

REPORT TO: Chair and Members of the Administration/Finance/Fire Committee
FROM: Donna DeFilippis, Treasurer/Director of Finance
DATE: March 21, 2016
REPORT NO: RFD-T-05-16
SUBJECT: **2016 BUDGET**

OVERVIEW:

- **Total Operating Budget of \$7,843,430**
- **Total Tax Levy of \$5,555,030**
- **General tax increase of 5%**
- **Under the 2016 Draft Budget, an average residential home will see an annual increase to the West Lincoln portion of their taxes of approximately \$51.25**
- **Every \$51,567 of expenditure equates to a 1% general tax levy adjustment**
- **2016 Capital projects total \$4,369,460**

RECOMMENDATION:

1. That, the Treasurer/ Director of Finance Report RFD-T-05-16, regarding the “2016 Budget”, dated March 21, 2016 be received; and,
2. That, a tax levy of \$5,555,030, which represents a 5% general tax increase be approved; and,
3. That the Detailed 2016 Capital Program, attached as Schedule B to this report, totaling \$4,369,460 be approved; and,
4. That the Unfunded Capital, as outlined on Schedule B to this report, totaling \$1,253,980 be funded as follows:
 - a) That, Council approve debenture financing of \$580,000 in order to complete the Replacement of Bridge #12 on South Grimsby Road 6 and redirect \$580,000 of Gas Tax Funds to the following projects: Guard Rail Replacements- \$92,400, Westbrook Rd.- pulverize and DST - \$185,000, Young St. –pulverize and DST - \$302,600; and,
 - b) That, the repayments of internal borrowing totaling \$231,230 (Industrial Park Reserve payback of \$175,230 and Capital Reserve payback of \$56,000) as previously approved in the 2015 budget, be redirected towards 2016 Capital Expenditures currently listed as “unfunded” on Chart 5 of this report ; and

- c) That, the additional estimated prior year surplus of \$389,000 be brought into the 2016 operating budget, and used towards financing the 2016 Capital Projects currently listed as “unfunded” on Chart 5 of this report ; and,
 - d) That, the remaining “unfunded” Capital on Chart 5 of this report totaling \$57,750 (after taking into account recommendations 4 (a) to 4 (c) above), be financed through a transfer from the Capital Reserve; and,
5. That, as required by the Ontario Community Infrastructure Fund (OCIF) Formula Component Contribution Agreement, the Treasury Department be authorized to submit Section A of the required Project Report by the deadline of March 31, 2016, indicating that the 2016 funding of \$64,013 be allocated towards the Replacement of Bridge #12 on South Grimsby Road 6; and,
6. That, the balance of Capital projects for the years 2017 to 2016 as outlined on Schedule C to this report be approved in principle; and,
7. That, tangible capital asset amortization expense estimated at \$2,147,200 and post-employment expenses estimated at \$112,800 be and are hereby excluded from the 2016 Draft Operating and Capital Budget as permitted through regulation 248/09.

ATTACHMENTS:

- **Schedule A** 2016 Budget Summary
- **Schedule B** 2016 Summary of Capital and Special Projects
- **Schedule C** Summary of Ten Year Capital Plans
- **Schedule D** Summary of Reserve Transfers
- **Schedule E** Estimated Reserve Balances as of December 31, 2015

BACKGROUND:

A Budget Open House was held on Wednesday, February 24, 2016 in the Council Chambers. At the Open House, a presentation outlining the 2016 Draft Budget was made. In addition, there was an opportunity for the audience to ask questions. The comments received (both written and verbal) from those in attendance included the following:

- Need to increase funding for gravel and road upgrades
- Need to budget for arena repairs
- Tax increases are tolerable as long as needed projects are completed

The Budget Open House was intended as an information session only, and the audience was encouraged to attend the March 21st budget meeting where Council would deliberate

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regarding the budget. Two days have been set aside to deal with the 2016 Budget, being Monday, March 21, 2016 and Tuesday, March 22, 2016, if required.

Departmental staff will be available to respond to questions regarding their budget requirements. It is important for Council to realize that every \$51,567 increase or decrease in the tax funded budget equates to a 1% general tax levy adjustment. The increase in the amount needed from the tax base does not directly relate to an increase in taxes on a residential home, but rather it is the increase in the overall tax levy required year over year.

When calculating the 2016 Draft Budget impact on property taxes, the value of an average residential home is used. In 2016, the value of an average residential assessment is \$309,532. In 2015, the value of an average residential assessment was \$303,103. This is an increase of 2.12%. If the Township's tax levy remained at the 2015 level and a property owner's home increased by 2.12% or less, the taxes paid in 2016 would actually be lower than those paid in 2015.

The draft budget document has been prepared to provide a variance-based budget. Summary sheets are found at the front of each department's detailed operating budget. The summary page shows the variance year over year and highlights sources of change. This also shows areas of mitigation and any deferred projects. The summary of variances **will not** always match to the exact dollar difference year over year, as the summary of variances by department is only meant to highlight key changes within the department's operating budget

SERVICE LEVEL CHANGES:

The 2016 Draft Operating Budget was developed based on taking 2015 service levels and making adjustments based on any information which would impact the budget numbers. These adjustments include changes stemming from updated contracts, new benefit costs, inflation and the collective agreement.

The items listed on the following page in Chart 1 are new services that were not part of the 2015 budget and reflect an enhanced level of service from the Municipality.

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Chart 1: Service Level Changes

