	115,000	5,000	151,753	115,000	30,000	236,753	115,000	175,000	176,753	120,000	230,000	66,753	120,000	30,000	156,753
Gas Tax Reserve	225,461	250,978	144,235	225,000	0	369,235	225,000	500,000	94,235	225,000		319,235	225,000	500,000	44,235	225,000	0	269,235
Road Drainage Reserve	10,000	0	51,500	0	0	51,500	0	0	51,500			51,500			51,500			51,500
Coleman Street / Innerkip	0	100,000	0	0	0	0	0	0	0			0			0			0
Tavistock Drainage (2009)	100,000	242,798	153,202	0	153,202	0	0	0	0			0			0			0
Hickson Park	20,000	0	43,300	0	0	43,300	0	0	43,300			43,300			43,300			43,300
Innerkip Park	0	0	0	0	0	0	0	0	0			0			0			0
Tavistock Park	412,547	0	491,547	0	491,547	0	0	0	0	0	0	0	0	0	0	0	0	0
Tavistock Memorial Hall	3,500	0	47,900	8,000	0	55,900	0	11,500	44,400		0	44,400	0	10,000	34,400	10,000	0	44,400
Tavistock & District Recreation Centre	0	48,008	160,011	25,000	9,000	176,011	35,000	0	211,011	50,000	20,000	241,011	50,000	0	291,011	50,000	45,000	296,011
Innerkip Community Centre	0	1,300	38,500	0	6,250	32,250	10,000	0	42,250	10,000	0	52,250	10,000		62,250		10,000	52,250
Innerkip Estates Park	0	0	0	0	0	0	0	0	0			0			0			0
Former TRC - Facility	0	0	0	0	0	0	0	0	0			0			0			0
Former TRC - Program	0	0	0	0	0	0	0	0	0			0			0			0
Hickson Park (Lions Club Fund)	845	0	2,096	0	0	2,096	0	0	2,096			2,096			2,096			2,096
Hickson Fire Dept (Assoc)	0	4,300	5,647	0	0	5,647	0	0	5,647			5,647			5,647			5,647
Tavistock Fire Dept (Assoc)	50	0	50	0	0	50	0	0	50			50			50			50
Cash-in-Lieu of Parkland	88,010	0	108,673	40,000	75,000	73,673	25,000	0	98,673	25,000	0	123,673	25,000		148,673	25,000		173,673
Election Reserve	5,000	0	10,000	5,000	0	15,000	0	15,000	0	7,000		7,000	7,000		14,000	7,000		21,000
Emergency Field Exercise	0	0	11,000	0	0	11,000	0	0	11,000		10,000	1,000	2,500		3,500	2,500		6,000
Police Reserve	50,000	0	700,000	0	0	700,000		100,000	600,000		90,000	510,000		80,000	430,000		70,000	360,000
			0			0			0			0			0			0
			0			0			0			0			0			0
	1,425,979	2,133,570	3,112,361	1,450,781	1,354,993	3,208,149	690,000	1,181,500	2,716,649	728,000	410,000	3,034,649	700,500	1,115,000	2,620,149	705,500	240,000	3,085,649
DC - Fire	9,348	9,163	12,323	9,000	9,163	12,160	9,000	9,163	11,997	9,000	9,163	11,834	9,000	0	20,834	9,000	30,000	-166
DC - Police	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC - Roads and Related	27,028	0	86,319	26,500	100,000	12,819	26,500		39,319	26,500		65,819	26,500		92,319	26,500		118,819
DC - Administration	842	0	7,954	700	5,000	3,654	700	5,000	-646	700		54	700		754	700		1,454
DC - Recreation	16,976	12,500	53,717	16,000	70,000	-283	16,000		15,717	16,000		31,717	16,000		47,717	16,000		63,717
DC - PW Building & Fleet	12,391	0	39,556	12,000	51,006	550	12,000	0	12,550	12,000		24,550	12,000		36,550	12,000		48,550
	66,585	21,663	199,870	64,200	235,169	28,901	64,200	14,163	78,938	64,200	9,163	133,975	64,200	0	198,175	64,200	30,000	232,375
	1,492,564	2,155,233	3,312,231	1,514,981	1,590,162	3,237,050	754,200	1,195,663	2,795,587	792,200	419,163	3,168,624	764,700	1,115,000	2,818,324	769,700	270,000	3,318,024



