



The Corporation of the Township of Springwater

February 10, 2014

Mayor Collins and Members of Council,

Staff is pleased to present the Township of Springwater's 2014 Budget for your consideration. The Township has and will continue to be faced with significant challenges over the next few years and this plan highlights some of these challenges that will require a sustained effort by all in order to address these.

Some of the more significant/immediate priorities are:

- Community Development
- Ongoing investment in the Township's roads and related infrastructure
- Fiscal prudence with debt management and reserves

The draft 2014 Budget is comprised of four key components:

- 1) The draft 2014 Tax Based Operating Budget – programs and services that are primarily funded from property taxes, reserves and user fees;
- 2) The draft 2014 Water Rate Based Operating Budget – programs and services that are primarily funded from water reserve funds and user fees;
- 3) The draft 2014 Wastewater Rate Based Operating Budget – programs and services that are primarily funded from wastewater reserve funds and user fees; and
- 4) The draft 2014 Capital Budget – projects in which the Township acquires, constructs, and/or renews the service potential of its infrastructure assets.

Draft 2014 Tax Based Operating Budget:

The draft 2014 Tax Based Operating Budget consists of gross expenditures in the amount of \$25.9M and revenues of \$25.8M, thus leaving a net tax levy requirement of \$167,357 or a 1.91% increase over 2013. When combined with the approved County of Simcoe increase of 2.00% and the Education rate, which is assumed to remain revenue neutral, the blended rate increase is estimated at 1.47%. For an average residential property assessed at \$376,980 this amounts to an approximate annual increase of \$48.15 or \$4.01 per month.

In 2014, a 1% tax levy increase equates to approximately \$87,500 in net expenditures.



The Corporation of the Township of Springwater

Draft 2014 Water Rate Based Operating Budget:

The draft 2014 Water Rate Based Operating Budget consists of gross expenditures and revenues in the amount of \$2.37M. This budget does not include the new rate structure that staff will be proposing for Council's consideration on Tuesday, February 18th, 2014. Should Council adopt the new rate structure, which will be effective February 1, 2014, the impact on a typical household (one who consumes 240 m³ per year) is an increase of \$18.78 over 2013 or \$1.57 per month.

The impact on a small commercial user (one who consumes 1,000 m³ per year) is an increase of \$60.28 over 2013 or \$5.02 per month.

Draft 2014 Wastewater Rate Based Operating Budgets:

The draft 2014 Wastewater Rate Based Operating Budget consists of gross expenditures and revenues in the amount of \$1.05M. This budget does not include the new rate structure that staff will be proposing for Council's consideration on Tuesday, February 18th, 2014. Should Council adopt the new rate structure, which will be effective February 1, 2014, the impact on a typical household is an increase of \$22.62 over 2013 or \$1.89 per month.

The impact on a small commercial user is an increase of \$65.12 over 2013 or \$5.43 per month.

Draft 2014 Capital Budget:

The draft 2014 Capital Budget includes an investment of \$9.2M for the construction of roads and bridges projects including the urban road reconstruction of Mill Street and Belmont Crescent, the rehabilitation of Bridge 8 (Nursery Road), Bridge 13 (Glengarry Landing), and Bridge 16 (Flos Road 10W). In addition it proposes the replacement of Fire Station 2, the acquisition and replacement of fleet and equipment to support the Township's Public Works, Parks & Recreation and Fire Departments, and it proposes the construction of a skate park in Midhurst.

Review and approval process

The draft 2014 Budget will be distributed to Members of Council on Thursday, February 6, 2014 and available to the public via the Township's website. A presentation from Township staff, along with a staff report providing a number of recommendations will be on the Monday, February 10th, 2014 Special Council meeting agenda (Public Meeting). Subject to the comments and feedback received at the Public Meeting, Council will be asked to approve the 2014 Budget on Tuesday, February 25th, 2014.

Sincerely,

On behalf of the Township of Springwater Senior Management Team

Draft 2014 Budget



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2014 Budget – At a Glance

Welcome to the Township of Springwater:

There is always an abundance to do in Springwater no matter the season. From staying the night at a quiet bed & breakfast, to skiing the slopes, there is something for everyone.

Springwater is home to a number of attractions and activities that are sure to please visitors of all ages. Some highly recommended attractions include Springwater Provincial Park, the Elmvale Jungle Zoo, and the vast network of hiking trails.

The Township has a unique culture that is expressed through a variety of events highly praised by visitors. Be sure to stop by the Elmvale Maple Syrup Festival (April), Savour Simcoe (August), Festival of the Fort (September) and the Elmvale Fall Fair (Thanksgiving weekend) and all the other events featured in Springwater. We know you will have an amazing time!

Whether you are visiting for a day or for a lifetime you will always find something fun and interesting in Springwater.





The Corporation of the Township of Springwater

About Springwater:

The Township of Springwater is a picturesque municipality within the County of Simcoe and is conveniently located approximately one hundred kilometres north of Toronto, nestled between the urban centre of the City of Barrie and the Town of Wasaga Beach.

Springwater was amalgamated in 1994 as a result of restructuring the County of Simcoe, and includes the former Townships of Flos and Vespra, the Village of Elmvale and a portion of the former Township of Medonte. Additionally, a small parcel previously within the Town of Wasaga Beach was merged with the new municipality.

The Township is one of sixteen lower tier municipalities that make up the County of Simcoe. It consists of both urban and rural communities, with a population of over 18,000 people. There are nine settlement areas, with Midhurst and Elmvale being the largest with a population of 3,100 and 1,700 respectfully. Other settlement areas include Snow Valley, Centre Vespra, Minesing, Anten Mills, Phelpsston, Orr Lake and Hillsdale.

Major infrastructure in the Township consists of the following:

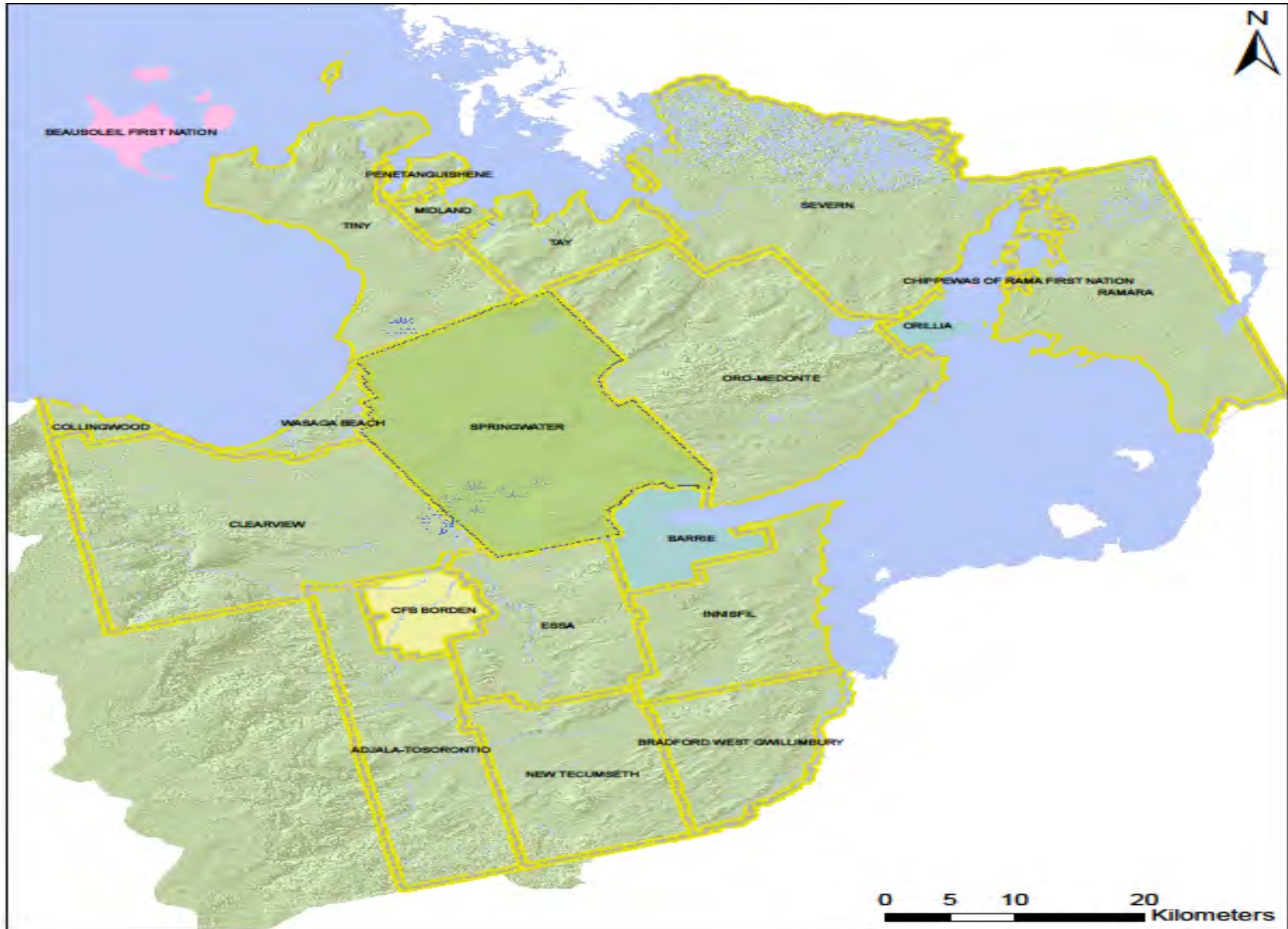
- Municipal Roads (paved and unpaved)
- Bridge & Culverts
- Water distribution systems, fire hydrants, water meters, pump stations and elevated storage tanks
- Wastewater collection and treatment systems, pump and lift stations
- Facilities including: recreation centres, libraries, park pavilions, administration centre and fire stations
- Land Improvements including: baseball diamonds, sports parks, parkland and playground equipment
- Vehicles, Machinery & Equipment

In addition to the infrastructure in which the Township is responsible for acquiring, maintaining, and rehabilitating, there are a number of services in which the Township provides to its residents which include, but are not limited to:

- Fire & Emergency Services
- Community Development
- Recreation, Parks and Properties
- Building Permits and Inspection
- By-law Enforcement and Canine Control
- Licenses and Permits
- Community Planning and Growth Management



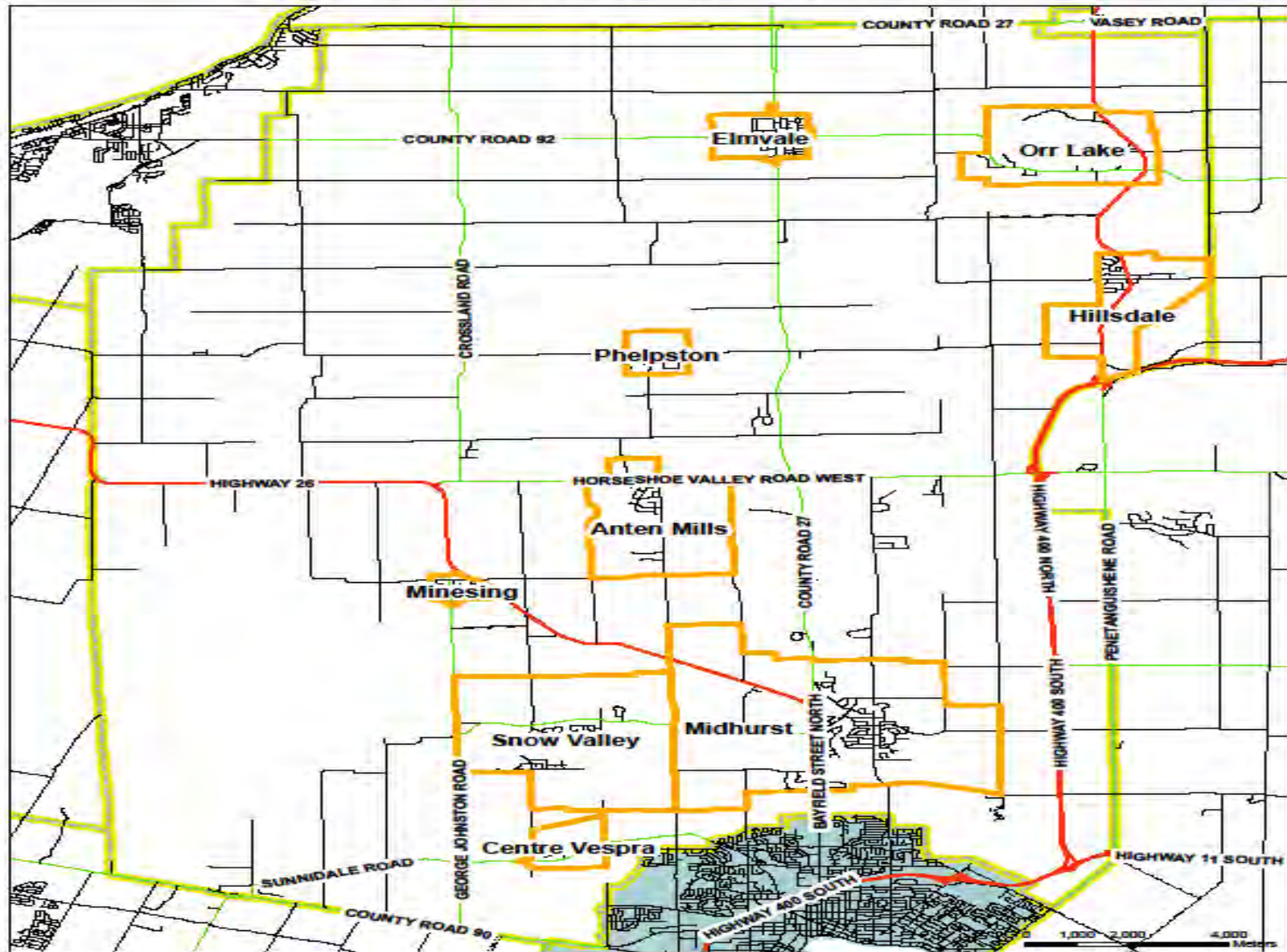
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Draft 2014 Budget



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Draft 2014 Budget



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Township of Springwater Council

Springwater is governed by a seven-member elected Council, including the Mayor, Deputy Mayor and five ward Councillors. Council meetings are held on the third Monday of every month in the Springwater Council Chamber at the Township Administration Centre (2231 Nursery Road, Minesing, ON). Springwater's Mayor and Deputy Mayor also sit on the County of Simcoe Council, along with Heads of Council from all 16 of the Simcoe municipalities. Council sets policy and directs the affairs of the municipality with assistance from a staff of dedicated employees.

Recent legislation dictates municipal elections be held every four years. The next municipal election is scheduled for the fall of 2014.

The Township's current Members of Council for the 2010 – 2014 term are shown below:



Mayor

Linda Collins



Deputy Mayor
Dan McLean



Councillor, Ward 1
Dan Clement



Councillor, Ward 2
Perry Ritchie



Councillor, Ward 3
Rick Webster



Councillor, Ward 4
Sandy McConkey



Councillor, Ward 5
Jack Hanna



The Corporation of the Township of Springwater

Council's Strategic Plan (2012 – 2014)

- Vision:* To actively promote Springwater Township as a municipality of unique communities with opportunities to cultivate, grow and prosper.
- Mission:* To provide accountable representation and maximize efficiencies.
- Values:* Accountability, Approachability, Integrity, Respect and Responsiveness

Guiding Principles:

1. Community Development

- a. The Township will be known as a prosperous community with market opportunities that enable new business investment and economic growth across a broad range of industry.
- b. Service delivery and decision-making will emphasize community, business, intergovernmental partnerships and linkages in support of our unique and united communities.

2. Growth Management

- a. Council commits to the proactive and realistic management of provincially mandated growth allocation to ensure positive outcomes for current and future taxpayers.
- b. Council will manage growth allocation.

3. Infrastructure, Financial Management & Service Delivery

- a. To aid in ensuring that capital funding for infrastructure rehabilitation and replacement will be available when required, Council will work toward preserving and protecting original taxpayer investments in infrastructure via a life-cycle approach to infrastructure funding and management.
- b. Council will ensure the best use of resources to avoid unnecessary increases in spending or tax rate adjustments.
- c. Council will pursue external funding opportunities.
- d. Council will examine financial processes to determine appropriate residential, commercial, and industrial development while protecting existing residents.
- e. Council will govern with a view to maximize effectiveness of service delivery and improve current and long term financial and operational efficiencies.
- f. Council will strive to make Springwater Township a place that customers and clients value and want to live and carry out their business.



Support Guiding Principles:

- **Green Agenda**
 - a. Council will work towards developing a prudent, affordable green agenda that balances environmental and financial due diligence.
- **Communication**
 - a. The Mayor as the official voice of Springwater Township will be responsible for communication or delegation with the heads of government agencies and any news releases relating to sensitive and/or official matters, when reasonable.
 - b. Members of Council will maintain liaison and generate an exchange of information with residents on local matters.
 - c. Township staff will provide information and respond to onsite media inquiries relating to occurrences and/or emergency situations.
 - d. Communication and input from the public will be promoted.

Key Working Initiatives:

1. Community Development

- 1.1 Implement the Economic Development Strategy through the leadership of the Economic Development Working Group
 - Further the Springwater brand, visual identity and municipal signage program
 - Promote Elmvale's main street and creation of the BIA
 - Promote and develop existing and potential businesses
 - Complete and implement the Cultural Plan
- 1.2 Support Community events and community partnerships
 - Physician recruitment and furthering the provisions of community and health services
 - EDHS capital improvements
- 1.3 Enhance and promote recreational activities, facilities and trails within all communities
- 1.4 Foster and promote volunteerism and encourage ongoing positive recognition of Springwater's volunteers

2. Growth Management

- 2.1 In an economical and accountable manner, continue to manage Springwater's growth allocation
- 2.2 Monitor water and wastewater capacity to ensure timely servicing of approved growth
- 2.3 Update Township's Official Plan to comply with Provincial Policy and County Official Plan
 - Consideration to employment land and intensification
 - Tidy up development in other locations throughout the municipality



- Identify and promote areas for strategic opportunities
- 3. Infrastructure, Financial Management and Service Delivery**
- 3.1 In an affordable manner, continue development of a lifecycle based asset management system and long term capital plans
 - 3.2 Operate budgets that strive to balance affordability and ensure sufficient resources are in place for preventative maintenance activities that will maintain or lengthen the life-cycle of infrastructure and facilities
 - 3.3 Improve municipal road conditions and reduce road deficit by the goal of 40% by the end of the Council term
 - 3.4 Enhance financial reporting:
 - Utilization of service delivery performance indicators and benchmarks
 - Monitor success of achieving positive service delivery goals
 - 3.5 Further enhance and implement the Township's Customer Service Program, continually striving to promote customer service for the entire organization
 - 3.6 Review and continue implementation of master plan recommendations as affordable and appropriate

Support Key Working Initiatives:

A. Green Agenda

- A.1 Continued implementation of the Township's Sustainability Plan
 - Review potential for alternative energy for municipal buildings and infrastructure
 - Review potential for reduction of municipal carbon footprint within municipal operations

B. Communication

- B.1 Continue Corporate Communications Policy and effort
- B.2 Encourage community engagement and educational promotion of municipal government



Economic Development in Springwater

Vision: The Township of Springwater will be known as a prosperous community with market opportunities that enable new business investment and economic growth across a broad range of industry.

The Township of Springwater adopted its first Economic Development Strategy in June 2010. The strategy, which was developed through extensive public and stakeholder consultation, identifies five key goals to improve prosperity within Springwater over the subsequent five years.

Five Goals for the Economic Development Strategy:

1. Investment Readiness
 - Enhance opportunities for the retention and expansion of local businesses
 - Support the attraction of new business investment and entrepreneurs to the community
2. Pursue Partnerships & Outreach in the Community
 - Have the Township take more of a leadership role in advocating and supporting strategic and collaborative economic development within the County
3. Effective Marketing & Promotion of Springwater
 - Ensure the effective promotion of local assets, workforce skills and opportunities for business expansion and entrepreneurial investment in the community
 - Provide a consistent and focused marketing message
4. Growth in Key Industries
 - Ensure continued business development and local employment growth based on competitive advantages
5. Enhance Capacity of Community Infrastructure
 - Ensure the preservation and enhancement of Springwater's physical, social and service infrastructure



The Corporation of the Township of Springwater

Township Organizational Chart

The Township of Springwater's corporate structure is comprised of the Chief Administrative Officer (CAO), who has seven key service areas/departments that directly report to their office. Each service area/department has a Director/Manager who oversees the day to day operation of that department. The CAO and the Directors/Managers of each service area/department form the Township's Senior Management Team.

The Chief Administrative Officer is responsible for the corporate management of the Township. The CAO is responsible for the efficient and effective management and administration of all Township Departments including the overall planning, co-ordination and direction of Municipal operations in collaboration with Directors/Managers (of Departments), and in accordance with the objectives, policies and plans approved by Township Council.





2013 Accomplishments

Some of the highlights from 2013 are:

- Minimized expected losses in building department as a result of predictable lower permit activity
- Generally maintained building permit processing times
- Provided cross training with finance staff
- Recruited 14 firefighters, promoted 6 captains
- Replaced 13 sets of expiring bunker gear (10 years old)
- Purchased 15 replacement pagers
- Replaced self-contained breathing apparatus (x4) at station 4 with lighter and longer lasting air bottles
- Added iPads to each pumper truck and chief's vehicle
- Replaced defective hose, tarps, pylons etc.
- Purchased 1 new defibrillator and 1 thermal imaging camera
- Provided pumper operations, firefighter survival and driver training courses in addition to regular bi-weekly training
- Delivered bi-annual firefighters award banquet
- Renewed tanker shuttle accreditation
- Added diesel exhaust system to Midhurst fire station
- Introduced electronic vehicle inspection forms
- Established agreements for aerial truck, technical rescue and automatic aid with the City of Barrie
- New performance management system for managers and staff
- Renewal of employee benefits that balances employee and corporate needs
- Introduction of municipality's first employee handbook
- Litigation management and completion of long standing cases
- Midhurst consultation and resident liaison group
- Regional investment attraction project
- Investment in local events
- Provincial consultation (OPP and Development Charges)
- Recruitment for Director of Finance



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- Commenced public consultations on the regulation of cats
- Finalized noise by-law consultations
- Deployed new Hyper-V servers and removed old servers reducing overall electrical demand, maintenance and license fees
- Received the Run Smarter Award for Laserfiche deployment by Laserfiche
- Installation of updated security system
- Installation of public access point in the Council Chamber
- Ongoing improvement of internet services to all Township sites
- Proposed, consulted and received approval of new ward boundaries, with no appeals to the Ontario Municipal Board (OMB)
- Proposed and awarded alternative election model (phone, internet)
- Supported approximately 25 Council and Committee meetings
- Pilot of iPad with three Councillors to aid in 2014 deployment/purchase
- Supported corporate mailroom operations with over 5,500 paper documents scanned and added to Laserfiche
- Refined social media use which subsequently increased followers from 400 to approximately 820 (Aug/13)
- Earliest budget adoption in municipality's history (2013 Budget)
- Earliest audited financial statement presentation in municipality's history (2012 Financial Statements)
- Updated development charges by-law and water/wastewater study
- Implemented performance measurement framework
- Black Creek Estates subdivision registered
- Seadon Road development agreement registered
- Completion of the Willmart Grain OMB appeal
- 1/3 of housekeeping amendments approved
- Completion of protocols to structure processes related to FIT solar projects, model home construction, temporary second dwelling units (replacement dwellings) and exemption from Part-lot Control
- Revisions to fee by-law to collect fees for services that were not originally covered in preparation for future development activity
- Obligations to inform the public of the MSP and follow-up have been met as per Council direction (meetings May 14, 2013, September 17, 2013 and various Information publications regarding the Midhurst Secondary Plan)
- Review process initiated for plans of subdivision and zoning by-law amendment applications within the Midhurst Secondary Plan
- 10.75 km of asphalt overlays completed
- 4.7km of chip seal rehabilitation completed



The Corporation of the Township of Springwater

- 9.6 km slurry seal or micro surface overlays completed
- Road reconstruction projects total - 3.53 km
- Asset Management Plan developed
- Service delivery review for Public Works completed
- Time and cost effective replacement of Flos Road 6 West culvert after failure
- Playground installations (Apto Glen Park, Hendrie Ridge Park, Highlands of Hillsdale)
- Outdoor Fitness Centre – Doran Park – successful media launch with CTV news coverage, and print coverage in all the local papers
- Constructed a dedicated parking lot for the Tree Nursery Sports Park ball diamonds with Public Works
- Safety upgrades to diamond 4 – Adams Park (additional fencing for player and spectator safety)
- Simcoe District School Board approved joint use agreement renewal
- Simcoe County District School Board approved Elmvale District High School partnership proposal
- March break day camp included regular camp + hockey camp - 254 participants
- Summer day camp program was a success – 1,025 participants
- Ran the successful 7th Annual Mayor's Golf Tournament raising \$34,000 for charity – included 13 local merchants in the Shop Springwater component
- Hosted the Volunteer Appreciation Event in October celebrating the contributions of the leaders from our Township
- Completion of the gateway and community signage identification program
- Upgrades to the Hillsdale Jail as per the direction of the Heritage Committee
- Elmvale Community Hall accessibility upgrades
- Lighting upgrades through the Save on Energy Program
 - Midhurst Library – annual energy savings of 5,798 kWh (\$580.00)
 - Minesing Bowling Alley – annual energy savings of 1,060 kWh (\$110.00)
 - Station 3 Exterior Lights – annual energy savings of 9,009.66 kWh (\$810.00)
 - Yard 1 Truck Bays – annual energy savings of 3,264 kWh (\$326.00)
- Installed public access defibrillators in 7 community facilities: Anten Mills Community Centre, Doran Park, Grenfel Community Centre, Hillsdale Community Centre, Midhurst Community Centre, Tree Nursery Sports Park and Valendar Park
- Redeployment of staff and equipment resulted in a more efficient grass cutting, ball diamond dragging and flower watering services



Annual Budget Process

The Township's annual budget process is aimed at providing decision makers, Members of Council, with information (qualitative and quantitative) to ensure that an informed decision regarding the budget can be made. The various steps involved in the process are as follows:

1) Budget Narratives:

The purpose of the budget narratives is to provide consistent details about the responsibilities, activities, and outcomes provided by each department. Budget narratives for each department can be found under the Operating Budget details tab.

2) 2014 Operating Budgets:

The operating budget is the primary means by which most of the financing acquisitions, spending, and service delivery activities of the municipality are controlled. The 2014 Operating budgets were developed to reflect the costs that are required to maintain existing programs and services.

3) 2014 Capital Budget and Six Year Capital Plan:

The Six Year Capital Plan includes funds that are required to build/maintain and replace the Township's major infrastructure (i.e. roads, fleet, water, wastewater, bridges, etc.). The Plan is for information, planning and funding purposes only, staff is only seeking Council approval of the first year of the Capital Plan, namely 2014.

4) Senior Management Review:

The Finance Department coordinates and compiles each of the department's operating and capital budget requests in order for Senior Management to conduct their review. Senior Management conducts their review and determines the priorities for the Township as a whole. Final changes/amendments are then forwarded to Finance.

5) Revised Budget:

Through input/feedback/comments obtained from Members of Council, staff compiles this information and transforms it into the final version of the budget book.

6) Budget Tabled:

This refers to when the budget will be officially tabled at Council and Members of the Public are encouraged to attend to ask questions and/or provide feedback regarding the annual budget. The draft 2014 Budget will be tabled on Monday February 10, 2014.

7) Budget Approved:

This refers to when final adoption/approval of the budget by Council is to occur. The draft 2014 Budget is to be adopted/approved on Tuesday February 25, 2014.



Council's Budget Priorities

In May/June 2013, Township staff met and/or received feedback from each Member of Council in regards to their budget priorities for 2014. The discussion was guided by a Financial Fact Sheet which set out the Township's current financial position and provided a set of questions to each member. The responses have been summarized below. Where the term "Common Responses" has been used, it means that 3 or more Council members responded in the same or similar fashion. Where "Unique Responses" has been used, that signifies that one or 2 Council members made this comment.

Top Three Budget Priorities:

- No common responses were received to this question and not all Council responded to this question.
- Unique responses included:
 - Improving awareness of cultural and trail values in Springwater
 - Funding for new regulation pressures – example Green Energy, Sourcewater Protection, etc.
 - Review of library needs
 - Continue with capital program
 - Reduce policing costs by considering alternatives
 - 2% Cost of Living increase for staff

Given Budget Pressures what areas would you direct staff to focus on reducing?

- No common responses were received to this question
- Unique responses included:
 - Operational reviews required by departments to identify cost savings
 - Departments to review services and provide suggestions for savings
 - Ask each department to reduce budgets by 5% or 10% and identify impacts
 - Review Fire calls vs. Fire training budget
 - Cost savings generated by green initiatives
 - Review outsourcing
 - Review alternative communication strategies, reducing reliance on costly print advertisement
 - Downsized enough with no service cuts. Continued pressures to downsize require service cuts
 - Ask the Province for assistance with costs generated by Places to Grow Act and Midhurst Secondary Plan
 - Economic Development position was only a one year trial, need to review

Maximum Tax Rate increase, based on known pressures?

- Common response: 2.5% to 3.5%
- Unique responses included:
 - Not appropriate to set until all cost savings examined or all business needs understood



- 0% - need to stop continual increases in taxes

Should Capital Program Continue as Planned or in a Different Format?

- Common response – should continue as planned but may need to slow down some to meet overall budget targets
- Unique responses included:
 - Need to consider results of Asset Management Plan
 - Depends on where the spending is to take place
 - Need to stop increasing debt for infrastructure
 - Discontinue buy-back program

Council's Budget Priorities for 2014 (General Committee – July 16, 2013) Recommendation GC 013 2013

THAT the report from the Deputy CAO/Director of Finance regarding Council Budget interviews, dated July 16, 2013 be received;
and

THAT staff prepare the 2014 draft budget using the following guidelines:

- Any tax increase should be limited to factors outside of the control of the municipality (OPP and OMPF), which would result in 2.5% to 3.0%.
- A list of services/programs/budget items should be presented to Council with potential cost savings and resulting implications of cuts for Council to determine where cuts should be made.
- Budget should be provided in entirety, including both capital and operating for Council to make decisions on the entire budget package.



2014 Budget Timetable

The development of the draft 2014 Budget was as follows:

Action Item	Date
Individual Meetings with Council (Budget Priorities)	May/June 2013
Budget Directions from Council (General Committee)	July 16, 2013
Drafting of Operating & Capital Budgets	July to September 2013
Senior Management Review	October to December 2013
Finalization of Operating & Capital Budgets	January 2014
Presentation of Draft 2014 Capital Budget Overview	January 20, 2014
Presentation of Draft 2014 Operating Budget Overview	January 21, 2014
Council Deliberations on Draft 2014 Budget	January 30, 2014
Distribution of draft 2014 Budget to Council & the public	February 6, 2014
Draft 2014 Budget tabled (Public Meeting)	February 10, 2014
2014 Budget Adopted/Approved by Council	February 25, 2014



Budgeting

As per section 290(1) of the Municipal Act, 2001, “for each year, a local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including,

- a) Amounts sufficient to pay all debts of the municipality falling due within the year;
- b) Amounts required to be raised for sinking funds or retirement funds; and
- c) Amounts required for any board, commission or other body.

Township Council is thus required to approve a balanced budget each fiscal year that must be finalized and approved prior to final property tax bills being issued.

The operating budget includes annual expenditures for personnel costs, materials and supplies, contracted services, minor capital, debt charges, reserve transfers and program fees.

The Township’s capital budget includes expenditures and financing sources to acquire, construct, maintain and facilitate Township capital assets such as: roads, bridges/structures, water and wastewater systems, recreational facilities and administrative facilities.

Basis of Accounting

All financial information is prepared in accordance with Canadian generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA). The Township of Springwater follows the accrual basis of accounting, which recognizes revenues as they become available and measurable and expenditures are recognized as they are incurred and measurable as a result of goods or services and the creation of a legal obligation to pay.

Effective January 1, 2009, the Township adopted CICA Public Sector Handbook section 1200 “Financial Statement Presentation” and section 3150 “Tangible Capital Assets”. This required that the Township provide details on their Tangible Capital Assets, namely; their historical cost, accumulated amortization and an amount charged to operations that represents the value of the assets that have been used up, amortization expense. The Township’s 2014 budget does not include a charge for amortization; this effectively understates the reported cost of the programs and services described in the budget.



Reserves and Reserve Funds

Certain amounts, as approved by the Township's Council, are set aside in reserves and reserve funds for future operating and capital purposes. Transfers to and/or from reserves and reserve funds are an adjustment to the respective fund when approved.

A reserve is an appropriation/allocation from net revenue at the discretion of Council, after the provision for all known expenditures. Reserves do not require the physical segregation of money or assets as is the case for reserve funds. Reserves are housed within the main Township bank account and do not earn interest. An example of a reserve is the public works reserve.

A reserve fund is a fund that has been set aside either by by-law of the Council or by a requirement of provincial legislation to meet a future event. Reserve funds are either permissive (Council initiated/Discretionary) or regulatory (mandated by provincial statute/Obligatory). An example of an obligatory reserve fund is development charges, whereas a discretionary reserve fund is the Library Capital fund. Obligatory and Discretionary Reserve Funds are housed in a separate bank account from Township general funds and do earn interest for the purpose of the specific Reserve Fund.

