



**SPECIAL GENERAL/FINANCE
COMMITTEE AGENDA REPORT**

TO: Chair Zavitz and Members of the General/Finance Committee

MEETING DATE: January 15, 2021

SUBJECT: REVIEW OF DRAFT 2021 CAPITAL BUDGET AND FORECAST

RECOMMENDATION:

THAT Committee endorse the 2021 Draft 10-Year Capital Budget and Forecast in principle,
AND FURTHER THAT Committee endorse the recommended contributions to reserves to be included in the 2021 Draft Operating and Capital Budgets

APPROVALS:

	Date	Signature
Submitted By: Mark Donaldson, Director of Financial Services	<u>2021-01-12</u>	<u>Original Signed by M. Donaldson</u>
Acknowledged: Derrick Hammond, CAO	<u>2021-01-12</u>	<u>Original Signed by D. Hammond</u>

SUMMARY:

This report provides an overview of the Draft 2021 Capital Budget and Forecast.

ORIGIN:

Section 290(1) of the Municipal Act, 2001 requires local municipalities to prepare and adopt a budget each year. The municipal budget sets out the allocation of financial resources raised through tax and non-tax revenue to support program/service delivery and meet all debt obligations.

BACKGROUND:

Funding a Capital Plan

A key component in the process of building the operating budget involves forecasting the projected needed investments to support the Township's capital program. Following up on Council's desire to look more closely at the 10 Year Capital Forecast, the first meeting of the budget process is intended to be a working session to focus on the capital program expenditures and their financing.

In October 2020, Council provided staff with a budget guideline of a 2.5% increase in operating expenses before contributions to reserves (i.e. day to day expenses only). The determination of the level of contributions to reserves is directly correlated to the level of capital investment. These investments include the acquisition, construction or development of assets such as roads, bridges, buildings, parks, trails, docks, equipment and vehicles that have economic lives extending beyond the current year, and term of Council. As well, other significant non-tangible projects, such as mandatory studies and plans (i.e. Development Charges Study and Official Plan), are also included in the capital plan based on scope and complexity. This ensures that these projects do not contribute to volatility in the operating budget in the year in which such a study or plan project is commenced.

2021 10-Year Capital Budget

As detailed in the Draft Capital Budget, the investments required to support the Township’s infrastructure has increased from \$54.9M in 2018 to \$77.1M - a 40% increase over 3 years. This increase is mainly due to enhanced information provided through engineering and condition assessments as to the state of the Township’s infrastructure and the cost of rehabilitation/replacement. It is vital to fund current and future infrastructure requirements appropriately. The level of forecasted capital investment will inform the overall Operating Budget through Council’s endorsement of a desired level of contributions to reserves, which may create additional pressure on the ability to fund day-to-day operating costs.

Final approval of the Municipal Budget is the responsibility of Council.

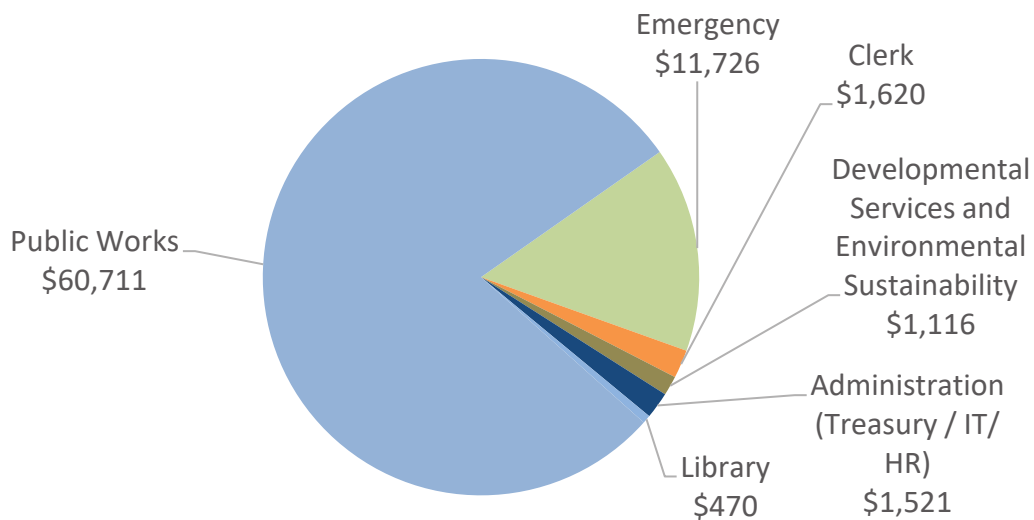
DISCUSSION:

2021 Ten Year Forecast

The 2021 Draft Capital Budget and Forecast, as presented, is projected at approximately \$77,165,000 (nominal dollars). The distribution of this forecast, by division, is as follows:

Chart 1

2021 10-Year Capital Expenditures by Department



Note: Chart is shown in thousands

Public Works

Not unexpectedly, Public Works accounts for nearly 79% of the capital spend over the next 10 years. Of this amount, approximately 65% relate to roads, bridges and culverts. Larger projects proposed for 2021 include:

- Milford Bay Road Culvert (bridge) - \$1,220,000
- Bala Falls Bridge (design) - \$300,000
- Moon River Road – Phase II - \$355,600
- Eveleigh Rd – Phase I - \$450,000
- Doherty Rd Resurfacing - \$354,000

Beyond 2021, major road/bridge projects include:

- Bala Falls Bridge (construction) - \$3,500,000
- Burgess Dam Rehabilitation / Replacement - \$2,250,000
- Eveleigh Road – Phases II and III - \$1,050,000
- Bear Cave Road Resurfacing - \$1,188,300

As part of the Township’s overall planning and priority setting, a Transportation Master Plan has been proposed for 2022.

The remaining share of Public Works is attributable to Township facilities, community centres, arenas, parks and trails, cemeteries and Township equipment (e.g. fleet). Under these areas, major investments proposed for 2021 are related to:

Buildings

Arenas	Community Centres	Facilities
Port Carling Slab Design	Pen Rec Fans, HVAC	Glen Orchard Fuel System
Bala Chiller	Raymond Furnace	PC Fire Hall Retrofit
Ammonia Detection Systems		

Parks

Cemeteries	Parks	Trails
Monument Repairs	Portage St Dock	Hazelwood Trail Improvements
	Baycliffe Dock	Raymond Trail Improvements
		Weir Lake Trail Improvements

As reported earlier to Council, proceeds from the Municipal Modernization Fund will be used to procure a Recreation, Parks and Trails Master Plan and Space Optimization Study in 2021.

Emergency Services

Following Public Works is Emergency Services (Fire), which accounts for 15% of the total capital spend over the next 10 years. The Fire Services capital program requires an annual investment to replace aging vehicles (i.e. pumpers, tankers) for each of the fire stations in accordance with their useful life. In addition, recurring annual investments for self-contained breathing apparatus, pumps, equipment and other safety gear are included in the 10-year plan.

As reported earlier to Council, proceeds from the Municipal Modernization Fund will be used to pay for the ongoing Fire Master Plan which is anticipated to be completed in 2021 (carried forward from 2020).

Other Divisions

The remaining Township divisions account for 6% of the 10-year capital spend. Of note:

- **Clerk's Office** - a document storage facility is forecasted in 2029
- **Planning and Zoning** – a Zoning by-law review is forecasted for 2023, and a review of the Township's Official Plan has been identified in 2030
- **Information Technology** – an IT review (Digital Strategy) plan has been set for 2021 to be funded from Municipal Modernization Funds; a set plan for regular computer system upgrades, along with datacentre server renewal is included in this 10-year plan

FINANCIAL

2021 Capital Budget

Capital expenditures of 2021 is estimated at \$6,807,830, an increase of \$503,030 or 8% from last year's forecast for 2021. Proposed sources of funding for these expenditures in 2021 would include annual government program funding and Township reserves.

Annual Government Program Funding

The Township is expecting government program grant funding for 2021 as follows:

Ontario Municipal Partnership Fund, \$1,490,000
Ontario Community Infrastructure Fund, \$196,000
Federal Gas Tax, Reserve Funds, \$200,000

In addition, the Township has applied for the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream for \$100,000. A decision is expected in Q1 of 2021. As noted earlier, the provincially sponsored Municipal Modernization Fund (transferred to reserves in 2019) has also been identified for selected 2021 projects totalling \$312,000.

As a result, staff are projecting government funding support for capital of \$2,298,000 in 2021 (including Municipal Modernization Funds).

Based on the Q3 forecast presented in November 2020, the 2020 capital budget is not expected to be fully spent. This was due in part to the decision to not proceed with certain projects, such as the Port Carling arena floor replacement and the Portage Street Dock. As well, there was insufficient time to procure some projects due to the approval of the 2020 Budget in May. As a result, unspent funds for capital raised through the property tax levy in 2020 are available in 2021 from reserves. The amount of projected underspending is \$965,600.

Reserves

Based on the forecasted 2021 government grant estimates, the amount required to fund the 2021 Capital Budget is \$4,509,830. While taking into account unspent capital amounts levied in 2020 of \$965,600, the minimum contribution for 2021 is \$3,544,230. This is approximately the same as the 2020 amounts contributed to reserves in 2020 (\$3,417,882).

Future Capital Requirements

In considering how to fund capital infrastructure going forward, Council has three (3) means:

- Annual Government Program Funding and one time grants;
- Reserves established from operating contributions and one-time proceeds from the sale of assets; and
- Debt Financing.

Annual Government Program Funding

Based on the current expected 10-year capital investment is \$77.1 million, it is forecasted that annual government program funding in the future will cover approximately \$19 million, or 25%.

Contribution to Reserves

Based on the above estimate for future annual government program funding, the average annual contribution to reserves to fund the current requirement without depleting (or increasing) any current reserve balances (assuming interest returns of \$1.5M to \$1.7M over 10 years) is approximately \$5.6 million per year to maintain current service levels (including 2021), an increase of approximately 65% over the contributions to reserves in 2020 of \$3.4 million. The impact on the annual property tax levy for this level on contribution to reserves would be significant.

Debt Financing

The Township has an outstanding 20-year debenture for \$1.65 million that matures in 2027. While staff are not proposing any additional debt for 2021, it should be noted that potential reductions in the annual grant programs mentioned earlier by senior governments, combined with the advantages of historically low interest rates, may lead to a consideration of additional debt in the future.

Developing a Financial Plan

Continued contributions to reserves at the current level will not support the 10-year Capital Forecast presented. The 2021 Draft Capital Budget includes several master plans to be presented to Council in the future. The recently approved Strategic Plan for the Township also provides guidance on goals and priorities which will require support from the necessary capital infrastructure. The additional information provided over the next year through these master plans will further inform the needs and estimated costs to potentially enable the Township to prioritize our current asset inventory and service levels in future long term infrastructure plans.

As part of the updated Asset Management Plan, staff will be considering financing strategies including policies on debt, cash and reserve management. These strategies will inform future recommendations on contributions to reserves.

Given the information expected to be received over the next year that will provide added details to further validate updates to this 10-year Draft Capital Forecast, staff are recommending that contributions to reserves for 2021 be modestly increased to \$3,500,000.

STAFF CONTACT FOR MORE INFORMATION:

Mark Donaldson, Director of Financial Services

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BUILDING THE 2021 BUDGET

Continuous Improvement in a COVID-19 Environment

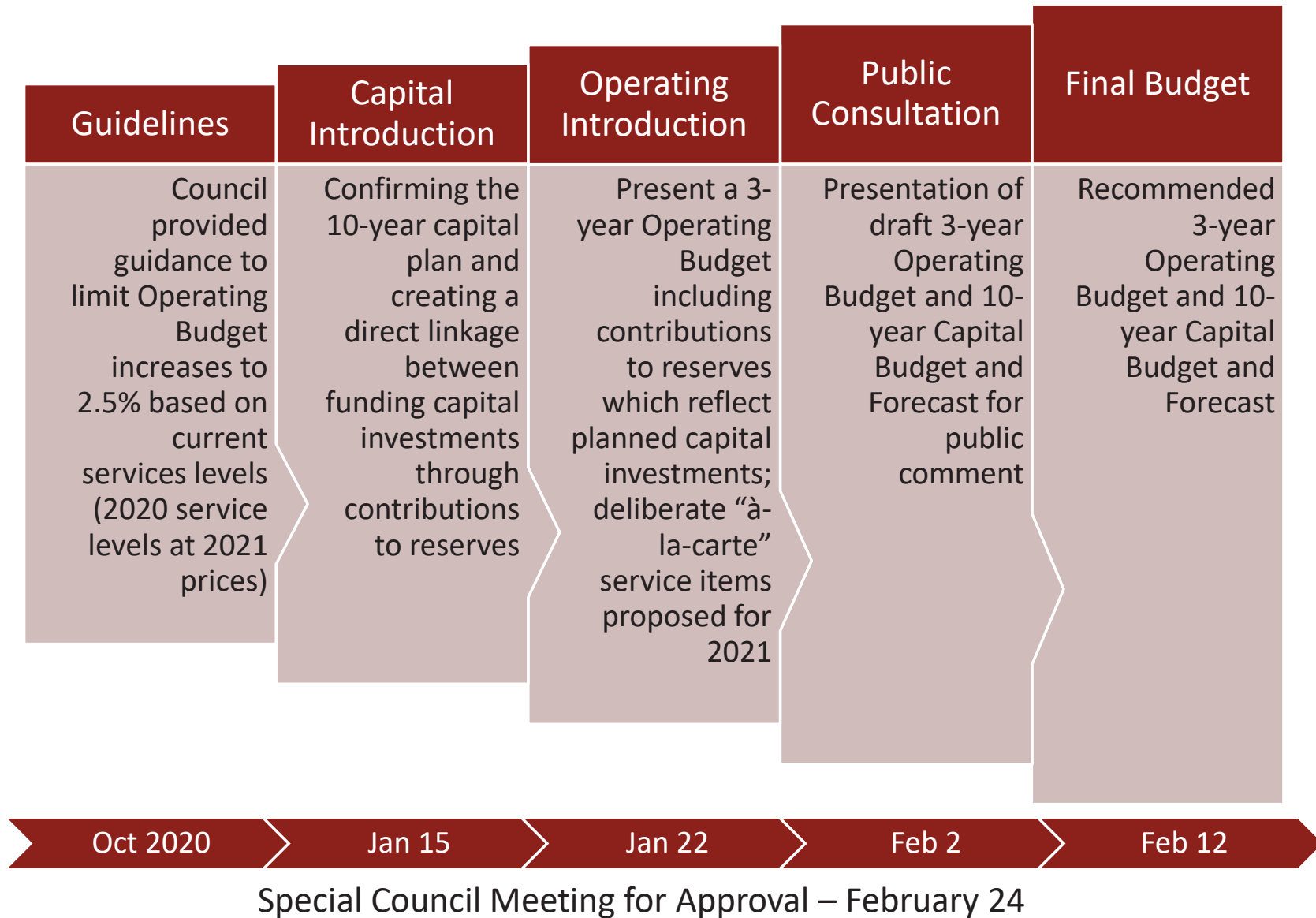
CAPITAL BUDGET INTRODUCTION

JANUARY 15, 2021

Purpose

- To provide Committee members an overview of the 2021 Budget process and status update
- To review the proposed 10-year Capital Budget and Forecast
 - Highlight key changes in forecasted capital infrastructure expenditures for 2021 and the 10-year forecast to 2030 versus prior year
- To determine the impact to the Operating Budget levy increase related to reserve contributions to support future capital investments

