



2017

BUDGET SUMMARY

TOWN OF NIAGARA-ON-THE-LAKE
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The Town of Niagara-On-The-Lake

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Report: FC-16-011

Committee Date:

Due in Council:

December 12, 2016

Report To: Lord Mayor and Council

Subject: Finalization of the 2017 Capital and Operating Budgets

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council receive and set aside Finance Advisory Committee report #FC-16-009 First Draft 2017 Capital and Operating Budget;
- 1.2 The Town of Niagara-on-the-Lake's 2017 Capital Budget, in the amount of \$7,871,734 be approved as noted in "**Appendix A**" attached to this report;
- 1.3 The 10-Year (2018 - 2027) Capital Forecast, in the amount of \$61,786,236, be approved "in principle" as noted in "**Appendix B**" attached in this report;
- 1.4 The 2017 Capital Reserve contribution be reduced by \$37,687 over the 2016 reserve contribution to \$2,300,000 (2016 - \$2,337,687), be approved;
- 1.5 The 2016 Operating Budget as noted in "**Appendix C**" attached to this report and the Operating Levy, in the amount of \$10,169,509, be approved; and
- 1.6 The Clerk prepare the necessary by-law to set and levy the tax rates for the Town of Niagara-on-the-Lake's purposes, for Niagara Regional purposes, and for educational purposes for the 2017 tax year after the 2017 Capital and Operating budgets have been approved.

2. PURPOSE / PROPOSAL

The purpose of this report is to seek Council's approval of the 2017 Capital Budget, the 2018 – 2027 Capital Forecast, the 2017 Capital Reserve contribution, and the 2017 Operating Budget, and to establish the authority to prepare the 2017 Tax Levy By-law.

3. BACKGROUND

On July 18, COTW was presented with #CS-16-022: 2017 Budget Directions and Timeline report. The report was seeking Council's approval for the proposed approach to the 2017 capital and operating budget process. On August 11, Council received an information report which expanded the original budget timeline to include an additional COTW meeting to review the 2017 budgets.

The Town held two Budget Sessions, one on September 12 and the second on September 19, to engage Council in the budget process. A preliminary budget was presented on September 19. At that point in the budget process, only departments had reviewed the budgets, amended budget line items, or adjusted capital project requests.

On November 14 COTW was presented with the First Draft of the 2017 Capital and Operating Budgets. At that time Finance had reviewed the budget chargebacks, identified funding sources for capital projects, and determined the levy requirements.

Levy results from the first draft were as follows:

Levy	2016	2017	\$ Increase	% Increase
Operating	\$9,247,130	\$10,457,764	\$1,210,634	13.09%
Street Lighting	\$345,972	\$577,071	\$231,099	66.80%
Storm Water	\$385,140	\$415,574	\$30,434	7.90%

The effect of the first draft on the typical residential tax payer using 2016 assessment base, including assessment growth, is as follows:

\$431,492	2016 Tax Bill	2017 Tax Bill	\$ Increase	% Increase
NOTL Levy	\$879.13	\$977.47	\$98.34	11.19%
Street Lighting	\$43.46	\$72.49	\$29.03	66.80%
Storm Water	\$53.45	\$57.68	\$4.23	7.91%
	\$976.04	\$1,107.64	\$131.60	13.48%

Council was also presented with 5 options.

- 1) Approve budget as presented;
- 2) Fund Discretionary Grants, the Historical Society, and the Chamber of Commerce from Parking Revenue Reserves - \$360,000 savings;
- 3) Reduce the transfer to the Capital Reserve - \$265,000 savings;
- 4) Reduce the Ash Borer budget but allow staff to spend more on Ash Borer remediation if savings can be found through other budget line items - \$100,000; and
- 5) Extend the LED Street Light conversion in subdivisions from 5 to 10 years - \$27,000 savings.

Council requested that options 2, 4, and 5 be incorporated into the budget and that staff bring back an updated budget on November 28.

On November 28, Senior Management presented another budget which included

the following adjustments:

- 1) Assessment updated to November 28;
- 2) Increase to OMPF - \$12,300 savings;
- 3) Airport Capital adjustment - \$27,945 savings;
- 4) Studies were removed from 2017 budget;
- 5) Mewburn Bridge was re-budgeted;
- 6) Capital Project #C01356 New Municipal Sign added - \$25,000;
- 7) Capital Project #C01355 Power Access Buttons for Washrooms at Community Centre added - \$5,000;
- 8) Switch funding sources for C00541 and C00927 from Development Charges to Water Improvement Reserve;
- 9) Move C00372 Replacement of Pumper 1A to 2018; and
- 10) Reduce the transfer to the Capital Reserve by \$170,000.

Senior Management asked Council to consider rolling the Street Lighting and Storm Water Levies into the Operating Levy but Council did not accept that change.

Levy results from the second draft were as follows:

Levy	2016	2017	\$ Increase	% Increase
Operating	\$9,247,130	\$9,787,519	\$540,389	5.84%
Street Lighting	\$345,972	\$550,071	\$204,099	58.99%
Storm Water	\$385,140	\$415,574	\$30,434	7.90%

The effect of the second draft on the typical residential tax payer using 2016 assessment base, including assessment growth, is as follows:

\$431,492	2016 Tax Bill	2017 Tax Bill	\$ Increase	% Increase
NOTL Levy	\$879.13	\$909.84	\$30.71	3.49%
Street Lighting	\$43.46	\$69.10	\$25.64	59.00%
Storm Water	\$53.45	\$57.68	\$4.23	7.91%
	\$976.04	\$1,036.62	\$60.58	6.21%

Council was still not happy with a 6.21% increase on the typical assessment and requested that Senior Management review the budgets again.

On December 5, Senior Management presented another budget which included the following adjustments:

- 1) Assessments that pertain to Street Lighting and Storm Water Levies were updated;
- 2) The reduction to the Capital Levy was added back - \$170,000; and
- 3) Street Lighting Levy was amalgamated into the Operating Levy.

Levy results from the third draft were as follows:

Levy	2016	2017	\$ Increase	% Increase
Operating	\$9,247,130	\$10,506,945	\$1,259,815	13.62%

Street Lighting	\$345,972	\$0	(\$550, 071)	(100.00%)
Storm Water	\$385,140	\$415,574	\$30,434	7.90%

The effect of the third draft on the typical residential tax payer using 2016 assessment base, including assessment growth, is as follows:

\$431,492	2016 Tax Bill	2017 Tax Bill	\$ Increase	% Increase
NOTL Levy	\$879.13	\$976.72	\$97.59	11.10%
Street Lighting	\$43.46	\$0.00	(\$43.46)	(100.00%)
Storm Water	\$53.45	\$55.70	\$2.25	4.21%
	\$976.04	\$1,032.42	\$56.38	5.78%

Council agreed with these adjustments but asked staff to reconvene and focus on capital project reductions.

4. DISCUSSION / ANALYSIS

After the December 5 Finance Advisory Committee meeting, Senior Management reviewed the operating and capital budgets again. Senior Management made the following adjustments to the Operating and Capital Budgets:

Additional Revenues in Community & Development:

The budgets for Subdivision Application Fees and Zoning Application Fees were increased an additional \$50,000, reducing the Operating Levy by \$50,000.

Capital Project C00514 - FP 1 Pick-up Replacement:

Original budget \$50,000 reduced to \$35,000 and Fire & Emergency Services will now look at replacing the pick-up with a car, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C01138 - HVAC Replacement at Station #2:

This project, in the amount of \$30,000, was moved to the 2018 Capital Budget, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C00372 - Pump 1A Replacement :

This project was originally budgeted for 2017 but was moved to 2018 and upon further review, this budget for this project was reduced \$50,000 from \$450,000 to \$400,000, reducing the pressure on the 2018 transfer to the Capital Reserve.

Capital Project C01260 - Radio Infrastructure System Upgrade (NRP) :

Upon further investigation and consultation with the provider, this budget for this project was reduced \$ 50,000 from \$345,000 to \$295,000, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C00613 - Sidewalk and Multi Use Trail Installation:

The Capital Reserve funding \$73,240 was switched out for the Sidewalk Improvements Reserve, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C00616 - Sidewalk Installation - Tanbark Road:

The Capital Reserve funding \$30,000 was switched out the Sidewalk Improvements Reserve, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C01283 - St. Davids Pool/Memorial Bleacher Replacement:

This project funding \$13,200 was removed and will be revisited during the Recreation Master Plan, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C01284 - MCU Arena Energy Efficiencies:

This project funding \$90,000 was removed and will be revisited during the Facilities Master Plan, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project C01295 - Park Amenities:

The Capital Reserve funding \$28,000 was switched out for funding from the Park Dedication Reserves, reducing the pressure on the 2017 transfer to the Capital Reserve.

Capital Project - #C01355 Power Access Buttons:

Upon further review, the power access buttons for the accessible washrooms at the Community Centre will cost approximately \$8,500 instead of the original \$5,000. This project will be funded from the Ontarians with Disabilities Reserve.

Transfer to the Capital Reserve from the Operating Levy:

Based on the adjustments to Capital Projects for 2017 and 2018, Senior Management has reduced the transfer to the Capital Levy to \$2,300,000 or \$37,687 below the 2016 contribution level.

Levy results from the fourth draft are as follows:

Levy	2016	2017	\$ Increase	% Increase
Operating	\$9,247,130	\$10,169,509	\$922,379	9.97%
Street Lighting	\$345,972	\$0	(\$550, 071)	(100.00%)
Storm Water	\$385,140	\$415,574	\$30,434	7.90%

The effect of the fourth draft on the typical residential tax payer using 2016 assessment base, including assessment growth, is as follows:

\$431,492	2016 Tax Bill	2017 Tax Bill	\$ Increase	% Increase
NOTL Levy	\$879.13	\$945.35	\$66.22	7.53%
Street Lighting	\$43.46	\$0.00	(\$43.46)	(100.00%)
Storm Water	\$53.45	\$55.70	\$2.25	4.21%
	\$976.04	\$1,001.05	\$25.01	2.56%

Due to an increase (\$50,000) in the revenue budget line items in Community & Development budget and the reduction in the transfer to the Capital Reserve due to Capital project reductions, Senior Management has been able to reduce the effect

on the typical residential assessment to 2.56% using 2016 assessments and data.

Council must note that 2017 is the first year of the current Phase-in Program with MPAC. Every four years, MPAC updates property values throughout the province. Market increases in assessed value between Assessment Updates are phased in gradually over four years however, a decrease in assessed value is introduced immediately. The phase-in values will be taken into consideration when the 2017 tax rates are prepared in May 2017.

5. OPTIONS

Council is presented with the following options for consideration:

Option 1 – Approve the final draft of the 2017 Capital and Operating budgets as set out in this report **(as recommended)**.

Option 2 – Send 2017 Capital and Operating budgets back to Senior Management to look for further reductions.

6. FINANCIAL IMPLICATIONS

Taking into consideration Council's budget requests and management's adjustments, Senior Management has delivered a budget that has a 2.56% increase in 2017 for a typical assessment of \$431,492 using 2016 assessment base and 2016 assessment growth.

7. COMMUNICATIONS

Once approved, the 2017 Capital, the 10-Year Capital Forecast, and the Operating Budget will be posted on the Town's web site.

Attachments to this report are:

Appendix A - 2017 Project Index: Listing of 2017 Capital Projects and their funding sources;

Appendix B - 10-year (2018 - 2027) Capital Forecast by year;

Appendix C - 2017 Operating Budget including 5-year Operating Budget forecast;

Appendix D - 10-year (2018 - 2027) Capital Forecast by department;

Appendix E - 2017 Capital Project Detail sheets; and

Appendix F - Reserve Continuity Schedules: A 10-year projection of reserve balances based on funding requirements of the Town's Operating and Capital programs.

8. CONCLUSION

Senior Management is now seeking Council's approval of the 2017 Capital Budget, the 2018 – 2027 Capital Forecast, the 2017 Capital Reserve contribution, and the 2017 Operating Budget, and to establish the authority to prepare the 2017 Tax Levy By-law.

Respectfully submitted,



Brenda Garrett, CPA, CMA
Manager of Finance / Treasurer



Kyle Freeborn, CPA, CMA
Deputy Treasurer



Donna Lake
Revenue Coordinator



Holly Dowd
Interim Chief Administrative Officer

ATTACHMENTS

 Appendix A - 2017 Project Index.pdf

 Appendix B - 10-Year Capital Forecast by Year.pdf

 Appendix C - 2017 Draft Operating Budget.pdf

 Appendix D - 10-year Capital Forecast by Department.pdf



Appendix A: 2017 Project Index

Corporate Services

2017	Project Year		
C00374	2017 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00377	2017 Network Equipment Upgrades & Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00378	Replace Lotus Notes Mail/Database Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00379	Aerial Ortho Imagery		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00942	New Server Rackmount Cabinet		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00943	Network Server Uninterrupted Power Supply and Surge Protectors		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01337	Bulk Water Station Upgrade		
	Capital Reserve		11,000
		Project Budget	\$11,000
C01348	Customer Service Counter Construction		
	Capital Reserve		55,000
		Project Budget	\$55,000
C01353	Town Hall Coat of Arms Update		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01356	Outdoor Municipal Sign		
	Capital Reserve		25,000
		Project Budget	\$25,000
Corporate Services Grand Total			\$209,750

Fire & Emergency Services

2017	Project Year		
C00225	2017 Protective Equipment		
		Capital Reserve	65,000
		Project Budget	\$65,000
C00373	2017 Miscellaneous Fire Fighting Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00514	FP 1 Pick-up Replacement		
		Capital Reserve	35,000
		Project Budget	\$35,000
C00964	Rescue 3 Refurbishment		
		Capital Reserve	50,000
		Project Budget	\$50,000
C01139	Extrication Equipment Power Unit		
		Capital Reserve	60,000
		Project Budget	\$60,000
C01260	Radio Infrastructure System Upgrade (NRP)		
		Capital Reserve	295,000
		Project Budget	\$295,000
		Fire & Emergency Services Grand Total	\$515,000

PW Vehicles/Equipment

2017	Project Year		
C00257	Mini Van Uplander (replaces 231)		
		Fleet Replacement	24,000
		Project Budget	\$24,000
C00409	Grader Champion (replaces 335)		
		Fleet Replacement	350,000
		Project Budget	\$350,000
C00411	2017 Miscellaneous Equipment		
		Fleet Replacement	8,000
		Project Budget	\$8,000
		PW Vehicles/Equipment Grand Total	\$382,000

2017	Project Year		
C00244	Byron Street - King to Wellington - Road Construction		
		Federal Gas Tax	298,513
		Capital Reserve	281,487
		Project Budget	\$580,000
C00305	Four Mile Creek Road - East West to Hunter - Road Resurfacing		
		Capital Reserve	297,600
		Federal Gas Tax	147,400
		Project Budget	\$445,000
C00353	Queenston Road - (Concession 6 Road to Concession 7 Road) - Road Construction		
		Grants & Other	91,500
		DC: Roads, Sidewalks & Lights	70,200
		Capital Reserve	159,299
		OCIF	279,001
		Project Budget	\$600,000
C00358	Engineering Work for Queenston Road - (Concession 7 Road to Townline)		
		DC: Roads, Sidewalks & Lights	5,850
		Capital Reserve	44,150
		Project Budget	\$50,000
C00398	Tanbark Road - York to North Boundary - Road Construction		
		DC: Roads, Sidewalks & Lights	347,800
		Capital Reserve	122,200
		Project Budget	\$470,000
C00400	Concession 2 Road - Line 3 to Line 2 - Road Resurfacing		
		Capital Reserve	210,000
		Project Budget	\$210,000
C00402	Guard Rail Installation - Queenston Road		
		Capital Reserve	90,000
		Project Budget	\$90,000
C00407	Engineering Work for Anne Street - Mississauga to King		
		DC: Roads, Sidewalks & Lights	19,500
		Capital Reserve	30,500
		Project Budget	\$50,000

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Roads Department

2017	Project Year		
C00613	Sidewalk and Multi Use Trail Installation - Niagara Stone Road - Concession 6 Road to Cross Roads School		
		Grants & Other	13,760
		OCIF	87,000
		Sidewalk Improvements	73,240
		Project Budget	\$174,000
C00616	Sidewalk Installation - Tanbark Road - York to Stoneridge Crescent		
		Sidewalk Improvements	30,000
		Project Budget	\$30,000
C01078	Melville Street - Ricardo to Delatre to Lockhart to Riverbeach Road Resurfacing		
		Capital Reserve	60,000
		Project Budget	\$60,000
C01080	Sidewalk Installation - Wellington Street - Byron to Queens Parade		
		Capital Reserve	20,000
		Project Budget	\$20,000
C01081	Sidewalk Installation - Line 2 Road - Bordeaux to Reisling		
		Capital Reserve	15,000
		Project Budget	\$15,000
C01082	Sidewalk Installation - Anne Street - Mississauga to Simcoe		
		Capital Reserve	20,000
		Project Budget	\$20,000
C01211	Resurfacing - Field & Elden		
		Capital Reserve	54,825
		Road Improvements	25,175
		Project Budget	\$80,000
C01318	Partition Street Reconstruction (NRP to Queenston Street)		
		Capital Reserve	140,000
		Project Budget	\$140,000
C01319	Engineering Work for York Road Sidewalk (FMCR to Con. 3)		
		Capital Reserve	20,000
		Project Budget	\$20,000
C01320	Decommission Hoist		
		Capital Reserve	6,000
		Project Budget	\$6,000
C01321	Traffic Count Station		
		Capital Reserve	7,500
		Project Budget	\$7,500
		Roads Department Grand Total	\$3,067,500

2017	Project Year		
C00380	Riverbeach Lot Asphalt Surfacing		
		Parking Revenue	24,000
		Project Budget	\$24,000
		Parking Operations Grand Total	\$24,000

Transit

2017	Project Year		
C01128	Electronic Annunciator Boards (Visual and Audible)		
		Ontario Disabilities Act	15,000
		Project Budget	\$15,000
C01129	AODA Compliant Pads at Bus Stops Ph.2		
		Ontario Disabilities Act	12,500
		Project Budget	\$12,500
C01239	Bus Stop Schedule Signs		
		Capital Reserve	5,500
		Project Budget	\$5,500
		Transit Grand Total	\$33,000

Building Services

2017	Project Year		
C01349	Building Services Vehicle		
		Building Services Equipment	35,000
		Project Budget	\$35,000
		Building Services Grand Total	\$35,000

Parks, Recreation & Facilities

2017	Project Year		
C00143	Columbarium #6		
		Capital Reserve	30,000
		Project Budget	\$30,000
C00267	Centennial Arena Water Line Replacement		
		Capital Reserve	30,000
		Project Budget	\$30,000
C00322	HVAC Roof Top Centennial Arena		
		Capital Reserve	30,000
		Project Budget	\$30,000
C00371	Centennial Sports Park Field Tile Repair		
		Park Dedication	60,000
		Project Budget	\$60,000

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Parks, Recreation & Facilities

2017	Project Year		
C00383	Arena Scrubber Replacement		
		Capital Reserve	12,000
		Project Budget	\$12,000
C00413	Centennial Arena Dehumidifier Replacement		
		Capital Reserve	40,000
		Project Budget	\$40,000
C00803	Chautauqua Playground Enhancements		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00982	Court House Table Replacement		
		Capital Reserve	13,500
		Project Budget	\$13,500
C00985	Queen Street Flower Beds Surround - Phase 3		
		Capital Reserve	35,000
		Project Budget	\$35,000
C00990	Queenston Park Development		
		Park Dedication	60,000
		Capital Reserve	90,000
		Project Budget	\$150,000
C01014	Niagara Pool Diving Board Replacement		
		Park Dedication	20,000
		Project Budget	\$20,000
C01034	Library HVAC Replacement		
		Capital Reserve	60,000
		Project Budget	\$60,000
C01164	QRP Stairs (continuation of C265)		
		Capital Reserve	7,000
		Project Budget	\$7,000
C01180	Court House Window Replacement		
		Capital Reserve	30,000
		Project Budget	\$30,000
C01182	St. Davids Park Parking Lot & Pathways Paving		
		Capital Reserve	67,100
		Project Budget	\$67,100
C01186	Lakeshore Cemetery - Roof Replacement		
		Capital Reserve	20,000
		Project Budget	\$20,000

2017	Project Year		
C01277	Virgil Sports Park Site Amenities		
	Capital Reserve		22,500
		Project Budget	\$22,500
C01278	Administration Building Parking Lot Paving & Trees		
	Capital Reserve		34,530
		Project Budget	\$34,530
C01279	Centennial Arena Side Lot Paving		
	Capital Reserve		66,400
		Project Budget	\$66,400
C01280	Glendale to Niagara College Path Reconstruction		
	Capital Reserve		13,450
		Project Budget	\$13,450
C01282	Queen St. Seasonal Lighting		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01285	Arena Amenities		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01286	Court House HVAC Control System		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01287	Simcoe Park Splash Pad		
	Capital Reserve		130,000
		Project Budget	\$130,000
C01288	Community Centre Games Room Renovation		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01289	Queen St. Turf & Shrub Beds		
	Capital Reserve		13,000
		Project Budget	\$13,000
C01290	Queen St. Amenities		
	Capital Reserve		5,000
		Project Budget	\$5,000
C01291	Queen St. Paver Replacement King-Gate		
	Capital Reserve		17,000
		Project Budget	\$17,000

Parks, Recreation & Facilities

2017	Project Year		
C01292	Niagara Lakeshore Cemetery Site Improvements & Lowering Device		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01293	Court House Landscape Upgrades-Shaw Entrance		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01294	Dock Area Enhancements		
	Dock Area Improvement		30,000
		Project Budget	\$30,000
C01295	Park Amenities		
	Park Dedication		28,000
		Project Budget	\$28,000
C01296	Community Centre Amenities		
	Capital Reserve		5,400
		Project Budget	\$5,400
C01311	Virgil Sportspark Tennis Courts - Additional		
	Capital Reserve		35,000
		Project Budget	\$35,000
C01354	Cenotaph Site Works		
	Capital Reserve		8,000
		Project Budget	\$8,000
C01355	CC - Accessible Bathroom Mods		
	Ontario Disabilities Act		8,500
		Project Budget	\$8,500
Parks, Recreation & Facilities Grand Total			\$1,161,380

P & R Vehicles/Equipment

2017	Project Year		
C00806	Purchase a 1/2 Ton Truck (to replace P511)		
	Fleet Replacement		40,000
		Project Budget	\$40,000
C01155	Purchase a Box Scraper		
	Capital Reserve		10,000
		Project Budget	\$10,000
P & R Vehicles/Equipment Grand Total			\$50,000

Water

2017	Project Year		
C00292	FMC PRV south of Warner		
		Water Capital Improvements	200,000
		Project Budget	\$200,000
C00293	Melville St. (Ricardo to Lockhart)		
		Water Capital Improvements	225,000
		Project Budget	\$225,000
C00343	Field and Eden Streets - (Creek to Penner)		
		Water Capital Improvements	420,000
		Project Budget	\$420,000
C00390	Tanbark Road - (York to North Urban Boundary)		
		Water Capital Improvements	275,000
		Project Budget	\$275,000
C00393	William St. - (Miss-Simcoe and Gate - Victoria)		
		Water Capital Improvements	40,000
		Project Budget	\$40,000
C00394	Engineering Work for Queen Street - (Simcoe to Mississagua)		
		Water Capital Improvements	20,000
		Project Budget	\$20,000
C00520	Regent Street - (John to Anne)		
		Water Capital Improvements	60,000
		Project Budget	\$60,000
C00537	Lakeshore Road - (Four Mile Creek Road to West)		
		Water Capital Improvements	170,000
		Project Budget	\$170,000
C00541	Engineering Work for Concession 6 - (Line 1 to Line 2 Road)		
		Water Capital Improvements	26,000
		Project Budget	\$26,000
C00927	Internal Virgil Dev ONL19 (Conc.6-Homestead)		
		Water Capital Improvements	118,104
		Project Budget	\$118,104
		Water Grand Total	\$1,554,104

Wastewater

2017	Project Year		
C00157	Old Town CSO I/I Study (Phase 2 - Front & Ricardo P.S. Areas)		
		Grants & Other	60,000
		Wastewater Capital Improvements	90,000
		Project Budget	\$150,000

Wastewater

2017	Project Year		
C00419	CSO Reduction Project - Old Town (Phase 1 - King-Charlotte Area)		
		DC: Wastewater Sewers	32,400
		Wastewater Capital Improvements	72,600
		Grants & Other	45,000
		Project Budget	\$150,000
C00903	Engineering - Anne Street - (Simcoe to Victoria)		
		Wastewater Capital Improvements	20,000
		Project Budget	\$20,000
		Wastewater Grand Total	\$320,000

Storm Water

2017	Project Year		
C00232	Byron Street - Wellington to King Street		
		Storm Water Management	210,000
		Project Budget	\$210,000
C00389	Design - Anne Street - Victoria Street to King Street		
		Storm Water Management	25,000
		Project Budget	\$25,000
C00479	Minor Storm System Improvements (CB Installations)		
		Storm Water Management	35,000
		Project Budget	\$35,000
C01330	Tanbark Road - York to North Urban Boundary		
		Storm Water Management	170,000
		Project Budget	\$170,000
C01331	King Street - Cottage to North (Royal Albion Subdivision)		
		Storm Water Management	80,000
		Project Budget	\$80,000
		Storm Water Grand Total	\$520,000
		Town Wide Grand Total	\$7,871,734



Appendix B: 10-Year Capital Forecast by Year

2018

By-Law Enforcement

C00566	By-Law Enforcement Vehicle		
		By-Law Vehicle & Equipment	35,000
		Project Budget	\$35,000
		2018 By-Law Enforcement Subtotal	\$35,000

Corporate Services

C00420	2018 Corporate PC/Printer Replacement Program		
		Capital Reserve	48,750
		Project Budget	\$48,750
C00422	2018 Network Equipment Upgrades and Enhancements		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00423	Replace Virtual Server		
		Capital Reserve	18,000
		Project Budget	\$18,000
C00424	Replace PDC & File Server & OS		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00425	Replace Existing Firewall/Router		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00426	Replace Existing Mail Spam Filter Appliance		
		Capital Reserve	5,500
		Project Budget	\$5,500
C00708	Replace Door Access & Exterior Video Cameras		
		Building Permit Surplus	15,000
		Project Budget	\$15,000
C00944	New Council Technology and Communications Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2018 Corporate Services Subtotal	\$121,250

2018**Fire & Emergency Services**

C00226	2018 Protective Equipment		
		Capital Reserve	25,000
		Project Budget	\$25,000
C00372	Pump 1A Replacement		
		Capital Reserve	400,000
		Project Budget	\$400,000
C00418	2018 Miscellaneous Fire Fighting Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00816	Replace Tanker 2		
		Capital Reserve	112,500
		DC: Fire Facilities	187,500
		Project Budget	\$300,000
C01138	HVAC Replacement at Station #2		
		Capital Reserve	30,000
		Project Budget	\$30,000
C01261	Station 5 Capital Repairs		
		Capital Reserve	40,000
		Project Budget	\$40,000
C01262	Washer & Dryer - Protective Equipment		
		Capital Reserve	15,000
		Project Budget	\$15,000
		2018 Fire & Emergency Services Subtotal	\$820,000

P & R Vehicles/Equipment

C00370	Purchase a Ice Resurfacer (replaces P562)		
		Fleet Replacement	104,000
		Project Budget	\$104,000
C00375	Mower (replaces P571)		
		Capital Reserve	4,000
		DC: Parkland & Recreation	36,000
		Project Budget	\$40,000
C00376	Mower (replaces P572)		
		Capital Reserve	4,000
		DC: Parkland & Recreation	36,000
		Project Budget	\$40,000

2018**P & R Vehicles/Equipment**

C00465	Purchase a Trailer (replaces P594)		
	Fleet Replacement		20,000
		Project Budget	\$20,000
C00509	Purchase a Tractor (replaces P555)		
	Fleet Replacement		98,000
		Project Budget	\$98,000
C01156	Mower (replaces P573)		
	Fleet Replacement		11,000
		Project Budget	\$11,000
C01267	Trailer (replaces P593)		
	Capital Reserve		20,000
		Project Budget	\$20,000
	2018 P & R Vehicles/Equipment Subtotal		\$333,000

Parking Operations

C00222	Byron Street Enhancements		
	Parking Revenue		150,000
		Project Budget	\$150,000
C00427	Handheld Ticketer Replacement (4 Units)		
	Parking Revenue		28,000
		Project Budget	\$28,000
	2018 Parking Operations Subtotal		\$178,000

Parks, Recreation & Facilities

C00069	MCU Arena 50 HP Compressor		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00335	Replacement Carpet for Court House Hall & Stairway		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00382	Community Centre Projector Replacement (3)		
	Community Centre		9,000
		Project Budget	\$9,000
C00986	Queen Street Bench Restoration		
	Capital Reserve		10,000
		Project Budget	\$10,000

Parks, Recreation & Facilities

C00988	Centennial Arena HWT Replacement		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00989	Court House Soffit Crown Molding Repairs		
	Capital Reserve		40,000
		Project Budget	\$40,000
C00991	Court House Eaves Repair & Replacement		
	Capital Reserve		30,000
		Project Budget	\$30,000
C00992	Niagara Pool Pump Replacement		
	Park Dedication		5,000
		Project Budget	\$5,000
C00993	Virgil Sportspark Ball Diamond Light Replacement		
	Park Dedication		25,000
		Project Budget	\$25,000
C00994	Virgil Sportspark Skateboard Park		
	Park Dedication		150,000
		Project Budget	\$150,000
C00995	Court House Chair Replacement		
	Capital Reserve		22,000
		Project Budget	\$22,000
C01031	Pumphouse HVAC Replacement		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01179	Court House - Paint all fascia and fire escapes		
	Capital Reserve		65,000
		Project Budget	\$65,000
C01181	Centennial Arena - Flat Roof Repair		
	Capital Reserve		100,000
		Project Budget	\$100,000
C01183	Queenston Library Parking Lot Paving		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01185	Administration Building - Exterior Repaint		
	Capital Reserve		25,000
		Project Budget	\$25,000

Parks, Recreation & Facilities

C01187	Queenston Library - Paint Interior and Refinish Floor		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01189	Pumphouse - Exterior Repaint		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01208	St. David's Pool Design		
	Capital Reserve		100,000
		Project Budget	\$100,000
C01297	Queenston Library Flooring-downstairs		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01298	Pumphouse Front Door Replacement		
	Capital Reserve		12,000
		Project Budget	\$12,000
C01299	Virgil Sportspark Irrigation Extension-baseball diamonds		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01300	Queen St. Flower Beds Surround-Ph.4		
	Capital Reserve		35,000
		Project Budget	\$35,000
C01301	Park Amenities-wood garbage cans & recycling bins		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01302	Picnic Table Additions-Simcoe Park & Community Centre		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01303	Cannery - Park Design		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01304	Niagara Lakeshore Cemetery Paving-Ph. 2		
	Capital Reserve		79,100
		Project Budget	\$79,100
C01305	Dock Area Enhancements		
	Capital Reserve		40,000
		Project Budget	\$40,000

2018**Parks, Recreation & Facilities**

C01306	Community Centre Auditorium Floor Sanding/Waxing		
	Capital Reserve		8,000
		Project Budget	\$8,000
C01307	Community Centre Gym Strenght Equipment Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01308	Community Centre Table Replacement		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01309	Queen St. Amenities-Sod, Shrubs, Mulch		
	Capital Reserve		9,750
		Project Budget	\$9,750
C01310	Community Centre Amenities-Penner Room		
	Capital Reserve		6,000
		Project Budget	\$6,000
	2018 Parks, Recreation & Facilities Subtotal		\$1,046,850

PW Vehicles/Equipment

C00256	5 -Ton Truck Sterling (replaces 229)		
	Fleet Replacement		200,000
		Project Budget	\$200,000
C00460	2018 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
	2018 PW Vehicles/Equipment Subtotal		\$208,000

Roads Department

C00350	Four Mile Creek Road - (Hunter to Wall) - Road Resurfacing		
	Capital Reserve		60,223
	Federal Gas Tax		248,513
		Project Budget	\$308,736
C00397	Queenston Road - Concession 7 Road to Townline - Road Construction		
	OCIF		518,451
	DC: Roads, Sidewalks & Lights		81,900
	Grants & Other		91,500
	Capital Reserve		8,149
		Project Budget	\$700,000

2018**Roads Department**

C00406	Engineering Work for Queenston Road - Townline to Airport		
	DC: Roads, Sidewalks & Lights	4,680	
	Capital Reserve	35,320	
	Project Budget	\$40,000	
C00448	Anne Street - Mississauga to King - Road Construction		
	Capital Reserve	229,600	
	Federal Gas Tax	197,400	
	DC: Roads, Sidewalks & Lights	273,000	
	Project Budget	\$700,000	
C00449	Concession 2 Road - Line 2 to East West Line - Road Resurfacing		
	Capital Reserve	380,000	
	Project Budget	\$380,000	
C00451	Guard Rail Installation TBD		
	Capital Reserve	60,000	
	Project Budget	\$60,000	
C00453	Engineering Work for Concession 6 Road - NSR to Line 2		
	DC: Roads, Sidewalks & Lights	61,500	
	Capital Reserve	13,500	
	Project Budget	\$75,000	
C00610	Engineering Work for Line 1 Road - 0.19 km West of Concession 2 Road		
	Capital Reserve	60,000	
	Project Budget	\$60,000	
C00617	Sidewalk Installation - York Road - FMCR to Concession 3 Road		
	Capital Reserve	66,000	
	Project Budget	\$66,000	
C01210	Mississaugua Street Culvert (Johnson - Gage)		
	Capital Reserve	380,000	
	Project Budget	\$380,000	
C01322	Read Road (East Edge) - Bridge to Lakeshore		
	Capital Reserve	75,000	
	Project Budget	\$75,000	
C01323	Traffic Count Station		
	Capital Reserve	7,500	
	Project Budget	\$7,500	
	2018 Roads Department Subtotal	\$2,852,236	

2018**Storm Water**

C00435	Anne Street - Victoria Street to King		
	DC: Storm Sewers	52,440	
	Storm Water Management	85,560	
	Project Budget	\$138,000	
C00436	Engineering for Chautauqua Area - Circle, Dixie, Oak, Addison, Luther, Wyckliffe		
	Storm Water Management	3,000	
	Project Budget	\$3,000	
C00531	Minor Storm System Improvements (CB Installations)		
	Storm Water Management	25,000	
	Project Budget	\$25,000	
	2018 Storm Water Subtotal	\$166,000	

Street Lighting

C01230	LED Post-Top Conversion Program (Phase 3)		
	Street Lighting	54,000	
	Project Budget	\$54,000	
	2018 Street Lighting Subtotal	\$54,000	

Transit

C01130	AODA Compliant Pads at Bus Stops Ph.3		
	Ontario Disabilities Act	12,500	
	Project Budget	\$12,500	
C01131	Replacement Bike Racks for Busses		
	Capital Reserve	5,000	
	Project Budget	\$5,000	
C01240	POS System for Fare Cards (3 locations)		
	Capital Reserve	12,000	
	Project Budget	\$12,000	
C01241	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve	15,000	
	Project Budget	\$15,000	
	2018 Transit Subtotal	\$44,500	

Wastewater

C00339	CSO Reduction Project - Old Town (Phase 2 - Front & Ricardo)		
	DC: Wastewater Sewers	32,400	
	Grants & Other	45,000	
	Wastewater Capital Improvements	72,600	
	Project Budget	\$150,000	

2018**Wastewater**

C00387	Old Town CSO I/I Study (Phase 3 - Dorchester South Area)		
	Wastewater Capital Improvements	90,000	
	Grants & Other	60,000	
	Project Budget	\$150,000	
C00417	Old Town (Phase 1) CSO Flow Monitoring (Post repair program)		
	Grants & Other	20,000	
	Wastewater Capital Improvements	30,000	
	Project Budget	\$50,000	
C00904	Anne Street - Simcoe to Victoria		
	Wastewater Capital Improvements	150,000	
	Project Budget	\$150,000	
C00905	Engineering - Chautauqua Area (Dixie - Circle to Lakeshore)		
	Wastewater Capital Improvements	25,000	
	Project Budget	\$25,000	
	2018 Wastewater Subtotal	\$525,000	

Water

C00437	William Street - (Mississagua to Simcoe and Gate to Victoria)		
	Water Capital Improvements	280,000	
	Project Budget	\$280,000	
C00438	Queen St. - (Simcoe to Mississauga)		
	Water Capital Improvements	145,000	
	Project Budget	\$145,000	
C00441	Engineering Work for Concession 6 Road - (Niagara Stone Road to Line 2 Road)		
	Water Capital Improvements	4,000	
	DC: Water Distribution	36,000	
	Project Budget	\$40,000	
C00442	Engineering Work for Gage St. - (Gate to Victoria)		
	Water Capital Improvements	25,000	
	Project Budget	\$25,000	
C00443	Engineering Work for Gate Street - (Centre to Johnson)		
	Water Capital Improvements	25,000	
	Project Budget	\$25,000	
C00503	Line 3 Road - (Concession 1 to Niagara River Parkway)		
	Water Capital Improvements	300,000	
	Project Budget	\$300,000	

2018**Water**

C00508	Concession 6 -Road - (Line 1 to Line 2 Road)		
	DC: Water Distribution		522,000
	Water Capital Improvements		58,000
		Project Budget	\$580,000
C00840	Engineering Work for Queenston Road - (Townline to Airport)		
	Water Capital Improvements		40,000
		Project Budget	\$40,000
	2018 Water Subtotal		\$1,435,000
	2018 subtotal		\$7,818,836

2019**Corporate Services**

C00469	2019 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00470	Engineering HP 5550 Printer Replacement		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00472	2019 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00473	Replace Active Directory Server & OS		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00706	Council Chambers Technology Improvements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00717	Purchase Aerial Photos from Niagara Region		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00718	Replace Quickr Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00719	Replace Financial Archive Server		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00858	Corporate GPS Vehicle Tracking System		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00859	Corporate VPN - Host Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
	2019 Corporate Services Subtotal		\$120,750

Fire & Emergency Services

C00230	2019 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000

2019**Fire & Emergency Services****C00268** Rescue 4 (Heavy Rescue)

Capital Reserve 450,000

Project Budget \$450,000

C00466 2019 Miscellaneous Fire Fighting Equipment

Capital Reserve 10,000

Project Budget \$10,000

C00468 Training Pick-up Replacement

Capital Reserve 50,000

Project Budget \$50,000

2019 Fire & Emergency Services Subtotal \$535,000**P & R Vehicles/Equipment****C00463** 1-Ton with Dump (replaces P516)

Fleet Replacement 49,000

Project Budget \$49,000

C00464 Van (replaces P515)

Fleet Replacement 37,000

Project Budget \$37,000

C01268 Mower (replaces P574)

Capital Reserve 50,000

Project Budget \$50,000

2019 P & R Vehicles/Equipment Subtotal \$136,000**Parking Operations****C00475** Queens Royal Park Lot Resurfacing

Parking Revenue 80,000

Project Budget \$80,000

2019 Parking Operations Subtotal \$80,000**Parks, Recreation & Facilities****C00366** Cemetery Expansion Phase 5

Capital Reserve 25,000

Project Budget \$25,000

C00384 Community Centre Scrubber Replacement

Capital Reserve 12,000

Project Budget \$12,000

C00804 Niagara-on-the-Green Playground Replacement

Park Dedication 90,000

Project Budget \$90,000

2019**Parks, Recreation & Facilities**

C00968	Cannery Park Development		
	Capital Reserve		75,000
		Project Budget	\$75,000
C00987	Centennial Arena Rubber Floor Replacement		
	Capital Reserve		30,000
		Project Budget	\$30,000
C00996	Court House Washroom Renovations		
	Capital Reserve		30,000
		Project Budget	\$30,000
C00997	Memoral Park Soccer Field Light Replacement		
	Park Dedication		20,000
		Project Budget	\$20,000
C00998	Simcoe Park Raised Flower Beds		
	Park Dedication		20,000
		Project Budget	\$20,000
C01190	Memorial Tennis Court Expansion		
	DC: Parkland & Recreation		85,000
	Donations		40,000
		Project Budget	\$125,000
C01228	St. David's Pool Construction		
	Donations		833,340
	Grants & Other		1,666,660
		Project Budget	\$2,500,000
C01312	Community Centre Amenties		
	Capital Reserve		8,500
		Project Budget	\$8,500
C01345	Dock Area Enhancements		
	Capital Reserve		40,000
		Project Budget	\$40,000
	2019 Parks, Recreation & Facilities Subtotal		\$2,975,500
PW Vehicles/Equipment			
C00457	Backhoe JCB (replaces 404)		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C00458	Cube Van (replaces W237)		
	Fleet Replacement		60,000
		Project Budget	\$60,000

2019**PW Vehicles/Equipment**

C00506	2019 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00655	Kabota replaces W408		
	Fleet Replacement		40,000
		Project Budget	\$40,000
	2019 PW Vehicles/Equipment Subtotal		\$248,000

Roads Department

C00182	Line 1 Road - 0.19km West of Concession 2 - Culvert Improvements		
	OCIF		357,311
	Capital Reserve		132,689
		Project Budget	\$490,000
C00356	Four Mile Creek Road - (Wall to Lakeshore) - Road Resurfacing		
	Capital Reserve		230,400
		Project Budget	\$230,400
C00447	Queenston Road - Townline to Airport - Road Construction		
	Grants & Other		91,500
	Federal Gas Tax		419,655
	DC: Roads, Sidewalks & Lights		93,600
	OCIF		195,245
		Project Budget	\$800,000
C00452	Engineering Work for Queenston Road - Airport to Niagara Stone Road		
	Capital Reserve		40,000
	DC: Roads, Sidewalks & Lights		20,000
		Project Budget	\$60,000
C00494	Concession 6 Road - Niagara Stone Road to Line 2 - Road Construction		
	Federal Gas Tax		26,258
	OCIF		243,742
	DC: Roads, Sidewalks & Lights		1,230,000
		Project Budget	\$1,500,000
C00495	Chataqua Area - Circle Street - Road Resurfacing		
	Capital Reserve		265,000
		Project Budget	\$265,000
C00496	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000

2019**Roads Department**

C00499	Engineering Work for Line 1 Road - Concession 6 to Four Mile Creek		
	DC: Roads, Sidewalks & Lights	62,000	
	Capital Reserve	38,000	
	Project Budget	\$100,000	
C00620	St. David's Pool Trail - York to Cannery Subdivision		
	Capital Reserve	50,000	
	Project Budget	\$50,000	
C00710	Engineering Work for Dorchester and Gage - Culvert Improvements		
	Capital Reserve	30,000	
	Project Budget	\$30,000	
C00720	Line 1 Road - 0.01 East of Townline Road - Culvert Improvements		
	Capital Reserve	40,000	
	Project Budget	\$40,000	
C00721	Concession 6 Road - 0.23 South of Line 2 - Culvert Improvements		
	Capital Reserve	40,000	
	Project Budget	\$40,000	
C01088	Sidewalk Installation - Concession 6 Road - Niagara Stone Road to North		
	Capital Reserve	50,000	
	Project Budget	\$50,000	
C01324	Traffic Count Station		
	Capital Reserve	7,500	
	Project Budget	\$7,500	
	2019 Roads Department Subtotal	\$3,722,900	

Storm Water

C00482	Chautauqua Area - Circle, Dixie, Oak, Addison, Luther, Wyckliffe		
	Storm Water Management	30,000	
	Project Budget	\$30,000	
C00680	Minor Storm System Improvements (CB Installations)		
	Storm Water Management	25,000	
	Project Budget	\$25,000	
C00896	Engineering for Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare		
	Storm Water Management	3,000	
	Project Budget	\$3,000	
	2019 Storm Water Subtotal	\$58,000	

2019**Transit**

C01242	AODA Compliant Pads at Bus Stops, Ph.4		
	Ontario Disabilities Act		12,500
		Project Budget	\$12,500
C01243	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2019 Transit Subtotal		\$27,500

Wastewater

C00481	CSO Reduction Project - Old Town (Phase 3 - Dorchester South)		
	Wastewater Capital Improvements		72,600
	DC: Wastewater Sewers		32,400
	Grants & Other		45,000
		Project Budget	\$150,000
C00533	Old Town CSO I/I Study (Phase 4 - Dorchester North & Wm. East Area)		
	Wastewater Capital Improvements		90,000
	Grants & Other		60,000
		Project Budget	\$150,000
C00652	Old Town (Phase 2) CSO Flow Monitoring (Post repair program)		
	Wastewater Capital Improvements		30,000
	Grants & Other		20,000
		Project Budget	\$50,000
C00906	Chautauqua Area - (Dixie - Circle to Lakeshore)		
	Wastewater Capital Improvements		260,000
		Project Budget	\$260,000
C00907	Engineering - Chautauqua Area - (Froebel - Circle to Dead End)		
	Wastewater Capital Improvements		5,000
		Project Budget	\$5,000
	2019 Wastewater Subtotal		\$615,000

Water

C00485	Concession 6 Road - (RR55 to Line 2 Road)		
	Water Capital Improvements		187,665
	DC: Water Distribution		289,985
		Project Budget	\$477,650
C00486	Gage Street - (Gate St. to Victoria)		
	Water Capital Improvements		120,000
		Project Budget	\$120,000

2019**Water**

C00487	Gate Street - (Centre to Johnson)		
	Water Capital Improvements	160,000	
	Project Budget	\$160,000	
C00488	King Street - (Johnson to Centre)		
	Water Capital Improvements	370,000	
	Project Budget	\$370,000	
C00491	Engineering Work for King Street - (Centre to John Street)		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C00844	Queenston Road - (Townline to Airport)		
	Water Capital Improvements	360,000	
	DC: Water Distribution	234,000	
	Project Budget	\$594,000	
C01045	Queenston Rd. Airport -Coon Eng.		
	Water Capital Improvements	40,000	
	Project Budget	\$40,000	
	2019 Water Subtotal	\$1,781,650	
	2019 subtotal	\$10,300,300	

2020**Corporate Services**

C00517	2020 Corporate PC/Printer Replacement Program		
	Capital Reserve	48,750	
			Project Budget
		\$48,750	
C00518	Replace Building Scanner for Records Management		
	Building Permit Surplus	15,000	
			Project Budget
		\$15,000	
C00521	Replace Financial System Printer		
	Capital Reserve	5,000	
			Project Budget
		\$5,000	
C00522	2020 Network Equipment Upgrades and Enhancements		
	Capital Reserve	7,000	
			Project Budget
		\$7,000	
C00523	Replace Financial SQL Server & OS & SQL		
	Capital Reserve	18,000	
			Project Budget
		\$18,000	
C00524	Replace Financial Terminal Server & OS		
	Capital Reserve	15,000	
			Project Budget
		\$15,000	
C00525	Replace Security Server & OS		
	Capital Reserve	10,000	
			Project Budget
		\$10,000	
C00723	Replace Cameras and Monitors in Council Chambers		
	Capital Reserve	10,000	
			Project Budget
		\$10,000	
C00724	Replace Laserfiche Server		
	Capital Reserve	18,000	
			Project Budget
		\$18,000	
	2020 Corporate Services Subtotal	\$146,750	

Fire & Emergency Services

C00250	2020 Protective Equipment		
	Capital Reserve	25,000	
			Project Budget
		\$25,000	
C00512	2020 Miscellaneous Fire Fighting Equipment		
	Capital Reserve	10,000	
			Project Budget
		\$10,000	

2020**Fire & Emergency Services****C00515 HVAC Replacement at Station 5**

Capital Reserve	45,000
Project Budget	\$45,000

C00516 HVAC Replacement at Station 4

Capital Reserve	20,000
Project Budget	\$20,000

C00715 Pumper 3 Replacement

Capital Reserve	450,000
Project Budget	\$450,000

2020 Fire & Emergency Services Subtotal \$550,000**P & R Vehicles/Equipment****C00386 3/4 Ton 4x4 (replaces P518) with Dump Trailer (replaces P595)**

Fleet Replacement	45,000
Project Budget	\$45,000

C00405 3/4 Ton Truck (replaces P517)

Fleet Replacement	38,000
Project Budget	\$38,000

C00408 Riding Mower (replaces P567)

Fleet Replacement	56,000
Project Budget	\$56,000

C01157 Mower (replaces P577)

Fleet Replacement	25,000
Project Budget	\$25,000

2020 P & R Vehicles/Equipment Subtotal \$164,000**Parking Operations****C00526 Coin Sorter**

Parking Revenue	10,000
Project Budget	\$10,000

C00527 Nelson Street Lot Resurfacing

Parking Revenue	60,000
Project Budget	\$60,000

2020 Parking Operations Subtotal \$70,000**Parks, Recreation & Facilities****C00454 MCU Arena Board Replacement**

Capital Reserve	50,000
Project Budget	\$50,000

2020**Parks, Recreation & Facilities**

C00984	Niagara-on-the-Green North Park Development		
	Capital Reserve		50,000
		Project Budget	\$50,000
C00999	Court House Window Repairs Phase 1		
	Capital Reserve		35,000
		Project Budget	\$35,000
C01000	Library Roof Replacement		
	Capital Reserve		70,000
		Project Budget	\$70,000
C01001	Niagara Pool Filter Replacement		
	Park Dedication		20,000
		Project Budget	\$20,000
C01003	Virgil Sportspark Soccer Field/Parking Lot Lights		
	Park Dedication		60,000
		Project Budget	\$60,000
C01005	Market Street Washrooms Roof Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01006	Simcoe Park Pavers		
	Capital Reserve		130,000
		Project Budget	\$130,000
C01191	Christmas Display - Replacement Phase 1		
	Capital Reserve		40,000
		Project Budget	\$40,000
	2020 Parks, Recreation & Facilities Subtotal		\$475,000

PW Vehicles/Equipment

C00555	5-Ton Truck Sterling (replaces W239)		
	Fleet Replacement		210,000
		Project Budget	\$210,000
C00556	2020 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
	2020 PW Vehicles/Equipment Subtotal		\$218,000

2020**Roads Department**

C00360	Engineering Paxton Lane - York to New Development		
	Capital Reserve		8,750
	DC: Roads, Sidewalks & Lights		8,750
	Project Budget		\$17,500
C00492	Line 4 Road - Bridge #2115 0.13km West of Concession 6 - Culvert Improvements		
	Capital Reserve		119,000
	Project Budget		\$119,000
C00493	Queenston Road - Airport to Niagara Stone Road - Road Construction		
	Capital Reserve		792,500
	DC: Roads, Sidewalks & Lights		224,450
	Grants & Other		183,050
	Project Budget		\$1,200,000
C00546	Line 1 Road - Concession 6 - Four Mile Creek - Road Construction		
	Capital Reserve		314,087
	DC: Roads, Sidewalks & Lights		1,240,000
	Federal Gas Tax		445,913
	Project Budget		\$2,000,000
C00548	Chautauqua Area - Road Resurfacing		
	Capital Reserve		225,000
	Project Budget		\$225,000
C00550	Guard Rail Installation TBD		
	Capital Reserve		60,000
	Project Budget		\$60,000
C00551	Concession 6 Road - Line1 to Line 2 - Engineering		
	DC: Roads, Sidewalks & Lights		49,375
	Capital Reserve		13,125
	Project Budget		\$62,500
C00626	Sidewalk Installation - Mississauga Street - Johnson - Gage		
	Capital Reserve		45,000
	Project Budget		\$45,000
C00711	Dorchester@Gage Culv. Replacement (One Mile Creek Watershed Plan)		
	Capital Reserve		200,000
	Project Budget		\$200,000
C01092	Sidewalk Installation - Lorraine Street - FMCR to East		
	Capital Reserve		14,000
	Project Budget		\$14,000
2020 Roads Department Subtotal			\$3,943,000

2020**Storm Water**

C00341	Engineering for Paxton Lane South End to York Road		
	Storm Water Management		20,000
		Project Budget	\$20,000
C00686	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
C00773	Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare		
	Storm Water Management		30,000
		Project Budget	\$30,000
	2020 Storm Water Subtotal		\$75,000

Street Lighting

C01231	LED Post-Top Conversion Program		
	Street Lighting		54,000
		Project Budget	\$54,000
	2020 Street Lighting Subtotal		\$54,000

Transit

C01244	Electronic Fare Boxes		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01245	Benches, Shelters, Garbage Cans		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2020 Transit Subtotal		\$25,000

