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REPORT FIN-2021-002

TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: January 13, 2021

SUBJECT: 2021 Capital and Operating Budget Update
File No. F26 OPE, F26 CAP and F05 BUD

RECOMMENDATIONS

THAT Report FIN-2021-002 regarding the 2021 Capital and Operating Budget Update be received; and

That should Council wish to phase in further costs associated with the Cambridge Fire Services Contract, that _____ be incorporated in the 2021 Operating Budget and funded by Taxation Levy; and

That should Council wish to decrease the contribution to the Asset Management Discretionary Reserve, that Council authorizes a decrease of _____ to be incorporated in the 2021 Capital Budget and result in a tax levy decrease.

DISCUSSION

Purpose

The purpose of this report is to:

- 1.) Provide Council an update on the items that were discussed at the November 25, 2020 Budget Meeting; and
- 2.) Provide Operating and Capital Budget changes that have occurred due to more current information being available to staff.

Background

Council received the following reports as part of budget deliberations:

- Report FIN-2020-037 – 2021 Proposed Capital Budget at the October 28, 2020 Capital Budget Meeting
- Report FIN-2020-039 – 2021 Proposed Budget at the November 25, 2020 Budget Meeting.
- Report FIN-2020-040 – 2021 Grant Application Program at the November 25, 2020 Budget Meeting.

The following information was presented to Council to summarize the proposed Capital and Operating Budget at the November 25, 2020 Budget Meeting:

	2020 Approved Budget	2021 Proposed Budget	Difference	Estimated Tax Rate Impact
Total Capital Taxation Levy	\$1,442,416	\$1,540,566	\$98,150	2.28%
Total Operating Taxation Levy	\$2,866,694	\$3,015,906	\$149,212	3.47%
Total Municipal Taxation Levy	\$4,309,110	\$4,556,472	\$247,362	5.75%

The estimated 5.75% tax rate impact presented on November 25, 2020 excluded the following potential tax levy increases:

- Community Grants – see Report FIN-2020-040 – 2021 Grant Application Program;
- 2021 operating base budget increases; and
- Further phasing of the Cambridge Fire Services contract.

Operating Budget Updates

- 1.) Council at its meeting held on November 25, 2020 received Recreation Committee Resolution No. 2020-005 regarding the proposal for Baseball Diamond Netting at the Puslinch Community Centre (PCC).

At this meeting, Council directed staff to:

- investigate solutions based on policy, including parking policies, and scheduling to mitigate fly balls from hitting the parking lot or soccer fields;
- report back on the potential for replacement trees to be planted where they have been removed due to the installation of ball diamond lighting; and

- that staff report back in 2021 on a tree replacement policy for the Township and that staff utilize the County of Wellington (County) Tree Replacement Policy during this process.

Staff Update

The Director of Public Works, Parks and Facilities has recommended the following approaches for parking policies and scheduling policies at the PCC baseball diamond:

- Limit the PCC baseball diamond to flight restricted balls and wooden bats. The aluminum bats today are very powerful and the velocity of the ball is too great to be played at such a small baseball diamond.
- Install parking liability signage indicating park at your own risk (foul ball area). Township is not responsible for damage.

The Director of Public Works, Parks and Facilities has recommended the following for the replacement of trees to be planted where they have been removed due to the installation of baseball diamond lighting:

- Township staff will consult with the County's Green Legacy nursery to obtain 15 to 25 young trees for planting on the berm. If larger more mature trees are desired, the Township will be required to utilize its landscaping vendor to supply this stock.

The Director of Public Works, Parks and Facilities has recommended the following for a tree replacement policy for the Township:

- Public Works and Parks will take into consideration that any capital projects that involve the removal of trees or desired foliage to meet the needs of construction be rectified by planting new trees and any desired landscaping.
- This would involve an additional cost to the tender and provide Council the opportunity to review this additional cost and its budgetary impacts.
- Any tree replacement that results from storm or disease damage is funded by the Parks Maintenance Grounds account in the operating budget.

Budget Impact:

No budget impact at this time.

- 2.) The budget presented on November 25, 2020 included an amount of \$37,540 for Community Grants in Account No. 01-0100-4600 (ie. 2020 approved grant amount).

Staff Update

Council at its meeting held on November 25, 2020 approved grant funding amounts as outlined below:

Organization	2021 Approved Grant Allocation
Aberfoyle Agricultural Society	\$3,000
Aberfoyle Farmers' Market	\$3,000
Puslinch Lake Conservation Association	\$12,500
Sunrise Therapeutic Riding and Learning Centre –Category 3 Application	\$12,500
Wellington County Plowmen's Association	\$180
Whistle Stop Cooperative Preschool	\$1,000
Friends of Mill Creek – Grand River	\$0
Sunrise Therapeutic Riding and Learning Centre – Category 2 Application	\$2,000
Total per above	\$34,180

Budget Impact:

Tax levy decrease of \$3,360

- 3.) The budget presented on November 25, 2020 did not include any tax levy increases associated with further phasing of the Cambridge Fire Services contract.

Staff Update

At its meeting held on January 16, 2019 Council authorized for staff to proceed with the phased in costs associated with the Cambridge Fire Services Contract with one quarter of the cost to be phased into the 2019 operating budget at an amount of \$34,450.

At its meeting held on January 2, 2020 Council authorized for staff to proceed with phasing in an additional amount of \$13,780 in the 2020 budget. Council at this meeting

also supported phasing 50% of the Cambridge Fire Services Contract Cost to the General Taxation Levy over 4 years.

The 2021 proposed budget has incorporated a total amount of \$48,230 in Account No. 01-0040-4320 associated with the Cambridge Fire Services contract which is equal to the 2019 and 2020 approved amounts. Township staff are seeking Council's direction as to whether an additional amount of tax levy funding should be phased into the general taxation levy related to the Cambridge Fire Services Contract.

Budget Impact:

No budget impact at this time.

- 4.) The budget presented on November 25, 2020 did not include the Safe Restart Funding for 2021 lost rental revenues.

Staff Update

The 2021 proposed operating budget presented on November 25, 2020 included reductions in rental revenues due to the COVID-19 pandemic resulting in a total tax levy increase of approximately \$59K as outlined below:

- Optimist Recreation Centre (ORC) – decrease in rental revenues of \$18K
- Parks – decrease in rental revenues of \$5K
- PCC – decrease in rental revenues of \$36K

On December 16, 2020, the Township received notification from the Ministry of an additional allocation of \$38,000 to help the Township with 2021 COVID-related operating pressures.

The Township received a previous allocation of \$190,500 earlier in 2020 to support the Township's COVID-19 operating costs and pressures as it relates to the Township's 2020 financial position. The Township is required to report back to the Province in March 2021 with details on the use of the provincial funds. The Province has indicated that unspent amounts can be placed in a reserve to support potential COVID-19 costs and pressures in 2021. The unspent amount as of December 31, 2020 is not quantifiable at this time.

It is recommended that the \$59,000 of operating pressures budgeted for 2021 as it relates to the decrease in rental revenues be funded from the above noted funding.

Budget Impact:

Tax levy decrease of \$59,000.

- 5.) Council at its meeting held on November 25, 2020 directed staff to fund the following one-time base budget increases from their respective operating budget surplus:
- a. One-time heritage plaque costs of \$1,900 from the 2020 heritage committee operating budget surplus;
 - b. One-time planning advertising costs of \$1,500 from the 2020 planning operating budget surplus

Staff Update

The 2021 proposed budget has been updated based on this direction.

Budget Impact:

Funded by the 2020 surplus – therefore, no tax levy impact.

- 6.) Council at its meeting held on November 25, 2020 directed staff to investigate a cost recovery approach for the OPP's use of the room in the Township Municipal Office.

Staff Update

Staff will report back on this matter in 2021.

Budget Impact:

No budget impact at this time.

- 7.) Council at its meeting held on November 25, 2020 directed staff to investigate the increase in water protection costs in the Municipal Office.

Staff Update

The Director of Public Works, Parks and Facilities has indicated that the main increase is due to an increased use of salt as a result of the extractor washer/dryer machine in the Fire & Rescue Services department.

The allocation of costs between the three facilities (Municipal Office, PCC and ORC) will also be more closely examined in 2021.

Budget Impact:

No budget impact

- 8.) Council at its meeting held on November 25, 2020 directed staff to determine methods to increase ball diamond and rink board advertising.

Staff Update

Services staff have recommended the following methods to increase ball diamond and rink board advertising:

- Township's Website
- Monthly Community Newsletter
- Tax Insert
- Marquee Sign
- Rink Board and Baseball Diamond banner with "Advertise Here"
- Bang the Table Software
- Newspaper

Budget Impact:

No budget impact

- 9.) Council at its meeting held on November 25, 2020 directed staff to explore purchasing opportunities with the County and/or neighboring municipalities for calcium for 2022.

Staff Update

The Township has signed a two-year contract for calcium which expires as of December 31, 2021.

The Director of Public Works, Parks and Facilities inquired with the County and the County has indicated that they do not require enough calcium per year to benefit from mutual tendering as the vast majority of their road system is asphalt and not gravel. Gravel roads require calcium as a dust suppressant. The Director of Public Works, Parks and Facilities has indicated that he will explore purchasing opportunities with the neighboring municipalities for calcium after the expiry of the current contract.

Budget Impact:

No budget impact

- 10.) Council at its meeting held on November 25, 2020 directed the Chief Administrative officer to review the "DZ" license medical as part of an expense policy decision corporate-wide in 2021.

Staff Update

Staff will report back on this matter in 2021.

Budget Impact:

No budget impact

- 11.) Council at its meeting held on November 25, 2020 approved the 2021 one-time base budget increases amounting to \$10,031 as outlined below:

Description	2021 Approved One-Time Base Budget Increase
Fire & Rescue Services - Red Cross First Responder Certification	\$1,290
Fire & Rescue Services - Red Cross Instructors Certification	\$630
Fire & Rescue Services - Installation of new civic address signs	\$8,111

Staff Update

The 2021 proposed budget has been updated based on this direction.

Budget Impact:

One-time tax levy increase of \$10,031.

- 12.) Council at its meeting held on November 25, 2020 approved the 2021 permanent base budget increases amounting to \$13,821 as outlined below:

Description	2021 Approved Permanent Base Budget Increase
By-law Enforcement Officer - Safety Work Shoes	\$175
Fire & Rescue Services - Canadian Critical Incident Stress Foundation's Conference	\$2,550
Fire & Rescue Services - Red Cross CPR Certification	\$860
Puslinch Community Centre - Outdoor Maintenance	\$2,800
Public Works – Calcium	\$7,436

Staff Update

The 2021 proposed budget has been updated based on this direction.

Budget Impact:

Tax levy increase of \$13,821

- 13.) The budget presented on November 25, 2020 incorrectly noted a position in the incorrect band placement.

Staff Update

Based on a recent job evaluation completed, the band placement has been corrected in this version of the operating budget resulting in an increase in salaries and benefits.

Budget Impact:

Tax levy increase of \$11,041.

- 14.) The budget presented on November 25, 2020 included payment in lieu of tax revenue based on the 2020 assessment roll. The 2021 assessment roll was recently provided by the Municipal Property Assessment Corporation (MPAC).

Staff Update:

Based on the 2021 assessment roll returned by MPAC, the payments in lieu of tax revenue in the Corporate cost centre have increased by \$4,291.

Budget Impact:

\$4,291 tax levy decrease.

- 15.) The budget presented on November 25, 2020 included an amount of \$1,155 for the Firehouse Support Contract Renewal.

Staff Update:

This amount has been removed due to the implementation of a new system in the Fire & Rescue Services department.

Budget Impact:

\$1,155 tax levy decrease.

Operating Tax Levy Impacts – Excluding Building Department

Outlined below is a reconciliation of the operating tax levy reported on November 25, 2020 to the proposed operating tax levy as a result of the changes outlined in the items discussed above. The Building Department is reported on separately as there are no tax levy impacts associated with changes to the Building Department budget.

Description	Amount	Comments
Operating Tax Levy	\$3,015,906	November 25, 2020 – FIN-2020-039
2021 Grant Application Program	-\$3,360	Item 2 above
Safe Restart Funding – 2021 operating pressures	-\$59,000	Item 4 above
One-Time Base Budget Increases	\$10,031	Item 11 above
Permanent Base Budget Increases	\$13,821	Item 12 above
Job Evaluation – Band Placement	\$11,041	Item 13 above
Payments in Lieu of Taxes – 2021 Assessment Roll Return	-\$4,291	Item 14 above
Firehouse Support Contract	-\$1,155	Item 15 above
Proposed Operating Tax Levy	\$2,982,993	

Updates to Building Department Proposed Budget – No Tax Levy Impact

- 1.) The budget presented on November 25, 2020 incorrectly noted a position in the incorrect band placement.

Staff Update:

Based on a recent job evaluation completed, the band placement has been corrected in this version of the operating budget resulting in an increase in salaries and benefits.

Budget Impact:

\$11,041 increase in expenditures in the Building Department Budget with no tax levy impact.

Building Department Impacts – No Tax Levy Impact

Outlined below is a reconciliation of the building department operating budget reported on November 25, 2020 to the proposed building department operating budget as a result of the change outlined above.

Description	Amount	Comments
Total Expenses	\$578,757	November 25, 2020 – FIN-2020-039
Job Evaluation – Band Placement	\$11,041	Item 1 above
Adjusted Building Expenses	\$589,798	
Total Revenues	\$442,205	November 25, 2020 – FIN-2020-039
Total Reserve Transfers	\$147,593	
Tax Levy Impact	\$0	

Capital Budget Updates

- 1.) The budget presented on November 25, 2020 included contributions to the Asset Management (AM) Discretionary Reserve of \$1,338,916.

Staff Update:

The amount contributed to the AM Discretionary Reserve in 2020 was \$1,208,766.

The 2019 AM Plan recommended that the Township maintain a minimum target balance of \$2.0 million and a maximum target balance of \$4.0 million in its AM Discretionary Reserve.

The increase in the reserve contribution to the AM Discretionary Reserve of \$130K allows the Township to be within the target balance.

The total overall capital taxation levy is proposed to be \$1,540,566 (increase from 2020 approved budget of \$1,442,416). This represents an increase in total overall capital taxation levy of \$98,150. Should Council wish to reduce the contribution to the AM Discretionary Reserve, it is recommended that the reduction not result in a total overall capital taxation levy decrease.

Township staff will provide Council with the balances in discretionary and restricted reserves over the forecast period (from 2021 to 2030) prior to budget approval.

Budget Impact:

No budget impact at this time.

- 2.) Council at its meeting held on November 25, 2020 directed staff to incorporate the capital costs associated with the replacement of the generators in the AM Plan and the Capital Budget and Forecast.

Staff Update:

The Director of Public Works, Parks and Facilities is in the process of obtaining cost estimates for the emergency generators for a possible replacement to be updated in the AM plan and the Capital Budget and Forecast in the event of failure of the generators or excessive repair costs associated with the generators.

Budget Impact:

No budget impact at this time.

- 3.) The Township was recently notified of its 2021 Ontario Community Infrastructure Fund – Formula Based Component Funding for the 2021 year.

Staff Update:

The 2021 Capital Budget has been updated to include this funding. The previous version of the budget did not include this funding based on correspondence received from the Ministry of Infrastructure dated March 14, 2019 which indicated that the program is under review.

