

2021 Municipal Tax Rates

2nd Draft (3% estimated increase)

Property Class Description	RTC	RTQ	2020 MPAC Active Roll Total	Tax Ratio	Tax Rate Reduction	Weighted Assessment	2ndDraft Tax Rate	2ndDraft 2021 Taxes
Commercial, , Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The Full Rate.	C	F	2,483,700	1.0986	1	2,728,593	0.00767706	19,068
Commercial, Payment In Lieu, Full, Excess Land	C	V	105,000	1.0986	0.7	80,747	0.00537395	564
School Rates).	C	G	1,310,000	1.0986	1	1,439,166	0.00767706	10,057
Commercial, Taxable vacan land shared, Subject To Payment-In-Lieu Of Taxes At The Full Rate.	C	J	391,000	1.0986	0.7	300,687	0.00537395	2,101
Commercial, Taxable At The Full Rate.	C	T	85,952,052	1.0986	1	94,426,924	0.00767706	659,859
Commercial taxable: Excess land	C	U	3,564,748	1.0986	0.7	2,741,363	0.00537395	19,157
Commercial, Taxable At The Vacant Land Rate.	C	X	2,594,000	1.0986	0.7	1,994,838	0.00537395	13,940
Commercal payment in lieu full vacan land	C	Y	136,000	1.0986	0.7	104,587	0.00537395	731
Commercial payment in lieu general vacant land	C	Z	-	1.0986	0.7	-	0.00537395	0
New Construction Commercial: Full No Support	X	T	7,332,500	1.0986	1	8,055,485	0.00767706	56,292
Exempt	E		61,440,800	0	0	-	-	0
Farmland, Taxable At The Full Rate.	F	T	220,042,400	1	0.25	55,010,600	0.00174701	384,416
Industrial, Taxable, Shared Payment-In-Lieu (Not Pil But Shared As If It Was)	I	H	74,500	1.5432	1	114,968	0.01078395	803
Industrial, Taxable At The Full Rate.	I	T	3,989,300	1.5432	1	6,156,288	0.01078395	43,020
Industrial, Taxable At The Vacant Land Rate. Excess Land	I	U	444,900	1.5432	0.65	446,270	0.00700957	3,119
Industrial, Taxable At The Vacant Land Rate.	I	X	1,410,800	1.5432	0.65	1,415,145	0.00700957	9,889
New Construction Industrial, Taxable At The Full Rate.	J	T	1,717,000	1.5432	1	2,649,674	0.01078395	18,516
Pipeline Taxable: Full	P	T	7,457,000	1	0.9386	6,999,140	0.00655898	48,910
Multi-Residential Taxable: Full	M	T	3,976,000	1	1.7802	7,078,075	0.01244011	49,462
School Rates).	R	G	1,745,000	1	1	1,745,000	0.00698804	12,194
Rate.	R	P	-	1	1	-	0.00698804	0
Residential, Taxable At The Full Rate.	R	T	1,235,967,197	1	1	1,235,967,197	0.00698804	8,636,992
Managed Forest, Taxable At The Full Rate.	T	T	6,374,500	1	0.25	1,593,625	0.00174701	11,136
			\$ 1,648,508,397			1,431,048,372		10,000,228

2021 Estimated Budget Requirement	10,000,228
Amount to be raised by taxes	10,000,228
Weighted Assessment	1,431,048,372
Tax Rate	0
Taxes per 100,000 Residential Assessment	699

Estimated Break-even, with 0% TAX INCREASE (due to Assessment Growth) is \$142,940

2021	\$698.80
2020	\$678.51
Estimated increase in Residential Tax Rate %	3.00%
\$ Value of increase per 100,000 Residential CVA	\$20.29

Approximately every 1% residential tax rate increase equals 95,700

2020 Environmental Tax Rates

2nd Draft

Property Class Description	RTC	RTQ	2020 MPAC Active Roll Total	Tax Ratio	Tax Rate Reduction	Weighted Assessment	2ndDraft Tax Rate	2ndDraft 2021 Taxes
Commercial, , Exempt From Taxation, But Eligible For Payment-In-Lieu Of Taxes At The Full Rate.	C	F	2,483,700	1.0986	1	2,728,593	0.00767706	19,067.53
Commercial, Payment In Lieu, Full, Excess Land	C	V	105,000	1.0986	0.7	80,747	0.00537395	564.26
(No School Rates).	C	G	1,310,000	1.0986	1	1,439,166	0.00767706	10,056.95
Commercial, Taxable vacan land shared, Subject To Payment-In-Lieu Of Taxes At The Full Rate.	C	J	391,000	1.0986	0.7	300,687	0.00537395	2,101.21
Commercial, Taxable At The Full Rate.	C	T	85,952,052	1.0986	1	94,426,924	0.00767706	659,859.45
Commercial taxable: Excess land	C	U	3,564,748	1.0986	0.7	2,741,363	0.00537395	19,156.76
Commercial, Taxable At The Vacant Land Rate.	C	X	2,594,000	1.0986	0.7	1,994,838	0.00537395	13,940.01
Commerical payment in lieu full vacan land	C	Y	136,000	1.0986	0.7	104,587	0.00537395	730.86
Commercial payment in lieu general vacant land	C	Z	-	1.0986	0.7	-	0.00537395	-
New Construction Commercial: Full No Support	X	T	7,332,500	1.0986	1	8,055,485	0.00767706	56,292.08
Exempt	E	O	61,440,800	0	0	-	-	-
Farmland, Taxable At The Full Rate.	F	T	220,042,400	1	0.25	55,010,600	0.00174701	384,416.46
Industrial, Taxable, Shared Payment-In-Lieu (Not Pil But Shared As If It Was)	I	H	74,500	1.5432	1	114,968	0.01078395	803.40
Industrial, Taxable At The Full Rate.	I	T	3,989,300	1.5432	1	6,156,288	0.01078395	43,020.41
Industrial, Taxable At The Vacant Land Rate. Excess Land	I	U	444,900	1.5432	0.65	446,270	0.00700957	3,118.56
Industrial, Taxable At The Vacant Land Rate.	I	X	1,410,800	1.5432	0.65	1,415,145	0.00700957	9,889.10
New Construction Industrial, Taxable At The Full Rate.	J	T	1,717,000	1.5432	1	2,649,674	0.01078395	18,516.04
Pipeline Taxable: Full	P	T	7,457,000	1	0.9386	6,999,140	0.00655898	48,910.30
Multi-Residential Taxable: Full	M	T	3,976,000	1	1.7802	7,078,075	0.01244011	49,461.90
School Rates).	R	G	1,745,000	1	1	1,745,000	0.00698804	12,194.14
Rate.	R	P	-	1	1	-	0.00698804	-
Residential, Taxable At The Full Rate.	R	T	1,235,967,197	1	1	1,235,967,197	0.00698804	8,636,992.45
Managed Forest, Taxable At The Full Rate.	T	T	6,374,500	1	0.25	1,593,625	0.00174701	11,136.32
			\$ 1,648,508,397			1,431,048,372		10,000,228.18

2021
2020
Estimated increase in Environmental Tax Rate %
\$ Value of increase per 100,000 Residential CVA

\$24.61
\$19.65
25.3%
\$4.96

2021 Estimated Budget Requirement	352,245
Amount to be raised by taxes	352,245
Weighted Assessment	1,431,048,372
Tax Rate	0.000246
Environmental Taxes per 100,000	
Residential Assessment	\$ 24.61



2021 Budget Summary 2nd Draft (3% estimated increase)

Summary 2021 Project Budget	Operating % Net change over 2020	Operating	Capital	Total	Tax Levy	Prov/Fed Grant	DC's and/or Reserve Funds	User Fees & Other Revenue	Total
Planning & ECD	-3.8%	505,371	366,672	872,043	735,643	80,000	36,000	20,400	872,043
Building	-10.1%	325,974		325,974			125,974	200,000	325,974
By-Law Enforcement	14.7%	9,311		9,311	9,311				9,311
Protective Services (Fire)	3.3%	917,650	529,213	1,446,863	1,336,563	17,800	28,500	64,000	1,446,863
Public Works	0.4%	2,054,421	3,222,433	5,276,854	2,669,662	1,484,000	963,692	159,500	5,276,854
Parks & Facilities Department	-1.4%	1,268,135	2,092,850	3,360,985	1,664,020	1,083,634	482,706	130,625	3,360,985
Office of the CAO	-0.7%	363,431	-	363,431	243,431			120,000	363,431
Office of the Clerk	-6.4%	314,291	50,000	364,291	318,051	11,000	5,740	29,500	364,291
Finance & Information Technology	3.3%	642,847	2,628,406	3,271,253	2,530,359	368,000	109,414	263,480	3,271,253
Consolidated Department Net Changes	-0.7%								
Council	0.2%	187,040		187,040	187,040				187,040
Library Board Levies & Allocated Expenses	0.3%	344,525		344,525	335,663		8,862		344,525
Ganaraska, Kawartha & Otonabee Conservation	9.1%	103,919	194,078	297,997	297,997				297,997
Committee's of Council	-46.9%	11,300		11,300	11,300				11,300
Police Service Contract, Board & Community Policing	3.3%	1,353,560		1,353,560	1,347,560	6,000			1,353,560
Consolidated Other Services/Levy Changes	2.2%								
Sub total: Projected Budget		8,401,775	9,083,652	17,485,427					
Less: 2020 Capital Roll Overs			(342,562)	(342,562)	(342,562)				(342,562)
Less: 2021 Future Budget pre-approvals			(594,410)	(594,410)	(594,410)				(594,410)
Less: 2020 Operating Surplus (estimated)		(238,800)		(238,800)	(238,800)				(238,800)
Total Budget		8,162,975	8,146,680	16,309,655					
Unfunded Capital			-	-	-				-
Contribution from Casino Reserve Rate Stabilization		-	-	-	-				-
Contribution from Casino Reserve for Capital Requests		-	-	-	-				-
Provincial Grants (OMPF)		-	-	-	(510,600)	510,600			-
Provincial Grants (OCIF-Formula-Based Funding)					(117,424)				(117,424)
Contribution to WWW Capital Sewer System Relining					117,424				117,424
Ontario Lottery & Gaming Corp. (OLG) Revenues, 150 Slots (estimated)					(400,000)				(400,000)
Contributions to Asset Replacement Reserve Loan					400,000				400,000
Federal Gas Tax Grant					(280,013)				(280,013)
Contributions to Capital Roads Projects					280,013				280,013
Special Charges; Environmental Services and BIA Levy		410,925		410,925	365,925		5,000	40,000	410,925
Total (including Casino, Fed Gas Tax & BIA)		8,573,900	8,146,680	16,720,580	10,366,153	3,561,034	1,765,888	1,027,505	16,720,580
Revenues		Operating	Capital	Total	<div>3% estimated Residential Tax Rate Increase</div> <div>Approximately every 1% residential tax rate increase equals \$95,700</div>				
General Tax Levy		6,488,224	3,512,004	10,000,228					
Special Charges; Environmental Services and BIA Levy		365,925	-	365,925					
Provincial/Federal Grants		-	3,561,034	3,561,034					
Reserve Funds		-	1,346,281	1,346,281					
Development Charges			419,607	419,607					
Other Revenue		1,027,505		1,027,505					
Total		7,881,654	8,838,926	16,720,580					
Special Charges	% Net change over 2020								
Environmental Levy: Cavan, Millbrook & North Monaghan	1.7%	397,245	-	397,245	352,245		5,000	40,000	397,245
Millbrook BIA	0.0%	13,680		13,680	13,680			-	13,680
Total		410,925	-	410,925	365,925	-	5,000	40,000	410,925