Wastewater

C00434	CSO Reduction Project - Old Town (Phase 4 - Dorchester N.-Wm. E.)		
	Grants & Other		45,000
	Wastewater Capital Improvements		88,800
	DC: Wastewater Sewers		16,200
		Project Budget	\$150,000
C00534	Engineering Simcoe St. (Centre to Gage)		
	Wastewater Capital Improvements		8,000
		Project Budget	\$8,000
C00669	Old Town CSO I/I Study (Phase 5 - Mississauga Beach Area)		
	Wastewater Capital Improvements		90,000
	Grants & Other		60,000
		Project Budget	\$150,000

2020**Wastewater**

C00685	Old Town (Phase 3) CSO Flow Monitoring (Post repair program)		
	Wastewater Capital Improvements	30,000	
	Grants & Other	20,000	
	Project Budget	\$50,000	
C00908	Chautauqua Area - Froebel - (Circle to Dead End)		
	Wastewater Capital Improvements	60,000	
	Project Budget	\$60,000	
C00909	Engineering - Johnson Street - (Dorchester to Mississagua)		
	Wastewater Capital Improvements	40,000	
	Project Budget	\$40,000	
C00910	Engineering - Simcoe Street - (John to Anne Street)		
	Wastewater Capital Improvements	12,000	
	Project Budget	\$12,000	
C00911	Engineering - Gate Street - (Mary to William Street)		
	Wastewater Capital Improvements	8,000	
	Project Budget	\$8,000	
	2020 Wastewater Subtotal	\$478,000	

Water

C00342	Queenston/NSR (Coon-NSR-Stewart) Eng.		
	Water Capital Improvements	40,000	
	Project Budget	\$40,000	
C00349	Paxton Lane (at York and at South End) Eng.		
	Water Capital Improvements	15,000	
	Project Budget	\$15,000	
C00484	Queenston Rd. (Airport to Coon)		
	Water Capital Improvements	600,000	
	Project Budget	\$600,000	
C00538	King Street - (Centre to John)		
	Water Capital Improvements	370,000	
	Project Budget	\$370,000	
	2020 Water Subtotal	\$1,025,000	
	2020 subtotal	\$7,223,750	

2021**By-Law Enforcement**

C00497	By-Law Enforcement Vehicle		
		By-Law Vehicle & Equipment	35,000
		Project Budget	\$35,000
		2021 By-Law Enforcement Subtotal	\$35,000

Corporate Services

C00735	Replace Engineering Plotter		
		Capital Reserve	20,000
		Project Budget	\$20,000
C00736	Aerial Ortho Imagery		
		Capital Reserve	15,000
		Project Budget	\$15,000
C00737	Replace Corporate Telephone System		
		Capital Reserve	100,000
		Project Budget	\$100,000
C00738	Replace Existing SQL Data Server & OS & APL		
		Capital Reserve	18,000
		Project Budget	\$18,000
C00739	New Backup SAN (For Data Going Off Site)		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00740	Install NAS Mass Corporate Data System		
		Capital Reserve	15,000
		Project Budget	\$15,000
C00741	Replace Existing Firewall/Router		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00742	Replace Mail Spam Filter Appliance		
		Capital Reserve	5,500
		Project Budget	\$5,500
C00750	2021 Corporate PC/Printer Replacement Program		
		Capital Reserve	48,750
		Project Budget	\$48,750
C00751	2021 Network Equipment Upgrades and Enhancements		
		Capital Reserve	7,000
		Project Budget	\$7,000
		2021 Corporate Services Subtotal	\$246,250

2021**Fire & Emergency Services****C00253** 2021 Protective Equipment

Capital Reserve	25,000
Project Budget	\$25,000

C00478 2021 Miscellaneous Fire Fighting Equipment

Capital Reserve	10,000
Project Budget	\$10,000

2021 Fire & Emergency Services Subtotal \$35,000**P & R Vehicles/Equipment****C00410** Riding Mower (replaces P568)

Fleet Replacement	50,000
Project Budget	\$50,000

C01158 Tractor (replaces P564)

Fleet Replacement	100,000
Project Budget	\$100,000

2021 P & R Vehicles/Equipment Subtotal \$150,000**Parking Operations****C00474** Parking Vehicle Replacement

Parking Revenue	35,000
Project Budget	\$35,000

2021 Parking Operations Subtotal \$35,000**Parks, Recreation & Facilities****C00415** Niagara-on-the-Green Community Park

Park Dedication	320,625
DC: Parkland & Recreation	54,375
Project Budget	\$375,000

C01007 Community Centre Lawn Bowling Carpet Replacement

Capital Reserve	125,000
Project Budget	\$125,000

C01008 Court House Window Repairs Phase 2

Capital Reserve	35,000
Project Budget	\$35,000

C01009 Court House Door Hardware Replacement

Capital Reserve	30,000
Project Budget	\$30,000

C01011 Market Street Washroom HVAC Replacement

Capital Reserve	15,000
Project Budget	\$15,000

2021**Parks, Recreation & Facilities**

C01012	Market Street Washroom Renovations		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01192	Christmas Display - Replacement Phase 2		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01313	Community Centre Kitchen-New Cooler Compressors		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01314	Community Centre Appliance Replacement		
	Capital Reserve		5,000
		Project Budget	\$5,000
C01315	Community Centre Chair Replacement		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01346	Community Centre Auditorium Door Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01347	Community Centre Amenities		
	Capital Reserve		5,000
		Project Budget	\$5,000
	2021 Parks, Recreation & Facilities Subtotal		\$705,000

PW Vehicles/Equipment

C00311	Mini Van Montana (replaces 233)		
	Fleet Replacement		24,000
		Project Budget	\$24,000
C00363	Mini Van Montana (replaces 230)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00505	Sidewalk Plow (replaces 405)		
	Fleet Replacement		120,000
		Project Budget	\$120,000
C00653	1/2 Ton Pick-up replaces W236		
	Fleet Replacement		25,000
		Project Budget	\$25,000

2021**PW Vehicles/Equipment****C00662** 2021 Miscellaneous Equipment

Fleet Replacement	8,000
Project Budget	\$8,000
2021 PW Vehicles/Equipment Subtotal	\$202,000

Roads Department**C00399** Paxton Lane - York to New Development - Road Construction

Federal Gas Tax	150,000
DC: Roads, Sidewalks & Lights	175,000
Capital Reserve	25,000
Project Budget	\$350,000

C00543 Line 4 Road - Bridge #2112 (0.43 East of Con. 3 Road) Bridge Improvements

Capital Reserve	20,000
Project Budget	\$20,000

C00552 Engineering for Green Street - Flynn to Niagara

Capital Reserve	12,900
DC: Roads, Sidewalks & Lights	17,100
Project Budget	\$30,000

C00658 Sidewalk Installation - Mississauga Street - Gage to Centre

Capital Reserve	45,000
Project Budget	\$45,000

C00726 Concession 6 Road - Line 1 to 2 - Road Construction

Capital Reserve	262,500
DC: Roads, Sidewalks & Lights	987,500
Project Budget	\$1,250,000

C00729 Johnson Street - Dorchester to Gate - Road Resurfacing

Capital Reserve	20,000
Federal Gas Tax	100,000
Project Budget	\$120,000

C00730 Simcoe Street - John to Anne - Road Resurfacing

Capital Reserve	25,000
Project Budget	\$25,000

C00731 Gate Street - Mary to William - Road Resurfacing

Capital Reserve	25,000
Project Budget	\$25,000

2021**Roads Department**

C00732	Townline Road - Line 1 to Lakeshore Road		
	Federal Gas Tax		95,913
	DC: Roads, Sidewalks & Lights		45,000
	Capital Reserve		39,087
		Project Budget	\$180,000
C00733	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00752	Engineering Work for Queenston Street - Dumfries to Clarence		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01095	Line 2 Road - Concession 6 to Niagara Stone Road		
	Federal Gas Tax		100,000
	Capital Reserve		10,000
		Project Budget	\$110,000
C01096	Sidewalk Installation - Queenston Street - Niagara River Parkway to N.S. Bridge		
	Capital Reserve		23,000
		Project Budget	\$23,000
C01325	Radar Speed Board (Replacement)		
	Capital Reserve		6,000
		Project Budget	\$6,000
2021 Roads Department Subtotal			\$2,284,000

Storm Water

C00233	Design - Queenston Street - Dumfries to Clarence and Potentially 2 Outlets		
	Storm Water Management		25,000
		Project Budget	\$25,000
C00388	Paxton Lane - South End to York Road		
	Storm Water Management		244,000
		Project Budget	\$244,000
C00536	Engineering for Green Street - Flynn to Niagara		
	Storm Water Management		24,000
		Project Budget	\$24,000
C00691	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
2021 Storm Water Subtotal			\$318,000

2021**Transit**

C01246	AODA Compliant Pads at Bus Stops Ph. 6 (Pending)		
	Ontario Disabilities Act		5,000
		Project Budget	\$5,000
C01247	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2021 Transit Subtotal		\$20,000

Wastewater

C00663	Simcoe Street (Centre-Gage)		
	Wastewater Capital Improvements		70,000
		Project Budget	\$70,000
C00687	CSO Reduction Project - Old Town (Phase 5 - Mississauga Beach Area)		
	Wastewater Capital Improvements		105,000
	Grants & Other		45,000
		Project Budget	\$150,000
C00692	Old Town (Phase 4) CSO Flow Monitoring (Post repair program)		
	Wastewater Capital Improvements		30,000
	Grants & Other		20,000
		Project Budget	\$50,000
C00823	Engineering - Mississauga Street - (Johnson to Queen)		
	Wastewater Capital Improvements		25,000
		Project Budget	\$25,000
C00912	Johnson Street - (Dorchester to Mississauga)		
	Wastewater Capital Improvements		240,000
		Project Budget	\$240,000
C00913	Simcoe Street - (John to Anne Street)		
	Wastewater Capital Improvements		115,000
		Project Budget	\$115,000
C00914	Gate Street - (Mary to William Street)		
	Wastewater Capital Improvements		75,000
		Project Budget	\$75,000
C00915	Engineering - Green Street - (Flynn to Niagara)		
	Wastewater Capital Improvements		25,000
		Project Budget	\$25,000
C00916	Engineering - Wellington Street - (Picton to Queens Parade)		
	Wastewater Capital Improvements		5,000
		Project Budget	\$5,000

2021**Wastewater**

C00917	Engineering - Gate Street - (John to Mary)		
	Wastewater Capital Improvements	10,000	
	Project Budget	\$10,000	
	2021 Wastewater Subtotal	\$765,000	

Water

C00391	Paxton Lane - (South End to York Road)		
	Water Capital Improvements	90,000	
	Project Budget	\$90,000	
C00440	Queenston/NSR (Coon-NSR-Stewart)		
	Water Capital Improvements	700,000	
	Project Budget	\$700,000	
C00510	Simcoe Street - (Centre to Johnson Street)		
	Water Capital Improvements	260,000	
	Project Budget	\$260,000	
C00513	Niagara River Parkway - (Highlander to Dumfries) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C00519	Ball Street - (Ricardo to Delatre) Eng.		
	Water Capital Improvements	15,000	
	Project Budget	\$15,000	
C00828	Centre Street - (King to Regent Street)		
	Water Capital Improvements	130,000	
	Project Budget	\$130,000	
C00830	Melville - (Ricardo to Byron) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
	2021 Water Subtotal	\$1,235,000	
	2021 subtotal	\$6,030,250	

2022**Building Services**

C00467	Building Services Vehicle		
	Building Services Equipment		35,000
		Project Budget	\$35,000
	2022 Building Services Subtotal		\$35,000

Corporate Services

C00743	2022 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00744	2022 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00745	Council Chambers Technology Improvements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00747	Replace Existing Lotus Notes/Database Server & OS		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00748	Replace Existing Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00945	New Council Technology and Communication Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00946	Network Server Uninterrupted Power Supply and Surge Protectors		
	Capital Reserve		10,000
		Project Budget	\$10,000
	2022 Corporate Services Subtotal		\$107,750

Fire & Emergency Services

C00274	2022 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00501	2022 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
	2022 Fire & Emergency Services Subtotal		\$35,000

2022**P & R Vehicles/Equipment**

C00962	Mower (replaces P565)		
		Fleet Replacement	45,000
		Project Budget	\$45,000
C01159	Mower (replaces P573)		
		Fleet Replacement	13,000
		Project Budget	\$13,000
2022 P & R Vehicles/Equipment Subtotal			\$58,000

Parks, Recreation & Facilities

C00421	Alumazorb Ceiling Replacement		
		Capital Reserve	50,000
		Project Budget	\$50,000
C00431	Community Centre Fitness Equipment Replacement		
		Capital Reserve	20,000
		Project Budget	\$20,000
C01013	Memorial Park Pavillion Shingles Replacement		
		Park Dedication	17,000
		Project Budget	\$17,000
C01015	St. Davids Pool Replacement of Flat Roof		
		Park Dedication	20,000
		Project Budget	\$20,000
C01016	Virgil Sportpark Tennis Court Light Replacement		
		Park Dedication	5,000
		Project Budget	\$5,000
C01017	Main Administration Building Elevator Replacement		
		Capital Reserve	60,000
		Project Budget	\$60,000
C01018	Garrison Village Playground Replacement		
		Park Dedication	90,000
		Project Budget	\$90,000
C01194	Community Centre - Track & Fitness Floor Repaint		
		Capital Reserve	15,000
		Project Budget	\$15,000
C01316	Community Centre Auditorium Floor Sanding/Waxing		
		Capital Reserve	8,000
		Project Budget	\$8,000
2022 Parks, Recreation & Facilities Subtotal			\$285,000

2022**PW Vehicles/Equipment**

C00314	1/2 Ton Pick-up Dodge (replaces 232)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00455	1-Ton 4x4 c/w Plow (replaces W241)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C00459	Mini Ford Pick-up -(replaces 240)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00633	2022 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00654	1-Ton Dump Truck replaces W242		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C00657	1/2 Ton Pic-up (replaces W245)		
	Fleet Replacement		30,000
		Project Budget	\$30,000
C00694	1/2 Ton Pick-up (replaces W247)		
	Fleet Replacement		30,000
		Project Budget	\$30,000
	2022 PW Vehicles/Equipment Subtotal		\$208,000

Roads Department

C00500	Engineering for Partition and Kent Streets - Niagara Parkway to Queenston		
	Capital Reserve		40,000
		Project Budget	\$40,000
C00661	Sidewalk Installation - Taylor Road - Glendale to South		
	Capital Reserve		51,000
		Project Budget	\$51,000
C00727	Green Street - Flynn to Niagara - Road Construction		
	DC: Roads, Sidewalks & Lights		285,000
	Federal Gas Tax		147,400
	Capital Reserve		67,600
		Project Budget	\$500,000

Roads Department

C00754	Queenston Street - Dumfries to Clarence - Road Construction		
	Federal Gas Tax		298,513
	Capital Reserve		61,487
		Project Budget	\$360,000
C00756	Niven Road - Lakeshore Road to Village Road Road Resurfacing		
	Capital Reserve		190,000
		Project Budget	\$190,000
C00757	Wellington Street - Picton to Castlereagh Road Resurfacing		
	Capital Reserve		70,000
		Project Budget	\$70,000
C00758	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00761	Engineering - Flynn Street - Rye to Charlotte		
	DC: Roads, Sidewalks & Lights		11,600
	Capital Reserve		28,400
		Project Budget	\$40,000
C01098	Line 1 Road - Concession 7 to Townline (Grantham) Road Resurfacing		
	DC: Roads, Sidewalks & Lights		108,800
	Capital Reserve		61,200
		Project Budget	\$170,000
C01099	Ball Street - Ricardo to Delatre to Lockhart R/A Road Resurfacing		
	Capital Reserve		50,000
		Project Budget	\$50,000
C01101	Mississauga Street - Queen to Johnson to Gage to Centre to Wm. to Mary Road Resurfacing		
	Capital Reserve		250,000
		Project Budget	\$250,000
C01102	Gate Street - Anne to John to Mary Road Resurfacing		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01103	Warner Road - Tanbark to Concession 5 to QEW Road Resurfacing (Cold Mix)		
	Capital Reserve		104,000
		Project Budget	\$104,000
C01104	Sidewalk Installlation - Nassau Street - Queen to Johnson		
	Capital Reserve		20,000
		Project Budget	\$20,000

2022**Roads Department**

C01122	Niagara Boulevard Study-Design (@ One mile Creek - Watershed Plan)		
	Capital Reserve		30,000
		Project Budget	\$30,000
	2022 Roads Department Subtotal		\$1,995,000

Storm Water

C00291	Queenston Street Storm Sewer - Dumfries to Clarence		
	Storm Water Management		285,094
	DC: Storm Sewers		4,906
		Project Budget	\$290,000
C00483	Engineering for Partition and Kent Street - Niagara River Parkway to Queenston Street		
	Storm Water Management		30,000
		Project Budget	\$30,000
C00774	Green Street - Flynn to Niagara		
	DC: Storm Sewers		54,000
	Storm Water Management		162,000
		Project Budget	\$216,000
C00777	Engineering for Flynn St. - Rye to Charlotte		
	Storm Water Management		20,000
		Project Budget	\$20,000
C00892	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
	2022 Storm Water Subtotal		\$581,000

Street Lighting

C01232	LED Post-Top Conversion Program		
	Street Lighting		54,000
		Project Budget	\$54,000
	2022 Street Lighting Subtotal		\$54,000

Transit

C01248	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2022 Transit Subtotal		\$15,000

2022**Wastewater**

C00918	Green Street - Flynn to Niagara		
	Wastewater Capital Improvements	240,000	
	Project Budget	\$240,000	
C00919	Wellington Street - (at Picton-Queens Parade)		
	Wastewater Capital Improvements	25,000	
	Project Budget	\$25,000	
C00920	Gate Street - (John to Mary Street)		
	Wastewater Capital Improvements	70,000	
	Project Budget	\$70,000	
C00921	Engineering - Flynn Street - Rye to Charlotte		
	Wastewater Capital Improvements	25,000	
	Project Budget	\$25,000	
C00926	Mississauga Street - (Johnson to Queen)		
	Wastewater Capital Improvements	120,000	
	Project Budget	\$120,000	
C00961	Old Town (Phase 5) CSO Flow Monitoring (Post repair program)		
	Wastewater Capital Improvements	30,000	
	Grants & Other	20,000	
	Project Budget	\$50,000	
	2022 Wastewater Subtotal	\$530,000	

Water

C00507	Commons (Wellington to Ricardo Street)		
	Water Capital Improvements	500,000	
	Project Budget	\$500,000	
C00528	Wellington (Picton to Castlereagh)		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C00529	Niagara River Parkway - (Highlander to Dumfries)		
	Water Capital Improvements	80,000	
	Project Budget	\$80,000	
C00532	Ball Street - (Ricardo to Delatre)		
	Water Capital Improvements	60,000	
	Project Budget	\$60,000	
C00833	Melville Street - (Ricardo to Byron)		
	Water Capital Improvements	150,000	
	Project Budget	\$150,000	

Water

C00836	NSR (Line 3 to Line 4 Road) Eng.		
	Water Capital Improvements		50,000
		Project Budget	\$50,000
C00837	Dorchester - (Mary to John West) Eng.		
	Water Capital Improvements		20,000
		Project Budget	\$20,000
		2022 Water Subtotal	\$880,000
		2022 subtotal	\$4,783,750

2023**Building Services**

C00471	Building Services Vehicle		
		Building Services Equipment	35,000
		Project Budget	\$35,000
		2023 Building Services Subtotal	\$35,000

Corporate Services

C00712	Replace Door Access & Exterior Video Cameras		
		Capital Reserve	15,000
		Project Budget	\$15,000
C00746	Purchase Aerial Photos from Niagara Region		
		Capital Reserve	5,000
		Project Budget	\$5,000
C00749	Replace Microphones and Audio System in Council Chambers		
		Capital Reserve	15,000
		Project Budget	\$15,000
C00765	2023 Corporate PC/Printer Replacement Program		
		Capital Reserve	48,750
		Project Budget	\$48,750
C00766	2023 Network Equipment Upgrades and Enhancements		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00767	Replace Virtual Server		
		Capital Reserve	18,000
		Project Budget	\$18,000
C00768	Purchase New PDC & File Server & OS		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2023 Corporate Services Subtotal	\$118,750

Fire & Emergency Services

C00285	2023 Protective Equipment		
		Capital Reserve	25,000
		Project Budget	\$25,000
C00480	2023 Miscellaneous Fire Fighting Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2023 Fire & Emergency Services Subtotal	\$35,000

2023**P & R Vehicles/Equipment**

C00430	1 Ton Truck with Dump Box (replaces P520)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C00456	1 Ton Truck with Dump Box (replaces P519)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C00461	Trailer (replaces P593)		
	Fleet Replacement		15,000
		Project Budget	\$15,000
C00462	3/4 Ton 4X4 Truck (replaces P521)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C01160	Multipurpose Mower (replaces P574)		
	Fleet Replacement		50,000
		Project Budget	\$50,000
C01269	Mower (replaces P572)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C01270	Mower (replaces P571)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
2023 P & R Vehicles/Equipment Subtotal			\$320,000

Parks, Recreation & Facilities

C00433	Centennial Arena Compressor Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01019	Centennial Arena Roof Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01020	Meridian Credit Union Arena Condensor Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000
C01021	Meridian Credit Union Arena Chiller Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000

2023**Parks, Recreation & Facilities**

C01022	Meridian Credit Union Arena Light Replacement		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01023	Meridian Credit Union Arena Boiler Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01024	Meridian Credit Union Arena Compressor Replacement - 50 HP x 2		
	Capital Reserve		120,000
		Project Budget	\$120,000
C01025	Meridian Credit Union Arena Olympia Room Boiler Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01193	Resurface Memorial Tennis Courts		
	Capital Reserve		50,000
		Project Budget	\$50,000
C01317	MCU Arena Dehumidification Replacement		
	Capital Reserve		80,000
		Project Budget	\$80,000
	2023 Parks, Recreation & Facilities Subtotal		\$550,000

PW Vehicles/Equipment

C00656	1-Ton Dump Truck (replaces W228)		
	Fleet Replacement		40,000
		Project Budget	\$40,000
C00689	Trackless c/w Plow		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C00693	2023 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00784	GMC Crew Cab Pick-up (replaces 223)		
	Fleet Replacement		30,000
		Project Budget	\$30,000
	2023 PW Vehicles/Equipment Subtotal		\$218,000

2023**Roads Department**

C00547	Partition and Kent Streets - Niagara Parkway to Queenston - Road Construction		
	Federal Gas Tax		445,913
	Capital Reserve		54,087
		Project Budget	\$500,000
C00688	Road Resurfacing - Line 8 - Niagara Parkway to Concession 1		
	Capital Reserve		150,000
		Project Budget	\$150,000
C00703	Road Resurfacing - Concession 6 - York Road to Niagara Falls Border		
	Capital Reserve		190,000
		Project Budget	\$190,000
C00728	Road Resurfacing - King Street - (Queen to Johnson)		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00734	Sidewalk Installation - Mississauga St - Centre to Mary		
	Capital Reserve		45,000
		Project Budget	\$45,000
C00753	Niagara Blvd. - Culvert Improvements		
	Capital Reserve		300,000
		Project Budget	\$300,000
C00760	Concession Road 1 - Line 9 to Line 8 Road Resurfacing		
	Capital Reserve		140,000
		Project Budget	\$140,000
C00762	Weatherstone Court - Charlotte to End Road Resurfacing		
	Capital Reserve		40,000
		Project Budget	\$40,000
C00763	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00764	Engineering for Clarence Street - Queenston Street to Niagara River Parkway		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00783	Engineering for Wellington St. - Picton to Byron		
	Capital Reserve		15,000
		Project Budget	\$15,000

2023**Roads Department**

C00871	Road Construction - Flynn Street - Rye to Charlotte		
	Capital Reserve		284,000
	DC: Roads, Sidewalks & Lights		116,000
		Project Budget	\$400,000
C01105	Warner Road - Concession 6 to Dead End East (Coldmix)		
	Capital Reserve		240,000
		Project Budget	\$240,000
C01106	Nassau Street - William to North and South		
	Capital Reserve		31,000
		Project Budget	\$31,000
	2023 Roads Department Subtotal		\$2,196,000

Storm Water

C00535	Partition and Kent Streets - Niagara River Parkway to Queenston Street		
	Storm Water Management		400,000
		Project Budget	\$400,000
C00778	Flynn Street - Rye to Charlotte		
	Storm Water Management		180,700
	DC: Storm Sewers		69,300
		Project Budget	\$250,000
C00779	Engineering for Wellington - Picton to Bryon		
	Storm Water Management		2,000
		Project Budget	\$2,000
C00924	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
C00933	Engineering for Clarence Street - Queenston Street to Niagara River Parkway		
	Storm Water Management		20,000
		Project Budget	\$20,000
	2023 Storm Water Subtotal		\$697,000

Transit

C01133	Electronic Annunciator Boards		
	Ontario Disabilities Act		15,000
		Project Budget	\$15,000
C01134	Replacement Bike Racks		
	Capital Reserve		5,000
		Project Budget	\$5,000

2023**Transit**

C01249	Benches, Shelters, Garbage Cans		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01250	AODA Compliant Pads at Bus Stops		
	Ontario Disabilities Act		5,000
		Project Budget	\$5,000
	2023 Transit Subtotal		\$40,000

Wastewater

C00922	Flynn - Rye to Charlotte Street		
	Wastewater Capital Improvements		320,000
		Project Budget	\$320,000
C00923	Engineering - Christopher Ct. - East of Charlotte		
	Wastewater Capital Improvements		20,000
		Project Budget	\$20,000
C01055	Engineering Mary Street - (Dorchester to Mississauga)		
	Wastewater Capital Improvements		40,000
		Project Budget	\$40,000
	2023 Wastewater Subtotal		\$380,000

Water

C00553	Wellington Street - (Picton to Castlereagh)		
	Water Capital Improvements		250,000
		Project Budget	\$250,000
C00575	Butler Street - (William to Centre) Eng.		
	Water Capital Improvements		40,000
		Project Budget	\$40,000
C00832	Line 2 - (Conc. 4 to Four Mile Creek Road) Eng.		
	Water Capital Improvements		45,000
		Project Budget	\$45,000
C00838	Niagara Stone Road - (Line 3 to Line 4 Road)		
	Water Capital Improvements		860,000
		Project Budget	\$860,000
C00839	Dorchester St. - (Mary to John West)		
	Water Capital Improvements		130,000
		Project Budget	\$130,000

2023**Water**

C00841	Townline (Queenston to South End) Eng.		
	Water Capital Improvements		15,000
		Project Budget	\$15,000
C00842	John St. West - (Gate to Regent) Eng.		
	Water Capital Improvements		20,000
		Project Budget	\$20,000
C00848	King St. (John St. West to South) Eng.		
	Water Capital Improvements		15,000
		Project Budget	\$15,000
	2023 Water Subtotal		\$1,375,000
	2023 subtotal		\$5,964,750

2024**Corporate Services**

C00860	2024 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00861	2024 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00862	Replace Engineering HP 5550 Printer		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00864	Replace Active Directory Server & Operating System		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00865	Replace Quickr Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00866	Replace Financial Archive Server		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00867	Repalce Cameras in Council Chambers		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00868	Replace Existing Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00869	Replace Mail Spam Filter Appliance		
	Capital Reserve		5,500
		Project Budget	\$5,500
C00870	Corporate VPV - Host Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
	2024 Corporate Services Subtotal		\$113,250

Fire & Emergency Services

C00714	2024 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000

2024**Fire & Emergency Services****C00722** 2024 Protective Equipment

Capital Reserve 25,000

Project Budget \$25,000

2024 Fire & Emergency Services Subtotal \$35,000**P & R Vehicles/Equipment****C00808** Water Trailer (to replace P591)

Fleet Replacement 13,000

Project Budget \$13,000

C01161 Garbage Packer (replaces G602 Replacement)

Fleet Replacement 150,000

Project Budget \$150,000

C01271 1-TonTruck (replaces P522)

Fleet Replacement 60,000

Project Budget \$60,000

C01272 Leaf Collection System/Dump (replaces C1154)

Fleet Replacement 30,000

Project Budget \$30,000

2024 P & R Vehicles/Equipment Subtotal \$253,000**Parking Operations****C00540** Handheld Ticketers (4 Units)

Parking Revenue 35,000

Project Budget \$35,000

C00853 Regent Street Lot Resurfacing

Parking Revenue 15,000

Project Budget \$15,000

2024 Parking Operations Subtotal \$50,000**Parks, Recreation & Facilities****C01026** Library Exit Doors

Capital Reserve 17,000

Project Budget \$17,000

C01027 Queen's Royal Park Washroom Roof Replacement

Park Dedication 20,000

Project Budget \$20,000

C01028 Main Administration Building Exterior Door Replacement

Capital Reserve 25,000

Project Budget \$25,000

2024**Parks, Recreation & Facilities**

C01029	Simcoe Park Playground Equipment		
	Park Dedication		95,000
		Project Budget	\$95,000
C01032	Pumphouse Washroom Replacement		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2024 Parks, Recreation & Facilities Subtotal		\$172,000

PW Vehicles/Equipment

C00817	5 Ton Truck International (replaces 238)		
	Fleet Replacement		225,000
		Project Budget	\$225,000
C00818	2024 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
	2024 PW Vehicles/Equipment Subtotal		\$233,000

Roads Department

C00659	Engineering for Firelane 11A - Bridge No. 4 Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000
C00755	Clarence Street - Queenston Street to Niagara River Parkway Road Construction		
	Capital Reserve		51,487
	Federal Gas Tax		248,513
		Project Budget	\$300,000
C00759	Line 7 Road - 0.78 km East of Four Mile Creek - Culvert Improvements		
	Capital Reserve		132,000
		Project Budget	\$132,000
C00873	Road Construction - Wellington St - (Picton to Byron)		
	Capital Reserve		150,000
		Project Budget	\$150,000
C00875	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00876	Sidewalk Installation - Willaim St - Nassau to Circle		
	Capital Reserve		37,000
		Project Budget	\$37,000

Roads Department

C00877	Road Resurfacing - Henegan and Walker Road		
	Capital Reserve		160,000
		Project Budget	\$160,000
C00878	Road Resurfacing - Line 8 Road - Concession 2 to Four Mile Creek Road		
	Federal Gas Tax		197,400
	Capital Reserve		52,600
		Project Budget	\$250,000
C00879	Road Resurfacing - Line 8 Road - Concession 1 to Concession 2		
	Capital Reserve		170,000
		Project Budget	\$170,000
C00880	Road Resurfacing - Newark - Johnson to Queen		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00881	Road Resurfacing - Glendale Ave. East - Glendale to Dead End		
	Capital Reserve		75,000
		Project Budget	\$75,000
C00882	Engineering for Walnut Street - Queenston Street to Princess Street		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00883	Engineering for Princess Street - Maple North to Dead End		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00884	Engineering for Gage Street - Mississagua to Dorchester		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01107	Townline (Grantham) Road - Line 1 to Line 2 to Scott		
	Capital Reserve		225,000
		Project Budget	\$225,000
C01108	Melville Street - Byron to Ricardo Road Resurfacing		
	Capital Reserve		65,000
		Project Budget	\$65,000
C01109	Centre Street - Gate to Victoria to Regent Road Resurfacing		
	Capital Reserve		80,000
		Project Budget	\$80,000

2024**Roads Department****C01110** Warner Road - Concession 6 to QEW to Dead End North Road Resurfacing (Cold Mix)

Capital Reserve 286,000

Project Budget \$286,000

C01111 Sidewalk Installation - Gage Street - King to Regent

Capital Reserve 20,000

Project Budget \$20,000

C01326 Traffic Count Station

Capital Reserve 7,500

Project Budget \$7,500

2024 Roads Department Subtotal \$2,172,500**Storm Water****C00898** Clarence Street - Queenston Street to Niagara River Parkway

Storm Water Management 200,000

Project Budget \$200,000

C00899 Wellington Street - Picton to Byron

Storm Water Management 25,000

Project Budget \$25,000

C00929 Engineering for Walnut Street - Queenston St. to Princess

Storm Water Management 10,000

Project Budget \$10,000

C00930 Engineering for Princess Street - Maple to Walnut to North Dead End

Storm Water Management 30,000

Project Budget \$30,000

C00931 Engineering for Gage Street - Mississagua St. to Dorchester

Storm Water Management 30,000

Project Budget \$30,000

C01059 Minor Storm System Improvements (CB Installations)

Storm Water Management 25,000

Project Budget \$25,000

2024 Storm Water Subtotal \$320,000**Street Lighting****C01233** LED Post-Top Conversion Program

Street Lighting 54,000

Project Budget \$54,000

2024 Street Lighting Subtotal \$54,000

2024**Transit**

C01251	POS System for Fare Cards (3 locations)		
	Capital Reserve		12,000
		Project Budget	\$12,000
C01252	Benches, Shelters, Garbage Cans		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2024 Transit Subtotal	\$27,000

Wastewater

C00925	Christopher Court - East of Charlotte Street		
	Wastewater Capital Improvements		65,000
		Project Budget	\$65,000
C01056	Mary Street - (Dorchester to Mississauga)		
	Wastewater Capital Improvements		240,000
		Project Budget	\$240,000
C01057	Engineering Mary Street - (Mississauga to Victoria)		
	Wastewater Capital Improvements		40,000
		Project Budget	\$40,000
C01058	Engineering Gage Street - (Mississauga to Dorchester)		
	Wastewater Capital Improvements		20,000
		Project Budget	\$20,000
		2024 Wastewater Subtotal	\$365,000

Water

C00835	Line 2 - (Conc. 4 to Four Mile Creek Road))		
	Water Capital Improvements		600,000
		Project Budget	\$600,000
C00843	Butler St. - (William to Centre Street)		
	Water Capital Improvements		125,000
		Project Budget	\$125,000
C00845	Townline Road - (Queenston to South End)		
	Water Capital Improvements		80,000
		Project Budget	\$80,000
C00846	John Street - (Gate to Regent)		
	Water Capital Improvements		200,000
		Project Budget	\$200,000

2024**Water**

C00847	John St. West - (Regent to King) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C00850	Cross St. (Stewart to East) Eng.		
	Water Capital Improvements	15,000	
	Project Budget	\$15,000	
C00851	Eastchester - (Stewart - NSR) Eng.		
	Water Capital Improvements	25,000	
	Project Budget	\$25,000	
C01047	King Street - (John Street West to South)		
	Water Capital Improvements	70,000	
	Project Budget	\$70,000	
C01051	Nasau St. (Johnson to William) Eng.		
	Water Capital Improvements	30,000	
	Project Budget	\$30,000	
C01052	Hampton Crt. - (Nassau to West) Eng.		
	Water Capital Improvements	10,000	
	Project Budget	\$10,000	
	2024 Water Subtotal	\$1,175,000	
	2024 subtotal	\$4,969,750	

2025**Corporate Services**

C00947	2025 Corporate PC Printer Preplacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00948	2025 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00949	Replace Building Scanner Records Management		
	Building Permit Surplus		15,000
		Project Budget	\$15,000
C00950	Aerial Ortho Imagery		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00951	Audio Video Rack - Council Chambers		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00952	Replace Financial System Printer		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00953	Council Chambers Technology Improvements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00954	Replace Financial SQL Server & Operating System & SQL		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00955	Replace Financial Terminal Server		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00956	Replace Security Server and Operating System		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00957	Replace Existing Firewall and Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
	2025 Corporate Services Subtotal		\$154,750

2025**Fire & Emergency Services**

C00963	New Self Contained Breathing Aparatus (SCBA's)		
	Capital Reserve		400,000
		Project Budget	\$400,000
C01140	2025 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01141	2025 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01142	HVAC Replacement Station #3		
	Capital Reserve		45,000
		Project Budget	\$45,000
	2025 Fire & Emergency Services Subtotal		\$480,000

P & R Vehicles/Equipment

C01162	1 Ton 4x4 Truck (replaces 2016-C00960)		
	Fleet Replacement		64,000
		Project Budget	\$64,000
C01163	1 Ton 4x4 Truck (replaces C00369 truck)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C01165	Utility Vehicle (replaces P576)		
	Fleet Replacement		20,000
		Project Budget	\$20,000
C01273	1/2 Ton 4x4 Truck (replaces P523)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
	2025 P & R Vehicles/Equipment Subtotal		\$189,000

Parks, Recreation & Facilities

C01033	Centennial Arena Compressor Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01035	Meridian Credit Union Arena Roof Replacement		
	Capital Reserve		80,000
		Project Budget	\$80,000

2025**Parks, Recreation & Facilities**

C01036	Queen's Royal Park Washroom Renovations		
	Park Dedication		15,000
		Project Budget	\$15,000
C01037	Virgil Sportspark Pavilion & VBA Building Shingles Replacement		
	Park Dedication		24,000
		Project Budget	\$24,000
C01038	Memorial Park Playground Replacement		
	Park Dedication		95,000
		Project Budget	\$95,000
C01195	Chautauqua Playground Replacement		
	Park Dedication		50,000
		Project Budget	\$50,000
C01196	Meridian Credit Union Arena - Floor replacement		
	Capital Reserve		75,000
		Project Budget	\$75,000
C01199	Community Centre - Auditorium Floor Replacement		
	Capital Reserve		100,000
		Project Budget	\$100,000
	2025 Parks, Recreation & Facilities Subtotal		\$499,000

PW Vehicles/Equipment

C01152	Wheeled Excavator		
	Fleet Replacement		295,000
		Project Budget	\$295,000
C01153	2025 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
	2025 PW Vehicles/Equipment Subtotal		\$303,000

Roads Department

C00660	Culvert Improvement for Firelane 11A Bridge No. 4		
	Capital Reserve		460,000
		Project Budget	\$460,000
C01112	Walnut Street - Queenston to Princess Street Road Construction		
	Capital Reserve		100,000
		Project Budget	\$100,000

Roads Department

C01113	Princess Street - Maple to Walnut to North to Dead End Road Construction		
	Capital Reserve	150,000	
	Project Budget	\$150,000	
C01114	Gage Street - Simcoe to Mississauga to Butler to Dorchester Road Construction		
	Capital Reserve	81,487	
	Federal Gas Tax	298,513	
	Project Budget	\$380,000	
C01115	Field Road - Four Mile Creek Road to Niagara Stone Road Resurfacing		
	Capital Reserve	60,000	
	Project Budget	\$60,000	
C01116	Townline (Grantham) Road - Scott to Line 3 to Carlton		
	Capital Reserve	220,000	
	Project Budget	\$220,000	
C01117	Mary Street - Mississauga to Simcoe to Gate to Victoria to Regent to King Resurfacing		
	Federal Gas Tax	147,400	
	Capital Reserve	27,600	
	Project Budget	\$175,000	
C01118	Queen's Parade - Wellington to John East Road Resurfacing		
	Capital Reserve	360,000	
	Project Budget	\$360,000	
C01119	Eastchester Avenue - Stewart to Niagara Stone Road Resurfacing (Cold Mix)		
	Capital Reserve	100,000	
	Project Budget	\$100,000	
C01120	Sidewalk Installation: Four Mile Creek Road - North of York to Cannery Subdivision		
	Capital Reserve	60,000	
	Project Budget	\$60,000	
C01121	Engineering Work for Regent Street - Centre to William to Mary to John to Anne (Developer Cost Share)		
	Capital Reserve	30,000	
	Project Budget	\$30,000	
C01125	Guard Rail Installation - TBD		
	Capital Reserve	60,000	
	Project Budget	\$60,000	

Roads Department

C01327	Traffic Count Station		
		Capital Reserve	7,500
		Project Budget	\$7,500
		2025 Roads Department Subtotal	\$2,162,500

Storm Water

C01063	Walnut Street - Queenston to Princess		
		Storm Water Management	65,000
		Project Budget	\$65,000
C01064	Princess Street - Maple to Walnut to North Dead End		
		Storm Water Management	100,000
		Project Budget	\$100,000
C01065	Gage Street - Mississagua to Dorchester		
		Storm Water Management	190,000
		Project Budget	\$190,000
C01066	Engineering for Regent Street - Centre to Wm. To Mary to John to Anne		
		Storm Water Management	30,000
		Project Budget	\$30,000
C01067	Minor Storm System Improvements (CB Installations)		
		Storm Water Management	25,000
		Project Budget	\$25,000
		2025 Storm Water Subtotal	\$410,000

Transit

C01253	Electronic Fare Boxes		
		Capital Reserve	10,000
		Project Budget	\$10,000
C01254	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
C01255	AODA Compliant Pads at Bus Stops		
		Ontario Disabilities Act	5,000
		Project Budget	\$5,000
		2025 Transit Subtotal	\$30,000

Wastewater

C01060	Mary Street - (Mississauga to Victoria)		
		Wastewater Capital Improvements	360,000
		Project Budget	\$360,000

2025**Wastewater**

C01061	Gage Street - (Mississauga to Dorchester)		
	Wastewater Capital Improvements	160,000	
	Project Budget	\$160,000	
C01062	Engineering - Queen Street - (Mississauga to Simcoe)		
	Wastewater Capital Improvements	25,000	
	Project Budget	\$25,000	
	2025 Wastewater Subtotal	\$545,000	

Water

C01046	John Street West - (Regent to King Street)		
	Water Capital Improvements	130,000	
	Project Budget	\$130,000	
C01049	Cross Street - (Stewart Road to East)		
	Water Capital Improvements	130,000	
	Project Budget	\$130,000	
C01050	Eastchester Avenue - (Stewart to NSR)		
	Water Capital Improvements	340,000	
	Project Budget	\$340,000	
C01053	Niagara River Parkway - (Dumfries to Clarence) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C01201	Niagara Stone Road - Line 4 to Southbrook Winery		
	Water Capital Improvements	350,000	
	Project Budget	\$350,000	
C01202	Hampton Court - Nassau Street to West Street		
	Water Capital Improvements	80,000	
	Project Budget	\$80,000	
C01204	NSR - Line 4 to Southbrook Winery Eng.		
	Water Capital Improvements	50,000	
	Project Budget	\$50,000	
	2025 Water Subtotal	\$1,100,000	
	2025 subtotal	\$5,873,250	

2026**Corporate Services**

C01089	2026 Corporate PC Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C01090	2026 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01091	Replace Engineering Plotter		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01093	Council Technology and Communications Devices		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01094	Replace Laserfiche Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C01097	Replace Existing SQL Data and File Print Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C01100	Back-up SAN Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01137	Replace NAS Mass Corporate Data System		
	Capital Reserve		15,000
		Project Budget	\$15,000
2026 Corporate Services Subtotal			\$146,750

Fire & Emergency Services

C01143	Ladder 3 Replacement		
	Capital Reserve		1,000,000
		Project Budget	\$1,000,000
C01144	Replace High Angle Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01145	2026 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000

2026**Fire & Emergency Services****C01146** Miscellaneous Fire Fighting Equipment

Capital Reserve 10,000

Project Budget \$10,000

2026 Fire & Emergency Services Subtotal \$1,045,000**P & R Vehicles/Equipment****C00807** 4 X 4 Truck (to replace P510)

Fleet Replacement 60,000

Project Budget \$60,000

C01274 Cemetery Dump/Trailer (replaces C00800)

Fleet Replacement 20,000

Project Budget \$20,000

C01275 Tractor (replaces C959)

Fleet Replacement 75,000

Project Budget \$75,000

2026 P & R Vehicles/Equipment Subtotal \$155,000**Parking Operations****C00224** Pay & Display Machine Replacements

Parking Revenue 650,000

Project Budget \$650,000

2026 Parking Operations Subtotal \$650,000**Parks, Recreation & Facilities****C01197** Community Centre - Hot Water Tank

Capital Reserve 9,000

Project Budget \$9,000

C01198 Community Centre - HVAC Replacement

Capital Reserve 150,000

Project Budget \$150,000

2026 Parks, Recreation & Facilities Subtotal \$159,000**PW Vehicles/Equipment****C01148** Backhoe (Replaces 2016 Addition)

Fleet Replacement 225,000

Project Budget \$225,000

C01149 Plow Truck 5 Ton 4 Wheel Drive (Replaces 2016 Addition)

Fleet Replacement 250,000

Project Budget \$250,000

2026**PW Vehicles/Equipment**

C01150	Trackless c/w plow (Replaces 2016 Addition)		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C01151	2026 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
	2026 PW Vehicles/Equipment Subtotal		\$623,000

Roads Department

C01212	Regent Street Construction - William to Mary to John to Anne		
	Capital Reserve		600,000
		Project Budget	\$600,000
C01213	Townline (Grantham) Road - Lakeshore to North End		
	Capital Reserve		190,000
		Project Budget	\$190,000
C01214	McNab Road - Lakeshore to North End		
	Federal Gas Tax		445,913
	Capital Reserve		59,087
		Project Budget	\$505,000
C01215	Engineering - King Street - Mary to William to Centre to Gage to Johnson		
	Capital Reserve		80,000
		Project Budget	\$80,000
C01328	Radar Speed Board (Replacement)		
	Capital Reserve		7,500
		Project Budget	\$7,500
	2026 Roads Department Subtotal		\$1,382,500

Storm Water

C01216	Regent Street - Centre to William to Mary to John To Anne		
	Storm Water Management		380,000
		Project Budget	\$380,000
C01217	Minor Storm Sewer Improvements (Catch Basin Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
C01218	Engineering - King Street - William to Mary Street		
	Storm Water Management		20,000
		Project Budget	\$20,000

2026**Storm Water**

C01219	Engineering - King Street - William to Centre to Gage to Johnson		
	Storm Water Management		60,000
		Project Budget	\$60,000
	2026 Storm Water Subtotal		\$485,000

Transit

C01256	Benches, Shelters, Garbage Cans		
	Capital Reserve		15,000
		Project Budget	\$15,000
	2026 Transit Subtotal		\$15,000

Wastewater

C01220	Construction - Queen Street (Mississauga to Simcoe Street)		
	Wastewater Capital Improvements		120,000
		Project Budget	\$120,000
C01221	King St (Prideaux to Front Street)		
	Wastewater Capital Improvements		20,000
		Project Budget	\$20,000
C01222	Gate Street (Queen to Prideaux Street)		
	Wastewater Capital Improvements		20,000
		Project Budget	\$20,000
C01223	King Street (Queen to Johnson Street)		
	Wastewater Capital Improvements		20,000
		Project Budget	\$20,000
	2026 Wastewater Subtotal		\$180,000

Water

C00489	Palatine PI Loop (Lansdowne-Circle)		
	Water Capital Improvements		11,600
		Project Budget	\$11,600
C00490	NSR (Line 5R/A-Southbrook) Eng.		
	Water Capital Improvements		40,000
		Project Budget	\$40,000
C00511	FMC (East/West-Hunter) Eng.		
	Water Capital Improvements		50,000
		Project Budget	\$50,000
C00928	NSR (Line4-Line 5 R/A)		
	Water Capital Improvements		800,000
		Project Budget	\$800,000

Water

C01203

Niagara River Parkway - Dumfries to Clarence

Water Capital Improvements	150,000
Project Budget	\$150,000
2026 Water Subtotal	\$1,051,600
2026 subtotal	\$5,892,850

2027**Corporate Services**

C01338	2027 Corporate PC and Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C01339	Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01340	Network Server UPS Battery Backup and Surge Protection		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01341	Purchase Aerial Photos from Region/SWOOP		
	Capital Reserve		5,000
		Project Budget	\$5,000
C01342	Replace Microphones + Audio System in Council Chambers		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01343	Replace Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01344	Replace Lotus Notes Mail / Database Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
	2027 Corporate Services Subtotal		\$102,750

Fire & Emergency Services

C01263	Ladder 1 Replacement		
	Capital Reserve		1,000,000
		Project Budget	\$1,000,000
C01264	2027 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01265	Misc. Firefighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
	2027 Fire & Emergency Services Subtotal		\$1,035,000

2027**P & R Vehicles/Equipment****C01276** 1/2 Ton Truck (replaces C806)

Fleet Replacement

45,000

Project Budget

\$45,000

2027 P & R Vehicles/Equipment Subtotal**\$45,000****Roads Department****C01329** Radar Speed Board (Replacement)

Capital Reserve

6,000

Project Budget

\$6,000

2027 Roads Department Subtotal**\$6,000****Storm Water****C01332** Minor Storm Sewer Improvements (Catch Basin Installations)

Storm Water Management

25,000

Project Budget

\$25,000

2027 Storm Water Subtotal**\$25,000****Transit****C01257** Annunciator Boards

Ontario Disabilities Act

15,000

Project Budget

\$15,000

C01258 AODA Compliant Pads at Bus Stops

Ontario Disabilities Act

5,000

Project Budget

\$5,000

C01259 Benches, Shelters, Garbage Cans

Capital Reserve

15,000

Project Budget

\$15,000

2027 Transit Subtotal**\$35,000****Wastewater****C01333** King Street (Prideaux to Front Street)

Wastewater Capital Improvements

40,000

Project Budget

\$40,000

C01334 Gate Street (Queen to Prideaux Street)

Wastewater Capital Improvements

120,000

Project Budget

\$120,000

C01335 Gate Street (Queen to Johnson Street)

Wastewater Capital Improvements

120,000

Project Budget

\$120,000

2027**Wastewater****C01336** Engineering - Gate Street (William to Johnson Street)

Wastewater Capital Improvements 50,000

Project Budget \$50,000

2027 Wastewater Subtotal **\$330,000****Water****C00827** FMC (East-West - Hunter

Water Capital Improvements 700,000

Project Budget \$700,000

C00829 FMC (Hunter-Wall) Eng.

Water Capital Improvements 50,000

Project Budget \$50,000

C00849 Warner/Jockey Club (Conc.5-East) Eng.

