

Township of East Zorra-Tavistock  
SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS  
2020 Proposed Operating and Capital Budgets Summary

Net Budgets By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)		Remarks
Building, Locates and Drainage	41,843	134,199	92,357	1.63%	Change in Building hours to 40-hour work week + addition of CET staff to assist with locates & drainage
Corporate Services	2,168,887	2,229,570	60,683	1.07%	Full year impact of 2019 salary and benefit increases
Fire and Protective Services	1,199,469	1,266,192	66,723	1.18%	Full year costs of Joint Training Officer
General Government	(1,129,188)	(1,159,919)	(30,731)	-0.54%	Slight increase in anticipated supplemental taxation income (due to new home builds)
Parks and Recreation	443,820	493,990	50,170	0.89%	Includes increase to TDRC reserve contribution amounts
Public Works	2,928,954	3,186,663	257,710	4.56%	Asset Management shortfalls for future capital needs as assessed in the AMP
Net Tax-Supported Budget Summary	5,653,783	6,150,695	496,911	8.79%	
2020 Assessment @ 2019 Tax Rates	6,176,569	522,786	9.25%	Assessment Increase	
Tax Levy	522,786	-25,874	-0.46%	Tax Rate	
		496,911	8.79%	Total Change	

Township of East Zorra-Tavistock  
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING  
2020 Proposed Operating and Capital Budgets Summary

Expenditures

By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)	Remarks
Building, Locates and Drainage	469,031	640,541	171,509	
Corporate Services	2,401,524	5,139,755	2,738,231	
Fire and Protective Services	1,453,565	1,644,976	191,411	
General Government	1,047,277	103,202	(944,076)	
Parks and Recreation	1,150,918	1,330,139	179,221	
Public Works	4,952,743	5,166,070	213,327	
Expenditures	11,475,059	14,024,683	2,549,624	

Sources of Financing

By Department	2019 Approved	2020 Proposed	Difference (2020 - 2019)	Remarks
Tax Levy	5,653,783	6,150,695	496,911	
Contributions from Other Municipalities	63,135	36,633	(26,502)	
Cost Recoveries	76,431	167,516	91,085	
Development Charges	127,342	994,111	866,769	
Donations	109,045	225,000	115,955	
Fines and Penalties	85,171	77,412	(7,759)	
Gas Tax	551,231	115,771	(435,460)	
Grants	972,236	642,967	(329,269)	
Investment Income	136,799	191,615	54,816	
Landowner Recovery	67,088	59,134	(7,954)	
Licences, Permits and Rents	549,614	541,969	(7,645)	
Ontario Municipal Partnership Fund	662,000	680,300	18,300	
Payments in Lieu	75,753	75,562	(191)	
Sundry Income	37,871	55,107	17,236	
Supplemental Taxation	92,949	114,994	22,044	
Transfers from Reserves and Reserve Funds	1,685,181	3,353,750	1,668,569	
User Fees and Charges	529,429	542,147	12,718	
Sources of Financing	11,475,059	14,024,683	2,549,624	

Township of East Zorra-Tavistock  
BUILDING, LOCATES AND DRAINAGE  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Building and Structural Inspection	320,073	289,349	302,521	303,839	422,256	119,735	434,714	396,221	
Locates	6,337	3,403	12,724	4,538	24,348	11,624	24,835	25,332	
Agriculture and Reforestation (Drainage)	112,960	90,258	110,315	92,558	108,937	(1,378)	97,801	92,833	
Capital Expenditures	-	-	43,471	-	85,000	41,529	55,080	4,162	
TOTALS	439,370	383,010	469,031	400,935	640,541	171,509	612,430	518,547	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Cost Recoveries	837	8,860	64,871	-	122,881	58,010	125,339	127,845	
Landowner Recovery	67,631	40,256	67,088	67,088	59,134	(7,954)	50,969	46,037	
Licences, Permits and Rents	295,528	248,026	200,000	271,339	220,000	20,000	230,000	240,000	
Ontario Specific Grants	8,391	10,970	17,595	9,050	8,500	(9,095)	8,500	8,500	
Sundry Revenue	8,345	8,309	8,513	-	12,451	3,938	12,700	12,954	
Transfers from Reserves and Reserve Funds	-	-	43,471	-	55,000	11,529	55,080	4,162	
User Fees and Charges	18,950	31,345	25,650	32,500	28,375	2,725	28,375	28,375	
TOTALS	399,682	347,766	427,189	379,976	506,341	79,153	510,962	467,874	
NET BUILDING, LOCATES AND DRAINAGE BUDGET	39,688	35,244	41,843	20,958	134,199	92,357	101,467	50,673	

**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES</b>										
<b>Building and Structural Inspection</b>										
<i>Administration</i>										
11-271-121-1110	Salaries and Wages	106,388	128,746	130,999	143,647	198,149	67,151	202,112	206,155	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-1150	Vacation, Sick, Stats	19,262	21,668	22,047	19,361	22,017	(30)	22,457	22,906	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-1210	Benefits	33,882	38,277	35,841	41,032	57,664	21,823	58,817	59,993	2020 Salary and Benefits Workbook adjusted 2% (includes CET)
11-271-121-2380	Equipment	82	177	1,000	30	1,000	-	1,000	1,000	
11-271-121-2433	Computer Software and Hardware	-	-	-	-	500	500	-	-	Bluebeam software trial 2020
11-271-121-2510	Uniforms	300	319	500	447	1,000	500	1,020	1,040	boot allowance as per 2019 revised Policy 3.17 & new CET clothing
11-271-121-2610	Office Supplies	1,478	375	1,008	826	893	(115)	698	806	based on 3-year rolling average actuals
11-271-121-2630	Operating Supplies	67	-	100	45	100	-	102	103	updated to reflect need
11-271-121-3110	Travel/Meals/Conferences/Seminars	1,399	898	2,500	1,148	2,500	-	2,500	2,500	CBO to attend OBOA conference
11-271-121-3120	Training and Staff Development	1,632	1,011	2,000	1,987	2,000	-	2,000	2,000	training courses
11-271-121-3170	Memberships and Publications	736	1,154	1,177	1,050	1,071	(106)	1,093	1,114	2% inflationary adjustment over p/y actual
11-271-121-3210	Postage and Courier	-	5	250	-	-	(250)	-	-	paid for through Corporate Services budget no need for 2020 forward
11-271-121-3260	Telecommunications	2,540	2,156	2,500	1,974	2,014	(486)	2,054	2,095	2% inflationary adjustment over p/y actual
11-271-121-3310	Professional Services	5,333	6,195	6,319	5,416	5,524	(795)	5,635	5,747	2% inflationary adjustment over p/y actual
11-271-121-3810	Insurance and Licences	19,239	9,930	10,129	9,613	9,805	(324)	10,001	10,202	2% inflationary adjustment over p/y actual
11-271-121-5390	Transfer to Building Code Act Reserve	120,512	71,104	64,999	61,411	79,504	14,505	86,507	41,653	net transfer of revenue minus expense
11-271-430-5390	Appropriation to Building Equipment Reserve	-	-	12,000	12,000	5,000	(7,000)	5,100	5,202	base year 2020 \$4,000 + 2% increase annually
11-271-819-5390	Appropriation to Building Vehicle Reserve	-	-	-	-	26,000	26,000	26,520	27,050	base year 2020 \$26,000 + 2% increase annually
Total Administration		312,850	282,015	293,368	299,987	414,740	121,372	427,615	389,567	
<i>2017 Chevrolet Equinox</i>										
11-271-812-2210	Fuels and Lubricants	1,166	1,672	1,705	937	955	(750)	974	994	2% inflationary adjustment over p/y actual
11-271-812-2370	Repairs - Parts and Labour	125	163	1,000	1,232	1,257	257	1,282	1,308	2% inflationary adjustment over p/y actual
11-271-812-3810	Insurance and Licences	1,174	998	1,018	1,032	1,053	35	1,074	1,095	2% inflationary adjustment over p/y actual
Total 2017 Chevrolet Equinox		2,465	2,833	3,723	3,201	3,265	(458)	3,330	3,397	
<i>2017 Chevrolet Silverado Pickup</i>										
11-271-813-2210	Fuels and Lubricants	3,584	3,345	3,412	531	2,487	(925)	2,121	1,713	based on 3-year rolling average actuals
11-271-813-2370	Repairs - Parts and Labour	-	158	1,000	-	1,000	-	1,020	1,040	maintaining minimum budget as above vehicle
11-271-813-3810	Insurance and Licences	1,174	998	1,018	120	764	(254)	627	504	based on 3-year rolling average actuals
Total 2017 Silverado Pickup		4,758	4,501	5,430	651	4,251	(1,179)	3,768	3,257	

**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Building and Structural Inspection (cont'd)</b>										
<i>2014 Dodge RAM Pickup</i>										vehicle acquisition from Fire Services (see Capital)
11-271-814-2210	Fuels and Lubricants	-	-	-	-	2,000	2,000	2,040	2,081	2% inflationary adjustment over p/y actual
11-271-814-2370	Repairs - Parts and Labour	-	-	-	-	500	500	510	520	2% inflationary adjustment over p/y actual
11-271-814-3810	Insurance and Licences	-	-	-	-	1,500	1,500	1,530	1,561	2% inflationary adjustment over p/y actual
<i>Total 2017 Silverado Pickup</i>		-	-	-	-	4,000	4,000	4,080	4,162	
<b>Total Building and Structural Inspection Expenses</b>		<b>320,073</b>	<b>289,349</b>	<b>302,521</b>	<b>303,839</b>	<b>422,256</b>	<b>119,735</b>	<b>434,714</b>	<b>396,221</b>	
<b>Locates</b>										
11-271-372-1110	Salaries and Wages	4,847	1,853	9,724	3,660	18,354	8,629	18,721	19,095	includes the addition of a CET position for 2020 shared with PW
11-271-372-1110	Part-time Salaries and Wages	-	-	-	78	-	-	-	-	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-1210	Benefits	1,343	530	2,000	673	4,984	2,984	5,084	5,186	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-2910	Miscellaneous Expense	-	-	-	10	10	10	10	10	based on 2020 Salary and Benefits Workbook adjusted
11-271-372-3310	Professional Services	147	1,020	1,000	117	1,000	-	1,020	1,040	estimated based on trend upward
<b>Total Locates Expenses</b>		<b>6,337</b>	<b>3,403</b>	<b>12,724</b>	<b>4,538</b>	<b>24,348</b>	<b>11,624</b>	<b>24,835</b>	<b>25,332</b>	
<b>Agriculture and Reforestation (Drainage)</b>										
<i>Municipal Drains</i>										
11-871-121-1110	Salaries and Wages	10,273	15,268	16,166	12,600	20,127	3,961	20,529	20,940	based on 2020 Salary and Benefits Workbook adjusted
11-871-121-1210	Benefits	3,014	4,634	4,119	3,568	5,008	889	5,109	5,211	based on 2020 Salary and Benefits Workbook adjusted
11-871-121-2610	Office Supplies	5,703	1,107	2,577	1,100	2,637	60	1,615	1,784	based on 3-year rolling average actuals
11-871-121-3170	Memberships and Publications	175	175	175	175	175	(0)	175	175	constant amount per year
11-871-121-3210	Postage and Courier	-	-	250	-	-	(250)	-	-	paid through the Corporate Services budget
11-871-121-3260	Telecommunications	455	532	543	487	497	(46)	507	517	estimated based on upward trend
11-871-121-3310	Professional Services	12,861	2,145	5,002	-	5,002	(0)	2,382	2,461	based on 3-year rolling average actuals
11-871-121-4210	Principal Repayments	36,251	28,797	35,749	35,749	31,060	(4,689)	32,003	28,011	based on Drain Repayment Schedule
11-871-121-4220	Interest Repayments	4,697	6,601	8,391	8,391	7,355	(1,037)	6,411	5,472	based on Drain Repayment Schedule
11-871-121-4230	Write-offs and Charge Outs - Municipal Drains	3,826	6,653	3,493	188	3,556	63	3,466	2,403	based on 3-year rolling average actuals
11-871-121-6110	Grants	250	250	250	250	350	100	350	350	based on prior year constant balance
<i>Total Municipal Drains</i>		<i>77,505</i>	<i>66,162</i>	<i>76,716</i>	<i>62,509</i>	<i>75,766</i>	<i>(950)</i>	<i>72,547</i>	<i>67,324</i>	

**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Agriculture and Reforestation (Drainage) (cont'd)</b>										
<u>Drain Repair Charge-Outs</u>										
11-871-128-1110	Salaries and Wages	3,738	4,058	4,139	2,984	<b>6,887</b>	2,748	7,025	7,165	based on 2020 Salary and Benefits Workbook adjusted
11-871-128-1210	Benefits	1,060	1,213	1,237	779	<b>2,104</b>	867	2,146	2,189	based on 2020 Salary and Benefits Workbook adjusted
11-871-128-3510	Equipment Rentals - Owned	3,973	5,225	5,330	3,393	<b>3,460</b>	(1,870)	3,530	3,600	2% inflationary adjustment over p/y actual
<i>Total Drain Repair Charge-Outs</i>		<i>8,771</i>	<i>10,496</i>	<i>10,706</i>	<i>7,155</i>	<b><i>12,451</i></b>	<i>1,745</i>	<i>12,700</i>	<i>12,954</i>	
<u>Tile Drainage</u>										
11-881-121-4210	Principal Repayments	22,805	11,090	16,944	16,944	<b>15,787</b>	(1,157)	8,569	9,083	based on Drain Repayment Schedule
11-881-121-4220	Interest Repayments	3,879	2,511	5,949	5,950	<b>4,933</b>	(1,016)	3,986	3,471	based on Drain Repayment Schedule
<i>Total Municipal Drains</i>		<i>26,684</i>	<i>13,600</i>	<i>22,893</i>	<i>22,894</i>	<b><i>20,720</i></b>	<i>(2,173)</i>	<i>12,554</i>	<i>12,554</i>	
<b>Total Agriculture and Reforestation (Drainage) Expenses</b>		<b>112,960</b>	<b>90,258</b>	<b>110,315</b>	<b>92,558</b>	<b>108,937</b>	<b>(1,378)</b>	<b>97,801</b>	<b>92,833</b>	

**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES</u></b>										
12-271-121-5110	<b>Building and Structural Inspection</b>									
	Equipment and Vehicles	-	-	43,471	-	55,000	11,529	55,080	4,162	truck Purchase for Department staff (Fire Chief Replacement)
	<b>Total Building and Structural Inspection Expenses</b>	-	-	43,471	-	55,000	11,529	55,080	4,162	
12-871-121-3300	<b>Agriculture and Reforestation (Drainage)</b>									
	Construction	-	-	-	-	30,000	30,000	-	-	9th Line Drain Installation (Township expense)
	<b>Total Agriculture and Reforestation (Drainage) Expenses</b>	-	-	-	-	30,000	30,000	-	-	
	<b>Total Building, Locates and Drainage Capital Expenditures</b>	-	-	43,471	-	85,000	41,529	55,080	4,162	

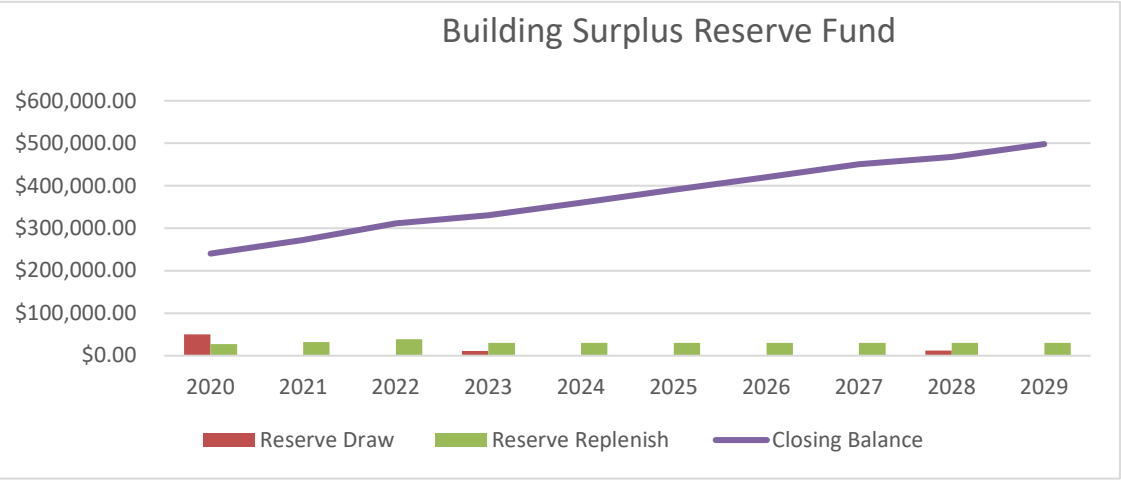


**Township of East Zorra-Tavistock**  
**BUILDING, LOCATES AND DRAINAGE**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>BUILDING, LOCATES AND DRAINAGE REVENUES</u></b>										
<b>Building and Structural Inspection</b>										
11-271-021-0599	Staff Sharing Recovery	837	8,860	64,871	-	<b>122,881</b>	58,010	125,339	127,845	recovery for CET from Public Works and B-B cost-sharing conservative estimate slightly below 2018 and 2019 actuals 60 permits @ \$250.00 and 100 permits @ \$100.00 Zoning Compliance Letters - 75 @ \$45.00 to offset laptop acquisition & drainage camera purchase to offset vehicle purchase to offset vehicle purchase
11-271-021-0721	Building Permits	295,528	248,026	200,000	271,339	<b>220,000</b>	20,000	230,000	240,000	
11-271-021-0725	Building Permit Admin Fee	18,950	27,925	22,500	28,800	<b>25,000</b>	2,500	25,000	25,000	
11-271-021-0726	Zoning Compliance and Work Orders	-	3,420	3,150	3,700	<b>3,375</b>	225	3,375	3,375	
11-271-071-0952	Transfer from Building Equipment Reserve	-	-	-	-	<b>5,000</b>	5,000	4,080	4,162	
11-271-071-0952	Transfer from Building Vehicle Reserve	-	-	-	-	-	-	51,000	-	
11-271-071-0952	Transfer from Building Surplus Reserve Fund	-	-	43,471	-	<b>50,000</b>	6,529	-	-	
<b>Total Building and Structural Inspection Revenue</b>		<b>315,315</b>	<b>288,231</b>	<b>333,993</b>	<b>303,839</b>	<b>426,256</b>	<b>92,263</b>	<b>438,794</b>	<b>400,382</b>	
<b>Agriculture and Reforestation (Drainage)</b>										
<u>Municipal Drains</u>										
11-871-021-0053	Municipal Drain Debenture Revenue	40,947	26,656	44,194	44,194	<b>38,414</b>	(5,780)	38,414	33,483	based on Drain Repayment Schedule Drainage Superintendent Grant
11-871-021-0331	OMAFRA Grants	8,391	10,970	17,595	9,050	<b>8,500</b>	(9,095)	8,500	8,500	
<i>Total Municipal Drains</i>		<i>49,338</i>	<i>37,626</i>	<i>61,789</i>	<i>53,244</i>	<i>46,914</i>	<i>(14,875)</i>	<i>46,914</i>	<i>41,983</i>	
<u>Drain Repair Charge-Outs</u>										
11-871-128-0513	Miscellaneous Revenue	8,345	8,309	8,513	-	<b>12,451</b>	3,938	12,700	12,954	based on 2020 Salary and Benefits Workbook adjusted
<i>Total Drain Repair Charge-Outs</i>		<i>8,345</i>	<i>8,309</i>	<i>8,513</i>	<i>-</i>	<i>12,451</i>	<i>3,938</i>	<i>12,700</i>	<i>12,954</i>	
<u>Tile Drainage</u>										
11-881-021-0052	Tile Drain Loan Debenture Revenue	26,684	13,600	22,894	22,894	<b>20,720</b>	(2,174)	12,554	12,554	based on Drain Repayment Schedule
<i>Total Tile Drainage</i>		<i>26,684</i>	<i>13,600</i>	<i>22,894</i>	<i>22,894</i>	<i>20,720</i>	<i>(2,174)</i>	<i>12,554</i>	<i>12,554</i>	
<b>Total Agriculture and Reforestation (Drainage) Revenue</b>		<b>84,367</b>	<b>59,535</b>	<b>93,196</b>	<b>76,138</b>	<b>80,085</b>	<b>(13,111)</b>	<b>72,169</b>	<b>67,492</b>	

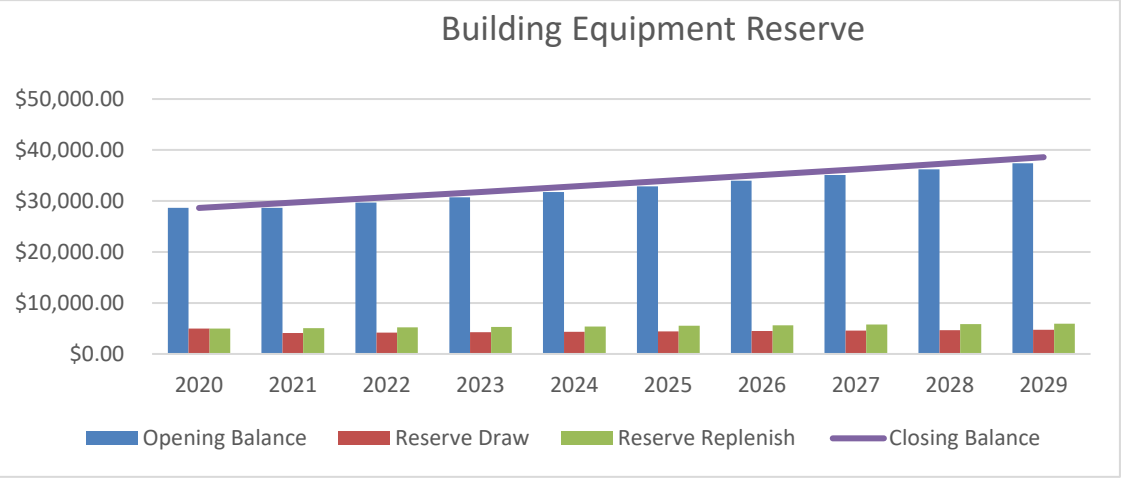


Township of East Zorra-Tavistock  
BUILDING, LOCATES AND DRAINAGE  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



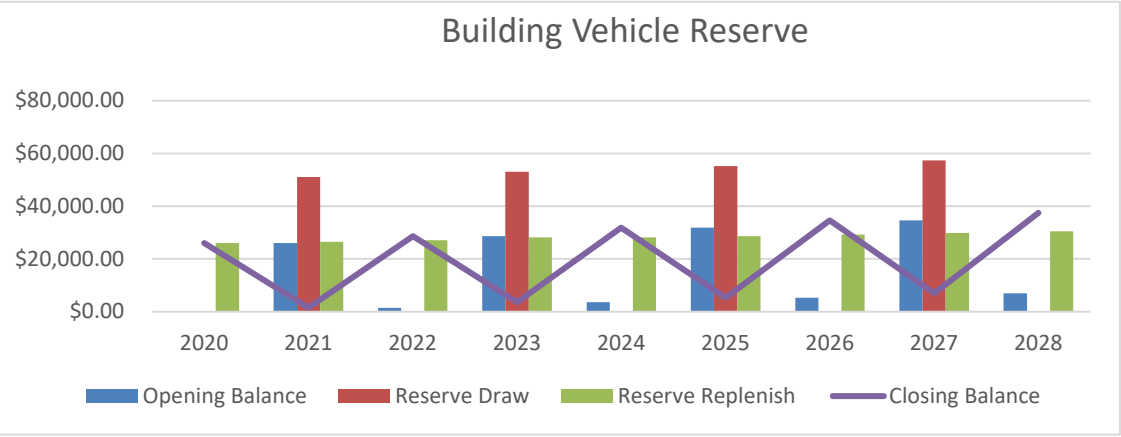
**48-942-942-9800**  
**Building Department Surplus Reserve Fund**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	262,809	50,000	27,504	240,313
2021	240,313	0	32,447	272,760
2022	272,760	0	38,532	311,292
2023	311,292	11,041	30,000	330,251
2024	330,251	0	30,000	360,251
2025	360,251	0	30,000	390,251
2026	390,251	0	30,000	420,251
2027	420,251	0	30,000	450,251
2028	450,251	12,190	30,000	468,061
2029	468,061	0	30,000	498,061



**11-942-942-9822**  
**Building Equipment**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	28,640	5,000	5,000	28,640
2021	28,640	4,080	5,100	29,660
2022	29,660	4,162	5,202	30,700
2023	30,700	4,245	5,306	31,762
2024	31,762	4,330	5,412	32,844
2025	32,844	4,416	5,520	33,948
2026	33,948	4,505	5,631	35,074
2027	35,074	4,595	5,743	36,223
2028	36,223	4,687	5,858	37,395
2029	37,395	4,780	5,975	38,590



**11-942-942-9823**  
**Building Vehicle**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	0	26,000	26,000
2021	26,000	51,000	26,520	1,520
2022	1,520	0	27,050	28,570
2023	28,570	53,060	28,143	3,653
2024	3,653	0	28,143	31,796
2025	31,796	55,204	28,706	5,299
2026	5,299	0	29,280	34,579
2027	34,579	57,434	29,866	7,010
2028	7,010	0	30,463	37,473
2029	37,473	59,755	31,072	8,791

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Council	138,463	132,071	143,639	133,178	148,713	5,074	150,102	152,942	
Administration Staff	566,242	621,018	629,527	626,802	670,539	41,011	683,949	697,628	
Township Office Hickson	149,514	150,609	156,988	157,781	158,859	1,871	187,300	191,165	
89 Loveys Street Hickson	1,363	1,362	1,226	1,818	1,887	661	1,924	1,963	
Former PUC Office	4,990	7,680	6,494	3,668	5,184	(1,310)	5,487	4,909	
General Administration	237,568	301,173	285,497	214,260	252,071	(33,426)	266,067	254,937	
Police Services Board	4,993	6,403	9,837	6,981	7,799	(2,038)	8,353	8,374	
Township Policing	964,439	936,022	971,300	966,856	982,306	11,006	1,002,441	1,023,225	
By-law Enforcement	19,921	24,735	27,291	20,205	26,727	(564)	27,257	27,797	
Animal Control	9,535	10,310	10,516	8,777	8,952	(1,564)	9,131	9,314	
Livestock Claims	-	-	1,500	-	1,500	-	1,500	1,500	
Crossing Guards	31,219	37,926	38,590	35,361	36,068	(2,522)	36,790	37,525	
Cemeteries	2,100	1,600	2,100	2,100	2,100	-	2,100	2,100	
Seniors' Picnic	622	318	1,000	-	-	(1,000)	-	-	
Planning and Zoning Administration	3,066	2,929	4,020	59,339	33,007	28,987	33,067	33,129	
Economic Development	30,000	33,300	37,000	36,630	40,293	3,293	41,099	41,921	
Capital Expenditures	24,321	8,077	75,000	32,914	2,763,750	2,688,750	-	56,803	
TOTALS	2,188,355	2,275,533	2,401,524	2,306,669	5,139,755	2,738,231	2,456,568	2,545,231	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Cost Recoveries	-	-	-	5,165	30,000	30,000	30,000	30,000	
Development Charges	-	-	28,125	4,986	28,125	-	-	-	
Donations	-	-	-	-	25,000	25,000	-	-	
Fines and Penalties	-	475	500	375	500	-	500	500	
Licences, Permits and Rents	347	428	512	1,308	361	(151)	366	345	
Ontario Specific Grants	36,668	39,652	36,467	11,070	36,467	-	36,500	36,500	
Sundry Revenue	3,588	4,874	1,861	4,908	2,197	336	1,733	1,799	
Transfers from Reserves and Reserve Funds	2,000	5,374	146,485	52,914	2,763,750	2,617,265	-	56,803	
User Fees and Charges	24,385	22,858	18,688	20,763	23,785	5,097	23,583	23,881	
TOTALS	66,988	73,661	232,638	101,490	2,910,185	2,677,547	92,682	149,828	
NET CORPORATE SERVICES BUDGET	2,121,367	2,201,872	2,168,887	2,205,179	2,229,570	60,683	2,363,886	2,395,403	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES</b>										
<b>Council</b>										
<i>Regular</i>										
11-111-111-1120	Council Wages - Taxable	68,608	70,529	106,222	105,801	108,346	2,125	110,513	112,723	based on 2020 Salary and Benefits Workbook adjusted
11-111-111-1121	Council Wages - Tax Exempt	34,304	33,417	-	1,464	-	-	-	-	no longer tax exempt portion as of 2019
11-111-111-1210	Other Payroll Costs	3,353	3,442	6,147	5,769	7,054	907	7,195	7,339	based on 2020 Salary and Benefits Workbook adjusted
11-111-111-3110	Meals and Expenses	1,653	4,575	3,266	3,696	3,770	505	3,846	3,923	based on 2% increase over prior years actuals
11-111-111-3170	Memberships	2,440	2,517	2,567	2,634	2,687	119	2,741	2,795	based on 2% increase over prior years actuals
11-111-111-3260	Telecommunications	1,432	712	894	652	932	38	765	783	based on 3-year rolling average actuals
11-111-111-3290	Print, Advertising and Promotion	527	695	672	1,129	784	112	869	928	based on 3-year rolling average actuals
11-111-111-3455	Christmas Gift Certificate Program	5,700	2,640	6,000	550	6,000	-	6,000	6,000	120 recipients @ \$50.00 - revise Policy 3.15 for 2019
11-111-111-3540	Council Chambers Rentals	-	-	-	844	880	880	880	880	based on \$40/meeting x 22 meetings
11-111-430-5390	Appropriation to Council Equipment Reserve	3,750	3,750	3,750	3,750	3,825	75	3,902	3,980	2019 base year \$3,750 + 2% increase annually
Subtotal Regular		121,767	122,277	129,517	126,290	134,278	4,761	136,711	139,350	
<i>Conferences and Seminars</i>										
11-111-112-1120	Council Wages - Taxable	3,527	2,238	6,147	1,343	6,380	233	6,507	6,638	based on 2020 Salary and Benefits Workbook adjusted
11-111-112-1121	Council Wages - Tax Exempt	1,764	1,119	-	-	-	-	-	-	no longer tax exempt portion as of 2019
11-111-112-1210	Other Payroll Costs	233	168	399	88	422	24	431	439	based on 2020 Salary and Benefits Workbook adjusted
11-111-112-3110	Meals and Expenses	11,172	6,269	7,576	5,458	7,633	57	6,453	6,515	based on 3-year rolling average actuals
Subtotal Conferences and Seminars		16,696	9,793	14,122	6,888	14,435	313	13,391	13,591	
Total Council		138,463	132,071	143,639	133,178	148,713	5,074	150,102	152,942	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>										
<b>Administration Staff</b>										
11-123-121-1110	Salaries and Wages	380,435	410,650	404,407	424,950	444,232	39,824	453,116	462,179	based on 2020 Salary and Benefits Workbook adjusted
11-123-121-1150	Vacation, Sick, Stats, Holidays	57,867	69,284	82,079	52,145	66,379	(15,700)	67,707	69,061	based on 2020 Salary and Benefits Workbook adjusted
11-123-121-1210	Benefits	115,819	128,833	123,011	128,674	131,428	8,417	134,056	136,737	based on 2020 Salary and Benefits Workbook adjusted
11-123-121-3110	Travel/Meals/Conferences/Seminars	5,721	8,384	12,500	4,541	12,500	-	12,750	13,005	conferences limited in 2019 back to full year 2020
11-123-121-3120	Training and Staff Development	4,121	1,674	5,000	12,896	12,000	7,000	12,240	12,485	includes CPA program for Deputy Treasurer
11-123-121-3170	Memberships and Publications	2,279	2,194	2,530	3,596	4,000	1,470	4,080	4,162	includes CPA dues for Treasurer & Deputy
<b>Total Administration Staff</b>		<b>566,242</b>	<b>621,018</b>	<b>629,527</b>	<b>626,802</b>	<b>670,539</b>	<b>41,011</b>	<b>683,949</b>	<b>697,628</b>	
<b>Township Office Hickson</b>										
11-181-121-1110	Salaries and Wages	25	935	-	1,159	2,000	2,000	2,040	2,081	Union staff performing maintenance at office
11-181-121-1130	Part-time Salaries and Wages	-	-	-	3,154	3,500	3,500	3,570	3,641	Union staff performing maintenance at office
11-181-121-1150	Vacation, Sick, Stats, Holidays	-	-	-	5	100	100	102	104	Union staff performing maintenance at office
11-181-121-1210	Benefits	13	276	-	300	400	400	408	416	Union staff performing maintenance at office
11-181-121-3420	Building Maintenance	9,315	10,503	14,000	13,952	11,257	(2,743)	11,904	12,371	based on 3-year rolling average actuals
11-181-121-3430	Grounds Maintenance	1,457	1,180	5,239	492	1,043	(4,196)	905	813	based on 3-year rolling average actuals
11-181-121-3510	Equipment Rentals - Owned	-	118	-	255	-	-	-	-	no planned items here for 2019
11-181-121-3560	Cleaning Services	-	-	-	661	1	1	1	1	
11-181-121-3610	Electrical Power	6,997	5,643	5,756	6,013	6,133	378	6,256	6,381	prior year actual + 2%
11-181-121-3630	Natural Gas	977	1,063	1,084	1,007	1,027	(56)	1,048	1,069	prior year actual + 2%
11-181-121-3810	Insurance and Licences	730	892	910	782	798	(112)	814	830	prior year actual + 2%
11-181-430-5390	Appropriation to Township Building Reserve	130,000	130,000	130,000	130,000	132,600	2,600	160,252	163,457	transfer for new Township building inflated 2% annually (to Rate Stabilization for replenishment 2021-2031)
<b>Total Township Office Hickson</b>		<b>149,514</b>	<b>150,609</b>	<b>156,988</b>	<b>157,781</b>	<b>158,859</b>	<b>1,871</b>	<b>187,300</b>	<b>191,165</b>	
<b>89 Loveys Street Hickson</b>										
11-182-121-1110	Salaries and Wages	-	-	-	77	100	100	102	104	Union staff performing maintenance at office
11-182-121-1210	Benefits	-	-	-	27	35	35	36	36	Union staff performing maintenance at office
11-182-121-3130	Staff Recognition	-	-	-	15	-	-	-	-	Union staff performing maintenance at office
11-182-121-3510	Equipment Rentals - Owned	-	-	-	65	85	85	87	88	Union staff performing maintenance at office
11-182-121-3420	Building Maintenance	-	161	-	-	-	-	-	-	no planned items here
11-182-121-3610	Electrical Power	564	436	445	457	466	21	475	485	prior year actual + 2%
11-182-121-3810	Insurance and Licences	799	766	781	1,177	1,201	420	1,225	1,249	prior year actual + 2%
<b>Total 89 Loveys Street Hickson</b>		<b>1,363</b>	<b>1,362</b>	<b>1,226</b>	<b>1,818</b>	<b>1,887</b>	<b>661</b>	<b>1,924</b>	<b>1,963</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>										
<b>Former PUC Office</b>										
11-183-121-1110	Salaries and Wages	664	305	-	258	300	300	306	312	Union staff performing maintenance at office
11-183-121-1210	Overhead	185	90	-	75	90	90	92	94	Union staff performing maintenance at office
11-183-121-3420	Building Maintenance	335	3,386	2,707	6	1,242	(1,465)	1,545	931	based on 3-year rolling average actuals
11-183-121-3430	Grounds Maintenance	459	769	565	628	619	53	672	640	based on 3-year rolling average actuals
11-183-121-3510	Equipment Rentals - Owned	850	383	419	340	524	105	416	427	based on 3-year rolling average actuals
11-183-121-3610	Electrical Power	693	548	559	488	498	(61)	507	518	prior year actual + 2%
11-183-121-3620	Water	365	398	406	332	339	(67)	346	353	prior year actual + 2%
11-183-121-3625	Sewer	510	629	642	604	616	(26)	628	641	prior year actual + 2%
11-183-121-3630	Natural Gas	839	1,086	1,107	843	860	(248)	877	895	prior year actual + 2%
11-183-121-3810	Insurance and Licences	90	86	88	95	96	8	98	100	prior year actual + 2%
<b>Total Former PUC Office</b>		<b>4,990</b>	<b>7,680</b>	<b>6,494</b>	<b>3,668</b>	<b>5,184</b>	<b>(1,310)</b>	<b>5,487</b>	<b>4,909</b>	
<b>General Administration</b>										
11-191-121-2380	Office Equipment	681	1,699	4,000	1,443	4,000	-	4,080	4,162	includes the addition of a cheque scanner/cash drawer
11-191-121-2433	Computer Hardware and/or Software	-	-	-	3,034	10,000	10,000	5,400	5,600	GIS Viewer (in conjunction with County)
11-191-121-2610	Office Supplies	7,776	7,054	7,416	6,715	7,182	(234)	6,984	6,960	based on 3-year rolling average actuals
11-191-121-3170	Memberships and Publications	160	218	222	230	235	13	240	244	prior year actual + 2%
11-191-121-3210	Postage and Courier	6,247	11,727	9,012	9,693	9,887	876	10,085	10,287	prior year actual + 2%
11-191-121-3260	Telecommunications	3,434	4,155	4,238	3,804	3,880	(358)	3,958	4,037	prior year actual + 2%
11-191-121-3290	Print, Advertising and Promotions	7,556	5,762	10,000	4,846	10,000	-	10,000	10,000	re-implementation of the quarterly newsletter
11-191-121-3310	Professional Services	100,726	157,749	136,500	73,430	91,090	(45,410)	92,912	94,770	software support, AMP, Audit
11-191-121-3320	Consulting Services	-	-	-	4,986	-	-	15,000	-	Pay Equity study planned for 2021
11-191-121-3325	IT Services	-	-	-	167	-	-	-	-	covered in above budget
11-191-121-3450	Equipment Maintenance/Lease Costs	12,826	12,908	12,736	8,462	11,399	(1,338)	10,923	10,261	based on 3-year rolling average actuals
11-191-121-3810	Insurance and Licences	71,912	73,650	75,122	71,199	72,623	(2,500)	74,075	75,557	prior year actual + 2%
11-191-121-5390	Appropriation to Office Equip & IT Reserve	20,000	20,000	20,000	20,000	25,400	5,400	25,908	26,426	transfer for equipment purchases inflated 2% annually
11-191-430-5390	Appropriation to Election Reserve	6,250	6,250	6,250	6,250	6,375	125	6,503	6,633	transfer for election every 4-years inflated 2% annually
<b>Total General Administration</b>		<b>237,568</b>	<b>301,173</b>	<b>285,497</b>	<b>214,260</b>	<b>252,071</b>	<b>(33,426)</b>	<b>266,067</b>	<b>254,937</b>	



