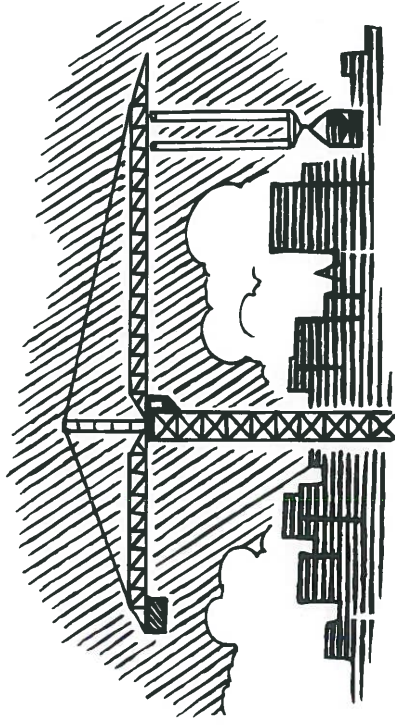


10 YEAR CAPITAL INVESTMENT PLAN
2018 Budget and 10 Year Outlook (2019 to 2028)

Summary



"The 10 Year Capital Investment Plan serves as a roadmap for staff and Council when considering not only the spending of money to buy new, or maintain its existing capital assets, but also to plan for the projects' long term funding so that the money is available when needed."

Other than the identified 2018 budget items, council has not approved or endorsed any of the specific items in the plan. This document is to be used as a reference tool only, and represents a consolidation of the views of various staff members responsible for maintaining assets and services.

Other than library facilities, the document does not include any Library Board projects.

TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028

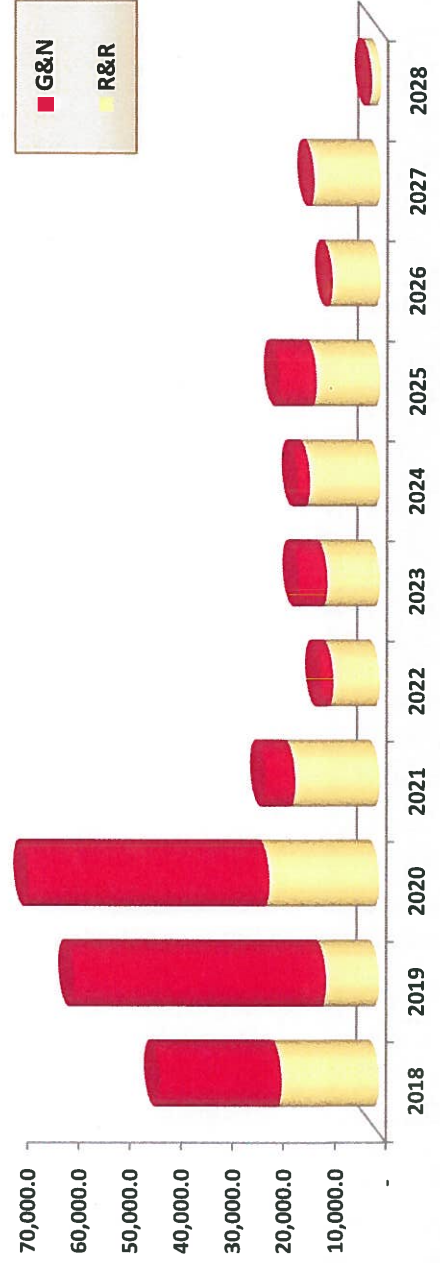
INTRODUCTION

The Town currently owns approximately six hundred million dollars in assets comprised of roads; bridges; buildings; parks; underground water, wastewater and storm water infrastructure; streetlights; and vehicles, etc. This investment needs to be protected through planning for the repair or replacement of these assets to properly maintain them; and equally as important is the planning for the funding for these projects.

The 2018 10 Year Capital Investment Plan (total of 11 years - 2018 to 2028) identifies 511 projects with a total capital expenditure of \$284,945,501. Of this, 353 projects relate to Repair and/or Replacement ('R&R') of existing infrastructure representing \$138,375,085 or 48.6% of the total plan's dollars; 96 projects relate to Growth Related or New Assets ('G&N'), representing \$142,743,816 or 50.1% of the total plan's dollars; and 62 projects relate to Studies and Other projects ('S&O'), representing \$3,826,600 or 1.3% of the total plan's dollars.



The expenditures are not spread equally over the 11 year period, with major G&N projects planned in 2018 to 2020 influencing the phasing:

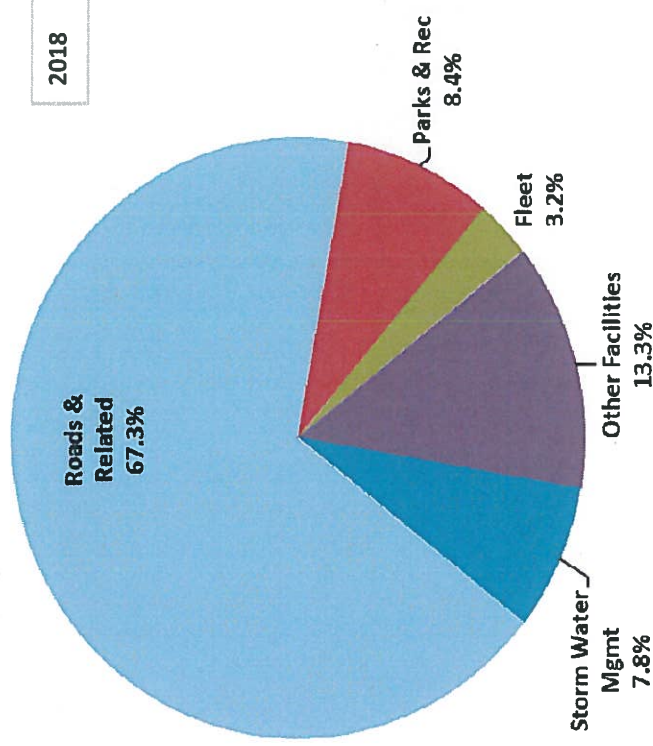
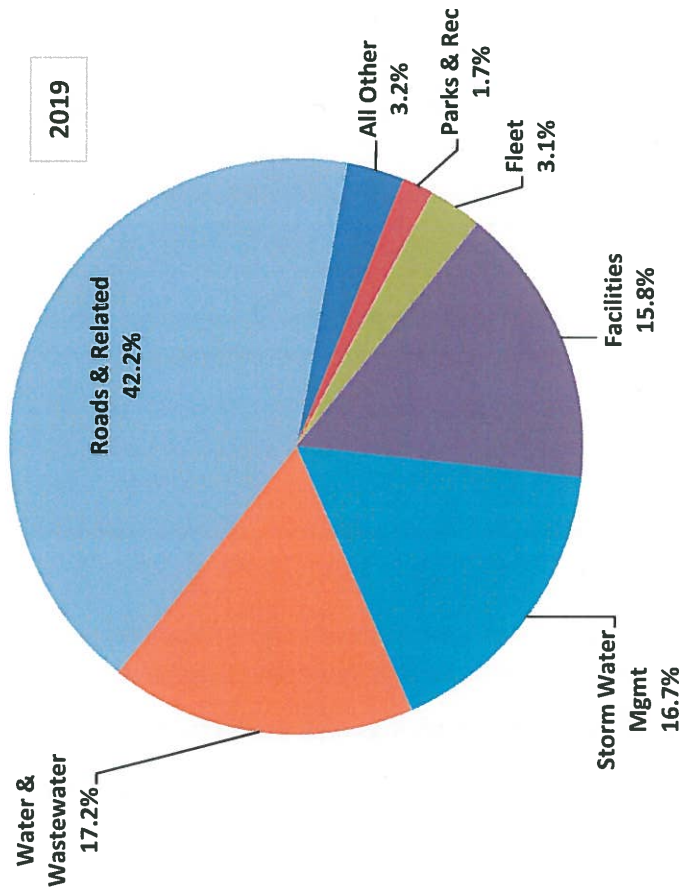


TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028

R & R PROJECTS

As one would expect Repair and Replacement (R & R) projects represent a material proportion of the Town's planned investment representing 48% of the total plan.

The following is the 11 year category breakdown of the \$138.4 million R&R expenditure:

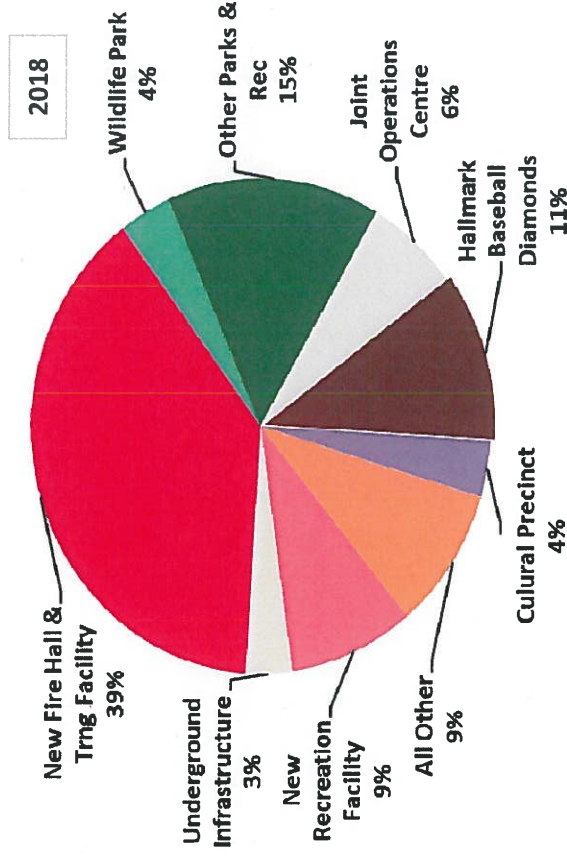
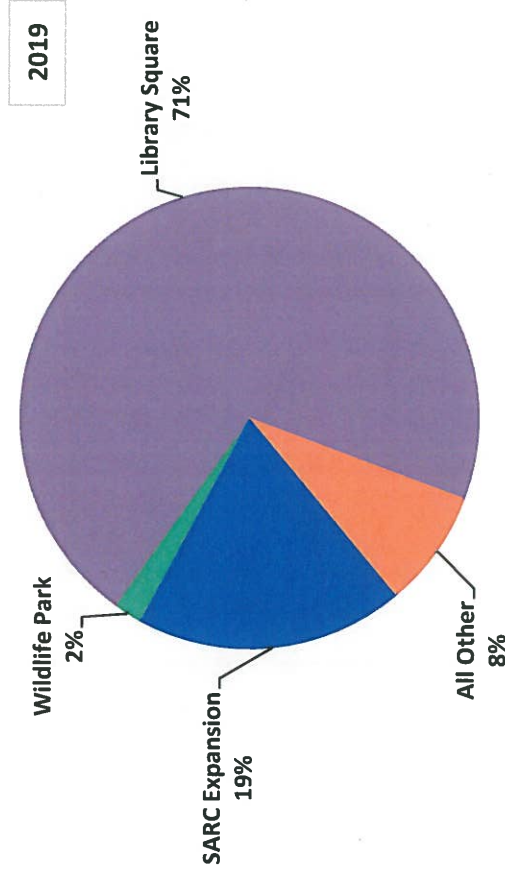


TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028

G & N PROJECTS

There are several major projects identified throughout the 11 years of the Long Term Capital Investment Plan totalling \$142.7 million in G&N expenditures. The projects for 2019 include \$9,400,000 for an addition to the Stronach Recreation Complex, \$35,000,000 for the redevelopment of library square, \$410,000 for a pumper for the new fire hall, \$1,000,000 for the continued work at the wildlife park. These estimates may be subject to change as the requirements and designs for these above noted facilities are finalized.

The following graphics present a break-down of the major Growth & New projects forecasted for 2019 and the year prior:



TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028

S & O PROJECTS

Over the 11 years of the Long Term Capital Investment Plan there are 21 projects totalling \$3,826,600. These include an update of the Town's Strategic Plan (2024); an Economic Development Strategic Plan (2019); a Green Fleet Operating Policies (2020). In addition, Planning and Development Services is planning a number of studies in the transportation and environmental areas.

By Department, the S&O Project's \$3,826,600 is anticipated to be spread as follows:

| | | |
|--------------------|-------------------|-------|
| Administration | \$ 1,084.2 | 28.3% |
| Planning | 2,155.0 | 56.3% |
| Operations | 342.4 | 8.9% |
| Community Services | 245.0 | 6.4% |
| | <u>\$ 3,826.6</u> | |

Tax Rate Stabilization

FUNDING and RESERVES

As shown graphically on Page 1 of this Executive Summary, the funding requirement varies significantly by year, through-out the period of this capital investment plan. This volatility in funding requirements is a problem for a municipality that must collect its main source of revenue (Property Tax) relatively consistently from year to year with a desire of avoiding tax rate fluctuations due to capital needs. This problem is overcome by smoothing the funds coming from taxation through the use of Reserves which act as a "buffer".

The other issue is one of ensuring that the Town has the required funding when it is needed. Annually updating the longer term capital plan is crucial in meeting this need.

The Town has embarked on a program of funding the Infrastructure Reserves from each year's operating budget. This annual amount has approval to grow each year by a variable percentage of the current year's Town-only projected core Tax Levy. This method ensures a steady (albeit growing) and consistent source of funds going to Infrastructure Reserves, so that long term capital planning and resultant spending is possible. In recognition of growing inflationary and aging asset pressures, ELT recommended a growth rate of 0.50% for the 2018 fiscal year increasing progressively each following year toward an on-going growth rate of 1% per year.

Town-only projected core Tax Levy per year is recommended as follows:

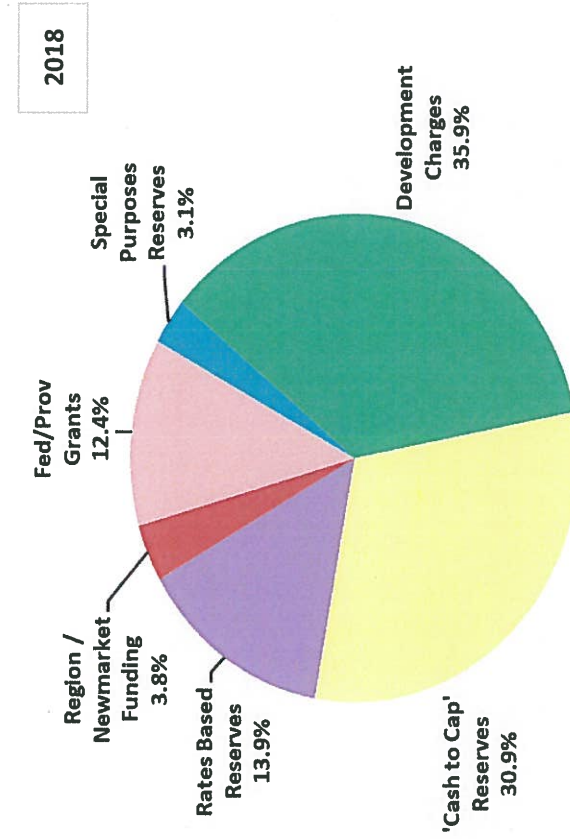
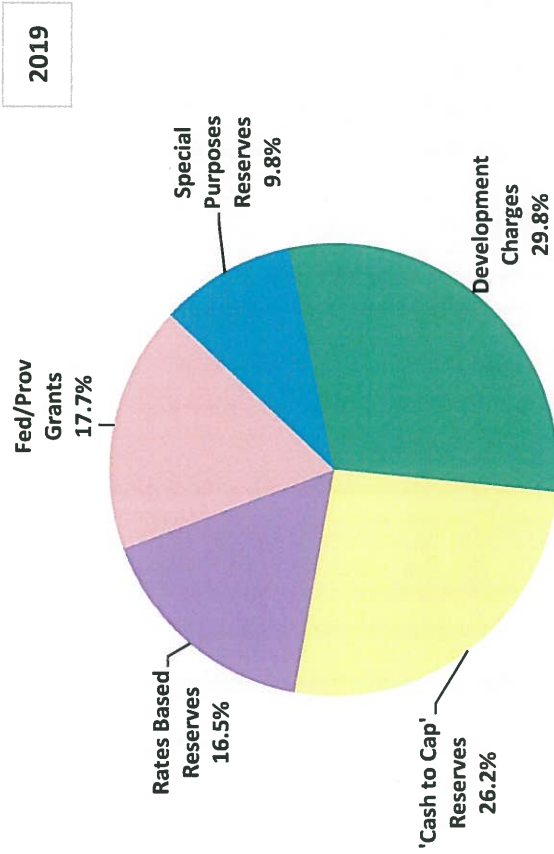
| <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 0.50% | 0.70% | 0.80% | 0.80% | 0.80% | 0.80% | 0.90% | 0.90% | 0.90% | 1.00% | 1.00% |

It should be noted that in addition to internal sources, capital funding sources also include government grants (Federal Gas Tax, the federal government's "Action Plan", Ontario Community Infrastructure Fund (OCIF) being examples), Development Charges, and certain Planning and Engineering Fees charged to developers, although these other sources are usually used for Growth & New projects.

FUNDING and RESERVES (continued)

In this 2018 Ten Year Capital Investment Plan, the following shows the requirement for funding from the Infrastructure Reserve accounts, which are in turn funded through the annual "Cash to Capital" coming from the operating budget. (values shown are in thousands of dollars)

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>TOTAL</u> |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Total Capital Funding | 43,332.7 | 60,563.8 | 68,661.4 | 22,517.8 | 11,532.6 | 16,386.2 | 16,566.3 | 19,872.7 | 10,020.7 | 13,490.2 | 2,001.1 | 284,945.5 |
| External Sources | (29,793.2) | (53,797.4) | (52,782.8) | (13,585.3) | (8,607.2) | (11,800.9) | (8,891.1) | (13,417.7) | (5,649.9) | (9,858.5) | (1,928.1) | (210,112.1) |
| From 'Cash to Cap' Reserves | 13,539.5 | 6,766.4 | 15,878.6 | 8,932.5 | 2,925.4 | 4,585.3 | 7,675.2 | 6,455.0 | 4,370.8 | 3,631.7 | 73.0 | 74,833.4 |

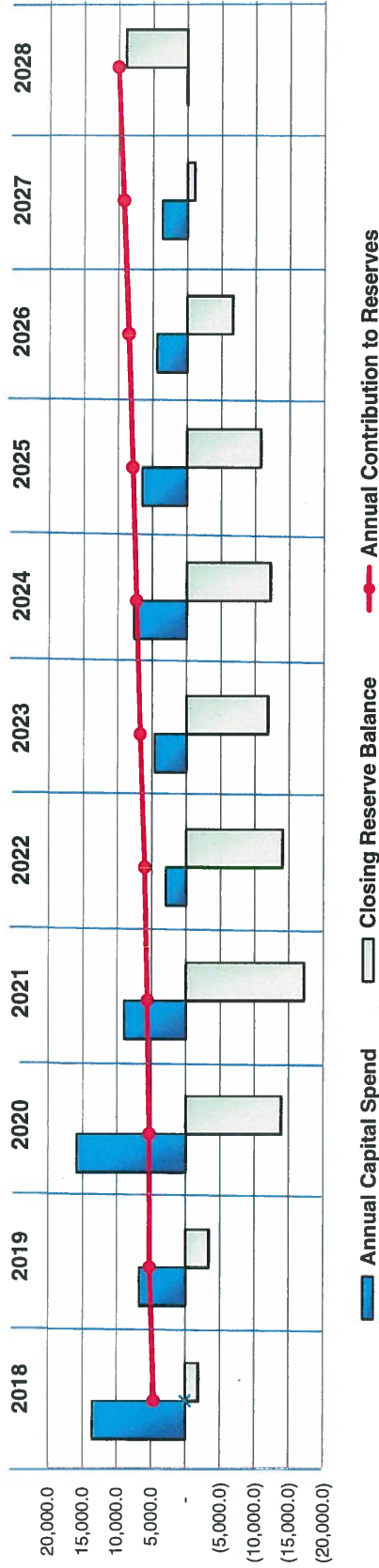


Using the "buffer" provided by Reserve Accounts results in Reserve Account Continuity that looks like this:

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>TOTAL</u> |
|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Opening Reserve Value | 7,072.3 | (1,854.0) | (3,386.5) | (13,948.9) | (17,238.3) | (14,094.0) | (11,894.9) | (12,243.6) | (10,806.9) | (6,666.3) | (1,043.9) | 7,072.3 |
| + Cash to Capital | 4,367.8 | 5,053.4 | 5,028.9 | 5,415.2 | 5,821.5 | 6,483.7 | 6,933.0 | 7,464.5 | 8,023.5 | 8,611.3 | 9,298.2 | 72,501.0 |
| + % of Prior Tax Levy | 215.6 | 210.5 | 386.3 | 406.3 | 427.2 | 449.3 | 531.5 | 559.0 | 587.8 | 686.9 | 722.3 | 5,182.7 |
| + Interest on Reserve Bal | 29.8 | (30.0) | (99.1) | (178.3) | (179.1) | (148.6) | (138.0) | (131.8) | (99.9) | (44.1) | 45.2 | (973.9) |
| Minus Capital Spend | (13,539.5) | (6,766.4) | (15,878.6) | (8,932.5) | (2,925.4) | (4,585.3) | (7,675.2) | (6,455.0) | (4,370.8) | (3,631.7) | (73.0) | (74,833.4) |
| Closing Reserve Value | (1,854.0) | (3,386.5) | (13,948.9) | (17,238.3) | (14,094.0) | (11,894.9) | (12,243.6) | (10,806.9) | (6,666.3) | (1,043.9) | 8,948.8 | 8,948.8 |

This is shown graphically on the following page and, in more detail, on page 11

FUNDING and RESERVES (continued)



As shown above, based upon the presently proposed funding allocations from the annual operating budget, the resultant reserve levels will be sufficient in order to accommodate the planned capital spend requirement as outlined here. However, the Town's defined benchmark of two times the ten year average funding requirements has not yet been achieved by the end of this ten year planning horizon. Also, finance staff believe that some R&R required expenditures in the latter years of this planning horizon may be incomplete, thus producing healthier than expected reserve balances.

TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028
SUMMARY OF ANNUAL CAPITAL SPEND REQUESTS

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 10 YEAR OUTLOOK |
|--|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|----------------|-----------------------------|----------------|--------------------|
| Pg Ref | (Approved) | | | | | | | | | | | |
| REPAIR and REPLACEMENT PROJECTS | | | | | | | | | | | | |
| 15 | 70.0 | - | 10.0 | - | - | - | - | - | - | - | - | 10.0 |
| 16 | 100.0 | 800.0 | 102.4 | - | - | - | - | - | - | - | - | 902.4 |
| 17 | 597.3 | 633.0 | 573.7 | 423.9 | 425.5 | 207.5 | 184.1 | 147.6 | 111.8 | 200.2 | 173.5 | 3,080.7 |
| 18 | 2,156.3 | 1,727.1 | 2,786.7 | 1,145.7 | 816.7 | 1,510.6 | 1,030.3 | 1,550.4 | 396.3 | 119.3 | 663.3 | 11,746.4 |
| Water Projects | 1,018.3 | 3,000.0 | 2,568.7 | 2,186.7 | 963.0 | 1,682.3 | 2,018.6 | 2,270.0 | 1,203.8 | 3,058.3 | 243.3 | 19,194.8 |
| Wastewater Projects | 520.5 | - | 1,826.1 | 157.1 | 160.6 | 163.8 | 167.4 | 171.0 | 174.7 | 178.5 | - | 2,999.2 |
| Stormwater Projects | 3,746.3 | 1,410.0 | 3,008.1 | 3,127.8 | 2,335.0 | 2,832.0 | 1,548.3 | 1,183.4 | 1,327.8 | 1,779.3 | 800.0 | 19,351.6 |
| Community Services | 1,649.6 | 1,851.1 | 4,029.7 | 4,418.7 | 2,038.2 | 878.9 | 697.0 | 2,231.6 | 1,972.9 | 500.0 | - | 18,618.1 |
| Planning & Dev. Svcs. | 9,211.2 | 1,100.0 | 6,684.5 | 5,112.3 | 2,491.3 | 3,156.2 | 8,222.2 | 5,033.8 | 4,327.5 | 7,274.7 | - | 43,402.5 |
| | 19,069.5 | 10,521.2 | 21,589.8 | 16,572.2 | 9,230.3 | 10,431.3 | 13,867.9 | 12,587.9 | 9,514.7 | 13,110.3 | 1,880.1 | 119,305.6 |
| | | | | | | | | | | Total including 2018 | | 138,375.1 |
| GROWTH and NEW PROJECTS | | | | | | | | | | | | |
| 33 | 240.0 | 100.0 | 173.8 | 360.6 | 50.0 | - | - | - | - | - | - | 684.4 |
| 34 | 10,480.0 | 461.3 | 102.5 | - | - | 894.9 | 1,886.2 | 551.5 | - | - | - | 3,896.4 |
| 35 | 7,736.0 | 2,681.0 | 4,220.8 | 3,743.6 | 1,307.2 | 3,344.0 | 112.7 | 683.0 | 96.0 | 96.0 | 96.0 | 16,380.3 |
| 37 | 4,405.1 | 44,585.0 | 37,215.0 | 700.0 | 110.0 | 100.0 | 115.0 | 100.0 | 110.0 | 40.0 | 25.0 | 83,100.0 |
| 38 | 797.1 | 1,235.3 | 5,108.3 | 847.2 | 803.0 | 1,140.0 | 122.6 | 5,768.1 | - | - | - | 15,024.5 |
| | 23,658.2 | 49,062.6 | 46,820.4 | 5,651.4 | 2,270.2 | 5,478.9 | 2,236.5 | 7,102.6 | 206.0 | 136.0 | 121.0 | 119,085.6 |
| | | | | | | | | | | Total including 2018 | | 142,743.8 |

TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028
SUMMARY OF ANNUAL CAPITAL SPEND REQUESTS - continued

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 10 YEAR OUTLOOK |
|-----------------------------------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|----------|--------------------|
| | (Approved) | | | | | | | | | | | |
| STUDIES and OTHER PROJECTS | | | | | | | | | | | | |
| 42 | - | 30.0 | - | - | 32.1 | - | 89.1 | 34.1 | - | - | - | 185.3 |
| 43 | 125.0 | - | - | - | - | 141.9 | - | - | - | - | - | 141.9 |
| 44 | 100.0 | 55.0 | - | 94.2 | - | - | 172.9 | 91.0 | - | 118.9 | - | 532.0 |
| 45 | 280.0 | 625.0 | 200.0 | 200.0 | - | 225.0 | 200.0 | - | 300.0 | 125.0 | - | 1,875.0 |
| 46 | 100.0 | 25.0 | 51.2 | - | - | 109.1 | - | 57.1 | - | - | - | 242.4 |
| 47 | - | 245.0 | - | - | - | - | - | - | - | - | - | 245.0 |
| | 605.0 | 980.0 | 251.2 | 294.2 | 32.1 | 476.0 | 462.0 | 182.2 | 300.0 | 243.9 | - | 3,221.6 |

Total including 2018 3,826.6

TOTAL FUNDING REQUIREMENT

| | | | | | | | | | | | | |
|---|-------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|------------------|
| Administration | Share | 70.0 | 30.0 | 10.0 | - | 32.1 | - | 89.1 | 34.1 | - | - | 195.3 |
| Financial Services | 0.1% | 225.0 | 800.0 | 102.4 | - | 141.9 | - | - | - | - | - | 1,044.3 |
| Corporate Services | 0.4% | 937.3 | 788.0 | 747.5 | 878.7 | 207.5 | 357.0 | 238.6 | 111.8 | 319.1 | 173.5 | 4,297.1 |
| Fire & Emergency Planning & Dev. Services | 1.8% | 10,480.0 | 461.3 | 102.5 | - | 894.9 | 1,886.2 | 551.5 | - | - | - | 3,896.4 |
| Operational Svcs | 1.6% | 10,288.3 | 2,960.3 | 11,992.8 | 6,159.5 | 3,294.3 | 8,544.8 | 10,801.9 | 4,627.5 | 7,399.7 | - | 60,302.0 |
| Community Services | 25.0% | 15,277.4 | 8,843.1 | 14,461.6 | 10,360.9 | 5,582.5 | 4,877.3 | 5,915.0 | 3,198.6 | 5,231.4 | 1,802.6 | 69,914.6 |
| Facilities | 42.2% | 6,054.7 | 46,681.1 | 41,244.7 | 5,118.7 | 2,148.2 | 812.0 | 2,331.6 | 2,082.9 | 540.0 | 25.0 | 101,963.1 |
| Fleet | 0.0% | - | - | - | - | - | - | - | - | - | - | - |
| | 0.0% | - | - | - | - | - | - | - | - | - | - | - |
| | | 43,332.7 | 60,563.8 | 68,661.4 | 22,517.8 | 11,532.6 | 16,386.2 | 19,872.7 | 10,020.7 | 13,490.2 | 2,001.1 | 241,612.8 |

Total including 2017 284,945.5

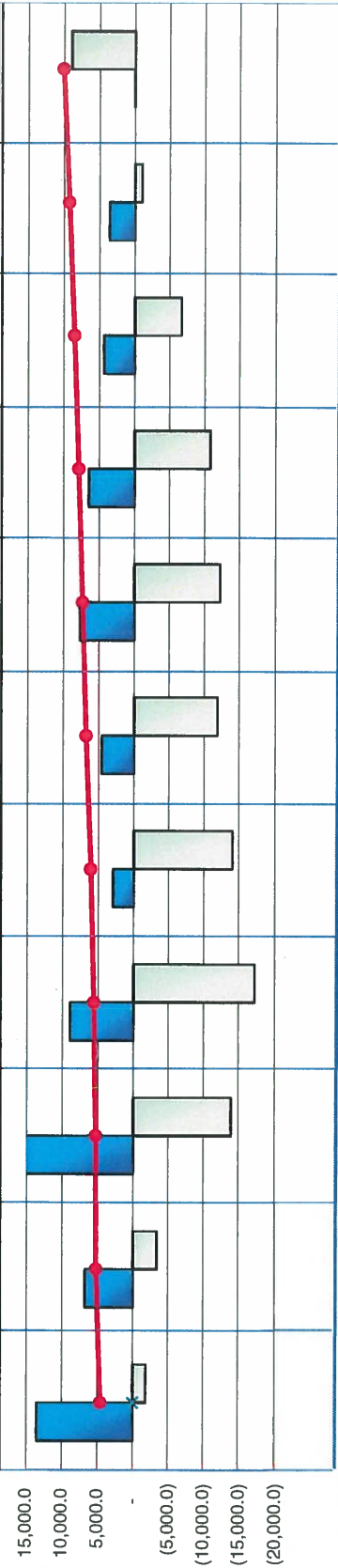
TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028

SOURCES OF FUNDING

| | 10 YEAR OUTLOOK | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|--------------------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
| Base 2018 (approved) | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 6 | Yr 7 | Yr 8 | Yr 9 | Yr 10 |
| Total Capital Needs: | | | | | | | | | | |
| Repair & Replacement | 10,521.2 | 21,589.8 | 16,572.2 | 9,230.3 | 10,431.3 | 13,867.9 | 12,587.9 | 9,514.7 | 13,110.3 | 1,880.1 |
| Growth & New | 49,062.6 | 46,820.4 | 5,651.4 | 2,270.2 | 5,478.9 | 2,236.5 | 7,102.6 | 206.0 | 136.0 | 121.0 |
| Studies & Other | 980.0 | 251.2 | 294.2 | 32.1 | 476.0 | 462.0 | 182.2 | 300.0 | 243.9 | - |
| TOTAL CAPITAL NEEDS | 60,563.8 | 68,661.4 | 22,517.8 | 11,532.6 | 16,386.2 | 16,566.3 | 19,872.7 | 10,020.7 | 13,490.2 | 2,001.1 |
| | | | | | | | | | Total including 2018 | 284,945.5 |
| CONSOLIDATED FUNDING SOURCES: | | | | | | | | | | |
| R & R Reserve - Tax | (3,868.1) | (11,156.3) | (8,065.0) | (2,741.0) | (2,994.0) | (7,337.9) | (6,167.8) | (4,012.8) | (3,339.8) | - |
| Growth & New Reserve | (2,018.3) | (4,571.0) | (673.3) | (152.2) | (1,188.0) | (75.3) | (105.0) | (58.0) | (48.0) | (73.0) |
| Studies & Other Reserve | (880.0) | (151.2) | (194.2) | (32.1) | (403.3) | (262.0) | (182.2) | (300.0) | (243.9) | - |
| Cash to Capital Sourced | (6,766.4) | (15,878.6) | (9,932.5) | (2,925.4) | (4,585.3) | (7,675.2) | (6,455.0) | (4,370.8) | (3,631.7) | (73.0) |
| R & R Reserve - Rates | (4,510.0) | (7,402.9) | (5,471.6) | (3,458.6) | (4,714.4) | (3,734.3) | (3,624.5) | (2,706.3) | (5,016.1) | (1,043.3) |
| Development Charges | (11,636.3) | (41,641.9) | (4,594.5) | (1,878.8) | (3,968.3) | (2,111.5) | (6,847.9) | - | - | (72,679.2) |
| Development / Sale of Land | - | - | - | - | - | - | - | - | - | - |
| Special Purposes Reserves * (see below) | (3,489.9) | (2,043.6) | (1,824.6) | (1,575.2) | (1,423.7) | (1,350.7) | (1,250.8) | (1,249.0) | (1,189.0) | (1,149.0) |
| Federal / Provincial Grants | (1,784.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) | (1,694.6) |
| External Govt Funding | (7,044.5) | - | - | - | - | - | - | - | - | - |
| Other External Funding | - | - | - | - | - | - | - | - | - | - |
| TOTAL FUNDING SOURCES | (43,332.7) | (68,661.4) | (22,517.8) | (11,532.6) | (16,386.2) | (16,566.3) | (19,872.7) | (10,020.7) | (11,531.4) | (3,959.9) |
| | | | | | | | | | Total including 2018 | (284,945.5) |
| * Special Purposes Reserves: | | | | | | | | | | |
| Engineering Fees | - | - | - | - | - | (100.0) | - | - | - | (100.0) |
| Building Services | (120.0) | (92.1) | - | - | - | - | - | - | - | (92.1) |
| Cash in Lieu of Parkland | (272.0) | (415.4) | (383.6) | (139.2) | (222.6) | (49.7) | (49.7) | (48.0) | (48.0) | (1,642.1) |
| Council Discretionary Res | (840.1) | - | - | - | - | - | - | - | - | - |
| Hydro Funds | (1,100.0) | (100.0) | (100.0) | (100.0) | (100.0) | (100.0) | (100.0) | (100.0) | (40.0) | (22,340.0) |
| EAB Reserve | (470.0) | (235.0) | (240.0) | (235.0) | - | - | - | - | - | (710.0) |
| OCIF | (687.7) | (1,101.0) | (1,101.0) | (1,101.0) | (1,101.0) | (1,101.0) | (1,101.0) | (1,101.0) | (1,101.0) | (11,010.5) |
| Council Discretionary | - | (35.0) | - | - | - | - | - | - | - | (35.0) |
| Landscape Fees | - | (27.1) | - | - | - | - | - | - | - | (95,929.7) |
| Aurora 10 year Capital Plan - January, 2019 | - | - | - | - | - | - | - | - | - | - |

TEN YEAR CAPITAL INVESTMENT PLAN - 2018 to 2028
TAX FUNDED RESERVE BALANCE CONTINUITY / CASH FLOW

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> |
|---|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Opening Reserve Balances: | | | | | | | | | | | |
| R & R Reserves - Tax | 7,488.4 | (170.7) | 135.3 | (6,813.6) | (10,409.3) | (8,351.0) | (5,928.8) | (7,423.8) | (7,313.3) | (4,565.3) | (560.9) |
| Growth & New Reserve | (1,686.9) | (2,578.8) | (3,711.9) | (7,357.5) | (7,053.3) | (6,146.4) | (6,191.6) | (5,024.7) | (3,775.8) | (2,362.0) | (800.9) |
| Studies & Other Reserve | 1,270.8 | 895.5 | 190.1 | 222.1 | 224.4 | 403.3 | 225.5 | 204.9 | 282.2 | 260.9 | 317.8 |
| Opening Reserve Balances Reserve 'Revenue': | 7,072.3 | (1,854.0) | (3,386.5) | (13,948.9) | (17,238.3) | (14,094.0) | (11,894.9) | (12,243.6) | (10,806.9) | (6,666.3) | (1,043.9) |
| + Cash to Capital (Base) | 4,367.8 | 5,053.4 | 5,028.9 | 5,415.2 | 5,821.5 | 6,483.7 | 6,933.0 | 7,464.5 | 8,023.5 | 8,611.3 | 9,298.2 |
| + % of Prior Tax Levy | 215.6 | 210.5 | 386.3 | 406.3 | 427.2 | 449.3 | 531.5 | 559.0 | 587.8 | 686.9 | 722.3 |
| Total from Operating Budget | 4,583.4 | 5,263.9 | 5,415.2 | 5,821.5 | 6,248.7 | 6,933.0 | 7,464.5 | 8,023.5 | 8,611.3 | 9,298.2 | 10,020.5 |
| Reserve Balance Interest | 29.8 | (30.0) | (99.1) | (178.3) | (179.1) | (148.6) | (138.0) | (131.8) | (99.9) | (44.1) | 45.2 |
| Total Revenue/Funding Annual Capital Spend: | 4,613.2 | 5,233.9 | 5,316.1 | 5,643.2 | 6,069.6 | 6,784.4 | 7,326.5 | 7,891.7 | 8,511.4 | 9,254.1 | 10,065.7 |
| R & R Reserve - Tax | 10,965.4 | 3,868.1 | 11,156.3 | 8,065.0 | 2,741.0 | 2,994.0 | 7,337.9 | 6,167.8 | 4,012.8 | 3,339.8 | - |
| Growth & New Reserve | 2,125.8 | 2,018.3 | 4,571.0 | 673.3 | 152.2 | 1,188.0 | 75.3 | 105.0 | 58.0 | 48.0 | 73.0 |
| Studies & Other Reserve | 448.3 | 880.0 | 151.2 | 194.2 | 32.1 | 403.3 | 262.0 | 182.2 | 300.0 | 243.9 | - |
| Annual Capital Spend Closing Reserve Balances: | 13,539.5 | 6,766.4 | 15,878.6 | 8,932.5 | 2,925.4 | 4,585.3 | 7,675.2 | 6,455.0 | 4,370.8 | 3,631.7 | 73.0 |
| R & R Reserve - Tax | (170.7) | 135.3 | (6,813.6) | (10,409.3) | (8,351.0) | (5,928.8) | (7,423.8) | (7,313.3) | (4,565.3) | (560.9) | 7,424.6 |
| Growth & New Reserve | (2,578.8) | (3,711.9) | (7,357.5) | (7,053.3) | (6,146.4) | (6,191.6) | (5,024.7) | (3,775.8) | (2,362.0) | (800.9) | 880.2 |
| Studies & Other Reserve | 895.5 | 190.1 | 222.1 | 224.4 | 403.3 | 225.5 | 204.9 | 282.2 | 260.9 | 317.8 | 644.0 |
| Closing Reserve Balance: | (1,854.0) | (3,386.5) | (13,948.9) | (17,238.3) | (14,094.0) | (11,894.9) | (12,243.6) | (10,806.9) | (6,666.3) | (1,043.9) | 8,948.8 |



■ Annual Capital Spend □ Closing Reserve Balance ● Annual Contribution to Reserves

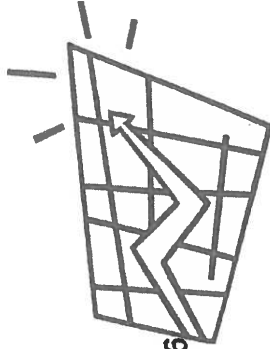
10 YEAR CAPITAL INVESTMENT PLAN

2018 Budget and 10 Year Outlook (2019 to 2028)



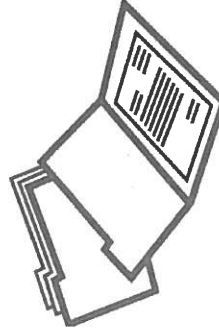
REPAIR & REPLACEMENT

2018 to 2028 = \$138,375,085
(see PAGE 13)



GROWTH & NEW

2018 to 2028 = \$142,743,816
(see PAGE 31)



STUDIES & OTHER

2018 to 2028 = \$3,826,600
(see PAGE 40)

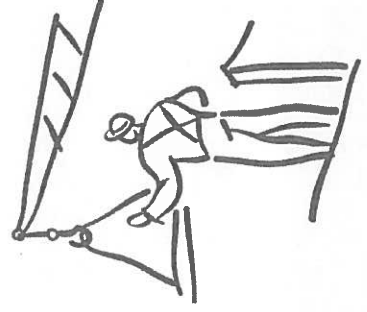
Total Investment Value for 2018 to 2028 = \$284,945,501

REPAIR & REPLACEMENT ASSETS

(Anticipated Spend of \$138,375,085 over 11 years)

Specific Repair & Replacement Assets are at the following pages:

| | |
|--|----------------|
| REPAIR & REPLACEMENT SUMMARY | Page 14 |
| CAO | Page 15 |
| Financial Services | Page 16 |
| Corporate Services | Page 17 |
| Operational Services | Page 18 |
| Community Services | Page 22 |
| Planning & Development Services | Page 27 |



REPAIR & REPLACEMENT PROJECTS - OFFICE OF THE C.A.O.

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project Total</u> |
|---------------------------------|---------------|-------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Repair & Replacement | | | | | | | | | | | | |
| 12037 Town of Aurora Website | 70,000 | - | 10,000 | - | - | - | - | - | - | - | - | 80,000 |
| | 70,000 | - | 10,000 | - | - | - | - | - | - | - | - | 80,000 |

Funding Sources:
R & R

| | | | | | | | | | | | | |
|--|-----------------|---|-----------------|---|---|---|---|---|---|---|---|-----------------|
| | (70,000) | - | (10,000) | - | - | - | - | - | - | - | - | (80,000) |
| | (70,000) | - | (10,000) | - | - | - | - | - | - | - | - | (80,000) |

REPAIR & REPLACEMENT PROJECTS - FINANCIAL SERVICES

| | 2018 (Approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|--|--------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Financial Services | | | | | | | | | | | | |
| 14012 Financial System Upgrade | 100,000 | 800,000 | 102,400 | - | - | - | - | - | - | - | - | 1,002,400 |
| 43038 Water Meter Replacement Program | - | 600,000 | 511,900 | 523,400 | 535,000 | 545,700 | 557,700 | 455,900 | 233,000 | 238,100 | 243,300 | 4,444,000 |
| 43055 Advanced Metering Infrastructure | - | 2,000,000 | - | - | - | - | - | - | - | - | - | 2,000,000 |
| | 100,000 | 3,400,000 | 614,300 | 523,400 | 535,000 | 545,700 | 557,700 | 455,900 | 233,000 | 238,100 | 243,300 | 7,446,400 |
| Funding Sources: | | | | | | | | | | | | |
| Information Technology | (100,000) | (800,000) | (102,400) | - | - | - | - | - | - | - | - | (1,002,400) |
| Water & Sewer | - | (2,600,000) | (511,900) | (523,400) | (535,000) | (545,700) | (557,700) | (455,900) | (233,000) | (238,100) | (243,300) | (6,444,000) |
| R & R Reserve | (100,000) | (3,400,000) | (614,300) | (523,400) | (535,000) | (545,700) | (557,700) | (455,900) | (233,000) | (238,100) | (243,300) | (7,446,400) |

REPAIR & REPLACEMENT PROJECTS - CORPORATE SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project Total</u> |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------------|
| Access Aurora | | | | | | | | | | | | |
| 12002 Accessibility Committee | 175,000 | 350,000 | 250,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | - | - | - | 1,275,000 |
| Human Resources | | | | | | | | | | | | |
| 13018 Human Resources Information/Payroll System | 250,000 | - | 102,400 | - | - | - | - | - | - | - | - | 352,400 |
| IT Services | | | | | | | | | | | | |
| 14047 Computer & Related Infrastructure Renewal | 172,278 | 283,000 | 111,309 | 213,885 | 215,475 | 107,513 | 84,055 | 47,625 | 111,765 | 200,154 | 173,508 | 1,720,567 |
| 14070 Boardroom Audio/Video Equipment | - | - | 110,000 | 110,000 | 110,000 | - | - | - | - | - | - | 330,000 |
| | 597,278 | 633,000 | 573,709 | 423,885 | 425,475 | 207,513 | 184,055 | 147,625 | 111,765 | 200,154 | 173,508 | 3,677,967 |
| Funding Sources: | | | | | | | | | | | | |
| Information Technology | 172,278 | 283,000 | 166,309 | 268,885 | 270,475 | 107,513 | 84,055 | 47,625 | 111,765 | 200,154 | 173,508 | 1,885,567 |
| Special R & R | 175,000 | 350,000 | 250,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | - | - | - | 1,275,000 |
| Facilities R & R | - | - | 55,000 | 55,000 | 55,000 | - | - | - | - | - | - | 165,000 |
| R & R Reserve | (347,278) | (633,000) | (471,309) | (423,885) | (425,475) | (207,513) | (184,055) | (147,625) | (111,765) | (200,154) | (173,508) | (3,325,567) |
| Growth & New | 250,000 | - | 102,400 | - | - | - | - | - | - | - | - | 352,400 |
| | (250,000) | - | (102,400) | - | - | - | - | - | - | - | - | (352,400) |

