



REPORT FIN-2022-002

TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: January 13, 2022

SUBJECT: 2022 Capital and Operating Budget Update
File No. F05 BUD

RECOMMENDATIONS

THAT Report FIN-2022-002 regarding the 2022 Capital and Operating Budget Update be received.

DISCUSSION

Purpose

The purpose of this report is to:

- 1.) Provide Council an update on the items that were discussed at the October 27, 2021 Capital Budget Meeting; and
- 2.) Provide Council an update on the items that were discussed at the November 17, 2021 Operating Budget Meeting; and
- 3.) Provide Operating and Capital Budget changes that have occurred due to more current information being available to staff.

Background

Council has received the following reports to date as part of budget deliberations:

Report	Council Meeting
ADM-2021-043 – 2021 Budget Review Process Looking Forward	June 29, 2021 Special Council Meeting.
FIN-2021-034 – 2022 Proposed Capital Budget	October 27, 2021 Capital Budget Meeting
FIN-2021-035 – Budget Development and Control Policy	October 27, 2021 Capital Budget Meeting
FIN-2021-036 – 2022 Proposed Operating Budget	November 17, 2021 Operating Budget Meeting

FIN-2021-039 – 2022 Grant Application Program	November 17, 2021 Operating Budget Meeting
FIN-2022-002 - 2022 Capital and Operating Budget Update	January 13, 2022 Capital and Operating Budget Meeting
FIN-2022-001 – Budget Development and Control Policy - Final	January 13, 2022 Capital and Operating Budget Meeting

Report ADM-2021-043 – June 29, 2021 Special Council Meeting – Budget Review and Looking Forward to 2022

Council at its Special Council Meeting held on June 29, 2021 passed the following Council Resolution No. 2021-197:

THAT Report ADM-2021-043 entitled 2021 Budget Review and Looking Forward to 2022 be received; and

That staff be directed to prepare the 2022 budget considering the comments provided in the report; and

That staff bring forward a Budget Development and Control policy at the September 22, 2021 Council Capital Budget Meeting.

The remainder of the budget items associated with Report ADM-2021-043 have been summarized in the table below.

Report ADM-2021-043	Staff Comments
Some of the annual funding that the Township receives from the Province is to recover the cost of providing the Conservation Land Tax Incentive Program, Managed Forest Tax Incentive Program and Farm Tax Incentive Program. Budget reports should compare costs of providing these programs and the offsetting funding that the Township receives from the Province.	<p>The Township will be receiving approximately \$422,200 from the Province under the Ontario Municipal Partnership Fund for 2022. The Township taxes rebated under the following programs based on the 2022 assessment roll are outlined below:</p> <ul style="list-style-type: none"> • Managed Forest Tax Incentive Program - \$20K • Farm Tax Incentive Program - \$231K <p>It is difficult to estimate the amount of the rebate under the Conservation Land Tax Incentive Program as the rebated taxes are classified as Exempt assessment. Exempt assessment includes several different types of</p>

	property types (ie. Township properties, Churches, and Conservation Land, etc.).
An assessment of total payment in lieu of taxes for railways compared to costs to determine if the Township is subsidizing the railways.	<p>The Township has budgeted approximately \$14K in payments in lieu of taxes for the railway properties. The Township has also budgeted in Public Works Contract Services the operating costs associated with the railway properties of \$25K.</p> <p>The Township over the years has spent a significant amount of funds on capital railway projects. In 2022, the Hume Road Railway Crossing Upgrades resulted in approximately \$36K of Township capital funding for the project.</p>
An assessment of total payment in lieu of taxes for City of Guelph properties compared to costs of source water protection to determine if the Township is subsidizing the City of Guelph.	<p>The Township has budgeted approximately \$36K in payments in lieu of taxes for City of Guelph properties.</p> <p>The Township has budgeted in the Operating Budget Source Water Protection costs of approximately \$9.4K. Also, the Township over the years has spent a significant amount of funds peer reviewing the City of Guelph's Tier 3 Water Study.</p> <p>The Township is also required to complete Septic reinspections every 5 years in accordance with the Ontario Building Code, Clean Water Act, and local Source Protection Plan. The Township budgets approximately \$15K for these reinspections.</p> <p>The Township has received a draft agreement from the City of Guelph for source water protection funding. The draft agreement includes a list of costs which the City has agreed to. Township staff will be meeting with the City in late January to discuss. The agreement will be provided to Council during the first half of 2022.</p>

Capital Budget Updates based on Council Direction at the October 27, 2021 Capital Budget Meeting

Council Direction	Staff Update	Budget Impact
<p><u>Township Benches</u></p> <ul style="list-style-type: none"> • Staff report back regarding Township benches including costs associated with inspections, maintenance and replacement of existing benches including the construction type of a basic bench; and • Staff report back with a donation policy to include construction type of a higher quality bench design for approved donations with an associated donation plaque. 	<p>Based on discussions with the Director of Public Works, Parks and Facilities, the following was noted:</p> <ul style="list-style-type: none"> • Basic bench construction consists of metal legs and base with a wood top – costs between \$700 - \$1,000 • A higher quality bench (ie. for an approved donation) consists of all metal or iron construction - costs between \$3,500 to \$4,000 • Another higher quality bench option (ie. for an approved donation) consists of high density resin construction – costs between \$3,000 to \$3,500 <p>The increase in maintenance costs per year per bench is approximately \$150 per bench.</p> <p>Township staff will bring forward a donation policy for benches in 2022.</p>	<p>No budget impact at this time.</p>
<p><u>Frisbee Golf Course</u></p> <ul style="list-style-type: none"> • Council revise the initiative for a designated Frisbee golf course space to allow for further discussion during the 2023 User Fees and Charges By-law process and the potential for cohabitation of a Frisbee golf course in an existing park; and • That a booking policy be developed for utilizing an existing park for Frisbee Golf. 	<p>Based on discussions with the Director of Public Works, Parks and Facilities, cohabitation of a Frisbee golf course is possible at the following existing parks:</p> <ul style="list-style-type: none"> • Puslinch Community Centre (PCC) Park • Fox Run Park. <p>Rental times could be established when soccer and baseball have indicated they will not be renting these parks. Any booking policy will consider any other</p>	<p>Permanent posts could be installed at Fox Run Park. A 9 hole course would require 9 posts/baskets. The approximate cost is \$4,500 through capital. The operating cost is approximately \$500 per year.</p> <p>The PCC would be available to renters who</p>

	sports groups first before allowing Frisbee golf time slots.	will have to provide their own portable baskets as other sports will still commence at other times. There should be no increased cost to the Township for implementing Frisbee golf at the PCC.
<u>Playground at Boreham Park and the PCC Park</u> <ul style="list-style-type: none"> Staff to report back on funding opportunities including the potential to apply to the County of Wellington (County) for multiple years of accessibility grant funding in 2023 and associated costs; and That the Playground at Boreham Park and the PCC Park projects be moved to 2023. 	<p>2022 Corporate Work plan items related to the playgrounds at Boreham Park and the PCC Park are outlined below:</p> <ul style="list-style-type: none"> Completing the detailed design; and Determining the associated costs; and Exploring other funding opportunities for the Boreham Park playground. <p>Based on discussions with the County, the Township is able to apply for multiple years' of County accessibility funding for significant projects, however, the County has indicated that this is capped at three years (ie. \$30,000). Therefore, if the Township was successful in its 2022 application for \$30,000, the Township would next be eligible to apply in 2025.</p>	<p>Playground area at Boreham Park has been moved up to 2023 to be completed with the PCC Park playground project.</p> <p>Township staff will apply for \$30,000 of County accessibility funding for both playground projects in 2022 in order to commence construction in 2023.</p>
Staff to report back on the estimated targets for allocating the Aggregate Levy between the operating and capital budget relating to road rehabilitation for the 2023 budget process.	2022 Corporate Work plan item to be phased in for the 2023 proposed budget.	No further budget impact at this time.
<p>That staff fund the following tax levy funded projects by the aggregate levy:</p> <ul style="list-style-type: none"> Bridge and Culvert Inspections- 2023 - \$7,500 	The specific use of the aggregate levy is not defined in legislation. The generally accepted approach is that funds are allocated towards municipal infrastructure projects related to the	Reallocation of tax levy funding of \$19,900 from the capital budget to the operating budget. No net

<ul style="list-style-type: none"> Concession 7 Paving - \$3,400; and <p>That staff report back on whether Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection cost of \$9,000 can be funded by the Aggregate Levy; and</p> <p>That staff transfer the capital levy component associated with these projects to the operating tax levy.</p>	<p>aggregate sites located within the municipality.</p> <p>Township staff have reallocated tax levy funding of \$19,900 from the capital budget to the operating budget related to the following:</p> <ul style="list-style-type: none"> Bridge and Culvert Inspections- 2023 - \$7,500. Concession 7 Paving - \$3,400. Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection - \$9,000 	<p>change in the proposed tax levy.</p>
<p>Council authorize a pre-budget approval of \$48,235 for the Radio System Update in order to achieve the savings of \$15,000 and to ensure continued interoperability with County-wide municipalities.</p>	<p>Based on discussions with the Fire Chief, the radio vendor has been authorized to make the necessary upgrades in accordance with the pre-budget approval of Council.</p>	<p>No further budget impact at this time.</p>
<p>Staff to report back on the costs to enhance the PCC interior aesthetics and the costs associated with replacing the ceiling tiles at the PCC when the LED lighting project is completed including the possibility to paint the T-bars and the existing ceiling tiles.</p>	<p>Based on discussions with the Director of Public Works, Parks, and Facilities, the approximate cost to improve the ceiling tiles and paint t-bars is \$30,000 to \$35,000.</p> <p>Should Council wish to proceed with this initiative, Township staff are seeking Council's direction as to whether this project should be incorporated with the lighting replacement at the PCC in 2022.</p>	<p>No budget impact at this time.</p>
<p>Staff to report back on the possibility to provide a wider shoulder at Leslie Road West - Watson Road South to Bridge 5 (Mountsberg) - Asset No. 22.</p>	<p>Based on discussions with the Director of Public Works, Parks and Facilities, this item will be a 2022 Corporate Workplan item to consider parking on Leslie Road in conjunction with the final road design and costing.</p>	<p>No further budget impact at this time.</p>
<p>That Council direct staff to report back on possible cost recovery options related to Stormwater Management Facility maintenance within the Township,</p>	<p>Stormwater fee bylaws have been successfully implemented in many municipalities and are permitted under the Municipal Act. These by-laws</p>	<p>No further budget impact at this time.</p>

<p>including approaching the County of Wellington regarding potential cost sharing agreements.</p>	<p>function on the concept of user-pay. Having all rate payers fund storm water management for specific properties that only the owners of those properties have benefit of is not acceptable to many. Essentially these bylaws work by collecting a regular fee from the benefiting properties, and the funds are set aside until the Township requires them. The fee can be based on lot size, for example:</p> <ul style="list-style-type: none"> • Dollar per hectare which is typical in industrial areas as lots are different sizes and contribute different amounts of runoff; or • Flat fee per lot which is typical in residential areas where lots are generally all the same size; also • The Township contributes a portion for the road runoff. <p>The Chief Administrative Officer is working with the County to determine whether an agreement exists for these storm water management facilities and to determine whether the County will contribute through a cost sharing agreement.</p> <p>The work outlined above will be included as a 2022 Corporate Work plan Item.</p>	
<p>That Council authorize pre-budget approval for the replacement of grader unit 1999-501; and</p> <p>That Council authorize the retention of grader unit 2000-502 within the Township fleet and that</p>	<p>The replacement grader unit 1999-501 arrived in December 2021.</p>	<p>The Capital Forecast has been updated to include the following:</p> <ul style="list-style-type: none"> • Engine and transmission repairs associated with Grader Unit

it be incorporated into the capital forecast; and		502 - Asset No. 8003 of \$70,000 in 2026 funded by the Asset Management Discretionary Reserve.
That Council authorize the purchase of a roadside mower attachment for grader unit 2000-502.		

Capital Budget Updates based on More Current information being available to Staff

Item Description	Staff Update	Budget Impact
The Township was recently notified of its 2022 Ontario Community Infrastructure Fund (OCIF) – Formula Based Component Funding for the 2022 year.	<p>The 2022 to 2026 Capital Budget and Forecast 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 which indicated that the program is under review.</p> <p>The recent correspondence dated November 5, 2021 from the Ministry of Infrastructure indicated that the review and redesign of the OCIF Formula Component is complete. Through the 2021 Fall Economic Statement, the Ministry has received approval to provide additional funding of \$1 billion through OCIF over five years – that means an additional \$200 million each year starting with 2022 allocations.</p> <p>The Township received its allocation notice in December 2021 with an allocation of \$331,262 for 2022. The funding can be used for roads (paved and unpaved), sidewalks located on an existing road, and bridges and culverts.</p> <p>The Township has typically utilized this funding for the repaving of existing paved roads and/or rehabilitation of bridges/culverts.</p>	<p>For 2022 only, it is recommended that the Township utilize \$263,000 of this funding for Concession 7 Paving - Asset No. 114 project. It is also recommended that the remaining funding of \$68,262 be utilized for the Gilmour Culvert – Asset No. 2009 project. This does not result in a tax levy impact as these projects were previously funded by the Gravel Roads Improvement Discretionary Reserve (Concession 7) and the Canada Community-Building Fund (Gilmour Culvert).</p> <p>The capital budget and forecast has been updated from 2023 to 2026 to include OCIF formula funding for the repaving of existing paved roads and/or</p>

		rehabilitation of bridges/culverts which is in line with Township past practice for the use of this funding.
401 and Highway 6 Project Review of Hotspots	At its September 22, 2021 Council Meeting, Council directed staff that funds be allocated as part of the 2022 budget process for the review of "hotspots" related to the 401 and Highway 6 Project. The 2022 Capital Budget has been updated to include this project at a cost estimate of \$25,000 to be tax levy funded.	Tax levy increase of \$25,000 from the previous version of the budget presented.
County of Wellington Study on Additional Employment Lands in the Township	The Township is eligible for County of Wellington Business Retention and Expansion Plan funding of \$25,000 per year. It is recommended that Township staff apply for this grant to fund this project.	Tax levy decrease of \$25,000 from the previous version of the budget presented.