- DC - PW Building & Fleet
- DC - Recreation
- DC - Administration
- DC - Roads and Related
- DC - Police
- DC - Fire
- Police
- Emergency Field Exercise
- Election Reserve
- Cash-in-Lieu of Parkland
- Tavistock Fire Dept (Assoc)
- Hickson Fire Dept (Assoc)
- Hickson Park (Lions Club Fund)
- Former TRC - Program
- Former TRC - Facility
- Innerkip Estates Park
- Innerkip Community Centre
- Tavistock & District Recreation Centre
- Tavistock Memorial Hall
- Tavistock Park
- Innerkip Park
- Hickson Park
- Tavistock Drainage (2009)
- Coleman Street / Innerkip
- Road Drainage Reserve
- Gas Tax Reserve
- Roads - Equipment
- Roads - General
- Bridges
- Public Works Facilities(Land)
- Bldg Dept Equipment
- Bldg Inspection Vehicles
- Fire Department Required Equipment
- Fire Department Facilities
- Not Currently Used
- Fire Chief Vehicle
- Fire Department Vehicles
- PW Sidewalks
- Self Insurance
- Council Computers
- General Admin - Office Equipment
- Hickson Office
- Funds from ETPC
- Tax Stabilization
- Working Fund

Township Of East Zorra-Tavistock
Council Financial Report
For the Twelve Months Ending December 31, 2013

	<u>2012</u> Actual	<u>2012</u> Budget	<u>2013</u> Budget 1st Drafts	<u>2013</u> Budget CAO Revision	<u>\$</u> Change	<u>%</u> Change
Operating Budget						
Taxation Levy						
Taxation	(3,474,208)	(3,472,684)	0	0	3,472,684	-100.00%
Total Taxation	(3,474,208)	(3,472,684)	0	0	3,472,684	-100.00%
General Government (Non-Departmental)						
Surplus/Deficit from Prior Year	(129,879)	(129,879)	0	0	129,879	-100.00%
Supplementals/WO Taxation	(12,676)	(5,000)	(5,000)	(5,000)	0	0.00%
Payments in Lieu	(22,832)	(23,125)	(23,225)	(23,225)	(100)	0.43%
Ontario Grants - OMPF	(1,444,275)	(1,444,200)	(1,373,500)	(1,373,500)	70,700	-4.90%
City of Woodstock - Bndry Adj	(115,771)	(115,500)	(115,500)	(115,500)	0	0.00%
Other Grants & Gas Tax	(233,577)	(225,461)	(225,461)	(225,461)	0	0.00%
General Revenue	(192,084)	(180,100)	(175,100)	(175,100)	5,000	-2.78%
General Expenditures	374,627	363,940	232,161	232,161	(131,779)	-36.21%
Total General Government	(1,776,467)	(1,759,325)	(1,685,625)	(1,685,625)	73,700	-4.19%

Township Of East Zorra-Tavistock
Council Financial Report
For the Twelve Months Ending December 31, 2013