REPAIR & REPLACEMENT PROJECTS - OPERATIONAL SERVICES

| | 2018 (Approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|--|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| FLEET | | | | | | | | | | | | |
| 34410 Frt/F180 #33 | 210,000 | - | - | - | - | - | - | - | - | - | - | 210,000 |
| 24017 Replacement of By-Law Vehicle (#404) | 40,000 | - | - | - | - | - | - | - | - | - | - | 40,000 |
| 34191 GMC/Savanna (#501) | 45,000 | - | - | - | - | - | - | - | - | - | - | 45,000 |
| 71107 Skid Steer Loader (#253) | 60,000 | - | - | - | - | - | - | - | - | - | - | 60,000 |
| 71108 GMC Sierra Crew Cab (#224) | 65,000 | - | - | - | - | - | - | - | - | - | - | 65,000 |
| 71109 GMC 1 Ton Dump (#228) | 60,000 | - | - | - | - | - | - | - | - | - | - | 60,000 |
| 71111 GMC Sierra (#200) | 45,000 | - | - | - | - | - | - | - | - | - | - | 45,000 |
| 71113 Cold Planer Attachment | 45,000 | - | - | - | - | - | - | - | - | - | - | 45,000 |
| 31097 Traffic Line Painter (#70-19) | - | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 34193 Genie Lift (#588-20) | - | - | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| 34196 GMC/K3500 (#18-22) | - | - | - | - | 85,500 | - | - | - | - | - | - | 85,500 |
| 34220 GMC/3500 (#17-20) | - | 85,000 | - | - | - | - | - | - | - | - | - | 85,000 |
| 34221 Kubota 4x4 Tractor (#599-19) | - | 45,000 | - | - | - | - | - | - | - | - | - | 45,000 |
| 34222 Chev/1500 (#3-20) | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 34223 Chev/1500 (#5-20) | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 34226 Front End Loader Cat/416B(#45-22) | - | - | - | 340,200 | 192,600 | - | - | - | - | - | - | 192,600 |
| 34227 Sewer Flusher - Int/2554(#39-21) | - | - | - | - | - | - | - | - | - | - | - | 340,200 |
| 34228 Ice Resurfacer (#595-19) | - | 90,000 | - | - | - | - | - | - | - | - | - | 90,000 |
| 34241 Ice Resurfacer (#590-26) | - | - | - | - | - | - | - | 62,700 | 104,800 | - | - | 104,800 |
| 34242 Chev Express (#61-25) | - | - | - | - | - | - | - | 62,700 | - | - | - | 62,700 |
| 34243 Chev Express (#62-25) | - | - | - | - | - | - | - | 62,700 | - | - | - | 62,700 |
| 34401 6 Ton Truck - Frt/FL80 (#30-23) | - | - | - | - | - | 218,300 | - | - | - | - | - | 218,300 |
| 34402 3 Ton Truck (#38-24) | - | - | - | - | - | - | 100,400 | - | - | - | - | 100,400 |
| 34404 Ford F 250 (#8-24) | - | - | - | - | - | - | 50,200 | - | - | - | - | 50,200 |
| 34405 Ford F 250 (#9-24) | - | - | - | - | - | - | 50,200 | - | - | - | - | 50,200 |
| 34409 Smart Car Replacement (#400-19) | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 34414 GMC/3500 (#17-28) | - | - | - | - | - | - | - | - | - | - | 97,100 | 97,100 |
| 34415 Chev/1500 (#3- 28) | - | - | - | - | - | - | - | - | - | - | 60,900 | 60,900 |
| 34416 Chev/1500 (#5-28) | - | - | - | - | - | - | - | - | - | - | 54,700 | 54,700 |
| 43059 CCTV Camera (#72-19) | - | - | - | - | - | - | - | - | - | - | - | - |
| 71103 Wide Area Mower (#255-20) | - | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 71104 Line Painter (#243-20) | - | 140,000 | - | - | - | - | - | - | - | - | - | 140,000 |
| 71110 Small Tractor - JD/870 (#299-25) | - | - | 25,600 | - | - | - | - | - | - | - | - | 25,600 |
| 71112 Ford 350 Dump Truck (#226-19) | - | 60,000 | - | - | - | - | - | 57,100 | - | - | - | 57,100 |
| 71116 Back Hoe 420E IT (#238-20) | - | - | 184,300 | - | - | - | - | - | - | - | - | 184,300 |
| 71117 Back Hoe 420E (#43-20) | - | - | 184,300 | - | - | - | - | - | - | - | - | 184,300 |
| 71118 Tractor JD/4320 (#241-20) | - | - | 87,000 | - | - | - | - | - | - | - | - | 87,000 |
| 71119 Tractor JD/4320 (#240-19) | - | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 71120 Wide Area Mower (#225-26) | - | - | - | - | - | - | - | - | 116,400 | - | - | 116,400 |
| 71121 1 ton Water Truck (#207-20) | - | - | 61,400 | - | - | - | - | - | - | - | - | 61,400 |
| 71122 3/4 Ton Truck (#212-20) | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 71125 Ford 350 Dump Truck (#226-27) | - | - | - | - | - | - | - | - | - | 59,600 | - | 59,600 |
| 71130 1 Ton (#207-28) | - | - | - | - | - | - | - | - | - | - | 60,900 | 60,900 |
| 71131 3/4 Ton Truck (#212-28) | - | - | - | - | - | - | - | - | - | - | 54,700 | 54,700 |
| 73284 Sports Field Top Dresser (#239) | - | - | - | - | - | - | - | - | - | 59,700 | - | 59,700 |
| TOTAL FLEET | 570,000 | 550,000 | 706,400 | 340,200 | 278,100 | 218,300 | 200,800 | 182,500 | 221,200 | 119,300 | 328,300 | 3,715,100 |

REPAIR & REPLACEMENT PROJECTS - OPERATIONAL SERVICES

| | 2018 (Approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|---|--------------------|---------|---------|---------|---------|---------|------|------|------|------|------|------------------|
| PARKS | | | | | | | | | | | | |
| Parks/Trails Signage Strategy Study & Implementation | 96,350 | - | - | - | - | - | - | - | - | - | - | 96,350 |
| 73154 Playground Surface Restoration | 22,200 | - | - | - | - | - | - | - | - | - | - | 22,200 |
| 73160 Emerald Ash Borer Management Program | 470,000 | - | 235,000 | 240,000 | 235,000 | - | - | - | - | - | - | 1,180,000 |
| 73198 Field Renovation - Norm Weller Park | 350,000 | - | - | - | - | - | - | - | - | - | - | 350,000 |
| 73211 Playground Replacement - Hamilton Park | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| 73216 Playground Replacement - Copland Park | 200,000 | - | - | - | - | - | - | - | - | - | - | 200,000 |
| 73291 Traffic Circle Improvements in 2B | 25,000 | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 73207 Playground Replacement - Wm Kennedy Park | 125,000 | - | - | - | - | - | - | - | - | - | - | 125,000 |
| 73214 Playground Replacement - Tamarac Park | 97,750 | - | - | - | - | - | - | - | - | - | - | 97,750 |
| 73241 Walkway/Basketball Repaving - Wm Kennedy Park | 25,000 | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 72281 AFLC - Skate Park | 75,000 | 600,000 | - | - | - | - | - | - | - | - | - | 675,000 |
| 73175 Walkway Lights - Graham Parkette | - | - | 41,000 | - | - | - | - | - | - | - | - | 41,000 |
| 73191 Basketball Court Resurfacing | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 73192 Board Walk Resurface | - | - | - | - | - | 81,800 | - | - | - | - | - | 81,800 |
| 73196 Fleury Park Gazebo Repair/Replace | - | - | - | - | - | 38,100 | - | - | - | - | - | 38,100 |
| 73201 Field Drainage - Diamonds/Soccer - L Wilson Park | - | - | 81,900 | - | - | - | - | - | - | - | - | 81,900 |
| 73203 James Lloyd Park Shelter Replace/Repair | - | - | - | - | - | 35,000 | - | - | - | - | - | 35,000 |
| 73204 L. Wilson Park Gazebo Repair/Replace and Park Shelter | - | - | - | - | - | 76,500 | - | - | - | - | - | 76,500 |
| 73210 Playground Replacement - Wilson Park | - | - | 102,400 | - | - | - | - | - | - | - | - | 102,400 |
| 73212 Playground Replacement - Taylor Park | - | - | 175,000 | - | - | - | - | - | - | - | - | 175,000 |
| 73213 Playground Replacement - Harman Park | - | - | 153,600 | - | - | - | - | - | - | - | - | 153,600 |
| 73215 Playground Replacement - L. Wilson Park | - | - | - | 125,700 | - | - | - | - | - | - | - | 125,700 |
| 73217 Playground Replacement - Summit Park | - | - | 128,000 | - | - | - | - | - | - | - | - | 128,000 |
| 73218 Playground Replacement - Tom's Park | - | - | 128,000 | - | - | - | - | - | - | - | - | 128,000 |
| 73219 Playground Replacement - Evans Park | - | - | - | 104,700 | - | - | - | - | - | - | - | 104,700 |
| 73220 Playground Replacement - Atkinson Park | - | - | - | 130,900 | - | - | - | - | - | - | - | 130,900 |
| 73221 Playground Replacement - Chapman Park | - | - | - | 125,700 | - | - | - | - | - | - | - | 125,700 |
| 73222 Playground Replacement - Town Park | - | - | - | - | - | 218,700 | - | - | - | - | - | 218,700 |
| 73224 Replace Artificial Turf - St Maximilian | - | - | - | - | - | 656,100 | - | - | - | - | - | 656,100 |
| 73226 Splash Pad Surface Upgrade - Town Park | - | - | - | - | 42,800 | - | - | - | - | - | - | 42,800 |
| 73227 Tennis Court Resurface - Norm Weller Park | - | - | - | - | - | 22,000 | - | - | - | - | - | 22,000 |
| Aurora 10 Year Capital Plan - January, 2019 | | | | | | | | | | | | |

REPAIR & REPLACEMENT PROJECTS - OPERATIONAL SERVICES

| | 2018 (Approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|---------------------|--------------------|------------------|------------------|----------------|----------------|------------------|----------------|----------------|----------------|----------|----------------|------------------|
| 73231 | - | 20,000 | - | - | - | - | - | - | - | - | - | 20,000 |
| 73232 | - | - | - | - | - | - | - | 28,500 | - | - | - | 28,500 |
| 73233 | - | - | 102,400 | - | - | - | - | - | - | - | - | 102,400 |
| 73234 | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 73235 | - | - | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 73236 | - | - | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 73237 | - | - | - | 78,500 | - | - | - | - | - | - | - | 78,500 |
| 73238 | - | 30,000 | - | - | - | - | - | - | - | - | - | 30,000 |
| 73239 | - | 250,000 | - | - | 32,100 | - | - | - | - | - | - | 282,100 |
| 73240 | - | - | - | - | - | - | 223,500 | - | - | - | - | 223,500 |
| 73241 | - | - | - | - | - | - | 223,500 | - | - | - | - | 223,500 |
| 73242 | - | - | - | - | - | - | 201,100 | - | - | - | - | 201,100 |
| 73243 | - | - | 181,500 | - | 42,800 | - | - | - | - | - | - | 181,500 |
| 73244 | - | - | - | - | - | - | - | - | - | - | - | 42,800 |
| 73245 | - | - | - | - | 21,500 | - | - | - | - | - | - | 21,500 |
| 73246 | - | - | - | - | 80,200 | - | - | - | - | - | - | 80,200 |
| 73247 | - | - | - | - | - | - | - | 57,200 | - | - | - | 57,200 |
| 73248 | - | - | - | - | - | - | 83,800 | - | - | - | - | 83,800 |
| 73249 | - | - | - | - | - | 164,100 | - | - | - | - | - | 164,100 |
| 73250 | - | - | - | - | - | - | - | 142,700 | - | - | - | 142,700 |
| 73251 | - | - | - | - | - | - | - | - | 175,100 | - | - | 175,100 |
| 73252 | - | - | - | - | - | - | - | - | - | - | 152,200 | 152,200 |
| 73253 | - | - | - | - | - | - | - | - | - | - | 182,800 | 182,800 |
| 73254 | - | 250,000 | - | - | - | - | - | - | - | - | - | 250,000 |
| 73255 | - | 27,100 | - | - | - | - | - | - | - | - | - | 27,100 |
| TOTAL PARKS | 1,586,300 | 1,177,100 | 1,584,800 | 805,500 | 454,400 | 1,292,300 | 731,900 | 228,400 | 175,100 | - | 335,000 | 8,370,800 |
| PARKING LOTS | | | | | | | | | | | | |
| 72189 | - | - | 42,400 | - | - | - | - | - | - | - | - | 42,400 |
| 72322 | - | - | 327,600 | - | - | - | - | - | - | - | - | 327,600 |
| 72338 | - | - | 89,600 | - | - | - | - | - | - | - | - | 89,600 |
| 72399 | - | - | 20,500 | - | - | - | - | - | - | - | - | 20,500 |
| 72420 | - | - | 15,400 | - | - | - | - | - | - | - | - | 15,400 |

REPAIR & REPLACEMENT PROJECTS - OPERATIONAL SERVICES

| | 2018 (Approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|--|--------------------|------|---------|------|--------|------|--------|-----------|------|------|------|------------------|
| 72373 215 Industrial Pkwy - 50% of Parking Lot | - | - | - | - | 84,200 | - | - | - | - | - | - | 84,200 |
| 72339 AFLC- Localized Repair of Asphalt Paved Area | - | - | - | - | - | - | 97,600 | - | - | - | - | 97,600 |
| 72136 SARC - Repave parking Lot | - | - | - | - | - | - | - | 1,139,500 | - | - | - | 1,139,500 |
| TOTAL PARKING LOTS | - | - | 495,500 | - | 84,200 | - | 97,600 | 1,139,500 | - | - | - | 1,816,800 |

WATER & RELATED

| | | | | | | | | | | | | |
|--|---------|---------|-----------|-----------|-----------|-----------|---------|---------|---------|---------|---|-----------|
| 41011 Sanitary Sewer CCTV Inspection | 150,000 | - | 153,600 | 157,100 | 160,600 | 163,800 | 167,400 | 171,000 | 174,700 | 178,500 | - | 1,476,700 |
| 42060 Sanitary Inflow & Infiltration | - | 400,000 | 409,500 | 418,700 | 428,000 | 436,600 | 446,200 | 455,900 | 465,800 | 475,900 | - | 3,936,600 |
| 42073 Stormwater Pond Maintenance Program - 2019 | - | 250,000 | - | - | - | - | - | - | - | - | - | 250,000 |
| 42074 Stormwater Pond Maintenance Program - 2021 | - | - | - | 261,710 | - | - | - | - | - | - | - | 261,710 |
| 42075 Stormwater Pond Maintenance Program - 2023 | - | - | - | - | - | 273,000 | - | - | - | - | - | 273,000 |
| 42076 Stormwater Pond Maintenance Program - 2025 | - | - | - | - | - | - | - | 285,455 | - | - | - | 285,455 |
| 42077 Stormwater Pond Maintenance Program - 2025 | - | - | - | - | - | - | - | - | - | 298,000 | - | 298,000 |
| 42078 Stormwater Pond Maintenance | - | - | 511,900 | 523,400 | 535,000 | 545,700 | - | - | - | - | - | 2,116,000 |
| TOTAL | 150,000 | 650,000 | 1,075,000 | 1,360,910 | 1,123,600 | 1,419,100 | 613,600 | 912,355 | 640,500 | 952,400 | - | 8,897,465 |

TOTAL OPERATIONAL SERVICES

| | | | | | | | | | | | | |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|------------|
| Fleet R & R | 570,000 | 550,000 | 706,400 | 340,200 | 278,100 | 218,300 | 200,800 | 182,500 | 221,200 | 119,300 | 328,300 | 3,715,100 |
| Parks R & R | 1,586,300 | 1,177,100 | 1,584,800 | 805,500 | 454,400 | 1,292,300 | 731,900 | 228,400 | 175,100 | - | 335,000 | 8,370,800 |
| Facilities R & R | - | - | 495,500 | - | 84,200 | - | 97,600 | 1,139,500 | - | - | - | 1,816,800 |
| Water & Wastew | - | 400,000 | 409,500 | 418,700 | 428,000 | 436,600 | 446,200 | 455,900 | 465,800 | 475,900 | - | 3,936,600 |
| Sanitary Sewer | 150,000 | - | 153,600 | 157,100 | 160,600 | 163,800 | 167,400 | 171,000 | 174,700 | 178,500 | - | 1,476,700 |
| Storm Sewer | - | 250,000 | 511,900 | 785,110 | 535,000 | 818,700 | - | 285,455 | - | 298,000 | - | 3,484,165 |
| TOTAL | 2,306,300 | 2,377,100 | 3,861,700 | 2,506,610 | 1,940,300 | 2,929,700 | 1,643,900 | 2,462,755 | 1,036,800 | 1,071,700 | 663,300 | 22,800,165 |

FUNDING SOURCES

| | | | | | | | | | | | | |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|--------------|
| Fleet R & R | (570,000) | (550,000) | (706,400) | (340,200) | (278,100) | (218,300) | (200,800) | (182,500) | (221,200) | (119,300) | (328,300) | (3,715,100) |
| Parks R & R | (1,116,300) | (1,150,000) | (1,349,800) | (565,500) | (219,400) | (1,292,300) | (731,900) | (228,400) | (175,100) | - | (335,000) | (7,163,700) |
| Facilities R & R | - | - | (495,500) | - | (84,200) | - | (97,600) | (1,139,500) | - | - | - | (1,816,800) |
| EAB Reserve | (470,000) | - | (235,000) | (240,000) | (235,000) | - | - | - | - | - | - | (1,180,000) |
| Landscape Fee | - | (27,100) | - | - | - | - | - | - | - | - | - | (27,100) |
| Water Service | - | (400,000) | (409,500) | (418,700) | (428,000) | (436,600) | (446,200) | (455,900) | (465,800) | (475,900) | - | (3,936,600) |
| Sanitary Sewer | (150,000) | - | (153,600) | (157,100) | (160,600) | (163,800) | (167,400) | (171,000) | (174,700) | (178,500) | - | (1,476,700) |
| Storm Sewer | - | (250,000) | (511,900) | (785,110) | (535,000) | (818,700) | - | (285,455) | - | (298,000) | - | (3,484,165) |
| TOTAL | (2,306,300) | (2,377,100) | (3,861,700) | (2,506,610) | (1,940,300) | (2,929,700) | (1,643,900) | (2,462,755) | (1,036,800) | (1,071,700) | (663,300) | (22,800,165) |

REPAIR & REPLACEMENT PROJECTS - COMMUNITY SERVICES

| | 2018 (approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|-------|---|---------|---------|---------|---------|---------|--------|--------|------|------|------|------------------|
| 72171 | AFLC - Dasher Board System | 300,000 | - | - | - | - | - | - | - | - | - | 300,000 |
| 72180 | SARC - Sign | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 72201 | Workstation Refresh, Carpet, Paint | 150,000 | 150,000 | 153,600 | 157,100 | 160,600 | - | - | - | - | - | 771,300 |
| 72204 | Cameras - HDIP | 400,000 | - | - | - | - | - | - | - | - | - | 400,000 |
| 72282 | SARC - Compressor Repair and Computer SW Upgrade | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 72283 | SARC - Replacement of Pylon Sign Message Board | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 72296 | ACC - North End - Replacement of Radiant Tube Heaters | 20,000 | - | - | - | - | - | - | - | - | - | 20,000 |
| 72304 | 48" Ride on Auto Scrubber | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 72307 | SARC - Pool Pumps | 35,000 | - | - | - | - | - | - | - | - | - | 35,000 |
| 72164 | SARC - Rubber Flooring | 134,600 | - | - | - | - | - | - | - | - | - | 134,600 |
| 72225 | AFLC - LED Lighting Arena, Pool, Squash Courts and Ceiling Repair | 350,000 | - | - | - | - | - | - | - | - | - | 350,000 |
| 74007 | AFLC - Fitness Equipment Replacement | 50,000 | 50,000 | - | - | 37,400 | 65,500 | 48,900 | - | - | - | 251,800 |
| 72169 | Town Hall - LAN Room HVAC | - | 90,000 | - | - | - | - | - | - | - | - | 90,000 |
| 72179 | ACC - Multi Purpose Room - Dressing Room Conversion | - | 200,000 | - | - | - | - | - | - | - | - | 200,000 |
| 72213 | ASC - LED Lighting | - | 50,000 | - | - | - | - | - | - | - | - | 50,000 |
| 72218 | 22 Church St - LED Lighting Retro | - | 50,000 | - | - | - | - | - | - | - | - | 50,000 |
| 72274 | AFLC - Squash Courts Floor Replacement | - | 100,000 | - | - | - | - | - | - | - | - | 100,000 |
| 72298 | ACC - Snow Melt Pit Boiler | - | 20,000 | - | - | - | - | - | - | - | - | 20,000 |
| 72306 | Lifeguard Chairs (3) | - | 18,000 | - | - | - | - | - | - | - | - | 18,000 |
| 72323 | SARC - Repair of Concrete Walkw | - | 20,000 | - | - | - | - | - | - | - | - | 20,000 |
| 72326 | AFLC - Repalce Overhead doors and Operators | - | 15,400 | - | - | - | - | - | - | - | - | 15,400 |
| 72340 | ACC - Reseal exterior windows | - | 13,500 | - | - | - | - | - | - | - | - | 13,500 |
| 72342 | ACC - Replace thermoplastic membrane roofing | - | 165,600 | - | - | - | - | - | - | - | - | 165,600 |
| 72389 | 22 Church St - Repair wood floorin | - | 25,000 | - | - | - | - | - | - | - | - | 25,000 |
| 72393 | ASC - Replacement of roofing sections | - | 32,160 | - | - | - | - | - | - | - | - | 32,160 |
| 72394 | ASC - Replacement of vinyl wall covering | - | 36,400 | - | - | - | - | - | - | - | - | 36,400 |
| 72404 | TH - Replacement of exterior entra | - | 16,500 | - | - | - | - | - | - | - | - | 16,500 |
| 72405 | TH - Replacement of roof sections and skylights | - | 250,000 | - | - | - | - | - | - | - | - | 250,000 |
| 72406 | SARC - Ice Plant Repairs | - | 62,850 | - | - | - | - | - | - | - | - | 62,850 |
| 72421 | Library - Replacement of perimeter sealant of windows | - | 26,000 | - | - | - | - | - | - | - | - | 26,000 |
| 72438 | SARC - Pool - Supply, Install and Replace Bleachers | - | 43,000 | - | - | - | - | - | - | - | - | 43,000 |
| 72442 | ACC - New Roll Up Doors (3) | - | 60,000 | - | - | - | - | - | - | - | - | 60,000 |

