



REPORT FIN-2016-017

TO: Mayor and Members of Council
FROM: Paul Creamer, Director of Finance/Treasurer
MEETING DATE: June 15, 2016
SUBJECT: Breakdown of Current 10-Year Capital Plan
File No. F05BUD

RECOMMENDATIONS

That Report FIN-2016-017 regarding the Breakdown of the Current 10-Year Capital Plan be received.

DISCUSSION

Purpose

This report includes a detailed breakdown, including funding sources, of the 10-year Capital Plan as it was presented in the 2016 Budget. The purpose of this report is to provide Council information that will guide the required service level decisions and to assist with establishing a sustainable capital levy funded program.

Background

Council at its meeting held on September 30, 2015 passed resolution 2015-358 which in part states:

“That staff report back on the implementation of a \$1,000,000 capital tax funded program in May 2016 to effectively address the Township’s future capital requirements.”

Council also at its Budget meeting held on October 14, 2015 requested staff to prepare a spreadsheet which can be used to show the impact of moving projects further in the 10 year capital forecast and the potential financing costs and carrying costs and how it will impact the 2016 levy and future years.

FINANCIAL IMPLICATIONS

In order to complete this report a comprehensive and flexible financial model has been developed. This model allows for the reports and data to be shown in multiple ways with varying levels of detail. The following sections have been included to summarize the 10-Year Capital Program:

- Section 1 - Service Summaries
 - For each department the 10-year capital plan and related funding sources are shown.
- Section 2 – Township Summaries
 - These summaries bring all the data together to show the impact that each department and project has on the Township.
- Section 3 – Reserve Forecast
 - The financial model also forecasts the projected balances for Capital Reserves and Restricted Reserve Funds. This schedule shows the forecasted reserve balances at the end of the year based on the Capital Plan. Projects have only been funded through reserves if identified in the 2016 Capital Budget and therefore the balance does not significantly vary after 2017.
- Section 4 – Funding Strategies
 - Three different funding strategies have been illustrated. Each strategy shows the amount of reserves that would be remaining at the end of each year after the annual capital program has been funded. For example, in 2017 in Strategy 1, based on the current capital plan there would be an annual funding shortfall of \$749,286 and in order to fund this amount the Township reserves are used.
 - The following are the three strategies that were tested and the results:
 1. **Current Funding Level** – this strategy shows what would happen if the Township’s Capital Levy remained at the current amount of \$815,970. This strategy results in all reserves being depleted by 2020 and a 10-year funding shortfall of \$1.64 million.
 2. **Increase Capital Contributions by 2% Annually** – this strategy shows the impact of increasing capital contributions by 2% each year. This strategy results in all reserves being depleted by 2021 but the 10-year funding shortfall is approximately half of Strategy 1 at \$870k.

3. **Fully Fund the 10-Year Capital Program** - this strategy determined that in order for there to be no funding shortfall at the end of 10-years Capital Contributions would need to be increased by 4% annually.

- Note: it would not be advisable to use all Township Reserves and therefore in order to maintain Reserves a higher increase would be required.

Report Assumptions

The following assumptions have been used in completing the report:

- Inflation - costs will increase due to inflation but for the purpose of this report inflation has not been considered. To be consistent, revenues such as Gas Tax have been kept at the 2015 amount.
- All Costs are Estimates – costs beyond 2017 are estimates and are not exact until tenders have been received. Also, costs may change due to an increase or decrease in scope.
- Funding Strategies - the above strategies show how to fund the current capital plan and in order to reduce the funding shortfall projects may be delayed or eliminated, however, it is essential that the Township consider a sustainable Asset Management strategy.
- Capital Reserve Contributions – no capital reserve contributions have been included.
- Development Charge Reserve Contributions – the forecasted DC revenues have been forecasted based on the average collections of 2013, 2014 and 2015.

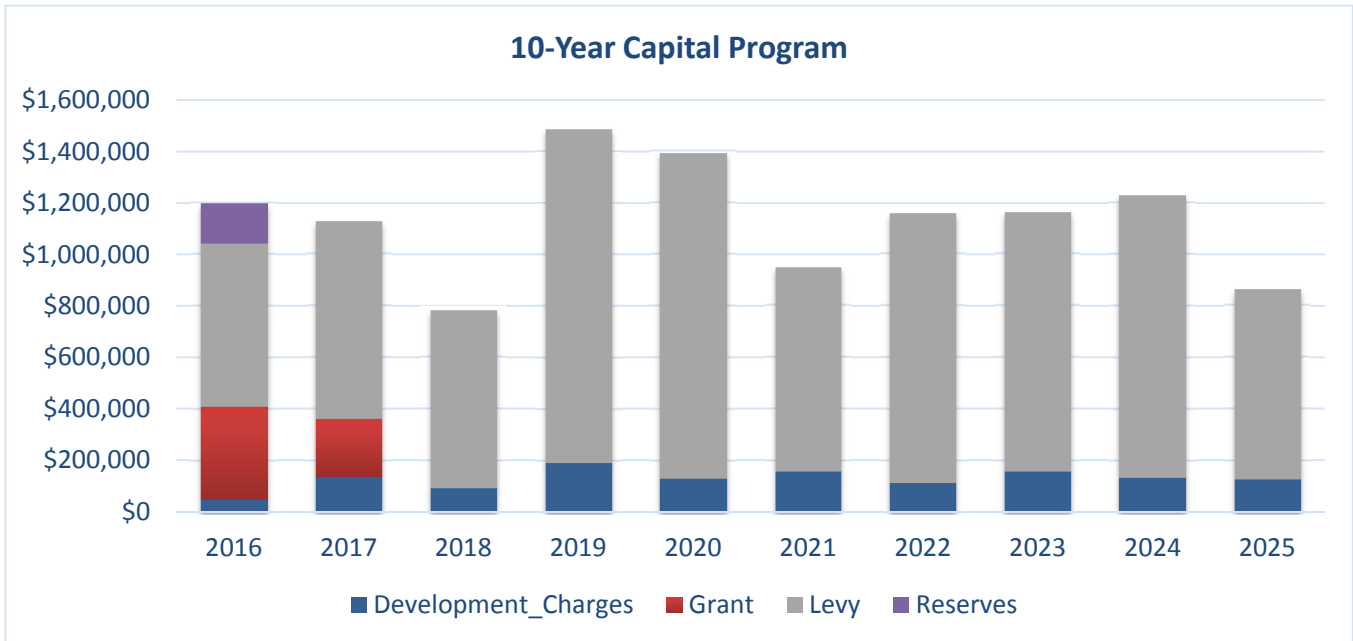
APPLICABLE LEGISLATION AND REQUIREMENTS

N/A

ATTACHMENTS

None

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Public Works



Capital Project No.	Capital Project	Funding Type	Project Cost
Public Works			
2016			
PWK15-001	Traffic Calming - Streetscaping Morriston	Development_Charges	\$6,477
		Reserves	\$51,524
PWK16-001	Calfass Rd	Development_Charges	\$14,000
		Grant	\$315,000
		Levy	\$21,000
PWK16-002	Victoria Rd	Development_Charges	\$6,400
		Grant	\$42,878
		Levy	\$110,722
		Reserves	\$4,465
PWK16-003	Watson Rd-Maltby to #34	Development_Charges	\$14,000
		Levy	\$236,000
		Reserves	\$100,000
PWK16-004	Leslie Rd- Victoria Rd. to Hwy 6	Development_Charges	\$9,664
		Levy	\$231,936
PWK16-005	Ellis Culvert-2010	Development_Charges	\$800
		Levy	\$19,200
PWK16-006	Carroll Pond & Lesic-Jassal Municipal Drain	Levy	\$5,000
PWK16-007	Bridge and Culvert Inspections	Levy	\$7,500
2016 Total			\$1,196,566
2017			
PWK17-001	Bridge and Culvert Inspections	Levy	\$7,500

