



REPORT FIN-2023-001

TO: Mayor and Members of Council

PREPARED BY: Mary Hasan, Director of Finance/Treasurer

PRESENTED BY: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: January 18, 2023

SUBJECT: 2023 Capital and Operating Budget Update
File No. F05 BUD

RECOMMENDATIONS

THAT Report FIN-2023-001 entitled 2023 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 December 7, 2022 Capital Budget Meeting; and
- 2.) Provide Council an update on the items that were discussed at the January 5, 2023 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
FIN-2022-029 – 2023 Proposed User Fees and Charges	September 7, 2022 Council Meeting
FIN-2022-031 – 2023 User Fees and Charges By-law	October 19, 2022 Council Meeting
ADM-2022-064 – Budget Process and Service Level Review	November 9, 2022 Council Meeting
FIN-2022-033 – 2023 Municipal Insurance Renewal	December 7, 2022 Council Meeting
FIN-2022-034 - 2023 Proposed Cost of Living Adjustment	December 7, 2022 Council Meeting
FIN-2022-035 – 2023 Proposed Capital Budget	December 7, 2022 Council Meeting
FIN-2022-037 – 2023 Grant Application Program	December 21, 2022 Council Meeting
FIN-2022-038 - 2023 Proposed Changes to Employee Benefits	December 21, 2022 Council Meeting
FIN-2022-040 – 2023 Proposed Operating Budget	January 5, 2023 Operating Budget Meeting
FIN-2023-001 - 2023 Capital and Operating Budget Update	January 18, 2023 Council Meeting

Capital Budget Updates based on Council Direction at the December 7, 2022 Council Meeting regarding Report FIN-2022-035 – 2023 Proposed Capital Budget:

Council Direction	Staff Update	Budget Impact																
Council directed staff to schedule the replacement of structural firefighter gear to limit large expenditures in any given year.	<p>The Fire Chief is supportive of limiting large expenditures in any given year related to the replacement of structural firefighter gear.</p> <p>The Capital Forecast presented at the December 7, 2022 Council Meeting included the following amounts from 2023 to 2025 for the replacement of structural firefighter gear funded by the Asset Management (AM) Discretionary Reserve.</p> <table border="1" data-bbox="680 1522 1174 1684"> <tr> <td>2023</td> <td>\$2,961</td> </tr> <tr> <td>2024</td> <td>\$8,883</td> </tr> <tr> <td>2025</td> <td>\$38,493</td> </tr> <tr> <td></td> <td>\$50,337</td> </tr> </table>	2023	\$2,961	2024	\$8,883	2025	\$38,493		\$50,337	<p>The Capital Forecast has been updated as follows in order to limit large expenditures in any given year related to the replacement of structural firefighter gear:</p> <table border="1" data-bbox="1230 1367 1560 1528"> <tr> <td>2023</td> <td>\$14,805</td> </tr> <tr> <td>2024</td> <td>\$17,766</td> </tr> <tr> <td>2025</td> <td>\$17,766</td> </tr> <tr> <td></td> <td>\$50,337</td> </tr> </table> <p>This change does not have a tax levy impact as the replacement of the structural firefighter gear is funded by the AM Discretionary Reserve.</p>	2023	\$14,805	2024	\$17,766	2025	\$17,766		\$50,337
2023	\$2,961																	
2024	\$8,883																	
2025	\$38,493																	
	\$50,337																	
2023	\$14,805																	
2024	\$17,766																	
2025	\$17,766																	
	\$50,337																	

Council Direction	Staff Update	Budget Impact
Council directed staff to refer the potential of Pickleball lines at Boreham Park to the Recreation Committee for comment.	The Director of Public Works, Parks and Facilities will present this at an upcoming Recreation Committee meeting.	No further budget impact at this time.
Council directed staff to report back on costing options to replace both sets of bleachers at Old Morriston in 2023.	<p>The Capital Forecast presented at the December 7, 2022 Council Meeting included the Replacement of Old Morriston 6 Seat Concrete Bleachers at an amount of \$15K in 2023 to be funded by the Cash in Lieu of Parkland Restricted Reserve.</p> <p>A quote has been obtained which includes the replacement of both sets of bleachers at an amount within the \$15K originally budgeted.</p>	No further budget impact at this time.
Council directed staff to initiate an illumination design to be conducted by an engineer to ensure compliance of the parking lot and main entrances to the Puslinch Community Centre (PCC) and that this design be funded by the Cash in Lieu of Parkland Reserve and to report back on costing options.	GM BluePlan is currently reviewing the scope of work associated with this initiative including additional costs associated with this undertaking.	No further budget impact at this time.
Council directed staff to investigate options to delineate the private and public lands and engage with the adjacent land owners regarding the access/land delineation features and options for the Puslinch Lake Pedestrian Access project.	This will be a 2023 workplan item which will be reported back to Council by the Director of Public Works, Parks and Facilities.	No further budget impact at this time.
Council directed staff to work with the adjacent property owner regarding the possibility to convey the bridge once the rehabilitation work is completed for the Little's Bridge Reconstruction project.	This will be a 2023 workplan item which will be reported back to Council by the Director of Public Works, Parks and Facilities. Construction is estimated to begin by September of 2023.	No further budget impact at this time.

Council Direction	Staff Update	Budget Impact				
<p>Council directed staff to phase the \$20,000 tax levy associated with the 401 and Highway 6 Project Review of Hotspots to \$10,000 in 2023 and \$10,000 in 2024.</p>	<p>The Capital Forecast presented at the December 7, 2022 Council Meeting included the 401 and Highway 6 Project Review of Hotspots at an amount of \$20K in 2023 to be funded by the tax levy.</p>	<p>The Capital Forecast has been updated as follows based on Council’s direction:</p> <table border="1" data-bbox="1230 436 1560 516"> <tr> <td>2023</td> <td>\$10,000</td> </tr> <tr> <td>2024</td> <td>\$10,000</td> </tr> </table> <p>This results in a tax levy decrease of \$10K for 2023 from the previous version of the budget presented.</p>	2023	\$10,000	2024	\$10,000
2023	\$10,000					
2024	\$10,000					
<p>Council directed staff to increase the contribution to the Gravel Roads Improvement Discretionary Reserve from \$207,800 to \$220,800 from 2023 to 2032.</p>	<p>The Capital Forecast presented at the December 7, 2022 Council Meeting included a contribution of \$207,800 to the Gravel Roads Improvement Discretionary Reserve from 2023 to 2032.</p>	<p>The Capital Forecast from 2023 to 2032 has been updated to increase the contribution to the Gravel Roads Improvement Discretionary Reserve from \$207,800 to \$220,800 based on Council’s direction:</p> <p>This results in a tax levy increase of \$13K from 2023 to 2032 from the previous version of the budget presented.</p>				
<ul style="list-style-type: none"> Council directed staff to refer the replacement of the Electronic Sign at the PCC to the Recreation Committee to investigate the potential for donations and fundraising to offset the cost of a new digital sign and report back to Council on all funding options including Provincial grants in order to construct the sign in this term of Council (2022-2026). 	<p>The Capital Forecast presented at the December 7, 2022 Council Meeting did not include the replacement of the Electronic Sign at the PCC.</p> <p>Township staff will present this initiative to the Recreation Committee at an upcoming Recreation Committee meeting.</p> <p>The Township receives grant funding opportunities throughout the year and</p>	<p>The Capital Forecast has been updated in 2025 to include an amount of \$37,500 for the replacement and installation of the electronic sign.</p> <p>This change does not have a tax levy impact as the replacement and installation of the</p>				

<ul style="list-style-type: none"> Council directed staff to incorporate the Electronic Sign at the PCC for replacement into the Capital Budget and Forecast. 	<p>will submit an application when/if a grant funding opportunity becomes available.</p>	<p>electronic sign is proposed to be third party funded in accordance with Council’s direction.</p>
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Capital Budget Updates based on More Current information being available to Staff

Item Description	Staff Update	Budget Impact
<p>The Township was notified on December 9, 2022 of its 2023 Ontario Community Infrastructure Fund (OCIF) – Formula Based Component Funding for the 2023 year of \$380,951 (increase of \$50K from the 2022 allocation of \$331,262).</p>	<p>The OCIF funding can be used for roads (paved and unpaved), sidewalks located on an existing road, and bridges and culverts. The Township has typically utilized this funding for the repaving of existing paved roads and/or rehabilitation of bridges/culverts.</p> <p>The 2023 to 2026 Capital Budget and Forecast presented on December 7, 2022 had included this funding within the 2022 allocation levels of \$331,262. It is recommended that the funding in the capital budget and forecast be increased to 2023 allocation levels of \$381K.</p>	<p>This change does not result in a tax levy impact as this increased grant funding has resulted in less funds of approximately \$50K required from the AM Discretionary Reserve.</p>

Operating Budget Updates based on Council Direction at the January 5, 2023 Operating Budget Meeting regarding Report FIN-2022-040 – 2023 Proposed Operating Budget:

Council Direction	Staff Update	Budget Impact
<p>Council approved the Parks Outdoor Maintenance base budget increase of \$3,000 and directed staff to report back on whether it should be funded by the 2022 surplus, parkland dedication (if legislatively permitted), or a permanent base budget increase.</p>	<p>The Director of Public Works, Parks and Facilities has advised that this should be a permanent base budget increase with the additional funds utilized for establishing and maintaining additional flower beds around the new signage installed at the Township’s facilities and parks.</p>	<p>This results in a tax levy increase of \$3K from the previous version of the budget presented.</p>
<p>Council tentatively approved the Heritage Advisory Committee National Trust Conference base budget increase of \$3,310 dependent on the final tax levy impact reported at the January 18, 2023 Council Meeting with an option to have only one citizen member attend.</p>	<p>Should Council wish to decrease the number of attendees from two citizen members to one citizen member, the tax levy savings are \$1,425.</p>	<p>This results in a tax levy increase of \$3,310 from the previous version of the budget presented.</p>

Council Direction	Staff Update	Budget Impact																		
<p>Council approved the Fire and Rescue Services On-Call Payments and directed staff to report back on the financial implications of other options for the on-call schedule.</p>	<p>See Schedule H attached to this Report.</p>	<p>This results in a tax levy increase of \$14,749 from the previous version of the budget presented. The amount includes on-call payments and mandatory Township benefit costs (ie. EI, CPP, WSIB, EHT).</p>																		
<p>That Council determine whether further costs associated with the Cambridge Fire Services Contract should be phased in the 2023 Operating Budget to be funded by Taxation Levy dependent on the final tax levy impact reported at the January 18, 2023 Council Meeting.</p>	<p>Staff are seeking Council’s direction on this item.</p>	<p>No further budget impact at this time.</p>																		
<p>Council directed staff to report back on potential expenditure decreases associated with the vacancy in the Administration department.</p>	<p>The current individual’s last day is January 18, 2023 with the position being filled in early February. The previous version of the budget did not include the salary grid step movement implications associated with the vacant position due to the timing of the resignation announcement. Township staff have incorporated the step movement implications in this version of the proposed budget.</p>	<p>This results in a tax levy decrease of \$14,347 from the previous version of the budget presented.</p>																		
<p>Council directed staff to report back at the January 18, 2023 Council meeting regarding the possibility to incorporate the projected aggregate levy shipment contribution in the budget model based on a 5-year average rather than a 10-year average.</p>	<p>Outlined below is a summary of the aggregate shipments in the Township from 2013 to 2021:</p> <table border="1" data-bbox="680 1451 1200 1841"> <thead> <tr> <th data-bbox="685 1457 857 1528">Year</th> <th data-bbox="857 1457 1195 1528">Aggregate Shipments - Metric Tonnes</th> </tr> </thead> <tbody> <tr> <td data-bbox="685 1528 857 1564">2013</td> <td data-bbox="857 1528 1195 1564">3.5M</td> </tr> <tr> <td data-bbox="685 1564 857 1600">2014</td> <td data-bbox="857 1564 1195 1600">3.5M</td> </tr> <tr> <td data-bbox="685 1600 857 1635">2015</td> <td data-bbox="857 1600 1195 1635">3.9M</td> </tr> <tr> <td data-bbox="685 1635 857 1671">2016</td> <td data-bbox="857 1635 1195 1671">3.5M</td> </tr> <tr> <td data-bbox="685 1671 857 1707">2017</td> <td data-bbox="857 1671 1195 1707">4.6M</td> </tr> <tr> <td data-bbox="685 1707 857 1743">2018</td> <td data-bbox="857 1707 1195 1743">4.2M</td> </tr> <tr> <td data-bbox="685 1743 857 1778">2019</td> <td data-bbox="857 1743 1195 1778">4.2M</td> </tr> <tr> <td data-bbox="685 1778 857 1814">2020</td> <td data-bbox="857 1778 1195 1814">4.6M</td> </tr> </tbody> </table>	Year	Aggregate Shipments - Metric Tonnes	2013	3.5M	2014	3.5M	2015	3.9M	2016	3.5M	2017	4.6M	2018	4.2M	2019	4.2M	2020	4.6M	<p>No further budget impact at this time.</p>
Year	Aggregate Shipments - Metric Tonnes																			
2013	3.5M																			
2014	3.5M																			
2015	3.9M																			
2016	3.5M																			
2017	4.6M																			
2018	4.2M																			
2019	4.2M																			
2020	4.6M																			

	<table border="1"> <tr> <td>2021 - preliminary</td> <td>4.6M</td> </tr> <tr> <td>Average – 10 year</td> <td>4.1M</td> </tr> <tr> <td>Average – 5 year</td> <td>4.4M</td> </tr> <tr> <td>2023 \$ per Tonne</td> <td>\$0.12</td> </tr> </table>	2021 - preliminary	4.6M	Average – 10 year	4.1M	Average – 5 year	4.4M	2023 \$ per Tonne	\$0.12	
2021 - preliminary	4.6M									
Average – 10 year	4.1M									
Average – 5 year	4.4M									
2023 \$ per Tonne	\$0.12									
<p>Council approved the 2023 permanent base budget increases amounting to \$25,303 as outlined below:</p> <ul style="list-style-type: none"> • Heritage Advisory Committee Doors of Puslinch Posters - Net Revenue Projected of \$2,515 • Heritage Act Designations Advertising - \$11,000 • Fire and Rescue Services Cell Phone for Public Fire and Life Safety Educator - \$585 • Health and Safety Shared Service Agreement - \$16,233 	<p>The estimated aggregate levy is \$492K based on an average of aggregate shipments from 2013 to 2021 of 4.1M. \$192K of this amount is allocated to the operating budget with \$300K of this amount allocated to the capital budget. The current budget has been prepared based on an average of aggregate shipments from 2013 to 2021.</p> <p>The estimated aggregate levy is \$528K based on an average of aggregate shipments from 2017 to 2021 of 4.4M. If Council does choose this option of calculating the aggregate levy based on the 5-year average rather than the 10-year average, it is recommended that the majority of the increased projected levy fund the capital budget.</p> <p>Township staff have incorporated the permanent base budget increases in the proposed operating budget.</p>	<p>This results in a tax levy increase of \$25,303 from the previous version of the budget presented.</p>								

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

Item Description	Staff Update	Budget Impact
Payment in lieu of tax revenues	The budget presented on January 5, 2023 included payment in lieu of tax revenue based on the 2022 assessment roll. The 2023 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 increased by \$3,635.	This results in a tax levy decrease of \$3,635 from the previous version of the budget presented.

