



**The Corporation of the City of Stratford
Finance and Labour Relations Committee
Open Session
AGENDA**

Date: Tuesday, January 9, 2018

Time: 5:00 P.M.

Location: Council Chamber, City Hall

Committee Present: Councillor Clifford - Chair Presiding, Councillor Mark - Vice Chair, Councillor Beatty, Councillor Brown, Councillor Bunting, Councillor Henderson, Councillor Ingram, Councillor McManus, Councillor Ritsma, Councillor Vassilakos

Staff Present: Rob Horne - Chief Administrative Officer, Ed Dujlovic - Director of Infrastructure and Development Services, Michael Humble - Director of Corporate Services, David St. Louis - Director of Community Services, Carole Desmeules - Director of Social Services, John Paradis - Fire Chief, Joan Thomson - City Clerk, Tatiana Dafoe - Deputy Clerk

Pages

1. Call to Order

The Chair to call the Meeting to Order.

Mayor Mathieson provided regrets for this meeting.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. Delegations

None scheduled.

4. Introductory Comments

4.1 Rob Horne, CAO

4.2 Michael Humble, Director of Corporate Services

5. Proposed 2018 Operating Budget Adjustments (FIN18-002)

4 - 7

Motion by _____

Staff Recommendation: THAT the report regarding Proposed 2018 Operating Budget Adjustments be received;

AND THAT the following budget adjustments be adopted as presented at the January 9, 2018, Finance and Labour Relations Committee meeting:

- County Shared Services Draft Budgets
- Increase in Assessment Growth Projection
- Bill 148 Impact
- Capital Projects Budgeted Again in 2018

6. Event Coordinator Position (FIN18-001)

8 - 14

Motion by _____

Staff Recommendations:

THAT \$85,050 be added to the 2018 budget to contract an Event Coordinator for the City of Stratford;

AND THAT staff be directed to prepare a job description and evaluation for the Event Coordinator;

AND THAT this contract position be evaluated after one year.

7. Ten Year Capital Plan (FIN18-003)

15 - 22

Motion by _____

Staff Recommendation: THAT the report regarding a Ten Year Capital Plan be

received for information.

8. New Business

9. 2018 Budget Dates

Committee members are reminded of the final scheduled budget meeting date:

January 16, 2018 - this date is tentative
5:00 pm City Hall – Council Chambers

10. Next Steps

11. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by _____

**That the Finance and Labour Relations Committee 2018 budget meeting of
January 9, 2018, be adjourned.**



MANAGEMENT REPORT

Date: January 16, 2018
To: Finance & Labour Relations Budget Committee
From: Michael Humble, Director of Corporate Services
Report#: FIN18-002
Attachments: Proposed 2018 Operating Budget Adjustments

Title: Proposed 2018 Operating Budget Adjustments

Objective: To update the 2018 operating budget position with changes approved by Committee and with revised cost estimates.

Background: The 2018 budget documents were printed on 25th October and distributed to the Finance & Labour Relations Budget Committee to facilitate discussion.

At Budget Committee meetings on 2nd November, 8th November and 5th December, recommendations of Committee were passed that materially affected the numbers as presented.

Other assumptions that were broadly made in compiling the original budget document can now be updated with final firm costs or updated and revised estimates.

Analysis: Refer to attachment "Proposed 2018 Operating Budget Adjustments".

The draft budget documents as distributed had a starting point of \$56,201,913 or a tax levy impact of 2.392%.

On **2nd November**, \$75,000 was added to assist with the implementation of the Bike and Pedestrian Master Plan.

On **8th November**, \$15,000 was added to have the washrooms at City Hall open for a period of eight hours on Sundays.

On **5th December**, a number of recommendations were made that had a budget impact:

1. Add \$40,000 to undertake a Parking Lot review at the Rotary Complex.
2. Add \$5,000 due to an increased capital cost estimate for masonry repointing on Cemetery buildings.
3. Remove \$106,678 after deferring a decision on the need for an Organizational Development Lead full time position within HR department.

On **21st December**, we received draft budget documents from services that are cost-shared with the County of Perth and the Town of St Mary's. Our original draft budget had made broad assumptions that ranged from 1 to 3 percent until we heard from the service providers themselves.

Draft shared service budgets ranged from zero (Perth District Health Unit) to an 8.8% requested increase for Paramedic Services. Excessive increases are still draft and may be brought into line before final approval.

The City also benefitted from a lower cost sharing percentage (which is based on relative weighted assessment). Our share of overall shared service costs fell from 44.18% to 43.21%.

In preparing the City's draft budget, we made an assumption for assessment base growth during 2017. We estimated \$500,000 and were pleased to exceed that figure by year end. Our assessment base increase due to growth during 2017 was \$600,935.

During budget preparation, some City operations included payroll impacts due to Bill 148 and the increase in minimum wage to \$14/hour on 1st January 2018. However, not all units built this cost into their draft budget during the preparation stages. Now this legislation has come into law and taken effect, there is an additional \$92,826 payroll cost impact that needs to be added to the draft City budget.

The practice of the City has been to occasionally re-budget for capital projects that were not finished each year. This practice is not necessary and leads to the duplication of capital project approvals. Council has given authority to the Treasurer to fund a capital project by approving the budget by-law in any given year. While every best effort is made to complete capital works in a timely manner and within the year of its approval, some capital projects, by their nature, will span two or even three years (linear infrastructure work), while others may face unexpected and unforeseen delays that will prevent their completion within a year's time.

Projects that remain uncompleted at year end will be carried forward to the next fiscal year by way of an information report from the Treasurer to Council. This will note:

- the project description
- the year of budget approval by Council
- the amount of unexpended funds
- the reason for the carry forward request
- a revised timeline for completion

Adopting a more consistent and formal process will eliminate the re-budgeting each year for uncompleted capital projects. This will save \$266,000 in the 2018 City budget.