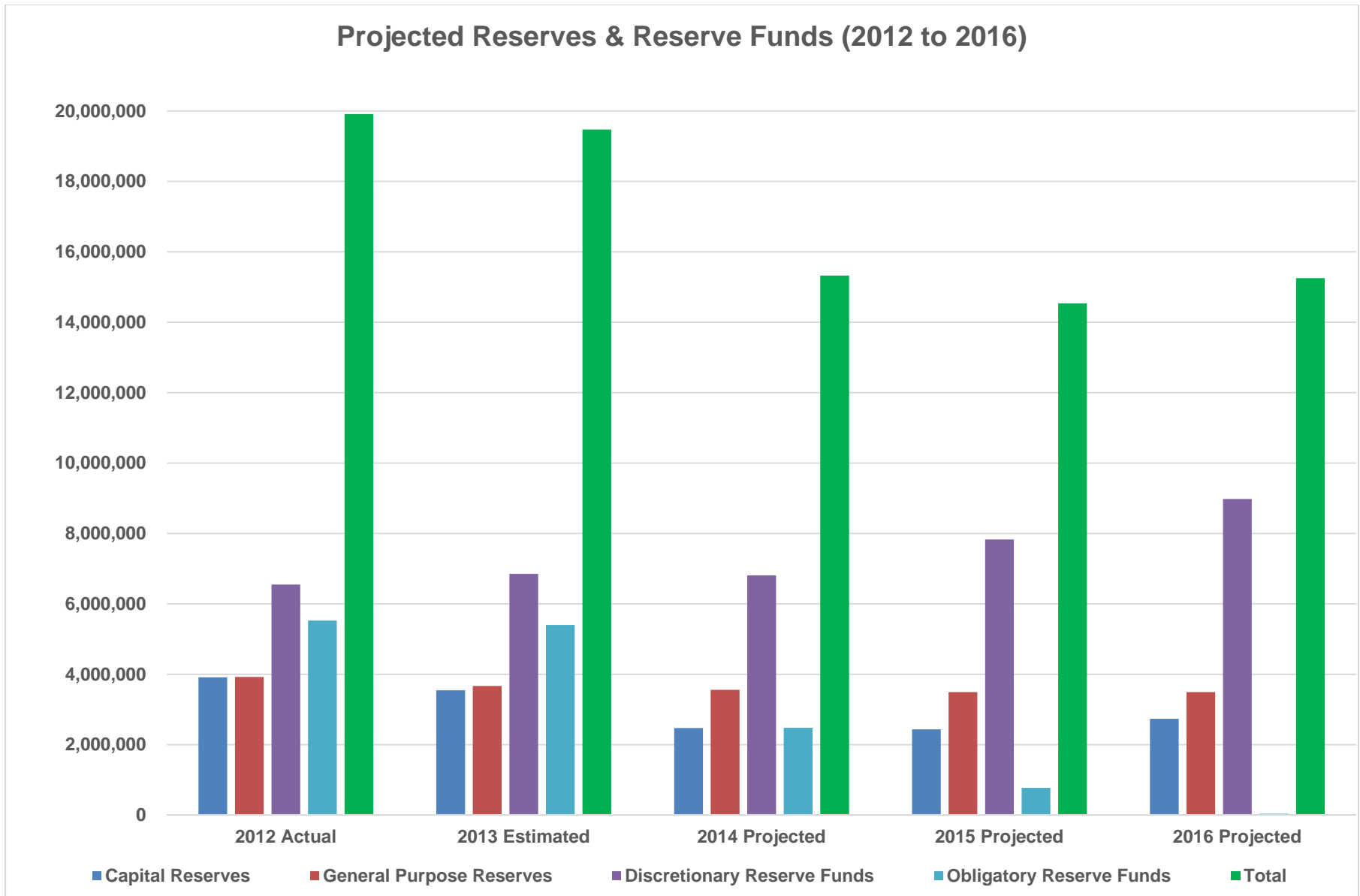
The Township's reserves and reserve funds are comprised of Capital Reserves, General Purposes Reserves, Discretionary Reserve Funds, and Obligatory Reserve Funds.

Development Charges

Development charges provide for the recovery of growth-related capital expenditures from new development. The Development Charges Act, 1997, is the statutory basis to recover these charges. They are levied on residential, industrial, commercial, and institutional development at either subdivision approval or at building permit issuance in accordance with the Township's current Development Charges by-law (2014-003).

As shown in the graph on the next page, the Township's reserves and reserve funds are forecasted to be \$19.5M at December 31, 2013. Capital Reserves equate to \$3.5M, general purpose reserves amount to \$3.7M, whereas Discretionary Reserve Funds equate to \$6.9M and Obligatory Reserve funds amount to \$5.4M. It is anticipated that in 2014 and 2015, the Township's reserves and reserve funds will decrease mainly due to the funding requirements needed to support the Township's Capital Program. By the end of 2016, it is forecasted that the Township's reserves and reserve funds will equate to \$15.3M.

The Obligatory Reserve Funds, Development Charges, are anticipated to significantly decrease between 2013 and 2016, which is mainly due to the number of growth related infrastructure projects that are being proposed over this timeframe.





The Corporation of the Township of Springwater

Debt Management

At the end of 2013, the Township's outstanding debt amounted to \$4.5M, with \$3.6M to be repaid by all of the residents of Springwater Township and \$0.9M to be repaid by the users of the water system. The Township is forecasting to incur an additional \$16.7M over the next few years which is directly related to the roads and bridges capital program.

Annual Existing Debt Charges

Annual debt charges are included in the amount of the property tax rate and the user rate calculations. The chart below summarizes the annual debt charges (principal and interest) for the Township's existing debt obligation; **it does not include any new proposed debt.**

Annual Existing Debt Charges (Principal & Interest)

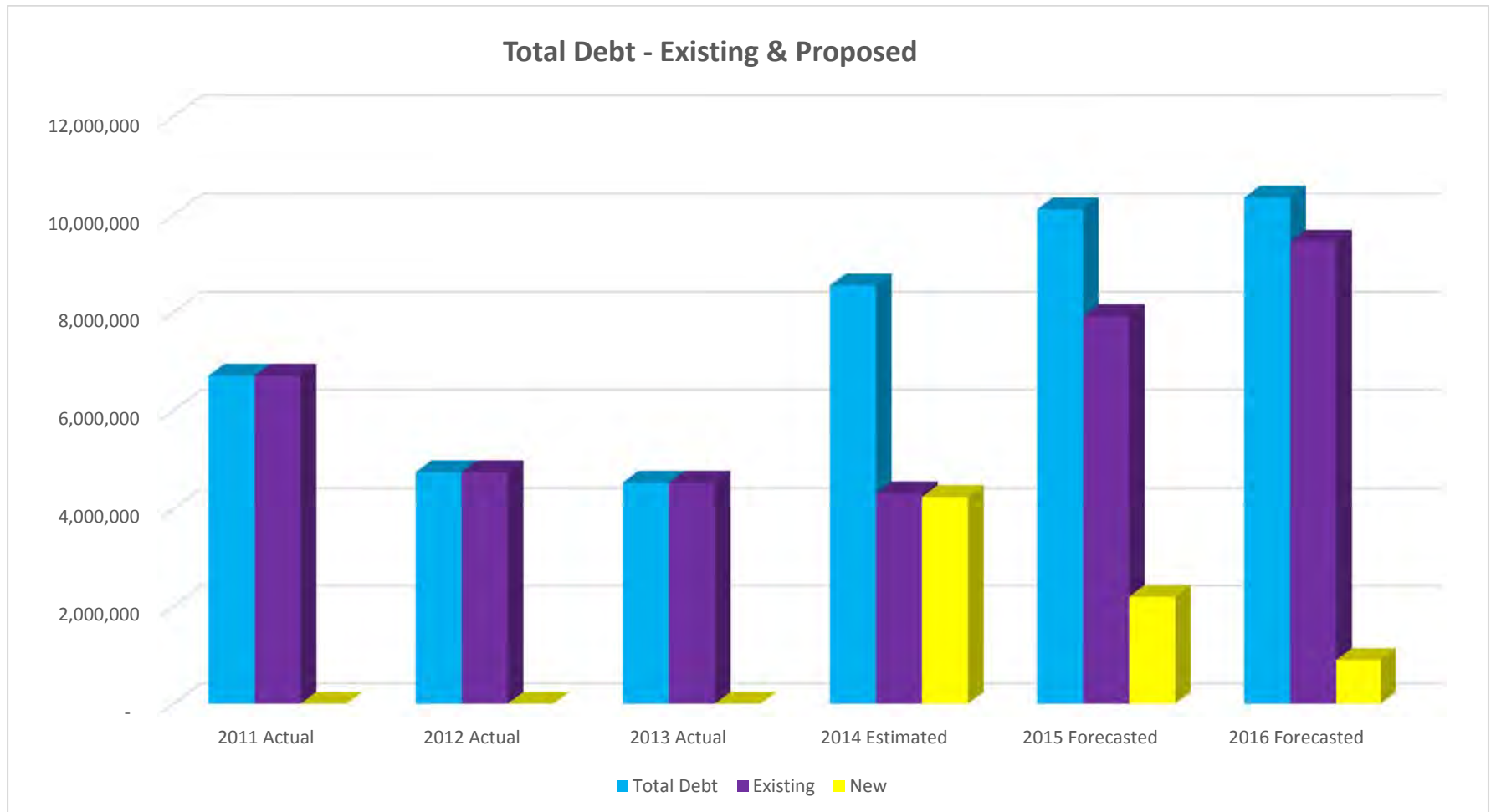
Year	Tax Rate	Water Rate
2013 Actual	280,122	75,865
2014 Estimated	280,122	75,865
2015 Projected	280,122	75,865
2016 Projected	280,122	75,865
2017 Projected	280,122	75,865
2018 Projected	280,122	98,792
2019 Projected	280,122	95,227
2020 - 2030 Projected	3,081,343	643,146



The Corporation of the Township of Springwater

Total Debt – Existing & Proposed (New)

The following graph indicates the Township's total debt position for both the current outstanding debt and what is being proposed for new debt.



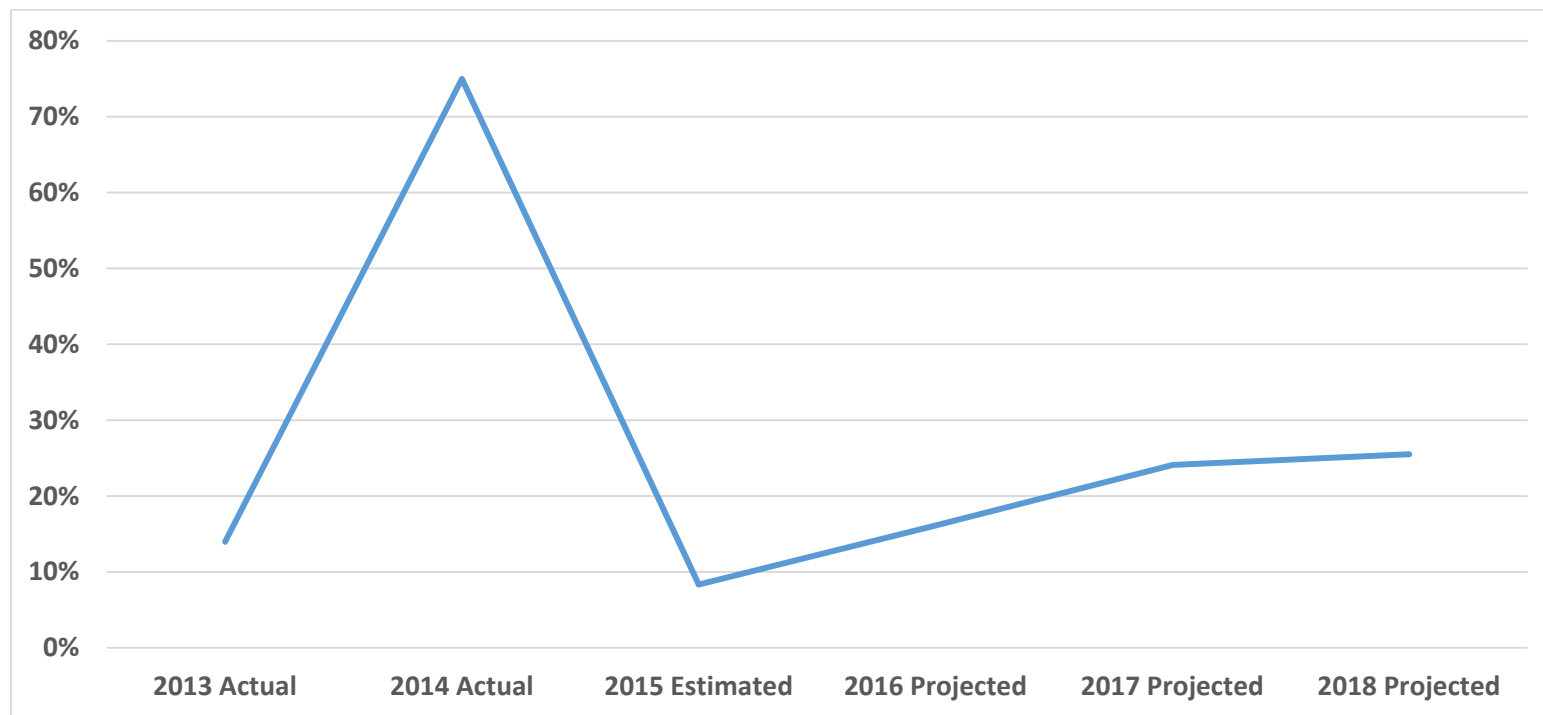


Debt Capacity

The Provincial government sets a debt capacity guideline for municipalities by limiting the annual debt payment amount to 25% of the net revenue fund revenues. The annual calculation is based on the financial information return (FIR) from two years prior (e.g. 2014 is based on the 2012 FIR). Before issuing debt, other sources of revenue such as available reserves and reserve funds are to be utilized in order to minimize the amount of the debt that is required. Debt capacity refers to the Township's ability to borrow and/or the amount of funding that the Township can borrow up to.

Used Debt Capacity:

The following graph indicates the Township's actual debt capacity used for the years 2013 – 2018 (includes existing and proposed new debt).



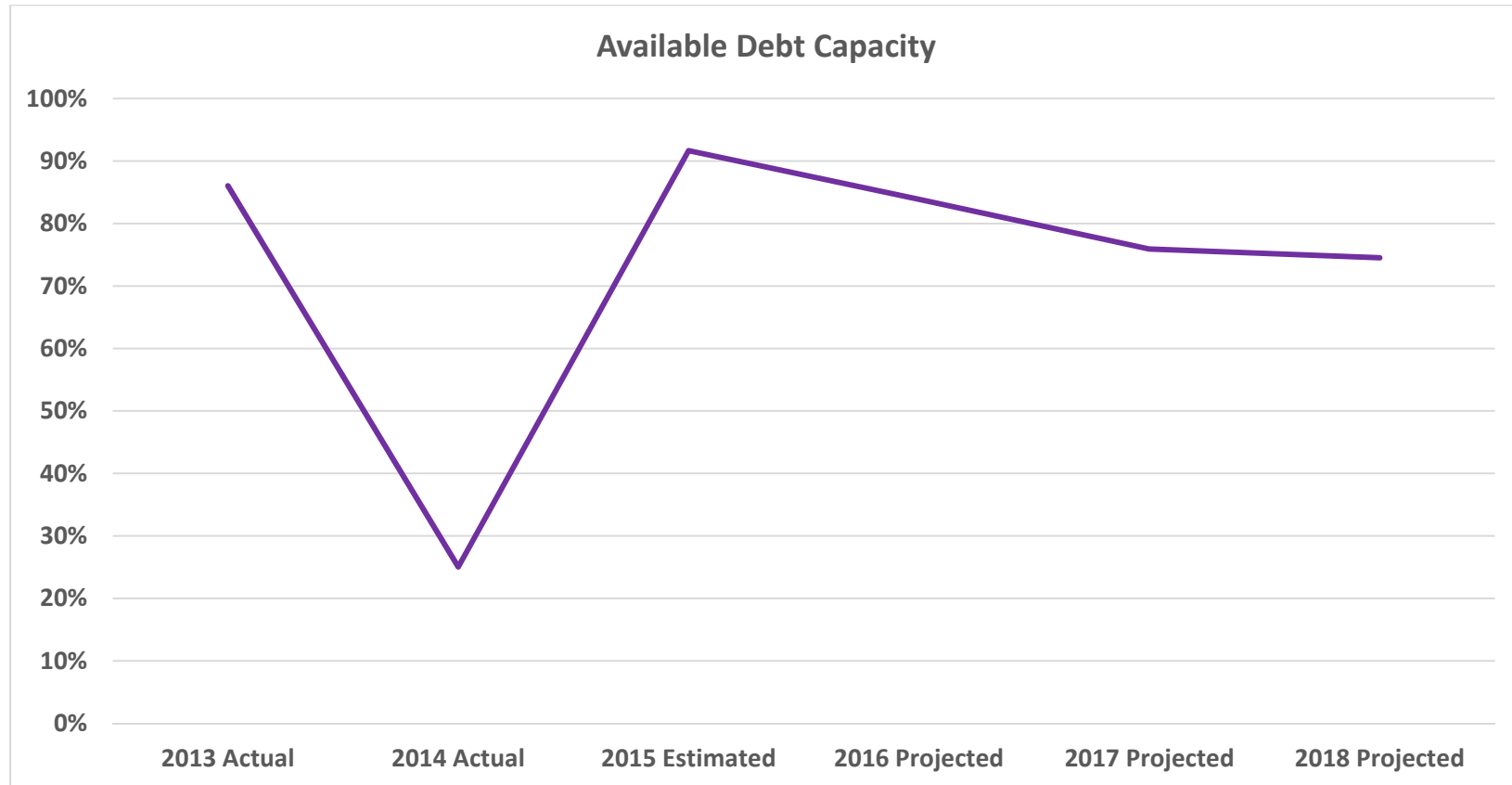
In 2014, the debt capacity used has risen to 75%, which is mainly due to the Township paying off \$3.2M in principal and interest charges in 2012. As one can see, the debt capacity used is estimated to significantly decrease in 2015 as the Township's annual debt charges for 2013 are estimated to be \$355K, therefore indicating that the debt capacity available to the Township will be 92%.



The Corporation of the Township of Springwater

Available Debt Capacity:

The Township's current (existing) debt capacity available for 2014 is 25.0% (annual repayment limit of \$1.06M divided by 25% of own net revenues of \$4.22M). As mentioned on the previous page, the Township paid off \$3.2M in principal and interest charges in 2012, therefore reducing the Township's available debt capacity in 2014. However, the available debt capacity for 2015 to 2018 is projected to be in the range of 74% - 92%.





The Corporation of the Township of Springwater

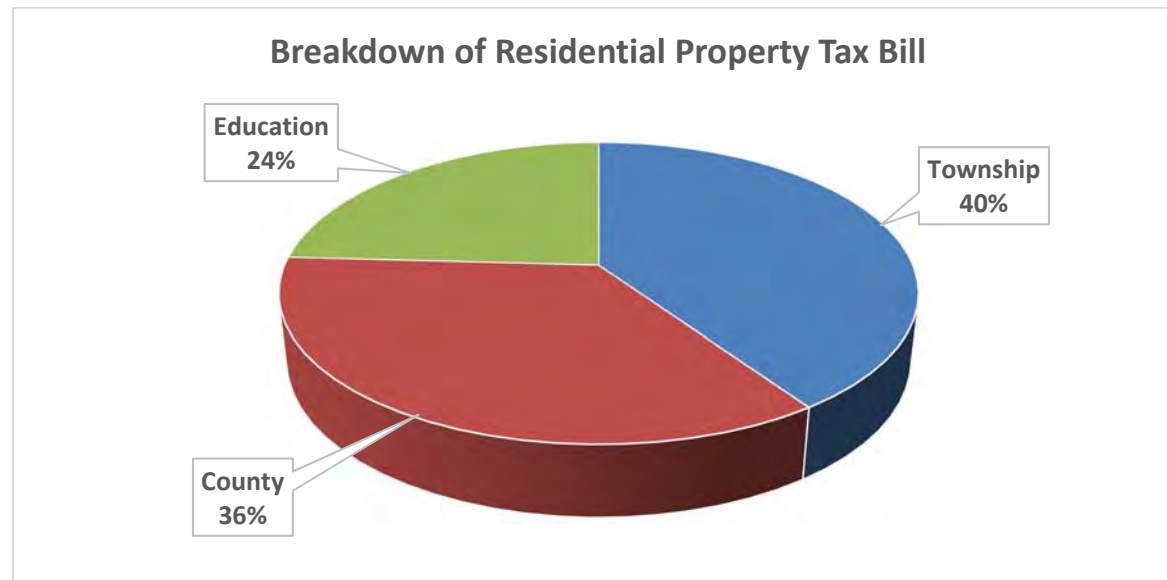
2014 Tax Based Operating Budget

The 2014 Tax Based Operating budget provides for the same level and type of resources that are required to deliver the Township's existing programs and services at 2013 levels.

If approved as presented, the draft 2014 Budget described within represents a 1.91% increase to the Township's portion of the property tax which represents a projected 1.47% blended property tax increase taking into account the County of Simcoe's approved 2% increase for their 2014 budget and assuming the education taxes remain revenue neutral.

Breakdown of Residential Property Tax Bill

The residential property tax bill in the Township of Springwater is comprised of three main areas: Springwater Township, County of Simcoe, and Education/School Boards. The Township of Springwater collects property taxes from all Springwater residents on behalf of these parties and in turn forwards the County and Education portions to these parties throughout the fiscal year. In 2014, the proposed breakdown among these areas is as follows:



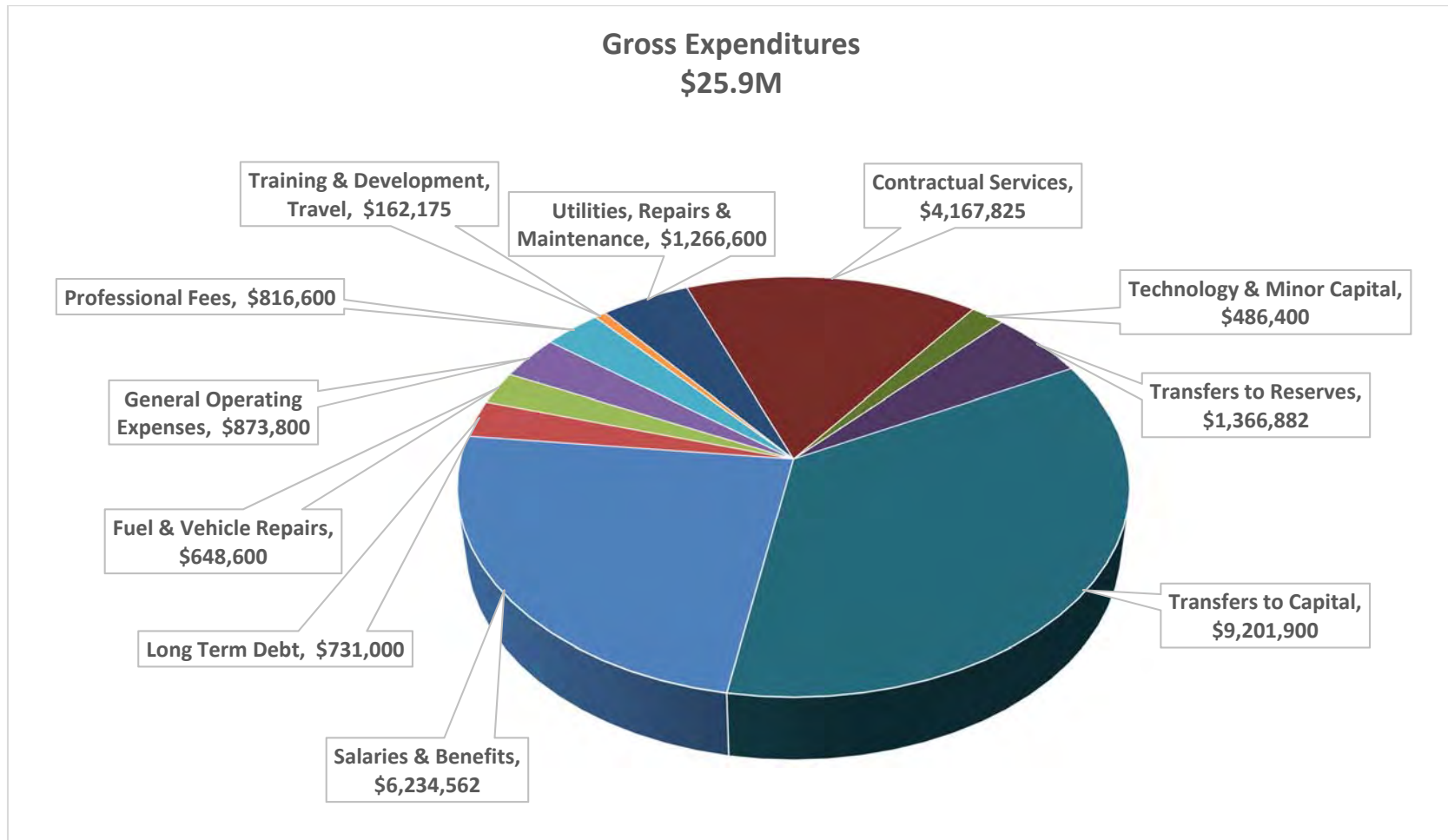
For every dollar that the Township collects in property taxes, \$0.36 is remitted to the County of Simcoe, \$0.24 is remitted to the School Boards and \$0.40 is retained by the Township in order to provide services and programs to the residents of Springwater.



The Corporation of the Township of Springwater

Gross Expenditures

The 2014 Operating Budget has gross expenditures in the amount of \$25.9M, which are displayed in the graph below.

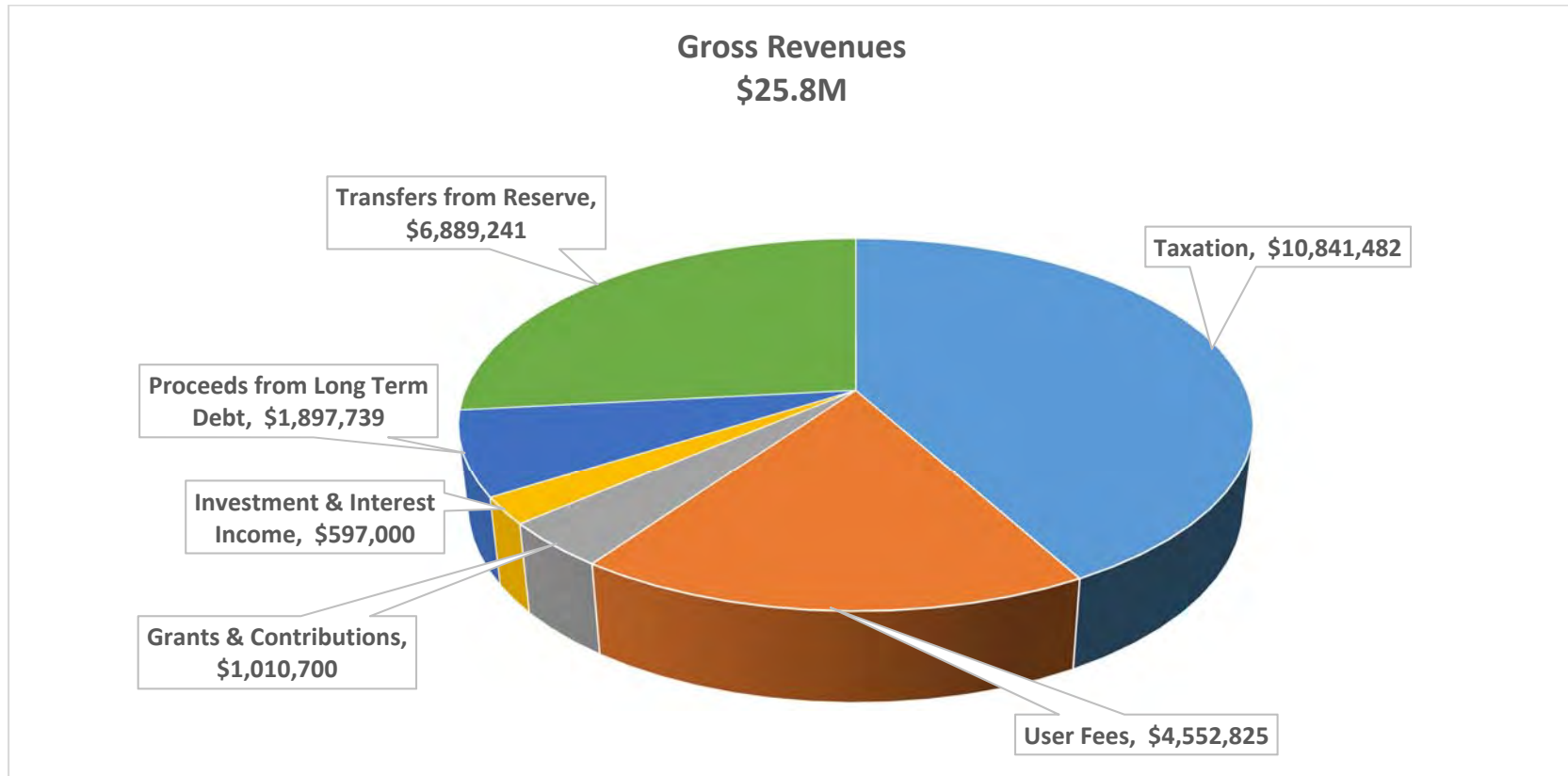




The Corporation of the Township of Springwater

Gross Revenues:

The 2014 Tax Based Operating Budget has gross revenues in the amount of \$25.8M, which are depicted in the graph below.



Assessment Growth:

The Township's projected assessment growth, additional tax assessment/revenue from new construction in the Township, for 2014 is approximately 1.18% or \$103,421 as provided by the Municipal Property Assessment Corporation (MPAC) and this has been included in the gross revenues. Based on the 2014 gross expenditures, \$25.9M, and the gross revenues, \$25.8M, the Township has a shortfall in funding, net tax levy requirement, in the amount of \$167,357 or 1.91%.



The Corporation of the Township of Springwater

Budget Pressures/Drivers:

There are many factors influencing/ driving the 2014 Budget, the following provides a highlight of the key budget pressures/drivers impacting the draft 2014 Budget:

Budget Driver	Net Tax Impact \$	Net Tax Impact %
Reduction in Ontario Municipal Partnership Funding	\$167,725	1.92%
Increase in Ontario Provincial Policing Costs	96,077	1.10%
Increase in Nottawasaga Valley Conservation Authority Budget Request	2,805	0.03%
Increase in Severn Sound Grant Request	6,943	0.08%
Additional Increase in Tax Capital Funding	161,300	1.84%
Salaries (Grid Changes & COLA)	74,578	0.85%
Increase in Assessment Revenue	(103,421)	(1.18%)
Council Reductions/Efficiencies	(238,650)	(2.73%)
Proposed Increase in Net Tax Levy Requirement	\$167,357	1.91%

Allocation of Property Taxes on Average Assessed Home

The Municipal Property Assessment Corporation (MPAC) is responsible for providing residential assessments. In doing so, they have determined that the average residential assessment for a property in the Township of Springwater in 2014 is \$376,980. If Council is to approve the draft 2014 Budget, the following provides a breakdown of the 2014 impact/increase on an average home assessed at \$376,980 over 2013. In addition, the table below provides the blended tax increase.

	2013	2014	\$ Increase	% Increase
Township of Springwater Portion	\$1,313.94	\$1,339.06	\$25.12	1.91%
County of Simcoe Portion	1,151.72	1,174.75	23.03	2.00%
Education Portion	799.20	799.20	-	-
Total	\$3,264.86	\$3,313.01	\$48.15	1.47%





Staff Complement

There are no new full time equivalent positions requested in the 2014 tax based operating budget.

Staff Complement - 2010 to 2014

	2010	2011	2012	2013	2014
Full Time Staff	56	56	53	54	54

Positions Added in 2010:

- Building Maintenance Assistant
- RPP Lead Hand
- PW Operations Technician

Positions Eliminated in 2012:

- Manager of Human Resources
- Deputy Chief Building Official
- Director of Planning

Positions Added in 2013:

- Community Development Officer



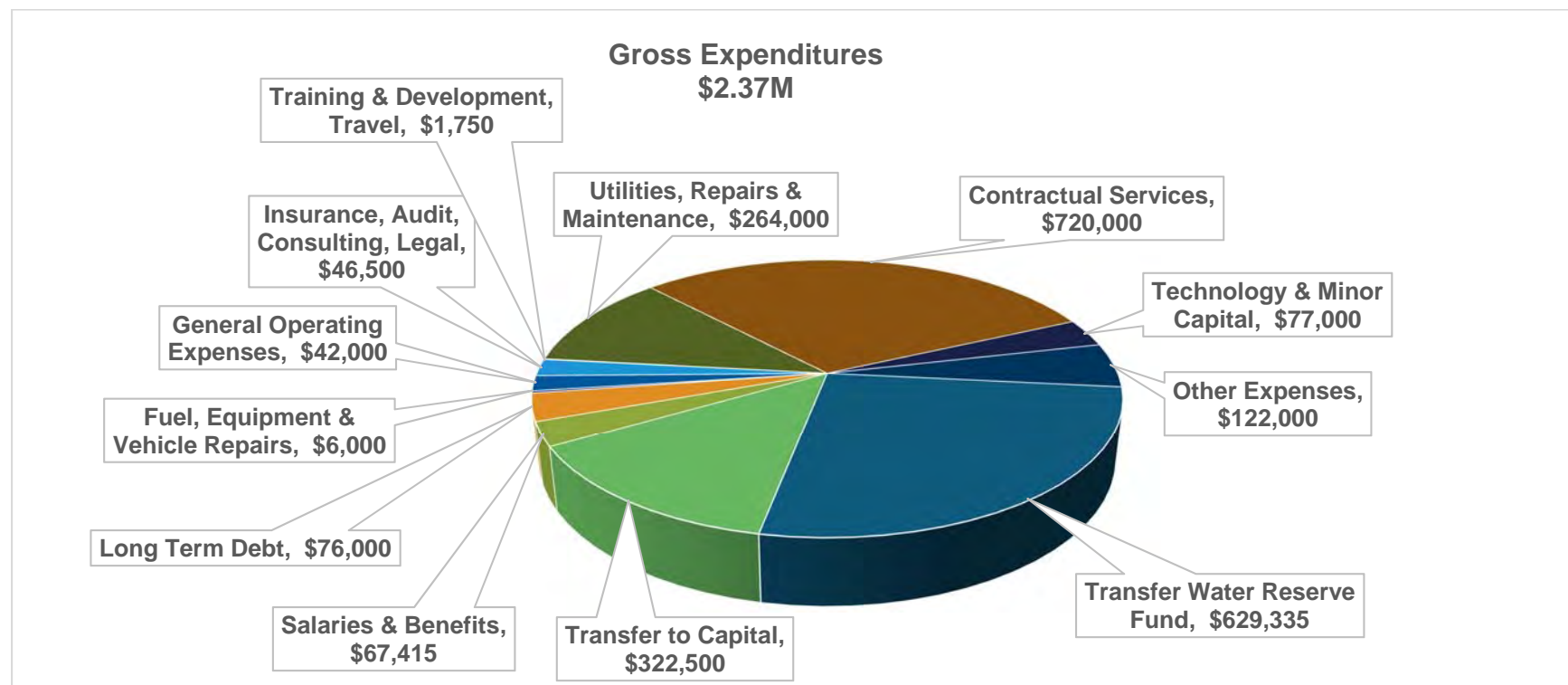
The Corporation of the Township of Springwater

2014 Water Operating Budget

During 2013, Township staff conducted a review of the water and wastewater rate structure through the assistance of Hemson Consulting Ltd. One of the objectives was to develop a water and wastewater rate structure that met the goals and objectives that will enable the Township to meet the full cost recovery requirements of the Sustainable Water and Sewage Systems Act. This budget does not include the new rate structure that staff will be proposing for Council's consideration on Tuesday, February 18th, 2014.

Gross Expenditures

The 2014 Water Operating Budget has gross expenditures in the amount of \$2.37M, which are displayed in the graph below.