Water Capital Improvements 50,000

Project Budget \$50,000

C01048 NSR (Line 5 R/A-Southbrook)

Water Capital Improvements 550,000

Project Budget \$550,000

2027 Water Subtotal **\$1,350,000****2027 subtotal** **\$2,928,750****Town Wide Grand Total 10 Year Capital** **\$61,786,236**



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Municipal Purposes																	
Taxation																	
100-9000-00901	General Levy	(9,247,130)	(10,169,509)	(10,587,105)	(11,019,500)	(11,405,680)	(11,814,840)	(922,379)	(417,596)	(432,395)	(386,180)	(409,160)	9.97%	4.11%	4.08%	3.50%	3.59%
100-9000-00902	Payment in Lieu	(493,000)	(493,000)	(493,000)	(493,000)	(493,000)	(493,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9000-00903	Supplementary Levy	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9000-02250	General Agreements	(35,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(10,000)	0	0	0	0	28.57%	0.00%	0.00%	0.00%	0.00%
100-9000-57700	Tax Write-offs	55,000	100,000	100,000	100,000	100,000	100,000	45,000	0	0	0	0	81.82%	0.00%	0.00%	0.00%	0.00%
100-9000-57702	Charity Rebate	6,000	8,000	8,000	8,000	8,000	8,000	2,000	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
100-9000-57703	Vacancy Rebate	4,000	10,000	10,000	10,000	10,000	10,000	6,000	0	0	0	0	150.00%	0.00%	0.00%	0.00%	0.00%
Taxation Subtotal		(9,885,130)	(10,764,509)	(11,182,105)	(11,614,500)	(12,000,680)	(12,409,840)	(879,379)	(417,596)	(432,395)	(386,180)	(409,160)	8.90%	3.88%	3.87%	3.32%	3.30%
Corporate Revenues																	
100-9005-00890	Hydro Proceeds - Dividends	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-00905	OMPF Grant	(557,200)	(569,500)	(569,500)	(569,500)	(569,500)	(569,500)	(12,300)	0	0	0	0	2.21%	0.00%	0.00%	0.00%	0.00%
100-9005-00906	Federal Gas Tax Grant	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-00907	Tax Penalty & Interest	(443,000)	(443,000)	(443,000)	(443,000)	(443,000)	(443,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-00908	Hydro Proceeds - Principle	(289,813)	(311,537)	(334,889)	(359,992)	(386,977)	(415,983)	(21,724)	(23,352)	(25,103)	(26,985)	(29,006)	7.50%	7.50%	7.50%	7.50%	7.50%
100-9005-00909	Hydro Proceeds - Interest	(210,534)	(188,810)	(165,458)	(140,355)	(113,370)	(81,363)	21,724	23,352	25,103	26,985	32,007	-10.32%	-12.37%	-15.17%	-19.23%	-28.23%
100-9005-00910	Dock Rental Revenue	(142,500)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(2,500)	0	0	0	0	1.75%	0.00%	0.00%	0.00%	0.00%
100-9005-00911	Aggregate Resources Grant	0	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
100-9005-00925	OCIF Grant	(195,245)	(366,001)	(518,451)	(796,298)	0	0	(170,756)	(152,450)	(277,847)	796,298	0	87.46%	41.65%	53.59%	-100.00%	0.00%
100-9005-00928	Interest - Hydro Loan (\$3m)	0	(71,670)	(63,276)	(54,628)	(45,852)	(36,538)	(71,670)	8,394	8,648	8,776	9,314	100.00%	-11.71%	-13.67%	-16.07%	-20.31%
100-9005-00930	Interest - Hydro Loan (\$2m)	0	(51,426)	(45,941)	(40,290)	(34,568)	(28,469)	(51,426)	5,485	5,651	5,722	6,099	100.00%	-10.67%	-12.30%	-14.20%	-17.64%
100-9005-00932	Interest - Hydro NRBN	0	(51,426)	(45,941)	(40,290)	(34,568)	(28,469)	(51,426)	5,485	5,651	5,722	6,099	100.00%	-10.67%	-12.30%	-14.20%	-17.64%
100-9005-02600	Investment Income	(100,516)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	50,516	0	0	0	0	-50.26%	0.00%	0.00%	0.00%	0.00%
100-9005-03400	Miscellaneous Revenue	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-04650	Provincial Offences Act Revenue	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-05040	Communication/Cell Agreements	(15,000)	(16,150)	(16,150)	(16,150)	(16,150)	(16,150)	(1,150)	0	0	0	0	7.67%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 84				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Municipal Purposes																	
Corporate Revenues																	
100-9005-92827	TSF to: Federal Gas Tax	445,913	445,913	445,913	445,913	445,913	445,913	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-92829	TSF to: OCIF Grant	195,245	366,001	518,451	796,298	0	0	170,756	152,450	277,847	(796,298)	0	87.46%	41.65%	53.59%	-100.00%	0.00%
100-9005-92922	TSF to: Community Centre	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9005-92970	TSF to: Dock Area Improvements	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Revenues Subtotal		(2,212,563)	(2,355,019)	(2,335,655)	(2,315,705)	(2,295,485)	(2,270,972)	(142,456)	19,364	19,950	20,220	24,513	6.44%	-0.82%	-0.85%	-0.87%	-1.08%
Corporate Expenses																	
100-9010-33900	Insurance Expense	28,000	28,000	28,000	28,000	28,000	28,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-33910	Insurance Claims	80,000	80,000	80,000	80,000	80,000	80,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-34700	Membership Expense	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-37708	OMB Fees	20,000	0	0	0	0	0	(20,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
100-9010-37710	Economic Development	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-40900	Consultants	58,000	58,000	58,000	58,000	58,000	58,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-41000	Contracts	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-41200	Legal Expenses	65,000	65,000	65,000	65,000	65,000	65,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-62000	Niagara Falls-Mewburn	250,000	250,000	0	0	0	0	0	(250,000)	0	0	0	0.00%	-100.00%	0.00%	0.00%	0.00%
100-9010-64000	Discretionary Grants	107,410	95,000	95,000	95,000	95,000	95,000	(12,410)	0	0	0	0	-11.55%	0.00%	0.00%	0.00%	0.00%
100-9010-64100	NDAC Operating Grant	23,884	24,360	24,360	24,360	24,360	24,360	476	0	0	0	0	1.99%	0.00%	0.00%	0.00%	0.00%
100-9010-64200	NDAC Capital Grant	15,352	18,396	18,396	18,396	18,396	18,396	3,044	0	0	0	0	19.83%	0.00%	0.00%	0.00%	0.00%
100-9010-64300	Historical Society Grant	96,560	154,645	209,790	264,936	264,936	264,936	58,085	55,145	55,146	0	0	60.15%	35.66%	26.29%	0.00%	0.00%
100-9010-64400	Niagara College Grant	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-64500	Chamber of Commerce	0	118,000	118,000	118,000	118,000	118,000	118,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
100-9010-65000	Library Grant	585,854	622,539	637,709	653,269	669,209	685,540	36,685	15,170	15,560	15,940	16,331	6.26%	2.44%	2.44%	2.44%	2.44%
100-9010-65200	Irrigation Grant	65,000	70,000	75,000	80,000	85,000	90,000	5,000	5,000	5,000	5,000	5,000	7.69%	7.14%	6.67%	6.25%	5.88%
100-9010-91805	TSF from: Building Permit Surp	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
100-9010-91901	TSF from: Capital Levy	(265,352)	(250,000)	0	0	0	0	15,352	250,000	0	0	0	-5.79%	-100.00%	0.00%	0.00%	0.00%
100-9010-91965	TSF from: Parking Revenue	0	(367,645)	(422,790)	(477,936)	(477,936)	(477,936)	(367,645)	(55,145)	(55,146)	0	0	100.00%	15.00%	13.04%	0.00%	0.00%
100-9010-92901	TSF to: Capital Levy	2,337,687	2,300,000	2,400,000	2,500,000	2,600,000	2,700,000	(37,687)	100,000	100,000	100,000	100,000	-1.61%	4.35%	4.17%	4.00%	3.85%
Corporate Expenses Subtotal		3,347,895	3,146,795	3,266,965	3,387,525	3,508,465	3,629,796	(201,100)	120,170	120,560	120,940	121,331	-6.01%	3.82%	3.69%	3.57%	3.34%
Studies																	
100-9012-40955	DC Background Study	0	0	75,000	0	0	0	0	75,000	(75,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%
100-9012-40957	Transportation Master Plan	0	0	170,000	0	0	0	0	170,000	(170,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%
100-9012-40958	Recreation Master Plan	50,000	0	50,000	0	0	0	(50,000)	50,000	(50,000)	0	0	-100.00%	100.00%	-100.00%	0.00%	0.00%
100-9012-40959	Dock Area Shoreline Protection	20,000	0	0	0	0	0	(20,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%

														Budget Summary 2017 85				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Municipal Purposes																		
Studies																		
100-9012-40960	Old Town Master Parking Plan	50,000	0	0	0	0	0	(50,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9012-40962	Facilities Master Plan	0	100,000	0	0	0	0	100,000	(100,000)	0	0	0	100.00%	-100.00%	0.00%	0.00%	0.00%	0.00%
100-9012-40963	Corporate Strategic Plan	0	0	0	100,000	0	0	0	0	100,000	(100,000)	0	0.00%	0.00%	100.00%	-100.00%	0.00%	0.00%
100-9012-40964	District and CIP Plans	0	30,000	0	0	0	0	30,000	(30,000)	0	0	0	100.00%	-100.00%	0.00%	0.00%	0.00%	0.00%
100-9012-40965	Irrigation Master Plan	0	100,000	0	0	0	0	100,000	(100,000)	0	0	0	100.00%	-100.00%	0.00%	0.00%	0.00%	0.00%
100-9012-91809	TSF from: DC: Development Relat	0	0	(151,500)	0	0	0	0	(151,500)	151,500	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9012-91831	TSF from: Cash-in-Lieu Parking	(50,000)	0	0	0	0	0	50,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9012-91908	TSF from: Irrigation	0	(100,000)	0	0	0	0	(100,000)	100,000	0	0	0	100.00%	-100.00%	0.00%	0.00%	0.00%	0.00%
100-9012-91970	TSF from: Dock Area Improvement	(20,000)	0	0	0	0	0	20,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9012-91974	TSF from: Corporate Studies	(50,000)	(130,000)	(143,500)	(100,000)	0	0	(80,000)	(13,500)	43,500	100,000	0	160.00%	10.38%	-30.31%	-100.00%	0.00%	0.00%
Studies Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt Management																		
100-9015-05655	Tile Drain Interest Revenue	(4,019)	(3,096)	(2,444)	(2,127)	(1,791)	(1,503)	923	652	317	336	288	-22.97%	-21.06%	-12.97%	-15.80%	-16.08%	-16.08%
100-9015-20200	Tile Drain Interest Expense	4,019	3,096	2,444	2,127	1,791	1,503	(923)	(652)	(317)	(336)	(288)	-22.97%	-21.06%	-12.97%	-15.80%	-16.08%	-16.08%
100-9015-20850	Interest 73-2010 Water	41,297	33,418	24,754	15,359	5,244	0	(7,879)	(8,664)	(9,395)	(10,115)	(5,244)	-19.08%	-25.93%	-37.95%	-65.86%	-100.00%	-100.00%
100-9015-20851	Interest 61-2008 Virgil FS	25,846	17,762	9,212	0	0	0	(8,084)	(8,550)	(9,212)	0	0	-31.28%	-48.14%	-100.00%	0.00%	0.00%	0.00%
100-9015-20852	Interest 82-2005 St Davids	15,591	13,952	12,456	10,727	9,143	7,573	(1,639)	(1,496)	(1,729)	(1,584)	(1,570)	-10.51%	-10.72%	-13.88%	-14.77%	-17.17%	-17.17%
100-9015-20855	Interest 73-2012 SL/Water	10,157	9,143	7,977	6,654	5,196	3,600	(1,014)	(1,166)	(1,323)	(1,458)	(1,596)	-9.98%	-12.75%	-16.59%	-21.91%	-30.72%	-30.72%
100-9015-20856	Interest 75-2015 Former NDSS	30,623	29,772	28,872	27,884	26,706	25,302	(851)	(900)	(988)	(1,178)	(1,404)	-2.78%	-3.02%	-3.42%	-4.22%	-5.26%	-5.26%
100-9015-20857	Interest Realterm LED SL	0	24,347	22,631	20,611	18,250	15,509	24,347	(1,716)	(2,020)	(2,361)	(2,741)	100.00%	-7.05%	-8.93%	-11.46%	-15.02%	-15.02%
100-9015-50850	Principal 73-2010 Water	191,674	199,629	207,913	216,541	225,528	0	7,955	8,284	8,628	8,987	(225,528)	4.15%	4.15%	4.15%	4.15%	-100.00%	-100.00%
100-9015-50851	Principal 61-2008 Virgil FS	172,000	180,000	188,000	0	0	0	8,000	8,000	(188,000)	0	0	4.65%	4.44%	-100.00%	0.00%	0.00%	0.00%
100-9015-50852	Principal 82-2005 St Davids	67,581	67,581	67,581	67,581	67,581	67,581	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9015-50855	Principle 73-2012 SL/Water	52,000	53,000	54,000	55,000	56,000	58,000	1,000	1,000	1,000	1,000	2,000	1.92%	1.89%	1.85%	1.82%	3.57%	3.57%
100-9015-50856	Principle 75-2015 Former NDSS	74,000	75,000	76,000	76,000	78,000	79,000	1,000	1,000	0	2,000	1,000	1.35%	1.33%	0.00%	2.63%	1.28%	1.28%
100-9015-50857	Principle Realterm LED SL	0	15,183	17,943	21,034	24,496	28,368	15,183	2,760	3,091	3,462	3,872	100.00%	18.18%	17.23%	16.46%	15.81%	15.81%
100-9015-80401	Recovery: Debt Charges	(378,300)	(416,253)	(415,255)	(413,507)	(411,438)	(180,630)	(37,953)	998	1,748	2,069	230,808	10.03%	-0.24%	-0.42%	-0.50%	-56.10%	-56.10%
100-9015-91813	TSF from: DC: Fire Facilities	(197,846)	(197,762)	(197,212)	0	0	0	84	550	197,212	0	0	-0.04%	-0.28%	-100.00%	0.00%	0.00%	0.00%
Debt Management Subtotal		104,623	104,772	104,872	103,884	104,706	104,303	149	100	(988)	822	(403)	0.14%	0.10%	-0.94%	0.79%	-0.39%	-0.39%
Community Relations																		
100-9020-34900	Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9020-37720	Employee Recognition	17,500	17,500	17,500	17,500	17,500	17,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9020-37724	Senior Citizens	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 86					
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Municipal Purposes																		
Community Relations																		
100-9020-37726	Civic Recognition	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9020-37728	Floral Tributes	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9020-37732	Christmas Decorations	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Community Relations Subtotal		29,700	29,700	29,700	29,700	29,700	29,700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Elections Management																		
100-9025-10001	Salaries & Wages - Part time	0	0	6,000	0	0	0	0	6,000	(6,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-10002	Salaries & Wages - Overtime	0	0	7,500	0	0	0	0	7,500	(7,500)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-11001	Employee Benefits	0	0	2,000	0	0	0	0	2,000	(2,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-30100	Advertising Expense	0	0	3,000	0	0	0	0	3,000	(3,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-31500	Computer Hardware	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9025-35300	Office Supplies	0	0	1,500	0	0	0	0	1,500	(1,500)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-35350	Printing	0	0	5,000	0	0	0	0	5,000	(5,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-35400	Postage	0	0	6,000	0	0	0	0	6,000	(6,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-41000	Contracts	0	0	45,000	0	0	0	0	45,000	(45,000)	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-91925	TSF from: Elections	0	0	(77,500)	0	0	0	0	(77,500)	77,500	0	0	0.00%	100.00%	-100.00%	0.00%	0.00%	0.00%
100-9025-92925	TSF to: Elections	18,500	19,000	19,500	20,000	20,000	20,000	500	500	500	0	0	2.70%	2.63%	2.56%	0.00%	0.00%	0.00%
Elections Management Subtotal		20,000	20,500	19,500	21,500	21,500	21,500	500	(1,000)	2,000	0	0	2.50%	-4.88%	10.26%	0.00%	0.00%	0.00%
Accessibility Management																		
100-9030-40900	Consultants	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9030-91901	TSF from: Capital Levy	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9030-92971	TSF to: Ontario Disabilities Ac	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Accessibility Management Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Events																		
100-9035-41000	Contracts	0	500	500	500	500	500	500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100-9035-80250	Chargeback: Payroll	0	14,400	14,900	15,300	15,800	16,100	14,400	500	400	500	300	100.00%	3.47%	2.68%	3.27%	1.90%	1.90%
100-9035-80500	Chargeback: Equipment	0	1,100	1,100	1,100	1,100	1,100	1,100	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Corporate Events Subtotal		0	16,000	16,500	16,900	17,400	17,700	16,000	500	400	500	300	100.00%	3.13%	2.42%	2.96%	1.69%	1.69%
Municipal Purposes Total		(8,595,475)	(9,801,761)	(10,080,223)	(10,370,696)	(10,614,394)	(10,877,813)	(1,206,286)	(278,462)	(290,473)	(243,698)	(263,419)	14.03%	2.84%	2.88%	2.35%	2.42%	2.42%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Council and Administration																	
Members of Council																	
120-1000-10000	Salaries & Wages	151,270	155,050	158,155	161,160	164,540	167,835	3,780	3,105	3,005	3,380	3,295	2.50%	2.00%	1.90%	2.10%	2.00%
120-1000-11001	Employee Benefits	68,495	69,910	71,285	72,660	73,575	73,780	1,415	1,375	1,375	915	205	2.07%	1.97%	1.93%	1.26%	0.28%
120-1000-12500	Course & Seminar Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-30700	Books & Publications	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-31800	Conference Expenses	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-33900	Insurance Expense	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-34800	Mileage & Expenses	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-34900	Miscellaneous	5,500	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-35200	Office Equipment & Furniture	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1000-35300	Office Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Members of Council Subtotal		250,765	255,960	260,440	264,820	269,115	272,615	5,195	4,480	4,380	4,295	3,500	2.07%	1.75%	1.68%	1.62%	1.28%
Chief Administrative Officer																	
120-1050-10000	Salaries & Wages	212,085	267,560	275,730	284,175	293,040	298,900	55,475	8,170	8,445	8,865	5,860	26.16%	3.05%	3.06%	3.12%	2.00%
120-1050-11001	Employee Benefits	57,885	76,610	78,590	80,630	82,595	83,640	18,725	1,980	2,040	1,965	1,045	32.35%	2.58%	2.60%	2.44%	1.27%
120-1050-12500	Course & Seminar Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-30700	Books & Publications	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-31800	Conference Expenses	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-34700	Membership Expense	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-34800	Mileage & Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
120-1050-35300	Office Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Chief Administrative Officer Subtotal		281,470	355,670	365,820	376,305	387,135	394,040	74,200	10,150	10,485	10,830	6,905	26.36%	2.85%	2.87%	2.88%	1.75%
Council and Administration Total		532,235	611,630	626,260	641,125	656,250	666,655	79,395	14,630	14,865	15,125	10,405	14.92%	2.39%	2.37%	2.36%	1.56%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Corporate Services																	
Director																	
130-1075-10000	Salaries & Wages	0	178,615	182,200	185,825	189,555	193,340	178,615	3,585	3,625	3,730	3,785	100.00%	2.01%	1.99%	2.01%	2.00%
130-1075-11001	Employee Benefits	0	52,611	53,575	54,540	55,430	56,080	52,611	964	965	890	650	100.00%	1.83%	1.80%	1.63%	1.17%
Director Subtotal		0	231,226	235,775	240,365	244,985	249,420	231,226	4,549	4,590	4,620	4,435	100.00%	1.97%	1.95%	1.92%	1.78%
Customer Service																	
130-1085-10000	Salaries & Wages	0	91,550	98,065	105,015	109,710	111,915	91,550	6,515	6,950	4,695	2,205	100.00%	7.12%	7.09%	4.47%	2.01%
130-1085-11001	Employee Benefits	0	32,690	34,330	36,045	37,200	37,640	32,690	1,640	1,715	1,155	440	100.00%	5.02%	5.00%	3.20%	1.18%
130-1085-91805	TSF from: Building Permit Surp	0	(62,120)	(66,200)	(70,530)	(73,455)	(74,780)	(62,120)	(4,080)	(4,330)	(2,925)	(1,325)	100.00%	6.57%	6.54%	4.15%	1.80%
Customer Service Subtotal		0	62,120	66,195	70,530	73,455	74,775	62,120	4,075	4,335	2,925	1,320	100.00%	6.56%	6.55%	4.15%	1.77%
Financial Services																	
130-1100-03400	Miscellaneous Revenue	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-03425	Fee for Service	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-05660	Tax Certificates	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-05670	Tax Requests	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-10000	Salaries & Wages	526,330	470,435	479,825	489,400	499,226	509,200	(55,895)	9,390	9,575	9,826	9,974	-10.62%	2.00%	2.00%	2.01%	2.00%
130-1100-11001	Employee Benefits	156,105	143,620	146,480	149,375	151,950	153,800	(12,485)	2,860	2,895	2,575	1,850	-8.00%	1.99%	1.98%	1.72%	1.22%
130-1100-12500	Course & Seminar Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-30100	Advertising Expense	5,300	5,300	5,300	5,300	5,300	5,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-30500	Bank Service Charges	14,500	14,500	14,500	14,500	14,500	14,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-30505	Audit Fees	40,000	45,000	45,000	50,000	50,000	50,000	5,000	0	5,000	0	0	12.50%	0.00%	11.11%	0.00%	0.00%
130-1100-30700	Books & Publications	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-31200	Collections Charges	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-31800	Conference Expenses	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-34700	Membership Expense	2,300	2,300	2,300	2,300	2,300	2,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-34800	Mileage & Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-34900	Miscellaneous	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 89				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Corporate Services																	
Financial Services																	
130-1100-35200	Office Equipment & Furniture	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-35350	Printing	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-41000	Contracts	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-80201	Recovery: Rate Supported	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1100-80261	Recovery: Allocated Salaries	0	(70,826)	(72,240)	(73,672)	(75,100)	(76,440)	(70,826)	(1,414)	(1,432)	(1,428)	(1,340)	100.00%	2.00%	1.98%	1.94%	1.78%
130-1100-91965	TSF from: Parking Revenue	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Financial Services Subtotal		622,635	488,429	499,265	515,303	526,276	536,760	(134,206)	10,836	16,038	10,973	10,484	-21.55%	2.22%	3.21%	2.13%	1.95%
Clerks																	
130-1125-01350	Bed & Breakfast Licences	(62,000)	(62,000)	(62,000)	(62,000)	(62,000)	(62,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-02850	Lottery License Fees	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-03400	Miscellaneous Revenue	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-10000	Salaries & Wages	245,010	155,470	163,130	171,285	179,875	183,460	(89,540)	7,660	8,155	8,590	3,585	-36.55%	4.93%	5.00%	5.02%	1.99%
130-1125-11001	Employee Benefits	84,170	45,240	46,890	48,610	50,310	50,940	(38,930)	1,650	1,720	1,700	630	-46.25%	3.65%	3.67%	3.50%	1.25%
130-1125-12500	Course & Seminar Expenses	1,200	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-30100	Advertising Expense	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-30700	Books & Publications	1,800	1,800	1,800	1,800	1,800	1,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-31000	Capital Expenditures under \$5K	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-31800	Conference Expenses	850	850	850	850	850	850	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-34700	Membership Expense	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-34800	Mileage & Expenses	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-35200	Office Equipment & Furniture	2,250	2,250	2,250	2,250	2,250	2,250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-41000	Contracts	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-41110	Closed Meeting Charges	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1125-41200	Legal Expenses	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Clerks Subtotal		282,980	154,510	163,820	173,695	183,985	188,200	(128,470)	9,310	9,875	10,290	4,215	-45.40%	6.03%	6.03%	5.92%	2.24%
Information Systems																	
130-1150-10000	Salaries & Wages	197,745	220,165	227,300	234,670	239,385	244,155	22,420	7,135	7,370	4,715	4,770	11.34%	3.24%	3.24%	2.01%	1.99%
130-1150-11001	Employee Benefits	60,315	64,815	66,610	68,460	69,640	70,505	4,500	1,795	1,850	1,180	865	7.46%	2.77%	2.78%	1.72%	1.24%
130-1150-12500	Course & Seminar Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-30700	Books & Publications	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-30800	Building Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-31000	Capital Expenditures under \$5K	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 90				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Corporate Services																	
Information Systems																	
130-1150-31500	Computer Hardware	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-31800	Conference Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-32100	Corporate Telephone System	65,000	72,000	73,000	74,000	75,000	76,000	7,000	1,000	1,000	1,000	1,000	10.77%	1.39%	1.37%	1.35%	1.33%
130-1150-33900	Insurance Expense	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-34000	Internet Expenses	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-34100	Licenses	55,000	55,000	55,000	55,000	55,000	55,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-34800	Mileage & Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-34900	Miscellaneous	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-36700	Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1150-41000	Contracts	85,000	85,000	85,000	85,000	85,000	85,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Information Systems Subtotal		501,760	535,680	545,610	555,830	562,725	569,360	33,920	9,930	10,220	6,895	6,635	6.76%	1.85%	1.87%	1.24%	1.17%
Human Resources & Payroll																	
130-1350-10000	Salaries & Wages	145,510	168,280	171,665	175,085	178,600	182,165	22,770	3,385	3,420	3,515	3,565	15.65%	2.01%	1.99%	2.01%	2.00%
130-1350-11001	Employee Benefits	42,965	47,175	48,105	49,045	49,895	50,520	4,210	930	940	850	625	9.80%	1.97%	1.95%	1.73%	1.25%
130-1350-11002	Retiree Benefits	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-11003	WSIB Expenses	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-12500	Course & Seminar Expenses	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-30100	Advertising Expense	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-30700	Books & Publications	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-32200	Corporate Training Budget	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-33700	Health & Safety Programs	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-33705	Joint Health & Safety	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-33710	Medical Expenses	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-34700	Membership Expense	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-34800	Mileage & Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-36100	Recruitment Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-36700	Supplies	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-40600	Benefits Consulting/EAP	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-40900	Consultants	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1350-41200	Legal Expenses	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Human Resources & Payroll Subtotal		325,425	352,405	356,720	361,080	365,445	369,635	26,980	4,315	4,360	4,365	4,190	8.29%	1.22%	1.22%	1.21%	1.13%

													Budget Summary 2017 91				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Corporate Services																	
Communications																	
130-1360-10000	Salaries & Wages	64,355	0	0	0	0	0	(64,355)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
130-1360-11001	Employee Benefits	19,860	0	0	0	0	0	(19,860)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
130-1360-12500	Course & Seminar Expenses	1,000	0	0	0	0	0	(1,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
130-1360-30100	Advertising Expense	8,000	0	0	0	0	0	(8,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
130-1360-31000	Capital Expenditures under \$5K	2,000	0	0	0	0	0	(2,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
130-1360-34800	Mileage & Expenses	500	0	0	0	0	0	(500)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Communications Subtotal		95,715	0	0	0	0	0	(95,715)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Printing & Mail Room																	
130-1365-32900	Equipment Rental Expense	60,000	55,000	55,000	55,000	55,000	55,000	(5,000)	0	0	0	0	-8.33%	0.00%	0.00%	0.00%	0.00%
130-1365-35300	Office Supplies	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1365-35325	Paper & Printing Supplies	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1365-35350	Printing	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1365-35400	Postage	35,000	35,000	35,000	35,000	35,000	35,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
130-1365-36700	Supplies	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Printing & Mail Room Subtotal		112,000	107,000	107,000	107,000	107,000	107,000	(5,000)	0	0	0	0	-4.46%	0.00%	0.00%	0.00%	0.00%
Corporate Services Total		1,940,515	1,931,370	1,974,385	2,023,803	2,063,871	2,095,150	(9,145)	43,015	49,418	40,068	31,279	-0.47%	2.23%	2.50%	1.98%	1.49%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Fire & Emergency Services																	
Program Administration																	
250-1400-02550	Inspection Certificates	(2,125)	(2,125)	(2,125)	(2,125)	(2,125)	(2,125)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-03400	Miscellaneous Revenue	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-05050	Rental Revenue	(31,770)	(31,770)	(31,770)	(31,770)	(31,770)	(31,770)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-10000	Salaries & Wages	384,130	405,190	418,236	432,035	440,695	449,485	21,060	13,046	13,799	8,660	8,790	5.48%	3.22%	3.30%	2.00%	1.99%
250-1400-10001	Salaries & Wages - Part time	0	35,330	37,820	40,510	41,310	42,150	35,330	2,490	2,690	800	840	100.00%	7.05%	7.11%	1.97%	2.03%
250-1400-11001	Employee Benefits	77,176	83,615	86,020	88,540	90,040	91,015	6,439	2,405	2,520	1,500	975	8.34%	2.88%	2.93%	1.69%	1.08%
250-1400-11011	Employee Benefits - Part time	0	4,140	4,445	4,770	4,880	4,970	4,140	305	325	110	90	100.00%	7.37%	7.31%	2.31%	1.84%
250-1400-12100	Protective Clothing	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-12202	VFF Honorarium	400,000	400,000	400,000	400,000	400,000	400,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-12210	VFF Benefits	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-12300	Uniforms, Coveralls, etc.	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-12500	Course & Seminar Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-30200	Alarm System	50,000	55,000	55,000	55,000	55,000	55,000	5,000	0	0	0	0	10.00%	0.00%	0.00%	0.00%	0.00%
250-1400-30700	Books & Publications	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-31000	Capital Expenditures under \$5K	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-31400	Communication Equipment	5,500	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-31800	Conference Expenses	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-32800	Emergency Planning	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-33900	Insurance Expense	3,800	3,800	3,800	3,800	3,800	3,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-34100	Licenses	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-34300	Maintenance	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-34700	Membership Expense	2,600	2,600	2,600	2,600	2,600	2,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-34800	Mileage & Expenses	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-34900	Miscellaneous	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-35300	Office Supplies	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-36000	Radio System Maintenance	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 93				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Fire & Emergency Services																	
Program Administration																	
250-1400-36700	Supplies	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-80450	Chargeback: Hydrants Rentals	75,000	75,000	75,000	75,000	75,000	75,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1400-91805	TSF from: Building Permit Surp	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Program Administration Subtotal		1,040,811	1,072,780	1,091,026	1,110,360	1,121,430	1,132,125	31,969	18,246	19,334	11,070	10,695	3.07%	1.70%	1.77%	1.00%	0.94%
Vehicles & Equipment																	
250-1500-32550	Materials	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1500-32600	Diesel Fuel	6,900	6,900	6,900	6,900	6,900	6,900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1500-33300	Gasoline	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1500-33900	Insurance Expense	28,000	28,000	28,000	28,000	28,000	28,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1500-34300	Maintenance	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1500-34900	Miscellaneous	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Vehicles & Equipment Subtotal		85,900	85,900	85,900	85,900	85,900	85,900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #1 - NOTL																	
250-1650-12200	Honorarium	130	130	130	130	130	130	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-33900	Insurance Expense	2,800	2,800	2,800	2,800	2,800	2,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-34000	Internet Expenses	750	750	750	750	750	750	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-36900	Telephone	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-37100	Utilities - Hydro	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-37200	Utilities - Natural Gas	9,500	9,500	9,500	9,500	9,500	9,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-37300	Utilities - Water & Wastewater	920	920	920	920	920	920	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1650-80360	Chargeback: Grounds Services	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #1 - NOTL Subtotal		29,400	29,400	29,400	29,400	29,400	29,400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #2 - St. Davids																	
250-1700-12200	Honorarium	130	130	130	130	130	130	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-33900	Insurance Expense	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-36900	Telephone	1,400	1,400	1,400	1,400	1,400	1,400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-37100	Utilities - Hydro	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-37200	Utilities - Natural Gas	5,500	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-37300	Utilities - Water & Wastewater	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1700-80360	Chargeback: Grounds Services	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 94				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Fire & Emergency Services																	
District #2 - St. Davids																	
District #2 - St. Davids Subtotal													0.00%	0.00%	0.00%	0.00%	0.00%
District #3 - Virgil																	
250-1750-12200	Honorarium	130	130	130	130	130	130	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-33900	Insurance Expense	4,500	4,500	4,500	4,500	4,500	4,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-36900	Telephone	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-37100	Utilities - Hydro	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-37200	Utilities - Natural Gas	9,000	9,000	9,000	9,000	9,000	9,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-37300	Utilities - Water & Wastewater	1,300	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1750-80360	Chargeback: Grounds Services	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #3 - Virgil Subtotal													0.00%	0.00%	0.00%	0.00%	0.00%
District #4 - Queenston																	
250-1800-12200	Honorarium	130	130	130	130	130	130	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-33900	Insurance Expense	1,300	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-36900	Telephone	1,300	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-37100	Utilities - Hydro	2,400	2,400	2,400	2,400	2,400	2,400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-37200	Utilities - Natural Gas	5,600	5,600	5,600	5,600	5,600	5,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-37300	Utilities - Water & Wastewater	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1800-80360	Chargeback: Grounds Services	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #4 - Queenston Subtotal													0.00%	0.00%	0.00%	0.00%	0.00%
District #5 - Glendale																	
250-1850-12200	Honorarium	130	130	130	130	130	130	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-33900	Insurance Expense	3,300	3,300	3,300	3,300	3,300	3,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-36900	Telephone	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-37100	Utilities - Hydro	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-37200	Utilities - Natural Gas	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-37300	Utilities - Water & Wastewater	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
250-1850-80360	Chargeback: Grounds Services	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
District #5 - Glendale Subtotal													0.00%	0.00%	0.00%	0.00%	0.00%
Prevention Division																	
250-1900-31800	Conference Expenses	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 95					
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Fire & Emergency Services																		
Prevention Division																		
250-1900-34800	Mileage & Expenses	600	600	600	600	600	600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1900-35300	Office Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1900-36700	Supplies	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Prevention Division Subtotal		5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Training Division																		
250-1950-12500	Course & Seminar Expenses	15,000	15,000	15,000	15,000	15,000	15,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1950-31800	Conference Expenses	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1950-33100	Firefighters Per Diem	12,000	12,000	12,000	12,000	12,000	12,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1950-34800	Mileage & Expenses	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1950-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
250-1950-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Training Division Subtotal		33,600	33,600	33,600	33,600	33,600	33,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fire & Emergency Services Total		1,291,631	1,323,600	1,341,846	1,361,180	1,372,250	1,382,945	31,969	18,246	19,334	11,070	10,695	2.48%	1.38%	1.44%	0.81%	0.77%	



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Public Works																	
Program Administration																	
300-1400-10000	Salaries & Wages	1,954,175	1,972,115	2,037,525	2,084,145	2,154,290	2,197,270	17,940	65,410	46,620	70,145	42,980	0.92%	3.32%	2.29%	3.37%	2.00%
300-1400-10001	Salaries & Wages - Part time	46,970	53,135	54,100	55,086	56,105	57,125	6,165	965	986	1,019	1,020	13.13%	1.82%	1.82%	1.85%	1.82%
300-1400-11001	Employee Benefits	594,440	603,735	620,945	634,460	650,960	655,970	9,295	17,210	13,515	16,500	5,010	1.56%	2.85%	2.18%	2.60%	0.77%
300-1400-11011	Employee Benefits - Part time	5,700	6,830	6,945	7,110	7,235	7,360	1,130	115	165	125	125	19.82%	1.68%	2.38%	1.76%	1.73%
300-1400-80251	Recovery: Payroll	(2,157,923)	(2,238,365)	(2,314,918)	(2,368,661)	(2,448,613)	(2,493,550)	(80,442)	(76,553)	(53,743)	(79,952)	(44,937)	3.73%	3.42%	2.32%	3.38%	1.84%
300-1400-80253	Capital Recovery: Payroll	(150,000)	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)	(25,000)	0	0	0	0	16.67%	0.00%	0.00%	0.00%	0.00%
300-1400-80261	Recovery: Allocated Salaries	(293,362)	(222,450)	(229,597)	(237,140)	(244,977)	(249,175)	70,912	(7,147)	(7,543)	(7,837)	(4,198)	-24.17%	3.21%	3.29%	3.30%	1.71%
Program Administration Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Public Works Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Roads Department																	
Program Administration																	
310-1400-12400	Safety Footware	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-12500	Course & Seminar Expenses	6,000	12,000	12,000	12,000	12,000	12,000	6,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-1400-30100	Advertising Expense	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-30400	Answering Service	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-30700	Books & Publications	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-30800	Building Maintenance	1,000	5,000	5,000	5,000	5,000	5,000	4,000	0	0	0	0	400.00%	0.00%	0.00%	0.00%	0.00%
310-1400-31100	Cleaning Materials	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-31600	Computer Software	0	3,000	1,000	1,000	1,000	1,000	3,000	(2,000)	0	0	0	100.00%	-66.67%	0.00%	0.00%	0.00%
310-1400-31800	Conference Expenses	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-32000	Construction Materials	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-32700	Drafting Supplies	5,000	6,000	6,000	6,000	6,000	6,000	1,000	0	0	0	0	20.00%	0.00%	0.00%	0.00%	0.00%
310-1400-33500	Grounds Services	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-33900	Insurance Expense	42,500	42,500	42,500	42,500	42,500	42,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-34100	Licenses	11,500	12,500	12,500	12,500	12,500	12,500	1,000	0	0	0	0	8.70%	0.00%	0.00%	0.00%	0.00%
310-1400-34600	Meals & Refreshments	800	1,200	1,200	1,200	1,200	12,000	400	0	0	0	10,800	50.00%	0.00%	0.00%	0.00%	900.00%
310-1400-34700	Membership Expense	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-34800	Mileage & Expenses	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-35200	Office Equipment & Furniture	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-35300	Office Supplies	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-36000	Radio System Maintenance	900	900	900	900	900	900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-36500	Small Tools & Equipment	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-36700	Supplies	300	400	400	400	400	400	100	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
310-1400-36900	Telephone	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-37100	Utilities - Hydro	13,000	15,000	15,000	15,000	15,000	15,000	2,000	0	0	0	0	15.38%	0.00%	0.00%	0.00%	0.00%
310-1400-37200	Utilities - Natural Gas	6,000	7,000	7,000	7,000	7,000	7,000	1,000	0	0	0	0	16.67%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 98				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Roads Department																	
Program Administration																	
310-1400-37300	Utilities - Water & Wastewater	1,000	1,500	1,500	1,500	1,500	1,500	500	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
310-1400-37400	Vehicle & Equipment Maintenance	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-40900	Consultants	40,000	40,000	40,000	40,000	40,000	40,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-41000	Contracts	8,500	10,000	10,000	10,000	10,000	10,000	1,500	0	0	0	0	17.65%	0.00%	0.00%	0.00%	0.00%
310-1400-41010	Drains-Town Share	20,000	30,000	30,000	30,000	30,000	30,000	10,000	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
310-1400-41200	Legal Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-80250	Chargeback: Payroll	192,825	217,665	224,918	230,661	238,013	242,950	24,840	7,253	5,743	7,352	4,937	12.88%	3.33%	2.55%	3.19%	2.07%
310-1400-80260	Chargeback: Allocated Salaries	71,456	33,367	34,439	35,571	36,747	37,376	(38,089)	1,072	1,132	1,176	629	-53.30%	3.21%	3.29%	3.31%	1.71%
310-1400-80500	Chargeback: Equipment	1,283	1,300	1,300	1,300	1,300	1,300	17	0	0	0	0	1.33%	0.00%	0.00%	0.00%	0.00%
310-1400-91965	TSF from: Parking Revenue	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1400-92974	TSF to: Corporate Studies	6,500	6,500	6,500	6,500	6,500	6,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Program Administration Subtotal		401,564	418,832	425,157	432,032	440,560	456,926	17,268	6,325	6,875	8,528	16,366	4.30%	1.51%	1.62%	1.97%	3.58%
Vehicles & Equipment																	
310-1500-32550	Materials	12,200	12,200	12,200	12,200	12,200	12,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1500-32600	Diesel Fuel	35,000	35,000	35,000	35,000	35,000	35,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1500-33300	Gasoline	29,000	29,000	29,000	29,000	29,000	29,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1500-34900	Miscellaneous	82,900	82,900	82,900	82,900	82,900	82,900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1500-80250	Chargeback: Payroll	80,977	75,100	77,700	79,500	82,200	83,700	(5,877)	2,600	1,800	2,700	1,500	-7.26%	3.46%	2.32%	3.40%	1.82%
310-1500-80501	Recovery: Equipment	(390,000)	(390,000)	(390,000)	(390,000)	(390,000)	(390,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-1500-80503	Recovery: Capital Equipment	(50,000)	(44,200)	(46,800)	(48,800)	(48,600)	(51,300)	5,800	(2,600)	(2,000)	200	(2,700)	-11.60%	5.88%	4.27%	-0.41%	5.56%
310-1500-92910	TSF to: Fleet Replacement	199,923	200,000	200,000	200,000	200,000	200,000	77	0	0	0	0	0.04%	0.00%	0.00%	0.00%	0.00%
Vehicles & Equipment Subtotal		0	0	0	(200)	2,700	1,500	0	0	(200)	2,900	(1,200)	0.00%	0.00%	100.00%	-1450.00%	-80.00%
Inventory Maintenance																	
310-2200-80250	Chargeback: Payroll	1,739	100	100	100	100	100	(1,639)	0	0	0	0	-94.25%	0.00%	0.00%	0.00%	0.00%
Inventory Maintenance Subtotal		1,739	100	100	100	100	100	(1,639)	0	0	0	0	-94.25%	0.00%	0.00%	0.00%	0.00%
Machine Shop																	
310-2250-12100	Protective Clothing	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-12400	Safety Footware	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-30800	Building Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-30900	Building Materials	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-31100	Cleaning Materials	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-33600	Grounds Supplies	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-35200	Office Equipment & Furniture	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 99				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Roads Department																	
Machine Shop																	
310-2250-36500	Small Tools & Equipment	5,600	5,600	5,600	5,600	5,600	5,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-36700	Supplies	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-37400	Vehicle & Equipment Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-41000	Contracts	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2250-80250	Chargeback: Payroll	50,104	38,200	39,500	40,400	41,800	42,600	(11,904)	1,300	900	1,400	800	-23.76%	3.40%	2.28%	3.47%	1.91%
310-2250-80500	Chargeback: Equipment	4,344	3,500	3,500	3,500	3,500	3,500	(844)	0	0	0	0	-19.43%	0.00%	0.00%	0.00%	0.00%
Machine Shop Subtotal		82,848	70,100	71,400	72,300	73,700	74,500	(12,748)	1,300	900	1,400	800	-15.39%	1.85%	1.26%	1.94%	1.07%
Culverts & Installations																	
310-2750-05200	Services Rendered	(33,500)	(33,500)	(33,500)	(33,500)	(33,500)	(33,500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2750-32000	Construction Materials	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2750-32500	Culverts	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2750-36200	Sand & Gravel	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2750-80250	Chargeback: Payroll	14,773	27,700	28,700	29,300	30,300	30,900	12,927	1,000	600	1,000	600	87.50%	3.61%	2.09%	3.41%	1.98%
310-2750-80500	Chargeback: Equipment	7,577	12,600	12,600	12,600	12,600	12,600	5,023	0	0	0	0	66.29%	0.00%	0.00%	0.00%	0.00%
Culverts & Installations Subtotal		(2,150)	15,800	16,800	17,400	18,400	19,000	17,950	1,000	600	1,000	600	-834.88%	6.33%	3.57%	5.75%	3.16%
Municipal Drains																	
310-2950-04600	Provincial Grant	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-12100	Protective Clothing	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-12400	Safety Footware	125	125	125	125	125	125	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-12500	Course & Seminar Expenses	1,500	2,000	2,000	2,000	2,000	2,000	500	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
310-2950-30100	Advertising Expense	0	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-2950-30700	Books & Publications	150	150	150	150	150	150	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-31800	Conference Expenses	700	900	900	900	900	900	200	0	0	0	0	28.57%	0.00%	0.00%	0.00%	0.00%
310-2950-34700	Membership Expense	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-34800	Mileage & Expenses	700	1,000	1,000	1,000	1,000	1,000	300	0	0	0	0	42.86%	0.00%	0.00%	0.00%	0.00%
310-2950-34900	Miscellaneous	0	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-2950-35200	Office Equipment & Furniture	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-35300	Office Supplies	100	0	0	0	0	0	(100)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
310-2950-35400	Postage	50	50	50	50	50	50	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-36700	Supplies	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-2950-40900	Consultants	0	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-2950-41000	Contracts	0	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-2950-80250	Chargeback: Payroll	54,608	72,200	74,700	76,400	79,000	80,400	17,592	2,500	1,700	2,600	1,400	32.22%	3.46%	2.28%	3.40%	1.77%

													Budget Summary 2017 100				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Roads Department																	
Municipal Drains																	
310-2950-80500	Chargeback: Equipment	2,084	2,300	2,300	2,300	2,300	2,300	216	0	0	0	0	10.36%	0.00%	0.00%	0.00%	0.00%
Municipal Drains Subtotal		41,317	69,025	71,525	73,225	75,825	77,225	27,708	2,500	1,700	2,600	1,400	67.06%	3.62%	2.38%	3.55%	1.81%
Irrigation Operations																	
310-3000-01020	Municipal Grant	(65,000)	(70,000)	(75,000)	(80,000)	(85,000)	(90,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	7.69%	7.14%	6.67%	6.25%	5.88%
310-3000-04400	Permits	(129,311)	(202,050)	(200,650)	(198,150)	(196,950)	(193,825)	(72,739)	1,400	2,500	1,200	3,125	56.25%	-0.69%	-1.25%	-0.61%	-1.59%
310-3000-12100	Protective Clothing	100	250	250	250	250	25	150	0	0	0	(225)	150.00%	0.00%	0.00%	0.00%	-90.00%
310-3000-12400	Safety Footware	125	200	200	200	200	200	75	0	0	0	0	60.00%	0.00%	0.00%	0.00%	0.00%
310-3000-12500	Course & Seminar Expenses	1,000	1,500	1,500	1,500	1,500	1,500	500	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
310-3000-30100	Advertising Expense	500	1,000	1,000	1,000	1,000	1,000	500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
310-3000-30700	Books & Publications	150	150	150	150	150	150	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-31800	Conference Expenses	700	1,000	1,000	1,000	1,000	1,000	300	0	0	0	0	42.86%	0.00%	0.00%	0.00%	0.00%
310-3000-32000	Construction Materials	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-33900	Insurance Expense	3,600	3,600	3,600	3,600	3,600	3,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-34700	Membership Expense	300	500	500	500	500	500	200	0	0	0	0	66.67%	0.00%	0.00%	0.00%	0.00%
310-3000-34800	Mileage & Expenses	750	750	750	750	750	750	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-35200	Office Equipment & Furniture	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-35300	Office Supplies	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-35400	Postage	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-36900	Telephone	2,100	2,100	2,100	2,100	2,100	2,100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-37100	Utilities - Hydro	77,000	77,000	77,000	77,000	77,000	77,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-37600	Water Supply	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-40900	Consultants	3,000	10,000	10,000	10,000	10,000	10,000	7,000	0	0	0	0	233.33%	0.00%	0.00%	0.00%	0.00%
310-3000-41000	Contracts	30,000	50,000	50,000	50,000	50,000	50,000	20,000	0	0	0	0	66.67%	0.00%	0.00%	0.00%	0.00%
310-3000-41200	Legal Expenses	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3000-80250	Chargeback: Payroll	55,976	105,200	108,800	111,300	115,100	117,200	49,224	3,600	2,500	3,800	2,100	87.94%	3.42%	2.30%	3.41%	1.82%
310-3000-80500	Chargeback: Equipment	3,210	3,000	3,000	3,000	3,000	3,000	(210)	0	0	0	0	-6.54%	0.00%	0.00%	0.00%	0.00%
Irrigation Operations Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Driveway Curb Cuts																	
310-3050-05200	Services Rendered	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	0	0	0	5,000	0.00%	0.00%	0.00%	0.00%	-100.00%
310-3050-41000	Contracts	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
310-3050-80250	Chargeback: Payroll	5,353	6,000	6,200	6,300	6,500	6,600	647	200	100	200	100	12.09%	3.33%	1.61%	3.17%	1.54%
310-3050-80500	Chargeback: Equipment	764	700	700	700	700	700	(64)	0	0	0	0	-8.38%	0.00%	0.00%	0.00%	0.00%

	Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Roads Department																
Driveway Curb Cuts																
Driveway Curb Cuts Subtotal	5,117	5,700	5,900	6,000	6,200	11,300	583	200	100	200	5,100	11.39%	3.51%	1.69%	3.33%	45.13%
Roads Department Total	530,435	579,557	590,882	600,857	617,485	640,551	49,122	11,325	9,975	16,628	23,066	9.26%	1.95%	1.69%	2.77%	3.60%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Roads Maintenance																	
Grass Mowing & Weed Spraying																	
320-2150-32000	Construction Materials	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2150-80250	Chargeback: Payroll	77,834	94,400	97,700	99,900	103,300	105,200	16,566	3,300	2,200	3,400	1,900	21.28%	3.50%	2.25%	3.40%	1.84%
320-2150-80500	Chargeback: Equipment	60,655	70,000	70,000	70,000	70,000	70,000	9,345	0	0	0	0	15.41%	0.00%	0.00%	0.00%	0.00%
Grass Mowing & Weed Spraying Subtotal		141,489	167,400	170,700	172,900	176,300	178,200	25,911	3,300	2,200	3,400	1,900	18.31%	1.97%	1.29%	1.97%	1.07%
Special Events																	
320-2300-41000	Contracts	500	0	0	0	0	0	(500)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
320-2300-80250	Chargeback: Payroll	9,394	0	0	0	0	0	(9,394)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
320-2300-80500	Chargeback: Equipment	1,345	0	0	0	0	0	(1,345)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Special Events Subtotal		11,239	0	0	0	0	0	(11,239)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Emergency Assistance																	
320-2350-80250	Chargeback: Payroll	2,334	2,200	2,200	2,300	2,400	2,400	(134)	0	100	100	0	-5.74%	0.00%	4.55%	4.35%	0.00%
320-2350-80500	Chargeback: Equipment	472	100	100	100	100	100	(372)	0	0	0	0	-78.81%	0.00%	0.00%	0.00%	0.00%
Emergency Assistance Subtotal		2,806	2,300	2,300	2,400	2,500	2,500	(506)	0	100	100	0	-18.03%	0.00%	4.35%	4.17%	0.00%
Patching & Spray Patching																	
320-2400-32000	Construction Materials	18,000	18,000	18,000	18,000	18,000	18,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2400-36200	Sand & Gravel	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2400-41000	Contracts	40,000	40,000	40,000	40,000	40,000	40,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2400-80250	Chargeback: Payroll	112,583	104,800	108,400	110,900	114,700	116,800	(7,783)	3,600	2,500	3,800	2,100	-6.91%	3.44%	2.31%	3.43%	1.83%
320-2400-80500	Chargeback: Equipment	30,364	12,800	12,800	12,800	12,800	12,800	(17,564)	0	0	0	0	-57.84%	0.00%	0.00%	0.00%	0.00%
Patching & Spray Patching Subtotal		201,947	176,600	180,200	182,700	186,500	188,600	(25,347)	3,600	2,500	3,800	2,100	-12.55%	2.04%	1.39%	2.08%	1.11%
Shoulder Patch & Grade																	
320-2450-32000	Construction Materials	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2450-36200	Sand & Gravel	4,500	4,500	4,500	4,500	4,500	4,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2450-80250	Chargeback: Payroll	16,199	36,400	37,700	38,600	39,900	40,600	20,201	1,300	900	1,300	700	124.71%	3.57%	2.39%	3.37%	1.75%

