



# Township of **East Zorra-Tavistock**

**Capital Budget: 2017**

**Capital Planning: 2017-2026**

Road Map

For a Progressive, Flourishing  
and Sustainable Community



Township of  
**East Zorra-Tavistock**

# Agenda

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

## Section 1:

Budget Principle

Link to Asset Management Plan

## Section 2:

Departmental Budget Presentation

Corporate Services

Tavistock Recreation

Protective Services

Public Works

Project Highlights

Capital Reserve/Funding Gap

Renewal vs Growth

Tax Impact

## Section 3:

Net Financial Implication 2017-2026

Consolidated Capital Budget

Funding Sources

Funding Gap

Tax Impact





Township of  
East Zorra-Tavistock

# Budget Principles

Capital Budget: 2017

Capital Planning: 2017-2026

Maintaining Service Level

Infrastructure Renewal

Financial Sustainability

Risk Management

Asset Management Plan





Township of  
**East Zorra-Tavistock**



Capital Budget: 2017  
Capital Planning: 2017-2026

## CORPORATE SERVICES







Township of  
**East Zorra-Tavistock**

## Corporate Services

## Capital Budget: 2017 Capital Planning: 2017-2026

### Hickson Office

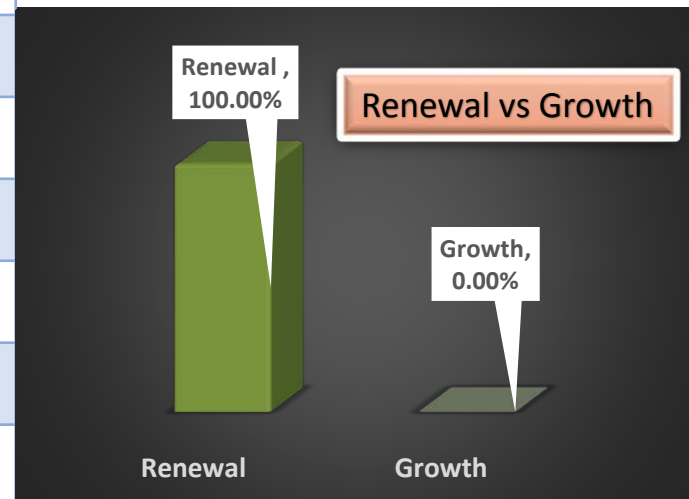
2017 Capital Budget: \$725,000

2017-2026 Capital Budget: \$1,815,000

Major Project Highlights	Year	Cost
Office Improvement	2017	\$500,000
Office Furniture	2017	\$25,000
Generator	2017	\$25,000
Water Well	2017	\$25,000
Septic System	2017	\$25,000
89 Loveys St- Parking, Landscape	2017	\$25,000
Re-Pave Parking Lot	2018	\$75,000
HVAC Major Maintenance	2020	\$100,000
Roof Re-shingle	2023	\$15,000

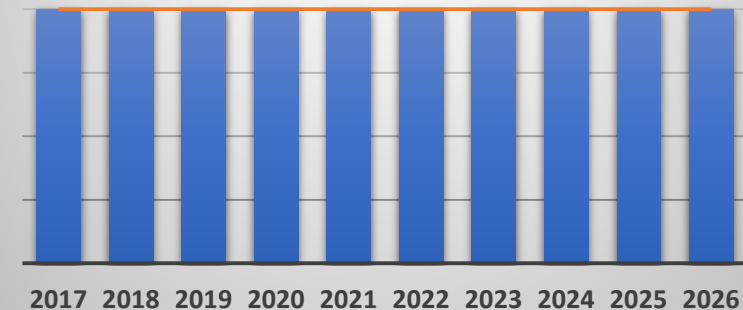
Funding Gap - Capital Reserve

	Hickson Office	Annual		Closing
	Opening	Reserve Draw	Reserve Replenish	
2017	\$114,000.00	\$625,000.00	\$100,000.00	(\$411,000.00)
2018	(\$411,000.00)	\$75,000.00	\$100,000.00	(\$386,000.00)
2019	(\$386,000.00)	\$0.00	\$100,000.00	(\$286,000.00)
2020	(\$286,000.00)	\$100,000.00	\$100,000.00	(\$286,000.00)
2021	(\$286,000.00)	\$0.00	\$100,000.00	(\$186,000.00)
2022	(\$186,000.00)	\$0.00	\$100,000.00	(\$86,000.00)
2023	(\$86,000.00)	\$15,000.00	\$100,000.00	(\$1,000.00)
2024	(\$1,000.00)	\$0.00	\$100,000.00	\$99,000.00
2025	\$99,000.00	\$0.00	\$100,000.00	\$199,000.00
2026	\$199,000.00	\$0.00	\$100,000.00	\$299,000.00
		<b>\$815,000.00</b>	<b>\$1,000,000.00</b>	



### Tax Impact

2017 : \$100,000  
2017-2026 : \$1,000,000





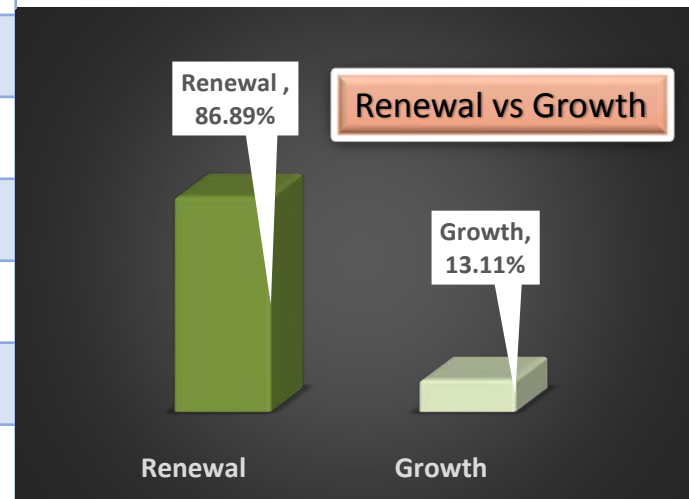
# Capital Budget: 2017 Capital Planning: 2017-2026

## Equipment/IT/Studies

### Funding Gap - Capital Reserve

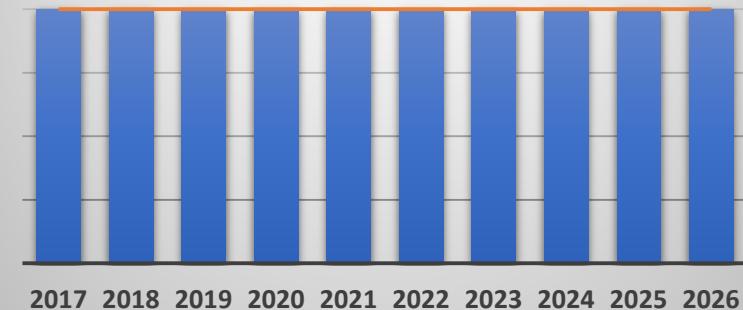
Major Project Highlights	Year	Cost
Council Computers	2017-2026	\$30,000
RAC FMW Software	2017-2018	\$40,000
Hardware upgrades	2017-2026	\$100,000
GP version upgrade	'17,'20'23'24'26	\$75,000
DC Study	2019 and 2024	\$30,000
Server Replacement	2019 and 2024	\$20,000
Pay Equity Study	2021 and 2026	\$30,000
Desktop Replacements	2022	\$20,000

