

Township of East Zorra-Tavistock
SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS
2022 Proposed Operating and Capital Budgets Summary

Revised Date: 24-02-2022

Net Budgets By Department	2021 Approved	2022 Proposed	Difference (2022 - 2021)		Remarks
Building, Locates and Drainage	388,320	428,355	40,034	0.62%	reallocation of Storm Water Mgmt program to Building, Locates and Drainage in 2022
Corporate Services	2,128,388	2,206,561	78,173	1.22%	restructured Treasury Services budget items - extended 100% officer funding for 2022
Fire and Protective Services	1,223,272	1,295,700	72,428	1.13%	discretionary equipment spending as tax-supported going forward
Parks and Recreation	489,751	509,611	19,860	0.31%	revenue levels projected to return to pre-COVID state - grass cutting Township provided
Public Works	3,078,267	3,127,954	49,687	0.77%	new equipment purchases to supplement fleet for internal service delivery
Treasury Services	(881,253)	(945,304)	(64,051)	-1.00%	Treasury Services moved from Corporate Services - removed tax dependent PILs
Net Tax-Supported Budget Summary	6,426,746	6,622,878	196,132	3.05%	re-presented to include portion of Payments in Lieu of Taxes that are rate dependent

2022 Assessment @ 2021 Tax Rates	6,547,978	121,232	1.89% Assessment Increase
Tax Levy	121,232	74,900	1.17% Tax Rate
		196,132	3.05% Total Change

2021
Approved

6,426,746	includes adjustment for rate-based PILS	\$6,371,362	2021 Taxation Levied
		\$ 55,384	2021 PILs Levied
		<u>\$6,426,746</u>	<u>2021 Adjusted Levy</u>

SCHEDULE "A"
Township of East Zorra-Tavistock
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING
2022 Proposed Operating and Capital Budgets Summary

Expenditures

Revised Date: 24-02-2022

By Department	2021 Approved	2022 Proposed	Difference (2022 - 2021)	Remarks
Building, Locates and Drainage	873,501	1,079,598	206,098	
Corporate Services	2,740,200	5,271,445	2,531,245	
Fire and Protective Services	2,037,443	1,415,709	(621,734)	
Parks and Recreation	1,257,584	1,119,231	(138,353)	
Public Works	4,571,937	5,131,714	559,777	
Treasury Services	391,618	455,090	63,472	
Expenditures	11,872,283	14,472,788	2,600,505	

Sources of Financing

By Department	2021 Approved	2022 Proposed	Difference (2022 - 2021)	Remarks
Tax Levy	(6,426,746)	(6,622,878)	(196,132)	
City of Woodstock Boundary Adjustment	(115,771)	(115,771)	0	
Contributions from Developers	(246,114)	(57,058)	189,056	
Contributions from Other Municipalities	(64,959)	(525,992)	(461,033)	
Cost Recoveries	(41,504)	(50,211)	(8,707)	
Deferred Building Code Act Revenue	(59,266)	-	59,266	
Federal Gas Tax	(581,287)	(593,681)	(12,394)	
Fines and Penalties	(68,804)	(56,003)	12,801	
Investment Income	(213,825)	(171,485)	42,340	
Landowner Recovery	(50,968)	(41,064)	9,904	
Licences, Permits and Rents	(609,641)	(608,955)	686	
Ontario Municipal Partnership Fund	(703,300)	(726,500)	(23,200)	
Ontario Specific Grants	(144,311)	(333,923)	(189,612)	
Payments in Lieu	(29,784)	(30,084)	(300)	
Revenue from Oxford County	(127,500)	(32,500)	95,000	
Sale of Equipment/Vehicles	(18,000)	-	18,000	
Sundry Revenue	(32,013)	(3,500)	28,513	
Supplemental Taxation	(130,330)	(294,050)	(163,720)	
Transfers from Reserves and Reserve Funds	(1,728,819)	(3,743,599)	(2,014,780)	
User Fees and Charges	(479,340)	(465,533)	13,807	
Sources of Financing	(11,872,283)	(14,472,788)	(2,600,505)	

Gross Budget Revenues										Notes
	2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Contributions from Developers	-	-	-	-	-	(33,375)	(33,375)	-	-	
Contributions from Other Municipalities	(8,860)	(68,899)	(68,580)	-	-	(36,492)	(36,492)	(37,222)	(37,966)	
Cost Recoveries	-	-	-	-	(3,390)	(3,500)	(3,500)	(3,500)	(3,500)	
Deferred Building Code Act Revenue Earned	-	-	-	(59,266)	(21,496)	-	59,266	-	-	
Landowner Recovery	(40,256)	(67,088)	(54,161)	(50,968)	(43,695)	(41,064)	9,904	(41,064)	(37,804)	
Licences, Permits and Rents	(248,026)	(271,339)	(361,317)	(271,631)	(302,891)	(300,000)	(28,369)	(303,000)	(306,030)	
Ontario Specific Grants	(10,970)	(9,050)	(703)	(8,500)	(6,304)	(34,012)	(25,512)	(7,300)	(7,300)	
Revenue from Oxford County	-	-	-	-	-	(25,000)	(25,000)	-	-	
Sundry Revenue	-	-	(100)	-	14	-	-	-	-	
Tax-Supported Capital Funding	-	-	-	-	(41,555)	-	-	-	-	
Transfers from Reserves and Reserve Funds	-	-	(4,302)	(66,000)	(7,950)	(143,625)	(77,625)	-	-	
User Fees and Charges	(3,420)	(32,500)	(53,255)	(28,815)	(44,275)	(34,175)	(5,360)	(34,125)	(34,267)	
TOTALS	(311,532)	(448,875)	(542,418)	(485,180)	(471,543)	(651,243)	(166,063)	(426,211)	(426,867)	
Gross Budget Expenditures										Notes
	2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Building and Structural Inspection	286,516	(377,171)	464,344	325,509	363,187	366,492	40,983	370,222	373,996	
Locates	3,403	4,538	7,571	27,656	8,440	16,327	(11,329)	16,598	16,874	
Storm Water Management	-	-	126,308	331,000	327,224	387,031	56,031	394,632	402,384	
Agriculture and Reforestation (Drainage)	90,258	117,558	106,235	123,336	92,602	114,186	(9,150)	114,216	112,649	
Capital Expenditures	-	-	91,052	66,000	94,847	195,562	129,562	-	-	
TOTALS	380,177	(255,075)	795,510	873,501	886,300	1,079,598	206,098	895,667	905,903	
NET BUILDING, LOCATES AND DRAINAGE BUDGET	68,645	(703,951)	253,092	388,320	414,757	428,355	40,034	469,456	479,036	

Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE REVENUES											
Building and Structural Inspection											
<u>Administration</u>											
11-4-044571-8018	Transfer from COVID Reserve	-	-	-	-	(958)	-	-	-	-	
11-5-044571-0340	Municipal Modernization Grant	-	-	-	-	-	(26,712)	(26,712)	-	-	Modernization Funding Grant 2022 - Cloud Permitting one-time contribution to Cloud Permitting implementation reduced contribution funding due to contract staff at BB separated from Corporate Services budgets in 2020/21 based on 3-year rolling average actuals conservative estimate by CBO for 2022 no budget for random revenues or expenses drawdown of revenue if necessary for Building operations
11-5-044571-0415	Revenue from County of Oxford	-	-	-	-	-	(25,000)	(25,000)	-	-	
11-5-044571-0482	BB Shared Services	(8,860)	(68,899)	(68,580)	-	-	(36,492)	(36,492)	(37,222)	(37,966)	
11-5-044571-0525	Building Permit Admin Fee	-	(28,800)	(48,930)	(25,000)	(39,775)	(30,000)	(5,000)	(30,000)	(30,000)	
11-5-044571-0526	Zoning Compliance and Work Orders	(3,420)	(3,700)	(4,325)	(3,815)	(4,500)	(4,175)	(360)	(4,125)	(4,267)	
11-5-044571-0721	Building Permits	(248,026)	(271,339)	(361,317)	(271,631)	(302,891)	(300,000)	(28,369)	(303,000)	(306,030)	
11-5-044571-0913	Sundry Revenue	-	-	(100)	-	14	-	-	-	-	
11-5-044571-0914	Deferred Building Code Act Revenue Earned	-	-	-	(59,266)	(21,496)	-	59,266	-	-	
Subtotal Administration		(260,306)	(372,738)	(483,252)	(359,712)	(369,606)	(422,379)	(62,667)	(374,347)	(378,263)	
<u>2017 Chevrolet Silverado Pickup (E&OT)</u>											
11-5-044571-0761	813 Internal Equipment Rental Charge	-	-	-	-	(3,390)	(2,500)	(2,500)	(2,500)	(2,500)	recovery for vehicle usage to reserve
Subtotal 2017 Silverado Pickup (E&OT)		-	-	-	-	(3,390)	(2,500)	(2,500)	(2,500)	(2,500)	
<u>2021 GMC Canyon (DCBO)</u>											
11-5-044571-0761	815 Internal Equipment Rental Charge	-	-	-	-	-	(500)	(500)	(500)	(500)	recovery for vehicle usage to reserve
Subtotal 2021 GMC Canyon (DCBO)		-	-	-	-	-	(500)	(500)	(500)	(500)	
<u>2022 New Truck (CBO)</u>											
11-5-044571-0761	816 Internal Equipment Rental Charge	-	-	-	-	-	(500)	(500)	(500)	(500)	recovery for vehicle usage to reserve
Subtotal 2022 New Truck (CBO)		-	-	-	-	-	(500)	(500)	(500)	(500)	
Total Building and Structural Inspection Revenue		(260,306)	(372,738)	(483,252)	(359,712)	(372,996)	(425,879)	(66,167)	(377,847)	(381,763)	
Agriculture and Reforestation (Drainage)											
<u>Municipal Drains</u>											
11-5-184010-0331	OMAFRA Grants	(10,970)	(9,050)	(703)	(8,500)	(6,304)	(7,300)	1,200	(7,300)	(7,300)	estimated Drainage Superintendent Grant annually based on Drain Repayment Schedule
11-5-184010-0944	Municipal Drain Debenture Revenue	(26,656)	(44,194)	(38,414)	(38,414)	(36,114)	(33,483)	4,931	(33,483)	(33,483)	
Subtotal Municipal Drains		(37,626)	(53,244)	(39,117)	(46,914)	(42,418)	(40,783)	6,131	(40,783)	(40,783)	
<u>Tile Drainage</u>											
11-881-021-0052	Tile Drain Loan Debenture Revenue	(13,600)	(22,894)	(15,747)	(12,554)	(7,581)	(7,581)	4,973	(7,581)	(4,321)	based on Drain Repayment Schedule
Subtotal Tile Drainage		(13,600)	(22,894)	(15,747)	(12,554)	(7,581)	(7,581)	4,973	(7,581)	(4,321)	
Total Agriculture and Reforestation (Drainage) Revenue		(51,226)	(76,138)	(54,864)	(59,468)	(50,000)	(48,364)	11,104	(48,364)	(45,104)	

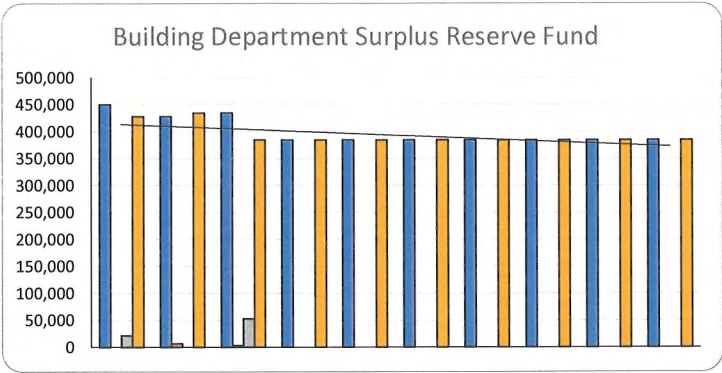
Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES											
Building and Structural Inspection											
<u>Administration</u>											
11-4-044571-8522	Transfer to Building Equipment Reserve	-	12,000	5,000	5,100	5,100	5,202	102	5,306	5,412	base year 2020 - \$5,000 + 2% increase annually
11-4-044571-8523	Transfer to Building Vehicle Reserve	-	-	26,000	26,520	26,520	27,050	530	27,591	28,143	base year 2021 \$26,000 + 2% increase annually
11-4-044571-8600 815	Transfer to Capital	-	-	-	-	41,555	-	-	-	-	funding for CBO truck for 2021
11-6-044571-1110	Salaries and Wages	150,414	163,007	204,598	209,819	215,763	221,186	11,367	225,610	230,122	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1201	CPP	-	-	-	-	1,266	8,335	8,335	8,418	8,502	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1202	EI	-	-	-	-	389	3,265	3,265	3,298	3,331	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1203	WSIB	-	-	-	-	2,933	6,095	6,095	6,156	6,218	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1204	OMERS	-	-	-	-	10,651	23,615	23,615	23,851	24,089	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1205	EHT	-	-	-	-	1,903	4,313	4,313	4,356	4,400	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1210	Health Benefits	38,277	41,032	52,189	54,957	37,818	15,222	(39,735)	15,375	15,528	2022 Salary and Benefits Workbook + 2% in future years
11-6-044571-1250	Uniforms	319	447	671	1,000	-	-	(1,000)	-	-	accounted for in Clothing Allowance line below going forward
11-6-044571-1252	Conventions and Seminars	898	1,148	3	1,500	-	2,500	1,000	2,500	2,500	no conference in 2020/21 for COVID - hold budget for 2022
11-6-044571-1254	Clothing Allowance	-	-	-	-	195	750	750	765	780	boot allowance as per 2019 revised Policy 3.17 + 2% prior year
11-6-044571-1255	Dues and Memberships	1,154	1,050	593	932	979	999	67	1,019	1,039	based on 2% increase over prior year actual
11-6-044571-1256	Subscriptions/Publications	-	-	-	-	228	232	232	237	242	based on 2% increase over prior year actual
11-6-044571-1263	Training and Staff Development	1,011	1,987	893	1,297	1,257	2,000	703	2,040	2,081	no training opportunities in prior year due to COVID so reset in 2022
11-6-044571-3005	Office Supplies	375	826	184	462	271	427	(35)	294	331	based on 3-year rolling average actuals
11-6-044571-3007	Small Tools and Equipment	5	45	67	73	-	52	(21)	69	67	combined with operating supplies account below
11-6-044571-3009	Operating Supplies	177	30	14	100	-	-	(100)	-	-	based on 3-year rolling average actuals of both accounts
11-6-044571-3025	Health and Safety Supplies	-	-	-	-	-	100	100	100	100	health and safety supplies line to be maintained @ \$100
11-6-044571-3033	IT Software	-	-	1,832	1,868	-	14,240	12,372	14,525	14,815	annual support for Cloud Permitting + 2% annually + MESH recovery PW
11-6-044571-3260	Telephone	2,156	1,974	1,112	1,134	1,014	1,034	(100)	1,055	1,076	2% inflationary adjustment over prior year actual
11-6-044571-3810	Insurance	9,930	9,613	10,838	11,921	11,327	12,460	539	12,709	12,963	10% inflationary adjustment over p/y actual
11-6-044571-4002	Legal Services	6,195	5,416	5,878	6,000	890	6,000	-	6,000	6,000	maintain \$6,000 legal services line item for prosecutions, etc.
11-6-044571-4425	Facility Rentals	-	-	-	-	862	-	-	-	-	one-time connection for CET trailer to electrical COVID offset
11-6-044571-5390	Defer Building Code Act Net Revenue	71,104	(616,397)	151,819	-	-	6,414	65,680	2,650	(91)	net transfer to deferred where revenues > expenses in Building
Subtotal Administration		282,015	(377,822)	461,692	322,684	360,922	361,492	38,808	363,924	367,650	
<u>2017 Chevrolet Silverado Pickup (E&OT)</u>											
11-6-044571-3004 813	Vehicle Licences	-	-	-	-	120	120	120	120	120	annual vehicle licence cost
11-6-044571-3021 813	Parts and Supplies	-	-	-	-	62	63	63	64	66	based on 2% increase over prior year actual
11-6-044571-3026 813	Fuel	3,345	531	1,202	1,693	1,595	1,626	(67)	1,659	1,692	based on 2% increase over prior year actual
11-6-044571-3510 813	Equipment Rentals - Owned	-	-	-	-	310	-	-	-	-	no budget required here
11-6-044571-3810 813	Insurance	998	120	120	132	-	-	(132)	-	-	covered off in overall building admin budget
11-6-044571-4270 813	Repairs and Maintenance	158	-	1,330	1,000	-	1,000	0	1,000	1,000	carry forward repairs budget as vehicle ages
Subtotal 2017 Silverado Pickup (E&OT)		4,501	651	2,652	2,825	2,086	2,810	(15)	2,843	2,878	
<u>2021 GMC Canyon (DCBO)</u>											
11-6-044571-3004 815	Vehicle Licences	-	-	-	-	120	120	120	120	120	annual vehicle licence cost
11-6-044571-3021 815	Parts and Supplies	-	-	-	-	9	100	100	102	104	estimate for 2022 + 2% in future years
11-6-044571-3026 815	Fuel	-	-	-	-	-	-	-	1,250	1,250	no budget required in 2022 due to fuel savings rebate card
11-6-044571-4270 815	Repairs and Maintenance	-	-	-	-	50	250	250	255	260	estimate for 2022 + 2% in future years
Subtotal 2021 GMC Canyon (DCBO)		-	-	-	-	178	470	470	1,727	1,734	

Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)											
Building and Structural Inspection (cont'd)											
<u>2022 New Truck (CBO)</u>											
11-6-044571-3004 816	Vehicle Licences	-	-	-	-	-	120	120	120	120	annual vehicle licence cost
11-6-044571-3021 816	Parts and Supplies	-	-	-	-	-	100	100	102	104	estimate for 2022 + 2% in future years
11-6-044571-3026 816	Fuel	-	-	-	-	-	1,250	1,250	1,250	1,250	
11-6-044571-4270 816	Repairs and Maintenance	-	-	-	-	-	250	250	255	260	estimate for 2022 + 2% in future years
Subtotal 2022 New Truck (CBO)		-	-	-	-	-	1,720	1,720	1,727	1,734	
Total Building and Structural Inspection Expenses		286,516	(377,171)	464,344	325,509	363,187	366,492	40,983	370,222	373,996	
Locates											
11-6-044572-1110	Salaries and Wages	1,853	3,738	5,721	19,456	6,285	10,549	(8,907)	10,760	10,975	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1201	CPP	-	-	-	-	119	437	437	446	455	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1202	EI	-	-	-	-	38	167	167	170	173	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1203	WSIB	-	-	-	-	102	332	332	339	346	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1204	OMERS	-	-	-	-	337	1,086	1,086	1,108	1,130	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1205	EHT	-	-	-	-	66	206	206	210	214	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-1210	Health Benefits	530	683	1,769	5,294	1,216	751	(4,543)	766	781	2022 Salary and Benefits Workbook + 2% in future years
11-6-044572-3311	Locate Services	-	-	81	406	-	-	(406)	-	-	no external costs required - locates done in house now
11-6-044572-3510	Equipment Rentals - Owned	-	-	-	-	277	300	300	300	300	recovery for vehicle usage to reserve
11-6-044572-4004	Engineering Services	1,020	117	-	2,500	-	2,500	-	2,500	2,500	2021 Drainage mapping work carried forward to 2022-24
Total Locates Expenses		3,403	4,538	7,571	27,656	8,440	16,327	(11,329)	16,598	16,874	
Stormwater Management											
11-4-082220-8535	Transfer to Storm Water Network Reserve	-	-	-	115,000	115,000	117,300	2,300	119,646	122,039	new reserve established through the AMP
11-4-082220-8538	Transfer to Stormwater Management Facilities Reserve	-	-	125,000	200,000	200,000	180,000	(20,000)	183,600	187,272	adjusted amount to \$200,000 as per CM's report 2020
11-6-082220-1110	Salaries and Wages	-	-	-	13,000	851	20,838	7,838	21,255	21,680	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1201	CPP	-	-	-	-	30	875	875	892	910	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1202	EI	-	-	-	-	11	333	333	340	347	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1203	WSIB	-	-	-	-	18	656	656	670	683	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1204	OMERS	-	-	-	-	54	2,134	2,134	2,176	2,220	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1205	EHT	-	-	-	-	11	406	406	414	423	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-1210	Benefits	-	-	-	3,000	22	1,488	(1,512)	1,518	1,548	2022 Salary and Benefits Workbook + 2% in future years
11-6-082220-3007	Small Tools and Equipment	-	-	-	-	250	250	250	250	250	placeholder budget for various tools and equipment
11-6-082220-3170	Signage	-	-	-	-	106	250	250	250	250	placeholder budget for any noted or required signage annually
11-6-082220-4004	Engineering	-	-	1,308	-	6,431	6,500	6,500	6,500	6,500	includes clean out works planned for 2022
11-6-082220-4005	Construction Services	-	-	-	-	-	25,000	25,000	25,500	26,010	construction budget for work arising from camera program results
11-6-082220-4034	Camera Inspection Services	-	-	-	-	-	25,000	25,000	25,500	26,010	annual camera inspection program as approved by Council
11-6-082220-4270	Repairs and Maintenance	-	-	-	-	4,438	6,000	6,000	6,120	6,242	includes PW staff services for clean out works planned for 2022
Total Storm Water Management		-	-	126,308	331,000	327,224	387,031	56,031	394,632	402,384	

Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)											
Agriculture and Reforestation (Drainage)											
<u>Municipal Drains Administration</u>											
11-4-184010-8536	Transfer to Roads Drainage Reserve	-	25,000	25,500	26,010	26,010	26,530	520	27,061	27,602	base year 2019 \$25,000 + 2% increase annually
11-6-184010-1110	Salaries and Wages	15,268	12,600	14,567	20,922	4,179	12,762	(8,160)	13,017	13,277	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1201	CPP	-	-	-	-	28	525	525	535	546	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1202	EI	-	-	-	-	10	200	200	204	208	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1203	WSIB	-	-	-	-	16	402	402	410	418	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1204	OMERS	-	-	-	-	54	1,318	1,318	1,344	1,371	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1205	EHT	-	-	-	-	10	249	249	254	259	2022 Salary and Benefits Workbook + 2% in future years
11-6-184010-1210	Health Benefits	4,634	3,568	4,242	5,310	1,189	906	(4,404)	924	943	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1255	Dues and Memberships	175	175	175	175	-	175	-	175	175	constant amount per year
11-6-184010-2220	Debt Interest Repayments	6,601	8,391	7,355	6,411	6,447	5,472	(939)	4,579	3,659	based on Drain Repayment Schedule
11-6-184010-3005	Office Supplies	1,107	1,100	28	745	-	250	(495)	255	260	small amount for envelopes, paper, etc. + 2% in future years
11-6-184010-3210	Postage and Courier	-	-	256	300	-	250	(50)	255	260	billed out from Corporate Services for billings + 2% in future years
11-6-184010-3260	Telephone	532	487	444	453	425	434	(20)	442	451	2% inflationary adjustment over p/y actual
11-6-184010-4004	Engineering Services	2,145	-	1,161	735	109	423	(312)	178	237	based on 3-year rolling average actuals - primarily capital
11-6-184010-4425	Facility Rentals	-	-	-	-	1,100	1,200	1,200	1,200	1,200	public meeting hall rental expenses
11-6-184010-5210	Debt Principal Repayments	28,797	35,749	31,060	32,003	34,405	28,011	(3,993)	28,904	29,825	based on Drain Repayment Schedule
11-6-184010-5230	Write-offs and Charge Outs - Municipal Drains	6,653	188	5,276	4,039	482	1,982	(2,057)	884	1,116	based on 3-year rolling average actuals
11-6-184010-6110	Grants	250	250	-	350	-	350	-	350	350	based on prior year constant balance
Subtotal Municipal Drains Administration		66,162	87,509	90,063	97,453	74,465	81,439	(16,015)	80,971	82,158	
<u>Municipal Drains Operations</u>											
11-6-184020-1110	Salaries and Wages	4,058	2,984	170	8,175	8,220	19,402	11,227	19,790	20,186	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1201	CPP	-	-	-	-	202	787	787	803	819	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1202	EI	-	-	-	-	49	300	300	306	312	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1203	WSIB	-	-	-	-	231	611	611	623	636	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1204	OMERS	-	-	-	-	796	2,015	2,015	2,055	2,096	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1205	EHT	-	-	-	-	149	378	378	386	394	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-1210	Health Benefits	1,213	779	45	2,211	680	1,372	(839)	1,400	1,428	2022 Salary and Benefits Workbook + 2% in future years
11-6-184020-3510	Equipment Rentals - Owned	5,225	3,393	210	2,943	228	300	(2,643)	300	300	recovery for vehicle usage to reserve
Subtotal Municipal Drain Operations		10,496	7,155	425	13,329	10,556	25,166	11,837	25,663	26,170	
<u>Tile Drainage</u>											
11-6-185081-2220	Debt Interest Repayments	2,511	5,950	2,903	3,986	2,133	1,806	(2,180)	1,459	1,092	based on Drain Repayment Schedule
11-6-185081-5210	Debt Principal Repayments	11,090	16,944	12,844	8,569	5,449	5,776	(2,793)	6,122	3,229	based on Drain Repayment Schedule
Subtotal Tile Drainage		13,600	22,894	15,747	12,554	7,581	7,581	(4,973)	7,581	4,321	
Total Agriculture and Reforestation (Drainage) Expenses		90,258	117,558	106,235	123,336	92,602	114,186	(9,150)	114,216	112,649	

Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed		Notes
<u>BUILDING, LOCATES AND DRAINAGE CAPITAL REVENUES</u>									
Building and Structural Inspection									
12-4-044571-8022	Transfer from Building Equipment Reserve	-	-	(4,302)	(15,000)	(6,992)	-		offset large format printer/scanner for plans offset capital vehicle purchases below to fund CBO vehicle from Building operations for 2021
12-4-044571-8023	Transfer from Building Vehicle Reserve	-	-	-	(51,000)	-	(52,000)		
12-4-044571-8100 815	Transfer from Operating	-	-	-	-	(41,555)	-		
Total Building and Structural Inspection		-	-	(4,302)	(66,000)	(48,547)	(52,000)		
Storm Water Management									
12-4-822201-8038	Transfer from Storm Water Management Facility Reserve	-	-	-	-	-	(3,000)		to offset fencing project at SWM Facility to offset tree and shrubbery plantings at SWM Facility
12-4-822202-8038	Transfer from Storm Water Management Facility Reserve	-	-	-	-	-	(7,000)		
Total Storm Water Management		-	-	-	-	-	(10,000)		
Agriculture and Reforestation (Drainage)									
12-4-842201-8036	Transfer from Roads Drainage Reserve	-	-	-	-	-	(40,000)		to offset road crossings Parker Drain to offset Master Drainage Plan offset to Master Drainage Plan
12-4-842202-8036	Transfer from Roads Drainage Reserve	-	-	-	-	-	(41,625)		
12-5-842202-0923	Contributions from Developers	-	-	-	-	-	(33,375)		
Total Agriculture and Reforestation (Drainage)		-	-	-	-	-	(115,000)		

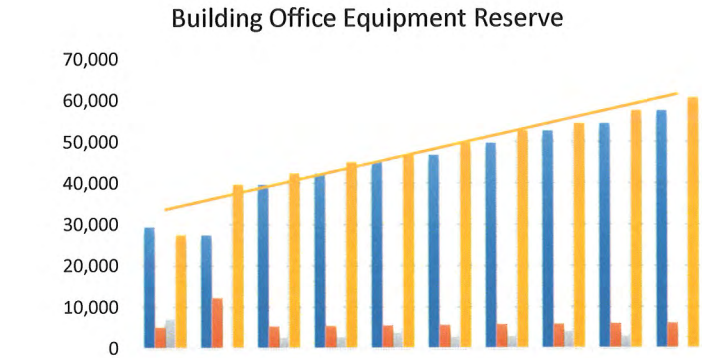
Description		2018 Actual	2019 Actual	2020 Actuals	2021 Approved	2021 Actuals	2022 Proposed		Notes
BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES									
2020 Capital Projects									
Building and Structural Inspection									
12-6-044571-3033	IT Software			-					offset large format printer/scanner
12-6-044571-3034	IT Hardware			4,302					
Agriculture and Reforestation (Drainage)									
12-6-184031-4005	Capital Drain Construction - Road Crossings (Hart and Facey)			86,750					
<i>Subtotal 2020 Capital Projects</i>				91,052					
2021 Capital Projects									
Building and Structural Inspection									
12-6-044571-3033	IT Software				15,000	-			offset large format printer/scanner (carried forward from 2020)
12-6-044571-3034	IT Hardware				-	6,992			
12-6-044571-3350 815	Vehicles				51,000	41,555			2021 DCBO vehicle
Agriculture and Reforestation (Drainage)									
11-6-184020-4005	Construction Services					46,300			Township road crossing share
<i>Subtotal 2021 Capital Projects</i>					66,000	94,847			
2022 Capital Projects									
Building and Structural Inspection									
12-4-044571-8522	Transfer to Building Equipment Reserve						6,992		return funding for scanner/printer to reserve from Modernization 2022 new laptop - DCBO and new cell phones (3) + tablet & 3 laptops (Fire) 2022 CBO vehicle
12-6-442201-3034	IT Hardware						11,570		
12-6-442202-3350 816	Vehicles						52,000		
Storm Water Management									
12-6-822201-3740	Fencing						3,000		gates and fencing to delineate SWM areas tree and brush plantings at SWM facilities
12-6-822202-3045	Forestry and Plantings						7,000		
Agriculture and Reforestation (Drainage)									
12-6-842201-4003	Drainage Master Plan						75,000		Parker Drain - Township road crossing share
12-6-842202-4005	Construction Services						40,000		
<i>Subtotal 2022 Capital Projects</i>							195,562		
Total Building, Locates and Drainage Capital Expenditures		-	-	91,052	66,000	94,847	195,562		



48-3-002499-9708

Building Code Act - Deferred Revenue

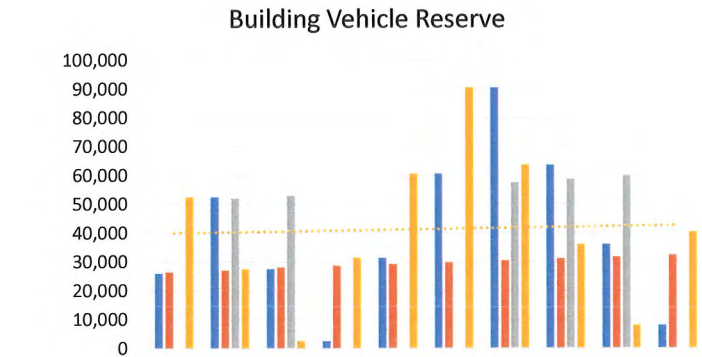
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
449,707	0	21,496	428,211	2021
428,211	6,414	0	434,625	2022
434,625	2,650	53,191	384,083	2023
384,083	0	0	384,083	2024
384,083	0	0	384,083	2025
384,083	0	0	384,083	2026
384,083	0	0	384,083	2027
384,083	0	0	384,083	2028
384,083	0	0	384,083	2029
384,083	0	0	384,083	2030



11-3-006420-9822

Building - Office Equipment Reserve

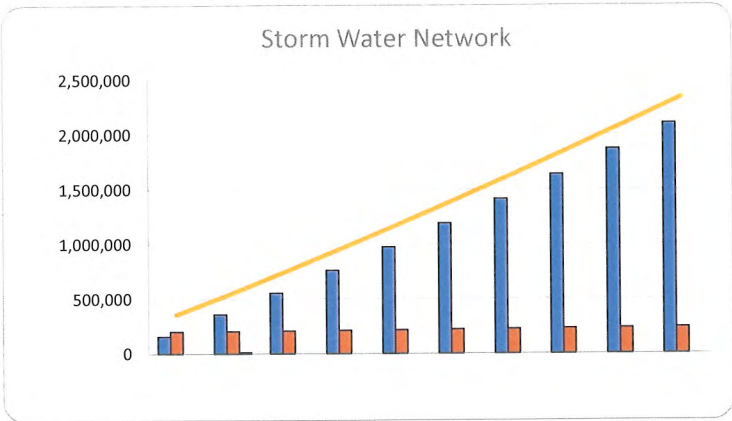
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
29,338	5,100	6,992	27,446	2021
27,446	12,194	0	39,640	2022
39,640	5,306	2,601	42,345	2023
42,345	5,412	2,653	45,104	2024
45,104	5,520	3,789	46,836	2025
46,836	5,631	2,760	49,706	2026
49,706	5,743	2,815	52,634	2027
52,634	5,858	4,020	54,472	2028
54,472	5,975	2,929	57,519	2029
57,519	6,095	2,988	60,626	2030



11-3-006420-9823

Building - Vehicle Reserve

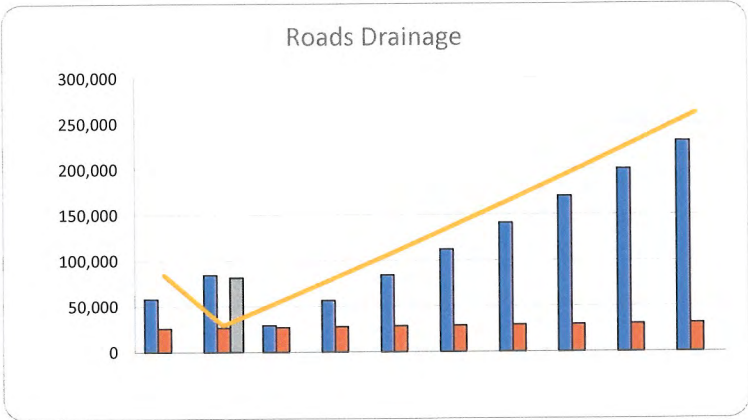
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
26,000	26,520	0	52,520	2021
52,520	27,050	52,000	27,570	2022
27,570	28,143	53,040	2,674	2023
2,674	28,706	0	31,380	2024
31,380	29,280	0	60,660	2025
60,660	29,866	0	90,526	2026
90,526	30,463	57,412	63,577	2027
63,577	31,072	58,560	36,089	2028
36,089	31,694	59,732	8,051	2029
8,051	32,328	0	40,379	2030



11-3-006420-9835
Storm Water Network Reserve

Opening	Reserve	Reserve	Closing
0	115,000	0	115,000
115,000	117,300	0	232,300
232,300	119,646	0	351,946
351,946	122,039	0	473,985
473,985	124,480	0	598,465
598,465	126,969	0	725,434
725,434	129,509	0	854,943
854,943	132,099	0	987,041
987,041	134,741	0	1,121,782
1,121,782	137,436	0	1,259,218

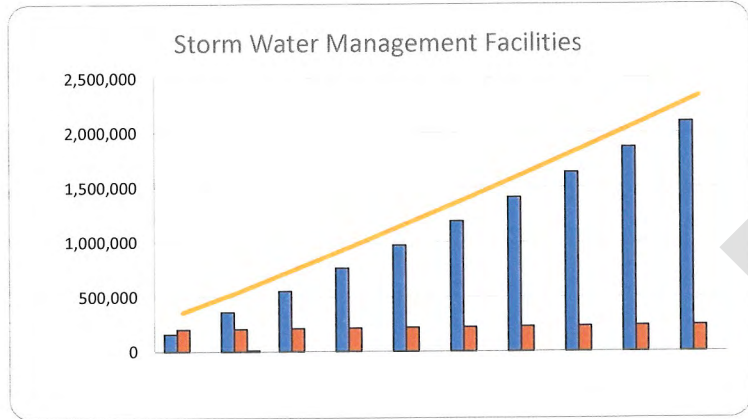
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030



11-3-006420-9836
Roads Drainage Reserve

Opening	Reserve	Reserve	Closing
58,253	26,010	0	84,263
84,263	26,530	81,625	29,169
29,169	27,061	0	56,229
56,229	27,602	0	83,831
83,831	28,154	0	111,986
111,986	28,717	0	140,703
140,703	29,291	0	169,994
169,994	29,877	0	199,871
199,871	30,475	0	230,346
230,346	31,084	0	261,431

2021
2022
2023
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2025
2026
2027
2028
2029
2030



11-3-006420-9838
Storm Water Management Facilities Reserve

Opening	Reserve	Reserve	Closing
157,945	200,000	0	357,945
357,945	204,000	10,000	551,945
551,945	208,080	0	760,025
760,025	212,242	0	972,267
972,267	216,486	0	1,188,753
1,188,753	220,816	0	1,409,570
1,409,570	225,232	0	1,634,802
1,634,802	229,737	0	1,864,539
1,864,539	234,332	0	2,098,871
2,098,871	239,019	0	2,337,890