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Public Works

PWK17-002	Nassagaweya-Puslinch Townline	Levy	\$93,300
PWK17-003	Traffic Calming - Streetscaping Morriston	Development_Charges	\$0
		Levy	\$0
PWK17-004	Concession 1 -35 to Sideroad 20	Development_Charges	\$39,468
		Grant	\$213,532
PWK17-005	Watson Rd- 36 to Leslie Rd	Development_Charges	\$33,540
		Levy	\$181,460
PWK17-006	Pickup truck-Staff	Levy	\$35,000
PWK17-007	Fox Run Dr	Development_Charges	\$9,828
		Levy	\$53,172
PWK17-008	Little's Bridge	Development_Charges	\$3,120
		Levy	\$16,880
PWK17-009	Bridlepath	Development_Charges	\$51,480
		Levy	\$278,520
PWK17-010	Aberfoyle Sidewalks	Grant	\$10,000
		Levy	\$100,000
2017 Total			\$1,126,800
2018			
PWK18-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK18-002	Little's Bridge	Development_Charges	\$30,420
		Levy	\$164,580
PWK18-003	Ellis Rd-32 to Townline	Development_Charges	\$42,900
		Levy	\$232,100
PWK18-004	Watson Rd- Leslie Rd to 4057 Watson Rd	Development_Charges	\$19,874
		Levy	\$107,526
PWK18-005	1.5 ton dump truck	Levy	\$75,000
PWK18-006	Backhoe	Levy	\$100,000
2018 Total			\$779,900
2019			
PWK19-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK19-002	Concession 2- Sideroad 10 to 32	Development_Charges	\$36,410
		Levy	\$196,990
PWK19-003	Forestell Rd- 32 to Roszell Rd	Development_Charges	\$22,620
		Levy	\$122,380
PWK19-004	Tandem Dump Truck- 304	Levy	\$250,000
PWK19-005	Concession 2- 2A to Sideroad 20	Development_Charges	\$81,011
		Levy	\$438,289
PWK19-006	Concession 7- McLean Rd to Concession 2A	Development_Charges	\$32,588
		Levy	\$176,312
PWK19-007	Concession 2A	Development_Charges	\$15,990
		Levy	\$86,510
PWK19-008	Leslie Rd	Development_Charges	\$3,120
		Levy	\$16,880
2019 Total			\$1,486,600

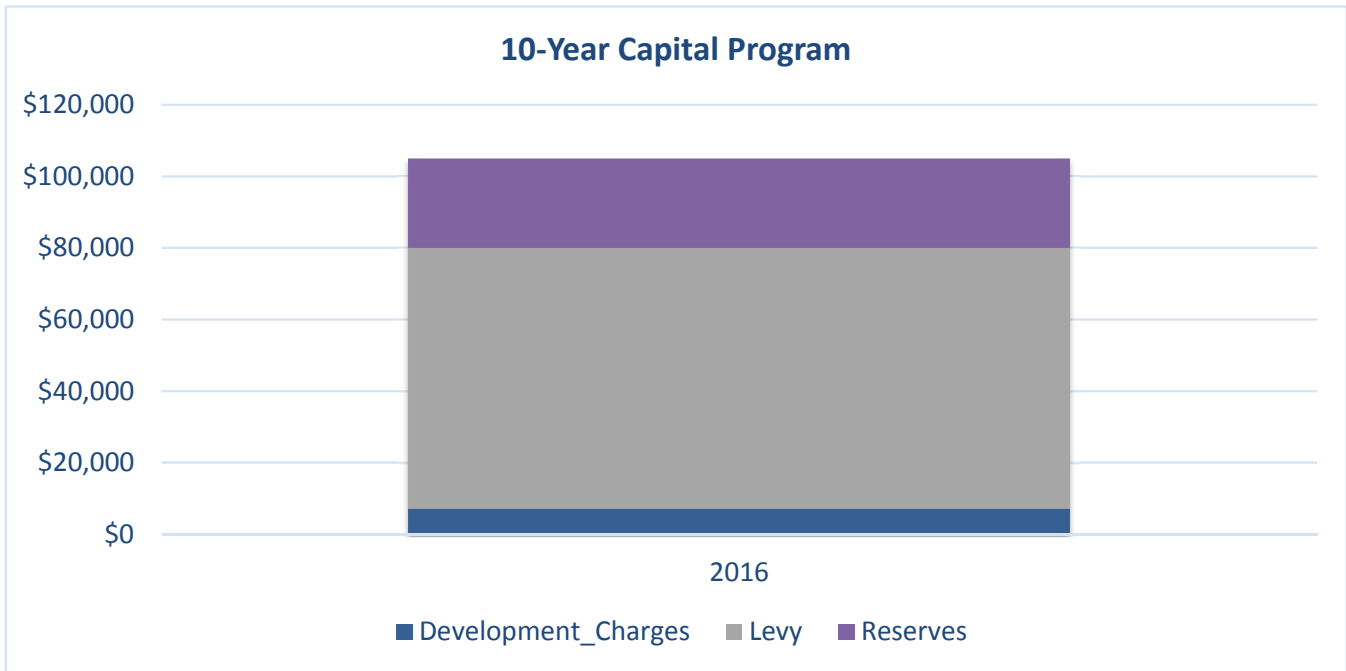
Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Public Works

2020			
PWK20-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK20-002	Leslie Rd	Development_Charges	\$46,800
		Levy	\$253,200
PWK20-003	Gilmour Cu- 2009	Development_Charges	\$15,600
		Levy	\$84,400
PWK20-004	Pickup Truck- Director	Levy	\$35,000
PWK20-005	Tandem Dump Truck- 302	Levy	\$250,000
PWK20-006	Laird Rd	Development_Charges	\$70,200
		Levy	\$379,800
PWK20-007	Tandem Dump Truck- 301	Levy	\$250,000
2020 Total			\$1,392,500
2021			
PWK21-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK21-002	Laird Rd	Development_Charges	\$70,200
		Levy	\$379,800
PWK21-003	Traffic Count Study	Development_Charges	\$17,280
		Levy	\$11,520
PWK21-004	Forestell Rd- 35 to 32	Development_Charges	\$71,760
		Levy	\$388,240
2021 Total			\$946,300
2022			
PWK22-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK22-002	Pickup truck-Staff	Levy	\$35,000
PWK22-003	Gilmour Cu- 2009	Development_Charges	\$78,000
		Levy	\$422,000
PWK22-004	Grader- 501	Levy	\$350,000
PWK22-005	Concession 4- 35 to Sideroad 10	Development_Charges	\$35,880
		Levy	\$194,120
PWK22-006	Pickup Truck- Director	Levy	\$35,000
2022 Total			\$1,157,500
2023			
PWK23-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK23-002	Transportation Master Plan	Development_Charges	\$18,000
		Levy	\$12,000
PWK23-003	Single Axle Dump Truck-303	Levy	\$225,000
PWK23-004	Concession 4- Sideroad 10 to 32	Development_Charges	\$70,200
		Levy	\$379,800
PWK23-005	McLean Rd E and Winer Rd	Development_Charges	\$56,940
		Levy	\$308,060
PWK23-006	Mason Crt	Development_Charges	\$5,944
		Levy	\$32,156
PWK23-007	Maple Leaf Lane	Development_Charges	\$7,145
		Levy	\$38,655

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Public Works

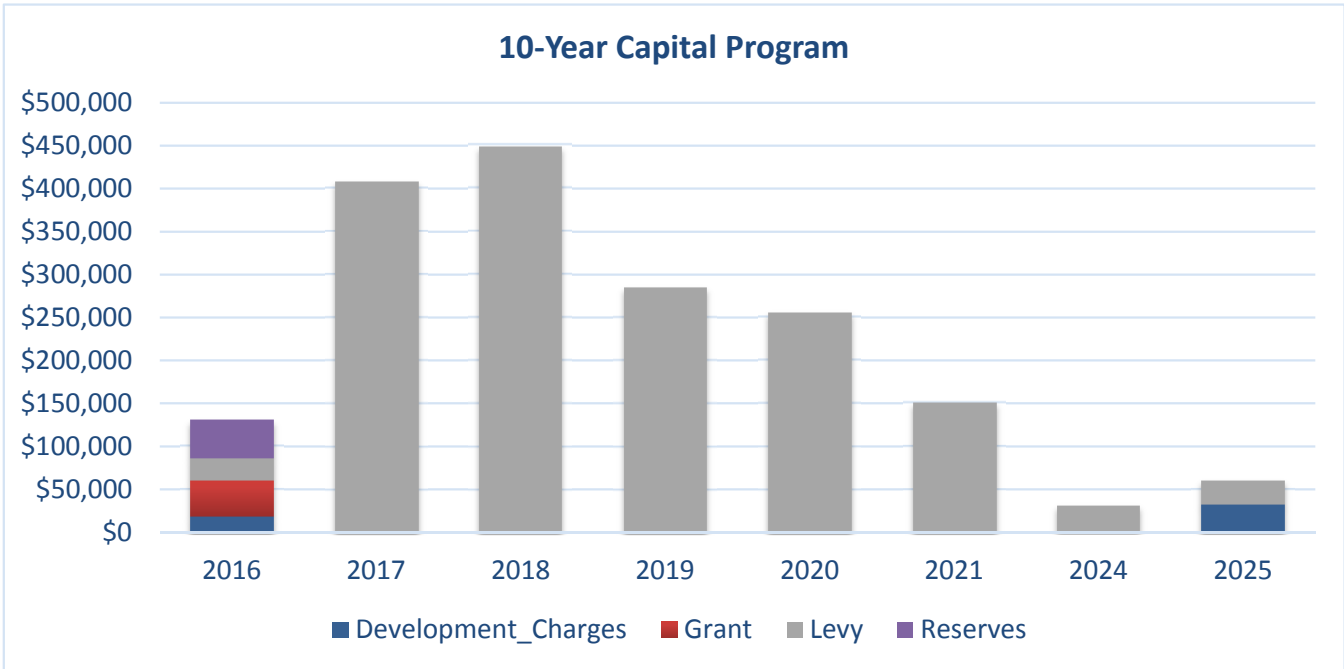
2023 Total			\$1,161,400
2024			
PWK24-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK24-002	Grader-502	Levy	\$350,000
PWK24-003	Concession 4- Hwy 6 to 35	Development_Charges	\$60,840
		Levy	\$329,160
PWK24-004	Watson Rd- Maltby to Arkell	Development_Charges	\$74,880
		Levy	\$405,120
2024 Total			\$1,227,500
2025			
PWK25-001	Bridge and Culvert Inspections	Levy	\$7,500
PWK25-002	Pickup Truck- Director	Levy	\$35,000
PWK25-003	Watson Rd - Wellington Road 34 to Wellington Road 36	Development_Charges	\$78,000
		Levy	\$422,000
PWK25-004	Gore Road - Valens Road to Concession 7	Development_Charges	\$42,120
		Levy	\$227,880
PWK25-005	Church and Victoria Street	Development_Charges	\$7,800
		Levy	\$42,200
2025 Total			\$862,500
Public Works Total			\$11,337,566

**Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Planning**



Capital Project No.	Capital Project	Funding Type	Project Cost
Planning			
2016			
PLA15-001	Municipal Servicing Standards	Reserves	\$25,000
PLA16-001	Comprehensive Zoning By-law Review (CIP OPA Amendment)	Development_Charges	\$7,200
		Levy	\$72,800
2016 Total			\$105,000
Planning Total			\$105,000

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Parks and Recreation

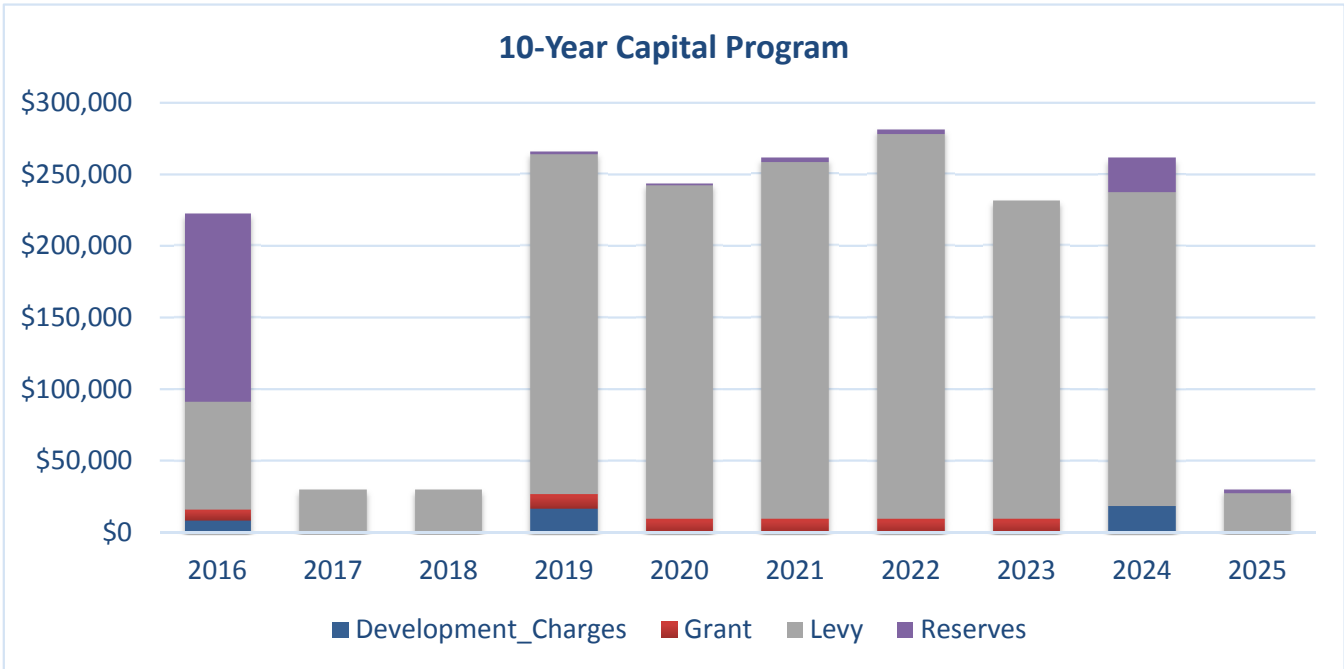


Capital Project No.	Capital Project	Funding Type	Project Cost
ORC			
2017			
ORC17-01	Olympia Ice Resurfacer	Levy	\$80,000
2017 Total			\$80,000
ORC Total			\$80,000
Parks			
2016			
PRK15-001	Parks Trail Development	Development_Charges	\$18,900
		Grant	\$18,900
2016 Total			\$37,800
2017			
PRK17-001	Lawn Tractor	Levy	\$30,000
PRK17-002	Replace Light Standards and Bleachers - Old Morriston	Levy	\$250,000
2017 Total			\$280,000
2018			
PRK18-001	Playground area at PCC	Levy	\$40,000
PRK18-002	Parking Lot & Associated Enhancements (curbing, entrance, lighting)	Levy	\$300,000
2018 Total			\$340,000

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Parks and Recreation

2019			
PRK19-001	Lighting, poles and bleachers at Puslinch Corr	Levy	\$250,000
2019 Total			\$250,000
Parks Total			\$907,800
PCC			
2016			
PCC15-01	Localized Wall Repairs	Reserves	\$5,000
PCC15-02	Commercial Hot Water Tank	Reserves	\$5,000
PCC15-03	Furnace, Cooling Fan Coil, and Condenser Unit - Alf Hales and Main Hall	Grant	\$6,500
		Levy	\$6,000
		Reserves	\$23,500
PCC16-01	Power Distribution Equipment	Grant	\$15,811
		Reserves	\$10,189
PCC16-02	Sound System Upgrades/ Replacement	Levy	\$10,000
2016 Total			\$82,000
2018			
PCC18-01	Kitchen Renovation	Levy	\$100,000
2018 Total			\$100,000
2019			
PCC19-01	Exterior Hall Lighting	Levy	\$5,000
2019 Total			\$5,000
2020			
PCC20-01	Arc Flash Study	Levy	\$5,000
PCC20-02	Replacement of Metal Roofing Panels	Levy	\$100,000
2020 Total			\$105,000
2024			
PCC24-01	Rebalancing of HVAC system	Levy	\$5,000
PCC24-02	Replacement of UV Pure Water Treatment System	Levy	\$7,500
PCC24-03	Replacement of Sanitary Pumps and Control System	Levy	\$5,000
2024 Total			\$17,500
2025			
PCC25-01	Recreation and Parks Master Plan	Development_Charges	\$32,400
		Levy	\$27,600
2025 Total			\$60,000
PCC Total			\$369,500

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
General Government



Capital Project No.	Capital Project	Funding Type	Project Cost
Corporate			
2016			
COR14-001	IT Software Upgrade	Reserves	\$59,755
COR15-001	Schematic Design of Municipal Office	Reserves	\$16,981
COR15-002	Community Based Strategic Plan	Development_Charges	\$2,611
		Reserves	\$3,191
COR16-001	Destination Marketing/Branding (Logo)	Grant	\$7,500
		Levy	\$7,500
COR16-002	Septic System Upgrade	Levy	\$30,000
		Reserves	\$50,000
COR16-003	Computer Equipment	Levy	\$12,600
2016 Total			\$190,138
2017			
COR17-001	Server	Levy	\$20,000
2017 Total			\$20,000
2018			
COR18-001	Computer Equipment	Levy	\$20,000
2018 Total			\$20,000
2019			
COR19-001	Office renovation/expansion including access	Grant	\$10,000
		Levy	\$221,000

