
Submitted by: Diane Larder, Director of Finance

Report No: 2022-034

Council Meeting Date: Regular Council - 16 Feb 2022

Subject: 2022-2026 Five Year Capital Budget

File: 2022-034

RECOMMENDATION:

That Council pass a resolution to receive the 2022-2026 Five Year Capital Budget as information.

BACKGROUND & COMMENTS:

For the 2021 Budget process, Council held a number of budget meetings opened to the public to discuss the 2021-2025 Five Year Capital Budget commencing November 18, 2020. The 2021 capital tax requirement presented was \$3,493,004 with a transfer from the Capital Levy Reserve of \$686,454 to reduce the total Capital Levy Requirement of \$2,806,550. The 2021-2025 Five Year Capital Budget was adopted in principle with a zero percent increase to the Capital Levy for a total of \$2,806,550.

As Council looks to begin discussions for the 2022 budget year, a 1% increase for the Capital Budget is approximately \$28,065. The 2022 Capital Budget tax levy total is \$3,392,898 before any transfers from the Capital Levy Reserve is calculated into the budget. This is a decrease of \$100,106 or 2.95% less in capital spending. This reduction enabled staff to reduce the transfer from Capital Levy Reserve to that of \$432,000, leaving a balance of \$801,397 in the Capital Levy Reserve for future years.

The five year Capital Budget presented before Council illustrates a consistent increase in the capital tax levy requirement of five and half percent (5.5%). This increase includes the elimination of the Capital Levy Reserve to a zero balance by the end of 2026. The year 2027 will see the removal of a large debenture payment of approximately \$243,000 from the total Capital Levy.

The Township continues to see large increases in the cost of equipment and materials and in turn these costs are associated to the increase in the capital levy over the next few years. All equipment purchases are funded from reserves. But if reserves are underfunded, then the Township falls short on funding any new purchases; therefore requiring the need to increase the transfer to reserves.

Illustrated are just a few samples of what the municipality is facing in rising costs.

Equipment

A grader was tendered in March 2021 with a submission price of \$418,362 before tax.

The same make and model of grader with the same equipment on it was tendered in January 2022 with a neighbouring municipality that came in at a price of \$457,000. An increase of \$38,638 or 9.2% in a span of 10 months.

Material

Asphalt Cement (AC) pricing continues to increase steadily over the past year. Jan 2021, the cost for AC was listed at \$617.25 per tonne and at the same time 12 months later the cost is now \$917.50 per tonne. An increase of \$300 or 48.6%.

The cost of living for Ontario from December 2020 to December 2021 sits at a high of 5.2% overall.

Table 1 provides Council as information as part of the 2022 Budget discussion.

- Total Tax Levy Requirement in dollars and percentage
- The Township's tax rate (lower tier tax rate) and percentage increase if any
- Total weighted assessment for the tax year & the percentage increase of assessment over the previous year
- Cost of Living

Budget Years	2019	2020	2021	2022
Tax Levy (Operating & Capital)	8,257,785.50	8,721,928.50	8,927,328.50	
Increase over prior year	6.52%	5.62%	2.35%	
Tax Rate (Zorra portion only)	0.00523541	0.0052314	0.00523139	
Increase over prior year	1.60%	0.0766%	0.0002%	
Assessment	2,729,154,971	3,014,556,509	3,044,425,009	3,076,920,809
Increase over prior year	10.91%	10.46%	0.99%	1.07%
Cost of Living Increase	Jan-19	Jan-20	Jan-21	Dec-21
	1.50%	2.10%	1.10%	5.20%

Attachments:

- The 2022-2026 Capital Plan presentation
- The 2022-2026 Capital Plan - Summary
- The 2022-2026 Detail Capital Plan - Expense & Revenue
- The 2022-2026 Detail Capital Plan - Expenses & Tax Levy Requirement

FINANCIAL IMPLICATIONS:

N/A

LINK TO STRATEGIC PLAN:

Goal:

We are a prosperous community that provides opportunities to work and shop in our community and to grow in a sustainable matter.

Action:

Improving municipal efficiency and transparency

ATTACHMENTS:

[22-02-16 2022-2026 Capital Budget Council Presentation](#)

[2022 TO 2026 Capital Budget Summary](#)

[2022 TO 2026 Capital Budget Detail Expenses](#)

[2022 TO 2026 Capital Budget Detail - Tax Levy](#)

Approved By:

Diane Larder, Director of Finance
Don MacLeod, Chief Administrative Officer
Karen Martin, Director of Corporate Services

Status:

Approved - 09 Feb 2022
Approved - 10 Feb 2022
Approved - 10 Feb 2022



2022 – 2026 Capital Budget Presentation

February 16, 2022
Council Chambers

2022 – 2026 Five Year Capital Budget Plan

The Township continues to work to develop its asset management plans to meet the regulations set out by the Ministry. As we continue to develop the life cycle and service levels of the assets of the municipality this will help us to better understand the financial needs to fund these assets when needed.

Since 2016 the development of the capital and operating budgets have been presented separately with a consolidated tax rate at completion. Enabling Council to understand the full needs of both the operating and capital entities of the Township and the development a long-term capital plan.

Extensive work had gone into preparation of Five-Year Capital Budget based on maintaining the Township's physical assets in good working order. As a Five-Year Capital Budget Plan is a living document, each year during budget deliberations, the prior year Five-Year Capital Budget Plan is scrutinized by staff to ensure the information is accurate and best represents the needs of the Township.

2022 – 2026 Five Year Capital Budget Plan

Township's Capital Plans are developed by staff using the following notable tools; information and methodologies.

- ★ Continue with past practices on fleet replacement life cycles.
- ★ Road improvements are prioritized and evaluated by Director of Public Works based on the information gathered in the 2019 Road Needs Study.
- ★ Bridge and culvert improvements were prioritized and evaluated by the Director of Public Works based on the 2021 Municipal Structure Inspection report prepared by Keystone Bridge Management Corporation for all Township structures with a span greater than 3.0 metres as mandated by MTO biennially.
- ★ Recreation Master Plan (2019)
- ★ Debenture Repayments Schedules (current and proposed)
- ★ Transfers to and From Reserves (current and proposed)

2022 – 2026 Five Year Capital Budget Plan

The next four slides and link comprises of the same information on the capital requirements however displayed as follows:

- Table 1 - High level summary of the Five-Year Capital Budget
- Table 2 - Further Breakdown of Table 1 by department categories.
- Table 3 - Road Construction projects 2022-2026
- Table 4 - Bridge Construction projects 2022-2026
- Table 5 - Road Department vehicle projects 2022-2026
- Table 6 - Fire Department projects 2022 – 2026
- Table 7 - Recreation Department projects 2022-2026
- Table 8 - Transfer to and from Reserve Schedule 2022 – 2026
- Table 9 - Reserve Balances 2022 – 2026
- Table 10 - Debenture Schedule

Total Financial Requirements 2022-2026

Table 1:

Proposed Capital Expenditures:

• Debentures Repayments (Current)	\$ 3,563,516
• Debenture Repayments (Proposed/new)	\$ 2,590,900
• Current level Transfers to Reserves	\$ 4,234,114
• Capital Expenditures all assets	<u>\$18,430,637</u>
	\$28,819,167

Funding Sources

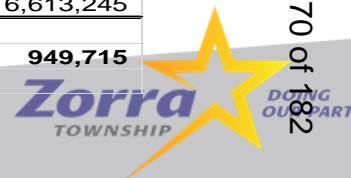
• Other Revenues – Fed/Prov Grant Programs	\$ 229,228
• Other Revenues – Development Charges	\$ 177,580
• Other Revenues – Federal Gas Tax	\$ 1,924,000
• Other Revenues	\$ 4,456,861
• Proposed New Debenture	\$ 0
• Transfers from Reserves/Reserve Funds	<u>\$ 4,184,856</u>
	\$10,972,525

Opening Balance in Infrastructure Capital Reserve

Total Capital Levy Requirement (5 years)	<u>\$ 1,233,397</u>
	<u>\$16,613,245</u>
	\$28,819,167

Table 2:

2022-2026 CAPITAL BUDGET							
Expenditures	PRIOR YEAR - 2021 BUDGET	2022	2023	2024	2025	2026	Total
Debenture Payments	\$ 858,617	\$ 840,391	\$ 772,783	\$ 756,169	\$ 617,600	\$ 576,573	\$ 3,563,516
Proposed New Debenture Paymnts-Public Works	\$ -	\$ 531,464	\$ 524,032	\$ 517,068	\$ 509,168	\$ 509,168	\$ 2,590,900
Transfer to Public Housing Reserve	\$ 595,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserves- Tax levy	\$ 660,000	\$ 691,600	\$ 705,432	\$ 719,541	\$ 733,932	\$ 748,609	\$ 3,599,114
Transfer to Reserves - SWIFT Program	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
Transfer to Reserve - Dam Reserve -new in 2018	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 385,000
UTRCA Budget - Dam Levy 2018	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Capital Expenditures - from detail Listing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Department -Equipment	\$ 10,000	\$ 71,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 111,000
Fire Department -Vehicles	\$ 500,000	\$ -	\$ 650,000	\$ 60,000	\$ -	\$ -	\$ 710,000
Fire Department - Equipment	\$ 110,250	\$ 115,750	\$ 121,550	\$ 127,600	\$ 134,000	\$ 140,030	\$ 638,930
Building - Vehicles	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 75,000	\$ 130,000
Recreation-Pickup	\$ -	\$ 17,500	\$ 110,000	\$ 13,000	\$ 75,000	\$ -	\$ 215,500
Recreation-Embro CC	\$ -	\$ 90,000	\$ 75,000	\$ 125,000	\$ 20,000	\$ -	\$ 310,000
Recreation-Thamesford	\$ 260,000	\$ 16,500	\$ 70,000	\$ -	\$ 120,000	\$ -	\$ 206,500
Recreation-Repairs	\$ 36,500	\$ 96,900	\$ 136,000	\$ 174,000	\$ -	\$ 75,000	\$ 481,900
Recreation - Parks and Trails	\$ 310,000	\$ 385,000	\$ 130,000	\$ 470,500	\$ 120,000	\$ 120,000	\$ 1,225,500
Recreation - New Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roads- Buildings	\$ 10,084,600	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Roads - Vehicles	\$ 660,000	\$ 553,000	\$ 425,000	\$ 525,000	\$ 430,000	\$ 385,000	\$ 2,318,000
Road Construction	\$ 1,167,500	\$ 1,289,697	\$ 1,553,542	\$ 1,445,435	\$ 1,686,663	\$ 1,526,258	\$ 7,501,595
Bridges and Culvert Construction	\$ 811,000	\$ 1,553,712	\$ 596,000	\$ 605,000	\$ 847,000	\$ 950,000	\$ 4,551,712
Total Capital Expenditures	\$ 16,331,267	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 28,819,167
Funding Sources							
- OCIF annual grant - Road infrastructure	\$ (98,663)	\$ (229,228)	\$ -	\$ -	\$ -	\$ -	\$ (229,228)
- ICIF Recreation Infrastructure Program	\$ (183,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Contributions from Reserves	\$ (2,929,903)	\$ (971,856)	\$ (1,385,000)	\$ (723,000)	\$ (645,000)	\$ (460,000)	\$ (4,184,856)
- Other Revenues - Dev Charges - Roads	\$ -	\$ -	\$ (10,465)	\$ -	\$ (48,735)	\$ -	\$ (59,200)
- Other Revenues - Dev Recreation	\$ -	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (118,380)
- Other Revenues - Dev Charges- Splash Pad	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Other Revenues Sources - Other Municipalities	\$ (66,000)	\$ (108,856)	\$ -	\$ (136,500)	\$ (366,155)	\$ -	\$ (611,511)
- Other Revenues Sources-Fundraising	\$ -	\$ (230,000)	\$ -	\$ (245,350)	\$ -	\$ -	\$ (475,350)
- Other Revenues Sources-OTF	\$ -	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)
- Other Revenues - Federal Gas Tax	\$ (260,000)	\$ (884,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (1,924,000)
- Other Revenues MNR Aggregate Royalties	\$ (600,000)	\$ (600,000)	\$ (625,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (3,025,000)
- Other Revenues -Erie Thames Interest	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (295,000)
- New Long Term Debenture	\$ (8,641,697)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ (12,838,263)	\$ (3,156,616)	\$ (2,363,141)	\$ (2,047,526)	\$ (2,002,566)	\$ (1,402,676)	\$ (10,972,525)
CAPITAL TAX LEVY REQUIREMENT	\$ 3,493,004	\$ 3,392,898	\$ 3,663,198	\$ 3,592,787	\$ 3,392,797	\$ 3,804,962	\$ 17,846,642
Transfer from Capital Levy Reserve:	\$ (686,454)	\$ (432,000)	\$ (539,500)	\$ (297,200)	\$ 84,000	\$ (48,697)	\$ (1,233,397)
CURRENT AVERAGE CAPITAL LEVY (5 YEARS)	\$ 2,806,550	\$ 2,960,898	\$ 3,123,698	\$ 3,295,587	\$ 3,476,797	\$ 3,756,265	\$ 16,613,245
Levy Increase Projection		\$ 154,348 5.50%	\$ 162,800 5.50%	\$ 171,889 5.50%	\$ 181,210 5.50%	\$ 279,468 8.04%	\$ 949,715



Five Year Capital Budget Plan Highlights

What the Township could accomplish over the next five years if full implementation of this Five-Year Capital plan occurs.

- ★ Approximately of 5.2 kms of pulverized and repaved roads.
- ★ And 1.6 kms of roads will receive surface treatment
- ★ Approximately 18 Bridge/culverts rehabilitated.
- ★ Replaced 13 Road vehicles & pieces of equipment
- ★ Replaced 1 Fire Pumper and 1 new vehicle for the fire chief
- ★ Over the next 5 years, 4 of the 6 Zorra's playgrounds are scheduled to be retrofitted to the CSA's standard for Childrens' Playspaces and Equipment Z614, along with Annex H; guidelines for creating children's areas that are accessible to persons with disabilities.
- ★ Development of approximately 3km of intra park trail network that will connect park amenities.
- ★ Recreation Arena/Facilities improvements including HVAC units, flooring, brine header, condenser, chiller in community halls/arenas, tables and chairs and a new splash pad for Embro.

Highlights within the Five Year Capital Levy

- ☆ The five (5) year capital plan outlines a need to increase the levy at a consistent 5.50%. This increase includes the depletion of the Capital Levy Reserve by the end of the fifth year.
- ☆ Included within the budget is the annual increase of 2% to the transfer to reserves to help build reserves for the replacement of growing costs of equipment.
- ☆ All funds from the sale of equipment is recommended to be transferred back to reserves to fund future equipment replacement.
- ☆ The Township is experiencing a large increase in costs of purchasing new equipment and this is due to demand and the results of the pandemic.
- ☆ The Township's debenture payments will be reduced by \$243,000 by the 6th year (2027).
- ☆ Portion of the bridge projects outlined within the capital plan are funded by the Canada Community-Building Fund (CCBF), known previously as the Federal Gas Tax.
- ☆ The Township continues to put an average of \$600,000 annually from MNR Royalties from gravel sales towards future road construction projects.

Highlights of the 2022 Capital

- ☆ 2021 to 2022 illustrates an increase of additional \$154,348 levy for capital projects, a total levy requirement of \$2,960,898. This is a 5.50% increase in the tax levy.
- ☆ The transfer from the Capital Levy Reserve is \$432,000. (The transfer from Capital Levy Reserve in 2021 was \$686,454).
- ☆ An announcement from the Ontario Community Infrastructure Fund (OCIF) will see an increase of funding of \$229,299 for 2022. The 5-year capital plan does not reflect any funds being received after 2022 at this time.
- ☆ The splash pad for Embro Park includes \$230,000 from Community Fundraising and a grant application of \$50,000.
- ☆ Included is a final Transfer to Reserves of \$175,000 towards the servicing of broadband.
- ☆ Transfer from Modernization funds of \$61,000 for the purchase of budget software and implementation of strategies towards efficiencies.
- ☆ Public Works has budgeted the purchase of a new grader, replacement of the 2017 pickup truck and a rear mount packer attachment.
- ☆ The 2017 pick up truck will be transferred to the recreation department for staff use. The recreation department has also budget to upgrade the landscape trailer.

Highlights of the 2022 Capital cont'd

- ★ Number of projects scheduled within the Township at many of its facilities and parks include:
 - **Embryo Community Center** – Flooring, Dehumidifier Wheel, Tables and Chairs, Brine Pump repairs
 - **Thamesford District Recreation Center** – Portable Stage and Arena Sound System, Water Softener, Tables and Chairs for the hall
 - **Embryo Town Hall** – Masonary Repairs
 - **Thamesford Public Library /Beatty Room** – Brick Masonry repairs, replacement of the low slopped roof, replacement of roof top units
 - **Thamesford Pool** – simmer replacement, ropes and reel for the lanes
 - **Embryo Park** – Splash pad
 - **Trails** – continued maintenance of all trails

Table 3:

5 YEAR CAPITAL PLAN - ROADS

2022

CATEGORY	ASSET NAME	DESCRIPTION	COST (EST.)	TAXATION	MNR ROYALTIES	OCIF GRANT	DEVELOPMENT CHARGES	FED/PROV GRANT	BOUNDARY MUNICIPALITIES	Description
Pulverize & Pave Two Lifts	15	CPR TO RD 74	\$ 627,814.88	\$ 27,814.88	\$ 600,000.00					
	92	31 TO 29	\$ 321,394.63	\$ 92,166.63		\$ 229,228.00				Top Up of OCIF
		7 Driveway tie-ins @\$1,000	\$ 7,000.00	\$ 7,000.00						
Surface Treatment										
	Banner	Rd 66 to Rd 64	\$ 60,000	\$ 60,000						
Pulverize & Pave one Lift 75mm	Delater	Milton to 21	\$ 91,163	\$ 91,163						
	Sullivan	Washington to End	\$ 32,665	\$ 32,665						
	Battes		\$ 46,997	\$ 46,997						
	Youngs		\$ 46,997	\$ 46,997						
	Milton		\$ 32,665	\$ 32,665						
		23 driveway tie-ins @ \$1000	\$ 23,000	\$ 23,000						
Reconstruction										
TOTAL			\$ 1,289,697	\$ 460,469	\$ 600,000	\$ 229,228	\$ -	\$ -	\$ -	

2023

CATEGORY	ASSET NAME	DESCRIPTION	COST (EST.)	TAXATION	MNR ROYALTIES	OCIF GRANT	DEVELOPMENT CHARGES	FED/PROV GRANT	BOUNDARY MUNICIPALITIES	Description
Pulverize & Pave Two Lifts	64	Hunt to 15	\$ 231,871.25	\$ 221,406.25			\$ 10,465.00			
	98	E of #6 to 29	\$ 1,086,091.47	\$ 461,091.47	\$ 625,000.00					Perth South-Boundary Rd
Surface Treatment		Annual	\$ 100,000	\$ 100,000						
Pulverize & Pave one Lift 75mm	Embro	43 to SWOX	\$ 82,112	\$ 82,112						
	Piovesan	Embro to Embro	\$ 53,467	\$ 53,467						
Reconstruction										
TOTAL			\$ 1,553,542	\$ 918,077	\$ 625,000	\$ -	\$ 10,465	\$ -	\$ -	

• Cont'd Roads 2022- 2026

2024

CATEGORY	ASSET NAME	DESCRIPTION	COST (EST.)	TAXATION	MNR ROYALTIES	OCIF GRANT	DEVELOPMENT CHARGES	FED/PROV GRANT	BOUNDARY MUNICIPALITIES	Description
Pulverize & Pave Two Lifts	78	31 to 33	\$ 301,173.23	\$ 301,173.23						
	78	33 to 35	\$ 301,173.23	\$ 301,173.23						
	78	35 to 37	\$ 301,173.23	\$ -						
	35	68 to 74	\$ 321,914.89	\$ 23,088.12	\$ 600,000.00					
Surface Treatment		Annual-various roads	\$ 100,000	\$ 100,000						
Pulverize & Pave one Lift 75mm										
Reconstruction	88	25 to 23	\$ 120,000	\$ 120,000						
TOTAL			\$ 1,445,435	\$ 845,435	\$ 600,000	\$ -	\$ -	\$ -	\$ -	