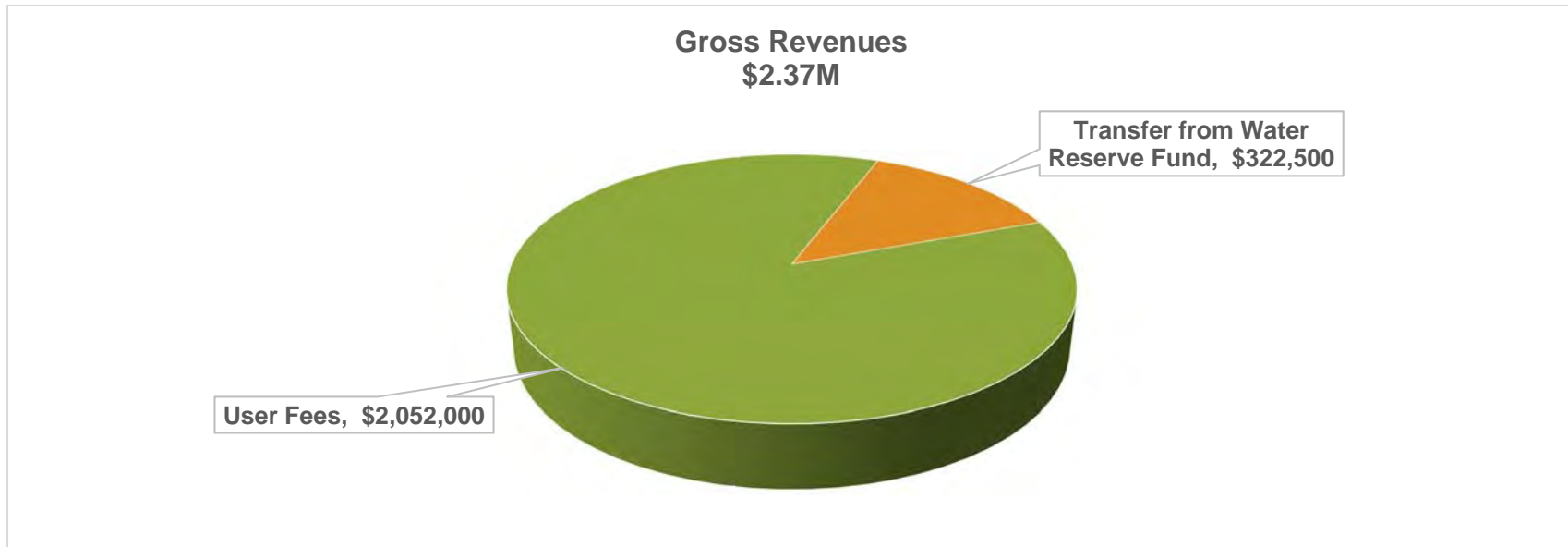




The Corporation of the Township of Springwater

Gross Revenues

The 2014 Water Operating Budget has gross revenues in the amount of \$2.37M, which are depicted in the graph below.



Net Impact

The net impact of the 2014 Water Operating Budget is a transfer to the water reserve fund in the amount of \$306,835. This will assist in funding future capital and operating expenditures that are water related.

Impact of Water Rate on Average User

Should Council adopt the new rate structure, which will be effective February 1, 2014, the impact on a typical household (one who consumes 240 m³ per year) is an increase of \$18.78 over 2013 or \$1.57 per month.

The impact on a small commercial user (one who consumes 1,000 m³ per year) is an increase of \$60.28 over 2013 or \$5.02 per month.



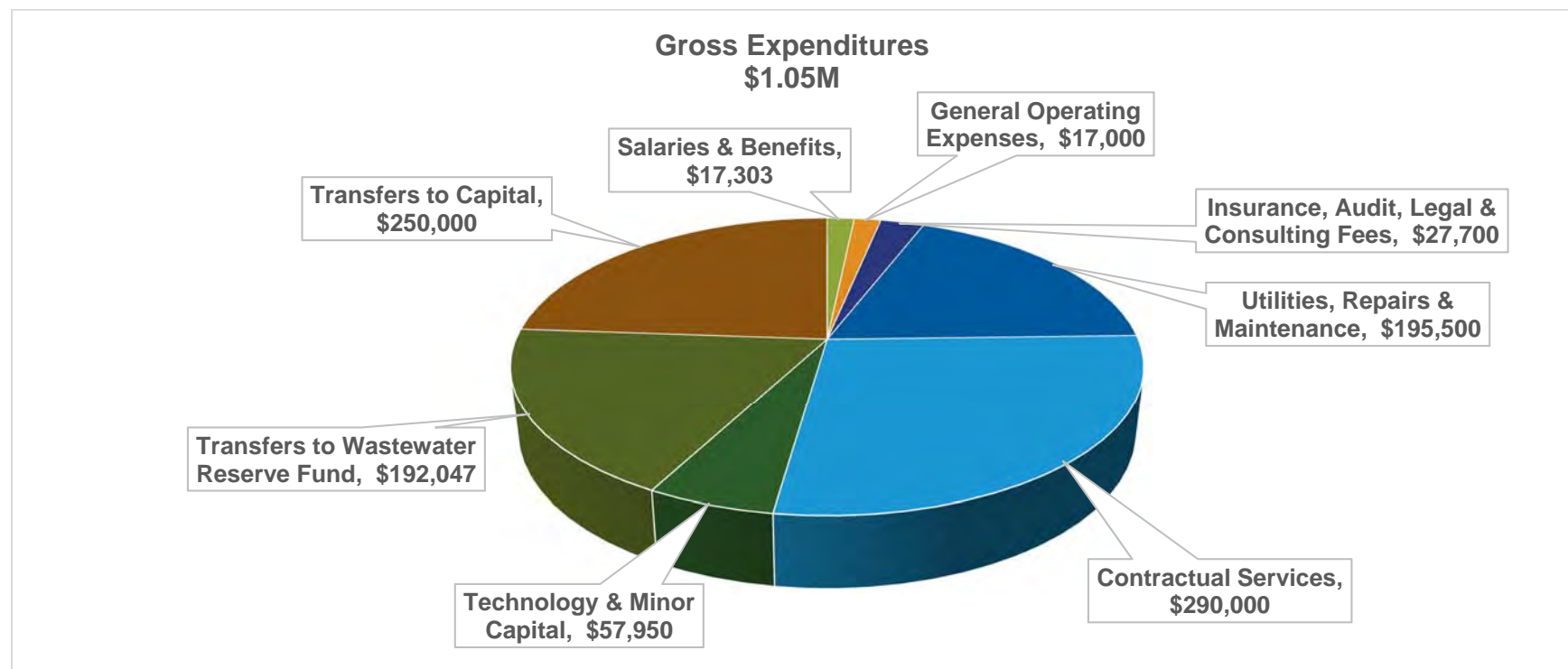
The Corporation of the Township of Springwater

2014 Wastewater Operating Budget

During 2013, Township staff conducted a review of the water and wastewater rate structure through the assistance of Hemson Consulting Ltd. One of the objectives was to develop a water and wastewater rate structure that met the goals and objectives that will enable the Township to meet the full cost recovery requirements of the Sustainable Water and Sewage Systems Act. This budget does not include the new rate structure that staff will be proposing for Council's consideration on Tuesday, February 18th, 2014.

Gross Expenditures

The 2014 Wastewater Operating Budget has gross expenditures in the amount of \$1.05M, which are displayed in the graph below.

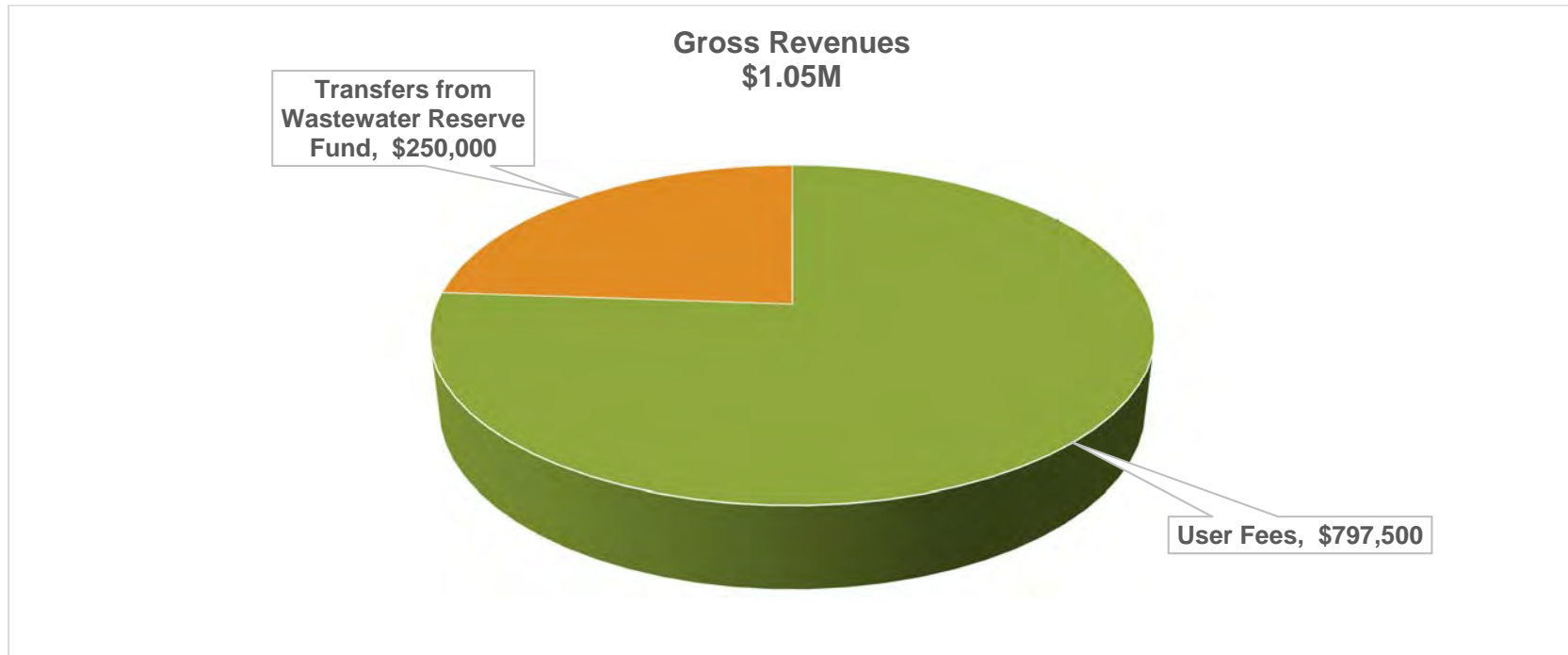




The Corporation of the Township of Springwater

Gross Revenues

The 2014 Wastewater Operating Budget has gross revenues in the amount of \$1.05M, which are depicted in the graph below.



Net Impact

The net impact of the 2014 Wastewater Operating Budget is a transfer from the wastewater reserve fund in the amount of \$80,953.

Impact of Wastewater Rate on Average User

Should Council adopt the new rate structure, which will be effective February 1, 2014, the impact on a typical household is an increase of \$22.62 over 2013 or \$1.89 per month.

The impact on a small commercial user is an increase of \$65.12 over 2013 or \$5.43 per month.



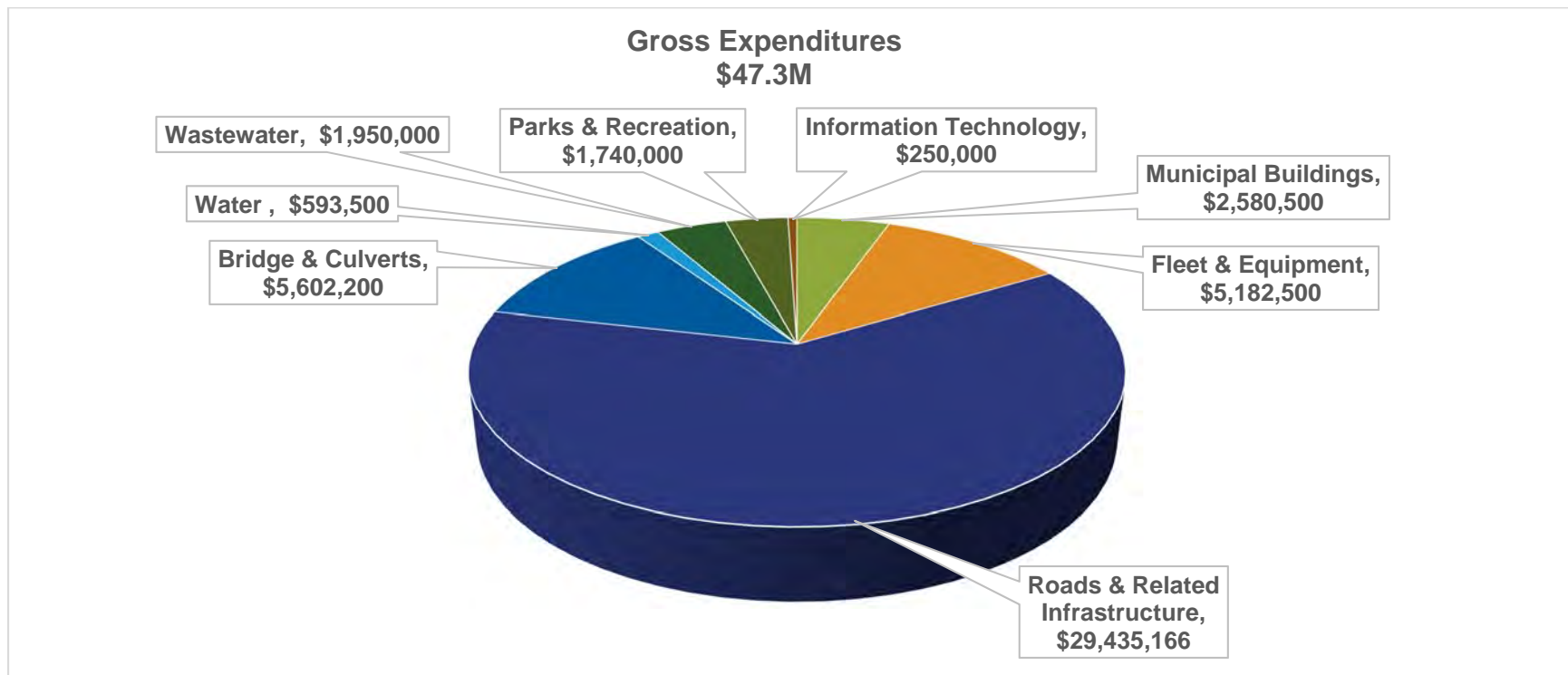
The Corporation of the Township of Springwater

Six Year Capital Plan (2014 – 2019)

The Township of Springwater's six year capital plan is comprised of the expenditures for the acquisition or repair and replacement of the tangible capital assets (TCA) of the municipality. Tangible capital assets are defined as: non-financial assets having physical substance that:

- Are held for use in the production of goods and services, for rental to others, for administrative purposes, and/or for the development, construction, maintenance and repair of other TCA;
- Are to be used on a continuing basis;
- Have useful lives extending beyond one accounting period; and
- Are not for sale in the ordinary course of operations.

The Township's six year capital plan has gross expenditures in the amount of \$47.3M which is comprised of the following:

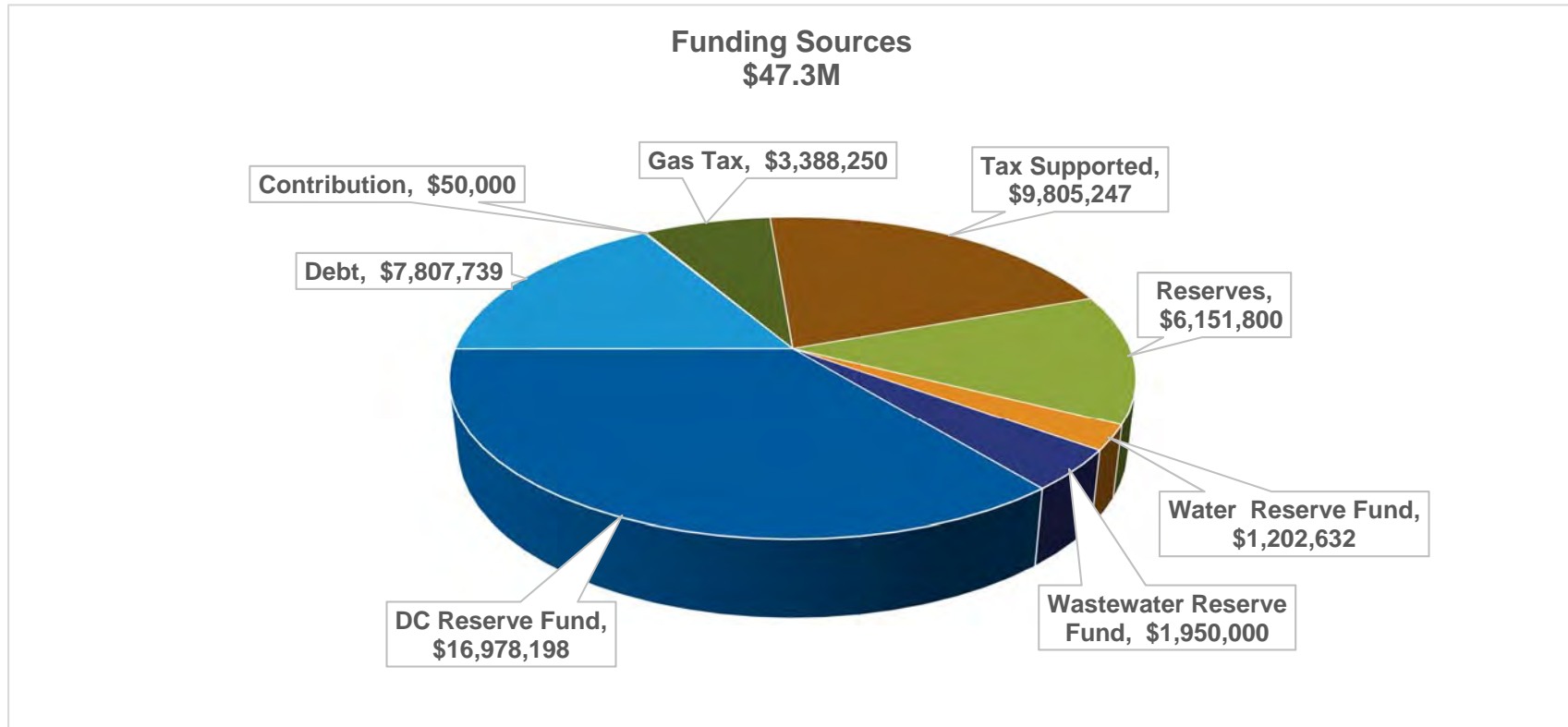


As shown in the graph above, roads and related infrastructure projects form the vast majority of the total capital expenditures required over the next six years.



The Corporation of the Township of Springwater

The six year capital plan has sources of funding in the amount of \$47.3M:



As shown in the graph above, the Township will need to rely heavily on development charges, \$16.9M, funding from the operating budget, \$9.8M, debt, \$7.8M, and reserves, \$6.2M, in order to fund the six year capital plan.

Further details regarding the specific projects that are planned over the next six years can be found under the “**Six Year Capital Plan (2014 – 2019) Details**” tab in the draft 2014 Budget Binder.

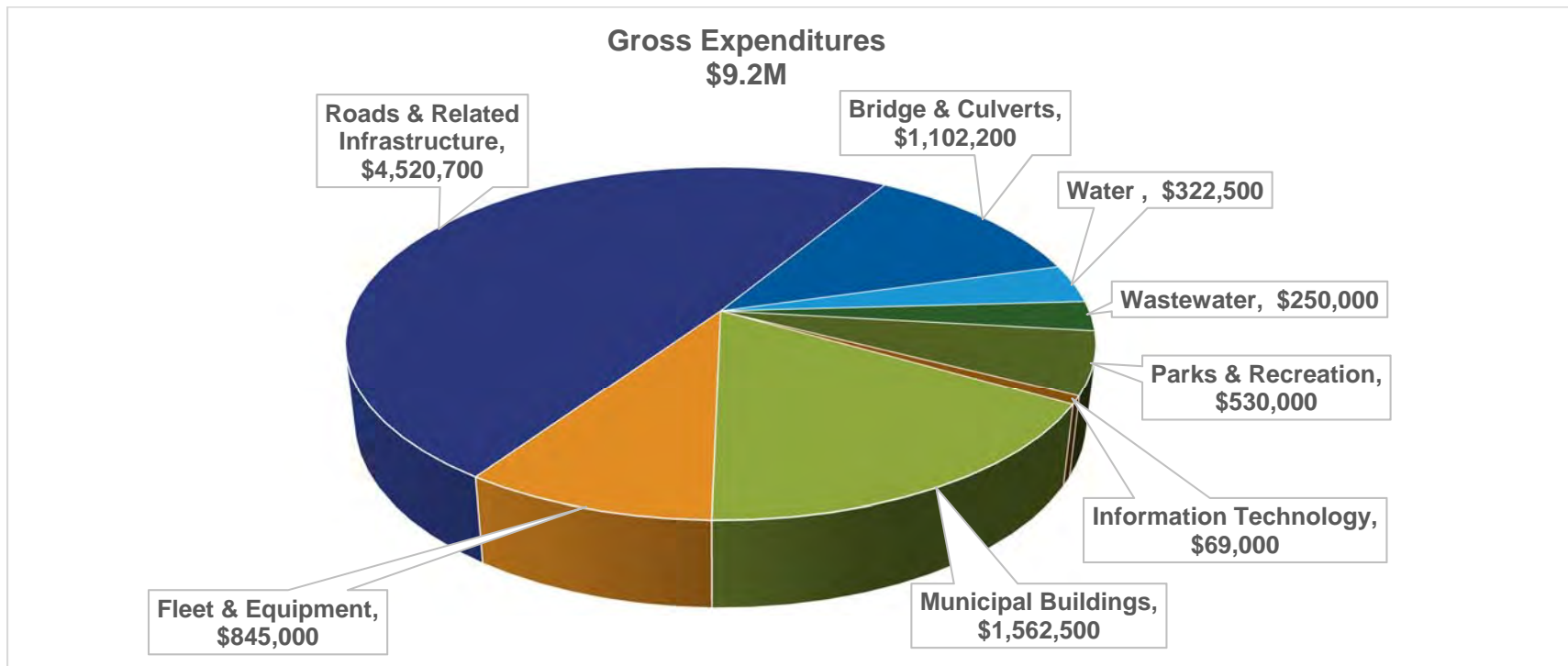


The Corporation of the Township of Springwater

2014 Capital Budget/Requests

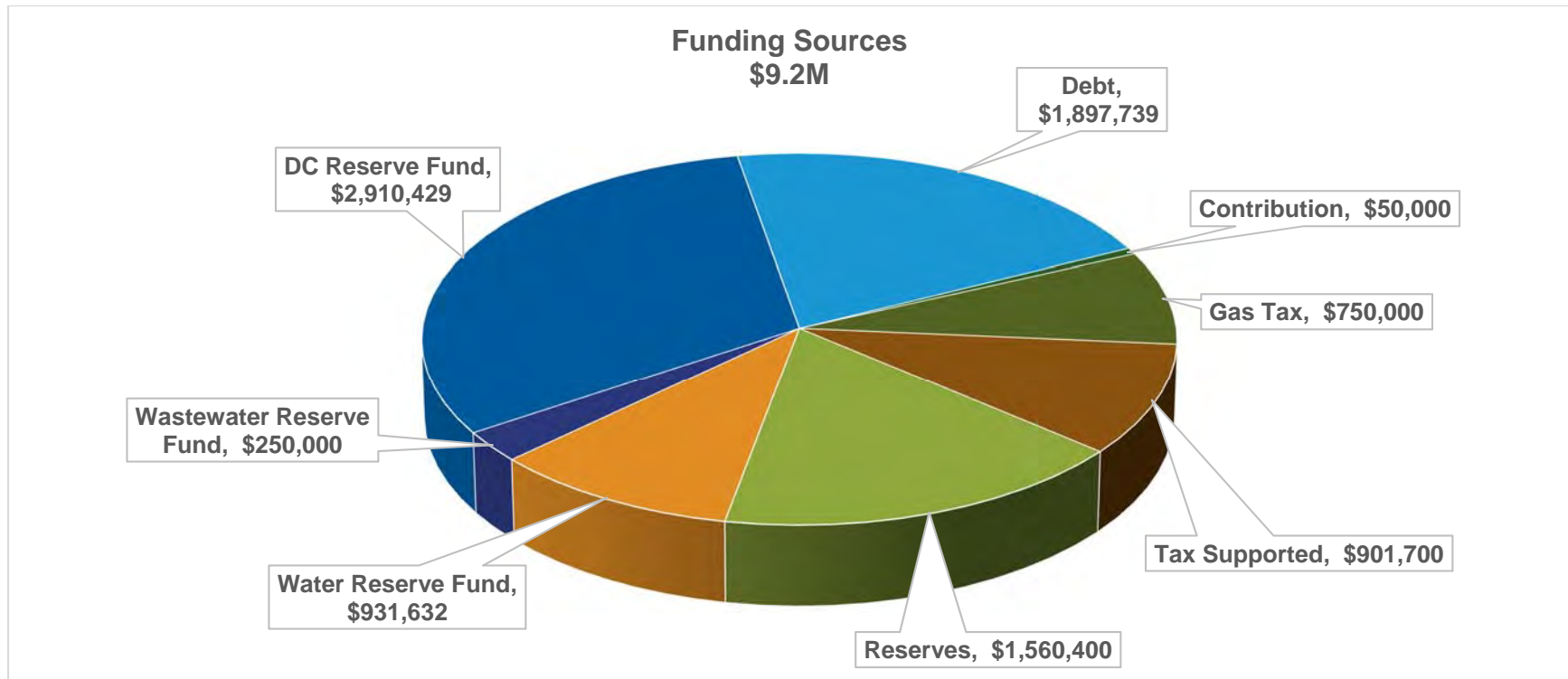
Although the Township has a six year capital plan, it is only the current year, 2014, that is being recommended for adoption/approval. Therefore, only those projects requested in the current year will proceed, if approved by Council. However with that said, Capital Spending Authority is the authority from Council to commit funding to a capital project. It is a multi-year authority for multi-year projects. Therefore, if Council commits to funding a project in the current year and it is a multi-year project, in essence Council has authorized staff to proceed with the full capital project.

The Township of Springwater's 2014 Capital Budget is comprised of gross expenditures in the amount of \$9.2M with funding sources in the same amount. The planned expenditures for 2014 and its corresponding funding sources are depicted in the graphs below:





The Corporation of the Township of Springwater



For further details on the projects that have been planned for 2014, please refer to the “**2014 Capital Budget Details**” tab in the draft 2014 Budget Binder.



Key Projects for 2014

The key capital projects that are planned for 2014 include (but are not limited to) the following:

Project	Gross Expenditures
Urban Road Reconstruction of Mill Street – Penetanguishene Road to 100m East of Horne Street, Center Street and Martin Lane water line replacement	\$2,300,000
Replacement of Fire Station 2	1,400,000
Urban Road Reconstruction of Belmont Crescent – Finlay Mill to St. Vincent	675,000
Rehabilitation of Bridge 13 – Glengarry Landing	522,500
Hard Road Resurfacing of Flos Road 4 West – Crossland Road to Vigo Road	440,000
New Fire Pumper Truck	385,000
Rehabilitation of Bridge 16 – Flos Road 10 W	335,500
Rehabilitation of Bridge 8 – Nursery Road	244,200
Replace #15 Tandem Truck	240,000
Replace watermain along Lawson Avenue	200,000
Midhurst Skate Park	150,000



The Corporation of the Township of Springwater

Impact on Operating Budget

The 2014 Capital Budget is funded from a number of sources; one being the operating budget/taxation. To the extent that the Capital budget does not have any other funding sources to draw upon (e.g. development charges, reserves, grants, provincial and federal funding), the Township is then required to fund the remaining balance from the operating budget/taxation. The 2014 capital budget requires funds from the operating budget to support capital initiatives in the amount of \$901,700. This is an increase of \$161,300 or a 1.84% increase over 2013's funding requirement.

The table below provides a detailed breakdown of the capital projects being proposed in 2014 that have an impact/are being supported by the 2014 operating budget.

Project	Gross Expenditures	Impact on 2013 Operating Budget
Finlay Mill Road – Hwy 26 to Wattie Road	\$137,500	\$12,500
Doran Road – Gill Road to 1km east of Gill Road	55,000	55,000
Orser – Belmont to Belmont	35,200	35,200
Jodies Lane – Entire Length	93,500	93,500
Golden Oak – Entire Length	77,000	77,000
St. Vincent Street – Belmont to Wattie Road	16,500	16,500
Flos Road Four West – Crossland Road to Vigo Road	440,000	40,000
Baseline Road North – County #19 to County #27	66,000	66,000
Baseline Road North – County #19 to Flos Road 8 W	27,500	27,500
Scarlett Line – Flos Road 10 East to 3.7km north	77,000	77,000
Scarlett Line – Flos Road 10 East to 2.1km south (Whetham Rd)	44,000	44,000
Old Second South – County #22 south to 0.2km north of Story Rd	71,500	71,500
McDonald Road – Penetanguishene Road to Scarlett Line	44,000	44,000
Patricia Court – Robert Blvd to end 0.16km	16,000	16,000
Flos Road 7E – 1.2km west from Victoria Road	75,000	75,000
Streetlights	20,000	1,500



The Corporation of the Township of Springwater

Project	Gross Expenditures	Impact on 2013 Operating Budget
Utility Vehicle (Parks & Recreation)	20,000	2,000
Midhurst Skate Park	150,000	15,000
Playground Equipment (Green Pine, Grenfel & Crystal Waters)	25,000	25,000
Outdoor Fitness – Homer Barrett Park	25,000	2,500
Park Signage – Update Park Signage	30,000	30,000
Elmvale Arena – replace arena board facing and sills	30,000	30,000
Elmvale Arena – installation of vertical lift gate	5,000	5,000
Elmvale Arena – roof membrane	40,000	40,000
Total	\$1,620,700	\$901,700



2014 Operating Budget Details

Township of Springwater

2014 Draft Budget

Department	Gross Expenditures				Gross Revenues			Net Expenditure		
	Total Expenditures	Capital Budget	Operating Budget	Transfer to Reserve	Total Revenues	Capital Revenues	Operating Revenues	Total Net Expenditure	Total Net Capital Expenditure (Funding from Operating Budget)	Total Net Operating Expenditure
Public Works & Street Lights	9,595,782	5,882,900	3,712,882	190,000	5,497,200	5,130,700	366,500	4,098,582	752,200	3,346,382
Drainage and Willow Creek/Wye River	94,385	-	94,385	-	53,000	-	53,000	41,385	-	41,385
Planning, COA, & Economic Dev & BIA	656,221	-	656,221	-	279,000	-	279,000	377,221	-	377,221
Parks, Recreation, Arena & Properties	2,980,895	782,500	2,198,395	157,000	1,276,775	633,000	643,775	1,704,120	149,500	1,554,620
GA, Licensing, By-law, Heritage, Cemeteries	2,101,905	69,000	2,032,905	82,500	287,800	69,000	218,800	1,814,105	-	1,814,105
Fire & Emergency Services	3,421,150	1,855,000	1,566,150	139,000	2,097,000	1,855,000	242,000	1,324,150	-	1,324,150
Members of Council	243,200	-	243,200	-	12,500	-	12,500	230,700	-	230,700
Library	603,050	-	603,050	-	127,700	-	127,700	475,350	-	475,350
Conservation	183,248	-	183,248	-	-	-	-	183,248	-	183,248
Policing	2,139,777	-	2,139,777	-	515,800	-	515,800	1,623,977	-	1,623,977
Corporate Revenues	-	-	-	-	11,740,482	-	11,740,482	(11,740,482)	(901,700)	(10,838,782)
Tile Drains	35,000	-	35,000	-	-	-	-	35,000	-	35,000
Building	479,730	40,000	439,730	-	479,730	40,000	439,730	-	-	-
Water	2,374,500	322,500	2,052,000	629,335	2,374,500	322,500	2,052,000	-	-	-
Wastewater	1,047,500	250,000	797,500	169,047	1,047,500	250,000	797,500	-	-	-
	25,956,344	9,201,900	16,754,444	1,366,882	25,788,987	8,300,200	17,488,787	167,357	-	167,357

Township of Springwater

2013 Approved Budget

Department	Gross Expenditures				Gross Revenues			Net Expenditure		
	Total Expenditures	Capital Budget	Operating Budget	Transfer to Reserve	Total Revenues	Capital Revenues	Operating Revenues	Total Net Expenditure	Total Net Capital Expenditure (Funding from Operating Budget)	Total Net Operating Expenditure
Public Works & Street Lights	9,722,750	5,904,900	3,817,850	185,000	5,642,500	5,306,000	336,500	4,080,250	598,900	3,481,350
Drainage and Willow Creek/Wye River	162,094	-	162,094	-	121,374	-	121,374	40,720	-	40,720
Planning, COA, & Economic Dev & BIA	713,486	-	713,486	-	295,000	-	295,000	418,486	-	418,486
Parks, Recreation, Arena & Properties	2,909,625	512,500	2,397,125	157,000	1,221,475	371,000	850,475	1,688,150	141,500	1,546,650
GA, Licensing, By-law, Heritage, Cemeteries	2,067,114	67,000	2,000,114	82,500	283,125	67,000	216,125	1,783,989	-	1,783,989
Fire & Emergency Services	2,108,550	615,000	1,493,550	159,000	794,500	615,000	179,500	1,314,050	-	1,314,050
Members of Council	248,900	-	248,900	-	12,500	-	12,500	236,400	-	236,400
Library	573,200	-	573,200	-	100,700	-	100,700	472,500	-	472,500
Conservation	173,500	-	173,500	-	-	-	-	173,500	-	173,500
Policing	2,089,000	-	2,089,000	-	561,100	-	561,100	1,527,900	-	1,527,900
Corporate Revenues	-	-	-	-	11,770,945	-	11,770,945	(11,770,945)	(740,400)	(11,030,545)
Tile Drains	35,000	-	35,000	-	-	-	-	35,000	-	35,000
Building	475,200	65,000	410,200	-	475,200	65,000	410,200	-	-	-
Water	2,149,600	102,600	2,047,000	620,100	2,149,600	102,600	2,047,000	-	-	-
Wastewater	1,094,800	325,000	769,800	237,280	1,094,800	325,000	769,800	-	-	-
	24,522,819	7,592,000	16,930,819	1,440,880	24,522,819	6,851,600	17,671,219	-	-	-

Township of Springwater

Change in Net Expenditures By Department

Department	Gross Expenditures			Transfer to Reserve	Gross Revenues			Net Expenditure		
	Total Expenditures	Capital Budget	Operating Budget		Total Revenues	Capital Revenues	Operating Revenues	Total Net Expenditure	Total Net Capital Expenditure (Funding from Operating Budget)	Total Net Operating Expenditure
Public Works & Street Lights	(126,968)	(22,000)	(104,968)	5,000	(145,300)	(175,300)	30,000	18,332	153,300	(134,968)
Drainage and Willow Creek/Wye River	(67,709)	-	(67,709)	-	(68,374)	-	(68,374)	665	-	665
Planning, COA, & Economic Dev & BIA	(57,265)	-	(57,265)	-	(16,000)	-	(16,000)	(41,265)	-	(41,265)
Parks, Recreation, Arena & Properties	71,270	270,000	(198,730)	-	55,300	262,000	(206,700)	15,970	8,000	7,970
GA, Licensing, By-law, Heritage, Cemeteries	34,791	2,000	32,791	-	4,675	2,000	2,675	30,116	-	30,116
Fire & Emergency Services	1,312,600	1,240,000	72,600	(20,000)	1,302,500	1,240,000	62,500	10,100	-	10,100
Members of Council	(5,700)	-	(5,700)	-	-	-	-	(5,700)	-	(5,700)
Library	29,850	-	29,850	-	27,000	-	27,000	2,850	-	2,850
Conservation	9,748	-	9,748	-	-	-	-	9,748	-	9,748
Policing	50,777	-	50,777	-	(45,300)	-	(45,300)	96,077	-	96,077
Corporate Revenues	-	-	-	-	(30,463)	-	(30,463)	30,463	(161,300)	191,763
Tile Drains	-	-	-	-	-	-	-	-	-	-
Building	4,530	(25,000)	29,530	-	4,530	(25,000)	29,530	-	-	-
Water	224,900	219,900	5,000	9,235	224,900	219,900	5,000	-	-	-
Wastewater	(47,300)	(75,000)	27,700	(68,233)	(47,300)	(75,000)	27,700	-	-	-
	1,433,525	1,609,900	(176,375)	(73,998)	1,266,168	1,448,600	(182,432)	167,357	-	167,357