REPAIR & REPLACEMENT PROJECTS - COMMUNITY SERVICES - continued

| | 2018 (approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|-------|--------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|------|------------------|
| 72444 | - | 80,000 | - | - | - | - | - | - | - | - | - | 80,000 |
| 72448 | - | 95,000 | - | - | - | - | - | - | - | - | - | 95,000 |
| 72449 | - | 30,000 | - | - | - | - | - | - | - | - | - | 30,000 |
| 74021 | - | 45,200 | - | - | - | - | - | - | - | - | - | 45,200 |
| 74022 | - | 56,500 | - | - | - | - | - | - | - | - | - | 56,500 |
| 72407 | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 72121 | - | - | 30,700 | - | - | - | - | - | - | - | - | 30,700 |
| 72165 | - | - | 15,400 | - | - | - | - | - | - | - | - | 15,400 |
| 72166 | - | - | 47,800 | - | - | - | - | - | - | - | - | 47,800 |
| 72168 | - | - | 176,400 | - | - | - | - | - | - | - | - | 176,400 |
| 72172 | - | - | 73,900 | - | - | - | - | - | - | - | - | 73,900 |
| 72186 | - | - | 61,600 | - | - | - | - | - | - | - | - | 61,600 |
| 72187 | - | - | 76,600 | - | - | - | - | - | - | - | - | 76,600 |
| 72190 | - | - | 15,600 | - | - | - | - | - | - | - | - | 15,600 |
| 72196 | - | - | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | - | 4,000,000 |
| 72207 | - | - | 71,700 | - | - | - | - | - | - | - | - | 71,700 |
| 72217 | - | - | 97,300 | - | - | - | - | - | - | - | - | 97,300 |
| 72224 | - | - | 87,000 | - | - | - | - | - | - | - | - | 87,000 |
| 72226 | - | - | 409,500 | 716,700 | - | - | - | - | - | - | - | 1,126,200 |
| 72268 | - | - | 256,000 | - | - | - | - | - | - | - | - | 256,000 |
| 72297 | - | - | 20,500 | - | - | - | - | - | - | - | - | 20,500 |
| 72299 | - | - | 30,000 | - | - | - | - | - | - | - | - | 30,000 |
| 72301 | - | - | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 72302 | - | - | 51,200 | - | - | - | - | - | - | - | - | 51,200 |
| 72303 | - | - | 25,600 | - | - | - | - | - | - | - | - | 25,600 |
| 72305 | - | - | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| 72316 | - | - | 92,100 | - | - | - | - | - | - | - | - | 92,100 |
| 72320 | - | - | 163,800 | - | - | - | - | - | - | - | - | 163,800 |
| 72324 | - | - | 31,700 | - | - | - | - | - | - | - | - | 31,700 |
| 72325 | - | - | 23,000 | - | - | - | - | - | - | - | - | 23,000 |
| 72328 | - | - | 90,100 | - | - | - | - | - | - | - | - | 90,100 |
| 72346 | - | - | 28,700 | - | - | - | - | - | - | - | - | 28,700 |

REPAIR & REPLACEMENT PROJECTS - COMMUNITY SERVICES - continued

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|--|------|------|---------|---------|------|------|------|------|------|------|------|---------------|
| 72347 | | | 26,900 | - | - | - | - | - | - | - | - | 26,900 |
| ACC - Replace suspended ceiling in lobby | | | 26,900 | - | - | - | - | - | - | - | - | 26,900 |
| 72355 | | | 122,900 | - | - | - | - | - | - | - | - | 122,900 |
| ACC - Replacement of Arena fan coil units | | | 122,900 | - | - | - | - | - | - | - | - | 122,900 |
| 72362 | | | 12,000 | - | - | - | - | - | - | - | - | 12,000 |
| 215 Industrial Pkwy - Replace 1987 windows | | | 12,000 | - | - | - | - | - | - | - | - | 12,000 |
| 72365 | | | 33,500 | - | - | - | - | - | - | - | - | 33,500 |
| 215 Industrial Pkwy - Replace carpet | | | 33,500 | - | - | - | - | - | - | - | - | 33,500 |
| 72366 | | | 15,800 | - | - | - | - | - | - | - | - | 15,800 |
| 215 Industrial Pkwy - Reseal concrete floors | | | 15,800 | - | - | - | - | - | - | - | - | 15,800 |
| 72369 | | | 30,700 | - | - | - | - | - | - | - | - | 30,700 |
| 215 Industrial Pkwy - Replace HVAC unit #4 | | | 30,700 | - | - | - | - | - | - | - | - | 30,700 |
| 72370 | | | 61,400 | - | - | - | - | - | - | - | - | 61,400 |
| 215 Industrial Pkwy - Replace make-up air units | | | 61,400 | - | - | - | - | - | - | - | - | 61,400 |
| 72374 | | | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 215 Industrial Pkwy - Replace concrete ramp wall | | | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 72379 | | | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| CYFS 4-4 - Replacement of two steam humidifiers | | | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| 72387 | | | 26,900 | - | - | - | - | - | - | - | - | 26,900 |
| CYFS 4-3 - Replace suspended ceiling | | | 26,900 | - | - | - | - | - | - | - | - | 26,900 |
| 72388 | | | 35,800 | - | - | - | - | - | - | - | - | 35,800 |
| 22 Church St - Repaint interior wall surfaces | | | 35,800 | - | - | - | - | - | - | - | - | 35,800 |
| 72403 | | | 66,500 | - | - | - | - | - | - | - | - | 66,500 |
| ACC - Replace seating in ACC1 | | | 66,500 | - | - | - | - | - | - | - | - | 66,500 |
| 72409 | | | 143,300 | - | - | - | - | - | - | - | - | 143,300 |
| AFLC - Rubber Flooring in Dressing Rooms/Hallway | | | 143,300 | - | - | - | - | - | - | - | - | 143,300 |
| 72417 | | | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| TH - Replacement of security system | | | 76,800 | - | - | - | - | - | - | - | - | 76,800 |
| 72419 | | | 33,500 | - | - | - | - | - | - | - | - | 33,500 |
| TH - Repair concrete/stone walkways | | | 33,500 | - | - | - | - | - | - | - | - | 33,500 |
| 72425 | | | 246,600 | 252,100 | - | - | - | - | - | - | - | 498,700 |
| Library - EPDM roofing | | | 246,600 | 252,100 | - | - | - | - | - | - | - | 498,700 |
| 72429 | | | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| Library - Repairs to elevator door system | | | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| 72434 | | | 52,700 | - | - | - | - | - | - | - | - | 52,700 |
| Library - Reconstruct concrete walkways | | | 52,700 | - | - | - | - | - | - | - | - | 52,700 |
| 72439 | | | 30,700 | - | - | - | - | - | - | - | - | 30,700 |
| AFLC - Arena Seating | | | 30,700 | - | - | - | - | - | - | - | - | 30,700 |
| 72447 | | | 71,700 | - | - | - | - | - | - | - | - | 71,700 |
| ACC - Low E-Ceiling - ACC#2 | | | 71,700 | - | - | - | - | - | - | - | - | 71,700 |
| 72450 | | | 128,000 | - | - | - | - | - | - | - | - | 128,000 |
| SARC - Low E-Ceiling - Arenas | | | 128,000 | - | - | - | - | - | - | - | - | 128,000 |
| 72174 | | | - | 244,600 | - | - | - | - | - | - | - | 244,600 |
| ACC - Compressors | | | - | 244,600 | - | - | - | - | - | - | - | 244,600 |
| 72192 | | | - | 90,800 | - | - | - | - | - | - | - | 90,800 |
| 22 Church St - Exterior Doors | | | - | 90,800 | - | - | - | - | - | - | - | 90,800 |
| 72227 | | | - | 99,500 | - | - | - | - | - | - | - | 99,500 |
| ACC - Entry Doors | | | - | 99,500 | - | - | - | - | - | - | - | 99,500 |
| 72229 | | | - | 99,500 | - | - | - | - | - | - | - | 99,500 |
| ACC - Front Exterior Walkways | | | - | 99,500 | - | - | - | - | - | - | - | 99,500 |
| 72312 | | | - | 23,000 | - | - | - | - | - | - | - | 23,000 |
| SARC - Main Entrance Doors | | | - | 23,000 | - | - | - | - | - | - | - | 23,000 |
| 72336 | | | - | 366,400 | - | - | - | - | - | - | - | 366,400 |
| AFLC - Arena Climate Control System | | | - | 366,400 | - | - | - | - | - | - | - | 366,400 |
| 72341 | | | - | 11,600 | - | - | - | - | - | - | - | 11,600 |
| ACC - Hollow Metal Doors | | | - | 11,600 | - | - | - | - | - | - | - | 11,600 |
| 72345 | | | - | 66,000 | - | - | - | - | - | - | - | 66,000 |
| ACC - Worn rubber flooring ACC2 | | | - | 66,000 | - | - | - | - | - | - | - | 66,000 |
| 72353 | | | - | 66,000 | - | - | - | - | - | - | - | 66,000 |
| ACC - Two Heating Boilers | | | - | 66,000 | - | - | - | - | - | - | - | 66,000 |
| 72358 | | | - | 314,000 | - | - | - | - | - | - | - | 314,000 |
| ACC - Arena Dasher Boards ACC2 | | | - | 314,000 | - | - | - | - | - | - | - | 314,000 |
| 72360 | | | - | 10,400 | - | - | - | - | - | - | - | 10,400 |
| ACC - Ice Resurfacer Hot Water Boiler | | | - | 10,400 | - | - | - | - | - | - | - | 10,400 |
| 72375 | | | - | 88,900 | - | - | - | - | - | - | - | 88,900 |
| CYFS 4-4 - Built Up Roof | | | - | 88,900 | - | - | - | - | - | - | - | 88,900 |

REPAIR & REPLACEMENT PROJECTS - COMMUNITY SERVICES - continued

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|-------|---|------|------|---------|---------|---------|---------|---------|------|------|------|---------------|
| 72378 | CYFS 4-4 - Two Forced Air Furnaces | - | - | 17,300 | - | - | - | - | - | - | - | 17,300 |
| 72408 | TH - Washroom Partitions | - | - | 20,800 | - | - | - | - | - | - | - | 20,800 |
| 72413 | TH - Forced Air and Gas Heaters | - | - | 17,500 | - | - | - | - | - | - | - | 17,500 |
| 72415 | TH - Council Chamber Lighting | - | - | 230,300 | - | - | - | - | - | - | - | 230,300 |
| 72416 | TH - Exterior Lighting | - | - | 28,200 | - | - | - | - | - | - | - | 28,200 |
| 72418 | TH - Fire Alarm System | - | - | 23,000 | - | - | - | - | - | - | - | 23,000 |
| 72422 | Library - Insulated Glass Entrance Doors | - | - | 46,000 | - | - | - | - | - | - | - | 46,000 |
| 72425 | Library - Carpeted Floor Surfaces | - | - | 39,200 | 204,300 | - | - | - | - | - | - | 243,500 |
| 72431 | Library - Rooftop HVAC Units | - | - | 837,400 | - | - | - | - | - | - | - | 837,400 |
| 72432 | Library - Fire Alarm Panel | - | - | 21,000 | - | - | - | - | - | - | - | 21,000 |
| 72451 | Library - Exterior LED Retrofit | - | - | 31,400 | - | - | - | - | - | - | - | 31,400 |
| 72319 | SARC - Security System | - | - | - | 32,100 | - | - | - | - | - | - | 32,100 |
| 72321 | SARC - Ice Rink Dasher Boards | - | - | - | 642,000 | - | - | - | - | - | - | 642,000 |
| 72331 | AFLC - Drywall Ceilings in Pool Areas | - | - | - | 31,600 | - | - | - | - | - | - | 31,600 |
| 72348 | ACC- Elevator Door Operators | - | - | - | 10,600 | - | - | - | - | - | - | 10,600 |
| 72357 | ACC - Security System | - | - | - | 80,200 | - | - | - | - | - | - | 80,200 |
| 72371 | 215 Industrial Pkwy - Fire Alarm Panel | - | - | - | 21,500 | - | - | - | - | - | - | 21,500 |
| 72372 | 215 Industrial Pkwy - Backup Diesel Generator | - | - | - | 64,200 | - | - | - | - | - | - | 64,200 |
| 72376 | CYFS 4-4 - Reseal Concrete Floors | - | - | - | 25,800 | - | - | - | - | - | - | 25,800 |
| 72383 | CYFS 4-3 - Reseal Concrete Floors | - | - | - | 11,300 | - | - | - | - | - | - | 11,300 |
| 72395 | ASC - Repainting Interior Walls | - | - | - | 29,900 | - | - | - | - | - | - | 29,900 |
| 72398 | ASC - Security System | - | - | - | 53,600 | - | - | - | - | - | - | 53,600 |
| 72402 | TH - Mayor & Councillor Area Windows | - | - | - | 26,100 | - | - | - | - | - | - | 26,100 |
| 72426 | Library - Repainting Interior Surfaces | - | - | - | 107,000 | - | - | - | - | - | - | 107,000 |
| 72208 | AFLC - Program Rooms | - | - | - | - | 136,500 | - | - | - | - | - | 136,500 |
| 72313 | SARC - Overhead Doors and Operators | - | - | - | - | 29,400 | - | - | - | - | - | 29,400 |
| 72333 | AFLC - HVAC Units - RTU1 & SF6 | - | - | - | - | 19,600 | - | - | - | - | - | 19,600 |
| 72390 | 22 Church St - Forced Air and Gas Heaters | - | - | - | - | 18,800 | - | - | - | - | - | 18,800 |
| 72412 | TH - Major Modernization of Elevator | - | - | - | - | 109,100 | - | - | - | - | - | 109,100 |
| 72317 | SARC - HVAC Pumps | - | - | - | - | - | 35,100 | - | - | - | - | 35,100 |
| 72343 | ACC - Refinish Concrete Block Walls | - | - | - | - | - | 12,600 | - | - | - | - | 12,600 |
| 72446 | TH - HVAC - A/C Cooling/Humidification Unit | - | - | - | - | - | 100,400 | - | - | - | - | 100,400 |
| 72137 | Asphalt Flat Roof (Pool & Common Area) | - | - | - | - | - | - | 854,800 | - | - | - | 854,800 |
| 72329 | AFLC - Repaint Interior Walls | - | - | - | - | - | - | 157,400 | - | - | - | 157,400 |
| 72330 | AFLC - Arena Worn Rubber Flooring | - | - | - | - | - | - | 36,900 | - | - | - | 36,900 |

REPAIR & REPLACEMENT PROJECTS - COMMUNITY SERVICES - continued

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|-------|---|------------------|------------------|------------------|------------------|----------------|----------------|------------------|------------------|----------------|--------------|-------------------|
| 72367 | | - | - | - | - | - | - | 18,300 | - | - | - | 18,300 |
| | 215 Industrial Pkwy - Suspended Ceiling Panels | | | | | | | | | | | |
| 72368 | | - | - | - | - | - | - | 28,500 | - | - | - | 28,500 |
| | 215 Industrial Pkwy - Upgrade Platform Lift | | | | | | | | | | | |
| 72380 | | - | - | - | - | - | - | 34,100 | - | - | - | 34,100 |
| | CYFS 4-4 - Pylon Sign | | | | | | | | | | | |
| 72382 | | - | - | - | - | - | - | 349,700 | - | - | - | 349,700 |
| | CYFS 4-3 - Roof | | | | | | | | | | | |
| 72387 | | - | - | - | - | - | - | 77,800 | - | - | - | 77,800 |
| | 22 Church St - Asphalt Shingles | | | | | | | | | | | |
| 72397 | | - | - | - | - | - | - | 110,500 | - | - | - | 110,500 |
| | ASC - Rooftop HVAC Units | | | | | | | | | | | |
| 72427 | | - | - | - | - | - | - | 42,000 | - | - | - | 42,000 |
| | Library - Repainting of Interior Concrete Floors | | | | | | | | | | | |
| 72435 | | - | - | - | - | - | - | 21,600 | - | - | - | 21,600 |
| | Victoria Hall - Roofing Shingles | | | | | | | | | | | |
| 72314 | | - | - | - | - | - | - | - | 419,200 | - | - | 419,200 |
| | SARC - Modified Bitumen West Roof Section | | | | | | | | | | | |
| 72315 | | - | - | - | - | - | - | - | 326,200 | - | - | 326,200 |
| | SARC - Repair Interior Wall Surfaces | | | | | | | | | | | |
| 72318 | | - | - | - | - | - | - | - | 11,400 | - | - | 11,400 |
| | SARC - Forced Flow and Gas Fired Heaters | | | | | | | | | | | |
| 72327 | | - | - | - | - | - | - | - | 121,900 | - | - | 121,900 |
| | AFLC - Restorative Coating to Arena Metal Roof | | | | | | | | | | | |
| 72334 | | - | - | - | - | - | - | - | 11,400 | - | - | 11,400 |
| | AFLC - Forced Flow and Gas Fired Heaters | | | | | | | | | | | |
| 72335 | | - | - | - | - | - | - | - | 11,400 | - | - | 11,400 |
| | AFLC - Security System | | | | | | | | | | | |
| 72344 | | - | - | - | - | - | - | - | 73,500 | - | - | 73,500 |
| | ACC - Worn Rubber Flooring ACC1 | | | | | | | | | | | |
| 72354 | | - | - | - | - | - | - | - | 11,400 | - | - | 11,400 |
| | ACC - Replacement of Forced Flow and Gas Heaters | | | | | | | | | | | |
| 72364 | | - | - | - | - | - | - | - | 17,500 | - | - | 17,500 |
| | 215 Industrial Pkwy - Repaint interior surfaces | | | | | | | | | | | |
| 72381 | | - | - | - | - | - | - | - | 28,800 | - | - | 28,800 |
| | CYFS 4-3 - Replace Windows | | | | | | | | | | | |
| 72385 | | - | - | - | - | - | - | - | 25,000 | - | - | 25,000 |
| | CYFS 4-3 - Replace Forced Air and Gas Heaters | | | | | | | | | | | |
| 72386 | | - | - | - | - | - | - | - | 69,900 | - | - | 69,900 |
| | CYFS 4-3 - Replace Diesel Generator | | | | | | | | | | | |
| 72414 | | - | - | - | - | - | - | - | 233,000 | - | - | 233,000 |
| | TH - Upgrade Building Automation Systems | | | | | | | | | | | |
| 72423 | | - | - | - | - | - | - | - | 19,300 | - | - | 19,300 |
| | Library - Replace Hollow Metal Exit Doors | | | | | | | | | | | |
| 72430 | | - | - | - | - | - | - | - | 93,000 | - | - | 93,000 |
| | Library - Major hydraulic modernization of elevator | | | | | | | | | | | |
| | 1,655,654 | 1,851,110 | 4,035,760 | 4,424,763 | 2,044,266 | 884,969 | 703,072 | 2,237,675 | 1,978,978 | 506,081 | 6,084 | 20,267,710 |

Funding Sources:

| | | | | | | | | | | | | |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|------------------|----------------|---------------------|
| Bldg R & R Reserve | (1,655,654) | (1,851,110) | (4,035,760) | (4,424,763) | (2,044,266) | (884,969) | (703,072) | (2,237,675) | (1,978,978) | (506,081) | (6,084) | (20,328,412) |
| | (1,655,654) | (1,851,110) | (4,035,760) | (4,424,763) | (2,044,266) | (884,969) | (703,072) | (2,237,675) | (1,978,978) | (506,081) | (6,084) | (20,328,412) |

REPAIR & REPLACEMENT PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | Project Total |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| Repair & Replacement | | | | | | | | | | | | |
| 31109 Recon - Kennedy St W & Temperance St | 2,215,959 | - | - | - | - | - | - | - | - | - | - | 2,215,959 |
| 31113 Full Depth Asphalt - Murray Dr and Pinehurst | 2,232,291 | - | - | - | - | - | - | - | - | - | - | 2,232,291 |
| M & O - Murray Dr, Kennedy St W. | | | | | | | | | | | | |
| 31114 Recon - Ransom Crt and Ransom St | 617,341 | - | - | - | - | - | - | - | - | - | - | 617,341 |
| 31118 Recon - Browning Crt, Johnson Rd., Holman Cres., Baldwin Ave | 276,411 | - | 3,276,855 | - | - | - | - | - | - | - | - | 3,553,266 |
| 31119 Recon - Adair Dr., Bailey Cres., Davidson Rd | 217,879 | - | 2,225,008 | - | - | - | - | - | - | - | - | 2,442,887 |
| 31126 Full Depth Asphalt - Harriman Rd M & O - Harmon Ave., Orchard Hits Blvd., Whispering Pine Tr | 1,014,110 | - | - | - | - | - | - | - | - | - | - | 1,014,110 |
| 31134 M & O - Victoria (Wellington - Harrison), Yonge St (Golf Links to Orchard Heights | 1,356,400 | - | - | - | - | - | - | - | - | - | - | 1,356,400 |
| 31140 M & O - Archerhill Crt., Jarvis Ave., Gilbert Dr., Westview Dr., McClellan Way | 716,592 | - | - | - | - | - | - | - | - | - | - | 716,592 |
| 34613 S/W - St John's Sdrd - Gateway - Industrial Pkwy N | 183,480 | - | - | - | - | - | - | - | - | - | - | 183,480 |
| 31116 M & O - Dunning Ave., Edward St., Golf Links Dr., Industrial Pkwy S., McClellan Way., Orchard Heights Blvd., Tamarac Trail | 3,283,710 | - | - | - | - | - | - | - | - | - | - | 3,283,710 |
| 31155 Pavement Condition Assessment | 50,500 | - | - | - | - | - | - | - | - | - | - | 50,500 |
| 31177 Recon - Vandord Sdrd - Monkman Crt - Carlsbrooke Cir | - | 1,000,000 | - | - | - | - | - | - | - | - | - | 1,000,000 |
| 31178 Reconstruction of Poplar Crt M & O - Industrial Pkwy S | - | 150,000 | 1,585,000 | - | - | - | - | - | - | - | - | 1,735,000 |
| 31054 Sdrd (Industrial Pkwy S to Bayview Ave) | - | - | 1,026,000 | - | - | - | - | - | - | - | - | 1,026,000 |
| 31120 Recon - Aurora Heights Dr - Bathurst - Foreht Cres (W) | - | - | 195,102 | 2,438,771 | - | - | - | - | - | - | - | 2,633,873 |
| 31121 Recon - Crawford Rose Dr and Meadowood Dr | - | - | - | - | - | 183,577 | 1,835,774 | - | - | - | - | 2,019,351 |
| 31122 Recon - Centre St - Yonge - Spruce | - | - | 517,875 | - | - | - | - | - | - | - | - | 517,875 |

