



REPORT FIN-2019-008

TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: February 20, 2019

SUBJECT: 2018 Completed Capital Projects
File No. F05 BUD

RECOMMENDATIONS

That Report FIN-2019-008 regarding the 2018 Completed Capital Projects be received.

DISCUSSION

Purpose

The purpose of this report is to provide Council with information regarding the 2018 Completed Capital Projects.

The projected balances in the discretionary reserves and restricted reserves from 2018 to 2028 are discussed in Report FIN-2019-009.

Background

The practise in the past has been to report to Council on an annual basis regarding completed capital projects.

Engineering Costs as a Percentage of Total Project Costs

Council requested that staff report on engineering costs as a percentage of total project costs for projects which the Township has retained its engineering firm for the purpose of project management/engineering designs, etc.

Outlined below are the engineering costs as a percentage of total project costs for those relevant completed construction projects:

Project Description	Engineering Costs	Total Costs	%
Victoria Rd (Aberfoyle Pit 2 to County Road 36)	\$39,593	\$400,865	9.9%
Forestell Rd- 32 to Roszell Rd (West)	\$13,024	\$150,638	8.7%
Forestell Rd- 35 to Sideroad 10 North (East)	\$12,802	\$191,333	6.7%
6990 Concession 2 - Culvert Replacement	\$4,566	\$98,584	4.6%
6820 Concession 4 - Culvert Replacement	\$4,571	\$36,056	12.7%
Aberfoyle Baseball Diamond - Lights and Bleachers – costs also include 2017 GM BluePlan costs	\$20,364	\$201,946	10.1%

FINANCIAL IMPLICATIONS

Schedule A – 2018 Total Capital Expenditures

This schedule provides a breakdown of the budgeted 2018 capital expenditures compared to the actual 2018 capital expenditures (also shown are project deficits and surpluses). Please note that surpluses associated with projects that will not be complete in 2018 (ie. Bridge and Culvert Inspections) have been contributed to the capital carry forward discretionary reserve. A reconciliation of the balances in the capital carry forward and operating carry forward discretionary reserves are included in Report FIN-2019-009.

Schedule B – 2018 Total Capital Tax Levy Funding

This schedule provides a summary of the 2018 capital expenditures funded by the tax levy. The capital tax levy surplus for 2018 is \$128,959.

Schedule C – 2018 Total Capital Restricted Reserve Funding

This schedule provides a summary of the 2018 capital expenditures funded by the following restricted reserves:

- Development charges
- Cash In Lieu of Parkland
- Federal Gas Tax Grant Program

The projected balances in the above restricted reserves are included in Report FIN-2019-009.

Schedule D – 2018 Total Capital Grant Funding

This schedule provides a summary of the 2018 capital expenditures funded by grants.

- Destination Marketing/Branding (Logo) – Rural Economic Development Program
- Municipal Drinking Water Well System – Feasibility Study – Cleanwater Wastewater Fund

- Municipal Class Environmental Assessment – Municipal Water and Wastewater – contingent on the results of feedback received from the commercial and industrial scoped area and contingent on receipt of grant funding
- Asset Management Plan Revamp – Asset Management Grant Program
- Aberfoyle Baseball Diamonds – Canada 150 Community Infrastructure Program
- Kabota Lawnmower – Trade-in value
- Puslinch Community Centre Accessible Front Doors – County of Wellington Accessibility Grant Funding
- LED Streetlight Conversion – IESO Incentives and Investment Grade Audit Credit
- Victoria Road – Aberfoyle Pit 2 to County Road 36 – Ontario Community Infrastructure Fund - Formula Based Component

Schedule E – 2018 Total Capital Discretionary Reserve Funding

This schedule provides a summary of the 2018 capital expenditures funded by discretionary reserves.

The projected balances in the discretionary reserves are included in Report FIN-2018-009.

APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A: 2018 Total Capital Expenditures

Schedule B: 2018 Total Capital Tax Levy Funding

Schedule C: 2018 Total Capital Restricted Reserve Funding

Schedule D: 2018 Total Capital Grant Funding

Schedule E: 2018 Total Capital Discretionary Reserve Funding

Schedule A - 2018 Total Capital Expenditures

Department/Project	Budget	Actual	Diff	
Fire and Rescue				
Fire and Rescue				
Structural Firefighter Ensemble	\$15,105	\$12,828	\$2,277	
New Storage Cabinetry Set and additional Firefighter Gear Racks	\$4,611	\$5,708	-\$1,097	
Truck Cap Enclosure and Cargo Sliding Truck Bed	\$4,859	\$4,873	-\$14	
General Government				
Corporate				
Computer Equipment	\$15,000	\$12,988	\$2,012	
IT Software Upgrade	\$78,669	\$6,354	\$72,315	
Destination Marketing/Branding (Logo)	\$30,000	\$27,432	\$2,568	Capital Carry-forward
Municipal Drinking Water Well System - Feasibility Study	\$55,460	\$53,529	\$1,931	
New Recording and Sound System - Council Chambers	\$16,246	\$18,329	-\$2,083	
Municipal Drinking Water Well System - Feasibility Study - Commercial/Industrial	\$29,083	\$0	\$29,083	Capital Carry-forward
Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding	\$350,000	\$0	\$350,000	Capital Carry-forward
Finance				
Asset Management Plan Revamp	\$58,000	\$42,295	\$15,705	Capital Carry-forward
2019 Development Charges Background Study	\$0	\$4,854	-\$4,854	
Municipal Office				
Meeting Room and New Flooring	\$7,000	\$1,881	\$5,119	Capital Carry-forward
Roof Painting	\$12,250	\$13,178	-\$928	
Parks and Recreation				
Parks				
Aberfoyle Baseball Diamond - Lights and Bleachers	\$234,940	\$186,885	\$48,055	
Puslinch Community Centre Park - Back Soccer Fields Upgrade	\$70,000	\$44,584	\$25,416	Capital Carry-forward
Painting of Shed Roof & Sides	\$10,000	\$10,848	-\$848	
Kabota Lawnmower	\$30,000	\$22,641	\$7,359	
PCC				
Roof Painting	\$11,000	\$11,639	-\$639	
Accessible Front Doors	\$25,000	\$19,041	\$5,959	
Planning				
Planning				
Comprehensive Zoning By-law Review (CIP OPA Amendment)	\$983	\$5,014	-\$4,031	
Municipal Servicing Standards	\$9,864	\$5,043	\$4,821	Capital Carry-forward
Public Works				
Public Works				
Bridge and Culvert Inspections	\$7,500	\$0	\$7,500	Capital Carry-forward
Streetlight Investment Grade Audit	\$10,000	\$9,762	\$238	
LED Streetlight Conversion	\$288,693	\$243,096	\$45,597	Capital Carry-forward
Victoria Rd (Aberfoyle Pit 2 to County Road 36)	\$445,000	\$400,865	\$44,135	
Forestell Rd- 32 to Roszell Rd	\$145,000	\$150,638	-\$5,638	
Forestell Rd- 35 to Sideroad 10 North	\$230,000	\$191,333	\$38,667	
Concession 4- 35 to Sideroad 10	\$34,350	\$0	\$34,350	Reallocation of Funding
McLean Road and Concession 7	\$23,000	\$20,474	\$2,526	Report PW-2018-002
Carter Road Railway Crossing - 37 to Cooks Mill Road	\$42,650	\$41,314	\$1,336	Report PW-2018-003

Schedule A - 2018 Total Capital Expenditures

Department/Project	Budget	Actual	Diff	
6820 Concession 4 - Culvert Replacement	\$40,000	\$36,056	\$3,944	Report PW-2018-003
Concession 2 - between 32 and Eagle Lane - Culvert Replacement	\$37,350	\$0	\$37,350	Report PW-2018-003
6990 Concession 2 - Culvert Replacement	\$42,650	\$98,584	-\$55,934	Report PW-2018-003
4156 and 4162 Concession 11 - Culvert Replacement	\$10,000	\$4,639	\$5,361	Report PW-2018-003
Building				
Building				
Computer Equipment	\$0	\$5,921	-\$5,921	
IT Software Upgrade	\$16,185	\$2,723	\$13,462	
Tablet	\$9,000	\$0	\$9,000	
Meeting Room and New Flooring	\$3,000	\$806	\$2,194	
Roof Painting	\$5,250	\$5,648	-\$398	
Grand Total	\$2,457,698	\$1,721,804	\$735,895	

