

STAFF REPORT

Report #CAO2015-07

To: His Worship the Mayor and Members of Council

From: Jeff Carswell, Chief Administrative Officer

Subject: 2016 Budget – Report #2

Date: January 28, 2016

Background:

This is the second report of several related to development of the 2016 - 2020 Capital Forecast and 2016 Operating Budget. This report tends to focus on the proposed capital forecast for the next 5 years.

Discussion:

Community Grants Program

In 2015 there was a significant increase in requests for grants for use of Township facilities. See Attachment #1.

Council had requested that staff investigate and put forward policy options **for Council's consideration in the** budget discussion. The original intent of this budget item was to provide some capacity to assist with one-time, significant events, such as disaster relief. Following are several options for **Council's consideration:**

1. Establish a policy that the Township will not provide any grants to any organization and remove all grant funds from the budget, including those that currently receive some funding.
2. Establish a policy that grants to local organizations and groups will only be allocated during the annual budget process.
3. Establish a policy that rentals of Township facilities by certain groups or classes of groups would be funded in whole or in part. This policy could range from any charitable group getting 100% funding for the rental to just certain groups getting a percentage of the rental as a grant.

4. Establish a policy that all requests will go to Council. In addition to the request, there could be the requirement for the group to illustrate why the funds are needed, how the grant will make a difference, what they will be using the proceeds for, etc.

Even though there is a policy, we cannot stop someone from asking for special consideration. The only **way to reduce the number of “asks”** is to demonstrate strict compliance with the policy that is in effect.

Based on Council’s discussion and direction over the course of the 2016+ budget deliberations, staff will attempt to develop a policy for Council consideration in conjunction with budget approval.

Gravel Road to Hardtop Rating

The Gravel Road Improvement Rating chart **is attached**. **Since there haven’t** been additional roads converted from gravel to hardtop, the ratings have not changed significantly. As you will see in the capital budget, the Public Works budget contains significant funding to move forward with the Maplewood Sideroad from the 16th Line to County Road #5. This will be further explained at the meeting by the Director of Public Works and Development. Gravel to Hardtop – identified in priority setting – no is the time to decide if this is something Council wants to move forward on.

Capital Forecasts

The first draft of the Capital Forecast for 2016 – 2020 is attached. Staff plan to review the proposed projects and answer any questions from Council. As well, now is the time to consider additional projects and/or provide direction to remove certain projects if there is no interest in further considering them.

Overall, the forecast for 2016 shows an increase in taxation required capital at \$102,500. This would contribute 2.35% to an overall levy increase. It should be noted that this level is only slightly higher than the level in 2013. The last couple of years saw a decrease in capital funding. Future years show increases in the 2 – 5% range.

The other highlight relates to a significant decrease in reserve balances. While this appears dramatic, $\frac{3}{4}$ of decrease can be attributed to 3 trucks, 2 of which were delayed from 2015 which led to the reserve levels getting higher than anticipated. The overall reserve level projections continue to be healthy and will allow the Township to respond to any possible infrastructure

programs than may come along. The Township's low debt level will also assist in this area.

In going through the forecasts, there are several areas where possible surplus land sales have been identified to assist with funding particular projects. Moving forward to identify and obtain Council direction on several possible surplus properties should take place over 2016. It is anticipated proceeds from surplus properties could assist with several of the projects identified in the 2016+ forecast. While it would be ideal for the proceeds to be realized in the same year as the project, based on the size of the projects, it would be possible to carry the project costs until the proceeds are realized.

Innerkip and Hickson Park projects focus around the CIP150 Grant applications that were successful. With the grant and existing reserve balances, these projects are in a position to move forward. Planning and obtained quotes and proposals should commence shortly so work can be completed with minimal impact to the summer programs.

Funding assistance for the Tavistock Optimist Washroom project is contained in the Tavistock Park section. This project is tied to the upcoming U21 Tournament this summer. The Township has assisted the Optimist Park in the past with funding significant projects. This project appears similar and of a magnitude that assistance would be beneficial. There are several options to assist with funding, including utilization of reserves, a loan, proceeds from surplus property sales, etc. Based on the latest discussions with the group, they are requesting some indication as soon as possible so they can determine how to proceed.

The Office / Facilities budget contains significant funding to do something related to facility requirements. While the exact nature of the work is yet to be determined and hopefully more detailed plans will come from the Hickson Property and Facility Committee, there will need to be funds allocated, at a **minimum to "refresh" the Hickson office to some degree. The budget has** had items such as carpet, painting, maintenance for several years, but for a variety of reasons has been delayed.

The Fire Department budget largely represents a continuation of existing projects and an effort to maintain equipment and vehicles.