Operating Budget Updates based on Council Direction at the November 17, 2021 Operating Budget Meeting

Council Direction	Staff Update	Budget Impact
That staff be requested to report back prior to the end of the budget process on a more equitable method of calculating the Cost of Living Adjustment such as rolling averages.	Staff have reported back on this matter in Report FIN-2022-001.	See below regarding the tax levy impact associated with the Council direction to reduce the COLA from 4% to 2%.
That Council authorize pre-budget approval of \$74,424 for the proposed new Equipment Operator position in order to commence recruitment.	The Equipment Operator job posting closed in December 2021.	No further budget impact at this time.
That the Parks and Facility Advertising 2022 Permanent Base Budget Increase amount of \$4,800 be conditionally approved and that no funds be spent until such time that Township external advertising be incorporated into the Township Advertising, Communication, and Media Relations Policy.	Township Advertising, Communication and Media Relations Policy was approved at the November 24, 2021 Council meeting. Council directed staff to report back at a future meeting prior to the final 2022 budget approval with a draft provision to be added to the Advertisement, Communication and Media Relations Policy regarding	Tax levy increase of \$4,800 from the previous version of the budget presented.

	Township external advertising. Township staff are working to develop a provision for external advertising to be brought forward at the January/February 2022 Council Meeting.	
That staff include the Proposed Level of Service Policy for Public Works, Parks and Facilities on Engage Puslinch on an annual basis prior to the budget process commencing to gain feedback from the community.	Township staff will include this consultation on the corporate work plan on an annual basis to ensure feedback is collected to coincide with the budget process.	No budget impact.
That \$48,230 remain in the operating budget associated with the Cambridge Fire Services Contract.	The budget presented on November 17, 2021 included an amount of \$48,230 for the Cambridge Fire Services Contract in Account No. 01-0040-4320.	No budget impact.
That Council authorize a cost of living adjustment of 2.00% as a placeholder increase until such time that staff report back on a more equitable method of calculating the Cost of Living Adjustment.	Staff have reported back on this matter in Report FIN-2022-001.	Tax levy decrease of \$50,373 from the previous version of the budget presented. Should Council direct staff to implement a COLA of 4% based on the August to August Consumer Price Index Inflation Rate, the proposed 2022 budget would result in a Township tax increase of 4.27% and \$44 and a blended tax increase of 2.11% and \$121 on the median/typical single family home.
That the Top Aggregate Producing Municipalities of Ontario Membership fee of \$5,000 be a recurring annual cost in the operating budget.	The budget presented on November 17, 2021 included an amount of \$5,000 in Account No. 01-0010-4311 for this membership.	No budget impact.
That Council approves the 2022 one-time base budget increases amounting	Township staff have incorporated the one-time base budget increases in the	Funded by the 2021 general surplus,

to \$6,019 as outlined below to be funded by the 2021 general surplus <ul style="list-style-type: none"> • Microsoft Office 365 Email Licenses – One-Time Implementation Costs - \$2,519 • Fire Safety Boots Reserve to replace boots as determined by the Fire Chief - \$3,500 	proposed operating budget to be funded by the 2021 general surplus.	therefore, no tax levy impact.
That Council approves the 2022 permanent base budget increases amounting to \$4,775 as outlined below: <ul style="list-style-type: none"> • Microsoft Office 365 Email Licenses – Annual Recurring Costs - \$1,275 • Fire Safety Boots Reserve to replace boots as determined by the Fire Chief - \$3,500 	Township staff have incorporated the permanent base budget increases in the proposed operating budget.	Tax levy increase of \$4,775 from the previous version of the budget presented.
That Council approves the grant allocations of \$22,029 as outlined below: <ul style="list-style-type: none"> • Aberfoyle Agricultural Society - \$3,000 • Aberfoyle Farmers' Market - \$3,000 • Puslinch Lake Conservation Association - \$4,283 • Wellington County Plowmen's Association - \$180 • Friends of Mill Creek – Grand River - \$3,000 • Sunrise Therapeutic Riding and Learning Centre – Category 3 Application - \$8,566 	The budget presented on November 17, 2021 included an amount of \$22,029 for Community Grants in Account No. 01-0100-4600.	No budget impact.

Operating Budget Updates based on More Current information being available to Staff

Item Description	Staff Update	Budget Impact
2022 Insurance Renewal	Township staff obtained the 2022 Municipal Insurance Renewal from Marsh Canada on December 14, 2021. The total annual premium quoted by Marsh is \$147,696 from January 1, 2022 to January 1, 2023. A further staff report	Tax levy increase of \$53,667 from the previous version of the budget presented. There

	and presentation from Marsh will be provided at an upcoming Council Meeting. The previous version of the budget presented had incorporated an estimate of \$92,369 which was based on the May 1, 2021 to May 1, 2022 policy renewal of \$81,454 plus applicable provincial sales tax and 5% projected increase.	is also an amount of approximately \$2,767 being utilized from the building surplus reserve for the building portion of the insurance renewal quote.
Payment in lieu of tax revenues	The budget presented on November 17, 2021 included payment in lieu of tax revenue based on the 2021 assessment roll. The 2022 assessment roll was recently provided by the Municipal Property Assessment Corporation (MPAC). The payments in lieu of tax revenue in the Corporate cost centre have decreased by \$2,218.	Tax levy increase of \$2,218 from the previous version of the budget presented.
Legal Contingency Discretionary Reserve	At the November 17, 2021 Operating Budget Meeting, Township staff recommended a \$0 contribution into the Legal Contingency Discretionary Reserve in 2022 as the current balance as of April 30, 2021 is \$232K and is sufficient. The past practice has been to contribute approximately \$50,000 per year into this discretionary reserve.	No budget impact at this time. Should Council direct staff to contribute \$50,000 into this reserve, the proposed 2022 budget would result in a Township tax increase of 4.28% and \$44 and a blended tax increase of 2.11% and \$121 on the median/typical single family home.

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	2021 Approved Budget	2022 Proposed Budget	Difference
Total Capital Taxation Levy	\$1,442,416	\$1,480,100	\$37,684
Total Operating Taxation Levy	\$2,963,354	\$3,154,312	\$190,958
Total Municipal Taxation Levy	\$4,405,770	\$4,634,412	\$228,642

MPAC 2022 Returned Assessment Roll

Similar to previous practise, the 2022 returned assessment roll obtained from MPAC is compared to the 2021 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 2021 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 2022.

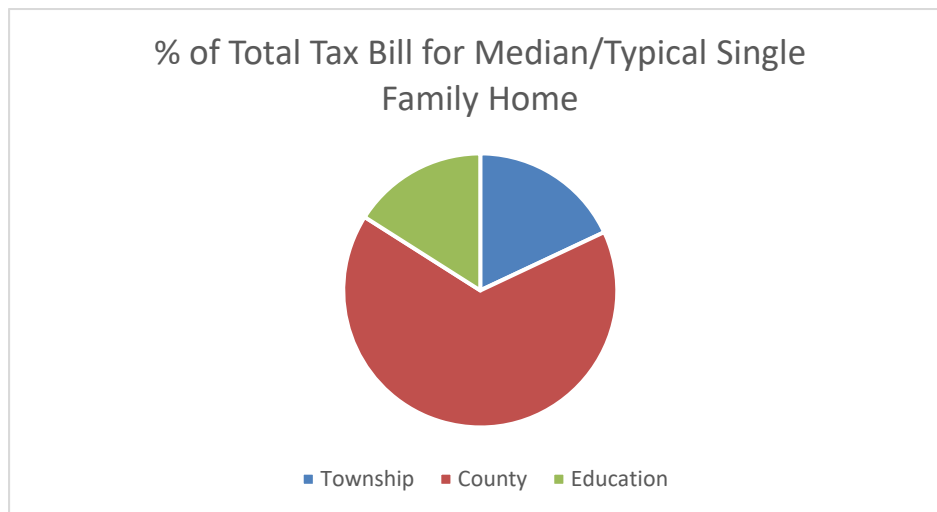
The 2022 returned assessment roll has resulted in little to no assessment changes due to the Province's postponement of the 2021 assessment update as a result of the COVID-19 pandemic. Property assessments for the 2022 property tax year will continue to be based on January 1, 2016 assessed values. As a result of the reassessment cycle being postponed again until 2023, the 2021 assessment values are deemed for 2022. There is however new assessment growth as outlined below.

The Township's 2022 new assessment growth is approximately 1.73% or \$43M (ie. new construction and renovations). If there had not been any new assessment growth in the Township, the proposed 2022 budget would have resulted in a Township tax increase of 5.19% and \$54 and a blended tax increase of 2.28% and \$130 on the median/typical single family home.

Median/Typical Single Family Home

The following table shows that the proposed 2022 budget results in a Township tax increase of 3.18% and \$33 and a blended tax increase of 1.91% and \$109 on the median/typical single family home (2021 Assessment - \$604,700; 2022 Assessment - \$604,700).

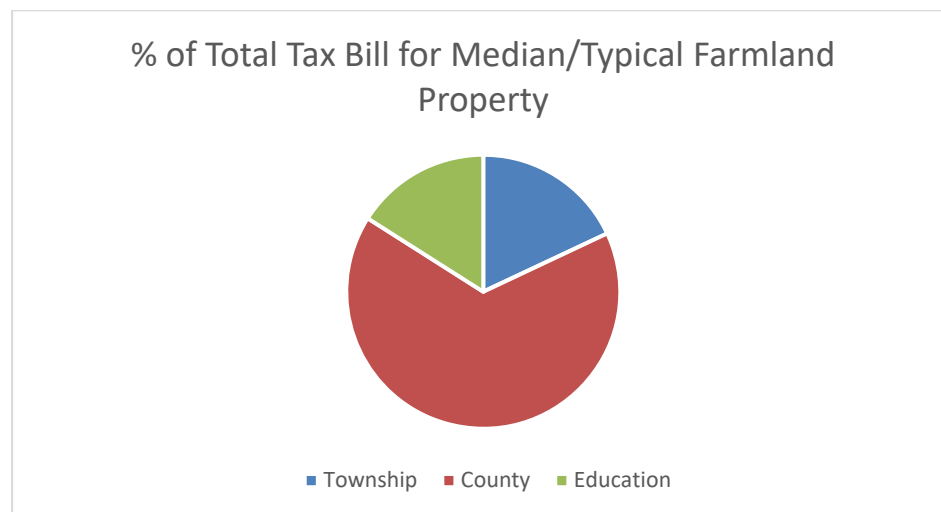
Description	% of Total Tax Bill	2021	2022	\$ Change from 2021	% Change from 2021
Median Assessment		\$604,700	\$604,700	\$0	0%
Yearly Township Taxes	18%	\$1,032	\$1,065	\$33	3.18%
Yearly County Taxes	66%	\$3,761	\$3,838	\$77	2.04%
Yearly Education Taxes	16%	\$925	\$925	\$0	0%
Yearly Blended Taxes	100%	\$5,719	\$5,828	\$109	1.91%
Yearly Township Taxes per \$100K Assessment		\$171	\$176	\$5	3.18%
Yearly Blended Taxes per \$100K Assessment		\$946	\$964	\$18	1.91%



Median/Typical Farmland Property

The following table shows that the proposed 2022 budget results in a Township tax increase of 3.18% and \$10 and a blended tax increase of 1.86% and \$32 on the median/typical farmland property (2021 Assessment - \$717,200; 2022 Assessment - \$717,200).

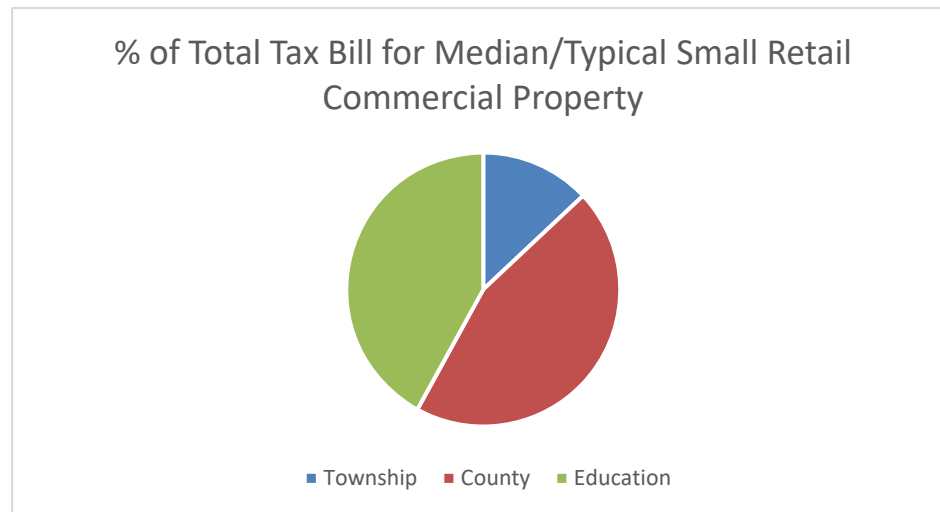
Description	% of Total Tax Bill	2021	2022	\$ Change from 2021	% Change from 2021
Median Assessment		\$717,200	\$717,200	\$0	0%
Yearly Township Taxes	18%	\$306	\$316	\$10	3.18%
Yearly County Taxes	66%	\$1,115	\$1,137	\$22	1.96%
Yearly Education Taxes	16%	\$274	\$274	\$0.00	0.00%
Yearly Blended Taxes	100%	\$1,696	\$1,727	\$32	1.86%
Yearly Township Taxes per \$100K Assessment		\$43	\$44	\$1	3.18%
Yearly Blended Taxes per \$100K Assessment		\$236	\$241	\$4	1.86%



Median/Typical Small Retail Commercial Property

The following table shows that the proposed 2022 budget results in a Township tax increase of 3.18% and \$42 and a blended tax increase of 1.27% and \$137 on the median/typical small retail commercial property (2021 Assessment - \$523,000; 2022 Assessment - \$523,000).