The recent correspondence dated December 2020 from the Ministry of Infrastructure indicated that the Ministry continues to work with the Association of Municipalities of Ontario and municipalities to review the design of the program.

The 2021 formula allocation for the Township is \$168,923 based on the allocation notice received.

Budget Impact:

This funding is recommended to be utilized for the Concession 4 - County Road 32 to Sideroad 10 North - Asset No. 56 project noted in the 2021 Capital Budget. This does not impact the tax levy as this grant funding is being allocated to a project that was previously funded by the AM Discretionary Reserve.

FINANCIAL IMPLICATIONS

Current Proposed Tax Levy Impact

Outlined in the table below is the current proposed tax levy impact based on the items discussed in this Report:

Description	2020 Approved Budget	2021 Proposed Budget	Difference
Total Capital Taxation Levy	\$1,442,416	\$1,540,566	\$98,150
Total Operating Taxation Levy	\$2,866,694	\$2,982,993	\$116,299
Total Municipal Taxation Levy	\$4,309,110	\$4,523,559	\$214,449

MPAC 2021 Returned Assessment Roll

Similar to previous practise, the 2021 returned assessment roll obtained from MPAC is compared to the 2020 returned assessment roll to determine the assessment change for the median/typical properties in the Township. The assessment change is incorporated in the calculation of the tax rate impact for the median/typical property.

Please note that the education tax rates have not been finalized. The education tax rates have been assumed to be the same as 2020 in the analysis below. Please note that the amounts below for the County are preliminary as the County's budget will be passed in January 2021.

The 2021 returned assessment roll has resulted in little to no assessment changes due to the Province's postponement of the 2021 assessment update as a result of the COVID-19 pandemic.

As a result of the reassessment cycle being deferred until 2022, the 2020 assessment values are deemed for 2021. There is however new assessment growth as outlined below.

The Township's 2021 new assessment growth is approximately 1.50% or \$36.7M (ie. new construction and renovations). If there had not been any new assessment growth in the Township, the proposed 2021 budget would have resulted in a Township tax increase of 4.98% and \$50.59 and a blended tax increase of 2.47% and \$139.11 on the median/typical single family home.

Median/Typical Single Family Home

The following table shows that the proposed 2021 budget results in a Township tax increase of 3.63% and \$36.90 and a blended tax increase of 2.23% and \$125.42 on the median/typical single family home (2020 Assessment - \$601,000; 2021 Assessment - \$601,000).

Description	% of Total Tax Bill	2020	2021	\$ Change from 2020	% Change from 2020
Median Assessment		\$601,000	\$601,000	\$0	0%
Yearly Township Taxes	18%	\$1,016.58	\$1,053.48	\$36.90	3.63%
Yearly County Taxes	66%	\$3,692.54	\$3,781.06	\$88.52	2.40%
Yearly Education Taxes	16%	\$919.53	\$919.53	\$0	0%
Yearly Blended Taxes	100%	\$5,628.65	\$5,754.07	\$125.42	2.23%
Yearly Township Taxes per \$100K Assessment		\$169.15	\$175.29	\$6.14	3.63%
Yearly Blended Taxes per \$100K Assessment		\$936.55	\$957.42	\$20.87	2.23%

Median/Typical Farmland Property

The following table shows that the proposed 2021 budget results in a Township tax increase of 3.63% and \$10.88 and a blended tax increase of 2.23% and \$36.99 on the median/typical farmland property (2020 Assessment - \$709,100; 2021 Assessment - \$709,100).

Description	% of Total Tax Bill	2020	2021	\$ Change from 2020	% Change from 2020
Median Assessment		\$709,100	\$709,100	\$0	0%
Yearly Township Taxes	18%	\$299.86	\$310.74	\$10.88	3.63%
Yearly County Taxes	66%	\$1,089.18	\$1,115.29	\$26.11	2.40%
Yearly Education Taxes	16%	\$271.23	\$271.23	\$0.00	0.00%
Yearly Blended Taxes	100%	\$1,660.27	\$1,697.26	\$36.99	2.23%
Yearly Township Taxes per \$100K Assessment		\$42.29	\$43.82	\$1.53	3.63%
Yearly Blended Taxes per \$100K Assessment		\$234.14	\$239.35	\$5.22	2.23%

Median/Typical Small Retail Commercial Property

The following table shows that the proposed 2021 budget results in a Township tax increase of 3.63% and \$58.23 and a blended tax increase of 1.49% and \$197.92 on the median/typical small retail commercial property (2020 Assessment - \$636,100; 2021 Assessment - \$636,100).

Description	% of Total Tax Bill	2020	2021	\$ Change from 2020	% Change from 2020
Median Assessment		\$636,100	\$636,100	\$0	0%
Yearly Township Taxes	12%	\$1,604.25	\$1,662.48	\$58.23	3.63%
Yearly County Taxes	44%	\$5,827.11	\$5,966.81	\$139.69	2.40%
Yearly Education Taxes	44%	\$5,879.07	\$5,879.07	\$0.00	0.00%
Yearly Blended Taxes	100%	\$13,310.43	\$13,508.35	\$197.92	1.49%
Yearly Township Taxes per \$100K Assessment		\$252.20	\$261.35	\$9.15	3.63%
Yearly Blended Taxes per \$100K Assessment		\$2,092.51	\$2,123.62	\$31.11	1.49%

Median/Typical Standard Industrial Property

The following table shows that the proposed 2021 budget results in a Township tax increase of 3.63% and \$174.01 and a blended tax increase of 1.60% and \$591.48 on the median/typical standard industrial property (2020 Assessment - \$1,181,000; 2021 Assessment - \$1,181,000).

Description	% of Total Tax Bill	2020	2021	\$ Change from 2020	% Change from 2020
Median Assessment		\$1,181,000	\$1,181,000	\$0	0%
Yearly Township Taxes	13%	\$4,794.35	\$4,968.37	\$174.01	3.63%
Yearly County Taxes	47%	\$17,414.53	\$17,832.00	\$417.47	2.40%
Yearly Education Taxes	39%	\$14,762.50	\$14,762.50	\$0.00	0.00%
Yearly Blended Taxes	100%	\$36,971.38	\$37,562.87	\$591.48	1.60%
Yearly Township Taxes per \$100K Assessment		\$405.96	\$420.69	\$14.73	3.63%
Yearly Blended Taxes per \$100K Assessment		\$3,130.52	\$3,180.60	\$50.08	1.60%

APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – 2021 Proposed Operating Budget

Schedule B – 2021 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C - 2018 to 2030 Capital Plan Summary

Schedule D - Projects by Year – 2018 to 2030

Schedule E – Capital Summary – Funding Sources by Year

Schedule F - 2021 Proposed Capital Budget Compared to the 2020 and 2019 Approved Capital Budget Funding Comparisons

Schedule G - 2021 Proposed Ten Year Plan Compared to the 2020 and 2019 Ten Year Plans

2021 Proposed Operating Budget

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Administration					
Expenditures					
FT Wages	\$238,816	\$189,764	\$201,166	\$291,808	\$389,722
PT Wages	\$37,922	\$16,870	\$0	\$4,252	\$0
OT Wages	\$1,525	\$1,300	\$0	\$500	\$500
FT Wage Related Expenses	\$41,491	\$35,920	\$36,305	\$51,167	\$69,096
PT Wage Related Expenses	\$3,381	\$2,150	\$0	\$400	\$0
Manulife Benefits	\$36,392	\$18,024	\$18,353	\$28,853	\$45,476
WSIB	\$7,175	\$6,860	\$5,833	\$7,554	\$10,407
Office Supplies & Equipment	\$930	\$2,463	\$1,027	\$1,200	\$1,200
Communication (phone, fax, internet)	\$1,861	\$1,590	\$925	\$1,836	\$1,772
Professional Fees - Legal	\$62,644	\$40,314	\$11,151	\$23,500	\$19,500
Professional Fees - Engineering	\$16,088	\$16,123	\$5,063	\$55,640	\$44,422
Events and Other	\$9,682	\$8,769	\$853	\$11,275	\$10,775
Mileage	\$2,008	\$948	\$36	\$2,000	\$1,500
Professional Development	\$17,683	\$10,789	\$4,515	\$30,408	\$26,075
Membership and Subscription Fees	\$9,132	\$9,838	\$6,652	\$10,871	\$11,991
Employee Travel - Meals	\$154	\$25	\$0	\$200	\$100
Employee Travel - Accom/Parking	\$760	\$1,450	\$0	\$1,200	\$800
Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
Insurance	\$59,617	\$58,949	\$42,084	\$72,423	\$54,188
Advertising	\$2,637	\$5,786	\$1,476	\$2,250	\$2,250
Professional Fees - Ground Water Monitoring	\$3,385	\$4,259	\$447	\$3,500	\$3,500
Contract Services	\$1,978	\$74,829	\$3,314	\$7,000	\$36,121
Expenditures Total	\$555,262	\$507,020	\$339,199	\$608,335	\$729,893
ReserveTransfers					
Transfer from Legal Contingency	-\$115,212	-\$63,181	\$0	\$0	\$0
Contribution to Legal Contingency	\$361,100	\$50,000	\$50,000	\$50,000	\$50,000
Transfer from Insurance Contingency	-\$7,658	-\$6,809	-\$5,000	-\$14,900	-\$10,000
Contribution to Insurance Contingency	\$0	\$25,000	\$25,000	\$25,000	\$25,000
ReserveTransfers Total	\$238,229	\$5,010	\$70,000	\$60,100	\$65,000
Revenues					

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Agreement, Commissioner and FOI, Photocopies	-\$1,107	-\$1,611	-\$404	-\$1,300	-\$1,300
Eng., Env., and Legal Recoveries	-\$3,000	-\$3,603	-\$4,325	-\$2,500	-\$3,500
Recoveries from Staff Events	-\$1,403	-\$343	-\$16	-\$1,300	-\$1,300
Other recoveries	\$0	\$0	-\$10	-\$500	-\$500
Nestle Agreement	\$0	-\$500	\$0	-\$500	-\$500
Ontario Cannabis Legalization Implementation Fund	\$0	-\$15,000	\$0	\$0	\$0
Revenues Total	-\$5,511	-\$21,057	-\$4,755	-\$6,100	-\$7,100

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Building					
Expenditures					
FT Wages	\$140,975	\$188,586	\$149,463	\$237,282	\$277,118
PT Wages	\$8,060	\$6,104	\$1,043	\$2,280	\$0
OT Wages	\$0	\$0	\$0	\$500	\$500
FT Wage Related Expenses	\$21,405	\$33,403	\$27,817	\$42,588	\$49,844
PT Wage Related Expenses	\$651	\$281	\$87	\$215	\$0
Manulife Benefits	\$12,710	\$18,607	\$17,527	\$28,728	\$33,907
WSIB	\$4,809	\$6,013	\$5,212	\$7,021	\$8,157
Computer Software & Hardware	\$380	\$1,776	\$741	\$250	\$1,000
Office Supplies	\$4,020	\$3,574	\$1,322	\$5,000	\$3,000
Fuel	\$1,461	\$1,581	\$0	\$1,500	\$1,500
Vehicle Maintenance	\$470	\$473	\$0	\$600	\$500
Postage	\$3,186	\$2,012	\$1,889	\$3,000	\$3,000
Communication (phone, fax, internet)	\$2,389	\$3,384	\$1,244	\$2,195	\$2,435
Professional Fees - Legal	\$6,791	\$16,542	\$7,596	\$20,000	\$20,000
Professional Fees - Audit	\$5,007	\$6,411	\$6,411	\$6,000	\$6,600
Professional Fees - Engineering	\$244,425	\$218,208	\$195,102	\$244,920	\$70,000
Mileage	\$514	\$189	\$0	\$1,000	\$500
Professional Development	\$8,138	\$3,200	\$2,897	\$13,350	\$17,850
Membership and Subscription Fees	\$1,904	\$2,265	\$442	\$3,089	\$3,179
Employee Travel - Meals	\$125	\$0	\$0	\$500	\$500
Employee Travel - Accomodations	\$0	\$277	\$0	\$1,500	\$1,500
Insurance	\$18,720	\$18,066	\$11,889	\$22,794	\$12,484
Advertising	\$3,212	\$1,168	\$533	\$1,560	\$1,715
Vehicle Plates	\$120	\$120	\$0	\$120	\$120
Contract Services	\$17,757	\$32,179	\$19,627	\$22,118	\$49,611
Clothing, Safety Allowance	\$373	\$195	\$108	\$720	\$720
Emergency Management	\$1,157	\$1,095	\$344	\$550	\$457
Bank Service Charges	\$2,058	\$3,538	\$2,661	\$3,500	\$3,500
Municipal Office Costs Recovered from Building Department	\$20,038	\$20,329	\$20,329	\$20,811	\$20,100
Expenditures Total	\$530,858	\$589,577	\$474,283	\$693,691	\$589,798
ReserveTransfers					
Contribution to Building Surplus RF	\$0	\$0	\$60,557	\$0	\$0
Transfer from Building Surplus RF	-\$48,583	-\$110,485	\$0	-\$252,713	-\$147,593

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
ReserveTransfers Total	-\$48,583	-\$110,485	\$60,557	-\$252,713	-\$147,593
Revenues					
Reproduction of Drawings Fees	-\$200	-\$100	-\$255	-\$153	-\$156
Other recoveries	\$0	\$0	\$0	-\$500	-\$500
Designated Structures Permit	-\$2,912	-\$1,248	-\$848	-\$2,496	-\$1,724
Tent or Marquee Application Fee	-\$1,092	-\$1,560	-\$852	-\$1,065	-\$1,080
Transfer of Permit	-\$156	\$0	\$0	-\$159	-\$161
Revision to Approved Plans	-\$6,240	-\$7,910	-\$6,042	-\$5,406	-\$6,460
Alternative Solution Application	\$0	\$0	\$0	-\$510	-\$518
Residential Building Permits	-\$345,147	-\$367,508	-\$432,266	-\$336,600	-\$341,712
Institutional, Commercial & Industrial Building Permits	-\$35,626	-\$38,469	-\$24,052	-\$40,000	-\$30,500
Farm Building Permits	-\$46,039	-\$18,141	-\$16,939	-\$10,000	-\$15,000
Demolition Permits	-\$2,496	-\$2,652	-\$954	-\$1,749	-\$1,932
Occupancy Permits	-\$6,965	-\$6,708	-\$8,937	-\$7,155	-\$6,923
Sign Permits	-\$1,040	\$0	-\$1,590	-\$795	-\$1,076
Septic System Permit - New	-\$33,883	-\$31,200	-\$36,252	-\$31,164	-\$30,362
Inspection of works not ready	\$0	-\$312	-\$159	-\$318	-\$161
Septic System Permit - Alter	-\$468	-\$2,340	-\$2,862	-\$1,908	-\$1,940
Online Service Fee	-\$10	-\$944	-\$2,831	-\$1,000	-\$2,000
Revenues Total	-\$482,275	-\$479,092	-\$534,840	-\$440,978	-\$442,205