2025

CATEGORY	ASSET NAME	DESCRIPTION	COST (EST.)	TAXATION	MNR ROYALTIES	OCIF GRANT	DEVELOPMENT CHARGES	FED/PROV GRANT	BOUNDARY MUNICIPALITIES	Description
Pulverize & Pave Two Lifts	92	25 to 23	\$ 323,964.89	\$ 275,229.39			\$ 48,735.50			
	92	23 to 119	\$ 324,002.09	\$ 324,002.09						
	35	78 to 84	\$ 645,464.05	\$ 45,464.05	\$ 600,000.00					
	25	Entrance tie-ins 60 to Bridge	\$ 4,000.00 \$ 169,231.69	\$ 4,000.00 \$ 147,076.61					\$ 22,155	SWOX-Boundary
Surface Treatment		Annual -various roads	\$ 100,000	\$ 100,000						
Pulverize & Pave one Lift 75mm										
Reconstruction	88	23 to 19	\$ 120,000	\$ 120,000						
TOTAL			\$ 1,686,663	\$ 1,015,772	\$ 600,000	\$ -	\$ 48,736	\$ -	\$ 22,155	

2026

CATEGORY	ASSET NAME	DESCRIPTION	COST (EST.)	TAXATION	MNR ROYALTIES	OCIF GRANT	DEVELOPMENT CHARGES	FED/PROV GRANT	BOUNDARY MUNICIPALITIES	Description
Pulverize & Pave Two Lifts	74	19 to 23	\$ 327,794.63	\$ 327,794.63						
	74	19 to 15	\$ 327,794.63	\$ 327,794.63						
	74	15 to 13	\$ 327,794.63	\$ -						
	745	13 to CH 13 driveway tie-ins @ \$1000	\$ 327,794.63 \$ 13,000.00	\$ 55,589.26 \$ 13,000.00	\$ 600,000.00					
Surface Treatment		annual-various roads	\$ 100,000	\$ 100,000						
Pulverize & Pave one Lift 75mm	Davey	without drain improvements	\$ 35,239	\$ 35,239						
	Newton	19 drive tie-ins @ \$1,000	\$ 47,840 \$ 19,000	\$ 47,840 \$ 19,000						
Reconstruction										
TOTAL			\$ 1,526,258	\$ 926,258	\$ 600,000	\$ -	\$ -	\$ -	\$ -	

Table 4:

5 YEAR CAPITAL PLAN - BRIDGES

2022

CATEGORY	ASSET NAME	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO FEDERAL GAS TAX	FROM FEDERAL GAS TAX	Other	NAME
Transfer to Reserves		Annual Payment		\$ 258,097.92			\$ 258,097.92		
BRIDGES	Bridge 0280	Waffle Slab Bridge	Zorra-Tavistock Line - Misc concrete repairs	\$ 217,712				\$ 108,856	EZT-Boundary
								\$ 108,856	From 2021-Reserves
	Bridge 0330	Concrete Rigid Frame Bridge	Road 78-Overlay, bridge wall, deck drains	\$ 355,000				\$ 95,000	From 2021-Reserves
							\$ 260,000		Gas Tax from 2021
	Bridge 0540	Thames Middle Br	Road 64 - Misc concrete repairs, deck drains, rip rap approach	\$ 698,000	\$ 338,000		\$ 360,000		
	Bridge 0130	Wildwood Lake Bridge East	31st Line (Study)	\$ 15,000			\$ 15,000		
	Bridge 0260	Bridge Culvert	29th Line-deck	\$ 253,000	\$ 4,000		\$ 249,000		One time Top Up
Bridge 0120	Wildwood Lake Bridge West	29th Line (Study)	\$ 15,000	\$ 15,000					
TOTAL				\$ 1,811,810	\$ 357,000	\$ 258,098	\$ 884,000	\$ 312,712	

2023

CATEGORY	ASSET NAME	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO FEDERAL GAS TAX	FROM FEDERAL GAS TAX	Other	NAME
Transfer to Reserves		Annual Payment		\$ 269,319.57			\$ 269,319.57		
BRIDGES	Bridge 0130	Wildwood Lake Bridge East	31st Line - O'Lay, x-joints	\$ 433,000	\$ 173,000		\$ 260,000		
	Bridge 0160	Bridge Culvert	31st Line - Overlay, approach guiderails	\$ 163,000	\$ 163,000				
TOTAL				\$ 865,320	\$ 336,000	\$ 269,320	\$ 260,000		



2024

CATEGORY	ASSET NAME	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO FEDERAL GAS TAX	FROM FEDERAL GAS TAX	Other	NAME
Transfer to Reserves		Annual Payment		\$ 258,097.92		\$ 258,097.92			
BRIDGES	Bridge 0120	Wildwood Lake Bridge West	29th Line - O'Lay, x-joints	\$ 332,000	\$ 72,000		\$ 260,000		
	Bridge 0040	Bridge Culvert	Zorra-Tavistock Line - Approach GR	\$ 41,000	\$ 20,500			\$ 20,500	EZT-Boundary
	Bridge 0020	Trout Creek Bridge	Perth-Oxford Road-Msc Concrete Repairs, O'Lay, B/Wall, Guardrails	\$ 232,000	\$ 116,000			\$ 116,000	Perth East-Boundary
TOTAL				\$ 863,098	\$ 208,500	\$ 258,098	\$ 260,000	\$ 136,500	

2025

CATEGORY	ASSET NAME	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO FEDERAL GAS TAX	FROM FEDERAL GAS TAX	Other	NAME
Transfer to Reserves		Annual Payment		\$ 258,097.92		\$ 258,097.92			
BRIDGES	Culvert	Twin Pipe Culvert	Perth-Oxford Road - South-bridge	\$ 159,000	\$ 159,000				
	Bridge 0640	John N. Meathrell Bridge	25th Line-overlay, approach GR, WP & P; x-joints, drains	\$ 688,000	\$ 84,000		\$ 260,000	\$ 344,000	SWOX-Boundary
TOTAL				\$ 1,105,098	\$ 243,000	\$ 258,098	\$ 260,000	\$ 344,000	

2026

CATEGORY	ASSET NAME	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO FEDERAL GAS TAX	FROM FEDERAL GAS TAX	Other	NAME
Transfer to Reserves		Annual Payment		\$ 258,098		\$ 258,097.92			
BRIDGES	Bridge 0220	Concrete slab culvert	13th Line - waterproof, footing repair	\$ 102,000	\$ 102,000				
	Bridge 0230	Rigid Frame Bridge	Road 88 (Oliver Dr)-Misc concrete repairs, Overlay, WP & P approach GR	\$ 202,000	\$ 202,000				
	Bridge 0320	Concrete Rigid Frame Bridge	23rd Line-Misc concrete repairs, Overlay, guidrails, bank stabilization wing wall	\$ 233,000	\$ 233,000				
	Bridge 0380	Thames R Mid Br 7	27th Line Rd-Misc concrete repairs; O'lay, x-joints guide rail	\$ 306,000	\$ 46,000		\$ 260,000		
	Bridge 0400	Thames R Mid Br 5	31st Line-x-joint, deck drains	\$ 107,000	\$ 107,000				
TOTAL				\$ 1,208,098	\$ 690,000	\$ 258,098	\$ 260,000	\$ -	



Table 5:

5 YEAR CAPITAL PLAN - ROADS - VEHICLES & BUILDINGS

2022

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	FROM RESERVES	TO RESERVES
EQUIPMENT	New Grader	#27 Cat Grader	\$ 470,000		\$ 470,000	
	Pickup	2017 Pickup	\$ 58,000		\$ 58,000	
	Rear Mount Packer Attachment	Rear Mount Packer Attachment	\$ 25,000		\$ 25,000	
	New Building	Appliances, computer techn	\$ 30,000		\$ 30,000	
TRADE-IN/SALE OF OLD INVENTORY	2007 140 M Cat Grader		\$ 50,000.00			\$ 50,000.00
	2004 Cat Grader		\$ 50,000.00			\$ 50,000.00
	2009 Case Backhoe					
	2011 Chev Silverado		\$ 2,000.00			\$ 2,000.00
TRANSFER TO RESERVES						
	Vehicle Reserves		\$ 410,000	\$ 410,000		
	Building Reserves	2009 Case Backhoe	\$ 56,000			\$ 56,000
TOTAL			\$ 1,151,000	\$ 410,000	\$ 583,000	\$ 158,000

2023

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	FROM RESERVES	TO RESERVES
EQUIPMENT	Chipper	#29 2009 Chipper	\$ 75,000		\$ 75,000	
	Tandem	#10 2013 Tandem	\$ 350,000		\$ 350,000	
	Building		-			
TRADE-IN/SALE OF OLD INVENTORY	2009 Vermeer Wood Chipper		\$ 10,000.00			\$ 10,000.00
	2013 Tandem		\$ 40,000.00			\$ 40,000.00
TRANSFER TO RESERVES						
	Vehicle Reserves	2% incr	\$ 418,200	\$ 418,200		
	Building Reserves					
TOTAL			\$ 893,200	\$ 418,200	\$ 425,000	\$ 50,000

2024

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	FROM RESERVES	TO RESERVES
EQUIPMENT	Tractor/Loader	2017 #38 John Deer Tractor/loader	\$ 90,000		\$ 90,000	
	Sweeper	#25 Sweeper	\$ 25,000		\$ 25,000	
	Single Axle	2008 Single Axle	\$ 350,000		\$ 350,000	
	Mower	#41 Mower	\$ 30,000		\$ 30,000	
	Mower	#40 Mower	\$ 30,000		\$ 30,000	
	Building					
TRADE-IN/SALE OF OLD INVENTORY	2017 JD Comact Tractor		\$ 10,000.00			\$ 10,000.00
	2008 Single Axle		\$ 20,000.00			\$ 20,000.00
						\$ -
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 426,564	\$ 426,564		
	Building Reserves					
TOTAL			\$ 981,564	\$ 426,564		\$ 30,000

