

# 2021 Operating & Capital Budget

## Continuous Improvement in a COVID-19 Environment





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# Mayor's Message

On behalf of Council, during these unprecedented times, I am pleased that Council and staff worked together to create an extremely responsible budget that recognizes the short-term economic implications of Covid-19 to ongoing Township operations, as well as the need to grow savings to pay for future infrastructure repairs across the Township. Council has also been able to improve service levels with this budget, including increased by-law enforcement and support in our Planning department, not to mention it projects appropriate spending for the next three years versus a single year budget. These enhancements are all a direct result of the Township's recently updated Strategic Plan which will guide Council and staff for the next four years.

Just as Muskoka Lakes was able to move quickly to adapt to the COVID-19 Provincial restrictions and guidelines throughout 2020, we expect that 2021 will be a year of needing to be flexible, nimble and adaptable. We must continue to seek new and alternative ways to support our residents, businesses, organizations and visitors.

2021 budget items that support council Strategic Plan initiatives include:

- Undertaking the development of a Community Improvement Plan (CIP) for the communities of Port Carling and Bala;
- Parks and Recreation Master Plan;
- Fire Master Plan;
- Continue to complete Asset Management Plan and refine the Ten Year Capital Forecast;
- Adopt an updated Township Official Plan;
- Enhance/resource enforcement capability for environmental matters related to planning approvals and by-law enforcement

I'd like to thank Council and our staff for their dedication to putting our community first and ensuring we have a budget that keeps us moving forward.



# Executive Summary

## Director of Financial Services – Mark Donaldson

The development of the 2021 Operating and Capital Budget in an ever-changing environment brought on by a global pandemic has been a year like no other. Our focus continues to be mindful stewards of municipal tax dollars through demonstrating value and providing quality services to the public.

While the full impacts of COVID-19 continue to be fluid, Staff continue to focus on managing operating costs in a responsible way, while planning for key investments in the future. In doing so, we will help to ensure our residents and businesses can continue to thrive and enjoy the wonderful balance of commerce and recreation that exists here in the Township of Muskoka Lakes.

For the first time, the Township of Muskoka Lakes is presenting a 3-year Operating Budget and Forecast, in addition to a 10-year Capital Budget and Forecast. While budgets generally contain assumptions based on historical precedent and future projections, in 2021, some assumptions have no precedent, particularly as it relates to the impacts of the COVID-19 pandemic. The Township of Muskoka Lakes will continue to quickly adapt to the COVID-19 Provincial restrictions and Public Health guidelines as the circumstances continue to change.

On the heels of our recently approved Strategic Plan, we continue to move forward, and that ability that enables us to continue to achieve those goals will be what allows our municipality to continuously improve in a COVID-19 environment.





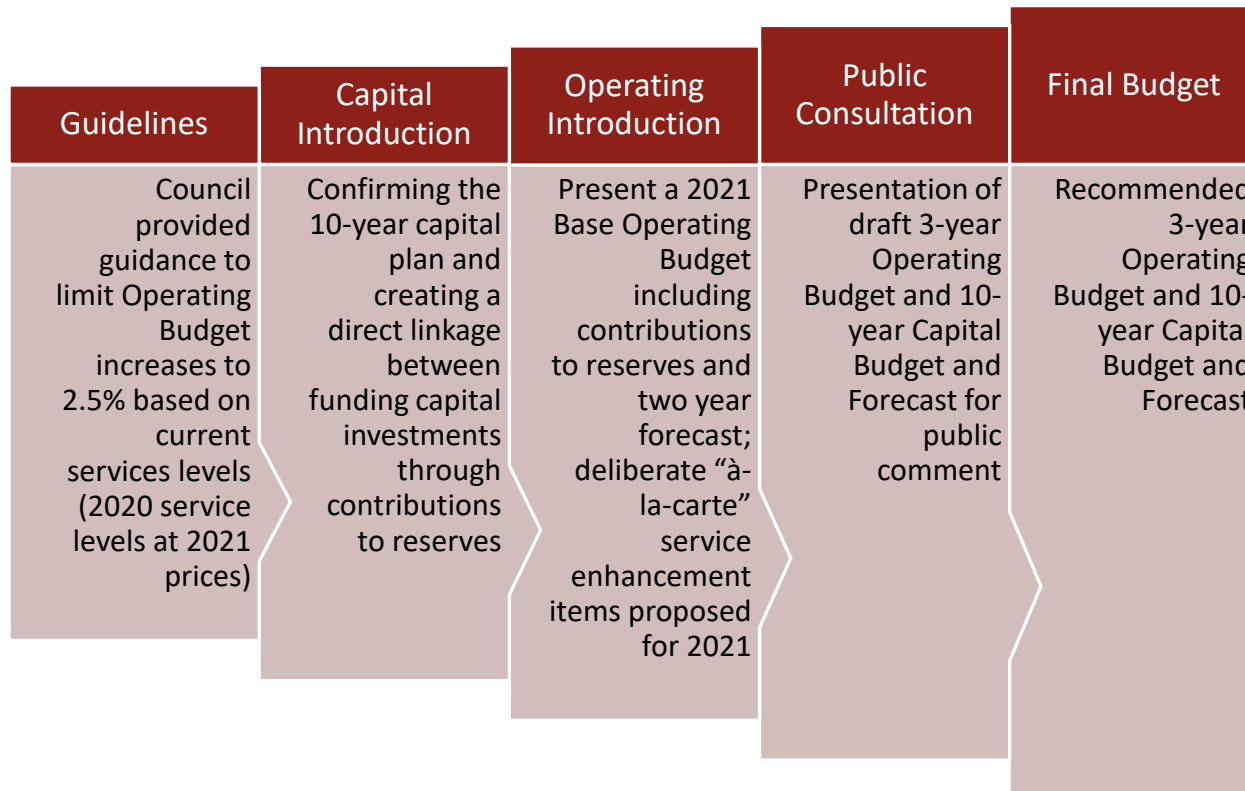
# Overview of the Budget Process

The *Municipal Act, 2001* requires local municipalities to prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality. Municipalities must adopt a balanced budget.

The budget serves many purposes for the municipality. It provides a financial framework within which municipal departments conduct their operations and determines capital project selection and implementation.

Amounts included within the budget are utilized to track financial variances against actual results throughout the fiscal year for accountability. The budget determines the amount of revenue that is required to cover budgeted expenditures for the year. Property tax rates are established to generate the tax revenue portion of the approved budget.

## 2021 Budget Process

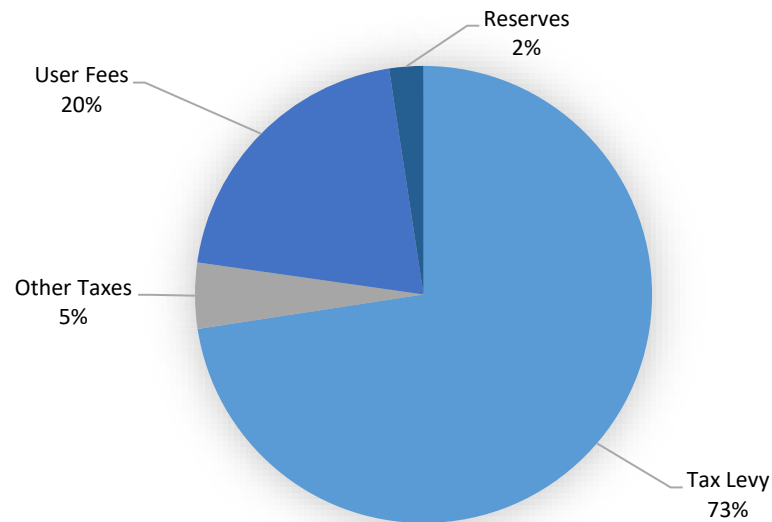


# 2021 Budget Highlights

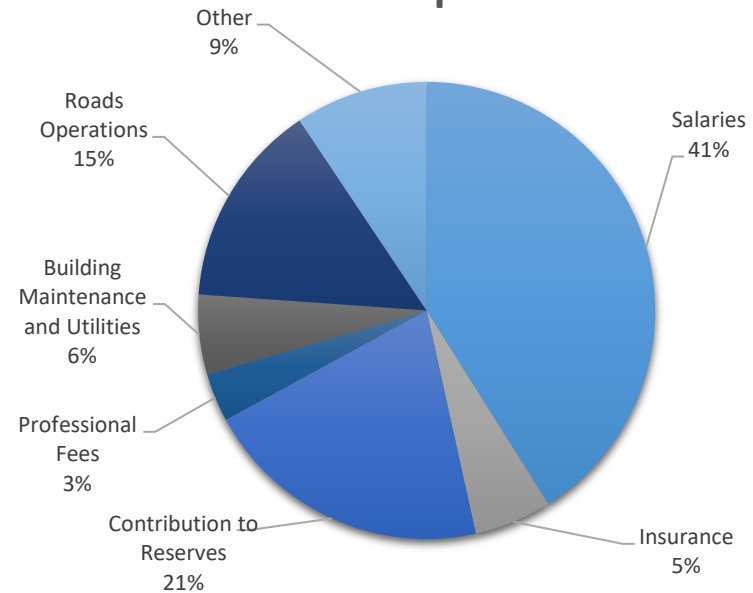
## Operating Overview

- 2.43% operating levy increase in 2021 over 2020
  - 1.70% tax rate increase (\$10.30 on a property valued at \$500,000)
- 3.5% increase in operating expenses impacted by increasing operating costs for insurance and road maintenance, and includes enhancements to Planning, Public Works and By-Law Enforcement services
- \$3.5 million in contributions to reserves to fund capital investments

### 2021 Revenues



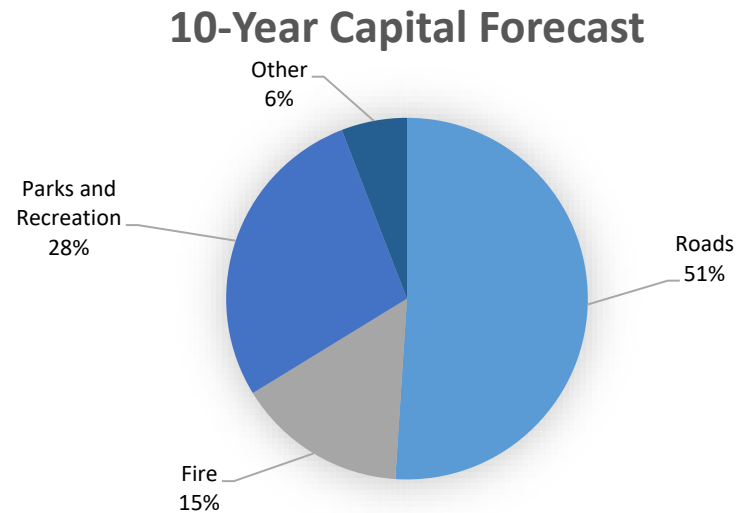
### 2021 Expenses





## Capital Overview

- \$77 million 10-year Capital Forecast
  - \$6.8 million invested in 2021 for road rehabilitation and bridge replacement, vehicles and buildings



## Impact of Covid-19

- Township received \$616,000 in Safe Restart Agreement Funding through the province in 2020; an additional \$123,000 in early 2021 to provide relief from operating pressures related to the pandemic
  - \$419,000 available for use in 2021 to mitigate increased costs, replace lost revenues and support community taxpayers

Projected Use of Safe Restart Agreement Funding	
Increased costs	\$75,000
Foregone revenues	100,000
Levy relief	244,000
<b>SAFE RESTART AGREEMENT FUNDING</b>	<b>\$419,000</b>

**The Corporation of the Township of Muskoka Lakes** Residential Tax Rate: **0.00123029**  
**2020 Tax Levy Calculations**

CLASSIFICATION	2020 ASSESSMENT	2020 RATE	2020 TAX LEVY	2021 ASSESSMENT	2021 RATIO	2021 RATE	2021 TAX LEVY
<b>PROPERTY TAX LEVY:</b>							
Commercial	197,180,653	0.13307%	\$ 262,380	197,180,653	1.1000	0.135332%	\$ 266,849
- Excess Land	1,597,300	0.11311%	\$ 1,807	1,597,300	0.9350	0.115032%	\$ 1,837
- Vacant Land	3,013,200	0.11311%	\$ 3,408	3,013,200	0.9350	0.115032%	\$ 3,466
Industrial	5,519,900	0.13307%	\$ 7,345	5,519,900	1.1000	0.135332%	\$ 7,470
- Excess Land	46,600	0.11311%	\$ 53	46,600	0.9350	0.115032%	\$ 54
- Vacant Land	259,500	0.11311%	\$ 294	259,500	0.9350	0.115032%	\$ 299
Residential	9,914,019,256	0.12097%	\$ 11,992,890	9,986,841,958	1.0000	0.123029%	\$ 12,286,712
Farmlands	8,420,300	0.03024%	\$ 2,546	8,420,300	0.2500	0.030757%	\$ 2,590
Managed Forest	48,259,900	0.03024%	\$ 14,595	48,259,900	0.2500	0.030757%	\$ 14,843
<b>TOTAL</b>	<b>10,178,316,609</b>		<b>\$ 12,285,251</b>	<b>10,251,139,311</b>			<b>\$ 12,584,119</b>
						Levy Requirement	<b>\$ 12,584,088</b>
						Tax Rate Rounding	\$ 31

**Weighted Assessment**

Commercial	216,898,718
- Excess Land	1,493,476
- Vacant Land	2,817,342
Industrial	6,071,890
- Excess Land	43,571
- Vacant Land	242,633
Residential	9,986,841,958
Farmlands	2,105,079
Managed Forest	12,064,999
<b>Total Assessment</b>	<b>10,228,579,665</b>
<b>Required Levy</b>	<b>\$ 12,584,088</b>
<b>Levy per \$ of assessment</b>	<b>\$ 0.00123029</b>

<b>Actual Tax Rate Change</b>	2020	2021	%
Commercial and Industrial	0.13307%	0.13533%	1.70%
Vacant and Excess	0.11311%	0.11503%	1.70%
Residential and Farm	0.12097%	0.12303%	1.70%
Farmlands and Managed Forest	0.03024%	0.03076%	1.71%

<b>Levy Comparison</b>	2020	2021	%
Approved Levy	\$12,285,251	\$ 12,584,088	2.43%

<b>Effective Tax Rate Comparison</b>	2020	2021
Effective tax increase when considering MPAC reassessment and tax rate change	(1.43%)	1.70%
Effective annual tax increase per \$100,000 of property assessment	(\$1.75)	\$2.06



**Township of Muskoka Lakes**  
**Impact of 2021 Assessment Increase and Township Tax Rate**

ASSESSMENT EXAMPLES	2020 Tax Rate	2020 Township Tax	2020 Assessment	2021 Tax Rate	2021 Township Tax	Dollar Increase	Percentage Increase
Per \$100,000 of Assessment	0.00120969	\$ 120.97	\$ 100,000	0.00123029	\$ 123.03	\$ 2.06	1.70%
\$200,000 Assessed Value	0.00120969	\$ 241.94	\$ 200,000	0.00123029	\$ 246.06	\$ 4.12	1.70%
\$250,000 Assessed Value	0.00120969	\$ 302.42	\$ 250,000	0.00123029	\$ 307.57	\$ 5.15	1.70%
\$350,000 Assessed Value	0.00120969	\$ 423.39	\$ 350,000	0.00123029	\$ 430.60	\$ 7.21	1.70%
\$500,000 Assessed Value	0.00120969	\$ 604.85	\$ 500,000	0.00123029	\$ 615.15	\$ 10.30	1.70%
\$750,000 Assessed Value	0.00120969	\$ 907.27	\$ 750,000	0.00123029	\$ 922.72	\$ 15.45	1.70%
\$1,000,000 Assessed Value	0.00120969	\$ 1,209.69	\$ 1,000,000	0.00123029	\$ 1,230.29	\$ 20.60	1.70%
\$1,500,000 Assessed Value	0.00120969	\$ 1,814.54	\$ 1,500,000	0.00123029	\$ 1,845.44	\$ 30.90	1.70%

## 2021 ESTIMATED FINANCIAL RESERVES

	Opening Balance	Additions	Interest	Outflow <sup>2</sup>	Closing
<b>Obligatory Reserves</b>					
Development Charges	1,964,494	233,293	19,616		2,217,403
Parkland Dedication	1,609,107	170,250	16,626	(645,000)	1,150,983
Federal Gas Tax	(0)	0	0	0	(0)
	<b>3,573,601</b>	<b>403,543</b>	<b>36,242</b>	<b>(645,000)</b>	<b>3,368,386</b>
<b>Restricted Reserves</b>					
Building Services	3,888,985	180,690	34,299	(40,000)	4,063,974
Library	95,111	50,000	893	(62,500)	83,504
	3,984,096	230,690	35,192	(102,500)	4,147,478
<b>Discretionary Reserves</b>					
Arenas	146,811	150,000	2,316	(283,700)	15,427
Attainable Housing	50,858	15,000	463		66,322
Bala Heritage Professional Fees	10,714	0	102		10,816
By-law	25,404	50,000	210	(40,000)	35,614
Capital Levy Reserve	2,129,213	50,000	17,483		2,196,696
Cemeteries	111,704	10,000	1,089		122,794
Computer Equipment	1,304,172	100,000	11,880	(225,300)	1,190,752
Education and Training	41,099	25,000	391		66,490
Election	106,473	25,000	1,502		132,975
Fire	515,265	824,000	7,112	(1,024,630)	321,746
Municipal Building	48,812	0	428	(36,000)	13,240
Mural	97,165	15,000	886		113,051
Nursing Station	172,746	10,000	1,633	(27,000)	157,379
Other equipment	214,486	100,000	1,490	(90,000)	225,976
Parking Facilities	110,208	25,000	1,050		136,258
Parks Equipment	35,596	22,800	287	(14,000)	44,683
Planning	65,262	25,000	669		90,931
Roads	2,789,135	1,597,500	27,204	(1,628,023)	2,785,816
Street Lighting	6,515	0	62		6,577
Weather Event	28,162	0	268		28,430
Working Capital	2,334,369	634,000	27,040	(1,356,500)	1,638,909
	10,344,170	3,678,300	103,567	(4,725,153)	9,400,883
<b>TOTAL RESTRICTED AND DISCRETIONARY RESERVES<sup>1</sup></b>					
	<b>14,328,266</b>	<b>3,908,990</b>	<b>138,758</b>	<b>(4,827,653)</b>	<b>13,548,361</b>
<b>TOTAL RESERVES<sup>1</sup></b>					
	<b>17,901,866</b>	<b>4,312,533</b>	<b>175,000</b>	<b>(5,472,653)</b>	<b>16,916,747</b>

<sup>1</sup> Opening balance agree to Note 6 of 2019 audited financial statements

<sup>2</sup> Outflow from reserves based on Dec 31 capital spending



# 2021 Operating Budget





## 2021 Draft Operating Budget - Summary by Division



	2018 Actual	2019 Actual	2020 Preliminary Actual	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Non-tax revenues	3,438,367	3,419,281	3,439,790	3,667,670	3,528,770	3,783,662	3,868,211
Other tax revenues	676,101	817,870	730,654	743,200	808,400	829,172	894,940
Transfer from Reserves	69,051	28,171	61,500	61,500	419,000	110,000	15,000
<b>Total Revenues</b>	<b>4,183,519</b>	<b>4,265,322</b>	<b>4,231,944</b>	<b>4,472,370</b>	<b>4,756,170</b>	<b>4,722,834</b>	<b>4,778,151</b>
Council	258,866	320,769	298,170	313,775	318,144	340,855	342,627
Clerk	1,320,063	1,263,499	1,458,801	1,605,320	1,584,182	1,743,867	1,702,561
Treasury	1,119,238	1,686,774	1,089,019	1,183,200	895,243	951,545	972,513
Financing Charges	1,205,667	748,622	733,934	733,934	184,052	493,602	512,189
Human Resources/Health & Safety	165,758	213,049	256,702	259,425	300,723	309,242	310,199
Information Technology	453,317	681,335	647,719	752,200	519,617	518,344	536,379
<b>GENERAL ADMINISTRATION</b>	<b>4,522,909</b>	<b>4,914,049</b>	<b>4,484,344</b>	<b>4,847,854</b>	<b>3,801,961</b>	<b>4,357,455</b>	<b>4,376,468</b>
Fire Stations	1,371,100	1,334,773	1,374,908	1,474,495	2,173,918	2,238,262	2,305,707
Emergency Management	42,194	37,808	41,750	58,200	62,431	50,861	51,294
<b>EMERGENCY SERVICES</b>	<b>1,413,294</b>	<b>1,372,581</b>	<b>1,416,658</b>	<b>1,532,695</b>	<b>2,236,349</b>	<b>2,289,123</b>	<b>2,357,001</b>
Communications/Economic Development	139,651	129,315	128,693	130,000	126,157	131,222	134,297
Protective Inspection	1,439,027	1,511,679	1,631,297	1,410,000	1,458,000	1,459,000	1,459,000
By-Law Enforcement	131,720	122,184	82,863	128,200	226,287	241,597	252,239
Planning & Zoning	966,036	1,093,025	1,013,706	1,161,853	1,162,105	1,186,986	1,123,487
Grants	141,756	157,771	106,500	155,650	125,000	186,000	186,000
<b>DEVELOPMENT SERVICES AND ENVIROMENTAL SUSTAINABILITY</b>	<b>2,818,190</b>	<b>3,013,974</b>	<b>2,963,059</b>	<b>2,985,703</b>	<b>3,097,549</b>	<b>3,204,805</b>	<b>3,155,023</b>
<b>MUSKOKA LAKES PUBLIC LIBRARY</b>	<b>490,181</b>	<b>528,733</b>	<b>497,313</b>	<b>528,450</b>	<b>524,100</b>	<b>531,441</b>	<b>540,154</b>
Street Lighting	-	73,304	23,482	38,200	38,400	39,172	39,940
Dock Lighting	3,597	2,160	3,959	5,100	4,600	4,686	4,773
Cemeteries	27,287	71,102	51,487	60,900	78,925	74,406	77,898
Parks	553,455	547,178	709,319	578,200	595,403	592,125	589,636
Community Centres	464,658	527,675	506,253	587,900	531,983	569,662	577,514
Arenas	649,163	713,988	622,367	741,300	738,787	741,265	756,544
Swimming	21,838	32,868	320	33,402	0	33,274	33,631
Facilities	214,085	231,666	245,785	230,400	257,628	261,684	265,737
Trails	10,266	28,587	14,515	23,500	65,423	51,054	52,105
Private Signage	-	501	-	1,500	600	612	624
Port Carling Nursing Station/Health Hub	29,749	38,530	36,265	40,900	41,150	43,245	44,055
Roads	3,986,001	3,307,813	4,589,009	4,521,617	5,327,398	5,438,214	5,834,405
<b>PUBLIC WORKS</b>	<b>5,960,099</b>	<b>5,575,372</b>	<b>6,802,761</b>	<b>6,862,919</b>	<b>7,680,298</b>	<b>7,849,399</b>	<b>8,276,862</b>
<b>Total Expenses</b>	<b>15,204,673</b>	<b>15,404,709</b>	<b>16,164,135</b>	<b>16,757,621</b>	<b>17,340,258</b>	<b>18,232,223</b>	<b>18,705,508</b>
<b>Levy Requirement</b>	<b>11,021,154</b>	<b>11,139,387</b>	<b>11,932,191</b>	<b>12,285,251</b>	<b>12,584,088</b>	<b>13,509,390</b>	<b>13,927,357</b>

Increase of Prior Year Budget

2.43%

7.35%

3.09%

## 2021 Draft Operating Budget - Summary by Expenditure



	2018 Actual	2019 Actual	2020 Preliminary Actual	2020 Budget	2021 Budget	2022 Forecast	2023 Forecast
Non-tax revenues	3,438,367	3,419,281	3,439,790	3,667,670	3,528,770	3,783,662	3,868,211
Other tax revenues	676,101	817,870	730,654	743,200	808,400	829,172	894,940
Transfer from Reserves	69,051	28,171	61,500	61,500	419,000	110,000	15,000
<b>Total Revenues</b>	<b>4,183,519</b>	<b>4,265,322</b>	<b>4,231,944</b>	<b>4,472,370</b>	<b>4,756,170</b>	<b>4,722,834</b>	<b>4,778,151</b>
Salaries, Wages and Benefits	6,178,135	6,336,023	6,864,463	6,972,656	7,111,337	7,420,498	7,544,495
Interest & Bank Charges	12,756	19,575	12,897	12,150	12,150	12,150	12,150
Debenture Expense	53,035	48,740	134,052	134,052	134,052	134,052	134,052
Purchase Of Goods & Services	135,183	183,656	154,144	136,200	172,600	172,598	175,652
Office supplies and services	161,673	162,684	118,241	167,120	146,409	179,720	184,596
Education, conferences, fees	198,014	276,950	174,004	306,825	287,255	303,492	310,104
Insurance	619,523	757,513	799,196	843,900	950,000	1,045,000	1,149,500
Utilities	477,458	540,246	419,424	538,165	499,088	542,971	555,378
Tax billings	46,203	44,129	64,582	78,500	68,000	69,068	69,749
IT services	375,927	249,251	259,186	346,800	352,942	363,836	370,861
COVID related expenses	-	-	178,439	-	34,100	-	-
Building / equipment maintenance	624,485	469,439	437,480	477,630	478,830	487,148	501,303
Elections	66,051	2,662	-	-	-	110,000	15,000
Roads operations	2,040,272	1,414,599	2,159,526	2,311,141	2,514,755	2,573,488	2,607,143
Uniforms and clothing	46,223	44,526	36,163	47,200	43,000	46,310	47,136
Non-capitalized projects	44,287	13,700	17,094	23,800	126,050	39,208	18,022
Fire services / education	37,084	29,804	37,325	45,500	48,300	50,002	51,800
Heritage and Attainable Housing	7,399	3,796	1,089	30,600	12,000	22,040	22,081
Community support	164,717	168,689	173,914	135,000	132,000	193,440	193,889
Other	124,452	108,725	41,109	58,100	58,650	19,003	19,363
Legal and other professional fees	528,688	597,098	464,640	666,900	593,750	588,199	510,734
Promotional activities	24,535	21,334	3,820	7,500	6,000	10,000	12,500
Transfers to reserves	3,238,573	3,911,570	3,613,347	3,417,882	3,558,990	3,850,000	4,200,000
<b>Total Expenses</b>	<b>15,204,673</b>	<b>15,404,709</b>	<b>16,164,135</b>	<b>16,757,621</b>	<b>17,340,258</b>	<b>18,232,222</b>	<b>18,705,508</b>
<b>Levy Requirement</b>	<b>11,021,154</b>	<b>11,139,387</b>	<b>11,932,191</b>	<b>12,285,251</b>	<b>12,584,088</b>	<b>13,509,389</b>	<b>13,927,357</b>
					2.43%	7.35%	3.09%

