



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date: Monday, February 28, 2022

To: Mayor & Members of Council

From: Carey Holmes, Director of Financial Services/Treasurer

Report: Financial Services 2022-06

Subject: **5 Year Capital Plan 2022-2026**

Recommendation

Be it Resolved that Council of the Town of Shelburne receives the staff report FS 2022-06 with respect to the 5 Year Capital Plan 2022-2026; and that

The 5 Year Capital Plan be adopted by Council; and reviewed annually during budget discussions.

Background

On December 13, 2021, staff presented council with a draft 5 Year Capital Plan for the years 2022-2026 and is attached as Appendix 1 being part of report FS 2021-13.

Analysis

Now that the 2022 budget has been adopted and without any changes to the capital component, staff are returning with the same plan unchanged from what was originally presented.

Financial Impact & Changes

There is no direct financial impact to adopting the 5 Year Capital Plan.

Annual Operating and Capital Budgets will continue to be adopted by council on a yearly schedule.

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There is a total of 12 targets within the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T1 Develop a Long-Term Financial Plan

Target T2 Municipal Services Review and Evaluation

Target T3 Invest and Fund Critical Infrastructure for Future

Supporting Documentation

Appendix 1 – Report FS 2021-13 – 5 Year Capital Plan

Respectfully Submitted & Prepared by:

Carey Holmes, Director of Financial Services / Treasurer

Reviewed by:

Denyse Morrissey, CAO



Meeting Date: Monday, December 13, 2021

To: Mayor & Members of Council

From: Carey Holmes, Director of Financial Services/Treasurer

Report: Financial Services 2021-13

Subject: **5 Year Capital Plan 2022-2026**

Recommendation

Be it Resolved that Council of the Town of Shelburne receives the staff report FS 2021-13 with respect to the 5 Year Capital Plan 2022-2026; and that

Council authorizes the Treasurer to transfer to and from reserves, as necessary at year end, in order to close finished projects and to set aside unspent funds to complete unfinished 2021 projects in 2022.

Background

In 2019 Council adopted a set of Strategic Priorities for the period of 2019-2022, which identified goals as Sustainable, Engaged and Livable.

Target 1 of the Sustainable Goals was to develop a financial plan with a key performance indicator (KPI) of completing and adopting a long-term financial plan.

Financial Plans can vary in length. They are generally 10 years in length, should be at least 5 and are recommended to be updated annually. It is

important to remember that a long-term financial plan, capital or otherwise is a living document like any other forecasting document. Capital plans identify all major purchases and projects, the year of the proposed expenditure along with funding sources and any financing necessary – however it is not uncommon to see a long-term financial plan that does not identify funding sources, especially in the latter years.

Capital plans do not necessarily only include tangible items, they also should include items such as studies and front ending engineering designs. A capital plan should include and align with Asset Management Plans and any other long term studies such as Development Charges, Roads Needs Studies, Parks and Recreation Master Plans etc.

A Capital Plan should not be an exercise in collecting a list of assets. Condition ratings of existing assets should be used to determine replacement periods rather than simply relying on age-based ratings. Criteria should be established to determine if a project is worthy of making the list and should also align with established service, maintenance, and growth levels.

The further into the future that a plan goes, the higher the probability of change occurring exists as well as a higher level of uncertainty. Examples of change include changes in the market supply chain and demand issues, changes in prices or funding opportunities, changes in priorities, changes in elected leadership, changes in population growth and diversity, legislation changes and most recently as an example affecting the world today – an unforeseen pandemic that appears to have changed everything.

One benefit to a long-term financial plan is that it allows council and staff to see the big picture and changes decision making from short term to long term. A stable long term financial plan also allows for priority setting and promotes tax rate stability.

Analysis

The Town's annual budget document has traditionally contained the extension of 3 years estimated future costs for both operating and capital expenditures in addition to estimated revenue sources.

Staff have reviewed the 3-year extensions and have added 2 additional years to complete a 5-year capital plan for the town.

Attached as Appendix 1 is a more in depth 5-year capital plan for the period of 2022-2026.

The year 2021 has been included in the attached plan as an example to show how much things can change from one year to the next and is part of the reason why staff have decided to introduce a 5-year plan for the period of 2022-2026 rather than 10 as originally indicated.