2025

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	FROM RESERVES	TO RESERVES
EQUIPMENT	Tandem	#23-2015 Tandem	\$ 375,000		\$ 375,000	
	Pickup	#2 2020 Pickup	\$ 55,000		\$ 55,000	
	Building					
TRADE-IN/SALE OF OLD INVENTORY	2015 Tandem		\$ 40,000.00			\$ 40,000.00
	2013 Chevy Silverado		\$ 2,000.00			\$ 2,000.00
						\$ -
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 435,095	\$ 435,095		
	Building Reserves					
TOTAL			\$ 907,095	\$ 435,095		\$ 42,000

2026

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	FROM RESERVES	TO RESERVES
EQUIPMENT	Tandem	2016 #9 Tandem	\$ 385,000		\$ 385,000	
	Building					
TRADE-IN/SALE OF OLD INVENTORY	2016 Tandem		\$ 40,000			\$ 40,000.00
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 443,797	\$ 443,797		
	Building Reserves					
TOTAL			\$ 868,797	\$ 443,797		\$ 40,000

Table 6:

5 YEAR CAPITAL PLAN - FIRE

2022

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	Other
EQUIPMENT	Fire Equipment	Various items	\$ 115,750	\$ 115,750			
TRADE-IN/SALE OF OLD INVENTORY							
TRANSFER TO RESERVES	Vehicle Reserves		\$ 200,000	\$ 200,000			
TOTAL			\$ 315,750	\$ 315,750		\$ -	\$ -

2023

CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	Other
EQUIPMENT	Fire Equipment	Various items	\$ 121,550	\$ 121,550			
	Pumper-Thamesford	2000 Pumper	\$ 650,000			\$ 650,000	
	Custom Cab						
TRADE-IN/SALE OF OLD INVENTORY	Pumper-Thamesford	2000 Pumper	\$ 15,000		\$ 15,000		
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 204,000	\$ 204,000			
TOTAL			\$ 990,550	\$ 325,550	\$ 15,000	\$ 650,000	\$ -

- Cont'd Fire Equipment

2024							
CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	Other
EQUIPMENT	Fire Equipment	Various items	\$ 127,600	\$ 127,600			
	PickUp-Chief	2018 Pickup	\$ 60,000			\$ 60,000	
TRADE-IN/SALE OF OLD INVENTORY	PickUp-Chief	2018 pickup	\$ 25,000.00		\$ 25,000		
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 208,080	\$ 208,080			
TOTAL			\$ 420,680	\$ 335,680		\$ 60,000	\$ -

2025							
CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	Other
EQUIPMENT	Fire Equipment	Various items	\$ 134,000	\$ 134,000			
TRADE-IN/SALE OF OLD INVENTORY							
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 212,242	\$ 212,242			
TOTAL			\$ 346,242	\$ 346,242		\$ -	\$ -

2026							
CATEGORY	EQUIPMENT	REPLACES EQUIPMENT	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	Other
EQUIPMENT	Fire Equipment	Various item-s4.5% increase	\$ 140,030	\$ 140,030			
TRADE-IN/SALE OF OLD INVENTORY							
TRANSFER TO RESERVES	Vehicle Reserves	2% incr	\$ 216,486	\$ 216,486			
TOTAL			\$ 356,516	\$ 356,516		\$ -	\$ -

Table 7:

5 YEAR CAPITAL PLAN - RECREATION

2022

CATEGORY	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	DEVELOPMENT CHARGES	OTHER	PROGRAM NAME
EQUIPMENT	Transfer of Pickup	Public Works	\$ 10,000			\$ 10,000			
	Landscaping Trailer	Parks Fleet	\$ 7,500			\$ 7,500			
						\$ -			
TRADE-IN/SALE OF OLD INVENTORY	Sale of 2020 Dodge Pickup	Embro Fleet	\$ 3,000		\$ 3,000				
TRANSFER TO RESERVES	Annual - 2% increase		\$ 81,600	\$ 81,600					
EMBRO COMMUNITY CENTER	Flooring	Hall	\$ 90,000			\$ 90,000			
	Dehumidifier Wheel	Hall	\$ 7,000	\$ 7,000					
	Table & Chairs	Hall	\$ 7,000	\$ 7,000					
	Brine Pump Repairs	Arena	\$ 5,000	\$ 5,000					
THAMESFORD DISTRICT RECREATION CENTRE	Water Softener	Arena/Hall	\$ 13,500	\$ 13,500					
	Portable Stage	Hall	\$ 11,000			\$ 11,000			
	Arena Sound System	Arena	\$ 5,500			\$ 5,500			
	Hall Table & Chairs	Hall	\$ 7,000	\$ 7,000					
EMBRO PARKS	Splash Pad	Embro Community Center	\$ 355,000	\$ 75,000				\$ 50,000	OTF
							\$ 230,000	Community Fundraising	
THAMESFORD PARKS	Small Dog Area	Grace Patteson Park	\$ 19,000	\$ 19,000					
TRAILS	Intra-park trails	Road 66 Thamesford	\$ 30,000	\$ 6,324			\$ 23,676		
PLAYGROUNDS	all Park playgrounds								
Embro Town Hall	Masonry Repairs		\$ 12,000	\$ 12,000					
Harrington Hall									
Thamesford Public Library/Beaty Room	Brick masonry repairs		\$ 12,000	\$ 12,000					
	replacement-low sloped roof		\$ 4,400	\$ 4,400					
	Roof top units		\$ 16,000	\$ 16,000					
Thamesford Pool	Skimmer replacement		\$ 10,000	\$ 10,000					
	Lanes ropes & reel		\$ 3,000	\$ 3,000					
TOTAL			\$ 709,500	\$ 278,824	\$ 3,000.00	\$ 124,000	\$ 23,676	\$ 280,000	

2023

CATEGORY	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	DEVELOPMENT CHARGES	OTHER	PROGRAM NAME
EQUIPMENT	Electric Pickup Truck	New Purchase	\$ 70,000			\$ 70,000			
	Electric Parks Tractor	Replacement	\$ 40,000			\$ 40,000			
	Transfer of 2019 Dodge 1500-\$15000	From Building Dept							
TRADE-IN/SALE OF OLD INVENTORY	Sale of 2010 GMC Pickup	Thamesford Fleet	\$ 5,000.00		\$ 5,000.00				
	Slae of 2014 Dodge Pickup	Thamesford Fleet	\$ 5,000.00		\$ 5,000.00				
TRANSFER TO RESERVES	Annual - 2% increase		\$ 83,232	\$ 83,232					
EMBRO COMMUNITY CENTER	Replace Brine Header	Arena	\$ 75,000			\$ 75,000			
	Hall Tables & Chairs	Hall	\$ 7,000	\$ 7,000					
THAMESFORD DISTRICT RECREATION CENTRE	Office Renovations	Hall	\$ 6,000	\$ 6,000					
	Replace Chiller	Arena	\$ 70,000			\$ 70,000			
	Replace Dehumidifier	Arena	\$ 50,000	\$ 50,000					
	Roof/Parking Lot Drainage	Arena/Hall	\$ 50,000	\$ 50,000					
	Hall Tables & Chairs	Hall	\$ 7,000	\$ 7,000					
	Dishwasher Replacement	Hall	\$ 6,000	\$ 6,000					
EMBRO PARKS	80'x40' Pavillion	EZCC Park	\$ 194,000	\$ 64,666				\$ 64,667	Community Groups
								\$ 64,667	Grants/Fundraising
THAMESFORD PARKS	TDRC Park Design & Engineering		\$ 15,000	\$ 15,000					
TRAILS	Intra-Park trails		\$ 30,000	\$ 6,324			\$ 23,676		
PLAYGROUNDS	all Park playgrounds	North Park	\$ 85,000	\$ 85,000					
Embros Town Hall									
Harrington Hall									
Thamesford Public Library/Beaty Room									
Thamesford Pool	Pumps & filtration replacement		\$ 10,000	\$ 10,000					
TOTAL			\$ 808,232	\$ 390,222.00	\$ 10,000.00	\$ 255,000	\$ 23,676	\$ 129,334	



Cont'd: Recreation

2024

CATEGORY	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	DEVELOPMENT CHARGES	OTHER	PROGRAM NAME
EQUIPMENT						\$ -			
	Transfer of 2018 Dodge 1500	From Fire Services	\$ 13,000			\$ 13,000			
TRADE-IN/SALE OF OLD INVENTORY									
TRANSFER TO RESERVES	Annual - increase 2%		\$ 84,897	\$ 84,897					
EMBRO COMMUNITY CENTER	Condenser	Arena	\$ 50,000			\$ 50,000			
	Dishwasher Replacement	Hall	\$ 6,000	\$ 6,000					
	HVAC Units	Hall	\$ 75,000			\$ 75,000			
THAMESFORD DISTRICT RECREATION CENTRE	Refridgeration Compressors	Arena	\$ 120,000	\$ 120,000					
	Refridgeration Controls	Arena	\$ 40,000	\$ 40,000					
EMBRO PARKS									
THAMESFORD PARKS	Multi-Use Courts	TDRC Park	\$ 350,500	\$ 105,150				\$ 245,350	Community Fundraising
TRAILS	Intra-park trails		\$ 30,000	\$ 6,324			\$ 23,676		
PLAYGROUNDS	Playground Replacement	Memorial Park-Embros	\$ 90,000	\$ 90,000					
Embros Town Hall									
Harrington Hall									
Thamesford Public Library/Beaty Room									
Thamesford Pool	Diving Board		\$ 8,000	\$ 8,000					
TOTAL			\$ 867,397	\$ 460,371	\$ -	\$ 138,000	\$ 23,676	\$ 245,350	

Cont'd: Recreation

2025

CATEGORY	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	DEVELOPMENT CHARGES	OTHER	PROGRAM NAME
EQUIPMENT	Electric Pickup Truck	Embros Fleet	\$ 75,000			\$ 75,000			
						\$ -			
						\$ -			
TRADE-IN/SALE OF OLD INVENTORY	Sale of 2016 Chevy 1500	Embros Fleet	\$ 5,000.00		\$ 5,000.00				
TRANSFER TO RESERVES	Annual - Increase 2%		\$ 86,595	\$ 86,595					
EMBRO COMMUNITY CENTER	Hot Water Heater		\$ 20,000			\$ 20,000			
THAMESFORD DISTRICT RECREATION CENTRE	Skate Flooring	Arena	\$ 120,000			\$ 120,000			
EMBRO PARKS									
TRAILS	Intra-park trails		\$ 30,000	\$ 6,324			\$ 23,676		
PLAYGROUNDS	Playground Replacement	Southpark-Thamesford	\$ 90,000	\$ 90,000					
Embros Town Hall									
Harrington Hall									
Thamesford Public Library/Beaty Room									
Thamesford Pool									
TOTAL			\$ 426,595	\$ 182,919	\$ 5,000.00	\$ 215,000	\$ 23,676	\$ -	