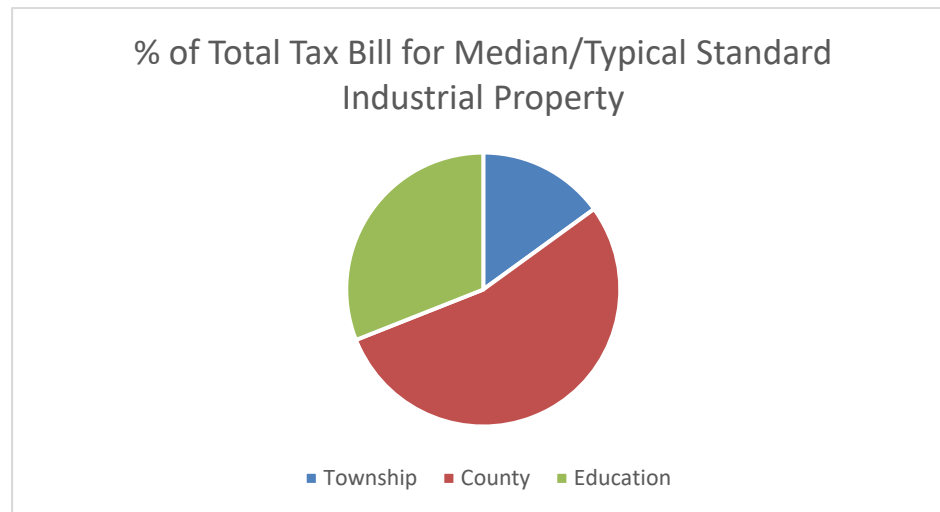
Description	% of Total Tax Bill	2021	2022	\$ Change from 2021	% Change from 2021
Median Assessment		\$523,000	\$523,000	\$0	0%
Yearly Township Taxes	13%	\$1,331	\$1,374	\$42	3.18%
Yearly County Taxes	45%	\$4,850	\$4,945	\$95	1.96%
Yearly Education Taxes	42%	\$4,602	\$4,602	\$0.00	0.00%
Yearly Blended Taxes	100%	\$10,784	\$10,921	\$137	1.27%
Yearly Township Taxes per \$100K Assessment		\$255	\$263	\$8	3.18%
Yearly Blended Taxes per \$100K Assessment		\$2,062	\$2,088	\$26	1.27%



Median/Typical Standard Industrial Property

The following table shows that the proposed 2022 budget results in a Township tax increase of 3.18% and \$154 and a blended tax increase of 1.52% and \$499 on the median/typical standard industrial property (2021 Assessment - \$1,181,000; 2022 Assessment - \$1,181,000).

Description	% of Total Tax Bill	2021	2022	\$ Change from 2021	% Change from 2021
Median Assessment		\$1,181,000	\$1,181,000	\$0	0%
Yearly Township Taxes	15%	\$4,839	\$4,993	\$154	3.18%
Yearly County Taxes	54%	\$17,630	\$17,975	\$345	1.96%
Yearly Education Taxes	31%	\$10,393	\$10,393	\$0.00	0.00%
Yearly Blended Taxes	100%	\$32,862	\$33,361	\$499	1.52%
Yearly Township Taxes per \$100K Assessment		\$410	\$423	\$13	3.18%
Yearly Blended Taxes per \$100K Assessment		\$2,783	\$2,825	\$42	1.52%



APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – 2022 Proposed Operating Budget

Schedule B – 2022 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C - 2019 to 2031 Capital Plan Summary

Schedule D - Projects by Year – 2019 to 2031

Schedule E – Capital Summary – Funding Sources by Year

Schedule F - 2022 Proposed Capital Budget Compared to the 2021 and 2020 Approved Capital Budget Funding Comparisons

Schedule G - 2022 Proposed Ten Year Plan Compared to the 2021 and 2020 Ten Year Plans

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Administration							
Expenditures							
		FT Wages	\$189,764	\$258,474	\$315,160	\$389,722	\$413,720
		PT Wages	\$16,870	\$0	\$1,850	\$0	\$8,270
		OT Wages	\$1,300	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$35,920	\$44,587	\$57,281	\$69,096	\$74,110
		PT Wage Related Expenses	\$2,150	\$0	\$141	\$0	\$816
		Manulife Benefits	\$18,024	\$14,280	\$32,998	\$45,476	\$37,646
		WSIB	\$6,860	\$6,290	\$8,680	\$10,407	\$11,266
		Office Supplies & Equipment	\$2,463	\$1,027	\$1,479	\$1,200	\$1,200
		Communication (phone, fax, internet)	\$1,590	\$1,136	\$1,168	\$1,772	\$1,616
		Professional Fees - Legal	\$40,314	\$25,573	\$50,054	\$19,500	\$19,500
		Professional Fees - Engineering	\$16,123	\$12,471	\$50,369	\$44,422	\$44,423
		Events and Other	\$8,769	\$2,403	\$1,120	\$10,775	\$11,075
		Mileage	\$948	\$36	\$0	\$1,500	\$1,000
		Professional Development	\$10,789	\$4,886	\$4,698	\$26,075	\$25,540
		Membership and Subscription Fees	\$9,838	\$6,652	\$10,736	\$11,991	\$16,133
		Employee Travel - Meals	\$25	\$0	\$0	\$100	\$100
		Employee Travel - Accom/Parking	\$1,450	\$0	\$458	\$800	\$800
		Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
		Insurance	\$58,949	\$42,084	\$15,801	\$54,188	\$43,956
		Advertising	\$5,786	\$2,176	\$2,695	\$2,250	\$2,510
		Professional Fees - Ground Water Monitoring	\$4,259	\$3,810	\$5,715	\$3,500	\$4,000
		Contract Services	\$74,829	\$7,486	\$16,135	\$36,121	\$51,258
		Clothing, Safety Allowance	\$0	\$0	\$777	\$0	\$750
		Expenditures Total	\$507,020	\$433,370	\$577,314	\$729,893	\$770,687
ReserveTransfers							
		Contribution to Legal Contingency	\$50,000	\$50,000	\$50,000	\$50,000	\$0
		Transfer from Legal Contingency	-\$63,181	\$0	\$0	\$0	\$0
		Contribution to Insurance Contingency	\$25,000	\$25,000	\$25,000	\$25,000	\$10,000
		Transfer from Insurance Contingency	-\$6,809	-\$5,000	-\$5,000	-\$10,000	-\$10,000
		ReserveTransfers Total	\$5,010	\$70,000	\$70,000	\$65,000	\$0

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Revenues					
			Agreement, Commissioner and FOI, Photocopies	-\$1,611	-\$404	-\$6,876	-\$1,300	-\$6,000
			Eng., Env., and Legal Recoveries	-\$3,603	-\$4,965	-\$25,631	-\$3,500	-\$10,000
			Recoveries from Staff Events	-\$343	-\$16	\$0	-\$1,300	-\$1,300
			Nestle Agreement	\$0	-\$500	\$0	-\$500	-\$500
			Other recoveries	\$0	-\$9	-\$20	-\$500	-\$500
			Ontario Cannabis Legalization Implementation Fund	-\$15,000	\$0	-\$5,000	\$0	\$0
			Revenues Total	-\$20,557	-\$5,893	-\$37,527	-\$7,100	-\$18,300

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Building							
	Expenditures						
		FT Wages	\$188,586	\$183,415	\$232,750	\$277,118	\$299,907
		PT Wages	\$6,104	\$1,043	\$0	\$0	\$0
		OT Wages	\$0	\$321	\$0	\$500	\$500
		FT Wage Related Expenses	\$33,403	\$32,835	\$42,909	\$49,844	\$54,560
		PT Wage Related Expenses	\$281	\$87	\$0	\$0	\$0
		Manulife Benefits	\$18,607	\$20,700	\$31,823	\$33,907	\$30,846
		WSIB	\$6,013	\$5,734	\$7,004	\$8,157	\$8,699
		Computer Software & Hardware	\$1,776	\$741	\$131	\$1,000	\$1,000
		Office Supplies	\$3,574	\$1,585	\$1,689	\$3,000	\$3,000
		Fuel	\$1,581	\$780	\$0	\$1,500	\$1,613
		Vehicle Maintenance	\$473	\$0	\$322	\$500	\$500
		Postage	\$2,012	\$1,889	\$539	\$3,000	\$2,000
		Communication (phone, fax, internet)	\$3,384	\$1,559	\$2,707	\$2,435	\$4,574
		Professional Fees - Legal	\$16,542	\$11,993	\$15,227	\$20,000	\$20,000
		Professional Fees - Audit	\$6,411	\$6,411	\$6,411	\$6,600	\$6,600
		Professional Fees - Engineering	\$218,208	\$212,874	\$52,001	\$70,000	\$70,000
		Mileage	\$189	\$0	\$133	\$500	\$500
		Professional Development	\$3,200	\$3,762	\$2,487	\$17,850	\$17,850
		Membership and Subscription Fees	\$2,265	\$442	\$3,250	\$3,179	\$4,701
		Employee Travel - Meals	\$0	\$0	\$0	\$500	\$500
		Employee Travel - Accomodations	\$277	\$0	\$0	\$1,500	\$1,500
		Insurance	\$18,066	\$11,889	\$4,520	\$12,484	\$9,278
		Advertising	\$1,168	\$1,688	\$892	\$1,715	\$1,715
		Vehicle Plates	\$120	\$0	\$165	\$120	\$120
		Contract Services	\$32,179	\$23,583	\$40,728	\$49,611	\$54,438
		Clothing, Safety Allowance	\$195	\$108	\$300	\$720	\$720
		Emergency Management	\$1,095	\$460	\$426	\$457	\$457
		Municipal Office Costs Recovered from Building Departme	\$20,329	\$17,876	\$0	\$20,100	\$20,628
		Bank Service Charges	\$3,538	\$5,370	\$5,886	\$3,500	\$5,400
		Expenditures Total	\$589,577	\$547,144	\$452,299	\$589,798	\$621,605
		ReserveTransfers					

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Contribution to Building Surplus RF	\$0	\$0	\$290,722	\$0	\$0
		Transfer from Building Surplus RF	-\$110,485	-\$51,041	\$0	-\$147,593	-\$129,716
		ReserveTransfers Total	-\$110,485	-\$51,041	\$290,722	-\$147,593	-\$129,716
		Revenues					
		Online Service Fee	-\$944	-\$2,831	-\$2,569	-\$2,000	-\$3,000
		Reproduction of Drawings Fees	-\$100	-\$255	-\$676	-\$156	-\$292
		Other recoveries	\$0	\$0	-\$3,000	-\$500	-\$500
		Designated Structures Permit	-\$1,248	-\$848	-\$3,010	-\$1,724	-\$1,756
		Tent or Marquee Application Fee	-\$1,560	-\$852	-\$1,512	-\$1,080	-\$1,320
		Transfer of Permit	\$0	\$0	-\$161	-\$161	-\$164
		Revision to Approved Plans	-\$7,910	-\$6,042	-\$5,653	-\$6,460	-\$6,580
		Alternative Solution Application	\$0	\$0	-\$518	-\$518	-\$528
		Residential Building Permits	-\$367,508	-\$394,324	-\$609,831	-\$341,712	-\$380,000
		Institutional, Commercial & Industrial Building Permits	-\$38,469	-\$24,052	-\$14,273	-\$30,500	-\$31,080
		Farm Building Permits	-\$18,141	-\$16,939	-\$28,223	-\$15,000	-\$17,730
		Demolition Permits	-\$2,652	-\$954	-\$1,288	-\$1,932	-\$1,968
		Occupancy Permits	-\$6,708	-\$8,778	-\$10,465	-\$6,923	-\$7,708
		Sign Permits	\$0	-\$1,590	-\$1,614	-\$1,076	-\$1,096
		Septic System Permit - New	-\$31,200	-\$35,616	-\$52,316	-\$30,362	-\$32,900
		Septic System Permit - Alter	-\$2,340	-\$2,862	-\$7,752	-\$1,940	-\$4,940
		Inspection of works not ready	-\$312	-\$159	-\$161	-\$161	-\$328
		Revenues Total	-\$479,092	-\$496,102	-\$743,020	-\$442,205	-\$491,890

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
By-law							
	Expenditures						
		PT Wages	\$9,291	\$9,146	\$0	\$700	\$700
		PT Wage Related Expenses	\$665	\$771	\$0	\$0	\$0
		WSIB	\$252	\$292	\$0	\$0	\$1,453
		Office Supplies	\$57	\$199	\$40	\$150	\$150
		Signage - 911 Signs	\$2,157	\$7,234	\$1,836	\$500	\$1,800
		Communication (phone, fax, internet)	\$0	\$291	\$1,432	\$636	\$1,292
		Professional Fees - Legal	\$24,875	\$41,900	\$32,871	\$30,000	\$30,000
		Professional Fees - Engineering	\$8,927	\$10,459	\$19,095	\$15,000	\$15,000
		Mileage	\$157	\$0	\$0	\$150	\$150
		Professional Development	\$0	\$0	\$102	\$1,200	\$1,200
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Advertising	\$515	\$0	\$0	\$1,500	\$1,500
		Dog Tags	\$232	\$0	\$0	\$0	\$0
		Contract Services	\$10,988	\$23,679	\$41,352	\$45,360	\$23,508
		Clothing, Safety Allowance	\$0	\$798	\$0	\$260	\$260
		Livestock Loss	\$1,126	\$280	\$780	\$1,500	\$1,500
		FT Wages	\$0	\$0	\$0	\$0	\$47,784
		OT Wages	\$0	\$0	\$0	\$0	\$500
		FT Wage Related Expenses	\$0	\$0	\$0	\$0	\$8,907
		Manulife Benefits	\$0	\$0	\$0	\$0	\$5,820
		Expenditures Total	\$59,242	\$95,049	\$97,508	\$97,256	\$141,824
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	\$0	-\$11,494	-\$11,494	\$0
		ReserveTransfers Total	\$0	\$0	-\$11,494	-\$11,494	\$0
	Revenues						
		Lottery Licences	-\$277	-\$278	\$0	-\$500	-\$500
		Sign Permits	\$0	\$0	-\$269	-\$103	-\$105
		Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
		Engineering, Environmental and Legal Fees Recovered	-\$33,707	-\$13,607	-\$19,393	-\$5,000	-\$10,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Site Alteration Agreement	\$0	-\$3,900	-\$9,717	-\$1,500	-\$4,000
		Other recoveries	\$0	\$0	-\$370	-\$500	-\$500
		Ontario Wildlife Damage Compensation	-\$1,216	-\$310	-\$810	-\$1,500	-\$1,500
		Dog Tags and Kennel Licences	-\$10,757	-\$8,457	-\$12,481	-\$9,750	-\$10,500
		Municipal addressing signs and posts	-\$2,080	-\$1,591	-\$3,211	-\$1,827	-\$2,175
		Septic Compliance Letter	-\$1,125	-\$993	-\$1,320	-\$700	-\$1,120
		Special Occasion Permit Letters	\$0	\$0	\$0	-\$78	-\$79
		Swimming Pool Enclosure Permit	-\$4,085	-\$5,957	-\$8,874	-\$4,662	-\$5,661
		Liquor License Letter	\$0	\$0	\$0	-\$161	-\$164
		Filming Permit Fee	-\$500	\$0	-\$518	-\$518	-\$528
		Property Standards Appeal Fee	\$0	\$0	-\$528	-\$264	-\$269
		Animal Control Services Fees Recovered	-\$455	-\$61	\$0	\$0	\$0
		Revenues Total	-\$54,202	-\$35,153	-\$57,492	-\$27,063	-\$37,102