**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**

## **2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>										
<b>Police Services Board</b>										
<i>Conferences and Seminars</i>										
11-252-112-1120	PSB - Taxable	1,626	259	1,119	-	<b>1,142</b>	22	1,164	1,188	2% increase for 2020
11-252-112-1210	Benefits	19	5	25	-	<b>26</b>	1	26	27	based on 1.75% for 2019 and 2% for 2020
11-252-112-3110	Travel/Meals/Conferences/Seminars	144	977	1,726	838	<b>653</b>	(1,073)	823	771	based on 3-year rolling average actuals
<i>Subtotal Conferences and Seminars</i>		<i>1,789</i>	<i>1,241</i>	<i>2,871</i>	<i>838</i>	<i><b>1,821</b></i>	<i>(1,050)</i>	<i>2,014</i>	<i>1,986</i>	
<i>Administration</i>										
11-252-121-1110	Salaries and Wages	-	-	-	26	<b>26</b>	26	27	27	Union staff performing maintenance at office
11-252-121-1120	PSB - Taxable	2,781	3,526	5,372	4,641	<b>4,733</b>	(639)	4,828	4,925	2% increase for 2020
11-252-121-1210	Benefits	101	113	115	112	<b>115</b>	(0)	117	119	2% increase for 2020
11-252-121-3110	Travel/Meals/Conferences/Seminars	(633)	500	500	534	<b>134</b>	(366)	389	352	based on 3-year rolling average actuals
11-252-121-3170	Memberships and Publications	684	694	708	714	<b>728</b>	20	743	758	based on an estimated 2% increase per year
11-252-121-3290	Print, Advertising and Promotion	70	128	66	(85)	<b>38</b>	(28)	27	(7)	based on 3-year rolling average actuals
11-252-121-3810	Insurance and Licences	201	201	205	201	<b>205</b>	(0)	209	213	based on an estimated 2% increase per year
<i>Subtotal Administration</i>		<i>3,204</i>	<i>5,162</i>	<i>6,966</i>	<i>6,143</i>	<i><b>5,979</b></i>	<i>(1,013)</i>	<i>6,340</i>	<i>6,388</i>	
<b>Total Police Services Board</b>		<b>4,993</b>	<b>6,403</b>	<b>9,837</b>	<b>6,981</b>	<b>7,799</b>	<b>(2,038)</b>	<b>8,353</b>	<b>8,374</b>	
<b>Township Policing</b>										
11-253-121-1150	Vacation, Sick, Stats, Holidays	-	-	-	103	<b>105</b>	105	108	110	Union staff performing maintenance at office
11-253-121-1210	Benefits	-	-	-	148	<b>151</b>	151	154	157	Union staff performing maintenance at office
11-253-121-3410	Contracted Services	943,698	920,820	951,305	951,300	<b>961,205</b>	9,900	980,429	1,000,038	as per OPP estimated budget provided
11-253-121-3411	RIDE Program	4,184	4,986	5,325	11,522	<b>6,897</b>	1,572	7,802	8,740	based on 3-year rolling average actuals
11-253-121-3420	Building - Repairs and Maintenance	4,670	3,800	5,000	3,783	<b>4,084</b>	(916)	3,889	3,919	based on 3-year rolling average actuals
11-253-121-3425	Facility Rental Expense	11,887	6,416	9,670	-	<b>9,863</b>	193	10,060	10,262	actual to be charged for 2019 still + 2% annual increase
<b>Total Township Policing</b>		<b>964,439</b>	<b>936,022</b>	<b>971,300</b>	<b>966,856</b>	<b>982,306</b>	<b>11,006</b>	<b>1,002,441</b>	<b>1,023,225</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**

## **2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</b>										
<b>By-law Enforcement</b>										
11-261-121-1110	Salaries and Wages	16,395	19,010	19,843	16,316	19,549	(294)	19,940	20,339	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-1150	Vacation, Sick, Stats, Holidays	1,346	2,209	3,018	1,475	2,921	(97)	2,980	3,039	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-1210	Benefits	1,998	2,451	2,518	2,053	2,639	121	2,692	2,746	based on 2020 Salary and Benefits Workbook adjusted
11-261-121-3170	Memberships and Publications	182	110	185	265	270	85	275	281	based on an estimated 2% increase per year
11-261-121-3110	Travel/Meals/Conferences/Seminars	-	20	228	20	21	(207)	21	22	based on an estimated 2% increase per year
11-261-121-3120	Training and Staff Development	-	-	250	76	78	(172)	79	81	based on an estimated 2% increase per year
11-261-121-3290	Print, Advertising and Promotion	-	-	250	-	250	-	250	250	placeholder for no anticipated expense
11-261-121-3310	Professional Services	-	935	1,000	-	1,000	-	1,020	1,040	placeholder for no anticipated expense
<b>Total By-law Enforcement</b>		<b>19,921</b>	<b>24,735</b>	<b>27,291</b>	<b>20,205</b>	<b>26,727</b>	<b>(564)</b>	<b>27,257</b>	<b>27,797</b>	
<b>Animal Control</b>										
11-281-121-3360	Animal Collection and Pound Services	9,535	10,310	10,516	8,777	8,952	(1,564)	9,131	9,314	prior year actual + 2%
<b>Total Animal Control</b>		<b>9,535</b>	<b>10,310</b>	<b>10,516</b>	<b>8,777</b>	<b>8,952</b>	<b>(1,564)</b>	<b>9,131</b>	<b>9,314</b>	
<b>Livestock Claims</b>										
11-282-121-1132	Livestock Evaluators - Salaries and Wages	-	-	500	-	500	-	500	500	placeholder for unanticipated expenses
11-282-121-3910	Livestock Claims	-	-	1,000	-	1,000	-	1,000	1,000	placeholder for unanticipated expenses
<b>Total Livestock Claims</b>		<b>-</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	
<b>Crossing Guards</b>										
11-381-121-1110	Salaries and Wages	-	-	-	241	246	246	251	256	Union staff performing maintenance at office
11-381-121-1130	Part-time Salaries and Wages	26,956	30,974	31,516	29,885	30,483	(1,033)	31,092	31,714	based on 2% for 2020
11-381-121-1150	Vacation, Sick, Stats, Holidays	1,935	3,923	3,992	2,546	2,597	(1,395)	2,649	2,702	based on 2% for 2020
11-381-121-1210	Benefits	2,201	2,781	2,830	2,567	2,618	(212)	2,670	2,724	based on 2% for 2020
11-381-121-2910	Miscellaneous	127	248	253	122	125	(128)	127	130	prior year actual + 2%
<b>Total Crossing Guards</b>		<b>31,219</b>	<b>37,926</b>	<b>38,590</b>	<b>35,361</b>	<b>36,068</b>	<b>(2,522)</b>	<b>36,790</b>	<b>37,525</b>	



**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description			2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>											
<b>Cemeteries</b>											
<u>12th Line Baptist Cemetery</u>											
11-581-121-2910	Miscellaneous		625	625	625	625	625	-	625	625	based on actual expenditure annually
<u>Vandecar Cemetery</u>											
11-582-121-2910	Miscellaneous		475	475	475	475	475	-	475	475	based on actual expenditure annually
<u>17th Line Evangelical Cemetery</u>											
11-583-121-2910	Miscellaneous		500	500	500	500	500	-	500	500	based on actual expenditure annually
<u>Brickyard Cemetery</u>											
11-584-121-2910	Miscellaneous		500	-	500	500	500	-	500	500	based on actual expenditure annually
<b>Total Cemeteries</b>			<b>2,100</b>	<b>1,600</b>	<b>2,100</b>	<b>2,100</b>	<b>2,100</b>	<b>-</b>	<b>2,100</b>	<b>2,100</b>	
<b>Seniors' Picnic</b>											
11-631-121-2910	Miscellaneous		622	318	1,000	-	-	(1,000)	-	-	discontinued for future budgets
<b>Total Seniors' Picnic</b>			<b>622</b>	<b>318</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>	
<b>Planning and Zoning Administration</b>											
11-811-121-2610	Office Supplies		52	4	36	-	-	(36)	-	-	budgeted under Corp Services Admin
11-811-121-3260	Telecommunications		455	532	543	487	497	(46)	507	517	prior year actual + 2%
11-811-121-3290	Print, Advertising and Promotion		1,643	2,393	2,441	2,461	2,510	69	2,561	2,612	prior year actual + 2%
11-811-121-3310	Engineering Services		916	-	1,000	56,391	30,000	29,000	30,000	30,000	engineering & consulting expenses offset by securities
<b>Total Planning and Zoning Administration</b>			<b>3,066</b>	<b>2,929</b>	<b>4,020</b>	<b>59,339</b>	<b>33,007</b>	<b>28,987</b>	<b>33,067</b>	<b>33,129</b>	
<b>Economic Development</b>											
11-812-121-3310	Professional Services		30,000	33,300	37,000	36,630	40,293	3,293	41,099	41,921	as per draft ROEDC budget share
<b>Total Economic Development</b>			<b>30,000</b>	<b>33,300</b>	<b>37,000</b>	<b>36,630</b>	<b>40,293</b>	<b>3,293</b>	<b>41,099</b>	<b>41,921</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**

## **2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES CAPITAL EXPENDITURES</u></b>										
12-111-430-5110	<b>Council</b> Equipment and Vehicles	2,179	6,374	-		-	-	-	15,154	2022 new Council computers
	<b>Total Council</b>	<b>2,179</b>	<b>6,374</b>	-	-	-	-	-	<b>15,154</b>	
12-181-121-2390	<b>Township Office Hickson</b> Office Furniture	-	-	10,000	6,132	-	(10,000)	-	-	furnishings included in New Building Construction budget phone system upgrade and new IT equipment construction of new Township office 2020
12-181-121-2310	Equipment and Vehicles	-	-	15,000	15,686	<b>13,750</b>	(1,250)	-	-	
12-181-121-3300	Construction	-	-	50,000	11,096	<b>2,750,000</b>	2,700,000	-	-	
	<b>Total Township Office Hickson</b>	-	-	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	-	-	
12-191-430-5110	<b>General Administration</b> Equipment and Vehicles	22,142	-	-		-	-		20,000	
	<b>Total General Administration</b>	<b>22,142</b>	-	-	-	-	-	-	<b>20,000</b>	
12-191-430-5110	<b>Municipal Election</b> Equipment and Vehicles	-	1,703	-		-	-	-	21,649	2022 Municipal Election
	<b>Total Municipal Election</b>	-	<b>1,703</b>	-	-	-	-	-	<b>21,649</b>	
	<b>Total Corporate Services Capital Expenditures</b>	<b>24,321</b>	<b>8,077</b>	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	-	<b>56,803</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

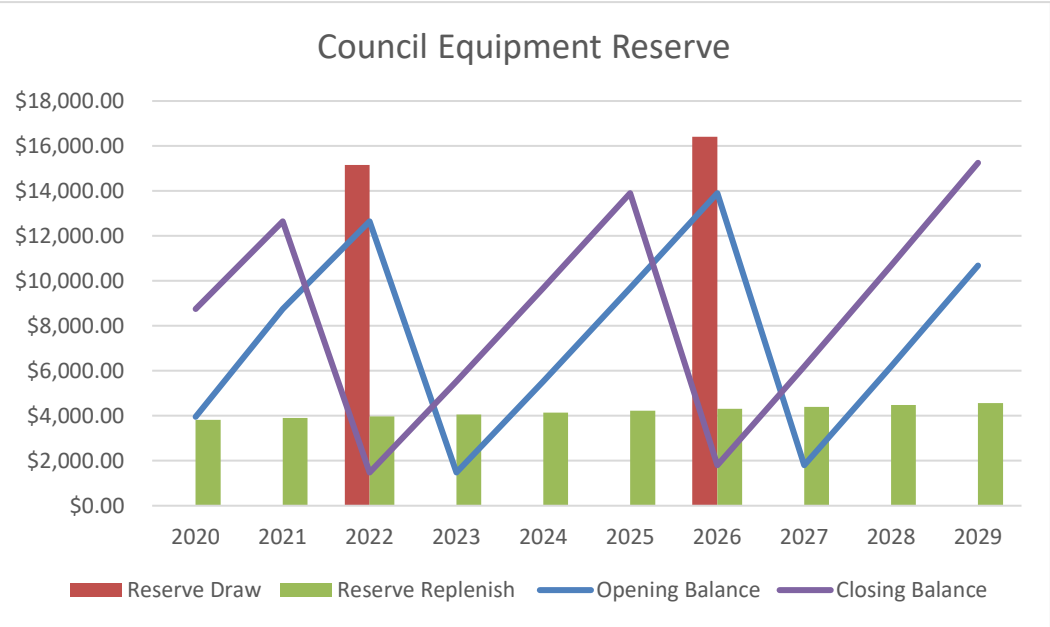
Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b>CORPORATE SERVICES REVENUES</b>										
<b>Council</b>										
12-111-430-0952	Contributions from Reserve	2,000	5,374	-		-	-	-	15,154	
	<b>Total Council</b>	<b>2,000</b>	<b>5,374</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,154</b>	
<b>Township Office Hickson</b>										
12-181-021-0600	Donations	-	-	-	-	25,000	25,000	-	-	Hickson Lions proposed contribution to community room
12-181-071-0952	Contributions from Reserve	-	-	75,000	32,914	2,738,750	2,663,750	-	-	borrow internally from reserves including Modernization, etc.
	<b>Total Township Office Hickson</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>32,914</b>	<b>2,763,750</b>	<b>2,688,750</b>	<b>-</b>	<b>-</b>	
<b>Former PUC Office</b>										
11-183-021-0574	Facility Rentals	-	-	-	1,000	-	-	-	-	revenue unanticipated
	<b>Total Former PUC Office</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>General Administration</b>										
11-191-021-0511	Tax Certificates	11,155	6,565	5,160	4,905	7,542	2,382	6,337	6,261	based on 3-year rolling average actuals
11-191-021-0513	Miscellaneous Revenue	3,588	1,534	1,861	1,469	2,197	336	1,733	1,799	based on 3-year rolling average actuals
11-191-021-0514	Waste Management Services	3,620	3,791	3,625	115	3,625	-	3,625	3,625	\$1.25/household @ 2,900 households
11-191-021-0523	Contributions from Developers	-	-	28,125	4,986	28,125	-	-	-	DC Study funding and AMP DC-supported
11-191-021-0575	Criminal Record Check Fees	2,570	3,670	2,870	4,300	3,513	643	3,828	3,881	based on 3-year rolling average actuals
11-191-021-0722	Lottery Licences	227	308	391	248	261	(130)	273	261	based on 3-year rolling average actuals
11-191-021-0763	Sales of Maps, Copies, Faxes, etc.	15	7	33	18	13	(20)	13	15	based on 3-year rolling average actuals
11-191-026-0513	Miscellaneous Revenue	-	-	-	100	-	-	-	-	no budget for unanticipated revenue
11-191-021-0952	Contributions from Reserves	-	-	20,000	20,000	25,000	5,000	-	20,000	drawdown Modernization funding to offset GIS Viewer
	<b>Total General Administration</b>	<b>21,175</b>	<b>15,875</b>	<b>62,065</b>	<b>36,141</b>	<b>70,276</b>	<b>8,211</b>	<b>15,808</b>	<b>35,842</b>	
<b>Municipal Election</b>										
12-191-071-0952	Contributions from Election Reserve	-	-	-		-	-	-	21,649	2022 Municipal Election
	<b>Total Municipal Election</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,649</b>	

**Township of East Zorra-Tavistock**  
**CORPORATE SERVICES**

## **2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

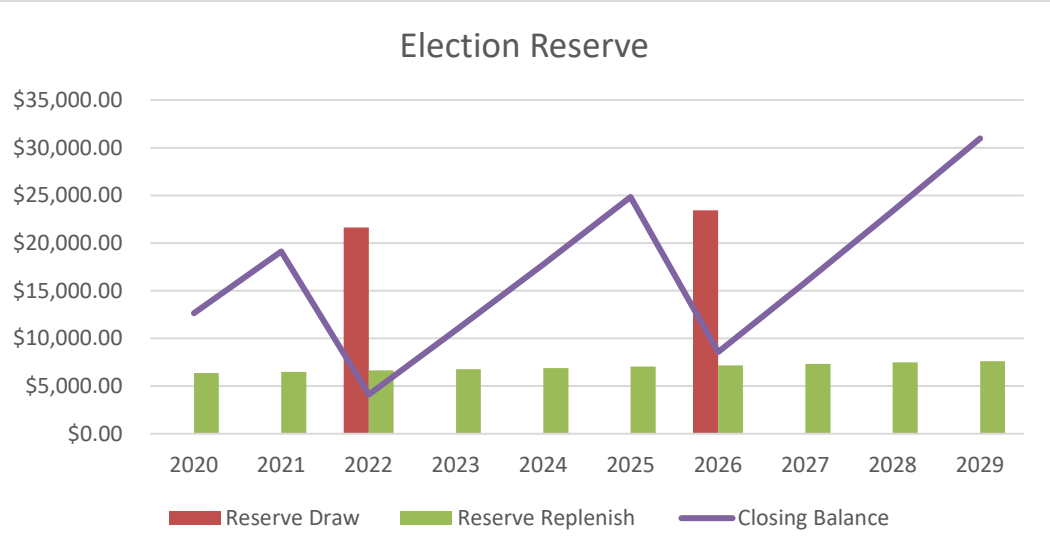
Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>CORPORATE SERVICES REVENUES (cont'd)</u></b>										
<b>Township Policing</b>										
11-253-006-0331	Police Specific Grant	30,000	32,951	30,000	4,603	<b>30,000</b>	-	30,000	30,000	as per OPP application process
11-253-006-0332	RIDE Grant	6,668	6,701	6,467	6,467	<b>6,467</b>	-	6,500	6,500	as actually received in 2019
11-253-021-0513	Miscellaneous Revenue	-	3,340	-	3,340	-	-	-	-	no budget required - one-time revenue in 2018
11-253-021-0952	Contributions from Reserves	-	-	51,485	-	-	(51,485)	-	-	one-time funding to offset unanticipated increase 2019
<b>Total Township Policing</b>		<b>36,668</b>	<b>42,992</b>	<b>87,952</b>	<b>14,410</b>	<b>36,467</b>	<b>(51,485)</b>	<b>36,500</b>	<b>36,500</b>	
<b>By-law Enforcement</b>										
11-261-021-0811	Fines	-	475	500	375	<b>500</b>	-	500	500	reduced estimated based on limited fines in prior years
<b>Total By-law Enforcement</b>		<b>-</b>	<b>475</b>	<b>500</b>	<b>375</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>500</b>	
<b>Animal Control</b>										
11-281-021-0724	Dog Licences	120	120	120	60	<b>100</b>	(20)	93	84	based on 3-year rolling average actuals
<b>Total Animal Control</b>		<b>120</b>	<b>120</b>	<b>120</b>	<b>60</b>	<b>100</b>	<b>(20)</b>	<b>93</b>	<b>84</b>	
<b>Planning and Zoning Administration</b>										
11-811-021-0581	Minor Variance and Zoning Change Application Fees	7,025	8,825	7,000	11,425	<b>9,092</b>	2,092	9,781	10,099	based on 3-year rolling average actuals
11-811-021-0598	Expense Recovery	-	-	-	5,165	<b>30,000</b>	30,000	30,000	30,000	offset Engineering Services from security deposits
<b>Total Planning and Zoning Administration</b>		<b>7,025</b>	<b>8,825</b>	<b>7,000</b>	<b>16,590</b>	<b>39,092</b>	<b>32,092</b>	<b>39,781</b>	<b>40,099</b>	

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



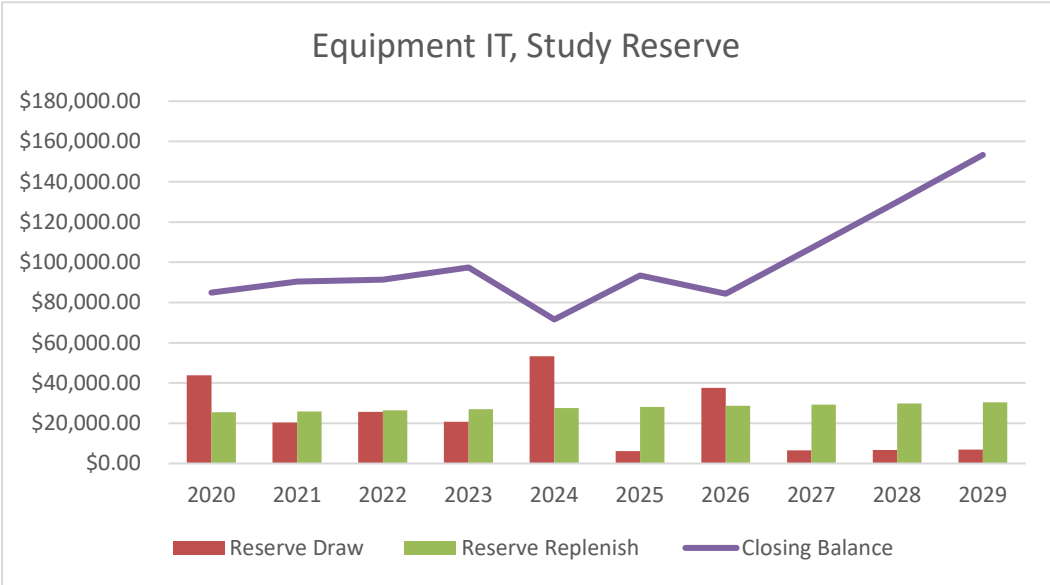
11-942-942-9808  
Council Equipment Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	3,958	0	3,825	8,751
2021	8,751	0	3,902	12,653
2022	12,653	15,154	3,980	1,478
2023	1,478	0	4,059	5,537
2024	5,537	0	4,140	9,678
2025	9,678	0	4,223	13,901
2026	13,901	16,403	4,308	1,805
2027	1,805	0	4,394	6,199
2028	6,199	0	4,482	10,680
2029	10,680	0	4,571	15,252



11-942-942-9857  
Election Reserve

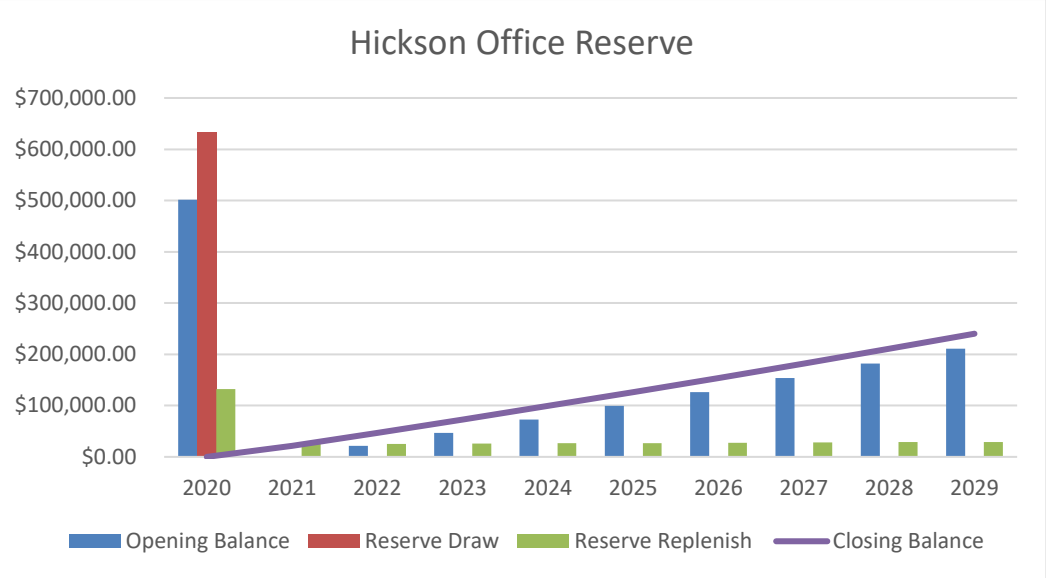
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	6,250	0	6,375	12,625
2021	12,625	0	6,503	19,128
2022	19,128	21,649	6,633	4,111
2023	4,111	0	6,765	10,877
2024	10,877	0	6,901	17,777
2025	17,777	0	7,039	24,816
2026	24,816	23,433	7,179	8,562
2027	8,562	0	7,323	15,885
2028	15,885	0	7,469	23,354
2029	23,354	0	7,619	30,973



11-942-942-9807  
Equipment, IT, Study Reserve

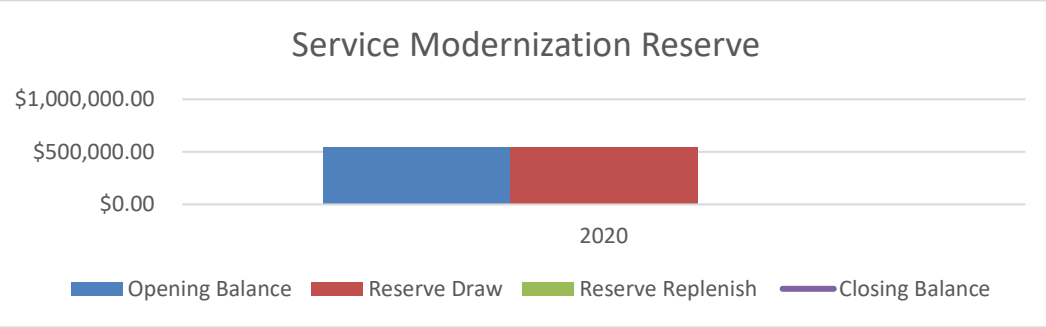
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	103,301	43,750	25,400	84,951
2021	84,951	20,400	25,908	90,459
2022	90,459	25,600	26,426	91,285
2023	91,285	20,800	26,955	97,440
2024	97,440	53,361	27,494	71,573
2025	71,573	6,200	28,044	93,416
2026	93,416	37,600	28,605	84,421
2027	84,421	6,600	29,177	106,997
2028	106,997	6,800	29,760	129,958
2029	129,958	7,000	30,355	153,313

Township of East Zorra-Tavistock  
CORPORATE SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



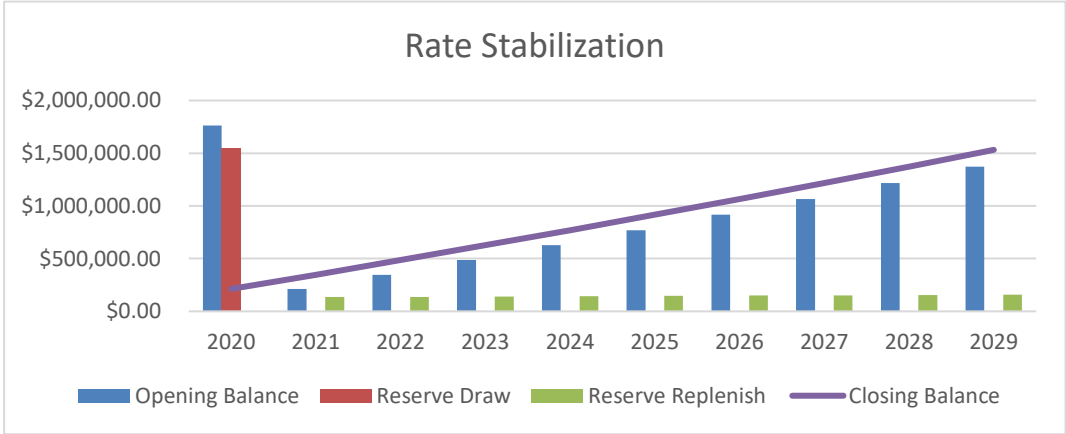
**11-942-942-9806**  
**Hickson Office Reserve**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	501,504	634,104	132,600	0
2021	0	0	25,000	21,346
2022	21,346	0	25,500	46,846
2023	46,846	0	26,010	72,856
2024	72,856	0	26,530	99,386
2025	99,386	0	27,061	126,447
2026	126,447	0	27,602	154,049
2027	154,049	0	28,154	182,203
2028	182,203	0	28,717	210,920
2029	210,920	0	29,291	240,211



**11-942-942-9805**  
**Service Modernization**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	547,630	547,630	0	0



**11-942-942-9802**  
**Rate Stabilization**

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	1,762,510	1,550,000	0	212,510
2021	212,510	0	135,252	347,762
2022	347,762	0	137,957	485,719
2023	485,719	0	140,716	626,435
2024	626,435	0	143,531	769,966
2025	769,966	0	146,401	916,367
2026	916,367	0	149,329	1,065,696
2027	1,065,696	0	152,316	1,218,012
2028	1,218,012	0	155,362	1,373,374
2029	1,373,374	0	158,469	1,531,843