Cont'd: Recreation

2026

CATEGORY	DESCRIPTION	LOCATION	COST (EST.)	TAXATION	TO RESERVES	FROM RESERVES	DEVELOPMENT CHARGES	OTHER	PROGRAM NAME
EQUIPMENT	Transfer of 2023 Electric Truck-\$30000	Building Dept	\$ 30,000			\$ -			
TRADE-IN/SALE OF OLD INVENTORY	Sale of 2018 Dodge 1500	Thamesford Fleet	\$ 10,000.00		\$ 10,000.00				
TRANSFER TO RESERVES	Annual - increase 2%		\$ 88,326	\$ 88,326					
EMBRO COMMUNITY CENTER	Replace Dehumidifiers		\$ 50,000	\$ 50,000					
THAMESFORD DISTRICT RECREATION CENTRE	Replace HW Boiler	Arena/Hall	\$ 25,000	\$ 25,000					
EMBRO PARKS									
TRAILS	Intra-park trails		\$ 30,000	\$ 6,324			\$ 23,676		
PLAYGROUNDS	all Park playgrounds	EZCC Park	\$ 90,000	\$ 90,000					
Embros Town Hall									
Harrington Hall									
Thamesford Public Library/Beaty Room									
Thamesford Pool									
TOTAL			\$ 323,326	\$ 259,650	\$ 10,000	\$ -	\$ 23,676	\$ -	

Reserve and Reserve Funds

A financial sustainable Township government provides an optimal mix and level of services to the citizens within available means while proactively taking measures to preserve the ability to continue providing value in the long term. Reserves are established to accomplish this goal and to ensure adequate working capital is available for cash flow and contingency purposes.

The Township has a number of reserves and reserve funds as a source of funding to help fund long-term capital planning while maintaining reasonable tax rates and user fees.

A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and therefore do not earn interest on their own.

Reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. All earnings derived from such investments must form part of the reserve fund.

Transfers are made to reserves as part of the annual budget to help finance services without large fluctuations to the tax rate.

Reserve and Reserve Funds

What impact to the Township's Reserves and Reserves Funds over the next five years if full implementation of this Five-Year Capital Plan occurs.

- ★ Decrease of Reserves for 2022, 2023 and 2024 and starts to increase again for 2025 and 2026.
- ★ Funding shortfall in Recreation Reserve at end of 2026.
- ★ Infrastructure Capital Levy Reserve closed out by 2026.
- ★ Development Charges Fees collected over the next five years should fund approved projects under the Development Charges Study and by-law.
- ★ COVID Recovery Reserve will be fully utilized by 2023 with the continuous restrictions in place.
- ★ Fire Reserve will experience a deficit within the reserves for 2023 – 2025 due to the increase cost of vehicle purchases. Staff are in the process of reviewing the full cycle of all equipment within the fire services to ensure financial sustainability.

Staff and Council continue to monitor the impact on Reserves each year when the next capital budget cycle is added.

Table 8 provides a continuity schedule of the Township's Reserves for the next 5 years. These balances may change as the Township completes the 2021 audit.

Table 8:

TOWNSHIP OF ZORRA - RESERVE AND RESERVE FUNDS							
RESERVES	2021	2022	2023	2024	2025	2026	Dec 31, 2026 Closing Balances
Working Fund 500-0050-000;500-0100-000;500-0210-000	\$ 541,209						\$ 541,209
Insurance Deductible 500-0101-000	\$ 39,679						\$ 39,679
Surplus/Deficit Reserve 500-0108-000 (Covid Recovery) 500-0108-000	\$ 614,924 \$ 270,000 \$ 132,661	\$ (203,856) \$ (132,661)					\$ 681,068 \$ -
SWIFT Program 500-0102-000	\$ 520,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 695,000
Moderization Projects 500-0104-000	\$ 122,750	\$ (61,000)					\$ 61,750
Land Development (new 2020) 500-0106-000	\$ 73,646						\$ 73,646
Fire Reserve 500-0120-000;500-0120-122	\$ 380,013 \$ (500,000)	\$ 200,000	\$ 204,000 \$ (650,000)	\$ 208,080 \$ (60,000)	\$ 212,242	\$ 216,486	\$ 210,821
Public Works Housing 500-0159-000	\$ -	\$ -					\$ -
Roads - Vehicles/Equipment Trade-ins 500-0160-000: Purchases	\$ 840,694 \$ - \$ (679,975)	\$ 410,000 \$ 102,000 \$ (553,000)	\$ 418,200 \$ 50,000 \$ (425,000)	\$ 426,564 \$ 30,000 \$ (525,000)	\$ 435,095 \$ 42,000 \$ (430,000)	\$ 443,797 \$ 40,000 \$ (385,000)	\$ 240,375
Roads - Building	\$ -	\$ 56,000 \$ (30,000)					\$ 26,000
Recreation Trade-ins 500-0240-000: Purchases	\$ 227,836 \$ - \$ (67,000)	\$ 81,600 \$ 3,000 \$ (124,000)	\$ 83,232 \$ 10,000 \$ (255,000)	\$ 84,897 \$ - \$ (138,000)	\$ 86,595 \$ 5,000 \$ (215,000)	\$ 88,326 \$ 10,000	\$ (118,514)
Dam Reserve - new in 2018 500-04700-000	\$ 263,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 723,000
Infrastructure Capital levy 500-0170-000	\$ 1,233,397	\$ (432,000)	\$ (539,500)	\$ (297,200)	\$ 84,000	\$ (48,697)	\$ (0)
SUBTOTAL	\$ 4,012,834	\$ (416,917)	\$ (1,012,068)	\$ (178,659)	\$ 311,932	\$ 456,912	\$ 3,174,034
RESERVE FUNDS	2021	2022	2023	2024	2025	2026	Dec 31, 2026 Closing Balances
MNR Tonnage surcharge Fund 500-0161-000	\$ 767,915	\$ 600,000 \$ (600,000)	\$ 600,000 \$ (625,000)	\$ 600,000 \$ (600,000)	\$ 600,000 \$ (600,000)	\$ 600,000 \$ (600,000)	\$ 742,915
Village Affairs/Erie Thames 500-0180-000	\$ 159,141	\$ 30,000 \$ (59,000)	\$ 30,000 \$ (59,000)	\$ 30,000 \$ (59,000)	\$ 30,000 \$ (59,000)	\$ 30,000 \$ (59,000)	\$ 14,141
Severance Fees/Parkland 500-0461-000	\$ 48,213	\$ -					\$ 48,213
Building Department 500-0130-000	\$ 384,131	\$ -	\$ (55,000)			\$ (75,000)	\$ 254,131
Development Charges Fund 500-0401-000	\$ 351,767	\$ 53,340 \$ (23,676)	\$ 53,340 \$ (34,141)	\$ 53,340 \$ (23,676)	\$ 53,340 \$ (72,411)	\$ 53,340 \$ (23,676)	\$ 440,887
Federal Gas Tax Fund 500-0103-000	\$ 659,081	\$ 258,097 \$ (884,000)	\$ 269,319 \$ (260,000)	\$ 258,097 \$ (260,000)	\$ 258,097 \$ (260,000)	\$ 258,097 \$ (260,000)	\$ 36,788
SUBTOTAL	\$ 2,370,248	\$ (625,239)	\$ (80,482)	\$ (1,239)	\$ (49,974)	\$ (76,239)	\$ 1,537,075
TOTAL OF ALL RESERVES/FUNDS	\$ 6,383,083	\$ (1,042,156)	\$ (1,092,550)	\$ (179,898)	\$ 261,958	\$ 380,673	\$ 4,711,110



TABLE 9**Continuity of Reserves for the period of 2021 to 2026**

Type of Reserve	2021	2022	2023	2024	2025	2026
Working Fund	\$ 541,209	\$ 541,209	\$ 541,209	\$ 541,209	\$ 541,209	\$ 541,209
Insurance Deductible	\$ 39,679	\$ 39,679	\$ 39,679	\$ 39,679	\$ 39,679	\$ 39,679
Surplus/Deficit Reserve	\$ 884,924	\$ 681,068	\$ 681,068	\$ 681,068	\$ 681,068	\$ 681,068
Covid Recovery	\$ 132,661	\$ -	\$ -	\$ -	\$ -	\$ -
SWIFT Program	\$ 520,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000	\$ 695,000
Modernization Projects	\$ 122,750	\$ 61,750	\$ 61,750	\$ 61,750	\$ 61,750	\$ 61,750
Land Development (new 2020)	\$ 73,646	\$ 73,646	\$ 73,646	\$ 73,646	\$ 73,646	\$ 73,646
Fire Reserve	\$ (119,987)	\$ 80,013	\$ (365,987)	\$ (217,907)	\$ (5,665)	\$ 210,821
Public Works Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roads-Vehicles/Equipment	\$ 160,719	\$ 119,719	\$ 162,919	\$ 94,483	\$ 141,578	\$ 240,375
Roads-Buildings	\$ -	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Recreation Equipment/Projects	\$ 160,836	\$ 121,436	\$ (40,332)	\$ (93,435)	\$ (216,840)	\$ (118,514)
Dam Reserve	\$ 263,000	\$ 355,000	\$ 447,000	\$ 539,000	\$ 631,000	\$ 723,000
Infrastructure Capital Levy	\$ 1,233,397	\$ 801,397	\$ 261,897	\$ (35,303)	\$ 48,697	\$ -
Total	\$ 4,012,834	\$ 3,595,917	\$ 2,583,849	\$ 2,405,190	\$ 2,717,122	\$ 3,174,034
MNR Tonnage Surcharge Fund	\$ 767,915	\$ 767,915	\$ 742,915	\$ 742,915	\$ 742,915	\$ 742,915
Village Affairs/Erie Thames	\$ 159,141	\$ 130,141	\$ 101,141	\$ 72,141	\$ 43,141	\$ 14,141
Severance Fees/Parkland	\$ 48,213	\$ 48,213	\$ 48,213	\$ 48,213	\$ 48,213	\$ 48,213
Building Department	\$ 384,131	\$ 384,131	\$ 329,131	\$ 329,131	\$ 329,131	\$ 254,131
Development Charges Fund	\$ 351,767	\$ 381,431	\$ 400,630	\$ 430,294	\$ 411,223	\$ 440,887
Federal Gas Tax Fund (CCBF)	\$ 659,081	\$ 33,178	\$ 42,497	\$ 40,594	\$ 38,691	\$ 36,788
Total	\$ 2,370,248	\$ 1,745,009	\$ 1,664,527	\$ 1,663,288	\$ 1,613,314	\$ 1,537,075
Total Reserves	\$ 6,383,082	\$ 5,340,926	\$ 4,248,376	\$ 4,068,478	\$ 4,330,436	\$ 4,711,109