Schedule B - 2018 Total Capital Tax Levy Funding

Department/Project	Levy		
	Budget	Actual	Diff
Corporate			
Computer Equipment	\$15,000	<u>\$12,988</u>	\$2,012
Municipal Drinking Water Well System - Feasibility Study	\$5,000	<u>\$5,000</u>	\$0
Finance			
Asset Management Plan Revamp	\$8,000	<u>\$3,959</u>	\$0
2019 Development Charges Background Study	\$0	<u>\$485</u>	-\$485
Fire and Rescue			
Structural Firefighter Ensemble	\$15,105	<u>\$12,828</u>	\$2,277
Public Works			
Bridge and Culvert Inspections	\$7,500	<u>\$0</u>	\$0
Victoria Rd (Aberfoyle Pit 2 to County Road 36)	\$47,744	<u>\$3,609</u>	\$44,135
Forestell Rd- 32 to Roszell Rd	\$145,000	<u>\$150,638</u>	-\$5,638
Forestell Rd- 35 to Sideroad 10 North	\$230,000	<u>\$191,333</u>	\$38,667
Concession 4- 35 to Sideroad 10	\$0	<u>\$0</u>	\$0
Carter Road Railway Crossing - 37 to Cooks Mill Road	\$42,650	<u>\$41,314</u>	\$1,336
6820 Concession 4 - Culvert Replacement	\$40,000	<u>\$36,056</u>	\$3,944
Concession 2 - between 32 and Eagle Lane - Culvert Replacement	\$37,350	<u>\$0</u>	\$37,350
4156 and 4162 Concession 11 - Culvert Replacement	\$10,000	<u>\$4,639</u>	\$5,361
Grand Total	\$603,349	<u>\$462,849</u>	\$128,959

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Schedule C - 2018 Total Capital Restricted Reserve Funding

Department/Project	Restricted_Reserves		
	Budget	Actual	Diff
Corporate			
Municipal Drinking Water Well System - Feasibility Study	\$16,473	<u>\$16,473</u>	\$0
Finance			
2019 Development Charges Background Study	\$0	<u>\$4,369</u>	-\$4,369
Fire and Rescue			
Truck Cap Enclosure and Cargo Sliding Truck Bed	\$4,859	<u>\$4,873</u>	-\$14
Parks			
Aberfoyle Baseball Diamond - Lights and Bleachers	\$82,229	<u>\$66,618</u>	\$15,611
Puslinch Community Centre Park - Back Soccer Fields Upgrade	\$70,000	<u>\$44,584</u>	\$25,416
Planning			
Comprehensive Zoning By-law Review (CIP OPA Amendment)	\$88	<u>\$4,119</u>	-\$4,031
Public Works			
Victoria Rd (Aberfoyle Pit 2 to County Road 36)	\$289,420	<u>\$289,420</u>	\$0
Grand Total	\$463,069	<u>\$430,456</u>	\$32,613

Schedule D - 2018 Total Capital Grant Funding

Department/Project	Grant		
	Budget	Actual	Diff
Corporate			
Destination Marketing/Branding (Logo)	\$28,716	<u>\$27,432</u>	\$1,284
Municipal Drinking Water Well System - Feasibility Study	\$23,370	<u>\$23,370</u>	\$0
Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding	\$262,500	<u>\$0</u>	\$262,500
Finance			
Asset Management Plan Revamp	\$50,000	<u>\$38,336</u>	\$11,664
Parks			
Aberfoyle Baseball Diamond - Lights and Bleachers	\$70,482	<u>\$53,648</u>	\$16,834
Kabota Lawnmower	\$5,000	<u>\$4,933</u>	\$67
PCC			
Accessible Front Doors	\$10,000	<u>\$10,000</u>	\$0
Public Works			
LED Streetlight Conversion	\$24,543	<u>\$24,543</u>	\$0
Victoria Rd (Aberfoyle Pit 2 to County Road 36)	\$107,836	<u>\$107,836</u>	\$0
Grand Total	\$582,447	<u>\$290,098</u>	\$292,349

Schedule E - 2018 Total Capital Discretionary Reserve Funding

Department/Project	Discretionary_Reserves		
	Budget	Actual	Diff
Corporate			
IT Software Upgrade	\$78,669	<u>\$6,354</u>	\$72,315
Destination Marketing/Branding (Logo)	\$1,284	<u>\$0</u>	\$1,284
Municipal Drinking Water Well System - Feasibility Study	\$10,617	<u>\$8,686</u>	\$1,931
New Recording and Sound System - Council Chambers	\$16,246	<u>\$18,329</u>	-\$2,083
Municipal Drinking Water Well System - Feasibility Study -	\$29,083	<u>\$0</u>	\$29,083
Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding	\$87,500	<u>\$0</u>	\$87,500
Finance			
Asset Management Plan Revamp	\$0	<u>\$0</u>	\$4,041
Fire and Rescue			
New Storage Cabinetry Set and additional Firefighter Gear Racks	\$4,611	<u>\$5,708</u>	-\$1,097
Parks			
Aberfoyle Baseball Diamond - Lights and Bleachers	\$82,229	<u>\$66,618</u>	\$15,611
Painting of Shed Roof & Sides	\$10,000	<u>\$10,848</u>	-\$848
Kabota Lawnmower	\$25,000	<u>\$17,708</u>	\$7,292
PCC			
Roof Painting	\$11,000	<u>\$11,639</u>	-\$639
Accessible Front Doors	\$15,000	<u>\$9,041</u>	\$5,959
Planning			
Comprehensive Zoning By-law Review (CIP OPA Amendment)	\$895	<u>\$895</u>	\$0
Municipal Servicing Standards	\$9,864	<u>\$5,043</u>	\$4,821
Public Works			
Bridge and Culvert Inspections			\$7,500
Streetlight Investment Grade Audit	\$10,000	<u>\$9,762</u>	\$238

Schedule E - 2018 Total Capital Discretionary Reserve Funding

Department/Project	Discretionary_Reserves		
	Budget	Actual	Diff
LED Streetlight Conversion	\$264,150	<u>\$218,553</u>	\$45,597
Concession 4- 35 to Sideroad 10	\$34,350	<u>\$0</u>	\$34,350
McLean Road and Concession 7	\$23,000	<u>\$20,474</u>	\$2,526
6990 Concession 2 - Culvert Replacement	\$42,650	<u>\$98,584</u>	-\$55,934
Building			
Computer Equipment	\$0	<u>\$5,921</u>	-\$5,921
IT Software Upgrade	\$16,185	<u>\$2,723</u>	\$13,462
Tablet	\$9,000	<u>\$0</u>	\$9,000
Meeting Room and New Flooring	\$3,000	<u>\$806</u>	\$2,194
Roof Painting	\$5,250	<u>\$5,648</u>	-\$398
Municipal Office			
Meeting Room and New Flooring	\$7,000	<u>\$1,881</u>	\$5,119
Roof Painting	\$12,250	<u>\$13,178</u>	-\$928
Grand Total	\$808,833	<u>\$538,400</u>	\$281,974



REPORT FIN-2019-009

TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: February 20, 2019

SUBJECT: Balances in Discretionary and Restricted Reserves
File No. F05 BUD

RECOMMENDATIONS

That Report FIN-2019-009 regarding the Balances in Discretionary and Restricted Reserves be received; and

That the Capital Carry-forward Balance of \$52,669 related to the 2014 Information Technology Software Upgrade projects be transferred to the Corporate Information Technology Software Discretionary Reserve to be utilized in future budget years as required; and

That the Capital Carry-forward Balance of \$7,500 related to the Logo and Branding Project be transferred to the Operating Carry-forward Discretionary Reserve to fund any future Community Improvement Plan Grant Applications; and

That the surplus allocations to discretionary reserves in accordance with the policy adopted by Council through Council Resolution No. 2013-284 be reviewed and updated based on the recommendations in the Asset Management Program; and

That the budget allocations to discretionary reserves for the specific budget year and forecast period be reviewed and updated based on the recommendations in the Asset Management Program.

DISCUSSION

Purpose

The purpose of this report is to provide Council with information regarding the projected balances in discretionary and restricted reserves for 2018 to 2028. The 2018 completed capital projects are discussed in Report FIN-2019-008.

Background

Under the Municipal Act, Council has the authority to establish discretionary reserves. Restricted reserves are established through Provincial legislation. Discretionary and restricted reserves can be formed to meet various liabilities such as the replacement and/or acquisition of capital assets or the stabilization of the tax levy. In addition, the Development Charges Act, the Planning Act, the Building Code Act, and other legislation require that municipal governments maintain specific restricted reserves.

Both discretionary and restricted reserves are considered during the annual operating and capital budget process and for the purpose of long-term financial planning.