													Budget Summary 2017 103				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Roads Maintenance																	
Shoulder Patch & Grade																	
320-2450-80500	Chargeback: Equipment	4,103	18,600	18,600	18,600	18,600	18,600	14,497	0	0	0	0	353.33%	0.00%	0.00%	0.00%	0.00%
Shoulder Patch & Grade Subtotal		26,802	61,500	62,800	63,700	65,000	65,700	34,698	1,300	900	1,300	700	129.46%	2.11%	1.43%	2.04%	1.07%
Surface Treatment																	
320-2500-41000	Contracts	145,000	160,000	170,000	180,000	190,000	200,000	15,000	10,000	10,000	10,000	10,000	10.34%	6.25%	5.88%	5.56%	5.26%
320-2500-80250	Chargeback: Payroll	5,993	9,800	10,100	10,300	10,700	10,900	3,807	300	200	400	200	63.52%	3.06%	1.98%	3.88%	1.87%
320-2500-80500	Chargeback: Equipment	354	1,100	1,100	1,100	1,100	1,100	746	0	0	0	0	210.73%	0.00%	0.00%	0.00%	0.00%
Surface Treatment Subtotal		151,347	170,900	181,200	191,400	201,800	212,000	19,553	10,300	10,200	10,400	10,200	12.92%	6.03%	5.63%	5.43%	4.81%
Sweeping Flushing Cleaning																	
320-2550-41000	Contracts	23,500	23,500	23,500	23,500	23,500	23,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2550-80250	Chargeback: Payroll	5,729	9,700	10,100	10,300	10,600	10,800	3,971	400	200	300	200	69.31%	4.12%	1.98%	2.91%	1.89%
320-2550-80500	Chargeback: Equipment	3,453	4,300	4,300	4,300	4,300	4,300	847	0	0	0	0	24.53%	0.00%	0.00%	0.00%	0.00%
Sweeping Flushing Cleaning Subtotal		32,682	37,500	37,900	38,100	38,400	38,600	4,818	400	200	300	200	14.74%	1.07%	0.53%	0.79%	0.52%
Dust Layer Control																	
320-2600-31100	Cleaning Materials	500	500	500	500	500	0	0	0	0	0	(500)	0.00%	0.00%	0.00%	0.00%	-100.00%
320-2600-41000	Contracts	15,000	22,000	22,000	22,000	22,000	22,000	7,000	0	0	0	0	46.67%	0.00%	0.00%	0.00%	0.00%
320-2600-80250	Chargeback: Payroll	1,433	900	900	900	900	1,000	(533)	0	0	0	100	-37.19%	0.00%	0.00%	0.00%	11.11%
320-2600-80500	Chargeback: Equipment	581	0	0	0	0	0	(581)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Dust Layer Control Subtotal		17,514	23,400	23,400	23,400	23,400	23,000	5,886	0	0	0	(400)	33.61%	0.00%	0.00%	0.00%	-1.74%
Grading & Scarifying																	
320-2650-80250	Chargeback: Payroll	8,597	9,800	10,200	10,400	10,700	10,900	1,203	400	200	300	200	13.99%	4.08%	1.96%	2.88%	1.87%
320-2650-80500	Chargeback: Equipment	9,097	9,600	9,600	9,600	9,600	9,600	503	0	0	0	0	5.53%	0.00%	0.00%	0.00%	0.00%
Grading & Scarifying Subtotal		17,694	19,400	19,800	20,000	20,300	20,500	1,706	400	200	300	200	9.64%	2.06%	1.01%	1.50%	0.98%
Gravel Resurfacing																	
320-2700-36200	Sand & Gravel	17,000	19,000	19,000	19,000	19,000	19,000	2,000	0	0	0	0	11.76%	0.00%	0.00%	0.00%	0.00%
320-2700-80250	Chargeback: Payroll	5,070	8,600	8,900	9,100	9,400	9,600	3,530	300	200	300	200	69.63%	3.49%	2.25%	3.30%	2.13%
320-2700-80500	Chargeback: Equipment	4,133	6,000	6,000	6,000	6,000	6,000	1,867	0	0	0	0	45.17%	0.00%	0.00%	0.00%	0.00%
Gravel Resurfacing Subtotal		26,203	33,600	33,900	34,100	34,400	34,600	7,397	300	200	300	200	28.23%	0.89%	0.59%	0.88%	0.58%
Culverts & Installations																	
320-2750-32000	Construction Materials	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2750-32400	Culvert Purchases	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2750-36200	Sand & Gravel	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 104				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Roads Maintenance																	
Culverts & Installations																	
320-2750-41000	Contracts	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2750-80250	Chargeback: Payroll	14,628	16,900	17,500	17,900	18,500	18,800	2,272	600	400	600	300	15.53%	3.55%	2.29%	3.35%	1.62%
320-2750-80500	Chargeback: Equipment	3,758	6,500	6,500	6,500	6,500	6,500	2,742	0	0	0	0	72.96%	0.00%	0.00%	0.00%	0.00%
Culverts & Installations Subtotal		27,586	32,600	33,200	33,600	34,200	34,500	5,014	600	400	600	300	18.18%	1.84%	1.20%	1.79%	0.87%
Catch Basins																	
320-2800-32000	Construction Materials	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2800-41000	Contracts	12,000	15,000	16,000	17,000	18,000	19,000	3,000	1,000	1,000	1,000	1,000	25.00%	6.67%	6.25%	5.88%	5.56%
320-2800-80250	Chargeback: Payroll	13,515	14,700	15,200	15,600	16,100	16,400	1,185	500	400	500	300	8.77%	3.40%	2.63%	3.21%	1.86%
320-2800-80500	Chargeback: Equipment	2,559	2,600	2,600	2,600	2,600	2,600	41	0	0	0	0	1.60%	0.00%	0.00%	0.00%	0.00%
Catch Basins Subtotal		30,074	34,300	35,800	37,200	38,700	40,000	4,226	1,500	1,400	1,500	1,300	14.05%	4.37%	3.91%	4.03%	3.25%
Debris & Litter Pickup																	
320-2850-32000	Construction Materials	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2850-41000	Contracts	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2850-80250	Chargeback: Payroll	12,070	11,200	11,600	11,800	12,200	12,400	(870)	400	200	400	200	-7.21%	3.57%	1.72%	3.39%	1.64%
320-2850-80500	Chargeback: Equipment	2,181	1,500	1,500	1,500	1,500	1,500	(681)	0	0	0	0	-31.22%	0.00%	0.00%	0.00%	0.00%
Debris & Litter Pickup Subtotal		18,451	16,900	17,300	17,500	17,900	18,100	(1,551)	400	200	400	200	-8.41%	2.37%	1.16%	2.29%	1.10%
Ditching																	
320-2900-32000	Construction Materials	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2900-32500	Culverts	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2900-36200	Sand & Gravel	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2900-41000	Contracts	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-2900-80250	Chargeback: Payroll	32,691	27,100	28,000	28,600	29,600	30,100	(5,591)	900	600	1,000	500	-17.10%	3.32%	2.14%	3.50%	1.69%
320-2900-80500	Chargeback: Equipment	15,435	11,800	11,800	11,800	11,800	11,800	(3,635)	0	0	0	0	-23.55%	0.00%	0.00%	0.00%	0.00%
Ditching Subtotal		58,626	49,400	50,300	50,900	51,900	52,400	(9,226)	900	600	1,000	500	-15.74%	1.82%	1.19%	1.96%	0.95%
Driveway Curb Cuts																	
320-3050-41000	Contracts	4,800	4,800	4,800	4,800	4,800	6,000	0	0	0	0	1,200	0.00%	0.00%	0.00%	0.00%	25.00%
Driveway Curb Cuts Subtotal		4,800	4,800	4,800	4,800	4,800	6,000	0	0	0	0	1,200	0.00%	0.00%	0.00%	0.00%	20.00%
Intersection Lighting																	
320-3100-37100	Utilities - Hydro	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3100-41000	Contracts	1,300	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3100-80250	Chargeback: Payroll	0	700	800	800	800	800	700	100	0	0	0	100.00%	14.29%	0.00%	0.00%	0.00%

													Budget Summary 2017 105				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Roads Maintenance																	
Intersection Lighting																	
Intersection Lighting Subtotal													51,300	52,000	52,100	52,100	52,100
													700	100	0	0	0
													1.36%	0.19%	0.00%	0.00%	0.00%
Safety Devices, Signs, Etc.																	
320-3150-32000	Construction Materials	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3150-37100	Utilities - Hydro	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3150-41000	Contracts	65,000	78,000	78,000	78,000	78,000	78,000	13,000	0	0	0	0	20.00%	0.00%	0.00%	0.00%	0.00%
320-3150-80250	Chargeback: Payroll	74,886	79,200	81,900	83,800	86,700	88,300	4,314	2,700	1,900	2,900	1,600	5.76%	3.41%	2.32%	3.46%	1.85%
320-3150-80500	Chargeback: Equipment	5,580	7,600	7,600	7,600	7,600	7,600	2,020	0	0	0	0	36.20%	0.00%	0.00%	0.00%	0.00%
Safety Devices, Signs, Etc. Subtotal													166,966	186,300	189,000	190,900	193,800
													19,334	2,700	1,900	2,900	1,600
													11.58%	1.45%	1.01%	1.52%	0.82%
Sidewalk Repairs & Maintenance																	
320-3200-05200	Services Rendered	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3200-32000	Construction Materials	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3200-41000	Contracts	60,000	70,000	70,000	70,000	70,000	70,000	10,000	0	0	0	0	16.67%	0.00%	0.00%	0.00%	0.00%
320-3200-80250	Chargeback: Payroll	23,905	22,100	22,800	23,400	24,100	24,600	(1,805)	700	600	700	500	-7.55%	3.17%	2.63%	2.99%	2.07%
320-3200-80500	Chargeback: Equipment	2,908	3,200	3,200	3,200	3,200	3,200	292	0	0	0	0	10.04%	0.00%	0.00%	0.00%	0.00%
Sidewalk Repairs & Maintenance Subtotal													77,313	85,800	86,500	87,100	87,800
													8,487	700	600	700	500
													10.98%	0.82%	0.69%	0.80%	0.57%
Traffic Studies & Committees																	
320-3250-30100	Advertising Expense	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3250-35300	Office Supplies	0	250	250	250	250	250	250	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
320-3250-40900	Consultants	8,000	21,200	21,200	21,200	21,200	21,200	13,200	0	0	0	0	165.00%	0.00%	0.00%	0.00%	0.00%
320-3250-80250	Chargeback: Payroll	32,834	49,100	50,700	51,900	53,700	54,600	16,266	1,600	1,200	1,800	900	49.54%	3.26%	2.37%	3.47%	1.68%
320-3250-80500	Chargeback: Equipment	49	0	0	0	0	0	(49)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Traffic Studies & Committees Subtotal													41,383	71,050	72,650	73,850	75,650
													29,667	1,600	1,200	1,800	900
													71.69%	2.25%	1.65%	2.44%	1.18%
Tree Trimming & Removal																	
320-3300-32000	Construction Materials	25,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3300-41000	Contracts	75,000	38,000	38,000	38,000	38,000	38,000	(37,000)	0	0	0	0	-49.33%	0.00%	0.00%	0.00%	0.00%
320-3300-80250	Chargeback: Payroll	135,719	141,700	146,500	149,900	155,000	157,800	5,981	4,800	3,400	5,100	2,800	4.41%	3.39%	2.32%	3.40%	1.81%
320-3300-80500	Chargeback: Equipment	35,317	38,700	38,700	38,700	38,700	38,700	3,383	0	0	0	0	9.58%	0.00%	0.00%	0.00%	0.00%
Tree Trimming & Removal Subtotal													271,036	243,400	248,200	251,600	256,700
													(27,636)	4,800	3,400	5,100	2,800
													-10.20%	1.97%	1.37%	2.03%	1.08%
Sanding & Salting																	
320-3350-36200	Sand & Gravel	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3350-41000	Contracts	70,000	70,000	70,000	70,000	70,000	70,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3350-80250	Chargeback: Payroll	49,229	35,000	36,200	37,100	38,300	39,000	(14,229)	1,200	900	1,200	700	-28.90%	3.43%	2.49%	3.23%	1.83%

													Budget Summary 2017 106				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Roads Maintenance																	
Sanding & Salting																	
320-3350-80500	Chargeback: Equipment	26,074	19,200	19,200	19,200	19,200	19,200	(6,874)	0	0	0	0	-26.36%	0.00%	0.00%	0.00%	0.00%
Sanding & Salting Subtotal		146,303	125,200	126,400	127,300	128,500	129,200	(21,103)	1,200	900	1,200	700	-14.42%	0.96%	0.71%	0.94%	0.54%
Snow Fence/Culvert Thawing																	
320-3400-32000	Construction Materials	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3400-80250	Chargeback: Payroll	3,576	5,700	5,900	6,000	6,200	6,400	2,124	200	100	200	200	59.40%	3.51%	1.69%	3.33%	3.23%
320-3400-80500	Chargeback: Equipment	988	2,500	2,500	2,500	2,500	2,500	1,512	0	0	0	0	153.04%	0.00%	0.00%	0.00%	0.00%
Snow Fence/Culvert Thawing Subtotal		5,564	9,200	9,400	9,500	9,700	9,900	3,636	200	100	200	200	65.35%	2.17%	1.06%	2.11%	2.02%
Snow Plowing & Removal																	
320-3450-32000	Construction Materials	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-3450-80250	Chargeback: Payroll	128,224	136,000	140,600	143,900	148,700	151,500	7,776	4,600	3,300	4,800	2,800	6.06%	3.38%	2.35%	3.34%	1.88%
320-3450-80500	Chargeback: Equipment	58,763	67,300	67,300	67,300	67,300	67,300	8,537	0	0	0	0	14.53%	0.00%	0.00%	0.00%	0.00%
Snow Plowing & Removal Subtotal		188,987	205,300	209,900	213,200	218,000	220,800	16,313	4,600	3,300	4,800	2,800	8.63%	2.24%	1.57%	2.25%	1.27%
Sidewalks - Winter Maintenance																	
320-3500-80250	Chargeback: Payroll	16,019	11,100	11,400	11,700	12,100	12,300	(4,919)	300	300	400	200	-30.71%	2.70%	2.63%	3.42%	1.65%
320-3500-80500	Chargeback: Equipment	7,415	6,700	6,700	6,700	6,700	6,700	(715)	0	0	0	0	-9.64%	0.00%	0.00%	0.00%	0.00%
Sidewalks - Winter Maintenance Subtotal		23,434	17,800	18,100	18,400	18,800	19,000	(5,634)	300	300	400	200	-24.04%	1.69%	1.66%	2.17%	1.05%
Ash Tree Removal																	
320-4275-41000	Contracts	0	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Ash Tree Removal Subtotal		0	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Cleaning Storm Sewers																	
320-5150-32000	Construction Materials	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
320-5150-41000	Contracts	1,000	3,000	3,000	3,000	3,000	3,000	2,000	0	0	0	0	200.00%	0.00%	0.00%	0.00%	0.00%
320-5150-80250	Chargeback: Payroll	2,212	1,400	1,400	1,500	1,500	1,500	(812)	0	100	0	0	-36.71%	0.00%	7.14%	0.00%	0.00%
320-5150-80500	Chargeback: Equipment	155	500	500	500	500	500	345	0	0	0	0	222.58%	0.00%	0.00%	0.00%	0.00%
Cleaning Storm Sewers Subtotal		3,567	5,100	5,100	5,200	5,200	5,200	1,533	0	100	0	0	42.98%	0.00%	1.96%	0.00%	0.00%
Roads Maintenance Total		1,745,113	1,881,750	1,920,950	1,951,850	1,992,350	2,020,650	136,637	39,200	30,900	40,500	28,300	7.83%	2.08%	1.61%	2.07%	1.40%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Agriculture & Reforestation																	
Municipal Drains																	
325-5900-04605	Provincial Grant - OMAFRA	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
325-5900-05200	Services Rendered	(3,759)	(16,600)	(16,700)	(12,700)	(12,800)	(12,800)	(12,841)	(100)	4,000	(100)	0	341.61%	0.60%	-23.95%	0.79%	0.00%
325-5900-31800	Conference Expenses	0	9,000	9,000	5,000	5,000	5,000	9,000	0	(4,000)	0	0	100.00%	0.00%	-44.44%	0.00%	0.00%
325-5900-34900	Miscellaneous	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
325-5900-40900	Consultants	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
325-5900-41000	Contracts	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
325-5900-80250	Chargeback: Payroll	259	2,400	2,500	2,500	2,600	2,600	2,141	100	0	100	0	826.64%	4.17%	0.00%	4.00%	0.00%
325-5900-80500	Chargeback: Equipment	0	1,700	1,700	1,700	1,700	1,700	1,700	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Municipal Drains Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Agriculture & Reforestation Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Parking Operations																	
Vehicles & Equipment																	
330-1500-32550	Materials	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-1500-33300	Gasoline	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-1500-34900	Miscellaneous	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Vehicles & Equipment Subtotal		3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Enforcement																	
330-2000-04350	Parking Violations	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-04400	Permits	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-10000	Salaries & Wages	58,095	59,535	60,735	61,955	63,195	64,470	1,440	1,200	1,220	1,240	1,275	2.48%	2.02%	2.01%	2.00%	2.02%
330-2000-10001	Salaries & Wages - Part time	126,000	134,130	136,730	139,375	142,065	144,810	8,130	2,600	2,645	2,690	2,745	6.45%	1.94%	1.93%	1.93%	1.93%
330-2000-11001	Employee Benefits	18,615	19,105	19,490	19,880	20,215	20,465	490	385	390	335	250	2.63%	2.02%	2.00%	1.69%	1.24%
330-2000-11011	Employee Benefits - Part time	14,535	16,060	16,375	16,700	17,030	17,340	1,525	315	325	330	310	10.49%	1.96%	1.98%	1.98%	1.82%
330-2000-12300	Uniforms, Coveralls, etc.	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-12500	Course & Seminar Expenses	3,500	3,500	3,500	3,500	3,500	3,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-30100	Advertising Expense	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-30700	Books & Publications	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-31000	Capital Expenditures under \$5K	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-31800	Conference Expenses	1,200	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-34500	Maintenance Support Agreements	14,000	14,000	14,000	14,000	14,000	14,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-34800	Mileage & Expenses	1,200	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-34900	Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-35100	MTO Costs	6,000	15,000	15,000	15,000	15,000	15,000	9,000	0	0	0	0	150.00%	0.00%	0.00%	0.00%	0.00%
330-2000-35300	Office Supplies	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-35370	Parking Tickets	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-36400	Sign Expense, Line Painting	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-36900	Telephone	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 109				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parking Operations																	
Enforcement																	
330-2000-41200	Legal Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-63100	Fort George Kiosk	44,000	44,000	44,000	44,000	44,000	44,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2000-80500	Chargeback: Equipment	0	100	100	100	100	100	100	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
330-2000-91805	TSF from: Building Permit Surp	(65,171)	(80,372)	(80,906)	(83,578)	(85,201)	(86,812)	(15,201)	(534)	(2,672)	(1,623)	(1,611)	23.32%	0.66%	3.30%	1.94%	1.89%
Enforcement Subtotal		63,674	69,158	73,124	75,032	78,004	80,973	5,484	3,966	1,908	2,972	2,969	8.61%	5.73%	2.61%	3.96%	3.67%
Metered Parking Program																	
330-2050-02975	Credit Card Revenue	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03000	P & D: Davy St.	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03050	Meter: Gate St.	(5,000)	0	0	0	0	0	5,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03100	Meter: King St.	(6,000)	0	0	0	0	0	6,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03200	Meter: Regent St.	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03300	P & D: Wellington St.	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03600	P & D: Community Centre	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03650	P & D: Court House	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03700	P & D: Front St.	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03750	P & D: Gate St.	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03800	P & D: King St.	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03850	P & D: Market St.	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03900	Meter: Melville St.	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-03950	P & D: Picton St.	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04000	P & D: Queen St.	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04050	P & D: Queen St. Extension	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04100	P & D: Queens Royal Lot	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04150	P & D: Regent St.	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04200	P & D: Simcoe St.	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04250	P & D: St. Vincent Lot	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-04300	P & D: Victoria St.	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-30510	Credit Card Processing Fees	24,000	24,000	24,000	24,000	24,000	24,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-30520	Pay and Display Charges	22,000	22,000	22,000	22,000	22,000	22,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-31000	Capital Expenditures under \$5K	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-33500	Grounds Services	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-34300	Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-34500	Maintenance Support Agreements	1,000	7,000	7,000	7,000	7,000	7,000	6,000	0	0	0	0	600.00%	0.00%	0.00%	0.00%	0.00%
330-2050-34900	Miscellaneous	5,300	5,300	5,300	5,300	5,300	5,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 110				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Parking Operations																	
Metered Parking Program																	
330-2050-35350	Printing	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-36700	Supplies	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-40910	Coin Pick-up	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
330-2050-80350	Chargeback: Transit	214,692	0	0	0	0	0	(214,692)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
330-2050-80500	Chargeback: Equipment	0	2,700	2,700	2,700	2,700	2,700	2,700	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
330-2050-92965	TSF to: Parking Revenue	382,834	572,342	568,376	566,468	563,496	560,527	189,508	(3,966)	(1,908)	(2,972)	(2,969)	49.50%	-0.69%	-0.34%	-0.52%	-0.53%
Metered Parking Program Subtotal		(67,174)	(72,658)	(76,624)	(78,532)	(81,504)	(84,473)	(5,484)	(3,966)	(1,908)	(2,972)	(2,969)	8.16%	5.46%	2.49%	3.78%	3.51%
Parking Operations Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Public Transit																	
Program Administration																	
350-1400-00922	Provincial - Gas Tax	(125,200)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(4,800)	0	0	0	0	3.83%	0.00%	0.00%	0.00%	0.00%
350-1400-01550	Group Fares	(100,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(15,000)	0	0	0	0	15.00%	0.00%	0.00%	0.00%	0.00%
350-1400-01560	Bus Fare	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)	(49,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	2.27%	2.22%	2.17%	2.13%	2.08%
350-1400-30100	Advertising Expense	4,500	6,000	6,500	7,000	7,500	8,000	1,500	500	500	500	500	33.33%	8.33%	7.69%	7.14%	6.67%
350-1400-31000	Capital Expenditures under \$5K	6,500	6,500	6,500	6,500	6,500	6,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
350-1400-34700	Membership Expense	1,200	1,250	1,300	1,350	1,400	1,450	50	50	50	50	50	4.17%	4.00%	3.85%	3.70%	3.57%
350-1400-34900	Miscellaneous	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
350-1400-37706	Specialized Transit	5,000	5,000	6,000	7,000	8,000	9,000	0	1,000	1,000	1,000	1,000	0.00%	20.00%	16.67%	14.29%	12.50%
350-1400-40900	Consultants	2,500	3,000	3,000	3,000	3,500	3,500	500	0	0	500	0	20.00%	0.00%	0.00%	16.67%	0.00%
350-1400-41000	Contracts	476,500	596,711	614,612	633,050	652,042	671,603	120,211	17,901	18,438	18,992	19,561	25.23%	3.00%	3.00%	3.00%	3.00%
350-1400-41200	Legal Expenses	0	1,200	500	500	500	1,500	1,200	(700)	0	0	1,000	100.00%	-58.33%	0.00%	0.00%	200.00%
350-1400-80250	Chargeback: Payroll	42,800	51,700	53,400	54,700	56,500	57,500	8,900	1,700	1,300	1,800	1,000	20.79%	3.29%	2.43%	3.29%	1.77%
350-1400-80351	Recovery: Parking Program	(214,692)	0	0	0	0	0	214,692	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
350-1400-80360	Chargeback: Grounds Services	7,000	7,150	7,300	7,450	7,600	7,750	150	150	150	150	150	2.14%	2.10%	2.05%	2.01%	1.97%
350-1400-80500	Chargeback: Equipment	267	600	600	600	600	600	333	0	0	0	0	124.72%	0.00%	0.00%	0.00%	0.00%
350-1400-91965	TSF from: Parking Revenue	0	(325,448)	(343,736)	(362,834)	(383,460)	(404,328)	(325,448)	(18,288)	(19,098)	(20,626)	(20,868)	100.00%	5.62%	5.56%	5.68%	5.44%
Program Administration Subtotal		64,375	65,663	66,976	68,316	69,682	71,075	1,288	1,313	1,340	1,366	1,393	2.00%	2.00%	2.00%	2.00%	1.96%
Public Transit Total		64,375	65,663	66,976	68,316	69,682	71,075	1,288	1,313	1,340	1,366	1,393	2.00%	2.00%	2.00%	2.00%	1.96%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Community & Development																	
Program Administration																	
450-1400-01650	Combined OPA & Zoning By-Law	(25,000)	(32,500)	(32,500)	(32,500)	(32,500)	(32,500)	(7,500)	0	0	0	0	30.00%	0.00%	0.00%	0.00%	0.00%
450-1400-02700	Legal & Advertising Recovery	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	4,000	0	0	0	0	-80.00%	0.00%	0.00%	0.00%	0.00%
450-1400-05400	Site Plan Application Fees	(40,000)	(47,500)	(47,500)	(47,500)	(47,500)	(47,500)	(7,500)	0	0	0	0	18.75%	0.00%	0.00%	0.00%	0.00%
450-1400-05550	Subdivision Application Fees	(36,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(34,000)	0	0	0	0	94.44%	0.00%	0.00%	0.00%	0.00%
450-1400-06000	Zoning Application Fees	(30,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(20,000)	0	0	0	0	66.67%	0.00%	0.00%	0.00%	0.00%
450-1400-10000	Salaries & Wages	570,280	596,345	617,020	635,530	651,560	664,595	26,065	20,675	18,510	16,030	13,035	4.57%	3.47%	3.00%	2.52%	2.00%
450-1400-11001	Employee Benefits	171,955	178,400	183,560	188,310	192,150	194,540	6,445	5,160	4,750	3,840	2,390	3.75%	2.89%	2.59%	2.04%	1.24%
450-1400-12200	Honorarium	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-12400	Safety Footware	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-12500	Course & Seminar Expenses	6,000	8,000	8,000	8,000	8,000	8,000	2,000	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
450-1400-30100	Advertising Expense	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-30700	Books & Publications	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-31600	Computer Software	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-31800	Conference Expenses	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-34700	Membership Expense	4,200	5,000	5,000	5,000	5,000	5,000	800	0	0	0	0	19.05%	0.00%	0.00%	0.00%	0.00%
450-1400-34800	Mileage & Expenses	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-35200	Office Equipment & Furniture	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-35300	Office Supplies	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-40900	Consultants	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-41200	Legal Expenses	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-1400-91805	TSF from: Building Permit Surp	(317,780)	(263,649)	(273,368)	(282,648)	(289,085)	(294,367)	54,131	(9,719)	(9,280)	(6,437)	(5,282)	-17.03%	3.69%	3.39%	2.28%	1.83%
450-1400-91965	TSF from: Parking Revenue	(75,232)	(86,710)	(88,415)	(90,136)	(91,866)	(93,531)	(11,478)	(1,705)	(1,721)	(1,730)	(1,665)	15.26%	1.97%	1.95%	1.92%	1.81%
450-1400-92974	TSF to: Corporate Studies	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Program Administration Subtotal		314,923	327,886	342,297	354,556	366,259	374,737	12,963	14,411	12,259	11,703	8,478	4.12%	4.40%	3.58%	3.30%	2.26%

													Budget Summary 2017 113				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Community & Development																	
School Crossing Guards																	
450-2100-10001	Salaries & Wages - Part time	25,915	26,565	27,090	27,630	28,195	28,755	650	525	540	565	560	2.51%	1.98%	1.99%	2.04%	1.99%
450-2100-11011	Employee Benefits - Part time	2,960	3,070	3,135	3,200	3,270	3,335	110	65	65	70	65	3.72%	2.12%	2.07%	2.19%	1.99%
450-2100-34900	Miscellaneous	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
School Crossing Guards Subtotal		29,075	29,835	30,425	31,030	31,665	32,290	760	590	605	635	625	2.61%	1.98%	1.99%	2.05%	1.94%
Committees of Adjustment																	
450-4450-01000	Adjournment Fees	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-01700	Combined Variance/Consent Appli	(18,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	8,000	0	0	0	0	-44.44%	0.00%	0.00%	0.00%	0.00%
450-4450-01800	Consent Application Fees	(38,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(7,000)	0	0	0	0	18.42%	0.00%	0.00%	0.00%	0.00%
450-4450-03350	Minor Variance Application Fees	(30,740)	(37,755)	(39,390)	(41,065)	(42,680)	(44,270)	(7,015)	(1,635)	(1,675)	(1,615)	(1,590)	22.82%	4.33%	4.25%	3.93%	3.73%
450-4450-10000	Salaries & Wages	60,425	61,935	63,175	64,450	65,720	67,050	1,510	1,240	1,275	1,270	1,330	2.50%	2.00%	2.02%	1.97%	2.02%
450-4450-11001	Employee Benefits	19,065	19,570	19,965	20,365	20,710	20,970	505	395	400	345	260	2.65%	2.02%	2.00%	1.69%	1.26%
450-4450-12200	Honorarium	4,200	4,200	4,200	4,200	4,200	4,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-12500	Course & Seminar Expenses	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-30700	Books & Publications	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-31800	Conference Expenses	2,300	2,300	2,300	2,300	2,300	2,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-34700	Membership Expense	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-34800	Mileage & Expenses	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4450-41200	Legal Expenses	1,000	5,000	5,000	5,000	5,000	5,000	4,000	0	0	0	0	400.00%	0.00%	0.00%	0.00%	0.00%
Committees of Adjustment Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Municipal Heritage Committee																	
450-4500-01300	Application Fees	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-10000	Salaries & Wages	60,425	51,455	55,130	58,935	63,195	64,470	(8,970)	3,675	3,805	4,260	1,275	-14.84%	7.14%	6.90%	7.23%	2.02%
450-4500-11001	Employee Benefits	19,065	17,550	18,410	19,290	20,220	20,470	(1,515)	860	880	930	250	-7.95%	4.90%	4.78%	4.82%	1.24%
450-4500-12200	Honorarium	5,400	5,400	5,400	5,400	5,400	5,400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-12500	Course & Seminar Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-30100	Advertising Expense	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-30700	Books & Publications	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-31800	Conference Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-34700	Membership Expense	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-34800	Mileage & Expenses	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-34900	Miscellaneous	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-36700	Supplies	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-40900	Consultants	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 114				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Community & Development																	
Municipal Heritage Committee																	
450-4500-41200	Legal Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4500-91805	TSF from: Building Permit Surp	(19,872)	(34,499)	(36,768)	(39,109)	(41,703)	(42,464)	(14,627)	(2,269)	(2,341)	(2,594)	(761)	73.61%	6.58%	6.37%	6.63%	1.82%
Municipal Heritage Committee Subtotal		73,968	48,856	51,122	53,466	56,062	56,826	(25,112)	2,266	2,344	2,596	764	-33.95%	4.64%	4.59%	4.86%	1.34%
Heritage Incentive Program																	
450-4550-03450	Niagara Region Grant	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4550-63000	Grants Expense	70,000	70,000	70,000	70,000	70,000	70,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4550-91965	TSF from: Parking Revenue	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Heritage Incentive Program Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
By-Law Enforcement																	
450-4650-03400	Miscellaneous Revenue	(500)	(500)	(500)	(500)	(500)	(500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-05350	Sign Permit Fees	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-10000	Salaries & Wages	47,870	54,035	57,790	61,955	63,190	64,465	6,165	3,755	4,165	1,235	1,275	12.88%	6.95%	7.21%	1.99%	2.02%
450-4650-11001	Employee Benefits	16,605	18,045	18,915	19,875	20,215	20,465	1,440	870	960	340	250	8.67%	4.82%	5.08%	1.71%	1.24%
450-4650-12200	Honorarium	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-12400	Safety Footware	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-12500	Course & Seminar Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-30100	Advertising Expense	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-31600	Computer Software	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-31800	Conference Expenses	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-34700	Membership Expense	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-34800	Mileage & Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-34900	Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-35300	Office Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-41000	Contracts	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-41200	Legal Expenses	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4650-91805	TSF from: Building Permit Surp	(19,341)	(36,040)	(40,110)	(40,914)	(41,703)	(42,464)	(16,699)	(4,070)	(804)	(789)	(761)	86.34%	11.29%	2.00%	1.93%	1.82%
450-4650-91965	TSF from: Parking Revenue	(45,129)	(36,040)	(40,110)	(40,914)	(41,703)	(42,464)	9,089	(4,070)	(804)	(789)	(761)	-20.14%	11.29%	2.00%	1.93%	1.82%
By-Law Enforcement Subtotal		18,405	18,400	14,885	18,402	18,399	18,402	(5)	(3,515)	3,517	(3)	3	-0.03%	-19.10%	23.63%	-0.02%	0.02%
By-Law Enforcement Vehicles																	
450-4651-32550	Materials	1,100	1,100	1,100	1,100	1,100	1,100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4651-33300	Gasoline	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4651-34100	Licenses	80	80	80	80	80	80	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4651-34900	Miscellaneous	1,550	1,550	1,550	1,550	1,550	1,550	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 115				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Community & Development																	
By-Law Enforcement Vehicles																	
450-4651-92945	TSF to: By-Law Vehicle & Equipm	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
By-Law Enforcement Vehicles Subtotal		10,730	10,730	10,730	10,730	10,730	10,730	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Protective Control - Animal & P																	
450-4700-01850	Dog Licenses	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-03500	Non-Resident Hunting Licenses	(200)	(200)	(200)	(200)	(200)	(200)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-05150	Resident Hunting Licenses	(50)	(50)	(50)	(50)	(50)	(50)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-11001	Employee Benefits	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-34200	Livestock Claims	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-41000	Contracts	35,525	44,800	45,600	46,400	47,200	48,000	9,275	800	800	800	800	26.11%	1.79%	1.75%	1.72%	1.69%
450-4700-41200	Legal Expenses	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4700-61000	Humane Society Fees	16,500	16,500	16,500	16,500	16,500	16,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Protective Control - Animal & P Subtotal		46,775	56,050	56,850	57,650	58,450	59,250	9,275	800	800	800	800	19.83%	1.43%	1.41%	1.39%	1.35%
Protective Control - Grass & We																	
450-4750-01050	Administration Revenue	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4750-05200	Services Rendered	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4750-41000	Contracts	4,500	4,500	4,500	4,500	4,500	4,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Protective Control - Grass & We Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Tourism Signage																	
450-4760-05200	Services Rendered	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
450-4760-41000	Contracts	14,000	14,000	14,000	14,000	14,000	14,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Tourism Signage Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Community & Development Total		493,876	491,757	506,309	525,834	541,565	552,235	(2,119)	14,552	19,525	15,731	10,670	-0.43%	2.96%	3.86%	2.99%	1.93%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Building Services																	
Program Administration																	
460-1400-01450	Building Permits	(600,000)	(622,335)	(643,625)	(665,985)	(681,385)	(693,005)	(22,335)	(21,290)	(22,360)	(15,400)	(11,620)	3.72%	3.42%	3.47%	2.31%	1.71%
460-1400-02550	Inspection Certificates	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-10000	Salaries & Wages	394,030	404,295	420,640	437,930	449,615	458,550	10,265	16,345	17,290	11,685	8,935	2.61%	4.04%	4.11%	2.67%	1.99%
460-1400-10001	Salaries & Wages - Part time	0	39,155	39,920	40,700	41,490	42,300	39,155	765	780	790	810	100.00%	1.95%	1.95%	1.94%	1.95%
460-1400-11001	Employee Benefits	119,940	123,185	127,265	131,485	134,310	135,985	3,245	4,080	4,220	2,825	1,675	2.71%	3.31%	3.32%	2.15%	1.25%
460-1400-11011	Employee Benefits - Part time	0	5,000	5,100	5,170	5,270	5,470	5,000	100	70	100	200	100.00%	2.00%	1.37%	1.93%	3.80%
460-1400-12400	Safety Footware	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-12500	Course & Seminar Expenses	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-30100	Advertising Expense	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-30700	Books & Publications	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-31500	Computer Hardware	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-31600	Computer Software	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-31800	Conference Expenses	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-34700	Membership Expense	2,100	2,100	2,100	2,100	2,100	2,100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-34800	Mileage & Expenses	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-35200	Office Equipment & Furniture	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-35300	Office Supplies	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-40900	Consultants	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-41200	Legal Expenses	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1400-92805	TSF to: Building Permit	38,330	0	0	0	0	0	(38,330)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Program Administration Subtotal		(13,300)	(16,300)	(16,300)	(16,300)	(16,300)	(16,300)	(3,000)	0	0	0	0	22.56%	0.00%	0.00%	0.00%	0.00%
Vehicles & Equipment																	
460-1500-33300	Gasoline	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1500-34900	Miscellaneous	4,300	4,300	4,300	4,300	4,300	4,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
460-1500-35000	Motor Vehicle Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Building Services																	
Vehicles & Equipment																	
460-1500-92943	TSF to: Building Vehicle & Equi	6,000	9,000	9,000	9,000	9,000	9,000	3,000	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
Vehicles & Equipment Subtotal		13,300	16,300	16,300	16,300	16,300	16,300	3,000	0	0	0	0	22.56%	0.00%	0.00%	0.00%	0.00%
Building Services Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Parks Recreation & Facilities																	
Program Administration																	
650-1400-10000	Salaries & Wages	1,020,615	1,110,995	1,159,605	1,203,425	1,242,985	1,267,830	90,380	48,610	43,820	39,560	24,845	8.86%	4.38%	3.78%	3.29%	2.00%
650-1400-10001	Salaries & Wages - Part time	683,655	785,390	801,630	817,445	833,540	850,145	101,735	16,240	15,815	16,095	16,605	14.88%	2.07%	1.97%	1.97%	1.99%
650-1400-11001	Employee Benefits	315,295	343,335	355,390	366,515	375,870	378,670	28,040	12,055	11,125	9,355	2,800	8.89%	3.51%	3.13%	2.55%	0.74%
650-1400-11011	Employee Benefits - Part time	83,000	94,915	100,882	103,525	105,490	107,515	11,915	5,967	2,643	1,965	2,025	14.36%	6.29%	2.62%	1.90%	1.92%
650-1400-80251	Recovery: Payroll	(1,919,317)	(2,368,002)	(2,451,946)	(2,526,481)	(2,594,632)	(2,641,536)	(448,685)	(83,944)	(74,535)	(68,151)	(46,904)	23.38%	3.54%	3.04%	2.70%	1.81%
650-1400-80260	Chargeback: Allocated Salaries	0	33,367	34,439	35,571	36,747	37,376	33,367	1,072	1,132	1,176	629	100.00%	3.21%	3.29%	3.31%	1.71%
Program Administration Subtotal		183,248	0	0	0	0	0	(183,248)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Property Administration																	
650-1450-05050	Rental Revenue	(14,650)	(14,650)	(14,650)	(14,650)	(14,650)	(14,650)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-30800	Building Maintenance	3,100	3,100	3,500	3,500	3,500	4,000	0	400	0	0	500	0.00%	12.90%	0.00%	0.00%	14.29%
650-1450-33600	Grounds Supplies	1,050	1,050	1,050	1,050	1,050	1,050	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-33900	Insurance Expense	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-37100	Utilities - Hydro	1,000	1,000	1,020	1,040	1,061	1,082	0	20	20	21	21	0.00%	2.00%	1.96%	2.02%	1.98%
650-1450-37300	Utilities - Water & Wastewater	600	1,200	1,224	1,248	1,273	1,298	600	24	24	25	25	100.00%	2.00%	1.96%	2.00%	1.96%
650-1450-37400	Vehicle & Equipment Maintenance	150	150	150	150	150	150	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-41000	Contracts	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1450-80250	Chargeback: Payroll	5,258	1,800	1,800	1,900	1,900	2,000	(3,458)	0	100	0	100	-65.77%	0.00%	5.56%	0.00%	5.26%
650-1450-80361	Recovery: Grounds Services	(42,000)	(42,150)	(42,300)	(42,450)	(42,600)	(42,750)	(150)	(150)	(150)	(150)	(150)	0.36%	0.36%	0.35%	0.35%	0.35%
650-1450-80500	Chargeback: Equipment	100	40	40	40	40	40	(60)	0	0	0	0	-60.00%	0.00%	0.00%	0.00%	0.00%
Property Administration Subtotal		(41,292)	(44,360)	(44,066)	(44,072)	(44,176)	(43,680)	(3,068)	294	(6)	(104)	496	7.43%	-0.66%	0.01%	0.24%	-1.14%
Vehicles & Equipment																	
650-1500-32550	Materials	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1500-32600	Diesel Fuel	7,500	7,500	7,500	7,500	7,500	7,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1500-33300	Gasoline	17,500	17,500	17,500	17,500	17,500	17,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 119				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Vehicles & Equipment																	
650-1500-34900	Miscellaneous	58,000	58,000	58,000	58,000	58,000	58,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-1500-80250	Chargeback: Payroll	20,000	22,300	23,100	23,800	24,500	24,900	2,300	800	700	700	400	11.50%	3.59%	3.03%	2.94%	1.63%
650-1500-80501	Recovery: Equipment	(220,500)	(225,110)	(228,266)	(231,370)	(234,521)	(237,421)	(4,610)	(3,156)	(3,104)	(3,151)	(2,900)	2.09%	1.40%	1.36%	1.36%	1.24%
650-1500-92910	TSF to: Fleet Replacement	115,500	117,810	120,166	122,570	125,021	127,521	2,310	2,356	2,404	2,451	2,500	2.00%	2.00%	2.00%	2.00%	2.00%
Vehicles & Equipment Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Snow Plowing & Removal																	
650-3450-33600	Grounds Supplies	8,900	8,900	8,900	8,900	8,900	8,900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3450-80151	Recovery: Snow Removal	(38,840)	(41,400)	(42,440)	(43,380)	(44,330)	(44,970)	(2,560)	(1,040)	(940)	(950)	(640)	6.59%	2.51%	2.21%	2.19%	1.44%
650-3450-80250	Chargeback: Payroll	27,340	29,300	30,300	31,200	32,100	32,700	1,960	1,000	900	900	600	7.17%	3.41%	2.97%	2.88%	1.87%
650-3450-80500	Chargeback: Equipment	2,600	3,200	3,240	3,280	3,330	3,370	600	40	40	50	40	23.08%	1.25%	1.23%	1.52%	1.20%
Snow Plowing & Removal Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
Municipal Offices																	
650-3550-30800	Building Maintenance	19,000	19,000	19,000	19,000	19,000	19,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3550-33600	Grounds Supplies	2,680	4,000	4,000	4,250	4,250	4,500	1,320	0	250	0	250	49.25%	0.00%	6.25%	0.00%	5.88%
650-3550-33900	Insurance Expense	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3550-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3550-36700	Supplies	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3550-37100	Utilities - Hydro	23,920	24,330	24,816	25,312	25,819	26,335	410	486	496	507	516	1.71%	2.00%	2.00%	2.00%	2.00%
650-3550-37200	Utilities - Natural Gas	6,900	6,900	7,038	7,178	7,322	7,468	0	138	140	144	146	0.00%	2.00%	1.99%	2.01%	1.99%
650-3550-37300	Utilities - Water & Wastewater	2,000	3,000	3,060	3,121	3,183	3,247	1,000	60	61	62	64	50.00%	2.00%	1.99%	1.99%	2.01%
650-3550-41000	Contracts	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3550-80150	Chargeback: Snow Removal	3,937	4,200	4,300	4,400	4,490	4,560	263	100	100	90	70	6.68%	2.38%	2.33%	2.05%	1.56%
650-3550-80250	Chargeback: Payroll	35,269	36,100	37,400	38,500	39,600	40,300	831	1,300	1,100	1,100	700	2.36%	3.60%	2.94%	2.86%	1.77%
650-3550-80500	Chargeback: Equipment	1,700	360	370	370	380	380	(1,340)	10	0	10	0	-78.82%	2.78%	0.00%	2.70%	0.00%
Municipal Offices Subtotal		107,506	109,990	112,084	114,231	116,144	117,890	2,484	2,094	2,147	1,913	1,746	2.31%	1.90%	1.92%	1.67%	1.48%
Washrooms Maintenance																	
650-3600-03400	Miscellaneous Revenue	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-30800	Building Maintenance	5,000	7,000	7,000	7,000	7,000	7,000	2,000	0	0	0	0	40.00%	0.00%	0.00%	0.00%	0.00%
650-3600-33600	Grounds Supplies	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-33900	Insurance Expense	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-36500	Small Tools & Equipment	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-36700	Supplies	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-37100	Utilities - Hydro	10,000	10,000	10,200	10,404	10,612	10,824	0	200	204	208	212	0.00%	2.00%	2.00%	2.00%	2.00%

													Budget Summary 2017 120				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Washrooms Maintenance																	
650-3600-37200	Utilities - Natural Gas	2,000	2,000	2,040	2,080	2,122	2,164	0	40	40	42	42	0.00%	2.00%	1.96%	2.02%	1.98%
650-3600-37300	Utilities - Water & Wastewater	15,000	15,000	15,300	15,606	15,918	16,236	0	300	306	312	318	0.00%	2.00%	2.00%	2.00%	2.00%
650-3600-37500	Waste Disposal Fees	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3600-80250	Chargeback: Payroll	119,325	157,600	163,200	168,100	172,700	175,800	38,275	5,600	4,900	4,600	3,100	32.08%	3.55%	3.00%	2.74%	1.80%
650-3600-80500	Chargeback: Equipment	19,000	17,650	17,900	18,140	18,390	18,620	(1,350)	250	240	250	230	-7.11%	1.42%	1.34%	1.38%	1.25%
650-3600-91965	TSF from: Parking Revenue	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(50,000)	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
Washrooms Maintenance Subtotal		43,625	32,550	38,940	44,630	50,042	53,944	(11,075)	6,390	5,690	5,412	3,902	-25.39%	19.63%	14.61%	12.13%	7.23%
Queen St. Maintenance																	
650-3650-01950	Donations Revenue	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3650-30800	Building Maintenance	1,050	1,050	1,060	1,071	1,081	1,092	0	10	11	10	11	0.00%	0.95%	1.04%	0.93%	1.02%
650-3650-31000	Capital Expenditures under \$5K	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3650-33600	Grounds Supplies	23,000	28,000	28,560	29,131	29,713	30,308	5,000	560	571	582	595	21.74%	2.00%	2.00%	2.00%	2.00%
650-3650-36700	Supplies	4,600	4,600	4,692	4,785	4,881	4,979	0	92	93	96	98	0.00%	2.00%	1.98%	2.01%	2.01%
650-3650-37300	Utilities - Water & Wastewater	5,400	5,400	5,508	5,618	5,730	5,845	0	108	110	112	115	0.00%	2.00%	2.00%	1.99%	2.01%
650-3650-37500	Waste Disposal Fees	4,200	5,000	5,000	5,000	5,000	5,000	800	0	0	0	0	19.05%	0.00%	0.00%	0.00%	0.00%
650-3650-41000	Contracts	7,000	10,000	10,200	10,404	10,612	10,824	3,000	200	204	208	212	42.86%	2.00%	2.00%	2.00%	2.00%
650-3650-80250	Chargeback: Payroll	116,762	112,800	116,800	120,400	123,600	125,800	(3,962)	4,000	3,600	3,200	2,200	-3.39%	3.55%	3.08%	2.66%	1.78%
650-3650-80500	Chargeback: Equipment	28,000	19,290	19,560	19,830	20,100	20,350	(8,710)	270	270	270	250	-31.11%	1.40%	1.38%	1.36%	1.24%
Queen St. Maintenance Subtotal		173,012	169,140	174,380	179,239	183,717	187,198	(3,872)	5,240	4,859	4,478	3,481	-2.24%	3.10%	2.79%	2.50%	1.86%
Communities in Bloom																	
650-3675-33350	Committee Support	5,000	5,000	5,000	0	0	0	0	0	(5,000)	0	0	0.00%	0.00%	-100.00%	0.00%	0.00%
Communities in Bloom Subtotal		5,000	5,000	5,000	0	0	0	0	0	(5,000)	0	0	0.00%	0.00%	-100.00%	0.00%	0.00%
Collingwood Property Pumphouse																	
650-3700-05050	Rental Revenue	(100)	(100)	(100)	(100)	(100)	(100)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3700-30800	Building Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3700-33600	Grounds Supplies	325	325	325	325	325	325	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3700-33900	Insurance Expense	1,800	1,800	1,800	1,800	1,800	1,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3700-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3700-80150	Chargeback: Snow Removal	3,937	4,200	4,300	4,400	4,490	4,560	263	100	100	90	70	6.68%	2.38%	2.33%	2.05%	1.56%
650-3700-80250	Chargeback: Payroll	3,217	1,900	1,900	2,000	2,100	2,100	(1,317)	0	100	100	0	-40.94%	0.00%	5.26%	5.00%	0.00%
650-3700-80500	Chargeback: Equipment	400	120	120	120	120	120	(280)	0	0	0	0	-70.00%	0.00%	0.00%	0.00%	0.00%
Collingwood Property Pumphouse Subtotal		14,679	13,345	13,445	13,645	13,835	13,905	(1,334)	100	200	190	70	-9.09%	0.75%	1.49%	1.39%	0.50%

													Budget Summary 2017 121				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Parks Recreation & Facilities																	
Library Facility Maintenance																	
650-3750-30800	Building Maintenance	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-33600	Grounds Supplies	1,100	1,100	1,100	1,100	1,100	1,100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-33900	Insurance Expense	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-36700	Supplies	3,600	3,600	3,600	3,600	3,600	3,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-37100	Utilities - Hydro	13,000	13,000	13,260	13,525	13,795	14,071	0	260	265	270	276	0.00%	2.00%	2.00%	2.00%	2.00%
650-3750-37200	Utilities - Natural Gas	3,000	3,000	3,060	3,121	3,183	3,247	0	60	61	62	64	0.00%	2.00%	1.99%	1.99%	2.01%
650-3750-37300	Utilities - Water & Wastewater	1,000	1,000	1,020	1,040	1,061	1,082	0	20	20	21	21	0.00%	2.00%	1.96%	2.02%	1.98%
650-3750-37500	Waste Disposal Fees	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-41000	Contracts	850	850	850	850	850	850	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-80101	Recovery: Rental	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3750-80150	Chargeback: Snow Removal	5,746	6,120	6,280	6,420	6,560	6,650	374	160	140	140	90	6.51%	2.61%	2.23%	2.18%	1.37%
650-3750-80250	Chargeback: Payroll	45,262	51,900	53,700	55,400	56,800	57,900	6,638	1,800	1,700	1,400	1,100	14.67%	3.47%	3.17%	2.53%	1.94%
650-3750-80500	Chargeback: Equipment	4,600	5,640	5,720	5,800	5,880	5,950	1,040	80	80	80	70	22.61%	1.42%	1.40%	1.38%	1.19%
Library Facility Maintenance Subtotal		30,858	38,910	41,290	43,556	45,529	47,150	8,052	2,380	2,266	1,973	1,621	26.09%	6.12%	5.49%	4.53%	3.44%
1875 Niagara Stone Road (NDSS)																	
650-3775-30800	Building Maintenance	10,000	0	0	0	0	0	(10,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
650-3775-37100	Utilities - Hydro	10,000	0	0	0	0	0	(10,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
650-3775-37200	Utilities - Natural Gas	15,000	0	0	0	0	0	(15,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
650-3775-37300	Utilities - Water & Wastewater	1,000	0	0	0	0	0	(1,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
1875 Niagara Stone Road (NDSS) Subtotal		36,000	0	0	0	0	0	(36,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Court House																	
650-3800-04800	Rent - Chamber of Commerce	(32,500)	(32,500)	(32,500)	(32,500)	(32,500)	(32,500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-04850	Rent - Other	(8,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(6,000)	0	0	0	0	75.00%	0.00%	0.00%	0.00%	0.00%
650-3800-04900	Rent - Parks Canada	(49,000)	(42,054)	(42,054)	0	0	0	6,946	0	42,054	0	0	-14.18%	0.00%	-100.00%	0.00%	0.00%
650-3800-04950	Rent - Shaw Festival	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-30800	Building Maintenance	28,000	28,000	28,560	29,131	29,713	30,308	0	560	571	582	595	0.00%	2.00%	2.00%	2.00%	2.00%
650-3800-33600	Grounds Supplies	530	530	540	551	562	573	0	10	11	11	11	0.00%	1.89%	2.04%	2.00%	1.96%
650-3800-33900	Insurance Expense	23,000	23,000	23,000	23,000	23,000	23,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-34100	Licenses	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-34800	Mileage & Expenses	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-34900	Miscellaneous	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-36500	Small Tools & Equipment	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 122				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Court House																	
650-3800-36700	Supplies	5,350	5,350	5,403	5,511	5,621	5,734	0	53	108	110	113	0.00%	0.99%	2.00%	2.00%	2.01%
650-3800-36900	Telephone	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-37100	Utilities - Hydro	35,000	35,000	35,700	36,414	37,142	37,885	0	700	714	728	743	0.00%	2.00%	2.00%	2.00%	2.00%
650-3800-37200	Utilities - Natural Gas	10,700	10,700	10,914	11,132	11,354	11,582	0	214	218	222	228	0.00%	2.00%	2.00%	1.99%	2.01%
650-3800-37300	Utilities - Water & Wastewater	2,000	2,000	2,040	2,080	2,122	2,164	0	40	40	42	42	0.00%	2.00%	1.96%	2.02%	1.98%
650-3800-41000	Contracts	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3800-80150	Chargeback: Snow Removal	7,768	8,280	8,490	8,680	8,870	8,990	512	210	190	190	120	6.59%	2.54%	2.24%	2.19%	1.35%
650-3800-80250	Chargeback: Payroll	68,987	30,400	31,500	32,400	33,300	33,900	(38,587)	1,100	900	900	600	-55.93%	3.62%	2.86%	2.78%	1.80%
650-3800-80500	Chargeback: Equipment	13,500	2,130	2,160	2,190	2,220	2,250	(11,370)	30	30	30	30	-84.22%	1.41%	1.39%	1.37%	1.35%
Court House Subtotal		64,135	15,636	18,553	63,389	66,204	68,686	(48,499)	2,917	44,836	2,815	2,482	-75.62%	18.66%	241.66%	4.44%	3.61%
Community Centre - Anderson																	
650-3850-01950	Donations Revenue	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-02250	General Agreements	(20,100)	(20,100)	(20,100)	(20,100)	(20,100)	(20,100)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-02900	Membership Revenue	(55,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(10,000)	0	0	0	0	18.18%	0.00%	0.00%	0.00%	0.00%
650-3850-03400	Miscellaneous Revenue	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-04850	Rent - Other	(50,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(5,000)	0	0	0	0	10.00%	0.00%	0.00%	0.00%	0.00%
650-3850-05057	March Break Revenue	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	2,500	0	0	0	0	5,000	0.00%	0.00%	0.00%	0.00%	-200.00%
650-3850-05059	Summer Camp Revenue	(41,500)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	6,500	0	0	0	0	-15.66%	0.00%	0.00%	0.00%	0.00%
650-3850-05060	Winter Camp Revenue	0	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-3850-30057	March Break Expenses	0	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-3850-30059	Summer Camp Expenses	0	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-3850-30060	Winter Camp	0	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-3850-30100	Advertising Expense	1,000	1,500	1,500	1,500	1,500	1,500	500	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
650-3850-30800	Building Maintenance	15,000	20,000	20,000	20,000	20,000	20,000	5,000	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
650-3850-33600	Grounds Supplies	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-33900	Insurance Expense	14,000	14,000	14,000	14,000	14,000	14,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-35300	Office Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-36500	Small Tools & Equipment	500	500	500	750	750	750	0	0	250	0	0	0.00%	0.00%	50.00%	0.00%	0.00%
650-3850-36700	Supplies	14,000	18,000	18,360	18,727	19,101	19,483	4,000	360	367	374	382	28.57%	2.00%	2.00%	2.00%	2.00%
650-3850-36900	Telephone	3,600	4,000	4,000	4,000	4,000	4,000	400	0	0	0	0	11.11%	0.00%	0.00%	0.00%	0.00%
650-3850-37100	Utilities - Hydro	38,000	48,000	48,960	49,939	50,938	51,956	10,000	960	979	999	1,018	26.32%	2.00%	2.00%	2.00%	2.00%
650-3850-37200	Utilities - Natural Gas	8,000	8,000	8,160	8,323	8,489	8,659	0	160	163	166	170	0.00%	2.00%	2.00%	1.99%	2.00%
650-3850-37300	Utilities - Water & Wastewater	5,000	5,000	5,100	5,202	5,306	5,412	0	100	102	104	106	0.00%	2.00%	2.00%	2.00%	2.00%