The plan provides a continuity schedule for planned expenses as well as potential funding sources. The subsequent pages in the report provide the background detail for each of the years 2022-2026.

A place holder in the capital budgets for 2023 and 2024 has also been added for potential changes regarding two third party boards. The consultation process with the municipalities represented on two boards was commenced in 2021 and will continue in 2022. While the Town's Service Delivery Review (SDR) did not complete any additional analysis regarding the recommendation to dissolve of the boards of management of the Centre Dufferin Recreation Centre (CDRC) and the Shelburne and District Fire Department (SDFD) they have been identified respectively in the years 2023 and 2024. No estimated dollar value for either service area to become a direct service of the Town has been assigned.

Looking beyond 2026 staff are noting that there are significant items on the radar that will require advance planning for funding such as additional replacement purchases of large equipment items such as plow trucks, pumphouse and well generators, an additional works yard phased expansion as well as a fire hall expansion – with both additions being identified in the 2020 DC study as taking place in 2028. Beyond 2030 also begins to see replacements of such items this term of council has just purchased such as the 2019 utility truck for water.

Financial Impact & Changes

There is no direct financial impact to adopting the 5 Year Capital Plan. At this time staff are recommending that this report be received until the 2022 draft budget has been adopted so that any changes with respect to 2022 can be made prior to adoption of the 5-year plan.

Annual Operating and Capital Budgets will continue to be adopted by council on a yearly schedule.

Staff are requesting at this time that council allow for the Treasurer to transfer to and from reserves, as necessary at year end, in order to close finished capital and operating projects and to set aside unspent funds into reserves to complete unfinished 2021 projects in 2022. These transfers are identified in the estimated year end column for 2021 and allow for the cash-based budget to be balanced at year end.

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There is a total of 12 targets within the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T1 Develop a Long-Term Financial Plan

Target T2 Municipal Services Review and Evaluation

Target T3 Invest and Fund Critical Infrastructure for Future

Supporting Documentation

Appendix 1 – 5 Year Capital Plan 2022-2026

Respectfully Submitted & Prepared by:

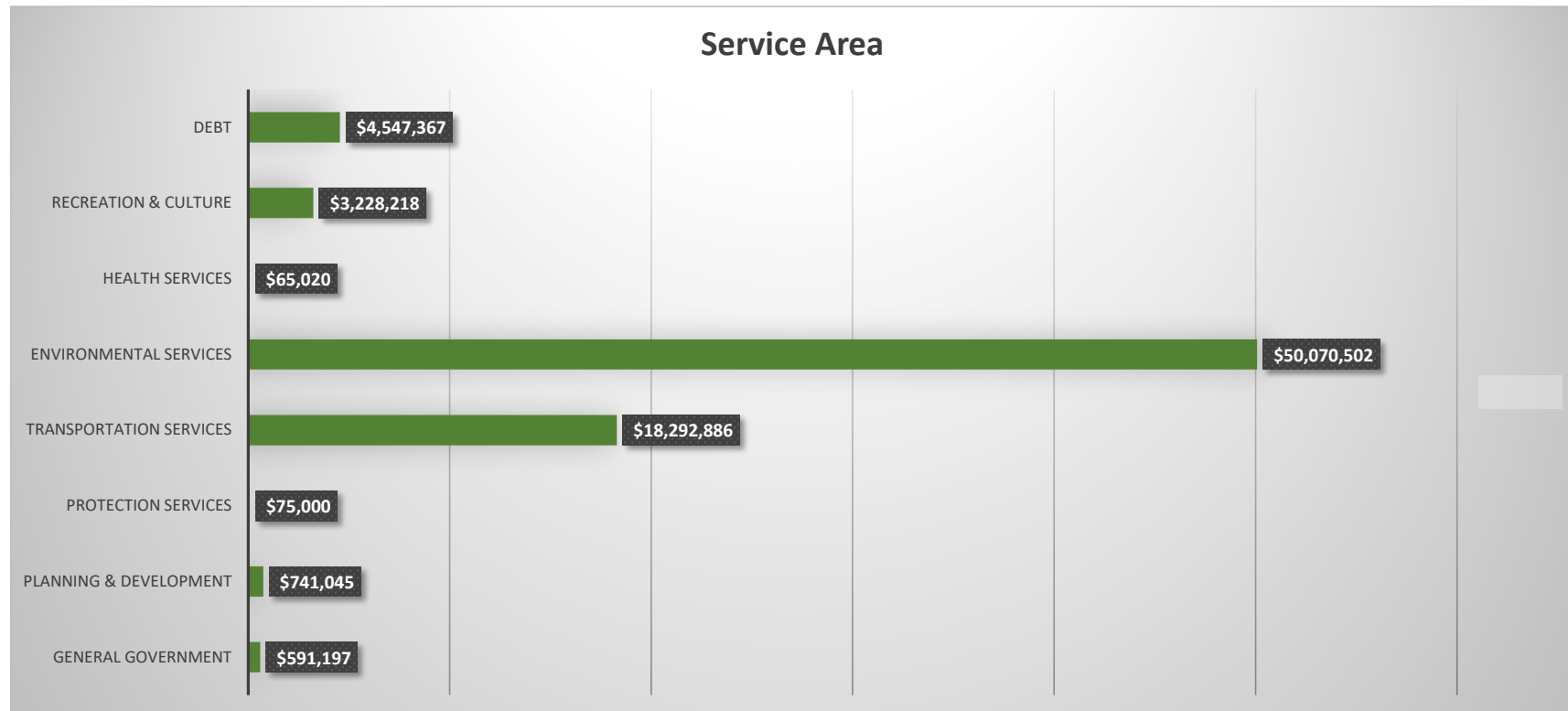
Carey Holmes, Director of Financial Services / Treasurer