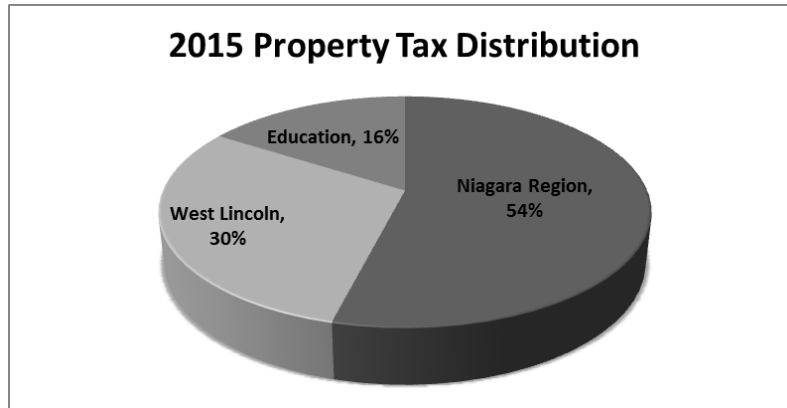
	2016 Budget Impact
New policy requiring that no Library staff shall work alone	
In 2015 the Library Board passed a policy that would see that no staff would work alone. This policy has resulted in the need to increase staff hours at the branches.	\$ 9,100
Additional Crossing Guard Hours	
There has been a requirement to increase Crossing Guard hours in order to ensure the safety of West Lincoln children. College Street school modified its school hours which resulted in the requirement for our Crossing Guards to work longer hours on St. Catherines St.	\$ 11,900
New Committees	
In April 2016, Senior Management will be presenting to Council the Terms of References for the following committees:	\$ 6,000
Sustainable Economic Development Advisory Committee	
Recreation, Leisure and Library Development Advisory Committee	
Youth Council	
Active Transportation Working Committee	
Industrial Wind Turbine Public Advisory Committee	
Industrial Wind Turbine Technical Advisory Committee	
Canada Day 150 Celebrations - tasked to Heritage Committee	
The 2016 Budget has included an increased budget for meetings in anticipation of the costs associated with operating these committees.	
Assumption of Three Additional Cemeteries	
Increased costs to maintain the three additional cemeteries have impacted the 2016 budget. In addition, there has been a one-time increase to legal cost to recognize the work that has to be completed to officially transfer ownership.	\$ 16,300
Expansion of Recreational Programming	
The Township Recreational Department has applied for a grant to offer a new program called Skate/Swim/Gym . The program is designed for children ages six to twelve to give them an opportunity to participate in skating, swimming and gym sports. The total program cost is estimated at \$24,000 with the Township portion being \$4,300.	\$ 4,300
Total	\$ 47,600

MUNICIPAL TAX BILL:

The municipality collects taxes for itself, the Niagara Region, and the School Boards. Chart 2 on the following page outlines the distribution of taxes for 2015. This distribution has remained consistent year to year.

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Chart 2: 2015 Property Tax Distribution



The Region's 2016 budget was approved on December 3rd, 2015 and represented a zero percent budget related increase on the Regional portion of property taxes. For a home assessed at \$309,532, the impact on the Regional Portion of the tax bill will be a decrease of \$4.45. The Education Tax Rates have yet to be issued at the time of completion of this report.

Chart 3 below outlines the impact of a 5% Township property tax increase on the total tax bill. Once the Regional Portion and the Education Portion are factored in, the overall tax bill will increase 1.30%.

Chart 3: 2016 Total Tax Bill Compared to 2015 Total Tax Bill

	2015 Taxes Paid	2016 Proposed Taxes Paid	\$ Change	% Change
Average Assessed Value *	\$ 303,103.00	\$ 309,532.00		
Township Taxes	\$ 1,034.94	\$ 1,086.20	\$ 51.25	5.00%
Region Taxes	\$ 1,967.48	\$ 1,963.03	-\$ 4.45	-0.23%
School Board Taxes **	\$ 591.08	\$ 591.08	\$ -	0.00%
Total Taxes - 2.42%	\$ 3,593.50	\$ 3,640.31	\$ 46.81	1.30%

* Average Assessment of a Residential Home

** School board Rates have not been announced, assume 0% increase in Education Taxes

The draft budget presented to Council proposes a total tax levy of \$5,555,030 which represents a 7.73% increase over the 2015 levy. Included in the \$5,555,030 levy is a

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growth component of \$136,255. The growth component is the result of additions to the assessment base from new development. The growth component of the levy has no impact on the amount of taxes paid. Chart 4 below highlights this:

Chart 4: Impact of Growth on the Tax Levy

	2016		2015	\$ Change	% Change
Levy Requirement	\$ 5,555,030.00		\$ 5,156,650.00	\$ 398,380.00	7.73%
Less: Assessment Growth	\$ 136,255.00		\$ -	\$ 136,255.00	
Net Levy Requirement	\$ 5,418,775.00		\$ 5,156,650.00	\$ 262,125.00	5.08%
Township Taxes	\$ 1,086.20		\$ 1,034.95	\$ 51.25	5.00%

Every \$10,000 in levy change equates to a \$2.00 annual property tax change. This information will assist Council in determining how changes to this draft budget would impact property taxes paid.

OPERATING COSTS/COMMITMENTS:

The following section highlights some specific items that impact most departmental operations. Department changes discussed below are reflective of the variance analysis summaries. A review of capital items is contained in a further section of this report, following the operations review.

Labour Costs/Benefits:

Salary and Benefit costs comprise 60% of the total Township Operating Budget. Benefit Costs, which includes WSIB, CPP, EI, EHT, OMERS and Group Benefits, increased \$36,400 in 2016 over 2015. Salary budgets have increased \$101,100 in 2016 as a result of approved collective bargaining agreements and compensation plans.

Hydro/Insurance/Natural Gas:

A savings of \$75,000 in corporate insurance premiums has been realized in the 2016 budget. This savings is the result of the renewal process in 2015 which saw more competitive rates being offered to the Township. Insurance is allocated among various departments and is a mitigating factor for these departmental budgets.

The price for electricity is expected to rise in 2016, with the price for natural gas to be lower than the 2015 natural gas rates. The impact to the 2016 budget is an increase of \$38,900 (13.79%) to the utilities budget.

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REVENUE:

The following section of the report will review the significant revenue items included in the 2016 budget.

Ontario Municipal Partnership Fund (OMPF):

The Ontario Municipal Partnership Fund (OMPF) is a significant revenue source for our Township totalling 10% of our total 2016 budgeted revenue. In the past, the Township has been faced with a substantial reduction in this grant. In 2009, the grant allocation to our municipality was \$1,154,000, whereas in 2015 it was \$721,600, which equates to a difference of \$432,400. In 2016, we are actually receiving an increase from our 2015 allocation. The increase is \$80,000 resulting in a total grant of \$801,600. This increase is the result of an enhancement made to the Rural Communities Grant portion of the OMPF. This increased funding recognizes the challenges faced by municipalities with high level of farmlands taxed at the Farm Tax rate.

Income from Investments:

As the Township's long-term investments mature, the renewal rates of interest are significantly lower than that of the previous term. We are anticipating a decrease in interest revenue as a result.

Prior Year Surplus:

The 2016 Draft budget includes the use of \$200,000 of prior year surplus. A portion of the \$200,000 represents \$139,000 of 2014 surplus that has yet to be taken into income. At this point staff is estimating a 2015 surplus of approximately \$450,000. This would bring the total surplus available to be used in 2016 to \$589,000. Discussion regarding this anticipated additional surplus will continue later in this report.