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		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Community Centre - Anderson																	
650-3850-37400	Vehicle & Equipment Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-37500	Waste Disposal Fees	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-41000	Contracts	13,000	13,000	13,000	13,000	13,000	13,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3850-80150	Chargeback: Snow Removal	9,683	10,320	10,580	10,800	11,060	11,210	637	260	220	260	150	6.58%	2.52%	2.08%	2.41%	1.36%
650-3850-80250	Chargeback: Payroll	157,093	226,900	234,900	242,100	248,600	253,100	69,807	8,000	7,200	6,500	4,500	44.44%	3.53%	3.07%	2.68%	1.81%
650-3850-80500	Chargeback: Equipment	700	1,200	1,210	1,230	1,250	1,260	500	10	20	20	10	71.43%	0.83%	1.65%	1.63%	0.80%
650-3850-91922	TSF from: Community Centre	(30,000)	(20,000)	0	0	0	0	10,000	20,000	0	0	0	-33.33%	-100.00%	0.00%	0.00%	0.00%
Community Centre - Anderson Subtotal		72,476	169,320	199,170	208,471	216,894	228,230	96,844	29,850	9,301	8,423	11,336	133.62%	17.63%	4.67%	4.04%	4.97%
Platoff Parking Lot																	
650-3900-80150	Chargeback: Snow Removal	3,831	4,080	4,190	4,280	4,370	4,440	249	110	90	90	70	6.50%	2.70%	2.15%	2.10%	1.60%
650-3900-80250	Chargeback: Payroll	985	100	100	100	100	100	(885)	0	0	0	0	-89.85%	0.00%	0.00%	0.00%	0.00%
650-3900-80500	Chargeback: Equipment	100	0	0	0	0	0	(100)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Platoff Parking Lot Subtotal		4,916	4,180	4,290	4,380	4,470	4,540	(736)	110	90	90	70	-14.97%	2.63%	2.10%	2.05%	1.54%
Library/Comm. Ctr. - Queenston																	
650-3950-04850	Rent - Other	(500)	(500)	(500)	(500)	(500)	(500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3950-30800	Building Maintenance	3,700	3,700	3,700	3,700	3,700	3,700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3950-33600	Grounds Supplies	200	200	400	500	500	500	0	200	100	0	0	0.00%	100.00%	25.00%	0.00%	0.00%
650-3950-33900	Insurance Expense	1,355	1,355	1,355	1,355	1,355	1,355	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3950-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3950-36900	Telephone	550	550	550	550	550	550	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-3950-37100	Utilities - Hydro	1,040	1,040	1,060	1,082	1,103	1,125	0	20	22	21	22	0.00%	1.92%	2.08%	1.94%	1.99%
650-3950-37200	Utilities - Natural Gas	3,400	3,400	3,468	3,537	3,608	3,680	0	68	69	71	72	0.00%	2.00%	1.99%	2.01%	2.00%
650-3950-37300	Utilities - Water & Wastewater	500	500	510	520	530	541	0	10	10	10	11	0.00%	2.00%	1.96%	1.92%	2.08%
650-3950-37400	Vehicle & Equipment Maintenance	100	100	100	100	100	0	0	0	0	0	(100)	0.00%	0.00%	0.00%	0.00%	-100.00%
650-3950-63000	Grants Expense	750	750	750	750	750	0	0	0	0	0	(750)	0.00%	0.00%	0.00%	0.00%	-100.00%
650-3950-80150	Chargeback: Snow Removal	3,938	4,200	4,300	4,400	4,490	4,560	262	100	100	90	70	6.65%	2.38%	2.33%	2.05%	1.56%
650-3950-80250	Chargeback: Payroll	3,774	3,200	3,300	3,400	3,500	3,500	(574)	100	100	100	0	-15.21%	3.13%	3.03%	2.94%	0.00%
650-3950-80500	Chargeback: Equipment	500	100	100	100	100	110	(400)	0	0	0	10	-80.00%	0.00%	0.00%	0.00%	10.00%
Library/Comm. Ctr. - Queenston Subtotal		19,607	18,895	19,393	19,794	20,086	19,421	(712)	498	401	292	(665)	-3.63%	2.64%	2.07%	1.48%	-3.42%
Niagara Pool																	
650-4000-01150	Advanced Swimming Lessons	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-03400	Miscellaneous Revenue	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-03550	Other Rentals	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 124				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Parks Recreation & Facilities																	
Niagara Pool																	
650-4000-04500	Private Lessons	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	2,000	0	0	0	0	-16.67%	0.00%	0.00%	0.00%	0.00%
650-4000-04750	Public Swimming	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-05600	Swimming Lessons	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-30100	Advertising Expense	150	150	150	150	150	150	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-30700	Books & Publications	50	100	100	100	100	1,000	50	0	0	0	900	100.00%	0.00%	0.00%	0.00%	900.00%
650-4000-30800	Building Maintenance	9,000	10,000	10,200	10,404	10,612	10,824	1,000	200	204	208	212	11.11%	2.00%	2.00%	2.00%	2.00%
650-4000-32900	Equipment Rental Expense	375	375	375	375	375	375	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-33600	Grounds Supplies	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-33900	Insurance Expense	1,800	1,800	1,800	1,800	1,800	1,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-34300	Maintenance	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-34700	Membership Expense	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-34900	Miscellaneous	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-35300	Office Supplies	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-35900	Purchases for Resale	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-36500	Small Tools & Equipment	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-36800	Swimming Lesson Supplies	1,200	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-36900	Telephone	400	400	400	400	400	400	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-37100	Utilities - Hydro	6,500	8,000	8,160	8,323	8,489	8,659	1,500	160	163	166	170	23.08%	2.00%	2.00%	1.99%	2.00%
650-4000-37200	Utilities - Natural Gas	2,500	4,500	4,590	4,681	4,775	4,870	2,000	90	91	94	95	80.00%	2.00%	1.98%	2.01%	1.99%
650-4000-37300	Utilities - Water & Wastewater	3,000	2,000	2,040	2,080	2,122	2,164	(1,000)	40	40	42	42	-33.33%	2.00%	1.96%	2.02%	1.98%
650-4000-37400	Vehicle & Equipment Maintenance	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4000-80250	Chargeback: Payroll	55,899	71,100	73,600	75,900	77,900	79,300	15,201	2,500	2,300	2,000	1,400	27.19%	3.52%	3.13%	2.64%	1.80%
650-4000-80500	Chargeback: Equipment	900	690	700	710	720	730	(210)	10	10	10	10	-23.33%	1.45%	1.43%	1.41%	1.39%
Niagara Pool Subtotal		47,724	68,265	71,265	74,073	76,593	79,422	20,541	3,000	2,808	2,520	2,829	43.04%	4.39%	3.94%	3.40%	3.56%
St. Davids Pool																	
650-4050-03550	Other Rentals	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-04750	Public Swimming	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-05600	Swimming Lessons	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-30100	Advertising Expense	100	150	150	150	150	150	50	0	0	0	0	50.00%	0.00%	0.00%	0.00%	0.00%
650-4050-30700	Books & Publications	50	50	50	50	50	50	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-30800	Building Maintenance	9,000	9,000	9,180	9,363	9,550	9,741	0	180	183	187	191	0.00%	2.00%	1.99%	2.00%	2.00%
650-4050-32900	Equipment Rental Expense	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-33600	Grounds Supplies	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 125				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Parks Recreation & Facilities																	
St. Davids Pool																	
650-4050-33900	Insurance Expense	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-34300	Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-34700	Membership Expense	225	225	225	225	225	225	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-35300	Office Supplies	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-36500	Small Tools & Equipment	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-36800	Swimming Lesson Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-36900	Telephone	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4050-37100	Utilities - Hydro	3,000	3,000	3,060	3,121	3,183	3,247	0	60	61	62	64	0.00%	2.00%	1.99%	1.99%	2.01%
650-4050-37200	Utilities - Natural Gas	3,600	3,600	3,672	3,745	3,820	3,896	0	72	73	75	76	0.00%	2.00%	1.99%	2.00%	1.99%
650-4050-37300	Utilities - Water & Wastewater	2,000	5,000	5,100	5,202	5,306	5,412	3,000	100	102	104	106	150.00%	2.00%	2.00%	2.00%	2.00%
650-4050-80250	Chargeback: Payroll	57,097	59,400	61,500	63,400	65,100	66,300	2,303	2,100	1,900	1,700	1,200	4.03%	3.54%	3.09%	2.68%	1.84%
650-4050-80500	Chargeback: Equipment	700	420	430	440	440	450	(280)	10	10	0	10	-40.00%	2.38%	2.33%	0.00%	2.27%
St. Davids Pool Subtotal		61,672	66,745	69,267	71,596	73,724	75,371	5,073	2,522	2,329	2,128	1,647	8.23%	3.78%	3.36%	2.97%	2.19%
Tennis Court																	
650-4100-02900	Membership Revenue	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4100-30800	Building Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4100-36700	Supplies	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4100-37100	Utilities - Hydro	0	750	750	750	750	750	750	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-4100-80250	Chargeback: Payroll	398	600	600	600	700	700	202	0	0	100	0	50.75%	0.00%	0.00%	16.67%	0.00%
650-4100-80500	Chargeback: Equipment	0	240	250	250	250	260	240	10	0	0	10	100.00%	4.17%	0.00%	0.00%	4.00%
Tennis Court Subtotal		(5,602)	(4,410)	(4,400)	(4,400)	(4,300)	(4,290)	1,192	10	0	100	10	-21.28%	-0.23%	0.00%	-2.27%	-0.23%
Virgil Arenas																	
650-4150-01200	Advertising Revenue	(15,000)	(17,000)	(17,000)	(17,500)	(17,500)	(18,000)	(2,000)	0	(500)	0	(500)	13.33%	0.00%	2.94%	0.00%	2.86%
650-4150-02100	Floor Rental	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-02150	Floor Rental Other	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-02450	Ice Rental Minor	(240,000)	(230,000)	(230,000)	(230,000)	(230,000)	(230,000)	10,000	0	0	0	0	-4.17%	0.00%	0.00%	0.00%	0.00%
650-4150-02500	Ice Rentals Other	(185,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	5,000	0	0	0	0	-2.70%	0.00%	0.00%	0.00%	0.00%
650-4150-03400	Miscellaneous Revenue	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-04700	Public Skating Revenue	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-12400	Safety Footware	1,000	1,750	1,750	1,750	1,750	1,750	750	0	0	0	0	75.00%	0.00%	0.00%	0.00%	0.00%
650-4150-12500	Course & Seminar Expenses	8,000	10,000	10,000	10,000	10,000	10,000	2,000	0	0	0	0	25.00%	0.00%	0.00%	0.00%	0.00%
650-4150-30100	Advertising Expense	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 126				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Virgil Arenas																	
650-4150-30800	Building Maintenance	60,000	65,000	65,650	66,306	66,969	67,639	5,000	650	656	663	670	8.33%	1.00%	1.00%	1.00%	1.00%
650-4150-33600	Grounds Supplies	530	530	530	530	530	530	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-33900	Insurance Expense	42,000	42,000	42,000	42,000	42,000	42,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-34100	Licenses	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-34300	Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-34700	Membership Expense	70	70	70	70	70	70	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-34800	Mileage & Expenses	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-35300	Office Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-36500	Small Tools & Equipment	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-36700	Supplies	11,900	11,900	11,900	11,900	11,900	11,900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-36900	Telephone	900	900	900	900	900	900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-37100	Utilities - Hydro	134,600	170,000	173,400	176,868	180,405	184,013	35,400	3,400	3,468	3,537	3,608	26.30%	2.00%	2.00%	2.00%	2.00%
650-4150-37200	Utilities - Natural Gas	25,000	29,000	29,580	30,171	30,775	31,390	4,000	580	591	604	615	16.00%	2.00%	2.00%	2.00%	2.00%
650-4150-37300	Utilities - Water & Wastewater	15,000	25,000	25,500	26,010	26,530	27,060	10,000	500	510	520	530	66.67%	2.00%	2.00%	2.00%	2.00%
650-4150-37400	Vehicle & Equipment Maintenance	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-37500	Waste Disposal Fees	1,030	2,000	2,000	2,000	2,000	2,000	970	0	0	0	0	94.17%	0.00%	0.00%	0.00%	0.00%
650-4150-40900	Consultants	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4150-41000	Contracts	2,625	5,000	5,000	5,000	5,000	5,000	2,375	0	0	0	0	90.48%	0.00%	0.00%	0.00%	0.00%
650-4150-80250	Chargeback: Payroll	463,076	621,802	644,046	663,381	681,332	693,536	158,726	22,244	19,335	17,951	12,204	34.28%	3.58%	3.00%	2.71%	1.79%
650-4150-80500	Chargeback: Equipment	41,300	43,610	44,230	44,830	45,440	46,000	2,310	620	600	610	560	5.59%	1.42%	1.36%	1.36%	1.23%
Virgil Arenas Subtotal		330,431	564,962	592,956	617,616	641,501	659,188	234,531	27,994	24,660	23,885	17,687	70.98%	4.96%	4.16%	3.87%	2.68%
Concessions																	
650-4200-02200	Food & Beverage Sales	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-05450	Skate Shapening	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-34900	Miscellaneous	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-35900	Purchases for Resale	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-37400	Vehicle & Equipment Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4200-80250	Chargeback: Payroll	35,852	33,300	34,500	35,600	36,500	37,200	(2,552)	1,200	1,100	900	700	-7.12%	3.60%	3.19%	2.53%	1.92%
Concessions Subtotal		2,452	(100)	1,100	2,200	3,100	3,800	(2,552)	1,200	1,100	900	700	-104.08%	-1200.00%	100.00%	40.91%	18.42%
Parks																	
650-4250-01200	Advertising Revenue	(500)	(500)	(500)	(500)	(500)	(500)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 127				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Parks Recreation & Facilities																	
Parks																	
650-4250-01950	Donations Revenue	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-03400	Miscellaneous Revenue	(100)	(100)	(100)	(100)	(100)	(100)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-03550	Other Rentals	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-05100	Rentals Minor Sports	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-12400	Safety Footware	750	1,000	1,000	1,000	1,000	1,000	250	0	0	0	0	33.33%	0.00%	0.00%	0.00%	0.00%
650-4250-12500	Course & Seminar Expenses	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-30100	Advertising Expense	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-30800	Building Maintenance	23,000	23,000	23,000	23,000	23,000	23,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-31000	Capital Expenditures under \$5K	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-31800	Conference Expenses	900	1,500	1,500	1,500	1,500	1,500	600	0	0	0	0	66.67%	0.00%	0.00%	0.00%	0.00%
650-4250-32900	Equipment Rental Expense	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-33600	Grounds Supplies	29,500	29,500	29,500	29,500	29,500	29,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-33900	Insurance Expense	4,500	4,500	4,500	4,500	4,500	4,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-34300	Maintenance	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-34800	Mileage & Expenses	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-34900	Miscellaneous	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-36500	Small Tools & Equipment	4,200	6,500	6,500	6,500	6,500	6,500	2,300	0	0	0	0	54.76%	0.00%	0.00%	0.00%	0.00%
650-4250-36700	Supplies	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-37100	Utilities - Hydro	6,800	6,800	6,936	7,074	7,216	7,360	0	136	138	142	144	0.00%	2.00%	1.99%	2.01%	2.00%
650-4250-37200	Utilities - Natural Gas	900	900	918	936	955	974	0	18	18	19	19	0.00%	2.00%	1.96%	2.03%	1.99%
650-4250-37300	Utilities - Water & Wastewater	40,000	40,000	40,800	41,616	42,448	43,297	0	800	816	832	849	0.00%	2.00%	2.00%	2.00%	2.00%
650-4250-37400	Vehicle & Equipment Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-37500	Waste Disposal Fees	4,000	5,000	5,000	5,000	5,000	5,000	1,000	0	0	0	0	25.00%	0.00%	0.00%	0.00%	0.00%
650-4250-41000	Contracts	7,500	7,500	7,500	7,500	7,500	7,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4250-80250	Chargeback: Payroll	398,377	599,700	620,900	639,800	657,100	669,000	201,323	21,200	18,900	17,300	11,900	50.54%	3.54%	3.04%	2.70%	1.81%
650-4250-80500	Chargeback: Equipment	61,900	86,090	87,286	88,480	89,681	90,781	24,190	1,196	1,194	1,201	1,100	39.08%	1.39%	1.37%	1.36%	1.23%
	Parks Subtotal	576,777	806,440	829,790	850,856	870,350	884,362	229,663	23,350	21,066	19,494	14,012	39.82%	2.90%	2.54%	2.29%	1.58%
Ash Tree Removal																	
650-4275-41000	Contracts	0	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
	Ash Tree Removal Subtotal	0	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Recreation																	
650-4300-04450	Photo Copy Revenue	(200)	(200)	(200)	(200)	(200)	(200)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-12400	Safety Footware	500	1,500	1,500	1,500	1,500	1,500	1,000	0	0	0	0	200.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 128				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Recreation																	
650-4300-12500	Course & Seminar Expenses	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-30100	Advertising Expense	4,200	4,200	4,200	4,200	4,200	4,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-30700	Books & Publications	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-31000	Capital Expenditures under \$5K	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-31800	Conference Expenses	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-33700	Health & Safety Programs	5,000	8,000	8,000	8,000	8,000	8,000	3,000	0	0	0	0	60.00%	0.00%	0.00%	0.00%	0.00%
650-4300-33900	Insurance Expense	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-34700	Membership Expense	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-34800	Mileage & Expenses	300	1,000	1,000	1,000	1,000	1,000	700	0	0	0	0	233.33%	0.00%	0.00%	0.00%	0.00%
650-4300-34900	Miscellaneous	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-35300	Office Supplies	5,700	5,700	5,700	5,700	5,700	5,700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-35400	Postage	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-35600	Program Development	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-36700	Supplies	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-36900	Telephone	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-37400	Vehicle & Equipment Maintenance	100	100	100	100	100	100	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4300-41000	Contracts	200	200	200	200	200	0	0	0	0	0	(200)	0.00%	0.00%	0.00%	0.00%	-100.00%
650-4300-80250	Chargeback: Payroll	142,432	126,600	131,100	135,100	138,700	141,200	(15,832)	4,500	4,000	3,600	2,500	-11.12%	3.55%	3.05%	2.66%	1.80%
650-4300-80500	Chargeback: Equipment	10,500	7,060	7,160	7,250	7,350	7,440	(3,440)	100	90	100	90	-32.76%	1.42%	1.26%	1.38%	1.22%
Recreation Subtotal		186,932	172,360	176,960	181,050	184,750	187,140	(14,572)	4,600	4,090	3,700	2,390	-7.80%	2.67%	2.31%	2.04%	1.28%
Cemetery																	
650-4350-01500	Burial Charges	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-01600	Columbarium Sales	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-01750	Concrete Liner Sales	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-01950	Donations Revenue	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-02600	Investment Income	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-02800	Lot Sales	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-02950	Memorials	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-03400	Miscellaneous Revenue	(100)	(100)	(100)	(100)	(100)	(100)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-05050	Rental Revenue	(800)	(800)	(800)	(800)	(800)	(800)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-05250	Setting Markers	(3,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(3,000)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
650-4350-05700	Tent Revenue	(600)	(600)	(600)	(600)	(600)	(600)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-12400	Safety Footware	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-12500	Course & Seminar Expenses	300	300	300	300	300	300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 129				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Parks Recreation & Facilities																	
Cemetery																	
650-4350-30100	Advertising Expense	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-30800	Building Maintenance	4,250	4,250	4,250	4,250	4,250	4,250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-31000	Capital Expenditures under \$5K	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-31700	Concrete Liners	10,000	10,000	10,000	10,000	10,000	10,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-31800	Conference Expenses	950	950	950	950	950	950	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-32900	Equipment Rental Expense	500	500	500	500	500	500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-33200	Foundations and Markers	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-33600	Grounds Supplies	6,300	6,300	6,300	6,300	6,300	6,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-33900	Insurance Expense	900	900	900	900	900	900	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-34300	Maintenance	1,300	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-34700	Membership Expense	250	250	250	250	250	250	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-34800	Mileage & Expenses	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-34900	Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-35000	Motor Vehicle Supplies	200	200	200	200	200	200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-35300	Office Supplies	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-35310	Ontario Licence Fee (Cemetery)	800	800	800	800	800	800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-36500	Small Tools & Equipment	1,500	2,500	1,500	1,500	1,500	1,500	1,000	(1,000)	0	0	0	66.67%	-40.00%	0.00%	0.00%	0.00%
650-4350-36700	Supplies	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-36900	Telephone	1,600	1,600	1,600	1,600	1,600	1,600	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-37000	Trustees	700	2,000	2,250	2,500	3,000	3,000	1,300	250	250	500	0	185.71%	12.50%	11.11%	20.00%	0.00%
650-4350-37100	Utilities - Hydro	1,725	1,725	1,725	1,725	1,725	1,725	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-37200	Utilities - Natural Gas	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-37300	Utilities - Water & Wastewater	3,300	3,300	3,300	3,300	3,300	3,300	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-37400	Vehicle & Equipment Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-37500	Waste Disposal Fees	700	700	700	700	700	700	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-41000	Contracts	500	6,000	6,000	6,000	6,000	6,000	5,500	0	0	0	0	1100.00%	0.00%	0.00%	0.00%	0.00%
650-4350-50100	Pre-Need Interest	1,800	1,800	1,800	1,800	1,800	1,800	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
650-4350-80250	Chargeback: Payroll	158,522	175,400	181,700	187,200	192,200	195,700	16,878	6,300	5,500	5,000	3,500	10.65%	3.59%	3.03%	2.67%	1.82%
650-4350-80500	Chargeback: Equipment	31,300	34,500	34,980	35,460	35,940	36,390	3,200	480	480	480	450	10.22%	1.39%	1.37%	1.35%	1.25%
Cemetery Subtotal		76,047	100,925	106,955	113,185	119,165	123,115	24,878	6,030	6,230	5,980	3,950	32.71%	5.97%	5.82%	5.28%	3.21%
Grave Openings & Closings																	
650-4400-80250	Chargeback: Payroll	4,392	5,800	6,000	6,200	6,300	6,500	1,408	200	200	100	200	32.06%	3.45%	3.33%	1.61%	3.17%
650-4400-80500	Chargeback: Equipment	2,700	2,770	2,810	2,850	2,890	2,920	70	40	40	40	30	2.59%	1.44%	1.42%	1.40%	1.04%

	Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Parks Recreation & Facilities																
Grave Openings & Closings																
Grave Openings & Closings Subtotal	7,092	8,570	8,810	9,050	9,190	9,420	1,478	240	240	140	230	20.84%	2.80%	2.72%	1.55%	2.44%
Parks Recreation & Facilities Total	1,997,295	2,366,363	2,485,182	2,612,489	2,696,818	2,764,812	369,068	118,819	127,307	84,329	67,994	18.48%	5.02%	5.12%	3.23%	2.46%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Water Distribution																	
Program Administration																	
710-1400-01050	Administration Revenue	0	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-05300	Shutt Off Fees	0	(430)	(430)	(430)	(430)	(430)	(430)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-05850	Water Revenue - Fixed Portion	(1,733,064)	(1,846,200)	(1,952,900)	(2,012,100)	(2,102,400)	(2,120,000)	(113,136)	(106,700)	(59,200)	(90,300)	(17,600)	6.53%	5.78%	3.03%	4.49%	0.84%
710-1400-05900	Water Revenue - Variable Portio	(2,445,115)	(3,168,494)	(3,329,495)	(3,429,977)	(3,584,015)	(3,615,000)	(723,379)	(161,001)	(100,482)	(154,038)	(30,985)	29.58%	5.08%	3.02%	4.49%	0.86%
710-1400-05905	Water on Construction	0	(105,850)	(105,850)	(105,850)	(105,850)	(105,850)	(105,850)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-05910	Recoveries	0	(5,140)	(5,140)	(5,140)	(5,140)	(5,140)	(5,140)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-05950	Water Sales	(55,000)	(68,030)	(68,030)	(68,030)	(68,030)	(68,030)	(13,030)	0	0	0	0	23.69%	0.00%	0.00%	0.00%	0.00%
710-1400-12100	Protective Clothing	750	1,230	1,230	1,230	1,230	1,230	480	0	0	0	0	64.00%	0.00%	0.00%	0.00%	0.00%
710-1400-12300	Uniforms, Coveralls, etc.	1,000	1,090	1,090	1,090	1,090	1,090	90	0	0	0	0	9.00%	0.00%	0.00%	0.00%	0.00%
710-1400-12400	Safety Footware	900	1,140	1,140	1,140	1,140	1,140	240	0	0	0	0	26.67%	0.00%	0.00%	0.00%	0.00%
710-1400-30100	Advertising Expense	1,000	1,660	1,660	1,660	1,660	1,660	660	0	0	0	0	66.00%	0.00%	0.00%	0.00%	0.00%
710-1400-30700	Books & Publications	100	130	130	130	130	130	30	0	0	0	0	30.00%	0.00%	0.00%	0.00%	0.00%
710-1400-30800	Building Maintenance	1,000	2,310	2,310	2,310	2,310	2,310	1,310	0	0	0	0	131.00%	0.00%	0.00%	0.00%	0.00%
710-1400-31100	Cleaning Materials	300	370	370	370	370	370	70	0	0	0	0	23.33%	0.00%	0.00%	0.00%	0.00%
710-1400-33500	Grounds Services	750	240	240	240	240	240	(510)	0	0	0	0	-68.00%	0.00%	0.00%	0.00%	0.00%
710-1400-33900	Insurance Expense	8,000	7,670	7,670	7,670	7,670	7,670	(330)	0	0	0	0	-4.13%	0.00%	0.00%	0.00%	0.00%
710-1400-34100	Licenses	4,000	2,430	2,430	2,430	2,430	2,430	(1,570)	0	0	0	0	-39.25%	0.00%	0.00%	0.00%	0.00%
710-1400-34700	Membership Expense	700	930	930	930	930	930	230	0	0	0	0	32.86%	0.00%	0.00%	0.00%	0.00%
710-1400-34800	Mileage & Expenses	200	120	120	120	120	120	(80)	0	0	0	0	-40.00%	0.00%	0.00%	0.00%	0.00%
710-1400-34900	Miscellaneous	0	13,940	13,940	13,940	13,940	13,940	13,940	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-35300	Office Supplies	500	430	430	430	430	430	(70)	0	0	0	0	-14.00%	0.00%	0.00%	0.00%	0.00%
710-1400-35410	Prior Year Adjustment	0	0	9,820	9,820	9,820	9,820	0	9,820	0	0	0	0.00%	100.00%	0.00%	0.00%	0.00%
710-1400-36500	Small Tools & Equipment	5,000	4,730	4,730	4,730	4,730	4,730	(270)	0	0	0	0	-5.40%	0.00%	0.00%	0.00%	0.00%
710-1400-36700	Supplies	2,000	1,020	1,020	1,020	1,020	1,020	(980)	0	0	0	0	-49.00%	0.00%	0.00%	0.00%	0.00%
710-1400-36900	Telephone	4,000	2,650	2,650	2,650	2,650	2,650	(1,350)	0	0	0	0	-33.75%	0.00%	0.00%	0.00%	0.00%
710-1400-37400	Vehicle & Equipment Maintenance	500	610	610	610	610	610	110	0	0	0	0	22.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 132				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change	% Change	% Change	% Change	% Change
Water Distribution																	
Program Administration																	
710-1400-37750	Write-off Expense	0	4,730	4,730	4,730	4,730	4,730	4,730	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-40700	Billing Service Charges	100,000	94,540	94,540	94,540	94,540	94,540	(5,460)	0	0	0	0	-5.46%	0.00%	0.00%	0.00%	0.00%
710-1400-40900	Consultants	10,000	28,800	28,800	28,800	28,800	28,800	18,800	0	0	0	0	188.00%	0.00%	0.00%	0.00%	0.00%
710-1400-40954	PW Building Concept	0	2,470	2,470	2,470	2,470	2,470	2,470	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-1400-41000	Contracts	1,500	1,580	1,580	1,580	1,580	1,580	80	0	0	0	0	5.33%	0.00%	0.00%	0.00%	0.00%
710-1400-41200	Legal Expenses	1,000	1,560	1,560	1,560	1,560	1,560	560	0	0	0	0	56.00%	0.00%	0.00%	0.00%	0.00%
710-1400-41400	Water Charges - Fixed Portion	496,094	482,660	482,660	482,660	482,660	482,660	(13,434)	0	0	0	0	-2.71%	0.00%	0.00%	0.00%	0.00%
710-1400-41500	Water Charges - Variable Portio	1,503,600	1,586,610	1,586,610	1,586,610	1,586,610	1,586,610	83,010	0	0	0	0	5.52%	0.00%	0.00%	0.00%	0.00%
710-1400-80200	Chargeback: Rate Supported	37,500	37,500	37,500	37,500	37,500	37,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
710-1400-80250	Chargeback: Payroll	225,290	213,900	221,200	226,300	234,000	238,300	(11,390)	7,300	5,100	7,700	4,300	-5.06%	3.41%	2.31%	3.40%	1.84%
710-1400-80260	Chargeback: Allocated Salaries	105,313	106,597	109,591	112,721	115,943	117,956	1,284	2,994	3,130	3,222	2,013	1.22%	2.81%	2.86%	2.86%	1.74%
710-1400-80400	Chargeback: Debt Charges	267,779	267,847	267,374	266,426	265,042	34,496	68	(473)	(948)	(1,384)	(230,546)	0.03%	-0.18%	-0.35%	-0.52%	-86.98%
710-1400-80451	Recovery: Hydrant Rentals	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
710-1400-80500	Chargeback: Equipment	5,125	2,300	2,300	2,300	2,300	2,300	(2,825)	0	0	0	0	-55.12%	0.00%	0.00%	0.00%	0.00%
710-1400-92904	TSF to: Water Capital Improveme	860,000	1,800,000	2,037,000	2,180,000	2,400,000	2,665,218	940,000	237,000	143,000	220,000	265,218	109.30%	13.17%	7.02%	10.09%	11.05%
Program Administration Subtotal		(664,278)	(598,850)	(609,910)	(619,310)	(634,110)	(641,710)	65,428	(11,060)	(9,400)	(14,800)	(7,600)	-9.85%	1.85%	1.54%	2.39%	1.18%
Training Division																	
710-1950-12500	Course & Seminar Expenses	8,000	10,500	7,760	7,760	7,760	7,760	2,500	(2,740)	0	0	0	31.25%	-26.10%	0.00%	0.00%	0.00%
710-1950-31800	Conference Expenses	1,200	400	400	400	400	400	(800)	0	0	0	0	-66.67%	0.00%	0.00%	0.00%	0.00%
710-1950-34800	Mileage & Expenses	750	890	890	890	890	890	140	0	0	0	0	18.67%	0.00%	0.00%	0.00%	0.00%
710-1950-80250	Chargeback: Payroll	9,215	4,700	4,900	5,000	5,200	5,300	(4,515)	200	100	200	100	-49.00%	4.26%	2.04%	4.00%	1.92%
710-1950-80500	Chargeback: Equipment	68	100	100	100	100	100	32	0	0	0	0	47.06%	0.00%	0.00%	0.00%	0.00%
Training Division Subtotal		19,233	16,590	14,050	14,150	14,350	14,450	(2,643)	(2,540)	100	200	100	-13.74%	-15.31%	0.71%	1.41%	0.69%
Inventory Maintenance																	
710-2200-80250	Chargeback: Payroll	2,030	2,900	3,000	3,100	3,200	3,200	870	100	100	100	0	42.86%	3.45%	3.33%	3.23%	0.00%
710-2200-80500	Chargeback: Equipment	49	100	100	100	100	100	51	0	0	0	0	104.08%	0.00%	0.00%	0.00%	0.00%
Inventory Maintenance Subtotal		2,079	3,000	3,100	3,200	3,300	3,300	921	100	100	100	0	44.30%	3.33%	3.23%	3.13%	0.00%
Compliance																	
710-4800-30505	Audit Fees	0	510	510	510	510	510	510	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-4800-41000	Contracts	0	640	640	640	640	640	640	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-4800-80250	Chargeback: Payroll	31,188	31,800	32,900	33,600	34,800	35,400	612	1,100	700	1,200	600	1.96%	3.46%	2.13%	3.57%	1.72%
710-4800-80500	Chargeback: Equipment	45	200	200	200	200	200	155	0	0	0	0	344.44%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 133				
													2017	2018	2019	2020	2021
													% Change	% Change	% Change	% Change	% Change
Water Distribution																	
Compliance																	
Compliance Subtotal													6.14%	3.32%	2.04%	3.43%	1.63%
Bulk Water Station																	
710-5250-32000	Construction Materials	1,500	410	410	410	410	410	(1,090)	0	0	0	0	-72.67%	0.00%	0.00%	0.00%	0.00%
710-5250-36900	Telephone	0	980	980	980	980	980	980	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-5250-37100	Utilities - Hydro	3,000	3,770	3,770	3,770	3,770	3,770	770	0	0	0	0	25.67%	0.00%	0.00%	0.00%	0.00%
710-5250-41000	Contracts	2,000	520	520	520	520	520	(1,480)	0	0	0	0	-74.00%	0.00%	0.00%	0.00%	0.00%
710-5250-80250	Chargeback: Payroll	682	700	800	800	800	800	18	100	0	0	0	2.64%	14.29%	0.00%	0.00%	0.00%
710-5250-80500	Chargeback: Equipment	85	100	100	100	100	100	15	0	0	0	0	17.65%	0.00%	0.00%	0.00%	0.00%
Bulk Water Station Subtotal													-10.83%	1.54%	0.00%	0.00%	0.00%
Hydrants																	
710-5300-05200	Services Rendered	(15,000)	(10,560)	(10,560)	(10,560)	(10,560)	(10,560)	4,440	0	0	0	0	-29.60%	0.00%	0.00%	0.00%	0.00%
710-5300-32000	Construction Materials	8,000	15,080	15,080	15,080	15,080	15,080	7,080	0	0	0	0	88.50%	0.00%	0.00%	0.00%	0.00%
710-5300-41000	Contracts	6,000	1,650	1,650	1,650	1,650	1,650	(4,350)	0	0	0	0	-72.50%	0.00%	0.00%	0.00%	0.00%
710-5300-80250	Chargeback: Payroll	28,801	23,500	24,300	24,800	25,700	26,100	(5,301)	800	500	900	400	-18.41%	3.40%	2.06%	3.63%	1.56%
710-5300-80500	Chargeback: Equipment	5,770	2,500	2,500	2,500	2,500	2,500	(3,270)	0	0	0	0	-56.67%	0.00%	0.00%	0.00%	0.00%
Hydrants Subtotal													-4.17%	2.49%	1.52%	2.69%	1.15%
Irrigation from Hydrants																	
710-5350-05200	Services Rendered	0	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-5350-32000	Construction Materials	500	300	300	300	300	300	(200)	0	0	0	0	-40.00%	0.00%	0.00%	0.00%	0.00%
710-5350-41000	Contracts	1,000	140	140	140	140	140	(860)	0	0	0	0	-86.00%	0.00%	0.00%	0.00%	0.00%
710-5350-80250	Chargeback: Payroll	1,870	1,300	1,300	1,400	1,400	1,400	(570)	0	100	0	0	-30.48%	0.00%	7.69%	0.00%	0.00%
710-5350-80500	Chargeback: Equipment	222	100	100	100	100	100	(122)	0	0	0	0	-54.95%	0.00%	0.00%	0.00%	0.00%
Irrigation from Hydrants Subtotal													-167.93%	0.00%	-4.10%	0.00%	0.00%
Meter Installations																	
710-5400-05200	Services Rendered	(45,000)	(67,710)	(67,710)	(67,710)	(67,710)	(67,710)	(22,710)	0	0	0	0	50.47%	0.00%	0.00%	0.00%	0.00%
710-5400-32000	Construction Materials	10,000	13,230	13,230	13,230	13,230	13,230	3,230	0	0	0	0	32.30%	0.00%	0.00%	0.00%	0.00%
710-5400-80250	Chargeback: Payroll	61,178	68,100	70,400	72,000	74,500	75,800	6,922	2,300	1,600	2,500	1,300	11.31%	3.38%	2.27%	3.47%	1.74%
710-5400-80500	Chargeback: Equipment	5,829	5,500	5,500	5,500	5,500	5,500	(329)	0	0	0	0	-5.64%	0.00%	0.00%	0.00%	0.00%
Meter Installations Subtotal													-40.26%	12.03%	7.47%	10.86%	4.85%
Meter Readings																	
710-5450-80250	Chargeback: Payroll	83,444	0	0	0	0	0	(83,444)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
710-5450-80500	Chargeback: Equipment	17,213	0	0	0	0	0	(17,213)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 134				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Water Distribution																	
Meter Readings																	
Meter Readings Subtotal		100,657	0	0	0	0	0	(100,657)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Meter Repairs																	
710-5500-05200	Services Rendered	(1,000)	(370)	(370)	(370)	(370)	(370)	630	0	0	0	0	-63.00%	0.00%	0.00%	0.00%	0.00%
710-5500-32000	Construction Materials	20,000	24,300	24,300	24,300	24,300	24,300	4,300	0	0	0	0	21.50%	0.00%	0.00%	0.00%	0.00%
710-5500-41000	Contracts	3,000	900	900	900	900	900	(2,100)	0	0	0	0	-70.00%	0.00%	0.00%	0.00%	0.00%
710-5500-80250	Chargeback: Payroll	40,521	28,600	29,600	30,200	31,300	31,800	(11,921)	1,000	600	1,100	500	-29.42%	3.50%	2.03%	3.64%	1.60%
710-5500-80500	Chargeback: Equipment	4,282	2,400	2,400	2,400	2,400	2,400	(1,882)	0	0	0	0	-43.95%	0.00%	0.00%	0.00%	0.00%
Meter Repairs Subtotal		66,803	55,830	56,830	57,430	58,530	59,030	(10,973)	1,000	600	1,100	500	-16.43%	1.79%	1.06%	1.92%	0.85%
Repair & Replace Mains																	
710-5550-05200	Services Rendered	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
710-5550-32000	Construction Materials	1,500	1,770	1,770	1,770	1,770	1,770	270	0	0	0	0	18.00%	0.00%	0.00%	0.00%	0.00%
710-5550-36200	Sand & Gravel	1,500	570	570	570	570	570	(930)	0	0	0	0	-62.00%	0.00%	0.00%	0.00%	0.00%
710-5550-36600	Sod & Soil	1,500	130	130	130	130	130	(1,370)	0	0	0	0	-91.33%	0.00%	0.00%	0.00%	0.00%
710-5550-41000	Contracts	6,000	24,070	24,070	24,070	24,070	24,070	18,070	0	0	0	0	301.17%	0.00%	0.00%	0.00%	0.00%
710-5550-80250	Chargeback: Payroll	39,350	25,100	26,000	26,600	27,500	28,000	(14,250)	900	600	900	500	-36.21%	3.59%	2.31%	3.38%	1.82%
710-5550-80500	Chargeback: Equipment	9,322	5,200	5,200	5,200	5,200	5,200	(4,122)	0	0	0	0	-44.22%	0.00%	0.00%	0.00%	0.00%
Repair & Replace Mains Subtotal		58,172	55,840	56,740	57,340	58,240	58,740	(2,332)	900	600	900	500	-4.01%	1.61%	1.06%	1.57%	0.85%
Repair & Replace Services																	
710-5600-05200	Services Rendered	(1,000)	(3,610)	(3,610)	(3,610)	(3,610)	(3,610)	(2,610)	0	0	0	0	261.00%	0.00%	0.00%	0.00%	0.00%
710-5600-32000	Construction Materials	5,000	5,710	5,710	5,710	5,710	5,710	710	0	0	0	0	14.20%	0.00%	0.00%	0.00%	0.00%
710-5600-36200	Sand & Gravel	500	950	950	950	950	950	450	0	0	0	0	90.00%	0.00%	0.00%	0.00%	0.00%
710-5600-36600	Sod & Soil	1,000	3,920	3,920	3,920	3,920	3,920	2,920	0	0	0	0	292.00%	0.00%	0.00%	0.00%	0.00%
710-5600-41000	Contracts	15,000	24,300	24,300	24,300	24,300	24,300	9,300	0	0	0	0	62.00%	0.00%	0.00%	0.00%	0.00%
710-5600-80250	Chargeback: Payroll	88,230	116,700	120,700	123,500	127,700	130,000	28,470	4,000	2,800	4,200	2,300	32.27%	3.43%	2.32%	3.40%	1.80%
710-5600-80500	Chargeback: Equipment	18,369	23,000	23,000	23,000	23,000	23,000	4,631	0	0	0	0	25.21%	0.00%	0.00%	0.00%	0.00%
Repair & Replace Services Subtotal		127,099	170,970	174,970	177,770	181,970	184,270	43,871	4,000	2,800	4,200	2,300	34.52%	2.34%	1.60%	2.36%	1.25%
Service Installations (New)																	
710-5650-05200	Services Rendered	(20,000)	(16,290)	(16,290)	(16,290)	(16,290)	(16,290)	3,710	0	0	0	0	-18.55%	0.00%	0.00%	0.00%	0.00%
710-5650-32000	Construction Materials	5,000	2,870	2,870	2,870	2,870	2,870	(2,130)	0	0	0	0	-42.60%	0.00%	0.00%	0.00%	0.00%
710-5650-34900	Miscellaneous	0	90	90	90	90	90	90	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
710-5650-36200	Sand & Gravel	500	390	390	390	390	390	(110)	0	0	0	0	-22.00%	0.00%	0.00%	0.00%	0.00%
710-5650-36600	Sod & Soil	500	370	370	370	370	370	(130)	0	0	0	0	-26.00%	0.00%	0.00%	0.00%	0.00%

														Budget Summary 2017 135				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change	
Water Distribution																		
Service Installations (New)																		
710-5650-41000	Contracts	10,000	16,670	16,670	16,670	16,670	16,670	6,670	0	0	0	0	66.70%	0.00%	0.00%	0.00%	0.00%	
710-5650-80250	Chargeback: Payroll	17,281	16,700	17,300	17,700	18,300	18,600	(581)	600	400	600	300	-3.36%	3.59%	2.31%	3.39%	1.64%	
710-5650-80500	Chargeback: Equipment	7,005	5,900	5,900	5,900	5,900	5,900	(1,105)	0	0	0	0	-15.77%	0.00%	0.00%	0.00%	0.00%	
Service Installations (New) Subtotal		20,286	26,700	27,300	27,700	28,300	28,600	6,414	600	400	600	300	31.62%	2.25%	1.47%	2.17%	1.05%	
Utility Locates																		
710-5700-32000	Construction Materials	500	410	410	410	410	410	(90)	0	0	0	0	-18.00%	0.00%	0.00%	0.00%	0.00%	
710-5700-41000	Contracts	40,000	74,000	74,000	74,000	74,000	74,000	34,000	0	0	0	0	85.00%	0.00%	0.00%	0.00%	0.00%	
710-5700-80250	Chargeback: Payroll	34,273	4,400	4,500	4,600	4,800	4,900	(29,873)	100	100	200	100	-87.16%	2.27%	2.22%	4.35%	2.08%	
710-5700-80500	Chargeback: Equipment	4,700	400	400	400	400	400	(4,300)	0	0	0	0	-91.49%	0.00%	0.00%	0.00%	0.00%	
Utility Locates Subtotal		79,473	79,210	79,310	79,410	79,610	79,710	(263)	100	100	200	100	-0.33%	0.13%	0.13%	0.25%	0.13%	
Valves																		
710-5750-32000	Construction Materials	2,000	720	720	720	720	720	(1,280)	0	0	0	0	-64.00%	0.00%	0.00%	0.00%	0.00%	
710-5750-80250	Chargeback: Payroll	7,767	6,800	7,000	7,100	7,400	7,500	(967)	200	100	300	100	-12.45%	2.94%	1.43%	4.23%	1.35%	
710-5750-80500	Chargeback: Equipment	1,682	1,400	1,400	1,400	1,400	1,400	(282)	0	0	0	0	-16.77%	0.00%	0.00%	0.00%	0.00%	
Valves Subtotal		11,449	8,920	9,120	9,220	9,520	9,620	(2,529)	200	100	300	100	-22.09%	2.24%	1.10%	3.25%	1.04%	
Water Sampling & Testing																		
710-5800-32000	Construction Materials	500	1,160	1,160	1,160	1,160	1,160	660	0	0	0	0	132.00%	0.00%	0.00%	0.00%	0.00%	
710-5800-37300	Utilities - Water & Wastewater	0	260	260	260	260	260	260	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%	
710-5800-41000	Contracts	12,000	13,430	13,430	13,430	13,430	13,430	1,430	0	0	0	0	11.92%	0.00%	0.00%	0.00%	0.00%	
710-5800-80250	Chargeback: Payroll	34,814	38,900	40,200	41,100	42,500	43,300	4,086	1,300	900	1,400	800	11.74%	3.34%	2.24%	3.41%	1.88%	
710-5800-80500	Chargeback: Equipment	4,818	4,700	4,700	4,700	4,700	4,700	(118)	0	0	0	0	-2.45%	0.00%	0.00%	0.00%	0.00%	
Water Sampling & Testing Subtotal		52,132	58,450	59,750	60,650	62,050	62,850	6,318	1,300	900	1,400	800	12.12%	2.22%	1.51%	2.31%	1.27%	
Watermain Cleaning																		
710-5850-32000	Construction Materials	500	60	60	60	60	60	(440)	0	0	0	0	-88.00%	0.00%	0.00%	0.00%	0.00%	
710-5850-80250	Chargeback: Payroll	17,230	32,100	33,200	34,000	35,200	35,800	14,870	1,100	800	1,200	600	86.30%	3.43%	2.41%	3.53%	1.70%	
710-5850-80500	Chargeback: Equipment	1,495	2,700	2,700	2,700	2,700	2,700	1,205	0	0	0	0	80.60%	0.00%	0.00%	0.00%	0.00%	
Watermain Cleaning Subtotal		19,225	34,860	35,960	36,760	37,960	38,560	15,635	1,100	800	1,200	600	81.33%	3.16%	2.22%	3.26%	1.56%	
Water Distribution Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Wastewater Collection																	
Program Administration																	
720-1400-01050	Administration Revenue	0	(1,480)	(1,480)	(1,480)	(1,480)	(1,480)	(1,480)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
720-1400-05200	Services Rendered	0	(179,390)	(179,390)	(179,390)	(179,390)	(179,390)	(179,390)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
720-1400-05750	Wastewater Revenue - Fixed Port	(1,459,428)	(1,371,800)	(1,535,000)	(1,637,600)	(1,781,000)	(1,782,900)	87,628	(163,200)	(102,600)	(143,400)	(1,900)	-6.00%	11.90%	6.68%	8.76%	0.11%
720-1400-05800	Wastewater Revenue - Variable P	(1,881,263)	(2,060,836)	(2,305,930)	(2,459,760)	(2,674,682)	(2,677,795)	(179,573)	(245,094)	(153,830)	(214,922)	(3,113)	9.55%	11.89%	6.67%	8.74%	0.12%
720-1400-12300	Uniforms, Coveralls, etc.	750	750	750	750	750	750	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
720-1400-12500	Course & Seminar Expenses	500	5,000	5,000	5,000	5,000	5,000	4,500	0	0	0	0	900.00%	0.00%	0.00%	0.00%	0.00%
720-1400-30100	Advertising Expense	500	510	510	510	510	510	10	0	0	0	0	2.00%	0.00%	0.00%	0.00%	0.00%
720-1400-30700	Books & Publications	100	60	60	60	60	60	(40)	0	0	0	0	-40.00%	0.00%	0.00%	0.00%	0.00%
720-1400-30800	Building Maintenance	1,000	1,430	1,430	1,430	1,430	1,430	430	0	0	0	0	43.00%	0.00%	0.00%	0.00%	0.00%
720-1400-31200	Collections Charges	400	0	0	0	0	0	(400)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-1400-33500	Grounds Services	1,000	440	440	440	440	440	(560)	0	0	0	0	-56.00%	0.00%	0.00%	0.00%	0.00%
720-1400-33900	Insurance Expense	7,200	5,580	5,580	5,580	5,580	5,580	(1,620)	0	0	0	0	-22.50%	0.00%	0.00%	0.00%	0.00%
720-1400-34700	Membership Expense	250	70	70	70	70	70	(180)	0	0	0	0	-72.00%	0.00%	0.00%	0.00%	0.00%
720-1400-35300	Office Supplies	500	410	410	410	410	410	(90)	0	0	0	0	-18.00%	0.00%	0.00%	0.00%	0.00%
720-1400-36500	Small Tools & Equipment	5,000	2,740	2,740	2,740	2,740	2,740	(2,260)	0	0	0	0	-45.20%	0.00%	0.00%	0.00%	0.00%
720-1400-37400	Vehicle & Equipment Maintenance	500	150	150	150	150	150	(350)	0	0	0	0	-70.00%	0.00%	0.00%	0.00%	0.00%
720-1400-40900	Consultants	10,000	30,000	30,000	30,000	30,000	30,000	20,000	0	0	0	0	200.00%	0.00%	0.00%	0.00%	0.00%
720-1400-41200	Legal Expenses	0	510	510	510	510	510	510	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
720-1400-41300	Wastewater Charges - Fixed	2,320,307	2,454,420	2,454,420	2,454,420	2,454,420	2,454,420	134,113	0	0	0	0	5.78%	0.00%	0.00%	0.00%	0.00%
720-1400-80200	Chargeback: Rate Supported	37,500	37,500	37,500	37,500	37,500	37,500	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
720-1400-80250	Chargeback: Payroll	94,495	100,200	103,700	106,100	109,700	111,700	5,705	3,500	2,400	3,600	2,000	6.04%	3.49%	2.31%	3.39%	1.82%
720-1400-80260	Chargeback: Allocated Salaries	105,313	106,597	109,591	112,721	115,943	117,956	1,284	2,994	3,130	3,222	2,013	1.22%	2.81%	2.86%	2.86%	1.74%
720-1400-80500	Chargeback: Equipment	2,312	400	400	400	400	400	(1,912)	0	0	0	0	-82.70%	0.00%	0.00%	0.00%	0.00%
720-1400-92905	TSF to: Wastewater Capital Impr	600,000	600,000	1,000,000	1,250,000	1,600,000	1,600,000	0	400,000	250,000	350,000	0	0.00%	66.67%	25.00%	28.00%	0.00%
Program Administration Subtotal		(153,064)	(266,739)	(268,539)	(269,439)	(270,939)	(271,939)	(113,675)	(1,800)	(900)	(1,500)	(1,000)	74.27%	0.67%	0.34%	0.56%	0.37%