Township of East Zorra-Tavistock  
FIRE AND EMERGENCY MANAGEMENT SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Hickson Fire Department	211,611	181,663	223,220	194,390	208,876	(14,344)	211,173	215,456	
Innerkip Fire Department	130,460	136,364	166,219	141,062	156,621	(9,598)	159,549	162,559	
Tavistock Fire Department	181,562	175,305	212,364	204,483	217,266	4,902	219,330	224,235	
Township Fire Department	316,472	421,922	514,598	496,247	568,677	54,079	584,153	596,383	
Community Emergency Management	9,091	8,453	13,665	15,588	25,536	11,871	22,517	22,898	
Capital Expenditures	27,157	473,641	323,500	119,666	468,000	144,500	646,000	467,100	
TOTALS	876,353	1,397,348	1,453,565	1,171,435	1,644,976	191,411	1,842,721	1,688,630	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Contributions from Developers	-	-	-	37,101	-	-	-	312,100	
Cost Recoveries	-	5,729	5,844	11,761	8,146	2,303	8,895	9,854	
Donations	8,820	1,690	50,045	930	-	(50,045)	-	-	
Licences, Permits and Rents	11,887	6,416	9,670	-	6,101	(3,569)	4,172	3,424	
Miscellaneous Grants	-	-	-	23,150	-	-	-	-	
Sale of Vehicles/Equipment	-	-	-	7,615	-	-	-	-	
Sundry Revenue	1,342	6,367	2,513	22,146	962	(1,552)	955	1,107	
Transfers from Reserves and Reserve Funds	60,000	9,209	163,000	35,120	350,000	187,000	30,000	661,000	
User Fees and Charges	21,409	19,315	23,025	-	13,575	(9,450)	10,963	8,179	
TOTALS	103,458	48,726	254,096	137,823	378,784	124,688	54,986	995,664	
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET	772,895	1,348,622	1,199,469	1,033,612	1,266,192	66,723	1,787,735	692,966	



**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES</u></b>										
<b>Hickson Fire Department</b>										
<b><u>Departmental Expenditures</u></b>										
11-211-121-1110	Salaries and Wages	-	-	-	13	100	100	102	104	Union staff performing maintenance
11-211-121-1130	Part-Time Salaries and Wages	16,215	11,602	16,499	118,003	120,363	103,864	122,770	125,226	all Volunteer wages and benefits included in Departmental
11-211-121-1135	Salaries and Wages - Training	-	-	-	3,870	3,948	3,948	4,027	4,107	all Volunteer wages and benefits included in Departmental
11-211-121-1210	Benefits	6,014	6,313	6,423	7,918	8,077	1,654	8,238	8,403	all Volunteer wages and benefits included in Departmental
11-211-121-2330	Communications Equipment	5,141	6,358	6,485	1,663	1,697	(4,789)	1,731	1,765	based on 2% increase over prior years actuals
11-211-121-2380	Equipment and Tools	11,928	7,278	12,167	10,750	12,167	-	12,410	12,658	additional equipment budgetary limit reflecting age of equip.
11-211-121-2510	Uniforms	-	-	250	560	250	-	250	250	placeholder for unanticipated expense
11-211-121-2610	Office Supplies	105	1,068	458	192	455	(3)	572	406	based on 3-year rolling average actuals
11-211-121-3110	Travel/Meals/Conference/Seminars	58	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-211-121-3120	Training and Staff Development	161	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-211-121-3135	Certifications (medicals & licence renewals)	-	-	-	-	3,000	3,000	3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-211-121-3170	Memberships and Publications	-	120	229	-	40	(189)	53	31	based on 3-year rolling average actuals
11-211-121-3210	Postage and Courier	99	25	83	52	59	(25)	45	52	based on 3-year rolling average actuals
11-211-121-3260	Telecommunications	2,132	2,177	2,221	2,418	2,467	246	2,516	2,566	based on 2% increase over prior years actuals
11-211-121-3270	Alarm/Dispatch	5,924	6,362	6,489	8,540	8,711	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-211-121-3420	Building Maintenance	3,770	835	5,000	2,983	5,000	-	5,000	5,000	minimum budget required for maintenance annually
11-211-121-3430	Grounds Maintenance	1,109	760	3,000	-	3,000	-	3,000	3,000	includes grass cutting and snow removal
11-211-121-3510	Equipment Rentals - Owned	-	-	-	18	50	50	51	52	Union staff performing maintenance
11-211-121-3610	Electrical Power	2,659	2,048	2,500	1,696	2,500	-	2,550	2,601	estimated actuals based on experience
11-211-121-3630	Natural Gas	1,501	1,939	1,978	1,741	1,776	(202)	1,811	1,847	based on 2% increase over prior years actuals
11-211-121-3810	Insurance and Licences	5,166	7,318	7,464	7,415	7,563	99	7,715	7,869	based on 2% increase over prior years actuals
Subtotal Departmental Expenditures		61,982	54,202	71,746	167,832	181,721	109,975	185,286	188,622	
<b><u>FD Incident Response</u></b>										
11-211-123-1130	Part-Time Salaries and Wages	94,360	65,429	81,063	114	-	(81,063)	-	-	all Volunteer wages and benefits included in Departmental
11-211-123-1210	Benefits	1,839	1,274	1,759	-	-	(1,759)	-	-	all Volunteer wages and benefits included in Departmental
11-211-123-3110	Travel/Meals/Conference/Seminars	1,122	1,054	886	885	1,020	135	986	964	based on 3-year rolling average actuals
Subtotal FD Incident Response		97,321	67,757	83,708	999	1,020	(82,688)	986	964	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Hickson Fire Department (cont'd)</b>										
<b><u>FD Training and Practice</u></b>										
11-211-124-1130	Part-Time Salaries and Wages	23,780	17,022	24,196	-	-	(24,196)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1134	Mutual Aid Wages	-	576	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1135	Training Wages	9,038	15,064	15,328	-	-	(15,328)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-1210	Benefits	640	523	532	-	-	(532)	-	-	all Volunteer wages and benefits included in Departmental
11-211-124-3110	Travel/Meals/Conference/Seminars	1,992	-	1,393	1,197	1,063	(330)	753	1,005	based on 3-year rolling average actuals
11-211-124-3120	Training and Staff Development	3,344	2,424	5,000	4,085	5,000	-	5,000	5,000	new Training program for 2019 and go forward
Subtotal FD Training and Practice		38,794	35,609	46,449	5,282	6,063	(40,386)	5,753	6,005	
<b><u>Fire Prevention</u></b>										
11-211-131-1130	Part-Time Salaries and Wages	-	384	391	-	-	(391)	-	-	includes 2% increase for 2020
11-211-131-1210	Benefits	-	7	7	-	-	(7)	-	-	includes 2% increase for 2020
11-211-131-2380	Operating Equipment	-	-	500	501	500	-	500	500	placeholder for unanticipated expense
11-211-131-2610	Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-211-131-2910	Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Prevention		-	391	1,098	501	700	(398)	700	700	
<b><u>Fire Public Education</u></b>										
11-211-132-1130	Part-Time Salaries and Wages	-	768	782	-	-	(782)	-	-	includes 2% increase for 2020
11-211-132-1210	Benefits	-	15	15	-	-	(15)	-	-	includes 2% increase for 2020
11-211-132-2380	Operating Equipment	534	545	500	511	500	-	500	500	placeholder for unanticipated expense
11-211-132-2610	Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-211-132-2910	Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Public Education		534	1,328	1,497	511	700	(797)	700	700	
<b><u>2001 Ford Sterling Pumper</u></b>										
11-211-801-2210	Fuel and Lubricants	151	25	900	734	900	-	595	743	annual fuel allocations required
11-211-801-2370	Repairs - Parts and Labour	1,383	6,870	5,000	3,008	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-211-801-3810	Insurance and Licences	1,281	945	964	971	990	27	1,010	1,030	based on 2% increase over prior years actuals
Subtotal 2001 Ford Sterling Pumper		2,815	7,840	6,864	4,713	6,890	27	6,705	6,975	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Hickson Fire Department (cont'd)</b>										
<b><u>2007 Freightliner Tanker</u></b>										
11-211-802-2210	Fuel and Lubricants	182	13	1,200	597	<b>1,200</b>	-	660	819	annual fuel allocations required
11-211-802-2370	Repairs - Parts and Labour	4,832	10,048	5,000	8,643	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-211-802-3810	Insurance and Licences	1,281	945	964	873	<b>891</b>	(73)	908	927	based on 2% increase over prior years actuals
<b>Subtotal 2007 Freightliner Tanker</b>		<b>6,295</b>	<b>11,006</b>	<b>7,164</b>	<b>10,114</b>	<b>7,091</b>	(73)	6,668	6,948	
<b><u>2006 Rescue Van</u></b>										
11-211-803-2210	Fuel and Lubricants	140	132	800	277	<b>800</b>	-	406	494	annual fuel allocations required
11-211-803-2370	Repairs - Parts and Labour	2,512	2,521	3,000	3,288	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-211-803-3810	Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<b>Subtotal 2006 Rescue Van</b>		<b>3,870</b>	<b>3,529</b>	<b>4,694</b>	<b>4,438</b>	<b>4,691</b>	(3)	4,374	4,542	
<b>Total Hickson Fire Department</b>		<b>211,611</b>	<b>181,663</b>	<b>223,220</b>	<b>194,390</b>	<b>208,876</b>	<b>(14,344)</b>	<b>211,173</b>	<b>215,456</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Innerkip Fire Department</b>										
<b><u>Departmental Expenditures</u></b>										
11-222-121-1130	Part-Time Salaries and Wages	17,120	6,766	17,420	70,019	71,419	53,999	72,847	74,304	all Volunteer wages and benefits included in Departmental
11-222-121-1135	Salaries and Wages - Training	-	-	-	3,797	3,873	3,873	3,950	4,029	all Volunteer wages and benefits included in Departmental
11-222-121-1210	Benefits	6,032	6,189	6,297	7,005	7,145	848	7,288	7,434	all Volunteer wages and benefits included in Departmental
11-222-121-2330	Communications Equipment	3,638	5,776	5,892	688	701	(5,190)	715	730	based on 2% increase over prior years actuals
11-222-121-2380	Equipment and Tools	7,754	8,674	12,167	8,836	12,167	-	12,410	12,659	additional equipment budgetary limit reflecting age of equip.
11-222-121-2510	Uniforms	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-222-121-2610	Office Supplies	19	9	49	-	9	(40)	6	5	based on 3-year rolling average actuals
11-222-121-3110	Travel/Meals/Conference/Seminars	102	274	250	80	250	-	250	250	placeholder for unanticipated expense
11-222-121-3120	Training and Staff Development	34	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-222-121-3135	Certifications (medicals & licence renewals)	-	-	-	-	3,000	3,000	3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-222-121-3170	Memberships and Publications	50	120	182	-	57	(125)	59	39	based on 3-year rolling average actuals
11-222-121-3210	Postage and Courier	68	-	23	20	29	7	16	22	based on 3-year rolling average actuals
11-222-121-3260	Telecommunications	1,623	779	2,250	2,075	2,250	-	2,295	2,341	based on actual requirements
11-222-121-3270	Alarm/Dispatch	6,099	6,362	6,489	8,540	8,711	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-222-121-3420	Building Maintenance	542	6,121	5,000	709	5,000	-	5,000	5,000	minimum budget required for maintenance annually
11-222-121-3430	Grounds Maintenance	4,930	5,916	5,527	6,075	5,640	113	5,877	5,864	based on 3-year rolling average actuals
11-222-121-3610	Electrical Power	1,642	2,124	2,500	1,770	2,500	-	2,550	2,601	estimated actuals based on experience
11-222-121-3620	Water	1,307	2,107	2,149	951	970	(1,179)	989	1,009	based on 2% increase over prior years actuals
11-222-121-3625	Sewer	856	792	808	445	454	(354)	463	472	based on 2% increase over prior years actuals
11-222-121-3630	Natural Gas	2,011	2,027	2,068	1,807	1,843	(225)	1,880	1,917	based on 2% increase over prior years actuals
11-222-121-3810	Insurance and Licences	5,108	6,119	6,241	6,289	6,415	174	6,544	6,674	based on 2% increase over prior years actuals
Subtotal Departmental Expenditures		58,935	60,155	75,811	119,105	132,934	57,123	135,586	138,034	
<b><u>FD Incident Response</u></b>										
11-222-123-1130	Part-Time Salaries and Wages	33,705	38,237	38,906	414	-	(38,906)	-	-	all Volunteer wages and benefits included in Departmental
11-222-123-1210	Benefits	657	743	756	-	-	(756)	-	-	all Volunteer wages and benefits included in Departmental
11-222-123-3110	Travel/Meals/Conference/Seminars	55	219	91	104	126	35	150	126	based on 3-year rolling average actuals
Subtotal FD Incident Response		34,417	39,199	39,754	518	126	(39,628)	150	126	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Innerkip Fire Department (cont'd)</b>										
<b><u>FD Training and Practice</u></b>										
11-222-124-1130	Part-Time Salaries and Wages	16,472	9,935	16,760	-	-	(16,760)	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1134	Mutual Aid Wages	73	336	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1135	Training Wages	3,992	8,180	8,323	-	-	(8,323)	-	-	all Volunteer wages and benefits included in Departmental
11-222-124-1210	Benefits	399	305	310	-	235	(76)	180	138	based on 3-year rolling average actuals
11-222-124-3110	Travel/Meals/Conference/Seminars	1,114	516	667	976	869	201	787	877	based on 3-year rolling average actuals
11-222-124-3115	Mileage	-	-	-	135	138	138	141	144	based on 2% increase over prior years actuals
11-222-124-3120	Training and Staff Development	2,214	1,883	5,000	3,089	3,151	(1,849)	3,214	3,278	based on 2% increase over prior years actuals
Subtotal FD Training and Practice		24,264	21,155	31,061	4,201	4,392	(26,668)	4,322	4,437	
<b><u>Fire Prevention</u></b>										
11-222-131-1130	Part-Time Salaries and Wages	-	224	228	-	-	(228)	-	-	includes 2% increase for 2020
11-222-131-1210	Benefits	-	4	4	-	-	(4)	-	-	includes 2% increase for 2020
11-222-131-2380	Operating Equipment	-	-	500	424	500	-	500	500	placeholder for unanticipated expense
11-222-131-2610	Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-222-131-2910	Miscellaneous Expenses	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Prevention		-	228	932	424	700	(232)	700	700	
<b><u>Fire Public Education</u></b>										
11-222-132-1130	Part-Time Salaries and Wages	-	449	456	-	-	(456)	-	-	includes 2% increase for 2020
11-222-132-1210	Benefits	-	9	9	-	-	(9)	-	-	includes 2% increase for 2020
11-222-132-2380	Operating Equipment	487	671	500	511	500	-	500	500	placeholder for unanticipated expense
11-222-132-2610	Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-222-132-2910	Miscellaneous Expenses	-	-	100	420	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Public Education		487	1,129	1,166	931	700	(466)	700	700	
<b><u>2005 Freightliner Pumper</u></b>										
11-222-804-2210	Fuel and Lubricants	737	427	575	647	604	29	559	603	based on 3-year rolling average actuals
11-222-804-2370	Repairs - Parts and Labour	3,785	4,635	5,000	5,153	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-222-804-3810	Insurance and Licences	1,281	945	964	971	990	27	1,010	1,030	based on 2% increase over prior years actuals
Subtotal 2005 Freightliner Pumper		5,803	6,007	6,539	6,770	6,594	55	6,669	6,835	



**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Innerkip Fire Department (cont'd)</b>										
<i><u>2015 Freightliner Pumper/Tanker</u></i>										
11-222-805-2210	Fuel and Lubricants	631	681	692	1,312	<b>875</b>	182	956	1,048	based on 3-year rolling average actuals
11-222-805-2370	Repairs - Parts and Labour	1,390	4,244	5,000	2,234	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-222-805-3810	Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 2015 Freightliner Pumper/Tanker</i>		<i>3,239</i>	<i>5,801</i>	<i>6,586</i>	<i>4,419</i>	<b><i>6,765</i></b>	<i>179</i>	<i>6,964</i>	<i>7,176</i>	
<i><u>1999 Ford Rescue Van</u></i>										
11-222-806-2210	Fuel and Lubricants	608	455	478	496	<b>520</b>	41	490	502	based on 3-year rolling average actuals
11-222-806-2370	Repairs - Parts and Labour	1,489	1,359	3,000	3,325	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-222-806-3810	Insurance and Licences	1,218	876	894	873	<b>891</b>	(3)	908	927	based on 2% increase over prior years actuals
<i>Subtotal 1999 Ford Rescue Van</i>		<i>3,315</i>	<i>2,690</i>	<i>4,372</i>	<i>4,694</i>	<b><i>4,410</i></b>	<i>38</i>	<i>4,459</i>	<i>4,550</i>	
<b>Total Innerkip Fire Department</b>		<b>130,460</b>	<b>136,364</b>	<b>166,219</b>	<b>141,062</b>	<b>156,621</b>	<b>(9,598)</b>	<b>159,549</b>	<b>162,559</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Tavistock Fire Department</b>										
<b><u>Departmental Expenditures</u></b>										
11-233-121-1130	Part-Time Salaries and Wages	18,091	11,773	18,408	115,766	<b>118,082</b>	99,674	120,443	122,852	all Volunteer wages and benefits included in Departmental
11-233-121-1135	Salaries and Wages - Training	-	-	-	7,419	<b>7,568</b>	7,568	7,719	7,874	all Volunteer wages and benefits included in Departmental
11-233-121-1210	Benefits	6,049	6,298	6,408	7,921	<b>8,080</b>	1,671	8,241	8,406	all Volunteer wages and benefits included in Departmental
11-233-121-2330	Communications Equipment	1,903	5,588	5,700	5,663	<b>5,777</b>	77	5,892	6,010	based on 2% increase over prior years actuals
11-233-121-2380	Equipment and Tools	7,169	7,227	12,167	16,098	<b>12,167</b>	-	12,410	12,659	additional equipment budgetary limit reflecting age of equip.
11-233-121-2510	Uniforms	-	-	250	138	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-233-121-2610	Office Supplies	153	1,813	848	171	<b>712</b>	(136)	899	594	based on 3-year rolling average actuals
11-233-121-3110	Travel/Meals/Conference/Seminars	164	14	250	-	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-233-121-3120	Training and Staff Development	455	40	273	-	<b>165</b>	(108)	68	78	based on 3-year rolling average actuals
11-233-121-3135	Certifications (medicals & licence renewals)					<b>3,000</b>		3,060	3,121	\$100/medical & \$50/renewal x 20 firefighters
11-233-121-3170	Memberships and Publications	-	120	181	100	<b>73</b>	(107)	98	90	based on 3-year rolling average actuals
11-233-121-3210	Postage and Courier	68	5	28	70	<b>48</b>	20	41	53	based on 3-year rolling average actuals
11-233-121-3260	Telecommunications	1,484	1,464	1,493	1,942	<b>1,981</b>	488	2,020	2,061	based on 2% increase over prior years actuals
11-233-121-3270	Alarm/Dispatch	5,924	6,362	6,489	8,540	<b>8,711</b>	2,222	8,885	9,063	based on 2% increase over prior years actuals
11-233-121-3420	Building Maintenance	14,271	2,733	8,948	3,424	<b>6,809</b>	(2,139)	4,322	4,852	based on 3-year rolling average actuals
11-233-121-3430	Grounds Maintenance	4,377	4,541	5,054	6,305	<b>5,074</b>	20	5,307	5,562	based on 3-year rolling average actuals
11-233-121-3610	Electrical Power	3,119	3,113	3,176	2,251	<b>2,296</b>	(880)	2,342	2,389	based on 2% increase over prior years actuals
11-233-121-3620	Water	523	402	410	506	<b>516</b>	106	527	537	based on 2% increase over prior years actuals
11-233-121-3625	Sewer	638	622	634	837	<b>853</b>	219	871	888	based on 2% increase over prior years actuals
11-233-121-3630	Natural Gas	1,490	1,690	1,724	1,585	<b>1,616</b>	(108)	1,649	1,682	based on 2% increase over prior years actuals
11-233-121-3810	Insurance and Licences	4,977	7,529	7,680	8,080	<b>8,241</b>	562	8,406	8,574	based on 2% increase over prior years actuals
Subtotal Departmental Expenditures		70,855	61,335	80,121	186,818	<b>192,271</b>	112,149	193,701	197,845	
<b><u>FD Incident Response</u></b>										
11-233-123-1130	Part-Time Salaries and Wages	66,995	66,826	67,995	267	-	(67,995)	-	-	all Volunteer wages and benefits included in Departmental
11-233-123-1210	Benefits	1,288	1,301	1,324	-	-	(1,324)	-	-	all Volunteer wages and benefits included in Departmental
11-233-123-2910	Miscellaneous Incident Expenses	376	219	218	222	<b>272</b>	54	238	244	based on 3-year rolling average actuals
11-233-123-3110	Meal Allowance	-	-	-	143	<b>48</b>	48	63	85	based on 3-year rolling average actuals
Subtotal FD Incident Response		68,659	68,346	69,537	632	<b>320</b>	(69,217)	301	328	



**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Tavistock Fire Department (cont'd)</b>										
<b><u>FD Training and Practice</u></b>										
11-233-124-1130	Part-Time Salaries and Wages	22,388	17,385	22,780	-	-	(22,780)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1134	Mutual Aid Wages	110	589	-	-	-	-	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1135	Training Wages	4,299	14,275	14,525	-	-	(14,525)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-1210	Benefits	514	534	544	-	-	(544)	-	-	all Volunteer wages and benefits included in Departmental
11-233-124-3110	Travel/Meals/Conference/Seminars	-	-	48	1,216	405	358	541	721	based on 3-year rolling average actuals
11-233-124-3120	Training and Staff Development	1,304	2,071	5,000	2,454	5,000	-	5,000	5,000	new Training program for 2019 and go forward
Subtotal FD Training and Practice		28,615	34,854	42,896	3,671	5,405	(37,490)	5,541	5,721	
<b><u>Fire Prevention</u></b>										
11-233-131-1130	Part-Time Salaries and Wages	-	392	399	-	-	(399)	-	-	includes 2% increase for 2020
11-233-132-1210	Benefits	-	8	8	-	-	(8)	-	-	includes 2% increase for 2020
11-233-131-2380	Operating Equipment	-	-	500	424	500	-	500	500	placeholder for unanticipated expense
11-233-131-2610	Office Supplies	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-233-131-2910	Miscellaneous Expenses	224	-	100	-	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Prevention		224	400	1,107	424	700	(407)	700	700	
<b><u>Fire Public Education</u></b>										
11-233-132-1130	Part-Time Salaries and Wages	-	785	799	-	-	(799)	-	-	includes 2% increase for 2020
11-233-132-1210	Benefits	-	15	16	-	-	(16)	-	-	includes 2% increase for 2020
11-233-132-2380	Operating Equipment	487	545	500	511	500	-	500	500	placeholder for unanticipated expense
11-233-132-2610	Office Supplies	-	-	100	140	100	-	100	100	placeholder for unanticipated expense
11-233-132-2910	Miscellaneous Expenses	1,243	-	100	-	100	-	100	100	placeholder for unanticipated expense
Subtotal Fire Public Education		1,730	1,345	1,514	651	700	(814)	700	700	
<b><u>1998 International Pumper</u></b>										
11-233-807-2210	Fuel and Lubricants	400	335	344	1,055	597	252	662	771	based on 3-year rolling average actuals
11-233-807-2370	Repairs - Parts and Labour	2,251	1,504	5,000	1,020	5,000	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-233-807-3810	Insurance and Licences	1,281	980	1,000	971	990	(9)	1,010	1,030	based on 2% increase over prior years actuals
Subtotal 1998 International Pumper		3,932	2,819	6,344	3,046	6,587	243	6,772	7,004	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Tavistock Fire Department (cont'd)</b>										
<b><u>2014 Freightliner Pumper/Tanker</u></b>										
11-233-808-2210	Fuel and Lubricants	497	571	493	1,150	<b>739</b>	247	820	903	based on 3-year rolling average actuals
11-233-808-2370	Repairs - Parts and Labour	1,680	2,842	5,000	3,853	<b>5,000</b>	-	5,100	5,202	annual requirement plus 2% inflationary increase
11-233-808-3810	Insurance and Licences	1,281	945	964	971	<b>990</b>	27	1,010	1,030	based on 2% increase over prior years actuals
<b>Subtotal 2014 Freightliner Pumper/Tanker</b>		<b>3,458</b>	<b>4,358</b>	<b>6,457</b>	<b>5,973</b>	<b>6,730</b>	273	6,930	7,135	
<b><u>2006 Freightliner Rescue Van</u></b>										
11-233-809-2210	Fuel and Lubricants	408	506	423	774	<b>563</b>	139	614	650	based on 3-year rolling average actuals
11-233-809-2370	Repairs - Parts and Labour	2,400	396	3,000	1,523	<b>3,000</b>	-	3,060	3,121	annual requirement plus 2% inflationary increase
11-233-809-3810	Insurance and Licences	1,281	945	964	971	<b>990</b>	27	1,010	1,030	based on 2% increase over prior years actuals
<b>Subtotal 2006 Freightliner Rescue Van</b>		<b>4,089</b>	<b>1,847</b>	<b>4,387</b>	<b>3,268</b>	<b>4,553</b>	166	4,685	4,802	
<b>Total Tavistock Fire Department</b>		<b>181,562</b>	<b>175,305</b>	<b>212,364</b>	<b>204,483</b>	<b>217,266</b>	<b>4,902</b>	<b>219,330</b>	<b>224,235</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Township Fire Department</b>										
<b><u>Departmental Expenditures</u></b>										
11-244-121-1110	Salaries and Wages	73,752	81,998	83,433	62,262	<b>89,283</b>	5,850	91,069	92,890	includes 2% increase for 2020
11-244-121-1130	Part-Time Salaries and Wages	1,673	-	1,702	-	-	(1,702)	-	-	recorded at each Station
11-244-121-1150	Vacation, Sick, Stats, Holidays	12,243	13,883	14,126	16,287	<b>34,429</b>	20,303	35,117	35,820	includes 2% increase for 2020
11-244-121-1210	Benefits	23,282	24,698	25,131	20,142	<b>33,034</b>	7,903	33,695	34,368	includes 2% increase for 2020
11-244-121-2330	Communications Equipment	885	1,737	1,772	1,827	<b>1,864</b>	92	1,901	1,939	based on 2% increase over prior years actuals
11-244-121-2380	Equipment and Tools	2,346	4,725	3,835	5,529	<b>4,200</b>	365	4,818	4,849	based on 3-year rolling average actuals
11-244-121-2510	Uniforms	150	197	250	200	<b>250</b>	-	250	250	placeholder for unanticipated expense
11-244-121-2610	Office Supplies	248	111	221	212	<b>190</b>	(30)	171	191	based on 3-year rolling average actuals
11-244-121-2910	Miscellaneous	787	586	622	249	<b>541</b>	(81)	459	416	based on 3-year rolling average actuals
11-244-121-3110	Travel/Meals/Conference/Seminars	2,198	116	2,500	632	<b>2,500</b>	-	2,500	2,500	full complement staff
11-244-121-3120	Training and Staff Development	2,049	769	2,000	2,738	<b>2,000</b>	-	2,000	2,000	as per SA
11-244-121-3170	Memberships and Publications	616	420	604	336	<b>457</b>	(147)	405	399	based on 3-year rolling average actuals
11-244-121-3210	Postage and Courier	63	93	98	38	<b>65</b>	(33)	65	56	based on 3-year rolling average actuals
11-244-121-3260	Telecommunications	1,845	1,857	1,894	1,648	<b>1,681</b>	(213)	1,714	1,749	based on 2% increase over prior years actuals
11-244-121-3270	Alarm/Dispatch	-	-	-	1,762	<b>3,000</b>	3,000	3,060	3,121	new shared communications costs for 2019 forward
11-244-121-3290	Print, Advertising and Promotion	-	449	520	280	<b>243</b>	(277)	324	282	based on 3-year rolling average actuals
11-244-121-3310	Professional Services	-	-	-	6,658	<b>2,219</b>	2,219	2,959	3,946	based on 3-year rolling average actuals
11-244-121-3312	Legal Services	-	-	-	13,670	-	-	-	-	<i>Confidential in nature - not anticipated for 2020</i>
11-244-121-3810	Insurance and Licences	88	84	86	192	<b>196</b>	110	199	203	based on 2% increase over prior years actuals
11-244-430-5390	Appropriation to Reserve	181,409	284,315	350,000	350,000	<b>350,000</b>	-	360,500	367,710	2020 base year \$250k Vehicle, \$50k Facilities, \$50k Equip (additional \$3,500/year + 2% for leather boot replacements)
Subtotal Departmental Expenditures		303,634	416,038	488,792	484,661	<b>526,151</b>	37,359	541,206	552,690	
<b><u>FD Training and Practice</u></b>										
11-244-124-3310	Professional Services	-	-	12,500	2,130	<b>31,875</b>	19,375	32,513	33,163	joint Fire Training Officer Agreement (1/2 year 2019) + 2%
Subtotal FD Training and Practice		-	-	12,500	2,130	<b>31,875</b>	19,375	32,513	33,163	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Township Fire Department (cont'd)</b>										
<i><u>Fire Prevention</u></i>										
11-244-131-1110	Salaries and Wages	2,426	478	2,468	3,553	<b>3,624</b>	1,156	3,697	3,771	includes 2% increase for 2020
11-244-131-1210	Benefits	843	169	858	979	<b>998</b>	141	1,018	1,039	includes 2% increase for 2020
11-244-131-2380	Operating Equipment	-	165	380	242	<b>136</b>	(244)	181	186	based on 3-year rolling average actuals
11-244-131-2610	Office Supplies	-	-	100	-	<b>100</b>	-	100	100	placeholder for unanticipated expense
11-244-131-2910	Miscellaneous Expenses	1,205	166	870	296	<b>556</b>	(314)	339	397	based on 3-year rolling average actuals
<i>Subtotal Fire Prevention</i>		<i>4,474</i>	<i>978</i>	<i>4,676</i>	<i>5,070</i>	<i><b>5,414</b></i>	<i>738</i>	<i>5,335</i>	<i>5,493</i>	
<i><u>Fire Public Education</u></i>										
11-244-132-1110	Salaries and Wages	2,810	805	2,859	973	<b>992</b>	(1,867)	1,012	1,032	includes 2% increase for 2020
11-244-132-1210	Benefits	875	290	890	316	<b>322</b>	(568)	329	335	includes 2% increase for 2020
11-244-132-2380	Operating Equipment	647	577	1,410	638	<b>621</b>	(790)	612	623	based on 3-year rolling average actuals
11-244-132-2610	Office Supplies	-	-	100	94	<b>100</b>	-	100	100	placeholder for unanticipated expense
11-244-132-2910	Miscellaneous Expenses	280	-	100	-	<b>100</b>	-	100	100	placeholder for unanticipated expense
<i>Subtotal Fire Public Education</i>		<i>4,612</i>	<i>1,672</i>	<i>5,360</i>	<i>2,020</i>	<i><b>2,135</b></i>	<i>(3,224)</i>	<i>2,153</i>	<i>2,191</i>	
<i><u>2014 Dodge RAM Pickup</u></i>										
11-244-834-2210	Fuel and Lubricants	2,374	1,258	1,776	1,290	<b>1,641</b>	(135)	1,396	1,442	based on 3-year rolling average actuals
11-244-834-2370	Repairs - Parts and Labour	204	978	476	43	<b>408</b>	(68)	476	309	based on 3-year rolling average actuals
11-244-834-3810	Insurance and Licences	1,174	998	1,018	1,032	<b>1,053</b>	35	1,074	1,095	based on 2% increase over prior years actuals
<i>Subtotal 2014 Dodge RAM Pickup</i>		<i>3,752</i>	<i>3,234</i>	<i>3,270</i>	<i>2,365</i>	<i><b>3,102</b></i>	<i>(168)</i>	<i>2,946</i>	<i>2,847</i>	
<b>Total Township Fire Department</b>		<b>316,472</b>	<b>421,922</b>	<b>514,598</b>	<b>496,247</b>	<b>568,677</b>	<b>54,079</b>	<b>584,153</b>	<b>596,383</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Community Emergency Management</b>										
11-246-121-1110	Salaries and Wages	3,891	3,885	3,953	9,203	<b>9,387</b>	5,434	9,575	9,766	includes 2% increase for 2020
11-246-121-1210	Overhead	1,219	1,393	1,417	2,954	<b>3,013</b>	1,596	3,074	3,135	includes 2% increase for 2020
11-246-121-2380	Operating Equipment	548	504	500	522	<b>525</b>	25	517	521	based on 3-year rolling average actuals
11-246-121-2610	Office Supplies	-	-	300	56	<b>300</b>	-	100	100	as per requirements for 2019 compliance activities
11-246-121-2910	Miscellaneous Expenses	254	-	300	19	<b>300</b>	-	250	250	as per requirements for 2019 compliance activities
11-246-121-3110	Travel/Meals/Conference/Seminars	536	(50)	1,500	542	<b>1,500</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3120	Training and Staff Development	54	82	2,000	98	<b>2,000</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3125	Public Education Events	-	368	1,000	103	<b>1,000</b>	-	500	500	as per requirements for 2019 compliance activities
11-246-121-3170	Memberships and Publications	(125)	-	100	-	<b>100</b>	-	100	100	as per requirements for 2019 compliance activities
11-246-121-3260	Telecommunications	1,287	1,374	1,401	1,369	<b>1,396</b>	(5)	1,424	1,453	based on 2% increase over prior years actuals
11-246-121-3290	Print, Advertising and Promotion	1,427	897	1,193	719	<b>1,014</b>	(178)	877	870	based on 3-year rolling average actuals
11-246-430-5390	Appropriation to CEMC Exercise Reserve	-	-	-	-	<b>5,000</b>	5,000	5,100	5,202	\$5k base contribution 2020 + 2%
<b>Total Community Emergency Management</b>		<b>9,091</b>	<b>8,453</b>	<b>13,665</b>	<b>15,588</b>	<b>25,536</b>	<b>11,871</b>	<b>22,517</b>	<b>22,898</b>	