GENERAL EXPENDITURES:

Contributions to Reserves:

It is wise financial planning to ensure that adequate balances are available within the Township's reserves. The 2016 draft budget includes a \$211,700 transfer to the Capital Reserve which recognizes the need to set aside funds for future Capital Works. The Ten Year Capital Plan indicates projected Capital needs of \$59 million, of which \$33 million is presently unfunded. It is wise financial planning to allocate a portion of the tax levy to address these future Capital needs. In addition, a \$77,000 transfer to the Contingency Reserve is being recommended. Finally, the draft budget is recommending a transfer to the Winter Control Reserve of \$52,000.

Additional reserve transfers are made within specific departmental budgets. Attached as **Schedule D** to this report is a summary of Transfers to and from Reserves as presented in the 2016 draft budget. **Schedule E** provides Council with a summary of estimated reserves as of December 31, 2015.

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LIBRARY BOARD:

Under the Ontario's Public Libraries Act (PLA), public libraries in Ontario must be operated under the management and control of a public library board. The Library Board is responsible for the operation of its library system. The Municipality has the role of annually approving the board's estimates of amounts required for the year. In the case of West Lincoln, the Library CEO prepares the draft budget and the Treasury department completes certain line items such as utilities, insurance and benefit costs to ensure consistency throughout the entire budget. The Library CEO then presents the completed budget to the Library Board for their approval.

The draft 2016 budget is projecting a contribution to the West Lincoln Public Library of \$417,600, which represents an increase of \$30,650 (7.92%) over the 2015 allocation. In general, the Library receives a small amount of funding in provincial grants and the remainder is a municipal contribution. Accounting, payroll, IT services and facilities maintenance are provided by the Township and no allocations are made to the Library budget for the cost of these services. In 2013, a Job Class Evaluation Study was completed for Library Staff. The 2016 draft budget reflects the final year of implementation of the plan outlined in that study that was presented to Council in October 2013 at an additional cost of \$29,800.

The 2016 Draft Library Budget includes an increase in staffing hours between all three branches totalling approximately 1,300 hours for the year. The majority of the increase in hours is the result of a new Library policy requiring that no staff work alone. This has a \$9,100 impact on the budget. The Library Board also approved a new position at the Smithville Library and replaced the CEO in late 2015. These hiring decisions resulted in a \$31,700 increase to the salary budget and an increase of \$6,900 to the benefit budget.

These increases were mitigated by two items. The Library Board approved a transfer of \$39,000 from prior year surplus (technically a transfer from reserve). There is also a savings of \$15,000 as a result of not requiring funding in 2016 for the Library Service Review, which was requested in 2015 and completed.

DEPARTMENTAL BUDGETS:

MAYOR/COUNCIL (pages 12-13):

Salary and Statutory Benefit Costs are the contributing factors to the 2.67% increase in the budget for this department.

CORPORATE SERVICES/FINANCE (pages 14-22):

This departmental budget is increasing 2.71%. The Crossing Guard budget area is rising by \$11,900 as a result of increased crossing guard hours. The hours for crossing guards have risen in 2016 as a result in the change in starting time at College Street School which

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requires two crossing guards at St. Catherines Street to work a longer shift. We have increased the allocation to the Election Reserve by \$5,000 based on the actual costs of running the 2014 election. The total contribution to this reserve is \$15,000. The amount of Capital being funded through the Operating Budget has increased by \$24,600. This increase stems from the need to increase our electronic storage capacity. The use of electronic information is increasing each year and our storage capability needs to be expanded.

The Information Technology Operating budget is also increasing in 2016. It has been recognized that there is a need to improve the internet connectivity at the Township by upgrading to Fibre Internet. This has an increased operating cost. In addition, funds have been allocated towards updating the Township website.

The Meetings and Mileage budget has been increased by \$6,000 in anticipation of additional costs related to proposed committees that are to be developed over the year. The proposed committees are:

- Sustainable Economic Development Advisory Committee
- Recreation, Leisure and Library Development Advisory Committee
- Youth Council
- Active Transportation Working Committee
- Industrial Wind Turbine Public Advisory Committee
- Industrial Wind Turbine Technical Advisory Committee
- Canada Day 150 Celebrations – tasked to Heritage Committee

The terms of references for these committees will be brought forward to Council in April. In addition, the 2016 Capital Budget includes projects that will be implemented through the direction provided by these committees.

The above increases have been mitigated as follows:

- | | |
|--|----------|
| • Savings on Corporate Insurance Policy | \$14,500 |
| • Overhead Allocation Adjustments to Other Departments | \$33,210 |

The Overhead Allocation from Corporate Services takes costs within the Corporate Services Department and allocates them to departments that they serve. The review of this allocation found that there was not a sufficient amount of funds being transferred to other departments to represent the support provided by the Corporate Services Department.

CEMETERY (pages 23-26):

This department has a 37.40% budget increase. \$16,300 relates to contract and legal costs that will be incurred as a result of the Township assuming responsibility for three

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additional cemeteries: Caistor Baptist, Bismark and Bethel Winslow. In addition, the 2016 budget has a \$6,000 capital request funded through operations to have new entrance and by-law signage erected at the Township cemeteries.

FIRE (pages 27-35):

The Fire Department budget is increasing by 4.67%. The largest contributing factor to this budget increase is an additional \$31,000 transfer into the Fire Reserve. The 2016 budgeted transfer into the Fire Reserve is budgeted as \$250,000, whereas in 2015 \$219,000 was transferred into the Fire Reserve. This additional transfer into the Fire Reserve has been recommended in light of the Capital needs over the next ten years. The Fire – Ten Year Capital Plan found on page 30 indicates a \$2,997,900 Fire Reserve funding requirement.

BUILDING/PROPERTY STANDARDS DEPARTMENT (pages 36-38):

Council is reminded that Building Department revenues can only be used to cover the direct and indirect costs of the Building Department as the department is to be self-funded. The Building Department is responsible for their own capital needs and department surpluses are transferred to the Building Revenues reserve for future use.

PLANNING DEPARTMENT (pages 39-46):

The Planning Department Budget has increased by \$4,600 in 2016. The Training budget has been increased as it is important for staff to remain up to date on changes within the Planning Act and related legislation. The Software Licensing Fee budget has been increased in anticipation of the additional costs that will be incurred in 2016 as a result of updating the Township's aerial maps which are highly utilized within our GIS software.

RECREATION AND ARENA (pages 47-51):

The Recreation Department has increased its budget by 1.61%. A new program called "Skate, Swim, Gym" is included in the 2016 budget. Staff has applied for funding which would cover approximately 80% of the cost, leaving the Township share at \$4,300. The savings on the Corporate Insurance Program has benefitted the Recreation Budget with a savings of \$16,000.

The Arena operating budget is increasing by 2.10%. The Arena budget has been the most adversely affected budget as a result of rising electricity costs, with a projected increase of \$14,800.