													Budget Summary 2017 137				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Wastewater Collection																	
Training Division																	
720-1950-12500	Course & Seminar Expenses	1,000	450	450	450	450	450	(550)	0	0	0	0	-55.00%	0.00%	0.00%	0.00%	0.00%
720-1950-31800	Conference Expenses	500	130	130	130	130	130	(370)	0	0	0	0	-74.00%	0.00%	0.00%	0.00%	0.00%
720-1950-34800	Mileage & Expenses	250	10	10	10	10	10	(240)	0	0	0	0	-96.00%	0.00%	0.00%	0.00%	0.00%
720-1950-80250	Chargeback: Payroll	973	100	100	100	100	100	(873)	0	0	0	0	-89.72%	0.00%	0.00%	0.00%	0.00%
720-1950-80500	Chargeback: Equipment	47	0	0	0	0	0	(47)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Training Division Subtotal		2,770	690	690	690	690	690	(2,080)	0	0	0	0	-75.09%	0.00%	0.00%	0.00%	0.00%
Lateral Cleaning & Maintenance																	
720-4850-05200	Services Rendered	0	(80)	(80)	(80)	(80)	(80)	(80)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
720-4850-32000	Construction Materials	1,000	2,750	2,750	2,750	2,750	2,750	1,750	0	0	0	0	175.00%	0.00%	0.00%	0.00%	0.00%
720-4850-36200	Sand & Gravel	500	720	720	720	720	720	220	0	0	0	0	44.00%	0.00%	0.00%	0.00%	0.00%
720-4850-36600	Sod & Soil	500	190	190	190	190	190	(310)	0	0	0	0	-62.00%	0.00%	0.00%	0.00%	0.00%
720-4850-41000	Contracts	9,000	12,890	12,890	12,890	12,890	12,890	3,890	0	0	0	0	43.22%	0.00%	0.00%	0.00%	0.00%
720-4850-80250	Chargeback: Payroll	9,275	14,400	14,900	15,200	15,700	16,000	5,125	500	300	500	300	55.26%	3.47%	2.01%	3.29%	1.91%
720-4850-80500	Chargeback: Equipment	3,366	3,500	3,500	3,500	3,500	3,500	134	0	0	0	0	3.98%	0.00%	0.00%	0.00%	0.00%
Lateral Cleaning & Maintenance Subtotal		23,641	34,370	34,870	35,170	35,670	35,970	10,729	500	300	500	300	45.38%	1.45%	0.86%	1.42%	0.83%
Manhole Maintenance																	
720-4900-32000	Construction Materials	1,000	50	50	50	50	50	(950)	0	0	0	0	-95.00%	0.00%	0.00%	0.00%	0.00%
720-4900-41000	Contracts	1,000	0	0	0	0	0	(1,000)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-4900-80250	Chargeback: Payroll	242	300	400	400	400	400	58	100	0	0	0	23.97%	33.33%	0.00%	0.00%	0.00%
720-4900-80500	Chargeback: Equipment	19	0	0	0	0	0	(19)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Manhole Maintenance Subtotal		2,261	350	450	450	450	450	(1,911)	100	0	0	0	-84.52%	28.57%	0.00%	0.00%	0.00%
Sewer CCTV Inspections																	
720-4950-41000	Contracts	46,000	48,790	48,790	48,790	48,790	48,790	2,790	0	0	0	0	6.07%	0.00%	0.00%	0.00%	0.00%
720-4950-80250	Chargeback: Payroll	3,622	5,900	6,100	6,200	6,400	6,500	2,278	200	100	200	100	62.89%	3.39%	1.64%	3.23%	1.56%
720-4950-80500	Chargeback: Equipment	51	0	0	0	0	0	(51)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Sewer CCTV Inspections Subtotal		49,673	54,690	54,890	54,990	55,190	55,290	5,017	200	100	200	100	10.10%	0.37%	0.18%	0.36%	0.18%
Sewer Lateral Installations																	
720-5000-05200	Services Rendered	(1,000)	(21,570)	(21,570)	(21,570)	(21,570)	(21,570)	(20,570)	0	0	0	0	2057.00%	0.00%	0.00%	0.00%	0.00%
720-5000-05650	Tapping Fees	(1,000)	(3,760)	(3,760)	(3,760)	(3,760)	(3,760)	(2,760)	0	0	0	0	276.00%	0.00%	0.00%	0.00%	0.00%
720-5000-32000	Construction Materials	1,000	2,080	2,080	2,080	2,080	2,080	1,080	0	0	0	0	108.00%	0.00%	0.00%	0.00%	0.00%
720-5000-36200	Sand & Gravel	1,000	290	290	290	290	290	(710)	0	0	0	0	-71.00%	0.00%	0.00%	0.00%	0.00%
720-5000-36600	Sod & Soil	500	170	170	170	170	170	(330)	0	0	0	0	-66.00%	0.00%	0.00%	0.00%	0.00%

													Budget Summary 2017 138				
		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	% Change 2017	% Change 2018	% Change 2019	% Change 2020	% Change 2021
Wastewater Collection																	
Sewer Lateral Installations																	
720-5000-41000	Contracts	10,000	27,960	27,960	27,960	27,960	27,960	17,960	0	0	0	0	179.60%	0.00%	0.00%	0.00%	0.00%
720-5000-80250	Chargeback: Payroll	683	14,800	15,300	15,700	16,200	16,500	14,117	500	400	500	300	2066.91%	3.38%	2.61%	3.18%	1.85%
720-5000-80500	Chargeback: Equipment	38	6,300	6,300	6,300	6,300	6,300	6,262	0	0	0	0	16478.95%	0.00%	0.00%	0.00%	0.00%
Sewer Lateral Installations Subtotal		11,221	26,270	26,770	27,170	27,670	27,970	15,049	500	400	500	300	134.11%	1.90%	1.49%	1.84%	1.07%
Sewer Main Cleaning																	
720-5050-05200	Services Rendered	0	(110)	(110)	(110)	(110)	(110)	(110)	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
720-5050-32000	Construction Materials	200	0	0	0	0	0	(200)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-5050-41000	Contracts	55,000	59,620	59,620	59,620	59,620	59,620	4,620	0	0	0	0	8.40%	0.00%	0.00%	0.00%	0.00%
720-5050-80250	Chargeback: Payroll	3,944	4,800	5,000	5,100	5,300	5,400	856	200	100	200	100	21.70%	4.17%	2.00%	3.92%	1.89%
720-5050-80500	Chargeback: Equipment	11	0	0	0	0	0	(11)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Sewer Main Cleaning Subtotal		59,155	64,310	64,510	64,610	64,810	64,910	5,155	200	100	200	100	8.71%	0.31%	0.16%	0.31%	0.15%
Sewer Main Repairs																	
720-5100-32000	Construction Materials	500	200	200	200	200	200	(300)	0	0	0	0	-60.00%	0.00%	0.00%	0.00%	0.00%
720-5100-36200	Sand & Gravel	500	0	0	0	0	0	(500)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-5100-41000	Contracts	3,000	260	260	260	260	260	(2,740)	0	0	0	0	-91.33%	0.00%	0.00%	0.00%	0.00%
720-5100-80250	Chargeback: Payroll	332	2,100	2,200	2,200	2,300	2,400	1,768	100	0	100	100	532.53%	4.76%	0.00%	4.55%	4.35%
720-5100-80500	Chargeback: Equipment	11	600	600	600	600	600	589	0	0	0	0	5354.55%	0.00%	0.00%	0.00%	0.00%
Sewer Main Repairs Subtotal		4,343	3,160	3,260	3,260	3,360	3,460	(1,183)	100	0	100	100	-27.24%	3.16%	0.00%	3.07%	2.89%
Rain Barrel Incentive Program																	
720-5141-03450	Niagara Region Grant	(11,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	1,000	0	0	0	0	-9.09%	0.00%	0.00%	0.00%	0.00%
720-5141-41000	Contracts	39,618	28,200	28,200	28,100	28,000	28,000	(11,418)	0	(100)	(100)	0	-28.82%	0.00%	-0.35%	-0.36%	0.00%
720-5141-80250	Chargeback: Payroll	3,382	1,800	1,900	1,900	2,000	2,000	(1,582)	100	0	100	0	-46.78%	5.56%	0.00%	5.26%	0.00%
720-5141-91905	TSF from: Wastewater Capital Im	(32,000)	0	0	0	0	0	32,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Rain Barrel Incentive Program Subtotal		0	20,000	20,100	20,000	20,000	20,000	20,000	100	(100)	0	0	100.00%	0.50%	-0.50%	0.00%	0.00%
Reimburse/Disconnect Program																	
720-5142-41000	Contracts	48,879	5,260	5,260	5,260	5,260	5,260	(43,619)	0	0	0	0	-89.24%	0.00%	0.00%	0.00%	0.00%
720-5142-80250	Chargeback: Payroll	421	0	0	0	0	0	(421)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-5142-91821	TSF from: DC: Wastewater Sewers	(17,000)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	15,159	0	0	0	0	-89.17%	0.00%	0.00%	0.00%	0.00%
720-5142-91905	TSF from: Wastewater Capital Im	(32,300)	0	0	0	0	0	32,300	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Reimburse/Disconnect Program Subtotal		0	3,419	3,419	3,419	3,419	3,419	3,419	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Trenchless Repair Program																	
720-5145-34900	Miscellaneous	2,906	470	470	470	470	470	(2,436)	0	0	0	0	-83.83%	0.00%	0.00%	0.00%	0.00%

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Wastewater Collection																	
Trenchless Repair Program																	
720-5145-41000	Contracts	50,000	49,910	49,910	49,910	49,910	49,910	(90)	0	0	0	0	-0.18%	0.00%	0.00%	0.00%	0.00%
720-5145-80250	Chargeback: Payroll	13,951	2,100	2,200	2,300	2,300	2,400	(11,851)	100	100	0	100	-84.95%	4.76%	4.55%	0.00%	4.35%
720-5145-80500	Chargeback: Equipment	143	0	0	0	0	0	(143)	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
720-5145-91905	TSF from: Wastewater Capital Im	(67,000)	0	0	0	0	0	67,000	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
Trenchless Repair Program Subtotal		0	52,480	52,580	52,680	52,680	52,780	52,480	100	100	0	100	100.00%	0.19%	0.19%	0.00%	0.19%
Grinder Pumps																	
720-5160-33800	LAS Warranty Program	0	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Grinder Pumps Subtotal		0	7,000	7,000	7,000	7,000	7,000	7,000	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Wastewater Collection Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Storm Water Management																	
Program Administration																	
730-1400-00901	General Levy	(385,140)	(415,574)	(421,088)	(426,614)	(431,649)	(439,675)	(30,434)	(5,514)	(5,526)	(5,035)	(8,026)	7.90%	1.33%	1.31%	1.18%	1.86%
730-1400-32000	Construction Materials	1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
730-1400-34900	Miscellaneous	0	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
730-1400-40900	Consultants	3,500	5,000	5,000	5,000	5,000	5,000	1,500	0	0	0	0	42.86%	0.00%	0.00%	0.00%	0.00%
730-1400-80250	Chargeback: Payroll	9,680	6,800	7,000	7,200	7,400	7,500	(2,880)	200	200	200	100	-29.75%	2.94%	2.86%	2.78%	1.35%
730-1400-80260	Chargeback: Allocated Salaries	5,640	6,674	6,888	7,114	7,349	7,475	1,034	214	226	235	126	18.33%	3.21%	3.28%	3.30%	1.71%
730-1400-80500	Chargeback: Equipment	2,045	2,100	2,100	2,100	2,100	2,100	55	0	0	0	0	2.69%	0.00%	0.00%	0.00%	0.00%
730-1400-92903	TSF to: Storm Water Management	338,275	337,500	337,500	337,500	336,900	339,600	(775)	0	0	(600)	2,700	-0.23%	0.00%	0.00%	-0.18%	0.80%
Program Administration Subtotal		(25,000)	(55,000)	(60,100)	(65,200)	(70,400)	(75,500)	(30,000)	(5,100)	(5,100)	(5,200)	(5,100)	120.00%	9.27%	8.49%	7.98%	6.75%
Pond Maintenance																	
730-5575-41000	Contracts	25,000	50,000	55,000	60,000	65,000	70,000	25,000	5,000	5,000	5,000	5,000	100.00%	10.00%	9.09%	8.33%	7.69%
730-5575-80250	Chargeback: Payroll	0	4,800	4,900	5,000	5,200	5,300	4,800	100	100	200	100	100.00%	2.08%	2.04%	4.00%	1.92%
730-5575-80500	Chargeback: Equipment	0	200	200	200	200	200	200	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
Pond Maintenance Subtotal		25,000	55,000	60,100	65,200	70,400	75,500	30,000	5,100	5,100	5,200	5,100	120.00%	9.27%	8.49%	7.98%	6.75%
Storm Water Management Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
Street Lighting																	
Program Administration																	
740-1400-00901	General Levy	(345,972)	0	0	0	0	0	345,972	0	0	0	0	-100.00%	0.00%	0.00%	0.00%	0.00%
740-1400-02250	General Agreements	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
740-1400-32000	Construction Materials	20,000	10,000	10,000	10,000	10,000	10,000	(10,000)	0	0	0	0	-50.00%	0.00%	0.00%	0.00%	0.00%
740-1400-34900	Miscellaneous	1,200	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
740-1400-37100	Utilities - Hydro	226,302	302,000	317,100	332,955	349,603	367,083	75,698	15,100	15,855	16,648	17,480	33.45%	5.00%	5.00%	5.00%	5.00%
740-1400-37700	Tax Write-offs	0	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	0	100.00%	0.00%	0.00%	0.00%	0.00%
740-1400-41000	Contracts	42,000	102,000	102,000	102,000	102,000	102,000	60,000	0	0	0	0	142.86%	0.00%	0.00%	0.00%	0.00%
740-1400-41015	LED Maintenance	0	8,624	8,800	9,000	9,200	9,400	8,624	176	200	200	200	100.00%	2.04%	2.27%	2.22%	2.17%
740-1400-80250	Chargeback: Payroll	9,671	24,900	25,800	26,400	27,300	27,800	15,229	900	600	900	500	157.47%	3.61%	2.33%	3.41%	1.83%
740-1400-80260	Chargeback: Allocated Salaries	5,640	6,674	6,889	7,114	7,348	7,476	1,034	215	225	234	128	18.33%	3.22%	3.27%	3.29%	1.74%
740-1400-80400	Chargeback: Debt Charges	27,349	66,873	67,844	68,773	69,672	70,981	39,524	971	929	899	1,309	144.52%	1.45%	1.37%	1.31%	1.88%
740-1400-80500	Chargeback: Equipment	610	100	100	100	100	100	(510)	0	0	0	0	-83.61%	0.00%	0.00%	0.00%	0.00%
740-1400-92907	TSF to: Street Lighting	15,000	27,000	27,000	27,000	27,000	27,000	12,000	0	0	0	0	80.00%	0.00%	0.00%	0.00%	0.00%
Program Administration Subtotal		0	550,071	567,433	585,242	604,123	623,740	550,071	17,362	17,809	18,881	19,617	100.00%	3.16%	3.14%	3.23%	3.15%
Street Lighting Total		0	550,071	567,433	585,242	604,123	623,740	550,071	17,362	17,809	18,881	19,617	100.00%	3.16%	3.14%	3.23%	3.15%



Appendix C: Draft 2017 Operating Budget and Multi-Year Budget Variance
2016-2021

		Approved 2016	2017	2018	2019	2020	2021	Change 2017	Change 2018	Change 2019	Change 2020	Change 2021	2017 % Change	2018 % Change	2019 % Change	2020 % Change	2021 % Change
St. Davids Sewer																	
Program Administration																	
750-1400-80400	Chargeback: Debt Charges	83,172	81,533	80,037	78,308	76,724	75,153	(1,639)	(1,496)	(1,729)	(1,584)	(1,571)	-1.97%	-1.83%	-2.16%	-2.02%	-2.05%
750-1400-91825	TSF from: DC: St. Davids Area-S	(83,172)	(81,533)	(80,037)	(78,308)	(76,724)	(75,153)	1,639	1,496	1,729	1,584	1,571	-1.97%	-1.83%	-2.16%	-2.02%	-2.05%
Program Administration Subtotal		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%
St. Davids Sewer Total		0	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%



Appendix D: 10-Year Capital Projects Overview by Department

Corporate Services

2018	Project Year		
C00420	2018 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00422	2018 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00423	Replace Virtual Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00424	Replace PDC & File Server & OS		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00425	Replace Existing Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00426	Replace Existing Mail Spam Filter Appliance		
	Capital Reserve		5,500
		Project Budget	\$5,500
C00708	Replace Door Access & Exterior Video Cameras		
	Building Permit Surplus		15,000
		Project Budget	\$15,000
C00944	New Council Technology and Communications Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2018 Subtotal	\$121,250
2019	Project Year		
C00469	2019 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750

2019	Project Year		
C00470	Engineering HP 5550 Printer Replacement		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00472	2019 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00473	Replace Active Directory Server & OS		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00706	Council Chambers Technology Improvements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00717	Purchase Aerial Photos from Niagara Region		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00718	Replace Quickr Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00719	Replace Financial Archive Server		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00858	Corporate GPS Vehicle Tracking System		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00859	Corporate VPN - Host Server		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2019 Subtotal	\$120,750
2020	Project Year		
C00517	2020 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00518	Replace Building Scanner for Records Management		
	Building Permit Surplus		15,000
		Project Budget	\$15,000

2020	Project Year		
C00521	Replace Financial System Printer		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00522	2020 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00523	Replace Financial SQL Server & OS & SQL		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00524	Replace Financial Terminal Server & OS		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00525	Replace Security Server & OS		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00723	Replace Cameras and Monitors in Council Chambers		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00724	Replace Laserfiche Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
		2020 Subtotal	\$146,750
2021	Project Year		
C00735	Replace Engineering Plotter		
	Capital Reserve		20,000
		Project Budget	\$20,000
C00736	Aerial Ortho Imagery		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00737	Replace Corporate Telephone System		
	Capital Reserve		100,000
		Project Budget	\$100,000
C00738	Replace Existing SQL Data Server & OS & APL		
	Capital Reserve		18,000
		Project Budget	\$18,000

2021	Project Year		
C00739	New Backup SAN (For Data Going Off Site)		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00740	Install NAS Mass Corporate Data System		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00741	Replace Existing Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00742	Replace Mail Spam Filter Appliance		
	Capital Reserve		5,500
		Project Budget	\$5,500
C00750	2021 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00751	2021 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
		2021 Subtotal	\$246,250
2022	Project Year		
C00743	2022 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00744	2022 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00745	Council Chambers Technology Improvements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00747	Replace Existing Lotus Notes/Database Server & OS		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00748	Replace Existing Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000

2022	Project Year		
C00945	New Council Technology and Communication Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00946	Network Server Uninterrupted Power Supply and Surge Protectors		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2022 Subtotal	\$107,750
2023	Project Year		
C00712	Replace Door Access & Exterior Video Cameras		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00746	Purchase Aerial Photos from Niagara Region		
	Capital Reserve		5,000
		Project Budget	\$5,000
C00749	Replace Microphones and Audio System in Council Chambers		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00765	2023 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00766	2023 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C00767	Replace Virtual Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C00768	Purchase New PDC & File Server & OS		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2023 Subtotal	\$118,750
2024	Project Year		
C00860	2024 Corporate PC/Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C00861	2024 Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000

2024	Project Year		
C00862	Replace Engineering HP 5550 Printer		
		Capital Reserve	5,000
		Project Budget	\$5,000
C00864	Replace Active Directory Server & Operating System		
		Capital Reserve	5,000
		Project Budget	\$5,000
C00865	Replace Quickr Server		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00866	Replace Financial Archive Server		
		Capital Reserve	5,000
		Project Budget	\$5,000
C00867	Repalce Cameras in Council Chambers		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00868	Replace Existing Firewall/Router		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00869	Replace Mail Spam Filter Appliance		
		Capital Reserve	5,500
		Project Budget	\$5,500
C00870	Corporate VPV - Host Server		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2024 Subtotal	\$113,250
2025	Project Year		
C00947	2025 Corporate PC Printer Preplacement Program		
		Capital Reserve	48,750
		Project Budget	\$48,750
C00948	2025 Network Equipment Upgrades and Enhancements		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00949	Replace Building Scanner Records Management		
		Building Permit Surplus	15,000
		Project Budget	\$15,000

2025	Project Year		
C00950	Aerial Ortho Imagery	Capital Reserve	15,000
		Project Budget	\$15,000
C00951	Audio Video Rack - Council Chambers	Capital Reserve	7,000
		Project Budget	\$7,000
C00952	Replace Financial System Printer	Capital Reserve	5,000
		Project Budget	\$5,000
C00953	Council Chambers Technology Improvements	Capital Reserve	7,000
		Project Budget	\$7,000
C00954	Replace Financial SQL Server & Operating System & SQL	Capital Reserve	18,000
		Project Budget	\$18,000
C00955	Replace Financial Terminal Server	Capital Reserve	15,000
		Project Budget	\$15,000
C00956	Replace Security Server and Operating System	Capital Reserve	10,000
		Project Budget	\$10,000
C00957	Replace Existing Firewall and Router	Capital Reserve	7,000
		Project Budget	\$7,000
		2025 Subtotal	\$154,750
2026	Project Year		
C01089	2026 Corporate PC Printer Replacement Program	Capital Reserve	48,750
		Project Budget	\$48,750
C01090	2026 Network Equipment Upgrades and Enhancements	Capital Reserve	7,000
		Project Budget	\$7,000
C01091	Replace Engineering Plotter	Capital Reserve	20,000
		Project Budget	\$20,000

2026	Project Year		
C01093	Council Technology and Communications Devices		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01094	Replace Laserfiche Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C01097	Replace Existing SQL Data and File Print Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
C01100	Back-up SAN Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01137	Replace NAS Mass Corporate Data System		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2026 Subtotal	\$146,750
2027	Project Year		
C01338	2027 Corporate PC and Printer Replacement Program		
	Capital Reserve		48,750
		Project Budget	\$48,750
C01339	Network Equipment Upgrades and Enhancements		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01340	Network Server UPS Battery Backup and Surge Protection		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01341	Purchase Aerial Photos from Region/SWOOP		
	Capital Reserve		5,000
		Project Budget	\$5,000
C01342	Replace Microphones + Audio System in Council Chambers		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01343	Replace Firewall/Router		
	Capital Reserve		7,000
		Project Budget	\$7,000

2027	Project Year		
C01344	Replace Lotus Notes Mail / Database Server		
	Capital Reserve		18,000
		Project Budget	\$18,000
		2027 Subtotal	\$102,750
		Corporate Services Grand Total	\$1,379,000

Fire & Emergency Services

2018	Project Year		
C00226	2018 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00372	Pump 1A Replacement		
	Capital Reserve		400,000
		Project Budget	\$400,000
C00418	2018 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00816	Replace Tanker 2		
	Capital Reserve		112,500
	DC: Fire Facilities		187,500
		Project Budget	\$300,000
C01138	HVAC Replacement at Station #2		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01261	Station 5 Capital Repairs		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01262	Washer & Dryer - Protective Equipment		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2018 Subtotal	\$820,000
2019	Project Year		
C00230	2019 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00268	Rescue 4 (Heavy Rescue)		
	Capital Reserve		450,000
		Project Budget	\$450,000

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Fire & Emergency Services

2019	Project Year		
C00466	2019 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00468	Training Pick-up Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000
		2019 Subtotal	\$535,000
2020	Project Year		
C00250	2020 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00512	2020 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00515	HVAC Replacement at Station 5		
	Capital Reserve		45,000
		Project Budget	\$45,000
C00516	HVAC Replacement at Station 4		
	Capital Reserve		20,000
		Project Budget	\$20,000
C00715	Pumper 3 Replacement		
	Capital Reserve		450,000
		Project Budget	\$450,000
		2020 Subtotal	\$550,000
2021	Project Year		
C00253	2021 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00478	2021 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2021 Subtotal	\$35,000
2022	Project Year		
C00274	2022 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000

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Fire & Emergency Services

2022	Project Year		
C00501	2022 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2022 Subtotal	\$35,000
2023	Project Year		
C00285	2023 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00480	2023 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
		2023 Subtotal	\$35,000
2024	Project Year		
C00714	2024 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C00722	2024 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
		2024 Subtotal	\$35,000
2025	Project Year		
C00963	New Self Contained Breathing Aparatus (SCBA's)		
	Capital Reserve		400,000
		Project Budget	\$400,000
C01140	2025 Miscellaneous Fire Fighting Equipment		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01141	2025 Protective Equipment		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01142	HVAC Replacement Station #3		
	Capital Reserve		45,000
		Project Budget	\$45,000
		2025 Subtotal	\$480,000

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Fire & Emergency Services

2026	Project Year		
C01143	Ladder 3 Replacement		
		Capital Reserve	1,000,000
		Project Budget	\$1,000,000
C01144	Replace High Angle Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
C01145	2026 Protective Equipment		
		Capital Reserve	25,000
		Project Budget	\$25,000
C01146	Miscellaneous Fire Fighting Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2026 Subtotal	\$1,045,000
2027	Project Year		
C01263	Ladder 1 Replacement		
		Capital Reserve	1,000,000
		Project Budget	\$1,000,000
C01264	2027 Protective Equipment		
		Capital Reserve	25,000
		Project Budget	\$25,000
C01265	Misc. Firefighting Equipment		
		Capital Reserve	10,000
		Project Budget	\$10,000
		2027 Subtotal	\$1,035,000
		Fire & Emergency Services Grand Total	\$4,605,000

PW Vehicles/Equipment

2018	Project Year		
C00256	5 -Ton Truck Sterling (replaces 229)		
		Fleet Replacement	200,000
		Project Budget	\$200,000
C00460	2018 Miscellaneous Equipment		
		Fleet Replacement	8,000
		Project Budget	\$8,000
		2018 Subtotal	\$208,000

2019	Project Year		
C00457	Backhoe JCB (replaces 404)		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C00458	Cube Van (replaces W237)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C00506	2019 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00655	Kabota replaces W408		
	Fleet Replacement		40,000
		Project Budget	\$40,000
		2019 Subtotal	\$248,000
2020	Project Year		
C00555	5-Ton Truck Sterling (replaces W239)		
	Fleet Replacement		210,000
		Project Budget	\$210,000
C00556	2020 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
		2020 Subtotal	\$218,000
2021	Project Year		
C00311	Mini Van Montana (replaces 233)		
	Fleet Replacement		24,000
		Project Budget	\$24,000
C00363	Mini Van Montana (replaces 230)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00505	Sidewalk Plow (replaces 405)		
	Fleet Replacement		120,000
		Project Budget	\$120,000
C00653	1/2 Ton Pick-up replaces W236		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00662	2021 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000

2021	Project Year		
		2021 Subtotal	\$202,000
2022	Project Year		
C00314	1/2 Ton Pick-up Dodge (replaces 232)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00455	1-Ton 4x4 c/w Plow (replaces W241)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C00459	Mini Ford Pick-up -(replaces 240)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
C00633	2022 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00654	1-Ton Dump Truck replaces W242		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C00657	1/2 Ton Pic-up (replaces W245)		
	Fleet Replacement		30,000
		Project Budget	\$30,000
C00694	1/2 Ton Pick-up (replaces W247)		
	Fleet Replacement		30,000
		Project Budget	\$30,000
		2022 Subtotal	\$208,000
2023	Project Year		
C00656	1-Ton Dump Truck (replaces W228)		
	Fleet Replacement		40,000
		Project Budget	\$40,000
C00689	Trackless c/w Plow		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C00693	2023 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
C00784	GMC Crew Cab Pick-up (replaces 223)		
	Fleet Replacement		30,000
		Project Budget	\$30,000

2023	Project Year		
		2023 Subtotal	\$218,000
2024	Project Year		
C00817	5 Ton Truck International (replaces 238)		
	Fleet Replacement		225,000
		Project Budget	\$225,000
C00818	2024 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
		2024 Subtotal	\$233,000
2025	Project Year		
C01152	Wheeled Excavator		
	Fleet Replacement		295,000
		Project Budget	\$295,000
C01153	2025 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
		2025 Subtotal	\$303,000
2026	Project Year		
C01148	Backhoe (Replaces 2016 Addition)		
	Fleet Replacement		225,000
		Project Budget	\$225,000
C01149	Plow Truck 5 Ton 4 Wheel Drive (Replaces 2016 Addition)		
	Fleet Replacement		250,000
		Project Budget	\$250,000
C01150	Trackless c/w plow (Replaces 2016 Addition)		
	Fleet Replacement		140,000
		Project Budget	\$140,000
C01151	2026 Miscellaneous Equipment		
	Fleet Replacement		8,000
		Project Budget	\$8,000
		2026 Subtotal	\$623,000
		PW Vehicles/Equipment Grand Total	\$2,461,000

2018	Project Year		
C00350	Four Mile Creek Road - (Hunter to Wall) - Road Resurfacing		
	Federal Gas Tax		248,513
	Capital Reserve		60,223
	Project Budget		\$308,736
C00397	Queenston Road - Concession 7 Road to Townline - Road Construction		
	DC: Roads, Sidewalks & Lights		81,900
	OCIF		518,451
	Capital Reserve		8,149
	Grants & Other		91,500
	Project Budget		\$700,000
C00406	Engineering Work for Queenston Road - Townline to Airport		
	Capital Reserve		35,320
	DC: Roads, Sidewalks & Lights		4,680
	Project Budget		\$40,000
C00448	Anne Street - Mississauga to King - Road Construction		
	DC: Roads, Sidewalks & Lights		273,000
	Federal Gas Tax		197,400
	Capital Reserve		229,600
	Project Budget		\$700,000
C00449	Concession 2 Road - Line 2 to East West Line - Road Resurfacing		
	Capital Reserve		380,000
	Project Budget		\$380,000
C00451	Guard Rail Installation TBD		
	Capital Reserve		60,000
	Project Budget		\$60,000
C00453	Engineering Work for Concession 6 Road - NSR to Line 2		
	Capital Reserve		13,500
	DC: Roads, Sidewalks & Lights		61,500
	Project Budget		\$75,000
C00610	Engineering Work for Line 1 Road - 0.19 km West of Concession 2 Road		
	Capital Reserve		60,000
	Project Budget		\$60,000
C00617	Sidewalk Installation - York Road - FMCR to Concession 3 Road		
	Capital Reserve		66,000
	Project Budget		\$66,000
C01210	Mississaugua Street Culvert (Johnson - Gage)		
	Capital Reserve		380,000
	Project Budget		\$380,000

2018	Project Year		
C01322	Read Road (East Edge) - Bridge to Lakeshore		
	Capital Reserve		75,000
		Project Budget	\$75,000
C01323	Traffic Count Station		
	Capital Reserve		7,500
		Project Budget	\$7,500
		2018 Subtotal	\$2,852,236
2019	Project Year		
C00182	Line 1 Road - 0.19km West of Concession 2 - Culvert Improvements		
	Capital Reserve		132,689
	OCIF		357,311
		Project Budget	\$490,000
C00356	Four Mile Creek Road - (Wall to Lakeshore) - Road Resurfacing		
	Capital Reserve		230,400
		Project Budget	\$230,400
C00447	Queenston Road - Townline to Airport - Road Construction		
	DC: Roads, Sidewalks & Lights		93,600
	Grants & Other		91,500
	Federal Gas Tax		419,655
	OCIF		195,245
		Project Budget	\$800,000
C00452	Engineering Work for Queenston Road - Airport to Niagara Stone Road		
	DC: Roads, Sidewalks & Lights		20,000
	Capital Reserve		40,000
		Project Budget	\$60,000
C00494	Concession 6 Road - Niagara Stone Road to Line 2 - Road Construction		
	OCIF		243,742
	Federal Gas Tax		26,258
	DC: Roads, Sidewalks & Lights		1,230,000
		Project Budget	\$1,500,000
C00495	Chataqua Area - Circle Street - Road Resurfacing		
	Capital Reserve		265,000
		Project Budget	\$265,000
C00496	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000

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2019	Project Year		
C00499	Engineering Work for Line 1 Road - Concession 6 to Four Mile Creek		
	Capital Reserve		38,000
	DC: Roads, Sidewalks & Lights		62,000
	Project Budget		\$100,000
C00620	St. David's Pool Trail - York to Cannery Subdivision		
	Capital Reserve		50,000
	Project Budget		\$50,000
C00710	Engineering Work for Dorchester and Gage - Culvert Improvements		
	Capital Reserve		30,000
	Project Budget		\$30,000
C00720	Line 1 Road - 0.01 East of Townline Road - Culvert Improvements		
	Capital Reserve		40,000
	Project Budget		\$40,000
C00721	Concession 6 Road - 0.23 South of Line 2 - Culvert Improvements		
	Capital Reserve		40,000
	Project Budget		\$40,000
C01088	Sidewalk Installation - Concession 6 Road - Niagara Stone Road to North		
	Capital Reserve		50,000
	Project Budget		\$50,000
C01324	Traffic Count Station		
	Capital Reserve		7,500
	Project Budget		\$7,500
	2019 Subtotal		\$3,722,900
2020	Project Year		
C00360	Engineering Paxton Lane - York to New Development		
	DC: Roads, Sidewalks & Lights		8,750
	Capital Reserve		8,750
	Project Budget		\$17,500
C00492	Line 4 Road - Bridge #2115 0.13km West of Concession 6 - Culvert Improvements		
	Capital Reserve		119,000
	Project Budget		\$119,000
C00493	Queenston Road - Airport to Niagara Stone Road - Road Construction		
	Grants & Other		183,050
	Capital Reserve		792,500
	DC: Roads, Sidewalks & Lights		224,450
	Project Budget		\$1,200,000

2020	Project Year		
C00546	Line 1 Road - Concession 6 - Four Mile Creek - Road Construction		
	Capital Reserve		314,087
	Federal Gas Tax		445,913
	DC: Roads, Sidewalks & Lights		1,240,000
	Project Budget		\$2,000,000
C00548	Chautauqua Area - Road Resurfacing		
	Capital Reserve		225,000
	Project Budget		\$225,000
C00550	Guard Rail Installation TBD		
	Capital Reserve		60,000
	Project Budget		\$60,000
C00551	Concession 6 Road - Line1 to Line 2 - Engineering		
	DC: Roads, Sidewalks & Lights		49,375
	Capital Reserve		13,125
	Project Budget		\$62,500
C00626	Sidewalk Installation - Mississauga Street - Johnson - Gage		
	Capital Reserve		45,000
	Project Budget		\$45,000
C00711	Dorchester@Gage Culv. Replacement (One Mile Creek Watershed Plan)		
	Capital Reserve		200,000
	Project Budget		\$200,000
C01092	Sidewalk Installation - Lorraine Street - FMCR to East		
	Capital Reserve		14,000
	Project Budget		\$14,000
	2020 Subtotal		\$3,943,000
2021	Project Year		
C00399	Paxton Lane - York to New Development - Road Construction		
	Federal Gas Tax		150,000
	DC: Roads, Sidewalks & Lights		175,000
	Capital Reserve		25,000
	Project Budget		\$350,000
C00543	Line 4 Road - Bridge #2112 (0.43 East of Con. 3 Road) Bridge Improvements		
	Capital Reserve		20,000
	Project Budget		\$20,000

2021	Project Year		
C00552	Engineering for Green Street - Flynn to Niagara		
		DC: Roads, Sidewalks & Lights	17,100
		Capital Reserve	12,900
		Project Budget	\$30,000
C00658	Sidewalk Installation - Mississauga Street - Gage to Centre		
		Capital Reserve	45,000
		Project Budget	\$45,000
C00726	Concession 6 Road - Line 1 to 2 - Road Construction		
		DC: Roads, Sidewalks & Lights	987,500
		Capital Reserve	262,500
		Project Budget	\$1,250,000
C00729	Johnson Street - Dorchester to Gate - Road Resurfacing		
		Federal Gas Tax	100,000
		Capital Reserve	20,000
		Project Budget	\$120,000
C00730	Simcoe Street - John to Anne - Road Resurfacing		
		Capital Reserve	25,000
		Project Budget	\$25,000
C00731	Gate Street - Mary to William - Road Resurfacing		
		Capital Reserve	25,000
		Project Budget	\$25,000
C00732	Townline Road - Line 1 to Lakeshore Road		
		Capital Reserve	39,087
		Federal Gas Tax	95,913
		DC: Roads, Sidewalks & Lights	45,000
		Project Budget	\$180,000
C00733	Guard Rail Installation TBD		
		Capital Reserve	60,000
		Project Budget	\$60,000
C00752	Engineering Work for Queenston Street - Dumfries to Clarence		
		Capital Reserve	40,000
		Project Budget	\$40,000
C01095	Line 2 Road - Concession 6 to Niagara Stone Road		
		Capital Reserve	10,000
		Federal Gas Tax	100,000
		Project Budget	\$110,000

2021	Project Year		
C01096	Sidewalk Installation - Queenston Street - Niagara River Parkway to N.S. Bridge		
	Capital Reserve		23,000
		Project Budget	\$23,000
C01325	Radar Speed Board (Replacement)		
	Capital Reserve		6,000
		Project Budget	\$6,000
		2021 Subtotal	\$2,284,000
2022	Project Year		
C00500	Engineering for Partition and Kent Streets - Niagara Parkway to Queenston		
	Capital Reserve		40,000
		Project Budget	\$40,000
C00661	Sidewalk Installation - Taylor Road - Glendale to South		
	Capital Reserve		51,000
		Project Budget	\$51,000
C00727	Green Street - Flynn to Niagara - Road Construction		
	Federal Gas Tax		147,400
	Capital Reserve		67,600
	DC: Roads, Sidewalks & Lights		285,000
		Project Budget	\$500,000
C00754	Queenston Street - Dumfries to Clarence - Road Construction		
	Capital Reserve		61,487
	Federal Gas Tax		298,513
		Project Budget	\$360,000
C00756	Niven Road - Lakeshore Road to Village Road Road Resurfacing		
	Capital Reserve		190,000
		Project Budget	\$190,000
C00757	Wellington Street - Picton to Castlereagh Road Resurfacing		
	Capital Reserve		70,000
		Project Budget	\$70,000
C00758	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00761	Engineering - Flynn Street - Rye to Charlotte		
	DC: Roads, Sidewalks & Lights		11,600
	Capital Reserve		28,400
		Project Budget	\$40,000

2022	Project Year		
C01098	Line 1 Road - Concession 7 to Townline (Grantham) Road Resurfacing		
	DC: Roads, Sidewalks & Lights		108,800
	Capital Reserve		61,200
	Project Budget		\$170,000
C01099	Ball Street - Ricardo to Delatre to Lockhart R/A Road Resurfacing		
	Capital Reserve		50,000
	Project Budget		\$50,000
C01101	Mississauga Street - Queen to Johnson to Gage to Centre to Wm. to Mary Road Resurfacing		
	Capital Reserve		250,000
	Project Budget		\$250,000
C01102	Gate Street - Anne to John to Mary Road Resurfacing		
	Capital Reserve		60,000
	Project Budget		\$60,000
C01103	Warner Road - Tanbark to Concession 5 to QEW Road Resurfacing (Cold Mix)		
	Capital Reserve		104,000
	Project Budget		\$104,000
C01104	Sidewalk Installlation - Nassau Street - Queen to Johnson		
	Capital Reserve		20,000
	Project Budget		\$20,000
C01122	Niagara Boulevard Study-Design (@ One mile Creek - Watershed Plan)		
	Capital Reserve		30,000
	Project Budget		\$30,000
	2022 Subtotal		\$1,995,000
2023	Project Year		
C00547	Partition and Kent Streets - Niagara Parkway to Queenston - Road Construction		
	Capital Reserve		54,087
	Federal Gas Tax		445,913
	Project Budget		\$500,000
C00688	Road Resurfacing - Line 8 - Niagara Parkway to Concession 1		
	Capital Reserve		150,000
	Project Budget		\$150,000
C00703	Road Resurfacing - Concession 6 - York Road to Niagara Falls Border		
	Capital Reserve		190,000
	Project Budget		\$190,000
C00728	Road Resurfacing - King Street - (Queen to Johnson)		
	Capital Reserve		60,000
	Project Budget		\$60,000

2023	Project Year		
C00734	Sidewalk Installation - Mississauga St - Centre to Mary		
	Capital Reserve		45,000
		Project Budget	\$45,000
C00753	Niagara Blvd. - Culvert Improvements		
	Capital Reserve		300,000
		Project Budget	\$300,000
C00760	Concession Road 1 - Line 9 to Line 8 Road Resurfacing		
	Capital Reserve		140,000
		Project Budget	\$140,000
C00762	Weatherstone Court - Charlotte to End Road Resurfacing		
	Capital Reserve		40,000
		Project Budget	\$40,000
C00763	Guard Rail Installation TBD		
	Capital Reserve		60,000
		Project Budget	\$60,000
C00764	Engineering for Clarence Street - Queenston Street to Niagara River Parkway		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00783	Engineering for Wellington St. - Picton to Byron		
	Capital Reserve		15,000
		Project Budget	\$15,000
C00871	Road Construction - Flynn Street - Rye to Charlotte		
	Capital Reserve		284,000
	DC: Roads, Sidewalks & Lights		116,000
		Project Budget	\$400,000
C01105	Warner Road - Concession 6 to Dead End East (Coldmix)		
	Capital Reserve		240,000
		Project Budget	\$240,000
C01106	Nassau Street - William to North and South		
	Capital Reserve		31,000
		Project Budget	\$31,000
		2023 Subtotal	\$2,196,000
2024	Project Year		
C00659	Engineering for Firelane 11A - Bridge No. 4 Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000

2024	Project Year		
C00755	Clarence Street - Queenston Street to Niagara River Parkway Road Construction		
		Federal Gas Tax	248,513
		Capital Reserve	51,487
		Project Budget	\$300,000
C00759	Line 7 Road - 0.78 km East of Four Mile Creek - Culvert Improvements		
		Capital Reserve	132,000
		Project Budget	\$132,000
C00873	Road Construction - Wellington St - (Picton to Byron)		
		Capital Reserve	150,000
		Project Budget	\$150,000
C00875	Guard Rail Installation TBD		
		Capital Reserve	60,000
		Project Budget	\$60,000
C00876	Sidewalk Installation - Willaim St - Nassau to Circle		
		Capital Reserve	37,000
		Project Budget	\$37,000
C00877	Road Resurfacing - Henegan and Walker Road		
		Capital Reserve	160,000
		Project Budget	\$160,000
C00878	Road Resurfacing - Line 8 Road - Concession 2 to Four Mile Creek Road		
		Federal Gas Tax	197,400
		Capital Reserve	52,600
		Project Budget	\$250,000
C00879	Road Resurfacing - Line 8 Road - Concession 1 to Concession 2		
		Capital Reserve	170,000
		Project Budget	\$170,000
C00880	Road Resurfacing - Newark - Johnson to Queen		
		Capital Reserve	25,000
		Project Budget	\$25,000
C00881	Road Resurfacing - Glendale Ave. East - Glendale to Dead End		
		Capital Reserve	75,000
		Project Budget	\$75,000
C00882	Engineering for Walnut Street - Queenston Street to Princess Street		
		Capital Reserve	15,000
		Project Budget	\$15,000

2024	Project Year		
C00883	Engineering for Princess Street - Maple North to Dead End		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00884	Engineering for Gage Street - Mississagua to Dorchester		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01107	Townline (Grantham) Road - Line 1 to Line 2 to Scott		
	Capital Reserve		225,000
		Project Budget	\$225,000
C01108	Melville Street - Byron to Ricardo Road Resurfacing		
	Capital Reserve		65,000
		Project Budget	\$65,000
C01109	Centre Street - Gate to Victoria to Regent Road Resurfacing		
	Capital Reserve		80,000
		Project Budget	\$80,000
C01110	Warner Road - Concession 6 to QEW to Dead End North Road Resurfacing (Cold Mix)		
	Capital Reserve		286,000
		Project Budget	\$286,000
C01111	Sidewalk Installation - Gage Street - King to Regent		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01326	Traffic Count Station		
	Capital Reserve		7,500
		Project Budget	\$7,500
		2024 Subtotal	\$2,172,500
2025	Project Year		
C00660	Culvert Improvement for Firelane 11A Bridge No. 4		
	Capital Reserve		460,000
		Project Budget	\$460,000
C01112	Walnut Street - Queenston to Princess Street Road Construction		
	Capital Reserve		100,000
		Project Budget	\$100,000
C01113	Princess Street - Maple to Walnut to North to Dead End Road Construction		
	Capital Reserve		150,000
		Project Budget	\$150,000

2025	Project Year		
C01114	Gage Street - Simcoe to Mississauga to Butler to Dorchester Road Construction		
	Capital Reserve		81,487
	Federal Gas Tax		298,513
	Project Budget		\$380,000
C01115	Field Road - Four Mile Creek Road to Niagara Stone Road Resurfacing		
	Capital Reserve		60,000
	Project Budget		\$60,000
C01116	Townline (Grantham) Road - Scott to Line 3 to Carlton		
	Capital Reserve		220,000
	Project Budget		\$220,000
C01117	Mary Street - Mississauga to Simcoe to Gate to Victoria to Regent to King Resurfacing		
	Capital Reserve		27,600
	Federal Gas Tax		147,400
	Project Budget		\$175,000
C01118	Queen's Parade - Wellington to John East Road Resurfacing		
	Capital Reserve		360,000
	Project Budget		\$360,000
C01119	Eastchester Avenue - Stewart to Niagara Stone Road Resurfacing (Cold Mix)		
	Capital Reserve		100,000
	Project Budget		\$100,000
C01120	Sidewalk Installation: Four Mile Creek Road - North of York to Cannery Subdivision		
	Capital Reserve		60,000
	Project Budget		\$60,000
C01121	Engineering Work for Regent Street - Centre to William to Mary to John to Anne (Developer Cost Share)		
	Capital Reserve		30,000
	Project Budget		\$30,000
C01125	Guard Rail Installation - TBD		
	Capital Reserve		60,000
	Project Budget		\$60,000
C01327	Traffic Count Station		
	Capital Reserve		7,500
	Project Budget		\$7,500
	2025 Subtotal		\$2,162,500

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2026	Project Year		
C01212	Regent Street Construction - William to Mary to John to Anne		
	Capital Reserve		600,000
		Project Budget	\$600,000
C01213	Townline (Grantham) Road - Lakeshore to North End		
	Capital Reserve		190,000
		Project Budget	\$190,000
C01214	McNab Road - Lakeshore to North End		
	Capital Reserve		59,087
	Federal Gas Tax		445,913
		Project Budget	\$505,000
C01215	Engineering - King Street - Mary to William to Centre to Gage to Johnson		
	Capital Reserve		80,000
		Project Budget	\$80,000
C01328	Radar Speed Board (Replacement)		
	Capital Reserve		7,500
		Project Budget	\$7,500
		2026 Subtotal	\$1,382,500
2027	Project Year		
C01329	Radar Speed Board (Replacement)		
	Capital Reserve		6,000
		Project Budget	\$6,000
		2027 Subtotal	\$6,000
		Roads Department Grand Total	\$22,716,636

Parking Operations

2018	Project Year		
C00222	Byron Street Enhancements		
	Parking Revenue		150,000
		Project Budget	\$150,000
C00427	Handheld Ticketer Replacement (4 Units)		
	Parking Revenue		28,000
		Project Budget	\$28,000
		2018 Subtotal	\$178,000
2019	Project Year		
C00475	Queens Royal Park Lot Resurfacing		
	Parking Revenue		80,000
		Project Budget	\$80,000
		2019 Subtotal	\$80,000

2020	Project Year		
C00526	Coin Sorter		
		Parking Revenue	10,000
		Project Budget	\$10,000
C00527	Nelson Street Lot Resurfacing		
		Parking Revenue	60,000
		Project Budget	\$60,000
		2020 Subtotal	\$70,000
2021	Project Year		
C00474	Parking Vehicle Replacement		
		Parking Revenue	35,000
		Project Budget	\$35,000
		2021 Subtotal	\$35,000
2024	Project Year		
C00540	Handheld Ticketers (4 Units)		
		Parking Revenue	35,000
		Project Budget	\$35,000
C00853	Regent Street Lot Resurfacing		
		Parking Revenue	15,000
		Project Budget	\$15,000
		2024 Subtotal	\$50,000
2026	Project Year		
C00224	Pay & Display Machine Replacements		
		Parking Revenue	650,000
		Project Budget	\$650,000
		2026 Subtotal	\$650,000
		Parking Operations Grand Total	\$1,063,000

Transit

2018	Project Year		
C01130	AODA Compliant Pads at Bus Stops Ph.3		
		Ontario Disabilities Act	12,500
		Project Budget	\$12,500
C01131	Replacement Bike Racks for Busses		
		Capital Reserve	5,000
		Project Budget	\$5,000
C01240	POS System for Fare Cards (3 locations)		
		Capital Reserve	12,000
		Project Budget	\$12,000

Transit

2018	Project Year		
C01241	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2018 Subtotal	\$44,500
2019	Project Year		
C01242	AODA Compliant Pads at Bus Stops, Ph.4		
	Ontario Disabilities Act		12,500
		Project Budget	\$12,500
C01243	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2019 Subtotal	\$27,500
2020	Project Year		
C01244	Electronic Fare Boxes		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01245	Benches, Shelters, Garbage Cans		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2020 Subtotal	\$25,000
2021	Project Year		
C01246	AODA Compliant Pads at Bus Stops Ph. 6 (Pending)		
	Ontario Disabilities Act		5,000
		Project Budget	\$5,000
C01247	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2021 Subtotal	\$20,000
2022	Project Year		
C01248	Benches, Shelters, Garbage Cans, Signs		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2022 Subtotal	\$15,000
2023	Project Year		
C01133	Electronic Annunciator Boards		
	Ontario Disabilities Act		15,000
		Project Budget	\$15,000

Transit

2023	Project Year		
C01134	Replacement Bike Racks		
		Capital Reserve	5,000
		Project Budget	\$5,000
C01249	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
C01250	AODA Compliant Pads at Bus Stops		
		Ontario Disabilities Act	5,000
		Project Budget	\$5,000
		2023 Subtotal	\$40,000
2024	Project Year		
C01251	POS System for Fare Cards (3 locations)		
		Capital Reserve	12,000
		Project Budget	\$12,000
C01252	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
		2024 Subtotal	\$27,000
2025	Project Year		
C01253	Electronic Fare Boxes		
		Capital Reserve	10,000
		Project Budget	\$10,000
C01254	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
C01255	AODA Compliant Pads at Bus Stops		
		Ontario Disabilities Act	5,000
		Project Budget	\$5,000
		2025 Subtotal	\$30,000
2026	Project Year		
C01256	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
		2026 Subtotal	\$15,000

Transit

2027	Project Year		
C01257	Annunciator Boards		
		Ontario Disabilities Act	15,000
		Project Budget	\$15,000
C01258	AODA Compliant Pads at Bus Stops		
		Ontario Disabilities Act	5,000
		Project Budget	\$5,000
C01259	Benches, Shelters, Garbage Cans		
		Capital Reserve	15,000
		Project Budget	\$15,000
		2027 Subtotal	\$35,000
		Transit Grand Total	\$279,000

Building Services

2022	Project Year		
C00467	Building Services Vehicle		
		Building Services Equipment	35,000
		Project Budget	\$35,000
		2022 Subtotal	\$35,000
2023	Project Year		
C00471	Building Services Vehicle		
		Building Services Equipment	35,000
		Project Budget	\$35,000
		2023 Subtotal	\$35,000
		Building Services Grand Total	\$70,000

By-Law Enforcement

2018	Project Year		
C00566	By-Law Enforcement Vehicle		
		By-Law Vehicle & Equipment	35,000
		Project Budget	\$35,000
		2018 Subtotal	\$35,000
2021	Project Year		
C00497	By-Law Enforcement Vehicle		
		By-Law Vehicle & Equipment	35,000
		Project Budget	\$35,000
		2021 Subtotal	\$35,000
		By-Law Enforcement Grand Total	\$70,000

2018	Project Year		
C00069	MCU Arena 50 HP Compressor		
		Capital Reserve	60,000
		Project Budget	\$60,000
C00335	Replacement Carpet for Court House Hall & Stairway		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00382	Community Centre Projector Replacement (3)		
		Community Centre	9,000
		Project Budget	\$9,000
C00986	Queen Street Bench Restoration		
		Capital Reserve	10,000
		Project Budget	\$10,000
C00988	Centennial Arena HWT Replacement		
		Capital Reserve	7,000
		Project Budget	\$7,000
C00989	Court House Soffit Crown Molding Repairs		
		Capital Reserve	40,000
		Project Budget	\$40,000
C00991	Court House Eaves Repair & Replacement		
		Capital Reserve	30,000
		Project Budget	\$30,000
C00992	Niagara Pool Pump Replacement		
		Park Dedication	5,000
		Project Budget	\$5,000
C00993	Virgil Sportspark Ball Diamond Light Replacement		
		Park Dedication	25,000
		Project Budget	\$25,000
C00994	Virgil Sportspark Skateboard Park		
		Park Dedication	150,000
		Project Budget	\$150,000
C00995	Court House Chair Replacement		
		Capital Reserve	22,000
		Project Budget	\$22,000
C01031	Pumphouse HVAC Replacement		
		Capital Reserve	40,000
		Project Budget	\$40,000

2018	Project Year		
C01179	Court House - Paint all fascia and fire escapes		
	Capital Reserve		65,000
		Project Budget	\$65,000
C01181	Centennial Arena - Flat Roof Repair		
	Capital Reserve		100,000
		Project Budget	\$100,000
C01183	Queenston Library Parking Lot Paving		
	Capital Reserve		7,000
		Project Budget	\$7,000
C01185	Administration Building - Exterior Repaint		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01187	Queenston Library - Paint Interior and Refinish Floor		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01189	Pumphouse - Exterior Repaint		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01208	St. David's Pool Design		
	Capital Reserve		100,000
		Project Budget	\$100,000
C01297	Queenston Library Flooring-downstairs		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01298	Pumphouse Front Door Replacement		
	Capital Reserve		12,000
		Project Budget	\$12,000
C01299	Virgil Sportspark Irrigation Extension-baseball diamonds		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01300	Queen St. Flower Beds Surround-Ph.4		
	Capital Reserve		35,000
		Project Budget	\$35,000
C01301	Park Amenities-wood garbage cans & recycling bins		
	Capital Reserve		30,000
		Project Budget	\$30,000