TAB 3

Summary Tax Revenues Township Revenues

Summary of All Units
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Residential & Farm Tax	8,210,376	8,106,619	103,757	8,175,237	8,911,565
Commercial Tax	505,705	506,612	-907	505,223	563,012
Industrial Tax	121,301	123,742	-2,441	130,461	133,738
BIA Levy	21,000	21,000	0	21,330	21,060
Streetlight Charges	145,000	145,500	-500	143,450	143,412
Police Service Charges	1,574,000	1,536,647	37,353	1,541,815	1,536,647
Municipal Tax Assistance	48,000	48,000	0	0	54,000
Railway Pil	5,200	5,200	0	0	5,807
Hydro One Pil	160,000	160,000	0	0	152,905
County Pil	18,000	18,000	0	0	18,197
Lcbo Pil	1,300	1,300	0	0	1,390
Public Utility PIL	28,000	28,000	0	0	28,093
Canada Other PIL	1,500	1,500	0	0	1,440
Canada Post PIL	2,100	2,100	0	0	2,125
	10,841,482	10,704,220	137,262	10,517,515	11,573,391
Taxation					
Waste Tag Revenue	0	0	0	3,000	3,780
Tile Drain Charges	35,000	35,000	0	23,991	61,151
Fees-Edenvale Conservation Rec	250	250	0	240	240
Leasee Liability Insce	0	0	0	0	1,810
Program Charges-Tennis	2,500	2,500	0	0	2,500
March Break Camp	7,000	7,000	0	6,675	7,785
Program Revenue	75,000	80,000	-5,000	84,155	67,515
Day Camp Registration	90,000	75,000	15,000	83,534	73,325
Rentals-Doran Park	7,000	7,000	0	8,803	7,030
Rentals-Nursery Sports Pk	40,000	37,500	2,500	25,966	35,725
Compliances	15,000	14,000	1,000	12,355	14,845
Fees & Service Charges	96,200	51,200	45,000	63,507	123,521
Winter Break Camp	1,400	1,800	-400	425	2,005
Arena (Summer)	750	0	750	1,301	0
Animal Licences	22,750	22,000	750	21,366	21,025
Membership Dues	0	0	0	1,691	0
Labour Day Tournament	0	18,000	-18,000	21,799	17,757
Softball	0	26,000	-26,000	22,603	26,093
Other User Fees	11,000	11,000	0	18,524	13,004
Photocopying	1,700	1,700	0	946	1,193
Concert Revenue/Donations	0	3,000	-3,000	413	3,159
Rental-Ball Diamond	0	4,500	-4,500	6,000	4,761
Equipment Retnal	0	2,000	-2,000	0	2,179
O'Neill Rental	0	0	0	200	0
Raising The Roof	0	0	0	1,450	200
Dog Licence Tag Sales	1,500	1,500	0	1,305	1,255

Summary of All Units
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	2014	2013	2014 vs 2013 Budget	2013	2012
	Budget	Budget	\$	November	Actual
				YTD	Full Year
Fines	4,500	4,500	0	3,274	4,181
Transfers From Others	10,000	10,000	0	0	17,564
Special Events License Fees	150	0	150	250	300
Lottery License Fees	1,200	200	1,000	2,535	1,804
Auctioneer License Fees	300	400	-100	300	300
Kennel License Fees	1,600	1,600	0	1,300	1,600
Affidavits/Oaths	700	500	200	540	798
Sundry	0	750	-750	3,191	8,110
Sale Of Equipment	0	365,500	-365,500	240,998	0
Public Skating	1,500	1,500	0	1,380	1,612
Floor Hockey	6,500	5,000	1,500	1,335	5,000
Shinny/Ticket Ice	500	750	-250	371	679
Dances	2,000	2,000	0	0	1,100
Snack Bar	6,000	6,000	0	5,350	6,800
Pavilion Rent	0	0	0	200	100
Special Events	2,000	2,000	0	839	1,722
Minifest Buttons	0	0	0	423	0
Minifest Misc	0	5,000	-5,000	5,363	5,419
Facility Rental	5,000	23,000	-18,000	9,910	25,970
Bowling Alley	0	2,000	-2,000	2,409	1,550
Rent	1,000	300	700	500	500
Ice Rental	330,000	319,500	10,500	252,458	304,804
Sign Rental	12,500	15,500	-3,000	10,200	7,698
Vending Machine	4,500	4,500	0	1,243	3,310
Locker	425	450	-25	0	870
Candy Machines	750	750	0	740	114
Monument Care Fee	450	250	200	850	450
Foundation Fee	2,000	1,000	1,000	3,124	1,903
Administration Fees	100,000	90,000	10,000	265,598	75,136
Committee Of Adjustment	28,000	20,000	8,000	32,500	24,000
Interment Casket	5,000	5,000	0	4,216	4,640
Perpetual Care	5,000	4,500	500	2,847	5,857
Winter Storage	500	500	0	1,632	409
Plot Sales	5,000	7,000	-2,000	6,836	8,710
Corner Posts	1,000	1,000	0	875	1,294
Fire Calls Springwater Roads	12,000	12,000	0	8,115	9,020
Gst Recovered	15,000	15,000	0	0	16,860
Facility Rent-Station #1	37,000	36,000	1,000	37,362	37,362
Facility Rent-Station #3	34,000	34,000	0	34,733	34,816
Facility Rent-Station #5	7,000	7,000	0	6,595	7,195
Tax Certificates	24,000	22,000	2,000	24,650	23,400
Facility Rent	3,000	43,200	-40,200	33,315	42,958
Ice Rent Outdoor	0	1,800	-1,800	0	1,806
Encroachment Fees	0	0	0	0	10
Special Occasion Permits	0	50	-50	0	0

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	2014	2013	2014 vs 2013 Budget	2013	2012
	Budget	Budget	\$	November	Actual
				YTD	Full Year
Vital Statistic Fees	2,000	1,000	1,000	3,150	1,700
Campground License Fees	1,200	1,500	-300	1,200	800
Refreshment Vehicle Fees	4,000	4,000	0	2,950	4,750
Septic & Ca Compliances	2,000	2,000	0	1,250	2,150
Septic Change Use Permits	2,000	2,000	0	1,736	2,560
Municipal Addressing (Pin Rev)	2,500	2,500	0	2,395	2,550
Septic System Permits	25,000	25,000	0	28,842	23,987
Building Permits	260,000	260,000	0	270,367	219,709
Plumbing Permits	18,000	18,000	0	16,992	15,744
Inspection Fees Cancelled	20,000	14,000	6,000	384	11,835
License Fees	0	0	0	460	755
Fines	200	200	0	0	250
Anten Mills Rates	130,000	130,000	0	112,334	131,381
Phelpston Rates	45,000	45,000	0	45,054	45,421
Midhurst Rates	800,000	720,000	80,000	771,738	831,317
Snow Valley (Highlands)	120,000	120,000	0	162,727	127,346
Minesing Rates	120,000	120,000	0	126,255	120,952
Centre Vespra Rates	10,000	10,000	0	8,414	8,959
Snow Valley Rates	120,000	120,000	0	100,758	133,179
Elmvale Rates	450,000	450,000	0	454,220	456,872
Hillsdale Rates	180,000	200,000	-20,000	181,802	189,661
Vespra Downs	30,000	30,000	0	23,416	29,672
5% Charge	19,000	16,000	3,000	13,959	18,831
Water Meter Sales	23,000	25,000	-2,000	23,500	22,060
Miscellaneous	5,000	5,000	0	8,407	5,000
Connection Fees	7,500	7,800	-300	14,683	10,848
Sewer Rates	790,000	740,000	50,000	805,968	782,224
Mto Fire Calls	39,000	39,000	0	42,640	57,902
Charges Other Municipality	15,000	15,000	0	10,031	13,375
Fire Calls County Roads	30,000	25,000	5,000	37,225	34,500
Poa Revenue	178,000	150,000	28,000	85,715	155,403
County Development Charges	0	0	0	54,778	0
Lsr Yr End Adjustment	0	0	0	50,824	41,616
Land Sales-Admin Fees	10,000	10,000	0	0	0
Sponsorship	1,500	0	1,500	0	2,523
Donations	0	10,623	-10,623	23,031	21,159
Promotional Revenue	0	0	0	3,276	0
Fundraising Events	0	1,200	-1,200	3,254	1,132
Fundraising	0	15,649	-15,649	540	269
Book Donation Drive	1,500	1,500	0	3,110	1,661
Sundry	6,500	6,500	0	-20,103	42,057
Edc - Scdsb	0	0	0	29,702	0
Edc - Smcdsb	0	0	0	-13,901	0
Sale Of Equipment	4,000	10,000	-6,000	4,621	0
Clearing Acct-Protected Cap	0	0	0	-44,113	0

Summary of All Units
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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013	2012
				November YTD	Actual Full Year
Dc- Elmvale Sewer	0	0	0	3,445	0
Dc - Non Residential	0	0	0	351,756	0
Dc Minesing Water	0	0	0	23,216	0
Clearing Acct-Tax Arrears	0	0	0	-13,375	0
Pavilion Donations	0	5,000	-5,000	8,392	10,113
Fire Prevention Donations Fire	500	500	0	700	500
Land Sales	0	0	0	253,950	1,643
Vespra History Book Sales	0	750	-750	60	1,281
Land Leases	800	800	0	800	800
Nursery Park Rental	2,500	5,000	-2,500	0	1,500
User Fees	4,552,825	4,838,472	-285,647	5,501,143	4,777,532
Ontario Mun Partnership Fund	842,800	1,068,825	-226,025	991,300	1,101,400
Ontario Operating Grants	43,200	75,800	-32,600	60,850	49,967
Ontario Grants	0	0	0	50,000	362,050
Student Wages Grant	2,500	2,500	0	3,115	4,045
Canada Grant	0	0	0	0	12,000
Other Grant Contributions	14,700	5,000	9,700	0	11,200
Grant - Tiny	7,500	7,500	0	0	5,000
Contributions	100,000	110,874	-10,874	21,433	206,352
Grants & Contributions	1,010,700	1,270,499	-259,799	1,126,698	1,752,015
Investment Income	12,000	12,000	0	7,218	10,349
Invest. Income-External	125,000	125,000	0	127,551	143,245
Penalty On Taxes	460,000	460,000	0	427,507	414,076
Investment & Interest Income	597,000	597,000	0	562,276	567,670
Gain/(Loss) on Disposal of Fixed Asset	0	0	0	0	-495,183
Proceeds from Long Term Debt	1,897,739	2,485,300	-587,561	0	0
Transfers from Reserve	6,889,241	4,567,175	2,322,066	0	5,202,427
Operating Surplus	0	60,154	-60,154	0	0
Operating Surplus	0	60,154	-60,154	0	0
Total Revenues	25,788,987	24,522,819	1,266,168	17,707,633	23,377,851
Expenses					
Regular Salaries	4,409,000	4,281,500	127,500	3,634,745	4,045,288
Ff Honorarium	350,000	322,000	28,000	340,710	293,622
Vacation Pay	150,700	160,550	-9,850	155,245	157,499
Sick Pay	25,000	30,000	-5,000	8,396	20,860

Summary of All Units
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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Meeting Allowance	8,500	12,200	-3,700	3,880	9,120
Hourly Overhead Wages	15,000	15,000	0	14,865	13,991
Training And Meeting Wages	8,000	18,000	-10,000	7,006	6,318
Wages (Work Other Depts)	0	0	0	2,466	0
Salaries	4,966,200	4,839,250	126,950	4,167,314	4,546,696
Benefits-C.P.P.	184,766	180,260	4,506	152,828	162,317
Benefits-E.I.	89,457	62,670	26,787	70,433	72,168
Benefits-E.H.T.	93,765	101,700	-7,935	79,496	85,077
Benefits-W.S.I.B.	103,475	105,390	-1,915	73,604	96,649
Benefits-E.A.P.	4,034	5,050	-1,016	2,896	6,704
Vision Care Self Insuring	5,000	500	4,500	4,068	55
Statutory Benefits	480,497	455,570	24,927	383,324	422,970
OMERS	411,885	417,200	-5,315	317,161	327,427
Health & Dental	375,980	362,450	13,530	263,898	351,759
Long Term Debt Charges	696,000	885,000	-189,000	349,665	277,595
Principal	35,000	35,000	0	18,227	44,690
Interest	0	0	0	5,764	7,519
Interest Write-Off	0	0	0	0	0
Long Term Debt	731,000	920,000	-189,000	373,656	329,805
Fuel	316,600	305,100	11,500	313,924	309,833
Diesel & Gas	15,000	15,000	0	-26,722	6,602
Vehicle # 1	8,000	0	8,000	0	0
Vehicle #2	4,000	0	4,000	0	0
Fuel	343,600	320,100	23,500	287,202	316,435
Twsp Equipment Charges	430,500	546,600	-116,100	395,422	409,896
Machine Recovery-Mtnce	-427,500	-547,600	120,100	-402,712	-405,374
Equipment Charges	3,000	-1,000	4,000	-7,290	4,522
Equipment Rentals	32,000	7,500	24,500	37,191	22,948
Vehicle Repairs	270,000	269,500	500	233,229	263,790
Vehicle Repairs	302,000	277,000	25,000	270,420	286,738
Materials & Supplies	304,250	293,950	10,300	267,181	386,705
Tools	9,350	10,850	-1,500	2,092	6,632

Summary of All Units
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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Materials & Supplies	50,100	80,100	-30,000	23,170	16,392
Mcelwain/Robertson Arm	0	0	0	-46	0
Grease & Oil	6,000	6,000	0	7,606	5,003
Supplies-Dog Control	2,000	2,000	0	220	752
Pager Replacement	7,500	8,500	-1,000	7,576	8,309
Evaluator Supplies	0	0	0	0	29
Equipment Supplies	4,500	2,000	2,500	1,943	2,135
Music Tariff	250	1,400	-1,150	1,130	1,344
Program Supplies	750	750	0	553	256
Office Equipment	0	0	0	0	224
Book & Material Purchases	45,000	45,000	0	42,961	0
Materials	429,700	450,550	-20,850	354,386	427,781
Cleaning Supplies	4,000	5,300	-1,300	1,524	2,776
Office Supplies	30,800	30,100	700	22,607	24,664
Subscript & Publications	6,850	6,600	250	4,928	3,687
General Supplies	0	1,900	-1,900	1,898	1,663
Fire Prevention Supplies Fire Supplies	6,800	6,300	500	4,372	6,233
Consumable Supplies	5,750	10,000	-4,250	2,948	3,576
Shop & Cleaning Supplies	4,000	5,000	-1,000	2,038	1,683
Consumable Supplies Supplies	12,000	11,000	1,000	8,608	11,232
Consumable Supplies Supplies	3,500	3,500	0	3,133	2,520
Supplies	0	0	0	76	0
Office & Cleaning Supplies	73,700	79,700	-6,000	52,133	58,034
Personnel Supplies	35,900	31,300	4,600	24,799	29,443
Uniforms-Staff	2,500	2,500	0	1,343	2,289
Uniforms-Personnel	7,000	6,000	1,000	2,585	5,176
Firefighter Awards	1,000	5,500	-4,500	5,643	0
Bunker Gear Replacement	19,000	19,000	0	21,429	18,712
Bunker Gear Cleaning	8,000	8,000	0	4,282	7,008
Mleo Clothing Allce	400	400	0	705	300
Personnel Supplies (Uniforms, Boots, etc.)	73,800	72,700	1,100	60,784	62,927
Postage & Courier	30,250	27,300	2,950	29,180	25,388
Insurance-Contingency	52,500	52,500	0	8,119	24,939
Insurance	275,300	280,350	-5,050	277,984	260,273
Audit Fees	40,000	36,000	4,000	24,219	35,870
Dca Study	5,000	30,000	-25,000	22,724	3,184
Strategic Plan	20,000	20,000	0	0	145
Land Sales	10,000	10,000	0	6,267	4,585

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	2014	2013	2014 vs 2013 Budget	2013	2012
	Budget	Budget	\$	November	Actual
				YTD	Full Year
Legal Fees-Litigation	0	5,000	-5,000	11,500	0
Legal Fees	107,400	211,000	-103,600	104,758	52,215
Livestock Valuator Fees	500	500	0	165	495
Consulting/Prosecutions	0	0	0	252	38
Consulting Fees	193,500	76,500	117,000	36,645	32,003
Consulting/Legal Fees-Twp	30,000	1,000	29,000	0	24
Engineering Fees	26,000	21,000	5,000	13,469	17,155
Planning Fees	0	0	0	7,097	0
Advertising	52,400	62,750	-10,350	43,107	37,962
Administration	4,000	4,000	0	0	0
Insurance, Audit, Consulting, Legal	816,600	810,600	6,000	556,306	468,887
Election Costs	2,000	1,500	500	-407	1,747
Hillsdale Jail Project	15,000	20,000	-5,000	7,132	0
Special Project/Events	5,000	5,000	0	100	440
Minifest Buttons	0	400	-400	331	310
Minifest Misc	0	2,000	-2,000	2,689	1,516
Dances/Other Fundraising	0	0	0	6,576	0
Softball	0	26,000	-26,000	15,868	25,313
Concert Expense	0	1,000	-1,000	3,626	1,000
Pavilion Expense	0	11,577	-11,577	830	17,564
Labour Day Tournament	0	10,000	-10,000	10,445	6,635
Fundraising Expenses	0	0	0	1,375	0
Springwater Op Updates	40,000	40,000	0	4,921	0
Midhurst Secondary	0	0	0	763	0
Economic Development Study	0	0	0	1,730	84,864
Communications/Special Events	5,000	5,000	0	5,294	5,715
Youth Leaders Expenses	0	2,500	-2,500	0	240
Networking/Communication	3,000	3,000	0	6,535	2,747
Beautification/Signage	4,000	4,000	0	500	814
Tourism/Events	3,000	3,000	0	163	0
Midhurst Environmental Assmt	0	0	0	15,211	29,132
Special Projects/Events	77,000	134,977	-57,977	83,681	178,038
H & S Training/Other	23,500	23,500	0	5,613	24,276
Memberships	24,525	24,420	105	20,962	16,583
Training & Development	33,950	53,350	-19,400	28,255	27,574
Conferences	32,300	34,750	-2,450	25,399	22,085
Strategic Development	4,000	1,500	2,500	332	387
Training & Development (Board)	400	400	0	901	120
Meal Allowance	4,200	5,100	-900	2,707	3,326
Travel	19,300	20,050	-750	10,666	20,131
Corporate Gifts & Donations	5,000	5,000	0	1,306	5,823

Summary of All Units
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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Promotional Events	15,000	16,800	-1,800	3,195	304
Memberships, Training, Conferences & Travel	162,175	184,870	-22,695	99,337	120,609
Heat	65,400	84,300	-18,900	53,332	64,443
Hydro	640,500	623,200	17,300	516,404	642,177
Water	9,000	17,300	-8,300	8,189	17,935
Telephone	78,550	77,400	1,150	67,560	67,871
Internet	500	500	0	417	0
Telephone	79,050	77,900	1,150	67,977	67,871
Maintenance-Web Site	0	0	0	0	103
Maintenance-Tennis Courts	1,500	1,500	0	803	1,683
Healthy Lawns And Gardens	3,000	2,000	1,000	311	1,608
Improvements-O'Neill	0	0	0	1,075	0
Improvements-Valender	0	0	0	307	41
Maintenance - Grounds	19,475	31,875	-12,400	24,722	34,808
Maintenance-Buildings	123,000	204,913	-81,913	152,582	182,911
Maintenance Equipment	81,500	81,000	500	82,747	43,341
Maintenance Other	24,000	18,000	6,000	32,790	24,150
Mtnce/Repairs Pagers & Radios	12,350	12,450	-100	7,130	12,716
Nsrt Maintenance	10,000	10,000	0	1,147	1,380
License/Reports Mof	125	125	0	0	0
Maintenance-General	32,000	37,050	-5,050	8,429	9,915
Meter Replacement Program	35,000	30,000	5,000	11,023	34,966
Maintenance Grounds	11,000	12,200	-1,200	4,611	8,003
Maintenance-Parks	90,000	85,000	5,000	50,729	73,246
Interment Casket	5,000	5,000	0	5,053	2,104
Perpetual Care Fund	5,000	4,500	500	1,898	5,857
Monument Care Fund	450	250	200	500	450
Corner Posts	750	500	250	1,127	706
Foundation & Staking	1,500	1,000	500	2,473	1,253
Scuba Repairs	15,000	15,000	0	18,989	7,955
Tree Replacement Program	2,000	2,000	0	712	1,221
Repairs & Maintenance	472,650	554,363	-81,713	409,158	448,417
Fenceviewers	200	200	0	0	389
Evaluator Mileage	200	200	0	37	186
Livestock Claims	1,000	1,000	0	340	1,908
Contracts Pxo Side	3,500	2,500	1,000	1,434	3,411
Garbage Contract	0	0	0	2,800	1,163,762
Recycling Yard/Large/Trees/Bin	0	0	0	0	6,265

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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Springwater Police Charge	38,000	38,000	0	36,472	36,666
911 Cerb-Central Emergency	11,000	13,000	-2,000	7,698	10,345
Wasaga B Aerial Agreement	4,500	4,500	0	3,000	3,000
Essa Fire Agreement	6,000	6,000	0	2,000	2,000
Barrie Fire Agreement	5,000	5,000	0	17,538	0
Contracts (Ocwa)	630,000	620,000	10,000	651,850	611,195
Ocwa Contract Phelpston	70,000	70,000	0	0	0
Ocwa Contract Sv Highlands	20,000	20,000	0	0	10,010
Contracts	3,155,177	2,985,500	169,677	2,542,012	3,087,343
Program Fees	0	0	0	105	0
Cleaning Contracts	40,000	60,400	-20,400	53,049	55,547
NVCA	147,805	145,000	2,805	143,028	138,091
Grant To Severn Sound	35,443	28,500	6,943	29,946	27,513
Contractual Services	4,167,825	3,999,800	168,025	3,491,307	5,157,630
Technology	117,250	146,250	-29,000	79,443	98,208
Minor Capital	369,150	347,200	21,950	169,337	443,061
Technology & Minor Capital	486,400	493,450	-7,050	248,780	541,269
Bank Charges	10,000	10,000	0	10,834	9,944
Small Balance Write-Off	200	200	0	31	18
Tax Write Off	100,000	100,000	0	112,348	99,708
Bad Debts	20,000	20,000	0	-24,625	2,853
Tax Write Offs & Bad Debts	130,200	130,200	0	98,588	112,523
Grants & Donations	0	0	0	1,000	-413
Community Partnerships	900	900	0	500	500
Physician Recruitment	7,500	7,500	0	0	5,000
Physical Recruitment & Community Partnerships	8,400	8,400	0	1,500	5,087
Mayor'S Fund	3,000	3,000	0	357	1,840
Council Fund	2,000	2,000	0	970	1,127
Municipal Addressing	2,500	2,500	0	1,702	2,126
Health & Wellness Program	2,000	2,000	0	591	1,510
Emergency Management	2,000	2,000	0	0	0
Cpac Hosting	500	500	0	0	0
Scboa Host Meeting	300	300	0	173	86
Collection Costs-Animals	0	4,000	-4,000	2,042	9,529
Payment In Lieu	22,000	22,000	0	0	20,037
Payment In Lieu	15,000	14,000	1,000	0	13,178
Mayors Golf Tournament	30,000	20,000	10,000	13,227	36,861

Summary of All Units
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	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Mayors Golf Revenues	-30,000	-20,000	-10,000	-42,246	-36,228
Licence Fees	5,500	5,500	0	4,839	4,354
Miscellaneous	17,250	14,250	3,000	16,392	1,412
Performance Efficiencies	-110,000	0	-110,000	0	0
Facility Rental	48,700	38,700	10,000	25,000	45,037
Other Expenses	10,750	110,750	-100,000	23,047	100,870
Transfers between Departments	0	0	0	0	-2
Transfers to Community Centres	50,000	0	50,000	0	0
Operating Deficit	0	49,009	-49,009	0	0
Depreciation	0	0	0	0	4,453,906
Transfer to Reserve	1,366,882	1,440,880	-73,998	0	2,464,260
Transfer to Capital	9,201,900	7,592,000	1,609,900	1,438,307	0
Machine Recovery - Capital	-10,000	-10,000	0	-11,414	-15,448
Transfer to Capital	9,191,900	7,582,000	1,609,900	1,426,892	-15,448
Total Expenses	25,956,344	24,522,819	1,433,525	13,636,666	21,988,955
Surplus (Deficit)	-167,357	0	-167,357	4,070,966	1,388,896

TAX REVENUES
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Residential & Farm Tax	8,210,376	8,106,619	103,757	8,175,237	7,903,513
Commercial Tax	505,705	506,612	-907	505,223	499,308
Industrial Tax	121,301	123,742	-2,441	130,461	118,607
Streetlight Charges	145,000	145,500	-500	143,450	143,412
Police Service Charges	1,574,000	1,536,647	37,353	1,541,815	1,536,647
Taxation	10,556,382	10,419,120	137,262	10,496,185	10,201,487
Tile Drain Charges	35,000	35,000	0	23,991	61,151
User Fees	35,000	35,000	0	23,991	61,151
Total Revenues	10,591,382	10,454,120	137,262	10,520,176	10,262,638
Expenses					
Surplus (Deficit)	10,591,382	10,454,120	137,262	10,520,176	10,262,638

TOWNSHIP REVENUES
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Municipal Tax Assistance	48,000	48,000	0	0	47,890
Railway Pil	5,200	5,200	0	0	5,150
Hydro One Pil	160,000	160,000	0	0	147,733
County Pil	18,000	18,000	0	0	18,197
Lcbo Pil	1,300	1,300	0	0	1,232
Public Utility PIL	28,000	28,000	0	0	27,201
Canada Other PIL	1,500	1,500	0	0	1,394
Canada Post PIL	2,100	2,100	0	0	2,057
Taxation	264,100	264,100	0	0	250,855
County Development Charges	0	0	0	54,778	0
Edc - Scdsb	0	0	0	29,702	0
Edc - Smcdsb	0	0	0	-13,901	0
Clearing Acct-Protected Cap	0	0	0	-44,113	0
Dc- Elmvale Sewer	0	0	0	3,445	0
Dc - Non Residential	0	0	0	351,756	0
Dc Minesing Water	0	0	0	23,216	0
Clearing Acct-Tax Arrears	0	0	0	-13,375	0
User Fees	0	0	0	391,508	0
Ontario Mun Partnership Fund	300,000	467,725	-167,725	390,200	500,300
Grants & Contributions	300,000	467,725	-167,725	390,200	500,300
Invest. Income-External	125,000	125,000	0	127,551	143,245
Penalty On Taxes	460,000	460,000	0	427,507	414,076
Investment & Interest Income	585,000	585,000	0	555,058	557,321
Total Revenues	1,149,100	1,316,825	-167,725	1,336,766	1,308,476
Expenses					
Surplus (Deficit)	1,149,100	1,316,825	-167,725	1,336,766	1,308,476



TAB 4

Members of Council

COUNCIL
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Gst Recovered	5,000	5,000	0	0	5,859
User Fees	5,000	5,000	0	0	5,859
Transfers from Reserve	7,500	7,500	0	0	5,000
Total Revenues	12,500	12,500	0	0	10,859
Expenses					
Regular Salaries	160,000	160,000	0	139,394	156,380
Salaries	160,000	160,000	0	139,394	156,380
Benefits-C.P.P.	5,300	5,300	0	3,211	4,019
Benefits-E.H.T.	2,100	2,300	-200	1,819	2,065
Benefits-E.A.P.	300	300	0	238	319
Statutory Benefits	7,700	7,900	-200	5,268	6,403
OMERS	10,000	10,000	0	8,363	8,684
Health & Dental	21,600	27,000	-5,400	20,718	27,104
Materials & Supplies	0	0	0	110	114
Materials	0	0	0	110	114
Subscript & Publications	0	0	0	83	63
Office & Cleaning Supplies	0	0	0	83	63
Insurance	3,000	3,000	0	3,070	2,790
Insurance, Audit, Consulting, Legal	3,000	3,000	0	3,070	2,790
Communications/Special Events	5,000	5,000	0	5,294	5,715

COUNCIL
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Special Projects/Events	5,000	5,000	0	5,294	5,715
Training & Development	2,500	2,000	500	2,265	0
Conferences	5,400	5,400	0	3,737	4,517
Meal Allowance	600	1,200	-600	565	876
Travel	8,000	8,000	0	5,155	9,575
Memberships, Training, Conferences & Travel	16,500	16,600	-100	11,722	14,968
Telephone	2,000	2,000	0	1,278	1,320
Telephone	2,000	2,000	0	1,278	1,320
Technology	4,000	4,000	0	4,802	4,655
Minor Capital	0	0	0	1,540	0
Technology & Minor Capital	4,000	4,000	0	6,342	4,655
Grants & Donations	0	0	0	1,000	100
Community Partnerships	900	900	0	500	500
Physician Recruitment	7,500	7,500	0	0	5,000
Physical Recruitment & Community Partnerships	8,400	8,400	0	1,500	5,600
Mayor'S Fund	3,000	3,000	0	357	1,840
Council Fund	2,000	2,000	0	970	1,127
Other Expenses	5,000	5,000	0	1,327	2,967
Transfer to Reserve	0	0	0	0	797
Total Expenses	243,200	248,900	-5,700	204,468	237,560
Surplus (Deficit)	-230,700	-236,400	5,700	-204,468	-226,701



TAB 5

General Administration CAO's Office Corporate Services Finance

BUDGET 2014

Department: General Administration

1. Key Departmental Responsibilities

The General Administration budget unit includes:

CAO's office

- Principle advisor to Council
- Human Resources
- Policy support and implementation

Corporate Services

- Council/Committees Support - Agenda/minutes/by-law
- Document Execution(Agreement) Management
- Cemetery Maintenance/Management
- Burial Permits - Vital Statistics
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Corporate Communications
- Website and Social Media Management
- Information Technology
- Records and Information Management
- Election
- By-law Enforcement

Finance

- Tax billing and collection
- User fee billing and collection
- Budget preparation and monitoring
- Annual audit
- Financial reporting
- Accounts payable
- Customer service

Note: Licensing, By-Law, and Cemeteries are budgeted separately to facilitate the preparation of the annual Financial Information return but staffing complements are included below.

2. Results Achieved - 2013

CAO's office

- New performance management system for managers and staff
- Renewal of employee benefits that balances employee and corporate needs
- Introduction of Municipality's first Employee Handbook
- Litigation management and completion of long standing cases
- Midhurst consultation and Resident Liaison Group
- Regional investment attraction project

- Investment in local events
- Provincial consultation (OPP and Development Charges)
- Recruit for Director of Finance

Corporate Services

- Video recorded and subsequently charged resident for illegal dumping with the use of hidden/remote video camera
- Commenced public consultations on the regulation of cats
- Finalized noise by-law consultations
- Deployed new Hyper-V servers and removed old servers reducing overall electrical demand, maintenance and licence fees
- Received the Run Smarter award for Laserfiche deployment
- Installation of updated security system
- Deployed iPads to vehicles to assist Fire operations with mapping etc.
- Installation of public access point in the Council Chamber
- Improving internet services to all Township sites
- Proposed, consulted and received approval of new Ward Boundaries, with no appeals to the Ontario Municipal Board (OMB)
- Proposed and awarded alternative election model (phone, internet)
- Supported approximately 25 Council and Committee meetings
- Pilot of iPad with three Councillors to aid in 2014 deployment/purchase
- Supported corporate mailroom operations with over 5,500 paper documents scanned and added to Laserfiche
- Deployment of new HR benefits model (Health, dental etc)
- Refined social media use which subsequently increased followers from 400 to approximately 820 (Aug/13)

Finance

- Earliest budget adoption in Corporation's history (2013 Budget)
- Earliest audited financial statement presentation in Corporation's history
- Development of Asset Management Plan, updated Development Charges By-law and Water/Wastewater study
- Beginning framework for Performance Measurement implemented

3.	Staff Complement				
		2011	2012	2013	2014 Proposed
	FTE	15	14	14	14
	PTE	2	1	1	1
4.	2014 Budget Pressures / Changes				
	<ul style="list-style-type: none"> • Records management projects continue to be under significant pressures given the limited resources; the core team was reduced from 4 to 2 due to maternity leaves and projects were generally placed on a "maintain, sustain and hold" status with no significant undertakings. • There has been a significant rotation of staff due to three concurrent 				

	maternity leaves and other outside employment opportunities made 2013 a rebuilding year.
5.	2014 Operational / Initiatives
	<ul style="list-style-type: none"> Proposed deployment of "zero" clients which are said to reduce electrical consumption from 4-600 watts, down to 18 watts each day. The zero clients do not have a CPU, local data storage or application operating systems, resulting in easy to manage desktops that do not require regular updates or patches. Ongoing efforts to push additional services to the web, such as dog tags, building permits and fire permits are in early planning stages.
6.	2014 Major Capital Investments
7.	Key Performance Indicators
	<ul style="list-style-type: none"> Pay 90% of all invoices within 30 days. Annual budget for following year should be adopted no later than November 30th annually (except for an election year where the outgoing Council cannot pass the budget for the incoming Council). Have a tax receivable balance of no more than 10% of total taxes billed. MFIPPA: Acknowledge receipt of the letter within Township prescribed deadlines and issue a decision within 30 days of the date of the request 100% of the time. Routine Disclosure: Acknowledge receipt of the letter within Township prescribed deadlines and release information within 5 days of the date of the request 90% of the time.