ROADS ADMINISTRATION & MAINTENANCE (pages 52 -55):

The Roads Administration budget has actually had a 1.39% decrease compared to 2015.

Roads Maintenance is faced with a 1.92% budget increase (\$33,400). This area is where the bulk of road department staff salary and benefits are charged. This department thus absorbs a large percentage of the overall increase in salary and benefit costs. The Roads

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Maintenance budget was developed to ensure the same level of service would be provided as that which was provided in 2015.

WINTER CONTROL (pages 56-57):

The labour costs in the Winter Control budget are based on estimates of the portion of staff's time that will be spent in a year in this area (winter events). The annual labour costs are split between Roads Maintenance, Winter Control and Sidewalks, based on prior years' experience. Therefore, an overage that might occur in labour in one area should be offset by a decrease in the other areas. This budget and the corresponding actual charges are dependent on the number of snow events in a given year. This department is budgeted to have a 6.11% increase (\$31,400) which is attributable to increased costs of materials.

BRIDGE CONSTRUCTION (pages 67-71):

The \$27,500 budget related to Bridge maintenance is funded through the Operating Fund which is consistent with the 2015 budget. The Contract budget includes the costs for on-going bridge monitoring, inspection and load rating reviews as needed. The budget also includes a \$9,000 transfer to the Bridge Reserve.

FACILITIES (pages 72-86):

This budget is increasing by 34.79% (\$18,300). The budget increase is mainly attributable to two projects that the Township is required to implement in 2016. The Township approved the Corporate Energy Conservation and Demand Management Plan which was required as part of Regulation 397/11 of the Green Energy Act. A requirement of this plan is for the Township to have an Energy Audit of its facilities conducted. In addition, the Township is required to have Building Fire Plans developed for each of its facilities. These two items have increased the budget by \$17,000.

Discussion regarding anticipated capital improvements to Facilities will be discussed further in this report in the Capital section.

STREET LIGHTS AND SIDEWALKS (pages 87-92):

Both the Street Light and Sidewalk budgets are separated into Urban and Rural. Urban Service Area (USA) tax levies are paid for by ratepayers within the Smithville Urban area only. The cost of providing street lighting and sidewalks in the urban are for 2016 and 2015 is as follows:

	2016	2015
Street Lights		
Street Light Requirement	<u>85,900</u>	<u>78,100</u>
Sidewalks		
Sidewalks Requirement	<u>63,900</u>	<u>62,900</u>
Total Net Urban Service Budget	<u>149,800</u>	<u>141,000</u>

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Expenditures for the urban service area (USA) have increased by \$8,800 in 2016 over 2015. For a property with an average assessed value of \$309,532; the charge for USA tax increases from \$69.37 (2015) to \$70.17 (2016) which equates to a \$0.80 increase.

The overall Street Light budget is increasing by 13.10% as a result of increased electricity costs. LED Street Lights were installed in late 2015 throughout the Township which will result in lower hydro and maintenance costs. However, the budget was developed based on the old infrastructure. By budgeting in this matter staff will be able to properly measure the savings resulting from the LED Street Light conversion. The savings in electricity and maintenance will be allocated towards reimbursing the Contingency Reserve as approved in report RFD-PW-11-2015.

FUEL AND EQUIPMENT (pages 93-102):

Costs for fuel and equipment repairs are allocated to various departments as indicated on page 93. Included in this budget and allocation to various departments is a contribution to the Equipment Reserve for \$229,000, which represents a \$21,400 increase over the 2015 contribution to Reserve. This amount has been increased as a result of reviewing the Equipment Ten Year Capital Plan which anticipates a funding requirement of \$3,844,990 from the Equipment Reserve over the next ten years.

DRAINAGE (pages 103-104):

The actual maintenance and construction of drains are not a direct cost to the Township. The property owner that benefits from the drainage works is charged for the cost in accordance with the Drainage Act. In 2016, we are budgeting \$13,600 for anticipated maintenance on drains within the municipality that are on Township owned property.

SEWER/WATER RATES (pages 107-111 and 112-116):

The water and sewer budgets are draft and based on 2016 Regional costs for the purchase and treatment of water and wastewater. In addition, all Township operating costs have been updated. The current draft budget, as presented in the budget binder does not reflect any changes to user rates. Under this scenario, \$76,950 would be transferred into the Sanitary Sewer Reserve (page 108) and \$18,300 would be transferred into the Water Reserve (page 114).

Both the Water and Sewer departmental budgets are self-funding, meaning that all costs are off-set by user fees and not property taxes. Municipalities are required under the Safe Water Drinking Act to produce a water financial plan every 6 years. Incorporated in that plan is a rate study. The Township must file an updated financial plan to the Ministry of the Environment and Climate Change by the end of April. The 2016 rate study has commenced and the Treasurer will be presenting proposed water and sewer user rates at a Special Council Meeting to be scheduled on Monday, April 11th, 2016 at 6:00 pm. The adoption of new water and sewer user rates does not impact the Township operating

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budget. The amended water and sewer budgets will only amend the transfer to the water reserve and the transfer to the sanitary sewer reserve. Any changes in rates will be effective July 1, 2016.

Capital Program (Schedule B):

The 2016 Capital Program has been summarized in Schedule “B” which is attached to this report and is also found on page 7 of the draft budget book. All funding sources have been outlined in this schedule. Detailed ten year plans are included in the draft budget book under the relevant sections (page numbers indicated in parentheses): Corporate Services (17), Cemetery (25), Fire (30), Roads (58-59), Bridges (69), Facilities (74-75), Parks and Trails (76), Sidewalks (91), Equipment (95-96), Storm Sewers (105), Sanitary Sewers/Wastewater (109), and Water (115). Schedule C to this report provides a summary of the ten year capital plans and related financing. In accepting this 2016 budget, Council is approving the 2016 expenditures and the balance of projects for 2017-2026 are approved in principle, but subject to final approval during consideration of future budgets.

Corporate Services:

The Corporate Services Department is requesting \$252,000 in Capital Works. The largest project is a request for New Financial Management Software at an estimated budget of \$150,000 to be funded through the Technology Reserve. Funds were previously allocated to the Technology Reserve in 2008 and 2009 for this purpose. The current system which is used for Taxation, Accounts Payable, Utilities, Accounts Receivable, Cash Receipts and Payroll is not designed for an Ontario Municipality. Our Township is the only Ontario user and many modifications have been incorporated in order to properly administer taxation based on Ontario regulations. Staff is requesting that a better system be acquired and implemented that would allow staff to dedicate time to more value added activities. In addition, updated software would allow staff to provide enhanced services to its customers such as the ability to email water and tax bills.