2021
2022
2023
2024
2025
2026
2027
2028
2029
2030

Gross Budget Revenues										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Contributions from Developers	-	(4,986)	(558)	(72,090)	(4,037)	-	72,090	-	-	
Cost Recoveries	-	(5,165)	(41,656)	(30,000)	(25,668)	(30,000)	-	(30,000)	(30,000)	
Fines and Penalties	(475)	(375)	-	-	-	-	-	-	-	
Licences, Permits and Rents	(428)	(1,308)	(560)	(238)	(710)	(660)	(422)	(660)	(660)	
Ontario Specific Grants	(39,652)	(11,070)	(33,933)	(38,967)	(47,491)	(36,467)	2,500	(36,467)	(36,467)	
Revenue from Oxford County	(3,791)	(115)	(7,590)	(127,500)	(7,607)	(7,500)	120,000	(7,500)	(7,500)	
Sundry Revenue	(1,534)	(1,469)	(4,037)	(2,264)	(2,470)	-	2,264	-	-	
Transfers from Reserves and Reserve Funds	(5,374)	(177,914)	(190,871)	(333,150)	(482,518)	(2,980,099)	(2,646,949)	(130,545)	(65,272)	
User Fees and Charges	(12,502)	(15,743)	(7,886)	(7,602)	(11,409)	(10,158)	(2,556)	(10,243)	(10,593)	
TOTALS	(63,756)	(218,145)	(287,091)	(611,812)	(581,910)	(3,064,884)	(2,453,072)	(215,415)	(150,493)	
Gross Budget Expenditures										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Council	133,774	139,428	146,942	152,495	145,322	172,986	20,492	164,317	167,566	
Township Administration	1,069,101	1,121,077	2,399,930	866,280	1,209,701	965,902	99,622	1,152,391	1,174,538	
Former PUC Office	3,516	2,990	2,556	2,828	2,275	2,329	(498)	2,376	2,423	
Police Services Board	6,403	6,955	5,919	7,174	5,251	9,203	2,029	9,176	9,423	
Township Policing	936,022	966,881	974,313	1,212,831	1,088,493	1,165,921	(46,910)	1,189,003	1,212,334	
By-law Enforcement	24,735	20,205	22,151	22,608	13,743	22,692	84	23,126	23,568	
Animal Control	10,310	8,777	9,258	9,443	9,459	9,648	205	9,841	10,038	
Livestock Claims	-	-	-	750	-	500	(250)	500	500	
Crossing Guards	37,926	35,361	29,509	36,137	35,002	35,845	(292)	36,562	37,293	
North Oxford Transit Program	-	-	-	33,750	-	-	(33,750)	33,750	67,500	
Cemeteries	1,600	2,100	2,140	2,140	2,140	2,140	-	2,140	2,140	
Planning and Zoning Administration	2,929	59,339	45,155	133,472	27,388	43,832	(89,640)	44,108	44,391	
Economic Development	33,300	36,630	40,293	40,293	40,293	40,293	-	41,099	41,921	
Capital Expenditures	6,374	32,914	66,117	220,000	253,072	2,800,154	2,580,154	-	-	
TOTALS	2,265,990	2,432,656	3,744,283	2,740,200	2,832,139	5,271,445	2,531,245	2,708,390	2,793,635	
NET CORPORATE SERVICES BUDGET	2,202,234	2,214,511	3,457,192	2,128,388	2,250,229	2,206,561	78,173	2,492,975	2,643,142	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES REVENUES											
11-4-024026-8057	Municipal Election Contributions from Election Reserve	-	-	-	-	-	(19,128)	(19,128)	-	-	2022 Municipal Election (available balance)
	Total Municipal Election	-	-	-	-	-	(19,128)	(19,128)	-	-	
11-4-025023-8004	Township Administration Transfer from Rural Fibre Technology Reserve	-	-	-	(7,333)	-	-	7,333	-	-	drawdown for Rural Fibre project North of Hickson
11-5-025023-0360	Student Grants	-	-	(2,694)	(2,500)	(7,504)	-	2,500	-	-	no summer student for 2022 or go forward
11-5-025023-0414	Waste Management Services - County	(3,791)	(115)	(7,590)	(7,500)	(7,607)	(7,500)	-	(7,500)	(7,500)	\$2.50/household @ 3,000 households
11-5-025023-0575	Criminal Record Check Fees	(3,670)	(4,300)	(953)	-	-	-	-	-	-	no longer being done through the Township office
11-5-025023-0722	Lottery Licences	(308)	(248)	-	(178)	(150)	(100)	78	(100)	(100)	placeholder for 1 to 2 licences per year
11-5-025023-0789	Burial Permit Fee	-	-	-	-	(390)	(360)	(360)	(360)	(360)	based on 3 per month @ \$10.00
11-5-025023-0913	Sundry Revenue	(1,534)	(1,469)	(4,037)	(2,264)	(138)	-	2,264	-	-	no budget required
11-5-025023-0923	Contributions from Developers	-	(4,986)	(558)	-	(4,037)	-	-	-	-	no budget required
11-5-025023-0963	Sales of Maps, Copies, Faxes, etc.	(7)	(18)	(13)	(12)	(69)	(33)	(21)	(36)	(46)	based on 3-year rolling average actuals
11-5-025023-0998	Expense Recovery	-	-	-	-	(158)	-	-	-	-	no budget required
	Total Township Administration	(9,310)	(11,136)	(15,845)	(19,788)	(20,052)	(7,993)	11,795	(7,996)	(8,006)	
11-5-025083-0574	Former PUC Office Facility Rentals	-	(1,000)	(500)	-	(500)	(500)	(500)	(500)	(500)	Tavistock Historical Society use of facility annually
	Total Former PUC Office	-	(1,000)	(500)	-	(500)	(500)	(500)	(500)	(500)	
11-4-042053-8059	Township Policing Contributions from Policing Reserve	-	-	-	(195,817)	(195,817)	(195,817)	-	(130,545)	(65,272)	push back reduction in funding from reserve until 2023
11-5-042053-0332	RIDE Grant	(6,701)	(6,467)	(6,382)	(6,467)	(6,332)	(6,467)	-	(6,467)	(6,467)	as actually received in 2019
11-5-042053-0334	Police Specific Grant	(32,951)	(4,603)	(24,857)	(30,000)	(33,655)	(30,000)	-	(30,000)	(30,000)	as per OPP application process
	Total Township Policing	(39,652)	(11,070)	(31,239)	(232,284)	(235,804)	(232,284)	-	(167,012)	(101,739)	
11-5-044061-0831	By-law Enforcement Fines	(475)	(375)	-	-	-	-	-	-	-	no budget for 2021 or forward
11-5-044061-0998	Expense Recovery	-	-	-	-	(727)	-	-	-	-	no budget - one-off enforcement recovery 2021 - untidy lot cleanup
	Total By-law Enforcement	(475)	(375)	-	-	(727)	-	-	-	-	
11-5-044081-0724	Animal Control Dog Licences	(120)	(60)	(60)	(60)	(60)	(60)	-	(60)	(60)	dog kennel licensing - based on actual kennel of record
	Total Animal Control	(120)	(60)	(60)	(60)	(60)	(60)	-	(60)	(60)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES REVENUES (cont'd)											
Planning and Zoning Administration											
11-5-181010-0521	Minor Variance and Zoning Change Application Fees	(8,825)	(11,425)	(6,920)	(7,590)	(10,950)	(9,765)	(2,175)	(9,847)	(10,187)	based on 3-year rolling average actuals secondary planning report and design guidelines offset Engineering Services from security deposits
11-5-181010-0923	Contributions from Developers	-	-	-	(72,090)	-	-	-	-	-	
11-5-181010-0998	Expense Recovery	-	(5,165)	(41,656)	(30,000)	(24,784)	(30,000)	-	(30,000)	(30,000)	
Total Planning and Zoning Administration		(8,825)	(16,590)	(48,576)	(109,680)	(35,734)	(39,765)	69,915	(39,847)	(40,187)	
Economic Development											
11-4-182010-8003	Contributions from EcDev Reserve	-	-	-	(30,000)	(30,000)	-	30,000	-	-	
Total Economic Development		-	-	-	(30,000)	(30,000)	-	30,000	-	-	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES											
Council											
<u>Regular</u>											
11-4-024011-8508	Transfer to Council IT Equipment Reserve	3,750	3,750	3,825	3,902	3,902	3,980	78	4,059	4,141	2019 base year \$3,750 + 2% increase annually
11-6-024011-1120	Council Wages - Taxable	70,529	105,801	116,064	109,320	110,004	111,955	2,635	114,194	116,478	2022 Salary and Benefits Workbook + 2% in future years
11-6-024011-1121	Council Wages - Tax Exempt	33,417	1,464	-	-	-	-	-	-	-	no longer tax exempt portion as of 2019
11-6-024011-1201	CPP	-	-	-	-	1,989	4,346	4,346	4,433	4,522	2022 Salary and Benefits Workbook + 2% in future years
11-6-024011-1203	WSIB	-	-	-	-	1,529	3,527	3,527	3,597	3,669	2022 Salary and Benefits Workbook + 2% in future years
11-6-024011-1205	EHT	-	-	-	-	994	2,183	2,183	2,227	2,271	2022 Salary and Benefits Workbook + 2% in future years
11-6-024011-1210	Health Benefits	3,442	5,769	6,412	7,117	2,333	-	(7,117)	-	-	separated by benefit above
11-6-024011-1256	Subscriptions and Publications	-	-	-	-	61	100	100	102	104	base budget + 2% annually
11-6-024011-1255	Dues and Memberships	2,517	2,634	-	-	-	-	-	-	-	included in Township Admin budget as corporate members
11-6-024011-1258	Meals and Meeting Expenses	4,575	3,696	4,677	4,771	916	3,770	(1,001)	3,846	3,923	based on 2% increase over 2019 (pre-COVID) actuals
11-6-024011-1455	Christmas Gift Certificate Program	2,640	550	3,981	6,000	10,700	6,500	500	6,500	6,500	130 recipients @ \$50.00 as per Policy 3.15
11-6-024011-3260	Telephone	712	652	177	-	-	-	-	-	-	included in Township Admin budget as corporate members
11-6-024011-3290	Print, Advertising and Promotion	695	1,129	253	693	-	461	(232)	238	233	based on 3-year rolling average actuals
11-6-024011-3450	Office Equipment	-	-	294	300	176	200	(100)	204	208	base budget + 2% annually
11-6-024011-4425	Facility Rentals	-	844	1,334	2,200	3,250	3,380	1,180	3,380	3,380	based on \$130/meeting @ 26 meetings (22 Council, 4 subcommittee)
Subtotal Regular		122,277	126,290	137,017	134,303	135,855	140,402	6,100	142,780	145,429	
<u>Conferences and Seminars</u>											
11-6-024012-1120	Council Wages - Taxable	2,238	1,343	1,393	6,566	-	6,724	158	6,859	6,996	based on 2021 Salary and Benefits Workbook adjusted
11-6-024012-1121	Council Wages - Tax Exempt	1,119	-	-	-	-	-	-	-	-	no longer tax exempt portion as of 2019
11-6-024012-1201	CPP	-	-	-	-	-	-	-	-	-	
11-6-024012-1203	WSIB	-	-	-	-	-	212	-	-	-	
11-6-024012-1205	EHT	-	-	-	-	-	131	-	-	-	
11-6-024012-1210	Health Benefits	168	88	93	434	-	-	(434)	-	-	based on 2021 Salary and Benefits Workbook adjusted
11-6-024012-1258	Meals and Meeting Expenses	6,269	5,458	2,063	4,689	509	5,567	878	5,678	5,792	based on 2% over 2019 actuals
Subtotal Conferences and Seminars		9,793	6,888	3,550	11,689	509	12,634	602	12,537	12,788	
<u>Election</u>											
11-4-024026-8557	Transfer to Election Reserve	1,703	6,250	6,375	6,503	6,503	-	(6,503)	7,000	7,350	no transfer in an election year (2022) & start with \$7,000 thereafter (+5%)
11-6-024026-1263	Training and Professional Development	-	-	-	-	407	2,000	2,000	500	500	courses for preparation and post-election introductions
11-6-024026-3005	Office Supplies	-	-	-	-	-	1,200	1,200	-	-	preparation and costs associated with 2022 election
11-6-024026-3033	IT Software	-	-	-	-	573	13,000	13,000	-	-	Intelivote (internet and telephone voting)
11-6-024026-3210	Postage	-	-	-	-	-	750	750	-	-	preparation and costs associated with 2022 election
11-6-024026-3290	Print, Advertising and Promotion	-	-	-	-	-	1,500	1,500	-	-	preparation and costs associated with 2022 election
11-6-024026-4009	IT Services	-	-	-	-	1,476	1,500	1,500	1,500	1,500	Data Fix - voter list management (\$6,000 / 4 annual payments)
Subtotal Election		1,703	6,250	6,375	6,503	8,958	19,950	13,447	9,000	9,350	
Total Council		133,774	139,428	146,942	152,495	145,322	172,986	20,492	164,317	167,566	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
Township Administration											
<u>General Administration</u>											
11-4-025023-8502	Transfer to Rate Stabilization Reserve	-	-	-	-	-	-	-	80,000	81,600	replenish funding for building draw @ \$80,000/year over 50 year life
11-4-025023-8506	Transfer to Township Building Reserve	130,000	130,000	132,600	-	-	-	-	100,000	102,000	no transfer construction year (2022) - reinstate transfer in 2023 for life
11-4-025023-8507	Transfer to Office Equipment and IT Reserve	20,000	20,000	1,176,504	30,908	30,908	31,526	618	32,157	32,800	transfer for equipment purchases inflated 2% annually
11-4-025023-8561	Transfer to Rural Broadband Reserve	-	125,000	125,000	128,000	128,000	145,000	17,000	147,900	150,858	should be approximately 2% of general levy annually
11-6-025023-1110	Salaries and Wages	479,933	477,095	573,305	390,597	646,810	433,352	42,755	442,019	450,860	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1130	Part-time Salaries and Wages	-	3,154	-	3,241	-	-	(3,241)	-	-	no longer having a summer admin student
11-6-025023-1201	CPP	-	-	-	-	7,165	15,192	15,192	15,496	15,806	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1202	EI	-	-	-	-	2,334	5,896	5,896	6,013	6,134	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1203	WSIB	-	-	-	-	9,137	11,008	11,008	11,228	11,453	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1204	OMERS	-	-	-	-	30,724	47,442	47,442	48,391	49,359	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1205	EHT	-	-	-	-	5,949	8,450	8,450	8,619	8,792	2022 Salary and Benefits Workbook + 2% in future years
11-6-025023-1210	Health Benefits	128,833	128,674	147,603	103,181	109,985	27,963	(75,218)	28,522	29,093	based on 2021 Salary and Benefits Workbook adjusted
11-6-025023-1251	Mileage	-	-	-	-	1,717	1,000	1,000	1,020	1,040	should be a budget for travel to meetings, etc. from office
11-6-025023-1252	Conventions and Seminars	8,384	4,541	3,973	3,633	1,905	2,500	(1,133)	6,500	7,500	conferences limited due to COVID 2020/21 - 2% over 2019
11-6-025023-1255	Dues and Memberships	2,194	3,596	6,119	3,741	8,093	5,500	1,759	5,610	5,722	AMCTO, AMO and HR memberships and supplies
11-6-025023-1256	Subscriptions and Publications	218	230	1,375	1,402	259	1,500	98	1,530	1,561	estimated based on increase staff complement
11-6-025023-1258	Meals and Meeting Expenses	-	-	-	-	652	1,000	1,000	1,020	1,040	based on actual staff meetings and supplies (includes special event)
11-6-025023-1263	Training and Staff Development	1,674	12,896	12,984	4,500	11,354	8,000	3,500	8,160	8,323	includes MPA program 2022-23
11-6-025023-3005	Office Supplies	7,054	6,715	8,068	7,279	6,799	7,194	(85)	7,354	7,116	based on 3-year rolling average actuals
11-6-025023-3015	Office Furniture	-	-	572	-	305	500	500	510	520	maintain small budget for small furniture replacements (stands, etc.)
11-6-025023-3020	Cleaning Supplies	-	-	-	-	536	500	500	510	520	maintain small budget for small cleaning item purchases
11-6-025023-3033	IT Software	-	3,034	6,427	6,556	44,165	26,247	19,691	26,772	27,307	ongoing software support costs for corporate softwares
11-6-025023-3034	IT Hardware	-	-	-	-	102	500	500	510	520	maintain small budget for small hardware item replacements
11-6-025023-3210	Postage	11,727	9,693	7,978	8,137	9,137	9,320	1,183	9,506	9,697	prior year actual + 2%
11-6-025023-3260	Telephone	4,155	3,804	8,181	8,345	8,176	8,340	(5)	8,507	8,677	prior year actual + 2%
11-6-025023-3290	Print, Advertising and Promotions	5,762	4,846	3,426	3,495	1,302	4,943	1,448	5,042	5,143	use 2019 actual + 2%
11-6-025023-3450	Office Equipment	1,699	1,443	71	2,000	390	1,000	(1,000)	1,020	1,040	maintain small budget for small equipment replacements
11-6-025023-3510	Equipment Rentals - Owned	118	255	240	242	35	177	(65)	151	121	based on 3-year rolling average actuals
11-6-025023-3610	Hydro	5,643	6,013	4,921	5,469	5,631	5,744	275	5,859	5,976	prior year actual + 2%
11-6-025023-3630	Natural Gas	1,063	1,007	1,049	1,070	710	724	(346)	739	754	prior year actual + 2%
11-6-025023-3810	Insurance	75,308	73,158	83,185	91,504	89,480	98,428	6,924	100,397	102,405	10% inflationary adjustment over p/y actual
11-6-025023-4002	Legal Services	157,749	73,430	66,226	22,101	1,635	5,000	(17,101)	5,250	5,513	professional services budget now distributed between various centres
11-6-025023-4003	Consulting Services	-	4,986	558	5,000	9,199	-	(5,000)	-	-	pay grid review now planned for 2022 to be done in-house
11-6-025023-4006	Cleaning Services	-	-	-	-	7,052	7,800	7,800	-	-	cleaning staff previously budgeted in professional services
11-6-025023-4009	IT Services	-	167	490	7,333	3,938	12,133	4,800	4,800	4,800	SWIFT contribution carried forward 2021 + \$400/month County IT
11-6-025023-4012	Grounds Maintenance	1,180	492	1,546	1,073	230	756	(317)	844	610	based on 3-year rolling average actuals
11-6-025023-4017	Shredding Services	-	-	-	-	266	360	360	360	360	based on \$60/every other month contract
11-6-025023-4018	Sweeping Services	-	-	-	-	145	200	200	200	200	annual parking lot sweeping costs
11-6-025023-4420	Building Maintenance	10,503	13,952	12,653	12,370	5,764	10,790	(1,580)	9,736	8,763	based on 3-year rolling average actuals
11-6-025023-4425	Facility Rentals	-	-	-	-	2,990	3,250	3,250	3,250	3,250	based on 25 meetings/year @ ICC @ \$130.00/meeting
11-6-025023-4450	Equipment Maintenance/Lease Costs	12,908	8,462	12,083	12,325	12,629	12,882	557	13,139	13,402	prior year actual + 2%
11-6-025023-4550	Water Heater Rentals	-	-	-	-	210	240	240	240	240	based on \$60/quarterly invoice
Subtotal General Administration		1,066,105	1,116,643	2,397,139	863,502	1,205,820	962,357	98,855	1,148,881	1,170,873	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
<i>2017 Chevrolet Equinox</i>											
11-6-025023-1110	812 Salaries and Wages	-	-	-	-	63	-	-	-	-	no budget required
11-6-025023-1210	812 Health Benefits	-	-	-	-	16	-	-	-	-	no budget required
11-6-025023-3004	812 Licences	-	-	-	-	120	120	120	120	120	annual sticker
11-6-025023-3021	812 Parts and Supplies	163	1,232	920	-	789	980	980	896	889	based on 3-year rolling average actuals
11-6-025023-3026	812 Fuel	1,672	937	832	1,147	1,110	1,133	(14)	1,155	1,178	prior year actual + 2%
11-6-025023-3810	812 Insurance	998	1,032	120	132	-	-	(132)	-	-	budgeted at the department level for 2021+
11-6-025023-4270	812 Repairs and Maintenance	163	1,232	920	1,500	1,783	1,312	(188)	1,338	1,477	based on 3-year rolling average actuals
Subtotal 2017 Chevrolet Equinox		2,996	4,434	2,791	2,778	3,882	3,545	767	3,510	3,665	
Total Township Administration		1,069,101	1,121,077	2,399,930	866,280	1,209,701	965,902	99,622	1,152,391	1,174,538	
Former PUC Office											
11-6-025803-3610	Hydro	548	488	371	379	670	684	305	697	711	prior year actual + 2%
11-6-025803-3620	Water	398	332	407	416	291	297	(119)	303	309	prior year actual + 2%
11-6-025803-3625	Sewer	629	604	620	632	542	553	(79)	564	575	prior year actual + 2%
11-6-025803-3630	Natural Gas	1,086	843	693	707	666	679	(28)	693	706	prior year actual + 2%
11-6-025023-3810	Insurance	86	95	95	105	106	117	12	119	121	10% inflationary adjustment over p/y actual
11-6-025083-4012	Grounds Maintenance	769	628	369	589	-	-	(589)	-	-	accounted for in Township charges above
Total Former PUC Office		3,516	2,990	2,556	2,828	2,275	2,329	(498)	2,376	2,423	

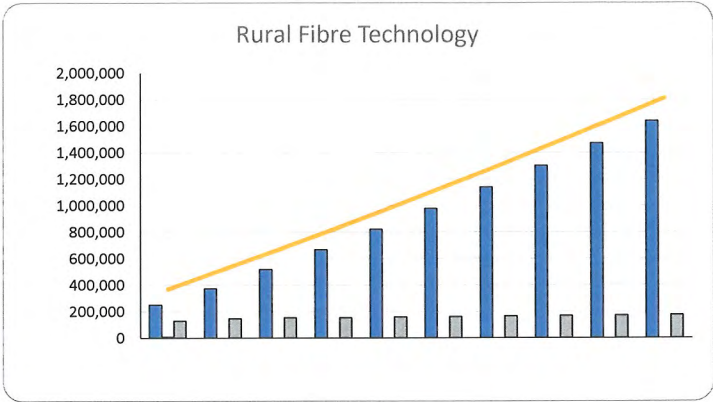
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
Police Services Board											
<u>Conferences and Seminars</u>											
11-6-042051-1120	PSB - Taxable	259	-	427	431	-	441	10	450	459	based on + 0.9% + 2.41% over 2020 actual for CPI indexing
11-6-042051-1210	Health Benefits	5	-	8	8	-	9	1	9	9	based on + 0.9% + 2.41% over 2020 actual for CPI indexing
11-6-042051-1252	Conventions and Seminars	977	838	486	536	-	855	319	872	889	based on 2% over 2019 actual
<i>Subtotal Conferences and Seminars</i>		1,241	838	922	975	-	1,305	330	1,331	1,357	
<u>Administration</u>											
11-6-042052-1120	PSB - Taxable	3,526	4,641	3,995	4,775	3,272	5,927	1,152	6,046	6,167	based on 2% + 0.9% + 2.41% over 2019 actual for CPI indexing
11-6-042052-1201	CPP					15	37	37	38	39	based 2.5% payroll burden apportioned to each deduction
11-6-042052-1203	EI					52	37	37	38	39	based 2.5% payroll burden apportioned to each deduction
11-6-042052-1205	WSIB					33	37	37	38	39	based 2.5% payroll burden apportioned to each deduction
11-6-042052-1210	Health Benefits	113	112	87	116	31	37	(79)	(81)	(82)	based 2.5% payroll burden apportioned to each deduction
11-6-042052-1252	Conventions and Seminars	500	534	-	345	396	310	(35)	235	314	based on 3-year rolling average actuals
11-6-042052-1255	Dues and Memberships	694	714	728	742	742	757	15	772	787	2% over prior year actual
11-6-042052-3290	Print, Advertising and Promotion	128	(85)	-	14	-	25	11	25	25	placeholder small budget item
11-6-042052-3810	Insurance	201	201	188	207	192	211	4	215	220	10% inflationary adjustment over p/y actual
11-6-042052-4425	Facility Rentals	-	-	-	-	520	520	520	520	520	based on 4 meetings/year @ ICC @ \$130.00/meeting
<i>Subtotal Administration</i>		5,162	6,117	4,997	6,199	5,251	7,898	1,699	7,846	8,065	
Total Police Services Board		6,403	6,955	5,919	7,174	5,251	9,203	2,029	9,176	9,423	
Township Policing											
11-6-042053-1110	Salaries and Wages	-	129	113	133	56	136	3	139	141	based on 2% + 0.9% + 2.41% over 2019 actual for CPI indexing
11-6-042053-1202	EI	-	-	-	-	32	33	33	34	35	2.41% CPI over prior year actual
11-6-042053-1203	WSIB	-	-	-	-	42	43	43	43	44	2.41% CPI over prior year actual
11-6-042053-1203	EHT	-	-	-	-	29	29	29	30	30	2.41% CPI over prior year actual
11-6-042053-1210	Health Benefits	-	148	160	152	80	82	(70)	83	85	2.41% CPI over prior year actual
11-6-042053-4410	Policing Contract	920,820	951,300	958,460	1,192,550	1,068,986	1,145,187	(47,363)	1,168,091	1,191,453	OPP estimate includes enhanced officer and one-time costs
11-6-042053-4411	RIDE Program	4,986	11,522	1,328	5,945	6,332	6,467	522	6,467	6,467	offset amount to grant application above3
11-6-042053-4420	Building Maintenance	3,800	3,783	4,390	3,991	2,876	3,683	(308)	3,650	3,403	based on 3-year rolling average actuals
11-6-042053-4425	Facility Rental Expense	6,416	-	9,863	10,060	10,060	10,261	201	10,466	10,676	2% annual increase recovered to Tavistock FS
Total Township Policing		936,022	966,881	974,313	1,212,831	1,088,493	1,165,921	(46,910)	1,189,003	1,212,334	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
By-law Enforcement											
11-6-044061-1110	Salaries and Wages	21,219	17,791	19,107	19,279	10,698	19,349	70	19,736	20,131	2022 Salary and Benefits Workbook + 2% in future years
11-6-044061-1201	CPP	-	-	-	-	-	903	903	921	940	2022 Salary and Benefits Workbook + 2% in future years
11-6-044061-1202	EI	-	-	-	-	-	428	428	437	445	2022 Salary and Benefits Workbook + 2% in future years
11-6-044061-1203	WSIB	-	-	-	-	-	610	610	622	634	2022 Salary and Benefits Workbook + 2% in future years
11-6-044061-1205	EHT	-	-	-	-	-	377	377	385	393	2022 Salary and Benefits Workbook + 2% in future years
11-6-044061-1210	Health Benefits	2,451	2,053	2,210	2,230	1,267	-	(2,230)	-	-	broken down in accounts above for 2022 and forward
11-6-044061-1251	Mileage	-	-	-	-	83	100	100	100	100	for use of own vehicle or use Equinox above
11-6-044061-1252	Conventions and Seminars	20	96	142	145	-	150	5	150	150	placeholder for possible convention non-COVID
11-6-044061-1255	Dues and Memberships	110	265	236	241	-	250	9	250	250	annual municipal membership
11-6-044061-3005	Office Supplies	-	-	-	-	110	-	-	-	-	budget in Township Administration above
11-6-044061-3210	Postage	-	-	-	-	21	25	25	25	25	nominal budget for mailing of notices
11-6-044061-4002	Legal Services	935	-	247	500	-	250	(250)	250	250	placeholder for potential claims etc.
11-6-044061-4022	Waste Collection	-	-	-	-	727	-	-	-	-	no budget as one-time enforcement matter billed back
11-6-044061-4025	Print, Advertising and Promotion	-	-	209	213	839	250	37	250	250	placeholder for notices and advertisements
Total By-law Enforcement		24,735	20,205	22,151	22,608	13,743	22,692	84	23,126	23,568	
Animal Control											
11-6-044081-4019	Animal Collection and Pound Services	10,310	8,777	9,258	9,443	9,459	9,648	205	9,841	10,038	prior year actual + 2%
Total Animal Control		10,310	8,777	9,258	9,443	9,459	9,648	205	9,841	10,038	
Livestock Claims											
11-6-044082-3039	Replacement Claims Costs	-	-	-	500	-	250	(250)	250	250	reduce to 1/2 for placeholder if needed covered by reimbursements
11-6-044082-4021	Evaluator Services	-	-	-	250	-	250	-	250	250	reduce to 1/2 for placeholder if needed covered by reimbursements
Total Livestock Claims		-	-	-	750	-	500	(250)	500	500	
Crossing Guards											
11-6-044083-1130	Part-time Salaries and Wages	34,897	32,672	27,355	33,372	34,269	35,095	1,723	35,797	36,512	based on 2.41% over 2021 actual
11-6-044083-1210	Health Benefits	2,781	2,567	2,154	2,641	664	680	(1,961)	694	707	based on 2.41% over 2021 actual
11-6-044083-1258	Meals and Meeting Expenses	248	122	-	125	69	71	(54)	72	73	prior 2019 actual + 2% (normal year)
Total Crossing Guards		37,926	35,361	29,509	36,137	35,002	35,845	(292)	36,562	37,293	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)											
11-812-121-3310	North Oxford Transit Program Professional Services	-	-	-	33,750	-	-	(33,750)	33,750	67,500	reconsider program in 2023 for 1/2 year start with full year costs in 2024
	Total North Oxford Transit	-	-	-	33,750	-	-	(33,750)	33,750	67,500	
Cemeteries											
<u>12th Line Baptist Cemetery</u> 11-6-104081-6110	Municipal Grant	625	625	665	665	665	665	-	665	665	based on actual expenditure annually
<u>Vandecar Cemetery</u> 11-6-104082-6110	Municipal Grant	475	475	475	475	475	475	-	475	475	based on actual expenditure annually
<u>17th Line Evangelical Cemetery</u> 11-6-104083-6110	Municipal Grant	500	500	500	500	500	500	-	500	500	based on actual expenditure annually
<u>Brickyard Cemetery</u> 11-6-104084-6110	Municipal Grant	-	500	500	500	500	500	-	500	500	based on actual expenditure annually
	Total Cemeteries	1,600	2,100	2,140	2,140	2,140	2,140	-	2,140	2,140	
Planning and Zoning Administration											
11-6-181010-1110	Salaries and Wages	-	-	-	-	-	8,594	8,594	8,766	8,941	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1201	CPP	-	-	-	-	-	350	350	357	364	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1202	EI	-	-	-	-	-	133	133	136	139	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1203	WSIB	-	-	-	-	-	271	271	276	282	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1204	OMERS	-	-	-	-	-	891	891	909	927	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1205	EHT	-	-	-	-	-	168	168	171	174	2022 Salary and Benefits Workbook + 2% in future years
11-6-181010-1210	Health Benefits	-	-	-	-	-	608	608	621	633	based on 2021 Salary and Benefits Workbook adjusted
11-6-181010-3005	Office Supplies	-	-	-	-	169	200	200	204	208	budget for supplies in Planning and Admin area going forward
11-6-181010-3210	Postage	-	-	-	-	213	250	250	255	260	budget for mailings and postage in this area going forward
11-6-181010-3260	Telephone	532	487	96	-	-	100	100	102	104	allocated phone line for Planning calls
11-6-181010-3290	Print, Advertising and Promotion	2,397	2,461	3,404	3,472	2,222	2,266	(1,206)	2,312	2,358	prior year actual + 2%
11-6-181010-4003	Consulting Services	-	-	-	100,000	-	-	(100,000)	-	-	undertake secondary planning report and design guidance
11-6-181010-4004	Engineering Services	-	56,391	41,656	30,000	24,784	30,000	-	30,000	30,000	engineering and consulting expenses offset by securities
	Total Planning and Zoning Administration	2,929	59,339	45,155	133,472	27,388	43,832	(89,640)	44,108	44,391	
Economic Development											
11-812-121-3310	Professional Services	33,300	36,630	40,293	40,293	40,293	40,293	-	41,099	41,921	2022 ROEDC Budget same as 2020/21
	Total Economic Development	33,300	36,630	40,293	40,293	40,293	40,293	-	41,099	41,921	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
CORPORATE SERVICES CAPITAL REVENUES									
12-4-024011-8008	Council								
	Transfer from Council Equipment Reserve	(5,374)	-	-	-	-	(15,154)		2022 new Council computers
	Total Council	(5,374)	-	-	-	-	(15,154)		
Township Administration									
12-4-025023-8002	Transfer from Rate Stabilization Reserve	-	(52,914)	(65,871)	(100,000)	-	(2,500,000)		2021 Software upgrades as approved by Council site prep work and remediation as funded by office building plan new equipment and desks in preparation for new building offset cost of sit/stand desk for COVID entry
12-4-025023-8005	Transfer from Service Modernization Reserve	-	(125,000)	(125,000)	-	(142,187)	-		
12-4-025023-8006	Transfer from Admin Building Reserve	-	-	-	-	(101,022)	-		
12-4-025023-8007	Transfer from Admin Equipment Reserve	-	-	-	-	(12,552)	(125,000)		
12-4-025023-8018	Transfer from COVID Reserve	-	-	-	-	(939)	(125,000)		
12-5-025023-0913	Sundry Revenue	-	-	-	-	(2,332)	-		
	Total Township Administration	-	(177,914)	(190,871)	(100,000)	(259,033)	(2,750,000)		
North Oxford Transit									
12-5-063100-0420	Upper-tier Grant Funding	-	-	-	(120,000)	-	-		
	Total North Oxford Transit Program	-	-	-	(120,000)	-	-		

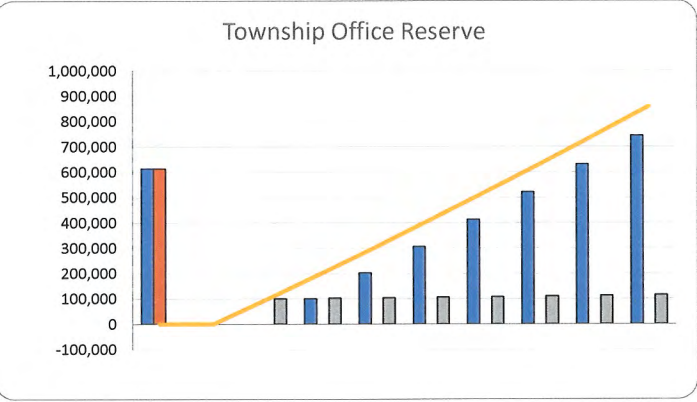
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
CORPORATE SERVICES CAPITAL EXPENDITURES									
2018 Capital Projects									
12-6-024021-3034	Council IT Hardware	6,374							
	<i>Subtotal 2018 Capital Projects</i>	6,374							
2019 Capital Projects									
12-6-025023-3015	Township Administration Office Furniture		6,132						ergonomic chairs for office staff
12-6-025023-3034	IT Hardware		15,686						
12-6-025023-4005 9130	Construction		11,096						site prep work for new office building
	<i>Subtotal 2019 Capital Projects</i>		32,914						
2020 Capital Projects									
12-6-025023-3015	Township Administration Office Furniture			2,865					ergonomic chairs for office staff
12-6-025023-3033	IT Software			32,717					consulting assistance for 2021 computer software upgrades
12-6-025023-3034	IT Hardware			12,739					technical equipment required for upcoming software upgrades
12-6-025023-4005 9130	Construction			17,796					site prep work for new office building
	<i>Subtotal 2020 Capital Projects</i>			66,117					
2021 Capital Projects									
12-6-025023-3015	Township Administration Office Furniture					3,365			new desks for additional staff including sit/stand desk for COVID
12-6-025023-3033	IT Software				100,000	130,647			2021 computer software upgrades as approved by Council
12-6-025023-3034	IT Hardware					24,093			technical equipment required for upcoming software upgrades
12-6-025023-4005 9130	Construction					94,968			site prep work for new office building & environmental remediation
12-6-063100-3350	North Oxford Transit Program Vehicles				120,000				transit vehicle acquisition through the County of Oxford
	<i>Subtotal 2021 Capital Projects</i>				220,000	253,072			
2022 Capital Projects									
12-6-242201-3034	Council IT Hardware						15,154		2022 new Council computers
12-6-025023-4005 9130	Township Administration Construction						2,750,000		increase Township office building budget per COVID cost increases
12-6-252201-4420	Building Maintenance						35,000		septic system for existing admin building
	<i>Subtotal 2022 Capital Projects</i>						2,800,154		
	Total Corporate Services Capital Expenditures	6,374	32,914	66,117	220,000	253,072	2,800,154		



11-3-006420-9804
Rural Fibre Technology Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
250,000	128,000	7,333	370,667
370,667	145,000	0	515,667
515,667	150,858	0	666,525
666,525	153,875	0	820,400
820,400	156,953	0	977,353
977,353	160,092	0	1,137,445
1,137,445	163,294	0	1,300,738
1,300,738	166,559	0	1,467,298
1,467,298	169,891	0	1,637,188
1,637,188	173,288	0	1,810,477