The cumulative impact of these items is a reduction of \$151,819 from the draft budget contained within your budget binder. The tax levy impact presently sits at **2.1153%**.

There is one pending matter outstanding and it is to be addressed by a report on tonight's agenda – discussion around the position of an Events Coordinator.

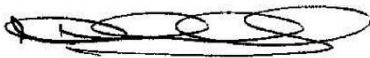
Financial Impact: The financial impact of all adjustments to the draft budget documentation are as noted on the attached. The tax levy impact of the 2018 operating budget is currently 2.1153%.

Staff Recommendation:

THAT the report regarding Proposed 2018 Operating Budget Adjustments be received;

AND THAT the following budget adjustments be adopted as presented at the January 9, 2018, Finance and Labour Relations Committee meeting:

- County Shared Services Draft Budgets
- Increase in Assessment Growth Projection
- Bill 148 Impact
- Capital Projects Budgeted Again in 2018



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

PROPOSED 2018 OPERATING BUDGET ADJUSTMENTS

2017 Tax Levy		\$	54,889,015	\$	56,201,913	2.39%	2.3919%	Revised Budget
2018 Draft Tax Levy - Oct 25 2017				\$	56,201,913	2.39%	2.3919%	1,312,898
Approved Changes By Budget Committee								
2/Nov/17	Add to Capital - Trails	G-931-9702-		\$	75,000	0.14%	2.5286%	1,387,898
8/Nov/17	Add to G141 - Custodial Services	G-141-1255-2110		\$	15,000	0.03%	2.5559%	1,402,898
5/Dec/17	Parking Lot Review - Rotary Complex	G-721-7200-4040		\$	40,000	0.07%	2.6288%	1,442,898
5/Dec/17	Increase Cost Estimate for Cemetery Repointing			\$	5,000	0.01%	2.6379%	1,447,898
5/Dec/17	Increase cost Vehicle Parks & Forestry Supervisor			\$	-	0.00%	2.6379%	1,447,898
5/Dec/17	Landfill Methane Collection System			\$	-	0.00%	2.6379%	1,447,898
5/Dec/17	Remove Organizational Development Lead (HR)	G-112-1210-2100/2500		\$	(106,678)	-0.19%	2.4435%	1,341,220
County Shared Services Draft Budgets								
	Stratford Perth Museum	G-810-7504-6010		\$	(1,200)	0.00%	2.4413%	1,340,020
	Perth District Health Unit	G-810-5100-6010		\$	(21,768)	-0.04%	2.4017%	1,318,252
	Spruce Lodge Home For The Aged	G-810-6200-6010		\$	(7,711)	-0.01%	2.3876%	1,310,541
	Stratford Perth Archives	G-810-7500-6010		\$	4,783	0.01%	2.3963%	1,315,324
	Provincial Offences	G-139-1244-1250		\$	24,634	0.04%	2.4412%	1,339,958
	Paramedic Services	G-810-5300-6010		\$	91,890	0.17%	2.6086%	1,431,848
	MPAC	G-810-1142-6030		\$	3,340	0.01%	2.6147%	1,435,188
Increase In Assessment Growth Projection				\$	(100,935)	-0.18%	2.4308%	1,334,253
Bill 148 Impact								
	Library		\$ 14,132	\$	92,826	0.17%	2.5999%	1,427,079
	Community Services		\$ 77,784					
	Public Works		\$ 910					
Remove Capital Projects Budgeted Again in 2018								
	IT Business Software Enhancements			\$	(266,000)	-0.48%	2.1153%	1,161,079
	Storm Pumping Station Design (Romeo Underpass)			\$	(70,000)	-0.13%	1.9878%	1,091,079
Contemplated Changes By Budget Committee								
	Position of Event Co-Ordinator			\$	85,050	0.15%	2.1427%	1,176,129

Grand Total	\$	56,065,144	2.1427%
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REVISED FOR
January 9, 2018



MANAGEMENT REPORT

Date: January 3, 2018
To: Finance and Labour Relations Committee
From: David. St. Louis, Director of Community Services
Stephanie Potter, Policy and Research Associate
Report#: FIN18-001
Attachments: None

Title: Event Coordinator Position

Objective: To recommend including an Event Coordinator in the 2018 budget.

Background:

On December 5, 2017, the Finance and Labour Relations Committee requested that staff review the addition of an event coordinator for the purpose of coordinating events in the City with the following motion:

THAT the addition of an Event Coordinator for the 2018 budget be referred to staff for review.

Since the successful completion of Market Square in June 2017, it has been suggested that an event coordinator would be a valuable asset that could coordinate special events throughout the City as well.

Between 2016 and 2017, special event requests increased by nearly 35%. Between 2014 and 2016, City staff processed and coordinated between 44 and 53 special street events annually. A total of 67 special events took place in 2017 throughout the City. Annual numbers are reported as follows:

Year	# of Special Event Applications	# of Special Events held in Market Square	# of Special Events with a Liquor License
2017	67	25 ¹	5
2016	44	6	2
2015	53	5	2
2014	45	5	2

These special event permits do not include the events and conferences held in our facilities that do not require a special event permit, such as the Junior and Senior Curling Championships, the Fall Fair, the Farmers Market, and the Canadian Dairy XPO.

We expect the number of special events in Market Square to continue to increase in 2018, as the new public space will be open for the full year. We also expect to continue to see events that were previously held elsewhere seek to move to Market Square. Events that were previously held elsewhere that relocated to Market Square in 2017 are as follows:

- Pumpkin Parade
- Outdoor Christmas Market
- Santa and Comet
- Christmas Carriage rides (pick up and drop off location)
- Long Table Dinner

Analysis:

A) Current Practice for Special Event Coordination

At present, staff are managing special event coordination as follows:

- One staff member in the Clerks Department acts as the single point of contact for all special event applications. This point of contact engages a larger team of interdepartmental staff members to coordinate logistics where necessary, including Emergency Services staff, Community Services staff, Infrastructure and Development staff, and the CAOs office;

¹ Of these 25 events, 14 were new events, 6 were events that were previously held in Market Square, and 5 were events that were previously held in other locations that moved to Market Square.