Cemetery:

The Cemetery department has one Capital Project totalling \$6,000 funded through the Operating fund for the installation of entrance and by-law signage in all cemeteries.

Fire Department:

The Fire Department is requesting \$416,900 for Capital Works in 2016. \$275,900 of that amount is towards the final payment for the Fire Pumper Rescue Truck which was approved in the 2015 budget. The balance of the projects is listed on page 30.

Planning:

The Planning Department is requesting \$125,000 in Capital Funds as outlined on page 42. The largest project is the 911 Pers Compliance project with a budget of \$60,000.

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This project requires our municipality to undertake road naming and street numbering corrections.

Roads and Bridge Construction:

The total requested amount for Road work in the 2016 budget is \$1,151,360. Of this amount, \$895,080 is currently unfunded. A plan to address this unfunded capital is provided later in this report.

\$1,050,000 of Bridge Capital is being proposed in the Capital Budget. The largest project is the Replacement of Bridge 12 on South Grimsby Road 6 at a budgeted cost of \$920,000. The second project is guard rail replacements totalling \$130,000.

Facilities, Parks and Trails:

The 2016 Facility Capital Budget is a total of \$133,500 as outlined on page 74, and the Parks and Trails 2016 Capital Budget is \$42,500 as outlined on page 76.

Sidewalks:

The only Sidewalk project budgeted for in 2016 is the new sidewalk on the South Side of RR#20 (West Street) from South Grimsby Road 5 to Streamside Drive. This project will be 100% financed through a contribution from the Developer, being the Niagara Catholic District School Board.

Equipment:

The 2016 Equipment Capital budget is \$461,200 which is funded through the Equipment Reserve. All proposed purchases are outlined on page 95, with the largest two expenditures being \$251,000 for the replacement of a Tandem Truck and \$105,000 for the replacement of the Trackless Tractor.

Storm Sewer:

The only Storm Sewer Capital item in the 2016 budget is \$135,000 for the installation of a new storm sewer required in front of the new St. Martin School on West Street. This project is financed 100% from a contribution from the developer, being the Niagara Catholic District School Board.

Sanitary Sewer and Water:

The 2016 Sanitary Sewer Capital Budget is \$366,000 with \$311,000 being funded from the Sewer Reserve. The Sanitary Sewer Capital Budget items are comprised of \$266,000 for Sanitary Sewer refurbishments on Station Street and \$100,000 for an Extraneous Flow Reduction Program. The 2016 Water Capital Budget is \$50,000 with the full amount being funded through the Water Reserve. The \$50,000 will be spent towards a water meter replacement program which would see older water meters updated.

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Unfunded Projects:

The 2016 Capital Budget includes \$1,253,980 of projects that are currently unfunded. They are summarized in Chart 5 below:

Chart 5: "Unfunded" 2016 Capital Projects

2016 Capital Projects _ Unfunded Portion		
	2016	Page
Eagenda Solution	\$ 20,000	20
Upgrades to audio visual in Council Chambers	\$ 50,000	22
Caistor Fire Hall _ Additional Bathroom with Showers	\$ 60,000	33
911 Pers Compliance	\$ 60,000	43
CIP Implementation Program	\$ 25,000	44
Property in Tax Arrears	\$ 20,000	46
Railway Crossing Assessment Study	\$ 60,000	61
Abingdon Road : Pulverize & DST - From: Concession 3 Road To: Concession 2 Road	\$ 218,880	62
Young Street : Pulverize & DST - From: Regional Road 12 (Grimsby Rd) To: South Grimsby Road 10	\$ 110,400	63
Young Street : Pulverize & DST - From: South Grimsby Road 10 To: Grassie Road	\$ 220,800	63
Westbrook Rd-shared with City of Hamilton : Pulverize & DST - From: Concession 3 Rd To: Concession 2 Rd	\$ 85,000	64
Westbrook Rd-shared with City of Hamilton : Pulverize & DST - From: Concession 2 Rd To: Concession 1 Rd	\$ 100,000	64
Urban Design Implementation_Public Realm Improvements	\$ 100,000	66
Various Bridges - Guard Rail Replacement	\$ 92,400	70
Energy Management Implementation Plan - All Facilities	\$ 5,000	77
Tube heaters add to cold bay	\$ 10,000	79
Restore town clock at Murgatroyd park	\$ 3,500	80
Entrance gates for existing trails	\$ 13,000	86
Grand Total	\$ 1,253,980	

Staff is recommending that the 2016 unfunded capital projects which total \$1,253,980, be addressed and funded as follows:

- Issue a Debenture to fund Bridge 12:
The 2016 gas tax allocation totals \$617,600, with \$580,000 being used to replace Bridge 12. The balance is being used to partially fund guard rail replacements. Council does have the option of issuing a debenture of \$580,000 for Bridge 12. It is recommended that a 20 year debenture be issued, with approximate annual payments of \$47,000, based on a current interest rate of 3.14%. As a serial debenture is being recommended, annual payments would decrease over the term of the debenture. This would free up \$580,000 of Gas Tax funds to complete other necessary road work. It is recommended that the following projects could then have Gas Tax allocated to them:

Guard Rail Replacements	\$92,400
Westbrook Rd. – pulverize and DST	\$185,000
Young St. – pulverize and DST	\$302,600

- Review the Current Practice of Paying Back Reserves:
The draft operating budget presently has the following contributions to reserves as payback for internal borrowing:

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Reserve	Annual Amount	Project	Years
Industrial Park	\$ 18,600.00	Firehall Land Purchase	2016-2021
Industrial Park	\$ 91,100.00	Canborough Street	2016-2021
Industrial Park	\$ 65,530.00	2015 Road Projects	2016-2025
Capital	\$ 56,000.00	Northridge Drive	2016-2023
Total	\$ 231,230.00		

The estimated uncommitted 2015 closing balances in the Industrial Park Reserve and the Capital Reserve are \$380,700 and \$437,800 respectively. In addition, the 2016 budget is recommending a \$211,700 contribution to the Capital Reserve. This is keeping with Council's actions in 2015 of contributing to the Capital Reserve as a means of having funds to address future capital requirements. The 2016 budget contribution would bring the Capital Reserve with an uncommitted balance of \$514,800. Also, there are no immediate needs to make any changes to the Industrial Park area of the Township. Any proceeds from Land Sales the Township has are transferred into the Industrial Park Reserve. It is recommended that the full \$231,230 be redirected to finance the unfunded capital projects in the 2016 budget.