# Department Overview: General Administration

## Who We Are

- Council
- Chief Administrative Officer
- Clerk's
- Information Technology
- Treasury
- Human Resources

## What We Do

- Oversight on Strategic Plan implementation
- Oversee a fiscally responsible budget
- Ensure policies, procedures and programs are implemented
- Employee payroll, benefits, pension
- Health & Safety
- Legislative and procedural support to staff
- Accessibility
- Elections

## 2021 Priorities

- Oversight on TML Strategic Plan implementation
- Complete Township land inventory
- Complete year-end audited financial statements
- Negotiate new Collective Agreement with OPSEU, Local 326
- Conduct IT Review and develop a Digital Strategy





**Division: 011100 - Council**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>							
Salaries, Wages and Benefits	225,153	292,192	290,757	293,275	301,644	316,905	319,218
06501 - Mileage	3,461	5,277	1,606	6,500	2,000	6,630	6,763
06503 - Telephone	892	697	762	1,000	1,000	1,020	1,040
06514 - Fees, Conferences, Memberships	1,385	9,206	3,551	10,000	10,500	12,240	12,485
06525 - Purchase Of Goods & Services	27,974	13,396	1,494	3,000	3,000	4,060	3,121
<b>Total</b>	<b>258,866</b>	<b>320,769</b>	<b>298,170</b>	<b>313,775</b>	<b>318,144</b>	<b>340,855</b>	<b>342,627</b>
<b>Net Expenditure</b>	<b>258,866</b>	<b>320,769</b>	<b>298,170</b>	<b>313,775</b>	<b>318,144</b>	<b>340,855</b>	<b>342,627</b>
\$ over/(under) PY Budget					4,369		
% over/(under) PY Budget					1.4%		

**Division: 012100 - Clerk**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05330 - Rd. Closing App. Fees	21,400	17,250	11,600	13,800	13,800	14,076	14,358
	05334 - License Agree. Fees- New/Renewal	4,100	700	7,500	2,400	2,400	2,448	2,497
	05336 - Legal/Misc Recovered	(11,025)	1,180	260	1,000	1,000	1,020	1,040
	07504 - General Support	0	0	0	0	0	0	0
	07701 - Trailer Revenue & Licence	4,280	6,880	6,880	7,680	6,880	7,018	7,158
	07702 - Overhead Revenue	30,000	35,000	35,000	35,000	35,000	35,700	36,414
	07703 - Freedom of Information Revenue	227	249	1,070	700	700	714	728
	07712 - By-Law Licences/Transient Traders Lic	0	0	0	0	0	0	0
	07713 - Lottery Licences	401	244	200	200	200	204	208
	07715 - Self Generated	1,051	755	379	600	600	612	624
	07729 - Liquor Licenses	0	250	200	400	400	408	416
	07732 - Library Service Fee	1,220	1,220	1,500	1,500	1,530	1,568	1,607
	07792 - Other	0	706	0	0	1,800	1,836	1,873
	07804 - Trsr Fr Reserve	66,051	2,662	0	0	0	110,000	15,000
	<b>Total</b>	<b>117,705</b>	<b>67,096</b>	<b>64,588</b>	<b>63,280</b>	<b>64,310</b>	<b>175,604</b>	<b>81,924</b>
<b>Expenses</b>	Salaries, Wages and Benefits	807,060	766,285	844,104	881,200	806,714	821,239	827,580
	06401 - Office Supplies	8,602	9,442	10,724	10,000	10,000	10,200	10,404
	06402 - Canteen	1,628	1,544	1,471	1,500	1,500	1,530	1,561
	06403 - Cleaning Supplies	2,771	3,838	2,628	3,000	3,000	3,060	3,121
	06501 - Mileage	2,074	1,598	324	2,000	2,000	2,040	2,081
	06502 - Postage	10,421	9,482	9,301	10,000	10,000	10,200	10,404
	06503 - Telephone	1,230	1,487	1,546	1,600	1,600	1,632	1,665

**Division: 012100 - Clerk**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06504 - Advertising	1,360	668	784	2,000	1,500	1,530	1,561
	06505 - Legal Other	57,281	64,910	47,680	100,000	75,000	76,500	78,030
	06507 - Insurance	198,934	246,305	293,953	315,500	356,000	391,600	430,760
	06508 - Equipment Rental & Repair	0	0	0	0	0	0	0
	06509 - Building Repairs & Maintenance	38,837	23,475	15,348	30,000	30,000	30,600	31,212
	06510 - Heat	20,590	21,335	16,703	22,600	23,052	23,513	23,983
	06511 - Hydro	31,388	30,819	31,691	33,000	33,660	34,333	35,020
	06512 - Caretaking	860	819	198	0	400	918	936
	06514 - Fees, Conferences, Memberships	12,910	16,979	11,609	20,000	15,980	21,850	22,200
	06515 - Elections	66,051	2,662	0	0	0	110,000	15,000
	06523 - Education & Training	3,002	3,518	1,730	5,000	5,000	5,100	5,202
	06525 - Purchase Of Goods & Services	18,285	8,881	6,639	12,500	7,000	12,750	13,005
	06535 - Survey/Other	0	0	0	0	0	0	0
	06536 - Consultants Fees	3,236	0	0	0	0	0	0
	06547 - Sewer	1,385	1,306	923	1,300	1,326	1,353	1,380
	06548 - Water	1,510	1,464	898	1,500	1,530	1,561	1,592
	06549 - Blue Box Recycling	1,648	1,383	1,601	1,620	1,920	1,958	1,998
	06551 - Computer Services	0	0	0	0	0	0	0
	06702 - Transfer To Reserve Funds	29,000	30,000	83,000	141,000	184,000	173,400	176,868

**Division: 012100 - Clerk**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06703 - Capital-Transfer to Reserves	0	0	58,000	0	0	0	0
06900 - Labour	0	15,298	7,332	10,000	7,000	7,000	7,000
07727 - Library Service Fee	0	0	0	0	0	0	0
08200 - COVID	0	0	10,613	0	6,000	0	0
<b>Total</b>	<b>1,320,063</b>	<b>1,263,499</b>	<b>1,458,801</b>	<b>1,605,320</b>	<b>1,584,182</b>	<b>1,743,867</b>	<b>1,702,561</b>
<b>Net Expenditure</b>	<b>1,202,358</b>	<b>1,196,403</b>	<b>1,394,214</b>	<b>1,542,040</b>	<b>1,519,872</b>	<b>1,568,263</b>	<b>1,620,637</b>
\$ over/(under) PY Budget					(22,168)		
% over/(under) PY Budget					-1.4%		



**Division: 012200 - Treasury**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	04111 - General Levy-R & F	605	569	541	600	600	600	600
	05301 - Tax Certificates	23,230	20,580	27,240	20,000	24,000	20,000	20,000
	05304 - Tax Registration Revenue	10,400	29,342	0	20,000	20,000	20,000	20,000
	05537 - Other Grants-Trillium/MNR	0	0	616,000	0	0	0	0
	06802 - Public English-Req.	(16,463,164)	(16,269,588)	0	0	0	0	0
	06803 - Separate English-Req.	(882,452)	(798,205)	0	0	0	0	0
	06804 - District Req.	(30,950,329)	(31,865,499)	0	0	0	0	0
	06805 - Separate French - Req.	(18,569)	(10,163)	0	0	0	0	0
	06806 - Public French - Req	(12,426)	(8,710)	0	0	0	0	0
	07237 - Gov. Services	22,491	22,491	22,491	22,495	22,495	22,495	22,495
	07504 - General Support	0	0	0	0	0	0	0
	07704 - Sundry Revenue	(10,300)	65,665	26,251	66,560	66,560	66,560	66,560
	07732 - Library Service Fee	5,961	5,961	6,000	6,000	6,120	6,273	6,430
	07740 - Penalty & Interest On Tax	476,483	549,510	523,885	510,000	525,000	540,000	575,000
	07752 - Interest Earned	354,217	497,634	270,575	355,000	275,000	400,000	450,000
	07753 - U.S. Exchange	56	803	177	1,340	1,000	1,000	1,000
	07781 - Maps	165	90	0	200	200	200	200
	07794 - Bala Hydro Plant	18,000	18,000	18,000	18,000	0	0	0
	07804 - Trsfr Fr Reserve	0	0	0	0	419,000	0	0
	<b>Total</b>	<b>(47,425,632)</b>	<b>(47,741,521)</b>	<b>1,511,159</b>	<b>1,020,195</b>	<b>1,359,975</b>	<b>1,077,128</b>	<b>1,162,285</b>
<b>Expenses</b>	Salaries, Wages and Benefits	579,277	470,024	601,205	663,000	640,043	689,910	707,930
	06401 - Office Supplies	113	789	569	0	1,000	1,000	1,000
	06501 - Mileage	403	210	101	700	300	300	300

**Division: 012200 - Treasury**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06503 - Telephone	262	247	228	300	300	325	350
	06505 - Legal Other	0	0	280	500	400	450	500
	06506 - Audit	22,768	28,481	23,065	28,000	20,000	24,000	28,000
	06513 - Tax Billing	35,782	32,783	34,428	34,100	33,000	33,660	34,333
	06514 - Fees,Conferences,Memberships	2,036	2,672	2,174	4,500	3,000	4,000	2,000
	06525 - Purchase Of Goods & Services	2,105	1,037	452	3,100	1,000	1,500	1,500
	06536 - Consultants Fees	1,953	3,017	20,056	15,000	15,000	15,000	15,000
	06565 - 911	(1,510)	93	135	2,000	1,000	1,000	1,000
	06579 - Memberships	1,642	1,904	910	5,000	3,200	3,400	3,600
	06601 - Interest & Bank Charges	12,578	19,496	12,738	12,000	12,000	12,000	12,000
	06602 - Tax Adjustments-Municipal	10	8,322	22,748	40,000	30,000	30,000	30,000
	06603 - Over/Under Cash Rounding	0	0	0	0	0	0	0
	06604 - Tax Adjustment - Heritage rebate	0	2,138	2,145	4,000	2,500	2,500	2,500
	06605 - Tax Adjustment - Arrears Fee W/O	2,740	527	5,140	0	2,500	2,500	2,500
	06615 - Bad Debts	4	0	0	0	0	0	0
	06702 - Transfer To Reserve Funds	345,004	991,603	177,500	355,000	125,000	125,000	125,000
	06703 - Capital-Transfer to Reserves	82,028	82,880	177,500	0	0	0	0
	06915 - Contract Services	0	40,551	7,430	16,000	5,000	5,000	5,000

**Division: 012200 - Treasury**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 07727 - Library Service Fee	0	0	0	0	0	0	0
08200 - COVID	0	0	213	0	0	0	0
<b>Total</b>	<b>1,087,195</b>	<b>1,686,774</b>	<b>1,089,019</b>	<b>1,183,200</b>	<b>895,243</b>	<b>951,545</b>	<b>972,513</b>
<b>Net Expenditure</b>	<b>48,512,827</b>	<b>49,428,296</b>	<b>(422,140)</b>	<b>163,005</b>	<b>(464,732)</b>	<b>(125,583)</b>	<b>(189,772)</b>
\$ over/(under) PY Budget					(627,737)		
% over/(under) PY Budget					-385.1%		

**Division: 012400 - Financing Charges**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06701 - Debenture Expense	53,035	48,740	134,052	134,052	134,052	134,052	134,052
	06702 - Transfer To Reserve Funds	132,882	132,882	16,441	132,882	50,000	359,550	378,137
	06703 - Capital-Transfer to Reserves	0	567,000	583,441	467,000	0	0	0
	<b>Total</b>	<b>185,917</b>	<b>748,622</b>	<b>733,934</b>	<b>733,934</b>	<b>184,052</b>	<b>493,602</b>	<b>512,189</b>
<b>Net Expenditure</b>		<b>185,917</b>	<b>748,622</b>	<b>733,934</b>	<b>733,934</b>	<b>184,052</b>	<b>493,602</b>	<b>512,189</b>
	\$ over/(under) PY Budget					(549,882)		
	% over/(under) PY Budget					-74.9%		



**Division: 012500 - Human Resources/Health & Safety**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05351 - Agreements	5,000	0	0	0	0	0	0
	05352 - Cost/Insurance Recoveries	(8)	0	0	0	0	0	0
	07732 - Library Service Fee	900	900	3,500	0	0	0	0
	07804 - Trsfr Fr Reserve	0	0	0	0	0	0	0
	<b>Total</b>	<b>5,892</b>	<b>900</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>	Salaries, Wages and Benefits	130,666	178,588	216,377	203,200	218,568	221,676	222,214
	06501 - Mileage	181	104	57	500	500	500	500
	06503 - Telephone	314	105	52	0	0	0	0
	06504 - Advertising	3,765	0	0	0	0	0	0
	06505 - Legal Other	0	(186)	0	0	0	0	0
	06514 - Fees,Conferences,Memberships	903	1,744	1,366	2,000	2,000	2,000	2,000
	06523 - Education & Training	16,068	15,972	10,825	25,725	20,725	25,725	25,725
	06525 - Purchase Of Goods & Services	4,019	526	729	1,500	1,500	1,500	1,500
	06536 - Consultants Fees	941	0	626	0	3,000	3,000	3,000
	06564 - Health & Safety	4,793	2,800	2,275	5,000	5,000	5,000	5,000
	06702 - Transfer To Reserve Funds	5,000	0	0	0	25,000	25,500	26,010
	07727 - Library Service Fee	0	0	0	(3,500)	(3,570)	(3,659)	(3,751)
	07912 - Staff Appreciation	0	0	11,741	15,000	15,000	15,000	15,000

**Division: 012500 - Human Resources/Health & Safety**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	07926 - Recruitment	0	13,396	12,654	10,000	13,000	13,000	13,000
	<b>Total</b>	<b>166,650</b>	<b>213,049</b>	<b>256,702</b>	<b>259,425</b>	<b>300,723</b>	<b>309,242</b>	<b>310,199</b>
<b>Net Expenditure</b>		<b>160,758</b>	<b>212,149</b>	<b>253,202</b>	<b>259,425</b>	<b>300,723</b>	<b>309,242</b>	<b>310,199</b>
	\$ over/(under) PY Budget					41,298		
	% over/(under) PY Budget					15.9%		

## Division: 012600 - Information Technology



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05359 - Labour Recovery	15,000	10,900	17,000	17,000	17,350	17,784	17,687
	<b>Total</b>	<b>15,000</b>	<b>10,900</b>	<b>17,000</b>	<b>17,000</b>	<b>17,350</b>	<b>17,784</b>	<b>17,687</b>
<b>Expenses</b>	06503 - Telephone	7,858	7,936	8,435	8,000	8,200	8,364	8,531
	06507 - Insurance	0	10,342	10,621	11,400	12,825	14,108	15,518
	06508 - Equipment Rental & Repair	23,291	25,039	16,702	26,000	26,000	26,520	27,050
	06525 - Purchase Of Goods & Services	5,135	4,090	1,382	6,300	5,000	5,100	5,202
	06536 - Consultants Fees	2,269	0	2,625	100,000	10,000	10,200	10,404
	06590 - District Expenses	36,743	0	0	0	0	0	0
	06591 - Managed Devices (Near North)	139,605	144,548	150,063	149,800	155,792	152,796	155,852
	06592 - Annual Licence Fees	51,871	83,263	84,898	164,100	171,100	184,382	187,730
	06593 - Circuit Cost (Internet)	12,303	9,299	9,150	15,900	8,700	8,874	9,051
	Salaries, Wages and Benefits	5,281	13,000	6,000	6,000	6,000	6,000	13,000
	06702 - Transfer To Reserve Funds	168,960	383,817	264,700	264,700	100,000	102,000	104,040
	08200 - COVID	0	0	93,466	0	16,000	0	0
	<b>Total</b>	<b>453,317</b>	<b>681,335</b>	<b>648,042</b>	<b>752,200</b>	<b>519,617</b>	<b>518,344</b>	<b>536,379</b>
<b>Net Expenditure</b>		<b>438,317</b>	<b>670,435</b>	<b>631,042</b>	<b>735,200</b>	<b>502,267</b>	<b>500,560</b>	<b>518,692</b>
	\$ over/(under) PY Budget					(232,933)		
	% over/(under) PY Budget					-31.7%		

# Department Overview: Emergency Services

## Who We Are

- Fire Department
- Emergency Management

## What We Do

- Oversee the operation and response of Fire Department with over 100 volunteer/part-time firefighters
- Lead Emergency Planning for the Township

## 2021 Priorities

- Collaborate to reduce community risk
- Improve fire and life safety public education programming and social media presence
- Enhance the proactive fire safety inspection program
- Align training programming with recognized industry professional standards
- Complete Fire Master Plan
- Fire Dispatch upgrades to equipment to accommodate enhanced 911 service
- Replace Pumper 1 Glen Orchard
- Replace Water Rescue Boat Port Carling





**Division: 021100 - Fire Stations**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05350 - Medical Response Revenue	30,504	15,857	21,058	16,000	19,000	19,380	19,768
	05351 - Agreements	34,549	30,800	26,346	11,000	26,000	26,520	27,050
	05352 - Cost/Insurance Recoveries	41,458	39,007	17,985	34,000	17,000	17,340	17,687
	05353 - False Alarms	23,648	26,474	8,932	26,000	9,500	9,690	9,884
	05355 - Fire Permit Fees	9,945	11,100	6,933	11,000	9,000	9,180	9,364
	05356 - Donations	0	0	0	0	0	0	0
	05357 - Inspect./Invest. Reports	8,580	1,490	1,257	1,500	1,200	1,224	1,248
	05358 - Fire Marque Recoveries	29,902	35,546	14,990	27,000	14,000	14,280	14,566
	07792 - Other	0	0	9,718	0	0	0	0
		<b>Total</b>	<b>178,586</b>	<b>160,274</b>	<b>107,218</b>	<b>126,500</b>	<b>95,700</b>	<b>97,614</b>
<b>Expenses</b>	Salaries, Wages and Benefits	685,052	649,727	672,065	723,000	713,629	741,628	764,896
	06403 - Cleaning Supplies	771	493	1,966	1,500	2,900	3,044	3,189
	06501 - Mileage	3,227	2,038	573	2,000	2,000	2,040	2,081
	06503 - Telephone	9,017	8,368	8,188	10,420	8,259	8,712	9,167
	06507 - Insurance	80,771	85,140	88,329	92,200	103,500	113,850	125,235
	06508 - Equipment Rental & Repair	28,393	48,004	33,723	30,000	31,500	32,220	32,952
	06509 - Building Repairs & Maintenance	23,760	20,023	19,195	21,360	16,680	18,072	19,467
	06510 - Heat	26,331	26,773	22,105	26,800	22,100	23,092	24,090
	06511 - Hydro	19,692	16,312	18,028	19,000	17,550	18,087	18,629
	06514 - Fees, Conferences, Memberships	14,894	16,078	10,937	14,500	10,000	16,320	16,646
	06517 - Vehicle & Boat Maintenance	109,127	49,276	81,906	67,400	74,400	57,768	60,297
	06518 - Boat Rental & Storage	3,734	305	1,383	3,770	1,350	1,720	2,040
	06522 - Agreements	46,410	41,155	44,170	40,000	42,000	40,800	41,616
	06523 - Education & Training	122,781	91,310	49,702	98,500	67,500	68,850	70,227

**Division: 021100 - Fire Stations**



06524 - Communications	42,594	21,062	9,615	12,000	43,000	43,860	44,737
06525 - Purchase Of Goods & Services	18,555	17,383	19,331	18,000	20,400	23,868	24,345
06536 - Consultants Fees	0	58,327	0	0	0	0	0
06544 - Gas & Oil	39,118	31,891	27,121	26,600	29,600	30,406	31,322
06547 - Sewer	440	502	455	275	450	470	490
06548 - Water	882	927	914	670	900	1,006	1,112
06556 - Fire Hydrants	11,970	12,350	13,300	13,000	14,400	15,494	16,672
06564 - Health & Safety	943	430	2,367	1,000	2,400	2,448	2,497
06568 - Uniforms & Accessories	10,224	9,202	4,567	8,000	5,000	8,160	8,323
06569 - Meeting Remuneration	3,374	5,539	3,242	5,500	2,000	5,100	5,202
06570 - Honorarium	15,773	14,678	12,637	16,000	16,000	16,320	16,646
06571 - Medical Supplies	3,465	1,022	4,238	2,000	3,000	3,060	3,121
06572 - Clothing	5,862	3,862	1,164	6,000	5,000	5,100	5,202
06573 - Recognition & Awards	8,172	6,263	9,910	10,000	10,000	10,200	10,404
06574 - Personnel Wellness & Safety	13,267	5,342	1,429	6,000	6,000	6,120	6,242
06575 - Public Education	8,162	7,087	6,689	7,000	8,400	8,568	8,739
06585 - VFIS Insurance-Fire	14,341	10,366	21,449	22,000	22,000	22,440	22,889
06702 - Transfer To Reserve Funds	0	14,092	110,000	110,000	812,000	828,240	844,804
06800 - Gain/Loss on Asset Disposal	0	0	3,161	0	0	0	0
06900 - Labour	0	59,446	65,030	60,000	60,000	61,200	62,424
08200 - COVID	0	0	19,042	0	0	0	0
<b>Total</b>	<b>1,371,100</b>	<b>1,334,773</b>	<b>1,387,929</b>	<b>1,474,495</b>	<b>2,173,918</b>	<b>2,238,262</b>	<b>2,305,707</b>

**Net Expenditure 1,192,514 1,174,499 1,280,712 1,347,995 2,078,218 2,140,648 2,206,140**

\$ over/(under) PY Budget 730,223  
 % over/(under) PY Budget 54.2%

# Division: 021200 - Emergency Management



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	07804 - Trsfr Fr Reserve	0	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>	Salaries, Wages and Benefits	29,419	29,118	29,963	33,400	32,931	33,011	33,091
	06508 - Equipment Rental & Repair	5,943	2,585	300	7,000	7,000	7,140	7,283
	06523 - Education & Training	585	695	0	500	700	800	900
	06525 - Purchase Of Goods & Services	3,939	4,640	1,100	3,000	4,800	4,900	5,000
	06544 - Gas & Oil	417	1	0	500	500	510	520
	06576 - Training/Exercises	305	701	0	300	1,000	1,000	1,000
	06578 - Pub. Aware/ Education	1,586	68	386	3,500	3,500	3,500	3,500
	06702 - Transfer To Reserve Funds	0	0	10,000	10,000	12,000	0	0
	<b>Total</b>	<b>42,194</b>	<b>37,808</b>	<b>41,750</b>	<b>58,200</b>	<b>62,431</b>	<b>50,861</b>	<b>51,294</b>
<b>Net Expenditure</b>		<b>42,194</b>	<b>37,808</b>	<b>41,750</b>	<b>58,200</b>	<b>62,431</b>	<b>50,861</b>	<b>51,294</b>
	\$ over/(under) PY Budget					4,231		
	% over/(under) PY Budget					7.3%		

# Department Overview: Development Services & Environmental Sustainability

## Who We Are

- Communications and Economic Development
- Planning
- Building
- By-law Enforcement
- Grants

## What We Do

- Undertake or guide background studies, develop policies, by-laws and plans
- Review development applications
- Plans review, permit issuance and the inspection process
- Provide awareness and education campaigns about, and enforcement of, the Township's by-laws

## 2021 Priorities

- Complete Community Improvement Plan – Bala & Port Carling
- Continuous improvement in regards to education and public awareness on Township by-laws
- Manage Official Plan Review project
- Update policies for the Resort Village of Minett
- Drive innovation and protect the environment through research on and enhancement of the septic system re-inspection program
- Update record keeping software to maintain detailed and accurate files