- Events that take place in the parks system that do not require a special event application are booked and coordinated by the Parks and Cemetery Clerk Secretary;
- Events that take place in City facilities are booked and coordinated by the Rental Services Coordinator;
- Some special event programming/marketing is coordinated by special committees and the Stratford Tourism Alliance. Some of these events include:
 - Canada Day
 - Pumpkin Parade
 - Outdoor Christmas market
 - Carriage rides
 - Winterfest
 - Police open house
 - Special announcements/broadcasts (e.g. – Premier’s visit, CTV broadcast)
 - Swan Parade Weekend
 - Stratford Summer Music
 - Stratford Writers Festival
 - SpringWorks Festival
 - Art in the Park
- Events booked in Market Square are posted on the City’s webpage, along with information on any impacts to road closures.

B) Opportunity for Improved Event Coordination

Each special event that requires City involvement requires a significant amount of coordination and communication between staff from various departments. Depending on the event, Staff are required to:

- Book facilities;
- License vendors and businesses;
- Liaise with event planners;
- Facilitate street closures;
- Notify emergency personnel;
- Draft letters, web postings and media releases;

- Ensure compliance with our Municipal Alcohol Policy (along with other related policies);
- Work with the Ministry of Transportation for approvals if connecting links are affected;
- Communicate and collaborate with local accommodators, restaurants, and retailers (via BIA and STA) to ensure awareness and as much community support for event and its participants/visitors as possible.

Large events such as the 2016 World Festival Children's Theater and upcoming 2018 InfoSec Conference become even more complicated and time consuming.

Hiring an event coordinator presents an opportunity to improve customer service by offering a single point of contact for event organizers during the planning process and after regular City business hours during the event.

Significantly, hiring an event coordinator with flexible hours provides an opportunity to have a City staff member present at these events and/or on call during the event. At present, staff do not attend special events after regular City business hours, and there are limited points of contact for event organizers after hours. This is challenging at large outdoor events, particularly where alcohol permits have been issued. Creating an event coordinator position that requires flexible hours would allow a City staff member to be present at these events and remain the point of contact during the event, manage risk and liability issues, and to monitor compliance with City policies.

C) Opportunity for Event Programming

If the City wants to further market itself as a destination for large national and international events, promote sport tourism, and continue to enhance its community events, a dedicated Event Coordinator would be a tremendous asset.

Furthermore, maintaining a vibrant and well-utilized community space in Market Square will require some programming. The 2015 Market Square visioning survey by AtFocus indicated a strong community desire for a programmed space in Market Square, with 66.5% of respondents specifying they would like the Square to include festivals, and 68% wanted a market.² During the June 2016 Market Square public consultation process, residents again brought up the need for programming the space and advocated retaining an event coordinator.³ While daily/weekly event programming is not expected, some event programming would be welcome. Programming in the winter months would be of particular benefit, as the majority of event booking interest is

²http://www.stratfordcanada.ca/en/insidecityhall/resources/MarketSquare/AtFocus_Market_Square_Presentation_to_Council_May_19_2015.pdf

³<http://www.stratfordcanada.ca/en/insidecityhall/resources/MarketSquare/20160613---Market-Square-Cost-Estimates-Transit.pdf>

concentrated in the summer months. Some examples of successful off-season events in other municipal squares include:

- “Scare in the Square” Halloween events
- Halloween costume events for pets
- Christmas tree lightings
- Santa Clause Parade events
- Winter chili cook-offs
- Ice sculpture events
- University orientation week events
- Movie nights

Note that there would be a need to increase event funding to increase the number of city-sponsored events.

D) Proposed Position Details

Initial discussions regarding this position have taken place between the CAOs Office, Human Resources, Community Services, and Corporate Services. If approved, a detailed job description would need to be prepared, along with a job evaluation. If approved, it is expected that the Event Coordinator will work with staff and external event organizers to coordinate events, provide support for community events programming, undertake some corporate event programming, and attend/monitor evening and weekend events and will frequently work on evenings, weekends, and holidays.

At present, it is recommended that if approved:

- This position be part of the Community Services Department, reporting to the Director of Community Services;
- That this position be contract initially on a trial basis.

In the interim, staff have done initial research on comparable positions in other municipalities. Some comparable options and salary ranges are as follows:

SPECIFICATIONS	SUMMARY OF DUTIES
City of Brantford Position: Community Events Coordinator Salary: \$61,400-\$76,750	- Programming for Harmony Square (research, plan, implement), marketing/ event promotion, staff and volunteer training and coordination, monitor website, act as City liaison during all special events, monitor special events, resource for non-city event planners, coordinate staff resources

SPECIFICATIONS	SUMMARY OF DUTIES
	<ul style="list-style-type: none"> - Occasional evening and weekend work periods required
<p>City of Brantford</p> <p>Position: Special Events Programmer</p> <p>Salary: \$43,672-\$54,590</p>	<ul style="list-style-type: none"> - Assists Events Coordinator to support community events programming, coordinate event programming, and attend/monitor evening and weekend programming in Harmony Square - Frequent evening, weekend, and holiday work periods
<p>City of Kitchener</p> <p>Position: Event Coordinator</p> <p>Salary: \$60,304-\$75,382</p>	<ul style="list-style-type: none"> - Works with staff and external event organizers to develop, organize, and execute City and third party events - Operational planning, event programming, marketing, branding, sponsorship, exhibitor relations, staff and volunteer management/coordination, budgeting - Evening, weekend, and holiday hours required - Must be on call during events 24 hours a day
<p>City of Kitchener</p> <p>Position: Event Organizer</p> <p>Salary: \$45,768-\$57,209</p>	<ul style="list-style-type: none"> - Assists the Event coordinator - Coordinates less complex events - Updates events website and social media - (new position)
<p>Town of St. Marys</p> <p>Position: Corporate Events Coordinator</p> <p>Salary: \$20.77-\$22.76/hour =\$37,801-\$41,423 (Based on 35 hour work week)</p> <p>(2-yr Contract)</p>	<ul style="list-style-type: none"> - Supports the planning and execution of all corporate events - Fundraising, event budgeting/revenue tracking, bookings, manage inventory and volunteers, collect feedback, event advertisement - Occasional evening and weekend hours

Financial Impact:

As per the job descriptions and comparable market compensation above, it may be expected that the salary range for this position would be approximately between \$60,000 and \$75,000 depending on the final job description and evaluation.