Discretionary reserves do not require the physical segregation of money or assets. Discretionary reserves are part of the general revenue fund, and therefore, do not earn interest on their own. In order to reduce, and, if possible avoid short-term borrowing, a discretionary reserve is one financial management technique that can be helpful and provides a cash management device to enhance cash flow. It also eliminates the need to levy for the full cost of various capital projects in one particular budget year. The Township set out its discretionary reserves in By-law No. 2015-020.

Restricted reserves (as per statute or legislation requirements) are comprised of funds received for special purposes and are segregated from the general revenues of the Township. All earnings derived from such investments must form part of the restricted reserve. Restricted reserves are created solely for the purpose prescribed for them.

Examples of restricted reserves include:

- Monies received in lieu of land for park purposes as set out in the Planning Act;
- Monies received in lieu of land for park purposes under a subdivision agreement as set out in the Planning Act;
- Monies received as development charges as set out in the Development Charges Act; and
- Monies received as part of the Federal Gas Tax Funding Program.

Analyzing the balances in the discretionary and restricted reserves from 2018 to 2028 will assist the Township in understanding the amount required to contribute to the reserves in order to fund the Township's long term forecast. It will also assist in future service level discussions.

FINANCIAL IMPLICATIONS

Schedule A – Capital Carry-forward Balance Reconciliation

Schedule A to this report provides a reconciliation of the Township's Capital Carry-forward balance as of December 31, 2018. Capital Carry-forward projects are projects approved in a previous budget but not yet complete as of December 31, 2018.

Schedule B – Operating Carry-forward Balance Reconciliation

Schedule B to this report provides a reconciliation of the Township's Operating Carry-forward balance as of December 31, 2018.

Schedule C – Discretionary Reserves – Balance as of December 31, 2018

Schedule C to this report includes the balance in each discretionary reserve with a total balance of \$3,772,081 in 2017 and \$3,787,555 in 2018.

Schedule D – Restricted Reserves – Balance as of December 31, 2018

Schedule D to this report includes the balance in each restricted reserve with a total balance of \$784,239 in 2017 and \$919,213 in 2018.

Schedule E – Discretionary Reserves – Projected Balances from 2019 to 2028

Schedule E to this report includes the projected balance in each discretionary reserve from 2019 to 2028. The budget contributions and withdrawals entered are based on the Capital Budget and Forecast and the Operating Budget.

Schedule E also includes the estimated 2018 surplus allocation of \$357,870 allocated to the discretionary reserves in accordance with the policy adopted by Council through Council Resolution No. 2013-284. Please note, the 2018 estimated surplus was calculated based on the average actual surpluses from 2015 to 2017 as outlined below:

- 2015 Surplus - \$239,670
- 2016 Surplus - \$429,858
- 2017 Surplus - \$404,081
- Average of previous three years - \$357,870

It is recommended that the surplus allocations to discretionary reserves in accordance with the policy adopted by Council through Council Resolution No. 2013-284 be reviewed and updated based on the recommendations in the Asset Management Program.

Please find information below regarding the budgeted contributions to discretionary reserves:

Year	Capital Discretionary	Operating Discretionary	Total
2013 - Approved	\$100,000	\$0	\$100,000
2014 - Approved	\$328,500	\$19,000	\$347,500
2015 - Approved	\$208,500	\$24,000	\$232,500
2016 - Approved	\$0	\$37,144	\$37,144
2017 - Approved	\$190,500	\$22,787	\$213,287
2018 - Approved	\$0	\$361,100	\$361,100
2019 - Approved	\$271,000	\$88,750	\$359,750
2020 – Forecast	\$532,500 Note A	N/A	\$532,500
2021 – Forecast	\$387,500 Note A	N/A	\$387,500
2022 – Forecast	\$437,500 Note A	N/A	\$437,500
2023 – Forecast	\$432,500 Note A	N/A	\$432,500
2024 – Forecast	\$387,500 Note A	N/A	\$387,500
2025 – Forecast	\$237,500	N/A	\$237,500
2026 – Forecast	\$307,500 Note A	N/A	\$307,500
2027 – Forecast	\$357,500 Note A	N/A	\$357,500
2028 – Forecast	\$232,500	N/A	\$232,500

Note A – Increase in contributions to Public Works Equipment Replacement Discretionary Reserve based on the vehicle replacement schedule in Public Works.

Please note, the following discretionary reserves have the following negative balances:

- Fire Equipment Replacement has a negative balance of \$54,558 effective 2020 and remains at a negative balance of \$61,558 to 2028
 - \$209,050 of capital withdrawals in 2020
 - SCBA Cylinders – \$6,000
 - Extrication Equipment - \$52,500
 - Watercraft - \$6,000
 - Self-Contained Breathing Apparatus - \$144,550
- Fire Vehicle Replacement has a negative balance of \$173,153 effective 2020 and remains at a negative balance of \$775,591 in 2028.
 - \$520,000 of capital withdrawals in 2020 related to the replacement of the Rescue 35 Truck.
 - \$468,000 of capital withdrawals in 2025 related to the replacement of the Pump 31 Truck.
 - \$500,000 of capital withdrawals in 2028 related to the replacement of the Aerial Truck.

It is recommended that the budget allocations to discretionary reserves for the specific budget year and forecast period be reviewed and updated based on the recommendations in the Asset Management Program.

Schedule F – Restricted Reserves – Projected Balances from 2019 to 2028

Schedule F to this report includes the projected balance in each restricted reserve from 2019 to 2028.

The contributions entered for the restricted reserves are noted below:

- Development charge (DC) contributions are based on an estimate of \$100,000 received each year. The contributions also include the amount for the Morguard/Maple Leaf Foods development charges to be obtained in 2022 in accordance with the Development Charges Credit Agreement.
- Cash in lieu of parkland contributions are estimated at \$40,500 per year from 2019 to 2028. Please note, in 2018 the Township received contributions of \$113,455. The Township is in the process of obtaining a severance forecast from the County of Wellington's Planning Department to determine the reasonability of the forecast amount of \$40,500 per year.
- Federal Gas Tax Rebate contributions are based on the agreement between the Township and the Association of Municipalities of Ontario effective April 1, 2014. Schedule A2 to the Municipal Funding Agreement provides a schedule of fund payments from 2019 to 2023 (ie. remaining five years of the agreement) based on the 2016 Census.

The withdrawals entered are based on the Capital Budget and Forecast. A municipality is permitted to have a negative balance in a DC restricted reserve only if the municipality is able to obtain sufficient DC's in the future to repay the negative balance.

Below are the DC's collected from 2013 to 2018.

- 2013 - \$241K
- 2014 - \$105K
- 2015 - \$158K
- 2016 - \$248K
- 2017 - \$266K
- 2018 - \$188K

Please note, the following restricted reserves have the following negative balances:

- Administrative Studies DC has a negative balance of \$8,188 effective 2021. The balance becomes positive in 2022. The Administrative Studies DC has a negative balance of \$41,252 in 2025 and remains negative to 2028 at a balance of \$26,114.

- \$15,000 of capital withdrawals in 2021 related to a Transportation Master Plan including Pavement Condition Index updates.
- \$66,900 of capital withdrawals in 2025
 - Fire Master Plan - \$26,400
 - Community Based Strategic Plan - \$13,500
 - Recreation and Parks Master Plan - \$27,000
- Parks and Recreation Services DC has a negative balance of \$29,809 effective 2021 and remains negative to 2028 at a balance of \$74,864.
 - \$50,000 of capital withdrawals in 2021 related to Phase 1 of the Parks Master Plan.
 - \$90,000 of capital withdrawals in 2026 related to playground area at Boreham Park (also known as Arkell Park).
- Roads and Related Services DC has a negative balance of \$11,071 effective 2026 and remains negative to 2028 at a balance of \$252,117.
 - Various roads projects are DC funded at 15.6% of the total capital costs.
- Cash in Lieu of Parkland has a negative balance of \$127,116 effective 2022 and remains negative to 2028 at a balance of \$214,366.
 - \$240,667 of capital withdrawals in 2021 related to Phase 1 of Parks Master Plan and Kitchen Renovation at the Puslinch Community Centre including Kitchen Washroom.
 - \$286,103 of capital withdrawals in 2022 related to Phase 2 of Parks Master Plan.
 - \$239,000 of capital withdrawals in 2023 related to Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at 23 Brock Road South.

Schedule G – Discretionary and Restricted Reserves - Projected Balances from 2019 to 2028

Schedule G to this report summarizes the total projected balance in each discretionary and restricted reserve from 2019 to 2029.

Schedule H – Capital Summary – Funding Sources by Year

Schedule H to this report summarizes the 2019 Capital Budget and Forecast by each funding source for each year.