2021 Budget Process



2020 Budget Recap

2020 tax levy - \$12,285,251

- 2.1% overall increase over 2019
 - Operating - \$8,867,369 (74%)
 - Transfers to Reserves - \$3,417,882 (26%)

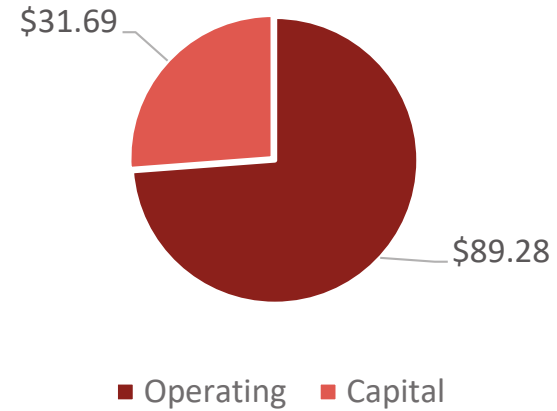
Operating breakdown:

Expenditures \$ 13,301,539
 Revenues (\$ 4,434,170)

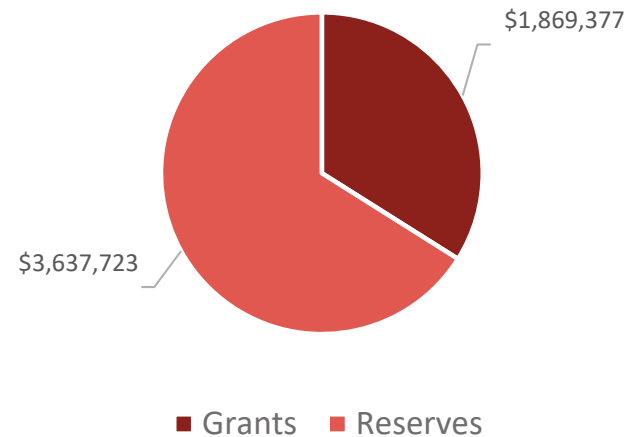
Capital breakdown:

Expenditures \$ 5,507,100
 Sources:
 Grants - \$ 1,869,377 (33%)
 Reserves - \$ 3,637,723 (67%)

2020 Tax Levy per \$100K in Assessment (\$120.97)



2020 Capital Financing



2021 Budget - Guiding Principles

- Fiscal Responsibility
 - Use of prudent estimates
 - Evidence based / value-for-money
- Sustainability
 - Ability to fiscally support current operating and future infrastructure renewal
 - Ensuring adequately funded reserves
- Strategic
 - Aligning priorities with strategic goals
 - Conducting program reviews (service master plans)
- Accountability and Transparency
 - Communication
 - Public engagement

2021 Draft Budget Presentation

- Operating Impacts
 - Presented on a 3-year basis (2021 to 2023)
 - Manage 2020 at 2021 prices within guideline (2.5%)
 - Impact of new “à-la-carte” initiatives
 - 2021 Contribution to reserves
 - Review of COVID-19 costs (Safe Restart Funding)
- Capital Impacts
 - Presented over a 10-year horizon
 - Summary of financing impacts



BUILDING THE 2021 OPERATING BUDGET

Initial 2021 Operating Budget

- Based on Council's guideline of 2.5% increase, 2021 operating costs for existing service levels are tracking
 - Service level enhancements (a la carte items) will be incremental to the current estimated increase of 2.5% for operating costs
- The overall levy increase will be determined by the level of increase in the contributions to reserves to support capital projects as well as Council's selection of service level enhancements ("a la carte" budget items)

Service Enhancements Previously Discussed

Incremental to current service levels to be discussed at a future session:

New positions:

- Planner I
- Public Works – Mechanic
- Bylaw Enforcement – Manager and Seasonal
- Communications Officer
- Roadside Maintenance (seasonal)

Additional requests:

- Township 50th Anniversary
- Reserve for MAHC Redevelopment
- Winter Lights Beautification
- Business Attraction Video

Establishing Reserve Contributions

- This review of the Capital Budget and 10-year Forecast will inform the required reserve contributions needed in 2021 and over time that would be funded through the property tax levy
- Increasing infrastructure estimates to support current service levels is placing increasing pressure on supporting day-to-day operating costs without significant impact on the required tax levy
- The linkage between the capital funding requirement and the contributions to reserves is essential to ensuring the municipality is financially prepared to make the necessary investments to support its infrastructure

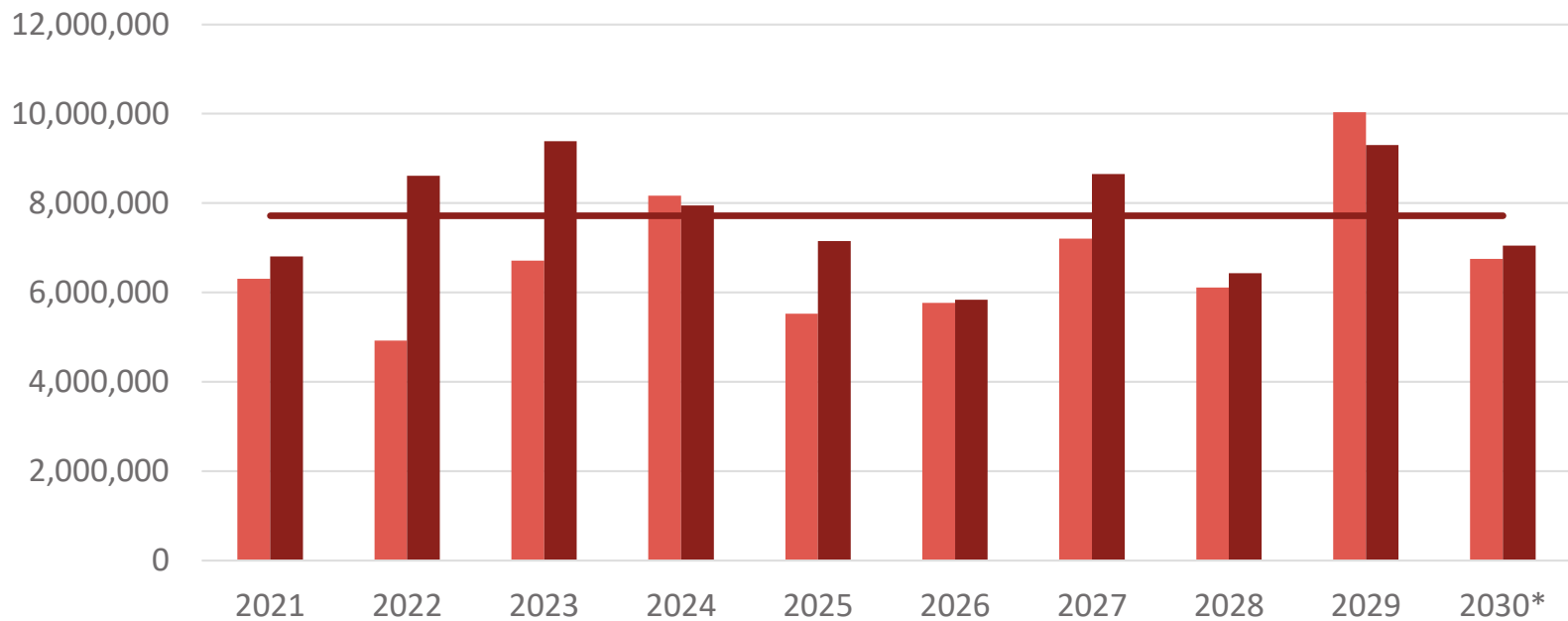


2021 DRAFT CAPITAL BUDGET

10-Year Capital Forecast

- The 10-year Capital Forecast has increased by \$11 million from \$66.2 million to \$77.2 million
 - Expenditures for 2021 have increased by 6.1%, but the average 10-year investment has increased by 22%

Expenditures by Year – Prior year vs Current year Forecast



*2030 amount from 2020 Budget represents 9-year average from 2021-2029

Legend: 2020 (light red bar), 2021 (dark red bar), 2021 Average (dark red line)

Maintaining What We Have

- Forecasted capital investment has increased by 40% since 2018
 - 2018 10-year Capital Forecast - \$54.9 million
- Ongoing assessment of infrastructure through asset management
 - Potential for further need for investment in future years
- Balancing affordability, timing and risk (liability and health and safety concerns) are drivers for investments to maintain infrastructure at current service levels
- Service master plans (e.g. Fire, Parks and Recreation, Space Optimization) and implementation of the new Township Strategic Plan will help to inform capital priorities

Asset Management

- Building a complete picture of needs and responsibilities
 - With more detail comes increased costs of capital renewal
- Asset management plans must include levels of service requirements to reflect changing demands over time
 - Enhancements are needed to what would be considered generally accepted standards

Example: where a surface treated road may have been adequate in the past, this is no longer the case and to move to the next level requires extensive reconstruction well beyond that which would have previously been required

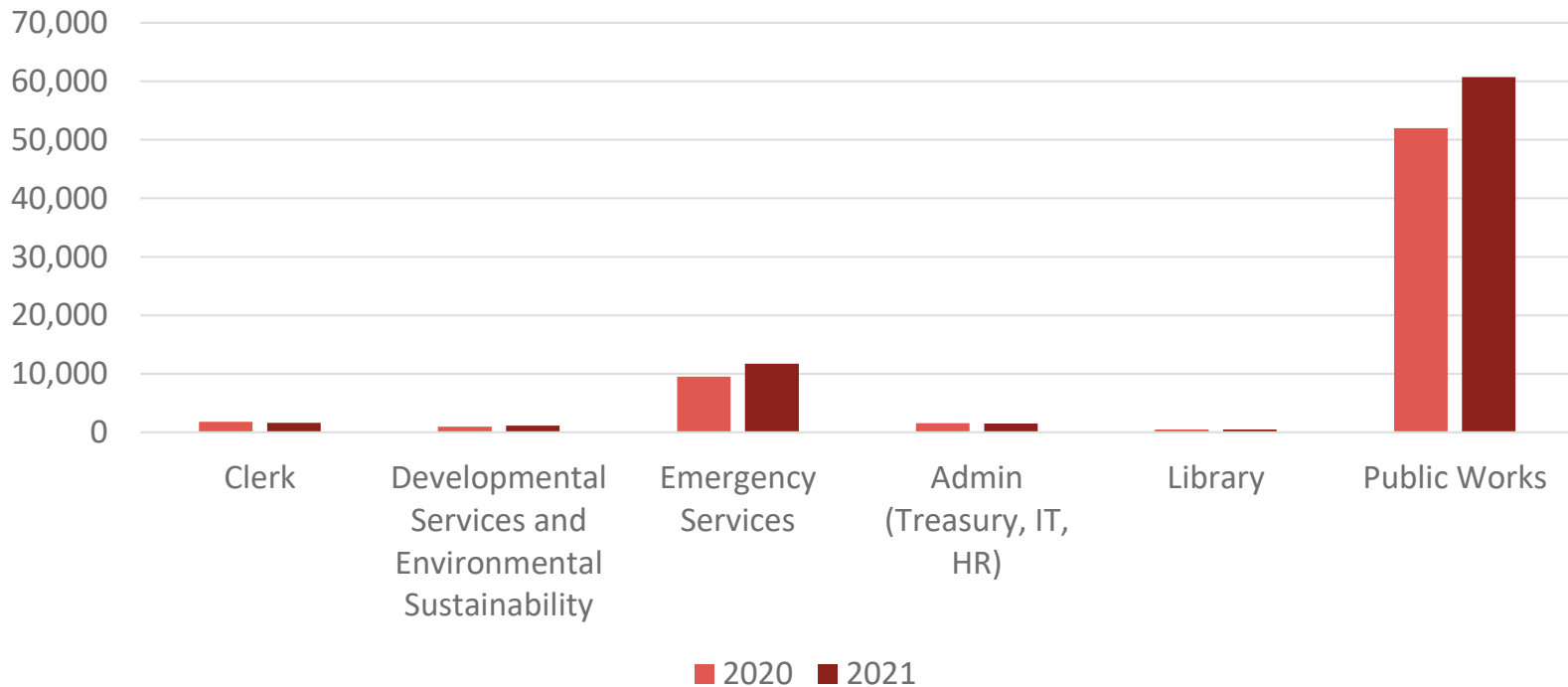
- Ensuring service levels are appropriate (not higher than needed)
 - Higher levels of service comes at an increased cost