**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES CAPITAL EXPENDITURES</u></b>										
<i>Fire and Emergency Management Services</i>										
<b>Hickson FD</b>										
12-211-430-5110	Equipment and Vehicles	2,794	-	72,000	69,250	17,500	(54,500)	576,000	15,000	includes \$15k Hose, air packs, radios, equipment
12-211-430-5120	Construction	7,206	9,209	-	-	-	-	-	312,100	
<b>Total Hickson FD</b>		<b>10,000</b>	<b>9,209</b>	<b>72,000</b>	<b>69,250</b>	<b>17,500</b>	<b>(54,500)</b>	<b>576,000</b>	<b>327,100</b>	
<b>Innerkip FD</b>										
12-222-430-5110	Equipment and Vehicles	6,447	3,375	137,500	15,301	330,000	192,500	15,000	15,000	truck purchase from 2019 + computer + standby generator includes \$15k Hose, air packs, radios, equipment
<b>Total Innerkip FD</b>		<b>6,447</b>	<b>3,375</b>	<b>137,500</b>	<b>15,301</b>	<b>330,000</b>	<b>192,500</b>	<b>15,000</b>	<b>15,000</b>	
<b>Tavistock FD</b>										
12-233-430-5110	Equipment and Vehicles	10,710	438,103	9,000	10,838	22,000	13,000	15,000	15,000	includes \$15k Hose, air packs, radios, equipment & LEDs
12-233-430-5170	Construction	-	-	4,500	-	-	(4,500)	-	-	
<b>Total Tavistock FD</b>		<b>10,710</b>	<b>438,103</b>	<b>13,500</b>	<b>10,838</b>	<b>22,000</b>	<b>8,500</b>	<b>15,000</b>	<b>15,000</b>	
<b>Township FD</b>										
12-244-430-2433	Computer Software and Hardware	-	-	3,500	-	3,500	-	-	-	includes \$10k Hose, air packs, radios, equipment
12-244-430-5110	Equipment and Vehicles	-	22,954	97,000	24,277	95,000	(2,000)	40,000	110,000	
<b>Total Township FD</b>		<b>-</b>	<b>22,954</b>	<b>100,500</b>	<b>24,277</b>	<b>98,500</b>	<b>(2,000)</b>	<b>40,000</b>	<b>110,000</b>	
<b>Total Fire and Emergency Management Services Capital</b>		<b>27,157</b>	<b>473,641</b>	<b>323,500</b>	<b>119,666</b>	<b>468,000</b>	<b>144,500</b>	<b>646,000</b>	<b>467,100</b>	

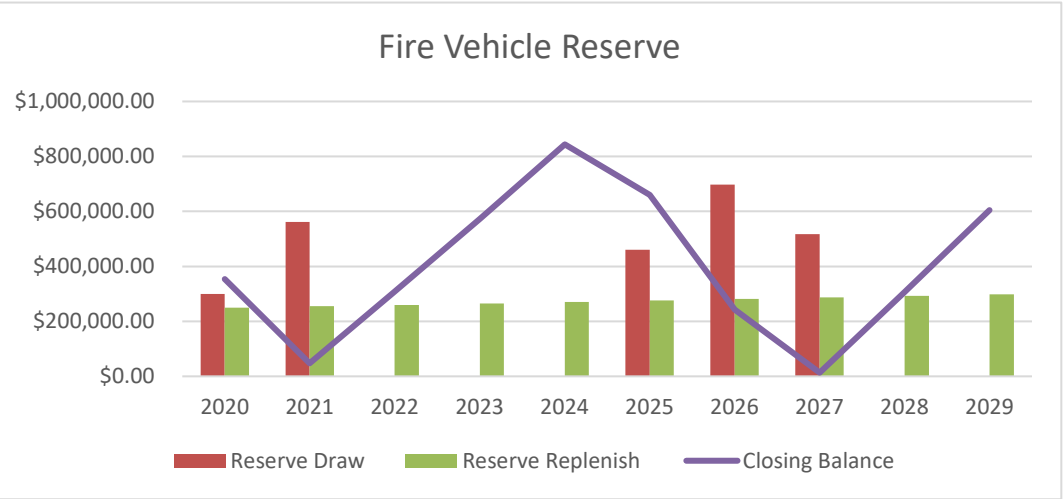


**Township of East Zorra-Tavistock**  
**FIRE AND EMERGENCY MANAGEMENT SERVICES**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>FIRE SERVICES REVENUES</u></b>										
<b>Hickson Fire Department</b>										
11-211-021-0513	Miscellaneous Revenue	-	-	398	904	301	(97)	402	536	based on 3-year rolling average actuals
11-211-021-0576	Donations	6,120	1,590	-	930	-	-	-	-	no revenue anticipated
11-211-021-0598	Expense Recovery	-	2,135	2,178	-	-	(2,178)	-	-	optional life insurance recovery @ 2% over p/y actuals
11-211-131-0513	Fire Prevention - Miscellaneous Revenue	-	-	-	80	-	-	-	-	no future revenue anticipated
12-211-021-0340	Miscellaneous Grants	-	-	-	23,150	-	-	-	-	grant for UTV acquisition
12-211-021-0523	Contributions from Developers	-	-	-	37,101	-	-	-	312,100	
12-211-430-0576	Donations	-	-	50,045	-	-	(50,045)	-	-	
12-211-430-0952	Contributions from Reserve	10,000	9,209	-	-	-	-	-	561,000	
<b>Total Hickson Fire Department</b>		<b>16,120</b>	<b>12,934</b>	<b>52,621</b>	<b>62,165</b>	<b>301</b>	<b>(52,319)</b>	<b>402</b>	<b>873,636</b>	
<b>Innerkip Fire Department</b>										
11-222-021-0513	Miscellaneous Revenue	31	-	440	-	10	(430)	3	5	based on 3-year rolling average actuals
11-222-021-0521	Fees and Charges	21,409	19,315	23,025	-	13,575	(9,450)	10,963	8,179	based on 3-year rolling average actuals
12-222-021-0598	Expense Recovery	-	1,013	1,033	6,154	6,278	5,244	6,403	6,531	optional life insurance recovery @ 2% over p/y actuals
12-222-071-0952	Contributions from Reserves	-	-	125,000	7,620	300,000	175,000	-	-	balance of truck expense from 2019
<b>Total Innerkip Fire Department</b>		<b>21,440</b>	<b>20,328</b>	<b>149,498</b>	<b>13,775</b>	<b>319,863</b>	<b>170,365</b>	<b>17,370</b>	<b>14,715</b>	
<b>Tavistock Fire Department</b>										
11-233-021-0513	Miscellaneous Revenue	450	-	1,175	-	150	(1,025)	50	67	based on 3-year rolling average actuals
11-233-021-0574	Facility Rentals	11,887	6,416	9,670	-	6,101	(3,569)	4,172	3,424	based on 3-year rolling average actuals
11-233-021-0576	Donations	2,700	100	-	-	-	-	-	-	no revenue anticipated
11-233-021-0598	Expense Recovery	-	2,581	2,633	-	-	(2,633)	-	-	optional life insurance recovery @ 2% over p/y actuals
12-233-071-0952	Contributions from Reserves	-	-	-	10,838	-	-	-	-	
<b>Total Tavistock Fire Department</b>		<b>15,037</b>	<b>9,097</b>	<b>13,477</b>	<b>10,838</b>	<b>6,251</b>	<b>(7,226)</b>	<b>4,222</b>	<b>3,491</b>	
<b>Township Fire Department</b>										
11-244-021-0513	Miscellaneous Revenue	861	6,217	500	20,962	500	-	500	500	placeholder for unanticipated revenue
11-244-021-0531	Fire Department Revenue	-	150	-	200	-	-	-	-	no revenue anticipated
11-244-021-0598	Expense Recovery	-	-	-	5,607	1,869	1,869	2,492	3,323	based on 3-year rolling average actuals
12-244-021-0949	Sale of Equipment/Vehicles	-	-	-	7,615	-	-	-	-	
12-244-071-0952	Contributions from Reserves	50,000	-	38,000	16,662	50,000	12,000	30,000	100,000	Building Department Fire Chief Truck purchase
<b>Total Township Fire Department</b>		<b>50,861</b>	<b>6,367</b>	<b>38,500</b>	<b>51,046</b>	<b>52,369</b>	<b>13,869</b>	<b>32,992</b>	<b>103,823</b>	



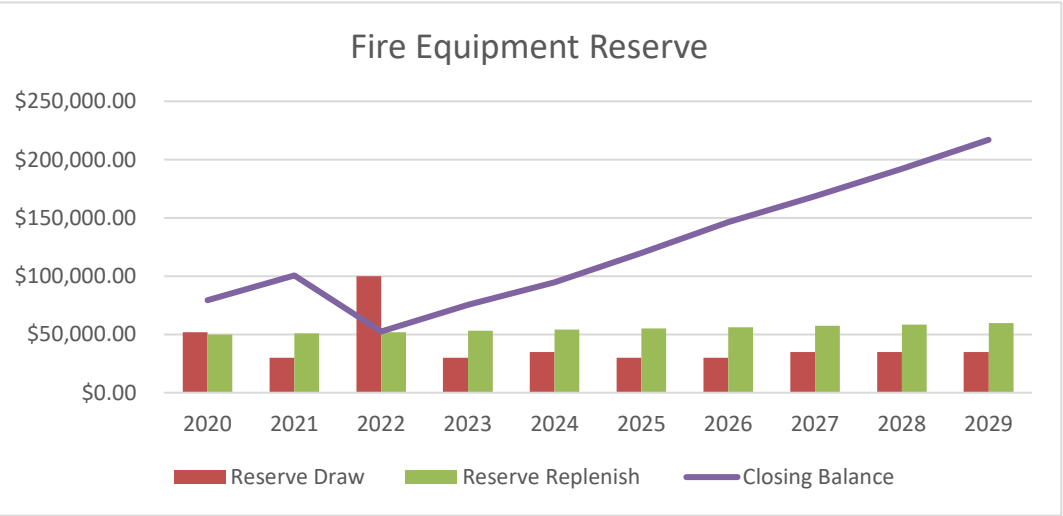
Township of East Zorra-Tavistock  
FIRE AND EMERGENCY MANAGEMENT SERVICES  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-942-942-9812

Fire Vehicle Reserve

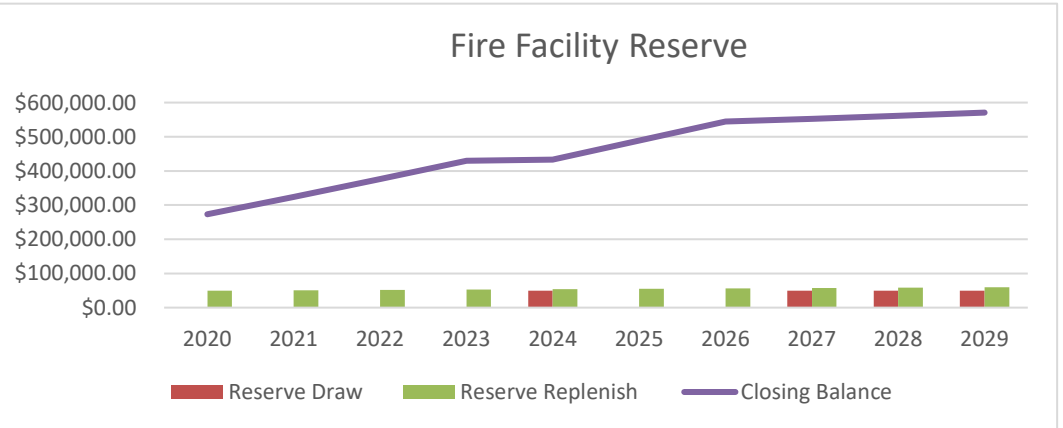
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	403,907	300,000	250,000	353,907
2021	353,907	561,000	255,000	47,907
2022	47,907	-	260,100	308,007
2023	308,007	-	265,302	573,309
2024	573,309	-	270,608	843,917
2025	843,917	460,200	276,020	659,737
2026	659,737	698,100	281,541	243,177
2027	243,177	516,900	287,171	13,449
2028	13,449	-	292,915	306,364
2029	306,364	-	298,773	605,137



11-942-942-9816

Fire Equipment

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	81,519	52,000	50,000	79,519
2021	79,519	30,000	51,000	100,519
2022	100,519	100,000	52,020	52,539
2023	52,539	30,000	53,060	75,600
2024	75,600	35,000	54,122	94,721
2025	94,721	30,000	55,204	119,925
2026	119,925	30,000	56,308	146,233
2027	146,233	35,000	57,434	168,668
2028	168,668	35,000	58,583	192,251
2029	192,251	35,000	59,755	217,005



11-942-942-9815

Fire Facilities

	Opening Balance	Annual Reserve Draw	Annual Reserve Replenish	Closing Balance
2020	223,191	0	50,000	273,191
2021	273,191	0	51,000	324,191
2022	324,191	0	52,020	376,211
2023	376,211	0	53,060	429,271
2024	429,271	50,000	54,122	433,393
2025	433,393	0	55,204	488,597
2026	488,597	0	56,308	544,905
2027	544,905	50,000	57,434	552,339
2028	552,339	50,000	58,583	560,922
2029	560,922	50,000	59,755	570,677

Township of East Zorra-Tavistock  
GENERAL GOVERNMENT  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Remarks
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Financial Expenses	306,992	228,825	1,011,077	604,021	37,282	(973,795)	37,703	11,802	
Tax Rebates and Write-offs	51,657	119,624	36,200	26,479	65,920	29,720	38,470	34,074	
TOTALS	358,649	348,450	1,047,277	630,500	103,202	(944,076)	76,174	45,877	
Gross Budget Revenues									Remarks
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Taxation - General Levy	5,285,645	5,390,962	5,797,655	5,654,528	6,176,569	378,914	6,176,569	6,176,569	
Canada Grants	115,898	333,504	551,231	115,771	115,771	(435,460)	115,771	115,771	
Investment Income	154,182	261,506	136,799	263,616	191,615	54,816	188,333	214,777	
Ontario Grants	749,276	662,000	1,229,630	1,244,270	680,300	(549,330)	680,300	680,300	
Payments-In-Lieu	65,015	68,762	75,753	92,304	75,562	(191)	75,562	75,562	
Penalties and Interest	83,847	75,183	84,671	71,707	76,912	(7,759)	77,488	75,369	
Sundry Revenue	5,841	7,834	5,432	9,477	7,717	2,286	7,678	8,291	
Supplementary Taxation	251,863	108,524	92,949	152,695	114,994	22,044	117,152	120,858	
Transfers from Reserves and Reserve Funds	138,331	44,000	-	-	-	-	-	-	
User Fees and Charges	-	-	-	300	250	250	250	250	
TOTALS	1,564,253	1,561,314	2,176,466	1,950,139	1,263,121	(913,345)	1,262,535	1,291,178	
NET GENERAL GOVERNMENT BUDGET	(1,205,604)	(1,212,864)	(1,129,188)	(1,319,639)	(1,159,919)	(30,731)	(1,186,362)	(1,245,301)	

**Township of East Zorra-Tavistock**  
**GENERAL GOVERNMENT**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b><u>GENERAL GOVERNMENT EXPENDITURES</u></b>									
<b>Tax Rebates and Write-offs</b>									
11-000-003-0120 Residential/Farm (RT)	562	26,451	15,386	10,047	12,353	(3,033)	7,654	10,018	based on 3-year rolling average
11-000-003-0140 Commercial (CT)	51,194	9,181	22,978	16,169	25,515	2,536	30,959	24,214	based on 3-year rolling average
11-000-003-0150 Industrial (IT)	-	302	101	-	101	-	34	45	
11-000-003-0160 Farmland (FT)	(99)	(3,810)	(2,265)	653	(1,085)	1,180	(177)	(203)	based on 3-year rolling average
11-000-003-0190 Commercial New Construction (XT)	-	87,501	-	(391)	29,037	29,037	-	-	no XT assessment in 2019 to write-off
<b>Total Tax Rebates and Write-offs</b>	<b>51,657</b>	<b>119,624</b>	<b>36,200</b>	<b>26,479</b>	<b>65,920</b>	<b>29,720</b>	<b>38,470</b>	<b>34,074</b>	
<b>Financial Expenses</b>									
11-000-121-2910 Miscellaneous Expense	33,473	2,025	3,000	-	3,000	-	3,000	3,000	conservative estimate for anomaly in 2017
11-000-121-1210 Benefits	-	-	-	5,305	-	-	-	-	<i>One-time adjustment for employee benefits charges</i>
11-000-121-3310 Professional Services	-	4,791	1,500	1,830	1,500	-	1,500	1,500	conservative estimate for anomaly in 2018
11-000-121-3570 Audit Services	-	-	-	21,865	25,500	25,500	26,010		2% per year as per agreement for services (5-years)
11-000-121-4110 Bank Charges	2,853	3,173	3,118	3,335	3,120	2	3,103	3,186	based on 3-year rolling average
11-000-121-4230 Write-offs and Charge-outs	-	-	-	3,929	4,000	4,000	4,000	4,000	budget here going forward with average to come later
11-000-121-4510 Tax Write-offs - Township	14	373	369	97	161	(208)	91	116	based on 3-year rolling average
11-000-121-4561 Bill 79 Related Tax Adjustments	41,317	(32)	-	31	-	-	-	-	2017 was an anomaly - no budget required
11-000-121-5391 Appropriation to Reserve	228,835	217,733	1,003,090	567,630	-	(1,003,090)	-	-	Gas Tax Funding directly to reserve
11-000-121-6120 Donations	500	762	-	-	-	-	-	-	no budget for donations should be unanticipated
<b>Total Financial Expenses</b>	<b>306,992</b>	<b>228,825</b>	<b>1,011,077</b>	<b>604,021</b>	<b>37,282</b>	<b>(973,795)</b>	<b>37,703</b>	<b>11,802</b>	

**Township of East Zorra-Tavistock**  
**GENERAL GOVERNMENT**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b><u>GENERAL GOVERNMENT REVENUES</u></b>									
<b>Taxation - General Levy</b>									
11-000-001-0120 Residential (RT)	3,513,495	3,531,532	3,708,427	3,623,669	<b>3,969,434</b>	261,007	3,969,434	3,969,434	as per the Collectors' Roll 2020 @ current rates
11-000-001-0122 Residential Farmland Awaiting (R1)	85	81	82	80	-	(82)	-	-	as above
11-000-001-0130 Multi-Residential (MT)	111,266	142,880	150,777	135,844	<b>130,866</b>	(19,911)	130,866	130,866	as above
11-000-001-0140 Commercial (CT)	319,071	295,194	306,207	299,208	<b>288,596</b>	(17,611)	288,596	288,596	as above
11-000-001-0141 Commercial Vacant Units/Excess Land (CU)	3,263	3,084	3,103	3,033	<b>2,778</b>	(325)	2,778	2,778	as above
11-000-001-0142 Commercial Vacant Land (CX)	4,395	3,612	2,820	2,756	<b>1,904</b>	(916)	1,904	1,904	as above
11-000-001-0150 Industrial (IT)	58,969	54,926	54,756	54,256	<b>56,475</b>	1,719	56,475	56,475	as above
11-000-001-0151 Industrial Vacant Units/Excess Land (IU)	964	906	906	885	<b>885</b>	(21)	885	885	as above
11-000-001-0152 Industrial Vacant Land (IX)	1,036	973	973	951	<b>298</b>	(675)	298	298	as above
11-000-001-0155 Large Industrial (LT)	77,245	76,993	81,425	79,564	<b>83,894</b>	2,469	83,894	83,894	as above
11-000-001-0160 Farmland (FT)	880,792	963,741	1,156,017	1,129,594	<b>1,287,600</b>	131,583	1,287,600	1,287,600	as above
11-000-001-0170 Managed Forest (TT)	1,176	1,301	1,376	1,462	<b>1,553</b>	177	1,553	1,553	as above
11-000-001-0180 Pipelines (PT)	295,249	285,342	294,674	287,939	<b>296,902</b>	2,228	296,902	296,902	as above
11-000-001-0190 Commercial New Construction (XT)	18,483	30,248	35,961	35,139	<b>55,234</b>	19,273	55,234	55,234	as above
11-000-001-0191 Commercial New Construction Vacant Units (XU)	156	149	151	148	<b>150</b>	(1)	150	150	as above
<b>Total Taxation - General Levy</b>	<b>5,285,645</b>	<b>5,390,962</b>	<b>5,797,655</b>	<b>5,654,528</b>	<b>6,176,569</b>	<b>378,914</b>	<b>6,176,569</b>	<b>6,176,569</b>	
<b>Payments-In-Lieu</b>									
11-000-005-0211 Canada Post	2,903	2,769	2,769	2,682	<b>2,682</b>	(87)	2,682	2,682	as per the Collectors' Roll 2020 @ current rates
11-000-005-0221 Railways	3,681	4,369	4,369	4,314	<b>4,369</b>	1	4,369	4,369	as above
11-000-005-0231 Agricultural Research Institute	20,046	23,727	28,623	27,969	<b>28,623</b>	-	28,623	28,623	as above
11-000-005-0242 Hydro	126	125	894	83	<b>789</b>	(105)	789	789	as above
11-000-005-0243 LCBO	2,793	2,624	2,628	2,568	<b>2,628</b>	(0)	2,628	2,628	as above
11-000-005-0261 Other Municipal Enterprises (PUC/Sewers)	35,466	35,149	36,471	54,688	<b>36,471</b>	-	36,471	36,471	as above
<b>Total Payments-in-lieu</b>	<b>65,015</b>	<b>68,762</b>	<b>75,753</b>	<b>92,304</b>	<b>75,562</b>	<b>(191)</b>	<b>75,562</b>	<b>75,562</b>	
<b>Canada Grants</b>									
11-000-007-0330 City of Woodstock - Ongoing Boundary Adjustment	115,898	115,771	115,771	115,771	<b>115,771</b>	(0)	115,771	115,771	compensation for prior boundary adjustment
11-000-007-0331 Other Grants and Gas Tax	-	217,733	435,460	-	-	(435,460)	-	-	Gas Tax Funding directly to reserve
<b>Total Canada Grants</b>	<b>115,898</b>	<b>333,504</b>	<b>551,231</b>	<b>115,771</b>	<b>115,771</b>	<b>(435,460)</b>	<b>115,771</b>	<b>115,771</b>	
<b>Ontario Grants</b>									
11-000-006-0330 Non-specific Ontario Grants (OMPF)	683,045	662,000	662,000	667,700	<b>680,300</b>	18,300	680,300	680,300	2020 OMPF as provided (holding for 2021/2022)
11-000-006-0331 Specific Grants and Revenue	66,231	-	567,630	576,570	-	(567,630)	-	-	Modernization Funding Grant in 2019
<b>Total Ontario Grants</b>	<b>749,276</b>	<b>662,000</b>	<b>1,229,630</b>	<b>1,244,270</b>	<b>680,300</b>	<b>(549,330)</b>	<b>680,300</b>	<b>680,300</b>	

**Township of East Zorra-Tavistock**  
**GENERAL GOVERNMENT**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Remarks
<b><u>GENERAL GOVERNMENT REVENUES (cont'd)</u></b>									
<b>Supplementary Taxation</b>									
11-000-002-0120 Residential/Farm (RT)	98,554	96,636	83,134	133,095	109,428	26,294	113,692	118,739	based on 3-year rolling average
11-000-002-0130 Multi-Residential (MT)	33,882	-	-	-	-	-	-	-	remove estimate for odd year 2017
11-000-002-0140 Commercial (CT)	1,088	2,288	2,920	(15,238)	(3,954)	(6,874)	(6,034)	(8,409)	based on 3-year rolling average
11-000-002-0142 Commercial Vacant Land (CX)	(1,609)	(193)	(601)	-	(601)	-	(737)	(446)	based on 3-year rolling average
11-000-002-0150 Industrial (IT)	-	(1,335)	(445)	392	(314)	130	26	35	based on 3-year rolling average
11-000-002-0160 Farmland (FT)	4,770	6,150	4,790	7,531	6,150	1,360	6,150	6,610	based on 3-year rolling average
11-000-002-0180 Pipelines (PT)	484	2,222	400	1,896	1,534	1,134	1,305	1,579	based on 3-year rolling average
11-000-002-0190 Commercial New Construction (XT)	114,694	2,757	2,750	25,018	2,750	-	2,750	2,750	conservative estimate for odd year 2017
<b>Total Supplementary Taxation</b>	<b>251,863</b>	<b>108,524</b>	<b>92,949</b>	<b>152,695</b>	<b>114,994</b>	<b>22,044</b>	<b>117,152</b>	<b>120,858</b>	
<b>Sundry Revenue</b>									
11-000-021-0513 Miscellaneous Revenue	5,841	7,834	5,432	9,477	7,717	2,286	7,678	8,291	based on 3-year rolling average
11-000-021-0521 NSF Fees	-	-	-	300	250	250	250	250	based on 10 NSF's @ \$25.00
11-000-021-0911 Penalty/Interest Income - Taxes	83,847	75,183	84,671	71,707	76,912	(7,759)	77,488	75,369	based on 3-year rolling average
11-000-021-0921 Investment Income - Drains	-	13,170	6,533	-	4,390	(2,143)	1,463	1,951	based on 3-year rolling average
11-000-021-0922 Investment Income - Bank Account	53,901	133,191	75,166	209,283	132,125	56,959	131,770	157,726	based on 3-year rolling average
11-000-021-0924 Investment Income - EARTH	67,738	54,941	55,100	54,333	55,100	-	55,100	55,100	as per interest on loan receivable
11-000-021-0925 Dividend Income - EARTH	32,543	60,204	-	-	-	-	-	-	unanticipated dividends declared at year end
11-000-021-0952 Transfer from Reserve	138,331	44,000	-	-	-	-	-	-	no longer required
<b>Total Sundry Revenue</b>	<b>382,201</b>	<b>388,524</b>	<b>226,902</b>	<b>345,099</b>	<b>276,494</b>	<b>49,593</b>	<b>273,750</b>	<b>298,687</b>	



Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Administration	8,198	9,899	10,201	9,613	10,485	283	10,964	11,121	
Hickson Park	36,077	34,181	36,998	32,268	39,126	2,128	39,889	40,351	
Innerkip Park	61,898	71,425	74,560	68,410	72,385	(2,175)	74,955	76,265	
Stonegate Park	4,407	3,843	5,635	1,037	1,576	(4,060)	1,422	1,460	
Innerkip Community Centre	48,461	56,089	53,846	53,161	53,230	(616)	55,557	56,241	
Tavistock Park	70,678	86,850	136,067	123,115	138,217	2,151	136,904	139,487	
Bender Subdivision Parkette	2,063	2,035	2,190	2,085	3,645	1,455	2,495	2,541	
Tavistock Memorial Hall	46,531	48,172	58,360	49,692	68,560	10,200	68,782	69,008	
Tavistock District Recreation Committee (TDRC) - Arena	459,593	455,435	444,000	427,238	508,550	64,550	503,324	515,600	
TDRC - Concession Booth	26,036	28,421	27,800	27,985	29,800	2,000	29,800	29,800	
TDRC - Vending Machines	1,213	1,658	1,700	1,795	1,900	200	1,900	1,900	
TDRC - Ice Resurfacer	1,242	7,425	2,560	2,417	2,060	(500)	2,060	2,060	
Capital Expenditures	136,272	45,009	297,000	137,816	400,606	103,606	45,918	35,412	
TOTALS	902,669	850,443	1,150,918	936,632	1,330,139	179,221	973,971	981,246	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Contributions from Developers	-	-	4,417	6,053	81,053	76,636	6,053	6,053	
Cost Recoveries	-	19,496	1,000	2,284	1,000	-	1,000	1,000	
Donations	6,396	-	59,000	2,150	200,000	141,000	-	-	
Licences, Permits and Rents	7,800	8,100	8,300	9,710	11,320	3,020	11,520	11,720	
Sale of Equipment and Vehicles	-	-	-	18,645	-	-	-	-	
Sundry Revenue	34,743	20,478	2,950	15,963	10,250	7,300	10,250	10,250	
Transfers from Reserves and Reserve Funds	113,824	659	173,000	117,021	60,000	(113,000)	-	100,000	
User Fees and Charges	444,631	460,213	458,431	473,566	472,527	14,096	472,949	472,459	
TOTALS	607,393	508,946	707,098	645,392	836,150	129,052	501,771	601,481	
NET PARKS AND RECREATION BUDGET	295,276	341,497	443,820	291,240	493,990	50,170	472,200	379,764	



