

**CORPORATION OF THE TOWNSHIP OF EAST ZORRA-TAVISTOCK COUNCIL
2022 - 2026**

AGENDA

**for the Special Meeting to be held on Thursday May 11, 2023 at the
Innerkip Community Centre, 695566 17th Line, Innerkip, Ontario, at 9:00 a.m.**

1. Call to order and opening remarks
2. Approve Agenda
3. Disclosure of Pecuniary Interest and General Nature Thereof
4. Reports of Municipal Officers and Committees:
 - a) Proposed 2023 Operating & Capital Budgets
5. Confirming By-law
6. Adjourn

Schedule 'A'
 Township of East Zorra-Tavistock
 SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS
 2023 Proposed Operating and Capital Budgets Summary

Net Budgets By Department	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	% Change (2023-2022)	Remarks
Building, Locates and Drainage	428,355	417,800	358,264	(70,091)	-1.05%	<i>adjustment for reduced permit revenues offset by increased building reserve</i>
Corporate Services	2,202,771	2,446,749	2,503,187	300,416	4.52%	<i>strategic planning initiative, DC study update, funding for remaining building costs</i>
Fire and Protective Services	1,292,950	1,179,078	1,311,282	18,332	0.28%	<i>reduced discretionary spending budgets awaiting AMP implementation in 2024</i>
Parks and Recreation	515,182	486,095	834,836	319,654	4.80%	<i>reallocation of resources from PW in 2023 to align with staffing in P&R</i>
Public Works	3,158,117	3,210,773	3,129,390	(28,727)	-0.43%	<i>inflationary impacts on most supply areas</i>
Treasury Services	(944,423)	(1,374,327)	(889,653)	54,770	0.82%	<i>reduced one-time supplemental budget as assessments are caught up</i>
Net Tax-Supported Budget Summary	6,652,953	6,366,168	7,247,306	594,353	8.93%	

2023 Assessment @ 2022 Tax Rates	6,944,618	291,666	4.38% Assessment Portion
Tax Levy	291,666	302,687	4.55% Tax Rate
		594,353	8.93% Levy Rate Change

Schedule 'B'
Township of East Zorra-Tavistock
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING
2023 Proposed Operating and Capital Budgets Summary

Expenditures

By Department	2022 Approved	2023 Proposed	Difference (2023 - 2022)
Building, Locates and Drainage	1,079,599	1,110,911	31,313
Corporate Services	5,271,656	4,058,430	(1,213,225)
Fire and Protective Services	1,412,959	1,453,906	40,948
Parks and Recreation	1,124,802	1,878,917	754,115
Public Works	5,231,878	4,231,914	(999,964)
Treasury Services	455,090	481,918	26,828
Expenditures	14,575,982	13,215,997	-1,359,985

Sources of Financing

By Department	2022 Approved	2023 Proposed	Difference (2023 - 2022)
Tax Levy	(6,652,952)	(7,247,306)	(594,354)
City of Woodstock Boundary Adjustment	(115,771)	(115,771)	0
Contributions from Developers	(57,058)	(183,810)	(126,752)
Contributions from Other Municipalities	(525,992)	(122,468)	403,523
Cost Recoveries	(49,961)	(46,784)	3,177
Deferred Building Code Act Revenue	-	(124,719)	(124,719)
Donations	-	(101,000)	(101,000)
Federal Gas Tax	(593,681)	(226,097)	367,584
Fines and Penalties	(56,003)	(52,974)	3,030
Investment Income	(171,485)	(235,181)	(63,696)
Landowner Recovery	(41,064)	(41,064)	0
Licences, Permits and Rents	(609,205)	(612,169)	(2,963)
Ontario Municipal Partnership Fund	(726,500)	(792,700)	(66,200)
Ontario Specific Grants	(333,923)	(274,678)	59,245
Ontario Wildlife Damage Compensation	-	(500)	(500)
Payments in Lieu	(29,203)	(30,242)	(1,039)
Revenue from Oxford County	(32,500)	(7,500)	25,000
Sundry Revenue	(3,500)	(7,052)	(3,552)
Supplemental Taxation	(294,050)	(139,401)	154,649
Transfers from Reserves and Reserve Funds	(3,813,599)	(2,214,104)	1,599,495
Trillium Grant	-	(150,000)	(150,000)
User Fees and Charges	(469,533)	(490,477)	(20,943)
Sources of Financing	(14,575,981)	(13,215,997)	1,359,984

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Notes
	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Contributions from Developers	-	-	-	(33,375)	-	(100,125)	(66,750)	-	-	
Contributions from Other Municipalities	(68,899)	(68,580)	-	(36,492)	(57,207)	(79,697)	(43,205)	(81,291)	(82,916)	
Cost Recoveries	-	-	(3,390)	(3,500)	(7,526)	(5,000)	(1,500)	(5,000)	(5,000)	
Deferred Building Code Act Revenue Earned	-	-	-	-	(19,403)	(124,719)	(124,719)	(83,325)	(88,054)	
Landowner Recovery	(67,088)	(54,161)	(43,695)	(41,064)	(41,064)	(41,064)	0	(37,804)	(37,804)	
Licences, Permits and Rents	(271,339)	(361,317)	(302,891)	(300,000)	(256,533)	(250,000)	50,000	(275,000)	(277,750)	
Ontario Specific Grants	(9,050)	(703)	(7,262)	(34,012)	(28,768)	(7,300)	26,712	(7,300)	(7,300)	
Revenue from Oxford County	-	-	-	(25,000)	(12,974)	-	25,000	-	-	
Transfers from Reserves and Reserve Funds	-	(4,302)	(6,992)	(143,625)	(53,367)	(99,476)	44,149	-	-	
User Fees and Charges	(32,500)	(53,255)	(44,275)	(34,175)	(38,271)	(45,267)	(11,092)	(34,031)	(34,141)	
TOTALS	(448,875)	(542,318)	(408,506)	(651,243)	(515,115)	(752,647)	(101,404)	(523,750)	(532,965)	
Gross Budget Expenditures										Notes
	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Building and Structural Inspection	239,226	312,524	321,632	366,492	410,820	469,682	103,190	478,646	487,861	
Locates	4,538	7,571	8,440	16,327	9,615	9,707	(6,621)	9,895	10,087	
Storm Water Management	-	126,308	327,224	387,031	348,019	302,732	(84,299)	308,770	314,930	
Agriculture and Reforestation (Drainage)	117,558	106,235	92,602	114,186	94,132	94,190	(19,996)	90,645	91,908	
Capital Expenditures	-	91,052	94,847	195,562	70,329	234,601	39,039	-	-	
TOTALS	361,322	643,690	844,745	1,079,599	932,915	1,110,911	31,313	887,956	904,786	
NET BUILDING, LOCATES AND DRAINAGE BUDGET	(87,553)	101,372	436,239	428,355	417,800	358,264	(70,091)	364,206	371,821	

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
BUILDING, LOCATES AND DRAINAGE REVENUES										
Building and Structural Inspection										
<i>Administration</i>										
11-5-044571-0340			(958)	(26,712)	(18,798)	-	26,712	-	-	
11-5-044571-0415			-	(25,000)	(12,974)	-	25,000	-	-	
11-5-044571-0482	(68,899)	(68,580)	-	(36,492)	(57,207)	(79,697)	(43,205)	(81,291)	(82,916)	includes 6.49% salary adjustment for 2023 (@ 50% recovery)
11-5-044571-0525	(28,800)	(48,930)	(39,775)	(30,000)	(35,421)	(41,375)	(11,375)	(30,000)	(30,000)	based on 3-year rolling average actuals
11-5-044571-0526	(3,700)	(4,325)	(4,500)	(4,175)	(2,850)	(3,892)	283	(4,031)	(4,141)	based on 3-year rolling average actuals
11-5-044571-0721	(271,339)	(361,317)	(302,891)	(300,000)	(256,533)	(250,000)	50,000	(275,000)	(277,750)	conservative estimate by CBO for 2023
11-5-044571-0914					(19,403)	(89,719)	(89,719)	(83,325)	(88,054)	drawdown of revenue if necessary for Building operations
<i>Subtotal Administration</i>	<i>(372,738)</i>	<i>(483,152)</i>	<i>(348,124)</i>	<i>(422,379)</i>	<i>(403,187)</i>	<i>(464,682)</i>	<i>(42,303)</i>	<i>(473,646)</i>	<i>(482,861)</i>	
<i>2022 Ford Maverick (CBO)</i>										
11-5-044571-0761 811			(3,390)	(500)	-	-	500	-	-	
<i>Subtotal 2022 Ford Maverick (CBO)</i>	<i>-</i>	<i>-</i>	<i>(3,390)</i>	<i>(500)</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>-</i>	<i>-</i>	
<i>2020 Chevrolet Silverado (DCBO)</i>										
11-5-044571-0761 814			-	(2,500)	(6,656)	(5,000)	(2,500)	(5,000)	(5,000)	recovery for vehicle usage to in drainage works primarily
<i>Subtotal 2020 Chevrolet Silverado (DCBO)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(2,500)</i>	<i>(6,656)</i>	<i>(5,000)</i>	<i>(2,500)</i>	<i>(5,000)</i>	<i>(5,000)</i>	
<i>2021 GMC Canyon (E & OT)</i>										
11-5-044571-0761 815			-	(500)	-	-	500	-	-	
<i>Subtotal 2021 GMC Canyon (E & OT)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(500)</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>-</i>	<i>-</i>	
Total Building and Structural Inspection Revenue	(372,738)	(483,152)	(351,514)	(425,879)	(409,843)	(469,682)	(43,803)	(478,646)	(487,861)	
Agriculture and Reforestation (Drainage)										
<i>Municipal Drains</i>										
11-5-184010-0331	(9,050)	(703)	(6,304)	(7,300)	-	(7,300)	-	(7,300)	(7,300)	estimated Drainage Superintendent Grant annually
11-5-184010-0944	(44,194)	(38,414)	(36,114)	(33,483)	(33,483)	(33,483)	-	(33,483)	(33,483)	based on Drain Repayment Schedule
11-5-184010-0998	-	-	-	-	(870)	-	-	-	-	
<i>Subtotal Municipal Drains</i>	<i>(53,244)</i>	<i>(39,117)</i>	<i>(42,418)</i>	<i>(40,783)</i>	<i>(34,353)</i>	<i>(40,783)</i>	<i>-</i>	<i>(40,783)</i>	<i>(40,783)</i>	
<i>Tile Drainage</i>										
11-5-185010-0944	(22,894)	(15,747)	(7,581)	(7,581)	(7,581)	(7,581)	0	(4,321)	(4,321)	based on Drain Repayment Schedule
<i>Subtotal Tile Drainage</i>	<i>(22,894)</i>	<i>(15,747)</i>	<i>(7,581)</i>	<i>(7,581)</i>	<i>(7,581)</i>	<i>(7,581)</i>	<i>0</i>	<i>(4,321)</i>	<i>(4,321)</i>	
Total Agriculture and Reforestation (Drainage) Revenue	(76,138)	(54,864)	(50,000)	(48,364)	(41,934)	(48,364)	0	(45,104)	(45,104)	

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES										
Building and Structural Inspection										
<i>Administration</i>										
11-4-044571-8522	12,000	5,000	5,100	5,202	5,202	5,306	104	5,412	5,520	2% increase annually RF projection strategy
11-4-044571-8523	-	26,000	26,520	27,050	27,050	27,591	541	28,143	28,706	2% increase annually RF projection strategy
11-6-044571-1110	163,007	204,598	215,763	221,186	262,617	298,438	77,252	304,407	310,495	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1201	-	-	1,266	8,335	9,625	11,576	3,241	11,692	11,808	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1202	-	-	389	3,265	3,137	6,217	2,951	6,279	6,342	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1203	-	-	2,933	6,095	7,540	9,728	3,632	9,825	9,923	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1204	-	-	10,651	23,615	26,819	32,057	8,442	32,377	32,701	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1205	-	-	1,903	4,313	4,935	5,820	1,506	5,878	5,937	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1210	41,032	52,189	37,818	15,222	17,069	20,646	5,424	20,853	21,061	2023 Salary and Benefits Workbook + 2% in future years
11-6-044571-1252	1,148	3	-	2,500	96	1,500	(1,000)	1,500	1,500	virtual conferences more often since COVID
11-6-044571-1254	447	671	195	750	390	398	(352)	406	414	based on 2% increase over prior year actual
11-6-044571-1255	1,050	593	979	999	920	938	(61)	957	976	based on 2% increase over prior year actual
11-6-044571-1256	-	-	228	232	-	250	18	255	260	annual subscriptions
11-6-044571-1263	1,987	893	1,257	2,000	678	1,500	(500)	1,530	1,561	virtual training currently since COVID
11-6-044571-3005	826	184	271	427	107	187	(240)	188	161	based on 3-year rolling average actuals
11-6-044571-3007	45	67	-	52	-	22	(29)	7	10	based on 3-year rolling average actuals
11-6-044571-3025	30	14	-	100	257	100	-	100	100	health and safety supplies line to be maintained @ \$100
11-6-044571-3033	-	1,832	862	14,240	18,798	12,974	(1,266)	13,234	13,499	annual support for Cloud Permitting + 2%
11-6-044571-3260	1,974	1,112	1,014	1,034	1,230	1,255	221	1,280	1,306	2% inflationary adjustment over prior year actual
11-6-044571-3810	9,613	10,838	11,327	12,460	15,672	17,239	4,779	17,584	17,936	10% inflationary adjustment over p/y actual
11-6-044571-4002	5,416	5,878	890	6,000	-	6,000	-	6,000	6,000	maintain \$6,000 legal services line item for prosecutions, etc.
11-6-044571-5390				6,414	-	-	(6,414)	-	-	net transfer to deferred where revenues > expenses in Building
<i>Subtotal Administration</i>	238,575	309,872	319,367	361,493	402,143	459,742	98,249	467,907	476,215	
<i>2022 Ford Maverick (CBO)</i>										
11-6-044571-3004 811	120	120	120	120	53	120	-	120	120	annual vehicle licence cost
11-6-044571-3021 811	-	-	62	63	149	152	88	155	158	2% increase annually
11-6-044571-3026 811	531	1,202	1,595	1,250	796	916	(334)	1,053	1,211	fuel increase by 15% over prior year actual
11-6-044571-4270 811	-	1,330	310	250	-	250	-	250	250	carry forward repairs budget as vehicle ages
<i>Subtotal 2022 Ford Maverick (CBO)</i>	651	2,652	2,086	1,683	998	1,437	(246)	1,578	1,739	
<i>2020 Chevrolet Silverado (DCBO)</i>										
11-6-044571-3004 814	-	-	120	120	-	120	-	120	120	annual vehicle licence cost
11-6-044571-3021 814	-	-	9	100	514	525	425	535	546	2% increase annually
11-6-044571-3026 814	-	-	-	1,626	1,659	1,907	281	2,193	2,522	fuel increase by 15% over prior year actual
11-6-044571-4270 814	-	-	50	1,000	2,121	2,163	1,163	2,206	2,250	2% increase annually
<i>Subtotal 2020 Chevrolet Silverado (DCBO)</i>	-	-	178	2,846	4,293	4,715	1,869	5,055	5,439	

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)										
Building and Structural Inspection (cont'd)										
<i>2021 GMC Canyon (E & OT)</i>										
11-6-044571-3004 815 Vehicle Licences	-	-	-	120	-	120	-	120	120	annual vehicle licence cost
11-6-044571-3021 815 Parts and Supplies	-	-	-	100	108	111	11	113	115	2% increase annually
11-6-044571-3026 815 Fuel	-	-	-	-	1,644	1,890	1,890	2,174	2,500	fuel increase by 15% over prior year actual
11-6-044571-4270 815 Repairs and Maintenance	-	-	-	250	1,634	1,667	1,417	1,700	1,734	2% increase annually
<i>Subtotal 2021 GMC Canyon (E & OT)</i>	-	-	-	470	3,387	3,788	3,318	4,107	4,469	
Total Building and Structural Inspection Expenses	239,226	312,524	321,632	366,492	410,820	469,682	103,190	478,646	487,861	
Locates										
11-6-044572-1110 Salaries and Wages	3,738	5,721	6,285	10,549	7,681	7,012	(3,537)	7,152	7,295	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1201 CPP	-	81	119	437	310	282	(156)	287	293	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1202 EI	-	-	38	167	100	147	(19)	150	153	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1203 WSIB	-	-	102	332	230	241	(91)	246	251	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1204 OMERS	-	-	337	1,086	770	744	(342)	759	774	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1205 EHT	-	-	66	206	141	137	(69)	139	142	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-1210 Health Benefits	683	1,769	1,216	751	383	844	93	861	878	2023 Salary and Benefits Workbook + 2% in future years
11-6-044572-3510 Equipment Rentals - Owned	-	-	277	300	-	300	-	300	300	recovery for vehicle usage to reserve
11-6-044572-4004 Engineering Services	117	-	-	2,500	-	-	(2,500)	-	-	
Total Locates Expenses	4,538	7,571	8,440	16,327	9,615	9,707	(6,621)	9,895	10,087	
Stormwater Management										
11-4-082220-8535 Transfer to Storm Water Network Reserve	-	-	115,000	117,300	117,300	119,646	2,346	122,039	124,480	2% increase annually RF projection strategy
11-4-082220-8538 Transfer to Stormwater Management Facilities Reserve	-	125,000	200,000	180,000	180,000	75,000	(105,000)	76,500	78,030	revised estimate for 2023 based on research - 2% increase annually
11-6-082220-1110 Salaries and Wages	-	-	851	20,838	4,488	4,580	(16,258)	4,672	4,765	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1201 CPP	-	-	30	875	130	188	(687)	191	195	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1202 EI	-	-	11	333	41	98	(235)	100	102	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1203 WSIB	-	-	18	656	83	158	(499)	161	164	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1204 OMERS	-	-	54	2,134	226	482	(1,652)	492	502	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1205 EHT	-	-	11	406	51	89	(317)	91	93	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-1210 Benefits	-	-	22	1,488	97	336	(1,152)	343	349	2023 Salary and Benefits Workbook + 2% in future years
11-6-082220-3001 Licences and Permits	-	-	-	-	90	100	100	100	100	one-time permit fees for municipal purposes
11-6-082220-3007 Small Tools and Equipment	-	-	250	250	375	350	100	350	350	placeholder budget for various tools and equipment
11-6-082220-3170 Signage	-	-	106	250	303	350	100	350	350	placeholder budget for any noted or required signage annually
11-6-082220-4004 Engineering	-	1,308	6,431	6,500	4,070	6,000	(500)	6,120	6,242	includes clean out works planned for 2023 + 2% annually
11-6-082220-4005 Construction Services	-	-	-	25,000	18,113	45,000	20,000	45,900	46,818	construction budget for work arising from camera program results
11-6-082220-4034 Camera Inspection Services	-	-	-	25,000	18,069	45,355	20,355	46,262	47,187	based on net invoice for 2023 + 2% annually going forward
11-6-082220-4270 Repairs and Maintenance	-	-	4,438	6,000	4,581	5,000	(1,000)	5,100	5,202	includes PW staff services for clean out work + 2% increase
Total Storm Water Management	-	126,308	327,224	387,031	348,019	302,732	(84,299)	308,770	314,930	

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes	
BUILDING, LOCATES AND DRAINAGE OPERATING EXPENDITURES (cont'd)											
Agriculture and Reforestation (Drainage)											
<i>Municipal Drains Administration</i>											
11-4-184010-8536	Transfer to Roads Drainage Reserve	25,000	25,500	26,010	26,530	26,530	27,061	531	27,602	28,154	2% increase annually RF projection strategy
11-6-184010-1110	Salaries and Wages	12,600	14,567	4,179	12,762	546	973	(11,789)	992	1,012	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1201	CPP	-	-	28	525	30	38	(487)	38	39	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1202	EI	-	-	10	200	10	20	(180)	20	20	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1203	WSIB	-	-	16	402	17	33	(368)	34	35	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1204	OMERS	-	-	54	1,318	56	105	(1,213)	107	109	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1205	EHT	-	-	10	249	11	19	(230)	19	20	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1210	Health Benefits	3,568	4,242	1,189	906	20	69	(837)	70	72	2023 Salary and Benefits Workbook + 2% in future years
11-6-184010-1255	Dues and Memberships	175	175	-	175	307	325	150	325	325	adjusted for inflationary impacts for 2022/23 constant amount per year
11-6-184010-2220	Debt Interest Repayments	8,391	7,355	6,447	5,472	5,373	4,579	(893)	3,659	2,702	based on Drain Repayment Schedule
11-6-184010-3005	Office Supplies	1,100	28	-	250	110	200	(50)	204	208	small amount for envelopes, paper, etc. + 2% in future years
11-6-184010-3210	Postage and Courier	-	256	-	250	-	-	(250)	-	-	billed out from Corporate Services
11-6-184010-3260	Telephone	487	444	425	434	467	477	43	486	496	2% inflationary adjustment over p/y actual
11-6-184010-4002	Legal Services	-	-	-	-	8,577	-	-	-	-	one-time settlement in 2022
11-6-184010-4004	Engineering Services	-	1,161	109	423	890	720	297	573	728	based on 3-year rolling average actuals - primarily capital
11-6-184010-4425	Facility Rentals	-	-	1,100	1,200	1,100	1,200	-	1,200	1,200	public meeting hall rental expenses
11-6-184010-5210	Debt Principal Repayments	35,749	31,060	34,405	28,011	27,190	28,904	893	29,825	30,781	based on Drain Repayment Schedule
11-6-184010-5230	Write-offs and Charge Outs - Municipal Drains	438	5,276	482	2,332	81	1,946	(386)	836	955	based on 3-year rolling average actuals
<i>Subtotal Municipal Drains Administration</i>		87,509	90,063	74,465	81,439	71,316	66,668	(14,771)	65,992	66,855	
<i>Municipal Drains Operations</i>											
11-6-184020-1110	Salaries and Wages	2,984	170	8,220	19,402	11,154	14,308	(5,094)	14,594	14,886	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1201	CPP	-	-	202	787	429	563	(224)	574	586	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1202	EI	-	-	49	300	136	295	(5)	301	307	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1203	WSIB	-	-	231	611	353	492	(119)	502	512	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1204	OMERS	-	-	796	2,015	1,150	1,530	(485)	1,560	1,591	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1205	EHT	-	-	149	378	216	279	(99)	285	290	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-1210	Health Benefits	779	45	680	1,372	856	1,024	(348)	1,044	1,065	2023 Salary and Benefits Workbook + 2% in future years
11-6-184020-3009	Operating Supplies	-	-	-	-	30	100	100	102	104	small amount for non-capital supplies. + 2% in future years
11-6-184020-3510	Equipment Rentals - Owned	3,393	210	228	300	340	350	50	350	350	recovery for vehicle usage to reserve
11-6-184020-4005	Construction	-	-	-	-	571	1,000	-	1,020	1,040	includes PW staff services for clean out work + 2% increase
<i>Subtotal Municipal Drain Operations</i>		7,155	425	10,556	25,166	15,234	19,941	(5,225)	20,332	20,732	
<i>Tile Drainage</i>											
11-6-185081-2220	Debt Interest Repayments	5,950	2,903	2,133	1,806	1,806	1,459	(347)	1,092	898	based on Drain Repayment Schedule
11-6-185081-5210	Debt Principal Repayments	16,944	12,844	5,449	5,776	5,776	6,122	347	3,229	3,422	based on Drain Repayment Schedule
<i>Subtotal Tile Drainage</i>		22,894	15,747	7,581	7,581	7,581	7,581	-	4,321	4,321	
Total Agriculture and Reforestation (Drainage) Expenses		117,558	106,235	92,602	114,186	94,132	94,190	(19,996)	90,645	91,908	

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE CAPITAL REVENUES							
Building and Structural Inspection							
12-4-044571-8022	-	(4,302)	(6,992)	-	-	(2,601)	offset capital laptop purchase below
12-4-044571-8023	-	-	-	(52,000)	(46,444)	(60,000)	electric vehicle purchase offset
12-5-044571-0340	-	-	-	-	(9,970)	-	
11-5-044571-0914	-	-	-	-	-	(35,000)	electric vehicle purchase offset
Total Building and Structural Inspection	-	(4,302)	(6,992)	(52,000)	(56,414)	(97,601)	
Storm Water Management							
12-4-822201-8038	-	-	-	(3,000)	(3,260)		
12-4-822202-8038	-	-	-	(7,000)	(3,663)	(12,000)	to offset tree and shrubbery plantings at SWM Facility
Total Storm Water Management	-	-	-	(10,000)	(6,923)	(12,000)	
Agriculture and Reforestation (Drainage)							
12-4-842201-8036	-	-	-	(40,000)	-	-	
12-4-842202-8036	-	-	-	(41,625)	-	(24,875)	to offset Master Drainage Plan balance of cost
12-5-842202-0923	-	-	-	(33,375)	-	(100,125)	as per DC study contribution estimate
Total Agriculture and Reforestation (Drainage)	-	-	-	(115,000)	-	(125,000)	
Total Building, Locates and Drainage Capital Revenues	-	(4,302)	(6,992)	(177,000)	(63,337)	(234,601)	

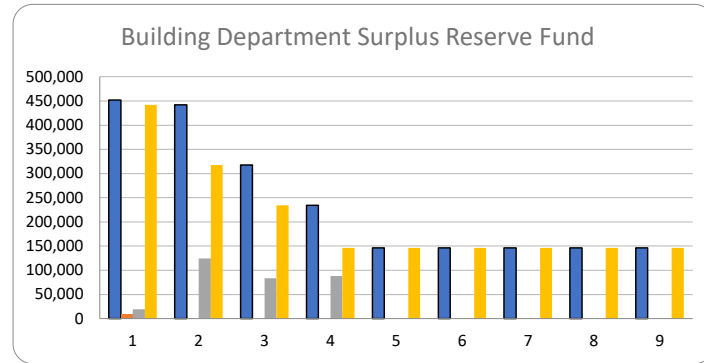
Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Notes
<u>BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES</u>							
2020 Capital Projects							
Building and Structural Inspection							
12-6-044571-3033							
		-					
12-6-044571-3034		4,302					offset large format printer/scanner
Agriculture and Reforestation (Drainage)							
12-6-184031-4005		86,750					
		86,750					
<i>Subtotal 2020 Capital Projects</i>		<i>91,052</i>					
2021 Capital Projects							
Building and Structural Inspection							
12-6-044571-3033							
12-6-044571-3034			6,992				offset large format printer/scanner (carried forward from 2020)
12-6-044571-3350 815			41,555				2021 DCBO vehicle
Agriculture and Reforestation (Drainage)							
11-6-184020-4005			46,300				Township road crossing share
			46,300				
<i>Subtotal 2021 Capital Projects</i>			<i>94,847</i>				
2022 Capital Projects							
Building and Structural Inspection							
12-4-044571-8522				6,992	6,992		return funding for scanner/printer to reserve from Modernization 2022
12-6-044571-3034				11,570	9,970		new laptop - DCBO and new cell phones (3) + tablet & 3 laptops (Fire)
12-6-442202-3350 811				52,000	46,444		2022 CBO vehicle
Storm Water Management							
12-6-822201-3740				3,000	3,260		gates and fencing to delineate SWM areas
12-6-822202-3045				7,000	3,663		tree and brush plantings at SWM facilities
Agriculture and Reforestation (Drainage)							
12-6-842201-4003				75,000	-		Innerkip Drainage Master Plan
12-6-842202-4005				40,000	-		Parker Drain - Township road crossing share
<i>Subtotal 2022 Capital Projects</i>				<i>195,562</i>	<i>70,329</i>		

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actuals	2021 Actuals	2022 Approved	2022 Actuals	2023 Proposed	Notes
BUILDING, LOCATES AND DRAINAGE CAPITAL EXPENDITURES (cont'd)							
2023 Capital Projects							
Building and Structural Inspection							
12-6-442301-3034 IT Hardware						2,601	new laptop - E&OT
12-6-442302-3350 811 Vehicles						95,000	2023 electric vehicle purchase
Storm Water Management							
12-6-822302-3045 Forestry and Plantings						12,000	tree and brush plantings at SWM facilities
Agriculture and Reforestation (Drainage)							
12-6-842301-4003 Drainage Master Plan						125,000	Innerkip Drainage Master Plan
<i>Subtotal 2023 Capital Projects</i>						234,601	
Total Building, Locates and Drainage Capital Expenditures	-	91,052	94,847	195,562	70,329	234,601	

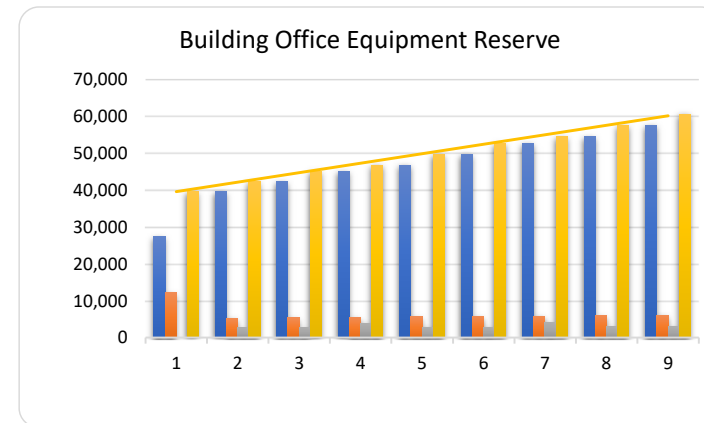
Township of East Zorra-Tavistock
BUILDING, LOCATES AND DRAINAGE
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



48-3-002499-9708

Building Code Act - Deferred Revenue

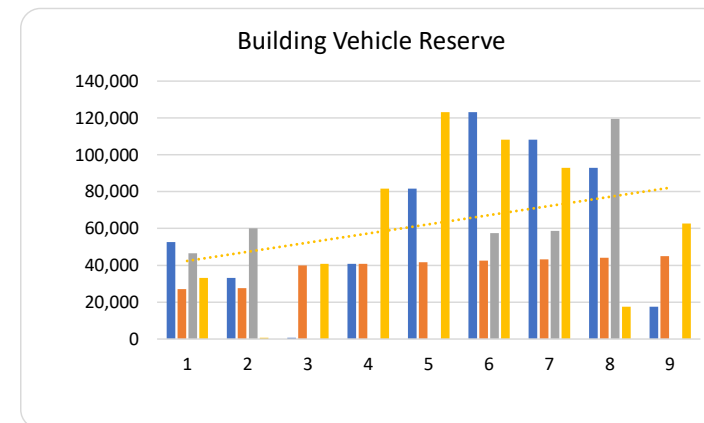
Opening Balance	Interest	Reserve Contribution/Drawdown	Closing Balance	
452,242	9,613	19,403	442,452	2022
442,452		124,719	317,733	2023
317,733		83,325	234,408	2024
234,408		88,054	146,354	2025
146,354		0	146,354	2026
146,354		0	146,354	2027
146,354		0	146,354	2028
146,354		0	146,354	2029
146,354		0	146,354	2030



11-3-006420-9822

Building - Office Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
27,446	12,194	0	39,640	2022
39,640	5,306	2,601	42,345	2023
42,345	5,412	2,653	45,104	2024
45,104	5,520	3,789	46,836	2025
46,836	5,631	2,760	49,706	2026
49,706	5,743	2,815	52,634	2027
52,634	5,858	4,020	54,472	2028
54,472	5,975	2,929	57,519	2029
57,519	6,095	2,988	60,626	2030

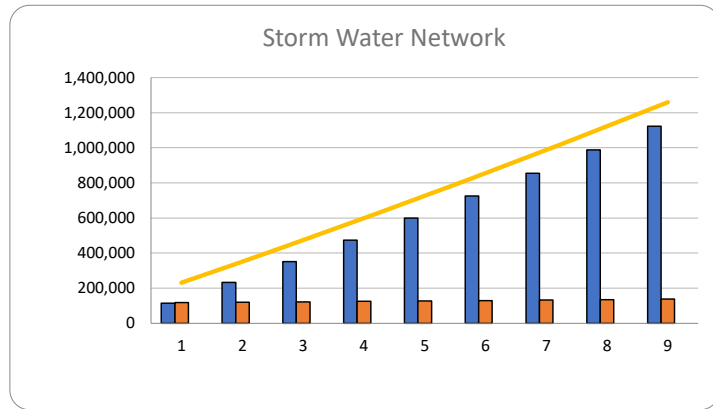


11-3-006420-9823

Building - Vehicle Reserve

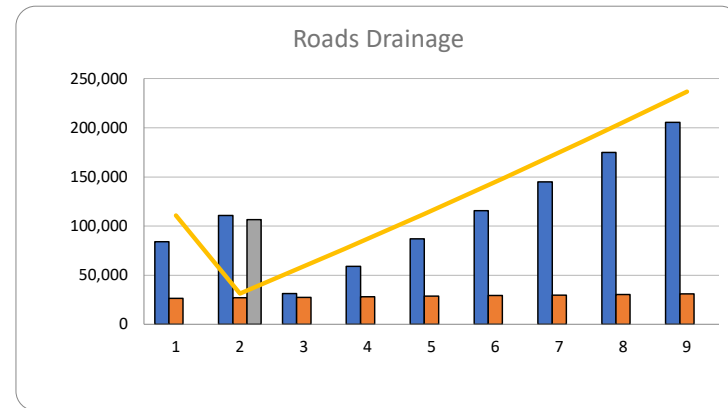
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
52,520	27,050	46,444	33,126	2022
33,126	27,591	60,000	717	2023
717	40,000	0	40,717	2024
40,717	40,800	0	81,517	2025
81,517	41,616	0	123,133	2026
123,133	42,448	57,400	108,181	2027
108,181	43,297	58,600	92,879	2028
92,879	44,163	119,500	17,542	2029
17,542	45,046	0	62,588	2030

Township of East Zorra-Tavistock
 BUILDING, LOCATES AND DRAINAGE
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-3-006420-9835
Storm Water Network Reserve

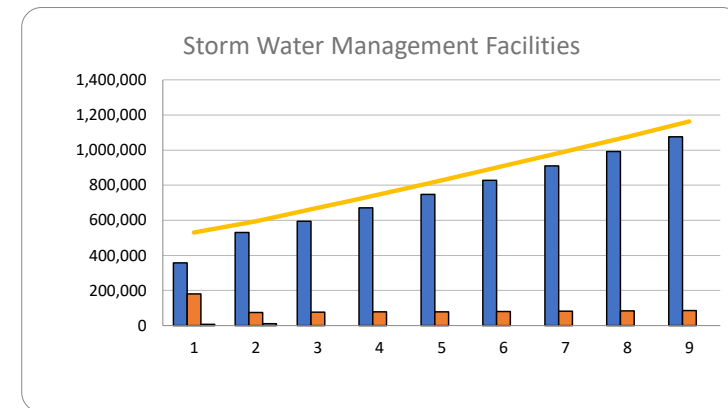
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
115,000	117,300	0	232,300	2022
232,300	119,646	0	351,946	2023
351,946	122,039	0	473,985	2024
473,985	124,480	0	598,465	2025
598,465	126,969	0	725,434	2026
725,434	129,509	0	854,943	2027
854,943	132,099	0	987,041	2028
987,041	134,741	0	1,121,782	2029
1,121,782	137,436	0	1,259,218	2030



11-3-006420-9836
Roads Drainage Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
84,263	26,530	0	110,793	2022
110,793	27,061	106,500	31,354	2023
31,354	27,602	0	58,956	2024
58,956	28,154	0	87,110	2025
87,110	28,717	0	115,827	2026
115,827	29,291	0	145,119	2027
145,119	29,877	0	174,996	2028
174,996	30,475	0	205,471	2029
205,471	31,084	0	236,555	2030

2023 includes prior year commitment to drainage master plan



11-3-006420-9838
Storm Water Management Facilities Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
357,945	180,000	6,923	531,022	2022
531,022	75,000	12,000	594,022	2023
594,022	76,500	0	670,522	2024
670,522	78,030	0	748,552	2025
748,552	79,591	0	828,143	2026
828,143	81,182	0	909,325	2027
909,325	82,806	0	992,131	2028
992,131	84,462	0	1,076,593	2029
1,076,593	86,151	0	1,162,745	2030

Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Contributions from Developers	(4,986)	(558)	(4,037)	-	(62,827)	(50,000)	(50,000)	-	-	
Cost Recoveries	(5,165)	(41,656)	(25,668)	(30,000)	(30)	(30,000)	-	(30,000)	(30,000)	
Fines and Penalties	(375)	-	-	-	(200)	-	-	-	-	
Licences, Permits and Rents	(1,308)	(560)	(710)	(660)	(725)	(660)	-	(660)	(660)	
Ontario Specific Grants	(11,070)	(29,631)	(39,949)	(36,467)	(35,951)	(35,951)	516	(35,951)	(35,951)	
Ontario Wildlife Damage Compensation Program	-	-	-	-	(2,199)	(500)	(500)	(500)	(500)	
Revenue from Oxford County	(115)	(7,590)	(7,607)	(7,500)	(70,697)	(7,500)	-	(7,500)	(7,500)	
Sundry Revenue	(1,469)	(4,037)	(2,470)	-	(230)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(177,914)	(190,871)	(482,518)	(2,980,099)	(1,336,704)	(1,414,295)	1,565,804	(65,272)	-	
User Fees and Charges	(15,743)	(12,188)	(18,951)	(14,158)	(17,684)	(16,337)	(2,179)	(17,601)	(17,161)	
TOTALS	(218,145)	(287,091)	(581,910)	(3,068,884)	(1,527,246)	(1,555,243)	1,513,641	(157,484)	(91,771)	
Gross Budget Expenditures										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Council	139,428	146,942	145,322	172,986	157,542	221,360	48,374	173,535	176,989	
Township Administration	1,121,077	2,399,930	943,295	965,902	1,087,904	1,158,849	192,947	1,300,584	1,324,642	
Former PUC Office	2,990	2,556	2,275	2,329	1,995	2,045	(284)	2,086	2,128	
Police Services Board	6,955	5,919	5,251	9,203	4,967	6,740	(2,463)	6,854	6,970	
Township Policing	966,881	974,313	1,088,493	1,165,921	1,162,500	1,162,852	(3,069)	1,185,584	1,209,171	
By-law Enforcement	20,205	22,151	13,744	22,692	23,806	24,439	1,746	24,906	25,384	
Animal Control	8,777	9,258	9,459	9,648	10,172	10,376	728	10,583	10,795	
Livestock Claims	-	-	-	500	2,099	500	-	500	500	
Crossing Guards	35,361	29,509	35,002	35,845	42,991	46,319	10,474	47,253	48,185	
North Oxford Transit Program	-	-	33,750	-	-	33,750	33,750	67,500	67,500	
Cemeteries	2,100	2,140	2,140	2,350	2,566	3,750	1,400	3,750	3,750	
Planning and Zoning Administration	59,339	45,155	27,388	43,832	225,021	93,128	49,296	43,391	43,659	
Economic Development	36,630	40,293	40,293	40,293	40,293	44,322	4,029	48,755	53,630	
Capital Expenditures	32,914	66,117	253,072	2,800,154	1,212,137	1,250,000	(1,550,154)	-	-	
TOTALS	2,432,657	3,744,283	2,599,483	5,271,656	3,973,995	4,058,430	(1,213,225)	2,915,280	2,973,302	
NET CORPORATE SERVICES BUDGET	2,214,512	3,457,192	2,017,573	2,202,771	2,446,749	2,503,187	300,416	2,757,796	2,881,531	

Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
CORPORATE SERVICES REVENUES										
Municipal Election										
11-4-024026-8057										
Contributions from Election Reserve	-	-	-	(19,128)	(19,468)	-	19,128	-	-	drawdown every 4 years for election activities
Total Municipal Election	-	-	-	(19,128)	(19,468)	-	19,128	-	-	
Township Administration										
11-4-025023-8004										
Transfer from Rural Fibre Technology Reserve	-	-	-	-	(7,462)	-	-	-	-	drawn down from 2021 budget for works with Execulink
11-5-025023-0360										
Student Grants	-	(2,694)	(7,504)	-	-	-	-	-	-	no summer student for 2022 or go forward
11-5-025023-0414										
Waste Management Services - County	(115)	(7,590)	(7,607)	(7,500)	(7,870)	(7,500)	-	(7,500)	(7,500)	\$2.50/household @ 3,000 households
11-5-025023-0722										
Lottery Licences	(248)	-	(150)	(100)	(165)	(100)	-	(100)	(100)	placeholder for 1 to 2 licences per year
11-5-025023-0789										
Burial Permit Fee	-	-	(390)	(360)	(500)	(360)	-	(360)	(360)	based on 3 per month @ \$10.00
11-5-025023-0913										
Sundry Revenue	(1,469)	(4,037)	(138)	-	-	-	-	-	-	no budget required
11-5-025023-0923										
Contributions from Developers	(4,986)	(558)	(4,037)	-	-	-	-	-	-	no budget required
11-5-025023-0963										
Sales of Maps, Copies, Faxes, etc.	(18)	(13)	(69)	(33)	(124)	(68)	(35)	(87)	(93)	based on 3-year rolling average actuals
11-5-025023-0998										
Expense Recovery	-	-	(158)	-	(30)	-	-	-	-	no budget required
Total Township Administration	(6,836)	(14,892)	(20,052)	(7,993)	(16,151)	(8,028)	(35)	(8,047)	(8,053)	
Former PUC Office										
11-5-025083-0574										
Facility Rentals	(1,000)	(500)	(500)	(500)	(500)	(500)	-	(500)	(500)	Tavistock Historical Society use of facility annually
Total Former PUC Office	(1,000)	(500)	(500)	(500)	(500)	(500)	-	(500)	(500)	
Township Policing										
11-4-042053-8059										
Contributions from Policing Reserve	-	-	(195,817)	(195,817)	(195,817)	(130,545)	65,272	(65,272)	-	reduce reserve funding by 1/3 in 2023, 2024 and then fully fund in 2025
11-5-042053-0332										
RIDE Grant	(6,467)	(6,382)	(6,332)	(6,467)	(6,369)	(6,369)	98	(6,369)	(6,369)	based on actual grant from 2022
11-5-042053-0334										
Police Specific Grant	(4,603)	(20,554)	(26,114)	(30,000)	(29,582)	(29,582)	418	(29,582)	(29,582)	based on actual grant from 2022
11-5-042053-0575										
Criminal Record Check Fees	(4,300)	(5,255)	(7,542)	(4,000)	(6,810)	(6,536)	(2,536)	(6,963)	(6,769)	based on 3-year rolling average actuals
Total Township Policing	(15,371)	(32,192)	(235,804)	(236,284)	(238,578)	(173,031)	63,253	(108,186)	(42,720)	
By-law Enforcement										
11-5-044061-0831										
Fines	(375)	-	-	-	(200)	-	-	-	-	no budget for 2021 or forward
11-5-044061-0998										
Expense Recovery	-	-	(727)	-	-	-	-	-	-	no budget - one-off enforcement recovery 2021 - untidy lot cleanup
Total By-law Enforcement	(375)	-	(727)	-	(200)	-	-	-	-	
Animal Control										
11-5-044081-0724										
Dog Licences	(60)	(60)	(60)	(60)	(60)	(60)	-	(60)	(60)	dog kennel licensing - based on actual kennel of record
Total Animal Control	(60)	(60)	(60)	(60)	(60)	(60)	-	(60)	(60)	

Township of East Zorra-Tavistock
 CORPORATE SERVICES
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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
CORPORATE SERVICES REVENUES (cont'd)										
Livestock Claims										
11-5-044082-0924										
Ontario Wildlife Damage Compensation Program	-	-	-	-	(2,199)	(500)	(500)	(500)	(500)	offset any claims for incidents as budgeted for expense
Total Livestock Claims	-	-	-	-	(2,199)	(500)	(500)	(500)	(500)	
North Oxford Transit										
11-4-063100-8019										
Contributions from North Oxford Transit Reserve	-	-	-	-	-	(33,750)	(33,750)	-	-	
Total Economic Development	-	-	-	-	-	(33,750)	(33,750)	-	-	
Planning and Zoning Administration										
11-5-181010-0514										
Revenue from County	-	-	-	-	(62,827)	-	-	-	-	shared contribution to the 2ndary plan
11-5-181010-0521										based on 3-year rolling average actuals
Minor Variance and Zoning Change Application Fees	(11,425)	(6,920)	(10,950)	(9,765)	(10,250)	(9,373)	392	(10,191)	(9,938)	2022 - Secondary Plan, 2023 - Development Charges Study
11-5-181010-0923										offset Engineering Services from security deposits
Contributions from Developers	-	-	-	-	(62,827)	(50,000)	(50,000)	-	-	
11-5-181010-0998										
Expense Recovery	(5,165)	(41,656)	(24,784)	(30,000)	-	(30,000)	-	(30,000)	(30,000)	
Total Planning and Zoning Administration	(16,590)	(48,576)	(35,734)	(39,765)	(135,903)	(89,373)	(49,608)	(40,191)	(39,938)	
Economic Development										
11-4-182010-8003										
Contributions from EcDev Reserve	-	-	(30,000)	-	-	-	-	-	-	
Total Economic Development	-	-	(30,000)	-	-	-	-	-	-	

Township of East Zorra-Tavistock
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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
CORPORATE SERVICES OPERATING EXPENDITURES										
Council										
<i>Regular</i>										
11-4-024011-8508										
Transfer to Council IT Equipment Reserve	3,750	3,825	3,902	3,980	3,980	4,059	80	4,141	4,223	2% increase annually RF projection strategy
11-6-024011-1120	107,265	116,064	110,004	111,955	111,203	119,225	7,269	121,609	124,041	2023 Salary and Benefits Workbook + 2% in future years
Council Wages - Taxable										
11-6-024011-1201	-	-	1,989	4,346	4,532	5,636	1,290	5,749	5,864	2023 Salary and Benefits Workbook + 2% in future years
CPP										
11-6-024011-1203	-	-	1,529	3,527	3,608	4,101	575	4,183	4,267	2023 Salary and Benefits Workbook + 2% in future years
WSIB										
11-6-024011-1205	-	-	994	2,183	2,220	2,325	142	2,371	2,419	2023 Salary and Benefits Workbook + 2% in future years
EHT										
11-6-024011-1210	5,769	6,412	2,333	-	-	-	-	-	-	separated by benefit above
Health Benefits										
11-6-024011-1256	-	-	61	100	-	-	(100)	-	-	no budget required
Subscriptions and Publications										
11-6-024011-1255	2,634	-	-	-	-	-	-	-	-	no budget required
Dues and Memberships										
11-6-024011-1258	3,696	4,677	916	3,770	3,287	3,353	(417)	3,420	3,488	prior year actual + 2%
Meals and Meeting Expenses										
11-6-024011-1455	550	3,981	10,700	6,500	5,500	6,500	-	6,500	6,500	130 recipients @ \$50.00 as per Policy 3.15
Christmas Gift Certificate Program										
11-6-024011-3260	652	177	-	-	-	-	-	-	-	included in Township Admin budget as corporate members
Telephone										
11-6-024011-3290	1,129	253	-	461	-	84	(376)	28	37	based on 3-year rolling average actuals
Print, Advertising and Promotion										
11-6-024011-3291	-	-	-	-	85	200	200	200	200	placeholder for unexpected recognition requirements
Special Events										
11-6-024011-3450	-	294	176	200	-	200	-	200	200	placeholder for unexpected recognition requirements
Office Equipment										
11-6-024011-4003	-	-	-	-	-	50,000	50,000	-	-	undertake EZT's first ever Strategic Master Plan
Consulting										
11-6-024011-4425	844	1,334	3,250	3,380	2,080	3,380	-	3,380	3,380	based on \$130/meeting @ 26 meetings (22 Council, 4 subcommittee)
Facility Rentals										
<i>Subtotal Regular</i>	<i>126,290</i>	<i>137,017</i>	<i>135,855</i>	<i>140,402</i>	<i>136,496</i>	<i>199,063</i>	<i>58,661</i>	<i>151,781</i>	<i>154,620</i>	
<i>Conferences and Seminars</i>										
11-6-024012-1120	1,343	1,393	-	6,724	960	7,160	436	7,304	7,450	2023 Salary and Benefits Workbook + 2% in future years
Council Wages - Taxable										
11-6-024012-1201	-	-	-	-	49	-	-	-	-	2023 Salary and Benefits Workbook + 2% in future years
CPP										
11-6-024012-1203	-	-	-	212	30	246	35	-	-	2023 Salary and Benefits Workbook + 2% in future years
WSIB										
11-6-024012-1205	-	-	-	131	19	140	9	-	-	2023 Salary and Benefits Workbook + 2% in future years
EHT										
11-6-024012-1210	88	93	-	-	-	-	-	-	-	2023 Salary and Benefits Workbook + 2% in future years
Health Benefits										
11-6-024012-1252	5,458	2,063	509	5,567	520	5,000	(567)	5,100	5,202	return to pre-COVID conference attendance
Travel and Conventions										
<i>Subtotal Conferences and Seminars</i>	<i>6,888</i>	<i>3,550</i>	<i>509</i>	<i>12,634</i>	<i>1,578</i>	<i>12,546</i>	<i>(88)</i>	<i>12,404</i>	<i>12,652</i>	
<i>Election</i>										
11-4-024026-8557	6,250	6,375	6,503	-	-	7,000	7,000	7,350	7,718	reset contribution amount to \$7,000 for 2023 + 5% increase thereafter
Transfer to Election Reserve										
11-6-024026-1263	-	-	407	2,000	876	500	(1,500)	500	500	courses for preparation and post-election introductions
Training and Professional Development										
11-6-024026-3005	-	-	-	1,200	1,531	-	(1,200)	-	-	preparation and costs associated with 2022 election
Office Supplies										
11-6-024026-3033	-	-	573	13,000	1,465	750	(12,250)	-	-	Intelivote (internet and telephone voting)
IT Software										
11-6-024026-3210	-	-	-	750	11,603	-	(750)	-	-	preparation and costs associated with 2022 election
Postage										
11-6-024026-3290	-	-	-	1,500	1,419	-	(1,500)	-	-	preparation and costs associated with 2022 election
Print, Advertising and Promotion										
11-6-042026-4003	-	-	-	-	926	-	-	-	-	
Consulting										
11-6-024026-4009	-	-	1,476	1,500	1,650	1,500	-	1,500	1,500	Data Fix - voter list management (\$6,000 / 4 annual payments)
IT Services										
<i>Subtotal Election</i>	<i>6,250</i>	<i>6,375</i>	<i>8,958</i>	<i>19,950</i>	<i>19,468</i>	<i>9,750</i>	<i>(10,200)</i>	<i>9,350</i>	<i>9,718</i>	
Total Council	139,428	146,942	145,322	172,986	157,542	221,360	48,374	173,535	176,989	

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CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)										
Township Administration										
<i>General Administration</i>										
11-4-025023-8504	125,000	125,000	128,000	145,000	145,000	145,000	-	145,000	145,000	should be approximately 2% of general levy annually
11-4-025023-8506	130,000	132,600	-	-	-	-	-	100,000	102,000	no transfer construction year (2023) - reinstate transfer in 2024 for life
11-4-025023-8507	20,000	1,176,504	30,908	31,526	31,526	32,157	631	32,800	33,456	transfer for equipment purchases inflated 2% annually
11-4-025023-8537	-	-	-	-	-	-	-	25,000	25,500	payback borrowing from Asset Management Reserve for life of building
11-6-025023-1110	480,249	573,305	439,341	433,352	536,217	570,979	137,627	582,399	594,047	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1201	-	-	2,459	15,192	18,586	21,579	6,387	22,010	22,450	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1202	-	-	494	5,896	6,163	11,606	5,710	11,838	12,074	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1203	-	-	5,886	11,008	14,156	17,652	6,644	18,005	18,365	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1204	-	-	20,489	47,442	54,744	61,878	14,435	63,115	64,378	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1205	-	-	3,926	8,450	9,859	11,134	2,684	11,357	11,584	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1210	128,674	147,603	73,102	27,963	29,651	37,247	9,284	37,991	38,751	2023 Salary and Benefits Workbook + 2% in future years
11-6-025023-1251	-	-	1,717	1,000	3,857	2,893	1,893	1,500	1,530	should be a budget for travel to meetings, etc. from office - reduce for 2024
11-6-025023-1252	4,541	3,973	1,905	2,500	1,070	4,000	1,500	4,080	4,162	return to pre-COVID conference attendance
11-6-025023-1254	-	-	-	-	200	200	200	204	208	safety boots for site visits, etc.
11-6-025023-1255	3,596	6,119	8,093	5,500	8,057	8,500	3,000	8,670	8,843	AMCTO, AMO, CPA and HR memberships and supplies
11-6-025023-1256	230	1,375	259	1,500	969	868	(632)	698	845	based on 3-year rolling average actuals
11-6-025023-1258	-	-	652	1,000	1,717	2,000	1,000	2,040	2,081	based on actual staff meetings and supplies (includes special event)
11-6-025023-1263	12,896	12,984	11,354	8,000	5,519	6,000	(2,000)	6,120	6,242	reduced requirements with fully trained staff
11-6-025023-3005	6,715	8,068	6,799	7,194	8,599	7,822	628	7,740	8,054	based on 3-year rolling average actuals
11-6-025023-3015	-	572	305	500	305	500	-	500	500	maintain small budget for small furniture replacements (stands, etc.)
11-6-025023-3020	-	-	536	500	533	500	-	500	500	maintain small budget for small cleaning item purchases
11-6-025023-3033	3,034	6,427	44,165	26,247	26,134	33,144	6,897	33,807	34,483	ongoing software support costs for corporate softwares
11-6-025023-3034	-	-	102	500	6,415	500	-	500	500	maintain small budget for small hardware item replacements
11-6-025023-3210	9,693	7,978	9,137	9,320	6,306	6,432	(2,888)	6,561	6,692	prior year actual + 2%
11-6-025023-3260	3,804	8,181	8,176	8,340	2,370	2,417	(5,923)	2,466	2,515	prior year actual + 2%
11-6-025023-3290	4,846	3,426	1,302	4,943	6,654	6,787	1,844	6,923	7,061	prior year actual + 2%
11-6-025023-3450	1,443	71	390	1,000	-	1,000	-	1,020	1,040	maintain small budget for small equipment replacements
11-6-025023-3510	255	240	35	177	1,935	737	560	902	1,191	based on 3-year rolling average actuals
11-6-025023-3610	6,013	4,921	5,631	5,744	7,071	7,212	1,468	7,356	7,503	prior year actual + 2%
11-6-025023-3630	1,007	1,049	710	724	1,531	1,562	838	1,593	1,625	prior year actual + 2%
11-6-025023-3810	73,158	83,185	89,480	98,428	91,871	101,058	2,630	103,079	105,141	10% inflationary adjustment over p/y actual
11-6-025023-4002	73,430	66,226	1,635	5,000	5,976	6,000	1,000	6,300	6,615	labour and professional lawyer services as required
11-6-025023-4003	4,986	558	9,199	-	-	-	-	-	-	separated in 2022 by specific activity area
11-6-025023-4006	-	-	7,052	7,800	13,890	14,168	6,368	14,451	14,740	prior year actual + 2%
11-6-025023-4009	167	490	3,938	12,133	14,859	7,200	(4,933)	7,344	7,491	SWIFT contribution in 2022 offset by drawdown + \$600/month County IT
11-6-025023-4012	492	1,546	230	756	292	689	(67)	404	462	based on 3-year rolling average actuals
11-6-025023-4017	-	-	266	360	518	528	168	538	549	prior year actual + 2%
11-6-025023-4018	-	-	145	200	76	200	-	200	200	annual parking lot sweeping costs
11-6-025023-4420	13,952	12,653	5,764	10,790	6,532	8,317	(2,473)	6,871	7,240	based on 3-year rolling average actuals
11-6-025023-4425	-	-	2,990	3,250	2,410	2,600	(650)	2,600	2,600	based on 20 meetings/year @ ICC @ \$130.00/meeting
11-6-025023-4450	8,462	12,083	12,629	12,882	15,276	15,582	2,700	15,893	16,211	prior year actual + 2%
11-6-025023-4550	-	-	210	240	199	203	(37)	207	211	prior year actual + 2%
<i>Subtotal General Administration</i>	<i>1,116,643</i>	<i>2,397,139</i>	<i>939,413</i>	<i>962,357</i>	<i>1,087,042</i>	<i>1,158,849</i>	<i>196,491</i>	<i>1,300,584</i>	<i>1,324,642</i>	

Township of East Zorra-Tavistock
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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)										
<i>2017 Chevrolet Equinox</i>										
11-6-025023-1110 812 Salaries and Wages	-	-	63	-	-	-	-	-	-	vehicle transferred to FPO in 2022 for budget in 2023
11-6-025023-1210 812 Health Benefits	-	-	16	-	-	-	-	-	-	
11-6-025023-3004 812 Licences	-	-	120	120	-	-	(120)	-	-	
11-6-025023-3021 812 Parts and Supplies	1,232	920	789	980	133	-	(980)	-	-	
11-6-025023-3026 812 Fuel	937	832	1,110	1,133	579	-	(1,133)	-	-	
11-6-025023-3810 812 Insurance	1,032	120	-	-	-	-	-	-	-	
11-6-025023-4270 812 Repairs and Maintenance	1,232	920	1,783	1,312	150	-	(1,312)	-	-	
<i>Subtotal 2017 Chevrolet Equinox</i>	<i>4,434</i>	<i>2,791</i>	<i>3,882</i>	<i>3,545</i>	<i>862</i>	<i>-</i>	<i>(3,545)</i>	<i>-</i>	<i>-</i>	
Total Township Administration	1,121,077	2,399,930	943,295	965,902	1,087,904	1,158,849	192,947	1,300,584	1,324,642	
Former PUC Office										
11-6-025083-3610 Hydro	488	371	670	684	364	371	(313)	379	386	prior year actual + 2%
11-6-025083-3620 Water	332	407	291	297	354	361	64	368	376	prior year actual + 2%
11-6-025083-3625 Sewer	604	620	542	553	644	657	104	670	683	prior year actual + 2%
11-6-025083-3630 Natural Gas	843	693	666	679	502	512	(167)	522	532	prior year actual + 2%
11-6-025083-3810 Insurance	95	95	106	117	132	145	28	148	151	10% inflationary adjustment over p/y actual
11-6-025083-4012 Grounds Maintenance	628	369	-	-	-	-	-	-	-	accounted for in Township charges above
Total Former PUC Office	2,990	2,556	2,275	2,329	1,995	2,045	(284)	2,086	2,128	

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CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)										
Police Services Board										
11-6-042052-1120 PSB - Taxable	4,641	4,422	3,272	6,368	3,280	4,334	(2,034)	4,420	4,509	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1201 CPP	-	-	15	37	10	-	(37)	-	-	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1202 EI	-	-	52	37	-	138	101	141	144	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1203 WSIB	-	-	33	37	126	149	112	152	155	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1205 EHT	-	-	-	-	78	85	85	86	88	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1210 Health Benefits	112	95	31	46	-	-	(46)	-	-	2023 Salary and Benefits Workbook + 2% in future years
11-6-042052-1252 Conventions and Seminars	1,372	486	396	1,165	-	500	(665)	500	500	return to pre-COVID conference attendance
11-6-042052-1255 Dues and Memberships	714	728	742	757	742	757	-	772	787	prior year actual + 2%
11-6-042052-3290 Print, Advertising and Promotion	(85)	-	-	25	-	25	-	25	25	placeholder small budget item
11-6-042052-3810 Insurance	201	188	192	211	211	232	21	237	242	10% inflationary adjustment over p/y actual
11-6-042052-4425 Facility Rentals	-	-	520	520	520	520	-	520	520	based on 4 meetings/year @ ICC @ \$130.00/meeting
Total Police Services Board	6,955	5,919	5,251	9,203	4,967	6,740	(2,463)	6,854	6,970	
Township Policing										
11-6-042053-1110 Salaries and Wages	129	113	56	136	-	-	(136)	-	-	no staff to Township Policing budget
11-6-042053-1202 EI	-	-	32	33	65	-	(33)	-	-	no staff to Township Policing budget
11-6-042053-1203 WSIB	-	-	42	43	93	-	(43)	-	-	no staff to Township Policing budget
11-6-042053-1205 EHT	-	-	29	29	57	-	(29)	-	-	no staff to Township Policing budget
11-6-042053-1210 Health Benefits	148	160	80	82	-	-	(82)	-	-	no staff to Township Policing budget
11-6-042053-4410 Policing Contract	951,300	958,460	1,068,986	1,145,187	1,149,092	1,142,617	(2,570)	1,165,469	1,188,779	as per OPP 2023 Annual Billing Statement + 2% in future years
11-6-042053-4411 RIDE Program	11,522	1,328	6,332	6,467	-	6,369	(98)	6,369	6,369	offset amount to grant application above
11-6-042053-4420 Building Maintenance	3,783	4,390	2,876	3,683	2,933	3,400	(283)	3,070	3,134	based on 3-year rolling average actuals
11-6-042053-4425 Facility Rental Expense	-	9,863	10,060	10,261	10,261	10,466	205	10,676	10,889	prior year actual + 2% (to Tavistock Fire)
Total Township Policing	966,881	974,313	1,088,493	1,165,921	1,162,500	1,162,852	(3,069)	1,185,584	1,209,171	

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CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)										
By-law Enforcement										
11-6-044061-1110 Salaries and Wages	17,791	19,107	10,698	19,349	21,143	20,602	1,253	21,014	21,435	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1201 CPP	-	-	-	903	978	1,018	114	1,038	1,059	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1202 EI	-	-	-	428	331	658	230	671	685	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1203 WSIB	-	-	-	610	655	709	99	723	737	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1204 OMERS	-	-	-	-	13	-	-	-	-	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1205 EHT	-	-	-	377	403	402	24	410	418	2023 Salary and Benefits Workbook + 2% in future years
11-6-044061-1210 Health Benefits	2,053	2,210	1,267	-	14	-	-	-	-	broken down in accounts above for 2022 and forward
11-6-044061-1251 Mileage	-	-	83	100	18	100	-	100	100	for use of own vehicle or use Equinox above
11-6-044061-1252 Conventions and Seminars	96	142	-	150	-	150	-	150	150	placeholder for possible convention non-COVID
11-6-044061-1255 Dues and Memberships	265	236	-	250	204	250	-	250	250	annual municipal membership
11-6-044061-3210 Postage	-	-	131	25	48	50	25	50	50	nominal budget for mailing of notices
11-6-044061-4002 Legal Services	-	247	727	250	-	250	-	250	250	placeholder for potential claims etc.
11-6-044061-4025 Print, Advertising and Promotion	-	209	839	250	-	250	-	250	250	placeholder for notices and advertisements
Total By-law Enforcement	20,205	22,151	13,744	22,692	23,806	24,439	1,746	24,906	25,384	
Animal Control										
11-6-044081-4019 Animal Collection and Pound Services	8,777	9,258	9,459	9,648	10,172	10,376	728	10,583	10,795	prior year actual + 2%
Total Animal Control	8,777	9,258	9,459	9,648	10,172	10,376	728	10,583	10,795	
Livestock Claims										
11-6-044082-3039 Replacement Claims Costs	-	-	-	250	2,099	250	-	250	250	reduce to 1/2 for placeholder if needed covered by reimbursements
11-6-044082-4021 Evaluator Services	-	-	-	250	-	250	-	250	250	reduce to 1/2 for placeholder if needed covered by reimbursements
Total Livestock Claims	-	-	-	500	2,099	500	-	500	500	
Crossing Guards										
11-6-044083-1130 Part-time Salaries and Wages	32,672	27,355	34,269	35,095	40,889	43,728	8,633	44,602	45,494	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1201 CPP	-	-	-	-	130	185	185	189	193	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1202 EI	-	-	-	-	595	699	699	712	727	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1203 WSIB	-	-	-	-	853	1,003	1,003	1,023	1,043	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1205 EHT	-	-	-	-	524	682	682	696	710	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1210 Health Benefits	2,567	2,154	664	680	-	-	(680)	-	-	2023 Salary and Benefits Workbook + 2% in future years
11-6-044083-1258 Meals and Meeting Expenses	122	-	69	71	-	23	(48)	31	18	based on 3-year rolling average actuals
Total Crossing Guards	35,361	29,509	35,002	35,845	42,991	46,319	10,474	47,253	48,185	

Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
CORPORATE SERVICES OPERATING EXPENDITURES (cont'd)										
North Oxford Transit Program										
11-6-063100-4004 Professional Services	-	-	33,750	-	-	33,750	33,750	67,500	67,500	reconsider program in 2023 for 1/2 year start with full year costs in 2024
Total North Oxford Transit	-	-	33,750	-	-	33,750	33,750	67,500	67,500	
Cemeteries										
<u>12th Line Baptist Cemetery</u>										
11-6-104081-6110 Municipal Grant	625	665	665	725	725	750	25	750	750	increase contribution to maintenance activities for 2023
<u>Vandecar Cemetery</u>										
11-6-104082-6110 Municipal Grant	475	475	475	525	741	750	225	750	750	increase contribution to maintenance activities for 2023
<u>17th Line Evangelical Cemetery</u>										
11-6-104083-6110 Municipal Grant	500	500	500	550	550	750	200	750	750	increase contribution to maintenance activities for 2023
<u>Brickyard Cemetery</u>										
11-6-104084-6110 Municipal Grant	500	500	500	550	550	1,500	950	1,500	1,500	as requested to offset active cemetery activities
Total Cemeteries	2,100	2,140	2,140	2,350	2,566	3,750	1,400	3,750	3,750	
Planning and Zoning Administration										
11-6-181010-1110 Salaries and Wages	-	-	-	8,594	-	8,594	-	8,766	8,941	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1201 CPP	-	-	-	350	-	350	-	357	364	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1202 EI	-	-	-	133	-	133	-	136	139	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1203 WSIB	-	-	-	271	-	271	-	276	282	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1204 OMERS	-	-	-	891	-	891	-	909	927	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1205 EHT	-	-	-	168	-	168	-	171	174	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1210 Health Benefits	-	-	-	608	-	608	-	621	633	2023 Salary and Benefits Workbook + 2% in future years
11-6-181010-1251 Mileage	-	-	-	-	15	25	25	26	26	posting signage and notices delivered to property owners
11-6-181010-3005 Office Supplies	-	-	169	200	743	758	558	773	788	prior year actual + 2%
11-6-181010-3210 Postage	-	-	213	250	179	182	(68)	186	190	prior year actual + 2%
11-6-181010-3260 Telephone	487	96	-	100	-	-	(100)	-	-	covered in Township Admin phone system
11-6-181010-3290 Print, Advertising and Promotion	2,461	3,404	2,222	2,266	1,125	1,148	(1,119)	1,170	1,194	prior year actual + 2%
11-6-181010-4003 Consulting Services	-	-	-	-	152,428	50,000	50,000	-	-	2022 - Secondary Plan, 2023 - Development Charges Study
11-6-181010-4004 Engineering Services	56,391	41,656	24,784	30,000	70,530	30,000	-	30,000	30,000	engineering and consulting expenses offset by securities
Total Planning and Zoning Administration	59,339	45,155	27,388	43,832	225,021	93,128	49,296	43,391	43,659	
Economic Development										
11-6-182010-4003 Professional Services	36,630	40,293	40,293	40,293	40,293	44,322	4,029	48,755	53,630	2023 ROEDC Budgetary increase of 10% over prior years
Total Economic Development	36,630	40,293	40,293	40,293	40,293	44,322	4,029	48,755	53,630	

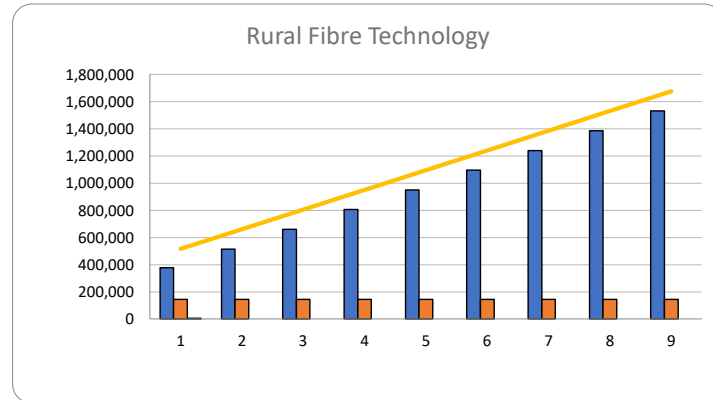
Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
CORPORATE SERVICES CAPITAL REVENUES								
Council								
12-4-024011-8008	Transfer from Council Equipment Reserve	-	-	-	(15,154)	(8,847)	-	
	Total Council	-	-	-	(15,154)	(8,847)	-	
Township Administration								
12-4-025023-8002	Transfer from Rate Stabilization Reserve	(52,914)	(65,871)	-	(2,500,000)	(18,919)	-	
12-4-025023-8005	Transfer from Service Modernization Reserve	(125,000)	(125,000)	(142,187)	-	(1,889)	-	
12-4-025023-8006	Transfer from Admin Building Reserve	-	-	(101,022)	-	(1,078,371)	-	
12-4-025023-8007	Transfer from Admin Equipment Reserve	-	-	(12,552)	(125,000)	(5,931)	-	
12-4-025023-8037	Transfer from Asset Management Reserve	-	-	-	-	-	(1,250,000)	additional funding required to offset construction tender from 2022
12-4-025023-8018	Transfer from COVID Reserve	-	-	(939)	(125,000)	-	-	
12-5-025023-0913	Sundry Revenue	-	-	(2,332)	-	(230)	-	
	Total Township Administration	(177,914)	(190,871)	(259,033)	(2,750,000)	(1,105,339)	(1,250,000)	
North Oxford Transit								
12-5-063100-0420	Upper-tier Grant Funding	-	-	-	-	-	-	
	Total North Oxford Transit Program	-	-	-	-	-	-	
	Total Corporate Services Capital Revenues	(177,914)	(190,871)	(259,033)	(2,765,154)	(1,114,187)	(1,250,000)	

Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
CORPORATE SERVICES CAPITAL EXPENDITURES								
2019 Capital Projects								
Township Administration								
12-6-025023-3015	Office Furniture	6,132						ergonomic chairs for office staff beginning of software conversion planning site prep work for new office building
12-6-025023-3034	IT Hardware	15,686						
12-6-025023-4005 9130	Construction	11,096						
<i>Subtotal 2019 Capital Projects</i>		<i>32,914</i>						
2020 Capital Projects								
Township Administration								
12-6-025023-3015	Office Furniture		2,865					ergonomic chairs for office staff consulting assistance for 2021 computer software upgrades technical equipment required for upcoming software upgrades site prep work for new office building
12-6-025023-3033	IT Software		32,717					
12-6-025023-3034	IT Hardware		12,739					
12-6-025023-4005 9130	Construction		17,796					
<i>Subtotal 2020 Capital Projects</i>			<i>66,117</i>					
2021 Capital Projects								
Township Administration								
12-6-025023-3015	Office Furniture			3,365				new desks for additional staff including sit/stand desk for COVID 2021 computer software upgrades as approved by Council technical equipment required for upcoming software upgrades site prep work for new office building & environmental remediation
12-6-025023-3033	IT Software			130,647				
12-6-025023-3034	IT Hardware			24,093				
12-6-025023-4005 9130	Construction			94,968				
<i>Subtotal 2021 Capital Projects</i>				<i>253,072</i>				
2022 Capital Projects								
Council								
12-6-242201-3034	IT Hardware				15,154	8,847		2022 new Council computers
Township Administration								
12-6-025023-4005 9130	Construction				2,750,000	1,163,587		increase Township office building budget per COVID cost increases septic system for existing admin building
12-6-252201-4420	Building Maintenance				35,000	39,703		
<i>Subtotal 2022 Capital Projects</i>					<i>2,800,154</i>	<i>1,212,137</i>		
2023 Capital Projects								
Township Administration								
12-6-025023-4005 9130	Construction						1,250,000	additional funding for capital construction tender over budget in 2022
<i>Subtotal 2023 Capital Projects</i>							<i>1,250,000</i>	
Total Corporate Services Capital Expenditures		32,914	66,117	253,072	2,800,154	1,212,137	1,250,000	

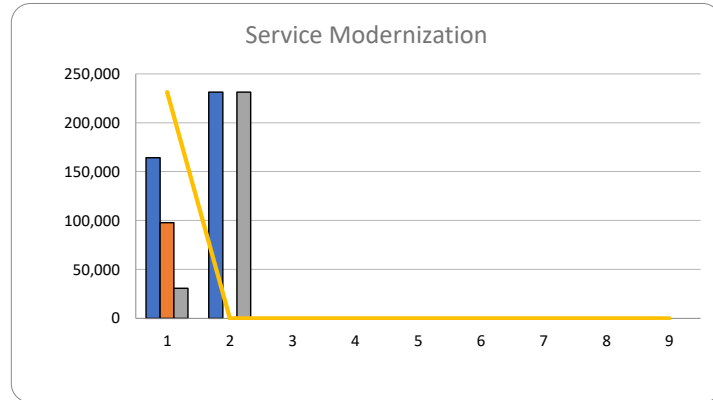
Township of East Zorra-Tavistock
CORPORATE SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-3-006420-9804

Rural Fibre Technology Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
378,000	145,000	7,462	515,538	2022
515,538	145,000	0	660,538	2023
660,538	145,000	0	805,538	2024
805,538	145,000	0	950,538	2025
950,538	145,000	0	1,095,538	2026
1,095,538	145,000	0	1,240,538	2027
1,240,538	145,000	0	1,385,538	2028
1,385,538	145,000	0	1,530,538	2029
1,530,538	145,000	0	1,675,538	2030

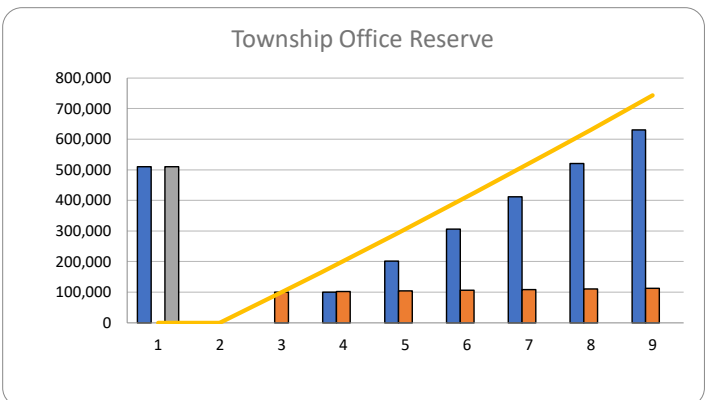


11-3-006420-9805

Service Modernization

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
164,134	97,920	30,657	231,398	2022
231,398	0	231,398	0	2023
0	0	0	0	2024
0	0	0	0	2025
0	0	0	0	2026
0	0	0	0	2027
0	0	0	0	2028
0	0	0	0	2029
0	0	0	0	2030

2023 committed funds to technology enhancements at the new admin building



11-3-006420-9806

Township Office Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
510,350	0	510,350	0	2022
0	0	0	0	2023
0	100,000	0	100,000	2024
100,000	2,000	0	102,000	2025
202,000	4,000	0	206,000	2026
306,040	6,000	0	312,040	2027
412,161	8,000	0	420,161	2028
520,404	10,000	0	530,404	2029
630,812	12,000	0	642,812	2030

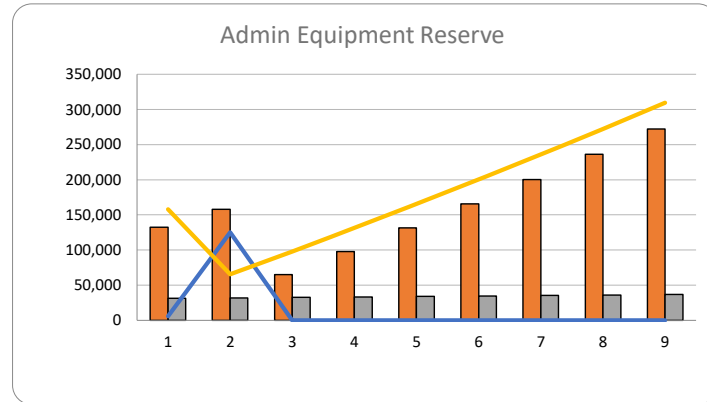
Building funding replenished @ \$100,000 per year + 2% annually for 50 year life

2022 no contributions in construction years

2023 no contributions in construction years

2024 restart contributions for next 50 years

Township of East Zorra-Tavistock
CORPORATE SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

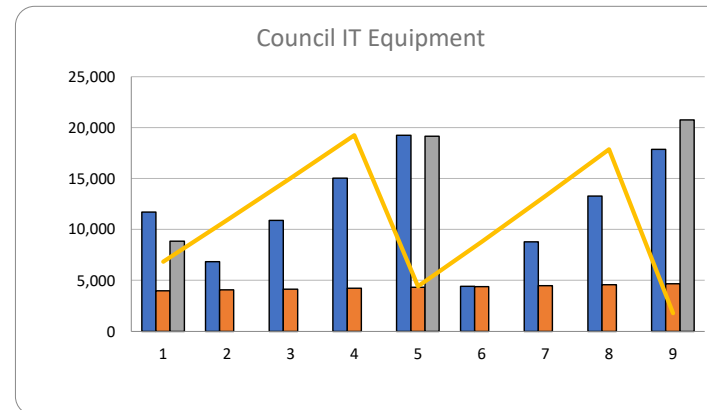


11-3-006420-9807

Township Admin Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
132,529	31,526	5,931	158,125
158,125	32,157	125,000	65,281
65,281	32,800	0	98,081
98,081	33,456	0	131,537
131,537	34,125	0	165,662
165,662	34,807	0	200,469
200,469	35,504	0	235,973
235,973	36,214	0	272,186
272,186	36,938	0	309,124

2022
2023 *includes funds previously committed (2020) for equipment for new admin building*
2024
2025
2026
2027
2028
2029
2030

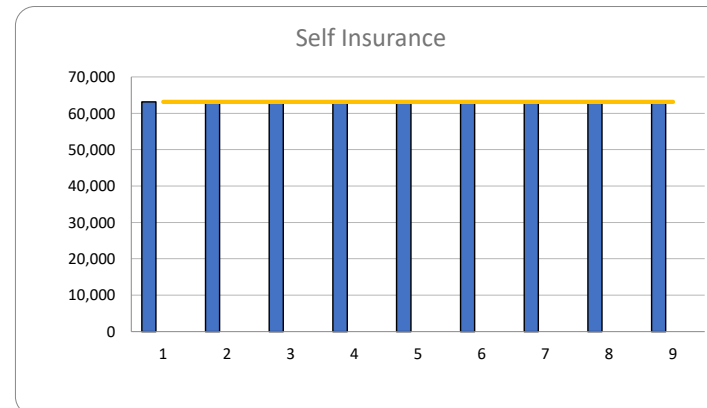


11-3-006420-9808

Council IT Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
11,685	3,980	8,847	6,818
6,818	4,059	0	10,877
10,877	4,141	0	15,018
15,018	4,223	0	19,241
19,241	4,308	19,153	4,396
4,396	4,394	0	8,790
8,790	4,482	0	13,272
13,272	4,572	0	17,843
17,843	4,663	20,732	1,775

2022 *election year replacements*
2023
2024
2025
2026 *election year replacements*
2027
2028
2029
2030 *election year replacements*