Example: hot mix or surface treatment where only gravel is required
- Deferral will result in a backlog of needs that are piling up at an increased cost in order to achieve the same result
- Ensuring services are commensurate with the demand to maximize available funding resources

Capital Expenditure by Department

- Public Works accounts for 80% of capital expenditures
 - The increase in Public works over 2020 was 17%, or \$8.7M
 - The increase in Emergency Services over 2020 was 9.2%, or \$2.2M

**10-Year Capital Expenditures by Department
Prior year vs Current year Forecast**





DEPARTMENTAL CAPITAL BUDGETS

Public Works - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Cemeteries		10	10		4	6		8		
Parks	780	349	439	289	319	303	145	174	619	628
Trails	55		31			6				

Key 2021 Projects

- Monument Repairs
- Portage St Dock
- Baycliffe Dock
- Hazelwood Trail Improvements
- Raymond Trail Improvements
- Weir Lake Trail Improvements

Future Projects

- Foot's Bay Wharf
- Beaumaris Wharf
- Hanna Park Play Structure
- Trails Improvements
- Trails Expansion

Public Works - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Community Centres	14	134	149	134	129	346	189	168	205	194
Arenas	267	1,240	437	1,412	579	615	349	361	416	417
Facilities	393	1,308	1,213	111	64	150	99	112	64	66

Key 2021 Projects

- Port Carling Arena – slab design
- Bala Arena – chiller
- Ammonia detection system
- Peninsula CC - fans / HVAC
- Raymond CC Furnace
- Glen Orchard garage – Fuel System
- Port Carling Fire Hall - retrofit

Future Projects

- Port Carling Arena – slab replacement
- Bala Arena – slab replacement
- Accessibility (AODA) Compliance
- Port Carling CC - roof
- Kitchen Equipment
- Milford Bay CC – floor
- Township Hall – renovations
- Patterson Garage - replacement

Public Works - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Roads	2,989	2,001	3,303	3,006	3,157	2,378	3,721	3,129	3,867	2,829
Bridges and Culverts	325	1,911	1,947	1,058	1,078	330	229	610	907	492
Township Equipment	485	672	592	603	615	628	632	673	320	711

Key 2021 Projects

- Milford Bay Road culvert
- Bala Falls Bridge - design
- Tandem Truck - replacement
- Medium Duty Truck - replacement
- Excavator refurbishment
- Moon River Road – Phase II
- Eveleigh Road – Phase I
- Doherty Road - resurfacing

Future Projects

- Bala Falls Bridge
- Burgess Dam
- Tandem trucks - replacements
- Backhoe
- Light duty truck replacements
- Eveleigh Road – Phase II and III
- Bear Cave Road - resurfacing

Emergency Services - CAPITAL (in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Fire	1,034	836	790	845	944	909	3,059	899	1,155	1,242
Emergency Management	12									

Key 2021 Projects

- Fire Dispatch upgrades to equipment to accommodate enhanced 911 service
- Replace Pumper 1 Glen Orchard
- Replace Snowmobile for Minett
- Replace Water Rescue Boat Port Carling

Future Projects

- Replace Pumper 4 Torrance (2022)
- Replace Tanker 77 Raymond (2023)
- Replace Pumper 5 and replace Minett Fire Station 5 (2027)

Development Services and Environmental Sustainability - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Comm/ED				150						
Building	41	41	47	43	44	44	45	53	46	80
By-law			2		40			6		
Planning	61		132							200

Key 2021 Projects

- Vehicle replacement (Building)
- Review of Tourist Resort Official Plan Policy Set (Planning)

Future Projects

- Port Carling Mural – renewal (Economic Development – 2024)
- Annual vehicle replacement (Building)
- Zoning Bylaw Review (Planning - 2023)
- Official Plan Review (Planning – 2030)

General - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Financial Services				40					50	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Information Technology	269	41	228	125	102	44	106	77	415	47
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
HR				30					35	

Key 2021 Projects

- Township IT Review / Digital Strategy
- Asset management system implementation
- Bi-annual license fee (Microsoft licenses)
- Refresh of obsolete hardware

Future Projects

- Review of development charges – 2024, 2029 (Financial Services)
- Refresh data centre servers - 2023, 2029 (IT)
- Compensation review – 2024, 2029 (HR)

Clerk & Council - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Clerk	24	23	24	45	32	32	34	46	1,217	36

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Council				70				80		

Key 2021 Projects

- Miscellaneous furnishings, renovations (recurring)

Future Projects

- Document storage facility (2029)
- Updated Strategic Plan (2024, 2028)

Library - CAPITAL

(in '000s)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Library	63	43	41	45	43	47	44	49	46	50

Key 2021 Projects

- Library collection (recurring)
- New circulation desk

Future Projects

- Computer upgrade (biennial)



CAPITAL FINANCING

Sources of Funding

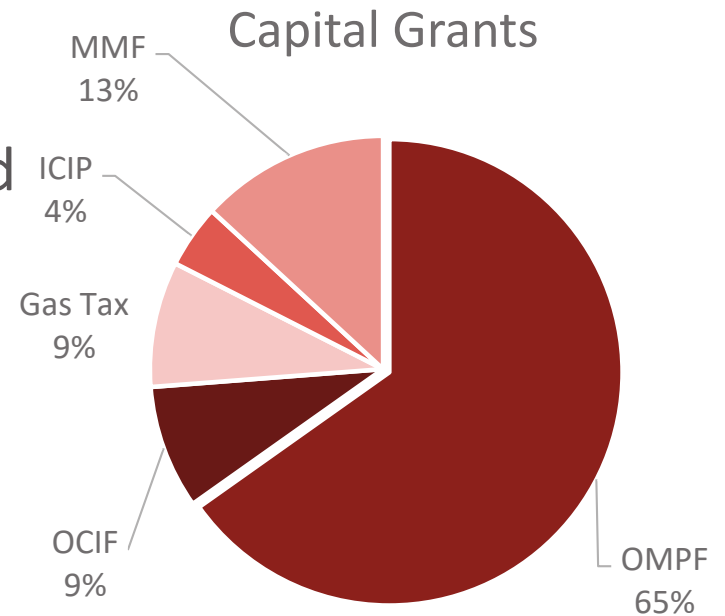
Capital investments can be funded from:

- Government grants
 - Recurring and one-time grants
 - Aligning priorities with senior governments for eligibility
- Funding from reserves
 - Ensures that funding is available when needed
 - Contributions from property levy or one-time sale of surplus assets
- Debt financing
 - Historically low interest rates
 - Spreads the cost over a longer time horizon

Annual Government Program Funding

Provincial support comes by way of:

- Ontario Municipal Partnership Fund
- Ontario Community Infrastructure Fund
- Federal Gas Tax
- Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream (2021 only)
- Municipal Modernization funding (to support planned program reviews)



For 2021, grant funding is estimated at \$2.3M

Over the next 10 years, the Township is forecasting between \$19-\$20 million* in infrastructure grant funding, leaving approximately \$55M to \$56M to be funded by property owners

- Assuming \$1.5M - \$1.7M of interest earned to offset some requirements

* Excluding yet to be announced federal stimulus as announced in 2020 Fall Update

Increasing Pressure on Levy

Based on a 10-year funding requirement of \$77 million, approximately 75% of funding will need to come from Township ratepayers

- Stable, predictable contributions will mitigate the volatility on the annual tax rate
- Use of debt financing would increase cost but lessen the impact by spreading out over a longer time horizon

Funding Sources for Capital



2021 Recommendation

- Service master plans will be developed in 2021
 - These plans will assist to inform Council on recommendations for future service design
- Ongoing development of asset management plans will refine a more complete picture of what the township is responsible for and what the needs are, along with detailed costs
- Additional time required to develop a comprehensive financing plan for long-term capital costs that will help mitigate the short term impact on the tax levy

INCREASE 2021 CONTRIBUTION TO RESERVES TO \$3,500,000 (2.5% over 2020) AND REPORT BACK WITH FINANCING OPTIONS FOR UPDATED 10-YEAR PLAN IN 2022

Questions?



2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Clerk	22,000	22,418	23,882	24,136	31,268	31,862	33,587	34,225	1,204,351	42,645	1,470,374
Council	-	-	-	70,000	-	-	-	80,000	-	-	150,000
Communication / Economic	-	-	-	150,000	-	-	-	-	-	-	150,000
Protective Inspection	40,000	40,760	46,726	42,324	43,128	43,947	44,782	53,619	46,500	94,767	496,553
By-Law Enforcement	-	-	-	-	43,128	-	-	-	-	-	43,128
Planning and Zoning	60,000	-	129,795	-	-	-	-	-	-	236,918	426,713
Fire Stations	1,034,230	836,364	790,417	845,280	943,663	909,303	3,059,335	898,699	1,154,839	1,241,665	11,713,795
Emergency Management	12,300	-	-	-	-	-	-	-	-	-	12,300
Treasury	-	-	-	40,000	-	-	-	-	50,000	-	90,000
Information Technology	269,500	40,760	228,439	84,647	102,428	43,947	106,358	77,576	365,025	47,384	1,366,064
Human Resources	-	-	-	30,000	-	-	-	-	35,000	-	65,000
Muskoka Lakes Public Library	62,500	43,307	41,015	44,969	42,589	46,694	44,222	48,485	45,919	50,345	470,045
Cemeteries	-	10,190	10,460	349	4,469	6,085	359	8,119	488	-	40,519
Parks	780,000	348,498	439,227	288,859	319,145	302,686	145,542	173,976	619,032	627,832	4,044,797
Community Centres	14,000	133,999	149,005	134,377	129,383	346,084	189,205	167,701	205,530	194,273	1,663,557
Arenas	267,000	1,239,817	437,150	1,412,550	578,793	614,711	349,301	361,299	415,943	416,975	6,093,539
Facilities	392,500	1,308,396	1,213,325	111,099	64,153	150,519	98,521	111,801	63,938	65,745	3,579,997
Trails	55,000	-	31,151	-	-	5,493	-	-	-	-	91,644
Township Equipment	485,000	672,540	591,866	603,111	614,570	628,445	632,548	673,087	319,688	710,753	5,931,608
Roads	2,988,800	2,000,827	3,303,203	3,005,663	3,156,951	2,377,652	3,720,838	3,128,714	3,866,770	2,829,509	30,378,927
Bridges and Culverts	325,000	1,910,625	1,946,927	1,058,090	1,078,194	329,604	229,509	610,342	906,751	491,604	8,886,646
	6,807,830	8,608,501	9,382,588	7,945,454	7,151,862	5,837,032	8,654,107	6,427,643	9,299,774	7,050,415	77,165,206

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Clerk										
00001 - Inflation Factor - Clerk	-	418	882	1,136	2,268	2,862	3,587	4,225	168,351	6,645
29006 - Clerks - Document Storage - to reserves	-	-	-	-	-	-	-	-	1,000,000	-
95003 - Clerks - Furniture and Fixtures	15,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000
95004 - Clerks - Municipal Office Renovations Misc	7,000	7,000	8,000	8,000	9,000	9,000	10,000	10,000	11,000	11,000
Total 012100 - Clerk	22,000	22,418	23,882	24,136	31,268	31,862	33,587	34,225	1,204,351	42,645
Total Clerk	22,000	22,418	23,882	24,136	31,268	31,862	33,587	34,225	1,204,351	42,645
Council										
20037 - Council - Strategic Plan Update - NEW	-	-	-	70,000	-	-	-	80,000	-	-
Total 011100 - Council	-	-	-	70,000	-	-	-	80,000	-	-
Total Council	-	-	-	70,000	-	-	-	80,000	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Communications/Economic Development										
24003 - ED - Port Carling Wall Mural	-	-	-	150,000	-	-	-	-	-	-
Total 012307 - Communications/Economic	-	-	-	150,000	-	-	-	-	-	-
Protective Inspection										
00005 - Inflation Factor - Building	-	760	1,726	2,324	3,128	3,947	4,782	6,619	6,500	14,767
20041 - Vehicle 2	-	-	-	-	40,000	-	-	-	-	40,000
21012 - Vehicle 3	40,000	-	-	-	-	-	-	40,000	-	-
22003 - Vehicle 4	-	40,000	-	-	-	-	-	-	40,000	-
23005 - Vehicle 5	-	-	40,000	-	-	-	-	-	-	40,000
23006 - MNR Air photos of Municipality (Partnership	-	-	5,000	-	-	-	-	7,000	-	-
24008 - Vehicle 1	-	-	-	40,000	-	-	-	-	-	-
BU2501 - Vehicle 6	-	-	-	-	-	40,000	-	-	-	-
BU2601 - Vehicle 7	-	-	-	-	-	-	40,000	-	-	-
Total 024100 - Protective Inspection	40,000	40,760	46,726	42,324	43,128	43,947	44,782	53,619	46,500	94,767
By-Law Enforcement										
00006 - Inflation Factor - By-Law	-	-	-	-	3,128	-	-	-	-	-
23007 - Vehicle	-	-	-	-	40,000	-	-	-	-	-
Total 025100 - By-Law Enforcement	-	-	-	-	43,128	-	-	-	-	-
Planning & Zoning										
00004 - Inflation Factor - Planning	-	-	4,795	-	-	-	-	-	-	36,918
21011 - Tourist Resort Policy Review	60,000	-	-	-	-	-	-	-	-	-
23004 - Zoning By-Law Review	-	-	125,000	-	-	-	-	-	-	-
30001 - OP Review	-	-	-	-	-	-	-	-	-	200,000
Total 081100 - Planning & Zoning	60,000	-	129,795	-	-	-	-	-	-	236,918
Total Development Services and Environmental	100,000	40,760	176,521	192,324	86,256	43,947	44,782	53,619	46,500	331,685