General Ledger

Revenue and Expense Working Current Budget Report Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4780	Economic Development Administration	178,460.00	132,657.40	157,561.00	
01-4920	Planning Administration	312,952.00	221,073.74	314,810.00	
01-4970	Plan of Subdivison Applications	0.00	258.35		
01-4980	Site Plan Approval Applications	0.00	5,750.00	100.00	
01-5000	Source Water Protection	12,500.00	12,500.00	12,500.00	
01-9530	Recreation Land (The Planning Act)	0.00	0.00		
Total Revenues:		-7,800.00	-54,700.00	-20,400.00	
Total Expenses:		511,712.00	426,939.49	505,371.00	
Report Net:		503,912.00	372,239.49	484,971.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4910	Building Services Administration	-4,760.00	-110,995.69	-7,246.00	
01-4911	Ford Ranger, B1-11	3,980.00	1,294.76	4,978.00	
01-4914	Colorado, B2-20	780.00	-201.36	2,268.00	
01-4915	ON Building Code Act, Enforcement	0.00	0.00		
Total Revenues:		-362,760.00	-389,097.60	-325,974.00	
Total Expenses:		362,760.00	279,195.31	325,974.00	
Report Net:		0.00	-109,902.29		

General Ledger

Revenue and Expense Working Current Budget Report Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4460	By-law Enforcement	8,121.00	6,059.48	9,311.00	
Total Revenues:		-1,000.00	0.00		
Total Expenses:		9,121.00	6,059.48	9,311.00	
Report Net:		8,121.00	6,059.48	9,311.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4401	Fire Services Administration	319,324.00	321,665.77	328,385.00	
01-4404	Fire Services Communication	31,690.34	34,952.18	35,335.00	
01-4405	Fire Suppression	278,400.00	224,106.50	286,150.00	
01-4406	Fire Services Training	128,550.00	80,510.10	137,850.00	
01-4407	Fire Services Public Education	8,820.00	1,942.60	8,850.00	
01-4408	Fire Services Dry Hydrants & Tanker Shuttle	0.00	64.49		
01-4410	Fire Routes	1,000.00	0.00	1,000.00	
01-4411	Fire Prevention	2,650.00	1,650.24	2,650.00	
01-4412	Fire Hall #1 Maintenance	23,470.00	12,375.03	16,810.00	
01-4413	Fire Hall #2 Maintenance	21,680.00	14,523.62	21,010.00	
01-4414	Equipment Reserves	-64,000.00	-64,376.55	-64,000.00	
01-4450	Emergency Preparedness	6,925.00	8,403.13	8,260.00	
Total Revenues:		-87,250.00	-68,576.55	-81,800.00	
Total Expenses:		845,759.34	704,393.66	864,100.00	
Report Net:		758,509.34	635,817.11	782,300.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4409	General Fire Dept Fleet	500.00	0.00	500.00	
01-4415	Pumper 1 - 2017 (P1-17)	4,200.00	5,841.03	5,200.00	
01-4416	Pumper 2 -2009 Class A (P2-09)	8,870.00	10,092.09	8,300.00	
01-4417	Tanker 4 - 2015 Tandem (T4-15)	4,050.00	3,453.14	4,600.00	
01-4418	Tanker 1 - 2000 (T1-00)	4,280.00	2,364.93	4,280.00	
01-4419	Rescue 1 - 2003 Van (R1-03)	7,140.00	4,386.34	7,100.00	
01-4421	Unit 5 - 1988 Half Ton Truck - (U5-89)	1,240.00	3,034.09	1,300.00	
01-4422	Rescue 2 - 2000 Rapid Response (R2-00)	6,900.00	2,971.58	6,900.00	
01-4423	Car 3-03 (50% shared with Parks)	4,000.00	3,402.17	2,000.00	
01-4424	Car 1 - 2017 Ford Support Unit (C1-17)	4,600.00	2,275.39	4,600.00	
01-4425	Tanker 2 -2013 (T2-13)	4,270.00	3,529.87	4,270.00	
01-4426	2016 UTV & Trailer	584.00	166.68	500.00	
01-4428	Car 2-09 2009 Ford (Sold in 2020)	0.00	97.90		
01-4429	Car C3-21 GMC Support Unit	0.00	0.00	4,000.00	
Total Revenues:		0.00	0.00		
Total Expenses:		50,634.00	41,615.21	53,550.00	
Report Net:		50,634.00	41,615.21	53,550.00	

General Ledger
Revenue and Expense Working Current Budget Report
Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4870	Environmental Services - Cavan Ward	-137,769.00	-165,761.01	-196,480.00	
01-4880	Environmental Services - North Monaghan Ward	40,952.00	32,446.35	33,000.00	
01-4890	Environmental Services - Millbrook Ward	96,817.00	45,368.75	163,480.00	
Total Revenues:		-390,425.00	-398,950.70	-397,245.00	
Total Expenses:		390,425.00	311,004.79	397,245.00	
Report Net:		0.00	-87,945.91		

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4560	Solar - 920 Larmer Line	1,343.00	2,963.75	2,434.00	
01-4561	Solar - 1256 Syer Line	2,943.00	4,869.92	3,434.00	
01-4562	Solar - 1470 County Rd. 10	3,693.00	4,545.39	5,684.00	
01-4563	Solar - 25 Centennial Lane	1,868.00	7,008.42	4,484.00	
01-4564	Solar - 988 County Rd. 10	4,118.00	5,846.19	3,184.00	
01-4565	Solar - 415 County Rd. 21	1,818.00	3,695.78	3,284.00	
01-4566	Solar - Tapley 1/4 Line	1,343.00	2,368.54	1,184.00	
01-4567	Solar - 1047 Mount Pleasant Rd.	5,143.00	3,424.43	4,834.00	
Total Revenues:		-45,700.00	-30,467.78	-38,500.00	
Total Expenses:		67,969.00	65,190.20	67,022.00	
Report Net:		22,269.00	34,722.42	28,522.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4440	Non-Residential Well Protective Inspection/Control	0.00	1,344.20	1,400.00	
01-4600	Roads and Environmental Services Administration	582,008.00	566,121.09	683,920.00	
01-4606	Cavan Works Yard	57,340.00	49,471.28	45,170.00	
01-4610	Bridges and Culverts	17,600.00	17,699.39	16,900.00	
01-4611	Road-side Maintenance	120,189.00	161,130.89	162,700.00	
01-4612	Road Hard Top Maintenance	162,300.00	170,862.93	174,900.00	
01-4613	Road Loose Top Maintenance	141,128.00	125,075.17	132,730.00	
01-4614	Road Safety Devices and Signs	60,700.00	57,894.03	51,900.00	
01-4620	Winter Control	295,500.00	289,433.16	290,700.00	
01-4650	Street Lighting	44,310.00	17,065.21	20,830.00	
01-4655	Storm Water Management Ponds (5)	15,000.00	4,921.64	15,000.00	
01-4690	Township Pit #1 (Larmer Line)	3,065.00	1,767.09	2,600.00	
01-4691	Wilson's Pit	9,000.00	2,523.47	9,000.00	
01-4692	Township Pit #2 (Millbrook)	1,170.00	0.00	1,000.00	
01-4693	Crossing Guards	13,125.00	6,062.79	12,900.00	
01-4960	Site Alteration Applications	0.00	0.00		
Total Revenues:		-73,000.00	-28,075.45	-43,000.00	
Total Expenses:		1,595,435.00	1,499,447.79	1,664,650.00	
Report Net:		1,522,435.00	1,471,372.34	1,621,650.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4660	General Public Works Fleet	144,570.00	105,375.34	132,000.00	
01-4663	Dodge One-half Ton 4-12 @ Cavan Yard	7,015.00	8,258.29	6,626.00	
01-4664	Int Dump (WATER TRUCK) 14-05	19,209.00	11,843.24	13,100.00	
01-4665	Int Dump Plow & Wing 14-18	4,330.00	12,664.74	12,401.00	
01-4666	Plow 18-20	10,218.00	13,469.93	7,975.00	
01-4667	Culvert Steamer	1,940.00	366.44	1,840.00	
01-4668	Float	5,700.00	2,007.49	3,700.00	
01-4669	Plow 15-20	22,418.00	13,154.74	7,100.00	
01-4670	Dodge One-half Ton 2-16	5,626.00	2,693.04	1,950.00	
01-4672	Grader John Deere 31-10	7,015.00	7,039.96	9,446.00	
01-4673	JCB Loader 36-20	19,718.00	28,975.71	7,500.00	
01-4674	Backhoe Case 33-91	2,906.00	7,343.74	5,930.00	
01-4676	MT7 Trackless Plow 35-18	5,615.00	11,000.95	10,171.00	
01-4678	2012 Brush Chipper	2,437.00	822.91	3,280.00	
01-4679	Plow Truck 20-17	3,752.00	1,612.50	1,900.00	
01-4680	International (CALCIUM TRUCK) 17-03	15,318.00	10,025.09	12,600.00	
01-4681	Sweeper Attachment	2,300.00	144.85		
01-4682	International Tandem Plow 19-07	63,130.00	58,075.27	18,071.00	
01-4683	Single Axle International Truck 10-17	6,040.00	6,403.03	7,941.00	
01-4684	Champion Grader 30-08	20,045.00	3,589.25	14,826.00	
01-4685	Dodge Pick Up 1-08 (2021 Capital)	3,287.00	5,267.06	5,200.00	
01-4686	Int Dump Plow & Wing 16-13	16,830.00	27,296.62	24,341.00	
01-4687	Rubber Tire Excavator 34-08 (2021 Capital)	16,330.00	9,018.98	2,950.00	
01-4688	Tandem Truck 20-17	12,630.00	5,706.48	8,601.00	
01-4689	Ford Pick Up 3-19	2,850.00	2,378.76	3,300.00	
Total Revenues:		0.00	0.00		
Total Expenses:		421,229.00	354,534.41	322,749.00	
Report Net:		421,229.00	354,534.41	322,749.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4235	Health and Safety	23,800.00	22,093.73	30,000.00	
01-4270	CMCC Fundraising Committee	0.00	-10,000.00		
01-4299	Municipal Office Building	71,004.00	83,614.47	71,990.00	
01-4700	General Municipal Buildings/Facilities	107,462.00	76,718.38	125,680.00	
01-4711	Maple Leaf Park	76,680.00	31,065.60	82,700.00	
01-4714	Parks and Property	73,840.00	131,062.50	80,770.00	
01-4716	Whitfield Landing	1,000.00	195.32	1,000.00	
01-4717	Dodge Pick Up (prev. PW 1-08)	0.00	0.00	2,140.00	
01-4720	1256 & 1066 Syer Line	440.00	1,674.05	3,200.00	
01-4721	Millbrook Yard	11,340.00	6,843.79	8,276.00	
01-4722	Bruce Johnston Library	8,325.00	14,446.26	7,520.00	
01-4723	Old Millbrook School	72,840.00	61,114.68	52,354.00	
01-4724	Lions Den	3,545.00	4,268.23	3,215.00	
01-4731	Millbrook Arena	2,735.00	21,100.12	66,185.00	
01-4741	New Community Center (est. 2019)	683,520.00	277,198.15	579,605.00	
Total Revenues:		-329,000.00	-254,988.88	-130,625.00	
Total Expenses:		1,465,531.00	976,384.16	1,245,260.00	
Report Net:		1,136,531.00	721,395.28	1,114,635.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4675	Bobcat (prev. PW 40-01)	3,006.00	1,535.33	1,700.00	
01-4717	Dodge Pick Up (prev. PW 1-08)	0.00	0.00	2,140.00	
01-4718	2004 Ford Ranger	2,204.00	305.00		
01-4719	2009 Chev Sliverado (3-03)	3,884.00	5,326.22	5,285.00	
01-4725	Massey 23GL Tractor	506.00	43.42	507.00	
01-4727	2014 Dodge Ram (3-04)	5,704.00	5,794.11	6,667.00	
01-4728	Ford F150 (50% shared with Fire C3-03)	0.00	100.38	3,174.00	
01-4732	Olympia Resurfacer	2,390.00	1,459.09	3,402.00	
Total Revenues:		0.00	0.00		
Total Expenses:		17,694.00	14,563.55	22,875.00	
Report Net:		17,694.00	14,563.55	22,875.00	