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
By-law					
Expenditures					
PT Wages	\$5,174	\$9,291	\$9,146	\$21,219	\$700
PT Wage Related Expenses	\$278	\$665	\$771	\$1,931	\$0
WSIB	\$125	\$252	\$292	\$616	\$0
Office Supplies	\$0	\$57	\$199	\$150	\$150
Signage - 911 Signs	\$794	\$2,157	\$7,054	\$1,400	\$500
Professional Fees - Legal	\$64,066	\$24,875	\$31,230	\$20,000	\$30,000
Professional Fees - Engineering	\$3,981	\$8,927	\$6,000	\$17,280	\$15,000
Mileage	\$359	\$157	\$0	\$150	\$150
Professional Development	\$0	\$0	\$0	\$1,200	\$1,200
Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
Advertising	\$768	\$515	\$0	\$1,500	\$1,500
Dog Tags	\$216	\$232	\$0	\$250	\$0
Contract Services	\$9,494	\$10,988	\$8,771	\$10,800	\$45,360
Livestock Loss	\$1,766	\$1,126	\$280	\$1,500	\$1,500
Clothing, Safety Allowance	\$0	\$0	\$252	\$85	\$260
Communication (phone, fax, internet)	\$0	\$0	\$163	\$0	\$636
Expenditures Total	\$87,021	\$59,242	\$64,158	\$78,381	\$97,256
ReserveTransfers					
ReserveTransfers Total	\$0	\$0	\$0	\$0	-\$11,494
Revenues					
Lottery Licences	-\$523	-\$277	-\$278	-\$500	-\$500
Sign Permits	-\$100	\$0	\$0	-\$102	-\$103
Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
Engineering, Environmental and Legal Fees Recovered	-\$9,829	-\$33,707	-\$11,107	-\$5,000	-\$5,000
Site Alteration Agreement	-\$1,905	\$0	-\$3,900	-\$500	-\$1,500
Other recoveries	\$0	\$0	\$0	-\$500	-\$500
Ontario Wildlife Damage Compensation	-\$1,856	-\$1,216	-\$310	-\$1,500	-\$1,500
Dog Tags and Kennel Licences	-\$9,950	-\$10,757	-\$8,457	-\$11,000	-\$9,750
Municipal addressing signs and posts	-\$1,780	-\$2,080	-\$1,632	-\$1,775	-\$1,827
Septic Compliance Letter	-\$900	-\$1,125	-\$993	-\$689	-\$700
Special Occasion Permit Letters	\$0	\$0	\$0	-\$77	-\$78

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Swimming Pool Enclosure Permit	-\$4,410	-\$4,085	-\$5,957	-\$3,285	-\$4,662
Liquor License Letter	\$0	\$0	\$0	-\$159	-\$161
Filming Permit Fee	\$0	-\$500	\$0	-\$510	-\$518
Property Standards Appeal Fee	\$0	\$0	\$0	-\$260	-\$264
Revenues Total	-\$31,252	-\$53,747	-\$32,633	-\$25,856	-\$27,063

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Corporate					
Expenditures					
Taxes written off (Twp share only)	\$24,852	\$12,969	\$40,511	\$25,000	\$25,000
Conservation Authorities Levy Payment	\$161,939	\$167,217	\$169,281	\$169,442	\$174,553
Expenditures Total	\$186,791	\$180,186	\$209,792	\$194,442	\$199,553
ReserveTransfers					
Transfer from Operating Carryforward	-\$19,840	\$0	\$0	\$0	-\$24,400
ReserveTransfers Total	-\$19,840	\$0	\$0	\$0	-\$24,400
Revenues					
Supplemental Billings	-\$56,668	-\$84,554	-\$116,791	-\$65,000	-\$80,000
Mun Tax Assistance	-\$19,636	-\$23,732	-\$26,131	-\$25,819	-\$27,079
Host Kilmer (Service Ontario)	-\$27,345	-\$28,891	-\$30,312	-\$29,951	-\$31,417
Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
Metrolinx	-\$10,422	-\$10,740	-\$11,157	-\$11,025	-\$11,562
Hydro One	-\$8,409	-\$8,672	-\$8,963	-\$8,672	-\$8,963
Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$5,330	-\$5,330	-\$5,330
Puslinch Landfill/Wellington County	-\$5,575	-\$7,353	-\$8,494	-\$8,746	-\$8,834
City of Guelph	-\$32,396	-\$34,582	-\$36,657	-\$37,744	-\$38,124
University of Guelph	-\$428	-\$569	-\$716	-\$707	-\$742
CN Railway	-\$1,316	-\$1,316	-\$1,316	-\$1,316	-\$1,316
CP Railway	-\$7,854	-\$7,854	-\$7,854	-\$7,854	-\$7,854
OMPF	-\$413,600	-\$415,700	-\$417,400	-\$417,400	-\$419,800
Penalties - Property Taxes	-\$94,531	-\$108,658	-\$94,449	-\$88,098	-\$94,000
Interest - Tax Arrears	-\$92,329	-\$101,318	-\$106,237	-\$88,953	-\$96,000
Interest on General	-\$131,548	-\$169,859	-\$56,346	-\$90,092	-\$90,092
Other Revenues	-\$437	-\$488	-\$194	-\$500	-\$330
Safe Restart Funding - COVID-19	\$0	\$0	-\$190,500	\$0	-\$38,000
Revenues Total	-\$919,971	-\$1,021,764	#####	-\$899,354	-\$971,590

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Council					
Expenditures					
PT Wages	\$85,313	\$95,717	\$82,272	\$101,183	\$101,183
PT Wage Related Expenses	\$2,320	\$5,288	\$5,256	\$7,285	\$7,488
Manulife Benefits	\$21,955	\$22,533	\$18,636	\$23,634	\$24,475
Office Supplies & Equipment	\$164	\$0	\$70	\$250	\$200
Mileage	\$798	\$422	\$165	\$1,000	\$800
Professional Development	\$3,495	\$0	\$1,425	\$3,200	\$3,200
Membership and Subscription Fees	\$0	\$157	\$0	\$150	\$150
Employee Travel - Meals	\$162	\$95	\$0	\$300	\$200
Employee Travel - Accom/Parking	\$2,188	\$3,006	\$860	\$4,000	\$3,500
Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
Expenditures Total	\$116,397	\$127,218	\$108,684	\$141,503	\$141,696

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Elections					
Expenditures					
Per Diems	\$4,955	\$94	\$0	\$0	\$0
Office Supplies & Equipment	\$1,549	\$0	\$0	\$0	\$0
Postage	\$2,318	\$0	\$0	\$0	\$0
Professional Fees - Audit	\$0	\$0	\$0	\$0	\$0
Professional Development	\$260	\$0	\$0	\$0	\$0
Advertising	\$7,929	\$0	\$0	\$0	\$0
Contract Services	\$37,314	\$1,476	\$1,476	\$1,476	\$1,476
Expenditures Total	\$54,325	\$1,569	\$1,476	\$1,476	\$1,476
ReserveTransfers					
Contribution to Elections	\$12,787	\$13,750	\$13,750	\$13,750	\$13,750
Transfer From Elections	-\$48,574	\$0	\$0	\$0	\$0
ReserveTransfers Total	-\$35,787	\$13,750	\$13,750	\$13,750	\$13,750
Revenues					
Election - Other Recoveries	\$0	\$0	\$0	\$0	\$0
Nomination Fees	\$0	\$0	\$0	\$0	\$0
Revenues Total	\$0	\$0	\$0	\$0	\$0

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Finance					
Expenditures					
Principal Repayment	\$116,000	\$119,000	\$0	\$0	\$0
FT Wages	\$293,721	\$280,591	\$240,346	\$301,914	\$364,281
PT Wages	\$0	\$0	\$0	\$0	\$0
OT Wages	\$428	\$0	\$0	\$500	\$500
FT Wage Related Expenses	\$51,077	\$47,752	\$40,783	\$53,186	\$65,085
PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
Manulife Benefits	\$33,236	\$37,741	\$34,794	\$34,638	\$45,721
WSIB	\$8,878	\$8,313	\$8,132	\$8,478	\$10,427
Computer Software & Hardware	\$888	\$4,145	\$1,729	\$500	\$500
Office Supplies	\$5,956	\$5,909	\$5,236	\$6,000	\$6,000
Postage	\$9,643	\$9,971	\$11,420	\$10,000	\$10,000
Communication (phone, fax, internet)	\$5,901	\$6,294	\$1,854	\$3,491	\$2,567
Professional Fees - Audit	\$12,242	\$14,959	\$14,959	\$14,000	\$15,400
Mileage	\$1,611	\$762	\$30	\$1,000	\$1,000
Professional Development	\$7,791	\$3,707	\$880	\$6,754	\$12,509
Membership and Subscription Fees	\$1,979	\$986	\$2,004	\$2,425	\$3,425
Employee Travel - Meals	\$25	\$25	\$0	\$150	\$50
Employee Travel - Accomodations	\$207	\$180	\$0	\$400	\$200
Advertising	\$10,189	\$4,973	\$8,843	\$7,670	\$7,994
Contract Services	\$35,093	\$47,950	\$34,706	\$41,532	\$40,092
Emergency Management	\$2,700	\$2,556	\$804	\$1,282	\$1,067
Environmental Service - Garbage Bags	\$16,230	\$19,677	\$6,644	\$17,500	\$17,500
Bank Service Charges	\$5,093	\$8,268	\$6,237	\$8,000	\$8,000
Other written off (non collectible inv's)	\$584	\$75	\$0	\$0	\$0
Debt Interest Repayment	\$2,975	\$0	\$0	\$0	\$0
Community Grants	\$31,750	\$37,553	\$37,540	\$37,540	\$34,180
Expenditures Total	\$654,198	\$661,388	\$456,941	\$556,960	\$646,498
ReserveTransfers					
Transfer from Capital Carry-forward	\$0	\$0	\$0	\$0	-\$87,616
ReserveTransfers Total	\$0	\$0	\$0	\$0	-\$87,616
Revenues					
Advertising, Legal, and Realtax Fees Recovered	-\$7,153	-\$4,019	-\$6,669	-\$5,000	-\$5,000

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
NSF Fees	-\$720	-\$480	-\$360	-\$640	-\$500
Online Service Fee	-\$168	-\$495	-\$986	-\$1,000	-\$1,000
Tax Certificates	-\$8,040	-\$9,180	-\$9,180	-\$8,220	-\$8,220
Other Recoveries	-\$7,859	-\$8,781	-\$3,984	-\$6,500	-\$6,500
Garbage bags	-\$22,020	-\$19,515	-\$4,975	-\$17,500	-\$17,500
Revenues Total	-\$45,960	-\$42,469	-\$26,154	-\$38,860	-\$38,720

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Fire and Rescue					
Expenditures					
PT Wages	\$407,876	\$428,249	\$337,400	\$415,009	\$428,367
PT Wage Related Expenses	\$55,406	\$90,511	\$26,204	\$44,256	\$34,614
Group Benefits	\$17,796	\$18,918	\$15,891	\$17,231	\$17,231
WSIB	\$12,425	\$12,251	\$11,019	\$12,450	\$12,608
Office Supplies	\$2,903	\$2,811	\$1,970	\$3,000	\$3,000
Fuel	\$13,960	\$11,866	\$0	\$14,400	\$14,400
Equipment Maintenance & Supplies	\$26,814	\$24,705	\$14,398	\$25,000	\$25,000
Oxygen & Medical Supplies	\$1,307	\$3,755	\$1,804	\$3,100	\$3,100
Public Education	\$2,580	\$3,885	\$2,279	\$3,800	\$3,800
Vehicle Maintenance	\$57,416	\$48,354	\$14,773	\$26,000	\$26,000
Communication (phone, fax, internet)	\$8,863	\$6,016	\$7,248	\$6,304	\$6,940
Mileage	\$3,471	\$3,982	\$251	\$4,000	\$4,000
Professional Development	\$20,174	\$19,600	\$10,647	\$24,105	\$29,785
Membership and Subscription Fees	\$4,162	\$4,607	\$3,092	\$4,892	\$5,222
Employee Travel - Meals	\$4,922	\$986	\$399	\$1,000	\$1,000
Employee Travel - Accomodations	\$959	\$2,251	\$0	\$2,600	\$4,220
Insurance	\$21,386	\$23,097	\$21,411	\$23,858	\$22,481
Advertising	\$166	\$0	\$1,337	\$1,000	\$1,000
Permits	\$471	\$471	\$481	\$485	\$485
Contract Services	\$37,857	\$71,877	\$85,080	\$93,801	\$93,107
Clothing, Safety Allowance	\$18,032	\$18,179	\$10,970	\$16,550	\$16,892
Vehicle Plates	\$265	\$265	\$0	\$265	\$265
Expenditures Total	\$719,210	\$796,636	\$566,653	\$743,106	\$753,516
Revenues					
Open Burning Permit and Inspection	-\$15,260	-\$15,380	-\$15,992	-\$15,300	-\$15,525
Burning Permit Violations	-\$1,350	-\$931	-\$966	-\$1,431	-\$1,455
Fire Extinguisher Training	-\$720	-\$150	\$0	-\$505	-\$512
Water Tank Locks	-\$18	\$0	\$0	-\$54	-\$55
Fireworks Permits	-\$200	-\$200	-\$102	-\$204	-\$206
Information/Fire Reports	-\$375	-\$300	-\$152	-\$459	-\$467
Other recoveries	-\$851	-\$1,786	-\$156	-\$9,437	-\$9,437
Occupancy Load	\$0	\$0	\$0	\$0	\$0
Fire Safety Plan Review	\$0	\$0	\$0	-\$244	-\$248

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Post Fire Watch	\$0	\$0	\$0	\$0	\$0
Boarding up or Barricading	\$0	\$0	\$0	\$0	\$0
Key Boxes	-\$100	-\$100	-\$102	-\$102	-\$103
Inspections	\$0	\$0	\$0	\$0	\$0
Motor Vehicle Emergency Responses	-\$112,424	-\$116,966	-\$19,668	-\$91,800	-\$93,361
Fire Alarm False Alarm Calls	\$0	\$0	\$0	\$0	\$0
Donations	-\$7,031	-\$19,435	\$0	\$0	\$0
Carbon Monoxide Alarms and Smoke Alarms	\$0	\$0	\$0	-\$245	-\$248
Revenues Total	-\$138,330	-\$155,248	-\$37,137	-\$119,781	-\$121,616

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Heritage Committee					
Expenditures					
Per Diems	\$1,416	\$1,940	\$1,083	\$1,914	\$1,950
Heritage Plaques	\$0	\$46	\$47	\$100	\$2,000
Mileage	\$0	\$201	\$0	\$600	\$250
Training	\$0	\$305	\$0	\$1,000	\$500
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Employee Travel - Accomodations	\$0	\$390	\$0	\$1,000	\$500
Expenditures Total	\$1,416	\$2,882	\$1,130	\$4,714	\$5,250

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Library					
Expenditures					
Library Rent for Historical society	\$4,828	\$4,715	\$4,503	\$4,850	\$4,800
Library Water Monitoring	\$1,857	\$1,854	\$1,873	\$1,750	\$1,800
Expenditures Total	\$6,685	\$6,569	\$6,376	\$6,600	\$6,600
Revenues					
Library Costs Recovered from County	-\$2,920	-\$3,002	\$0	-\$3,000	-\$3,000
Revenues Total	-\$2,920	-\$3,002	\$0	-\$3,000	-\$3,000