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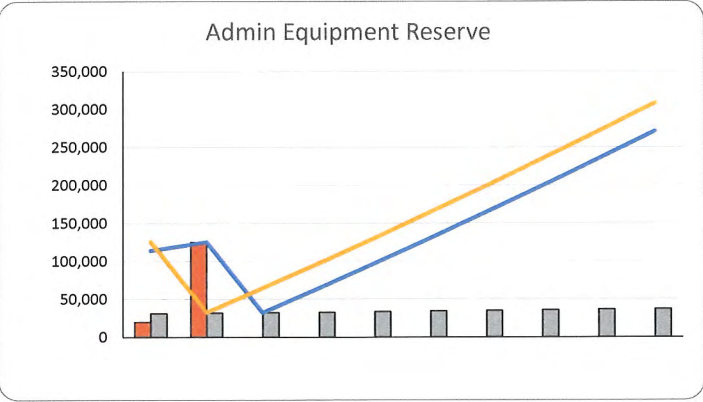


11-3-006420-9806
Township Office Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
613,444	0	613,444	0
0	0	0	0
0	100,000	0	100,000
100,000	102,000	0	202,000
202,000	104,040	0	306,040
306,040	106,121	0	412,161
412,161	108,243	0	520,404
520,404	110,408	0	630,812
630,812	112,616	0	743,428
743,428	114,869	0	858,297

Building funding replenished @ \$100,000 per year + \$80,000 to Rate Stabilization + 2% annually for 50 year life

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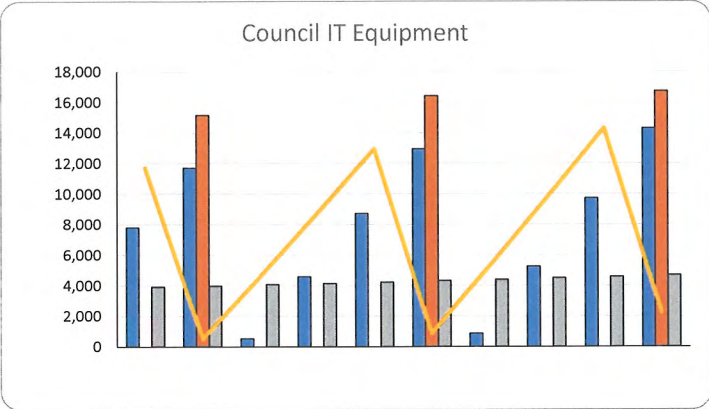


11-3-006420-9807
Township Admin Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
114,173	30,908	19,568	125,513
125,513	31,526	125,000	32,039
32,039	32,157	0	64,196
64,196	32,800	0	96,996
96,996	33,456	0	130,452
130,452	34,125	0	164,577
164,577	34,807	0	199,384
199,384	35,504	0	234,888
234,888	36,214	0	271,101
271,101	36,938	0	308,039

2021 includes funds previously committed (2020) for equipment for new admin building

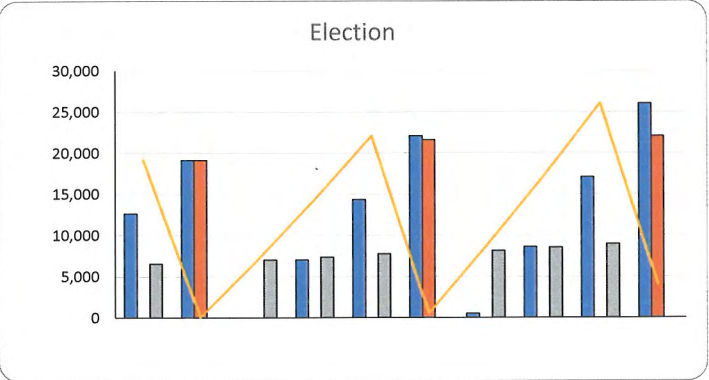
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11-3-006420-9808
Council IT Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
7,783	3,902	0	11,685
11,685	3,980	15,154	511
511	4,059	0	4,570
4,570	4,141	0	8,711
8,711	4,223	0	12,934
12,934	4,308	16,403	839
839	4,394	0	5,233
5,233	4,482	0	9,715
9,715	4,572	0	14,286
14,286	4,663	16,731	2,218

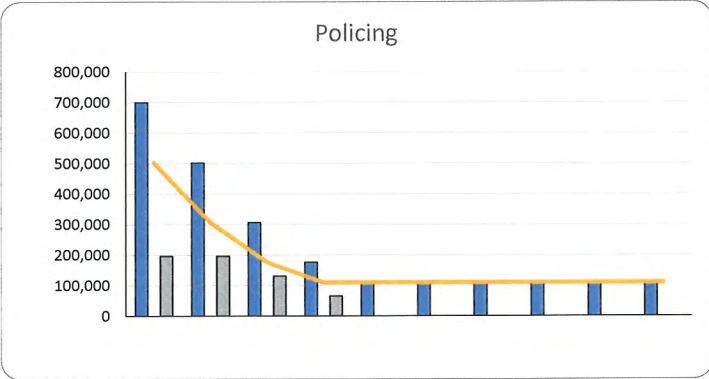
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11-3-006420-9857
Election Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
12,625	6,503	0	19,128
19,128	0	19,128	0
0	7,000	0	7,000
7,000	7,350	0	14,350
14,350	7,718	0	22,068
22,068	0	21,595	473
473	8,103	0	8,576
8,576	8,509	0	17,085
17,085	8,934	0	26,019
26,019	0	22,026	3,992

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11-3-006420-9859
Policing Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
697,727	0	195,817	501,910
501,910	0	195,817	306,093
306,093	0	130,545	175,548
175,548	0	65,272	110,276
110,276	0	0	110,276
110,276	0	0	110,276
110,276	0	0	110,276
110,276	0	0	110,276
110,276	0	0	110,276
110,276	0	0	110,276

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Gross Budget Revenues										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Contributions from Developers	-	(37,101)	-	-	-	-	-	-	-	
Contributions from Other Municipalities	(19,315)	-	(14,106)	(10,000)	(2,528)	(10,000)	-	(10,000)	(10,000)	
Cost Recoveries	-	(5,607)	(6,677)	(6,811)	(35,576)	(6,947)	(136)	(7,086)	(7,228)	
Deferred Building Code Act Revenue Earned	-	-	(34,273)	-	-	-	-	-	-	
Donations	(1,690)	(24,080)	(700)	-	(300)	-	-	-	-	
Licences, Permits and Rents	(6,416)	-	(9,863)	(10,060)	(10,060)	(10,261)	(201)	(10,466)	(10,676)	
Ontario Specific Grants	-	-	-	(6,300)	(6,300)	-	6,300	-	-	
Sale of Vehicles/Equipment	-	(7,615)	-	-	-	-	-	-	-	
Sundry Revenue	(5,729)	(7,138)	(4,727)	-	-	-	-	-	-	
Tax-Supported Capital Funding	-	-	(41,653)	-	(3,534)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(9,209)	(35,120)	(61,129)	(781,000)	(77,570)	(92,000)	689,000	-	-	
User Fees and Charges	(6,367)	(21,162)	(1,355)	-	(900)	(800)	(800)	(800)	(800)	
TOTALS	(48,726)	(137,823)	(174,483)	(814,171)	(136,768)	(120,008)	694,163	(28,353)	(28,704)	
Gross Budget Expenditures										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Hickson Fire Department	180,488	194,391	186,611	212,965	186,998	221,511	8,546	224,511	226,551	
Innerkip Fire Department	135,678	141,062	138,857	154,544	159,115	186,685	32,141	189,712	193,490	
Tavistock Fire Department	175,304	204,482	157,926	208,696	142,909	229,760	21,064	230,801	234,322	
Township Fire Department	418,688	480,212	499,239	587,532	536,312	599,653	12,121	610,732	621,623	
Community Emergency Management	8,453	15,588	23,526	26,706	27,027	32,100	5,394	17,373	17,651	
Capital Expenditures	473,641	178,078	125,766	847,000	62,792	146,000	(701,000)	-	-	
TOTALS	1,392,252	1,213,812	1,131,925	2,037,443	1,115,153	1,415,709	(621,734)	1,273,129	1,293,637	
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET	1,343,526	1,075,989	957,442	1,223,272	978,385	1,295,700	72,428	1,244,776	1,264,933	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES REVENUES											
Hickson Fire Department											
11-5-041011-0913	Sundry Revenue	(2,135)	(904)	-	-	-	-	-	-	-	no revenue anticipated
11-5-041011-0913 PREVNT	Fire Prevention - Sundry Revenue	-	(80)	-	-	-	-	-	-	-	no future revenue anticipated
11-5-041011-0960 OPS	Donations	(1,590)	(930)	(700)	-	(250)	-	-	-	-	no revenue anticipated
11-5-041011-0998 OPS	Expense Recovery	-	-	-	-	(1,530)	-	-	-	-	
Total Hickson Fire Department		(3,725)	(1,914)	(700)	-	(1,780)	-	-	-	-	
Innerkip Fire Department											
11-5-041022-0421 BB	Contributions from Other Municipalities	(19,315)	-	(14,106)	(10,000)	-	(10,000)	-	(10,000)	(10,000)	mutual aid funding from Blandford-Blenheim
11-5-041022-0998 OPS	Expense Recovery	-	-	-	-	(2,995)	-	-	-	-	
Total Innerkip Fire Department		(19,315)	-	(14,106)	(10,000)	(2,995)	(10,000)	-	(10,000)	(10,000)	
Tavistock Fire Department											
11-5-041033-0913	Sundry Revenue	(2,581)	-	-	-	-	-	-	-	-	based on 3-year rolling average actuals
11-5-041033-0574 OPS	Facility Rentals	(6,416)	-	(9,863)	(10,060)	(10,060)	(10,261)	(201)	(10,466)	(10,676)	Tavistock facility recovery @ 2% annual increase from Policing
11-5-041033-0960 OPS	Donations	(100)	-	-	-	(50)	-	-	-	-	no revenue anticipated
11-5-041033-0998 OPS	Expense Recovery	-	-	-	-	(2,550)	-	-	-	-	
Total Tavistock Fire Department		(9,097)	-	(9,863)	(10,060)	(12,660)	(10,261)	(201)	(10,466)	(10,676)	
Township Fire Department											
11-5-041044-0310 ADMIN	COVID Grant Funding	-	-	-	(6,300)	(6,300)	-	6,300	-	-	one-time grant for 2021
11-5-041044-0420 TRAIN	Contributions from Other Municipalities	-	-	-	-	(2,528)	-	-	-	-	training officer overpayment reimbursement in 2021
11-5-041044-0526 ADMIN	Fire Work Orders	-	-	-	-	(50)	(50)	(50)	(50)	(50)	placeholder for unanticipated revenue
11-5-041044-0531 ADMIN	Fire Inspection Services	(6,217)	(20,962)	(300)	-	(600)	(500)	(500)	(500)	(500)	placeholder for unanticipated revenue
11-5-041044-0533 ADMIN	Incident Reporting	(150)	(200)	(1,055)	-	(250)	(250)	(250)	(250)	(250)	placeholder for unanticipated revenue
11-5-041044-0998 ADMIN	Expense Recovery	-	(5,607)	(6,677)	(6,811)	(6,811)	(6,947)	(136)	(7,086)	(7,228)	optional life insurance recovery @ 2% over p/y actuals
11-5-041044-0998 TRAIN	Expense Recovery	-	-	-	-	(21,690)	-	-	-	-	recruit training program recoveries (no budget required)
Total Township Fire Department		(6,367)	(26,769)	(8,032)	(13,111)	(38,229)	(7,747)	5,364	(7,886)	(8,028)	
Emergency Management - Pandemic Response											
11-4-045020-8018	Transfer from COVID Reserve	-	-	(16,016)	(10,000)	(18,313)	(15,000)	(5,000)	-	-	COVID Reserve Funding for COVID expenses
Total Emergency Management - Pandemic Response		-	-	(16,016)	(10,000)	(18,313)	(15,000)	(5,000)	-	-	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES											
Hickson Fire Department											
<u>Departmental Expenditures</u>											
11-4-041011-8512 OPS	Transfer to Capital	-	-	22,105	-	1,091	-	-	-	-	actual amounts here are budgeted as tax supported capital based on 2019 actual plus 2% 2020 and 0.9% 2021 and 2.41% included above salary line based on 1.95% of salary above based on 2019 actual plus 2% 2020 and 0.9% 2021 and 2.41% \$100/medical and \$50/renewal x 19 firefighters placeholder for unanticipated expense placeholder for unanticipated expense placeholder for unanticipated expense placeholder for unanticipated expense placeholder for unanticipated expense based on 3-year rolling average actuals based on 3-year rolling average actuals based on 3-year rolling average actuals based on 2% increase over 2019 year actuals glove replacements in 2021 placeholder for unanticipated expense placeholder for unanticipated expense based on 2% increase over prior years actuals based on 2% increase over prior years actuals based on 2% increase over prior years actuals based on 2% increase over prior years actuals based on 2% increase over prior years actuals 10% inflationary adjustment over p/y actual based on 2% increase over prior years actuals based on 2% increase over prior years actuals based on 2% increase over prior years actuals
11-6-041011-1150 OPS	Firefighter Salaries	94,629	118,148	83,751	121,574	112,561	136,333	14,759	139,059	141,841	
11-6-041011-1155 OPS	Firefighter Salaries (Training)	15,064	3,870	3,674	3,983	-	-	(3,983)	-	-	
11-6-041011-1205 OPS	EHT	-	-	-	-	2,195	2,669	2,669	2,722	2,777	
11-6-041011-1210 OPS	Benefits	8,110	7,918	7,441	8,148	5,971	5,039	(3,109)	5,140	5,243	
11-6-041011-1235 OPS	Certifications	-	-	-	3,000	130	2,850	(150)	2,850	2,850	
11-6-041011-1250 OPS	Uniforms	-	560	-	250	-	250	-	250	250	
11-6-041011-1251 OPS	Mileage	-	-	-	-	142	250	250	250	250	
11-6-041011-1252 OPS	Conventions and Seminars	-	-	109	250	-	250	-	250	250	
11-6-041011-1255 OPS	Memberships and Publications	120	-	-	40	-	250	210	250	250	
11-6-041011-1258 OPS	Meals and Meeting Expenses	-	-	-	-	102	250	250	250	250	
11-6-041011-1263 OPS	Training and Staff Development	-	-	1,197	250	-	399	149	532	310	
11-6-041011-3005 OPS	Office Supplies	1,068	192	141	467	53	129	(338)	108	96	
11-6-041011-3007 OPS	Small Tools and Equipment	7,278	10,750	13,601	10,543	2,128	8,827	(1,717)	8,185	6,380	
11-6-041011-3008 OPS	Radios and Pagers	6,358	1,663	653	1,697	794	1,697	-	1,731	1,765	
11-6-041011-3009 OPS	Operating Supplies	-	-	-	-	3,892	250	250	250	250	
11-6-041011-3020 OPS	Cleaning Supplies	-	-	-	-	33	250	250	250	250	
11-6-041011-3210 OPS	Postage and Courier	25	52	-	26	-	25	(1)	25	25	
11-6-041011-3250 OPS	Internet	-	-	-	-	357	364	364	371	379	
11-6-041011-3260 OPS	Telephone	2,177	2,418	844	861	254	259	(602)	264	270	
11-6-041011-3290 OPS	Print, Advertising and Promotion	-	-	-	-	516	550	550	561	572	
11-6-041011-3360 OPS	Firefighting Equipment	-	-	-	-	237	550	550	561	572	
11-6-041011-3610 OPS	Hydro	2,048	1,696	1,851	1,888	1,871	1,908	20	1,946	1,985	
11-6-041011-3630 OPS	Natural Gas	1,939	1,741	1,314	1,340	1,509	1,539	199	1,570	1,601	
11-6-041011-3810 OPS	Insurance	7,318	7,415	11,056	12,161	10,954	12,049	(112)	12,290	12,536	
11-6-041011-4012 OPS	Grounds Maintenance	760	-	1,210	1,234	-	-	(1,234)	-	-	
11-6-041011-4014 OPS	Bunker Gear Cleaning	-	-	-	-	329	336	336	342	349	
11-6-041011-4070 OPS	Alarm/Dispatch	6,362	8,540	9,003	9,183	8,533	8,704	(480)	8,878	9,055	
11-6-041011-4420 OPS	Building Maintenance	835	2,983	2,149	2,192	2,947	3,005	814	3,066	3,127	
Subtotal Departmental Expenditures		154,090	167,946	160,100	179,086	156,598	188,981	9,895	191,952	193,484	
<u>FD Incident Response</u>											
11-6-041011-1258 CALLS	Meals and Meeting Expenses	1,054	885	111	683	258	418	(265)	262	312	based on 3-year rolling average actuals
Subtotal FD Incident Response		1,054	885	111	683	258	418	(265)	262	312	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2022 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2022-02-24

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Hickson Fire Department (cont'd)											
FD Training and Practice											
11-6-041011-1258 TRAIN	Meals and Meeting Expenses	-	1,197	-	1,595	155	250	(1,345)	250	250	2021 estimate based on average of 2019 and 2017 based on 3-year rolling average actuals
11-6-041011-1263 TRAIN	Training and Staff Development	2,424	4,085	2,971	3,160	1,965	3,007	(153)	2,648	2,540	
Subtotal FD Training and Practice		2,424	5,282	2,971	4,755	2,121	3,257	(1,498)	2,898	2,790	
Fire Prevention											
11-6-041011-3007 PREVNT	Small Tools and Equipment	-	501	-	500	26	250	(250)	250	250	placeholder for unanticipated expense
Subtotal Fire Prevention		-	501	-	500	26	250	(250)	250	250	
Fire Public Education											
11-6-041011-3290 PUB-ED	Print, Advertising and Promotion	545	511	461	506	391	454	(52)	435	427	based on 3-year rolling average actuals
Subtotal Fire Public Education		545	511	461	506	391	454	(52)	435	427	
2019 Kawasaki UTV											
11-6-041011-3021 800	Parts	-	-	947	1,000	735	750	(250)	765	780	based on 2% increase over prior years actuals annual requirement plus 2% inflationary increase placeholder for unanticipated expense + 2% inflationary
11-6-041011-3026 800	Fuel	-	-	-	500	98	250	(250)	255	260	
11-6-041011-4270 800	Repairs and Maintenance	-	-	-	-	-	500	500	510	520	
Subtotal 2019 Kawasaki UTV		-	-	947	1,500	833	1,500	(0)	1,530	1,560	
2001 Ford Sterling Pumper											
11-6-041011-3021 801	Parts	6,870	3,008	7,546	7,696	6,942	5,000	(2,696)	5,100	5,202	being replaced in 2022 - minimal budget based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ being replaced in 2022 - minimal budget
11-6-041011-3026 801	Fuel	25	734	630	748	718	748	-	763	778	
11-6-041011-3810 801	Insurance	945	971	-	-	-	-	-	-	-	
11-6-041011-4270 801	Repairs and Maintenance	-	-	-	-	8,069	5,000	5,000	5,100	5,202	
Subtotal 2001 Ford Sterling Pumper		7,840	4,713	8,176	8,445	15,730	10,748	2,304	10,963	11,182	
2007 Freightliner Tanker											
11-6-041011-3021 802	Parts	10,048	8,643	5,561	8,816	4,275	8,816	-	8,993	9,173	based on 2% increase over 2019 year actuals based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ based on 2% increase over prior years actuals
11-6-041011-3026 802	Fuel	13	597	456	609	455	609	-	621	634	
11-6-041011-3810 802	Insurance	945	873	-	-	-	-	-	-	-	
11-6-041011-4270 802	Repairs and Maintenance	-	-	-	-	480	490	490	499	509	
Subtotal 2007 Freightliner Tanker		11,006	10,114	6,017	9,426	5,210	9,915	490	10,113	10,316	
2006 Rescue Van											
11-6-041011-3021 803	Parts	2,521	3,288	7,630	7,782	4,160	4,243	(3,540)	4,328	4,414	based on 2% increase over prior years actuals based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ based on 2% increase over prior years actuals
11-6-041011-3026 803	Fuel	132	277	200	283	239	283	-	288	294	
11-6-041011-3810 803	Insurance	876	873	-	-	-	-	-	-	-	
11-6-041011-4270 803	Repairs and Maintenance	-	-	-	-	1,434	1,462	1,462	1,492	1,521	
Subtotal 2006 Rescue Van		3,529	4,438	7,830	8,065	5,832	5,988	(2,077)	6,107	6,230	
Total Hickson Fire Department		180,488	194,391	186,611	212,965	186,998	221,511	8,546	224,511	226,551	

Revision Date: 2022-02-24

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Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2022 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2022-02-24

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Innerkip Fire Department (cont'd)											
<u>FD Training and Practice</u>											
11-6-041022-1251 TRAIN	Mileage	-	135	-	-	2,244	2,500	2,500	2,550	2,601	for training out of town
11-6-041022-1252 TRAIN	Conventions and Seminars	-	-	-	-	145	-	-	-	-	no budget required here
11-6-041022-1258 TRAIN	Meals and Meeting Expenses	516	976	-	497	995	657	160	551	734	based on 3-year rolling average actuals
11-6-041022-1263 TRAIN	Training and Professional Development	-	-	-	-	3,323	3,390	3,390	3,457	3,527	based on 2% increase over prior years actuals
11-6-041022-3120 TRAIN	Training Services	1,883	3,089	813	3,151	4,645	2,849	(302)	2,769	3,421	based on 3-year rolling average actuals
Subtotal FD Training and Practice		2,399	4,200	813	3,648	11,352	9,396	5,748	9,327	10,283	
<u>Fire Prevention</u>											
11-6-041022-3007 PREVNT	Small Tools and Equipment	-	424	-	500	-	250	(250)	250	250	placeholder for unanticipated expense
Subtotal Fire Prevention		-	424	-	500	-	250	(250)	250	250	
<u>Fire Public Education</u>											
11-6-041022-3290 PUB-ED	Print, Advertising and Promotion	671	931	461	688	-	464	(224)	308	257	based on 3-year rolling average actuals
Subtotal Fire Public Education		671	931	461	688	-	464	(224)	308	257	
<u>2005 Freightliner Pumper</u>											
11-6-041022-3021 804	Parts	4,635	5,153	3,412	5,256	-	5,256	-	5,361	5,468	based on 2% increase over 2019 year actuals
11-6-041022-3026 804	Fuel	427	647	288	659	512	659	-	673	686	based on 2% increase over 2019 year actuals
11-6-041022-3810 804	Insurance	945	971	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 804	Repairs and Maintenance	-	-	-	-	2,224	2,268	2,268	2,314	2,360	based on 2% increase over prior years actuals
Subtotal 2005 Freightliner Pumper		6,007	6,770	3,700	5,915	2,736	8,183	2,268	8,347	8,514	
<u>2015 Freightliner Pumper/Tanker</u>											
11-6-041022-3021 805	Parts	4,244	2,234	4,951	5,051	-	2,279	(2,772)	2,324	2,371	based on 2% increase over 2019 year actuals
11-6-041022-3026 805	Fuel	681	1,312	593	1,339	505	1,339	-	1,365	1,393	based on 2% increase over 2019 year actuals
11-6-041022-3810 805	Insurance	876	873	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 805	Repairs and Maintenance	-	-	-	-	2,997	3,057	3,057	3,118	3,180	based on 2% increase over prior years actuals
Subtotal 2015 Freightliner Pumper/Tanker		5,801	4,419	5,545	6,389	3,502	6,674	285	6,807	6,943	
<u>1999 Ford Rescue Van</u>											
11-6-041022-3021 806	Parts	1,359	3,325	8,667	1,500	-	3,392	1,892	3,459	3,529	based on 2% increase over 2019 year actuals
11-6-041022-3026 806	Fuel	455	496	457	506	544	506	-	516	526	based on 2% increase over 2019 year actuals
11-6-041022-3810 806	Insurance	876	873	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 806	Repairs and Maintenance	-	-	-	-	3,751	3,826	3,826	3,903	3,981	based on 2% increase over prior years actuals
Subtotal 1999 Ford Rescue Van		2,690	4,694	9,124	2,006	4,296	7,724	5,718	7,878	8,036	
Total Innerkip Fire Department		135,678	141,062	138,857	154,544	159,115	186,685	32,141	189,712	193,490	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Tavistock Fire Department											
<u>Departmental Expenditures</u>											
11-4-041033-8512 OPS	Transfer to Reserve	-	-	8,027	-	-	-	-	-	-	setting aside funding in 2020 for sign replacement
11-4-041033-8600 OPS	Transfer to Capital	-	-	8,754	-	1,065	-	-	-	-	
11-6-041033-1150 OPS	Firefighter Salaries	96,573	116,033	74,639	119,398	81,643	138,417	19,019	141,185	144,009	actual amounts here are budgeted as tax supported capital
11-6-041033-1155 OPS	Firefighter Salaries (Training)	14,275	7,419	5,572	7,635	-	-	(7,635)	-	-	based on 2019 actual plus 2% 2020 and 0.9% 2021 and 2.41%
11-6-041033-1205 OPS	EHT	-	-	-	-	1,592	2,623	2,623	2,676	2,729	included above salary line
11-6-041033-1210 OPS	Benefits	8,133	7,921	7,314	8,151	5,952	8,216	65	8,381	8,548	based on 1.95% of salary above
11-6-041033-1235 OPS	Certifications (medicals and licence renewals)	-	-	-	3,000	375	2,850	(150)	2,850	2,850	based on 2019 actual plus 2% 2020 and 0.9% 2021 and 2.41%
11-6-041033-1250 OPS	Uniforms	-	138	-	250	406	250	-	250	250	\$100/medical and \$50/renewal x 19 firefighters
11-6-041033-1252 OPS	Travel/Meals/Conference/Seminars	14	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041033-1255 OPS	Memberships and Publications	120	100	-	73	-	25	(48)	25	25	placeholder for unanticipated expense
11-6-041033-1263 OPS	Training and Staff Development	40	-	747	262	-	249	(13)	332	194	placeholder for unanticipated expense
11-6-041033-3005 OPS	Office Supplies	1,813	171	308	764	57	179	(585)	181	139	based on 3-year rolling average actuals
11-6-041033-3007 OPS	Small Tools and Equipment	7,227	16,098	8,474	10,600	3,772	9,448	(1,152)	7,231	6,817	based on 3-year rolling average actuals
11-6-041033-3008 OPS	Radios and Pagers	5,588	5,663	538	5,777	2,748	5,777	-	5,892	6,010	based on 3-year rolling average actuals
11-6-041033-3009 OPS	Operating Supplies	-	-	-	-	1,802	250	250	250	250	based on 2% increase over 2019 year actuals
11-6-041033-3020 OPS	Cleaning Supplies	-	-	-	-	50	250	250	250	250	glove replacements in 2021
11-6-041033-3025 OPS	Health and Safety Supplies	-	-	-	-	311	350	350	350	350	placeholder for unanticipated expense
11-6-041033-3170 OPS	Signage	-	-	-	-	314	250	250	250	250	placeholder for unanticipated expense
11-6-041033-3210 OPS	Postage and Courier	5	70	35	37	5	25	(12)	25	25	placeholder for unanticipated expense
11-6-041033-3250 OPS	Internet	-	-	-	-	357	364	364	371	379	based on 2% increase over prior years actuals
11-6-041033-3260 OPS	Telephone	1,464	1,942	1,229	1,254	940	959	(295)	978	998	based on 2% increase over prior years actuals
11-6-041033-3360 OPS	Firefighting Equipment	-	-	-	-	237	250	250	250	250	placeholder for unanticipated expense
11-6-041033-3610 OPS	Hydro	3,113	2,251	2,079	2,296	3,136	3,199	903	3,263	3,328	based on 2% increase over prior years actuals
11-6-041033-3620 OPS	Water	402	506	784	800	380	387	(413)	395	403	based on 2% increase over prior years actuals
11-6-041033-3625 OPS	Sewer	622	837	988	1,008	716	731	(277)	745	760	based on 2% increase over prior years actuals
11-6-041033-3630 OPS	Natural Gas	1,690	1,585	1,166	1,616	1,696	1,730	114	1,765	1,800	based on 2% increase over prior years actuals
11-6-041033-3810 OPS	Insurance and Licences	7,529	8,080	11,534	12,688	10,684	11,752	(936)	11,987	12,227	10% inflationary adjustment over p/y actual
11-6-041033-4012 OPS	Grounds Maintenance	4,541	6,305	4,730	5,192	2,774	4,603	(589)	4,036	3,804	based on 3-year rolling average actuals
11-6-041033-4014 OPS	Bunker Gear Cleaning	-	-	-	-	1,111	1,133	1,133	1,155	1,179	based on 2% increase over prior years actuals
11-6-041033-4031 OPS	Equipment Testing	-	-	-	-	86	250	250	250	250	placeholder for unanticipated expense
11-6-041033-4070 OPS	Alarm/Dispatch	6,362	8,540	9,003	9,183	8,533	8,704	(480)	8,878	9,055	based on 2% increase over prior years actuals
11-6-041033-4420 OPS	Building Maintenance	2,733	3,424	2,023	2,727	2,468	2,638	(88)	2,376	2,494	based on 3-year rolling average actuals
11-6-041033-4425 OPS	Facility Rentals	-	-	2,000	2,000	-	2,000	-	2,000	2,000	annual use of training facility for hosted event
Subtotal Departmental Expenditures		162,245	187,085	149,944	194,960	133,210	208,109	13,149	208,828	211,873	
<u>FD Incident Response</u>											
11-6-041033-3009 CALLS	Operating Supplies	219	365	33	206	99	166	(40)	99	121	based on 3-year rolling average actuals
Subtotal FD Incident Response		219	365	33	206	99	166	(40)	99	121	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Tavistock Fire Department (cont'd)											
FD Training and Practice											
11-6-041033-1263 TRAIN	Training and Professional Development	-	-	-	-	425	434	434	442	451	based on 2% increase over prior years actuals based on 2% increase over 2019 year actuals
11-6-041033-3120 TRAIN	Training Services	2,071	3,670	1,481	3,743	-	3,743	-	3,818	3,895	
Subtotal FD Training and Practice		2,071	3,670	1,481	3,743	425	4,177	-	4,260	4,346	
Fire Prevention											
11-6-041033-3007 PREVNT	Small Tools and Equipment	400	424	-	500	-	500	-	500	500	placeholder for unanticipated expense
Subtotal Fire Prevention		400	424	-	500	-	500	-	500	500	
Fire Public Education											
11-6-041033-3290 PUB-ED	Print, Advertising and Promotion	1,345	651	461	819	664	592	(227)	572	610	based on 3-year rolling average actuals
Subtotal Fire Public Education		1,345	651	461	819	664	592	(227)	572	610	
2019 Freightliner Pumper											
11-6-041033-3021 807	Parts	1,504	1,020	2,987	1,837	-	1,040	(797)	1,061	1,082	based on 2% increase over 2019 year actuals based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ based on 2% increase over prior years actuals
11-6-041033-3026 807	Fuel	335	1,055	383	1,076	539	1,076	-	1,097	1,119	
11-6-041033-3810 807	Insurance	980	971	-	-	-	-	-	-	-	
11-6-041033-4270 807	Repairs and Maintenance	-	-	-	-	2,913	2,971	2,971	3,031	3,091	
Subtotal 2019 Freightliner Pumper		2,819	3,046	3,370	2,913	3,453	5,088	2,175	5,189	5,293	
2014 Freightliner Pumper/Tanker											
11-6-041033-3021 808	Parts	2,842	3,853	1,897	2,864	446	3,930	1,066	4,009	4,089	based on 2% increase over 2019 year actuals based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ based on 2% increase over prior years actuals
11-6-041033-3026 808	Fuel	571	1,150	275	1,172	615	1,172	-	1,196	1,220	
11-6-041033-3810 808	Insurance	945	971	-	-	-	-	-	-	-	
11-6-041033-4270 808	Repairs and Maintenance	-	-	-	-	2,058	2,099	2,099	2,141	2,184	
Subtotal 2014 Freightliner Pumper/Tanker		4,358	5,973	2,173	4,037	3,119	7,202	3,165	7,346	7,493	
2006 Freightliner Rescue Van											
11-6-041033-3021 809	Parts	396	1,523	268	729	-	1,554	825	1,585	1,617	based on 2% increase over 2019 year actuals based on 2% increase over 2019 year actuals budgeted at the department level for 2021+ based on 2% increase over prior years actuals
11-6-041033-3026 809	Fuel	506	774	197	790	386	790	-	805	822	
11-6-041033-3810 809	Insurance	945	971	-	-	-	-	-	-	-	
11-6-041033-4270 809	Repairs and Maintenance	-	-	-	-	1,553	1,584	1,584	1,616	1,648	
Subtotal 2006 Freightliner Rescue Van		1,847	3,268	465	1,519	1,939	3,927	2,409	4,006	4,086	
Total Tavistock Fire Department		175,304	204,482	157,926	208,696	142,909	229,760	21,064	230,801	234,322	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Township Fire Department											
<i>Departmental Expenditures</i>											
11-4-041044-8512 ADMIN	Transfer to Fire Vehicles Reserve	250,000	250,000	250,000	255,000	255,000	235,000	(20,000)	239,700	244,494	2022 base year \$235,000 Fire Vehicles + 2% annually
11-4-041044-8515 ADMIN	Transfer to Fire Facilities	-	50,000	50,000	51,000	51,000	52,020	1,020	53,060	54,122	2020 base year \$50,000 Fire Facilities + 2% annually
11-4-041044-8516 ADMIN	Transfer to Firefighting Equipment	34,315	50,000	53,500	54,570	54,570	55,661	1,091	56,775	57,910	2021 base year \$53,500 Firefighting Equipment + 2% annually
11-6-041044-1110 ADMIN	Salaries and Wages	81,998	62,262	72,011	97,563	45,945	72,902	(24,661)	74,360	75,847	50% of Fire Management Salaries Budget for Administration
11-6-041044-1110 ADMIN	Vacation, Sick, Stats, Holidays	13,883	16,287	15,813	35,270	-	-	(35,270)	-	-	included in line above for 2022 and beyond
11-6-041044-1150 ADMIN	Firefighter Salaries	-	-	-	-	1,238	-	-	-	-	no budget required here
11-6-041044-1201 ADMIN	CPP	-	-	-	-	321	5,250	5,250	5,355	5,462	burden accounts to Administration
11-6-041044-1202 ADMIN	EI	-	-	-	-	51	2,001	2,001	2,041	2,082	burden accounts to Administration
11-6-041044-1203 ADMIN	WSIB	-	-	-	-	1,340	7,362	7,362	7,509	7,660	burden accounts to Administration
11-6-041044-1204 ADMIN	OMERS	-	-	-	-	4,981	13,216	13,216	13,480	13,750	burden accounts to Administration
11-6-041044-1205 ADMIN	EHT	-	-	-	-	869	2,843	2,843	2,900	2,958	burden accounts to Administration
11-6-041044-1210 ADMIN	Health Benefits	24,698	20,142	23,262	35,930	14,744	9,687	(26,244)	9,880	10,078	burden accounts to Administration
11-6-041044-1250 ADMIN	Uniforms	197	200	791	500	129	500	-	500	500	standard budget amount annually
11-6-041044-1255 ADMIN	Memberships and Publications	420	336	432	396	259	342	(54)	344	315	based on 3-year rolling average actuals
11-6-041044-1258 ADMIN	Meals and Meeting Expenses	116	632	-	982	-	211	(771)	70	94	based on 3-year rolling average actuals
11-6-041044-1262 ADMIN	Health and Safety Supplies	-	-	-	-	27,606	-	-	-	-	one-time fit testing device shared between 7 municipalities
11-6-041044-1263 ADMIN	Training and Staff Development	769	2,738	5,767	3,091	2,550	3,685	594	4,001	3,412	based on 3-year rolling average actuals
11-6-041044-3005 ADMIN	Office Supplies	697	461	116	425	274	284	(141)	224	261	based on 3-year rolling average actuals
11-6-041044-3007 ADMIN	Small Tools and Equipment	4,725	5,529	4,074	4,776	609	3,404	(1,372)	2,696	2,236	based on 3-year rolling average actuals
11-6-041044-3008 ADMIN	Radios and Pagers	1,737	1,827	325	331	331	827	496	844	861	based on 3-year rolling average actuals
11-6-041044-3033 ADMIN	IT Software	-	-	-	6,300	2,589	2,600	(3,700)	2,600	2,600	FirePro upgrades through COVID grant funding - support costs
11-6-041044-3210 ADMIN	Postage and Courier	93	38	189	107	14	80	(26)	82	84	based on 3-year rolling average actuals
11-6-041044-3260 ADMIN	Telephone	1,857	1,648	1,128	1,150	1,027	1,047	(103)	1,068	1,089	based on 2% increase over prior years actuals
11-6-041044-3290 ADMIN	Print, Advertising and Promotion	449	280	153	294	516	316	22	323	329	based on 3-year rolling average actuals
11-6-041044-3291	Special Events	-	-	-	-	70	100	100	100	100	placeholder for unanticipated expense
11-6-041044-3810 ADMIN	Insurance	84	192	233	257	(132)	98	(159)	100	102	based on 3-year rolling average actuals
11-6-041044-4003 ADMIN	Consulting	-	6,658	4,422	3,693	-	2,000	(1,693)	2,000	2,000	placeholder for unanticipated expense
11-6-041044-4070 ADMIN	Alarm/Dispatch	-	1,762	2,356	2,403	1,719	1,754	(649)	1,789	1,824	based on 2% increase over prior years actuals
Subtotal Departmental Expenditures		416,038	470,991	484,571	554,038	467,622	473,189	(80,849)	481,800	490,168	
<i>Fire Prevention</i>											
11-6-041044-1110 PREVNT	Salaries and Wages	478	3,553	950	969	46,105	72,902	71,932	74,360	75,847	50% of Fire Management Salaries Budget for Prevention
11-6-041044-1210 PREVNT	Health Benefits	169	979	348	355	101	103	(251)	105	107	includes 2.41% increase over 2021 actual for 2022
11-6-041044-3007 PREVNT	Small Tools and Equipment	331	538	769	546	-	436	(110)	402	279	based on 3-year rolling average actuals
11-6-041044-4003 PREVNT	Consulting	-	-	-	500	-	30,000	29,500	30,600	31,212	Joint Rural Fire Prevention Officer to be hired in 2022
Subtotal Fire Prevention		978	5,070	2,067	2,370	46,206	103,440	101,071	105,466	107,445	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Township Fire Department (cont'd)											
<i>Fire Public Education</i>											
11-6-041044-1110 PUB-ED	Salaries and Wages	805	973	475	485	109	111	(373)	113	116	includes 2.41% increase over 2021 actual for 2022
11-6-041044-1210 PUB-ED	Health Benefits	290	316	160	163	31	31	(131)	32	33	includes 2.41% increase over 2021 actual for 2022
11-6-041044-3007 PUB-ED	Small Tools and Equipment	577	732	461	655	-	398	(257)	286	228	based on 3-year rolling average actuals
<i>Subtotal Fire Public Education</i>		1,672	2,021	1,095	1,302	139	540	(762)	432	376	
<i>FD Training and Practice</i>											
11-6-041044-1110 TRAIN	Salaries and Wages	-	-	-	-	299	306	306	312	318	includes 2.41% increase over 2021 actual for 2022
11-6-041044-1210 TRAIN	Health Benefits	-	-	-	-	103	106	106	108	110	includes 2.41% increase over 2021 actual for 2022
11-6-041044-1263 TRAIN	Training and Staff Development	-	2,130	10,828	29,821	19,704	20,098	(9,723)	20,500	20,910	based on 2% increase over prior year actual
11-6-041044-3007 TRAIN	Small Tools and Equipment	-	-	-	-	1,085	362	362	482	643	based on 3-year rolling average actuals
<i>Subtotal FD Training and Practice</i>		-	2,130	10,828	29,821	21,191	20,871	-	21,402	21,981	
<i>2014 Dodge RAM Pickup</i>											
11-6-041044-3004 814	Vehicle Licences	-	-	-	-	120	120	120	120	120	annual vehicle licence cost
11-6-041044-3021 814	Parts and Supplies	-	-	-	-	95	97	97	99	101	based on 2% increase over prior year actual
11-6-041044-3026 814	Fuel	-	-	678	-	877	895	895	913	931	based on 2% increase over prior year actual
11-6-041044-4270 814	Repairs and Maintenance	-	-	-	-	62	500	500	500	500	carry forward repairs budget as vehicle ages
<i>Subtotal 2014 Dodge RAM Pickup</i>		-	-	678	-	1,154	1,612	1,612	1,632	1,652	
Total Township Fire Department		418,688	480,212	499,239	587,532	536,312	599,653	12,121	610,732	621,623	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Community Emergency Management											
<i>Administration</i>											
11-4-045010-8558	Transfer to CEMC Exercise Reserve	-	-	5,000	5,100	5,100	5,202	102	5,306	5,412	\$5k base contribution 2020 + 2% annually should be able to resume work in 2022 holding 2021 budget based on 28% benefit burden estimate should be able to resume work in 2022 holding 2021 budget should be able to resume work in 2022 holding 2021 budget should be able to resume work in 2022 holding 2021 budget should be able to resume work in 2022 holding 2021 budget should be able to resume work in 2022 holding 2021 budget phone system upgrade has seen a reduction in costs should be able to resume work in 2022 holding 2021 budget should be able to resume work in 2022 holding 2021 budget
11-6-045010-1110	Salaries and Wages	3,885	9,203	6,660	6,793	1,853	6,600	(193)	6,732	6,867	
11-6-045010-1210	Health Benefits	1,393	2,954	2,161	2,205	633	1,848	(357)	1,885	1,923	
11-6-045010-1252	Conventions and/or Seminars	(50)	542	-	343	-	350	7	350	350	
11-6-045010-1258	Meals and Meeting Expenses	-	19	-	91	-	100	9	100	100	
11-6-045010-1263	Training and Staff Development	82	98	-	36	-	100	64	100	100	
11-6-045010-2180	Building Materials	504	522	240	422	-	250	(172)	250	250	
11-6-045010-3005	Office Supplies	-	56	338	131	-	350	219	350	350	
11-6-045010-3007	Small Tools and Equipment	-	-	-	-	820	850	850	850	850	
11-6-045010-3260	Telephone	1,374	1,369	509	519	309	400	(119)	400	400	
11-6-045010-3290	Print, Advertising and Promotion	897	719	1,108	908	-	900	(8)	900	900	
11-6-045010-3291	Public Education Events	368	103	-	157	-	150	(7)	150	150	
<i>Subtotal Administration</i>		8,453	15,588	16,016	16,706	8,715	17,100	394	17,373	17,651	
<i>Pandemic Response</i>											
11-6-045020-1262	Health & Safety Expenses	-	-	-	-	2,221	1,000	1,000	-	-	all offset by drawdown of COVID Funding reserve - most necessary supplies already bought in last 2 years - offset by drawdown of COVID Funding reserve - should be able to reduce cleaning requirements by mid-year - trailer rental will continue through 2022 to accommodate staff
11-6-045020-3020	Cleaning Supplies	-	-	7,510	10,000	4,909	4,000	(6,000)	-	-	
11-6-045020-4006	Cleaning Services	-	-	-	-	6,063	4,500	4,500	-	-	
11-6-045020-4016	Equipment Rental	-	-	-	-	5,119	5,500	5,500	-	-	
<i>Subtotal Pandemic Response</i>		-	-	7,510	10,000	18,313	15,000	5,000	-	-	
Total Community Emergency Management		8,453	15,588	23,526	26,706	27,027	32,100	5,394	17,373	17,651	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
FIRE SERVICES CAPITAL REVENUES									
Hickson Fire Department									
12-4-041011-8012	Transfer from Fire Vehicle Reserve	(9,209)	-	(9,477)	(561,000)	-	-		2021 funding for pumper replacement and equipment funding for custom workbench in station funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital development charges funding for UTV in 2019 grant for UTV acquisition in 2019
12-4-041011-8015	Transfer from Fire Facilities Reserve	-	-	-	-	(5,771)	-		
12-4-041011-8016	Transfer from Fire Equipment Reserve	-	-	-	(75,000)	(9,054)	(25,000)		
12-4-041011-8100	Transfer from Operations	-	-	(22,105)	-	(1,091)	-		
12-5-041011-0923	Contributions from Developers	-	(37,101)	-	-	-	-		
12-5-041011-0960	Donations	-	(23,150)	-	-	-	-		
Total Hickson Fire Department		(9,209)	(60,251)	(31,583)	(636,000)	(15,916)	(25,000)		
Innerkip Fire Department									
12-4-041022-8015	Transfer from Fire Facilities Reserve	-	-	-	-	-	(2,000)		funding for office desk and chairs funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital no revenue anticipated
12-4-041022-8016	Transfer from Fire Equipment Reserve	-	(7,620)	(23,443)	(75,000)	(19,609)	(25,000)		
12-4-041022-8100	Transfer from Operations	-	-	(10,793)	-	(1,377)	-		
12-5-041022-0913	Sundry Revenue	(1,013)	(6,154)	(4,727)	-	-	-		
Total Innerkip Fire Department		(1,013)	(13,774)	(38,963)	(75,000)	(20,987)	(27,000)		
Tavistock Fire Department									
12-4-041033-8015	Transfer from Fire Facilities Reserve	-	-	-	-	(8,027)	-		funding for LED sign funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital
12-4-041033-8016	Transfer from Fire Equipment Reserve	-	(10,838)	(9,323)	(60,000)	(16,437)	(25,000)		
12-4-041033-8100	Transfer from Operations	-	-	(8,754)	-	(1,065)	-		
Total Tavistock Fire Department		-	(10,838)	(18,077)	(60,000)	(25,529)	(25,000)		
Township Fire Department									
12-4-041044-8016	Transfer from Fire Equipment Reserve	-	(16,662)	(2,870)	-	(360)	-		
12-5-041044-0914	Deferred Building Code Act Revenue Earned	-	-	(34,273)	-	-	-		
12-5-041044-0949	Proceeds on Sale of Equipment/Vehicles	-	(7,615)	-	-	-	-		
Total Township Fire Department		-	(24,277)	(37,143)	-	(360)	-		

