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## **TOWNSHIP OF SOUTHWOLD**

### Report to Council

**MEETING DATE:** January 6, 2022

**PREPARED BY:** Jeff Carswell, Treasurer

**REPORT NO:** FIN 2022-01

**SUBJECT MATTER: 2022 Budget – Report #1**

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**Recommendation:**

None – For Information.

**Purpose:**

To present the 1<sup>st</sup> Draft of the 2022 Operating Budget and Capital Forecast.

**Background:**

The 2022 Budget Report represents the consolidated first draft budget submissions from all departments. These budgets have been reviewed and modified by the CAO and Treasurer to develop a submission for Council consideration. This document should be viewed as the first draft and will change as it proceeds through the Council review process. Staff will be maintaining decisions for increases and decreases, investigating options as directed by Council and continuing to fine-tune the budget as additional information is developed.

The 2022 Budget Report is broken into sections for each departmental area. These sections have been revised to align with the revised organizational structure adopted in 2021. The section includes all information related to that area. Each section starts with a high-level summary of the impact that department/activity is having on the tax levy, ability to change the budget and per Capita and Household cost estimates. This is followed by highlights for the department and notable

items included in the operating. If the department has a capital budget component, there will be a description and rationale for the capital projects proposed. Every section includes a detailed operating budget which includes all revenues and expenses on a line by line basis. If the department has a capital component, there will also be a detailed capital budget and cash requirements information. Some departments may also have some supplemental information to help explain a particular project.

Budget Meeting Schedule:

Thursday, January 6, 2022 4:00 pm to 7:00 pm

Wednesday, January 12, 2022 4:00 pm to 7:00 pm

Thursday, January 20, 2022 4:00 pm to 7:00 pm

Thursday, January 27, 2022 4:00 pm to 7:00 pm

### **Comments/Analysis:**

#### **Service Levels Maintained or Enhanced**

This budget has been prepared to maintain service levels across all departments and will provide for continuous minor enhancements by implementing improvements to processes and information. It is recommended that service areas in some be increased to account for increased facilities and operational needs.

#### **Inflationary and Council Approved Increases Are Accounted For**

The operating and capital budgets account for inflationary increases and decisions Council has made over 2021. The wage budget includes an overall increase of 4.4% in accordance with the Pay Administration policy. While this amount is higher than in the past years, last year the increase was 0.6% which was extremely low. Over 2021/2022 the increase balances out to a more reasonable 2.5% which is consistent with other municipalities. The wage budget also includes step movements for employees that are progressing through the wage grid.

### Updated Organizational Structure and Human Resources

The draft budget incorporates the most recent changes to Township's organizational structure and staffing complement. Additional recommendations to complete this update and ensure the required levels of staffing is in place in 2022 has been included in this budget. Following are some highlights related to staffing:

- Updated organizational structure to reflect Directors for the following areas:
  - Chief Administrative Office / Clerk
  - Director of Fire and Emergency Services/Fire Chief
  - Director of Building and Community Services
  - Director of Infrastructure and Development
  - Director of Corporate Services/Treasurer
- Director of Infrastructure and Development position has been filled – costs for this position are included in the wage distribution amongst several departments, including the Water and Sanitary Sewer Budgets
  - Several new departments under Planning have been created to capture costs that can be recovered from user fees and development activities
  - The Water/Wastewater & Compliance Superintendent is in the process of being filled – this position is primarily funded from Water and Sanitary
- Building and Community Services Department includes oversight of municipal facilities including the Keystone Complex and Parks
  - The addition of the Deputy CBO in 2021 have been fully incorporated for 2022
  - Departmental costs have been distributed to the facilities based on historical and anticipated time
  - The Building and Community Services Department proposes the addition of a Facility Operator Position – additional information to be provided by the CAO and Director of Building and Community Services on the proposed position details
  - Costs for this position are distributed amongst all the facility maintenance budgets, with the primary costs to the Keystone Complex and Park facilities. There will also be some additional costs to the Road Budget, as one full-time employee will not be seconded to look after parks in the summer.
  - Traditionally staff from Public Works assisted with parks maintenance in the summer; however, the intent is for facility operator to look after parks

- Two road summer student positions that traditionally assist with park maintenance in the summer have been shifted to the Building and Community Services Department and distributed amongst the facilities and parks
- One summer student remains with the Road Department
- The total wage cost related to the Facility Operator position will be approximately \$80,000 - \$90,000, this includes wages, overhead and equipment estimate
- Expansion of the recreation facilities and the need to properly operate, maintain, inspect these facilities will take time and resources that the existing staff complement does not have
  - Over \$3,000,000 has been spent on recreation facilities in the last several years – it will be necessary to properly look after these new facilities
  - 6 Playgrounds (3 additional in last several years)
  - 3 park washrooms added since 2018 (Fingal, Shedden, Talbotville)
  - 3 park pavilions added since 2015 (Fingal, Shedden, Talbotville)
  - News Trails in Shedden, Fingal, Talbotville
  - Additional parkland and soccer fields
- Administration/Corporate Services includes 2 contract positions for specific projects
  - Asset Management Data collection – This was reported to Council in 2021 and approved. This position is funded primarily from the FCM grant with some funding from the Efficiency Reserve – FCM funding is confirmed, project must be completed by September. Anticipating the project will start in February.
  - Records Management Contract – this position is being proposed to help update and improve the Township's records management system. Existing staff have attempted to move this project forward for several years, but it is clear it requires a dedicated staff resource for several months. It is proposed the efficiency reserve be utilized to fund the position for 6 – 12 months. This will help make a significant improvement in the Township's Records Management which will provide benefits throughout the organization. This is even more important with the movement to internet Cloud based systems and increased reliance on remote work and need to access documents.
  - An office summer student is also maintained in the Administration budget for 2022
- Fire and Emergency Services

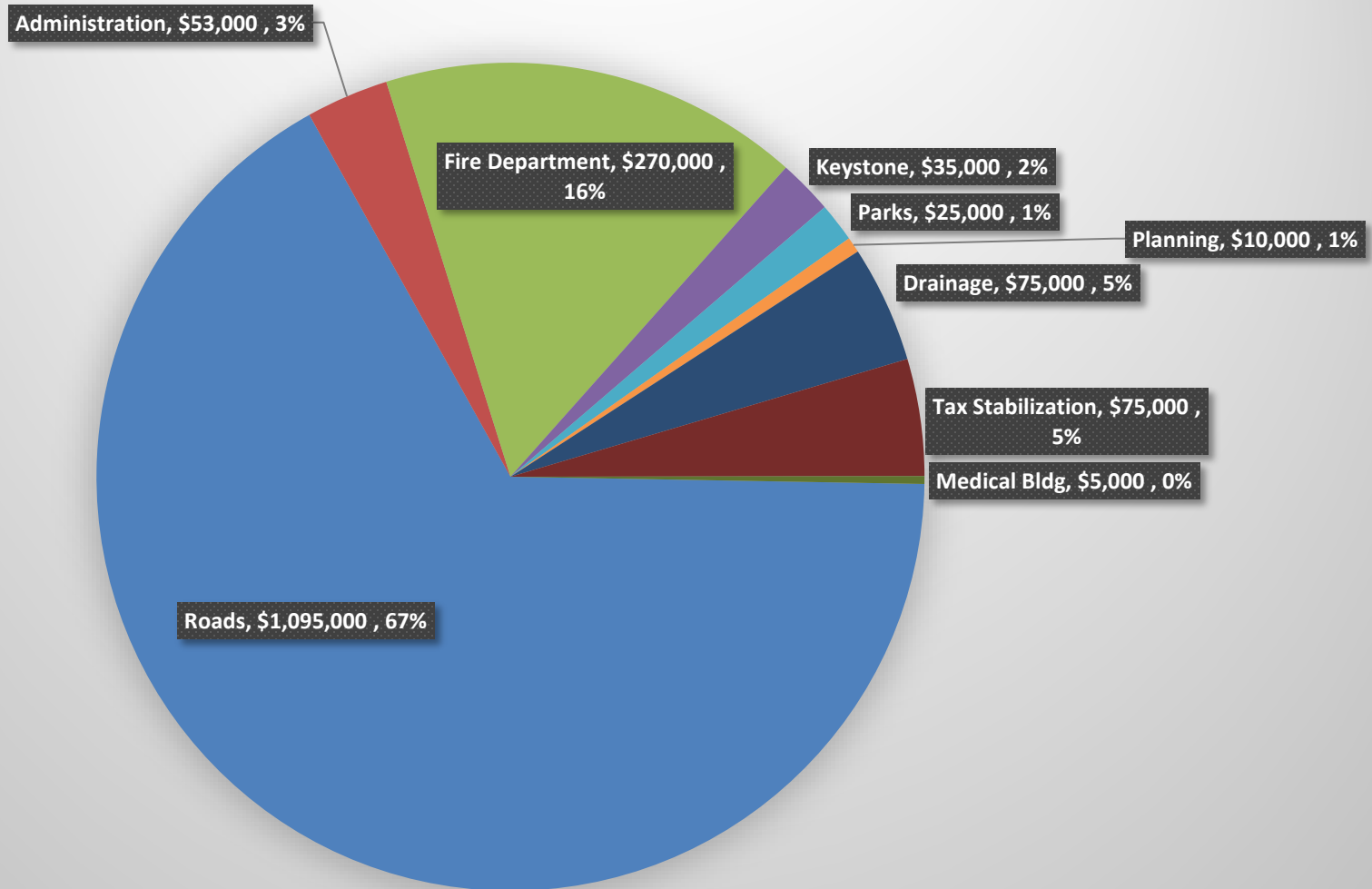
- The Fire Budget includes a 0.2 FTE (approx. 1 day per week) Administrative Support position to be shared under the agreement with West Elgin – Exact terms and time to be determined as staff are attempting to coordinate this with West Elgin as well
- Additional information to be provided by the Director of Emergency Services/Fire Chief and CAO

### **Cash Requirements/Reserve Contributions**

Most Township capital work is funded through reserves. Reserves are built up through cash contributions (Tax Levy Dollars) to the reserve and the reserve is drawn down when projects take place. This is an effective way to manage large projects for a small municipality, as it avoids significant increases and decreases in the levy from year to year. This process also works well for incorporating Asset Management Planning into the budget process. With assistance from consultants in 2019, the Township's asset inventory has been reviewed and projections made for 25 years. This exercise starts to provide information on how much funding will be needed to maintain, refurbish, reconstruct or replace the assets the Township has. While this is helpful to inform the budget process, the Province has made Asset Management Planning a legislated requirement the Township must comply with.

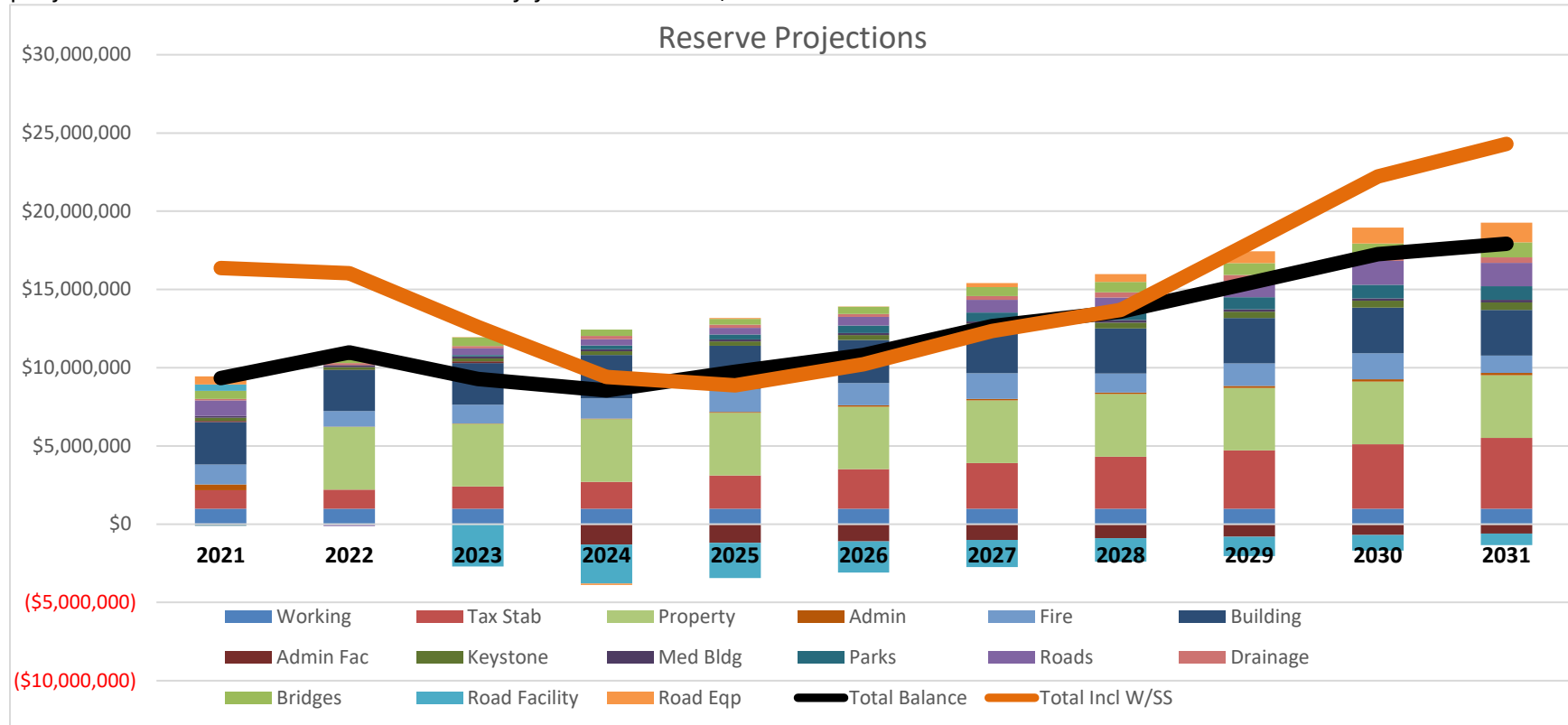
The Cash Requirements/Capital budget is showing a levy requirement of \$1,643,000. This is an increase of \$58,500 or 3.69% over the 2021 Budget. While this increase is relatively modest, it helps to keep moving forward towards the recommended funding level for Asset Management. The forecast anticipates the ability to accelerate this in 2023/2024 when there is additional revenue. It should also be noted the increased OCIF funding is being applied to the Road Construction Reserve. This will assist with road renewal projects in the capital budget. Reserve funding is primarily directed to Roads, followed by Fire Department.

## Capital / Reserve Contribution



### Reserves

Overall reserve levels are forecast to remain relatively stable for the next several years. The following chart illustrates all reserves, including Water and Sanitary Sewer Reserves. It should be noted, several reserve accounts go below \$0 for several years. This forecast anticipates self-funding the Public Works Building Project and possible office improvements over the coming years. This forecast also assumes that the proceeds from the Stoss Farm sale will be held in reserve to assist with funding projects internally. This includes the Shedden/Fingal Sanitary Servicing and possibly the Public Works Facility. Other reserves such as the water reserve and the Building Reserve are also assisting with being able to complete several large projects over the coming years. While the chart indicates overall reserve levels climbing to almost \$25 million in 2031, we need to keep in mind that spending plans out past 5 years are not fully developed, while reserve contribution projections are carried forward for many years. As such, this balance will decrease to more moderate levels.





**2022 Tax Levy and Tax Rates**

<b>1st Draft Key Numbers</b>	
2022 Levy	\$3,933,098
2021 Levy	\$3,596,265
Levy \$ Increase	\$336,833
Levy % Increase	9.37%
Growth Adjusted Levy \$ Increase	\$126,207
Growth Adjusted Levy % Increase	3.51%
Tax Rate Change	3.32%

While the total levy increase is up about 9%, real assessment growth lowers this increase to 3.5%. The growth adjusted levy increase better illustrates the impact of the levy increase by accounting for real growth in the assessment roll (ie. New construction, buildings, etc). Since 2022 is using the same assessment as 2021, there will not be a phase-in impact for 2022.

The Township tax rate increase generated from the 1<sup>st</sup> draft of the budget is 3.32%. The impact on a median residential assessment is as follows.

<b>Median Residential Property</b>		
<b>Year</b>	<b>Assessment</b>	<b>Taxes</b>
2022	\$238,000.00	\$1,264.60
2021	\$238,000.00	\$1,224.02
\$ Change Annual	\$0.00	\$40.58
\$ Change / Month	\$0.00	\$3.38
% Change	0.00%	3.32%

Since assessment and assessment changes are not entirely static and consistent across all properties, even in a year without a reassessment or phase-in, properties could be affected differently for the tax increase percentage. Use of the median residential property is a good indicator of the "typical" impact.

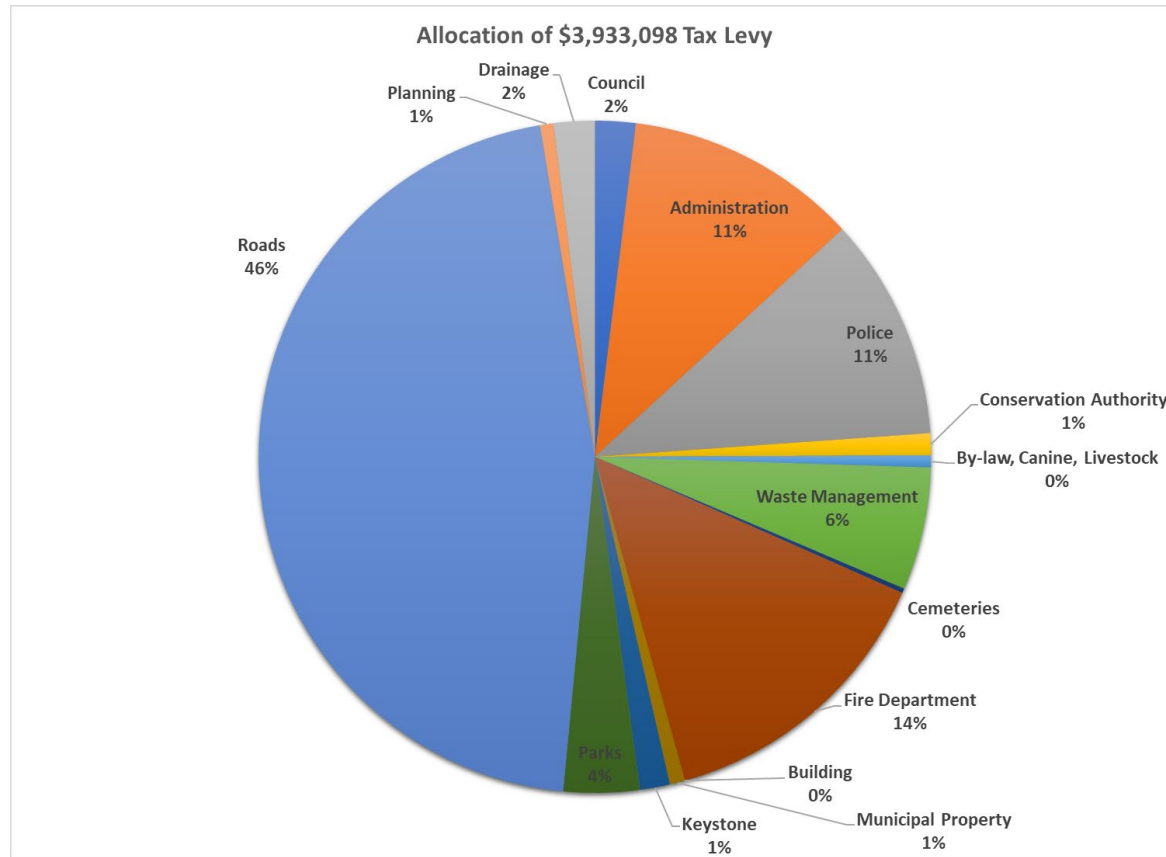
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The above tax calculations are based on the first draft tax levy requirement for the Township, current MPAC and OPTA assessment data and 2021 County Taxation Policy / Tax Ratios. These figures do not include County or School Board taxation amounts. As this information becomes available, staff will develop and provide additional analysis and examples to illustrate the impact on Southwold taxpayers.

### Tax Levy

The Township Tax Levy allocation is illustrated in the following chart. The breakdown is consistent with past years, with the additional emphasis on Parks and Facilities proposed in the 2022 Budget shifting about 2.5% from other areas to Parks and Facilities.



### Tax Burden Comparison

Southwold continues to have the lowest tax burden for property owners in Elgin County. Based on 2021 rates, taxes on a typical \$238,000 Residential Assessment are \$200 to \$775 lower than other Elgin County municipalities and \$542 less than the average. The Township's User Fees are also similar or lower than our municipal neighbours.



While keeping taxes low is important, ensuring the Township is delivery the appropriate services at the required level is also important.

### Budget Review Process

Staff are prepared to review the budget proposals in as much detail as Council determines necessary. The summary at the top of the budget sections provide an indication of the relative size of the budget, ability to change and overall

impact. As reviewing the sections, it will become apparent that some departments are quite limited in their ability to make changes to lower the levy requirements. Staff anticipate that the most time and effort will be focused on those areas where changes can lead to reductions in the levy.

While there are many ways to work through the budget and get to a final draft, staff are suggesting that as the sections are reviewed, items under consideration for decreases or increases, be identified and potential savings or costs be developed to understand the impact on the overall budget. These items will be recorded, and the impact can be continuously updated showing the final levy requirement and taxpayer impacts based on all items that are identified. It is also anticipated some items will require additional investigation and supplemental budget reports will be prepared and submitted at a subsequent meeting, as required.

### **Summary**

In summary, staff have put forward a budget that is consistent with existing programs and services, reflects the upcoming needs, improves services where possible and tries to address the significant funding requirements for Asset Management. While the year over year levy increase is substantial, when considering real assessment growth and looking at the impact on the median residential property, staff believes the increase is reasonable and supportable based on the services and programs provided. The Township also needs to plan and be prepared for the service requirements that will be driven by the high development activity that started in 2021 and will likely continue into 2022+. Currently the activity is focussed on building and development tasks, but it will start to include more resident services as people move in and start to use Township facilities. We need to be prepared and plan proactively for this inevitability rather than react when it is too late. Staff is looking forward to working collaboratively with Council on the 2022 Budget and delivering our important services to the residents of the Township.

### **Financial Implications:**

None. The Budget and Capital Forecast will help establish and guide financial planning for 2022 and beyond.

### **Strategic Plan Goals:**

The above recommendation helps the Township meet the Strategic Plan Goal of:

- ☐ Promoting residential, agricultural, commercial, and industrial development by ensuring policies and services are in place to support growth in The Township of Southwold.
- ☐ Promoting a healthy, naturally beautiful, and community-oriented municipality by encouraging and supporting involvement of volunteer organizations wishing to provide cultural and recreational activities in the Township of Southwold.
- ☐ Providing improved transportation and a strong commitment to asset management with a goal of maintaining the Township's infrastructure in the promotion of public safety
- ☒ Exercising good financial stewardship in the management of Township expenditures and revenues.
- ☐ Promoting public engagement, transparent government, and strong communications with all members of the community across various mediums for the strengthening of civic participation.