As a reasonable basis for estimation, a mid-point of the range may be used for preliminary assessment purposes (\$67,500) plus an approximate benefit loading of 26% for (\$17,550) would bring the total cost to \$85,050 to contract this position for 2018.

Staff Recommendation:

That \$85,050.00 be added to the 2018 budget to contract an Event Coordinator for the City of Stratford;

That staff be directed to prepare a job description and evaluation for the Event Coordinator;

And that this contract position be evaluated after one year.



Stephanie Potter, Policy and Research Associate



Director of Community Services



Rob Horne, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 9, 2018
To: Finance & Labour Relations Budget Committee
From: Michael Humble, Director of Corporate Services
Report#: FIN18-003
Attachments: Infrastructure and Development Services Ten Year Capital Plan

Title: Ten Year Capital Plan

Objective: To introduce a ten year capital financial plan.

Background: Capital budgeting at the City of Stratford is currently comprised of three separate and distinct components:

- A one year capital budget, complete with funding source,
- A four year capital forecast with rough sources of funding,
- A list of unfunded "wish list" projects, no funding sources identified, but top five prioritized projects under each category, not necessarily based on relative condition based assessments and life cycle analysis.

With such a short term outlook it is extremely difficult to gauge the adequacy of capital reserve balances and the annual funding contributions from the operating budget to those reserves. Focusing on "one year at a time" does not enable the Treasurer to engage in financial planning activities to support the long term asset management needs of the City.

Public Sector Digest undertook the initial Asset Management Plan for the City in December 2013. At that time they identified an infrastructure funding deficit of \$5.9million for tax supported assets (roads, bridges, and storm), and a rate supported infrastructure funding deficit of \$1.8million (water and sewer).

For tax supported operations, they made a number of recommendations of how to achieve that required funding level within a ten year period.

- *as existing debt for tax supported assets is retired, reallocate the debt cost reductions of \$616,000 to the infrastructure deficit.*
- *increasing tax revenues by 1.1% each year for the next 10 years solely for the purpose of phasing in full funding to the tax supported asset categories.*

- *allocating the Federal Gas Tax grant of \$2,230,000 exclusively to the paved roads category.*
- *increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.*

Analysis: In recognition of the unfunded capital requirements the City implemented a dedicated Infrastructure Levy to begin addressing asset management commitments.

Year	Deposit	Withdrawal	Comments
2015	\$ 500,000		
2016	\$ 750,000	-\$ 150,706	Fire Dept SCBA
2017	\$ 1,000,000	-\$ 250,000	Market Square
2018	\$ 1,500,000		

The balance of the Infrastructure Levy reserve at the end of 2017 is anticipated to be \$1,849,294, but without a long term capital planning outlook, it is difficult to clearly envision the need for continued investments, especially since none of the funds have yet been used for their intended purpose.

It is now common practice for municipalities to take a long term (10 year) view of their capital needs, broken down into two categories:

1. The replacement of existing assets at the end of their useful life, as identified and prioritized by the Asset Management Plan and condition based condition assessments for major asset classes. The funding for this category is primarily from the City's own source Capital Replacement Reserves, Federal Gas Tax and major infrastructure federal and provincial funding programs. Given the backlog of critical replacement projects, debt funding may need to be considered until the sustainable infrastructure levy funding levels have been reached.
2. Growth-related or infrastructure related to Council strategic initiatives are usually funded by developer contributions and long term debt for the City share, since it is understandably rare that sufficient planning has taken place (in the face of competing priorities for scarce resources) to build reserve balances enough to front end the City share of the project cost.

A ten year capital plan is attached for Linear Infrastructure as managed by Infrastructure and Development Services.

Year One (2018) is the immediate year for which staff seek budget approval. Years Two to Ten are presented for forecast purposes and to demonstrate funding ability and need.

By putting all ten years onto one document:

- We get a much clearer picture of what our capital expenditure will need to be for replacement purposes over the next ten years.
- The document greatly assists the Treasurer in developing an overall capital funding strategy, determining the appropriateness of capital reserve contributions, and highlighting funding shortfalls.
- The document will also help Council understand the magnitude of the Infrastructure Deficit, how critical the continuation of the Infrastructure Levy is to the overall capital replacement funding needs of the City, how allocated funds are proposed to be spent in future years, and where the need remains for long term debt financing until we reach a sustainable funding level of capital replacement reserve contributions.

Financial Impact: There is no financial impact attached to this report. The ten year capital budget and forecast is for information purposes only, but will be fully implemented across all City departments for the 2019 budget year.

Staff Recommendation:

THAT the report regarding a Ten Year Capital Plan be received for information.