	Equipment, IT, Studies	Annual	Annual	
	Opening	Reserve Draw	Reserve Replenish	Closing
2017	\$52,000.00	\$65,000.00	\$26,000.00	\$13,000.00
2018	\$13,000.00	\$30,000.00	\$26,000.00	\$9,000.00
2019	\$9,000.00	\$20,000.00	\$26,000.00	\$15,000.00
2020	\$15,000.00	\$25,000.00	\$26,000.00	\$16,000.00
2021	\$16,000.00	\$25,000.00	\$26,000.00	\$17,000.00
2022	\$17,000.00	\$30,000.00	\$26,000.00	\$13,000.00
2023	\$13,000.00	\$25,000.00	\$26,000.00	\$14,000.00
2024	\$14,000.00	\$35,000.00	\$26,000.00	\$5,000.00
2025	\$5,000.00	\$10,000.00	\$26,000.00	\$21,000.00
2026	\$21,000.00	\$40,000.00	\$26,000.00	\$7,000.00
		\$305,000.00	\$260,000.00	



## Tax Impact

**2017 : \$26,000**  
**2017-2026 : \$260,000**







Township of  
**East Zorra-Tavistock**

## Corporate Services

## Capital Budget: 2017 Capital Planning: 2017-2026

### Innerkip Community Centre

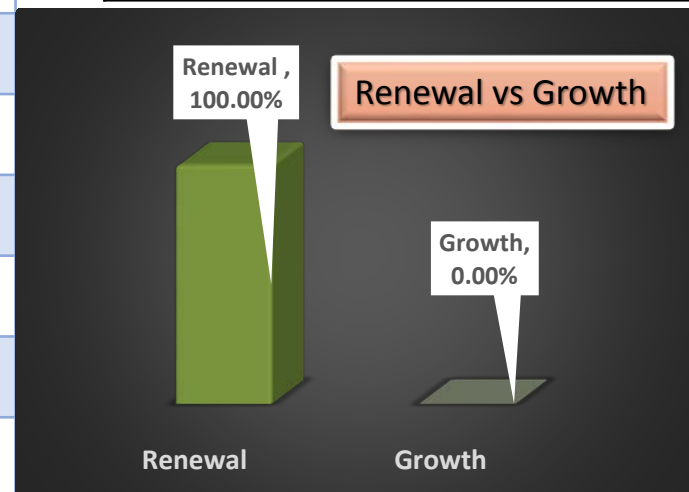
2017 Capital Budget: \$35,000

2017-2026 Capital Budget: \$285,000

Major Project Highlights	Year	Cost
Gas Stove	2017	\$5,000
Exterior Brickwork Paint	2017	\$15,000
Interior Painting – All Areas	2018	\$15,000
Parking Lot – Repave	2026	\$100,000

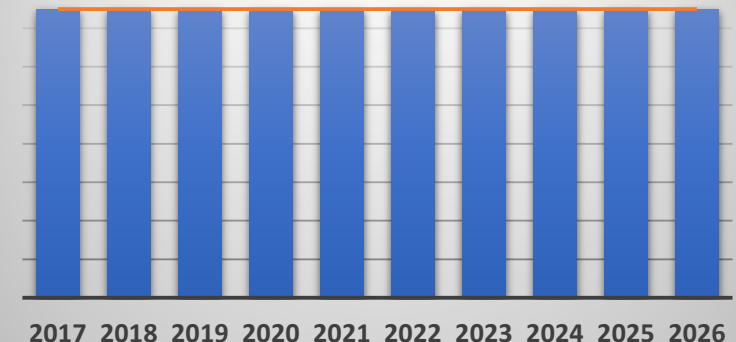
#### Funding Gap - Capital Reserve

	Innerkip Community Centre	Annual	Annual	Closing
	Opening	Reserve Draw	Reserve Replenish	
2017	(\$500.00)	\$20,000.00	\$15,000.00	(\$5,500.00)
2018	(\$5,500.00)	\$15,000.00	\$15,000.00	(\$5,500.00)
2019	(\$5,500.00)	\$0.00	\$15,000.00	\$9,500.00
2020	\$9,500.00	\$0.00	\$15,000.00	\$24,500.00
2021	\$24,500.00	\$0.00	\$15,000.00	\$39,500.00
2022	\$39,500.00	\$0.00	\$15,000.00	\$54,500.00
2023	\$54,500.00	\$0.00	\$15,000.00	\$69,500.00
2024	\$69,500.00	\$0.00	\$15,000.00	\$84,500.00
2025	\$84,500.00	\$0.00	\$15,000.00	\$99,500.00
2026	\$99,500.00	\$100,000.00	\$15,000.00	\$14,500.00
		<b>\$135,000.00</b>	<b>\$150,000.00</b>	



#### Tax Impact

2017 : \$15,000  
2017-2026 : \$150,000





Township of  
**East Zorra-Tavistock**

## Corporate Services

## Capital Budget: 2017 Capital Planning: 2017-2026

### Hickson Park

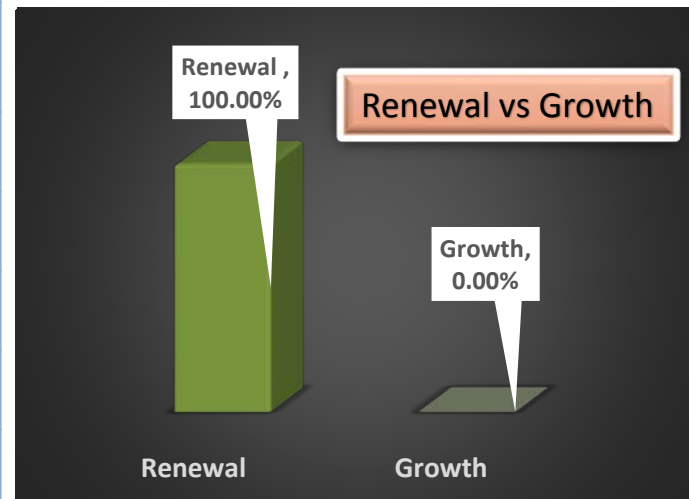
2017 Capital Budget: \$30,000

2017-2026 Capital Budget: \$360,000

Major Project Highlights	Year	Cost
Food Booth Roof	2017	\$10,000
Major Fence Replacement	2025	\$50,000
Ball Diamond – Light Replacement	2026	\$100,000

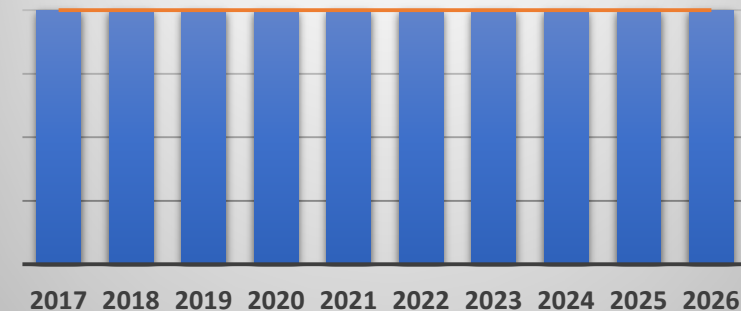
Funding Gap - Capital Reserve

	Hickson Park	Annual	Annual	
	Opening	Reserve Draw	Reserve Replenish	Closing
2017	\$63,612.00	\$10,000.00	\$20,000.00	\$73,612.00
2018	\$73,612.00	\$0.00	\$20,000.00	\$93,612.00
2019	\$93,612.00	\$0.00	\$20,000.00	\$113,612.00
2020	\$113,612.00	\$0.00	\$20,000.00	\$133,612.00
2021	\$133,612.00	\$0.00	\$20,000.00	\$153,612.00
2022	\$153,612.00	\$0.00	\$20,000.00	\$173,612.00
2023	\$173,612.00	\$0.00	\$20,000.00	\$193,612.00
2024	\$193,612.00	\$0.00	\$20,000.00	\$213,612.00
2025	\$213,612.00	\$50,000.00	\$20,000.00	\$183,612.00
2026	\$183,612.00	\$100,000.00	\$20,000.00	\$103,612.00
		\$160,000.00	\$200,000.00	