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Municipal Office					
Expenditures					
Hydro	\$17,799	\$16,459	\$14,095	\$20,000	\$18,000
Heat	\$11,756	\$11,096	\$8,381	\$12,000	\$11,500
Water Protection	\$525	\$1,025	\$684	\$420	\$750
Cleaning, Maint & supplies for Bldg	\$29,413	\$28,565	\$18,512	\$26,451	\$26,251
Kitchen Supplies and Equipment	\$3,878	\$4,064	\$3,282	\$3,400	\$3,400
Waste Removal	\$1,767	\$1,935	\$2,026	\$1,980	\$1,980
Outdoor Maintenance of Building	\$1,655	\$440	\$5,100	\$1,300	\$1,300
Contract Services	\$0	\$0	\$2,720	\$3,820	\$3,820
Expenditures Total	\$66,793	\$63,584	\$54,801	\$69,371	\$67,001
Revenues					
Municipal Office Costs Recovered from Building Department	-\$20,038	-\$20,329	-\$20,329	-\$20,811	-\$20,100
Revenues Total	-\$20,038	-\$20,329	-\$20,329	-\$20,811	-\$20,100

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
ORC					
Expenditures					
FT Wages	\$58,739	\$60,112	\$49,467	\$61,256	\$61,256
PT Wages	\$24,419	\$26,559	\$7,210	\$30,613	\$31,838
OT Wages	\$1,518	\$1,553	\$0	\$2,000	\$2,000
FT Wage Related Expenses	\$12,582	\$11,917	\$9,269	\$11,136	\$11,312
PT Wage Related Expenses	\$1,180	\$1,297	\$362	\$2,881	\$3,060
Manulife Benefits	\$8,751	\$7,924	\$3,182	\$7,045	\$7,244
WSIB	\$2,716	\$2,796	\$1,983	\$2,816	\$2,853
Office Supplies	\$184	\$601	\$69	\$300	\$300
Hydro	\$26,874	\$25,794	\$21,724	\$30,000	\$27,000
Heat	\$5,941	\$4,921	\$4,717	\$5,500	\$5,500
Water Protection	\$753	\$643	\$1,097	\$700	\$700
Equipment Maintenance & Supplies	\$8,261	\$4,314	\$2,791	\$6,870	\$6,870
Signage	\$0	\$0	\$0	\$100	\$100
Bldg-Cleaning, Maint,Supplies Interior	\$5,216	\$4,113	\$4,936	\$6,000	\$5,800
Waste Removal	\$943	\$1,136	\$1,628	\$1,560	\$1,560
Bldg-Cleaning, Maint,Supplies Exterior	\$6,415	\$6,944	\$2,020	\$8,000	\$8,000
Communication (phone, fax, internet)	\$2,523	\$2,967	\$2,765	\$3,120	\$3,120
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
Membership and Subscription Fees	\$153	\$158	\$0	\$220	\$220
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Insurance	\$8,134	\$8,611	\$7,918	\$9,074	\$8,314
Advertising	\$525	\$0	\$0	\$500	\$500
Contract Services	\$66	\$630	\$671	\$1,480	\$1,480
Clothing, Safety Allowance	\$107	\$0	\$158	\$515	\$515
Expenditures Total	\$176,000	\$172,989	\$121,966	\$192,887	\$190,691
Revenues					
Ice Rental - Prime	-\$18,012	-\$20,772	-\$23,537	-\$18,360	-\$13,770
Ice Rental - Non-Prime	\$0	\$0	-\$506	\$0	\$0
Arena Summer Rentals	-\$13,423	-\$13,440	-\$963	-\$13,750	-\$10,313
Gymnasium Rental	-\$20,418	-\$26,469	-\$6,343	-\$20,000	-\$10,000
Rink Board and Ball Diamond Advertising	\$0	\$0	-\$357	-\$357	-\$363
Other Recoveries	-\$421	-\$386	-\$412	-\$500	-\$500

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Revenues Total	-\$52,274	-\$61,066	-\$32,119	-\$52,967	-\$34,946
Parks					
Expenditures					
FT Wages	\$43,849	\$46,775	\$0	\$0	\$36,754
PT Wages	\$9,828	\$10,134	\$0	\$9,719	\$0
OT Wages	\$3,265	\$7,448	\$0	\$0	\$0
FT Wage Related Expenses	\$7,916	\$9,205	\$0	\$0	\$6,672
PT Wage Related Expenses	\$840	\$882	\$0	\$915	\$0
WSIB	\$1,762	\$2,049	\$0	\$292	\$1,103
Hydro	\$2,558	\$2,703	\$2,036	\$3,400	\$2,700
Fuel	\$2,663	\$2,598	\$0	\$2,200	\$2,630
Water Protection	\$646	\$35	\$0	\$1,000	\$700
Equipment Maintenance and Supplies	\$644	\$1,306	\$1,159	\$1,480	\$1,480
Vehicle Maintenance	\$244	\$197	\$527	\$500	\$500
Maintenance Grounds	\$7,963	\$4,132	\$4,395	\$10,000	\$10,000
Insurance	\$6,575	\$7,190	\$7,540	\$7,335	\$7,917
Advertising	\$0	\$1,134	\$0	\$500	\$500
Contract Services	\$18,551	\$7,272	\$3,979	\$5,160	\$960
Manulife Benefits	\$7,163	\$7,593	\$0	\$0	\$5,341
Expenditures Total	\$114,468	\$110,654	\$19,637	\$42,501	\$77,255
Revenues					
Horse Paddock Rental	-\$200	-\$250	\$0	-\$204	-\$207
Picnic Shelter	-\$220	-\$400	\$0	-\$306	-\$153
Ball Diamond Rentals	-\$3,023	-\$5,627	-\$3,329	-\$5,500	-\$2,750
Sports Facility User Fees	-\$920	-\$730	\$0	-\$800	-\$400
Soccer Field Rentals	-\$2,321	-\$2,331	-\$1,155	-\$3,000	-\$1,500
Revenues Total	-\$6,684	-\$9,338	-\$4,483	-\$9,810	-\$5,010

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
PCC					
Expenditures					
FT Wages	\$0	\$0	\$45,761	\$56,638	\$58,906
PT Wages	\$40,085	\$41,182	\$10,976	\$41,266	\$20,634
OT Wages	\$398	\$667	\$19	\$2,000	\$1,000
FT Wage Related Expenses	\$3	\$7	\$8,251	\$10,299	\$10,862
PT Wage Related Expenses	\$1,821	\$1,912	\$501	\$4,072	\$2,079
Manulife Benefits	\$0	\$0	\$6,275	\$7,791	\$8,147
WSIB	\$1,262	\$1,323	\$1,947	\$2,997	\$2,416
Office Supplies	\$132	\$82	\$104	\$150	\$150
Hydro	\$12,632	\$11,159	\$6,775	\$16,500	\$12,000
Heat	\$4,482	\$4,040	\$3,446	\$4,300	\$4,300
Fuel	\$0	\$0	\$0	\$500	\$500
Water Protection	\$4,386	\$4,558	\$2,783	\$5,100	\$4,500
Bldg-Cleaning, Maint,Supplies Interior	\$13,503	\$9,003	\$3,686	\$13,870	\$13,670
Kitchen Supplies and Equipment	\$2,102	\$557	\$0	\$1,500	\$1,500
Waste Removal	\$2,881	\$4,544	\$6,432	\$6,240	\$6,240
Outdoor Maintenance of Building	\$1,546	\$2,335	\$6,557	\$1,200	\$4,000
Communication (phone, fax, internet)	\$2,251	\$3,147	\$2,768	\$3,000	\$3,000
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$0	\$0	\$0	\$0	\$0
Membership and Subscription Fees	\$500	\$500	\$0	\$500	\$500
Employee Travel - Meals	\$0	\$0	\$0	\$150	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$450	\$250
Insurance	\$7,537	\$7,996	\$7,746	\$8,408	\$8,133
Advertising	\$0	\$914	\$0	\$2,000	\$2,000
Contract Services	\$1,903	\$2,937	\$1,780	\$3,660	\$3,660
Clothing, Safety Allowance	\$0	\$0	\$0	\$260	\$260
Expenditures Total	\$97,425	\$96,861	\$115,805	\$192,951	\$168,857
Revenues					
Hall - Prime	-\$22,692	-\$29,365	-\$3,892	-\$27,246	-\$13,623
Hall - Non-Prime	-\$21,209	-\$19,969	-\$2,052	-\$19,120	-\$9,560
Meeting Room	-\$9,937	-\$13,427	-\$1,291	-\$11,950	-\$5,975
Licensed Events Using Patio	-\$336	-\$285	\$0	-\$234	-\$119
Hall - Commercial Rentals	-\$3,060	-\$1,547	\$0	-\$636	-\$318

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Bartenders	-\$8,720	-\$7,227	-\$1,430	-\$8,354	-\$4,177
Kitchen Facilities - Non-Prime	-\$2,969	-\$3,143	-\$1,078	-\$3,800	-\$1,900
Advertising Sign	-\$33	-\$33	-\$34	-\$102	-\$52
Other Recoveries	-\$1,851	-\$956	-\$283	-\$1,000	-\$1,000
Recreation Conditional Grants	-\$5,325	-\$5,609	-\$4,468	-\$5,167	-\$5,167
Projector and Microphone Rental Fee	-\$128	-\$75	\$0	-\$102	-\$104
Revenues Total	-\$76,261	-\$81,636	-\$14,528	-\$77,710	-\$41,994

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
PDAC					
Expenditures					
Per Diems	\$3,910	\$4,280	\$3,319	\$4,466	\$4,551
Office Supplies & Equipment	\$0	\$62	\$70	\$50	\$100
Mileage	\$0	\$0	\$0	\$150	\$150
Training	\$0	\$0	\$0	\$1,500	\$500
Expenditures Total	\$3,910	\$4,342	\$3,389	\$6,166	\$5,301

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Planning					
Expenditures					
FT Wages	\$57,905	\$56,985	\$49,110	\$60,803	\$70,252
OT Wages	\$0	\$479	\$0	\$500	\$500
FT Wage Related Expenses	\$10,523	\$10,823	\$9,385	\$10,839	\$12,637
Manulife Benefits	\$5,887	\$4,430	\$3,749	\$4,545	\$5,336
WSIB	\$1,876	\$1,819	\$1,712	\$1,839	\$2,123
Office Supplies	\$656	\$752	\$392	\$400	\$750
Communication (phone, fax, internet)	\$0	\$78	\$67	\$200	\$100
Professional Fees - Legal	\$32,733	\$35,870	\$27,221	\$17,000	\$17,000
Professional Fees - Engineering	\$67,792	\$63,282	\$59,431	\$57,849	\$57,849
Mileage	\$0	\$99	\$0	\$250	\$100
Professional Development	\$0	\$1,119	\$0	\$1,401	\$965
Membership and Subscription Fees	\$280	\$300	\$0	\$150	\$230
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$350	\$250
Advertising	\$5,840	\$2,735	\$4,485	\$3,500	\$5,000
Professional Fees - Water Monitoring	\$529	\$3,818	\$1,714	\$2,000	\$2,000
Contract Services	\$9,719	\$7,830	\$3,870	\$23,440	\$24,490
CIP Grants	\$427	\$0	\$0	\$7,500	\$7,500
Expenditures Total	\$194,167	\$190,417	\$161,135	\$192,665	\$207,132
ReserveTransfers					
Transfer from Operating Carryforward	\$0	\$0	\$0	-\$7,500	-\$7,500
Transfer to Operating Carryforward	\$7,500	\$0	\$0	\$0	\$0
ReserveTransfers Total	\$7,500	\$0	\$0	-\$7,500	-\$7,500
Revenues					
Engineering, Environmental, Legal, and Advertising Fees Recovered	-\$47,321	-\$38,481	-\$26,861	-\$20,000	-\$20,000
Minor Variance	-\$13,110	-\$18,154	-\$19,134	-\$18,199	-\$18,499
Agreements	-\$765	-\$1,015	-\$250	-\$780	-\$793
Part Lot Control Exemption By-law	\$0	-\$585	\$0	\$0	\$0
Site Plan Control	-\$42,300	-\$31,450	-\$84,860	-\$23,292	-\$32,624
Consent Review and Clearance	-\$5,633	-\$3,750	-\$2,740	-\$4,110	-\$3,892
Zoning By-law Amendment	-\$16,500	-\$43,600	-\$14,842	-\$29,684	-\$30,188
Telecommunication Tower Proposals	-\$521	-\$532	\$0	-\$2,293	-\$2,331

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Zoning By-law Amendment - Aggregate	\$0	\$0	-\$15,300	\$0	\$0
Zoning Compliance Letter	-\$2,325	-\$2,850	-\$3,057	-\$2,295	-\$2,723
Zoning By-law - Copy	\$0	\$0	\$0	\$0	\$0
Lifting of Holding Designation Fee (Zoning)	-\$1,146	\$0	-\$598	-\$598	-\$608
Ownership List Confirmation	\$0	\$0	-\$1,400	-\$2,100	-\$1,065
Pre-Consultation	\$0	\$0	-\$6,150	-\$615	-\$625
Garden Suites and Renewals (Zoning)	\$0	\$0	-\$1,200	-\$1,200	-\$1,220
Revenues Total	-\$129,621	-\$140,417	-\$176,392	-\$105,166	-\$114,568

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Public Works					
Expenditures					
FT Wages	\$372,764	\$323,700	\$265,976	\$381,001	\$403,915
PT Wages	\$35,837	\$32,040	\$97,226	\$40,056	\$35,600
OT Wages	\$38,290	\$60,865	\$43,536	\$32,700	\$27,795
FT Wage Related Expenses	\$65,136	\$64,726	\$52,326	\$70,182	\$74,743
PT Wage Related Expenses	\$41,630	\$4,690	\$10,223	\$7,375	\$6,626
Manulife Benefits	\$40,262	\$39,288	\$30,856	\$44,432	\$48,757
WSIB	\$13,835	\$12,924	\$13,779	\$13,374	\$13,878
Office Supplies	\$167	\$20	\$161	\$500	\$250
Hydro	\$667	\$678	\$542	\$1,000	\$750
Fuel	\$68,538	\$74,234	\$64,819	\$70,000	\$70,000
Equipment Maintenance & Supplies	\$2,423	\$2,166	\$1,208	\$2,050	\$2,050
Signage	\$9,402	\$9,403	\$9,732	\$10,000	\$10,000
Pavement Markings	\$35,986	\$14,485	\$33,499	\$35,500	\$35,500
Railway Maintenance	\$5,993	\$11,376	\$0	\$5,000	\$5,000
Maintenance Gravel	\$48,384	\$73,349	\$78,965	\$80,000	\$80,000
Calcium	\$55,840	\$61,026	\$66,152	\$60,564	\$68,000
Winter Maintenance	\$200,567	\$250,113	\$199,542	\$229,250	\$229,250
Waste Removal	\$0	\$2,150	\$0	\$1,500	\$1,500
Shop Overhead	\$8,349	\$7,812	\$6,345	\$7,400	\$7,400
Road Maintenance supplies	\$34,631	\$30,187	\$26,819	\$35,400	\$35,400
Vehicle Maintenance	\$48,504	\$73,777	\$53,738	\$46,000	\$46,000
Speed Monitor	\$0	\$0	\$0	\$500	\$500
Sidewalk Repairs	\$0	\$890	\$0	\$5,000	\$5,000
Communication (phone, fax, internet)	\$3,051	\$2,903	\$3,923	\$3,144	\$2,844
Professional Fees - Engineering	\$0	\$466	\$0	\$2,000	\$2,000
Mileage	\$36	\$0	\$0	\$100	\$100
Professional Development	\$1,232	\$1,211	\$0	\$1,420	\$1,420
Membership and Subscription Fees	\$598	\$698	\$706	\$900	\$900
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Insurance	\$71,607	\$77,372	\$46,875	\$79,886	\$49,219
Advertising	\$342	\$989	\$525	\$1,000	\$1,000
Vehicle Plates	\$7,255	\$6,012	\$0	\$7,255	\$7,255
Permits	\$105	\$101	\$50	\$100	\$100
Contract Services	\$30,516	\$35,407	\$22,405	\$45,220	\$45,220