**Respectfully Submitted by:**  
**Jeff Carswell, Treasurer**  
**"Submitted electronically"**

**Approved by:**  
**Lisa Higgs, CAO/Clerk**  
**"Approved electronically"**

## Budget Summary

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast
Property Taxation	(\$3,596,265)	(\$3,596,265)	(\$3,933,098)	(\$336,833)	9.37%	(\$4,042,288)	(\$4,534,437)
Other Revenue/General Gran	(\$1,697,556)	(\$1,623,000)	(\$1,689,200)	(\$66,200)	4.08%	(\$1,624,200)	(\$1,274,200)
Council	\$92,971	\$111,600	\$112,700	\$1,100	0.99%	\$113,832	\$116,109
Administration	\$699,394	\$672,150	\$658,700	(\$13,450)	-2.00%	\$743,414	\$807,282
Police	\$637,938	\$589,153	\$611,948	\$22,795	3.87%	\$602,036	\$610,177
Conservation Authority	\$58,571	\$58,571	\$60,462	\$1,891	3.23%	\$60,328	\$62,138
By-law, Canine, Livestock	\$5,395	\$10,100	\$25,870	\$15,770	156.14%	\$1,590	\$1,682
Waste Management	\$296,318	\$340,000	\$342,625	\$2,625	0.77%	\$366,500	\$221,500
Cemeteries	\$10,727	\$11,400	\$12,300	\$900	7.89%	\$13,170	\$14,052
Fire Department	\$695,824	\$751,288	\$795,670	\$44,382	5.91%	\$787,847	\$804,194
Building	(\$2,599,476)	\$0	\$0	\$0	0.00%	\$36,770	\$43,165
Municipal Property	\$21,589	\$11,957	\$32,634	\$20,677	172.93%	\$33,287	\$33,952
Keystone	\$59,919	\$31,250	\$67,000	\$35,750	114.40%	\$65,025	\$66,326
Parks	\$76,635	\$143,950	\$190,000	\$46,050	31.99%	\$146,829	\$149,766
Roads	\$2,159,148	\$2,346,396	\$2,563,640	\$217,244	9.26%	\$2,557,682	\$2,740,322
Planning	\$4,194	\$38,050	\$37,750	(\$300)	-0.79%	\$29,211	\$30,395
Drainage	\$115,769	\$103,400	\$110,999	\$7,599	7.35%	\$108,968	\$107,577
<b>Net Surplus/Deficit</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>		<b>\$0</b>	<b>(\$0)</b>

## Budget Revenue and Expense Summary

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast
<b>Tax Levy</b>							
<b>Property Taxation</b>	<b>(\$3,596,265)</b>	<b>(\$3,596,265)</b>	<b>(\$3,933,098)</b>	<b>(\$336,833)</b>	<b>9.37%</b>	<b>(\$4,042,288)</b>	<b>(\$4,534,437)</b>
<b>General Revenue</b>							
Other Revenue/General Grants	(\$1,772,556)	(\$1,937,528)	(\$6,280,200)	(\$4,342,672)	224.13%	(\$1,834,200)	(\$1,834,200)
Other Expenses	\$0	\$239,528	\$4,516,000	\$4,276,472	1785.37%	\$60,000	\$60,000
<b>Net Other Revenue/General Grants</b>	<b>(\$1,697,556)</b>	<b>(\$1,698,000)</b>	<b>(\$1,764,200)</b>	<b>(\$66,200)</b>	<b>3.90%</b>	<b>(\$1,774,200)</b>	<b>(\$1,774,200)</b>
<b>Departmental Operating Revenue</b>							
Council	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Administration	(\$101,722)	(\$114,000)	(\$213,160)	(\$99,160)	86.98%	(\$125,810)	(\$128,326)
Police	\$0	(\$55,000)	(\$50,000)	\$5,000	-9.09%	(\$55,000)	(\$60,000)
Conservation Authority	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
By-law, Canine, Livestock	(\$9,015)	(\$19,000)	\$0	\$19,000	-100.00%	(\$19,000)	(\$19,500)
Waste Management	(\$89,908)	(\$69,000)	(\$82,500)	(\$13,500)	19.57%	(\$64,500)	(\$20,000)
Cemeteries	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Fire Department	(\$76,152)	(\$94,052)	(\$94,680)	(\$628)	0.67%	(\$79,500)	(\$80,500)
Building	(\$2,787,921)	(\$153,500)	(\$313,500)	(\$160,000)	104.23%	(\$283,000)	(\$283,000)
Municipal Property	(\$79,279)	(\$90,593)	(\$84,216)	\$6,377	-7.04%	(\$85,900)	(\$87,618)
Keystone	(\$13,258)	(\$60,000)	(\$60,000)	\$0	0.00%	(\$30,600)	(\$31,212)
Parks	(\$186)	(\$21,500)	(\$22,600)	(\$1,100)	5.12%	(\$21,930)	(\$22,369)
Roads	(\$605,862)	(\$637,755)	(\$667,635)	(\$29,880)	4.69%	(\$650,510)	(\$663,520)
Planning	(\$61,143)	(\$20,000)	(\$276,250)	(\$256,250)	1281.25%	(\$30,000)	(\$30,000)
Drainage	(\$66,531)	(\$76,182)	(\$79,182)	(\$3,000)	3.94%	(\$77,657)	(\$79,162)
<b>Total Revenue</b>	<b>(\$3,890,977)</b>	<b>(\$1,410,582)</b>	<b>(\$1,943,723)</b>	<b>(\$533,141)</b>	<b>37.80%</b>	<b>(\$1,523,407)</b>	<b>(\$1,505,207)</b>

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast
<b>Departmental Operating Expenses</b>							
Council	\$92,971	\$111,600	\$112,700	\$1,100	0.99%	\$113,832	\$116,109
Administration	\$743,116	\$728,150	\$818,860	\$90,710	12.46%	\$790,664	\$806,477
Police	\$637,938	\$644,153	\$661,948	\$17,795	2.76%	\$657,036	\$670,177
Conservation Authority	\$58,571	\$58,571	\$60,462	\$1,891	3.23%	\$60,328	\$62,138
By-law, Canine, Livestock	\$14,410	\$29,100	\$25,870	(\$3,230)	-11.10%	\$20,590	\$21,182
Waste Management	\$386,227	\$409,000	\$425,125	\$16,125	3.94%	\$431,000	\$241,500
Cemeteries	\$10,727	\$11,400	\$12,300	\$900	7.89%	\$13,170	\$14,052
Fire Department	\$510,476	\$583,840	\$620,350	\$36,510	6.25%	\$591,947	\$603,786
Building	\$188,445	\$153,500	\$313,500	\$160,000	104.23%	\$319,770	\$326,165
Municipal Property	\$80,868	\$82,550	\$99,350	\$16,800	20.35%	\$101,337	\$103,364
Keystone	\$53,177	\$71,250	\$104,500	\$33,250	46.67%	\$72,675	\$74,129
Parks	\$51,821	\$140,450	\$187,600	\$47,150	33.57%	\$143,259	\$146,124
Roads	\$1,516,481	\$1,939,151	\$2,136,275	\$197,124	10.17%	\$2,179,001	\$2,224,141
Planning	\$60,337	\$53,050	\$304,000	\$250,950	473.04%	\$54,111	\$55,193
Drainage	\$107,300	\$104,582	\$115,181	\$10,599	10.13%	\$106,625	\$108,709
<b>Total Expenses</b>	<b>\$4,512,866</b>	<b>\$5,120,347</b>	<b>\$5,998,021</b>	<b>\$877,674</b>	<b>17.14%</b>	<b>\$5,655,344</b>	<b>\$5,573,245</b>
<b>Net Operating (Revenue)/Expense</b>	<b>\$621,889</b>	<b>\$3,709,765</b>	<b>\$4,054,298</b>	<b>\$344,533</b>	<b>9.29%</b>	<b>\$4,131,937</b>	<b>\$4,068,039</b>



Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast
<b>Net Cash and Capital</b>							
Other To Tax Stabilization Reserve	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$150,000	\$500,000
Council	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Administration	\$58,000	\$58,000	\$53,000	(\$5,000)	-8.62%	\$78,560	\$129,131
Police	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Conservation Authority	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
By-law, Canine, Livestock	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Waste Management	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Cemeteries	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Fire Department	\$261,500	\$261,500	\$270,000	\$8,500	3.25%	\$275,400	\$280,908
Building	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
Municipal Property	\$20,000	\$20,000	\$17,500	(\$2,500)	-12.50%	\$17,850	\$18,207
Keystone	\$20,000	\$20,000	\$22,500	\$2,500	12.50%	\$22,950	\$23,409
Parks	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,500	\$26,010
Roads	\$1,248,528	\$1,045,000	\$1,095,000	\$50,000	4.78%	\$1,029,191	\$1,179,701
Planning	\$5,000	\$5,000	\$10,000	\$5,000	100.00%	\$5,100	\$5,202
Drainage	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$80,000	\$78,030
<b>Total Net Cash and Capital</b>	<b>\$1,713,028</b>	<b>\$1,584,500</b>	<b>\$1,643,000</b>	<b>\$58,500</b>	<b>3.69%</b>	<b>\$1,684,551</b>	<b>\$2,240,598</b>
<b>Net Surplus/Deficit</b>	<b>(\$2,958,905)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating and Capital</b>	<b>\$637,361</b>	<b>\$3,596,265</b>	<b>\$3,933,098</b>	<b>\$336,833</b>	<b>9.37%</b>	<b>\$4,042,288</b>	<b>\$4,534,437</b>

## **Other Revenue and Expense**

The Other Revenue and Expense section is general revenue and expenses that are not associated with a department or operating area. Items included are things like general grants (OMPF), Payment in Lieu (PIL) revenue, Interest (taxation and bank) and general contributions from reserve. The net estimate for supplemental taxation for the year is also included in Other Revenue.

OMPF up \$16,600

Expenses are more limited, with the main item being a contribution to the Tax Stabilization Reserve. While the Tax Stabilization reserve is healthy at \$1,187,211, it would be beneficial to continue contributing to this reserve if possible.

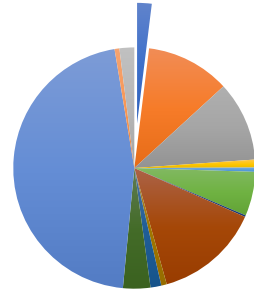
The Stoss Property Land Sale is shown in revenue. Under expenses, the Land Sale Revenue is applied against the Land for Resale balance (\$441,065) being carried and transferred to Reserve. Currently, the reserve balance will be used to help provide cash flow for other capital projects, including the Shedden/Fingal Sanitary Servicing and Facility Construction. At this time, the funds are not allocated to be spent on a particular project. It is anticipated the Shedden/Fingal Sanitary Servicing costs will eventually be recovered from developers and a connection fee. Other capital projects such as facility construction (Public Works, Talbotville Firehall) will be recovered from annual reserve contributions and other funding sources such as Development Charges or Green Lane.

## Other Revenue

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Penalty and Interest	(\$72,912)	(\$75,000)	(\$75,000)	\$0	0.00%	(\$75,000)	(\$75,000)	Taxes penalty & interest
Federal Payment In Lieu	(\$191)	(\$500)	(\$200)	\$300	-60.00%	(\$900)	(\$900)	
Provincial Paym't In Lieu	(\$14,612)	(\$50,000)	(\$16,000)	\$34,000	-68.00%	(\$30,000)	(\$30,000)	PIL Accounts Reorganized
Toronto Payment In Lieu	(\$1,035,618)	(\$1,030,000)	(\$1,036,000)	(\$6,000)	0.58%	(\$1,040,000)	(\$1,040,000)	assumes assessment/tax ratio remains in line with 2019
Other Mun PIL (CE)	(\$37,607)		(\$38,000)	(\$38,000)	0.00%	(\$37,000)	(\$37,000)	
Southwold PIL (WWTP)	(\$3,244)		(\$3,300)	(\$3,300)	0.00%	(\$3,300)	(\$3,300)	
Ontario Hydro Corridor	(\$31,658)	(\$32,000)	(\$32,000)	\$0	0.00%	(\$33,000)	(\$33,000)	Based on 2020. Rates set by MOF.
Railway Corridors	(\$4,636)	(\$8,000)	(\$4,600)	\$3,400	-42.50%	(\$5,000)	(\$5,000)	Based on 2020. Rates set by MOF.
PIL Supps and Writeoffs	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Interest Income	(\$22,056)	(\$50,000)	(\$50,000)	\$0	0.00%	(\$50,000)	(\$50,000)	Bank Account interest
Donations	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Provincial Grant OMPF	(\$295,125)	(\$393,500)	(\$410,100)	(\$16,600)	4.22%	(\$410,000)	(\$410,000)	
Provincial Grant One-Time Efficiencies	(\$56,278)	\$0	\$0	\$0	0.00%	\$0	\$0	
OCIF Grant	(\$186,273)	(\$223,528)		\$223,528	-100.00%	\$0	\$0	See Cash and Capital
Land Sale	\$0		(\$4,500,000)	(\$4,500,000)	0.00%			Stoss Land Sale
Insurance Mitigation from Reserve	\$0	(\$25,000)	(\$15,000)	\$10,000	-40.00%			Could consider use of Insc. Reserve
<b>Total General Revenue</b>	<b>(\$1,762,641)</b>	<b>(\$1,887,528)</b>	<b>(\$6,180,200)</b>	<b>(\$4,292,672)</b>	<b>227.42%</b>	<b>(\$1,684,200)</b>	<b>(\$1,684,200)</b>	
Net Supp/WO Tax Township	\$3,093	(\$50,000)	(\$100,000)	(\$50,000)	100.00%	(\$150,000)	(\$150,000)	Est. net assessment growth - based on prior year bldg permit activity, historical est. - new homes at 50% due variable occupancy time
<b>Total Supps/WO</b>	<b>(\$9,915)</b>	<b>(\$50,000)</b>	<b>(\$100,000)</b>	<b>(\$50,000)</b>	<b>100.00%</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	
<b>Total Other Revenue</b>	<b>(\$1,772,556)</b>	<b>(\$1,937,528)</b>	<b>(\$6,280,200)</b>	<b>(\$4,342,672)</b>	<b>224.13%</b>	<b>(\$1,834,200)</b>	<b>(\$1,834,200)</b>	

## Other Expenses

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Fee Waivers/Grants	\$0	\$16,000	\$16,000	\$0	0.00%	\$60,000	\$60,000	\$10,000 Fee Waivers, \$3,000 Grants, \$3,000 Volunteer Apprec., decrease offset by Keystone Revenue decrease
Transfer to Reserve	\$0	\$223,528	\$4,500,000	\$4,276,472	1913.17%	\$0	\$0	Land Sale Rev to Reserve and Land Held for Resale Account
<b>Total Expenses</b>	<b>\$0</b>	<b>\$239,528</b>	<b>\$4,516,000</b>	<b>\$4,276,472</b>	<b>1785.37%</b>	<b>\$60,000</b>	<b>\$60,000</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$239,528</b>	<b>\$4,516,000</b>	<b>\$4,276,472</b>	<b>1785.37%</b>	<b>\$60,000</b>	<b>\$60,000</b>	
<b>Requirements</b>								
Tax Stabilization Reserve	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$150,000	\$500,000	
Working Capital Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirement</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$150,000</b>	<b>\$500,000</b>	
<b>Total Requirement from TGGR</b>	<b>\$75,000</b>	<b>\$314,528</b>	<b>\$4,591,000</b>	<b>\$4,276,472</b>	<b>1359.65%</b>	<b>\$210,000</b>	<b>\$560,000</b>	

<b>Council Summary</b>			
<b>2022 Levy Requirement</b>		<b>\$112,700</b>	
<b>Requirement as % of Total Levy</b>		<b>1.95%</b>	
<b>Ability to Adjust</b>		<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	↑	<b>\$1,100</b>	
<b>Contribution to 2022 Levy Increase</b>	↑	<b>0.03%</b>	
<b>\$ per Capita</b>		<b>\$25.49</b>	
<b>\$ per Household</b>		<b>\$62.58</b>	

#### **Department Highlights:**

- 5 Councillors (Mayor, Deputy Mayor and 3 Councillors)
- Approximately 30 Council meetings per year
- Attendance at numerous Committee Meetings and Community Events

#### **2022 Budget Highlights:**

##### **Operating:**

- Increase in Council Salaries & Wages to reflect actuals and meeting estimates
- Wage Grid increase, as provided to staff, included in Council remuneration
- Conference Expenses lowered due to limited attendance due to COVID

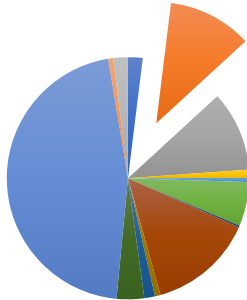
No Capital or Cash Requirements

## Council

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Council Misc Receipts	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Council Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
Council Salaries & Wages	\$65,800	\$80,000	\$82,000	\$2,000	2.50%	\$81,600	\$83,232	includes COLA increase as per CPI
Canada Pension	\$2,543	\$3,500	\$3,000	(\$500)	-14.29%	\$3,570	\$3,641	
Council (EHT)	\$1,251	\$1,600	\$1,600	\$0	0.00%	\$1,632	\$1,665	
Council -Group Insurance	\$15,943	\$12,800	\$15,000	\$2,200	17.19%	\$13,056	\$13,317	
Travel/ Mileage/ Expenses	\$198	\$500	\$500	\$0	0.00%	\$510	\$520	
Conferences and Training	\$366	\$5,000	\$2,500	(\$2,500)	-50.00%	\$5,100	\$5,202	Remains down due to COVID
Telephone	\$423	\$700	\$700	\$0	0.00%	\$714	\$728	
Council- Insurance	\$1,895	\$2,500	\$2,400	(\$100)	-4.00%	\$2,550	\$2,601	
Council-Integrity Commissioner costs	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Council-Grant & Donations	\$3,911	\$0	\$0	\$0	0.00%	\$0	\$0	
Council - Miscellaneous	\$639	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
<b>Total Expenses</b>	<b>\$92,971</b>	<b>\$111,600</b>	<b>\$112,700</b>	<b>\$1,100</b>	<b>0.99%</b>	<b>\$113,832</b>	<b>\$116,109</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$92,971</b>	<b>\$111,600</b>	<b>\$112,700</b>	<b>\$1,100</b>	<b>0.99%</b>	<b>\$113,832</b>	<b>\$116,109</b>	

### Capital and Cash Requirements

No Capital or Cash Requirements

<b>Administration Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$658,700</b>	
<b>Requirement as % of Total Levy</b>	<b>11.22%</b>	
<b>Ability to Adjust</b>	<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↓ (\$15,250)</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↓ -0.37%</b>	
<b>\$ per Capita</b>	<b>\$148.99</b>	
<b>\$ per Household</b>	<b>\$365.74</b>	

#### **Department Highlights:**

- FTE 7
  - Office of the CAO
    - CAO/Clerk
    - Corporate Services Clerk
    - Community Services and Communications Clerk
  - Finance
    - Treasurer
    - Deputy Treasurer
    - Accounting Clerk
- Clerking Services
- Council Support
- Planning Support
- Water and Wastewater Management
- Human Resources
- Communications
- Public Relations

- Marriage Services
- Customer Service
- Budgeting
- Accounts Receivable
- Accounts Payable
- Payroll
- Billing (Tax and Water)

## **2022 Budget Highlights:**

### **Operating:**

- Detailed Operating Budget for 2021 – 2023 follows
- Salaries and Wages includes the updated distribution for the reorganized department structure and the contract Asset Management and Records Management positions. These two positions are offset by funding from the FCM Grant and Efficiency Reserve
- Employee Training – increase reflects the requirement for Health & Safety Certification Training for two employees
- Memberships and Subscriptions includes additional costs for more subscription based Cloud and Security Software:
  - Adobe Acrobat Licenses added last year
  - Additional Office Licenses added
  - Two Factor Authentication Security Software
  - Website, PSD Citywide Asset Management System
  - Project Management software is needed to improve management of projects across the organization, track staff assignments, manage deliverables and ensure critical tasks are not missed or overlooked
  - Software to manage recurring projects and activities will assist new staff with ensuring necessary projects and tasks are completed on time and will improve service delivery to residents



- Several other departments and activities previously under Planning have been included in the Administration Budget
  - Of note, Economic Development includes \$20,000 to continue the new brand implementation, mainly through new signage (community entrance signs, facilities, buildings, etc.)

### **Capital Projects:**

- Detailed Capital Budget for 2021 – 2023 follows
- Plans and Projects includes, while in the operating section is for several one-time projects funded from reserves:
  - Server Replacement – delayed from 2021 but needs to move forward in 2022
  - IT Penetration / Security Testing – approx. \$10,000 in conjunction with other municipalities
  - Council computers/tech – following election
- Asset Management Plan
  - FCM Grant
  - Contract employee – data collection, entry
  - PSD Citywide project form O.Reg. 588/17 compliance
- Records Management Improvement Project
  - Projects focus on the server replacement, security hardware and software and redundancy for backup systems
  - Levy impact \$0 – funded from reserve, postponing this project will lead to lost productivity, requirement for unbudgeted expenses and employee downtime while waiting for computer repairs
- 2021 Phone System Replacement \$10,000 – Funded from Efficiency Reserve
  - Current phone system is aging and has limited features and expansion options
  - VOIP phone systems have reduced operating costs and more features that are integrated with mobile and computer technology

- In addition to the Phone System, investigating options for improved more stable online meeting systems – potentially \$10,000 - \$15,000 to properly setup a system that could be integrated with a VOIP system
  - These projects are contingent upon having fast, stable internet and it may not be beneficial until there is access to fibre
- Council Chambers Audio/Visual Online Meeting System Improvements
  - Engage Audio/Visual consultant to assist with design and project management
  - \$50,000 for equipment, renovations, hardware, software, implementation
  - Staff continue to gather information and investigate the best way to move forward with this project
- Fingal Office Fibre Connection
  - High level estimate
  - A more robust, faster fibre connection is needed for growing online Cloud based systems, VOIP and online meeting systems
  - Fibre should be completed before or in conjunction with VOIP/online meeting systems if feasible
  - Continuing to monitor County progress to determine if there will be any opportunities for partnership
- Industrial Land Secondary Planning Project
  - Start work on ensuring additional industrial land is “Development Ready”
- Fund Official Plan Update costs from Reserve – when this project started, funding was identified as future revenue, but not clearly defined. Growth studies, which was part of the OP review can be funded from Development Charges, but based on the DC Charge, the costs for the DC study and anticipate DC revenue, there will not be enough revenue to fund the OP costs. Currently it is showing as receivable, but without any possibility of future funding, it should be cleared up.

**Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast / Asset Management Plan:
  - Computer Reserve \$18,000
  - Administration Building Reserve \$25,000
  - Administrative Reserve \$10,000
  - Election Reserve \$5,000
- Cash Requirements focus on maintaining existing assets and funding recurring studies and periodic projects such as Pay Equity, Website Updates, Studies, etc.

## Administration

### Administration

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Tax Certificates/Work Orders	(\$9,840)	(\$8,500)	(\$10,000)	(\$1,500)	17.65%	(\$10,200)	(\$10,404)	
License Fees	\$0	(\$2,000)	(\$2,000)	\$0	0.00%	(\$2,040)	(\$2,081)	
Marriage Ceremony Fees	\$0	(\$250)	(\$250)	\$0	0.00%	(\$255)	(\$260)	
Miscellaneous Receipts	(\$1,258)	(\$5,000)	(\$5,000)	\$0	0.00%	(\$5,100)	(\$5,202)	
Provincial Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	FCM Asset Management Grant
Federal Grants	\$0	(\$2,500)	(\$2,500)	\$0	0.00%	(\$2,550)	(\$2,601)	Summer Student Grant, anticipating summer student in 2022
Other Grants			(\$38,800)	(\$38,800)	0.00%	\$0	\$0	FCM Asset Management Grant
Donations	(\$5,624)	\$0	\$0	\$0	0.00%	\$0	\$0	
Gain/Loss on Disposal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserve - Records/AM	(\$85,000)	(\$85,000)	(\$98,200)		0.00%	(\$86,700)	(\$88,434)	Efficiency Reserve - applied to Plans/Projects - contract staff
			\$0		0.00%			
Transfer From Election Reserve	\$0	\$0	(\$20,000)	(\$20,000)	0.00%	\$0	\$0	Election Reserve - Annual Amount
<b>Total Revenue</b>	<b>(\$101,722)</b>	<b>(\$103,250)</b>	<b>(\$176,750)</b>	<b>(\$60,300)</b>	<b>58.40%</b>	<b>(\$106,845)</b>	<b>(\$108,982)</b>	
					0.00%			
					0.00%			
Salaries and Wages	\$318,259	\$345,000	\$401,000	\$56,000	16.23%	\$409,020	\$417,200	Adjusted Salary Dist, incl. contract positions for Records and AM
Overhead	\$127,610	\$130,450	\$108,000	(\$22,450)	-17.21%	\$110,160	\$112,363	
Health Safety	\$0	\$500	\$1,000	\$500	100.00%	\$1,020	\$1,040	
Travel Mileage	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	reduced - limited travel
Employee Training	\$1,453	\$6,500	\$6,500	\$0	0.00%	\$6,630	\$6,763	Incl. \$2,000 for H&S Cert Training (Min 2)
Building Repairs	\$11,834	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Janitorial Supplies	\$178	\$750	\$750	\$0	0.00%	\$765	\$780	
Emergency management	\$0	\$2,000	\$2,500	\$500	25.00%	\$2,550	\$2,601	
Utilities	\$3,099	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Office Supplies	\$9,617	\$15,000	\$15,000	\$0	0.00%	\$15,300	\$15,606	
Postage	\$15,455	\$10,000	\$12,000	\$2,000	20.00%	\$12,240	\$12,485	
Advertising	\$875	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Telephone	\$2,916	\$3,250	\$3,250	\$0	0.00%	\$3,315	\$3,381	
Insurance	\$25,479	\$17,000	\$21,000	\$4,000	23.53%	\$21,420	\$21,848	reflects renewal cost
Legal Fees	\$36,387	\$20,000	\$20,000	\$0	0.00%	\$20,400	\$20,808	
Equipment Maintenance	\$3,691	\$2,000	\$2,500	\$500	25.00%	\$2,550	\$2,601	incl. add'l \$500 generator load bank testing(CSA)
								Various memberships and subscriptions, incl. IT, more software moving to subscription, 2FA, add'l security software
Memberships Subscription	\$19,278	\$24,000	\$47,000	\$23,000	95.83%	\$47,940	\$48,899	
Property Maintenance	\$1,675	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	Grass Cutting, Security Alarm

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Miscellaneous	\$539	\$500	\$500	\$0	0.00%	\$510	\$520	
Remembrance Day Service	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Election Expenses	\$0	\$0	\$20,000	\$20,000	0.00%	\$20,400	\$20,808	2022 Election Costs - funded from Reserve
Contracted Services	\$1,203	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	Doc mgmt, shredding service
Computer Support	\$16,224	\$18,000	\$19,000	\$1,000	5.56%	\$19,380	\$19,768	IT and GIS Support Service - based on prior years
Bank Charges	\$62,684	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	2021 higher due to waived CC surcharge
Tax reductions and appeals	\$0	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Plans and Projects	\$77,768	\$85,000	\$50,000	(\$35,000)	-41.18%	\$30,000	\$30,600	IT Penetration/Security Testing Projects, AMP Project - funded from Reserve but not capital
Studies	\$1,521	\$0	\$0	\$0	0.00%	\$0	\$0	
Ontario One Call Locates	\$371	\$450	\$450	\$0	0.00%	\$459	\$468	
Small Equipment Purchases	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Transfer to Reserve	\$5,000	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	Election Reserve - Annual Amount
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$743,116</b>	<b>\$712,400</b>	<b>\$762,450</b>	<b>\$50,050</b>	<b>7.03%</b>	<b>\$756,699</b>	<b>\$771,833</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$641,394</b>	<b>\$609,150</b>	<b>\$585,700</b>	<b>(\$10,250)</b>	<b>-1.68%</b>	<b>\$649,854</b>	<b>\$662,851</b>	

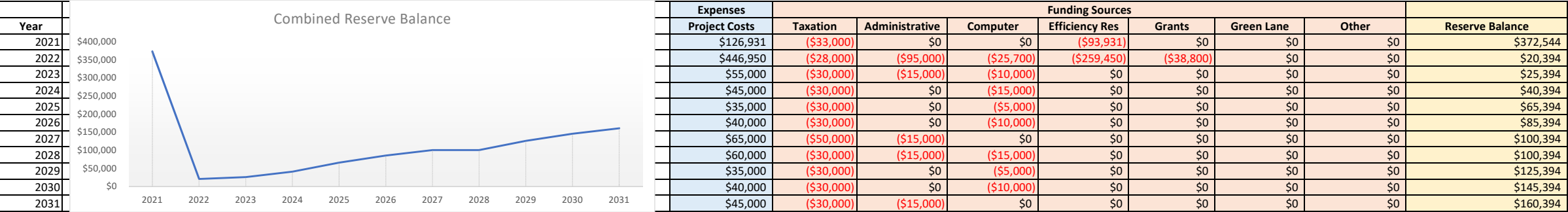
Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Economic Development</b>								
Economic Development Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Ec Dev and/or Efficiency Reserve could be used to fund if necessary
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
Economic Development-Public Relations Campaign	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Economic Development	\$0	\$5,000	\$20,000	\$15,000	300.00%	\$15,000	\$15,300	Various signage to implement new Brand - Roadside Community Signs, Facilities, Bldgs - supp info for locations to target will be developed
<b>Total Expenses</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$15,000</b>	<b>300.00%</b>	<b>\$15,000</b>	<b>\$15,300</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$15,000</b>	<b>300.00%</b>	<b>\$15,000</b>	<b>\$15,300</b>	
<b>Seniors' Committee</b>								
Seniors' Committee Donations	(\$250)	(\$5,000)	(\$5,000)	\$0	0.00%	(\$5,100)	(\$5,202)	Green Lane Trust Request \$5,000
Grants			(\$20,000)	(\$20,000)	0.00%			Provincial Seniors Grant
<b>Total Revenue</b>	<b>(\$250)</b>	<b>(\$5,000)</b>	<b>(\$25,000)</b>	<b>(\$20,000)</b>	<b>400.00%</b>	<b>(\$5,100)</b>	<b>(\$5,202)</b>	
Senior's Committee- Southwold Young at Heart	\$3,581	\$5,000	\$25,000	\$20,000	400.00%	\$5,100	\$5,202	
<b>Total Expenses</b>	<b>\$3,581</b>	<b>\$5,000</b>	<b>\$25,000</b>	<b>\$20,000</b>	<b>400.00%</b>	<b>\$5,100</b>	<b>\$5,202</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$3,331</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Family Day</b>								
Family Day donations	(\$1,773)	\$0	(\$5,660)	(\$5,660)	0.00%	(\$8,000)	(\$8,160)	Green Lane Trust Request \$5,000
<b>Total Revenue</b>	<b>(\$1,773)</b>	<b>\$0</b>	<b>(\$5,660)</b>	<b>(\$5,660)</b>	<b>0.00%</b>	<b>(\$8,000)</b>	<b>(\$8,160)</b>	
Family Day Winterfest	\$658	\$0	\$5,660	\$5,660	0.00%	\$8,000	\$8,160	Similar program and event as in 2020
<b>Total Expenses</b>	<b>\$658</b>	<b>\$0</b>	<b>\$5,660</b>	<b>\$5,660</b>	<b>0.00%</b>	<b>\$8,000</b>	<b>\$8,160</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$1,115)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Communities in Bloom</b>								