1. Prior Year Surplus

At this time, a 2015 operating surplus of approximately \$450,000 is being projected. In addition, \$139,000 of the 2014 surplus remains to be brought into income. These two amounts total \$589,000. The 2016 draft operating budget as presented is transferring \$200,000 of this surplus into the operating fund. This leaves \$389,000 of remaining operating surplus that is recommended to be allocated towards the unfunded Capital projects.

The above three options will make available \$1,200,230 of funds that can be allocated towards the \$1,257,980 of unfunded capital projects. It is recommended that the remaining unfunded balance of \$57,750 be funded through a transfer from the Capital Reserve.

The proposed 2016 Capital Projects cover a wide spectrum of studies and capital works that cross each department and will ensure the continued success of the Township. If Council desired not to complete all of the "unfunded" projects which total \$1,253,980 staff would suggest that the following items could be deferred:

Energy Management Implementation	\$ 5,000
Public Works Building – Tube Heaters	\$ 10,000
911 Pers Compliance	\$ 60,000
Property in Tax Arrears	\$ 20,000
Public Realm Improvements – reduction	\$ 50,000
Young Street- Pulverize and DST	<u>\$360,000</u>
Total	<u>\$505,000</u>

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In addition, the proposed budget is recommending a \$211,700 transfer into the Capital Reserve Fund. Council can redirect all or a portion of this transfer to address the “unfunded” projects.

ONTARIO REGULATION 284/09 REQUIRED REPORTING:

As a municipality, the Township is required to follow the accounting standards established by the Public Sector Accounting Board (PSAB). The PSAB standards do not require municipal budgets be prepared on a fully accrual basis. The Township of West Lincoln, like most Ontario Municipalities, continues to prepare budgets on a cash basis. A key outcome of the annual budget is a tax rate. The tax rate is based on annual cash requirements and therefore does not include the PSAB requirements around accrual accounting and accounting for “non-financial assets and liabilities”

Ontario Regulation 284/09 allows a municipality to exclude from its annual budget estimated expenses related to the following:

- i. Amortization expenses
- ii. Post-Employment Benefit Expenses
- iii. Solid waste landfill closure and post-closure expenses – N/A to our Township

The regulation however does require that the municipality report on the impact of these excluded costs. In particular, reporting is required to estimate the impact on the accumulated surplus and the impact on the future tangible capital asset funding requirements from resulting from the exclusion of any of the expenses listed above.

- i. Amortization Expense:
Amortization expense represents the reduction in the economic benefits realized by the Township’s Tangible Capital Assets during the fiscal period. Amortization expense should not be used to determine the impairment of an asset; however, it is a good tool to predict the future annual financial commitment required for asset rehabilitation or replacement. The 2016 Draft Operating and Capital Budget excludes \$2,147,200 of estimated amortization expense, which would reduce the Township’s accumulated surplus. The 2016 budget does include total transfers to reserves relating to Tangible Capital Assets of \$851,850. It should also be noted that the 2016 budget includes \$4,044,460 in recommended Tangible Capital Asset Investments. These investments are treated as expenditure in the 2016 Budget; however, in accrual accounting they are Tangible Capital Additions and are not expensed, resulting in an increase to the accumulated surplus.
- ii. Post-employment Benefits:
Post-employment benefits are non-pension benefits provided to employees after retirement. The 2016 Draft Operating and Capital budget excludes an estimated

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\$112,800 of post-employment benefits expense which has the impact of decreasing the accumulated surplus. The 2016 budget does include the current year's post-employment benefit costs paid out to current eligible retired employees totalling \$23,200.

Impact on Accumulated Surplus:

The accumulated surplus shown in the Township's Financial Statements represents the net resources available to provide future services. It does not represent surplus cash. The Township's accumulated surplus as calculated using PSAB policies was \$70 million as of December 31, 2014. The closing balance as of December 31, 2015 is not yet available. Chart 6 below outlines the estimated impact of excluding the above two expenses:

Chart 6: Impact of Excluding Amortization and Post-Employment Benefits on the Accumulated Surplus

	2016 Estimate
Tangible Capital Asset Amortization	\$ 2,147,200
Post-Employment Benefits	\$ 112,800
Total Reduction to Surplus	\$ 2,260,000
Investment in Tangible Capital Assets	\$ 4,044,460
Net Transfer from Reserves	-\$ 595,500
Total Increase to Surplus	\$ 3,448,960
Net Increase in Accumulated Surplus	<u>\$ 1,188,960</u>

FINANCIAL IMPLICATIONS:

The Budget is the guiding financial management tool for the year 2016. It sets departmental spending and revenue guidelines; additionally, budget status is reported back to Council to convey financial results. The 2016 proposed Draft budget reflects a 5% general tax levy increase. This equates to an increase to the West Lincoln portion of property taxes for the average residential homeowner of \$51.25.

INTER-DEPARTMENTAL COMMENTS:

Department Heads have all been involved in the creation of their own budget documents. Department Heads worked with their staff to send in initial budget plans which have undergone some change through meetings with the Treasurer and CAO to get to the final draft document as presented to Council.

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CONCLUSION:

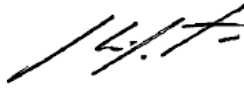
It is concluded that the 2016 Budget be approved as presented.

Prepared by:



**Donna DeFilippis, CPA,CA
Treasurer/Director of Finance**

Approved by:



**Chris Carter
CAO**

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Township of West Lincoln
2016 Budget Summary

RFD-T-05-16
SCHEDULE A

	Recommended Budget				
	Column A 2015 Budget	Column B 2016 Budget 2.42% Tax Increase	Column C 2016 Budget 5.00% Tax Increase	Column D Difference \$ (Column C-A)	Column E % Increase / Decrease
General Expenditures					
Contributions to Reserves (see note 1 below)	199,000	207,000	341,200	142,200	71.46%
Corporate Expenditures	77,500	52,500	52,500	(25,000)	-32.26%
Departments					
Library	386,950	417,600	417,600	30,650	7.92%
Mayor & Council	172,300	176,900	176,900	4,600	2.67%
Corporate Services	1,503,400	1,544,100	1,544,100	40,700	2.71%
Cemetery	59,900	82,300	82,300	22,400	37.40%
Fire	980,500	1,026,300	1,026,300	45,800	4.67%
Building/Property Standards & By-law/Septic	87,100	91,700	91,700	4,600	5.28%
Planning	168,100	172,700	172,700	4,600	2.74%
Public Works					
Recreation/Arena	769,100	783,400	783,400	14,300	1.86%
Roads Administration	273,600	269,800	269,800	(3,800)	-1.39%
Roads Maintenance	1,741,800	1,775,200	1,775,200	33,400	1.92%
Winter Control	513,500	544,900	544,900	31,400	6.11%
Canborough St. Project- Payback to Industrial Park Reserve	91,100	91,100	91,100	-	0.00%
Northridge Rd. Project-Payback to Capital Reserve	56,000	56,000	56,000	-	0.00%
2015 Capital Projects - Payback to Industrial Park Reserve	-	65,530	65,530	65,530	
Roads Construction	-	-	-	-	
Bridges	27,500	27,500	27,500	-	0.00%
Facilities	52,600	70,900	70,900	18,300	34.79%
Street Lights	113,000	127,800	127,800	14,800	13.10%
Sidewalks	70,500	71,800	71,800	1,300	1.84%
Fuel and Equipment	-	-	-	-	
Drainage	56,000	54,200	54,200	(1,800)	-3.21%
Storm Sewers	-	-	-	-	
Sanitary Sewers	-	-	-	-	
Water	-	-	-	-	
Total Expenditures	7,399,450	7,709,230	7,843,430	443,980	6.00%