Outlined below is the Capital Tax Levy from 2019 to 2028:

- 2019 - \$1,123,416
- 2020 - \$949,020
- 2021 - \$1,618,059 – increase in tax levy relates to \$741,750 of tax levy funding for a Satellite Fire Station Building and Equipment
- 2022 - \$887,597
- 2023 - \$848,547
- 2024 - \$996,512
- 2025 - \$1,123,131
- 2026 - \$1,029,340
- 2027 - \$1,048,842
- 2028 - \$1,133,261

APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – Capital Carry-forward Balance Reconciliation

Schedule B – Operating Carry-forward Balance Reconciliation

Schedule C – Discretionary Reserves – Balance as of December 31, 2018

Schedule D – Restricted Reserves – Balance as of December 31, 2018

Schedule E – Discretionary Reserves – Projected Balances from 2019 to 2028

Schedule F – Restricted Reserves – Projected Balances from 2019 to 2028

Schedule G – Discretionary and Restricted Reserves - Projected Balances from 2019 to 2028

Schedule H – Capital Summary – Funding Sources by Year

Schedule A - Capital Carry-forward Balance Reconciliation

Project	Amount
Destination Marketing/Branding (Logo)	\$ 1,284
Municipal Servicing Standards	\$ 2,410
Municipal Drinking Water Well System - Feasibility Study - Commercial/Industrial	\$ 25,000
Municipal Class Environmental Assessment - Municipal Water and Wastewater - contingent on receipt of grant funding	\$ 87,500
Asset Management Plan Revamp	\$ 4,041
Bridge and Culvert Inspections	\$ 7,500
December 31, 2018 Balance	\$ 127,735

Schedule B - Operating Carry-forward Balance Reconciliation

Project	Amount
CIP Grant Program - Implementation	\$ 7,500
December 31, 2018 Balance	\$ 7,500

Schedule C - Discretionary Reserves - Balance as of December 31, 2018

Account	Discretionary_Reserves	2017 Surplus Contribution	2018 Budget Contribution	Capital Contributions	Capital Withdrawals	Operating Contributions	Operating Withdrawals	Capital Cfwd Projects not yet spent		
Opening Balance		Ending Balance								
01-0013-3125	Corp. Accessibility	\$136,827	\$0	\$0	\$0	-\$8,583	\$0	\$0	\$128,244	
01-0013-3150	Bldg Reserve	\$793,502	\$0	\$0	\$0	-\$17,620	\$0	-\$48,583	-\$13,604	\$713,694
01-0013-3090	Capital Cfwd.	\$75,741	\$0	\$0	\$125,325	-\$73,332	\$0	\$0	\$127,734	
01-0013-3110	Corp. Office Repairs	\$173,440	\$0	\$0	\$0	-\$15,059	\$0	\$0	-\$5,119	\$153,262
01-0013-3200	Fire Equip.	\$118,772	\$0	\$0	\$0	-\$5,708	\$2,000	-\$6,800		\$108,264
01-0013-3190	Fire Vehicle Replac.	\$238,301	\$0	\$0	\$0	\$0	\$0	\$0		\$238,301
01-0013-3120	Corp. IT Hardware	\$54,652	\$0	\$0	\$0	\$0	\$0	\$0		\$54,652
01-0013-3130	Corp. IT Software	\$63,340	\$0	\$0	\$52,669	-\$6,354	\$0	\$0		\$109,655
01-0013-3145	ORC Equip.	-\$22,440	\$0	\$0	\$22,440	\$0	\$0	\$0		\$0
01-0013-3155	ORC Fac. Improv.	\$70,030	\$0	\$0	\$0	-\$22,440	\$0	\$0		\$47,590
01-0013-3140	Parks Equip.	\$55,610	\$0	\$0	\$0	-\$17,708	\$0	\$0		\$37,902
01-0013-3135	Parks Infrastr.	\$195,682	\$0	\$0	\$0	-\$77,466	\$0	\$0		\$118,216
01-0013-3160	PCC Equip.	\$59,740	\$0	\$0	\$0	\$0	\$0	\$0		\$59,740
01-0013-3165	PCC Fac. Improv.	\$61,519	\$0	\$0	\$0	-\$20,680	\$0	\$0		\$40,839
01-0013-3175	Public Works Equip.	\$648,399	\$0	\$0	\$0	\$0	\$0	\$0		\$648,399
01-0013-3170	Public Works Replace. and Restorat.	\$786,984	\$0	\$0	\$0	-\$337,610	\$0	-\$5,993	-\$45,597	\$397,783
01-0013-3115	Election	\$48,574	\$0	\$0	\$0	\$0	\$0	-\$48,574		\$0
01-0013-3195	Corp. Insur. Conting.	\$28,326	\$0	\$0	\$0	\$0	\$0	-\$7,658		\$20,667
01-0013-3185	Corp. Legal Conting.	\$75,763	\$404,080	\$361,100	\$0	-\$18,449	\$0	-\$115,212	-\$4,083	\$703,200
01-0013-3100	Operat. Cfwd.	\$19,840	\$0	\$0	\$0	\$0	\$7,500	-\$19,840		\$7,500
01-0013-3205	Public Works Winter Maint.	\$89,480	\$0	\$0	\$0	\$0	\$0	-\$17,567		\$71,913
01-0013-3180	Aggregate Levy	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
01-0013-3085	Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$ 3,772,081	\$ 404,080	\$ 361,100	\$ 200,434	\$ (621,009)	\$ 9,500	\$ (270,228)	\$ (68,404)	\$ 3,787,555

Schedule D - Restricted Reserves - Balance as of December 31, 2018

Account	Restricted_Reserves	Reserve Type	Opening Balance	Contributions	Capital Withdrawals	Interest Income	Capital Cfwd Projects not yet spent	Ending Balance
03-0043-2479	Admin. Studies	DC	\$40,239	\$9,468	-\$24,961	\$828	0	\$25,574
03-0043-2478	Fire Services	DC	\$283,110	\$56,808	-\$4,873	\$7,874	0	\$342,918
03-0043-2475	Parks and Recreation Services	DC	\$71,408	\$12,348	-\$22,292	\$1,692	-12,708	\$50,449
03-0043-2473	Roads and Related Services	DC	\$100,953	\$109,008	-\$69,420	\$3,076	0	\$143,617
03-0043-2476	Cash in Lieu of Parkland	Parkland	\$276,950	\$113,455	-\$88,910	\$7,368	-12,708	\$296,154
03-0043-2474	Federal Gas Tax Rebate	Grant	\$11,579	\$223,880	-\$220,000	\$344	0	\$15,804
03-0043-2472	Ontario Main Street Revitalization Fund	Grant	\$0	\$44,135	\$0	\$562	0	\$44,698
Total			\$ 784,239	\$ 569,103	\$ (430,456)	\$ 21,744	\$ (25,416)	\$ 919,213