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
C.I.B. Donations - Flag Fund	\$0	(\$3,000)	(\$3,000)	\$0	0.00%	(\$3,060)	(\$3,121)	Green Lane Trust Request
Communities in Bloom revenue	(\$4,917)	\$0	\$0	\$0	0.00%	\$0	\$0	Accumulated surplus from Prior Years ~\$5,000
<b>Total Revenue</b>	<b>(\$4,917)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$3,060)</b>	<b>(\$3,121)</b>	
				\$0	0.00%			
				\$0	0.00%			
Communities in Bloom	\$107	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
<b>Total Expenses</b>	<b>\$107</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$3,060</b>	<b>\$3,121</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$4,810)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>History Committee</b>								
History Committee Revenue	(\$2,000)	(\$2,000)	(\$2,000)	\$0	0.00%	(\$2,040)	(\$2,081)	Green Lane Trust Request
<b>Total Revenue</b>	<b>(\$2,000)</b>	<b>(\$2,000)</b>	<b>(\$2,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$2,040)</b>	<b>(\$2,081)</b>	
				\$0	0.00%			
				\$0	0.00%			
Economic Development-History Committee	\$1,937	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
<b>Total Expenses</b>	<b>\$1,937</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$2,040</b>	<b>\$2,081</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$63)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Greening Communities</b>								
Greening Communities	(\$750)	(\$750)	(\$750)	\$0	0.00%	(\$765)	(\$780)	Green Lane Trust Request
<b>Total Revenue</b>	<b>(\$750)</b>	<b>(\$750)</b>	<b>(\$750)</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$765)</b>	<b>(\$780)</b>	
Greening Communities	\$750	\$750	\$750	\$0	0.00%	\$765	\$780	
<b>Total Expenses</b>	<b>\$750</b>	<b>\$750</b>	<b>\$750</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$765</b>	<b>\$780</b>	
				\$0	0.00%			
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Revenue</b>	<b>(\$111,412)</b>	<b>(\$114,000)</b>	<b>(\$213,160)</b>	<b>(\$99,160)</b>	<b>86.98%</b>	<b>(\$125,810)</b>	<b>(\$128,326)</b>	
<b>Total Expenses</b>	<b>\$750,149</b>	<b>\$728,150</b>	<b>\$818,860</b>	<b>\$90,710</b>	<b>12.46%</b>	<b>\$790,664</b>	<b>\$806,477</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$638,737</b>	<b>\$614,150</b>	<b>\$605,700</b>	<b>(\$8,450)</b>	<b>-1.38%</b>	<b>\$664,854</b>	<b>\$678,151</b>	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Net Cash and Capital Requirements</b>								
Administration Reserve	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	for studies and projects
Computer Reserve	\$23,000	\$23,000	\$18,000	(\$5,000)	-21.74%	\$18,360	\$18,727	computer equipment replacements, decr. due to incr. in subscriptions, longer HW life
Building Renewal	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$50,000	\$100,000	Municipal Office - Major Maintenance
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$58,000</b>	<b>\$58,000</b>	<b>\$53,000</b>	<b>(\$5,000)</b>	<b>-8.62%</b>	<b>\$78,560</b>	<b>\$129,131</b>	
<b>Total Requirement from Levy</b>	<b>\$699,394</b>	<b>\$672,150</b>	<b>\$658,700</b>	<b>(\$15,250)</b>	<b>-2.27%</b>	<b>\$728,414</b>	<b>\$791,982</b>	

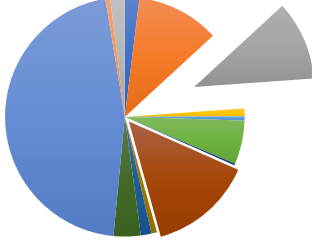


Admin



					Expenses	Funding Sources							
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Administrative	Computer	Efficiency Res	Grants	Green Lane	Other	Notes
2021	To Administrative Reserve		Actual	Administrative	\$10,000	(\$10,000)							
2021	To Computer Reserve		Actual	Computer	\$23,000	(\$23,000)							
2021	Website		Actual		\$20,000				(\$20,000)				
2021	Branding		Actual		\$28,838				(\$28,838)				
2021	PSD Citywide		Actual		\$40,093				(\$40,093)				
2021	Computer Equipment - Infra/AM		Committed		\$5,000				(\$5,000)				
2021	Phone System Replacement/VOIP	deferred to 2022	Estimate										
2021	Online Meeting Equipment	deferred to 2022	Estimate										
2021	Server UPS	deferred to 2022	Estimate										
2021	Firewalls - Fire Stations	deferred to 2022	Estimate										
2021	Server Replacement	deferred to 2022	Estimate										
2021	IT Security / Penetration Testing	deferred to 2022	Estimate										
2021	Asset Management Project	deferred to 2022	Committed										
2021			Estimate										
2022	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2022	To Computer Reserve		Estimate	Computer	\$18,000	(\$18,000)							lowered due to more Cloud syst
2022	Council Computers/iPads/Tech	After Election	Estimate		\$7,500			(\$7,500)					
2022	Asset Management Project - from 2021	Grant approved - 2022-09 completion - Contract Staff	Committed		\$48,500				(\$9,700)	(\$38,800)			
2022	Records Management Project	Contract Staff	Estimate		\$43,500				(\$43,500)				
2022	Phone System Replacement/VOIP		Estimate		\$20,000				(\$20,000)				
2022	Audio/Visual Consulting for Online Meeting		Estimate		\$10,000				(\$10,000)				
2022	Online Meeting Equipment - Council Chambers		Estimate		\$50,000				(\$50,000)				
2022	Server UPS		Estimate		\$1,000			(\$1,000)					
2022	Firewalls - Fire Stations		Estimate		\$2,200			(\$2,200)					
2022	Server Replacement		Estimate		\$15,000			(\$15,000)					
2022	IT Security / Penetration Testing		Estimate		\$10,000				(\$10,000)				
2022	Fingal Office - Fibre Connection???	needed due to increased reliance on Cloud solutions, online meetings, VOIP, etc.	Estimate		\$50,000				(\$50,000)				
2022	PSD Citywide AMP Project		Committed		\$35,000				(\$35,000)				
2022	Industrial Land Secondary Planning	Included under admin to utilize efficiency reserve	Estimate		\$31,250				(\$31,250)				Incl. Planning & Dev Operating
2022	Apply Admin Reserve to stranded OP Costs		Estimate		\$95,000		(\$95,000)						
2022													

					Expenses	Funding Sources							
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Administrative	Computer	Efficiency Res	Grants	Green Lane	Other	Notes
2023	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2023	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2023	Laptop Replacements		Estimate		\$10,000			(\$10,000)					
2023	Pay Study		Estimate		\$15,000		(\$15,000)						
2024	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2024	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2024	Laptop Replacements		Estimate		\$15,000			(\$15,000)					
2025	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2025	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2025	Laptop Replacements 2021 Models (2)		Estimate		\$5,000			(\$5,000)					
2026	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2026	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2026	Council Computers/iPads/Tech	\$2,000/Councillor	Estimate		\$10,000			(\$10,000)					
2026			Estimate										
2026			Estimate										
2026			Estimate										
2027	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2027	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2027	Server Replacement		Estimate		\$20,000	(\$20,000)							
2027	Pay Study		Estimate		\$15,000		(\$15,000)						
2028	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2028	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2028	Pay Study		Estimate		\$15,000		(\$15,000)						
2028	Laptop Replacements		Estimate		\$15,000			(\$15,000)					
2029	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2029	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2029	Laptop Replacements 2021 Models (2)		Estimate		\$5,000			(\$5,000)					
2030	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2030	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2030	Council Computers/iPads/Tech	\$2,000/Councillor	Estimate		\$10,000			(\$10,000)					
2031	To Administrative Reserve		Estimate	Administrative	\$10,000	(\$10,000)							
2031	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)							
2031	Pay Study		Estimate		\$15,000		(\$15,000)						

<b>Police Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$611,948</b>	
<b>Requirement as % of Total Levy</b>	<b>10.71%</b>	
<b>Ability to Adjust</b>	<b>Low</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$22,795</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 0.63%</b>	
<b>\$ per Capita</b>	<b>\$138.42</b>	
<b>\$ per Household</b>	<b>\$339.78</b>	

#### **Department Highlights:**

- OPP Contract

#### **2022 Budget Highlights:**

##### **Operating:**

- Revenue decreased to reflect actual due to lower POA
- Increase in OPP contract reflected in expenses
- Police Reserve of \$180,056 could be utilized to assist with decreased revenue

##### **Capital Projects:**

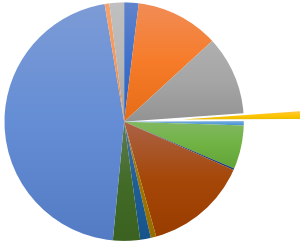
- No Capital

##### **Cash Requirements Summary:**

- No Cash Requirements

## Police

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Miscellaneous Receipts	\$0	(\$55,000)	(\$20,000)	\$35,000	-63.64%	(\$55,000)	(\$60,000)	POA revenues down dramatically
Prov Grant Cannabis	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserve	\$0	\$0	(\$30,000)	(\$30,000)	0.00%	\$0	\$0	could consider Reserve usage due to decreased revenue
<b>Total Revenue</b>	<b>\$0</b>	<b>(\$55,000)</b>	<b>(\$50,000)</b>	<b>\$5,000</b>	<b>-9.09%</b>	<b>(\$55,000)</b>	<b>(\$60,000)</b>	
Contracted Services	\$637,938	\$644,153	\$661,948	\$17,795	2.76%	\$657,036	\$670,177	As per 2022 Cost Estimate
Transfer to reserves	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$637,938</b>	<b>\$644,153</b>	<b>\$661,948</b>	<b>\$17,795</b>	<b>2.76%</b>	<b>\$657,036</b>	<b>\$670,177</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$637,938</b>	<b>\$589,153</b>	<b>\$611,948</b>	<b>\$22,795</b>	<b>3.87%</b>	<b>\$602,036</b>	<b>\$610,177</b>	Any increase/decrease will be netted with Reserve

<b>Conservation Authority Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$60,462</b>	
<b>Requirement as % of Total Levy</b>	<b>1.06%</b>	
<b>Ability to Adjust</b>	<b>Low</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$1,891</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 0.05%</b>	
<b>\$ per Capita</b>	<b>\$13.68</b>	
<b>\$ per Household</b>	<b>\$33.57</b>	

#### **Department Highlights:**

- Contributions to Lower Thames River Conservation Authority and Kettle Creek Conservation Authority

#### **2022 Budget Highlights:**

##### **Operating:**

- \$1,891 or 3.23% increase over 2021 Levies
- LTVCA \$16,662 (2021 \$16,099), KCCA \$43,800 (2021 \$42,472)

##### **Capital Projects:**

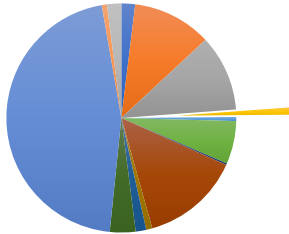
- None

#### **Cash Requirements Summary:**

- No Cash Requirements

Conservation Authority

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Other Transfer	\$58,571	\$58,571	\$60,462	\$1,891	3.23%	\$60,328	\$62,138	LTVCA \$16,662, KCCA \$43,800
Total Expenses	\$58,571	\$58,571	\$60,462	\$1,891	3.23%	\$60,328	\$62,138	
Net Operating (Revenue)/Expense	\$58,571	\$58,571	\$60,462	\$1,891	3.23%	\$60,328	\$62,138	

<b>By-law, Canine, Livestock Summary</b>			
<b>2022 Levy Requirement</b>		<b>\$25,870</b>	
<b>Requirement as % of Total Levy</b>		<b>0.57%</b>	
<b>Ability to Adjust</b>		<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	↑	<b>\$15,770</b>	
<b>Contribution to 2022 Levy Increase</b>	↑	<b>0.44%</b>	
<b>\$ per Capita</b>		<b>\$5.85</b>	
<b>\$ per Household</b>		<b>\$14.36</b>	

#### **Department Highlights:**

- Contracted By-law Enforcement Services from MEU Consulting
- Livestock Protection

#### **2022 Budget Highlights:**

##### **Operating:**

- 2022 increase to better reflect actuals
- Options for Animal Control services are quite limited in this area and bringing the service back in house is not recommended due to Health & Safety, Training, Liability and cost concerns
- Removal of Dog Tagging program removes revenue, but also reduces some costs and permit staff time to focused on current and upcoming priorities such as growth, development, existing programs and services

##### **Capital Projects:**

- None

#### **Cash Requirements Summary:**

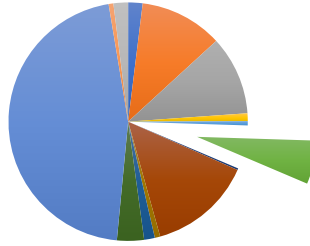
No Cash Requirements

## By-law, Canine, Livestock

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>By-law Enforcement</b>								
	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
					0.00%			
					0.00%			
By-law Enforcement Contracted Services	\$4,298	\$4,000	\$4,500	\$500	12.50%	\$4,590	\$4,682	
<b>Total Expenses</b>	<b>\$4,298</b>	<b>\$4,000</b>	<b>\$4,500</b>	<b>\$500</b>	<b>12.50%</b>	<b>\$4,590</b>	<b>\$4,682</b>	
					0.00%			
<b>By-law Net Operating (Revenue)/Expense</b>	<b>\$4,298</b>	<b>\$4,000</b>	<b>\$4,500</b>	<b>\$500</b>	<b>12.50%</b>	<b>\$4,590</b>	<b>\$4,682</b>	
<b>Canine Control</b>								
Dog Licence Fees	(\$8,955)	(\$19,000)	\$0	\$19,000	-100.00%	(\$19,000)	(\$19,500)	Removal of Dog Tag Program
<b>Total Revenue</b>	<b>(\$8,955)</b>	<b>(\$19,000)</b>	<b>\$0</b>	<b>\$19,000</b>	<b>-100.00%</b>	<b>(\$19,000)</b>	<b>(\$19,500)</b>	
					0.00%			
					0.00%			
Salaries & Wages	\$0	\$4,000	\$1,000	(\$3,000)	-75.00%	\$1,000	\$1,000	Reduced Staff time allocated to Canine Control
Overhead			\$370		0.00%	\$400	\$400	
Materials and Supplies	\$0	\$500	\$0	(\$500)	-100.00%	\$500	\$500	Removed supplies for tag program
Office Supplies	\$0	\$100	\$0	(\$100)	-100.00%	\$100	\$100	
Postage	\$0	\$500	\$0	(\$500)	-100.00%	\$500	\$500	
Misc	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Animal Control Contracted Services	\$8,433	\$18,000	\$18,500	\$500	2.78%	\$12,000	\$12,500	Collection and Pound Services
Animal Control Contracted By-law Enforcement	\$535	\$1,500	\$1,000	(\$500)	-33.33%	\$1,000	\$1,000	
<b>Total Expenses</b>	<b>\$8,967</b>	<b>\$24,600</b>	<b>\$20,870</b>	<b>(\$3,730)</b>	<b>-15.16%</b>	<b>\$15,500</b>	<b>\$16,000</b>	
<b>Canine Net Operating (Revenue)/Expense</b>	<b>\$12</b>	<b>\$5,600</b>	<b>\$20,870</b>	<b>\$15,270</b>	<b>272.68%</b>	<b>(\$3,500)</b>	<b>(\$3,500)</b>	
<b>Livestock Program</b>								
Prov-Livestock Claims	(\$60)	\$0	\$0	\$0	0.00%	\$0	\$0	
Lievstock Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$60)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
Livestock Claims	\$1,144	\$500	\$500	\$0	0.00%	\$500	\$500	
<b>Total Expenses</b>	<b>\$1,144</b>	<b>\$500</b>	<b>\$500</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$500</b>	<b>\$500</b>	
<b>Livestock Net Operating (Revenue)/Expense</b>	<b>\$1,084</b>	<b>\$500</b>	<b>\$500</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$500</b>	<b>\$500</b>	



Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Total By-law, Canine, Livestock								
Total Revenue	(\$9,015)	(\$19,000)	\$0	\$19,000	-100.00%	(\$19,000)	(\$19,500)	
Total Expense	\$14,410	\$29,100	\$25,870	(\$3,230)	-11.10%	\$20,590	\$21,182	
Net Operating (Revenue)/Expense	\$5,395	\$10,100	\$25,870	\$15,770	156.14%	\$1,590	\$1,682	

<b>Waste Management Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$342,625</b>	
<b>Requirement as % of Total Levy</b>	<b>5.91%</b>	
<b>Ability to Adjust</b>	<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$2,625</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 0.07%</b>	
<b>\$ per Capita</b>	<b>\$77.50</b>	
<b>\$ per Household</b>	<b>\$190.24</b>	

#### **Department Highlights:**

- Contracted Garbage and Recycling Collection with Waste Connections Canada
- Contract extended to June 30, 2023 to coincide with transition to Producer Responsibility
- Waste disposal at the Green Lane Landfill
- Recyclables processed at the London Recycling Centre
- Contribute to the St. Thomas Community Recycling to provide disposal of other recyclable materials, Household Hazardous Waste, E-Waste, Tires, Scrap Metal, Yard Waste, etc.

#### **2022 Budget Highlights:**

##### **Operating:**

- Contracted Services reflects estimated inflationary and household increases to the collection contract extension
- Other costs reflect anticipated inflationary increases
- St. Thomas Recycling Centre costs are shown as funded from Green Lane Trust Contribution as in past years
- Zero Waste Committee funded from Green Lane, additional \$2,000 available for the Committee from 2021 Carton Package Grant rec'd

- Composter Program – approx. 50 composters left to sell – breakeven with donation from Green Lane – no tax impact

**Capital Projects:**

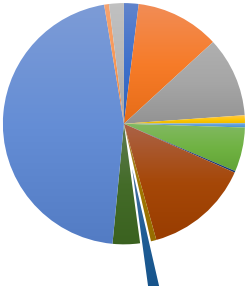
- No Capital

**Cash Requirements Summary:**

- No Cash Requirements – all aspects of the program contracted out

## Waste Management

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Recycling Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Blue Box Grant	(\$45,350)	(\$30,000)	(\$40,000)	(\$10,000)	33.33%	(\$30,000)	\$0	Stewardship Ontario
Donation and miscellaneous revenue	(\$21,388)	(\$19,000)	(\$19,500)	(\$500)	2.63%	(\$19,000)	(\$20,000)	Green Lane Trust for Recycling Centre Costs
Recycling Strategy	(\$23,170)	(\$20,000)	(\$23,000)	(\$3,000)	15.00%	(\$15,500)	\$0	\$17,000 + \$2,500 Zero Waste
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Recyclable Sales
<b>Total Revenue</b>	<b>(\$89,908)</b>	<b>(\$69,000)</b>	<b>(\$82,500)</b>	<b>(\$13,500)</b>	<b>19.57%</b>	<b>(\$64,500)</b>	<b>(\$20,000)</b>	
Contracted Services	\$292,479	\$291,000	\$304,000	\$13,000	4.47%	\$300,000	\$152,500	HH and CPI increase applied
Disposal fees	\$56,658	\$60,000	\$62,500	\$2,500	4.17%	\$62,000	\$65,000	est. based on prior plus inflation and housing increase
Blue boxes and program costs	\$1,869	\$1,000	\$1,000	\$0	0.00%	\$1,000	\$0	
Bin contract	\$0	\$0	\$0	\$0	0.00%	\$1,000	\$1,000	no costs for last 3 years
Landfill royalty costs	\$2,828	\$3,000	\$3,125	\$125	4.17%	\$3,000	\$3,000	5% of Disposal Fees
Recycling Strategy	\$17,075	\$35,000	\$35,000	\$0	0.00%	\$45,000	\$0	
Recycling Centre St Thomas	\$15,317	\$16,500	\$17,000	\$500	3.03%	\$16,500	\$17,000	Green Lane Trust for Recycling Centre Costs
Zero Waste	\$2,500	\$2,500	\$2,500	\$0	0.00%	\$2,500	\$3,000	\$17,000
<b>Total Expenses</b>	<b>\$386,227</b>	<b>\$409,000</b>	<b>\$425,125</b>	<b>\$16,125</b>	<b>3.94%</b>	<b>\$431,000</b>	<b>\$241,500</b>	Zero Waste Committee
<b>Net Operating (Revenue)/Expense</b>	<b>\$296,318</b>	<b>\$340,000</b>	<b>\$342,625</b>	<b>\$2,625</b>	<b>0.77%</b>	<b>\$366,500</b>	<b>\$221,500</b>	

<b>Cemeteries Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$12,300</b>	
<b>Requirement as % of Total Levy</b>	<b>0.22%</b>	
<b>Ability to Adjust</b>	<b>Low</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$900</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 0.03%</b>	
<b>\$ per Capita</b>	<b>\$2.78</b>	
<b>\$ per Household</b>	<b>\$6.83</b>	

#### **Department Highlights:**

- 4 Cemeteries under Township care (Iona Cemetery, Brayne's Cemetery, Mellor Cemetery and McIntyre Cemetery)
- Liability Insurance provided for the Boards of other local Cemeteries (Fingal Cemetery Board, Hunter Cemetery Board, Shedden Cemetery Board, Talbotville Cemetery Board, Frome Cemetery Board – South Side of No. 3 Hwy, Frome United Church – North Side of No. 3 Hwy and McArthur Cemetery Board.

#### **2022 Budget Highlights:**

##### **Operating:**

- Minor reduction in Road allocation
- Insurance increase as per the renewal

##### **Capital Projects:**

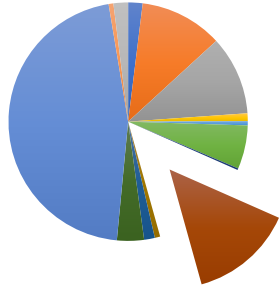
- No Capital

##### **Cash Requirements Summary:**

- No Cash Requirements

Cemeteries

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Cemetery Road Wages	\$0	\$500	\$500	\$0	0.00%	\$300	\$350	
Cemetery Maintenance	\$4,442	\$5,000	\$5,000	\$0	0.00%	\$5,050	\$5,100	
Cemetery-Insurance	\$6,286	\$5,900	\$6,800	\$900	15.99%	\$7,820	\$8,602	reflects renewal cost
Total Expenses	\$10,727	\$11,400	\$12,300	\$900	8.47%	\$13,170	\$14,052	
Net Operating (Revenue)/Expense	\$10,727	\$11,400	\$12,300	\$900	8.47%	\$13,170	\$14,052	

<b>Fire Department Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$795,670</b>	
<b>Requirement as % of Total Levy</b>	<b>14.05%</b>	
<b>Ability to Adjust</b>	<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$44,382</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 1.23%</b>	
<b>\$ per Capita</b>	<b>\$179.98</b>	
<b>\$ per Household</b>	<b>\$441.79</b>	

#### **Department Highlights:**

- 45 Volunteer/Paid on call Firefighters
- 2 Fire Stations – Shedden and Talbotville
- Fleet comprised of 7 vehicles
  - Fire Chief Pickup
  - 2 Tankers
  - 2 Pumpers
  - 1 Heavy Rescue (Shedden) & 1 Light Rescue (Talbotville)

#### **2022 Budget Highlights:**

##### **Operating:**

- Detailed Operating Budget for 2022 attached
- Wages and Overhead
  - Reflects updated Firefighter remuneration structure approved in 2021
  - Budget also includes a 0.2 FTE Fire Administration Support position to be shared under the agreement with West Elgin

- Training - \$32,000
  - 2022 - Chief Conference - \$500
  - Recruit Training NFPA 1001 - \$1,600 x 5 = \$8,000
  - Ingersoll/Central Elgin Training Facility Rental - \$2,000
  - Medical Recert + New Recruits - \$6,000
  - OFC/NFPA/Elgin-Middlesex Courses - \$8,000
  - Auto Ex Advanced Training - \$2,000
  - Training Prop - roof ventilation/search & rescue - \$2,500
  - Training Room tables & podium - \$3,000 - narrow design, space saver, more efficient use of training room, current tables can be used at Keystone
- Building Improvements - \$8,500
  - Includes general maintenance and unpanned repairs
  - Shedden - power washer \$1,800
  - Shedden - south door keypad entry control - \$1,000
- Vehicle Maintenance
  - Fleet undercoating - \$2,000
  - Cylinder carriers and securement track system - \$3,000
- Fire Prevention - \$5,000
  - Prevention Decals for apparatus doors- \$2,000
  - Fire Prevention Material - \$1,000
  - Prevention Brochure/Banner for Public events -\$1,000
  - Sparky Fire Dog suit - split with other FDs or County \$1,000
- PPE Purchases - \$10,000
  - Helmets, gloves, boots, balaclavas
- Equipment Purchases - \$17,000
  - Power Tools w. interchangeable batteries - sawzall/impact/scene lighting/drill etc \$2,000
  - Electric Ventilation Fan - \$3,500



- Thermal Imaging Camera - \$1,500
- Updated Multigas/HCN calibration station for Talbotville - \$5,000
- AEDs (2)- \$5,000

### **Capital Projects:**

- Equipment
  - Bunker Gear – Annual Replacement for 10-year lifespan
  - 1 SCBA / 3 Cylinders – maintaining replacement schedule for cylinders and upgrading SCBAs to current NFPA standards
  - Portable Radios, Hoses, Appliance – annual requirement to maintain
- Training Pad (crushed stone, road millings) \$10,000
  - Topsoil was moved from Teetzel Property to the rear of Shedden Station in 2021., with lot at rear of fire station leveled for the creation of a training pad.
  - Pad location and access to be reconsidered due to septic and weeping bed locations.
  - Another consideration is an area for trucks to turn around at south side of building, to eliminate having to back off the road.
- Talbotville Station
  - Capital Budget shows the Total Project Cost at \$1,750,000 over 2022 and 2023
  - Cost estimate is very preliminary, and it is anticipated this will be refined as land requirements, building design, size, etc. are determined over 2022
  - Significant funding is shown from Green Lane Trust \$1.3 million over 2019 – 2024
  - Compressor/fill station for SCBA air cylinders and an extractor for washing bunker gear need to be included in budget considerations for new station along with office furniture and gear racking.
  - Existing reserve levels and contribution rates are not enough to fund building a new firehall, depending on costs, the Building Reserve level may need to be increased in future years
  - If funding does not come from Green Lane Trust, financing could be an option to maintain the proposed timeline