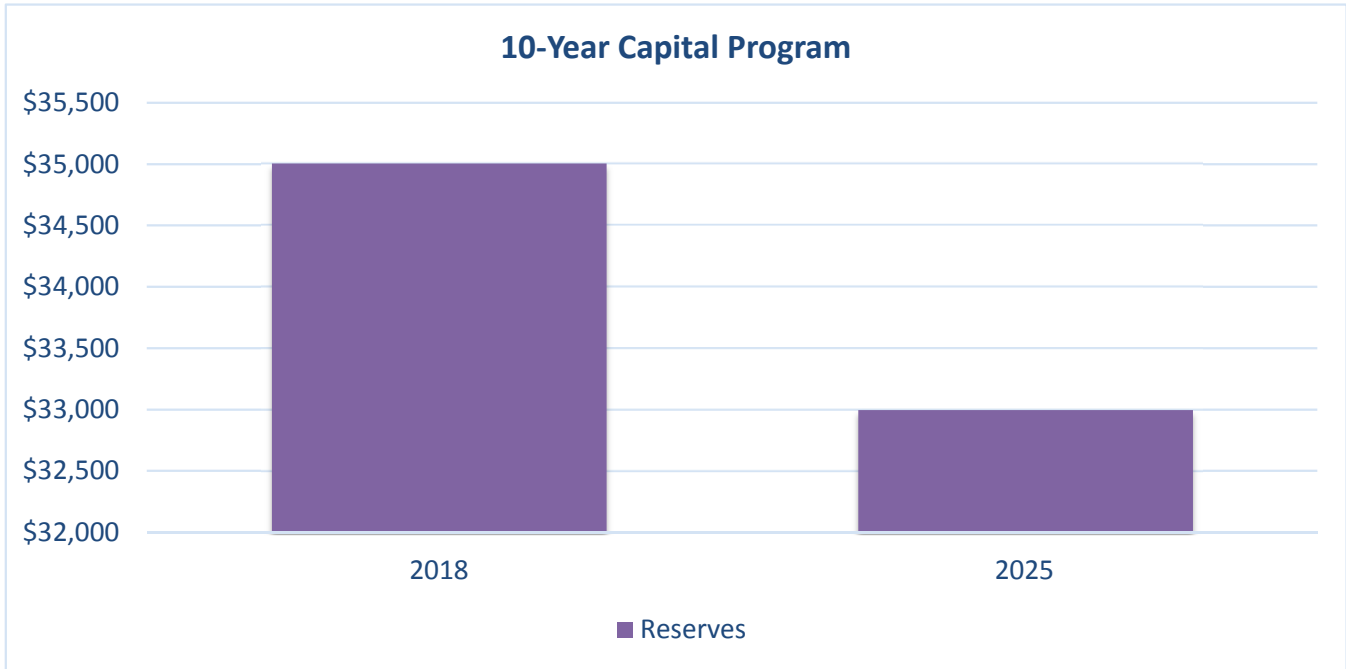
Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
General Government

COR19-002	Air Balancing Study & Recommission HVAC	Levy	\$9,450
		Reserves	\$1,050
COR19-003	Heating, Ventilation and Air Conditioning in Municipal Offices	Levy	\$4,500
		Reserves	\$500
2019 Total			\$246,500
2020			
COR19-001	Office renovation/expansion including access	Grant	\$10,000
		Levy	\$221,000
COR20-001	Arc Flash Study	Levy	\$6,750
		Reserves	\$750
COR20-002	Replacement of John Wood Electric 48 USG H	Levy	\$4,500
		Reserves	\$500
2020 Total			\$243,500
2021			
COR19-001	Office renovation/expansion including access	Grant	\$10,000
		Levy	\$221,000
COR21-001	Pay Equity Study	Levy	\$9,000
		Reserves	\$1,000
COR21-002	Power Distribution Equipment (feeders, panels, main disconnect switch)	Levy	\$18,000
		Reserves	\$2,000
2021 Total			\$261,000
2022			
COR19-001	Office renovation/expansion including access	Grant	\$10,000
		Levy	\$221,000
COR22-001	Computer Equipment	Levy	\$20,000
COR22-002	Heating, Ventilation and Air Conditioning in Municipal Offices	Levy	\$27,000
		Reserves	\$3,000
2022 Total			\$281,000
2023			
COR19-001	Office renovation/expansion including access	Grant	\$10,000
		Levy	\$221,000
2023 Total			\$231,000
2024			
COR24-001	Heating, Ventilation and Air Conditioning in Public Works Area	Levy	\$5,400
		Reserves	\$600

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
General Government

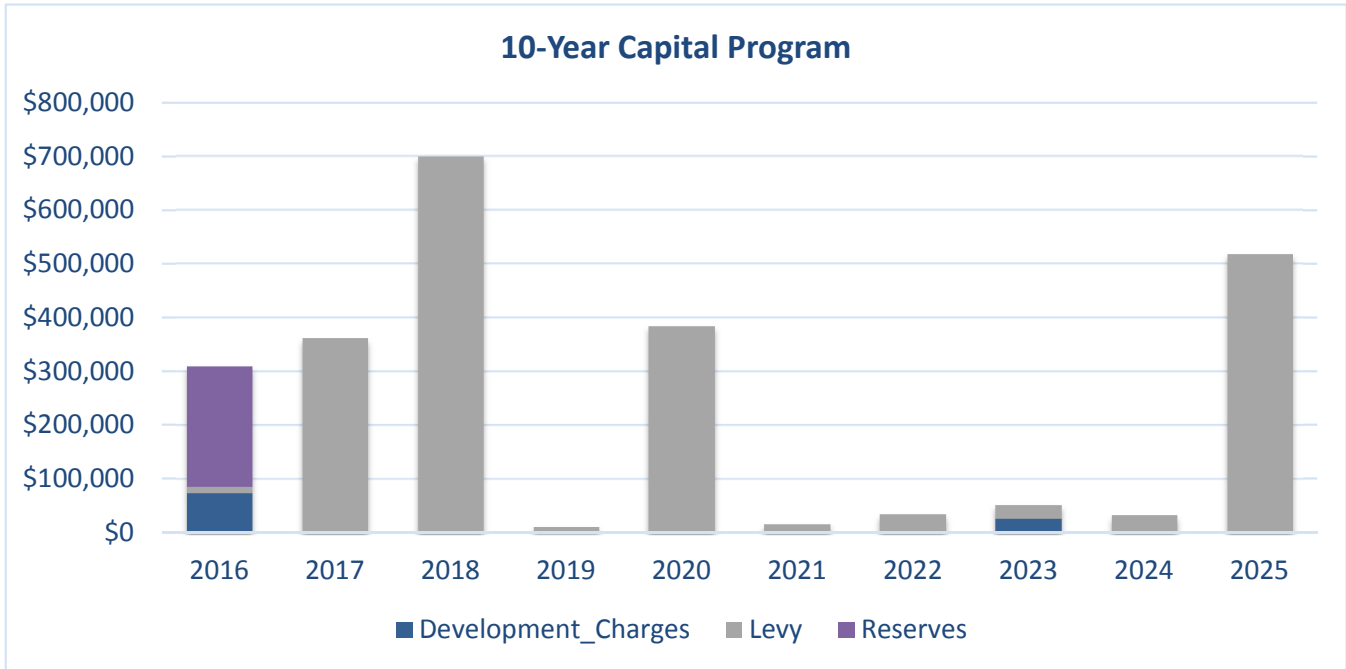
COR24-002	Replacement of UV Pure Water Treatment System	Levy	\$9,000
		Reserves	\$1,000
COR24-003	Replacement of Metal Roofing Panels	Levy	\$112,500
		Reserves	\$12,500
COR24-004	Window and Door Replacement Program	Levy	\$90,000
		Reserves	\$10,000
2024 Total			\$241,000
2025			
COR25-001	Community Based Strategic Plan	Levy	\$27,000
		Reserves	\$3,000
2025 Total			\$30,000
Corporate Total			\$1,764,138
Finance			
2016			
FIN15-001	Amendment to the 2014 DC Study	Development_Charges	\$6,426
		Reserves	\$714
FIN16-001	Updates to Asset Management Plan (AMP)	Levy	\$25,000
2016 Total			\$32,140
2017			
FIN17-001	Updates to Asset Management Plan (AMP)	Levy	\$10,000
2017 Total			\$10,000
2018			
FIN18-001	Updates to Asset Management Plan (AMP)	Levy	\$10,000
2018 Total			\$10,000
2019			
FIN19-001	2019 Development Charges Background Study	Development_Charges	\$17,113
		Levy	\$1,711
2019 Total			\$18,824
2024			
FIN24-001	2019 Development Charges Background Stud	Development_Charges	\$18,894
		Levy	\$1,711
2024 Total			\$20,605
Finance Total			\$91,570

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Building



Capital Project No.	Capital Project	Funding Type	Project Cost
Building			
2018			
BLD18-001	Vehicle - for CBO Official - Replacement	Reserves	\$35,000
2018 Total			\$35,000
2025			
BLD25-001	Vehicle - for Inspector - Replacement	Reserves	\$33,000
2025 Total			\$33,000
Building Total			\$68,000