General Ledger

Revenue and Expense Working Current Budget Report Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4110	Municipal Council Grant Program	0.00	0.00		
01-4190	Human Resources	84,900.00	45,732.35	72,200.00	
01-4195	Administrative Expense - Misc. Revenue	-130,000.00	-79,019.75	-120,000.00	
01-4210	Office of the CAO	285,270.00	236,454.66	286,231.00	
01-4928	Millbrook & District Food Share	2,500.00	0.00	2,500.00	
01-4929	Millbrook Fair	2,500.00	0.00	2,500.00	
Total Revenues:		-134,000.00	-79,019.75	-120,000.00	
Total Expenses:		379,170.00	282,187.01	363,431.00	
Report Net:		245,170.00	203,167.26	243,431.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4141	Tile Drain Loan	0.00	0.00		
01-4170	Corporate Insurance	0.00	0.00		
01-4171	Cavan Monaghan Self Insurance	0.00	5,000.00		
01-4172	User Group Insurance	0.00	-1,132.00	-1,000.00	
01-4220	Office of the Clerk - Secretariat	257,313.00	258,490.90	239,101.00	
01-4222	Freedom of Information (FOI)	0.00	-20.00		
01-4223	Marriage / Civil Licencing	-1,775.00	-1,545.00	-1,000.00	
01-4225	Elections	10,000.00	0.00	10,000.00	
01-4226	Cemeteries	9,000.00	5,850.80	9,000.00	
01-4230	Dog Control	9,390.00	-544.32	9,400.00	
01-4240	Livestock Loss	1,550.00	1,071.39	1,550.00	
01-4913	Accessibiity Plan	1,000.00	0.00	1,000.00	
01-5770	Springville & Ebenezer Cemetery	0.00	1,908.00		
Total Revenues:		-25,500.00	-19,073.20	-46,240.00	
Total Expenses:		311,978.00	288,152.97	314,291.00	
Report Net:		286,478.00	269,079.77	268,051.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4070	Information Technology/Telecommunication	118,095.00	88,054.31	116,360.00	
01-4112	Low Income Disabled Refund	1,000.00	1,013.15	1,000.00	
01-4140	Millbrook Business Improvement Area	0.00	-319.92		
01-4150	Working Capital Interest	-10,440.00	-14,199.08	-7,240.00	
01-4175	Retirement - Corporate Administered Benefits	0.00	10,370.58		
01-4180	Administrative Expense Corporate Memberships	3,010.00	3,108.64	3,200.00	
01-4250	Finance	331,779.00	314,603.95	339,577.00	
01-4255	Tax Collections, Arrears & Doubtful Accounts	1,200.00	-118.25	1,200.00	
01-8000	Cavan Monaghan Own Taxation	-154,000.00	-111,296.94	-154,000.00	
01-8020	Cavan Monaghan Own Taxation Write-Off	0.00	485.38		
Total Revenues:		-277,500.00	-196,754.72	-342,750.00	
Total Expenses:		568,144.00	488,456.54	642,847.00	
Report Net:		290,644.00	291,701.82	300,097.00	

General Ledger

Revenue and Expense Working Future Budget Report

Up To Period 1 Accounts: 01-475?-???? by Department

Account	Description	2021 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4750	BIA Administration	-2,650.00	7,092.90	-2,650.00	
01-4751	Car Show (BIA)	200.00	0.00	200.00	
01-4752	Christmas in the Village (BIA)	2,100.00	1,353.63	2,100.00	
01-4753	Ladies Night (BIA)	350.00	-1,956.16	350.00	
01-4759	BIA Signage/Banners	0.00	0.00		
Total Revenues:		-27,720.00	-15,636.16	-27,720.00	
Total Expenses:		27,720.00	22,126.53	27,720.00	
Report Net:		0.00	6,490.37		

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4000	Council Governance	2,000.00	216.75	1,500.00	
01-4010	Council - Mayor	55,320.00	52,198.73	55,680.00	
01-4011	Council - Deputy Mayor	37,510.00	33,916.42	37,680.00	
01-4012	Council - Cavan Ward	29,845.00	22,896.09	29,960.00	
01-4013	Council - North Monaghan Ward	29,845.00	24,724.18	29,960.00	
01-4014	Council - Millbrook Ward	32,195.00	27,945.67	32,260.00	
Total Revenues:		0.00	0.00		
Total Expenses:		186,715.00	161,897.84	187,040.00	
Report Net:		186,715.00	161,897.84	187,040.00	

General Ledger

Revenue and Expense Working Current Budget Report

Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4120	Library Board Requisition	334,799.00	335,370.59	335,663.00	
01-4130	Ganaraska Conservation Authority Requisition	4,300.00	4,255.10	4,457.18	
01-4131	Kawartha Conservation Authority Requisition	5,709.00	5,709.00	5,881.00	
01-4132	Otonabee Region Conservation Authority Requisition	85,235.00	85,235.00	93,581.00	
01-4713	Millbrook Valley Trails	6,300.00	3,306.26	6,300.00	
01-4941	Committee of Adjustment	1,500.00	1,342.00	2,000.00	
01-4945	MRHAC Revitalization & Heritage Advisory	13,500.00	0.00	3,000.00	
Total Revenues:		-3,511.00	-4,471.21	-23,762.00	
Total Expenses:		454,854.00	439,689.16	474,644.18	
Report Net:		451,343.00	435,217.95	450,882.18	

General Ledger
Revenue and Expense Working Current Budget Report
Fiscal Year 2021 To Period 1 by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4310	Police Services Contract	1,304,023.00	1,307,160.60	1,347,560.00	
Total Revenues:		-6,000.00	-2,807.43	-6,000.00	
Total Expenses:		1,310,023.00	1,309,968.03	1,353,560.00	
Report Net:		1,304,023.00	1,307,160.60	1,347,560.00	


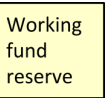
General Ledger

Revenue and Expense Working Current Budget Report

Up To Period 12 Accounts: ?1-4???-???? by Type

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
01-4105	COVID-19 Operating	0.00	1,439.20	2,000.00	
01-4106	Grants - applied and received	0.00	-310.25		
01-4205	Township of CM Levy - Operating	-269,598.00	-269,598.00	-292,033.00	
01-4210	Province of Ontario	-13,690.00	-13,690.00	-13,690.00	
01-4225	Donations, Fundraising, Book Sales	-1,500.00	-3,392.16	-1,500.00	
01-4235	User charges (Fines, Copies, Burn Permits...)	-5,050.00	-1,548.82	-4,050.00	
01-4245	Salaries and Benefits	250,143.00	241,528.30	262,518.00	
01-4250	Professional Development/Memberships	2,915.00	1,911.54	2,915.00	
01-4255	Periodicals	1,400.00	1,473.34	1,400.00	
01-4265	Telephone & Hydro	8,217.00	8,106.73	8,453.00	
01-4270	IT (Software, Support& Maintenance)	8,350.00	5,133.53	8,350.00	
01-4275	General Administration	9,300.00	6,416.27	10,300.00	
01-4280	Professional Fees & Honorarium	500.00	225.00	1,500.00	
01-4285	Program and service material	3,737.00	2,976.17	3,737.00	
01-4286	Electronic Resources	7,100.00	5,684.10	10,100.00	
Total Revenues:		-300,202.00	-313,384.63	-321,947.00	
Total Expenses:		302,026.00	299,739.58	321,947.00	
Report Net:		1,824.00	-13,645.05		

Library Capital Requests - 2021

Capital Item Requested	Requested Purchases	Reserve / Other Funding Available	Transfers Specific Reserves	2020 Roll Overs	Adjusted Total Requested from Levy
Books	\$29,814	\$2,981		\$2,793	\$24,040
DVDs	\$8,809	\$881		\$2,207	\$5,721
Computer Hardware (Purchases not made in 2020)	\$5,635			\$5,635	\$0
Furniture (Purchases not made in 2020)	\$1,000			\$1,000	\$0
Public Use Computers	\$2,000			\$0	\$2,000
ICIP Grant Application	\$24,936		\$13,153	\$11,783	\$0
Total Capital	\$72,194	\$3,862	\$13,153	\$23,418	\$31,761
<i>2020 Capital Levy Request- Adjusted Total</i>					<i>\$55,901</i>