GENERAL ADMINISTRATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Fees & Service Charges	0	0	0	203	0
Affidavits/Oaths	700	500	200	540	798
Tax Certificates	24,000	22,000	2,000	24,650	23,400
Encroachment Fees	0	0	0	0	10
Land Sales-Admin Fees	10,000	10,000	0	0	0
Sundry	0	0	0	-34,918	20,695
Sale Of Equipment	0	0	0	515	0
Land Sales	0	0	0	253,950	1,643
Land Leases	800	800	0	800	800
User Fees	35,500	33,300	2,200	245,740	47,345
Ontario Operating Grants	700	20,000	-19,300	30,086	1,261
Grants & Contributions	700	20,000	-19,300	30,086	1,261
Transfers from Reserve	174,050	154,175	19,875	0	62,947
Total Revenues	210,250	207,475	2,775	275,826	111,553
Expenses					
Regular Salaries	988,500	963,000	25,500	773,267	885,906
Vacation Pay	1,200	2,500	-1,300	4,092	5,082
Salaries	989,700	965,500	24,200	777,359	890,987
Benefits-C.P.P.	33,800	33,000	800	29,391	33,974
Benefits-E.I.	18,000	12,000	6,000	14,286	15,650
Benefits-E.H.T.	19,500	20,000	-500	16,116	19,271
Benefits-W.S.I.B.	20,110	20,000	110	17,182	19,880
Benefits-E.A.P.	626	800	-174	474	666
Vision Care Self Insuring	5,000	500	4,500	4,068	55
Statutory Benefits	97,036	86,300	10,736	81,515	89,495
OMERS	100,800	96,000	4,800	75,809	81,920
Health & Dental	83,750	75,000	8,750	57,026	75,614
Interest Write-Off	0	0	0	0	0

GENERAL ADMINISTRATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Long Term Debt	0	0	0	0	0
Fuel	1,500	1,000	500	540	1,302
Fuel	1,500	1,000	500	540	1,302
Vehicle Repairs	500	500	0	202	989
Vehicle Repairs	500	500	0	202	989
Materials & Supplies	500	500	0	997	884
Materials	500	500	0	997	884
Office Supplies	15,000	15,000	0	10,033	12,693
Subscript & Publications	500	250	250	1,297	568
Office & Cleaning Supplies	15,500	15,250	250	11,331	13,260
Personnel Supplies	3,000	2,000	1,000	2,267	2,374
Personnel Supplies (Uniforms, Boots, etc.)	3,000	2,000	1,000	2,267	2,374
Postage & Courier	28,000	25,000	3,000	28,334	24,511
Insurance	34,000	32,000	2,000	32,415	30,691
Audit Fees	40,000	36,000	4,000	24,219	35,870
Dca Study	5,000	30,000	-25,000	22,724	3,184
Strategic Plan	20,000	20,000	0	0	145
Land Sales	10,000	10,000	0	6,267	4,585
Legal Fees-Litigation	0	5,000	-5,000	11,500	0
Legal Fees	30,000	25,000	5,000	66,487	34,218
Consulting Fees	90,000	40,000	50,000	18,702	2,026
Advertising	30,400	40,000	-9,600	24,492	27,389
Insurance, Audit, Consulting, Legal	259,400	238,000	21,400	206,806	138,108
Election Costs	2,000	1,500	500	-407	1,747
Special Projects/Events	2,000	1,500	500	-407	1,747
H & S Training/Other	500	500	0	461	429

GENERAL ADMINISTRATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Memberships	14,000	14,000	0	13,522	9,585
Training & Development	9,700	15,000	-5,300	9,205	12,978
Conferences	11,000	13,100	-2,100	9,593	7,904
Meal Allowance	1,000	1,000	0	296	1,177
Travel	2,000	2,000	0	1,937	2,769
Corporate Gifts & Donations	5,000	5,000	0	1,306	5,823
Promotional Events	3,000	3,000	0	0	9
Memberships, Training, Conferences & Travel	46,200	53,600	-7,400	36,321	40,674
Heat	0	0	0	0	-54
Hydro	5,000	0	5,000	4,744	459
Telephone	4,000	2,600	1,400	3,742	3,815
Telephone	4,000	2,600	1,400	3,742	3,815
Maintenance-Web Site	0	0	0	0	103
Maintenance-Buildings	0	0	0	650	348
Maintenance Equipment	15,000	15,000	0	24,598	16,795
Repairs & Maintenance	15,000	15,000	0	25,248	17,245
Springwater Police Charge	38,000	38,000	0	36,472	36,666
Contractual Services	38,000	38,000	0	36,472	36,666
Technology	70,000	90,000	-20,000	47,661	57,248
Minor Capital	51,100	80,350	-29,250	63,578	78,867
Technology & Minor Capital	121,100	170,350	-49,250	111,239	136,115
Bank Charges	10,000	10,000	0	10,834	9,944
Small Balance Write-Off	200	200	0	31	18
Tax Write Off	100,000	100,000	0	112,348	95,154
Bad Debts	20,000	20,000	0	-24,625	2,853
Tax Write Offs & Bad Debts	130,200	130,200	0	98,588	107,968
Health & Wellness Program	2,000	2,000	0	591	1,510
Emergency Management	2,000	2,000	0	0	0
Miscellaneous	1,000	1,000	0	4,805	-2,609

GENERAL ADMINISTRATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Other Expenses	5,000	5,000	0	5,396	-1,099
Transfers between Departments	-217,336	-217,336	0	-220,628	-219,913
Depreciation	0	0	0	0	57,132
Transfer to Reserve	75,000	75,000	0	0	246,562
Transfer to Capital	69,000	67,000	2,000	31,178	0
Transfer to Capital	69,000	67,000	2,000	31,178	0
Total Expenses	1,872,850	1,845,964	26,886	1,374,078	1,746,764
Surplus (Deficit)	-1,662,600	-1,638,489	-24,111	-1,098,252	-1,635,211

LICENSING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Special Events License Fees	150	0	150	250	300
Lottery License Fees	1,200	200	1,000	2,535	1,804
Auctioneer License Fees	300	400	-100	300	300
Kennel License Fees	1,600	1,600	0	1,300	1,600
Special Occasion Permits	0	50	-50	0	0
Vital Statistic Fees	2,000	1,000	1,000	3,150	1,700
Campground License Fees	1,200	1,500	-300	1,200	800
Refreshment Vehicle Fees	4,000	4,000	0	2,950	4,750
Sundry	500	500	0	40	822
User Fees	10,950	9,250	1,700	11,725	12,076
Total Revenues	10,950	9,250	1,700	11,725	12,076
Expenses					
Regular Salaries	18,500	20,000	-1,500	15,522	17,210
Salaries	18,500	20,000	-1,500	15,522	17,210
Benefits-C.P.P.	700	700	0	622	649
Benefits-E.I.	360	200	160	282	282
Benefits-E.H.T.	355	400	-45	336	375
Benefits-W.S.I.B.	410	450	-40	382	417
Benefits-E.A.P.	12	50	-38	10	13
Statutory Benefits	1,837	1,800	37	1,632	1,736
OMERS	1,800	2,100	-300	1,784	1,758
Health & Dental	1,800	1,700	100	1,466	1,881
Miscellaneous	0	0	0	0	-3
Other Expenses	0	0	0	0	-3

LICENSING
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Total Expenses	23,937	25,600	-1,663	20,404	22,582
Surplus (Deficit)	-12,987	-16,350	3,363	-8,679	-10,506

BY-LAW
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Fees & Service Charges	1,200	1,200	0	4,379	4,052
Animal Licences	22,750	22,000	750	21,366	21,025
License Fees	0	0	0	460	755
Fines	200	200	0	0	250
User Fees	24,150	23,400	750	26,205	26,082
Ontario Operating Grants	1,500	1,000	500	653	1,698
Grants & Contributions	1,500	1,000	500	653	1,698
Transfers from Reserve	10,000	10,000	0	0	0
Total Revenues	35,650	34,400	1,250	26,858	27,779
Expenses					
Regular Salaries	87,250	85,000	2,250	64,696	80,470
Vacation Pay	400	500	-100	585	684
Salaries	87,650	85,500	2,150	65,282	81,154
Benefits-C.P.P.	3,400	3,300	100	2,477	3,038
Benefits-E.I.	1,800	1,200	600	1,418	1,463
Benefits-E.H.T.	1,710	1,800	-90	1,301	1,633
Benefits-W.S.I.B.	1,875	1,800	75	1,435	1,736
Benefits-E.A.P.	95	100	-5	99	167
Statutory Benefits	8,880	8,200	680	6,731	8,036
OMERS	7,700	7,600	100	5,811	6,535
Health & Dental	7,800	5,000	2,800	1,751	5,001
Fuel	2,000	2,000	0	1,979	2,888
Fuel	2,000	2,000	0	1,979	2,888
Vehicle Repairs	500	500	0	678	1,891
Vehicle Repairs	500	500	0	678	1,891

BY-LAW
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Materials & Supplies	500	500	0	1,352	1,266
Supplies-Dog Control	2,000	2,000	0	220	752
Evaluator Supplies	0	0	0	0	29
Materials	2,500	2,500	0	1,572	2,048
Office Supplies	200	200	0	247	626
Subscript & Publications	0	0	0	44	0
Supplies	0	0	0	264	0
Office & Cleaning Supplies	200	200	0	555	626
Personnel Supplies	150	150	0	0	230
Mleo Clothing Allce	400	400	0	705	300
Personnel Supplies (Uniforms, Boots, etc.)	550	550	0	705	530
Postage & Courier	0	0	0	0	24
Insurance	1,000	950	50	907	858
Legal Fees	4,200	10,000	-5,800	265	4,629
Livestock Valuator Fees	500	500	0	165	495
Consulting/Prosecutions	0	0	0	252	38
Insurance, Audit, Consulting, Legal	5,700	11,450	-5,750	1,588	6,020
Memberships	150	120	30	177	110
Training & Development	750	1,000	-250	1,206	30
Conferences	1,200	1,200	0	525	1,141
Memberships, Training, Conferences & Travel	2,100	2,320	-220	1,908	1,281
Telephone	800	800	0	902	754
Telephone	800	800	0	902	754
Mtnce/Repairs Pagers & Radios	0	0	0	32	32
Repairs & Maintenance	0	0	0	32	32

BY-LAW
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Fenceviewers	200	200	0	0	389
Evaluator Mileage	200	200	0	37	186
Livestock Claims	1,000	1,000	0	340	1,908
Contracts	30,000	15,000	15,000	13,663	7,989
Contractual Services	31,400	16,400	15,000	14,039	10,472
Minor Capital	1,000	1,000	0	252	0
Technology & Minor Capital	1,000	1,000	0	252	0
Collection Costs-Animals	0	4,000	-4,000	2,042	9,529
Other Expenses	0	4,000	-4,000	2,042	9,529
Transfers between Departments	-10,000	-10,000	0	-10,000	-10,000
Depreciation	0	0	0	0	4,105
Transfer to Reserve	7,500	7,500	0	0	7,500
Total Expenses	156,280	145,520	10,760	95,826	138,426
Surplus (Deficit)	-120,630	-111,120	-9,510	-68,967	-110,647

HERITAGE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Vespra History Book Sales	0	750	-750	60	1,281
User Fees	0	750	-750	60	1,281
Total Revenues					
	0	750	-750	60	1,281
Expenses					
Regular Salaries	2,600	3,000	-400	2,217	2,457
Meeting Allowance	3,000	3,000	0	0	1,760
Salaries	5,600	6,000	-400	2,217	4,217
Benefits-C.P.P.	100	100	0	89	93
Benefits-E.I.	52	50	2	40	40
Benefits-E.H.T.	55	60	-5	48	54
Benefits-W.S.I.B.	60	70	-10	55	60
Benefits-E.A.P.	2	0	2	1	2
Statutory Benefits	269	280	-11	233	248
OMERS	260	300	-40	255	251
Health & Dental	260	250	10	209	269
Materials & Supplies	100	100	0	27	0
Materials	100	100	0	27	0
Office Supplies	100	100	0	0	0
Subscript & Publications	100	100	0	0	0
Office & Cleaning Supplies	200	200	0	0	0
Legal Fees	0	0	0	0	942
Consulting Fees	500	500	0	0	0

HERITAGE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Insurance, Audit, Consulting, Legal	500	500	0	0	942
Hillsdale Jail Project	15,000	20,000	-5,000	7,132	0
Special Project/Events	5,000	5,000	0	100	440
Special Projects/Events	20,000	25,000	-5,000	7,232	440
Memberships	100	100	0	94	84
Training & Development	0	200	-200	0	0
Conferences	500	750	-250	249	275
Travel	100	100	0	95	110
Memberships, Training, Conferences & Travel	700	1,150	-450	439	469
Grants & Donations	0	0	0	0	-513
Physical Recruitment & Community Partnerships	0	0	0	0	-513
Transfers between Departments	0	0	0	3,606	3,285
Transfer to Reserve	-10,000	-15,000	5,000	0	8,883
Total Expenses	17,889	18,780	-891	14,220	18,491
Surplus (Deficit)	-17,889	-18,030	141	-14,160	-17,210

CEMETARIES
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Monument Care Fee	450	250	200	850	450
Foundation Fee	2,000	1,000	1,000	3,124	1,903
Interment Casket	5,000	5,000	0	4,216	4,640
Perpetual Care	5,000	4,500	500	2,847	5,857
Winter Storage	500	500	0	1,632	409
Plot Sales	5,000	7,000	-2,000	6,836	8,710
Corner Posts	1,000	1,000	0	875	1,294
User Fees	18,950	19,250	-300	20,380	23,262
Investment Income	12,000	12,000	0	7,218	10,349
Investment & Interest Income	12,000	12,000	0	7,218	10,349
Total Revenues	30,950	31,250	-300	27,598	33,611
Expenses					
Materials & Supplies	250	250	0	0	128
Materials	250	250	0	0	128
Insurance	1,200	1,000	200	949	899
Legal Fees	1,200	1,000	200	0	891
Insurance, Audit, Consulting, Legal	2,400	2,000	400	949	1,789
Memberships	0	0	0	125	0
Memberships, Training, Conferences & Travel	0	0	0	125	0
Maintenance - Grounds	12,475	15,625	-3,150	16,605	13,817
License/Reports Mof	125	125	0	0	0
Interment Casket	5,000	5,000	0	5,053	2,104
Perpetual Care Fund	5,000	4,500	500	1,898	5,857
Monument Care Fund	450	250	200	500	450

CEMETARIES
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Corner Posts	750	500	250	1,127	706
Foundation & Staking	1,500	1,000	500	2,473	1,253
Repairs & Maintenance	25,300	27,000	-1,700	27,657	24,187
Contracts	3,000	2,000	1,000	3,321	2,549
Contractual Services	3,000	2,000	1,000	3,321	2,549
Transfer to Reserve	0	0	0	0	4,958
Total Expenses	30,950	31,250	-300	32,051	33,611
Surplus (Deficit)	0	0	0	-4,453	0



TAB 6

Building Services

BUDGET 2014					
Department:		Building			
1.	Key Departmental Responsibilities				
	<ul style="list-style-type: none"> • Building permit issuance • Inspection services • Reporting • Civic Addressing 				
2.	Results Achieved - 2013				
	<ul style="list-style-type: none"> • Minimized expected losses in department as a result of predictable lower permit activity. • Generally maintained building permit processing times • Provided cross training with Finance staff 				
3.	Staff Complement				
		2011	2012	2013	2014 Proposed
	FTE	5	4	3	3
	PTE	0	0	0	0
4.	2014 Budget Pressures / Changes				
	<ul style="list-style-type: none"> • With the effective date of new 2012 Building Code on January 01, 2014, a learning curve would be expected for applicants, designers and contractors resulting in possible increasing in processing and increased re-inspections. • Newly created available lots in subdivision will provide additional strain to existing staffing contingent. • New Orr Lake Septic Re-Inspection Program (OLSRP) – Field Inspection to start in spring 2014. • Continue planning on the Mandatory Septic Re-Inspection program required through Source Water Protection to be completed by January 2017. 				
5.	2014 Operational / Initiatives				
	<ul style="list-style-type: none"> • Develop a “typical model” program to aid review times prior to start up of Stonemanor Woods • Develop an web based permit application process • Completion of Building Permit fee review 				
6.	2014 Major Capital Investments				
	<ul style="list-style-type: none"> • Replace 2009 Chevy Silverado (shifting to Public Works) with new pick up. • Review of Building Permit Software (carry over from 2013) 				
7.	Key Performance Indicators				
	<ul style="list-style-type: none"> • Timely processing of Building Permit Applications as prescribed in the Building Code Act. • Notice of complete applications within prescribed time frame. • Undertake inspections within prescribed time frame. 				

BUILDING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Compliances	4,000	4,000	0	3,000	3,700
Fees & Service Charges	15,000	0	15,000	192	-69
Septic & Ca Compliances	2,000	2,000	0	1,250	2,150
Septic Change Use Permits	2,000	2,000	0	1,736	2,560
Municipal Addressing (Pin Rev)	2,500	2,500	0	2,395	2,550
Septic System Permits	25,000	25,000	0	28,842	23,987
Building Permits	260,000	260,000	0	270,367	219,709
Plumbing Permits	18,000	18,000	0	16,992	15,744
Inspection Fees Cancelled	20,000	14,000	6,000	384	11,835
Sundry	500	500	0	0	0
Sale Of Equipment	0	5,000	-5,000	0	0
User Fees	349,000	333,000	16,000	325,158	282,166
Ontario Operating Grants	0	0	0	884	841
Grants & Contributions	0	0	0	884	841
Transfers from Reserve	130,730	142,200	-11,470	0	142,941
Total Revenues	479,730	475,200	4,530	326,042	425,948
Expenses					
Regular Salaries	209,000	208,000	1,000	172,617	234,316
Vacation Pay	400	500	-100	296	753
Salaries	209,400	208,500	900	172,913	235,069
Benefits-C.P.P.	7,600	8,000	-400	6,635	8,946
Benefits-E.I.	4,000	3,000	1,000	3,130	4,123
Benefits-E.H.T.	4,100	5,200	-1,100	3,403	4,392
Benefits-W.S.I.B.	4,500	4,700	-200	3,873	5,139
Benefits-E.A.P.	130	200	-70	112	168
Statutory Benefits	20,330	21,100	-770	17,154	22,768
OMERS	16,500	15,000	1,500	13,174	15,444
Health & Dental	19,550	18,000	1,550	15,191	24,718

BUILDING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Fuel	8,000	8,000	0	3,044	5,275
Fuel	8,000	8,000	0	3,044	5,275
Vehicle Repairs	4,000	2,500	1,500	1,273	1,750
Vehicle Repairs	4,000	2,500	1,500	1,273	1,750
Materials & Supplies	1,200	500	700	707	31
Materials	1,200	500	700	707	31
Office Supplies	3,000	2,000	1,000	1,490	1,783
Subscript & Publications	1,000	1,000	0	573	765
Supplies	0	0	0	78	0
Office & Cleaning Supplies	4,000	3,000	1,000	2,141	2,548
Personnel Supplies	1,400	1,100	300	844	1,033
Personnel Supplies (Uniforms, Boots, etc.)	1,400	1,100	300	844	1,033
Postage & Courier	400	200	200	630	0
Insurance-Contingency	15,000	10,000	5,000	0	18,099
Insurance	3,000	3,000	0	2,592	2,575
Legal Fees	5,000	5,000	0	1,394	0
Consulting Fees	30,000	10,000	20,000	1,241	4,020
Advertising	2,000	2,000	0	0	0
Insurance, Audit, Consulting, Legal	55,000	30,000	25,000	5,227	24,694
Memberships	1,100	1,100	0	887	722
Training & Development	3,000	3,000	0	1,488	966
Conferences	1,500	1,350	150	764	1,135
Travel	200	200	0	32	10
Memberships, Training, Conferences & Travel	5,800	5,650	150	3,172	2,832
Telephone	2,500	2,500	0	1,269	1,543

BUILDING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Telephone	2,500	2,500	0	1,269	1,543
Mtnce/Repairs Pagers & Radios	350	350	0	129	129
Repairs & Maintenance	350	350	0	129	129
Technology	12,000	12,000	0	6,045	10,462
Minor Capital	1,500	4,000	-2,500	0	441
Technology & Minor Capital	13,500	16,000	-2,500	6,045	10,903
Municipal Addressing	2,500	2,500	0	1,702	2,126
Scboa Host Meeting	300	300	0	173	86
Other Expenses	2,800	2,800	0	1,875	2,212
Transfers between Departments	75,000	75,000	0	75,000	75,000
Depreciation	0	0	0	0	29,929
Transfer to Capital	40,000	65,000	-25,000	29,031	0
Transfer to Capital	40,000	65,000	-25,000	29,031	0
Total Expenses	479,730	475,200	4,530	348,820	455,877
Surplus (Deficit)	0	0	0	-22,777	-29,929



TAB 7

Fire & Emergency Services

BUDGET 2014

Department: Fire and Emergency Services

1. Key Departmental Responsibilities

- Emergency Management/Emergency Planning
- Fire protection and suppression services including fires and alarm conditions
- Rescue services such as motor vehicle accidents (MVC's), extrication, CO alarms
- Public hazards inclusive of hydro lines down/arching, natural gas leaks and exposure to dangerous conditions
- Medical response
- Fire investigations
- Fire prevention
- Public education
- Fire inspections
- Regulate open air burning by way of by-law and permit/enforcement system
- Protect firefighters through quality education and training to ensure a safe working environment

2. Results Achieved - 2013

- Recruited 14 firefighters, promoted 6 Captains
- Replaced 13 sets of expiring bunker gear (10 years old)
- Purchased 15 replacement pagers.
- Replaced self contained breathing apparatus (x4) at station 4 with lighter and longer lasting air bottles.
- Added iPads to each pumper truck and Chief's vehicle
- Replaced defective hose, tarps, pylons etc.
- Purchased 1 new defibrillator and 1 thermal imaging camera.
- Provided pumper operations, firefighter survival and driver training courses in addition to regular bi-weekly training
- Delivered bi-annual firefighters award banquet
- Renewed tanker shuttle accreditation
- Added diesel exhaust system to Midhurst fire station
- Introduced electronic vehicle inspection forms
- Established agreements for aerial truck, technical rescue and automatic aid with the City of Barrie

3. Staff Complement

	2011	2012	2013	2014 Proposed
FTE	4	4	4	4
PTE	1 + VFFs	1 + VFFs	1 + VFFs	1 + VFFs

4.	2014 Budget Pressures / Changes
	<ul style="list-style-type: none"> • The cost of firefighting equipment continues to increase with inflation and the adoption of new and improved equipment standards. • Many new pieces of equipment and all vehicles are required to have improved safety systems which increases the cost. • Under National Fire Protection Association (NFPA) standards, all Firefighter personal protective equipment must be replaced after 10 years of service. • In 2014 the Ontario Fire Curriculum will no longer be supported by the Province. The fire department intends to join the direction of most other fire departments and adopt the NFPA curriculum. This switch will require additional oversight and workload for the Training Officer to ensure safety and compliance of staff. • The Master Fire Plan recommends the replacement of the Midhurst Fire station.
5.	2014 Operational / Initiatives
	<ul style="list-style-type: none"> • There are no significant increases to the operational budget in 2014 • Continued normal replacement cycle of bunker gear, helmets, boots and pagers etc. • Continue the automatic aid agreements with Barrie and Essa as well as the ladder truck agreement with Wasaga Beach • Continue to contract Barrie Fire to provide dispatching services
6.	2014 Major Capital Investments
	<ul style="list-style-type: none"> • Purchase one new pumper truck • Start construction of the replacement Midhurst fire station
7.	Key Performance Indicators
	<ul style="list-style-type: none"> • The 2014 dollar saved vs dollar lost ratio will be 1.76% • 200 fire inspections annually (reduced from 250) • Homes visited under the alarmed for life program will be 200. The target for homes with smoke alarms will be increased to 85% and 75% for CO alarms. • The number of station tours and education sessions will be increased to 15 and 25 respectively. • 400 residents will be reached with education programming and 300 safety reminders will be distributed. • Through education the number of fire permits will increase improving compliance levels and reducing the number of violations.

FIRE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Compliances	7,000	7,000	0	6,305	6,995
Other User Fees	9,000	9,000	0	17,330	11,920
Fire Calls Springwater Roads	12,000	12,000	0	8,115	9,020
Gst Recovered	10,000	10,000	0	0	11,001
Facility Rent-Station #1	37,000	36,000	1,000	37,362	37,362
Facility Rent-Station #3	34,000	34,000	0	34,733	34,816
Facility Rent-Station #5	7,000	7,000	0	6,595	7,195
Mto Fire Calls	39,000	39,000	0	42,640	57,902
Fire Calls County Roads	30,000	25,000	5,000	37,225	34,500
Poa Revenue	0	0	0	0	60
Sponsorship	0	0	0	0	2,347
Sundry	0	0	0	5,530	841
Sale Of Equipment	1,500	0	1,500	242	0
Fire Prevention Donations Fire	500	500	0	700	500
	187,000	179,500	7,500	196,778	214,459
Gain/(Loss) on Disposal of Fixed Asset	0	0	0	0	2,712
Transfers from Reserve	1,910,000	615,000	1,295,000	0	531,957
	2,097,000	794,500	1,302,500	196,778	749,128
Expenses					
Regular Salaries	365,000	356,000	9,000	314,666	343,665
Ff Honorarium	350,000	322,000	28,000	340,710	293,622
Vacation Pay	2,000	2,500	-500	15,081	1,905
	717,000	680,500	36,500	670,457	639,192
Benefits-C.P.P.	23,000	24,000	-1,000	22,833	20,184
Benefits-E.I.	6,400	4,500	1,900	5,176	5,235
Benefits-E.H.T.	11,300	12,000	-700	11,340	8,028
Benefits-W.S.I.B.	22,400	23,000	-600	6,789	23,131
Benefits-E.A.P.	600	700	-100	184	2,867
	63,700	64,200	-500	46,322	59,446
Statutory Benefits	63,700	64,200	-500	46,322	59,446
OMERS	36,000	36,000	0	30,645	31,471
Health & Dental	27,500	26,000	1,500	21,340	28,068

FIRE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Long Term Debt Charges	0	0	0	0	24,795
Long Term Debt	0	0	0	0	24,795
Fuel	40,000	36,000	4,000	38,869	34,856
Fuel	40,000	36,000	4,000	38,869	34,856
Vehicle Repairs	61,000	63,000	-2,000	38,713	55,111
Vehicle Repairs	61,000	63,000	-2,000	38,713	55,111
Materials & Supplies	4,000	4,000	0	5,003	7,658
Tools	1,600	1,600	0	163	0
Pager Replacement	7,500	8,500	-1,000	7,576	8,309
Materials	13,100	14,100	-1,000	12,741	15,967
Cleaning Supplies	4,000	5,000	-1,000	1,338	2,660
Office Supplies	3,500	4,000	-500	1,563	2,320
Subscript & Publications	1,500	1,500	0	0	0
Fire Prevention Supplies Fire	6,800	6,300	500	4,372	6,233
Supplies	5,000	9,000	-4,000	1,297	3,336
Consumable Supplies	4,000	5,000	-1,000	2,038	1,683
Supplies	0	0	0	76	0
Office & Cleaning Supplies	24,800	30,800	-6,000	10,684	16,232
Personnel Supplies	7,500	7,000	500	5,337	5,899
Uniforms-Staff	2,500	2,500	0	1,343	2,289
Uniforms-Personnel	7,000	6,000	1,000	2,585	5,176
Firefighter Awards	1,000	5,500	-4,500	5,643	0
Bunker Gear Replacement	19,000	19,000	0	21,429	18,712
Bunker Gear Cleaning	8,000	8,000	0	4,282	7,008
Personnel Supplies (Uniforms, Boots, etc.)	45,000	48,000	-3,000	40,618	39,083
Postage & Courier	1,000	1,000	0	111	364
Insurance-Contingency	10,000	7,500	2,500	8,119	0
Insurance	63,000	61,000	2,000	62,714	58,692
Legal Fees	2,500	2,500	0	0	0

FIRE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Consulting Fees	50,000	500	49,500	0	0
Advertising	1,000	1,000	0	0	0
Insurance, Audit, Consulting, Legal	126,500	72,500	54,000	70,833	58,692
H & S Training/Other	22,000	22,000	0	5,152	23,846
Memberships	1,200	1,100	100	978	882
Training & Development	1,500	2,500	-1,000	1,360	1,279
Conferences	3,500	3,500	0	3,764	3,364
Meal Allowance	2,000	2,500	-500	1,788	1,055
Memberships, Training, Conferences & Travel	30,200	31,600	-1,400	13,042	30,427
Heat	12,000	12,000	0	6,030	6,328
Hydro	20,000	20,000	0	21,685	22,575
Water	2,250	2,250	0	1,471	1,942
Telephone	8,800	9,100	-300	7,215	5,505
Telephone	8,800	9,100	-300	7,215	5,505
Maintenance - Grounds	0	0	0	1,202	1,220
Maintenance-Buildings	13,000	12,000	1,000	16,590	17,058
Maintenance Equipment	4,000	3,000	1,000	4,840	3,374
Maintenance Other	3,500	3,500	0	2,431	643
Mtnce/Repairs Pagers & Radios	10,000	10,000	0	5,329	11,363
Maintenance Grounds	6,000	5,000	1,000	3,606	3,606
Scuba Repairs	15,000	15,000	0	18,989	7,955
Repairs & Maintenance	51,500	48,500	3,000	52,987	45,219
Wasaga B Aerial Agreement	4,500	4,500	0	3,000	3,000
Essa Fire Agreement	6,000	6,000	0	2,000	2,000
Barrie Fire Agreement	5,000	5,000	0	17,538	0
Contracts	38,000	37,000	1,000	17,039	34,557
Cleaning Contracts	5,500	5,500	0	3,615	3,139
Contractual Services	59,000	58,000	1,000	43,192	42,697
Technology	12,000	7,500	4,500	6,546	7,348
Minor Capital	73,800	71,500	2,300	57,164	110,581

FIRE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Technology & Minor Capital	85,800	79,000	6,800	63,710	117,929
Miscellaneous	0	0	0	0	178
Other Expenses	0	0	0	0	178
Transfers between Departments	2,000	2,000	0	482	350
Depreciation	0	0	0	0	178,715
Transfer to Reserve	139,000	159,000	-20,000	0	352,808
Transfer to Capital	1,855,000	615,000	1,240,000	0	0
Transfer to Capital	1,855,000	615,000	1,240,000	0	0
Total Expenses	3,421,150	2,108,550	1,312,600	1,191,147	1,807,951
Surplus (Deficit)	-1,324,150	-1,314,050	-10,100	-994,369	-1,058,822



TAB 8

Planning, Committee of Adjustment (COA) Economic Development, and BIA

BUDGET 2014

Department: Planning, Committee of Adjustment

1. Key Departmental Responsibilities

- Provide Planning Information to the Public, Developers and Council.
- Provide mapping services for the public and internally clients.
- Manage zoning by-law and update accordingly through conformity and housekeeping processes.
- Manage Official Plan policies and update according to legislation through conformity exercises and updating processes.
- Coordinate planning process and development applications.

2. Results Achieved - 2013

Planning

- Black Creek Estates Subdivision registered.
- Seadon Road Development Agreement registered.
- Completion of the Willmart Grain OMB Appeal.
- 1/3 of Housekeeping Amendments Approved.
- Completion of Protocols to structure processes related to FIT Solar Projects, Model Home construction, Temporary Second Dwelling Units (replacement dwellings) and exemption from Part-lot Control.
- Revisions to fee by-law to collect fees for services that were not originally covered in preparation for future development activity.
- Obligations to inform the Public of the MSP and follow-up have been met as per Council direction (Meetings May 14, 2013, September 17, 2013 and various Information publications regarding the Midhurst Secondary Plan).
- Review process initiated for Plans of Subdivision and Zoning By-law Amendment applications within the Midhurst Secondary Plan.

3. Staff Complement

	2011	2012	2013	2014 Proposed
FTE	4	3	4	4
PTE	1	1	1	1

4. 2014 Budget Pressures / Changes

- With the addition of a new Planner funds within the reserves provided through planning applications will need to be directed towards training opportunities and renewal of professional membership fees.

5. 2014 Initiatives

1. Planning Projects - Required Conformity exercises
2. Completion of Housekeeping Amendment to By-law 5000
3. OMB Appeals or Implementation of Midhurst Secondary Plan

6.	2014 Major Capital Investments
	There are not any projects that qualify as Major Capital Investments
7.	Key Performance Indicators
	<ul style="list-style-type: none">• To process 100% of Planning Act applications within the legislative time frame.