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Fire

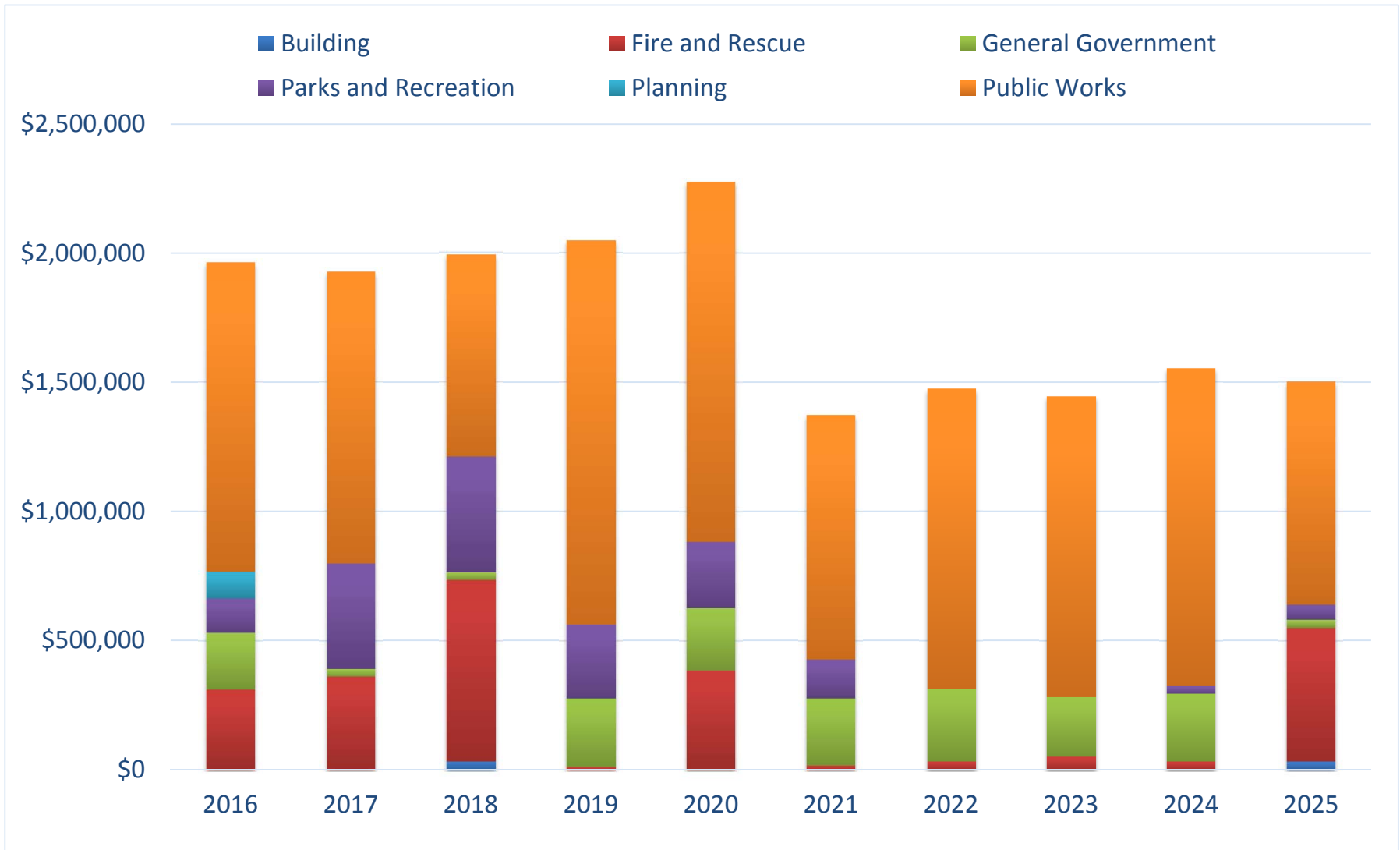


Capital Project No.	Capital Project	Funding Type	Project Cost
Fire and Rescue			
2016			
FIR-016-001	Structural Firefighter Ensemble	Levy	\$10,712
FIR-016-002	Quint Truck (Aerial 33 Truck)	Development_Charges	\$75,000
		Reserves	\$225,000
2016 Total			\$310,712
2017			
FIR-017-001	Structural Firefighter Ensemble	Levy	\$10,924
FIR-017-002	Defibrillators	Levy	\$21,000
FIR-017-003	Satellite Station Building	Levy	\$300,000
FIR-017-004	Pickup Truck	Levy	\$30,000
2017 Total			\$361,924
2018			
FIR-017-003	Satellite Station Building	Levy	\$621,060
FIR-018-001	Structural Firefighter Ensemble	Levy	\$13,930
FIR-018-002	Satellite Station Equipment	Levy	\$50,082
FIR-018-003	Pump 31 Body Work and Paint Job	Levy	\$15,000
2018 Total			\$700,072
2019			
FIR-019-001	Structural Firefighter Ensemble	Levy	\$5,682
FIR-019-002	SCBA Cylinders	Levy	\$6,500
2019 Total			\$12,182

Report FIN-2016-017
Section 1 - 10-Year Capital Plan by Service
Fire

2020			
FIR-020-001	Structural Firefighter Ensemble	Levy	\$11,592
FIR-020-002	SCBA Cylinders	Levy	\$13,250
FIR-020-003	Rescue 35 Truck	Levy	\$360,000
2020 Total			\$384,842
2021			
FIR-021-001	Structural Firefighter Ensemble	Levy	\$11,824
FIR-021-002	SCBA Cylinders	Levy	\$5,067
2021 Total			\$16,891
2022			
FIR-022-001	Structural Firefighter Ensemble	Levy	\$12,060
FIR-022-002	SCBA Cylinders	Levy	\$22,400
2022 Total			\$34,460
2023			
FIR-023-001	Structural Firefighter Ensemble	Levy	\$15,380
FIR-023-002	SCBA Cylinders	Levy	\$10,500
FIR-023-003	Fire Master Plan	Development_Charges	\$26,400
2023 Total			\$52,280
2024			
FIR-023-003	Fire Master Plan	Levy	\$17,600
FIR-024-001	Structural Firefighter Ensemble	Levy	\$15,685
2024 Total			\$33,285
2025			
FIR-025-001	Structural Firefighter Ensemble	Levy	\$19,200
FIR-025-002	SCBA Cylinders	Levy	\$9,140
FIR-025-003	Pump 31 Truck	Levy	\$490,000
2025 Total			\$518,340
Fire and Rescue Total			\$2,424,988

Report FIN-2016-017
Section 2 - Township Summary by Department



Report FIN-2016-017
Section 2 - Township Summary by Department

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Grand Total	
Badenoch												
BAD16-001	Exterior Wall Rehab Program	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
BAD17-001	Window and Door Replacement Program	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
BAD17-002	Interior Wall or Drywall Plastering	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
BAD17-003	Localized Wall Repairs	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
BAD18-001	Brock Elite Air Oil Fired Warm Air Furnace	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
BAD19-001	Replacement of Power Distribution Equipment	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
BAD19-002	Accessible Washrooms	\$0	\$0	\$0	\$20,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$320,000
BAD24-001	Replacement of UV Pure Water Treatment System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$7,500
BAD24-002	Replace Interior and Exterior Light Fixtures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$6,000
Badenoch Total		\$10,000	\$47,500	\$7,500	\$30,000	\$150,000	\$150,000	\$0	\$0	\$13,500	\$0	\$408,500
Building												
BLD18-001	Vehicle - for CBO Official - Replacement	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
BLD25-001	Vehicle - for Inspector - Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,000	\$33,000
Building Total		\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$33,000	\$68,000
Corporate												
COR14-001	IT Software Upgrade	\$59,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,755
COR15-001	Schematic Design of Municipal Office	\$16,981	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,981
COR15-002	Community Based Strategic Plan	\$5,802	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,802
COR16-001	Destination Marketing/Branding (Logo)	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
COR16-002	Septic System Upgrade	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
COR16-003	Computer Equipment	\$12,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,600
COR17-001	Server	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
COR18-001	Computer Equipment	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
COR19-001	Office renovation/expansion includ	\$0	\$0	\$0	\$231,000	\$231,000	\$231,000	\$231,000	\$231,000	\$0	\$0	\$1,155,000

Report FIN-2016-017
Section 2 - Township Summary by Department

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Grand Total
2019 Development Charges											
F FIN24-001 Background Study	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,605	\$0	\$20,605
Finance Total	\$32,140	\$10,000	\$10,000	\$18,824	\$0	\$0	\$0	\$0	\$20,605	\$0	\$91,570
Fire and Rescue											
FIR-016-001 Structural Firefighter Ensemble	\$10,712	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,712
FIR-016-002 Quint Truck (Aerial 33 Truck)	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
FIR-017-001 Structural Firefighter Ensemble	\$0	\$10,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,924
FIR-017-002 Defibrillators	\$0	\$21,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,000
FIR-017-003 Satellite Station Building	\$0	\$300,000	\$621,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$921,060
FIR-017-004 Pickup Truck	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
FIR-018-001 Structural Firefighter Ensemble	\$0	\$0	\$13,930	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,930
FIR-018-002 Satellite Station Equipment	\$0	\$0	\$50,082	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,082
Pump 31 Body Work and Paint											
FIR-018-003 Job	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
FIR-019-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$5,682	\$0	\$0	\$0	\$0	\$0	\$0	\$5,682
FIR-019-002 SCBA Cylinders	\$0	\$0	\$0	\$6,500	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500
FIR-020-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$11,592	\$0	\$0	\$0	\$0	\$0	\$11,592
FIR-020-002 SCBA Cylinders	\$0	\$0	\$0	\$0	\$13,250	\$0	\$0	\$0	\$0	\$0	\$13,250
FIR-020-003 Rescue 35 Truck	\$0	\$0	\$0	\$0	\$360,000	\$0	\$0	\$0	\$0	\$0	\$360,000
FIR-021-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$0	\$11,824	\$0	\$0	\$0	\$0	\$11,824
FIR-021-002 SCBA Cylinders	\$0	\$0	\$0	\$0	\$0	\$5,067	\$0	\$0	\$0	\$0	\$5,067
FIR-022-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$0	\$0	\$12,060	\$0	\$0	\$0	\$12,060
FIR-022-002 SCBA Cylinders	\$0	\$0	\$0	\$0	\$0	\$0	\$22,400	\$0	\$0	\$0	\$22,400
FIR-023-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,380	\$0	\$0	\$15,380
FIR-023-002 SCBA Cylinders	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,500	\$0	\$0	\$10,500
FIR-023-003 Fire Master Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,400	\$17,600	\$0	\$44,000
FIR-024-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,685	\$0	\$15,685