REPAIR & REPLACEMENT PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | | | | | | | | | | |
|-------|---|-----------|-----------|---------|-----------|-----------|---|-----------|-----------|-----------|
| 31124 | M & O - Henderson Dr Recon - Timpson Dr., Dinsmore Terr., Trillium Dr., Windham Tr | 939,224 | - | - | - | - | - | - | - | 939,224 |
| 31125 | M & O - Allenvale Dr., Haida Dr., Kennedy St. W., Mill St., Sisman Ave., Treegrove Cir., McKinley Cr., Lenarthur Cr., Willow Farm Lane | - | - | 299,598 | 3,273,807 | - | - | - | - | 3,573,405 |
| 31127 | M & O - Conover Ave., Walton Dr., Whispering Pine Tr., Clubine Cr., Willow Farm Lane | - | - | - | - | 1,267,322 | - | - | - | 1,267,322 |
| 31128 | M & O - Conover Ave., Hollandview Tr., Hollidge Blvd., McMaster Ave | - | - | - | - | 807,702 | - | - | - | 807,702 |
| 31129 | M & O - Edward St., Gurnett St., Kennedy St E., Seaton Dr., Teasdale Cr., Stone Rd., | - | - | - | - | 1,223,956 | - | - | - | 1,223,956 |
| 31130 | M & O - Cousins Dr., Fairway Dr., Eldon Cres., Highland Gate, Kennedy St., Mary St., Industry St., Richardson Dr., Lee Gate., Temperance St., | 59,271 | 1,748,966 | - | - | - | - | - | - | 1,808,237 |
| 31131 | M & O - Earl Stewart Dr., Gateway Dr., Pedersen Dr., Spring Farm Rd., Walton Dr | - | - | - | 1,430,736 | - | - | - | - | 1,430,736 |
| 31132 | M & O - Aurora Hts, Laurentide Ave., Tecumseh Dr. | - | - | - | - | - | - | 688,183 | - | 688,183 |
| 31133 | Recon - Brookeview Dr., M & O - Spence Dr | - | - | - | 78,788 | - | - | 897,621 | - | 976,409 |
| 31134 | M & O - Fouracre Way, Hartwell Way, Hollandview Tr., Mavrinac Blvd., Pedersen Dr | - | - | - | - | - | - | 1,528,345 | - | 1,528,345 |
| 31135 | Recon - Kemano Rd - Orchard Hts. To Crawford Rose Dr. | - | - | 125,839 | 1,398,215 | - | - | - | - | 1,524,054 |
| 31136 | M & O - Industrial Pkwy N, John West Wav, Old Yonae St | 1,490,897 | - | - | - | - | - | - | - | 1,490,897 |
| 31137 | Recon - Dodie St and George St Pavement Condition Assessment - 2023 | 97,169 | 1,079,655 | - | - | - | - | 50,500 | - | 1,176,824 |
| 31138 | Recon - Mosley St - Yonge St - Berzcy St | - | - | 111,695 | 1,241,057 | - | - | - | - | 1,352,752 |
| 31139 | Recon - Gilbank Dr | - | - | - | 132,887 | 1,476,527 | - | - | - | 1,609,414 |
| 31140 | M & O - Billbrough St., Birkshire Dr., Centre St., Kirkvalley Cres., Knole Haven Dr., Mark St., Raiford St., River Ridge Blvd., Wells St. N. | - | - | - | - | - | - | - | 1,305,108 | 1,305,108 |
| 31141 | Recon - Larmont St., M & O - Metcalfe St, Church St. | - | - | - | 81,021 | 983,670 | - | - | - | 1,064,691 |

REPAIR & REPLACEMENT PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | | | | | | | | | | | | | |
|--|-------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------|----------|-------------------|
| M & O - Billingham Hts., Mavrinac Blvd., Milloy Pl., Hawin Lane, Moorecrest Dr., Royal Rd | - | - | - | - | - | - | - | - | 1,112,760 | - | - | - | 1,112,760 |
| M & O - Buttonwood Tr., Child Dr., Baldwin Rd., Corner Ridge Rd., Jasper Dr., Tyler St., Woodland Hills Blvd. | - | - | - | - | - | - | - | - | 1,448,772 | - | - | - | 1,448,772 |
| Recon - Brookland Ave - Banbury Crt to End | - | - | - | - | - | - | - | - | 94,323 | - | - | - | 94,323 |
| Recon - McLeod Dr., M & O - Babcock Blvd. Elderberry Tr., Little Erika Way., Willis Dr., Wardle Gate | - | - | - | - | - | - | - | - | 94,620 | - | - | - | 94,620 |
| Recon - Banff Dr., M & O - Kernano Rd | - | - | - | - | - | - | - | - | - | - | - | - | 646,752 |
| Recon - Bridgenorth Dr., Earl Steward Dr., Marshview Ave. | - | - | - | - | - | - | - | - | 49,677 | - | - | - | 49,677 |
| Recon - Wells St. | - | - | - | - | - | - | - | - | 186,004 | - | - | - | 186,004 |
| Recon - Devlin Place Hecon - Cameron Ave., M & O - Connaught Ave., Harrison Ave., Milliciff Cir., Alder Gr., Chapman Crt., Ostick St., Spruce St | - | - | - | - | - | - | - | - | 159,472 | - | - | - | 159,472 |
| Recon - Lensmith Dr | - | - | - | - | - | - | - | - | 170,129 | - | - | - | 170,129 |
| Hecon - Closs Sq., Devins Dr., Downey Cir., Trent St., Ballymore Dr Fife Rd Timherline Tr S/W - Henderson/Bathurst - Watts Meadow | - | - | - | - | - | - | - | - | - | - | - | - | 1,771,907 |
| S/W - Edward St - 100m east of Yonge to Dunning Ave | - | - | - | - | - | - | - | - | 46,784 | - | - | - | 46,784 |
| Yonge St Decorative Lighting Replacement | - | - | - | - | - | - | - | - | 205,500 | - | - | - | 205,500 |
| GIS Scanner | - | - | - | - | - | - | - | - | - | - | - | - | 10,000 |
| | 12,164,673 | 1,150,000 | 11,600,401 | 6,354,594 | 2,491,278 | 3,249,497 | 9,630,213 | 5,790,022 | 5,160,246 | 9,925,319 | - | - | 67,516,243 |

| | | | | | | | | | | | | | |
|---|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|-----------|
| Maintenance of Culverts on Yonge St and Batson Dr | 162,500 | - | - | - | - | - | - | - | - | - | - | - | 162,500 |
| Lake Simcoe Protection Plan Capital Works | - | - | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | - | - | - | 4,200,000 |
| Flood Study for Tannery Creek | - | - | - | 500,000 | - | - | - | - | - | - | - | - | 500,000 |
| Storm Sewer Outlet Cleanup | 300,000 | - | - | - | - | - | - | - | - | - | - | - | 300,000 |
| Damaged Storm Pipe off Henderson Dr. | 1,500,000 | 960,000 | - | - | - | - | - | - | - | - | - | - | 2,460,000 |
| Storm Outfall Erosion at Mill Street | 50,000 | 150,000 | - | - | - | - | - | - | - | - | - | - | 200,000 |
| Bridge Assessment | 39,100 | - | - | - | - | - | - | - | - | - | - | - | 39,100 |

REPAIR & REPLACEMENT PROJECTS - PLANNING & DEVELOPMENT SERVICES

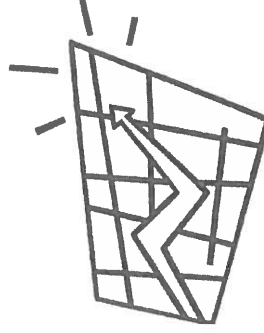
| | | | | | | | | | | | | | | | | | | | |
|-------|--|---------------------|--------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------------|------------------|------------------|---------------------|---|---|---|---|-----------|
| 42069 | Bridge Assessment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 42070 | Bridge Assessment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 42071 | Bridge Assessment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 42072 | Vandorf Sdrd Culvert and Ditch Repair | 130,000 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 130,000 |
| 42079 | Devlin Place Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 300,000 |
| 42080 | Jones Crt Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 520,000 |
| 42081 | Wellington St Phase 1 Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,200,000 |
| 42082 | Wellington St Phase 2 Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,320,000 |
| 42083 | Willow Farm Lane Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 530,000 |
| 42084 | Maintenance Holes in Streams Erosion Protection Plan | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 200,000 |
| 42085 | Tyler St Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 400,000 |
| 42086 | Sandusky Park Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 450,000 |
| 42087 | Harriman Road Stream Rehabilitation | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 800,000 |
| 43054 | Structural Watermain Relining Program | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 700,000 |
| | | 2,181,600 | 1,110,000 | 900,000 | 2,345,000 | 1,800,000 | 2,620,000 | 1,155,000 | 1,500,000 | 1,000,000 | 1,175,000 | 800,000 | 800,000 | 16,424,100 | | | | | |
| | Total Requirements: | | | | | | | | | | | | | | | | | | |
| | Roads | 9,211,221 | 1,100,000 | 6,684,450 | 5,112,291 | 2,491,278 | 3,156,241 | 8,222,201 | 5,033,814 | 4,327,481 | 7,274,746 | - | - | 52,613,723 | | | | | |
| | Water & Sewer R & R | 1,018,280 | - | 1,647,337 | 1,244,597 | - | 700,000 | 1,014,731 | 1,358,231 | 504,998 | 2,344,288 | - | - | 9,832,462 | | | | | |
| | Sanitary Sewer R & R | 370,457 | - | 1,672,456 | - | - | - | - | - | - | - | - | - | 2,042,913 | | | | | |
| | Storm Sewer R & R | 3,746,315 | 1,160,000 | 2,496,158 | 2,342,706 | 1,800,000 | 2,013,256 | 1,548,281 | 897,977 | 1,327,767 | 1,481,285 | 800,000 | 800,000 | 19,613,745 | | | | | |
| | | 14,346,273 | 2,260,000 | 12,500,401 | 8,699,594 | 4,291,278 | 5,869,497 | 10,785,213 | 7,290,022 | 6,160,246 | 11,100,319 | 800,000 | 800,000 | 84,102,843 | | | | | |
| | Funding Sources: | | | | | | | | | | | | | | | | | | |
| | Roads R & R | (7,516,655) | (1,100,000) | (6,674,450) | (5,112,291) | (2,491,278) | (3,156,241) | (8,222,201) | (5,033,814) | (4,327,481) | (7,274,746) | - | - | (50,909,157) | | | | | |
| | Water & Sewer R & R | (1,018,280) | - | (1,647,337) | (1,244,597) | - | (700,000) | (1,014,731) | (1,358,231) | (504,998) | (2,344,288) | - | - | (9,832,462) | | | | | |
| | Sanitary Sewer R & R | (370,457) | - | (1,672,456) | - | - | - | - | - | - | - | - | - | (2,042,913) | | | | | |
| | Storm Sewer R & R | (3,746,315) | (1,160,000) | (2,496,158) | (2,342,706) | (1,800,000) | (2,013,256) | (1,548,281) | (897,977) | (1,327,767) | (1,481,285) | (800,000) | (800,000) | (19,613,745) | | | | | |
| | Computer & Related R & R | - | - | (10,000) | - | - | - | - | - | - | - | - | - | (10,000) | | | | | |
| | FGT | (1,694,566) | (1,150,000) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (16,401,094) | | | | | |
| | | (14,346,273) | (2,260,000) | (12,500,401) | (8,699,594) | (4,291,278) | (5,869,497) | (10,785,213) | (7,290,022) | (6,160,246) | (11,100,319) | (800,000) | (800,000) | (84,102,843) | | | | | |

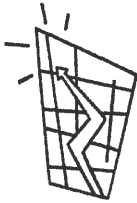
GROWTH & NEW ASSETS

(Anticipated Spend of \$142,743,816 over 11 years)

Specific Growth & New Assets are at the following pages:

| | |
|--|----------------|
| GROWTH & NEW SUMMARY | Page 32 |
| Corporate Services | Page 33 |
| Fire & Emergency Services | Page 34 |
| Operational Services | Page 35 |
| Community Services | Page 37 |
| Planning & Development Services | Page 38 |





GROWTH AND NEW ASSETS INVESTMENT PLAN - SUMMARY OF CAPITAL NEEDS

2018 (Approved) 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 10 YEAR OUTLOOK
 ↑

GROWTH and NEW

| | | | | | | | | | | | | |
|-------------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|--------------------|
| Corporate Services | 240,000 | 100,000 | 173,800 | 360,600 | 50,000 | - | - | - | - | - | - | 684,400 |
| Fire Services | 10,480,000 | 461,250 | 102,500 | - | - | 894,900 | 1,886,200 | 551,500 | - | - | - | 3,896,350 |
| Operational Services | 7,736,000 | 2,681,000 | 4,220,800 | 3,608,600 | 1,307,200 | 2,006,000 | 112,700 | 683,000 | 96,000 | 96,000 | 96,000 | 14,907,300 |
| Community Services | 4,405,135 | 44,585,000 | 37,215,000 | 700,000 | 110,000 | 100,000 | 115,000 | 100,000 | 40,000 | 40,000 | 25,000 | 83,100,000 |
| Planning & Development Ser | 797,111 | 1,235,300 | 5,108,330 | 847,230 | 803,000 | 1,140,000 | 122,550 | 5,768,110 | - | - | - | 15,024,520 |
| TOTAL GROWTH & NEW | 23,658,246 | 49,062,550 | 46,820,430 | 5,516,430 | 2,270,200 | 4,140,900 | 2,236,450 | 7,102,610 | 206,000 | 136,000 | 121,000 | 117,612,570 |

Water/Sewer Projects

| | | | | | | | | | | | | |
|--|---|---|---|---------|---|-----------|---|---|---|---|---|-----------|
| | - | - | - | 135,000 | - | 1,338,000 | - | - | - | - | - | 1,473,000 |
|--|---|---|---|---------|---|-----------|---|---|---|---|---|-----------|

TOTAL GROWTH & NEW

| | | | | | | | | | | | | |
|--|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|--------------------|
| | 23,658,246 | 49,062,550 | 46,820,430 | 5,651,430 | 2,270,200 | 5,478,900 | 2,236,450 | 7,102,610 | 206,000 | 136,000 | 121,000 | 119,085,570 |
|--|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|--------------------|

Total including 2018 142,743,816

Funding Sources:

| | | | | | | | | | | | | |
|----------------------------|--------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|----------|----------|----------|--------------|
| Development Charges | (12,155,831) | (11,636,250) | (41,641,855) | (4,359,540) | (1,878,840) | (2,630,280) | (2,011,525) | (6,847,910) | - | - | - | (71,006,200) |
| Water & Sewer DCs | - | - | - | (135,000) | - | (1,338,000) | - | - | - | - | - | (1,473,000) |
| Special Purposes Reserves | (1,232,135) | (273,000) | (507,530) | (383,550) | (139,150) | (222,620) | (49,670) | (49,710) | (48,000) | (48,000) | (48,000) | (1,769,230) |
| Growth & New Reserves | (2,125,780) | (2,018,300) | (4,571,045) | (673,341) | (152,210) | (1,188,000) | (75,255) | (104,990) | (48,000) | (48,000) | (73,000) | (8,962,141) |
| R & R Reserves | - | (35,000) | - | - | - | - | - | - | - | - | - | (35,000) |
| Development / Sale of Land | - | - | - | - | - | - | - | - | - | - | - | - |
| Water & Sewer Reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| Hydro Funds | (1,100,000) | (21,600,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (40,000) | (40,000) | - | (22,340,000) |
| External Funding | (7,044,500) | (13,500,000) | - | - | - | - | - | - | - | - | - | (13,500,000) |

| | | | | | | | | | | | |
|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|----------------------|
| (23,658,246) | (49,062,550) | (46,820,430) | (5,651,430) | (2,270,200) | (5,478,900) | (2,236,450) | (7,102,610) | (206,000) | (136,000) | (121,000) | (119,085,570) |
|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|----------------------|

Total including 2018 (142,743,816)

GROWTH & NEW PROJECTS - CORPORATE SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project</u> <u>Total</u> |
|--|----------------|----------------|----------------|----------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| Growth & New | | | | | | | | | | | | |
| 12016 Customer Care Centre | - | - | - | 200,000 | 50,000 | - | - | - | - | - | - | 250,000 |
| Access Aurora Telephony | | | | | | | | | | | | |
| 13023 Project | - | - | 51,200 | 160,600 | - | - | - | - | - | - | - | 211,800 |
| 14037 Joint Ops LAN Room & DR site | 60,000 | - | 10,000 | - | - | - | - | - | - | - | - | 70,000 |
| 14058 Eclipse Project Portfolio Mgr | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 14068 Wireless Upgrades & Enhancements | 55,000 | - | 20,500 | - | - | - | - | - | - | - | - | 75,500 |
| 14069 Portable Emergency Cooling Unit | 25,000 | - | - | - | - | - | - | - | - | - | - | 25,000 |
| 14072 Cityview Upgrade | - | - | 92,100 | - | - | - | - | - | - | - | - | 92,100 |
| 24012 Bylaw Permit Parking Program | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 24016 Animal Control Start Up | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| | 240,000 | 100,000 | 173,800 | 360,600 | 50,000 | - | - | - | - | - | - | 924,400 |

Funding Sources:

| | | | | | | | | | | | | |
|------------------|------------------|------------------|------------------|------------------|-----------------|---|---|---|---|---|---|------------------|
| Growth & New | (240,000) | (100,000) | (81,700) | (360,600) | (50,000) | - | - | - | - | - | - | (832,300) |
| Building Reserve | - | - | (92,100) | - | - | - | - | - | - | - | - | (92,100) |
| | (240,000) | (100,000) | (173,800) | (360,600) | (50,000) | - | - | - | - | - | - | (924,400) |

GROWTH & NEW PROJECTS - FIRE SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project</u> |
|---------------------------------------|---------------------|------------------|------------------|-------------|-------------|------------------|--------------------|------------------|-------------|-------------|-------------|---------------------|
| | <u>(approved)</u> | | | | | | | | | | | <u>Total</u> |
| Growth & New | | | | | | | | | | | | |
| 21006 New Fire Station | 10,480,000 | - | - | - | - | - | - | - | - | - | - | 10,480,000 |
| 21106 Pumper for Fire Hall 4-5 | - | 410,000 | - | - | - | - | - | - | - | - | - | 410,000 |
| 21107 Fire Hall 4-5 Turn Out Gear | - | - | 75,600 | - | - | - | - | - | - | - | - | 75,600 |
| 21108 Fire hall - 4-6 Turn Out Gear | - | - | - | - | - | - | - | 84,200 | - | - | - | 84,200 |
| 21109 Fire - Smaller Vehicles | - | - | 26,900 | - | - | - | - | - | - | - | - | 26,900 |
| 21110 Fire Hall 4-6 New Vehicle | - | - | - | - | - | - | - | 467,300 | - | - | - | 467,300 |
| 21111 Fire Hall 4-6 Land and Building | - | - | - | - | - | 894,900 | 1,829,000 | - | - | - | - | 2,723,900 |
| 21114 Fire Master Plan | - | 51,250 | - | - | - | - | - | - | - | - | - | 51,250 |
| 21113 Fire Master Plan | - | - | - | - | - | - | 57,200 | - | - | - | - | 57,200 |
| | 10,480,000 | 461,250 | 102,500 | - | - | 894,900 | 1,886,200 | 551,500 | - | - | - | 14,376,350 |
| Funding Sources: | | | | | | | | | | | | |
| Development Charges | (3,435,500) | (461,250) | (102,500) | - | - | (894,900) | (1,886,200) | (551,500) | - | - | - | (7,331,850) |
| Growth & New | - | - | - | - | - | - | - | - | - | - | - | - |
| Contribution from Newmarket | (7,044,500) | - | - | - | - | - | - | - | - | - | - | (7,044,500) |
| | (10,480,000) | (461,250) | (102,500) | - | - | (894,900) | (1,886,200) | (551,500) | - | - | - | (14,376,350) |