Reviewed by:

Denyse Morrissey, CAO

CORPORATION OF THE TOWN OF SHELBURNE

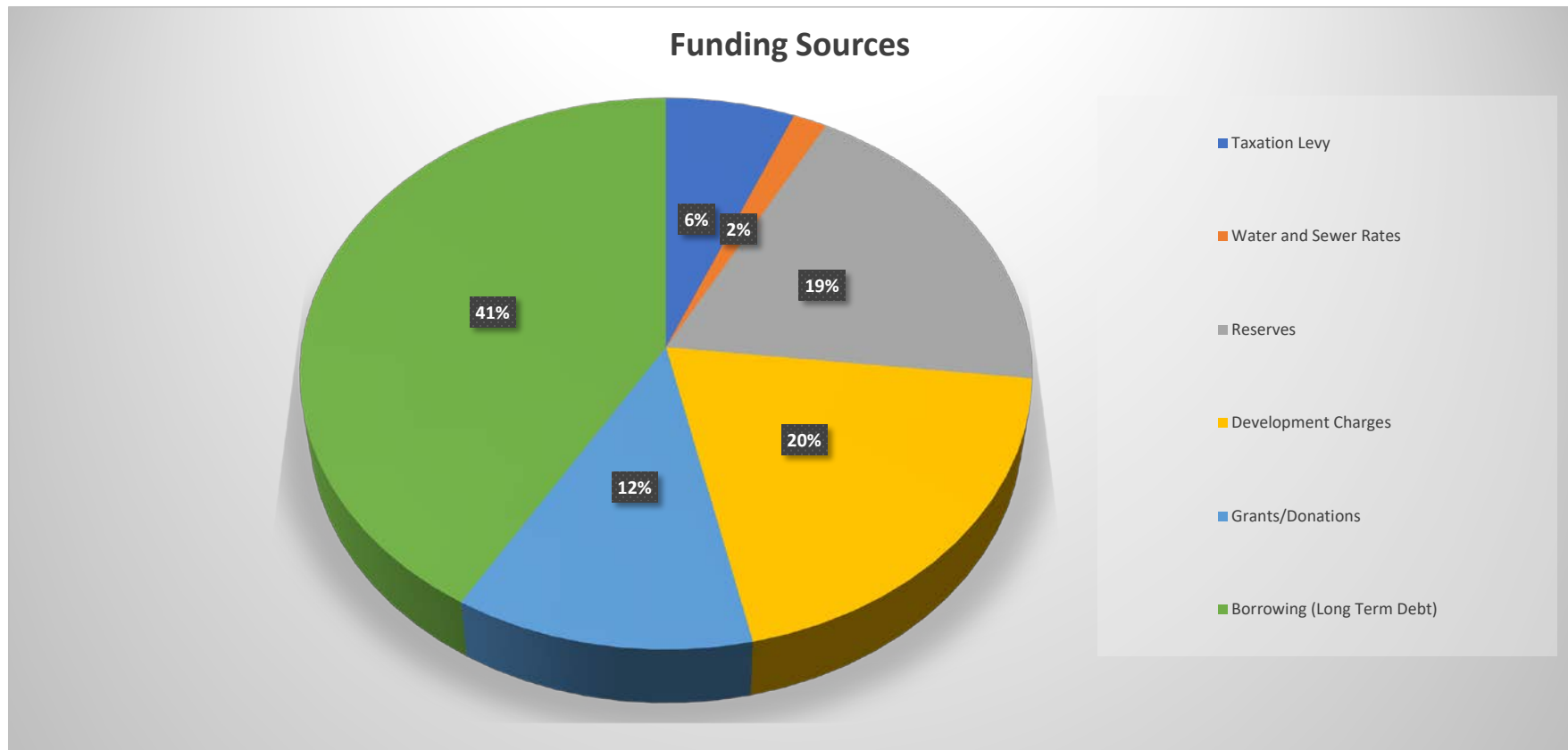
2022-2026	DRAFT 5 - Year Capital Plan - Continuity Schedule						
	2021	2022	2023	2024	2025	2026	TOTAL
General Government	\$ 202,197	\$ 30,000	\$ 219,000	\$ 105,000	\$ 35,000	\$ -	\$ 591,197
Planning & Development	\$ 75,000	\$ 341,045	\$ 250,000	\$ -	\$ 75,000	\$ -	\$ 741,045
Protection Services	\$ -	\$ -	\$ 20,000	\$ -	\$ 55,000	\$ -	\$ 75,000
Transportation Services	\$ 2,687,757	\$ 2,602,951	\$ 1,132,000	\$ 1,041,200	\$ 4,292,863	\$ 6,536,115	\$ 18,292,886
Environmental Services	\$ 55,000	\$ 13,658,502	\$ 57,000	\$ 12,250,000	\$ 12,050,000	\$ 12,000,000	\$ 50,070,502
Health Services	\$ -	\$ -	\$ 23,000	\$ 15,020	\$ 27,000	\$ -	\$ 65,020
Recreation & Culture	\$ 38,800	\$ 1,106,418	\$ 773,000	\$ 230,000	\$ 1,050,000	\$ 30,000	\$ 3,228,218
Debt	\$ 448,694	\$ 775,880	\$ 798,147	\$ 821,052	\$ 844,648	\$ 858,946	\$ 4,547,367
GRAND TOTAL	\$ 3,507,448	\$ 18,514,796	\$ 3,272,147	\$ 14,462,272	\$ 18,429,511	\$ 19,425,061	\$ 77,611,235