### Tax Impact

2017 : \$20,000  
2017-2026 : \$200,000







Township of  
**East Zorra-Tavistock**

## Corporate Services

## Capital Budget: 2017 Capital Planning: 2017-2026

### Innerkip Park

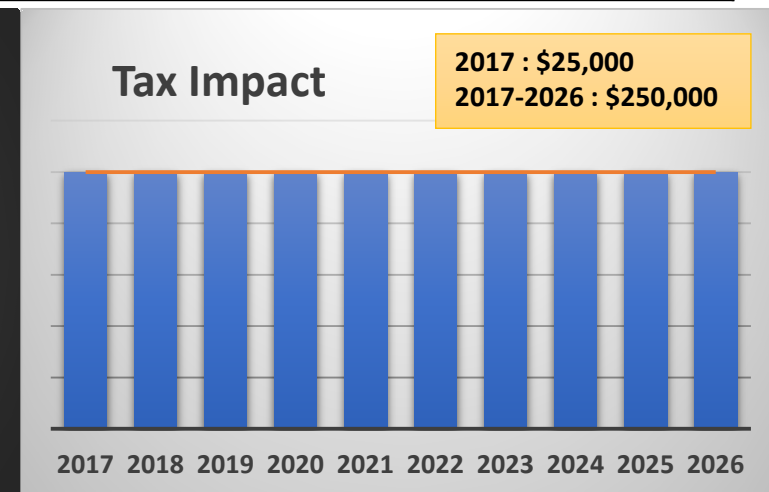
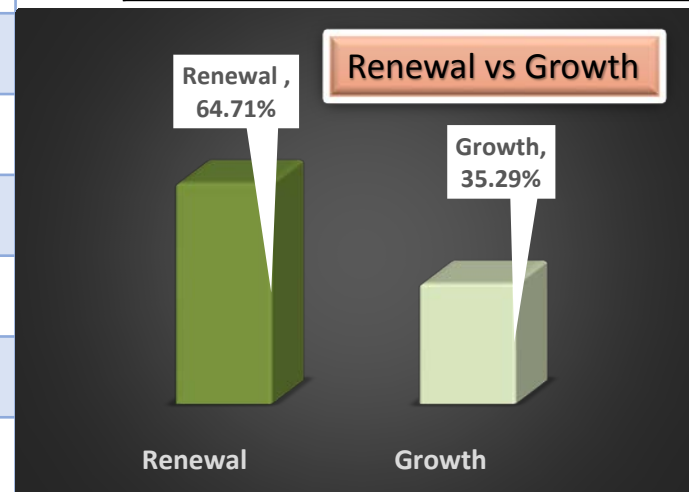
2017 Capital Budget: \$40,000

2017-2026 Capital Budget: \$505,000

Major Project Highlights	Year	Cost
Bleachers	2017	\$15,000
Tractor	2018	\$15,000
Booth Improvement	2020	\$10,000
Diamond 3 Fencing	2022	\$15,000
Parking Lot	2023	\$150,000

Funding Gap - Capital Reserve

	Innerkip Park	Annual	Annual	Closing
	Opening	Reserve Draw	Reserve Replenish	
2017	\$34,000.00	\$15,000.00	\$25,000.00	\$44,000.00
2018	\$44,000.00	\$65,000.00	\$25,000.00	\$4,000.00
2019	\$4,000.00	\$0.00	\$25,000.00	\$29,000.00
2020	\$29,000.00	\$10,000.00	\$25,000.00	\$44,000.00
2021	\$44,000.00	\$0.00	\$25,000.00	\$69,000.00
2022	\$69,000.00	\$15,000.00	\$25,000.00	\$79,000.00
2023	\$79,000.00	\$150,000.00	\$25,000.00	(\$46,000.00)
2024	(\$46,000.00)	\$0.00	\$25,000.00	(\$21,000.00)
2025	(\$21,000.00)	\$0.00	\$25,000.00	\$4,000.00
2026	\$4,000.00	\$0.00	\$25,000.00	\$29,000.00
		\$255,000.00	\$250,000.00	







Township of  
**East Zorra-Tavistock**

## Tavistock Recreation



**Capital Budget: 2017**  
**Capital Planning: 2017-2026**







Township of  
**East Zorra-Tavistock**

## Tavistock Recreation

## Capital Budget: 2017 Capital Planning: 2017-2026

### Tavistock District Recreation Centre

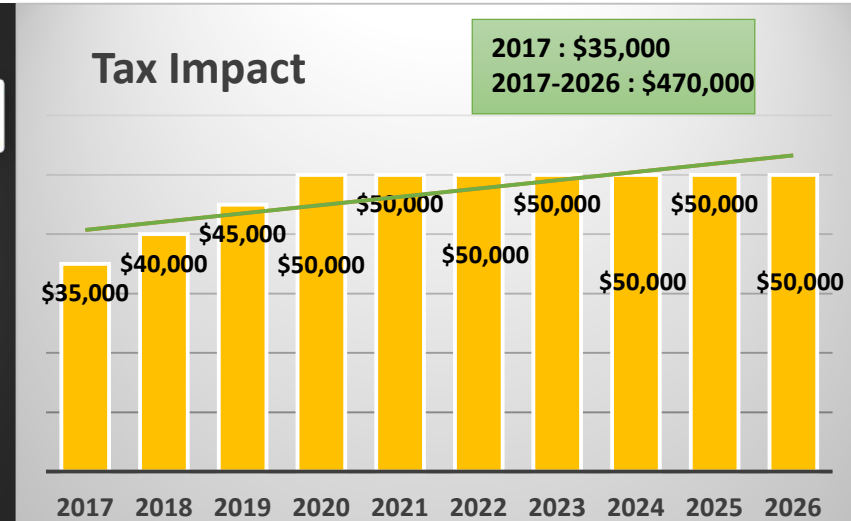
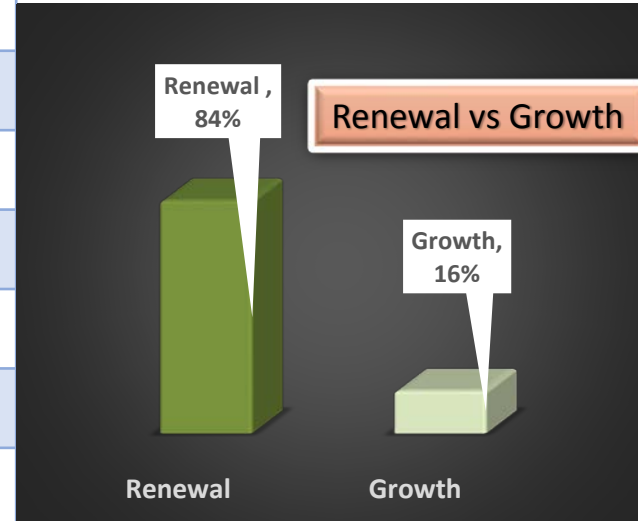
2017 Capital Budget: \$210,000

2017-2026 Capital Budget: \$1,225,500

Major Project Highlights	Year	Cost
Arena Front Door Renovations	2017	\$115,000
Dehumidifier Replacement	2017	\$50,000
Natural Gas Compressor	2018	\$12,000
Zamboni Ice Re-Surface Replacement	2019	\$110,000
Chiller	2021	\$50,000
Replacement of Compressor #2	2021	\$30,000
Parking lot	2022	\$110,000
Painting Arena Structure Beam	2023	\$22,000
Painting unpainted Block Walls	2024	\$15,000
Elevator Upgrades	2026	\$75,000