GROWTH AND NEW PROJECTS - OPERATIONAL SERVICES

| | 2018 (approved) | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Total |
|---|--------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|---------------|---------------|---------------|-------------------|
| Growth & New Projects: | | | | | | | | | | | | |
| 34168 New 6 Ton Dump Truck with Plow | 250,000 | - | - | - | - | - | - | - | - | - | - | 250,000 |
| 34187 3 Ton Truck | 90,000 | - | - | - | - | - | - | - | - | - | - | 90,000 |
| 34412 Additional Plow | 250,000 | - | - | - | - | - | - | - | - | - | - | 250,000 |
| 71090 Mini Excavator | 40,000 | - | - | - | - | - | - | - | - | - | - | 40,000 |
| 71091 Skid Steer | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| 71106 New 1/2 ton Pick Up Truck | 40,000 | - | - | - | - | - | - | - | - | - | - | 40,000 |
| 71114 Hydro Seed Mulcher | 45,000 | - | - | - | - | - | - | - | - | - | - | 45,000 |
| 73174 Trail - Atkinson Park | 85,000 | - | - | - | - | - | - | - | - | - | - | 85,000 |
| 73247 Trail Construction (Coutts/Pandolfo Developr | 100,000 | - | 102,400 | - | - | - | - | - | - | - | - | 202,400 |
| 73251 GPS Tracking System | 15,000 | - | - | - | - | - | - | - | - | - | - | 15,000 |
| 73286 Stewart Burnett Park Playground and Parking Facility | 1,100,000 | - | - | - | - | - | - | - | - | - | - | 1,100,000 |
| 73290 Tree Inventory for 2C | 10,000 | - | 12,300 | - | - | - | 16,700 | 17,100 | - | - | - | 56,100 |
| 73292 Picnic Tables/Garbage Receptacles | 15,000 | - | - | - | - | - | - | - | - | - | - | 15,000 |
| 73299 Non-Programmed Park in 2C | 1,500,000 | - | - | - | - | - | - | - | - | - | - | 1,500,000 |
| 73287 Hallmark Lands - Baseball Diamonds | 3,000,000 | - | - | - | - | - | - | - | - | - | - | 3,000,000 |
| 31176 Handheld Radios | - | - | 10,200 | - | - | - | - | - | - | - | - | 10,200 |
| 34162 Additions to the Town Fleet | - | - | 153,600 | 157,100 | 160,600 | 163,800 | - | - | - | - | - | 635,100 |
| 34173 New Trackless Sidewalk Utility Vehicle | 175,000 | - | - | - | - | - | - | - | - | - | - | 175,000 |
| 34187 3 Ton Truck | 50,000 | - | - | - | - | - | - | - | - | - | - | 50,000 |
| 34188 New Snow blower Attachments | 150,000 | - | - | - | - | - | - | - | - | - | - | 150,000 |
| 34224 Screening of Surplus Soil and Compost | 35,000 | - | - | - | - | - | - | - | - | - | - | 35,000 |
| 34406 Electric Utility Vehicle | - | - | 81,900 | - | - | - | - | - | - | - | - | 81,900 |
| 34420 New Wide Area Mower | - | 140,000 | - | - | - | - | - | - | - | - | - | 140,000 |
| 34422 Additional Vehicle - By Law Services | 60,000 | - | - | - | - | - | - | - | - | - | - | 60,000 |
| 34713 Street Light Pole Identification | 40,000 | - | - | - | - | - | - | - | - | - | - | 40,000 |
| 73085 Arboretum Development | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 96,000 | 1,056,000 |
| 73156 Multi Use courts as per Parks & Rec Master | - | - | - | - | 139,100 | - | - | - | - | - | - | 139,100 |
| 73162 Hard Ball Diamond | - | - | 1,228,600 | - | - | - | - | - | - | - | - | 1,228,600 |
| 73165 BMX Park | - | - | - | - | 481,500 | - | - | - | - | - | - | 481,500 |
| 73168 Artificial Ice Rink c/w Boards | - | - | 1,023,800 | - | - | - | - | - | - | - | - | 1,023,800 |
| 73169 Wildlife Park - Phase 1/2/3 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - | 4,000,000 |
| 73244 Grade Separated Crossing - Vandorf | - | - | - | - | 320,900 | - | - | - | - | - | - | 320,900 |
| 73245 Grade Separated Crossing - Bayview Ave at Stone Rd | - | - | - | 785,200 | - | - | - | - | - | - | - | 785,200 |
| 73246 Grade Separated Crossing - Yonge St at Elderberry | - | - | - | - | - | 1,637,100 | - | - | - | - | - | 1,637,100 |
| 73248 Rail Crossing at grade - McRoberts | - | - | - | - | - | 109,100 | - | - | - | - | - | 109,100 |
| 73249 Rail Crossing at grade - Vata Crt | - | - | - | - | 109,100 | - | - | - | - | - | - | 109,100 |
| 73250 Computerized Irrigation System | - | - | 102,400 | - | - | - | - | 569,900 | - | - | - | 102,400 |
| 73294 Emery lands/Trails | - | - | - | - | - | - | - | - | - | - | - | 569,900 |
| 73295 Grade Separated Crossing - Bayview Ave at Beacon Hall | - | - | - | 1,570,300 | - | - | - | - | - | - | - | 1,570,300 |
| 73296 Trails - BG Group Trail Connection | - | 150,000 | - | - | - | - | - | - | - | - | - | 150,000 |
| 73298 Trails - McLeod Nature Reserve | - | - | 204,800 | - | - | - | - | - | - | - | - | 204,800 |
| 73319 Canine Commons Upgrade | - | 35,000 | - | - | - | - | - | - | - | - | - | 35,000 |
| 73321 Cattle Crawl Underpass | - | 750,000 | - | - | - | - | - | - | - | - | - | 750,000 |
| 73323 Mattamy Phase 4/5 Trail | - | - | 204,800 | - | - | - | - | - | - | - | - | 204,800 |
| Total | 7,736,000 | 2,681,000 | 4,220,800 | 3,608,600 | 1,307,200 | 2,006,000 | 112,700 | 683,000 | 96,000 | 96,000 | 96,000 | 22,643,300 |

Funding Sources:

| | | | | | | | | | | |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|-----------------|---------------------|
| Development Charges - Roads | (590,000) | (475,000) | (235,500) | - | (160,600) | (163,800) | - | - | - | (1,624,900) |
| Development Charges - Parks & Fac | (5,341,500) | (1,871,000) | (3,491,190) | (3,161,340) | (945,540) | (1,571,580) | (15,030) | (528,300) | - | (16,925,480) |
| CIL Parkland | (272,000) | (238,000) | (415,430) | (383,550) | (139,150) | (222,620) | (49,670) | (49,710) | (48,000) | (1,914,130) |
| Tax Rate Stabilization | | (35,000) | - | - | - | - | - | - | - | (35,000) |
| Growth and New Reserve | (1,532,500) | (62,000) | (78,680) | (63,710) | (61,910) | (48,000) | (48,000) | (104,990) | (48,000) | (2,143,790) |
| | (7,736,000) | (2,681,000) | (4,220,800) | (3,608,600) | (1,307,200) | (2,006,000) | (112,700) | (683,000) | (96,000) | (22,643,300) |

GROWTH AND NEW PROJECTS - COMMUNITY SERVICES

Forecast Excludes Land Purchases

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | Project <u>Total</u> |
|--|------------------|-------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|-------------------------|
| Growth & New Projects: | (approved) | | | | | | | | | | | |
| 72113 New Recreation Facility | 2,400,000 | - | 37,000,000 | 600,000 | - | - | - | - | - | - | - | 40,000,000 |
| 72310 22 Church St - Exterior Sign | 50,000 | - | - | - | - | - | - | - | - | - | - | 50,000 |
| 74013 Museum Collection Infrastructure | 15,000 | 10,000 | 35,000 | - | 10,000 | - | 15,000 | - | 10,000 | - | 25,000 | 120,000 |
| 74015 Cultural Services Master Plan | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 40,000 | - | 940,000 |
| 81019 Library Square | 1,840,135 | 35,000,000 | - | - | - | - | - | - | - | - | - | 36,840,135 |
| 72410 SARC Gymnasium | - | 9,400,000 | - | - | - | - | - | - | - | - | - | 9,400,000 |
| 73107 Former Kwik Kopy Trail Connection | - | - | - | - | - | - | - | - | - | - | - | - |
| 72443 AFLC - Pylon Sign | - | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 73324 Pet Cemetery Restoration | - | 15,000 | - | - | - | - | - | - | - | - | - | 15,000 |
| 72111 Building Automation System Network | - | - | 50,000 | - | - | - | - | - | - | - | - | 50,000 |
| 72445 CYFS - Firehall 4-3 Pylon Sign | - | - | 30,000 | - | - | - | - | - | - | - | - | 30,000 |
| | 4,405,135 | 44,585,000 | 37,215,000 | 700,000 | 110,000 | 100,000 | 115,000 | 100,000 | 110,000 | 40,000 | 25,000 | 87,505,135 |

Funding Sources:

| | | | | | | | | | | | | |
|---|--------------------|---------------------|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|---------------------|
| Development Charges - Indoor Recreation | (2,160,000) | (8,514,000) | (33,300,000) | (540,000) | - | - | - | - | - | - | - | (44,514,000) |
| Council Discretionary | (840,135) | - | - | - | - | - | - | - | - | - | - | (840,135) |
| Growth & New Reserve | (305,000) | (971,000) | (3,815,000) | (60,000) | (10,000) | - | (15,000) | - | (10,000) | - | (25,000) | (5,211,000) |
| Hydro Funds | (1,100,000) | (21,600,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (40,000) | - | (23,440,000) |
| Other External Funding | - | (13,500,000) | - | - | - | - | - | - | - | - | - | (13,500,000) |
| | (4,405,135) | (44,585,000) | (37,215,000) | (700,000) | (110,000) | (100,000) | (115,000) | (100,000) | (110,000) | (40,000) | (25,000) | (87,505,135) |

GROWTH & NEW PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | <u>2018</u> (approved) | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project</u> <u>Total</u> |
|---|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| Growth & New | | | | | | | | | | | | |
| 24014 Digital Plan Reivew and E-Permits | 120,000 | - | - | - | - | - | - | - | - | - | - | 120,000 |
| 34515 Allocation for Growth Related Traffic Congestion Yonge St/Church St | - | - | 303,000 | - | 303,000 | - | - | - | - | - | - | 606,000 |
| 34516 Signalization | - | - | 206,040 | - | - | - | - | - | - | - | - | 206,040 |
| 34518 Pedestrian Crossings as per 2014 DC Study | 144,100 | - | - | 72,050 | - | - | - | - | - | - | - | 216,150 |
| 34519 Traffic Calming as per DC Study | 122,550 | - | - | 122,550 | - | - | 122,550 | - | - | - | - | 367,650 |
| 34524 S/W - Orchard Hts Blvd west of Yonge St | - | - | 91,910 | - | - | - | - | - | - | - | - | 91,910 |
| 34527 Yonge/Wellington Intersection Improvements | - | - | 312,500 | - | - | - | - | - | - | - | - | 312,500 |
| 34533 Traffic Calming Measures in School Zones | - | 20,000 | - | - | - | - | - | - | - | - | - | 20,000 |
| 34612 S/W - Bloomington Sdrd - Bayview Ave to E Town Limit | - | - | 1,524,000 | - | - | - | - | - | - | - | - | 1,524,000 |
| 34619 S/W - Kitimat Cres | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| 34625 S/W - Bayview Ave - St John's to N Town Limit | - | - | - | 176,750 | - | - | - | - | - | - | - | 176,750 |
| 34629 S/W - Mary St - Industrial Pkwy S to Wellington St | 115,461 | - | - | - | - | - | - | - | - | - | - | 115,461 |
| 34630 S/W - Yonge St - Batson Dr - N Town Limit | 95,000 | - | - | - | - | - | - | - | - | - | - | 95,000 |
| 34634 S/W - Yonge St - S of Henderson to Industrial Pkwy S | - | - | 30,000 | 260,880 | - | - | - | - | - | - | - | 290,880 |
| 34636 S/W - Wellington St E - Leslie St - First Commerce Dr. | - | - | - | 100,000 | 500,000 | - | - | - | - | - | - | 600,000 |
| 34637 S/W - Leslie St - 600m North of Wellington to N Town Limit | 100,000 | - | 1,216,100 | - | - | - | - | - | - | - | - | 1,316,100 |

GROWTH & NEW PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | | | | | | | | | | | | |
|-------|---|----------------|------------------|------------------|----------------|----------------|------------------|----------------|------------------|----------|----------|-------------------|
| 34638 | S/W - Vandorf Sdrrd - Bayview Ave to 300 m east | - | - | - | - | - | - | 149,480 | - | - | - | 149,480 |
| 34639 | S/W - Bathurst St - Bloomington Sdrrd - N Town Limit | - | - | - | - | - | - | 5,618,630 | - | - | - | 5,618,630 |
| 34640 | S/W - Yonge St East and West Side- Bloomington to GO Bridge | - | - | 1,424,780 | - | - | - | - | - | - | - | 1,424,780 |
| 34707 | Lighting Upgrade - Wellington - Berczy to West of Mary St | - | 350,000 | - | - | - | - | - | - | - | - | 350,000 |
| 31179 | Hillary House Parking Lot | - | 135,300 | - | - | - | - | - | - | - | - | 135,300 |
| 41005 | Yonge St Sanitary Sewer | - | - | - | 250,000 | - | 2,478,000 | - | - | - | - | 2,728,000 |
| 81016 | Aurora Promenade Streetscape | - | 730,000 | - | - | - | - | - | - | - | - | 730,000 |
| | | 797,111 | 1,235,300 | 5,108,330 | 982,230 | 803,000 | 2,478,000 | 122,550 | 5,768,110 | - | - | 17,294,631 |

Funding Sources:

| | | | | | | | | | | | | |
|--------------------------|------------------|--------------------|--------------------|------------------|------------------|--------------------|------------------|--------------------|-------------|----------|----------|---------------------|
| Building Reserve | (120,000) | - | - | - | - | - | - | - | - | - | - | (120,000) |
| Roads DC | (628,831) | (315,000) | (4,512,665) | (658,200) | (772,700) | - | - | (110,295) | (5,768,110) | - | - | (12,765,801) |
| Growth & New Roads R & R | (48,280) | (885,300) | (595,665) | (189,031) | (30,300) | (1,140,000) | - | (12,255) | - | - | - | (2,900,831) |
| Storm DC | - | (85,000) | - | (135,000) | - | (1,338,000) | - | - | - | - | - | (35,000) |
| | (797,111) | (1,235,300) | (5,108,330) | (982,230) | (803,000) | (2,478,000) | (122,550) | (5,768,110) | - | - | - | (17,294,631) |

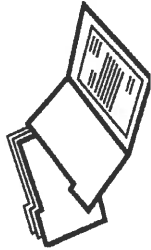
STUDIES & OTHER ASSETS

(Anticipated Spend of \$3,826,600 over 11 years)

Specific Studies & Other Assets are at the following pages:

| | |
|--|----------------|
| STUDIES & OTHER SUMMARY | Page 41 |
| CAO | Page 42 |
| Financial Services | Page 43 |
| Corporate Services | Page 44 |
| Planning & Development Services | Page 45 |
| Operational Services | Page 46 |
| Community Services | Page 47 |

STUDIES AND OTHER PROJECTS INVESTMENT PLAN - SUMMARY OF CAPITAL NEEDS



2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
10 YEAR
OUTLOOK

(Approved)

STUDIES and OTHER

| | | | | | | | | | | | | | | | | | |
|---------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|------------------|-----------------------------|---|---|---|---|------------------|
| Chief Administrative Office | - | 30,000 | - | - | 32,100 | - | 89,100 | 34,100 | - | - | - | - | - | - | - | - | 185,300 |
| Financial Services | 125,000 | - | - | - | - | 141,900 | - | - | - | - | - | - | - | - | - | - | 141,900 |
| Corporate Services | 100,000 | 55,000 | - | 94,200 | - | - | 172,900 | 91,000 | - | - | 118,900 | - | - | - | - | - | 532,000 |
| Planning & Development Services | 280,000 | 625,000 | 200,000 | 200,000 | - | 225,000 | 200,000 | - | 300,000 | 125,000 | - | - | - | - | - | - | 1,875,000 |
| Operational Services | 100,000 | 25,000 | 51,200 | - | - | 109,100 | - | 57,100 | - | - | - | - | - | - | - | - | 242,400 |
| Community Services | - | 245,000 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 245,000 |
| | 605,000 | 980,000 | 251,200 | 294,200 | 32,100 | 476,000 | 462,000 | 182,200 | 300,000 | 243,900 | 3,221,600 | | | | | | 3,221,600 |
| | | | | | | | | | | | | Total including 2018 | | | | | 3,826,600 |

Funding Sources:

| | | | | | | | | | | | | | | | | | |
|-------------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|------------------|------------------|------------------|------------------|--------------------|-----------------------------|---|---|---|---|--------------------|
| Studies & Other Reserve | (448,334) | (880,000) | (151,200) | (194,200) | (32,100) | (403,267) | (262,000) | (182,200) | (300,000) | (243,900) | - | - | - | - | - | - | (2,648,867) |
| Development Charges | - | - | - | (100,000) | - | - | (100,000) | - | - | - | - | - | - | - | - | - | (200,000) |
| Special Purpose Reserves | - | - | (100,000) | - | - | - | (100,000) | - | - | - | - | - | - | - | - | - | (200,000) |
| Infrastructure Sustainability (Tax) | (33,333) | - | - | - | - | (36,366) | - | - | - | - | - | - | - | - | - | - | (36,366) |
| Water/Sewer/Storm Res | (33,333) | (100,000) | - | - | - | (36,366) | - | - | - | - | - | - | - | - | - | - | (136,366) |
| External Grants | (90,000) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | (605,000) | (980,000) | (251,200) | (294,200) | (32,100) | (476,000) | (462,000) | (182,200) | (300,000) | (243,900) | (3,221,600) | | | | | | (3,221,600) |
| | | | | | | | | | | | | Total including 2018 | | | | | (3,826,600) |

STUDIES AND OTHER PROJECTS - CHIEF ADMINISTRATIVE OFFICER

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project</u> |
|---------------------------------|-------------|---------------|-------------|-------------|---------------|-------------|---------------|---------------|-------------|-------------|-------------|----------------|
| | (approved) | | | | | | | | | | | <u>Total</u> |
| Studies & Other | | | | | | | | | | | | |
| 12038 TOA Strategic Plan Update | - | - | - | - | - | - | 89,100 | - | - | - | - | 89,100 |
| 12032 Resident Survey - 2019 | - | 30,000 | - | - | - | - | - | - | - | - | - | 30,000 |
| 12039 Resident Survey - 2022 | - | - | - | - | 32,100 | - | - | - | - | - | - | 32,100 |
| 12040 Resident Survey - 2025 | - | - | - | - | - | - | - | 34,100 | - | - | - | 34,100 |
| | - | 30,000 | - | - | 32,100 | - | 89,100 | 34,100 | - | - | - | 185,300 |

Funding Sources:

Studies & Other

| | | | | | | | | | | | | |
|---|-----------------|---|---|---|-----------------|---|-----------------|-----------------|---|---|---|------------------|
| - | (30,000) | - | - | - | (32,100) | - | (89,100) | (34,100) | - | - | - | (185,300) |
| - | (30,000) | - | - | - | (32,100) | - | (89,100) | (34,100) | - | - | - | (185,300) |

STUDIES AND OTHER PROJECTS - FINANCIAL SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project Total</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| Studies & Other | | | | | | | | | | | | |
| 14061 DC Background Study | 125,000 | - | - | - | - | - | - | - | - | - | - | 125,000 |
| 14067 DC Background Study | - | - | - | - | - | 141,900 | - | - | - | - | - | 141,900 |
| | 125,000 | - | - | - | - | - | - | - | - | - | - | 266,900 |
| Funding Sources: | | | | | | | | | | | | |
| Development Charges | - | - | - | - | - | - | - | - | - | - | - | - |
| Studies & Other | (125,000) | - | - | - | - | (141,900) | - | - | - | - | - | (266,900) |
| | (125,000) | - | - | - | - | (141,900) | - | - | - | - | - | (266,900) |

STUDIES AND OTHER PROJECTS INVESTMENT PLAN - CORPORATE SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Total</u> |
|-----------------------------------|-------------------|---------------|-------------|---------------|-------------|-------------|----------------|---------------|-------------|----------------|-------------|----------------|
| | <u>(approved)</u> | | | | | | | | | | | |
| Studies & Other | | | | | | | | | | | | Project |
| 14071 IT Strategic Plan | - | - | - | - | - | - | - | 91,000 | - | - | - | 91,000 |
| 13011 Emergency Response Plan | 20,000 | - | - | - | - | - | - | - | - | - | - | 20,000 |
| 13014 Employee Engagement Survey | 80,000 | - | - | - | - | - | - | - | - | - | - | 80,000 |
| 13015 Employee Engagement Survey | - | - | - | 94,200 | - | - | - | - | - | - | - | 94,200 |
| 13016 Employee Engagement Survey | - | - | - | - | - | - | 111,500 | - | - | - | - | 111,500 |
| 13017 Employee Engagement Survey | - | - | - | - | - | - | - | - | - | 118,900 | - | 118,900 |
| 13020 Appraisal of Town Buildings | - | 55,000 | - | - | - | - | - | - | - | - | - | 55,000 |
| 13021 Appraisal of Town Buildings | - | - | - | - | - | - | 61,400 | - | - | - | - | 61,400 |
| | 100,000 | 55,000 | - | 94,200 | - | - | 172,900 | 91,000 | - | 118,900 | - | 632,000 |

Funding Sources:

| | | | | | | | | | | | | |
|---------------------|------------------|-----------------|---|-----------------|---|---|------------------|-----------------|---|------------------|---|------------------|
| Development Charges | - | - | - | - | - | - | - | - | - | - | - | - |
| Building Reserve | - | - | - | - | - | - | - | - | - | - | - | - |
| Studies & Other | (100,000) | (55,000) | - | (94,200) | - | - | (172,900) | (91,000) | - | (118,900) | - | (632,000) |
| | (100,000) | (55,000) | - | (94,200) | - | - | (172,900) | (91,000) | - | (118,900) | - | (632,000) |

STUDIES & OTHER PROJECTS - PLANNING & DEVELOPMENT SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project Total</u> |
|---|------------------|------------------|------------------|------------------|-------------|------------------|------------------|-------------|------------------|------------------|-------------|----------------------|
| Studies & Other | (approved) | | | | | | | | | | | |
| 34529 Master Transportation Study Update | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| 42809 Municipal Energy Plan | 180,000 | - | - | - | - | - | - | - | - | - | - | 180,000 |
| 31133 Photometric Analysis and Lighting Gap | - | 100,000 | - | - | - | - | - | - | - | - | - | 100,000 |
| 31175 Town Wide Parking Lot Study | - | 200,000 | - | - | - | - | - | - | - | - | - | 200,000 |
| 34530 Master Transportation Study Update - 2023 | - | - | - | - | - | 100,000 | - | - | - | - | - | 100,000 |
| 41012 Wastewater Hydraulic Model | - | - | - | 100,000 | - | - | - | - | - | - | - | 100,000 |
| 42059 Storm Sewer Reserve Fund and Rates Study | - | 100,000 | - | - | - | - | - | - | - | - | - | 100,000 |
| 42807 Community Environmental Action Plan | - | - | - | - | - | 75,000 | - | - | - | 75,000 | - | 150,000 |
| 42808 Corporate Energy Management Plan | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 42810 Climate Change Adaptation Plan | - | - | 100,000 | - | - | - | - | - | - | - | - | 100,000 |
| 42811 Corporate Energy Management Plan - 2024 | - | - | - | - | - | 50,000 | - | - | - | - | - | 50,000 |
| 42812 Corporate Energy Management Plan - 2028 | - | - | - | - | - | - | - | - | - | 50,000 | - | 50,000 |
| 43040 Water Hydraulic Model for the Town | - | - | - | 100,000 | - | - | - | - | - | - | - | 100,000 |
| 43046 Water System Leak Detection Study | - | - | - | - | - | - | 200,000 | - | - | - | - | 200,000 |
| 81001 Official Plan Review | - | - | - | - | - | - | - | - | 300,000 | - | - | 300,000 |
| 81021 Engineering Design Criteria Manual - Update | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 81022 Economic Development Strategic Plan | - | - | 100,000 | - | - | - | - | - | - | - | - | 100,000 |
| 81023 Architectural Design Guidelines for Stable Neighbourhoods | - | 75,000 | - | - | - | - | - | - | - | - | - | 75,000 |
| 81024 Community Improvement Plan Review | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| Funding Sources: | 280,000 | 625,000 | 200,000 | 200,000 | - | 225,000 | 200,000 | - | 300,000 | 125,000 | - | 2,155,000 |
| Water DC | - | - | - | (100,000) | - | - | (100,000) | - | - | - | - | (200,000) |
| Economic Development Storm Reserve | - | - | (100,000) | - | - | - | - | - | - | - | - | (100,000) |
| Engineering Reserve | - | (100,000) | - | - | - | - | (100,000) | - | - | - | - | (100,000) |
| Studies & Other Grant | (190,000) | (525,000) | (100,000) | (100,000) | - | (225,000) | - | - | (300,000) | (125,000) | - | (1,565,000) |
| | (90,000) | - | - | - | - | - | - | - | - | - | - | (90,000) |
| | (280,000) | (625,000) | (200,000) | (200,000) | - | (225,000) | (200,000) | - | (300,000) | (125,000) | - | (2,155,000) |