Report FIN-2016-017
Section 2 - Township Summary by Department

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Grand Total
F FIR-025-001 Structural Firefighter Ensemble	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,200	\$19,200
FIR-025-002 SCBA Cylinders	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,140	\$9,140
FIR-025-003 Pump 31 Truck	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,000	\$490,000
Fire and Rescue Total	\$310,712	\$361,924	\$700,072	\$12,182	\$384,842	\$16,891	\$34,460	\$52,280	\$33,285	\$518,340	\$2,424,988
ORC											
ORC17-01 Olympia Ice Resurfacer	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
ORC Total	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
Parks											
PRK15-001 Parks Trail Development	\$37,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,800
PRK17-001 Lawn Tractor	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
PRK17-002 Replace Light Standards and Bleachers - Old Morriston	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
PRK18-001 Playground area at PCC	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
PRK18-002 Parking Lot & Associated Enhancements (curbing, entrance, lighting)	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
PRK19-001 Lighting, poles and bleachers at Pu	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Parks Total	\$37,800	\$280,000	\$340,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$907,800
PCC											
PCC15-01 Localized Wall Repairs	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
PCC15-02 Commercial Hot Water Tank Furnace, Cooling Fan Coil, and Condenser Unit - Alf Hales and	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
PCC15-03 Main Hall	\$36,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,000
PCC16-01 Power Distribution Equipment	\$26,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,000
PCC16-02 Sound System Upgrades/ Replacer	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
PCC18-01 Kitchen Renovation	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
PCC19-01 Exterior Hall Lighting	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
PCC20-01 Arc Flash Study	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
PCC20-02 Replacement of Metal Roofing Panels	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
PCC24-01 Rebalancing of HVAC system	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$5,000
PCC24-02 Replacement of UV Pure Water Treatment System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$7,500

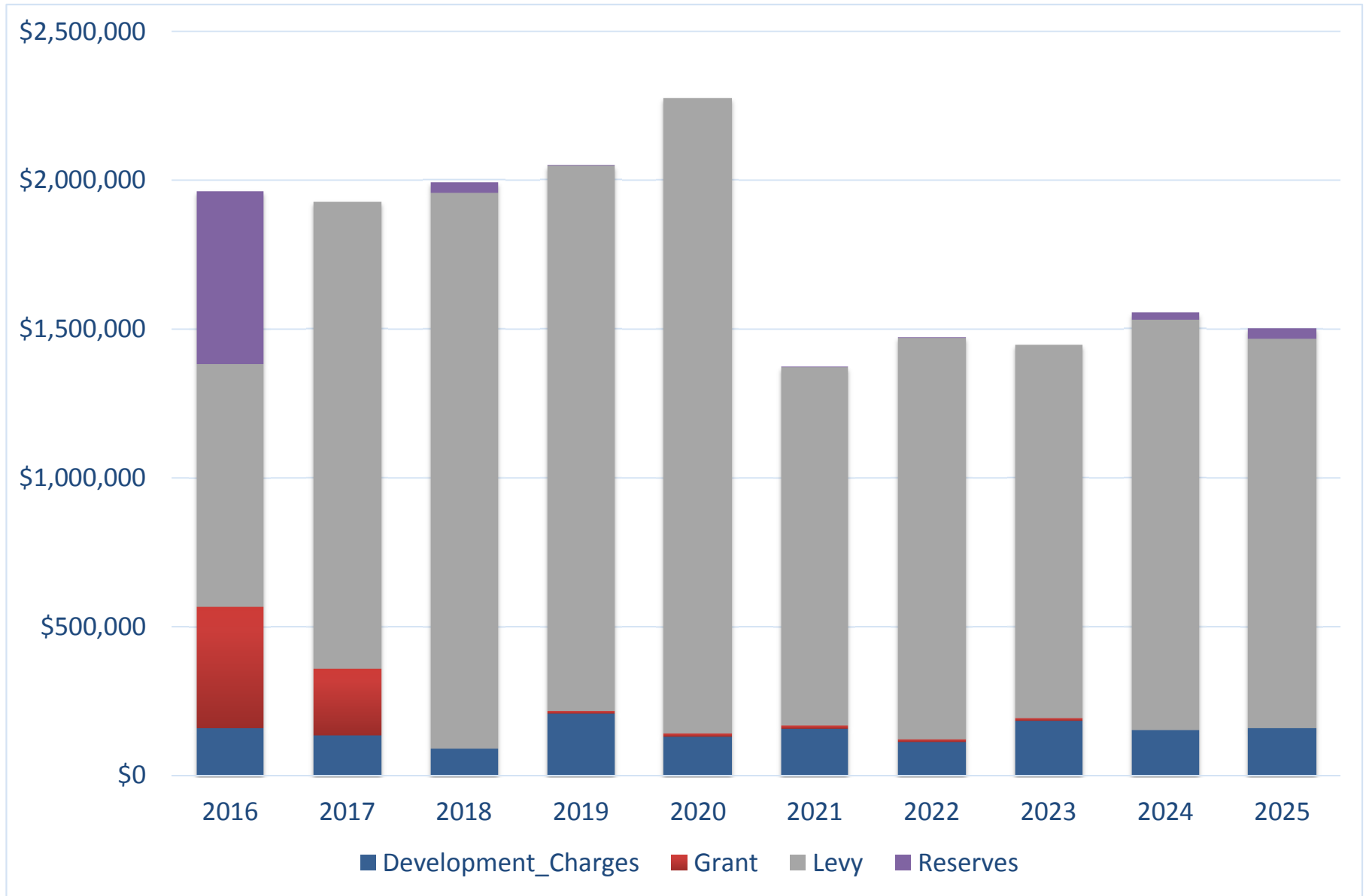
Report FIN-2016-017
Section 2 - Township Summary by Department

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Grand Total
P PWK17-008 Little's Bridge	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
PWK17-009 Bridlepath	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000
PWK17-010 Aberfoyle Sidewalks	\$0	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$110,000
PWK18-001 Bridge and Culvert Inspections	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
PWK18-002 Little's Bridge	\$0	\$0	\$195,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$195,000
PWK18-003 Ellis Rd-32 to Townline	\$0	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
Watson Rd- Leslie Rd to 4057											
PWK18-004 Watson Rd	\$0	\$0	\$127,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127,400
PWK18-005 1.5 ton dump truck	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
PWK18-006 Backhoe	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
PWK19-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
PWK19-002 Concession 2- Sideroad 10 to 32	\$0	\$0	\$0	\$233,400	\$0	\$0	\$0	\$0	\$0	\$0	\$233,400
PWK19-003 Forestell Rd- 32 to Roszell Rd	\$0	\$0	\$0	\$145,000	\$0	\$0	\$0	\$0	\$0	\$0	\$145,000
PWK19-004 Tandem Dump Truck- 304	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
PWK19-005 Concession 2- 2A to Sideroad 20	\$0	\$0	\$0	\$519,300	\$0	\$0	\$0	\$0	\$0	\$0	\$519,300
Concession 7- McLean Rd to											
PWK19-006 Concession 2A	\$0	\$0	\$0	\$208,900	\$0	\$0	\$0	\$0	\$0	\$0	\$208,900
PWK19-007 Concession 2A	\$0	\$0	\$0	\$102,500	\$0	\$0	\$0	\$0	\$0	\$0	\$102,500
PWK19-008 Leslie Rd	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
PWK20-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$7,500
PWK20-002 Leslie Rd	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
PWK20-003 Gilmour Cu- 2009	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
PWK20-004 Pickup Truck- Director	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
PWK20-005 Tandem Dump Truck- 302	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
PWK20-006 Laird Rd	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
PWK20-007 Tandem Dump Truck- 301	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
PWK21-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0	\$7,500
PWK21-002 Laird Rd	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000
PWK21-003 Traffic Count Study	\$0	\$0	\$0	\$0	\$0	\$28,800	\$0	\$0	\$0	\$0	\$28,800
PWK21-004 Forestell Rd- 35 to 32	\$0	\$0	\$0	\$0	\$0	\$460,000	\$0	\$0	\$0	\$0	\$460,000
PWK22-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$7,500