General Ledger

Revenue and Expense Working Current Budget Report

Up To Period 12 Accounts: ??-????-???? by Type

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
Fund: 02 Capital Fund					
Revenue					
4205 Township of CM funding for Capital					
02-4205-9176	Township of CM Levy - Capital	-55,901.00	-55,901.00	-31,761.00	
02-4205-9178	Request from Development Chz	-3,511.00	-3,511.00	-3,862.00	
Total 4205 Township of CM funding for Capital		-59,412.00	-59,412.00	-35,623.00	
4240 Transfer / roll over (capital)					
02-4240-2410	Roll-over	0.00	0.00	-23,418.00	
02-4240-9026	Transfer from Working Fund Re	0.00	0.00	-13,153.00	
Total 4240 Transfer / roll over (capital)		0.00	0.00	-36,571.00	
Total Revenue		-59,412.00	-59,412.00	-72,194.00	
Expense					
4105 COVID-19 Capital					
02-4105-3310	Office Equipment/Furniture - CC	0.00	820.35		
Total 4105 COVID-19 Capital		0.00	820.35		
4255 Circulating Materials					
02-4255-3440	Book Collection	27,104.00	23,574.09	29,814.00	
02-4255-3441	DVDs	8,008.00	4,730.81	8,809.00	
Total 4255 Circulating Materials		35,112.00	28,304.90	38,623.00	
4270 Infrastructure and Technology (IT)					
02-4270-3303	Network Devices	5,900.00	264.53	5,635.00	
02-4270-3307	Public Use Computers	0.00	0.00	2,000.00	
Total 4270 Infrastructure and Technology (IT)		5,900.00	264.53	7,635.00	
4275 Office Equipment/Furniture					
02-4275-3310	Office Equipment/Furniture	18,400.00	7,186.58	1,000.00	
Total 4275 Office Equipment/Furniture		18,400.00	7,186.58	1,000.00	
5000 ICIP Grant Application					
02-5000-1000	ICIP Grant Application	0.00	0.00	24,936.00	
Total 5000 ICIP Grant Application		0.00	0.00	24,936.00	
Total Expense		59,412.00	36,576.36	72,194.00	

General Ledger

Revenue and Expense Working Current Budget Report

Up To Period 12 Accounts: ??-????-???? by Type

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
02-4105	COVID-19 Capital	0.00	820.35		
02-4205	Township of CM funding for Capital	-59,412.00	-59,412.00	-35,623.00	
02-4240	Transfer / roll over (capital)	0.00	0.00	-36,571.00	
02-4255	Circulating Materials	35,112.00	28,304.90	38,623.00	
02-4270	Infrastructure and Technology (IT)	5,900.00	264.53	7,635.00	
02-4275	Office Equipment/Furniture	18,400.00	7,186.58	1,000.00	
02-5000	ICIP Grant Application	0.00	0.00	24,936.00	
Total Revenues:		-59,412.00	-59,412.00	-72,194.00	
Total Expenses:		59,412.00	36,576.36	72,194.00	
Report Net:		0.00	-22,835.64		

2nd Draft (estimating 2020 roll-overs)

Have it all. Right here.

Capital Item Requested	Requested Purchases	Reserve/Other Funding Available	Transfers Specific Reserves	2020 Roll Overs	Transfers Asset Replacement Reserve	Future Budget pre-approvals	Adjusted Total
Boards & Authorities							
Millbrook Dam, ORCA (Year 6, final payment of \$1,201,504 total cost)	\$194,078						\$194,078
Total Boards & Authorities	\$194,078	\$0	\$0	\$0	\$0	\$0	\$194,078
	2020 Capital Request Adjusted Total (ORCA)						\$ 257,040
Finance							
Asset Management, Policy & Reporting - Bill 6, O.Reg 588/17, pending approval	\$136,700	(\$48,000)	FCM Grant	(\$66,700)			\$22,000
Asset Management Reserve, O.Reg 588/17 (Municipal Infrastructure)					\$1,770,981	85% of 2019 Depreciation	\$1,770,981
Development Charges Study Update (DC 5.2.3 No.1,3)	\$18,000	(\$18,000)	DC's				\$0
Infrastructure Reserve (Fire Hall/PW Operation Center/Millbrook Yard)			\$300,000				\$300,000
Total Finance	\$154,700	(\$66,000)	\$300,000	(\$66,700)	\$1,770,981	\$0	\$2,092,981
	2020 Capital Request Adjusted Total (Finance)						\$ 1,666,800
Information Technology							
Hardware Replacement Program & Upgrades	\$40,850	(\$17,625)	IT Fund & Reserves		(\$14,969)		\$8,256
Financial Management Software, Integration & Training (Finance 2020-22, preapproved)	\$298,800	(\$293,550)	Modernization Fund & Reserves				\$5,250
IT Policy Handbook Development & Procurement (MNP Recommendation)	\$16,000						\$16,000
Test & Validate Security Posture (MNP Recommendation)						\$35,000	\$0
Network, Server, Switches & IT Infrastructure, including \$30K rollover	\$47,075	(\$6,000)	Reserves	(\$30,000)			\$11,075
Total Information Technology	\$402,725	(\$317,175)	\$0	(\$30,000)	(\$14,969)	\$35,000	\$40,581
	2020 Capital Request Adjusted Total (IT)						\$ 30,900
Clerks							
Ward Boundary Review (Corp Services 2020-19, pre-approved)	\$50,000						\$50,000
Total Clerks	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
	2020 Capital Request Adjusted Total (Clerks)						\$0
Planning, Building & ECD (Economic Community Development)							
Corporate Strategic Plan Update	\$25,000						\$25,000
MRHAC - 2020 Downtown CIP Incentives, including rollover	\$39,672			(\$39,672)			\$0
MRHAC - 2021 Downtown Community Improvement Plan (CIP) Incentives	\$25,000						\$25,000
MRHAC - 2021 Township Wide - Community Improvement Plan (CIP)	\$30,000	(\$15,000)	R.E.D.				\$15,000
MRHAC - Downtown Mural	\$7,000						\$7,000
Service Modernization Review/Consulting Support (MNP Recommendation)	\$25,000						\$25,000
Employment Lands Marketing Materials	\$5,000						\$5,000
Mt. Pleasant Women's Institute Renovations, including \$5K rollover	\$5,000			(\$5,000)			\$0
Baxter Creek Floodplain SSA (Special Study Area)	\$15,000						\$15,000
Official Plan (DC 5.2.3 No.3)	\$50,000	(\$21,000)	DC's				\$29,000
GMS (SSA-1) Provincial Update	\$50,000						\$50,000
Watershed Plan - Baxter Creek, transfer to Reserve			\$10,000				\$10,000
IT Modernization Plan, 2nd Phase - MMP Grant Application, pending application	\$80,000	(\$80,000)	MMP				\$0
Total Planning, Building & ECD	\$356,672	(\$116,000)	\$10,000	(\$44,672)	\$0	\$0	\$206,000
	2020 Capital Request Adjusted Total (Planning, Building & ECD)						\$46,000

The Township of Cavan Monaghan Capital Requests in 2021

2nd Draft (estimating 2020 roll-overs)

Capital Item Requested

Protective Services (Fire)

Fire Hall No.1 Design (Fire 2021-02 pre-approved), 2020 rollover

2000 GMC Tanker #T1-00, Fire 2021-01 tsf to Reserve

Bunker Gear

2003 Chevy C5500 Rescue Truck #R1-03, Fire 2021-01 tsf to Reserve

1989 Chev 1/2 Ton Grass Fire Unit #U5-89, Fire 2021-01 tsf to Reserve

2000 Ford F550 Rescue Truck #R2-00, transfer to Reserve

Fire Hoses, including \$10K rollover

SCBA Units, transfer to Reserve

SRU Team Training, transfer to Reserve

Communication Upgrades, transfer to Reserve

Diesel Generator at the Municipal Office, transfer to Reserve

Total Protective Services

Requested Purchases	Reserve/ Other Funding Available	Transfers Specific Reserves	2020 Roll Overs	Transfers Asset Replacement Reserve	Future Budget pre- approvals	Adjusted Total
\$118,652			(\$84,000)			\$34,652
		\$68,126				\$68,126
\$25,000				(\$18,500)		\$6,500
		\$92,435				\$92,435
		\$80,000				\$80,000
		\$50,000				\$50,000
\$20,000			(\$2,700)	(\$10,000)		\$7,300
		\$50,000				\$50,000
		\$5,000				\$5,000
		\$10,000				\$10,000
		\$10,000				\$10,000
\$163,652	\$0	\$365,561	(\$86,700)	(\$28,500)	\$0	\$414,013
2020 Capital Request Adjusted Total (Protective Services - Fire)						\$11,000

Parks & Facilities

Community Center Furniture, Fixtures & Equipment (CMCC), 2020 rollover

Municipal Office Renovation Design, 2020 rollover (DC 5.2.1 No.3)

Municipal Office Furniture, Fixtures & Equipment

Bruce Johnston Library A/C Replacement

Recreational Land, Plan & Design (CMCC), 2020 rollover (DC 5.2.1 No.2)

Millbrook Arena Renovation - 2020 ICIP Grant (P&F 2019-15), pending approval

Millbrook Arena - Glycol removal

Old Millbrook School Rehabilitation - 2020 ICIP Grant (Council Motion R/04/11/19/13), per

Parks & Recreation Master Plan Update, transfer to Reserve

2004 Toro Lawnmower - 72 inch, transfer to Reserve

Total Parks & Facilities

\$75,600	DC's & Bldg Rsv	(\$75,600)				\$0
\$380,000	(\$123,900)	(\$155,000)	Mun Office	(\$101,100)		\$0
\$100,000			Reserve	(\$70,000)		\$30,000
\$6,500						\$6,500
\$25,000	(\$13,000)	DC's			ARR Loan	\$12,000
\$966,000	(\$708,368)	ICIP Grant		(\$12,882)	(\$244,750)	\$0
\$18,000					ARR Loan	\$18,000
\$511,750	(\$375,266)	ICIP Grant		(\$6,824)	(\$129,660)	(\$0)
		\$5,000				\$5,000
		\$5,000				\$5,000
\$2,082,850	(\$1,220,534)	(\$145,000)	(\$75,600)	(\$190,806)	(\$374,410)	\$76,500
2020 Capital Request Adjusted Total (Parks & Facilities)						\$185,800