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Corporate							
	Expenditures						
		Taxes written off (Twp share only)	\$12,969	\$40,511	\$125,149	\$25,000	\$25,000
		Conservation Authorities Levy Payment	\$167,217	\$169,281	\$174,553	\$174,553	\$177,805
		Expenditures Total	\$180,186	\$209,792	\$299,702	\$199,553	\$202,805
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	\$0	-\$24,400	-\$24,400	-\$44,019
		ReserveTransfers Total	\$0	\$0	-\$24,400	-\$24,400	-\$44,019
	Revenues						
		Supplemental Billings	-\$84,554	-\$116,791	-\$112,591	-\$80,000	-\$100,000
		Safe Restart Funding - COVID-19	\$0	-\$190,500	-\$159,882	-\$38,000	\$0
		Mun Tax Assistance	-\$23,732	-\$26,131	-\$27,173	-\$27,079	-\$27,545
		Host Kilmer (Service Ontario)	-\$28,891	-\$30,312	-\$30,599	-\$31,417	-\$31,574
		Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
		Metrolinx	-\$10,740	-\$11,157	-\$11,261	-\$11,562	-\$11,620
		Hydro One	-\$8,672	-\$8,963	-\$6,310	-\$8,963	-\$6,310
		Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$5,330	-\$5,330	-\$5,330
		Puslinch Landfill/Wellington County	-\$7,353	-\$8,494	-\$8,511	-\$8,834	-\$8,250
		City of Guelph	-\$34,582	-\$36,657	-\$36,731	-\$38,124	-\$35,605
		University of Guelph	-\$569	-\$716	-\$723	-\$742	-\$746
		CN Railway	-\$1,316	-\$1,316	-\$1,316	-\$1,316	-\$1,316
		CP Railway	-\$7,854	-\$7,854	-\$7,804	-\$7,854	-\$7,804
		OMPF	-\$415,700	-\$417,400	-\$419,800	-\$419,800	-\$422,200
		Penalties - Property Taxes	-\$108,658	-\$94,449	-\$120,797	-\$94,000	-\$100,000
		Interest - Tax Arrears	-\$101,318	-\$106,237	-\$100,960	-\$96,000	-\$100,000
		Interest on General	-\$169,859	-\$98,558	-\$37,183	-\$90,092	-\$90,092
		Other Revenues	-\$488	-\$194	-\$355	-\$330	-\$345
		Revenues Total	-\$1,021,764	-\$1,173,204	-\$1,099,474	-\$971,590	-\$960,882

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Council					
			Expenditures					
			PT Wages	\$95,717	\$103,120	\$88,119	\$101,183	\$103,207
			PT Wage Related Expenses	\$5,288	\$6,258	\$5,008	\$7,488	\$7,895
			Manulife Benefits	\$22,533	\$22,536	\$24,576	\$24,475	\$22,182
			Office Supplies & Equipment	\$0	\$70	\$0	\$200	\$200
			Mileage	\$422	\$165	\$0	\$800	\$800
			Professional Development	\$0	\$1,425	\$180	\$3,200	\$3,200
			Membership and Subscription Fees	\$157	\$0	\$0	\$150	\$150
			Employee Travel - Meals	\$95	\$0	\$0	\$200	\$200
			Employee Travel - Accom/Parking	\$3,006	\$860	\$0	\$3,500	\$3,500
			Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
			Expenditures Total	\$127,218	\$134,433	\$117,882	\$141,696	\$141,834

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Elections							
	Expenditures						
		Per Diems	\$94	\$0	\$0	\$0	\$1,845
		Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$2,500
		Signage	\$0	\$0	\$0	\$0	\$100
		Postage	\$0	\$0	\$0	\$0	\$2,500
		Professional Fees - Audit	\$0	\$0	\$0	\$0	\$0
		Professional Development	\$0	\$0	\$0	\$0	\$750
		Advertising	\$0	\$0	\$0	\$0	\$8,237
		Contract Services	\$1,476	\$1,476	\$1,476	\$1,476	\$45,682
		Expenditures Total	\$1,569	\$1,476	\$1,476	\$1,476	\$61,614
	ReserveTransfers						
		Contribution to Elections	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750
		Transfer From Elections	\$0	\$0	\$0	\$0	-\$55,000
		ReserveTransfers Total	\$13,750	\$13,750	\$13,750	\$13,750	-\$41,250
	Revenues						
		Election - Other Recoveries	\$0	\$0	\$0	\$0	\$0
		Nomination Fees	\$0	\$0	\$0	\$0	\$0
		Revenues Total	\$0	\$0	\$0	\$0	\$0

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Finance							
	Expenditures						
		FT Wages	\$280,591	\$312,873	\$286,460	\$364,281	\$378,473
		PT Wages	\$0	\$0	\$0	\$0	\$0
		OT Wages	\$0	\$3,003	\$2,944	\$500	\$500
		FT Wage Related Expenses	\$47,752	\$50,562	\$52,291	\$65,085	\$68,486
		PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
		Manulife Benefits	\$37,741	\$42,497	\$40,939	\$45,721	\$41,437
		WSIB	\$8,313	\$8,968	\$8,420	\$10,427	\$10,752
		Computer Software & Hardware	\$4,145	\$1,729	\$536	\$500	\$500
		Office Supplies	\$5,909	\$5,785	\$3,454	\$6,000	\$5,000
		Postage	\$9,971	\$11,420	\$12,867	\$10,000	\$11,000
		Communication (phone, fax, internet)	\$6,294	\$2,466	\$4,231	\$2,567	\$5,536
		Professional Fees - Audit	\$14,959	\$14,959	\$14,958	\$15,400	\$15,400
		Mileage	\$762	\$27	\$32	\$1,000	\$1,000
		Professional Development	\$3,707	\$880	\$2,109	\$12,509	\$12,643
		Membership and Subscription Fees	\$986	\$2,004	\$3,002	\$3,425	\$3,411
		Employee Travel - Meals	\$25	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$180	\$0	\$0	\$200	\$200
		Advertising and Tax Sale Expenses	\$4,973	\$12,251	\$25,371	\$7,994	\$12,994
		Contract Services	\$47,950	\$37,434	\$65,047	\$40,092	\$43,773
		Emergency Management	\$2,556	\$1,072	\$993	\$1,067	\$1,067
		Environmental Service - Garbage Bags	\$19,677	\$6,644	\$0	\$17,500	\$17,500
		Bank Service Charges	\$8,268	\$7,733	\$13,734	\$8,000	\$8,600
		Other written off (non collectible inv's)	\$75	\$759	\$5,625	\$0	\$0
		Debt Interest Repayment	\$0	\$0	\$0	\$0	\$0
		Community Grants	\$37,553	\$37,540	\$34,180	\$34,180	\$22,029
		COVID-19 Incremental Expenses	\$0	\$18,503	\$14,928	\$0	\$0
	Expenditures Total		\$542,388	\$579,110	\$592,122	\$646,498	\$660,351
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	\$0	-\$87,616	-\$87,616	\$0
	ReserveTransfers Total		\$0	\$0	-\$87,616	-\$87,616	\$0

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Revenues					
		Advertising, Legal, and Realtax Fees Recovered	-\$4,019	-\$6,669	-\$23,929	-\$5,000	-\$10,000
		NSF Fees	-\$480	-\$360	-\$600	-\$500	-\$500
		Online Service Fee	-\$495	-\$1,019	-\$6,642	-\$1,000	-\$2,000
		Tax Certificates	-\$9,180	-\$9,180	-\$10,260	-\$8,220	-\$8,940
		Other Recoveries	-\$8,781	-\$3,249	-\$7,104	-\$6,500	-\$6,500
		Garbage bags	-\$19,515	-\$4,975	\$0	-\$17,500	-\$17,500
		Revenues Total	-\$42,469	-\$25,452	-\$48,535	-\$38,720	-\$45,440

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Fire and Rescue							
	Expenditures						
		PT Wages	\$428,249	\$414,511	\$389,409	\$428,367	\$431,484
		PT Wage Related Expenses	\$90,511	\$30,823	\$30,198	\$34,614	\$36,804
		Group Benefits	\$18,918	\$17,706	\$18,762	\$17,231	\$18,903
		WSIB	\$12,251	\$12,020	\$11,507	\$12,608	\$12,988
		Office Supplies	\$2,811	\$1,990	\$1,310	\$3,000	\$2,500
		Fuel	\$11,866	\$8,717	\$0	\$14,400	\$15,480
		Equipment Maintenance & Supplies	\$24,705	\$25,158	\$30,345	\$25,000	\$25,000
		Oxygen & Medical Supplies	\$3,755	\$1,804	\$2,003	\$3,100	\$3,100
		Public Education	\$3,885	\$2,279	\$693	\$3,800	\$3,000
		Vehicle Maintenance	\$48,354	\$19,464	\$32,899	\$26,000	\$26,000
		Communication (phone, fax, internet)	\$6,016	\$7,922	\$9,976	\$6,940	\$7,277
		Mileage	\$3,982	\$290	\$735	\$4,000	\$4,000
		Professional Development	\$19,600	\$16,926	\$21,783	\$29,785	\$23,785
		Membership and Subscription Fees	\$4,607	\$3,092	\$3,100	\$5,222	\$5,482
		Employee Travel - Meals	\$986	\$399	\$413	\$1,000	\$1,000
		Employee Travel - Accomodations	\$2,251	\$0	\$189	\$4,220	\$4,220
		Insurance	\$23,097	\$21,411	\$13,724	\$22,481	\$35,447
		Advertising	\$0	\$1,337	\$219	\$1,000	\$1,000
		Vehicle Plates	\$265	\$0	\$165	\$265	\$265
		Permits	\$471	\$481	\$490	\$485	\$490
		Contract Services	\$71,877	\$91,210	\$89,919	\$93,107	\$95,238
		Clothing, Safety Allowance	\$18,179	\$16,288	\$12,850	\$16,892	\$24,752
		Expenditures Total	\$796,636	\$693,829	\$670,691	\$753,516	\$778,215
	Revenues						
		Information/Fire Reports	-\$300	-\$152	-\$777	-\$467	-\$476
		Other recoveries	-\$1,786	-\$529	-\$2,324	-\$9,437	-\$9,437
		Open Burning Permit and Inspection	-\$15,380	-\$15,992	-\$14,661	-\$15,525	-\$15,840
		Burning Permit Violations	-\$931	-\$966	-\$977	-\$1,455	-\$1,465
		Fire Extinguisher Training	-\$150	\$0	-\$326	-\$512	-\$522
		Water Tank Locks	\$0	\$0	\$0	-\$55	-\$19
		Fireworks Permits	-\$200	-\$102	-\$103	-\$206	-\$210

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Occupancy Load	\$0	\$0	\$0	\$0	\$0
		Fire Safety Plan Review	\$0	\$0	-\$124	-\$248	-\$253
		Post Fire Watch	\$0	\$0	\$0	\$0	\$0
		Boarding up or Barricading	\$0	\$0	\$0	\$0	\$0
		Key Boxes	-\$100	-\$102	-\$460	-\$103	-\$469
		Inspections	\$0	\$0	\$0	\$0	\$0
		Carbon Monoxide Alarms and Smoke Alarms	\$0	\$0	\$0	-\$248	-\$253
		Motor Vehicle Emergency Responses	-\$116,966	-\$35,595	-\$50,892	-\$93,361	-\$93,361
		Fire Alarm False Alarm Calls	\$0	\$0	\$0	\$0	\$0
		Donations	-\$19,435	\$0	\$0	\$0	\$0
		Office of the Fire Marshal Grants	\$0	\$0	-\$6,400	\$0	\$0
		Revenues Total	-\$155,248	-\$53,437	-\$77,042	-\$121,616	-\$122,304

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Heritage Committee					
			Expenditures					
			Per Diems	\$1,940	\$1,083	\$2,262	\$1,950	\$1,634
			Office Supplies	\$46	\$47	\$1,801	\$2,000	\$100
			Mileage	\$201	\$0	\$0	\$250	\$250
			Training	\$305	\$0	\$0	\$500	\$500
			Membership and Subscription Fees	\$0	\$0	\$110	\$0	\$212
			Meals	\$0	\$0	\$0	\$50	\$50
			Accomodations	\$390	\$0	\$0	\$500	\$500
			Expenditures Total	\$2,882	\$1,130	\$4,173	\$5,250	\$3,246