**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES</u></b>										
<b>Administration</b>										
11-758-121-2872	Grass Cutting - Optimist Park Tavistock	6,764	8,212	7,250	7,965	7,500	250	7,650	7,803	2020 includes grant funding previously elsewhere based on 3-year rolling average actuals prior year actual + 2% hall rental discounts, event organization, etc.
11-758-121-3110	Travel/Meals/Conferences/Seminars	39	72	37	-	37	-	36	24	
11-758-121-3170	Memberships and Publications	695	715	729	748	763	34	778	794	
11-758-121-6110	Grants	700	900	2,185	900	2,185	-	2,500	2,500	
<b>Total Administration</b>		<b>8,198</b>	<b>9,899</b>	<b>10,201</b>	<b>9,613</b>	<b>10,485</b>	<b>283</b>	<b>10,964</b>	<b>11,121</b>	
<b>Hickson Area</b>										
<b>Hickson Park</b>										
11-751-121-1110	Salaries and Wages	714	589	600	278	283	(316)	289	295	based on 2% for 2020
11-751-121-1150	Vacation, Sick, Stats	-	-	-	2	2	2			based on 2% for 2020
11-751-121-1210	Benefits	219	184	187	79	81	(106)	82	84	based on 2% for 2020
11-751-121-2872	Grass Cutting	3,876	3,040	3,500	-	3,500	-	3,570	3,641	includes allocation of services
11-751-121-2875	Booth Pavilion - Repairs and Maintenance	1,073	289	650	887	749	99	642	759	based on 3-year rolling average actuals
11-751-121-2876	Playground - Repairs and Maintenance	-	-	250	-	250	-	250	250	placeholder for unanticipated work
11-751-121-2877	Fencing - Repairs and Maintenance	-	-	250	-	250	-	250	250	placeholder for unanticipated work
11-751-121-2878	Floodlight - Repairs and Maintenance	-	-	250	-	250	-	250	250	placeholder for unanticipated work
11-751-121-2879	Grounds/Diamond - Repairs and Maintenance	933	1,346	1,119	1,232	1,170	51	1,249	1,217	based on 3-year rolling average actuals
11-751-121-2910	Miscellaneous	137	1,618	731	-	585	(146)	734	440	based on 3-year rolling average actuals
11-751-121-3260	Telecommunications	1,095	1,255	1,280	1,152	1,175	(105)	1,199	1,223	prior year actual + 2%
11-751-121-3436	Facility Maintenance Services	1,273	-	1,000	-	1,000	1	1,000	1,000	placeholder for unanticipated work
11-751-121-3510	Equipment Rentals - Owned	418	338	321	80	278	(43)	232	197	based on 3-year rolling average actuals
11-751-121-3530	Garbage Container Rental and Disposal	882	1,891	1,929	1,861	1,898	(31)	1,936	1,975	prior year actual + 2%
11-751-121-3610	Electrical Power	3,237	2,579	2,631	2,089	2,131	(500)	2,174	2,217	prior year actual + 2%
11-751-121-3710	Portable Washroom Rentals	-	-	-	1,057	1,500	1,500	1,530	1,561	prior year actual + 2%
11-751-121-3810	Insurance and Licences	2,221	2,256	2,301	3,551	3,622	1,321	3,694	3,768	prior year actual + 2%
11-751-430-5390	Appropriation to Reserve	20,000	18,797	20,000	20,000	20,400	400	20,808	21,224	base year 2019 \$20,000 + 2% increase annually
<b>Total Hickson Park</b>		<b>36,077</b>	<b>34,181</b>	<b>36,998</b>	<b>32,268</b>	<b>39,126</b>	<b>2,128</b>	<b>39,889</b>	<b>40,351</b>	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
PARKS and RECREATION OPERATING EXPENDITURES (cont'd)										
Innerkip Area										
Innerkip Park										
11-752-121-1110	Salaries and Wages	859	745	-	2,193	2,237	2,237	2,281	2,327	based on 2% for 2020
11-752-121-1150	Vacation, Sick, Stats	94	41	-	50	51	51	52	53	based on 2% for 2020
11-752-121-1210	Benefits	532	335	-	478	487	487	497	507	based on 2% for 2020
11-752-121-2872	Grass Cutting	5,187	559	9,000	7,000	7,140	(1,860)	7,283	7,428	contracting services from Innerkip Minor Ball - 2% increase
11-752-121-2874	Concession - Repairs and Maintenance	-	-	-	126	42	42	56	75	based on 3-year rolling average actuals
11-752-121-2875	Booth Pavilion - Repairs and Maintenance	394	5,192	2,559	3,272	2,953	394	3,806	3,343	based on 3-year rolling average actuals
11-752-121-2876	Playground - Repairs and Maintenance	527	-	250	-	250	-	250	250	placeholder for unanticipated work
11-752-121-2877	Fencing - Repairs and Maintenance	-	127	250	-	250	-	250	250	placeholder for unanticipated work (+ capital work)
11-752-121-2878	Floodlight - Repairs and Maintenance	-	-	250	-	250	-	250	250	placeholder for unanticipated work
11-752-121-2879	Grounds/Diamond - Repairs and Maintenance	6,233	24,070	10,000	4,130	10,000	-	10,200	10,404	based on responsibility for diamonds to Innerkip Minor Ball
11-752-121-2910	Miscellaneous	253	81	845	3,017	1,117	272	1,405	1,846	based on 3-year rolling average actuals
11-752-121-3260	Telecommunications	870	931	950	859	537	(412)	548	559	prior year actual + 2%
11-752-121-3436	Facility Maintenance Services	7,811	608	1,000	527	1,000	-	1,000	1,000	placeholder for unanticipated work
11-752-121-3510	Equipment Rentals - Owned	421	910	477	825	719	242	818	787	based on 3-year rolling average actuals
11-752-121-3530	Garbage Container Rental and Disposal	3,052	2,625	2,678	2,451	5,800	3,123	5,916	6,035	prior year actual + 2%
11-752-121-3610	Electrical Power	6,590	6,234	6,359	5,687	-	(6,359)	-	-	prior year actual + 2%
11-752-121-3620	Water	-	100	500	-	500	-	510	520	estimate for irregular billing pattern
11-752-121-3625	Sewer	-	-	500	-	500	-	510	520	estimate for irregular billing pattern
11-752-121-3810	Insurance and Licences	4,075	3,867	3,944	2,796	2,852	(1,092)	2,909	2,967	prior year actual + 2%
11-752-430-5390	Appropriation to Reserve	25,000	25,000	35,000	35,000	35,700	700	36,414	37,142	base year 2019 \$35,000 + 2% increase annually
Total Innerkip Park		61,898	71,425	74,560	68,410	72,385	(2,175)	74,955	76,265	
Stonegate Park										
11-754-121-1110	Salaries and Wages	709	258	-	571	582	582	594	606	based on 2% for 2020
11-754-121-1150	Vacation, Sick, Stats	-	-	-	8	8	8	9	9	based on 2% for 2020
11-754-121-1210	Benefits	238	74	-	186	190	190	193	197	based on 2% for 2020
11-754-121-2872	Grass Cutting	2,407	3,200	3,479	-	-	(3,479)	-	-	completed by our staff in 2019 so budgeting accordingly
11-754-121-2910	Miscellaneous	503	178	1,504	-	227	(1,277)	135	121	based on 3-year rolling average actuals
11-754-121-3510	Equipment Rentals - Owned	550	133	403	273	319	(84)	241	277	based on 3-year rolling average actuals
11-754-121-3810	Insurance and Licences	-	-	250	-	250	-	250	250	placeholder for unanticipated allocation of costs
Total Stonegate Park		4,407	3,843	5,635	1,037	1,576	(4,060)	1,422	1,460	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>										
<b><i>Innerkip Area (cont'd)</i></b>										
<b>Innerkip Community Centre</b>										
11-761-121-2610	Office Supplies	35	74	75	17	<b>43</b>	(32)	44	45	based on 3-year rolling average actuals
11-761-121-2620	Cleaning Supplies	630	647	682	404	<b>571</b>	(111)	541	505	based on 3-year rolling average actuals
11-761-121-2910	Miscellaneous	429	(71)	156	23	<b>128</b>	(28)	27	59	based on 3-year rolling average actuals
11-761-121-3260	Telecommunications	1,541	1,589	1,621	1,467	<b>1,530</b>	(91)	1,561	1,592	prior year actual + 2%
11-761-121-3290	Print, Advertising and Promotions	453	1,763	950	213	<b>785</b>	(165)	920	640	based on 3-year rolling average actuals
11-761-121-3410	Contracted Management Services	8,605	9,014	9,322	6,805	<b>8,760</b>	(562)	8,935	9,114	based on 2020 payment rates @ 130 hours + expenses
11-761-121-3420	Building Maintenance Services	1,387	7,235	3,904	7,515	<b>5,588</b>	1,684	6,779	6,627	based on 3-year rolling average actuals
11-761-121-3430	Grounds Maintenance Services	4,659	4,213	5,179	6,163	<b>4,732</b>	(447)	5,036	5,310	based on 3-year rolling average actuals
11-761-121-3530	Garbage Container Rental and Disposal	1,842	1,958	1,997	1,948	<b>1,842</b>	(155)	1,879	1,916	prior year actual + 2%
11-761-121-3610	Electrical Power	4,999	5,339	5,446	4,839	<b>5,068</b>	(378)	5,169	5,273	prior year actual + 2%
11-761-121-3620	Water	1,220	1,192	1,216	987	<b>1,002</b>	(214)	1,022	1,042	prior year actual + 2%
11-761-121-3625	Sewer	1,470	1,432	1,461	1,174	<b>1,189</b>	(272)	1,213	1,237	prior year actual + 2%
11-761-121-3630	Natural Gas	930	1,439	1,468	1,519	<b>1,501</b>	34	1,531	1,562	prior year actual + 2%
11-761-121-3810	Insurance and Licences	5,261	5,265	5,370	5,089	<b>5,190</b>	(180)	5,294	5,400	prior year actual + 2%
11-761-430-5390	Appropriation to Reserve	15,000	15,000	15,000	15,000	<b>15,300</b>	300	15,606	15,918	base year 2019 \$15,000 + 2% increase annually
<b>Total Innerkip Community Centre</b>		<b>48,461</b>	<b>56,089</b>	<b>53,846</b>	<b>53,161</b>	<b>53,230</b>	<b>(616)</b>	<b>55,557</b>	<b>56,241</b>	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>										
<b><i>Tavistock Area</i></b>										
<b>Tavistock Park</b>										
11-753-121-1110	Salaries and Wages	424	659	500	454	500	-	510	520	<b>2020 as per KW-supplied budget</b>
11-753-121-1210	Benefits	131	225	250	138	250	-	255	260	
11-753-121-2620	Cleaning Supplies	805	885	1,000	364	1,000	-	1,020	1,040	
11-753-121-2872	Grass Cutting	5,625	7,671	7,800	7,073	7,800	-	7,956	8,115	
11-753-121-2875	Booth Pavilion - Repairs and Maintenance	2,522	2,463	5,500	1,798	5,500	-	3,273	3,524	
11-753-121-2876	Playground - Repairs and Maintenance	267	1,193	700	248	700	-	405	451	
11-753-121-2877	Fencing - Repairs and Maintenance	-	-	1,000	-	1,000	-	250	250	
11-753-121-2878	Floodlight - Repairs and Maintenance	-	-	300	-	300	1	250	250	
11-753-121-2879	Grounds/Diamond - Repairs and Maintenance	5,486	9,260	10,000	5,744	10,000	-	10,200	10,404	
11-753-121-3410	Contracted Management Services	20,849	21,440	22,000	22,327	23,000	1,000	23,460	23,929	
11-753-121-3510	Equipment Rentals - Owned	180	790	400	588	600	200	456	548	
11-753-121-3530	Garbage Container Rental and Disposal	-	-	100	-	100	-	100	100	
11-753-121-3610	Electrical Power	1,716	1,877	2,500	1,586	2,200	(300)	2,244	2,289	
11-753-121-3620	Water	891	1,210	1,400	1,128	1,400	-	1,428	1,457	
11-753-121-3650	Floodlight Electrical Power	2,354	2,626	800	783	850	50	867	884	
11-753-121-3630	Natural Gas	635	727	2,800	2,471	2,800	-	2,856	2,913	
11-753-121-3810	Insurance and Licences	6,376	6,397	6,600	5,994	6,800	200	6,936	7,075	
11-753-430-4210	Principal Repayments	13,980	14,563	15,150	15,150	15,771	621	16,418	17,091	Tavistock Pavilion Reno Repayments
11-753-430-4220	Interest Repayments	8,437	7,864	7,267	7,267	6,646	(621)	5,999	5,326	Tavistock Pavilion Reno Repayments
11-753-430-5390	Appropriation to Reserve	-	7,000	50,000	50,000	51,000	1,000	52,020	53,060	base year 2019 \$50,000 + 2% annually
Total Tavistock Park		70,678	86,850	136,067	123,115	138,217	2,151	136,904	139,487	
<b>Bender Subdivision Parkette</b>										
11-756-121-2872	Grass Cutting	1,361	1,261	1,286	1,396	1,500	214	1,530	1,561	<b>2020 as per KW-supplied budget</b>
11-756-121-2910	Miscellaneous	70	84	100	96	1,300	1,200	100	100	
11-756-121-3410	Contracted Management Services	-	690	704	593	750	46	765	780	
11-756-121-3810	Insurance and Licences	632	-	100	-	95	(5)	100	100	
Total Bender Subdivision Parkette		2,063	2,035	2,190	2,085	3,645	1,455	2,495	2,541	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>										
<b><i>Tavistock Area (cont'd)</i></b>										
<b>Tavistock Memorial Hall</b>										
11-755-121-2380	Operating Equipment	-	-	200	-	200	-	200	200	<b><i>2020 as per KW-supplied budget</i></b>
11-755-121-2620	Cleaning Supplies	878	759	1,000	1,018	1,100	100	1,122	1,144	
11-755-121-2910	Miscellaneous	-	-	400	-	400	-	400	400	
11-755-121-3260	Telecommunications	517	551	550	538	550	-	550	550	
11-755-121-3290	Print, Advertising and Promotions	436	445	460	466	460	-	460	460	
11-755-121-3410	Contracted Management Services	23,222	25,604	26,000	26,413	26,000	-	26,000	26,000	
11-755-121-3420	Building - Repairs and Maintenance Services	1,996	581	6,000	1,309	6,000	-	6,000	6,000	
11-755-121-3430	Grounds - Repairs and Maintenance Services	1,167	1,261	3,000	1,908	3,000	-	3,000	3,000	
11-755-121-3530	Garbage Container Rental and Disposal	3,741	4,917	5,000	4,602	5,000	-	5,000	5,000	
11-755-121-3610	Electrical Power	5,488	4,741	6,000	4,264	6,000	-	6,000	6,000	
11-755-121-3620	Water	679	782	850	678	850	-	850	850	
11-755-121-3625	Sewer	914	1,226	1,300	1,205	1,400	100	1,400	1,400	
11-755-121-3630	Natural Gas	3,232	3,043	3,200	3,134	3,200	-	3,200	3,200	
11-755-121-3810	Insurance and Licences	4,261	4,262	4,400	4,157	4,400	-	4,400	4,400	
11-755-121-5390	Appropriation to Reserve	-	-	-	-	10,000	10,000	10,200	10,404	base year 2020 \$10,000 + 2% annually
<b>Total Tavistock Memorial Hall</b>		<b>46,531</b>	<b>48,172</b>	<b>58,360</b>	<b>49,692</b>	<b>68,560</b>	<b>10,200</b>	<b>68,782</b>	<b>69,008</b>	



**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>										
<b><i>Tavistock Area (cont'd)</i></b>										
<b>Tavistock District Recreation Committee (TDRC) - Arena</b>										
11-781-121-2310	Office Equipment	781	2,984	2,500	1,542	2,500	-	1,608	1,883	<b>2020 as per KW-supplied budget</b>
11-781-121-2380	Workshop Equipment and Tools	993	462	800	594	1,000	200	862	819	
11-781-121-2580	Consumable Paper Products	1,644	1,350	1,600	1,816	1,800	200	1,753	1,790	
11-781-121-2610	Office Supplies	505	837	1,200	748	1,200	-	1,224	1,248	
11-781-121-2620	Cleaning Supplies	1,973	1,133	1,700	1,647	1,800	100	1,807	1,751	
11-781-121-2625	Cleaning Equipment	1,008	216	1,000	-	1,000	-	669	556	
11-781-121-2910	Miscellaneous	373	353	200	-	3,200	3,000	1,191	1,464	
11-781-121-3110	Travel/Meals/Conference/Seminars	210	-	1,600	-	1,600	-	250	250	
11-781-121-3210	Postage and Courier	10	-	100	9	100	-	100	100	
11-781-121-3260	Telecommunications	2,196	4,081	3,500	3,811	3,700	200	3,774	3,849	
11-781-121-3290	Print, Advertising and Promotions	482	66	900	119	900	-	500	506	
11-781-121-3410	Contracted Management Services	226,177	225,386	229,000	231,402	233,450	4,450	238,119	242,881	
11-781-121-3415	Refrigeration System - Repairs and Maintenance	8,007	6,775	12,000	11,712	15,000	3,000	11,573	12,762	
11-781-121-3420	Building - Repairs and Maintenance Services	13,065	20,215	16,000	16,829	22,000	6,000	17,298	18,709	
11-781-121-3430	Grounds - Repairs and Maintenance Services	2,320	3,336	4,500	3,023	4,500	-	3,281	3,602	
11-781-121-3530	Garbage Container Rental and Disposal	3,741	4,910	4,900	2,850	2,800	(2,100)	3,130	2,927	
11-781-121-3610	Electrical Power	96,863	92,275	95,000	87,654	95,000	-	96,900	98,838	
11-781-121-3620	Water	6,142	7,718	7,200	7,021	7,200	-	7,344	7,491	
11-781-121-3625	Sewer	8,698	10,474	10,500	8,852	10,000	(500)	10,200	10,404	
11-781-121-3630	Natural Gas	15,624	14,700	15,000	13,497	15,000	-	15,300	15,606	
11-781-121-3810	Insurance and Licences	24,177	24,409	25,000	23,498	25,000	-	25,500	26,010	
11-781-121-3830	Ice Making Supplies and Services	8,606	7,673	9,000	10,156	9,000	-	9,180	9,364	
11-781-121-3840	Ice Making Equipment	880	-	300	391	300	-	250	250	
11-781-121-3850	Ice Making Equipment - Repairs and Maintenance	118	432	500	66	500	-	510	520	
12-787-430-5390	Appropriation to Reserve	35,000	25,650	-	-	50,000	50,000	51,000	52,020	base year 2020 \$50,000 annually plus 2% inflation
Total TDRC - Arena		459,593	455,435	444,000	427,238	508,550	64,550	503,324	515,600	
<b>TDRC - Concession Booth</b>										
11-782-121-2320	Concession Equipment	-	404	-	-	-	-	-	-	<b>2020 as per KW-supplied budget</b>
11-782-121-2874	Concession - Repairs and Maintenance	292	128	300	-	300	-	300	300	
11-782-121-3280	Supplies for Resale	20,471	19,114	20,000	23,085	21,000	1,000	21,000	21,000	
11-782-121-3285	Concession - Operating Agreement	5,273	8,775	7,500	4,900	8,500	1,000	8,500	8,500	
Total TDRC - Concession Booth		26,036	28,421	27,800	27,985	29,800	2,000	29,800	29,800	



**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION OPERATING EXPENDITURES (cont'd)</u></b>										
<b><i>Tavistock Area (cont'd)</i></b>										
<b>TDRC - Vending Machines</b>										
11-783-121-3280	Supplies for Resale	1,213	1,658	1,700	1,795	1,900	200	1,900	1,900	<b><i>2020 as per KW-supplied budget</i></b>
<b>Total TDRC - Vending Machines</b>		<b>1,213</b>	<b>1,658</b>	<b>1,700</b>	<b>1,795</b>	<b>1,900</b>	<b>200</b>	<b>1,900</b>	<b>1,900</b>	
<b>TDRC - Ice Resurfacer</b>										
11-786-121-2370	Repairs - Parts and Labour	1,185	1,365	2,000	2,359	1,500	(500)	1,500	1,500	<b><i>2020 as per KW-supplied budget</i></b>
11-786-121-3630	Natural Gas	-	6,003	500	-	500	-	500	500	
11-786-121-3810	Insurance and Licences	57	57	60	57	60	-	60	60	
<b>Total TDRC - Ice Resurfacer</b>		<b>1,242</b>	<b>7,425</b>	<b>2,560</b>	<b>2,417</b>	<b>2,060</b>	<b>(500)</b>	<b>2,060</b>	<b>2,060</b>	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION CAPITAL EXPENDITURES</u></b>										
<b><i>Innerkip Area</i></b>										
12-752-430-5170	<b>Innerkip Park</b> Construction	72,037	-	135,000	28,201	<b>100,000</b>	(35,000)	-	-	carry forward washroom upgrades from prior year budget
	<b>Total Innerkip Park</b>	<b>72,037</b>	<b>-</b>	<b>135,000</b>	<b>28,201</b>	<b>100,000</b>	<b>(35,000)</b>	<b>-</b>	<b>-</b>	
12-761-430-5110	<b>Innerkip Community Centre</b> Equipment and Vehicles	-	5,000	-	-	-	-	-	-	brickwork in 2020, Painting 2021 and Front Door 2022
12-761-121-3300	Construction	-	-	-	-	<b>15,606</b>	15,606	15,918	5,412	
	<b>Total Innerkip Community Centre</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>15,606</b>	<b>15,606</b>	<b>15,918</b>	<b>5,412</b>	
<b><i>Tavistock Area</i></b>										
12-753-430-5170	<b>Tavistock Park</b> Construction	57,513	-	-	-	<b>225,000</b>	225,000	-	-	Tavistock Spray Pad
	<b>Total Tavistock Park</b>	<b>57,513</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,000</b>	<b>225,000</b>	<b>-</b>	<b>-</b>	
12-755-430-5110	<b>Tavistock Memorial Hall</b> Equipment and Vehicles	-	4,978	-	-	-	-	-	-	<b><i>2020 as per KW-supplied budget</i></b>
12-755-430-5120	Building Improvements	-	15,681	30,000	-	<b>30,000</b>	-	-	-	
	<b>Total Tavistock Memorial Hall</b>	<b>-</b>	<b>20,659</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
12-787-430-5110	<b>TDRC</b> Equipment and Vehicles	1,289	-	110,000	109,615	-	(110,000)		-	<b><i>2020 as per KW-supplied budget</i></b>
12-787-430-5120	Building Improvements	5,433	19,350	22,000	-	<b>30,000</b>	8,000	30,000	30,000	
	<b>Total TDRC - Capital</b>	<b>6,722</b>	<b>19,350</b>	<b>132,000</b>	<b>109,615</b>	<b>30,000</b>	<b>(102,000)</b>	<b>30,000</b>	<b>30,000</b>	
	<b><i>Total Parks and Recreation Capital Expenditures</i></b>	<b>136,272</b>	<b>45,009</b>	<b>297,000</b>	<b>137,816</b>	<b>400,606</b>	<b>103,606</b>	<b>45,918</b>	<b>35,412</b>	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION REVENUES</u></b>										
<b>Administration</b>										
11-758-021-0513	Miscellaneous Revenue	22,500	7,500	-		-	-	-	-	no budget for unanticipated revenue for 2020
11-758-021-0600	Donations	1,850	-	-		-	-	-	-	no budget for unanticipated revenue for 2020
<b>Total Administration</b>		<b>24,350</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b><i>Hickson Area</i></b>										
<b>Hickson Park</b>										
11-751-021-0513	Miscellaneous Revenue	2,623	1,285	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
11-751-021-0574	Facility Rentals	-	30	-	-	-	-	-	-	no budget for unanticipated revenue for 2020
11-751-021-0598	Expense Recovery	-	-	-	890	-	-	-	-	no budget for unanticipated revenue for 2021
11-751-021-0788	ERTH Solar Panel Rent	-	-	-	1,410	<b>2,820</b>	2,820	2,820	2,820	
<b>Total Hickson Park</b>		<b>2,623</b>	<b>1,315</b>	<b>-</b>	<b>2,300</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>	
<b><i>Innerkip Area</i></b>										
<b>Innerkip Park</b>										
11-752-021-0513	Miscellaneous Revenue	-	-	-	2,965	-	-	-	-	IRC clearing to EZT
11-752-021-0598	Expense Recovery	-	19,496	1,000	935	<b>1,000</b>	-	1,000	1,000	50/50 share of porta-potties
12-752-430-0576	Donations	-	-	59,000	2,150	<b>50,000</b>	(9,000)	-	-	carry forward washroom upgrades from prior year budget
12-752-430-0952	Contributions from Reserve	44,735	-	76,000	26,051	<b>50,000</b>	(26,000)	-	-	carry forward washroom upgrades from prior year budget
<b>Total Innerkip Park</b>		<b>44,735</b>	<b>19,496</b>	<b>136,000</b>	<b>32,100</b>	<b>101,000</b>	<b>(35,000)</b>	<b>1,000</b>	<b>1,000</b>	
<b>Innerkip Community Centre</b>										
11-761-021-0574	Facility Rentals	12,034	18,348	13,081	14,183	<b>14,855</b>	1,774	15,796	14,945	based on 3-year rolling average actuals
11-761-021-0577	Library Rent	7,800	8,100	8,300	8,300	<b>8,500</b>	200	8,700	8,900	2020 budget as per County agreement
11-761-021-0598	Expense Recovery	-	-	-	460	-	-	-	-	window replacement in 2019 billed out
<b>Total Innerkip Community Centre</b>		<b>19,834</b>	<b>26,448</b>	<b>21,381</b>	<b>22,943</b>	<b>23,355</b>	<b>1,974</b>	<b>24,496</b>	<b>23,845</b>	

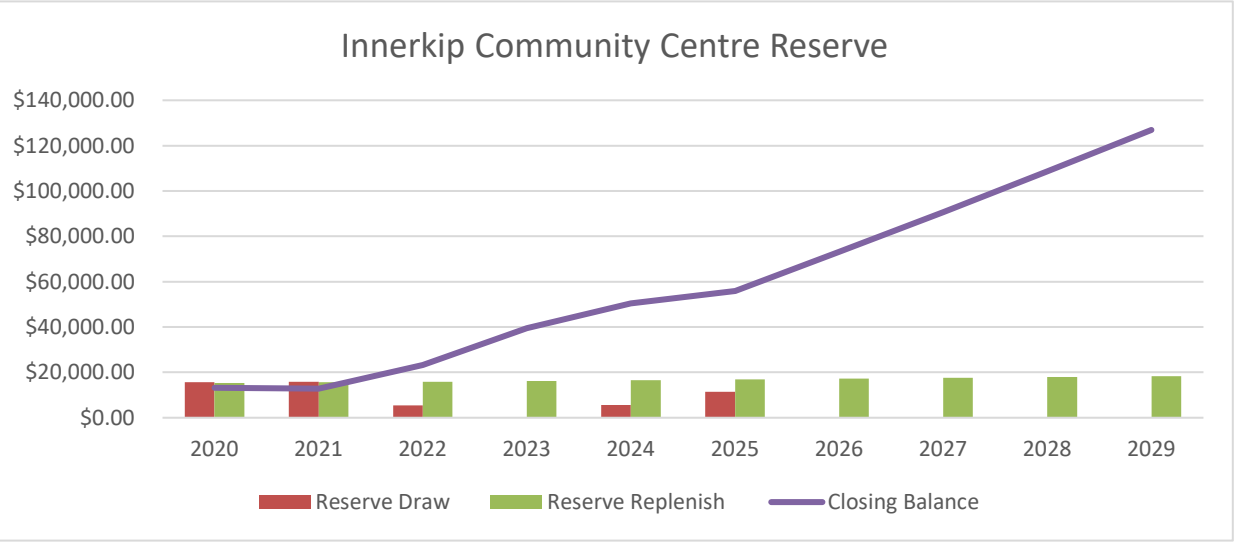
**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION REVENUES (cont'd)</u></b>										
<b><i>Tavistock Area</i></b>										
<b>Tavistock Park</b>										
11-753-021-0513	Miscellaneous Revenue	632	4,187	-		-	-	-	-	<b><i>2020 as per KW-supplied budget</i></b> amount corrected to reflect DC study amounts 2020
11-753-021-0523	Contributions from Developers	-	-	4,417	6,053	6,053	1,636	6,053	6,053	
11-753-021-0574	Facility Rentals	7,898	10,571	11,000	9,545	9,500	(1,500)	8,981	9,342	
12-753-021-0523	Contributions from Developers	-	-	-	-	75,000	75,000	-	-	
12-753-021-0576	Donations	4,546	-	-	-	150,000	150,000	-	-	
12-753-071-0952	Contributions from Reserves	35,005	-	-	-	-	-	-	-	Tavistock Spray Pad Tavistock Spray Pad
<b>Total Tavistock Park</b>		<b>48,080</b>	<b>14,758</b>	<b>15,417</b>	<b>15,597</b>	<b>240,553</b>	<b>225,136</b>	<b>15,034</b>	<b>15,394</b>	
<b><i>Tavistock Memorial Hall</i></b>										
11-755-021-0513	Miscellaneous Revenue	-	-	-	3,986	-	-	-	-	<b><i>2020 as per KW-supplied budget</i></b>
11-755-021-0574	Facility Rentals	18,952	22,330	22,000	23,092	22,000	-	22,000	22,000	
12-755-071-0972	Contribution from Reserve	-	659	10,000	-	10,000	-	-	100,000	
<b>Total Tavistock Memorial Hall</b>		<b>18,952</b>	<b>22,989</b>	<b>32,000</b>	<b>27,077</b>	<b>32,000</b>	<b>-</b>	<b>22,000</b>	<b>122,000</b>	
<b><i>Tavistock District Recreation Committee (TDRC) - Arena</i></b>										
11-781-021-0513	Miscellaneous Revenue	5,773	4,729	100	5,783	7,000	6,900	7,000	7,000	<b><i>2020 as per KW-supplied budget</i></b>
11-781-021-0573	Arena Gate Receipts	3,223	3,510	3,500	3,420	3,500	-	3,500	3,500	
11-781-021-0781	Arena Rink Rentals	312,818	308,763	313,000	320,516	317,000	4,000	317,000	317,000	
11-781-021-0782	Upper Hall Rentals	10,041	10,758	10,000	9,445	10,000	-	10,000	10,000	
11-781-021-0783	Curling Club Agreement	29,926	30,331	30,900	29,178	30,500	(400)	30,500	30,500	
11-781-021-0784	Arena Advertising	16,113	16,515	16,500	17,915	18,000	1,500	18,000	18,000	
11-781-021-0787	Board Room Rentals	310	93	150	217	150	-	150	150	
11-781-021-0788	ERTH Solar Panel Rent	-	-	-	2,686	5,372	5,372	5,372	5,372	
12-787-021-0949	Sale of Equipment and Vehicles	-	-	-	18,645	-	-	-	-	
12-787-071-0952	Contribution from Reserve	34,084	-	87,000	90,970	-	(87,000)	-	-	
<b>Total TDRC - Arena</b>		<b>412,288</b>	<b>374,699</b>	<b>461,150</b>	<b>498,775</b>	<b>391,522</b>	<b>(69,628)</b>	<b>391,522</b>	<b>391,522</b>	
<b><i>TDRC - Concession Booth</i></b>										
11-782-021-0571	Concession Sales	30,016	35,664	35,000	39,719	38,000	3,000	38,000	38,000	<b><i>2020 as per KW-supplied budget</i></b>
<b>Total TDRC - Concession Booth</b>		<b>30,016</b>	<b>35,664</b>	<b>35,000</b>	<b>39,719</b>	<b>38,000</b>	<b>3,000</b>	<b>38,000</b>	<b>38,000</b>	

**Township of East Zorra-Tavistock**  
**PARKS and RECREATION**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

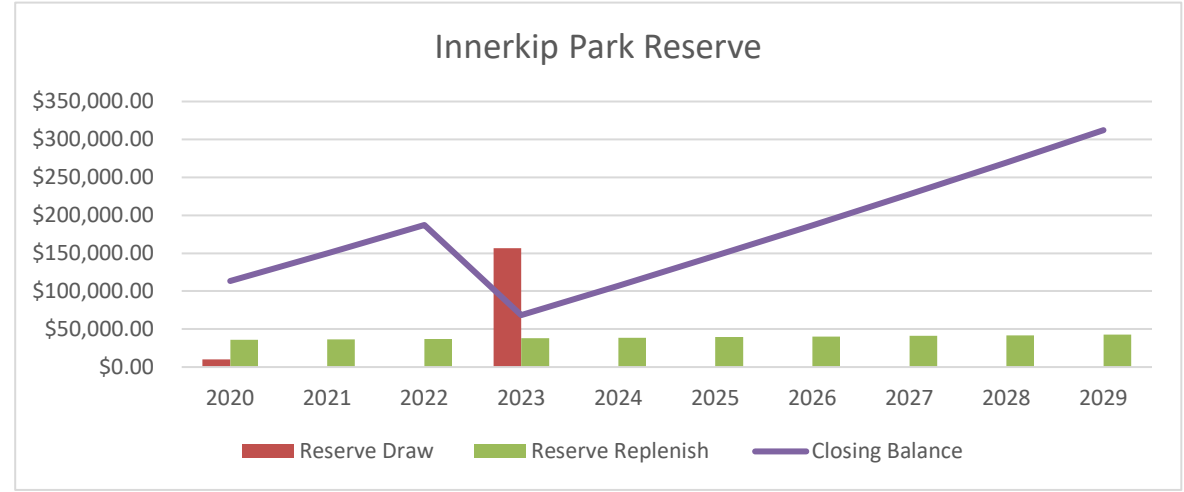
Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PARKS and RECREATION REVENUES (cont'd)</u></b>										
11-783-021-0569	<b>TDRC - Vending Machines</b>									<b>2020 as per KW-supplied budget</b>
	Vending Machine Revenue	3,051	2,777	2,800	3,230	3,200	400	3,200	3,200	
	<b>Total TDRC - Vending Machines</b>	<b>3,051</b>	<b>2,777</b>	<b>2,800</b>	<b>3,230</b>	<b>3,200</b>	<b>400</b>	<b>3,200</b>	<b>3,200</b>	
11-784-021-0785	<b>TDRC - Pro Shop/Skate Sharpening</b>									<b>2020 as per KW-supplied budget</b>
	Pro Shop/Skate Sharpening Revenue	164	-	50	-	50	-	50	50	
	<b>Total TDRC - Pro Shop/Skate Sharpening</b>	<b>164</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>50</b>	
11-786-021-0788	<b>TDRC - Ice Resurfacer</b>									<b>2020 as per KW-supplied budget</b>
	Zamboni Advertising	3,300	3,300	3,300	3,650	3,650	350	3,650	3,650	
	<b>Total TDRC - Ice Resurfacer</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>	<b>3,650</b>	<b>3,650</b>	<b>350</b>	<b>3,650</b>	<b>3,650</b>	

Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



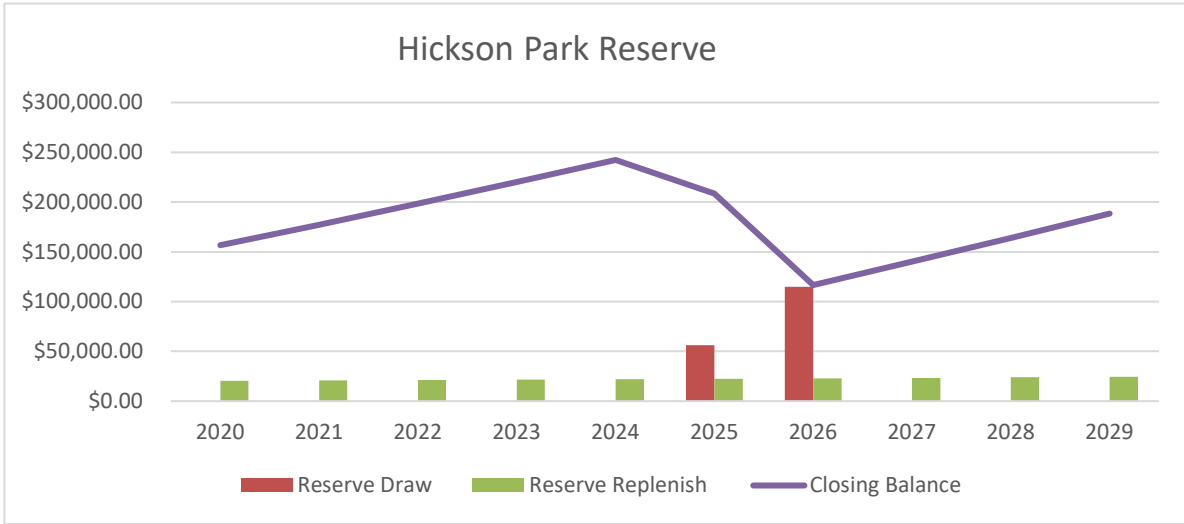
11-942-942-9846  
Innerkip Community Centre Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	28,748	15,606	15,300	13,142
2021	13,142	15,918	15,606	12,830
2022	12,830	5,412	15,918	23,336
2023	23,336	0	16,236	39,573
2024	39,573	5,631	16,561	50,503
2025	50,503	11,487	16,892	55,909
2026	55,909	0	17,230	73,139
2027	73,139	0	17,575	90,714
2028	90,714	0	17,926	108,640
2029	108,640	0	18,285	126,925



11-942-942-9842  
Innerkip Park

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	88,079	10,200	35,700	113,579
2021	113,579	0	36,414	149,993
2022	149,993	0	37,142	187,135
2023	187,135	156,559	37,885	68,461
2024	68,461	0	38,643	107,104
2025	107,104	0	39,416	146,520
2026	146,520	0	40,204	186,724
2027	186,724	0	41,008	227,732
2028	227,732	0	41,828	269,560
2029	269,560	0	42,665	312,225