PLANNING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Compliances	4,000	3,000	1,000	3,050	4,150
Administration Fees	100,000	90,000	10,000	265,598	75,136
Sundry	0	0	0	927	1,636
User Fees	104,000	93,000	11,000	269,575	80,922
Ontario Operating Grants	0	0	0	884	841
Grants & Contributions	0	0	0	884	841
Transfers from Reserve	126,000	161,000	-35,000	0	12,067
Total Revenues	230,000	254,000	-24,000	270,459	93,830
Expenses					
Regular Salaries	221,000	170,000	51,000	152,812	141,005
Vacation Pay	1,400	1,000	400	1,125	1,151
Salaries	222,400	171,000	51,400	153,937	142,156
Benefits-C.P.P.	8,100	6,000	2,100	5,658	4,634
Benefits-E.I.	4,425	2,200	2,225	2,861	2,137
Benefits-E.H.T.	4,500	3,500	1,000	2,862	2,585
Benefits-W.S.I.B.	5,000	3,800	1,200	3,304	2,866
Benefits-E.A.P.	145	150	-5	98	98
Statutory Benefits	22,170	15,650	6,520	14,783	12,319
OMERS	20,500	16,000	4,500	13,414	10,581
Health & Dental	18,600	12,000	6,600	8,348	10,211
Materials & Supplies	0	0	0	0	25
Materials	0	0	0	0	25
Office Supplies	500	500	0	138	450
Subscript & Publications	500	500	0	0	117
Supplies	0	500	-500	0	0

PLANNING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Office & Cleaning Supplies	1,000	1,500	-500	138	567
Postage & Courier	200	200	0	24	101
Legal Fees	50,000	150,000	-100,000	21,609	6,789
Engineering Fees	0	0	0	0	830
Planning Fees	0	0	0	7,097	0
Advertising	6,000	6,000	0	1,526	2,402
Insurance, Audit, Consulting, Legal	56,000	156,000	-100,000	30,233	10,020
Springwater Op Updates	40,000	40,000	0	4,921	0
Midhurst Secondary	0	0	0	763	0
Midhurst Environmental Assmt	0	0	0	15,211	29,132
Special Projects/Events	40,000	40,000	0	20,895	29,132
Memberships	1,400	1,400	0	0	579
Training & Development	2,000	2,150	-150	-300	113
Conferences	2,500	2,600	-100	12	0
Meal Allowance	400	400	0	0	37
Travel	1,000	1,000	0	39	395
Memberships, Training, Conferences & Travel	7,300	7,550	-250	-249	1,124
Telephone	400	400	0	205	174
Telephone	400	400	0	205	174
Technology	2,500	2,500	0	2,059	2,806
Minor Capital	4,800	7,350	-2,550	1,150	0
Technology & Minor Capital	7,300	9,850	-2,550	3,208	2,806
Transfers between Departments	57,836	57,836	0	57,836	57,836
Transfer to Reserve	0	0	0	0	23,462
Total Expenses	453,706	487,986	-34,280	302,772	300,516

PLANNING
 2014 Budget Template
 DRAFT - FEB 2014

2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
-223,706	-233,986	10,280	-32,313	-206,686

Surplus (Deficit)

COMMITTEE OF ADJUSTMENT
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Committee Of Adjustment	28,000	20,000	8,000	32,500	24,000
User Fees	28,000	20,000	8,000	32,500	24,000
Total Revenues	28,000	20,000	8,000	32,500	24,000
Expenses					
Regular Salaries	77,300	58,000	19,300	41,617	45,639
Vacation Pay	700	1,000	-300	672	734
Meeting Allowance	0	4,000	-4,000	2,720	3,440
Salaries	78,000	63,000	15,000	45,009	49,813
Benefits-C.P.P.	3,150	2,500	650	2,039	2,214
Benefits-E.I.	1,700	1,000	700	1,100	1,089
Benefits-E.H.T.	1,525	1,200	325	970	1,102
Benefits-W.S.I.B.	1,750	1,500	250	1,037	1,143
Benefits-E.A.P.	60	50	10	35	44
Statutory Benefits	8,185	6,250	1,935	5,181	5,593
OMERS	6,500	5,000	1,500	3,703	3,823
Health & Dental	6,700	3,500	3,200	2,802	3,896
Legal Fees	2,000	5,000	-3,000	0	0
Insurance, Audit, Consulting, Legal	2,000	5,000	-3,000	0	0
Memberships	300	300	0	220	220
Training & Development	250	1,000	-750	0	0
Conferences	1,800	1,750	50	1,897	0
Travel	1,500	2,500	-1,000	1,484	1,100
Memberships, Training, Conferences & Travel	3,850	5,550	-1,700	3,601	1,320
Transfer to Reserve	0	0	0	0	25,355

COMMITTEE OF ADJUSTMENT
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
<i>Total Expenses</i>	<i>105,235</i>	<i>88,300</i>	<i>16,935</i>	<i>60,296</i>	<i>89,800</i>
<i>Surplus (Deficit)</i>	<i>-77,235</i>	<i>-68,300</i>	<i>-8,935</i>	<i>-27,796</i>	<i>-65,800</i>

Economic Development
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Ontario Grants	0	0	0	0	62,050
Canada Grant	0	0	0	0	12,000
Grants & Contributions	0	0	0	0	74,050
Total Revenues	0	0	0	0	74,050
Expenses					
Regular Salaries	47,000	76,000	-29,000	50,051	32,461
Vacation Pay	250	250	0	1,630	245
Salaries	47,250	76,250	-29,000	51,681	32,706
Benefits-C.P.P.	1,800	2,800	-1,000	2,337	1,475
Benefits-E.I.	1,000	1,000	0	1,242	658
Benefits-E.H.T.	1,000	1,600	-600	1,039	739
Benefits-W.S.I.B.	1,225	1,600	-375	1,188	820
Benefits-E.A.P.	55	50	5	39	26
Statutory Benefits	5,080	7,050	-1,970	5,845	3,717
OMERS	4,200	7,000	-2,800	1,255	3,215
Health & Dental	4,200	6,500	-2,300	1,076	2,869
Materials & Supplies	0	0	0	997	331
Materials	0	0	0	997	331
Office Supplies	0	0	0	41	0
Office & Cleaning Supplies	0	0	0	41	0
Advertising	5,000	8,000	-3,000	6,273	675
Insurance, Audit, Consulting, Legal	5,000	8,000	-3,000	6,273	675

Economic Development
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Economic Development Study	0	0	0	1,730	84,864
Special Projects/Events	0	0	0	1,730	84,864
Memberships	1,500	1,500	0	1,178	381
Training & Development	350	600	-250	30	1,123
Conferences	1,200	1,000	200	1,191	0
Travel	500	500	0	164	192
Promotional Events	5,000	6,800	-1,800	1,100	0
Memberships, Training, Conferences & Travel	8,550	10,400	-1,850	3,663	1,697
Telephone	0	0	0	360	0
Telephone	0	0	0	360	0
Technology	2,000	1,000	1,000	2,217	0
Technology & Minor Capital	2,000	1,000	1,000	2,217	0
Transfers between Departments	0	0	0	23	0
Transfer to Reserve	0	0	0	0	2,740
Total Expenses	76,280	116,200	-39,920	75,161	132,811
Surplus (Deficit)	-76,280	-116,200	39,920	-75,161	-58,761

BIA
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
BIA Levy	21,000	21,000	0	21,330	21,060
Taxation	21,000	21,000	0	21,330	21,060
Contributions	0	0	0	0	147
Grants & Contributions	0	0	0	0	147
Total Revenues	21,000	21,000	0	21,330	21,207
Expenses					
Administration	4,000	4,000	0	0	0
Insurance, Audit, Consulting, Legal	4,000	4,000	0	0	0
Networking/Communication	3,000	3,000	0	6,535	2,747
Beautification/Signage	4,000	4,000	0	500	814
Tourism/Events	3,000	3,000	0	163	0
Special Projects/Events	10,000	10,000	0	7,197	3,561
Promotional Events	7,000	7,000	0	2,095	295
Memberships, Training, Conferences & Travel	7,000	7,000	0	2,095	295
Transfer to Reserve	0	0	0	0	17,351
Total Expenses	21,000	21,000	0	9,293	21,207
Surplus (Deficit)	0	0	0	12,037	0



TAB 9

Public Works Drainage & Street Lights

BUDGET 2014

Department: Public Works

1. Key Departmental Responsibilities

- Deliver quality operation and maintenance activities for roads and sidewalks
- Protection of Springwater road, bridge, water and sewer assets;
- Maintain and manage the Township's corporate fleet and equipment (excluding fire apparatus);
- Efficient planning, design and construction of roads, sidewalks, drainage systems, water and waste water systems etc.;
- Deliver current and effective infrastructure policies and standards.

2. Results Achieved – 2013

- 10.75 km of asphalt overlays (Township has 122.9 km total)
 - Laird Street
 - Maguire Road
 - Belmont Crescent
 - St. Vincent Street
 - Golf Course Road
 - Flos Road 3 West (Crossland to 1.6 km east)
 - Flos Road Ten East (Old Second North to 1.35 km W)
 - Briarwood Street
 - Anne Street North
 - Wenden Court
 - Forrestview Ave
 - Valley View Drive
 - Pinecrest Road
 - Alana Drive
 - Quinn Street
 - Edgecombe Terrace
 - Friesen Place
 - Flos crescent
 - Glenview Avenue
 - Centennial Avenue
 - A.C. McAuley Drive
 - Shaw Street
- 4.7km km of chip seal rehabilitation (Township has 157 km total)
 - Hendrie Road (Golf Course Road to 400 m West)
 - Old Second North Flos Rd 4E to 1.8 km south
 - Carson Road Spot Repairs (between Anne Street and Wilson 0.9km)
 - Spot Repairs to Baseline Road, Flos Road 10 West, Flos Road Eight East, Flos Road Seven East (1.6km)
- 9.6 km Slurry Seal or Micro Surface Overlays
 - Micro Surface
 - Old Second North (Flos Rd Four East to Flos Rd 7 West) 4.1 km
 - Slurry Seal
 - Old Second North (County Rd 22 to Flos Rd 4 E) 4.0 km

	<ul style="list-style-type: none"> ○ Hendrie Road (Nursery Rd to Wilson Drive) 1.5 km. ● Road Reconstruction Projects total - 3.53 km <ul style="list-style-type: none"> ○ Queen Street West 0.4 km (developer funded) ○ Yonge Street North 0.7 km ○ Robinson Road 0.16 km ○ North Orr Lake Rd 2.1 km ● Maria Street 0.17 km ● Asset Management Plan Completed ● Development Charge Study Updated ● Service Delivery Review Completed ● Time and Cost Effective Replacement of Flos Road 6 West Culvert After Failure. 				
3.	Staff Complement				
		2011	2012	2013	2014 Proposed
	FTE	19 (includes 2 RPP staff in winter)	19 (includes 2 RPP staff in winter)	19 (includes 2 RPP staff in winter)	19 (includes 2 RPP staff in winter)
	PTE	4	4	4	4
4.	2014 Budget Pressures / Changes				
	<ul style="list-style-type: none"> ● Change to Minimum Maintenance Standards regarding ice formation on roadways; ● Ongoing aging of infrastructure, particularly bridges, requiring investment; 				
5.	2014 Operational / Initiatives				
	<ul style="list-style-type: none"> ● Develop Short List of Engineering Firms for Capital Programs ● Incorporation of anti-icing initiatives into winter operations ● Review of winter maintenance policies and associated costs 				
6.	2014 Major Capital Investments				
	<ul style="list-style-type: none"> ● Deck Replacement of Glengary Landing and Nursery Road bridges ● Deck Replacement or Full Replacement of Flos Road 10 West bridge (Bridge #16) ● Asphalt Overlays (5 km) <ul style="list-style-type: none"> ○ Forbes Road (Russell Road to Old Second South) ○ Finlay Mill Road (Highway #26 to Wattie Road) ○ Doran Road (Gill Road to 1 km east of Gill Road) ○ Orser Road (Belmont Crescent to Belmont Crescent) ○ Jodies Lane ○ Golden Oak ○ St. Vincent (Belmont to Wattie) ● Chip Seal (19.6 km) <ul style="list-style-type: none"> ○ Flos Road Four West (Crossland to Vigo) ○ Baseline Road North (County Road #19 to Flos Road 8 W) ○ Scarlett Line (Flos Road 10 East to 3.7 km north) ○ Scarlett Line (Flos Road 10 East to 2.1 km South) ○ Old Second South (County Road #22 south to 0.2 km north of Story Road) 				

	<ul style="list-style-type: none"> ○ McDonald Road (Penetanguishene Road to Scarlett Line) ● Road Reconstruction <ul style="list-style-type: none"> ○ Kerr Street (Shaw Street to Ritchie Crescent) ○ Belmont Crescent (Finlay Mill to St. Vincent) ○ Robert Boulevard (Highway #93 to Davenport Road) ○ Mill Street East (Penetanguishene Road to 100m east of Horne Street) ○ Center Street South (for water main replacement) ○ Martin Lane (for water main replacement) ○ Yonge Street South (Train Avenue North to Queen Street) ○ Patricia Court ○ Flos Road 7 East (1.2 km west from Victoria Road)
7.	Key Performance Indicators
	<ul style="list-style-type: none"> ● Ditching - reduce the number of kilometers of roadside ditch more than 50% full by 10 km. ● Street Sweeping - completed within 28 days. ● Hard surface maintenance – improve ratings annually.

ROAD MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Fees & Service Charges	80,000	50,000	30,000	58,707	119,512
Sale Of Equipment	0	365,500	-365,500	240,998	0
User Fees	80,000	415,500	-335,500	299,706	119,512
Ontario Mun Partnership Fund Contributions	280,000 0	280,000 0	0 0	280,000 0	280,000 35,189
Grants & Contributions	280,000	280,000	0	280,000	315,189
Proceeds from Long Term Debt Transfers from Reserve	1,897,739 3,214,461	2,485,300 2,449,200	-587,561 765,261	0 0	0 2,462,282
Total Revenues	5,472,200	5,630,000	-157,800	579,706	2,896,984
Expenses					
Regular Salaries	544,000	532,500	11,500	418,513	539,400
Vacation Pay	1,300	100	1,200	1,212	2,201
Salaries	545,300	532,600	12,700	419,726	541,601
Benefits-C.P.P.	21,480	20,600	880	17,442	21,624
Benefits-E.I.	11,295	7,800	3,495	8,954	10,149
Benefits-E.H.T.	10,815	12,670	-1,855	9,156	11,474
Benefits-W.S.I.B.	12,075	12,820	-745	10,204	12,658
Benefits-E.A.P.	432	560	-128	342	477
Statutory Benefits	56,097	54,450	1,647	46,097	56,382
OMERS	52,525	56,800	-4,275	40,814	45,214
Health & Dental	50,150	50,500	-350	39,373	55,874
Long Term Debt Charges	335,000	500,000	-165,000	0	0
Long Term Debt	335,000	500,000	-165,000	0	0
Twsp Equipment Charges	276,500	392,600	-116,100	231,380	270,757
Equipment Charges	276,500	392,600	-116,100	231,380	270,757

ROAD MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Equipment Rentals	27,000	2,500	24,500	35,258	19,819
Vehicle Repairs	27,000	2,500	24,500	35,258	19,819
Materials & Supplies	119,000	107,000	12,000	80,217	212,406
Materials	119,000	107,000	12,000	80,217	212,406
Engineering Fees	16,000	17,000	-1,000	4,978	6,422
Insurance, Audit, Consulting, Legal	16,000	17,000	-1,000	4,978	6,422
Hydro	6,000	7,000	-1,000	4,100	5,097
Tree Replacement Program	2,000	2,000	0	712	1,221
Repairs & Maintenance	2,000	2,000	0	712	1,221
Contracts Pxo Side	3,500	2,500	1,000	1,434	3,411
Contracts	393,000	334,000	59,000	391,237	515,205
Contractual Services	396,500	336,500	60,000	392,670	518,616
Minor Capital	55,000	10,000	45,000	4,130	6,981
Technology & Minor Capital	55,000	10,000	45,000	4,130	6,981
Miscellaneous	3,000	0	3,000	4,827	1,905
Other Expenses	3,000	0	3,000	4,827	1,905
Transfers between Departments	-12,500	-12,500	0	-12,511	-5,619
Transfer to Reserve	200,000	200,000	0	0	545,914
Transfer to Capital	5,862,900	5,884,900	-22,000	984,260	0
Transfer to Capital	5,862,900	5,884,900	-22,000	984,260	0
Total Expenses	7,990,472	8,141,350	-150,878	2,276,033	2,282,590

ROAD MAINTENANCE
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Surplus (Deficit)	-2,518,272	-2,511,350	-6,922	-1,696,327	614,394

BRIDGE & CULVERT MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

=====					
Expenses					
Regular Salaries	15,000	10,000	5,000	9,033	15,734
Vacation Pay	50	0	50	0	12
Salaries	15,050	10,000	5,050	9,033	15,746
Benefits-C.P.P.	600	400	200	370	589
Benefits-E.I.	310	150	160	164	244
Benefits-E.H.T.	300	250	50	206	346
Benefits-W.S.I.B.	330	250	80	230	343
Benefits-E.A.P.	12	10	2	6	15
Statutory Benefits	1,552	1,060	492	977	1,536
OMERS	1,500	1,200	300	1,109	1,427
Health & Dental	1,400	1,200	200	808	1,951
Twsp Equipment Charges	6,000	6,000	0	4,412	7,105
Equipment Charges	6,000	6,000	0	4,412	7,105
Equipment Rentals	1,000	0	1,000	-92	138
Vehicle Repairs	1,000	0	1,000	-92	138
Materials & Supplies	10,000	10,000	0	9,504	14,403
Materials	10,000	10,000	0	9,504	14,403
Engineering Fees	16,000	16,000	0	4,978	6,422
Insurance, Audit, Consulting, Legal	16,000	16,000	0	4,978	6,422
Contracts	3,000	3,000	0	10,381	108,620

BRIDGE & CULVERT MAINTENANCE
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Contractual Services	3,000	3,000	0	10,381	108,620
<i>Total Expenses</i>	<i>55,502</i>	<i>48,460</i>	<i>7,042</i>	<i>41,111</i>	<i>157,347</i>
<i>Surplus (Deficit)</i>	<i>-55,502</i>	<i>-48,460</i>	<i>-7,042</i>	<i>-41,111</i>	<i>-157,347</i>

ROADSIDE MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	12,000	12,000	0	8,211	10,903
Vacation Pay	50	0	50	51	32
Salaries	12,050	12,000	50	8,262	10,935
Benefits-C.P.P.	475	500	-25	363	464
Benefits-E.I.	250	200	50	180	214
Benefits-E.H.T.	240	300	-60	190	239
Benefits-W.S.I.B.	265	300	-35	212	257
Benefits-E.A.P.	10	0	10	5	9
Statutory Benefits	1,240	1,300	-60	950	1,184
OMERS	1,200	1,200	0	787	965
Health & Dental	1,100	1,200	-100	618	1,164
Twsp Equipment Charges	4,000	0	4,000	3,069	3,384
Equipment Charges	4,000	0	4,000	3,069	3,384
Materials & Supplies	6,000	6,000	0	1,154	871
Materials	6,000	6,000	0	1,154	871
Miscellaneous	1,000	0	1,000	0	0
Other Expenses	1,000	0	1,000	0	0
Total Expenses	26,590	21,700	4,890	14,841	18,502
Surplus (Deficit)	-26,590	-21,700	-4,890	-14,841	-18,502

GRASS & WEEDS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	16,000	16,000	0	12,309	16,033
Vacation Pay	200	0	200	168	144
Salaries	16,200	16,000	200	12,477	16,177
Benefits-C.P.P.	630	600	30	590	733
Benefits-E.I.	330	300	30	307	300
Benefits-E.H.T.	325	400	-75	260	321
Benefits-W.S.I.B.	355	400	-45	296	379
Benefits-E.A.P.	15	20	-5	19	14
Statutory Benefits	1,655	1,720	-65	1,472	1,746
OMERS	1,550	1,600	-50	785	1,196
Health & Dental	1,500	1,500	0	1,424	1,437
Twsp Equipment Charges	3,500	9,000	-5,500	7,117	3,139
Equipment Charges	3,500	9,000	-5,500	7,117	3,139
Equipment Rentals	4,000	0	4,000	4,024	6,061
Vehicle Repairs	4,000	0	4,000	4,024	6,061
Materials & Supplies	4,000	4,000	0	310	3,000
Materials	4,000	4,000	0	310	3,000
Total Expenses	32,405	33,820	-1,415	27,609	32,756
Surplus (Deficit)	-32,405	-33,820	1,415	-27,609	-32,756

BRUSH & TREES
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	36,000	37,500	-1,500	27,923	32,025
Vacation Pay	150	0	150	102	123
Salaries	36,150	37,500	-1,350	28,026	32,148
Benefits-C.P.P.	1,400	1,500	-100	1,104	1,185
Benefits-E.I.	750	500	250	599	551
Benefits-E.H.T.	725	850	-125	615	704
Benefits-W.S.I.B.	800	900	-100	681	765
Benefits-E.A.P.	30	30	0	19	27
Statutory Benefits	3,705	3,780	-75	3,018	3,231
OMERS	3,500	4,000	-500	2,678	2,728
Health & Dental	3,300	3,400	-100	2,061	3,149
Twsp Equipment Charges	15,000	22,000	-7,000	11,334	9,637
Equipment Charges	15,000	22,000	-7,000	11,334	9,637
Materials & Supplies	1,000	1,000	0	1,213	1,414
Materials	1,000	1,000	0	1,213	1,414
Tree Replacement Program	2,000	2,000	0	712	1,221
Repairs & Maintenance	2,000	2,000	0	712	1,221
Contracts	6,000	6,000	0	4,427	19,558
Contractual Services	6,000	6,000	0	4,427	19,558
Total Expenses	70,655	79,680	-9,025	53,470	73,085
Surplus (Deficit)	-70,655	-79,680	9,025	-53,470	-73,085

DITCHING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

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Expenses					
Regular Salaries	100,000	100,000	0	95,056	99,696
Vacation Pay	300	0	300	92	288
Salaries	100,300	100,000	300	95,148	99,984
Benefits-C.P.P.	3,900	4,000	-100	4,152	4,258
Benefits-E.I.	2,050	1,500	550	2,067	2,007
Benefits-E.H.T.	2,000	2,500	-500	2,113	2,260
Benefits-W.S.I.B.	2,200	2,500	-300	2,333	2,458
Benefits-E.A.P.	80	100	-20	79	97
Statutory Benefits	10,230	10,600	-370	10,743	11,080
OMERS	9,500	11,000	-1,500	9,645	9,203
Health & Dental	9,200	9,000	200	9,853	11,951
Twsp Equipment Charges	55,000	156,000	-101,000	53,875	50,967
Equipment Charges	55,000	156,000	-101,000	53,875	50,967
Equipment Rentals	5,000	0	5,000	30,885	244
Vehicle Repairs	5,000	0	5,000	30,885	244
Materials & Supplies	10,000	10,000	0	11,377	8,337
Materials	10,000	10,000	0	11,377	8,337
Contracts	20,000	0	20,000	0	14,822
Contractual Services	20,000	0	20,000	0	14,822
Miscellaneous	2,000	0	2,000	4,827	1,905

DITCHING
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Other Expenses	2,000	0	2,000	4,827	1,905
<i>Total Expenses</i>	221,230	296,600	-75,370	226,352	208,494
<i>Surplus (Deficit)</i>	-221,230	-296,600	75,370	-226,352	-208,494

BASINS & CURBS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	5,000	5,000	0	10,339	5,005
Vacation Pay	50	0	50	15	27
Salaries	5,050	5,000	50	10,354	5,032
Benefits-C.P.P.	200	200	0	368	218
Benefits-E.I.	105	100	5	174	102
Benefits-E.H.T.	100	100	0	236	103
Benefits-W.S.I.B.	115	100	15	240	111
Benefits-E.A.P.	5	10	-5	4	6
Statutory Benefits	525	510	15	1,021	540
OMERS	500	500	0	1,210	400
Health & Dental	500	500	0	467	611
Twsp Equipment Charges	3,000	2,500	500	3,807	3,276
Equipment Charges	3,000	2,500	500	3,807	3,276
Equipment Rentals	1,000	0	1,000	350	0
Vehicle Repairs	1,000	0	1,000	350	0
Materials & Supplies	3,000	3,000	0	1,048	4,646
Materials	3,000	3,000	0	1,048	4,646
Contracts	10,000	6,000	4,000	19,841	5,410
Contractual Services	10,000	6,000	4,000	19,841	5,410
Total Expenses	23,575	18,010	5,565	38,097	19,914
Surplus (Deficit)	-23,575	-18,010	-5,565	-38,097	-19,914

HARDTOP SWEEPING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
<i>Revenues</i>					
<i>Expenses</i>					
Regular Salaries	50,000	43,000	7,000	41,563	56,150
Vacation Pay	250	0	250	5	246
Salaries	50,250	43,000	7,250	41,568	56,396
Benefits-C.P.P.	1,950	1,600	350	2,018	2,499
Benefits-E.I.	1,025	600	425	996	1,226
Benefits-E.H.T.	1,000	1,000	0	879	1,172
Benefits-W.S.I.B.	1,100	1,000	100	1,001	1,316
Benefits-E.A.P.	35	40	-5	36	56
Statutory Benefits	5,110	4,240	870	4,931	6,269
OMERS	4,800	4,400	400	4,118	4,749
Health & Dental	4,600	4,000	600	4,652	6,239
Twsp Equipment Charges	30,000	20,100	9,900	38,097	36,811
Equipment Charges	30,000	20,100	9,900	38,097	36,811
Materials & Supplies	1,000	2,500	-1,500	36	477
Materials	1,000	2,500	-1,500	36	477
Total Expenses	95,760	78,240	17,520	93,402	110,941
Surplus (Deficit)	-95,760	-78,240	-17,520	-93,402	-110,941

HARDTOP PATCHING
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	25,000	60,000	-35,000	33,972	77,939
Vacation Pay	250	0	250	425	1,025
Salaries	25,250	60,000	-34,750	34,398	78,964
Benefits-C.P.P.	1,000	2,300	-1,300	1,462	3,392
Benefits-E.I.	525	900	-375	771	1,655
Benefits-E.H.T.	500	1,400	-900	747	1,561
Benefits-W.S.I.B.	555	1,500	-945	851	1,812
Benefits-E.A.P.	20	50	-30	35	81
Statutory Benefits	2,600	6,150	-3,550	3,866	8,500
OMERS	2,400	6,500	-4,100	2,901	4,828
Health & Dental	2,300	5,600	-3,300	2,328	6,664
Twsp Equipment Charges	10,000	30,000	-20,000	12,998	24,642
Equipment Charges	10,000	30,000	-20,000	12,998	24,642
Equipment Rentals	1,000	500	500	92	0
Vehicle Repairs	1,000	500	500	92	0
Materials & Supplies	18,000	35,000	-17,000	33,501	152,813
Materials	18,000	35,000	-17,000	33,501	152,813
Contracts	0	10,000	-10,000	0	7,950
Contractual Services	0	10,000	-10,000	0	7,950
Total Expenses	61,550	153,750	-92,200	90,083	284,363
Surplus (Deficit)	-61,550	-153,750	92,200	-90,083	-284,363

SIDEWALK MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

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Expenses					
Regular Salaries	35,000	53,000	-18,000	8,900	15,295
Vacation Pay	0	100	-100	4	0
Salaries	35,000	53,100	-18,100	8,904	15,295
Benefits-C.P.P.	1,375	2,000	-625	60	122
Benefits-E.I.	725	750	-25	30	56
Benefits-E.H.T.	700	1,200	-500	34	52
Benefits-W.S.I.B.	775	1,200	-425	39	58
Benefits-E.A.P.	25	50	-25	1	3
Statutory Benefits	3,600	5,200	-1,600	164	290
OMERS	3,300	6,000	-2,700	154	231
Health & Dental	3,200	5,000	-1,800	86	373
Twsp Equipment Charges	15,000	25,000	-10,000	11,890	6,357
Equipment Charges	15,000	25,000	-10,000	11,890	6,357
Materials & Supplies	1,000	1,000	0	311	1,059
Materials	1,000	1,000	0	311	1,059
Hydro	3,000	3,000	0	1,728	2,560
Contracts Pxo	3,500	2,500	1,000	1,434	3,411
Contracts	25,000	25,000	0	1,786	0
Contractual Services	28,500	27,500	1,000	3,219	3,411
Total Expenses	92,600	125,800	-33,200	26,456	29,577
Surplus (Deficit)	-92,600	-125,800	33,200	-26,456	-29,577
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HARDTOP RESURFACE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	5,000	5,000	0	15,391	1,213
Vacation Pay	0	0	0	81	0
Salaries	5,000	5,000	0	15,472	1,213
Benefits-C.P.P.	200	200	0	601	48
Benefits-E.I.	100	100	0	324	22
Benefits-E.H.T.	100	100	0	388	27
Benefits-W.S.I.B.	110	100	10	427	30
Benefits-E.A.P.	5	10	-5	11	2
Statutory Benefits	515	510	5	1,751	129
OMERS	500	500	0	1,594	119
Health & Dental	500	500	0	939	210
Twsp Equipment Charges	2,000	1,000	1,000	6,671	23
Equipment Charges	2,000	1,000	1,000	6,671	23
Materials & Supplies	5,000	0	5,000	421	0
Materials	5,000	0	5,000	421	0
Contracts	20,000	10,000	10,000	62,198	4,349
Contractual Services	20,000	10,000	10,000	62,198	4,349
Total Expenses	33,515	17,510	16,005	89,046	6,042
Surplus (Deficit)	-33,515	-17,510	-16,005	-89,046	-6,042

LOOSETOP GRADING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	30,000	38,000	-8,000	23,906	30,426
Vacation Pay	0	0	0	3	0
Salaries	30,000	38,000	-8,000	23,909	30,426
Benefits-C.P.P.	1,200	1,500	-300	500	872
Benefits-E.I.	625	500	125	475	593
Benefits-E.H.T.	600	900	-300	513	691
Benefits-W.S.I.B.	675	900	-225	544	768
Benefits-E.A.P.	25	30	-5	21	25
Statutory Benefits	3,125	3,830	-705	2,053	2,949
OMERS	2,850	4,000	-1,150	2,296	2,790
Health & Dental	2,750	3,500	-750	2,692	3,213
Twsp Equipment Charges	35,000	35,000	0	13,420	25,111
Equipment Charges	35,000	35,000	0	13,420	25,111
Materials & Supplies	1,000	1,000	0	0	0
Materials	1,000	1,000	0	0	0
Total Expenses	74,725	85,330	-10,605	44,369	64,489
Surplus (Deficit)	-74,725	-85,330	10,605	-44,369	-64,489

LOOSE DUST LAYER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	10,000	10,000	0	7,427	12,194
Salaries	10,000	10,000	0	7,427	12,194
Benefits-C.P.P.	400	500	-100	277	509
Benefits-E.I.	210	200	10	160	270
Benefits-E.H.T.	200	250	-50	161	249
Benefits-W.S.I.B.	225	250	-25	183	277
Benefits-E.A.P.	10	10	0	1	10
Statutory Benefits	1,045	1,210	-165	782	1,315
OMERS	950	1,000	-50	752	1,130
Health & Dental	925	1,000	-75	232	1,405
Twsp Equipment Charges	5,000	5,000	0	4,716	10,363
Equipment Charges	5,000	5,000	0	4,716	10,363
Materials & Supplies	1,000	2,500	-1,500	432	4
Materials	1,000	2,500	-1,500	432	4
Contracts	110,000	125,000	-15,000	109,470	150,418
Contractual Services	110,000	125,000	-15,000	109,470	150,418
Total Expenses	128,920	145,710	-16,790	123,812	176,827
Surplus (Deficit)	-128,920	-145,710	16,790	-123,812	-176,827

GRAVEL RESURFACE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	25,000	20,000	5,000	19,240	45,054
Vacation Pay	0	0	0	1	8
Salaries	25,000	20,000	5,000	19,242	45,062
Benefits-C.P.P.	975	750	225	878	1,844
Benefits-E.I.	515	300	215	437	793
Benefits-E.H.T.	500	500	0	441	960
Benefits-W.S.I.B.	550	500	50	482	1,031
Benefits-E.A.P.	20	20	0	9	39
Statutory Benefits	2,560	2,070	490	2,248	4,666
OMERS	2,400	2,000	400	1,844	3,864
Health & Dental	2,300	1,800	500	1,391	5,170
Twsp Equipment Charges	20,000	18,000	2,000	12,929	28,953
Equipment Charges	20,000	18,000	2,000	12,929	28,953
Equipment Rentals	15,000	2,000	13,000	0	13,376
Vehicle Repairs	15,000	2,000	13,000	0	13,376
Materials & Supplies	10,000	1,000	9,000	5,836	8,278
Materials	10,000	1,000	9,000	5,836	8,278
Engineering Fees	0	1,000	-1,000	0	0
Insurance, Audit, Consulting, Legal	0	1,000	-1,000	0	0
Contracts	150,000	100,000	50,000	147,750	167,231
Contractual Services	150,000	100,000	50,000	147,750	167,231
Total Expenses	227,260	147,870	79,390	191,241	276,601
Surplus (Deficit)	-227,260	-147,870	-79,390	-191,241	-276,601

SIGNS, GUIDERAIL, CPR CROSSING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

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Expenses					
Regular Salaries	30,000	30,000	0	16,480	28,700
Vacation Pay	0	0	0	45	59
Salaries	30,000	30,000	0	16,526	28,759
Benefits-C.P.P.	1,175	1,100	75	804	1,224
Benefits-E.I.	625	400	225	402	548
Benefits-E.H.T.	600	700	-100	368	649
Benefits-W.S.I.B.	675	700	-25	415	715
Benefits-E.A.P.	25	30	-5	13	27
Statutory Benefits	3,100	2,930	170	2,002	3,163
OMERS	2,900	3,000	-100	1,613	2,663
Health & Dental	2,750	2,800	-50	1,635	3,446
Twsp Equipment Charges	10,000	10,000	0	4,226	8,319
Equipment Charges	10,000	10,000	0	4,226	8,319
Materials & Supplies	15,000	30,000	-15,000	5,351	13,826
Materials	15,000	30,000	-15,000	5,351	13,826
Hydro	3,000	4,000	-1,000	2,372	2,537
Contracts	49,000	49,000	0	35,384	36,846
Contractual Services	49,000	49,000	0	35,384	36,846
Total Expenses	115,750	131,730	-15,980	69,109	99,560
Surplus (Deficit)	-115,750	-131,730	15,980	-69,109	-99,560
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ROUTINE PATROL
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

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Expenses					
Regular Salaries	25,000	28,000	-3,000	4,012	29,574
Vacation Pay	0	0	0	0	27
Salaries	25,000	28,000	-3,000	4,012	29,601
Benefits-C.P.P.	1,000	1,000	0	142	1,291
Benefits-E.I.	515	400	115	66	538
Benefits-E.H.T.	500	600	-100	94	676
Benefits-W.S.I.B.	550	600	-50	95	732
Benefits-E.A.P.	20	30	-10	2	24
Statutory Benefits	2,585	2,630	-45	399	3,261
OMERS	2,400	3,000	-600	590	3,027
Health & Dental	2,300	3,000	-700	335	3,412
Twsp Equipment Charges	8,000	6,000	2,000	1,737	7,839
Equipment Charges	8,000	6,000	2,000	1,737	7,839

Total Expenses	40,285	42,630	-2,345	7,073	47,141

Surplus (Deficit)	-40,285	-42,630	2,345	-7,073	-47,141
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Graffiti Removal
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
<i>Revenues</i>					
<hr/>					
<i>Expenses</i>					
Regular Salaries	5,000	5,000	0	0	0
Salaries	5,000	5,000	0	0	0
Benefits-C.P.P.	200	200	0	0	0
Benefits-E.I.	100	100	0	0	0
Benefits-E.H.T.	100	120	-20	0	0
Benefits-W.S.I.B.	110	120	-10	0	0
Benefits-E.A.P.	5	20	-15	0	0
Statutory Benefits	515	560	-45	0	0
OMERS	500	500	0	0	0
Health & Dental	500	500	0	0	0
Twsp Equipment Charges	2,000	5,000	-3,000	0	0
Equipment Charges	2,000	5,000	-3,000	0	0
Materials & Supplies	2,000	0	2,000	387	1,160
Materials	2,000	0	2,000	387	1,160
Total Expenses	10,515	11,560	-1,045	387	1,160
Surplus (Deficit)	-10,515	-11,560	1,045	-387	-1,160

Hardtop Shoulder Mtnce
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	40,000	40,000	0	38	61,015
Vacation Pay	0	0	0	0	205
Salaries	40,000	40,000	0	38	61,220
Benefits-C.P.P.	1,600	1,500	100	2	2,270
Benefits-E.I.	825	500	325	1	983
Benefits-E.H.T.	800	1,000	-200	1	1,404
Benefits-W.S.I.B.	900	1,000	-100	1	1,537
Benefits-E.A.P.	30	50	-20	0	43
Statutory Benefits	4,155	4,050	105	4	6,237
OMERS	3,800	4,400	-600	3	5,624
Health & Dental	3,700	4,000	-300	8	5,317
Twsp Equipment Charges	28,000	28,000	0	26	44,164
Equipment Charges	28,000	28,000	0	26	44,164
Materials & Supplies	5,000	0	5,000	0	2,117
Materials	5,000	0	5,000	0	2,117
Total Expenses	84,655	80,450	4,205	79	124,678
Surplus (Deficit)	-84,655	-80,450	-4,205	-79	-124,678

Loosetop Shoulder Mtnc
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	10,000	20,000	-10,000	1,906	2,444
Vacation Pay	0	0	0	0	6
Salaries	10,000	20,000	-10,000	1,906	2,450
Benefits-C.P.P.	400	750	-350	75	105
Benefits-E.I.	205	300	-95	36	48
Benefits-E.H.T.	200	500	-300	41	63
Benefits-W.S.I.B.	225	500	-275	46	70
Benefits-E.A.P.	10	50	-40	2	1
Statutory Benefits	1,040	2,100	-1,060	201	287
OMERS	950	2,000	-1,050	221	271
Health & Dental	950	2,000	-1,050	298	163
Twsp Equipment Charges	14,000	14,000	0	1,047	667
Equipment Charges	14,000	14,000	0	1,047	667
Materials & Supplies	2,000	0	2,000	0	0
Materials	2,000	0	2,000	0	0
Total Expenses	28,940	40,100	-11,160	3,672	3,837
Surplus (Deficit)	-28,940	-40,100	11,160	-3,672	-3,837

Spray Patching
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	10,000	0	10,000	21,293	0
Vacation Pay	0	0	0	165	0
Salaries	10,000	0	10,000	21,458	0
Benefits-C.P.P.	400	0	400	1,019	0
Benefits-E.I.	225	0	225	535	0
Benefits-E.H.T.	625	0	625	478	0
Benefits-W.S.I.B.	775	0	775	545	0
Benefits-E.A.P.	25	0	25	18	0
Statutory Benefits	2,050	0	2,050	2,593	0
OMERS	1,600	0	1,600	1,842	0
Health & Dental	1,500	0	1,500	1,796	0
Twsp Equipment Charges	0	0	0	4,909	0
Equipment Charges	0	0	0	4,909	0
Materials & Supplies	22,000	0	22,000	9,336	0
Materials	22,000	0	22,000	9,336	0
Total Expenses	37,150	0	37,150	41,935	0
Surplus (Deficit)	-37,150	0	-37,150	-41,935	0