2018	Project Year		
C01302	Picnic Table Additions-Simcoe Park & Community Centre		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01303	Cannery - Park Design		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01304	Niagara Lakeshore Cemetery Paving-Ph. 2		
	Capital Reserve		79,100
		Project Budget	\$79,100
C01305	Dock Area Enhancements		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01306	Community Centre Auditorium Floor Sanding/Waxing		
	Capital Reserve		8,000
		Project Budget	\$8,000
C01307	Community Centre Gym Strenght Equipment Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01308	Community Centre Table Replacement		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01309	Queen St. Amenities-Sod, Shrubs, Mulch		
	Capital Reserve		9,750
		Project Budget	\$9,750
C01310	Community Centre Amenities-Penner Room		
	Capital Reserve		6,000
		Project Budget	\$6,000
		2018 Subtotal	\$1,046,850
2019	Project Year		
C00366	Cemetery Expansion Phase 5		
	Capital Reserve		25,000
		Project Budget	\$25,000
C00384	Community Centre Scrubber Replacement		
	Capital Reserve		12,000
		Project Budget	\$12,000

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Parks, Recreation & Facilities

2019	Project Year		
C00804	Niagara-on-the-Green Playground Replacement		
	Park Dedication		90,000
		Project Budget	\$90,000
C00968	Cannery Park Development		
	Capital Reserve		75,000
		Project Budget	\$75,000
C00987	Centennial Arena Rubber Floor Replacement		
	Capital Reserve		30,000
		Project Budget	\$30,000
C00996	Court House Washroom Renovations		
	Capital Reserve		30,000
		Project Budget	\$30,000
C00997	Memoral Park Soccer Field Light Replacement		
	Park Dedication		20,000
		Project Budget	\$20,000
C00998	Simcoe Park Raised Flower Beds		
	Park Dedication		20,000
		Project Budget	\$20,000
C01190	Memorial Tennis Court Expansion		
	Donations		40,000
	DC: Parkland & Recreation		85,000
		Project Budget	\$125,000
C01228	St. David's Pool Construction		
	Grants & Other		1,666,660
	Donations		833,340
		Project Budget	\$2,500,000
C01312	Community Centre Amenties		
	Capital Reserve		8,500
		Project Budget	\$8,500
C01345	Dock Area Enhancements		
	Capital Reserve		40,000
		Project Budget	\$40,000
		2019 Subtotal	\$2,975,500
2020	Project Year		
C00454	MCU Arena Board Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000

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Parks, Recreation & Facilities

2020	Project Year		
C00984	Niagara-on-the-Green North Park Development		
	Capital Reserve		50,000
		Project Budget	\$50,000
C00999	Court House Window Repairs Phase 1		
	Capital Reserve		35,000
		Project Budget	\$35,000
C01000	Library Roof Replacement		
	Capital Reserve		70,000
		Project Budget	\$70,000
C01001	Niagara Pool Filter Replacement		
	Park Dedication		20,000
		Project Budget	\$20,000
C01003	Virgil Sportspark Soccer Field/Parking Lot Lights		
	Park Dedication		60,000
		Project Budget	\$60,000
C01005	Market Street Washrooms Roof Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01006	Simcoe Park Pavers		
	Capital Reserve		130,000
		Project Budget	\$130,000
C01191	Christmas Display - Replacement Phase 1		
	Capital Reserve		40,000
		Project Budget	\$40,000
		2020 Subtotal	\$475,000
2021	Project Year		
C00415	Niagara-on-the-Green Community Park		
	Park Dedication		320,625
	DC: Parkland & Recreation		54,375
		Project Budget	\$375,000
C01007	Community Centre Lawn Bowling Carpet Replacement		
	Capital Reserve		125,000
		Project Budget	\$125,000
C01008	Court House Window Repairs Phase 2		
	Capital Reserve		35,000
		Project Budget	\$35,000

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Parks, Recreation & Facilities

2021	Project Year		
C01009	Court House Door Hardware Replacement		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01011	Market Street Washroom HVAC Replacement		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01012	Market Street Washroom Renovations		
	Capital Reserve		30,000
		Project Budget	\$30,000
C01192	Christmas Display - Replacement Phase 2		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01313	Community Centre Kitchen-New Cooler Compressors		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01314	Community Centre Appliance Replacement		
	Capital Reserve		5,000
		Project Budget	\$5,000
C01315	Community Centre Chair Replacement		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01346	Community Centre Auditorium Door Replacement		
	Capital Reserve		10,000
		Project Budget	\$10,000
C01347	Community Centre Amenities		
	Capital Reserve		5,000
		Project Budget	\$5,000
		2021 Subtotal	\$705,000
2022	Project Year		
C00421	Alumazorb Ceiling Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000
C00431	Community Centre Fitness Equipment Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000

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Parks, Recreation & Facilities

2022	Project Year		
C01013	Memorial Park Pavillion Shingles Replacement		
	Park Dedication		17,000
		Project Budget	\$17,000
C01015	St. Davids Pool Replacement of Flat Roof		
	Park Dedication		20,000
		Project Budget	\$20,000
C01016	Virgil Sportpark Tennis Court Light Replacement		
	Park Dedication		5,000
		Project Budget	\$5,000
C01017	Main Administration Building Elevator Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01018	Garrison Village Playground Replacement		
	Park Dedication		90,000
		Project Budget	\$90,000
C01194	Community Centre - Track & Fitness Floor Repaint		
	Capital Reserve		15,000
		Project Budget	\$15,000
C01316	Community Centre Auditorium Floor Sanding/Waxing		
	Capital Reserve		8,000
		Project Budget	\$8,000
		2022 Subtotal	\$285,000
2023	Project Year		
C00433	Centennial Arena Compressor Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01019	Centennial Arena Roof Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01020	Meridian Credit Union Arena Condensor Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000
C01021	Meridian Credit Union Arena Chiller Replacement		
	Capital Reserve		50,000
		Project Budget	\$50,000

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Parks, Recreation & Facilities

2023	Project Year		
C01022	Meridian Credit Union Arena Light Replacement		
	Capital Reserve		40,000
		Project Budget	\$40,000
C01023	Meridian Credit Union Arena Boiler Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01024	Meridian Credit Union Arena Compressor Replacement - 50 HP x 2		
	Capital Reserve		120,000
		Project Budget	\$120,000
C01025	Meridian Credit Union Arena Olympia Room Boiler Replacement		
	Capital Reserve		20,000
		Project Budget	\$20,000
C01193	Resurface Memorial Tennis Courts		
	Capital Reserve		50,000
		Project Budget	\$50,000
C01317	MCU Arena Dehumidification Replacement		
	Capital Reserve		80,000
		Project Budget	\$80,000
		2023 Subtotal	\$550,000
2024	Project Year		
C01026	Library Exit Doors		
	Capital Reserve		17,000
		Project Budget	\$17,000
C01027	Queen's Royal Park Washroom Roof Replacement		
	Park Dedication		20,000
		Project Budget	\$20,000
C01028	Main Administration Building Exterior Door Replacement		
	Capital Reserve		25,000
		Project Budget	\$25,000
C01029	Simcoe Park Playground Equipment		
	Park Dedication		95,000
		Project Budget	\$95,000
C01032	Pumphouse Washroom Replacement		
	Capital Reserve		15,000
		Project Budget	\$15,000
		2024 Subtotal	\$172,000

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Parks, Recreation & Facilities

2025	Project Year		
C01033	Centennial Arena Compressor Replacement		
	Capital Reserve		60,000
		Project Budget	\$60,000
C01035	Meridian Credit Union Arena Roof Replacement		
	Capital Reserve		80,000
		Project Budget	\$80,000
C01036	Queen's Royal Park Washroom Renovations		
	Park Dedication		15,000
		Project Budget	\$15,000
C01037	Virgil Sportspark Pavilion & VBA Building Shingles Replacement		
	Park Dedication		24,000
		Project Budget	\$24,000
C01038	Memorial Park Playground Replacement		
	Park Dedication		95,000
		Project Budget	\$95,000
C01195	Chautauqua Playground Replacement		
	Park Dedication		50,000
		Project Budget	\$50,000
C01196	Meridian Credit Union Arena - Floor replacement		
	Capital Reserve		75,000
		Project Budget	\$75,000
C01199	Community Centre - Auditorium Floor Replacement		
	Capital Reserve		100,000
		Project Budget	\$100,000
		2025 Subtotal	\$499,000
2026	Project Year		
C01197	Community Centre - Hot Water Tank		
	Capital Reserve		9,000
		Project Budget	\$9,000
C01198	Community Centre - HVAC Replacement		
	Capital Reserve		150,000
		Project Budget	\$150,000
		2026 Subtotal	\$159,000
	Parks, Recreation & Facilities Grand Total		\$6,867,350

Budget Summary 2017 | 183
P & R Vehicles/Equipment

2018	Project Year		
C00370	Purchase a Ice Resurfacer (replaces P562)		
	Fleet Replacement		104,000
	Project Budget		\$104,000
C00375	Mower (replaces P571)		
	DC: Parkland & Recreation		36,000
	Capital Reserve		4,000
	Project Budget		\$40,000
C00376	Mower (replaces P572)		
	Capital Reserve		4,000
	DC: Parkland & Recreation		36,000
	Project Budget		\$40,000
C00465	Purchase a Trailer (replaces P594)		
	Fleet Replacement		20,000
	Project Budget		\$20,000
C00509	Purchase a Tractor (replaces P555)		
	Fleet Replacement		98,000
	Project Budget		\$98,000
C01156	Mower (replaces P573)		
	Fleet Replacement		11,000
	Project Budget		\$11,000
C01267	Trailer (replaces P593)		
	Capital Reserve		20,000
	Project Budget		\$20,000
	2018 Subtotal		\$333,000
2019	Project Year		
C00463	1-Ton with Dump (replaces P516)		
	Fleet Replacement		49,000
	Project Budget		\$49,000
C00464	Van (replaces P515)		
	Fleet Replacement		37,000
	Project Budget		\$37,000
C01268	Mower (replaces P574)		
	Capital Reserve		50,000
	Project Budget		\$50,000
	2019 Subtotal		\$136,000

Budget Summary 2017 | 184
P & R Vehicles/Equipment

2020	Project Year		
C00386	3/4 Ton 4x4 (replaces P518) with Dump Trailer (replaces P595)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C00405	3/4 Ton Truck (replaces P517)		
	Fleet Replacement		38,000
		Project Budget	\$38,000
C00408	Riding Mower (replaces P567)		
	Fleet Replacement		56,000
		Project Budget	\$56,000
C01157	Mower (replaces P577)		
	Fleet Replacement		25,000
		Project Budget	\$25,000
		2020 Subtotal	\$164,000
2021	Project Year		
C00410	Riding Mower (replaces P568)		
	Fleet Replacement		50,000
		Project Budget	\$50,000
C01158	Tractor (replaces P564)		
	Fleet Replacement		100,000
		Project Budget	\$100,000
		2021 Subtotal	\$150,000
2022	Project Year		
C00962	Mower (replaces P565)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
C01159	Mower (replaces P573)		
	Fleet Replacement		13,000
		Project Budget	\$13,000
		2022 Subtotal	\$58,000
2023	Project Year		
C00430	1 Ton Truck with Dump Box (replaces P520)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C00456	1 Ton Truck with Dump Box (replaces P519)		
	Fleet Replacement		60,000
		Project Budget	\$60,000

Budget Summary 2017 | 185
P & R Vehicles/Equipment

2023	Project Year		
C00461	Trailer (replaces P593)	Fleet Replacement	15,000
		Project Budget	\$15,000
C00462	3/4 Ton 4X4 Truck (replaces P521)	Fleet Replacement	45,000
		Project Budget	\$45,000
C01160	Multipurpose Mower (replaces P574)	Fleet Replacement	50,000
		Project Budget	\$50,000
C01269	Mower (replaces P572)	Fleet Replacement	45,000
		Project Budget	\$45,000
C01270	Mower (replaces P571)	Fleet Replacement	45,000
		Project Budget	\$45,000
		2023 Subtotal	\$320,000
2024	Project Year		
C00808	Water Trailer (to replace P591)	Fleet Replacement	13,000
		Project Budget	\$13,000
C01161	Garbage Packer (replaces G602 Replacement)	Fleet Replacement	150,000
		Project Budget	\$150,000
C01271	1-TonTruck (replaces P522)	Fleet Replacement	60,000
		Project Budget	\$60,000
C01272	Leaf Collection System/Dump (replaces C1154)	Fleet Replacement	30,000
		Project Budget	\$30,000
		2024 Subtotal	\$253,000
2025	Project Year		
C01162	1 Ton 4x4 Truck (replaces 2016-C00960)	Fleet Replacement	64,000
		Project Budget	\$64,000
C01163	1 Ton 4x4 Truck (replaces C00369 truck)	Fleet Replacement	60,000
		Project Budget	\$60,000

Budget Summary 2017 | 186
P & R Vehicles/Equipment

2025	Project Year		
C01165	Utility Vehicle (replaces P576)		
	Fleet Replacement		20,000
		Project Budget	\$20,000
C01273	1/2 Ton 4x4 Truck (replaces P523)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
		2025 Subtotal	\$189,000
2026	Project Year		
C00807	4 X 4 Truck (to replace P510)		
	Fleet Replacement		60,000
		Project Budget	\$60,000
C01274	Cemetery Dump/Trailer (replaces C00800)		
	Fleet Replacement		20,000
		Project Budget	\$20,000
C01275	Tractor (replaces C959)		
	Fleet Replacement		75,000
		Project Budget	\$75,000
		2026 Subtotal	\$155,000
2027	Project Year		
C01276	1/2 Ton Truck (replaces C806)		
	Fleet Replacement		45,000
		Project Budget	\$45,000
		2027 Subtotal	\$45,000
	P & R Vehicles/Equipment Grand Total		\$1,803,000

Water

2018	Project Year		
C00437	William Street - (Mississagua to Simcoe and Gate to Victoria)		
	Water Capital Improvements		280,000
		Project Budget	\$280,000
C00438	Queen St. - (Simcoe to Mississauga)		
	Water Capital Improvements		145,000
		Project Budget	\$145,000
C00441	Engineering Work for Concession 6 Road - (Niagara Stone Road to Line 2 Road)		
	DC: Water Distribution		36,000
	Water Capital Improvements		4,000
		Project Budget	\$40,000

Water

2018	Project Year		
C00442	Engineering Work for Gage St. - (Gate to Victoria)		
	Water Capital Improvements		25,000
	Project Budget		\$25,000
C00443	Engineering Work for Gate Street - (Centre to Johnson)		
	Water Capital Improvements		25,000
	Project Budget		\$25,000
C00503	Line 3 Road - (Concession 1 to Niagara River Parkway)		
	Water Capital Improvements		300,000
	Project Budget		\$300,000
C00508	Concession 6 -Road - (Line 1 to Line 2 Road)		
	DC: Water Distribution		522,000
	Water Capital Improvements		58,000
	Project Budget		\$580,000
C00840	Engineering Work for Queenston Road - (Townline to Airport)		
	Water Capital Improvements		40,000
	Project Budget		\$40,000
	2018 Subtotal		\$1,435,000
2019	Project Year		
C00485	Concession 6 Road - (RR55 to Line 2 Road)		
	DC: Water Distribution		289,985
	Water Capital Improvements		187,665
	Project Budget		\$477,650
C00486	Gage Street - (Gate St. to Victoria)		
	Water Capital Improvements		120,000
	Project Budget		\$120,000
C00487	Gate Street - (Centre to Johnson)		
	Water Capital Improvements		160,000
	Project Budget		\$160,000
C00488	King Street - (Johnson to Centre)		
	Water Capital Improvements		370,000
	Project Budget		\$370,000
C00491	Engineering Work for King Street - (Centre to John Street)		
	Water Capital Improvements		20,000
	Project Budget		\$20,000

Water

2019	Project Year		
C00844	Queenston Road - (Townline to Airport)		
		Water Capital Improvements	360,000
		DC: Water Distribution	234,000
		Project Budget	\$594,000
C01045	Queenston Rd. Airport -Coon Eng.		
		Water Capital Improvements	40,000
		Project Budget	\$40,000
		2019 Subtotal	\$1,781,650
2020	Project Year		
C00342	Queenston/NSR (Coon-NSR-Stewart) Eng.		
		Water Capital Improvements	40,000
		Project Budget	\$40,000
C00349	Paxton Lane (at York and at South End) Eng.		
		Water Capital Improvements	15,000
		Project Budget	\$15,000
C00484	Queenston Rd. (Airport to Coon)		
		Water Capital Improvements	600,000
		Project Budget	\$600,000
C00538	King Street - (Centre to John)		
		Water Capital Improvements	370,000
		Project Budget	\$370,000
		2020 Subtotal	\$1,025,000
2021	Project Year		
C00391	Paxton Lane - (South End to York Road)		
		Water Capital Improvements	90,000
		Project Budget	\$90,000
C00440	Queenston/NSR (Coon-NSR-Stewart)		
		Water Capital Improvements	700,000
		Project Budget	\$700,000
C00510	Simcoe Street - (Centre to Johnson Street)		
		Water Capital Improvements	260,000
		Project Budget	\$260,000
C00513	Niagara River Parkway - (Highlander to Dumfries) Eng.		
		Water Capital Improvements	20,000
		Project Budget	\$20,000

Water

2021	Project Year		
C00519	Ball Street - (Ricardo to Delatre) Eng.		
	Water Capital Improvements		15,000
	Project Budget		\$15,000
C00828	Centre Street - (King to Regent Street)		
	Water Capital Improvements		130,000
	Project Budget		\$130,000
C00830	Melville - (Ricardo to Byron) Eng.		
	Water Capital Improvements		20,000
	Project Budget		\$20,000
	2021 Subtotal		\$1,235,000
2022	Project Year		
C00507	Commons (Wellington to Ricardo Street)		
	Water Capital Improvements		500,000
	Project Budget		\$500,000
C00528	Wellington (Picton to Castlereagh)		
	Water Capital Improvements		20,000
	Project Budget		\$20,000
C00529	Niagara River Parkway - (Highlander to Dumfries)		
	Water Capital Improvements		80,000
	Project Budget		\$80,000
C00532	Ball Street - (Ricardo to Delatre)		
	Water Capital Improvements		60,000
	Project Budget		\$60,000
C00833	Melville Street - (Ricardo to Byron)		
	Water Capital Improvements		150,000
	Project Budget		\$150,000
C00836	NSR (Line 3 to Line 4 Road) Eng.		
	Water Capital Improvements		50,000
	Project Budget		\$50,000
C00837	Dorchester - (Mary to John West) Eng.		
	Water Capital Improvements		20,000
	Project Budget		\$20,000
	2022 Subtotal		\$880,000
2023	Project Year		
C00553	Wellington Street - (Picton to Castlereagh)		
	Water Capital Improvements		250,000
	Project Budget		\$250,000

Water

2023	Project Year		
C00575	Butler Street - (William to Centre) Eng.		
	Water Capital Improvements		40,000
	Project Budget		\$40,000
C00832	Line 2 - (Conc. 4 to Four Mile Creek Road) Eng.		
	Water Capital Improvements		45,000
	Project Budget		\$45,000
C00838	Niagara Stone Road - (Line 3 to Line 4 Road)		
	Water Capital Improvements		860,000
	Project Budget		\$860,000
C00839	Dorchester St. - (Mary to John West)		
	Water Capital Improvements		130,000
	Project Budget		\$130,000
C00841	Townline (Queenston to South End) Eng.		
	Water Capital Improvements		15,000
	Project Budget		\$15,000
C00842	John St. West - (Gate to Regent) Eng.		
	Water Capital Improvements		20,000
	Project Budget		\$20,000
C00848	King St. (John St. West to South) Eng.		
	Water Capital Improvements		15,000
	Project Budget		\$15,000
	2023 Subtotal		\$1,375,000
2024	Project Year		
C00835	Line 2 - (Conc. 4 to Four Mile Creek Road))		
	Water Capital Improvements		600,000
	Project Budget		\$600,000
C00843	Butler St. - (William to Centre Street)		
	Water Capital Improvements		125,000
	Project Budget		\$125,000
C00845	Townline Road - (Queenston to South End)		
	Water Capital Improvements		80,000
	Project Budget		\$80,000
C00846	John Street - (Gate to Regent)		
	Water Capital Improvements		200,000
	Project Budget		\$200,000

Water

2024	Project Year		
C00847	John St. West - (Regent to King) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C00850	Cross St. (Stewart to East) Eng.		
	Water Capital Improvements	15,000	
	Project Budget	\$15,000	
C00851	Eastchester - (Stewart - NSR) Eng.		
	Water Capital Improvements	25,000	
	Project Budget	\$25,000	
C01047	King Street - (John Street West to South)		
	Water Capital Improvements	70,000	
	Project Budget	\$70,000	
C01051	Nasau St. (Johnson to William) Eng.		
	Water Capital Improvements	30,000	
	Project Budget	\$30,000	
C01052	Hampton Crt. - (Nassau to West) Eng.		
	Water Capital Improvements	10,000	
	Project Budget	\$10,000	
	2024 Subtotal	\$1,175,000	
2025	Project Year		
C01046	John Street West - (Regent to King Street)		
	Water Capital Improvements	130,000	
	Project Budget	\$130,000	
C01049	Cross Street - (Stewart Road to East)		
	Water Capital Improvements	130,000	
	Project Budget	\$130,000	
C01050	Eastchester Avenue - (Stewart to NSR)		
	Water Capital Improvements	340,000	
	Project Budget	\$340,000	
C01053	Niagara River Parkway - (Dumfries to Clarence) Eng.		
	Water Capital Improvements	20,000	
	Project Budget	\$20,000	
C01201	Niagara Stone Road - Line 4 to Southbrook Winery		
	Water Capital Improvements	350,000	
	Project Budget	\$350,000	

Water

2025	Project Year		
C01202	Hampton Court - Nassau Street to West Street		
	Water Capital Improvements		80,000
	Project Budget		\$80,000
C01204	NSR - Line 4 to Southbrook Winery Eng.		
	Water Capital Improvements		50,000
	Project Budget		\$50,000
	2025 Subtotal		\$1,100,000
2026	Project Year		
C00489	Palatine PI Loop (Lansdowne-Circle)		
	Water Capital Improvements		11,600
	Project Budget		\$11,600
C00490	NSR (Line 5R/A-Southbrook) Eng.		
	Water Capital Improvements		40,000
	Project Budget		\$40,000
C00511	FMC (East/West-Hunter) Eng.		
	Water Capital Improvements		50,000
	Project Budget		\$50,000
C00928	NSR (Line4-Line 5 R/A)		
	Water Capital Improvements		800,000
	Project Budget		\$800,000
C01203	Niagara River Parkway - Dumfries to Clarence		
	Water Capital Improvements		150,000
	Project Budget		\$150,000
	2026 Subtotal		\$1,051,600
2027	Project Year		
C00827	FMC (East-West - Hunter		
	Water Capital Improvements		700,000
	Project Budget		\$700,000
C00829	FMC (Hunter-Wall) Eng.		
	Water Capital Improvements		50,000
	Project Budget		\$50,000
C00849	Warner/Jockey Club (Conc.5-East) Eng.		
	Water Capital Improvements		50,000
	Project Budget		\$50,000
C01048	NSR (Line 5 R/A-Southbrook)		
	Water Capital Improvements		550,000
	Project Budget		\$550,000

Water

2027	Project Year		
		2027 Subtotal	\$1,350,000
		Water Grand Total	\$12,408,250

Wastewater

2018	Project Year		
C00339	CSO Reduction Project - Old Town (Phase 2 - Front & Ricardo)		
	Grants & Other		45,000
	Wastewater Capital Improvements		72,600
	DC: Wastewater Sewers		32,400
	Project Budget		\$150,000
C00387	Old Town CSO I/I Study (Phase 3 - Dorchester South Area)		
	Grants & Other		60,000
	Wastewater Capital Improvements		90,000
	Project Budget		\$150,000
C00417	Old Town (Phase 1) CSO Flow Monitoring (Post repair program)		
	Grants & Other		20,000
	Wastewater Capital Improvements		30,000
	Project Budget		\$50,000
C00904	Anne Street - Simcoe to Victoria		
	Wastewater Capital Improvements		150,000
	Project Budget		\$150,000
C00905	Engineering - Chautauqua Area (Dixie - Circle to Lakeshore)		
	Wastewater Capital Improvements		25,000
	Project Budget		\$25,000
	2018 Subtotal		\$525,000
2019	Project Year		
C00481	CSO Reduction Project - Old Town (Phase 3 - Dorchester South)		
	Grants & Other		45,000
	Wastewater Capital Improvements		72,600
	DC: Wastewater Sewers		32,400
	Project Budget		\$150,000
C00533	Old Town CSO I/I Study (Phase 4 - Dorchester North & Wm. East Area)		
	Grants & Other		60,000
	Wastewater Capital Improvements		90,000
	Project Budget		\$150,000

Wastewater

2019	Project Year		
C00652	Old Town (Phase 2) CSO Flow Monitoring (Post repair program)		
		Wastewater Capital Improvements	30,000
		Grants & Other	20,000
		Project Budget	\$50,000
C00906	Chautauqua Area - (Dixie - Circle to Lakeshore)		
		Wastewater Capital Improvements	260,000
		Project Budget	\$260,000
C00907	Engineering - Chautauqua Area - (Froebel - Circle to Dead End)		
		Wastewater Capital Improvements	5,000
		Project Budget	\$5,000
		2019 Subtotal	\$615,000
2020	Project Year		
C00434	CSO Reduction Project - Old Town (Phase 4 - Dorchester N.-Wm. E.)		
		DC: Wastewater Sewers	16,200
		Grants & Other	45,000
		Wastewater Capital Improvements	88,800
		Project Budget	\$150,000
C00534	Engineering Simcoe St. (Centre to Gage)		
		Wastewater Capital Improvements	8,000
		Project Budget	\$8,000
C00669	Old Town CSO I/I Study (Phase 5 - Mississauga Beach Area)		
		Wastewater Capital Improvements	90,000
		Grants & Other	60,000
		Project Budget	\$150,000
C00685	Old Town (Phase 3) CSO Flow Monitoring (Post repair program)		
		Wastewater Capital Improvements	30,000
		Grants & Other	20,000
		Project Budget	\$50,000
C00908	Chautauqua Area - Froebel - (Circle to Dead End)		
		Wastewater Capital Improvements	60,000
		Project Budget	\$60,000
C00909	Engineering - Johnson Street - (Dorchester to Mississauga)		
		Wastewater Capital Improvements	40,000
		Project Budget	\$40,000
C00910	Engineering - Simcoe Street - (John to Anne Street)		
		Wastewater Capital Improvements	12,000
		Project Budget	\$12,000

Wastewater

2020	Project Year		
C00911	Engineering - Gate Street - (Mary to William Street)		
		Wastewater Capital Improvements	8,000
		Project Budget	\$8,000
		2020 Subtotal	\$478,000
2021	Project Year		
C00663	Simcoe Street (Centre-Gage)		
		Wastewater Capital Improvements	70,000
		Project Budget	\$70,000
C00687	CSO Reduction Project - Old Town (Phase 5 - Mississauga Beach Area)		
		Grants & Other	45,000
		Wastewater Capital Improvements	105,000
		Project Budget	\$150,000
C00692	Old Town (Phase 4) CSO Flow Monitoring (Post repair program)		
		Grants & Other	20,000
		Wastewater Capital Improvements	30,000
		Project Budget	\$50,000
C00823	Engineering - Mississauga Street - (Johnson to Queen)		
		Wastewater Capital Improvements	25,000
		Project Budget	\$25,000
C00912	Johnson Street - (Dorchester to Mississauga)		
		Wastewater Capital Improvements	240,000
		Project Budget	\$240,000
C00913	Simcoe Street - (John to Anne Street)		
		Wastewater Capital Improvements	115,000
		Project Budget	\$115,000
C00914	Gate Street - (Mary to William Street)		
		Wastewater Capital Improvements	75,000
		Project Budget	\$75,000
C00915	Engineering - Green Street - (Flynn to Niagara)		
		Wastewater Capital Improvements	25,000
		Project Budget	\$25,000
C00916	Engineering - Wellington Street - (Picton to Queens Parade)		
		Wastewater Capital Improvements	5,000
		Project Budget	\$5,000
C00917	Engineering - Gate Street - (John to Mary)		
		Wastewater Capital Improvements	10,000
		Project Budget	\$10,000

Wastewater

2021	Project Year		
		2021 Subtotal	\$765,000
2022	Project Year		
C00918	Green Street - Flynn to Niagara		
	Wastewater Capital Improvements		240,000
	Project Budget		\$240,000
C00919	Wellington Street - (at Picton-Queens Parade)		
	Wastewater Capital Improvements		25,000
	Project Budget		\$25,000
C00920	Gate Street - (John to Mary Street)		
	Wastewater Capital Improvements		70,000
	Project Budget		\$70,000
C00921	Engineering - Flynn Street - Rye to Charlotte		
	Wastewater Capital Improvements		25,000
	Project Budget		\$25,000
C00926	Mississauga Street - (Johnson to Queen)		
	Wastewater Capital Improvements		120,000
	Project Budget		\$120,000
C00961	Old Town (Phase 5) CSO Flow Monitoring (Post repair program)		
	Grants & Other		20,000
	Wastewater Capital Improvements		30,000
	Project Budget		\$50,000
	2022 Subtotal		\$530,000
2023	Project Year		
C00922	Flynn - Rye to Charlotte Street		
	Wastewater Capital Improvements		320,000
	Project Budget		\$320,000
C00923	Engineering - Christopher Ct. - East of Charlotte		
	Wastewater Capital Improvements		20,000
	Project Budget		\$20,000
C01055	Engineering Mary Street - (Dorchester to Mississauga)		
	Wastewater Capital Improvements		40,000
	Project Budget		\$40,000
	2023 Subtotal		\$380,000
2024	Project Year		
C00925	Christopher Court - East of Charlotte Street		
	Wastewater Capital Improvements		65,000
	Project Budget		\$65,000

Wastewater

2024	Project Year		
C01056	Mary Street - (Dorchester to Mississauga)		
	Wastewater Capital Improvements	240,000	
	Project Budget	\$240,000	
C01057	Engineering Mary Street - (Mississauga to Victoria)		
	Wastewater Capital Improvements	40,000	
	Project Budget	\$40,000	
C01058	Engineering Gage Street - (Mississauga to Dorchester)		
	Wastewater Capital Improvements	20,000	
	Project Budget	\$20,000	
	2024 Subtotal	\$365,000	
2025	Project Year		
C01060	Mary Street - (Mississauga to Victoria)		
	Wastewater Capital Improvements	360,000	
	Project Budget	\$360,000	
C01061	Gage Street - (Mississauga to Dorchester)		
	Wastewater Capital Improvements	160,000	
	Project Budget	\$160,000	
C01062	Engineering - Queen Street - (Mississauga to Simcoe)		
	Wastewater Capital Improvements	25,000	
	Project Budget	\$25,000	
	2025 Subtotal	\$545,000	
2026	Project Year		
C01220	Construction - Queen Street (Mississauga to Simcoe Street)		
	Wastewater Capital Improvements	120,000	
	Project Budget	\$120,000	
C01221	King St (Prideaux to Front Street)		
	Wastewater Capital Improvements	20,000	
	Project Budget	\$20,000	
C01222	Gate Street (Queen to Prideaux Street)		
	Wastewater Capital Improvements	20,000	
	Project Budget	\$20,000	
C01223	King Street (Queen to Johnson Street)		
	Wastewater Capital Improvements	20,000	
	Project Budget	\$20,000	
	2026 Subtotal	\$180,000	

Wastewater

2027	Project Year		
C01333	King Street (Prideaux to Front Street)		
	Wastewater Capital Improvements	40,000	
	Project Budget	\$40,000	
C01334	Gate Street (Queen to Prideaux Street)		
	Wastewater Capital Improvements	120,000	
	Project Budget	\$120,000	
C01335	Gate Street (Queen to Johnson Street)		
	Wastewater Capital Improvements	120,000	
	Project Budget	\$120,000	
C01336	Engineering - Gate Street (William to Johnson Street)		
	Wastewater Capital Improvements	50,000	
	Project Budget	\$50,000	
	2027 Subtotal	\$330,000	
	Wastewater Grand Total	\$4,713,000	

Storm Water

2018	Project Year		
C00435	Anne Street - Victoria Street to King		
	Storm Water Management	85,560	
	DC: Storm Sewers	52,440	
	Project Budget	\$138,000	
C00436	Engineering for Chautauqua Area - Circle, Dixie, Oak, Addison, Luther, Wyckliffe		
	Storm Water Management	3,000	
	Project Budget	\$3,000	
C00531	Minor Storm System Improvements (CB Installations)		
	Storm Water Management	25,000	
	Project Budget	\$25,000	
	2018 Subtotal	\$166,000	
2019	Project Year		
C00482	Chautauqua Area - Circle, Dixie, Oak, Addison, Luther, Wyckliffe		
	Storm Water Management	30,000	
	Project Budget	\$30,000	
C00680	Minor Storm System Improvements (CB Installations)		
	Storm Water Management	25,000	
	Project Budget	\$25,000	

Storm Water

2019	Project Year		
C00896	Engineering for Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare		
	Storm Water Management		3,000
	Project Budget		\$3,000
	2019 Subtotal		\$58,000
2020	Project Year		
C00341	Engineering for Paxton Lane South End to York Road		
	Storm Water Management		20,000
	Project Budget		\$20,000
C00686	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
C00773	Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare		
	Storm Water Management		30,000
	Project Budget		\$30,000
	2020 Subtotal		\$75,000
2021	Project Year		
C00233	Design - Queenston Street - Dumfries to Clarence and Potentially 2 Outlets		
	Storm Water Management		25,000
	Project Budget		\$25,000
C00388	Paxton Lane - South End to York Road		
	Storm Water Management		244,000
	Project Budget		\$244,000
C00536	Engineering for Green Street - Flynn to Niagara		
	Storm Water Management		24,000
	Project Budget		\$24,000
C00691	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
	2021 Subtotal		\$318,000
2022	Project Year		
C00291	Queenston Street Storm Sewer - Dumfries to Clarence		
	DC: Storm Sewers		4,906
	Storm Water Management		285,094
	Project Budget		\$290,000

Storm Water

2022	Project Year		
C00483	Engineering for Partition and Kent Street - Niagara River Parkway to Queenston Street		
	Storm Water Management		30,000
	Project Budget		\$30,000
C00774	Green Street - Flynn to Niagara		
	DC: Storm Sewers		54,000
	Storm Water Management		162,000
	Project Budget		\$216,000
C00777	Engineering for Flynn St. - Rye to Charlotte		
	Storm Water Management		20,000
	Project Budget		\$20,000
C00892	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
	2022 Subtotal		\$581,000
2023	Project Year		
C00535	Partition and Kent Streets - Niagara River Parkway to Queenston Street		
	Storm Water Management		400,000
	Project Budget		\$400,000
C00778	Flynn Street - Rye to Charlotte		
	DC: Storm Sewers		69,300
	Storm Water Management		180,700
	Project Budget		\$250,000
C00779	Engineering for Wellington - Picton to Bryon		
	Storm Water Management		2,000
	Project Budget		\$2,000
C00924	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
C00933	Engineering for Clarence Street - Queenston Street to Niagara River Parkway		
	Storm Water Management		20,000
	Project Budget		\$20,000
	2023 Subtotal		\$697,000
2024	Project Year		
C00898	Clarence Street - Queenston Street to Niagara River Parkway		
	Storm Water Management		200,000
	Project Budget		\$200,000

Storm Water

2024	Project Year		
C00899	Wellington Street - Picton to Byron		
	Storm Water Management		25,000
	Project Budget		\$25,000
C00929	Engineering for Walnut Street - Queenston St. to Princess		
	Storm Water Management		10,000
	Project Budget		\$10,000
C00930	Engineering for Princess Street - Maple to Walnut to North Dead End		
	Storm Water Management		30,000
	Project Budget		\$30,000
C00931	Engineering for Gage Street - Mississagua St. to Dorchester		
	Storm Water Management		30,000
	Project Budget		\$30,000
C01059	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
	2024 Subtotal		\$320,000
2025	Project Year		
C01063	Walnut Street - Queenston to Princess		
	Storm Water Management		65,000
	Project Budget		\$65,000
C01064	Princess Street - Maple to Walnut to North Dead End		
	Storm Water Management		100,000
	Project Budget		\$100,000
C01065	Gage Street - Mississagua to Dorchester		
	Storm Water Management		190,000
	Project Budget		\$190,000
C01066	Engineering for Regent Street - Centre to Wm. To Mary to John to Anne		
	Storm Water Management		30,000
	Project Budget		\$30,000
C01067	Minor Storm System Improvements (CB Installations)		
	Storm Water Management		25,000
	Project Budget		\$25,000
	2025 Subtotal		\$410,000
2026	Project Year		
C01216	Regent Street - Centre to William to Mary to John To Anne		
	Storm Water Management		380,000
	Project Budget		\$380,000

Storm Water

2026	Project Year		
C01217	Minor Storm Sewer Improvements (Catch Basin Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
C01218	Engineering - King Street - William to Mary Street		
	Storm Water Management		20,000
		Project Budget	\$20,000
C01219	Engineering - King Street - William to Centre to Gage to Johnson		
	Storm Water Management		60,000
		Project Budget	\$60,000
		2026 Subtotal	\$485,000
2027	Project Year		
C01332	Minor Storm Sewer Improvements (Catch Basin Installations)		
	Storm Water Management		25,000
		Project Budget	\$25,000
		2027 Subtotal	\$25,000
		Storm Water Grand Total	\$3,135,000

Street Lighting

2018	Project Year		
C01230	LED Post-Top Conversion Program (Phase 3)		
	Street Lighting		54,000
		Project Budget	\$54,000
		2018 Subtotal	\$54,000
2020	Project Year		
C01231	LED Post-Top Conversion Program		
	Street Lighting		54,000
		Project Budget	\$54,000
		2020 Subtotal	\$54,000
2022	Project Year		
C01232	LED Post-Top Conversion Program		
	Street Lighting		54,000
		Project Budget	\$54,000
		2022 Subtotal	\$54,000
2024	Project Year		
C01233	LED Post-Top Conversion Program		
	Street Lighting		54,000
		Project Budget	\$54,000

Street Lighting

2024	Project Year		
		2024 Subtotal	\$54,000
		Street Lighting Grand Total	\$216,000
		Town Wide Grand Total 10 Year Capital	\$61,786,236



Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00143
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Project Details	Project Title	Project Location / Facility
	Columbarium #6	Niagara Lakeshore Cemetery
	Description	Justification
	Purchase a new columbarium. Extension of pathway and construct base around the new columbarium	This project will complete the plan of columbariums in the original section.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	Additional niches that we be available to be sold is 64.
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Capital Project Information

Budget Year: 2017	Department: Wastewater	Project No.: C00157
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Project Details	Project Title	Project Location / Facility
	Old Town CSO I/I Study (Phase 2 - Front & Ricardo P.S. Areas)	Public Works
	Description	Justification
	I/I study of Front-Ricardo area of the Old Town sanitary sewer system.	Study will aid in determining the required areas of repairs required in this portion of the Old Town sanitary sewer system in 2018
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 90,000.00
	Government Grants	\$ 60,000.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 150,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C00225
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Project Details	Project Title	Project Location / Facility
	2017 Protective Equipment	Fire & Emergency Services
	Description	Justification
	To Purchase Personal Protective Equipment for firefighters.	2016 saw the hiring of 19 new Firefighters. These firefighters were supplied with used turn out gear and helmets during their probationary period. These funds will provide them with a new helmet, properly fitted turn out pant and coat ensemble as per NFPA. Also fire retardant uniform shirt, pants and tie and belt. We also require 9 more sets of Bunker pant and coat sets to replace turn out gear that has hit the 10 year replacement cycle as per NFPA.
	Gross Capital Cost:	\$ 65,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 65,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 65,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Storm Water	Project No.: C00232
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Project Details	Project Title	Project Location / Facility
	Byron Street - Wellington to King Street	Public Works
	Description	Justification
	Installation of storm sewer and required catch basins.	Project is being completed in conjunction with road reconstruction project C00244 This is a new installation for proposed curb and gutter requirements.
	Gross Capital Cost:	\$ 210,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 210,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 210,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00244
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Project Details	Project Title	Project Location / Facility
	Byron Street - King to Wellington - Road Construction	Public Works
	Description	Justification
	Reconstruction in accordance with the Towns current road cross section standard (curb and gutter)	Road reconstruction will be completed in conjunction with new storm sewer installation. Reduction in roads maintenance activities in operating budget. Improvements to parking layout.
	Gross Capital Cost:	\$ 580,000.00

Project Financing	Reserve Funds	
	Federal Gas Tax	\$ 298,513.00
	Capital Levy	\$ 281,487.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 580,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: PW Vehicles/Equipment	Project No.: C00257
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Project Details	Project Title	Project Location / Facility
	Mini Van Uplander (replaces 231)	Public Works
	Description	Justification
	Vehicles & Equipment Replacing an existing vehicle	The existing vehicle was removed for safety purposes.
	Gross Capital Cost:	\$ 24,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 24,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 24,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00267
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Project Details	Project Title	Project Location / Facility
	Centennial Arena Water Line Replacement	Virgil Sportspark/ Centennial Arena
	Description	Justification
	Replace water line that was installed in 1967.	Replacing water line due to ongoing water breaks caused by fatigued water line.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00292
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Project Details	Project Title	Project Location / Facility
	FMC PRV south of Warner	Public Works
	Description	Justification
	To improve the water pressure in the St. Davids area working in conjunction with Niagara Region.	The existing water pressure in St Davids is controlled by a Niagara Region stand pipe in Niagara Falls. As the summer months bring high water use the level in the stand pipe drops. This drop then lowers the pressure in St. Davids. If the stand pipe is eliminated the area pressure zones will need to be adjusted by relocation of NOTL system pressure control valves.
	Gross Capital Cost:	\$ 200,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 200,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 200,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00293
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Project Details	Project Title	Project Location / Facility
	Melville St. (Ricardo to Lockhart)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. cast iron watermain with 150mm dia. PVC watermain	The Town has a program in place to replace cast iron watermain throughout the Town to improve water quality and eliminate costly watermain breaks. Project is being completed in conjunction with road resurfacing project C01078.
	Gross Capital Cost:	\$ 225,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 225,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 225,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00305
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Project Details	Project Title	Project Location / Facility
	Four Mile Creek Road - East West to Hunter - Road Resurfacing	Public Works
	Description	Justification
	Excavation and widening of the existing road surface to include paved shoulders. Milling and resurfacing of the complete road surface with hot mix asphalt.	This section of road is listed as deficient in the Towns Roads Needs Study and recommends resurfacing/reconstruction.
	Gross Capital Cost:	\$ 445,000.00

Project Financing	Reserve Funds	
	Federal Gas Tax	\$ 147,400.00
	Capital Levy	\$ 297,600.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 445,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00322
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Project Details	Project Title	Project Location / Facility
	HVAC Roof Top Centennial Arena	Virgil Sportspark/ Centennial Arena
	Description	Justification
	Purchase replacement HVAC roof top unit.	This unit has served it life span and is past due on replacement.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00343
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Project Details	Project Title	Project Location / Facility
	Field and Eden Streets - (Creek to Penner)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. cast iron watermain with 150mm dia. PVC watermain	The Town has a program in place to replace cast iron watermain throughout the Town to improve water quality and eliminate costly watermain breaks. Project is being completed in conjunction with road resurfacing project C01211.
	Gross Capital Cost:	\$ 420,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 420,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 420,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00353
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Project Details	Project Title	Project Location / Facility
	Queenston Road - (Concession 6 Road to Concession 7 Road) - Road Construction	Public Works
	Description	Justification
	Excavation and widening of the existing road surface to for bike lanes and milling and resurfacing of the complete road surface with hot mix asphalt.	This section of road is listed as deficient in the Towns Roads Needs Study and recommends resurfacing/reconstruction. Work includes providing 1.5m bike lanes on both sides of road. Road is designated as a bike route in the 2003 Regional Niagara Bikeways Master Plan and includes grants from the Region for the work.
	Gross Capital Cost:	\$ 600,000.00

Project Financing	Reserve Funds	
	DC: Roads, Sidewalks and Lights	\$ 70,200.00
	Capital Levy	\$ 159,299.00
	Government Grants	\$ 91,500.00
	Ontario Community Infrastructure Fund	\$ 279,001.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 600,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00358
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Project Details	Project Title	Project Location / Facility
	Engineering Work for Queenston Road - (Concession 7 Road to Townline)	Public Works
	Description	Justification
	Estimated engineering fees for road reconstruction project scheduled for 2018.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 50,000.00

Project Financing	Reserve Funds	
	DC: Roads, Sidewalks and Lights	\$ 5,850.00
	Capital Levy	\$ 44,150.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 50,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00371
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Project Details	Project Title	Project Location / Facility
	Centennial Sports Park Field Tile Repair	Virgil Sportspark/ Ball Diamonds
	Description	Justification
	Installation of a tile catch basin to collect water from ball diamond fields and new parking lot by splashpad.	The existing clay tile is collapsing and is in need of repair.
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Park Dedication	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C00373
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Project Details	Project Title	Project Location / Facility
	2017 Miscellaneous Fire Fighting Equipment	Fire & Emergency Services
	Description	Justification
	Vehicles & Equipment	This project is to replace small tools and equipment that breaks or needs replaced through out out the year
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00374
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Project Details	Project Title	Project Location / Facility
	2017 Corporate PC/Printer Replacement Program	Corporate Services
	Description	Justification
	Information Technology - Corporate PC / Printer Replacement Program Strategy	Computers, Printers and Tablets are currently replaced based on a 3 or 4 year life cycle classification. This program coordinates, manages and budgets for replacements based on said schedule, which helps budgeting predictability and better overall reallocation strategies. Power users throughout the Corporation get new Computers every 3 yrs, whereas internet stations or kiosks are replaced every 4 or 5 yrs.
	Gross Capital Cost:	\$ 48,750.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 48,750.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 48,750.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00377
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Project Details	Project Title	Project Location / Facility
	2017 Network Equipment Upgrades & Enhancements	Corporate Services
	Description	Justification
	Information Technology - Other Network equipment including, but is not limited to: Network Switches and Routers, Fibre cables and drops, Transceivers, new Network Cat5e or Cat6 data cables, and Corning Boxes.	Network equipment upgrades are required to maintain the Corporations network topology and ensure uninterrupted service amongst departments and facilities.
	Gross Capital Cost:	\$ 7,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 7,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 7,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00378
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Project Details	Project Title	Project Location / Facility
	Replace Lotus Notes Mail/Database Server	Corporate Services
	Description	Justification
	Information Technology - Replace Lotus Notes server, which is our mail and database applications server.	In accordance to our Server Replacement Life Cycle of 5 years, we need to replace our mail and primary database applications server along with an up-to-date Operating System and Backup Software to ensure uninterrupted service and access. Proactively upgrading the physical server and software versions as legacy iterations become unsupported.
	Gross Capital Cost:	\$ 18,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 18,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 18,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00379
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Project Details	Project Title	Project Location / Facility
	Aerial Ortho Imagery	Corporate Services
	Description	Justification
	Information Technology - Aerial Ortho Imagery.	Aerial Ortho Imagery is an important and useful layer of any Geographic Information System (GIS) and can serve as a base on which vector data can be overlaid enabling Town GIS staff to perform analysis. Aerial Ortho Imagery Capital Project is a cost sharing partnership with the Region and local Municipalities.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parking Operations	Project No.: C00380
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Project Details	Project Title	Project Location / Facility
	Riverbeach Lot Asphalt Surfacing	Community & Development Services
	Description	Justification
	This project entails paving the River Beach Public Parking Lot located at the corner of River Beach Drive and Lockhart Street.	This parking lot is currently a gravel surface. Asphalt paving will provide a durable surface that will resist everyday wear and tear, reducing pot holes and water pooling. The updated appearance should attract more cars as some visitors do not recognize the space as a public parking space.
	Gross Capital Cost:	\$ 24,000.00

Project Financing	Reserve Funds	
	Parking Revenue	\$ 24,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 24,000.00

Future Impact(s)	Increased revenue generation and routine maintenance (crack sealing, spot repair and line painting) from the Parking and Roads Operating Budget.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00383
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Project Details	Project Title	Project Location / Facility
	Arena Scrubber Replacement	Virgil Sportspark/ Arenas
	Description	Justification
	Purchase new floor scrubber	Floor scrubber which was purchased in 2010 and is due for replacement. This machine washes both arena floors in the summer time and the lobbies and changerooms. We have had multiple breakdowns that affects the cleanliness of the facility.
	Gross Capital Cost:	\$ 12,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 12,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 12,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Storm Water	Project No.: C00389
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Project Details	Project Title	Project Location / Facility
	Design - Anne Street - Victoria Street to King Street	Public Works
	Description	Justification
	Estimated engineering fees for storm sewer projects scheduled for 2018.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00390
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Project Details	Project Title	Project Location / Facility
	Tanbark Road - (York to North Urban Boundary)	Public Works
	Description	Justification
	Replacement of existing 300mm dia. cast iron watermain with 300mm dia. PVC watermain	The Town has a program in place to replace cast iron watermain throughout the Town to improve water quality and eliminate costly watermain breaks. Project is being completed in conjunction with road reconstruction project C00398 and storm sewer installation project C001330.
	Gross Capital Cost:	\$ 275,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 275,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 275,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00393
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Project Details	Project Title	Project Location / Facility
	William St. - (Miss-Simcoe and Gate - Victoria)	Public Works
	Description	Justification
	Estimated engineering fees for watermain replacement for 2018 construction.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 40,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 40,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 40,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00394
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Project Details	Project Title	Project Location / Facility
	Engineering Work for Queen Street - (Simcoe to Mississagua)	Public Works
	Description	Justification
	Estimated engineering fees for watermain replacement for 2018 construction.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00398
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Project Details	Project Title	Project Location / Facility
	Tanbark Road - York to North Boundary - Road Construction	Public Works
	Description	Justification
	Reconstruction in accordance with the Towns current road cross section standard (curb and gutter).	Road reconstruction will be completed in conjunction with new storm sewer installation, watermain replacement and sidewalk installation. Reduction in roads maintenance activities in operating budget.
	Gross Capital Cost:	\$ 470,000.00

Project Financing	Reserve Funds	
	DC: Roads, Sidewalks and Lights	\$ 347,800.00
	Capital Levy	\$ 122,200.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 470,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00400
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Project Details	Project Title	Project Location / Facility
	Concession 2 Road - Line 3 to Line 2 - Road Resurfacing	Public Works
	Description	Justification
	Milling and resurfacing of complete road surface with hot-mix asphalt.	This section of road is listed as deficient in the Towns roads needs study and recommends resurfacing/reconstruction. Work will also include providing 1.0m paved shoulders.
	Gross Capital Cost:	\$ 210,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 210,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 210,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00402
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Project Details	Project Title	Project Location / Facility
	Guard Rail Installation - Queenston Road	Public Works
	Description	Justification
	Replacement of existing guide rails.	Improved road safety. Replacement locations are in conjunction with road reconstruction project C00353.
	Gross Capital Cost:	\$ 90,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 90,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 90,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00407
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Project Details	Project Title	Project Location / Facility
	Engineering Work for Anne Street - Mississauga to King	Public Works
	Description	Justification
	Estimated engineering fees for road reconstruction project scheduled for 2018.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 50,000.00