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	2022 Approved Budget	2023 Proposed Budget	Difference
Total Capital Tax Levy	\$1,460,100	\$1,503,000	\$42,900
Total Operating Tax Levy	\$3,203,288	\$3,466,329	\$263,041
Total Municipal Tax Levy	\$4,663,388	\$4,969,329	\$305,941

MPAC 2023 Returned Assessment Roll

Similar to previous practise, the 2023 returned assessment roll obtained from MPAC in mid-December is compared to the 2022 returned assessment roll to determine the assessment change for the median/typical properties in the Township. The Township verifies the median/typical property assessment changes to the Ontario Property Tax Analysis tool that was made available to Township staff on December 20, 2022. The assessment change is incorporated in the calculation of the tax rate impact for the median/typical property.

The education tax rates are based on correspondence received from the Ministry of Finance dated December 19, 2022. The County tax rates are preliminary as the County's budget will be passed in January 2023. Both the Township and County tax rates are also subject to change based on the County Tax Policy adopted by County Council in April of 2023.

The 2023 returned assessment roll continues to be based on January 1, 2016 assessed values due to the Province's postponement of the 2021 assessment update as a result of the COVID-19 pandemic. Property assessments for the 2023 property tax year will continue to be based on

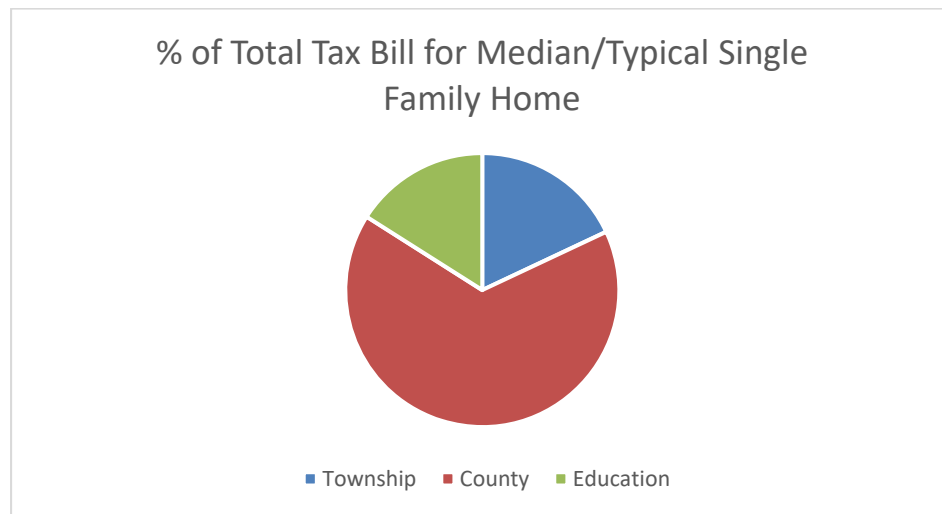
January 1, 2016 assessed values. As a result of the reassessment cycle being postponed again until 2024, the 2021 assessment values are deemed for 2023. There is however new assessment growth as outlined below.

The Township’s 2023 new weighted assessment growth is approximately 3.42% or \$90M (ie. new construction and renovations). If there had not been any new assessment growth in the Township, the proposed 2023 budget would have resulted in a Township tax increase of 7.44% and \$80 and a blended tax increase of 4.58% and \$267 on the median/typical single family home.

Median/Typical Single Family Home

The following table shows that the proposed 2023 budget results in a Township tax increase of 3.89% and \$42 and a blended tax increase of 3.92% and \$229 on the median/typical single family home (2022 Assessment - \$605,000; 2023 Assessment - \$610,000).

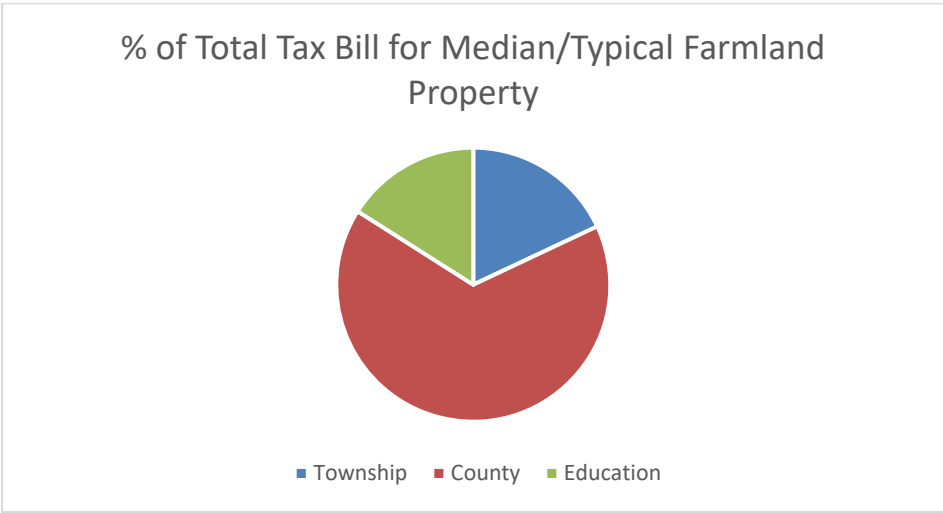
Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
Median Assessment		\$605,000	\$610,000	\$5,000	0.83%
Yearly Township Taxes	18%	\$1,072	\$1,114	\$42	3.89%
Yearly County Taxes	66%	\$3,840	\$4,019	\$180	4.68%
Yearly Education Taxes	16%	\$926	\$933	\$8	0.83%
Yearly Blended Taxes	100%	\$5,838	\$6,067	\$229	3.92%
Yearly Township Taxes per \$100K Assessment		\$176	\$183	\$7	3.89%
Yearly Blended Taxes per \$100K Assessment		\$957	\$995	\$38	3.92%



Median/Typical Farmland Property

The following table shows that the proposed 2023 budget results in a Township tax increase of 3.04% and \$9 and a blended tax increase of 3.07% and \$51 on the median/typical farmland property (2022 Assessment - \$694,400; 2023 Assessment - \$694,400).

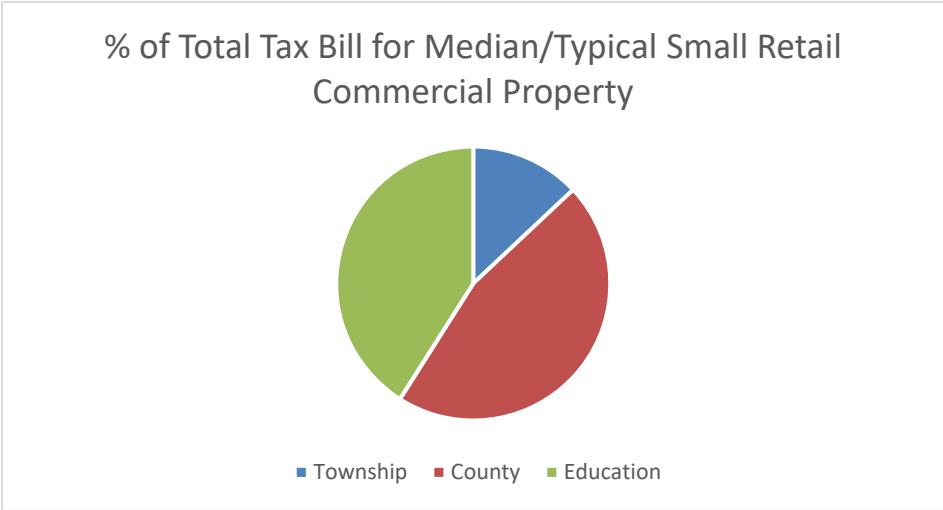
Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
Median Assessment		\$694,400	\$694,400	\$0	0%
Yearly Township Taxes	18%	\$308	\$317	\$9	3.04%
Yearly County Taxes	66%	\$1,102	\$1,144	\$42	3.82%
Yearly Education Taxes	16%	\$266	\$266	\$0.00	0.00%
Yearly Blended Taxes	100%	\$1,675	\$1,727	\$51	3.07%
Yearly Township Taxes per \$100K Assessment		\$44	\$46	\$2	3.04%
Yearly Blended Taxes per \$100K Assessment		\$241	\$249	\$8	3.07%



Median/Typical Small Retail Commercial Property

The following table shows that the proposed 2023 budget results in a Township tax increase of 3.04% and \$42 and a blended tax increase of 2.11% and \$231 on the median/typical small retail commercial property (2022 Assessment - \$523,000; 2023 Assessment - \$523,000).

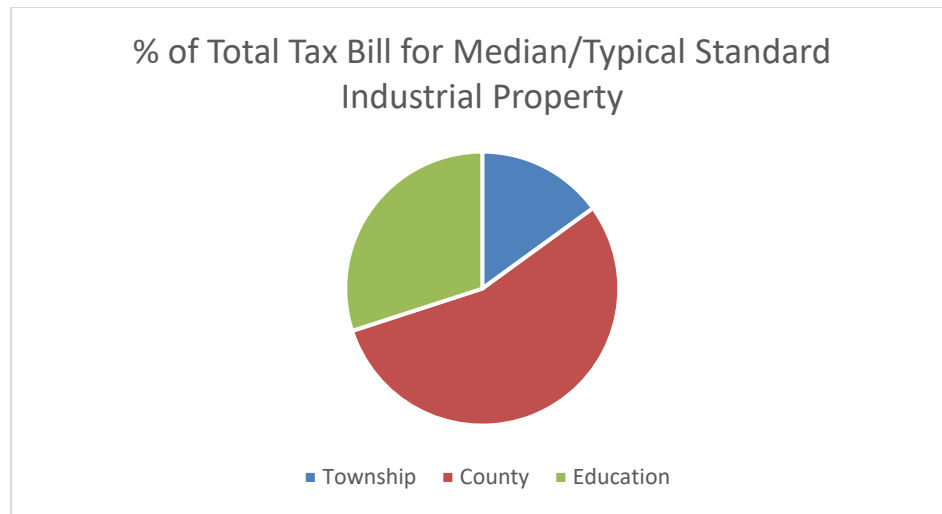
Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
Median Assessment		\$523,000	\$523,000	\$0	0%
Yearly Township Taxes	13%	\$1,382	\$1,424	\$42	3.04%
Yearly County Taxes	46%	\$4,949	\$5,138	\$189	3.82%
Yearly Education Taxes	41%	\$4,602	\$4,602	\$0.00	0.00%
Yearly Blended Taxes	100%	\$10,934	\$11,165	\$231	2.11%
Yearly Township Taxes per \$100K Assessment		\$264	\$272	\$8	3.04%
Yearly Blended Taxes per \$100K Assessment		\$2,091	\$2,135	\$44	2.11%



Median/Typical Standard Industrial Property

The following table shows that the proposed 2023 budget results in a Township tax increase of 16.21% and \$814 and a blended tax increase of 15.62% and \$5,219 on the median/typical standard industrial property (2022 Assessment - \$1,181,000; 2023 Assessment - \$1,332,000). The majority of the increase relates to the increase in the median assessment determined by MPAC as outlined in the table below:

Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
Median Assessment		\$1,181,000	\$1,332,000	\$151,000	12.79%
Yearly Township Taxes	15%	\$5,024	\$5,839	\$814	16.21%
Yearly County Taxes	55%	\$17,989	\$21,065	\$3,076	17.10%
Yearly Education Taxes	30%	\$10,393	\$11,722	\$1,329	12.79%
Yearly Blended Taxes	100%	\$33,406	\$38,625	\$5,219	15.62%
Yearly Township Taxes per \$100K Assessment		\$377	\$438	\$61	16.21%
Yearly Blended Taxes per \$100K Assessment		\$2,508	\$2,900	\$392	15.62%



APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – 2023 Proposed Operating Budget

Schedule B – 2023 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C - 2019 to 2032 Capital Plan Summary

Schedule D - Projects by Year – 2019 to 2032

Schedule E – Capital Summary – Funding Sources by Year

Schedule F - 2023 Proposed Capital Budget Compared to the 2022 and 2021 Approved Capital Budget Funding Comparisons

Schedule G - 2023 Proposed Ten Year Plan Compared to the 2022 and 2021 Ten Year Plans

Schedule H – Fire & Rescue Services On-Call Memo

Respectfully submitted:

Reviewed by:

Mary Hasan
Director of Finance/Treasurer

Glenn Schwendinger
Chief Administrative Officer

[Back to Index](#)