Funding Gap - Capital Reserve

	Opening	Annual Reserve Draw	Annual Reserve Replenish	Closing
2017	\$219,338.00	\$175,000.00	\$35,000.00	\$79,338.00
2018	\$79,338.00	\$28,500.00	\$40,000.00	\$90,838.00
2019	\$90,838.00	\$130,000.00	\$45,000.00	\$5,838.00
2020	\$5,838.00	\$25,000.00	\$50,000.00	\$30,838.00
2021	\$30,838.00	\$125,000.00	\$50,000.00	(\$44,162.00)
2022	(\$44,162.00)	\$140,000.00	\$50,000.00	(\$134,162.00)
2023	(\$134,162.00)	\$33,000.00	\$50,000.00	(\$117,162.00)
2024	(\$117,162.00)	\$15,000.00	\$50,000.00	(\$82,162.00)
2025	(\$82,162.00)	\$9,000.00	\$50,000.00	(\$41,162.00)
2026	(\$41,162.00)	\$75,000.00	\$50,000.00	(\$66,162.00)
		<b>\$755,500.00</b>	<b>\$470,000.00</b>	





Township of  
**East Zorra-Tavistock**

## Tavistock Recreation

## Capital Budget: 2017 Capital Planning: 2017-2026

### Tavistock Memorial Hall

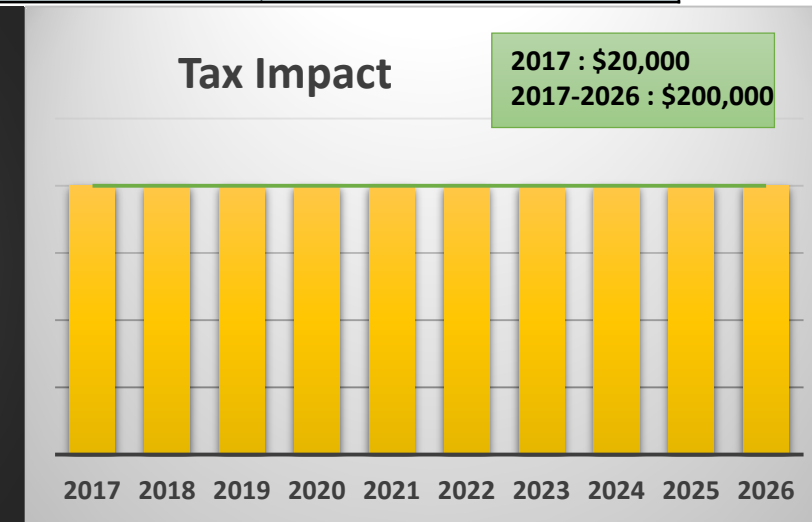
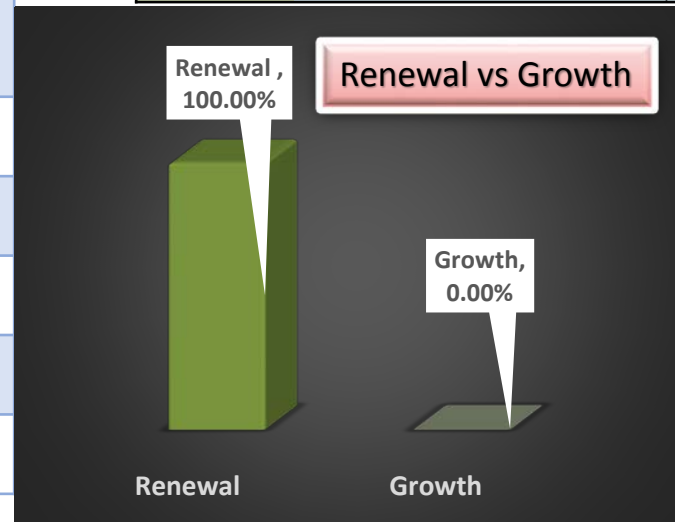
2017 Capital Budget: \$59,000

2017-2026 Capital Budget: \$511,200

Major Project Highlights	Year	Cost
Lighting upgrades to LED	2017	\$18,000
HVAC unit replacement	2017	\$15,000
Furnace Replacement	2018	\$15,000
Interior Painting	2019	\$10,000
Halls chair and tables replacement	2020	\$19,000
Ground Level Floor Replacement	2021	\$52,200
Front entrance upgrades	2022	\$25,000
Kitchen renovations	2023	\$35,000
Bar renovations	2024	\$14,500
Washroom Renovations	2025	\$15,000

Funding Gap - Capital Reserve

	Opening	Annual Reserve Draw	Annual Reserve Replenish	Closing
2017	\$93,500.00	\$39,500.00	\$20,000.00	\$74,000.00
2018	\$74,000.00	\$15,000.00	\$20,000.00	\$79,000.00
2019	\$79,000.00	\$15,000.00	\$20,000.00	\$84,000.00
2020	\$84,000.00	\$35,000.00	\$20,000.00	\$69,000.00
2021	\$69,000.00	\$52,200.00	\$20,000.00	\$36,800.00
2022	\$36,800.00	\$74,000.00	\$20,000.00	(\$17,200.00)
2023	(\$17,200.00)	\$35,000.00	\$20,000.00	(\$32,200.00)
2024	(\$32,200.00)	\$14,500.00	\$20,000.00	(\$26,700.00)
2025	(\$26,700.00)	\$15,000.00	\$20,000.00	(\$21,700.00)
2026	(\$21,700.00)	\$16,000.00	\$20,000.00	(\$17,700.00)
		\$311,200.00	\$200,000.00	







Township of  
**East Zorra-Tavistock**

## Tavistock Recreation

## Capital Budget: 2017 Capital Planning: 2017-2026

### Tavistock Park

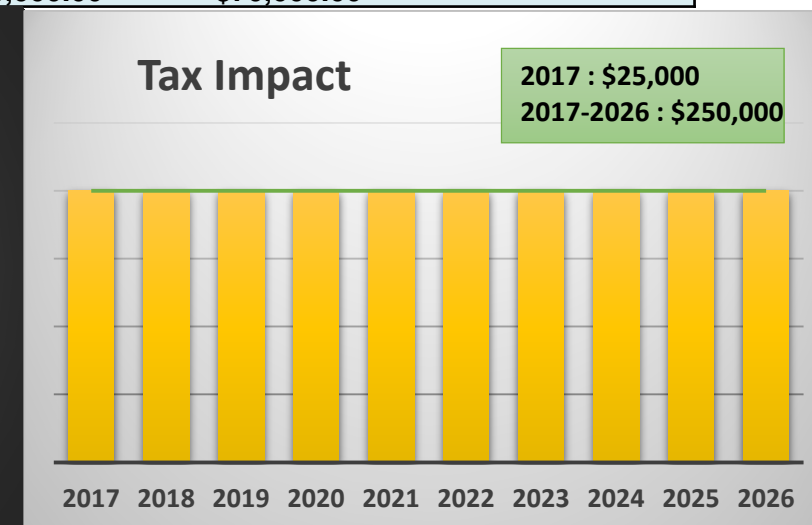
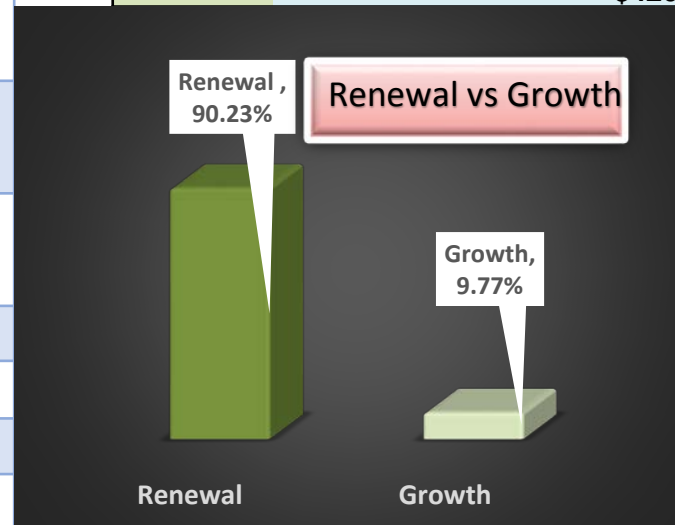
2017 Capital Budget: \$29,417