Every \$51,567 change to budget equates to a 1% general tax levy adjustment. Every \$10,000 in levy change equates to a \$2.00 annual property tax change.

	2.42% Tax Increase	5.00% Tax Increase
Average Assessment	\$ 309,532.48	\$ 309,532.48
Dollar Increase	\$25.02	\$51.25
Percentage Increase	2.42%	5.00%

Note 1:

There is a \$134,200 budgeted difference between a 2.42% and a 5% tax increase.
The difference is found under the Contribution to Reserves Line, see page 6 of the binder.

**TOWNSHIP OF WEST LINCOLN
2016 BUDGET
TEN YEAR CAPITAL PLAN**

**RFD-T-05-16
SCHEDULE C**

EXPENDITURE

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Grand Total
Administration	412,000	215,000	200,500	240,000	155,000	105,000	50,000	35,000	120,000	50,000	40,000	1,622,500
Bridge	1,050,000	335,720	1,158,435	298,600	1,203,400	693,100	1,086,700	261,250	467,000	153,500		6,707,705
Cemetery	6,000										22,000	28,000
Fire	416,900	442,000	542,000	17,000	2,173,000	18,000	18,000	19,000	319,000		1,000,000	4,964,900
Library		916,800	8,000				1,250,000			27,000		2,201,800
Public_Works	13,500		40,000	22,000				572,500				648,000
Recreation	178,500	901,000	151,000	118,900	14,159,000	121,620	182,300	256,800	100,100	1,454,200		17,623,420
Roads	1,561,560	2,208,000	1,712,060	1,792,000	1,243,950	1,432,360	1,697,000	1,407,200	1,188,600	921,500		15,164,230
Sidewalk	180,000	355,000	143,000	340,000	368,000	83,400	187,000	98,000	379,500	188,000	267,800	2,589,700
Storm_Sewer	135,000		40,000	28,000	382,000	20,000	21,000	21,500	22,000			669,500
Wastewater	366,000	1,121,500	735,000	265,000	312,850	74,200	515,000	267,000	988,000	185,000		4,829,550
Water	50,000	81,000	525,000	540,000	125,000	110,000	110,000	182,000	120,000	233,500	75,000	2,151,500
TOTAL EXPENDITURE	4,369,460	6,576,020	5,254,995	3,661,500	20,122,200	2,657,680	5,117,000	3,120,250	3,704,200	3,212,700	1,404,800	59,200,805

FINANCING

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Grand Total
Development Charges	- 357,920	- 572,995	- 592,553	- 453,450	- 2,917,261	- 108,960	- 566,202	- 315,300	- 554,245	- 53,598		- 6,492,484
In Lieu of Parkland	- 29,500	- 62,000	- 32,160	- 30,000	- 52,000							- 205,660
Gas Tax	- 617,600	- 420,700	- 421,000	- 420,000	- 421,000	- 421,000	- 421,000	- 420,000	- 420,000	- 420,000		- 4,402,300
OCIF Funding	- 64,000	- 64,000										- 128,000
Other Grants	- 50,000											- 50,000
Fire Reserve	- 329,900	- 442,000	- 542,000	- 17,000	- 293,000	- 18,000	- 18,000	- 19,000	- 319,000		- 1,000,000	- 2,997,900
Equipment Reserve	- 461,200	- 452,000	- 244,560	- 491,500	- 310,650	- 257,980	- 465,300	- 319,700	- 367,100	- 517,700		- 3,887,690
Sewer Reserve	- 311,000	- 833,500	- 647,250	- 248,350	- 276,850	- 70,000	- 357,950	- 203,250	- 633,400	- 175,750		- 3,757,300
Water Reserve	- 50,000	- 62,400	- 240,000	- 246,000	- 125,000	- 110,000	- 110,000	- 131,750	- 120,000	- 195,000	- 75,000	- 1,465,150
Other Reserves					- 133,900							- 133,900
Unfunded	- 1,253,980	- 2,772,925	- 2,408,372	- 1,676,600	- 15,522,539	- 1,628,740	- 3,166,048	- 1,665,250	- 1,268,455	- 1,784,152	- 307,800	- 33,454,861
Operating Fund	- 38,000	- 29,000	- 6,500	- 34,600	- 6,500	- 32,000	- 6,500	- 33,000	- 11,000	- 33,500		- 230,600
Capital Reserve	- 150,000	- 197,000	- 95,600	- 25,000	- 25,000							- 492,600
Library Reserve		- 621,000	- 8,000							- 27,000		- 656,000
Facilities Reserve		- 35,000	- 17,000	- 18,000	- 26,000	- 11,000	- 6,000	- 13,000	- 11,000	- 6,000		- 143,000
Planning Reserve	- 20,000	- 1,000										- 21,000
Recreation Reserve		- 10,500										- 10,500
Cemetery Reserve											- 22,000	- 22,000
Technology Reserve	- 150,000											- 150,000
Sidewalk Reserve				- 1,000	- 12,500							- 13,500
Developer Contribution	- 315,000											- 315,000
Cost Sharing	- 171,360											- 171,360
TOTAL FINANCING	- 4,369,460	- 6,576,020	- 5,254,995	- 3,661,500	- 20,122,200	- 2,657,680	- 5,117,000	- 3,120,250	- 3,704,200	- 3,212,700	- 1,404,800	- 59,200,805