STUDIES & OTHER PROJECTS - OPERATIONAL SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | Project Total |
|--|------------------|-----------------|-----------------|-------------|-------------|------------------|-------------|-----------------|-------------|-------------|-------------|--------------------------|
| | (approved) | | | | | | | | | | | |
| Studies and Other | | | | | | | | | | | | |
| 31052 Salt Management Plan | 100,000 | - | - | - | - | - | - | - | - | - | - | 100,000 |
| 31081 Salt Management Plan | - | - | - | - | - | 109,100 | - | - | - | - | - | 109,100 |
| 34185 Green Fleet Operating Policies | - | - | 51,200 | - | - | - | - | 57,100 | - | - | - | 108,300 |
| 34421 Fleet Consultant | - | 25,000 | - | - | - | - | - | - | - | - | - | 25,000 |
| | 100,000 | 25,000 | 51,200 | - | - | 109,100 | - | 57,100 | - | - | - | 342,400 |
| Funding Sources: | | | | | | | | | | | | |
| Engineering Fees | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure Sustainability - Roads | (33,333) | - | - | - | - | (36,366) | - | - | - | - | - | (69,699) |
| Infrastructure Sustainability - Water | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure Sustainability - Wastewater | - | - | - | - | - | - | - | - | - | - | - | - |
| Infrastructure Sustainability - Storm | (33,333) | - | - | - | - | (36,366) | - | - | - | - | - | (69,699) |
| Studies & Other | (33,334) | (25,000) | (51,200) | - | - | (36,367) | - | (57,100) | - | - | - | (203,001) |
| | (100,000) | (25,000) | (51,200) | - | - | (109,100) | - | (57,100) | - | - | - | (342,400) |

STUDIES & OTHER PROJECTS - COMMUNITY SERVICES

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Project</u> <u>Total</u> |
|--|-------------|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| | (approved) | | | | | | | | | | | |
| <u>STUDIES & OTHER</u> | | | | | | | | | | | | |
| 72206 Emergency Preparedness | - | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 72391 22 Church St - Investigation of Water Infiltration | - | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 72401 Structural Study | - | 40,000 | - | - | - | - | - | - | - | - | - | 40,000 |
| 72437 Refrigeration Plant Audit | - | 30,000 | - | - | - | - | - | - | - | - | - | 30,000 |
| 73317 Outdoor Field Development Strategy | - | 55,000 | - | - | - | - | - | - | - | - | - | 55,000 |
| 73318 User Fee Pricing Study | - | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| | - | 245,000 | - | - | - | - | - | - | - | - | - | 245,000 |

Funding Sources:

| | | | | | | | | | | | | |
|-------------------|---|------------------|---|---|---|---|---|---|---|---|---|------------------|
| Studies and Other | - | (245,000) | - | - | - | - | - | - | - | - | - | (245,000) |
| | - | (245,000) | - | - | - | - | - | - | - | - | - | (245,000) |

FUNDING SOURCES / RESERVE BALANCES / CASH FLOWS

SOURCES OF CAPITAL PLAN FUNDING:

- Consolidated Page 49
- Repair & Replacement Page 50
- Growth & New Page 51
- Studies & Other Page 52

10 YEAR RESERVE FORECASTS & CASH FLOW:

- Repair & Replacement, TAX Funded Pages 53 to 59
- Repair & Replacement, RATES Funded Page 60
- Growth & New Page 61
- Studies & Other Page 62

10 YEAR DEVELOPMENT CHARGE BALANCES & CASH FLOW:

- Consolidated D.C. Reserves & Cash Flow Page 63



ESTIMATED SOURCES OF FUNDING - CONSOLIDATED

The Sources of Funding Are Estimates at this Time and May Change When Projects Are Presented for Approval

| Base <u>(approved)</u> | 2019 Yr 1 | 2020 Yr 2 | 2021 Yr 3 | 2022 Yr 4 | 2023 Yr 5 | 2024 Yr 6 | 2025 Yr 7 | 2026 Yr 8 | 2027 Yr 9 | 2028 Yr 10 | 10 YEAR OUTLOOK |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---|
| Total Capital Needs: | | | | | | | | | | | |
| Repair & Replacement Program | 19,069,451 | 10,521,210 | 21,589,810 | 16,572,189 | 9,230,253 | 13,867,868 | 12,587,902 | 9,514,711 | 13,110,273 | 1,880,108 | 119,305,634 |
| Growth & New Total | 23,658,246 | 49,062,550 | 46,820,430 | 5,651,430 | 2,270,200 | 2,236,450 | 7,102,610 | 206,000 | 136,000 | 121,000 | 119,085,570 |
| Studies & Other Total | 605,000 | 980,000 | 251,200 | 294,200 | 32,100 | 462,000 | 182,200 | 300,000 | 243,900 | - | 3,221,600 |
| TOTAL CAPITAL NEEDS (see Page 10) | 43,332,697 | 60,563,760 | 68,661,440 | 22,517,819 | 11,532,553 | 16,386,210 | 19,872,712 | 10,020,711 | 13,490,173 | 2,001,108 | 241,612,804 |
| | | | | | | | | | | | Total including 2018 284,945,501 |
| CONSOLIDATED FUNDING SOURCES: | | | | | | | | | | | |
| Repair & Replacement Reserve - Tax | (10,965,426) | (3,868,064) | (11,156,347) | (8,064,964) | (2,741,041) | (7,337,944) | (6,167,827) | (4,012,834) | (3,339,784) | - | (49,682,813) |
| Repair & Replacement Reserve - Rates | (5,318,365) | (4,510,000) | (7,402,851) | (5,471,613) | (3,458,600) | (3,734,312) | (3,624,463) | (2,706,265) | (5,016,073) | (1,043,300) | (41,681,899) |
| Growth & New Reserve | (2,125,780) | (2,018,300) | (4,571,045) | (673,341) | (1,188,000) | (75,255) | (104,990) | (58,000) | (48,000) | (73,000) | (8,962,141) |
| Studies & Other Reserve | (448,334) | (880,000) | (151,200) | (194,200) | (32,100) | (262,000) | (182,200) | (300,000) | (243,900) | - | (2,648,867) |
| Development Charges | (12,155,831) | (11,636,250) | (41,641,855) | (4,594,540) | (1,878,840) | (2,111,525) | (6,847,910) | - | - | - | (72,679,200) |
| Development / Sale of Land | - | - | - | - | - | - | - | - | - | - | - |
| Special Purposes Reserves * (see below) | (3,489,875) | (23,001,146) | (2,043,576) | (1,824,596) | (1,575,196) | (1,350,716) | (1,250,756) | (1,249,046) | (1,189,046) | (1,149,046) | (36,056,790) |
| Federal / Provincial Grants (incl Gas Tax) | (1,784,566) | (1,150,000) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (16,401,094) |
| External Funding (Region / Newmarket) | (7,044,500) | (13,500,000) | - | - | - | - | - | - | - | - | (13,500,000) |
| Other External Funding (Donations) | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL FUNDING SOURCES | (43,332,697) | (60,563,760) | (68,661,440) | (22,517,819) | (11,532,553) | (16,386,210) | (19,872,712) | (10,020,711) | (11,531,369) | (3,959,912) | (241,612,804) |
| | | | | | | | | | | | Total including 2018 (284,945,501) |
| * Special Purposes Reserves: | | | | | | | | | | | |
| Engineering Fees | - | - | (100,000) | - | - | (100,000) | - | - | - | - | (100,000) |
| Economic Development Reserve | - | - | (92,100) | - | - | - | - | - | - | - | (92,100) |
| Building Services | (120,000) | - | (415,430) | (383,550) | (139,150) | (49,670) | (49,710) | (48,000) | (48,000) | (48,000) | (1,642,130) |
| Cash in Lieu of Parkland | (272,000) | (238,000) | (415,430) | (383,550) | (139,150) | (49,670) | (49,710) | (48,000) | (48,000) | (48,000) | (1,642,130) |
| Council Discretionary Reserve | (840,135) | - | - | - | - | - | - | - | - | - | - |
| Hydro Funds | (1,100,000) | (21,600,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (40,000) | (22,340,000) |
| EAB Reserve | (470,000) | - | (235,000) | (240,000) | (235,000) | (235,000) | - | - | - | - | (710,000) |
| OCIF | (687,740) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (11,010,460) |
| Council Discretionary Reserve | - | (35,000) | - | - | - | - | - | - | - | - | (35,000) |
| Landscape Reserve Fee | - | (27,100) | - | - | - | - | - | - | - | - | (27,100) |
| | (3,489,875) | (23,001,146) | (2,043,576) | (1,824,596) | (1,575,196) | (1,350,716) | (1,250,756) | (1,249,046) | (1,189,046) | (1,149,046) | (36,056,790) |

ESTIMATED SOURCES OF FUNDING - REPAIR & REPLACEMENT

The Sources of Funding Are Estimates at this Time and May Change When Projects Are Presented for Approval

| Base 2018 (approved) | 2019 Yr.1 | 2020 Yr.2 | 2021 Yr.3 | 2022 Yr.4 | 2023 Yr.5 | 2024 Yr.6 | 2025 Yr.7 | 2026 Yr.8 | 2027 Yr.9 | 2028 Yr.10 | 10 YEAR OUTLOOK | |
|---|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|---------------------|---------------------|--------------------|---------------------|---------------------|-----------------------------|
| Repair & Replacement Requirement (Pg 13) | 19,069,451 | 10,521,210 | 21,589,810 | 16,572,189 | 9,230,253 | 10,431,310 | 13,867,868 | 12,587,902 | 9,514,711 | 13,110,273 | 1,880,108 | 119,305,634 |
| | | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | | 138,375,085 |
| FUNDING SOURCES - TAX BASED: | | | | | | | | | | | | |
| Repair & Replacement Reserve - Tax Growth & New Reserve - Tax | (10,932,093) | (3,833,064) | (11,156,347) | (8,064,964) | (2,741,041) | (2,957,642) | (7,337,944) | (6,167,827) | (4,012,834) | (3,339,784) | - | (49,611,447) |
| Special Purposes Reserves * (see below) | (1,157,740) | (1,128,146) | (1,336,046) | (1,341,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (11,747,560) |
| Federal Gas Tax | (1,694,566) | (1,150,000) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (1,694,566) | (16,401,094) |
| Other External Funding | - | - | - | - | - | - | - | - | - | - | - | - |
| | (13,784,399) | (6,111,210) | (14,186,959) | (11,100,576) | (5,771,653) | (10,133,554) | (8,963,439) | (6,808,446) | (6,135,396) | (2,795,612) | (77,760,101) | |
| FUNDING SOURCES - RATES BASED: | | | | | | | | | | | | |
| Repair & Replacement Reserve - Rates: | | | | | | | | | | | | |
| Water Project Funding | (1,018,280) | (3,000,000) | (2,568,737) | (2,186,697) | (963,000) | (1,682,300) | (2,018,631) | (1,203,798) | (3,058,288) | (243,300) | (243,300) | (19,194,782) |
| Waste Water Project Funding | (520,457) | - | (1,826,056) | (157,100) | (160,600) | (163,800) | (167,400) | (174,700) | (178,500) | - | - | (2,999,156) |
| Storm Water Project Funding | (3,746,315) | (1,410,000) | (3,008,058) | (3,127,816) | (2,335,000) | (2,831,956) | (1,548,281) | (1,327,767) | (1,779,285) | (800,000) | (800,000) | (19,351,595) |
| | (5,285,052) | (4,410,000) | (7,402,851) | (5,471,613) | (3,458,600) | (4,678,056) | (3,734,312) | (2,706,265) | (5,016,073) | (1,043,300) | (41,545,533) | |
| TOTAL 'R' & 'R' FUNDING SOURCES | (19,069,451) | (10,521,210) | (21,589,810) | (16,572,189) | (9,230,253) | (10,431,310) | (13,867,868) | (12,587,902) | (9,514,711) | (11,151,469) | (3,838,912) | (119,305,634) |
| | | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | | (138,375,085) |

* Special Purposes Reserves & Other:

| | | | | | | | | | | | | |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Discretionary R & R | - | - | - | - | - | - | - | - | - | - | - | - |
| Landscape Fee Reserve | - | - | - | - | - | - | - | - | - | - | - | - |
| EAB Reserve | (470,000) | - | (235,000) | (240,000) | (235,000) | - | - | - | - | - | - | (27,100) |
| OCIF | (687,740) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (11,010,460) |
| | (1,157,740) | (1,128,146) | (1,336,046) | (1,341,046) | (1,336,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (1,101,046) | (11,747,560) |

ESTIMATED SOURCES OF FUNDING - GROWTH & NEW

The Sources of Funding Are Estimates at this Time and May Change When Projects Are Presented for Approval

| Base 2018 (approved) | 2019 Yr.1 | 2020 Yr.2 | 2021 Yr.3 | 2022 Yr.4 | 2023 Yr.5 | 2024 Yr.6 | 2025 Yr.7 | 2026 Yr.8 | 2027 Yr.9 | 2028 Yr.10 | 10 YEAR OUTLOOK |
|---|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|-----------------------------|
| Growth & New Requirement (Pg 38) | 23,658,246 | 49,062,550 | 46,820,430 | 5,651,430 | 2,270,200 | 5,478,900 | 2,236,450 | 7,102,610 | 206,000 | 121,000 | 119,085,570 |
| | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | 142,743,816 |
| Growth & New Reserve | (2,125,780) | (2,018,300) | (4,571,045) | (673,341) | (152,210) | (1,188,000) | (75,255) | (104,990) | (48,000) | (73,000) | (8,962,141) |
| Development Charges | (12,155,831) | (11,636,250) | (41,641,855) | (4,494,540) | (1,878,840) | (3,968,280) | (2,011,525) | (6,847,910) | - | - | (72,479,200) |
| Special Purposes Reserves * (see below) | (1,232,135) | (273,000) | (507,530) | (383,550) | (139,150) | (222,620) | (49,670) | (49,710) | (48,000) | (48,000) | (1,769,230) |
| Hydro Funds | (1,100,000) | (21,600,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (40,000) | - | (22,340,000) |
| External Funding (Newmarket for Fire) | (7,044,500) | (13,500,000) | - | - | - | - | - | - | - | - | (13,500,000) |
| Development / Sale of Land | - | - | - | - | - | - | - | - | - | - | - |
| Repair & Replacement Reserve - Tax | - | (35,000) | - | - | - | - | - | - | - | - | (35,000) |
| Repair & Replacement Reserve - Rates | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL GROWTH & NEW FUNDING | (23,658,246) | (49,062,550) | (46,820,430) | (5,651,430) | (2,270,200) | (5,478,900) | (2,236,450) | (7,102,610) | (206,000) | (121,000) | (119,085,570) |
| | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | (142,743,816) |

*** Special Purposes Reserves:**

| | | | | | | | | | | | |
|--------------------------|-------------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|-------------|
| Building Dept | (120,000) | - | (92,100) | - | - | - | - | - | - | - | (92,100) |
| Council Discretionary | (840,135) | - | - | - | - | - | - | - | - | - | - |
| Cash in Lieu of Parkland | (272,000) | (238,000) | (415,430) | (383,550) | (139,150) | (222,620) | (49,670) | (49,710) | (48,000) | (48,000) | (1,642,130) |
| Tax Rate Stabilization | - | (35,000) | - | - | - | - | - | - | - | - | (35,000) |
| Landscape Fees | - | - | - | - | - | - | - | - | - | - | - |
| | (1,232,135) | (273,000) | (507,530) | (383,550) | (139,150) | (222,620) | (49,670) | (49,710) | (48,000) | (48,000) | (1,769,230) |

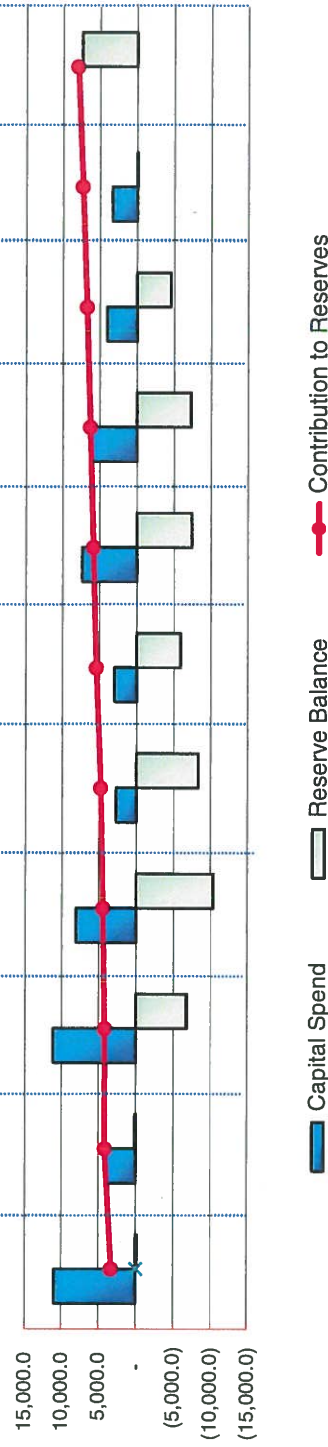
ESTIMATED SOURCES OF FUNDING - STUDIES & OTHER

The Sources of Funding Are Estimates at this Time and May Change When Projects Are Presented for Approval

| Base | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 10 YEAR |
|--|------------------|------------------|------------------|------------------|-----------------|------------------|------------------|------------------|------------------|----------|-----------------------------|
| 2018 | Yr.1 | Yr.2 | Yr.3 | Yr.4 | Yr.5 | Yr.6 | Yr.7 | Yr.8 | Yr.9 | Yr.10 | OUTLOOK |
| (approved) | | | | | | | | | | | |
| Studies & Other Requirement (Pg 50) | 605,000 | 980,000 | 251,200 | 294,200 | 32,100 | 476,000 | 462,000 | 300,000 | 243,900 | - | 3,221,600 |
| | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | 3,826,600 |
| 'STUDIES & OTHER' FUNDING SOURCES: | | | | | | | | | | | |
| Studies & Other Reserve | (448,334) | (880,000) | (151,200) | (194,200) | (32,100) | (403,267) | (262,000) | (300,000) | (243,900) | - | (2,648,867) |
| Development Charges | - | - | - | (100,000) | - | - | (100,000) | - | - | - | (200,000) |
| Special Purposes Reserves * (see below) | - | - | (100,000) | - | - | - | - | - | - | - | (200,000) |
| External Grants | (90,000) | - | - | - | - | - | - | - | - | - | - |
| Repair & Replacement Reserve - Tax | (33,333) | - | - | - | - | - | - | - | - | - | - |
| Repair & Replacement Reserve - Rates | (33,333) | (100,000) | - | - | - | (36,366) | - | - | - | - | (36,366) |
| | - | - | - | - | - | (36,366) | - | - | - | - | (136,366) |
| TOTAL STUDIES & OTHER FUNDING | (605,000) | (980,000) | (251,200) | (294,200) | (32,100) | (476,000) | (462,000) | (300,000) | (243,900) | - | (3,221,600) |
| | | | | | | | | | | | Total including 2018 |
| | | | | | | | | | | | (3,826,600) |
| * Special Purposes Reserves: | | | | | | | | | | | |
| Engineering Fees | - | - | - | - | - | - | (100,000) | - | - | - | (100,000) |
| Cash in Lieu of Parkland | - | - | - | - | - | - | - | - | - | - | - |
| Landscape Reserve Fee | - | - | (100,000) | - | - | - | - | - | - | - | (100,000) |
| | - | - | (100,000) | - | - | - | (100,000) | - | - | - | (200,000) |

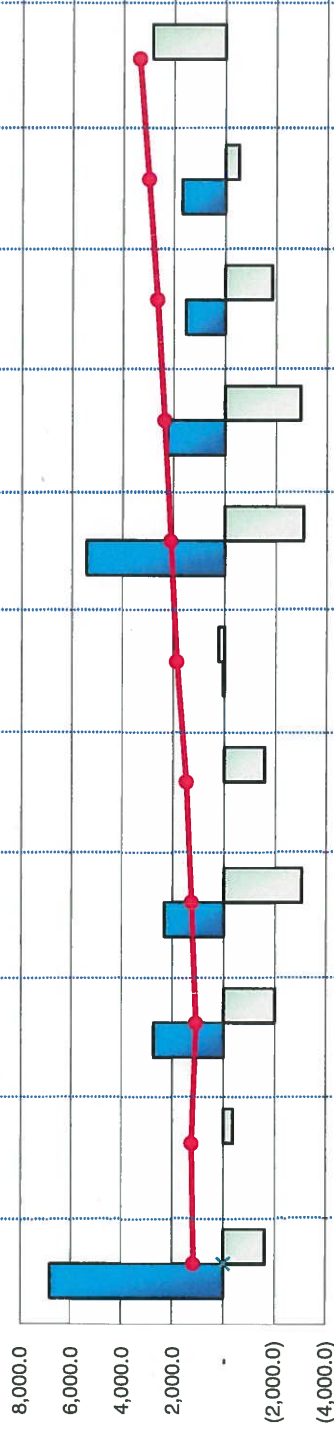
RESERVE FORECAST & CASH FLOW - TOTAL TAX BASED R & R RESERVE