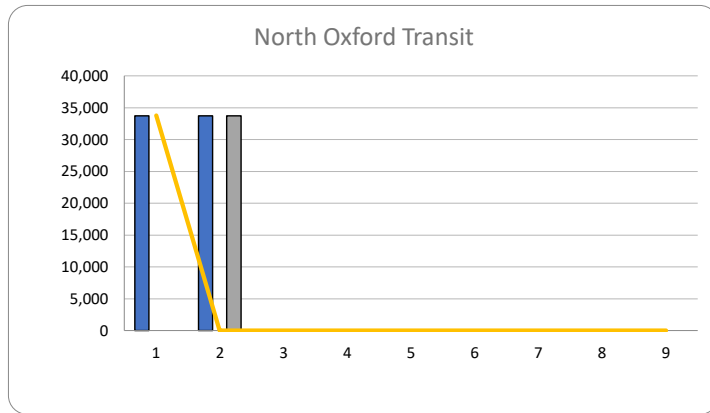
11-3-006420-9809

Self Insurance Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118
63,118	0	0	63,118

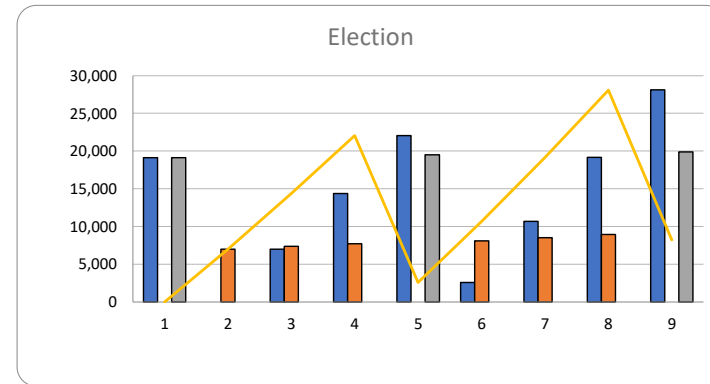
**not a drawable reserve used for STD claims only*
2022
2023
2024
2025
2026
2027
2028
2029
2030

Township of East Zorra-Tavistock
 CORPORATE SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



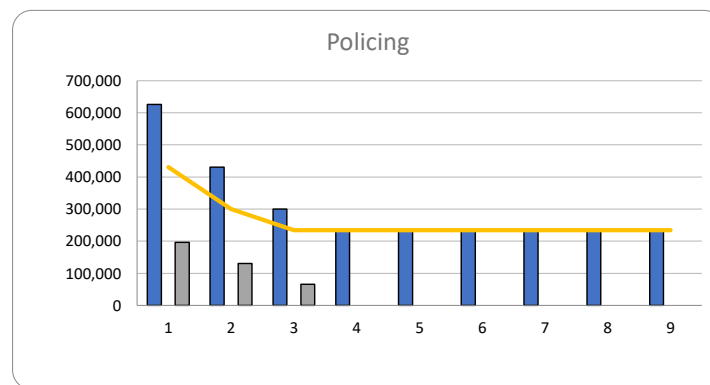
11-3-006420-9819
North Oxford Transit Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
33,750	0	0	33,750	2022
33,750	0	33,750	0	2023
0	0	0	0	2024
0	0	0	0	2025
0	0	0	0	2026
0	0	0	0	2027
0	0	0	0	2028
0	0	0	0	2029
0	0	0	0	2030



11-3-006420-9857
Election Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
19,128	0	19,128	0	2022 election year
0	7,000	0	7,000	2023
7,000	7,350	0	14,350	2024
14,350	7,718	0	22,068	2025
22,068	0	19,511	2,557	2026 election year
2,557	8,103	0	10,660	2027
10,660	8,509	0	19,169	2028
19,169	8,934	0	28,103	2029
28,103	0	19,901	8,202	2030 election year



11-3-006420-9859
Policing Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
626,248	0	195,817	430,431	2022
430,431	0	130,545	299,886	2023 reduce drawdown by 1/3 enhanced officer from prior year
299,886	0	65,272	234,614	2024 reduce drawdown by 1/3 enhanced officer from prior year
234,614	0	0	234,614	2025 no drawdown for enhanced officer
234,614	0	0	234,614	2026
234,614	0	0	234,614	2027
234,614	0	0	234,614	2028
234,614	0	0	234,614	2029
234,614	0	0	234,614	2030

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Contributions from Other Municipalities	-	(14,106)	(2,528)	(10,000)	(29,512)	(12,696)	(2,696)	(12,950)	(13,209)	
Cost Recoveries	(5,607)	(6,677)	(35,576)	(6,947)	(3,438)	(3,662)	3,285	(3,856)	(4,072)	
Deferred Building Code Act Revenue Earned	-	(34,273)	-	-	-	-	-	-	-	
Donations	(24,080)	(700)	(300)	-	(21,773)	-	-	-	-	
Licences, Permits and Rents	-	(9,863)	(10,060)	(10,261)	(10,261)	(10,466)	(205)	(10,676)	(10,889)	
Ontario Specific Grants	-	-	(6,300)	-	-	-	-	-	-	
Sale of Vehicles/Equipment	(7,615)	-	-	-	-	-	-	-	-	
Sundry Revenue	(44,239)	(4,727)	-	-	(15,314)	-	-	-	-	
Tax-Supported Capital Funding	-	(41,653)	(3,534)	-	(6,943)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(35,120)	(61,129)	(77,570)	(92,000)	(662,164)	(115,000)	(23,000)	-	-	
User Fees and Charges	(21,162)	(1,355)	(900)	(800)	(500)	(800)	-	(800)	(800)	
TOTALS	(137,823)	(174,483)	(136,768)	(120,008)	(749,907)	(142,624)	(22,616)	(28,281)	(28,970)	
Gross Budget Expenditures										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Hickson Fire Department	194,390	186,612	186,998	221,511	218,988	237,513	16,002	239,290	244,689	
Innerkip Fire Department	141,062	138,857	159,115	186,685	239,189	232,600	45,915	236,082	240,524	
Tavistock Fire Department	204,482	157,926	142,909	229,760	212,662	217,157	(12,603)	219,574	224,330	
Township Fire Department	480,212	499,239	536,312	596,903	545,834	576,854	(20,049)	586,405	598,758	
Fire Prevention (Shared Service)	-	-	-	27,250	9,850	23,541	(3,709)	24,163	24,820	
Community Emergency Management	15,588	23,526	27,027	32,100	20,425	27,241	(4,859)	16,874	17,151	
Capital Expenditures	178,078	125,766	62,792	146,000	682,037	139,000	(7,000)	-	-	
TOTALS	1,213,812	1,131,925	1,115,152	1,412,959	1,928,985	1,453,906	40,948	1,322,387	1,350,271	
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET	1,075,989	957,442	978,384	1,292,950	1,179,078	1,311,282	18,332	1,294,106	1,321,302	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
<u>FIRE SERVICES REVENUES</u>											
Hickson Fire Department											
11-5-041011-0913	Sundry Revenue	(984)	-	-	-	-	-	-	-	-	no revenue anticipated
11-5-041011-0960 OPS	Donations	(930)	(700)	(250)	-	(3,030)	-	-	-	-	no revenue anticipated
11-5-041011-0998 OPS	Expense Recovery	-	-	(1,530)	-	-	-	-	-	-	
Total Hickson Fire Department		(1,914)	(700)	(1,780)	-	(3,030)	-	-	-	-	
Innerkip Fire Department											
11-5-041022-0421 BB	Contributions from Other Municipalities	-	(14,106)	-	(10,000)	(29,008)	(12,696)	(2,696)	(12,950)	(13,209)	mutual aid funding from Blandford-Blenheim + 2% prior year
11-5-041022-0998 OPS	Expense Recovery	-	-	(2,995)	-	-	-	-	-	-	
Total Innerkip Fire Department		-	(14,106)	(2,995)	(10,000)	(29,008)	(12,696)	(2,696)	(12,950)	(13,209)	
Tavistock Fire Department											
11-5-041033-0574 OPS	Facility Rentals	-	(9,863)	(10,060)	(10,261)	(10,261)	(10,466)	(205)	(10,676)	(10,889)	Tavistock facility recovery @ 2% annual increase from Policing
11-5-041033-0960 OPS	Donations	-	-	(50)	-	(110)	-	-	-	-	no revenue anticipated
11-5-041033-0998 OPS	Expense Recovery	-	-	(2,550)	-	-	-	-	-	-	
Total Tavistock Fire Department		-	(9,863)	(12,660)	(10,261)	(10,371)	(10,466)	(205)	(10,676)	(10,889)	
Township Fire Department											
11-5-041044-0310 ADMIN	COVID Grant Funding	-	-	(6,300)	-	-	-	-	-	-	one-time grant for 2021
11-5-041044-0420 TRAIN	Contributions from Other Municipalities	-	-	(2,528)	-	(505)	-	-	-	-	training officer overpayment reimbursement in 2021
11-5-041044-0526 ADMIN	Fire Work Orders	-	-	(50)	(50)	(500)	(50)	-	(50)	(50)	placeholder for unanticipated revenue
11-5-041044-0531 ADMIN	Fire Inspection Services	(20,962)	(300)	(600)	(500)	-	(500)	-	(500)	(500)	placeholder for unanticipated revenue
11-5-041044-0533 ADMIN	Incident Reporting	(200)	(1,055)	(250)	(250)	-	(250)	-	(250)	(250)	placeholder for unanticipated revenue
11-5-041044-0960 OPS	Donations	-	-	-	-	(216)	-	-	-	-	no revenue anticipated
11-5-041044-0998 ADMIN	Expense Recovery	(5,607)	(6,677)	(6,811)	(6,947)	(982)	(1,000)	5,947	(1,020)	(1,040)	optional life insurance recovery @ 2% over p/y actuals
11-5-041044-0998 TRAIN	Expense Recovery	-	-	(21,690)	-	(2,456)	-	-	-	-	recruit training program recoveries (no budget required)
11-5-041050-0998	Expense Recovery	-	-	-	-	-	(2,662)	(2,662)	(2,836)	(3,031)	joint FPO vehicle expenses shared with partners
Total Township Fire Department		(26,769)	(8,032)	(38,229)	(7,747)	(4,659)	(4,462)	3,285	(4,656)	(4,872)	
Emergency Management - Pandemic Response											
11-4-045020-8018	Transfer from COVID Reserve	-	(16,016)	(18,313)	(15,000)	(7,202)	-	15,000	-	-	COVID Reserve Funding for pandemic-related expenses
Total Emergency Management - Pandemic Response		-	(16,016)	(18,313)	(15,000)	(7,202)	-	15,000	-	-	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES										
Hickson Fire Department										
<i>Departmental Expenditures</i>										
11-4-041011-8512 OPS		22,105	1,091	-	-	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-041011-1110 HICK		-	-	-	2,337	2,500	2,500	2,550	2,601	Public Works facility staff providing support to stations
11-6-041011-1150 OPS	122,018	87,425	112,561	136,333	131,732	140,700	4,367	143,514	146,384	based on 2022 actual + 6.49% CPI adjustment
11-6-041011-1201		-	-	-	164	200	200	204	208	benefits to PW staff
11-6-041011-1202		-	-	-	56	100	100	102	104	benefits to PW staff
11-6-041011-1203		-	-	-	112	150	150	153	156	benefits to PW staff
11-6-041011-1203 OPS		-	-	-	3,951	4,207	4,207	4,291	4,377	based on 2022 actual + 6.49% CPI adjustment
11-6-041011-1204		-	-	-	252	300	300	306	312	benefits to PW staff
11-6-041011-1205 OPS		-	2,195	2,669	2,613	3,155	486	3,218	3,282	based on 2022 actual + 6.49% CPI adjustment
11-6-041011-1210 OPS	7,918	7,441	5,971	5,039	1,157	1,232	(3,807)	1,257	1,282	based on 2022 actual + 6.49% CPI adjustment
11-6-041011-1235 OPS		-	130	2,850	371	1,000	(1,850)	1,000	1,000	external certification reimbursements
11-6-041011-1250 OPS	560	-	-	250	-	5,000	4,750	5,000	5,000	uniforms for new recruits
11-6-041011-1251 OPS		-	142	250	795	500	250	500	500	may be covered under TRAIN in future years
11-6-041011-1252 OPS		109	-	250	-	-	(250)	-	-	moved to TRAIN activity
11-6-041011-1255 OPS		-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041011-1258 OPS		-	102	250	433	250	-	250	250	placeholder for unanticipated expense
11-6-041011-1262 OPS		-	-	-	713	727	727	741	756	based on 2% increase over prior years actuals
11-6-041011-1263 OPS		1,197	-	399	386	500	101	500	500	for departmental training costs
11-6-041011-3005 OPS	192	141	53	129	16	70	(59)	46	44	based on 3-year rolling average actuals
11-6-041011-3007 OPS	10,750	13,601	2,128	8,827	1,713	5,814	(3,012)	3,219	3,582	based on 3-year rolling average actuals
11-6-041011-3008 OPS	1,663	653	794	1,697	2,694	2,748	1,052	2,803	2,859	based on 2% increase over prior years actuals
11-6-041011-3009 OPS		-	3,892	250	699	713	463	727	742	based on 2% increase over prior years actuals
11-6-041011-3020 OPS		-	33	250	294	300	50	306	312	placeholder for unanticipated expense
11-6-041011-3021 OPS		-	-	-	446	455	455	464	473	based on 2% increase over prior years actuals
11-6-041011-3210 OPS	52	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041011-3250 OPS		-	357	364	743	758	394	773	788	based on 2% increase over prior years actuals
11-6-041011-3260 OPS	2,418	844	254	259	223	227	(32)	232	236	based on 2% increase over prior years actuals
11-6-041011-3290 OPS		-	516	550	-	-	(550)	-	-	accounted for in the PUB-ED budget now
11-6-041011-3360 OPS		-	237	550	306	312	(238)	318	325	based on 2% increase over prior years actuals
11-6-041011-3510 HICK		-	-	-	1,715	1,750	1,750	1,750	1,750	PW staff work at fire facilities
11-6-041011-3610 OPS	1,696	1,851	1,871	1,908	2,292	2,338	430	2,384	2,432	based on 2% increase over prior years actuals
11-6-041011-3630 OPS	1,741	1,314	1,509	1,539	3,012	3,072	1,533	3,134	3,196	based on 2% increase over prior years actuals
11-6-041011-3810 OPS	7,415	11,056	10,954	12,049	11,461	12,607	558	12,859	13,116	10% inflationary adjustment over p/y actual
11-6-041011-4012 OPS		1,210	-	-	-	-	-	-	-	covered by PW staff and equipment budgets above
11-6-041011-4014 OPS		-	329	336	938	956	621	976	995	based on 2% increase over prior years actuals
11-6-041011-4070 OPS	8,540	9,003	8,533	8,704	9,135	9,318	614	9,504	9,694	based on 2% increase over prior years actuals
11-6-041011-4420 OPS	2,983	2,149	2,947	3,005	8,710	8,884	5,879	9,062	9,243	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>	<i>167,946</i>	<i>160,100</i>	<i>156,598</i>	<i>188,981</i>	<i>189,469</i>	<i>211,118</i>	<i>22,137</i>	<i>212,418</i>	<i>216,777</i>	
<i>FD Incident Response</i>										
11-6-041011-1258 CALLS	885	111	258	418	-	123	(295)	127	83	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	<i>885</i>	<i>111</i>	<i>258</i>	<i>418</i>	<i>-</i>	<i>123</i>	<i>(295)</i>	<i>127</i>	<i>83</i>	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Hickson Fire Department (cont'd)										
<i>FD Training and Practice</i>										
11-6-041011-1251 TRAIN Mileage	-	-	-	-	518	750	750	750	750	mileage on travel to training courses
11-6-041011-1252 TRAIN Conventions and Seminars	-	-	-	-	103	250	250	250	250	moved from operations area for training course costs
11-6-041011-1258 TRAIN Meals and Meeting Expenses	1,197	-	155	250	561	750	500	250	250	placeholder for unanticipated expense
11-6-041011-1263 TRAIN Training and Staff Development	4,085	2,971	1,965	3,007	4,065	6,000	2,993	6,000	6,000	increased budget to ensure compliance
11-6-041011-3009 TRAIN Operating Supplies	-	-	-	-	376	500	500	500	500	placeholder for unanticipated expense
<i>Subtotal FD Training and Practice</i>	<i>5,282</i>	<i>2,971</i>	<i>2,121</i>	<i>3,257</i>	<i>5,622</i>	<i>8,250</i>	<i>4,993</i>	<i>7,750</i>	<i>7,750</i>	
<i>Fire Prevention</i>										
11-6-041011-3007 PREVNT Small Tools and Equipment	501	-	26	250	-	250	-	250	250	placeholder for unanticipated expense
<i>Subtotal Fire Prevention</i>	<i>501</i>	<i>-</i>	<i>26</i>	<i>250</i>	<i>-</i>	<i>250</i>	<i>-</i>	<i>250</i>	<i>250</i>	
<i>Fire Public Education</i>										
11-6-041011-3290 PUB-ED Print, Advertising and Promotion	511	461	391	454	990	1,010	556	1,030	1,051	based on 2% increase over prior years actuals
<i>Subtotal Fire Public Education</i>	<i>511</i>	<i>461</i>	<i>391</i>	<i>454</i>	<i>990</i>	<i>1,010</i>	<i>556</i>	<i>1,030</i>	<i>1,051</i>	
<i>2019 Kawasaki UTV</i>										
11-6-041011-3021 800 Parts	-	947	735	750	848	865	115	882	900	based on 2% increase over prior years actuals
11-6-041011-3026 800 Fuel	-	-	98	250	140	161	(89)	185	212	fuel increase by 15% over prior year actual
11-6-041011-4270 800 Repairs and Maintenance	-	-	-	500	-	250	(250)	255	260	placeholder for unanticipated expense + 2% inflationary
<i>Subtotal 2019 Kawasaki UTV</i>	<i>-</i>	<i>947</i>	<i>833</i>	<i>1,500</i>	<i>988</i>	<i>1,275</i>	<i>(224)</i>	<i>1,322</i>	<i>1,372</i>	
<i>2001 Ford Sterling Pumper</i>										
11-6-041011-3021 801 Parts	3,008	7,546	6,942	5,000	-	2,500	(2,500)	2,550	2,601	replaced in 2022 - minimal budget to start its useful life
11-6-041011-3026 801 Fuel	734	630	718	748	1,841	2,117	1,369	2,435	2,800	fuel increase by 15% over prior year actual
11-6-041011-3810 801 Insurance	971	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041011-4270 801 Repairs and Maintenance	-	-	8,069	5,000	420	2,000	(3,000)	2,040	2,081	replaced in 2022 - minimal budget to start its useful life
<i>Subtotal 2001 Ford Sterling Pumper</i>	<i>4,713</i>	<i>8,176</i>	<i>15,730</i>	<i>10,748</i>	<i>2,261</i>	<i>6,617</i>	<i>(4,131)</i>	<i>7,025</i>	<i>7,482</i>	
<i>2007 Freightliner Tanker</i>										
11-6-041011-3021 802 Parts	8,643	5,561	4,275	8,816	1,646	1,678	(7,138)	1,712	1,746	based on 2% increase over prior years actuals
11-6-041011-3026 802 Fuel	597	456	455	609	1,238	1,423	814	1,637	1,882	fuel increase by 15% over prior year actual
11-6-041011-3810 802 Insurance	873	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041011-4270 802 Repairs and Maintenance	-	-	480	490	13,100	2,000	1,510	2,040	2,081	one-time major repair in 2022, reset budget for 2023
<i>Subtotal 2007 Freightliner Tanker</i>	<i>10,114</i>	<i>6,017</i>	<i>5,210</i>	<i>9,915</i>	<i>15,984</i>	<i>5,102</i>	<i>(4,813)</i>	<i>5,389</i>	<i>5,710</i>	
<i>2006 Rescue Van</i>										
11-6-041011-3021 803 Parts	3,288	7,630	4,160	4,243	1,236	1,260	(2,982)	1,286	1,311	based on 2% increase over prior years actuals
11-6-041011-3026 803 Fuel	277	200	239	283	909	1,045	763	1,202	1,383	fuel increase by 15% over prior year actual
11-6-041011-3810 803 Insurance	873	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041011-4270 803 Repairs and Maintenance	-	-	1,434	1,462	1,530	1,462	-	1,492	1,521	based on 2% increase over prior years actuals
<i>Subtotal 2006 Rescue Van</i>	<i>4,438</i>	<i>7,830</i>	<i>5,832</i>	<i>5,988</i>	<i>3,675</i>	<i>3,768</i>	<i>(2,219)</i>	<i>3,979</i>	<i>4,215</i>	
Total Hickson Fire Department	194,390	186,612	186,998	221,511	218,988	237,513	16,002	239,290	244,689	

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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Innerkip Fire Department										
<i>Departmental Expenditures</i>										
11-4-041022-8600 OPS		10,793	1,377	-	2,425	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-041022-1110 KIP		-	-	-	806	1,500	1,500	1,530	1,561	Public Works facility staff providing support to stations
11-6-041022-1150 OPS	70,433	51,848	79,693	95,566	129,221	129,817	34,251	132,413	135,061	based on 2022 actual + 6.49% CPI adjustment
11-6-041022-1155 OPS	3,797	3,367	-	-	-	-	-	-	-	included above salary line
11-6-041022-1201	-	-	-	-	3	25	25	26	26	benefits to PW staff
11-6-041022-1202	-	-	-	-	1	25	25	26	26	benefits to PW staff
11-6-041022-1203	-	-	-	-	2	25	25	26	26	benefits to PW staff
11-6-041022-1203 OPS	-	-	-	-	3,951	4,207	4,207	4,291	4,377	based on 2022 actual + 6.49% CPI adjustment
11-6-041022-1204	-	-	-	-	5	25	25	26	26	benefits to PW staff
11-6-041022-1205	-	-	1,554	1,771	2,504	2,666	896	2,720	2,774	based on 2022 actual + 6.49% CPI adjustment
11-6-041022-1210 OPS	7,005	6,805	5,952	4,002	958	1,020	(2,982)	1,041	1,061	based on 2022 actual + 6.49% CPI adjustment
11-6-041022-1235 OPS	-	-	200	2,850	944	1,000	(1,850)	1,000	1,000	external certification reimbursements
11-6-041022-1250 OPS	-	-	711	250	-	5,000	4,750	5,000	5,000	uniforms for new recruits
11-6-041022-1251 OPS	-	-	-	-	490	500	500	500	500	may be covered under TRAIN in future years
11-6-041022-1252 OPS	80	837	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041022-1255 OPS	-	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041022-1258 OPS	-	-	-	-	555	250	250	250	250	placeholder for unanticipated expense
11-6-041022-1262 OPS	-	-	-	-	766	782	782	797	813	based on 2% increase over prior years actuals
11-6-041022-1263 OPS	-	262	691	500	2,701	500	-	500	500	for departmental training costs
11-6-041022-3005 OPS	-	17	245	87	242	168	81	219	210	based on 3-year rolling average actuals
11-6-041022-3007 OPS	8,836	11,073	5,095	8,335	2,760	6,309	(2,026)	4,721	4,597	based on 3-year rolling average actuals
11-6-041022-3008 OPS	688	3,116	331	701	4,721	4,815	4,114	4,912	5,010	based on 2% increase over prior years actuals
11-6-041022-3009 OPS	-	-	1,127	250	434	442	192	451	460	based on 2% increase over prior years actuals
11-6-041022-3020 OPS	-	-	44	250	295	250	-	250	250	placeholder for unanticipated expense
11-6-041022-3170 OPS	-	-	385	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041022-3210 OPS	20	14	-	25	10	25	-	25	25	placeholder for unanticipated expense
11-6-041022-3250 OPS	-	-	357	364	612	624	260	637	649	based on 2% increase over prior years actuals
11-6-041022-3260 OPS	2,075	846	316	322	312	318	(4)	325	331	based on 2% increase over prior years actuals
11-6-041022-3290 OPS	-	-	516	550	-	-	(550)	-	-	accounted for in the PUB-ED budget now
11-6-041022-3360 OPS	-	-	535	550	1,349	1,376	826	1,404	1,432	based on 2% increase over prior years actuals
11-6-041022-3510 KIP	-	-	-	-	513	750	750	750	750	PW staff work at fire facilities
11-6-041022-3610 OPS	1,770	1,895	2,147	2,190	2,701	2,755	565	2,810	2,866	based on 2% increase over prior years actuals
11-6-041022-3620 OPS	951	416	467	476	390	398	(78)	406	414	based on 2% increase over prior years actuals
11-6-041022-3625 OPS	445	335	401	409	465	475	65	484	494	based on 2% increase over prior years actuals
11-6-041022-3630 OPS	1,807	2,278	2,539	2,589	2,515	2,565	(24)	2,617	2,669	based on 2% increase over prior years actuals
11-6-041022-3810 OPS	6,289	9,414	10,916	12,007	11,862	13,049	1,041	13,310	13,576	10% inflationary adjustment over p/y actual
11-6-041022-4009 OPS	-	805	-	-	-	-	-	-	-	no budget required going forward
11-6-041022-4012 OPS	6,075	5,552	3,666	5,098	4,240	4,486	(612)	4,131	4,286	based on 3-year rolling average actuals
11-6-041022-4014 OPS	-	-	2,565	2,617	4,677	4,770	2,153	4,866	4,963	based on 2% increase over prior years actuals
11-6-041022-4070 OPS	8,540	9,003	8,533	8,704	9,135	9,318	614	9,504	9,694	based on 2% increase over prior years actuals
11-6-041022-4420 OPS	709	538	6,381	2,543	1,895	2,938	395	3,738	2,857	based on 3-year rolling average actuals
11-6-041022-4550 OPS	-	-	387	395	368	376	(19)	383	391	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>	<i>119,519</i>	<i>119,215</i>	<i>137,130</i>	<i>153,926</i>	<i>194,830</i>	<i>204,075</i>	<i>50,149</i>	<i>206,610</i>	<i>209,450</i>	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Innerkip Fire Department (cont'd)										
<i>FD Incident Response</i>										
11-6-041022-1258 CALLS Meals and Meeting Expenses	104	-	99	68	-	33	(35)	44	26	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	104	-	99	68	-	33	(35)	44	26	
<i>FD Training and Practice</i>										
11-6-041022-1251 TRAIN Mileage	135	-	2,244	2,500	948	750	(1,750)	750	750	mileage on travel to training courses
11-6-041022-1252 TRAIN Conventions and Seminars	-	-	145	-	-	250	250	250	250	moved from operations area for training course costs
11-6-041022-1258 TRAIN Meals and Meeting Expenses	976	-	995	657	812	750	93	250	250	placeholder for unanticipated expense
11-6-041022-1263 TRAIN Training and Professional Development	-	-	3,323	3,390	9,050	6,000	2,610	6,000	6,000	increased budget to ensure compliance
11-6-041022-3120 TRAIN Training Services	3,089	813	4,645	2,849	-	-	(2,849)	-	-	covered in budget line above
<i>Subtotal FD Training and Practice</i>	4,200	813	11,352	9,396	10,810	7,750	(1,646)	7,250	7,250	
<i>Fire Prevention</i>										
11-6-041022-3007 PREVNT Small Tools and Equipment	424	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
<i>Subtotal Fire Prevention</i>	424	-	-	250	-	250	-	250	250	
<i>Fire Public Education</i>										
11-6-041022-3290 PUB-ED Print, Advertising and Promotion	931	461	-	464	-	250	(214)	250	250	placeholder for unanticipated expense
<i>Subtotal Fire Public Education</i>	931	461	-	464	-	250	(214)	250	250	
<i>2005 Freightliner Pumper</i>										
11-6-041022-3021 804 Parts	5,153	3,412	-	5,256	1,886	1,923	(3,332)	1,962	2,001	based on 2% increase over prior years actuals
11-6-041022-3026 804 Fuel	647	288	512	659	3,097	3,561	2,902	4,095	4,710	fuel increase by 15% over prior year actual
11-6-041022-3810 804 Insurance	971	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 804 Repairs and Maintenance	-	-	2,224	2,268	8,020	2,500	232	2,550	2,601	one-time major repair in 2022, reset budget for 2023
<i>Subtotal 2005 Freightliner Pumper</i>	6,770	3,700	2,736	8,183	13,002	7,984	(199)	8,607	9,312	
<i>2015 Freightliner Pumper/Tanker</i>										
11-6-041022-3021 805 Parts	2,234	4,951	-	2,279	374	381	(1,897)	389	397	based on 2% increase over prior years actuals
11-6-041022-3026 805 Fuel	1,312	593	505	1,339	2,808	3,229	1,891	3,714	4,271	fuel increase by 15% over prior year actual
11-6-041022-3810 805 Insurance	873	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 805 Repairs and Maintenance	-	-	2,997	3,057	8,074	3,500	443	3,570	3,641	one-time major repair in 2022, reset budget for 2023
<i>Subtotal 2015 Freightliner Pumper/Tanker</i>	4,419	5,545	3,502	6,674	11,257	7,111	437	7,673	8,309	
<i>1999 Ford Rescue Van</i>										
11-6-041022-3021 806 Parts	3,325	8,667	-	3,392	-	-	(3,392)	-	-	based on 2% increase over prior years actuals
11-6-041022-3026 806 Fuel	496	457	544	506	997	1,146	640	1,318	1,516	fuel increase by 15% over prior year actual
11-6-041022-3810 806 Insurance	873	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041022-4270 806 Repairs and Maintenance	-	-	3,751	3,826	8,293	4,000	174	4,080	4,162	one-time major repair in 2022, reset budget for 2023
<i>Subtotal 1999 Ford Rescue Van</i>	4,694	9,124	4,296	7,724	9,290	5,146	(2,578)	5,398	5,677	
Total Innerkip Fire Department	141,062	138,857	159,115	186,685	239,189	232,600	45,915	236,082	240,524	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Tavistock Fire Department										
<i>Departmental Expenditures</i>										
11-4-041033-8512 OPS		8,027	-	-	-	-	-	-	-	setting aside funding in 2020 for sign replacement
11-4-041033-8600 OPS		8,754	1,065	-	8,853	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-041033-1110 TAVI		-	-	-	806	1,500	1,500	1,530	1,561	Public Works facility staff providing support to stations
11-6-041033-1150 OPS	116,033	74,639	81,643	138,417	119,068	121,652	(16,765)	124,085	126,567	based on 2022 actual + 6.49% CPI adjustment
11-6-041033-1155 OPS	7,419	5,572	-	-	-	-	-	-	-	included above salary line
11-6-041033-1201	-	-	-	-	3	25	25	26	26	benefits to PW staff
11-6-041033-1202	-	-	-	-	1	25	25	26	26	benefits to PW staff
11-6-041033-1203	-	-	-	-	2	25	25	26	26	benefits to PW staff
11-6-041033-1203 OPS	-	-	-	-	3,952	4,208	4,208	4,292	4,378	based on 2022 actual + 6.49% CPI adjustment
11-6-041033-1204	-	-	-	-	5	25	25	26	26	benefits to PW staff
11-6-041033-1205 OPS	-	-	1,592	2,623	2,254	4,760	2,136	4,855	4,952	based on 2022 actual + 6.49% CPI adjustment
11-6-041033-1210 OPS	7,921	7,314	5,952	8,216	958	1,020	(7,196)	1,041	1,061	based on 2022 actual + 6.49% CPI adjustment
11-6-041033-1235 OPS	-	-	375	2,850	-	1,000	(1,850)	1,000	1,000	external certification reimbursements
11-6-041033-1250 OPS	138	-	406	250	-	5,000	4,750	5,000	5,000	uniforms for new recruits
11-6-041033-1251 OPS	-	-	-	-	583	500	500	500	500	may be covered under TRAIN in future years
11-6-041033-1252 OPS	-	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041033-1255 OPS	100	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041033-1258 OPS	-	-	-	-	561	250	250	250	250	placeholder for unanticipated expense
11-6-041033-1262 OPS	-	-	311	350	1,065	1,086	736	1,108	1,130	based on 2% increase over prior years actuals
11-6-041033-1263 OPS	-	747	-	249	1,444	500	251	500	500	for departmental training costs
11-6-041033-3005 OPS	171	308	57	179	-	122	(57)	59	60	based on 3-year rolling average actuals
11-6-041033-3007 OPS	16,098	8,474	3,772	9,448	1,335	4,527	(4,921)	3,211	3,025	based on 3-year rolling average actuals
11-6-041033-3008 OPS	5,663	538	2,748	5,777	455	464	(5,313)	473	483	based on 2% increase over prior years actuals
11-6-041033-3009 OPS	-	-	1,802	250	610	622	372	634	647	based on 2% increase over prior years actuals
11-6-041033-3020 OPS	-	-	50	250	269	250	-	250	250	placeholder for unanticipated expense
11-6-041033-3033 OPS	-	-	-	-	226	-	-	-	-	one-time expense in 2022
11-6-041033-3170 OPS	-	-	314	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041033-3210 OPS	70	35	5	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041033-3250 OPS	-	-	357	364	692	706	342	720	735	based on 2% increase over prior years actuals
11-6-041033-3260 OPS	1,942	1,229	940	959	852	869	(91)	886	904	based on 2% increase over prior years actuals
11-6-041033-3360 OPS	-	-	237	250	49	250	-	250	250	placeholder for unanticipated expense
11-6-041022-3510 KIP	-	-	-	-	200	250	250	250	250	PW staff work at fire facilities
11-6-041033-3610 OPS	2,251	2,079	3,136	3,199	3,440	3,509	310	3,579	3,651	based on 2% increase over prior years actuals
11-6-041033-3620 OPS	506	784	380	387	426	435	48	444	452	based on 2% increase over prior years actuals
11-6-041033-3625 OPS	837	988	716	731	606	618	(112)	631	643	based on 2% increase over prior years actuals
11-6-041033-3630 OPS	1,585	1,166	1,696	1,730	2,351	2,398	668	2,446	2,495	based on 2% increase over prior years actuals
11-6-041033-3810 OPS	8,080	11,534	10,684	11,752	11,423	12,565	813	12,817	13,073	10% inflationary adjustment over p/y actual
11-6-041033-4012 OPS	6,305	4,730	2,774	4,603	5,022	4,175	(428)	3,990	4,396	based on 3-year rolling average actuals
11-6-041033-4014 OPS	-	-	1,111	1,133	3,016	3,076	1,943	3,137	3,200	based on 2% increase over prior years actuals
11-6-041033-4031 OPS	-	-	86	250	163	250	-	250	250	placeholder for unanticipated expense
11-6-041033-4070 OPS	8,540	9,003	8,533	8,704	9,135	9,318	614	9,504	9,694	based on 2% increase over prior years actuals
11-6-041033-4420 OPS	3,424	2,023	2,468	2,638	3,264	2,585	(54)	2,772	2,874	based on 3-year rolling average actuals
11-6-041033-4425 OPS	-	2,000	-	2,000	-	-	(2,000)	-	-	no longer require facility rental for training
<i>Subtotal Departmental Expenditures</i>	<i>187,085</i>	<i>149,944</i>	<i>133,210</i>	<i>208,109</i>	<i>183,090</i>	<i>189,115</i>	<i>(18,994)</i>	<i>191,118</i>	<i>194,884</i>	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Tavistock Fire Department (cont'd)										
<i>FD Incident Response</i>										
11-6-041033-1258 CALLS Meals and Meeting Expenses	365	33	99	166	-	44	(122)	48	31	based on 3-year rolling average actuals
<i>Subtotal FD Incident Response</i>	365	33	99	166	-	44	(122)	48	31	
<i>FD Training and Practice</i>										
11-6-041033-1251 TRAIN Mileage					949	750	750	750	750	mileage on travel to training courses
11-6-041033-1252 TRAIN Conventions and Seminars	-	-	-	-	-	250	250	250	250	moved from operations area for training course costs
11-6-041033-1258 TRAIN Meals and Meeting Expenses	-	-	-	-	755	750	750	250	250	placeholder for unanticipated expense
11-6-041033-1263 TRAIN Training and Professional Development	-	-	425	434	4,932	6,000	5,567	6,000	6,000	increased budget to ensure compliance
11-6-041033-3120 TRAIN Training Services	3,670	1,481	-	3,743	-	-	(3,743)	-	-	covered in budget line above
<i>Subtotal FD Training and Practice</i>	3,670	1,481	425	4,177	6,636	7,750	3,573	7,250	7,250	
<i>Fire Prevention</i>										
11-6-041033-3007 PREVNT Small Tools and Equipment	424	-	-	500	-	500	-	500	500	placeholder for unanticipated expense
<i>Subtotal Fire Prevention</i>	424	-	-	500	-	500	-	500	500	
<i>Fire Public Education</i>										
11-6-041033-3290 PUB-ED Print, Advertising and Promotion	651	461	664	592	528	538	(53)	549	560	based on 2% increase over prior years actuals
<i>Subtotal Fire Public Education</i>	651	461	664	592	528	538	(53)	549	560	
<i>2019 Freightliner Pumper</i>										
11-6-041033-3021 807 Parts	1,020	2,987	-	1,040	802	819	(222)	835	852	based on 2% increase over prior years actuals
11-6-041033-3026 807 Fuel	1,055	383	539	1,076	1,233	1,418	342	1,631	1,876	fuel increase by 15% over prior year actual
11-6-041033-3810 807 Insurance	971	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041033-4270 807 Repairs and Maintenance	-	-	2,913	2,971	3,614	3,686	715	3,760	3,835	based on 2% increase over prior years actuals
<i>Subtotal 2019 Freightliner Pumper</i>	3,046	3,370	3,453	5,088	5,650	5,923	836	6,226	6,563	
<i>2014 Freightliner Pumper/Tanker</i>										
11-6-041033-3021 808 Parts	3,853	1,897	446	3,930	3,873	3,951	21	4,030	4,110	based on 2% increase over prior years actuals
11-6-041033-3026 808 Fuel	1,150	275	615	1,172	1,654	1,902	729	2,187	2,515	fuel increase by 15% over prior year actual
11-6-041033-3810 808 Insurance	971	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041033-4270 808 Repairs and Maintenance	-	-	2,058	2,099	6,466	2,500	401	2,550	2,601	one-time major repair in 2022, reset budget for 2023
<i>Subtotal 2014 Freightliner Pumper/Tanker</i>	5,973	2,173	3,119	7,202	11,993	8,353	1,151	8,767	9,227	
<i>2006 Freightliner Rescue Van</i>										
11-6-041033-3021 809 Parts	1,523	268	-	1,554	1,418	1,447	(107)	1,476	1,505	based on 2% increase over prior years actuals
11-6-041033-3026 809 Fuel	774	197	386	790	562	646	(144)	743	854	fuel increase by 15% over prior year actual
11-6-041033-3810 809 Insurance	971	-	-	-	-	-	-	-	-	budgeted at the department level for 2021+
11-6-041033-4270 809 Repairs and Maintenance	-	-	1,553	1,584	2,786	2,841	1,257	2,898	2,956	based on 2% increase over prior years actuals
<i>Subtotal 2006 Freightliner Rescue Van</i>	3,268	465	1,939	3,927	4,766	4,934	1,007	5,117	5,316	
Total Tavistock Fire Department	204,482	157,926	142,909	229,760	212,662	217,157	(12,603)	219,574	224,330	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes	
FIRE SERVICES OPERATING EXPENDITURES (cont'd)											
Township Fire Department											
<i>Departmental Expenditures</i>											
11-4-041044-8512 ADMIN	Transfer to Fire Vehicles Reserve	250,000	250,000	255,000	235,000	235,000	239,700	4,700	244,494	249,384	2% increase annually RF projection strategy
11-4-041044-8514 ADMIN	Transfer to Fire Communication					20,000	20,400	20,400	20,808	21,224	reintroduced Fire Communications Reserve in 2022
11-4-041044-8515 ADMIN	Transfer to Fire Facilities	50,000	50,000	51,000	52,020	52,020	53,060	1,040	54,122	55,204	2% increase annually RF projection strategy
11-4-041044-8516 ADMIN	Transfer to Firefighting Equipment	50,000	53,500	54,570	55,661	55,661	75,000	19,339	76,500	78,030	2023 reset contribution amount based on projected equipment
11-6-041044-1110 ADMIN	Salaries and Wages	62,262	72,011	45,945	72,902	51,053	66,222	(6,679)	67,547	68,897	management salaries split between admin and prevention
11-6-041044-1110 ADMIN	Vacation, Sick, Stats, Holidays	16,287	15,813	-	-	-	-	-	-	-	included in line above for 2022 and beyond
11-6-041044-1150 ADMIN	Firefighter Salaries	-	-	1,238	-	-	-	-	-	-	no budget required here
11-6-041044-1201 ADMIN	CPP	-	-	321	5,250	3,363	2,253	(2,997)	2,298	2,344	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1202 ADMIN	EI	-	-	51	2,001	1,175	1,179	(822)	1,202	1,227	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1203 ADMIN	WSIB	-	-	1,340	7,362	3,182	2,270	(5,092)	2,316	2,362	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1204 ADMIN	OMERS	-	-	4,981	13,216	9,299	7,826	(5,390)	7,982	8,142	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1205 ADMIN	EHT	-	-	869	2,843	1,635	1,291	(1,552)	1,317	1,343	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1210 ADMIN	Health Benefits	20,142	23,262	14,744	9,687	5,685	4,301	(5,386)	4,387	4,474	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1250 ADMIN	Uniforms	200	791	129	500	2,068	996	496	1,065	1,376	based on 3-year rolling average actuals
11-6-041044-1255 ADMIN	Memberships and Publications	336	432	259	342	448	380	37	362	397	based on 3-year rolling average actuals
11-6-041044-1258 ADMIN	Meals and Meeting Expenses	632	-	-	211	76	250	39	250	250	placeholder for unanticipated expense
11-6-041044-1262 ADMIN	Health and Safety Supplies	-	-	27,606	-	257	262	262	267	273	based on 2% increase over prior years actuals
11-6-041044-1263 ADMIN	Training and Staff Development	2,738	5,767	2,550	3,685	262	2,860	(825)	1,891	1,671	based on 3-year rolling average actuals
11-6-041044-3005 ADMIN	Office Supplies	461	116	274	284	340	243	(40)	286	290	based on 3-year rolling average actuals
11-6-041044-3007 ADMIN	Small Tools and Equipment	5,529	4,074	609	3,404	104	1,596	(1,808)	770	823	based on 3-year rolling average actuals
11-6-041044-3008 ADMIN	Radios and Pagers	1,827	325	331	827	1,411	689	(139)	810	970	based on 3-year rolling average actuals
11-6-041044-3033 ADMIN	IT Software	-	-	2,589	2,600	1,932	2,600	-	2,600	2,600	FirePro upgrades through COVID grant funding - support costs
11-6-041044-3210 ADMIN	Postage and Courier	38	189	14	80	7	70	(10)	30	36	based on 3-year rolling average actuals
11-6-041044-3260 ADMIN	Telephone	1,648	1,128	1,027	1,047	901	919	(128)	937	956	based on 2% increase over prior years actuals
11-6-041044-3290 ADMIN	Print, Advertising and Promotion	280	153	516	316	756	475	159	583	605	most advertising and publicity through PUB-ED
11-6-041044-3291 ADMIN	Special Events	-	-	70	100	85	2,000	1,900	2,000	2,000	semi-annual recognition events for fire service
11-6-041044-3810 ADMIN	Insurance	192	233	(132)	98	-	34	(64)	(33)	0	based on 3-year rolling average actuals
11-6-041044-4002 ADMIN	Legal Services	-	-	-	-	280	250	250	250	250	placeholder for unanticipated expense
11-6-041044-4003 ADMIN	Consulting	6,658	4,422	-	2,000	-	2,000	-	2,000	2,000	placeholder for unanticipated expense
11-6-041044-4070 ADMIN	Alarm/Dispatch	1,762	2,356	1,719	1,754	2,419	2,467	714	2,516	2,567	based on 2% increase over prior years actuals
<i>Subtotal Departmental Expenditures</i>		470,991	484,571	467,622	473,189	449,420	491,592	18,403	499,556	509,694	
<i>Fire Prevention</i>											
11-4-041044-8600 PREVNT	Transfer to Capital	-	-	-	-	295	-	-	-	-	actual amounts here are budgeted as tax supported capital
11-6-041044-1110 PREVNT	Salaries and Wages	3,553	950	46,105	72,902	59,969	38,630	(34,272)	39,402	40,190	management salaries split between admin and prevention
11-6-041044-1201 PREVNT	CPP	-	-	-	-	301	1,314	1,314	1,340	1,367	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1202 PREVNT	EI	-	-	-	-	-	688	688	701	715	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1203 PREVNT	WSIB	-	-	-	-	-	1,324	1,324	1,351	1,378	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1204 PREVNT	OMERS	-	-	-	-	1,933	4,565	4,565	4,656	4,749	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1205 PREVNT	EHT	-	-	-	-	353	753	753	768	784	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-1210 PREVNT	Health Benefits	979	348	101	103	235	2,509	2,405	2,559	2,610	2023 Salary and Benefits Workbook + 2% in future years
11-6-041044-3007 PREVNT	Small Tools and Equipment	538	769	-	436	-	256	(179)	85	114	based on 3-year rolling average actuals
<i>Subtotal Fire Prevention</i>		5,070	2,067	46,206	73,440	63,087	50,039	(23,402)	50,864	51,908	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Township Fire Department (cont'd)										
<i>Fire Public Education</i>										
11-6-041044-1110 PUB-ED Salaries and Wages	973	475	109	111	56	-	(111)	-	-	budget and actual under administration 2023+
11-6-041044-1210 PUB-ED Health Benefits	316	160	31	31	-	-	(31)	-	-	budget and actual under administration 2023+
11-6-041044-3007 PUB-ED Small Tools and Equipment	732	461	-	398	-	154	(244)	51	68	based on 3-year rolling average actuals
11-6-041044-3290 PUB-ED Print, Advertising and Promotion	-	-	-	-	528	750	750	750	750	most advertising and publicity through PUB-ED
<i>Subtotal Fire Public Education</i>	2,021	1,095	139	540	584	904	363	801	818	
<i>FD Training and Practice</i>										
11-6-041044-1110 TRAIN Salaries and Wages	-	-	299	306	-	-	(306)	-	-	budget and actual under administration 2023+
11-6-041044-1210 TRAIN Health Benefits	-	-	103	106	-	-	(106)	-	-	budget and actual under administration 2023+
11-6-041044-1258 TRAIN Meals and Meeting Expenses	-	-	-	-	1,128	750	750	250	250	placeholder for unanticipated expense
11-6-041044-1263 TRAIN Training and Staff Development	2,130	10,828	19,704	20,098	406	-	(20,098)	-	-	reduced to address shared JTO
11-6-041044-3007 TRAIN Small Tools and Equipment	-	-	1,085	362	-	362	-	482	281	based on 3-year rolling average actuals
11-6-041044-4003 TRAIN Consulting	-	-	-	-	20,373	21,697	21,697	22,131	22,574	Joint Training officer (billed by Norwich) with CPI
11-6-041044-4120 TRAIN Training Services	-	-	-	-	165	-	-	-	-	budget above in training line
<i>Subtotal FD Training and Practice</i>	2,130	10,828	21,191	20,871	22,072	22,809	-	22,863	23,105	
<i>2019 RAM Warlock</i>										
11-6-041044-3004 834 Vehicle Licences	-	-	120	120	-	120	-	120	120	annual vehicle licence cost
11-6-041044-3021 834 Parts and Supplies	-	-	95	97	2,840	2,897	2,800	2,955	3,014	based on 2% increase over prior year actual
11-6-041044-3026 834 Fuel	-	678	877	895	3,890	4,473	3,578	5,144	5,916	fuel increase by 15% over prior year actual
11-6-041044-4270 834 Repairs and Maintenance	-	-	62	500	3,942	4,021	3,521	4,102	4,184	based on 2% increase over prior year actual
<i>Subtotal 2019 RAM Warlock</i>	-	678	1,154	1,612	10,672	11,511	9,899	12,320	13,233	
Total Township Fire Department	480,212	499,239	536,312	569,653	545,834	576,854	7,201	586,405	598,758	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Fire Prevention										
<i>Administration</i>										
11-6-041044-4003 PREVNT Consulting	-	-	-	27,250	-	-	(27,250)	-	-	all expenses @ 1/5 share of total costs Joint Rural Fire Prevention Officer hired in 2022 management salaries split between admin and prevention 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years 2023 Salary and Benefits Workbook + 2% in future years
11-6-041050-1110 Salaries and Wages	-	-	-	-	3,246	14,979	14,979	15,278	15,584	
11-6-041050-1201 CPP	-	-	-	-	88	751	751	766	781	
11-6-041050-1202 EI	-	-	-	-	3,006	393	393	401	409	
11-6-041050-1203 WSIB	-	-	-	-	103	515	515	526	536	
11-6-041050-1204 OMERS	-	-	-	-	309	1,488	1,488	1,517	1,548	
11-6-041050-1205 EHT	-	-	-	-	63	292	292	298	304	
11-6-041050-1210 Health Benefits	-	-	-	-	237	1,172	1,172	1,195	1,219	
11-6-041050-1250 Uniforms	-	-	-	-	88	200	200	204	208	
11-6-041050-1255 Dues and Memberships	-	-	-	-	12	100	100	102	104	
11-6-041050-1262 Health and Safety Expenses	-	-	-	-	81	200	200	204	208	
11-6-041050-3005 Office Supplies	-	-	-	-	9	25	25	26	26	
11-6-041050-3260 Telephone	-	-	-	-	50	100	100	102	104	
<i>Subtotal Administration</i>	-	-	-	27,250	7,292	20,214	(7,036)	20,618	21,031	
<i>2017 Chevrolet Equinox</i>										
11-6-041050-3021 812 Parts and Supplies	-	-	-	-	65	500	500	510	520	vehicle transferred from Corp Services in 2022 placeholder for unanticipated costs fuel increase by 15% over prior year actual based on 2% increase over prior year actual (with CS)
11-6-041050-3026 812 Fuel	-	-	-	-	1,009	1,161	1,161	1,335	1,535	
11-6-041050-4270 812 Repairs and Maintenance	-	-	-	-	1,484	1,667	1,667	1,700	1,734	
<i>Subtotal 2017 Chevrolet Equinox</i>	-	-	-	-	2,558	3,327	3,327	3,545	3,789	
Total Fire Prevention	-	-	-	27,250	9,850	23,541	(3,709)	24,163	24,820	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
FIRE SERVICES OPERATING EXPENDITURES (cont'd)										
Community Emergency Management										
<i>Administration</i>										
11-4-045010-8558		5,000	5,100	5,202	5,202	5,306	104	5,412	5,520	2% increase annually RF projection strategy
11-6-045010-1110	9,203	6,660	1,853	6,600	139	5,519	(1,081)	5,629	5,741	Fire Chief @ 5% of annual costs
11-6-045010-1201	-	-	-	-	-	188	188	191	195	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1202	-	-	-	-	-	98	98	100	102	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1203	-	-	-	-	4	189	189	193	197	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1204	-	-	-	-	15	652	652	665	678	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1205	-	-	-	-	3	108	108	110	112	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1210	2,954	2,161	633	1,848	-	358	(1,490)	366	373	2023 Salary and Benefits Workbook + 2% in future years
11-6-045010-1252	542	-	-	350	-	350	-	350	350	placeholder for unanticipated expense
11-6-045010-1258	19	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-6-045010-1263	98	-	-	100	-	100	-	100	100	placeholder for unanticipated expense
11-6-045010-2180	522	240	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-045010-3005	56	338	-	350	-	350	-	350	350	placeholder for unanticipated expense
11-6-045010-3007	-	-	820	850	-	850	-	850	850	placeholder for unanticipated expense
11-6-045010-3260	1,369	509	309	400	419	428	28	436	445	based on 2% increase over prior year actual
11-6-045010-3290	719	1,108	-	900	-	900	-	900	900	placeholder for unanticipated expense
11-6-045010-3291	103	-	-	150	-	150	-	150	150	placeholder for unanticipated expense
11-6-045010-4450	-	-	-	-	694	708	708	722	736	based on 2% increase over prior year actual
<i>Subtotal Administration</i>	15,588	16,016	8,715	17,100	6,476	16,603	(497)	16,874	17,151	
<i>Pandemic Response</i>										
11-6-045020-1262	-	-	2,221	1,000	43	-	(1,000)	-	-	most necessary supplies already bought in last 2 years
11-6-045020-3020	-	7,510	4,909	4,000	-	-	(4,000)	-	-	offset by drawdown of COVID Funding reserve
11-6-045020-4006	-	-	6,063	4,500	7,622	5,831	1,331	-	-	additional cleanings maintained through Sept. 2023
11-6-045020-4016	-	-	5,119	5,500	6,284	4,807	(693)	-	-	trailer rental will continue through Sept. 2023
<i>Subtotal Pandemic Response</i>	-	7,510	18,313	15,000	13,948	10,638	(4,362)	-	-	
Total Community Emergency Management	15,588	23,526	27,027	32,100	20,425	27,241	(4,859)	16,874	17,151	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
FIRE SERVICES CAPITAL REVENUES							
Hickson Fire Department							
12-4-041011-8012	-	(9,477)	-	-	(566,279)	-	2021 funding for pumper replacement and equipment painting and fixtures funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital development charges funding for UTV in 2019 grant for UTV acquisition in 2019
12-4-041011-8015	-	-	(5,771)	-	(12,283)	(5,000)	
12-4-041011-8016	-	-	(9,054)	(25,000)	(15,732)	(30,000)	
12-4-041011-8100	-	(22,105)	(1,091)	-	(4,223)	-	
12-5-041011-0916	-	-	-	-	(15,314)	-	
12-5-041011-0923	(37,101)	-	-	-	-	-	
12-5-041011-0960	(23,150)	-	-	-	(18,417)	-	
Total Hickson Fire Department	(60,251)	(31,583)	(15,916)	(25,000)	(632,248)	(35,000)	
Innerkip Fire Department							
12-4-041022-8015	-	-	-	(2,000)	(12,508)	(5,000)	painting and fixtures funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital no revenue anticipated
12-4-041022-8016	(7,620)	(23,443)	(19,609)	(25,000)	(19,075)	(30,000)	
12-4-041022-8100	-	(10,793)	(1,377)	-	(2,425)	-	
12-5-041022-0913	(6,154)	(4,727)	-	-	-	-	
Total Innerkip Fire Department	(13,774)	(38,963)	(20,987)	(27,000)	(34,009)	(35,000)	
Tavistock Fire Department							
12-4-041033-8015	-	-	(8,027)	-	(8,853)	(10,000)	funding for lighting upgrades and parking lot upgrades painting and fixtures and LED lighting upgrades funding for equipment purchases SCBAs actual amounts here are budgeted as tax supported capital
12-4-041033-8016	(10,838)	(9,323)	(16,437)	(25,000)	(18,776)	(30,000)	
12-4-041033-8100	-	(8,754)	(1,065)	-	(295)	-	
Total Tavistock Fire Department	(10,838)	(18,077)	(25,529)	(25,000)	(27,924)	(40,000)	
Township Fire Department							
12-4-041044-8014	-	-	-	-	-	(5,000)	fund who's responding application
12-4-041044-8016	(16,662)	(2,870)	(360)	-	(1,456)	-	
12-5-041044-0914	-	(34,273)	-	-	-	-	
12-5-041044-0949	(7,615)	-	-	-	-	-	
Total Township Fire Department	(24,277)	(37,143)	(360)	-	(1,456)	(5,000)	
Total Fire and Emergency Management Services Capital Revenues	(109,140)	(125,766)	(62,792)	(77,000)	(695,637)	(115,000)	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
<u>FIRE SERVICES CAPITAL EXPENDITURES</u>							
2019 Capital Projects							
12-6-041011-3360							
	Hickson FD						
	Firefighting Equipment						
	69,250						
12-6-041022-3360							
	Innerkip FD						
	Firefighting Equipment						
	15,301						
12-6-041011-3360							
	Tavistock FD						
	Firefighting Equipment						
	69,250						
12-6-041044-3360							
	Township FD						
	Firefighting Equipment						
	24,277						
	<i>Subtotal 2019 Capital Projects</i>						
	178,078						
2020 Capital Projects							
12-6-041011-3360							
	Hickson FD						
	Firefighting Equipment						
		31,583					
12-6-041022-3360							
	Innerkip FD						
	Firefighting Equipment						
		38,963					
12-6-041033-3360							
	Tavistock FD						
	Firefighting Equipment						
		18,077					
12-6-041044-3360							
	Township FD						
	Firefighting Equipment						
		37,143					
	<i>Subtotal 2020 Capital Projects</i>						
		125,766					