	2012 <u>Actual</u>	2012 <u>Budget</u>	2013 <u>Budget</u> 1st Drafts	2013 <u>Budget</u> CAO Revision	\$ <u>Change</u>	% <u>Change</u>
Corporate Services						
General Administration						
Council	126,951	134,000	134,200	134,200	200	0.15%
Administration Staff	407,020	415,000	426,250	426,250	11,250	2.71%
Township Office - Hickson	18,625	19,200	19,200	19,200	0	0.00%
Loveys Property	0	0	4,500	3,000	3,000	0.00%
Former PUC Office	(1,938)	(1,325)	(1,150)	(1,150)	175	-13.21%
General Administration	138,349	140,600	167,350	147,350	6,750	4.80%
Animal Control Services	(5,245)	(1,950)	(5,050)	(5,050)	(3,100)	158.97%
Total General Administration	683,762	705,525	745,300	723,800	18,275	2.59%
Parks & Facilities						
Hickson Park	13,477	17,050	17,600	17,500	450	2.64%
Innerkip Park	37,606	26,850	34,300	33,400	6,550	24.39%
Tavistock Park	18,084	23,350	34,700	29,800	6,450	27.62%
Innerkip Estates Park	2,431	3,000	3,000	3,000	0	0.00%
Tavistock Memorial Hall	25,398	23,330	26,770	26,770	3,440	14.74%
Bender Subdivision Park	1,200	1,990	2,000	2,000	10	0.50%
Parks Administration	4,245	5,000	35,000	24,700	19,700	394.00%
Tavistock & District Recreation Centre	0	0	10,710	10,710	10,710	0.00%
Hickson Recreation Committee	0	0	0	0	0	0.00%
Innerkip Recreation Committee	0	0	0	0	0	0.00%
Innerkip Community Centre	14,932	11,250	12,700	12,700	1,450	12.89%
Hickson Library Committee	0	0	0	0	0	0.00%
Total Parks & Facilities	117,373	111,820	176,780	160,580	48,760	43.61%
Police						
Police Services Board	13,945	13,300	13,300	13,300	0	0.00%
Police Costs	1,179,431	1,194,864	1,144,510	1,144,510	(50,354)	-4.21%
Oxford Community Police	0	0	0	0	0	0.00%
	<u>1,193,376</u>	<u>1,208,164</u>	<u>1,157,810</u>	<u>1,157,810</u>	<u>(50,354)</u>	<u>-4.17%</u>
Miscellaneous						
Planning and Zoning	(617)	14,450	24,450	24,450	10,000	69.20%
12th Line Baptist Cemetery	600	600	625	625	25	4.17%
Vandecar Cemetery	450	450	475	475	25	5.56%
17th Line Evangelical	475	475	500	500	25	5.26%
Seniors Picnic	1,162	1,500	1,500	1,500	0	0.00%
Pheasant Program	0	0	0	0	0	0.00%
Crossing Guards	27,216	27,750	28,400	28,400	650	2.34%
Total Miscellaneous	29,286	45,225	55,950	55,950	10,725	23.71%
Total Corporate Services	2,023,797	2,070,734	2,135,840	2,098,140	27,406	1.32%

Township Of East Zorra-Tavistock
Council Financial Report
For the Twelve Months Ending December 31, 2013