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
FIRE SERVICES CAPITAL EXPENDITURES									
2018 Capital Projects									
12-6-041011-4005	Hickson FD Construction	9,209							
12-6-041022-3360	Innerkip FD Firefighting Equipment	3,375							
12-6-041033-3350	Tavistock FD Fire Vehicles	438,103							
12-6-041044-3360	Township FD Firefighting Equipment	22,954							
Subtotal 2018 Capital Projects		473,641							
2019 Capital Projects									
12-6-041011-3360	Hickson FD Firefighting Equipment		69,250						
12-6-041022-3360	Innerkip FD Firefighting Equipment		15,301						
12-6-041011-3360	Tavistock FD Firefighting Equipment		69,250						
12-6-041044-3360	Township FD Firefighting Equipment		24,277						
Subtotal 2019 Capital Projects			178,078						
2020 Capital Projects									
12-6-041011-3360	Hickson FD Firefighting Equipment			31,583					
12-6-041022-3360	Innerkip FD Firefighting Equipment			38,963					
12-6-041033-3360	Tavistock FD Firefighting Equipment			18,077					
12-6-041044-3360	Township FD Firefighting Equipment			37,143					
Subtotal 2020 Capital Projects				125,766					

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
FIRE SERVICES CAPITAL EXPENDITURES (cont'd)									
2021 Capital Projects									
Hickson FD									
12-6-041011-3008	Radios and Pagers				-	611			
12-6-041011-3017	Large Equipment				15,000	-			
12-6-041011-3350	Fire Vehicles				568,000	-			stand-by generator
12-6-041011-3360	Firefighting Equipment				75,000	9,535			Hickson pumper 2021 and air bag replacements
12-6-041011-4005	Construction				-	5,771			includes SCBA's and bottles for 2021 and 2022
Innerkip FD									custom workbench Hickson station
12-6-041022-3008	Radios and Pagers				-	4,255			
12-6-041022-3017	Large Equipment				15,000	-			stand-by generator
12-6-041022-3170	Signage				10,000	-			roadside electronic sign
12-6-041022-3350	Fire Vehicles				7,000	-			air bag replacements
12-6-041022-3360	Firefighting Equipment				75,000	16,731			includes bunker gear replacements, helmets, etc.
Tavistock FD									
12-6-041033-3008	Radios and Pagers				-	2,442			
12-6-041033-3170	Signage				-	8,027			
12-6-041033-3350	Fire Vehicles				7,000	-			roadside electronic sign
12-6-041033-3360	Firefighting Equipment				75,000	15,060			air bag replacements
Township FD									
12-6-041044-3360	Firefighting Equipment				-	360			
<i>Subtotal 2021 Capital Projects</i>					847,000	62,792			

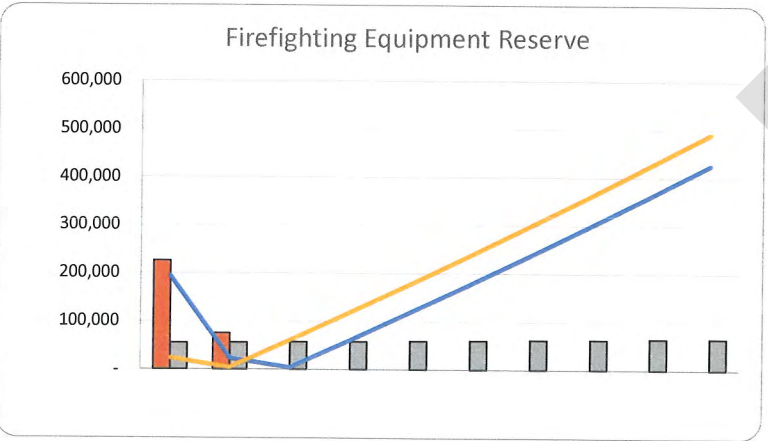
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
FIRE SERVICES CAPITAL EXPENDITURES (cont'd)									
2022 Capital Projects									
12-6-412201-3360 HICK	Hickson FD Firefighting Equipment						45,000	30,000	discretionary equipment needs + SCBAs
12-6-412202-3015 KIP	Innerkip FD Office Furniture						2,000		chairs and desk for station chief's office
12-6-412203-3360 KIP	Firefighting Equipment						50,000	30,000	hose replacement and station discretionary equipment needs + SCBAs
12-6-412204-3360 TAVI	Tavistock FD Firefighting Equipment						45,000	30,000	discretionary equipment needs + SCBAs
12-6-412205-3008 ADMIN	Township FD Radios and Pagers						4,000		communications conversion and compatibility equipment
Subtotal 2022 Capital Projects							146,000		
Total Fire and Emergency Management Services Capital Expenditures		473,641	178,078	125,766	847,000	62,792	146,000		



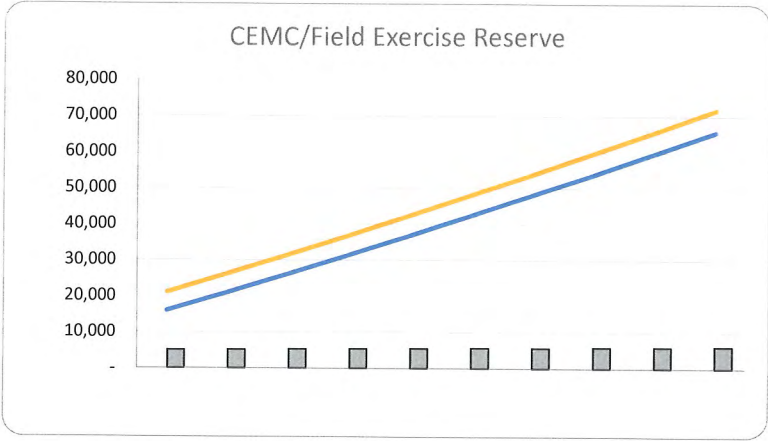
11-3-006420-9812 Fire Department Vehicles Reserve				
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
674,839	255,000	891,000	38,839	2021
38,839	260,100	-	298,939	2022
298,939	265,302	-	564,241	2023
564,241	270,608	54,100	780,749	2024
780,749	276,020	629,300	427,469	2025
427,469	281,541	698,200	10,810	2026
10,810	287,171	459,500	(161,519)	2027
(161,519)	292,915	-	131,396	2028
131,396	298,773	-	430,169	2029
430,169	304,749	-	734,918	2030



11-3-006420-9815 Fire Facilities Reserve				
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
281,218	51,000	56,298	275,920	2021
275,920	52,020	2,000	325,940	2022
325,940	53,060	-	379,000	2023
379,000	54,122	-	433,122	2024
433,122	55,204	-	488,326	2025
488,326	56,308	-	544,634	2026
544,634	57,434	-	602,068	2027
602,068	58,583	-	660,651	2028
660,651	59,755	-	720,406	2029
720,406	60,950	-	781,356	2030



11-3-006420-9816 Firefighting Equipment Reserve				
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
193,953	54,570	225,460	23,063	2021
23,063	55,661	75,000	3,725	2022
3,725	56,775	-	60,499	2023
60,499	57,910	-	118,409	2024
118,409	59,068	-	177,478	2025
177,478	60,250	-	237,727	2026
237,727	61,455	-	299,182	2027
299,182	62,684	-	361,866	2028
361,866	63,937	-	425,803	2029
425,803	65,216	-	491,020	2030



11-3-006420-9858
CEMC/Field Exercise Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
16,000	5,100	-	21,100
21,100	5,202	-	26,302
26,302	5,306	-	31,608
31,608	5,412	-	37,020
37,020	5,520	-	42,541
42,541	5,631	-	48,171
48,171	5,743	-	53,915
53,915	5,858	-	59,773
59,773	5,975	-	65,749
65,749	6,095	-	71,844

2021
2022
2023
2024
2025
2026
2027
2028
2029
2030

Gross Budget Revenues										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Cash-in-Lieu of Parkland	-	-	-	-	(13,157)	-	-	-	-	
Contributions from Developers	-	(6,053)	(15,186)	(136,091)	(101,032)	(5,750)	130,341	(5,750)	(5,750)	
Cost Recoveries	(19,496)	(935)	-	-	(350)	(250)	(250)	(250)	(250)	
Donations	-	(2,150)	-	-	(1,500)	-	-	-	-	
Licences, Permits and Rents	(8,100)	(9,710)	(8,500)	(11,520)	(8,700)	(11,720)	(200)	(11,720)	(11,720)	
Sale of Equipment and Vehicles	-	(18,645)	-	-	-	-	-	-	-	
Sundry Revenue	(19,193)	(12,998)	2,203	(3,050)	(692)	(1,000)	2,050	(1,000)	(1,000)	
Tax-Supported Capital Funding	-	(2,965)	(9,461)	-	(12,750)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(659)	(117,021)	(18,125)	(179,500)	(69,016)	(177,000)	2,500	-	-	
User Fees and Charges	(461,498)	(474,916)	(385,066)	(437,673)	(384,308)	(413,900)	23,773	(412,772)	(412,772)	
TOTALS	(508,946)	(645,393)	(434,136)	(767,834)	(591,504)	(609,620)	158,214	(431,492)	(431,492)	
Gross Budget Expenditures										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Parks Administration	972	900	1,150	52,260	16,299	20,050	(32,210)	50	50	
Parks Operations	8,212	7,965	7,357	8,000	10,980	54,043	46,043	55,328	56,420	
Hickson Park	34,181	32,268	29,128	39,726	56,642	45,638	5,912	48,366	51,985	
Innerkip Park	71,425	68,411	53,714	80,618	54,689	66,754	(13,864)	63,554	64,624	
Stonegate Park	3,843	1,037	207	1,629	3,109	-	(1,629)	-	-	
Innerkip Community Centre	56,089	53,161	42,775	54,136	40,433	53,979	(157)	54,184	53,525	
Tavistock Park	86,850	123,115	129,277	153,586	143,961	133,516	(20,070)	135,632	139,386	
Bender Subdivision Parkette	2,035	2,085	2,013	4,250	1,027	945	(3,305)	964	983	
Tavistock Trail	-	-	-	-	322	321	321	328	334	
Tavistock Memorial Hall	48,172	49,692	45,958	58,635	49,079	64,514	5,879	64,721	65,521	
Tavistock District Recreation Committee (TDRC) - Arena	455,435	427,238	467,232	549,445	546,857	504,612	(44,833)	512,574	522,748	
TDRC - Concession Booth	28,421	27,985	10,384	13,300	-	15,500	2,200	17,050	18,600	
TDRC - Vending Machines	1,658	1,795	474	500	-	500	-	500	500	
TDRC - Ice Resurfacer	7,368	2,359	1,085	2,000	1,576	1,858	(142)	1,890	1,923	
Capital Expenditures	45,009	137,816	37,022	239,500	179,050	157,000	(82,500)	-	-	
TOTALS	849,671	935,826	827,774	1,257,584	1,104,025	1,119,231	(138,353)	955,140	976,601	
NET PARKS AND RECREATION BUDGET	340,725	290,433	393,638	489,751	512,521	509,611	19,860	523,648	545,109	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION REVENUES											
Parks Administration											
11-4-161010-8053	Transfer from Parks Admin Reserve	-	-	-	(20,000)	2,707	(20,000)	-	-	-	from Parks Admin to Parks and Recreation Master Plan
11-5-161010-0913	Sundry Revenue	(7,500)	-	-	-	-	-	-	-	-	no budget for unanticipated revenue for 2021
11-5-161010-0923	Contributions from Developers	-	-	-	(30,038)	(13,861)	-	30,038	-	-	contribution to Parks and Recreation Master Plan
11-5-161010-0960	Donations	-	-	-	-	(1,500)	-	-	-	-	donation toward accessibility measures in Township parks
Total Parks Administration		(7,500)	-	-	(50,038)	(12,654)	(20,000)	30,038	-	-	
Hickson Area											
Hickson Park											
11-5-161021-0574	Facility Rentals	(1,315)	(890)	(150)	-	-	(250)	(250)	(250)	(250)	conservative rental revenue for centralized bookings
11-5-161021-0788	ERTH Solar Panel Rent	-	(1,410)	-	(2,820)	-	(2,820)	-	(2,820)	(2,820)	
Total Hickson Park		(1,315)	(2,300)	(150)	(2,820)	-	(3,070)	(250)	(3,070)	(3,070)	
Innerkip Area											
Innerkip Park											
11-5-161022-0574	Expense Recovery	(19,496)	(935)	-	-	(350)	(250)	(250)	(250)	(250)	conservative rental revenue for centralized bookings
Total Innerkip Park		(19,496)	(935)	-	-	(350)	(250)	(250)	(250)	(250)	
Innerkip Community Centre											
11-5-163461-0574	Facility Rentals	(18,348)	(14,643)	(2,666)	(2,500)	(8,287)	(9,650)	(7,150)	(9,650)	(9,650)	facility rentals external plus internal meeting bookings budget as per County agreement terms
11-5-163461-0777	Library Rent	(8,100)	(8,300)	(8,500)	(8,700)	(8,700)	(8,900)	(200)	(8,900)	(8,900)	
Total Innerkip Community Centre		(26,448)	(22,943)	(11,166)	(11,200)	(16,987)	(18,550)	(7,350)	(18,550)	(18,550)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION REVENUES (cont'd)											
Tavistock Area											
11-5-161023-0574 11-5-161023-0913 11-5-161023-0923	Tavistock Park										2022 as per KW-supplied budget reopening to reflect in revenue for 2022 no budget required amount corrected to reflect DC study amount
	Facility Rentals	(10,571)	(9,545)	(681)	(6,000)	(10,112)	(12,000)	(6,000)	(12,000)	(12,000)	
	Sundry Revenue	(4,187)			-	(354)	-	-	-	-	
	Contributions from Developers	-	(6,053)	(5,750)	(6,053)	(5,750)	(5,750)	303	(5,750)	(5,750)	
Total Tavistock Park		(14,758)	(15,597)	(6,431)	(12,053)	(16,216)	(17,750)	(5,697)	(17,750)	(17,750)	
11-5-163455-0574 11-5-163455-0913	Tavistock Memorial Hall										2022 as per KW-supplied budget reopening to reflect in revenue for 2022 no budget required
	Facility Rentals	(22,330)	(23,092)	(7,742)	(5,000)	(5,308)	(10,000)	(5,000)	(10,000)	(10,000)	
	Sundry Revenue	-	(3,986)	-	(50)	-	-	50	-	-	
Total Tavistock Memorial Hall		(22,330)	(27,077)	(7,742)	(5,050)	(5,308)	(10,000)	(4,950)	(10,000)	(10,000)	
11-4-163481-8018 11-5-163481-0573 11-5-163481-0581 11-5-163481-0582 11-5-163481-0584 11-5-163481-0587 11-5-163481-0783 11-5-163481-0788 11-5-163481-0821 11-5-163481-0913 11-5-163481-0969	Tavistock District Recreation Committee (TDRC) - Arena										2022 as per KW-supplied budget COVID discount provided in 2021 reopening to reflect in revenue for 2022 reopening to reflect in revenue for 2022 reopening to reflect in revenue for 2022 reopening to reflect in revenue for 2022 reopening to reflect in revenue for 2022 reopening to reflect in revenue for 2022 admin fee attached to rental NSF's no budget for sundry revenue non-refundable amount of cancellations
	Transfer from COVID Reserve	-	-	(5,925)	(49,373)	(27,624)	-	49,373	-	-	
	Arena Gate Receipts	(3,510)	(3,420)	(4,038)	(2,500)	(798)	(3,500)	(1,000)	(3,500)	(3,500)	
	Arena Ice Rentals	(308,763)	(320,516)	(300,037)	(300,000)	(289,063)	(300,000)	-	(300,000)	(300,000)	
	Upper Hall Rentals	(10,758)	(9,445)	(4,691)	(4,000)	(3,765)	(6,000)	(2,000)	(6,000)	(6,000)	
	Arena Advertising	(16,515)	(17,915)	(17,961)	(18,000)	(17,251)	(18,000)	-	(18,000)	(18,000)	
	Boardroom Rentals	(93)	(217)	(265)	(150)	-	(150)	-	(150)	(150)	
	Curling Club Agreement	(30,331)	(29,178)	(25,012)	(25,000)	(18,215)	(27,000)	(2,000)	(27,000)	(27,000)	
	ERTH Solar Panel Rent	-	(2,686)	-	(6,500)	-	(6,500)	-	(5,372)	(5,372)	
	NSF Fees	-	-	-	-	(50)	(50)	(50)	(50)	(50)	
	Sundry Revenue	(4,729)	(5,783)	3,327	(2,000)	-	-	2,000	-	-	
	Cancellation Fee	-	-	-	-	(183)	(150)	(150)	(150)	(150)	
Total TDRC - Arena		(374,699)	(389,160)	(354,604)	(407,523)	(356,951)	(361,350)	46,173	(360,222)	(360,222)	
11-5-163482-0571	TDRC - Concession Booth										2022 as per KW-supplied budget
	Concession Sales	(35,664)	(39,719)	(12,247)	(15,000)	-	(17,000)	(2,000)	(17,000)	(17,000)	
Total TDRC - Concession Booth		(35,664)	(39,719)	(12,247)	(15,000)	-	(17,000)	(2,000)	(17,000)	(17,000)	
11-5-163483-0569	TDRC - Vending Machines										2022 as per KW-supplied budget
	Vending Machine Revenue	(2,777)	(3,230)	(1,124)	(1,000)	(338)	(1,000)	-	(1,000)	(1,000)	
Total TDRC - Vending Machines		(2,777)	(3,230)	(1,124)	(1,000)	(338)	(1,000)	-	(1,000)	(1,000)	
11-5-163486-0584	TDRC - Ice Resurfacer										2022 as per KW-supplied budget
	Zamboni Advertising	(3,300)	(3,650)	(3,650)	(3,650)	(3,650)	(3,650)	-	(3,650)	(3,650)	
Total TDRC - Ice Resurfacer		(3,300)	(3,650)	(3,650)	(3,650)	(3,650)	(3,650)	-	(3,650)	(3,650)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES											
Parks Administration											
11-6-161010-1252	Conventions and Seminars	72	-	-	37	-	50	13	50	50	placeholder for unanticipated expenses
11-6-161010-4003	Consulting	-	-	-	50,038	16,299	20,000	(30,038)	-	-	Parks and Recreation Master Plan additional work 2022
11-6-161010-6110	Municipal Funding Grants	900	900	1,150	2,185	-	-	(2,185)	-	-	no longer providing grant allocations for 2021 and beyond
Total Parks Administration		972	900	1,150	52,260	16,299	20,050	(32,210)	50	50	
Parks Operations											
11-6-161020-1110	Salaries and Wages	-	-	-	-	7,374	42,612	42,612	43,464	44,333	grass cutting services being provided internally for 2022+
11-6-161020-1201	CPP	-	-	-	-	181	2,110	2,110	2,152	2,195	grass cutting services being provided internally for 2022+
11-6-161020-1202	EI	-	-	-	-	75	943	943	961	981	grass cutting services being provided internally for 2022+
11-6-161020-1203	WSIB	-	-	-	-	103	1,342	1,342	1,369	1,396	grass cutting services being provided internally for 2022+
11-6-161020-1204	OMERS	-	-	-	-	105	3,835	3,835	3,912	3,990	grass cutting services being provided internally for 2022+
11-6-161020-1205	EHT	-	-	-	-	70	831	831	848	864	grass cutting services being provided internally for 2022+
11-6-161020-1210	Health Benefits	-	-	-	-	593	-	-	-	-	grass cutting services being provided internally for 2022+
11-6-161020-3020	Cleaning Supplies	-	-	-	-	157	200	200	200	200	cleaning supplies for washroom facilities in parks
11-6-161020-3170	Signage	-	-	1,444	-	194	-	-	-	-	one-time COVID parks signage in 2020 + Hickson Trail 2021
11-6-161020-3510	Equipment Rentals - Owned	-	-	-	-	1,848	1,884	1,884	1,922	1,961	prior year + 2%
11-6-161020-3620	Water	-	-	396	500	281	286	(214)	500	500	prior year + 2%
11-6-161020-4872	Grass Cutting Services	8,212	7,965	5,516	7,500	-	-	(7,500)	-	-	grass cutting services being provided internally for 2021+
Total Parks Operations		8,212	7,965	7,357	8,000	10,980	54,043	46,043	55,328	56,420	
Hickson Area											
Hickson Park											
11-4-161021-8541	Transfer to Hickson Park Reserve	18,797	20,000	20,400	20,808	20,808	21,224	416	21,649	22,082	base year 2019 \$20,000 + 2% increase annually
11-6-161021-1110	Salaries and Wages	589	280	131	1,010	2,740	2,806	1,796	2,862	2,919	adjusted for work to be completed by staff
11-6-161021-1130	Casual Salaries	-	-	-	-	635	-	-	-	-	
11-6-161021-1201	CPP	-	-	-	-	131	-	-	-	-	grass cutting services being provided internally for 2022+
11-6-161021-1202	EI	-	-	-	-	55	62	62	63	65	grass cutting services being provided internally for 2022+
11-6-161021-1203	WSIB	-	-	-	-	92	86	86	88	90	grass cutting services being provided internally for 2022+
11-6-161021-1204	OMERS	-	-	-	-	144	253	253	258	263	grass cutting services being provided internally for 2022+
11-6-161021-1205	EHT	-	-	-	-	62	55	55	56	57	grass cutting services being provided internally for 2022+
11-6-161021-1210	Health Benefits	184	79	45	300	306	-	(300)	-	-	adjusted for work to be completed by staff
11-6-161021-3260	Telephone	1,255	1,152	1,218	1,242	1,437	1,466	224	1,495	1,525	prior year actual + 2%
11-6-161021-3510	Equipment Rentals - Owned	338	80	-	252	1,853	1,890	1,638	1,927	1,966	prior year actual + 2%
11-6-161021-3610	Hydro	2,579	2,089	1,367	2,131	1,652	1,685	(446)	1,719	1,753	prior year actual + 2%
11-6-161021-3810	Insurance	2,256	3,551	4,162	4,578	3,984	4,382	(196)	4,470	4,559	10% inflationary adjustment over p/y actual
11-6-161021-4012	Ground Maintenance	1,346	1,232	587	1,170	19,771	7,197	6,026	9,185	12,051	based on 3-year rolling average actuals 2017-2019
11-6-161021-4270	Repairs and Maintenance	-	-	-	-	389	500	500	500	500	placeholder for unanticipated expenses
11-6-161021-4420	Building Maintenance	-	-	-	-	689	1,000	1,000	1,000	1,000	placeholder for former pavilion maintenance line item
11-6-161021-4530	Garbage Container Rental and Disposal	1,891	1,861	955	1,898	1,896	1,933	35	1,972	2,012	prior year actual + 2%
11-6-161021-4710	Portable Washroom Rentals	-	1,057	-	1,078	-	1,100	22	1,122	1,144	reinstating washroom rentals for 2022
11-6-161021-4872	Grass Cutting Services	3,040	-	-	3,500	-	-	(3,500)	-	-	grass cutting services being provided internally for 2022+
11-6-161021-4270	Pavilion Maintenance	1,907	887	263	1,759	-	-	(1,759)	-	-	covered off in building maintenance allocation
Total Hickson Park		34,181	32,268	29,128	39,726	56,642	45,638	5,912	48,366	51,985	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)											
<i>Innerkip Area</i>											
Innerkip Park											
11-4-161022-8542	Transfer to Innerkip Park Reserve	25,000	35,000	35,700	36,414	36,414	37,142	728	37,885	38,643	base year 2019 \$35,000 + 2% increase annually
11-4-161022-8600	Transfer to Capital	-	-	4,484	-	-	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-161022-1110	Salaries and Wages	786	2,243	3,342	5,110	1,895	1,941	(3,169)	1,980	2,019	adjusted for work to be completed by staff
11-6-161022-1201	CPP	-	-	-	-	68	-	-	-	-	grass cutting services being provided internally for 2022+
11-6-161022-1202	EI	-	-	-	-	24	43	43	44	45	grass cutting services being provided internally for 2022+
11-6-161022-1203	WSIB	-	-	-	-	38	61	61	62	64	grass cutting services being provided internally for 2022+
11-6-161022-1204	OMERS	-	-	-	-	118	175	175	178	182	grass cutting services being provided internally for 2022+
11-6-161022-1205	EHT	-	-	-	-	25	38	38	39	39	grass cutting services being provided internally for 2022+
11-6-161022-1210	Health Benefits	335	478	808	1,500	357	-	(1,500)	-	-	adjusted for work to be completed by staff
11-6-161022-3020	Cleaning Supplies	-	-	-	-	229	250	250	250	250	placeholder for unanticipated expenses
11-6-161022-3260	Telephone	931	859	757	772	933	952	180	971	990	prior year actual + 2%
11-6-161022-3510	Equipment Rentals - Owned	910	825	1,830	1,867	1,760	1,795	(71)	1,831	1,868	prior year actual + 2%
11-6-161022-3610	Hydro	6,334	5,687	2,500	5,800	3,986	4,065	(1,735)	4,147	4,230	prior year actual + 2%
11-6-161022-3810	Insurance	3,867	2,796	3,018	3,320	3,963	4,359	1,040	4,447	4,535	10% inflationary adjustment over p/y actual
11-6-161022-4012	Grounds Maintenance	24,151	7,147	9	10,000	2,879	11,392	1,392	7,140	7,137	based on 3-year rolling average actuals 2018, 2019, 2021
11-6-161022-4420	Building Maintenance	608	527	-	2,982	-	2,500	(482)	2,500	2,500	placeholder for unanticipated expenses
11-6-161022-4530	Garbage Container Rental and Disposal	2,625	2,451	1,093	2,500	2,000	2,040	(460)	2,081	2,122	prior year actual + 2%
11-6-161022-4872	Grass Cutting Services	559	7,000	-	7,140	-	-	(7,140)	-	-	grass cutting services being provided internally for 2021+
11-6-161022-4875	Pavilion Maintenance	5,319	3,398	172	3,213	-	-	(3,213)	-	-	covered off in building maintenance allocation
Total Innerkip Park		71,425	68,411	53,714	80,618	54,689	66,754	(13,864)	63,554	64,624	
Stonegate Park											
11-6-161024-1110	Salaries and Wages	258	579	118	1,010	-	-	(1,010)	-	-	covered off in budget for staff work in Innerkip Parks
11-6-161024-1210	Health Benefits	74	186	38	300	-	-	(300)	-	-	covered off in budget for staff work in Innerkip Parks
11-6-161024-3510	Equipment Rentals - Owned	133	273	50	319	-	-	(319)	-	-	covered off in budget for staff work in Innerkip Parks
11-6-161024-4876	Playground Maintenance	3,378	-	-	-	3,109	-	-	-	-	safety inspections conducted and repairs completed
Total Stonegate Park		3,843	1,037	207	1,629	3,109	-	(1,629)	-	-	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)											
<i>Innerkip Area (cont'd)</i>											
Innerkip Community Centre											
11-4-163461-8546	Transfer to Innerkip Community Centre Reserve	15,000	15,000	15,300	15,606	15,606	15,918	312	16,236	16,561	base year 2019 \$15,000 + 2% increase annually
11-6-163461-3020	Cleaning Supplies	650	444	192	729	95	429	(301)	355	325	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163461-3260	Telecommunications	1,589	1,467	244	249	-	-	(249)	-	-	billed through Township phone system channel
11-6-163461-3290	Print, Advertising and Promotions	1,763	213	187	810	-	-	(810)	-	-	promotion to be handled through Township office
11-6-163461-3610	Hydro	5,339	4,839	4,559	4,935	4,719	4,813	(122)	4,909	5,007	prior year actual + 2%
11-6-163461-3620	Water	1,192	987	935	1,007	1,545	1,576	569	1,608	1,640	prior year actual + 2%
11-6-163461-3625	Sewer	1,432	1,174	1,124	1,198	1,416	1,445	247	1,474	1,503	prior year actual + 2%
11-6-163461-3630	Natural Gas	1,439	1,519	1,308	1,549	1,643	1,675	126	1,709	1,743	prior year actual + 2%
11-6-163461-3810	Insurance	5,265	5,089	6,215	6,836	6,761	7,437	601	7,586	7,738	10% inflationary adjustment over p/y actual
11-6-163461-4006	Cleaning Services	-	-	-	-	112	3,600	3,600	3,672	3,745	hall maintenance agreement with BB (estimate \$120/event)
11-6-163461-4012	Grounds Maintenance	4,213	6,163	4,695	5,012	3,220	5,023	12	5,294	5,004	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163461-4018	Sweeping Services	-	-	-	-	1,633	1,750	1,750	1,785	1,821	annual sweeping program
11-6-163461-4310	Facility Management Services	9,014	6,805	6,537	8,839	2,093	3,600	(5,239)	3,672	3,745	BB providing assistance (estimate \$300/month)
11-6-163461-4420	Building Maintenance	7,235	7,515	363	5,379	255	5,037	(341)	4,305	3,235	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163461-4530	Garbage Container Rental and Disposal	1,958	1,948	1,118	1,987	1,158	1,675	(312)	1,580	1,458	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163461-5615	COVID Discount	-	-	-	-	178	-	-	-	-	discontinued for 2022
Total Innerkip Community Centre		56,089	53,161	42,775	54,136	40,433	53,979	(157)	54,184	53,525	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area											
	Tavistock Park										2022 as per KW-supplied budget + staff adjustments
11-4-161023-8543	Transfer to Tavistock Park Reserve	7,000	50,000	51,000	52,020	52,020	53,060	1,040	54,122	55,204	base year 2019 \$50,000 + 2% annually
11-4-161023-8600	Transfer to Capital	-	-	4,977	-	12,750	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-161023-1110	Salaries and Wages	659	454	599	1,000	1,075	1,101	101	1,123	1,145	adjusted for work to be completed by staff
11-6-161023-1201	CPP	-	-	-	-	19	-	-	-	-	grass cutting services being provided internally for 2022+
11-6-161023-1202	EI	-	-	-	-	7	24	24	25	25	grass cutting services being provided internally for 2022+
11-6-161023-1203	WSIB	-	-	-	-	11	35	35	35	36	grass cutting services being provided internally for 2022+
11-6-161023-1204	OMERS	-	-	-	-	33	99	99	101	103	grass cutting services being provided internally for 2022+
11-6-161023-1205	EHT	-	-	-	-	7	21	21	22	22	grass cutting services being provided internally for 2022+
11-6-161023-1210	Health Benefits	225	138	151	300	286	-	(300)	-	-	adjusted for work to be completed by staff
11-6-161023-2220	Debt Interest Repayments	7,864	7,267	6,646	5,999	5,999	5,326	(673)	4,625	3,895	Tavistock Pavilion Reno Repayments
11-6-161023-3020	Cleaning Supplies	885	364	1,448	1,000	1,106	1,128	128	1,151	1,174	prior year actual + 2%
11-6-161023-3510	Equipment Rentals - Owned	790	588	545	600	768	783	183	799	814	prior year actual + 2%
11-6-161023-3610	Hydro	1,877	1,586	1,226	2,200	1,552	1,583	(617)	1,614	1,647	prior year actual + 2%
11-6-161023-3620	Water	1,210	1,128	970	1,000	1,057	1,078	78	1,099	1,121	prior year actual + 2%
11-6-161023-3625	Sewer	-	-	158	400	-	-	(400)	-	-	prior year actual + 2%
11-6-161023-3630	Natural Gas	727	2,471	573	850	-	850	-	867	884	as per Ken - actuals will come in 2022
11-6-161023-3650	Floodlight Electrical Power	2,626	783	1,344	2,800	-	2,800	-	2,856	2,913	as per Ken - actuals will come in 2022
11-6-161023-3810	Insurance	6,397	5,994	7,181	7,899	7,909	8,700	801	9,570	10,527	10% inflationary adjustment over p/y actual
11-6-161023-4012	Grounds Maintenance	9,260	5,744	3,033	9,500	5,811	6,938	(2,562)	6,164	6,304	based on 3-year rolling average actuals 2018, 2019, 2021
11-6-161023-4310	Facility Management Services	21,440	22,327	23,673	23,100	30,063	28,657	5,557	29,230	29,814	2.41% increase over 2021 budget + \$5,000 for COVID
11-6-161023-4872	Grass Cutting Services	7,671	7,073	6,045	7,800	-	-	(7,800)	-	-	grass cutting services being provided internally for 2021+
11-6-161023-4875	Booth Pavilion Maintenance	2,463	1,798	3,433	20,000	2,301	2,187	(17,813)	2,096	2,195	based on 3-year rolling average actuals 2018, 2019, 2021
11-6-161023-4876	Playground Maintenance	1,193	248	502	700	4,721	2,054	1,354	2,341	3,039	based on 3-year rolling average actuals 2018, 2019, 2021
11-6-161023-5210	Principal Repayments	14,563	15,150	15,771	16,418	16,418	17,091	673	17,792	18,522	Tavistock Pavilion Reno Repayments
11-6-161023-5615	COVID Discount	-	-	-	-	51	-	-	-	-	not applicable in 2022
	Total Tavistock Park	86,850	123,115	129,277	153,586	143,961	133,516	(20,070)	135,632	139,386	
Bender Subdivision Parkette											
11-6-161026-1110	Salaries and Wages	-	-	-	-	74	-	-	-	-	covered off in budget for staff work in Tavistock Parks
11-6-161026-1210	Health Benefits	-	-	-	-	30	-	-	-	-	covered off in budget for staff work in Tavistock Parks
11-6-161026-4310	Facility Management Services	774	689	730	2,750	923	945	(1,805)	964	983	2.41% increase over 2021 actual
11-6-161026-4872	Grass Cutting Services	1,261	1,396	1,283	1,500	-	-	(1,500)	-	-	grass cutting services being provided internally for 2021+
	Total Bender Subdivision Parkette	2,035	2,085	2,013	4,250	1,027	945	(3,305)	964	983	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area (cont'd)											
Tavistock Trail											
11-6-161028-1110	Salaries and Wages	-	-	-	-	270	276	276	282	287	Township staff maintenance and care 2021+
11-6-161028-1201	CPP	-	-	-	-	14	-	-	-	-	Township staff maintenance and care 2021+
11-6-161023-1202	EI	-	-	-	-	5	6	6	6	6	Township staff maintenance and care 2021+
11-6-161023-1203	WSIB	-	-	-	-	3	9	9	9	9	Township staff maintenance and care 2021+
11-6-161023-1204	OMERS	-	-	-	-	25	25	25	25	26	Township staff maintenance and care 2021+
11-6-161023-1205	EHT	-	-	-	-	5	5	5	5	6	Township staff maintenance and care 2021+
Total Tavistock Trail		-	-	-	-	322	321	321	328	334	
Tavistock Memorial Hall											2022 as per KW-supplied budget + staff adjustments
11-4-163455-8544	Transfer to Tavistock Memorial Hall Reserve	-	-	10,000	10,200	10,200	10,404	204	10,612	10,824	base year 2020 \$10,000 + 2% annually
11-6-163455-3007	Small Tools and Equipment	-	-	-	200	718	750	550	750	750	placeholder budget for unanticipated expenses
11-6-163455-3020	Cleaning Supplies	759	1,018	198	1,100	-	658	(442)	625	494	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163455-3260	Telephone	551	538	691	700	539	550	(150)	561	572	prior year actual + 2%
11-6-163455-3290	Print, Advertising and Promotions	445	466	238	460	-	383	(77)	362	328	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163455-3610	Hydro	4,741	4,264	3,299	5,000	2,210	4,101	(899)	3,888	3,763	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163455-3620	Water	782	678	594	700	1,331	1,358	658	1,385	1,413	prior year actual + 2%
11-6-163455-3625	Sewer	1,226	1,205	1,228	1,400	2,174	2,217	817	2,262	2,307	prior year actual + 2%
11-6-163455-3630	Natural Gas	3,043	3,134	2,376	3,000	3,786	3,862	862	3,939	4,018	prior year actual + 2%
11-6-163455-3810	Insurance and Licences	4,262	4,157	4,887	5,375	5,366	5,903	528	6,021	6,141	10% inflationary adjustment over p/y actual
11-6-163455-4012	Grounds Maintenance	1,261	1,908	2,363	3,000	614	1,844	(1,156)	2,038	2,082	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163455-4310	Facility Management Services	25,604	26,413	18,161	20,000	16,772	25,482	5,482	25,992	26,511	2.41% increase over 2021 budget + \$5,000 for COVID
11-6-163455-4420	Building Maintenance	581	1,309	374	6,000	4,744	4,839	(1,161)	4,935	5,034	prior year actual + 2%
11-6-163455-4530	Garbage Container Rental and Disposal	4,917	4,602	1,549	1,500	338	2,163	663	1,350	1,284	based on 3-year rolling average actuals
11-6-163455-5615	COVID Discount	-	-	-	-	287	-	-	-	-	discontinued for 2022
Total Tavistock Memorial Hall		48,172	49,692	45,958	58,635	49,079	64,514	5,879	64,721	65,521	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2022 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Revision Date: 2022-02-24