- 
- 2022 Talbotville Pumper Replacement
  - 2022 Stock Pumper ordered, anticipated delivery in Fall 2022.
  - New pumper will accommodate service needs for growing Talbotville area
  - This vehicle would be funded from Green Lane, Future Development Charges and Reserves

**Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast / Asset Management Plan:
  - Vehicles \$75,000 (assumes full funding from Green Lane Trust for vehicles in 2021 and 2024 vehicle)
  - Building Renewal \$95,000 (assumes significant funding from Green Lane/Other sources for Talbotville Fire Station replacement currently under review)
  - Major Equipment - \$90,000
  - Communications Reserve \$10,000
- Cash Requirements focus on maintaining existing assets with very limited capacity for expansion or new assets

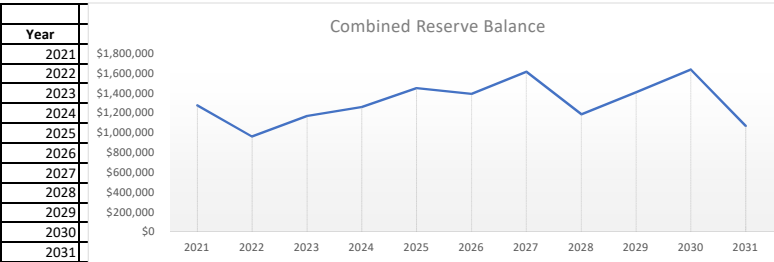
## Fire Department

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Revenue</b>								
Emergency Mgmt Miscellaneous Revenues	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire Inspections	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Miscellaneous	(\$2,247)	(\$2,500)	(\$2,500)	\$0	0.00%	(\$2,500)	(\$2,500)	
Fire Chief Services - West Elgin	(\$68,305)	(\$65,552)	(\$81,180)	(\$15,628)	23.84%	(\$66,000)	(\$67,000)	New Revenue - offsets increases below in Wages and Benefits
Fire Prevention Donations	\$0	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,000)	(\$1,000)	
Donations	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire Calls/Prov Grant	(\$5,600)	(\$10,000)	(\$10,000)	\$0	0.00%	(\$10,000)	(\$10,000)	
Transfer from Reserve	\$0	(\$15,000)	\$0	\$15,000	-100.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$76,152)</b>	<b>(\$94,052)</b>	<b>(\$94,680)</b>	<b>(\$628)</b>	<b>0.67%</b>	<b>(\$79,500)</b>	<b>(\$80,500)</b>	
				\$0	0.00%			
<b>Expenses</b>				\$0	0.00%			
								Reflects revised remuneration structure and recent call activity
Salaries and Wages	\$277,746	\$320,000	\$345,000	\$25,000	7.81%	\$326,400	\$332,928	Fire Chief, Officers, Training, Incident Response, + 0.2 FTE Admin Assistance
Overhead	\$42,788	\$48,090	\$48,000	(\$90)	-0.19%	\$49,052	\$50,033	
Road - Wages	\$84	\$1,000	\$500	(\$500)	-50.00%	\$1,020	\$1,040	
Wages-Custodial Shedden Fire Hall	\$1,329	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Wages - Custodial Talbotville Fire Hall	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Emergency Management	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Health & Safety	\$1,964	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Health & Safety Materials	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	
Travel Mileage	\$4,682	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Employee Training	\$25,344	\$29,700	\$32,000	\$2,300	7.74%	\$30,294	\$30,900	
Specialty Team Training	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Building Repairs	\$17,813	\$8,260	\$8,500	\$240	2.91%	\$8,425	\$8,594	3 yr avg, Add'l \$500 generator load bank testing (CSA)
Custodial Supplies	\$995	\$750	\$1,000	\$250	33.33%	\$765	\$780	
Utilities	\$6,168	\$11,000	\$11,000	\$0	0.00%	\$11,220	\$11,444	
Materials Supplies	\$3,552	\$6,000	\$6,000	\$0	0.00%	\$6,120	\$6,242	
Medical Supplies	\$2,061	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
Operational Supplies	\$0	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Chief Clothing Allowance	\$1,232	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
Property Maintenance	\$2,402	\$7,000	\$7,000	\$0	0.00%	\$7,140	\$7,283	
Rds Machine Time to Fire	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Telephone	\$2,565	\$4,000	\$3,500	(\$500)	-12.50%	\$4,080	\$4,162	
Insurance	\$12,395	\$13,000	\$16,000	\$3,000	23.08%	\$13,260	\$13,525	reflects renewal cost, vehicles in vehicle accts

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Legal Fees	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Equipment Maintenance	\$7,396	\$5,000	\$6,500	\$1,500	30.00%	\$5,100	\$5,202	Bunker Gear cleaning, SCBA repair, pager repairs
Bunker Gear Maintenance	\$4,137	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	new account
SCBA Maintenance	\$4,713	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	new account
Memberships/Subscriptions	\$5,900	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Contracted Services	\$19,237	\$20,000	\$20,000	\$0	0.00%	\$20,400	\$20,808	Dispatch
Contracted Services - Inspections	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Communications Tower Rental	\$12,692	\$12,500	\$13,000	\$500	4.00%	\$12,750	\$13,005	
IT Services	\$0	\$750	\$750	\$0	0.00%	\$765	\$780	
Master Fire Plan	\$0			\$0	0.00%	\$0	\$0	
Pre Plan for High Risk	\$0			\$0	0.00%	\$0	\$0	
Fire Prevention	\$408	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Equipment Purchases	\$11,163	\$16,040	\$17,000	\$960	5.99%	\$16,361	\$16,688	Variety of equipment such as helmets, boots, gloves
PPE Purchases	\$5,442	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	new account
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Funeral Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Department Expenses</b>	<b>\$474,207</b>	<b>\$555,840</b>	<b>\$588,500</b>	<b>\$32,660</b>	<b>5.88%</b>	<b>\$566,957</b>	<b>\$578,296</b>	
				\$0	0.00%			
FC Insurance and Licences	\$1,504	\$1,500	\$2,500	\$1,000	66.67%	\$1,530	\$1,561	
FC Maintenance	\$1,238	\$1,250	\$1,500	\$250	20.00%	\$1,275	\$1,301	
FC Fuel	\$2,479	\$750	\$2,750	\$2,000	266.67%	\$765	\$780	
<b>Total Fire Chief Vehicle (Truck)</b>	<b>\$5,221</b>	<b>\$3,500</b>	<b>\$6,750</b>	<b>\$3,250</b>	<b>92.86%</b>	<b>\$3,570</b>	<b>\$3,641</b>	Incl. some car exp(insic) until disposal
				\$0	0.00%			
R51 Insurance and Licences	\$1,960	\$2,000	\$2,100	\$100	5.00%	\$2,040	\$2,081	
R51 Maintenance	\$708	\$1,250	\$1,250	\$0	0.00%	\$1,275	\$1,301	
R51 Fuel	\$720	\$750	\$750	\$0	0.00%	\$765	\$780	
<b>Total R51 Shedden Rescue</b>	<b>\$3,388</b>	<b>\$4,000</b>	<b>\$4,100</b>	<b>\$100</b>	<b>2.50%</b>	<b>\$4,080</b>	<b>\$4,162</b>	
				\$0	0.00%			
T52 Insurance and Licences	\$1,960	\$2,000	\$2,100	\$100	5.00%	\$2,040	\$2,081	
T52 Maintenance	\$8,587	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
T52 Fuel	\$418	\$750	\$750	\$0	0.00%	\$765	\$780	
<b>Total T52 Shedden Tanker</b>	<b>\$10,965</b>	<b>\$4,250</b>	<b>\$4,350</b>	<b>\$100</b>	<b>2.35%</b>	<b>\$4,335</b>	<b>\$4,422</b>	
				\$0	0.00%			
P53 Insurance and Licences	\$1,960	\$2,000	\$2,100	\$100	5.00%	\$2,040	\$2,081	
P53 Maintenance	\$182	\$750	\$750	\$0	0.00%	\$765	\$780	
P53 Fuel	\$808	\$750	\$750	\$0	0.00%	\$765	\$780	
<b>Total P53 Shedden Pumper</b>	<b>\$2,950</b>	<b>\$3,500</b>	<b>\$3,600</b>	<b>\$100</b>	<b>2.86%</b>	<b>\$3,570</b>	<b>\$3,641</b>	
				\$0	0.00%			
R61 Insurance and Licences	\$1,497	\$1,500	\$1,600	\$100	6.67%	\$1,530	\$1,561	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
R61 Maintenance	\$621	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
R61 Fuel	\$539	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
<b>Total R61 Talbotville Rescue</b>	<b>\$2,657</b>	<b>\$4,000</b>	<b>\$4,100</b>	<b>\$100</b>	<b>2.50%</b>	<b>\$4,080</b>	<b>\$4,162</b>	
				\$0	0.00%			
T62 Insurance and Licences	\$1,960	\$2,000	\$2,100	\$100	5.00%	\$2,040	\$2,081	
T62 Maintenance	\$2,927	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
T62 Fuel	\$1,136	\$750	\$750	\$0	0.00%	\$765	\$780	
<b>Total T62 Talbotville Tanker</b>	<b>\$6,023</b>	<b>\$4,250</b>	<b>\$4,350</b>	<b>\$100</b>	<b>2.35%</b>	<b>\$4,335</b>	<b>\$4,422</b>	
				\$0	0.00%			
P63 Insurance and Licences	\$1,960	\$2,000	\$2,100	\$100	5.00%	\$2,040	\$2,081	
P63 Maintenance	\$2,332	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
P63 Fuel	\$774	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
<b>Total P63 Talbotville Pumper</b>	<b>\$5,066</b>	<b>\$4,500</b>	<b>\$4,600</b>	<b>\$100</b>	<b>2.22%</b>	<b>\$4,590</b>	<b>\$4,682</b>	
				\$0	0.00%			
<b>Total Expenses</b>	<b>\$510,476</b>	<b>\$583,840</b>	<b>\$620,350</b>	<b>\$36,510</b>	<b>6.25%</b>	<b>\$595,517</b>	<b>\$607,427</b>	
				\$0	0.00%			
<b>Net Operating (Revenue)/Expense</b>	<b>\$434,324</b>	<b>\$489,788</b>	<b>\$525,670</b>	<b>\$35,882</b>	<b>7.33%</b>	<b>\$516,017</b>	<b>\$526,927</b>	
				\$0	0.00%			
<b>Net Cash and Capital Requirements</b>				\$0	0.00%			
Fire - Apparatus	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$76,500	\$78,030	Fire Truck Replacement
Fire - Building Renewal	\$95,000	\$95,000	\$95,000	\$0	0.00%	\$96,900	\$98,838	Fire Building Replacement/Major Maint
Fire - Major Equipment	\$90,000	\$90,000	\$90,000	\$0	0.00%	\$91,800	\$93,636	Fire Equipment Replacement
Fire - Communications	\$0	\$0	\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
Fire - Funeral	\$1,500	\$1,500	\$0	(\$1,500)	-100.00%	\$0	\$0	
Capital Items		\$0	\$0	\$0	0.00%			
<b>Total Net Cash and Capital Requirements</b>	<b>\$261,500</b>	<b>\$261,500</b>	<b>\$270,000</b>	<b>\$8,500</b>	<b>3.25%</b>	<b>\$275,400</b>	<b>\$280,908</b>	
				\$0	0.00%			
<b>Total Requirement from Levy</b>	<b>\$695,824</b>	<b>\$751,288</b>	<b>\$795,670</b>	<b>\$44,382</b>	<b>5.91%</b>	<b>\$791,417</b>	<b>\$807,835</b>	

Fire Department



Expenses	Funding Sources										Reserve Balance
	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	
\$506,950	(\$260,000)	\$0	\$0	(\$25,000)	(\$97,700)	\$0	\$0	\$0	(\$60,000)	(\$64,250)	\$1,275,507
\$2,811,950	(\$270,000)	(\$115,000)	(\$10,000)	(\$300,000)	(\$147,700)	(\$15,000)	\$0	\$0	(\$1,750,000)	(\$204,250)	\$962,057
\$361,950	(\$285,000)	\$0	\$0	\$0	\$0	(\$47,700)	(\$25,000)	\$0	\$0	(\$4,250)	\$1,168,607
\$486,950	(\$285,000)	(\$150,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	(\$4,250)	\$1,260,157
\$386,950	(\$285,000)	\$0	\$0	\$0	\$0	(\$97,700)	\$0	\$0	\$0	(\$4,250)	\$1,451,707
\$636,950	(\$285,000)	\$0	\$0	(\$300,000)	(\$47,700)	\$0	\$0	\$0	\$0	(\$4,250)	\$1,393,257
\$326,950	(\$275,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	\$0	(\$4,250)	\$1,614,807
\$996,950	(\$285,000)	(\$660,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	(\$4,250)	\$1,186,357
\$326,950	(\$275,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	\$0	(\$4,250)	\$1,407,907
\$336,950	(\$285,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	\$0	(\$4,250)	\$1,639,457
\$1,136,950	(\$285,000)	(\$800,000)	\$0	\$0	\$0	(\$47,700)	\$0	\$0	\$0	(\$4,250)	\$1,071,007

					Expenses		Funding Sources								
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	Notes
2021	To Vehicle Reserve		Actual	Vehicles	\$75,000	(\$75,000)									
2021	To Building Reserve		Actual	Building	\$95,000	(\$95,000)									
2021	To Equipment Reserve		Actual	Equipment	\$90,000	(\$90,000)									
2021	To Vehicle Reserve WE Contribution		Actual	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2021	Fire Chief Vehicle Replacement		Actual		\$60,000								(\$60,000)		
2021	Bunker gear		Actual		\$12,500					(\$12,500)					
2021	Cylinders		Actual		\$6,200					(\$6,200)					
2021	Extrication Equipment		Actual		\$50,000					(\$50,000)					
2021	Hoses and Appliances		Actual		\$5,000					(\$5,000)					
2021	Portable Radios & pagers		Actual		\$4,000					(\$4,000)					
2021	SCBA		Actual		\$20,000					(\$20,000)					
															Other
2021	Top Soil Movement		Actual		\$85,000				(\$25,000)					(\$60,000)	\$20,000 Future DC \$40,000 Land Sales
2021															
2021															
2022	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2022	To Building Reserve		Estimate	Building	\$95,000	(\$95,000)									
2022	To Equipment Reserve		Estimate	Equipment	\$90,000	(\$90,000)									
2022	To Vehicle Reserve WE Contribution		Actual	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2022	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
															Green Lane - \$1,200,000 2019 \$100,000 2020 \$500,000 2021 \$300,000 2023 \$300,000
2022	Talbotville Firehall	From 2021	Estimate		\$500,000								(\$500,000)		
2022	Talbotville Firehall	Planned for 2022	Estimate		\$1,250,000				(\$300,000)				(\$800,000)	(\$150,000)	Other - DC Future Recovery ~200 SFD
2022	Talbotville Pumper Replacement	20 years old, use DC for upsizing for growth	Estimate		\$615,000		(\$115,000)						(\$450,000)	(\$50,000)	Green Lane Over 2022, 2023 Other - DC Future Recovery ~200 SFD
2022	Refill Station - part of Talbotville Station		Estimate		\$80,000					(\$80,000)					
2022	Extractor and Dryer-Bunker Gear Cleaning		Estimate		\$20,000					(\$20,000)					
2022	Training Pad - Shedden Station	Crushed Stone, Road Millings	Estimate		\$10,000			(\$10,000)							
2022	Bunker gear		Estimate		\$12,500					(\$12,500)					
2022	Cylinders		Estimate		\$6,200					(\$6,200)					
2022	Talbotville Station Equipment, Furniture, etc														
2022	Hoses and Appliances		Estimate		\$5,000					(\$5,000)					
2022	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2022	SCBA		Estimate		\$20,000					(\$20,000)					
2022	Radio System - Batteries		Estimate		\$10,000						(\$10,000)				
2022	Radio System 3rd Party Review - Upgrade Recommendations		Estimate		\$5,000						(\$5,000)				

					Expenses	Funding Sources									
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	Notes
2023	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2023	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2023	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2023	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2023	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2023			Estimate												
2023	Radio System - microwave /audit recommendations		Estimate		\$25,000						(\$25,000)				
2023	Bunker gear		Estimate		\$12,500					(\$12,500)					
2023	Cylinders		Estimate		\$6,200					(\$6,200)					
2023															
2023	Hoses and Appliances		Estimate		\$5,000					(\$5,000)					
2023	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2023	SCBA		Estimate		\$20,000					(\$20,000)					
2023			Estimate												
2024	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2024	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2024	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2024	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2024	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2024	Talbotville Rescue Replacement		Estimate		\$150,000		(\$150,000)								
2024	Bunker gear		Estimate		\$12,500					(\$12,500)					
2024	Cylinders		Estimate		\$6,200					(\$6,200)					
2024	Hoses and Appliances		Estimate		\$5,000					(\$5,000)					
2024	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2024	SCBA		Estimate		\$20,000					(\$20,000)					
2024			Estimate												
2024			Estimate												
2025	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2025	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2025	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2025	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2025	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2025			Estimate												
2025	Bunker gear		Estimate		\$12,500					(\$12,500)					
2025	Cylinders		Estimate		\$6,200					(\$6,200)					
2025															
2025	Hoses and Appliances		Estimate		\$5,000					(\$5,000)					
2025	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2025	SCBA		Estimate		\$20,000					(\$20,000)					
2025	Auto extrication equipment		Estimate		\$50,000					(\$50,000)					
2025			Estimate												
2025			Estimate												
2025			Estimate												
2026	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2026	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2026	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2026	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2026	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2026			Estimate												
2026			Estimate												
2026	Bunker gear		Estimate		\$12,500					(\$12,500)					
2026	Cylinders		Estimate		\$6,200					(\$6,200)					
2026															
2026	Hoses and Appliances		Estimate		\$5,000					(\$5,000)					
2026	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2026	SCBA		Estimate		\$20,000					(\$20,000)					
2026	Shedden Expansion/Major Reno		Estimate		\$300,000				(\$300,000)						
2026			Estimate												
2026			Estimate												
2026			Estimate												

					Expenses	Funding Sources									
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	Notes
2027	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2027	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2027	To Equipment Reserve		Estimate	Equipment	\$90,000	(\$90,000)									
2027	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2027	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2027			Estimate												
2027			Estimate												
2027	Bunker gear		Estimate		\$12,500					(\$12,500)					
2027	Cylinders		Estimate		\$6,200					(\$6,200)					
2027															
2027	Hoses and Applicances		Estimate		\$5,000					(\$5,000)					
2027	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2027	SCBA		Estimate		\$20,000					(\$20,000)					
2027			Estimate												
2027			Estimate												
2028	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2028	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2028	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2028	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2028	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2028	Fire Chief Vehicle Replacement		Estimate		\$60,000		(\$60,000)								
2028	Shedden Tanker (replace 2003)		Estimate		\$600,000		(\$600,000)								
2028			Estimate												
2028	Bunker gear		Estimate		\$12,500					(\$12,500)					
2028	Cylinders		Estimate		\$6,200					(\$6,200)					
2028															
2028	Hoses and Applicances		Estimate		\$5,000					(\$5,000)					
2028	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2028	SCBA		Estimate		\$20,000					(\$20,000)					
2028			Estimate												
2028			Estimate												
2029	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2029	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2029	To Equipment Reserve		Estimate	Equipment	\$90,000	(\$90,000)									
2029	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2029	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2029			Estimate												
2029			Estimate												
2029	Bunker gear		Estimate		\$12,500					(\$12,500)					
2029	Cylinders		Estimate		\$6,200					(\$6,200)					
2029															
2029	Hoses and Applicances		Estimate		\$5,000					(\$5,000)					
2029	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2029	SCBA		Estimate		\$20,000					(\$20,000)					
2029			Estimate												
2029			Estimate												
2029			Estimate												
2030	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2030	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2030	To Equipment Reserve	\$2,000/Councillor	Estimate	Equipment	\$100,000	(\$100,000)									
2030	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2030	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2030			Estimate												
2030			Estimate												
2030	Bunker gear		Estimate		\$12,500					(\$12,500)					
2030	Cylinders		Estimate		\$6,200					(\$6,200)					
2030															
2030	Hoses and Applicances		Estimate		\$5,000					(\$5,000)					
2030	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2030	SCBA		Estimate		\$20,000					(\$20,000)					
2030			Estimate												



					Expenses	Funding Sources									
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	Notes
2030			Estimate												
2030			Estimate												
2031	To Vehicle Reserve		Estimate	Vehicles	\$75,000	(\$75,000)									
2031	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)									
2031	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)									
2031	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									(\$4,250)	WE Contribution to Capital Replacement
2031	To Comm Reserve		Estimate	Communications	\$10,000	(\$10,000)									
2031	Talbotville Tanker		Estimate		\$800,000		(\$800,000)								
2031	Bunker gear		Estimate		\$12,500					(\$12,500)					
2031	Cylinders		Estimate		\$6,200					(\$6,200)					
2031															
2031	Hoses and Applicances		Estimate		\$5,000					(\$5,000)					
2031	Portable Radios & pagers		Estimate		\$4,000					(\$4,000)					
2031	SCBA		Estimate		\$20,000					(\$20,000)					

Talbotville Fire Station - Supplemental Details

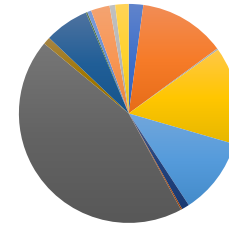
	Expenses	Running Total Expense	Revenue	Running Total Revenue
2019	\$0		\$100,000	Green Lane Commitment Approved
Total 2019	\$0	\$0	\$100,000	\$100,000
2020				
	\$0		\$500,000	Green Lane Commitment Approved
Total 2020	\$0	\$0	\$500,000	\$600,000
2021				
			\$300,000	Green Lane Commitment Approved
			\$0	
Total 2021	\$0	\$0	\$300,000	\$900,000
2022				
Land, Planning, Design - from 2021	\$500,000			
Total 2022	\$500,000	\$500,000	\$0	\$900,000

2023				
Construction	\$1,250,000		\$200,000	Green Lane Request
			\$300,000	Fire Building Reserve
			\$150,000	Development Charges due to Oversizing
Total 2023	\$1,250,000	\$1,750,000	\$650,000	\$1,550,000

2024				
			\$200,000	Green Lane Request
Total 2023	\$0	\$1,750,000	\$200,000	\$1,750,000

\$1,300,000	Green Lane Total
\$150,000	DC Total
\$300,000	Reserve
\$1,750,000	Total

Building Summary		
2021 Levy Requirement		\$0
Requirement as % of Total Levy		0.00%
Ability to Adjust		Low
\$ Change from 2020 Levy Requirement	↔	\$0
Contribution to 2021 Levy Increase of 3.55%	↔	0.000%
\$ per Capita		\$0.00
\$ per Household		\$0.00



### Department Highlights:

- 2 FTE with occasional support from other Administration staff
- Provides assistance with Township Facility maintenance activities
- Successful hiring of Deputy Chief Building Official
- Approx. 300 permits issued with 130 new Dwellings created and large Industrial warehouse
- Approx. \$ 300 Million in construction value
- Over 2,700 inspections completed
- Over 98% of applications are being applied for online, feedback is mostly positive for the change to E Permitting

### 2022 Budget Highlights:

#### Operating:

- Anticipating continued significant revenues from residential development in Talbotville in 2022
- Some minor changes and additions to building permit fees in 2022
- Operating budget reflects an additional vehicle for the Deputy CBO
  - Will greatly reduce mileage costs
  - Use of a Township vehicle when attending inspections and constructions sites is preferred for liability
  - Personal vehicle usage should be for occasional usage, not daily, core responsibilities of the department

- Vehicle purchase and operating costs can be accommodated within the budget
- Training budget increased to reflect additional employees (DCBO and Admin support)
- No tax dollars budgeted for building operating

**Capital Projects:**

- No tax dollars budgeted for building capital
- Capital projects focus on vehicle replacement and technology requirements

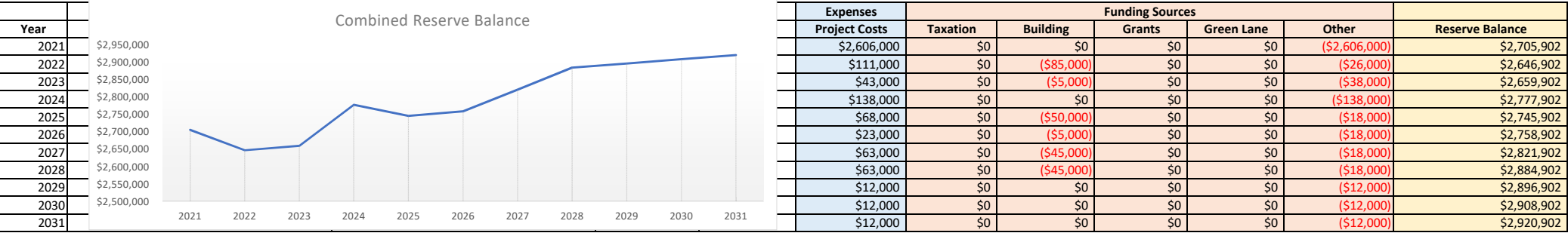
**Cash Requirements Summary:**

- No Cash Requirements – Surplus to be transferred to reserve as per Building Code Act Requirements

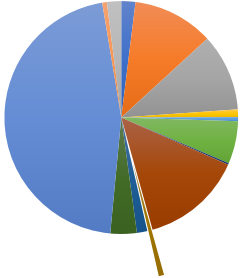
## Building

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Building Permit Fees Paid	(\$2,779,121)	(\$145,000)	(\$300,000)	(\$155,000)	106.90%	(\$275,000)	(\$275,000)	
Septic Permit Fees Paid	(\$8,800)	(\$8,000)	(\$8,000)	\$0	0.00%	(\$8,000)	(\$8,000)	
Building Contract Services Revenue	\$0	\$0	(\$5,000)	(\$5,000)	0.00%	\$0	\$0	Other municipalities, chargeable time
Miscellaneous Receipts	\$0	(\$500)	(\$500)	\$0	0.00%	\$0	\$0	
Transfer From Reserve				\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$2,787,921)</b>	<b>(\$153,500)</b>	<b>(\$313,500)</b>	<b>(\$160,000)</b>	<b>104.23%</b>	<b>(\$283,000)</b>	<b>(\$283,000)</b>	
Salaries & Wages	\$124,102	\$88,000	\$194,000	\$106,000	120.45%	\$197,880	\$201,838	Increased staffing and revised distribution due to reorg
Overhead	\$35,575	\$25,550	\$58,200	\$32,650	127.79%	\$59,364	\$60,551	
Wages - Other Dept Chargeout	(\$4,139)	(\$8,500)	\$0	\$8,500	-100.00%	\$0	\$0	Accounted for in Salaries/Wages
Building Travel/Mileage	\$2,139	\$2,000	\$500	(\$1,500)	-75.00%	\$510	\$520	Assumes add'l vehicle
Employee Training	\$133	\$2,500	\$4,000	\$1,500	60.00%	\$4,080	\$4,162	add'l training, new staff
Materials Supplies	\$419	\$1,000	\$1,500	\$500	50.00%	\$1,530	\$1,561	
Office Supplies	\$703	\$500	\$1,000	\$500	100.00%	\$1,020	\$1,040	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Advertising	\$348	\$0	\$0	\$0	0.00%	\$0	\$0	
Telephone	\$1,534	\$1,000	\$2,000	\$1,000	100.00%	\$2,040	\$2,081	incl. data, two employees
Miscellaneous	\$1,005	\$500	\$500	\$0	0.00%	\$510	\$520	
Membership/Subscriptions	\$13,540	\$14,000	\$15,000	\$1,000	7.14%	\$15,300	\$15,606	incl. eVolta Permit software & Memberships
Insurance	\$5,000		\$6,500			\$6,630	\$6,763	Incl. for better dist of cost
Vehicle fuel/repairs	\$2,085	\$2,500	\$5,000	\$2,500	100.00%	\$5,100	\$5,202	Reflects Add'l vehicle
Contracted Services Building Department	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Transfer to Reserve	\$6,000	\$22,450	\$23,300	\$850	3.79%	\$23,766.00	\$24,241.32	Net Operating Surplus to Reserve for Vehicle, Eqp, future deficits
<b>Total Expenses</b>	<b>\$188,445</b>	<b>\$153,500</b>	<b>\$313,500</b>	<b>\$160,000</b>	<b>104.23%</b>	<b>\$319,770</b>	<b>\$326,165</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$2,599,476)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$36,770</b>	<b>\$43,165</b>	
					0.00%			
<b>Net Cash and Capital Requirements</b>					0.00%			
Building Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	No Cash Requirements for Reserves
Building Fleet	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Reserves Funded from Net Operating Revenue
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Requirement from Levy</b>	<b>(\$2,599,476)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$36,770</b>	<b>\$43,165</b>	