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions2	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
Corp. Accessibility	2019	\$128,244	\$5,000	\$10,736	\$0	\$0	\$0	\$143,980
Corp. Accessibility	2020	\$143,980	\$5,000	\$0	\$0	\$0	\$0	\$148,980
Corp. Accessibility	2021	\$148,980	\$5,000	\$0	\$0	\$0	\$0	\$153,980
Corp. Accessibility	2022	\$153,980	\$5,000	\$0	\$0	\$0	\$0	\$158,980
Corp. Accessibility	2023	\$158,980	\$5,000	\$0	\$0	\$0	\$0	\$163,980
Corp. Accessibility	2024	\$163,980	\$5,000	\$0	\$0	\$0	\$0	\$168,980
Corp. Accessibility	2025	\$168,980	\$5,000	\$0	\$0	\$0	\$0	\$173,980
Corp. Accessibility	2026	\$173,980	\$5,000	\$0	\$0	\$0	\$0	\$178,980
Corp. Accessibility	2027	\$178,980	\$5,000	\$0	\$0	\$0	\$0	\$183,980
Corp. Accessibility	2028	\$183,980	\$5,000	\$0	\$0	\$0	\$0	\$188,980
Bldg Reserve	2019	\$713,694	\$0	\$0	\$27,247	\$0	\$239,697	\$446,751
Bldg Reserve	2020	\$446,751	\$0	\$0	\$45,150	\$0	\$0	\$401,601
Bldg Reserve	2021	\$401,601	\$0	\$0	\$6,000	\$0	\$0	\$395,601
Bldg Reserve	2022	\$395,601	\$0	\$0	\$15,000	\$0	\$0	\$380,601
Bldg Reserve	2023	\$380,601	\$0	\$0	\$6,000	\$0	\$0	\$374,601
Bldg Reserve	2024	\$374,601	\$0	\$0	\$99,600	\$0	\$0	\$275,001
Bldg Reserve	2025	\$275,001	\$0	\$0	\$6,000	\$0	\$0	\$269,001
Bldg Reserve	2026	\$269,001	\$0	\$0	\$6,000	\$0	\$0	\$263,001
Bldg Reserve	2027	\$263,001	\$0	\$0	\$0	\$0	\$0	\$263,001
Bldg Reserve	2028	\$263,001	\$0	\$0	\$37,500	\$0	\$0	\$225,501
Capital Cfwd.	2019	\$127,734	\$0	\$0	\$127,734	\$0	\$0	\$0
Capital Cfwd.	2020	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2021	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2022	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2023	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2024	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2025	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2026	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2027	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Cfwd.	2028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corp. Office Repairs	2019	\$153,262	\$25,000	\$10,736	\$7,000	\$0	\$0	\$181,998
Corp. Office Repairs	2020	\$181,998	\$25,000	\$0	\$28,350	\$0	\$0	\$178,648
Corp. Office Repairs	2021	\$178,648	\$25,000	\$0	\$0	\$0	\$0	\$203,648
Corp. Office Repairs	2022	\$203,648	\$25,000	\$0	\$24,500	\$0	\$0	\$204,148
Corp. Office Repairs	2023	\$204,148	\$25,000	\$0	\$14,000	\$0	\$0	\$215,148
Corp. Office Repairs	2024	\$215,148	\$25,000	\$0	\$83,000	\$0	\$0	\$157,148
Corp. Office Repairs	2025	\$157,148	\$25,000	\$0	\$0	\$0	\$0	\$182,148
Corp. Office Repairs	2026	\$182,148	\$25,000	\$0	\$0	\$0	\$0	\$207,148
Corp. Office Repairs	2027	\$207,148	\$25,000	\$0	\$0	\$0	\$0	\$232,148
Corp. Office Repairs	2028	\$232,148	\$25,000	\$0	\$87,500	\$0	\$0	\$169,648
Fire Equip.	2019	\$108,264	\$10,000	\$32,208	\$5,980	\$0	\$0	\$144,492
Fire Equip.	2020	\$144,492	\$10,000	\$0	\$209,050	\$0	\$0	-\$54,558
Fire Equip.	2021	-\$54,558	\$10,000	\$0	\$12,000	\$0	\$0	-\$56,558
Fire Equip.	2022	-\$56,558	\$10,000	\$0	\$4,500	\$0	\$0	-\$51,058
Fire Equip.	2023	-\$51,058	\$10,000	\$0	\$19,500	\$0	\$0	-\$60,558

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
Fire Equip.	2024	-\$60,558	\$10,000	\$0	\$9,000	\$0	\$0	-\$59,558
Fire Equip.	2025	-\$59,558	\$10,000	\$0	\$15,000	\$0	\$0	-\$64,558
Fire Equip.	2026	-\$64,558	\$10,000	\$0	\$22,500	\$0	\$0	-\$77,058
Fire Equip.	2027	-\$77,058	\$10,000	\$0	\$4,500	\$0	\$0	-\$71,558
Fire Equip.	2028	-\$71,558	\$10,000	\$0	\$0	\$0	\$0	-\$61,558
Fire Vehicle Replac.	2019	\$238,301	\$50,000	\$32,208	\$23,663	\$0	\$0	\$296,847
Fire Vehicle Replac.	2020	\$296,847	\$50,000	\$0	\$520,000	\$0	\$0	-\$173,153
Fire Vehicle Replac.	2021	-\$173,153	\$50,000	\$0	\$5,238	\$0	\$0	-\$128,391
Fire Vehicle Replac.	2022	-\$128,391	\$50,000	\$0	\$4,404	\$0	\$0	-\$82,795
Fire Vehicle Replac.	2023	-\$82,795	\$50,000	\$0	\$0	\$0	\$0	-\$32,795
Fire Vehicle Replac.	2024	-\$32,795	\$50,000	\$0	\$24,796	\$0	\$0	-\$7,591
Fire Vehicle Replac.	2025	-\$7,591	\$50,000	\$0	\$468,000	\$0	\$0	-\$425,591
Fire Vehicle Replac.	2026	-\$425,591	\$50,000	\$0	\$0	\$0	\$0	-\$375,591
Fire Vehicle Replac.	2027	-\$375,591	\$50,000	\$0	\$0	\$0	\$0	-\$325,591
Fire Vehicle Replac.	2028	-\$325,591	\$50,000	\$0	\$500,000	\$0	\$0	-\$775,591
Corp. IT Hardware	2019	\$54,652	\$2,500	\$10,736	\$0	\$0	\$0	\$67,888
Corp. IT Hardware	2020	\$67,888	\$2,500	\$0	\$0	\$0	\$0	\$70,388
Corp. IT Hardware	2021	\$70,388	\$2,500	\$0	\$0	\$0	\$0	\$72,888
Corp. IT Hardware	2022	\$72,888	\$2,500	\$0	\$0	\$0	\$0	\$75,388
Corp. IT Hardware	2023	\$75,388	\$2,500	\$0	\$0	\$0	\$0	\$77,888
Corp. IT Hardware	2024	\$77,888	\$2,500	\$0	\$0	\$0	\$0	\$80,388
Corp. IT Hardware	2025	\$80,388	\$2,500	\$0	\$0	\$0	\$0	\$82,888
Corp. IT Hardware	2026	\$82,888	\$2,500	\$0	\$0	\$0	\$0	\$85,388
Corp. IT Hardware	2027	\$85,388	\$2,500	\$0	\$0	\$0	\$0	\$87,888
Corp. IT Hardware	2028	\$87,888	\$2,500	\$0	\$0	\$0	\$0	\$90,388
Corp. IT Software	2019	\$109,655	\$5,000	\$10,736	\$9,640	\$0	\$0	\$115,752
Corp. IT Software	2020	\$115,752	\$5,000	\$0	\$70,000	\$0	\$0	\$50,752
Corp. IT Software	2021	\$50,752	\$5,000	\$0	\$0	\$0	\$0	\$55,752
Corp. IT Software	2022	\$55,752	\$5,000	\$0	\$10,500	\$0	\$0	\$50,252
Corp. IT Software	2023	\$50,252	\$5,000	\$0	\$0	\$0	\$0	\$55,252
Corp. IT Software	2024	\$55,252	\$5,000	\$0	\$15,140	\$0	\$0	\$45,112
Corp. IT Software	2025	\$45,112	\$5,000	\$0	\$0	\$0	\$0	\$50,112
Corp. IT Software	2026	\$50,112	\$5,000	\$0	\$0	\$0	\$0	\$55,112
Corp. IT Software	2027	\$55,112	\$5,000	\$0	\$0	\$0	\$0	\$60,112
Corp. IT Software	2028	\$60,112	\$5,000	\$0	\$0	\$0	\$0	\$65,112
ORC Equip.	2019	\$0	\$5,000	\$8,947	\$0	\$0	\$0	\$13,947
ORC Equip.	2020	\$13,947	\$5,000	\$0	\$0	\$0	\$0	\$18,947
ORC Equip.	2021	\$18,947	\$10,000	\$0	\$0	\$0	\$0	\$28,947
ORC Equip.	2022	\$28,947	\$10,000	\$0	\$0	\$0	\$0	\$38,947
ORC Equip.	2023	\$38,947	\$5,000	\$0	\$0	\$0	\$0	\$43,947
ORC Equip.	2024	\$43,947	\$10,000	\$0	\$0	\$0	\$0	\$53,947
ORC Equip.	2025	\$53,947	\$10,000	\$0	\$0	\$0	\$0	\$63,947
ORC Equip.	2026	\$63,947	\$5,000	\$0	\$8,000	\$0	\$0	\$60,947
ORC Equip.	2027	\$60,947	\$5,000	\$0	\$0	\$0	\$0	\$65,947
ORC Equip.	2028	\$65,947	\$5,000	\$0	\$0	\$0	\$0	\$70,947