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Fire Stations										
00003 - Inflation Factor - Fire	-	15,595	29,201	46,406	68,437	81,670	326,698	110,937	161,430	193,483
20034 - Master Fire Plan	62,000	-	-	-	-	62,000	-	-	-	-
20035 - Superior Tanker Shuttle Testing	-	-	-	-	7,800	-	-	-	-	7,800
20036 - Car 1 - Chief	-	-	-	-	70,000	-	-	-	-	70,000
21003 - Self Contained Breathing Apparatus Filling	49,000	-	-	-	-	-	-	-	-	-
21004 - Car 2 - Deputy Chief	70,000	-	-	-	-	70,000	-	-	-	-
21007 - Pumper 4 - Torrance	-	399,000	-	-	-	-	-	-	-	-
21008 - Zodiac/Motor/Trailer Port Carling	50,000	-	-	-	-	-	-	-	-	-
21009 - Sled/Trailer - Windermere	-	-	21,900	-	-	-	-	-	-	-
21079 - Dispatch Upgrade to Barrie Fire	100,000	-	-	-	-	-	-	-	-	-
22001 - Car 3 - Fire Prevention/By-Law	-	70,000	-	-	-	-	70,000	-	-	-
22002 - Pumper 1 - Glen Orchard	399,000	-	-	-	-	-	-	-	-	-
22046 - High Angle Rescue Gear	-	35,000	-	-	-	-	-	-	-	-
23002 - Sled/Trailer - Bala	-	-	-	-	22,900	-	-	-	-	-
23003 - Tanker 77 - Raymond	-	-	382,000	-	-	-	-	-	-	-
24005 - Zodiac/Motor/Trailer Bala	-	-	-	50,000	-	-	-	-	-	-
24006 - Rescue Sled/Trailer - Minett	21,900	-	-	-	-	-	-	-	-	-
24007 - Pumper 77 - Raymond	-	-	-	399,000	-	-	-	-	-	-
25001 - Pumper 2 - Foot's Bay	-	-	-	-	399,000	-	-	-	-	-
25002 - Rescue Sled/Trailer - Foot's Bay	-	-	-	21,900	-	-	-	-	-	-
25003 - Wildland 4/Trailer	-	-	-	-	-	-	-	-	-	40,000
26007 - Tanker 5 - Minett	-	-	-	-	-	382,000	-	-	-	-
27001 - Bunker Gear Washing Machines in Hall	-	-	-	-	-	-	15,000	15,000	-	-
27002 - Pumper 5 - Minett	-	-	-	-	-	-	399,000	-	-	-
27003 - Minett Station - Station 5 - (1961) 60 years	-	-	-	-	-	-	1,900,000	-	-	-
27065 - Confined Space Rescue Gear	-	-	-	-	-	-	30,000	-	-	-
28002 - Tanker 6 - Port Carling	-	-	-	-	-	-	-	382,000	-	-
28066 - Tablets Ipads (10 pumpers, 3 Cmd, 4 Boats, 10	-	-	38,000	-	-	-	-	-	-	-
28067 - Swift Water Rescue Equipment	-	-	-	-	-	-	-	65,000	-	-
29003 - Marine navigatioin (Sonar/Radar/Depth)	-	-	-	-	-	-	-	-	20,400	-
29005 - Marine 1 - Foot's Bay Fire Boat	-	-	-	-	-	-	-	-	210,000	-
29007 - Tanker 3 - Bala	-	-	-	-	-	-	-	-	382,000	-
30002 - Zodiac/Motor/Trailer Raymond	-	-	-	-	-	-	-	-	50,000	-
30003 - Tanker 7	-	-	-	-	-	-	-	-	-	382,000
30004 - Marine 5 Minett Fire Boat	-	-	-	-	-	-	-	-	-	210,000
98021 - Traffic Safety Vests, Traffic Cones, Signage, Flares	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
98024 - Water Ice Rescue Gear	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
98026 - Rescue Saws and Chainsaws Every other year	5,400	-	5,400	-	7,400	-	7,400	-	7,400	-
98027 - Communications Infrastructure (13 Pagers and 7	14,700	14,994	15,294	15,600	15,912	16,230	16,555	16,886	17,223	17,568
98028 - Thermal Imaging Cameras	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
98029 - Gas Detection	-	8,400	-	8,400	-	8,400	-	8,400	-	8,400
98030 - Fire Hose full truck compliment NFPA 9x100mm,	13,777	14,053	14,334	14,620	14,913	15,211	15,515	15,825	16,142	16,465
98031 - Portable Pump, Wildland pump, Generator, Batt	22,800	23,256	23,721	24,196	24,679	25,173	25,677	26,190	26,714	27,248
98032 - Boat Pumps - new	-	26,000	26,000	26,000	26,000	-	-	-	-	-
98033 - Nozzels, Fittings, Adaptors, and Tools	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
98034 - PPE for 15 Firefighters per year	54,975	56,075	57,196	58,340	59,507	60,697	61,911	63,149	64,412	65,700

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
98035 - Self Contained Breathing Apparatus 10 per year	116,700	119,034	121,415	123,843	126,320	128,846	131,423	134,052	136,733	139,467
98036 - Auto Extrication Equipment	14,800	15,096	15,398	15,706	58,800	16,340	16,667	17,001	17,341	17,687
98041 - AED for Each Vehicle, 2 per annum	5,678	5,792	5,907	6,026	6,146	6,269	6,394	6,522	6,653	6,786
Total 021100 - Fire Stations	1,034,230	836,364	790,417	845,280	943,663	909,303	3,059,335	898,699	1,154,839	1,241,665
Emergency Management										
20040 - Exercise Plan and Training	12,300	-	-	-	-	-	-	-	-	-
Total 021200 - Emergency Management	12,300	-	-	-	-	-	-	-	-	-
Total Emergency Services	1,046,530	836,364	790,417	845,280	943,663	909,303	3,059,335	898,699	1,154,839	1,241,665

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Treasury										
24002 - Finance - Development Charges Background	-	-	-	40,000	-	-	-	-	50,000	-
Total 012200 - Treasury	-	-	-	40,000	-	-	-	-	50,000	-
Information Technology										
00002 - Inflation Factor - Information Technology	-	760	8,439	4,647	7,428	3,947	11,358	9,576	51,025	7,384
20026 - M-Files project and cleanup of laserfiche (prior	28,500	-	-	-	-	-	-	-	-	-
20027 - Projection Displays (3) Council	20,000	-	-	-	-	-	-	14,000	22,000	-
20028 - Projection Display-Comm. Room	6,000	-	-	-	-	-	-	-	7,000	-
20029 - Conference Phones (Council/Bd.Rm.)	-	-	-	-	-	-	-	6,000	-	-
20030 - Scanners/Printers/Projectors	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20031 - Cityworks Asset Management System (prior	55,000	-	-	-	-	-	-	-	-	-
20032 - Public Works Fleet Management Software	10,000	-	-	-	-	-	-	-	-	-
20033 - Property Tax Ebilling (Paymentus)	5,000	-	-	-	-	-	-	-	-	-
21001 - Digital Strategy	50,000	-	-	-	-	-	-	-	-	-
23001 - DataCentre servers	-	-	125,000	-	-	-	-	-	130,000	-
24001 - Public Wifi Connectivity	-	-	-	40,000	-	-	-	-	-	-
28001 - Smart Board - Board Room	-	-	-	-	-	-	-	8,000	-	-
29001 - Webcasting upgrades	-	-	-	-	-	-	-	-	20,000	-
29002 - VOIP phone system upgrade	-	-	-	-	-	-	-	-	40,000	-
99115 - Computer Related	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
99116 - Mobile Hardware	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
99118 - New and Renew Microsoft Software licenses (2	55,000	-	55,000	-	55,000	-	55,000	-	55,000	-
Total 012600 - Information Technology	269,500	40,760	228,439	84,647	102,428	43,947	106,358	77,576	365,025	47,384
Total Financial Services	269,500	40,760	228,439	124,647	102,428	43,947	106,358	77,576	415,025	47,384
012500 - Human Resources/Health & Safety										
24004 - HR - Comprehensive Compensation review and	-	-	-	30,000	-	-	-	-	35,000	-
Total 012500 - Human Resources/Health & Safety	-	-	-	30,000	-	-	-	-	35,000	-
Total Human Resources/Health & Safety	-	-	-	30,000	-	-	-	-	35,000	-
Muskoka Lakes Public Library										
00012 - Inflation Factor - Library	-	807	1,515	2,469	3,089	4,194	4,722	5,985	6,419	7,845
20107 - Circulation Desk (prior year plus current	23,000	-	-	-	-	-	-	-	-	-
99006 - Collection	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
99009 - Office Furniture	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
99100 - Computers	-	3,000	-	3,000	-	3,000	-	3,000	-	3,000
Total 072100 - Muskoka Lakes Public Library	62,500	43,307	41,015	44,969	42,589	46,694	44,222	48,485	45,919	50,345
Total Library	62,500	43,307	41,015	44,969	42,589	46,694	44,222	48,485	45,919	50,345

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Cemeteries										
00008 - Inflation Factor - Cemeteries	-	190	460	349	469	1,085	359	1,619	488	-
22015 - Ufford-Front Fence	-	10,000	-	-	-	-	-	-	-	-
23015 - Ziska-Front Fence	-	-	10,000	-	-	-	-	-	-	-
25010 - Doherty-Fencing	-	-	-	-	4,000	-	-	-	-	-
26018 - Port Carling-Paint Fence	-	-	-	-	-	5,000	-	-	-	-
28006 - Repaint Roof	-	-	-	-	-	-	-	6,500	-	-
Total 055000 - Cemeteries	-	10,190	10,460	349	4,469	6,085	359	8,119	488	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Parks										
00007 - Inflation Factor - Parks	-	6,498	16,227	15,859	23,145	27,186	15,542	21,476	86,532	97,832
20051 - Baycliffe Park-Paint Washrooms	-	-	-	-	1,000	-	-	-	-	-
20501 - Baycliffe/Milford Bay Redeck Dock	-	-	-	-	45,000	-	-	-	-	-
20505 - Portage Street Dock replacement	420,000	-	-	-	-	-	-	-	-	-
21013 - Excavator 20202 (JD 4210)	50,000	-	-	-	-	-	-	-	-	-
21068 - Hannah Park - Playground mulch	-	6,000	-	-	-	-	-	-	-	-
21069 - General Locations - Animal proof garbage	-	-	-	-	-	10,000	-	-	-	-
21071 - Hazelwood Trail - Trailhead Improvements	35,000	-	-	-	-	-	-	-	-	-
21076 - Baycliffe Park Dock - Replace Decking	80,000	-	-	-	-	-	-	-	-	-
21078 - Port Carling Snow Mobile Bridge - Deck repairs	-	7,500	-	-	-	-	-	-	-	-
21081 - Vehicle 21102 - 1 T (2011 Chev)	85,000	-	-	-	-	-	-	-	-	-
21098 - Various Locations Washroom Renovations	-	-	15,000	-	-	-	-	-	-	-
22010 - Bert Simms Rd. Dock	-	12,000	-	-	-	-	-	-	-	-
22014 - Four Mile Point Park-Swim Dock	-	5,000	-	-	-	-	-	-	-	-
22034 - Huckleberry Trail	-	20,000	-	-	-	-	-	-	-	-
22051 - Bala Sports Park - Accessible pathways	-	10,000	-	-	-	-	-	-	-	-
22052 - Bala Sports Park - Footpath bridge replacement	-	20,000	-	-	-	-	-	-	-	-
22053 - General Locations-Animal Proof garbage	-	10,000	-	-	-	-	-	-	-	-
22054 - Port Carling Snow Mobile Bridge - Deck repairs	-	7,500	-	-	-	-	-	-	-	-
22058 - Rosseau Lake Rd. 2 Dock	-	90,000	-	-	-	-	-	-	-	-
22059 - Sunset Park (Queen's Walk) Dock	-	104,000	-	-	-	-	-	-	-	-
22060 - Bert Sims Dock	-	20,000	-	-	-	-	-	-	-	-
23012 - Beaumaris Wharf	-	-	320,000	-	-	-	-	-	-	-
23013 - Jaspen Park-Playground replacement Phase 1	-	-	35,000	-	-	-	-	-	-	-
23014 - Torrance Ball Diamond-Fencing for dog park	-	-	8,000	-	-	-	-	-	-	-
23067 - General Locations - Animal proof garbage	-	-	10,000	-	-	-	-	-	-	-
24015 - Skeleton Lake Rd.2 Dock	-	-	-	125,000	-	-	-	-	-	-
24016 - Baycliffe Park-Swim Dock	-	-	-	5,000	-	-	-	-	-	-
24051 - Huckleberry Trail-Parking Area	-	-	-	40,000	-	-	-	-	-	-
24078 - General Locations - Animal proof garbage	-	-	-	20,000	-	-	-	-	-	-
24079 - Jaspen Park - Playground Replacement Phase 2	-	-	-	32,500	-	-	-	-	-	-
25053 - Trailer 20803-2008 Weberlane-L'scpe	-	-	-	-	10,000	-	-	-	-	-
25056 - Hannah Park-Playground Eqpt.. Phase 1	-	-	-	-	75,000	-	-	-	-	-
25059 - Brandy Lake Dock	-	-	-	-	15,000	-	-	-	-	-
26015 - Dock Road facility	-	-	-	-	-	50,000	-	-	-	-
26077 - Hanna Park - Playground Replacement Phase 2	-	-	-	-	-	105,000	-	-	-	-
26084 - Nine Mile Lake Launch	-	-	-	-	-	70,000	-	-	-	-
27005 - Gordon St. Dock	-	-	-	-	-	-	20,000	-	-	-
27082 - Leonard Lake Road Facility	-	-	-	-	-	-	15,000	-	-	-
27083 - Church Rd. Dock	-	-	-	-	-	-	15,000	-	-	-
27084 - Long Lake Dock/Ramp	-	-	-	-	-	-	15,000	-	-	-
28076 - Foot's Bay Wharf	-	-	-	-	-	-	-	100,000	-	-
29076 - Foot's Bay Wharf	-	-	-	-	-	-	-	-	500,000	500,000
96015 - Jaspen Park-Paint Washrooms	-	-	2,500	-	-	2,500	-	-	-	-
96018 - Sports Park-Refurbish Bleachers	-	-	-	5,000	-	-	-	-	-	-
96022 - Port Sandfield Park-Paint Washrooms	-	-	2,500	-	-	-	-	2,500	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
96027 - Sunset Park-Paint Washrooms	-	-	-	2,500	-	-	-	-	-	-
96028 - Torrance Ball Diamond-Gravel	-	-	-	-	-	5,500	-	-	-	-
96032 - Windermere Park-Paint Washrooms	-	-	-	2,500	-	-	-	-	2,500	-
96034 - Windsor Park-Paint Washrooms	-	-	-	-	-	2,500	-	-	-	-
PW21097 - Parks and Trails Master Plan	110,000	-	-	-	-	-	-	-	-	-
PW22055 - Various Locations - Washroom Renovations	-	30,000	-	-	-	-	-	-	-	-
PW23068 - Various Locations - Washroom Renovations	-	-	30,000	-	-	-	-	-	-	-
PW24080 - Torrance Ball Diamond - Clay/Sand	-	-	-	10,500	-	-	-	-	-	-
PW24081 - Various Locations - Washroom Renovations	-	-	-	30,000	-	-	-	-	-	-
PW25055 - Various Locations - Washroom Renovations	-	-	-	-	30,000	-	-	-	-	-
PW25060 - Beaumaris Wharf	-	-	-	-	120,000	-	-	-	-	-
PW26078 - Various Locations - Washroom Renovations	-	-	-	-	-	30,000	-	-	-	-
PW27079 - Milford Bay Replace Play Structures	-	-	-	-	-	-	35,000	-	-	-
PW27080 - Various Locations - Washroom Renovations	-	-	-	-	-	-	30,000	-	-	-
PW28073 - Sunset Park - Play Structures	-	-	-	-	-	-	-	20,000	-	-
PW28074 - Various Locations - Washroom Renovations	-	-	-	-	-	-	-	30,000	-	-
PW29072 - Washroom Renovations Phase 9	-	-	-	-	-	-	-	-	30,000	-
PW30024 - Various Locations - Washroom Renovations	-	-	-	-	-	-	-	-	-	30,000
Total 071100 - Parks	780,000	348,498	439,227	288,859	319,145	302,686	145,542	173,976	619,032	627,832