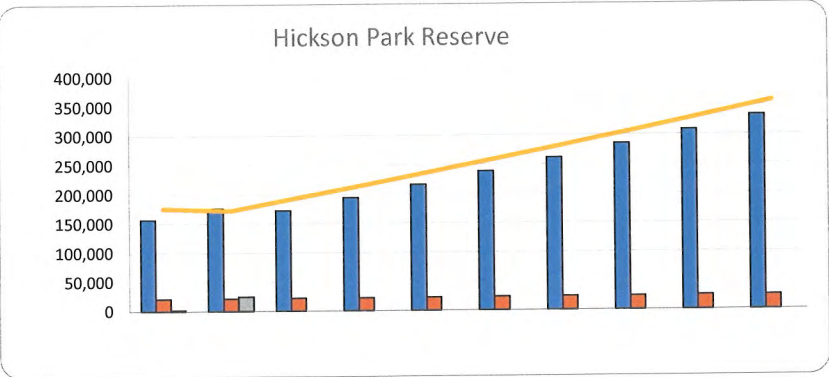
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)											
Tavistock Area (cont'd)											
	Tavistock District Recreation Committee (TDRC) - Arena										2022 as per KW-supplied budget + staff adjustments
11-4-163481-8545	Transfer to TDRC Arena Reserve	25,650	-	50,000	51,000	51,000	52,020	1,020	53,060	54,122	base year 2020 \$50,000 annually plus 2% inflation
11-6-163481-1130	Casual Salaries	-	-	-	-	6,407	3,203	3,203	-	-	based on 2 months of vaccine screening for 2022 start
11-6-163481-1252	Conventions and Seminars	-	-	-	1,600	-	-	(1,600)	-	-	not utilized in prior periods
11-6-163481-3001	Licences and Permits	-	-	-	-	341	-	-	-	-	one-time permit for 2021 work
11-6-163481-3005	Office Supplies	837	748	696	1,200	1,063	1,085	(115)	1,106	1,128	prior year actual + 2%
11-6-163481-3007	Small Tools and Equipment	462	594	613	1,000	591	556	(444)	588	586	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3009	Operating Equipment	-	-	-	-	983	1,003	1,003	1,023	1,043	prior year actual + 2%
11-6-163481-3011	Dues and Memberships	-	-	-	778	770	785	7	801	817	annual ORFA membership for TDRC + 2% future years
11-6-163481-3020	Cleaning Supplies	1,133	1,647	2,687	2,500	1,705	1,822	(678)	2,052	2,187	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3021	Parts and Supplies	-	-	-	-	246	251	251	256	261	prior year actual + 2%
11-6-163481-3120	Cleaning Equipment	216	-	465	1,500	776	486	(1,014)	575	509	based on 3-year rolling average actuals 2018, 2020, 2021
11-6-163481-3210	Postage	-	9	9	100	-	-	(100)	-	-	mail outs handled at main Township office
11-6-163481-3250	Internet	-	-	-	-	1,057	1,200	1,200	1,224	1,248	based on \$100/month + 2% in future years
11-6-163481-3260	Telephone	4,081	3,811	2,720	3,700	1,618	1,650	(2,050)	1,683	1,717	prior year actual + 2%
11-6-163481-3290	Print, Advertising and Promotions	66	119	173	900	-	119	(781)	137	143	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3450	Office Equipment	2,984	1,542	1,542	3,000	684	2,023	(977)	1,702	1,756	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3580	Consumable Paper Products	1,350	1,816	1,322	1,800	774	1,496	(304)	1,545	1,454	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3610	Hydro	92,275	87,654	76,007	85,000	78,544	80,115	(4,885)	81,717	83,352	prior year actual + 2%
11-6-163481-3620	Water	7,718	7,021	6,230	7,200	7,509	7,660	460	7,813	7,969	prior year actual + 2%
11-6-163481-3625	Sewer	10,474	8,852	9,163	10,000	11,161	11,385	1,385	11,612	11,845	prior year actual + 2%
11-6-163481-3630	Natural Gas	14,700	13,497	11,916	15,000	9,578	9,769	(5,231)	9,965	10,164	prior year actual + 2%
11-6-163481-3810	Insurance and Licences	24,409	23,498	23,631	25,994	25,540	28,094	2,100	28,656	29,229	10% inflationary adjustment over p/y actual
11-6-163481-3830	Ice Making Supplies and Services	7,673	10,156	1,432	9,000	1,114	6,420	(2,580)	6,003	4,618	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-3840	Ice Making Equipment	-	391	-	300	-	-	(300)	-	-	covered off in budget amount above
11-6-163481-4009	IT Services	-	-	-	-	50	100	100	100	100	placeholder for County IT services as required
11-6-163481-4012	Grounds Maintenance	3,336	3,023	3,681	4,500	1,146	3,347	(1,153)	3,350	3,459	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-4018	Sweeping Services	-	-	-	-	2,729	3,000	3,000	3,060	3,121	annual service contract
11-6-163481-4310	Facility Management Services	225,739	231,402	220,729	230,000	262,362	250,543	20,543	255,554	260,665	based on 2.41% over 2021 budget amount + \$15,000 COVID
11-6-163481-4415	Refrigeration System Maintenance	6,775	11,712	36,328	20,000	13,321	18,272	(1,728)	22,104	25,568	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-4420	Building Maintenance	20,215	16,829	11,016	22,000	17,497	15,114	(6,886)	14,543	13,558	based on 3-year rolling average actuals
11-6-163481-4530	Garbage Container Rental and Disposal	4,910	2,850	816	1,500	1,030	2,859	1,359	2,175	1,950	based on 3-year rolling average actuals 2018, 2019, 2020
11-6-163481-4850	Ice Making Equipment - Repairs and Maintenance	432	66	132	500	142	235	(265)	170	179	based on 3-year rolling average actuals 2018, 2020, 2021
11-6-163481-5017	Cash Over/Short	-	-	-	-	(312)	-	-	-	-	miscalculated items - no budget required
11-6-163481-5615	COVID Discount	-	-	5,925	49,373	47,428	-	(49,373)	-	-	discontinued for 2022
	Total Tavistock District Recreation Committee (TDRC) - Arena	455,435	427,238	467,232	549,445	546,857	504,612	(44,833)	512,574	522,748	
	Tavistock District Recreation Committee (TDRC) - Arena - Concession Booth										2022 as per KW-supplied budget
11-6-163482-3035	Concession Stock	19,114	23,085	8,428	11,000	-	12,000	1,000	13,000	14,000	
11-6-163482-4310	Facility Management Services	8,775	4,900	1,909	2,000	-	3,000	1,000	3,500	4,000	
11-6-163482-4874	Concession Maintenance	532	-	47	300	-	500	200	550	600	
	Total Tavistock District Recreation Committee (TDRC) - Arena - Concession Booth	28,421	27,985	10,384	13,300	-	15,500	2,200	17,050	18,600	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
<u>PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)</u>											
<i>Tavistock Area (cont'd)</i>											<i>2022 as per KW-supplied budget</i>
11-6-163483-3280	Tavistock District Recreation Committee (TDRC) - Arena - Vending Machines Supplies for Resale	1,658	1,795	474	500	-	500	-	500	500	
Total Tavistock District Recreation Committee (TDRC) - Arena - Vending Machines		1,658	1,795	474	500	-	500	-	500	500	
11-6-163486-3021	Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfacer Parts and Supplies	1,365	2,359	1,085	1,500	1,576	1,608	108	1,640	1,673	<i>2022 as per KW-supplied budget + staff adjustments</i> prior year actual + 2% placeholder for unanticipated expenses
11-6-163486-3630	Natural Gas	6,003	-	-	500	-	250	(250)	250	250	
Total Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfacer		7,368	2,359	1,085	2,000	1,576	1,858	(142)	1,890	1,923	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
PARKS AND RECREATION CAPITAL REVENUES									
Hickson Area									
12-4-161021-8041	Hickson Park Transfer from Hickson Park Reserve	-	-	-	(1,500)	-	(25,000)		
	Total Hickson Park	-	-	-	(1,500)	-	(25,000)		
Innerkip Area									
12-4-161022-8042	Innerkip Park Transfer from Innerkip Park Reserve	-	(26,051)	-	(1,500)	-	-		
12-4-161022-8100	Transfer from Operating	-	(2,965)	(4,484)	-	-	-		
12-5-161022-0923 PR2011	Contributions from Developers	-	-	(9,436)	(100,000)	(81,421)	-		
12-5-161022-0927 PR2011	Cash-in-Lieu of Parkland	-	-	-	-	(13,157)	-		
12-5-161022-0960	Donations	-	(2,150)	-	-	-	-		
	Total Innerkip Park	-	(31,166)	(13,921)	(101,500)	(94,578)	-		
Tavistock Area									
12-4-161023-8043	Tavistock Park Transfer from Tavistock Park Reserve	-	-	-	(21,500)	-	(87,000)		
12-4-161023-8100	Transfer from Operating	-	-	(4,977)	-	(12,750)	-		
	Total Tavistock Park	-	-	(4,977)	(21,500)	(12,750)	(87,000)		
12-4-163455-8044	Tavistock Memorial Hall Transfer from Tavistock Memorial Hall Reserve	(659)	-	-	(28,000)	-	(10,000)		
	Total Tavistock Memorial Hall	(659)	-	-	(28,000)	-	(10,000)		
12-4-163481-8045	Tavistock District Recreation Committee (TDRC) - Arena Transfer from TDRC Arena Reserve	-	(90,970)	(18,125)	(107,000)	(71,723)	(35,000)		
12-5-163481-0949	Sale of Equipment and Vehicles	-	(18,645)	-	-	-	-		
	Total Tavistock District Recreation Committee (TDRC) - Arena	-	(109,615)	(18,125)	(107,000)	(71,723)	(35,000)		
	Total Parks and Recreation Capital Revenues	(659)	(140,781)	(37,022)	(259,500)	(179,050)	(157,000)		

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
<u>PARKS AND RECREATION CAPITAL EXPENDITURES</u>									
2018 Capital Projects									
12-6-161022-3017	Innerkip Community Centre Equipment	5,000							
12-755-430-5110	Tavistock Memorial Hall Equipment and Vehicles	4,978							
12-755-430-5120	Building Improvements	15,681							
12-787-430-5120	Tavistock District Recreation Committee (TDRC) - Arena Building Improvements	19,350							
	Subtotal 2018 Capital Projects	45,009							
2019 Capital Projects									
12-752-430-5170	Innerkip Park Construction		28,201						
12-787-430-5110	Tavistock District Recreation Committee (TDRC) - Arena Equipment and Vehicles		109,615						
	Subtotal 2019 Capital Projects		137,816						
2020 Capital Projects									
12-752-430-5170	Innerkip Park Construction			13,921					
12-753-430-5170	Tavistock Park Construction			4,977					Tavistock Trail
12-787-430-5120	Tavistock District Recreation Committee (TDRC) - Arena Building Improvements			18,125					
	Subtotal 2020 Capital Projects			37,022					

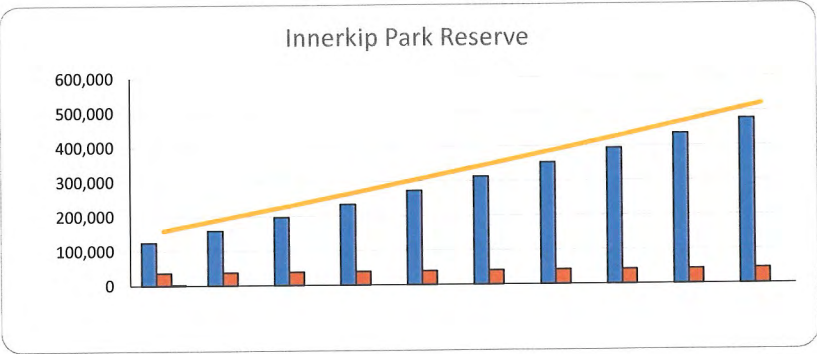
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed		Notes
PARKS AND RECREATION CAPITAL EXPENDITURES (cont'd)									
2021 Capital Projects									
12-6-161021-3017	Hickson Park Equipment				1,500	-			addition of accessible swing for each Township park
12-6-161022-3017	Innerkip Park Equipment				1,500	-			addition of accessible swing for each Township park
12-6-161022-4005	Construction				100,000	94,578			covered walkway for pavilion
12-6-161023-3017	Tavistock Park Equipment				1,500	-			addition of accessible swing for each Township park
12-6-161023-4875	Pavilion Maintenance				-	12,750			
12-6-163455-3017	Tavistock Memorial Hall Equipment and Vehicles				28,000	-			table and chair replacements + HVAC updates
12-6-163481-4420	Tavistock District Recreation Committee (TDRC) - Arena Building Maintenance				107,000	71,723			BAC condenser
Subtotal 2021 Capital Projects					239,500	179,050			
2022 Capital Projects									
12-6-612201-4005	Hickson Park Construction						15,000		2022 as requested by Dave McLaren foul post replacements and batting cage improvements shuffleboard equipment and line painting
12-6-612202-4420	Building Maintenance						10,000		
12-6-612203-3017	Tavistock Park Equipment						75,000		2022 as per KW-supplied budget wood climber/play space replacement (North) rec hall wire mesh enclosure screens
12-6-612204-4875	Pavilion Maintenance						12,000		
12-6-632201-3017	Tavistock Memorial Hall Equipment and Vehicles						-		interior painting
12-6-632202-4420	Building Maintenance						10,000		
12-6-632203-4420	Tavistock District Recreation Committee (TDRC) - Arena Building Maintenance						35,000		compressor #2 and brine pump replacement
Subtotal 2022 Capital Projects							157,000		
Total Parks and Recreation Capital Expenditures		45,009	137,816	37,022	239,500	179,050	157,000		



11-3-006420-9841
Hickson Park Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
156,513	20,808	1,500	175,821
175,821	21,224	25,000	172,045
172,045	21,649	0	193,693
193,693	22,082	0	215,775
215,775	22,523	0	238,298
238,298	22,974	0	261,272
261,272	23,433	0	284,705
284,705	23,902	0	308,607
308,607	24,380	0	332,987
332,987	24,867	0	357,854

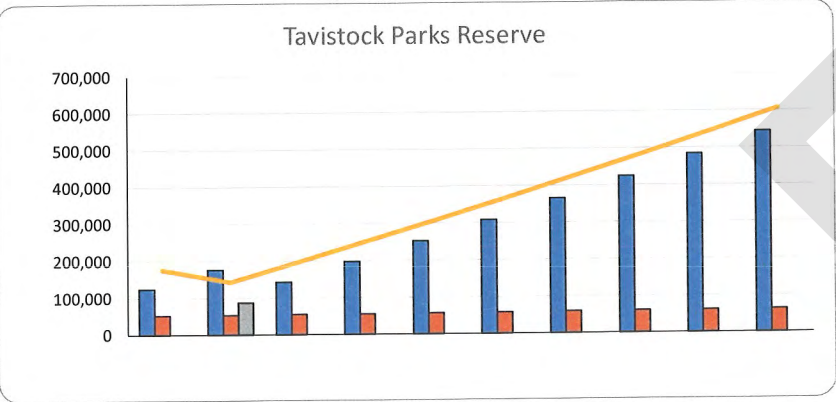
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11-3-006420-9842
Innerkip Park Reserve

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

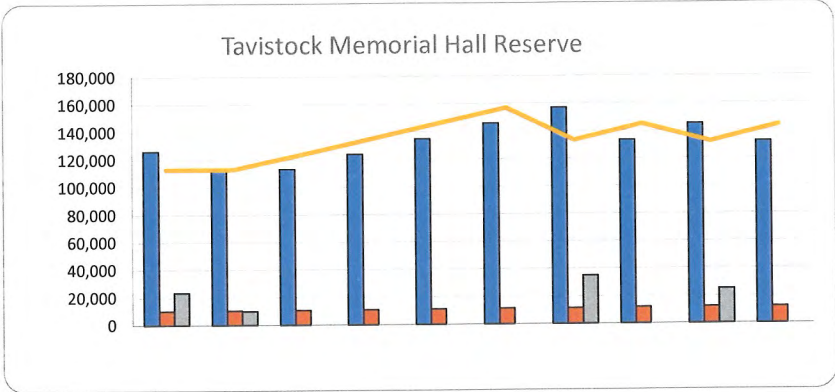
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11-3-006420-9843
Tavistock Park Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
124,013	52,020	0	176,033
176,033	53,060	87,000	142,094
142,094	54,122	0	196,215
196,215	55,204	0	251,419
251,419	56,308	0	307,727
307,727	57,434	0	365,162
365,162	58,583	0	423,745
423,745	59,755	0	483,499
483,499	60,950	0	544,449
544,449	62,169	0	606,618

2021 accessible swing not required for Tavistock Park as budgeted in 2021
2022
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2024
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2029
2030



Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
126,000	10,200	23,500	112,700
112,700	10,404	10,000	113,104
113,104	10,612	0	123,716
123,716	10,824	0	134,540
134,540	11,041	0	145,581
145,581	11,262	0	156,843
156,843	11,487	35,000	133,330
133,330	11,717	0	145,046
145,046	11,951	25,000	131,997
131,997	12,190	0	144,187

2021 HVAC, Tables, Chairs not purchased in 2021 revalued for 2022

2022

2023

2024

2025

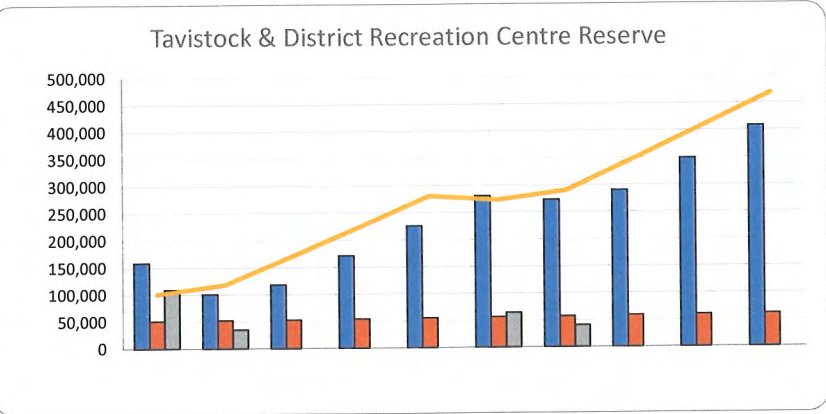
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Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
158,461	51,000	108,723	100,738
100,738	52,020	35,000	117,758
117,758	53,060	0	170,818
170,818	54,122	0	224,940
224,940	55,204	0	280,144
280,144	56,308	64,204	272,248
272,248	57,434	40,000	289,682
289,682	58,583	0	348,265
348,265	59,755	0	408,020
408,020	60,950	0	468,969

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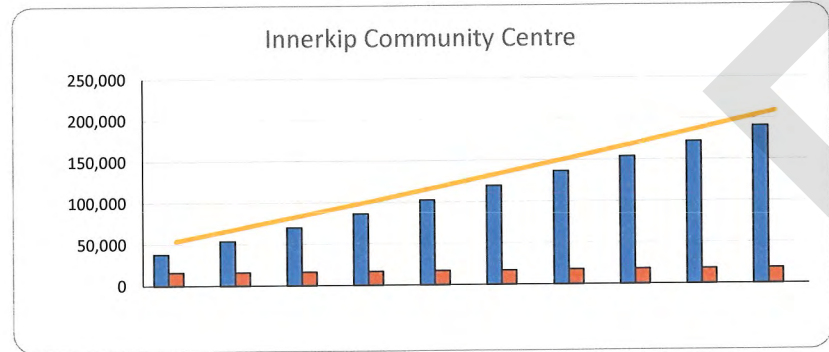
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2030