Project Financing	Reserve Funds	
	DC: Roads, Sidewalks and Lights	\$ 19,500.00
	Capital Levy	\$ 30,500.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 50,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: PW Vehicles/Equipment	Project No.: C00409
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Project Details	Project Title	Project Location / Facility
	Grader Champion (replaces 335)	Public Works
	Description	Justification
	Vehicles & Equipment Replacing an existing grader from 1999.	Costs to maintain and repair the existing grader are increasing and parts are becoming more difficult to obtain.
	Gross Capital Cost:	\$ 350,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 350,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 350,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: PW Vehicles/Equipment	Project No.: C00411
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Project Details	Project Title	Project Location / Facility
	2017 Miscellaneous Equipment	Public Works
	Description	Justification
	Vehicles & Equipment Replacement of small equipment such as mowers, pumps, chain saws etc.	Replace small equipment and attachments as required.
	Gross Capital Cost:	\$ 8,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 8,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 8,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00413
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Project Details	Project Title	Project Location / Facility
	Centennial Arena Dehumidifier Replacement	Virgil Sportspark/ Centennial Arena
	Description	Justification
	Replace existing dehumidifiers in Centennial Arena to control humidity levels in facility.	Current dehumidifiers were purchased in 1991 and past life span. Current units require continuous repairs.
	Gross Capital Cost:	\$ 40,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 40,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 40,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Wastewater	Project No.: C00419
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Project Details	Project Title	Project Location / Facility
	CSO Reduction Project - Old Town (Phase 1 - King-Charlotte Area)	Public Works
	Description	Justification
	Trenchless sealing repairs in the Old Town area sanitary sewer system as determined by the Towns 2015 Old Town area I/I study.	Will reduce the infiltration of ground water flows into the Towns sanitary sewer collection system and reduce treatment required at the Regional Lagoons/Future Plant, thereby freeing short term capacity issues for future development and lowering treatment costs.
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	DC: Wastewater Sewers	\$ 32,400.00
	Wastewater Capital Improvements	\$ 72,600.00
	Government Grants	\$ 45,000.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 150,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Storm Water	Project No.: C00479
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Project Details	Project Title	Project Location / Facility
	Minor Storm System Improvements (CB Installations)	Public Works
	Description	Justification
	Installation of required catch basins	Project allows for installation of catch basins and connection to existing storm sewer systems at locations to correct existing water ponding problems.
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 35,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 35,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C00514
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Project Details	Project Title	Project Location / Facility
	FP 1 Pick-up Replacement	Fire & Emergency Services
	Description	Justification
	Vehicles & Equipment	This is to replace a 2005 GMC Sierra pick up that is used for the Fire prevention Officer.
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 35,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 35,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00520
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Project Details	Project Title	Project Location / Facility
	Regent Street - (John to Anne)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. cast iron watermain with 150mm dia. PVC watermain	The Town has a program in place to replace cast iron watermain throughout the Town to improve water quality and eliminate costly watermain breaks. Works to be completed in coordination with Vintage Inns Development.
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00537
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Project Details	Project Title	Project Location / Facility
	Lakeshore Road - (Four Mile Creek Road to West)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. cast iron watermain with 150mm dia. PVC watermain	The Town has a program in place to replace cast iron watermain throughout the Town to improve water quality and eliminate costly watermain breaks.
	Gross Capital Cost:	\$ 170,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 170,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 170,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00541
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Project Details	Project Title	Project Location / Facility
	Engineering Work for Concession 6 - (Line 1 to Line 2 Road)	Public Works
	Description	Justification
	Estimated engineering fees for watermain replacement for 2018 construction.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 26,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 26,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 26,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00613
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Project Details	Project Title	Project Location / Facility
	Sidewalk and Multi Use Trail Installation - Niagara Stone Road - Concession 6 Road to Cross Roads School	Public Works
	Description	Justification
	Installation of a sidewalk on the west side of Niagara Stone Road and a multi use path on the east side of Niagara Stone Road	Increased safety for pedestrians between Crossroads School and St Michaels School along Niagara Stone Road. Part of the Public Works Dept. Sidewalk Master Plan.
	Gross Capital Cost:	\$ 174,000.00

Project Financing	Reserve Funds	
	Ontario Community Infrastructure Fund	\$ 87,000.00
	Sidewalk Improvements	\$ 73,240.00
	Government Grants	\$ 13,760.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 174,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C00616
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Project Details	Project Title	Project Location / Facility
	Sidewalk Installation - Tanbark Road - York to Stoneridge Crescent	Public Works
	Description	Justification
	Installation of a new 1.5m wide concrete sidewalk on the east side of Tanbark Road	Sidewalk will be completed in conjunction with the road reconstruction project. Increased safety for pedestrians that has no existing sidewalks. Part of the Public Works Dept. Sidewalk Master Plan.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Sidewalk Improvements	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00803
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Project Details	Project Title	Project Location / Facility
	Chautauqua Playground Enhancements	Chautauqua Park
	Description	Justification
	Installation of swings in Chautauqua Park	New Chautauqua Park swings will replace the 30+ year old swings removed from nearby William Nassau Park in 2016.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: P & R Vehicles/Equipment	Project No.: C00806
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Project Details	Project Title	Project Location / Facility
	Purchase a 1/2 Ton Truck (to replace P511)	Parks Fleet
	Description	Justification
	Replacement of Truck P511	Truck P511 has been in service for 13 years and is in need of replacement.
	Gross Capital Cost:	\$ 40,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 40,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 40,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Wastewater	Project No.: C00903
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Project Details	Project Title	Project Location / Facility
	Engineering - Anne Street - (Simcoe to Victoria)	Public Works
	Description	Justification
	Engineering fees for sanitary sewer replacement project scheduled in 2018.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so tenders can be initiated early in the construction year.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Water	Project No.: C00927
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Project Details	Project Title	Project Location / Facility
	Internal Virgil Dev ONL19 (Conc.6-Homestead)	Public Works
	Description	Justification
	Future watermain oversizing in proposed developments	As outlined in 2013 Development Charges Report.
	Gross Capital Cost:	\$ 118,104.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 118,104.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 118,104.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00942
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Project Details	Project Title	Project Location / Facility
	New Server Rackmount Cabinet	Corporate Service
	Description	Justification
	Information Technology - Server Rackmount Cabinet.	The need for a third Server Rackmount Cabinet is required to house additional Corporate Servers that are currently on table top.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C00943
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Project Details	Project Title	Project Location / Facility
	Network Server Uninterrupted Power Supply and Surge Protectors	Corporate Service
	Description	Justification
	Information Technology - Uninterrupted Power Supply and Surge Protector for the Server Room.	A proper Battery and Surge Protector for the server room is a must to ensure longer uptime during power outages and proper protection for Corporate Data from power surges and spikes.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C00964
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Project Details	Project Title	Project Location / Facility
	Rescue 3 Refurbishment	Fire Department
	Description	Justification
	To invest money to extend the life of Rescue 3	Rescue 3 is one of two heavy rescue trucks in NOTL and is a 2005 Kenworth Chassis that was put on a refurbished Fire Package. The vehicle is 12 years old and the lighting package is older. The compartments need some welding, compartmentalization and tool boards to allow the vehicle to function efficiently. This vehicle is expected to last another 8 years and these repairs should allow this to occur.
	Gross Capital Cost:	\$ 50,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 50,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 50,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00982
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Project Details	Project Title	Project Location / Facility
	Court House Table Replacement	Court House
	Description	Justification
	Replace current tables in courthouse with new tables (similar to those used at the Community Centre) and a carts for the tables	Tables have not been replaced at the Courthouse since 1999. There is a need for more durable tables as there are many weddings and special events that take place every weekend at the Courthouse.
	Gross Capital Cost:	\$ 13,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 13,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 13,500.00

Future Impact(s)	By having newer durable tables it will allow for lower repair costs and will provide a much more appealing looking table for special events. This will also maximize the storage space within the courthouse.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00985
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Project Details	Project Title	Project Location / Facility
	Queen Street Flower Beds Surround - Phase 3	Queen Street
	Description	Justification
	Replacement and construction of flower bed surrounds on Queen Street	This is the third phase of replacement and construction of flower bed surrounds on Queen Street. Many of the existing surrounds were installed in the 1990s, are worn and damaged, and are in need of replacement. Other locations are in need of bed surrounds. Replacement of the manufactured stone and construction of new surrounds will be with a natural stone. Cornell University Structural Soil will be installed as a base in select locations to encourage tree root growth.
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 35,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 35,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C00990
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Project Details	Project Title	Project Location / Facility
	Queenston Park Development	Queenston/ New Park
	Description	Justification
	Installation of the design that was created in 2016. This project could be phased depending on pricing received.	The park in Queenston has been developed through an extensive public consultation process. The Landscape architect has submitted a final design with cost estimates. This will create a great park in the centre of the Village of Queenston.
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	Park Dedication	\$ 60,000.00
	Capital Levy	\$ 90,000.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 150,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01014
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Project Details	Project Title	Project Location / Facility
	Niagara Pool Diving Board Replacement	Memorial Park/ Niagara Pool
	Description	Justification
	Replace existing diving boards purchased in 2000.	Diving boards are de-laminating and have been identified at the end of the 2016 season as a safety concern.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Park Dedication	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01034
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Project Details	Project Title	Project Location / Facility
	Library HVAC Replacement	Library
	Description	Justification
	Replace HVAC unit purchased in 2000.	Unit require continuous maintenance repairs. this replacement is timed with the library renovation.
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01078
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Project Details	Project Title	Project Location / Facility
	Melville Street - Ricardo to Delatre to Lockhart to Riverbeach Road Resurfacing	Public Works
	Description	Justification
	Milling and resurfacing of the complete road surface with hot-mix asphalt.	Work will be completed in conjunction with the watermain replacement.
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01080
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Project Details	Project Title	Project Location / Facility
	Sidewalk Installation - Wellington Street - Byron to Queens Parade	Public Works
	Description	Justification
	Installation of new 1.5m wide concrete sidewalk on the east side of Wellington Street.	Increased safety for pedestrians. Part of the Public Works Dept. Sidewalk Master Plan.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01081
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Project Details	Project Title	Project Location / Facility
	Sidewalk Installation - Line 2 Road - Bordeaux to Reisling	Public Works
	Description	Justification
	Installation of new 1.5m wide concrete sidewalk on the north side of Line 2 Road.	Increased safety for pedestrians. Part of the Public Works Dept. Sidewalk Master Plan.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01082
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Project Details	Project Title	Project Location / Facility
	Sidewalk Installation - Anne Street - Mississauga to Simcoe	Public Works
	Description	Justification
	Installation of new 1.5m wide concrete sidewalk on the south side of Anne Street.	Increased safety pedestrians. Part of the Public Works Dept. Sidewalk Master Plan.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Transit	Project No.: C01128
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Project Details	Project Title	Project Location / Facility
	Electronic Annunciator Boards (Visual and Audible)	Operations Dept
	Description	Justification
	Lighted electronic signs with an audio component. Assist passengers riding the bus with upcoming stop information, connecting routes and if a bus stop has been requested.	The bus stop announcement system will make the bus easier to use especially for those with visual or hearing impairments.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Ontario Disabilities	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Transit	Project No.: C01129
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Project Details	Project Title	Project Location / Facility
	AODA Compliant Pads at Bus Stops Ph.2	On-street at Various NOTL Transit Stops
	Description	Justification
	Installation of concrete pads, ramps and/or textured warning grids at bus stops identified in bus stop accessibility audit as requiring upgrade. Also to facilitate snow clearance at unimproved bus stop locations.	Compliance with AODA, staged over several years in order of priority by frequency of use and current accessibility of the stops
	Gross Capital Cost:	\$ 12,500.00

Project Financing	Reserve Funds	
	Ontario Disabilities	\$ 12,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 12,500.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C01139
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Project Details	Project Title	Project Location / Facility
	Extrication Equipment Power Unit	Located on Rescue 3 and Rescue 4
	Description	Justification
	To purchase two sets of e-hydraulic cutters and spreaders for the two heavy rescue trucks.	With new vehicle technology and new metal being used in vehicles we have found that the Hurst Hydraulic units we have been using will not cut or have limited spreading ability. The new units do cut the new metals and will be placed on the two heavy rescue units in the Town. These vehicles go to all major motor vehicle collisions so they are available should the situation arise with the new metals.
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: P & R Vehicles/Equipment	Project No.: C01155
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Project Details	Project Title	Project Location / Facility
	Purchase a Box Scraper	Parks & Recreation - Facilities & Parks
	Description	Justification
	Purchase replacement landscape box scraper.	The current box scraper was purchase in the 1970s. It has come to the end of its lifecycle and needs to be replaced.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01164
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Project Details	Project Title	Project Location / Facility
	QRP Stairs (continuation of C265)	Queens Royal Park
	Description	Justification
	Replacement of landscaping adjacent to the timber stairs in Queens Royal Park.	Existing landscaping in the vicinity of the stairs in Queens Royal Park is damaged and overgrown, and in need of replacement.
	Gross Capital Cost:	\$ 7,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 7,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 7,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01180
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Project Details	Project Title	Project Location / Facility
	Court House Window Replacement	Court House/ Main Hall & John Drope Hall
	Description	Justification
	Replace windows in Court House.	Continuous maintenance required on existing windows installed in 1981. The replacements will assist in energy conservation.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01182
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Project Details	Project Title	Project Location / Facility
	St. Davids Park Parking Lot & Pathways Paving	New St Davids Park - Tanbark & Warner Rd
	Description	Justification
	Paving the Fire department front and side lots. Paving the pathways within the new park.	Deteriorating condition of the fire hall lots requires resurfacing. Over the years it has been surface treated. The pathways in the newly constructed park needed to settle before paving. This was due to the material that was removed from the adjacent storm water management pond.
	Gross Capital Cost:	\$ 67,100.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 67,100.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 67,100.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01186
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Project Details	Project Title	Project Location / Facility
	Lakeshore Cemetery - Roof Replacement	Niagara Lakeshore Cemetery
	Description	Justification
	Replacement of shingles on the building at the Niagara Lakeshore Cemetery. This houses the operations garage and cemetery office & washrooms.	Shingles are in need of repair. They were installed 20 years ago. They have come to the end of their lifecycle and need to be replaced before major leaks.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01211
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Project Details	Project Title	Project Location / Facility
	Resurfacing - Field & Elden	Public Works
	Description	Justification
	Milling and resurfacing of the complete road surface with hot-mix asphalt.	Resurfacing will be completed in conjunction with the watermain replacement. This section of road is listed as deficient in the Towns roads needs study.
	Gross Capital Cost:	\$ 80,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 54,825.00
	Roads Improvements	\$ 25,175.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 80,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Transit	Project No.: C01239
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Project Details	Project Title	Project Location / Facility
	Bus Stop Schedule Signs	Operations
	Description	Justification
	Bus stop schedule signs to be placed at each bus stop.	Provides information to users who may not have access to on line schedules etc.
	Gross Capital Cost:	\$ 5,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 5,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 5,500.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Fire & Emergency Services	Project No.: C01260
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Project Details	Project Title	Project Location / Facility
	Radio Infrastructure System Upgrade (NRP)	
	Description	Justification
	To purchase the Capital components of a P25 Public Safety Grade radio system.	Our current radio system has reached a point that it needs a major investment in redundant technology as well as building penetration and coverage. Niagara Regional Police have recently upgraded their system and have allowed the Fire Service to share their infrastructure. This system will give us 15 years of quality service and coverage, enhancing operational efficiency and firefighter safety.
	Gross Capital Cost:	\$ 295,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 295,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 295,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01277
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Project Details	Project Title	Project Location / Facility
	Virgil Sports Park Site Amenities	Virgil Sports Park
	Description	Justification
	Purchase/installation of trees that screen Diamond C. Installation of a sidewalk to connect Four Mile Creek sidewalk to the Virgil Sportspark sidewalk	Trees that screened along the fence boarding Diamond C over the years have died. This project is to help replant trees to reinstate the screening. Continuation of the sidewalk to connect Four Mile Creek Road to the Virgil Sportspark is required. This will provide safer passage for pedestrians not having to walk on the entrance road.
	Gross Capital Cost:	\$ 22,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 22,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 22,500.00

Future Impact(s)	Increases our Active Transportation in making our community more walkable and provide the connections.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01278
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Project Details	Project Title	Project Location / Facility
	Administration Building Parking Lot Paving & Trees	Administration Building
	Description	Justification
	Pave parking lot at administration office. Installation of 4 native trees.	Existing paving has settled causing puddling. Need to repair for winter safety (ice forming). Additional native trees will be planted to replace non-native trees removed in 2016. This will increase parking capacity.
	Gross Capital Cost:	\$ 34,530.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 34,530.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 34,530.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01279
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Project Details	Project Title	Project Location / Facility
	Centennial Arena Side Lot Paving	
	Description	Justification
	Pave side parking lot.	Paving will manage pot holes and dust control. Will ensure proper parking lanes.
	Gross Capital Cost:	\$ 66,400.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 66,400.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 66,400.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01280
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Project Details	Project Title	Project Location / Facility
	Glendale to Niagara College Path Reconstruction	Cole Crescent, Niagara on the Green
	Description	Justification
	Replacement of asphalt pathway through Cole Crescent parkette towards Niagara College.	The heavily used asphalt pathway through the Cole Crescent parkette, which connects Niagara on the Green and Niagara College, is broken up, compromised by erosion, and frequently floods. Replacement will correct these issues.
	Gross Capital Cost:	\$ 13,450.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 13,450.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 13,450.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01282
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Project Details	Project Title	Project Location / Facility
	Queen St. Seasonal Lighting	Queen Street
	Description	Justification
	Installation of receptacles at the base of trees on Queen Street, for decorative lighting.	In consultation with businesses and the Chamber of Commerce this project was provided to produce up lighting of the trees on Queen Street. This lighting could be used as a year round display.
	Gross Capital Cost:	\$ 40,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 40,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 40,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01285
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Project Details	Project Title	Project Location / Facility
	Arena Amenities	Arenas
	Description	Justification
	Purchase LED lights for the score clocks in both arenas. Purchase new site furnishings for Centennial Arena	Reduced visibility of the lights in both score clocks have justified replacement. The site furnishings (benches) in Centennial lobby have come to the end of their lifecycle and need to be replaced.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01286
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Project Details	Project Title	Project Location / Facility
	Court House HVAC Control System	Court House
	Description	Justification
	Purchase replacement HVAC control panel.	The existing controller was installed in 1982 and has come to the end of its lifecycle.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01287
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Project Details	Project Title	Project Location / Facility
	Simcoe Park Splash Pad	Simcoe Park Wading Pool
	Description	Justification
	Installation of a splash pad within the existing footprint of the wading pool within Simcoe Park. Spray features will be at ground level and on an activators.	In 2016 the Niagara Region cited concerns with the operation of the wading pool. Staffing levels were added to monitor the pool for the remainder of the season. In order to be in compliance next year the recommendation is to convert the existing wading pool to a splashpad. This installation will not require onsite staffing, reduce maintenance/chemicals, and reduce water consumption. It will also give visitors to the park a place to cool off during the summer months.
	Gross Capital Cost:	\$ 130,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 130,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 130,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01288
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Project Details	Project Title	Project Location / Facility
	Community Centre Games Room Renovation	Community Centre Games Room/ Seniors Lounge
	Description	Justification
	Creation of a studio room. Installation of wood laminate flooring, mirrors, and soundproofing in the walls & ceiling.	During the Library renovation in 2016-2017 this space was renovated to accommodate. Repurposing of the space to create a studio room to accommodate different rental groups will allow the Auditorium space to be rented.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	Allow for more programming potential and revenue growth through kids programs, personal training, fitness classes, dance classes, etc.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01289
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Project Details	Project Title	Project Location / Facility
	Queen St. Turf & Shrub Beds	Queen Street
	Description	Justification
	Replacement of Turf and Shrub Beds	Existing turf on many Queen Street boulevards is worn, uneven and in need of replacement. Several shrub beds, planted in the early 1990s, are in need of replacement.
	Gross Capital Cost:	\$ 13,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 13,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 13,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01290
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Project Details	Project Title	Project Location / Facility
	Queen St. Amenities	Queen Street
	Description	Justification
	Purchase and installation of an irrigation system from 29 - 45 Queen Street	29 - 45 Queen Street is the only section of the Queen Street core boulevards that does not have an irrigation system. An irrigation system will provide display consistency by alleviating drought stress and greatly improving plant health.
	Gross Capital Cost:	\$ 5,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 5,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 5,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01291
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Project Details	Project Title	Project Location / Facility
	Queen St. Paver Replacement King-Gate	Queen Street
	Description	Justification
	Replacement of Queen Street Boulevard Pavers	Replacement of remaining uneven and incongruous red pavers with Brussels Block pavers, currently used in many Queen Street locations. Cornell University Structural Soil to be installed as paver base where appropriate to provide root space for adjacent trees.
	Gross Capital Cost:	\$ 17,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 17,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 17,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01292
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Project Details	Project Title	Project Location / Facility
	Niagara Lakeshore Cemetery Site Improvements & Lowering Device	Niagara Lakeshore Cemetery
	Description	Justification
	Rehabilitation of the transfer site adjacent to the building onsite. Purchase of a new lowering device.	The former transfer site is no longer required as burning of brush is no longer allowed at the cemetery. This area will be rehabilitated into use maintenance space. The current lowering device has served its lifespan and is in need of repair
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01293
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Project Details	Project Title	Project Location / Facility
	Court House Landscape Upgrades-Shaw Entrance	Court House
	Description	Justification
	Upgrades to the Landscape adjacent to the Shaw entrance to the Court House	The existing landscape was installed in the 1980s, many gaps exist where dead plant material has been removed, and existing plant material is damaged. This location is prominent both as the entrance to the Court House Theatre and a pedestrian thoroughfare from the shuttle bus to Queen Street.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01294
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Project Details	Project Title	Project Location / Facility
	Dock Area Enhancements	Dock Area
	Description	Justification
	Remediation of Culvert. Improvement to the trees adjacent to the parking lot. Shoreline protection at Balls beach	In 2016 the bush and surrounding material was exposed around the culvert. Work is required to repair the culvert and surrounding area. In conjunction with culvert restoration, shoreline protection is required for Balls beach erosion. Trees adjacent to the parking lot and the road are overgrown and require pruning and some removals.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Dock Area Improvements	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	Further work to complete the approved Dock Area Master Plan.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01295
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Project Details	Project Title	Project Location / Facility
	Park Amenities	Town Parks
	Description	Justification
	Purchase and addition of wood fibre mulch to add to Town playgrounds. Purchase and installation of 25 recycling bins in Town parks.	Purchase and addition of mulch to improve safety at Town playgrounds. Purchase and installation of 25 recycling bins to increase waste diversion and reduce waste disposal costs.
	Gross Capital Cost:	\$ 28,000.00

Project Financing	Reserve Funds	
	Park Dedication	\$ 28,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 28,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01296
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Project Details	Project Title	Project Location / Facility
	Community Centre Amenities	Community Centre
	Description	Justification
	Wire covers for lighting units in Auditoriums. Steam cleaning chairs. Auditorium B Air Conditioning/Heating unit. 5 new Picnic tables for grass area. Portable basketball nets.	Create opportunity to hold more sport based rentals in the auditorium. Chairs have never been cleaned since the building has been opened and they need to be steam cleaned. Basketball nets will allow for additional programming. Picnic tables will give more space for the general public and camps to enjoy the outdoor grass area.
	Gross Capital Cost:	\$ 5,400.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 5,400.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 5,400.00

Future Impact(s)	Will create a safer Auditorium space for camps and sport rentals as lighting units will be covered. Gives more potential for revenue growth by adding basketball to programming.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01311
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Project Details	Project Title	Project Location / Facility
	Virgil Sportspark Tennis Courts - Additional	Virgil Sportspark/ Tennis Courts
	Description	Justification
	Replace existing tennis courts at Virgil sports park. Additional funds required due to missing funding (2016 capital project - C00416) for the acrylic surfacing approved by council.	These funds will be used in addition to the approved 2016 capital project C00416 to rehabilitate the courts, fencing, and surfaces of the courts in the Virgil Sportspark.
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 35,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 35,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01318
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Project Details	Project Title	Project Location / Facility
	Partition Street Reconstruction (NRP to Queenston Street)	Public Works
	Description	Justification
	Reconstruction in accordance with Towns current road cross section standard.	Inadequate surface width and base for bus traffic.
	Gross Capital Cost:	\$ 140,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 140,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 140,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01319
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Project Details	Project Title	Project Location / Facility
	Engineering Work for York Road Sidewalk (FMCR to Con. 3)	Public Works
	Description	Justification
	Estimated engineering fees for sidewalk construction scheduled for 2018	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01320
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Project Details	Project Title	Project Location / Facility
	Decommission Hoist	Operations - Garage Bay
	Description	Justification
	Removal of existing hoist in the old mechanics work bay.	Parts are difficult to obtain. No safety latches. The hoist is outdated and unable to certify.
	Gross Capital Cost:	\$ 6,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 6,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 6,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Roads Department	Project No.: C01321
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Project Details	Project Title	Project Location / Facility
	Traffic Count Station	Operations Department
	Description	Justification
	Portable traffic count station	Ability to perform spot traffic counts.
	Gross Capital Cost:	\$ 7,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 7,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 7,500.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Storm Water	Project No.: C01330
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Project Details	Project Title	Project Location / Facility
	Tanbark Road - York to North Urban Boundary	Public Works
	Description	Justification
	Installation of storm sewer and required catch basins.	Project is being completed in conjunction with road reconstruction project C00398. This is a new installation for proposed curb and gutter requirements.
	Gross Capital Cost:	\$ 170,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 170,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 170,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Storm Water	Project No.: C01331
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Project Details	Project Title	Project Location / Facility
	King Street - Cottage to North (Royal Albion Subdivision)	Public Works
	Description	Justification
	Installation of storm sewer and required catch basins.	Project is being completed in conjunction with Royal Albion Subdivision to improve inadequate road drainage on King Street.
	Gross Capital Cost:	\$ 80,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 80,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 80,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C01337
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Project Details	Project Title	Project Location / Facility
	Bulk Water Station Upgrade	Public Works Yard/Admin/Walker Rd/Concession 5
	Description	Justification
	Software and Hardware upgrades to remotely manage bulk water stations.	The bulk water systems require upgrade as they are no longer supported on the Towns current platforms. Updating communication hardware will eliminate current connectivity issues and hardware failures due to the age of the equipment.
	Gross Capital Cost:	\$ 11,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 11,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 11,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C01348
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Project Details	Project Title	Project Location / Facility
	Customer Service Counter Construction	Administration Building
	Description	Justification
	Reconstruction of the Towns Customer Service Counter.	The Administration Building underwent renovations in 2012 which included a new Customer Service Counter. Since its construction deficiencies in accessibility, ergonomics, health and safety, storage and overall layout have been noted by staff.
	Gross Capital Cost:	\$ 55,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 55,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 55,000.00

Future Impact(s)	The Customer Service Counter is the first point of contact with the Public when visiting the Administration Building. Its improved accessibility, layout and appearance will present a more inviting atmosphere.
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Capital Project Information

Budget Year: 2017	Department: Building Services	Project No.: C01349
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Project Details	Project Title	Project Location / Facility
	Building Services Vehicle	Administration Building
	Description	Justification
	Purchase of a hybrid vehicle to be shared by building and bylaw services.	Staff have many times been left without a vehicle to use and have to use their own personal vehicle to complete inspections or address complaints.
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
	Building Services Vehicles	\$ 35,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 35,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C01353
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Project Details	Project Title	Project Location / Facility
	Town Hall Coat of Arms Update	Administration Building - Council Chambers
	Description	Justification
	Update the Coat of Arms Plaque in the Council Chambers.	The Towns Coat of Arms was completed in 2013 and was officially recognized by the Canadian Heraldic Authority. The Coat of Arms is a formal symbol of the community and should be displayed proudly.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01354
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Project Details	Project Title	Project Location / Facility
	Cenotaph Site Works	Cenotaph, Queen Street
	Description	Justification
	Structural engineer will be engaged to inspect the Cenotaph.	Legion contacted the Town with some concerns about the base of the cenotaph. Inspection will reveal if remediation is required.
	Gross Capital Cost:	\$ 8,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 8,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 8,000.00

Future Impact(s)	If remediation is required there are some grants available to help assist with the repairs. This will be a request in future capital budgets.
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Capital Project Information

Budget Year: 2017	Department: Parks, Recreation & Facilities	Project No.: C01355
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Project Details	Project Title	Project Location / Facility
	Community Centre Power Access Buttons for Accessible Bathrooms	Community Centre
	Description	Justification
	Installation of door activators for accessible washrooms in the main washrooms.	Meet AODA requirements for accessible washrooms.
	Gross Capital Cost:	\$ 8,500.00

Project Financing	Reserve Funds	
	Ontario Disabilities	\$ 8,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 8,500.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2017	Department: Corporate Services	Project No.: C01356
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Project Details	Project Title	Project Location / Facility
	Outdoor Municipal Sign	Administration Building Grounds
	Description	Justification
	Provide an outdoor sign with the Towns updated Coat of Arms which includes an electronic message board.	The Towns Coat of Arms was updated in 2013 and was officially recognized by the Canadian Heraldic Authority. The Coat of Arms is a formal symbol of the community. A sign with an electronic message board can display important messages or important reminders.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	
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Appendix F: Reserve Continuity Schedules

All Reserves

Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Base Mapping												
Opening Balance	7,000	0	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	(7,000)	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(7,000)	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	0	0	0	0	0	0	0	0	0	0	0	0
Bridges & Culverts												
Opening Balance	400,000	0	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	(400,000)	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(400,000)	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	0	0	0	0	0	0	0	0	0	0	0	0

											Budget Summary 2017 304	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Building Permit Surplus												
Opening Balance	2,242,556	1,693,722	1,327,042	924,690	467,911	(68,236)	(649,123)	(699,123)	(749,123)	(799,123)	(864,123)	(914,123)
Revenue												
Transfer From Operating	38,330	300,000	300,000	250,000	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	38,330	300,000	300,000	250,000	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Expense												
Transfer to Capital	(15,000)	0	(15,000)	0	(15,000)	0	0	0	0	(15,000)	0	0
Transfer to Operating	(572,164)	(666,680)	(687,352)	(706,779)	(721,147)	(730,887)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
	(587,164)	(666,680)	(702,352)	(706,779)	(736,147)	(730,887)	(200,000)	(200,000)	(200,000)	(215,000)	(200,000)	(200,000)
Projected Ending Balance	1,693,722	1,327,042	924,690	467,911	(68,236)	(649,123)	(699,123)	(749,123)	(799,123)	(864,123)	(914,123)	(964,123)
Building Services Equipment												
Opening Balance	33,777	39,777	13,777	22,777	31,777	40,777	49,777	20,777	(8,223)	(2,223)	3,777	9,777
Revenue												
Transfer From Operating	6,000	9,000	9,000	9,000	9,000	9,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	6,000	9,000	9,000	9,000	9,000	9,000	6,000	6,000	6,000	6,000	6,000	6,000
Expense												
Transfer to Capital	0	(35,000)	0	0	0	0	(35,000)	(35,000)	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	(35,000)	0	0	0	0	(35,000)	(35,000)	0	0	0	0
Projected Ending Balance	39,777	13,777	22,777	31,777	40,777	49,777	20,777	(8,223)	(2,223)	3,777	9,777	15,777

											Budget Summary 2017 305	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
By-Law Vehicle & Equipment												
Opening Balance	34,000	40,000	46,000	17,000	23,000	29,000	0	6,000	12,000	18,000	24,000	30,000
Revenue												
Transfer From Operating	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Expense												
Transfer to Capital	0	0	(35,000)	0	0	(35,000)	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	(35,000)	0	0	(35,000)	0	0	0	0	0	0
Projected Ending Balance	40,000	46,000	17,000	23,000	29,000	0	6,000	12,000	18,000	24,000	30,000	36,000
Capital Reserve												
Opening Balance	1,377,740	1,509,069	255,378	(406,514)	138,647	(184,565)	1,245,698	2,561,261	3,073,424	4,084,587	4,478,250	5,345,913
Revenue												
Transfer From Operating	3,897,587	2,300,000	2,400,000	2,500,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,100,000	3,200,000	3,300,000
Transfer From Capital	4,590	0	0	0	0	0	0	0	0	0	0	0
	3,902,177	2,300,000	2,400,000	2,500,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,100,000	3,200,000	3,300,000
Expense												
Transfer to Capital	(3,246,953)	(3,273,691)	(3,031,892)	(1,924,839)	(2,893,212)	(1,239,737)	(1,454,437)	(2,357,837)	(1,958,837)	(2,676,337)	(2,302,337)	(1,158,750)
Transfer to Operating	(523,894)	(280,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
	(3,770,847)	(3,553,691)	(3,061,892)	(1,954,839)	(2,923,212)	(1,269,737)	(1,484,437)	(2,387,837)	(1,988,837)	(2,706,337)	(2,332,337)	(1,188,750)
Projected Ending Balance	1,509,069	255,378	(406,514)	138,647	(184,565)	1,245,698	2,561,261	3,073,424	4,084,587	4,478,250	5,345,913	7,457,163

											Budget Summary 2017 306	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Capital Variance												
Opening Balance	79,920	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	(76,823)	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(76,823)	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097	3,097
Cash-in-Lieu of Parking												
Opening Balance	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064	386,064

											Budget Summary 2017 307	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Community Centre												
Opening Balance	113,852	72,690	62,690	63,690	73,690	83,690	93,690	103,690	113,690	123,690	133,690	143,690
Revenue												
Transfer From Operating	19,838	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	19,838	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Expense												
Transfer to Capital	(31,000)	0	(9,000)	0	0	0	0	0	0	0	0	0
Transfer to Operating	(30,000)	(20,000)	0	0	0	0	0	0	0	0	0	0
	(61,000)	(20,000)	(9,000)	0	0	0	0	0	0	0	0	0
Projected Ending Balance	72,690	62,690	63,690	73,690	83,690	93,690	103,690	113,690	123,690	133,690	143,690	153,690
Contingency												
Opening Balance	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786	325,786

											Budget Summary 2017 308	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Corporate Studies												
Opening Balance	123,122	139,622	26,122	(100,878)	(184,378)	(167,878)	(151,378)	(134,878)	(118,378)	(101,878)	(85,378)	(68,878)
Revenue												
Transfer From Operating	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	(130,000)	(143,500)	(100,000)	0	0	0	0	0	0	0	0
	0	(130,000)	(143,500)	(100,000)	0	0	0	0	0	0	0	0
Projected Ending Balance	139,622	26,122	(100,878)	(184,378)	(167,878)	(151,378)	(134,878)	(118,378)	(101,878)	(85,378)	(68,878)	(52,378)
DC: Development Related Studies												
Opening Balance	434,920	467,551	508,551	399,051	446,051	494,051	543,051	593,051	648,051	703,051	758,051	813,051
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	32,631	41,000	42,000	47,000	48,000	49,000	50,000	55,000	55,000	55,000	55,000	55,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	32,631	41,000	42,000	47,000	48,000	49,000	50,000	55,000	55,000	55,000	55,000	55,000
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	(151,500)	0	0	0	0	0	0	0	0	0
	0	0	(151,500)	0	0	0	0	0	0	0	0	0
Projected Ending Balance	467,551	508,551	399,051	446,051	494,051	543,051	593,051	648,051	703,051	758,051	813,051	868,051

											Budget Summary 2017 309	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
DC: Fire Facilities												
Opening Balance	137,070	(36,006)	1,232	(142,480)	125,520	400,520	682,520	971,520	1,290,520	1,609,520	1,928,520	2,247,520
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	184,771	235,000	241,000	268,000	275,000	282,000	289,000	319,000	319,000	319,000	319,000	319,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	184,771	235,000	241,000	268,000	275,000	282,000	289,000	319,000	319,000	319,000	319,000	319,000
Expense												
Transfer to Capital	(160,000)	0	(187,500)	0	0	0	0	0	0	0	0	0
Transfer to Operating	(197,846)	(197,762)	(197,212)	0	0	0	0	0	0	0	0	0
	(357,846)	(197,762)	(384,712)	0	0	0	0	0	0	0	0	0
Projected Ending Balance	(36,006)	1,232	(142,480)	125,520	400,520	682,520	971,520	1,290,520	1,609,520	1,928,520	2,247,520	2,566,520
DC: Parkland & Recreation												
Opening Balance	1,120,170	1,018,607	1,064,807	1,040,207	1,010,707	1,067,707	1,071,832	1,131,832	1,200,832	1,269,832	1,338,832	1,407,832
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	193,098	46,200	47,400	55,500	57,000	58,500	60,000	69,000	69,000	69,000	69,000	69,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	193,098	46,200	47,400	55,500	57,000	58,500	60,000	69,000	69,000	69,000	69,000	69,000
Expense												
Transfer to Capital	(294,662)	0	(72,000)	(85,000)	0	(54,375)	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(294,662)	0	(72,000)	(85,000)	0	(54,375)	0	0	0	0	0	0
Projected Ending Balance	1,018,607	1,064,807	1,040,207	1,010,707	1,067,707	1,071,832	1,131,832	1,200,832	1,269,832	1,338,832	1,407,832	1,476,832

											Budget Summary 2017 310	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
DC: Roads, Sidewalks & Lights												
Opening Balance	3,080,780	3,078,376	3,240,642	3,440,442	2,730,202	1,920,082	1,425,642	1,768,717	2,485,437	3,139,287	3,793,137	4,446,987
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	835,790	605,616	620,880	695,360	712,455	730,160	748,475	832,720	653,850	653,850	653,850	653,850
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	835,790	605,616	620,880	695,360	712,455	730,160	748,475	832,720	653,850	653,850	653,850	653,850
Expense												
Transfer to Capital	(838,193)	(443,350)	(421,080)	(1,405,600)	(1,522,575)	(1,224,600)	(405,400)	(116,000)	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(838,193)	(443,350)	(421,080)	(1,405,600)	(1,522,575)	(1,224,600)	(405,400)	(116,000)	0	0	0	0
Projected Ending Balance	3,078,376	3,240,642	3,440,442	2,730,202	1,920,082	1,425,642	1,768,717	2,485,437	3,139,287	3,793,137	4,446,987	5,100,837
DC: St. Davids Area Specific Sewer												
Opening Balance	698,746	759,417	735,884	714,847	697,539	682,815	671,662	663,103	658,139	656,748	658,977	729,977
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	143,843	58,000	59,000	61,000	62,000	64,000	65,000	67,000	69,000	71,000	71,000	71,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	143,843	58,000	59,000	61,000	62,000	64,000	65,000	67,000	69,000	71,000	71,000	71,000
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	(83,172)	(81,533)	(80,037)	(78,308)	(76,724)	(75,153)	(73,559)	(71,964)	(70,391)	(68,771)	0	0
	(83,172)	(81,533)	(80,037)	(78,308)	(76,724)	(75,153)	(73,559)	(71,964)	(70,391)	(68,771)	0	0
Projected Ending Balance	759,417	735,884	714,847	697,539	682,815	671,662	663,103	658,139	656,748	658,977	729,977	800,977

											Budget Summary 2017 311	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
DC: Storm Sewers												
Opening Balance	1,642,368	1,811,964	1,911,964	1,959,524	2,059,524	2,159,524	2,259,524	2,300,618	2,331,318	2,431,318	2,531,318	2,631,318
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	201,096	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	201,096	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Expense												
Transfer to Capital	(31,500)	0	(52,440)	0	0	0	(58,906)	(69,300)	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(31,500)	0	(52,440)	0	0	0	(58,906)	(69,300)	0	0	0	0
Projected Ending Balance	1,811,964	1,911,964	1,959,524	2,059,524	2,159,524	2,259,524	2,300,618	2,331,318	2,431,318	2,531,318	2,631,318	2,731,318
DC: Wastewater Sewers												
Opening Balance	292,944	299,120	303,879	309,638	322,397	353,356	401,515	450,674	507,833	552,992	598,151	643,310
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	23,176	39,000	40,000	47,000	49,000	50,000	51,000	59,000	47,000	47,000	47,000	47,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	23,176	39,000	40,000	47,000	49,000	50,000	51,000	59,000	47,000	47,000	47,000	47,000
Expense												
Transfer to Capital	0	(32,400)	(32,400)	(32,400)	(16,200)	0	0	0	0	0	0	0
Transfer to Operating	(17,000)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)
	(17,000)	(34,241)	(34,241)	(34,241)	(18,041)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)	(1,841)
Projected Ending Balance	299,120	303,879	309,638	322,397	353,356	401,515	450,674	507,833	552,992	598,151	643,310	688,469

											Budget Summary 2017 312	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
DC: Water Distribution												
Opening Balance	(58,250)	5,544	80,544	(401,456)	(839,441)	(751,441)	(661,441)	(569,441)	(466,441)	(377,441)	(288,441)	(199,441)
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	63,795	75,000	76,000	86,000	88,000	90,000	92,000	103,000	89,000	89,000	89,000	89,000
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	63,795	75,000	76,000	86,000	88,000	90,000	92,000	103,000	89,000	89,000	89,000	89,000
Expense												
Transfer to Capital	0	0	(558,000)	(523,985)	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	(558,000)	(523,985)	0	0	0	0	0	0	0	0
Projected Ending Balance	5,544	80,544	(401,456)	(839,441)	(751,441)	(661,441)	(569,441)	(466,441)	(377,441)	(288,441)	(199,441)	(110,441)
Dock Area Improvements												
Opening Balance	641,548	690,793	760,793	860,793	960,793	1,060,793	1,160,793	1,260,793	1,360,793	1,460,793	1,560,793	1,660,793
Revenue												
Transfer From Operating	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Expense												
Transfer to Capital	(50,755)	(30,000)	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(50,755)	(30,000)	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	690,793	760,793	860,793	960,793	1,060,793	1,160,793	1,260,793	1,360,793	1,460,793	1,560,793	1,660,793	1,760,793

Budget Summary 2017 313												
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Donation												
Opening Balance	23,034	0	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	0	0	0	873,340	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	873,340	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	(23,034)	0	0	(873,340)	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(23,034)	0	0	(873,340)	0	0	0	0	0	0	0	0
Projected Ending Balance	0	0	0	0	0	0	0	0	0	0	0	0
Elections												
Opening Balance	11,734	30,234	49,234	(8,766)	11,234	31,234	51,234	6,234	26,234	46,234	66,234	21,234
Revenue												
Transfer From Operating	18,500	19,000	19,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	18,500	19,000	19,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	(77,500)	0	0	0	(65,000)	0	0	0	(65,000)	0
	0	0	(77,500)	0	0	0	(65,000)	0	0	0	(65,000)	0
Projected Ending Balance	30,234	49,234	(8,766)	11,234	31,234	51,234	6,234	26,234	46,234	66,234	21,234	41,234

											Budget Summary 2017 314	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Federal Gas Tax												
Opening Balance	0	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296
Revenue												
Transfer From Operating	468,209	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	468,209	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913	445,913
Expense												
Transfer to Capital	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	(445,913)	0
Projected Ending Balance	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	22,296	468,209
Fleet Replacement												
Opening Balance	310,723	105,219	1,029	(119,805)	(131,235)	(188,214)	(212,693)	(158,693)	(376,693)	(542,693)	(714,693)	(1,172,693)
Revenue												
Transfer From Operating	315,423	317,810	320,166	322,570	325,021	327,521	320,000	320,000	320,000	320,000	320,000	320,000
	315,423	317,810	320,166	322,570	325,021	327,521	320,000	320,000	320,000	320,000	320,000	320,000
Expense												
Transfer to Capital	(520,926)	(422,000)	(441,000)	(334,000)	(382,000)	(352,000)	(266,000)	(538,000)	(486,000)	(492,000)	(778,000)	(45,000)
	(520,926)	(422,000)	(441,000)	(334,000)	(382,000)	(352,000)	(266,000)	(538,000)	(486,000)	(492,000)	(778,000)	(45,000)
Projected Ending Balance	105,219	1,029	(119,805)	(131,235)	(188,214)	(212,693)	(158,693)	(376,693)	(542,693)	(714,693)	(1,172,693)	(897,693)

Budget Summary 2017 315												
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Grants & Other												
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	379,122	210,260	216,500	1,883,160	308,050	65,000	20,000	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	379,122	210,260	216,500	1,883,160	308,050	65,000	20,000	0	0	0	0	0
Expense												
Transfer to Capital	(379,122)	(210,260)	(216,500)	(1,883,160)	(308,050)	(65,000)	(20,000)	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(379,122)	(210,260)	(216,500)	(1,883,160)	(308,050)	(65,000)	(20,000)	0	0	0	0	0
Projected Ending Balance	0	0	0	0	0	0	0	0	0	0	0	0
Irrigation												
Opening Balance	149,085	149,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	(100,000)	0	0	0	0	0	0	0	0	0	0
	0	(100,000)	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	149,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085	49,085

Budget Summary 2017 316												
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
OCIF												
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	195,245	366,001	518,451	796,298	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	195,245	366,001	518,451	796,298	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	(195,245)	(366,001)	(518,451)	(796,298)	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(195,245)	(366,001)	(518,451)	(796,298)	0	0	0	0	0	0	0	0
Projected Ending Balance	0	0	0	0	0	0	0	0	0	0	0	0
OMB Appeals												
Opening Balance	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Revenue												
Transfer From Operating	200,000	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	200,000	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

											Budget Summary 2017 317	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Ontario Disabilities Act												
Opening Balance	82,617	67,617	51,617	59,117	66,617	86,617	101,617	121,617	121,617	141,617	156,617	176,617
Revenue												
Transfer From Operating	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Expense												
Transfer to Capital	(35,000)	(36,000)	(12,500)	(12,500)	0	(5,000)	0	(20,000)	0	(5,000)	0	(20,000)
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(35,000)	(36,000)	(12,500)	(12,500)	0	(5,000)	0	(20,000)	0	(5,000)	0	(20,000)
Projected Ending Balance	67,617	51,617	59,117	66,617	86,617	101,617	121,617	121,617	141,617	156,617	176,617	176,617
Park Dedication												
Opening Balance	490,532	180,414	162,414	132,414	152,414	222,414	51,789	69,789	219,789	254,789	220,789	370,789
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Developers	145,479	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Investment Income	1,871	0	0	0	0	0	0	0	0	0	0	0
	147,350	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Expense												
Transfer to Capital	(457,468)	(168,000)	(180,000)	(130,000)	(80,000)	(320,625)	(132,000)	0	(115,000)	(184,000)	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(457,468)	(168,000)	(180,000)	(130,000)	(80,000)	(320,625)	(132,000)	0	(115,000)	(184,000)	0	0
Projected Ending Balance	180,414	162,414	132,414	152,414	222,414	51,789	69,789	219,789	254,789	220,789	370,789	520,789

											Budget Summary 2017 318	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Parking Revenue												
Opening Balance	873,571	445,489	(150,012)	(982,687)	(1,796,039)	(2,625,508)	(3,446,240)	(3,381,240)	(3,316,240)	(3,301,240)	(3,236,240)	(3,821,240)
Revenue												
Transfer From Operating	382,834	572,342	568,376	566,468	563,496	560,527	300,000	300,000	300,000	300,000	300,000	300,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	1,624	0	0	0	0	0	0	0	0	0	0	0
	384,458	572,342	568,376	566,468	563,496	560,527	300,000	300,000	300,000	300,000	300,000	300,000
Expense												
Transfer to Capital	(340,680)	(24,000)	(178,000)	(80,000)	(70,000)	(35,000)	0	0	(50,000)	0	(650,000)	0
Transfer to Operating	(471,861)	(1,143,843)	(1,223,051)	(1,299,820)	(1,322,965)	(1,346,259)	(235,000)	(235,000)	(235,000)	(235,000)	(235,000)	(235,000)
	(812,541)	(1,167,843)	(1,401,051)	(1,379,820)	(1,392,965)	(1,381,259)	(235,000)	(235,000)	(285,000)	(235,000)	(885,000)	(235,000)
Projected Ending Balance	445,489	(150,012)	(982,687)	(1,796,039)	(2,625,508)	(3,446,240)	(3,381,240)	(3,316,240)	(3,301,240)	(3,236,240)	(3,821,240)	(3,756,240)
Recreation Enhancement Fund												
Opening Balance	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611	56,611

											Budget Summary 2017 319	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Road Improvements												
Opening Balance	25,175	25,175	0	0	0	0	0	0	0	0	0	0
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	(25,175)	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	(25,175)	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	25,175	0	0	0	0	0	0	0	0	0	0	0
Sidewalk Improvements												
Opening Balance	109,779	109,779	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	(103,240)	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	(103,240)	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	109,779	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539	6,539

											Budget Summary 2017 320	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Storm Water Management												
Opening Balance	106,321	19,935	(162,565)	61,375	340,875	602,775	624,375	452,281	184,581	224,581	164,581	29,581
Revenue												
Transfer From Operating	338,275	337,500	337,500	337,500	336,900	339,600	350,000	360,000	360,000	350,000	350,000	350,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	338,275	337,500	337,500	337,500	336,900	339,600	350,000	360,000	360,000	350,000	350,000	350,000
Expense												
Transfer to Capital	(424,661)	(520,000)	(113,560)	(58,000)	(75,000)	(318,000)	(522,094)	(627,700)	(320,000)	(410,000)	(485,000)	(25,000)
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(424,661)	(520,000)	(113,560)	(58,000)	(75,000)	(318,000)	(522,094)	(627,700)	(320,000)	(410,000)	(485,000)	(25,000)
Projected Ending Balance	19,935	(162,565)	61,375	340,875	602,775	624,375	452,281	184,581	224,581	164,581	29,581	354,581
Street Lighting												
Opening Balance	37,946	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	18,722
Revenue												
Transfer From Operating	15,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	15,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Expense												
Transfer to Capital	(69,224)	0	(54,000)	0	(54,000)	0	(54,000)	0	(54,000)	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	(19,000)	0
	(69,224)	0	(54,000)	0	(54,000)	0	(54,000)	0	(54,000)	0	(19,000)	0
Projected Ending Balance	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	(16,278)	10,722	18,722	45,722

											Budget Summary 2017 321	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Training & Development												
Opening Balance	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857	11,857
Wastewater Capital Improvements												
Opening Balance	638,195	822,752	1,240,152	1,872,552	2,664,952	3,928,152	4,828,152	4,918,152	5,138,152	5,373,152	5,428,152	5,848,152
Revenue												
Transfer From Operating	600,000	600,000	1,000,000	1,250,000	1,600,000	1,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Transfer From Capital	183,590	0	0	0	0	0	0	0	0	0	0	0
	783,590	600,000	1,000,000	1,250,000	1,600,000	1,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Expense												
Transfer to Capital	(467,734)	(182,600)	(367,600)	(457,600)	(336,800)	(700,000)	(510,000)	(380,000)	(365,000)	(545,000)	(180,000)	(330,000)
Transfer to Operating	(131,300)	0	0	0	0	0	0	0	0	0	0	0
	(599,034)	(182,600)	(367,600)	(457,600)	(336,800)	(700,000)	(510,000)	(380,000)	(365,000)	(545,000)	(180,000)	(330,000)
Projected Ending Balance	822,752	1,240,152	1,872,552	2,664,952	3,928,152	4,828,152	4,918,152	5,138,152	5,373,152	5,428,152	5,848,152	6,118,152

											Budget Summary 2017 322	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Wastewater Rate Stabilization												
Opening Balance	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428	228,428
Water Capital Improvements												
Opening Balance	2,382,053	1,869,751	2,115,647	3,275,647	4,197,982	5,572,982	7,003,200	6,983,200	6,468,200	6,153,200	5,913,200	5,721,600
Revenue												
Transfer From Operating	860,000	1,800,000	2,037,000	2,180,000	2,400,000	2,665,218	860,000	860,000	860,000	860,000	860,000	860,000
Transfer From Capital	214,188	0	0	0	0	0	0	0	0	0	0	0
	1,074,188	1,800,000	2,037,000	2,180,000	2,400,000	2,665,218	860,000	860,000	860,000	860,000	860,000	860,000
Expense												
Transfer to Capital	(1,586,491)	(1,554,104)	(877,000)	(1,257,665)	(1,025,000)	(1,235,000)	(880,000)	(1,375,000)	(1,175,000)	(1,100,000)	(1,051,600)	(1,350,000)
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	(1,586,491)	(1,554,104)	(877,000)	(1,257,665)	(1,025,000)	(1,235,000)	(880,000)	(1,375,000)	(1,175,000)	(1,100,000)	(1,051,600)	(1,350,000)
Projected Ending Balance	1,869,751	2,115,647	3,275,647	4,197,982	5,572,982	7,003,200	6,983,200	6,468,200	6,153,200	5,913,200	5,721,600	5,231,600

Budget Summary 2017 323												
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Water Rate Stabilization												
Opening Balance	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486	194,486
Winter Maintenance												
Opening Balance	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192	85,192

											Budget Summary 2017 324	
Reserve	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Working Funds												
Opening Balance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Revenue												
Transfer From Operating	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Expense												
Transfer to Capital	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Operating	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Projected Ending Balance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000