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Community Centres										
00009 - Inflation Factor - Community Centre	-	2,499	5,505	7,377	9,383	31,084	20,205	20,701	28,730	30,273
20070 - Torrance CC Automatic Door Openers	-	-	-	-	-	6,000	-	-	-	-
21020 - Paint Siding/Replace Waterfall	-	-	-	-	-	52,000	-	-	-	-
21061 - Milford Bay Community Centre - Ductless Split	-	-	15,000	-	-	-	-	-	-	-
21062 - Peninsula Recreation Centre - Replace Range	-	-	6,500	-	-	-	-	-	-	-
21090 - Re-pave Parking Area	-	-	-	-	-	25,000	-	-	-	-
21103 - Misc HVAC	-	5,000	-	-	-	-	-	-	-	-
21104 - Convert to Propane/A/C Unit	5,500	-	-	-	-	-	-	-	-	-
22016 - Replace Generator	-	20,000	-	-	-	-	-	-	-	-
22017 - Exterior Painting	-	17,500	-	-	-	-	-	-	-	-
22018 - Oil Furnace	-	10,000	-	-	-	-	-	-	-	-
22019 - Hot Water Tank/Water Fountain	-	8,000	-	-	-	-	-	-	-	-
22020 - Retrofit LED Main Hall/Dark Sky Lighting	-	7,000	-	-	-	-	-	-	-	-
22021 - Paint Siding	-	7,000	-	-	-	-	-	-	-	-
22022 - Septic System	-	30,000	-	-	-	-	-	-	-	-
22023 - Septic Bed	-	15,000	-	-	-	-	-	-	-	-
22061 - Misc HVAC	-	12,000	-	-	-	-	-	-	-	-
23016 - Misc. Interior Finishes	-	-	7,500	-	-	-	-	-	-	-
23017 - Generator	-	-	40,000	-	-	-	-	-	-	-
23018 - Flat Roof	-	-	45,000	-	-	-	-	-	-	-
23019 - Effluent Pump/Gas Hot Water Tank	-	-	5,000	-	-	-	-	-	-	-
23020 - Replace South Exit	-	-	16,000	-	-	-	-	-	-	-
23070 - Paving Stone Walkway	-	-	8,500	-	-	-	-	-	-	-
24020 - Paint/Stain Facility	-	-	-	26,000	-	-	-	-	-	-
24021 - Misc. Kitchen Eqpt.	-	-	-	13,000	-	-	-	-	-	-
24022 - Misc. Kitchen Eqpt.	-	-	-	15,000	-	-	-	-	-	-
24023 - Re-Paint Siding/Sheds	-	-	-	18,000	-	-	-	-	-	-
24025 - Misc. Plumbing	-	-	-	25,000	-	-	-	-	-	-
24026 - Electric Heaters	-	-	-	15,000	-	-	-	-	-	-
24027 - Repair Front Entrance	-	-	-	15,000	-	-	-	-	-	-
25012 - Convert to Propane	-	-	-	-	16,000	-	-	-	-	-
25013 - Replace Side Deck	-	-	-	-	8,000	-	-	-	-	-
25014 - Flooring	-	-	-	-	40,000	-	-	-	-	-
25015 - Carrier R/T Unit	-	-	-	-	28,000	-	-	-	-	-
25016 - Misc. Bldg. Envelope	-	-	-	-	12,000	-	-	-	-	-
25017 - Range Hood Downstairs	-	-	-	-	16,000	-	-	-	-	-
26019 - Replace Kitchen Flooring	-	-	-	-	-	6,500	-	-	-	-
26024 - HVAC Convert to Propane	-	-	-	-	-	5,500	-	-	-	-
26085 - Accessibility Upgrade	-	-	-	-	-	220,000	-	-	-	-
27010 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	14,000	-	-	-
27012 - Carpet Downstairs	-	-	-	-	-	-	8,000	-	-	-
27013 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	16,500	-	-	-
27014 - Paint Kitchen Roof	-	-	-	-	-	-	6,500	-	-	-
27015 - Ceiling Fans	-	-	-	-	-	-	7,000	-	-	-
27016 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	5,500	-	-	-
27017 - Rear Deck	-	-	-	-	-	-	8,000	-	7,500	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
27089 - Kitchen Equipment Misc	-	-	-	-	-	-	9,000	-	-	-
27090 - Misc. Interior Finishes	-	-	-	-	-	-	6,500	-	-	-
27091 - Septic System	-	-	-	-	-	-	35,000	-	-	-
27092 - Convert to Propane	-	-	-	-	-	-	11,000	-	-	-
27093 - Generator	-	-	-	-	-	-	35,000	-	-	-
27094 - Repaint siding / windows	-	-	-	-	-	-	7,000	-	-	-
28008 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	10,000	-	-
28009 - Commercial Dishwasher	-	-	-	-	-	-	-	15,000	-	-
28010 - Misc. Bldg. Envelope	-	-	-	-	-	-	-	6,500	-	-
28011 - Septic System	-	-	-	-	-	-	-	18,000	-	-
28080 - Kitchen Equipment Misc	-	-	-	-	-	-	-	15,000	-	-
28081 - Tables/Chairs	-	-	-	-	-	-	-	7,500	-	-
28082 - Replace waterfall	-	-	-	-	-	-	-	52,000	-	-
28083 - A/C Unit	-	-	-	-	-	-	-	5,000	-	-
28084 - Paving Stone Walkway	-	-	-	-	-	-	-	18,000	-	-
29014 - Re-pave parking area	-	-	-	-	-	-	-	-	60,000	-
29015 - Re-paint Roof	-	-	-	-	-	-	-	-	11,000	-
29017 - Replace Paving Stones/Stairs	-	-	-	-	-	-	-	-	75,000	-
29020 - Main Hall Windows	-	-	-	-	-	-	-	-	18,000	-
29022 - Remove Dead Trees	-	-	-	-	-	-	-	-	5,300	-
30029 - Kitchen Equipment Misc	-	-	-	-	-	-	-	-	-	7,500
30030 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	-	8,500
30031 - Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	-	8,500
30032 - Replace A/C Units	-	-	-	-	-	-	-	-	-	20,000
30033 - Repaint Siding	-	-	-	-	-	-	-	-	-	9,500
30034 - Re-finish Tennis Courts	-	-	-	-	-	-	-	-	-	35,000
30035 - Re-pave Parking Area	-	-	-	-	-	-	-	-	-	60,000
30036 - Vinyl Flooring	-	-	-	-	-	-	-	-	-	15,000
96043 - Misc. HVAC	8,500	-	-	-	-	-	-	-	-	-
Total 071200 - Community Centres	14,000	133,999	149,005	134,377	129,383	346,084	189,205	167,701	205,530	194,273

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Arenas										
00010 - Inflation Factor - Arenas	-	23,117	16,150	77,550	48,793	55,211	37,301	44,599	58,143	64,975
20081 - Bala Arena Roofing-EPDM Roofs (2)	-	-	-	-	-	107,000	-	-	-	-
20085 - PC Arena Floor-Concrete	94,000	-	-	-	-	-	-	-	-	-
20094 - PC Arena Site Works-Landscaping	-	-	-	-	-	34,000	-	-	-	-
21021 - Mechanical-Chiller	150,000	-	-	-	-	-	-	-	-	-
21023 - Doors-Exterior Steel	-	7,000	-	-	-	-	-	-	-	-
21063 - Bala Arena - Ammonia detection light	8,000	-	-	-	-	-	-	-	-	-
21064 - Bala Arena - Occupancy sensor for plant room	7,000	-	-	-	-	-	-	-	-	-
21065 - Port Carling Arena - Ammonia detection light	8,000	-	-	-	-	-	-	-	-	-
21083 - Mechanical-Dehumidifier (2)	-	-	35,000	35,000	-	-	-	-	-	-
21087 - Floor-Rubber Bala Arena	-	-	-	-	30,000	-	-	-	-	-
21088 - Misc.-Floor Machine (Commercial) Bala	-	5,500	-	-	-	-	-	-	-	-
21094 - Lighting-Ice Surface Bala	-	-	-	-	-	38,000	-	-	-	-
21095 - Site Works-Landscaping Port Carling	-	-	-	-	-	34,000	-	-	-	-
21096 - Mechanical - Furnace Bala	-	-	54,000	-	-	-	-	-	-	-
22049 - Mechanical-Arena Exhaust Fan	-	5,200	-	-	-	-	-	-	-	-
22050 - Floor -Concrete Port Carling Phase II	-	1,191,000	-	-	-	-	-	-	-	-
23024 - Roofing-Asphalt Sheet	-	-	90,000	-	-	-	-	-	-	-
23064 - Lighting-Ice Surface Bala	-	-	38,000	-	-	-	-	-	-	-
23065 - Misc.-Ice Resurfacer BALA	-	-	110,000	-	-	-	-	-	-	-
23066 - Floor-Concrete Bala Phase I	-	-	94,000	-	-	-	-	-	-	-
24030 - Misc.-Engineer Report	-	-	-	28,000	-	-	-	-	36,000	-
24034 - Floor - Rubber Bala Arena	-	-	-	33,000	-	-	-	-	-	-
24041 - Misc.-Engineer Report	-	-	-	14,000	-	-	-	-	-	-
24076 - Floor-Rubber - Port Carling Arena	-	-	-	29,000	-	-	-	-	-	-
24077 - Floor -Concrete Bala Phase II	-	-	-	1,191,000	-	-	-	-	-	-
25018 - Misc.-AODA Compliance	-	-	-	-	250,000	-	-	-	-	-
25019 - Mechanical-AODA Compliance	-	-	-	-	250,000	-	-	-	-	-
26028 - Misc.-Dressing Room Benches	-	-	-	-	-	6,000	-	-	-	-
26033 - Cladding-Pre-finished Aluminum	-	-	-	-	-	56,000	-	-	-	-
26034 - Mechanical-Dehumidifier (2)	-	-	-	-	-	75,000	-	-	-	-
26035 - Mechanical-Furnace	-	-	-	-	-	17,000	-	-	-	-
26036 - Mechanical-Rooftop Unit	-	-	-	-	-	23,000	-	-	-	-
26071 - Ceiling-Low E	-	-	-	-	-	57,500	-	-	-	-
26072 - Electrical-MCC Panel Plant Room Bala	-	-	-	-	-	50,000	-	-	-	-
26073 - Site Works-Retaining Wall PC Arena	-	-	-	-	-	30,000	-	-	-	-
26074 - Mechanical-Hot Water Tanks	-	-	-	-	-	8,000	-	-	-	-
26075 - Mechanical-Rooftop Unit	-	-	-	-	-	16,000	-	-	-	-
26076 - Mechanical-Hot Water Tanks bala	-	-	-	-	-	8,000	-	-	-	-
27018 - Ceiling-Dropped	-	-	-	-	-	-	13,500	-	-	-
27019 - Plumbing-Double Showers	-	-	-	-	-	-	48,000	-	-	-
27021 - Mechanical-Furnace	-	-	-	-	-	-	10,000	-	-	-
27023 - Misc.-Score Clock Bala	-	-	-	-	-	-	20,000	-	-	20,000
27025 - Mechanical-Generator	-	-	-	-	-	-	100,000	-	-	-
27072 - Mechanical Dehumidifier	-	-	-	-	-	-	35,000	-	-	-
27073 - Floor - Rubber Port Carling Arena	-	-	-	-	-	-	28,000	-	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
27074 - Plumbing-Single Showers Port Carling	-	-	-	-	-	-	10,500	-	-	-
27076 - Misc.-Stereo PC Arena	-	-	-	-	-	-	12,000	-	-	-
27077 - Plumbing-Toilets PC Arena	-	-	-	-	-	-	7,000	-	-	-
27078 - Plumbing-Sinks PC Arena	-	-	-	-	-	-	8,000	-	-	-
28012 - Plumbing-Toilets	-	-	-	-	-	-	-	5,000	-	-
28014 - Plumbing-Sinks	-	-	-	-	-	-	-	6,000	-	-
28015 - Mechanical-Infra Red-Eye System	-	-	-	-	-	-	-	6,800	-	-
28017 - Mechanical-Condenser	-	-	-	-	-	-	-	127,500	-	-
28018 - Misc-Replace Discharge Pipe	-	-	-	-	-	-	-	78,000	-	-
28019 - Doors-Interior	-	-	-	-	-	-	-	15,400	-	-
28021 - Cladding-Eaves	-	-	-	-	-	-	-	15,000	-	-
28022 - Mechanical-Diesel Tank	-	-	-	-	-	-	-	10,000	-	-
28023 - Electrical-Fire Alarm	-	-	-	-	-	-	-	8,000	-	-
28024 - Misc.-Floor Machine (Commercial)	-	-	-	-	-	-	-	8,000	-	-
28070 - Floor - Rubber Port Carling Arena	-	-	-	-	-	-	-	32,000	-	-
28072 - Misc.-Caulking	-	-	-	-	-	-	-	5,000	-	-
29025 - Site Works-Asphalt Paving	-	-	-	-	-	-	-	-	16,800	-
29026 - Site Works-Asphalt Paving	-	-	-	-	-	-	-	-	240,000	-
29071 - Ceiling-Low E Bala Arena	-	-	-	-	-	-	-	-	65,000	-
30010 - Plumbing-Double Showers Port Carling	-	-	-	-	-	-	-	-	-	32,000
30011 - Misc.-Discharge Pipe PC Arena	-	-	-	-	-	-	-	-	-	55,000
30012 - Cladding-Pre-finished Aluminum PC Arena	-	-	-	-	-	-	-	-	-	30,000
30013 - Ceiling-Dropped PC Arena	-	-	-	-	-	-	-	-	-	27,000
30014 - Mechanical-Compressor PC Arena	-	-	-	-	-	-	-	-	-	35,000
30015 - Misc.-Dressing Room Benches PC Arena	-	-	-	5,000	-	-	-	-	-	5,000
30016 - Lighting-Banked Bala	-	-	-	-	-	-	-	-	-	12,000
30017 - Misc.-Lobby Seating	-	-	-	-	-	-	-	-	-	20,000
30018 - Lighting-Banked Port Carling	-	-	-	-	-	-	-	-	-	12,000
30019 - Mechanical Hot Water Tanks	-	8,000	-	-	-	-	-	-	-	8,000
30020 - Misc.-Score Clock PC Arena	-	-	-	-	-	-	20,000	-	-	20,000
30021 - Cladding-Stucco PC Arena	-	-	-	-	-	-	-	-	-	60,000
30022 - Mechanical Hot Water Tanks Bala	-	-	-	-	-	-	-	-	-	8,000
30023 - Electrical-Fire Alarm Bala	-	-	-	-	-	-	-	-	-	8,000
Total 071300 - Arenas	267,000	1,239,817	437,150	1,412,550	578,793	614,711	349,301	361,299	415,943	416,975