# Division: 012307 - Communications/Economic Development



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>							
05340 - Community Policing	0	0	0	0	0	0	0
05537 - Other Grants-Trillium/MNR	3,350	3,450	0	0	0	0	0
07724 - Visitor's Centre-Rev.	1,130	0	0	0	0	0	0
07728 - Filming Permit	0	442	0	0	0	0	0
07741 - Advertising	0	0	0	3,500	0	0	0
<b>Total</b>	<b>4,480</b>	<b>3,892</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	81,186	89,388	101,429	97,000	99,657	99,922	100,191
06501 - Mileage	1,275	959	313	1,500	1,000	1,500	1,500
06503 - Telephone	852	552	581	1,000	1,000	1,000	1,000
06507 - Insurance	7,570	0	0	0	0	0	0
06509 - Building Repairs & Maintenance	2,377	68	0	0	0	0	0
06510 - Heat	1,910	0	0	0	0	0	0
06511 - Hydro	596	(42)	0	0	0	0	0
06514 - Fees, Conferences, Memberships	1,863	2,592	930	2,000	2,000	2,000	2,000
06525 - Purchase Of Goods & Services	272	207	1,235	1,000	1,500	1,500	1,500
06536 - Consultants Fees	0	0	0	0	0	0	0
06547 - Sewer	38	0	124	0	0	0	0
06548 - Water	131	0	263	0	0	0	0
06560 - Community Policing	1,025	(67)	0	0	0	0	0
06584 - FedNor Project	0	0	0	0	0	0	0
06702 - Transfer To Reserve Funds	13,480	5,000	20,000	20,000	15,000	15,300	15,606
07903 - Economic Develop. Promo.	24,535	21,334	3,820	7,500	6,000	10,000	12,500

**Division: 012307 - Communications/Economic Development**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	07904 - Muskoka Lakes Chamber-Fee	20,000	0	0	0	0	0	0
	07911 - Tourism Promotion-Community Events	9,209	9,325	0	0	0	0	0
	07914 - Other Community Operations	74,500	0	0	0	0	0	0
	<b>Total</b>	<b>240,816</b>	<b>129,315</b>	<b>128,693</b>	<b>130,000</b>	<b>126,157</b>	<b>131,222</b>	<b>134,297</b>
<b>Net Expenditure</b>		<b>236,336</b>	<b>125,423</b>	<b>128,693</b>	<b>126,500</b>	<b>126,157</b>	<b>131,222</b>	<b>134,297</b>
	\$ over/(under) PY Budget					(343)		
	% over/(under) PY Budget					-0.3%		



**Division: 024100 - Protective Inspection**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05550 - Summer Student Grants	0	0	0	0	0	0	0
	07711 - Building Permits	1,429,727	1,554,434	1,626,037	1,400,000	1,450,000	1,450,000	1,450,000
	07720 - Septic Fees-Severances	9,300	7,800	5,100	10,000	8,000	9,000	9,000
	07804 - Trsr Fr Reserve	0	0	0	0	0	0	0
	<b>Total</b>	<b>1,439,027</b>	<b>1,562,234</b>	<b>1,631,137</b>	<b>1,410,000</b>	<b>1,458,000</b>	<b>1,459,000</b>	<b>1,459,000</b>
<b>Expenses</b>	Salaries, Wages and Benefits	861,049	902,888	999,955	972,000	1,033,010	1,058,850	1,075,744
	06401 - Office Supplies	1,059	1,870	2,112	1,000	2,000	2,000	2,100
	06501 - Mileage	3,360	2,817	1,468	5,000	5,000	5,000	5,100
	06503 - Telephone	2,245	2,533	2,855	3,500	3,500	3,500	3,750
	06505 - Legal Other	0	253	2,364	10,000	25,000	10,000	11,000
	06507 - Insurance	78,897	83,773	86,128	92,200	103,800	114,180	125,598
	06514 - Fees,Conferences,Memberships	10,852	7,189	5,197	20,000	20,000	20,000	21,000
	06517 - Vehicle & Boat Maintenance	30,537	22,874	22,263	22,000	24,000	24,000	25,000
	06523 - Education & Training	945	10,565	150	2,000	2,000	2,000	3,000
	06525 - Purchase Of Goods & Services	3,349	3,365	2,954	5,000	18,000	5,000	6,000
	06550 - Overhead Charges(Net)	30,000	35,000	35,000	35,000	35,000	35,000	35,000
	06572 - Clothing	2,873	2,694	3,018	3,000	4,000	3,500	3,500
	06702 - Transfer To Reserve Funds	380,014	433,088	463,156	236,300	180,690	173,970	140,208
	06900 - Labour	0	2,773	2,425	3,000	2,000	2,000	2,000

**Division: 024100 - Protective Inspection**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	08200 - COVID	0	0	2,253	0	0	0	0
	<b>Total</b>	<b>1,405,180</b>	<b>1,511,679</b>	<b>1,631,297</b>	<b>1,410,000</b>	<b>1,458,000</b>	<b>1,459,000</b>	<b>1,459,000</b>
	<b>Net Expenditure</b>	<b>(33,847)</b>	<b>(50,555)</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	\$ over/(under) PY Budget					0		
	% over/(under) PY Budget					0.0%		

## Division: 025100 - By-Law Enforcement



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>							
05537 - Other Grants-Trillium/MNR	0	0	0	0	10,000	10,000	10,000
07712 - By-Law Licences/Transient Traders Lic	1,355	875	625	1,500	1,250	1,250	1,400
07714 - Dog Tags	735	805	575	810	800	800	800
07730 - Fines	1,801	3,535	90	2,500	2,500	3,000	3,000
07792 - Other	2,898	5,077	3,226	4,000	4,000	4,000	4,000
07804 - Trsfr Fr Reserve	0	0	0	0	0	0	0
<b>Total</b>	<b>6,789</b>	<b>10,292</b>	<b>4,516</b>	<b>8,810</b>	<b>18,550</b>	<b>19,050</b>	<b>19,200</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	86,657	93,430	56,603	96,000	151,287	210,897	220,189
06401 - Office Supplies	0	0	150	0	200	200	250
06501 - Mileage	0	117	0	0	200	200	250
06503 - Telephone	574	542	325	600	600	600	650
06517 - Vehicle & Boat Maintenance	2,060	1,072	1,342	3,000	2,500	2,500	3,000
06525 - Purchase Of Goods & Services	7,363	8,900	8,249	10,000	16,000	11,500	11,500
06544 - Gas & Oil	4,395	3,601	2,314	4,000	4,000	4,000	4,500
06572 - Clothing	672	1,722	1,080	1,800	1,500	1,500	1,500
06702 - Transfer To Reserve Funds	30,000	12,800	12,800	12,800	50,000	10,200	10,400
06900 - Labour	0	0	0	0	0	0	0
<b>Total</b>	<b>131,720</b>	<b>122,184</b>	<b>82,863</b>	<b>128,200</b>	<b>226,287</b>	<b>241,597</b>	<b>252,239</b>
<b>Net Expenditure</b>	<b>124,931</b>	<b>111,892</b>	<b>78,347</b>	<b>119,390</b>	<b>207,737</b>	<b>222,547</b>	<b>233,039</b>
\$ over/(under) PY Budget					88,347		
% over/(under) PY Budget					74.0%		

**Division: 081100 - Planning & Zoning**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05310 - Deeming By-Law	1,600	3,800	2,800	3,500	3,500	3,500	3,500
	05326 - Official Plan Ammendment	2,525	5,500	3,500	2,000	2,000	2,000	2,500
	05327 - Zoning Amendment Fees	58,138	60,113	32,819	52,000	50,000	50,000	52,000
	05329 - Zoning & By-Law Info.	32,250	24,625	39,800	25,000	30,000	28,000	28,000
	05330 - Rd. Closing App. Fees	200	0	0	0	0	0	0
	05331 - Site Plan	61,950	68,425	67,725	75,000	75,000	80,000	80,000
	05332 - Minor Variance	66,500	96,800	64,125	65,000	67,500	67,500	70,000
	05335 - Severances/Consents	71,600	65,925	31,475	72,000	65,000	65,000	65,000
	05336 - Legal/Misc Recovered	2,379	0	0	2,500	2,500	2,500	2,500
	05337 - Subdivision/Condo Aggreem	0	1,900	3,800	1,900	1,900	1,900	2,500
	05338 - Consultants-Recoverable	10,863	2,400	0	7,000	6,000	6,000	7,000
	05339 - Tree Preserv & Site Alter	1,000	1,000	0	500	500	500	750
	05341 - Solar Farms GE/Cell Towers CT	3,000	3,000	6,750	1,500	4,500	4,500	4,500
	07804 - Trsfr Fr Reserve	3,000	25,509	40,000	40,000	0	0	0
	<b>Total</b>	<b>315,004</b>	<b>358,997</b>	<b>292,794</b>	<b>347,900</b>	<b>308,400</b>	<b>311,400</b>	<b>318,250</b>
<b>Expenses</b>	Salaries, Wages and Benefits	616,794	650,631	710,213	740,353	772,905	831,786	851,077
	06401 - Office Supplies	627	1,232	281	1,000	1,000	1,000	1,100
	06501 - Mileage	1,161	1,538	731	1,000	1,200	1,200	1,300
	06503 - Telephone	841	746	1,155	1,000	1,000	1,000	1,000
	06504 - Advertising	0	2,614	0	6,000	8,000	2,000	3,000
	06505 - Legal Other	188,597	165,910	38,302	75,000	75,000	45,000	45,000
	06514 - Fees,Conferences,Memberships	2,844	5,230	2,260	9,000	10,000	10,000	11,000



**Division: 081100 - Planning & Zoning**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06517 - Vehicle & Boat Maintenance	0	117	120	3,000	2,000	2,000	3,000
06519 - Other	19,666	92,308	21,991	40,000	40,000	0	0
06523 - Education & Training	1,848	2,443	371	2,000	2,000	2,500	3,000
06525 - Purchase Of Goods & Services	10,324	11,139	10,089	13,000	13,000	14,000	14,000
06528 - Heritage Committee	3,000	2,112	14	7,500	10,000	20,000	20,000
06536 - Consultants Fees	15,437	5,061	47,660	20,000	20,000	20,000	20,000
06537 - Committee Of Adjustment	14,882	13,431	7,980	17,000	15,000	15,000	18,000
06544 - Gas & Oil	483	671	48	1,000	1,000	1,000	1,000
06552 - Legal Fees - LPAT Hearings	79,531	42,809	51,310	70,000	70,000	120,000	70,000
06554 - Consult. Fees-Op & Zoning	0	0	0	0	0	0	0
06702 - Transfer To Reserve Funds	10,000	10,000	35,000	35,000	25,000	25,500	26,010
07000 - Zoning - Official Plan Review	0	61,988	50,952	90,000	65,000	0	0
07921 - Consultant Fees - OMB Hearings	0	23,045	34,814	30,000	30,000	75,000	35,000
08200 - COVID	0	0	412	0	0	0	0
<b>Total</b>	<b>966,036</b>	<b>1,093,025</b>	<b>1,013,706</b>	<b>1,161,853</b>	<b>1,162,105</b>	<b>1,186,986</b>	<b>1,123,487</b>
<b>Net Expenditure</b>	<b>651,032</b>	<b>734,029</b>	<b>720,912</b>	<b>813,953</b>	<b>853,705</b>	<b>875,586</b>	<b>805,237</b>
\$ over/(under) PY Budget					39,752		
% over/(under) PY Budget					4.9%		

**Division: 081200 - Grants**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>							
07804 - Trsfr Fr Reserve	0	0	21,500	21,500	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>21,500</b>	<b>21,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>							
06702 - Transfer To Reserve Funds	0	8,500	8,500	8,500	15,000	15,000	15,000
06900 - Labour	0	11,714	0	12,000	0	0	0
06905 - Material	0	666	0	650	0	0	0
06910 - TML Equipment	0	0	0	0	0	0	0
07904 - Muskoka Lakes Chamber-Fee	0	984	0	0	0	0	0
07906 - Muskoka Lakes Museum	0	0	0	0	0	0	0
07907 - Safe Quiet Lakes	1,000	0	0	0	0	0	0
07910 - Community Events Grants	32,369	0	0	0	0	0	0
07911 - Tourism Promotion-Community	5,407	0	0	0	0	0	0
07913 - Attainable Housing	0	0	0	21,500	0	0	0
07915 - Canada 150 Grants	0	0	0	0	0	0	0
07923 - Festival & Events Grant	0	19,500	0	20,000	0	0	0
07924 - Community Grant	0	19,000	36,000	20,000	20,000	40,000	40,000
07925 - Operating Grant	0	97,407					
- Muskoka Lakes Chamber of Commerce			27,000	27,000	40,000	60,000	60,000
- Muskoka Lakes Museum			35,000	35,000	35,000	35,000	35,000
- Milford Bay / Walker's Point Libraries			0	2,000	6,000	6,000	6,000
- South Muskoka Hospital Foundation			0	9,000	9,000	5,000	5,000
- Habitat for Humanity - Bala			0	0	0	25,000	25,000
<b>Total</b>	<b>38,776</b>	<b>157,771</b>	<b>106,500</b>	<b>155,650</b>	<b>125,000</b>	<b>186,000</b>	<b>186,000</b>
<b>Net Expenditure</b>	<b>38,776</b>	<b>157,771</b>	<b>85,000</b>	<b>134,150</b>	<b>125,000</b>	<b>186,000</b>	<b>186,000</b>
\$ over/(under) PY Budget					(9,150)		
% over/(under) PY Budget					-6.8%		

# Department Overview: Public Works

## Who We Are

- Cemeteries
- Parks
- Community Centres
- Arenas
- Trails
- Facilities
- Roads and Bridges

## What We Do

- Asset Management
- Design and construction
- Infrastructure operation and maintenance
- Fleet management
- Maintain Township parks, docks, trails, beaches and wharves

## 2021 Priorities

- Asset management Plan for primary/core infrastructure
- Parks and Recreation Master Plan
- Upgrades to the Baycliffe and Portage Docks
- Major upgrades to trails infrastructure
- HVAC upgrades in select Community Centres
- Chiller Replacement Bala Arena
- Design for the replacement of the Port Carling Arena floor
- Replacement of the Milford Bay Road Bridge
- 22.25 km of Road Resurfacing
- 3.3 Km of Road Reconstruction



**Division: 035000 - Street Lighting**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	04002 - Tsp - Bala SL	0	33,519	17,800	17,800	17,300	17,646	17,999
	04003 - Tsp - Monck SL	0	5,618	2,803	2,800	2,800	2,856	2,913
	04004 - Tsp - Port Carling SL	0	23,114	12,073	12,500	13,000	13,262	13,525
	04005 - Tsp - Torrance SL	0	5,078	2,599	2,600	2,600	2,652	2,705
	04006 - Tsp - Windermere SL	0	4,858	2,500	2,500	2,500	2,550	2,601
	04102 - Tsp - PIL Bala SL	0	170	92	0	100	102	104
	04103 - Tsp - PIL Monck SL	0	8	4	0	0	0	0
	04104 - Tsp - PIL Port Carl SL	0	110	60	0	50	50	50
	04105 - Tsp - PIL Torrance SL	0	113	56	0	0	0	0
	04106 - Tsp - PIL Windermere SL	0	10	5	0	0	0	0
	04202 - Tsp - SUPP Bala SL	0	302	259	0	250	255	260
	04203 - Tsp - SUPP Monck SL	0	32	19	0	0	0	0
	04204 - Tsp - SUPP Port Carl SL	0	614	(129)	0	(125)	(150)	(165)
	04205 - Tsp - SUPP Torrance SL	0	56	16	0	0	0	0
	04206 - Tsp - SUPP Windermere SL	0	15	48	0	0	0	0
	04302 - Tsp - W/O Bala SL	0	(27)	(44)	0	(50)	(51)	(52)
	04303 - Tsp - W/O Monck SL	0	(2)	(16)	0	0	0	0
	04304 - Tsp - W/O Port Carl SL	0	(261)	(19)	0	(25)	0	0
	04305 - Tsp - W/O Torrance SL	0	(1)	0	0	0	0	0
	04306 - Tsp - W/O Windermere SL	0	(22)	0	0	0	0	0
	04312 - Tsp - PIL W/O Torrance SL	0	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>73,304</b>	<b>38,126</b>	<b>38,200</b>	<b>38,400</b>	<b>39,172</b>	<b>39,940</b>
<b>Expenses</b>	Salaries, Wages and Benefits	149	0	0	0	0	0	0

**Division: 035000 - Street Lighting**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06511 - Hydro	50,345	33,736	18,446	34,100	34,000	34,686	35,367
06702 - Transfer To Reserve Funds	19,906	35,440	0	0	0	0	0
06905 - Material	693	68	1,894	100	400	410	420
06915 - Contract Services	1,826	4,060	3,142	4,000	4,000	4,076	4,153
<b>Total</b>	<b>72,919</b>	<b>73,304</b>	<b>23,482</b>	<b>38,200</b>	<b>38,400</b>	<b>39,172</b>	<b>39,940</b>
<b>Net Expenditure</b>	<b>72,919</b>	<b>0</b>	<b>(14,644)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
\$ over/(under) PY Budget						0	
% over/(under) PY Budget						0.0%	



**Division: 035200 - Dock Lighting**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06511 - Hydro	3,597	2,160	1,159	2,300	1,800	1,836	1,873
06702 - Transfer To Reserve Funds	0	0	2,800	2,800	2,800	2,850	2,900
<b>Total</b>	<b>3,597</b>	<b>2,160</b>	<b>3,959</b>	<b>5,100</b>	<b>4,600</b>	<b>4,686</b>	<b>4,773</b>
<b>Net Expenditure</b>	<b>3,597</b>	<b>2,160</b>	<b>3,959</b>	<b>5,100</b>	<b>4,600</b>	<b>4,686</b>	<b>4,773</b>
\$ over/(under) PY Budget					(500)		
% over/(under) PY Budget					-9.8%		

**Division: 055000 - Cemeteries**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05307 - Sale Of Plots	3,920	6,580	8,650	6,600	9,675	9,869	10,066
	05308 - Interment Charges	7,900	15,950	7,900	14,500	9,700	9,894	10,092
	05309 - Sale Of Markers	257	550	153	1,000	1,200	1,224	1,248
	07752 - Interest Earned	914	10,581	10,180	10,000	10,500	10,710	10,924
	<b>Total</b>		<b>12,991</b>	<b>33,661</b>	<b>26,883</b>	<b>32,100</b>	<b>31,075</b>	<b>31,697</b>
<b>Expenses</b>	Salaries, Wages and Benefits	16,872	41,285	27,662	42,400	45,975	46,917	47,860
	06404 - Purchase Of Markers	81	0	0	0	0	0	0
	06509 - Building Repairs & Maintenance	0	0	0	0	0	0	0
	06514 - Fees, Conferences, Memberships	543	714	256	0	500	510	520
	06525 - Purchase Of Goods & Services	1,072	8,523	13,569	8,500	15,450	15,759	16,074
	06702 - Transfer To Reserve Funds	9,872	20,581	10,000	10,000	10,000	2,040	2,080
	06715 - Non-Capitalized Projects	0	0	0	0	3,000	0	2,000
	06900 - Labour	0	0	0	0	0	0	0
	06910 - TML Equipment	0	0	0	0	0	0	0
	06915 - Contract Services	0	0	0	0	4,000	9,180	9,364
	<b>Total</b>		<b>28,441</b>	<b>71,102</b>	<b>51,487</b>	<b>60,900</b>	<b>78,925</b>	<b>74,406</b>
<b>Net Expenditure</b>		<b>15,449</b>	<b>37,441</b>	<b>24,605</b>	<b>28,800</b>	<b>47,850</b>	<b>42,709</b>	<b>45,568</b>
	\$ over/(under) PY Budget					19,050		
	% over/(under) PY Budget					66.1%		

**Division: 071100 - Parks**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05321 - Building Rentals	2,260	2,076	1,500	2,100	2,100	2,142	2,185
	05352 - Cost/Insurance Recoveries	0	0	0	0	0	0	0
	05359 - Labour Recovery	0	0	0	0	0	0	0
	05431 - Other-Can.-Summer Student	0	0	0	16,000	16,000	16,320	16,646
	06998 - Recovery	9,454	0	0	0	0	0	0
	07722 - Docking Fees	19,043	16,189	21,014	16,000	20,000	20,400	20,808
	07732 - Library Service Fee	708	707	700	0	725	740	754
	07782 - Lockage Fees	0	0	0	0	0	0	0
	07807 - Parkland Dedication Earned	0	0	0	0	0	0	0
	<b>Total</b>	<b>31,465</b>	<b>18,973</b>	<b>23,214</b>	<b>34,100</b>	<b>38,825</b>	<b>39,602</b>	<b>40,394</b>
<b>Expenses</b>	Salaries, Wages and Benefits	328,721	368,121	508,674	388,800	394,003	395,794	397,525
	06403 - Cleaning Supplies	3,659	0	49	0	1,000	1,020	1,040
	06501 - Mileage	0	0	49	0	0	0	0
	06503 - Telephone	1,056	1,040	1,092	1,000	1,000	1,020	1,040
	06507 - Insurance	19,699	18,951	17,330	18,600	20,950	23,045	25,350
	06508 - Equipment Rental & Repair	5,436	6,260	72	5,000	5,000	5,100	5,202
	06509 - Building Repairs & Maintenance	7,748	27,167	891	27,100	4,400	4,488	4,578
	06510 - Heat	1	0	0	0	0	0	0
	06511 - Hydro	7,337	7,829	6,456	7,800	6,500	6,630	6,763
	06514 - Fees,Conferences,Memberships	84	997	163	1,000	1,000	1,020	1,040
	06517 - Vehicle & Boat Maintenance	53,326	52,906	67,786	48,000	65,000	66,300	67,626
	06524 - Communications	0	20	0	0	0	0	0

**Division: 071100 - Parks**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06525 - Purchase Of Goods & Services	35,881	70,837	58,400	30,000	45,300	46,206	47,130
	06526 - Machine Rentals	166	0	0	0	0	0	0
	06531 - Dock Repairs	31,158	0	1,049	10,000	1,000	1,020	1,040
	06532 - Recreation Trails	3,595	1,905	60,548	0	0	0	0
	06545 - Communities In Bloom-Ser.	18,637	20,569	15,365	22,000	22,000	22,440	22,889
	06547 - Sewer	2,999	2,077	1,831	1,800	2,100	2,142	2,185
	06548 - Water	9,548	5,337	6,549	5,300	7,100	7,242	7,387
	06562 - Tipping Fees	8,916	8,426	9,888	5,000	9,500	9,690	9,884
	06564 - Health & Safety	0	0	704	0	700	714	728
	06589 - Banners	4,399	1,684	1,074	1,600	2,000	2,040	2,081
	06596 - Emergency Events	0	0	0	0	0	0	0
	06702 - Transfer To Reserve Funds	0	0	21,000	21,000	50,000	53,000	56,000
	06715 - Non-Capitalized Projects	0	0	0	0	13,150	4,050	0
	06900 - Labour	(219)	(32,983)	14,274	(42,400)	0	0	0
	06905 - Material	3,299	0	0	900	500	510	520
	06915 - Contract Services	0	0	3,150	0	16,000	16,320	16,646
	06925 - Small Tools	0	0	0	0	4,000	4,080	4,162
	06950 - Union Expenses	0	0	0	0	0	0	0
	06999 - Recovery	(2,344)	(39,714)	(121,879)	0	(105,000)	(110,000)	(120,000)
	07727 - Library Service Fee	0	0	0	(700)	0	0	0
	07916 - Canine Goose Services	5,964	14,126	17,508	14,000	16,000	16,320	16,646
	07917 - MNRF Land Use permits	1,530	0	338	0	300	306	312
	07918 - Snowmobile Bridges	10,430	11,003	13,107	10,800	10,800	11,016	11,236

**Division: 071100 - Parks**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	07919 - Community Cleanup Day	315	619	0	600	600	612	624
	08200 - COVID	0	0	3,852	0	500	0	0
	<b>Total</b>	<b>561,342</b>	<b>547,178</b>	<b>709,319</b>	<b>577,200</b>	<b>595,403</b>	<b>592,125</b>	<b>589,636</b>
<b>Net Expenditure</b>		<b>529,877</b>	<b>528,205</b>	<b>686,105</b>	<b>543,100</b>	<b>556,578</b>	<b>552,524</b>	<b>549,242</b>
	\$ over/(under) PY Budget					13,478		
	% over/(under) PY Budget					2.5%		