The Public Works budget contains a significant number of vehicles in the coming years. These have been in the forecast for several years and need to be replaced if we wish to minimize repair costs and have a reliable,

efficient fleet for road maintenance. 2016 also includes a return the gravel to hardtop program. This program converted a significant amount of gravel road to hardtop in 2008 – 2013. **There hasn't been any conversion the last couple of years.** Based on a variety of factors, the recommendation is to complete the Maplewood Sideroad from the 16th to County Road 5. Council should be aware upfront that this project may have similar elements to the other section hardtopped. I.e. improving curves, land purchases, stop sign changes, etc.

The coming years also include a mix of urban reconstructions and repaving in various locations. The forecast also anticipates that in the 6-10 year range, much of the existing hardtop will need significant maintenance and funding will need to be allocated to this area.

As noted in the budget details and earlier, there are several projects that are included in the 2016 Capital, but are already in progress and approved. I.e. Trucks. As well, unless Council is planning to decline the CIP150 funding, there is little latitude with the Hickson and Innerkip Park projects. While there is no obligation to move forward with a decision on the Tavistock Optimist Park project, if there is interest in providing funding, doing sooner than later would assist in getting the required work completed before the summer.

Recommendation:

1. None at this time, unless Council wishes to give direction on any items or proposed projects. Staff will use feedback from Council on preparation of future drafts of the budget.

Report prepared
and submitted by:



Jeff Carswell, AMCT
Chief Administrative Officer

Grants to Organizations - Details

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Tavistock Optimist Club - Grass Cutting*	\$4,500	\$4,000	\$3,500	\$3,200	\$3,200	\$3,500
Oxford County Plowmen	\$100	\$100	\$100	\$100	\$100	\$100
Tavistock Horticultural Society	\$100	\$100	\$100	\$500	\$100	\$100
Tavistock Agricultural Society	\$250	\$250	\$250	\$250	\$250	\$250
Innerkip Drop-in Centre	\$500	\$500	\$500	\$500	\$500	\$500
Innerkip Lawn Bowling	\$100	\$100	\$100	\$100	\$100	\$100
Tavistock Optimist Club***	\$10,000	\$0	\$0	\$0	\$0	\$0
Misc Grants and Donations****	\$1,500	\$1,500	\$2,500	\$2,100	\$2,000	\$2,000
Total	\$17,050	\$6,550	\$7,050	\$6,750	\$6,250	\$6,550

* Grass cutting is actual amount

***Ball Diamond Improvement

**** **Misc Grants & Donations - Historical Details**

OTR - Net						
Gold Medal Game - TDRC	\$297					
Kawartha Lakes Legal Defense Fund	\$500					
TAP	\$375					
TCHI Taxes	\$2,043					
Tavistock Fire 100th		\$750				
IRC New Years Eve Hall Rental		\$480				
IRC ICC Hall Rental			\$480			
IFFA ICC Hall Rental				\$400	\$407	\$427
Horticultural Society re: Prov Meeting				\$400		
Brickyard Cemetery				\$1,000		
TFFA Sponsor Public Skate						\$205
Tavistock Opti-Mrs. Pub Nite						\$460
Tavistock Men's Club Sauerkraut Supper						\$360
TFFA Chicken & Wings						\$180
Total	\$3,215	\$1,230	\$480	\$1,800	\$407	\$1,632

2013 Jacob St

2012 Decew/Maria, Centennial, Jacob, Janelle

2013 Surface Asphalt



Capital Summary - All Departments

*TGGR - Taxes, Grants, General Revenue

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

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

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

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

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

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

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

Administration - Capital & Projects

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

Administration

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

Administration

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

Offices/Facilities - Capital

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

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

Fire & Protective Services Department - Capital

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

Fire, Emergency

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

Fire, Emergency

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

Public Works & Development - Capital

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

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

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

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

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

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

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

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	8,750	8,750	0	0
2015	12,500	10,000	2,500	0
2016	95,000	15,000	80,000	0
2017	15,000	15,000	0	0
2018	15,000	15,000	0	0
2019	15,000	15,000	0	0
2020	20,000	20,000	0	0

Innerkip Community Centre

Innerekip Community Centre						
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Major Repairs/Contribution to Reserve	0	0	0	0	Reserve Balance \$24,500
2015	Landscaping Improvements	2,500	2,500			Shrubs out front + cleanup re: sanitary line
2015	Grease Interceptor	5,000	5,000			
2015	A/C Unit(s)	5,000	2,500	2,500		
2016	HVAC Replacement / NG	80,000	10,000	70,000	0	ICC Reserve 25, TSR 45
2016	NG Generator?	15,000	5,000	10,000		CEMC Reserve
2017	Major Repairs/Contribution to Reserve	15,000	15,000		0	
2017	Lighting Retrofit???					
2018	Major Repairs/Contribution to Reserve	15,000	15,000		0	
2019	Major Repairs/Contribution to Reserve	15,000	15,000			
2020	Major Repairs/Contribution to Reserve	20,000	20,000			