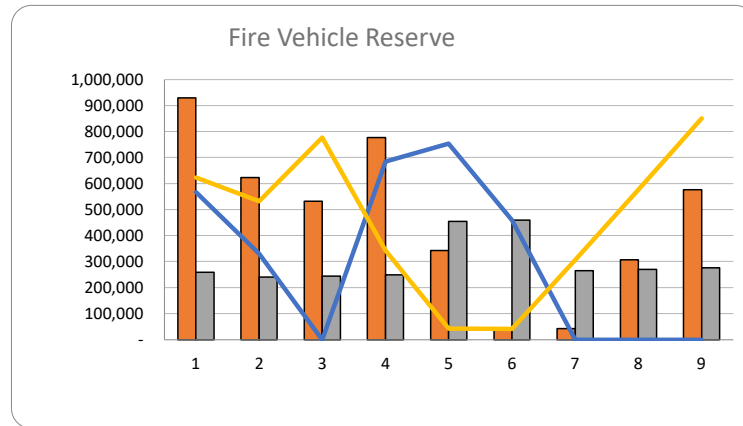
Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed		Notes
FIRE SERVICES CAPITAL EXPENDITURES (cont'd)									
2021 Capital Projects									
Hickson FD									
12-6-041011-3008	Radios and Pagers			611		1,354			
12-6-041011-3017	Large Equipment			-		18,417			thermal cameras and chargers
12-6-041011-3350	Fire Vehicles			-		566,279			Hickson pumper 2021 and air bag replacements
12-6-041011-3360	Firefighting Equipment			9,535					includes SCBA's and bottles for 2021 and 2022
12-6-041011-4005	Construction			5,771					custom workbench Hickson station
Innerkip FD									
12-6-041022-3008	Radios and Pagers			4,255		4,982			stand-by generator
12-6-041022-3017	Large Equipment			-					roadside electronic sign
12-6-041022-3170	Signage			-		12,283			air bag replacements
12-6-041022-3350	Fire Vehicles			-					includes bunker gear replacements, helmets, etc.
12-6-041022-3360	Firefighting Equipment			16,731					
Tavistock FD									
12-6-041033-3008	Radios and Pagers			2,442					
12-6-041033-3170	Signage			8,027					roadside electronic sign
12-6-041033-3350	Fire Vehicles			-					air bag replacements
12-6-041033-3360	Firefighting Equipment			15,060					
Township FD									
12-6-041044-3360	Firefighting Equipment			360					
<i>Subtotal 2021 Capital Projects</i>				62,792		603,315			

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed		Notes
FIRE SERVICES CAPITAL EXPENDITURES (cont'd)									
2022 Capital Projects									
Hickson FD									
12-6-041011-4420	Building Maintenance					12,283			electronic sign
12-6-412201-3360 HICK	Firefighting Equipment				45,000	14,378			discretionary equipment needs + SCBAs
Innerkip FD									
12-6-041022-4420	Building Maintenance					2,425			
12-6-412202-3015 KIP	Office Furniture				2,000	1,938			chairs and desk for station chief's office
12-6-412203-3360 KIP	Firefighting Equipment				50,000	18,317			hose replacement and station discretionary equipment needs + SCBAs
Tavistock FD									
12-6-041033-3017	Large Equipment					2,462			stand-by generator
12-6-041033-4420	Building Maintenance					8,853			
12-6-412204-3360 TAVI	Firefighting Equipment				45,000	16,314			discretionary equipment needs + SCBAs
Township FD									
12-6-041044-3015	Office Furniture					295			stand-by generator
12-6-041044-3360	Firefighting Equipment					1,456			
12-6-412205-3008 ADMIN	Radios and Pagers				4,000				communications conversion and compatibility equipment
<i>Subtotal 2022 Capital Projects</i>					<i>146,000</i>	<i>78,721</i>			
2023 Capital Projects									
Hickson FD									
12-6-412301-3360	Firefighting Equipment						30,000		SCBAs
12-6-412302-4420	Building Maintenance						5,000		painting and fixtures
Innerkip FD									
12-6-412303-3360	Firefighting Equipment						30,000		SCBAs
12-6-412304-4420	Building Maintenance						5,000		painting and fixtures
Tavistock FD									
12-6-412305-3360	Firefighting Equipment						30,000		SCBAs
12-6-412306-4420	Building Maintenance						10,000		painting and fixtures and lighting upgrade
Township FD									
12-6-412307-3033	IT Software						5,000		software application for alarm response
12-6-412308-3360	Firefighting Equipment						24,000		8 sets of PPE (tax-supported purchase)
<i>Subtotal 2023 Capital Projects</i>							<i>139,000</i>		
Total Fire and Emergency Management Services Capital Expenditures		178,078	125,766	62,792	146,000	682,037	139,000		

**Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**

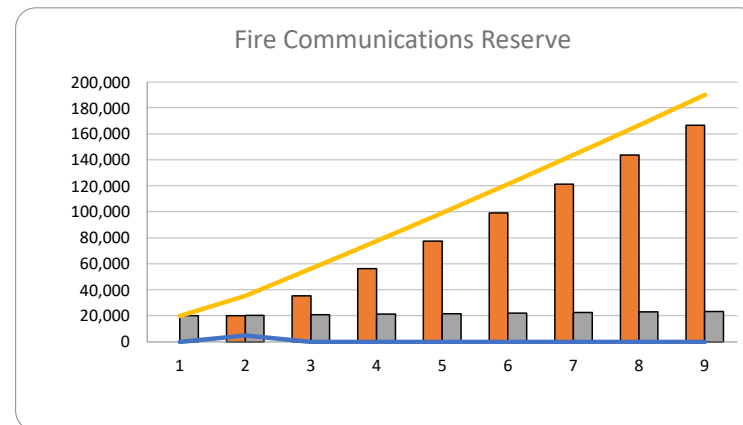


11-3-006420-9812

Fire Department Vehicles Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
929,839	259,240	566,279	622,800
622,800	239,700	330,000	532,500
532,500	244,494	-	776,994
776,994	249,384	684,500	341,878
341,878	454,372	754,500	41,750
41,750	459,459	459,500	41,709
41,709	264,648	-	306,357
306,357	269,941	-	576,298
576,298	275,340	-	851,638

2022
2023 *commitment to Innerkip Rescue still outstanding*
2024
2025
2026 *\$200,000 extra contribution for double truck year*
2027 *\$200,000 extra contribution for double truck year*
2028
2029
2030

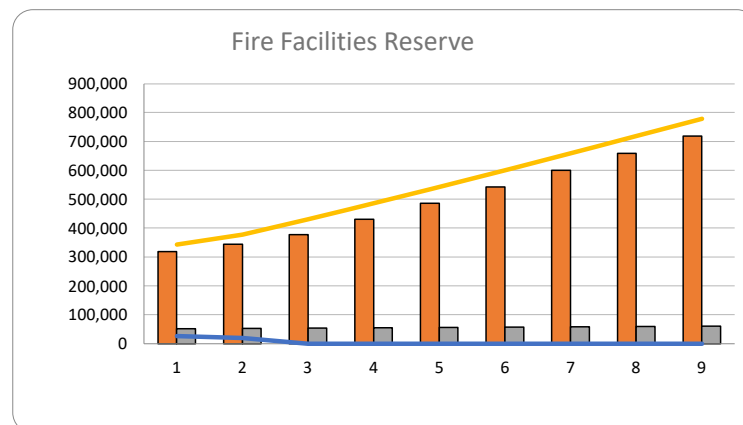


11-3-006420-9814

Fire Communications Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
0	20,000	-	20,000
20,000	20,400	5,000	35,400
35,400	20,808	-	56,208
56,208	21,224	-	77,432
77,432	21,649	-	99,081
99,081	22,082	-	121,162
121,162	22,523	-	143,686
143,686	22,974	-	166,659
166,659	23,433	-	190,093

2022
2023 *who's responding application*
2024
2025
2026
2027
2028
2029
2030



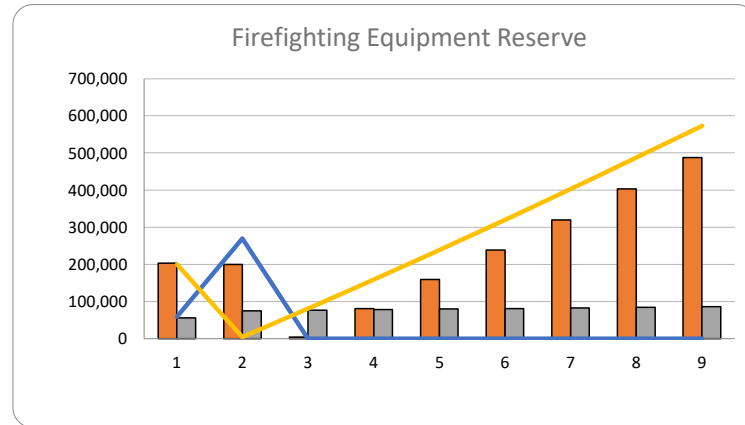
11-3-006420-9815

Fire Facilities Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
318,420	52,020	26,730	343,710
343,710	53,060	20,000	376,770
376,770	54,122	-	430,892
430,892	55,204	-	486,096
486,096	56,308	-	542,404
542,404	57,434	-	599,838
599,838	58,583	-	658,421
658,421	59,755	-	718,176
718,176	60,950	-	779,126

2022
2023
2024
2025
2026
2027
2028
2029
2030

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

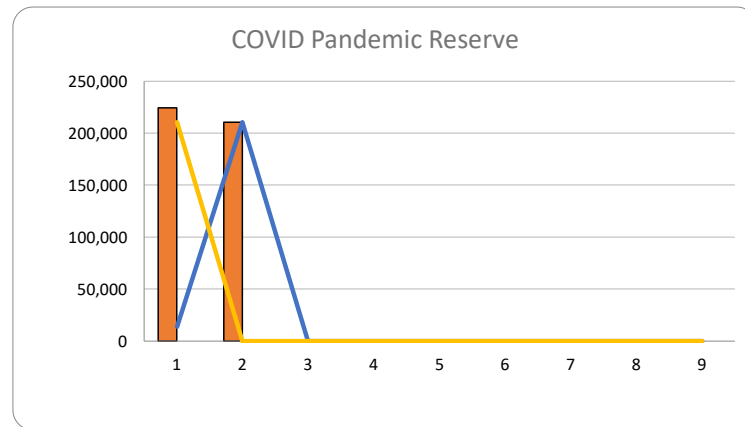


11-3-006420-9816

Firefighting Equipment Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
203,063	55,661	59,188	199,536
199,536	75,000	270,000	4,536
4,536	76,500	-	81,036
81,036	78,030	-	159,066
159,066	79,591	-	238,657
238,657	81,182	-	319,839
319,839	82,806	-	402,645
402,645	84,462	-	487,107
487,107	86,151	-	573,259

2022
 2023 *SCBA project from prior years*
 2024
 2025
 2026
 2027
 2028
 2029
 2030

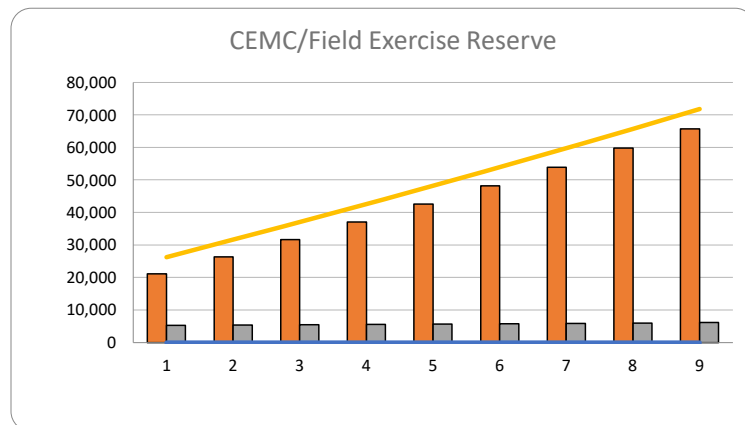


11-3-006420-9818

COVID Pandemic Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
224,160	0	13,706	210,453
210,453	0	210,453	0
0	0	-	0
0	0	-	0
0	0	-	0
0	0	-	0
0	0	-	0
0	0	-	0
0	0	-	0
0	0	-	0

2022
 2023 *commitments to touchless fixtures and door access including new building*
 2024
 2025
 2026
 2027
 2028
 2029
 2030



11-3-006420-9858

CEMC/Field Exercise Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
21,100	5,202	-	26,302
26,302	5,306	-	31,608
31,608	5,412	-	37,020
37,020	5,520	-	42,541
42,541	5,631	-	48,171
48,171	5,743	-	53,915
53,915	5,858	-	59,773
59,773	5,975	-	65,749
65,749	6,095	-	71,844

2022
 2023
 2024
 2025
 2026
 2027
 2028
 2029
 2030

Township of East Zorra-Tavistock
 PARKS AND RECREATION
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Cash-in-Lieu of Parkland	-	-	(13,157)	-	-	-	-	-	-	
Contributions from Developers	(6,053)	(15,186)	(101,032)	(5,750)	(108,277)	(5,750)	-	(5,750)	(5,750)	
Cost Recoveries	-	-	-	-	(160)	-	-	-	-	
Donations	(2,150)	-	(1,500)	-	(850)	(100,000)	(100,000)	-	-	
Grants	-	-	-	-	-	(150,000)	-	-	-	
Licences, Permits and Rents	(10,645)	(8,500)	(9,050)	(11,970)	(11,546)	(56,420)	(44,450)	(14,620)	(14,820)	
Sale of Equipment and Vehicles	(18,645)	-	-	-	-	-	-	-	-	
Sundry Revenue	(12,998)	2,203	(692)	(1,000)	(2,871)	(2,000)	(1,000)	(2,000)	(2,000)	
Tax-Supported Capital Funding	(2,965)	(9,461)	(12,750)	-	(33,866)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(117,021)	(18,125)	(69,016)	(177,000)	(38,815)	(307,089)	(130,089)	-	-	
User Fees and Charges	(474,916)	(385,066)	(384,308)	(413,900)	(471,419)	(422,822)	(8,922)	(456,322)	(456,322)	
TOTALS	(645,393)	(434,136)	(591,504)	(609,620)	(667,804)	(1,044,081)	(434,461)	(478,692)	(478,892)	
Gross Budget Expenditures										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Parks Administration	900	1,150	16,299	20,050	4,621	50,520	30,470	51,520	52,540	
Parks Operations	7,965	7,357	10,980	54,043	16,337	16,647	(37,396)	17,124	17,372	
Recreation Facilities Administration	-	-	-	-	52,901	376,799	376,799	384,271	391,892	
Hickson Park	32,268	29,128	56,642	45,638	56,282	38,277	(7,362)	42,210	39,023	
Hickson Pavilion	-	-	-	-	758	895	895	910	928	
Hickson Trail	-	-	-	5,570	13,661	16,590	11,020	16,922	17,260	
Innerkip Park	68,411	53,714	54,689	66,754	86,332	54,243	(12,511)	55,301	55,985	
Stonegate Park	1,037	207	3,109	-	4,852	5,497	5,497	5,586	5,678	
Innerkip Community Centre	53,161	42,775	40,433	53,979	51,087	31,949	(22,030)	32,590	33,889	
Innerkip Park Pavilion	-	-	-	-	355	572	572	592	592	
Tavistock Park	123,115	129,277	143,961	133,516	156,034	94,970	(38,546)	98,128	99,939	
Bender Subdivision Parkette	2,085	2,013	1,027	945	5,188	5,551	4,605	5,662	5,775	
Tavistock Trail	-	-	322	321	1,157	1,417	1,096	1,446	1,475	
Tavistock Optimist Park	-	-	-	-	8,139	9,226	9,226	9,411	9,599	
Queen's Park Pavilion	-	-	-	-	5,084	6,306	6,306	6,432	6,561	
-	49,692	45,958	49,079	64,514	45,592	27,040	(37,475)	27,003	27,909	
Tavistock District Recreation Committee (TDRC) - Arena	427,238	467,232	546,816	504,612	562,190	561,495	56,883	520,420	532,769	
TDRC - Concession Booth	27,985	10,384	-	15,500	10,398	14,158	(1,342)	11,099	11,312	
TDRC - Vending Machines	1,795	474	-	500	1,195	1,000	500	1,000	1,000	
TDRC - Ice Resurfacer	2,359	1,085	1,576	1,858	8,329	3,563	1,705	3,578	3,594	
Vehicles and Equipment	-	-	-	-	1,611	5,114	5,114	5,446	5,828	
Capital Expenditures	137,816	37,022	179,050	157,000	61,798	557,089	400,089	-	-	
TOTALS	935,826	827,774	1,103,984	1,124,802	1,153,899	1,878,917	754,115	1,296,650	1,320,918	
NET PARKS AND RECREATION BUDGET	290,433	393,638	512,480	515,182	486,095	834,836	319,654	817,958	842,026	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
<u>PARKS AND RECREATION REVENUES</u>											
Parks Administration											
11-4-161010-8053	Transfer from Parks Admin Reserve	-	-	2,707	(20,000)	-	-	20,000	-	-	from Parks Admin to Parks and Recreation Master Plan
11-5-161010-0913	Sundry Revenue	-	-	-	-	-	-	-	-	-	no budget for unanticipated revenue for 2021
11-5-161010-0923	Contributions from Developers	-	-	(13,861)	-	14,742	-	-	-	-	contribution to Parks and Recreation Master Plan
11-5-161010-0960	Donations	-	-	(1,500)	-	-	-	-	-	-	donation toward accessibility measures in Township parks
Total Parks Administration		-	-	(12,654)	(20,000)	14,742	-	20,000	-	-	
Hickson Area											
Hickson Park											
11-5-161021-0574	Facility Rentals	(890)	(150)	-	(250)	(3,024)	(2,500)	(2,250)	(2,500)	(2,500)	conservative rental revenue for centralized bookings
11-5-161021-0788	ERTH Solar Panel Rent	(1,410)	-	-	(2,820)	-	(2,820)	-	(2,820)	(2,820)	as per ERTH agreement 8% of gross revenue estimated
Total Hickson Park		(2,300)	(150)	-	(3,070)	(3,024)	(5,320)	(2,250)	(5,320)	(5,320)	
Innerkip Area											
Innerkip Park											
11-5-161022-0574	Facility Rentals	(935)	-	(350)	(250)	(1,195)	(1,000)	(750)	(1,000)	(1,000)	pavilion rental revenue now flowing to Township
Total Innerkip Park		(935)	-	(350)	(250)	(1,195)	(1,000)	(750)	(1,000)	(1,000)	
Innerkip Community Centre											
11-5-163461-0574	Facility Rentals	(14,643)	(2,666)	(8,287)	(9,650)	(20,335)	(15,000)	(5,350)	(15,000)	(15,000)	revenues and bookings are internally monitored now
11-5-163461-0777	Library Rent	(8,300)	(8,500)	(8,700)	(8,900)	(8,900)	(9,100)	(200)	(9,300)	(9,500)	budget as per County agreement terms
Total Innerkip Community Centre		(22,943)	(11,166)	(16,987)	(18,550)	(29,235)	(24,100)	(5,550)	(24,300)	(24,500)	