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions2	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
ORC Fac. Improv.	2019	\$47,590	\$10,000	\$8,947	\$0	\$0	\$0	\$66,537
ORC Fac. Improv.	2020	\$66,537	\$10,000	\$0	\$12,000	\$0	\$0	\$64,537
ORC Fac. Improv.	2021	\$64,537	\$10,000	\$0	\$0	\$0	\$0	\$74,537
ORC Fac. Improv.	2022	\$74,537	\$10,000	\$0	\$0	\$0	\$0	\$84,537
ORC Fac. Improv.	2023	\$84,537	\$10,000	\$0	\$0	\$0	\$0	\$94,537
ORC Fac. Improv.	2024	\$94,537	\$10,000	\$0	\$0	\$0	\$0	\$104,537
ORC Fac. Improv.	2025	\$104,537	\$10,000	\$0	\$0	\$0	\$0	\$114,537
ORC Fac. Improv.	2026	\$114,537	\$10,000	\$0	\$0	\$0	\$0	\$124,537
ORC Fac. Improv.	2027	\$124,537	\$10,000	\$0	\$0	\$0	\$0	\$134,537
ORC Fac. Improv.	2028	\$134,537	\$10,000	\$0	\$0	\$0	\$0	\$144,537
Parks Equip.	2019	\$37,902	\$5,000	\$8,947	\$0	\$0	\$0	\$51,848
Parks Equip.	2020	\$51,848	\$5,000	\$0	\$0	\$0	\$0	\$56,848
Parks Equip.	2021	\$56,848	\$5,000	\$0	\$0	\$0	\$0	\$61,848
Parks Equip.	2022	\$61,848	\$5,000	\$0	\$0	\$0	\$0	\$66,848
Parks Equip.	2023	\$66,848	\$5,000	\$0	\$0	\$0	\$0	\$71,848
Parks Equip.	2024	\$71,848	\$5,000	\$0	\$0	\$0	\$0	\$76,848
Parks Equip.	2025	\$76,848	\$5,000	\$0	\$0	\$0	\$0	\$81,848
Parks Equip.	2026	\$81,848	\$5,000	\$0	\$0	\$0	\$0	\$86,848
Parks Equip.	2027	\$86,848	\$5,000	\$0	\$0	\$0	\$0	\$91,848
Parks Equip.	2028	\$91,848	\$5,000	\$0	\$25,000	\$0	\$0	\$71,848
Parks Infrastr.	2019	\$118,216	\$25,000	\$8,947	\$0	\$0	\$0	\$152,162
Parks Infrastr.	2020	\$152,162	\$25,000	\$0	\$0	\$0	\$0	\$177,162
Parks Infrastr.	2021	\$177,162	\$25,000	\$0	\$0	\$0	\$0	\$202,162
Parks Infrastr.	2022	\$202,162	\$25,000	\$0	\$0	\$0	\$0	\$227,162
Parks Infrastr.	2023	\$227,162	\$25,000	\$0	\$0	\$0	\$0	\$252,162
Parks Infrastr.	2024	\$252,162	\$25,000	\$0	\$0	\$0	\$0	\$277,162
Parks Infrastr.	2025	\$277,162	\$25,000	\$0	\$0	\$0	\$0	\$302,162
Parks Infrastr.	2026	\$302,162	\$25,000	\$0	\$10,000	\$0	\$0	\$317,162
Parks Infrastr.	2027	\$317,162	\$25,000	\$0	\$0	\$0	\$0	\$342,162
Parks Infrastr.	2028	\$342,162	\$25,000	\$0	\$0	\$0	\$0	\$367,162
PCC Equip.	2019	\$59,740	\$5,000	\$8,947	\$0	\$0	\$0	\$73,687
PCC Equip.	2020	\$73,687	\$5,000	\$0	\$0	\$0	\$0	\$78,687
PCC Equip.	2021	\$78,687	\$5,000	\$0	\$0	\$0	\$0	\$83,687
PCC Equip.	2022	\$83,687	\$5,000	\$0	\$0	\$0	\$0	\$88,687
PCC Equip.	2023	\$88,687	\$5,000	\$0	\$0	\$0	\$0	\$93,687
PCC Equip.	2024	\$93,687	\$5,000	\$0	\$0	\$0	\$0	\$98,687
PCC Equip.	2025	\$98,687	\$5,000	\$0	\$0	\$0	\$0	\$103,687
PCC Equip.	2026	\$103,687	\$5,000	\$0	\$0	\$0	\$0	\$108,687
PCC Equip.	2027	\$108,687	\$5,000	\$0	\$0	\$0	\$0	\$113,687
PCC Equip.	2028	\$113,687	\$5,000	\$0	\$0	\$0	\$0	\$118,687
PCC Fac. Improv.	2019	\$40,839	\$10,000	\$8,947	\$0	\$0	\$0	\$59,786
PCC Fac. Improv.	2020	\$59,786	\$10,000	\$0	\$12,000	\$0	\$0	\$57,786
PCC Fac. Improv.	2021	\$57,786	\$10,000	\$0	\$45,000	\$0	\$0	\$22,786
PCC Fac. Improv.	2022	\$22,786	\$10,000	\$0	\$0	\$0	\$0	\$32,786
PCC Fac. Improv.	2023	\$32,786	\$10,000	\$0	\$0	\$0	\$0	\$42,786

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions2	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
PCC Fac. Improv.	2024	\$42,786	\$10,000	\$0	\$6,250	\$0	\$0	\$46,536
PCC Fac. Improv.	2025	\$46,536	\$10,000	\$0	\$0	\$0	\$0	\$56,536
PCC Fac. Improv.	2026	\$56,536	\$10,000	\$0	\$2,500	\$0	\$0	\$64,036
PCC Fac. Improv.	2027	\$64,036	\$10,000	\$0	\$2,500	\$0	\$0	\$71,536
PCC Fac. Improv.	2028	\$71,536	\$10,000	\$0	\$50,000	\$0	\$0	\$31,536
Public Works Equip.	2019	\$648,399	\$50,000	\$96,625	\$0	\$0	\$0	\$795,023
Public Works Equip.	2020	\$795,023	\$350,000	\$0	\$515,000	\$0	\$0	\$630,023
Public Works Equip.	2021	\$630,023	\$200,000	\$0	\$500,000	\$0	\$0	\$330,023
Public Works Equip.	2022	\$330,023	\$250,000	\$0	\$350,000	\$0	\$0	\$230,023
Public Works Equip.	2023	\$230,023	\$250,000	\$0	\$225,000	\$0	\$0	\$255,023
Public Works Equip.	2024	\$255,023	\$200,000	\$0	\$0	\$0	\$0	\$455,023
Public Works Equip.	2025	\$455,023	\$50,000	\$0	\$92,000	\$0	\$0	\$413,023
Public Works Equip.	2026	\$413,023	\$125,000	\$0	\$0	\$0	\$0	\$538,023
Public Works Equip.	2027	\$538,023	\$175,000	\$0	\$0	\$0	\$0	\$713,023
Public Works Equip.	2028	\$713,023	\$50,000	\$0	\$250,000	\$0	\$0	\$513,023
Public Works Replace. and Restorat.	2019	\$397,783	\$25,000	\$100,204	\$0	\$0	\$10,000	\$512,987
Public Works Replace. and Restorat.	2020	\$512,987	\$25,000	\$0	\$0	\$0	\$0	\$537,987
Public Works Replace. and Restorat.	2021	\$537,987	\$25,000	\$0	\$0	\$0	\$0	\$562,987
Public Works Replace. and Restorat.	2022	\$562,987	\$25,000	\$0	\$0	\$0	\$0	\$587,987
Public Works Replace. and Restorat.	2023	\$587,987	\$25,000	\$0	\$0	\$0	\$0	\$612,987
Public Works Replace. and Restorat.	2024	\$612,987	\$25,000	\$0	\$0	\$0	\$0	\$637,987
Public Works Replace. and Restorat.	2025	\$637,987	\$25,000	\$0	\$0	\$0	\$0	\$662,987
Public Works Replace. and Restorat.	2026	\$662,987	\$25,000	\$0	\$0	\$0	\$0	\$687,987
Public Works Replace. and Restorat.	2027	\$687,987	\$25,000	\$0	\$0	\$0	\$0	\$712,987
Public Works Replace. and Restorat.	2028	\$712,987	\$25,000	\$0	\$0	\$0	\$0	\$737,987
Election	2019	\$0	\$13,750	\$0	\$0	\$0	\$0	\$13,750
Election	2020	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2021	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2022	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2023	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2024	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2025	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2026	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2027	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Election	2028	\$13,750	\$0	\$0	\$0	\$0	\$0	\$13,750
Corp. Insur. Conting.	2019	\$20,667	\$25,000	\$0	\$0	\$0	\$10,000	\$35,667
Corp. Insur. Conting.	2020	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2021	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2022	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2023	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2024	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2025	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2026	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2027	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667
Corp. Insur. Conting.	2028	\$35,667	\$0	\$0	\$0	\$0	\$0	\$35,667