Debenture Schedules

- Outlined in the debenture schedule, the Township will see a large decrease in debenture payments commencing 2027. The remaining debenture will be that belonging to the development of the Thamesford Fire Hall

Table 10:

Debenture Schedule													
<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>
678,622	638,768	648,887	538,228	520,189	298,498	140,998	85,000	85,000	85,000	85,000	85,000	85,000	85,000
<u>161,769</u>	<u>134,015</u>	<u>107,281</u>	<u>79,367</u>	<u>56,385</u>	<u>34,767</u>	<u>23,648</u>	<u>18,530</u>	<u>15,785</u>	<u>13,039</u>	<u>10,324</u>	<u>7,548</u>	<u>4,803</u>	<u>2,057</u>
\$840,391	\$772,783	\$756,169	\$617,596	\$576,573	\$333,265	\$164,646	\$103,530	\$100,785	\$98,039	\$95,324	\$92,548	\$89,803	\$87,057

2022-2026 CAPITAL BUDGET							
<u>Expenditures</u>	PRIOR YEAR - 2021 BUDGET	2022	2023	2024	2025	2026	Total
Debtenture Payments	\$ 858,617	\$ 840,391	\$ 772,783	\$ 756,169	\$ 617,600	\$ 576,573	\$ 3,563,516
Proposed New Debtenture Paymnts-Public Works	\$ -	\$ 531,464	\$ 524,032	\$ 517,068	\$ 509,168	\$ 509,168	\$ 2,590,900
Transfer to Public Housing Reserve	\$ 595,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserves- Tax levy	\$ 660,000	\$ 691,600	\$ 705,432	\$ 719,541	\$ 733,932	\$ 748,609	\$ 3,599,114
Tansfer to Reserves - SWIFT Program	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
Transfer to Reserve - Dam Reserve -new in 2018	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 385,000
UTRCA Budget - Dam Levy 2018	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Capital Expenditures - from detail Listing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
General Department -Equipment	\$ 10,000	\$ 71,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 111,000
Fire Department -Vehicles	\$ 500,000	\$ -	\$ 650,000	\$ 60,000	\$ -	\$ -	\$ 710,000
Fire Department - Equipment	\$ 110,250	\$ 115,750	\$ 121,550	\$ 127,600	\$ 134,000	\$ 140,030	\$ 638,930
Building - Vehicles	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 75,000	\$ 130,000
Recreation-Pickup	\$ -	\$ 17,500	\$ 110,000	\$ 13,000	\$ 75,000	\$ -	\$ 215,500
Recreation-Embros CC	\$ -	\$ 90,000	\$ 75,000	\$ 125,000	\$ 20,000	\$ -	\$ 310,000
Recreation-Thamesford	\$ 260,000	\$ 16,500	\$ 70,000	\$ -	\$ 120,000	\$ -	\$ 206,500
Recreation-Repairs	\$ 36,500	\$ 96,900	\$ 136,000	\$ 174,000	\$ -	\$ 75,000	\$ 481,900
Recreation - Parks and Trails	\$ 310,000	\$ 385,000	\$ 130,000	\$ 470,500	\$ 120,000	\$ 120,000	\$ 1,225,500
Recreation - New Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roads- Buildings	\$ 10,084,600	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Roads - Vehicles	\$ 660,000	\$ 553,000	\$ 425,000	\$ 525,000	\$ 430,000	\$ 385,000	\$ 2,318,000
Road Construction	\$ 1,167,500	\$ 1,289,697	\$ 1,553,542	\$ 1,445,435	\$ 1,686,663	\$ 1,526,258	\$ 7,501,595
Bridges and Culvert Construction	\$ 811,000	\$ 1,553,712	\$ 596,000	\$ 605,000	\$ 847,000	\$ 950,000	\$ 4,551,712
Total Capital Expenditures	\$ 16,331,267	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 28,819,167
Funding Sources							
- OCIF annual grant - Road infrastructure	\$ (98,663)	\$ (229,228)	\$ -	\$ -	\$ -	\$ -	\$ (229,228)
- ICIF Recreation Infrastructure Program	\$ (183,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Contributions from Reserves	\$ (2,929,903)	\$ (971,856)	\$ (1,385,000)	\$ (723,000)	\$ (645,000)	\$ (460,000)	\$ (4,184,856)
- Other Revenues - Dev Charges - Roads	\$ -	\$ -	\$ (10,465)	\$ -	\$ (48,735)	\$ -	\$ (59,200)
- Other Revenues - Dev Recreation	\$ -	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (23,676)	\$ (118,380)
- Other Revenues - Dev Charges- Splash Pad	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Other Revenues Sources - Other Municipalities	\$ (66,000)	\$ (108,856)	\$ -	\$ (136,500)	\$ (366,155)	\$ -	\$ (611,511)
- Other Revenues Sources-Fundraising	\$ -	\$ (230,000)	\$ -	\$ (245,350)	\$ -	\$ -	\$ (475,350)
- Other Revenues Sources-OTF	\$ -	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)
- Other Revenues - Federal Gas Tax	\$ (260,000)	\$ (884,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (1,924,000)
- Other Revenues MNR Aggregate Royalties	\$ (600,000)	\$ (600,000)	\$ (625,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (3,025,000)
- Other Revenues -Erie Thames Interest	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (59,000)	\$ (295,000)
- New Long Term Debtenture	\$ (8,641,697)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ (12,838,263)	\$ (3,156,616)	\$ (2,363,141)	\$ (2,047,526)	\$ (2,002,566)	\$ (1,402,676)	\$ (10,972,525)
CAPITAL TAX LEVY REQUIREMENT	\$ 3,493,004	\$ 3,392,898	\$ 3,663,198	\$ 3,592,787	\$ 3,392,797	\$ 3,804,962	\$ 17,846,642
Transfer from Capital Levy Reserve:	\$ (686,454)	\$ (432,000)	\$ (539,500)	\$ (297,200)	\$ 84,000	\$ (48,697)	\$ (1,233,397)
CURRENT AVERAGE CAPITAL LEVY (5 YEARS)	\$ 2,806,550	\$ 2,960,898	\$ 3,123,698	\$ 3,295,587	\$ 3,476,797	\$ 3,756,265	\$ 16,613,245
Levy Increase Projection		\$ 154,348	\$ 162,800	\$ 171,889	\$ 181,210	\$ 279,468	\$ 949,715
		5.50%	5.50%	5.50%	5.50%	8.04%	

Township of Zorra 2022-2026 Capital Budget

ITEM #	PROJECT	EXPENSES					TOTAL REVENUES	SOURCES OF REVENUES				NAME OF RESERVE OR RESERVE FUND
		2022	2023	2024	2025	2026		FUTURE LEVY	DEBENTURE	OTHER	RESERVES	
#1	<u>Annual Transfer to Reserves funded from Capital Tax Levy</u>											
	COVID Grant											
	General Government	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	
	Fire Vehicle Reserve	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 216,486	\$ 1,040,808	\$ 1,040,808	\$ -	\$ -	\$ -	
	Recreation Reserve	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	\$ 88,326	\$ 424,650	\$ 424,650	\$ -	\$ -	\$ -	
	Dam Reserve	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 460,000	\$ 460,000	\$ -	\$ -	\$ -	
	Public Works Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Roads Vehicles Reserve	\$ 410,000	\$ 418,200	\$ 426,564	\$ 435,095	\$ 443,797	\$ 2,133,656	\$ 2,133,656	\$ -	\$ -	\$ -	
		\$ 958,600	\$ 797,432	\$ 811,541	\$ 825,932	\$ 840,609	\$ 4,234,114	\$ 4,234,114	\$ -	\$ -	\$ -	
#2	<u>Projects Proposed to be funded from Reserves</u>											
	<u>GENERAL GOVERNMENT</u>											
		\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ 51,000	\$ -	\$ -	\$ -	\$ 51,000	Modernization
		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	Modernization
	<u>PROTECTION TO PERSONS & PROPERTY</u>											
2022	Vehicles	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	Fire Reserve
2023	Thamesford Pumper		\$ 650,000				\$ 650,000	\$ -	\$ -	\$ -	\$ 650,000	Fire Reserve
2024	Fire Chief vehicle			\$ 60,000			\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	Fire Reserve
2025	Vehicles				\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	Fire Reserve
2026	Vehicles					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Fire Reserve
	<u>BUILDING</u>											
2023	Replace 2019 Dodge 1500	\$ -	\$ 55,000	\$ -	\$ -	\$ 75,000	\$ 130,000	\$ -	\$ -	\$ -	\$ 130,000	Building Reserves
	<u>PUBLIC WORKS</u>											
2022	Replace #27 Cat Grader	\$ 470,000					\$ 470,000	\$ -	\$ -	\$ -	\$ 470,000	Road - Vehicle Reserve
2022	Replace 2017 Pickup	\$ 58,000					\$ 58,000	\$ -	\$ -	\$ -	\$ 58,000	Road - Vehicle Reserve
2022	Rear Mount Packer Attachment	\$ 25,000					\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	Road - Vehicle Reserve
2023	Replace #29 2009 Chipper		\$ 75,000				\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	Road - Vehicle Reserve
2023	Replace #10 2013 Tandem		\$ 350,000				\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000	Road - Vehicle Reserve
2024	Replace #38 2017 JD Tractor/loader			\$ 90,000			\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000	Road - Vehicle Reserve
2024	Replace #25 - Sweeper			\$ 25,000			\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	Road - Vehicle Reserve
2024	Replace 2008 Single Axles			\$ 350,000			\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000	Road - Vehicle Reserve
2024	Replace #41 Mower			\$ 30,000			\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	Road - Vehicle Reserve
2024	Replace #40 Mower			\$ 30,000			\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	Road - Vehicle Reserve
2025	Replace #23 -2015 Tandem				\$ 375,000		\$ 375,000	\$ -	\$ -	\$ -	\$ 375,000	Road - Vehicle Reserve
2025	Replace #2-2020 Pickup				\$ 55,000		\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000	Road - Vehicle Reserve
2026	Replace 2016 #9 Tandem					\$ 385,000	\$ 385,000	\$ -	\$ -	\$ -	\$ 385,000	Road - Vehicle Reserve
2022	Equipment for New Building	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	Road - Building Reserve
	<u>Recreation</u>											
2022	Pickup from Public Works	\$ 10,000					\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	Recreation Reserve
2022	Landscaping Trailer	\$ 7,500					\$ 7,500	\$ -	\$ -	\$ -	\$ 7,500	Recreation Reserve
2023	Electric Pickup Truck		\$ 70,000				\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	Recreation Reserve
2023	Electric Parks Tractor		\$ 40,000				\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000	Recreation Reserve
2023	Transfer of 2019 Dodge 1500 from Building		\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	Recreation Reserve
2023			\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	Recreation Reserve
2024	Transfer of 2018 Dodge 1500			\$ 13,000			\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000	Recreation Reserve
2025	Electric Pickup Truck-Embroid Fleet				\$ 75,000		\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	Recreation Reserve
2026	Electric Truck from Building Dept-\$30,000					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Recreation Reserve