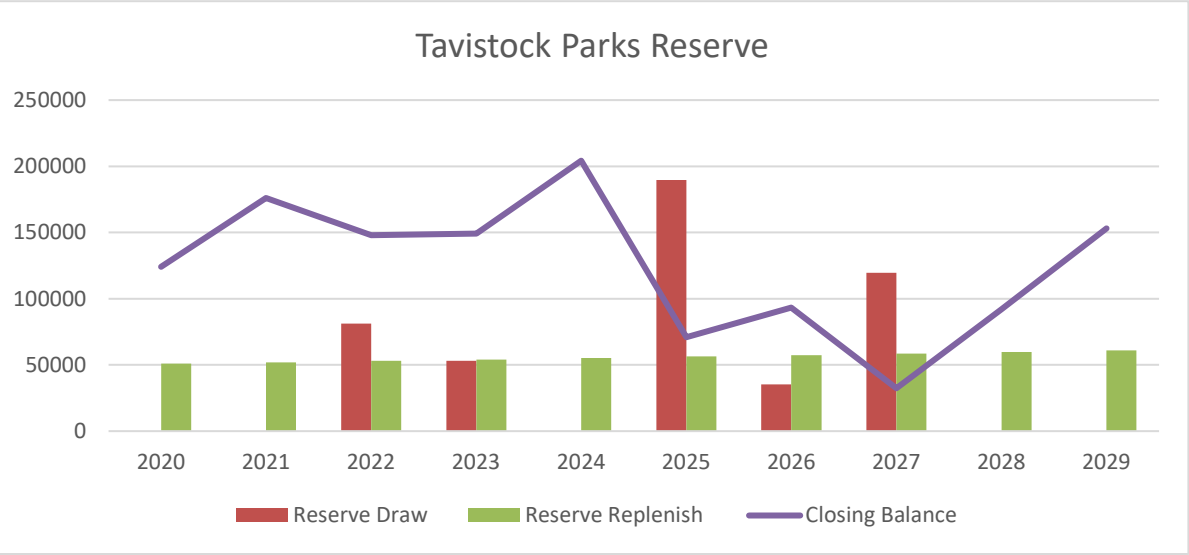


11-942-942-9841  
Hickson Park Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	136,113	0	20,400	156,513
2021	156,513	0	20,808	177,321
2022	177,321	0	21,224	198,545
2023	198,545	0	21,649	220,193
2024	220,193	0	22,082	242,275
2025	242,275	56,308	22,523	208,490
2026	208,490	114,869	22,974	116,595
2027	116,595	0	23,433	140,028
2028	140,028	0	23,902	163,930
2029	163,930	0	24,380	188,310

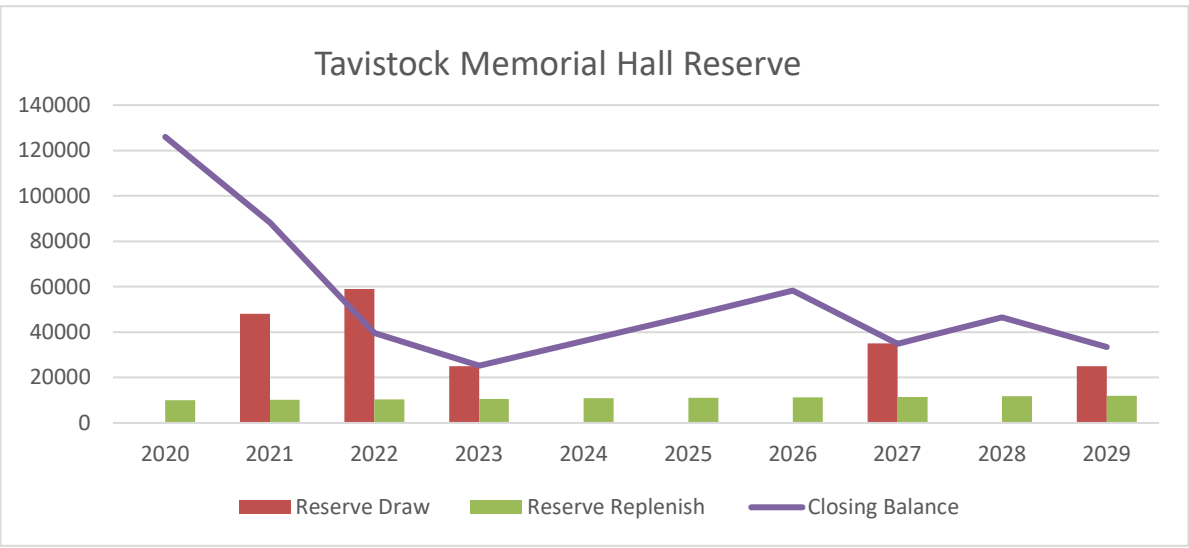


Township of East Zorra-Tavistock  
PARKS and RECREATION  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



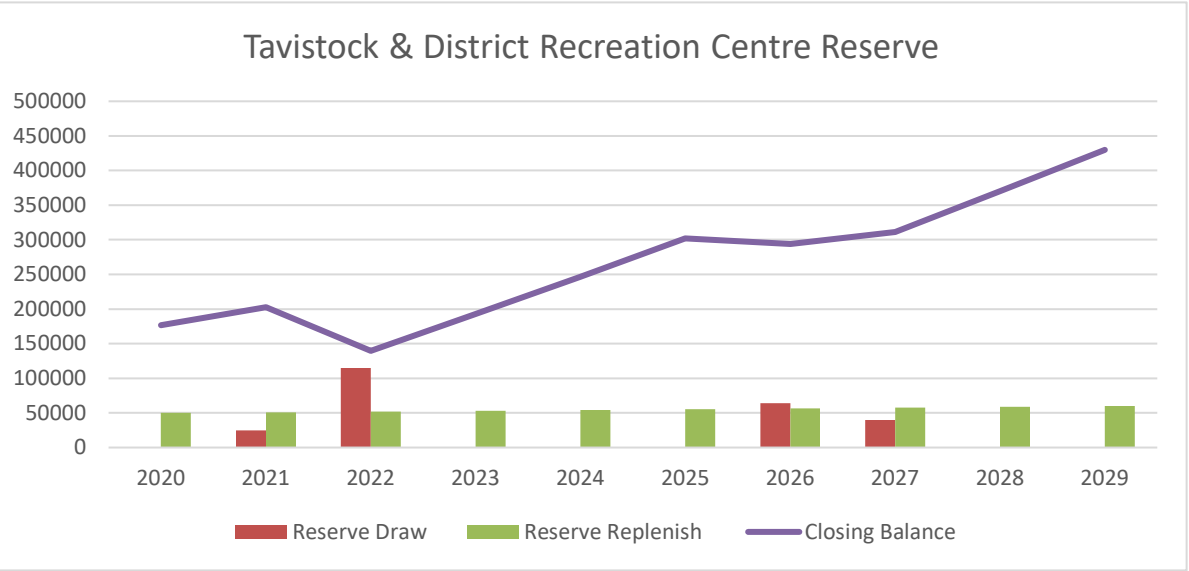
11-942-942-9843  
Tavistock Parks Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	73,013	0	51,000	124,013
2021	124,013	0	52,020	176,033
2022	176,033	81,182	53,060	147,911
2023	147,911	52,996	54,122	149,037
2024	149,037	0	55,204	204,241
2025	204,241	189,533	56,308	71,016
2026	71,016	35,150	57,434	93,300
2027	93,300	119,509	58,583	32,374
2028	32,374	0	59,755	92,129
2029	92,129	0	60,950	153,078



11-942-942-9844  
Tavistock Memorial Hall Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	116,000	0	10,000	126,000
2021	126,000	48,000	10,200	88,200
2022	88,200	59,000	10,404	39,604
2023	39,604	25,000	10,612	25,216
2024	25,216	0	10,824	36,040
2025	36,040	0	11,041	47,081
2026	47,081	0	11,262	58,343
2027	58,343	35,000	11,487	34,830
2028	34,830	0	11,717	46,546
2029	46,546	25,000	11,951	33,497



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

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	126,585	0	50,000	176,585
2021	176,585	25,000	51,000	202,585
2022	202,585	115,000	52,020	139,605
2023	139,605	0	53,060	192,666
2024	192,666	0	54,122	246,787
2025	246,787	0	55,204	301,991
2026	301,991	64,204	56,308	294,096
2027	294,096	40,000	57,434	311,530
2028	311,530	0	58,583	370,113
2029	370,113	0	59,755	429,867

Township of East Zorra-Tavistock  
PUBLIC WORKS  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Expenditures									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Administration	534,823	546,275	582,940	587,103	516,174	(66,766)	498,908	514,147	
Equipment	174,232	202,629	230,020	211,624	189,758	(40,262)	202,390	209,083	
Facilities	103,508	105,296	113,313	108,352	249,332	136,019	253,178	258,274	
Road Maintenance	677,371	666,823	832,103	703,185	896,795	64,693	925,808	975,067	
Winter Maintenance	191,194	214,219	279,725	217,670	229,027	(50,698)	238,135	248,062	
Equipment and Vehicles	24,986	130,000	175,000	175,000	300,000	125,000	306,000	312,120	
Municipal Drains	55,000	-	25,000	25,000	25,500	500	26,010	26,530	
Bridges	13,886	108,673	45,000	34,861	220,400	175,400	204,000	208,080	
Innerkip Streets Debenture	132,284	132,283	132,284	132,284	132,284	-	132,284	132,284	
Asset Management - Gravel to Hardtop	369,363	200,000	250,000	250,000	255,000	5,000	260,100	265,302	
Sidewalks	25,890	36,745	45,456	35,251	43,103	(2,353)	44,037	44,997	
Roads Projects	-	-	100,000	50,000	102,000	2,000	104,040	106,121	
Leaf and Yard Waste Program	48,016	62,895	68,349	53,895	54,973	(13,376)	56,073	57,194	
Streetlighting	127,945	110,657	128,329	121,477	121,725	(6,604)	121,982	122,281	
Capital Expenditures	166,709	1,917,628	1,945,225	797,107	1,830,000	(115,225)	86,700	52,000	
TOTALS	2,645,207	4,434,123	4,952,743	3,502,807	5,166,070	213,327	3,459,643	3,531,542	
Gross Budget Revenues									Notes
	2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	
Contributions from Developers	-	-	94,800	142,500	884,933	790,133	17,933	17,933	
Contributions from Other Municipalities	48,016	61,882	63,135	1,654	36,633	(26,502)	32,838	23,157	
Cost Recoveries	3,650	1,920	4,716	10,896	5,489	773	6,101	7,495	
Donations	-	-	-	2,000	-	-	-	-	
Licences, Permits and Rents	301,866	328,076	331,133	284,566	304,187	(26,946)	304,977	297,367	
Non-Specific Grants	-	-	350,544	392,066	598,000	247,456	-	-	
Sale of Equipment/Vehicles	59,480	-	-	2,000	-	-	-	-	
Sundry Revenue	15,264	18,580	16,602	21,747	21,530	4,928	22,619	22,966	
Transfers from Reserves and Reserve Funds	125,000	57,356	1,159,225	179,425	125,000	(1,034,225)	35,000	40,000	
User Fees and Charges	-	3,634	3,635	-	3,635	-	3,635	3,635	
TOTALS	553,276	471,448	2,023,789	1,036,854	1,979,407	(44,382)	423,104	412,554	
NET PUBLIC WORKS BUDGET	2,091,931	3,962,675	2,928,954	2,465,954	3,186,663	257,710	3,036,539	3,118,988	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES</u></b>										
<b>Administration</b>										
11-311-121-1110	Salaries and Wages	175,513	184,951	188,188	200,618	216,380	28,192	220,708	225,122	includes 2% increase + 50% of CET from Building
11-311-121-1150	Vacation, Stats, Sick and Holidays	51,952	53,260	54,192	46,232	62,311	8,119	63,557	64,828	includes 2% increase + 50% of CET from Building
11-311-121-1210	Benefits	63,797	64,394	65,521	74,204	74,001	8,480	75,481	76,991	includes 2% increase + 50% of CET from Building
11-311-121-3135	Certifications (medicals & licence renewals)	-	-	-	-	2,000	2,000	2,040	2,081	\$150/medical & \$50/renewal x 10 employees
11-311-121-2433	Computer Software and Hardware	-	-	-	972	3,500	3,500	3,570	3,641	MESH costs @ \$70/user x 4 users x 12 months
11-311-121-2510	Uniforms	2,401	1,874	2,500	3,846	2,707	207	2,809	3,121	based on 3-year rolling average actuals
11-311-121-2610	Office Supplies	936	741	715	1,401	1,026	311	1,056	1,161	based on 3-year rolling average actuals
11-311-121-3110	Travel/Meals/Conferences/Seminars	2,922	2,338	2,403	1,895	2,385	(18)	2,206	2,162	based on 3-year rolling average actuals
11-311-121-3120	Training and Staff Development	5,050	4,436	10,000	10,210	10,000	-	10,000	10,000	increased as per TL
11-311-121-3170	Memberships and Publications	1,155	1,404	1,580	1,403	1,321	(259)	1,376	1,367	based on 3-year rolling average actuals
11-311-121-3260	Telecommunications	6,117	4,945	5,044	4,499	4,589	(455)	4,680	4,774	prior year actual + 2%
11-311-121-3290	Print, Advertising and Promotion	775	335	660	2,003	1,038	378	1,125	1,388	based on 3-year rolling average actuals
11-311-121-3310	Professional Services	3,440	12,752	31,007	27,139	45,681	14,674	20,000	25,000	prior year actual + 2% including MESH and sign inspection
11-311-121-3311	Locates	936	40	1,000	914	1,000	-	1,000	1,000	done internally currently
11-311-121-3510	Equipment Rentals - Owned	5,444	1,477	5,036	3,751	3,557	(1,478)	2,928	3,412	based on 3-year rolling average actuals
11-311-121-3810	Insurance and Licences	89,385	88,328	90,095	83,018	84,678	(5,416)	86,372	88,099	prior year actual + 2%
11-311-121-5390	Appropriation to Reserve	125,000	125,000	125,000	125,000	-	(125,000)	-	-	should be a vehicle & equipment transfer (see below)
Total Administration		534,823	546,275	582,940	587,103	516,174	(66,766)	498,908	514,147	
<b>Equipment</b>										
<u>1999 Champion 740A Grader</u>										
11-311-821-1110	Salaries and Wages	2,854	3,774	3,840	2,037	2,077	(1,763)	2,119	2,161	includes 2% increase
11-311-821-1210	Benefits	690	844	859	451	460	(399)	469	478	includes 2% increase
11-311-821-2210	Fuels and Lubricants	12,178	15,849	16,166	11,991	12,231	(3,934)	12,476	12,725	prior year actual + 2%
11-311-821-2370	Repairs - Parts and Labour	2,428	664	1,492	5,521	2,871	1,379	3,018	3,803	based on 3-year rolling average actuals
11-311-821-3510	Equipment Rentals - Owned	-	-	-	237	500	500	510	520	internal use of equipment
11-311-821-3810	Insurance and Licences	723	680	694	730	745	51	760	775	prior year actual + 2%
Total 1999 Champion 740A Grader		18,873	21,811	23,050	20,966	18,884	(4,166)	19,352	20,463	
<u>2004 Volvo 730B Grader</u>										
11-311-823-1110	Salaries and Wages	3,290	2,038	2,074	2,089	2,131	57	2,173	2,217	includes 2% increase
11-311-823-1210	Benefits	899	553	563	628	641	79	654	667	includes 2% increase
11-311-823-2210	Fuels and Lubricants	15,299	14,449	14,738	12,344	12,591	(2,147)	12,842	13,099	prior year actual + 2%
11-311-823-2370	Repairs - Parts and Labour	13,764	3,734	14,290	29,590	10,596	(3,694)	14,640	18,275	based on 3-year rolling average actuals (excluding 2019)
11-311-823-3510	Equipment Rentals - Owned	1,723	140	-	415	500	500	510	520	internal use of equipment
11-311-823-3810	Insurance and Licences	542	510	520	548	559	39	570	581	prior year actual + 2%
Total 2004 Volvo 730B Grader		35,517	21,424	32,184	45,614	27,017	(5,167)	31,389	35,360	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Equipment (cont'd)</b>										
<u>2016 John Deere Tractor</u>										
11-311-824-1110	Salaries and Wages	575	493	502	446	455	(47)	464	473	includes 2% increase
11-311-824-1210	Benefits	164	147	150	102	104	(46)	106	108	includes 2% increase
11-311-824-2210	Fuels and Lubricants	4,643	4,041	4,122	2,789	2,844	(1,278)	2,901	2,959	prior year actual + 2%
11-311-824-2370	Repairs - Parts and Labour	336	1,202	858	1,772	1,103	245	1,359	1,412	based on 3-year rolling average actuals
11-311-824-3810	Insurance and Licences	151	143	146	153	156	10	160	163	prior year actual + 2%
Total 2016 John Deere Tractor		5,869	6,026	5,777	5,262	4,663	(1,114)	4,990	5,115	
<u>2010 Caterpillar Loader</u>										
11-311-825-1110	Salaries and Wages	787	610	621	403	411	(209)	419	428	includes 2% increase
11-311-825-1210	Benefits	220	196	199	100	102	(96)	105	107	includes 2% increase
11-311-825-2210	Fuels and Lubricants	325	376	384	2,202	2,246	1,862	2,291	2,336	prior year actual + 2%
11-311-825-2370	Repairs - Parts and Labour	3,477	1,102	10,522	9,274	4,618	(5,904)	4,998	6,297	based on 3-year rolling average actuals
11-311-825-3810	Insurance and Licences	451	426	435	457	466	31	475	485	prior year actual + 2%
Total 2010 Caterpillar Loader		5,260	2,710	12,160	12,436	7,843	(4,317)	8,288	9,652	
<u>2014 Case Backhoe</u>										
11-311-826-1110	Salaries and Wages	486	757	770	124	127	(643)	129	132	includes 2% increase
11-311-826-1210	Benefits	163	229	233	41	42	(191)	43	44	includes 2% increase
11-311-826-2210	Fuels and Lubricants	2,263	1,838	1,875	994	1,014	(861)	1,034	1,055	prior year actual + 2%
11-311-826-2370	Repairs - Parts and Labour	-	297	500	89	500	-	500	500	placeholder for additional expenses
11-311-826-3810	Insurance and Licences	350	329	336	353	360	24	367	375	prior year actual + 2%
Total 2014 Case Backhoe		3,262	3,450	3,714	1,601	2,043	(1,671)	2,073	2,105	
<u>Chainsaws and Other Small Equipment</u>										
11-311-827-1110	Salaries and Wages	2,347	3,248	3,305	4,055	4,136	831	4,219	4,303	includes 2% increase
11-311-827-1150	Vacation, Sick, Stats	-	-	-	8	8	8	8	8	includes 2% increase
11-311-827-1210	Benefits	691	957	974	1,044	1,065	91	1,086	1,108	includes 2% increase
11-311-827-2210	Fuels and Lubricants	(3,692)	672	685	486	496	(189)	505	516	prior year actual + 2%
11-311-827-2370	Repairs - Parts and Labour	1,976	7,788	5,153	3,201	4,322	(831)	5,104	4,209	based on 3-year rolling average actuals
11-311-827-3510	Equipment Rentals - Owned	-	-	-	33	100	100	102	104	internal use of equipment
Total Chainsaws and Other Small Equipment		1,322	12,665	10,117	8,826	10,126	9	11,024	10,248	



**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Equipment (cont'd)										
<u>Snowplows, Wings, etc.</u>										
11-311-828-1110	Salaries and Wages	5,931	6,247	6,356	6,978	7,118	762	7,260	7,405	includes 2% increase
11-311-828-1150	Vacation, Sick, Stats	-	-	-	12	12	12	12	12	includes 2% increase
11-311-828-1210	Benefits	1,441	1,512	1,538	1,733	1,767	229	1,803	1,839	includes 2% increase
11-311-828-2370	Repairs - Parts and Labour	7,328	13,506	15,000	9,685	10,173	(4,827)	11,121	10,326	based on 3-year rolling average actuals
11-311-828-3510	Equipment Rentals - Owned	-	-	-	130	250	250	255	260	internal use of equipment
11-311-828-3810	Insurance and Licences	19	18	18	19	20	2	20	21	prior year actual + 2%
Total Snowplows, Wings, etc.		14,719	21,283	22,913	18,557	19,340	(3,573)	20,471	19,864	
<u>2006 Vermeer Brush Chipper</u>										
11-311-829-1110	Salaries and Wages	299	578	588	20	21	(567)	21	21	includes 2% increase
11-311-829-1210	Benefits	93	222	226	6	6	(220)	6	6	includes 2% increase
11-311-829-2370	Repairs - Parts and Labour	297	7,851	2,845	-	2,716	(129)	3,522	2,079	based on 3-year rolling average actuals
11-311-829-3810	Insurance and Licences	104	97	99	105	107	8	109	111	prior year actual + 2%
Total 2006 Vermeer Brush Chipper		793	8,748	3,758	131	2,850	(908)	3,659	2,218	
<u>2015 International Dump Truck</u>										
11-311-830-1110	Salaries and Wages	1,861	3,209	3,265	1,569	1,600	(1,665)	1,632	1,665	includes 2% increase
11-311-830-1150	Vacation, Sick, Stats	-	-	-	2	2	2	2	2	includes 2% increase
11-311-830-1210	Benefits	533	897	913	459	468	(445)	478	487	includes 2% increase
11-311-830-2210	Fuels and Lubricants	15,080	18,653	19,026	11,793	12,029	(6,997)	12,269	12,515	prior year actual + 2%
11-311-830-2370	Repairs - Parts and Labour	2,318	6,739	5,000	15,211	8,089	3,089	10,013	11,104	based on 3-year rolling average actuals
11-311-830-3810	Insurance and Licences	2,915	2,736	2,791	2,764	2,820	29	2,876	2,933	prior year actual + 2%
Total 2015 International Dump Truck		22,707	32,234	30,995	31,798	25,008	(5,987)	27,270	28,707	
<u>2015 Freightliner Dump Truck</u>										
11-311-831-1110	Salaries and Wages	2,863	2,300	2,340	1,683	1,717	(623)	1,751	1,786	includes 2% increase
11-311-831-1150	Vacation, Sick, Stats	-	-	-	1	1	1	2	2	includes 2% increase
11-311-831-1210	Benefits	892	677	689	587	599	(90)	611	623	includes 2% increase
11-311-831-2210	Fuels and Lubricants	15,485	19,593	19,985	13,012	13,272	(6,713)	13,538	13,809	prior year actual + 2%
11-311-831-2370	Repairs - Parts and Labour	1,344	1,619	5,000	4,601	2,521	(2,479)	2,914	3,346	based on 3-year rolling average actuals
11-311-831-3510	Equipment Rentals - Owned	-	-	-	65	150	150	153	156	internal use of equipment
11-311-831-3810	Insurance and Licences	2,915	2,736	2,791	2,764	2,820	29	2,876	2,933	prior year actual + 2%
Total 2015 Freightliner Dump Truck		23,499	26,925	30,805	22,715	21,081	(9,725)	21,845	22,655	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Equipment (cont'd)</b>										
<b><u>2006 Sterling Dump Truck</u></b>										
11-311-832-1110	Salaries and Wages	2,697	2,806	2,855	1,642	<b>1,675</b>	(1,181)	1,708	1,742	includes 2% increase
11-311-832-1150	Vacation, Sick, Stats	-	-	-	4	<b>4</b>	4	4	4	includes 2% increase
11-311-832-1210	Benefits	738	767	780	483	<b>493</b>	(287)	503	513	includes 2% increase
11-311-832-2210	Fuels and Lubricants	4,325	4,342	4,429	4,149	<b>4,232</b>	(197)	4,316	4,403	prior year actual + 2%
11-311-832-2370	Repairs - Parts and Labour	10,114	5,794	8,000	11,612	<b>9,173</b>	1,173	8,860	9,882	based on 3-year rolling average actuals
11-311-832-3510	Equipment Rentals - Owned	-	-	-	163	<b>250</b>	250	255	260	internal use of equipment
11-311-832-3810	Insurance and Licences	2,221	1,985	2,025	2,014	<b>2,054</b>	29	2,095	2,137	prior year actual + 2%
<b>Total 2006 Sterling Dump Truck</b>		<b>20,095</b>	<b>15,694</b>	<b>18,089</b>	<b>20,066</b>	<b>17,881</b>	<b>(208)</b>	<b>17,741</b>	<b>18,941</b>	
<b><u>2013 TerraStar Flatbed</u></b>										
11-311-833-1110	Salaries and Wages	474	597	607	373	<b>380</b>	(227)	388	395	includes 2% increase
11-311-833-1210	Benefits	154	153	156	166	<b>169</b>	13	173	176	includes 2% increase
11-311-833-2210	Fuels and Lubricants	2,026	1,853	1,890	2,594	<b>2,646</b>	756	2,699	2,753	prior year actual + 2%
11-311-833-2370	Repairs - Parts and Labour	2,644	916	1,614	1,368	<b>1,643</b>	29	1,309	1,440	based on 3-year rolling average actuals
11-311-833-3510	Equipment Rentals - Owned	-	-	-	65	<b>100</b>	100	102	104	internal use of equipment
11-311-833-3810	Insurance and Licences	1,706	1,470	1,499	1,498	<b>1,528</b>	29	1,559	1,590	prior year actual + 2%
<b>Total 2013 TerraStar Flatbed</b>		<b>7,004</b>	<b>4,989</b>	<b>5,766</b>	<b>6,064</b>	<b>6,466</b>	<b>700</b>	<b>6,229</b>	<b>6,458</b>	
<b><u>2015 RAM Pickup (PW Foreman)</u></b>										
11-311-835-1110	Salaries and Wages	374	610	621	197	<b>201</b>	(420)	205	209	includes 2% increase
11-311-835-1210	Benefits	114	160	163	47	<b>48</b>	(114)	49	50	includes 2% increase
11-311-835-2210	Fuels and Lubricants	7,693	9,576	9,768	5,993	<b>6,113</b>	(3,655)	6,235	6,360	prior year actual + 2%
11-311-835-2370	Repairs - Parts and Labour	806	7,664	2,847	2,844	<b>3,771</b>	924	4,760	3,792	based on 3-year rolling average actuals
11-311-835-3810	Insurance and Licences	1,267	1,143	1,166	1,177	<b>1,201</b>	35	1,225	1,249	prior year actual + 2%
<b>Total 2015 RAM Pickup (PW Foreman)</b>		<b>10,254</b>	<b>19,153</b>	<b>14,564</b>	<b>10,258</b>	<b>11,334</b>	<b>(3,230)</b>	<b>12,473</b>	<b>11,659</b>	
<b><u>2019 Ford F150 (PW Manager)</u></b>										
11-311-836-1110	Salaries and Wages	-	-	500	552	<b>510</b>	10	520	531	includes 2% increase
11-311-836-1210	Benefits	-	-	125	168	<b>128</b>	3	130	133	includes 2% increase
11-311-836-2210	Fuels and Lubricants	-	-	3,250	2,639	<b>3,250</b>	-	3,315	3,381	prior year budget + 2%
11-311-836-2370	Repairs - Parts and Labour	-	-	1,000	375	<b>1,000</b>	-	1,000	1,000	new vehicle unanticipated expenses
11-311-836-3810	Insurance and Licences	-	-	1,166	1,032	<b>1,201</b>	35	1,225	1,249	prior year budget + 2%
<b>Total 2019 Ford F150 (PW Manager)</b>		<b>-</b>	<b>-</b>	<b>6,041</b>	<b>4,766</b>	<b>6,089</b>	<b>47</b>	<b>6,191</b>	<b>6,294</b>	