**Division: 071200 - Community Centres**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05321 - Building Rentals	26,742	36,468	991	26,900	12,250	26,900	27,438
	05352 - Cost/Insurance Recoveries	5,789	4,471	934	4,400	1,000	4,400	4,488
	05432 - Ontario Oth. Grants-Water	0	0	0	0	0	0	0
	07807 - Parkland Dedication Earned	0	0	0	0	0	0	0
	<b>Total</b>		<b>32,531</b>	<b>40,939</b>	<b>1,925</b>	<b>31,300</b>	<b>13,250</b>	<b>31,300</b>
<b>Expenses</b>	Salaries, Wages and Benefits	52,233	128,724	116,566	126,600	124,283	126,090	127,730
	06403 - Cleaning Supplies	6,446	7,695	5,179	8,900	6,550	8,993	9,173
	06501 - Mileage	160	0	0	100	50	100	102
	06503 - Telephone	6,751	6,742	7,067	6,500	6,700	6,834	6,971
	06507 - Insurance	79,540	107,004	108,619	108,700	122,200	134,420	147,862
	06509 - Building Repairs & Maintenance	101,092	52,268	52,306	53,600	49,500	62,770	64,025
	06510 - Heat	57,156	47,895	38,084	48,500	34,900	48,556	49,527
	06511 - Hydro	69,440	64,912	55,421	66,500	56,900	67,080	68,422
	06512 - Caretaking	38,950	42,219	15,951	40,100	21,000	40,865	41,682
	06525 - Purchase Of Goods & Services	1,496	3,641	374	2,800	900	3,004	3,064
	06547 - Sewer	2,975	3,839	1,885	3,500	2,200	3,500	3,570
	06548 - Water	3,085	3,648	2,107	3,300	2,400	3,300	3,366
	06702 - Transfer To Reserve Funds	0	0	58,800	58,800	50,000	51,000	52,020
	06715 - Non-Capitalized Projects	0	0	0	0	49,900	13,150	0
	06900 - Labour	0	59,087	33,676	60,000	0	0	0

**Division: 071200 - Community Centres**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	08200 - COVID	0	0	10,219	0	4,500	0	0
	<b>Total</b>	<b>419,326</b>	<b>527,675</b>	<b>506,253</b>	<b>587,900</b>	<b>531,983</b>	<b>569,662</b>	<b>577,514</b>
<b>Net Expenditure</b>		<b>386,795</b>	<b>486,736</b>	<b>504,328</b>	<b>556,600</b>	<b>518,733</b>	<b>538,362</b>	<b>545,588</b>
	\$ over/(under) PY Budget					(37,867)		
	% over/(under) PY Budget					-6.8%		

**Division: 071300 - Arenas**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05313 - Public Skating	4,004	4,482	(141)	4,500	2,250	4,500	4,590
	05314 - Minor Hockey Ice Rentals	16,500	19,313	14,293	19,300	13,150	19,300	19,686
	05315 - Figure Skating Ice Rental	23,427	22,399	14,072	22,400	15,300	22,400	22,848
	05318 - Other Ice Rentals	91,360	70,644	25,254	72,200	34,900	72,200	73,644
	05319 - Roller Skating	1,686	3,024	0	3,000	1,500	3,000	3,060
	05321 - Building Rentals	14,469	22,278	(1,898)	22,200	10,800	22,200	22,644
	05324 - Pop Machine	458	432	115	400	200	400	408
	05325 - Snack Bar	2,823	1,862	1,806	1,900	950	1,900	1,938
	05333 - Advertising Sales	6,557	3,808	4,888	3,800	1,900	2,673	2,726
	05352 - Cost/Insurance Recoveries	3,398	2,110	191	2,100	1,050	2,100	2,142
	07807 - Parkland Dedication Earned	0	0	0	0	0	0	0
	<b>Total</b>	<b>164,682</b>	<b>150,353</b>	<b>58,580</b>	<b>151,800</b>	<b>82,000</b>	<b>150,673</b>	<b>153,686</b>
<b>Expenses</b>	Salaries, Wages and Benefits	314,074	280,049	284,462	303,400	294,662	296,810	298,947
	06401 - Office Supplies	986	1,486	276	1,100	650	1,104	1,126
	06403 - Cleaning Supplies	3,220	2,697	1,967	2,500	2,000	2,500	2,550
	06406 - Equipment	5,737	16,155	9,538	15,200	10,200	15,200	15,504
	06501 - Mileage	272	290	(5,709)	200	200	204	208
	06503 - Telephone	1,837	1,955	2,016	1,800	1,200	1,812	1,848
	06507 - Insurance	33,033	35,991	33,262	35,700	40,175	44,193	48,612
	06508 - Equipment Rental & Repair	0	100	231	0	250	255	260
	06509 - Building Repairs & Maintenance	59,164	31,600	19,162	29,300	27,700	29,840	30,437
	06510 - Heat	18,709	17,818	13,227	17,800	14,400	14,688	14,982
	06511 - Hydro	138,796	130,935	90,657	119,400	122,000	132,600	135,252

**Division: 071300 - Arenas**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06514 - Fees,Conferences,Memberships	7,417	2,288	805	1,500	3,450	1,959	1,998
06517 - Vehicle & Boat Maintenance	0	0	351	0	150	153	156
06523 - Education & Training	0	0	0	0	0	0	0
06525 - Purchase Of Goods & Services	2,091	4,427	525	2,700	2,300	2,700	2,754
06534 - Plant Maintenance	19,732	18,806	16,302	18,400	18,500	18,420	18,788
06540 - Pop Machine	0	60	0	0	0	0	0
06541 - Zamboni Maintenance	12,509	10,455	3,719	5,900	8,100	6,290	6,416
06547 - Sewer	2,153	2,243	1,571	2,200	2,000	2,124	2,166
06548 - Water	7,615	7,900	4,694	7,500	7,400	7,548	7,699
06580 - Miscellaneous	132	0	0	0	0	0	0
06587 - Snack Bar Expenses	1,683	1,518	1,136	1,500	750	765	780
06702 - Transfer To Reserve Funds	20,000	100,000	128,000	128,000	150,000	152,100	156,060
06715 - Non-Capitalized Projects	0	0	0	0	21,600	0	0
06900 - Labour	0	47,211	11,688	47,200	10,000	10,000	10,000
08200 - COVID	0	0	4,488	0	1,100	0	0
<b>Total</b>	<b>649,163</b>	<b>713,988</b>	<b>622,367</b>	<b>741,300</b>	<b>738,787</b>	<b>741,265</b>	<b>756,544</b>
<b>Net Expenditure</b>	<b>484,480</b>	<b>563,635</b>	<b>563,787</b>	<b>589,500</b>	<b>656,787</b>	<b>590,592</b>	<b>602,857</b>
\$ over/(under) PY Budget					67,287		
% over/(under) PY Budget					11.4%		

**Division: 071400 - Swimming**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05312 - Registrations & Memberships	12,649	10,990	0	11,100	0	11,322	11,548
	05537 - Other Grants-Trillium/MNR	0	3,658	0	3,700	0	3,774	3,849
	05544 - Ont. Mun. Partner. Fund	0	0	0	0	0	0	0
	07704 - Sundry Revenue	162	378	0	400	0	408	416
	<b>Total</b>		<b>12,811</b>	<b>15,026</b>	<b>0</b>	<b>15,200</b>	<b>0</b>	<b>15,504</b>
<b>Expenses</b>	Salaries, Wages and Benefits	19,106	29,597	0	30,502	0	30,316	30,614
	06501 - Mileage	784	1,182	0	1,200	0	1,224	1,248
	06503 - Telephone	0	0	0	0	0	0	0
	06514 - Fees,Conferences,Memberships	148	250	0	200	0	204	208
	06525 - Purchase Of Goods & Services	1,058	1,482	200	1,100	0	1,122	1,144
	06601 - Interest & Bank Charges	0	0	0	0	0	0	0
	06604 - Tax Adjustment - Heritage rebate	387	357	120	400	0	408	416
	06915 - Contract Services	392	0	0	0	0	0	0
	<b>Total</b>		<b>21,875</b>	<b>32,868</b>	<b>320</b>	<b>33,402</b>	<b>0</b>	<b>33,274</b>
<b>Net Expenditure</b>		<b>9,064</b>	<b>17,842</b>	<b>320</b>	<b>18,202</b>	<b>0</b>	<b>17,770</b>	<b>17,817</b>
	\$ over/(under) PY Budget					(18,202)		
	% over/(under) PY Budget					-100.0%		



**Division: 074100 - Trails**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	8,583	15,945	3,079	14,000	4,823	4,950	5,079
06501 - Mileage	601	583	0	600	0	0	0
06503 - Telephone	61	61	29	0	0	0	0
06525 - Purchase Of Goods & Services	1,020	6,764	2,926	500	2,800	2,856	2,913
06528 - Heritage Committee	0	0	0	0	0	0	0
06702 - Transfer To Reserve Funds	0	0	8,400	8,400	20,000	20,400	20,808
06715 - Non-Capitalized Projects	0	0	0	0	14,000	0	0
06900 - Labour	0	5,233	0	0	0	0	0
06905 - Material	0	0	0	0	14,000	14,280	14,566
06910 - TML Equipment	0	0	0	0	9,800	8,568	8,739
08200 - COVID	0	0	81	0	0	0	0
<b>Total</b>	<b>10,266</b>	<b>28,587</b>	<b>14,515</b>	<b>23,500</b>	<b>65,423</b>	<b>51,054</b>	<b>52,105</b>
<b>Net Expenditure</b>	<b>10,266</b>	<b>28,587</b>	<b>14,515</b>	<b>23,500</b>	<b>65,423</b>	<b>51,054</b>	<b>52,105</b>
\$ over/(under) PY Budget					41,923		
% over/(under) PY Budget					178.4%		

## Division: 071800 - Facilities Maintenance



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	04162 - Edn - PIL French Pub	0	0	0	0	0	0	0
	06998 - Recovery	0	0	0	0	0	0	0
	07732 - Library Service Fee	4,012	4,012	4,000	0	0	0	0
	<b>Total</b>	<b>4,012</b>	<b>4,012</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>	Salaries, Wages and Benefits	172,222	181,642	199,864	184,800	200,870	202,668	204,374
	06403 - Cleaning Supplies	0	1,244	1,120	0	1,400	1,428	1,457
	06501 - Mileage	236	0	0	0	0	0	0
	06503 - Telephone	1,509	1,529	1,715	1,400	1,800	1,836	1,873
	06507 - Insurance	3,898	5,171	5,311	5,700	6,400	7,040	7,744
	06509 - Building Repairs & Maintenance	550	402	1,469	500	1,500	1,530	1,561
	06511 - Hydro	5,386	5,641	4,946	6,500	4,600	4,692	4,786
	06517 - Vehicle & Boat Maintenance	7,282	5,431	2,821	5,000	2,500	2,550	2,601
	06523 - Education & Training	(1,800)	1,090	160	500	500	510	520
	06525 - Purchase Of Goods & Services	7,268	6,934	6,455	7,000	5,800	5,916	6,034
	06544 - Gas & Oil	8,927	8,262	6,301	9,000	6,700	6,834	6,971
	06566 - Water Testing	2,618	2,697	2,939	3,000	3,600	3,672	3,745
	06702 - Transfer To Reserve Funds	10,000	10,000	10,000	10,000	25,000	25,500	26,010
	06715 - Non-Capitalized Projects	0	0	0	0	0	0	0
	06900 - Labour	0	499	293	0	39	650	1,267
	06925 - Small Tools	0	1,123	237	1,000	1,000	1,020	1,040
	07727 - Library Service Fee	0	0	0	(4,000)	(4,080)	(4,162)	(4,245)

**Division: 071800 - Facilities Maintenance**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	08200 - COVID	0	0	2,153	0	0	0	0
	<b>Total</b>	<b>218,097</b>	<b>231,666</b>	<b>245,785</b>	<b>230,400</b>	<b>257,628</b>	<b>261,684</b>	<b>265,737</b>
<b>Net Expenditure</b>		<b>214,085</b>	<b>227,654</b>	<b>241,785</b>	<b>230,400</b>	<b>257,628</b>	<b>261,684</b>	<b>265,737</b>
	\$ over/(under) PY Budget					27,228		
	% over/(under) PY Budget					11.8%		

**Division: 075100 - Private Signage**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	07788 - Sign Permit Applications	0	500	0	1,500	700	714	728
	<b>Total</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>1,500</b>	<b>700</b>	<b>714</b>	<b>728</b>
<b>Expenses</b>	06525 - Purchase Of Goods & Services	0	0	0	0	0	0	0
	06900 - Labour	0	98	0	500	0	0	0
	06905 - Material	0	375	0	900	500	510	520
	06910 - TML Equipment	0	28	0	100	100	102	104
	06915 - Contract Services	0	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>501</b>	<b>0</b>	<b>1,500</b>	<b>600</b>	<b>612</b>	<b>624</b>
<b>Net Expenditure</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>(102)</b>	<b>(104)</b>
	\$ over/(under) PY Budget					(100)		
	% over/(under) PY Budget					-100.0%		

**Division: 081300 - Port Carling Nursing Station/Health Hub**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05321 - Building Rentals	0	0	7,326	6,000	19,200	19,584	19,976
	05333 - Advertising Sales	320	0	0	0	0	0	0
	05354 - Expense Recoveries	0	1,000	0	0	0	0	0
	05356 - Donations	0	64,799	0	0	0	0	0
	<b>Total</b>		<b>320</b>	<b>65,799</b>	<b>7,326</b>	<b>6,000</b>	<b>19,200</b>	<b>19,584</b>
<b>Expenses</b>	06403 - Cleaning Supplies	0	0	0	500	500	510	520
	06503 - Telephone	451	451	471	400	500	510	520
	06507 - Insurance	5,998	12,201	13,355	9,700	10,900	11,990	13,189
	06509 - Building Repairs & Maintenance	13,020	5,155	4,288	4,600	4,300	4,386	4,474
	06510 - Heat	3,476	4,431	2,555	4,400	2,800	2,856	2,913
	06511 - Hydro	5,004	4,856	4,557	4,900	4,200	4,284	4,370
	06512 - Caretaking	0	0	1,356	0	1,100	1,122	1,144
	06525 - Purchase Of Goods & Services	283	220	1,283	200	350	357	364
	06547 - Sewer	481	468	344	500	500	510	520
	06548 - Water	1,036	1,030	787	1,000	1,000	1,020	1,040
	06702 - Transfer To Reserve Funds	0	0	5,000	5,000	10,000	10,000	10,000
	06715 - Non-Capitalized Projects	0	0	0	0	0	700	0
	06900 - Labour	0	9,718	2,593	9,700	5,000	5,000	5,000
	<b>Total</b>		<b>29,749</b>	<b>38,530</b>	<b>36,589</b>	<b>40,900</b>	<b>41,150</b>	<b>43,245</b>
<b>Net Expenditure</b>		<b>29,429</b>	<b>(27,270)</b>	<b>29,263</b>	<b>34,900</b>	<b>21,950</b>	<b>23,661</b>	<b>24,079</b>

\$ over/(under) PY Budget

(12,950)

% over/(under) PY Budget

-37.1%

## Division: 300130 - Roads Overhead



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>							
05352 - Cost/Insurance Recoveries	0	0	0	0	0	0	0
05359 - Labour Recovery	0	0	43	0	0	0	0
05554 - Aggregate Resource Act	19,042	36,261	39,841	36,300	40,000	40,800	41,616
05606 - District Roads	457,941	558,157	425,975	628,500	628,500	641,070	653,891
05635 - Local Improvements	0	0	2,036	0	0	0	0
07784 - Sub. Roads Other	1,968	177,263	15,600	27,000	27,000	27,540	28,091
07785 - Entranceway Permit	4,700	5,500	8,700	5,500	8,000	8,160	8,323
07787 - Road Allowances & Leases	199,753	178,334	264,188	185,400	200,000	204,000	208,080
07788 - Sign Permit Applications	77	(500)	0	200	200	204	208
<b>Total</b>	<b>683,482</b>	<b>955,014</b>	<b>756,383</b>	<b>882,900</b>	<b>903,700</b>	<b>921,774</b>	<b>940,209</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	873,182	846,881	864,964	838,126	863,815	867,490	869,758
06407 - Land/Legal/Survey	0	5,131	22,103	3,600	13,000	13,260	13,525
06501 - Mileage	2,169	1,363	3,594	1,400	3,600	3,672	3,745
06504 - Advertising	548	1,056	0	1,000	500	510	520
06507 - Insurance	111,375	134,283	124,849	134,000	150,500	165,550	182,105
06514 - Fees,Conferences,Memberships	2,253	9,638	5,384	2,000	6,000	6,120	6,242
06523 - Education & Training	8,111	22,824	9,122	2,000	15,000	15,300	15,606
06524 - Communications	4,367	6,335	11,442	7,500	7,500	7,650	7,803
06536 - Consultants Fees	7,686	11,186	9,459	11,000	30,000	30,600	31,212
06562 - Tipping Fees	27	514	342	500	300	306	312
06564 - Health & Safety	2,672	2,063	233	2,100	2,100	2,142	2,185
06595 - Staff Administration	0	0	0	0	0	0	0
06596 - Emergency Events	0	0	0	0	0	0	0



**Division: 300130 - Roads Overhead**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>							
06702 - Transfer To Reserve Funds	949,753	932,287	1,330,700	1,330,700	1,597,500	1,629,450	1,962,039
06703 - Capital-Transfer to Reserves	938,732	41,600	0	0	0	0	0
06800 - Gain/Loss on Asset Disposal	0	0	(34,552)	0	0	0	0
06939 - Boot/Clothing Allowance	7,391	6,556	6,617	8,000	8,000	8,160	8,323
06940 - Coverall-Cleaning	4,550	5,382	5,654	5,400	5,500	5,610	5,722
06945 - Safety	11,187	14,087	9,825	13,000	11,000	11,220	11,444
06950 - Union Expenses	107	0	0	0	0	0	0
06955 - Jury Duty	0	226	0	0	0	0	0
06960 - Equipment Reporting	6,606	6,526	7,536	7,400	7,000	7,140	7,283
06965 - Office Expenses	2,246	3,508	2,125	2,400	2,400	2,448	2,497
06970 - Travel Expenses	28	122	0	100	100	102	104
07922 - Aggregate Source Maintenance	0	0	0	0	0	0	0
08200 - COVID	0	0	22,219	0	5,000	0	0
<b>Total</b>	<b>2,932,992</b>	<b>2,051,566</b>	<b>2,401,615</b>	<b>2,370,226</b>	<b>2,728,815</b>	<b>2,776,730</b>	<b>3,130,427</b>
<b>Net Expenditure</b>	<b>2,249,511</b>	<b>1,096,552</b>	<b>1,645,232</b>	<b>1,487,326</b>	<b>1,825,115</b>	<b>1,854,956</b>	<b>2,190,217</b>
\$ over/(under) PY Budget					337,789		
% over/(under) PY Budget					22.7%		

**Division: 300935 - Township Equipment**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	18,415	18,735	19,095
06900 - Labour	96,306	94,800	99,829	142,700	201,090	201,701	202,318
06905 - Material	160,299	237,796	303,526	182,000	220,495	240,300	245,706
06915 - Contract Services	1,979	2,699	0	2,700	2,000	2,040	2,081
06916 - Fuels, Lubricants	239,969	218,246	182,421	218,200	220,000	224,400	228,888
06920 - Miscellaneous	36,219	68,037	37,257	52,500	40,000	40,800	41,616
06999 - Recovery	(1,034,048)	(1,251,047)	(1,183,365)	(1,242,200)	(1,219,200)	(1,242,156)	(1,266,999)
<b>Total</b>	<b>(499,276)</b>	<b>(629,469)</b>	<b>(560,332)</b>	<b>(644,100)</b>	<b>(517,200)</b>	<b>(514,180)</b>	<b>(527,295)</b>
<b>Net Expenditure</b>	<b>(499,276)</b>	<b>(629,469)</b>	<b>(560,332)</b>	<b>(644,100)</b>	<b>(517,200)</b>	<b>(514,180)</b>	<b>(527,295)</b>
\$ over/(under) PY Budget					126,900		
% over/(under) PY Budget					-19.7%		

**Division: 310200 - Garages**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06503 - Telephone	2,373	2,706	2,533	2,600	2,550	2,601	2,653
06507 - Insurance	0	355	0	400	450	495	545
06509 - Building Repairs & Maintenance	54,475	26,885	42,207	19,600	39,800	40,596	41,408
06510 - Heat	39,992	42,971	29,925	41,600	38,500	39,270	40,055
06511 - Hydro	23,628	22,182	18,635	23,500	24,250	24,735	25,230
06586 - Insurance-G.O. Garage Reno	0	0	0	0	0	0	0
06715 - Non-Capitalized Projects	0	0	0	0	9,000	5,600	0
06900 - Labour	0	34,046	25,647	35,500	27,500	27,500	27,500
06915 - Contract Services	0	60	70	100	100	102	104
06920 - Miscellaneous	3,011	811	0	0	0	0	0
06925 - Small Tools	5,961	8,806	8,646	7,900	13,350	13,617	13,889
06930 - Shop Supplies	15,512	20,706	14,404	17,400	17,600	17,952	18,311
<b>Total</b>	<b>144,952</b>	<b>159,528</b>	<b>142,067</b>	<b>148,600</b>	<b>173,100</b>	<b>172,468</b>	<b>169,695</b>
<b>Net Expenditure</b>	<b>144,952</b>	<b>159,528</b>	<b>142,067</b>	<b>148,600</b>	<b>173,100</b>	<b>172,468</b>	<b>169,695</b>
\$ over/(under) PY Budget					24,500		
% over/(under) PY Budget					16.5%		

**Division: 325132 - Miscellaneous**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	Salaries, Wages and Benefits	0	0	0	0	48,854	50,996	53,245
	06900 - Labour	0	32,740	54,380	47,200	0	0	0
	06905 - Material	0	0	0	0	0	0	0
	06910 - TML Equipment	0	941	2,363	800	2,600	2,652	2,705
	06915 - Contract Services	1,646	3,519	127	3,500	3,500	3,570	3,641
	<b>Total</b>	<b>1,646</b>	<b>37,200</b>	<b>56,871</b>	<b>51,500</b>	<b>54,954</b>	<b>57,218</b>	<b>59,591</b>
<b>Net Expenditure</b>		<b>1,646</b>	<b>37,200</b>	<b>56,871</b>	<b>51,500</b>	<b>54,954</b>	<b>57,218</b>	<b>59,591</b>
	\$ over/(under) PY Budget					3,454		
	% over/(under) PY Budget					6.7%		

**Division: 330036 - District Roads**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06900 - Labour	0	0	103,699	132,300	132,300	134,946	137,645
	06905 - Material	0	0	165,471	216,900	216,900	221,238	225,663
	06910 - TML Equipment	0	0	142,735	247,000	247,000	251,940	256,979
	06915 - Contract Services	0	0	9,814	32,300	32,300	32,946	33,605
	06920 - Miscellaneous	0	0	26	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>421,744</b>	<b>628,500</b>	<b>628,500</b>	<b>641,070</b>	<b>653,891</b>
<b>Net Expenditure</b>		<b>0</b>	<b>0</b>	<b>421,744</b>	<b>628,500</b>	<b>628,500</b>	<b>641,070</b>	<b>653,891</b>
	\$ over/(under) PY Budget					0		
	% over/(under) PY Budget					0.0%		

**Division: 330037 - Aggregate Source Maintenance**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	06900 - Labour	1,900	0	639	0	0	0	0
	06905 - Material	430	0	0	0	0	0	0
	06910 - TML Equipment	2,100	0	1,212	0	1,300	1,326	1,353
	<b>Total</b>	<b>4,430</b>	<b>0</b>	<b>1,851</b>	<b>0</b>	<b>1,300</b>	<b>1,326</b>	<b>1,353</b>
<b>Net Expenditure</b>		<b>4,430</b>	<b>0</b>	<b>1,851</b>	<b>0</b>	<b>1,300</b>	<b>1,326</b>	<b>1,353</b>
	\$ over/(under) PY Budget					1,300		
	% over/(under) PY Budget					100.0%		



**Division: 350033 - Sidewalk Maintenance**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06900 - Labour	16,599	11,025	5,297	17,000	6,000	6,000	6,000
06905 - Material	0	0	0	0	0	0	0
06910 - TML Equipment	2,256	487	6,289	500	4,500	4,590	4,682
06915 - Contract Services	0	0	0	0	18,000	18,360	18,727
<b>Total</b>	<b>18,855</b>	<b>11,512</b>	<b>11,586</b>	<b>17,500</b>	<b>28,500</b>	<b>28,950</b>	<b>29,409</b>
<b>Net Expenditure</b>	<b>18,855</b>	<b>11,512</b>	<b>11,586</b>	<b>17,500</b>	<b>28,500</b>	<b>28,950</b>	<b>29,409</b>
\$ over/(under) PY Budget					11,000		
% over/(under) PY Budget					62.9%		

**Division: 370040 - Bridges and Culverts**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	(13)	258	472
06900 - Labour	65,371	67,258	97,319	66,900	76,320	76,846	77,247
06905 - Material	30,941	35,466	34,361	36,900	36,500	37,230	37,975
06910 - TML Equipment	6,149	7,711	19,589	9,000	18,000	18,360	18,727
06915 - Contract Services	0	0	6,268	0	5,000	5,100	5,202
06920 - Miscellaneous	0	0	0	0	0	0	0
06931 - Rented Equipment	0	136	0	0	1,000	1,020	1,040
<b>Total</b>	<b>102,461</b>	<b>110,571</b>	<b>157,537</b>	<b>112,800</b>	<b>136,807</b>	<b>138,815</b>	<b>140,663</b>
<b>Net Expenditure</b>	<b>102,461</b>	<b>110,571</b>	<b>157,537</b>	<b>112,800</b>	<b>136,807</b>	<b>138,815</b>	<b>140,663</b>
\$ over/(under) PY Budget					24,007		
% over/(under) PY Budget					21.3%		