Building



					Expenses	Funding Sources					
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Building	Grants	Green Lane	Other	Notes
2021	To Building Reserve - Vehicle		Actual	Building	\$6,000					(\$6,000)	
2021	To Building Reserve - Operating Surplus		Estimate	Building	\$2,600,000					(\$2,600,000)	
2022	To Building Reserve - Vehicle		Estimate	Building	\$6,000					(\$6,000)	
2022	To Building Reserve - Operating Surplus		Estimate	Building	\$20,000					(\$20,000)	
2022	Vehicle - New	Addl Building Dept Vehicle DCBO	Estimate		\$40,000		(\$40,000)				
2022	From Reserve for Operating		Estimate		\$0		\$0				
2022	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				
2022	Vehicle - New	Facilities Operator Vehicle	Estimate		\$40,000		(\$40,000)				Recover Cost from Operating
2022											
2023	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2023	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2023	To Building Reserve - Operating Surplus		Estimate	Building	\$20,000					(\$20,000)	
2023	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				
2023											
2024	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2024	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2024	To Building Reserve - Operating Surplus		Estimate	Building	\$20,000					(\$20,000)	
2024	From Reserve for Operating		Estimate	Building	\$100,000					(\$100,000)	
2024											
2025	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2025	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2025	From Reserve for Operating		Estimate		\$50,000		(\$50,000)				
2025											
2026	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2026	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2026	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				
2026											
2027	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	
2027	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2027	Vehicle Replacement		Estimate	Building	\$45,000		(\$45,000)				
2028	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	
2028	To Building Reserve - Facility Vehicle		Estimate	Building	\$6,000					(\$6,000)	Facility Operating
2028	Vehicle Replacement		Estimate	Building	\$45,000		(\$45,000)				
2029	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2030	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating
2031	To Building Reserve - Vehicle		Estimate	Building	\$12,000					(\$12,000)	Building Operating

<b>Municipal Property Summary</b>			
<b>2022 Levy Requirement</b>		<b>\$32,634</b>	
<b>Requirement as % of Total Levy</b>		<b>0.83%</b>	
<b>Ability to Adjust</b>		<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	↑	<b>\$20,677</b>	
<b>Contribution to 2022 Levy Increase</b>	↑	<b>0.57%</b>	
<b>\$ per Capita</b>		<b>\$7.38</b>	
<b>\$ per Household</b>		<b>\$18.12</b>	

#### **Department Highlights:**

- Includes Operating for Medical Centre, Former Library and Plaza and Farmland
- Municipal Office Capital included, but operating for office still under Administration

#### **2022 Budget Highlights:**

##### **Operating:**

- Assumes existing leases continue with inflationary increases – showing 1% increase in rental rates
- Farmland lease decreased to reflect sale of property
- Salaries and Wages reflects the revised Organizational Structure and Facility Operating position distribution
- Inflationary adjustments to operating costs

##### **Capital Projects:**

- No specific projects identified, although based on the age, condition and use of the facilities, there will likely be some major repairs/minor capital work required through out the year
- No plans for replacement or major capital work for these facilities
- Cash requirement is based on major maintenance for the Medical Building only

**Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast / Asset Management Plan:
  - Medical Centre \$5,000
  - Office \$25,000
- Cash Requirements focus on maintaining existing assets – no funding for expansion or new space



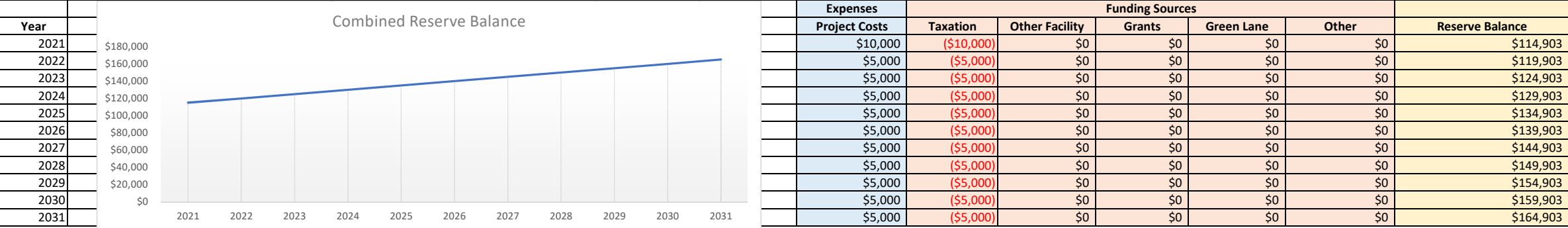
## Municipal Property

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Medical Centre</b>								
Donation	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Lease Income	(\$12,029)	(\$14,600)	(\$14,746)	(\$146)	1.00%	(\$15,041)	(\$15,342)	Reflects 1% increase
Federal Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from reserves	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$12,029)</b>	<b>(\$14,600)</b>	<b>(\$14,746)</b>	<b>(\$146)</b>	<b>1.00%</b>	<b>(\$15,041)</b>	<b>(\$15,342)</b>	
Salaries and Wages	\$1,765	\$3,000	\$5,500	\$2,500	83.33%	\$5,610	\$5,722	Revised staffing distribution
Benefits	\$0	\$0	\$1,800	\$1,800	0.00%	\$1,836	\$1,873	
Building Repairs	\$3,046	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Janitorial Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Utilities	\$2,714	\$6,500	\$6,500	\$0	0.00%	\$6,630	\$6,763	
Property Maintenance	\$11,386	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	
Insurance	\$5,201	\$5,000	\$6,000	\$1,000	20.00%	\$6,120	\$6,242	reflects renewal cost
Equipment Maintenance	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Miscellaneous	\$13,984	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$38,096</b>	<b>\$35,000</b>	<b>\$40,300</b>	<b>\$5,300</b>	<b>15.14%</b>	<b>\$41,106</b>	<b>\$41,928</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$26,067</b>	<b>\$20,400</b>	<b>\$25,554</b>	<b>\$5,154</b>	<b>25.26%</b>	<b>\$26,065</b>	<b>\$26,586</b>	
<b>Library</b>								
Libraries -Lease PAID	(\$36,457)	(\$45,176)	(\$47,390)	(\$2,214)	4.90%	(\$48,337)	(\$49,304)	October CPI for Ontario All Goods 4.9%
Library-Miscellaneous revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Trsf from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Land Lease expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$36,457)</b>	<b>(\$45,176)</b>	<b>(\$47,390)</b>	<b>(\$2,214)</b>	<b>4.90%</b>	<b>(\$48,337)</b>	<b>(\$49,304)</b>	
New Library - wages	\$4,505	\$6,000	\$10,000	\$4,000	66.67%	\$10,200	\$10,404	Revised staffing distribution
Overhead	\$0		\$2,500	\$2,500	0.00%	\$2,550	\$2,601	
New Library-Building Repairs	\$316	\$300	\$300	\$0	0.00%	\$306	\$312	
New Library-Janitorial Serv	\$976	\$2,000	\$1,500	(\$500)	-25.00%	\$1,530	\$1,561	
New Library-Utilities	\$304	\$2,500	\$1,500	(\$1,000)	-40.00%	\$1,530	\$1,561	
New Library-Insurance	\$634	\$750	\$1,250	\$500	66.67%	\$1,275	\$1,301	reflects renewal cost
New Library-Property Maintenance	\$0	\$2,000	\$1,000	(\$1,000)	-50.00%	\$1,020	\$1,040	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
New Library-Miscellaneous	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
New Library-Loan Payment	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	Loan Payment to County
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$16,736</b>	<b>\$24,050</b>	<b>\$28,550</b>	<b>\$4,500</b>	<b>18.71%</b>	<b>\$29,121</b>	<b>\$29,703</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$19,721)</b>	<b>(\$21,126)</b>	<b>(\$18,840)</b>	<b>\$2,286</b>	<b>-10.82%</b>	<b>(\$19,216)</b>	<b>(\$19,601)</b>	
<b>Old Library / Plaza</b>								
Comm Unit 2 - Rent Paid Evelyn	(\$9,852)	(\$9,819)	(\$9,917)	(\$98)	1.00%	(\$10,116)	(\$10,318)	Reflects 1% increase
Comm Unit 3 - Rent Paid Jacque	(\$7,640)	(\$7,697)	(\$7,774)	(\$77)	1.00%	(\$7,929)	(\$8,088)	Reflects 1% increase
<b>Total Revenue</b>	<b>(\$17,492)</b>	<b>(\$17,516)</b>	<b>(\$17,691)</b>	<b>(\$175)</b>	<b>1.00%</b>	<b>(\$18,045)</b>	<b>(\$18,406)</b>	
Plaza and Old Library -wages	\$1,638	\$1,500	\$6,000	\$4,500	300.00%	\$6,120	\$6,242	Revised staffing distribution
Overhead	\$0	\$0	\$2,000	\$2,000	0.00%	\$2,040	\$2,081	
Employment Insurance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employer Health Tax	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Workplace Safety Insuran	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Old Library-Building Repair	\$4,425	\$1,000	\$1,500	\$500	50.00%	\$1,530	\$1,561	
Old Library-Janitorial Serv	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Old Library-Utilities	\$669	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Old Library-Property Maintenance	\$977	\$500	\$500	\$0	0.00%	\$510	\$520	
Old Library - Insurance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	reflects renewal cost
Old Library - Taxes	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Old Library -Miscellaneous Expenses	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Commercial Unit Expenses	\$18,328	\$17,000	\$17,000	\$0	0.00%	\$17,340	\$17,687	Hydro, Gas, Maintenance, Snow removal, Waste,
<b>Total Expenses</b>	<b>\$26,036</b>	<b>\$23,500</b>	<b>\$30,500</b>	<b>\$7,000</b>	<b>29.79%</b>	<b>\$31,110</b>	<b>\$31,732</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$8,545</b>	<b>\$5,984</b>	<b>\$12,809</b>	<b>\$6,825</b>	<b>114.05%</b>	<b>\$13,065</b>	<b>\$13,326</b>	
<b>Farmland</b>								
Municipal Land Lease	(\$13,301)	(\$13,301)	(\$4,389)	\$8,912	-67.00%	(\$4,477)	(\$4,567)	Reflects reduced acreage due to potential sale
<b>Total Revenue</b>	<b>(\$13,301)</b>	<b>(\$13,301)</b>	<b>(\$4,389)</b>	<b>\$8,912</b>	<b>-67.00%</b>	<b>(\$4,477)</b>	<b>(\$4,567)</b>	
Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$13,301)</b>	<b>(\$13,301)</b>	<b>(\$4,389)</b>	<b>\$8,912</b>	<b>-67.00%</b>	<b>(\$4,477)</b>	<b>(\$4,567)</b>	

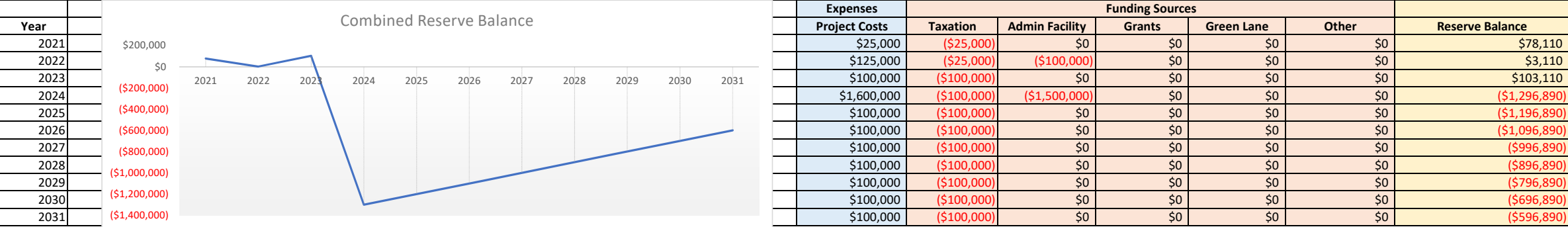
Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Total Property</b>								
Total Revenue	(\$79,279)	(\$90,593)	(\$84,216)	\$6,377	-7.04%	(\$85,900)	(\$87,618)	
Total Expenses	\$80,868	\$82,550	\$99,350	\$16,800	20.35%	\$101,337	\$103,364	
Net Operating (Revenue)/Expense	\$1,589	(\$8,043)	\$15,134	\$23,177	-288.16%	\$15,437	\$15,745	
<b>Net Cash and Capital Requirements</b>								
Medical Building Reserve	\$10,000	\$10,000	\$5,000	(\$5,000)	-50.00%	\$5,100	\$5,202	AMP/Reserve Requirements to maintain Med Bldg
New Library Reserve	\$10,000	\$10,000	\$12,500	\$2,500	25.00%	\$12,750	\$13,005	AMP/Reserve Requirements to maintain Library
Capital Items				\$0	0.00%			
Total Net Cash and Capital Requirements	\$20,000	\$20,000	\$17,500	(\$2,500)	-12.50%	\$17,850	\$18,207	
				\$0	0.00%			
Total Requirement from Levy	\$21,589	\$11,957	\$32,634	\$20,677	172.93%	\$33,287	\$33,952	

Medical Centre



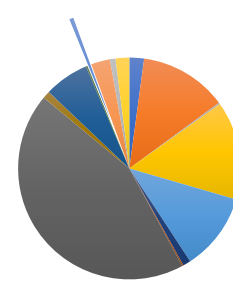
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources					Notes
2021	To Medical Facility Reserve		Actual	Other Facility	\$10,000	(\$10,000)					
2021			Estimate								
2022	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2022			Estimate								
2023	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2023			Estimate								
2024	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2025	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2026	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2027	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2028	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2029	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2030	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					
2031	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)					

Admin Facility



Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources					
					Project Costs	Taxation	Admin Facility	Grants	Green Lane	Other	Notes
2021	To Admin Facility Reserve		Actual	Admin Facility	\$25,000	(\$25,000)					
2021			Estimate								
2022	To Admin Facility Reserve		Estimate	Admin Facility	\$25,000	(\$25,000)					
2022	Admin - Minor Renos	To facilitate flex/shared work spaces fro Short-term	Estimate		\$50,000		(\$50,000)				
2022	Admin Facility Requirements	Add'l Eng/Design review in conjunction with PW Facility Engineering Design	Estimate		\$50,000		(\$50,000)				
2022			Estimate								
2023	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2023			Estimate								
2023			Estimate								
2024	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2024	Major Reno - Addition???		Estimate		\$1,500,000		(\$1,500,000)				
2025	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2026	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2027	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2028	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2029	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2030	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					
2031	To Admin Facility Reserve		Estimate	Admin Facility	\$100,000	(\$100,000)					

Keystone Summary		
2021 Levy Requirement		\$31,250
Requirement as % of Total Levy		0.87%
Ability to Adjust		Med
\$ Change from 2020 Levy Requirement	↑	\$300
Contribution to 2021 Levy Increase of 3.55%	↑	0.01%
\$ per Capita		\$7.06
\$ per Household		\$17.64



### Department Highlights:

- Facility rentals for 2020 and 2021 dramatically affected by COVID-19

### 2022 Budget Highlights:

#### Operating:

- Anticipating limited rentals in 2022 – hopefully in Q3 and Q4 rentals start to return
- Expenses decreased to reflect decreased cleaning and maintenance
- Salaries and Wages reflects the revised Organizational Structure and Facility Operating position distribution
- Equipment Maintenance – includes regular generator maintenance of \$1,000 (2 services per year, one being full check, oil change, etc.)
- Included \$35,000 from Tax Stabilization Reserve to offset decreased revenue – will adjust to actual based on year end

#### Capital Projects:

- Due to flooding in the complex the finish on the floor has deteriorated it has been recommended to refinish the floor with an epoxy which will ensure more slip resistant, esthetically pleasing, and long-lasting floor cost is approx. \$30,000.00

- Several projects from 2020 not completed – planning to carry forward to 2022
- Commercial Kitchen Exhaust System at Keystone Pavilion \$10,000 – Funded through Keystone Reserve
  - The Southwold Fire Chief and the Fire Prevention Officer from the Municipality of Central Elgin conducted fire inspections around the Township in the Spring of 2019.
  - During these inspections it was determined that the kitchen in the pavilion at the Keystone Complex does not meet fire code.
  - In order to meet fire code and ensure that this kitchen remains available for use, the Township will be required to install a commercial kitchen exhaust system.
  - Waiting for a quote to start
- Stove Replacement \$5,150
  - Replace 1999 Stove – safety concerns with gas and proper lighting process
- Barriers for Septic System and Playground/Parking Lot Separation
  - Installation of barriers or bollards to prevent driving on septic system
  - Installation of barrier or bollards to prevent vehicles from accidentally entering the playground area
- Kitchen Equipment/Cooler replacement possible – but can wait until existing units are no longer functional

#### **Cash Requirements Summary:**

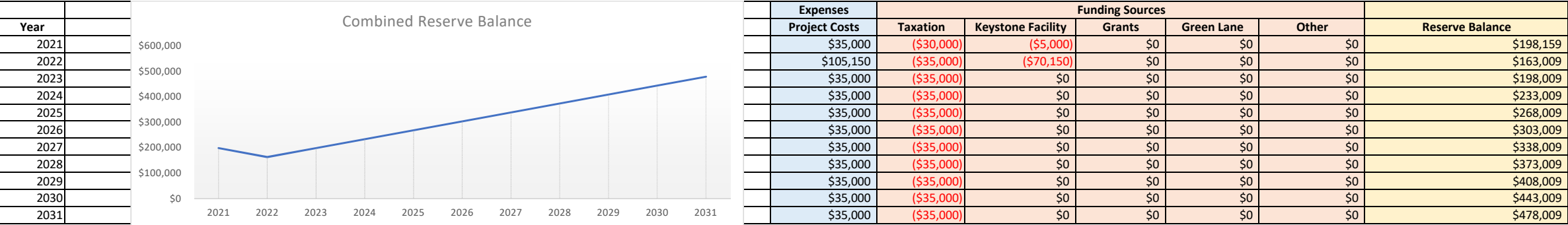
- Cash Requirements based on the 25 Year Capital Forecast / Asset Management Plan:
  - Keystone Reserve \$20,000 (1.5% of Replacement Value \$1,271,381)
  - Library Reserve \$10,000 (1% of Replacement Value \$963,000)
- Cash Requirements focus on maintaining existing assets

## Keystone

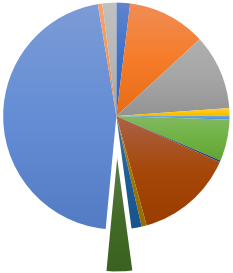
Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Complex -Rental Income	(\$13,168)	(\$30,000)	(\$25,000)	\$5,000	-16.67%	(\$30,600)	(\$31,212)	est. \$10,000 in fee waivers in other expense
Insurance Coverage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Donations	(\$90)	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer in from Reserve	\$0	(\$30,000)	(\$35,000)	(\$5,000)	16.67%	\$0	\$0	Tax Stabilization Reserve to assist with low rentals
<b>Total Revenue</b>	<b>(\$13,258)</b>	<b>(\$60,000)</b>	<b>(\$60,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$30,600)</b>	<b>(\$31,212)</b>	
Salaries and Wages	\$2,379	\$9,000	\$36,000	\$27,000	300.00%	\$9,180	\$9,364	Revised staffing distribution
Overhead			\$10,000		0.00%			
Complex - Rds Time	\$3,262	\$4,000	\$1,000	(\$3,000)	-75.00%	\$4,080	\$4,162	limited Roads time with revised staffing
Wages - CBO building management	\$1,420	\$2,000	\$0	(\$2,000)	-100.00%	\$2,040	\$2,081	
Complex -Building Repairs	\$7,534	\$12,000	\$12,000	\$0	0.00%	\$12,240	\$12,485	better reflects historical average
Complex-Cleaning Supplies	\$1,845	\$750	\$1,250	\$500	66.67%	\$765	\$780	
Complex - Utilities	\$8,266	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	better reflects historical average
Complex-Material Supplies	\$2,729	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Complex-Property Maintenance	\$3,409	\$6,000	\$5,000	(\$1,000)	-16.67%	\$6,120	\$6,242	
Complex -Rds Mach Tm	\$3,749	\$2,000	\$500	(\$1,500)	-75.00%	\$2,040	\$2,081	
Complex-Telephone Expense	\$1,153	\$2,000	\$1,750	(\$250)	-12.50%	\$2,040	\$2,081	
Insurance	\$13,090	\$15,000	\$18,000	\$3,000	20.00%	\$15,300	\$15,606	reflects renewal cost
Complex-Equip Maintenance	\$1,842	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	incl. new \$500 generator load bank testing CSA
Complex-Equipment Costs	\$2,500	\$2,000	\$2,500	\$500	25.00%	\$2,040	\$2,081	
Miscellaneous	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	not used last 3 years
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$53,177</b>	<b>\$71,250</b>	<b>\$104,500</b>	<b>\$33,250</b>	<b>46.67%</b>	<b>\$72,675</b>	<b>\$74,129</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$39,919</b>	<b>\$11,250</b>	<b>\$44,500</b>	<b>\$33,250</b>	<b>295.56%</b>	<b>\$42,075</b>	<b>\$42,917</b>	
<b>Net Cash and Capital Requirements</b>								
Keystone - Building Renew	\$20,000	\$20,000	\$22,500	\$2,500	12.50%	\$22,950	\$23,409	AMP Requirements for major maintenance
Keystone - Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$22,500</b>	<b>\$2,500</b>	<b>12.50%</b>	<b>\$22,950</b>	<b>\$23,409</b>	
<b>Total Requirement from Levy</b>	<b>\$59,919</b>	<b>\$31,250</b>	<b>\$67,000</b>	<b>\$35,750</b>	<b>114.40%</b>	<b>\$65,025</b>	<b>\$66,326</b>	



Keystone and Library Facility



					Expenses	Funding Sources					
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Keystone Facility	Grants	Green Lane	Other	Notes
2021	To Keystone and Library Facility Reserve		Actual	Keystone Facility	\$30,000	(\$30,000)					Keystone \$20,000, Library \$10,000
2021	Basketball Nets	Acquired, install in 2022	Actual/Estimate		\$5,000		(\$5,000)				
2022	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2022	Keystone Floor Repairs	Options from \$12,000 to \$30,000	Estimate		\$30,000		(\$30,000)				
2022	Eavestrough Repairs??	Possible need for some repairs	Estimate		\$10,000		(\$10,000)				
2022	Carryforward items										
2022	Pavilion Exhaust		Estimate		\$10,000		(\$10,000)				
2022	Stove Replacement		Estimate		\$5,150		(\$5,150)				
2022	Barriers for Septic System and Playground	Reviewing Options for Barrier or Pollards	Estimate		\$15,000		(\$15,000)				
2023	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2023			Estimate								
2024	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2025	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2026	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2027	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2028	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2029	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2030	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000
2031	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$35,000	(\$35,000)					Keystone \$20,000, Library \$10,000

<b>Parks Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$190,000</b>	
<b>Requirement as % of Total Levy</b>	<b>4.83%</b>	
<b>Ability to Adjust</b>	<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$46,050</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 1.28%</b>	
<b>\$ per Capita</b>	<b>\$42.98</b>	
<b>\$ per Household</b>	<b>\$105.50</b>	

#### **Department Highlights:**

- 4 Parks
  - Shedden
  - Fingal
  - Talbotville
  - Ferndale
- Staffing provided by 0.5 FTE from the Road Department over the summer and 1 Summer Student
- Significant capital development, expansion and new facilities added over the recent years
- Increased facility space will have an impact on the operating budget in the coming years

#### **2022 Budget Highlights:**

##### **Operating:**

- Budget anticipates some park usage in 2022, but it is not expected to create significant revenue
  - Revenue structure needs to be reviewed in the future, but it will be important to get past the pandemic restrictions and getting more park usage before making any significant changes to user fees
- Additional costs for grass cutting at Shedden Park and Talbotville Park anticipated in 2022
- Salaries and Wages reflects the revised Organizational Structure and Facility Operator position distribution

- Increased costs reflect the need to properly operate, maintain, repair, inspect and clean the existing and new park facilities
  - Includes regular washroom cleaning and maintenance
  - Facilities repairs and maintenance
  - Regular playground inspections, repairs, and maintenance
  - Regular trail inspections, repairs, and maintenance

### **Capital Projects:**

- Talbotville Park Development
  - Anticipated completion of park 2022
  - Project cost estimated updated to \$2,000,000 based on tenders and updated estimates
  - Includes funding from
    - \$821,700     Green Lane Total
    - \$250,000     DC Total
    - \$528,300     CIL Parkland Reserve
    - \$150,000     OTF
    - \$100,000     EA
    - \$100,000     Park Eqp Reserve
    - \$50,000     ICIP:COVID 19
  - Added \$5,000 for picnic tables for Pavilion
- Multi-Use Trail – Shedden, Fingal, Talbotville, Ferndale – \$100,000 ICIP:COVID 19 Grant Application – started in 2021, complete in 2022
- Fingal Heritage Park – Projects for 2021 and 2022 – could be funded from a Green Lane Request
- Added Fencing / Netting at Shedden Open Space Park (along Union Rd – try to reduce balls onto road)
- Added Netting at Fingal Park – Ball Backstop – funded from 2018 Green Lane Funds

### **Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast / Asset Management Plan:
  - Parks Reserve \$25,000
  - An increase in the Parks Reserve contribution will need to be evaluated in future budgets to ensure proper lifecycle replacement for new infrastructure constructed over 2019-2022.
  - Anticipating this could be added in 2023/2024 when additional assessment growth comes online
- Cash Requirements focus on maintaining existing assets