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 PARKS AND RECREATION
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION REVENUES (cont'd)											
Tavistock Area											
Tavistock Park											
11-5-161023-0574	Facility Rentals	(9,545)	(681)	(10,112)	(12,000)	(9,836)	(9,500)	2,500	(9,500)	(9,500)	reduced budget to reflect commitments to existing rentals
11-5-161023-0913	Sundry Revenue			(354)	-	(449)	-	-	-	-	no budget required
11-5-161023-0923	Contributions from Developers	(6,053)	(5,750)	(5,750)	(5,750)	-	(5,750)	-	(5,750)	(5,750)	amount corrected to reflect DC study amount
11-5-161023-0960	Donations	-	-	-	-	(600)	-	-	-	-	no budget required
Total Tavistock Park		(15,597)	(6,431)	(16,216)	(17,750)	(10,885)	(15,250)	2,500	(15,250)	(15,250)	
Tavistock Memorial Hall											
11-5-163455-0574	Facility Rentals	(23,092)	(7,742)	(5,308)	(10,000)	(18,102)	(15,000)	(5,000)	(15,000)	(15,000)	revenues and bookings are internally monitored now
11-5-163455-0913	Sundry Revenue	(3,986)	-	-	-	-	-	-	-	-	no budget required
Total Tavistock Memorial Hall		(27,077)	(7,742)	(5,308)	(10,000)	(18,102)	(15,000)	(5,000)	(15,000)	(15,000)	
Tavistock District Recreation Committee (TDRC) - Arena											
11-4-163481-8018	Transfer from COVID Reserve	-	(5,925)	(27,624)	-	(6,505)	-	-	-	-	offset extra staffing required for early 2022 requirements
11-5-163481-0573	Arena Gate Receipts	(3,420)	(4,038)	(798)	(3,500)	(2,200)	(2,000)	1,500	(2,000)	(2,000)	moved from last minute bookings to full rental rates late 2022
11-5-163481-0581	Arena Ice Rentals	(320,516)	(300,037)	(289,063)	(300,000)	(353,174)	(350,000)	(50,000)	(350,000)	(350,000)	ice usage at max capacity for 2022-2023
11-5-163481-0582	Upper Hall Rentals	(9,445)	(4,691)	(3,765)	(6,000)	(9,072)	(7,500)	(1,500)	(7,500)	(7,500)	revenues and bookings are internally monitored now
11-5-163481-0584	Arena Advertising	(17,915)	(17,961)	(17,251)	(18,000)	(6,879)	(15,000)	3,000	(6,500)	(6,500)	adjusted advertising to reflect active signage
11-5-163481-0587	Boardroom Rentals	(217)	(265)	-	(150)	(212)	(150)	-	(150)	(150)	revenues and bookings are internally monitored now
11-5-163481-0783	Curling Club Agreement	(29,178)	(25,012)	(18,215)	(27,000)	(27,857)	(28,800)	(1,800)	(28,800)	(28,800)	contract renegotiated to reflect flat rate \$2,400/month
11-5-163481-0788	ERTH Solar Panel Rent	(2,686)	-	-	(6,500)	-	(5,372)	1,128	(5,372)	(5,372)	as per ERTH agreement 8% of gross revenue estimated
11-5-163481-0821	NSF Fees	-	-	(50)	(50)	(25)	-	50	-	-	no budget required - recorded if received
11-5-163481-0913	Sundry Revenue	(5,783)	3,327	-	-	(302)	-	-	-	-	no budget required - recorded if received
11-5-163481-0960	Donations	-	-	-	-	(250)	-	-	-	-	no budget required - recorded if received
11-5-163481-0969	Cancellation Fee	-	-	(183)	(150)	-	-	150	-	-	no budget required - recorded if received
11-5-163481-0998	Expense Recovery	-	-	-	-	(160)	-	-	-	-	no budget required - recorded if received
Total TDRC - Arena		(389,160)	(354,604)	(356,951)	(361,350)	(406,635)	(408,822)	(47,472)	(400,322)	(400,322)	
TDRC - Concession Booth											
11-5-163482-0571	Concession Sales	(39,719)	(12,247)	-	(17,000)	(14,198)	(14,000)	3,000	(14,000)	(14,000)	concession agreement expires May 31, 2023 - will need review
Total TDRC - Concession Booth		(39,719)	(12,247)	-	(17,000)	(14,198)	(14,000)	3,000	(14,000)	(14,000)	
TDRC - Vending Machines											
11-5-163483-0569	Vending Machine Revenue	(3,230)	(1,124)	(338)	(1,000)	(2,120)	(2,000)	(1,000)	(2,000)	(2,000)	more active arrangements for stock, balance and remittance
Total TDRC - Vending Machines		(3,230)	(1,124)	(338)	(1,000)	(2,120)	(2,000)	(1,000)	(2,000)	(2,000)	
TDRC - Ice Resurfacers											
11-5-163486-0584	Zamboni Advertising	(3,650)	(3,650)	(3,650)	(3,650)	-	-	3,650	-	-	adjusted advertising to reflect active signage
Total TDRC - Ice Resurfacers		(3,650)	(3,650)	(3,650)	(3,650)	-	-	3,650	-	-	
Vehicles and Equipment											
11-5-069911-0761 842	Equipment Rental - Owned Equipment	-	-	-	-	(1,451)	(1,500)	(1,500)	(1,500)	(1,500)	cost recovery on parks vehicle used in Township operations
Subtotal 2014 Ram 1500		-	-	-	-	(1,451)	(1,500)	(1,500)	(1,500)	(1,500)	
Total Vehicles and Equipment		-	-	-	-	(1,451)	(1,500)	(1,500)	(1,500)	(1,500)	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION OPERATING EXPENDITURES										
Parks Administration										
11-4-161020-85??	-	-	-	-	-	50,000	50,000	51,000	52,020	consolidate 3 parks reserves into 1 for 2023 - AMP to set #
11-6-161010-1252	-	-	-	50	-	-	(50)	-	-	no budget required here
11-6-161010-4003	-	-	16,299	20,000	4,361	-	(20,000)	-	-	final Parks and Rec Master Plan work in 2022
11-6-161010-4420	-	-	-	-	260	520	520	520	520	rental space for team meetings as required
11-6-161010-6110	900	1,150	-	-	-	-	-	-	-	no longer providing grant allocations for 2021 and beyond
Total Parks Administration	900	1,150	16,299	20,050	4,621	50,520	30,470	51,520	52,540	
Parks Operations										
11-4-161020-8600	-	-	-	-	794	-	-	-	-	to offset unplanned capital expenditures
11-6-161020-1110	-	-	7,374	42,612	8,810	9,382	(33,230)	9,570	9,761	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1201	-	-	181	2,110	461	350	(1,760)	357	364	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1202	-	-	75	943	160	300	(643)	306	312	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1203	-	-	103	1,342	278	323	(1,020)	329	336	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1204	-	-	105	3,835	598	844	(2,991)	861	878	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1205	-	-	70	831	171	183	(648)	187	190	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-1210	-	-	593	-	528	750	750	765	780	2023 Salary and Benefits Workbook + 2% in future years
11-6-161020-3007	-	-	-	-	529	500	500	500	500	placeholder budget for one-time small purchases for work
11-6-161020-3020	-	-	157	200	125	150	(50)	150	150	cleaning supplies for washroom facilities in parks
11-6-161020-3170	-	1,444	194	-	81	100	100	100	100	miscellaneous signage required for policy enforcement
11-6-161020-3510	-	-	1,848	1,884	3,540	3,500	1,616	3,500	3,500	internal rental usage of vehicles in business area
11-6-161020-3620	-	396	281	286	260	266	(21)	500	500	prior year + 2%
11-6-161020-4872	7,965	5,516	-	-	-	-	-	-	-	no budget required - Township recording actuals
Total Parks Operations	7,965	7,357	10,980	54,043	16,337	16,647	(37,396)	17,124	17,372	
Recreation Facilities Administration										
11-4-163410-8544	-	-	-	-	-	50,000	50,000	51,000	52,020	consolidate 2 hall reserves into 1 for 2023 - AMP to set #
11-4-163410-8545	-	-	-	-	-	75,000	75,000	76,500	78,030	AMP to assist in setting appropriate # going forward
11-6-163410-1110	-	-	-	-	27,764	187,101	187,101	190,843	194,660	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1201	-	-	-	-	1,487	7,183	7,183	7,326	7,473	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1202	-	-	-	-	478	3,892	3,892	3,970	4,049	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1203	-	-	-	-	817	6,061	6,061	6,182	6,306	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1204	-	-	-	-	2,565	20,067	20,067	20,468	20,877	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1205	-	-	-	-	503	3,648	3,648	3,721	3,796	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1210	-	-	-	-	758	12,647	12,647	12,900	13,158	2023 Salary and Benefits Workbook + 2% in future years
11-6-163410-1254	-	-	-	-	1,170	1,200	1,200	1,200	1,200	uniform clothing for facilities staff
11-6-163410-1263	-	-	-	-	-	5,000	5,000	5,100	5,202	required training for newly created department
11-6-163410-3033	-	-	-	-	15,162	3,000	3,000	3,060	3,121	2022 conversion and in-house booking software Book King
11-6-163410-5001	-	-	-	-	2,196	2,000	2,000	2,000	2,000	set up and ongoing costs of debit/credit machine
Total Recreation Facilities Administration	-	-	-	-	52,901	376,799	376,799	384,271	391,892	

Township of East Zorra-Tavistock
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Description	2019 Actual	2020 Actual	2021 Actual	0 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
Hickson Area										
Hickson Park										
11-4-161021-8541	20,000	20,400	20,808	21,224	21,224	-	(21,224)	-	-	consolidate 3 parks reserves into 1 for 2023 - AMP to set #
11-6-161021-1110	280	131	2,740	2,806	9,335	9,941	7,135	10,140	10,343	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1130	-	-	635	-	1,968	2,096	2,096	-	-	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1201	-	-	131	-	548	383	383	391	399	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1202	-	-	55	62	227	385	322	392	400	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1203	-	-	92	86	362	414	328	422	431	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1204	-	-	144	253	563	895	642	913	931	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1205	-	-	62	55	223	235	180	239	244	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-1210	79	45	306	-	463	792	792	808	824	2023 Salary and Benefits Workbook + 2% in future years
11-6-161021-3260	1,152	1,218	1,437	1,466	1,422	1,450	(16)	1,479	1,509	prior year actual + 2%
11-6-161021-3510	80	-	1,853	1,890	3,874	4,000	2,110	4,080	4,162	internal rental usage of vehicles in business area
11-6-161021-3610	2,089	1,367	1,652	1,685	2,115	2,157	472	2,200	2,244	prior year actual + 2%
11-6-161021-3810	3,551	4,162	3,984	4,382	4,942	5,436	1,054	5,545	5,656	10% inflationary adjustment over p/y actual
11-6-161021-4012	1,232	587	19,771	7,197	2,594	3,000	(4,197)	8,455	4,683	shared budget with building maintenance for Township
11-6-161021-4270	-	-	389	500	276	500	-	500	500	placeholder for unanticipated expenses
11-6-161021-4420	-	-	689	1,000	3,278	3,500	2,500	3,500	3,500	shared budget with grounds maintenance for Township
11-6-161021-4530	1,861	955	1,896	1,933	2,542	2,593	660	2,645	2,698	prior year actual + 2%
11-6-161021-4710	1,057	-	-	1,100	-	-	(1,100)	-	-	no longer required for automated washroom open/close
11-6-161021-4872	-	-	-	-	-	-	-	-	-	no budget required - Township recording actuals
11-6-161021-4270	887	263	-	-	327	500	500	500	500	shared budget with building maintenance for Township
Total Hickson Park	32,268	29,128	56,642	45,638	56,282	38,277	(7,362)	42,210	39,023	
Hickson Park Pavilion										
11-6-161025-1110	-	-	-	-	535	569	569	581	592	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1201	-	-	-	-	27	30	30	31	31	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1202	-	-	-	-	9	18	18	19	19	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1203	-	-	-	-	16	20	20	20	20	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1204	-	-	-	-	30	51	51	52	53	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1205	-	-	-	-	10	11	11	11	12	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-1210	-	-	-	-	21	45	45	46	47	2023 Salary and Benefits Workbook + 2% in future years
11-6-161025-3510	-	-	-	-	110	150	150	150	153	internal rental usage of vehicles in business area
Total Hickson Park Pavilion	-	-	-	-	758	895	895	910	928	
Hickson Trail										
11-6-161027-1110	-	-	-	500	11,924	12,698	12,198	12,952	13,211	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1201	-	-	-	20	416	547	527	558	569	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1202	-	-	-	10	142	406	396	414	422	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1203	-	-	-	10	261	437	427	446	454	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1204	-	-	-	25	692	1,143	1,118	1,166	1,189	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1205	-	-	-	5	161	248	242	253	258	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-1210	-	-	-	-	-	1,012	1,012	1,032	1,053	2023 Salary and Benefits Workbook + 2% in future years
11-6-161027-4010	-	-	-	5,000	-	-	(5,000)	-	-	Township staff maintenance and care 2022+
11-6-161027-4012	-	-	-	-	65	100	100	102	104	Township staff maintenance and care 2022+
Total Hickson Trail	-	-	-	5,570	13,661	16,590	11,020	16,922	17,260	

Township of East Zorra-Tavistock
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2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
Innerkip Area										
Innerkip Park										
11-4-161022-8542	35,000	35,700	36,414	37,142	37,142	-	(37,142)	-	-	consolidate 3 parks reserves into 1 for 2023 - AMP to set #
11-4-161022-8600	-	4,484	-	-	-	-	-	-	-	to offset unplanned capital expenditures
11-6-161022-1110	2,243	3,342	1,895	1,941	16,450	17,517	15,576	17,867	18,225	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1201	-	-	68	-	869	834	834	851	868	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1202	-	-	24	43	309	560	517	571	582	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1203	-	-	38	61	521	603	541	615	627	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1204	-	-	118	175	976	1,577	1,402	1,608	1,640	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1205	-	-	25	38	321	342	304	348	355	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-1210	478	808	357	-	899	1,396	1,396	1,424	1,452	2023 Salary and Benefits Workbook + 2% in future years
11-6-161022-3007	-	-	-	-	329	500	500	500	500	placeholder budget for one-time small purchases for work
11-6-161022-3020	-	-	229	250	184	250	-	250	250	placeholder for unanticipated expenses
11-6-161022-3260	859	757	933	952	879	897	(55)	915	933	prior year actual + 2%
11-6-161022-3510	825	1,830	1,760	1,795	4,905	5,000	3,205	5,100	5,202	internal rental usage of vehicles in business area
11-6-161022-3610	5,687	2,500	3,986	4,065	4,040	4,120	55	4,203	4,287	prior year actual + 2%
11-6-161022-3810	2,796	3,018	3,963	4,359	4,971	5,468	1,109	5,577	5,689	10% inflationary adjustment over p/y actual
11-6-161022-4012	7,147	9	2,879	11,392	1,563	2,000	(9,392)	2,147	1,904	shared budget with building maintenance for Township
11-6-161022-4420	527	-	-	2,500	3,579	4,000	1,500	4,000	4,000	shared budget with grounds maintenance for Township
11-6-161022-4530	2,451	1,093	2,000	2,040	7,040	7,181	5,141	7,324	7,471	prior year actual + 2%
11-6-161022-4872	7,000	-	-	-	-	-	-	-	-	no budget required - Township recording actuals
11-6-161022-4875	3,398	172	-	-	806	1,000	1,000	1,000	1,000	shared budget with grounds maintenance for Township
11-6-161022-4878	-	-	-	-	550	1,000	1,000	1,000	1,000	shared budget with grounds maintenance for Township
Total Innerkip Park	68,411	53,714	54,689	66,754	86,332	54,243	(12,511)	55,301	55,985	
Stonegate Park										
11-6-161024-1110	579	118	-	-	3,214	3,422	3,422	3,491	3,560	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1201	-	-	-	-	170	200	200	204	208	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1202	-	-	-	-	63	109	109	112	114	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1203	-	-	-	-	102	118	118	120	122	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1204	-	-	-	-	182	308	308	314	320	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1205	-	-	-	-	63	67	67	68	69	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-1210	186	38	-	-	171	273	273	278	284	2023 Salary and Benefits Workbook + 2% in future years
11-6-161024-3510	273	50	-	-	888	1,000	1,000	1,000	1,000	internal rental usage of vehicles in business area
11-6-161024-4876	-	-	3,109	-	-	-	-	-	-	
Total Stonegate Park	1,037	207	3,109	-	4,852	5,497	5,497	5,586	5,678	

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PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
<i>Innerkip Area (cont'd)</i>										
Innerkip Community Centre										
11-4-163461-8546	15,000	15,300	15,606	15,918	15,918	-	(15,918)	-	-	consolidate 3 facilities reserves into 1 for 2023 - AMP to set #
11-4-163461-8600	-	-	-	-	4,049	-	-	-	-	to offset unplanned capital expenditures
11-6-163461-1110	-	-	-	-	2,218	2,362	2,362	2,409	2,457	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1201	-	-	-	-	96	150	150	153	156	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1202	-	-	-	-	45	75	75	77	78	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1203	-	-	-	-	70	81	81	83	85	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1204	-	-	-	-	62	213	213	217	221	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1205	-	-	-	-	43	46	46	47	48	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-1210	-	-	-	-	50	188	188	192	196	2023 Salary and Benefits Workbook + 2% in future years
11-6-163461-3020	444	192	95	429	430	473	45	483	492	10% inflationary adjustment over p/y actual
11-6-163461-3260	1,467	244	-	-	-	81	81	27	36	based on 3-year rolling average actuals
11-6-163461-3290	213	187	-	-	-	-	-	-	-	promotion to be handled through Township office
11-6-163461-3510	-	-	-	-	85	100	100	102	104	internal rental usage of vehicles in business area
11-6-163461-3610	4,839	4,559	4,719	4,813	4,043	4,124	(689)	4,206	4,291	prior year actual + 2%
11-6-163461-3620	987	935	1,545	1,576	1,038	1,059	(517)	1,080	1,102	prior year actual + 2%
11-6-163461-3625	1,174	1,124	1,416	1,445	1,218	1,242	(203)	1,267	1,292	prior year actual + 2%
11-6-163461-3630	1,519	1,308	1,643	1,675	1,497	1,527	(149)	1,557	1,588	prior year actual + 2%
11-6-163461-3810	5,089	6,215	6,761	7,437	8,336	9,169	1,732	9,352	9,540	10% inflationary adjustment over p/y actual
11-6-163461-4006	-	-	112	3,600	470	500	(3,100)	510	520	covered by Township staff expenses now
11-6-163461-4012	6,163	4,695	3,220	5,023	3,656	3,857	(1,166)	3,578	3,697	based on 3-year rolling average actuals
11-6-163461-4018	-	-	1,633	1,750	76	1,750	-	1,785	1,821	annual sweeping program
11-6-163461-4310	6,805	6,537	2,093	3,600	-	-	(3,600)	-	-	no longer contracted out 2022+
11-6-163461-4420	7,515	363	255	5,037	4,506	1,708	(3,330)	2,156	2,790	based on 3-year rolling average actuals
11-6-163461-4530	1,948	1,118	1,158	1,675	3,180	3,243	1,569	3,308	3,374	prior year actual + 2%
11-6-163461-5615	-	-	178	-	-	-	-	-	-	discontinued for 2022
Total Innerkip Community Centre	53,161	42,775	40,433	53,979	51,087	31,949	(22,030)	32,590	33,889	
Innerkip Park Pavilion										
11-6-161032-1110	-	-	-	-	297	316	316	322	329	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1201	-	-	-	-	16	25	25	26	26	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1202	-	-	-	-	6	10	10	10	10	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1203	-	-	-	-	9	11	11	11	11	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1204	-	-	-	-	21	28	28	29	30	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1205	-	-	-	-	6	6	6	6	6	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-1210	-	-	-	-	-	25	25	26	26	2023 Salary and Benefits Workbook + 2% in future years
11-6-161032-3510	-	-	-	-	-	150	150	150	153	internal rental usage of vehicles in business area
Total Innerkip Park Pavilion	-	-	-	-	355	572	572	580	592	

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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
Tavistock Area										
Tavistock (Queen's) Park										
11-4-161023-8543	50,000	51,000	52,020	53,060	53,060	-	(53,060)	-	-	consolidate 3 parks reserves into 1 for 2023 - AMP to set #
11-4-161023-8600	-	4,977	12,750	-	-	-	-	-	-	to offset unplanned capital expenditures
11-6-161023-1110	454	599	1,075	1,101	24,616	26,214	25,113	26,738	27,273	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1201	-	-	19	-	1,218	1,351	1,351	1,378	1,406	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1202	-	-	7	24	442	837	813	854	871	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1203	-	-	11	35	762	902	867	920	938	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1204	-	-	33	99	1,467	2,359	2,260	2,406	2,455	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1205	-	-	7	21	469	511	490	521	532	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-1210	138	151	286	-	1,166	2,089	2,089	2,131	2,173	2023 Salary and Benefits Workbook + 2% in future years
11-6-161023-2220	7,267	6,646	5,999	5,326	5,326	4,625	(701)	3,895	3,136	as per Debt Schedule - Tavistock Pavilion Reno
11-6-161023-3020	364	1,448	1,106	1,128	574	1,043	(86)	908	842	based on 3-year rolling average actuals
11-6-161023-3510	588	545	768	783	9,225	9,500	8,717	9,690	9,884	internal rental usage of vehicles in business area
11-6-161023-3610	1,586	1,226	1,552	1,583	1,526	1,557	(26)	1,588	1,620	prior year actual + 2%
11-6-161023-3620	1,128	970	1,057	1,078	2,581	2,632	1,555	2,685	2,739	prior year actual + 2%
11-6-161023-3625	-	158	-	-	1,059	1,080	1,080	1,102	1,124	prior year actual + 2%
11-6-161023-3630	2,471	573	-	850	-	-	(850)	-	-	no gas provided in park
11-6-161023-3650	783	1,344	-	2,800	-	-	(2,800)	-	-	accounted for in overall hydro budget
11-6-161023-3810	5,994	7,181	7,909	8,700	9,833	10,816	2,116	11,898	13,088	10% inflationary adjustment over p/y actual
11-6-161023-4002	-	-	-	-	655	1,000	1,000	1,000	1,000	placeholder budget for consultation on matters
11-6-161023-4012	5,744	3,033	5,811	6,938	6,357	5,067	(1,871)	5,745	5,723	based on 3-year rolling average actuals
11-6-161023-4310	22,327	23,673	30,063	28,657	12,782	-	(28,657)	-	-	no longer contracted out 2022+
11-6-161023-4872	7,073	6,045	-	-	-	-	-	-	-	Township staff maintenance and care 2022+
11-6-161023-4875	1,798	3,433	2,301	2,187	5,406	3,713	1,526	3,807	4,309	based on 3-year rolling average actuals
11-6-161023-4876	248	502	4,721	2,054	420	1,881	(173)	2,341	1,547	based on 3-year rolling average actuals
11-6-161023-5210	15,150	15,771	16,418	17,091	17,091	17,792	701	18,522	19,282	as per Debt Schedule - Tavistock Pavilion Reno
11-6-161023-5615	-	-	51	-	-	-	-	-	-	not applicable in 2022+
Total Tavistock Park	123,115	129,277	143,961	133,516	156,034	94,970	(38,546)	98,128	99,939	
Bender Subdivision Parkette										
11-6-161026-1110	-	-	74	-	2,543	2,709	2,709	2,763	2,818	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1201	-	-	-	-	117	150	150	153	156	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1202	-	-	-	-	40	87	87	88	90	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1203	-	-	-	-	81	93	93	95	97	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1204	-	-	-	-	190	244	244	249	254	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1205	-	-	-	-	50	53	53	54	55	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-1210	-	-	30	-	120	216	216	220	225	2023 Salary and Benefits Workbook + 2% in future years
11-6-161026-3510	-	-	-	-	1,819	2,000	2,000	2,040	2,081	internal rental usage of vehicles in business area
11-6-161026-4310	689	730	923	945	228	-	(945)	-	-	no longer contracted out 2022+
11-6-161026-4872	1,396	1,283	-	-	-	-	-	-	-	Township staff maintenance and care 2022+
Total Bender Subdivision Parkette	2,085	2,013	1,027	945	5,188	5,551	4,605	5,662	5,775	

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PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
Tavistock Area (cont'd)										
Tavistock Trail										
11-6-161028-1110			270	276	1,023	1,089	813	1,111	1,133	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1201			14	-	38	50	50	51	52	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1202			5	6	14	35	29	35	36	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1203			3	9	24	37	29	38	39	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1204			25	25	45	98	73	100	102	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1205			5	5	14	21	16	22	22	2023 Salary and Benefits Workbook + 2% in future years
11-6-161028-1210			-	-	-	87	87	89	90	2023 Salary and Benefits Workbook + 2% in future years
Total Tavistock Trail			322	321	1,157	1,417	1,096	1,446	1,475	
Tavistock Optimist Park										
11-6-161029-1110			-	-	5,180	5,517	5,517	5,627	5,740	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1201			-	-	278	300	300	306	312	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1202			-	-	101	176	176	180	183	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1203			-	-	164	190	190	194	197	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1204			-	-	351	497	497	506	517	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1205			-	-	101	108	108	110	112	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-1210			-	-	286	440	440	448	457	2023 Salary and Benefits Workbook + 2% in future years
11-6-161029-3510			-	-	1,678	2,000	2,000	2,040	2,081	internal rental usage of vehicles in business area
Total Tavistock Optimist Park					8,139	9,226	9,226	9,411	9,599	
Tavistock Memorial Hall										
11-4-163455-8544		10,000	10,200	10,404	10,404	-	(10,404)	-	-	consolidate 3 facilities reserves into 1 for 2023 - AMP to set #
11-6-163455-1110					3,552	3,782	3,782	3,858	3,935	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1201					-	200	200	204	208	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1202						121	121	123	126	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1203						130	130	133	135	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1204						340	340	347	354	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1205						74	74	75	77	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-1210						301	301	307	314	2023 Salary and Benefits Workbook + 2% in future years
11-6-163455-3007			718	750	-	500	(250)	500	500	placeholder budget for one-time small purchases for work
11-6-163455-3020	1,018	198	-	658	258	152	(506)	137	182	based on 3-year rolling average actuals
11-6-163455-3260	538	691	539	550	631	644	94	657	670	prior year actual + 2%
11-6-163455-3290	466	238	-	383	-	79	(304)	26	35	based on 3-year rolling average actuals
11-6-163455-3610	4,264	3,299	2,210	4,101	3,566	3,025	(1,076)	2,934	3,175	based on 3-year rolling average actuals
11-6-163455-3620	678	594	1,331	1,358	725	740	(618)	754	769	prior year actual + 2%
11-6-163455-3625	1,205	1,228	2,174	2,217	1,248	1,273	(945)	1,298	1,324	prior year actual + 2%
11-6-163455-3630	3,134	2,376	3,786	3,862	4,675	4,769	907	4,864	4,961	prior year actual + 2%
11-6-163455-3810	4,157	4,887	5,366	5,903	6,624	7,286	1,383	7,432	7,580	10% inflationary adjustment over p/y actual
11-6-163455-4012	1,908	2,363	614	1,844	1,285	1,421	(423)	1,106	1,271	based on 3-year rolling average actuals
11-6-163455-4310	26,413	18,161	16,772	25,482	10,464	-	(25,482)	-	-	no longer contracted out 2022+
11-6-163455-4420	1,309	374	4,744	4,839	1,061	1,082	(3,756)	1,104	1,126	prior year actual + 2%
11-6-163455-4530	4,602	1,549	338	2,163	1,099	1,121	(1,042)	1,143	1,166	prior year actual + 2%
11-6-163455-5615			287	-	-	-	-	-	-	discontinued for 2022
Total Tavistock Memorial Hall	49,692	45,958	49,079	64,514	45,592	27,040	(37,475)	27,003	27,909	

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PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
Tavistock Area (cont'd)										
Tavistock District Recreation Committee (TDRC) - Arena										
11-4-163481-8545	-	50,000	51,000	52,020	52,020	-	(52,020)	-	-	consolidate 3 facilities reserves into 1 for 2023 - AMP to set #
11-4-163481-8600	-	-	-	-	23,612	-	-	-	-	to offset unplanned capital expenditures
11-6-163481-1110	-	-	-	-	97,116	198,465	198,465	202,434	206,483	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1130	-	-	6,407	3,203	14,697	48,323	45,120	-	-	based on 2 months of vaccine screening for 2022 start
11-6-163481-1201	-	-	-	-	-	14,509	14,509	14,799	15,095	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1202	-	-	-	-	-	7,453	7,453	7,602	7,754	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1203	-	-	-	-	-	8,489	8,489	8,659	8,832	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1204	-	-	-	-	-	18,382	18,382	18,750	19,125	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1205	-	-	-	-	-	4,812	4,812	4,909	5,007	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1210	-	-	-	-	-	22,367	22,367	22,814	23,271	2023 Salary and Benefits Workbook + 2% in future years
11-6-163481-1250	-	-	-	-	2,132	2,500	2,500	2,550	2,601	annual staff uniform costs
11-6-163481-1255	-	-	770	785	1,750	1,750	965	1,785	1,821	Township ORFA membership annually
11-6-163481-3001	-	-	301	-	364	400	400	408	416	annually licencing requirements for ice operations
11-6-163481-3005	748	696	1,063	1,085	1,263	1,288	204	1,314	1,340	prior year actual + 2%
11-6-163481-3007	594	613	591	556	190	465	(91)	416	357	based on 3-year rolling average actuals
11-6-163481-3009	-	-	983	1,003	9,550	9,741	8,738	9,936	10,134	prior year actual + 2%
11-6-163481-3019	-	465	776	486	810	684	198	757	750	based on 3-year rolling average actuals
11-6-163481-3020	1,647	2,687	1,705	1,822	5,779	5,895	4,072	6,012	6,133	prior year actual + 2%
11-6-163481-3021	-	-	246	251	3,176	500	249	510	520	one-time costs to address maintenance catch-up
11-6-163481-3025	-	-	-	-	2,414	500	500	510	520	one-time costs to address compliance matters
11-6-163481-3034	-	-	-	-	2,115	500	500	510	520	one-time costs to address connectivity issues
11-6-163481-3210	9	9	-	-	11	25	25	25	25	for localized mailings
11-6-163481-3250	-	-	1,057	1,200	2,564	2,616	1,416	2,668	2,721	prior year actual + 2%
11-6-163481-3260	3,811	2,720	1,618	1,650	357	365	(1,286)	372	379	prior year actual + 2%
11-6-163481-3290	119	173	-	119	431	202	82	211	281	based on 3-year rolling average actuals
11-6-163481-3450	1,542	1,542	684	2,023	37	754	(1,268)	492	428	based on 3-year rolling average actuals
11-6-163481-3580	1,816	1,322	774	1,496	3,068	3,129	1,633	3,192	3,256	prior year actual + 2%
11-6-163481-3610	87,654	76,007	78,544	80,115	73,654	75,127	(4,988)	76,630	78,162	prior year actual + 2%
11-6-163481-3620	7,021	6,230	7,509	7,660	6,653	6,786	(873)	6,922	7,060	prior year actual + 2%
11-6-163481-3625	8,852	9,163	11,161	11,385	7,370	7,517	(3,868)	7,667	7,821	prior year actual + 2%
11-6-163481-3630	13,497	11,916	9,578	9,769	24,309	24,795	15,025	25,291	25,796	prior year actual + 2%
11-6-163481-3810	23,498	23,631	25,540	28,094	27,356	30,092	1,998	30,693	31,307	10% inflationary adjustment over p/y actual
11-6-163481-3830	10,547	1,432	1,114	6,420	4,052	2,199	(4,221)	2,455	2,902	based on 3-year rolling average actuals
11-6-163481-4009	-	-	50	100	-	100	-	100	100	placeholder for County IT services as required
11-6-163481-4012	3,023	3,681	1,146	3,347	1,831	2,219	(1,128)	1,732	1,927	based on 3-year rolling average actuals
11-6-163481-4018	-	-	2,729	3,000	153	3,000	-	3,060	3,121	annual service contract
11-6-163481-4038	-	-	-	-	4,498	4,588	4,588	4,680	4,774	prior year actual + 2% - annual requirements
11-6-163481-4310	231,402	220,729	262,362	250,543	118,416	-	(250,543)	-	-	no longer contracted out 2022+
11-6-163481-4415	11,712	36,328	13,321	18,272	42,296	30,648	12,377	28,755	33,900	based on 3-year rolling average actuals
11-6-163481-4420	16,829	11,016	17,497	15,114	26,762	18,202	3,088	18,660	15,959	based on 3-year rolling average actuals
11-6-163481-4450	-	-	-	-	108	720	720	734	749	multi-function device for arena office \$60/monthly
11-6-163481-4530	2,850	816	1,030	2,859	1,252	1,277	(1,582)	1,302	1,328	prior year actual + 2%
11-6-163481-4850	66	132	142	235	61	112	(124)	105	93	based on 3-year rolling average actuals
11-6-163481-5017	-	-	(312)	-	(37)	-	-	-	-	miscalculated items - no budget required
11-6-163481-5615	-	5,925	47,428	-	-	-	-	-	-	discontinued for 2022
Total Tavistock District Recreation Committee (TDRC) - Arena	427,238	467,232	546,816	504,612	562,190	561,495	56,883	520,420	532,769	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PARKS AND RECREATION OPERATING EXPENDITURES (cont'd)										
<i>Tavistock Area (cont'd)</i>										
Tavistock District Recreation Committee (TDRC) - Arena - Concession Booth										
11-6-163482-3007					522	250	250	250	250	start up equipment for re-opening in 2022 based on 3-year rolling average actuals agreement to be addressed in 2023
11-6-163482-3035	23,085	8,428	-	12,000	10,210	13,908	1,908	10,849	11,062	
11-6-163482-4310	4,900	1,909	-	3,000	-	-	(3,000)	-	-	
11-6-163482-4874	-	47	-	500	187	250	(250)	250	250	
Total Tavistock District Recreation Committee (TDRC) - Arena - Concession Booth	27,985	10,384	-	15,500	10,398	14,158	(1,342)	11,099	11,312	
Tavistock District Recreation Committee (TDRC) - Arena - Vending Machines										
11-6-163483-3280	1,795	474	-	500	1,195	1,000	500	1,000	1,000	stock required by staff now
Total Tavistock District Recreation Committee (TDRC) - Arena - Vending Machines	1,795	474	-	500	1,195	1,000	500	1,000	1,000	
Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfer										
11-4-163486-8600	-	-	-	-	4,961	-	-	-	-	to offset unplanned capital expenditures
11-6-163486-3021	2,359	1,085	1,576	1,608	748	763	(845)	778	794	prior year actual + 2%
11-6-163486-3630	-	-	-	250	-	250	-	250	250	placeholder for unanticipated expenses
11-6-163486-4035	-	-	-	-	31	50	50	50	50	services done as required
11-6-163486-4270	-	-	-	-	2,590	2,500	2,500	2,500	2,500	set budget for upkeep and maintenance
Total Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfer	2,359	1,085	1,576	1,858	8,329	3,563	1,705	3,578	3,594	
Queen's Park Pavilion										
11-6-161030-1110	-	-	-	-	4,455	4,744	4,744	4,839	4,935	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1201	-	-	-	-	182	200	200	204	208	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1202	-	-	-	-	87	152	152	155	158	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1203	-	-	-	-	133	163	163	166	170	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1204	-	-	-	-	138	427	427	435	444	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1205	-	-	-	-	82	93	93	94	96	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-1210	-	-	-	-	8	378	378	386	393	2023 Salary and Benefits Workbook + 2% in future years
11-6-161030-3510	-	-	-	-	-	150	150	153	156	internal rental usage of vehicles in business area
Total Queen's Park Pavilion	-	-	-	-	5,084	6,306	6,306	6,432	6,561	
Vehicles and Equipment										
<i>2014 Dodge Ram 2-Door</i>										
11-6-161020-3021 837	-	-	-	-	-	150	150	150	150	fuel increase by 15% over prior year actual
11-6-161020-3026 837	-	-	-	-	-	1,500	1,500	1,500	1,500	
11-6-161020-3510 837	-	-	-	-	-	657	657	756	869	
11-6-161020-3810 837	-	-	-	-	-	-	-	-	-	
11-6-161020-4270 837	-	-	-	-	-	500	500	500	500	
Subtotal 2014 Dodge Ram 2-Door	-	-	-	-	-	2,807	2,807	2,906	3,019	
<i>2014 Dodge Ram 4-Door</i>										
11-6-161020-3026 842	-	-	-	-	1,354	1,557	1,557	1,791	2,059	fuel increase by 15% over prior year actual
11-6-161020-4270 842	-	-	-	-	-	500	500	500	500	parks operations usage
11-6-163481-3025 842	-	-	-	-	257	250	250	250	250	Tavistock Arena
Subtotal 2014 Dodge Ram 4-Door	-	-	-	-	1,611	2,307	2,307	2,541	2,809	
Total Vehicles and Equipment	-	-	-	-	1,611	5,114	5,114	5,446	5,828	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
PARKS AND RECREATION CAPITAL REVENUES								
Parks Operations and Maintenance								
12-4-612306-8033	Transfer from Public Works Vehicle Reserve						(30,000)	funding for zero steer mower
Total Parks Operations and Maintenance		-	-	-	-	-	(30,000)	
Hickson Park								
12-4-161020-8041	Transfer from Township Parks Reserve	-	-	-		(2,864)	(10,000)	playground chips and additional pickleball equipment
12-4-161020-8100	Transfer from Parks Operations	-	-	-	-	(794)		
12-4-161021-8041	Transfer from Township Parks Reserve	-	-	-	(25,000)	(23,462)		
Total Hickson Park		-	-	-	(25,000)	(27,119)	(10,000)	
Hickson Trail								
12-4-612302-804?	Transfer from Hickson Trail Reserve	-	-	-			(18,589)	trail upgrades planned for 2023
Total Hickson Trail		-	-	-	-	-	(18,589)	
Innerkip Park								
12-4-161022-8041	Transfer from Township Parks Reserve	(26,051)	-	-	-	(10,883)	-	
12-4-161022-8100	Transfer from Operations	(2,965)	(4,484)	-	-	-	-	
12-5-161022-0923 PR2011	Contributions from Developers	-	(9,436)	(81,421)	-	(123,019)	-	
12-5-161022-0927 PR2011	Cash-in-Lieu of Parkland	-	-	(13,157)	-	-	-	
12-5-161022-0960	Donations	(2,150)	-	-	-	-	-	
Total Innerkip Park		(31,166)	(13,921)	(94,578)	-	(133,902)	-	
Innerkip Community Centre								
12-4-163455-8044	Transfer from Township Community Centres Reserve	-	-	-	-	-	(32,500)	storage and office space addition plus new tables
12-4-163461-8100	Transfer from Operations	-	-	-	-	(4,049)		
Total Innerkip Community Centre		-	-	-	-	(4,049)	(32,500)	
Tavistock Park								
12-4-161023-8041	Transfer from Township Parks Reserve	-	-	-	(87,000)	(1,607)	(9,500)	playground chips and replacement garbage cans
12-4-161023-8100	Transfer from Operations	-	(4,977)	(12,750)	-	-		
12-4-612205-8100	Transfer from Operations	-	-	-	-	(451)		new Tavistock Spray Pad new Tavistock Spray Pad
12-5-612301-	Trillium Grant						(150,000)	
12-5-612301-0960	Donations						(100,000)	
Total Tavistock Park		-	(4,977)	(12,750)	(87,000)	(2,057)	(259,500)	
Tavistock Memorial Hall								
12-4-163455-8044	Transfer from Township Community Centres Reserve	-	-	-	(10,000)			
Total Tavistock Memorial Hall		-	-	-	(10,000)	-	-	
Tavistock District Recreation Committee (TDRC) - Arena								
12-4-632302-8045	Transfer from TDRC Arena Reserve	(90,970)	(18,125)	(71,723)	(35,000)	-	(206,500)	chiller replacement, accessibility upgrades, dressing room improvements for 2023
12-4-163481-8100	Transfer from Operations	-	-	-	-	(23,612)		
12-5-163481-0949	Sale of Equipment and Vehicles	(18,645)	-	-	-	-		
Total Tavistock District Recreation Committee (TDRC) - Arena		(109,615)	(18,125)	(71,723)	(35,000)	(23,612)	(206,500)	
Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfacer								
12-4-163486-8100	Transfer from Operations	-	-	-	-	(4,961)		
Total Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfacer		-	-	-	-	(4,961)	-	
Total Parks and Recreation Capital Revenues		(140,781)	(37,022)	(179,050)	(157,000)	(195,700)	(557,089)	

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed		Notes
<u>PARKS AND RECREATION CAPITAL EXPENDITURES</u>									
2019 Capital Projects									
12-752-430-5170	Innerkip Park Construction	28,201							
12-787-430-5110	Tavistock District Recreation Committee (TDRC) - Arena Equipment and Vehicles	109,615							
	<i>Subtotal 2019 Capital Projects</i>	<i>137,816</i>							
2020 Capital Projects									
12-752-430-5170	Innerkip Park Construction		13,921						
12-753-430-5170	Tavistock Park Construction		4,977						Tavistock Trail
12-787-430-5120	Tavistock District Recreation Committee (TDRC) - Arena Building Improvements		18,125						
	<i>Subtotal 2020 Capital Projects</i>		<i>37,022</i>						
2021 Capital Projects									
12-6-161021-3017	Hickson Park Equipment			-					addition of accessible swing for each Township park
12-6-161022-3017	Innerkip Park Equipment			-					addition of accessible swing for each Township park
12-6-161022-4005	Construction			94,578		133,902			covered walkway for pavilion
12-6-161023-3017	Tavistock Park Equipment			-					addition of accessible swing for each Township park
12-6-161023-4875	Pavilion Maintenance			12,750					
12-6-163455-3017	Tavistock Memorial Hall Equipment and Vehicles			-					table and chair replacements + HVAC updates
12-6-163481-4420	Tavistock District Recreation Committee (TDRC) - Arena Building Maintenance			71,723					BAC condenser
	<i>Subtotal 2021 Capital Projects</i>			<i>179,050</i>					

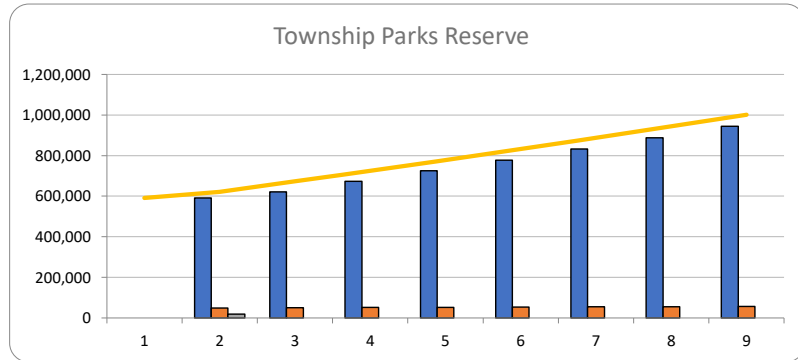
Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
PARKS AND RECREATION CAPITAL EXPENDITURES (cont'd)							
2022 Capital Projects							
Parks Operations and Maintenance							
12-6-161020-3007					794		
12-6-161020-3017					2,864		
Hickson Park							
12-6-161021-4012					18,093		
12-6-161021-4875					5,369		
12-6-612201-4005				15,000			2022 as requested by Dave McLaren foul post replacements and batting cage improvements shuffleboard equipment and line painting
12-6-612202-4420				10,000			
Innerkip Community Centre							
12-6-163461-4420					4,049		creation of storage and office space for staffing
Tavistock Park							
12-6-161023-3017					1,607		2022 as per KW-supplied budget wood climber/play space replacement (North) rec hall wire mesh enclosure screens spray pad area signage
12-6-612203-3017				75,000			
12-6-612204-4875				12,000			
12-6-612205-3170					451		
Tavistock Memorial Hall							
12-6-632202-4420				10,000			interior painting
Tavistock District Recreation Committee (TDRC) - Arena							
12-6-163481-3017					6,029		compressor #2 and brine pump replacement
12-6-632203-4420				35,000	17,583		
Tavistock District Recreation Committee (TDRC) - Arena - Ice Resurfacers							
12-6-163486-3017					4,961		
<i>Subtotal 2022 Capital Projects</i>				157,000	61,798		

Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed		Notes
<u>PARKS AND RECREATION CAPITAL EXPENDITURES (cont'd)</u>									
2023 Capital Projects									
	Parks Operations and Maintenance								
12-6-612306-3017	Large Equipment						30,000		additional zero steer mower (funded through PW equipment)
	Hickson Park								
12-6-612301-3017	Large Equipment						5,000		pickleball nets and equipment
12-6-612303-4012	Grounds Maintenance						5,000		playground chips
	Hickson Trail								
12-6-612302-4012	Grounds Maintenance						18,589		
	Innerkip Community Centre								
12-6-632301-3017	Large Equipment						7,500		replacement tables (30) @ \$250.00
12-6-632302-4420	Building Maintenance						25,000		creation of storage and office space for staffing
	Tavistock Park								
12-6-612305-4005	Construction						250,000		spray pad construction
12-6-612304-4012	Grounds Maintenance						9,500		playground chips and garbage can replacements
	Tavistock District Recreation Committee (TDRC) - Arena								
12-6-632303-4420	Building Maintenance						206,500		chiller replacement, accessibility improvements, railings, dressing room painting and hooks, Wi-Fi improvements
	<i>Subtotal 2023 Capital Projects</i>						557,089		
	Total Parks and Recreation Capital Expenditures	137,816	37,022	179,050	157,000	61,798	557,089		

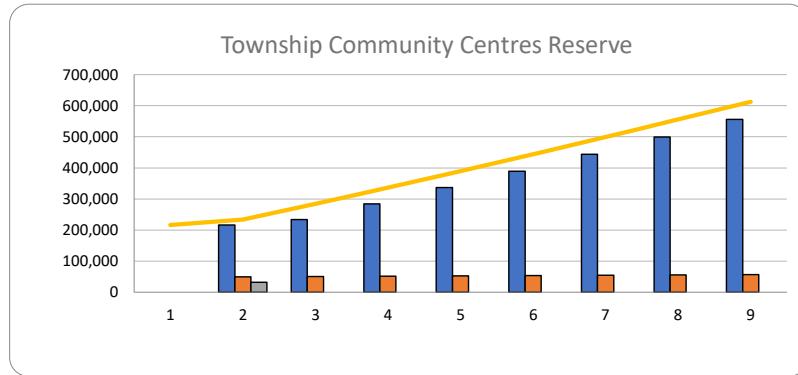
**Township of East Zorra-Tavistock
PARKS AND RECREATION
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules**



**11-3-006420-9841
Township Parks Reserve**

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
N/A	N/A	N/A	591,359
591,359	50,000	19,500	621,859
621,859	51,000	0	672,859
672,859	52,020	0	724,879
724,879	53,060	0	777,939
777,939	54,122	0	832,061
832,061	55,204	0	887,265
887,265	56,308	0	943,573
943,573	57,434	0	1,001,007

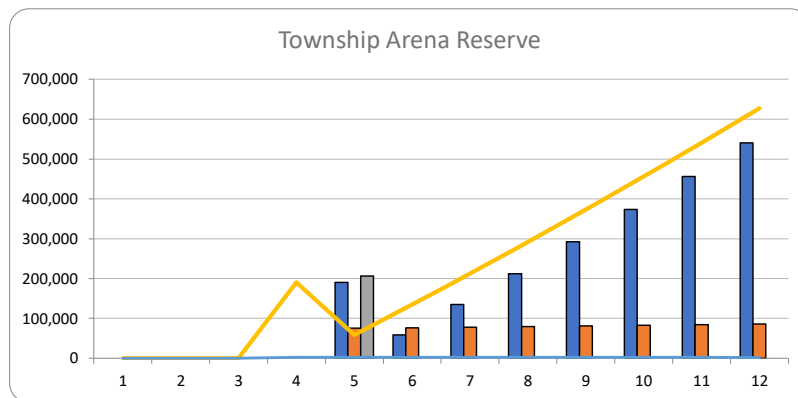
2022 consolidated separate parks reserves @ year end
2023
2024 guidance on future drawdowns to be provided by AMP
2025
2026
2027
2028
2029
2030



**11-3-006420-9844
Township Community Centres Reserve**

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
N/A	N/A	N/A	216,223
216,223	50,000	32,500	233,723
233,723	51,000	0	284,723
284,723	52,020	0	336,743
336,743	53,060	0	389,804
389,804	54,122	0	443,925
443,925	55,204	0	499,129
499,129	56,308	0	555,437
555,437	57,434	0	612,872

2022 consolidated separate hall reserves @ year end
2023
2024 guidance on future drawdowns to be provided by AMP
2025
2026
2027
2028
2029
2030

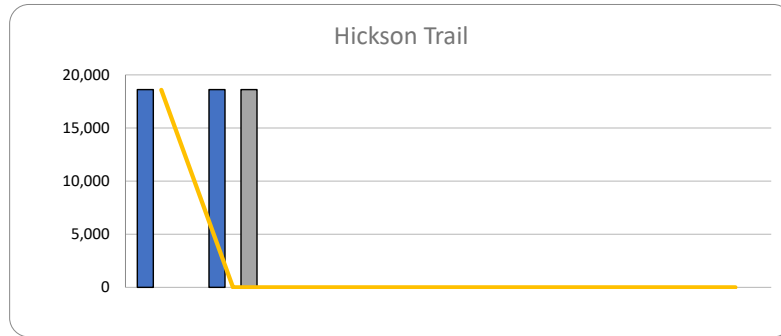


**11-3-006420-9845
Township Arena Reserve**

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
N/A	N/A	N/A	189,758
189,758	75,000	206,500	58,258
58,258	76,500	0	134,758
134,758	78,030	0	212,788
212,788	79,591	0	292,378
292,378	81,182	0	373,561
373,561	82,806	0	456,367
456,367	84,462	0	540,829
540,829	86,151	0	626,980

2022
2023
2024 guidance on future drawdowns to be provided by AMP
2025
2026
2027
2028
2029
2030

Township of East Zorra-Tavistock
 PARKS AND RECREATION
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



81-3-002499-9694
 Hickson Trail Equity

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
18,589	0	0	18,589	2022
18,589	0	18,589	0	2023
0	0	0	0	2024
0	0	0	0	2025
0	0	0	0	2026
0	0	0	0	2027
0	0	0	0	2028
0	0	0	0	2029
0	0	0	0	2030

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Contributions from Developers	(142,500)	(433,195)	(96,106)	(17,933)	(19,679)	(27,935)	(10,002)	(17,933)	(17,933)	
Contributions from Other Municipalities	(1,654)	(411,933)	(33,317)	(479,500)	(475,681)	(30,076)	449,424	(30,674)	(31,285)	
Cost Recoveries	(10,896)	(9,839)	(156,971)	(9,514)	(13,301)	(8,122)	1,391	(6,908)	(7,010)	
Donations	(2,000)	(2,500)	(2,000)	-	-	(1,000)	(1,000)	-	-	
Federal Gas Tax	-	(401,677)	(57,346)	(593,681)	(782,506)	(226,097)	367,584	-	-	
Licences, Permits and Rents	(284,566)	(290,870)	(292,000)	(286,314)	(346,024)	(294,622)	(8,308)	(300,036)	(307,772)	
Ontario Specific Grants	(392,066)	(95,763)	(25,077)	(263,444)	(214,839)	(231,427)	32,017	-	-	
Sale of Equipment/Vehicles	(2,000)	(22,172)	(22,198)	-	(1,318)	-	-	-	-	
Sundry Revenue	(21,747)	(18,890)	(13,260)	(2,500)	(9,668)	(5,000)	(2,500)	(5,000)	(5,000)	
Tax-Supported Capital Funding	-	(103,260)	(21,392)	-	(23,801)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(173,328)	(745,784)	(249,758)	(420,875)	(546,515)	(278,245)	142,630	-	-	
User Fees and Charges	-	-	(38)	-	-	-	-	-	-	
TOTALS	(1,030,757)	(2,535,882)	(969,462)	(2,073,760)	(2,433,331)	(1,102,524)	971,236	(360,551)	(369,000)	

Gross Budget Expenditures										Notes
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Administration	937,103	1,193,661	1,540,386	1,493,667	1,473,569	1,132,812	(360,855)	1,151,242	1,176,042	
Innerkip Streets Debenture	132,284	132,284	132,284	132,284	132,284	132,284	0	132,284	132,284	
Vehicles and Equipment	184,475	141,367	151,320	171,929	223,596	271,381	99,453	291,877	311,181	
Facilities	108,352	260,494	254,254	258,738	258,493	273,432	14,694	277,022	281,435	
Road Maintenance	712,770	750,585	840,754	877,327	825,062	932,679	55,352	920,419	932,543	
Winter Maintenance	216,579	222,491	189,461	195,874	296,936	315,108	119,234	328,161	342,492	
Bridges and Culverts	25,000	200,000	222,000	226,440	226,440	230,969	4,529	235,588	240,300	
Sidewalks	35,251	29,834	33,489	34,902	35,804	38,354	3,452	39,155	39,710	
Leaf and Yard Waste Program	53,895	30,080	33,355	29,500	28,606	30,076	576	30,674	31,285	
Street Lighting	121,477	121,358	137,552	138,217	130,722	86,572	(51,645)	88,303	90,069	
Capital Expenditures	774,477	2,151,803	587,657	1,673,000	2,012,592	788,247	(884,753)	-	-	
TOTALS	3,301,663	5,233,954	4,122,512	5,231,878	5,644,104	4,231,914	(999,964)	3,494,725	3,577,340	

NET PUBLIC WORKS BUDGET	2,270,906	2,698,072	3,153,050	3,158,117	3,210,773	3,129,390	(28,727)	3,134,174	3,208,339	
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Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS REVENUES										
Administration										
11-4-069911-8032	-	-	-	(75,000)	(23,140)	(75,000)	-	-	-	balance of AMP funding required - offset expense in 2022
11-5-069911-0310	-	-	-	(50,000)	-	(50,000)	-	-	-	grant for AMP work and student
11-5-069911-0913	(21,747)	(13,351)	(13,260)	(2,500)	(9,668)	(5,000)	(2,500)	(5,000)	(5,000)	aggregate rebates annually, conservative estimate
11-5-069911-0998	(5,129)	(5,361)	(10,271)	(7,140)	(6,666)	(6,000)	1,140	(6,000)	(6,000)	culvert permitting estimated @ \$900/permit x 5 permits + Building MESH
Total Administration	(26,877)	(18,712)	(23,531)	(134,640)	(39,473)	(136,000)	(1,360)	(11,000)	(11,000)	
Innerkip Streets Debenture										
11-5-069911-0923	-	(31,921)	(38,211)	(17,933)	-	(17,933)	-	(17,933)	(17,933)	used to offset debt repayments
Total Innerkip Streets Debenture	-	(31,921)	(38,211)	(17,933)	-	(17,933)	-	(17,933)	(17,933)	
Vehicles and Equipment										
<u>1999 Champion 740A Grader</u>										
11-5-069911-0761 821	(51,331)	(40,579)	(11,228)	(10,000)	(9,575)	(10,000)	-	(10,000)	(10,000)	based on 3-way split of grader revenues
Subtotal 1999 Champion 740A Grader	(51,331)	(40,579)	(11,228)	(10,000)	(9,575)	(10,000)	-	(10,000)	(10,000)	
<u>2020 Grader</u>										
11-5-069911-0761 822	-	(22,120)	(45,815)	(40,000)	(54,705)	(40,000)	-	(40,000)	(40,000)	based on 3-way split of grader revenues
Subtotal 2020 Grader	-	(22,120)	(45,815)	(40,000)	(54,705)	(40,000)	-	(40,000)	(40,000)	
<u>2004 Volvo 730B Grader</u>										
11-5-069911-0761 823	(38,668)	(42,035)	(36,603)	(40,000)	(38,605)	(40,000)	-	(40,000)	(40,000)	based on 3-way split of grader revenues
Subtotal 2004 Volvo 730B Grader	(38,668)	(42,035)	(36,603)	(40,000)	(38,605)	(40,000)	-	(40,000)	(40,000)	
<u>2016 John Deere Tractor</u>										
11-5-069911-0761 824	(17,833)	(16,415)	(21,560)	(18,603)	(17,185)	(18,387)	216	(19,044)	(18,205)	based on 3-year rolling average actuals
Subtotal 2016 John Deere Tractor	(17,833)	(16,415)	(21,560)	(18,603)	(17,185)	(18,387)	216	(19,044)	(18,205)	
<u>2010 Caterpillar Loader</u>										
11-5-069911-0761 825	(20,710)	(21,225)	(28,865)	(23,600)	(26,900)	(25,663)	(2,063)	(24,596)	(25,720)	based on 3-year rolling average actuals
Subtotal 2010 Caterpillar Loader	(20,710)	(21,225)	(28,865)	(23,600)	(26,900)	(25,663)	(2,063)	(24,596)	(25,720)	
<u>2014 Case Backhoe</u>										
11-5-069911-0761 826	(10,800)	(8,850)	(13,925)	(11,192)	(17,500)	(13,425)	(2,233)	(13,258)	(14,728)	based on 3-year rolling average actuals
Subtotal 2014 Case Backhoe	(10,800)	(8,850)	(13,925)	(11,192)	(17,500)	(13,425)	(2,233)	(13,258)	(14,728)	
<u>Chainsaws and Other Small Equipment</u>										
11-5-069911-0761 827	(1,070)	(20)	(790)	(627)	(700)	(503)	123	(408)	(537)	based on 3-year rolling average actuals
Subtotal Chainsaws and Other Small Equipment	(1,070)	(20)	(790)	(627)	(700)	(503)	123	(408)	(537)	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes	
PUBLIC WORKS REVENUES (cont'd)											
Vehicles and Equipment (cont'd)											
<u>2006 Vermeer Brush Chipper</u> 11-5-069911-0761 829	Equipment Rental - Owned Equipment	(1,995)	(4,494)	(3,868)	(3,452)	(4,708)	(4,356)	(904)	(4,519)	(4,528)	based on 3-year rolling average actuals
	<i>Subtotal 2006 Vermeer Brush Chipper</i>	<i>(1,995)</i>	<i>(4,494)</i>	<i>(3,868)</i>	<i>(3,452)</i>	<i>(4,708)</i>	<i>(4,356)</i>	<i>(904)</i>	<i>(4,519)</i>	<i>(4,528)</i>	
<u>2015 International Dump Truck</u> 11-5-069911-0761 830	Equipment Rental - Owned Equipment	(59,667)	(53,852)	(27,583)	(47,034)	(54,503)	(45,312)	1,721	(51,222)	(50,346)	based on 3-year rolling average actuals
	<i>Subtotal 2015 International Dump Truck</i>	<i>(59,667)</i>	<i>(53,852)</i>	<i>(27,583)</i>	<i>(47,034)</i>	<i>(54,503)</i>	<i>(45,312)</i>	<i>1,721</i>	<i>(51,222)</i>	<i>(50,346)</i>	
<u>2015 Freightliner Dump Truck</u> 11-5-069911-0761 831	Equipment Rental - Owned Equipment	(42,705)	(34,515)	(44,746)	(40,655)	(49,108)	(42,790)	(2,134)	(42,137)	(44,678)	based on 3-year rolling average actuals
	<i>Subtotal 2015 Freightliner Dump Truck</i>	<i>(42,705)</i>	<i>(34,515)</i>	<i>(44,746)</i>	<i>(40,655)</i>	<i>(49,108)</i>	<i>(42,790)</i>	<i>(2,134)</i>	<i>(42,137)</i>	<i>(44,678)</i>	
<u>2020 International Dump Truck</u> 11-5-069911-0761 832	Equipment Rental - Owned Equipment	(14,986)	(19,351)	(24,473)	(19,603)	(30,891)	(24,905)	(5,302)	(25,049)	(26,948)	based on 3-year rolling average actuals
	<i>Subtotal 2020 International Dump Truck</i>	<i>(14,986)</i>	<i>(19,351)</i>	<i>(24,473)</i>	<i>(19,603)</i>	<i>(30,891)</i>	<i>(24,905)</i>	<i>(5,302)</i>	<i>(25,049)</i>	<i>(26,948)</i>	
<u>2013 TerraStar Flatbed</u> 11-5-069911-0761 833	Equipment Rental - Owned Equipment	(19,317)	(17,073)	(17,623)	(18,004)	(19,320)	(18,005)	(1)	(18,133)	(18,486)	based on 3-year rolling average actuals
	<i>Subtotal 2013 TerraStar Flatbed</i>	<i>(19,317)</i>	<i>(17,073)</i>	<i>(17,623)</i>	<i>(18,004)</i>	<i>(19,320)</i>	<i>(18,005)</i>	<i>(1)</i>	<i>(18,133)</i>	<i>(18,486)</i>	
<u>2020 Chevrolet Silverado 2500</u> 11-5-069911-0761 835	Equipment Rental - Owned Equipment	(300)	(330)	(30)	(220)	(10,480)	(3,613)	(3,393)	(4,808)	(6,300)	based on 3-year rolling average actuals
	<i>Subtotal 2015 RAM Pickup (PW Foreman)</i>	<i>(300)</i>	<i>(330)</i>	<i>(30)</i>	<i>(220)</i>	<i>(10,480)</i>	<i>(3,613)</i>	<i>(3,393)</i>	<i>(4,808)</i>	<i>(6,300)</i>	
<u>2014 RAM Pickup (Roads Staff)</u> 11-5-069911-0761 837	Equipment Rental - Owned Equipment	(2,058)	(4,454)	(4,828)	(3,780)	(4,480)	-	3,780	-	-	moved to Parks and Recreation going forward 2023+
	<i>Subtotal 2014 RAM Pickup (Roads Staff)</i>	<i>(2,058)</i>	<i>(4,454)</i>	<i>(4,828)</i>	<i>(3,780)</i>	<i>(4,480)</i>	<i>-</i>	<i>3,780</i>	<i>-</i>	<i>-</i>	
<u>2019 Zero Steer Mower</u> 11-5-069911-0761 839	Equipment Rental - Owned Equipment	(3,128)	(5,558)	(4,950)	(4,545)	(7,365)	(5,958)	(1,413)	(6,293)	(6,539)	based on 3-year rolling average actuals
	<i>Subtotal 2019 Zero Steer Mower</i>	<i>(3,128)</i>	<i>(5,558)</i>	<i>(4,950)</i>	<i>(4,545)</i>	<i>(7,365)</i>	<i>(5,958)</i>	<i>(1,413)</i>	<i>(6,293)</i>	<i>(6,539)</i>	
<u>2020 Trackless MT7</u> 11-5-069911-0761 840	Equipment Rental - Owned Equipment	-	-	(5,115)	(5,000)	-	(1,705)	3,295	(568)	(758)	based on 3-year rolling average actuals
	<i>Subtotal 2020 Trackless MT7</i>	<i>-</i>	<i>-</i>	<i>(5,115)</i>	<i>(5,000)</i>	<i>-</i>	<i>(1,705)</i>	<i>3,295</i>	<i>(568)</i>	<i>(758)</i>	
	Total Vehicles and Equipment	(284,566)	(290,870)	(292,000)	(286,314)	(346,024)	(294,622)	(8,308)	(300,036)	(307,772)	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS REVENUES (cont'd)										
Road Maintenance										
11-5-061364-0998 Expense Recovery (Bridges and Culverts)	-	-	-	-	(6,635)	-	-	-	-	no budget required, cost recovery on works performed based on 3-year rolling average actuals Lions and Tourism Oxford donations to spring tree planting
11-5-061441-0998 Expense Recovery (Roadside Grass cutting)	(5,766)	(601)	(754)	(2,374)	-	(2,122)	251	(908)	(1,010)	
11-5-061442-0960 Donations (Tree Planting)	(2,000)	(2,500)	(2,000)	-	-	(1,000)	1,000	-	-	
Total Road Maintenance	(911,180)	(972,938)	(2,754)	(2,374)	(6,635)	(3,122)	(749)	(908)	(1,010)	
Winter Maintenance										
11-5-062115-0913 Sundry Revenue	-	(5,539)	-	-	-	-	-	-	-	no recoveries at this time
Total Winter Maintenance	-	(5,539)	-	-	-	-	-	-	-	
Leaf and Yard Waste Program										
11-5-084051-0514 Revenue from the County	-	(30,080)	(33,317)	(29,500)	(28,606)	(30,076)	(576)	(30,674)	(31,285)	based on budgeted expense Leaf and Yard Waste Costs no budget required no budget required
11-5-084051-0536 Blue Box Sales	-	-	(29)	-	-	-	-	-	-	
11-5-084051-0537 Green Cone Sales	-	-	(9)	-	-	-	-	-	-	
Total Leaf and Yard Waste Program	-	(30,080)	(33,355)	(29,500)	(28,606)	(30,076)	(576)	(30,674)	(31,285)	

Township of East Zorra-Tavistock
PUBLIC WORKS
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS OPERATING EXPENDITURES										
Administration										
11-4-069911-8527	-	25,000	25,500	26,010	26,224	26,530	520	27,061	27,602	reserve contributions inflated 2% annually, AMP to set rates
11-4-069911-8532	50,000	102,000	104,040	-	-	-	-	-	-	no contribution to this reserve going forward as per Roads Needs Study
11-4-069911-8533	175,000	275,000	334,193	275,000	275,000	280,500	5,500	286,110	291,832	renamed reserve to reflect origin of its creation 2017, AMP to set rates
11-4-069911-8537	250,000	255,000	260,100	265,302	265,302	-	(265,302)	-	-	redirect funding 2023+ to operating activities to offset gravel issues
11-4-069911-8600	-	19,328	21,392	-	18,256	-	-	-	-	transfer to capital fund for tax supported capital costs
11-6-069911-1110	246,850	280,403	426,581	460,737	512,283	430,443	(30,294)	439,052	447,833	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1201	-	-	5,005	23,765	20,491	21,556	(2,209)	21,987	22,427	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1202	-	-	1,551	6,765	6,774	8,949	2,184	9,128	9,310	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1203	-	-	5,598	12,535	14,643	13,875	1,339	14,152	14,435	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1204	-	-	16,916	40,573	42,151	37,889	(2,684)	38,647	39,420	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1205	-	-	3,500	8,308	8,635	8,078	(230)	8,239	8,404	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1210	74,204	89,601	90,503	71,266	40,692	40,885	(30,381)	41,703	42,537	2023 Salary and Benefits Workbook + 2% in future years
11-6-069911-1235	-	-	341	1,500	454	500	(1,000)	500	500	medicals and licence renewals as required
11-6-069911-1250	3,846	2,934	2,345	3,041	1,975	2,418	(624)	2,246	2,213	based on 3-year rolling average actuals
11-6-069911-1254	-	-	-	-	2,155	2,200	2,200	2,244	2,289	boot allowance for staff - 11 staff @ \$200/staff
11-6-069911-1255	1,403	1,456	2,271	1,850	2,155	1,850	-	1,887	1,925	AORS, OGRA and HWIN annually + 2%
11-6-069911-1256	-	-	3,134	19,200	-	19,200	-	19,584	19,976	MESH costs @ \$1,600/month x 12 months
11-6-069911-1258	1,895	1,653	892	1,480	195	913	(567)	667	592	based on 3-year rolling average actuals
11-6-069911-1262	-	-	288	250	429	500	250	500	500	placeholder for unanticipated expenses
11-6-069911-1263	10,210	3,296	3,750	10,000	12,967	13,000	3,000	9,906	11,958	reset post-COVID for more active training regime
11-6-069911-1266	-	-	142	120	-	120	-	122	125	\$12/abstract x 10 employees + 2%
11-6-069911-3005	1,401	2,596	349	1,449	3,866	2,270	822	2,162	2,766	based on 3-year rolling average actuals
11-6-069911-3020	-	-	245	250	366	250	-	250	250	placeholder for unanticipated expenses
11-6-069911-3021	-	-	181	2,636	3,405	3,500	864	3,500	3,500	PW Manager requested increase to parts budgets
11-6-069911-3027	-	-	1,509	2,000	3,695	3,769	1,769	3,845	3,922	prior year actual + 2%
11-6-069911-3033	972	569	6,360	-	25,112	31,438	31,438	32,067	32,709	MESH, Citywide as per software schedule backup
11-6-069911-3034	-	-	-	-	285	1,000	1,000	1,000	1,000	placeholder for technology replacement needs
11-6-069911-3210	-	-	16	100	-	-	(100)	-	-	no budget required
11-6-069911-3260	4,499	2,229	2,182	2,226	2,979	3,039	813	3,100	3,162	prior year actual + 2%
11-6-069911-3290	2,003	368	798	1,056	627	598	(459)	674	633	based on 3-year rolling average actuals
11-6-069911-3311	914	1,176	1,582	2,000	1,206	1,321	(679)	1,370	1,299	based on 3-year rolling average actuals
11-6-069911-3510	3,751	2,653	8,177	14,242	4,150	4,233	(10,009)	4,318	4,404	prior year actual + 2%
11-6-069911-3810	83,018	108,436	120,869	132,956	147,026	161,728	28,772	164,963	168,262	10% inflationary adjustment over p/y actual
11-6-069911-4002	-	-	36,756	-	3,901	5,000	5,000	5,000	5,000	placeholder for litigation or deductibles for claims
11-6-069911-4003	-	-	40,092	107,050	23,140	-	(107,050)	-	-	AMP work offset by FCM grant net of AM student salary above
11-6-069911-4004	27,139	19,963	13,227	-	2,900	5,000	5,000	5,000	5,000	major works planned in capital
11-6-069911-4425	-	-	-	-	130	260	260	260	260	allowance for 2 meetings per year booked
Total Administration	937,103	1,193,661	1,540,386	1,493,667	1,473,569	1,132,812	(360,855)	1,151,242	1,176,042	
Innerkip Streets Debenture										
11-6-069911-2220 445	33,518	29,844	26,033	22,081	22,081	17,981	(4,099)	13,729	9,319	as per EZT Debt Schedule (last year 2026)
11-6-069911-5210 445	98,766	102,440	106,251	110,203	110,203	114,303	4,100	118,555	122,965	as per EZT Debt Schedule (last year 2026)
Total Innerkip Streets Debenture	132,284	132,284	132,284	132,284	132,284	132,284	0	132,284	132,284	

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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment										
<u>1999 Champion 740A Grader</u>										
11-6-069911-3026 821 Fuel	11,991	7,332	2,565	5,000	7,229	8,314	3,314	9,561	10,995	fuel increase by 15% over prior year actual budget at the department overhead level would not repair if had a failure
11-6-069911-3810 821 Insurance	730	6,240	-	-	-	-	-	-	-	
11-6-069911-4270 821 Repairs and Maintenance	5,521	971	3,807	3,500	401	-	(3,500)	-	-	
<i>Subtotal 1999 Champion 740A Grader</i>	<i>18,242</i>	<i>14,543</i>	<i>6,372</i>	<i>8,500</i>	<i>7,630</i>	<i>8,314</i>	<i>(186)</i>	<i>9,561</i>	<i>10,995</i>	
<u>2020 Grader</u>										
11-6-069911-3021 822 Parts and Supplies	-	-	189	250	1,286	1,500	1,250	1,500	1,500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual average grader repair budget
11-6-069911-3026 822 Fuel	-	2,819	5,804	7,500	16,833	19,358	11,858	22,262	25,601	
11-6-069911-4270 822 Repairs and Maintenance	-	-	150	3,500	4,340	4,500	1,000	4,500	4,500	
<i>Subtotal 2020 Grader</i>	<i>-</i>	<i>2,819</i>	<i>6,143</i>	<i>11,250</i>	<i>22,459</i>	<i>25,358</i>	<i>14,108</i>	<i>28,262</i>	<i>31,601</i>	
<u>2004 Volvo 730B Grader</u>										
11-6-069911-3021 823 Parts and Supplies	-	-	44	250	2,279	2,500	2,250	2,500	2,500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level average grader repair budget
11-6-069911-3026 823 Fuel	12,344	9,378	8,240	10,000	20,821	23,944	13,944	27,536	31,666	
11-6-069911-3810 823 Insurance	548	-	-	-	-	-	-	-	-	
11-6-069911-4270 823 Repairs and Maintenance	29,590	3,799	713	3,500	14,936	4,500	1,000	4,500	4,500	
<i>Subtotal 2004 Volvo 730B Grader</i>	<i>42,482</i>	<i>13,177</i>	<i>8,998</i>	<i>13,750</i>	<i>38,037</i>	<i>30,944</i>	<i>17,194</i>	<i>34,536</i>	<i>38,666</i>	
<u>2016 John Deere Tractor</u>										
11-6-069911-3021 824 Parts and Supplies	-	-	-	-	464	500	500	500	500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual prior year actual + 2% budget at the department overhead level based on 3-year rolling average actuals
11-6-069911-3026 824 Fuel	2,789	1,670	2,522	3,153	5,074	5,835	2,682	6,710	7,716	
11-6-069911-3027 824 Lubricants	-	-	-	-	25	26	26	26	27	
11-6-069911-3810 824 Insurance	153	-	-	-	-	-	-	-	-	
11-6-069911-4270 824 Repairs and Maintenance	1,772	1,959	171	1,301	-	1,244	(57)	1,067	770	
<i>Subtotal 2016 John Deere Tractor</i>	<i>4,714</i>	<i>3,629</i>	<i>2,693</i>	<i>4,454</i>	<i>5,563</i>	<i>7,604</i>	<i>3,151</i>	<i>8,304</i>	<i>9,014</i>	
<u>2010 Caterpillar Loader</u>										
11-6-069911-3021 825 Parts and Supplies	-	-	181	250	1,221	1,500	1,250	1,500	1,500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level based on 3-year rolling average actuals
11-6-069911-3026 825 Fuel	2,202	3,363	4,042	5,052	10,393	11,952	6,900	13,745	15,807	
11-6-069911-3810 825 Insurance	457	150	-	-	-	-	-	-	-	
11-6-069911-4270 825 Repairs and Maintenance	9,274	13,948	2,432	8,551	725	5,702	(2,850)	2,953	3,126	
<i>Subtotal 2010 Caterpillar Loader</i>	<i>11,933</i>	<i>17,461</i>	<i>6,655</i>	<i>13,853</i>	<i>12,339</i>	<i>19,154</i>	<i>5,300</i>	<i>18,198</i>	<i>20,433</i>	

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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment (cont'd)										
<u>2014 Case Backhoe</u>										
11-6-069911-3021 826	-	-	200	250	788	1,000	750	1,000	1,000	filters, belts, etc. for replacement parts
11-6-069911-3026 826	994	590	1,389	1,737	3,080	3,542	1,806	4,073	4,685	fuel increase by 15% over prior year actual
11-6-069911-3027 826	-	-	-	-	51	52	52	53	54	prior year actual + 2%
11-6-069911-3810 826	353	-	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 826	89	1,663	2,489	1,414	62	1,404	(9)	1,318	928	based on 3-year rolling average actuals
<i>Subtotal 2014 Case Backhoe</i>	<i>1,436</i>	<i>2,253</i>	<i>4,078</i>	<i>3,400</i>	<i>3,981</i>	<i>5,998</i>	<i>2,598</i>	<i>6,445</i>	<i>6,667</i>	
<u>Chainsaws and Other Small Equipment</u>										
11-6-069911-3021 827	-	-	605	750	3,167	3,500	2,750	3,500	3,500	filters, belts, etc. for replacement parts
11-6-069911-3026 827	486	157	447	559	292	336	(223)	386	444	fuel increase by 15% over prior year actual
11-6-069911-3027 827	-	-	-	-	171	174	174	178	181	prior year actual + 2%
11-6-069911-4270 827	3,201	1,704	557	1,821	277	846	(975)	560	561	based on 3-year rolling average actuals
<i>Subtotal Chainsaws and Other Small Equipment</i>	<i>3,687</i>	<i>1,861</i>	<i>1,608</i>	<i>3,129</i>	<i>3,908</i>	<i>4,856</i>	<i>1,727</i>	<i>4,624</i>	<i>4,687</i>	
<u>Snowplows, Wings, etc.</u>										
11-6-069911-3021 828	-	-	5,475	6,000	19,182	20,000	14,000	20,000	20,000	filters, belts, etc. for replacement parts
11-6-069911-3810 828	19	-	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 828	9,685	20,195	3,997	11,292	2,044	8,745	(2,547)	4,929	5,239	based on 3-year rolling average actuals
<i>Subtotal Snowplows, Wings, etc.</i>	<i>9,704</i>	<i>20,195</i>	<i>9,472</i>	<i>17,292</i>	<i>21,226</i>	<i>28,745</i>	<i>11,453</i>	<i>24,929</i>	<i>25,239</i>	
<u>2006 Vermeer Brush Chipper</u>										
11-6-069911-3021 829	-	-	-	-	536	750	750	750	750	filters, belts, etc. for replacement parts
11-6-069911-3026 829	-	179	180	225	1,107	1,273	1,048	1,464	1,683	fuel increase by 15% over prior year actual
11-6-069911-3810 829	105	-	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 829	-	1,306	-	435	-	435	-	145	194	based on 3-year rolling average actuals
<i>Subtotal 2006 Vermeer Brush Chipper</i>	<i>105</i>	<i>1,486</i>	<i>180</i>	<i>660</i>	<i>1,642</i>	<i>2,458</i>	<i>1,798</i>	<i>2,359</i>	<i>2,627</i>	
<u>2015 International Dump Truck</u>										
11-6-069911-3004 830	-	-	1,918	2,000	1,918	1,918	(83)	1,918	1,918	annual licence cost
11-6-069911-3021 830	-	-	265	350	1,127	1,500	1,150	1,500	1,500	filters, belts, etc. for replacement parts
11-6-069911-3026 830	11,793	9,258	5,454	6,817	15,507	17,833	11,016	20,508	23,584	fuel increase by 15% over prior year actual
11-6-069911-3810 830	2,764	1,918	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 830	15,211	4,271	51,279	23,587	8,856	21,468	(2,118)	27,201	19,175	based on 3-year rolling average actuals
<i>Subtotal 2015 International Dump Truck</i>	<i>29,768</i>	<i>15,446</i>	<i>58,915</i>	<i>32,754</i>	<i>27,407</i>	<i>42,719</i>	<i>9,965</i>	<i>51,126</i>	<i>46,176</i>	