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Facilities Maintenance										
00011 - Inflation Factor - Facilities	-	24,396	44,825	6,099	4,653	13,519	10,521	13,801	8,938	10,245
20600 - Town Hall Replace Siding	-	-	18,000	-	-	-	-	-	-	-
20604 - Torrance FH Bldg. Envelope- New Siding	-	-	-	35,000	-	-	-	-	-	-
21005 - Clerks - Municipal Office Renovations Public	-	-	-	-	-	10,000	-	-	-	-
21029 - Bldg. Envelope-Repaint Bldg.	-	-	12,000	-	-	-	-	-	-	-
21032 - HVAC - Replace R/T Units	-	-	55,000	-	-	-	-	-	-	-
21059 - Patterson Yard - Sand Storage Building Repair	10,500	-	-	-	-	-	-	-	-	-
21060 - Fuel System Replacement - GO Garage	192,000	-	-	-	-	-	-	-	-	-
21085 - Parking Area	-	19,000	-	-	-	-	-	-	-	-
21086 - Replace Windows	-	-	-	-	19,500	27,000	-	-	-	-
22031 - Generator	-	35,000	-	-	-	-	-	-	-	-
22032 - Bldg. Envelope-Re-paint Siding	-	30,000	-	-	-	-	-	-	-	-
23030 - Windows-6	-	-	5,500	-	-	-	-	-	-	-
23031 - HVAC - Replace A/C Units	-	-	6,000	-	-	-	-	-	-	-
23032 - Generator	-	-	25,000	-	-	-	-	-	-	-
23033 - Replace Boilers	-	-	20,000	-	-	-	-	-	-	-
23069 - Municipal Office - Windows Street	-	-	27,000	-	-	-	-	-	-	-
24048 - Electrical Auto Openers	-	-	-	5,000	-	-	-	-	-	-
24049 - Generator	-	-	-	25,000	-	-	-	-	-	-
24050 - Interior Finishes-Misc.	-	-	-	-	40,000	-	-	-	-	-
24082 - Dark Sky Lighting	-	-	-	5,000	-	-	-	-	-	-
24083 - Roof-Steel	-	-	-	30,000	-	-	-	-	-	-
24084 - Municipal office AC Units	-	-	-	5,000	-	-	-	-	-	-
25020 - Parking Area-Asphalt Strip	-	-	-	-	-	-	-	-	20,000	-
26037 - Tie-in Replacement Generator	-	-	-	-	-	5,000	-	-	-	-
26038 - Repave Parking Area	-	-	-	-	-	40,000	-	-	-	-
26039 - New Carpet	-	-	-	-	-	40,000	-	-	-	-
27028 - Aluminum Siding	-	-	-	-	-	-	28,000	-	-	-
27085 - Municipal Office HVAC	-	-	-	-	-	-	45,000	-	-	-
27088 - Municipal Office Repave Parking	-	-	-	-	-	-	15,000	-	-	-
28077 - Bldg. Envelope	-	-	-	-	-	-	-	52,000	-	-
28078 - Municipal office AC Units	-	-	-	-	-	-	-	6,000	-	-
28079 - Municipal Office new carpet	-	-	-	-	-	-	-	40,000	-	-
29028 - Generator	-	-	-	-	-	-	-	-	35,000	-
30027 - Replace Roof	-	-	-	-	-	-	-	-	-	35,000
30028 - Municipal Office new carpet	-	-	-	-	-	-	-	-	-	15,000
95009 - ED - Township Nursing Station lower level	-	-	-	-	-	15,000	-	-	-	-
PW21101 - Space Optimization Study	90,000	-	-	-	-	-	-	-	-	-
PW21102 - PC Fire Hall Renovations	100,000	-	-	-	-	-	-	-	-	-
PW22061 - Municipal Office Renovations	-	1,200,000	1,000,000	-	-	-	-	-	-	-
PW30025 - Convert Furnace MB Fire Hall	-	-	-	-	-	-	-	-	-	5,500
Total 071800 - Facilities Maintenance	392,500	1,308,396	1,213,325	111,099	64,153	150,519	98,521	111,801	63,938	65,745

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Trails										
00013 - Inflation Factor - Trails	-	-	1,151	-	-	493	-	-	-	-
21036 - Hardy Lake Trail	5,000	-	-	-	-	-	-	-	-	-
21072 - Huckleberry Rock Trail - Access Controls	-	-	10,000	-	-	-	-	-	-	-
21073 - Raymond Trail - Trail bed improvements	20,000	-	-	-	-	-	-	-	-	-
21074 - Weir Lake Trail - Trail Bed Improvements	25,000	-	-	-	-	-	-	-	-	-
23037 - Huckleberry Trail-Structures	-	-	20,000	-	-	-	-	-	-	-
PW21001 - Skeleton Lake Trail Improvements	-	-	-	-	-	5,000	-	-	-	-
PW21002 - Walkers Point Lookout Trail Improvements	5,000	-	-	-	-	-	-	-	-	-
Total 074100 - Trails	55,000	-	31,151	-	-	5,493	-	-	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Township Equipment										
00016 - Inflation Factor - Equipment	-	12,540	21,866	33,111	44,570	56,445	67,548	83,087	44,688	110,753
20022 - Automatic Spreader Control	50,000	50,000	-	-	-	-	-	-	-	-
20023 - Vehicle Appl'n Software	15,000	-	-	-	-	-	-	-	-	-
21055 - Snow Plow 10301 (2003 Sterling)	275,000	-	-	-	-	-	-	-	-	-
21089 - Brush Cutter 10603 Promac (2006)	40,000	-	-	-	-	-	-	-	-	-
21091 - Trailer 18901 Tandem Axle Float	35,000	-	-	-	-	-	-	-	-	-
21093 - Truck 11401-1/2 T (2014 Ford)	40,000	-	-	-	-	-	-	-	-	-
22004 - Turf Mntnce 2222- Unit 8 (2015)	-	5,000	-	-	-	-	-	-	-	-
22045 - Snow Plow 10701 (2007 Sterling)	-	275,000	-	-	-	-	-	-	-	-
22047 - Grass Cutter 20704-2007 JD	-	15,000	-	-	-	-	-	-	-	-
22048 - Snow Plow 10802 (2008 Sterling)	-	275,000	-	-	-	-	-	-	-	-
23053 - Front end Loader 19001 Case	-	-	160,000	-	-	-	-	-	-	-
23059 - Grass Cutter 20905-2009 JD	-	-	15,000	-	-	-	-	-	-	-
23060 - Vehicle 21405-1/2 T (2014 Ford)	-	40,000	-	-	-	-	-	-	-	-
23061 - Vehicle 21404 - 1 T (2014 Ford)	-	-	80,000	-	-	-	-	-	-	-
23062 - Truck 11501-1/2 T (2015 Chev)	-	-	40,000	-	-	-	-	-	-	-
23063 - Snow Plow 10902 (2009 Sterling)	-	-	275,000	-	-	-	-	-	-	-
24009 - Trailer 20302-2003 Bushwacker-16' Float	-	-	-	10,000	-	-	-	-	-	-
24011 - Turf Mntnce 2222- Unit 9 (2016)	-	-	-	5,000	-	-	-	-	-	-
24013 - Vehicle 21604-3/4 T (2016 Ford)	-	-	-	65,000	-	-	-	-	-	-
24059 - Trailer 18102 Single Axle Culvert	-	-	-	20,000	-	-	-	-	-	-
24069 - Grass Cutter 21203-2012 JD	-	-	-	10,000	-	-	-	-	-	-
24070 - Chipper 10703 Woodsman (2007)	-	-	-	50,000	-	-	-	-	-	-
24071 - Grass Cutter 21301-2013 JD	-	-	-	10,000	-	-	-	-	-	-
24072 - Compressor 18801 Ingersoll-Rand	-	-	-	30,000	-	-	-	-	-	-
24073 - Vehicle 21704-3/4 T (2017 GMC)	-	-	-	65,000	-	-	-	-	-	-
24074 - Trailer 18101 Single Axle Culvert	-	-	-	10,000	-	-	-	-	-	-
24075 - Snow Plow 11201 (2012 Western)	-	-	-	275,000	-	-	-	-	-	-
25004 - Tractor 20906-Trackless Sidewalk	-	-	-	-	125,000	-	-	-	-	-
25021 - Vehicle 31806-1/2 T (2018 Chev)	-	-	-	-	40,000	-	-	-	-	-
25030 - Truck 11703-1/2 T (2017 Chev)	-	-	-	-	40,000	-	-	-	-	-
25049 - Trailer 10602 Tri Axle Float	-	-	-	-	45,000	-	-	-	-	-
25050 - Grass Cutter 21406-2014 JD	-	-	-	-	10,000	-	-	-	-	-
25051 - Grass Cutter 21504-2015 JD	-	-	-	-	15,000	-	-	-	-	-
25052 - Grass Cutter 21505-2015 JD	-	-	-	-	15,000	-	-	-	-	-
25054 - Snow Plow 11402 (2014 Western)	-	-	-	-	275,000	-	-	-	-	-
26060 - Truck 11601-1 T (2016 Ford)	-	-	-	-	-	85,000	-	-	-	-
26062 - Backhoe 11101 Case	-	-	-	-	-	160,000	-	-	-	-
26068 - V-Plow 2222 36-11 Boss	-	-	-	-	-	12,000	-	-	-	-
26069 - Snow Plow 11502 (2015 Western)	-	-	-	-	-	275,000	-	-	-	-
26070 - Vehicle 31904-1/2 T (2019 Ford)	-	-	-	-	-	40,000	-	-	-	-
27004 - Water Tank-900 L-Skid Mount	-	-	-	-	-	-	6,000	-	-	-
27038 - Vibratory Plate Packer (2017)	-	-	-	-	-	-	14,000	-	-	-
27051 - Chipper 11202 Vermeer (2012)	-	-	-	-	-	-	50,000	-	-	-
27066 - Trailer 21103-2011 Weberlane L'scape	-	-	-	-	-	-	10,000	-	-	-
27067 - Turf Mntnce 2222- Unit 8 Sand Spreader (2017)	-	-	-	-	-	-	5,000	-	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
27068 - Boat 20904-12 Ft. Alumcraft	-	-	-	-	-	-	5,000	-	-	-
27069 - Truck 11902-1/2 T (2019 Ford)	-	-	-	-	-	-	65,000	-	-	-
27070 - Truck 11701-1 T (2017 Ford)	-	-	-	-	-	-	85,000	-	-	-
27071 - Snow Plow 11602 (2016 Western)	-	-	-	-	-	-	275,000	-	-	-
28071 - Snow Plow 11603 (2016 Freightliner)	-	-	-	-	-	-	-	275,000	-	-
30009 - Truck 11905-1 T (2019 Ford)	-	-	-	-	-	-	-	-	-	85,000
PW21099 - Excavator Volvo Swing bearing repair	30,000	-	-	-	-	-	-	-	-	-
PW24069 - Grass Cutter 21105 - 2011 JD	-	-	-	15,000	-	-	-	-	-	-
PW24070 - Trailer 29501 11995 Landscape Trailer	-	-	-	5,000	-	-	-	-	-	-
PW25049 - Trailer 30501 2005 Landscape Trailer	-	-	-	-	5,000	-	-	-	-	-
PW27066 - Half ton (2020 Truck)	-	-	-	-	-	-	40,000	-	-	-
PW27067 - Water Tank (2018 2000 gal water tank)	-	-	-	-	-	-	10,000	-	-	-
PW28070 - Snow Plow 11801 (2018 Freightliner)	-	-	-	-	-	-	-	275,000	-	-
PW28071 - Half ton (2021 Truck)	-	-	-	-	-	-	-	40,000	-	-
PW29070 - Snow Plow 11901 (2019 Freightliner)	-	-	-	-	-	-	-	-	275,000	-
PW30005 - Backhoe 11503 (2015 Case)	-	-	-	-	-	-	-	-	-	160,000
PW30006 - Snow Plow 11906 (2019 Freightliner)	-	-	-	-	-	-	-	-	-	275,000
PW30007 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	-	40,000
PW30008 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	-	40,000
Total 300935 - Township Equipment	485,000	672,540	591,866	603,111	614,570	628,445	632,548	673,087	319,688	710,753