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Library					
		Expenditures					
		Library Rent for Historical society	\$4,715	\$4,503	\$5,117	\$4,800	\$4,800
		Library Water Monitoring	\$1,854	\$2,097	\$2,230	\$1,800	\$1,975
		Expenditures Total	\$6,569	\$6,600	\$7,348	\$6,600	\$6,775
		Revenues					
		Library Costs Recovered from County	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000
		Revenues Total	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Municipal Office					
		Expenditures					
		Hydro	\$16,459	\$13,584	\$13,615	\$18,000	\$18,000
		Heat	\$11,096	\$10,532	\$10,583	\$11,500	\$11,500
		Water Protection	\$1,025	\$712	\$895	\$750	\$750
		Cleaning, Maint & supplies for Bldg	\$28,565	\$20,441	\$26,067	\$26,251	\$25,946
		Kitchen Supplies and Equipment	\$4,064	\$3,832	\$4,904	\$3,400	\$4,000
		Waste Removal	\$1,935	\$2,026	\$2,359	\$1,980	\$2,712
		Outdoor Maintenance of Building	\$440	\$5,100	\$2,191	\$1,300	\$1,300
		Contract Services	\$4,233	\$3,360	\$4,002	\$3,820	\$4,552
		Expenditures Total	\$67,818	\$59,587	\$64,614	\$67,001	\$68,760
		Revenues					
		Municipal Office Costs Recovered from Building Departme	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628
		Revenues Total	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
ORC							
	Expenditures						
		FT Wages	\$60,112	\$62,189	\$42,264	\$61,256	\$62,481
		PT Wages	\$26,559	\$7,924	\$15,363	\$31,838	\$31,569
		OT Wages	\$1,553	\$751	\$0	\$2,000	\$2,000
		FT Wage Related Expenses	\$11,917	\$11,013	\$7,821	\$11,312	\$11,873
		PT Wage Related Expenses	\$1,297	\$381	\$736	\$3,060	\$3,113
		Manulife Benefits	\$7,924	\$4,336	\$7,168	\$7,244	\$6,565
		WSIB	\$2,796	\$2,226	\$1,786	\$2,853	\$2,891
		Office Supplies	\$601	\$69	\$223	\$300	\$300
		Hydro	\$25,794	\$22,339	\$19,901	\$27,000	\$27,000
		Heat	\$4,921	\$4,867	\$4,596	\$5,500	\$5,500
		Water Protection	\$643	\$1,114	\$833	\$700	\$700
		Equipment Maintenance & Supplies	\$4,314	\$4,134	\$2,485	\$6,870	\$6,870
		Signage	\$0	\$0	\$0	\$100	\$0
		Bldg-Cleaning, Maint,Supplies Interior	\$4,113	\$5,148	\$2,821	\$5,800	\$5,800
		Waste Removal	\$1,136	\$1,789	\$1,860	\$1,560	\$2,135
		Bldg-Cleaning, Maint,Supplies Exterior	\$6,944	\$3,590	\$4,689	\$8,000	\$8,000
		Communication (phone, fax, internet)	\$2,967	\$3,405	\$2,653	\$3,120	\$3,035
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
		Membership and Subscription Fees	\$158	\$0	\$0	\$220	\$150
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$8,611	\$7,918	\$3,321	\$8,314	\$8,862
		Advertising	\$0	\$0	\$175	\$500	\$2,100
		Contract Services	\$630	\$630	\$791	\$1,480	\$1,480
		Clothing, Safety Allowance	\$0	\$158	\$0	\$515	\$515
		Expenditures Total	\$172,989	\$143,979	\$119,485	\$190,691	\$194,090
	Revenues						
		Ice Rental - Prime	-\$20,772	-\$23,295	\$0	-\$13,770	-\$22,033
		Ice Rental - Non-Prime	\$0	-\$506	\$0	\$0	-\$506
		Arena Summer Rentals	-\$13,440	-\$1,583	-\$12,850	-\$10,313	-\$13,750
		Gymnasium Rental	-\$26,469	-\$6,390	-\$3,932	-\$10,000	-\$25,000

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Rink Board and Ball Diamond Advertising	\$0	-\$357	\$0	-\$363	-\$370
			Other Recoveries	-\$386	-\$412	\$0	-\$500	-\$500
			Revenues Total	-\$61,066	-\$32,542	-\$16,782	-\$34,946	-\$62,159

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Parks					
		Expenditures					
		FT Wages	\$46,775	\$0	\$30,311	\$36,754	\$37,489
		PT Wages	\$10,134	\$0	\$0	\$0	\$0
		OT Wages	\$7,448	\$0	\$255	\$0	\$0
		FT Wage Related Expenses	\$9,205	\$0	\$5,480	\$6,672	\$7,005
		PT Wage Related Expenses	\$882	\$0	\$0	\$0	\$0
		Manulife Benefits	\$7,593	\$0	\$439	\$5,341	\$4,840
		WSIB	\$2,049	\$0	\$920	\$1,103	\$1,128
		Hydro	\$2,703	\$2,128	\$2,468	\$2,700	\$2,700
		Fuel	\$2,598	\$2,290	\$0	\$2,630	\$2,827
		Water Protection	\$35	\$0	\$0	\$700	\$700
		Equipment Maintenance and Supplies	\$1,306	\$1,159	\$2,332	\$1,480	\$1,555
		Vehicle Maintenance	\$197	\$527	\$263	\$500	\$500
		Maintenance Grounds	\$4,132	\$6,100	\$7,689	\$10,000	\$10,000
		Insurance	\$7,190	\$7,540	\$3,385	\$7,917	\$8,862
		Advertising	\$1,134	\$0	\$0	\$500	\$2,100
		Contract Services	\$7,272	\$3,979	\$684	\$960	\$794
		Expenditures Total	\$110,654	\$23,723	\$54,225	\$77,255	\$80,500
		Revenues					
		Horse Paddock Rental	-\$250	\$0	\$0	-\$207	-\$212
		Picnic Shelter	-\$400	\$0	-\$518	-\$153	-\$507
		Ball Diamond Rentals	-\$5,627	-\$4,277	-\$7,387	-\$2,750	-\$5,742
		Soccer Field Rentals	-\$2,331	-\$1,603	-\$4,232	-\$1,500	-\$4,000
		Tennis Courts	-\$730	\$0	\$0	-\$400	-\$800
		Other recoveries	\$50	-\$100	\$50	\$0	\$0
		Revenues Total	-\$9,288	-\$5,979	-\$12,087	-\$5,010	-\$11,261

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
	PCC						
	Expenditures						
		FT Wages	\$0	\$57,524	\$49,232	\$58,906	\$62,481
		PT Wages	\$41,182	\$10,976	\$0	\$20,634	\$21,078
		OT Wages	\$667	\$19	\$1,144	\$1,000	\$1,000
		FT Wage Related Expenses	\$7	\$9,570	\$8,984	\$10,862	\$11,675
		PT Wage Related Expenses	\$1,912	\$501	\$0	\$2,079	\$2,177
		Manulife Benefits	\$0	\$7,573	\$8,381	\$8,147	\$7,383
		WSIB	\$1,323	\$2,145	\$1,551	\$2,416	\$2,545
		Office Supplies	\$82	\$104	\$0	\$150	\$150
		Hydro	\$11,159	\$6,800	\$7,055	\$12,000	\$12,000
		Heat	\$4,040	\$3,914	\$3,954	\$4,300	\$4,300
		Fuel	\$0	\$0	\$0	\$500	\$0
		Water Protection	\$4,558	\$3,007	\$3,970	\$4,500	\$4,500
		Bldg-Cleaning, Maint,Supplies Interior	\$9,003	\$3,959	\$3,457	\$13,670	\$13,670
		Kitchen Supplies and Equipment	\$557	\$0	\$0	\$1,500	\$1,500
		Waste Removal	\$4,544	\$7,075	\$7,388	\$6,240	\$8,541
		Outdoor Maintenance of Building	\$2,335	\$6,557	\$5,360	\$4,000	\$4,000
		Communication (phone, fax, internet)	\$3,147	\$3,179	\$2,436	\$3,000	\$2,856
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$0	\$0
		Membership and Subscription Fees	\$500	\$0	\$500	\$500	\$500
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Insurance	\$7,996	\$7,746	\$3,321	\$8,133	\$8,862
		Advertising	\$914	\$0	\$0	\$2,000	\$2,100
		Contract Services	\$2,937	\$2,918	\$4,349	\$3,660	\$4,092
		Clothing, Safety Allowance	\$0	\$0	\$208	\$260	\$260
		Expenditures Total	\$96,861	\$133,565	\$111,289	\$168,857	\$176,071
		Revenues					
		Hall - Prime	-\$29,365	-\$3,892	\$525	-\$13,623	-\$13,623
		Hall - Non-Prime	-\$19,969	-\$2,052	\$26	-\$9,560	-\$9,560
		Meeting Room	-\$13,427	-\$1,308	\$0	-\$5,975	-\$5,975

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Projector and Microphone Rental Fee	-\$75	\$0	\$0	-\$104	-\$106
		Licensed Events Using Patio	-\$285	\$0	\$0	-\$119	-\$121
		Hall - Commercial Rentals	-\$1,547	\$0	\$0	-\$318	-\$330
		Bartenders	-\$7,227	-\$1,430	\$260	-\$4,177	-\$4,331
		Kitchen Facilities - Non-Prime	-\$3,143	-\$1,078	\$0	-\$1,900	-\$1,900
		Advertising Sign	-\$33	-\$34	-\$34	-\$52	-\$53
		Other Recoveries	-\$956	-\$283	\$0	-\$1,000	-\$1,000
		Recreation Conditional Grants	-\$5,609	-\$4,468	\$0	-\$5,167	-\$5,167
		Revenues Total	-\$81,636	-\$14,544	\$776	-\$41,994	-\$42,166

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			PDAC					
			Expenditures					
			Per Diems	\$4,280	\$3,319	\$4,362	\$4,551	\$4,733
			Office Supplies & Equipment	\$62	\$70	\$0	\$100	\$100
			Mileage	\$0	\$0	\$0	\$150	\$150
			Training	\$0	\$0	\$0	\$500	\$500
			Meals	\$0	\$0	\$0	\$0	\$50
			Accomodations	\$0	\$0	\$0	\$0	\$500
			Expenditures Total	\$4,342	\$3,389	\$4,362	\$5,301	\$6,033

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Planning							
	Expenditures						
		FT Wages	\$56,985	\$61,842	\$59,242	\$70,252	\$74,534
		OT Wages	\$479	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$10,823	\$10,879	\$11,132	\$12,637	\$13,584
		Manulife Benefits	\$4,430	\$4,514	\$5,459	\$5,336	\$4,837
		WSIB	\$1,819	\$1,925	\$1,828	\$2,123	\$2,259
		Office Supplies	\$752	\$401	\$142	\$750	\$750
		Communication (phone, fax, internet)	\$78	\$155	\$28	\$100	\$100
		Professional Fees - Legal	\$35,870	\$46,145	\$4,740	\$17,000	\$17,000
		Professional Fees - Engineering	\$63,282	\$53,692	\$69,311	\$57,849	\$57,849
		Mileage	\$99	\$0	\$0	\$100	\$100
		Professional Development	\$1,119	\$371	\$371	\$965	\$1,330
		Membership and Subscription Fees	\$300	\$0	\$190	\$230	\$385
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Advertising	\$2,735	\$6,695	\$2,691	\$5,000	\$3,500
		Professional Fees - Water Monitoring	\$3,818	\$1,714	\$2,153	\$2,000	\$2,500
		Contract Services	\$7,830	\$22,980	\$35,180	\$24,490	\$46,398
		CIP Grants	\$0	\$0	\$0	\$7,500	\$7,500
		Expenditures Total	\$190,417	\$211,313	\$192,467	\$207,132	\$233,425
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	\$0	\$0	-\$7,500	-\$7,500
		Transfer to Operating Carryforward	\$0	\$0	\$0	\$0	\$0
		ReserveTransfers Total	\$0	\$0	\$0	-\$7,500	-\$7,500
	Revenues						
		Engineering, Environmental, Legal, and Advertising Fees Re	-\$38,481	-\$45,618	-\$15,074	-\$20,000	-\$15,000
		Minor Variance	-\$18,154	-\$19,134	-\$28,142	-\$18,499	-\$22,442
		Agreements	-\$1,015	-\$250	\$0	-\$793	-\$809
		Part Lot Control Exemption By-law	-\$585	\$0	\$0	\$0	\$0
		Site Plan Control	-\$31,450	-\$84,860	-\$97,157	-\$32,624	-\$89,518
		Consent Review and Clearance	-\$3,750	-\$2,740	-\$3,753	-\$3,892	-\$3,948

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Ownership List Confirmation	\$0	-\$1,400	-\$1,846	-\$1,065	-\$1,460
		Pre-Consultation	\$0	-\$6,150	-\$18,125	-\$625	-\$637
		Zoning By-law Amendment	-\$43,600	-\$14,842	-\$74,845	-\$30,188	-\$30,792
		Telecommunication Tower Proposals	-\$532	\$0	-\$543	-\$2,331	-\$700
		Lifting of Holding Designation Fee (Zoning)	\$0	-\$598	-\$1,824	-\$608	-\$620
		Zoning By-law Amendment - Aggregate	\$0	-\$15,300	\$0	\$0	-\$15,872
		Garden Suites and Renewals (Zoning)	\$0	-\$1,200	\$0	-\$1,220	-\$1,245
		Zoning Compliance Letter	-\$2,850	-\$3,057	-\$3,925	-\$2,723	-\$3,086
		Zoning By-law - Copy	\$0	\$0	\$0	\$0	\$0
		Revenues Total	-\$140,417	-\$195,149	-\$245,235	-\$114,568	-\$186,129