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Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment (cont'd)										
<u>2015 Freightliner Dump Truck</u>										
11-6-069911-3004 831	-	-	1,918	2,000	1,918	1,918	(83)	1,918	1,918	annual licence cost
11-6-069911-3021 831	-	-	265	350	641	750	400	750	750	filters, belts, etc. for replacement parts
11-6-069911-3026 831	13,012	7,702	7,759	9,699	17,205	19,786	10,087	22,754	26,167	fuel increase by 15% over prior year actual
11-6-069911-3810 831	2,764	1,918	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4031 831	-	-	-	-	3,056	3,500	3,500	3,500	3,500	annual equipment testing
11-6-069911-4270 831	4,601	4,515	2,821	3,979	5,450	4,262	283	4,178	4,630	based on 3-year rolling average actuals
<i>Subtotal 2015 Freightliner Dump Truck</i>	<i>20,378</i>	<i>14,135</i>	<i>12,763</i>	<i>16,028</i>	<i>28,269</i>	<i>30,216</i>	<i>14,187</i>	<i>33,099</i>	<i>36,964</i>	
<u>2020 International Dump Truck</u>										
11-6-069911-3004 832	-	-	1,317	1,500	1,348	1,350	(150)	1,350	1,350	annual licence cost
11-6-069911-3021 832	-	-	276	350	251	350	-	350	350	filters, belts, etc. for replacement parts
11-6-069911-3026 832	4,149	2,598	3,185	3,982	7,251	8,338	4,357	9,589	11,027	fuel increase by 15% over prior year actual
11-6-069911-3810 832	2,014	1,167	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4031 832	-	-	671	750	748	750	-	750	750	annual equipment testing
11-6-069911-4270 832	11,612	3,595	(140)	5,022	733	1,396	(3,626)	663	931	based on 3-year rolling average actuals
<i>Subtotal 2020 International Dump Truck</i>	<i>17,775</i>	<i>7,360</i>	<i>5,308</i>	<i>11,604</i>	<i>10,331</i>	<i>12,184</i>	<i>580</i>	<i>12,702</i>	<i>14,408</i>	
<u>2013 TerraStar Flatbed</u>										
11-6-069911-3004 833	-	-	652	700	652	652	(48)	652	652	annual licence cost
11-6-069911-3021 833	-	-	84	250	160	250	-	250	250	filters, belts, etc. for replacement parts
11-6-069911-3026 833	2,594	3,057	2,337	2,922	5,634	6,479	3,558	7,451	8,569	fuel increase by 15% over prior year actual
11-6-069911-3810 833	1,498	652	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4031 833	-	-	183	250	-	250	-	250	250	annual equipment testing
11-6-069911-4270 833	1,368	529	2,060	1,319	1,032	1,207	(112)	1,433	1,224	based on 3-year rolling average actuals
<i>Subtotal 2013 TerraStar Flatbed</i>	<i>5,460</i>	<i>4,237</i>	<i>5,317</i>	<i>5,441</i>	<i>7,478</i>	<i>8,838</i>	<i>3,398</i>	<i>10,036</i>	<i>10,945</i>	
<u>2015 RAM Pickup</u>										
11-6-069911-3004 835	-	-	265	300	265	265	(35)	265	265	annual licence cost
11-6-069911-3021 835	-	-	19	150	95	150	-	150	150	filters, belts, etc. for replacement parts
11-6-069911-3026 835	5,993	5,684	5,185	6,481	7,374	8,481	2,000	9,753	11,216	fuel increase by 15% over prior year actual
11-6-069911-3027 835	-	-	-	-	134	137	137	140	143	prior year actual + 2%
11-6-069911-3810 835	1,177	-	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 835	2,844	4,330	409	2,527	181	1,640	(887)	743	855	based on 3-year rolling average actuals
<i>Subtotal 2015 RAM Pickup</i>	<i>10,014</i>	<i>10,014</i>	<i>5,878</i>	<i>9,459</i>	<i>8,051</i>	<i>10,673</i>	<i>1,214</i>	<i>11,051</i>	<i>12,628</i>	
<u>2019 Ford F150 (PW Manager)</u>										
11-6-069911-3004 836	-	-	120	150	-	-	(150)	-	-	covered in overall admin budget
11-6-069911-3021 836	-	-	-	-	90	150	150	150	150	filters, belts, etc. for replacement parts
11-6-069911-3026 836	2,639	2,924	2,293	2,866	5,536	6,366	3,501	7,321	8,420	fuel increase by 15% over prior year actual
11-6-069911-3027 836	-	-	-	-	98	100	100	102	104	prior year actual + 2%
11-6-069911-3810 836	1,032	120	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069911-4270 836	375	92	198	222	1,329	540	318	689	852	based on 3-year rolling average actuals
<i>Subtotal 2019 Ford F150 (PW Manager)</i>	<i>4,046</i>	<i>3,136</i>	<i>2,611</i>	<i>3,237</i>	<i>7,053</i>	<i>7,156</i>	<i>3,918</i>	<i>8,262</i>	<i>9,526</i>	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment (cont'd)										
<u>2014 RAM Pickup (Roads Staff)</u>										
11-6-069911-3004 837	-	-	120	150	-	-	(150)	-	-	<i>budgeted for under Parks and Recreation 2022+</i>
11-6-069911-3021 837	-	-	50	150	110	-	(150)	-	-	
11-6-069911-3026 837	1,800	1,844	998	1,247	571	-	(1,247)	-	-	
11-6-069911-3810 837	120	120	-	-	-	-	-	-	-	
11-6-069911-4270 837	125	215	718	353	-	-	(353)	-	-	
<i>Subtotal 2014 RAM Pickup (Roads Staff)</i>	<i>2,045</i>	<i>2,179</i>	<i>1,885</i>	<i>1,900</i>	<i>681</i>	<i>-</i>	<i>(1,900)</i>	<i>-</i>	<i>-</i>	
<u>2020 Chevrolet Silverado (PW Foreman)</u>										
11-6-069911-3004 838	-	-	120	150	-	-	(150)	-	-	covered in overall admin budget filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level based on 3-year rolling average actuals
11-6-069911-3021 838	43	2,194	1,131	1,500	1,518	1,500	-	1,500	1,500	
11-6-069911-3026 838	1,290	1,339	1,197	1,496	1,081	1,243	(252)	1,430	1,644	
11-6-069911-3810 838	1,032	120	-	-	-	-	-	-	-	
11-6-069911-4270 838	-	-	196	65	-	65	-	87	51	
<i>Subtotal 2020 Chevrolet Silverado (PW Foreman)</i>	<i>2,365</i>	<i>3,652</i>	<i>2,644</i>	<i>3,211</i>	<i>2,600</i>	<i>2,809</i>	<i>(402)</i>	<i>3,017</i>	<i>3,195</i>	
<u>2019 Zero Steer Mower</u>										
11-6-069911-3021 839	-	-	234	350	465	500	150	500	500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual based on 3-year rolling average actuals
11-6-069911-3026 839	-	559	882	1,102	1,541	1,772	670	2,038	2,343	
11-6-069911-4270 839	322	486	1,321	1,500	-	602	(898)	641	414	
<i>Subtotal 2019 Zero Steer Mower</i>	<i>322</i>	<i>1,045</i>	<i>2,437</i>	<i>2,952</i>	<i>2,006</i>	<i>2,874</i>	<i>(78)</i>	<i>3,179</i>	<i>3,258</i>	
<u>2020 Trackless MT7</u>										
11-6-069911-3021 840	-	-	2,952	3,500	2,503	3,000	(500)	3,000	3,000	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level placeholder for unanticipated expenses
11-6-069911-3026 840	-	2,740	2,844	3,555	8,111	9,328	5,774	10,727	12,337	
11-6-069911-3810 840	-	-	-	-	-	-	-	-	-	
11-6-069911-4270 840	-	-	1,568	2,000	536	1,500	(500)	1,500	1,500	
<i>Subtotal 2020 Trackless MT7</i>	<i>-</i>	<i>2,740</i>	<i>7,364</i>	<i>9,055</i>	<i>11,151</i>	<i>13,828</i>	<i>4,774</i>	<i>15,227</i>	<i>16,837</i>	
<u>2020 Ram 1500</u>										
11-6-069911-3021 841	-	-	-	-	-	500	500	500	500	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level placeholder for unanticipated expenses
11-6-069911-3026 841	-	-	-	-	1,731	1,991	1,991	2,289	2,633	
11-6-069911-3810 841	-	-	-	-	-	-	-	-	-	
11-6-069911-4270 841	-	-	-	-	-	2,000	2,000	2,000	2,000	
<i>Subtotal 2020 Ram 1500</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>1,731</i>	<i>4,491</i>	<i>4,491</i>	<i>4,789</i>	<i>5,133</i>	
<u>John Deere Utility Tractor</u>										
11-6-069911-3021 843	-	-	-	-	-	100	100	100	100	filters, belts, etc. for replacement parts fuel increase by 15% over prior year actual budget at the department overhead level placeholder for unanticipated expenses
11-6-069911-3026 843	-	-	-	-	54	62	62	71	82	
11-6-069911-3810 843	-	-	-	-	-	-	-	-	-	
11-6-069911-4270 843	-	-	-	-	-	2,000	2,000	2,000	2,000	
<i>Subtotal John Deere Utility Tractor</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>54</i>	<i>2,162</i>	<i>2,162</i>	<i>2,171</i>	<i>2,182</i>	
Total Vehicles and Equipment	184,475	141,367	151,320	171,929	223,596	271,381	99,453	291,877	311,181	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Facilities										
11-4-069912-8526	65,000	200,000	204,000	208,080	208,080	212,242	4,162	216,486	220,816	reserve contributions inflated 2% annually, AMP to set rates
11-6-069912-1110	13,708	23,871	16,341	16,735	22,279	23,724	6,990	24,199	24,683	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1201	-	-	321	754	1,146	1,203	449	1,227	1,252	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1202	-	-	96	370	389	758	388	773	789	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1203	-	-	239	527	705	816	289	832	849	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1204	-	-	631	1,506	1,584	2,135	629	2,178	2,221	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1205	-	-	150	326	433	463	136	472	481	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-1210	3,379	6,138	3,180	-	1,357	1,578	1,578	1,609	1,641	2023 Salary and Benefits Workbook + 2% in future years
11-6-069912-3007	5,315	7,383	4,061	4,142	160	3,868	(274)	2,696	2,241	based on 3-year rolling average actuals
11-6-069912-3021	-	-	2,745	3,500	847	1,500	(2,000)	1,500	1,500	filters, belts, etc. for replacement parts
11-6-069912-3022	-	-	-	-	626	1,000	1,000	1,000	1,000	placeholder budget for supplies in maintenance
11-6-069912-3025	-	-	-	-	132	500	500	500	500	placeholder budget for safety sake
11-6-069912-3510	2,163	4,013	3,375	3,443	1,028	2,805	(637)	2,403	2,078	based on 3-year rolling average actuals
11-6-069912-3610	3,006	3,331	3,577	3,649	3,746	3,821	172	3,898	3,976	prior year actual + 2%
11-6-069912-3620	913	925	1,138	1,161	1,883	1,921	760	1,959	1,998	prior year actual + 2%
11-6-069912-3625	1,190	1,216	1,290	1,316	1,179	1,203	(113)	1,227	1,252	prior year actual + 2%
11-6-069912-3630	5,726	4,982	5,023	5,124	8,365	8,532	3,409	8,703	8,877	prior year actual + 2%
11-6-069912-3810	3,097	2,821	-	-	-	-	-	-	-	budget at the department overhead level
11-6-069912-4012	916	1,008	1,145	1,023	-	718	(305)	621	446	based on 3-year rolling average actuals
11-6-069912-4016	-	349	-	-	-	-	-	-	-	no budget required here
11-6-069912-4420	3,938	4,457	6,500	6,630	4,124	4,207	(2,423)	4,291	4,376	prior year actual + 2%
11-6-069912-4550	-	-	444	453	431	439	(14)	448	457	prior year actual + 2%
Total Facilities	108,352	260,494	254,254	258,738	258,493	273,432	14,694	277,022	281,435	
Road Maintenance										
<i>HM - Patching/Base Repair</i>										
11-6-061115-1110	3,157	2,320	4,684	4,797	7,766	8,270	3,473	8,435	8,604	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1201	-	-	178	74	423	284	210	289	295	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1202	-	-	82	106	143	264	158	269	275	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1203	-	-	91	151	246	284	133	290	296	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1204	-	-	316	432	682	744	313	759	774	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1205	-	-	68	94	152	161	68	164	168	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-1210	790	607	598	-	519	550	550	561	572	2023 Salary and Benefits Workbook + 2% in future years
11-6-061115-3028	-	-	-	-	53	100	100	102	104	placeholder budget for fuel if needed
11-6-061115-3041	5,461	1,822	13,941	6,032	7,782	8,561	2,529	9,417	10,358	granulars in maintenance up 10% as per TL
11-6-061115-3510	2,368	2,512	2,903	2,961	5,747	5,862	2,901	5,979	6,098	prior year actual + 2%
11-6-061115-4016	10,160	15,792	15,488	27,500	19,869	20,000	(7,500)	20,000	20,000	maintain \$20,000 crack sealing budget line
<i>Subtotal Hardtop Maintenance - Patching/Base Repair</i>	<i>21,935</i>	<i>23,054</i>	<i>38,348</i>	<i>42,145</i>	<i>43,381</i>	<i>45,080</i>	<i>2,935</i>	<i>46,267</i>	<i>47,546</i>	
<i>HM - Sweeping</i>										
11-6-061117-4018	8,525	8,670	5,491	5,601	8,395	8,563	2,962	8,734	8,909	prior year actual + 2%
<i>Subtotal Hardtop Maintenance - Sweeping</i>	<i>8,525</i>	<i>8,670</i>	<i>5,491</i>	<i>5,601</i>	<i>8,395</i>	<i>8,563</i>	<i>2,962</i>	<i>8,734</i>	<i>8,909</i>	
<i>HM - Shoulder Maintenance</i>										
11-6-061118-1110	5,395	9,954	6,681	6,842	4,549	4,844	(1,998)	4,941	5,040	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1201	-	-	175	191	241	80	(111)	82	83	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1202	-	-	55	151	81	155	3	158	161	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1203	-	-	119	216	144	167	(49)	170	173	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1204	-	-	238	616	343	436	(180)	445	454	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1205	-	-	73	133	89	94	(39)	96	98	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-1210	1,431	2,641	1,335	-	188	322	322	329	335	2023 Salary and Benefits Workbook + 2% in future years
11-6-061118-3041	17,658	-	-	6,000	137	150	(5,850)	165	182	granulars in maintenance up 10% as per TL
11-6-061118-3510	8,525	13,238	8,028	8,188	4,313	4,399	(3,789)	4,487	4,576	prior year actual + 2%
<i>Subtotal Hardtop Maintenance - Shoulder Maintenance</i>	<i>33,009</i>	<i>25,832</i>	<i>16,702</i>	<i>22,337</i>	<i>10,084</i>	<i>10,647</i>	<i>(11,690)</i>	<i>10,872</i>	<i>11,103</i>	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)										
Road Maintenance (cont'd)										
<u>HM - Other Maintenance</u>										
11-6-061119-3007			207	250	-	250	-	250	250	filters, belts, etc. for replacement parts
11-6-061119-4004	204	412	-	250	-	250	-	250	250	placeholder budget for unanticipated expenses
11-6-061119-4016	12,355	15,394	17,886	18,244	10,315	14,532	(3,712)	14,244	13,030	based on 3-year rolling average actuals
11-6-061119-4420	-	-	55	100	-	100	-	100	100	placeholder budget for unanticipated expenses
<i>Subtotal Hardtop Maintenance - Other Maintenance</i>	<i>12,558</i>	<i>15,806</i>	<i>18,149</i>	<i>18,844</i>	<i>10,315</i>	<i>15,132</i>	<i>(3,712)</i>	<i>14,844</i>	<i>13,630</i>	
<u>LM - Patch Gravel Surface</u>										
11-6-061231-1110	666	1,383	394	403	607	647	244	660	673	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1201	-	-	8	-	33	50	50	51	52	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1202	-	-	2	9	11	21	12	21	22	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1203	-	-	5	13	19	22	10	23	23	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1204	-	-	14	36	55	58	22	59	61	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1205	-	-	3	8	12	13	5	13	13	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-1210	167	307	88	-	13	43	43	44	45	2023 Salary and Benefits Workbook + 2% in future years
11-6-061231-3041	6,719	-	-	4,000	142	156	(3,844)	172	189	granulars in maintenance up 10% as per TL
11-6-061231-3510	1,351	3,051	533	543	1,140	1,163	620	1,186	1,210	prior year actual + 2%
<i>Subtotal Loose Top Maintenance - Patch Gravel Surface</i>	<i>8,903</i>	<i>4,741</i>	<i>1,047</i>	<i>5,012</i>	<i>2,033</i>	<i>2,173</i>	<i>(2,839)</i>	<i>2,229</i>	<i>2,287</i>	
<u>LM - Grading</u>										
11-6-061234-1110	17,713	22,281	26,404	27,041	21,145	22,518	(4,523)	22,968	23,427	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1201	-	-	710	1,342	1,144	1,132	(210)	1,154	1,177	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1202	-	-	164	598	354	719	121	734	748	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1203	-	-	500	852	736	775	(77)	790	806	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1204	-	-	879	2,434	1,166	2,027	(407)	2,067	2,108	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1205	-	-	319	527	453	439	(88)	448	457	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-1210	4,365	6,204	3,933	-	1,594	1,497	1,497	1,527	1,558	2023 Salary and Benefits Workbook + 2% in future years
11-6-061234-3510	45,082	55,384	57,124	58,267	49,718	50,712	(7,555)	51,726	52,761	prior year actual + 2%
<i>Subtotal Loose Top Maintenance - Grading</i>	<i>67,160</i>	<i>83,870</i>	<i>90,034</i>	<i>91,060</i>	<i>76,309</i>	<i>79,818</i>	<i>(11,242)</i>	<i>81,415</i>	<i>83,043</i>	
<u>LM - Dust Control</u>										
11-6-061235-1110	4,729	3,902	7,883	8,073	7,617	8,111	38	8,273	8,439	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1201	-	-	-	261	302	274	14	280	285	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1202	-	-	-	179	103	259	81	264	270	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1203	-	-	-	254	176	279	25	285	290	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1204	-	-	-	727	269	730	3	745	760	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1205	-	-	-	157	108	158	1	161	165	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-1210	1,227	1,022	2,236	-	370	539	539	550	561	2023 Salary and Benefits Workbook + 2% in future years
11-6-061235-3510	11,005	8,918	16,880	17,218	10,670	10,883	(6,334)	11,101	11,323	prior year actual + 2%
11-6-061235-4005	136,826	124,629	122,961	137,716	137,677	181,444	43,729	166,589	183,248	projected increase of 10% of prior year actual + test spray area
<i>Subtotal Loose Top Maintenance - Dust Control</i>	<i>153,787</i>	<i>138,471</i>	<i>149,960</i>	<i>164,584</i>	<i>157,292</i>	<i>202,679</i>	<i>38,095</i>	<i>188,248</i>	<i>205,340</i>	

Township of East Zorra-Tavistock
PUBLIC WORKS
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	73.18 Actual	133.43 Approved	88.7 Actual	94.46 Proposed	Difference 322	96.3492 Projected	98.276184 Projected	Notes	
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<u>LM - Gravel Resurfacing</u>											
11-6-061237-1110	Salaries and Wages	2,610	2,719	3,187	3,263	2,763	2,942	(321)	3,001	3,061	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1201	CPP	-	-	-	-	150	175	175	179	182	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1202	EI	-	-	-	72	51	94	22	96	98	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1203	WSIB	-	-	-	103	88	101	(2)	103	105	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1204	OMERS	-	-	-	294	52	265	(29)	270	275	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1205	EHT	-	-	-	64	54	57	(6)	59	60	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-1210	Health Benefits	624	642	744	-	-	196	196	200	204	2023 Salary and Benefits Workbook + 2% in future years
11-6-061237-3510	Internal Equipment Charges	7,445	7,528	7,228	7,372	5,478	5,587	(1,785)	5,699	5,813	prior year actual + 2%
11-6-061237-4005	Roads Contracted Services	176,975	190,130	191,398	244,529	234,511	255,000	10,471	247,350	239,930	as per awarded contract
<i>Subtotal Loose Top Maintenance - Gravel Resurfacing</i>		<i>187,653</i>	<i>201,019</i>	<i>202,557</i>	<i>255,697</i>	<i>243,146</i>	<i>264,417</i>	<i>8,720</i>	<i>256,956</i>	<i>249,727</i>	
<u>Bridge Maintenance</u>											
11-6-061361-1110	Salaries and Wages	855	3,793	2,924	2,994	5,086	5,417	2,422	5,525	5,635	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1201	CPP	-	-	-	-	273	350	350	357	364	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1202	EI	-	-	-	66	96	173	107	177	180	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1203	WSIB	-	-	-	94	161	186	92	190	194	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1204	OMERS	-	-	-	269	326	487	218	497	507	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1205	EHT	-	-	-	58	99	106	47	108	110	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-1210	Health Benefits	235	1,076	998	-	48	360	360	367	375	2023 Salary and Benefits Workbook + 2% in future years
11-6-061361-3021	Parts and Supplies	17	249	-	250	-	250	-	250	250	filters, belts, etc. for replacement parts
11-6-061361-3041	Granulars and Asphalt	-	-	-	150	-	150	-	150	150	minimal budget held for unanticipated expenses
11-6-061361-3510	Internal Equipment Charges	1,008	3,715	2,425	2,474	1,773	1,808	(666)	1,844	1,881	prior year actual + 2%
11-6-061361-4004	Engineering	9,861	4,522	14,741	-	297	-	-	-	-	bridge engineering and studies covered in capital
11-6-061361-4016	Equipment Rentals - Hired	-	672	-	500	-	500	-	500	500	minimal budget held for unanticipated expenses
<i>Subtotal Bridge Maintenance</i>		<i>11,976</i>	<i>14,027</i>	<i>21,088</i>	<i>6,856</i>	<i>8,161</i>	<i>9,787</i>	<i>2,931</i>	<i>9,965</i>	<i>10,146</i>	
<u>Culvert Installation and Repair</u>											
11-6-061364-1110	Salaries and Wages	2,686	3,670	4,939	5,058	3,742	3,984	(1,074)	4,064	4,145	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1201	CPP	-	-	121	89	203	250	161	255	260	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1202	EI	-	-	26	112	70	127	15	130	132	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1203	WSIB	-	-	97	159	119	137	(22)	140	143	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1204	OMERS	-	-	263	455	291	359	(97)	366	373	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1205	EHT	-	-	60	99	73	78	(21)	79	81	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-1210	Health Benefits	708	1,092	720	-	248	265	265	270	276	2023 Salary and Benefits Workbook + 2% in future years
11-6-061364-3041	Granulars and Asphalt	3,173	-	-	2,000	1,403	1,544	(456)	1,698	1,868	granulars in maintenance up 10% as per TL
11-6-061364-3042	Culverts	3,016	4,649	3,887	3,965	11,213	11,437	7,472	11,666	11,899	prior year actual + 2%
11-6-061364-3510	Internal Equipment Charges	4,040	4,078	7,103	7,245	3,408	3,476	(3,769)	3,545	3,616	prior year actual + 2%
11-6-061364-4016	Equipment Rentals - Hired	-	1,014	384	500	2,744	2,799	2,299	2,855	2,912	prior year actual + 2%
<i>Subtotal Culvert Installation and Repair</i>		<i>13,622</i>	<i>14,503</i>	<i>17,599</i>	<i>19,682</i>	<i>23,513</i>	<i>24,455</i>	<i>4,774</i>	<i>25,068</i>	<i>25,705</i>	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Notes	
PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<i>RM - Grass Cutting/Seeding/Sodding</i>											
11-6-061441-1110	Salaries and Wages	18,231	19,914	57,058	23,373	11,447	12,190	(11,184)	12,434	12,682	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1201	CPP	-	-	1,553	1,252	621	517	(735)	527	538	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1202	EI	-	-	585	517	212	389	(128)	397	405	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1203	WSIB	-	-	852	736	363	419	(317)	428	436	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1204	OMERS	-	-	1,907	2,104	320	1,097	(1,007)	1,119	1,141	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1205	EHT	-	-	591	456	223	238	(218)	242	247	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-1210	Health Benefits	2,824	3,890	8,098	-	482	811	811	827	843	2023 Salary and Benefits Workbook + 2% in future years
11-6-061441-3510	Internal Equipment Charges	14,043	14,775	20,490	20,900	12,400	12,648	(8,252)	12,901	13,159	prior year actual + 2%
11-6-061441-4016	Equipment Rentals - Hired	2,934	2,590	-	1,841	-	863	(978)	288	384	based on 3-year rolling average actuals
<i>Subtotal Roadside Maintenance - Grass Cutting/Seeding/Sodding</i>		38,032	41,169	91,135	51,180	26,068	29,172	(22,007)	29,163	29,836	
<i>RM - Tree Planting and Removal</i>											
11-6-061442-1110	Salaries and Wages	14,603	27,583	34,762	35,599	41,694	44,400	8,801	45,288	46,194	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1201	CPP	-	-	730	1,830	2,122	2,434	604	2,482	2,532	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1202	EI	-	-	252	787	701	1,418	631	1,447	1,476	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1203	WSIB	-	-	417	1,121	1,322	1,527	406	1,558	1,589	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1204	OMERS	-	-	1,315	3,204	3,221	3,996	792	4,076	4,157	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1205	EHT	-	-	292	694	813	866	172	883	901	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-1210	Health Benefits	3,755	6,980	6,507	-	3,272	2,952	2,952	3,011	3,072	2023 Salary and Benefits Workbook + 2% in future years
11-6-061442-3045	Forestry	4,739	5,705	2,988	5,000	6,438	5,700	700	5,948	6,029	as per TL request for 2023
11-6-061442-3510	Internal Equipment Charges	17,178	25,648	30,628	31,240	41,006	41,826	10,586	42,663	41,832	prior year actual + 2%
11-6-061442-4010	Forestry Services	39,900	26,791	34,704	35,398	38,604	39,376	3,977	40,163	39,381	prior year actual + 2%
<i>Subtotal Roadside Maintenance - Tree Planting and Removal</i>		80,175	92,707	112,594	114,874	139,193	144,495	29,621	147,519	147,161	
<i>RM - Debris Pick-up</i>											
11-6-061445-1110	Salaries and Wages	5,232	4,434	4,077	4,175	5,881	6,263	2,088	6,388	6,516	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1201	CPP	-	-	117	39	287	164	126	168	171	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1202	EI	-	-	36	92	101	200	108	204	208	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1203	WSIB	-	-	72	132	184	215	84	220	224	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1204	OMERS	-	-	199	376	402	564	188	575	586	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1205	EHT	-	-	46	81	113	122	41	125	127	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-1210	Health Benefits	1,175	1,155	731	-	273	416	416	425	433	2023 Salary and Benefits Workbook + 2% in future years
11-6-061445-3510	Internal Equipment Charges	3,551	8,725	2,078	2,119	3,228	3,292	1,173	3,358	3,292	prior year actual + 2%
11-6-061445-4022	Garbage Collection	5,306	3,205	8,562	8,734	249	4,006	(4,728)	4,272	2,842	based on 3-year rolling average actuals
11-6-061445-4530	Garbage Can Rental	-	-	-	-	8,388	8,556	8,556	8,727	8,557	prior year actual + 2%
<i>Subtotal Roadside Maintenance RM - Debris Pick-up</i>		15,264	17,519	15,917	15,748	19,106	23,799	8,051	24,462	22,958	
<i>RM - Ditching</i>											
11-6-061446-1110	Salaries and Wages	7,797	7,870	5,528	5,661	1,867	1,988	(3,673)	2,028	2,068	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1201	CPP	-	-	234	123	102	150	27	153	156	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1202	EI	-	-	77	125	35	64	(62)	65	66	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1203	WSIB	-	-	153	178	59	68	(110)	70	71	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1204	OMERS	-	-	444	510	146	179	(331)	182	186	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1205	EHT	-	-	95	110	36	39	(72)	39	40	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-1210	Health Benefits	1,879	1,872	309	-	109	132	132	135	138	2023 Salary and Benefits Workbook + 2% in future years
11-6-061446-3021	Parts and Supplies	541	2,249	-	500	-	500	-	500	500	minimal budget held for unanticipated expenses
11-6-061446-3041	Granulars and Asphalt	1,842	-	-	500	-	500	-	500	500	minimal budget held for unanticipated expenses
11-6-061446-3510	Internal Equipment Charges	10,761	13,988	6,743	6,877	2,515	2,565	(4,312)	2,617	2,566	prior year actual + 2%
11-6-061446-4016	Equipment Rentals - Hired	9,610	4,745	9,950	10,149	7,345	7,347	(2,802)	8,214	7,635	based on 3-year rolling average actuals
<i>Subtotal Roadside Maintenance - Ditching</i>		32,430	30,723	23,532	24,734	12,214	13,532	(11,202)	14,502	13,926	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Road Maintenance (cont'd)											
<u>RM - Other Roadside Maintenance</u>											
11-6-061447-1110	Salaries and Wages	253	848	250	256	-	250	(6)	255	260	placeholder budget for uncategorized expenses
11-6-061447-1210	Health Benefits	64	267	84	42	-	100	58	102	104	placeholder budget for uncategorized expenses
11-6-061447-3170	Signage	-	-	116	2,000	-	250	(1,750)	255	260	placeholder budget for uncategorized expenses
11-6-061447-3510	Internal Equipment Charges	373	1,118	280	286	-	500	214	510	520	placeholder budget for uncategorized expenses
<i>Subtotal Roadside Maintenance - Other Roadside Maintenance</i>		690	2,232	729	2,583	-	1,100	(1,483)	1,122	1,144	
<u>RM - Sewers and Drains</u>											
11-6-061448-1110	Salaries and Wages	452	243	302	309	771	821	512	837	854	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1201	CPP	-	-	3	-	30	50	50	51	52	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1202	EI	-	-	1	7	10	26	19	27	27	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1203	WSIB	-	-	8	10	24	28	19	29	29	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1204	OMERS	-	-	-	28	26	74	46	75	77	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1205	EHT	-	-	5	6	15	16	10	16	17	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-1210	Health Benefits	124	40	7	-	88	55	55	56	57	2023 Salary and Benefits Workbook + 2% in future years
11-6-061448-3021	Parts and Supplies	107	-	-	100	-	100	-	100	100	minimal budget held for unanticipated expenses
11-6-061448-3041	Granulars and Asphalt	348	-	-	250	-	250	-	250	250	minimal budget held for unanticipated expenses
11-6-061448-3042	Culverts	-	44	-	100	-	100	-	100	100	minimal budget held for unanticipated expenses
11-6-061448-3510	Internal Equipment Charges	640	85	295	301	560	571	270	583	594	prior year actual + 2%
11-6-061448-4005	Contracted Services	-	3,185	-	2,000	-	250	(1,750)	255	260	placeholder budget for uncategorized expenses
11-6-061448-4016	Equipment Rentals - Hired	2,086	-	748	763	-	249	(514)	332	194	based on 3-year rolling average actuals
<i>Subtotal Roadside Maintenance - Sewers and Drains</i>		3,757	3,597	1,369	3,873	1,525	2,590	(1,283)	2,711	2,611	
<u>RM - Catch basin Repairs/Cleaning</u>											
11-6-061449-1110	Salaries and Wages	479	709	167	171	180	192	21	196	200	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1201	CPP	-	-	4	-	10	25	25	26	26	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1202	EI	-	-	2	4	3	6	2	6	6	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1203	WSIB	-	-	3	5	6	7	1	7	7	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1204	OMERS	-	-	7	15	16	17	2	18	18	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1205	EHT	-	-	2	3	4	4	0	4	4	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-1210	Health Benefits	108	212	34	-	29	13	13	13	13	2023 Salary and Benefits Workbook + 2% in future years
11-6-061449-3021	Parts and Supplies	9	70	-	50	-	50	-	50	50	minimal budget held for unanticipated expenses
11-6-061449-3041	Culverts	-	1,361	-	1,000	3,517	3,588	2,588	3,659	3,733	prior year actual + 2%
11-6-061449-3510	Internal Equipment Charges	344	494	203	207	248	252	46	257	263	prior year actual + 2%
11-6-061449-4430	Bridge Maintenance	8,314	10,283	12,016	12,256	13,653	13,926	1,670	14,204	14,488	prior year actual + 2%
<i>Subtotal Roadside Maintenance - Catch basin Repairs/Cleaning</i>		9,253	13,128	12,436	13,711	17,665	18,079	4,368	18,440	18,808	
<u>Signs/Barricades/Guide Rails</u>											
11-6-061471-1110	Salaries and Wages	4,815	6,812	6,057	6,203	9,772	10,406	4,203	10,614	10,826	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1201	CPP	-	-	86	154	493	411	257	419	428	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1202	EI	-	-	28	137	169	332	195	339	346	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1203	WSIB	-	-	56	195	299	358	163	365	372	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1204	OMERS	-	-	172	558	693	937	378	955	974	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1205	EHT	-	-	38	121	184	203	82	207	211	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-1210	Health Benefits	1,193	1,787	1,395	-	777	692	692	706	720	2023 Salary and Benefits Workbook + 2% in future years
11-6-061471-3044	Signs/Posts/Guide Rails/Barricades/Hardware	4,629	5,704	9,884	7,000	9,450	18,900	11,900	19,278	19,664	sign costs have almost doubled in cost this year as per TL
11-6-061471-3510	Internal Equipment Charges	3,403	5,214	4,352	4,439	4,824	4,920	481	5,018	5,119	prior year actual + 2%
<i>Subtotal Signs/Barricades/Guide Rails</i>		14,040	19,517	22,066	18,807	26,661	37,159	18,352	37,902	38,660	
Total Road Maintenance		712,770	750,585	840,754	877,327	825,062	932,679	55,352	920,419	932,543	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Winter Maintenance											
<i>Truck - Plowing/Salting/Sanding</i>											
11-6-062111-1110	Salaries and Wages	28,154	28,908	21,505	22,023	51,586	54,934	32,911	56,032	57,153	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1201	CPP	-	-	289	1,056	2,017	3,060	2,005	3,122	3,184	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1202	EI	-	-	60	487	667	1,755	1,268	1,790	1,826	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1203	WSIB	-	-	217	694	1,239	1,890	1,196	1,928	1,966	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1204	OMERS	-	-	568	1,982	2,393	4,944	2,962	5,043	5,144	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1205	EHT	-	-	134	429	762	1,071	642	1,093	1,114	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-1210	Health Benefits	7,674	7,140	4,316	-	2,065	3,653	3,653	3,726	3,800	2023 Salary and Benefits Workbook + 2% in future years
11-6-062111-3430	Sand and Salt	45,138	44,480	39,925	43,918	45,355	52,159	8,241	59,982	68,980	salt up 2% and sand up 18% over prior year actual
11-6-062111-3510	Internal Equipment Charges	56,376	56,829	45,967	46,886	74,966	76,466	29,580	77,995	79,555	prior year actual + 2%
11-6-062111-4016	Equipment Rentals - Hired	663	1,285	-	1,000	-	1,000	-	1,000	1,000	placeholder budget for unanticipated expenses
<i>Subtotal Truck Plowing/Salting/Sanding</i>		138,005	138,642	112,981	118,475	181,051	200,931	82,456	211,710	223,722	
<i>Grader - Plowing/Ice blading</i>											
11-6-062112-1110	Salaries and Wages	11,103	13,705	9,499	9,728	21,140	22,512	12,784	22,963	23,422	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1201	CPP	-	-	46	355	904	1,131	776	1,154	1,177	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1202	EI	-	-	8	215	301	719	504	734	748	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1203	WSIB	-	-	56	306	571	774	468	790	806	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1204	OMERS	-	-	136	876	582	2,026	1,151	2,067	2,108	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1205	EHT	-	-	35	190	351	484	294	494	504	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-1210	Health Benefits	2,502	2,951	1,981	-	1,381	1,497	1,497	1,527	1,557	2023 Salary and Benefits Workbook + 2% in future years
11-6-062112-3510	Internal Equipment Charges	21,755	27,937	16,850	17,187	36,450	37,179	19,992	37,923	38,681	prior year actual + 2%
11-6-062112-4016	Equipment Rentals - Hired	509	-	-	500	-	500	-	500	500	placeholder budget for unanticipated expenses
<i>Subtotal Grader - Plowing/Ice blading</i>		35,868	44,593	28,612	29,357	61,681	66,823	37,466	68,150	69,503	
<i>Snow fence Erection and Removal</i>											
11-6-062114-1110	Salaries and Wages	4,723	4,229	6,051	6,197	6,251	6,657	460	6,790	6,926	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1201	CPP	-	-	185	154	266	188	34	192	195	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1202	EI	-	-	37	137	84	213	76	217	221	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1203	WSIB	-	-	132	195	198	229	34	234	238	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1204	OMERS	-	-	325	558	449	599	41	611	623	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1205	EHT	-	-	81	121	122	130	9	132	135	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-1210	Health Benefits	1,004	971	718	-	692	443	443	451	461	2023 Salary and Benefits Workbook + 2% in future years
11-6-062114-3510	Internal Equipment Charges	2,156	1,928	3,963	2,500	3,418	3,486	986	3,556	3,627	prior year actual + 2%
11-6-062114-3741	Snow fence	682	1,011	2,269	1,500	1,305	1,331	(169)	1,357	1,384	prior year actual + 2%
<i>Subtotal Snow fence Erection and Removal</i>		8,564	8,138	13,761	11,362	12,784	13,274	1,913	13,540	13,810	
<i>Other Winter Activities</i>											
11-6-062115-1110	Salaries and Wages	120	2,071	3,106	3,181	5,943	6,328	3,148	6,455	6,584	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1201	CPP	-	-	48	-	287	168	168	172	175	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1202	EI	-	-	11	70	97	202	132	206	210	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1203	WSIB	-	-	29	100	185	218	118	222	226	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1204	OMERS	-	-	83	286	460	570	283	581	593	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1205	EHT	-	-	18	62	114	123	61	126	128	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-1210	Health Benefits	436	553	694	-	341	421	421	429	438	2023 Salary and Benefits Workbook + 2% in future years
11-6-062115-3510	Internal Equipment Charges	988	1,124	2,417	2,465	3,978	4,057	1,592	4,138	4,221	prior year actual + 2%
<i>Subtotal Other Winter Activities</i>		1,544	3,748	6,405	6,164	11,405	12,087	5,923	12,329	12,576	

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PUBLIC WORKS OPERATING EXPENDITURES (cont'd)											
Winter Maintenance (cont'd)											
<u>Snow Removal from Streets</u>											
11-6-062116-1110	Salaries and Wages	1,712	1,979	4,101	4,200	4,832	5,146	946	5,249	5,354	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1201	CPP	-	-	-	-	226	298	298	304	310	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1202	EI	-	-	-	-	76	164	164	168	171	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1203	WSIB	-	-	-	-	131	177	177	181	184	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1204	OMERS	-	-	-	-	375	463	463	472	482	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1205	EHT	-	-	-	-	80	100	100	102	104	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-1210	Health Benefits	402	529	1,398	725	416	342	(383)	349	356	2023 Salary and Benefits Workbook + 2% in future years
11-6-062116-3510	Internal Equipment Charges	3,048	3,924	6,571	6,702	7,550	7,701	999	7,855	8,012	prior year actual + 2%
11-6-062116-3810	Insurance	-	-	-	-	1,413	-	-	-	-	one-time incident
11-6-062116-4012	Grounds Maintenance	-	-	-	-	1,209	-	-	-	-	one-time incident
11-6-062116-4016	Equipment Rentals - Hired	2,267	3,986	3,818	3,894	421	430	(3,465)	438	447	prior year actual + 2%
<i>Subtotal Snow Removal from Streets</i>		7,428	10,418	15,889	15,522	16,732	14,822	(700)	15,118	15,421	
<u>Snow Removal - Parking Lots, etc.</u>											
11-6-062117-1110	Salaries and Wages	247	400	-	1,000	3,029	3,225	2,225	3,290	3,356	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1201	CPP	-	-	-	-	26	50	50	51	52	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1202	EI	-	-	-	-	9	103	103	105	107	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1203	WSIB	-	-	-	-	51	111	111	113	115	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1204	OMERS	-	-	-	-	100	290	290	296	302	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1205	EHT	-	-	-	-	31	63	63	64	65	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-1210	Health Benefits	71	116	-	250	78	214	(36)	219	223	2023 Salary and Benefits Workbook + 2% in future years
11-6-062117-3510	Internal Equipment Charges	300	-	-	500	3,053	3,114	2,614	3,176	3,239	prior year actual + 2%
11-6-062117-4016	Equipment Rentals - Hired	1,211	675	-	250	-	-	(250)	-	-	prior year actual + 2%
<i>Subtotal Snow Removal - Parking Lots, etc.</i>		1,828	1,191	-	2,000	6,377	7,170	5,170	7,314	7,460	
<u>Snow Removal - Sidewalks</u>											
11-6-062200-3510	Internal Equipment Charges	-	-	8,894	12,994	-	-	(12,994)	-	-	accounted for under Township plowing budget
11-6-062200-4016	Equipment Rentals - Hired	23,341	15,760	2,919	-	6,907	-	-	-	-	accounted for under Township plowing budget
<i>Subtotal Snow Removal - Sidewalks</i>		23,341	15,760	11,813	12,994	6,907	-	(12,994)	-	-	
Total Winter Maintenance		216,579	222,491	189,461	195,874	296,936	315,108	119,234	328,161	342,492	
Bridges and Culverts											
11-4-061343-8531	Transfer to Bridges Reserve	25,000	200,000	222,000	226,440	226,440	230,969	4,529	235,588	240,300	amount amended to reflect AMP needs from 2020 update
Total Bridges and Culverts		25,000	200,000	222,000	226,440	226,440	230,969	4,529	235,588	240,300	