Michael Humble, Director of Corporate Services



Rob Horne, Chief Administrative Officer

INFRASTRUCTURE SERVICES - LINEAR													Total Project Cost	External Financing				Internal Financing							TOTAL				
Project Number	Project Description & Location		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		Federal Gas Tax	Prov OCIF	Other	Dev Charges	Capital Replacement Reserves				Landfill Reserve	Infrastructure Levy	Long Term Debt					
																		Sanitary	Water	Infrastructure	Fleet								
ROADS																													
	Private Sidewalks		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000							\$ 100,000					\$ 100,000				
	Sidewalk Upgrade		\$ 120,000	\$ 110,000	\$ 120,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 160,000	\$ 175,000	\$ 175,000	\$ 1,460,000							\$ 1,460,000					\$ 1,460,000				
	Core Area Brick Repairs		\$ 40,000	\$ 40,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 70,000	\$ 520,000							\$ 520,000					\$ 520,000				
	Accessibility Improvements		\$ 40,000	\$ 40,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 470,000							\$ 470,000					\$ 470,000				
	Asphalt Resurfacing and Crack Sealing		\$ 580,000	\$ 630,000	\$ 840,000	\$ 1,200,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,800,000	\$ 1,800,000	\$ 12,350,000	\$ 8,820,000	\$ 565,000				\$ 15,000		\$ 2,950,000				\$ 12,350,000				
	Local Improvement Roads			\$ 200,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 4,600,000	\$ 4,600,000											\$ 4,600,000				
	Boulevard Grading Improvements for Drainage		\$ 30,000	\$ 30,000				\$ 35,000	\$ 35,000				\$ 130,000							\$ 130,000					\$ 130,000				
	Trails / BP Master Plan Implementation		\$ 135,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 1,135,000							\$ 1,135,000					\$ 1,135,000				
	At Grade RR Crossings Improvements		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ 420,000							\$ 70,000		\$ 350,000			\$ 420,000				
	Bridge Appraisal			\$ 24,000		\$ 20,000		\$ 25,000		\$ 25,000		\$ 25,000	\$ 119,000							\$ 119,000					\$ 119,000				
	Bridge improvements		\$ 750,000	\$ 780,000	\$ 425,000	\$ 400,000	\$ 400,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 6,255,000	\$ 730,000	\$ 5,525,000										\$ 6,255,000				
																									\$ -				
2018-1	Erie Street Sidewalk Local Improvement West Gore to Lorne		\$ 300,000										\$ 300,000			\$ 120,000				\$ 180,000					\$ 300,000				
2018-2	Lorne Ave Turning Lane		\$ 280,000										\$ 280,000	\$ 212,000	\$ 33,000					\$ 35,000					\$ 280,000				
2018-3	St Vincent WM from Patricia to Redford		\$ 343,000										\$ 343,000	\$ 343,000											\$ 343,000				
2018-4	Ballantyne St (North to Queen)		\$ 75,000										\$ 75,000	\$ 75,000											\$ 75,000				
													\$ -												\$ -				
2019-1	Jones St from Caledonia to Brittania			\$ 225,000									\$ 225,000	\$ 225,000											\$ 225,000				
2019-2	Avondale Ave from Hibernia to Cemetery			\$ 560,000									\$ 560,000	\$ 428,000	\$ 132,000										\$ 560,000				
2019-3	Erie Street from West Gore to Cambria			\$ 50,000									\$ 50,000						\$ 50,000						\$ 50,000				
2019-4	St. Vincent St. South from Redford to West Gore			\$ 319,000									\$ 319,000	\$ 319,000											\$ 319,000				
2019-5	McCarthy Road from Forman to west of Forman - year 1			\$ 250,000									\$ 250,000				\$ 187,500			\$ 62,500					\$ 250,000				
2019-6	Queen Street reconstruction Lakeside to Ontario			\$ 470,000									\$ 470,000									\$ 470,000			\$ 470,000				
2019-7	Pleasant Drive from Ontario to Devon			\$ 190,000									\$ 190,000	\$ 190,000											\$ 190,000				
2020-1	Stratford Street				\$ 270,000								\$ 270,000	\$ 45,000	\$ 225,000										\$ 270,000				
2020-2	Mercer Street from Caledonia to Brittania				\$ 245,000								\$ 245,000		\$ 112,000						\$ 133,000				\$ 245,000				
2020-3	Babb Crescent				\$ 345,000								\$ 345,000	\$ 345,000											\$ 345,000				
2020-4	Willow Street Canterbury to Walsh				\$ 620,000								\$ 620,000	\$ 27,000	\$ 205,000				\$ 80,000		\$ 308,000				\$ 620,000				
2020-5	Short Street Extension (Matilda to O'Loane)				\$ 630,000								\$ 630,000			\$ 20,000	\$ 439,000			\$ 171,000					\$ 630,000				
2020-6	Water Street from Parkview to Queen				\$ 240,000								\$ 240,000									\$ 240,000			\$ 240,000				
2020-7	McCarthy Road from Forman to west of Forman - year 2				\$ 250,000								\$ 250,000			\$ 20,000	\$ 167,500			\$ 62,500					\$ 250,000				
2020-8	Frederick Street Romeo to Burritt				\$ 300,000								\$ 300,000		\$ 18,500					\$ 500		\$ 281,000			\$ 300,000				
																									\$ -				
2021-1	Tweedsmuir Place					\$ 165,000							\$ 165,000		\$ 165,000										\$ 165,000				
2021-2	Redford Crescent					\$ 780,000							\$ 780,000	\$ 317,000	\$ 170,000						\$ 293,000				\$ 780,000				
2021-3	Willow Street Walsh to Devon					\$ 720,000							\$ 720,000		\$ 201,500				\$ 120,000		\$ 398,500				\$ 720,000				
2021-4	Queen Street Ontario to Brunswick					\$ 250,000							\$ 250,000								\$ 250,000				\$ 250,000				
2021-5	Waldies Lane					\$ 150,000							\$ 150,000								\$ 150,000				\$ 150,000				
2021-6	Intersection Improvements Church and Ontario					\$ 75,000							\$ 75,000								\$ 75,000				\$ 75,000				
2021-7	John St Sanitary Upgrade					\$ 125,000							\$ 125,000		\$ 120,000						\$ 5,000				\$ 125,000				
2022-1	McDonald Willow to Devon						\$ 230,000						\$ 230,000		\$ 230,000										\$ 230,000				
2022-2	Norfolk Street Downie to Romeo						\$ 1,525,000						\$ 1,525,000	\$ 317,000	\$ 372,000				\$ 83,000		\$ 753,000				\$ 1,525,000				
2022-3	Brunswick Street Queen to King						\$ 370,000		</																				