## Parks

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Donation	\$0	(\$8,000)	(\$8,000)	\$0	0.00%	(\$8,160)	(\$8,323)	Green Lane - Turf Improvement / Overseeding - incl. in grounds maint. Below
Shedden Park - Grounds fees	(\$186)	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,020)	(\$1,040)	
SOSP - Soccer fees	\$0	(\$6,000)	(\$6,000)	\$0	0.00%	(\$6,120)	(\$6,242)	
SOSP - Pavilion fees	\$0	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,020)	(\$1,040)	
Fingal Park - Baseball fees	\$0	(\$3,000)	(\$3,000)	\$0	0.00%	(\$3,060)	(\$3,121)	
Talbotville Park - Soccer fees	\$0	(\$2,000)	(\$2,000)	\$0	0.00%	(\$2,040)	(\$2,081)	
Talbotville Park - Baseball fees	\$0	(\$500)	(\$500)	\$0	0.00%	(\$510)	(\$520)	
Talbotville Park - Pavilion fees	\$0	\$0	(\$1,000)	(\$1,000)	0.00%	\$0	\$0	
Fingal Heritage Park Gazebo fees			(\$100)	(\$100)	0.00%	\$0	\$0	
Transfer from reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$186)</b>	<b>(\$21,500)</b>	<b>(\$22,600)</b>	<b>(\$1,100)</b>	<b>5.12%</b>	<b>(\$21,930)</b>	<b>(\$22,369)</b>	
Salaries and Wages	\$0	\$0	\$68,000	\$68,000	0.00%	\$0	\$0	Updated distribution based on reorg, staffing changes
Overhead	\$0	\$0	\$18,000	\$18,000	0.00%	\$0	\$0	
Shedden Park - Rds Wages	\$2,281	\$11,000	\$0	(\$11,000)	-100.00%	\$11,220	\$11,444	Reflects revised Org Structure
Shedden Park - Building Repairs	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Shedden Park - Utilities	\$219	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Shedden Park - Materials/Supplies	\$2,908	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Shedden Park - Property Maintenance	\$2,154	\$3,600	\$3,600	\$0	0.00%	\$3,672	\$3,745	
Shedden Soccer Fields - Property Maintenance	\$9,555	\$12,000	\$12,000	\$0	0.00%	\$12,240	\$12,485	increased grass cutting costs, SOSP
	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Shedden Park - Machine Time	\$1,864	\$9,500	\$9,500	\$0	0.00%	\$9,690	\$9,884	
Telephone	\$0	\$350	\$0	(\$350)	-100.00%	\$357	\$364	
Insurance Coverage	\$13,006	\$15,000	\$19,000	\$4,000	26.67%	\$15,300	\$15,606	reflects increased insurance costs
Canada Day-Fingal Park	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	Donation to Canada activities
Shedden Soccer & Ball Park Expenses	\$0	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Fingal Ballpark Expenses	\$12,180	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
Fingal Ball Park - Custodial wages	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fingal Playground Park	\$1,024	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Fingal Park-Roads Wages	\$0	\$20,000	\$0	(\$20,000)	-100.00%	\$20,400	\$20,808	
Fingal Park- Machine Time	\$0	\$17,000	\$15,000	(\$2,000)	-11.76%	\$17,340	\$17,687	
Talbotville Park Expenses	\$7,250	\$9,000	\$9,000	\$0	0.00%	\$9,180	\$9,364	
Talbotville Park-Road Wages	\$0	\$9,000	\$0	(\$9,000)	-100.00%	\$9,180	\$9,364	
Talbotville Park- Machine Time	\$0	\$8,000	\$10,000	\$2,000	25.00%	\$8,160	\$8,323	Variable, depends on Park progress, readiness for grass cutting

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Ferndale Park Expenses	\$5,648	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
Ferndale Park-Roads Wages	\$2,118	\$2,500	\$0	(\$2,500)	-100.00%	\$2,550	\$2,601	Total Road Wages \$42,500
Ferndale park-Roads Machine Time	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Expenses</b>	<b>\$51,821</b>	<b>\$140,450</b>	<b>\$187,600</b>	<b>\$47,150</b>	<b>33.57%</b>	<b>\$143,259</b>	<b>\$146,124</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$51,635</b>	<b>\$118,950</b>	<b>\$165,000</b>	<b>\$46,050</b>	<b>38.71%</b>	<b>\$121,329</b>	<b>\$123,756</b>	
<b>Net Cash and Capital Requirements</b>								
Parks - Equipment	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,500	\$26,010	
Parks-Renewal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Parks - Building Renewal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$25,500</b>	<b>\$26,010</b>	
<b>Total Requirement from Levy</b>	<b>\$76,635</b>	<b>\$143,950</b>	<b>\$190,000</b>	<b>\$46,050</b>	<b>31.99%</b>	<b>\$146,829</b>	<b>\$149,766</b>	

Parks

		Combined Reserve Balance											
Year			Expenses		Funding Sources								
			Project Costs	Taxation	Equipment	Parks	Fingal	Ferndale	Parkland(CIL)	Grant	Green Lane	Other	Reserve Balance
2021	\$1,000,000		\$2,155,000	(\$25,000)	(\$100,000)	\$0	\$0	\$0	(\$528,300)	(\$250,000)	(\$851,700)	(\$400,000)	(\$106,135)
2022			\$258,142	(\$25,000)	(\$5,000)	(\$10,000)	(\$15,000)	\$0	\$0	(\$45,000)	(\$58,142)	(\$100,000)	(\$11,135)
2023	\$800,000		\$150,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$100,000)	\$88,865
2024	\$600,000		\$150,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$100,000)	\$238,865
2025	\$400,000		\$225,000	(\$50,000)	(\$75,000)	\$0	\$0	\$0	\$0	\$0	\$0	(\$100,000)	\$313,865
2026	\$200,000		\$150,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$100,000)	\$463,865
2027	\$0		\$100,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$563,865
2028			\$100,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$663,865
2029			\$100,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$763,865
2030			\$100,000	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$863,865
2031	(\$200,000)		\$200,000	(\$50,000)	\$0	(\$100,000)	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$863,865

Combined Reserve Balance

Year	Reserve Balance
2021	\$1,000,000
2022	\$888,865
2023	\$788,865
2024	\$638,865
2025	\$513,865
2026	\$413,865
2027	\$313,865
2028	\$213,865
2029	\$113,865
2030	\$63,865
2031	\$63,865

					Expenses	Funding Sources									
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Equipment	Parks	Fingal	Ferndale	Parkland(CIL)	Grant	Green Lane	Other	Notes
2021	To Playground Reserve		Actual	Playgrounds	\$25,000	(\$25,000)									
2021	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000									(\$100,000)	CIL of Parkland
															Green Lane 2017 - \$221,700 2019 - \$100,000 2021 - \$300,000
2021	Talbotville Park	Revised based on Tenders			\$2,000,000		(\$100,000)				(\$400,000)		(\$621,700)		
2021	Talbotville Park	Will carry forward to 2022										(\$150,000)			Ontario Trillium Foundation
2021	Talbotville Park											(\$100,000)			Federal Enabling Accessibility
2021	Talbotville Park													(\$250,000)	DC Future Recovery ~250 SFD
2021	Talbotville Park													(\$50,000)	ICIP COVID - Trails
2021	Talbotville Park										(\$128,300)				Future Parkland Recovery 2022&2023
2021	Talbotville Park												(\$200,000)		2022 & 2023 Green Lane
2021	FHP Phase 1 Electrical, Water, Park Sign, Benches, Landscaping				\$30,000								(\$30,000)		
2021															
2022	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2022	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000									(\$100,000)	CIL of Parkland
2022	Completion of Talbotville Park	See 2021 for Funding Details	Estimate												
2022	Parks Equipment	20 Picnic Tables - Talbtotville	Estimate		\$5,000		(\$5,000)						\$0		
	FHP Phase 2 Complete Path, Trees, Shade Structure														
2022			Estimate		\$35,000							(\$15,000)	(\$35,000)		
2022	FHP CHC Components	Phase 2 Pathways, Pave Parking & Paths, Shade Canopy Picnic Tables	Estimate		\$68,142							(\$30,000)	(\$23,142)		CHCI Grant Approved
2022			Estimate												
2022	SOSP Soccer Fencing/Neeting		Estimate		\$10,000			(\$10,000)							
2022	Fingal Ball Diamond Netting		Estimate		\$15,000				(\$15,000)						Funds from GL 2018
2023	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2023	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2023	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2023	Talbotville Interconnection Trail		Estimate		\$50,000									(\$50,000)	Fundraising
2023			Estimate												
2023			Estimate												
2023			Estimate												
2024	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2024	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000									(\$100,000)	CIL of Parkland Addl Dev/Shedden
2024	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2024			Estimate												
2025	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2025	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000									(\$100,000)	CIL of Parkland Addl Dev/Shedden
2025	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2025	Playground - Major Repair/Replace		Estimate		\$75,000		(\$75,000)								
2025			Estimate												
2025			Estimate												

					Expenses	Funding Sources									
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Project Costs	Taxation	Equipment	Parks	Fingal	Ferndale	Parkland(CIL)	Grant	Green Lane	Other	Notes
2026	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2026	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000									(\$100,000)	CIL of Parkland
2026	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2026			Estimate												
2027	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2027	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2027	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2027			Estimate												
2027			Estimate												
2028	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2028	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2028	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2028			Estimate												
2029	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2029	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2029	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2029			Estimate												
2030	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2030	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2030	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2030			Estimate												
2031	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)									
2031	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000									(\$50,000)	CIL of Parkland
2031	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)									
2031	Park Facility - Major Repair		Estimate		\$100,000			(\$100,000)							
2031			Estimate												

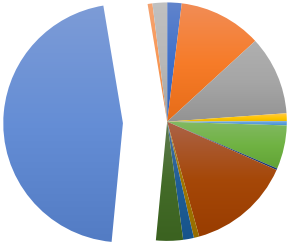


## Talbotville Park - Supplemental Details

	Expenses	Running Total Expense	Revenue	Running Total Revenue
2017	\$0		\$221,700	Green Lane Commitment Approved
<b>Total 2017</b>	<b>\$0</b>	<b>\$0</b>	<b>\$221,700</b>	<b>\$221,700</b>
2019	\$9,000		\$100,000	Green Lane Commitment Approved
<b>Total 2019</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$100,000</b>	<b>\$321,700</b>
2020	\$31,000			
	\$0			
<b>Total 2020</b>	<b>\$31,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$321,700</b>
2021				
Construction	\$1,200,000			
			\$300,000	Green Lane Approved
			\$150,000	OntarioTrillium Foundation Grant
			\$100,000	Enabling Accessibility Grant
<b>Total 2021</b>	<b>\$1,200,000</b>	<b>\$1,240,000</b>	<b>\$550,000</b>	<b>\$871,700</b>
2022				
Construction	\$760,000		\$100,000	Green Lane
			\$400,000	Park Reserve
			\$250,000	Development Charges
			\$50,000	Share of ICIP:COVID 19 for trail
			\$100,000	Park Eqp Reserve
<b>Total 2022</b>	<b>\$760,000</b>	<b>\$2,000,000</b>	<b>\$900,000</b>	<b>\$1,771,700</b>

2023				
Construction	\$0		\$100,000	Green Lane
			\$128,300	Future CIL Parkland
<b>Total 2022</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$228,300</b>	<b>\$2,000,000</b>

\$821,700	Green Lane Total
\$250,000	DC Total
\$528,300	CIL Parkland Reserve
\$150,000	OTF
\$100,000	EA
\$100,000	Park Eqp Reserve
\$50,000	ICIP:COVID 19
<b>\$2,000,000</b>	<b>Total Funding</b>

<b>Roads Summary</b>		
<b>2022 Levy Requirement</b>	<b>\$2,563,640</b>	
<b>Requirement as % of Total Levy</b>	<b>65.18%</b>	
<b>Ability to Adjust</b>	<b>Med</b>	
<b>\$ Change from 2021 Levy Requirement</b>	<b>↑ \$217,245</b>	
<b>Contribution to 2022 Levy Increase</b>	<b>↑ 6.04%</b>	
<b>\$ per Capita</b>	<b>\$579.88</b>	
<b>\$ per Household</b>	<b>\$1,423.45</b>	

#### **Department Highlights:**

- The department consists of 10 full time and 4 winter temporary employees.
- Roads department patrols and maintains Township roads, (140 km class 5/6 gravel, 53 km of class 4 surface treated, and 31 km of hard surface roads), as well as County of Elgin roads, (27 km of class 4 surface treated and 79 km of class 3 & 2 hard surface roads).
- Roads are maintained in compliance with Ontario Regulation 366/18 as well as the Elgin County Maintenance Agreement 2018-05
- The roads are serviced with a fleet of six ½ to ¾ ton service trucks, seven 5 ton and over combination dump/plow trucks, 2 road graders, and 2 loader/backhoe tractors

#### **2022 Budget Highlights:**

##### **Operating:**

- Hiring of the Public Works lead hand position
- Phragmites Control – to continue in 2022
- Roads Overall Net Operating Costs are up approximately \$172,000

- This includes a portion of Director of Infrastructure and Planning time and the revised distribution of staff time
- Inclusion of a Parks and Facility Operator position and filling the Water/Wastewater & Compliance Superintendent will shift approx. 0.5 FTE back to Public Works
- Anticipating increased costs for materials and supplies
- Continue repair and improvements to existing surface treated roads, ie. asphalt edge repairs, ditching, and culvert replacement, followed by resurfacing.
- Continued roadside/ditch maintenance consisting of extended mowing width and tree/brush removal. As well as the control and elimination spraying of phragmites.
- Begin sign replacements as per reflectivity surveys and missing signs– sign materials up.
- Training requirements especially OGRA Road School courses covering both roads maintenance and construction techniques for our three newest employees.

### **Capital Projects:**

- Fleet Replacement
  - T7– 2000 Mack Truck - \$300,000
  - Replace Backhoe - \$175,000
  - Replace Loader - \$270,000
  - T10 - 2012 Peterbilt Dump Truck - \$269,219 (awarded in 2021 for delivery in 2022)
- 2022 Gravel Projects – \$325,000 (up from \$300,000 in 2021 Budget)
- 2022 Hard-top Resurfacing Program – Lake Line and Scotch Line surface treatment- \$325,000
  - Includes pulverizing and grading of existing roadway
  - Lake Line to be surfaced after completion of pulverizing
- 2022 Talbot Meadows (Shady Lane Crescent and Greenpark Drive) Reconstruction – installation of second lift of asphalt and minor project deficiencies.
- 2022 Lynhurst Subdivision – Road and Storm portion estimated at \$1,850,000

- The escalation in costs is a result of an increase in pipe material cost, an increase in asphalt content for asphalt roadways, as well as the new excess soil regulations.
- Building Requirements
  - Fingal Public Works Yard
    - Staff are planning to design and tender the construction of a public works building addition in Fingal. This will include a new separate laneway for all public works vehicles. The addition will include office space for the current and growing team, as well as forecast what the Township needs are for the next 10 years for the main administration office space.
    - Road facility reserve balance available in 2022 is projected at \$507,000
    - This provides a good starting point for land acquisition, design and engineering estimate at \$400,000
    - Main construction costs are shown in 2023 and would be funded internally from overall reserves – an increasing contribution to the Roads Facility Reserve would pay back the reserve over 2023 – 2034
    - Review of Administration Office requirements in conjunction with the Public Works facility would be recommended as the two projects could have some efficiencies
  - Talbotville Public Works Facility Requirements
    - Direction on a Talbotville Public Works Facility is required
- Bridges
  - Bi-annual review of all Township bridges and culverts
  - Engineering for Burwell Road – \$50,000
  - First Line Culvert – Erosion Control and Debris remediation – \$45,000
  - Clinton Line Culvert – Debris remediation – \$7,500
  - Township Contribution to Bridge Reserve \$100,000
  - Bridge and culvert reserve balance in 2022 projected to be \$502,307.
- Sidewalk Strategy \$10,000 – Funded from Sidewalk Reserve – identified in 2020 and 2021 – to be carried forward to 2022
  - There is currently no guiding document to address requests for sidewalk installation in the Township.

- Staff are recommending that they review existing sidewalk networks and review opportunities to improve connectivity within the Township.
- With a contribution of \$25,000 in 2022, the Sidewalk reserve will have a balance of \$105,000 for sidewalk projects

### **Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast/Asset Management Plan:
  - Building Renewal - \$100,000
  - Road Construction - \$850,000 (up from \$825,000 in 2021)
  - Gas Tax - \$140,213 (from Gas Tax Grant) – allocated to Road Construction Reserve
  - OCIF - \$451,222 (doubled from 2021) – allocated to Road Construction Reserve
  - Bridges & Culverts - \$100,000
  - Sidewalks - \$25,000
  - Streetlights - \$20,000
  - Equipment Reserve - \$230,00 (from Equipment Operation)
- Cash Requirements focus on maintaining existing assets, infrastructure renewal, associated engineering requirements and funding recurring studies such as Bridge Studies, Road Needs, Asset Management.

## Roads

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Line Painting Revenues	(\$97,188)	(\$90,000)	(\$95,000)	(\$5,000)	5.56%	(\$91,800)	(\$93,636)	
RDS. - Other Municipalities	\$0	(\$25,000)	(\$25,000)	\$0	0.00%	(\$25,500)	(\$26,010)	
RDS. - Misc Revenues	(\$919)	(\$10,000)	(\$10,000)	\$0	0.00%	(\$10,200)	(\$10,404)	
Roads - Provincial Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Federal Grants	\$0	(\$5,000)	(\$5,000)	\$0	0.00%	(\$5,100)	(\$5,202)	Student Grants
Elgin Cty Road Payment	(\$507,754)	(\$507,755)	(\$532,635)	(\$24,880)	4.90%	(\$517,910)	(\$528,268)	October CPI Ontario All Goods 4.9%
Trans FROM Reserve Fund	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Loss on disposal of assets	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$605,862)</b>	<b>(\$637,755)</b>	<b>(\$667,635)</b>	<b>(\$29,880)</b>	<b>4.69%</b>	<b>(\$650,510)</b>	<b>(\$663,520)</b>	
				\$0	0.00%			
Other Municipality Line Painting	\$0	\$59,750	\$60,875	\$1,125	1.88%	\$62,093	\$63,334	
				\$0	0.00%			
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Township Bridges & Culverts	\$5,200	\$8,750	\$8,750	\$0	0.00%	\$8,925	\$9,104	
Township Roadside Maintenance	\$78,267	\$139,500	\$145,500	\$6,000	4.30%	\$148,410	\$151,378	
Township Hardtop Maintenance	\$160,479	\$147,975	\$154,600	\$6,625	4.48%	\$157,692	\$160,846	
Township Loosetop Maintenance	\$288,958	\$302,750	\$366,000	\$63,250	20.89%	\$373,320	\$380,786	
Township Winter Control	\$135,326	\$212,500	\$230,250	\$17,750	8.35%	\$234,855	\$239,552	
Township Signs and Safety Devices	\$21,935	\$56,250	\$58,750	\$2,500	4.44%	\$59,925	\$61,124	
Township Road Department Admin and Overhead	\$411,313	\$461,898	\$540,402	\$78,504	17.00%	\$551,210	\$562,234	
Sidewalks	\$0	\$4,500	\$4,500	\$0	0.00%	\$4,590	\$4,682	
Streetlights	\$26,033	\$37,000	\$35,500	(\$1,500)	-4.05%	\$36,210	\$38,495	
<b>Total Township Expenses</b>	<b>\$1,127,511</b>	<b>\$1,371,123</b>	<b>\$1,544,252</b>	<b>\$173,129</b>	<b>12.63%</b>	<b>\$1,575,137</b>	<b>\$1,608,200</b>	
				\$0	0.00%			
County Bridges & Culverts	\$4,755	\$4,250	\$4,250	\$0	0.00%	\$4,335	\$4,422	
County Roadside Maintenance	\$67,479	\$58,000	\$62,375	\$4,375	7.54%	\$63,623	\$64,895	
County Hardtop Maintenance	\$111,283	\$135,225	\$143,225	\$8,000	5.92%	\$146,090	\$149,011	
County Winter Control	\$191,810	\$255,550	\$262,050	\$6,500	2.54%	\$267,291	\$272,637	
County Signs and Safety Devices	\$13,642	\$22,000	\$24,500	\$2,500	11.36%	\$24,990	\$25,490	
County - Allocated Overhead	\$27,228	\$33,252	\$34,748	\$1,496	4.50%	\$35,443	\$36,152	7% Allowable
<b>County Total Expenses</b>	<b>\$388,970</b>	<b>\$508,277</b>	<b>\$531,148</b>	<b>\$22,871</b>	<b>4.50%</b>	<b>\$541,771</b>	<b>\$552,606</b>	Budget to offset revenue
				\$0	0.00%			
<b>Total Expenses</b>	<b>\$1,516,481</b>	<b>\$1,939,150</b>	<b>\$2,136,275</b>	<b>\$197,125</b>	<b>10.17%</b>	<b>\$2,179,001</b>	<b>\$2,224,141</b>	
				\$0	0.00%			
<b>Net Operating (Revenue)/Expense</b>	<b>\$910,620</b>	<b>\$1,301,395</b>	<b>\$1,468,640</b>	<b>\$167,245</b>	<b>12.85%</b>	<b>\$1,528,491</b>	<b>\$1,560,621</b>	
				\$0	0.00%			
<b>Net Cash and Capital Requirements</b>				\$0	0.00%			
Roads - Building Renewal	\$75,000	\$75,000	\$100,000	\$25,000	33.33%	\$100,000	\$200,000	
Roads - Gas Tax	(\$140,212)	\$0	\$0	\$0	0.00%	(\$146,309)	(\$146,309)	
Roads - Fleet	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Road Construction	\$1,188,740	\$825,000	\$850,000	\$25,000	3.03%	\$900,000	\$950,000	
Roads - Bridges & Culvert	\$100,000	\$100,000	\$100,000	\$0	0.00%	\$150,000	\$150,000	
Roads - Sidewalks	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,500	\$26,010	
Roads - Streetlights	\$20,000	\$20,000	\$20,000	\$0	0.00%	\$20,400	\$20,808	
Capital	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$1,248,528</b>	<b>\$1,045,000</b>	<b>\$1,095,000</b>	<b>\$50,000</b>	<b>4.78%</b>	<b>\$1,029,191</b>	<b>\$1,179,701</b>	
				\$0	0.00%			
<b>Total Requirement from Levy</b>	<b>\$2,159,148</b>	<b>\$2,346,395</b>	<b>\$2,563,640</b>	<b>\$217,245</b>	<b>9.26%</b>	<b>\$2,557,682</b>	<b>\$2,740,322</b>	



Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Shouldering Machine Time	\$14,255	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Line Marking-TWP - Wages	\$14,958	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
Line Marking TWP- Benefits	\$3,740	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Line Marking-TWPMaterials	\$67	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Line Marking-TWP -Machine	\$4,764	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
Total	\$160,479	\$147,975	\$154,600	\$6,625	4.48%	\$157,692	\$160,846	
<b>Township Loosetop Maintenance</b>								
Rds - Inspection Loosetop	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Inspection Loosetop-Benefits	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-PatchLoosetop-Material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Patch-Loosetop-Mach TM	\$17,009	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grading Wages	\$42,251	\$32,500	\$50,000	\$17,500	53.85%	\$51,000	\$52,020	
Rd Grading-Wages-other	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grading-Benefits	\$10,563	\$8,125	\$12,500	\$4,375	53.85%	\$12,750	\$13,005	
Rds-Grading-Materials	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grading-Mach Time	\$89,210	\$69,000	\$90,000	\$21,000	30.43%	\$91,800	\$93,636	
Rds-Grading-Mach Time-Other	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds. Dust Control-Wages	\$4,511	\$7,500	\$10,000	\$2,500	33.33%	\$10,200	\$10,404	
Rds-Dust Control-Benefits	\$1,128	\$1,875	\$2,000	\$125	6.67%	\$2,040	\$2,081	
Rds-Dust Control-Material	\$109,804	\$115,000	\$125,000	\$10,000	8.70%	\$127,500	\$130,050	
Rds-DustControl -Mach Tm	\$1,764	\$15,000	\$15,000	\$0	0.00%	\$15,300	\$15,606	
Rds-Gravel-Wages	\$5,889	\$15,000	\$17,500	\$2,500	16.67%	\$17,850	\$18,207	
Rds-Gravel-Benefits	\$1,472	\$3,750	\$4,000	\$250	6.67%	\$4,080	\$4,162	
Rds-Gravel-Materials	\$0	\$15,000	\$20,000	\$5,000	33.33%	\$20,400	\$20,808	
Rds-Gravel-Mach Time	\$5,358	\$20,000	\$20,000	\$0	0.00%	\$20,400	\$20,808	
Total	\$288,958	\$302,750	\$366,000	\$63,250	20.89%	\$373,320	\$380,786	
<b>Township Winter Control</b>								
Rds-Snow-Plow Wages	\$58,844	\$55,000	\$60,000	\$5,000	9.09%	\$61,200	\$62,424	
Rds-Snow Plow-Benefits	\$14,711	\$13,500	\$15,000	\$1,500	11.11%	\$15,300	\$15,606	
Rds-Patrol-Wages	\$13,462	\$8,000	\$12,000	\$4,000	50.00%	\$12,240	\$12,485	
Rds-Patrol-Benefits	\$2,606	\$2,000	\$3,000	\$1,000	50.00%	\$3,060	\$3,121	
Rds-Patrol-Machine	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Snow Plow-Materials	\$82	\$60,000	\$60,000	\$0	0.00%	\$61,200	\$62,424	
Rds-Snow Plow-Mach Time	\$36,748	\$70,000	\$70,000	\$0	0.00%	\$71,400	\$72,828	
Rds-Snow Plow-Blades	\$1,576	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Rds-Sanding/Salting-Wages	\$3,690	\$0	\$5,000	\$5,000	0.00%	\$5,100	\$5,202	
Rds-Sanding/Salting-Benefits	\$922	\$0	\$1,250	\$1,250	0.00%	\$1,275	\$1,301	
Rds San/Salting-Material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Sand/Salt-Mach Time	\$2,684	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$135,326	\$212,500	\$230,250	\$17,750	8.35%	\$234,855	\$239,552	
<b>Township Signs and Safety Devices</b>								
Rds-Safety/Signs-Wages	\$13,506	\$25,000	\$27,500	\$2,500	10.00%	\$28,050	\$28,611	
Rds-Safety/Signs-Benefits	\$3,376	\$6,250	\$6,250	\$0	0.00%	\$6,375	\$6,503	
Rds-Safety/Signs-Material	\$596	\$15,000	\$15,000	\$0	0.00%	\$15,300	\$15,606	increased sign replacement due to reflectivity
Rds-Safety/Sign-Mach Time	\$4,457	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
Rd-Rail Rd Cross-Material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$21,935	\$56,250	\$58,750	\$2,500	4.44%	\$59,925	\$61,124	
<b>Township Road Department Admin and Overhead</b>								
Misc-O/H	\$59	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Accrued Vacation Time	(\$18,460)	\$0	\$0	\$0	0.00%	\$0	\$0	
Overhead - Wages	\$117,997	\$132,500	\$170,000	\$37,500	28.30%	\$173,400	\$176,868	
Overhead-Banked Time	(\$12,279)	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds - Accrued Sick Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	