Department	Account Type	Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Administration							
	Expenditures						
		FT Wages	\$258,474	\$369,656	\$332,047	\$421,832	\$436,610
		PT Wages	\$0	\$2,828	\$5,153	\$8,432	\$8,440
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$44,587	\$66,192	\$62,649	\$75,381	\$78,658
		PT Wage Related Expenses	\$0	\$210	\$422	\$832	\$1,619
		Group Benefits	\$14,280	\$22,857	\$37,837	\$37,646	\$40,701
		WSIB	\$6,290	\$9,628	\$6,246	\$11,392	\$12,998
		Office Supplies & Equipment	\$1,027	\$1,479	\$1,755	\$1,200	\$1,300
		Communication (phone, fax, internet)	\$1,136	\$1,371	\$1,576	\$1,616	\$754
		Professional Fees - Legal	\$25,573	\$53,572	\$79,838	\$19,500	\$28,500
		Professional Fees - Engineering	\$12,471	\$50,736	\$39,627	\$44,423	\$44,423
		Events and Other	\$2,403	\$3,020	\$9,205	\$11,075	\$11,598
		Mileage	\$36	\$0	\$154	\$1,000	\$200
		Professional Development	\$4,886	\$6,725	\$2,674	\$25,540	\$12,300
		Membership and Subscription Fees	\$6,652	\$10,736	\$16,348	\$16,133	\$17,025
		Travel - Meals	\$0	\$0	\$0	\$100	\$100
		Travel - Accomodations & Parking	\$0	\$458	\$0	\$800	\$500
		Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
		Insurance	\$42,084	\$15,801	\$37,794	\$43,956	\$48,711
		Advertising	\$2,176	\$2,695	\$1,060	\$2,510	\$13,510
		Professional Fees - Ground Water Monitoring	\$3,810	\$5,715	\$3,802	\$4,000	\$4,000
		Contract Services	\$7,486	\$28,525	\$34,736	\$51,258	\$57,790
		Clothing, Safety Allowance	\$0	\$777	\$0	\$750	\$500
	Expenditures Total		\$433,370	\$652,979	\$672,924	\$780,375	\$821,237
	ReserveTransfers						
		Contribution to Legal Contingency	\$50,000	\$50,000	\$0	\$0	\$0
		Transfer from Legal Contingency	\$0	\$0	\$0	\$0	\$0

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Building							
	Expenditures						
		FT Wages	\$183,415	\$270,967	\$243,624	\$313,637	\$324,944
		PT Wages	\$1,043	\$0	\$0	\$0	\$0
		OT Wages	\$321	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$32,835	\$48,852	\$45,923	\$56,856	\$59,457
		PT Wage Related Expenses	\$87	\$0	\$0	\$0	\$0
		Group Benefits	\$20,700	\$31,823	\$33,621	\$31,376	\$36,805
		WSIB	\$5,734	\$7,958	\$5,668	\$8,956	\$10,136
		Computer Software & Hardware	\$741	\$131	\$61	\$1,000	\$300
		Office Supplies & Equipment	\$1,585	\$1,871	\$875	\$3,000	\$1,500
		Fuel	\$780	\$2,237	\$0	\$1,613	\$2,016
		Vehicle Maintenance	\$0	\$322	\$868	\$500	\$1,000
		Postage	\$1,889	\$539	\$547	\$2,000	\$1,000
		Communication (phone, fax, internet)	\$1,559	\$2,960	\$3,410	\$4,574	\$3,196
		Professional Fees - Legal	\$11,993	\$32,964	\$412	\$20,000	\$20,000
		Professional Fees - Audit	\$6,411	\$7,767	\$5,037	\$6,600	\$6,600
		Professional Fees - Engineering	\$212,874	\$54,273	\$3,730	\$70,000	\$40,000
		Mileage	\$0	\$133	\$186	\$500	\$500
		Professional Development	\$3,762	\$3,123	\$4,508	\$17,850	\$13,309
		Membership and Subscription Fees	\$442	\$3,250	\$3,784	\$4,701	\$4,711
		Travel - Meals	\$0	\$0	\$0	\$500	\$250
		Travel - Accomodations & Parking	\$0	\$0	\$938	\$1,500	\$2,000
		Insurance	\$11,889	\$4,520	\$10,541	\$9,278	\$13,547
		Advertising	\$1,688	\$892	\$418	\$1,715	\$1,715
		Vehicle Plates	\$0	\$165	\$125	\$120	\$125
		Contract Services	\$23,583	\$49,254	\$49,797	\$54,438	\$72,503
		Clothing, Safety Allowance	\$108	\$300	\$519	\$720	\$720
		Emergency Management	\$460	\$467	\$464	\$457	\$530
		Municipal Office Costs Recovered from Building Department	\$17,876	\$20,922	\$0	\$20,628	\$20,387
		Bank Service Charges	\$5,370	\$6,591	\$4,816	\$5,400	\$5,400
	Expenditures Total		\$547,144	\$552,280	\$419,871	\$638,417	\$643,150

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
By-law							
	Expenditures						
		FT Wages	\$0	\$0	\$20,486	\$48,721	\$63,243
		PT Wages	\$9,146	\$105	\$0	\$700	\$700
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$0	\$0	\$3,838	\$9,012	\$11,803
		PT Wage Related Expenses	\$771	\$0	\$0	\$0	\$0
		Group Benefits	\$0	\$0	\$1,324	\$5,820	\$5,139
		WSIB	\$292	\$0	\$129	\$1,482	\$2,084
		Office Supplies & Equipment	\$199	\$40	\$107	\$150	\$150
		Fuel	\$0	\$0	\$0	\$0	\$2,016
		Signage - 911 Signs	\$7,234	\$1,836	\$1,573	\$1,800	\$1,800
		Vehicle Maintenance	\$0	\$0	\$107	\$0	\$500
		Communication (phone, fax, internet)	\$291	\$1,583	\$1,136	\$1,292	\$752
		Professional Fees - Legal	\$41,900	\$40,364	\$16,529	\$30,000	\$30,000
		Professional Fees - Engineering	\$10,459	\$19,417	\$17,602	\$15,000	\$18,000
		Mileage	\$0	\$14	\$769	\$150	\$500
		Professional Development	\$0	\$102	\$3,723	\$1,200	\$1,900
		Travel - Meals	\$0	\$0	\$68	\$50	\$50
		Travel - Accomodations & Parking	\$0	\$0	\$788	\$250	\$250
		Insurance	\$0	\$0	\$0	\$0	\$10,653
		Advertising	\$0	\$0	\$1,351	\$1,500	\$1,500
		Vehicle Plates	\$0	\$0	\$0	\$0	\$125
		Contract Services	\$23,679	\$57,480	\$36,058	\$23,508	\$17,928
		Clothing, Safety Allowance	\$798	\$0	\$1,385	\$260	\$260
		Livestock Loss	\$280	\$780	\$0	\$1,500	\$353
		Membership and Subscription Fees	\$0	\$0	\$240	\$0	\$240
	Expenditures Total		\$95,049	\$121,721	\$107,211	\$142,895	\$170,446
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	-\$11,494	\$0	\$0	\$0
	ReserveTransfers Total		\$0	-\$11,494	\$0	\$0	\$0

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
By-law							
	Revenues						
		Lottery Licences	-\$278	\$0	-\$30	-\$500	-\$100
		Sign Permits	\$0	-\$269	\$0	-\$105	-\$113
		Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
		Engineering, Environmental and Legal Fees Recovered	-\$13,607	-\$19,891	-\$14,094	-\$10,000	-\$13,000
		Site Alteration Agreement	-\$3,900	-\$9,717	-\$2,056	-\$4,000	-\$4,000
		Other recoveries	\$0	-\$370	-\$400	-\$500	-\$257
		Ontario Wildlife Damage Compensation	-\$310	-\$810	\$0	-\$1,500	-\$353
		Dog Tags and Kennel Licences	-\$8,457	-\$12,948	-\$12,797	-\$10,500	-\$13,876
		Municipal addressing signs and posts	-\$1,591	-\$3,211	-\$1,264	-\$2,175	-\$2,180
		Septic Compliance Letter	-\$993	-\$1,320	-\$794	-\$1,120	-\$1,117
		Special Events Permit	\$0	\$0	\$0	-\$79	-\$1,711
		Swimming Pool Enclosure Permit	-\$5,957	-\$8,874	-\$7,925	-\$5,661	-\$8,177
		Liquor License Letter	\$0	\$0	\$0	-\$164	-\$177
		Filming Permit Fee	\$0	-\$518	-\$528	-\$528	-\$570
		Property Standards Appeal Fee	\$0	-\$528	\$0	-\$269	-\$290
		Publicized Display Fees	\$0	\$0	\$0	\$0	-\$300
		Reinspection Fee	\$0	\$0	\$0	\$0	-\$375
		Animal Control Services Fees Recovered	-\$61	\$0	\$0	\$0	\$0
	Revenues Total		-\$35,153	-\$58,457	-\$39,888	-\$37,102	-\$46,596

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Corporate							
	Expenditures						
		Taxes written off (Twp share only)	\$40,511	\$125,149	\$24,928	\$25,000	\$32,000
		Conservation Authorities Levy Payment	\$169,281	\$174,553	\$177,805	\$177,805	\$184,294
	Expenditures Total		\$209,792	\$299,702	\$202,733	\$202,805	\$216,294
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	-\$24,400	-\$41,500	-\$44,019	\$0
	ReserveTransfers Total		\$0	-\$24,400	-\$41,500	-\$44,019	\$0
	Revenues						
		Supplemental Billings	-\$116,791	-\$112,591	-\$180,076	-\$100,000	-\$137,000
		Donations	\$0	\$0	\$0	\$0	\$0
		Mun Tax Assistance	-\$26,131	-\$27,173	-\$27,717	-\$27,717	-\$28,558
		Host Kilmer (Service Ontario)	-\$30,312	-\$30,599	-\$31,771	-\$31,771	-\$33,879
		Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
		Metrolinx	-\$11,157	-\$11,261	-\$11,692	-\$11,692	-\$12,047
		Hydro One	-\$8,963	-\$6,310	-\$6,310	-\$6,310	-\$6,310
		Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$824	-\$5,330	-\$824
		Puslinch Landfill/Wellington County	-\$8,494	-\$8,511	-\$8,581	-\$8,262	-\$8,639
		City of Guelph	-\$36,657	-\$36,731	-\$37,035	-\$35,656	-\$37,285
		University of Guelph	-\$716	-\$723	-\$750	-\$750	-\$773
		CN Railway	-\$1,316	-\$1,316	-\$356	-\$1,316	-\$356
		CP Railway	-\$7,854	-\$7,804	-\$1,206	-\$7,804	-\$1,206
		OMPF	-\$417,400	-\$419,800	-\$422,200	-\$422,200	-\$423,100
		Penalties - Property Taxes	-\$94,449	-\$120,797	-\$58,816	-\$100,000	-\$90,000
		Interest - Tax Arrears	-\$106,237	-\$100,960	-\$157,324	-\$100,000	-\$120,000
		Interest on General	-\$98,558	-\$62,819	-\$131,054	-\$90,092	-\$97,000
		Other Revenues	-\$194	-\$355	-\$356	-\$345	\$0
	Revenues Total		-\$982,704	-\$965,228	-\$1,088,216	-\$961,392	-\$1,009,123

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Finance							
	Expenditures						
		FT Wages	\$312,873	\$335,392	\$294,728	\$385,894	\$405,233
		PT Wages	\$0	\$0	\$0	\$0	\$0
		OT Wages	\$3,003	\$2,944	\$0	\$500	\$500
		FT Wage Related Expenses	\$50,562	\$59,215	\$52,967	\$69,739	\$73,987
		PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
		Group Benefits	\$42,497	\$40,939	\$44,478	\$41,437	\$48,136
		WSIB	\$8,968	\$9,278	\$6,128	\$10,906	\$12,622
		Computer Software & Hardware	\$1,729	\$536	\$884	\$500	\$1,000
		Office Supplies & Equipment	\$5,785	\$4,001	\$4,338	\$5,000	\$5,000
		Postage	\$11,420	\$13,729	\$12,146	\$11,000	\$12,200
		Communication (phone, fax, internet)	\$2,466	\$4,627	\$4,249	\$5,536	\$5,518
		Professional Fees - Audit	\$14,959	\$18,122	\$11,753	\$15,400	\$15,400
		Mileage	\$27	\$32	\$141	\$1,000	\$200
		Professional Development	\$880	\$2,109	\$2,848	\$12,643	\$4,559
		Membership and Subscription Fees	\$2,004	\$3,002	\$3,020	\$3,411	\$3,114
		Travel - Meals	\$0	\$0	\$62	\$50	\$100
		Travel - Accomodations & Parking	\$0	\$0	\$905	\$200	\$1,000
		Advertising and Tax Sale Expenses	\$12,251	\$25,371	\$13,887	\$12,994	\$12,994
		Contract Services	\$37,434	\$65,659	\$67,417	\$43,773	\$64,667
		Emergency Management	\$1,072	\$1,089	\$1,082	\$1,067	\$1,236
		Environmental Service - Garbage Bags	\$6,644	\$0	\$4,176	\$17,500	\$4,000
		COVID-19 Incremental Expenses	\$18,503	\$16,850	\$10,999	\$0	\$0
		Bank Service Charges	\$7,733	\$15,379	\$10,689	\$8,600	\$11,000
		Other written off (non collectible inv's)	\$759	\$11,886	\$10,725	\$0	\$0
		Debt Interest Repayment	\$0	\$0	\$0	\$0	\$0
		Community Grants	\$37,540	\$34,180	\$22,029	\$22,029	\$12,115
	Expenditures Total		\$579,110	\$664,339	\$579,651	\$669,179	\$694,582
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	-\$87,616	\$0	\$0	-\$27,056

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Fire and Rescue							
	Expenditures						
		PT Wages	\$414,511	\$450,424	\$383,263	\$439,945	\$380,151
		PT Wage Related Expenses	\$30,823	\$35,290	\$31,288	\$37,241	\$33,958
		Group Benefits	\$17,706	\$18,762	\$19,657	\$18,903	\$18,903
		WSIB	\$12,020	\$12,553	\$7,542	\$13,242	\$12,431
		Office Supplies & Equipment	\$1,990	\$1,310	\$905	\$2,500	\$1,500
		Fuel	\$8,717	\$12,684	\$0	\$15,480	\$19,350
		Equipment Maintenance & Supplies	\$25,158	\$30,345	\$11,616	\$25,000	\$25,000
		Oxygen & Medical Supplies	\$1,804	\$2,003	\$5,328	\$3,100	\$3,100
		Public Education	\$2,279	\$693	\$816	\$3,000	\$3,000
		Vehicle Maintenance	\$19,464	\$44,691	\$57,864	\$26,000	\$40,000
		Communication (phone, fax, internet)	\$7,922	\$10,381	\$6,899	\$7,277	\$6,117
		Mileage	\$290	\$735	\$929	\$4,000	\$2,000
		Professional Development	\$16,926	\$23,389	\$10,790	\$23,785	\$18,370
		Membership and Subscription Fees	\$3,092	\$3,100	\$2,206	\$5,482	\$3,585
		Travel - Meals	\$399	\$479	\$655	\$1,000	\$1,000
		Travel - Accomodations & Parking	\$0	\$189	\$36	\$4,220	\$2,500
		Insurance	\$21,411	\$13,724	\$37,967	\$35,447	\$53,264
		Advertising	\$1,337	\$219	\$0	\$1,000	\$1,000
		Vehicle Plates	\$0	\$165	\$390	\$265	\$265
		Permits	\$481	\$490	\$507	\$490	\$507
		Contract Services	\$91,210	\$89,919	\$134,723	\$95,238	\$194,029
		Clothing, Safety Allowance	\$16,288	\$12,967	\$13,581	\$24,752	\$21,252
	Expenditures Total		\$693,829	\$764,515	\$726,961	\$787,367	\$841,283
	Revenues						
		Information/Fire Reports	-\$152	-\$699	-\$714	-\$476	-\$513
		Other recoveries	-\$529	-\$2,856	-\$567	-\$9,437	-\$9,437
		Open Burning Permit and Inspection	-\$15,992	-\$14,661	-\$13,423	-\$15,840	-\$15,000
		Burning Permit Violations	-\$966	-\$977	\$0	-\$1,465	-\$1,086
		Fire Extinguisher Training	\$0	-\$326	\$0	-\$522	-\$563
		Water Tank Locks	\$0	\$0	\$0	-\$19	-\$20