Report FIN-2016-017
Section 2 - Township Summary by Department

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Grand Total
P PWK22-002 Pickup truck-Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
PWK22-003 Gilmour Cu- 2009	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
PWK22-004 Grader- 501	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$0	\$350,000
PWK22-005 Concession 4- 35 to Sideroad 10	\$0	\$0	\$0	\$0	\$0	\$0	\$230,000	\$0	\$0	\$0	\$230,000
PWK22-006 Pickup Truck- Director	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
PWK23-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$7,500
PWK23-002 Transportation Master Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
PWK23-003 Single Axle Dump Truck-303	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$0	\$0	\$225,000
PWK23-004 Concession 4- Sideroad 10 to 32	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0	\$450,000
PWK23-005 McLean Rd E and Winer Rd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$365,000	\$0	\$0	\$365,000
PWK23-006 Mason Crt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,100	\$0	\$0	\$38,100
PWK23-007 Maple Leaf Lane	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,800	\$0	\$0	\$45,800
PWK24-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$7,500
PWK24-002 Grader-502	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$350,000
PWK24-003 Concession 4- Hwy 6 to 35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$390,000	\$0	\$390,000
PWK24-004 Watson Rd- Maltby to Arkell	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$480,000	\$0	\$480,000
PWK25-001 Bridge and Culvert Inspections	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$7,500
PWK25-002 Pickup Truck- Director	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$35,000
PWK25-003 Watson Rd - Wellington Road 34 to Wellington Road 36 Gore Road - Valens Road to	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
PWK25-004 Concession 7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$270,000	\$270,000
PWK25-005 Church and Victoria Street	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Public Works Total	\$1,196,566	\$1,126,800	\$779,900	\$1,486,600	\$1,392,500	\$946,300	\$1,157,500	\$1,161,400	\$1,227,500	\$862,500	\$11,337,566
Grand Total	\$1,964,356	\$1,926,224	\$1,992,472	\$2,049,106	\$2,275,842	\$1,374,191	\$1,472,960	\$1,444,680	\$1,553,390	\$1,503,840	\$17,557,062

Report FIN-2016-017
Section 2 - Township Summary by Funding Source



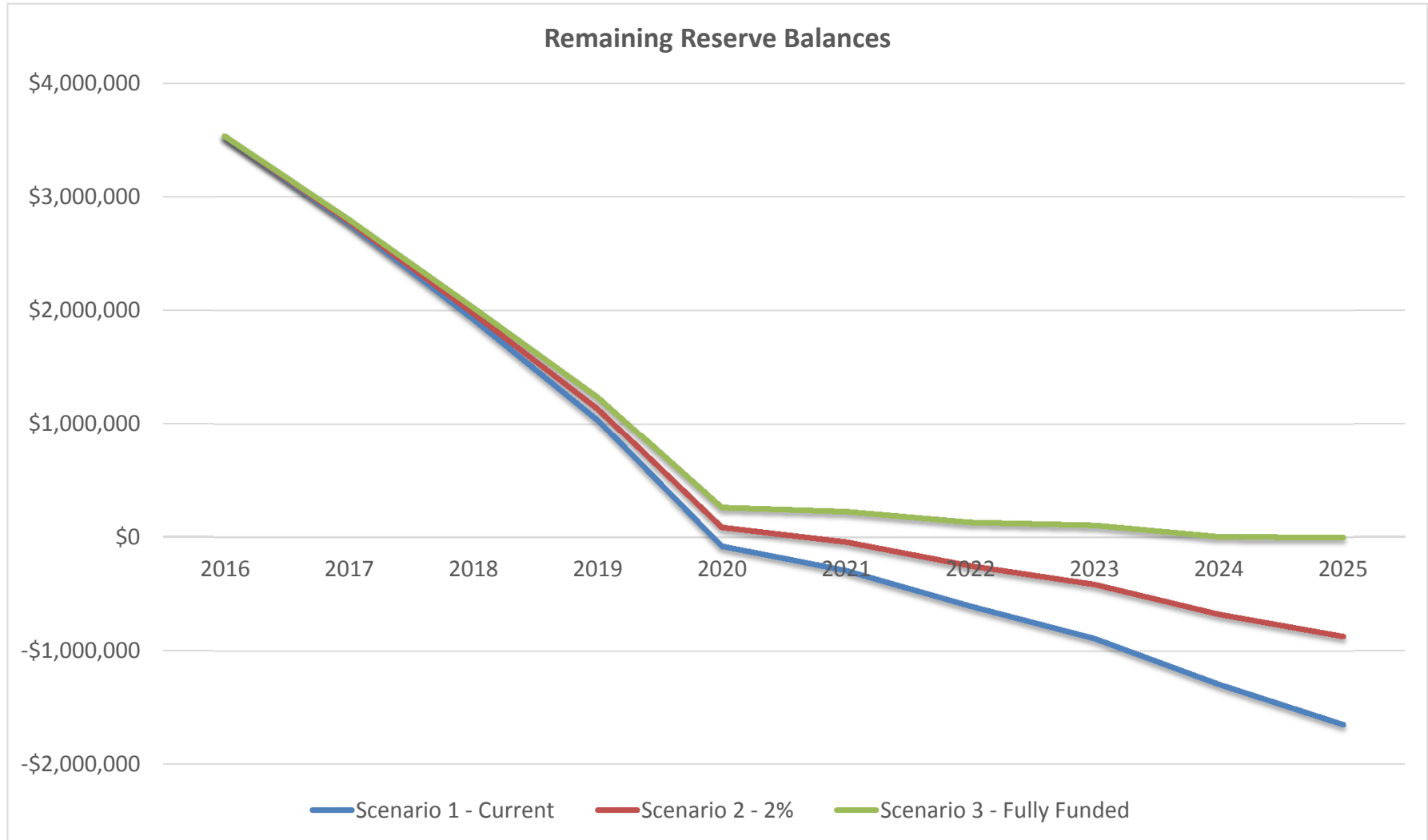
Report FIN-2016-017
Section 2 - Township Summary by Funding Source

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Development_Charges										
Corporate	\$2,611	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Finance	\$6,426	\$0	\$0	\$17,113	\$0	\$0	\$0	\$0	\$18,894	\$0
Fire and Rescue	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$26,400	\$0	\$0
Parks	\$18,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,400
Planning	\$7,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$51,341	\$137,436	\$93,194	\$191,740	\$132,600	\$159,240	\$113,880	\$158,228	\$135,720	\$127,920
Development_Charges Total	\$161,478	\$137,436	\$93,194	\$208,853	\$132,600	\$159,240	\$113,880	\$184,628	\$154,614	\$160,320
Grant										
Corporate	\$7,500	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0
Parks	\$18,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$22,311	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$357,878	\$223,532	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grant Total	\$406,589	\$223,532	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0
Levy										
Badenoch	\$10,000	\$47,500	\$7,500	\$30,000	\$150,000	\$150,000	\$0	\$0	\$13,500	\$0
Corporate	\$50,100	\$20,000	\$20,000	\$234,950	\$232,250	\$248,000	\$268,000	\$221,000	\$216,900	\$27,000
Finance	\$25,000	\$10,000	\$10,000	\$1,711	\$0	\$0	\$0	\$0	\$1,711	\$0
Fire and Rescue	\$10,712	\$361,924	\$700,072	\$12,182	\$384,842	\$16,891	\$34,460	\$25,880	\$33,285	\$518,340
ORC	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$280,000	\$340,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$16,000	\$0	\$100,000	\$5,000	\$105,000	\$0	\$0	\$0	\$17,500	\$27,600
Planning	\$72,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$631,358	\$765,832	\$686,706	\$1,294,860	\$1,259,900	\$787,060	\$1,043,620	\$1,003,172	\$1,091,780	\$734,580
Levy Total	\$815,970	\$1,565,256	\$1,864,278	\$1,828,704	\$2,131,992	\$1,201,951	\$1,346,080	\$1,250,052	\$1,374,676	\$1,307,520
Reserves										
Building	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$33,000
Corporate	\$129,927	\$0	\$0	\$1,550	\$1,250	\$3,000	\$3,000	\$0	\$24,100	\$3,000
Finance	\$714	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$43,689	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$155,989	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves Total	\$580,319	\$0	\$35,000	\$1,550	\$1,250	\$3,000	\$3,000	\$0	\$24,100	\$36,000
Grand Total	\$1,964,356	\$1,926,224	\$1,992,472	\$2,049,106	\$2,275,842	\$1,374,191	\$1,472,960	\$1,444,680	\$1,553,390	\$1,503,840