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions2	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
Corp. Legal Conting.	2019	\$703,200	\$50,000	-\$557,627	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2020	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2021	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2022	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2023	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2024	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2025	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2026	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2027	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Corp. Legal Conting.	2028	\$195,573	\$0	\$0	\$0	\$0	\$0	\$195,573
Operat. Cfwd.	2019	\$7,500	\$0	\$0	\$0	\$0	\$7,500	\$0
Operat. Cfwd.	2020	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2021	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2022	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2023	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2024	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2025	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2026	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2027	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operat. Cfwd.	2028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Winter Maint.	2019	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2020	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2021	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2022	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2023	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2024	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2025	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2026	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2027	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Public Works Winter Maint.	2028	\$71,913	\$0	\$0	\$0	\$0	\$0	\$71,913
Aggregate Levy	2019	\$0	\$0	\$0	\$228,000	\$228,000	\$0	\$0
Aggregate Levy	2020	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2021	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2022	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2023	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2024	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2025	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2026	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2027	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aggregate Levy	2028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Management	2019	\$0	\$38,500	\$557,627	\$0	\$0	\$0	\$596,127
Asset Management	2020	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2021	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2022	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2023	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127

Schedule E - Discretionary Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Budget Contributions2	Est. 2018 Surplus Contributions	Capital Withdrawals	Contributions	Operating Withdrawals	Ending Balance
Asset Management	2024	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2025	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2026	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2027	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127
Asset Management	2028	\$596,127	\$0	\$0	\$0	\$0	\$0	\$596,127

Schedule F - Restricted Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Capital Withdrawals	Contributions	Ending Balance
Admin. Studies	2019	\$25,574	\$18,900	\$5,046	\$11,720
Admin. Studies	2020	\$11,720	\$15,000	\$5,046	\$1,766
Admin. Studies	2021	\$1,766	\$15,000	\$5,046	-\$8,188
Admin. Studies	2022	-\$8,188	\$0	\$37,598	\$29,410
Admin. Studies	2023	\$29,410	\$0	\$5,046	\$34,456
Admin. Studies	2024	\$34,456	\$18,900	\$5,046	\$20,602
Admin. Studies	2025	\$20,602	\$66,900	\$5,046	-\$41,252
Admin. Studies	2026	-\$41,252	\$0	\$5,046	-\$36,206
Admin. Studies	2027	-\$36,206	\$0	\$5,046	-\$31,160
Admin. Studies	2028	-\$31,160	\$0	\$5,046	-\$26,114
Fire Services	2019	\$342,918	\$0	\$30,276	\$373,195
Fire Services	2020	\$373,195	\$320,000	\$30,276	\$83,471
Fire Services	2021	\$83,471	\$0	\$30,276	\$113,747
Fire Services	2022	\$113,747	\$0	\$116,094	\$229,841
Fire Services	2023	\$229,841	\$0	\$30,276	\$260,118
Fire Services	2024	\$260,118	\$0	\$30,276	\$290,394
Fire Services	2025	\$290,394	\$0	\$30,276	\$320,670
Fire Services	2026	\$320,670	\$0	\$30,276	\$350,947
Fire Services	2027	\$350,947	\$0	\$30,276	\$381,223
Fire Services	2028	\$381,223	\$0	\$30,276	\$411,499
Parks and Recreation Services	2019	\$50,449	\$50,000	\$6,581	\$7,029
Parks and Recreation Services	2020	\$7,029	\$0	\$6,581	\$13,610
Parks and Recreation Services	2021	\$13,610	\$50,000	\$6,581	-\$29,809
Parks and Recreation Services	2022	-\$29,809	\$10,000	\$15,459	-\$24,350
Parks and Recreation Services	2023	-\$24,350	\$0	\$6,581	-\$17,769
Parks and Recreation Services	2024	-\$17,769	\$0	\$6,581	-\$11,188
Parks and Recreation Services	2025	-\$11,188	\$0	\$6,581	-\$4,607
Parks and Recreation Services	2026	-\$4,607	\$90,000	\$6,581	-\$88,026
Parks and Recreation Services	2027	-\$88,026	\$0	\$6,581	-\$81,445

Schedule F - Restricted Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Capital Withdrawals	Contributions	Ending Balance
Parks and Recreation Services	2028	-\$81,445	\$0	\$6,581	-\$74,864
Roads and Related Services	2019	\$143,617	\$79,560	\$58,097	\$122,154
Roads and Related Services	2020	\$122,154	\$81,120	\$58,097	\$99,131
Roads and Related Services	2021	\$99,131	\$81,011	\$58,097	\$76,217
Roads and Related Services	2022	\$76,217	\$51,480	\$475,349	\$500,085
Roads and Related Services	2023	\$500,085	\$147,014	\$58,097	\$411,168
Roads and Related Services	2024	\$411,168	\$176,888	\$58,097	\$292,376
Roads and Related Services	2025	\$292,376	\$216,840	\$58,097	\$133,633
Roads and Related Services	2026	\$133,633	\$202,800	\$58,097	-\$11,071
Roads and Related Services	2027	-\$11,071	\$197,340	\$58,097	-\$150,314
Roads and Related Services	2028	-\$150,314	\$159,900	\$58,097	-\$252,117
Cash in Lieu of Parkland	2019	\$296,154	\$58,500	\$40,500	\$278,154
Cash in Lieu of Parkland	2020	\$278,154	\$0	\$40,500	\$318,654
Cash in Lieu of Parkland	2021	\$318,654	\$240,667	\$40,500	\$118,487
Cash in Lieu of Parkland	2022	\$118,487	\$286,103	\$40,500	-\$127,116
Cash in Lieu of Parkland	2023	-\$127,116	\$239,000	\$40,500	-\$325,616
Cash in Lieu of Parkland	2024	-\$325,616	\$6,250	\$40,500	-\$291,366
Cash in Lieu of Parkland	2025	-\$291,366	\$0	\$40,500	-\$250,866
Cash in Lieu of Parkland	2026	-\$250,866	\$2,500	\$40,500	-\$212,866
Cash in Lieu of Parkland	2027	-\$212,866	\$2,500	\$40,500	-\$174,866
Cash in Lieu of Parkland	2028	-\$174,866	\$80,000	\$40,500	-\$214,366
Federal Gas Tax Rebate	2019	\$15,804	\$220,000	\$222,547	\$18,351
Federal Gas Tax Rebate	2020	\$18,351	\$220,000	\$222,547	\$20,898
Federal Gas Tax Rebate	2021	\$20,898	\$230,000	\$232,662	\$23,560
Federal Gas Tax Rebate	2022	\$23,560	\$230,000	\$232,662	\$26,222
Federal Gas Tax Rebate	2023	\$26,222	\$240,000	\$242,778	\$29,000
Federal Gas Tax Rebate	2024	\$29,000	\$240,000	\$242,778	\$31,778
Federal Gas Tax Rebate	2025	\$31,778	\$240,000	\$242,778	\$34,556
Federal Gas Tax Rebate	2026	\$34,556	\$240,000	\$242,778	\$37,334
Federal Gas Tax Rebate	2027	\$37,334	\$240,000	\$242,778	\$40,112

Schedule F - Restricted Reserves - Projected Balances from 2019 to 2028

Reserve	Year	Opening Balance	Capital Withdrawals	Contributions	Ending Balance
Federal Gas Tax Rebate	2028	\$40,112	\$240,000	\$242,778	\$42,890
Ontario Main Street Revitalization F	2019	\$44,698	\$44,135	\$0	\$562
Ontario Main Street Revitalization F	2020	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2021	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2022	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2023	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2024	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2025	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2026	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2027	\$562	\$0	\$0	\$562
Ontario Main Street Revitalization F	2028	\$562	\$0	\$0	\$562

Schedule G - Discretionary and Restricted Reserves - Projected Balances from 2019 to 2028