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
ORC							
	Expenditures						
		FT Wages	\$62,189	\$45,131	\$35,427	\$63,706	\$58,906
		PT Wages	\$7,924	\$20,160	\$29,118	\$32,188	\$33,272
		OT Wages	\$751	\$368	\$4,054	\$2,000	\$4,000
		FT Wage Related Expenses	\$11,013	\$9,401	\$6,820	\$12,007	\$11,707
		PT Wage Related Expenses	\$381	\$907	\$1,747	\$3,174	\$6,382
		Group Benefits	\$4,336	\$7,168	\$2,215	\$6,565	\$5,350
		WSIB	\$2,226	\$1,969	\$1,449	\$2,947	\$3,145
		Office Supplies & Equipment	\$69	\$223	\$81	\$300	\$150
		Hydro	\$22,339	\$21,484	\$21,071	\$27,000	\$25,000
		Heat	\$4,867	\$4,932	\$6,340	\$5,500	\$6,000
		Water Protection	\$1,114	\$833	\$1,260	\$700	\$1,000
		Equipment Maintenance & Supplies	\$4,134	\$4,065	\$8,015	\$6,870	\$6,870
		Bldg-Cleaning, Maint,Supplies Interior	\$5,148	\$2,928	\$5,695	\$5,800	\$5,800
		Waste Removal	\$1,789	\$2,038	\$2,161	\$2,135	\$2,135
		Bldg-Cleaning, Maint,Supplies Exterior	\$3,590	\$5,014	\$19,237	\$8,000	\$8,000
		Communication (phone, fax, internet)	\$3,405	\$2,851	\$2,457	\$3,035	\$2,616
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
		Membership and Subscription Fees	\$0	\$0	\$0	\$150	\$150
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$7,918	\$3,321	\$8,432	\$8,862	\$10,653
		Advertising	\$0	\$175	\$1,323	\$2,100	\$2,100
		Contract Services	\$630	\$791	\$1,118	\$1,480	\$1,615
		Clothing, Safety Allowance	\$158	\$0	\$452	\$515	\$600
	Expenditures Total		\$143,979	\$133,759	\$158,469	\$196,185	\$196,600
	Revenues						
		Ice Rental - Prime	-\$23,295	\$0	-\$36,021	-\$22,033	-\$38,808
		Ice Rental - Non-Prime	-\$506	\$0	-\$583	-\$506	-\$628

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
PCC							
	Expenditures						
		FT Wages	\$57,524	\$59,255	\$51,002	\$63,706	\$70,429
		PT Wages	\$10,976	\$0	\$0	\$21,491	\$31,637
		OT Wages	\$19	\$1,184	\$346	\$1,000	\$500
		FT Wage Related Expenses	\$9,570	\$10,756	\$9,901	\$11,809	\$13,135
		PT Wage Related Expenses	\$501	\$0	\$0	\$2,218	\$6,069
		Group Benefits	\$7,573	\$8,381	\$8,509	\$7,383	\$9,409
		WSIB	\$2,145	\$1,822	\$1,115	\$2,595	\$3,354
		Office Supplies & Equipment	\$104	\$0	\$285	\$150	\$150
		Hydro	\$6,800	\$7,085	\$11,079	\$12,000	\$12,000
		Heat	\$3,914	\$4,549	\$3,076	\$4,300	\$4,300
		Water Protection	\$3,007	\$4,096	\$3,391	\$4,500	\$4,500
		Bldg-Cleaning, Maint,Supplies Interior	\$3,959	\$3,607	\$5,375	\$13,670	\$10,000
		Kitchen Supplies and Equipment	\$0	\$0	\$1,697	\$1,500	\$1,500
		Waste Removal	\$7,075	\$8,100	\$8,541	\$8,541	\$8,541
		Outdoor Maintenance of Building	\$6,557	\$5,360	\$3,753	\$4,000	\$4,000
		Communication (phone, fax, internet)	\$3,179	\$2,682	\$2,664	\$2,856	\$2,616
		Mileage	\$0	\$0	\$0	\$100	\$0
		Professional Development	\$0	\$0	\$0	\$0	\$0
		Membership and Subscription Fees	\$0	\$500	\$0	\$500	\$500
		Travel - Meals	\$0	\$0	\$0	\$50	\$0
		Travel - Accomodations & Parking	\$0	\$0	\$0	\$250	\$0
		Insurance	\$7,746	\$3,321	\$8,432	\$8,862	\$10,653
		Advertising	\$0	\$0	\$1,507	\$2,100	\$2,100
		Contract Services	\$2,918	\$4,349	\$3,560	\$4,092	\$4,502
		Clothing, Safety Allowance	\$0	\$0	\$172	\$260	\$260
	Expenditures Total		\$133,565	\$125,048	\$124,404	\$177,933	\$200,154
	Revenues						
		Hall - Prime	-\$3,892	\$26	-\$12,949	-\$13,623	-\$29,365
		Hall - Non-Prime	-\$2,052	\$26	-\$13,486	-\$9,560	-\$19,969

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Planning							
	Expenditures						
		FT Wages	\$61,842	\$68,699	\$57,615	\$75,996	\$79,061
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$10,879	\$12,333	\$11,231	\$13,826	\$14,564
		Group Benefits	\$4,514	\$5,459	\$5,617	\$4,837	\$6,112
		WSIB	\$1,925	\$2,074	\$1,254	\$2,303	\$2,602
		Office Supplies & Equipment	\$401	\$142	\$0	\$750	\$200
		Communication (phone, fax, internet)	\$155	\$28	\$0	\$100	\$100
		Professional Fees - Legal	\$46,145	\$4,821	\$21,702	\$17,000	\$17,000
		Professional Fees - Engineering	\$53,692	\$80,075	\$89,194	\$57,849	\$70,549
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$371	\$371	\$0	\$1,330	\$800
		Membership and Subscription Fees	\$0	\$190	\$305	\$385	\$305
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Travel - Accomodations & Parking	\$0	\$0	\$0	\$250	\$250
		Advertising	\$6,695	\$2,691	\$7,054	\$3,500	\$5,500
		Professional Fees - Water Monitoring	\$1,714	\$2,153	\$0	\$2,500	\$2,500
		Contract Services	\$22,980	\$38,435	\$39,730	\$46,398	\$49,990
		CIP Grants	\$0	\$0	\$19,024	\$7,500	\$0
	Expenditures Total		\$211,313	\$217,472	\$252,725	\$235,174	\$250,183
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	\$0	-\$7,500	-\$7,500	\$0
	ReserveTransfers Total		\$0	\$0	-\$7,500	-\$7,500	\$0
	Revenues						
		Engineering, Environmental, Legal, and Advertising Fees Recovered	-\$45,618	-\$16,129	-\$15,788	-\$15,000	-\$115,000
		Minor Variance	-\$19,134	-\$28,142	-\$12,759	-\$22,442	-\$14,573
		Agreements	-\$250	\$0	-\$769	-\$809	-\$872

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Public Works							
	Expenditures						
		FT Wages	\$352,167	\$409,925	\$375,562	\$484,968	\$480,018
		PT Wages	\$101,378	\$41,231	\$30,804	\$43,320	\$40,086
		OT Wages	\$57,199	\$22,250	\$28,765	\$27,795	\$27,795
		FT Wage Related Expenses	\$64,866	\$73,974	\$73,454	\$90,832	\$90,657
		PT Wage Related Expenses	\$10,966	\$3,970	\$4,940	\$8,171	\$7,689
		Group Benefits	\$38,898	\$49,418	\$54,680	\$52,256	\$55,357
		WSIB	\$15,215	\$13,828	\$10,174	\$16,261	\$17,400
		Office Supplies & Equipment	\$161	\$202	\$0	\$250	\$100
		Hydro	\$597	\$594	\$604	\$750	\$750
		Fuel	\$61,667	\$74,050	\$153,642	\$75,250	\$94,063
		Equipment Maintenance & Supplies	\$1,770	\$2,028	\$412	\$2,050	\$2,050
		Signage	\$9,732	\$25,497	\$11,674	\$14,000	\$14,500
		Pavement Markings	\$33,499	\$30,056	\$34,204	\$35,500	\$35,500
		Railway Maintenance and Upgrades	\$0	\$41,340	\$1,975	\$5,000	\$5,000
		Municipal Street Naming	\$0	\$0	\$5,280	\$0	\$1,000
		Maintenance Gravel	\$78,965	\$75,422	\$79,098	\$80,000	\$80,000
		Calcium	\$66,152	\$68,488	\$79,791	\$68,000	\$72,000
		Winter Maintenance	\$273,616	\$214,793	\$227,695	\$229,250	\$235,000
		Waste Removal	\$203	\$1,171	\$1,279	\$1,500	\$1,300
		Shop Overhead	\$6,768	\$7,724	\$4,621	\$7,400	\$7,400
		Road Maintenance supplies	\$46,538	\$57,203	\$30,999	\$35,400	\$35,400
		Vehicle Maintenance	\$53,992	\$27,517	\$54,501	\$46,000	\$46,500
		Speed Monitor	\$0	\$0	\$0	\$500	\$0
		Tree Maintenance Program	\$18,443	\$23,356	\$24,015	\$20,000	\$22,000
		Sidewalk Repairs	\$0	\$4,398	\$0	\$5,000	\$5,000
		Communication (phone, fax, internet)	\$4,293	\$2,832	\$3,702	\$3,213	\$2,040
		Professional Fees - Engineering	\$5,424	\$994	\$0	\$2,000	\$2,000
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,420	\$1,420
		Membership and Subscription Fees	\$706	\$559	\$559	\$900	\$709
		Travel - Meals	\$0	\$0	\$0	\$50	\$50

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Youth Advisory Committee							
	Expenditures						
		Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$500
	Expenditures Total		\$0	\$0	\$0	\$0	\$500
Grand Total			\$2,376,672	\$2,539,487	\$2,581,519	\$3,203,289	\$3,466,329

Department	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Expenditures					
Administration	\$433,370	\$652,979	672,924	\$780,375	\$821,237
Building	\$547,144	\$552,280	419,871	\$638,417	\$643,150
By-law	\$95,049	\$121,721	107,211	\$142,895	\$170,446
Corporate	\$209,792	\$299,702	202733.2	\$202,805	\$216,294
Council	\$134,433	\$131,950	115,181	\$144,013	\$151,145
Elections	\$1,476	\$1,476	56,690	\$61,614	\$3,026
Finance	\$579,110	\$664,339	579,651	\$669,179	\$694,582
Fire and Rescue	\$693,829	\$764,515	726,961	\$787,367	\$841,283
Library	\$6,600	\$7,474	7314.45	\$6,775	\$7,690
Municipal Office	\$59,587	\$69,741	66,129	\$68,760	\$67,958
ORC	\$143,979	\$133,759	158,469	\$196,185	\$196,600
Parks	\$23,723	\$60,063	77,313	\$81,338	\$142,114
PCC	\$133,565	\$125,048	124,404	\$177,933	\$200,154
PDAC	\$3,389	\$4,362	3,254	\$6,033	\$6,223
Planning	\$211,313	\$217,472	252,725	\$235,174	\$250,183
Public Works	\$1,406,347	\$1,352,892	1,396,207	\$1,472,938	\$1,533,606
Source Water Protection	\$8,531	\$8,885	6,681	\$9,448	\$9,682
Heritage Advisory Committee	\$1,130	\$4,173	9613.95	\$3,246	\$17,977
Recreation Advisory Committee	\$2,221	\$2,709	1611.34	\$4,117	\$2,941
Youth Advisory Committee	\$0	\$0	0	\$0	\$500
Expenditures Total	\$4,694,585	\$5,175,539	4,984,944	\$5,688,613	\$5,976,789
ReserveTransfers					
Administration	\$70,000	\$75,000	10,000	\$0	\$15,000
Building	-\$51,041	\$80,971	166,966	-\$146,528	-\$103,910
By-law	\$0	-\$11,494	0	\$0	\$0
Corporate	\$0	-\$24,400	-41,500	-\$44,019	\$0
Elections	\$13,750	\$13,750	-41,250	-\$41,250	\$13,750
Finance	\$0	-\$87,616	0	\$0	-\$27,056
Planning	\$0	\$0	-7,500	-\$7,500	\$0
Public Works	\$240,000	\$254,457	271,900	\$261,900	\$290,000
ReserveTransfers Total	\$272,709	\$300,668	\$358,616	\$22,603	\$187,784
Revenues					
Administration	-\$5,893	-\$41,987	-10,856	-\$18,300	-\$14,456
Building	-\$496,102	-\$633,251	-586,838	-\$491,890	-\$539,241
By-law	-\$35,153	-\$58,457	-39,888	-\$37,102	-\$46,596
Corporate	-\$982,704	-\$965,228	-1,088,216	-\$961,392	-\$1,009,123
Elections	\$0	\$0	-900	\$0	\$0
Finance	-\$215,952	-\$208,417	-28,547	-\$45,440	-\$31,044
Fire and Rescue	-\$53,437	-\$96,927	-78,061	-\$122,304	-\$120,871
Library	-\$3,005	-\$3,632	0	-\$3,000	-\$3,300
Municipal Office	-\$17,876	-\$20,922	0	-\$20,628	-\$20,387
ORC	-\$32,542	-\$16,797	-66,990	-\$62,159	-\$79,453
Parks	-\$5,979	-\$12,037	-13,893	-\$11,261	-\$14,914
PCC	-\$14,544	\$18	-34,313	-\$42,166	-\$77,903