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

2021

2022

2023

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Gross Budget Revenues										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Contributions from Developers	-	(142,500)	(433,195)	(37,933)	(96,106)	(17,933)	20,000	(17,933)	(17,933)	
Contributions from Other Municipalities	(65,516)	(1,654)	(411,933)	(54,959)	(33,317)	(479,500)	(424,541)	(30,087)	(30,685)	
Cost Recoveries	(1,920)	(10,896)	(9,839)	(4,693)	(156,971)	(9,514)	(4,821)	(8,383)	(8,597)	
Donations	-	(2,000)	(2,500)	-	(2,000)	-	-	-	-	
Federal Gas Tax	-	-	(401,677)	(581,287)	(57,346)	(593,681)	(12,394)	-	-	
Licences, Permits and Rents	(326,306)	(284,566)	(290,870)	(316,192)	(292,000)	(286,314)	29,878	(283,602)	(286,090)	
Ontario Specific Grants	-	(392,066)	(95,763)	(90,544)	(25,077)	(263,444)	(172,900)	-	-	
Sale of Equipment/Vehicles	-	(2,000)	(22,172)	(18,000)	(22,198)	-	18,000	-	-	
Sundry Revenue	(18,580)	(21,747)	(18,890)	(20,893)	(13,260)	(2,500)	18,393	(2,500)	(2,500)	
Tax-Supported Capital Funding	-	-	(103,260)	-	(21,392)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(57,356)	(173,328)	(745,784)	(369,169)	(249,758)	(350,875)	18,294	(35,000)	(40,000)	
User Fees and Charges	-	-	-	-	(38)	-	-	-	-	
TOTALS	(469,678)	(1,030,757)	(2,535,882)	(1,493,670)	(969,462)	(2,003,760)	(510,090)	(377,504)	(385,805)	
Gross Budget Expenditures										Notes
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
Administration	751,274	937,103	1,193,661	1,261,124	1,540,391	1,467,273	206,149	1,312,741	1,343,487	
Innerkip Streets Debenture	132,283	132,284	132,284	132,284	132,284	132,284	(0)	132,284	132,284	
Vehicles and Equipment	204,050	214,268	180,107	294,690	176,770	198,323	(96,367)	205,839	205,113	
Facilities	105,296	108,352	260,494	265,995	254,254	258,738	(7,257)	263,858	269,061	
Road Maintenance	675,497	712,770	750,585	871,858	840,754	847,164	(24,694)	872,252	922,982	
Winter Maintenance	214,005	216,579	222,491	228,628	189,461	195,874	(32,754)	204,435	213,634	
Bridges and Culverts	100,000	25,000	200,000	222,000	222,000	226,440	4,440	230,969	235,588	
Sidewalks	36,745	35,251	29,834	36,425	33,489	34,902	(1,523)	35,361	35,786	
Leaf and Yard Waste Program	62,895	53,895	30,080	51,325	33,355	29,500	(21,825)	30,087	30,685	
Street Lighting	110,657	121,477	121,358	121,608	137,552	138,217	16,609	94,160	96,043	
Capital Expenditures	1,831,587	774,477	2,151,803	1,086,000	587,657	1,603,000	517,000	-	-	
TOTALS	4,224,289	3,331,456	5,272,695	4,571,937	4,147,967	5,131,714	559,777	3,381,984	3,484,662	
NET PUBLIC WORKS BUDGET	3,754,611	2,300,699	2,736,813	3,078,267	3,178,505	3,127,954	49,687	3,004,480	3,098,857	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS REVENUES											
Administration											
11-4-069911-8018	Transfer from COVID Reserves	-	-	-	(20,000)	-	-	20,000	-	-	COVID funding to offset additional sanitizing student
11-4-069911-8032	Transfer from Roads Projects Reserve	-	-	-	-	-	(75,000)	(75,000)	-	-	balance of AMP funding required
11-5-069911-0310	FCM AMP Grant	-	-	-	-	-	(50,000)	(50,000)	-	-	grant for AMP work and student
11-5-069911-0913	Sundry Revenue	-	-	-	-	(9,950)	-	-	-	-	aggregate surplus funding in 2021
11-5-069911-0998	Expense Recovery	(1,920)	(5,129)	(5,361)	(4,137)	(10,271)	(7,140)	(3,003)	(7,140)	(7,140)	culvert permitting estimated @ \$900/permit x 6 permits + Building MESH
Total Administration		(1,920)	(5,129)	(5,361)	(24,137)	(20,221)	(132,140)	(108,003)	(7,140)	(7,140)	
Innerkip Streets Debenture											
11-5-069911-0923	Contributions from Developers	-	-	(31,921)	(17,933)	(38,211)	(17,933)	-	(17,933)	(17,933)	used to offset debt repayments
Total Innerkip Streets Debenture		-	-	(31,921)	(17,933)	(38,211)	(17,933)	-	(17,933)	(17,933)	
Vehicles and Equipment											
<u>1999 Champion 740A Grader</u>											
11-5-069911-0761 821	Equipment Rental - Owned Equipment	(55,167)	(51,331)	(40,579)	(35,000)	(11,228)	(10,000)	25,000	(10,000)	(10,000)	based on 3-way split of grader revenues
Subtotal 1999 Champion 740A Grader		(55,167)	(51,331)	(40,579)	(35,000)	(11,228)	(10,000)	25,000	(10,000)	(10,000)	
<u>2020 Grader</u>											
11-5-069911-0761 822	Equipment Rental - Owned Equipment	-	-	(22,120)	(35,000)	(45,815)	(40,000)	(5,000)	(40,000)	(40,000)	based on 3-way split of grader revenues
Subtotal 2020 Grader		-	-	(22,120)	(35,000)	(45,815)	(40,000)	(5,000)	(40,000)	(40,000)	
<u>2004 Volvo 730B Grader</u>											
11-5-069911-0761 823	Equipment Rental - Owned Equipment	(39,879)	(38,668)	(42,035)	(35,000)	(36,603)	(40,000)	(5,000)	(40,000)	(40,000)	based on 3-way split of grader revenues
Subtotal 2004 Volvo 730B Grader		(39,879)	(38,668)	(42,035)	(35,000)	(36,603)	(40,000)	(5,000)	(40,000)	(40,000)	
<u>2016 John Deere Tractor</u>											
11-5-069911-0761 824	Equipment Rental - Owned Equipment	(18,568)	(17,833)	(16,415)	(17,605)	(21,560)	(18,603)	(998)	(18,859)	(19,674)	based on 3-year rolling average actuals
Subtotal 2016 John Deere Tractor		(18,568)	(17,833)	(16,415)	(17,605)	(21,560)	(18,603)	(998)	(18,859)	(19,674)	
<u>2010 Caterpillar Loader</u>											
11-5-069911-0761 825	Equipment Rental - Owned Equipment	(22,850)	(20,710)	(21,225)	(21,595)	(28,865)	(23,600)	(2,005)	(24,563)	(25,676)	based on 3-year rolling average actuals
Subtotal 2010 Caterpillar Loader		(22,850)	(20,710)	(21,225)	(21,595)	(28,865)	(23,600)	(2,005)	(24,563)	(25,676)	
<u>2014 Case Backhoe</u>											
11-5-069911-0761 826	Equipment Rental - Owned Equipment	(9,850)	(10,800)	(8,850)	(9,833)	(13,925)	(11,192)	(1,359)	(11,322)	(12,146)	based on 3-year rolling average actuals
Subtotal 2014 Case Backhoe		(9,850)	(10,800)	(8,850)	(9,833)	(13,925)	(11,192)	(1,359)	(11,322)	(12,146)	
<u>Chainsaws and Other Small Equipment</u>											
11-5-069911-0761 827	Equipment Rental - Owned Equipment	(1,160)	(1,070)	(20)	(750)	(790)	(627)	123	(479)	(632)	based on 3-year rolling average actuals
Subtotal Chainsaws and Other Small Equipment		(1,160)	(1,070)	(20)	(750)	(790)	(627)	123	(479)	(632)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS REVENUES (cont'd)											
Vehicles and Equipment (cont'd)											
<u>2006 Vermeer Brush Chipper</u> 11-5-069911-0761 829	Equipment Rental - Owned Equipment	(7,599)	(1,995)	(4,494)	(4,696)	(3,868)	(3,452)	1,244	(3,938)	(3,753)	based on 3-year rolling average actuals
Subtotal 2006 Vermeer Brush Chipper		(7,599)	(1,995)	(4,494)	(4,696)	(3,868)	(3,452)	1,244	(3,938)	(3,753)	
<u>2015 International Dump Truck</u> 11-5-069911-0761 830	Equipment Rental - Owned Equipment	(69,758)	(59,667)	(53,852)	(61,092)	(27,583)	(47,034)	14,058	(42,823)	(39,147)	based on 3-year rolling average actuals
Subtotal 2015 International Dump Truck		(69,758)	(59,667)	(53,852)	(61,092)	(27,583)	(47,034)	14,058	(42,823)	(39,147)	
<u>2015 Freightliner Dump Truck</u> 11-5-069911-0761 831	Equipment Rental - Owned Equipment	(56,459)	(42,705)	(34,515)	(44,560)	(44,746)	(40,655)	3,905	(39,972)	(41,791)	based on 3-year rolling average actuals
Subtotal 2015 Freightliner Dump Truck		(56,459)	(42,705)	(34,515)	(44,560)	(44,746)	(40,655)	3,905	(39,972)	(41,791)	
<u>2020 International Dump Truck</u> 11-5-069911-0761 832	Equipment Rental - Owned Equipment	(15,703)	(14,986)	(19,351)	(16,680)	(24,473)	(19,603)	(2,923)	(21,142)	(21,739)	based on 3-year rolling average actuals
Subtotal 2020 International Dump Truck		(15,703)	(14,986)	(19,351)	(16,680)	(24,473)	(19,603)	(2,923)	(21,142)	(21,739)	
<u>2013 TerraStar Flatbed</u> 11-5-069911-0761 833	Equipment Rental - Owned Equipment	(29,113)	(19,317)	(17,073)	(21,834)	(17,623)	(18,004)	3,830	(17,567)	(17,731)	based on 3-year rolling average actuals
Subtotal 2013 TerraStar Flatbed		(29,113)	(19,317)	(17,073)	(21,834)	(17,623)	(18,004)	3,830	(17,567)	(17,731)	
<u>2020 Chevrolet Silverado 2500</u> 11-5-069911-0761 835	Equipment Rental - Owned Equipment	(180)	(300)	(330)	(370)	(30)	(220)	150	(193)	(148)	based on 3-year rolling average actuals
Subtotal 2015 RAM Pickup (PW Foreman)		(180)	(300)	(330)	(370)	(30)	(220)	150	(193)	(148)	
<u>2014 RAM Pickup (Roads Staff)</u> 11-5-069911-0761 837	Equipment Rental - Owned Equipment	(20)	(2,058)	(4,454)	(2,177)	(4,828)	(3,780)	(1,603)	(4,354)	(4,321)	based on 3-year rolling average actuals
Subtotal 2014 RAM Pickup (Roads Staff)		(20)	(2,058)	(4,454)	(2,177)	(4,828)	(3,780)	(1,603)	(4,354)	(4,321)	
<u>2019 Zero Steer Mower</u> 11-5-069911-0761 839	Equipment Rental - Owned Equipment	-	(3,128)	(5,558)	(5,000)	(4,950)	(4,545)	455	(5,018)	(4,838)	based on 3-year rolling average actuals
Subtotal 2019 Zero Steer Mower		-	(3,128)	(5,558)	(5,000)	(4,950)	(4,545)	455	(5,018)	(4,838)	
<u>2020 Trackless MT7</u> 11-5-069911-0761 840	Equipment Rental - Owned Equipment	-	-	-	(5,000)	(5,115)	(5,000)	-	(3,372)	(4,496)	based on 3-year rolling average actuals
Subtotal 2020 Trackless MT7		-	-	-	(5,000)	(5,115)	(5,000)	-	(3,372)	(4,496)	
Total Vehicles and Equipment		(326,306)	(284,566)	(290,870)	(316,192)	(292,000)	(286,314)	(602,506)	(283,602)	(286,090)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS REVENUES (cont'd)											
Road Maintenance											
11-5-061119-0913	Sundry Revenue	(18,580)	(21,747)	(13,351)	(17,893)	(3,310)	(2,500)	15,393	(2,500)	(2,500)	conservative estimate of revenue going forward based on 3-year rolling average actuals no anticipated revenue
11-5-061441-0998	Expense Recovery	-	(5,766)	(601)	(556)	(754)	(2,374)	(1,818)	(1,243)	(1,457)	
11-5-061442-0960	Donations (Tree Planting)	-	(2,000)	(2,500)	-	(2,000)	-	-	-	-	
Total Road Maintenance		(18,580)	(29,514)	(16,452)	(18,449)	(6,063)	(4,874)	13,575	(3,743)	(3,957)	
Winter Maintenance											
11-5-062115-0913	Sundry Revenue	-	-	(5,539)	(3,000)	-	-	3,000	-	-	no recoveries at this time
Total Winter Maintenance		-	-	(5,539)	(3,000)	-	-	3,000	-	-	
Leaf and Yard Waste Program											
11-5-084051-0514	Revenue from the County	(65,516)	-	(30,080)	(54,959)	(33,317)	(29,500)	25,459	(30,087)	(30,685)	based on budgeted expense Leaf and Yard Waste Costs no budget required no budget required
11-5-084051-0536	Blue Box Sales	-	-	-	-	(29)	-	-	-	-	
11-5-084051-0537	Green Cone Sales	-	-	-	-	(9)	-	-	-	-	
Total Leaf and Yard Waste Program		(65,516)	-	(30,080)	(54,959)	(33,355)	(29,500)	25,459	(30,087)	(30,685)	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES											
Administration											
11-4-069911-8527	Transfer to Public Works Equipment Reserve	-	-	25,000	25,500	25,500	26,010	510	26,530	27,061	base year 2020 @ \$25,000 + 2% annually
11-4-069911-8532	Transfer to Public Works Capital Projects Reserve	-	50,000	102,000	104,040	104,040	-	(104,040)	-	-	no contribution to this reserve going forward as per Roads Needs Study
11-4-069911-8533	Transfer to Public Works Vehicle Reserve	130,000	175,000	275,000	334,193	334,193	275,000	(59,193)	280,500	286,110	reset base year 2022 @ \$275,000 + 2% annually
11-4-069911-8537	Transfer to Public Works Gravel to Hardtop	200,000	250,000	255,000	260,100	260,100	265,302	5,202	270,608	276,020	base year 2019 @ \$250,000 + 2% annually
11-4-069911-8600	Transfer to Capital	-	-	19,328	-	21,392	-	-	-	-	transfer to capital fund for tax supported capital costs
11-6-069911-1110	Salaries and Wages	238,211	246,850	280,403	283,444	426,581	446,110	162,666	455,033	464,133	based on 2022 salary and benefits workbook allocations
11-6-069911-1201	CPP	-	-	-	-	5,005	23,765	23,765	-	-	based on 2022 salary and benefits workbook allocations
11-6-069911-1202	EI	-	-	-	-	1,551	6,765	6,765	-	-	based on 2022 salary and benefits workbook allocations
11-6-069911-1203	WSIB	-	-	-	-	5,598	12,535	12,535	-	-	based on 2022 salary and benefits workbook allocations
11-6-069911-1204	OMERS	-	-	-	-	16,916	40,573	40,573	-	-	based on 2022 salary and benefits workbook allocations
11-6-069911-1205	EHT	-	-	-	-	3,500	8,308	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-069911-1210	Health Benefits	64,394	74,204	89,601	74,658	90,503	71,266	(3,392)	72,691	74,145	based on 2022 salary and benefits workbook allocations
11-6-069911-1235	Certifications	-	-	-	2,000	341	1,500	(500)	1,500	1,500	\$100/medical and \$50/licence renewal x 10 employees
11-6-069911-1250	Uniforms	1,874	3,846	2,934	2,884	2,345	3,041	157	2,773	2,720	based on 3-year rolling average actuals
11-6-069911-1255	Dues and Memberships	1,404	1,403	1,456	1,421	2,271	1,850	429	1,887	1,925	AORS, OGRA and HWIN annually + 2%
11-6-069911-1256	Subscriptions and Publications	-	-	-	-	3,134	19,200	19,200	19,584	19,976	MESH costs @ \$1,600/month x 12 months
11-6-069911-1258	Meals and Meeting Expenses	2,338	1,895	1,653	1,962	892	1,480	(482)	1,342	1,238	based on 3-year rolling average actuals
11-6-069911-1262	Health and Safety Expenses	-	-	-	-	288	250	250	250	250	placeholder for unanticipated expenses
11-6-069911-1263	Training and Staff Development	4,436	10,210	3,296	10,000	3,750	10,000	-	10,000	10,000	based on 3-year rolling average actuals
11-6-069911-1266	Driver's Abstracts	-	-	-	-	142	120	120	122	125	\$12/abstract x 10 employees + 2%
11-6-069911-3004	Vehicle Licences	-	-	-	-	5	-	-	-	-	should be budgeted at the equipment # level
11-6-069911-3005	Office Supplies	741	1,401	2,596	1,579	349	1,449	(130)	1,464	1,087	based on 3-year rolling average actuals
11-6-069911-3020	Cleaning Supplies	-	-	-	-	245	250	250	250	250	placeholder for unanticipated expenses
11-6-069911-3021	Parts and Supplies	-	-	-	-	181	250	250	250	250	placeholder for unanticipated expenses
11-6-069911-3027	Lubricants	-	-	-	-	1,509	2,000	2,000	2,000	2,000	maintained at the shop level
11-6-069911-3033	Computer Software and Hardware	-	972	569	3,500	6,360	-	(3,500)	-	-	MESH costs budgeted above as subscriptions
11-6-069911-3210	Postage	-	-	-	-	16	100	100	100	100	notices and literature to be posted by PW
11-6-069911-3260	Telecommunications	4,945	4,499	2,229	2,274	2,182	2,226	(48)	2,270	2,316	prior year actual + 2%
11-6-069911-3290	Print, Advertising and Promotion	335	2,003	368	902	798	1,056	154	741	865	based on 3-year rolling average actuals
11-6-069911-3311	Locates	40	914	1,176	1,000	1,582	2,000	1,000	2,000	2,000	for extras not performed internally
11-6-069911-3510	Equipment Rentals - Owned	1,477	3,751	2,653	2,971	8,177	4,860	1,889	5,230	6,089	based on 3-year rolling average actuals
11-6-069911-3810	Insurance	88,328	83,018	108,436	119,280	120,869	132,956	13,676	135,615	138,328	10% inflationary adjustment over p/y actual
11-6-069911-4002	Legal Services	-	-	-	-	36,756	-	-	-	-	final settlement of outstanding legal claim
11-6-069911-4003	Consulting	-	-	-	-	40,092	107,050	-	-	-	AMP work offset by FCM grant net of AM student salary above
11-6-069911-4004	Engineering Services	12,752	27,139	19,963	29,416	13,227	-	(29,416)	20,000	25,000	prior year actual + includes MESH and AMP work
Total Administration		751,274	937,103	1,193,661	1,261,124	1,540,391	1,467,273	206,149	1,312,741	1,343,487	
Innerkip Streets Debenture											
11-6-069911-2220 445	Interest Repayments	37,060	33,518	29,844	26,033	26,033	22,081	(3,953)	17,981	13,729	as per EZT Debt Schedule
11-6-069911-5210 445	Principal Repayments	95,223	98,766	102,440	106,251	106,251	110,203	3,952	114,303	118,555	as per EZT Debt Schedule
Total Innerkip Streets Debenture		132,283	132,284	132,284	132,284	132,284	132,284	(0)	132,284	132,284	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Vehicles and Equipment											
<u>1999 Champion 740A Grader</u>											
11-6-069911-1110 821	Salaries and Wages	3,774	2,037	1,921	1,960	115	118	(1,842)	718	317	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 821	Health Benefits	844	451	435	444	52	19	(425)	20	20	based on 2022 salary and benefits workbook allocations
11-6-069911-3026 821	Fuel	15,849	11,991	7,332	12,231	2,565	5,000	(7,231)	5,100	5,202	3rd string Grader not as much expenditure required
11-6-069911-3510 821	Equipment Rentals - Owned	-	237	518	500	1,890	882	382	1,097	1,289	based on 3-year rolling average actuals
11-6-069911-3810 821	Insurance	680	730	6,240	6,864	-	-	(6,864)	-	-	budget at the department overhead level
11-6-069911-4270 821	Repairs and Maintenance	664	5,521	971	2,385	3,807	3,500	1,115	3,500	3,500	average grader repair budget
Subtotal 1999 Champion 740A Grader		21,811	20,966	17,418	24,384	8,429	9,519	(14,865)	10,434	10,328	
<u>2020 Grader</u>											
11-6-069911-1110 822	Salaries and Wages	-	-	262	2,800	985	1,008	(1,792)	752	915	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 822	Health Benefits	-	-	54	850	252	164	(686)	168	171	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 822	Parts and Supplies	-	-	-	-	189	250	250	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 822	Fuel	-	-	2,819	12,600	5,804	7,500	(5,100)	7,650	7,803	fuel for graders split 3 ways now
11-6-069911-3510 822	Equipment Rentals - Owned	-	-	-	500	-	250	(250)	250	250	placeholder for unanticipated expenses
11-6-069911-4270 822	Repairs and Maintenance	-	-	-	12,400	150	3,500	(8,900)	3,500	3,500	average grader repair budget
Subtotal 2020 Grader		-	-	3,134	29,150	7,380	12,673	(16,477)	12,569	12,889	
<u>2004 Volvo 730B Grader</u>											
11-6-069911-1110 823	Salaries and Wages	2,038	2,089	2,752	2,776	1,091	1,118	(1,658)	1,654	1,288	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 823	Health Benefits	553	628	841	849	324	182	(667)	186	190	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 823	Parts and Supplies	-	-	-	-	44	250	250	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 823	Fuel	14,449	12,344	9,378	12,591	8,240	10,000	(2,591)	10,200	10,404	fuel for graders split 3 ways now
11-6-069911-3510 823	Equipment Rentals - Owned	140	415	-	500	245	250	(250)	250	250	placeholder for unanticipated expenses
11-6-069911-3810 823	Insurance	510	548	-	614	-	-	(614)	-	-	budget at the department overhead level
11-6-069911-4270 823	Repairs and Maintenance	3,734	29,590	3,799	12,374	713	3,500	(8,874)	3,500	3,500	average grader repair budget
Subtotal 2004 Volvo 730B Grader		21,424	45,614	16,770	29,704	10,658	15,300	(14,404)	16,040	15,881	
<u>2016 John Deere Tractor</u>											
11-6-069911-1110 824	Salaries and Wages	493	446	596	601	650	666	65	637	651	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 824	Health Benefits	147	102	160	162	228	109	(53)	111	113	based on 2022 salary and benefits workbook allocations
11-6-069911-3026 824	Fuel	4,041	2,789	1,670	2,844	2,522	3,153	309	3,216	3,280	25% fuel increase over prior year actual
11-6-069911-3510 824	Equipment Rentals - Owned	-	-	-	-	1,313	1,500	1,500	1,500	1,500	placeholder for unanticipated expenses
11-6-069911-3810 824	Insurance	143	153	-	172	-	-	(172)	-	-	budget at the department overhead level
11-6-069911-4270 824	Repairs and Maintenance	1,202	1,772	1,959	1,644	171	1,301	(343)	1,143	872	based on 3-year rolling average actuals
Subtotal 2016 John Deere Tractor		6,026	5,262	4,385	5,423	4,884	6,728	1,305	6,608	6,416	
<u>2010 Caterpillar Loader</u>											
11-6-069911-1110 825	Salaries and Wages	610	403	508	513	454	465	(48)	475	465	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 825	Health Benefits	196	100	161	162	138	76	(86)	77	79	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 825	Parts and Supplies	-	-	-	-	181	250	250	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 825	Fuel	376	2,202	3,363	3,430	4,042	5,052	1,622	5,153	5,256	25% fuel increase over prior year actual
11-6-069911-3510 825	Equipment Rentals - Owned	-	-	-	-	525	500	500	500	500	placeholder for unanticipated expenses
11-6-069911-3810 825	Insurance	426	457	150	165	-	-	(165)	-	-	budget at the department overhead level
11-6-069911-4270 825	Repairs and Maintenance	1,102	9,274	13,948	8,108	2,432	8,551	443	8,310	6,431	based on 3-year rolling average actuals
Subtotal 2010 Caterpillar Loader		2,710	12,436	18,130	12,378	7,771	14,894	2,516	14,766	12,981	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Vehicles and Equipment (cont'd)											
<u>2014 Case Backhoe</u>											
11-6-069911-1110 826	Salaries and Wages	757	124	105	106	681	698	592	495	625	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 826	Health Benefits	229	41	33	33	196	114	81	116	118	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 826	Parts and Supplies	-	-	-	-	200	250	250	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 826	Fuel	1,838	994	590	1,014	1,389	1,737	723	1,771	1,807	25% fuel increase over prior year actual
11-6-069911-3510 826	Equipment Rentals - Owned	-	-	-	-	550	500	500	500	500	placeholder for unanticipated expenses
11-6-069911-3810 826	Insurance	329	353	-	396	-	-	(396)	-	-	budget at the department overhead level
11-6-069911-4270 826	Repairs and Maintenance	297	89	1,663	683	2,489	1,414	731	1,855	1,919	based on 3-year rolling average actuals
Subtotal 2014 Case Backhoe		3,450	1,601	2,391	2,232	5,505	4,712	2,480	4,987	5,219	
<u>Chainsaws and Other Small Equipment</u>											
11-6-069911-1110 827	Salaries and Wages	3,248	4,063	1,289	4,181	595	609	(3,572)	831	678	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 827	Health Benefits	957	1,044	331	1,075	174	99	(976)	101	103	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 827	Parts and Supplies	-	-	-	-	605	750	750	750	750	filters, belts, etc. for replacement parts
11-6-069911-3026 827	Fuel	672	486	157	496	447	559	63	570	581	25% fuel increase over prior year actual
11-6-069911-3510 827	Equipment Rentals - Owned	-	33	20	22	310	350	328	350	350	placeholder for unanticipated expenses
11-6-069911-4270 827	Repairs and Maintenance	7,788	3,201	1,704	4,231	557	1,821	(2,410)	1,360	1,246	based on 3-year rolling average actuals
Subtotal Chainsaws and Other Small Equipment		12,665	8,827	3,500	10,005	2,688	4,188	(5,817)	3,963	3,709	
<u>Snowplows, Wings, etc.</u>											
11-6-069911-1110 828	Salaries and Wages	6,247	6,990	5,650	7,194	1,326	1,358	(5,836)	2,778	1,821	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 828	Health Benefits	1,512	1,733	1,611	1,783	415	221	(1,562)	226	230	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 828	Parts and Supplies	-	-	-	-	5,475	6,000	6,000	6,000	6,000	filters, belts, etc. for replacement parts
11-6-069911-3510 828	Equipment Rentals - Owned	-	130	105	150	-	150	-	150	150	placeholder for unanticipated expenses
11-6-069911-3810 828	Insurance	18	19	-	22	-	-	(22)	-	-	budget at the department overhead level
11-6-069911-4270 828	Repairs and Maintenance	13,506	9,685	20,195	14,462	3,997	11,292	(3,170)	11,828	9,039	based on 3-year rolling average actuals
Subtotal Snowplows, Wings, etc.		21,283	18,557	27,561	23,611	11,212	19,022	(4,589)	20,982	17,240	
<u>2006 Vermeer Brush Chipper</u>											
11-6-069911-1110 829	Salaries and Wages	578	20	475	479	842	862	383	726	810	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 829	Health Benefits	222	6	155	156	241	141	(15)	143	146	based on 2022 salary and benefits workbook allocations
11-6-069911-3026 829	Fuel	-	-	179	200	180	225	25	229	234	25% fuel increase over prior year actual
11-6-069911-3510 829	Equipment Rentals - Owned	-	-	-	-	140	150	150	150	150	placeholder for unanticipated expenses
11-6-069911-3810 829	Insurance	97	105	-	118	-	-	(118)	-	-	budget at the department overhead level
11-6-069911-4270 829	Repairs and Maintenance	7,851	-	1,306	1,333	-	435	(898)	581	339	based on 3-year rolling average actuals
Subtotal 2006 Vermeer Brush Chipper		8,748	131	2,115	2,286	1,402	1,813	(473)	1,830	1,679	
<u>2015 International Dump Truck</u>											
11-6-069911-1110 830	Salaries and Wages	3,209	1,571	1,552	1,566	855	876	(690)	1,094	942	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 830	Health Benefits	897	459	545	550	192	143	(407)	146	149	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 830	Vehicle Licences	-	-	-	-	1,918	2,000	2,000	2,040	2,081	should be budgeted at the equipment # level
11-6-069911-3021 830	Parts and Supplies	-	-	-	-	265	350	350	350	350	filters, belts, etc. for replacement parts
11-6-069911-3026 830	Fuel	18,653	11,793	9,258	12,029	5,454	6,817	(5,212)	6,953	7,092	25% fuel increase over prior year actual
11-6-069911-3810 830	Insurance	2,736	2,764	1,918	2,109	-	-	(2,109)	-	-	budget at the department overhead level
11-6-069911-4270 830	Repairs and Maintenance	6,739	15,211	4,271	8,740	51,279	23,587	14,847	26,379	33,748	based on 3-year rolling average actuals
Subtotal 2015 International Dump Truck		32,234	31,798	17,543	24,994	59,962	33,773	8,779	36,962	44,362	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Vehicles and Equipment (cont'd)											
<u>2015 Freightliner Dump Truck</u>											
11-6-069911-1110 831	Salaries and Wages	2,300	1,684	1,232	1,243	1,903	1,949	706	1,695	1,849	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 831	Health Benefits	677	587	322	325	528	318	(7)	324	331	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 831	Vehicle Licences	-	-	-	-	1,918	2,000	2,000	2,040	2,081	should be budgeted at the equipment # level
11-6-069911-3021 831	Parts and Supplies	-	-	-	-	265	350	350	350	350	filters, belts, etc. for replacement parts
11-6-069911-3026 831	Fuel	19,593	13,012	7,702	13,272	7,759	9,699	(3,573)	9,893	10,091	25% fuel increase over prior year actual
11-6-069911-3510 831	Equipment Rentals - Owned	-	65	650	663	878	1,000	337	1,000	1,000	placeholder for unanticipated expenses
11-6-069911-3810 831	Insurance	2,736	2,764	1,918	2,109	-	-	(2,109)	-	-	budget at the department overhead level
11-6-069911-4270 831	Repairs and Maintenance	1,619	4,601	4,515	3,578	2,821	3,979	401	3,772	3,524	based on 3-year rolling average actuals
Subtotal 2015 Freightliner Dump Truck		26,925	22,714	16,339	21,190	16,071	19,295	(1,895)	19,074	19,225	
<u>2020 International Dump Truck</u>											
11-6-069911-1110 832	Salaries and Wages	2,806	1,646	13,158	1,694	970	993	(701)	5,040	2,334	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 832	Health Benefits	767	483	288	497	301	162	(335)	165	169	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 832	Vehicle Licences	-	-	-	-	1,317	1,500	1,500	1,530	1,561	should be budgeted at the equipment # level
11-6-069911-3021 832	Parts and Supplies	-	-	-	-	276	350	350	350	350	filters, belts, etc. for replacement parts
11-6-069911-3026 832	Fuel	4,342	4,149	2,598	4,232	3,185	3,982	(250)	4,061	4,142	25% fuel increase over prior year actual
11-6-069911-3510 832	Equipment Rentals - Owned	-	163	156	159	559	750	591	750	750	placeholder for unanticipated expenses
11-6-069911-3810 832	Insurance	1,985	2,014	1,167	1,284	-	-	(1,284)	-	-	budget at the department overhead level
11-6-069911-4031 832	Equipment Testing	-	-	-	-	671	750	750	750	750	annual equipment testing
11-6-069911-4270 832	Repairs and Maintenance	5,794	11,612	3,595	7,000	(140)	5,022	(1,978)	2,826	2,569	based on 3-year rolling average actuals
Subtotal 2020 International Dump Truck		15,694	20,067	20,961	14,866	7,138	13,509	(1,357)	15,472	12,625	
<u>2013 TerraStar Flatbed</u>											
11-6-069911-1110 833	Salaries and Wages	597	373	368	371	149	153	(218)	223	175	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 833	Health Benefits	153	166	103	104	50	25	(79)	25	26	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 833	Vehicle Licences	-	-	-	-	652	700	700	714	728	should be budgeted at the equipment # level
11-6-069911-3021 833	Parts and Supplies	-	-	-	-	84	250	250	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 833	Fuel	1,853	2,594	3,057	3,118	2,337	2,922	(196)	2,980	3,040	25% fuel increase over prior year actual
11-6-069911-3510 833	Equipment Rentals - Owned	-	65	-	100	1,908	2,000	1,900	2,000	2,000	placeholder for unanticipated expenses
11-6-069911-3810 833	Insurance	1,470	1,498	652	717	-	-	(717)	-	-	budget at the department overhead level
11-6-069911-4031 833	Equipment Testing	-	-	-	-	183	250	250	250	250	annual equipment testing
11-6-069911-4270 833	Repairs and Maintenance	916	1,368	529	938	2,060	1,319	381	1,303	1,561	based on 3-year rolling average actuals
Subtotal 2013 TerraStar Flatbed		4,989	6,064	4,709	5,348	7,423	7,618	2,270	7,745	8,029	
<u>2020 Chevrolet Silverado (PW Foreman)</u>											
11-6-069911-1110 838	Salaries and Wages	-	-	-	-	-	154	154	157	160	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 838	Health Benefits	-	-	-	-	-	25	25	26	26	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 838	Licences	-	-	-	-	120	150	150	153	156	should be budgeted at the equipment # level
11-6-069911-3021 838	Parts and Supplies	978	43	2,194	1,071	1,131	1,500	429	1,500	1,500	filters, belts, etc. for replacement parts
11-6-069911-3026 838	Fuel	1,258	1,290	1,339	1,296	1,197	1,496	200	1,526	1,556	25% fuel increase over prior year actual
11-6-069911-3810 838	Insurance	998	1,032	120	132	-	-	(132)	-	-	budget at the department overhead level
11-6-069911-4270 838	Repairs and Maintenance	-	-	-	-	196	65	65	87	116	based on 3-year rolling average actuals
Subtotal 2020 Chevrolet Silverado (PW Foreman)		3,234	2,365	3,652	2,499	2,644	3,390	712	3,448	3,514	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Vehicles and Equipment (cont'd)											
<u>2015 RAM Pickup (Parks Crew)</u>											
11-6-069911-1110 835	Salaries and Wages	610	197	790	797	426	436	(361)	551	471	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 835	Health Benefits	160	47	263	266	128	71	(195)	73	74	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 835	Vehicle Licences	-	-	-	-	265	300	300	306	312	should be budgeted at the equipment # level
11-6-069911-3021 835	Parts and Supplies	-	-	-	-	19	150	150	150	150	filters, belts, etc. for replacement parts
11-6-069911-3026 835	Fuel	9,576	5,993	5,684	5,798	5,185	6,481	683	6,611	6,743	25% fuel increase over prior year actual
11-6-069911-3810 835	Insurance	1,143	1,177	-	1,321	-	-	(1,321)	-	-	budget at the department overhead level
11-6-069911-4270 835	Repairs and Maintenance	7,664	2,844	4,330	4,946	409	2,527	(2,419)	2,422	1,786	based on 3-year rolling average actuals
Subtotal 2015 RAM Pickup (Parks Crew)		19,153	10,258	11,067	13,128	6,432	9,966	(3,162)	10,112	9,536	
<u>2019 Ford F150 (PW Manager)</u>											
11-6-069911-1110 836	Salaries and Wages	-	552	41	500	29	29	(471)	33	30	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 836	Health Benefits	-	168	18	150	11	5	(145)	5	5	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 836	Vehicle Licences	-	-	-	-	120	150	150	153	156	should be budgeted at the equipment # level
11-6-069911-3026 836	Fuel	-	2,639	2,924	2,982	2,293	2,866	(116)	2,923	2,982	25% fuel increase over prior year actual
11-6-069911-3810 836	Insurance	-	1,032	120	1,321	-	-	(1,321)	-	-	budget at the department overhead level
11-6-069911-4270 836	Repairs and Maintenance	-	375	92	156	198	222	66	170	197	based on 3-year rolling average actuals
Subtotal 2019 Ford F150 (PW Manager)		-	4,766	3,195	5,109	2,651	3,272	(1,837)	3,285	3,370	
<u>2014 RAM Pickup (Roads Staff)</u>											
11-6-069911-1110 837	Salaries and Wages	127	371	359	362	106	108	(254)	191	135	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 837	Health Benefits	36	104	114	115	33	18	(97)	18	18	based on 2022 salary and benefits workbook allocations
11-6-069911-3004 837	Vehicle Licences	-	-	-	-	120	150	150	153	156	should be budgeted at the equipment # level
11-6-069911-3021 837	Parts and Supplies	-	-	-	-	50	150	150	150	150	filters, belts, etc. for replacement parts
11-6-069911-3026 837	Fuel	2,167	1,800	1,844	1,881	998	1,247	(634)	1,272	1,298	25% fuel increase over prior year actual
11-6-069911-3510 837	Equipment Rentals - Owned	-	-	160	200	70	100	(100)	100	100	placeholder for unanticipated expenses
11-6-069911-3810 837	Insurance	120	120	120	132	-	-	(132)	-	-	budget at the department overhead level
11-6-069911-4270 837	Repairs and Maintenance	1,254	125	215	531	718	353	(178)	428	499	based on 3-year rolling average actuals
Subtotal 2014 RAM Pickup (Roads Staff)		3,704	2,520	2,813	3,221	2,094	2,126	(1,095)	2,313	2,357	
<u>2019 Zero Steer Mower</u>											
11-6-069911-1110 839	Salaries and Wages	-	-	-	11,040	-	1,536	(9,504)	512	683	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 839	Health Benefits	-	-	-	3,520	-	251	(3,269)	256	261	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 839	Parts and Supplies	-	-	-	-	234	350	350	350	350	filters, belts, etc. for replacement parts
11-6-069911-3026 839	Fuel	-	-	559	3,250	882	1,102	(2,148)	1,124	1,146	25% fuel increase over prior year actual
11-6-069911-3510 839	Equipment Rentals - Owned	-	-	-	-	690	1,000	1,000	1,000	1,000	placeholder for unanticipated expenses
11-6-069911-4270 839	Repairs and Maintenance	-	322	486	1,000	1,321	1,500	500	1,500	1,500	placeholder for unanticipated expenses
Subtotal 2019 Zero Steer Mower		-	322	1,045	18,810	3,127	5,739	(13,071)	4,742	4,940	
<u>2020 Trackless MT7</u>											
11-6-069911-1110 840	Salaries and Wages	-	-	454	21,040	1,456	1,491	(19,549)	1,133	1,360	based on 2022 salary and benefits workbook allocations
11-6-069911-1210 840	Health Benefits	-	-	184	6,312	478	243	(6,069)	248	253	based on 2022 salary and benefits workbook allocations
11-6-069911-3021 840	Parts and Supplies	-	-	-	-	2,952	3,500	3,500	3,500	3,500	filters, belts, etc. for replacement parts
11-6-069911-3026 840	Fuel	-	-	2,740	13,000	2,844	3,555	(9,445)	3,626	3,698	25% fuel increase over prior year actual
11-6-069911-3810 840	Insurance	-	-	-	1,000	-	-	(1,000)	-	-	budget at the department overhead level
11-6-069911-4270 840	Repairs and Maintenance	-	-	-	5,000	1,568	2,000	(3,000)	2,000	2,000	placeholder for unanticipated expenses
Subtotal 2020 Trackless MT7		-	-	3,378	46,352	9,297	10,789	(35,563)	10,507	10,811	
Total Vehicles and Equipment		204,050	214,268	180,107	294,690	176,770	198,323	(96,367)	205,839	205,113	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Facilities											
11-4-069912-8526	Transfer to Public Works Facilities Reserve	65,000	65,000	200,000	204,000	204,000	208,080	4,080	212,242	216,486	base year 2020 to \$200,000 for potential debt + 2%
11-6-069912-1110	Salaries and Wages	10,299	13,708	23,871	24,086	16,341	16,735	(7,351)	17,069	17,411	based on 2022 salary and benefits workbook allocations
11-6-069912-1201	CPP	-	-	-	-	321	754	754	769	785	based on 2022 salary and benefits workbook allocations
11-6-069912-1202	EI	-	-	-	-	96	370	370	378	385	based on 2022 salary and benefits workbook allocations
11-6-069912-1203	WSIB	-	-	-	-	239	527	527	538	548	based on 2022 salary and benefits workbook allocations
11-6-069912-1204	OMERS	-	-	-	-	631	1,506	1,506	1,536	1,567	based on 2022 salary and benefits workbook allocations
11-6-069912-1205	EHT	-	-	-	-	150	326	326	333	340	based on 2022 salary and benefits workbook allocations
11-6-069912-1210	Health Benefits	2,778	3,379	6,138	6,193	3,180	-	(6,193)	-	-	based on 2022 salary and benefits workbook allocations
11-6-069912-3007	Small Tools and Equipment	3,325	5,315	7,383	7,531	4,061	4,142	(3,389)	4,225	4,309	prior year actual + 2%
11-6-069912-3021	Parts and Supplies	516	-	-	-	2,745	3,500	3,500	3,500	3,500	filters, belts, etc. for replacement parts
11-6-069912-3510	Equipment Rentals - Owned	1,765	2,163	4,013	4,093	3,375	3,443	(651)	3,511	3,582	prior year actual + 2%
11-6-069912-3610	Hydro	3,936	3,006	3,331	3,398	3,577	3,649	251	3,722	3,796	prior year actual + 2%
11-6-069912-3620	Water	1,203	913	925	944	1,138	1,161	217	1,184	1,208	prior year actual + 2%
11-6-069912-3625	Sewer	1,131	1,190	1,216	1,240	1,290	1,316	76	1,342	1,369	prior year actual + 2%
11-6-069912-3630	Natural Gas	6,499	5,726	4,982	5,082	5,023	5,124	42	5,226	5,331	prior year actual + 2%
11-6-069912-3810	Insurance and Licences	3,188	3,097	2,821	3,103	-	-	(3,103)	-	-	budget at the department overhead level
11-6-069912-4012	Grounds Maintenance	951	916	1,008	958	1,145	1,023	65	1,059	1,075	based on 3-year rolling average actuals
11-6-069912-4016	Equipment Rentals - Hired	-	-	349	1,000	-	-	(1,000)	-	-	no budget required here
11-6-069912-4420	Building Maintenance	4,705	3,938	4,457	4,367	6,500	6,630	2,263	6,762	6,897	prior year actual + 2%
11-6-069912-4550	Water Heater Rental	-	-	-	-	444	453	453	462	471	prior year actual + 2%
Total Facilities		105,296	108,352	260,494	265,995	254,254	258,738	(7,257)	263,858	269,061	
Road Maintenance											
<u>HM - Patching/Base Repair</u>											
11-6-061115-1110	Salaries and Wages	3,515	3,157	2,320	2,341	4,684	4,797	2,456	4,893	4,990	based on 2022 salary and benefits workbook allocations
11-6-061115-1201	CPP	-	-	-	-	178	74	74	75	77	based on 2022 salary and benefits workbook allocations
11-6-061115-1202	EI	-	-	-	-	82	106	106	108	110	based on 2022 salary and benefits workbook allocations
11-6-061115-1203	WSIB	-	-	-	-	91	151	151	154	157	based on 2022 salary and benefits workbook allocations
11-6-061115-1204	OMERS	-	-	-	-	316	432	432	440	449	based on 2022 salary and benefits workbook allocations
11-6-061115-1205	EHT	-	-	-	-	68	94	94	95	97	based on 2022 salary and benefits workbook allocations
11-6-061115-1210	Health Benefits	963	790	607	613	598	-	(613)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061115-3041	Granulars and Asphalt	4,912	5,461	1,822	6,007	13,941	6,032	25	6,635	7,298	granulars up 15% over prior year actual
11-6-061115-3510	Equipment Rentals - Owned	3,040	2,368	2,512	2,562	2,903	2,961	399	3,020	3,080	prior year actual + 2%
11-6-061115-4016	Equipment Rentals - Hired	8,656	10,160	15,792	40,000	15,488	27,500	(12,500)	27,500	27,500	crack/sealing budget as per TL
Subtotal Hardtop Maintenance - Patching/Base Repair		21,086	21,935	23,054	51,523	38,348	42,145	(9,378)	42,921	43,760	
<u>HM - Sweeping</u>											
11-6-061117-4016	Equipment Rentals - Hired	6,038	8,525	8,670	8,843	5,491	5,601	(3,242)	5,713	5,827	prior year actual + 2%
Subtotal Hardtop Maintenance - Sweeping		6,038	8,525	8,670	8,843	5,491	5,601	(3,242)	5,713	5,827	
<u>HM - Shoulder Maintenance</u>											
11-6-061118-1110	Salaries and Wages	3,952	5,395	9,954	10,044	6,681	6,842	(3,202)	6,979	7,119	based on 2022 salary and benefits workbook allocations
11-6-061118-1201	CPP	-	-	-	-	175	191	191	194	198	based on 2022 salary and benefits workbook allocations
11-6-061118-1202	EI	-	-	-	-	55	151	151	154	157	based on 2022 salary and benefits workbook allocations
11-6-061118-1203	WSIB	-	-	-	-	119	216	216	220	224	based on 2022 salary and benefits workbook allocations
11-6-061118-1204	OMERS	-	-	-	-	238	616	616	628	641	based on 2022 salary and benefits workbook allocations
11-6-061118-1205	EHT	-	-	-	-	73	133	133	136	139	based on 2022 salary and benefits workbook allocations
11-6-061118-1210	Health Benefits	1,238	1,431	2,641	2,664	1,335	-	(2,664)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061118-3041	Granulars and Asphalt	18,745	17,658	-	19,424	-	6,000	(13,424)	6,600	7,260	part of budget above in HM - Patching and Repairs
11-6-061118-3510	Equipment Rentals - Owned	5,518	8,525	13,238	13,502	8,028	8,188	(5,314)	8,352	8,519	prior year actual + 2%
Subtotal Hardtop Maintenance - Shoulder Maintenance		29,453	33,009	25,832	45,634	16,702	22,337	(23,297)	23,264	24,257	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<i>HM - Other Maintenance</i>											
11-6-061119-3007	Small Tools and Equipment	-	-	-	-	207	250	250	250	250	filters, belts, etc. for replacement parts
11-6-061119-4004	Engineering Services	-	204	412	205	-	250	45	250	250	placeholder budget for unanticipated expenses
11-6-061119-4016	Equipment Rentals - Hired	14,566	12,355	15,394	15,702	17,886	18,244	2,542	18,608	18,981	prior year actual + 2%
11-6-061119-4420	Building Maintenance	48	-	-	-	55	100	100	100	100	placeholder budget for unanticipated expenses
Subtotal Hardtop Maintenance - Other Maintenance		14,614	12,558	15,806	15,907	18,149	18,844	2,937	19,208	19,581	
<i>LM - Patch Gravel Surface</i>											
11-6-061231-1110	Salaries and Wages	1,031	666	1,383	1,410	394	403	(1,007)	411	419	based on 2022 salary and benefits workbook allocations
11-6-061231-1201	CPP	-	-	-	-	8	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061231-1202	EI	-	-	-	-	2	9	9	9	9	based on 2022 salary and benefits workbook allocations
11-6-061231-1203	WSIB	-	-	-	-	5	13	13	13	13	based on 2022 salary and benefits workbook allocations
11-6-061231-1204	OMERS	-	-	-	-	14	36	36	37	38	based on 2022 salary and benefits workbook allocations
11-6-061231-1205	EHT	-	-	-	-	3	8	8	8	8	based on 2022 salary and benefits workbook allocations
11-6-061231-1210	Health Benefits	265	167	307	310	88	-	(310)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061231-3041	Granulars and Asphalt	2,021	6,719	-	7,391	-	4,000	(3,391)	4,400	4,840	part of budget above in HM - Patching and Repairs
11-6-061231-3510	Equipment Rentals - Owned	2,021	1,351	3,051	3,112	533	543	(2,569)	554	565	prior year actual + 2%
Subtotal Loose Top Maintenance - Patch Gravel Surface		5,338	8,903	4,741	12,223	1,047	5,012	(7,211)	5,432	5,893	
<i>LM - Grading</i>											
11-6-061234-1110	Salaries and Wages	16,157	17,713	22,281	22,482	26,404	27,041	4,559	27,582	28,133	based on 2022 salary and benefits workbook allocations
11-6-061234-1201	CPP	-	-	-	-	710	1,342	1,342	1,369	1,396	based on 2022 salary and benefits workbook allocations
11-6-061234-1202	EI	-	-	-	-	164	598	598	610	622	based on 2022 salary and benefits workbook allocations
11-6-061234-1203	WSIB	-	-	-	-	500	852	852	869	886	based on 2022 salary and benefits workbook allocations
11-6-061234-1204	OMERS	-	-	-	-	879	2,434	2,434	2,482	2,532	based on 2022 salary and benefits workbook allocations
11-6-061234-1205	EHT	-	-	-	-	319	527	527	538	549	based on 2022 salary and benefits workbook allocations
11-6-061234-1210	Health Benefits	4,292	4,365	6,204	6,260	3,933	-	(6,260)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061234-3510	Equipment Rentals - Owned	44,912	45,082	55,384	56,492	57,124	58,267	1,775	59,432	60,620	prior year actual + 2%
Subtotal Loose Top Maintenance - Grading		65,361	67,160	83,870	85,234	90,034	91,060	5,826	92,881	94,739	
<i>LM - Dust Control</i>											
11-6-061235-1110	Salaries and Wages	5,498	4,729	3,902	3,937	7,883	8,073	4,136	8,234	8,399	based on 2022 salary and benefits workbook allocations
11-6-061235-1201	CPP	-	-	-	-	-	261	261	266	271	based on 2022 salary and benefits workbook allocations
11-6-061235-1202	EI	-	-	-	-	-	179	179	182	186	based on 2022 salary and benefits workbook allocations
11-6-061235-1203	WSIB	-	-	-	-	-	254	254	259	265	based on 2022 salary and benefits workbook allocations
11-6-061235-1204	OMERS	-	-	-	-	-	727	727	741	756	based on 2022 salary and benefits workbook allocations
11-6-061235-1205	EHT	-	-	-	-	-	157	157	161	164	based on 2022 salary and benefits workbook allocations
11-6-061235-1210	Health Benefits	1,616	1,227	1,022	1,031	2,236	-	(1,031)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061235-3510	Equipment Rentals - Owned	11,025	11,005	8,918	11,225	16,880	17,218	5,993	17,562	17,913	prior year actual + 2%
11-6-061235-4005	Roads Contracted Services	99,854	136,826	124,629	143,750	122,961	137,716	(6,034)	141,847	146,103	projected increase of 12% of prior year actual
Subtotal Loose Top Maintenance - Dust Control		117,993	153,787	138,471	159,943	149,960	164,584	4,641	169,252	174,056	