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Public Works							
	Expenditures						
		FT Wages	\$323,700	\$352,167	\$344,472	\$403,915	\$475,642
		PT Wages	\$32,040	\$101,378	\$31,697	\$35,600	\$42,487
		OT Wages	\$60,865	\$57,199	\$13,058	\$27,795	\$27,795
		FT Wage Related Expenses	\$64,726	\$64,866	\$64,267	\$74,743	\$89,360
		PT Wage Related Expenses	\$4,690	\$10,966	\$3,052	\$6,626	\$8,014
		Manulife Benefits	\$39,288	\$38,898	\$49,418	\$48,757	\$52,256
		WSIB	\$12,924	\$15,215	\$12,063	\$13,878	\$16,023
		Office Supplies	\$20	\$161	\$202	\$250	\$250
		Hydro	\$678	\$597	\$548	\$750	\$750
		Fuel	\$74,234	\$61,667	\$89,558	\$70,000	\$75,250
		Equipment Maintenance & Supplies	\$2,166	\$1,770	\$2,028	\$2,050	\$2,050
		Signage	\$9,403	\$9,732	\$25,087	\$10,000	\$14,000
		Pavement Markings	\$14,485	\$33,499	\$30,056	\$35,500	\$35,500
		Railway Maintenance	\$11,376	\$0	\$5,514	\$5,000	\$5,000
		Maintenance Gravel	\$73,349	\$78,965	\$75,422	\$80,000	\$80,000
		Calcium	\$61,026	\$66,152	\$68,488	\$68,000	\$68,000
		Winter Maintenance	\$250,113	\$273,616	\$153,336	\$229,250	\$229,250
		Waste Removal	\$2,150	\$203	\$1,171	\$1,500	\$1,500
		Shop Overhead	\$7,812	\$6,768	\$7,724	\$7,400	\$7,400
		Road Maintenance supplies	\$30,187	\$46,538	\$56,427	\$35,400	\$35,400
		Vehicle Maintenance	\$73,777	\$53,992	\$27,106	\$46,000	\$46,000
		Speed Monitor	\$0	\$0	\$0	\$500	\$500
		Tree Maintenance Program	\$19,898	\$18,443	\$23,356	\$20,000	\$20,000
		Sidewalk Repairs	\$890	\$0	\$4,398	\$5,000	\$5,000
		Communication (phone, fax, internet)	\$2,903	\$4,293	\$2,577	\$2,844	\$3,213
		Professional Fees - Engineering	\$466	\$5,424	\$994	\$2,000	\$2,000
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$1,211	\$0	\$0	\$1,420	\$1,420
		Membership and Subscription Fees	\$698	\$706	\$559	\$900	\$900
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$77,372	\$46,875	\$20,406	\$49,219	\$51,694
		Advertising	\$989	\$525	\$350	\$1,000	\$1,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Vehicle Plates	\$6,012	\$0	\$5,547	\$7,255	\$7,255
		Permits	\$101	\$50	\$65	\$100	\$100
		Contract Services	\$35,407	\$33,903	\$25,828	\$45,220	\$38,504
		Clothing, Safety Allowance	\$702	\$2,410	\$2,021	\$2,400	\$2,400
		Street Lights: Repairs and Hydro Bills	\$22,561	\$19,367	\$19,715	\$14,850	\$14,850
		Expenditures Total	\$1,318,219	\$1,406,347	\$1,166,508	\$1,355,272	\$1,460,911
		ReserveTransfers					
		Transfer from Asset Management Discretionary Reserve	\$0	\$0	\$0	-\$10,000	-\$10,000
		Contribution to Aggregate Levy Discretionary Reserve	\$279,089	\$240,000	\$240,000	\$240,000	\$271,900
		Contribution from Winter Maintenance	-\$47,113	\$0	\$0	\$0	\$0
		Contribution to Winter Maintenance	\$0	\$0	\$0	\$0	\$0
		ReserveTransfers Total	\$231,976	\$240,000	\$240,000	\$230,000	\$261,900
		Revenues					
		Oversize-Overweight Load Permits	\$0	\$0	-\$103	-\$103	-\$105
		Third Party Cost Recovery	\$0	\$0	-\$15,970	\$0	\$0
		Entrance Permit	-\$2,580	-\$6,755	-\$5,832	-\$4,800	-\$5,000
		Roads Other Recoveries	-\$1,150	-\$1,340	-\$403	-\$20,638	-\$21,051
		Provincial Aggregate Levy	-\$507,089	-\$524,189	-\$583,783	-\$468,000	-\$480,000
		Revenues Total	-\$510,819	-\$532,285	-\$606,090	-\$493,541	-\$506,156

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Recreation Committee					
			Expenditures					
			Per Diems	\$2,565	\$2,221	\$2,709	\$2,655	\$2,817
			Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$100
			Mileage	\$0	\$0	\$0	\$0	\$150
			Training	\$0	\$0	\$0	\$0	\$500
			Meals	\$0	\$0	\$0	\$0	\$50
			Accomodations	\$0	\$0	\$0	\$0	\$500
			Expenditures Total	\$2,565	\$2,221	\$2,709	\$2,655	\$4,117

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Source Water Protection					
			Expenditures					
			Contract Services	\$0	\$0	\$0	\$8,960	\$9,448
			Expenditures Total	\$0	\$0	\$0	\$8,960	\$9,448
			Grand Total	\$2,317,515	\$2,368,141	\$2,084,625	\$2,963,354	\$3,154,312

Department	2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Expenditures					
Administration	\$507,020	\$433,370	\$577,314	\$729,893	\$770,687
Building	\$589,577	\$547,144	\$452,299	\$589,798	\$621,605
By-law	\$59,242	\$95,049	\$97,508	\$97,256	\$141,824
Corporate	\$180,186	\$209,792	\$299,702	\$199,553	\$202,805
Council	\$127,218	\$134,433	\$117,882	\$141,696	\$141,834
Elections	\$1,569	\$1,476	\$1,476	\$1,476	\$61,614
Finance	\$542,388	\$579,110	\$592,122	\$646,498	\$660,351
Fire and Rescue	\$796,636	\$693,829	\$670,691	\$753,516	\$778,215
Heritage Committee	\$2,882	\$1,130	\$4,173	\$5,250	\$3,246
Library	\$6,569	\$6,600	\$7,348	\$6,600	\$6,775
Municipal Office	\$67,818	\$59,587	\$64,614	\$67,001	\$68,760
ORC	\$172,989	\$143,979	\$119,485	\$190,691	\$194,090
Parks	\$110,654	\$23,723	\$54,225	\$77,255	\$80,500
PCC	\$96,861	\$133,565	\$111,289	\$168,857	\$176,071
PDAC	\$4,342	\$3,389	\$4,362	\$5,301	\$6,033
Planning	\$190,417	\$211,313	\$192,467	\$207,132	\$233,425
Public Works	\$1,318,219	\$1,406,347	\$1,166,508	\$1,355,272	\$1,460,911
Recreation Committee	\$2,565	\$2,221	\$2,709	\$2,655	\$4,117
Source Water Protection	\$0	\$0	\$0	\$8,960	\$9,448
Expenditures Total	\$4,777,152	\$4,686,055	\$4,536,172	\$5,254,660	\$5,622,314
ReserveTransfers					
Administration	\$5,010	\$70,000	\$70,000	\$65,000	\$0
Building	-\$110,485	-\$51,041	\$290,722	-\$147,593	-\$129,716
By-law	\$0	\$0	-\$11,494	-\$11,494	\$0
Corporate	\$0	\$0	-\$24,400	-\$24,400	-\$44,019
Elections	\$13,750	\$13,750	\$13,750	\$13,750	-\$41,250
Finance	\$0	\$0	-\$87,616	-\$87,616	\$0
Planning	\$0	\$0	\$0	-\$7,500	-\$7,500
Public Works	\$231,976	\$240,000	\$240,000	\$230,000	\$261,900
ReserveTransfers Total	\$140,251	\$272,709	\$490,962	\$30,147	\$39,415
Revenues					
Administration	-\$20,557	-\$5,893	-\$37,527	-\$7,100	-\$18,300
Building	-\$479,092	-\$496,102	-\$743,020	-\$442,205	-\$491,890
By-law	-\$54,202	-\$35,153	-\$57,492	-\$27,063	-\$37,102
Corporate	-\$1,021,764	-\$1,173,204	-\$1,099,474	-\$971,590	-\$960,882
Elections	\$0	\$0	\$0	\$0	\$0
Finance	-\$42,469	-\$25,452	-\$48,535	-\$38,720	-\$45,440
Fire and Rescue	-\$155,248	-\$53,437	-\$77,042	-\$121,616	-\$122,304
Library	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000
Municipal Office	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628
ORC	-\$61,066	-\$32,542	-\$16,782	-\$34,946	-\$62,159
Parks	-\$9,288	-\$5,979	-\$12,087	-\$5,010	-\$11,261
PCC	-\$81,636	-\$14,544	\$776	-\$41,994	-\$42,166
Planning	-\$140,417	-\$195,149	-\$245,235	-\$114,568	-\$186,129

Public Works	-\$510,819	-\$532,285	-\$606,090	-\$493,541	-\$506,156
Revenues Total	-\$2,599,889	-\$2,590,622	-\$2,942,509	-\$2,321,453	-\$2,507,417
Grand Total	\$2,317,515	\$2,368,141	\$2,084,625	\$2,963,354	\$3,154,312

**2019 Capital Carry-
forward Plan
Summary**

Project Cost				Funding Type	
Service	Department	Capital Project	Classification	Discretionary_Reserves	Grand Total
General Government					
Corporate					
		Service Delivery Review Implementation - Ontario Municipal Modernization Funding	Study/Plan	\$437,163	\$437,163
Municipal Office					
		Security Enhancements	New Asset	\$4,084	\$4,084
Grand Total				\$441,247	\$441,247

**2020 Capital
Carry-forward
Plan Summary**

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Discretionary_ Reserve s	Restricted_ Reserves	Grand Total
Fire and Rescue							
	Fire and Rescue						
		Rescue 35 Truck - Asset No. 5035	Asset Management	\$10,000	\$552,593		\$562,593
		Power Hydraulic Toolset - Extrication Equipment - Asset No. 6_70FE	Asset Management		\$52,500		\$52,500
General Government							
	Corporate						
		Marketing and Branding Implementation - Phase 2	Study/Plan	\$16,485	\$9,053		\$25,538
		Software System Enhancements or Replacement	Information Technology Enhancement		\$100,000		\$100,000
		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		\$15,136		\$15,136
Parks and Recreation							
	ORC						
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$5,000		\$5,000
	Parks						
		Replacement of Benches at Morriston Meadows - Asset No. 3047	Asset Management		\$3,000		\$3,000

**2020 Capital
Carry-forward
Plan Summary**

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Discretionary_Reserve s	Restricted_ Reserves	Grand Total
		Puslinch Community Centre Park - Back Soccer Fields Construction - Asset No. 3080	New Asset			\$34,662	\$34,662
	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
		Kerr Crescent - Stormwater Management Facility - Asset No. 12004	Asset Management		\$141,062		\$141,062
Grand Total				\$36,485	\$892,344	\$72,162	\$1,000,991

2021 Capital Carry-forward Plan Summary

Project Cost				Funding Type			
Service	Department	Capital Project	Classification	Grant	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue							
	Fire and Rescue						
		Structural Firefighter Gear	Asset Management		\$8,292		\$8,292
General Government							
	Corporate						
		Marketing and Branding Implementation - Phase 3	Study/Plan		\$25,000		\$25,000
	Municipal Office						
		Municipal Office HVAC Upgrades - Asset No. 59MC	Asset Management	\$75,944			\$75,944
Parks and Recreation							
	Parks						
		Replace Lights at Old Morriston Park - Asset No. 3063 and 3064	Asset Management	\$150,122		\$54,599	\$204,721
		Puslinch Community Centre Park Renovation and Upgrade - Phase 1	New Asset	\$986,772		\$358,887	\$1,345,659
	PCC						
		Kitchen Renovation including Kitchen Washroom	Asset Management		\$66,318		\$66,318
Public Works							
	Public Works						
		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		\$21,682	\$3,413	\$25,095
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000		\$10,000

2021 Capital Carry-forward Plan Summary

Project Cost				Funding Type			
Service	Department	Capital Project	Classification	Grant	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Roads Management Plan including Condition Index Updates	Study/Plan	\$40,000		\$35,000	\$75,000
Grand Total				\$1,252,838	\$147,292	\$451,899	\$1,852,029

2022 Capital Plan Summary

Project Cost					Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary Reserves	Restricted Reserves	Grand Total	
Building									
	Building								
		Septic Reinspections	Study/Plan			\$15,000		\$15,000	
Fire and Rescue									
	Fire and Rescue								
		Structural Firefighter Gear	Asset Management			\$8,072		\$8,072	
		Radio System Update	Asset Management			\$48,235		\$48,235	
General Government									
	Corporate								
		Asset Management	Reserve Contribution		\$1,262,300			\$1,262,300	
		Computer Equipment - 4002	Asset Management			\$9,565		\$9,565	
		Computer Equipment - 4002 - New Term of Council	Asset Management			\$11,957		\$11,957	
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000	
		County Road Diet through Aberfoyle Peer Review	Study/Plan		\$20,000			\$20,000	
		County of Wellington Study on Additional Employment Lands in the Township of Puslinch	Study/Plan	\$25,000	\$5,000			\$30,000	
		401 and Highway 6 Project Review of Hotspots	Study/Plan		\$25,000			\$25,000	
	Municipal Office								
		Convert Lighting to LED and Install Motion Sensors	Asset Management			\$17,420		\$17,420	
		Power Distribution Equipment (feeders, panels, main disconnect switch) - Asset No. 21MC	Asset Management			\$20,000		\$20,000	
		Window and Door Replacement Program and Air Curtain on Front Doors - Asset No. 46MC	Asset Management			\$100,000		\$100,000	
		Municipal Office HVAC Upgrades - Asset No. 59MC	Asset Management			\$124,056		\$124,056	
		Accessible Washroom Upgrades - Asset No. 59MC	Asset Management	\$68,311		\$31,689		\$100,000	
		Municipal Office Design, Renovation and Addition	Asset Management			\$0		\$0	
Parks and Recreation									
	ORC								
		Convert Lighting to LED	Asset Management			\$15,000		\$15,000	
	Parks								