Department	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Planning	-\$195,149	-\$246,290	-202,382	-\$186,129	-\$186,521
Public Works	-\$532,285	-\$632,791	-605,460	-\$506,156	-\$524,902
Source Water Protection	\$0	\$0	0	\$0	-\$19,585
Heritage Advisory Committee	\$0	\$0	-5700	\$0	-\$9,948
Revenues Total	-\$2,590,622	-\$2,936,720	-2,762,042	-\$2,507,927	-\$2,698,244
Grand Total	\$2,376,672	\$2,539,487	2,581,519	\$3,203,289	\$3,466,329

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	\$290,615	\$290,615
Grand Total				\$290,615	\$290,615

2020 Capital Carry-forward Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type		Grand Total
				Discretionary_Reserves	Restricted_Reserves	
General Government						
	Corporate					
		Software System Enhancements or Replacement	Information Technology Enhancement	\$100,000		\$100,000
		Fibre Internet	Information Technology Enhancement	\$9,000		\$9,000
	Finance					
		Development Charges By-law Amendment	Study/Plan		\$1,775	\$1,775
Parks and Recreation						
	ORC					
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan	\$5,000		\$5,000
	Parks					
		Puslinch Community Centre Park - Back Soccer Fields Construction	New Asset		\$19,475	\$19,475
	PCC					
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan	\$5,000		\$5,000
Public Works						
	Public Works					
		Kerr Crescent - Stormwater Management Facility	Asset Management	\$141,062		\$141,062
Grand Total				\$260,062	\$21,250	\$281,312

2021 Capital Carry-forward Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type			Grand Total
				Grant	Discretionary_Reserves	Restricted_Reserves	
General Government							
	Municipal Office						
		Municipal Office HVAC Upgrades -	Asset Management	\$75,642			\$75,642
Parks and Recreation							
	Parks						
		Puslinch Community Centre Park Renovation and Upgrade	Asset Management	\$929,912		\$338,207	\$1,268,119
		Replace Lights at Old Morriston Park	Asset Management	\$123,378		\$44,872	\$168,250
Public Works							
	Public Works						
		Storm Sewer Inspections and Cleaning Study/Plan			\$10,000		\$10,000
Grand Total				\$1,128,932	\$10,000	\$383,080	\$1,522,011

2022 Capital Carry-forward Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Discretionary_Reserves	Restricted_Reserves	Grand Total
Building							
	Building	Septic Reinspections	Study/Plan	\$15,000			\$15,000
General Government							
	Corporate	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		\$5,000		\$5,000
	Municipal Office	Convert Lighting to LED and Install Motion Sensors	Asset Management		\$17,420		\$17,420
		Municipal Office HVAC Upgrades	Asset Management		\$124,056		\$124,056
		Accessible Washroom Upgrades	Asset Management		\$100,000		\$100,000
		Power Distribution Equipment (feeders, panels, main disconnect switch)	Asset Management		\$6,000		\$6,000
		Power Distribution Equipment (feeders, panels, main disconnect switch)	Asset Management		\$14,000		\$14,000
		Window and Door Replacement Program and Air Curtain on Front Doors	Asset Management		\$100,000		\$100,000
Parks and Recreation							
	ORC	Convert Lighting to LED	Asset Management		\$15,000		\$15,000
	Parks	Puslinch Community Centre Park Renovation and Upgrade	Asset Management	\$477,818		\$246,922	\$724,740
		Replace Lights at Old Morriston Park	Asset Management	\$57,494		\$45,294	\$102,788

2022 Capital Carry-forward Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Discretionary_Reserves	Restricted_Reserves	Grand Total	
	PCC							
		Convert Lighting to LED	Asset Management		\$10,000		\$10,000	
		Roof Inspection	Asset Management		\$5,000		\$5,000	
	Public Works							
		Bridge and Culvert Inspections-2023	Study/Plan		\$7,500		\$7,500	
		Roads Management Plan including Condition Index Updates and Traffic County Study	Study/Plan		\$14,814		\$14,814	
		Kerr Crescent - Stormwater Management Facility	Asset Management		\$408,938		\$408,938	
		Concession 1 Culvert	Asset Management		\$14,000		\$14,000	
		Carriage Lane - Stormwater Management Facility	Asset Management		\$165,000		\$165,000	
Grand Total					\$575,312	\$1,031,728	\$292,216	\$1,899,256

2023 Capital Plan Summary

Project Cost				Funding Type					
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Rese rves	Debenture	Grand Total
Building									
	Building								
		Septic Reinspections	Study/Plan	\$1,526					\$1,526
Fire and Rescue									
	Fire and Rescue								
		Structural Firefighter Gear	Asset Management			\$14,805			\$14,805
		Community Risk Assessment - Ontario Regulation 378/18	Study/Plan		\$10,000		\$15,000		\$25,000
General Government									
	Corporate								
		Asset Management	Reserve Contribution		\$1,197,792				\$1,197,792
		Corporate Information Technology	Reserve Contribution		\$10,000				\$10,000
		401 and Highway 6 Project Review of Hotspots	Study/Plan		\$10,000				\$10,000
		Computer Equipment	Asset Management			\$9,692			\$9,692
		Gravel Extraction Study	Study/Plan		\$25,000				\$25,000
	Finance								
		Development Charges By-law Amendment	Study/Plan		\$741		\$6,672		\$7,413
		Parkland Dedication By-law Amendment	Study/Plan		\$21,166				\$21,166
		Community Improvement Plan Amendment and Financial Incentives	Study/Plan	\$25,000					\$25,000
	Municipal Office								
		Municipal Administration and Operations Facility	Asset Management			\$0		\$0	\$0

2023 Capital Plan Summary

Project Cost				Funding Type					
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Rese rves	Debenture	Grand Total
Parks and Recreation									
	ORC								
		Convert Lighting to LED	Asset Management				\$8,701		\$8,701
		Pickleball Line Painting and Floor Refinishing	New Asset				\$6,934		\$6,934
	Parks								
		Replacement of Old Morriston 6 Seat Concrete Bleachers	Asset Management				\$15,000		\$15,000
		Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the front of the Puslinch Community Centre	Asset Management	\$51,000		\$249,000			\$300,000
		Playground area at Boreham Park (also known as Arkell Park)	Asset Management	\$170,000			\$72,933		\$242,933
		Landscape Trailer	Asset Management	\$2,000			\$8,000		\$10,000
		Kubota Lawn Tractor	New Asset				\$23,843		\$23,843
	PCC								
		Convert Lighting to LED	Asset Management				\$4,767		\$4,767
		Replacement of Ceiling Components	Asset Management				\$35,000		\$35,000
Public Works									
	Public Works								
		Bridge and Culvert Inspections-2023 Study/Plan			\$7,500				\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$220,800				\$220,800
		Kerr Crescent - Stormwater Management Facility	Asset Management			\$50,000			\$50,000
		Puslinch Lake Pedestrian Access and Signage	New Asset				\$10,000		\$10,000
		Leslie Road West - Watson Road South to Bridge 5 (Mountsberg)	Asset Management	\$380,951		\$85,609	\$373,440		\$840,000

2023 Capital Plan Summary

Project Cost				Funding Type							
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Re serves	Debenture	Grand Total		
		Leslie Road West - Mountsberg Bridge to Curve at Highway 401	Asset Management			\$119,823	\$18,861		\$138,684		
		Leslie Road West - Curve at Highway 401 to Puslinch- Flamborough Townline	Asset Management			\$99,563	\$15,672		\$115,235		
		Little's Bridge	Asset Management			\$332,640	\$52,360		\$385,000		
		Concession 7- Concession 2A to Mason Road	Asset Management			\$138,240	\$21,760		\$160,000		
		Maltby Road East - Victoria Road South to Watson Road South	Asset Management			\$224,640	\$35,360		\$260,000		
		Roszell Road - Forestell Road to Townline Road	Asset Management			\$259,200	\$40,800		\$300,000		
		Tandem Dump Truck	Asset Management			\$400,000			\$400,000		
By-law											
	By-law										
		Cloudpermit - By-law Enforcement	Information Technology Enhancement			\$5,100			\$5,100		
Planning											
	Planning										
		Cloudpermit - Planning	Information Technology Enhancement			\$9,900			\$9,900		
Grand Total						\$630,477	\$1,503,000	\$1,998,213	\$765,103	\$0	\$4,896,792

2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Res erves	Restricted_Res erves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$17,766		\$17,766
		Pickup Truck - Mid-Size	Asset Management			\$20,000		\$20,000
		Pickup Truck - Mid-Size	Asset Management	\$3,000				\$3,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,296,324			\$1,296,324
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		401 and Highway 6 Project Review of Hotspots	Study/Plan		\$10,000			\$10,000
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		\$25,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Server Replacement	Asset Management			\$47,000		\$47,000
	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 Management			\$6,000		\$6,000
		Replacement of UV Pure Water Treatment System	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	ORC							

2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Rinkboard Replacement (Interior and Exterior)	Asset Management				\$100,000	\$100,000
	PCC							
		Emergency Generator	Asset Management				\$100,000	\$100,000
		Replacement of UV Pure Water Treatment System	Asset Management				\$7,500	\$7,500
		Replacement of Sanitary Pumps and Control System	Asset Management				\$5,000	\$5,000
		Window and Door Replacement Program	Asset Management				\$100,000	\$100,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Winer Road - McLean Road to dead end	Asset Management			\$210,053	\$33,064	\$243,117
		Sideroad 10 North - Forestell Road to Laird Road West	Asset Management			\$101,637	\$15,998	\$117,635
		Leslie Road West Culvert	Asset Management			\$100,000		\$100,000
		Bridlepath - Bridle Path Split to Brock Road South	Asset Management			\$58,101		\$58,101
		Bridlepath - Bridle Path Split to Brock Road South	Asset Management				\$9,146	\$9,146
		Bridlepath	Asset Management			\$145,374	\$22,883	\$168,258
		Concession 2- Sideroad 20 South to Concession 7	Asset Management	\$380,951		\$2,502	\$60,358	\$443,811
		Watson Road South - County Road 37 (Arkell Road) to Maltby Road East	Asset Management			\$100,000	\$318,080	\$418,080
		Maple Leaf Lane - County Road 46 to dead end	Asset Management			\$80,697		\$80,697
		Maddaugh Road - Highway 6 to Gore Road	Asset Management	\$25,594		\$25,594		\$51,188

2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type			Grand Total	
				Grant	Levy	Discretionary_Reserves		Restricted_Reserves
		Maddaugh Road - 14th Concession East to Highway 6	Asset Management	\$26,658		\$26,658	\$53,316	
		Maddaugh Road - Puslinch-Flamborough Townline to 14th Concession East	Asset Management	\$24,785		\$24,785	\$49,569	
		Sideroad 20 North - County Road 34 to Forestell Road	Asset Management			\$358,181	\$358,181	
		Victoria Street And Church Street - Calfass Road to Queen Street (Highway 6)	Asset Management			\$42,618	\$42,618	
		Concession 1 - Leslie Road West to Highway 6	Asset Management			\$52,316	\$52,316	
		Concession 1/Leslie Rd W - Concession 7 to Highway 6	Asset Management			\$238,564	\$37,552	\$276,116
		Nassagaweya-Puslinch Townline - County Road 34 to Maltby Road East	Asset Management	\$54,921		\$54,921	\$109,842	
		Nassagaweya-Puslinch Townline - Hume Road to Maltby Road East	Asset Management	\$28,974		\$28,974	\$57,948	
		Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37)	Asset Management	\$21,613		\$21,613	\$43,225	
Grand Total				\$566,495	\$1,573,000	\$1,790,853	\$829,705	\$4,760,053

2025 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Res erves	Restricted_Res erves	
Fire and Rescue								
	Fire and Rescue							
		Fire Master Plan	Study/Plan		\$24,000		\$36,000	\$60,000
		Structural Firefighter Gear	Asset Management			\$17,766		\$17,766
		Defibrillators Fire & Rescue Service Trucks	Asset Management			\$15,000		\$15,000
		Defibrillators - Municipal Buildings	Asset Management			\$4,500		\$4,500
		Pump 31 Truck	Asset Management	\$20,000		\$930,000		\$950,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,182,460			\$1,182,460
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	PCC							
		Bar Counter, Bar Door, Cosmetic Upgrades	Asset Management	\$10,000			\$90,000	\$100,000
		Electronic Sign Replacement	Asset Management	\$37,500				\$37,500
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Storm Sewers - Geolocation of catch basins	Study/Plan		\$5,000			\$5,000
		Street Lights - Pole and Arm Inspections	Study/Plan		\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
		Puslinch-Flamborough Townline - Leslie Road	Asset Management			\$29,519	\$4,647	\$34,166
		McRae Station Road - Watson Road South to	Asset Management			\$33,029	\$5,199	\$38,228
		Roadside Safety Allowances - Bridges and Culverts	New Asset		\$138,240		\$21,760	\$160,000
		Daymond Drive - Stormwater Management	Asset Management			\$300,000		\$300,000
		Pickup truck - 3/4 ton - Crew Cab	Asset Management	\$6,655		\$47,345		\$54,000
		Laird Road West - Country Road 32 - dead end	Asset Management	\$45,360				\$45,360
		Old Brock Road - County Road 46 to dead end	Asset Management	\$43,446			\$6,839	\$50,285
		Gore Road - Valens Road to Concession 7	Asset Management	\$86,528			\$86,528	\$173,056

2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Res erves	Restricted_Res erves	Grand Total
		Gore Road - Sideroad 20 South to Valens Ro	Asset Management	\$147,745			\$147,745	\$295,490
		Gore Road - Concession 7 to Lennon Road	Asset Management	\$100,674				\$100,674
		Gore Road- Maddaugh Road to Lennon Roac	Asset Management	\$112,260			\$17,670	\$129,930
		Aberfoyle Business Park Block 6 - Stormwate	Asset Management			\$200,000		\$200,000
Grand Total				\$610,167	\$1,613,000	\$1,587,160	\$416,388	\$4,226,715