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Clothing, Safety Allowance	\$847	\$702	\$1,760	\$4,000	\$2,400
Street Lights: Repairs and Hydro Bills	\$44,766	\$22,561	\$10,109	\$14,850	\$14,850
Tree Maintenance Program	\$0	\$19,898	\$18,443	\$20,000	\$20,000
Expenditures Total	\$1,287,558	\$1,318,219	\$1,160,240	\$1,358,759	\$1,355,272
ReserveTransfers					
Contribution to Winter Maintenance	\$0	-\$47,113	\$29,708	\$0	\$0
Contribution from Winter Maintenance	-\$17,567	\$0	\$0	\$0	\$0
Transfer from Asset Management Discretionary Reserve	-\$5,993	\$0	\$0	-\$10,000	-\$10,000
Contribution to Aggregate Levy Discretionary Reserve	\$0	\$279,089	\$240,000	\$240,000	\$240,000
ReserveTransfers Total	-\$23,560	\$231,976	\$269,708	\$230,000	\$230,000
Revenues					
Provincial Aggregate Levy	-\$281,367	-\$507,089	-\$524,189	-\$468,000	-\$468,000
Oversize-Overweight Load Permits	-\$300	\$0	\$0	-\$102	-\$103
Entrance Permit	-\$6,210	-\$2,580	-\$6,755	-\$3,520	-\$4,800
Roads Other Recoveries	-\$500	-\$1,150	-\$840	-\$1,000	-\$1,000
Third Party Cost Recovery	\$0	\$0	\$0	\$0	\$0
Third Party Cost Recovery Administration Fee	\$0	\$0	\$0	\$0	\$0
Revenues Total	-\$288,377	-\$510,819	-\$531,785	-\$472,622	-\$473,903

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Recreation Committee					
Expenditures					
Per Diems	\$1,532	\$2,565	\$2,221	\$2,605	\$2,655
Expenditures Total	\$1,532	\$2,565	\$2,221	\$2,605	\$2,655

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Source Water Protection					
Expenditures					
FT Wages	\$9,253	\$9,300	\$6,483	\$8,960	\$8,960
Expenditures Total	\$9,253	\$9,300	\$6,483	\$8,960	\$8,960
Grand Total	\$2,781,752	\$2,441,487	\$1,742,235	\$2,866,694	\$2,982,993

2021 Proposed Expenditures, Reserve Transfers and Revenues Summary

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Expenditures					
Administration	\$555,262	\$507,020	\$339,199	\$608,335	\$729,893
Building	\$530,858	\$589,577	\$474,283	\$693,691	\$589,798
By-law	\$87,021	\$59,242	\$64,158	\$78,381	\$97,256
Corporate	\$186,791	\$180,186	\$209,792	\$194,442	\$199,553
Council	\$116,397	\$127,218	\$108,684	\$141,503	\$141,696
Elections	\$54,325	\$1,569	\$1,476	\$1,476	\$1,476
Finance	\$654,198	\$661,388	\$456,941	\$556,960	\$646,498
Fire and Rescue	\$719,210	\$796,636	\$566,653	\$743,106	\$753,516
Heritage Committee	\$1,416	\$2,882	\$1,130	\$4,714	\$5,250
Library	\$6,685	\$6,569	\$6,376	\$6,600	\$6,600
Municipal Office	\$66,793	\$63,584	\$54,801	\$69,371	\$67,001
ORC	\$176,000	\$172,989	\$121,966	\$192,887	\$190,691
Parks	\$114,468	\$110,654	\$19,637	\$42,501	\$77,255
PCC	\$97,425	\$96,861	\$115,805	\$192,951	\$168,857
PDAC	\$3,910	\$4,342	\$3,389	\$6,166	\$5,301
Planning	\$194,167	\$190,417	\$161,135	\$192,665	\$207,132
Public Works	\$1,287,558	\$1,318,219	\$1,160,240	\$1,358,759	\$1,355,272
Recreation Committee	\$1,532	\$2,565	\$2,221	\$2,605	\$2,655
Source Water Protection	\$9,253	\$9,300	\$6,483	\$8,960	\$8,960
Expenditures Total	\$4,863,267	\$4,901,219	\$3,874,366	\$5,096,073	\$5,254,660
ReserveTransfers					
Administration	\$238,229	\$5,010	\$70,000	\$60,100	\$65,000
Building	-\$48,583	-\$110,485	\$60,557	-\$252,713	-\$147,593
By-law	\$0	\$0	\$0	\$0	-\$11,494
Corporate	-\$19,840	\$0	\$0	\$0	-\$24,400
Elections	-\$35,787	\$13,750	\$13,750	\$13,750	\$13,750
Finance	\$0	\$0	\$0	\$0	-\$87,616
Planning	\$7,500	\$0	\$0	-\$7,500	-\$7,500

2021 Proposed Expenditures, Reserve Transfers and Revenues Summary

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Public Works	-\$23,560	\$231,976	\$269,708	\$230,000	\$230,000
ReserveTransfers Total	\$117,959	\$140,251	\$414,015	\$43,637	\$30,147
Revenues					
Administration	-\$5,511	-\$21,057	-\$4,755	-\$6,100	-\$7,100
Building	-\$482,275	-\$479,092	-\$534,840	-\$440,978	-\$442,205
By-law	-\$31,252	-\$53,747	-\$32,633	-\$25,856	-\$27,063
Corporate	-\$919,971	-\$1,021,764	-\$1,130,993	-\$899,354	-\$971,590
Elections	\$0	\$0	\$0	\$0	\$0
Finance	-\$45,960	-\$42,469	-\$26,154	-\$38,860	-\$38,720
Fire and Rescue	-\$138,330	-\$155,248	-\$37,137	-\$119,781	-\$121,616
Library	-\$2,920	-\$3,002	\$0	-\$3,000	-\$3,000
Municipal Office	-\$20,038	-\$20,329	-\$20,329	-\$20,811	-\$20,100
ORC	-\$52,274	-\$61,066	-\$32,119	-\$52,967	-\$34,946
Parks	-\$6,684	-\$9,338	-\$4,483	-\$9,810	-\$5,010
PCC	-\$76,261	-\$81,636	-\$14,528	-\$77,710	-\$41,994
Planning	-\$129,621	-\$140,417	-\$176,392	-\$105,166	-\$114,568
Public Works	-\$288,377	-\$510,819	-\$531,785	-\$472,622	-\$473,903
Revenues Total	-\$2,199,475	-\$2,599,984	-\$2,546,147	-\$2,273,016	-\$2,301,815
Operating Tax Levy	\$2,781,752	\$2,441,487	\$1,742,235	\$2,866,694	\$2,982,993

2018 Capital
Carry-forward
Plan Summary

Project Cost				Funding Type	
Service	Department	Capital Project	Classification	Discretionary_Reserves	Grand Total
Building					
	Building				
		Tablet	Information Technology Enhancement	\$9,000	\$9,000
Grand Total				\$9,000	\$9,000

**2019 Capital Carry-
forward Plan
Summary**

Project Cost Service	Department	Capital Project	Classification	Funding Type Discretionary_Reserves	Restricted_ Reserves	Grand Total
Fire and Rescue						
	Fire and Rescue					
		Cost Estimate of a Fully Serviced Fire Station	Study/Plan		\$2,058	\$2,058
General Government						
	Corporate					
		Service Delivery Review Implementation - Ontario Municipal Modernization Funding	Study/Plan	\$554,793		\$554,793
Public Works						
	Public Works					
		Brock Road Sidewalk - Asset No. 304	Asset Management	\$11,992		\$11,992
Grand Total				\$566,785	\$2,058	\$568,843

**2020 Capital
Carry-forward
Plan Summary**

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary Reserve	Restricted Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Rescue 35 Truck - Asset No. 5035	Asset Management	\$10,000		\$510,000		\$520,000
General Government								
	Corporate							
		Marketing and Branding Implementation - Phase 2	Study/Plan	\$24,000		\$31,000		\$55,000
		Software System Enhancements or Replacement	Information Technology Enhancement			\$100,000		\$100,000
		Broadband Strategy	Study/Plan			\$25,000		\$25,000
		Fibre Internet	Information Technology Enhancement			\$9,000		\$9,000
Finance								
		Community Benefits Charge Strategy, Development Charges By-law Amendment, Parkland Dedication By-law Amendment	Study/Plan				\$22,500	\$22,500
Municipal Office								
		Space Needs Analysis	Study/Plan			\$15,500		\$15,500
Parks and Recreation								
	ORC							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan			\$5,000		\$5,000
		Installation of Arena Curtains	New Asset				\$25,000	\$25,000

**2020 Capital
Carry-forward
Plan Summary**

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary Reserve	Restricted Reserves	Grand Total
Parks								
		Replacement of Benches at Morriston Meadows - Asset No. 3047	Asset Management			\$3,000		\$3,000
		Puslinch Community Centre Park - Back Soccer Fields Construction - Asset No. 3080	New Asset	\$170,000			\$58,295	\$228,295
PCC								
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan			\$5,000		\$5,000
Public Works								
Public Works								
		Traffic Count Study	Study/Plan		\$10,000		\$15,000	\$25,000
		Bridge and Culvert Inspections - 2021	Study/Plan			\$7,500		\$7,500
		Brock Road Sidewalk - Asset No. 304	Asset Management	\$10,000		\$68,000		\$78,000
		Kerr Crescent - Stormwater Management Facility - Asset No. 12004	Asset Management			\$150,000		\$150,000
		McLean Road/Concession 7 - Intersection of McLean Road/Concession 7 to County Road 34 - Asset No. 164 and 165	Asset Management	\$338,528		\$67,722		\$406,250
		2008 Dump Truck - 1.5 Ton - 305 - Asset No. 7003	Asset Management	\$30,000		\$125,000		\$155,000
Grand Total				\$582,528	\$10,000	\$1,121,722	\$120,795	\$1,835,045

2021 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Aerial 33 Truck - Tire Replacement - Asset No. 5033	Asset Management			\$5,238		\$5,238
		Structural Firefighter Gear	Asset Management			\$9,153		\$9,153
		Cost Estimate of a Fully Serviced Fire Station and an analysis of all options	Study/Plan				\$4,000	\$4,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,338,916			\$1,338,916
		Computer Equipment - 4002	Asset Management			\$12,651		\$12,651
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Marketing and Branding Implementation - Phase 3	Study/Plan	\$25,000				\$25,000
		Used Scissor Lift	New Asset		\$7,500			\$7,500
	Municipal Office							
		Space Needs Analysis	Study/Plan		\$1,350	\$3,150		\$4,500
Parks and Recreation								
	Parks							
		Phase 1 of Parks Master Plan	New Asset	\$1,121,548			\$224,363	\$1,345,911
		Replacement of Badenoch Soccer Field: 3 Seat Bleacher - Asset No. 3068	Asset Management			\$6,500		\$6,500
		Pickup Truck - Trsfr from Public Works - Asset No. 7008	Asset Management			\$0		\$0
		Replace Lights at Old Morriston Park - Asset No. 3063 and 3064	Asset Management	\$170,827			\$34,174	\$205,000
	PCC							
		Kitchen Renovation including Kitchen Washroom	Asset Management	\$10,000		\$90,000		\$100,000
Public Works								

2021 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
	Public Works							
		Bridge and Culvert Inspections - 2021	Study/Plan		\$7,500			\$7,500
		Pickup Truck- Director - 1/2 Ton - Asset No. 8019	Asset Management	\$3,000		\$37,000		\$40,000
		Concession 4 - County Road 32 to Sideroad 10 North - Asset No. 56	Asset Management			\$168,923	\$281,077	\$450,000
		McLean Road West - County Road 46 (Brock Road) to Concession 7 - Asset No. 40_Surface	Asset Management			\$319,680	\$50,320	\$370,000
		McLean Road East - Brock Road South to Winer Road - Asset No. 158	Asset Management			\$127,746	\$20,108	\$147,854
		Fox Run Drive - Stormwater Management Facility - Asset No. 12013	Asset Management			\$165,000		\$165,000
		Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection - Asset No. 12009 (Cell 1), 12010 (Cell 2), 12011 (Cell 3)	Study/Plan		\$16,000			\$16,000
		Gilmour Culvert - Asset No. 2009	Asset Management			\$34,560	\$5,440	\$40,000
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
		Hume Road Railway Crossing Upgrades	Asset Management			\$80,000		\$80,000
		Transportation Master Plan including Condition Index Updates	Study/Plan		\$30,000		\$45,000	\$75,000
Grand Total				\$1,330,374	\$1,540,566	\$1,059,601	\$664,482	\$4,595,023

2022 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Satellite Station Land Acquisition Cost - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset		\$102,500		\$307,500	\$410,000
		Pump 32 Truck - Tire Replacement - Asset No. 5040	Asset Management			\$4,116		\$4,116
		Structural Firefighter Gear	Asset Management			\$0		\$0
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,475,000			\$1,475,000
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Computer Equipment - 4002 - New Term of Council	Asset Management			\$9,000		\$9,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Microsoft Office 365 License Upgrades - 4002	Asset Management			\$15,000		\$15,000
	Municipal Office							
		Convert Lighting to LED and Install Motion Sensors	Asset Management			\$17,420		\$17,420
		Furnace, Condenser Units, HVAC distribution ductwork- Asset No. 59MC	Asset Management			\$20,000		\$20,000
		Heat Recovery Unit in Municipal Offices - Asset No. 59MC	Asset Management			\$5,000		\$5,000
Parks and Recreation								
	ORC							
		Convert Lighting to LED	Asset Management			\$7,140		\$7,140
	Parks							
		Phase 2 of Parks Master Plan	New Asset	\$294,244			\$46,862	\$341,106
		Replacement of Horse Paddock Bleachers - Asset No. 3036	Asset Management			\$30,000		\$30,000
		Replacement of Morriston Meadows Bleachers - Asset No. 3046	Asset Management			\$10,000		\$10,000
		Replacement of Morriston Meadows 6 Seat High Bleachers - Asset No. 3052	Asset Management			\$5,000		\$5,000
		Replacement of Morriston Meadows 6 Seat High Bleachers - Asset No. 3053	Asset Management			\$5,000		\$5,000