2017-2026 Capital Budget: \$714,170

Funding Gap - Capital Reserve

Major Project Highlights	Year	Cost
Four Ball Netting on Diamond	2018	\$12,000
North Playhouse Wooden Climber	2022	\$75,000
Bleachers x 12 sections	2023	\$48,000
Ball Diamond infield - surface/clay	2024	\$90,000
Roof Repairs to Queens Pavilion	2025	\$150,000
Ball Diamond Back Stop	2025	\$15,000
AG Pavilion	2026	\$30,000
Debenture Payment – from Taxes	ongoing	\$18,000

	Opening	Annual Reserve Draw	Annual Reserve Replenish	Closing
2017	\$9,596.00	\$0.00	\$7,000.00	\$16,596.00
2018	\$16,596.00	\$12,000.00	\$7,000.00	\$11,596.00
2019	\$11,596.00	\$0.00	\$7,000.00	\$18,596.00
2020	\$18,596.00	\$0.00	\$7,000.00	\$25,596.00
2021	\$25,596.00	\$0.00	\$7,000.00	\$32,596.00
2022	\$32,596.00	\$75,000.00	\$7,000.00	(\$35,404.00)
2023	(\$35,404.00)	\$48,000.00	\$7,000.00	(\$76,404.00)
2024	(\$76,404.00)	\$90,000.00	\$7,000.00	(\$159,404.00)
2025	(\$159,404.00)	\$165,000.00	\$7,000.00	(\$317,404.00)
2026	(\$317,404.00)	\$30,000.00	\$7,000.00	(\$340,404.00)
		<b>\$420,000.00</b>	<b>\$70,000.00</b>	





Township of  
**East Zorra-Tavistock**

Capital Budget: 2017  
Capital Planning: 2017-2026

# PROTECTIVE SERVICES/FIRE







Township of  
**East Zorra-Tavistock**

## PROTECTIVE SERVICES

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

### Equipment/Vehicle and Facility

2017 Capital Budget: \$370,000

2017-2026 Capital Budget: \$5,768,320

Major Project Highlights	Year	Cost
Equipment Replacement	2017	\$70,000
Facility Mainten. Hickson & Tavistock	2017	\$20,000
Tavistock Pumper Replacement	2018	\$400,000
Hickson Fire Hall Expansion	2018	\$300,000
Equipment Replacement	2018	\$70,000
Innerkip Rescue Replacement – Year 1	2019	\$125,000
Equipment Replacement	2019	\$78,000
Innerkip Rescue Replacement – Year 2	2020	\$125,000
Equipment Replacement	2020	\$97,000
Hickson Pumper Replacement	2021	\$330,000

Major Project Highlights	Year	Cost
Equipment Replacement	2021	\$75,000
Equipment Replacement	2022	\$75,000
Equipment Replacement	2023	\$75,000
Equipment Replacement	2024	\$80,000
Innerkip Pumper Replacement	2025	\$500,000
Equipment Replacement	2025	\$75,000
Hickson Rescue Vehicle Replacement	2026	\$260,000
Tavistock Rescue Vehicle Replacement	2026	\$260,000
Equipment Replacement	2026	\$75,000
Communication System	2017-2019	\$75,000