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Roads Capital Projects										
00014 - Inflation Factor - Roads	-	37,307	122,033	165,013	228,951	213,552	397,338	386,214	540,520	440,909
21037 - Glen Gordon Road - slurry seal	2,000	-	-	-	-	-	-	-	-	-
21040 - Oak St - slurry seal	7,000	-	-	-	-	-	-	-	-	-
21041 - Rostrevor Road - slurry seal	14,900	-	-	-	-	-	-	-	-	-
21042 - Kimberly Point Rd - surface treatment	23,800	-	-	-	-	-	-	-	-	-
21045 - Armstrong Point Road - slurry seal	31,300	-	-	-	-	-	-	-	-	-
21046 - Stephen's Road - slurry seal	42,800	-	-	-	-	-	-	-	-	-
21052 - Old Bridge Rd - surface treatment resurfacing	84,000	-	-	-	-	-	-	-	-	-
21053 - Butter & Egg Road - slurry seal	96,800	-	-	-	-	-	-	-	-	-
21054 - Torrance Road - hot mix resurfacing	-	-	142,450	-	-	-	-	-	-	-
21056 - Doherty Road - gravel resurfacing	354,000	-	-	-	-	-	-	-	-	-
21057 - Island Park Rd - slurry seal	31,600	-	-	-	-	-	-	-	-	-
21058 - 1027 Old Bridge Rd - surface treatment	35,000	-	-	-	-	-	-	-	-	-
21082 - Beatrice Townline Road - pulverise and gravel	70,000	-	-	-	-	-	-	-	-	-
21084 - Scarcliffe - preliminary design	30,000	-	-	-	-	-	-	-	-	-
21092 - Pleasant View Point Rd - surface treatment	-	168,000	-	-	-	-	-	-	-	-
21099 - Milford Bay Road Bridge	1,220,000	-	-	-	-	-	-	-	-	-
21105 - Eveleigh Rd - reconstruction	450,000	-	450,000	-	-	-	-	-	-	-
21106 - Moon River Road - surface treatment resurfacing	355,600	-	-	-	-	-	-	-	-	-
22036 - Old Bridge Rd - slurry seal	-	12,000	-	-	-	-	-	-	-	-
22039 - Queens Walk Rd - hot mix resurfacing	-	57,350	-	-	-	-	-	-	-	-
22040 - McDonald Rd - hot mix resurfacing	-	74,000	-	-	-	-	-	-	-	-
22042 - Moon River Road - slurry seal	-	95,800	-	-	-	-	-	-	-	-
22043 - Gregory Road - surface treatment resurfacing	-	102,100	-	-	-	-	-	-	-	-
22044 - Bear Cave Road - gravel resurfacing	-	212,800	-	-	-	-	-	-	-	-
22062 - Scarcliffe - utilities relocation & property	-	30,000	-	-	-	-	-	-	-	-
22063 - Segwun Pl - gravel resurfacing	-	29,750	-	-	-	-	-	-	-	-
22064 - Kimberly Point Rd - slurry seal	-	3,400	-	-	-	-	-	-	-	-
22065 - Section House Rd - surface treatment	-	38,400	-	-	-	-	-	-	-	-
22066 - Point Manchee Rd - surface treatment	-	34,800	-	-	-	-	-	-	-	-
22067 - Keeler Rd - surface treatment resurfacing	-	172,800	-	-	-	-	-	-	-	-
22068 - Hamill Rd - surface treatment resurfacing	-	34,800	-	-	-	-	-	-	-	-
22069 - Pleasant View Point Rd - slurry seal	-	22,520	22,520	-	-	-	-	-	-	-
23041 - Gregory Road - surface treatment resurfacing	-	-	16,800	-	-	-	-	-	-	-
23045 - Bayview Av - hot mix resurfacing	-	-	59,200	-	-	-	-	-	-	-
23046 - Cherokee Crescent - surface treatment	-	-	66,100	-	-	-	-	-	-	-
23047 - Matthews Dr - hot mix resurfacing	-	-	66,600	-	-	-	-	-	-	-
23050 - Islander Avenue - surface treatment resurfacing	-	-	114,000	-	-	-	-	-	-	-
23051 - East Bay Road - road reconstruction	-	-	918,000	-	-	-	-	-	-	-
23052 - Sagamo Boulevard - surface treatment	-	-	144,200	-	-	-	-	-	-	-
23054 - Torrance Rd - hot mix resurfacing	-	-	188,700	-	-	-	-	-	-	-
23055 - Hemlock Point Rd - surface treatment	-	-	192,000	-	-	-	-	-	-	-
23056 - Fair Lee Park Road - reconstruction	-	-	231,800	-	-	-	-	-	-	-
23071 - Bear Cave Rd - gravel resurfacing	-	-	210,000	-	-	-	-	-	-	-
24037 - Kirrie Glen Rd	-	-	-	35,700	-	-	-	-	-	-
24054 - Trailer 18001 Single Axle Culvert	-	-	-	10,000	-	-	-	-	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
24055 - Steamer 19301 Thompson	-	-	-	10,000	-	-	-	-	-	-
24056 - Cherokee Crescent - slurry seal	-	-	-	10,900	-	-	-	-	-	-
24058 - Islander Avenue - slurry seal	-	-	-	12,300	-	-	-	-	-	-
24060 - Fair Lee Park Road - slurry seal	-	-	-	20,400	-	-	-	-	-	-
24061 - Sagamo Boulevard - slurry seal	-	-	-	23,800	-	-	-	-	-	-
24062 - Hemlock Point Rd - slurry seal	-	-	-	32,000	-	-	-	-	-	-
24065 - Appian Way - reconstruction	-	-	-	264,500	-	-	-	-	-	-
24066 - Beaumaris Rd - hot mix resurfacing	-	-	-	345,950	-	-	-	-	-	-
24067 - Russ Hammel Road - surface treatment	-	-	-	451,800	-	-	-	-	-	-
24068 - Walkers Point Rd - reconstruction	-	-	-	706,500	-	-	-	-	-	-
24085 - Bear Cave Rd - gravel resurfacing	-	-	-	390,000	-	-	-	-	-	-
24086 - Scarcliffe - reconstruction	-	-	-	376,800	-	-	-	-	-	-
25023 - Stroud Beach Road - gravel resurfacing	-	-	-	-	10,200	-	-	-	-	-
25024 - Milford Manor Road - surface treatment	-	-	-	-	15,600	-	-	-	-	-
25025 - Appian Way - slurry seal	-	-	-	-	23,800	-	-	-	-	-
25026 - Scarcliffe - slurry seal	-	-	-	-	27,100	-	-	-	-	-
25027 - Kirrie Glenn Rd - surface treatment resurfacing	-	-	-	-	31,200	-	-	-	-	-
25028 - Wray Road - hot mix resurfacing	-	-	-	-	33,300	-	-	-	-	-
25029 - Elm St - hot mix resurfacing	-	-	-	-	38,850	-	-	-	-	-
25031 - North Burgess Av - hot mix resurfacing	-	-	-	-	40,700	-	-	-	-	-
25032 - Minto St - hot mix resurfacing	-	-	-	-	40,700	-	-	-	-	-
25033 - Pine Ridge Road - surface treatment resurfacing	-	-	-	-	42,100	-	-	-	-	-
25035 - Bluff Rd - surface treatment resurfacing	-	-	-	-	53,800	-	-	-	-	-
25036 - McMullen Dr - hot mix resurfacing	-	-	-	-	57,350	-	-	-	-	-
25037 - Walkers Point Rd - slurry seal	-	-	-	-	62,200	-	-	-	-	-
25038 - Grey St - hot mix resurfacing	-	-	-	-	66,600	-	-	-	-	-
25039 - Riverdale - reconstruction	-	-	-	-	67,500	-	-	-	-	-
25040 - Russ Hammel Road - slurry seal	-	-	-	-	68,100	-	-	-	-	-
25041 - Aberdeen St - hot mix resurfacing	-	-	-	-	68,450	-	-	-	-	-
25042 - Rosseau Lake Road 3 - gravel resurfacing	-	-	-	-	97,750	-	-	-	-	-
25043 - McLeod Road - surface treatment resurfacing	-	-	-	-	102,100	-	-	-	-	-
25044 - Halleys Road - surface treatment resurfacing	-	-	-	-	119,000	-	-	-	-	-
25045 - Kendon Road - surface treatment resurfacing	-	-	-	-	192,200	-	-	-	-	-
25047 - South Monck Drive - gravel resurfacing	-	-	-	-	351,900	-	-	-	-	-
25048 - Ziska Rd - reconstruction	-	-	-	-	675,000	-	-	-	-	-
25057 - Doherty Road Bridge	-	-	-	-	25,000	-	-	-	-	-
25058 - Dee River Bridge	-	-	-	-	20,000	-	-	-	-	-
25060 - Bear Cave Rd - gravel resurfacing	-	-	-	-	315,500	-	-	-	-	-
26040 - Milford Manor Road - slurry seal	-	-	-	-	-	2,600	-	-	-	-
26041 - Kirrie Glenn Rd - slurry seal	-	-	-	-	-	4,000	-	-	-	-
26042 - Bluff Rd - slurry seal	-	-	-	-	-	4,600	-	-	-	-
26043 - Pine Ridge Road - slurry seal	-	-	-	-	-	6,900	-	-	-	-
26046 - McLeod Road - slurry seal	-	-	-	-	-	16,800	-	-	-	-
26047 - Halleys Road -slurry seal	-	-	-	-	-	19,600	-	-	-	-
26049 - Pine Glen Rd - surface treatment resurfacing	-	-	-	-	-	28,000	-	-	-	-
26050 - Burns St - hot mix resurfacing	-	-	-	-	-	29,600	-	-	-	-
26051 - Kendon Road - slurry seal	-	-	-	-	-	31,700	-	-	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26052 - King St - surface treatment resurfacing	-	-	-	-	-	42,100	-	-	-	-
26053 - Park Rd - surface treatment resurfacing	-	-	-	-	-	44,500	-	-	-	-
26054 - Elizabeth St - surface treatment resurfacing	-	-	-	-	-	47,000	-	-	-	-
26055 - Kidd St - surface treatment resurfacing	-	-	-	-	-	47,000	-	-	-	-
26056 - Burgess Av - hot mix resurfacing	-	-	-	-	-	57,350	-	-	-	-
26057 - Ziska Rd - slurry seal	-	-	-	-	-	59,400	-	-	-	-
26058 - Patterson Rd - surface treatment resurfacing	-	-	-	-	-	68,000	-	-	-	-
26061 - Kitchener St - hot mix resurfacing	-	-	-	-	-	86,950	-	-	-	-
26063 - Ed Briese Road - gravel resurfacing	-	-	-	-	-	151,300	-	-	-	-
26064 - Luckey Road - gravel resurfacing	-	-	-	-	-	244,300	-	-	-	-
26066 - Camel Lake Rd - reconstruction	-	-	-	-	-	785,300	-	-	-	-
26078 - Doherty Road Bridge	-	-	-	-	-	150,000	-	-	-	-
26079 - Beatrice Townline Road Bridge	-	-	-	-	-	65,000	-	-	-	-
26086 - Camel Lake Extension Road	-	-	-	-	-	22,100	-	-	-	-
27029 - Elizabeth St - slurry seal	-	-	-	-	-	-	4,800	-	-	-
27030 - Kidd St - slurry seal	-	-	-	-	-	-	4,800	-	-	-
27031 - Patterson Rd - slurry seal	-	-	-	-	-	-	5,400	-	-	-
27032 - King St - slurry seal	-	-	-	-	-	-	6,900	-	-	-
27033 - Park Rd - slurry seal	-	-	-	-	-	-	7,400	-	-	-
27034 - Pine Glen Rd - slurry seal	-	-	-	-	-	-	8,600	-	-	-
27035 - Butter & Egg Rd - gravel resurfacing	-	-	-	-	-	-	9,350	-	-	-
27037 - Musquash Rd - hot mix resurfacing	-	-	-	-	-	-	11,100	-	-	-
27039 - Omineca Road - gravel resurfacing	-	-	-	-	-	-	17,850	-	-	-
27043 - Neals Rd - gravel resurfacing	-	-	-	-	-	-	31,450	-	-	-
27044 - Penney Rd - gravel resurfacing	-	-	-	-	-	-	34,000	-	-	-
27045 - Wares Rd - gravel resurfacing	-	-	-	-	-	-	42,500	-	-	-
27046 - Mill St - hot mix resurfacing	-	-	-	-	-	-	42,550	-	-	-
27047 - Victoria St - hot mix resurfacing	-	-	-	-	-	-	42,550	-	-	-
27048 - Inverness Road - gravel resurfacing	-	-	-	-	-	-	45,900	-	-	-
27049 - Maple Ave - hot mix resurfacing	-	-	-	-	-	-	46,250	-	-	-
27050 - Paignton House Rd - gravel resurfacing	-	-	-	-	-	-	47,600	-	-	-
27052 - Beatrice Townline Road Bridge	-	-	-	-	-	-	590,000	-	-	-
27054 - Deewood Road - gravel resurfacing	-	-	-	-	-	-	58,650	-	-	-
27055 - Gibson Rd - hot mix resurfacing	-	-	-	-	-	-	64,750	-	-	-
27056 - Sands Rd - gravel resurfacing	-	-	-	-	-	-	102,000	-	-	-
27057 - Purdy Rd - gravel resurfacing	-	-	-	-	-	-	187,000	-	-	-
27058 - Cranberry Rd - reconstruction	-	-	-	-	-	-	189,600	-	-	-
27061 - Fish Hatchery Rd - surface treatment resurfacing	-	-	-	-	-	-	298,800	-	-	-
27062 - River St - hot mix resurfacing	-	-	-	-	-	-	303,400	-	-	-
27063 - Rostrevor Rd - surface treatment resurfacing	-	-	-	-	-	-	404,400	-	-	-
27064 - Juddhaven Rd - surface treatment resurfacing	-	-	-	-	-	-	496,800	-	-	-
27095 - Camel Lake Rd	-	-	-	-	-	-	69,100	-	-	-
28028 - James Bartleman Way - hot mix resurfacing	-	-	-	-	-	-	-	7,400	-	-
28029 - Tom Wroe Rd - gravel resurfacing	-	-	-	-	-	-	-	11,900	-	-
28031 - Roy Klingbeil Rd - gravel resurfacing	-	-	-	-	-	-	-	14,450	-	-
28032 - Omineca Rd - gravel resurfacing	-	-	-	-	-	-	-	17,850	-	-
28033 - Foord Rd - gravel resurfacing	-	-	-	-	-	-	-	22,100	-	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
28034 - Old Bala Rd - gravel resurfacing	-	-	-	-	-	-	-	25,500	-	-
28035 - Silver St - hot mix resurfacing	-	-	-	-	-	-	-	27,750	-	-
28036 - Cowan Park Rd - gravel resurfacing	-	-	-	-	-	-	-	30,600	-	-
28037 - Hudson Point Rd - gravel resurfacing	-	-	-	-	-	-	-	34,850	-	-
28038 - Duke St - hot mix resurfacing	-	-	-	-	-	-	-	35,150	-	-
28039 - Dark Bay Rd - reconstruction	-	-	-	-	-	-	-	38,300	-	-
28040 - Hesners Lake Rd - gravel resurfacing	-	-	-	-	-	-	-	45,900	-	-
28041 - Johnston St - hot mix resurfacing	-	-	-	-	-	-	-	46,250	-	-
28042 - Fish Hatchery Rd - slurry seal	-	-	-	-	-	-	-	49,800	-	-
28043 - East Bay Rd - gravel resurfacing	-	-	-	-	-	-	-	51,000	-	-
28044 - Dock Rd - reconstruction	-	-	-	2,500	-	-	-	52,500	-	-
28046 - Leonard Lake 2 Rd - gravel resurfacing	-	-	-	-	-	-	-	67,150	-	-
28047 - Rostrevor Rd - slurry seal	-	-	-	-	-	-	-	67,400	-	-
28048 - Long Lake Rd - gravel resurfacing	-	-	-	-	-	-	-	69,700	-	-
28050 - Henshaw Lake Rd - surface treatment	-	-	-	-	-	-	-	75,600	-	-
28051 - Bailey St - hot mix resurfacing	-	-	-	7,700	-	-	-	77,700	-	-
28052 - West St - hot mix resurfacing	-	-	-	-	-	-	-	79,550	-	-
28054 - Cooper Point Rd - gravel resurfacing	-	-	-	-	-	-	-	82,450	-	-
28055 - Juddhaven Rd - slurry seal	-	-	-	-	-	-	-	82,800	-	-
28056 - Brandy Crest Rd - gravel resurfacing	-	-	-	9,050	-	-	-	96,050	-	-
28057 - Echo Beach Rd - surface treatment resurfacing	-	-	-	-	-	-	-	98,400	-	-
28059 - Medora Lake Rd - surface treatment resurfacing	-	-	-	-	-	-	-	156,000	-	-
28060 - Trafalgar Bay Rd - gravel resurfacing	-	-	-	6,400	-	-	-	156,400	-	-
28061 - Walkers Point Rd - surface treatment resurfacing	-	-	-	-	-	-	-	200,400	-	-
28062 - Redwood Rd - surface treatment resurfacing	-	-	-	-	-	-	-	243,600	-	-
28063 - Bradley Rd - surface treatment resurfacing	-	-	-	4,800	-	-	-	244,800	-	-
28065 - Ashforth Dr - surface treatment resurfacing	-	-	-	-	-	-	-	283,200	-	-
29031 - Bannockburn Rd - gravel resurfacing	-	-	-	-	-	-	-	-	152,150	-
29032 - Goltz Rd - gravel resurfacing	-	-	-	-	-	-	-	-	151,300	-
29033 - Hardy Lake Rd - gravel resurfacing	-	-	-	-	-	-	-	-	102,000	-
29035 - Harris St - hot mix resurfacing	-	-	-	-	-	-	-	-	157,250	-
29036 - Sutton Dr (Bala) - hot mix resurfacing	-	-	-	-	-	-	-	-	86,950	-
29037 - North Shore Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	511,200	-
29038 - Sandwood Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	201,600	-
29039 - Gross Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	60,000	-
29040 - Pine Needle Point Rd - surface treatment	-	-	-	-	-	-	-	-	90,000	-
29041 - Long Point Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	54,600	-
29047 - Lakeview Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	43,200	-
29048 - Skeleton Lake 3 Rd - surface treatment	-	-	-	-	-	-	-	-	128,400	-
29049 - Nixon Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	10,800	-
29050 - Smith Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	40,800	-
29051 - North Dr - surface treatment resurfacing	-	-	-	-	-	-	-	-	141,600	-
29052 - Pineridge Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	42,000	-
29053 - Cedar Beach Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	10,800	-
29054 - Sherwood Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	91,200	-
29055 - Sutton Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	54,000	-
29056 - Three Mile Lake 1 Rd - surface treatment	-	-	-	-	-	-	-	-	331,200	-