2022 Capital Plan Summary

Project Cost					Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total	
	PCC	Convert Lighting to LED	Asset Management			\$2,660		\$2,660	
Public Works									
	Public Works	Bridge and Culvert Inspections-2023	Study/Plan		\$7,500			\$7,500	
		Leslie Road West - Watson Road South to Bridge 5 (Mountsberg) - Asset No. 22	Asset Management			\$17,280	\$2,720	\$20,000	
		Grader- 501 - Asset No. 8002	Asset Management			\$350,000		\$350,000	
		Kerr Crescent - Stormwater Management Facility - Asset No. 12004	Asset Management			\$350,000		\$350,000	
		Galt Creek Bridge Gore Road Lot 2 - Asset No. 1008	Asset Management			\$186,624	\$29,376	\$216,000	
		Gilmour Culvert - Asset No. 2009	Asset Management			\$246,560	\$293,440	\$540,000	
		Carriage Lane - Stormwater Management Facility - Asset No. 12007	Asset Management			\$165,000		\$165,000	
		Little's Bridge - Asset No. 1003	Asset Management			\$21,600	\$3,400	\$25,000	
		Storm Sewers - Geolocation of catch basins	Study/Plan		\$5,000			\$5,000	
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300	
Grand Total					\$294,244	\$1,714,300	\$1,477,400	\$683,298	\$4,169,242

2023 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Satellite Station Building - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset		\$515,000		\$175,000	\$690,000
		Satellite Station Equipment - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset		\$51,750			\$51,750
		Equipment for New Firefighters (9) - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset				\$48,792	\$48,792
		Structural Firefighter Gear	Asset Management			\$12,204		\$12,204
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,115,750			\$1,115,750
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
	Municipal Office							
		Power Distribution Equipment (feeders, panels, main disconnect switch) - Asset No. 21MC	Asset Management			\$20,000		\$20,000
Parks and Recreation								
	Parks							
		Replacement of Old Morriston 6 Seat Concrete Bleachers - Asset No. 3060	Asset Management			\$10,000		\$10,000
		Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the Puslinch Community Centre - Asset No. 3082	Asset Management	\$61,000		\$239,000		\$300,000

2023 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2023	Study/Plan		\$7,500			\$7,500
		Concession 7- Concession 2A to Mason Road - Asset No. 115	Asset Management			\$111,553	\$17,559	\$129,112
		Concession 7- Mason Road to McLean Road West - Asset No. 116	Asset Management			\$40,494	\$6,374	\$46,868
		Leslie Road West - Watson Road South to Bridge 5 (Mountsberg) - Asset No. 22	Asset Management			\$259,200	\$40,800	\$300,000
		Bridlepath - Asset No. 204_Surface	Asset Management			\$145,374	\$22,883	\$168,258
		Single Axle Dump Truck-303 - Asset No. 8017	Asset Management			\$225,000		\$225,000
		Leslie Road West - Mountsberg Bridge to Curve at Highway 401 - Asset No. 23	Asset Management			\$119,823	\$18,861	\$138,684
		Leslie Road West - Curve at Highway 401 to Puslinch-Flamborough Townline - Asset No. 25	Asset Management			\$99,563	\$15,672	\$115,235
		Little's Bridge - Asset No. 1003	Asset Management			\$224,640	\$35,360	\$260,000
		Bridlepath - Bridle Path Split to Brock Road South - Asset No. 185_Surface	Asset Management			\$58,101	\$9,146	\$67,247
		Winer Road - McLean Road to dead end. - Asset No. 212A and 212B_SURFACE	Asset Management			\$210,053	\$33,064	\$243,117
		Sideroad 10 North - Forestell Road to Laird Road West - Asset No. 97	Asset Management			\$101,637	\$15,998	\$117,635
		Puslinch-Flamborough Townline - Leslie Road West to Township Limits - Asset No. 148	Asset Management			\$29,519	\$4,647	\$34,166
		Maltby Road East - Victoria Road South to Watson Road South - Asset No. 63A and 63B	Asset Management			\$198,761	\$31,286	\$230,048
		McRae Station Road - Watson Road South to Concession 14 East - Asset No. 132	Asset Management			\$33,029	\$5,199	\$38,228
		Roszell Road - Forestell Road to Townline Road - Asset No. 90 and 54a	Asset Management			\$6,713	\$255,686	\$262,400

2023 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Townline Road - Roszell Road to County Road 34 - Asset No. 88	Asset Management			\$142,878	\$22,490	\$165,368
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
Grand Total				\$61,000	\$1,814,300	\$2,297,544	\$758,818	\$4,931,661

2024 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Building								
	Building							
		Pickup Truck - Mid-Size - Asset No. 7005B	Asset Management			\$33,000		\$33,000
Fire and Rescue								
	Fire and Rescue							
		Tanker 37 Truck - Tire Replacement - Asset No. 7006	Asset Management			\$1,650		\$1,650
		Pickup Truck - Mid-Size - Asset No. 7005A	Asset Management			\$23,000		\$23,000
		Motorized Water Vessel - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset				\$50,000	\$50,000
		Cargo Trailer - Only required if the Township Assumes Fire Protection Services in the Cambridge Contracted Area	New Asset				\$8,000	\$8,000
		Structural Firefighter Gear	Asset Management			\$9,153		\$9,153
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,592,824			\$1,592,824
		Server Replacement - 4001	Asset Management			\$47,000		\$47,000
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
	Finance							
		2024 Development Charges Background Study	Study/Plan		\$2,100		\$18,900	\$21,000
		Asset Management Plan and Policy Updates	Study/Plan		\$8,776		\$1,224	\$10,000
	Municipal Office							
		Gas Fired Infra-Red Heaters in Public Works Area - Asset No. 59MC	Asset Management			\$6,000		\$6,000
		UV Pure Water Treatment System - Asset No. 59MC	Asset Management			\$10,000		\$10,000

2024 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Window and Door Replacement Program and Air Curtain on Front Doors - Asset No. 46MC	Asset Management			\$100,000		\$100,000
Parks and Recreation								
	Parks							
		Tree Program and Inspections	Study/Plan		\$6,000			\$6,000
	PCC							
		Replacement of UV Pure Water Treatment System - Asset No. 93PCC	Asset Management			\$7,500		\$7,500
		Replacement of Sanitary Pumps and Control System - Asset No. 93PCC	Asset Management			\$5,000		\$5,000
		Window and Door Replacement Program - Asset No. 9PCC	Asset Management			\$100,000		\$100,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Concession 2- Sideroad 20 South to Concession 7 - Asset No. 35 and 36	Asset Management			\$383,453	\$60,358	\$443,811
		Victoria Street And Church Street - Calfass Road to Queen Street (Highway 6) - Asset No. 28_Surface	Asset Management			\$36,822	\$5,796	\$42,618
		Maple Leaf Lane - County Road 46 to dead end - Asset No. 52	Asset Management			\$69,722	\$10,975	\$80,697
		Watson Road South - County Road 37 (Arkell Road) to Maltby Road East - Asset No. 139 and 140	Asset Management			\$121,221	\$296,859	\$418,080
		Maddaugh Road - Highway 6 to Gore Road - Asset No. 120	Asset Management	\$25,594		\$18,632	\$6,962	\$51,188
		Maddaugh Road - 14th Concession East to Highway 6 - Asset No. 121A	Asset Management	\$26,658		\$19,407	\$7,251	\$53,316
		Maddaugh Road - Puslinch-Flamborough Townline to 14th Concession East - Asset No. 121B	Asset Management	\$24,785		\$18,043	\$6,741	\$49,569

2024 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Sideroad 20 North - County Road 34 to Forestell Road - Asset No. 108 and 166	Asset Management			\$309,469	\$48,713	\$358,181
		Concession 1 - Leslie Road West to Highway 6 - Asset No. 19	Asset Management			\$45,201	\$7,115	\$52,316
		Concession 1/Leslie Rd W - Concession 7 to Highway 6 - Asset No. 18	Asset Management			\$238,564	\$37,552	\$276,116
		Nassagaweya-Puslinch Townline - County Road 34 to Maltby Road East - Asset No. 153	Asset Management	\$54,921		\$39,982	\$14,938	\$109,842
		Nassagaweya-Puslinch Townline - Hume Road to Maltby Road East - Asset No. 154	Asset Management	\$28,974		\$21,093	\$7,881	\$57,948
		Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37) - Asset No. 155	Asset Management	\$21,613		\$15,734	\$5,879	\$43,225
		Guiderail Allowances - Bridges and Culverts - New Asset No. 2004, 2005, 2014, 2019	New Asset		\$172,800		\$27,200	\$200,000
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
Grand Total				\$182,544	\$1,914,300	\$1,689,646	\$622,343	\$4,408,833

2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Fire Master Plan	Study/Plan		\$17,600		\$26,400	\$44,000
		Defibrillators Fire & Rescue Service Trucks - Asset No. 12_41FE	Asset Management			\$15,000		\$15,000
		Defibrillators - Municipal Buildings- Asset No. 1212_41FE	Asset Management			\$4,500		\$4,500
		Pump 31 Truck - Asset No. 5031	Asset Management			\$468,000		\$468,000
		Structural Firefighter Gear	Asset Management			\$42,714		\$42,714
General Government								
	Corporate							
		Community Based Strategic Plan	Study/Plan	\$16,500			\$13,500	\$30,000
		Website Redesign	Information Technology Enh	\$22,500		\$2,500		\$25,000
		Asset Management	Reserve Contribution		\$1,821,900			\$1,821,900
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
Parks and Recreation								
	PCC							
		Recreation and Parks Master Plan	Study/Plan		\$23,000		\$27,000	\$50,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Pickup truck-Staff - 3/4 Ton - Asset No. 7009	Asset Management			\$52,000		\$52,000
		Gore Road - Valens Road to Concession 7 - Asset No. 5	Asset Management	\$86,528			\$86,528	\$173,056
		Gore Road - Concession 7 to Lennon Road - Asset No. 6	Asset Management	\$50,337		\$50,337		\$100,674
		Gore Road- Maddaugh Road to Lennon Road - Asset No. 7	Asset Management	\$64,965		\$47,295	\$17,670	\$129,930

2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Gore Road - Sideroad 20 South to Valens Road - Asset No. 4	Asset Management	\$147,745			\$147,745	\$295,490
		Laird Road West - Country Road 32 - dead end - Asset No. 71	Asset Management			\$45,360		\$45,360
		Street Lights - Pole and Arm Inspections	Study/Plan		\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
		Old Brock Road - County Road 46 to dead end - Asset No. 51_Surface	Asset Management			\$43,446	\$6,839	\$50,285
Grand Total				\$388,575	\$2,014,300	\$781,152	\$325,682	\$3,509,709

2026 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Building								
	Building							
		Tablet	Information Technology Enhancement			\$9,000		\$9,000
Fire and Rescue								
	Fire and Rescue							
		Portable Pumps - Asset No. 13_89FE	Asset Management			\$15,000		\$15,000
		Structural Firefighter Gear	Asset Management			\$9,153		\$9,153
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,975,500			\$1,975,500
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Computer Equipment - 4002 - New Term of Council	Asset Management			\$9,000		\$9,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
Parks and Recreation								
	ORC							
		Floor Scrubber - Asset No. 4060	Asset Management			\$8,000		\$8,000
	Parks							
		Pickup Truck - Trsfr from Public Works - Asset No. 7008	Asset Management			\$0		\$0
		Improvements to Tennis Courts - Asset No. 14003	Asset Management			\$10,000		\$10,000
		Playground area at Boreham Park (also known as Arkell Park) - Asset No. 3075	Asset Management	\$10,000			\$65,000	\$75,000
		Light Poles Replacement at the Puslinch Community Centre Grounds - Asset No. 3028	Asset Management			\$5,200		\$5,200
		Fencing Replacement at the Puslinch Community Centre Grounds - Asset No. 3029	Asset Management			\$9,694		\$9,694
		Fencing Replacement at the Badenoch Soccer Field (East Side) - Asset No. 3070	Asset Management			\$14,934		\$14,934
Public Works								
	Public Works							

2026 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserve	Restricted_Reserves	Grand Total
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			\$7,500
		Pickup Truck- Director - 1/2 Ton - Asset No. 8019	Asset Management			\$40,000		\$40,000
		Concession 1 - Sideroad 10 South to County Road 35 - Asset No. 14	Asset Management			\$202,616	\$31,893	\$234,510
		Mason Road - Concession 7 to dead end - Asset No. 38	Asset Management			\$25,238		\$25,238
		Concession 4 - Sideroad 20 North to curve in road - Asset No. 160	Asset Management			\$50,656		\$50,656
		Concession 4 - Curve in Road to Highway 6 - Asset No. 161	Asset Management			\$38,310		\$38,310
		Concession 4 - County Road 35 to Sideroad 20 North - Asset No. 59	Asset Management			\$202,578	\$31,887	\$234,465
		Leslie Road West - Victoria Road South to Watson Road South - Asset No. 21	Asset Management				\$228,495	\$228,495
		Gilmour Road - County Road 46 (Brock Road) to Subdivision Entrance - Asset No. 46_SURFACE	Asset Management			\$37,404		\$37,404
		Smith Road - Concession 7 to County Road 34 - Asset No. 48	Asset Management			\$37,631		\$37,631
		Deer View Ridge - Hammersley Drive to Fox Run Drive - Asset No. 195	Asset Management			\$100,350		\$100,350
		Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey - Asset No. 12009 (Cell 1), 12010 (Cell 2), 12011 (Cell 3)	Study/Plan		\$7,000			\$7,000
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
Grand Total				\$10,000	\$2,114,300	\$834,764	\$357,276	\$3,316,340

2027 Capital Plan Summary

Project Cost				Funding Type			
Service	Department	Capital Project	Classification	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue							
	Fire and Rescue						
		Washer/Extractor - Asset No. 9_104FE	Asset Management		\$10,000		\$10,000
		Gear Dryer - Asset No. 10_2FE	Asset Management		\$6,000		\$6,000
		Thermal Imaging Camera - Asset No. 8_94FE	Asset Management		\$6,000		\$6,000
		Structural Firefighter Gear	Asset Management		\$15,255		\$15,255
General Government							
	Corporate						
		Asset Management	Reserve Contribution	\$2,082,500			\$2,082,500
		Computer Equipment - 4002	Asset Management		\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution	\$10,000			\$10,000
		Microsoft Office 365 License Upgrades - 4002	Asset Management		\$15,000		\$15,000
Parks and Recreation							
	PCC						
		Rebalancing of HVAC system - Asset No. 93PCC	Asset Management		\$5,000		\$5,000
Public Works							
	Public Works						
		Bridge and Culvert Inspections-2027	Study/Plan	\$7,500			\$7,500
		Fox Run Drive - transition to curb to County Road 46 - Asset No. 205 and 206	Asset Management		\$54,254		\$54,254
		Concession 2 - Country Road 35 to Side Road 20 - Asset No. 34	Asset Management			\$237,573	\$237,573
		Victoria Road Culvert Over Galt Creek - Asset No. 2006	Asset Management		\$129,600		\$129,600
		Victoria Road Culvert North of Leslie - Asset No. 2013	Asset Management		\$129,600		\$129,600
		Ellis Road Culvert Over Puslinch Lake Irish Creek - Asset No. 2010	Asset Management		\$289,267	\$45,533	\$334,800
		Fox Run Drive - Deer View Ridge to Fox Run Drive transition to curb - Asset No. 196	Asset Management		\$62,153		\$62,153
		Fox Run Drive to Fox Run Drive - Asset No. 207	Asset Management		\$98,630		\$98,630