Hickson Park - Capital

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

Hickson Park

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

Innerkip Parks - Capital

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

Innerkip Park

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

Innerkip Park

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

Tavistock Parks - Capital

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

Tavistock Park

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

Tavistock Park

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

Tavistock Memorial Hall - Capital

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

Tavistock Memorial Hall

[illegible]

Tavistock & District Recreation Centre - Capital

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

TDRC

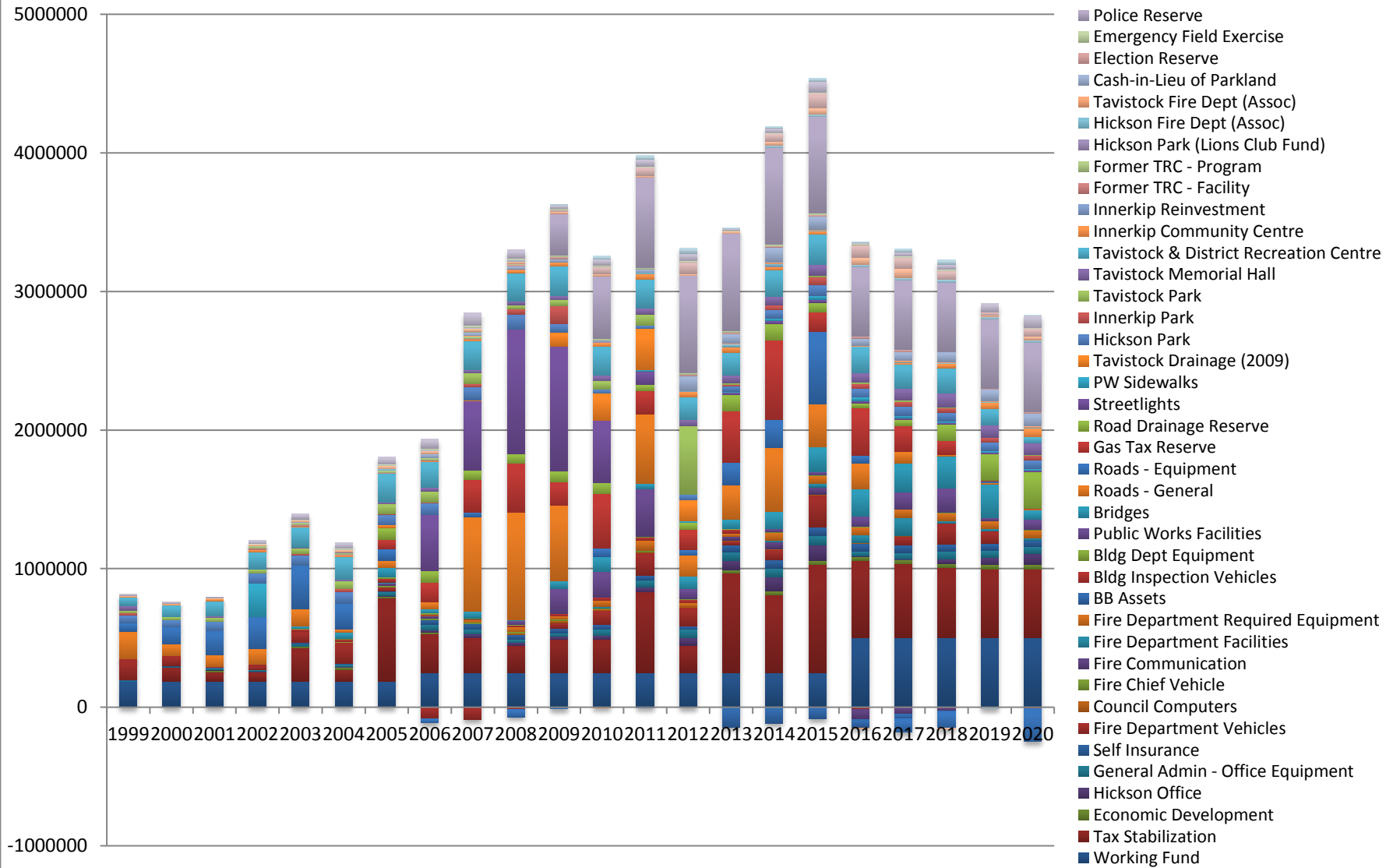
Year	Description	Total Cost	From TGGR	From Reserves	From Others	Notes
2015	Appropriation to Reserve	25,000	25,000			Reserve \$188,338
2015	130 chairs for the Upper Arena Hall x \$50	6,000	6,000			
2015	Facility lighting upgrades	10,000	0	10,000		
2016	Appropriation to Reserve	10,000	10,000			
2016	Retrofit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

TDRC

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

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

Reserve Summary



FORCAST FOR VEHICLE AND EQUIPMENT REPLACEMENT

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