ITEM #	PROJECT	EXPENSES					TOTAL REVENUES	SOURCES OF REVENUES				NAME OF RESERVE OR RESERVE FUND
		2022	2023	2024	2025	2026		FUTURE LEVY	DEBENTURE	OTHER	RESERVES	
	Embro Community Centre											
2022	Flooring	\$ 90,000					\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000	Recreation Reserve
2023	Replace Brine Header		\$ 75,000				\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	Recreation Reserve
2024	Condenser			\$ 50,000			\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	Recreation Reserve
2024	Hall HVAC units			\$ 75,000			\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	Recreation Reserve
2025	Hot Water Heaters				\$ 20,000		\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	Recreation Reserve
2026		0				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Thamesford District Recreation Centre											
2022	Portable Stage	\$ 11,000					\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000	Recreation Reserve
2022	Arena Sound System	\$ 5,500					\$ 5,500	\$ -	\$ -	\$ -	\$ 5,500	Recreation Reserve
2023	Replace Chiller		\$ 70,000				\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	Recreation Reserve
2024		0					\$ -	\$ -	\$ -	\$ -	\$ -	Recreation Reserve
2025	Skate Flooring				\$ 120,000		\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000	Recreation Reserve
2026		0					\$ -	\$ -	\$ -	\$ -	\$ -	
	Embro Parks											Recreation Reserve
2022	0	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	
2023	EZCC Parks		\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	
2024	0			\$ -			\$ -	\$ -	\$ -	\$ -	\$ -	
2025	0				\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
2026	0					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Thamesford Parks											
2022	0	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	
2023	TDRC park Design & Engineering		\$ 15,000				\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	
2024	TDFRC-Multi-Use Courts			\$ 350,500			\$ 350,500	\$ 105,150	\$ -	\$ 245,350	\$ -	
2025	0				\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
2026	0					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 768,000	\$ 1,400,000	\$ 1,073,500	\$ 645,000	\$ 460,000	\$ 4,346,500	\$ 120,150	\$ -	\$ 245,350	\$ 3,981,000	
#3	Annual Debenture Payments funded from Capital Tax Levy											
	Debenture Payments	\$ 840,391	\$ 772,783	\$ 756,169	\$ 617,600	\$ 576,573	\$ 3,563,516	\$ 3,268,516	\$ -	\$ 295,000	\$ -	ERIE THAMES INT
	<i>Proposed New Debenture Payments - Public Works based on borrowing \$8,641,697 for 25 years 2.15%</i>	\$ 531,464	\$ 524,032	\$ 517,068	\$ 509,168	\$ 509,168	\$ 2,590,900	\$ 2,590,900	\$ -	\$ -	\$ -	
#4	Projects Proposed to be funded from Capital Tax Levy Less Funds from Other Sources											
	Road Construction	\$ 1,289,697	\$ 1,553,542	\$ 1,445,435	\$ 1,686,663	\$ 1,526,258	\$ 7,191,011	\$ 4,166,011	\$ -	\$ 3,025,000	\$ -	MNR Royalties 2020-2024
							\$ 229,228	\$ -	\$ -	\$ 229,228	\$ -	OCIF annual grant
	<i>Details of Projects will be presented by Director of Public Works</i>						\$ -	\$ -	\$ -	\$ -	\$ -	Fed/Prov Grant
							\$ 22,155	\$ -	\$ -	\$ 22,155	\$ -	Boundary Municipalities
							\$ 59,200	\$ -	\$ -	\$ 59,200	\$ -	Development Charges
	BRIDGES											
	Keystone Bridge Management Corp	\$ 1,553,712	\$ 596,000	\$ 605,000	\$ 847,000	\$ 950,000	\$ 3,758,500	\$ 1,834,500	\$ -	\$ 1,924,000	\$ -	Gas Tax 2020-2024
	Details in 2019 Bridge Inspection Report						\$ 793,212	\$ -	\$ -	\$ 589,356	\$ 203,856	Boundary Municipalities

ITEM #	PROJECT	EXPENSES				
		2022	2023	2024	2025	2026
	Trails					
New Projects	Intra-park trails	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
	Playgrounds					
Place & Retr	All parks playgrounds	\$ -	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000
	Splash Pad	\$ 355,000				
	GENERAL					
	Computer workstations	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	FIRE					
	Fire Equipment Replacement	\$ 115,750	\$ 121,550	\$ 127,600	\$ 134,000	\$ 140,030
	RECREATION FACILITIES					
	Embro Townhall					
2022	Masonry Repairs	\$ 12,000				
2023		0	\$ -			
2024		0		\$ -		
2025		0			\$ -	
2026		0				\$ -
	Embro Zorra Community Centre					
2022	Dehumidifier Wheel	\$ 7,000				
2022	Table & Chairs	\$ 7,000				
2022	Brine Pump Repairs	\$ 5,000				
2023	Hall Tables & Chairs		\$ 7,000			
2024	Dishwasher Replacement			\$ 6,000		
2025	0				\$ -	
2026	Replace Dehumidifiers					\$ 50,000
	Thamesford District Recreation Centre					
2022	Water Softener	\$ 13,500				
2022	Hall Table & Chairs	\$ 7,000				
2023	Office Renovations		\$ 6,000			
2023	Replace Dehumidifier		\$ 50,000			
2023	Hall Tables & Chairs		\$ 7,000			
2023	Dishwasher Replacement		\$ 6,000			
2023	Roof/Parking Lot Drainage		\$ 50,000			
2024	Refridgeration Compressors			\$ 120,000		
2024	Refridgeration Controls			\$ 40,000		
2025	0				\$ -	
2026	Replace Hot Water Boiler					\$ 25,000
	Thamesford Public Library/Beaty Room					
	<i>Capital items outlined in Oxford County asset management plan - Zorra share is 40%</i>					
2022	Brick Masonry - repairs	\$ 12,000				
2022	Replacement-low sloped roof	\$ 4,400				
2022	Roof Top Units	\$ 16,000				
2023	0		\$ -			
2024	0			\$ -		
2025	0				\$ -	
2026	0					\$ -

TOTAL REVENUES	SOURCES OF REVENUES				NAME OF RESERVE OR RESERVE FUND
	FUTURE LEVY	DEBENTURE	OTHER	RESERVES	
\$ 150,000	\$ 31,620	\$ -	\$ 118,380	\$ -	
\$ 355,000	\$ 355,000	\$ -	\$ -	\$ -	Development Charges
\$ 125,000	\$ 75,000	\$ -	\$ 50,000	\$ -	Development Charges
\$ 230,000	\$ -	\$ -	\$ 230,000	\$ -	Community Fundraising
\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	
\$ 638,930	\$ 638,930	\$ -	\$ -	\$ -	
\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	
\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	
\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	
\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	
\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	
\$ 13,500	\$ 13,500	\$ -	\$ -	\$ -	
\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	
\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	
\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	
\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	
\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	
\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	
\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	
\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	
\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	
\$ 4,400	\$ 4,400	\$ -	\$ -	\$ -	
\$ 16,000	\$ 16,000	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	

ITEM #	PROJECT	EXPENSES					TOTAL REVENUES	SOURCES OF REVENUES				NAME OF RESERVE OR RESERVE FUND
		2022	2023	2024	2025	2026		FUTURE LEVY	DEBENTURE	OTHER	RESERVES	
	<i>Harrington Hall</i>	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>Thamesford Pool</i>											
2022	Skimmer replacement	\$ 10,000					\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	
2022	Lanes ropes & reel	\$ 3,000					\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	
2023	Pumps & filtration replacement		\$ 10,000				\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	
2024	Diving Pool			\$ 8,000			\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	
2025		0			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
2026		0				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ 4,822,914	\$ 3,828,907	\$ 3,755,272	\$ 3,924,431	\$ 3,907,029	\$ 20,238,552	\$ 13,492,377	\$ -	\$ 6,542,319	\$ 203,856	
	Total	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 28,819,166	\$ 17,846,641	\$ -	\$ 6,787,669	\$ 4,184,856	
	TRANSFER FROM CAPITAL LEVY											
	TOTAL	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 28,819,166	\$ 17,846,641	\$ -	\$ 6,787,669	\$ 4,184,856	