* the Debt figures include Principal Payments only - includes the new Water Tower & the potential borrowing for Well 3, but does not include WPCP debt

CORPORATION OF THE TOWN OF SHELBURNE

2022 - 2026	5 - Year Capital Plan - Funding Sources						
	2021	2022	2023	2024	2025	2026	TOTAL
Taxation Levy	\$ 8,650	\$ 194,687	\$ 350,000	\$ 489,220	\$ 2,284,567	\$ 1,523,000	\$ 4,850,124
Water and Sewer Rates	\$ 84,123	\$ 304,039	\$ 225,958	\$ 231,001	\$ 236,200	\$ 191,553	\$ 1,272,875
Reserves	\$ 407,557	\$ 5,001,616	\$ 444,000	\$ 2,250,000	\$ 3,272,046	\$ 3,303,000	\$ 14,678,219
Development Charges	\$ 1,410,218	\$ 2,744,259	\$ 1,682,924	\$ 3,043,164	\$ 3,683,071	\$ 2,750,907	\$ 15,314,543
Grants/Donations	\$ 1,596,900	\$ 2,161,625	\$ 569,265	\$ 448,887	\$ 953,626	\$ 3,656,601	\$ 9,386,904
Borrowing (Long Term Debt)	\$ -	\$ 8,108,570	\$ -	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 32,108,570
TOTAL	\$ 3,507,448	\$ 18,514,796	\$ 3,272,147	\$ 14,462,272	\$ 18,429,511	\$ 19,425,061	\$ 77,611,235