**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Equipment (cont'd)</b>										
<b><u>2014 RAM Pickup (Roads Staff)</u></b>										
11-311-837-1110	Salaries and Wages	175	127	129	370	378	248	385	393	includes 2% increase
11-311-837-1150	Vacation, Sick, Stats	-	-	-	1	1	1	1	1	includes 2% increase
11-311-837-1210	Benefits	56	36	37	104	106	69	108	110	includes 2% increase
11-311-837-2210	Fuels and Lubricants	2,376	2,167	2,210	1,800	1,836	(374)	1,873	1,910	prior year actual + 2%
11-311-837-2370	Repairs - Parts and Labour	205	1,254	991	125	528	(463)	636	430	based on 3-year rolling average actuals
11-311-837-3810	Insurance and Licences	357	120	122	120	122	0	125	127	prior year actual + 2%
<b>Total 2014 RAM Pickup (Roads Staff)</b>		<b>3,169</b>	<b>3,704</b>	<b>3,490</b>	<b>2,520</b>	<b>2,971</b>	<b>(519)</b>	<b>3,127</b>	<b>2,971</b>	
<b><u>1994 International PW Water Tanker</u></b>										
11-311-838-1110	Salaries and Wages	112	39	76	76	-	(76)	-	-	disposed of in 2019
11-311-838-1210	Benefits	35	8	21	21	-	(21)	-	-	disposed of in 2019
11-311-838-2370	Repairs - Parts and Labour	673	468	-	-	-	-	-	-	disposed of in 2019
11-311-838-3810	Insurance and Licences	1,069	1,298	375	(375)	-	(375)	-	-	disposed of in 2019
<b>Total 1994 International PW Water Tanker</b>		<b>1,889</b>	<b>1,813</b>	<b>471</b>	<b>(279)</b>	<b>-</b>	<b>(471)</b>	<b>-</b>	<b>-</b>	
<b><u>2019 Zero Steer Mower</u></b>										
11-311-839-1110	Salaries and Wages	-	-	1,000	-	1,020	20	1,041	1,061	includes 2% increase
11-311-839-1210	Benefits	-	-	500	-	510	10	520	531	includes 2% increase
11-311-839-2210	Fuels and Lubricants	-	-	3,250	-	3,250	-	3,315	3,381	prior year + 2%
11-311-839-2370	Repairs - Parts and Labour	-	-	1,000	322	1,000	-	1,000	1,000	based on 3-year rolling average actuals
11-311-839-3810	Insurance and Licences	-	-	375	-	383	8	390	398	prior year + 2%
<b>Total 2019 Zero Steer Mower</b>		<b>-</b>	<b>-</b>	<b>6,125</b>	<b>322</b>	<b>6,163</b>	<b>38</b>	<b>6,266</b>	<b>6,371</b>	
<b>Total Equipment</b>		<b>174,232</b>	<b>202,629</b>	<b>230,020</b>	<b>211,624</b>	<b>189,758</b>	<b>(40,262)</b>	<b>202,390</b>	<b>209,083</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Facilities</b>										
11-312-121-1110	Salaries and Wages	9,304	10,299	10,479	13,629	13,902	3,423	14,180	14,463	includes 2% increase
11-312-121-1150	Vacation, Sick, Stats	-	-	-	79	81	81	82	84	includes 2% increase
11-312-121-1210	Benefits	2,553	2,778	2,827	3,379	3,446	620	3,515	3,586	includes 2% increase
11-312-121-2330	Communications Equipment	1,236	516	1,752	-	584	(1,168)	367	317	based on 3-year rolling average actuals
11-312-121-2380	Operating Equipment and Tools	7,027	3,325	4,835	5,315	5,222	387	4,621	5,053	based on 3-year rolling average actuals
11-312-121-3420	Building - Repairs and Maintenance	3,309	4,705	9,000	3,938	9,000	-	9,000	9,000	repairs to be conducted
11-312-121-3430	Grounds - Repairs and Maintenance	789	951	894	916	885	(9)	917	906	based on 3-year rolling average actuals
11-312-121-3505	Equipment Rentals - Hired	70	-	250	-	-	-	-	-	no required budget for 2020
11-312-121-3510	Equipment Rentals - Owned	850	1,765	2,000	2,163	2,000	-	2,000	2,000	placeholder for unanticipated allocation of costs
11-312-121-3610	Electrical Power	3,521	3,936	4,015	3,006	3,066	(949)	3,128	3,190	prior year actual + 2%
11-312-121-3620	Water	887	1,203	1,227	913	931	(296)	950	969	prior year actual + 2%
11-312-121-3625	Sewer	714	1,131	1,154	1,190	1,214	60	1,238	1,263	prior year actual + 2%
11-312-121-3630	Natural Gas	5,088	6,499	6,629	5,726	5,841	(788)	5,958	6,077	prior year actual + 2%
11-312-121-3810	Insurance and Licences	3,160	3,188	3,252	3,097	3,159	(93)	3,223	3,287	prior year actual + 2%
11-312-430-5390	Appropriation to Reserve	65,000	65,000	65,000	65,000	200,000	135,000	204,000	208,080	adjusted base year 2020 to \$200,000 for potential debt
<b>Total Facilities</b>		<b>103,508</b>	<b>105,296</b>	<b>113,313</b>	<b>108,352</b>	<b>249,332</b>	<b>136,019</b>	<b>253,178</b>	<b>258,274</b>	
<b>Road Maintenance</b>										
<b><u>HM - Patching/Base Repair</u></b>										
11-313-315-1110	Salaries and Wages	3,664	3,515	3,577	3,126	3,188	(388)	3,252	3,317	includes 2% increase
11-313-315-1150	Vacation, Sick, Stats	-	-	-	31	32	32	32	33	includes 2% increase
11-313-315-1210	Benefits	1,094	963	980	790	806	(174)	822	838	includes 2% increase
11-313-315-2110	Granulars and Asphalt	2,323	4,912	5,403	5,461	6,007	604	6,608	7,269	granulars up 10% over prior year actual
11-313-315-3505	Equipment Rentals - Hired	22,963	8,656	20,000	10,160	40,000	20,000	40,000	40,000	increased crack/sealing & patching budget
11-313-315-3510	Equipment Rentals - Owned	3,684	3,040	2,751	2,368	3,031	280	2,813	2,737	based on 3-year rolling average actuals
<b>Total HM - Patching/Base Repair</b>		<b>33,728</b>	<b>21,086</b>	<b>32,710</b>	<b>21,935</b>	<b>53,063</b>	<b>20,353</b>	<b>53,526</b>	<b>54,193</b>	
<b><u>HM - Sweeping</u></b>										
11-313-317-3505	Equipment Rentals - Hired	6,600	6,038	9,000	8,525	8,696	(304)	8,870	9,047	prior year actual + 2% subsequently
<b>Total HM - Sweeping</b>		<b>6,600</b>	<b>6,038</b>	<b>9,000</b>	<b>8,525</b>	<b>8,696</b>	<b>(304)</b>	<b>8,870</b>	<b>9,047</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description			2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>											
<b>Road Maintenance (cont'd)</b>											
<u>HM - Shoulder Maintenance</u>											
11-313-318-1110	Salaries and Wages		4,194	3,952	4,021	5,392	5,500	1,479	5,610	5,722	includes 2% increase
11-313-318-1150	Vacation, Sick, Stats		-	-	-	3	3	3	4	4	includes 2% increase
11-313-318-1210	Benefits		1,095	1,238	1,260	1,431	1,460	200	1,489	1,519	includes 2% increase
11-313-318-2110	Granulars and Asphalt		3,315	18,745	20,620	17,658	19,424	(1,196)	21,366	23,503	granulars up 10% over p/y actual - better inventory tracking
11-313-318-3510	Equipment Rentals - Owned		6,093	5,518	5,628	8,525	8,696	3,068	8,869	9,047	prior year actual + 2%
Total HM - Shoulder Maintenance			14,697	29,453	31,529	33,009	35,082	3,553	37,338	39,794	
<u>HM - Other Maintenance</u>											
11-313-319-2180	Building Materials		244	48	97	-	97	0	48	49	based on 3-year rolling average actuals
11-313-319-3310	Professional Services		-	-	15,000	204	-	(15,000)	-	-	reduced budget here as covered in line below
11-313-319-3505	Equipment Rentals - Hired		19,759	14,566	14,857	12,355	12,602	(2,255)	12,854	13,111	prior year actual + 2%
Total HM - Other Maintenance			20,003	14,614	29,955	12,558	12,699	(17,255)	12,902	13,160	
<u>LM - Patch Gravel Surface</u>											
11-313-331-1110	Salaries and Wages		753	1,031	1,049	664	677	(372)	691	705	includes 2% increase
11-313-331-1150	Vacation, Sick, Stats		-	-	-	2	2	2	2	2	includes 2% increase
11-313-331-1210	Benefits		199	265	270	167	170	(100)	174	177	includes 2% increase
11-313-331-2110	Granulars and Asphalt		3,810	2,020	6,500	6,719	7,391	891	8,130	8,943	granulars up 10% over p/y actual - better inventory tracking
11-313-331-3510	Equipment Rentals - Owned		2,408	2,021	2,198	1,351	1,927	(271)	1,766	1,681	based on 3-year rolling average actuals
Total LM - Patch Gravel Surface			7,170	5,337	10,017	8,903	10,168	151	10,763	11,509	
<u>LM - Grading</u>											
11-313-334-1110	Salaries and Wages		18,449	16,157	16,440	17,713	18,067	1,627	18,428	18,797	includes 2% increase
11-313-334-1210	Benefits		4,572	4,292	4,367	4,365	4,453	86	4,542	4,632	includes 2% increase
11-313-334-3510	Equipment Rentals - Owned		44,298	44,912	45,810	45,082	45,983	173	46,903	47,841	prior year actual + 2%
Total LM - Grading			67,319	65,361	66,617	67,160	68,503	1,886	69,873	71,270	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Road Maintenance (cont'd)</b>										
<b><u>LM - Dust Control</u></b>										
11-313-335-1110	Salaries and Wages	5,617	5,498	5,594	4,729	4,824	(770)	4,920	5,019	includes 2% increase
11-313-335-1210	Benefits	1,470	1,616	1,644	1,227	1,251	(393)	1,276	1,302	includes 2% increase
11-313-335-3510	Equipment Rentals - Owned	11,180	11,025	11,246	11,005	11,225	(21)	11,450	11,679	prior year actual + 2%
11-313-335-3555	Roads Contracted Services	118,116	99,854	140,000	136,826	139,563	(437)	145,145	156,757	2020 projected increase of 5% of prior year actual
<b>Total LM - Dust Control</b>		<b>136,383</b>	<b>117,993</b>	<b>158,484</b>	<b>153,787</b>	<b>156,863</b>	<b>(1,621)</b>	<b>162,791</b>	<b>174,756</b>	
<b><u>LM - Gravel Resurfacing</u></b>										
11-313-337-1110	Salaries and Wages	2,394	2,734	2,782	2,610	2,662	(120)	2,716	2,770	includes 2% increase
11-313-337-1210	Benefits	705	544	554	624	636	82	649	662	includes 2% increase
11-313-337-3510	Equipment Rentals - Owned	5,025	6,908	7,046	7,445	7,594	548	7,746	7,901	prior year actual + 2%
11-313-337-3555	Roads Contracted Services	138,576	162,267	195,000	176,975	194,672	(328)	214,139	235,553	based on 10% actual increase over prior year
<b>Total LM - Gravel Resurfacing</b>		<b>146,700</b>	<b>172,453</b>	<b>205,382</b>	<b>187,653</b>	<b>205,564</b>	<b>182</b>	<b>225,249</b>	<b>246,886</b>	
<b><u>RM - Grass Cutting/Seeding/Sodding</u></b>										
11-313-341-1110	Salaries and Wages	8,836	9,100	9,259	17,833	18,189	8,930	18,553	18,924	includes 2% increase
11-313-341-1150	Vacation, Sick, Stats	-	-	-	398	406	406	414	422	includes 2% increase
11-313-341-1210	Benefits	2,770	2,870	2,920	2,824	2,880	(40)	2,938	2,997	includes 2% increase
11-313-341-2120	Seed/Sod/Soils	-	-	-	275	280	280	286	292	prior year actual + 2%
11-313-341-3505	Equipment Rentals - Hired	4,520	4,234	4,319	2,934	2,993	(1,326)	3,053	3,114	prior year actual + 2%
11-313-341-3510	Equipment Rentals - Owned	9,788	10,783	12,499	14,043	15,823	3,324	16,140	16,463	prior year actual + 2% + additional roadside works
<b>Total RM - Grass Cutting/Seeding/Sodding</b>		<b>25,914</b>	<b>26,987</b>	<b>28,997</b>	<b>38,306</b>	<b>40,572</b>	<b>11,575</b>	<b>41,384</b>	<b>42,211</b>	
<b><u>RM - Tree Planting and Removal</u></b>										
11-313-342-1110	Salaries and Wages	27,306	30,935	31,476	14,503	14,793	(16,683)	15,089	15,391	includes 2% increase
11-313-342-1150	Vacation, Sick, Stats	-	-	-	100	102	102	104	106	includes 2% increase
11-313-342-1210	Benefits	8,058	8,885	9,040	3,755	3,830	(5,210)	3,907	3,985	includes 2% increase
11-313-342-2150	Trees and Fertilizer	2,456	4,253	4,677	4,739	3,816	(861)	4,269	4,275	based on 3-year rolling average actuals
11-313-342-3505	Equipment Rentals - Hired	63,625	30,628	55,000	39,900	44,718	(10,282)	38,415	41,011	based on 3-year rolling average actuals
11-313-342-3510	Equipment Rentals - Owned	31,355	39,154	39,937	17,178	17,522	(22,415)	17,872	18,229	prior year actual + 2%
<b>Total RM - Tree Planting and Removal</b>		<b>132,800</b>	<b>113,855</b>	<b>140,131</b>	<b>80,176</b>	<b>84,781</b>	<b>(55,350)</b>	<b>79,657</b>	<b>82,997</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Road Maintenance (cont'd)</b>										
<u>RM - Debris Pick-up</u>										
11-313-345-1110	Salaries and Wages	4,873	4,315	4,391	5,152	5,255	864	5,360	5,467	includes 2% increase
11-313-345-1150	Vacation, Sick, Stats	-	-	-	81	82	82	84	86	includes 2% increase
11-313-345-1210	Benefits	1,452	1,252	1,274	1,175	1,198	(76)	1,222	1,247	includes 2% increase
11-313-345-2910	Miscellaneous Expense	3,262	5,323	5,429	5,306	5,413	(16)	5,521	5,631	prior year actual + 2%
11-313-345-3510	Equipment Rentals - Owned	3,473	3,903	3,981	3,551	3,622	(359)	3,694	3,768	prior year actual + 2%
Total RM - Debris Pick-up		13,060	14,793	15,075	15,264	15,569	494	15,881	16,198	
<u>RM - Ditching</u>										
11-313-346-1110	Salaries and Wages	2,956	3,209	3,265	7,749	7,904	4,639	8,062	8,223	includes 2% increase
11-313-346-1150	Vacation, Sick, Stats	-	-	-	49	49	49	50	51	includes 2% increase
11-313-346-1210	Benefits	932	988	1,005	1,879	1,917	912	1,955	1,994	includes 2% increase
11-313-346-2110	Granulars and Asphalt	-	1,775	1,953	1,842	2,026	73	2,229	2,452	granulars up 10% over prior year actual
11-313-346-2180	Building Materials	-	413	421	541	552	131	563	574	prior year actual + 2%
11-313-346-3505	Equipment Rentals - Hired	483	2,234	15,000	9,610	9,802	(5,198)	9,998	10,198	prior year actual + 2%
11-313-346-3510	Equipment Rentals - Owned	5,713	5,363	5,470	10,761	10,976	5,506	11,196	11,420	prior year actual + 2%
Total RM - Ditching		10,084	13,982	27,114	32,430	33,226	6,112	34,053	34,912	
<u>RM - Other Roadside Maintenance</u>										
11-313-347-1110	Salaries and Wages	1,956	366	372	253	258	(114)	264	269	includes 2% increase
11-313-347-1210	Benefits	586	91	93	64	65	(28)	67	68	includes 2% increase
11-313-347-3505	Equipment Rentals - Hired	-	189	193	-	-	(193)	-	-	no budget required - work done internally
11-313-347-3510	Equipment Rentals - Owned	1,579	473	482	373	380	(102)	388	395	prior year actual + 2%
Total RM - Other Roadside Maintenance		4,121	1,119	1,140	690	704	(436)	718	732	



**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Road Maintenance (cont'd)</b>										
<b><u>RM - Sewers and Drains</u></b>										
11-313-348-1110	Salaries and Wages	425	116	118	449	458	340	467	476	includes 2% increase
11-313-348-1150	Vacation, Sick, Stats	-	-	-	3	3	3	3	3	includes 2% increase
11-313-348-1210	Benefits	120	35	36	124	126	91	129	131	includes 2% increase
11-313-348-2110	Granulars and Asphalt	213	335	369	348	383	14	421	463	granulars up 10% over prior year actual
11-313-348-2140	Culverts	-	-	250	-	250	-	275	303	minimal budget held for unanticipated expenses
11-313-348-2180	Building Materials	-	37	1,000	107	48	(952)	64	73	based on 3-year rolling average actuals
11-313-348-3505	Equipment Rentals - Hired	10,920	-	2,500	2,086	4,335	1,835	2,140	2,854	based on 3-year rolling average actuals
11-313-348-3510	Equipment Rentals - Owned	398	123	1,500	640	387	(1,113)	383	470	based on 3-year rolling average actuals
Total RM - Sewers and Drains		12,076	646	5,772	3,757	5,990	218	3,883	4,774	
<b><u>RM - Catch basin Repairs/Cleaning</u></b>										
11-313-349-1110	Salaries and Wages	1,298	1,092	1,111	474	483	(628)	493	503	includes 2% increase
11-313-349-1150	Vacation, Sick, Stats	-	-	-	5	5	5	5	5	includes 2% increase
11-313-349-1210	Benefits	395	359	365	108	110	(255)	112	114	includes 2% increase
11-313-349-2180	Building Materials	-	158	161	9	9	(152)	9	10	prior year actual + 2%
11-313-349-3505	Equipment Rentals - Hired	-	8,314	10,000	8,314	8,480	(1,520)	8,650	8,823	prior year actual + 2%
11-313-349-3510	Equipment Rentals - Owned	1,248	1,593	1,625	344	350	(1,275)	357	365	prior year actual + 2%
11-313-349-5390	Appropriation to (New) Storm Water Management Reserve	-	-	-	-	125,000	125,000	127,500	130,050	base year 2020 \$125,000 + 2% annual increase
Total RM - Catch basin Repairs/Cleaning		2,941	11,516	13,262	9,253	134,438	121,176	137,127	139,869	
<b><u>Bridge Maintenance</u></b>										
11-313-361-1110	Salaries and Wages	3,181	3,008	3,061	855	872	(2,189)	890	908	includes 2% increase
11-313-361-1210	Benefits	1,017	1,185	1,206	235	240	(966)	245	250	includes 2% increase
11-313-361-2110	Granulars and Asphalt	-	-	250	-	250	-	275	303	minimal budget held for unanticipated expenses
11-313-361-2180	Building Materials	250	2,166	2,209	17	18	(2,191)	18	18	prior year actual + 2%
11-313-361-3505	Equipment Rentals - Hired	178	778	794	-	-	(794)	-	-	prior year actual + 2%
11-313-361-3510	Equipment Rentals - Owned	2,935	3,068	3,129	1,008	1,028	(2,101)	1,048	1,069	prior year actual + 2%
Total Bridge Maintenance		7,561	10,205	10,649	2,115	2,408	(8,241)	2,476	2,547	



**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Road Maintenance (cont'd)</b>										
<b><u>Culvert Installation and Repair</u></b>										
11-313-364-1110	Salaries and Wages	5,078	5,795	5,896	2,679	2,733	(3,163)	2,787	2,843	includes 2% increase
11-313-364-1150	Vacation, Sick, Stats	-	-	-	7	7	7	7	7	includes 2% increase
11-313-364-1210	Benefits	1,597	1,771	1,802	708	722	(1,080)	736	751	includes 2% increase
11-313-364-2110	Granulars and Asphalt	876	1,234	1,357	3,173	3,490	2,133	3,839	4,223	granulars up 10% over prior year actual
11-313-364-2140	Culverts	2,392	5,312	5,418	3,016	3,076	(2,342)	3,138	3,201	prior year actual + 2%
11-313-364-3505	Equipment Rentals - Hired	316	799	815	-	-	(815)	-	-	prior year actual + 2%
11-313-364-3510	Equipment Rentals - Owned	6,525	7,530	7,681	4,040	4,121	(3,560)	4,203	4,287	prior year actual + 2%
<i>Total Culvert Installation and Repair</i>		16,784	22,441	22,970	13,622	14,149	(8,821)	14,711	15,312	
<b><u>Signs/Barricades/Guide Rails</u></b>										
11-313-371-1110	Salaries and Wages	7,811	7,157	7,282	4,777	4,872	(2,410)	4,970	5,069	includes 2% increase
11-313-371-1150	Vacation, Sick, Stats	-	-	-	38	39	39	40	41	includes 2% increase
11-313-371-1210	Benefits	2,272	2,005	2,040	1,193	1,217	(823)	1,242	1,266	includes 2% increase
11-313-371-2160	Signs/Posts/Guide Rails/Barricades/Hardware	4,577	3,599	7,671	4,629	4,721	(2,950)	4,816	4,912	prior year actual + 2%
11-313-371-3510	Equipment Rentals - Owned	4,770	6,183	6,307	3,403	3,471	(2,836)	3,541	3,612	prior year actual + 2%
<i>Total Signs/Barricades/Guide Rails</i>		19,430	18,944	23,300	14,040	14,321	(8,979)	14,608	14,900	
<b>Total Road Maintenance</b>		<b>677,371</b>	<b>666,823</b>	<b>832,103</b>	<b>703,185</b>	<b>896,795</b>	<b>64,693</b>	<b>925,808</b>	<b>975,067</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Winter Maintenance</b>										
<b><u>Truck - Plowing/Salting/Sanding</u></b>										
11-314-411-1110	Salaries and Wages	27,881	28,269	43,515	28,124	<b>28,686</b>	(14,829)	29,260	29,845	includes 2% increase
11-314-441-1150	Vacation, Sick, Stats	-	-	-	30	<b>31</b>	31	32	32	includes 2% increase
11-314-411-1210	Benefits	7,007	6,733	12,470	7,674	<b>7,827</b>	(4,643)	7,984	8,144	includes 2% increase
11-314-411-2430	Sand and Salt	33,258	38,846	42,731	45,138	<b>49,652</b>	6,921	54,617	60,079	salt and sand up 10% over prior year actual
11-314-411-3505	Equipment Rentals - Hired	183	-	1,000	663	<b>677</b>	(323)	690	704	prior year actual + 2%
11-314-411-3510	Equipment Rentals - Owned	59,763	59,284	87,508	56,376	<b>58,474</b>	(29,034)	58,045	57,632	based on 3-year rolling average actuals
<i>Total Truck Plowing/Salting/Sanding</i>		<i>128,092</i>	<i>133,132</i>	<i>187,224</i>	<i>138,006</i>	<b><i>145,348</i></b>	<i>(41,876)</i>	<i>150,628</i>	<i>156,436</i>	
<b><u>Grader - Plowing/Iceblading</u></b>										
11-314-412-1110	Salaries and Wages	7,595	10,968	11,160	11,103	<b>11,325</b>	165	11,551	11,782	includes 2% increase
11-314-412-1210	Benefits	1,766	2,481	2,524	2,502	<b>2,552</b>	28	2,603	2,655	includes 2% increase
11-314-412-3505	Equipment Rentals - Hired	-	-	-	509	<b>519</b>	519	529	540	prior year actual + 2%
11-314-412-3510	Equipment Rentals - Owned	17,258	25,095	25,597	21,755	<b>22,190</b>	(3,407)	22,634	23,087	prior year actual + 2%
<i>Total Grader - Plowing/Iceblading</i>		<i>26,619</i>	<i>38,544</i>	<i>39,281</i>	<i>35,868</i>	<b><i>36,586</i></b>	<i>(2,695)</i>	<i>37,317</i>	<i>38,064</i>	
<b><u>Snow fence Erection and Removal</u></b>										
11-314-414-1110	Salaries and Wages	5,369	5,590	5,688	4,700	<b>4,794</b>	(894)	4,890	4,988	includes 2% increase
11-314-414-1150	Vacation, Sick, Stats	-	-	-	23	<b>24</b>	24	24	25	includes 2% increase
11-314-414-1210	Benefits	1,399	1,510	1,536	1,004	<b>1,024</b>	(512)	1,044	1,065	includes 2% increase
11-314-414-2741	Snow fence	1,013	708	1,279	682	<b>1,250</b>	(29)	1,375	1,513	snow fence up 10% over prior year actual + \$500.00
11-314-414-3510	Equipment Rentals - Owned	3,588	3,747	3,822	2,156	<b>2,199</b>	(1,623)	2,243	2,287	prior year actual + 2%
<i>Total Snow fence Erection and Removal</i>		<i>11,369</i>	<i>11,555</i>	<i>12,325</i>	<i>8,565</i>	<b><i>9,291</i></b>	<i>(3,034)</i>	<i>9,577</i>	<i>9,878</i>	
<b><u>Other Winter Activities</u></b>										
11-314-415-1110	Salaries and Wages	2,309	2,934	2,985	1,209	<b>1,234</b>	(1,752)	1,258	1,283	includes 2% increase
11-314-415-1150	Vacation, Sick, Stats	-	-	-	0	<b>0</b>	0	0	0	includes 2% increase
11-314-415-1210	Benefits	684	842	857	436	<b>445</b>	(412)	454	463	includes 2% increase
11-314-415-3505	Equipment Rentals - Hired	2,383	214	218	-	<b>-</b>	(218)	-	-	prior year actual + 2%
11-314-415-3510	Equipment Rentals - Owned	2,090	2,465	2,514	988	<b>1,007</b>	(1,507)	1,027	1,048	prior year actual + 2%
<i>Total Other Winter Activities</i>		<i>7,466</i>	<i>6,455</i>	<i>6,575</i>	<i>2,633</i>	<b><i>2,686</i></b>	<i>(3,889)</i>	<i>2,740</i>	<i>2,795</i>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Winter Maintenance (cont'd)</b>										
<u>Snow Removal from Streets</u>										
11-314-416-1110	Salaries and Wages	372	1,397	3,422	1,712	1,746	(1,676)	1,781	1,817	includes 2% increase
11-314-416-1210	Benefits	92	329	804	402	410	(394)	419	427	includes 2% increase
11-314-416-3505	Equipment Rentals - Hired	163	2,534	4,532	2,267	2,312	(2,220)	2,358	2,405	prior year actual + 2%
11-314-416-3510	Equipment Rentals - Owned	600	2,733	6,095	3,048	3,108	(2,987)	3,171	3,234	prior year actual + 2%
Total Snow Removal from Streets		1,227	6,993	14,853	7,428	7,577	(7,276)	7,728	7,883	
<u>Snow Removal - Parking Lots, etc.</u>										
11-314-417-1110	Salaries and Wages	324	341	347	247	252	(95)	257	262	includes 2% increase
11-314-417-1210	Benefits	88	98	100	71	72	(28)	73	75	includes 2% increase
11-314-417-3505	Equipment Rentals - Hired	46	-	250	1,211	1,235	985	1,260	1,285	prior year actual + 2%
11-314-417-3510	Equipment Rentals - Owned	475	500	510	300	306	(204)	312	318	prior year actual + 2%
Total Snow Removal - Parking Lots, etc.		933	939	1,207	1,828	1,865	658	1,902	1,940	
<u>Snow Removal - Sidewalks</u>										
11-314-418-3505	Equipment Rentals - Hired	15,488	16,601	18,261	23,341	25,675	7,414	28,243	31,067	sidewalk snow removal up 10% over prior year actual
Total Snow Removal - Sidewalks		15,488	16,601	18,261	23,341	25,675	7,414	28,243	31,067	
Total Winter Maintenance		191,194	214,219	279,725	217,670	229,027	(50,698)	238,135	248,062	
<b>Equipment and Vehicles</b>										
11-315-433-5390	Appropriation to Equipment Reserve	-	-	-	-	25,000	25,000	25,500	26,010	2020 Base Year \$25,000 + 2% annually
11-315-434-5390	Appropriation to Vehicle Reserve	24,986	130,000	175,000	175,000	275,000	100,000	280,500	286,110	2020 Base Year \$275,000 + 2% annually
Total Equipment and Vehicles		24,986	130,000	175,000	175,000	300,000	125,000	306,000	312,120	
<b>Municipal Drains</b>										
11-315-431-5390	Appropriation to Municipal Drains Reserve	55,000	-	25,000	25,000	25,500	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
Total Municipal Drains		55,000	-	25,000	25,000	25,500	500	26,010	26,530	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Bridges</b>										
11-315-443-3310	Professional Services	13,886	8,673	20,000	9,861	20,400	400	-	-	bridge study every 3 years (not completed in 2019) amount amended to reflect AMP needs from 2020 update
11-315-443-5390	Appropriation to Bridges Reserve	-	100,000	25,000	25,000	200,000	175,000	204,000	208,080	
<b>Total Bridges</b>		<b>13,886</b>	<b>108,673</b>	<b>45,000</b>	<b>34,861</b>	<b>220,400</b>	<b>175,400</b>	<b>204,000</b>	<b>208,080</b>	
<b>Innerkip Streets Debenture</b>										
11-315-445-4210	Principal Repayments	91,808	95,223	98,766	98,766	102,440	3,674	110,203	114,303	
11-315-445-4220	Interest Repayments	40,476	37,060	33,518	33,518	29,844	(3,674)	22,081	17,981	
<b>Total Innerkip Streets Debenture</b>		<b>132,284</b>	<b>132,283</b>	<b>132,284</b>	<b>132,284</b>	<b>132,284</b>	<b>-</b>	<b>132,284</b>	<b>132,284</b>	
<b>Asset Management - Gravel to Hardtop</b>										
11-315-455-5390	Appropriation to Gravel to Hardtop Reserve	369,363	200,000	250,000	250,000	255,000	5,000	260,100	265,302	2019 Base Year \$250,000 + 2% annually
<b>Total Asset Management - Gravel to Hardtop</b>		<b>369,363</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>255,000</b>	<b>5,000</b>	<b>260,100</b>	<b>265,302</b>	
<b>Sidewalks - Repair and Maintenance</b>										
11-322-531-1110	Salaries and Wages	5,334	4,686	4,768	2,895	2,953	(1,815)	3,012	3,072	includes 2% increase
11-322-531-1150	Vacation, Sick, Stats	-	-	-	36	36	36	37	38	includes 2% increase
11-322-531-1210	Benefits	1,589	1,336	1,359	676	689	(670)	703	717	includes 2% increase
11-322-531-2110	Granulars and Asphalt	506	1,770	1,947	819	901	(1,047)	991	1,090	granulars up 10% over prior year actual
11-322-531-2180	Building Materials	68	187	5,000	1,223	5,000	-	5,100	5,202	anticipated work to be done in fall 2019
11-322-531-2440	Concrete	-	-	-	1,722	1,756	1,756	1,791	1,827	prior year actual + 2%
11-322-531-3505	Equipment Rentals - Hired	165	451	4,000	658	4,000	-	4,080	4,162	anticipated work to be done in fall 2019
11-322-531-3510	Equipment Rentals - Owned	3,228	3,315	3,381	2,223	2,267	(1,114)	2,313	2,359	prior year actual + 2%
11-322-531-5390	Appropriation to Sidewalk Reserve	15,000	25,000	25,000	25,000	25,500	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
<b>Total Sidewalks - Repairs and Maintenance</b>		<b>25,890</b>	<b>36,745</b>	<b>45,456</b>	<b>35,251</b>	<b>43,103</b>	<b>(2,353)</b>	<b>44,037</b>	<b>44,997</b>	
<b>Roads Projects</b>										
11-315-456-5390	Appropriation to Roads Projects Reserve	-	-	100,000	50,000	102,000	2,000	104,040	106,121	2019 Base Year \$50,000 + 2% annually
<b>Total Roads Projects</b>		<b>-</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>102,000</b>	<b>2,000</b>	<b>104,040</b>	<b>106,121</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budget**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u></b>										
<b>Leaf and Yard Waste Program</b>										
11-351-121-1110	Salaries and Wages	12,794	16,535	19,324	15,245	<b>15,550</b>	(3,774)	15,861	16,178	includes 2% increase
11-351-121-1150	Vacation, Sick, Stats	-	-	250	40	<b>41</b>	(209)	41	42	includes 2% increase
11-351-121-1210	Benefits	3,939	5,069	5,658	4,006	<b>4,086</b>	(1,572)	4,168	4,251	includes 2% increase
11-351-121-3510	Equipment Rentals - Owned	31,283	41,291	43,117	34,605	<b>35,297</b>	(7,820)	36,003	36,723	prior year actual + 2%
<b>Total Leaf and Yard Waste Program</b>		<b>48,016</b>	<b>62,895</b>	<b>68,349</b>	<b>53,895</b>	<b>54,973</b>	<b>(13,376)</b>	<b>56,073</b>	<b>57,194</b>	
<b>Streetlighting</b>										
11-371-121-3505	Equipment Rentals - Hired	11,544	6,940	7,079	5,386	<b>5,494</b>	(1,585)	5,604	5,716	prior year actual + 2%
11-371-121-3610	Electrical Power	49,493	45,829	46,746	41,586	<b>42,418</b>	(4,328)	43,266	44,131	prior year actual + 2%
11-371-430-4210	Principal Repayments	45,000	45,000	45,000	45,000	<b>45,000</b>	-	45,000	45,000	2022 last year of repayment
11-371-430-4220	Interest Repayments	6,908	5,691	4,505	4,505	<b>3,313</b>	(1,192)	2,102	904	2022 last year of repayment
11-371-430-5390	Appropriation to Streetlighting Reserve	15,000	7,197	25,000	25,000	<b>25,500</b>	500	26,010	26,530	base year 2019 \$25,000 + 2% increase annually
<b>Total Streetlighting</b>		<b>127,945</b>	<b>110,657</b>	<b>128,329</b>	<b>121,477</b>	<b>121,725</b>	<b>(6,604)</b>	<b>121,982</b>	<b>122,281</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS CAPITAL EXPENDITURES</u></b>										
<b>Facilities</b>										
12-312-430-5170	Construction	-	-	150,000	52,429	200,000	50,000	-	-	salt/sand Coverall on the 89 Loveys property
	<b>Total Facilities</b>	-	-	150,000	52,429	200,000	50,000	-	-	
<b>Municipal Drains</b>										
11-315-431-5170	Construction	1,361	86,041	75,000	22,629	100,000	25,000	-	-	capital drain projects
	<b>Total Municipal Drains</b>	1,361	86,041	75,000	22,629	100,000	25,000	-	-	
<b>Equipment and Vehicles</b>										
12-315-434-5110	Equipment and Vehicles	34,494	13,649	784,225	92,542	300,000	(484,225)	86,700	52,000	vehicles & equipment as per Replacement Schedule
	<b>Total Equipment and Vehicles</b>	34,494	13,649	784,225	92,542	300,000	(484,225)	86,700	52,000	
<b>Maplewood Side Road Hard Top</b>										
12-323-121-1110	Salaries and Wages	-	12,929	-	8,148	-	-	-	-	
12-323-121-1150	Vacation, Sick, Stats	-	-	-	43	-	-	-	-	
12-323-121-1210	Benefits	-	3,795	-	2,130	-	-	-	-	
12-323-121-2110	Granulars and Asphalt	-	99,797	-	11,658	-	-	-	-	
12-323-121-2180	Building Materials	-	849	40,000	306	-	(40,000)	-	-	
12-323-121-3300	Contractor	-	-	-	385,844	-	-	-	-	
12-323-121-3310	Engineering	-	33,959	-	19,346	-	-	-	-	
12-323-121-3505	Equipment Rentals - Hired	-	43,872	-	-	-	-	-	-	
12-323-121-3510	Equipment Rentals - Owned	-	23,390	-	16,548	-	-	-	-	
12-323-121-5170	Construction	-	20	550,000	-	-	(550,000)	-	-	
	<b>Total Maplewood Side Road Hard Top</b>	-	218,611	590,000	444,022	-	(590,000)	-	-	
<b>Bridges</b>										
12-326-121-3300	Construction	3,122	3,595	100,000	88,315	-	(100,000)	-	-	
	<b>Total Bridges</b>	3,122	3,595	100,000	88,315	-	(100,000)	-	-	
<b>Jacob Street East/Valleyfield Reconstruction</b>										
12-325-121-1110	Salaries and Wages	-	-	-	1,471	-	-	-	-	
12-325-121-1150	Vacation, Sick, Stats	-	-	-	1	-	-	-	-	
12-325-121-1210	Benefits	-	-	-	225	-	-	-	-	
12-325-121-3300	Contractor	-	-	-	71,778	-	-	-	-	
12-325-121-3310	Engineering	-	-	-	956	-	-	-	-	
12-325-121-5170	Construction	125,000	11,827	100,000	228	-	(100,000)	-	-	
	<b>Total Jacob Street/Valleyfield Reconstruction</b>	125,000	11,827	100,000	74,659	-	(100,000)	-	-	