2027 Capital Plan Summary

Project Cost				Funding Type			
Service	Department	Capital Project	Classification	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Gravel Roads Improvement	Reserve Contribution	\$114,300			\$114,300
Grand Total				\$2,214,300	\$830,759	\$283,106	\$3,328,164

2028 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Aerial 33 Truck - Asset No. 5033	Asset Management			\$500,000		\$500,000
		Tanker 38 Truck - Tire Replacement - Asset No. 5038	Asset Management			\$5,538		\$5,538
		Structural Firefighter Gear	Asset Management			\$12,204		\$12,204
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$2,121,100			\$2,121,100
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
	Municipal Office							
		Replacement of metal roofing panels - Asset No. 56MC	Asset Management			\$125,000		\$125,000
		Roads Storage Building Roof Rehabilitation - Asset No. 95RSB	Asset Management			\$15,000		\$15,000
		Municipal Complex: Parking Lot - Asset No. 15002	Asset Management			\$162,750		\$162,750
Parks and Recreation								
	Parks							
		Replacement of metal roofing panels in Blue Storage Building Behind PCC - Asset No. 71BSBBPCC	Asset Management			\$30,000		\$30,000
		Kabota Lawnmower - Asset No. 7007	Asset Management	\$5,000		\$25,000		\$30,000
		Gravel Road Rehabilitation at Old Morriston Park - Asset No. 3056	Asset Management			\$7,740		\$7,740
	PCC							
		Replacement of metal roofing panels - Asset No. 67PCC	Asset Management			\$100,000		\$100,000
Public Works								
	Public Works							
		Traffic Calming - Streetscaping Morriston - Phase 2	New Asset	\$25,000	\$61,400		\$13,600	\$100,000
		Bridge and Culvert Inspections-2029	Study/Plan		\$7,500			\$7,500

2028 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Single Axle Dump Truck- 304 - Asset No. 8013 - Proposed to be a Tandem Axle Dump	Asset Management	\$30,000		\$300,000		\$330,000
		Puslinch-Flamborough Townline - Victoria Road South to Maddaugh Road - Asset No. 9	Asset Management			\$61,288		\$61,288
		Puslinch-Flamborough Townline - 14th Concession East to Victoria Road South - Asset No. 10	Asset Management			\$75,390		\$75,390
		Concession 1 - Transition to Transition - Asset No. 13A	Asset Management			\$120,413	\$240,000	\$360,413
		Beiber Road - Nicholas Beaver Road to private property - Asset No. 214	Asset Management			\$25,593		\$25,593
		Niska Road - Bailey Bridge to Whitelaw Road - Asset No. 78	Asset Management			\$68,844		\$68,844
		Telfer Glen - Queen Street (Highway 6) to dead end - Asset No. 190	Asset Management			\$105,215		\$105,215
		Main Street - Back Street to Morriston Ball Park - Asset No. 29	Asset Management			\$29,021		\$29,021
		Main Street and Back Street - Asset No. 30	Asset Management			\$39,165		\$39,165
		Victoria Road South - County Road 34 to Maltby Road East - Asset No. 126	Asset Management			\$203,145	\$31,977	\$235,122
		Sideroad 10 North - Concession Road 4 to Forestell Road - Asset No. 96	Asset Management			\$97,978	\$15,422	\$113,400
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
Grand Total				\$60,000	\$2,314,300	\$2,119,284	\$300,999	\$4,794,583

2029 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary Reserves	Restricted Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Thermal Imaging Camera - Asset No. 8_93FE	Asset Management			\$6,000		\$6,000
		Structural Firefighter Gear	Asset Management			\$15,255		\$15,255
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$2,282,500			\$2,282,500
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
	Municipal Office							
		Exterior wall rehabilitation - Asset No. 46MC	Asset Management			\$25,000		\$25,000
		Replacement of furnaces - Fire area - Asset No. 59MC	Asset Management			\$20,000		\$20,000
		Replacement of washroom plumbing fixtures - Asset No. 59MC	Asset Management			\$5,000		\$5,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors) - Asset No. 1MC	Asset Management			\$15,000		\$15,000
Parks and Recreation								
	PCC							
		Exterior wall rehabilitation - Asset No. 9PCC	Asset Management			\$35,000		\$35,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors) - Asset No. 40PCC	Asset Management			\$5,000		\$5,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2029	Study/Plan		\$7,500			\$7,500
		Tandem Dump Truck- 301 - Asset No. 8016	Asset Management	\$30,000		\$300,000		\$330,000
		Nicholas Beaver Road - Brock Road South to Winer Road - Asset No. 162_SURFACE	Asset Management			\$144,449		\$144,449
		Ellis Road - Sideroad 10 North to 6725 Ellis Road - Asset No. 45A	Asset Management			\$57,964		\$57,964
		Ellis Road - transition to County Road 32 - Asset No. 45B	Asset Management			\$176,667	\$27,809	\$204,475

2029 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Boreham Drive - County Road 37 (Arkell Road) to County Road 41 (Watson Road South) - Asset No. 208_SURFACE	Asset Management			\$66,683		\$66,683
		Hume Road - Nassagaweya-Puslinch Townline to Watson Road South - Asset No. 77	Asset Management			\$229,625	\$36,145	\$265,769
		Sideroad 10 North - County Road 34 to transition - Asset No. 95b	Asset Management			\$8,732		\$8,732
		Sideroad 10 North - Wellington Road 34 to Ellis Road - Asset No. 94	Asset Management				\$226,800	\$226,800
		Gravel Roads Improvement	Reserve Contribution		\$114,300			\$114,300
		Tandem Roll-Off Dump Truck- 302 - Asset No. 8014	Asset Management	\$30,000		\$330,000		\$360,000
Grand Total				\$60,000	\$2,414,300	\$1,450,375	\$290,753	\$4,215,428

2030 Capital Plan Summary

Project Cost				Funding Type			
Service	Department	Capital Project	Classification	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue							
	Fire and Rescue						
		Structural Firefighter Gear	Asset Management		\$9,153		\$9,153
General Government							
	Corporate						
		Asset Management	Reserve Contribution	\$2,382,500			\$2,382,500
		Computer Equipment - 4002	Asset Management		\$10,000		\$10,000
		Computer Equipment - 4002 - New Term of Council	Asset Management		\$9,000		\$9,000
		Corporate Information Technology	Reserve Contribution	\$10,000			\$10,000
Public Works							
	Public Works						
		Gravel Roads Improvement	Reserve Contribution	\$114,300			\$114,300
		Bridge and Culvert Inspections-2031	Study/Plan	\$7,500			\$7,500
		Victoria Road South - Leslie Road West to Flamborough Puslinch Townline - Asset No. 122	Asset Management		\$69,302	\$10,909	\$80,211
		Victoria Road South - Leslie Road West to County Road 36 - Asset No. 123	Asset Management			\$253,169	\$253,169
		Cockburn Street - County Road 46 to Old Brock Road - Asset No. 50_Surface	Asset Management		\$18,616		\$18,616
		Concession 4 - Roszell Road to County Road 32 - Asset No. 55	Asset Management		\$121,349	\$19,101	\$140,450
		Cooks Mill Road - Bridge to County Road 41 - Asset No. 82	Asset Management		\$41,938	\$6,601	\$48,540
Grand Total				\$2,514,300	\$279,359	\$289,780	\$3,083,439

Projects by Year

[illegible]

Projects by Year

[illegible]

Projects by Year

[illegible]

Projects by Year

[illegible]

Projects by Year

[illegible]

Projects by Year

Project Cost		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Parks														
	Phase 1 of Parks Master Plan				\$1,345,911									
	Phase 2 of Parks Master Plan					\$341,106								
	Replacement of Horse Paddock Bleachers - Asset No. 3036					\$30,000								
	Replacement of Benches at Morryston Meadows - Asset No. 3047			\$3,000										
	Replacement of Morryston Meadows Bleachers - Asset No. 3046					\$10,000								
	Replacement of Morryston Meadows 6 Seat High Bleachers - Asset No. 3052					\$5,000								
	Replacement of Morryston Meadows 6 Seat High Bleachers - Asset No. 3053					\$5,000								
	Replacement of Badenoch Soccer Field: 3 Seat Bleacher - Asset No. 3068				\$6,500									
	Pickup Truck - Trsfr from Public Works - Asset No. 7008				\$0					\$0				
	Replacement of Old Morryston 6 Seat Concrete Bleachers - Asset No. 3060						\$10,000							
	Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the Puslinch Community Centre - Asset No. 3082						\$300,000							
	Improvements to Tennis Courts - Asset No. 14003									\$10,000				
	Playground area at Boreham Park (also known as Arkell Park) - Asset No. 3075									\$75,000				
	Light Poles Replacement at the Puslinch Community Centre Grounds - Asset No. 3028									\$5,200				
	Fencing Replacement at the Puslinch Community Centre Grounds - Asset No. 3029									\$9,694				
	Fencing Replacement at the Badenoch Soccer Field (East Side) - Asset No. 3070									\$14,934				
	Replacement of metal roofing panels in Blue Storage Building Behind PCC - Asset No. 71BSBBPCC											\$30,000		
	Kabota Lawnmower - Asset No. 7007											\$30,000		
	Gravel Road Rehabilitation at Old Morryston Park - Asset No. 3056											\$7,740		
	Tree Program and Inspections							\$6,000						
	Puslinch Community Centre Park - Back Soccer Fields Construction - Asset No. 3080			\$228,295										
	Replace Lights at Old Morryston Park - Asset No. 3063 and 3064				\$205,000									
Parks Total				\$231,295	\$1,557,411	\$391,106	\$310,000	\$6,000		\$114,828		\$67,740		

Projects by Year

[illegible]

Projects by Year

Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works													
Traffic Count Study			\$25,000										
Traffic Calming - Streetscaping Morriston - Phase 2											\$100,000		
Bridge and Culvert Inspections - 2021			\$7,500	\$7,500									
Bridge and Culvert Inspections-2023					\$7,500	\$7,500							
Bridge and Culvert Inspections-2025							\$7,500	\$7,500					
Bridge and Culvert Inspections-2027									\$7,500	\$7,500			
Bridge and Culvert Inspections-2029											\$7,500	\$7,500	
Pickup Truck- Director - 1/2 Ton - Asset No. 8019				\$40,000					\$40,000				
Concession 2- Sideroad 20 South to Concession 7 - Asset No. 35 and 36							\$443,811						
Concession 7- Concession 2A to Mason Road - Asset No. 115						\$129,112							
Concession 7- Mason Road to McLean Road West - Asset No. 116						\$46,868							
Leslie Road West - Watson Road South to Bridge 5 (Mountsberg) - Asset No. 22					\$20,000	\$300,000							
Tandem Dump Truck- 301 - Asset No. 8016												\$330,000	
Fox Run Drive - transition to curb to County Road 46 - Asset No. 205 and 206										\$54,254			
Bridlepath - Asset No. 204_Surface						\$168,258							
Grader- 501 - Asset No. 8002					\$350,000								
Single Axle Dump Truck-303 - Asset No. 8017						\$225,000							
Concession 4 - County Road 32 to Sideroad 10 North - Asset No. 56				\$450,000									
Pickup truck-Staff - 3/4 Ton - Asset No. 7009								\$52,000					
Gore Road - Valens Road to Concession 7 - Asset No. 5								\$173,056					
Victoria Street And Church Street - Calfass Road to Queen Street (Highway 6) - Asset No. 28_Surface							\$42,618						
Concession 1 - Sideroad 10 South to County Road 35 - Asset No. 14									\$234,510				
McLean Road West - County Road 46 (Brock Road) to Concession 7 - Asset No. 40_Surface				\$370,000									
Gore Road - Concession 7 to Lennon Road - Asset No. 6								\$100,674					
Gore Road- Maddaugh Road to Lennon Road - Asset No. 7								\$129,930					
McLean Road East - Brock Road South to Winer Road - Asset No. 158				\$147,854									
Maple Leaf Lane - County Road 46 to dead end - Asset No. 52							\$80,697						
Gore Road - Sideroad 20 South to Valens Road - Asset No. 4								\$295,490					

Projects by Year

Project Cost		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works	Brock Road Sidewalk - Asset No. 304		\$11,992	\$78,000										
	Kerr Crescent - Stormwater Management Facility - Asset No. 12004			\$150,000		\$350,000								
	Single Axle Dump Truck- 304 - Asset No. 8013 - Proposed to be a Tandem Axle Dump											\$330,000		
	McLean Road/Concession 7 - Intersection of McLean Road/Concession 7 to County Road 34 - Asset No. 164 and 165			\$406,250										
	Fox Run Drive - Stormwater Management Facility - Asset No. 12013				\$165,000									
	Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection - Asset No. 12009 (Cell 1), 12010 (Cell 2), 12011 (Cell 3)				\$16,000									
	Galt Creek Bridge Gore Road Lot 2 - Asset No. 1008					\$216,000								
	Gilmour Culvert - Asset No. 2009				\$40,000	\$540,000								
	Carriage Lane - Stormwater Management Facility - Asset No. 12007					\$165,000								
	Leslie Road West - Mountsberg Bridge to Curve at Highway 401 - Asset No. 23						\$138,684							
	Leslie Road West - Curve at Highway 401 to Puslinch-Flamborough Townline - Asset No. 25						\$115,235							
	Little's Bridge - Asset No. 1003					\$25,000	\$260,000							
	Bridlepath - Bridle Path Split to Brock Road South - Asset No. 185_Surface						\$67,247							
	Winer Road - McLean Road to dead end. - Asset No. 212A and 212B_SURFACE						\$243,117							
	Sideroad 10 North - Forestell Road to Laird Road West - Asset No. 97						\$117,635							
	Puslinch-Flamborough Townline - Leslie Road West to Township Limits - Asset No. 148						\$34,166							
	Maltby Road East - Victoria Road South to Watson Road South - Asset No. 63A and 63B						\$230,048							
	McRae Station Road - Watson Road South to Concession 14 East - Asset No. 132						\$38,228							
	Roszell Road - Forestell Road to Townline Road - Asset No. 90 and 54a						\$262,400							
	Townline Road - Roszell Road to County Road 34 - Asset No. 88						\$165,368							
	Watson Road South - County Road 37 (Arkell Road) to Maltby Road East - Asset No. 139 and 140							\$418,080						
	Maddaugh Road - Highway 6 to Gore Road - Asset No. 120							\$51,188						
	Maddaugh Road - 14th Concession East to Highway 6 - Asset No. 121A							\$53,316						