2026 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_ Reserves	Restricted_ Reserves	Grand Total
Building								
	Building							
		Tablets	Information Technology Enhancement			\$5,000		\$5,000
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$11,844		\$11,844
		Portable Pumps	Asset Management			\$15,000		\$15,000
General Government								
	Corporate							
		Website Redesign	Information Technology Enhancement	\$25,000				\$25,000
		Asset Management	Reserve Contribution		\$1,417,700			\$1,417,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Computer Equipment - New Term of Council	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	Parks							
		Pickup Truck - Trsfr from Public Works	Asset Management				\$0	\$0
		Light Poles Replacement at the Puslinch Community Centre Grounds	Asset Management				\$5,200	\$5,200
		Fencing Replacement at the Badenoch Soccer Field (East Side)	Asset Management				\$14,934	\$14,934
Public Works								

2026 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_ Reserves	Restricted_ Reserves	Grand Total
	Public Works							
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Pickup truck - 3/4 ton - Single Cab	Asset Management			\$42,000		\$42,000
		Mason Road - Concession 7 to dead end	Asset Management			\$25,238		\$25,238
		Concession 4 - Sideroad 20 North to curve in road	Asset Management			\$50,656		\$50,656
		Concession 4 - Curve in Road to Highway 6	Asset Management			\$38,310		\$38,310
		Concession 4 - County Road 35 to Sideroad 20 North	Asset Management	\$202,578			\$31,887	\$234,465
		Concession 1 - Sideroad 10 South to County Road 35	Asset Management	\$202,616			\$31,893	\$234,509
		Leslie Road West - Victoria Road South to Watson Road South	Asset Management				\$228,495	\$228,495
		Gilmour Road - County Road 46 (Brock Road) to Subdivision Entrance	Asset Management			\$37,404		\$37,404
		Smith Road - Concession 7 to County Road 34	Asset Management			\$37,631		\$37,631
		Deer View Ridge - Hammersley Drive to Fox Run Drive	Asset Management			\$100,350		\$100,350
		Grader Unit 502	Asset Management			\$70,000		\$70,000
		Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey	Study/Plan		\$7,000			\$7,000
Grand Total				\$430,194	\$1,663,000	\$453,433	\$312,410	\$2,859,037

2027 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Re serves	Restricted_Re serves	Grand Total
Building								
	Building							
		SUV	Asset Management			\$18,012		\$18,012
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$14,805		\$14,805
		Washer/Extractor	Asset Management			\$10,000		\$10,000
		Gear Dryer	Asset Management			\$6,000		\$6,000
		Thermal Imaging Camera	Asset Management			\$6,000		\$6,000
General Government								
	Corporate							
		Community Based Strategic Plan	Study/Plan	\$25,000			\$5,000	\$30,000
		Asset Management	Reserve Contribution		\$1,474,700			\$1,474,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	PCC							
		Rebalancing of HVAC system	Asset Management				\$5,000	\$5,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Concession 2 - Country Road 35 to Side Road 20	Asset Management				\$237,573	\$237,573

2027 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type		Discretionary_Re serves	Restricted_Re serves	Grand Total
				Grant	Levy			
		Galt Creek Bridge Gore Road Lot 2	Asset Management			\$160,000		\$160,000
		Cooks Bridge	Asset Management			\$423,360	\$66,640	\$490,000
		Victoria Road Culvert Over Galt Creek	Asset Management			\$140,000		\$140,000
		Victoria Road Culvert North of Leslie	Asset Management			\$160,000		\$160,000
		Ellis Road Culvert Over Puslinch Lake Irish Creek	Asset Management			\$328,320	\$51,680	\$380,000
		Concession 2 Culvert	Asset Management			\$120,000		\$120,000
		Fox Run Drive - Deer View Ridge to Fox Run Drive transition to curb	Asset Management			\$62,153		\$62,153
		Fox Run Drive to Fox Run Drive	Asset Management			\$98,630		\$98,630
		Fox Run Drive - transition to curb to County Road 46	Asset Management			\$54,254		\$54,254
		Tandem Dump Truck - 304	Asset Management	\$25,000		\$375,000		\$400,000
By-law	By-law	SUV	Asset Management	\$5,000		\$12,988		\$17,988
Grand Total				\$55,000	\$1,713,000	\$1,999,521	\$365,893	\$4,133,414

2028 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	
Building								
	Building							
		Septic Reinspections	Study/Plan	\$16,526				\$16,526
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$8,883		\$8,883
		Aerial 33 Truck	Asset Management			\$1,490,000		\$1,490,000
		Aerial 33 Truck	Asset Management	\$10,000				\$10,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,367,800			\$1,367,800
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		\$25,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
	Municipal Office							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$20,000			\$20,000
		Emergency Generator	Asset Management			\$100,000		\$100,000
		Replacement of metal roofing panels	Asset Management			\$125,000		\$125,000
		Roads Storage Building Roof Rehabilitation	Asset Management			\$15,000		\$15,000
		Municipal Complex: Parking Lot	Asset Management			\$162,750		\$162,750
Parks and Recreation								

2028 Capital Plan Summary

Project Cost					Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	Grand Total	
	ORC								
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500	
	Parks								
		Replacement of metal roofing panels in Blue Storage Building Behind PCC	Asset Management				\$30,000	\$30,000	
		Kabota Lawnmower	Asset Management	\$4,933			\$25,067	\$30,000	
		Gravel Road Rehabilitation at Old Morriston Park	Asset Management				\$7,740	\$7,740	
	PCC								
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500	
		Replacement of metal roofing panels	Asset Management				\$100,000	\$100,000	
	Public Works								
	Public Works								
		Traffic Count Study	Study/Plan		\$12,000		\$18,000	\$30,000	
		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	
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000	
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800	
		Roads Condition Index Updates	Study/Plan		\$16,000		\$24,000	\$40,000	
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000	
		Puslinch-Flamborough Townline - Victoria Road South to Maddaugh Road	Asset Management			\$61,288		\$61,288	
		Puslinch-Flamborough Townline - 14th Concession East to Victoria Road South	Asset Management			\$75,390		\$75,390	
		Concession 1 - Transition to Transition	Asset Management				\$49,016	\$49,016	
		Concession 1 - Transition to Transition	Asset Management				\$311,397	\$311,397	

2028 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type			Grand Total
				Grant	Levy	Discretionary_Reserves	
		Beiber Road - Nicholas Beaver Road to private property	Asset Management			\$25,593	\$25,593
		Niska Road - Bailey Bridge to Whitelaw Road	Asset Management			\$68,844	\$68,844
		Telfer Glen - Queen Street (Highway 6) to dead end	Asset Management			\$105,215	\$105,215
		Main Street - Back Street to Morriston Ball Park	Asset Management			\$29,021	\$29,021
		Main Street and Back Street	Asset Management			\$39,165	\$39,165
		Victoria Road South - County Road 34 to Maltby Road East	Asset Management			\$203,145	\$31,977
		Sideroad 10 North - Concession Road 4 to Forestell Road	Asset Management			\$113,400	\$113,400
		Tandem Roll-Off Dump Truck- 302	Asset Management			\$375,000	\$375,000
		Tandem Roll-Off Dump Truck- 302	Asset Management	\$25,000			\$25,000
Grand Total				\$81,459	\$1,763,000	\$3,015,194	\$610,797
							\$5,470,450

2029 Capital Plan Summary

Project Cost				Funding Type		Discretionary_Reserves	Restricted_Reserves	Grand Total
Service	Department	Capital Project	Classification	Grant	Levy			
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$14,805		\$14,805
		Thermal Imaging Camera	Asset Management			\$6,000		\$6,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,563,824			\$1,563,824
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Server Replacement	Asset Management			\$47,000		\$47,000
	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 Management			\$25,000		\$25,000
		Replacement of furnaces - Fire area	Asset Management			\$20,000		\$20,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)	Asset Management			\$15,000		\$15,000
Parks and Recreation								
	ORC							
		Floor Scrubber	Asset Management				\$15,000	\$15,000

2029 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_R eserves	Grand Total
	PCC							
		Exterior wall rehabilitation	Asset Management				\$35,000	\$35,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)	Asset Management				\$5,000	\$5,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2029	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Nicholas Beaver Road - Brock Road South to Winer Road	Asset Management			\$144,449		\$144,449
		Ellis Road - Sideroad 10 North to 6725 Ellis Road	Asset Management			\$57,964		\$57,964
		Ellis Road - transition to County Road 32	Asset Management			\$176,667	\$27,809	\$204,475
		Boreham Drive - County Road 37 (Arkell Road) to County Road 41 (Watson Road South)	Asset Management			\$66,683		\$66,683
		Hume Road - Nassagaweya-Puslinch Townline to Watson Road South	Asset Management			\$229,625	\$36,145	\$265,769
		Sideroad 10 North - County Road 34 to transition	Asset Management			\$8,732		\$8,732
		Sideroad 10 North - Wellington Road 34 to Ellis Road	Asset Management				\$226,800	\$226,800
		Tandem Dump Truck- 301	Asset Management	\$25,000		\$375,000		\$400,000
Grand Total				\$25,000	\$1,813,000	\$1,196,925	\$365,877	\$3,400,802

2030 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			\$5,922		\$5,922
		Tanker 37 Truck	Asset Management	\$20,000		\$730,000		\$750,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,604,700			\$1,604,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Computer Equipment - New Term of Council	Asset Management			\$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		\$220,800			\$220,800
		Bridge and Culvert Inspections-2031	Study/Plan		\$7,500			\$7,500
		Victoria Road South - Leslie Road West to Flamborough Puslinch Townline	Asset Management			\$69,302		\$69,302
		Victoria Road South - Leslie Road West to Flamborough Puslinch Townline	Asset Management				\$10,909	\$10,909
		Victoria Road South - Leslie Road West to County Road 36	Asset Management				\$253,169	\$253,169
		Cockburn Street - County Road 46 to Old Brock Road	Asset Management			\$18,616		\$18,616
		Concession 4 - Roszell Road to County Road 32	Asset Management			\$121,349	\$19,101	\$140,450
		Cooks Mill Road - Bridge to County Road 41	Asset Management			\$41,938	\$6,601	\$48,540
Grand Total				\$20,000	\$1,863,000	\$1,007,128	\$289,780	\$3,179,908

2031 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary Reserves	Restricted_Reserves	Grand Total
Building								
	Building							
		Tablets	Information Technology Enhancement			\$5,000		\$5,000
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$11,844		\$11,844
		Pickup Truck - Mid-Size	Asset Management	\$3,000		\$20,000		\$23,000
General Government								
	Corporate							
		Website Redesign	Information Technology Enhancement	\$25,000				\$25,000
		Asset Management	Reserve Contribution		\$1,669,700			\$1,669,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	ORC							
		Drinking Fountain	Asset Management				\$5,000	\$5,000
	Parks							
		Pickup Truck - Trsfr from Public Works	Asset Management				\$0	\$0
Public Works								
	Public Works							

2031 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary Reserves	Restricted_Reserves	Grand Total
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Bridge and Culvert Inspections-2031	Study/Plan		\$7,500			\$7,500
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
		Pickup truck - 3/4 ton - Single Cab	Asset Management			\$42,000		\$42,000
		Settler's Road - Calfass Road to Telfer Glen	Asset Management			\$41,546	\$6,540	\$48,085
		Kerr Crescent - McLean Road West to McLean Road West	Asset Management				\$125,843	\$125,843
		Carriage Lane - Bridle Path to deadend	Asset Management				\$96,132	\$96,132
		Carriage Lane - Bridle Path to deadend	Asset Management				\$15,132	\$15,132
		Cassin Court - Daymond Drive to deadend	Asset Management			\$36,972		\$36,972
		Cassin Court - Daymond Drive to deadend	Asset Management				\$5,820	\$5,820
		Tandem Dump Truck	Asset Management	\$25,000		\$375,000		\$400,000
Grand Total				\$53,000	\$1,913,000	\$542,361	\$254,466	\$2,762,827

2032 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	
Building								
	Building							
		SUV	Asset Management			\$18,012		\$18,012
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$8,883		\$8,883
		Pumper 32 Truck	Asset Management	\$10,000		\$290,000		\$300,000
		Tanker 38 Truck	Asset Management	\$20,000		\$730,000		\$750,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,684,200			\$1,684,200
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		\$25,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	PCC							
		Recreation and Parks Master Plan	Study/Plan		\$23,000		\$27,000	\$50,000
Public Works								
	Public Works							
		Gravel Roads Improvement	Reserve Contribution		\$220,800			\$220,800
		Bridge and Culvert Inspections-2033	Study/Plan		\$7,500			\$7,500
		Backhoe	Asset Management	\$53,700		\$101,300		\$155,000
		Daymond Drive - County Road 46 to dead end	Asset Management				\$49,144	\$49,144
		Tawse Place - Nicholas Beaver Road to Crown Cemetery	Asset Management				\$23,234	\$23,234

2032 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
By-law								
	By-law							
		SUV	Asset Management	\$5,000		\$12,988		\$17,988
Grand Total				\$88,700	\$1,963,000	\$1,178,683	\$99,378	\$3,329,761

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Building														
Septic Reinspections				\$15,000	\$1,526					\$16,526				
Tablets								\$5,000					\$5,000	
SUV									\$18,012					\$18,012
Building Total				\$15,000	\$1,526			\$5,000	\$18,012	\$16,526			\$5,000	\$18,012

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire and Rescue														
Fire Master Plan							\$60,000							
Structural Firefighter Gear					\$14,805	\$17,766	\$17,766	\$11,844	\$14,805	\$8,883	\$14,805	\$5,922	\$11,844	\$8,883
Community Risk Assessment - Ontario Regulation 378/18					\$25,000									
Pickup Truck - Mid-Size						\$20,000							\$23,000	
Pickup Truck - Mid-Size						\$3,000								
Defibrillators Fire & Rescue Service Trucks							\$15,000							
Defibrillators - Municipal Buildings							\$4,500							
Pump 31 Truck							\$950,000							
Portable Pumps								\$15,000						
Washer/Extractor									\$10,000					
Gear Dryer									\$6,000					
Thermal Imaging Camera									\$6,000		\$6,000			
Aerial 33 Truck										\$1,490,000				
Aerial 33 Truck										\$10,000				
Tanker 37 Truck												\$750,000		
Pumper 32 Truck														\$300,000
Tanker 38 Truck														\$750,000
Fire and Rescue Total					\$39,805	\$40,766	\$1,047,266	\$26,844	\$36,805	\$1,508,883	\$20,805	\$755,922	\$34,844	\$1,058,883