The Township of Cavan Monaghan Capital Requests in 2021

2nd Draft (estimating 2020 roll-overs)

Capital Item Requested

Roads and Environmental Services

Capital Item Requested	Requested Purchases	Reserve/ Other Funding Available	Transfers Specific Reserves	2020 Roll Overs	Transfers Asset Replacement Reserve	Future Budget pre- approvals	Adjusted Total
Cavan Works Depot & Millbrook Yard Design (PW 2020-22) 2020 rollover	\$63,890			(\$13,890)			\$50,000
Cross Road Culverts	\$120,000				(\$2,000)		\$118,000
Pre-Engineering Cost	\$30,000						\$30,000
Slurry Seal (extend road life 5 yrs)	\$197,824	(\$197,824)					\$0
Stewart Line (Surface Treatment)	\$110,400	(\$51,400)	Federal Gas Tax		(\$59,000)		\$0
Sharpe Line (Surface Treatment)	\$66,240	(\$24,776)			(\$35,800)		\$5,664
Tapley 1/4 Line (Surface Treatment)	\$57,408				(\$31,000)		\$26,408
Hayes Line (Surface Treatment) w/City of Kawartha Lakes	\$44,160				(\$12,000)		\$32,160
Fallis Line E (Surface Treatment)	\$33,120				(\$17,000)		\$16,120
Fallis Line W (Surface Treatment)	\$33,120				(\$17,000)		\$16,120
Sidewalks (General) (DC 5.3.1 No.5)	\$15,000	(\$13,000)	DC's		(\$2,000)		\$0
T-Way Cul-de-Sac (Hot Mix) Paving	\$22,128				(\$11,000)		\$11,128
Fallingbrook, Poplar Plains, Cavanwood (Hot Mix) Paving	\$33,120				(\$18,000)		\$15,120
Blue Jay Street, Alexander Drive (Hot Mix) Paving	\$21,023				(\$11,382)		\$9,641
Alleyway - King Street - Improvement, including \$25K rollover	\$100,000			(\$25,000)			\$75,000
Replace - 2007 International Tandem #19-07 (Finance 2020-22, preapproved)	\$300,000	(\$173,200)	DC's	(\$8,000)	Trade-In	(\$118,800)	\$0
Replace - 2008 Rubber Tire Excavator #34-08 (Finance 2020-22, preapproved)	\$275,000	(\$53,645)	DC's	(\$70,000)	Trade-In	(\$151,355)	\$0
Replace - 2008 Dodge Ram 1500 White #1-08	\$50,000				(\$17,510)	ARR Loan	\$32,490
Urbanization of Main Street - 2020 ICIP Grant - (Finance 2020-01), pending approval	\$1,650,000	(\$1,210,000)	ICIP Grant		(\$220,000)	(\$220,000)	\$0
Total Roads and Environmental	\$3,222,433	(\$1,723,845)	(\$78,000)	(\$38,890)	(\$723,847)	(\$220,000)	\$437,851
<i>2020 Capital Request Adjusted Total (Roads & Environmental Services)</i>							<i>\$424,437</i>

Total Capital Requests	\$7,312,671
Less: 2020 Capital Roll Over	(\$342,562)
Less: Future Year pre-approvals	(\$594,410)
Total 2021 Capital Expenditures	\$6,375,699
Reserve/Other Funding to Offset Capital	(\$2,863,695)
Net 2021 Capital Expenditures	\$3,512,004

Funding Sources:

Asset Replacement Reserve funded through the Municipal Tax Levy	\$1,770,981
Capital Requests funded through the Municipal Tax Levy @ 3% increase	\$1,741,023
Total Capital Funded through Municipal Tax Levy	<u>\$3,512,004</u>

The Township of Cavan Monaghan
Summary of Use of Reserve and Reserve Funds
2020 Estimate Year End Balance (un-audited)

			Year End	2020 Budget		Estimated
			31-Dec-19	Additions	Withdrawals	31-Dec-20
Reserves						
<u>Committed Reserves</u>						
0740	Building Services Reserve (Building Code Act, 1992)	Building	\$931,621	\$100,000	(\$160,000)	\$871,621
2500	Capital Roll Over (Prior Year)	General	\$214,187	\$342,562	(\$214,187)	\$342,562
2510	Operating Roll Over (Prior Year)	General	\$45,218		(\$45,218)	\$0
2602	Springville & Ebenezer Cemetery Reserve	General	\$26,030			\$26,030
2607	Solar Disposal Reserve	General	\$16,500	\$2,500		\$19,000
2656	Fire Recovery Reserve	Fire	\$9,312			\$9,312
2670	Water Reserve (SWSSA, 2002)	Water	\$1,244,267	\$135,000	(\$215,000)	\$1,164,267
2671	Wastewater Reserve (SWSSA, 2002)	WW	\$772,712	\$365,000	(\$246,576)	\$891,136
2680	Parkland Reserve Fund (City of Peterborough)	ECD	\$49,075			\$49,075
<u>Designated Reserves</u>						
2600	General Working Fund	General	\$25,428	\$100,000		\$125,428
2697	Asset Replacement Reserve	General	\$9,286,940	\$1,649,600	(\$692,434)	\$10,244,106
	Less: Infrastructure Loan (Solar Units)	General	(\$168,769)	\$57,383		(\$111,387)
	Less: Infrastructure Loan Sediment Removal)	General	(\$46,278)	\$23,139		(\$23,139)
	Less: Loan DC's (Community Center)	General	(\$1,657,186)	\$100,000		(\$1,557,186)
	Net Asset Replacement Reserve	General	\$7,414,706			\$8,552,394
2696	Lottery Funds (OLG) Reserve					
	Less: OLG Revenues	General	\$0	\$100,000	(\$100,000)	\$0
	Less: CMCC Internal Loan (\$2.4M Construction	General	(\$1,928,916)	\$100,000		(\$1,828,916)
	Net Lottery Funds Reserve	General	(\$1,928,916)			(\$1,828,916)
2608	Railway Reserve	General	\$0			\$0
2609	MMAH Service Delivery (2019 Grant)	General	\$537,605		(\$217,183)	\$320,422
2610	Election Reserve	General	\$26,292.92	\$10,000		\$36,294
2612	OCLIF Cannabis (Provincial)	General	\$15,319.00		(\$6,800)	\$8,519
2615	Municipal Council Grant Reserve	General	\$57,050		(\$5,000)	\$52,050
2634	Millbrook Valley Trails (Donation)	General	\$16,219			\$16,219
2640	Infrastructure & Technology (IT) Reserve	General	\$39,350		(\$7,300)	\$32,050
2675	Legal Reserve	General	\$0	\$0	\$0	\$0
2676	Municipal Office Renovation Reserve	General	\$175,000		(\$175,000)	\$0
2695	Contingency Reserve	General	\$140,860			\$140,860
2698	Fire Hall (Infrastructure) Reserve	General	\$1,604,575			\$1,604,575
2650	Fire Dept HWY Funds	Fire	\$62,930			\$62,930
2652	Fire Ground Hours	Fire	\$11,204		\$0	\$11,204
2653	Fire Training Reserve (Special Rescue)	Fire	\$17,735		(\$1,000)	\$16,735
2654	Superior Tank Shuttle Res - Fire	Fire	\$21,774			\$21,774
2655	Emergency Equipment	Fire	\$668,591	\$350,000		\$1,018,591
2630	Official Plan	Planning	\$128,889			\$128,889
2631	Zoning By-law Update	Planning	\$31,347			\$31,347
2661	Fill Mgmt (Site Alt By-Law)	Roads	\$0	\$26,026		\$26,026
2620	Millbrook Landfill	Roads	\$52,359		(\$5,000)	\$47,359
2660	Pits & Quarries	Roads	\$34,783			\$34,783
2665	Winter Control	Roads	\$218	\$20,000		\$20,218
2672	Source Water Protection	W&WW	\$0			\$0
Total Committed & Designated Reserves			\$12,462,242	\$3,481,209	(\$2,090,698)	\$13,852,754
<u>Obligatory Reserves</u>						
2908	Federal Gas Tax	Roads	\$254,019	\$267,839	(\$267,839)	\$254,019
2909	Parkland (Cash In Lieu) Reserve	ECD	\$177,237			\$177,237
Total Reserves			\$12,893,498	\$3,749,048	(\$2,358,537)	\$14,284,009

The Township of Cavan Monaghan
Summary of Use of Reserve and Reserve Funds
2020 Estimate Year End Balance (un-audited)

		Year End	2020 Budget		Estimated
		31-Dec-19	Additions	Withdrawals	31-Dec-20
Reserves					
Development Charges					
<u>Development Charges - Cavan Monaghan By-Law 2015-38</u>					
2919	DCRF - Water Services W&WW	(\$307,403)	\$195,715		(\$111,688)
2920	DCRF - Wastewater Services W&WW	\$678,642	\$547,920	(\$327,000)	\$899,562
2921	DCRF - Stormwater Management Services W&WW	\$5,138	\$136		\$5,273
2922	DCRF - Roads and Related Roads	\$830,258	\$310,568	(\$82,876)	\$1,057,951
2923	DCRF - Fire Protection Services Fire	\$280,073	\$98,140		\$378,213
2924	DCRF - Police Services General	\$25,852	\$7,763		\$33,615
2925	DCRF - Library Library	\$251,440	\$76,622	(\$3,511)	\$324,551
2926	DCRF - Parks Reserve Fund ECD	\$602,138	\$190,667		\$792,804
2927	DCRF - Recreation ECD	\$1,119,353	\$302,569		\$1,421,923
2928	DCRF - Administration (Studies) General	\$259,174	\$151,595	(\$101,300)	\$309,470
Total Development Charge Reserves		\$3,744,666	\$1,881,695	(\$514,687)	\$5,111,674
TOTAL Reserves & DC Reserves		\$16,638,164	\$5,630,743	(\$2,873,224)	\$19,395,683