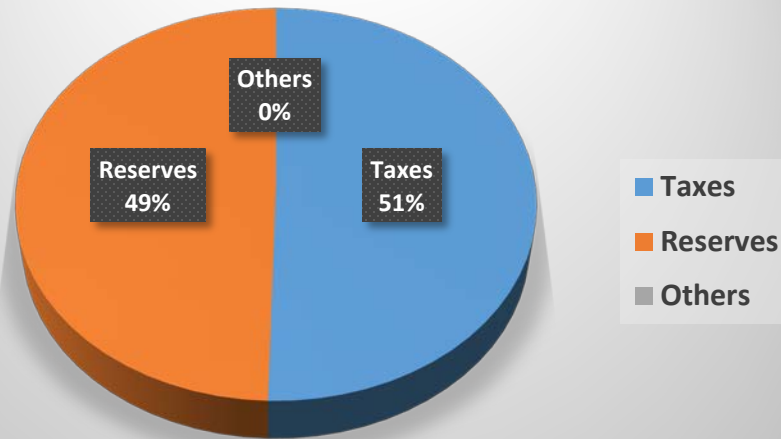
Township of  
**East Zorra-Tavistock**

## Protective Services

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

### Funding Sources and Funding Gap

Funding Source 2017-2026



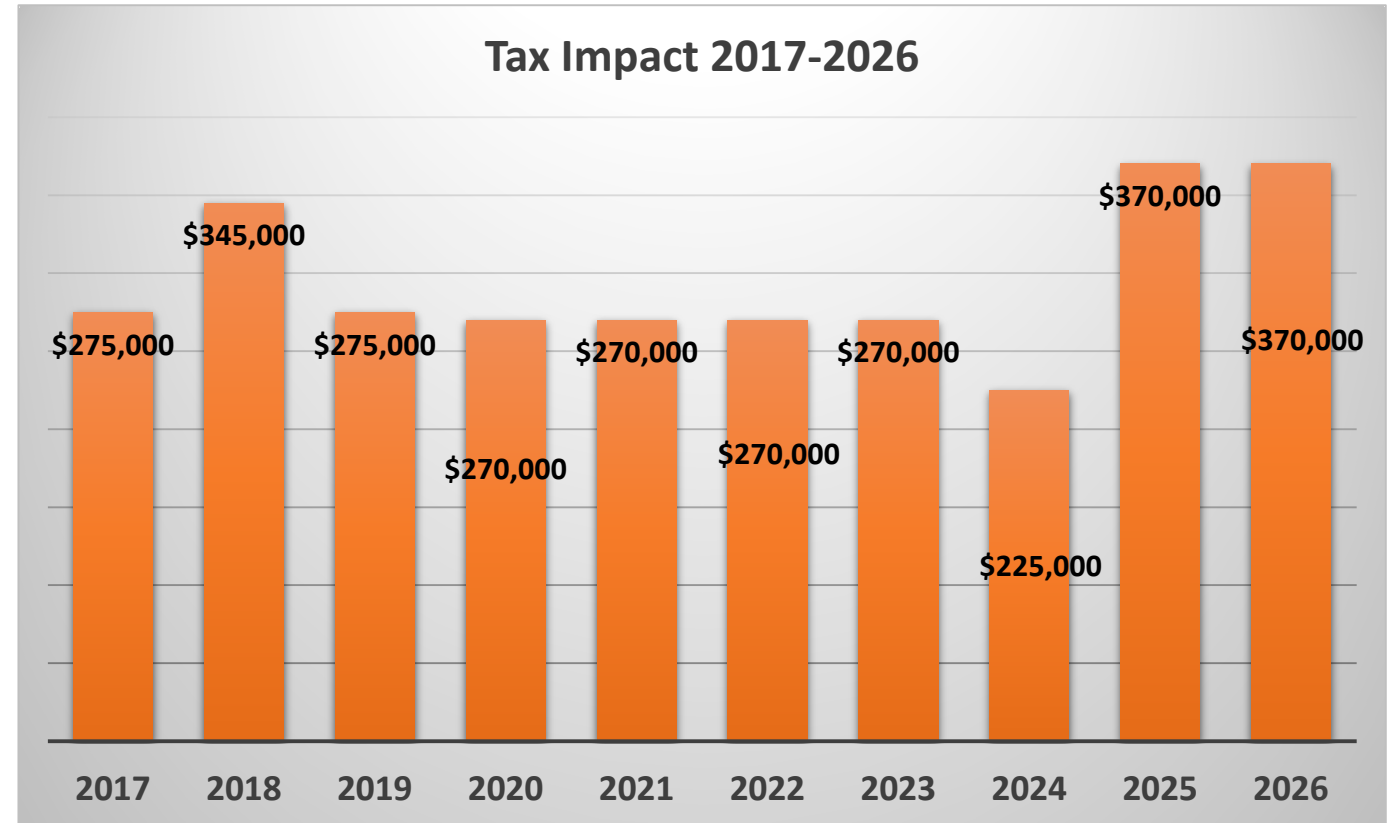
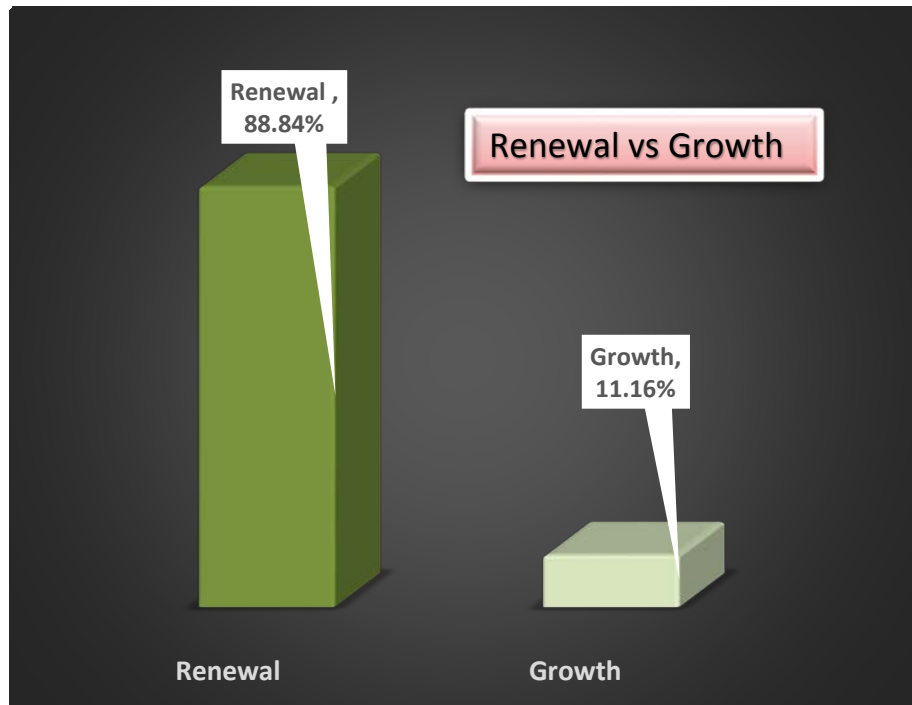
Other Sources Include:

- Grants
- Debenture
- Development Charges
- Gas Tax

Funding Gap	5 Year	10 Year
Capital Reserves	2017-2021	2022-2026
Fire Department Vehicles	(\$364,269.20)	(\$334,269.20)
Fire Communication Equipment	\$0.00	\$0.00
Fire Equipment	\$186,900.00	\$186,900.00
Fire Facilities	\$67,500.00	\$117,500.00
Total Funding Gap	(\$109,869.20)	(\$29,869.20)



## Renewal vs Growth and Tax impact







Township of  
**East Zorra-Tavistock**

**Capital Budget: 2017**

**Capital Planning: 2017-2026**

# Public Works







Township of  
**East Zorra-Tavistock**

## Public Works

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

### Vehicles/ Equipment and Facilities

2017 Capital Budget: \$2,072,512

2017-2026 Capital Budget: \$19,927,512

Major Project Highlights –	Year	Cost
Building Pickup Truck Replacement	2017	\$30,000
1999 Grader Replacement	2018	\$350,000
2006 Sterling Truck	2019	\$200,000
PW Manager Pickup Truck	2020	\$35,000
2015 RAM Replacement	2021	\$40,000
CBO Truck	2022	\$40,000
2004 730B Grader	2024	\$230,000

Major Project Highlights –	Year	Cost
Radio GPS system	2024	\$22,000
Self Level Camera	2024	\$10,000
Unit # 830 Tandem Truck	2024	\$300,000
Loader Replacement	2025	\$155,000
Tandem Truck	2025	\$300,000
Hickson Sand & Salt Shed	2017	\$100,000



Township of  
**East Zorra-Tavistock**

## Public Works

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

### Roads and Bridges

2017 Capital Budget: \$2,072,512

2017-2026 Capital Budget: \$19,927,512

Major Project Highlights – Roads	Year	Cost
Jacob St E Reconstruction	2017	\$700,000
Maplewood sdr 16 <sup>th</sup> – 5	2017-2019	\$750,000
Jane St – Reconstruction	2018	\$250,000
Woodstock St S. Debentured-15yr	2018-	\$750,000
16 <sup>th</sup> Line Resurface	2018-2026	\$3,850,000
Gravel to Hardtop	2020-2026	\$1,400,000

Major Project Highlights – Bridges	Year	Cost
Bridge Study* – Every 2 Years	17,19,21,23,25	\$95,000
*Bridge studies are mandated by regulation		
Bridge Improvement	2022	\$600,000
Bridge Improvement	2026	\$600,000