Township of Zorra 2022-2026 Capital Budget

ITEM #	PROJECT	EXPENSES					TAXATION LEVY				
		2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
#1	<u>Annual Transfer to Reserves funded from Capital Tax Levy</u>										
	COVID Grant										
	General Government	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -
	Fire Vehicle Reserve	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 216,486	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 216,486
	Recreation Reserve	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	\$ 88,326	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	\$ 88,326
	Dam Reserve	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000
	Public Works Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roads Vehicles Reserve	\$ 410,000	\$ 418,200	\$ 426,564	\$ 435,095	\$ 443,797	\$ 410,000	\$ 418,200	\$ 426,564	\$ 435,095	\$ 443,797
		\$ 958,600	\$ 797,432	\$ 811,541	\$ 825,932	\$ 840,609	\$ 958,600	\$ 797,432	\$ 811,541	\$ 825,932	\$ 840,609
#2	<u>Projects Proposed to be funded from Reserves</u>										
	<u>GENERAL GOVERNMENT</u>										
		\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>PROTECTION TO PERSONS & PROPERTY</u>										
2022	Vehicles	\$ -					\$ -				
2023	Thamesford Pumper		\$ 650,000					\$ -			
2024	Fire Chief vehicle			\$ 60,000					\$ -		
2025	Vehicles				\$ -				\$ -		
2026	Vehicles					\$ -				\$ -	
	<u>BUILDING</u>										
2023	Replace 2019 Dodge 1500	\$ -	\$ 55,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>PUBLIC WORKS</u>										
2022	Replace #27 Cat Grader	\$ 470,000					\$ -				
2022	Replace 2017 Pickup	\$ 58,000					\$ -				
2022	Rear Mount Packer Attachment	\$ 25,000					\$ -				
2023	Replace #29 2009 Chipper		\$ 75,000					\$ -			
2023	Replace #10 2013 Tandem		\$ 350,000					\$ -			
2024	Replace #38 2017 JD Tractor/loader			\$ 90,000					\$ -		
2024	Replace #25 - Sweeper			\$ 25,000					\$ -		
2024	Replace 2008 Single Axles			\$ 350,000					\$ -		
2024	Replace #41 Mower			\$ 30,000					\$ -		
2024	Replace #40 Mower			\$ 30,000					\$ -		
2025	Replace #23 -2015 Tandem				\$ 375,000				\$ -		
2025	Replace #2-2020 Pickup				\$ 55,000				\$ -		
2026	Replace 2016 #9 Tandem					\$ 385,000				\$ -	
2022	Equipment for New Building	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ITEM #	PROJECT	EXPENSES					TAXATION LEVY				
		2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
	Recreation										
2022	Pickup from Public Works	\$ 10,000					\$ -				
2022	Landscaping Trailer	\$ 7,500					\$ -				
2023	Electric Pickup Truck		\$ 70,000				\$ -				
2023	Electric Parks Tractor		\$ 40,000				\$ -				
2023	Transfer of 2019 Dodge 1500 from Building		\$ -				\$ -				
2023			\$ -				\$ -				
2024	Transfer of 2018 Dodge 1500			\$ 13,000				\$ -			
2025	Electric Pickup Truck-Embroid Fleet				\$ 75,000				\$ -		
2026	Electric Truck from Building Dept-\$30,000					\$ -				\$ -	
	Embroid Community Centre										
2022	Flooring	\$ 90,000					\$ -				
2023	Replace Brine Header		\$ 75,000				\$ -				
2024	Condenser			\$ 50,000				\$ -			
2024	Hall HVAC units			\$ 75,000				\$ -			
2025	Hot Water Heaters				\$ 20,000				\$ -		
2026	0					\$ -				\$ -	
	Thamesford District Recreation Centre										
2022	Portable Stage	\$ 11,000					\$ -				
2022	Arena Sound System	\$ 5,500					\$ -				
2023	Replace Chiller		\$ 70,000				\$ -				
2024	0							\$ -			
2025	Skate Flooring				\$ 120,000				\$ -		
2026	0									\$ -	
	Embroid Parks										
2022	0	\$ -					\$ -				
2023	EZCC Parks		\$ -				\$ -				
2024	0			\$ -				\$ -			
2025	0				\$ -				\$ -		
2026	0					\$ -				\$ -	
	Thamesford Parks										
2022	0	\$ -					\$ -				
2023	TDRC park Design & Engineering		\$ 15,000				\$ 15,000				
2024	TDFRC-Multi-Use Courts			\$ 350,500				\$ 105,150			
2025	0				\$ -				\$ -		
2026	0					\$ -				\$ -	
		\$ 768,000	\$ 1,400,000	\$ 1,073,500	\$ 645,000	\$ 460,000	\$ -	\$ 15,000	\$ 105,150	\$ -	\$ -
#3	Annual Debenture Payments funded from Capital Tax Levy										
	Debenture Payments	\$ 840,391	\$ 772,783	\$ 756,169	\$ 617,600	\$ 576,573	\$ 781,391	\$ 713,783	\$ 697,169	\$ 558,600	\$ 517,573
	<i>Proposed New Debenture Payments - Public Works based on borrowing \$8,641,697 for 25 years 2.15%</i>	\$ 531,464	\$ 524,032	\$ 517,068	\$ 509,168	\$ 509,168	\$ 531,464	\$ 524,032	\$ 517,068	\$ 509,168	\$ 509,168

ITEM #	PROJECT	EXPENSES					TAXATION LEVY							
		2022	2023	2024	2025	2026	2022	2023	2024	2025	2026			
#4	Projects Proposed to be funded from Capital Tax Levy Less Funds from Other Sources													
	Road Construction	\$ 1,289,697	\$ 1,553,542	\$ 1,445,435	\$ 1,686,663	\$ 1,526,258	\$ 460,469	\$ 918,077	\$ 845,435	\$ 1,015,772	\$ 926,258			
	<i>Details of Projects will be presented by Director of Public Works</i>													
	BRIDGES													
	Keystone Bridge Management Corp	\$ 1,553,712	\$ 596,000	\$ 605,000	\$ 847,000	\$ 950,000	\$ 357,000	\$ 336,000	\$ 208,500	\$ 243,000	\$ 690,000			
	Details in 2019 Bridge Inspection Report													
	Trails													
New Projects	Intra-park trails	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 6,324	\$ 6,324	\$ 6,324	\$ 6,324	\$ 6,324			
	Playgrounds													
place & Retr	All parks playgrounds	\$ -	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000			
	Splash Pad	\$ 355,000					\$ 75,000							
	GENERAL													
	Computer workstations	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000			
	FIRE													
	Fire Equipment Replacement	\$ 115,750	\$ 121,550	\$ 127,600	\$ 134,000	\$ 140,030	\$ 115,750	\$ 121,550	\$ 127,600	\$ 134,000	\$ 140,030			
	RECREATION FACILITIES													
	Embro Townhall													
2022	Masonry Repairs	\$ 12,000					\$ 12,000							
2023		0	\$ -					\$ -						
2024		0		\$ -					\$ -					
2025		0			\$ -					\$ -				
2026		0				\$ -					\$ -			
	Embro Zorra Community Centre													
2022	Dehumidifier Wheel	\$ 7,000					\$ 7,000							
2022	Table & Chairs	\$ 7,000					\$ 7,000							
2022	Brine Pump Repairs	\$ 5,000					\$ 5,000							
2023	Hall Tables & Chairs		\$ 7,000					\$ 7,000						
2024	Dishwasher Replacement			\$ 6,000					\$ 6,000					
2025	0				\$ -					\$ -				
2026	Replace Dehumidifiers					\$ 50,000					\$ 50,000			

ITEM #	PROJECT	EXPENSES					TAXATION LEVY				
		2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
	Thamesford District Recreation Centre										
2022	Water Softener	\$ 13,500					\$ 13,500				
2022	Hall Table & Chairs	\$ 7,000					\$ 7,000				
2023	Office Renovations		\$ 6,000					\$ 6,000			
2023	Replace Dehumidifier		\$ 50,000					\$ 50,000			
2023	Hall Tables & Chairs		\$ 7,000					\$ 7,000			
2023	Dishwasher Replacement		\$ 6,000					\$ 6,000			
2023	Roof/Parking Lot Drainage		\$ 50,000					\$ -			
2024	Refridgeration Compressors			\$ 120,000					\$ 120,000		
2024	Refridgeration Controls			\$ 40,000					\$ 40,000		
2025		0			\$ -					\$ -	
2026	Replace Hot Water Boiler					\$ 25,000					\$ 25,000
	Thamesford Public Library/Beaty Room										
	<i>Capital items outlined in Oxford County asset management plan - Zorra share is 40%</i>										
2022	Brick Masonry - repairs	\$ 12,000					\$ 12,000				
2022	Replacement-low sloped roof	\$ 4,400					\$ 4,400				
2022	Roof Top Units	\$ 16,000					\$ 16,000				
2023		0	\$ -					\$ -			
2024		0		\$ -					\$ -		
2025		0			\$ -					\$ -	
2026		0				\$ -					\$ -
	Harrington Hall										
		0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Thamesford Pool										
2022	Skimmer replacement	\$ 10,000					\$ 10,000				
2022	Lanes ropes & reel	\$ 3,000					\$ 3,000				
2023	Pumps & filtration replacement		\$ 10,000					\$ 10,000			
2024	Diving Pool			\$ 8,000					\$ 8,000		
2025		0			\$ -					\$ -	
2026		0				\$ -					\$ -
		\$ 4,822,914	\$ 3,828,907	\$ 3,755,272	\$ 3,924,431	\$ 3,907,029	\$ 2,434,298	\$ 2,800,766	\$ 2,676,096	\$ 2,566,864	\$ 2,964,353
	Total	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 3,392,898	\$ 3,613,198	\$ 3,592,787	\$ 3,392,796	\$ 3,804,962
	TRANSFER FROM CAPITAL LEVY						\$ 432,000	\$ 539,500	\$ 297,200	\$ (84,000)	\$ 48,697
	TOTAL	\$ 6,549,514	\$ 6,026,339	\$ 5,640,313	\$ 5,395,363	\$ 5,207,638	\$ 2,960,898	\$ 3,073,698	\$ 3,295,587	\$ 3,476,796	\$ 3,756,265
							\$ 154,348	Increase 2022 over 2021 Tax Levy			
							5.50%	Increase			