Report FIN-2016-017
Section 3 - Forecasted Reserve Balances

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Capital Reserves										
Accessibility	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932	\$117,932
Bldg Reserve	\$488,872	\$488,872	\$453,872	\$452,322	\$451,072	\$448,072	\$445,072	\$445,072	\$420,972	\$384,972
Capital C fwd.	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562	\$27,562
Corp. Office Repairs	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973	\$156,973
Fire Equip.	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243	\$115,243
Fire Vehicle Replac.	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575	\$352,575
IT Hardware	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256	\$39,256
IT Software	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444	\$19,444
ORC Equip.	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134	\$38,134
ORC Fac. Improv.	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284	\$49,284
Parks Equip.	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864	\$39,864
Parks Infrastr.	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301	\$108,301
PCC Equip.	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994	\$43,994
PCC Fac. Improv.	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215	\$34,215
Public Works Equip.	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815	\$553,815
Public Works Replace. and Restorat.	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>	<u>\$826,938</u>
<i>Total Capital Reserves</i>	<i>\$3,012,402</i>	<i>\$3,012,402</i>	<i>\$2,977,402</i>	<i>\$2,975,852</i>	<i>\$2,974,602</i>	<i>\$2,971,602</i>	<i>\$2,968,602</i>	<i>\$2,968,602</i>	<i>\$2,944,502</i>	<i>\$2,908,502</i>
Restricted Reserves										
Admin. Studies	\$19,418	\$24,511	\$29,604	\$17,584	\$22,677	\$27,770	\$32,863	\$37,956	\$24,155	-\$3,152
Fire Services	\$167,060	\$197,607	\$228,154	\$258,701	\$289,248	\$319,795	\$350,342	\$354,489	\$385,036	\$415,583
Parks and Recreation Services	\$30,717	\$37,363	\$44,009	\$50,655	\$57,301	\$63,947	\$70,593	\$77,239	\$83,885	\$90,531
Roads and Related Services	-\$42,234	-\$121,061	-\$155,646	-\$288,777	-\$362,768	-\$463,399	-\$518,670	-\$618,289	-\$695,400	-\$764,711
Cash in Lieu of Parkland	\$235,988	\$255,653	\$275,318	\$294,983	\$314,648	\$334,313	\$353,978	\$373,643	\$393,308	\$412,973
Gas Tax	<u>\$112,408</u>	<u>\$112,580</u>	<u>\$326,284</u>	<u>\$539,988</u>	<u>\$753,692</u>	<u>\$967,396</u>	<u>\$1,181,100</u>	<u>\$1,394,804</u>	<u>\$1,608,508</u>	<u>\$1,822,212</u>
<i>Total Restricted Reserves</i>	<i>\$523,357</i>	<i>\$506,653</i>	<i>\$747,723</i>	<i>\$873,134</i>	<i>\$1,074,798</i>	<i>\$1,249,822</i>	<i>\$1,470,206</i>	<i>\$1,619,842</i>	<i>\$1,799,491</i>	<i>\$1,973,435</i>
Total Reserves (excl. Operating)	\$3,535,759	\$3,519,055	\$3,725,125	\$3,848,986	\$4,049,400	\$4,221,424	\$4,438,808	\$4,588,444	\$4,743,993	\$4,881,937

Report FIN-2016-017
Section 4 - Funding Scenarios



Report FIN-2016-017
Section 4 - Funding Scenarios

Scenario 1 - No Increase in Capital Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Annual Capital Costs	\$1,965,182	\$1,926,224	\$1,992,472	\$2,049,106	\$2,275,842	\$1,374,191	\$1,472,960	\$1,444,680	\$1,553,390	\$1,503,840
Less: Reserve and Grant Funded	<u>\$1,149,212</u>	<u>\$360,968</u>	<u>\$128,194</u>	<u>\$220,403</u>	<u>\$143,850</u>	<u>\$172,240</u>	<u>\$126,880</u>	<u>\$194,628</u>	<u>\$178,714</u>	<u>\$196,320</u>
Annual Funding Required	\$815,970	\$1,565,256	\$1,864,278	\$1,828,704	\$2,131,992	\$1,201,951	\$1,346,080	\$1,250,052	\$1,374,676	\$1,307,520
Annual Capital Contributions	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>	<u>\$815,970</u>
Projected Annual Funding Surplus/(Shortfall)	\$0	-\$749,286	-\$1,048,308	-\$1,012,734	-\$1,316,022	-\$385,981	-\$530,110	-\$434,082	-\$558,706	-\$491,550
Projected Reserve Balances	\$3,535,759	\$3,519,055	\$3,725,125	\$3,848,986	\$4,049,400	\$4,221,424	\$4,438,808	\$4,588,444	\$4,743,993	\$4,881,937
Cumulative Funding Surplus/(Shortfall)	<u>\$0</u>	<u>-\$749,286</u>	<u>-\$1,797,594</u>	<u>-\$2,810,327</u>	<u>-\$4,126,349</u>	<u>-\$4,512,330</u>	<u>-\$5,042,440</u>	<u>-\$5,476,522</u>	<u>-\$6,035,228</u>	<u>-\$6,526,778</u>
Funding Remaining	\$3,535,759	\$2,769,769	\$1,927,531	\$1,038,659	-\$76,949	-\$290,906	-\$603,632	-\$888,078	-\$1,291,235	-\$1,644,841

Scenario 2 - Increase Capital Contribution by 2%	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Annual Capital Costs	\$1,965,182	\$1,926,224	\$1,992,472	\$2,049,106	\$2,275,842	\$1,374,191	\$1,472,960	\$1,444,680	\$1,553,390	\$1,503,840
Less: Reserve and Grant Funded	\$1,149,212	\$360,968	\$128,194	\$220,403	\$143,850	\$172,240	\$126,880	\$194,628	\$178,714	\$196,320
Annual Funding Required	\$815,970	\$1,565,256	\$1,864,278	\$1,828,704	\$2,131,992	\$1,201,951	\$1,346,080	\$1,250,052	\$1,374,676	\$1,307,520
Annual Capital Contributions	815970	832289.4	848935.188	865913.892	883232.17	900896.813	918914.749	937293.044	956038.905	975159.683
Projected Annual Funding Surplus/(Shortfall)	\$0	-\$732,967	-\$1,015,342	-\$962,790	-\$1,248,760	-\$301,054	-\$427,165	-\$312,759	-\$418,637	-\$332,360
Projected Reserve Balances	\$3,535,759	\$3,519,055	\$3,725,125	\$3,848,986	\$4,049,400	\$4,221,424	\$4,438,808	\$4,588,444	\$4,743,993	\$4,881,937
Cumulative Funding Surplus/(Shortfall)	\$0	-\$732,967	-\$1,748,309	-\$2,711,099	-\$3,959,859	-\$4,260,913	-\$4,688,078	-\$5,000,837	-\$5,419,474	-\$5,751,834
Funding Remaining	\$3,535,759	\$2,786,088	\$1,976,816	\$1,137,887	\$89,541	-\$39,489	-\$249,270	-\$412,393	-\$675,481	-\$869,897

Scenario 3 - 10-Year Capital Program Fully Funded	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Annual Capital Costs	\$1,965,182	\$1,926,224	\$1,992,472	\$2,049,106	\$2,275,842	\$1,374,191	\$1,472,960	\$1,444,680	\$1,553,390	\$1,503,840
Less: Reserve and Grant Funded	\$1,149,212	\$360,968	\$128,194	\$220,403	\$143,850	\$172,240	\$126,880	\$194,628	\$178,714	\$196,320
Annual Funding Required	\$815,970	\$1,565,256	\$1,864,278	\$1,828,704	\$2,131,992	\$1,201,951	\$1,346,080	\$1,250,052	\$1,374,676	\$1,307,520
Annual Capital Contributions	815970	848750.943	882848.834	918316.581	955209.216	993583.983	1033500.43	1075020.48	1118208.57	1163131.7
Projected Annual Funding Surplus/(Shortfall)	\$0	-\$716,505	-\$981,429	-\$910,387	-\$1,176,783	-\$208,367	-\$312,580	-\$175,031	-\$256,468	-\$144,388
Projected Reserve Balances	\$3,535,759	\$3,519,055	\$3,725,125	\$3,848,986	\$4,049,400	\$4,221,424	\$4,438,808	\$4,588,444	\$4,743,993	\$4,881,937
Cumulative Funding Surplus/(Shortfall)	\$0	-\$716,505	-\$1,697,934	-\$2,608,321	-\$3,785,104	-\$3,993,471	-\$4,306,050	-\$4,481,081	-\$4,737,549	-\$4,881,937
Funding Remaining	\$3,535,759	\$2,802,550	\$2,027,191	\$1,240,665	\$264,296	\$227,953	\$132,758	\$107,362	\$6,444	\$0