INFRASTRUCTURE SERVICES - LINEAR												Total Project Cost	External Financing				Internal Financing							TOTAL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Project Number	Project Description & Location		2018	2019	2020	2021	2022	2023	2024	2025	2026		2027	Federal Gas Tax	Prov OCIF	Other	Dev Charges	Capital Replacement Reserves				Landfill Reserve	Infrastructure Levy		Long Term Debt																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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INFRASTRUCTURE SERVICES - LINEAR												Total Project Cost	External Financing				Internal Financing							TOTAL		
Project Number	Project Description & Location		2018	2019	2020	2021	2022	2023	2024	2025	2026		2027	Federal Gas Tax	Prov OCIF	Other	Dev Charges	Capital Replacement Reserves				Landfill Reserve	Infrastructure Levy		Long Term Debt	
																		Sanitary	Water	Infrastructure	Fleet					
SANITARY																										
	Basement Isolation		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000						\$ 500,000					\$ 500,000		
	House Service Applications		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000						\$ 100,000					\$ 100,000		
	Residential Service Upgrades		\$ 50,000	\$ 50,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 890,000						\$ 700,000			\$ 190,000		\$ 890,000		
	Pumping Station Flow Meters and Upgrades		\$ 150,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,850,000						\$ 1,850,000					\$ 1,850,000		
	City Wide Collection Improvements		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 750,000						\$ 750,000					\$ 750,000		
	Miscellaneous Repairs		\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 925,000						\$ 925,000					\$ 925,000		
	Sewer Relining Various Streets		\$ 300,000	\$ 225,000	\$ 300,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,275,000						\$ 2,450,000			\$ 825,000		\$ 3,275,000		
	Water and Wastewater Rate Study			\$ 35,000					\$ 35,000				\$ 70,000						\$ 70,000					\$ 70,000		
	WPCP Improvements		\$ 320,000	\$ 320,000	\$ 340,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,430,000						\$ 3,430,000					\$ 3,430,000		
	WPCP Process Review				\$ 250,000								\$ 250,000						\$ 250,000					\$ 250,000		
	Asphalt Resurfacing			\$ 40,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 740,000						\$ 740,000					\$ 740,000		
	Tertiary Filter Capacity Upgrade									\$ 290,000	\$ 2,560,000		\$ 2,850,000				\$ 2,850,000							\$ 2,850,000		
																								\$ -		
2018-6	Quinlan Pumping Station		\$ 5,500,000										\$ 5,500,000				\$ 5,500,000							\$ 5,500,000		
2018-3	St Vincent WM from Patricia to Redford		\$ 23,000										\$ 23,000						\$ 23,000					\$ 23,000		
2018-4	Ballantyne St (North to Queen)		\$ 350,000										\$ 350,000						\$ 350,000					\$ 350,000		
2019-1	Jones St from Caledonia to Britannia			\$ 125,000									\$ 125,000						\$ 68,000			\$ 57,000		\$ 125,000		
2019-2	Avondale Ave from Hibernia to Cemetery			\$ 200,000									\$ 200,000						\$ 200,000					\$ 200,000		
2019-4	St. Vincent St. South from Redford to West Gore			\$ 48,000									\$ 48,000						\$ 48,000					\$ 48,000		
2019-6	Queen Street reconstruction Lakeside to Ontario			\$ 125,000									\$ 125,000						\$ 125,000					\$ 125,000		
2019-7	Pleasant Drive from Ontario to Devon			\$ 200,000									\$ 200,000						\$ 200,000					\$ 200,000		
2020-1	Stratford Street				\$ 135,000								\$ 135,000						\$ 135,000					\$ 135,000		
2020-2	Mercer Street from Caledonia to Britannia				\$ 135,000								\$ 135,000						\$ 135,000					\$ 135,000		
2020-3	Babb Crescent				\$ 25,000								\$ 25,000						\$ 25,000					\$ 25,000		
2020-4	Willow Street Canterbury to Walsh				\$ 40,000								\$ 40,000						\$ 23,000				\$ 17,000	\$ 40,000		
2020-6	Water Street from Parkview to Queen				\$ 125,000								\$ 125,000						\$ 125,000					\$ 125,000		
2021-1	Tweedsmuir Place					\$ 20,000							\$ 20,000						\$ 20,000					\$ 20,000		
2021-2	Redford Crescent					\$ 60,000							\$ 60,000						\$ 60,000					\$ 60,000		
2021-3	Willow Street Walsh to Devon					\$ 55,000							\$ 55,000						\$ 55,000					\$ 55,000		
2021-4	Queen Street Ontario to Brunswick					\$ 100,000							\$ 100,000									\$ 100,000		\$ 100,000		
2021-5	Waldies Lane					\$ 200,000							\$ 200,000						\$ 30,000			\$ 170,000		\$ 200,000		
2021-7	John St Sanitary Upgrade					\$ 95,000							\$ 95,000						\$ 9,000			\$ 86,000		\$ 95,000		
																								\$ -		
2022-1	McDonald Willow to Devon						\$ 95,000						\$ 95,000						\$ 95,000					\$ 95,000		
2022-2	Norfolk Street Downie to Romeo						\$ 160,000						\$ 160,000						\$ 36,000			\$ 124,000		\$ 160,000		
2022-3	Brunswick Street Queen to King						\$ 140,000						\$ 140,000						\$ 65,000			\$ 75,000		\$ 140,000		
2022-4	Lorne Downie Intersection Improvements						\$ 50,000						\$ 50,000									\$ 50,000		\$ 50,000		
2023-3	MacKenzie - St. David to Cambria							\$ 150,000					\$ 150,000						\$ 140,000			\$ 10,000		\$ 150,000		
2023-4	Peter Street							\$ 90,000					\$ 90,000									\$ 90,000		\$ 90,000		
2023-6	Cooper Street							\$ 90,000					\$ 90,000									\$ 90,000		\$ 90,000		
2023-2	McCarthy Road at O'Loane (oversizing cost only)							\$ 290,000					\$ 290,000				\$ 290,000							\$ 290,000		
2024-1	Argyle Street - St. David to Cambria								\$ 150,000				\$ 150,000						\$ 150,000					\$ 150,000		
2024-2	Perth Street - Downie to Borden								\$ 465,000				\$ 465,000						\$ 15,000			\$ 450,000		\$ 465,000		
2024-3	O'Loane Ave Trunk (south of Huron to Galt)								\$ 2,800,000				\$ 2,800,000				\$ 2,688,000			\$ 112,000				\$ 2,800,000		
2024-4	Huron Street - Matilda to Douglas - Phase 1								\$ 400,000				\$ 400,000									\$ 400,000		\$ 400,000		
2025-1	Well Street Brunswick to Douro to Regent									\$ 325,000			\$ 325,000									\$ 325,000		\$ 325,000		
2025-2	Huron Street - Matilda to Douglas - Phase 2									\$ 400,000			\$ 400,000						\$ 185,000			\$ 215,000		\$ 400,000		
2025-3	Albert Street - Front to King									\$ 330,000			\$ 330,000									\$ 330,000		\$ 330,000		
2026-1	Brunswick Street King to Romeo										\$ 225,000		\$ 225,000						\$ 210,000			\$ 15,000		\$ 225,000		
2026-2	Brunswick Street Romeo to Burritt										\$ 325,000		\$ 325,000									\$ 325,000		\$ 325,000		
2026-3	Albert Street - Downie to Front										\$ 370,000		\$ 370,000									\$ 370,000		\$ 370,000		
2027-1	Grange Street - Waterloo to Front																									