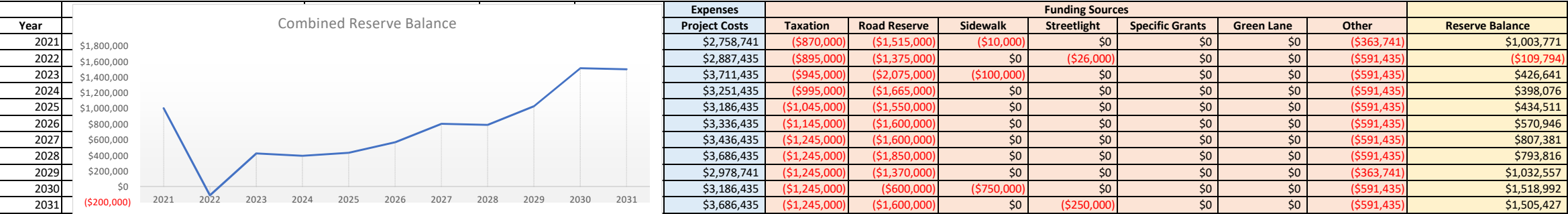


Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Rds. Convention&Seminars	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Rds- Association Fees	\$300	\$500	\$500	\$0	0.00%	\$510	\$520	
Rds- Occ Health & Safety	\$2,723	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Rds- Ed & Training	\$8,831	\$25,000	\$20,000	(\$5,000)	-20.00%	\$20,400	\$20,808	Road School x4, Winter Training, Other
Rds-Insurance deductibles	\$6,262	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Print &Advertising	\$1,727	\$150	\$150	\$0	0.00%	\$153	\$156	
Rds- Office Supplies	\$496	\$750	\$750	\$0	0.00%	\$765	\$780	
Drain Mtc. - Roads	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Telephone	\$3,332	\$5,500	\$5,500	\$0	0.00%	\$5,610	\$5,722	
Rds- OH - Hydro	\$4,120	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Rds-Heat	\$4,557	\$6,000	\$6,000	\$0	0.00%	\$6,120	\$6,242	
Rds- Water	\$1,635	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
Rds- Janitorial /Building	\$660	\$750	\$750	\$0	0.00%	\$765	\$780	
Rds-Building Lawn Mtc	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Rds-OH-Boots, Gloves, AGO	\$7,252	\$7,000	\$7,000	\$0	0.00%	\$7,140	\$7,283	
Rds-OH-Shop Coveralls/Rag	\$10,161	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	
Rds- OH- Misc Supplies	\$4,289	\$8,000	\$8,000	\$0	0.00%	\$8,160	\$8,323	
Rds- Shedden Shop miscellaneous	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Rds-Garage Misc. Repairs	\$70,480	\$35,000	\$35,000	\$0	0.00%	\$35,700	\$36,414	
Rds - OH Salt Bldg Repair	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds- OH Tools	\$3,001	\$6,000	\$6,000	\$0	0.00%	\$6,120	\$6,242	
Rds- OH Licence Fees	\$55	\$1,250	\$1,250	\$0	0.00%	\$1,275	\$1,301	
Rds-Radio & GPS Maintenance	\$12,335	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Rds-OH Pager Expense	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds OH - Fuel	\$2,161	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds OH - Oil	\$5,267	\$0	\$0	\$0	0.00%	\$0	\$0	
Banked Time - Used	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Canada Pension	\$34,599	\$38,500	\$45,000	\$6,500	16.88%	\$45,900	\$46,818	
Employment Insurance	\$14,651	\$22,500	\$26,000	\$3,500	15.56%	\$26,520	\$27,050	
OMERS Pension Plan	\$59,203	\$65,000	\$72,000	\$7,000	10.77%	\$73,440	\$74,909	
Employer Health Tax	\$14,167	\$16,000	\$18,000	\$2,000	12.50%	\$18,360	\$18,727	
Workplace Safety Insuran	\$21,001	\$24,500	\$28,000	\$3,500	14.29%	\$28,560	\$29,131	
Group Insurance	\$67,264	\$68,500	\$75,000	\$6,500	9.49%	\$76,500	\$78,030	
Travel Mileage	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	
Allocate Benefits	(\$113,488)	(\$109,000)	(\$115,000)	(\$6,000)	5.50%	(\$117,300)	(\$119,646)	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Insurance	\$104,165	\$110,000	\$134,000	\$24,000	21.82%	\$136,680	\$139,414	reflects renewal cost
Legal and Consultation	\$0	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Memberships/Subscriptions	\$18	\$5,500	\$6,000	\$500	9.09%	\$6,120	\$6,242	incl. Software Costs
Computer Support	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Studies and Reports	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Overhead Allocation to County	\$27,227.89	\$33,252	\$34,748	(\$1,496)	4.50%	(\$35,443)	(\$36,152)	
Total	\$411,313	\$461,898	\$540,402	\$78,504	17.00%	\$551,210	\$562,234	
<b>Sidewalks</b>								
Sidewalk Maintenance - Wages	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Sidewalk Maintenance - Materials	\$0	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Sidewalk Maintenance -Machine time	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Total	\$0	\$4,500	\$4,500	\$0	0.00%	\$4,590	\$4,682	
<b>Streetlights</b>								
Utilities	\$10,954	\$17,000	\$17,000	\$0	0.00%	\$17,340	\$17,687	
Equipment Maintenance	\$5,101	\$7,500	\$7,000	(\$500)	-6.67%	\$7,140	\$7,803	reflects 3 year average
Locates- road wages	\$6,556	\$7,500	\$7,000	(\$500)	-6.67%	\$7,140	\$7,803	Road time for locates
Locates - equipment time	\$3,422	\$5,000	\$4,500	(\$500)	-10.00%	\$4,590	\$5,202	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Total Expenses	\$26,033	\$37,000	\$35,500	(\$1,500)	-4.05%	\$36,210	\$38,495	
<b>County Bridges &amp; Culverts</b>								
Elgin- Bdg&Culvt-Wages	\$505	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Elgin-Br&Culvert-Benefits	\$126	\$250	\$250	\$0	0.00%	\$255	\$260	
Elgin-Br&Culvert-Material	\$4,124	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elgin-Br& Culv. Mach Time	\$0	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Total	\$4,755	\$4,250	\$4,250	\$0	0.00%	\$4,335	\$4,422	
<b>County Roadside Maintenance</b>								
Elg- Grass& Weed-Wages	\$8,077	\$8,000	\$9,000	\$1,000	12.50%	\$9,180	\$9,364	
Elg-Grass&Weed-Benefits	\$2,019	\$2,000	\$2,250	\$250	12.50%	\$2,295	\$2,341	
Elg-Grass&Weed-Materials	\$2,779	\$6,500	\$6,500	\$0	0.00%	\$6,630	\$6,763	
Elg-Grass&Weed-Mach Time	\$5,732	\$16,000	\$16,000	\$0	0.00%	\$16,320	\$16,646	
Elgin-Brushing Wages	\$6,109	\$5,000	\$6,000	\$1,000	20.00%	\$6,120	\$6,242	
Elgin-Brushing-Benefits	\$1,527	\$1,250	\$1,500	\$250	20.00%	\$1,530	\$1,561	
Elgin-Brushing Materials	\$24,657	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Elgin-Brushing-Mach Time	\$6,463	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Elgin-Ditching-Wages	\$619	\$1,000	\$1,500	\$500	50.00%	\$1,530	\$1,561	
Elgin-Ditching-Benefits	\$155	\$250	\$375	\$125	50.00%	\$383	\$390	
Elgin-Ditching Materials	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	
Elgin-Ditching Mach Time	\$490	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Elgin-Debris/Garb-Wages	\$2,418	\$5,000	\$6,000	\$1,000	20.00%	\$6,120	\$6,242	
Elgin-Debris/Garb-Benefits	\$604	\$1,250	\$1,500	\$250	20.00%	\$1,530	\$1,561	
Elgin-Debris/Garb-Material	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Elgin-Debris/Garb Mach Time	\$796	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elgin-Catchbasin Wages	\$2,555	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Elgin-Catchbasin-Benefits	\$639	\$500	\$500	\$0	0.00%	\$510	\$520	
Elgin-Catchbasin-Material	\$65	\$500	\$500	\$0	0.00%	\$510	\$520	
Elgi-Catchbasin-Mach Time	\$1,776	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Total	\$67,479	\$58,000	\$62,375	\$4,375	7.54%	\$63,623	\$64,895	
<b>County Hardtop Maintenance</b>								
Elgin-Road Inspections-Wages	\$62,675	\$50,000	\$55,000	\$5,000	10.00%	\$56,100	\$57,222	
Elgin-Road Inspections-Benefits	\$13,949	\$12,500	\$14,000	\$1,500	12.00%	\$14,280	\$14,566	
Elgin-Road Inspections-Machine	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin Patch -Wages	\$2,226	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	
Elgin-Patch-Benefits	\$556	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elgn-Patch-Material	\$6,305	\$10,000	\$11,000	\$1,000	10.00%	\$11,220	\$11,444	
Elgin-Patch- Mach TM	\$3,074	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Elgin-Sweeping Wages	\$3,088	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Elgin-Sweeping-Benefits	\$772	\$500	\$500	\$0	0.00%	\$510	\$520	
Elgin-Sweeping Materials	\$3,875	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elgin-Sweeping Mach Time	\$3,244	\$3,600	\$3,600	\$0	0.00%	\$3,672	\$3,745	
Elgin-Shouldering -Wages	\$4,007	\$6,000	\$6,000	\$0	0.00%	\$6,120	\$6,242	
Elgin-Shouldering-Benefits	\$1,002	\$1,500	\$2,000	\$500	33.33%	\$2,040	\$2,081	
Elgn-Shouldering Material	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Elgn-Shouldering Mach Tm	\$6,510	\$12,000	\$12,000	\$0	0.00%	\$12,240	\$12,485	
Elgin-Line Painting Wages	\$0	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elgin-Line Painting Benefits	\$0	\$375	\$375	\$0	0.00%	\$383	\$390	
Elgin-Line Painting Materials	\$0	\$16,000	\$16,000	\$0	0.00%	\$16,320	\$16,646	
Elgin-Line Painting Machine	\$0	\$2,750	\$2,750	\$0	0.00%	\$2,805	\$2,861	
Total	\$111,283	\$135,225	\$143,225	\$8,000	5.92%	\$146,090	\$149,011	
<b>County Winter Control</b>								
Elgin-SnowPlowing-Wages	\$30,945	\$40,000	\$40,000	\$0	0.00%	\$40,800	\$41,616	
Elgin-Snow Plowing-Benefits	\$7,736	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
Elgin-Patrol-Wages	\$45,801	\$30,000	\$32,000	\$2,000	6.67%	\$32,640	\$33,293	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Elgin-Patrol-Benefits	\$10,688	\$7,500	\$8,000	\$500	6.67%	\$8,160	\$8,323	
Elgin-Patrol-Machine	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-Snow Plow-Materials	\$14,052	\$81,550	\$85,550	\$4,000	4.90%	\$87,261	\$89,006	
Elgin-Snow Plow-Mach Time	\$22,681	\$35,000	\$35,000	\$0	0.00%	\$35,700	\$36,414	
Elgin-Sand/Salting-Wages	\$6,831	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-Sand/Salting-Benefits	\$1,708	\$0	\$0	\$0	0.00%	\$0	\$0	
Elg-Sand/Salting-Material	\$3,946	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Elg-Sand/Salting Mach Tim	\$47,421	\$50,000	\$50,000	\$0	0.00%	\$51,000	\$52,020	
<b>Total</b>	<b>\$191,810</b>	<b>\$255,550</b>	<b>\$262,050</b>	<b>\$6,500</b>	<b>2.54%</b>	<b>\$267,291</b>	<b>\$272,637</b>	
<b>County Signs and Safety Devices</b>								
Elg-Safety/Signs Wages	\$7,210	\$10,000	\$12,000	\$2,000	20.00%	\$12,240	\$12,485	
Elgin-Safety/Signs-Benefits	\$1,802	\$2,500	\$3,000	\$500	20.00%	\$3,060	\$3,121	
Elgin-SafetySign-Material	\$1,844	\$4,500	\$4,500	\$0	0.00%	\$4,590	\$4,682	
Elg-SafetySign-Mach Time	\$1,633	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Elgin-SpProj-Wages	\$923	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-SpProj-Benefits	\$231	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-SpProj-Materials	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-SpProj-Mach Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total</b>	<b>\$13,642</b>	<b>\$22,000</b>	<b>\$24,500</b>	<b>\$2,500</b>	<b>11.36%</b>	<b>\$24,990</b>	<b>\$25,490</b>	
<b>Total Expenses</b>	<b>\$1,490,448</b>	<b>\$1,868,898</b>	<b>\$2,066,027</b>	<b>\$197,129</b>	<b>10.55%</b>	<b>\$2,107,348</b>	<b>\$2,149,494</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$884,587</b>	<b>\$1,231,144</b>	<b>\$1,398,392</b>	<b>\$167,249</b>	<b>13.58%</b>	<b>\$1,456,838</b>	<b>\$1,485,975</b>	

Roads

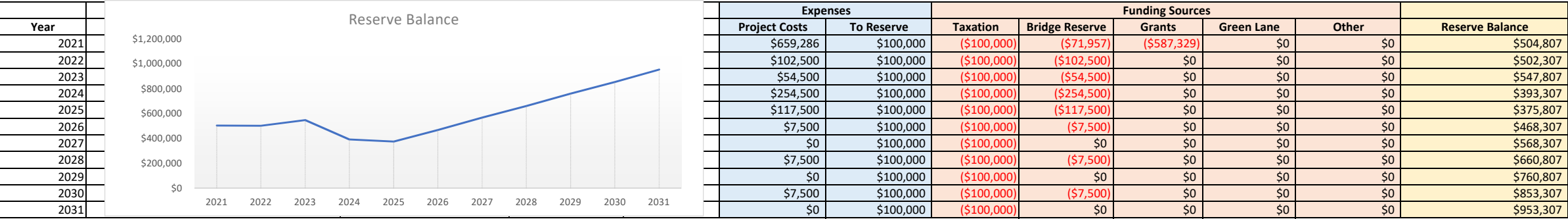


Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources							Notes
					Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other	
2021	To Road Capital Reserve		Actual	Roads	\$1,188,741	(\$825,000)						(\$363,741)	Other Gas Tax, OCIF
2021	To Sidewalk Reserve		Actual	Sidewalk	\$25,000	(\$25,000)							
2021	To Streetlight Reserve		Actual	Streetlight	\$20,000	(\$20,000)							
2021	Shady Lane & Greenpark - Roads	Based on Tender with OH	Estimate		\$425,000		(\$425,000)						
2021	Shady Lane & Greenpark - Storm	Based on Tender with OH	Estimate		\$35,000		(\$35,000)						
2021	Guardrails		Estimate		\$50,000		(\$50,000)						
2021	Talbotville Gore - Surface Asphalt	Based on Tenders	Actual		\$255,000		(\$255,000)						
2021	Talbotville Gore South Extension - Roads	Based on Tender with OH	Estimate		\$100,000		(\$100,000)						
2021	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2021	Hardtop Resurfacing Program - Bush Line		Estimate		\$300,000		(\$300,000)						
2021	Gravel Resurfacing Program - Various Locations		Estimate		\$300,000		(\$300,000)						
2021	Sidewalk Strategy	Carry Forward	Estimate		\$10,000			(\$10,000)					
2021	Streetlights (from 2020)		Actual		\$26,000				(\$26,000)				
2022	To Road Capital Reserve		Estimate	Roads	\$1,441,435	(\$850,000)						(\$591,435)	Other Gas Tax, OCIF
2022	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2022	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2022	Hardtop Resurfacing Program	Lake Line & Scotch Line Surface Treatment	Estimate		\$325,000		(\$325,000)						
2022	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$325,000		(\$325,000)						
2022	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2022	Guardrails		Estimate		\$50,000		(\$50,000)						
2022	Lynhurst Reconstruction - Roads	Last Eng Est with OH	Estimate		\$625,000		(\$625,000)						
2022	Lynhurst Reconstruction - Storm	Last Eng Est with OH	Estimate		\$1,225,000		(\$1,225,000)						
2023	To Road Capital Reserve		Estimate	Roads	\$1,491,435	(\$900,000)						(\$591,435)	
2023	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2023	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2023	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2023	Sidewalks - Based on Strategy Outcome		Estimate		\$100,000			(\$100,000)					
2023	Hardtop Resurfacing Program	Lake Line & Scotch Line Surface Treatment	Estimate		\$400,000		(\$400,000)						
2023	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$400,000		(\$400,000)						
2023	Guardrails		Estimate		\$50,000		(\$50,000)						

					Expenses	Funding Sources							
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other	Notes
2024	To Road Capital Reserve		Estimate	Roads	\$1,541,435	(\$950,000)						(\$591,435)	
2024	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2024	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2024	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2024	Road Needs Study (every 5 years)		Estimate		\$15,000		(\$15,000)						
2024	Hardtop Resurfacing Program	2nd Line, Longhurst???	Estimate		\$500,000		(\$500,000)						
2024	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2024	Guardrails		Estimate		\$50,000		(\$50,000)						
2024	Shedden / Fingal Streets????	2024-2028 5 yrs?	Estimate		\$500,000		(\$500,000)						
2024													
2024													
2025	To Road Capital Reserve		Estimate	Roads	\$1,591,435	(\$1,000,000)						(\$591,435)	
2025	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2025	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2025	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2025	Shedden / Fingal Streets????	2024-2028 5 yrs?	Estimate		\$500,000		(\$500,000)						
2025	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2025	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2025	Guardrails		Estimate		\$50,000		(\$50,000)						
2026	To Road Capital Reserve		Estimate	Roads	\$1,691,435	(\$1,100,000)						(\$591,435)	
2026	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2026	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2026	Shedden / Fingal Streets????	2024-2028 5 yrs?	Estimate		\$500,000		(\$500,000)						
2026	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2026	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2026	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2026	Guardrails		Estimate		\$50,000		(\$50,000)						
2027	To Road Capital Reserve		Estimate	Roads	\$1,791,435	(\$1,200,000)						(\$591,435)	Assume Gas Tax and OCIF conti
2027	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2027	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2027	Shedden / Fingal Streets????	2024-2028 5 yrs?	Estimate		\$500,000		(\$500,000)						
2027	Hardtop Resurfacing Program		Estimate		\$500,000		(\$500,000)						
2027	Gravel Resurfacing Program - Various Locations		Estimate		\$500,000		(\$500,000)						
2027	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2027	Guardrails		Estimate		\$50,000		(\$50,000)						
2028	To Road Capital Reserve		Estimate	Roads	\$1,791,435	(\$1,200,000)						(\$591,435)	
2028	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2028	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2028	Shedden / Fingal Streets????	2024-2028 5 yrs?	Estimate		\$500,000		(\$500,000)						
2028	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$750,000		(\$750,000)						
2028	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2028	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2028	Guardrails		Estimate		\$50,000		(\$50,000)						

					Expenses	Funding Sources							
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other	Notes
2029	To Road Capital Reserve		Estimate	Roads	\$1,563,741	(\$1,200,000)						(\$363,741)	
2029	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2029	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2029	Road Needs Study (every 5 years)		Estimate		\$20,000		(\$20,000)						
2029	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$750,000		(\$750,000)						
2029	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2029	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2029	Guardrails		Estimate		\$50,000		(\$50,000)						
2030	To Road Capital Reserve		Estimate	Roads	\$1,791,435	(\$1,200,000)						(\$591,435)	
2030	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2030	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2030			Estimate										
2030	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$750,000			(\$750,000)					
2030	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2030	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2030	Guardrails		Estimate		\$50,000		(\$50,000)						
2031	To Road Capital Reserve		Estimate	Roads	\$1,791,435	(\$1,200,000)						(\$591,435)	
2031	To Sidewalk Reserve		Estimate	Sidewalk	\$25,000	(\$25,000)							
2031	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)							
2031	Street Lights		Estimate		\$250,000				(\$250,000)				
2031	Hardtop Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$1,000,000		(\$1,000,000)						
2031	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)						
2031	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)						
2031	Guardrails		Estimate		\$50,000		(\$50,000)						

Bridges and Culverts

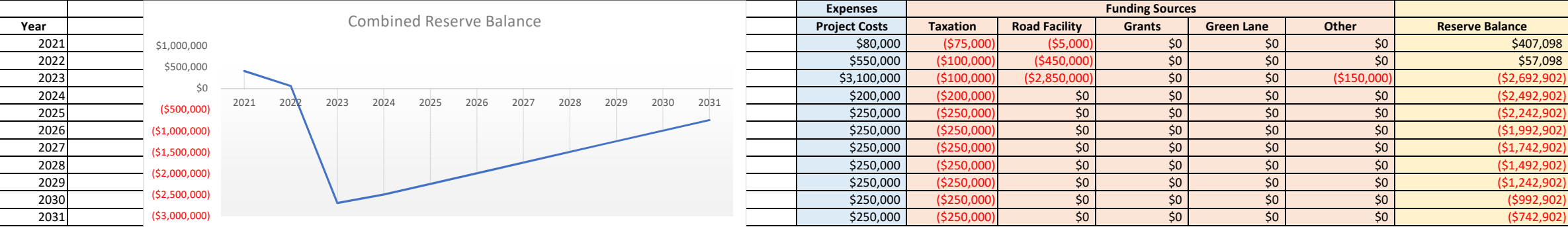


					Expenses		Funding Sources					
Year	Project	Addl Info	Act/Est/Adj	Bridge/Culvert	Project Costs	To Reserve	Taxation	Bridge Reserve	Grants	Green Lane	Other	Notes
2021	To Bridge Reserve		Actual			\$100,000	(\$100,000)					
2021	2nd Line Bridge Engineering	Bridge	Actual	Bridge	\$75,000			(\$65,957)	(\$587,329)			Grant Fed 60%, Prov 33.33%
2021	2nd Line Bridge Construction	Bridge	Actual	Bridge	\$456,286							
2021	2nd Line Bridge Other	Bridge	Estimate	Bridge	\$22,000							
2021	2nd Line Bridge Contingency	Bridge	Estimate	Bridge	\$100,000							
2021	Bridge Study		Estimate		\$6,000			(\$6,000)				2021/2022
2022	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2022	2nd Line Culvert Reline	Bridge	Estimate	Bridge								
2022	Burwell Road Bridge Engineering	Bridge	Estimate	Bridge	\$50,000			(\$50,000)				
2022	First Line Culvert Erosion Control	Culvert	Estimate	Culvert	\$20,000			(\$20,000)				
2022	First Line Culvert Remove tree and debris	Culvert	Estimate	Culvert	\$25,000			(\$25,000)				
2022	Clinton Line Culvert Clean out east barrerl	Culvert	Estimate	Culvert	\$7,500			(\$7,500)				
2023	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2023	Longhurst Line West Culvert Repair Outlet Wall	Culvert	Estimate	Culvert	\$10,000			(\$10,000)				
2023	Longhurst Line West Culvert Install End Marker S	Culvert	Estimate	Culvert	\$1,000			(\$1,000)				
2023	Longhurst Line East Culvert Install Guiderails and	Culvert	Estimate	Culvert	\$35,000			(\$35,000)				
2023	Longhurst Line East Culvert Install signs	Culvert	Estimate	Culvert	\$1,000			(\$1,000)				
2023	Longhurst Line East Cilvert Repair Concrete Dete	Culvert	Estimate	Culvert	\$7,500			(\$7,500)				
2024	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2024	Bridge Study		Estimate		\$7,000			(\$7,000)				
2024	Burwell Road Bridge Replacement	Bridge	Estimate	Bridge	\$225,000			(\$225,000)				
2024	McDiarmid Line Culvert Repair Erosion Control N	Culvert	Estimate	Culvert	\$7,500			(\$7,500)				
2024	Roberts Line Culvert Install Cable Guiderails	Culvert	Estimate	Culvert	\$15,000			(\$15,000)				
2025	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2025	Lyle Road Bridge Repair Abutments	Bridge	Estimate	Bridge	\$12,500			(\$12,500)				
2025	Lyle Road Bridge Repair Posts	Bridge	Estimate	Bridge	\$50,000			(\$50,000)				
2025	Lyle Road Bridge Repair Deck	Bridge	Estimate	Bridge	\$20,000			(\$20,000)				
2025	Lyle Road Bridge Install End Treatments	Bridge	Estimate	Bridge	\$35,000			(\$35,000)				
2026	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2026	Bridge Study		Estimate		\$7,500			(\$7,500)				
2027	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2028	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2028	Bridge Study		Estimate		\$7,500			(\$7,500)				

					Expenses		Funding Sources					
Year	Project	Addl Info	Act/Est/Adj	Bridge/Culvert	Project Costs	To Reserve	Taxation	Bridge Reserve	Grants	Green Lane	Other	Notes
2029	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2030	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					
2030	Bridge Study		Estimate		\$7,500			(\$7,500)				
2031	To Bridge Reserve		Estimate			\$100,000	(\$100,000)					

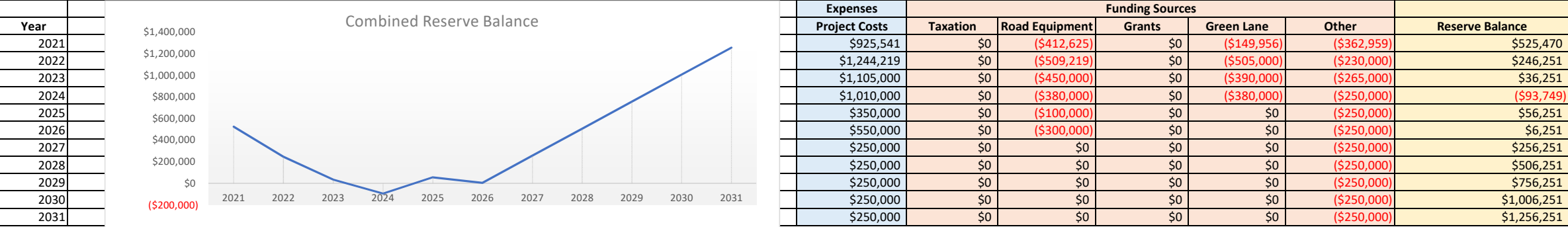


Road Facility



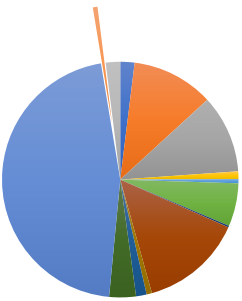
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Taxation	Road Facility	Grants	Green Lane	Other	Notes
2021	To Road Facility Reserve		Actual	Road Facility	\$75,000	(\$75,000)					
2021	Engineer - Building Review/Feasibility		Actual		\$5,000		(\$5,000)				
2022	To Road Facility Reserve		Estimate	Road Facility	\$100,000	(\$100,000)					
2022	Road Facility - Design and Engineering		Estimate		\$200,000		(\$200,000)				
2022	Road Facility - Land		Estimate		\$200,000		(\$200,000)				
2022	Talbotville Road Facility????	Determine course of action/consulting/engineer	Estimate		\$50,000		(\$50,000)				
2023	To Road Facility Reserve		Estimate	Road Facility	\$100,000	(\$100,000)					
2023	Road Facility Construction	Facility, site works, generator, comm tower	Estimate		\$2,500,000		(\$2,350,000)			(\$150,000)	DC Future Recovery ~150
2023	Talbotville Road Facility????	Build/Buy? Need a direction	Estimate		\$500,000		(\$500,000)				
2024	To Road Facility Reserve		Estimate	Road Facility	\$200,000	(\$200,000)					
2025	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2026	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2027	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2028	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2029	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2030	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					
2031	To Road Facility Reserve		Estimate	Road Facility	\$250,000	(\$250,000)					