**Division: 370041 - Roadside Maintenance**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	78	279	438
06900 - Labour	35,899	25,453	157,699	98,900	129,799	130,552	131,119
06905 - Material	1,588	4,297	5,462	4,100	5,700	5,814	5,930
06910 - TML Equipment	60,209	39,502	204,401	66,000	134,100	136,782	139,518
06915 - Contract Services	12,565	5,271	59,774	62,500	65,000	66,350	67,728
06920 - Miscellaneous	0	0	0	0	0	0	0
06931 - Rented Equipment	0	600	0	600	0	0	0
<b>Total</b>	<b>110,261</b>	<b>75,124</b>	<b>427,336</b>	<b>232,100</b>	<b>334,678</b>	<b>339,777</b>	<b>344,733</b>
<b>Net Expenditure</b>	<b>110,261</b>	<b>75,124</b>	<b>427,336</b>	<b>232,100</b>	<b>334,678</b>	<b>339,777</b>	<b>344,733</b>
\$ over/(under) PY Budget					102,578		
% over/(under) PY Budget					44.2%		

**Division: 370042 - Paved Maintenance**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	1,025	2,101	2,951
06900 - Labour	102,019	103,270	116,035	125,900	131,992	134,002	135,511
06905 - Material	86,486	38,548	110,023	38,600	105,400	107,508	109,658
06910 - TML Equipment	98,736	158,037	186,168	158,100	183,800	187,476	191,226
06915 - Contract Services	0	0	812	0	1,000	0	0
06931 - Rented Equipment	4,427	2,919	2,589	2,900	3,500	3,570	3,641
06941 - Recovery TML Equipment	2,442	0	0	0	0	0	0
<b>Total</b>	<b>294,111</b>	<b>302,773</b>	<b>415,628</b>	<b>325,500</b>	<b>426,717</b>	<b>434,658</b>	<b>442,987</b>
<b>Net Expenditure</b>	<b>294,111</b>	<b>302,773</b>	<b>415,628</b>	<b>325,500</b>	<b>426,717</b>	<b>434,658</b>	<b>442,987</b>
\$ over/(under) PY Budget					101,217		
% over/(under) PY Budget					31.1%		

**Division: 370043 - Loose Top Maintenance**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	1,942	2,895	3,649
06900 - Labour	67,328	45,536	60,916	77,500	77,378	79,157	80,499
06905 - Material	69,112	61,486	75,426	64,700	74,500	75,990	77,510
06910 - TML Equipment	157,629	98,495	124,666	105,700	124,000	126,480	129,010
06915 - Contract Services	0	0	86,228	71,400	87,900	89,658	91,451
06931 - Rented Equipment	0	0	0	0	0	0	0
06942 - Weather Event	0	0	0	0	0	0	0
08200 - COVID	0	0	5,503	0	0	0	0
<b>Total</b>	<b>294,068</b>	<b>205,516</b>	<b>352,738</b>	<b>319,300</b>	<b>365,719</b>	<b>374,180</b>	<b>382,118</b>
<b>Net Expenditure</b>	<b>294,068</b>	<b>205,516</b>	<b>352,738</b>	<b>319,300</b>	<b>365,719</b>	<b>374,180</b>	<b>382,118</b>
\$ over/(under) PY Budget					46,419		
% over/(under) PY Budget					14.5%		

**Division: 393044 - Winter Control**



GL Account		2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b>	Salaries, Wages and Benefits	0	0	0	0	3,926	6,522	8,586
	06900 - Labour	303,276	320,453	274,274	369,891	341,183	346,062	349,772
	06905 - Material	82,734	132,566	36,087	118,000	110,000	112,200	114,444
	06910 - TML Equipment	420,535	503,674	365,617	399,200	433,000	441,660	450,493
	06915 - Contract Services	18,316	19,931	14,201	19,000	1,700	1,734	1,769
	06931 - Rented Equipment	0	0	6,484	0	0	0	0
	<b>Total</b>	<b>824,861</b>	<b>976,625</b>	<b>696,662</b>	<b>906,091</b>	<b>889,809</b>	<b>908,178</b>	<b>925,064</b>
<b>Net Expenditure</b>		<b>824,861</b>	<b>976,625</b>	<b>696,662</b>	<b>906,091</b>	<b>889,809</b>	<b>908,178</b>	<b>925,064</b>
	\$ over/(under) PY Budget					(16,282)		
	% over/(under) PY Budget					-1.8%		



**Division: 396145 - Safety Devices**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> Salaries, Wages and Benefits	0	0	0	0	15	899	1,598
06900 - Labour	0	0	23,631	26,900	35,884	37,529	38,764
06905 - Material	0	0	20,070	11,500	21,000	21,420	21,848
06910 - TML Equipment	0	0	9,187	7,900	9,200	9,384	9,572
06915 - Contract Services	6,572	6,868	10,816	6,800	9,600	9,792	9,988
06920 - Miscellaneous	0	0	0	500	0	0	0
06931 - Rented Equipment	0	0	0	0	0	0	0
<b>Total</b>	<b>6,572</b>	<b>6,868</b>	<b>63,704</b>	<b>53,600</b>	<b>75,699</b>	<b>79,024</b>	<b>81,769</b>
<b>Net Expenditure</b>	<b>6,572</b>	<b>6,868</b>	<b>63,704</b>	<b>53,600</b>	<b>75,699</b>	<b>79,024</b>	<b>81,769</b>
\$ over/(under) PY Budget					22,099		
% over/(under) PY Budget					41.2%		

# Department Overview: Library

## Who We Are

- Muskoka Lakes Township Public Library with branches in Port Carling and Bala

## What We Do

- Provide a diverse library collection and ensuring equitable access to all in a safe, positive, and welcoming environment
- Continue to act as a community hub of engagement, knowledge, advancement, and enjoyment for the sustainable future

## 2021 Priorities

- Ensure users have access to all available resources (online, in-house, and outreach)
- Financial stability (enhance self-generated revenue sources)
- Staff professional development



**Division: 072100 - Muskoka Lakes Public Library**



	GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenues</b>	05356 - Donations	2,487	4,102	6,221	2,500	3,500	4,000	4,000
	05537 - Other Grants-Trillium/MNR	7,854	17,829	3,825	3,500	3,000	3,000	3,000
	05538 - Provincial Operating Grant	49,085	49,085	49,085	49,085	49,085	49,085	49,085
	07715 - Self Generated	11,634	10,216	3,823	9,000	5,000	7,500	7,500
	07725 - Self Generated HST Applicable	1,822	1,846	697	1,500	1,000	1,500	1,500
	07752 - Interest Earned	0	157	2	0	150	150	150
	<b>Total</b>		<b>72,882</b>	<b>83,236</b>	<b>63,652</b>	<b>65,585</b>	<b>61,735</b>	<b>65,235</b>
<b>Expenses</b>	Salaries, Wages and Benefits	284,583	308,508	330,358	335,600	332,275	334,952	337,444
	06401 - Office Supplies	1,973	1,862	1,129	1,500	1,500	1,600	1,700
	06403 - Cleaning Supplies	844	839	1,155	1,200	1,750	1,600	1,700
	06501 - Mileage	95	322	0	500	500	600	700
	06503 - Telephone	3,963	1,529	1,605	1,500	1,700	1,800	1,900
	06504 - Advertising	71	51	117	0	500	600	700
	06507 - Insurance	7,377	17,996	18,448	19,800	22,300	24,530	26,983
	06508 - Equipment Rental & Repair	1,035	0	0	0	0	0	0
	06509 - Building Repairs & Maintenance	16,710	12,830	11,864	20,000	15,000	15,000	15,000
	06510 - Heat	10,954	12,535	10,459	12,000	12,500	13,125	13,781
	06511 - Hydro	14,350	12,977	10,299	15,000	12,500	13,125	13,781
	06512 - Caretaking	14,922	13,878	14,772	15,000	15,000	15,500	16,000
	06514 - Fees,Conferences,Memberships	416	762	327	3,000	3,000	3,000	3,000
	06523 - Education & Training	0	0	1,221	1,500	1,500	1,500	1,500

**Division: 072100 - Muskoka Lakes Public Library**



GL Account	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenses</b> 06525 - Purchase Of Goods & Services	8,386	7,265	16,759	7,000	8,500	9,000	9,500
06546 - Township Grant	0	0	0	0	0	0	0
06547 - Sewer	880	1,011	577	1,000	1,050	1,050	1,050
06548 - Water	942	1,036	858	1,000	1,000	1,000	1,000
06551 - Computer Services	22,337	12,141	17,382	17,000	17,350	17,784	18,228
06553 - Programs	7,361	4,626	1,895	5,000	5,500	5,600	5,700
06601 - Interest & Bank Charges	178	79	159	150	150	150	150
06702 - Transfer To Reserve Funds	80,000	100,000	50,000	50,000	50,000	50,000	50,000
06900 - Labour	0	5,688	2,711	5,000	3,500	3,500	3,500
06999 - Recovery	12,801	12,800	15,700	15,700	16,025	16,426	16,836
08200 - COVID	0	0	7,196	0	1,000	0	0
<b>Total</b>	<b>490,181</b>	<b>528,733</b>	<b>514,990</b>	<b>528,450</b>	<b>524,100</b>	<b>531,441</b>	<b>540,154</b>
<b>Net Expenditure</b>	<b>417,299</b>	<b>445,497</b>	<b>451,338</b>	<b>462,865</b>	<b>462,365</b>	<b>466,206</b>	<b>474,919</b>
\$ over/(under) PY Budget					(500)		
% over/(under) PY Budget					-0.1%		



# 2021 Capital Budget



## Capital Project Summary Expenses by Division - 10 Years



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Clerk	36,000	22,418	23,882	24,136	31,268	31,862	33,587	34,225	1,204,351	42,645	1,484,374
Council	-	-	-	70,000	-	-	-	80,000	-	-	150,000
Treasury	-	-	-	40,000	-	-	-	-	50,000	-	90,000
Information Technology	225,300	40,760	173,439	84,647	47,428	43,947	51,358	77,576	310,025	47,384	1,101,864
Human Resources/Health & Safety	-	-	-	30,000	-	-	-	-	35,000	-	65,000
<b>Sub-total - General Administration</b>	<b>261,300</b>	<b>63,178</b>	<b>197,321</b>	<b>248,783</b>	<b>78,696</b>	<b>75,809</b>	<b>84,945</b>	<b>191,801</b>	<b>1,599,376</b>	<b>90,029</b>	<b>2,891,238</b>
Communications/Economic Development	60,000	-	-	150,000	-	-	-	-	-	-	210,000
Building (Protective Inspection)	40,000	40,760	46,726	42,324	43,128	43,947	44,782	53,619	46,500	94,767	496,553
By-Law Enforcement	40,000	-	-	-	43,128	-	-	-	-	-	83,128
Planning & Zoning	-	-	129,795	-	-	-	-	-	-	236,918	366,713
<b>Sub-total - Development Services and Environmental Sustainability</b>	<b>140,000</b>	<b>40,760</b>	<b>176,521</b>	<b>192,324</b>	<b>86,256</b>	<b>43,947</b>	<b>44,782</b>	<b>53,619</b>	<b>46,500</b>	<b>331,685</b>	<b>1,156,394</b>
Fire Stations	1,012,330	836,364	790,417	845,280	943,663	909,303	3,059,335	898,699	1,154,839	1,241,665	11,691,895
Emergency Management	12,300	-	-	-	-	-	-	-	-	-	12,300
<b>Sub-total - Emergency Services</b>	<b>1,024,630</b>	<b>836,364</b>	<b>790,417</b>	<b>845,280</b>	<b>943,663</b>	<b>909,303</b>	<b>3,059,335</b>	<b>898,699</b>	<b>1,154,839</b>	<b>1,241,665</b>	<b>11,704,195</b>
Cemeteries	-	10,190	10,460	349	4,469	6,085	359	8,119	488	-	40,519
Parks	745,000	348,498	439,227	288,859	319,145	302,686	145,542	173,976	619,032	627,832	4,009,797
Trails	90,000	-	31,151	-	-	5,493	-	-	-	-	126,644
Community Centres	14,000	133,999	149,005	134,377	129,383	346,084	189,205	167,701	205,530	194,273	1,663,557
Arenas	283,700	1,239,817	383,150	1,412,550	578,793	614,711	349,301	361,299	415,943	416,975	6,056,239
Facilities Maintenance	392,500	1,308,396	1,213,325	111,099	64,153	150,519	98,521	111,801	63,938	65,745	3,579,997
Port Carling Nursing Station/Health Hub	27,000	-	-	-	-	-	-	-	-	-	27,000
Township Equipment	485,000	672,540	591,866	603,111	614,570	628,445	632,548	673,087	319,688	710,753	5,931,608
Roads Capital Projects	2,988,800	1,978,307	3,303,203	3,005,663	3,156,951	2,377,652	3,720,838	3,128,714	3,866,770	2,829,509	30,356,407
Bridges and Culverts	325,000	1,910,625	1,946,927	1,058,090	1,078,194	329,604	229,509	610,342	906,751	491,604	8,886,646
<b>Sub-total - Public Works</b>	<b>5,351,000</b>	<b>7,602,372</b>	<b>8,068,314</b>	<b>6,614,098</b>	<b>5,945,658</b>	<b>4,761,279</b>	<b>5,365,823</b>	<b>5,235,039</b>	<b>6,398,140</b>	<b>5,336,691</b>	<b>60,678,414</b>
<b>Muskoka Lakes Public Library</b>	<b>62,500</b>	<b>43,307</b>	<b>41,015</b>	<b>44,969</b>	<b>42,589</b>	<b>46,694</b>	<b>44,222</b>	<b>48,485</b>	<b>45,919</b>	<b>50,345</b>	<b>470,045</b>
<b>GRAND TOTAL</b>	<b>6,839,430</b>	<b>8,585,981</b>	<b>9,273,588</b>	<b>7,945,454</b>	<b>7,096,862</b>	<b>5,837,032</b>	<b>8,599,107</b>	<b>6,427,643</b>	<b>9,244,774</b>	<b>7,050,415</b>	<b>76,900,286</b>

## Funding Requirement

Reserves, beginning of year <sup>1</sup>	17,901,866	16,985,746	14,651,472	12,011,567	11,011,276	11,199,825	13,016,536	12,431,481	14,379,293	13,871,920	17,901,866
Add: reserve contributions - Dev Charges	403,543	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,003,543
Add: reserve contributions - General Levy <sup>2</sup>	3,558,990	3,850,000	4,200,000	4,550,000	4,900,000	5,250,000	5,600,000	5,950,000	6,300,000	6,650,000	50,808,990
Add: reserve contributions - Prior year surplus	350,000	-	-	-	-	-	-	-	-	-	-
Add: interest earned	175,000	251,706	283,683	245,163	235,411	253,743	264,052	275,455	287,402	300,120	2,571,736
Total Contributions to reserves	4,487,533	4,501,706	4,883,683	5,195,163	5,535,411	5,903,743	6,264,052	6,625,455	6,987,402	7,350,120	57,734,269
Reserve Funds Required <sup>3</sup>	(5,403,653)	(6,835,981)	(7,523,588)	(6,195,454)	(5,346,862)	(4,087,032)	(6,849,107)	(4,677,643)	(7,494,774)	(5,300,415)	(59,714,509)
Reserves, end of year	<b>16,985,746</b>	<b>14,651,472</b>	<b>12,011,567</b>	<b>11,011,276</b>	<b>11,199,825</b>	<b>13,016,536</b>	<b>12,431,481</b>	<b>14,379,293</b>	<b>13,871,920</b>	<b>15,921,626</b>	<b>15,921,626</b>

<sup>1</sup> Includes all obligatory, restricted, and discretionary funds

<sup>2</sup> includes contributions from Development Charges; assumes annual increase of \$350,000 per year (after 2022) to contribution to reserves from the general levy

<sup>3</sup> based on 2021 10-year Capital Budget and Forecast excluding grant funding from OMPF, OCIF and AMO Gas Tax (2021 includes ICIF-COVID grant and Safe Restart from Operating)



# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Council										
Expenditure										
011100 - Council										
20037 - Council - Strategic Plan Update - NEW (approved 2019)	-	-	-	70,000	-	-	-	80,000	-	-
<b>Total 011100 - Council</b>	-	-	-	<b>70,000</b>	-	-	-	<b>80,000</b>	-	-
<b>Total Expenditure</b>	-	-	-	<b>70,000</b>	-	-	-	<b>80,000</b>	-	-
<b>Total Council</b>	-	-	-	<b>70,000</b>	-	-	-	<b>80,000</b>	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Clerk										
Expenditure										
012100 - Clerk										
00001 - Inflation Factor - Clerk	-	418	882	1,136	2,268	2,862	3,587	4,225	168,351	6,645
29006 - Clerks - Document Storage - to reserves	-	-	-	-	-	-	-	-	1,000,000	-
95003 - Clerks - Furniture and Fixtures	29,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000
95004 - Clerks - Municipal Office Renovations Misc	7,000	7,000	8,000	8,000	9,000	9,000	10,000	10,000	11,000	11,000
<b>Total 012100 - Clerk</b>	<b>36,000</b>	<b>22,418</b>	<b>23,882</b>	<b>24,136</b>	<b>31,268</b>	<b>31,862</b>	<b>33,587</b>	<b>34,225</b>	<b>1,204,351</b>	<b>42,645</b>
<b>Total Expenditure</b>	<b>36,000</b>	<b>22,418</b>	<b>23,882</b>	<b>24,136</b>	<b>31,268</b>	<b>31,862</b>	<b>33,587</b>	<b>34,225</b>	<b>1,204,351</b>	<b>42,645</b>
<b>Total Clerk</b>	<b>36,000</b>	<b>22,418</b>	<b>23,882</b>	<b>24,136</b>	<b>31,268</b>	<b>31,862</b>	<b>33,587</b>	<b>34,225</b>	<b>1,204,351</b>	<b>42,645</b>

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Financial Services										
Expenditure										
012200 - Treasury										
24002 - Finance - Development Charges Background Study	-	-	-	40,000	-	-	-	-	50,000	-
<b>Total 012200 - Treasury</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>
012600 - Information Technology										
00002 - Inflation Factor - Information Technology	-	760	8,439	4,647	7,428	3,947	11,358	9,576	51,025	7,384
20026 - M-Files project and cleanup of laserfiche (prior year plus current allotment)	28,500	-	-	-	-	-	-	-	-	-
20027 - Projection Displays (3) Council	20,000	-	-	-	-	-	-	14,000	22,000	-
20028 - Projection Display-Comm. Room	6,000	-	-	-	-	-	-	-	7,000	-
20029 - Conference Phones (Council/Bd.Rm.)	-	-	-	-	-	-	-	6,000	-	-
20030 - Scanners/Printers/Projectors	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20031 - Cityworks Asset Management System (prior year plus current allotment)	55,000	-	-	-	-	-	-	-	-	-
20032 - Public Works Fleet Management Software	10,000	-	-	-	-	-	-	-	-	-
20033 - Property Tax Ebilling (Paymentus)	5,000	-	-	-	-	-	-	-	-	-
21001 - Digital Strategy	50,000	-	-	-	-	-	-	-	-	-
23001 - DataCentre servers	10,800	-	125,000	-	-	-	-	-	130,000	-
24001 - Public Wifi Connectivity	-	-	-	40,000	-	-	-	-	-	-
28001 - Smart Board - Board Room	-	-	-	-	-	-	-	8,000	-	-
29001 - Webcasting upgrades	-	-	-	-	-	-	-	-	20,000	-
29002 - VOIP phone system upgrade	-	-	-	-	-	-	-	-	40,000	-
99115 - Computer Related	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
99116 - Mobile Hardware	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total 012600 - Information Technology</b>	<b>225,300</b>	<b>40,760</b>	<b>173,439</b>	<b>84,647</b>	<b>47,428</b>	<b>43,947</b>	<b>51,358</b>	<b>77,576</b>	<b>310,025</b>	<b>47,384</b>
<b>Total Expenditure</b>	<b>225,300</b>	<b>40,760</b>	<b>173,439</b>	<b>124,647</b>	<b>47,428</b>	<b>43,947</b>	<b>51,358</b>	<b>77,576</b>	<b>360,025</b>	<b>47,384</b>
<b>Total Financial Services</b>	<b>225,300</b>	<b>40,760</b>	<b>173,439</b>	<b>124,647</b>	<b>47,428</b>	<b>43,947</b>	<b>51,358</b>	<b>77,576</b>	<b>360,025</b>	<b>47,384</b>

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Human Resources/Health & Safety										
Expenditure										
012500 - Human Resources/Health & Safety										
24004 - HR - Comprehensive Compensation review and job evaluation	-	-	-	30,000	-	-	-	-	35,000	-
<b>Total 012500 - Human Resources/Health &amp; Safety</b>	-	-	-	<b>30,000</b>	-	-	-	-	<b>35,000</b>	-
<b>Total Expenditure</b>	-	-	-	<b>30,000</b>	-	-	-	-	<b>35,000</b>	-
<b>Total Human Resources/Health &amp; Safety</b>	-	-	-	<b>30,000</b>	-	-	-	-	<b>35,000</b>	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Emergency Services										
Expenditure										
021100 - Fire Stations										
00003 - Inflation Factor - Fire	-	15,595	29,201	46,406	68,437	81,670	326,698	110,937	161,430	193,483
20034 - Master Fire Plan	62,000	-	-	-	-	62,000	-	-	-	-
20035 - Superior Tanker Shuttle Testing	-	-	-	-	7,800	-	-	-	-	7,800
20036 - Car 1 - Chief	-	-	-	-	70,000	-	-	-	-	70,000
21003 - Self Contained Breathing Apparatus Filling Station	49,000	-	-	-	-	-	-	-	-	-
21004 - Car 2 - Deputy Chief	70,000	-	-	-	-	70,000	-	-	-	-
21007 - Pumper 4 - Torrance	-	399,000	-	-	-	-	-	-	-	-
21008 - Zodiac/Motor/Trailer Port Carling	50,000	-	-	-	-	-	-	-	-	-
21009 - Sled/Trailer - Windermere	-	-	21,900	-	-	-	-	-	-	-
21079 - Dispatch Upgrade to Barrie Fire	100,000	-	-	-	-	-	-	-	-	-
22001 - Car 3 - Fire Prevention/By-Law	-	70,000	-	-	-	-	70,000	-	-	-
22002 - Pumper 1 - Glen Orchard	399,000	-	-	-	-	-	-	-	-	-
22046 - High Angle Rescue Gear	-	35,000	-	-	-	-	-	-	-	-
23002 - Sled/Trailer - Bala	-	-	-	-	22,900	-	-	-	-	-
23003 - Tanker 77 - Raymond	-	-	382,000	-	-	-	-	-	-	-
24005 - Zodiac/Motor/Trailer Bala	-	-	-	50,000	-	-	-	-	-	-
24007 - Pumper 77 - Raymond	-	-	-	399,000	-	-	-	-	-	-
25001 - Pumper 2 - Foot's Bay	-	-	-	-	399,000	-	-	-	-	-
25002 - Rescue Sled/Trailer - Foot's Bay	-	-	-	21,900	-	-	-	-	-	-
25003 - Wildland 4/Trailer	-	-	-	-	-	-	-	-	-	40,000
26007 - Tanker 5 - Minett	-	-	-	-	-	382,000	-	-	-	-
27001 - Bunker Gear Washing Machines in Hall	-	-	-	-	-	-	15,000	15,000	-	-
27002 - Pumper 5 - Minett	-	-	-	-	-	-	399,000	-	-	-
27003 - Minett Station - Station 5 - (1961) 60 years	-	-	-	-	-	-	1,900,000	-	-	-
27065 - Confined Space Rescue Gear	-	-	-	-	-	-	30,000	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
28002 - Tanker 6 - Port Carling	-	-	-	-	-	-	-	382,000	-	-
28066 - Tablets Ipads (10 pumpers, 3 Cmd, 4 Boats, 10 tankers)	-	-	38,000	-	-	-	-	-	-	-
28067 - Swift Water Rescue Equipment	-	-	-	-	-	-	-	65,000	-	-
29003 - Marine navigation (Sonar/Radar/Depth)	-	-	-	-	-	-	-	-	20,400	-
29005 - Marine 1 - Foot's Bay Fire Boat	-	-	-	-	-	-	-	-	210,000	-
29007 - Tanker 3 - Bala	-	-	-	-	-	-	-	-	382,000	-
30002 - Zodiac/Motor/Trailer Raymond	-	-	-	-	-	-	-	-	50,000	-
30003 - Tanker 7	-	-	-	-	-	-	-	-	-	382,000
30004 - Marine 5 Minett Fire Boat	-	-	-	-	-	-	-	-	-	210,000
98021 - Traffic Safety Vests, Traffic Cones, Signage, Flares	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
98024 - Water Ice Rescue Gear	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
98026 - Rescue Saws and Chainsaws Every other year	5,400	-	5,400	-	7,400	-	7,400	-	7,400	-
98027 - Communications Infrastructure (13 Pagers and 7 Radios per year)	14,700	14,994	15,294	15,600	15,912	16,230	16,555	16,886	17,223	17,568
98028 - Thermal Imaging Cameras	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
98029 - Gas Detection	-	8,400	-	8,400	-	8,400	-	8,400	-	8,400
98030 - Fire Hose full truck compliment NFPA 9x100mm, 8x65mm, 12x45mm	13,777	14,053	14,334	14,620	14,913	15,211	15,515	15,825	16,142	16,465
98031 - Portable Pump, Wildland pump, Generator, Batt Fan	22,800	23,256	23,721	24,196	24,679	25,173	25,677	26,190	26,714	27,248
98032 - Boat Pumps - new	-	26,000	26,000	26,000	26,000	-	-	-	-	-
98033 - Nozzels, Fittings, Adaptors, and Tools	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
98034 - PPE for 15 Firefighters per year	54,975	56,075	57,196	58,340	59,507	60,697	61,911	63,149	64,412	65,700
98035 - Self Contained Breathing Apparatus 10 per year	116,700	119,034	121,415	123,843	126,320	128,846	131,423	134,052	136,733	139,467
98036 - Auto Extrication Equipment	14,800	15,096	15,398	15,706	58,800	16,340	16,667	17,001	17,341	17,687
98041 - AED for Each Vehicle, 2 per annum	5,678	5,792	5,907	6,026	6,146	6,269	6,394	6,522	6,653	6,786
<b>Total 021100 - Fire Stations</b>	<b>1,012,330</b>	<b>836,364</b>	<b>790,417</b>	<b>845,280</b>	<b>943,663</b>	<b>909,303</b>	<b>3,059,335</b>	<b>898,699</b>	<b>1,154,839</b>	<b>1,241,665</b>