* Long term borrowing for the WPCP may be offset by acquiring funding through grant opportunities and/or front ending agreements with developers

2021	Growth, New, Replace	FINANCIAL INFORMATION RETURN (FIR) CATEGORIES								FUNDING SOURCE					
		General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture		Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt
TH Health & Safety Upgrades	Replace	\$ 10,000										\$ 10,000			
TH Window Replacements (Covid)	Replace	\$ 30,450												\$ 30,450	
Replace Elevator Door	Replace	\$ 22,933										\$ 22,933			
Generator for Townhall	New	\$ 90,000										\$ 90,000			
HVAC upgrades (Chiller) Covid	Replace	\$ 79,264												\$ 79,264	
Master Servicing Study (Yr 1 of 3)	New		\$ 75,000										\$ 75,000		
Resurfacing - Mixed Streets	Replace				\$ 262,000									\$ 262,000	
Resurfacing - Main St Connecting Link	Replace				\$ 546,233							\$ 54,624		\$ 491,609	
420 Victoria Street Clean-Up	Replace				\$ 200,000							\$ 200,000			
F450 PU Truck with Blade/Sander	Replace				\$ 80,000				\$ 14,356		\$ 65,644				
Trackless Sidewalk Machine (Parks)	Growth				\$ 168,000							\$ 168,000			
Bus Shelters	New				\$ 25,000				\$ 25,000						
Tennis/Pickleball Court	New							\$ 200,000					\$ 200,000		
Splash Pad (2021-2022 Two Yr Project)	New							\$ 200,000					\$ 200,000		
Jack Downing Park	Replace							\$ 20,000				\$ 20,000			
Well 3 Arsenic Remediation	Replace					\$ 1,770,000						\$ 546,666			\$ 1,223,334
Water Storage New Tower	Growth					\$ 3,461,600						\$ 561,600	\$ 400,000		\$ 2,500,000
Sewer Infiltration Corrections	Replace					\$ 100,000					\$ 100,000				
SCADA System Software	New					\$ 160,000						\$ 157,440	\$ 2,560		
Fiddlers Glen Sewer Pump Rebuild	Replace					\$ 40,000				\$ 20,000		\$ 20,000			
SCADA System Software	New					\$ 82,000						\$ 60,000	\$ 22,000		
Trench Box	Replace					\$ 15,000				\$ 15,000					
Victoria Street Watermain Rehab	Replace					\$ 105,000				\$ 33,000		\$ 72,000			
Community Garden	New							\$ 28,800						\$ 28,800	
Temporary Cricket Pitch	New							\$ 10,000				\$ 10,000			
Hwy 10 & Col Phillips Signalization	Growth				\$ 1,502,874								\$ 941,008	\$ 561,866	
Rear Mount Hydraulic Sander					\$ 8,650				\$ 8,650						
TOTAL		\$ 232,647	\$ 75,000	\$ -	\$ 2,792,757	\$ 5,733,600	\$ -	\$ 458,800	\$ 48,006	\$ 168,000	\$ 1,890,907	\$ 2,008,568	\$ 1,453,989	\$ 3,723,334	