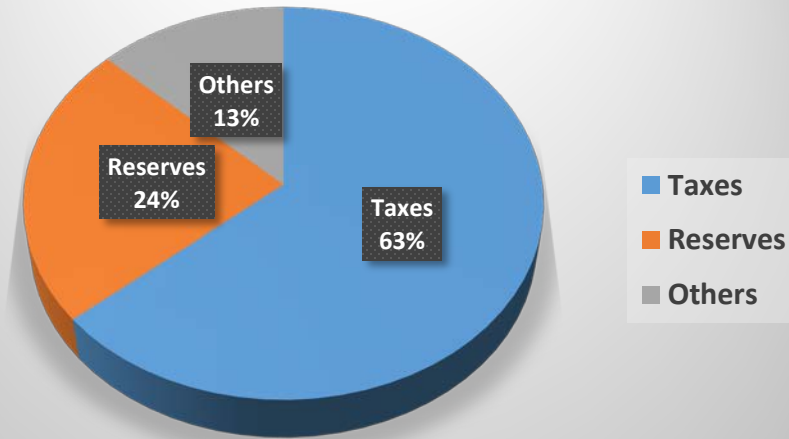
Township of  
**East Zorra-Tavistock**

## Public Works

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

### Funding Sources and Funding Gap

**Funding Sources 2017-2026**



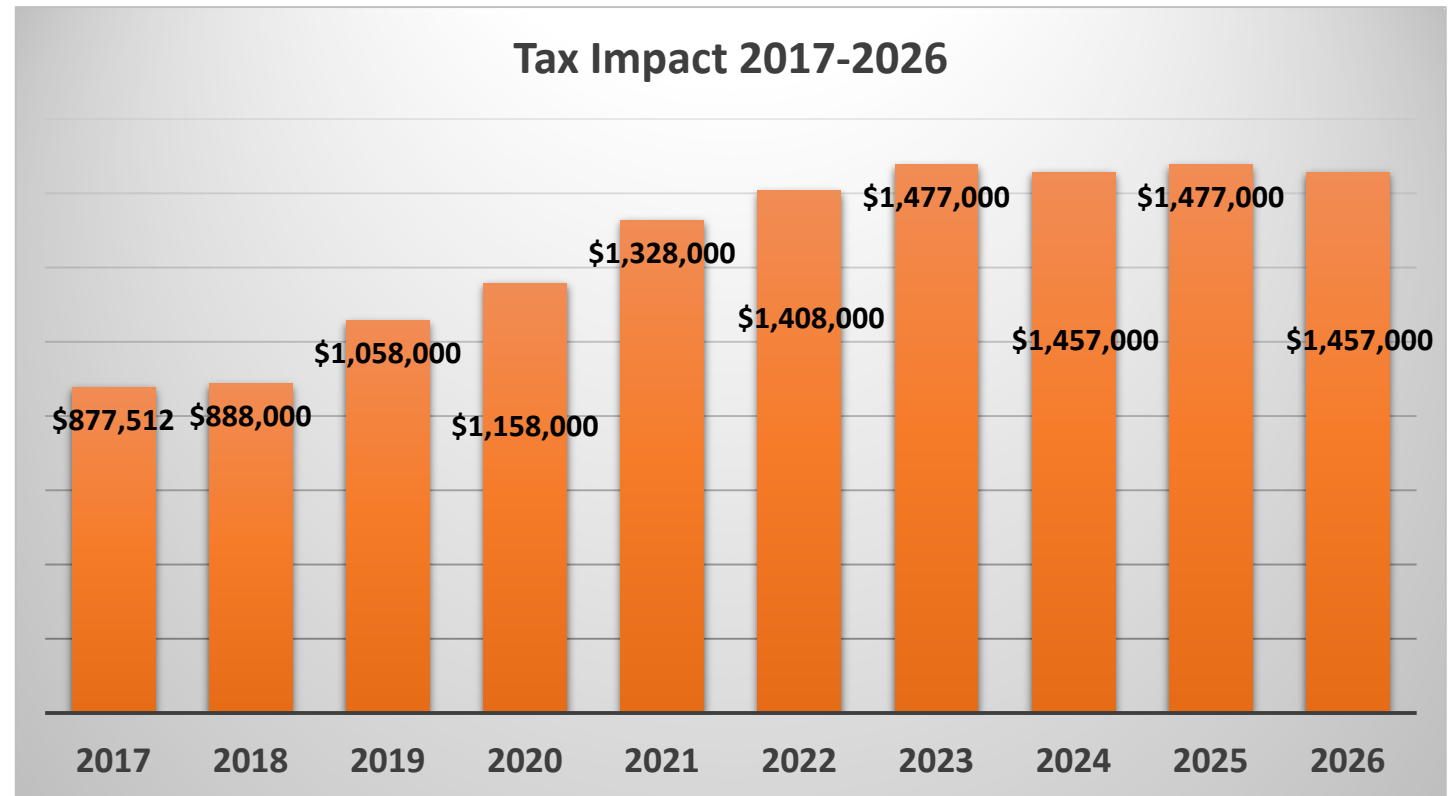
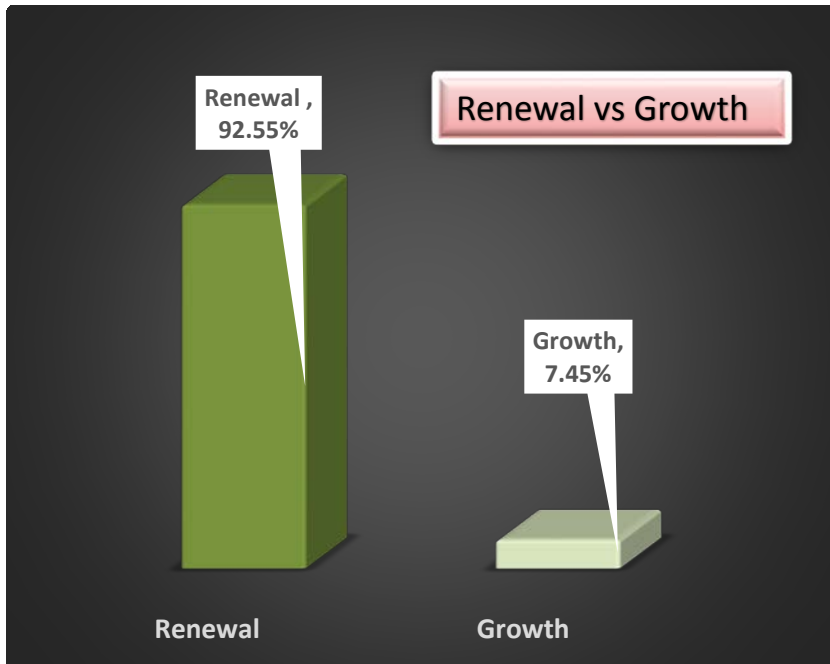
Other Sources Include:

- Grants
- Debenture
- Development Charges
- Gas Tax

Funding Gap	5 Year	10 Year
Capital Reserves	2017-2021	2022-2026
Public Works Facilities	\$262,500.00	\$612,500.00
Public Works Vehicle/Equipment	\$248,822.00	(\$518,178.00)
Public Works Sidewalk	\$153,000.00	\$253,000.00
Bridge Reserves	\$95,538.00	(\$779,462.00)
Roads Capital Projects	(\$115,673.00)	(\$215,673.00)
Streetlights	\$88,000.00	\$138,000.00
Total Funding Gap	\$732,187.00	(\$509,813.00)