Road Equipment



Year	Project	Additional Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources					Notes
					Project Costs	Taxation	Road Equipment	Grants	Green Lane	Other	
2021	To Road Equipment Reserve		Actual	Road Equipment	\$220,000					(\$220,000)	From Road Operating Net of Eq
2021	To Road Equipment Reserve - Disposals		Actual	Road Equipment	\$48,952					(\$48,952)	Net revenue from sale
2021	Replace 2006 International Dump Truck/Snow Pl	\$120,000 est - postponed for Tractor	Estimate								
2021	Replace 2011 International #9	Awarded to Team Truck Western Star	Actual		\$299,912		(\$149,956)		(\$149,956)		
2021	2021 Chev Silverado		Actual		\$34,486		(\$34,486)				
2021	2021 Chev Silverado		Actual		\$34,486		(\$34,486)				
2021	2021 Ford F-150		Actual		\$37,388		(\$37,388)				
2021	F450 with Aluminum Dump Box		Actual		\$69,840		(\$69,840)				
2021	Sewer Camera	Wolseley 2021	Actual		\$18,517		(\$9,258.00)			(\$9,257)	Drainage Reserve for part
2021	Park Tractor 2021 Case IH Farmall 40C Series 2		Actual		\$32,461		(\$12,461)			(\$20,000)	
2021	2021 CASE IH Tractor		Actual		\$129,500		(\$64,750)			(\$64,750)	
2022	To Road Equipment Reserve		Estimate	Road Equipment	\$230,000					(\$230,000)	
2022	Replace 2000 Mack Truck 7		Estimate		\$300,000		(\$150,000)		(\$150,000)		
2022	Replace Backhoe		Estimate		\$175,000		(\$87,500)		(\$87,500)		
2022	Replace Loader		Estimate		\$270,000		(\$135,000)		(\$135,000)		
2022	Replace 2012 Peterbilt Dump Truck/Snow Plow#	Awarded to Team Truck Freightliner in 2021 for	Actual		\$269,219		(\$136,719)		(\$132,500)		
2022											
2022											
2023	To Road Equipment Reserve		Estimate	Road Equipment	\$240,000					(\$240,000)	
2023	Replace 2006 International Dump Truck/Snow Plow		Estimate		\$280,000		(\$140,000)		(\$140,000)		
2023	Misc New Equipment for Shop		Estimate		\$50,000		(\$25,000)			(\$25,000)	DC - expansion items
2023	Replace 2002 Caterpillar Grader		Estimate		\$500,000		(\$250,000)		(\$250,000)		
2023	Replace 2013 Dodge Ram 1500		Estimate		\$35,000		(\$35,000)				
2023											
2023											
2024	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2024	Trackless - New Addition		Estimate		\$270,000		(\$135,000)		(\$135,000)		
2024	2011 Peterbilt Replace		Estimate		\$290,000		(\$145,000)		(\$145,000)		
2024	2009 Freightliner		Estimate		\$200,000		(\$100,000)		(\$100,000)		
2024			Estimate								

					Expenses	Funding Sources					
Year	Project	Additional Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Road Equipment	Grants	Green Lane	Other	Notes
2025	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2025	Pickup Replacements	Various	Estimate		\$100,000		(\$100,000)				
2025			Estimate								
2025			Estimate								
2025			Estimate								
2026	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2026	Dump Truck Replacement		Estimate		\$300,000		(\$300,000)				
2027	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2028	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2029	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2030	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	
2031	To Road Equipment Reserve		Estimate	Road Equipment	\$250,000					(\$250,000)	

Planning & Development Summary		
2022 Levy Requirement	\$37,750	
Requirement as % of Total Levy	0.96%	
Ability to Adjust	Low	
\$ Change from 2021 Levy Requirement	↓ (\$300)	
Contribution to 2022 Levy Increase	↓ -0.01%	
\$ per Capita	\$8.54	
\$ per Household	\$20.96	

#### Department Highlights:

- Planning team has had a record year for the number of planning applications received:
  - Minor Variances (2021 – 16, 2020 – 1)
  - Consents (2021 – 16, 2020 – 5)
  - Zoning By-law Amendment (2021 – 11, 2020-7)
  - Site Plan (2021 – 4, 2020 – 0)
  - Condominium (2021- 1, 2020-0)
- Hiring of the Director of Infrastructure and Development Services to assist the team with engineering development review

#### 2022 Budget Highlights:

##### Operating:

- Planning
  - Budgeting for increased Planning Fee Revenue – anticipate similar activity compared to 2021 or higher development activity based on Shedden and Fingal having servicing capacity.
  - Planning expenses up due to increase in planning service

- Development Activities – Cost Recovery
  - New budget section to capture costs related to development activity that can be recovered from Development proponents
  - Wages and Overhead reflects revised Organizational Structure and distribution of costs to various departments
  - All costs to be recovered
- Shedden/Fingal Sanitary Sewer Project
  - This project is being defined so that internal and external costs associated with Shedden/Fingal Sanitary Sewer Project are properly captured and attributed to those benefiting
  - Costs will be funded from existing Township Reserves and Land Sales from a cash flow perspective
  - Team currently has the RFP for engineering detailed design posted on Township website, with council approval anticipated for February 2022.
- Teetzel Development Project
  - Staff are working towards creating an RFP for this project to provide additional residential opportunities. This RFP will consider affordable housing as well as low and medium density housing.
- Industrial Lands Secondary Planning Project
  - Included under Planning, but funding is identified in the Administration Capital budget as it is funded from the Efficiency Reserve
  - Project anticipates internal and external consulting costs
  - Will help ensure the Township has development ready industrial land
- Various sub-sections in the Planning area broken out into individual components

### **Capital Projects:**

### **Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast for items like Planning Studies and Projects

- Planning Reserve \$10,000

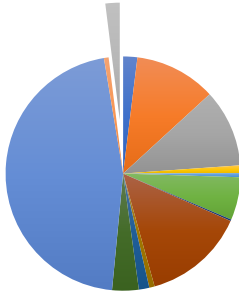
## Planning & Development

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Planning</b>								
Miscellaneous	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Application Fees	(\$50,475)	(\$20,000)	(\$35,000)	(\$15,000)	75.00%	(\$30,000)	(\$30,000)	anticipates ongoing strong development activity
Planning Recoveries Other Municipalities	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Planning Recoveries Property Owners	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Future Recoveries from Development Charges	(\$3,943)	\$0	\$0	\$0	0.00%	\$0	\$0	
Future Recoveries re: Official Plan	(\$6,725)	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>	<b>(\$61,143)</b>	<b>(\$20,000)</b>	<b>(\$35,000)</b>	<b>(\$15,000)</b>	<b>75.00%</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>	
Salaries and Wages - Contracted Planner	\$46,702	\$46,000	\$52,500	\$6,500	14.13%	\$46,920	\$47,858	Contracted Planning Staff, Internal OH
Mileage	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	
Employee Training	\$0	\$500	\$750	\$250	50.00%	\$510	\$520	shared costs
Materials Supplies	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	
Postage	\$0	\$500	\$750	\$250	50.00%	\$510	\$520	
Advertising	\$348	\$750	\$750	\$0	0.00%	\$765	\$780	
Legal Fees	\$250	\$3,300	\$5,000	\$1,700	51.52%	\$3,366	\$3,433	Based on prior activity
Memberships/Subscriptions	\$307	\$0	\$500	\$500	0.00%	\$0	\$0	shared costs
Official Plan Updates	\$6,725	\$0	\$0	\$0	0.00%	\$0	\$0	
Zoning By-Law Updates	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Development Charges Study	\$3,943	\$0	\$0	\$0	0.00%	\$0	\$0	
Contracted Services	\$0	\$1,000	\$1,500	\$500	50.00%	\$1,020	\$1,040	incl. annual mapping update
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Miscellaneous	\$2,062	\$500	\$500	\$0	0.00%	\$510	\$520	
<b>Total Expenses</b>	<b>\$60,337</b>	<b>\$53,050</b>	<b>\$62,750</b>	<b>\$9,700</b>	<b>18.28%</b>	<b>\$54,111</b>	<b>\$55,193</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>(\$806)</b>	<b>\$33,050</b>	<b>\$27,750</b>	<b>(\$5,300)</b>	<b>-16.04%</b>	<b>\$33,711</b>	<b>\$34,385</b>	

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Development Activities - Cost Recovery</b>								
Development Staff Time - Cost Recovery			(\$37,500)	(\$37,500)	0.00%	(\$38,250)	(\$39,015)	
Cost Recovery - Other			(\$10,000)	(\$10,000)	0.00%	(\$10,200)	(\$10,404)	
Transfer from Reserve			\$0		0.00%	\$0	\$0	
<b>Total Revenue</b>			<b>(\$47,500)</b>	<b>(\$47,500)</b>	<b>0.00%</b>	<b>(\$48,450)</b>	<b>(\$49,419)</b>	
Salaries/Wages			\$30,000	\$30,000	0.00%	\$30,600	\$31,212	Updated wage distribution
Overhead			\$7,500	\$7,500	0.00%	\$7,650	\$7,803	
Professional Services			\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
<b>Total Expenses</b>			<b>\$47,500</b>	<b>\$47,500</b>	<b>0.00%</b>	<b>\$48,450</b>	<b>\$49,419</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Industrial Lands Secondary Planning Project</b>								
Transfer from Reserve			(\$31,250)	(\$31,250)	0.00%	(\$31,875)	(\$32,513)	Planning and/or Efficiency Reserve
Other Revenue			\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>			<b>(\$31,250)</b>	<b>(\$31,250)</b>	<b>0.00%</b>	<b>(\$31,875)</b>	<b>(\$32,513)</b>	
Salaries/Wages			\$5,000	\$5,000	0.00%	\$5,100	\$5,202	Updated wage distribution
Overhead			\$1,250	\$1,250	0.00%	\$1,275	\$1,301	
Other Expenses			\$25,000	\$25,000	0.00%	\$25,500	\$26,010	
<b>Total Expenses</b>			<b>\$31,250</b>	<b>\$31,250</b>	<b>0.00%</b>	<b>\$31,875</b>	<b>\$32,513</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Shedden/Fingal Sanitary System</b>								
Future Cost Recovery from Developers/Connection Fees			(\$162,500)	(\$162,500)	0.00%	(\$165,750)	(\$169,065)	Will be carried as AR until developer payments/connections fees rec'd
Other Revenue			\$0	\$0	0.00%	\$0	\$0	
<b>Total Revenue</b>			<b>(\$162,500)</b>	<b>(\$162,500)</b>	<b>0.00%</b>	<b>(\$165,750)</b>	<b>(\$169,065)</b>	
Salaries/Wages			\$10,000	\$10,000	0.00%	\$10,200	\$10,404	Staff time from updated wage distribution
Overhead			\$2,500	\$2,500	0.00%	\$2,550	\$2,601	
Professional Services			\$150,000	\$150,000	0.00%	\$153,000	\$156,060	Engineering, Design
<b>Total Expenses</b>			<b>\$162,500</b>	<b>\$162,500</b>	<b>0.00%</b>	<b>\$165,750</b>	<b>\$169,065</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Operating (Revenue)/Expense All Activities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,750</b>	<b>\$27,750</b>	<b>0.00%</b>	<b>\$28,305</b>	<b>\$28,871</b>	



Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
<b>Net Cash and Capital Requirements</b>								
Planning - Cycling Master Plan	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Planning - Official Plan and Zoning Review	\$5,000	\$5,000	\$10,000	\$5,000	100.00%	\$5,100	\$5,202	For Planning and Development Studies and Consulting
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>100.00%</b>	<b>\$5,100</b>	<b>\$5,202</b>	
<b>Total Requirement from Levy</b>	<b>\$4,194</b>	<b>\$38,050</b>	<b>\$37,750</b>	<b>(\$300)</b>	<b>-0.79%</b>	<b>\$38,811</b>	<b>\$39,587</b>	

<b>Drainage Summary</b>			
<b>2022 Levy Requirement</b>		<b>\$110,999</b>	
<b>Requirement as % of Total Levy</b>		<b>2.82%</b>	
<b>Ability to Adjust</b>		<b>Low</b>	
<b>\$ Change from 2021 Levy Requirement</b>	↑	<b>\$7,599</b>	
<b>Contribution to 2022 Levy Increase</b>	↑	<b>0.21%</b>	
<b>\$ per Capita</b>		<b>\$25.11</b>	
<b>\$ per Household</b>		<b>\$61.63</b>	

#### **Department Highlights:**

- 40 individual tile drain maintenance
- 2 municipal drains completed (est. total cost \$510,000)
- 5 drains in hands of Engineer (est. total cost \$1.5 million)
- In excess of 275 different Municipal Drains in the Township, many with multiple by-laws and branches

#### **2022 Budget Highlights:**

##### **Operating:**

- Detailed Operating Budget for 2022 follows
- Approximately ½ of salary and benefits paid by OMAFRA grant
- Drainage Superintendent time shared with Dutton Dunwich, Township reimbursed for time spent there

##### **Capital Projects:**

- Drain Construction (estimated Township assessments)
  - 2021 – Barber Drain (\$105,935.00), Turville Drain (\$0.00) both completed

- 2022 - McIntosh (\$20,933.00), Marr Drain (\$1410.00), Lake Road Diversion Drain (\$0.00) Ryan Drain (\$0.00),
  - 2023 - G.H. Pennings Drain (still in design), A.& C. Jones Drain (still in design) Taylor Drain (still in design)
  - Drain construction funded from the Drain Reserve
  - Drainage Map Update - \$10,000 – approved in 2020, carried forward and nearing completion
- Stormwater Funding Options – Staff are proposing to review opportunities and best practices for stormwater funding. With the increased development and urbanization, the increase in stormwater infrastructure will need funding for lifecycle maintenance and operations. This review would include provision of information to Council about stormwater funding options and best practices. Subject to Council support in principle, a stormwater funding rate study is typically completed (similar to the Water and Sanitary System Rate Study) to determine appropriate fees for users of the storm system infrastructure. It is anticipated that any costs for the rate study could be recovered from fees, if a Stormwater User Fee is adopted.

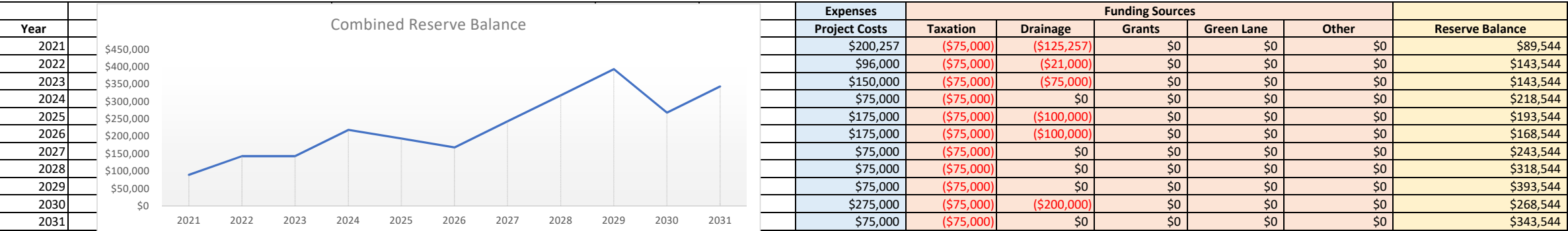
### **Cash Requirements Summary:**

- Cash Requirements based on the 25 Year Capital Forecast for new drains and replacement of drainage equipment and drainage map updates.
  - Drain Reserve \$75,000

## Drainage

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Tile Loan Debentures	\$0	(\$2,432)	(\$2,432)	\$0	0.00%	(\$2,432)	(\$2,432)	offset below
Miscellaneous Revenues	(\$250)	(\$750)	(\$750)	\$0	0.00%	(\$765)	(\$780)	Mainly Drainage Reapportionments
Provincial Grant	(\$30,000)	(\$30,000)	(\$32,000)	(\$2,000)	6.90%	(\$30,600)	(\$31,212)	
Drain Supt Dutton	(\$36,281)	(\$43,000)	(\$44,000)	(\$1,000)	2.38%	(\$43,860)	(\$44,737)	Revenue from Dutton-Dunwich
Contribution from Reserve			\$0					
<b>Total Revenue</b>	<b>(\$66,531)</b>	<b>(\$76,182)</b>	<b>(\$79,182)</b>	<b>(\$3,000)</b>	<b>3.88%</b>	<b>(\$77,657)</b>	<b>(\$79,162)</b>	
Salaries and Wages	\$77,824	\$78,000	\$81,000	\$3,000	4.00%	\$79,560	\$81,151	
Canada Pension	\$3,111	\$3,200	\$3,587	\$387	13.35%	\$3,264	\$3,329	
Employment Insurance	\$1,222	\$1,750	\$1,914	\$164	9.78%	\$1,785	\$1,821	
OMERS Pension Plan	\$6,456	\$7,100	\$7,976	\$876	12.81%	\$7,242	\$7,387	
Employer Health Tax	\$1,280	\$1,500	\$1,562	\$62	4.24%	\$1,530	\$1,561	
Workplace Safety Insuran	\$1,970	\$2,350	\$2,810	\$460	20.44%	\$2,397	\$2,445	
Group Insurance	\$4,895	\$4,850	\$7,000	\$2,150	44.33%	\$4,947	\$5,046	
Health Safety	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Travel Mileage	\$79	\$500	\$500	\$0	0.00%	\$510	\$520	
Employee Training	\$133	\$750	\$750	\$0	0.00%	\$765	\$780	
Drain Stock Charges	\$5,355	\$800	\$800	\$0	0.00%	\$816	\$832	
Rds Mach Tm To Drains	\$1,525	\$0	\$0	\$0	0.00%	\$0	\$0	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Insurance	\$0	\$0	\$1,000	\$1,000	2000.00%	\$0	\$0	Updated insurance distribution
Legal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Equipment Costs	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Memberships Subscription	\$317	\$350	\$350	\$0	0.00%	\$357	\$364	LICO, DSAO
Outside Contractors-Drain	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Plans, Studies, Professional Services	\$0	\$0	\$0	\$0		\$0	\$0	
Transfer to Reserve	\$0	\$0	\$2,500	\$2,500	0.00%	\$0	\$0	Contribution for Vehicle to PW
Debenture Payment Principal	\$2,042	\$2,042	\$2,042	\$0	0.00%	\$2,165	\$2,294	Offset with revenue above
Debenture Payment Interest	\$390	\$390	\$390	\$0	0.00%	\$267	\$138	
<b>Total Expenses</b>	<b>\$107,300</b>	<b>\$104,582</b>	<b>\$115,181</b>	<b>\$10,599</b>	<b>10.27%</b>	<b>\$106,625</b>	<b>\$108,709</b>	
<b>Net Operating (Revenue)/Expense</b>	<b>\$40,769</b>	<b>\$28,400</b>	<b>\$35,999</b>	<b>\$7,599</b>	<b>29.31%</b>	<b>\$28,968</b>	<b>\$29,547</b>	
<b>Net Cash and Capital Requirements</b>								
Drainage	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$80,000	\$78,030	
Capital Items	\$0	\$0	\$0	\$0	-200.00%	\$0	\$0	
<b>Total Net Cash and Capital Requirements</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$80,000</b>	<b>\$78,030</b>	
<b>Total Requirement from Levy</b>	<b>\$115,769</b>	<b>\$103,400</b>	<b>\$110,999</b>	<b>\$7,599</b>	<b>7.92%</b>	<b>\$108,968</b>	<b>\$107,577</b>	

Drainage



					Expenses	Funding Sources					
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Project Costs	Taxation	Drainage	Grants	Green Lane	Other	Notes
2021	To Drainage Reserve		Actual	Drainage	\$75,000	(\$75,000)					
2021	Drainage Assessments	Barber Drain Roads Assessment	Actual		\$106,000		(\$106,000)				
2021	Drain Camera		Actual		\$9,257		(\$9,257)				
2021	Drainage Map Update		Estimate		\$10,000		(\$10,000)				
2022	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2022	Drainage Assessments	McIntosh Drain Roads Assessment	Estimate		\$21,000		(\$21,000)				
2023	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2023	Drainage Assessments	TBD	Estimate		\$75,000		(\$75,000)				
2024	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2024											
2025	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2025	Drainage Assessments	TBD	Estimate		\$100,000		(\$100,000)				
2026	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2026	Drainage Assessments	TBD	Estimate		\$100,000		(\$100,000)				
2027	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2028	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2029	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2030	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					
2030	Drainage Assessments	TBD	Estimate		\$200,000		(\$200,000)				
2031	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)					

## Cash and Capital Requirements - Summary

Account	2021 YTD	2021 Budget	2022 Budget	\$ Variance	% Variance	2023 Forecast	2024 Forecast	Notes
Gas Tax Funding	(\$140,212)	(\$140,212)	(\$140,212)	\$0	0.00%	(\$146,309)	(\$146,309)	Apply to Roads Construction
Machine Usage	(\$220,000)	(\$220,000)	(\$230,000)	(\$10,000)	4.55%	(\$234,600)	(\$239,292)	Apply to Equipment Reserve
OCIF	(\$223,528)	(\$223,528)	(\$451,222)	(\$227,694)	101.86%	(\$451,222)	(\$451,222)	Apply OCIF to Roads Construction
Tax Stabilization Reserve	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$200,000	\$300,000	
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
GG - Working Capital	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
GG - Administration	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$10,200	\$10,404	
GG - Computers	\$23,000	\$23,000	\$18,000	(\$5,000)	-21.74%	\$18,360	\$18,727	
GG - Building Renewal	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$50,000	\$100,000	
GG - Election Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire - Apparatus	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$76,500	\$78,030	better reflects anticipated need
Fire - Building Renewal	\$95,000	\$95,000	\$95,000	\$0	0.00%	\$96,900	\$98,838	
Fire - Major Equipment	\$90,000	\$90,000	\$90,000	\$0	0.00%	\$91,800	\$93,636	
Fire - Communications	\$0	\$0	\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
Fire - Funeral	\$1,500	\$1,500	\$0	(\$1,500)	-100.00%	\$0	\$0	Current Balance \$10,500
Building - Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Building - Fleet	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Building Renewal	\$75,000	\$75,000	\$100,000	\$25,000	33.33%	\$100,000	\$200,000	
Roads - Gas Tax	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Fleet	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Equipment	\$220,000	\$220,000	\$230,000	\$10,000	4.55%	\$234,600	\$239,292	offset above
Roads - Road Construction	\$1,188,740	\$1,188,740	\$1,441,434	\$252,694	21.26%	\$1,497,531	\$1,547,531	\$850,000 plus Gas Tax, OCIF
Roads - Bridges & Culvert	\$100,000	\$100,000	\$100,000	\$0	0.00%	\$150,000	\$150,000	
Roads - Sidewalks	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,500	\$26,010	
Roads - Street Lights	\$20,000	\$20,000	\$20,000	\$0	0.00%	\$20,400	\$20,808	
Health - Building Renewal	\$10,000	\$10,000	\$5,000	(\$5,000)	-50.00%	\$5,100	\$5,202	
Parks - Equipment	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,500	\$26,010	
Parks-Renewal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Need to start contributing soon
Parks - Building Renewal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Need to start contributing soon
Keystone - Building Renew	\$20,000	\$20,000	\$22,500	\$2,500	12.50%	\$22,950	\$23,409	
Keystone - Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Library - Building Renewal	\$10,000	\$10,000	\$12,500	\$2,500	25.00%	\$12,750	\$13,005	
Planning - Cycling Master Plan	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Planning - Official Plan and Zoning Review	\$5,000	\$5,000	\$10,000	\$5,000	100.00%	\$10,200	\$10,404	
Drains	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$76,500	\$78,030	
<b>Total to Reserves from Tax Levy</b>	<b>\$1,584,500</b>	<b>\$1,584,500</b>	<b>\$1,643,000</b>	<b>\$58,500</b>	<b>3.69%</b>	<b>\$1,902,860</b>	<b>\$2,212,917</b>	

## Green Lane Requests

Description	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast
<b>Operating Budget</b>				
St. Thomas Recycling Centre- Township Cost	\$16,500	\$17,000	\$17,500	\$18,000
Zero Waste Committee Initiatives	\$2,500	\$2,500	\$3,000	\$3,000
Composter Program Sidsidy	\$5,000			
Seniors' Committee	\$5,000	\$5,000	\$5,000	\$5,000
Family Day	\$0	\$5,000	\$5,000	\$5,000
Basketball Nets - Multi-use Pad at Keystone	\$5,000			
Communities in Bloom	\$3,000	\$3,000	\$3,000	\$3,000
History Committee	\$2,000	\$2,000	\$2,000	\$2,000
Greening Communities	\$750	\$750	\$750	\$750
Parks - Turf Improvement/Overseeding	\$8,000	\$8,000	\$8,000	\$8,000
<b>Total Operating</b>	<b>\$47,750</b>	<b>\$43,250</b>	<b>\$44,250</b>	<b>\$44,750</b>
<b>Capital Budget</b>				
Talbotville Firehall	\$300,000		\$200,000	\$200,000
Talbotville Park	\$300,000	\$100,000	\$100,000	
Talbotville Pumper (2022)		\$225,000	\$225,000	
Tractor Roadside Mowing, Snow Plowing	\$65,000			
Roads 2011 International 50%	\$150,000			
1975 Talbotville Park Tractor	\$20,000			
Fingal Heritage Park Projects	\$30,000			
Fingal Heritage Park Projects		\$58,142		
Replace Roads 2012 Peterbilt 50%		\$132,500		
Replace Roads 2000 Mack T7 50%		\$150,000		
Replace Roads Backhoe 50%		\$87,500		
Replace Roads Loader 50%		\$135,000		
Replace Roads 2006 International 50%			\$140,000	
Replace Roads 2002 Caterpillar Grader 50%			\$250,000	
Roads - New Addition Trackless				\$135,000
Replace Roads 2011 Peterbilt 50%				\$145,000
Replace Roads 2009 Freightliner 50%				\$100,000
<b>Total Capital</b>	<b>\$865,000</b>	<b>\$888,142</b>	<b>\$915,000</b>	<b>\$580,000</b>
<b>Total Green Lane Request</b>	<b>\$912,750</b>	<b>\$931,392</b>	<b>\$959,250</b>	<b>\$624,750</b>