GRAND TOTAL

\$ 9,292,804

\$ 9,292,804

Carry Over / Postponed / Cancelled / Swept up in bigger project

\$ 6,234,050

*Budgeted Amounts - Not Actuals

2021		Growth, New, Replace	FINANCIAL INFORMATION RETURN (FIR) CATEGORIES							FUNDING SOURCE					
		General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture	Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt	
TH Health & Safety Upgrades	Replace	\$ 10,000									\$ 10,000				
Replace Elevator Door	Replace	\$ 22,933									\$ 22,933				
Generator for Townhall	New	\$ 90,000									\$ 90,000				
HVAC upgrades (Chiller) Covid	Replace	\$ 79,264											\$ 79,264		
Master Servicing Study (Yr 1 of 3)	New		\$ 75,000									\$ 75,000			
Resurfacing - Mixed Streets	Replace				\$ 262,000								\$ 262,000		
Resurfacing - Main St Connecting Link	Replace				\$ 546,233						\$ 54,624		\$ 491,609		
420 Victoria Street Clean-Up	Replace				\$ 200,000						\$ 200,000				
Trackless Sidewalk Machine (Parks)	Growth				\$ 168,000							\$ 168,000			
Fiddlers Glen Sewer Pump Rebuild	Replace					\$ 40,000				\$ 20,000	\$ 20,000				
Trench Box	Replace					\$ 15,000				\$ 15,000					
Community Garden	New							\$ 28,800					\$ 28,800		
Temporary Cricket Pitch	New							\$ 10,000			\$ 10,000				
Hwy 10 & Col Phillips Signalization	Growth				\$ 1,502,874							\$ 941,008	\$ 561,866		
Rear Mount Hydraulic Sander					\$ 8,650				\$ 8,650						
TOTAL		\$ 202,197	\$ 75,000	\$ -	\$ 2,687,757	\$ 55,000	\$ -	\$ 38,800	\$ 8,650	\$ 35,000	\$ 407,557	\$ 1,184,008	\$ 1,423,539	\$ -	
GRAND TOTAL		\$ 3,058,754							\$ 3,058,754						

*Budgeted Amounts - Not Actuals

2022		FINANCIAL INFORMATION RETURN (FIR) CATEGORIES							FUNDING SOURCE					
	Growth, New, Replace	General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture	Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt
Safety Access Stairway to Rooftop	New	\$ 30,000									\$ 30,000			
Master Servicing Study (Yr 2 of 3)	New		\$ 75,000								\$ 75,000			
Parks & Recreation Master Plan	New		\$ 65,000								\$ 65,000			
Transportation Master Plan	Growth		\$ 176,045								\$ 176,045			
Downtown Revitalization Project	New		\$ 25,000						\$ 2,500		\$ 15,000		\$ 7,500	
Sandhill Court Reconstruction	Replace				\$ 560,000								\$ 560,000	
F450 PU Truck with Blade/Sander	Replace				\$ 99,438						\$ 99,438			
Resurfacing - Mixed Streets	Replace				\$ 260,842								\$ 260,842	
Resurfacing - Owen Sound Connecting Lk	Replace				\$ 950,585						\$ 95,059		\$ 855,526	
Replace 2009 Intern'l Plow Truck Yr 1	Replace				\$ 300,000				\$ 150,000		\$ 150,000			
420 Victoria Street Clean-Up	Replace				\$ 400,000						\$ 400,000			
Audible Pedestrian Crossings (x2)	New				\$ 32,086						\$ 32,086			
Besley Drain Cleanout	Replace					\$ 93,187			\$ 42,187		\$ 51,000			
Tennis/Pickleball Court	New							\$ 200,000				\$ 200,000		
Splash Pad (2021-2022 Two Yr Project)	New							\$ 700,000				\$ 400,000	\$ 300,000	
Jack Downing Park Revitalization	Replace							\$ 56,000			\$ 56,000			
Off Leash Dog Park	New							\$ 92,000			\$ 32,000	\$ 60,000		
Replacement Zero Turn mower	Replace							\$ 15,000			\$ 15,000			
Hyland Park Fencing	New							\$ 15,264			\$ 15,264			
Walters Creek Playground Equip	Replace							\$ 28,154			\$ 28,154			
Well 3 Arsenic Remediation	Replace					\$ 3,802,060					\$ 546,666	\$ 146,824		\$ 3,108,570
Water Storage New Tower	Growth					\$ 7,184,255					\$ 1,014,509	\$ 1,169,746		\$ 5,000,000
Victoria Street Watermain Rehab	Replace					\$ 105,000				\$ 33,000	\$ 72,000			
Water SCADA System Software	Growth					\$ 82,000					\$ 60,000	\$ 22,000		
Replace 2008 Water Truck	Replace					\$ 132,000					\$ 132,000			
Sewer Infiltration Corrections	Replace					\$ 100,000				\$ 100,000				
Sewer SCADA System Software	New					\$ 160,000					\$ 157,440	\$ 2,560		
WPCP Design - Engineering	Replace					\$ 2,000,000					\$ 2,000,000			
TOTAL		\$ 30,000	\$ 341,045	\$ -	\$ 2,602,951	\$ 13,658,502	\$ -	\$ 1,106,418	\$ 194,687	\$ 133,000	\$ 5,001,616	\$ 2,317,175	\$ 1,983,868	\$ 8,108,570
GRAND TOTAL		\$ 17,738,916							\$ 17,738,916					