General Ledger

Revenue and Expense Working Current Budget Report

Up To Period 1 Accounts: 03-????-???? by Department

Account	Description	2020 Total Budget	2020 Actual	Proposed Budget	Final Budget
03-4800	Water Wastewater Administration	93,986.00	62,006.68	172,208.00	
03-4801	Water & Wastewater Debentures	404,283.00	463,927.09	180,000.00	
03-4809	Pumping Station	8,700.00	4,055.69	5,550.00	
03-4810	Millbrook Wastewater Plant	454,987.00	401,227.83	448,820.00	
03-4811	Wastewater Collection System	2,500.00	18,457.23	10,500.00	
03-4813	Contribution to/from Water Reserve	0.00	0.00		
03-4815	Contribution to/from Wastewater Reserve	521,379.00	0.00	649,942.00	
03-4818	Wastewater Revenue	-1,051,730.00	-1,062,923.55	-1,052,000.00	
03-4819	Water Revenue	-630,140.00	-636,555.53	-634,000.00	
03-4820	Water & Wastewater Other Income	-48,500.00	-19,141.41	-33,500.00	
03-4830	Millbrook Water - Distribution System	55,500.00	6,509.07	55,500.00	
03-4831	Millbrook Water - Treatment & Supply	146,935.00	149,997.90	146,670.00	
03-4833	Millbrook Water - Standpipe Tower	10,800.00	10,226.22	17,330.00	
03-4834	Sysco Oper. Wastewater Agreement	0.00	9,063.33		
03-4835	Booster Pumping Station	10,800.00	1,219.46	3,480.00	
03-4836	Kawartha Downs Wastewater Agreement	0.00	9,980.33		
03-4837	Water and Wastewater Capacity Monitoring	40,000.00	48,552.27	40,000.00	
03-8001	Bulk Water Sale	-19,500.00	-29,955.75	-10,500.00	
Total Revenues:		-1,549,108.00	-1,912,294.21	-1,619,280.00	
Total Expenses:		1,549,108.00	1,348,941.07	1,619,280.00	
Report Net:		0.00	-563,353.14		



The Township of Cavan Monaghan
Water & Wastewater
Capital Requests in 2021
2nd Draft

Capital Item Requested	Requested Purchases	2019 Roll Overs	Reserve/ Other Funding Available	Transfers Asset Replacement Reserve	Transfer to/from W & WW Reserve
Water Distribution System					
Water Main Replacement Main Street	\$ 250,000				\$ 250,000
Water Master Servicing Study	\$ 70,000	(50,000)			\$ 20,000
					\$ -
Total Water Distribution System	\$ 320,000	-\$ 50,000	\$ -	\$ -	\$ 270,000
Total Water Capital	\$ 320,000	-\$ 50,000	\$ -	\$ -	\$ 270,000
Wastewater Collection System					
Sewer System Relining	\$ 250,000		(117,424)	OCIF	\$ 132,576
Wastewater Master Servicing Study	\$ 90,000				\$ 90,000
Wastewater Collection System	\$ 340,000	\$ -	(117,424)	\$ -	\$ 222,576
Total Wastewater Capital	\$ 340,000	\$ -	(117,424)	\$ -	\$ 222,576
Total Water and Wastewater Capital	\$ 660,000	-\$ 50,000	(117,424)	\$ -	\$ 492,576
Total Capital Requests					\$660,000
Less: 2020 Capital Roll Over					(\$50,000)
Total 2021 Capital Expenditures					\$610,000
Reserve/Other Funding to Offset Capital					(\$117,424)
Net 2021 Capital Expenditures					\$492,576



LARIDAE



Township of Cavan Monaghan

Council Facilitation & Strategic Priority Workshop

February 2019

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Solve. Change. Soar.

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Introduction

In January 2019, the Township of Cavan Monaghan engaged Laridae to guide the Council and staff through a facilitated strategic priority-setting process. On February 8, 2019, members of Council and management team staff came together for a full-day facilitated session. The intent of the session was to engage in strategic discussion about the direction and priorities of the Township, encourage team building, and to find alignment on key priorities moving forward.

This report provides an overview of the discussion, summarizes the outcomes and priorities identified during the day, and outlines the shared commitments made by Council.

Planning Context

In 2012, the Township of Cavan Monaghan completed an extensive strategic planning process that resulted in a multi-year Corporate Strategic Plan. In 2014, the strategic plan was reviewed and updated to reflect the progress that had been made to date.

The plan has provided meaningful guidance to the progress that the Township has made over the past several years. Since the update in 2014, significant progress has been made. Several goals have been accomplished, and significant headway has been made in many more. Of note is the progress that has taken place in terms of financial sustainability.

The intent of this project was to build on the existing plan and find alignment on priorities and actions moving forward over the next two to three years. It was not intended to result in a new strategic plan.

Clarifying strategy and priorities allows for actionable plans to be created that:

- Maintain focus
- Offers direction for project planning
- Help to allocate appropriate resources

Facing new financial pressures and limitations, the Council found itself faced with many difficult decisions. Council members and senior staff agreed that there was a need to follow two guiding principles during the session:

- 1) To work collaboratively to identify and commit to priorities; and,
- 2) To be selective in identifying priorities, while balancing existing commitments, new opportunities, and considering staff capacity and municipal resources.

Ultimately, the goal shared by all session participants was the desire to move the community forward in an efficient and effective manner.

Process

In January 2019, the Township of Cavan Monaghan set out to review and refresh its strategic plan. An external consultant was retained in order to facilitate the process. The process consisted of the following:

- 1) A kick-off meeting with the project team to gather information and finalize details related to the project scope, milestones, and expectations.

- 2) Key documents were reviewed, such as previous strategic plans, asset management plans, and capital expenditure documents. An environmental scan and analysis of the current landscape was also conducted.
- 3) A full-day facilitated session was conducted with Council and senior staff. The session allowed Council members and management to share perspectives through facilitated discussion, interactive exercises, and group work. The primary goal of the day was to conduct team building that established a shared understanding of strategic, actionable priorities, and clear guiding principles.

The agenda was as follows:

- Introductions & Intentions for Day
 - Discussion: Broad Priorities
 - Current Landscape (Environmental Scan)
 - Strategic vs. Operational Planning
 - SWOT Analysis and Discussion
 - Activity: Strategic Directions
 - Strategic Action Planning Presentation
 - Group Work: Shifting Priorities
 - Action Planning: Non-negotiables and the Parking Lot
 - Guiding Principles and Values
 - Next Steps and Conclusion
- 4) A final report was prepared by Laridae.

Corporate Mission, Vision, and Key Principles

Mission Statement:

The Township of Cavan Monaghan is committed to delivering responsive and cost-effective services that provide for the economic, social and environmental well-being of our ratepayers now and into the future.

Vision:

Cavan Monaghan is a strong, sustainable rural community. We celebrate, protect and promote our unique history and natural heritage, and value the contribution and interests of all ratepayers in building a prosperous future.

Guiding Principles:

The updated Guiding Principles are to build upon the existing key foundational principles identified in the original strategic plan. These foundational principles include:

- 1) Operational Performance Excellence
- 2) Building a Strong Community
- 3) Growing our Local Economy
- 4) Respect for our Rural Environment

In addition to the existing key principles above, the following Guiding Principles were identified as guiding tenets on which to base the Township's future strategic directions.

In every way possible, at the core of each of our strategic priorities, we will ensure that we are:

1) Building Healthy, Collaborative Relationships

- A culture of trust, mutual respect, and appreciation will be embraced by Council and staff. Teamwork and collaboration will form the foundation of how Council and staff operate, and how decisions are reached.

2) Welcoming Diversity, Fostering Inclusivity

- For us, diversity and inclusivity are not just buzzwords; we will build these values into our operations and use them to inform our decision-making.

3) Prioritizing Financial Sustainability

- Financial sustainability will be an ongoing consideration as we continue our day-to-day work, and plan for new initiatives.

4) Taking a “Planning-Oriented” Approach

- We will maintain a “planning-oriented” approach that is: proactive rather than reactive; accountable; and thoughtful. Through this, we will be better equipped to prepare for, and manage, change.

Strategic Priorities

The strategic priorities and actions outlined in this plan build on the existing strategic plan, as well as the mission, vision and guiding principles identified earlier in this document.

Under each strategic priority, a number of strategic commitments are identified. These commitments/actions will focus the work of staff and Council members over the next term. The strategic directions can be further operationalized through the development of detailed annual departmental workplans.

1) Engage residents and stakeholders in community issues and interests

Strategic Objective: Enhancing our communications to engage internal and external stakeholders in a meaningful and strategic way.

We are committed to:

- Continue using and improving the Township’s website to better reflect community information, economic development opportunities, current policy framework as well as the range of services provided by the Municipality.
- Continue developing, and improving, our strategy for engaging and reporting to local residents, business and community organizations on community issues using a wide variety of outreach tools including social media, e-newsletter and a stronger web presence.
- Developing a communications toolkit that can be used by any representative of the Township and includes resources such as a plain-language key messages document and a message crafting “best practice” checklist.

2) Create an environment that supports local business, employment, and the attraction of visitors to the community

Strategic Objective: Increasing the level of business activity in the Township's employment areas.

We are committed to:

- Advancing opportunities to develop employment lands as identified in the Official Plan.
- Leverage the policy framework as a means to promote and attract new employment and residential growth to the community.
- Working with local partners to develop and promote entrepreneurial opportunities in Cavan Monaghan, including gaps identified in the mix of businesses and services as well as external markets for local enterprises. Initiate a business retention and expansion program geared to those identified primary industry sectors throughout the municipality.
- Fostering a community that is welcoming to new businesses and supports and empowers new and existing businesses to succeed.
- Developing a strategy to communicate with business owners and entrepreneurs about the benefits and supports available to them (for example, through the BIA), and clarify roles and responsibilities to manage expectations.

3) Provide efficient and sustainable municipal and community infrastructure

Strategic Objective: Investing in community infrastructure that reflects our rate of growth and rural nature.

We are committed to:

- Initiating the preparation of a detailed implementation plan for the Township's Master Fire Plan that addresses short, medium- and long-term priorities for the community.
- Allocating future OLG revenue towards the Asset Replacement Reserve to fund asset replacement of existing municipal infrastructure as per the Asset Management Plan in January 2015 fiscal year.
- Developing a strategy to support the development of life-cycle housing in Cavan Monaghan.
- Prioritizing major capital projects, review reports (if available), and determine next steps/timelines. Current capital projects of note include:
 - Millbrook jail
 - Arena
 - Emergency Services
 - EMS
 - Firehall with ambulance bay

4) Nurture a Vibrant, Thriving Community Culture

Strategic Objective: Increasing levels of community engagement and integration among new residents.

We are committed to:

- Developing a strategy to engage and integrate newcomers to Cavan Monaghan.
- Conducting an audit of barriers to accessibility for newcomers in municipal offices and with municipal programs and services.
- Consulting subject matter experts to develop a strategy for building inclusiveness into our everyday operations and business practices.
- Supporting new and existing residents through the cultural and lifestyle shifts that the community is experiencing through enhanced communications.