	<u>2012</u> <u>Actual</u>	<u>2012</u> <u>Budget</u>	<u>2013</u> <u>Budget</u> <u>1st Drafts</u>	<u>2013</u> <u>Budget</u> <u>CAO Revision</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Fire & Protective Services						
Fire Department						
Hickson FD	34,918	41,350	46,100	46,100	4,750	11.49%
Incident Response	69,524	56,000	65,000	65,000	9,000	16.07%
Training & Practices	33,813	33,500	44,250	39,750	6,250	18.66%
Fire Prevention	1,600	1,700	1,700	1,700	0	0.00%
Fire Public Education	750	2,450	2,450	2,450	0	0.00%
2001 Ford Sterling Pumper	7,315	4,400	5,900	5,900	1,500	34.09%
2007 Freightliner Tanker	3,706	6,500	6,500	6,500	0	0.00%
2006 Ford Rescue Van	3,178	3,200	3,200	3,200	0	0.00%
Total Hickson Fire	154,804	149,100	175,100	170,600	21,500	14.42%
Innerkip FD	2,490	4,900	56,050	31,050	26,150	533.67%
Incident Response	42,037	39,000	45,000	45,000	6,000	15.38%
Training & Practices	48,867	33,500	44,250	39,750	6,250	18.66%
Fire Prevention	1,281	1,700	1,700	1,700	0	0.00%
Fire Public Education	826	2,250	2,250	2,250	0	0.00%
2005 Freightliner Pumper	5,243	3,750	4,200	4,200	450	12.00%
1994 International	8,131	7,100	7,000	7,000	(100)	-1.41%
1999 Ford Rescue Van	2,763	3,250	3,250	3,250	0	0.00%
Total Innerkip Fire	111,638	95,450	163,700	134,200	38,750	40.60%
Tavistock FD	42,941	38,350	44,375	44,375	6,025	15.71%
Incident Response	62,000	44,000	55,000	55,000	11,000	25.00%
Training & Practices	47,743	33,500	44,250	39,750	6,250	18.66%
Fire Prevention	1,194	1,700	1,700	1,700	0	0.00%
Fire Public Education	750	2,350	2,350	2,350	0	0.00%
1998 International Pumper	3,484	3,800	3,800	3,800	0	0.00%
1987 Ford Tanker/Pumper	2,619	4,100	4,100	4,100	0	0.00%
2005 Rescue Van	3,276	2,900	2,900	2,900	0	0.00%
Total Tavistock Fire	164,007	130,700	158,475	153,975	23,275	17.81%
Township Fire Department	115,275	129,500	140,000	140,000	10,500	8.11%
Fire Prevention	2,946	4,350	4,350	4,350	0	0.00%
Fire Public Education	757	1,000	1,000	1,000	0	0.00%
2007 GMC Sierra	4,590	4,150	4,400	4,400	250	6.02%
	123,568	139,000	149,750	149,750	10,750	7.73%
CEMC	28,170	31,950	32,550	32,550	600	1.88%
By-law Enforcement	15,946	20,025	35,225	20,225	200	1.00%
Total Fire & Protective Services	598,133	566,225	714,800	661,300	95,075	16.79%

Township Of East Zorra-Tavistock
Council Financial Report
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	<u>2012</u> <u>Actual</u>	<u>2012</u> <u>Budget</u>	<u>2013</u> <u>Budget</u> <u>1st Drafts</u>	<u>2013</u> <u>Budget</u> <u>CAO Revision</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Public Works and Development						
Roads & Public Works						
Administration & Overhead	531,618	433,000	454,000	454,000	21,000	4.85%
Equipment						
1999 Champion 740A	(14,478)	(28,500)	(28,500)	(28,500)	0	0.00%
2004 Volvo 730B	(20,040)	(32,800)	(32,800)	(32,800)	0	0.00%
2005 John Deere Tractor	(11,883)	(15,350)	(15,350)	(15,350)	0	0.00%
2011 CAT Loader	(11,562)	(11,225)	(11,225)	(11,225)	0	0.00%
John Deere 444E Loader	(356)	6,750	6,750	6,750	0	0.00%
Chainsaws & other small eqp	11,801	9,000	9,000	9,000	0	0.00%
Snowplows, Wings, etc.	8,119	19,525	19,525	19,525	0	0.00%
2006 Vermeere BC-1000-XL Chi	(2,909)	(2,200)	(2,200)	(2,200)	0	0.00%
2008 Sterling Dump Truck	(38,898)	(26,700)	(26,700)	(26,700)	0	0.00%
2006 Volvo Dump Truck	(19,868)	(29,850)	(29,850)	(29,850)	0	0.00%
2006 Sterling 1375	(5,928)	(9,375)	(9,375)	(9,375)	0	0.00%
2012 TerraStar	(8,003)	(6,875)	(6,875)	(6,875)	0	0.00%
2004 Ford F-150(PW Foreman)	3,082	8,050	8,050	8,050	0	0.00%
2009 GMC Sierra Pickup(PW Ma	7,547	9,550	9,550	9,550	0	0.00%
2007 GMC	(2,148)	0	0	0	0	0.00%
Total Equipment	(105,524)	(110,000)	(110,000)	(110,000)	0	0.00%
Road Maintenance						
Misc Revenue	(6,241)	(10,000)	(7,500)	(7,500)	2,500	-25.00%
HM-Patching/Base Repair	21,746	38,500	42,500	42,500	4,000	10.39%
HM-Sweeping	6,803	8,800	8,800	8,800	1,000	11.36%
HM-Shoulder Maintenance	15,089	29,000	31,500	31,500	2,500	8.62%
HM-Other Maintenance	7,901	10,600	10,600	10,600	0	0.00%
LM - Patch Gravel Surface	6,577	14,100	14,100	14,100	0	0.00%
LM-Grading	50,655	67,500	72,500	72,500	5,000	7.41%
LM-Dust Control	100,480	114,000	114,000	114,000	0	0.00%
LM-Gravel Resurfacing	145,487	152,000	152,000	152,000	0	0.00%
RM-Grass Cutting/Seed/Sod	23,070	21,750	21,750	21,750	0	0.00%
RM-Tree Planting & Removal	98,691	71,475	96,500	96,500	25,025	35.01%
RM-Spraying	0	0	0	0	0	0.00%
RM-Debris Pickup	4,084	8,750	8,750	8,750	0	0.00%
RM-Ditching	18,799	33,450	40,450	40,450	7,000	20.93%
RM-Other Roadside Maintenance	5,288	5,800	5,800	5,800	0	0.00%
RM-Sewers & Drains	1,492	9,000	9,000	9,000	0	0.00%
RM-Catchbasin Repairs/Cleaning	2,024	9,200	9,200	9,200	0	0.00%
Bridge Maintenance	4,807	6,250	6,950	6,950	700	11.20%
Culvert Installation & Repair	23,516	28,500	33,000	33,000	4,500	15.79%
Signs/Barricades/Guard Rails	16,178	21,500	24,500	24,500	3,000	13.95%
Total Road Maintenance	546,446	640,175	695,400	695,400	55,225	8.63%
Winter Control						
Misc. Revenue	(4,225)	(3,000)	(3,000)	(3,000)	0	0.00%