INFRASTRUCTURE SERVICES - LINEAR													Total Project Cost	External Financing				Internal Financing							TOTAL		
Project Number	Project Description & Location		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		Federal Gas Tax	Prov OCIF	Other	Dev Charges	Capital Replacement Reserves				Landfill Reserve	Infrastructure Levy	Long Term Debt			
																		Sanitary	Water	Infrastructure	Fleet						
WATER													\$ -														\$ -
	Meter Replacements	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	500,000				\$	500,000					\$	500,000	
	Service Replacements	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	500,000				\$	500,000					\$	500,000	
	Chlorine Equipment	\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	200,000				\$	200,000					\$	200,000	
	Misc. Equipment	\$	20,000	\$	40,000	\$	40,000	\$	40,000	\$	40,000	\$	40,000	\$	380,000				\$	380,000					\$	380,000	
	Miscellaneous Repairs and Replacements	\$	75,000	\$	75,000	\$	75,000	\$	100,000	\$	100,000	\$	100,000	\$	925,000				\$	925,000					\$	925,000	
	Lead Service Replacement Program	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	500,000				\$	500,000					\$	500,000	
	Mechanical Upgrades to Wells	\$	75,000											\$	75,000				\$	75,000					\$	75,000	
	Hydrant Maintenance and Replacements			\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	180,000				\$	180,000					\$	180,000	
	Valve Maintenance and Replacements			\$	40,000	\$	40,000	\$	40,000	\$	40,000	\$	40,000	\$	360,000				\$	360,000					\$	360,000	
	Water and Wastewater Rate Study			\$	40,000									\$	80,000				\$	80,000					\$	80,000	
	Asphalt Resurfacing					\$	50,000	\$	75,000	\$	75,000	\$	100,000	\$	100,000	\$	100,000	\$	700,000						\$	700,000	
	Watermain Relining Various Streets							\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	1,250,000						\$	1,250,000	
																		\$	1,250,000						\$	-	
2018-2	St Vincent WM from Patricia to Redford	\$	310,000										\$	310,000				\$	310,000						\$	310,000	
2018-4	Ballantyne St (North to Queen)	\$	335,000										\$	335,000				\$	335,000						\$	335,000	
2019-1	Jones St from Caledonia to Britannia			\$	145,000								\$	145,000				\$	145,000						\$	145,000	
2019-2	Avondale Ave from Hibernia to Cemetery			\$	190,000								\$	190,000				\$	190,000						\$	190,000	
2019-3	Erie Street from West Gore to Cambria			\$	200,000								\$	200,000				\$	200,000						\$	200,000	
2019-4	St. Vincent St. South from Redford to West Gore			\$	237,000								\$	237,000				\$	130,000						\$	237,000	
2019-6	Queen Street reconstruction Lakeside to Ontario			\$	245,000								\$	245,000							\$	107,000		\$	245,000	\$	245,000
2019-7	Pleasant Drive from Ontario to Devon			\$	275,000								\$	275,000				\$	275,000						\$	275,000	
2020-1	Stratford Street				\$	135,000							\$	135,000				\$	135,000						\$	135,000	
2020-2	Mercer Street from Caledonia to Britannia				\$	70,000							\$	70,000				\$	70,000						\$	70,000	
2020-3	Babb Crescent				\$	155,000							\$	155,000				\$	155,000						\$	155,000	
2020-4	Willow Street Canterbury to Walsh				\$	275,000							\$	275,000				\$	205,000						\$	275,000	
2020-6	Water Street from Parkview to Queen				\$	140,000							\$	140,000				\$	140,000						\$	140,000	
2020-8	Frederick Street Romeo to Burritt				\$	200,000							\$	200,000							\$	200,000			\$	200,000	
2021-1	Tweedsmuir Place					\$	75,000						\$	75,000				\$	55,000						\$	75,000	
2021-2	Redford Crescent					\$	350,000						\$	350,000				\$	350,000						\$	350,000	
2021-3	Willow Street Walsh to Devon					\$	340,000						\$	340,000				\$	300,000						\$	340,000	
2021-4	Queen Street Ontario to Brunswick					\$	100,000						\$	100,000							\$	100,000			\$	100,000	
2021-7	John St Sanitary Upgrade					\$	50,000						\$	50,000							\$	50,000			\$	50,000	
2022-1	McDonald Willow to Devon						\$	150,000					\$	150,000				\$	150,000						\$	150,000	
2022-2	Norfolk Street Downie to Romeo						\$	590,000					\$	590,000				\$	447,000						\$	590,000	
2022-3	Brunswick Street Queen to King						\$	150,000					\$	150,000				\$	125,000						\$	150,000	
2022-4	Lorne Downie Intersection Improvements						\$	50,000					\$	50,000							\$	50,000			\$	50,000	
2023-2	McCarthy Road at O'Loane							\$	148,500				\$	148,500			\$	120,000			\$	28,500			\$	148,500	
2023-3	MacKenzie - St. David to Cambria							\$	150,000				\$	150,000					150,000						\$	150,000	
2023-4	Peter Street							\$	90,000				\$	90,000				\$	90,000						\$	90,000	
2023-5	Ontario - Queen to Parkview (watermain)							\$	200,000				\$	200,000				\$	75,000						\$	200,000	
2023-6	Cooper Street							\$	90,000				\$	90,000							\$	90,000			\$	90,000	
2024-1	Argyle Street - St. David to Cambria								\$	150,000			\$	150,000				\$	150,000						\$	150,000	
2024-2	Perth Street - Downie to Borden								\$	465,000			\$	465,000				\$	330,000						\$	465,000	
2024-3	O'Loane Ave Trunk (south of Huron to Galt)								\$	50,000			\$	50,000							\$	2,000			\$	50,000	
2024-4	Huron Street - Matilda to Douglas - Phase 1								\$	400,000			\$	400,000											\$	400,000	
2025-1	Well Street Brunswick to Douro to Regent									\$	325,000		\$	325,000				\$	100,000						\$	325,000	
2025-2	Huron Street - Matilda to Douglas - Phase 2									\$	400,000		\$	400,000				\$	400,000						\$	400,000	
2025-3	Albert Street - Front to King									\$	330,000		\$	330,000							\$	330,000			\$	330,000	
2026-1	Brunswick Street King to Romeo										\$	225,000	\$	225,000				\$	225,000						\$	225,000	
2026-2	Brunswick Street Romeo to Burritt										\$	325,000	\$	325,000				\$	295,000						\$	325,000	
2026-3	Albert Street - Downie to Front										\$	370,000	\$	370,000							\$	370,000			\$	370,000	
2027-1	Grange Street - Waterloo to Front											\$	420,000	\$	420,000				\$	285,000				</			