2023	Growth, New, Replace	FINANCIAL INFORMATION RETURN (FIR) CATEGORIES							FUNDING SOURCE					
		General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture	Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt
Space Planning (Yr 1 of 2)	Growth	\$ 60,000							\$ 60,000					
Folding Machine	Replace	\$ 9,000							\$ 9,000					
Sound & Lighting Equip Grace Tipling Hall	Replace	\$ 150,000							\$ 75,000				\$ 75,000	
4 Town Gateway Entrance Signs	Replace		\$ 100,000						\$ 20,000		\$ 30,000		\$ 50,000	
Master Servicing Study (Yr 3 of 3)	New		\$ 75,000						\$ 25,000			\$ 50,000		
Additional By-Law Car	Growth			\$ 20,000					\$ 10,000		\$ 10,000			
Resurfacing - Mixed Streets	Replace				\$ 262,000								\$ 262,000	
Replace 2005 Trackless - in service 2009	Replace				\$ 183,000				\$ 107,000		\$ 76,000			
Replace 2009 Intern'l Plow Truck Yr 2	Replace				\$ 150,000						\$ 150,000			
Replace 2013 GMC Pick Up	Replace				\$ 37,000				\$ 37,000					
Generator for Shop	New				\$ 70,000							\$ 70,000		
2 Bay Addition at Works Yard	Growth				\$ 310,000						\$ 155,000	\$ 155,000		
Additional Cold Storage Building	Growth				\$ 120,000							\$ 120,000		
Cemetery - 48 Unit Columbarium	New						\$ 23,000				\$ 23,000			
Official Plan Review	New		\$ 50,000									\$ 50,000		
Zoning By-Law Review	New		\$ 25,000									\$ 25,000		
Additional Zero Turn Mower - Parks	Growth							\$ 18,000				\$ 18,000		
Water Locator on New Water Truck	New					\$ 7,000			\$ 7,000					
Sewer Infiltration Corrections	Replace					\$ 50,000				\$ 50,000				
<u>Identified in DC Study</u>														
Bike Racks throughout town	New							\$ 75,000				\$ 75,000		
Hyland Village Park Facilities	New							\$ 500,000				\$ 500,000		
Greenwood Parking Lot	New							\$ 180,000				\$ 180,000		
<u>Identified in the SDR</u>														
Disbandment of CDRC Board of Mgmt	Replace													
TOTAL		\$ 219,000	\$ 250,000	\$ 20,000	\$ 1,132,000	\$ 57,000	\$ 23,000	\$ 773,000	\$ 350,000	\$ 50,000	\$ 444,000	\$ 1,243,000	\$ 387,000	\$ -
GRAND TOTAL		\$ 2,474,000							\$ 2,474,000					