5) Continue high-quality, efficient delivery of core services

Strategic Objective: Increased efficiency of service delivery that reflects our changing community and internal capacity.

We are committed to:

- Conducting a full review of core services to determine needs and sustainability of current model, help manage expectations [among residents], and to look for opportunities to leverage technology and streamline processes to increase efficiency.
- Proactively anticipating service needs and planning to ensure that we have the capacity to meet those needs, using operational plans and ongoing annual reviews.
- Improving our communications, as identified in priority #1, with residents about municipal services to: keep residents informed, increase accessibility of information, and manage expectations about varying levels of service.

Conclusion

The new priorities detailed in this plan provide the Township of Cavan Monaghan with clear focus and a strategic framework to drive progress over the coming years. Once adopted, Council and municipal staff will begin implementation through the following steps:

1. Detailed annual departmental operational plans will be developed. Goals and objectives will be aligned with the new strategic directions;
2. The strategic directions will be communicated internally and externally; and,
3. Progress on the directions will be reviewed using annual report cards and goals amended as contexts change over the coming years.
4. An annual review of the strategic objectives.

GRAND TOTAL: All Departments										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated Yearly ECD & MCG Program Total	\$ 165,106	\$ 197,000	\$ 20,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Estimated Yearly Parks & Facilities Total	\$ 2,246,663	\$ 273,000	\$ 344,500	\$ 356,000	\$ 150,000	\$ 40,000	\$ 20,000	\$ -	\$ -	\$ -
Estimated Yearly Planning Dept. Total	\$ 109,000	\$ 125,000	\$ 100,000	\$ 150,000	\$ 55,000	\$ 35,000	\$ 45,000	\$ -	\$ -	\$ -
Estimated Yearly Finance & IT/Telecommunications Total	\$ 1,793,300	\$ 2,103,629	\$ 1,850,383	\$ 2,014,529	\$ 2,199,909	\$ 2,453,848	\$ 2,703,932	\$ 3,028,025	\$ 3,334,309	\$ 3,716,313
Estimated Yearly Boards & Authorities Total	\$ 257,040	\$ 194,078	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Yearly Fire Department Total	\$ 471,300	\$ 1,616,000	\$ 5,260,000	\$ 1,885,000	\$ 5,042,000	\$ 122,000	\$ 57,000	\$ -	\$ -	\$ -
Estimated Yearly Public Works Total	\$ 2,900,504	\$ 2,693,543	\$ 3,445,250	\$ 1,892,100	\$ 1,365,650	\$ 1,340,143	\$ 1,594,046	\$ -	\$ -	\$ -
Estimated Yearly W&WW Total	\$ 429,000	\$ 610,000	\$ 550,000	\$ 800,000	\$ 400,000	\$ 300,000	\$ 450,000	\$ 350,000	\$ 400,000	\$ 400,000
GRAND TOTAL: All Departments	\$ 8,371,913	\$ 7,812,250	\$ 11,570,133	\$ 7,097,629	\$ 9,212,559	\$ 4,305,991	\$ 4,869,978	\$ 3,378,025	\$ 3,734,309	\$ 4,116,313

Economic and Community Development 10 Year Capital Forecast (Living Document)																					
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029										
Rank	General Economic Development Assets																				
	Signage - TODD						\$	15,000													
	Wayfinding Signage in the Township																				
	Community Grants (Dr. Recruitment 2014-2016)																				
	Corporate Strategic Plan Update		\$	25,000																	
	Municipal Website	\$	50,000		\$	10,000															
	Website & IT Modernization Plan, MMP Grant	\$	25,000	\$	80,000	\$	10,000														
	Service Modernization Review		\$	25,000																	
	Employment Lands Marketing Materials		\$	5,000																	
	Economic Development Strategy																				
	MRHAC - Downtown Millbrook Revitalization (CIP)																				
	MRHAC - 2019-2021 Downtown Millbrook Revitalization (CIP Incentives)	\$	75,106	\$	25,000																
	MRHAC - 2021 Township Wide (CIP)		\$	30,000																	
	MRHAC - Downtown Mural		\$	7,000																	
	MRHAC - Rolling Dinner	\$	10,000																		
	Business Retention Expansion Plan																				
	Mt. Pleasant Women's Institute Renovations	\$	5,000	\$5K, 2020 rollover																	
	General Economic Development Assets Totals	\$	165,106	\$	197,000	\$	20,000	\$	-	\$	-	\$	15,000	\$	-	\$	-	\$	-	\$	-
Municipal Council Grant Program 10 Year Capital Forecast (Living Document)																					
		2020	2021	2022	2023	2024	2025	2026													
	Annual Contriution to MCG Reserve	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Municipal Council Grant Totals	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Estimated Yearly ECD & MCG Program Total	\$	165,106	\$	197,000	\$	20,000	\$	-	\$	-	\$	15,000	\$	-	\$	-	\$	-	\$	-

Parks & Facilities 10 Year Capital Forecast (Living Document)											
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rank	Municipal Office										
	Renovations / Upgrades (Roll Over)	\$	400,000	\$400K rollover							
	FF&E Municipal Office			\$ 100,000							
	HVAC Upgrades			\$ 15,000							
	Municipal Office Totals	\$	400,000	\$	115,000	\$	-	\$	-	\$	-
Rank	Maple Leaf Park										
	Replacement MLP Storage Shelter					\$	5,000	\$	5,000	\$	5,000
	Ball Field Lighting / Repairs			\$ 7,500							
	Maple Leaf Park	\$	-	\$	7,500	\$	-	\$	-	\$	5,000
Rank	Millbrook Valley Trails										
	Bridge Repair/Replacement				\$ 10,000						
	Millbrook Valley Trails Masterplan Update			\$	10,000	\$ 10,000					
	Millbrook ValleyTrails Totals	\$	-	\$	-	\$	10,000	\$	-	\$	-
Rank	Parks										
	Amenities (Benches, G.Cans, Garden Boxes, Picnic Tables, Receptacles)		\$ 9,000		\$ 7,000						
	Towerhill South Playground Equipment from DC's		\$ 100,000								
	Spray Water Park Equipment			\$	100,000	\$	100,000	\$ 100,000			
	Whitfield Landing (Dock)			\$	2,500						
	Park & Equip. upgrades to meet CPSI Regulations				\$	5,000	\$ 5,000				
	New Park Development/Amenities/Playgroundf Equip				\$	10,000	\$	10,000	\$ 10,000		
	Parks Totals	\$	-	\$	109,000	\$	109,500	\$	115,000	\$	115,000
Rank	Rolling Stock & Vehicles										
	2009 Toro Lawnmower - 60 inch					\$3,000	\$5,000	\$ 10,000			
	2012 Toro Lawnmower					\$3,000	\$5,000	\$	5,000	\$ 5,000	
	2004 Toro Lawnmower - 72 inch		\$	5,000	\$15,000						
	Olympia Replacement										
	2009 Chev Silverado PR-09			\$	5,000	\$	10,000	\$ 15,000			
	2014 Dodge Ram PR -03			\$	5,000	\$	5,000	\$	5,000	\$	10,000
	2012 Z Mastor Tractor - 60 inch										
	Trailer 1-Aluminum Vin 5NHVCC2116N048891 '06										
	Trailer 2-Freen Vin 1PL400E18N1013132 '11										
	Massey Tractor										
	Rolling Stock & Vehicles Totals	\$	-	\$	5,000	\$	25,000	\$	21,000	\$	30,000
Rank	Bruce Johnston Library										
	Interior Improvements	\$	17,800								
	A/C Replacement			\$ 6,500							
	Foundation Upgrades (Water)										
	Bruce Johnston Library Totals	\$	17,800	\$	6,500	\$	-	\$	-	\$	-
Rank	Old Millbrook School										
	Old Millbrook School Rehabilitation - ICIP Grant (Council Motion	\$511,750	\$511K rollover								
	Old Millbrook School - Washroom/Floor Repairs (as amended)	\$80,000									
	Lift Enhancements										
	Exterior Works (Lights, Cement Works, etc.)										

Parks & Facilities 10 Year Capital Forecast (Living Document)												
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Back Stairs (Heritage Committee Funds)												
OMS Upgrades (P&F Report 2016-10)												
Old Millbrook School Totals		\$ 591,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Rank	Lions Den											
Roof												
Windows												
Interior Improvements												
Ramp												
Lions Den Totals		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Rank	Community Centre											
Design Build (New Community Centre)		\$ 14,500										
Community Center (CMCC), FF&E and rollover		\$ 128,613	\$125.6K rollover									
Millbrook Arena Feasibility Study & Fiscal Evaluation (Finance 2)		\$ 25,000										
Millbrook Arena Renovation - ICIP Grant (P&F 2019-15), pending		\$ 966,000	\$966K rollover									
Millbrook Arena, Artificial Turf & Heaters (P&F 2019-15, pre-app)		\$ 55,000										
Millbrook Arena (Glycol removal)												
Recreational Land, Plan & Design (CMCC) roll over		\$ 15,000	\$ 25,000									
Community Centre Totals		\$ 1,204,113	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -				
Rank	Misc Other Costs											
Downtown Revitalization Plan - moved to OP 01-4927												
Millbrook Yard Upgrades (shared with Public Works)				\$ 200,000	\$ 200,000							
Parks & Recreation Master Plan Update			\$ 5,000	\$ 5,000	\$ 5,000							
Fire Association Building		33000										
Misc Other Costs Total		\$ 33,000	\$ 5,000	\$ 205,000	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Yearly Parks & Facilities Total		\$ 2,246,663	\$ 273,000	\$ 344,500	\$ 356,000	\$ 150,000	\$ 40,000	\$ 20,000				

Planning Department 10 Year Capital Forecast (Living Document)												
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Rank	Plans and Studies											
	Township Official Plan Updates		\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	Zoning By-law Review			\$ 20,000	\$ 20,000	\$ 20,000		\$ 20,000	\$ 20,000	\$ 20,000		
	GMS SSA-1 Prov Update (Report 2020-??)		\$ 50,000									
	Watershed Plans (transfer to Reserves)		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000					
	Heritage Conservation District Plan (Millbrook)			\$ 45,000	\$ 45,000					\$ 25,000		
	Special Study Area - Baxter Creek Floodplain		\$ 15,000									
	Baxter Creek Floodplain Mapping, rollover	\$ 9,375										
	Jackson Creek Floodplain Mapping, rollover	\$ 3,625										
	Growth Management Study (Planning 2019-45, pri	\$ 56,000										
	Millbrook Downtown Revitalization											
	Parking Study Millbrook				\$ 50,000							
	Plans and Studies Totals	\$ 69,000	\$ 125,000	\$ 100,000	\$ 150,000	\$ 55,000	\$ 35,000	\$ 45,000				
Rank	Equipment											
	Plotter											
	Drone											
	New Truck (Building Dept.)	\$ 40,000										
	Equipment Totals	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Estimated Yearly Planning Dept. Total	\$ 109,000	\$ 125,000	\$ 100,000	\$ 150,000	\$ 55,000	\$ 35,000	\$ 45,000				