**Township Of East Zorra-Tavistock
Council Financial Report
For the Twelve Months Ending December 31, 2013**

	<u>2012</u> <u>Actual</u>	<u>2012</u> <u>Budget</u>	<u>2013</u> <u>Budget</u> <u>1st Drafts</u>	<u>2013</u> <u>Budget</u> <u>CAO Revision</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Truck-Plowing/Salting/Sanding	63,396	96,250	106,250	106,250	10,000	10.39%
Grader-Plowing/Iceblading	12,398	33,500	38,500	38,500	5,000	14.93%
Hauling Sand & Salt	0	0	0	0	0	0.00%
Snowfence Erection & Removal	8,872	13,500	13,500	13,500	0	0.00%
Other Winter Activities	1,977	6,400	8,375	8,375	1,975	30.86%
Snow Removal from Streets	0	10,400	10,400	10,400	0	0.00%
Snow Removal Parking Lots	0	5,600	5,600	5,600	0	0.00%
Snow Removal Sidewalks	5,539	12,500	12,500	12,500	0	0.00%
Total Snow Removal	87,957	175,150	192,125	192,125	16,975	9.69%
Other Activities						
Road Facilities	41,279	44,850	47,600	47,600	2,750	6.13%
Sidewalks	18,700	25,000	25,000	25,000	0	0.00%
Leaf & Yard Waste Program	0	0	0	0	0	0.00%
Streetlighting	47,106	62,500	42,500	42,500	(20,000)	-32.00%
Municipal Drainage	12,831	14,275	16,975	16,975	2,700	18.91%
Tile Drainage Program	(14,908)	400	400	400	0	0.00%
Building	55,023	65,200	75,100	75,100	9,900	15.18%
PW Wages & Eqp to Cap	0	0	0	(25,000)	(25,000)	0.00%
Total Other Activities	160,031	212,225	207,575	182,575	(29,650)	-13.97%
Total Operating	1,220,528	1,350,550	1,439,100	1,414,100	63,550	4.71%
Total - All Department	2,065,991	2,228,184	2,604,115	2,487,915	259,731	11.66%