**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)</u></b>										in conjunction with Oxford County
<b>Woodstock Street South Reconstruction</b>										
12-315-453-1110	Salaries and Wages	-	294	-	-	-	-	-	-	
12-315-453-1210	Benefits	-	88	-	-	-	-	-	-	
12-315-453-3310	Professional Services	-	1,574,003	-	-	-	-	-	-	
12-315-453-3510	Equipment Rentals - Owned	-	423	-	-	-	-	-	-	
12-315-453-5170	Construction	-	-	11,000	-	-	(11,000)	-	-	
<b>Total Woodstock Street South Reconstruction</b>		<b>-</b>	<b>1,574,808</b>	<b>11,000</b>	<b>-</b>	<b>-</b>	<b>(11,000)</b>	<b>-</b>	<b>-</b>	
<b>Maria Street Reconstruction</b>						<b>-</b>				
12-327-121-3310	Maria Street - Engineering	-	-	-	16,414		-	-	-	
12-315-449-5170	Construction	-	-	-	-	<b>850,000</b>	-	-	-	
<b>Total Maria Street Reconstruction</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>16,414</b>	<b>850,000</b>	<b>850,000</b>	<b>-</b>	<b>-</b>	
<b>Streetlights</b>										
12-371-430-5110	Equipment and Vehicles	-	9,097	20,000	-	-	(20,000)	-	-	
<b>Total Streetlights</b>		<b>-</b>	<b>9,097</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	
<b>Sidewalks</b>										
12-322-443-5170	Construction	2,732	-	30,000	6,096	-	(30,000)	-	-	
<b>Total Sidewalks</b>		<b>2,732</b>	<b>-</b>	<b>30,000</b>	<b>6,096</b>	<b>-</b>	<b>(30,000)</b>	<b>-</b>	<b>-</b>	
<b>Roads Projects</b>										
12-315-455-3310	Professional Services	-	-	85,000	-	<b>40,000</b>	(45,000)	-	-	
12-315-455-5170	Construction	-	-	-	-	<b>340,000</b>	340,000	-	-	
<b>Total Roads Projects</b>		<b>-</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>380,000</b>	<b>295,000</b>	<b>-</b>	<b>-</b>	
<b>Total Public Works Capital Expenditures</b>		<b>166,709</b>	<b>1,917,628</b>	<b>1,945,225</b>	<b>797,107</b>	<b>1,830,000</b>	<b>(115,225)</b>	<b>86,700</b>	<b>52,000</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS REVENUES</u></b>										ongoing contractual arrangement of fee for services based on 3-year rolling average actuals
<b>Administration</b>										
11-311-021-0514	Waste Management Services	-	3,634	3,635		<b>3,635</b>	-	3,635	3,635	
11-311-021-0598	Expense Recovery	3,650	1,920	4,716	5,129	<b>3,566</b>	(1,150)	3,539	4,078	
<b>Total Administration</b>		<b>3,650</b>	<b>5,554</b>	<b>8,351</b>	<b>5,129</b>	<b>7,201</b>	<b>(1,150)</b>	<b>7,174</b>	<b>7,713</b>	
<b>Equipment</b>										
<u>1999 Champion 740A Grader</u>										
11-311-821-0761	Equipment Rental - Owned Equipment	51,903	55,167	54,506	51,331	<b>52,800</b>	(1,706)	53,099	52,410	
<i>Total 1999 Champion 740A Grader</i>		<i>51,903</i>	<i>55,167</i>	<i>54,506</i>	<i>51,331</i>	<i>52,800</i>	<i>(1,706)</i>	<i>53,099</i>	<i>52,410</i>	
<u>2004 Volvo 730B Grader</u>										
11-311-823-0761	Equipment Rental - Owned Equipment	38,350	39,879	39,836	38,668	<b>38,966</b>	(870)	39,171	38,935	
<i>Total 2004 Volvo 730B Grader</i>		<i>38,350</i>	<i>39,879</i>	<i>39,836</i>	<i>38,668</i>	<i>38,966</i>	<i>(870)</i>	<i>39,171</i>	<i>38,935</i>	
<u>2016 John Deere Tractor</u>										
11-311-824-0761	Equipment Rental - Owned Equipment	17,273	18,568	18,165	17,833	<b>17,891</b>	(274)	18,097	17,940	
<i>Total 2016 John Deere Tractor</i>		<i>17,273</i>	<i>18,568</i>	<i>18,165</i>	<i>17,833</i>	<i>17,891</i>	<i>(274)</i>	<i>18,097</i>	<i>17,940</i>	
<u>2010 Caterpillar Loader</u>										
11-311-825-0761	Equipment Rental - Owned Equipment	14,775	22,850	20,716	20,710	<b>19,445</b>	(1,271)	21,002	20,386	
<i>Total 2016 John Deere Tractor</i>		<i>14,775</i>	<i>22,850</i>	<i>20,716</i>	<i>20,710</i>	<i>19,445</i>	<i>(1,271)</i>	<i>21,002</i>	<i>20,386</i>	
<u>2014 Case Backhoe</u>										
11-311-826-0761	Equipment Rental - Owned Equipment	13,703	9,850	12,170	10,800	<b>11,451</b>	(719)	10,700	10,984	
<i>Total 2014 Case Backhoe</i>		<i>13,703</i>	<i>9,850</i>	<i>12,170</i>	<i>10,800</i>	<i>11,451</i>	<i>(719)</i>	<i>10,700</i>	<i>10,984</i>	
<u>Chainsaws and Other Small Equipment</u>										
11-311-827-0761	Equipment Rental - Owned Equipment	1,800	1,160	1,203	1,070	<b>1,343</b>	140	1,191	1,201	
<i>Total Chainsaws and Other Small Equipment</i>		<i>1,800</i>	<i>1,160</i>	<i>1,203</i>	<i>1,070</i>	<i>1,343</i>	<i>140</i>	<i>1,191</i>	<i>1,201</i>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS REVENUES (cont'd)</u></b>										
<b>Equipment (cont'd)</b>										
<u>2006 Vermeer Brush Chipper</u>										
11-311-829-0761	Equipment Rental - Owned Equipment	3,850	7,599	4,820	1,995	4,481	(338)	4,692	3,723	based on 3-year rolling average actuals
Total 2006 Vermeer Brush Chipper		3,850	7,599	4,820	1,995	4,481	(338)	4,692	3,723	
<u>2015 International Dump Truck</u>										
11-311-830-0761	Equipment Rental - Owned Equipment	57,363	69,758	71,452	59,667	62,263	(9,189)	63,896	61,942	based on 3-year rolling average actuals
Total 2015 International Dump Truck		57,363	69,758	71,452	59,667	62,263	(9,189)	63,896	61,942	
<u>2015 Freightliner Dump Truck</u>										
11-311-831-0761	Equipment Rental - Owned Equipment	52,293	56,459	57,242	42,705	50,486	(6,756)	49,883	47,691	based on 3-year rolling average actuals
Total 2015 Freightliner Dump Truck		52,293	56,459	57,242	42,705	50,486	(6,756)	49,883	47,691	
<u>2006 Sterling Dump Truck</u>										
11-311-832-0761	Equipment Rental - Owned Equipment	16,380	15,703	16,899	14,986	15,690	(1,209)	15,459	15,378	based on 3-year rolling average actuals
Total 2006 Sterling Dump Truck		16,380	15,703	16,899	14,986	15,690	(1,209)	15,459	15,378	
<u>2013 TerraStar Flatbed</u>										
11-311-833-0761	Equipment Rental - Owned Equipment	29,251	29,113	29,579	19,317	25,894	(3,686)	24,774	23,328	based on 3-year rolling average actuals
Total 2013 TerraStar Flatbed		29,251	29,113	29,579	19,317	25,894	(3,686)	24,774	23,328	
<u>2015 RAM Pickup (PW Foreman)</u>										
11-311-835-0761	Equipment Rental - Owned Equipment	3,375	180	3,004	300	1,285	(1,719)	588	724	based on 3-year rolling average actuals
Total 2015 RAM Pickup (PW Foreman)		3,375	180	3,004	300	1,285	(1,719)	588	724	
<u>2014 RAM Pickup (Roads Staff)</u>										
11-311-837-0761	Equipment Rental - Owned Equipment	-	20	40	2,058	693	653	924	1,225	based on 3-year rolling average actuals
Total 2014 RAM Pickup (Roads Staff)		-	20	40	2,058	693	653	924	1,225	

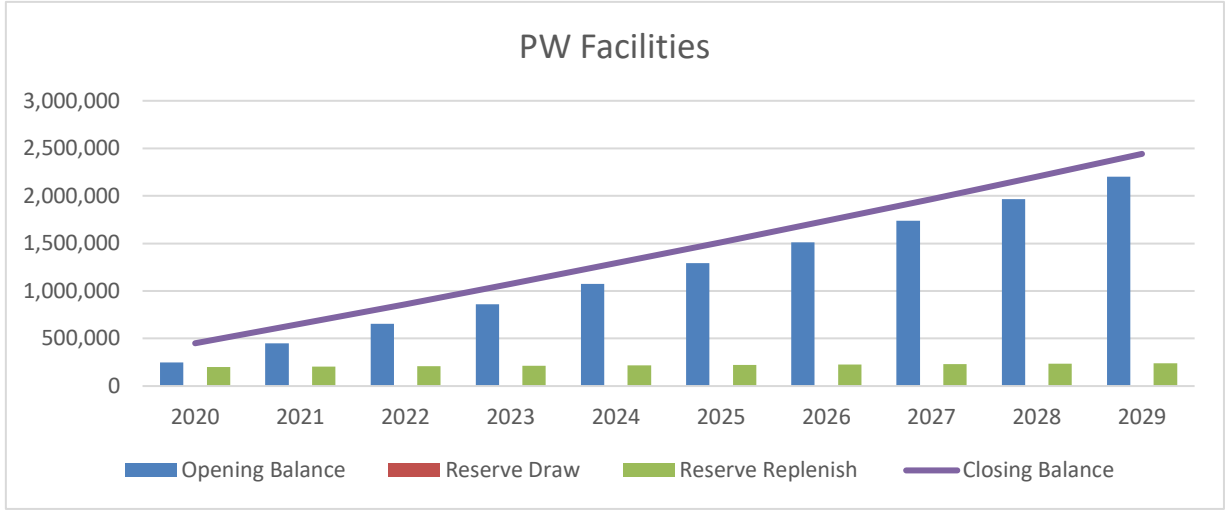
**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS REVENUES (cont'd)</u></b>										
<b>Equipment (cont'd)</b>										
<i><u>1994 International PW Water Tanker</u></i>										
11-311-838-0761	Equipment Rental - Owned Equipment	1,550	1,770	-	-	-	-	-	-	disposed of in 2019
	<i>Total 1994 International PW Water Tanker</i>	<i>1,550</i>	<i>1,770</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
<i><u>2019 Zero Steer Mower</u></i>										
11-311-839-0761	Equipment Rental - Owned Equipment	-	-	1,500	3,128	1,500	(0)	1,500	1,500	estimated recovery to be updated with experience
	<i>Total 1994 International PW Water Tanker</i>	<i>-</i>	<i>-</i>	<i>1,500</i>	<i>3,128</i>	<i>1,500</i>	<i>(0)</i>	<i>1,500</i>	<i>1,500</i>	
	<b>Total Equipment</b>	<b>301,866</b>	<b>328,076</b>	<b>331,133</b>	<b>284,566</b>	<b>304,187</b>	<b>(26,946)</b>	<b>304,977</b>	<b>297,367</b>	
<b>Facilities</b>										
12-312-021-0523	Contributions from Developers	-	-	-	-	200,000	200,000	-	-	
12-312-071-0952	Contributions from Reserves	-	-	150,000	52,429	-	(150,000)	-	-	
	<b>Total Facilities</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>52,429</b>	<b>200,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	
<b>Capital Equipment and Vehicles</b>										
12-315-434-0949	Sale of Equipment and Vehicles	59,480	-	-	2,000	-	-	-	-	
12-312-430-0523	Contributions from Developers	-	-	-	-	275,000	275,000	-	-	
12-315-434-0952	Contributions from Reserves	-	-	784,225	47,893	25,000	(759,225)	35,000	40,000	
	<b>Total Capital Equipment and Vehicles</b>	<b>59,480</b>	<b>-</b>	<b>784,225</b>	<b>49,893</b>	<b>300,000</b>	<b>(484,225)</b>	<b>35,000</b>	<b>40,000</b>	
<b>Road Maintenance</b>										
11-313-021-0513	Miscellaneous Revenue	15,264	18,580	13,459	21,747	18,530	5,071	19,619	19,966	based on 3-year rolling average actuals
11-313-021-0598	Expense Recovery	-	-	-	1,066	355	355	474	632	based on 3-year rolling average actuals
11-313-342-0576	Donations (Tree Planting)	-	-	-	2,000	-	-	-	-	no anticipated revenue
11-313-364-0598	Expense Recovery (Culverts)	-	-	-	4,700	1,567	1,567	2,089	2,785	based on 3-year rolling average actuals
	<b>Total Road Maintenance</b>	<b>15,264</b>	<b>18,580</b>	<b>13,459</b>	<b>29,514</b>	<b>20,453</b>	<b>6,994</b>	<b>22,182</b>	<b>23,383</b>	
<b>Winter Maintenance</b>										
11-314-021-0513	Miscellaneous Revenue	-	-	3,143	-	3,000	(143)	3,000	3,000	hold amount @ \$3,000 for recovered work
	<b>Total Winter Maintenance</b>	<b>-</b>	<b>-</b>	<b>3,143</b>	<b>-</b>	<b>3,000</b>	<b>(143)</b>	<b>3,000</b>	<b>3,000</b>	
<b>Municipal Drains</b>										
11-761-430-0952	Contributions from Municipal Drains Reserve	-	-	75,000	-	100,000	25,000	-	-	use when work is charged out
	<b>Total Municipal Drains</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>100,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	

**Township of East Zorra-Tavistock**  
**PUBLIC WORKS**  
**2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

Description		2017 Actual	2018 Actual	2019 Approved	2019 Actual	2020 Proposed	Difference (2020 - 2019)	2021 Proposed	2022 Proposed	Notes
<b><u>PUBLIC WORKS REVENUES (cont'd)</u></b>										
<b>Maplewood Side Road Hard Top</b>										
12-315-440-0330	Non-specific Grants	-	-	260,000	301,522	-	(260,000)	-	-	Gas Tax Funding
12-315-440-0523	Contributions from Developers	-	-	75,000	142,500	-	(75,000)	-	-	
12-315-440-0952	Contributions from Reserves	-	57,356	-	-	-	-	-	-	
<b>Total Maplewood Side Road Hard Top</b>		<b>-</b>	<b>57,356</b>	<b>335,000</b>	<b>444,022</b>	<b>-</b>	<b>(335,000)</b>	<b>-</b>	<b>-</b>	
<b>Bridges</b>										
12-315-443-0330	Non-specific Grants	-	-	90,544	90,544	-	(90,544)	-	-	2019 OCIF Formula-Based Component Maplewood Bridge
<b>Total Bridges</b>		<b>-</b>	<b>-</b>	<b>90,544</b>	<b>90,544</b>	<b>-</b>	<b>(90,544)</b>	<b>-</b>	<b>-</b>	
<b>Innerkip Streets Debenture</b>										
11-315-021-0523	Contributions from Developers	-	-	19,800	-	<b>17,933</b>	(1,867)	17,933	17,933	used to offset debt repayments
<b>Total Innerkip Streets Debenture</b>		<b>-</b>	<b>-</b>	<b>19,800</b>	<b>-</b>	<b>17,933</b>	<b>(1,867)</b>	<b>17,933</b>	<b>17,933</b>	
<b>Leaf and Yard Waste Program</b>										
11-351-021-0514	Revenue from the County	48,016	61,882	63,135	-	<b>36,633</b>	(26,502)	32,838	23,157	based on 3-year rolling average actuals
<b>Total Leaf and Yard Waste Program</b>		<b>48,016</b>	<b>61,882</b>	<b>63,135</b>	<b>-</b>	<b>36,633</b>	<b>(26,502)</b>	<b>32,838</b>	<b>23,157</b>	
<b>Jacob Street East/Valleyfield Reconstruction</b>										
12-325-021-0520	Contributions from Other Municipalities	-	-	-	1,654	-	-	-	-	
12-325-071-0952	Contributions from Reserves	125,000	-	100,000	73,006	-	(100,000)	-	-	
<b>Total Jacob Street East Reconstruction</b>		<b>125,000</b>	<b>-</b>	<b>100,000</b>	<b>74,659</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	
<b>Maria Street</b>										
12-315-440-0330	Non-specific Grants	-	-	-	-	<b>598,000</b>	598,000	-	-	Gas Tax Funding
12-315-440-0523	Contributions from Developers	-	-	-	-	<b>102,000</b>	102,000	-	-	
<b>Total Maria Street</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	
<b>Sidewalks</b>										
12-322-071-0952	Contributions from Reserves	-	-	-	6,096	-	-	-	-	
<b>Total Sidewalks</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>6,096</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Roads Projects</b>										
12-315-455-0523	Contributions from Developers	-	-	-	-	<b>290,000</b>	290,000	-	-	
12-315-455-0952	Contributions from Reserves	-	-	50,000	-	-	(50,000)	-	-	
<b>Total Roads Projects</b>		<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>290,000</b>	<b>240,000</b>	<b>-</b>	<b>-</b>	

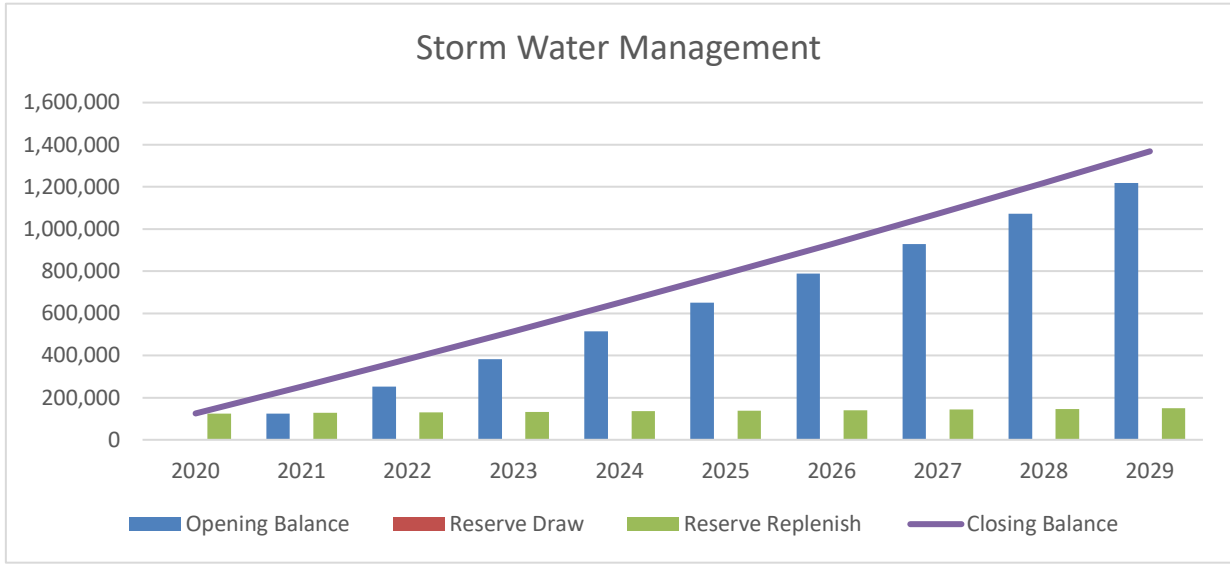
Township of East Zorra-Tavistock  
PUBLIC WORKS  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-942-942-9826

PW Facilities

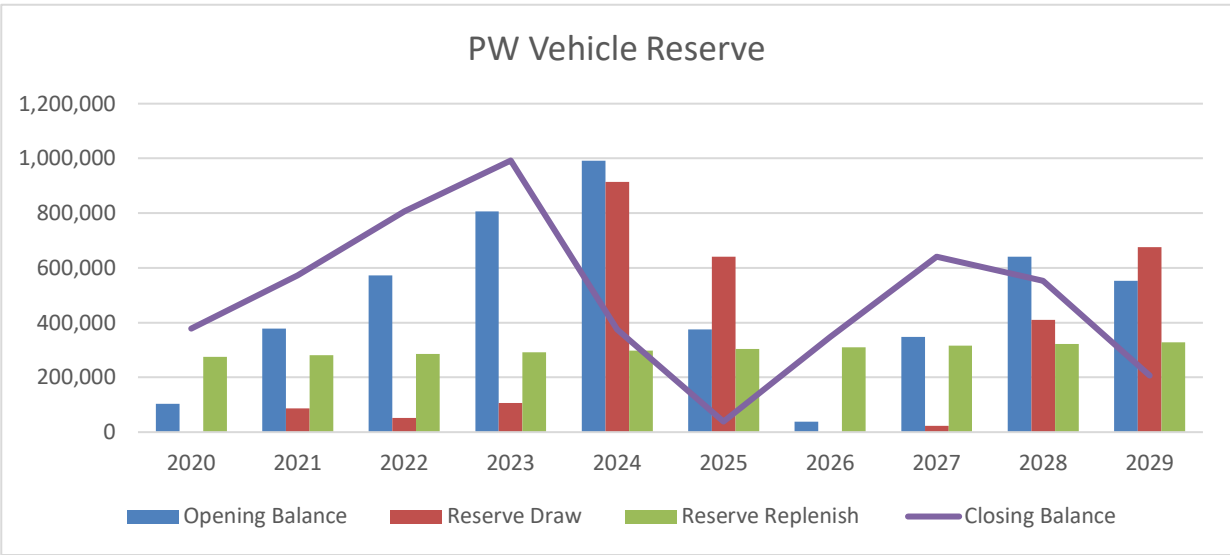
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	250,071	0	200,000	450,071
2021	450,071	0	204,000	654,071
2022	654,071	0	208,100	862,171
2023	862,171	0	212,300	1,074,471
2024	1,074,471	0	216,600	1,291,071
2025	1,291,071	0	221,000	1,512,071
2026	1,512,071	0	225,500	1,737,571
2027	1,737,571	0	230,010	1,967,581
2028	1,967,581	0	234,700	2,202,281
2029	2,202,281	0	239,400	2,441,681



TBD

Storm Water Management

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	0	125,000	125,000
2021	125,000	0	127,500	252,500
2022	252,500	0	130,050	382,550
2023	382,550	0	132,651	515,201
2024	515,201	0	135,304	650,505
2025	650,505	0	138,010	788,515
2026	788,515	0	140,770	929,285
2027	929,285	0	143,586	1,072,871
2028	1,072,871	0	146,457	1,219,329
2029	1,219,329	0	149,387	1,368,715



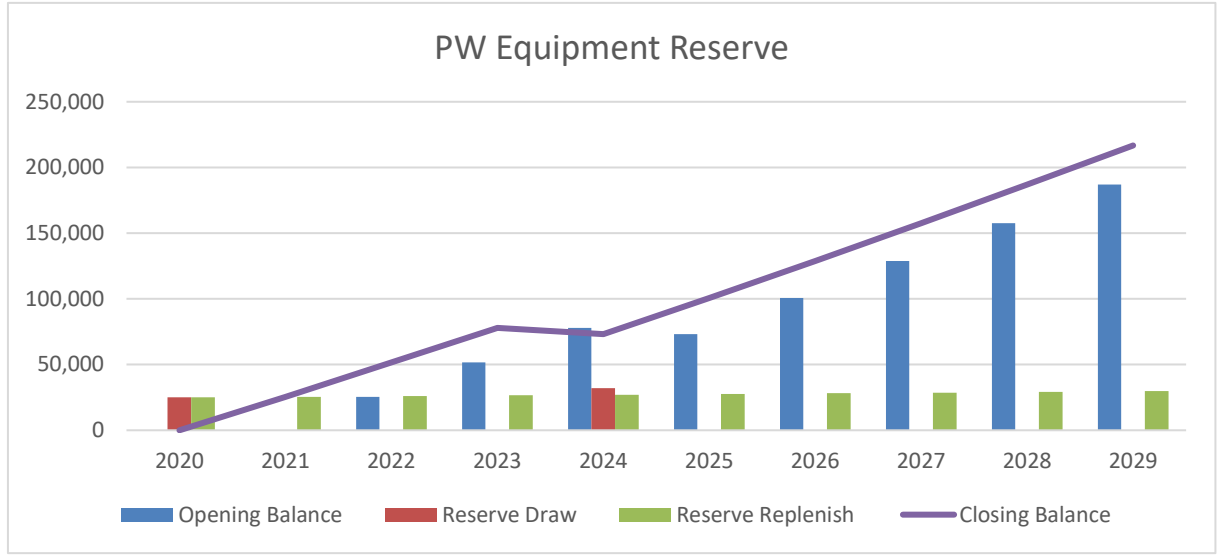
11-942-942-9833

PW Vehicles Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	103,565	0	275,000	378,565
2021	378,565	86,700	280,500	572,365
2022	572,365	52,000	286,110	806,475
2023	806,475	106,100	291,832	992,207
2024	992,207	914,600	297,669	375,276
2025	375,276	640,300	303,622	38,598
2026	38,598	0	309,695	348,293
2027	348,293	23,000	315,889	641,181
2028	641,181	410,100	322,206	553,288
2029	553,288	675,200	328,650	206,738



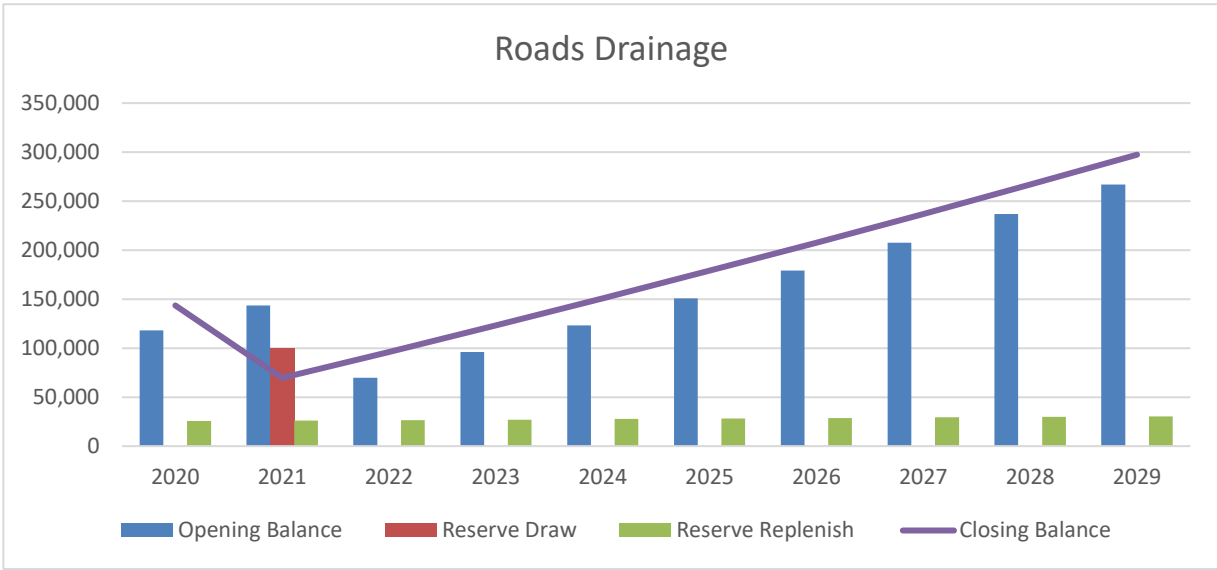
Township of East Zorra-Tavistock  
PUBLIC WORKS  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-942-942-9827

PW Equipment Reserve

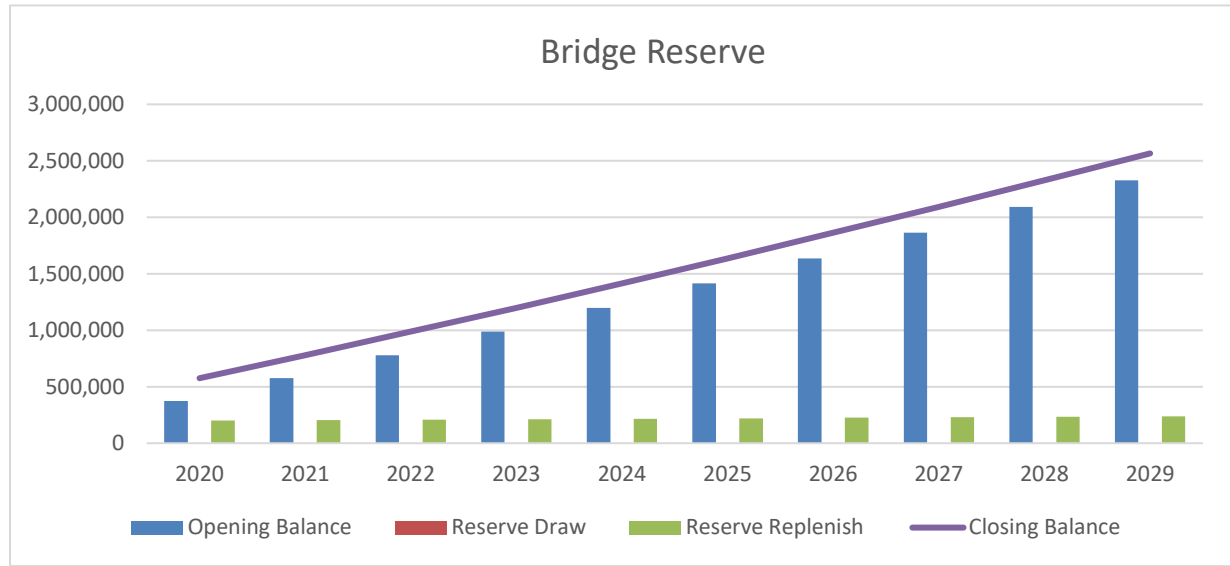
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	0	25,000	25,000	0
2021	0	0	25,500	25,500
2022	25,500	0	26,010	51,510
2023	51,510	0	26,530	78,040
2024	78,040	32,000	27,061	73,101
2025	73,101	0	27,602	100,703
2026	100,703	0	28,154	128,857
2027	128,857	0	28,717	157,574
2028	157,574	0	29,291	186,866
2029	186,866	0	29,877	216,743



11-942-942-9836

Roads Drainage

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	118,123	0	25,500	143,623
2021	143,623	100,000	26,010	69,633
2022	69,633	0	26,530	96,163
2023	96,163	0	27,061	123,224
2024	123,224	0	27,602	150,826
2025	150,826	0	28,154	178,980
2026	178,980	0	28,717	207,697
2027	207,697	0	29,291	236,988
2028	236,988	0	29,877	266,866
2029	266,866	0	30,475	297,340

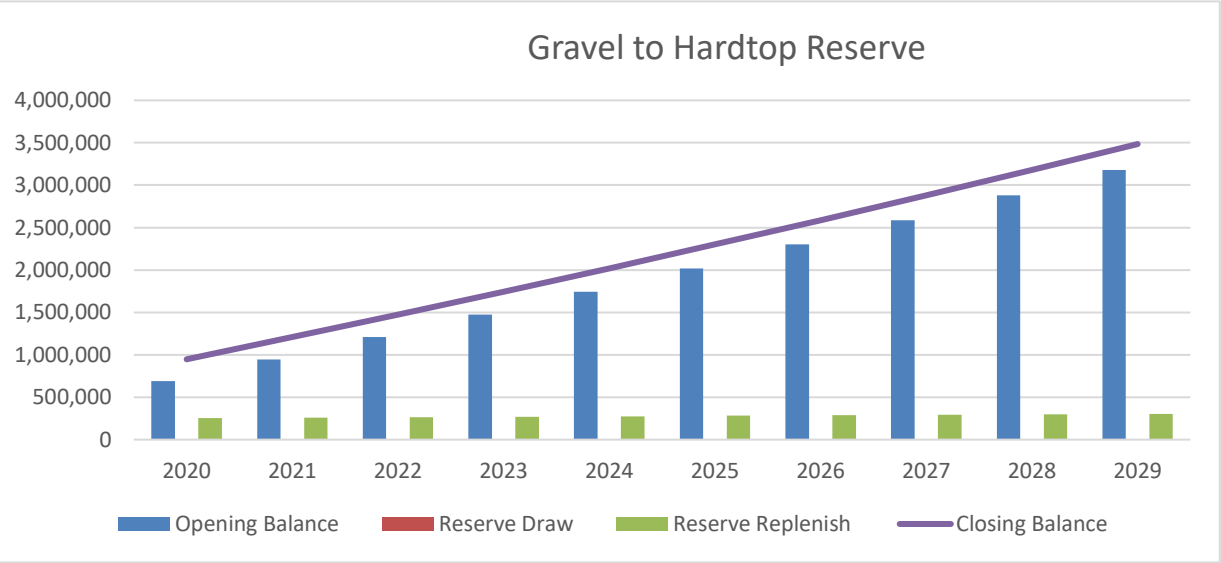


11-942-942-9831

Bridge Reserve

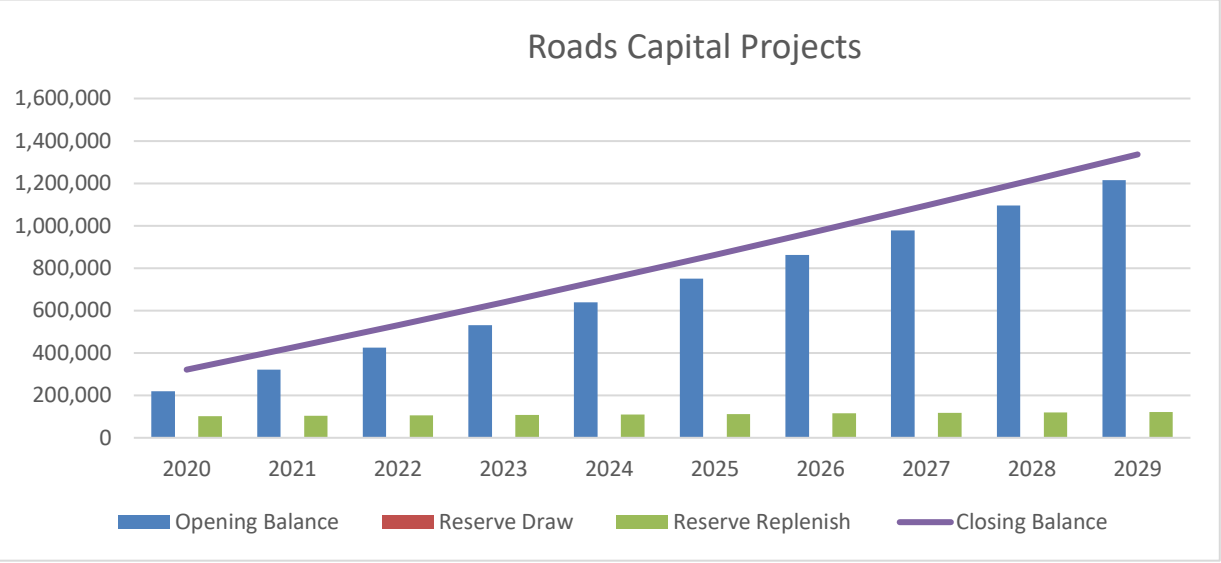
	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	375,538	0	200,000	575,538
2021	575,538	0	204,000	779,538
2022	779,538	0	208,080	987,618
2023	987,618	0	212,242	1,199,860
2024	1,199,860	0	216,486	1,416,346
2025	1,416,346	0	220,816	1,637,162
2026	1,637,162	0	225,232	1,862,395
2027	1,862,395	0	229,737	2,092,132
2028	2,092,132	0	234,332	2,326,464
2029	2,326,464	0	239,019	2,565,482

Township of East Zorra-Tavistock  
PUBLIC WORKS  
2020 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-942-942-9837  
Gravel to Hardtop Reserve

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	692,067	0	255,000	947,067
2021	947,067	0	260,100	1,207,167
2022	1,207,167	0	265,302	1,472,469
2023	1,472,469	0	270,608	1,743,077
2024	1,743,077	0	276,020	2,019,097
2025	2,019,097	0	281,541	2,300,638
2026	2,300,638	0	287,171	2,587,809
2027	2,587,809	0	292,915	2,880,724
2028	2,880,724	0	298,773	3,179,497
2029	3,179,497	0	304,749	3,484,246



11-942-942-9832  
Roads Capital Projects

	Opening Balance	Reserve Draw	Reserve Replenish	Closing Balance
2020	219,393	0	102,000	321,393
2021	321,393	0	104,040	425,433
2022	425,433	0	106,121	531,553
2023	531,553	0	108,243	639,797
2024	639,797	0	110,408	750,205
2025	750,205	0	112,616	862,821
2026	862,821	0	114,869	977,690
2027	977,690	0	117,166	1,094,855
2028	1,094,855	0	119,509	1,214,365
2029	1,214,365	0	121,899	1,336,264