2022 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Replacement of Morriston Meadows Bleachers and 6 Seat High Bleachers - Asset No. 3046, 3052 and 3053	Asset Management			\$20,000		\$20,000
		Puslinch Community Centre Park Renovation and Upgrade - Phase 2	New Asset	\$370,128			\$120,978	\$491,106
	PCC	Convert Lighting to LED	Asset Management			\$10,000		\$10,000
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
		Kerr Crescent - Stormwater Management Facility - Asset No. 12004	Asset Management			\$408,938		\$408,938
		Carroll Pond & Lesic Jassal Municipal Drain - Closed Circuit Television Inspection - Asset No. 12009 (Cell 1), 12010 (Cell 2), 12011 (Cell 3)	Study/Plan			\$9,000		\$9,000
		Gilmour Culvert - Asset No. 2009	Asset Management	\$68,262			\$561,738	\$630,000
		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
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Concession 1 Culvert - Asset No. 1006	Asset Management			\$14,000		\$14,000
		Concession 7 Paving - Asset No. 114	New Asset	\$263,000		\$255,400	\$81,600	\$600,000
		Roadside Mower for Grader 502 - Asset No. XXX	New Asset				\$100,000	\$100,000
Grand Total				\$794,701	\$1,480,100	\$1,329,712	\$870,436	\$4,474,949

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							
		Structural Firefighter Gear	Asset Management			\$2,691		\$2,691
		Community Risk Assessment - Ontario Regulation 378/18	Study/Plan		\$24,000		\$36,000	\$60,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,295,700			\$1,295,700
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Microsoft Office License Upgrades - 4002	Asset Management			\$20,000		\$20,000
Parks and Recreation								
	ORC							
		Rinkboard Replacement (Interior and Exterior)	Asset Management			\$100,000		\$100,000
	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	\$51,000				\$51,000
		Playground area at Boreham Park (also known as Arkell Park) - Asset No. 3075	Asset Management	\$20,000			\$210,000	\$230,000
		Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the Puslinch Community Centre - Asset No. 3013 and 3082	Asset Management			\$249,000		\$249,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2023	Study/Plan		\$7,500			\$7,500

2023 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		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	\$20,000		\$205,000		\$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	\$332,640			\$52,360	\$385,000
		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				\$262,400	\$262,400
		Townline Road - Roszell Road to County Road 34 - Asset No. 88	Asset Management			\$142,878	\$22,490	\$165,368

2023 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Storm Sewers - Geolocation of catch basins	Study/Plan		\$5,000			\$5,000
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
Grand Total				\$423,640	\$1,500,000	\$2,146,677	\$804,739	\$4,875,056

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							
		Pickup Truck - Mid-Size - Asset No. 7005A	Asset Management	\$3,000		\$20,000		\$23,000
		Structural Firefighter Gear	Asset Management			\$8,072		\$8,072
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,269,584			\$1,269,584
		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
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

2024 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		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	\$331,262		\$52,191	\$60,358	\$443,811
		Victoria Street And Church Street - Calfass Road to Queen Street (Highway 6) - Asset No. 28_Surface	Asset Management			\$42,618		\$42,618
		Maple Leaf Lane - County Road 46 to dead end - Asset No. 52	Asset Management			\$80,697		\$80,697
		Watson Road South - County Road 37 (Arkell Road) to Maltby Road East - Asset No. 139 and 140	Asset Management			\$100,000	\$318,080	\$418,080
		Maddaugh Road - Highway 6 to Gore Road - Asset No. 120	Asset Management	\$25,594		\$25,594		\$51,188
		Maddaugh Road - 14th Concession East to Highway 6 - Asset No. 121A	Asset Management	\$26,658		\$26,658		\$53,316
		Maddaugh Road - Puslinch-Flamborough Townline to 14th Concession East - Asset No. 121B	Asset Management	\$24,785		\$24,785		\$49,569
		Sideroad 20 North - County Road 34 to Forestell Road - Asset No. 108 and 166	Asset Management			\$358,181		\$358,181
		Concession 1 - Leslie Road West to Highway 6 - Asset No. 19	Asset Management			\$52,316		\$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		\$54,921		\$109,842
		Nassagaweya-Puslinch Townline - Hume Road to Maltby Road East - Asset No. 154	Asset Management	\$28,974		\$28,974		\$57,948

2024 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37) - Asset No. 155	Asset Management	\$21,613		\$21,613		\$43,225
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Leslie Road West Culvert - Asset No. 1005	Asset Management			\$100,000		\$100,000
		Roadside Safety Allowances - Bridges and Culverts - Asset No. 2004 and 2014	New Asset		\$138,240		\$21,760	\$160,000
Grand Total				\$516,806	\$1,600,000	\$1,453,682	\$457,874	\$4,028,362

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		\$24,000		\$36,000	\$60,000
		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	\$10,000		\$458,000		\$468,000
		Structural Firefighter Gear	Asset Management			\$34,977		\$34,977
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,442,700			\$1,442,700
		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
		Bar Counter, Bar Door, Cosmetic Upgrades	Asset Management	\$10,000		\$90,000		\$100,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		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	\$100,674				\$100,674
		Gore Road- Maddaugh Road to Lennon Road - Asset No. 7	Asset Management	\$112,260			\$17,670	\$129,930
		Gore Road - Sideroad 20 South to Valens Road - Asset No. 4	Asset Management	\$147,745			\$147,745	\$295,490

2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Laird Road West - Country Road 32 - dead end - Asset No. 71	Asset Management	\$45,360				\$45,360
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000
		Street Lights - Pole and Arm Inspections	Study/Plan		\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Old Brock Road - County Road 46 to dead end - Asset No. 51_Surface	Asset Management	\$43,446			\$6,839	\$50,285
		Pickup truck - 3/4 ton - Crew Cab - Asset No. 7009	Asset Management	\$6,500		\$45,500		\$52,000
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
Grand Total				\$562,512	\$1,700,000	\$657,977	\$321,782	\$3,242,271

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			\$5,000		\$5,000
Fire and Rescue								
	Fire and Rescue							
		Portable Pumps - Asset No. 13_89FE	Asset Management			\$15,000		\$15,000
		Structural Firefighter Gear	Asset Management			\$10,762		\$10,762
General Government								
	Corporate							
		Website Redesign	Information Technology Enhancement	\$22,500		\$2,500		\$25,000
		Asset Management	Reserve Contribution		\$1,617,700			\$1,617,700
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Computer Equipment - 4002 - New Term of Council	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
Parks and Recreation								
	Parks							
		Pickup Truck - Trsfr from Public Works - Asset No. 7008	Asset Management			\$0		\$0
		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							
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			\$7,500

2026 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Concession 1 - Sideroad 10 South to County Road 35 - Asset No. 14	Asset Management	\$202,616			\$31,893	\$234,509
		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		\$157,800			\$157,800
		Pickup truck - 3/4 ton - Single Cab - Asset No. 8019	Asset Management			\$45,000		\$45,000
		Grader Unit 502 - Asset No. 8003	Asset Management			\$70,000		\$70,000
Grand Total				\$427,694	\$1,800,000	\$487,679	\$292,276	\$3,007,649

2027 Capital Plan Summary

Project Cost				Funding Type		Discretionary Reserves	Restricted Reserves	Grand Total
Service	Department	Capital Project	Classification	Grant	Levy			
Building								
	Building							
		Septic Reinspections	Study/Plan			\$15,000		\$15,000
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			\$13,453		\$13,453
General Government								
	Corporate							
		Community Based Strategic Plan	Study/Plan	\$25,000			\$5,000	\$30,000
		Asset Management	Reserve Contribution		\$1,669,700			\$1,669,700
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
	Municipal Office							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$20,000			\$20,000
Parks and Recreation								
	ORC							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500
	PCC							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500
		Rebalancing of HVAC system - Asset No. 93PCC	Asset Management			\$5,000		\$5,000
Public Works								
	Public Works							
		Traffic Count Study	Study/Plan		\$10,000		\$15,000	\$25,000
		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

2027 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Galt Creek Bridge Gore Road Lot 2 - Asset No. 1008	Asset Management			\$160,000		\$160,000
		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			\$140,000		\$140,000
		Victoria Road Culvert North of Leslie - Asset No. 2013	Asset Management			\$160,000		\$160,000
		Ellis Road Culvert Over Puslinch Lake Irish Creek - Asset No. 2010	Asset Management			\$328,320	\$51,680	\$380,000
		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
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Cooks Bridge - Asset No. 1001	Asset Management			\$423,360	\$66,640	\$490,000
		Concession 2 Culvert - Asset No. 2012	Asset Management			\$120,000		\$120,000
		Roads Condition Index Updates	Study/Plan		\$10,000		\$15,000	\$25,000
Grand Total				\$25,000	\$1,900,000	\$1,612,169	\$390,893	\$3,928,062

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	\$8,955		\$491,045		\$500,000
		Structural Firefighter Gear	Asset Management			\$8,072		\$8,072
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,748,300			\$1,748,300
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Microsoft Office License Upgrades - 4002	Asset Management			\$20,000		\$20,000
	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
		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				\$360,413	\$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			\$113,400		\$113,400
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Tandem Roll-Off Dump Truck- 302 - Asset No. 8014	Asset Management	\$30,000		\$330,000		\$360,000
		Tandem Dump Truck - 304 - Asset No. 8013	Asset Management	\$30,000		\$300,000		\$330,000
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
Grand Total				\$98,955	\$2,000,000	\$2,345,668	\$405,990	\$4,850,613

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			\$13,453		\$13,453
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,907,824			\$1,907,824
		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							
		Asset Management Plan and Policy Updates	Study/Plan		\$8,776		\$1,224	\$10,000
		2029 Development Charges Background Study	Study/Plan		\$2,100		\$18,900	\$21,000
	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 fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors) - Asset No. 1MC	Asset Management			\$15,000		\$15,000
Parks and Recreation								
	ORC							
		Floor Scrubber - Asset No. 4060	Asset Management			\$15,000		\$15,000
	Parks							
		Tree Program and Inspections	Study/Plan		\$6,000			\$6,000
	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

2029 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		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
		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		\$157,800			\$157,800
Grand Total				\$30,000	\$2,100,000	\$1,175,572	\$310,877	\$3,616,450

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		\$5,381		\$5,381
General Government							
	Corporate						
		Asset Management	Reserve Contribution	\$2,004,700			\$2,004,700
		Computer Equipment - 4002	Asset Management		\$10,000		\$10,000
		Computer Equipment - 4002 - New Term of Council	Asset Management		\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution	\$10,000			\$10,000
Public Works							
	Public Works						
		Street Lights - Pole and Arm Inspections	Study/Plan	\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution	\$157,800			\$157,800
		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				\$2,200,000	\$276,587	\$289,780	\$2,766,367

2031 Capital Plan Summary

Project Cost				Funding Type		Discretionary Reserves	Restricted Reserves	Grand Total
Service	Department	Capital Project	Classification	Grant	Levy			
Building								
	Building							
		Tablet	Information Technology Enhancement			\$5,000		\$5,000
		Pickup Truck - Mid-Size - Asset No. 7005B	Asset Management			\$33,000		\$33,000
Fire and Rescue								
	Fire and Rescue							
		Pickup Truck - Mid-Size - Asset No. 7005A	Asset Management	\$3,000		\$20,000		\$23,000
		Structural Firefighter Gear	Asset Management			\$10,762		\$10,762
General Government								
	Corporate							
		Website Redesign	Information Technology Enhancement	\$22,500		\$2,500		\$25,000
		Asset Management	Reserve Contribution		\$2,109,700			\$2,109,700
		Computer Equipment - 4002	Asset Management			\$10,000		\$10,000
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
Parks and Recreation								
	ORC							
		Drinking Fountain	Asset Management			\$5,000		\$5,000
	Parks							
		Pickup Truck - Trsfr from Public Works - Asset No. 7008	Asset Management			\$0		\$0
Public Works								
	Public Works							
		Single Axle Dump Truck-303 - Asset No. 8017	Asset Management	\$20,000		\$205,000		\$225,000
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000
		Gravel Roads Improvement	Reserve Contribution		\$157,800			\$157,800
		Bridge and Culvert Inspections-2031	Study/Plan		\$7,500			\$7,500
		Pickup truck - 3/4 ton - Single Cab - Asset No. 8019	Asset Management			\$45,000		\$45,000
		Settler's Road - Calfass Road to Telfer Glen - Asset No. 191	Asset Management			\$41,546	\$6,540	\$48,085

2031 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Kerr Crescent - McLean Road West to McLean Road West - Asset No. 198	Asset Management				\$125,843	\$125,843
		Carriage Lane - Bridle Path to deadend - Asset No. 201_SURFACE	Asset Management				\$111,264	\$111,264
		Cassin Court - Daymond Drive to deadend - Asset No. 202_SURFACE	Asset Management			\$36,972	\$5,820	\$42,791
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
Grand Total				\$45,500	\$2,300,000	\$414,779	\$249,466	\$3,009,745

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		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Parks														
	Replacement of Benches at Morriston Meadows - Asset No. 3047		\$3,000											
	Pickup Truck - Trsfr from Public Works - Asset No. 7008								\$0					\$0
	Replacement of Old Morriston 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					\$51,000								
	Playground area at Boreham Park (also known as Arkell Park) - Asset No. 3075					\$230,000								
	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 Morriston Park - Asset No. 3056										\$7,740			
	Tree Program and Inspections						\$6,000					\$6,000		
	Replace Lights at Old Morriston Park - Asset No. 3063 and 3064			\$204,721										
	Replacement of Morriston Meadows Bleachers and 6 Seat High Bleachers - Asset No. 3046, 3052 and 3053				\$20,000									
	Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the Puslinch Community Centre - Asset No. 3013 and 3082					\$249,000								
	Puslinch Community Centre Park Renovation and Upgrade - Phase 1			\$1,345,659										
	Puslinch Community Centre Park Renovation and Upgrade - Phase 2				\$491,106									
	Puslinch Community Centre Park - Back Soccer Fields Construction - Asset No. 3080		\$34,662											
Parks Total			\$37,662	\$1,550,380	\$511,106	\$540,000	\$6,000		\$29,828		\$67,740	\$6,000		\$0

Projects by Year

Project Cost		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Public Works	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	\$385,000								
	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							
	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					