Should maintenance
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
<hr/>					
Expenses					
Regular Salaries	15,000	0	15,000	22,422	0
Vacation Pay	0	0	0	54	0
Salaries	15,000	0	15,000	22,476	0
Benefits-C.P.P.	600	0	600	834	0
Benefits-E.I.	310	0	310	429	0
Benefits-E.H.T.	300	0	300	492	0
Benefits-W.S.I.B.	330	0	330	556	0
Benefits-E.A.P.	15	0	15	24	0
Statutory Benefits	1,555	0	1,555	2,335	0
OMERS	1,500	0	1,500	2,322	0
Health & Dental	1,400	0	1,400	2,630	0
Twsp Equipment Charges	8,000	0	8,000	14,469	0
Equipment Charges	8,000	0	8,000	14,469	0
Materials & Supplies	2,000	0	2,000	0	0
Materials	2,000	0	2,000	0	0
Total Expenses	29,455	0	29,455	44,232	0
Surplus (Deficit)	-29,455	0	-29,455	-44,232	0

High Should Removal - Hardtop
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

=====					
Expenses					
Regular Salaries	20,000	0	20,000	17,791	0
Salaries	20,000	0	20,000	17,791	0
Benefits-C.P.P.	800	0	800	800	0
Benefits-E.I.	455	0	455	334	0
Benefits-E.H.T.	100	0	100	413	0
Benefits-W.S.I.B.	115	0	115	470	0
Benefits-E.A.P.	0	0	0	17	0
Statutory Benefits	1,470	0	1,470	2,032	0
OMERS	1,525	0	1,525	2,009	0
Health & Dental	1,525	0	1,525	2,347	0
Twsp Equipment Charges	0	0	0	13,579	0
Equipment Charges	0	0	0	13,579	0

Total Expenses	24,520	0	24,520	37,758	0
Surplus (Deficit)	-24,520	0	-24,520	-37,758	0
=====					

High Shldr Removal - Loosetop
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

=====					
Expenses					
Regular Salaries	5,000	0	5,000	1,018	0
Salaries	5,000	0	5,000	1,018	0
Benefits-C.P.P.	200	0	200	49	0
Benefits-E.I.	105	0	105	22	0
Benefits-E.H.T.	100	0	100	25	0
Benefits-W.S.I.B.	115	0	115	29	0
Benefits-E.A.P.	0	0	0	1	0
Statutory Benefits	520	0	520	126	0
OMERS	500	0	500	118	0
Health & Dental	500	0	500	89	0
Twsp Equipment Charges	0	0	0	3,111	0
Equipment Charges	0	0	0	3,111	0

Total Expenses	6,520	0	6,520	4,461	0
Surplus (Deficit)	-6,520	0	-6,520	-4,461	0
=====					

Summer Patrol
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

=====					
Expenses					
Regular Salaries	20,000	0	20,000	20,139	0
Salaries	20,000	0	20,000	20,139	0
Benefits-C.P.P.	800	0	800	972	0
Benefits-E.I.	410	0	410	447	0
Benefits-E.H.T.	200	0	200	459	0
Benefits-W.S.I.B.	225	0	225	521	0
Benefits-E.A.P.	10	0	10	19	0
Statutory Benefits	1,645	0	1,645	2,418	0
OMERS	1,900	0	1,900	2,199	0
Health & Dental	1,450	0	1,450	2,683	0
Twsp Equipment Charges	3,000	0	3,000	3,941	0
Equipment Charges	3,000	0	3,000	3,941	0

Total Expenses	27,995	0	27,995	31,380	0

Surplus (Deficit)	-27,995	0	-27,995	-31,380	0
=====					

ROAD OVERHEAD
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Sundry	5,000	5,000	0	3,189	14,517
User Fees	5,000	5,000	0	3,189	14,517
Ontario Operating Grants	1,500	1,500	0	1,120	1,680
Grants & Contributions	1,500	1,500	0	1,120	1,680
Gain/(Loss) on Disposal of Fixed Asset	0	0	0	0	-494,826
Total Revenues	6,500	6,500	0	4,309	-478,629
Expenses					
Regular Salaries	280,000	250,000	30,000	280,308	270,294
Vacation Pay	110,000	120,000	-10,000	100,751	112,365
Sick Pay	25,000	30,000	-5,000	8,396	20,860
Hourly Overhead Wages	15,000	15,000	0	14,865	13,991
Training And Meeting Wages	8,000	18,000	-10,000	7,006	6,318
Wages (Work Other Depts)	0	0	0	2,466	0
Salaries	438,000	433,000	5,000	413,793	423,828
Benefits-C.P.P.	17,000	16,500	500	10,416	10,263
Benefits-E.I.	8,950	6,000	2,950	4,909	4,760
Benefits-E.H.T.	8,600	10,000	-1,400	6,200	6,610
Benefits-W.S.I.B.	9,600	10,000	-400	6,592	6,589
Benefits-E.A.P.	350	400	-50	184	224
Statutory Benefits	44,500	42,900	1,600	28,301	28,446
OMERS	42,000	46,000	-4,000	29,178	31,361
Health & Dental	40,000	43,000	-3,000	25,881	33,484
Fuel	230,000	220,000	10,000	223,551	225,223
Diesel & Gas	15,000	15,000	0	-26,722	6,602
Fuel	245,000	235,000	10,000	196,830	231,825
Machine Recovery-Mtnce	-427,500	-547,600	120,100	-402,712	-405,374

ROAD OVERHEAD
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Equipment Charges	-427,500	-547,600	120,100	-402,712	-405,374
Vehicle Repairs	180,000	170,000	10,000	177,948	173,170
Vehicle Repairs	180,000	170,000	10,000	177,948	173,170
Tools	5,000	5,000	0	1,608	4,653
Grease & Oil	6,000	6,000	0	7,606	5,003
Materials	11,000	11,000	0	9,213	9,657
Office Supplies	3,000	3,000	0	5,120	1,988
Supplies	0	0	0	8	0
Shop & Cleaning Supplies	12,000	11,000	1,000	8,608	11,232
Office & Cleaning Supplies	15,000	14,000	1,000	13,736	13,220
Personnel Supplies	16,000	15,000	1,000	10,045	15,623
Personnel Supplies (Uniforms, Boots, etc.)	16,000	15,000	1,000	10,045	15,623
Insurance-Contingency	10,000	17,500	-7,500	0	3,583
Insurance	82,000	80,000	2,000	80,790	76,493
Legal Fees	5,000	5,000	0	15,002	4,146
Consulting Fees	3,000	5,000	-2,000	310	0
Engineering Fees	0	0	0	4,321	0
Advertising	500	500	0	548	0
Insurance, Audit, Consulting, Legal	100,500	108,000	-7,500	100,971	84,223
Memberships	1,500	2,000	-500	1,514	1,433
Training & Development	8,000	10,000	-2,000	8,086	4,086
Conferences	1,300	1,400	-100	1,315	1,367
Meal Allowance	200	0	200	58	180
Memberships, Training, Conferences & Travel	11,000	13,400	-2,400	10,973	7,067
Heat	15,000	16,000	-1,000	15,051	9,602
Hydro	16,000	16,500	-500	11,706	15,383

ROAD OVERHEAD
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Telephone	7,500	7,500	0	6,196	7,181
Telephone	7,500	7,500	0	6,196	7,181
Maintenance - Grounds	0	0	0	81	6,991
Maintenance-Buildings	20,000	20,000	0	29,741	28,590
Maintenance Equipment	20,000	20,000	0	25,736	9,374
Mtnce/Repairs Pagers & Radios	1,500	1,600	-100	1,243	999
Repairs & Maintenance	41,500	41,600	-100	56,802	45,954
Technology	5,000	20,000	-15,000	4,111	4,379
Technology & Minor Capital	5,000	20,000	-15,000	4,111	4,379
Miscellaneous	0	0	0	4,367	33
Performance Efficiencies	-110,000	0	-110,000	0	0
Other Expenses	-110,000	0	-110,000	4,367	33
Depreciation	0	0	0	0	3,207,259
Machine Recovery - Capital	-10,000	-10,000	0	-11,414	-15,448
Transfer to Capital	-10,000	-10,000	0	-11,414	-15,448
Total Expenses	680,500	675,300	5,200	700,976	3,920,873
Surplus (Deficit)	-674,000	-668,800	-5,200	-696,667	-4,399,502

ROAD WINTER MAINTENANCE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Expenses					
Regular Salaries	289,000	280,000	9,000	200,823	211,983
Vacation Pay	2,200	1,200	1,000	830	1,478
Salaries	291,200	281,200	10,000	201,654	213,461
Benefits-C.P.P.	11,300	10,000	1,300	8,650	8,565
Benefits-E.I.	6,000	4,000	2,000	4,565	4,226
Benefits-E.H.T.	5,700	7,000	-1,300	4,103	4,477
Benefits-W.S.I.B.	6,400	7,000	-600	4,621	4,867
Benefits-E.A.P.	210	400	-190	126	223
Statutory Benefits	29,610	28,400	1,210	22,065	22,357
OMERS	27,500	30,000	-2,500	16,124	15,369
Health & Dental	27,000	25,000	2,000	13,391	24,761
Twsp Equipment Charges	149,000	149,000	0	164,041	139,139
Equipment Charges	149,000	149,000	0	164,041	139,139
Equipment Rentals	5,000	5,000	0	1,933	3,129
Vehicle Repairs	5,000	5,000	0	1,933	3,129
Materials & Supplies	104,000	104,000	0	103,748	75,809
Materials	104,000	104,000	0	103,748	75,809
Contracts	130,000	130,000	0	163,816	135,584
Contractual Services	130,000	130,000	0	163,816	135,584
Total Expenses	763,310	752,600	10,710	686,772	629,609
Surplus (Deficit)	-763,310	-752,600	-10,710	-686,772	-629,609

DRAINAGE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Fees & Service Charges	0	0	0	25	25
User Fees	0	0	0	25	25
Ontario Operating Grants	3,000	3,000	0	0	0
Grants & Contributions	3,000	3,000	0	0	0
Transfers from Reserve	0	5,000	-5,000	0	0
Total Revenues	3,000	8,000	-5,000	25	25
Expenses					
Regular Salaries	22,400	23,000	-600	9,966	12,973
Vacation Pay	0	0	0	367	0
Salaries	22,400	23,000	-600	10,333	12,973
Benefits-C.P.P.	730	700	30	670	384
Benefits-E.I.	385	300	85	305	160
Benefits-E.H.T.	450	500	-50	392	275
Benefits-W.S.I.B.	460	600	-140	424	265
Benefits-E.A.P.	15	20	-5	11	7
Statutory Benefits	2,040	2,120	-80	1,801	1,091
OMERS	2,400	2,500	-100	2,094	1,381
Health & Dental	2,045	2,000	45	1,591	1,127
Materials & Supplies	0	0	0	0	406
Materials	0	0	0	0	406
Legal Fees	1,000	1,000	0	0	0
Insurance, Audit, Consulting, Legal	1,000	1,000	0	0	0
Memberships	300	150	150	132	353

DRAINAGE
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Training & Development	200	1,200	-1,000	1,023	223
Conferences	250	500	-250	178	310
Memberships, Training, Conferences & Travel	750	1,850	-1,100	1,334	887
Transfers between Departments	1,000	1,000	0	133	214
Transfer to Reserve	0	0	0	0	5,922
Total Expenses	31,635	33,470	-1,835	17,286	24,000
Surplus (Deficit)	-28,635	-25,470	-3,165	-17,261	-23,975

WILLOW CREEK/WYE RIVER
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
<i>Revenues</i>					

=====					
<i>Expenses</i>					
Miscellaneous	12,750	12,750	0	2,393	1,844
Other Expenses	12,750	12,750	0	2,393	1,844
Transfers between Departments	0	2,500	-2,500	0	0
Total Expenses	12,750	15,250	-2,500	2,393	1,844
Surplus (Deficit)	-12,750	-15,250	2,500	-2,393	-1,844
=====					

STREET LIGHTS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Transfers from Reserve	18,500	6,000	12,500	0	0
Total Revenues	18,500	6,000	12,500	0	0
Expenses					
Materials & Supplies	0	0	0	0	-14
Materials	0	0	0	0	-14
Hydro	115,000	115,000	0	113,094	118,566
Contracts	35,000	25,000	10,000	10,698	32,112
Contractual Services	35,000	25,000	10,000	10,698	32,112
Minor Capital	0	0	0	0	1,420
Technology & Minor Capital	0	0	0	0	1,420
Transfers between Departments	-8,500	-6,500	-2,000	-8,500	-8,500
Transfer to Capital	20,000	20,000	0	52,563	0
Transfer to Capital	20,000	20,000	0	52,563	0
Total Expenses	161,500	153,500	8,000	167,855	143,584
Surplus (Deficit)	-143,000	-147,500	4,500	-167,855	-143,584



TAB 10

Recreation Parks & Properties

BUDGET 2014

Department: Recreation, Parks and Properties

1. Key Departmental Responsibilities

- Facilities Operations
- Facilities Maintenance
- Parks Maintenance
- Playground Maintenance
- Trails and Walkways Maintenance
- Recreation Programming
- Special Events
- Support to Recreation Service Boards
- Community Services

2. Results Achieved - 2013

- Playground Installations
 - Apto Glen Park – new installation
 - Hendrie Ridge Park – additional play equipment
 - Highlands of Hillsdale – additional play equipment
- Outdoor Fitness Centre – Doran Park – successful media launch with CTV news coverage, and print coverage in all the local papers
- Constructed a dedicated parking lot for the Tree Nursery Sports Park Ball Diamonds with public works
- Safety upgrades to Diamond 4 – Adams Park (additional fencing for player and spectator safety)
- Simcoe District School Board approves Joint Use Agreement Renewal
- Simcoe County District School Board approves Elmvale District High School Partnership Proposal
- March break day camp included regular camp + hockey camp - 254 participants
- Summer day camp program was very successful – 1,025 participants
- Ran the successful 7th Annual Mayor’s Golf Tournament raising \$34,000 for charity – included 13 local merchants in the Shop Springwater component
- Hosted the Volunteer Appreciation Event in October celebrating the contributions of the leaders from our Township
- Completion of the Gateway and Community signage identification program
- Upgrades to the Hillsdale Jail as per the direction of the Heritage Committee
- Elmvale Community Hall accessibility upgrades
- Lighting upgrades through the Save on Energy Program
 - Midhurst Library – annual energy savings of 5,798 kWh (\$580.00)
 - Minesing Bowling Alley – annual energy savings of 1,060 kWh (\$110.00)
 - Station 3 Exterior Lights – annual energy savings of 9,009.66 kWh (\$810.00)
- Yard 1 Truck Bays – annual energy savings of 3,264 kWh (\$326.00)
- Installed Public Access Defibrillators in 7 community facilities, Anten Mills

	<p>Community Centre, Doran Park, Grenfel Community Centre, Hillsdale Community Centre, Midhurst Community Centre, Tree Nursery Sports Park and Valendar Park.</p> <ul style="list-style-type: none"> • Redeployment of staff and equipment resulted in a more efficient grass cutting, ball diamond dragging and flower watering services. With the changes, more time was available for other maintenance activities. 				
3.	Staff Complement				
		2011	2012	2013	2014 Proposed
	FTE	7	7	7	7
	PTE	5 + students	5 + students	5 + students	5 + students
4.	2014 Budget Pressures / Changes				
	<ul style="list-style-type: none"> • Aging infrastructure increases capital and maintenance costs • Maintenance of the North Simcoe Rail Trail • Additional property maintenance requirements, Snow Valley Landing STP & SWM Pond, Black Creek Parkland and the Suncor Property. 				
5.	2014 Operational / Initiatives				
	<ul style="list-style-type: none"> • A continued focus on operational efficiencies with technology and process change. • Test program of self watering planters. • Reducing program cost by focusing on local attractions for camp trips. 				
6.	2014 Major Capital Investments				
	<ul style="list-style-type: none"> • Replacement of Yard 2 garage doors • Painting or replacement of siding at Yard 1 • Resurfacing of Doran Park Tennis Courts • Pavilion at Doran Park • Central irrigation control system • Outdoor fitness equipment and playground equipment • Park signage program • Arena roof membrane replacement • Replacement of tar and gravel flat roofs at the north and south ends of the arena with modified bitumen roofs. • Replacement of the arena puck boards. 				
7.	Key Performance Indicators				
	<ul style="list-style-type: none"> • Arena – meet utilization and cost recovery targets set • Parks – meet operating cost and availability targets • Recreation Programs – meet utilization and cost recovery targets set 				

PARKS AND RECREATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Fees-Edenvale Conservation Rec	250	250	0	240	240
Leasee Liability Insce	0	0	0	0	1,810
Program Charges-Tennis	2,500	2,500	0	0	2,500
Rentals-Doran Park	7,000	7,000	0	8,803	7,030
Rentals-Nursery Sports Pk	40,000	37,500	2,500	25,966	35,725
Transfers From Others	10,000	10,000	0	0	17,564
Sundry	500	500	0	5,130	1,408
Sale Of Equipment	2,500	5,000	-2,500	3,865	0
Nursery Park Rental	2,500	5,000	-2,500	0	1,500
User Fees	65,250	67,750	-2,500	44,003	67,778
Ontario Operating Grants	4,000	300	3,700	1,120	3,782
Contributions	50,000	0	50,000	0	0
Grants & Contributions	54,000	300	53,700	1,120	3,782
Gain/(Loss) on Disposal of Fixed Asset	0	0	0	0	-3,070
Transfers from Reserve	310,500	146,000	164,500	0	318,481
Total Revenues	429,750	214,050	215,700	45,123	386,972
Expenses					
Regular Salaries	239,850	237,000	2,850	288,482	269,836
Vacation Pay	1,500	1,500	0	3,375	1,657
Meeting Allowance	750	1,200	-450	580	660
Salaries	242,100	239,700	2,400	292,437	272,154
Benefits-C.P.P.	9,700	10,000	-300	11,246	9,203
Benefits-E.I.	5,150	4,000	1,150	5,668	4,422
Benefits-E.H.T.	4,710	5,000	-290	5,376	4,853
Benefits-W.S.I.B.	5,250	5,500	-250	5,917	5,221
Benefits-E.A.P.	200	250	-50	209	221
Statutory Benefits	25,010	24,750	260	28,416	23,919
OMERS	19,900	20,000	-100	19,173	18,119
Health & Dental	19,800	20,000	-200	18,040	17,922

PARKS AND RECREATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Fuel	40,000	35,000	5,000	43,323	37,459
Fuel	40,000	35,000	5,000	43,323	37,459
Twsp Equipment Charges	5,000	5,000	0	0	0
Equipment Charges	5,000	5,000	0	0	0
Vehicle Repairs	25,000	30,000	-5,000	12,725	29,339
Vehicle Repairs	25,000	30,000	-5,000	12,725	29,339
Materials & Supplies	5,000	4,000	1,000	9,311	9,698
Tools	1,000	1,500	-500	249	1,133
Materials	6,000	5,500	500	9,560	10,832
Office Supplies	250	250	0	105	55
Subscript & Publications	250	250	0	0	196
Office & Cleaning Supplies	500	500	0	105	251
Personnel Supplies	3,000	3,000	0	2,689	1,940
Personnel Supplies (Uniforms, Boots, etc.)	3,000	3,000	0	2,689	1,940
Insurance-Contingency	10,000	10,000	0	0	3,257
Insurance	22,500	20,000	2,500	24,288	20,539
Legal Fees	3,000	3,000	0	0	0
Advertising	250	250	0	0	1,118
Insurance, Audit, Consulting, Legal	35,750	33,250	2,500	24,288	24,914
H & S Training/Other	750	750	0	0	0
Memberships	550	550	0	225	518
Training & Development	1,500	3,000	-1,500	1,200	2,237
Travel	0	250	-250	0	22
Memberships, Training, Conferences & Travel	2,800	4,550	-1,750	1,425	2,776

PARKS AND RECREATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Heat	7,500	7,500	0	3,369	5,262
Hydro	20,000	25,000	-5,000	15,202	10,032
Water	1,500	1,250	250	1,174	1,305
Telephone	1,500	1,750	-250	1,080	1,210
Telephone	1,500	1,750	-250	1,080	1,210
Maintenance-Tennis Courts	1,500	1,500	0	803	1,683
Healthy Lawns And Gardens	3,000	2,000	1,000	311	1,608
Maintenance-Buildings	3,500	3,000	500	4,268	2,522
Maintenance Other	4,000	3,000	1,000	14,631	5,003
Mtnce/Repairs Pagers & Radios	500	500	0	397	193
Nsrt Maintenance	10,000	10,000	0	1,147	1,380
Maintenance-General	0	0	0	2,260	0
Maintenance Grounds	0	0	0	883	18
Maintenance-Parks	90,000	85,000	5,000	50,729	73,246
Repairs & Maintenance	112,500	105,000	7,500	75,428	85,655
Contracts	69,000	67,500	1,500	67,100	65,100
Contractual Services	69,000	67,500	1,500	67,100	65,100
Technology	4,000	4,000	0	2,135	4,842
Minor Capital	15,000	10,000	5,000	9,321	25,045
Technology & Minor Capital	19,000	14,000	5,000	11,456	29,887
Transfers between Departments	7,000	7,500	-500	6,080	1,525
Depreciation	0	0	0	0	104,954
Transfer to Reserve	75,000	75,000	0	0	82,609
Transfer to Capital	435,000	230,000	205,000	118,513	0
Transfer to Capital	435,000	230,000	205,000	118,513	0
Total Expenses	1,172,860	955,750	217,110	751,584	827,163
Surplus (Deficit)	-743,110	-741,700	-1,410	-706,460	-440,191

RECREATION PROGRAMS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
March Break Camp	7,000	7,000	0	6,675	7,785
Program Revenue	75,000	80,000	-5,000	84,155	67,515
Day Camp Registration	90,000	75,000	15,000	83,534	73,325
Winter Break Camp	1,400	1,800	-400	425	2,005
Sundry	0	0	0	0	23
Donations	0	0	0	0	2,000
User Fees	173,400	163,800	9,600	174,790	152,653
Ontario Operating Grants	4,000	19,000	-15,000	19,121	0
Other Grant Contributions	14,700	5,000	9,700	0	11,200
Grants & Contributions	18,700	24,000	-5,300	19,121	11,200
Total Revenues	192,100	187,800	4,300	193,911	163,853
Expenses					
Regular Salaries	141,000	147,000	-6,000	99,652	115,134
Vacation Pay	3,200	3,500	-300	2,730	3,779
Salaries	144,200	150,500	-6,300	102,381	118,913
Benefits-C.P.P.	6,425	6,500	-75	3,042	4,146
Benefits-E.I.	3,400	2,500	900	2,568	2,973
Benefits-E.H.T.	2,830	3,200	-370	1,943	2,323
Benefits-W.S.I.B.	3,250	3,400	-150	2,297	2,605
Benefits-E.A.P.	45	50	-5	143	218
Statutory Benefits	15,950	15,650	300	9,993	12,265
OMERS	6,400	7,500	-1,100	3,228	1,805
Health & Dental	6,400	7,000	-600	3,081	1,612
Materials & Supplies	7,500	9,000	-1,500	4,035	9,077
Equipment Supplies	4,500	2,000	2,500	1,943	2,135
Materials	12,000	11,000	1,000	5,978	11,212

RECREATION PROGRAMS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Office Supplies	500	200	300	232	288
Supplies	250	0	250	1,301	28
Office & Cleaning Supplies	750	200	550	1,533	316
Personnel Supplies	2,100	200	1,900	1,775	13
Personnel Supplies (Uniforms, Boots, etc.)	2,100	200	1,900	1,775	13
Postage & Courier	250	500	-250	0	0
Advertising	6,500	4,000	2,500	8,380	5,851
Insurance, Audit, Consulting, Legal	6,500	4,000	2,500	8,380	5,851
Youth Leaders Expenses	0	2,500	-2,500	0	240
Special Projects/Events	0	2,500	-2,500	0	240
Memberships	550	500	50	525	525
Training & Development	1,500	3,000	-1,500	1,507	1,012
Conferences	1,150	1,200	-50	935	983
Travel	1,000	1,500	-500	365	1,948
Memberships, Training, Conferences & Travel	4,200	6,200	-2,000	3,332	4,468
Telephone	2,000	750	1,250	1,659	2,220
Telephone	2,000	750	1,250	1,659	2,220
Contracts	75,000	80,000	-5,000	69,296	73,198
Contractual Services	75,000	80,000	-5,000	69,296	73,198
Technology	500	250	250	245	449
Technology & Minor Capital	500	250	250	245	449
Mayors Golf Tournament	30,000	20,000	10,000	13,227	36,861
Mayors Golf Revenues	-30,000	-20,000	-10,000	-42,246	-36,228
Miscellaneous	500	500	0	0	0

RECREATION PROGRAMS
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Facility Rental	17,500	7,500	10,000	0	13,837
Other Expenses	18,000	8,000	10,000	-29,019	14,471
Total Expenses	294,250	294,250	0	181,862	247,032
Surplus (Deficit)	-102,150	-106,450	4,300	12,048	-83,179

ELMVALE ARENA
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Arena (Summer)	750	0	750	1,301	0
Sundry	0	750	-750	3,191	8,088
Public Skating	1,500	1,500	0	1,380	1,612
Floor Hockey	6,500	5,000	1,500	1,335	5,000
Shinny/Ticket Ice	500	750	-250	371	679
Dances	2,000	2,000	0	0	1,100
Snack Bar	6,000	6,000	0	5,350	6,800
Special Events	2,000	2,000	0	839	1,722
Facility Rental	5,000	7,500	-2,500	3,557	10,637
Rent	1,000	300	700	500	500
Ice Rental	330,000	319,500	10,500	252,458	304,804
Sign Rental	12,500	15,000	-2,500	9,700	7,150
Vending Machine	4,500	4,500	0	1,243	3,310
Locker	425	450	-25	0	870
Candy Machines	750	750	0	740	114
Sponsorship	1,500	0	1,500	0	175
User Fees	374,925	366,000	8,925	281,965	352,561
Grant - Tiny	7,500	7,500	0	0	5,000
Grants & Contributions	7,500	7,500	0	0	5,000
Transfers from Reserve	70,000	0	70,000	0	64,017
Total Revenues	452,425	373,500	78,925	281,965	421,579
Expenses					
Regular Salaries	210,200	201,000	9,200	178,775	219,221
Vacation Pay	1,150	1,000	150	1,464	2,421
Meeting Allowance	750	0	750	580	660
Salaries	212,100	202,000	10,100	180,819	222,302
Benefits-C.P.P.	8,510	8,000	510	8,275	9,709
Benefits-E.I.	4,500	3,000	1,500	3,950	4,464
Benefits-E.H.T.	4,125	4,200	-75	3,957	4,937
Benefits-W.S.I.B.	4,600	4,400	200	4,299	5,332
Benefits-E.A.P.	200	200	0	129	205

ELMVALE ARENA
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Statutory Benefits	21,935	19,800	2,135	20,609	24,647
OMERS	17,700	18,000	-300	16,924	16,334
Health & Dental	18,400	20,000	-1,600	15,963	17,499
Fuel	100	100	0	-20	10
Fuel	100	100	0	-20	10
Materials & Supplies	12,000	11,500	500	11,273	18,046
Tools	750	750	0	24	523
Music Tariff	250	200	50	0	214
Materials	13,000	12,450	550	11,297	18,783
Office Supplies	250	250	0	377	109
Consumable Supplies	3,500	3,500	0	3,133	2,520
Office & Cleaning Supplies	3,750	3,750	0	3,510	2,629
Personnel Supplies	2,000	1,850	150	1,375	2,060
Personnel Supplies (Uniforms, Boots, etc.)	2,000	1,850	150	1,375	2,060
Insurance-Contingency	7,500	7,500	0	0	0
Insurance	12,000	12,500	-500	11,059	10,471
Advertising	250	500	-250	1,887	526
Insurance, Audit, Consulting, Legal	19,750	20,500	-750	12,946	10,997
Memberships	875	600	275	611	293
Training & Development	1,500	5,000	-3,500	554	2,066
Memberships, Training, Conferences & Travel	2,375	5,600	-3,225	1,165	2,359
Heat	15,000	17,500	-2,500	9,680	16,107
Hydro	65,000	70,000	-5,000	42,606	86,719
Water	4,500	4,000	500	1,554	6,946
Telephone	2,250	2,500	-250	2,488	1,809

ELMVALE ARENA
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Telephone	2,250	2,500	-250	2,488	1,809
Maintenance - Grounds	1,000	1,000	0	0	608
Maintenance-Buildings	30,000	30,000	0	31,158	34,094
Maintenance Equipment	2,500	3,000	-500	1,284	4,240
Maintenance Other	15,000	10,000	5,000	15,728	17,714
Repairs & Maintenance	48,500	44,000	4,500	48,170	56,656
Technology	750	500	250	-128	2,376
Minor Capital	10,000	10,000	0	6,546	11,326
Technology & Minor Capital	10,750	10,500	250	6,419	13,702
Transfers between Departments	2,500	2,500	0	760	1,322
Depreciation	0	0	0	0	57,635
Transfer to Reserve	15,000	15,000	0	0	5,343
Transfer to Capital	145,000	57,500	87,500	19,972	0
Transfer to Capital	145,000	57,500	87,500	19,972	0
Total Expenses	619,610	527,550	92,060	396,237	563,859
Surplus (Deficit)	-167,185	-154,050	-13,135	-114,272	-142,280

FACILITY MANAGEMENT
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Donations	0	0	0	8,600	0
User Fees	0	0	0	8,600	0
Ontario Grants	0	0	0	50,000	300,000
Grants & Contributions	0	0	0	50,000	300,000
Transfers from Reserve	202,500	235,000	-32,500	0	262,868
Total Revenues	202,500	235,000	-32,500	58,600	562,868
Expenses					
Regular Salaries	92,700	94,000	-1,300	69,881	74,985
Vacation Pay	400	0	400	0	0
Meeting Allowance	1,000	1,000	0	0	160
Salaries	94,100	95,000	-900	69,881	75,145
Benefits-C.P.P.	3,650	3,500	150	2,712	2,952
Benefits-E.I.	1,935	1,500	435	1,297	1,337
Benefits-E.H.T.	1,820	2,000	-180	1,465	1,622
Benefits-W.S.I.B.	1,910	2,000	-90	1,549	1,626
Benefits-E.A.P.	60	200	-140	45	61
Statutory Benefits	9,375	9,200	175	7,068	7,599
OMERS	8,500	8,500	0	7,406	7,582
Health & Dental	8,450	8,000	450	6,636	8,608
Long Term Debt Charges	285,000	285,000	0	280,122	123,013
Long Term Debt	285,000	285,000	0	280,122	123,013
Materials & Supplies	5,000	5,000	0	3,303	4,743
Tools	1,000	2,000	-1,000	48	322
Materials	6,000	7,000	-1,000	3,351	5,065
Personnel Supplies	750	1,000	-250	465	272

FACILITY MANAGEMENT
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Personnel Supplies (Uniforms, Boots, etc.)	750	1,000	-250	465	272
Insurance	7,500	7,500	0	6,575	6,500
Consulting Fees	0	0	0	0	25,956
Insurance, Audit, Consulting, Legal	7,500	7,500	0	6,575	32,456
H & S Training/Other	250	250	0	0	0
Training & Development	500	2,500	-2,000	0	1,039
Memberships, Training, Conferences & Travel	750	2,750	-2,000	0	1,039
Heat	11,000	11,000	0	6,913	9,813
Hydro	42,500	42,500	0	38,191	40,909
Water	750	1,500	-750	366	570
Telephone	20,000	20,000	0	16,517	17,884
Telephone	20,000	20,000	0	16,517	17,884
Maintenance-Buildings	45,000	40,000	5,000	31,234	50,352
Maintenance Equipment	5,000	5,000	0	794	0
Maintenance Grounds	5,000	5,000	0	122	2,202
Repairs & Maintenance	55,000	50,000	5,000	32,150	52,554
Cleaning Contracts	22,500	22,500	0	20,238	22,078
Contractual Services	22,500	22,500	0	20,238	22,078
Technology	2,500	2,500	0	3,749	317
Minor Capital	20,000	30,000	-10,000	106	13,236
Technology & Minor Capital	22,500	32,500	-10,000	3,855	13,553
Transfers between Departments	-20,000	-25,000	5,000	-20,000	-20,000
Transfers to Community Centres	50,000	50,000	0	0	49,935
Depreciation	0	0	0	0	227,706
Transfer to Reserve	67,000	67,000	0	0	92,550
Transfer to Capital	202,500	225,000	-22,500	202,789	0

FACILITY MANAGEMENT
 2014 Budget Template
 DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Transfer to Capital	202,500	225,000	-22,500	202,789	0
Total Expenses	894,175	920,950	-26,775	682,522	768,331
Surplus (Deficit)	-691,675	-685,950	-5,725	-623,922	-205,463



TAB 11

Other: Conservation Library Policing

CONSERVATION
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					

=====					
Expenses					
NVCA	147,805	145,000	2,805	143,028	138,091
Grant To Severn Sound	35,443	28,500	6,943	29,946	27,513
Contractual Services	183,248	173,500	9,748	172,974	165,604

Total Expenses	183,248	173,500	9,748	172,974	165,604
Surplus (Deficit)	-183,248	-173,500	-9,748	-172,974	-165,604
=====					

LIBRARY
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Other User Fees	2,000	2,000	0	1,194	1,084
Photocopying	1,700	1,700	0	946	1,193
Dog Licence Tag Sales	1,500	1,500	0	1,305	1,255
Fines	4,500	4,500	0	3,274	4,181
Facility Rent	3,000	3,000	0	1,550	2,260
Charges Other Municipality	15,000	15,000	0	10,031	13,375
Donations	0	0	0	205	680
Book Donation Drive	1,500	1,500	0	3,110	1,661
Sundry	0	0	0	0	2,139
User Fees	29,200	29,200	0	21,615	27,826
Ontario Operating Grants	28,500	28,500	0	3,037	28,504
Student Wages Grant	2,500	2,500	0	3,115	4,045
Grants & Contributions	31,000	31,000	0	6,152	32,549
Transfers from Reserve	67,500	40,500	27,000	0	45,406
Total Revenues	127,700	100,700	27,000	27,767	105,781
Expenses					
Regular Salaries	347,000	345,000	2,000	307,066	336,042
Vacation Pay	24,600	25,000	-400	20,601	23,025
Meeting Allowance	3,000	3,000	0	0	2,440
Salaries	374,600	373,000	1,600	327,667	361,507
Benefits-C.P.P.	17,310	17,000	310	13,323	14,914
Benefits-E.I.	9,200	7,800	1,400	7,883	8,416
Benefits-E.H.T.	7,250	7,500	-250	6,295	7,012
Benefits-W.S.I.B.	1,350	1,500	-150	1,171	1,297
Benefits-E.A.P.	465	500	-35	388	672
Statutory Benefits	35,575	34,300	1,275	29,060	32,310
OMERS	23,200	24,000	-800	20,009	19,936
Health & Dental	6,675	7,000	-325	5,266	6,889