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Corporate														
Community Based Strategic Plan									\$30,000					
Website Redesign								\$25,000					\$25,000	
Asset Management					\$1,197,792	\$1,296,324	\$1,182,460	\$1,417,700	\$1,474,700	\$1,367,800	\$1,563,824	\$1,604,700	\$1,669,700	\$1,684,200
Corporate Information Technology					\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Software System Enhancements or Replacement		\$100,000												
Service Delivery Review Implementation - Ontario Municipal Modernization Funding	\$290,615													
Fibre Internet		\$9,000												
County Road Diet through Aberfoyle Peer Review				\$20,000										
County of Wellington Study on Additional Employment Lands in the Township of Puslinch				\$30,000										
401 and Highway 6 Project Review of Hotspots				\$5,000	\$10,000	\$10,000								
Compensation and Benefits Review						\$25,000				\$25,000				\$25,000
Computer Equipment					\$9,692	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Computer Equipment - New Term of Council								\$10,000				\$10,000		
Server Replacement						\$47,000					\$47,000			
Gravel Extraction Study					\$25,000									
Corporate Total	\$290,615	\$109,000		\$55,000	\$1,252,484	\$1,398,324	\$1,202,460	\$1,472,700	\$1,524,700	\$1,412,800	\$1,630,824	\$1,634,700	\$1,714,700	\$1,729,200

Projects by Year

Project Cost		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Finance															
	2024 Development Charges Background Study						\$21,000								
	Asset Management Plan and Policy Updates						\$10,000					\$10,000			
	2029 Development Charges Background Study											\$21,000			
	Development Charges By-law Amendment		\$1,775				\$7,413								
	Parkland Dedication By-law Amendment						\$21,166								
	Community Improvement Plan Amendment and Financial Incentives						\$25,000								
Finance Total			\$1,775			\$53,580	\$31,000					\$31,000			

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Municipal Office														
Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment										\$20,000				
Convert Lighting to LED and Install Motion Sensors				\$17,420										
Emergency Generator										\$100,000				
Municipal Administration and Operations Facility					\$0									
Municipal Office HVAC Upgrades -			\$75,642											
Municipal Office HVAC Upgrades				\$124,056										
Accessible Washroom Upgrades				\$100,000										
Power Distribution Equipment (feeders, panels, main disconnect switch)				\$6,000										
Power Distribution Equipment (feeders, panels, main disconnect switch)				\$14,000										
Gas Fired Infra-Red Heaters in Public Works Area						\$6,000								
Replacement of UV Pure Water Treatment System						\$10,000								
Window and Door Replacement Program and Air Curtain on Front Doors				\$100,000										
Replacement of metal roofing panels										\$125,000				
Roads Storage Building Roof Rehabilitation										\$15,000				
Municipal Complex: Parking Lot Exterior wall rehabilitation										\$162,750				
Replacement of furnaces - Fire area											\$25,000			
Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)											\$20,000			
Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)											\$15,000			
Municipal Office Total			\$75,642	\$361,476	\$0	\$16,000				\$422,750	\$60,000			

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ORC														
Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment		\$5,000								\$7,500				
Convert Lighting to LED				\$15,000	\$8,701									
Rinkboard Replacement (Interior and Exterior)						\$100,000								
Drinking Fountain													\$5,000	
Floor Scrubber											\$15,000			
Pickleball Line Painting and Floor Refinishing					\$6,934									
ORC Total		\$5,000		\$15,000	\$15,635	\$100,000				\$7,500	\$15,000		\$5,000	

Projects by Year

Project Cost		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Parks															
	Puslinch Community Centre Park Renovation and Upgrade			\$1,268,119	\$724,740										
	Puslinch Community Centre Park - Back Soccer Fields Construction		\$19,475												
	Pickup Truck - Trsfr from Public Works								\$0					\$0	
	Replace Lights at Old Morriston Park			\$168,250	\$102,788										
	Replacement of Old Morriston 6 Seat Concrete Bleachers					\$15,000									
	Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the front of the Puslinch Community Centre					\$300,000									
	Playground area at Boreham Park (also known as Arkell Park)					\$242,933									
	Landscape Trailer					\$10,000									
	Light Poles Replacement at the Puslinch Community Centre Grounds								\$5,200						
	Fencing Replacement at the Badenoch Soccer Field (East Side)								\$14,934						
	Replacement of metal roofing panels in Blue Storage Building Behind PCC										\$30,000				
	Kabota Lawnmower										\$30,000				
	Gravel Road Rehabilitation at Old Morriston Park										\$7,740				
	Kubota Lawn Tractor					\$23,843									
	Parks Total		\$19,475	\$1,436,369	\$827,528	\$591,776			\$20,134		\$67,740			\$0	

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PCC														
Recreation and Parks Master Plan														\$50,000
Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment		\$5,000								\$7,500				
Convert Lighting to LED				\$10,000	\$4,767									
Emergency Generator						\$100,000								
Bar Counter, Bar Door, Cosmetic Upgrades							\$100,000							
Roof Inspection				\$5,000										
Replacement of Ceiling Components					\$35,000									
Replacement of UV Pure Water Treatment System						\$7,500								
Replacement of metal roofing panels										\$100,000				
Exterior wall rehabilitation											\$35,000			
Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)											\$5,000			
Replacement of Sanitary Pumps and Control System						\$5,000								
Rebalancing of HVAC system									\$5,000					
Window and Door Replacement Program						\$100,000								
Electronic Sign Replacement							\$37,500							
PCC Total		\$5,000		\$15,000	\$39,767	\$212,500	\$137,500		\$5,000	\$107,500	\$40,000			\$50,000

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Public Works Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37)						\$43,225								
Daymond Drive - Stormwater Management Facility							\$300,000							
Pickup truck - 3/4 ton - Crew Cab							\$54,000							
Laird Road West - Country Road 32 - dead end							\$45,360							
Old Brock Road - County Road 46 to dead end							\$50,285							
Gore Road - Valens Road to Concession 7							\$173,056							
Gore Road - Sideroad 20 South to Valens Road							\$295,490							
Gore Road - Concession 7 to Lennon Road							\$100,674							
Gore Road- Maddaugh Road to Lennon Road							\$129,930							
Aberfoyle Business Park Block 6 - Stormwater Management Facility							\$200,000							
Mason Road - Concession 7 to dead end								\$25,238						
Concession 4 - Sideroad 20 North to curve in road								\$50,656						
Concession 4 - Curve in Road to Highway 6								\$38,310						
Concession 4 - County Road 35 to Sideroad 20 North								\$234,465						
Concession 1 - Sideroad 10 South to County Road 35								\$234,509						
Leslie Road West - Victoria Road South to Watson Road South								\$228,495						
Gilmour Road - County Road 46 (Brock Road) to Subdivision Entrance								\$37,404						
Smith Road - Concession 7 to County Road 34								\$37,631						
Deer View Ridge - Hammersley Drive to Fox Run Drive								\$100,350						
Grader Unit 502								\$70,000						
Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey								\$7,000						
Concession 2 - Country Road 35 to Side Road 20									\$237,573					
Galt Creek Bridge Gore Road Lot 2									\$160,000					
Cooks Bridge									\$490,000					
Victoria Road Culvert Over Galt Creek									\$140,000					

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Public Works Victoria Road Culvert North of Leslie									\$160,000					
Ellis Road Culvert Over Puslinch Lake Irish Creek									\$380,000					
Concession 2 Culvert									\$120,000					
Fox Run Drive - Deer View Ridge to Fox Run Drive transition to curb									\$62,153					
Fox Run Drive to Fox Run Drive									\$98,630					
Fox Run Drive - transition to curb to County Road 46									\$54,254					
Tandem Dump Truck - 304									\$400,000					
Puslinch-Flamborough Townline - Victoria Road South to Maddaugh Road										\$61,288				
Puslinch-Flamborough Townline - 14th Concession East to Victoria Road South										\$75,390				
Concession 1 - Transition to Transition										\$49,016				
Concession 1 - Transition to Transition										\$311,397				
Beiber Road - Nicholas Beaver Road to private property										\$25,593				
Niska Road - Bailey Bridge to Whitelaw Road										\$68,844				
Telfer Glen - Queen Street (Highway 6) to dead end										\$105,215				
Main Street - Back Street to Morriston Ball Park										\$29,021				
Main Street and Back Street										\$39,165				
Victoria Road South - County Road 34 to Maltby Road East										\$235,122				
Sideroad 10 North - Concession Road 4 to Forestell Road										\$113,400				
Nicholas Beaver Road - Brock Road South to Winer Road											\$144,449			
Ellis Road - Sideroad 10 North to 6725 Ellis Road											\$57,964			
Ellis Road - transition to County Road 32											\$204,475			
Boreham Drive - County Road 37 (Arnell Road) to County Road 41 (Watson Road South)											\$66,683			
Hume Road - Nassagaweya-Puslinch Townline to Watson Road South											\$265,769			
Sideroad 10 North - County Road 34 to transition											\$8,732			

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Public Works Sideroad 10 North - Wellington Road 34 to Ellis Road											\$226,800			
Tandem Roll-Off Dump Truck- 302										\$375,000				
Tandem Roll-Off Dump Truck- 302										\$25,000				
Tandem Dump Truck- 301											\$400,000			
Victoria Road South - Leslie Road West to Flamborough Puslinch Townline												\$69,302		
Victoria Road South - Leslie Road West to Flamborough Puslinch Townline												\$10,909		
Victoria Road South - Leslie Road West to County Road 36												\$253,169		
Cockburn Street - County Road 46 to Old Brock Road												\$18,616		
Concession 4 - Roszell Road to County Road 32												\$140,450		
Cooks Mill Road - Bridge to County Road 41												\$48,540		
Settler's Road - Calfass Road to Telfer Glen													\$48,085	
Kerr Crescent - McLean Road West to McLean Road West													\$125,843	
Carriage Lane - Bridle Path to deadend													\$96,132	
Carriage Lane - Bridle Path to deadend													\$15,132	
Cassin Court - Daymond Drive to deadend													\$36,972	
Cassin Court - Daymond Drive to deadend													\$5,820	
Backhoe														\$155,000
Daymond Drive - County Road 46 to dead end														\$49,144
Tawse Place - Nicholas Beaver Road to Crown Cemetery														\$23,234
Tandem Dump Truck					\$400,000								\$400,000	
Public Works Total		\$141,062	\$10,000	\$610,252	\$2,887,220	\$2,961,463	\$1,839,489	\$1,334,359	\$2,530,909	\$1,926,751	\$1,603,173	\$789,286	\$1,003,283	\$455,678

Projects by Year

Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
By-law														
By-law														
SUV									\$17,988					\$17,988
Cloudpermit - By-law Enforcement					\$5,100									
By-law Total					\$5,100				\$17,988					\$17,988

Projects by Year

Project Cost														
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Planning														
Planning														
Cloudpermit - Planning					\$9,900									
Planning Total					\$9,900									
	\$290,615	\$281,312	\$1,522,011	\$1,899,256	\$4,896,792	\$4,760,053	\$4,226,715	\$2,859,037	\$4,133,414	\$5,470,450	\$3,400,802	\$3,179,908	\$2,762,827	\$3,329,761

Capital Summary - Funding Sources by Year

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Grant														
Building	\$0	\$0	\$0	\$15,000	\$1,526	\$0	\$0	\$0	\$0	\$16,526	\$0	\$0	\$0	\$0
Corporate	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$25,000	\$0
Finance	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$0	\$3,000	\$20,000	\$0	\$0	\$10,000	\$0	\$20,000	\$3,000	\$30,000
Parks	\$0	\$0	\$1,053,290	\$535,312	\$223,000	\$0	\$0	\$0	\$0	\$4,933	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$47,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$380,951	\$563,495	\$542,667	\$405,194	\$25,000	\$50,000	\$25,000	\$0	\$25,000	\$53,700
Municipal Office	\$0	\$0	\$75,642	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
By-law	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Grant Total	\$0	\$0	\$1,128,932	\$575,312	\$630,477	\$566,495	\$610,167	\$430,194	\$55,000	\$81,459	\$25,000	\$20,000	\$53,000	\$88,700
Levy														
Corporate	\$0	\$0	\$0	\$0	\$1,242,792	\$1,333,824	\$1,192,460	\$1,427,700	\$1,484,700	\$1,395,300	\$1,573,824	\$1,614,700	\$1,679,700	\$1,711,700
Finance	\$0	\$0	\$0	\$0	\$21,908	\$10,876	\$0	\$0	\$0	\$0	\$10,876	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$10,000	\$0	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ORC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$0	\$0	\$0	\$23,000
Public Works	\$0	\$0	\$0	\$0	\$228,300	\$228,300	\$396,540	\$235,300	\$228,300	\$332,700	\$228,300	\$248,300	\$233,300	\$228,300
Municipal Office	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
Levy Total	\$0	\$0	\$0	\$0	\$1,503,000	\$1,573,000	\$1,613,000	\$1,663,000	\$1,713,000	\$1,763,000	\$1,813,000	\$1,863,000	\$1,913,000	\$1,963,000
Discretionary_Reserves														
Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$18,012	\$0	\$0	\$0	\$5,000	\$18,012
Corporate	\$290,615	\$109,000	\$0	\$30,000	\$9,692	\$64,500	\$10,000	\$20,000	\$10,000	\$17,500	\$57,000	\$20,000	\$10,000	\$17,500
Fire and Rescue	\$0	\$0	\$0	\$0	\$14,805	\$37,766	\$967,266	\$26,844	\$36,805	\$1,498,883	\$20,805	\$735,922	\$31,844	\$1,028,883
ORC	\$0	\$5,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$0	\$0	\$249,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PCC	\$0	\$5,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$141,062	\$10,000	\$610,252	\$1,709,716	\$1,672,587	\$609,894	\$401,589	\$1,921,716	\$1,096,061	\$1,059,120	\$251,206	\$495,517	\$101,300
Municipal Office	\$0	\$0	\$0	\$361,476	\$0	\$16,000	\$0	\$0	\$0	\$402,750	\$60,000	\$0	\$0	\$0
By-law	\$0	\$0	\$0	\$0	\$5,100	\$0	\$0	\$0	\$12,988	\$0	\$0	\$0	\$0	\$12,988
Planning	\$0	\$0	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Discretionary_Reserves Total	\$290,615	\$260,062	\$10,000	\$1,031,728	\$1,998,213	\$1,790,853	\$1,587,160	\$453,433	\$1,999,521	\$3,015,194	\$1,196,925	\$1,007,128	\$542,361	\$1,178,683
Restricted_Reserves														
Corporate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0
Finance	\$0	\$1,775	\$0	\$0	\$6,672	\$20,124	\$0	\$0	\$0	\$0	\$20,124	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$15,000	\$0	\$36,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ORC	\$0	\$0	\$0	\$0	\$15,635	\$100,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$5,000	\$0
Parks	\$0	\$19,475	\$383,080	\$292,216	\$119,776	\$0	\$0	\$20,134	\$0	\$62,807	\$0	\$0	\$0	\$0
PCC	\$0	\$0	\$0	\$0	\$39,767	\$212,500	\$90,000	\$0	\$5,000	\$100,000	\$40,000	\$0	\$0	\$27,000
Public Works	\$0	\$0	\$0	\$0	\$568,253	\$497,081	\$290,388	\$292,276	\$355,893	\$447,990	\$290,753	\$289,780	\$249,466	\$72,378
Restricted_Reserves Total	\$0	\$21,250	\$383,080	\$292,216	\$765,103	\$829,705	\$416,388	\$312,410	\$365,893	\$610,797	\$365,877	\$289,780	\$254,466	\$99,378
Debtenture														
Municipal Office	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debtenture Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total	\$290,615	\$281,312	\$1,522,011	\$1,899,256	\$4,896,792	\$4,760,053	\$4,226,715	\$2,859,037	\$4,133,414	\$5,470,450	\$3,400,802	\$3,179,908	\$2,762,827	\$3,329,761