## Renewal vs Growth and Tax impact





Township of  
**East Zorra-Tavistock**

**Capital Budget: 2017**

**Capital Planning: 2017-2026**

## **Net Financial Implication**

**Consolidated Capital budget**

**Funding Sources**

**Capital Reserves/Funding Gap**

**Tax Impact**





Township of  
**East Zorra-Tavistock**

**Financials**

**Capital Budget: 2017**  
**Capital Planning: 2017-2026**

## **Net Financial Implications – Consolidated Budget**

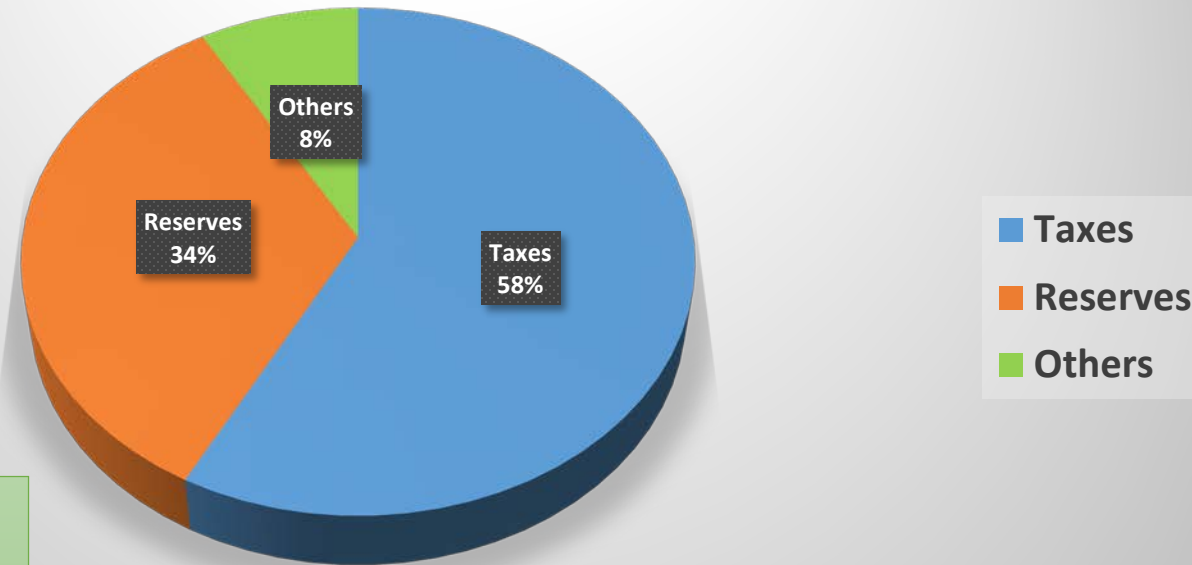
**2017 Capital Budget: \$3.6 Million**

**2017-2026 Capital Budget: \$32 Million**



## Net Financial Implications – Funding Sources

Funding Sources 2017-2026



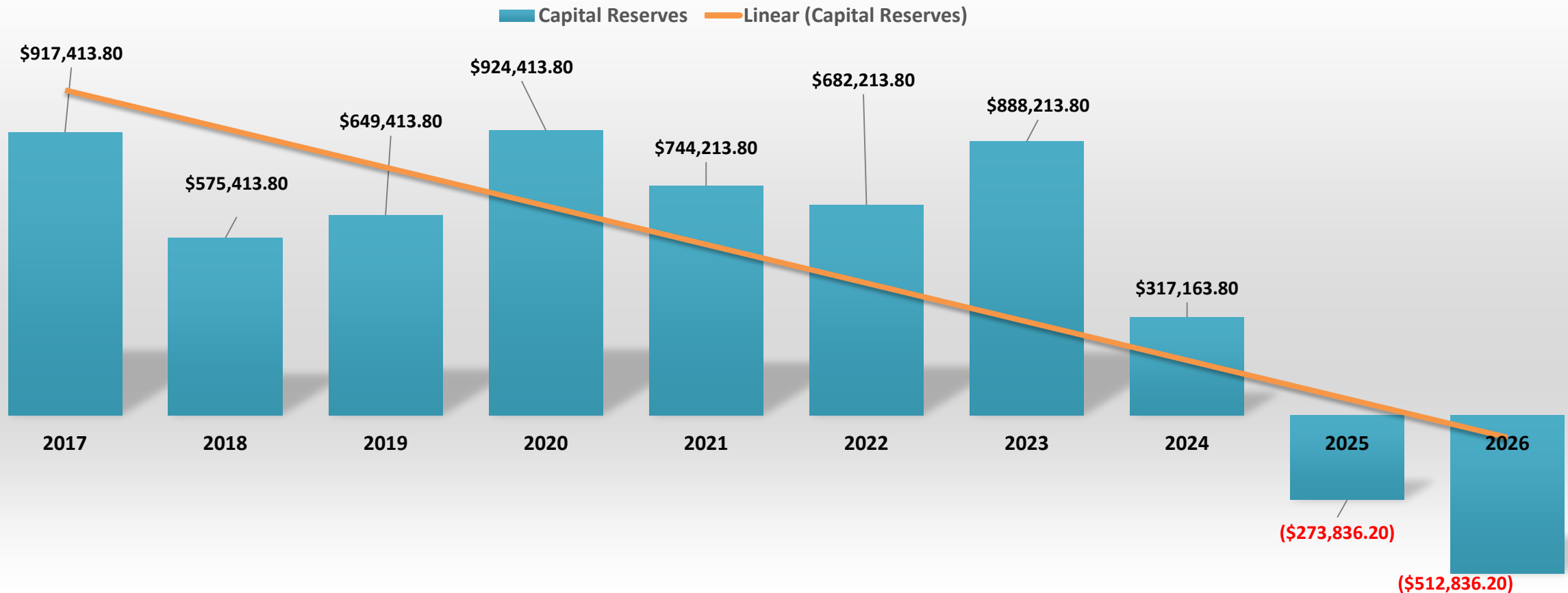
Other Sources Include:

- Grants
- Debenture
- Development Charges
- Gas Tax



## Net Financial Implications – Capital Reserves Balances-Funding Gap

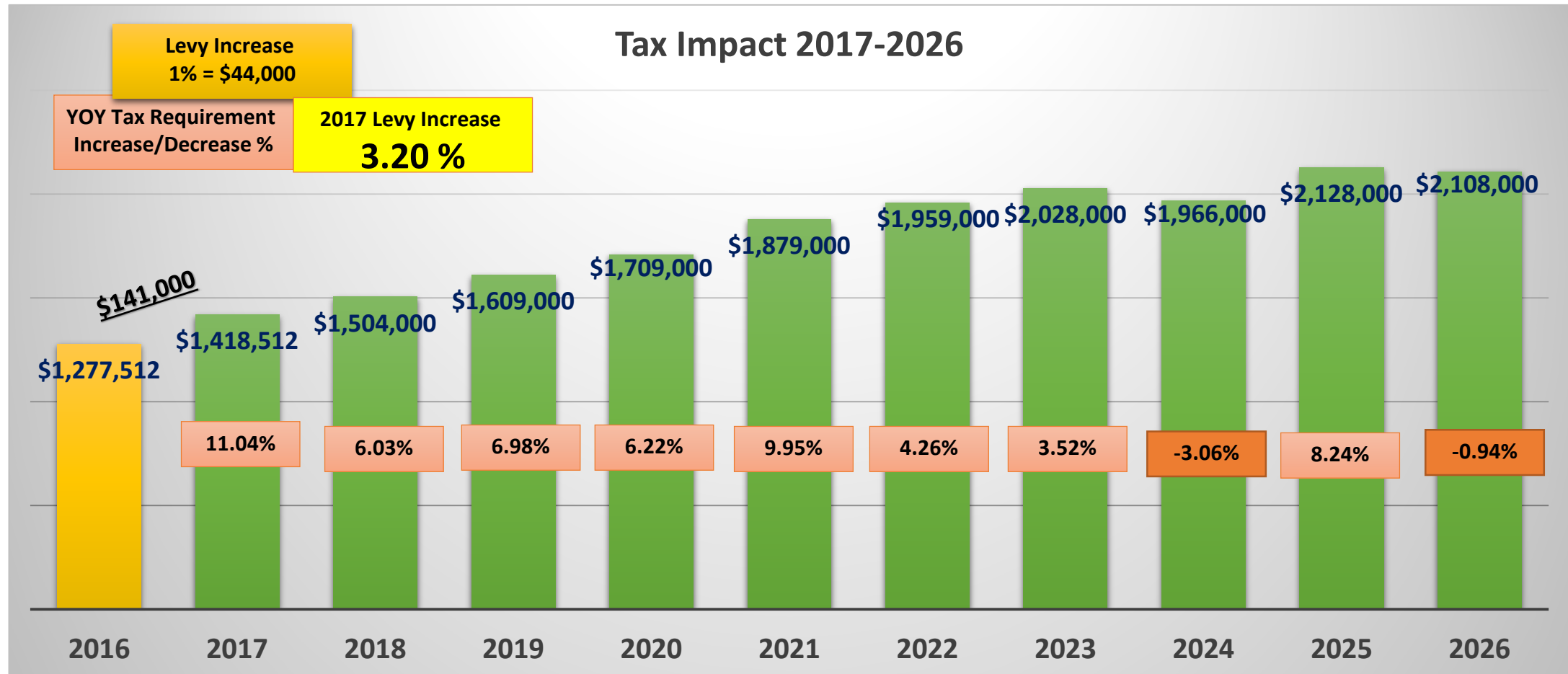
Capital Reserves 10 Year Projection: 2017-2026







## Net Financial Implications – Tax Impact







Township of  
**East Zorra-Tavistock**

## 2017 Budget Timeline

Capital Budget : Draft 1- Dec 7, 2016

Capital Budget : Draft 2, Approval of time sensitive projects - Jan 18, 2017

Operating Budget : Draft 1- Feb 1, 2017

Overall Budget Review/Direction for Public Meeting: Feb 15, 2017

Budget Public Meeting : March 1, 2017







Thank You !

Questions ?