Projects by Year

Project Cost		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Public Works	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									\$140,000				
	Victoria Road Culvert North of Leslie - Asset No. 2013									\$160,000				
	Ellis Road Culvert Over Puslinch Lake Irish Creek - Asset No. 2010									\$380,000				
	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				
	Puslinch-Flamborough Townline - Victoria Road South to Maddaugh Road - Asset No. 9										\$61,288			
	Puslinch-Flamborough Townline - 14th Concession East to Victoria Road South - Asset No. 10										\$75,390			
	Concession 1 - Transition to Transition - Asset No. 13A										\$360,413			
	Beiber Road - Nicholas Beaver Road to private property - Asset No. 214										\$25,593			
	Niska Road - Bailey Bridge to Whitelaw Road - Asset No. 78										\$68,844			
	Telfer Glen - Queen Street (Highway 6) to dead end - Asset No. 190										\$105,215			
	Main Street - Back Street to Morriston Ball Park - Asset No. 29										\$29,021			
	Main Street and Back Street - Asset No. 30										\$39,165			
	Victoria Road South - County Road 34 to Maltby Road East - Asset No. 126										\$235,122			
	Sideroad 10 North - Concession Road 4 to Forestell Road - Asset No. 96										\$113,400			

Projects by Year

[illegible]

Projects by Year

Project Cost		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Public Works	Roads Management Plan including Condition Index Updates			\$75,000										
	Concession 1 Culvert - Asset No. 1006				\$14,000									
	Leslie Road West Culvert - Asset No. 1005						\$100,000							
	Roadside Safety Allowances - Bridges and Culverts - Asset No. 2004 and 2014						\$160,000							
	Cooks Bridge - Asset No. 1001									\$490,000				
	Concession 2 Culvert - Asset No. 2012									\$120,000				
	Roads Condition Index Updates									\$25,000				
	Storm Water Management Pond Inspections							\$5,000			\$5,000			\$5,000
	Concession 7 Paving - Asset No. 114				\$600,000									
	Roadside Mower for Grader 502 - Asset No. XXX				\$100,000									
	Grader Unit 502 - Asset No. 8003								\$70,000					
	Public Works Total		\$166,062	\$126,095	\$2,137,238	\$2,836,665	\$2,462,206	\$1,047,095	\$1,274,359	\$2,117,909	\$2,083,751	\$1,470,173	\$726,286	\$778,283
		\$441,247	\$1,000,991	\$1,852,029	\$4,474,949	\$4,875,056	\$4,028,362	\$3,242,271	\$3,007,649	\$3,928,062	\$4,850,613	\$3,616,450	\$2,766,367	\$3,009,745

Capital Summary - Funding Sources by Year

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Grant													
Corporate	\$0	\$16,485	\$0	\$25,000	\$0	\$0	\$0	\$22,500	\$25,000	\$0	\$0	\$0	\$22,500
Fire and Rescue	\$0	\$10,000	\$0	\$0	\$0	\$3,000	\$10,000	\$0	\$0	\$8,955	\$0	\$0	\$3,000
Parks	\$0	\$0	\$1,136,894	\$370,128	\$71,000	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$10,000	\$40,000	\$331,262	\$352,640	\$513,806	\$542,512	\$405,194	\$0	\$85,000	\$30,000	\$0	\$20,000
Municipal Office	\$0	\$0	\$75,944	\$68,311	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grant Total	\$0	\$36,485	\$1,252,838	\$794,701	\$423,640	\$516,806	\$562,512	\$427,694	\$25,000	\$98,955	\$30,000	\$0	\$45,500
Levy													
Corporate	\$0	\$0	\$0	\$1,322,300	\$1,305,700	\$1,279,584	\$1,452,700	\$1,627,700	\$1,679,700	\$1,758,300	\$1,917,824	\$2,014,700	\$2,119,700
Finance	\$0	\$0	\$0	\$0	\$0	\$10,876	\$0	\$0	\$0	\$0	\$10,876	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$24,000	\$0	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0
ORC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$23,000	\$0	\$7,500	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$157,800	\$170,300	\$303,540	\$200,300	\$172,300	\$185,300	\$241,700	\$165,300	\$185,300	\$180,300
Municipal Office	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
Levy Total	\$0	\$0	\$0	\$1,480,100	\$1,500,000	\$1,600,000	\$1,700,000	\$1,800,000	\$1,900,000	\$2,000,000	\$2,100,000	\$2,200,000	\$2,300,000
Discretionary_Reserves													
Building	\$0	\$0	\$0	\$15,000	\$0	\$33,000	\$0	\$5,000	\$15,000	\$0	\$0	\$0	\$38,000
Corporate	\$437,163	\$118,053	\$25,000	\$21,522	\$30,000	\$57,000	\$10,000	\$22,500	\$10,000	\$30,000	\$57,000	\$20,000	\$12,500
Fire and Rescue	\$0	\$605,093	\$8,292	\$56,307	\$2,691	\$28,072	\$512,477	\$25,762	\$35,453	\$499,117	\$19,453	\$5,381	\$30,762
ORC	\$0	\$5,000	\$0	\$15,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$5,000
Parks	\$0	\$3,000	\$0	\$20,000	\$259,000	\$0	\$0	\$29,828	\$0	\$62,740	\$0	\$0	\$0
PCC	\$0	\$5,000	\$66,318	\$10,000	\$0	\$112,500	\$90,000	\$0	\$5,000	\$100,000	\$40,000	\$0	\$0
Public Works	\$0	\$141,062	\$47,682	\$898,718	\$1,754,986	\$1,207,111	\$45,500	\$404,589	\$1,546,716	\$1,351,061	\$984,120	\$251,206	\$328,517
Municipal Office	\$4,084	\$15,136	\$0	\$293,165	\$0	\$16,000	\$0	\$0	\$0	\$302,750	\$60,000	\$0	\$0
Discretionary_Reserves Total	\$441,247	\$892,344	\$147,292	\$1,329,712	\$2,146,677	\$1,453,682	\$657,977	\$487,679	\$1,612,169	\$2,345,668	\$1,175,572	\$276,587	\$414,779
Restricted_Reserves													
Corporate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0
Finance	\$0	\$22,500	\$0	\$0	\$0	\$20,124	\$0	\$0	\$0	\$0	\$20,124	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$36,000	\$0	\$36,000	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$34,662	\$413,486	\$120,978	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$15,000	\$38,413	\$749,458	\$558,739	\$437,750	\$258,782	\$292,276	\$385,893	\$405,990	\$290,753	\$289,780	\$249,466
Restricted_Reserves Total	\$0	\$72,162	\$451,899	\$870,436	\$804,739	\$457,874	\$321,782	\$292,276	\$390,893	\$405,990	\$310,877	\$289,780	\$249,466
Grand Total	\$441,247	\$1,000,991	\$1,852,029	\$4,474,949	\$4,875,056	\$4,028,362	\$3,242,271	\$3,007,649	\$3,928,062	\$4,850,613	\$3,616,450	\$2,766,367	\$3,009,745

2022 Proposed Capital Program

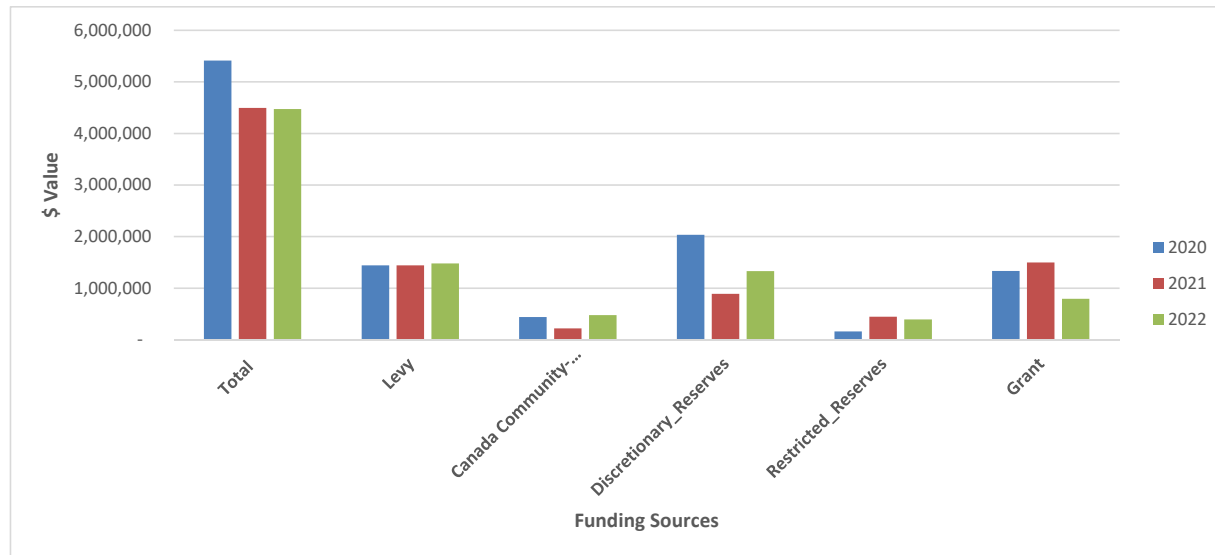
Department	Total	Levy	Canada Community- Building Fund	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,368,822	1,322,300	-	21,522	-	25,000
Municipal Office	361,476	-	-	293,165	-	68,311
Finance	-	-	-	-	-	-
Building	15,000	-	-	15,000	-	-
Planning	-	-	-	-	-	-
Public Works	2,137,238	157,800	476,058	898,718	273,400	331,262
Fire and Rescue	56,307	-	-	56,307	-	-
Parks	511,106	-	-	20,000	120,978	370,128
ORC	15,000	-	-	15,000	-	-
PCC	10,000	-	-	10,000	-	-
Total	4,474,949	1,480,100	476,058	1,329,712	394,378	794,701

2021 Approved Capital Program

Department	Total	Levy	Canada Community- Building Fund	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,252,417	1,214,766	-	12,651	-	25,000
Municipal Office	4,500	1,350	-	3,150	-	-
Finance	-	-	-	-	-	-
Building	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	1,564,154	226,300	219,877	763,986	182,068	171,923
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	4,496,873	1,442,416	219,877	890,678	444,605	1,499,297

2020 Approved Capital Program

Department	Total	Levy	Canada Community- Building Fund	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

2022 Proposed Capital Budget Compared to the 2021 and 2020 Approved Capital Budget Funding Comparisons

2022 Proposed Ten Year Plan

Department	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Corporate	1,384,298	1,252,417	1,368,822	1,335,700	1,336,584	1,462,700	1,672,700	1,719,700	1,788,300	1,974,824	2,034,700	2,154,700
Municipal Office	25,500	4,500	361,476	-	16,000	-	-	20,000	302,750	60,000	-	-
Finance	22,500	0	-	-	31,000	-	-	-	-	31,000	-	-
Building	-	0	15,000	-	33,000	-	5,000	15,000	-	-	-	38,000
Planning	-	0	-	-	-	-	-	-	-	-	-	-
Public Works	2,987,224	1,564,154	2,137,238	2,836,665	2,462,206	1,047,095	1,274,359	2,117,909	2,083,751	1,470,173	726,286	778,283
Fire and Rescue	744,113	18,391	56,307	62,691	31,072	582,477	25,762	35,453	508,072	19,453	5,381	33,762
Parks	234,963	1,557,411	511,106	540,000	6,000	-	29,828	-	67,740	6,000	-	-
ORC	5,000	0	15,000	100,000	-	-	-	7,500	-	15,000	-	5,000
PCC	8,000	100,000	10,000	-	112,500	150,000	-	12,500	100,000	40,000	-	-
Total	5,411,598	4,496,873	4,474,949	4,875,056	4,028,362	3,242,271	3,007,649	3,928,062	4,850,613	3,616,450	2,766,367	3,009,745
Change from previous year		(914,725)	(21,924)	400,107	(846,694)	(786,091)	(234,622)	920,413	922,551	(1,234,163)	(850,083)	243,378
10 year total											37,799,522	
yearly average											3,779,952	

2021 Ten Year Plan

Department	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Corporate	1,384,298	1,252,417	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	25,500	4,500	42,420	20,000	116,000	0	0	0	302,750	65,000	0	
Finance	22,500	0	0	0	31,000	0	0	0	0	0	0	
Building	-	0	0	0	33,000	0	9,000	0	0	0	0	
Planning	-	0	0	0	0	0	0	0	0	0	0	
Public Works	2,987,224	1,564,154	1,843,465	2,706,665	2,402,206	1,032,095	1,199,359	1,211,909	1,708,751	1,830,173	706,286	
Fire and Rescue	744,113	18,391	414,116	802,746	91,803	574,214	24,153	37,255	517,742	21,255	9,153	
Parks	234,963	1,557,411	391,106	310,000	6,000	0	114,828	0	67,740	0	0	
ORC	5,000	0	7,140	0	0	0	8,000	0	0	0	0	
PCC	8,000	100,000	2,660	0	112,500	50,000	0	5,000	100,000	40,000	0	
Total	5,411,598	4,496,873	4,219,907	4,975,161	4,452,333	3,553,209	3,359,840	3,371,664	4,838,083	4,258,928	3,126,939	
10 year total											40,652,938	
yearly average											4,065,294	

2020 Ten Year Plan

Department	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Corporate	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	25,500	22,420	35,000	20,000	116,000	-	-	-	302,750	65,000		-
Finance	22,500	-	-	-	31,000	-	-	-	-	-		
Building	0	-	-	-	33,000	9,000	-	-	-	-		
Planning	0	-	-	-	-	-	-	-	-	-		
Public Works	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	744,113	421,280	794,946	12,084	91,809	573,794	24,063	37,105	517,622	21,105		
Parks	234,963	1,367,911	576,106	310,000	6,000	-	114,828	-	67,740	-		
ORC	5,000	7,140	-	-	-	-	8,000	-	-	-		
PCC	8,000	102,660	-	-	112,500	50,000	-	5,000	100,000	40,000		
Total	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		-
										40,419,152		-
										4,041,915		-

2022 Proposed Ten Year Plan Compared to the 2021 and 2020 Ten Year Plans