Description		2018 Actual	2019 Actual	2020 Actual	0 Approved	73.18 Actual	133.43 Proposed	Difference -2,664	136.0986 Proposed	138.820572 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<u>LM - Gravel Resurfacing</u>											
11-6-061237-1110	Salaries and Wages	2,734	2,610	2,719	2,744	3,187	3,263	519	3,329	3,395	based on 2022 salary and benefits workbook allocations
11-6-061235-1201	CPP	-	-	-	-	-	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061235-1202	EI	-	-	-	-	-	72	72	74	75	based on 2022 salary and benefits workbook allocations
11-6-061235-1203	WSIB	-	-	-	-	-	103	103	105	107	based on 2022 salary and benefits workbook allocations
11-6-061235-1204	OMERS	-	-	-	-	-	294	294	300	306	based on 2022 salary and benefits workbook allocations
11-6-061235-1205	EHT	-	-	-	-	-	64	64	65	66	based on 2022 salary and benefits workbook allocations
11-6-061237-1210	Health Benefits	544	624	642	648	744	-	(648)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061237-3510	Equipment Rentals - Owned	6,908	7,445	7,528	7,679	7,228	7,372	(307)	7,519	7,670	prior year actual + 2%
11-6-061237-4005	Roads Contracted Services	162,267	176,975	190,130	203,439	191,398	214,366	10,927	229,372	245,428	based on 12% actual increase over prior year
Subtotal Loose Top Maintenance - Gravel Resurfacing		172,453	187,653	201,019	214,510	202,557	225,534	11,024	240,763	257,047	
<u>Bridge Maintenance</u>											
11-6-061361-1110	Salaries and Wages	3,008	855	3,793	3,827	2,924	2,994	(833)	3,054	3,115	based on 2022 salary and benefits workbook allocations
11-6-061361-1201	CPP	-	-	-	-	-	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061361-1202	EI	-	-	-	-	-	66	66	68	69	based on 2022 salary and benefits workbook allocations
11-6-061361-1203	WSIB	-	-	-	-	-	94	94	96	98	based on 2022 salary and benefits workbook allocations
11-6-061361-1204	OMERS	-	-	-	-	-	269	269	275	280	based on 2022 salary and benefits workbook allocations
11-6-061361-1205	EHT	-	-	-	-	-	58	58	60	61	based on 2022 salary and benefits workbook allocations
11-6-061361-1210	Health Benefits	1,185	235	1,076	1,086	998	-	(1,086)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061361-3021	Parts and Supplies	2,166	17	249	254	-	250	(4)	250	250	filters, belts, etc. for replacement parts
11-6-061361-3041	Granulars and Asphalt	-	-	-	150	-	150	-	150	150	minimal budget held for unanticipated expenses
11-6-061361-3510	Equipment Rentals - Owned	3,068	1,008	3,715	3,789	2,425	2,474	(1,316)	2,523	2,573	prior year actual + 2%
11-6-061361-4004	Engineering	8,673	9,861	4,522	20,000	14,741	-	(20,000)	-	21,224	bridge study every 3 years (last completed in 2021)
11-6-061361-4016	Equipment Rentals - Hired	778	-	672	685	-	500	(185)	500	500	minimal budget held for unanticipated expenses
Subtotal Bridge Maintenance		18,878	11,976	14,027	29,791	21,088	6,856	(22,935)	6,975	28,321	
<u>Culvert Installation and Repair</u>											
11-6-061364-1110	Salaries and Wages	5,795	2,686	3,670	3,703	4,939	5,058	1,355	5,159	5,263	based on 2022 salary and benefits workbook allocations
11-6-061364-1201	CPP	-	-	-	-	121	89	89	91	92	based on 2022 salary and benefits workbook allocations
11-6-061364-1202	EI	-	-	-	-	26	112	112	114	116	based on 2022 salary and benefits workbook allocations
11-6-061364-1203	WSIB	-	-	-	-	97	159	159	163	166	based on 2022 salary and benefits workbook allocations
11-6-061364-1204	OMERS	-	-	-	-	263	455	455	464	474	based on 2022 salary and benefits workbook allocations
11-6-061364-1205	EHT	-	-	-	-	60	99	99	101	103	based on 2022 salary and benefits workbook allocations
11-6-061364-1210	Health Benefits	1,771	708	1,092	1,102	720	-	(1,102)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061364-3041	Granulars and Asphalt	1,234	3,173	-	3,490	-	2,000	(1,490)	2,200	2,420	granulars shared with various other budgets above
11-6-061364-3042	Culverts	5,312	3,016	4,649	4,742	3,887	3,965	(777)	4,044	4,125	prior year actual + 2%
11-6-061364-3510	Equipment Rentals - Owned	7,530	4,040	4,078	4,159	7,103	7,245	3,086	7,389	7,537	prior year actual + 2%
11-6-061364-4016	Equipment Rentals - Hired	799	-	1,014	1,034	384	500	(534)	500	500	minimal budget held for unanticipated expenses
Subtotal Culvert Installation and Repair		22,441	13,622	14,503	18,230	17,599	19,682	1,452	20,225	20,796	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<i>RM - Grass Cutting/Seeding/Sodding</i>											
11-6-061441-1110	Salaries and Wages	9,100	18,231	19,914	20,093	57,058	23,373	3,280	23,841	24,318	based on 2022 salary and benefits workbook allocations
11-6-061441-1201	CPP	-	-	-	-	1,553	1,252	1,252	1,278	1,303	based on 2022 salary and benefits workbook allocations
11-6-061441-1202	EI	-	-	-	-	585	517	517	527	538	based on 2022 salary and benefits workbook allocations
11-6-061441-1203	WSIB	-	-	-	-	852	736	736	751	766	based on 2022 salary and benefits workbook allocations
11-6-061441-1204	OMERS	-	-	-	-	1,907	2,104	2,104	2,146	2,189	based on 2022 salary and benefits workbook allocations
11-6-061441-1205	EHT	-	-	-	-	591	456	456	465	474	based on 2022 salary and benefits workbook allocations
11-6-061441-1210	Health Benefits	2,870	2,824	3,890	3,925	8,098	-	(3,925)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061441-3510	Equipment Rentals - Owned	10,783	14,043	14,775	15,071	20,490	20,900	5,829	21,318	21,744	prior year actual + 2%
11-6-061441-4016	Equipment Rentals - Hired	4,234	2,934	2,590	2,641	-	1,841	(800)	1,477	1,106	based on 3-year rolling average actuals
Subtotal Roadside Maintenance - Grass Cutting/Seeding/Sodding		26,987	38,032	41,169	41,730	91,135	51,180	9,450	51,802	52,438	
<i>RM - Tree Planting and Removal</i>											
11-6-061442-1110	Salaries and Wages	30,935	14,603	27,583	27,831	34,762	35,599	7,768	36,311	37,037	based on 2022 salary and benefits workbook allocations
11-6-061442-1201	CPP	-	-	-	-	730	1,830	1,830	1,866	1,904	based on 2022 salary and benefits workbook allocations
11-6-061442-1202	EI	-	-	-	-	252	787	787	803	819	based on 2022 salary and benefits workbook allocations
11-6-061442-1203	WSIB	-	-	-	-	417	1,121	1,121	1,144	1,167	based on 2022 salary and benefits workbook allocations
11-6-061442-1204	OMERS	-	-	-	-	1,315	3,204	3,204	3,268	3,333	based on 2022 salary and benefits workbook allocations
11-6-061442-1205	EHT	-	-	-	-	292	694	694	708	722	based on 2022 salary and benefits workbook allocations
11-6-061442-1210	Health Benefits	8,885	3,755	6,980	7,043	6,507	-	(7,043)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061442-3045	Forestry	4,253	4,739	5,705	4,899	2,988	5,000	101	4,564	4,184	as per TL request for 2022
11-6-061442-3510	Equipment Rentals - Owned	39,154	17,178	25,648	27,327	30,628	31,240	3,913	33,674	31,847	prior year actual + 2%
11-6-061442-4016	Equipment Rentals - Hired	30,628	39,900	26,791	32,440	34,704	35,398	2,958	33,577	34,560	prior year actual + 2%
Subtotal Roadside Maintenance - Tree Planting and Removal		113,855	80,175	92,707	99,540	112,594	114,874	15,334	115,916	115,574	
<i>RM - Debris Pick-up</i>											
11-6-061445-1110	Salaries and Wages	4,315	5,232	4,434	4,474	4,077	4,175	(299)	4,259	4,344	based on 2022 salary and benefits workbook allocations
11-6-061445-1201	CPP	-	-	-	-	117	39	39	39	40	based on 2022 salary and benefits workbook allocations
11-6-061445-1202	EI	-	-	-	-	36	92	92	94	96	based on 2022 salary and benefits workbook allocations
11-6-061445-1203	WSIB	-	-	-	-	72	132	132	134	137	based on 2022 salary and benefits workbook allocations
11-6-061445-1204	OMERS	-	-	-	-	199	376	376	383	391	based on 2022 salary and benefits workbook allocations
11-6-061445-1205	EHT	-	-	-	-	46	81	81	83	85	based on 2022 salary and benefits workbook allocations
11-6-061445-1210	Health Benefits	1,252	1,175	1,155	1,166	731	-	(1,166)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061445-3510	Equipment Rentals - Owned	3,903	3,551	8,725	5,393	2,078	2,119	(3,274)	2,700	2,299	prior year actual + 2%
11-6-061445-4022	Garbage Collection	5,323	5,306	3,205	5,413	8,562	8,734	3,321	8,908	9,086	prior year actual + 2%
Subtotal Roadside Maintenance RM - Debris Pick-up		14,793	15,264	17,519	16,446	15,917	15,748	(698)	16,601	16,478	
<i>RM - Ditching</i>											
11-6-061446-1110	Salaries and Wages	3,209	7,797	7,870	7,941	5,528	5,661	(2,280)	5,774	5,890	based on 2022 salary and benefits workbook allocations
11-6-061446-1201	CPP	-	-	-	-	234	123	123	126	128	based on 2022 salary and benefits workbook allocations
11-6-061446-1202	EI	-	-	-	-	77	125	125	128	130	based on 2022 salary and benefits workbook allocations
11-6-061446-1203	WSIB	-	-	-	-	153	178	178	182	186	based on 2022 salary and benefits workbook allocations
11-6-061446-1204	OMERS	-	-	-	-	444	510	510	520	530	based on 2022 salary and benefits workbook allocations
11-6-061446-1205	EHT	-	-	-	-	95	110	110	113	115	based on 2022 salary and benefits workbook allocations
11-6-061446-1210	Health Benefits	988	1,879	1,872	1,889	309	-	(1,889)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061446-3021	Parts and Supplies	413	541	2,249	1,067	-	500	(567)	500	500	minimal budget held for unanticipated expenses
11-6-061446-3041	Granulars and Asphalt	1,775	1,842	-	2,026	-	500	(1,526)	500	500	minimal budget held for unanticipated expenses
11-6-061446-3510	Equipment Rentals - Owned	5,363	10,761	13,988	10,037	6,743	6,877	(3,160)	6,328	6,649	prior year actual + 2%
11-6-061446-4016	Equipment Rentals - Hired	2,234	9,610	4,745	5,530	9,950	10,149	4,619	7,444	9,181	prior year actual + 2%
Subtotal Roadside Maintenance - Ditching		13,982	32,430	30,723	28,490	23,532	24,734	(3,756)	21,614	23,809	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<i>RM - Other Roadside Maintenance</i>											
11-6-061447-1110	Salaries and Wages	366	253	848	855	250	256	(599)	261	266	based on 2022 salary and benefits workbook allocations
11-6-061447-1210	Health Benefits	91	64	267	269	84	42	(227)	43	43	based on 2022 salary and benefits workbook allocations
11-6-061447-3170	Signage	-	-	-	5,000	116	2,000	(3,000)	2,040	2,081	replace failed signage + 2% annually
11-6-061447-3510	Equipment Rentals - Owned	662	373	1,118	1,140	280	286	(854)	291	297	prior year actual + 2%
<i>Subtotal Roadside Maintenance - Other Roadside Maintenance</i>		1,119	690	2,232	7,264	729	2,583	(4,681)	2,634	2,687	
<i>RM - Sewers and Drains</i>											
11-6-061448-1110	Salaries and Wages	116	452	243	246	302	309	63	315	321	based on 2022 salary and benefits workbook allocations
11-6-061448-1201	CPP	-	-	-	-	3	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061448-1202	EI	-	-	-	-	1	7	7	7	7	based on 2022 salary and benefits workbook allocations
11-6-061448-1203	WSIB	-	-	-	-	8	10	10	10	10	based on 2022 salary and benefits workbook allocations
11-6-061448-1204	OMERS	-	-	-	-	-	28	28	28	29	based on 2022 salary and benefits workbook allocations
11-6-061448-1205	EHT	-	-	-	-	5	6	6	6	6	based on 2022 salary and benefits workbook allocations
11-6-061448-1210	Health Benefits	35	124	40	40	7	-	(40)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061448-3021	Parts and Supplies	37	107	-	100	-	100	-	100	100	minimal budget held for unanticipated expenses
11-6-061448-3041	Granulars and Asphalt	335	348	-	383	-	250	(133)	250	250	minimal budget held for unanticipated expenses
11-6-061448-3042	Culverts	-	-	44	100	-	100	-	100	100	minimal budget held for unanticipated expenses
11-6-061448-3510	Equipment Rentals - Owned	123	640	85	87	295	301	214	307	313	prior year actual + 2%
11-6-061448-4005	Contracted Services	-	-	3,185	3,500	-	2,000	(1,500)	2,000	2,000	estimated future service budget
11-6-061448-4016	Equipment Rentals - Hired	-	2,086	-	-	748	763	763	778	794	prior year actual + 2%
<i>Subtotal Roadside Maintenance - Sewers and Drains</i>		646	3,757	3,597	4,456	1,369	3,873	(583)	3,902	3,931	
<i>RM - Catch basin Repairs/Cleaning</i>											
11-6-061449-1110	Salaries and Wages	1,092	479	709	715	167	171	(544)	174	178	based on 2022 salary and benefits workbook allocations
11-6-061449-1201	CPP	-	-	-	-	4	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061449-1202	EI	-	-	-	-	2	4	4	4	4	based on 2022 salary and benefits workbook allocations
11-6-061449-1203	WSIB	-	-	-	-	3	5	5	5	6	based on 2022 salary and benefits workbook allocations
11-6-061449-1204	OMERS	-	-	-	-	7	15	15	16	16	based on 2022 salary and benefits workbook allocations
11-6-061449-1205	EHT	-	-	-	-	2	3	3	3	3	based on 2022 salary and benefits workbook allocations
11-6-061449-1210	Health Benefits	359	108	212	214	34	-	(214)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061449-3021	Parts and Supplies	158	9	70	71	-	50	(21)	50	50	minimal budget held for unanticipated expenses
11-6-061449-3041	Culverts	-	-	1,361	1,500	-	1,000	(500)	1,000	1,000	supply budget added here for culvert purchases
11-6-061449-3510	Equipment Rentals - Owned	1,593	344	494	810	203	207	(603)	211	215	prior year actual + 2%
11-6-061449-4430	Bridge Maintenance	8,314	8,314	10,283	8,970	12,016	12,256	3,286	12,501	12,751	prior year actual + 2%
<i>Subtotal Roadside Maintenance - Catch basin Repairs/Cleaning</i>		11,516	9,253	13,128	12,280	12,436	13,711	1,431	13,964	14,223	
<i>Signs/Barricades/Guide Rails</i>											
11-6-061471-1110	Salaries and Wages	7,157	4,815	6,812	6,873	6,057	6,203	(670)	6,327	6,453	based on 2022 salary and benefits workbook allocations
11-6-061471-1201	CPP	-	-	-	-	86	154	154	157	160	based on 2022 salary and benefits workbook allocations
11-6-061471-1202	EI	-	-	-	-	28	137	137	140	143	based on 2022 salary and benefits workbook allocations
11-6-061471-1203	WSIB	-	-	-	-	56	195	195	199	203	based on 2022 salary and benefits workbook allocations
11-6-061471-1204	OMERS	-	-	-	-	172	558	558	569	581	based on 2022 salary and benefits workbook allocations
11-6-061471-1205	EHT	-	-	-	-	38	121	121	123	126	based on 2022 salary and benefits workbook allocations
11-6-061471-1210	Health Benefits	2,005	1,193	1,787	1,804	1,395	-	(1,804)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061471-3044	Signs/Posts/Guide Rails/Barricades/Hardware	3,599	4,629	5,704	5,819	9,884	7,000	1,181	7,140	7,283	reduced budget due to uploading of County roads
11-6-061471-3510	Equipment Rentals - Owned	6,183	3,403	5,214	5,318	4,352	4,439	(879)	4,528	4,618	prior year actual + 2%
<i>Subtotal Signs/Barricades/Guide Rails</i>		18,944	14,040	19,517	19,814	22,066	18,807	(1,007)	19,184	19,567	
Total Road Maintenance		675,497	712,770	750,585	871,858	840,754	847,164	(24,694)	872,252	922,982	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Winter Maintenance											
<u>Truck - Plowing/Salting/Sanding</u>											
11-6-062111-1110	Salaries and Wages	28,269	28,154	28,908	29,169	21,505	22,023	(7,146)	22,463	22,913	based on 2022 salary and benefits workbook allocations
11-6-062111-1201	CPP	-	-	-	-	289	1,056	1,056	1,077	1,098	based on 2022 salary and benefits workbook allocations
11-6-062111-1202	EI	-	-	-	-	60	487	487	497	507	based on 2022 salary and benefits workbook allocations
11-6-062111-1203	WSIB	-	-	-	-	217	694	694	708	722	based on 2022 salary and benefits workbook allocations
11-6-062111-1204	OMERS	-	-	-	-	568	1,982	1,982	2,022	2,062	based on 2022 salary and benefits workbook allocations
11-6-062111-1205	EHT	-	-	-	-	134	429	429	438	447	based on 2022 salary and benefits workbook allocations
11-6-062111-1210	Health Benefits	6,733	7,674	7,140	7,205	4,316	-	(7,205)	-	-	based on 2022 salary and benefits workbook allocations
11-6-062111-3430	Sand and Salt	38,846	45,138	44,480	46,037	39,925	43,918	(2,119)	48,309	53,140	salt and sand up 10% over prior year actual
11-6-062111-3510	Equipment Rentals - Owned	59,284	56,376	56,829	57,496	45,967	46,886	(10,610)	47,824	48,780	prior year actual + 2%
11-6-062111-4016	Equipment Rentals - Hired	-	663	1,285	1,330	-	1,000	(330)	1,000	1,000	placeholder budget for unanticipated expenses
Subtotal Truck Plowing/Salting/Sanding		133,132	138,005	138,642	141,237	112,981	118,475	(22,762)	124,338	130,669	
<u>Grader - Plowing/Ice blading</u>											
11-6-062112-1110	Salaries and Wages	10,968	11,103	13,705	13,828	9,499	9,728	(4,100)	9,922	10,121	based on 2022 salary and benefits workbook allocations
11-6-062112-1201	CPP	-	-	-	-	46	355	355	362	369	based on 2022 salary and benefits workbook allocations
11-6-062112-1202	EI	-	-	-	-	8	215	215	219	224	based on 2022 salary and benefits workbook allocations
11-6-062112-1203	WSIB	-	-	-	-	56	306	306	312	319	based on 2022 salary and benefits workbook allocations
11-6-062112-1204	OMERS	-	-	-	-	136	876	876	893	911	based on 2022 salary and benefits workbook allocations
11-6-062112-1205	EHT	-	-	-	-	35	190	190	193	197	based on 2022 salary and benefits workbook allocations
11-6-062112-1210	Health Benefits	2,481	2,502	2,951	2,978	1,981	-	(2,978)	-	-	based on 2022 salary and benefits workbook allocations
11-6-062112-3510	Equipment Rentals - Owned	25,095	21,755	27,937	28,496	16,850	17,187	(11,309)	17,531	17,882	prior year actual + 2%
11-6-062112-4016	Equipment Rentals - Hired	-	509	-	519	-	500	(19)	500	500	placeholder budget for unanticipated expenses
Subtotal Grader - Plowing/Ice blading		38,544	35,868	44,593	45,821	28,612	29,357	(16,464)	29,934	30,523	
<u>Snow fence Erection and Removal</u>											
11-6-062114-1110	Salaries and Wages	5,590	4,723	4,229	4,267	6,051	6,197	1,930	6,321	6,447	based on 2022 salary and benefits workbook allocations
11-6-062114-1201	CPP	-	-	-	-	185	154	154	157	160	based on 2022 salary and benefits workbook allocations
11-6-062114-1202	EI	-	-	-	-	37	137	137	140	143	based on 2022 salary and benefits workbook allocations
11-6-062114-1203	WSIB	-	-	-	-	132	195	195	199	203	based on 2022 salary and benefits workbook allocations
11-6-062114-1204	OMERS	-	-	-	-	325	558	558	569	580	based on 2022 salary and benefits workbook allocations
11-6-062114-1205	EHT	-	-	-	-	81	121	121	123	126	based on 2022 salary and benefits workbook allocations
11-6-062114-1210	Health Benefits	1,510	1,004	971	979	718	-	(979)	-	-	based on 2022 salary and benefits workbook allocations
11-6-062114-3510	Equipment Rentals - Owned	3,747	2,156	1,928	1,966	3,963	2,500	534	2,550	2,601	one-time replacement in 2021 back down for 2022
11-6-062114-3741	Snow fence	708	682	1,011	1,112	2,269	1,500	388	1,650	1,815	one-time replacement in 2021 back down for 2022
Subtotal Snow fence Erection and Removal		11,555	8,564	8,138	8,324	13,761	11,362	3,038	11,709	12,075	
<u>Other Winter Activities</u>											
11-6-062115-1110	Salaries and Wages	2,934	120	2,071	2,090	3,106	3,181	1,091	3,244	3,309	based on 2022 salary and benefits workbook allocations
11-6-062115-1201	CPP	-	-	-	-	48	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-062115-1202	EI	-	-	-	-	11	70	70	72	73	based on 2022 salary and benefits workbook allocations
11-6-062115-1203	WSIB	-	-	-	-	29	100	100	102	104	based on 2022 salary and benefits workbook allocations
11-6-062115-1204	OMERS	-	-	-	-	83	286	286	292	298	based on 2022 salary and benefits workbook allocations
11-6-062115-1205	EHT	-	-	-	-	18	62	62	63	65	based on 2022 salary and benefits workbook allocations
11-6-062115-1210	Health Benefits	842	436	553	558	694	-	(558)	-	-	based on 2022 salary and benefits workbook allocations
11-6-062115-3510	Equipment Rentals - Owned	2,465	988	1,124	1,146	2,417	2,465	1,319	2,514	2,564	prior year actual + 2%
Subtotal Other Winter Activities		6,241	1,544	3,748	3,794	6,405	6,164	2,370	6,288	6,413	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Winter Maintenance (cont'd)											
Snow Removal from Streets											
11-6-062116-1110	Salaries and Wages	1,397	1,712	1,979	1,997	4,101	4,200	2,203	4,284	4,370	based on 2022 salary and benefits workbook allocations based on 2022 salary and benefits workbook allocations prior year actual + 2% prior year actual + 2%
11-6-062116-1210	Health Benefits	329	402	529	534	1,398	725	191	740	754	
11-6-062116-3510	Equipment Rentals - Owned	2,733	3,048	3,924	4,002	6,571	6,702	2,700	6,836	6,973	
11-6-062116-4016	Equipment Rentals - Hired	2,534	2,267	3,986	4,066	3,818	3,894	(172)	3,972	4,052	
Subtotal Snow Removal from Streets		6,993	7,428	10,418	10,599	15,889	15,522	4,923	15,833	16,149	
Snow Removal - Parking Lots, etc.											
11-6-062117-1110	Salaries and Wages	341	247	400	405	-	1,000	595	1,020	1,040	Township to perform parking lot maintenance for 2022 Township to perform parking lot maintenance for 2022 Township to perform parking lot maintenance for 2022 Township to perform parking lot maintenance for 2022
11-6-062117-1210	Health Benefits	98	71	116	117	-	250	133	255	260	
11-6-062117-3510	Equipment Rentals - Owned	500	300	-	306	-	500	194	510	520	
11-6-062117-4016	Equipment Rentals - Hired	-	1,211	675	689	-	250	(439)	255	260	
Subtotal Snow Removal - Parking Lots, etc.		939	1,828	1,191	1,517	-	2,000	483	2,040	2,081	
Snow Removal - Sidewalks											
11-6-062200-3510	Equipment Rentals - Owned	-	-	-	17,336	8,894	12,994	12,994	14,294	15,723	sidewalk snow removal up 10% over prior year actual Township to perform sidewalk ploughing for 2022
11-6-062200-4016	Equipment Rentals - Hired	16,601	23,341	15,760	-	2,919	-	-	-	-	
Subtotal Snow Removal - Sidewalks		16,601	23,341	15,760	17,336	11,813	12,994	(4,342)	14,294	15,723	
Total Winter Maintenance		214,005	216,579	222,491	228,628	189,461	195,874	(32,754)	204,435	213,634	
Bridges and Culverts											
11-4-061343-8531	Transfer to Bridges Reserve	100,000	25,000	200,000	222,000	222,000	226,440	4,440	230,969	235,588	amount amended to reflect AMP needs from 2020 update
Total Bridges and Culverts		100,000	25,000	200,000	222,000	222,000	226,440	4,440	230,969	235,588	

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Sidewalks											
11-4-061430-8510	Transfer to Sidewalk Reserve	25,000	25,000	25,500	26,010	26,010	26,530	520	27,061	27,602	base year 2020 \$25,000 + 2% increase annually
11-6-061431-1110	Salaries and Wages	4,686	2,931	1,456	4,469	3,355	3,436	(1,033)	3,504	3,575	based on 2022 salary and benefits workbook allocations
11-6-061431-1201	CPP	-	-	-	-	162	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-061431-1202	EI	-	-	-	-	55	76	76	78	79	based on 2022 salary and benefits workbook allocations
11-6-061431-1203	WSIB	-	-	-	-	96	108	108	110	113	based on 2022 salary and benefits workbook allocations
11-6-061431-1204	OMERS	-	-	-	-	272	309	309	315	322	based on 2022 salary and benefits workbook allocations
11-6-061431-1205	EHT	-	-	-	-	61	67	67	68	70	based on 2022 salary and benefits workbook allocations
11-6-061431-1210	Health Benefits	1,336	676	515	998	499	-	(998)	-	-	based on 2022 salary and benefits workbook allocations
11-6-061431-3021	Parts and Supplies	187	1,223	184	531	62	490	(41)	245	266	based on 3-year rolling average actuals
11-6-061431-3041	Granulars and Asphalt	1,770	819	-	901	-	500	(401)	500	500	placeholder budget for unanticipated expenses
11-6-061431-3440	Concrete	-	1,722	-	574	763	828	254	531	707	based on 3-year rolling average actuals
11-6-061431-3510	Equipment Rentals - Owned	3,315	2,223	1,360	2,299	1,963	2,002	(297)	2,426	2,130	prior year actual + 2%
11-6-061431-4016	Equipment Rentals - Hired	451	658	819	643	190	556	(87)	522	423	based on 3-year rolling average actuals
Total Sidewalks		36,745	35,251	29,834	36,425	33,489	34,902	(1,523)	35,361	35,786	
Leaf and Yard Waste Program											
<i>Program Expenses</i>											
11-6-084051-1110	Salaries and Wages	16,535	15,285	9,501	12,605	8,799	9,011	(3,594)	9,191	9,375	based on 2022 salary and benefits workbook allocations
11-6-084051-1201	CPP	-	-	-	-	169	314	314	320	327	based on 2022 salary and benefits workbook allocations
11-6-084051-1202	EI	-	-	-	-	59	199	199	203	207	based on 2022 salary and benefits workbook allocations
11-6-084051-1203	WSIB	-	-	-	-	104	284	284	290	295	based on 2022 salary and benefits workbook allocations
11-6-084051-1204	OMERS	-	-	-	-	316	811	811	827	844	based on 2022 salary and benefits workbook allocations
11-6-084051-1205	EHT	-	-	-	-	68	176	176	179	183	based on 2022 salary and benefits workbook allocations
11-6-084051-1210	Health Benefits	5,069	4,006	2,800	3,303	1,951	-	(3,303)	-	-	based on 2022 salary and benefits workbook allocations
11-6-084051-3510	Equipment Rentals - Owned	41,291	34,605	17,663	35,297	14,338	11,253	(24,044)	11,478	11,708	prior year actual + 2%
11-6-084051-4008	Fence Rentals	-	-	-	-	124	150	150	150	150	placeholder budget for unanticipated expenses
11-6-084051-4016	Equipment Rentals - Hired	-	-	118	120	62	63	(57)	65	66	prior year actual + 2%
<i>Subtotal Program Expenses</i>		<i>62,895</i>	<i>53,895</i>	<i>30,080</i>	<i>51,325</i>	<i>25,990</i>	<i>22,261</i>	<i>(29,064)</i>	<i>22,704</i>	<i>23,155</i>	
<i>Depot Maintenance Costs</i>											
11-6-084051-1110	Salaries and Wages	-	-	-	-	2,405	2,463	2,463	2,512	2,563	based on 2022 salary and benefits workbook allocations
11-6-084051-1201	CPP	-	-	-	-	123	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-084051-1202	EI	-	-	-	-	39	54	54	56	57	based on 2022 salary and benefits workbook allocations
11-6-084051-1203	WSIB	-	-	-	-	73	78	78	79	81	based on 2022 salary and benefits workbook allocations
11-6-084051-1204	OMERS	-	-	-	-	218	222	222	226	231	based on 2022 salary and benefits workbook allocations
11-6-084051-1205	EHT	-	-	-	-	47	48	48	49	50	based on 2022 salary and benefits workbook allocations
11-6-084051-1210	Health Benefits	-	-	-	-	172	-	-	-	-	based on 2022 salary and benefits workbook allocations
11-6-084051-3510	Equipment Rentals - Owned	-	-	-	-	4,288	4,373	4,373	4,461	4,550	prior year actual + 2%
<i>Subtotal Depot Maintenance Costs</i>		<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>7,365</i>	<i>7,238</i>	<i>7,238</i>	<i>7,383</i>	<i>7,531</i>	
Total Leaf and Yard Waste Program		62,895	53,895	30,080	51,325	33,355	29,500	(21,825)	30,087	30,685	<i>as per TL to County quote</i>
Street Lighting											
11-4-065000-8534	Transfer to Street Lighting Reserve	7,197	25,000	25,500	26,010	26,010	26,530	520	27,061	27,602	base year 2020 \$25,000 + 2% increase annually
11-6-065000-2220	Interest Repayments	5,691	4,505	3,313	2,102	2,102	904	(1,198)	-	-	as per Debt Repayment Schedule (2022 last year)
11-6-065000-3610	Hydro	45,829	41,586	43,651	44,524	53,627	54,700	10,176	55,794	56,910	prior year actual + 2%
11-6-065000-4016	Equipment Rentals - Hired	6,940	5,386	3,894	3,972	10,813	11,083	7,111	11,305	11,531	prior year actual + 2%
11-6-065000-5210	Principal Repayments	45,000	45,000	45,000	45,000	45,000	45,000	-	-	-	as per Debt Repayment Schedule (2022 last year)
Total Street Lighting		110,657	121,477	121,358	121,608	137,552	138,217	16,609	94,160	96,043	