2025	Growth, New, Replace	FINANCIAL INFORMATION RETURN (FIR) CATEGORIES							FUNDING SOURCE					
		General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture	Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt
Townhall Makeup Air Unit	Replace	\$ 35,000							\$ 35,000					
Replace By-Law Vehicle	Replace			\$ 25,000							\$ 25,000			
Urbanization of Pinegrove	Replace				\$ 3,278,063				\$ 1,531,017		\$ 1,247,046		\$ 500,000	
Resurfacing - Mixed Streets	Replace				\$ 262,000								\$ 262,000	
Repl. 2011 International Plow/Dump Truck	Replace				\$ 325,000				\$ 325,000					
Repl. 2006 Trackless - in service 2011	Replace				\$ 190,000				\$ 190,000					
Repl. 2007 Snowblower for Trackless	Replace				\$ 15,000				\$ 15,000					
Repl.Wood Chipper	Replace				\$ 16,000				\$ 16,000					
Repl.2 Hustler Zero Turn Mowers from 2016	Replace				\$ 30,000				\$ 30,000					
Repl. 5 Position Plow Trackless attachment 2	Replace				\$ 7,300				\$ 7,300					
Repl. 2015 Rear Mount Hydraulic Sander	Replace				\$ 9,000				\$ 9,000					
Repl. 2015 Gearbox Ribbon Snowblower for T	Replace				\$ 18,500				\$ 18,500					
Repl. 2008 Backhoe Breaker	Replace				\$ 10,500				\$ 10,500					
Repl. 2009 Plow attachement & 2009 Mower	Replace				\$ 50,000				\$ 50,000					
Repl. 2010 Salt/Sand Spreader	Replace				\$ 6,500				\$ 6,500					
Rpl. 2004 John Deere Utility Tractor/Mower	Replace						\$ 27,000		\$ 27,000					
Roads Needs Study	New		\$ 25,000						\$ 6,250			\$ 18,750		
DC Background Study	New		\$ 50,000									\$ 50,000		
Salt Management Study & Plan	New				\$ 75,000							\$ 75,000		
Sewer Infiltration Corrections	Replace					\$ 50,000				\$ 50,000				
Identified in DC Study														
Fieldgate Park Facilities	New							\$ 750,000				\$ 750,000		
Greenwood Park - Additional Field	Growth							\$ 300,000				\$ 300,000		
Fire Master Plan	New			\$ 30,000					\$ 7,500			\$ 22,500		
WPCP - Upgrades - Year 2	Growth					\$ 12,000,000					\$ 2,000,000	\$ 2,000,000		\$ 8,000,000
TOTAL		\$ 35,000	\$ 75,000	\$ 55,000	\$ 4,292,863	\$ 12,050,000	\$ 27,000	\$ 1,050,000	\$ 2,284,567	\$ 50,000	\$ 3,272,046	\$ 3,216,250	\$ 762,000	\$ 8,000,000
GRAND TOTAL		\$ 17,584,863							\$ 17,584,863					

2026	Growth, New, Replace	FINANCIAL INFORMATION RETURN (FIR) CATEGORIES							FUNDING SOURCE					
		General Government	Planning & Development	Protection Services	Transportation Services	Environment Services	Health Services	Recreation & Culture	Taxation Levy	Water/Sewer Rates	Reserves	Development Charges	Grants Donations	Borrowing LT Debt
Centennial & Industrial Realignment	Replace				\$ 5,960,115				\$ 1,500,000		\$ 1,000,000		\$ 3,460,115	
Repl. 2003 John Deere Utility Tractor	Replace				\$ 55,000						\$ 55,000			
Snowblower Tractor Attachment	Replace				\$ 8,000				\$ 8,000					
Drop Sander Tractor Attachment	Replace				\$ 5,000				\$ 5,000					
Sweeper Tractor Attachment	Replace				\$ 5,000				\$ 5,000					
Flail Mower Attachment	Replace				\$ 5,000				\$ 5,000					
Repl. 2006 Ford Pick Up	Replace				\$ 50,000						\$ 50,000			
Repl. 2015 Case 580	Replace				\$ 148,000						\$ 148,000			
Repl. 2013 Ford Pick Up	Replace				\$ 50,000						\$ 50,000			
Identified in DC Study														
Two Bus Landing Pads	New				\$ 250,000							\$ 250,000		
Future Recreation Needs Study	New							\$ 30,000				\$ 30,000		
WPCP - Upgrades - Year 3	Growth					\$ 12,000,000					\$ 2,000,000	\$ 2,000,000		\$ 8,000,000
														\$ -
TOTAL		\$ -	\$ -	\$ -	\$ 6,536,115	\$ 12,000,000	\$ -	\$ 30,000	\$ 1,523,000	\$ -	\$ 3,303,000	\$ 2,280,000	\$ 3,460,115	\$ 8,000,000
GRAND TOTAL		\$ 18,566,115							\$ 18,566,115					