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
021200 - Emergency Management										
20040 - Exercise Plan and Training	12,300	-	-	-	-	-	-	-	-	-
<b>Total 021200 - Emergency Management</b>	<b>12,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditure</b>	<b>1,024,630</b>	<b>836,364</b>	<b>790,417</b>	<b>845,280</b>	<b>943,663</b>	<b>909,303</b>	<b>3,059,335</b>	<b>898,699</b>	<b>1,154,839</b>	<b>1,241,665</b>
<b>Total Emergency Services</b>	<b>1,024,630</b>	<b>836,364</b>	<b>790,417</b>	<b>845,280</b>	<b>943,663</b>	<b>909,303</b>	<b>3,059,335</b>	<b>898,699</b>	<b>1,154,839</b>	<b>1,241,665</b>



# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Development Services and Environmental Sustainability										
Expenditure										
012307 - Communications/Economic Development										
21107 - Community Improvement Plan	45,000	-	-	-	-	-	-	-	-	-
21108 - Street Banners	15,000	-	-	-	-	-	-	-	-	-
24003 - ED - Port Carling Wall Mural	-	-	-	150,000	-	-	-	-	-	-
<b>Total 012307 - Communications/Economic Development</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
024100 - Protective Inspection										
00005 - Inflation Factor - Building	-	760	1,726	2,324	3,128	3,947	4,782	6,619	6,500	14,767
20041 - Vehicle 2	-	-	-	-	40,000	-	-	-	-	40,000
21012 - Vehicle 3	40,000	-	-	-	-	-	-	40,000	-	-
22003 - Vehicle 4	-	40,000	-	-	-	-	-	-	40,000	-
23005 - Vehicle 5	-	-	40,000	-	-	-	-	-	-	40,000
23006 - MNR Air photos of Municipality (Partnership with Area Municipalities - once every 5 years)	-	-	5,000	-	-	-	-	7,000	-	-
24008 - Vehicle 1	-	-	-	40,000	-	-	-	-	-	-
BU2501 - Vehicle 6	-	-	-	-	-	40,000	-	-	-	-
BU2601 - Vehicle 7	-	-	-	-	-	-	40,000	-	-	-
<b>Total 024100 - Protective Inspection</b>	<b>40,000</b>	<b>40,760</b>	<b>46,726</b>	<b>42,324</b>	<b>43,128</b>	<b>43,947</b>	<b>44,782</b>	<b>53,619</b>	<b>46,500</b>	<b>94,767</b>
025100 - By-Law Enforcement										
00006 - Inflation Factor - By-Law	-	-	-	-	3,128	-	-	-	-	-
23007 - Vehicle	-	-	-	-	40,000	-	-	-	-	-
BL21001 - New Vehicle	40,000	-	-	-	-	-	-	-	-	-
<b>Total 025100 - By-Law Enforcement</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43,128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
081100 - Planning & Zoning										
00004 - Inflation Factor - Planning	-	-	4,795	-	-	-	-	-	-	36,918
23004 - Zoning By-Law Review	-	-	125,000	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
30001 - OP Review	-	-	-	-	-	-	-	-	-	200,000
<b>Total 081100 - Planning &amp; Zoning</b>	-	-	<b>129,795</b>	-	-	-	-	-	-	<b>236,918</b>
<b>Total Expenditure</b>	<b>140,000</b>	<b>40,760</b>	<b>176,521</b>	<b>192,324</b>	<b>86,256</b>	<b>43,947</b>	<b>44,782</b>	<b>53,619</b>	<b>46,500</b>	<b>331,685</b>
<b>Total Development Services and Environmental Sustainability</b>	<b>140,000</b>	<b>40,760</b>	<b>176,521</b>	<b>192,324</b>	<b>86,256</b>	<b>43,947</b>	<b>44,782</b>	<b>53,619</b>	<b>46,500</b>	<b>331,685</b>

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works										
Expenditure										
055000 - Cemeteries										
00008 - Inflation Factor - Cemeteries	-	190	460	349	469	1,085	359	1,619	488	-
22015 - Ufford-Front Fence	-	10,000	-	-	-	-	-	-	-	-
23015 - Ziska-Front Fence	-	-	10,000	-	-	-	-	-	-	-
25010 - Doherty-Fencing	-	-	-	-	4,000	-	-	-	-	-
26018 - Port Carling-Paint Fence	-	-	-	-	-	5,000	-	-	-	-
28006 - Glen Orchard Repaint Roof	-	-	-	-	-	-	-	6,500	-	-
<b>Total 055000 - Cemeteries</b>	<b>-</b>	<b>10,190</b>	<b>10,460</b>	<b>349</b>	<b>4,469</b>	<b>6,085</b>	<b>359</b>	<b>8,119</b>	<b>488</b>	<b>-</b>
071100 - Parks										
00007 - Inflation Factor - Parks	-	6,498	16,227	15,859	23,145	27,186	15,542	21,476	86,532	97,832
20051 - Baycliffe Park-Paint Washrooms	-	-	-	-	1,000	-	-	-	-	-
20501 - Baycliffe/Milford Bay Redeck Dock	-	-	-	-	45,000	-	-	-	-	-
20505 - Portage Street Dock replacement	420,000	-	-	-	-	-	-	-	-	-
21013 - Excavator 20202 (JD 4210) Repair	50,000	-	-	-	-	-	-	-	-	-
21068 - Hannah Park - Playground mulch	-	6,000	-	-	-	-	-	-	-	-
21069 - General Locations - Animal proof garbage receptacles Phase 1	-	-	-	-	-	10,000	-	-	-	-
21076 - Baycliffe Park Dock - Replace Decking	80,000	-	-	-	-	-	-	-	-	-
21078 - Port Carling Snow Mobile Bridge - Deck repairs Phase 1	-	7,500	-	-	-	-	-	-	-	-
21081 - Vehicle 21102 - 1 T (Replace 2011 Chev)	85,000	-	-	-	-	-	-	-	-	-
21098 - Various Locations Washroom Renovations Phase 1	-	-	15,000	-	-	-	-	-	-	-
22010 - Bert Simms Rd. Dock replacement	-	12,000	-	-	-	-	-	-	-	-
22014 - Four Mile Point Park-Swim Dock replace	-	5,000	-	-	-	-	-	-	-	-
22034 - Huckleberry Trail Parking Lot upgrades	-	20,000	-	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
22051 - Bala Sports Park - Accessible pathways	-	10,000	-	-	-	-	-	-	-	-
22052 - Bala Sports Park - Footpath bridge replacement	-	20,000	-	-	-	-	-	-	-	-
22053 - General Locations-Animal Proof garbage receptacles Phase 2	-	10,000	-	-	-	-	-	-	-	-
22054 - Port Carling Snow Mobile Bridge - Deck repairs Phase 2	-	7,500	-	-	-	-	-	-	-	-
22058 - Rosseau Lake Rd. 2 Dock Replacement	-	90,000	-	-	-	-	-	-	-	-
22059 - Sunset Park (Queen's Walk) Dock replace	-	104,000	-	-	-	-	-	-	-	-
22060 - Bert Sims Dock replace dock	-	20,000	-	-	-	-	-	-	-	-
23012 - Beaumaris Wharf rebuild crib dock	-	-	320,000	-	-	-	-	-	-	-
23013 - Jaspen Park-Playground replacement Phase 1	-	-	35,000	-	-	-	-	-	-	-
23014 - Torrance Ball Diamond-Fencing for dog park	-	-	8,000	-	-	-	-	-	-	-
23067 - General Locations - Animal proof garbage receptacles Phase 3	-	-	10,000	-	-	-	-	-	-	-
24015 - Skeleton Lake Rd.2 Dock replace pier dock	-	-	-	125,000	-	-	-	-	-	-
24016 - Baycliffe Park-Swim Dock replace	-	-	-	5,000	-	-	-	-	-	-
24051 - Huckleberry Trail-Parking Area	-	-	-	40,000	-	-	-	-	-	-
24078 - General Locations - Animal proof garbage receptacles Phase IV	-	-	-	20,000	-	-	-	-	-	-
24079 - Jaspen Park - Playground Replacement Phase 2	-	-	-	32,500	-	-	-	-	-	-
25053 - Trailer 20803-2008 Weberlane-L'scpe	-	-	-	-	10,000	-	-	-	-	-
25056 - Hannah Park-Playground Eqpt.. Phase 1	-	-	-	-	75,000	-	-	-	-	-
25059 - Brandy Lake Dock Replace with new Floater	-	-	-	-	15,000	-	-	-	-	-
26015 - Dock Road facility rebuild crib dock	-	-	-	-	-	50,000	-	-	-	-
26077 - Hanna Park - Playground Replacement Phase 2	-	-	-	-	-	105,000	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26084 - Nine Mile Lake Launch rebuild launch ramp	-	-	-	-	-	70,000	-	-	-	-
27005 - Gordon St. Dock rebuild crib dock	-	-	-	-	-	-	20,000	-	-	-
27082 - Leonard Lake Road Facility Replace dock with floater	-	-	-	-	-	-	15,000	-	-	-
27083 - Church Rd. Dock replace floater	-	-	-	-	-	-	15,000	-	-	-
27084 - Long Lake Dock/Ramp replace with floater	-	-	-	-	-	-	15,000	-	-	-
28076 - Foot's Bay Wharf Design	-	-	-	-	-	-	-	100,000	-	-
29076 - Foot's Bay Wharf Replacement	-	-	-	-	-	-	-	-	500,000	500,000
96015 - Jaspem Park-Paint Washrooms	-	-	2,500	-	-	2,500	-	-	-	-
96018 - Sports Park-Refurbish Bleachers	-	-	-	5,000	-	-	-	-	-	-
96022 - Port Sandfield Park-Paint Washrooms	-	-	2,500	-	-	-	-	2,500	-	-
96027 - Sunset Park-Paint Washrooms	-	-	-	2,500	-	-	-	-	-	-
96028 - Torrance Ball Diamond-Gravel	-	-	-	-	-	5,500	-	-	-	-
96032 - Windermere Park-Paint Washrooms	-	-	-	2,500	-	-	-	-	2,500	-
96034 - Windsor Park-Paint Washrooms	-	-	-	-	-	2,500	-	-	-	-
PW21097 - Parks and Trails Master Plan	110,000	-	-	-	-	-	-	-	-	-
PW22055 - Various Locations - Washroom Renovations Phase 2	-	30,000	-	-	-	-	-	-	-	-
PW23068 - Various Locations - Washroom Renovations Phase 3	-	-	30,000	-	-	-	-	-	-	-
PW24080 - Torrance Ball Diamond - Clay/Sand Replacement	-	-	-	10,500	-	-	-	-	-	-
PW24081 - Various Locations - Washroom Renovations Phase 4	-	-	-	30,000	-	-	-	-	-	-
PW25055 - Various Locations - Washroom Renovations Phase 5	-	-	-	-	30,000	-	-	-	-	-
PW25060 - Beaumaris Wharf repair concrete pier	-	-	-	-	120,000	-	-	-	-	-
PW26078 - Various Locations - Washroom Renovations Phase 6	-	-	-	-	-	30,000	-	-	-	-
PW27079 - Milford Bay Replace Play Structures	-	-	-	-	-	-	35,000	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW27080 - Various Locations - Washroom Renovations Phase 7I	-	-	-	-	-	-	30,000	-	-	-
PW28073 - Sunset Park -Replace Play Structures	-	-	-	-	-	-	-	20,000	-	-
PW28074 - Various Locations - Washroom Renovations Phase 8	-	-	-	-	-	-	-	30,000	-	-
PW29072 - Washroom Renovations Phase 9	-	-	-	-	-	-	-	-	30,000	-
PW30024 - Various Locations - Washroom Renovations Phase 10	-	-	-	-	-	-	-	-	-	30,000
<b>Total 071100 - Parks</b>	<b>745,000</b>	<b>348,498</b>	<b>439,227</b>	<b>288,859</b>	<b>319,145</b>	<b>302,686</b>	<b>145,542</b>	<b>173,976</b>	<b>619,032</b>	<b>627,832</b>
071200 - Community Centres										
00009 - Inflation Factor - Community Centre	-	2,499	5,505	7,377	9,383	31,084	20,205	20,701	28,730	30,273
20070 - Torrance CC Automatic Door Openers	-	-	-	-	-	6,000	-	-	-	-
21020 - Port Carling CC Paint Siding/Replace Waterfall	-	-	-	-	-	52,000	-	-	-	-
21061 - Milford Bay CC Install Ductless Split A/C Unit Upstairs and Basement	-	-	15,000	-	-	-	-	-	-	-
21062 - Pen Rec CC - Replace Range Exhaust Fan	-	-	6,500	-	-	-	-	-	-	-
21090 - Pen Rec CC Re-pave Parking Area	-	-	-	-	-	25,000	-	-	-	-
21103 - Pen Rec CC Fan	-	5,000	-	-	-	-	-	-	-	-
21104 - Raymond CC Convert to Propane/A/C Unit	5,500	-	-	-	-	-	-	-	-	-
22016 - Hekkla CC Replace Generator	-	20,000	-	-	-	-	-	-	-	-
22017 - Milford Bay CC Exterior Painting	-	17,500	-	-	-	-	-	-	-	-
22018 - Milford Bay CC Oil Furnace	-	10,000	-	-	-	-	-	-	-	-
22019 - Port Carling CC Hot Water Tank/Water Fountain	-	8,000	-	-	-	-	-	-	-	-
22020 - Port Carling CC Retrofit LED Main Hall/Dark Sky Lighting	-	7,000	-	-	-	-	-	-	-	-
22021 - Raymond CC Paint Siding	-	7,000	-	-	-	-	-	-	-	-
22022 - Walkers Point CC Replace Septic System	-	30,000	-	-	-	-	-	-	-	-



# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
22023 - Windermere CC Replace Septic Bed	-	15,000	-	-	-	-	-	-	-	-
22061 - Pen Rec CC replace 3ton and 5ton AC	-	12,000	-	-	-	-	-	-	-	-
23016 - Glen orchard CC Misc. Interior Finishes	-	-	7,500	-	-	-	-	-	-	-
23017 - Milford Bay CC Generator	-	-	40,000	-	-	-	-	-	-	-
23018 - Port Carling CC Redo Flat Roof	-	-	45,000	-	-	-	-	-	-	-
23019 - Raymond CC Replace Effluent Pump/Gas Hot Water Tank	-	-	5,000	-	-	-	-	-	-	-
23020 - Ullswater CC Replace South Exit	-	-	16,000	-	-	-	-	-	-	-
23070 - Walkers Point CC Paving Stone Walkway	-	-	8,500	-	-	-	-	-	-	-
24020 - Bala CC Paint/Stain Facility	-	-	-	26,000	-	-	-	-	-	-
24021 - Pen Rec CC Misc. Kitchen Eqpt.	-	-	-	13,000	-	-	-	-	-	-
24022 - Raymond CC Misc. Kitchen Eqpt.	-	-	-	15,000	-	-	-	-	-	-
24023 - Torrance CC Re-Paint Siding/Sheds	-	-	-	18,000	-	-	-	-	-	-
24025 - Walkers Point CC replace water disinfection system	-	-	-	25,000	-	-	-	-	-	-
24026 - Walkers Point CC Upgrade to Electric Heaters	-	-	-	15,000	-	-	-	-	-	-
24027 - Windermere Village Hall Repair Front Entrance	-	-	-	15,000	-	-	-	-	-	-
25012 - Bala CC Convert to Propane	-	-	-	-	16,000	-	-	-	-	-
25013 - Glen Orchard CC Replace Side Deck	-	-	-	-	8,000	-	-	-	-	-
25014 - Milford Bay CC replace Flooring	-	-	-	-	40,000	-	-	-	-	-
25015 - Port Carling CC Replace R/T Unit	-	-	-	-	28,000	-	-	-	-	-
25016 - Raymond CC Replace accessible ramp	-	-	-	-	12,000	-	-	-	-	-
25017 - Torrance CC Replace Range Hood Downstairs	-	-	-	-	16,000	-	-	-	-	-
26019 - Bala CC Replace Kitchen Flooring	-	-	-	-	-	6,500	-	-	-	-
26024 - Windermere Village Hall HVAC Convert to Propane	-	-	-	-	-	5,500	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26085 - Raymond CC Accessibility Upgrade	-	-	-	-	-	220,000	-	-	-	-
27010 - Milford Bay CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	14,000	-	-	-
27012 - Pen Rec CC Replace Carpet Downstairs	-	-	-	-	-	-	8,000	-	-	-
27013 - Port Carling CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	16,500	-	-	-
27014 - Raymond CC Paint Kitchen Roof	-	-	-	-	-	-	6,500	-	-	-
27015 - Walkers Point CC Ceiling Fans	-	-	-	-	-	-	7,000	-	-	-
27016 - Walkers Point CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	5,500	-	-	-
27017 - Windermere CC Replace Rear Deck	-	-	-	-	-	-	8,000	-	7,500	-
27089 - Pen Rec CC Kitchen Equipment Misc	-	-	-	-	-	-	9,000	-	-	-
27090 - Glen Orchard CC Misc. Interior Finishes	-	-	-	-	-	-	6,500	-	-	-
27091 - Pen Rec CC Replace Septic System	-	-	-	-	-	-	35,000	-	-	-
27092 - Torrance CC Convert Oil furnace to Propane	-	-	-	-	-	-	11,000	-	-	-
27093 - Torrance CC Replace Generator	-	-	-	-	-	-	35,000	-	-	-
27094 - Windermere CC Repaint siding / windows	-	-	-	-	-	-	7,000	-	-	-
28008 - Bala CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	10,000	-	-
28009 - Milford Bay CC Commercial Dishwasher	-	-	-	-	-	-	-	15,000	-	-
28010 - Misc. Bldg. Envelope Remove: duplicate	-	-	-	-	-	-	-	6,500	-	-
28011 - Torrance CC Replace Septic System	-	-	-	-	-	-	-	18,000	-	-
28080 - Milford Bay Kitchen Equipment Misc	-	-	-	-	-	-	-	15,000	-	-
28081 - Pen Rec CC Tables/Chairs	-	-	-	-	-	-	-	7,500	-	-
28082 - Port Carling CC Replace waterfall	-	-	-	-	-	-	-	52,000	-	-
28083 - Raymond CC A/C Unit	-	-	-	-	-	-	-	5,000	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
28084 - Torrance CC Replace Paving Stone Walkway	-	-	-	-	-	-	-	18,000	-	-
29014 - Milford Bay CC Re-pave parking area	-	-	-	-	-	-	-	-	60,000	-
29015 - Milford Bay CC Re-paint Roof	-	-	-	-	-	-	-	-	11,000	-
29017 - Port Carling CC Replace Paving Stones/Stairs	-	-	-	-	-	-	-	-	75,000	-
29020 - Walkers Point CC Replace Main Hall Windows	-	-	-	-	-	-	-	-	18,000	-
29022 - Windermere CC Remove Dead Trees	-	-	-	-	-	-	-	-	5,300	-
30029 - Raymond CC Kitchen Equipment Misc	-	-	-	-	-	-	-	-	-	7,500
30030 - Bala CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	-	8,500
30031 - Windermere CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	-	8,500
30032 - Bala CC Replace A/C Units	-	-	-	-	-	-	-	-	-	20,000
30033 - Foothills Bay CC Repaint Siding	-	-	-	-	-	-	-	-	-	9,500
30034 - Milford Bay CC Re-finish Tennis Courts	-	-	-	-	-	-	-	-	-	35,000
30035 - Port Carling CC Re-pave Parking Area	-	-	-	-	-	-	-	-	-	60,000
30036 - Walkers Point CC Replace Vinyl Flooring	-	-	-	-	-	-	-	-	-	15,000
96043 - Pen Rec CC Replace 2nd Ductless A/C Unit	8,500	-	-	-	-	-	-	-	-	-
<b>Total 071200 - Community Centres</b>	<b>14,000</b>	<b>133,999</b>	<b>149,005</b>	<b>134,377</b>	<b>129,383</b>	<b>346,084</b>	<b>189,205</b>	<b>167,701</b>	<b>205,530</b>	<b>194,273</b>
071300 - Arenas										
00010 - Inflation Factor - Arenas	-	23,117	16,150	77,550	48,793	55,211	37,301	44,599	58,143	64,975
20081 - Bala Arena Roofing-EPDM Roofs (2)	-	-	-	-	-	107,000	-	-	-	-
20085 - PC Arena Floor-Concrete	94,000	-	-	-	-	-	-	-	-	-
20094 - PC Arena Site Works-Landscaping	-	-	-	-	-	34,000	-	-	-	-
21021 - Bala Arena Mechanical-Chiller	150,000	-	-	-	-	-	-	-	-	-
21023 - PC Arena Doors-Exterior Steel	-	7,000	-	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
21063 - Bala Arena - Ammonia detection light	8,000	-	-	-	-	-	-	-	-	-
21064 - Bala Arena - Occupancy sensor for plant room exhaust fan	7,000	-	-	-	-	-	-	-	-	-
21065 - PC Arena - Ammonia detection light	8,000	-	-	-	-	-	-	-	-	-
21083 - Bala Arena Mechanical-Dehumidifier (2)	-	-	35,000	35,000	-	-	-	-	-	-
21087 - Bala Arena Floor-Rubber	-	-	-	-	30,000	-	-	-	-	-
21088 - Bala arena -Floor Machine (Commercial)	-	5,500	-	-	-	-	-	-	-	-
21094 - Bala Arena Lighting-Ice Surface	-	-	-	-	-	38,000	-	-	-	-
21095 - PC Arena Landscaping	-	-	-	-	-	34,000	-	-	-	-
21096 - Bala Arena - Furnace	16,700	-	-	-	-	-	-	-	-	-
22049 - Bala-Arena Exhaust Fan	-	5,200	-	-	-	-	-	-	-	-
22050 - PC Arena Floor -Concrete Phase II	-	1,191,000	-	-	-	-	-	-	-	-
23024 - PC Arena -Asphalt Sheet West side flat roof	-	-	90,000	-	-	-	-	-	-	-
23064 - Bala Arena Lighting-Ice Surface	-	-	38,000	-	-	-	-	-	-	-
23065 - Bala Arena Ice Resurfacer	-	-	110,000	-	-	-	-	-	-	-
23066 - Bala Arena Floor-Concrete Phase I	-	-	94,000	-	-	-	-	-	-	-
24030 - Both Arenas -Engineer Report	-	-	-	28,000	-	-	-	-	36,000	-
24034 - Bala Arena Floor - Rubber	-	-	-	33,000	-	-	-	-	-	-
24041 - Both Arenas.-Engineer Report	-	-	-	14,000	-	-	-	-	-	-
24076 - PC Arena Floor-Rubber Replace	-	-	-	29,000	-	-	-	-	-	-
24077 - Bala Arena Floor -Concrete Phase II	-	-	-	1,191,000	-	-	-	-	-	-
25018 - PC Arena-AODA Compliance	-	-	-	-	250,000	-	-	-	-	-
25019 - Bala Arena AODA Compliance	-	-	-	-	250,000	-	-	-	-	-
26028 - PC Arena-Dressing Room Benches	-	-	-	-	-	6,000	-	-	-	-
26033 - PC Arena Pre-finished Aluminum siding	-	-	-	-	-	56,000	-	-	-	-
26034 - PC Arena Mechanical-Dehumidifier (2)	-	-	-	-	-	75,000	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26035 - PC Arena -Replace Furnace	-	-	-	-	-	17,000	-	-	-	-
26036 - PC Arena -Rooftop Unit	-	-	-	-	-	23,000	-	-	-	-
26071 - PC Arena Ceiling-Low E	-	-	-	-	-	57,500	-	-	-	-
26072 - Bala Arena MCC Panel Plant Room	-	-	-	-	-	50,000	-	-	-	-
26073 - PC Arena-Retaining Wall	-	-	-	-	-	30,000	-	-	-	-
26074 - Bala Arena -Hot Water Tanks	-	-	-	-	-	8,000	-	-	-	-
26075 - PC Arena-Rooftop Unit	-	-	-	-	-	16,000	-	-	-	-
26076 - Bala Arena -Hot Water Tanks	-	-	-	-	-	8,000	-	-	-	-
27018 - Bala Arena -Ceiling-Dropped	-	-	-	-	-	-	13,500	-	-	-
27019 - Bala Arena Plumbing-Double Showers	-	-	-	-	-	-	48,000	-	-	-
27021 - Bala Arena Mechanical-Furnace	-	-	-	-	-	-	10,000	-	-	-
27023 - Bala Arena -Score Clock	-	-	-	-	-	-	20,000	-	-	20,000
27025 - PC Arena-Generator	-	-	-	-	-	-	100,000	-	-	-
27072 - PC Arena Dehumidifier	-	-	-	-	-	-	35,000	-	-	-
27073 - PC Arena Floor - Rubber	-	-	-	-	-	-	28,000	-	-	-
27074 - PC Arena Single Showers	-	-	-	-	-	-	10,500	-	-	-
27076 - PC Arena Misc.-Stereo	-	-	-	-	-	-	12,000	-	-	-
27077 - PC arena - Toilets	-	-	-	-	-	-	7,000	-	-	-
27078 - PC Arena -Plumbing-Sinks	-	-	-	-	-	-	8,000	-	-	-
28012 - Bala Arena Plumbing-Toilets	-	-	-	-	-	-	-	5,000	-	-
28014 - Bala Arena Plumbing-Sinks	-	-	-	-	-	-	-	6,000	-	-
28015 - Bala Arena -Infra Red-Eye System	-	-	-	-	-	-	-	6,800	-	-
28017 - Bala Arena -Condenser	-	-	-	-	-	-	-	127,500	-	-
28018 - PC Arena -Replace Discharge Pipe	-	-	-	-	-	-	-	78,000	-	-
28019 - Bala Arena -Doors-Interior	-	-	-	-	-	-	-	15,400	-	-
28021 - PC Arena Cladding-Eaves	-	-	-	-	-	-	-	15,000	-	-
28022 - PC Arena -Diesel Tank	-	-	-	-	-	-	-	10,000	-	-
28023 - Bala Arena-Fire Alarm	-	-	-	-	-	-	-	8,000	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
28024 - PC Arena.-Floor Machine (Commercial)	-	-	-	-	-	-	-	8,000	-	-
28070 - PC Arena Floor - Rubber	-	-	-	-	-	-	-	32,000	-	-
28072 - PC Arena Misc.-Caulking	-	-	-	-	-	-	-	5,000	-	-
29025 - Bala Arena-Asphalt Paving	-	-	-	-	-	-	-	-	16,800	-
29026 - PC Arena-Asphalt Paving	-	-	-	-	-	-	-	-	240,000	-
29071 - Bala Arena Ceiling-Low E	-	-	-	-	-	-	-	-	65,000	-
30010 - PC Arena -Double Showers	-	-	-	-	-	-	-	-	-	32,000
30011 - PC Arena-Discharge Pipe	-	-	-	-	-	-	-	-	-	55,000
30012 - PC Arena Cladding-Pre-finished Aluminum	-	-	-	-	-	-	-	-	-	30,000
30013 - PC Arena Ceiling-Dropped	-	-	-	-	-	-	-	-	-	27,000
30014 - PC Arena -Compressor	-	-	-	-	-	-	-	-	-	35,000
30015 - PC Arena Dressing Room Benches	-	-	-	5,000	-	-	-	-	-	5,000
30016 - Bala Arena Lighting-Banked	-	-	-	-	-	-	-	-	-	12,000
30017 - PC Arena.-Lobby Seating	-	-	-	-	-	-	-	-	-	20,000
30018 - PC Arena Lighting-Banked	-	-	-	-	-	-	-	-	-	12,000
30019 - PC Arena Hot Water Tanks	-	8,000	-	-	-	-	-	-	-	8,000
30020 - PC Arena .-Score Clock	-	-	-	-	-	-	20,000	-	-	20,000
30021 - PC Arena Cladding-Stucco	-	-	-	-	-	-	-	-	-	60,000
30022 - PC Arena Mechanical Hot Water Tanks	-	-	-	-	-	-	-	-	-	8,000
30023 - Bala Arena-Fire Alarm	-	-	-	-	-	-	-	-	-	8,000
<b>Total 071300 - Arenas</b>	<b>283,700</b>	<b>1,239,817</b>	<b>383,150</b>	<b>1,412,550</b>	<b>578,793</b>	<b>614,711</b>	<b>349,301</b>	<b>361,299</b>	<b>415,943</b>	<b>416,975</b>
071800 - Facilities Maintenance										
00011 - Inflation Factor - Facilities	-	24,396	44,825	6,099	4,653	13,519	10,521	13,801	8,938	10,245
20600 - Town Hall Replace Siding	-	-	18,000	-	-	-	-	-	-	-
20604 - Torrance FH - New Siding	-	-	-	35,000	-	-	-	-	-	-
21005 - Clerks - Municipal Office Renovations Public Works Department	-	-	-	-	-	10,000	-	-	-	-
21029 - Windermere FH Paint Gable ends and soffits	-	-	12,000	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
21032 - Municipal Office HVAC - Replace R/T Units	-	-	55,000	-	-	-	-	-	-	-
21059 - Patterson Yard - Sand Storage Building Repair	10,500	-	-	-	-	-	-	-	-	-
21060 - Fuel System Replacement - GO Garage	192,000	-	-	-	-	-	-	-	-	-
21085 - Minett FH Repave Parking Area	-	19,000	-	-	-	-	-	-	-	-
21086 - Municipal Office Replace Windows Parking lot side	-	-	-	-	19,500	27,000	-	-	-	-
22031 - Bala FH Replace Generator	-	35,000	-	-	-	-	-	-	-	-
22032 - Port Carling FH -Re-paint Siding	-	30,000	-	-	-	-	-	-	-	-
23030 - Ranwood Garage Replace Windows-6	-	-	5,500	-	-	-	-	-	-	-
23031 - Municipal Office - Replace A/C Units	-	-	6,000	-	-	-	-	-	-	-
23032 - Walkers Point FH Replace Generator	-	-	25,000	-	-	-	-	-	-	-
23033 - Port Carling Library Replace Boilers	-	-	20,000	-	-	-	-	-	-	-
23069 - Municipal Office - Replace Windows Street	-	-	27,000	-	-	-	-	-	-	-
24048 - Municipal Office Electrical Auto Openers	-	-	-	5,000	-	-	-	-	-	-
24049 - Port Carling FH Replace Generator	-	-	-	25,000	-	-	-	-	-	-
24050 - Interior Finishes-Misc.	-	-	-	-	40,000	-	-	-	-	-
24082 - PC Library Dark Sky Lighting	-	-	-	5,000	-	-	-	-	-	-
24083 - Ranwood Garage Replace Roof-Steel	-	-	-	30,000	-	-	-	-	-	-
24084 - Municipal office Replace AC Units IT Room	-	-	-	5,000	-	-	-	-	-	-
25020 - Glen Orchard garage Parking Area-Asphalt Strip	-	-	-	-	-	-	-	-	20,000	-
26037 - Glen Orchard Garage Tie-in Replacement Generator	-	-	-	-	-	5,000	-	-	-	-
26038 - Municipal Office Repave Parking Area	-	-	-	-	-	40,000	-	-	-	-



# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26039 - Municipal office New Carpet Clerks / Planning	-	-	-	-	-	40,000	-	-	-	-
27028 - Municipal Office Replace Aluminum Siding	-	-	-	-	-	-	28,000	-	-	-
27085 - Municipal Office HVAC Rooftop units above Council	-	-	-	-	-	-	45,000	-	-	-
27088 - Municipal Office Repave Parking East side	-	-	-	-	-	-	15,000	-	-	-
28077 - PC Library replace HVAC units	-	-	-	-	-	-	-	52,000	-	-
28078 - Municipal office replace 5 ton AC Unit	-	-	-	-	-	-	-	6,000	-	-
28079 - Municipal Office new carpet	-	-	-	-	-	-	-	40,000	-	-
29028 - Torrance FH Replace Generator	-	-	-	-	-	-	-	-	35,000	-
30027 - Municipal Office Replace Roof	-	-	-	-	-	-	-	-	-	35,000
30028 - Municipal Office new carpet	-	-	-	-	-	-	-	-	-	15,000
95009 - ED - Township Nursing Station lower level construction - New in 2020	-	-	-	-	-	15,000	-	-	-	-
PW21101 - Space Optimization Study	90,000	-	-	-	-	-	-	-	-	-
PW21102 - PC Fire Hall Renovations	100,000	-	-	-	-	-	-	-	-	-
PW22061 - Municipal Office Renovations	-	1,200,000	1,000,000	-	-	-	-	-	-	-
PW30025 - Convert Furnace MB Fire Hall	-	-	-	-	-	-	-	-	-	5,500
<b>Total 071800 - Facilities Maintenance</b>	<b>392,500</b>	<b>1,308,396</b>	<b>1,213,325</b>	<b>111,099</b>	<b>64,153</b>	<b>150,519</b>	<b>98,521</b>	<b>111,801</b>	<b>63,938</b>	<b>65,745</b>
074100 - Trails										
00013 - Inflation Factor - Trails	-	-	1,151	-	-	493	-	-	-	-
21036 - Hardy Lake Trail	5,000	-	-	-	-	-	-	-	-	-
21071 - Hazelwood Trail - Trailhead Improvements	35,000	-	-	-	-	-	-	-	-	-
21072 - Huckleberry Rock Trail - Access Controls	-	-	10,000	-	-	-	-	-	-	-
21073 - Raymond Trail - Trail bed improvements	20,000	-	-	-	-	-	-	-	-	-
21074 - Weir Lake Trail - Trail Bed Improvements	25,000	-	-	-	-	-	-	-	-	-
23037 - Huckleberry Trail-Structures	-	-	20,000	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW21001 - Skeleton Lake Trail Improvements	-	-	-	-	-	5,000	-	-	-	-
PW21002 - Walkers Point Lookout Trail Improvements	5,000	-	-	-	-	-	-	-	-	-
<b>Total 074100 - Trails</b>	<b>90,000</b>	<b>-</b>	<b>31,151</b>	<b>-</b>	<b>-</b>	<b>5,493</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
081300 - Port Carling Nursing Station/Health Hub										
PW21103 - Health Hub Install HRV	12,000	-	-	-	-	-	-	-	-	-
PW21104 - Paving Entrance Way	15,000	-	-	-	-	-	-	-	-	-
<b>Total 081300 - Port Carling Nursing Station/Health Hub</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
300935 - Township Equipment										
00016 - Inflation Factor - Equipment	-	12,540	21,866	33,111	44,570	56,445	67,548	83,087	44,688	110,753
20022 - Automatic Spreader Control	50,000	50,000	-	-	-	-	-	-	-	-
20023 - Vehicle Appl'n Software	15,000	-	-	-	-	-	-	-	-	-
21055 - Snow Plow 10301 (2003 Sterling)	275,000	-	-	-	-	-	-	-	-	-
21089 - Brush Cutter 10603 Promac (2006)	40,000	-	-	-	-	-	-	-	-	-
21091 - Trailer 18901 Tandem Axle Float	35,000	-	-	-	-	-	-	-	-	-
21093 - Truck 11401-1/2 T (2014 Ford)	40,000	-	-	-	-	-	-	-	-	-
22004 - Turf Mntnce 2222- Unit 8 (2015)	-	5,000	-	-	-	-	-	-	-	-
22045 - Snow Plow 10701 (2007 Sterling)	-	275,000	-	-	-	-	-	-	-	-
22047 - Grass Cutter 20704-2007 JD	-	15,000	-	-	-	-	-	-	-	-
22048 - Snow Plow 10802 (2008 Sterling)	-	275,000	-	-	-	-	-	-	-	-
23053 - Front end Loader 19001 Case	-	-	160,000	-	-	-	-	-	-	-
23059 - Grass Cutter 20905-2009 JD	-	-	15,000	-	-	-	-	-	-	-
23060 - Vehicle 21405-1/2 T (2014 Ford)	-	40,000	-	-	-	-	-	-	-	-
23061 - Vehicle 21404 - 1 T (2014 Ford)	-	-	80,000	-	-	-	-	-	-	-
23062 - Truck 11501-1/2 T (2015 Chev)	-	-	40,000	-	-	-	-	-	-	-
23063 - Snow Plow 10902 (2009 Sterling)	-	-	275,000	-	-	-	-	-	-	-
24009 - Trailer 20302-2003 Bushwacker-16' Float	-	-	-	10,000	-	-	-	-	-	-
24011 - Turf Mntnce 2222- Unit 9 (2016)	-	-	-	5,000	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
24013 - Vehicle 21604-3/4 T (2016 Ford)	-	-	-	65,000	-	-	-	-	-	-
24059 - Trailer 18102 Single Axle Culvert	-	-	-	20,000	-	-	-	-	-	-
24069 - Grass Cutter 21203-2012 JD	-	-	-	10,000	-	-	-	-	-	-
24070 - Chipper 10703 Woodsman (2007)	-	-	-	50,000	-	-	-	-	-	-
24071 - Grass Cutter 21301-2013 JD	-	-	-	10,000	-	-	-	-	-	-
24072 - Compressor 18801 Ingersoll-Rand	-	-	-	30,000	-	-	-	-	-	-
24073 - Vehicle 21704-3/4 T (2017 GMC)	-	-	-	65,000	-	-	-	-	-	-
24074 - Trailer 18101 Single Axle Culvert	-	-	-	10,000	-	-	-	-	-	-
24075 - Snow Plow 11201 (2012 Western)	-	-	-	275,000	-	-	-	-	-	-
25004 - Tractor 20906-Trackless Sidewalk	-	-	-	-	125,000	-	-	-	-	-
25021 - Vehicle 31806-1/2 T (2018 Chev)	-	-	-	-	40,000	-	-	-	-	-
25030 - Truck 11703-1/2 T (2017 Chev)	-	-	-	-	40,000	-	-	-	-	-
25049 - Trailer 10602 Tri Axle Float	-	-	-	-	45,000	-	-	-	-	-
25050 - Grass Cutter 21406-2014 JD	-	-	-	-	10,000	-	-	-	-	-
25051 - Grass Cutter 21504-2015 JD	-	-	-	-	15,000	-	-	-	-	-
25052 - Grass Cutter 21505-2015 JD	-	-	-	-	15,000	-	-	-	-	-
25054 - Snow Plow 11402 (2014 Western)	-	-	-	-	275,000	-	-	-	-	-
26060 - Truck 11601-1 T (2016 Ford)	-	-	-	-	-	85,000	-	-	-	-
26062 - Backhoe 11101 Case	-	-	-	-	-	160,000	-	-	-	-
26068 - V-Plow 2222 36-11 Boss	-	-	-	-	-	12,000	-	-	-	-
26069 - Snow Plow 11502 (2015 Western)	-	-	-	-	-	275,000	-	-	-	-
26070 - Vehicle 31904-1/2 T (2019 Ford)	-	-	-	-	-	40,000	-	-	-	-
27004 - Water Tank-900 L-Skid Mount	-	-	-	-	-	-	6,000	-	-	-
27038 - Vibratory Plate Packer (2017)	-	-	-	-	-	-	14,000	-	-	-
27051 - Chipper 11202 Vermeer (2012)	-	-	-	-	-	-	50,000	-	-	-
27066 - Trailer 21103-2011 Weberlane L'scape	-	-	-	-	-	-	10,000	-	-	-
27067 - Turf Mntnce 2222- Unit 8 Sand Spreader (2017)	-	-	-	-	-	-	5,000	-	-	-
27068 - Boat 20904-12 Ft. Alumcraft	-	-	-	-	-	-	5,000	-	-	-
27069 - Truck 11902-1/2 T (2019 Ford)	-	-	-	-	-	-	65,000	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
27070 - Truck 11701-1 T (2017 Ford)	-	-	-	-	-	-	85,000	-	-	-
27071 - Snow Plow 11602 (2016 Western)	-	-	-	-	-	-	275,000	-	-	-
28071 - Snow Plow 11603 (2016 Freightliner)	-	-	-	-	-	-	-	275,000	-	-
30009 - Truck 11905-1 T (2019 Ford)	-	-	-	-	-	-	-	-	-	85,000
PW21099 - Excavator Volvo Swing bearing repair	30,000	-	-	-	-	-	-	-	-	-
PW24069 - Grass Cutter 21105 - 2011 JD	-	-	-	15,000	-	-	-	-	-	-
PW24070 - Trailer 29501 11995 Landscape Trailer	-	-	-	5,000	-	-	-	-	-	-
PW25049 - Trailer 30501 2005 Landscape Trailer	-	-	-	-	5,000	-	-	-	-	-
PW27066 - Half ton (2020 Truck)	-	-	-	-	-	-	40,000	-	-	-
PW27067 - Water Tank (2018 2000 gal water tank)	-	-	-	-	-	-	10,000	-	-	-
PW28070 - Snow Plow 11801 (2018 Freightliner)	-	-	-	-	-	-	-	275,000	-	-
PW28071 - Half ton (2021 Truck)	-	-	-	-	-	-	-	40,000	-	-
PW29070 - Snow Plow 11901 (2019 Freightliner)	-	-	-	-	-	-	-	-	275,000	-
PW30005 - Backhoe 11503 (2015 Case)	-	-	-	-	-	-	-	-	-	160,000
PW30006 - Snow Plow 11906 (2019 Freightliner)	-	-	-	-	-	-	-	-	-	275,000
PW30007 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	-	40,000
PW30008 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	-	40,000
<b>Total 300935 - Township Equipment</b>	<b>485,000</b>	<b>672,540</b>	<b>591,866</b>	<b>603,111</b>	<b>614,570</b>	<b>628,445</b>	<b>632,548</b>	<b>673,087</b>	<b>319,688</b>	<b>710,753</b>
360051 - Roads Capital Projects										
00014 - Inflation Factor - Roads	-	37,307	122,033	165,013	228,951	213,552	397,338	386,214	540,520	440,909
21037 - Glen Gordon Road - slurry seal 0.5km	2,000	-	-	-	-	-	-	-	-	-
21040 - Oak St - slurry seal 0.35km	7,000	-	-	-	-	-	-	-	-	-
21041 - Rostrevor Road - slurry seal 0.75km	14,900	-	-	-	-	-	-	-	-	-
21042 - Kimberly Point Rd - surface treatment resurfacing 0.17km	23,800	-	-	-	-	-	-	-	-	-

## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
21045 - Armstrong Point Road - slurry seal 1.58km	31,300	-	-	-	-	-	-	-	-	-
21046 - Stephen's Road - slurry seal 1.9km	42,800	-	-	-	-	-	-	-	-	-
21052 - Old Bridge Rd - surface treatment resurfacing 0.6km	84,000	-	-	-	-	-	-	-	-	-
21053 - Butter & Egg Road - slurry seal 4.89km	96,800	-	-	-	-	-	-	-	-	-
21054 - Torrance Road - hot mix resurfacing 0.77km	-	-	142,450	-	-	-	-	-	-	-
21056 - Doherty Road - gravel resurfacing 5.9km	354,000	-	-	-	-	-	-	-	-	-
21057 - Island Park Rd - slurry seal 1.61km	31,600	-	-	-	-	-	-	-	-	-
21058 - 1027 Old Bridge Rd - surface treatment resurfacing 0.25km	35,000	-	-	-	-	-	-	-	-	-
21082 - Beatrice Townline Road - pulverise and gravel resurfacing 1.6km	70,000	-	-	-	-	-	-	-	-	-
21084 - Scarcliffe - preliminary design	30,000	-	-	-	-	-	-	-	-	-
21092 - Pleasant View Point Rd - surface treatment resurfacing 1.2km	-	168,000	-	-	-	-	-	-	-	-
21099 - Milford Bay Road Bridge Replacement	1,220,000	-	-	-	-	-	-	-	-	-
21105 - Eveleigh Rd Phase I - reconstruction 0.75km	450,000	-	-	-	-	-	-	-	-	-
21106 - Moon River Road - surface treatment resurfacing 2.54km	355,600	-	-	-	-	-	-	-	-	-
22036 - Old Bridge Rd - slurry seal 0.6km	-	12,000	-	-	-	-	-	-	-	-
22039 - Queens Walk Rd - hot mix resurfacing 0.31km	-	57,350	-	-	-	-	-	-	-	-
22040 - McDonald Rd - hot mix resurfacing 0.4km	-	74,000	-	-	-	-	-	-	-	-
22042 - Moon River Road - slurry seal 4.84km	-	95,800	-	-	-	-	-	-	-	-
22043 - Gregory Road - surface treatment resurfacing 0.85km	-	102,100	-	-	-	-	-	-	-	-
22044 - Bear Cave Road - gravel resurfacing 2.26km	-	212,800	-	-	-	-	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
22062 - Scarcliffe - utilities relocation & property acquisition	-	30,000	-	-	-	-	-	-	-	-
22063 - Segwun PI - gravel resurfacing 0.35km	-	29,750	-	-	-	-	-	-	-	-
22064 - Kimberly Point Rd - slurry seal 0.17km	-	3,400	-	-	-	-	-	-	-	-
22065 - Section House Rd - surface treatment resurfacing 0.32km	-	38,400	-	-	-	-	-	-	-	-
22066 - Point Manchee Rd - surface treatment resurfacing 0.29km	-	34,800	-	-	-	-	-	-	-	-
22067 - Keeler Rd - surface treatment resurfacing 1.44km	-	172,800	-	-	-	-	-	-	-	-
22068 - Hamill Rd - surface treatment resurfacing 0.29km	-	34,800	-	-	-	-	-	-	-	-
22069 - Pleasant View Point Rd - slurry seal 1.2km	-	-	22,520	-	-	-	-	-	-	-
23041 - Gregory Road - slurry seal 0.85km	-	-	16,800	-	-	-	-	-	-	-
23045 - Bayview Av - hot mix resurfacing 0.32km	-	-	59,200	-	-	-	-	-	-	-
23046 - Cherokee Crescent - surface treatment resurfacing 0.55km	-	-	66,100	-	-	-	-	-	-	-
23047 - Matthews Dr - hot mix resurfacing 0.36km	-	-	66,600	-	-	-	-	-	-	-
23050 - Islander Avenue - surface treatment resurfacing 0.62km	-	-	114,000	-	-	-	-	-	-	-
23051 - East Bay Road - road reconstruction 4.08km	-	-	918,000	-	-	-	-	-	-	-
23052 - Sagamo Boulevard - surface treatment resurfacing 1.2km	-	-	144,200	-	-	-	-	-	-	-
23054 - Torrance Rd - hot mix resurfacing 1.02km	-	-	188,700	-	-	-	-	-	-	-
23055 - Hemlock Point Rd - surface treatment resurfacing 1.6km	-	-	192,000	-	-	-	-	-	-	-
23056 - Fair Lee Park Road - reconstruction 1.03km	-	-	231,800	-	-	-	-	-	-	-
23071 - Bear Cave Rd - gravel resurfacing 2.23km	-	-	210,000	-	-	-	-	-	-	-

## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
23072 - Eveleigh Rd Phase III- Reconstruction 0.75km	-	-	450,000	-	-	-	-	-	-	-
24037 - Kirrie Glen Rd gravel resurfacing 0.42km	-	-	-	35,700	-	-	-	-	-	-
24054 - Trailer 18001 Single Axle Culvert	-	-	-	10,000	-	-	-	-	-	-
24055 - Steamer 19301 Thompson	-	-	-	10,000	-	-	-	-	-	-
24056 - Cherokee Crescent - slurry seal 0.55km	-	-	-	10,900	-	-	-	-	-	-
24058 - Islander Avenue - slurry seal 0.62km	-	-	-	12,300	-	-	-	-	-	-
24060 - Fair Lee Park Road - slurry seal 1.03km	-	-	-	20,400	-	-	-	-	-	-
24061 - Sagamo Boulevard - slurry seal 1.2km	-	-	-	23,800	-	-	-	-	-	-
24062 - Hemlock Point Rd - slurry seal 1.6km	-	-	-	32,000	-	-	-	-	-	-
24065 - Appian Way - reconstruction 1.2km	-	-	-	264,500	-	-	-	-	-	-
24066 - Beaumaris Rd - hot mix resurfacing 1.87km	-	-	-	345,950	-	-	-	-	-	-
24067 - Russ Hammel Road - surface treatment resurfacing 3.76km	-	-	-	451,800	-	-	-	-	-	-
24068 - Walkers Point Rd - reconstruction 3.14km	-	-	-	706,500	-	-	-	-	-	-
24085 - Bear Cave Rd - gravel resurfacing 4.14km	-	-	-	390,000	-	-	-	-	-	-
24086 - Scarcliffe - reconstruction 1.37km	-	-	-	376,800	-	-	-	-	-	-
25023 - Stroud Beach Road - gravel resurfacing 0.12km	-	-	-	-	10,200	-	-	-	-	-
25024 - Milford Manor Road - surface treatment resurfacing 0.13km	-	-	-	-	15,600	-	-	-	-	-
25025 - Appian Way - slurry seal 1.2km	-	-	-	-	23,800	-	-	-	-	-
25026 - Scarcliffe - slurry seal 1.37km	-	-	-	-	27,100	-	-	-	-	-
25027 - Kirrie Glenn Rd - surface treatment resurfacing 0.2km	-	-	-	-	31,200	-	-	-	-	-
25028 - Wray Road - hot mix resurfacing 0.18km	-	-	-	-	33,300	-	-	-	-	-



## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
25029 - Elm St - hot mix resurfacing 0.21km	-	-	-	-	38,850	-	-	-	-	-
25031 - North Burgess Av - hot mix resurfacing 0.22km	-	-	-	-	40,700	-	-	-	-	-
25032 - Minto St - hot mix resurfacing 0.22km	-	-	-	-	40,700	-	-	-	-	-
25033 - Pine Ridge Road - surface treatment resurfacing 0.35km	-	-	-	-	42,100	-	-	-	-	-
25035 - Bluff Rd - surface treatment resurfacing 0.23km	-	-	-	-	53,800	-	-	-	-	-
25036 - McMullen Dr - hot mix resurfacing 0.31km	-	-	-	-	57,350	-	-	-	-	-
25037 - Walkers Point Rd - slurry seal 3.14km	-	-	-	-	62,200	-	-	-	-	-
25038 - Grey St - hot mix resurfacing 0.36km	-	-	-	-	66,600	-	-	-	-	-
25039 - Riverdale - reconstruction 0.3km	-	-	-	-	67,500	-	-	-	-	-
25040 - Russ Hammel Road - slurry seal 3.76km	-	-	-	-	68,100	-	-	-	-	-
25041 - Aberdeen St - hot mix resurfacing 0.37km	-	-	-	-	68,450	-	-	-	-	-
25042 - Rosseau Lake Road 3 - gravel resurfacing 1.15km	-	-	-	-	97,750	-	-	-	-	-
25043 - McLeod Road - surface treatment resurfacing 0.85km	-	-	-	-	102,100	-	-	-	-	-
25044 - Hallets Road - surface treatment resurfacing 0.99km	-	-	-	-	119,000	-	-	-	-	-
25045 - Kendon Road - surface treatment resurfacing 1.6km	-	-	-	-	192,200	-	-	-	-	-
25047 - South Monck Drive - gravel resurfacing 4.14km	-	-	-	-	351,900	-	-	-	-	-
25048 - Ziska Rd - reconstruction 3.0km	-	-	-	-	675,000	-	-	-	-	-
25057 - Doherty Road Bridge - Design	-	-	-	-	25,000	-	-	-	-	-
25058 - Dee River Bridge - Design	-	-	-	-	20,000	-	-	-	-	-
25060 - Bear Cave Rd - gravel resurfacing 3.35km	-	-	-	-	315,500	-	-	-	-	-

## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26040 - Milford Manor Road - slurry seal 0.13km	-	-	-	-	-	2,600	-	-	-	-
26041 - Kirrie Glenn Rd - slurry seal 0.2km	-	-	-	-	-	4,000	-	-	-	-
26042 - Bluff Rd - slurry seal 0.23km	-	-	-	-	-	4,600	-	-	-	-
26043 - Pine Ridge Road - slurry seal 0.35km	-	-	-	-	-	6,900	-	-	-	-
26046 - McLeod Road - slurry seal 0.85km	-	-	-	-	-	16,800	-	-	-	-
26047 - Hallets Road - slurry seal 0.99km	-	-	-	-	-	19,600	-	-	-	-
26049 - Pine Glen Rd - surface treatment resurfacing 0.35km	-	-	-	-	-	28,000	-	-	-	-
26050 - Burns St - hot mix resurfacing 0.16km	-	-	-	-	-	29,600	-	-	-	-
26051 - Kendon Road - slurry seal 1.6km	-	-	-	-	-	31,700	-	-	-	-
26052 - King St - surface treatment resurfacing 0.35km	-	-	-	-	-	42,100	-	-	-	-
26053 - Park Rd - surface treatment resurfacing 0.37km	-	-	-	-	-	44,500	-	-	-	-
26054 - Elizabeth St - surface treatment resurfacing 0.24km	-	-	-	-	-	47,000	-	-	-	-
26055 - Kidd St - surface treatment resurfacing 0.24km	-	-	-	-	-	47,000	-	-	-	-
26056 - Burgess Av - hot mix resurfacing 0.31km	-	-	-	-	-	57,350	-	-	-	-
26057 - Ziska Rd - slurry seal 3.0km	-	-	-	-	-	59,400	-	-	-	-
26058 - Patterson Rd - surface treatment resurfacing 0.27km	-	-	-	-	-	68,000	-	-	-	-
26061 - Kitchener St - hot mix resurfacing 0.47km	-	-	-	-	-	86,950	-	-	-	-
26063 - Ed Briese Road - gravel resurfacing 1.78km	-	-	-	-	-	151,300	-	-	-	-
26064 - Luckey Road - gravel resurfacing 3.49km	-	-	-	-	-	244,300	-	-	-	-
26066 - Camel Lake Rd - reconstruction 3.49km	-	-	-	-	-	785,300	-	-	-	-
26078 - Doherty Road Bridge - Rehabilitate	-	-	-	-	-	150,000	-	-	-	-
26079 - Beatrice Townline Road Bridge - Design	-	-	-	-	-	65,000	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26086 - Camel Lake Extension Road gravel resurfacing 0.26km	-	-	-	-	-	22,100	-	-	-	-
27029 - Elizabeth St - slurry seal 0.24km	-	-	-	-	-	-	4,800	-	-	-
27030 - Kidd St - slurry seal 0.24km	-	-	-	-	-	-	4,800	-	-	-
27031 - Patterson Rd - slurry seal 0.27km	-	-	-	-	-	-	5,400	-	-	-
27032 - King St - slurry seal 0.35km	-	-	-	-	-	-	6,900	-	-	-
27033 - Park Rd - slurry seal 0.37km	-	-	-	-	-	-	7,400	-	-	-
27034 - Pine Glen Rd - slurry seal 0.43km	-	-	-	-	-	-	8,600	-	-	-
27035 - Butter & Egg Rd - gravel resurfacing 0.11km	-	-	-	-	-	-	9,350	-	-	-
27037 - Musquash Rd - hot mix resurfacing 0.06km	-	-	-	-	-	-	11,100	-	-	-
27039 - Omineca Road - gravel resurfacing 0.21km	-	-	-	-	-	-	17,850	-	-	-
27043 - Neals Rd - gravel resurfacing 0.37km	-	-	-	-	-	-	31,450	-	-	-
27044 - Penney Rd - gravel resurfacing 0.4km	-	-	-	-	-	-	34,000	-	-	-
27045 - Wares Rd - gravel resurfacing 0.5km	-	-	-	-	-	-	42,500	-	-	-
27046 - Mill St - hot mix resurfacing 0.23km	-	-	-	-	-	-	42,550	-	-	-
27047 - Victoria St - hot mix resurfacing 0.23km	-	-	-	-	-	-	42,550	-	-	-
27048 - Inverness Road - gravel resurfacing 0.54km	-	-	-	-	-	-	45,900	-	-	-
27049 - Maple Ave - hot mix resurfacing 0.25km	-	-	-	-	-	-	46,250	-	-	-
27050 - Paignton House Rd - gravel resurfacing 0.56km	-	-	-	-	-	-	47,600	-	-	-
27052 - Beatrice Townline Road Bridge - Replacement	-	-	-	-	-	-	590,000	-	-	-
27054 - Deewood Road - gravel resurfacing 0.69km	-	-	-	-	-	-	58,650	-	-	-
27055 - Gibson Rd - hot mix resurfacing 0.35km	-	-	-	-	-	-	64,750	-	-	-
27056 - Sands Rd - gravel resurfacing 1.2km	-	-	-	-	-	-	102,000	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
27057 - Purdy Rd - gravel resurfacing 2.2km	-	-	-	-	-	-	187,000	-	-	-
27058 - Cranberry Rd - reconstruction 1.58km	-	-	-	-	-	-	189,600	-	-	-
27061 - Fish Hatchery Rd - surface treatment resurfacing 2.49km	-	-	-	-	-	-	298,800	-	-	-
27062 - River St - hot mix resurfacing 1.64km	-	-	-	-	-	-	303,400	-	-	-
27063 - Rostrevor Rd - surface treatment resurfacing 3.37km	-	-	-	-	-	-	404,400	-	-	-
27064 - Juddhaven Rd - surface treatment resurfacing 4.14km	-	-	-	-	-	-	496,800	-	-	-
27095 - Camel Lake Rd slurry seal 3.49km	-	-	-	-	-	-	69,100	-	-	-
28028 - James Bartleman Way - hot mix resurfacing 0.04km	-	-	-	-	-	-	-	7,400	-	-
28029 - Tom Wroe Rd - gravel resurfacing 0.14km	-	-	-	-	-	-	-	11,900	-	-
28031 - Roy Klingbeil Rd - gravel resurfacing 0.17km	-	-	-	-	-	-	-	14,450	-	-
28032 - Omineca Rd - gravel resurfacing 0.21km	-	-	-	-	-	-	-	17,850	-	-
28033 - Foord Rd - gravel resurfacing 0.26km	-	-	-	-	-	-	-	22,100	-	-
28034 - Old Bala Rd - gravel resurfacing 0.3km	-	-	-	-	-	-	-	25,500	-	-
28035 - Silver St - hot mix resurfacing 0.15km	-	-	-	-	-	-	-	27,750	-	-
28036 - Cowan Park Rd - gravel resurfacing 0.36km	-	-	-	-	-	-	-	30,600	-	-
28037 - Hudson Point Rd - gravel resurfacing 0.41km	-	-	-	-	-	-	-	34,850	-	-
28038 - Duke St - hot mix resurfacing 0.19km	-	-	-	-	-	-	-	35,150	-	-
28039 - Dark Bay Rd - reconstruction 0.17km	-	-	-	-	-	-	-	38,300	-	-
28040 - Hesners Lake Rd - gravel resurfacing 0.54km	-	-	-	-	-	-	-	45,900	-	-

## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
28041 - Johnston St - hot mix resurfacing 0.25km	-	-	-	-	-	-	-	46,250	-	-
28042 - Fish Hatchery Rd - slurry seal 2.49km	-	-	-	-	-	-	-	49,800	-	-
28043 - East Bay Rd - gravel resurfacing 0.6km	-	-	-	-	-	-	-	51,000	-	-
28044 - Dock Rd - reconstruction 0.3km	-	-	-	-	-	-	-	52,500	-	-
28046 - Leonard Lake 2 Rd - gravel resurfacing 0.79km	-	-	-	-	-	-	-	67,150	-	-
28047 - Rostrevor Rd - slurry seal 3.37km	-	-	-	-	-	-	-	67,400	-	-
28048 - Long Lake Rd - gravel resurfacing 0.82km	-	-	-	-	-	-	-	69,700	-	-
28050 - Henshaw Lake Rd - surface treatment resurfacing 0.63km	-	-	-	-	-	-	-	75,600	-	-
28051 - Bailey St - hot mix resurfacing 0.42km	-	-	-	-	-	-	-	77,700	-	-
28052 - West St - hot mix resurfacing 0.43	-	-	-	-	-	-	-	79,550	-	-
28054 - Cooper Point Rd - gravel resurfacing 0.97km	-	-	-	-	-	-	-	82,450	-	-
28055 - Juddhaven Rd - slurry seal 4.14km	-	-	-	-	-	-	-	82,800	-	-
28056 - Brandy Crest Rd - gravel resurfacing 1.13km	-	-	-	-	-	-	-	96,050	-	-
28057 - Echo Beach Rd - surface treatment resurfacing 0.82km	-	-	-	-	-	-	-	98,400	-	-
28059 - Medora Lake Rd - surface treatment resurfacing 1.3km	-	-	-	-	-	-	-	156,000	-	-
28060 - Trafalgar Bay Rd - gravel resurfacing 1.84km	-	-	-	-	-	-	-	156,400	-	-
28061 - Walkers Point Rd - surface treatment resurfacing 1.67km	-	-	-	-	-	-	-	200,400	-	-
28062 - Redwood Rd - surface treatment resurfacing 2.03km	-	-	-	-	-	-	-	243,600	-	-
28063 - Bradley Rd - surface treatment resurfacing 2.04km	-	-	-	-	-	-	-	244,800	-	-
28065 - Ashforth Dr - surface treatment resurfacing 2.36km	-	-	-	-	-	-	-	283,200	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
29031 - Bannockburn Rd - gravel resurfacing 1.79km	-	-	-	-	-	-	-	-	152,150	-
29032 - Goltz Rd - gravel resurfacing 1.78km	-	-	-	-	-	-	-	-	151,300	-
29033 - Hardy Lake Rd - gravel resurfacing 1.2km	-	-	-	-	-	-	-	-	102,000	-
29035 - Harris St - hot mix resurfacing 0.85km	-	-	-	-	-	-	-	-	157,250	-
29036 - Sutton Dr (Bala) - hot mix resurfacing 0.47km	-	-	-	-	-	-	-	-	86,950	-
29037 - North Shore Rd - surface treatment resurfacing 4.26km	-	-	-	-	-	-	-	-	511,200	-
29038 - Sandwood Rd - surface treatment resurfacing 1.68km	-	-	-	-	-	-	-	-	201,600	-
29039 - Gross Rd - surface treatment resurfacing 0.5km	-	-	-	-	-	-	-	-	60,000	-
29040 - Pine Needle Point Rd - surface treatment resurfacing 0.75km	-	-	-	-	-	-	-	-	90,000	-
29041 - Long Point Rd - surface treatment resurfacing 0.455km	-	-	-	-	-	-	-	-	54,600	-
29047 - Lakeview Rd - surface treatment resurfacing 0.36km	-	-	-	-	-	-	-	-	43,200	-
29048 - Skeleton Lake 3 Rd - surface treatment resurfacing 1.07km	-	-	-	-	-	-	-	-	128,400	-
29049 - Nixon Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	-	-	10,800	-
29050 - Smith Rd - surface treatment resurfacing 0.34km	-	-	-	-	-	-	-	-	40,800	-
29051 - North Dr - surface treatment resurfacing 1.18km	-	-	-	-	-	-	-	-	141,600	-
29052 - Pineridge Rd - surface treatment resurfacing 0.35km	-	-	-	-	-	-	-	-	42,000	-
29053 - Cedar Beach Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	-	-	10,800	-
29054 - Sherwood Rd - surface treatment resurfacing 0.76km	-	-	-	-	-	-	-	-	91,200	-
29055 - Sutton Rd - surface treatment resurfacing 0.45km	-	-	-	-	-	-	-	-	54,000	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
29056 - Three Mile Lake 1 Rd - surface treatment resurfacing 2.76km	-	-	-	-	-	-	-	-	331,200	-
29057 - Cardwell Lake Rd - reconstruction 1.15km	-	-	-	-	-	-	-	-	115,000	-
29058 - Church Dock Rd - reconstruction 0.17km	-	-	-	-	-	-	-	-	29,800	-
29059 - Echo Beach Rd - slurry seal 0.82km	-	-	-	-	-	-	-	-	16,400	-
29061 - Dark Bay Rd - slurry seal 0.17km	-	-	-	-	-	-	-	-	3,400	-
29062 - Medora Lake Rd - slurry seal 1.3km	-	-	-	-	-	-	-	-	26,000	-
29063 - Walkers Point Rd - slurry seal 1.67km	-	-	-	-	-	-	-	-	33,400	-
29064 - Bradley Rd - slurry seal 2.04km	-	-	-	-	-	-	-	-	40,800	-
29065 - Henshaw Lake Rd - slurry seal 0.63km	-	-	-	-	-	-	-	-	12,600	-
29066 - Ashforth Dr - slurry seal 2.36km	-	-	-	-	-	-	-	-	47,200	-
29067 - Redwood Rd - slurry seal 2.03km	-	-	-	-	-	-	-	-	40,600	-
29073 - Bala Bay Dock Bridge - Rehabilitation	-	-	-	-	-	-	-	-	25,000	-
29074 - Excavator 10702 Volvo	-	-	-	-	-	-	-	-	325,000	-
30055 - Buttler Rd - surface treatment resurfacing 0.84km	-	-	-	-	-	-	-	-	-	100,800
96045 - Guiderail various locations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-
96046 - Drainage Improvements	90,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-
96047 - Municipal Parking	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
96050 - Rock Removal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
PW22001 - Eveleigh Rd Phase II - reconstruction 1.0km	-	600,000	-	-	-	-	-	-	-	-
PW22002 - Transportation Master Plan	-	120,000	-	-	-	-	-	-	-	-
PW22003 - 1027 Old Bridge Rd - slurry Seal 0.25km	-	5,000	-	-	-	-	-	-	-	-
PW23001 - Section House Rd Slurry seal 0.32km	-	-	6,400	-	-	-	-	-	-	-
PW23002 - Point Manchee Rd Slurry seal 0.29km	-	-	5,800	-	-	-	-	-	-	-



## Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW23003 - Keeler Rd Slurry seal 1.44km	-	-	28,800	-	-	-	-	-	-	-
PW23004 - Hammill Rd Rd Slurry seal 0.29km	-	-	5,800	-	-	-	-	-	-	-
PW23070 - Ranwood Garage Fuel System Replacement	-	-	162,000	-	-	-	-	-	-	-
PW25061 - Patterson Garage Fuel System Replacement	-	-	-	-	132,000	-	-	-	-	-
PW30026 - Strachan Point Rd - gravel resurfacing 0.54km	-	-	-	-	-	-	-	-	-	45,900
PW30027 - McKenzie Rd - gravel resurfacing 0.59km	-	-	-	-	-	-	-	-	-	50,150
PW30028 - Tom Greer Rd - gravel resurfacing 0.64km	-	-	-	-	-	-	-	-	-	54,400
PW30029 - Camp Jackson Rd - gravel resurfacing 2.0km	-	-	-	-	-	-	-	-	-	170,000
PW30030 - Fogo St - reconstruction 1.03km	-	-	-	-	-	-	-	-	-	231,750
PW30031 - Milford Bay Rd - hot mix resurfacing 1.98km	-	-	-	-	-	-	-	-	-	366,300
PW30032 - Golf Avenue Rd - hot mix resurfacing 0.92km	-	-	-	-	-	-	-	-	-	170,200
PW30033 - Rosseau Lake Rd 1 - hot mix resurfacing -hills	-	-	-	-	-	-	-	-	-	90,000
PW30034 - Tribble Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30035 - Carlo Enterprise Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30036 - North Shore Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30037 - Falkenburg Rd - surface treatment resurfacing 3.9km	-	-	-	-	-	-	-	-	-	468,000
PW30038 - Acton Island Rd - surface treatment resurfacing 0.52km	-	-	-	-	-	-	-	-	-	62,400
PW30039 - North Shore Rd - slurry seal 4.26km	-	-	-	-	-	-	-	-	-	85,200
PW30040 - Sandwood Rd - slurry seal 1.68km	-	-	-	-	-	-	-	-	-	33,600
PW30041 - Gross Rd - slurry seal 0.5km	-	-	-	-	-	-	-	-	-	10,000

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW30042 - Pine Needle Point Rd - slurry seal 0.75km	-	-	-	-	-	-	-	-	-	15,000
PW30043 - Long Point Rd - slurry seal 0.455km	-	-	-	-	-	-	-	-	-	9,100
PW30044 - Buttler Rd - slurry seal 0.84	-	-	-	-	-	-	-	-	-	16,800
PW30045 - Lakeview Rd - slurry seal 0.36km	-	-	-	-	-	-	-	-	-	7,200
PW30046 - Skeleton Lake 3 Rd - slurry seal 1.07km	-	-	-	-	-	-	-	-	-	21,400
PW30047 - Nixon Rd - slurry seal 0.09km	-	-	-	-	-	-	-	-	-	1,800
PW30048 - Smith Rd - slurry seal 0.34km	-	-	-	-	-	-	-	-	-	6,800
PW30049 - North Dr - slurry seal 1.18km	-	-	-	-	-	-	-	-	-	23,600
PW30050 - Pineridge Rd - slurry seal 0.35km	-	-	-	-	-	-	-	-	-	7,000
PW30051 - Cedar Beach Rd - slurry seal 0.09km	-	-	-	-	-	-	-	-	-	1,800
PW30052 - Sherwood Rd - slurry seal 0.76km	-	-	-	-	-	-	-	-	-	15,200
PW30053 - Sutton Rd - slurry seal 0.45km	-	-	-	-	-	-	-	-	-	9,000
PW30054 - Three Mile Lake 1 Rd - slurry seal 2.76km	-	-	-	-	-	-	-	-	-	55,200
<b>Total 360051 - Roads Capital Projects</b>	<b>2,988,800</b>	<b>1,978,307</b>	<b>3,303,203</b>	<b>3,005,663</b>	<b>3,156,951</b>	<b>2,377,652</b>	<b>3,720,838</b>	<b>3,128,714</b>	<b>3,866,770</b>	<b>2,829,509</b>
370040 - Bridges and Culverts										
00015 - Inflation Factor - Bridges	-	35,625	71,927	58,090	78,194	29,604	24,509	75,342	126,751	76,604
20016 - Burgess Dam Rehabilitation/Replacement - EA	25,000	-	-	-	-	-	-	-	-	-
21100 - Bala Falls Bridge Design	300,000	-	-	-	-	-	-	-	-	-
22056 - Bala Falls Bridge Replacement	-	1,750,000	1,750,000	-	-	-	-	-	-	-
22057 - Burgess Dam Rehabilitation/Replacement -Design	-	125,000	125,000	-	-	-	-	-	-	-
24080 - Burgess Dam Rehabilitation/Replacement	-	-	-	1,000,000	1,000,000	-	-	-	-	-
26080 - Culvert 201 Dark Bay Road - Design	-	-	-	-	-	20,000	-	-	-	-
26081 - Culvert 207 Bear Cave Road - Rehabilitate	-	-	-	-	-	60,000	-	-	-	-

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26082 - Culvert 202 Milford Bay - Rehabilitate	-	-	-	-	-	70,000	-	-	-	-
26083 - Dee River Bridge - Rehabilitate	-	-	-	-	-	150,000	-	-	-	-
28049 - Culvert 203 Gross Rd - Replacement	-	-	-	-	-	-	-	85,000	-	-
29075 - Gross Road Culvert 203 Replacement	-	-	-	-	-	-	-	-	780,000	-
30024 - Clear Lake Road Bridge - Rehabilitation	-	-	-	-	-	-	-	-	-	85,000
30025 - Rosseau Lake Road #3 Bridge Rehabilitation	-	-	-	-	-	-	-	-	-	90,000
30026 - Bala Bay Dock Bridge Rehabilitation	-	-	-	-	-	-	-	-	-	240,000
PW27075 - Dark Bay Road Culvert 201 - Rehabilitation	-	-	-	-	-	-	155,000	-	-	-
PW27081 - Medora Lake Road Bridge - Design	-	-	-	-	-	-	50,000	-	-	-
PW28075 - Medora Lake Road Bridge - Rehabilitate	-	-	-	-	-	-	-	450,000	-	-
<b>Total 370040 - Bridges and Culverts</b>	<b>325,000</b>	<b>1,910,625</b>	<b>1,946,927</b>	<b>1,058,090</b>	<b>1,078,194</b>	<b>329,604</b>	<b>229,509</b>	<b>610,342</b>	<b>906,751</b>	<b>491,604</b>
<b>Total Expenditure</b>	<b>5,351,000</b>	<b>7,602,372</b>	<b>8,068,314</b>	<b>6,614,098</b>	<b>5,945,658</b>	<b>4,761,279</b>	<b>5,365,823</b>	<b>5,235,039</b>	<b>6,398,140</b>	<b>5,336,691</b>
<b>Total Public Works</b>	<b>5,351,000</b>	<b>7,602,372</b>	<b>8,068,314</b>	<b>6,614,098</b>	<b>5,945,658</b>	<b>4,761,279</b>	<b>5,365,823</b>	<b>5,235,039</b>	<b>6,398,140</b>	<b>5,336,691</b>

# Capital Project Summary - 10 Years

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Library										
Expenditure										
072100 - Muskoka Lakes Public Library										
00012 - Inflation Factor - Library	-	807	1,515	2,469	3,089	4,194	4,722	5,985	6,419	7,845
20107 - Circulation Desk (prior year plus current allotment)	23,000	-	-	-	-	-	-	-	-	-
99006 - Collection	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
99009 - Office Furniture	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
99100 - Computers	-	3,000	-	3,000	-	3,000	-	3,000	-	3,000
<b>Total 072100 - Muskoka Lakes Public Library</b>	<b>62,500</b>	<b>43,307</b>	<b>41,015</b>	<b>44,969</b>	<b>42,589</b>	<b>46,694</b>	<b>44,222</b>	<b>48,485</b>	<b>45,919</b>	<b>50,345</b>
<b>Total Expenditure</b>	<b>62,500</b>	<b>43,307</b>	<b>41,015</b>	<b>44,969</b>	<b>42,589</b>	<b>46,694</b>	<b>44,222</b>	<b>48,485</b>	<b>45,919</b>	<b>50,345</b>
<b>Total Library</b>	<b>62,500</b>	<b>43,307</b>	<b>41,015</b>	<b>44,969</b>	<b>42,589</b>	<b>46,694</b>	<b>44,222</b>	<b>48,485</b>	<b>45,919</b>	<b>50,345</b>