Projects by Year

Project Cost		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works	Maddaugh Road - Puslinch-Flamborough Townline to 14th Concession East - Asset No. 121B							\$49,569						
	Sideroad 20 North - County Road 34 to Forestell Road - Asset No. 108 and 166							\$358,181						
	Concession 1 - Leslie Road West to Highway 6 - Asset No. 19							\$52,316						
	Concession 1/Leslie Rd W - Concession 7 to Highway 6 - Asset No. 18							\$276,116						
	Nassagaweya-Puslinch Townline - County Road 34 to Maltby Road East - Asset No. 153							\$109,842						
	Nassagaweya-Puslinch Townline - Hume Road to Maltby Road East - Asset No. 154							\$57,948						
	Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37) - Asset No. 155							\$43,225						
	Laird Road West - Country Road 32 - dead end - Asset No. 71								\$45,360					
	Mason Road - Concession 7 to dead end - Asset No. 38									\$25,238				
	Concession 4 - Sideroad 20 North to curve in road - Asset No. 160									\$50,656				
	Concession 4 - Curve in Road to Highway 6 - Asset No. 161									\$38,310				
	Concession 4 - County Road 35 to Sideroad 20 North - Asset No. 59									\$234,465				
	Leslie Road West - Victoria Road South to Watson Road South - Asset No. 21									\$228,495				
	Gilmour Road - County Road 46 (Brock Road) to Subdivision Entrance - Asset No. 46_SURFACE									\$37,404				
	Smith Road - Concession 7 to County Road 34 - Asset No. 48									\$37,631				
	Deer View Ridge - Hammersley Drive to Fox Run Drive - Asset No. 195									\$100,350				
	Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey - Asset No. 12009 (Cell 1), 12010 (Cell 2), 12011 (Cell 3)									\$7,000				
	Concession 2 - Country Road 35 to Side Road 20 - Asset No. 34										\$237,573			
	Victoria Road Culvert Over Galt Creek - Asset No. 2006										\$129,600			
	Victoria Road Culvert North of Leslie - Asset No. 2013										\$129,600			
	Ellis Road Culvert Over Puslinch Lake Irish Creek - Asset No. 2010										\$334,800			
	Fox Run Drive - Deer View Ridge to Fox Run Drive transition to curb - Asset No. 196										\$62,153			
	Fox Run Drive to Fox Run Drive - Asset No. 207										\$98,630			

Projects by Year

[illegible]

Projects by Year

Project Cost		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works	Victoria Road South - Leslie Road West to Flamborough Puslinch Townline - Asset No. 122													\$80,211
	Victoria Road South - Leslie Road West to County Road 36 - Asset No. 123													\$253,169
	Cockburn Street - County Road 46 to Old Brock Road - Asset No. 50_Surface													\$18,616
	Concession 4 - Roszell Road to County Road 32 - Asset No. 55													\$140,450
	Cooks Mill Road - Bridge to County Road 41 - Asset No. 82													\$48,540
	Hume Road Railway Crossing Upgrades				\$80,000									
	Transportation Master Plan including Condition Index Updates				\$75,000									
Public Works Total			\$11,992	\$821,750	\$1,520,654	\$1,792,800	\$2,663,165	\$2,358,706	\$988,595	\$1,155,859	\$1,168,409	\$1,665,251	\$1,786,673	\$662,786
		\$9,000	\$568,843	\$1,835,045	\$4,595,023	\$4,169,242	\$4,931,661	\$4,408,833	\$3,509,709	\$3,316,340	\$3,328,164	\$4,794,583	\$4,215,428	\$3,083,439

Capital Summary - Funding Sources by Year

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Grant													
Corporate	\$0	\$0	\$24,000	\$25,000	\$0	\$0	\$0	\$39,000	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$170,000	\$1,292,374	\$294,244	\$61,000	\$0	\$0	\$10,000	\$0	\$5,000	\$0	\$0
PCC	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$378,528	\$3,000	\$0	\$0	\$182,544	\$349,575	\$0	\$0	\$55,000	\$60,000	\$0
Grant Total	\$0	\$0	\$582,528	\$1,330,374	\$294,244	\$61,000	\$182,544	\$388,575	\$10,000	\$0	\$60,000	\$60,000	\$0
Levy													
Corporate	\$0	\$0	\$0	\$1,356,416	\$1,485,000	\$1,125,750	\$1,602,824	\$1,831,900	\$1,985,500	\$2,092,500	\$2,131,100	\$2,292,500	\$2,392,500
Finance	\$0	\$0	\$0	\$0	\$0	\$0	\$10,876	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$102,500	\$566,750	\$0	\$17,600	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$10,000	\$182,800	\$126,800	\$121,800	\$294,600	\$141,800	\$128,800	\$121,800	\$183,200	\$121,800	\$121,800
Municipal Office	\$0	\$0	\$0	\$1,350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Levy Total	\$0	\$0	\$10,000	\$1,540,566	\$1,714,300	\$1,814,300	\$1,914,300	\$2,014,300	\$2,114,300	\$2,214,300	\$2,314,300	\$2,414,300	\$2,514,300
Discretionary_Reserves													
Building	\$9,000	\$0	\$0	\$0	\$0	\$0	\$33,000	\$0	\$9,000	\$0	\$0	\$0	\$0
Corporate	\$0	\$554,793	\$165,000	\$12,651	\$34,000	\$10,000	\$57,000	\$12,500	\$19,000	\$25,000	\$10,000	\$10,000	\$19,000
Fire and Rescue	\$0	\$0	\$510,000	\$14,391	\$4,116	\$12,204	\$33,803	\$530,214	\$24,153	\$37,255	\$517,742	\$21,255	\$9,153
ORC	\$0	\$0	\$5,000	\$0	\$7,140	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$3,000	\$6,500	\$50,000	\$249,000	\$0	\$0	\$39,828	\$0	\$62,740	\$0	\$0
PCC	\$0	\$0	\$5,000	\$90,000	\$2,660	\$0	\$112,500	\$0	\$0	\$5,000	\$100,000	\$40,000	\$0
Public Works	\$0	\$11,992	\$418,222	\$932,909	\$1,337,064	\$2,006,340	\$1,337,343	\$238,438	\$734,783	\$763,504	\$1,126,052	\$1,314,120	\$251,206
Municipal Office	\$0	\$0	\$15,500	\$3,150	\$42,420	\$20,000	\$116,000	\$0	\$0	\$0	\$302,750	\$65,000	\$0
Discretionary_Reserves Total	\$9,000	\$566,785	\$1,121,722	\$1,059,601	\$1,477,400	\$2,297,544	\$1,689,646	\$781,152	\$834,764	\$830,759	\$2,119,284	\$1,450,375	\$279,359
Restricted_Reserves													
Corporate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,500	\$0	\$0	\$0	\$0	\$0
Finance	\$0	\$0	\$22,500	\$0	\$0	\$0	\$20,124	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$2,058	\$0	\$4,000	\$307,500	\$223,792	\$58,000	\$26,400	\$0	\$0	\$0	\$0	\$0
ORC	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$58,295	\$258,537	\$46,862	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$15,000	\$401,945	\$328,936	\$535,026	\$544,219	\$258,782	\$292,276	\$283,106	\$300,999	\$290,753	\$289,780
Restricted_Reserves Total	\$0	\$2,058	\$120,795	\$664,482	\$683,298	\$758,818	\$622,343	\$325,682	\$357,276	\$283,106	\$300,999	\$290,753	\$289,780
Grand Total	\$9,000	\$568,843	\$1,835,045	\$4,595,023	\$4,169,242	\$4,931,661	\$4,408,833	\$3,509,709	\$3,316,340	\$3,328,164	\$4,794,583	\$4,215,428	\$3,083,439

2021 Proposed Capital Program

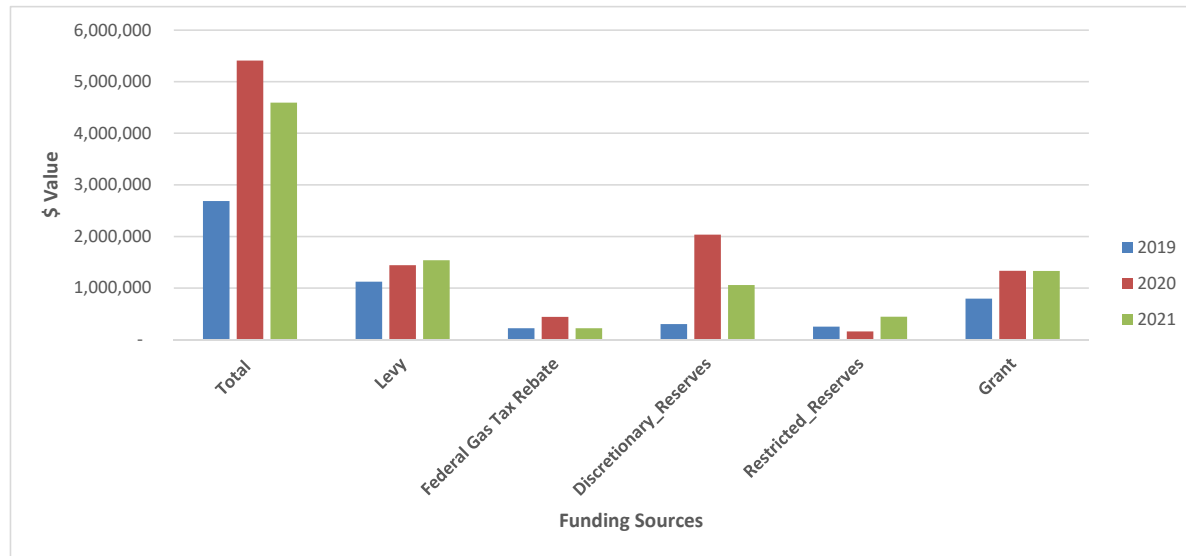
Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,394,067	1,356,416	-	12,651	-	25,000
Municipal Office	4,500	1,350	-	3,150	-	-
Finance	-	-	-	-	-	-
Building	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	1,520,654	182,800	219,877	932,909	182,068	3,000
Fire and Rescue	18,391	-	-	14,391	4,000	-
Parks	1,557,411	-	-	6,500	258,537	1,292,374
ORC	-	-	-	-	-	-
PCC	100,000	-	-	90,000	-	10,000
Total	4,595,023	1,540,566	219,877	1,059,601	444,605	1,330,374

2020 Approved Capital Program

Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,384,298	1,224,766	-	110,532	-	49,000
Municipal Office	25,500	10,850	-	14,650	-	-
Finance	22,500	-	-	-	22,500	-
Building	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	2,987,224	196,800	440,000	1,167,277	78,634	1,104,513
Fire and Rescue	744,113	-	-	734,113	-	10,000
Parks	234,963	-	-	6,668	58,295	170,000
ORC	5,000	5,000	-	-	-	-
PCC	8,000	5,000	-	3,000	-	-
Total	5,411,598	1,442,416	440,000	2,036,240	159,429	1,333,513

2019 Approved Capital Program

Department	Total	Levy	Federal Gas Tax Rebate	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	202,435	97,593	-	31,307	44,135	29,400
Municipal Office	48,600	36,020	-	12,580	-	-
Finance	21,000	2,100	-	-	18,900	-
Building	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	1,534,900	837,919	220,000	228,000	79,560	169,421
Fire and Rescue	119,427	89,784	-	29,643	-	-
Parks	732,755	30,000	-	-	108,500	594,255
ORC	15,000	15,000	-	-	-	-
PCC	15,000	15,000	-	-	-	-
Total	2,689,118	1,123,416	220,000	301,530	251,095	793,076

2021 Proposed Capital Budget Compared to the 2020 and 2019 Approved Capital Budget Funding Comparisons

2021 Proposed Ten Year Plan

Department	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Corporate	202,435	1,384,298	1,394,067	1,519,000	1,135,750	1,659,824	1,896,900	2,004,500	2,117,500	2,141,100	2,302,500	2,411,500
Municipal Office	48,600	25,500	4,500	42,420	20,000	116,000	-	-	-	302,750	65,000	-
Finance	21,000	22,500	-	-	-	31,000	-	-	-	-	-	-
Building	-	0	-	-	-	33,000	-	9,000	-	-	-	-
Planning	-	0	-	-	-	-	-	-	-	-	-	-
Public Works	1,534,900	2,987,224	1,520,654	1,792,800	2,663,165	2,358,706	988,595	1,155,859	1,168,409	1,665,251	1,786,673	662,786
Fire and Rescue	119,427	744,113	18,391	414,116	802,746	91,803	574,214	24,153	37,255	517,742	21,255	9,153
Parks	732,755	234,963	1,557,411	391,106	310,000	6,000	-	114,828	-	67,740	-	-
ORC	15,000	5,000	-	7,140	-	-	-	8,000	-	-	-	-
PCC	15,000	8,000	100,000	2,660	-	112,500	50,000	-	5,000	100,000	40,000	-
Total	2,689,118	5,411,598	4,595,023	4,169,242	4,931,661	4,408,833	3,509,709	3,316,340	3,328,164	4,794,583	4,215,428	3,083,439
Change from previous year		2,722,480	(816,575)	(425,781)	762,419	(522,828)	(899,125)	(193,368)	11,824	1,466,419	(579,155)	(1,131,989)
10 year total											40,352,423	
yearly average											4,035,242	

2020 Ten Year Plan

Department	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Corporate	202,435	1,384,298	1,211,966	882,716	1,530,466	1,495,590	1,683,366	1,832,466	1,945,466	1,944,066	2,130,466	
Municipal Office	48,600	25,500	22,420	35,000	20,000	116,000	0	0	0	302,750	65,000	
Finance	21,000	22,500	0	0	0	31,000	0	0	0	0	0	
Building	-	0	0	0	0	33,000	9,000	0	0	0	0	
Planning	-	0	0	0	0	0	0	0	0	0	0	
Public Works	1,534,900	2,987,224	2,138,210	1,260,354	2,548,865	2,244,406	874,295	1,041,559	1,054,109	1,550,951	1,642,373	
Fire and Rescue	119,427	744,113	421,280	794,946	12,084	91,809	573,794	24,063	37,105	517,622	21,105	
Parks	732,755	234,963	1,367,911	576,106	310,000	6,000	0	114,828	0	67,740	0	
ORC	15,000	5,000	7,140	0	0	0	0	8,000	0	0	0	
PCC	15,000	8,000	102,660	0	0	112,500	50,000	0	5,000	100,000	40,000	
Total	2,689,118	5,411,598	5,271,587	3,549,122	4,421,415	4,130,305	3,190,455	3,020,916	3,041,680	4,483,129	3,898,944	
10 year total											40,419,152	
yearly average											4,041,915	

2019 Ten Year Plan

Department	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Corporate	202,435	142,500	17,500	32,500	17,500	99,500	47,500	17,500	17,500	17,500		
Municipal Office	48,600	67,500	30,000	65,000	50,000	146,000	30,000	30,000	30,000	155,000		-
Finance	21,000	-	-	-	-	31,000	-	-	-	-		
Building	0	6,000	6,000	-	-	42,000	6,000	6,000	-	-		
Planning	0	-	-	-	-	-	-	-	-	-		
Public Works	1,534,900	1,702,500	1,686,700	1,515,500	1,449,900	1,366,400	1,564,500	1,464,500	1,472,500	1,772,500		
Fire and Rescue	119,427	1,198,113	825,030	68,904	91,584	102,859	633,794	91,563	79,605	572,084		
Parks	732,755	30,000	737,907	904,580	330,000	30,000	30,000	140,000	30,000	90,000		
ORC	15,000	27,000	20,000	20,000	15,000	20,000	20,000	23,000	15,000	15,000		
PCC	15,000	27,000	115,000	15,000	15,000	27,500	65,000	20,000	20,000	115,000		
Total	2,689,118	3,200,613	3,438,137	2,621,484	1,968,984	1,865,259	2,396,794	1,792,563	1,664,605	2,737,084		-
										24,374,641		-
										2,437,464		-

2021 Proposed Ten Year Plan Compared to the 2019 and 2020 Ten Year Plans