INFRASTRUCTURE SERVICES - LINEAR													Total Project Cost	External Financing				Internal Financing							TOTAL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Project Number	Project Description & Location		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		Federal Gas Tax	Prov OCIF	Other	Dev Charges	Capital Replacement Reserves				Landfill Reserve	Infrastructure Levy	Long Term Debt																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total			
Federal Gas Tax	\$ 1,914,000	\$ 2,197,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 1,967,000	\$ 19,847,000	\$	(38,000)	
OCIF	\$ 698,000	\$ 1,092,423	\$ 1,090,577	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 10,525,000	\$	11,000	
Connecting Link Funding							\$ 1,903,500	\$ 1,980,000			\$ 3,883,500	\$	-	
Land Improvement Charges	\$ 120,000										\$ 120,000			
Developer Contribution			\$ 40,000			\$ 140,000					\$ 180,000			
Development Charges	\$ 5,500,000	\$ 187,500	\$ 644,000	\$ 306,500		\$ 1,202,950	\$ 3,432,000	\$ 2,975,000	\$ 2,745,000	\$ 2,070,000	\$ 19,062,950	\$	-	
Sanitary Reserve	\$ 1,215,905	\$ 1,445,598	\$ 1,292,789	\$ 1,434,443	\$ 1,455,960	\$ 1,477,799	\$ 1,499,966	\$ 1,522,466	\$ 1,545,302	\$ 1,568,482	\$ 14,458,710	\$	150,790	
Water Reserve	\$ 995,000	\$ 1,325,000	\$ 1,100,000	\$ 1,150,000	\$ 1,167,250	\$ 1,184,759	\$ 1,202,530	\$ 1,220,568	\$ 1,238,877	\$ 1,257,460	\$ 11,841,443	\$	(109,443)	
Infrastructure Reserve	\$ 1,095,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 1,165,000	\$ 11,580,000	\$	(1,750)	
Fleet Reserve	\$ 630,000	\$ 925,000	\$ 992,000	\$ 420,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 625,000	\$ 2,150,000	\$ 8,142,000	\$	-	
Landfill Reserve	\$ 350,000	\$ 150,000	\$ 400,000	\$ 750,000	\$ 1,350,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 450,000	\$ 3,650,000	\$	-	
Infrastructure Levy	\$ 3,349,294	\$ 2,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,500,000	\$ 4,000,000	\$ 4,500,000	\$ 5,000,000	\$ 5,500,000	\$ 6,000,000	\$ 39,349,294	\$	(1,343,700)	
Long Term Finance	\$ 3,950,706	\$ 2,000,000									\$ 5,950,706	\$	-	
Grand Total Capital Financing	\$ 19,817,905	\$ 12,487,521	\$ 11,191,366	\$ 11,284,943	\$ 12,297,210	\$ 12,879,508	\$ 17,411,996	\$ 17,572,034	\$ 15,928,179	\$ 17,719,942	\$ 148,590,603	\$	(1,331,103)	
														REVISED FOR January 9, 2018

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