LIBRARY
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Materials & Supplies	2,500	2,500	0	2,942	2,518
Program Supplies	750	750	0	553	256
Office Equipment	0	0	0	0	224
Book & Material Purchases	45,000	45,000	0	42,961	0
Materials	48,250	48,250	0	46,456	2,998
Office Supplies	2,500	2,500	0	2,556	3,616
Subscript & Publications	3,000	3,000	0	2,931	1,978
Supplies	500	500	0	0	212
Office & Cleaning Supplies	6,000	6,000	0	5,488	5,806
Postage & Courier	400	400	0	57	387
Insurance	5,900	5,800	100	5,845	5,471
Consulting/Legal Fees-Twp	30,000	1,000	29,000	0	24
Insurance, Audit, Consulting, Legal	35,900	6,800	29,100	5,845	5,495
Memberships	250	250	0	250	350
Training & Development	700	1,200	-500	630	420
Conferences	1,000	1,000	0	1,239	1,090
Strategic Development	4,000	1,500	2,500	332	387
Training & Development (Board)	400	400	0	901	120
Travel	4,000	3,000	1,000	1,393	4,010
Memberships, Training, Conferences & Travel	10,350	7,350	3,000	4,746	6,377
Heat	4,400	4,400	0	2,925	4,290
Hydro	13,000	14,000	-1,000	9,384	11,034
Telephone	3,500	3,500	0	3,211	3,680
Internet	500	500	0	417	0
Telephone	4,000	4,000	0	3,628	3,680
Maintenance - Grounds	1,500	1,500	0	922	900
Maintenance-Buildings	6,000	6,000	0	10,948	16,200
Maintenance Equipment	5,000	5,000	0	4,176	4,914

LIBRARY
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Maintenance Other	1,500	1,500	0	0	438
Maintenance-General	2,000	2,000	0	0	0
Repairs & Maintenance	16,000	16,000	0	16,047	22,452
Program Fees	0	0	0	105	0
Cleaning Contracts	9,000	9,000	0	9,368	9,668
Contractual Services	9,000	9,000	0	9,472	9,668
Minor Capital	4,000	7,000	-3,000	6,903	259
Technology & Minor Capital	4,000	7,000	-3,000	6,903	259
Licence Fees	5,500	5,500	0	4,839	4,354
Facility Rental	6,200	6,200	0	0	6,200
Other Expenses	11,700	11,700	0	4,839	10,554
Transfers between Departments	0	0	0	372	214
Depreciation	0	0	0	0	44,006
Total Expenses	603,050	573,200	29,850	498,163	547,861
Surplus (Deficit)	-475,350	-472,500	-2,850	-470,397	-442,080

POLICING
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Poa Revenue	178,000	150,000	28,000	85,715	155,343
Lsr Yr End Adjustment	0	0	0	50,824	41,616
User Fees	178,000	150,000	28,000	136,539	196,959
Ontario Mun Partnership Fund	262,800	321,100	-58,300	321,100	321,100
Grants & Contributions	262,800	321,100	-58,300	321,100	321,100
Transfers from Reserve	75,000	90,000	-15,000	0	0
Total Revenues	515,800	561,100	-45,300	457,639	518,059
Expenses					
Materials & Supplies	800	1,000	-200	0	280
Materials	800	1,000	-200	0	280
Heat	500	1,500	-1,000	0	387
Hydro	3,000	1,500	1,500	0	2,799
Telephone	3,800	3,500	300	3,515	3,571
Telephone	3,800	3,500	300	3,515	3,571
911 Cerb-Central Emergency	11,000	13,000	-2,000	7,698	10,345
Contracts	2,092,177	2,040,000	52,177	1,575,910	1,943,437
Cleaning Contracts	3,000	3,000	0	2,419	2,417
Contractual Services	2,106,177	2,056,000	50,177	1,586,027	1,956,199
Cpac Hosting	500	500	0	0	0
Facility Rental	25,000	25,000	0	25,000	25,000
Other Expenses	25,500	25,500	0	25,000	25,000
Transfer to Reserve	0	0	0	0	52,980
Total Expenses	2,139,777	2,089,000	50,777	1,614,542	2,041,216
Surplus (Deficit)	-1,623,977	-1,527,900	-96,077	-1,156,903	-1,523,157



TAB 12

Water & Wastewater Operating Budgets

WATER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
Anten Mills Rates	130,000	130,000	0	112,334	131,381
Phelpston Rates	45,000	45,000	0	45,054	45,421
Midhurst Rates	800,000	720,000	80,000	771,738	831,317
Snow Valley (Highlands)	120,000	120,000	0	162,727	127,346
Minesing Rates	120,000	120,000	0	126,255	120,952
Centre Vespra Rates	10,000	10,000	0	8,414	8,959
Snow Valley Rates	120,000	120,000	0	100,758	133,179
Elmvale Rates	450,000	450,000	0	454,220	456,872
Hillsdale Rates	180,000	200,000	-20,000	181,802	189,661
Vespra Downs	30,000	30,000	0	23,416	29,672
5% Charge	13,000	10,000	3,000	9,884	12,997
Water Meter Sales	23,000	25,000	-2,000	23,500	22,060
Miscellaneous	5,000	5,000	0	8,294	5,000
Connection Fees	6,000	6,000	0	12,583	8,748
User Fees	2,052,000	1,991,000	61,000	2,040,979	2,123,565
Transfers from Reserve	322,500	158,600	163,900	0	1,293,083
Total Revenues	2,374,500	2,149,600	224,900	2,040,979	3,416,648
Expenses					
Regular Salaries	53,000	58,000	-5,000	40,477	40,808
Vacation Pay	0	0	0	433	17
Salaries	53,000	58,000	-5,000	40,910	40,826
Benefits-C.P.P.	1,400	1,400	0	1,381	964
Benefits-E.I.	740	500	240	630	423
Benefits-E.H.T.	1,050	1,200	-150	1,067	913
Benefits-W.S.I.B.	1,000	1,000	0	1,000	723
Benefits-E.A.P.	25	50	-25	23	18
Statutory Benefits	4,215	4,150	65	4,101	3,042
OMERS	5,900	7,000	-1,100	6,149	4,866
Health & Dental	4,300	4,000	300	3,590	3,079
Long Term Debt Charges	76,000	100,000	-24,000	69,543	129,787

WATER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Long Term Debt	76,000	100,000	-24,000	69,543	129,787
Fuel	3,000	3,000	0	2,637	2,820
Fuel	3,000	3,000	0	2,637	2,820
Vehicle Repairs	3,000	3,000	0	1,689	1,541
Vehicle Repairs	3,000	3,000	0	1,689	1,541
Materials & Supplies	40,000	40,000	0	37,189	40,202
Materials	40,000	40,000	0	37,189	40,202
Office Supplies	2,000	2,000	0	698	646
Office & Cleaning Supplies	2,000	2,000	0	698	646
Postage & Courier	0	0	0	25	0
Insurance	25,000	23,000	2,000	22,139	20,961
Legal Fees	1,000	1,000	0	0	235
Consulting Fees	20,000	20,500	-500	16,392	0
Engineering Fees	0	0	0	2,226	0
Advertising	500	500	0	0	0
Insurance, Audit, Consulting, Legal	46,500	45,000	1,500	40,756	21,196
Memberships	750	750	0	524	549
Travel	1,000	1,000	0	0	0
Memberships, Training, Conferences & Travel	1,750	1,750	0	524	549
Hydro	160,000	150,000	10,000	118,568	146,249
Telephone	14,000	14,000	0	12,028	10,517
Telephone	14,000	14,000	0	12,028	10,517
Maintenance - Grounds	2,000	2,000	0	0	445

WATER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Maintenance-Buildings	3,000	3,000	0	1,795	769
Maintenance Equipment	25,000	25,000	0	21,319	236
Maintenance-General	25,000	25,000	0	788	4,406
Meter Replacement Program	35,000	30,000	5,000	11,023	34,966
Repairs & Maintenance	90,000	85,000	5,000	34,925	40,823
Contracts (Ocwa)	630,000	620,000	10,000	651,850	611,195
Ocwa Contract Phelpston	70,000	70,000	0	0	0
Ocwa Contract Sv Highlands	20,000	20,000	0	0	10,010
Contractual Services	720,000	710,000	10,000	651,850	621,204
Technology	2,000	2,000	0	0	3,327
Minor Capital	75,000	76,000	-1,000	0	107,606
Technology & Minor Capital	77,000	78,000	-1,000	0	110,933
Payment In Lieu	22,000	22,000	0	0	20,037
Other Expenses	22,000	22,000	0	0	20,037
Transfers between Departments	100,000	100,000	0	103,510	100,738
Depreciation	0	0	0	0	376,941
Transfer to Reserve	629,335	620,100	9,235	0	754,619
Transfer to Capital	322,500	102,600	219,900	0	0
Transfer to Capital	322,500	102,600	219,900	0	0
Total Expenses	2,374,500	2,149,600	224,900	1,128,691	2,430,616
Surplus (Deficit)	0	0	0	912,289	986,033

SNOW VALLEY SEWER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
5% Charge	1,000	1,000	0	0	881
Miscellaneous	0	0	0	113	0
Connection Fees	1,000	1,000	0	2,100	1,650
Sewer Rates	175,000	140,000	35,000	193,662	170,671
User Fees	177,000	142,000	35,000	195,875	173,201
Transfers from Reserve	0	0	0	0	1,377
Total Revenues	177,000	142,000	35,000	195,875	174,578
Expenses					
Regular Salaries	2,700	3,000	-300	2,304	2,576
Salaries	2,700	3,000	-300	2,304	2,576
Benefits-C.P.P.	61	60	1	53	58
Benefits-E.I.	35	20	15	24	25
Benefits-E.H.T.	55	70	-15	51	58
Benefits-W.S.I.B.	50	50	0	44	45
Benefits-E.A.P.	2	10	-8	1	1
Statutory Benefits	203	210	-7	172	188
OMERS	325	400	-75	312	314
Health & Dental	200	200	0	150	194
Insurance	6,200	6,000	200	452	5,868
Insurance, Audit, Consulting, Legal	6,200	6,000	200	452	5,868
Hydro	50,000	40,000	10,000	39,662	46,600
Telephone	2,500	2,000	500	2,108	2,121
Telephone	2,500	2,000	500	2,108	2,121
Contracts	90,000	75,000	15,000	45,439	82,509

SNOW VALLEY SEWER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Contractual Services	90,000	75,000	15,000	45,439	82,509
Minor Capital	3,000	2,500	500	0	31,208
Technology & Minor Capital	3,000	2,500	500	0	31,208
Transfers between Departments	3,000	3,000	0	3,000	3,000
Transfer to Reserve	18,872	9,690	9,182	0	0
Total Expenses	177,000	142,000	35,000	93,600	174,578
Surplus (Deficit)	0	0	0	102,275	0

ELMVALE SEWER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Revenues					
5% Charge	5,000	5,000	0	4,075	4,953
Connection Fees	500	800	-300	0	450
Sewer Rates	615,000	600,000	15,000	612,306	611,553
User Fees	620,500	605,800	14,700	616,382	616,956
Transfers from Reserve	250,000	347,000	-97,000	0	0
Total Revenues	870,500	952,800	-82,300	616,382	616,956
Expenses					
Regular Salaries	11,000	12,000	-1,000	10,075	10,302
Salaries	11,000	12,000	-1,000	10,075	10,302
Benefits-C.P.P.	250	300	-50	262	233
Benefits-E.I.	130	100	30	120	101
Benefits-E.H.T.	215	300	-85	223	232
Benefits-W.S.I.B.	200	200	0	200	180
Benefits-E.A.P.	5	10	-5	5	5
Statutory Benefits	800	910	-110	810	751
OMERS	1,275	1,500	-225	1,349	1,256
Health & Dental	800	800	0	816	775
Materials & Supplies	2,000	2,000	0	2,320	1,546
Materials	2,000	2,000	0	2,320	1,546
Insurance	9,000	8,000	1,000	7,669	1,821
Legal Fees	2,500	2,500	0	0	365
Engineering Fees	10,000	4,000	6,000	1,944	9,903
Insurance, Audit, Consulting, Legal	21,500	14,500	7,000	9,613	12,090
Hydro	125,000	100,000	25,000	82,019	115,568

ELMVALE SEWER
2014 Budget Template
DRAFT - FEB 2014

	2014 Budget	2013 Budget	2014 vs 2013 Budget \$	2013 November YTD	2012 Actual Full Year
Telephone	3,000	2,000	1,000	1,824	2,295
Telephone	3,000	2,000	1,000	1,824	2,295
Maintenance - Grounds	2,500	2,500	0	0	941
Maintenance-Buildings	2,500	2,500	0	643	674
Maintenance Equipment	5,000	5,000	0	0	4,407
Maintenance-General	5,000	5,000	0	0	1,226
Repairs & Maintenance	15,000	15,000	0	643	7,248
Contracts	200,000	180,000	20,000	184,493	195,103
Contractual Services	200,000	180,000	20,000	184,493	195,103
Minor Capital	54,950	37,500	17,450	18,647	56,091
Technology & Minor Capital	54,950	37,500	17,450	18,647	56,091
Payment In Lieu	15,000	14,000	1,000	0	13,178
Other Expenses	15,000	14,000	1,000	0	13,178
Transfers between Departments	20,000	20,000	0	20,302	20,000
Depreciation	0	0	0	0	165,523
Transfer to Reserve	150,175	227,590	-77,415	0	180,754
Transfer to Capital	250,000	325,000	-75,000	0	0
Transfer to Capital	250,000	325,000	-75,000	0	0
Total Expenses	870,500	952,800	-82,300	332,912	782,479
Surplus (Deficit)	0	0	0	283,469	-165,523



TAB 13

2014 Capital Budget

**TOWNSHIP OF SPRINGWATER
2014 CAPITAL BUDGET (DRAFT)**

				SOURCES OF FUNDING								
Project #	DEPARTMENT AND PROJECT/ITEM	COST	Ward	Reserves	Water Reserve Fund	Wastewater Reserve Fund	DC Reserve Fund	Debt	Contribution	Gas Tax	Tax Supported	Total Funding
Municipal Buildings												
2014-01	Yard 3 - Replace unit heaters with radiant heaters	30,000	1	30,000	-	-	-	-	-	-	-	30,000
2014-02	Yard 2 - Convert old radiant heaters to propane	20,000	2	20,000	-	-	-	-	-	-	-	20,000
2014-03	Yard 2 - Replace 4 garage bay doors	30,000	2	30,000	-	-	-	-	-	-	-	30,000
2014-04	Yard 1 - Paint siding or replace	40,000	4	40,000	-	-	-	-	-	-	-	40,000
2014-05	Yard 1 - Convert T-12 lights in truck bays to T-8	2,500	4	2,500	-	-	-	-	-	-	-	2,500
2014-06	Elmvale Municipal Parking Lot - pulverize and pave	40,000	1	40,000	-	-	-	-	-	-	-	40,000
2014-07	Fire Station 2 - Replacement	1,400,000	5	311,111	-	-	1,088,889	-	-	-	-	1,400,000
					-	-	-	-	-	-	-	-
	Total Municipal Buildings	1,562,500		473,611	-	-	1,088,889	-	-	-	-	1,562,500
Fleet & Equipment												
2014-08	Anti-Icing Unit (Public Works)	20,000		-	-	-	20,000	-	-	-	-	20,000
2014-09	Replace #15 Tandem (Public Works)	240,000		240,000	-	-	-	-	-	-	-	240,000
2014-10	Replace 2009 Pickup (Building)	40,000		40,000	-	-	-	-	-	-	-	40,000
2014-11	Replace Ball Diamond Groomer (Parks & Recreation)	15,000		15,000	-	-	-	-	-	-	-	15,000
2014-12	Zero Turn Mower (Parks & Recreation)	15,000		15,000	-	-	-	-	-	-	-	15,000
2014-13	Utility Vehicle (Parks & Recreation)	20,000		-	-	-	18,000	-	-	-	2,000	20,000
2014-14	Replace Van (Facilities)	40,000		40,000	-	-	-	-	-	-	-	40,000
2014-15	Pumper Addition (Fire)	385,000		199,289	-	-	185,711	-	-	-	-	385,000
2014-16	Car 1 Replacement (Fire)	70,000		70,000	-	-	-	-	-	-	-	70,000
					-	-	-	-	-	-	-	-
	Total Fleet & Equipment	845,000		619,289	-	-	223,711	-	-	-	2,000	845,000

**TOWNSHIP OF SPRINGWATER
2014 CAPITAL BUDGET (DRAFT)**

				SOURCES OF FUNDING								
Project #	DEPARTMENT AND PROJECT/ITEM	COST	Ward	Reserves	Water Reserve Fund	Wastewater Reserve Fund	DC Reserve Fund	Debt	Contribution	Gas Tax	Tax Supported	Total Funding
Roads & Related Infrastructure Projects												
Hard Surface Road Resurfacing:												
<i>Part A</i>												
2014-17	Finlay Mill Road - Hwy 26 to Wattie Road	137,500	5	-	-	-	-	125,000	-	-	12,500	137,500
2014-18	Doran Road - Gill Road to 1km east of Gill Road	55,000	5	-	-	-	-	-	-	-	55,000	55,000
<i>Part B</i>												
2014-19	Orser - Belmont to Belmont	35,200	5	-	-	-	-	-	-	-	35,200	35,200
2014-20	Jodies Lane - Entire Length	93,500	5	-	-	-	-	-	-	-	93,500	93,500
2014-21	Golden Oak - Entire Length	77,000	5	-	-	-	-	-	-	-	77,000	77,000
2014-22	St. Vincent Street - Belmont to Wattie Road	16,500	5	-	-	-	-	-	-	-	16,500	16,500
<i>Part C</i>												
2014-23	Flos Road Four West - Crossland Road to Vigo Road	440,000	2	-	-	-	-	400,000	-	-	40,000	440,000
2014-24	Baseline Road North - County #19 to County #27	66,000	2	-	-	-	-	-	-	-	66,000	66,000
2014-25	Baseline Road North - County #19 to Flos Road 8 W	27,500	2	-	-	-	-	-	-	-	27,500	27,500
2014-26	Scarlett Line - Flos Road 10 East to 3.7km north	77,000	2	-	-	-	-	-	-	-	77,000	77,000
2014-27	Scarlett Line - Flos Road 10 East to 2.1km south (Whetham Road)	44,000	2	-	-	-	-	-	-	-	44,000	44,000
2014-28	Old Second South - County #22 south to 0.2km north of Story Road	71,500	3	-	-	-	-	-	-	-	71,500	71,500
2014-29	McDonald Road - Penetanguishene Road to Scarlett Line	44,000	4	-	-	-	-	-	-	-	44,000	44,000
Urban Road Reconstruction:												
2014-30	Belmont - Finlay Mill to St. Vincent	675,000	5	-	-	-	-	-	-	675,000	-	675,000
2014-31	Robert Boulevard - Hwy #93 to Davenport	75,000	2	-	-	-	-	-	-	75,000	-	75,000
2014-32	Mill Street East - Penetanguishene Road to 100m east of Home Street, Center Street and Martin Lane water line replacement	2,300,000	2	-	609,132	-	1,420,329	270,539	-	-	-	2,300,000
2014-33	Patricia Court - Robert Blvd to end 0.16km	16,000	2	-	-	-	-	-	-	-	16,000	16,000
Rural Road Reconstruction:												
2014-34	Flos Road 7 E - 1.2km west from Victoria Road	75,000	2	-	-	-	-	-	-	-	75,000	75,000
Miscellaneous:												
2014-35	Ronald Road Reconstruction and Whetham Road - Hwy 93 to Orr Lake (Engineering)	175,000	2 & 3	175,000	-	-	-	-	-	-	-	175,000
2014-36	Streetlights	20,000		18,500	-	-	-	-	-	-	1,500	20,000
Total Roads & Related Infrastructure Projects				193,500	609,132	-	1,420,329	795,539	-	750,000	752,200	4,520,700

**TOWNSHIP OF SPRINGWATER
2014 CAPITAL BUDGET (DRAFT)**

				SOURCES OF FUNDING								
Project #	DEPARTMENT AND PROJECT/ITEM	COST	Ward	Reserves	Water Reserve Fund	Wastewater Reserve Fund	DC Reserve Fund	Debt	Contribution	Gas Tax	Tax Supported	Total Funding
Bridge & Culvert Projects:												
2014-37	Bridge 8 - Nursery Road (Rehabilitation)	244,200	4	-	-	-	-	244,200	-	-	-	244,200
2014-38	Bridge 13 - Glengarry Landing South (Replacement)	522,500	3	-	-	-	-	522,500	-	-	-	522,500
2014-39	Bridge 16 - Flos Road 10 W (Rehabilitation)	335,500	2	-	-	-	-	335,500	-	-	-	335,500
				-	-	-	-	-	-	-	-	-
	Total Bridge & Culvert Projects	1,102,200		-	-	-	-	1,102,200	-	-	-	1,102,200
Water Infrastructure Projects												
2014-40	Anten Mills - well and pump performance test, rehab wells 1 & 2, separate condui	26,000	3	-	26,000	-	-	-	-	-	-	26,000
2014-41	Midhurst - well and pump performance test, rehab well 3, separate conduit for pro	13,000	5	-	13,000	-	-	-	-	-	-	13,000
2014-42	Snow Valley (booster) - well and pump performance test, rehab wells 3 & 4, sepa	26,000	4	-	26,000	-	-	-	-	-	-	26,000
2014-43	Snow Valley Old - Reshingle	5,000	4	-	5,000	-	-	-	-	-	-	5,000
2014-44	Lawson Avenue - Replace water main	200,000	1	-	200,000	-	-	-	-	-	-	200,000
2014-45	Various locations - distribution R&M	20,000		-	20,000	-	-	-	-	-	-	20,000
2014-46	Various locations - swabbing	18,000		-	18,000	-	-	-	-	-	-	18,000
2014-47	Various locations - 2 chlorine analyzers	8,000		-	8,000	-	-	-	-	-	-	8,000
2014-48	Various locations - PRVs and gauges, probes	6,500		-	6,500	-	-	-	-	-	-	6,500
				-	-	-	-	-	-	-	-	-
	Total Water Infrastructure Projects	322,500		-	322,500	-	-	-	-	-	-	322,500
Wastewater Infrastructure Projects												
2014-49	Elmvale Sewer Abatement Program	100,000		-	-	100,000	-	-	-	-	-	100,000
2014-50	Elmvale Sewer - Screw Pumps	25,000		-	-	25,000	-	-	-	-	-	25,000
2014-51	Elmvale Waste - New Sampler for Effluent	5,000		-	-	5,000	-	-	-	-	-	5,000
2014-52	Elmvale Lift Station	120,000		-	-	120,000	-	-	-	-	-	120,000
				-	-	-	-	-	-	-	-	-
	Total Wastewater Infrastructure Projects	250,000		-	-	250,000	-	-	-	-	-	250,000

**TOWNSHIP OF SPRINGWATER
2014 CAPITAL BUDGET (DRAFT)**

Project #	DEPARTMENT AND PROJECT/ITEM	COST	Ward	SOURCES OF FUNDING									
				Reserves	Water Reserve Fund	Wastewater Reserve Fund	DC Reserve Fund	Debt	Contribution	Gas Tax	Tax Supported	Total Funding	
Parks & Recreation Projects													
2014-53	Midhurst Skate Park	150,000		-	-	-	135,000	-	-	-	-	15,000	150,000
2014-54	Playground Equipment (Green Pine, Grenfel & Crystal Waters)	25,000		-	-	-	-	-	-	-	-	25,000	25,000
2014-55	Outdoor Fitness - Homer Barrett Park	25,000		-	-	-	22,500	-	-	-	-	2,500	25,000
2014-56	Park Signage - Update Park Signage	30,000		-	-	-	-	-	-	-	-	30,000	30,000
2014-57	Sentinel Irrigation Control	25,000		25,000	-	-	-	-	-	-	-	-	25,000
2014-58	Doran Park Pavilion Shelter	40,000		-	-	-	20,000	-	20,000	-	-	-	40,000
2014-59	Playground Surfacing (convert surfaces to rubber from sand)	30,000		30,000	-	-	-	-	-	-	-	-	30,000
2014-60	Doran Tennis Courts (resurface)	60,000		30,000	-	-	-	-	30,000	-	-	-	60,000
2014-61	Elmvale Arena - replace arena board facing and sills	30,000		-	-	-	-	-	-	-	-	30,000	30,000
2014-62	Elmvale Arena - replace tar and gravel roof system with modified bitumen	70,000		70,000	-	-	-	-	-	-	-	-	70,000
2014-63	Elmvale Arena - installation of vertical lift gate	5,000		-	-	-	-	-	-	-	-	5,000	5,000
2014-64	Elmvale Arena - roof membrane	40,000		-	-	-	-	-	-	-	-	40,000	40,000
				-	-	-	-	-	-	-	-	-	-
	Total Parks & Recreation Projects	530,000		155,000	-	-	177,500	-	50,000	-	-	147,500	530,000
Information Technology													
2014-65	Corporate Hi-Speed Printer Replacement	20,000		20,000	-	-	-	-	-	-	-	-	20,000
2014-66	Council Chamber AV Replacement	15,000		15,000	-	-	-	-	-	-	-	-	15,000
2014-67	2014 Council Technology Replacement	14,000		14,000	-	-	-	-	-	-	-	-	14,000
2014-68	Online Integrations/Services (second year of four year program)	20,000		20,000	-	-	-	-	-	-	-	-	20,000
				-	-	-	-	-	-	-	-	-	-
	Total Information Technology	69,000		69,000	-	-	-	-	-	-	-	-	69,000
TOTAL				1,510,400	931,632	250,000	2,910,429	1,897,739	50,000	750,000	901,700	9,201,900	



TAB 13

2014 - 2019 Six Year Capital Plan

TOWNSHIP OF SPRINGWATER										
DETAILED SIX YEAR CAPITAL PROGRAM (DRAFT)										
PROJECT #	PROJECT ITEMS	Ward	2014	2015	2016	2017	2018	2019	Total Six Years Capital Cost	
2018-05	Replace Pickup (2013)						40,000		40,000	
2019-03	Replace Pickup (2014)							40,000	40,000	
2015-10	By-law Replace Pickup (2008)			45,000					45,000	
Total Fleet & Equipment - Costs			845,000	915,000	1,150,000	835,000	587,500	850,000	5,182,500	
FLEET & EQUIPMENT - FUNDING SOURCES										
	Taxation		2,000	-	137,708	-	-	-	139,708	
	Reserves		619,289	880,000	400,000	835,000	467,500	850,000	4,051,789	
	Reserve Fund								-	
	DC Fund		223,711	35,000	612,292		120,000		991,003	
	Grant								-	
	Contribution								-	
	Other								-	
	Debtenture								-	
Total Fleet & Equipment - Funding Sources			845,000	915,000	1,150,000	835,000	587,500	850,000	5,182,500	
ROADS & RELATED INFRASTRUCTURE PROJECTS - COSTS										
Hard Surface Road Resurfacing										
2014-17	Finlay Mill Road - Hwy 26 to Wattie Road	5	137,500						137,500	
2014-18	Doran Road - Gill Road to 1km east of Gill Road	5	55,000						55,000	
2014-19	Orser - Belmont to Belmont	5	35,200						35,200	
2014-20	Jodies Lane - Entire Length	5	93,500						93,500	
2014-21	Golden Oak - Entire Length	5	77,000						77,000	
2014-22	St. Vincent Street - Belmont to Wattie Road	5	16,500						16,500	
2014-23	Flos Road Four West - Crossland Road to Vigo Road	2	440,000						440,000	
2014-24	Baseline Road North - County #19 to County #27	2	66,000						66,000	
2014-25	Baseline Road North - County #19 to Flos Road 8 W	2	27,500						27,500	
2014-26	Scarlett Line - Flos Road 10 East to 3.7km north	2	77,000						77,000	
2014-27	Scarlett Line - Flos Road 10 East to 2.1km south (Whetham Road)	2	44,000						44,000	
2014-28	Old Second South - County #22 south to 0.2km north of Story Road	3	71,500						71,500	
2014-29	McDonald Road - Penetanguishene Road to Scarlett Line	4	44,000						44,000	
2015-11	Forbes Road - Russell Road to Old Second South	5		99,000					99,000	
2015-12	Houden Street - Yonge S to Simcoe St	1		30,700					30,700	
2015-13	John Street - Yonge S to West limit	1		61,600					61,600	
2015-14	Stone Street - Yonge S to West limit	1		90,066					90,066	
2015-15	Patterson St - Queen E to Houden St	1		39,000					39,000	
2015-16	Flos Road Six West - County Rd#27 to Elliott Rd	2		34,000					34,000	
2015-17	Russell Road - Doran Rd to Pooles (1.0km)	5		74,000					74,000	
2015-18	Nursery Road - 0.5km N of Hwy #26 to 3.5km north	4		270,000					270,000	
2015-19	Huron - George Johnston Rd to Ronald (0.8km)	3		54,100					54,100	
2015-20	Coughlin - Horseshoe Valley to Rainbow Valley Rd (1.3km)	3		40,000					40,000	
2015-21	Rainbow Valley Road - County Rd #27 to Coughlin Rd (3km)	3		70,000					70,000	
2016-05	Regular Maintenance/Annual Program				445,000	445,000	445,000	445,000	1,780,000	
2016-06	DC/Growth Related Projects				3,600,000	3,600,000	3,600,000	3,600,000	14,400,000	
Urban Road Reconstruction										
2014-30	Belmont - Finlay Mill to St. Vincent	5	675,000						675,000	
2014-31	Robert Boulevard - Hwy #93 to Davenport	2	75,000						75,000	
2014-32	Mill Street East - Penetanguishene Road to 100m east of Horne Street, Center Street and Martin Lane water line replacement	2	2,300,000						2,300,000	
2014-33	Patricia Court - Robert Blvd to end 0.16km	2	16,000						16,000	
2015-22	Yonge Street South - Train Ave North to Queen Street	1		500,000					500,000	
2015-23	Kerr Street - Shaw St to Ritchie Crescent (north limit)	1		292,000					292,000	
2015-24	Lawson Avenue - Stone St to Robinson Rd (0.46km)	1		420,000					420,000	
2015-25	Amelia Street - William St to Queen W (0.5km)	1		450,000					450,000	
2015-26	Doran Road - County Rd #27 to 0.3km East	5		280,000					280,000	
2015-27	Albert St E - Hwy 93 to east limit (0.9km)	2		810,000					810,000	
2016-07	Regular Maintenance/Annual Program				450,000	450,000	450,000	450,000	1,800,000	
Rural Road Reconstruction										
2014-34	Flos Road 7 E - 1.2km west from Victoria Road	2	75,000						75,000	
2015-28	Dwyer Road - County Rd #27 to N. limit	3		15,000					15,000	
2015-29	Partridge Road - Old Second South to Hwy 400	5		50,000					50,000	
2015-30	Flos Road 7E - County Rd #27 to 1.5km east	2		55,000					55,000	

TOWNSHIP OF SPRINGWATER										
DETAILED SIX YEAR CAPITAL PROGRAM (DRAFT)										
PROJECT #	PROJECT ITEMS	Ward	2014	2015	2016	2017	2018	2019	Total Six Years Capital Cost	
	Gravel Rd conversion to Hard Top									
2015-31	Flos Road 10E - Hwy 93 to Scarlett Line (2.1km)	2		80,000					80,000	
2015-32	Whetham Road - Hwy 93 to Scarlett Line (1.3km)	2		50,000					50,000	
2015-33	Old Second North - Convert from 0.6km Flos Road 10E to County Rd #27 to asphalt (1.5km)	2		120,000					120,000	
2015-34	Flos Road 6W - Crossland Rd to Vigo Rd (3.1km)	2		110,000					110,000	
2015-35	Rainbow Valley Rd - Coughlin to County Rd	3		105,000					105,000	
2015-36	Rainbow Valley Rd - County Rd #29 to Glengary Landing (3.1km)	3		110,000					110,000	
2015-37	Atkinson Road - Flos Rd 4 to Flos Rd 6 W (2.7km)	2		225,000					225,000	
2016-08	Annual Program				450,000	450,000	450,000	450,000	1,800,000	
	Engineering									
2014-35	Ronald Road Reconstruction and Whetham Road - Hwy 93 to Orr Lake	2 & 3	175,000						175,000	
2015-38	Whetham Road - Hwy 93 to Orr Lake	2		50,000					50,000	
2015-39	Ronald Road - George Johnston to Fire Hall	3		50,000					50,000	
2016-09	Annual Program				100,000	100,000	100,000	100,000	400,000	
	Miscellaneous									
2014-36	Streetlights		20,000	20,000	20,000	20,000	20,000	20,000	120,000	
	Total Roads & Related Infrastructure Projects - Costs		4,520,700	4,654,466	5,065,000	5,065,000	5,065,000	5,065,000	29,435,166	
	ROADS & RELATED INFRASTRUCTURE PROJECTS - FUNDING SOURCES									
	Taxation		752,200	1,157,939	1,718,850	1,718,850	1,718,850	1,718,850	8,785,539	
	Reserves		193,500	118,500	118,500	118,500	118,500	118,500	786,000	
	Reserve Fund		1,359,132	527,650	527,650	527,650	527,650	527,650	3,997,382	
	DC Fund		1,420,329	1,440,377	2,700,000	2,700,000	2,700,000	2,700,000	13,660,706	
	Grant								-	
	Contribution								-	
	Other								-	
	Debenture		795,539	1,410,000					2,205,539	
	Total Roads & Related Infrastructure Projects - Funding Sources		4,520,700	4,654,466	5,065,000	5,065,000	5,065,000	5,065,000	29,435,166	
	BRIDGE & CULVERT PROJECTS COSTS									
2014-37	Bridge 8 - Nursery Road (Rehabilitation)	4	244,200						244,200	
2014-38	Bridge 13 - Glengarry Landing South (Replacement)	3	522,500						522,500	
2014-39	Bridge 16 - Flos Road 10 W (Rehabilitation)	2	335,500						335,500	
2015-40	Bridge Reconstruction			900,000	900,000	900,000	900,000	900,000	4,500,000	
	Total Bridge & Culvert Projects - Costs		1,102,200	900,000	900,000	900,000	900,000	900,000	5,602,200	
	BRIDGE & CULVERT PROJECTS - FUNDING SOURCES									
	Taxation								-	
	Reserves								-	
	Reserve Fund								-	
	DC Fund								-	
	Grant								-	
	Contribution								-	
	Other								-	
	Debenture		1,102,200	900,000	900,000	900,000	900,000	900,000	5,602,200	
	Total Bridge & Culvert Projects - Funding Sources		1,102,200	900,000	900,000	900,000	900,000	900,000	5,602,200	
	WATER INFRASTRUCTURE PROJECTS COSTS									
	Anten Mills									
2014-40	Well and pump performance test, rehab wells 1 & 2, separate conduit for probes	3	26,000						26,000	
	Carson									
2016-10	Well and pump performance test, rehab well 5, separate conduit for probes	4			12,000				12,000	
	Midhurst									
2014-41	Midhurst - well and pump performance test, rehab well 3, separate conduit for probes	5	13,000						13,000	
	Snow Valley									
2014-42	Snow Valley (booster) - well and pump performance test, rehab wells 3 & 4, separate conduit	4	26,000						26,000	
2014-43	Snow Valley Old - reshingle	4	5,000						5,000	
2015-41	Snow Valley Old - rebuild/replace high lifts X 3	4		28,000					28,000	