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<u>PUBLIC WORKS OPERATING EXPENDITURES (cont'd)</u>											
Sidewalks											
11-4-061431-8510	Transfer to Sidewalk Reserve	25,000	25,500	26,010	26,530	26,530	27,061	531	27,602	28,154	base year 2020 \$25,000 + 2% increase annually
11-6-061431-1110	Salaries and Wages	2,931	1,456	3,355	3,436	6,514	6,937	3,501	7,075	7,217	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1201	CPP	-	-	162	-	230	250	250	255	260	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1202	EI	-	-	55	76	78	222	146	226	231	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1203	WSIB	-	-	96	108	140	239	130	243	248	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1204	OMERS	-	-	272	309	362	624	315	637	650	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1205	EHT	-	-	61	67	86	135	68	138	141	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-1210	Health Benefits	676	515	499	-	306	461	461	470	480	2023 Salary and Benefits Workbook + 2% in future years
11-6-061431-3021	Parts and Supplies	1,223	184	62	490	-	82	(408)	48	43	based on 3-year rolling average actuals
11-6-061431-3041	Granulars and Asphalt	819	-	-	500	-	500	-	500	500	placeholder budget for unanticipated expenses
11-6-061431-3440	Concrete	1,722	-	763	828	-	254	(574)	339	198	based on 3-year rolling average actuals
11-6-061431-3510	Internal Equipment Charges	2,223	1,360	1,963	2,002	1,323	1,349	(653)	1,376	1,349	prior year actual + 2%
11-6-061431-4016	Equipment Rentals - Hired	658	819	190	556	235	240	(316)	245	240	prior year actual + 2%
Total Sidewalks		35,251	29,834	33,489	34,902	35,804	38,354	3,452	39,155	39,710	
Leaf and Yard Waste Program											
<i>Program Expenses</i>											
11-6-084051-1110	Salaries and Wages	15,285	9,501	8,799	9,011	5,986	6,375	(2,636)	6,502	6,632	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1201	CPP	-	-	169	314	317	171	(143)	174	178	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1202	EI	-	-	59	199	99	204	4	208	212	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1203	WSIB	-	-	104	284	190	219	(65)	224	228	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1204	OMERS	-	-	316	811	354	574	(237)	585	597	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1205	EHT	-	-	68	176	117	124	(51)	127	129	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1210	Health Benefits	4,006	2,800	1,951	-	324	424	424	432	441	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-3510	Internal Equipment Charges	34,605	17,663	14,338	11,253	9,788	9,983	(1,270)	10,183	10,387	prior year actual + 2%
11-6-084051-4008	Fence Rentals	-	-	124	150	-	150	-	150	150	placeholder budget for unanticipated expenses
11-6-084051-4016	Equipment Rentals - Hired	-	118	62	63	-	-	(63)	-	-	prior year actual + 2%
<i>Subtotal Program Expenses</i>		<i>53,895</i>	<i>30,080</i>	<i>25,990</i>	<i>22,261</i>	<i>17,173</i>	<i>18,224</i>	<i>(4,038)</i>	<i>18,585</i>	<i>18,954</i>	
<i>Depot Maintenance Costs</i>											
11-6-084051-1110	Salaries and Wages	-	-	2,405	2,463	4,335	4,617	2,153	4,709	4,803	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1201	CPP	-	-	123	-	236	66	66	68	69	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1202	EI	-	-	39	54	80	147	93	150	153	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1203	WSIB	-	-	73	78	137	159	81	162	165	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1204	OMERS	-	-	218	222	382	415	194	424	432	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1205	EHT	-	-	47	48	85	90	42	92	94	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-1210	Health Benefits	-	-	172	-	248	307	307	313	319	2023 Salary and Benefits Workbook + 2% in future years
11-6-084051-3510	Internal Equipment Charges	-	-	4,288	4,373	5,932	6,050	1,677	6,171	6,295	prior year actual + 2%
<i>Subtotal Depot Maintenance Costs</i>		<i>-</i>	<i>-</i>	<i>7,365</i>	<i>7,238</i>	<i>11,434</i>	<i>11,852</i>	<i>4,614</i>	<i>12,089</i>	<i>12,331</i>	
Total Leaf and Yard Waste Program		53,895	30,080	33,355	29,500	28,606	30,076	576	30,674	31,285	<i>as per TL to County quote</i>
Street Lighting											
11-4-065000-8534	Transfer to Street Lighting Reserve	25,000	25,500	26,010	26,530	26,530	27,061	531	27,602	28,154	base year 2020 \$25,000 + 2% increase annually
11-6-065000-2220	Interest Repayments	4,505	3,313	2,102	904	870	-	(904)	-	-	paid in full as of 2022
11-6-065000-3610	Hydro	41,586	43,651	53,627	54,700	53,773	54,849	149	55,946	57,064	prior year actual + 2%
11-6-065000-4016	Equipment Rentals - Hired	5,386	3,894	10,813	11,083	4,548	4,662	(6,421)	4,755	4,851	prior year actual + 2%
11-6-065000-5210	Principal Repayments	45,000	45,000	45,000	45,000	45,000	-	(45,000)	-	-	paid in full as of 2022
Total Street Lighting		121,477	121,358	137,552	138,217	130,722	86,572	(51,645)	88,303	90,069	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	Notes
PUBLIC WORKS CAPITAL REVENUES								
Administration								
12-5-069911-0998 Expense Recovery	-	(3,877)	(145,946)	-	-	-	-	
Total Administration	-	(3,877)	(145,946)	-	-	-	-	
Vehicles and Equipment								
12-4-069911-8027 Transfer from Public Works Equipment Reserve	(47,893)	(713,467)	(6,269)	-	(124,491)	(45,000)	(45,000)	equipment purchases below vehicle purchases below
12-4-069911-8033 Transfer from Public Works Vehicles Reserve	-	-	(27,203)	(268,000)	(148,277)	(148,247)	119,753	
12-4-069911-8100 Transfer from Operating	-	(103,260)	(21,392)	-	(23,801)	-	-	
12-5-069911-0923 PW2003 Contributions from Developers	(142,500)	(400,401)	(57,895)	-	-	-	-	
12-5-069911-0949 Sale of Equipment and Vehicles	(2,000)	(22,172)	(22,198)	-	(1,318)	-	-	
Total Vehicles and Equipment	(192,393)	(1,239,300)	(134,958)	(268,000)	(297,887)	(193,247)	74,753	
Facilities								
12-4-069911-8006 9130 Transfer from Admin Building Reserve	-	-	(189)	-	-	-	-	
12-4-069912-8026 Transfer from PW Facilities Reserve	(52,429)	(3,612)	(29,510)	-	(1,785)	-	-	
12-5-069912-0923 Contributions from Developers	-	(873)	-	-	-	-	-	
Total Facilities	(52,429)	(4,485)	(29,699)	-	(1,785)	-	-	
Roads Projects								
12-4-069911-8032 PW2123/4 Transfer from Roads Projects Reserve	(73,006)	(3,297)	(186,587)	(42,875)	(96,434)	-	42,875	16th Line fibre mat 16th Line fibre mat
12-4-692208-8011 Transfer from Property Acquisitions/Disposals	-	-	-	(35,000)	(35,335)	-	35,000	
12-5-692207-0333 OCIF	(301,522)	-	-	(213,444)	(213,279)	(181,427)	32,017	
12-5-692207-0350 Federal Gas Tax	-	(401,677)	(57,346)	(593,681)	(782,506)	(226,097)	367,584	
12-5-692207-0420 Contributions from Other Municipalities	(1,654)	(381,853)	-	(450,000)	(447,075)	-	450,000	
Total Roads Projects	(376,182)	(786,827)	(243,932)	(1,335,000)	(1,574,629)	(407,524)	927,476	
Bridges and Culverts								
12-4-061343-8031 329 Transfer from Bridge Reserve	-	(25,408)	-	-	(117,053)	(9,998)	(9,998)	2023 Bridge Study (defer repair projects to 2024)
12-5-061343-0333 329 OCIF	(90,544)	(95,763)	(25,077)	-	(1,560)	-	-	as per DC study contribution
12-5-061343-0923 329 Contributions from Developers	-	-	-	-	(19,679)	(10,002)	(10,002)	
Total Bridges and Culverts	(90,544)	(121,170)	(25,077)	-	(138,292)	(20,000)	(20,000)	
Total Public Works Capital Revenues	(711,548)	(2,155,659)	(579,612)	(1,603,000)	(2,012,592)	(620,771)	982,229	

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES							
2019 Capital Projects							
Vehicles and Equipment							
Large Equipment and Vehicles	92,542						
Facilities							
Public Works Building Repairs (overhead doors, roof, antenna)	52,429						
Roads Projects							
Maplewood Side Road Hard Top (Year 2)	444,022						
Maplewood Bridge Replacement	88,315						
Valleyfield and Jacob Street Resurfacing	74,659						
Maria Street Engineering	16,414						
Sidewalks							
Sidewalk Annual Program	6,096						
<i>Subtotal 2019 Capital Projects</i>	<i>774,477</i>						
2020 Capital Projects							
Vehicles and Equipment							
Pavement Edger		9,875					
Snow Box		6,411					
Trackless		198,935					
Public Works Foreman Vehicle		42,032					
Grader		409,910					
Dump Truck		282,773					
Small Tools and Equipment		4,916					
12-4-069911-8533 Vehicle Sale Proceeds - Transfer to Vehicle Reserve		22,172					
Facilities							
12-6-069911-various PW2003 Sand Shed		3,612					
Roads Projects							
Valleyfield and Jacob Street Holdback Release		1,431					
Maria Street Reconstruction		881,665					
Bridges and Culverts							
2012 Culvert Engineering		25,408					
Wellington Street Culvert		15,559					
Roads Needs Study		-					
James Street Resurfacing		32,381					
16th Line Resurfacing		210,953					
Sidewalks							
Sidewalk Fencing - Briar Drive Pathway		3,769					
<i>Subtotal 2020 Capital Projects</i>		<i>2,151,803</i>					

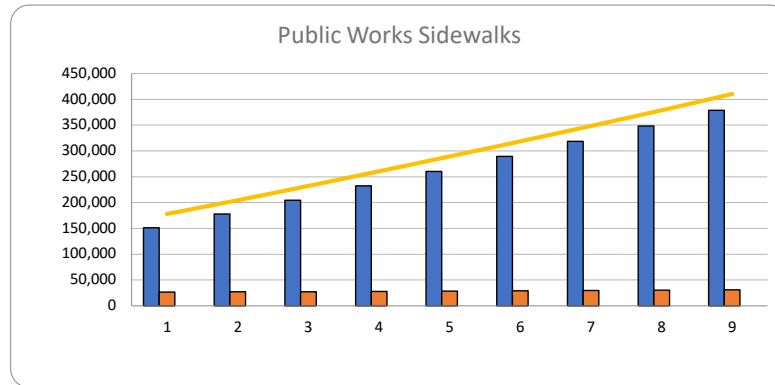
Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Notes
PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)							
2021 Capital Projects							
Vehicles and Equipment							
12-4-069911-8533			22,198				
12-6-069911-3017			5,249				
12-6-069911-3017 839			-				
12-6-069911-3017 827			1,020				
12-6-069911-3017 828			21,878				
12-6-069911-3350			5,325				
Facilities							
12-6-069911-various 9130			8,508				
12-6-069911-various PW2003			57,622				
12-6-069912-4420 SHOP			24,422				
12-6-069912-4420 PW2117			5,088				
12-6-069912-4420 COVID			-				ICC, TDRC and Hickson Park
Roads Projects							
12-6-069911-3041			21,392				
12-6-069911-4004 PW2123			28,875				
12-6-069911-4012 SHOP			-				
12-6-069911-4005 PW2124			157,711				
12-6-069911-4005 PW2125			138,416				
12-6-069911-4005 PW2126			64,876				
Bridges and Culverts							
12-6-069911-4005 329			25,077				
12-6-069911-4005 330			-		424,531		
			Subtotal 2021 Capital Projects		424,531		
			587,657		424,531		

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

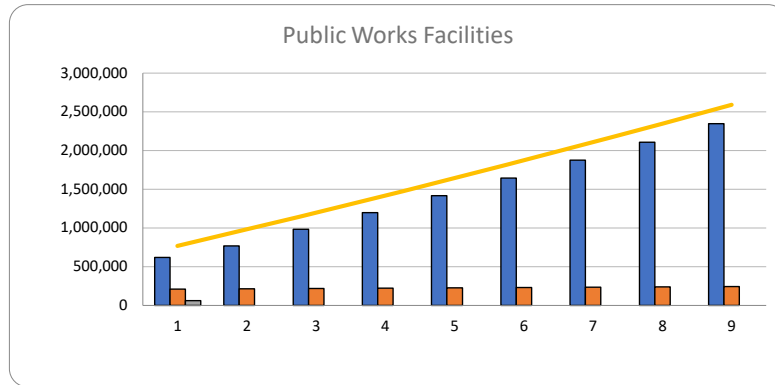
Description		2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed		Notes
PUBLIC WORKS CAPITAL EXPENDITURES (cont'd)									
2022 Capital Projects									
Vehicles and Equipment									
12-6-692201-3017	Plow				15,000				for patrol pick up
12-6-692202-3017	Retriever				18,000				
12-6-692203-3017	Roller				30,000				additional roller for back of vehicle 823
12-6-692204-3350 837	1/2 Tonne Pickup				55,000	42,368			replacement vehicle as per schedule
12-6-692210-3350 new	Public Works Foreman Vehicle				70,000	67,781			new hybrid vehicle to be added to the Fleet
12-6-692205-3350 new	Utility Tractor				80,000	58,381			additional vehicle to address in-house services
Roads Projects									
12-6-692206-4012 SHOP	Concrete Crushing				40,000	22,988			
12-6-692207-various	John/Henry Streets				1,300,000	1,259,469			updated for tender results
12-6-692208-4004	Engineering Services				30,000	101,979			
12-6-692209-3010	Road Stub Acquisition (Tavistock)				35,000	35,095			
<i>Subtotal 2022 Capital Projects</i>					1,673,000	1,588,061			
2023 Capital Projects									
Vehicles and Equipment									
12-6-692301-3017	Large Equipment						45,000		stump grinder and tree pruner
12-6-692303-3350	Vehicles						148,247		speed radar trailer and utility truck
Roads Projects									
12-6-692305-various	Construction						510,000		16th Line fibre mat
12-6-692306-various	Construction						25,000		Jacob Street West
12-6-692307-4004	Engineering Services						40,000		engineering work for road construction 2024
Bridges and Culverts									
12-6-692308-4003	Consulting						20,000		2023 Bridge Condition Assessment (mandatory)
<i>Subtotal 2023 Capital Projects</i>							788,247		
Total Public Works Capital Expenditures		774,477	2,151,803	587,657	1,673,000	2,012,592	788,247		

Township of East Zorra-Tavistock
PUBLIC WORKS
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



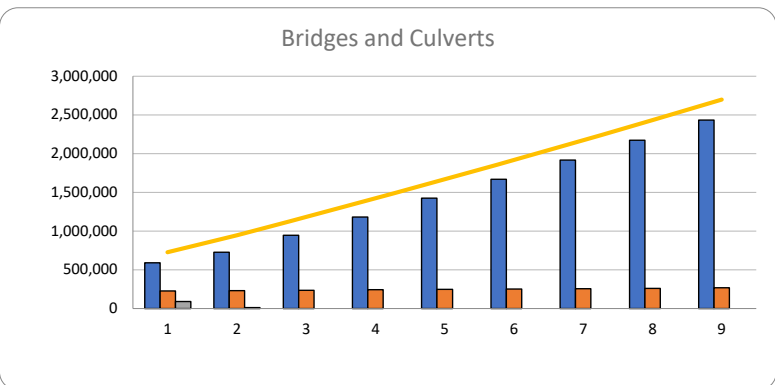
11-3-006420-9810
Public Work Sidewalk Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
151,314	26,530	0	177,844	2022
177,844	27,061	0	204,905	2023
204,905	27,602	0	232,507	2024
232,507	28,154	0	260,661	2025
260,661	28,717	0	289,378	2026
289,378	29,291	0	318,670	2027
318,670	29,877	0	348,547	2028
348,547	30,475	0	379,022	2029
379,022	31,084	0	410,106	2030



11-3-006420-9826
Public Works Facility Reserve

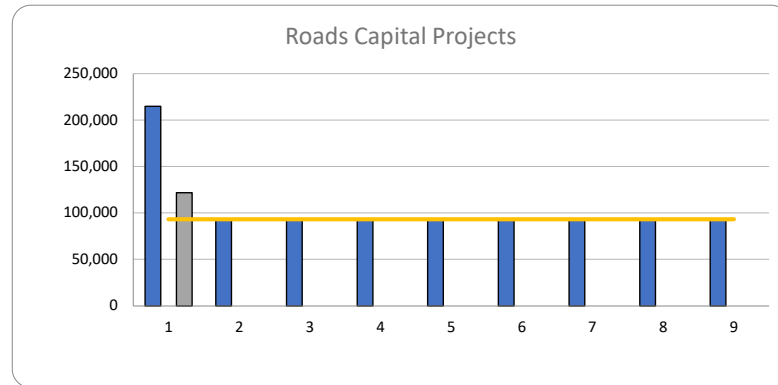
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
620,948	208,080	59,680	769,348	2022
769,348	212,242	0	981,590	2023
981,590	216,486	0	1,198,076	2024
1,198,076	220,816	0	1,418,892	2025
1,418,892	225,232	0	1,644,125	2026
1,644,125	229,737	0	1,873,862	2027
1,873,862	234,332	0	2,108,194	2028
2,108,194	239,019	0	2,347,212	2029
2,347,212	243,799	0	2,591,011	2030



11-3-006420-9831
Public Works Bridge Reserve

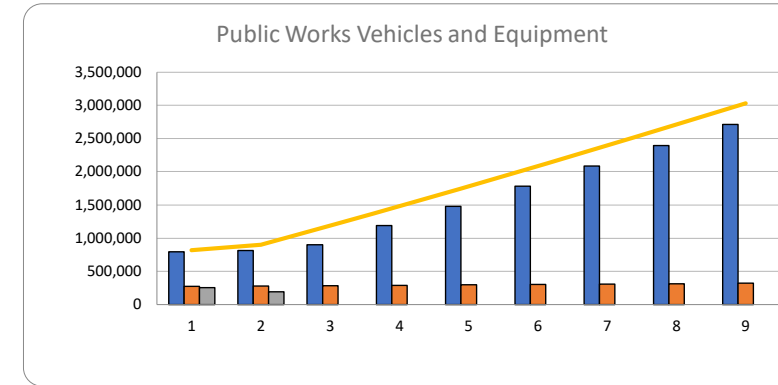
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	
588,961	226,440	89,617	725,784	2022
725,784	230,969	9,998	946,755	2023
946,755	235,588	0	1,182,343	2024
1,182,343	240,300	0	1,422,643	2025
1,422,643	245,106	0	1,667,749	2026
1,667,749	250,008	0	1,917,757	2027
1,917,757	255,008	0	2,172,765	2028
2,172,765	260,108	0	2,432,873	2029
2,432,873	265,311	0	2,698,184	2030

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



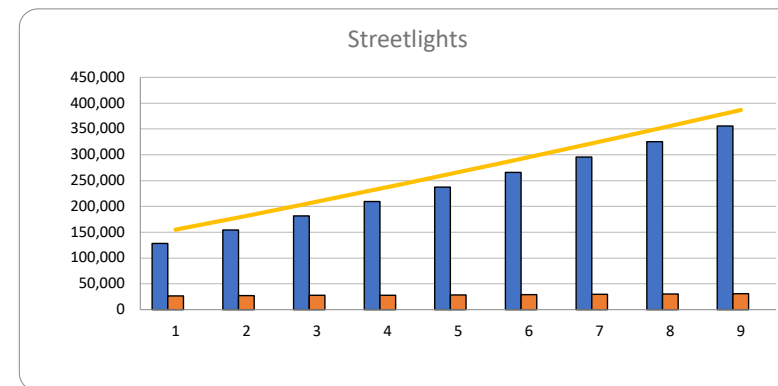
11-3-006420-9832
Roads Capital Projects Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
214,784	0	121,610	93,174	2022
93,174	0	0	93,174	2023
93,174	0	0	93,174	2024
93,174	0	0	93,174	2025
93,174	0	0	93,174	2026
93,174	0	0	93,174	2027
93,174	0	0	93,174	2028
93,174	0	0	93,174	2029
93,174	0	0	93,174	2030



11-3-006420-9833
Public Works Vehicles and Equipment Reserve

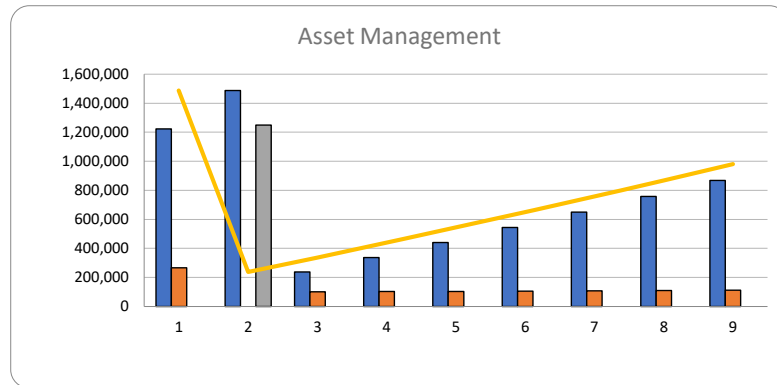
Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
795,845	275,000	254,350	816,495	2022
816,495	280,500	193,247	903,748	2023
903,748	286,110	0	1,189,858	2024
1,189,858	291,832	0	1,481,690	2025
1,481,690	297,669	0	1,779,359	2026
1,779,359	303,622	0	2,082,981	2027
2,082,981	309,695	0	2,392,676	2028
2,392,676	315,889	0	2,708,564	2029
2,708,564	322,206	0	3,030,771	2030



11-3-006420-9834
Street Lighting Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance	Year
128,047	26,530	0	154,577	2022
154,577	27,061	0	181,638	2023
181,638	27,602	0	209,240	2024
209,240	28,154	0	237,394	2025
237,394	28,717	0	266,111	2026
266,111	29,291	0	295,403	2027
295,403	29,877	0	325,280	2028
325,280	30,475	0	355,755	2029
355,755	31,084	0	386,839	2030

Township of East Zorra-Tavistock
PUBLIC WORKS
2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-3-006420-9837

Asset Management Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
1,222,089	265,302	0	1,487,391
1,487,391	0	1,250,000	237,391
237,391	100,000	0	337,391
337,391	102,000	0	439,391
439,391	104,040	0	543,431
543,431	106,121	0	649,552
649,552	108,243	0	757,795
757,795	110,408	0	868,203
868,203	112,616	0	980,819

2022
 2023 *drawdown for admin building construction*
 2024 *replenish over 50 year admin building life*
 2025
 2026
 2027
 2028
 2029
 2030

Township of East Zorra-Tavistock
 TREASURY SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Gross Budget Revenues										Remarks
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Taxation - General Levy and Rated PILs	(5,742,354)	(6,231,405)	(6,426,751)	(6,652,953)	(6,652,072)	(6,944,618)	(291,665)	(6,944,618)	(6,944,618)	
City of Woodstock Boundary Adjustment	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	-	(115,771)	(115,771)	
Fines and Penalties	(71,707)	(59,523)	(58,804)	(56,003)	(55,623)	(52,974)	3,030	(50,451)	(48,049)	
Investment Income	(263,616)	(176,398)	(167,339)	(171,485)	(364,414)	(235,181)	(63,696)	(255,031)	(284,876)	
Ontario Municipal Partnership Fund (OMPF)	(667,700)	(863,831)	(703,300)	(726,500)	(726,500)	(792,700)	(66,200)	(792,700)	(792,700)	
Ontario Specific Grants	(576,570)	-	(189,995)	-	(97,920)	-	-	-	-	
Payments-In-Lieu	(4,397)	(4,411)	(30,092)	(29,203)	(30,242)	(30,242)	(1,039)	(30,242)	(30,242)	
Prior Year Surplus/Deficit	-	(1,148,055)	(625,815)	-	-	-	-	-	-	
Sundry Revenue	(9,477)	(108)	(1)	-	(19,713)	(52)	(52)	(52)	(52)	
Supplementary Taxation	(152,695)	(167,437)	(142,019)	(294,050)	(369,886)	(139,401)	154,649	(128,678)	(124,829)	
Transfers from Reserves and Reserve Funds	-	(1,182)	(41,362)	-	(49,432)	-	-	-	-	
User Fees and Charges	(5,205)	(6,105)	(7,125)	(6,500)	(6,175)	(5,250)	1,250	(5,250)	(5,250)	
TOTALS	(1,867,137)	(2,542,820)	(2,081,622)	(1,399,512)	(1,835,677)	(1,371,571)	27,941	(1,378,176)	(1,401,769)	
Gross Budget Expenditures										Remarks
	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	
Administration	-	-	282,998	305,003	267,170	331,711	26,708	338,345	345,112	
Financial Expenses	1,171,620	202,674	717,148	35,220	110,661	33,237	(1,982)	34,071	34,678	
Tax Rebates and Write-offs	26,479	142,141	125,249	114,867	83,519	116,970	2,103	108,579	103,023	
TOTALS	1,198,099	344,815	1,125,395	455,090	461,350	481,918	26,828	480,996	482,813	
NET TREASURY SERVICES BUDGET	(669,038)	(2,198,005)	(956,227)	(944,423)	(1,374,327)	(889,653)	54,770	(897,180)	(918,956)	

Township of East Zorra-Tavistock
 TREASURY SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Remarks
TREASURY SERVICES REVENUES										
Taxation - General Levy										
<i>as per the Collectors' Roll 2023 @ current rates</i>										
11-5-022000-0120 Residential (RT)	(3,623,669)	(4,014,347)	(4,108,316)	(4,294,174)	(4,293,296)	(4,576,317)	(282,143)	(4,576,317)	(4,576,317)	
11-5-022000-0130 Multi-Residential (MT)	(135,844)	(132,346)	(131,706)	(137,520)	(137,521)	(136,553)	967	(136,553)	(136,553)	
11-5-022000-0140 Commercial (CT) and Parking Lots (GT)	(299,208)	(291,861)	(303,906)	(310,765)	(310,765)	(392,710)	(81,945)	(392,710)	(392,710)	
11-5-022000-0141 Commercial Vacant Units/Excess Land (CU)	(3,033)	(2,810)	(2,375)	(2,413)	(2,413)	(3,435)	(1,022)	(3,435)	(3,435)	
11-5-022000-0142 Commercial Vacant Land (CX)	(2,756)	(1,925)	(2,370)	(2,493)	(2,493)	(2,569)	(76)	(2,569)	(2,569)	
11-5-022000-0150 Industrial (IT)	(54,256)	(57,114)	(54,920)	(52,525)	(52,525)	(138,359)	(85,834)	(138,359)	(138,359)	
11-5-022000-0151 Industrial Vacant Units/Excess Land (IU)	(885)	(895)	(903)	(1,700)	(1,700)	(1,230)	470	(1,230)	(1,230)	
11-5-022000-0152 Industrial Vacant Land (IX)	(951)	(301)	(304)	(309)	(309)	(309)	-	(309)	(309)	
11-5-022000-0155 Large Industrial (LT)	(79,564)	(84,844)	(85,589)	(86,950)	(86,949)	(86,950)	-	(86,950)	(86,950)	
11-5-022000-0160 Farmland (FT)	(1,129,594)	(1,206,306)	(1,228,247)	(1,245,732)	(1,245,729)	(1,238,289)	7,443	(1,238,289)	(1,238,289)	
11-5-022000-0170 Managed Forest (TT)	(1,462)	(1,670)	(2,155)	(2,189)	(2,189)	(2,191)	(2)	(2,191)	(2,191)	
11-5-022000-0180 Pipelines (PT)	(287,939)	(300,262)	(303,433)	(308,880)	(308,880)	(309,441)	(561)	(309,441)	(309,441)	
11-5-022000-0190 Commercial New Construction (XT)	(35,139)	(55,859)	(65,557)	(66,599)	(66,599)	-	66,599	-	-	
11-5-022000-0191 Commercial New Construction Vacant Units (XU)	(148)	(152)	(153)	(156)	(156)	-	156	-	-	
11-5-022000-0193 Industrial New Construction (JT)	-	-	(81,434)	(84,283)	(84,283)	-	84,283	-	-	
Subtotal Taxation - General Levy	(5,654,447)	(6,150,692)	(6,371,367)	(6,596,688)	(6,595,807)	(6,888,353)	(291,665)	(6,888,353)	(6,888,353)	
Levy-Based Payments-In-Lieu										
<i>as per the Collectors' Roll 2022 @ current rates</i>										
11-5-023000-0143 Commercial PIL Full (CFN)	(57,370)	(43,478)	(18,578)	(18,874)	(18,874)	(18,874)	-	(18,874)	(18,874)	portion of these PILs variable with our tax rate
11-5-023000-0144 Commercial PIL General (CGN)	(30,537)	(35,724)	(36,037)	(36,610)	(36,610)	(36,610)	(0)	(36,610)	(36,610)	portion of these PILs variable with our tax rate
11-5-023000-0153 Industrial PIL Full (IHN)	-	(1,512)	(769)	(781)	(781)	(781)	-	(781)	(781)	portion of these PILs variable with our tax rate
Subtotal Levy-Based Payments-in-Lieu	(87,907)	(80,714)	(55,384)	(56,265)	(56,265)	(56,265)	(0)	(56,265)	(56,265)	
Total Rate-Based Taxation	(5,742,354)	(6,231,405)	(6,426,751)	(6,652,953)	(6,652,072)	(6,944,618)	(291,665)	(6,944,618)	(6,944,618)	
Supplementary Taxation										
11-5-022010-0120 Residential/Farm (RT)	(133,095)	(90,869)	(96,792)	(246,919)	(358,478)	(95,000)	151,919	(95,000)	(95,000)	one-time MPAC catch up COVID related permits in 2022 - reset for 2023
11-5-022010-0130 Multi-Residential (MT)	-	-	(1,419)	(473)	-	(473)	-	(630)	(368)	based on 3-year rolling average
11-5-022010-0140 Commercial (CT)	15,238	(2,449)	(460)	4,110	(5,404)	(2,771)	(6,880)	(2,878)	(3,684)	based on 3-year rolling average
11-5-022010-0142 Commercial Vacant Land (CX)	-	(471)	-	(157)	-	(157)	-	(52)	(70)	based on 3-year rolling average
11-5-022010-0150 Industrial (IT)	(392)	-	(2,652)	(1,015)	-	(884)	131	(1,179)	(688)	based on 3-year rolling average
11-5-022010-0160 Farmland (FT)	(7,531)	(31,133)	(22,303)	(20,322)	(5,256)	(19,564)	758	(15,708)	(13,509)	based on 3-year rolling average
11-5-022010-0170 Managed Forest (TT)	-	-	-	-	(3)	(1)	(1)	(1)	(2)	based on 3-year rolling average
11-5-022010-0180 Pipelines (PT)	(1,896)	(700)	(816)	(1,138)	(746)	(754)	384	(772)	(757)	based on 3-year rolling average
11-5-022010-0190 Commercial New Construction (XT)	(25,018)	(4,144)	-	(9,721)	-	(1,381)	8,339	(460)	(614)	based on 3-year rolling average
11-5-022010-0193 Industrial New Construction (JT)	-	(37,671)	(17,577)	(18,416)	-	(18,416)	-	(11,997)	(10,138)	based on 3-year rolling average
Total Supplementary Taxation	(152,695)	(167,437)	(142,019)	(294,050)	(369,886)	(139,401)	154,649	(128,678)	(124,829)	

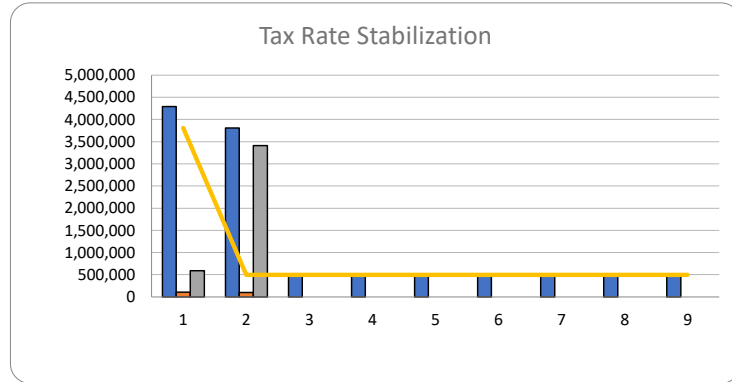
Township of East Zorra-Tavistock
 TREASURY SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Remarks
TREASURY SERVICES REVENUES (cont'd)										
Sundry Revenue										
11-5-022030-0511 Tax Certificates	(4,905)	(5,805)	(6,800)	(6,250)	(5,800)	(5,000)	1,250	(5,000)	(5,000)	based on 100 certificates @ \$50.00
11-5-022030-0801 Accounts Receivable - Interest	-	-	-	-	(82)	(50)	(50)	(50)	(50)	AR now charged 1.25% monthly for outstanding balances
11-5-022030-0811 Penalty/Interest Income - Taxes	(71,707)	(59,523)	(58,804)	(56,003)	(55,623)	(52,974)	3,030	(50,451)	(48,049)	reduced 5% annually based on downward trend of tax arrears
11-5-022030-0821 NSF Fees	(300)	(300)	(325)	(250)	(375)	(250)	-	(250)	(250)	based on 10 NSF's @ \$25.00
11-5-022030-0901 Penny Rounding	-	-	-	-	(0)	-	-	-	-	no annual budget required
11-5-022030-0913 Sundry Revenue	(9,477)	(108)	(1)	-	(19,628)	-	-	-	-	no annual budget required
11-5-022030-0926 Operating Surplus/Deficit from Prior Year	-	(1,148,055)	(625,815)	-	-	-	-	-	-	no annual budget required
11-5-022030-0931 Investment Income - Drains	-	-	(1,841)	(920)	-	-	920	-	-	no annual budget required
11-5-022030-0932 Investment Income - Bank Account	(209,283)	(120,530)	(110,398)	(115,464)	(309,314)	(180,081)	(64,617)	(199,931)	(229,776)	based on 3-year rolling average
11-5-022030-0934 Investment Income - EARTH	(54,333)	(55,867)	(55,100)	(55,100)	(55,100)	(55,100)	-	(55,100)	(55,100)	as per interest on loan receivable
11-5-022030-0935 Dividend Income - EARTH	-	(1,182)	(41,362)	-	(49,432)	-	-	-	-	unanticipated dividends declared at year end
11-5-022030-0998 Expense Recovery	-	-	-	-	(4)	(2)	(2)	(2)	(2)	no annual budget required
Total Sundry Revenue	(350,004)	(1,391,370)	(900,445)	(233,988)	(495,358)	(293,457)	(59,469)	(310,784)	(338,227)	
Grants										
11-5-022050-0330 Non-specific Ontario Grants (OMPF)	(667,700)	(863,831)	(703,300)	(726,500)	(726,500)	(792,700)	(66,200)	(792,700)	(792,700)	based on 2023 Allocation Notice confirmation
11-5-022050-0320 COVID Grant	-	-	(150,620)	-	-	-	-	-	-	
11-5-022050-0340 Municipal Modernization Grant	(576,570)	-	(39,375)	-	(97,920)	-	-	-	-	
11-5-022050-0430 City of Woodstock - Ongoing Boundary Adjustment	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	-	(115,771)	(115,771)	compensation for prior boundary adjustment
Total Grants	(1,360,041)	(979,602)	(1,009,066)	(842,271)	(940,192)	(908,471)	(66,200)	(908,471)	(908,471)	
Non-Variable Based Payments-in-Lieu										
11-5-023000-0143 Commercial PIL Full (CFN)	-	-	(24,901)	(24,605)	(25,061)	(25,061)	(456)	(25,061)	(25,061)	education portion of PILs retained by Township
11-5-023000-0144 Commercial PIL General (CGN)	-	-	(0)	573	-	-	(573)	-	-	portion of these PILs variable with our tax rate
11-5-023000-0153 Industrial PIL Full (IHN)	-	-	(750)	(731)	(750)	(750)	(19)	(750)	(750)	education portion of PILs retained by Township
11-5-023000-0221 Railways	(4,314)	(4,327)	(4,356)	(4,356)	(4,347)	(4,347)	9	(4,347)	(4,347)	rate set by province so budget consistent
11-5-023000-0242 Hydro	(83)	(84)	(84)	(84)	(84)	(84)	-	(84)	(84)	rate set by province so budget consistent
Total Rate-Based Payments-in-lieu	(4,397)	(4,411)	(30,092)	(29,203)	(30,242)	(30,242)	(1,039)	(30,242)	(30,242)	

Township of East Zorra-Tavistock
 TREASURY SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules

Description	2019 Actual	2020 Actual	2021 Actual	2022 Approved	2022 Actual	2023 Proposed	Difference (2023 - 2022)	2024 Projected	2025 Projected	Remarks
TREASURY SERVICES EXPENDITURES										
Tax Rebates and Write-offs										
11-6-022020-0120 Residential/Farm (RT)	10,047	116,606	94,845	96,472	93,398	101,616	5,145	96,620	97,211	based on 3-year rolling average
11-6-022020-0130 Multi-Residential (MT)	-	-	-	-	967	322	322	430	573	based on 3-year rolling average
11-6-022020-0140 Commercial (CT)	16,169	19,267	6,579	14,005	5,197	10,348	(3,657)	7,375	7,640	based on 3-year rolling average
11-6-022020-0150 Industrial (IT)	-	1,597	4,459	2,019	455	2,170	152	2,362	1,662	based on 3-year rolling average
11-6-022020-0151 Industrial Vacant Units/Excess Land (IU)	-	-	(770)	(257)	-	(257)	-	(342)	(200)	based on 3-year rolling average
11-6-022020-0155 Large Industrial (LT)	-	-	1,725	575	-	575	-	767	447	based on 3-year rolling average
11-6-022020-0160 Farmland (FT)	653	4,669	835	2,052	(16,498)	(3,665)	(5,717)	(6,443)	(8,869)	based on 3-year rolling average
11-6-022020-0170 Managed Forest (TT)	-	2	-	1	-	1	-	0	0	based on 3-year rolling average
11-6-022020-0190 Commercial New Construction (XT)	(391)	-	-	-	-	-	-	-	-	based on 3-year rolling average
11-6-022020-0193 Industrial New Construction (JT)	-	-	17,577	-	-	5,859	5,859	7,812	4,557	based on 3-year rolling average
Total Tax Rebates and Write-offs	26,479	142,141	125,249	114,867	83,519	116,970	2,103	108,579	103,023	
Financial Expenses										
11-4-022040-8502 Transfer to Tax Rate Stabilization Reserve	-	179,100	625,815	-	-	-	-	-	-	transfer 2020 surplus to Rate Stabilization after audit
11-4-022040-8505 Transfer to Municipal Modernization Reserve	567,630	-	39,375	-	97,920	-	-	-	-	additional Modernization funding for 2021
11-4-022040-8505 Transfer to COVID Pandemic Funding Reserve	567,630	-	36,000	-	-	-	-	-	-	additional COVID funding for 2021
11-6-022040-1210 Health Benefits	5,305	(2,100)	271	-	152	-	-	-	-	unplanned adjustments for employee benefits charges
11-6-022040-4003 Consulting	1,830	-	-	-	-	-	-	-	-	no budget required
11-6-022040-4007 Audit Services	21,865	21,726	9,560	26,530	7,632	27,061	531	27,602	28,154	2% per year as per agreement for services (5-years)
11-6-022040-5001 Bank Charges	3,335	4,805	6,099	7,624	5,237	6,547	(1,077)	6,678	6,811	addition of EFT program resulting in higher bank fees
11-6-022040-5105 Service Charges	-	-	9	3	-	3	-	4	2	based on 3-year rolling average
11-6-022040-5230 Write-offs and Charge-outs	3,929	(855)	15	1,029	(283)	(374)	(1,404)	(214)	(290)	based on 3-year rolling average
11-6-022040-5260 Tax Penalty and Interest Write-offs	97	(1)	4	33	1	1	(32)	2	1	based on 3-year rolling average
Total Financial Expenses	1,171,620	202,674	717,148	35,220	110,661	33,237	(1,982)	34,071	34,678	
Administration										
11-6-025022-1110 Salaries and Wages	-	-	207,469	212,469	201,524	233,578	21,109	238,250	243,015	Financial Services staff and expenses moved here for 2022 2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1201 CPP	-	-	9,411	9,638	9,735	11,786	2,148	12,022	12,263	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1202 EI	-	-	3,680	3,769	3,244	6,613	2,844	6,745	6,880	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1203 WSIB	-	-	6,501	6,658	5,933	8,035	1,377	8,196	8,360	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1204 OMERS	-	-	20,470	20,963	17,724	14,661	(6,303)	14,954	15,253	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1205 EHT	-	-	4,046	4,143	3,649	4,555	412	4,646	4,739	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1210 Health Benefits	-	-	14,829	15,186	1,135	17,060	1,873	17,401	17,749	2023 Salary and Benefits Workbook + 2% in future years
11-6-025022-1251 Mileage	-	-	-	1,000	658	1,000	-	1,020	1,040	should be a budget for travel to meetings, etc. from office
11-6-025022-1252 Conventions and Seminars	-	-	-	2,500	669	2,500	-	2,550	2,601	conferences limited due to COVID 2020/21 - 2% over 2019
11-6-025022-1255 Dues and Memberships	-	-	-	3,000	346	-	(3,000)	-	-	CPA dues for CAO/Treasurer covered in Corporate Services
11-6-025022-1263 Training and Staff Development	-	-	-	5,000	1,221	7,500	2,500	7,650	7,803	includes training for new Tax Collector
11-6-025022-3005 Office Supplies	-	-	-	3,000	927	3,000	-	3,060	3,121	tax bill prints, calculators, general office supplies
11-6-025022-3033 IT Software	-	-	16,069	17,676	20,403	21,423	3,747	21,852	22,289	ongoing software support costs for corporate financial softwares
11-6-025022-5017 Cash Over/Short	-	-	26	-	(27)	-	-	-	-	no budget required here
11-6-025022-5115 Interest Charges	-	-	495	-	29	-	-	-	-	no budget required here - will catch up on AP payments
Total Administration	-	-	282,998	305,003	267,170	331,711	26,708	338,345	345,112	

Township of East Zorra-Tavistock
 TREASURY SERVICES
 2023 Proposed Operating and Capital Budgets with Reserve Continuity Schedules



11-3-006420-9802
 Tax Rate Stabilization Reserve

Opening Balance	Reserve Contribution	Reserve Drawdown	Closing Balance
4,292,789	104,756	588,164	3,809,381
3,809,381	100,000	3,411,836	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545
497,545	0	0	497,545

2022 drawdowns for admin building
 2023 includes remaining committed funds for the admin building
 2024
 2025
 2026
 2027
 2028
 2029
 2030

**THE CORPORATION OF THE
TOWNSHIP OF EAST ZORRA-TAVISTOCK
COUNTY OF OXFORD
BY-LAW # 2023 - 15**

Being a by-law to confirm all actions and proceedings of the Council.

NOW THEREFORE THE COUNCIL OF THE TOWNSHIP OF EAST ZORRA-TAVISTOCK ENACTS AS FOLLOWS:

All actions and proceedings of the Council taken at its meeting held on the 11th day of May, 2023 except those taken by By-law and those required by law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out herein provided, however, that any member of this Council who has dissented from any action or proceeding or has abstained from discussion and voting thereon shall be deemed to have dissented or abstained, as the case may be, in respect of this By-law as it applies to such action or proceeding.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11th DAY OF MAY, 2023.

Phil Schaefer, Mayor

seal

Will Jaques, Clerk