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Discretionary Reserves										
Corp. Accessibility	\$143,980	\$148,980	\$153,980	\$158,980	\$163,980	\$168,980	\$173,980	\$178,980	\$183,980	\$188,980
Bldg Reserve	\$446,751	\$401,601	\$395,601	\$380,601	\$374,601	\$275,001	\$269,001	\$263,001	\$263,001	\$225,501
Capital Cfwd.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corp. Office Repairs	\$181,998	\$178,648	\$203,648	\$204,148	\$215,148	\$157,148	\$182,148	\$207,148	\$232,148	\$169,648
Fire Equip.	\$144,492	-\$54,558	-\$56,558	-\$51,058	-\$60,558	-\$59,558	-\$64,558	-\$77,058	-\$71,558	-\$61,558
Fire Vehicle Replac.	\$296,847	-\$173,153	-\$128,391	-\$82,795	-\$32,795	-\$7,591	-\$425,591	-\$375,591	-\$325,591	-\$775,591
Corp. IT Hardware	\$67,888	\$70,388	\$72,888	\$75,388	\$77,888	\$80,388	\$82,888	\$85,388	\$87,888	\$90,388
Corp. IT Software	\$115,752	\$50,752	\$55,752	\$50,252	\$55,252	\$45,112	\$50,112	\$55,112	\$60,112	\$65,112
ORC Equip.	\$13,947	\$18,947	\$28,947	\$38,947	\$43,947	\$53,947	\$63,947	\$60,947	\$65,947	\$70,947
ORC Fac. Improv.	\$66,537	\$64,537	\$74,537	\$84,537	\$94,537	\$104,537	\$114,537	\$124,537	\$134,537	\$144,537
Parks Equip.	\$51,848	\$56,848	\$61,848	\$66,848	\$71,848	\$76,848	\$81,848	\$86,848	\$91,848	\$71,848
Parks Infrastr.	\$152,162	\$177,162	\$202,162	\$227,162	\$252,162	\$277,162	\$302,162	\$317,162	\$342,162	\$367,162
PCC Equip.	\$73,687	\$78,687	\$83,687	\$88,687	\$93,687	\$98,687	\$103,687	\$108,687	\$113,687	\$118,687
PCC Fac. Improv.	\$59,786	\$57,786	\$22,786	\$32,786	\$42,786	\$46,536	\$56,536	\$64,036	\$71,536	\$31,536
Public Works Equip.	\$795,023	\$630,023	\$330,023	\$230,023	\$255,023	\$455,023	\$413,023	\$538,023	\$713,023	\$513,023
Public Works Replace. and Restorat.	\$512,987	\$537,987	\$562,987	\$587,987	\$612,987	\$637,987	\$662,987	\$687,987	\$712,987	\$737,987
Election	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750
Corp. Insur. Conting.	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667	\$35,667
Corp. Legal Conting.	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573	\$195,573
Operat. Cfwd.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Winter Maint.	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913	\$71,913
Aggregate Levy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Management	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127	\$596,127
Total Discretionary Reserves	\$4,036,714	\$3,157,664	\$2,976,926	\$3,005,522	\$3,173,522	\$3,323,236	\$2,979,736	\$3,238,236	\$3,588,736	\$2,871,236
Restricted Reserves										
Admin. Studies	\$11,720	\$1,766	-\$8,188	\$29,410	\$34,456	\$20,602	-\$41,252	-\$36,206	-\$31,160	-\$26,114
Fire Services	\$373,195	\$83,471	\$113,747	\$229,841	\$260,118	\$290,394	\$320,670	\$350,947	\$381,223	\$411,499
Parks and Recreation Services	\$7,029	\$13,610	-\$29,809	-\$24,350	-\$17,769	-\$11,188	-\$4,607	-\$88,026	-\$81,445	-\$74,864
Roads and Related Services	\$122,154	\$99,131	\$76,217	\$500,085	\$411,168	\$292,376	\$133,633	-\$11,071	-\$150,314	-\$252,117
Total Development Charges	\$514,098	\$197,978	\$151,967	\$734,986	\$687,972	\$592,184	\$408,444	\$215,644	\$118,304	\$58,404
Cash in Lieu of Parkland	\$278,154	\$318,654	\$118,487	-\$127,116	-\$325,616	-\$291,366	-\$250,866	-\$212,866	-\$174,866	-\$214,366
Federal Gas Tax Rebate	\$18,351	\$20,898	\$23,560	\$26,222	\$29,000	\$31,778	\$34,556	\$37,334	\$40,112	\$42,890
Ontario Main Street Revitalization Fund	\$562	\$562	\$562	\$562	\$562	\$562	\$562	\$562	\$562	\$562
Total Restricted Reserves	\$811,165	\$538,092	\$294,576	\$634,655	\$391,918	\$333,158	\$192,696	\$40,674	-\$15,888	-\$112,510

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Schedule H - Capital Summary - Funding Sources by Year

	2015	2016	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Grant													
Corporate	\$0	\$1,284	\$262,500	\$29,400	\$25,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
Finance	\$0	\$0	\$11,664	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$0	\$0	\$0	\$594,255	\$0	\$456,239	\$578,477	\$61,000	\$0	\$0	\$10,000	\$0	\$5,000
PCC	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$169,421	\$178,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923	\$168,923
Grant Total	\$0	\$1,284	\$274,164	\$793,076	\$203,923	\$635,162	\$747,400	\$229,923	\$188,923	\$168,923	\$178,923	\$168,923	\$173,923
Levy													
Corporate	\$0	\$0	\$0	\$97,593	\$17,500	\$17,500	\$17,500	\$17,500	\$39,760	\$34,000	\$17,500	\$17,500	\$17,500
Finance	\$0	\$0	\$0	\$2,100	\$0	\$0	\$0	\$0	\$12,100	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$89,784	\$149,063	\$807,792	\$60,000	\$72,084	\$69,063	\$124,394	\$69,063	\$75,105	\$72,084
ORC	\$0	\$0	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$15,000	\$20,000	\$20,000	\$15,000	\$15,000	\$15,000
Parks	\$0	\$0	\$0	\$30,000	\$30,000	\$36,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
PCC	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$38,000	\$15,000	\$15,000	\$15,000
Public Works	\$0	\$0	\$0	\$837,919	\$692,457	\$691,766	\$715,097	\$668,963	\$780,589	\$846,737	\$852,777	\$866,237	\$953,677
Municipal Office	\$0	\$0	\$0	\$36,020	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Levy Total	\$0	\$0	\$0	\$1,123,416	\$949,020	\$1,618,059	\$887,597	\$848,547	\$996,512	\$1,123,131	\$1,029,340	\$1,048,842	\$1,133,261
Discretionary_Reserves													
Building	\$0	\$0	\$9,000	\$0	\$6,000	\$6,000	\$0	\$0	\$42,000	\$6,000	\$6,000	\$0	\$0
Corporate	\$0	\$1,284	\$116,583	\$31,307	\$100,000	\$0	\$15,000	\$0	\$39,740	\$0	\$0	\$0	\$0
Finance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$29,643	\$729,050	\$17,238	\$8,904	\$19,500	\$33,796	\$483,000	\$22,500	\$4,500	\$500,000
ORC	\$0	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0
Parks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$25,000
PCC	\$0	\$0	\$0	\$0	\$12,000	\$45,000	\$0	\$0	\$6,250	\$0	\$2,500	\$2,500	\$50,000
Public Works	\$0	\$0	\$53,097	\$228,000	\$515,000	\$500,000	\$350,000	\$225,000	\$0	\$92,000	\$0	\$0	\$250,000
Municipal Office	\$0	\$0	\$7,313	\$12,580	\$37,500	\$0	\$35,000	\$20,000	\$116,000	\$0	\$0	\$0	\$125,000
Planning	\$4,821	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Discretionary_Reserves Total	\$4,821	\$1,284	\$185,993	\$301,530	\$1,411,550	\$568,238	\$408,904	\$264,500	\$237,786	\$581,000	\$49,000	\$7,000	\$950,000
Restricted_Reserves													
Corporate	\$0	\$0	\$0	\$44,135	\$0	\$0	\$0	\$0	\$0	\$13,500	\$0	\$0	\$0
Finance	\$0	\$0	\$0	\$18,900	\$0	\$0	\$0	\$0	\$18,900	\$0	\$0	\$0	\$0
Fire and Rescue	\$0	\$0	\$0	\$0	\$320,000	\$0	\$0	\$0	\$0	\$26,400	\$0	\$0	\$0
Parks	\$0	\$0	\$25,416	\$108,500	\$0	\$245,667	\$296,103	\$239,000	\$0	\$0	\$90,000	\$0	\$30,000
PCC	\$0	\$0	\$0	\$0	\$0	\$45,000	\$0	\$0	\$6,250	\$27,000	\$2,500	\$2,500	\$50,000
Public Works	\$0	\$0	\$0	\$299,560	\$316,120	\$326,011	\$281,480	\$387,014	\$416,888	\$456,840	\$442,800	\$437,340	\$399,900
Restricted_Reserves Total	\$0	\$0	\$25,416	\$471,095	\$636,120	\$616,678	\$577,583	\$626,014	\$442,038	\$523,740	\$535,300	\$439,840	\$479,900
Grand Total	\$4,821	\$2,568	\$485,574	\$2,689,118	\$3,200,613	\$3,438,137	\$2,621,484	\$1,968,984	\$1,865,259	\$2,396,794	\$1,792,563	\$1,664,605	\$2,737,084