2023 Proposed Capital Program

Department	Total	Levy	Canada Community- Building Fund	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,252,484	1,242,792	-	9,692	-	-
Municipal Office	-	-	-	-	-	-
Finance	53,580	21,908	-	-	6,672	25,000
Building	1,526	-	-	-	-	1,526
By-law	5,100	-	-	5,100	-	-
Planning	9,900	-	-	9,900	-	-
Public Works	2,887,220	228,300	259,200	1,709,716	309,053	380,951
Fire and Rescue	39,805	10,000	-	14,805	15,000	-
Parks	591,776	-	-	249,000	119,776	223,000
ORC	15,635	-	-	-	15,635	-
PCC	39,767	-	-	-	39,767	-
Total	4,896,792	1,503,000	259,200	1,998,213	505,903	630,477

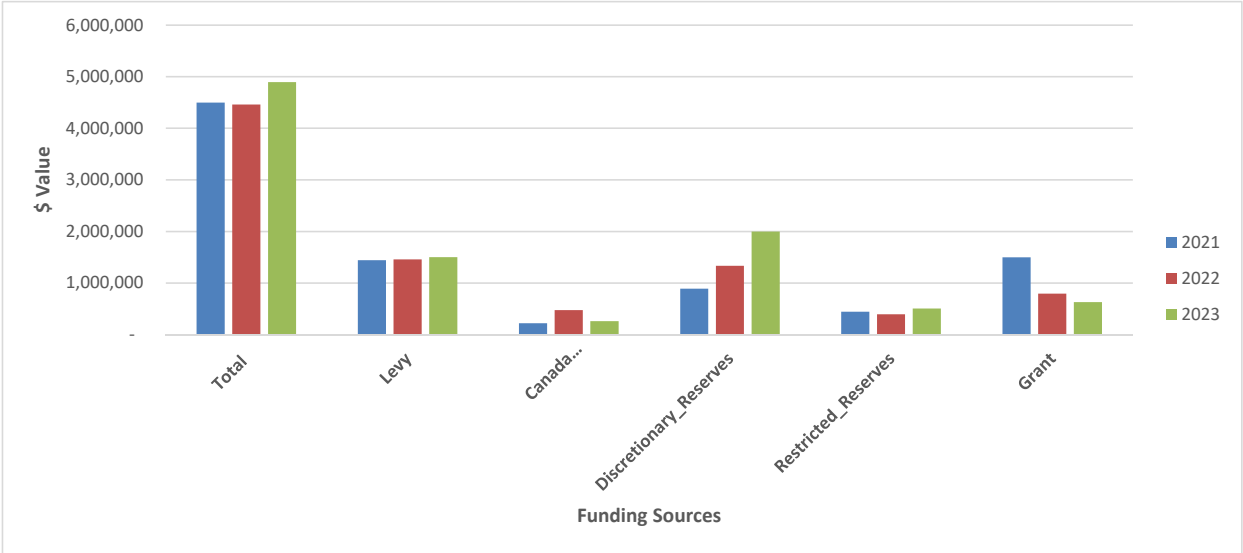
2022 Approved Capital Program

Department	Total	Levy	Canada Community- Building Fund	Discretionary_ Reserves	Restricted_Res erves	Grant
Corporate	1,298,822	1,252,300	-	21,522	-	25,000
Municipal Office	361,476	-	-	293,165	-	68,311
Finance	-	-	-	-	-	-
Building	15,000	-	-	15,000	-	-
By-law	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Public Works	2,187,238	207,800	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	15,000	-	-	15,000	-	-
Total	4,459,949	1,460,100	476,058	1,334,712	394,378	794,701

2021 Approved Capital Program

Department	Total	Levy	Canada Community-Building Fund	Discretionary_ Reserves	Restricted_ Reserves	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

2023 Proposed Capital Budget Compared to the 2022 and 2021 Approved Capital Budget Funding Comparisons



2023 Proposed Ten Year Plan

Department	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Corporate	1,252,417	1,298,822	1,252,484	1,398,324	1,202,460	1,472,700	1,524,700	1,412,800	1,630,824	1,634,700	1,714,700	1,729,200
Municipal Office	4,500	361,476	-	16,000	-	-	-	422,750	60,000	-	-	-
Finance	0	-	53,580	31,000	-	-	-	-	31,000	-	-	-
Building	0	15,000	1,526	-	-	5,000	18,012	16,526	-	-	5,000	18,012
By-law	-	-	5,100	-	-	-	17,988	-	-	-	-	17,988
Planning	0	-	9,900	-	-	-	-	-	-	-	-	-
Public Works	1,564,154	2,187,238	2,887,220	2,961,463	1,839,489	1,334,359	2,530,909	1,926,751	1,603,173	789,286	1,003,283	455,678
Fire and Rescue	18,391	56,307	39,805	40,766	1,047,266	26,844	36,805	1,508,883	20,805	755,922	34,844	1,058,883
Parks	1,557,411	511,106	591,776	-	-	20,134	-	67,740	-	-	-	-
ORC	0	15,000	15,635	100,000	-	-	-	7,500	15,000	-	5,000	-
PCC	100,000	15,000	39,767	212,500	137,500	-	5,000	107,500	40,000	-	-	50,000
Total	4,496,873	4,459,949	4,896,792	4,760,053	4,226,715	2,859,037	4,133,414	5,470,450	3,400,802	3,179,908	2,762,827	3,329,761
Change from previc	(914,725)	(36,924)	436,844	(136,740)	(533,337)	(1,367,678)	1,274,377	1,337,036	(2,069,648)	(220,894)	(417,081)	566,934
									10 year total			39,019,759
									yearly average			3,901,976

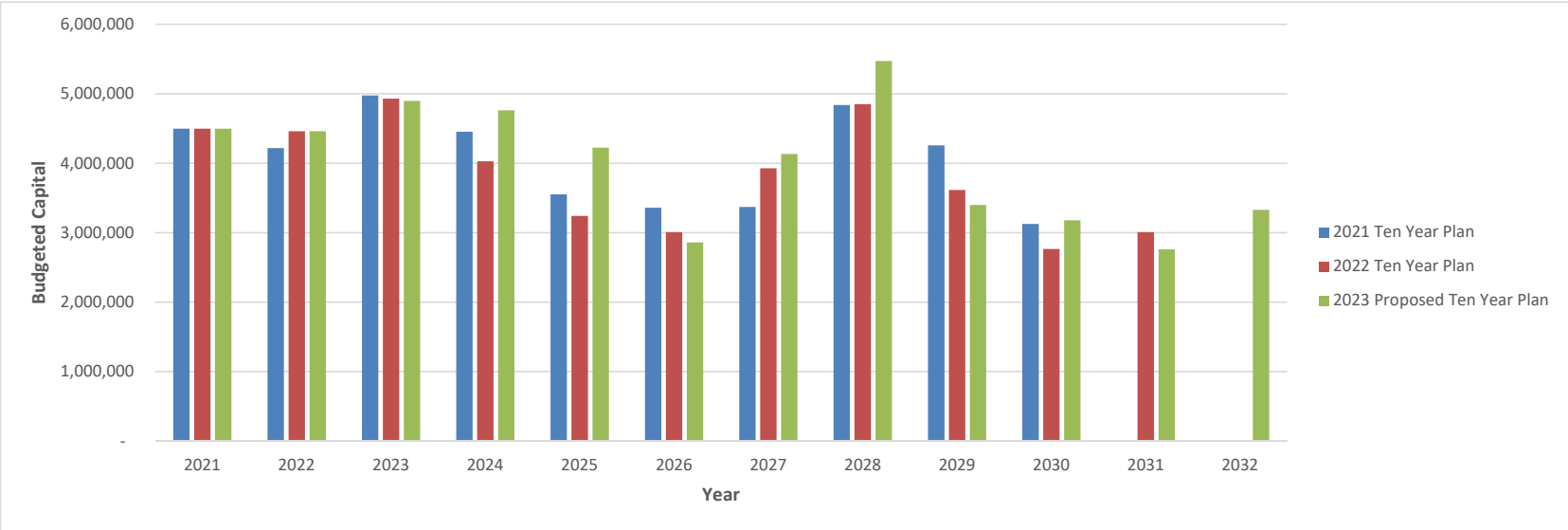
2022 Ten Year Plan

Department	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Corporate	1,252,417	1,298,822	1,305,700	1,286,584	1,412,700	1,622,700	1,669,700	1,738,300	1,924,824	1,984,700	2,104,700	
Municipal Office	4,500	361,476	0	16,000	0	0	20,000	302,750	60,000	0	-	
Finance	0	0	0	31,000	0	0	0	0	31,000	0	-	
Building	0	15,000	0	33,000	0	5,000	15,000	0	0	0	38,000	
By-law	-	-	-	-	-	-	-	-	-	-	-	
Planning	0	0	0	0	0	0	0	0	0	0	-	
Public Works	1,564,154	2,187,238	2,886,665	2,512,206	1,097,095	1,324,359	2,167,909	2,133,751	1,520,173	776,286	828,283	
Fire and Rescue	18,391	56,307	62,691	31,072	582,477	25,762	35,453	508,072	19,453	5,381	33,762	
Parks	1,557,411	511,106	540,000	6,000	0	29,828	0	67,740	6,000	0	-	
ORC	0	15,000	100,000	0	0	0	7,500	0	15,000	0	5,000	
PCC	100,000	15,000	35,000	112,500	150,000	0	12,500	100,000	40,000	0	-	
Total	4,496,873	4,459,949	4,930,056	4,028,362	3,242,271	3,007,649	3,928,062	4,850,613	3,616,450	2,766,367	3,009,745	
									10 year total		37,839,522	
									yearly average		3,783,952	

2021 Ten Year Plan

Department	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Corporate	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	4,500	42,420	20,000	116,000	-	-	-	302,750	65,000	-		
Finance	-	-	-	31,000	-	-	-	-	-	-		
Building	-	-	-	33,000	-	9,000	-	-	-	-		
By-law	-	-	-	-	-	-	-	-	-	-		
Planning	-	-	-	-	-	-	-	-	-	-		
Public Works	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	18,391	414,116	802,746	91,803	574,214	24,153	37,255	517,742	21,255	9,153		
Parks	1,557,411	391,106	310,000	6,000	-	114,828	-	67,740	-	-		
ORC	-	7,140	-	-	-	8,000	-	-	-	-		
PCC	100,000	2,660	-	112,500	50,000	-	5,000	100,000	40,000	-		
Total	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	-	-

2023 Proposed Ten Year Plan Compared to the 2022 and 2021 Ten Year Plans



Purpose

To find funding to pay members of Puslinch Fire & Rescue to be "On Call" on a weekly basis.

Currently Puslinch Fire & Rescue has four duty crews. One of these crews are to be on call

The intention is that there is sufficient staff to attend an emergency call if needed

The On Call policy was reinstated after being relaxed because of Covid starting January 1st 2023

Fire Fighters that are on call are required to be available while they are on call.

They are required to stay in the response area and be prepared to respond at any time

To reimburse the Fire Fighters for disrupting their normal life styles the Township of Puslinch would pay the Fire Fighters a flat fee of One hundred dollars.

This practice of paying the Fire fighters to be on call also will greatly assist retaining the Fire fighters

As well as assisting with Puslinch Fire satisfying the requirements of NFPA 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments)

This standard requires a minimum number of 10 Firefighters to attend urban calls.

This standard calculates the number of personnel that need to be on scene at rural calls in a certain time, at a determined travel distance. The minimum required is 6. This data is monitored by the Ontario Fire Marshal's Office

NFPA 1720 was recognized and commented on in the Fire Master Plan.

It should be noted that all standards are a minimum requirement.

Background

Fire Departments in Wellington County pay as much as \$225 on call and include an annual honorarium of \$1050

Retention of Volunteers is a large topic throughout the Province of Ontario

Workshops that I have attended regarding Fire Fighter retention have proven that if you show the firefighters that they are appreciated and valued that they tend to stay longer.

Providing good reliable equipment a fair wage including pay for on call helps to retain Firefighters

The cost to recruit, train and equip a Firefighter is extremely expensive.

Including \$3000.00 to advertise for and recruit Fire Fighters and then \$7500 to equip the Firefighter totaling \$10,500.

In the county the number of medical calls is usually a high percentage of the total number of calls a department attends.

This is not the case in Puslinch as the highest percentage of calls we attend are Motor Vehicle Accidents requiring a minimum of 3 vehicles staffed with a full complement of 10 firefighters minimum.