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
29057 - 29057 - Cardwell Lake Rd - reconstruction	-	-	-	-	-	-	-	-	115,000	-
29058 - Church Dock Rd - reconstruction	-	-	-	-	-	-	-	-	29,800	-
29059 - Echo Beach Rd - slurry seal	-	-	-	-	-	-	-	-	16,400	-
29061 - Dark Bay Rd - slurry seal	-	-	-	-	-	-	-	-	3,400	-
29062 - Medora Lake Rd - slurry seal	-	-	-	-	-	-	-	-	26,000	-
29063 - Walkers Point Rd - slurry seal	-	-	-	-	-	-	-	-	33,400	-
29064 - Bradley Rd - slurry seal	-	-	-	-	-	-	-	-	40,800	-
29065 - Henshaw Lake Rd - slurry seal	-	-	-	-	-	-	-	-	12,600	-
29066 - Ashforth Dr - slurry seal	-	-	-	-	-	-	-	-	47,200	-
29067 - Redwood Rd - slurry seal	-	-	-	-	-	-	-	-	40,600	-
29073 - Bala Bay Dock Bridge	-	-	-	-	-	-	-	-	25,000	-
29074 - Excavator 10702 Volvo	-	-	-	-	-	-	-	-	325,000	-
30055 - Buttler Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	-	100,800
96045 - Guiderail	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-
96046 - Drainage Improvements	90,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-
96047 - Municipal Parking	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
96050 - Rock Removal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
PW22001 - Eveleigh Rd - reconstruction	-	600,000	-	-	-	-	-	-	-	-
PW22002 - Transportation Master Plan	-	120,000	-	-	-	-	-	-	-	-
PW22003 - 1027 Old Bridge Rd - slurry Seal	-	5,000	-	-	-	-	-	-	-	-
PW23001 - Section House Rd Slurry seal	-	-	6,400	-	-	-	-	-	-	-
PW23002 - Point Manchee Rd Slurry seal	-	-	5,800	-	-	-	-	-	-	-
PW23003 - Keeler Rd Slurry seal	-	-	28,800	-	-	-	-	-	-	-
PW23004 - Hammill Rd Rd Slurry seal	-	-	5,800	-	-	-	-	-	-	-
PW23070 - Ranwood Garage Fuel System Replacement	-	-	162,000	-	-	-	-	-	-	-
PW25061 - Patterson Garage Fuel System Replacement	-	-	-	-	132,000	-	-	-	-	-
PW30026 - Strachan Point Rd - gravel resurfacing	-	-	-	-	-	-	-	-	-	45,900
PW30027 - McKenzie Rd - gravel resurfacing	-	-	-	-	-	-	-	-	-	50,150
PW30028 - Tom Greer Rd - gravel resurfacing	-	-	-	-	-	-	-	-	-	54,400
PW30029 - Camp Jackson Rd - gravel resurfacing	-	-	-	-	-	-	-	-	-	170,000
PW30030 - Fogo St - reconstruction	-	-	-	-	-	-	-	-	-	231,750
PW30031 - Milford Bay Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	366,300
PW30032 - Golf Avenue Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	170,200
PW30033 - Rosseau Lake Rd 1 - hot mix resurfacing	-	-	-	-	-	-	-	-	-	90,000
PW30034 - Tribble Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30035 - Carlo Enterprise Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30036 - North Shore Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	60,000
PW30037 - Falkenburg Rd - surface treatment	-	-	-	-	-	-	-	-	-	468,000
PW30038 - Acton Island Rd - surface treatment	-	-	-	-	-	-	-	-	-	62,400
PW30039 - North Shore Rd - slurry seal	-	-	-	-	-	-	-	-	-	85,200
PW30040 - Sandwood Rd - slurry seal	-	-	-	-	-	-	-	-	-	33,600
PW30041 - Gross Rd - slurry seal	-	-	-	-	-	-	-	-	-	10,000
PW30042 - Pine Needle Point Rd - slurry seal	-	-	-	-	-	-	-	-	-	15,000
PW30043 - Long Point Rd - slurry seal	-	-	-	-	-	-	-	-	-	9,100
PW30044 - Buttler Rd - slurry seal	-	-	-	-	-	-	-	-	-	16,800
PW30045 - Lakeview Rd - slurry seal	-	-	-	-	-	-	-	-	-	7,200
PW30046 - Skeleton Lake 3 Rd - slurry seal	-	-	-	-	-	-	-	-	-	21,400

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW30047 - Nixon Rd - slurry seal	-	-	-	-	-	-	-	-	-	1,800
PW30048 - Smith Rd - slurry seal	-	-	-	-	-	-	-	-	-	6,800
PW30049 - North Dr - slurry seal	-	-	-	-	-	-	-	-	-	23,600
PW30050 - Pineridge Rd - slurry seal	-	-	-	-	-	-	-	-	-	7,000
PW30051 - Cedar Beach Rd - slurry seal	-	-	-	-	-	-	-	-	-	1,800
PW30052 - Sherwood Rd - slurry seal	-	-	-	-	-	-	-	-	-	15,200
PW30053 - Sutton Rd - slurry seal	-	-	-	-	-	-	-	-	-	9,000
PW30054 - Three Mile Lake 1 Rd - slurry seal	-	-	-	-	-	-	-	-	-	55,200
Total 360051 - Roads Capital Projects	2,988,800	2,000,827	3,303,203	3,005,663	3,156,951	2,377,652	3,720,838	3,128,714	3,866,770	2,829,509

2021 10-Year Capital Budget and Forecast



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Bridges and Culverts										
00015 - Inflation Factor - Bridges	-	35,625	71,927	58,090	78,194	29,604	24,509	75,342	126,751	76,604
20016 - Burgess Dam Rehabilitation/Replacement - EA	25,000	-	-	-	-	-	-	-	-	-
21100 - Bala Falls Bridge	300,000	-	-	-	-	-	-	-	-	-
22056 - Bala Falls Bridge	-	1,750,000	1,750,000	-	-	-	-	-	-	-
22057 - Burgess Dam Rehabilitation/Replacement	-	125,000	125,000	-	-	-	-	-	-	-
24080 - Burgess Dam Rehabilitation/Replacement	-	-	-	1,000,000	1,000,000	-	-	-	-	-
26080 - Culvert 201 Dark Bay Road	-	-	-	-	-	20,000	-	-	-	-
26081 - Culvert 207 Bear Cave Road	-	-	-	-	-	60,000	-	-	-	-
26082 - Culvert 202 Milford Bay	-	-	-	-	-	70,000	-	-	-	-
26083 - Dee River Bridge	-	-	-	-	-	150,000	-	-	-	-
28049 - Culvert 203 Gross Rd	-	-	-	-	-	-	-	85,000	-	-
29075 - Gross Road Culvert 203	-	-	-	-	-	-	-	-	780,000	-
30024 - Clear Lake Road Bridge	-	-	-	-	-	-	-	-	-	85,000
30025 - Rosseau Lake Road #3 Bridge	-	-	-	-	-	-	-	-	-	90,000
30026 - Bala Bay Dock Bridge	-	-	-	-	-	-	-	-	-	240,000
PW27075 - Dark Bay Road Culvert 201	-	-	-	-	-	-	155,000	-	-	-
PW27081 - Medora Lake Road Bridge	-	-	-	-	-	-	50,000	-	-	-
PW28075 - Medora Lake Road Bridge	-	-	-	-	-	-	-	450,000	-	-
Total 370040 - Bridges and Culverts	325,000	1,910,625	1,946,927	1,058,090	1,078,194	329,604	229,509	610,342	906,751	491,604
Total Public Works	5,307,300	7,624,892	8,122,314	6,614,098	5,945,658	4,761,279	5,365,823	5,235,039	6,398,140	5,336,691
Total Expenditure	6,807,830	8,608,501	9,382,588	7,945,454	7,151,862	5,837,032	8,654,107	6,427,643	9,299,774	7,050,415