**TOWNSHIP OF WEST LINCOLN
2016 BUDGET
SUMMARY OF RESERVE TRANSFERS**

**RFD-T-05-16
SCHEDULE D**

2016 Summary of Reserve Transfers

	Transfer to (from) Reserve	PAGE #
Transfer from Working Fund Reserve	\$ (45,000)	4
Contribution to Capital Reserve	\$ 211,700	6
Contribution to Contingency Reserve	\$ 77,500	6
Contribution to Winter Control Reserve	\$ 52,000	6
Contribution to Library Reserve	\$ 50,000	11
Transfer from Library Reserve	\$ (44,000)	11
Contribution to Election Reserve	\$ 15,000	16
Transfer from Technology Reserve	\$ (150,000)	21 Financial Management Software
Contribution to Cemetery Reserve	\$ 2,000	24
Contribution to Fire Reserve	\$ 250,000	28
Note 1: Payback to Industrial Park Reserve	\$ 18,600	28 Land Purchase
Transfer from Fire Reserve	\$ (25,000)	31 Aerial Truck Repairs
Transfer from Fire Reserve	\$ (16,000)	32 10 sets of bunker gear
Transfer from Fire Reserve	\$ (275,900)	34 Pumper/Rescue Truck replacement
Transfer from Fire Reserve	\$ (13,000)	35 Fire Protection Master Plan
Transfer from Building Reserve	\$ (32,750)	37
Transfer from Planning Reserve	\$ (20,000)	45 Municipal Comprehensive Review
Contribution to Arena Building Fund	\$ 8,400	51
Note 1: Contribution to Industrial Park Reserve	\$ 91,100	Canborough St. Payback
Note 1: Contribution to Capital Reserve	\$ 56,000	Northridge Dr. Payback
Note 1: Contribution to Industrial Park Reserve	\$ 65,530	2015 Capital Projects
Transfer from Capital Reserve	\$ (10,000)	60 Traffic Count Study
Transfer from Capital Reserve	\$ (25,000)	65 Ash Tree Replacements
Transfer from Capital Reserve	\$ (30,000)	78 Township Office Front Counter Improvements
Transfer from Capital Reserve	\$ (85,000)	81 Fundraising Campaign - New Community Centre
Transfer to Sidewalk Reserve	\$ 7,500	90
Contribution to Equipment Reserve	\$ 229,000	94
Transfer from Equipment Reserve	\$ (5,000)	95 Misc. PW Equipment
Transfer from Equipment Reserve	\$ (5,000)	95 Misc. Rec. Equipment
Transfer from Equipment Reserve	\$ (40,000)	97 Tractor
Transfer from Equipment Reserve	\$ (6,000)	98 Arena Ice Edger
Transfer from Equipment Reserve	\$ (251,000)	99 Tandem Truck Replacement
Transfer from Equipment Reserve	\$ (128,200)	100 Replacement of Trackless
Transfer from Equipment Reserve	\$ (15,000)	101 Fleet GPS Units
Transfer from Equipment Reserve	\$ (11,000)	102 Pressure Washer
Contribution to Sewer Reserve	\$ 76,950	108
Transfer from Sewer Reserve	\$ (266,000)	110 Station St. Sanitary Sewer Refurbishment
Transfer from Sewer Reserve	\$ (45,000)	111 Pollution Control Plan
Contribution to Water Reserve	\$ 18,300	114
Transfer from Water Reserve	\$ (50,000)	116 Replacement of Water Meters
Total Transfer (from) to Reserve	<u>\$ (364,270)</u>	
2015 Comparitor		
Total Transfer from Reserve	\$ (1,593,850)	\$ (1,722,580.00)
Total Transfer to Reserve	\$ 1,229,580	\$ 1,008,000.00
Total Transfer from Reserve	<u>\$ (364,270)</u>	<u>\$ (714,580.00)</u>

Note 1: It is recommended that these payback to reserves not take place in 2016. It is recommended that the amount of the payback which totals \$231,230 be allocated towards actual 2016 Capital Projects. If approved the Summary of Transfers (from) to Reserve will be as follows:

Total Transfer from Reserve	\$ (1,593,850)
Total Transfer to Reserve	\$ 998,350
Total Transfer from Reserve	<u>\$ (595,500)</u>

TOWNSHIP OF WEST LINCOLN
SUMMARY OF RESERVES AND DEVELOPMENT CHARGES
AS AT DECEMBER 31, 2015

RESERVES

	December 31, 2015 Estimated		
	Closing Balance	Committed Funds	Uncommitted Funds
Accessibility	\$ 34,764	\$ -	\$ 34,764
Arena Building	\$ 123,188	\$ -	\$ 123,188
Bridges	\$ 70,986	\$ -	\$ 70,986
Building Revenues	\$ 948,415	\$ -	\$ 948,415
Capital	\$ 895,746	\$ 418,494	\$ 477,252
Cemeteries	\$ 23,575	\$ 3,200	\$ 20,375
Contingencies	\$ 565,000	\$ 306,253	\$ 258,747
Election Exp	\$ 14,021	\$ -	\$ 14,021
Facilities Reserve	\$ 93,516	\$ 35,936	\$ 57,580
Fire Trucks	\$ 186,352	\$ 275,897	\$ (89,545)
Hospital	\$ 1,250,000	\$ -	\$ 1,250,000
Industrial Park	\$ 715,877	\$ 637,700	\$ 78,177
Insurance	\$ 187,655	\$ -	\$ 187,655
Library	\$ 843,787	\$ -	\$ 843,787
Planning	\$ 185,394	\$ 163,467	\$ 21,927
Rate Stabilization	\$ 59,000	\$ -	\$ 59,000
Recreation	\$ 11,598	\$ 10,595	\$ 1,003
Road Equipment	\$ 774,570	\$ 357,840	\$ 416,730
Sewer Projects	\$ 678,844	\$ 136,276	\$ 542,568
Sidewalks	\$ 83,281	\$ -	\$ 83,281
Street Lights	\$ 19,186	\$ -	\$ 19,186
Technology	\$ 187,795	\$ 181,199	\$ 6,596
Water Department	\$ 647,388	\$ 466,602	\$ 180,786
Winter Control	\$ 160,500	\$ -	\$ 160,500
Working Funds	\$ 315,159	\$ -	\$ 315,159
Total	\$ 9,075,597	\$ 2,993,459	\$ 6,082,138

DEVELOPMENT CHARGES

	December 31, 2015 Estimated		
	Closing Balance	Committed Funds	Uncommitted Funds
Protection	\$ 249,338		249,338
Roads	\$ 1,028,094		1,028,094
Parks & Recreation	\$ 1,766,972		1,766,972
Libraries	\$ 229,279		229,279
Administration	\$ 126,318		126,318
Water	\$ 157,728		157,728
Storm Water Mgmt.	\$ 39,203		39,203
Sewers	\$ 396,814		396,814
In Lieu of Parkland	\$ 236,503		236,503
Total	\$ 4,230,249	\$ -	\$ 4,230,249