Finance Department 10 Year Capital Forecast (Living Document)											
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rank	Finance General										
	Municipal Infrastructure (Tsf to Asset Replacement Reserve)	\$ 1,649,600	\$ 1,661,800	\$ 1,761,590	\$ 1,954,873	\$ 2,169,362	\$ 2,407,386	\$ 2,671,526	\$ 2,964,647	\$ 3,289,929	\$ 3,650,902
	Asset Management Policy & Reporting (Bill 6) w/ FCM Grant	\$ 94,500	\$ 70,000	\$ 50,000							
	Development Charges amendment/update		\$ 28,000		\$ 30,000				\$ 30,000		
	Finance General Total	\$ 1,744,100	\$ 1,759,800	\$ 1,811,590	\$ 1,984,873	\$ 2,169,362	\$ 2,407,386	\$ 2,671,526	\$ 2,994,647	\$ 3,289,929	\$ 3,650,902
Rank	IT/Telecommunications										
	Hardware Upgrades - Replacement Program	\$ 19,200	\$ 27,954	\$ 28,793	\$ 29,656	\$ 30,546	\$ 31,462	\$ 32,406	\$ 33,379	\$ 34,380	\$ 35,411
	Financial Management Software, Integration & Training		\$ 298,800								
	Server Upgrades	\$ 30,000	\$ 17,075								\$ 30,000
	Software Upgrades			\$ 10,000			\$ 10,000			\$ 10,000	
	Photocopier										
	Postage Machine (Neopost)						\$ 5,000				
	IT/Telecommunications Total	\$ 49,200	\$ 343,829	\$ 38,793	\$ 29,656	\$ 30,546	\$ 46,462	\$ 32,406	\$ 33,379	\$ 44,380	\$ 65,411
	Estimated Yearly Finance & IT/Telecommunications Total	\$ 1,793,300	\$ 2,103,629	\$ 1,850,383	\$ 2,014,529	\$ 2,199,909	\$ 2,453,848	\$ 2,703,932	\$ 3,028,025	\$ 3,334,309	\$ 3,716,313

Boards & Authorities 10 Year Capital Forecast (Living Document)											
Rank		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Millbrook Dam, ORCA <small>(Total \$1,007,426 from 2016-2020)</small>	\$ 257,040									
	Millbrook Dam, ORCA Addnl Exp (Year 6, payment \$194,078)		\$ 194,078								
	Sediment Removal Millbrook Pond (estimated)										
	Estimated Yearly Boards & Authorities Total	\$ 257,040	\$ 194,078	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fire Department 10 Year Capital Forecast (Living Document)

		2020	2021	2022	2023	2024	2025	2026	2027
Rank	Rolling Stock & Vehicles								
	2015 TandemTanker #T4-15					\$ 350,000			
	1989 Chev 1/2 Ton Grass Fire Unit #U5-89 To Reserves		\$ 80,000						
	2003 Ford F150 - Service Truck #C3-03	\$ 60,000							
	2017 Freightliner Pumper #P1-2017 (2037)								
	2000 GMC Tanker #T1-00 res to Reserves	\$ 225,000	\$ 225,000						
	2000 Ford F550 Rescue Truck #R2-00 To Reserves		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
	2003 Chevy C5500 Rescue Truck #R1-03 To Reserves		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000			
	2009 Pumper #P2-09					\$ 500,000			
	2015 UTV & Trailer								
	Telesquirt (pumper) Master Fire Plan				\$ 1,300,000				
	UTV (grass & wildfire unit)								
	Rolling Stock & Vehicles Totals	\$ 285,000	\$ 455,000	\$ 150,000	\$ 1,450,000	\$ 1,000,000	\$ 50,000	\$ -	
Rank	Equipment								
	Jaws Of Life				\$ 25,000		\$ 25,000		
	Trash Pumps				\$ 10,000				
	Diesel Generator For (TWP Office) Reserves	\$ 10,000	\$ 10,000						
	Fire Hoses	\$ 10,000	\$ 20,000		\$ 100,000				
	Ladders			\$ 20,000					
	Nozzles								
	Porta Count (Fit testing)	\$ 15,000						\$ 15,000	
	SCBA UNITS (Incl. Face Masks) res	\$ 50,000	\$ 50,000	\$ 50,000	\$ 240,000	\$ 20,000	\$ 20,000	\$ 20,000	
	Bunker Gear Fire Suits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 7,000	\$ 7,000	\$ 7,000	
	Furniture Inventory				\$ 40,000				
	Equipment Totals	\$ 110,000	\$ 105,000	\$ 95,000	\$ 425,000	\$ 27,000	\$ 52,000	\$ 42,000	
Rank	Communications								
	Communication Upgrade Reserves	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
	Communications Totals	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
Rank	SRU Team								
	SRU Team to reserves	\$ 5,000	\$ 5,000	\$ 5,000		\$ 5,000	\$ 10,000	\$ 5,000	
	SRU Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 10,000	\$ 5,000	
Rank	Studies/Plans								
	Master Fire Plan Review/CRA Risk	\$ 61,300							
	Studies/Plans Totals	\$ 61,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rank	Stations								

Fire Department 10 Year Capital Forecast (Living Document)

	2020	2021	2022	2023	2024	2025	2026	2027
Design Concept Fire Hall (FH#1) RO (\$84,000. in reserves 2019	\$	41,000						

Fire Hall #1 Millbrook (New) to reservess	\$ 1,000,000	\$ 5,000,000
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Fire Hall #2 1047 Mount Pleasant Road (9)

	\$ 4,000,000
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Stations Totals	\$ -	\$ 1,041,000	\$ 5,000,000	\$ -	\$ 4,000,000	\$ -	\$ -
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Estimated Yearly Fire Dept. Total	\$ 471,300	\$ 1,616,000	\$ 5,260,000	\$ 1,885,000	\$ 5,042,000	\$ 122,000	\$ 57,000
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Public Works 10 Year Capital Forecast (Living Document)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rank	Road Improvements									
	Road Replacement (Various Roads)		\$ 1,010,250	\$ 998,100	\$ 1,024,650	\$ 1,045,143	\$ 1,066,046			
	Roads Needs Study	\$ 30,000					\$ 28,000			
	Cross Road Culverts	\$ 40,000	\$ 120,000	\$ 185,000	\$ 74,000	\$ 91,000	\$ 45,000	\$ 180,000		
	Pre-Engineering Cost	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000		
	Slurry Seal (Various Roads)	\$ 183,000	\$ 197,824	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		
	Surface Treatment (Various Roads)	\$ 301,104	\$ 344,448	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
	Sidewalks (General)	\$ 104,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000		
	Revitalization/Road Works			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000		
	Morton Line Reconstruction	\$75,600								
	Hot Mix Paving (Various Roads)	\$116,800	\$ 76,271							
	Alleyway - King Street - Improvement	\$ 25,000	\$ 75,000							
	Wrought Iron Fence CR10/Fallis Line Cemetary	\$ 30,000								
	Urbanization of Main Street - ICIP Grant - (Finance 2020-01),	\$ 1,650,000	\$1.65M rollover							
	Road Improvement Totals	\$ 2,585,504	\$ 858,543	\$ 1,445,250	\$ 1,322,100	\$ 1,365,650	\$ 1,340,143	\$ 1,524,046		
Rank	Rolling Stock									
	2008 Dodge Ram 1500 White #1-08	\$ 50,000								
	2016 Dodge Ram 1500 #2-16						\$ 50,000			
	2019 Ford F-250 with plow attachments #3-19									
	2012 Dodge Truck 1500 Quad 4wd #4-12		\$ 50,000							
	2017 International Single Axle #10-17									
	2005 International Tandem #11-05									
	2018 International Tandem #14-18									
	2020 International Tandem #15-20									
	2013 International Tandem #16-13								\$ 300,000	
	2003 International Tandem #17-03									
	2020 International Tandem #18-20									
	2007 International Tandem #19-07	\$ 325,000	(\$8,000 trade in)							
	2017 International Tandem #20-17									
	2008 Volvo Grader #30-08		\$ 450,000							
	2010 JD Grader #31-10			\$ 450,000						
	2006 John Deere Loader #32-06 (to be sold 2020)	\$ 245,000								
	1991 - 680 L Case Back Hoe #33-91	\$ 70,000								
	2008 JD 190WD Rubber Tire Excavator #34-08	\$ 260,000	(\$70,000 trade in for 34-08)							
	2018 Trackless MT-7 #35-18									
	2020 JCB Loader #36-20									
	2015 JD Backhoe #37-15									
	2001 Bobcat 553 #40-01									
	Rolling Stock Totals	\$ 315,000	\$ 635,000	\$ 500,000	\$ 450,000	\$ -	\$ -	\$ 50,000	\$ -	\$ 300,000

Public Works 10 Year Capital Forecast (Living Document)											
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rank	Buildings										
	Cavan Works Depot Preliminary Design										
	Depot at Cavan Works Yard Renovation		\$ 1,200,000	\$ 1,300,000							
	Millbrook Yard Upgrades (shared with Parks & Facilities)			\$ 200,000	\$ 200,000						
	Buildings Total	\$ -	\$ 1,200,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -			
Rank	Equipment										
	Culvert Steamer										
	Diesel Tanks										
	New Fueling System										
	GPS Fleet System										
	Fuel Tank										
	Street Lights				\$ 20,000			\$ 20,000			
	Signs - moved to OP 01-4614										
	Equipment Total	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000			
	Estimated Yearly Public Works Total	\$ 2,900,504	\$ 2,693,543	\$ 3,445,250	\$ 1,892,100	\$ 1,365,650	\$ 1,340,143	\$ 1,594,046			

Water & Wastewater 10 Year Capital Forecast (Living Document)

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rank	Water										
	Water Master Servicing Study	\$ 50,000	\$ 20,000								
	Water Main Replacement Main Street		\$ 250,000								
	Water Rate Study & Financial Plan	\$ 30,000	2020 rollover								
	Watermain Replacement (various locations)			\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000	\$ 400,000	\$ 400,000
	Replacement of Well and Pump			\$ 150,000							
	Water Total	\$ 80,000	\$ 270,000	\$ 450,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000	\$ 400,000	\$ 400,000

Rank	Wastewater
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