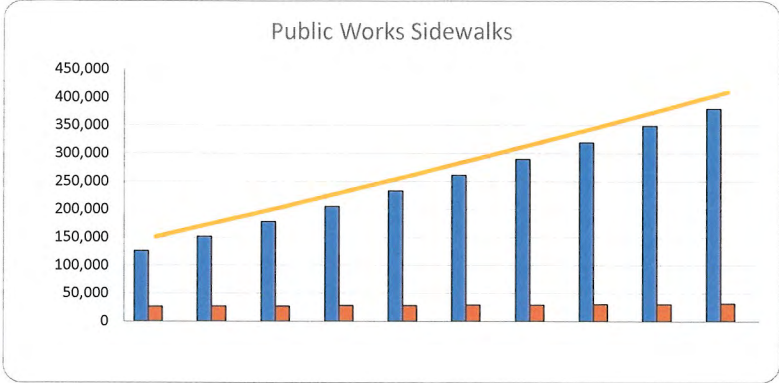
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS CAPITAL REVENUES											
Administration											
12-5-069911-0998	Expense Recovery	-	-	(3,877)	-	(145,946)	-	-	-	-	
Total Administration		-	-	(3,877)	-	(145,946)	-	-	-	-	
Vehicles and Equipment											
12-4-069911-8027	Transfer from Public Works Equipment Reserve	-	(47,893)	(713,467)	(41,000)	(6,269)	(198,000)	41,000	(35,000)	(40,000)	
12-4-069911-8033	Transfer from Public Works Vehicles Reserve	-	-	-	-	(27,203)		(198,000)	-	-	
12-4-069911-8100	Transfer from Operating	-	-	(103,260)	-	(21,392)		-	-	-	
12-5-069911-0923 PW2003	Contributions from Developers	-	(142,500)	(400,401)	-	(57,895)		-	-	-	
12-5-069911-0949	Sale of Equipment and Vehicles	-	(2,000)	(22,172)	(18,000)	(22,198)		18,000	-	-	
Total Vehicles and Equipment		-	(192,393)	(1,239,300)	(59,000)	(134,958)	(198,000)	(139,000)	(35,000)	(40,000)	
Facilities											
12-4-069911-8006 9130	Transfer from Admin Building Reserve	-	-	-	-	(189)		-	-	-	
12-4-069912-8026	Transfer from PW Facilities Reserve	-	(52,429)	(3,612)	(125,000)	(29,510)		125,000	-	-	
12-5-069912-0923	Contributions from Developers	-	-	(873)	-	-		-	-	-	
Total Facilities		-	(52,429)	(4,485)	(125,000)	(29,699)	-	125,000	-	-	
Roads Projects											
12-4-069911-8032 PW2123/4	Transfer from Roads Projects Reserve	(57,356)	(73,006)	(3,297)	-	(186,587)	(42,875)	(42,875)	-	-	balance of John and Henry project funded from Roads Projects Reserve
12-4-692208-8011	Transfer from Property Acquisitions/Disposals	-	-	-	-	-	(35,000)	(35,000)	-	-	funding for road stub in 2022
12-5-692207-0333	OCIF	-	(301,522)	-	-	-	(213,444)	(213,444)	-	-	includes one time top-up in 2022 OCIF
12-5-692207-0350	Federal Gas Tax	-	-	(401,677)	(365,000)	(57,346)	(593,681)	(228,681)	-	-	includes use of top-up funding in 2021 + 2022 allocation
12-5-692207-0420	Contributions from Other Municipalities	-	(1,654)	(381,853)	-	-	(450,000)	(450,000)	-	-	
Total Roads Projects		(57,356)	(376,182)	(786,827)	(365,000)	(243,932)	(1,335,000)	(970,000)	-	-	
Bridges and Culverts											
12-4-061343-8031 329	Transfer from Bridge Reserve	-	-	(25,408)	(183,169)	-		183,169	-	-	Box Culvert 2012 and Zorra/EZT bridge repair
12-5-061343-0333 329	OCIF	-	(90,544)	(95,763)	(90,544)	(25,077)		90,544	-	-	
12-5-061343-0350 329	Federal Gas Tax	-	-	-	(216,287)	-		216,287	-	-	
12-5-061343-0923 329	Contributions from Developers	-	-	-	(20,000)	-		20,000	-	-	
Total Bridges and Culverts		-	(90,544)	(121,170)	(510,000)	(25,077)	-	510,000	-	-	

Description	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES										
2018 Capital Projects										
Vehicles and Equipment										
Large Equipment and Vehicle Purchases	13,649									
Roads Projects										
Maplewood Side Road Hard Top (Year 1)	218,611									
Maplewood Bridge Engineering	3,595									
Valleyfield and Jacob Street Engineering	11,827									
Woodstock Street South Reconstruction	1,574,808									
Street Lighting										
Streetlighting - Woodstock Street South	9,097									
Subtotal 2018 Capital Projects	1,831,587									
2019 Capital Projects										
Vehicles and Equipment										
Large Equipment and Vehicles		92,542					-			
Facilities										
Public Works Building Repairs (overhead doors, roof, antenna)		52,429								
Roads Projects										
Maplewood Side Road Hard Top (Year 2)		444,022								
Maplewood Bridge Replacement		88,315								
Valleyfield and Jacob Street Resurfacing		74,659								
Maria Street Engineering		16,414								
Sidewalks										
Sidewalk Annual Program		6,096								
Subtotal 2019 Capital Projects		774,477								

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)											
2020 Capital Projects											
Vehicles and Equipment											
12-4-069911-8533	Pavement Edger			9,875							
	Snow Box			6,411							
	Trackless			198,935							
	Public Works Foreman Vehicle			42,032							
	Grader			409,910							
	Dump Truck			282,773							
	Small Tools and Equipment			4,916							
	Vehicle Sale Proceeds - Transfer to Vehicle Reserve			22,172							
Facilities											
12-6-069911-various PW2003	Sand Shed			3,612							
Roads Projects											
	Valleyfield and Jacob Street Holdback Release			1,431							
	Maria Street Reconstruction			881,665							
Bridges and Culverts											
	2012 Culvert Engineering			25,408							
	Wellington Street Culvert			15,559							
	Roads Needs Study			-							
	James Street Resurfacing			32,381							
	16th Line Resurfacing			210,953							
Sidewalks											
	Sidewalk Fencing - Briar Drive Pathway			3,769							
<i>Subtotal 2020 Capital Projects</i>				2,151,803							

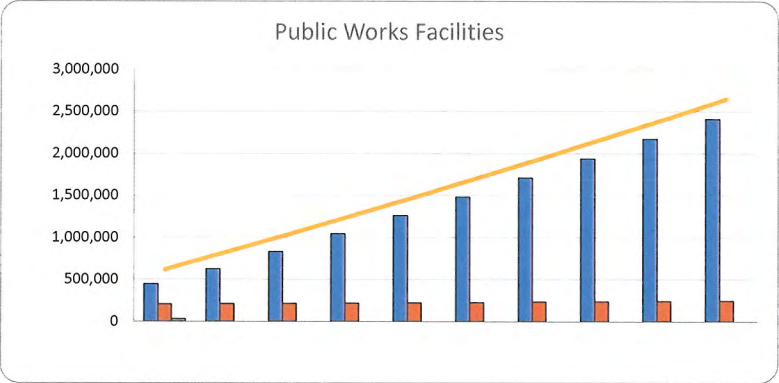
Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)											
2021 Capital Projects											
Vehicles and Equipment											
12-4-069911-8533	Vehicle Sale Proceeds - Transfer to Vehicle Reserve					22,198					
12-6-069911-3017	Large Equipment					5,249					
12-6-069911-3017 839	Covered Trailer				6,000	-					
12-6-069911-3017 827	Armadillo Speed Tracker				5,000	1,020					
12-6-069911-3017 828	Grader Roller				30,000	21,878					
12-6-069911-3350	Vehicles					5,325					
Facilities											
12-6-069911-various 9130	Township Admin Building					8,508					
12-6-069911-various PW2003	Sand Shed					57,622					
12-6-069912-4420 SHOP	Hickson Rear Door Replacements				25,000	24,422					
12-6-069912-4420 PW2117	Tavistock Shop Furnace				5,000	5,088					
12-6-069912-4420 COVID	Retrofit Facilities for COVID (faucets, some toilets and some facility doors)				95,000	-					ICC, TDRC and Hickson Park
Roads Projects											
12-6-069911-3041	Granulars and Asphalt					21,392					
12-6-069911-4004 PW2123	John Street and Henry Street Engineering				25,000	28,875					
12-6-069911-4012 SHOP	Concrete Crushing				40,000	-					
12-6-069911-4005 PW2124	John and King Street Mill and Pave				180,000	157,711					
12-6-069911-4005 PW2125	10th Line Fibre Mat				130,000	138,416					
12-6-069911-4005 PW2126	Cassel Side Road Fibre Mat				55,000	64,876					
Bridges and Culverts											
12-6-069911-4005 329	Box Culvert 2012 Replacement				425,000	25,077					
12-6-069911-4005 330	Zorra/East Zorra-Tavistock Line Bridge Replacement				65,000	-					
Subtotal 2021 Capital Projects					1,086,000	587,657					

Description		2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)											
2022 Capital Projects											
Vehicles and Equipment											
12-6-692201-3017	Plow						15,000				for patrol pick up
12-6-692202-3017	Retriever						18,000				
12-6-692203-3017	Roller						30,000				additional roller for back of vehicle 823
12-6-692204-3350 837	1/2 Tonne Pickup						55,000				replacement vehicle as per schedule
12-6-692205-3350 new	Utility Tractor						80,000				additional vehicle to address in-house services
Roads Projects											
12-6-692206-4012 SHOP	Concrete Crushing						40,000				
12-6-692207-various	John/Henry Streets						1,300,000				updated for tender results
12-6-692208-4004	Engineering Services						30,000				
12-6-692209-3010	Road Stub Acquisition (Tavistock)						35,000				
Subtotal 2022 Capital Projects							1,603,000				
Total Public Works Capital Expenditures		1,831,587	774,477	2,151,803	1,086,000	587,657	1,603,000		-	-	



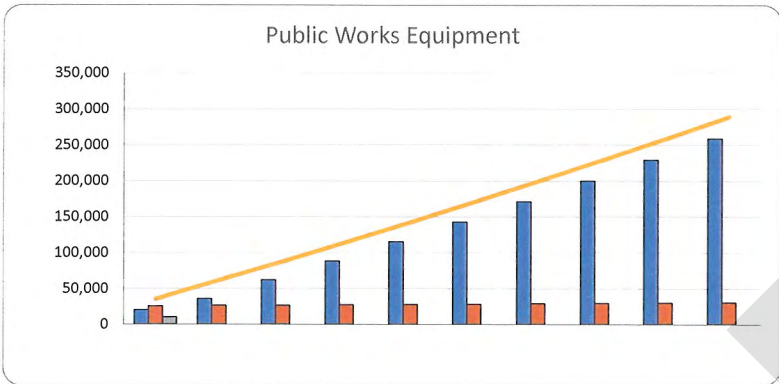
11-3-006420-9810
Public Work Sidewalk Reserve

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



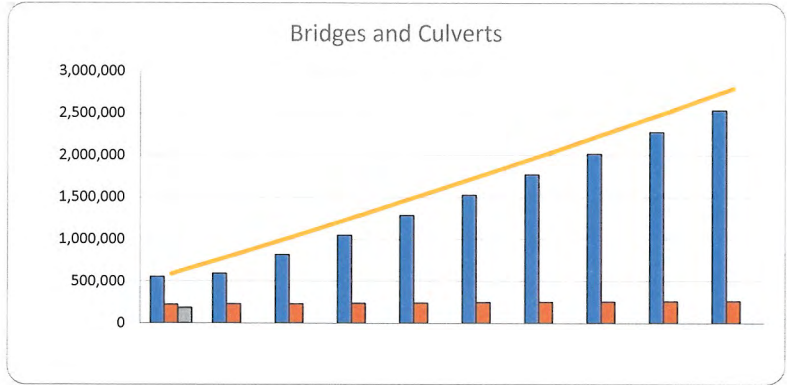
11-3-006420-9826
Public Works Facility Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
446,458	204,000	29,510	620,948	2021
620,948	208,080	0	829,028	2022
829,028	212,242	0	1,041,269	2023
1,041,269	216,486	0	1,257,756	2024
1,257,756	220,816	0	1,478,572	2025
1,478,572	225,232	0	1,703,804	2026
1,703,804	229,737	0	1,933,541	2027
1,933,541	234,332	0	2,167,873	2028
2,167,873	239,019	0	2,406,892	2029
2,406,892	243,799	0	2,650,691	2030



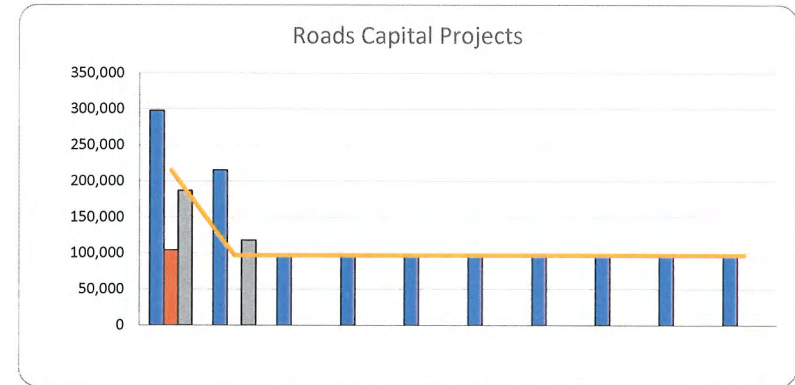
11-3-006420-9827
Public Works Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
20,115	25,500	10,119	35,495	2021
35,495	26,010	0	61,505	2022
61,505	26,530	0	88,035	2023
88,035	27,061	0	115,096	2024
115,096	27,602	0	142,698	2025
142,698	28,154	0	170,852	2026
170,852	28,717	0	199,570	2027
199,570	29,291	0	228,861	2028
228,861	29,877	0	258,738	2029
258,738	30,475	0	289,213	2030



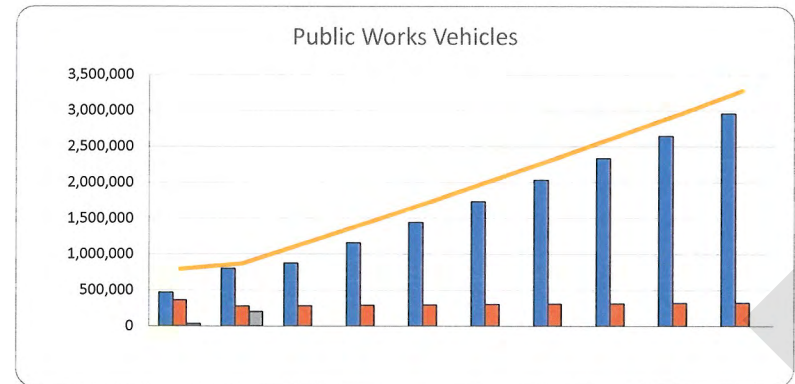
11-3-006420-9831 Public Works Bridge Reserve			
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
550,130	222,000	183,169	588,961
588,961	226,440	0	815,401
815,401	230,969	0	1,046,370
1,046,370	235,588	0	1,281,958
1,281,958	240,300	0	1,522,258
1,522,258	245,106	0	1,767,364
1,767,364	250,008	0	2,017,372
2,017,372	255,008	0	2,272,380
2,272,380	260,108	0	2,532,489
2,532,489	265,311	0	2,797,799

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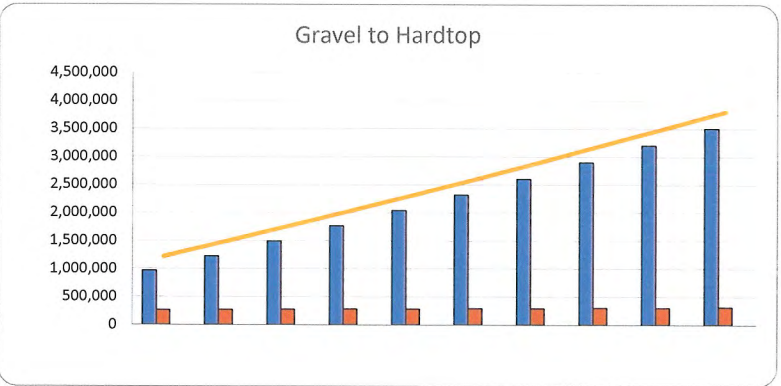
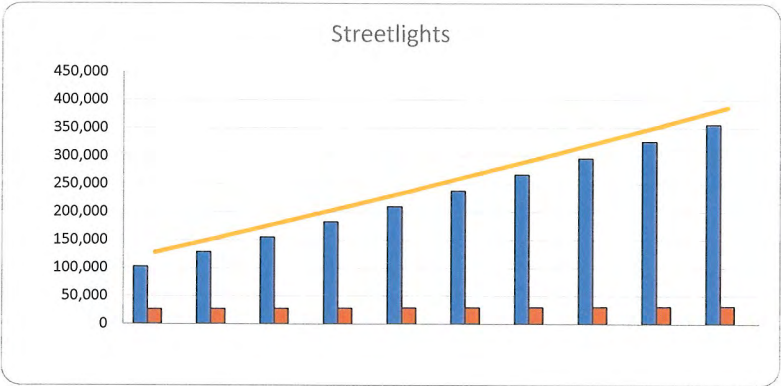
11-3-006420-9832 Roads Capital Projects Reserve			
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
297,330	104,040	186,587	214,784
214,784	0	117,875	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908
96,908	0	0	96,908

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11-3-006420-9833 Public Works Vehicle Reserve			
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
466,657	356,391	27,203	795,845
795,845	275,000	198,000	872,845
872,845	280,500	0	1,153,345
1,153,345	286,110	0	1,439,455
1,439,455	291,832	0	1,731,287
1,731,287	297,669	0	2,028,956
2,028,956	303,622	0	2,332,578
2,332,578	309,695	0	2,642,273
2,642,273	315,889	0	2,958,161
2,958,161	322,206	0	3,280,368

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11-3-006420-9834
Street Lighting Reserve

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

11-3-006420-9837
Gravel to Hardtop Conversion Reserve

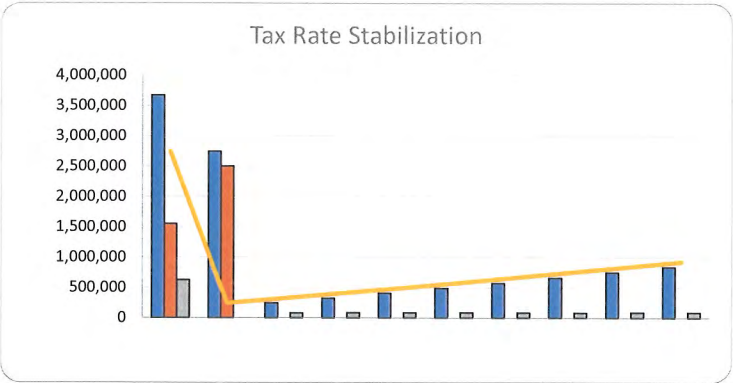
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
961,989	260,100	0	1,222,089	2021
1,222,089	265,302	0	1,487,391	2022
1,487,391	270,608	0	1,757,999	2023
1,757,999	276,020	0	2,034,019	2024
2,034,019	281,541	0	2,315,560	2025
2,315,560	287,171	0	2,602,731	2026
2,602,731	292,915	0	2,895,646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

Gross Budget Revenues										Remarks
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
<u>Taxation - General Levy and Rated PILs</u>	(5,455,150)	(5,742,354)	(6,231,405)	(6,426,746)	(6,426,751)	(6,547,978)	(121,232)	(6,547,978)	(6,547,978)	
<u>City of Woodstock Boundary Adjustment</u>	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	0	(115,771)	(115,771)	
<u>Fines and Penalties</u>	(75,183)	(71,707)	(59,523)	(68,804)	(58,804)	(56,003)	12,801	(53,337)	(50,797)	
<u>Investment Income</u>	(201,302)	(263,616)	(176,398)	(213,825)	(167,339)	(171,485)	42,340	(171,485)	(170,103)	
<u>Ontario Municipal Partnership Fund (OMPF)</u>	(662,000)	(667,700)	(863,831)	(703,300)	(703,300)	(726,500)	(23,200)	(726,500)	(726,500)	
<u>Ontario Specific Grants</u>	-	(576,570)	-	-	(189,995)	-	-	-	-	
<u>Payments-In-Lieu</u>	(4,494)	(4,397)	(4,411)	(29,784)	(30,092)	(30,084)	(300)	(30,084)	(30,084)	
<u>Prior Year Surplus/Deficit</u>	-	-	(1,148,055)	-	(625,815)	-	-	-	-	
<u>Sundry Revenue</u>	(7,834)	(9,477)	(108)	(5,806)	(1)	-	5,806	-	-	
<u>Supplementary Taxation</u>	(108,524)	(152,695)	(167,437)	(130,330)	(142,019)	(294,050)	(163,720)	(151,309)	(144,555)	
<u>Transfers from Reserves and Reserve Funds</u>	(104,204)	-	(1,182)	-	(41,362)	-	-	-	-	
<u>User Fees and Charges</u>	(6,565)	(5,205)	(6,105)	(5,250)	(7,125)	(6,500)	(1,250)	(6,500)	(6,500)	
TOTALS	(1,285,877)	(1,867,137)	(2,542,820)	(1,272,870)	(2,081,622)	(1,400,393)	(127,523)	(1,254,985)	(1,244,310)	
Gross Budget Expenditures										Remarks
	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	
<u>Administration</u>	-	-	-	271,802	522	305,003	33,202	311,103	317,325	
<u>Financial Expenses</u>	228,095	1,171,620	202,674	31,911	717,148	35,220	3,309	234,916	239,925	
<u>Tax Rebates and Write-offs</u>	119,624	26,479	142,141	87,905	125,249	114,867	26,962	115,391	113,186	
TOTALS	347,719	1,198,099	344,815	391,618	842,919	455,090	63,472	661,410	670,436	
NET TREASURY SERVICES BUDGET	(938,158)	(669,038)	(2,198,005)	(881,253)	(1,238,703)	(945,304)	(64,051)	(593,575)	(573,874)	

Description	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Remarks
TREASURY SERVICES REVENUES										
Taxation - General Levy										
11-5-022000-0120 Residential (RT)	(3,531,532)	(3,623,669)	(4,014,347)	(4,108,316)	(4,108,316)	(4,226,113)	(117,797)	(4,226,113)	(4,226,113)	as per the Collectors' Roll 2022 @ current rates
11-5-022000-0130 Multi-Residential (MT)	(142,880)	(135,844)	(132,346)	(131,706)	(131,706)	(135,368)	(3,662)	(135,368)	(135,368)	
11-5-022000-0140 Commercial (CT) and Parking Lots (GT)	(295,194)	(299,208)	(291,861)	(303,906)	(303,906)	(305,902)	(1,996)	(305,902)	(305,902)	
11-5-022000-0141 Commercial Vacant Units/Excess Land (CU)	(3,084)	(3,033)	(2,810)	(2,375)	(2,375)	(2,375)	(1)	(2,375)	(2,375)	
11-5-022000-0142 Commercial Vacant Land (CX)	(3,612)	(2,756)	(1,925)	(2,370)	(2,370)	(2,454)	(85)	(2,454)	(2,454)	
11-5-022000-0150 Industrial (IT)	(54,926)	(54,256)	(57,114)	(54,920)	(54,920)	(51,703)	3,217	(51,703)	(51,703)	
11-5-022000-0151 Industrial Vacant Units/Excess Land (IU)	(906)	(885)	(895)	(903)	(903)	(1,673)	(771)	(1,673)	(1,673)	
11-5-022000-0152 Industrial Vacant Land (IX)	(973)	(951)	(301)	(304)	(304)	(304)	(1)	(304)	(304)	
11-5-022000-0155 Large Industrial (LT)	(76,993)	(79,564)	(84,844)	(85,589)	(85,589)	(85,589)	(1)	(85,589)	(85,589)	
11-5-022000-0160 Farmland (FT)	(963,741)	(1,129,594)	(1,206,306)	(1,228,246)	(1,228,247)	(1,226,237)	2,009	(1,226,237)	(1,226,237)	
11-5-022000-0170 Managed Forest (TT)	(1,301)	(1,462)	(1,670)	(2,155)	(2,155)	(2,155)	-	(2,155)	(2,155)	
11-5-022000-0180 Pipelines (PT)	(285,342)	(287,939)	(300,262)	(303,433)	(303,433)	(304,047)	(615)	(304,047)	(304,047)	
11-5-022000-0190 Commercial New Construction (XT)	(30,248)	(35,139)	(55,859)	(65,557)	(65,557)	(65,557)	-	(65,557)	(65,557)	
11-5-022000-0191 Commercial New Construction Vacant Units (XU)	(149)	(148)	(152)	(153)	(153)	(153)	-	(153)	(153)	
11-5-022000-0193 Industrial New Construction (JT)	-	-	-	(81,434)	(81,434)	(82,964)	(1,530)	(82,964)	(82,964)	
Subtotal Taxation - General Levy	(5,390,881)	(5,654,447)	(6,150,692)	(6,371,362)	(6,371,367)	(6,492,594)	(121,232)	(6,492,594)	(6,492,594)	
Levy-Based Payments-In-Lieu										
11-5-023000-0143 Commercial PIL Full (CFN)	(37,918)	(57,370)	(43,478)	(18,578)	(18,578)	(18,578)	-	(18,578)	(18,578)	as per the Collectors' Roll 2022 @ current rates portion of these PILs variable with our tax rate
11-5-023000-0144 Commercial PIL General (CGN)	(26,351)	(30,537)	(35,724)	(36,037)	(36,037)	(36,037)	-	(36,037)	(36,037)	
11-5-023000-0153 Industrial PIL Full (IHN)	-	-	(1,512)	(769)	(769)	(769)	-	(769)	(769)	
Subtotal Levy-Based Payments-in-Lieu	(64,269)	(87,907)	(80,714)	(55,384)	(55,384)	(55,384)	-	(55,384)	(55,384)	
Total Rate-Based Taxation	(5,455,150)	(5,742,354)	(6,231,405)	(6,426,746)	(6,426,751)	(6,547,978)	(121,232)	(6,547,978)	(6,547,978)	
Supplementary Taxation										
11-5-022010-0120 Residential/Farm (RT)	(96,636)	(133,095)	(90,869)	(106,867)	(96,792)	(246,919)	(140,052)	(95,000)	(95,000)	adjusted to reflect one-time MPAC catch up COVID related permits based on 3-year rolling average
11-5-022010-0130 Multi-Residential (MT)	-	-	-	-	(1,419)	(473)	(473)	(630)	(841)	
11-5-022010-0140 Commercial (CT)	(2,288)	15,238	(2,449)	3,500	(460)	4,110	610	400	1,350	
11-5-022010-0142 Commercial Vacant Land (CX)	193	-	(471)	(93)	-	(157)	(64)	(209)	(122)	
11-5-022010-0150 Industrial (IT)	1,335	(392)	-	314	(2,652)	(1,015)	(1,329)	(1,222)	(1,630)	
11-5-022010-0160 Farmland (FT)	(6,150)	(7,531)	(31,133)	(14,938)	(22,303)	(20,322)	(5,384)	(24,586)	(22,404)	
11-5-022010-0180 Pipelines (PT)	(2,222)	(1,896)	(700)	(1,606)	(816)	(1,138)	468	(885)	(946)	
11-5-022010-0190 Commercial New Construction (XT)	(2,757)	(25,018)	(4,144)	(10,640)	-	(9,721)	919	(4,622)	(4,781)	
11-5-022010-0193 Industrial New Construction (JT)	-	-	(37,671)	-	(17,577)	(18,416)	(18,416)	(24,554)	(20,182)	
Total Supplementary Taxation	(108,524)	(152,695)	(167,437)	(130,330)	(142,019)	(294,050)	(163,720)	(151,309)	(144,555)	

Description	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Remarks
TREASURY SERVICES REVENUES (cont'd)										
Sundry Revenue										
11-4-022030-8002 Transfer from Tax Rate Stabilization Reserve	(44,000)	-	-	-	-	-	-	-	-	no annual budget required
11-5-022030-0511 Tax Certificates	(6,565)	(4,905)	(5,805)	(5,000)	(6,800)	(6,250)	(1,250)	(6,250)	(6,250)	based on 125 certificates @ \$50.00
11-5-022030-0811 Penalty/Interest Income - Taxes	(75,183)	(71,707)	(59,523)	(68,804)	(58,804)	(56,003)	12,801	(53,337)	(50,797)	reduced 5% annually based on downward trend of tax arrears
11-5-022030-0821 NSF Fees	-	(300)	(300)	(250)	(325)	(250)	-	(250)	(250)	based on 10 NSF's @ \$25.00
11-5-022030-0913 Sundry Revenue	(7,834)	(9,477)	(108)	(5,806)	(1)	-	5,806	-	-	no budget required
11-5-022030-0926 Operating Surplus/Deficit from Prior Year	-	-	(1,148,055)	-	(625,815)	-	-	-	-	no annual budget required
11-5-022030-0931 Investment Income - Drains	(13,170)	-	-	(4,390)	(1,841)	(920)	3,470	(920)	(1,227)	based conservatively on average of last 2 COVID years
11-5-022030-0932 Investment Income - Bank Account	(133,191)	(209,283)	(120,530)	(154,335)	(110,398)	(115,464)	38,871	(115,464)	(113,776)	based conservatively on average of last 2 COVID years
11-5-022030-0934 Investment Income - EARTH	(54,941)	(54,333)	(55,867)	(55,100)	(55,100)	(55,100)	-	(55,100)	(55,100)	as per interest on loan receivable
11-5-022030-0935 Dividend Income - EARTH	(60,204)	-	(1,182)	-	(41,362)	-	-	-	-	unanticipated dividends declared at year end
Total Sundry Revenue	(395,089)	(350,004)	(1,391,370)	(293,685)	(900,445)	(233,988)	59,697	(231,321)	(227,400)	
Grants										
11-5-022050-0330 Non-specific Ontario Grants (OMPF)	(662,000)	(667,700)	(863,831)	(703,300)	(703,300)	(726,500)	(23,200)	(726,500)	(726,500)	based on 2022 Allocation Notice confirmation
11-5-022050-0320 COVID Grant	-	-	-	-	(150,620)	-	-	-	-	COVID Grant
11-5-022050-0340 Municipal Modernization Grant	-	(576,570)	-	-	(39,375)	-	-	-	-	Modernization Funding
11-5-022050-0430 City of Woodstock - Ongoing Boundary Adjustment	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	0	(115,771)	(115,771)	compensation for prior boundary adjustment
Total Grants	(777,771)	(1,360,041)	(979,602)	(819,071)	(1,009,066)	(842,271)	(23,200)	(842,271)	(842,271)	
Non-Variable Based Payments-in-Lieu										
11-5-023000-0143 Commercial PIL Full (CFN)	-	-	-	(24,901)	(24,901)	(24,901)	-	(24,901)	(24,901)	education portion of PILs retained by Township
11-5-023000-0144 Commercial PIL General (CGN)	-	-	-	313	(0)	-	(313)	-	-	portion of these PILs variable with our tax rate
11-5-023000-0153 Industrial PIL Full (IHN)	-	-	-	(743)	(750)	(743)	-	(743)	(743)	education portion of PILs retained by Township
11-5-023000-0221 Railways	(4,369)	(4,314)	(4,327)	(4,369)	(4,356)	(4,356)	13	(4,356)	(4,356)	rate set by province so budget consistent
11-5-023000-0242 Hydro	(125)	(83)	(84)	(84)	(84)	(84)	-	(84)	(84)	rate set by province so budget consistent
Total Rate-Based Payments-in-lieu	(4,494)	(4,397)	(4,411)	(29,784)	(30,092)	(30,084)	(300)	(30,084)	(30,084)	

Description	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2021 Actual	2022 Proposed	Difference (2022 - 2021)	2023 Proposed	2024 Proposed	Remarks
TREASURY SERVICES EXPENDITURES										
Tax Rebates and Write-offs										
11-6-022020-0120 Residential/Farm (RT)	26,451	10,047	116,606	71,895	94,845	96,472	24,577	96,472	96,472	based on 2022 actual estimated RT to FT changes + 25%
11-6-022020-0140 Commercial (CT)	9,181	16,169	19,267	14,873	6,579	14,005	(868)	13,284	11,289	based on 3-year rolling average
11-6-022020-0150 Industrial (IT)	302	-	1,597	633	4,459	2,019	1,386	2,692	3,057	based on 3-year rolling average
11-6-022020-0151 Industrial Vacant Units/Excess Land (IU)	-	-	-	-	(770)	(257)	(257)	(342)	(457)	based on 3-year rolling average
11-6-022020-0155 Large Industrial (LT)	-	-	-	-	1,725	575	575	767	1,022	based on 3-year rolling average
11-6-022020-0160 Farmland (FT)	(3,810)	653	4,669	504	835	2,052	1,548	2,519	1,802	based on 3-year rolling average
11-6-022020-0170 Managed Forest (TT)	-	-	2	-	-	1	1	1	0	based on 3-year rolling average
11-6-022020-0190 Commercial New Construction (XT)	87,501	(391)	-	-	-	-	-	-	-	2018 write-off considered a one-off
11-6-022020-0193 Industrial New Construction (JT)	-	-	-	-	17,577	-	-	-	-	2021 write-off considered a one-off
Total Tax Rebates and Write-offs	119,624	26,479	142,141	87,905	125,249	114,867	26,962	115,391	113,186	
Financial Expenses										
11-4-022040-8502 Transfer to Tax Rate Stabilization Reserve	217,733	-	179,100	-	625,815	-	-	200,000	204,000	transfer 2020 surplus to Rate Stabilization after audit
11-4-022040-8505 Transfer to Municipal Modernization Reserve	-	567,630	-	-	39,375	-	-	-	-	additional Modernization funding for 2021
11-4-022040-8505 Transfer to COVID Pandemic Funding Reserve	-	567,630	-	-	36,000	-	-	-	-	additional COVID funding for 2021
11-6-022040-1210 Health Benefits	-	5,305	(2,100)	-	271	-	-	-	-	unplanned adjustments for employee benefits charges
11-6-022040-4003 Consulting	4,791	1,830	-	-	-	-	-	-	-	no budget required
11-6-022040-4007 Audit Services	2,025	21,865	21,726	26,010	9,560	26,530	520	27,061	27,602	2% per year as per agreement for services (5-years)
11-6-022040-5001 Bank Charges	3,173	3,335	4,805	4,901	6,099	7,624	2,723	7,777	7,932	addition of EFT program resulting in higher bank fees
11-6-022040-5105 Service Charges	-	-	-	-	9	3	3	4	5	based on 3-year rolling average
11-6-022040-5230 Write-offs and Charge-outs	-	3,929	(855)	1,000	15	1,029	29	63	369	based on 3-year rolling average
11-6-022040-5260 Tax Penalty and Interest Write-offs	373	97	(1)	-	4	33	33	12	16	based on 3-year rolling average
Total Financial Expenses	228,095	1,171,620	202,674	31,911	717,148	35,220	3,309	234,916	239,925	
Administration										
11-6-025022-1110 Salaries and Wages	-	-	-	200,787	-	212,469	11,682	216,718	221,053	Financial Services staff and expenses moved here for 2022 2022 Salary and Benefits Workbook + 2% in future years
11-6-025022-1201 CPP	-	-	-	8,199	-	9,638	1,440	9,831	10,028	
11-6-025022-1202 EI	-	-	-	3,565	-	3,769	204	3,844	3,921	
11-6-025022-1203 WSIB	-	-	-	6,325	-	6,658	333	6,791	6,927	
11-6-025022-1204 OMERS	-	-	-	15,037	-	20,963	5,926	21,383	21,810	
11-6-025022-1205 EHT	-	-	-	3,915	-	4,143	228	4,226	4,311	
11-6-025022-1210 Health Benefits	-	-	-	9,474	-	15,186	5,712	15,490	15,800	
11-6-025022-1251 Mileage	-	-	-	-	-	1,000	1,000	1,020	1,040	
11-6-025022-1252 Conventions and Seminars	-	-	-	2,000	-	2,500	500	2,550	2,601	
11-6-025022-1255 Dues and Memberships	-	-	-	2,500	-	3,000	500	3,060	3,121	
11-6-025022-1263 Training and Staff Development	-	-	-	4,000	-	5,000	1,000	5,100	5,202	
11-6-025022-3005 Office Supplies	-	-	-	-	-	3,000	3,000	3,060	3,121	
11-6-025022-3033 IT Software	-	-	-	16,000	-	17,676	1,676	18,030	18,390	
11-6-025022-5017 Cash Over/Short	-	-	-	-	26	-	-	-	-	
11-6-025022-5115 Interest Charges	-	-	-	-	495	-	-	-	-	
Total Administration	-	-	-	271,802	522	305,003	576,805	311,103	317,325	



11-3-006420-9802
Tax Rate Stabilization Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
3,666,974	625,815	1,550,000	2,742,789
2,742,789	0	2,500,000	242,789
242,789	80,000	0	322,789
322,789	81,600	0	404,389
404,389	83,232	0	487,621
487,621	84,897	0	572,518
572,518	86,595	0	659,112
659,112	88,326	0	747,439
747,439	90,093	0	837,532
837,532	91,895	0	929,426

2021 original planned drawdown for construction of the new admin building
2022 additional drawdown for construction of new building
2023 building funding replenished @ \$100,000 per year + \$80,000 to Rate Stabilization + 2% annually for 50 year life
2024
2025
2026
2027
2028
2029
2030