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|-----------|-----------|-----------|------------|------------|-----------|-----------|-----------|-----------|-----------|---------|------------------|
| Opening R & R Reserve Balance | 7,488.4 | (170.7) | 135.2 | (6,813.8) | (10,409.6) | (8,351.2) | (5,929.1) | (7,424.0) | (7,313.5) | (4,565.4) | (59.2) | 7,488.4 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 3,264.5 | 4,174.3 | 4,245.6 | 4,567.8 | 4,906.6 | 5,497.9 | 5,919.3 | 6,362.6 | 6,828.8 | 7,373.5 | 7,946.3 | 61,087.1 |
| Reserve Balance Interest (@ 1.15%) | 41.8 | (0.2) | (38.2) | (98.5) | (107.2) | (81.7) | (76.4) | (84.3) | (67.9) | (29.3) | 39.2 | (502.7) |
| Total Revenue/Funding | 3,306.3 | 4,174.1 | 4,207.4 | 4,469.3 | 4,799.4 | 5,416.2 | 5,842.9 | 6,278.3 | 6,760.9 | 7,344.2 | 7,985.5 | 60,584.4 |
| Funding Requests: | | | | | | | | | | | | |
| From R & R Reserves | 10,965.4 | 3,768.1 | 11,156.3 | 8,065.0 | 2,741.0 | 2,994.0 | 7,337.9 | 6,167.8 | 4,012.8 | 3,339.8 | - | 60,548.2 |
| Total Funding Requests | 10,965.4 | 3,868.1 | 11,156.3 | 8,065.0 | 2,741.0 | 2,994.0 | 7,337.9 | 6,167.8 | 4,012.8 | 3,339.8 | - | 60,648.2 |
| Closing R&R Reserve Balance | (170.7) | 135.2 | (6,813.8) | (10,409.6) | (8,351.2) | (5,929.1) | (7,424.0) | (7,313.5) | (4,565.4) | (59.2) | 7,424.5 | 7,424.5 |
| Made up of: | | | | | | | | | | | | |
| Roads | (1,609.8) | (356.8) | (2,000.2) | (3,050.1) | (1,572.7) | 230.2 | (3,087.2) | (2,962.2) | (1,837.6) | (518.9) | 2,861.7 | 2,861.7 |
| Facilities | (31.6) | (131.7) | (2,788.2) | (5,269.0) | (5,364.5) | (3,973.2) | (2,351.4) | (3,165.8) | (2,439.8) | (56.6) | 3,033.2 | 3,033.2 |
| Information Technology | 787.4 | 444.8 | (37.4) | (145.4) | (180.3) | (134.6) | (56.0) | 57.5 | 149.9 | 364.9 | 392.4 | 392.4 |
| Fleet | 993.1 | 681.3 | 469.6 | 407.9 | 347.2 | 288.8 | 231.9 | 176.5 | 223.4 | 273.5 | 327.1 | 327.1 |
| Parks & Recreation | (176.7) | (1,037.6) | (1,084.8) | (1,099.7) | (1,102.6) | (918.1) | (690.7) | (406.3) | (164.4) | 13.3 | 243.0 | 243.0 |
| Council Discretionary | (133.2) | 535.1 | (1,372.9) | (1,253.4) | (478.4) | (1,422.3) | (1,470.7) | (1,013.3) | (497.0) | (135.6) | 566.9 | 566.9 |
| | (170.7) | 135.2 | (6,813.8) | (10,409.6) | (8,351.2) | (5,929.1) | (7,424.0) | (7,313.5) | (4,565.4) | (59.2) | 7,424.5 | 7,424.5 |



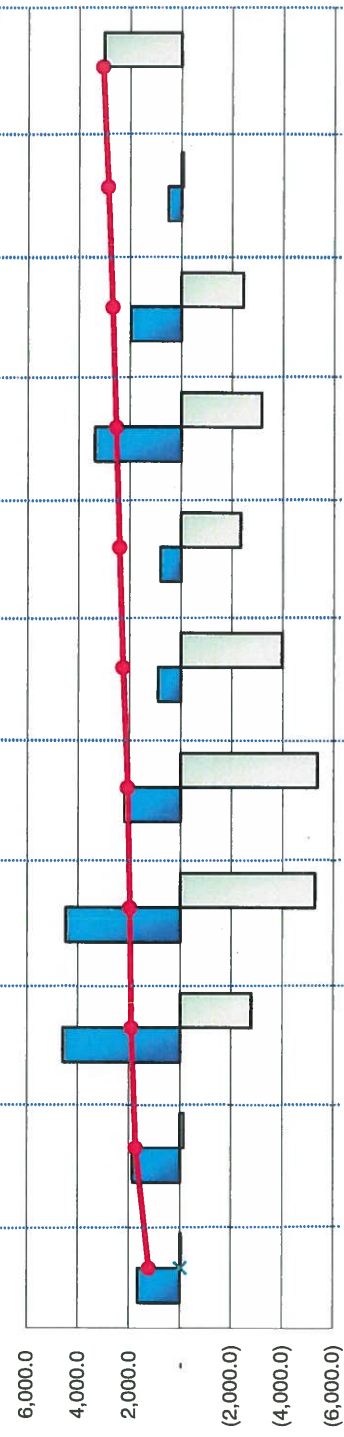
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - ROADS

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------------|
| Opening R & R Reserve Balance | 4,051.2 | (1,609.8) | (356.8) | (2,000.2) | (3,050.1) | (1,572.7) | 230.2 | (3,087.2) | (2,962.2) | (1,837.6) | (518.9) | 4,051.2 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 1,154.0 | 1,264.3 | 1,097.9 | 1,295.7 | 1,503.7 | 1,866.8 | 2,125.6 | 2,397.8 | 2,684.0 | 3,018.4 | 3,370.1 | 21,778.3 |
| Reserve Balance Interest (@ 1.15%) | 13.9 | (11.3) | (13.5) | (28.9) | (26.3) | (7.6) | (16.4) | (34.6) | (27.5) | (16.2) | 10.5 | (157.9) |
| Total Revenue/Funding | 1,167.9 | 1,253.0 | 1,084.4 | 1,266.8 | 1,477.4 | 1,859.2 | 2,109.2 | 2,363.2 | 2,656.5 | 3,002.2 | 3,380.6 | 21,620.4 |
| Funding Requests: | | | | | | | | | | | | |
| Total Funding Requests | 6,828.9 | - | 2,727.8 | 2,316.7 | - | 56.3 | 5,426.6 | 2,238.2 | 1,531.9 | 1,683.5 | - | 22,809.9 |
| Closing R&R Reserve Balance | (1,609.8) | (356.8) | (2,000.2) | (3,050.1) | (1,572.7) | 230.2 | (3,087.2) | (2,962.2) | (1,837.6) | (518.9) | 2,861.7 | 2,861.7 |



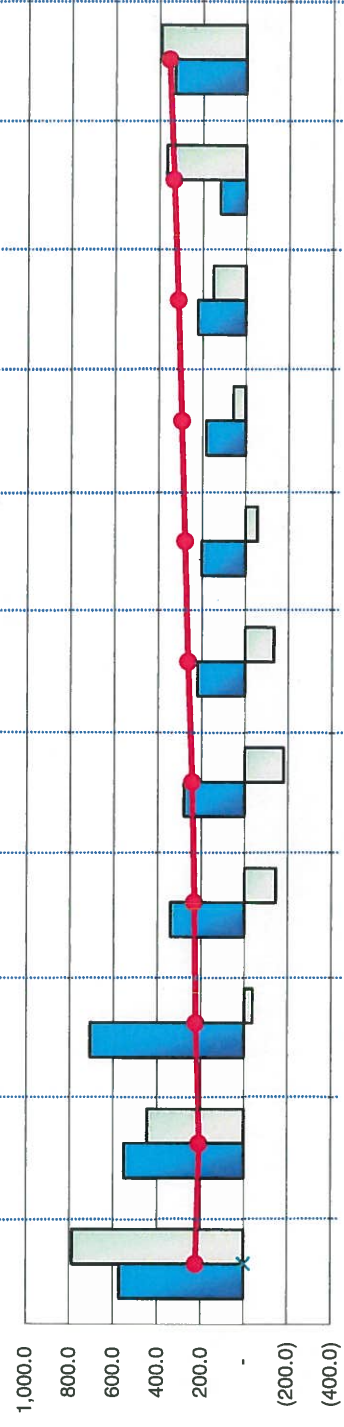
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - FACILITIES

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------------|
| Opening R & R Reserve Balance | 391.5 | (31.6) | (131.7) | (2,788.2) | (5,269.0) | (5,364.5) | (3,973.2) | (2,351.4) | (3,165.8) | (2,439.8) | (56.6) | 391.5 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 1,224.4 | 1,751.9 | 1,940.4 | 2,039.0 | 2,142.7 | 2,323.6 | 2,452.6 | 2,588.2 | 2,730.9 | 2,897.5 | 3,072.8 | 25,164.0 |
| Reserve Balance Interest (@ 1.15%) | 2.1 | (0.9) | (16.7) | (46.1) | (60.8) | (53.4) | (36.2) | (31.5) | (32.0) | (14.3) | 17.0 | (272.8) |
| Total Revenue/Funding | 1,226.5 | 1,751.0 | 1,923.7 | 1,992.9 | 2,081.9 | 2,270.2 | 2,416.4 | 2,556.7 | 2,698.9 | 2,883.2 | 3,089.8 | 24,891.2 |
| Funding Requests: | | | | | | | | | | | | |
| Total Funding Requests | 1,649.6 | 1,851.1 | 4,580.2 | 4,473.7 | 2,177.4 | 878.9 | 794.6 | 3,371.1 | 1,972.9 | 500.0 | - | 22,249.5 |
| Closing R&R Reserve Balance | (31.6) | (131.7) | (2,788.2) | (5,269.0) | (5,364.5) | (3,973.2) | (2,351.4) | (3,165.8) | (2,439.8) | (56.6) | 3,033.2 | 3,033.2 |



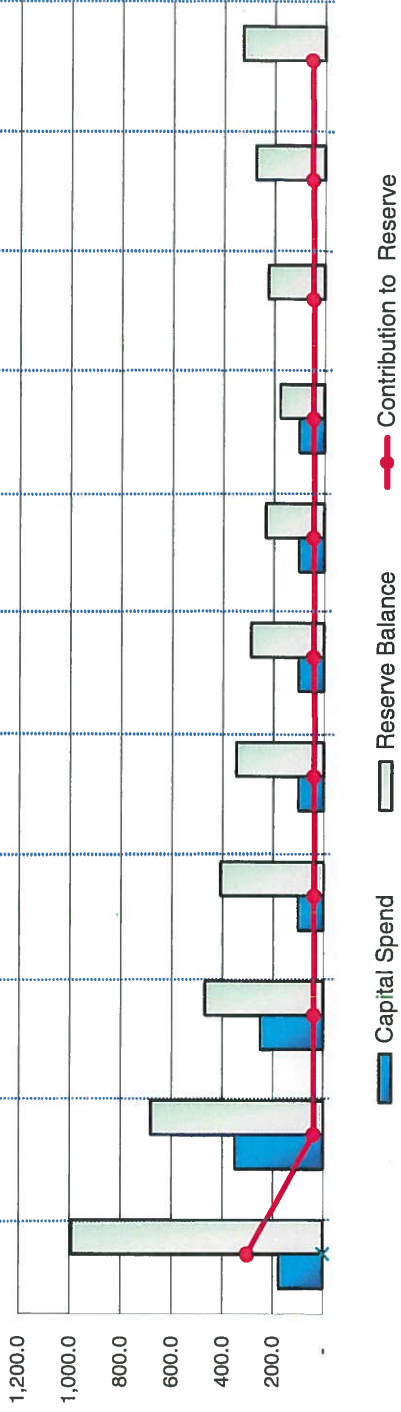
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - FLEET

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|---------|-------|--------|---------|---------|---------|---------|--------|-------|-------|-------|---------------|
| Opening R & R Reserve Balance | 1,134.4 | 787.4 | 444.8 | (37.4) | (145.4) | (180.3) | (134.6) | (56.0) | 57.5 | 149.9 | 364.9 | 1,134.4 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 212.0 | 200.4 | 221.9 | 233.2 | 245.1 | 265.8 | 280.5 | 296.0 | 312.4 | 331.4 | 351.5 | 2,950.2 |
| Reserve Balance Interest (@ 1.15%) | 11.0 | 7.0 | 2.3 | (1.0) | (1.9) | (1.8) | (1.1) | - | 1.2 | 2.9 | 4.3 | 22.9 |
| Total Revenue/Funding | 223.0 | 207.4 | 224.2 | 232.2 | 243.2 | 264.0 | 279.4 | 296.0 | 313.6 | 334.3 | 355.8 | 2,973.1 |
| Funding Requests: | | | | | | | | | | | | |
| Total Funding Requests | 570.0 | 550.0 | 706.4 | 340.2 | 278.1 | 218.3 | 200.8 | 182.5 | 221.2 | 119.3 | 328.3 | 3,715.1 |
| Closing R&R Reserve Balance | 787.4 | 444.8 | (37.4) | (145.4) | (180.3) | (134.6) | (56.0) | 57.5 | 149.9 | 364.9 | 392.4 | 392.4 |



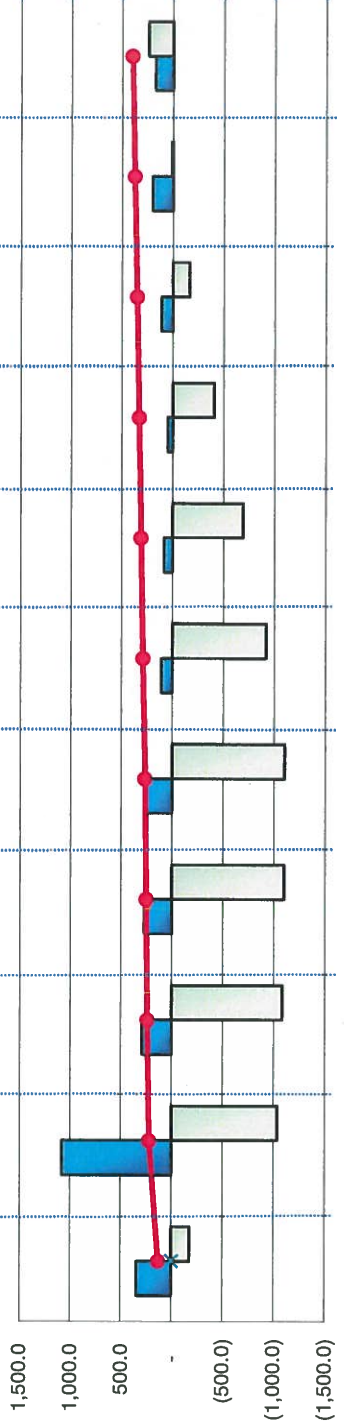
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - PARKS & RECREATION

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
| Opening R & R Reserve Balance | 866.0 | 993.1 | 681.3 | 469.6 | 407.9 | 347.2 | 288.8 | 231.9 | 176.5 | 223.4 | 273.5 | 866.0 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 291.5 | 28.6 | 31.7 | 33.3 | 35.0 | 38.0 | 40.1 | 42.3 | 44.6 | 47.3 | 50.2 | 682.6 |
| Reserve Balance Interest (@ 1.15%) | 10.6 | 9.6 | 6.6 | 5.0 | 4.3 | 3.6 | 3.0 | 2.3 | 2.3 | 2.8 | 3.4 | 53.5 |
| Total Revenue/Funding | 302.1 | 38.2 | 38.3 | 38.3 | 39.3 | 41.6 | 43.1 | 44.6 | 46.9 | 50.1 | 53.6 | 736.1 |
| Funding Requests: | | | | | | | | | | | | |
| Total Funding Requests | 175.0 | 350.0 | 250.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | - | - | - | 1,275.0 |
| Closing R&R Reserve Balance | 993.1 | 681.3 | 469.6 | 407.9 | 347.2 | 288.8 | 231.9 | 176.5 | 223.4 | 273.5 | 327.1 | 327.1 |



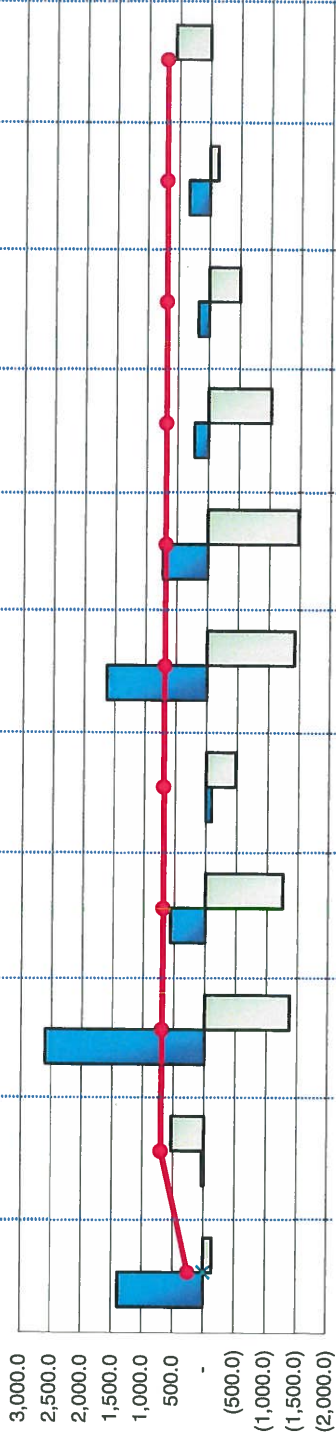
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - INFORMATION TECHNOLOGY

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|---------|-----------|-----------|-----------|-----------|-----------|---------|---------|---------|---------|-------|---------------|
| Opening R & R Reserve Balance | 33.9 | (176.7) | (1,037.6) | (1,084.8) | (1,099.7) | (1,102.6) | (918.1) | (690.7) | (406.3) | (164.4) | 13.3 | 33.9 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 132.5 | 229.0 | 253.6 | 266.5 | 280.1 | 303.7 | 320.6 | 338.3 | 357.0 | 378.8 | 401.7 | 3,261.8 |
| Reserve Balance Interest (@ 1.15%) | (0.8) | (6.9) | (12.1) | (12.5) | (12.6) | (11.6) | (9.2) | (6.3) | (3.3) | (0.9) | 1.5 | (74.7) |
| Total Revenue/Funding | 131.7 | 222.1 | 241.5 | 254.0 | 267.5 | 292.1 | 311.4 | 332.0 | 353.7 | 377.9 | 403.2 | 3,187.1 |
| Funding Requests: | | | | | | | | | | | | |
| Total Funding Requests | 342.3 | 1,083.0 | 288.7 | 268.9 | 270.5 | 107.5 | 84.1 | 47.6 | 111.8 | 200.2 | 173.5 | 2,978.0 |
| Closing R&R Reserve Balance | (176.7) | (1,037.6) | (1,084.8) | (1,099.7) | (1,102.6) | (918.1) | (690.7) | (406.3) | (164.4) | 13.3 | 243.0 | 243.0 |



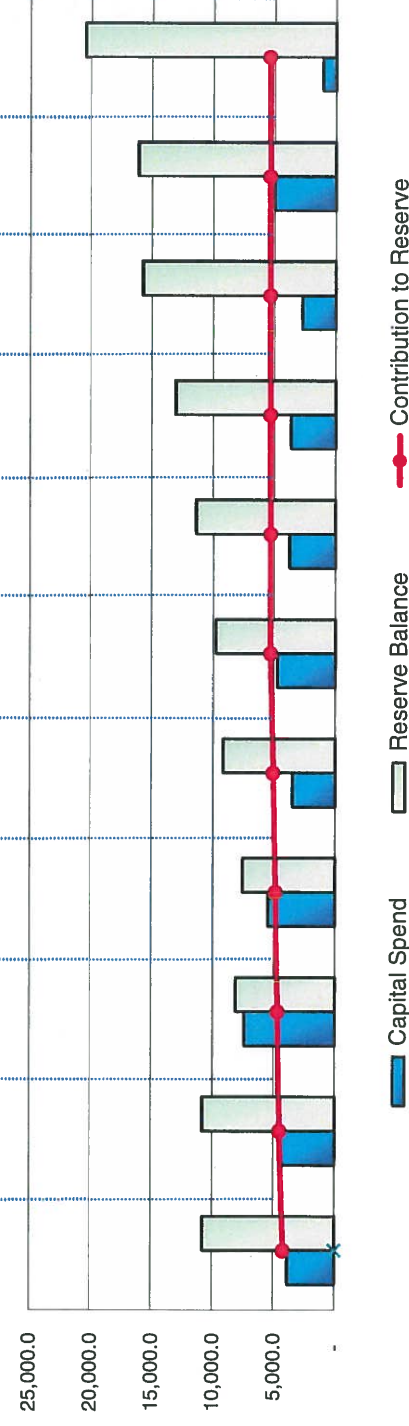
RESERVE FORECAST & CASH FLOW - TAX BASED 'R & R' RESERVE - DISCRETIONARY

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|---|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------|---------------|
| Opening R & R Reserve Balance | 1,011.4 | (133.2) | 535.1 | (1,372.9) | (1,253.4) | (478.4) | (1,422.3) | (1,470.7) | (1,013.3) | (497.0) | (135.6) | 1,011.4 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 250.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 700.0 | 7,250.0 |
| Reserve Balance Interest (@ 1.15%) | 5.0 | 2.3 | (4.8) | (15.0) | (9.9) | (10.9) | (16.5) | (14.2) | (8.6) | (3.6) | 2.5 | (73.7) |
| Total Revenue/Funding | 255.0 | 702.3 | 695.2 | 685.0 | 690.1 | 689.1 | 683.5 | 685.8 | 691.4 | 696.4 | 702.5 | 7,176.3 |
| Funding Requests: | | | | | | | | | | | | |
| Accessibility Committee Projects (pg 16) | 1,399.6 | 34.0 | 2,603.2 | 565.5 | (84.9) | 1,633.0 | 731.9 | 228.4 | 175.1 | 335.0 | - | 7,620.8 |
| Closing R&R Reserve Balance | (133.2) | 535.1 | (1,372.9) | (1,253.4) | (478.4) | (1,422.3) | (1,470.7) | (1,013.3) | (497.0) | (135.6) | 566.9 | 566.9 |



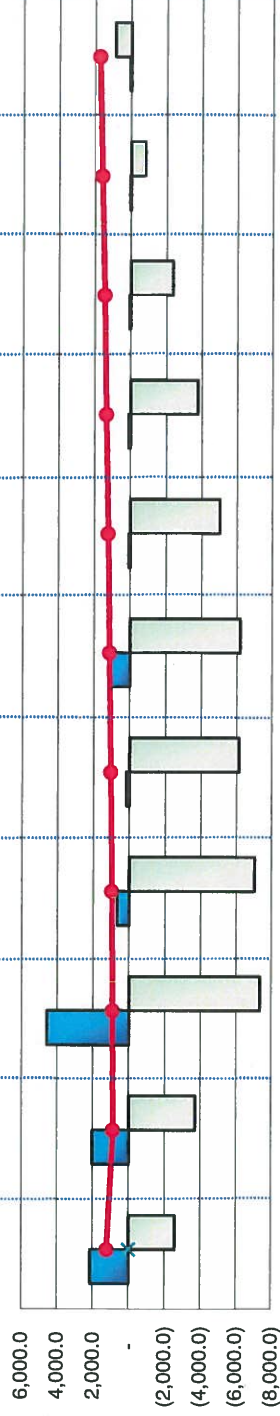
RESERVE FORECAST & CASH FLOW - RATE BASED RESERVE BALANCES

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|-----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Water / Wastewater Reserve Balance | 6,743.2 | 9,180.4 | 9,285.9 | 7,989.9 | 8,741.8 | 10,729.5 | 12,013.5 | 12,970.3 | 13,681.7 | 15,469.8 | 15,409.5 | 6,743.2 |
| Storm Water Reserve Balance | 3,687.5 | 1,642.1 | 1,550.4 | 152.0 | (1,181.7) | (1,532.2) | (2,222.0) | (1,592.1) | (588.0) | 282.5 | 708.9 | 3,687.5 |
| Total "Rates" Reserve Balances | 10,430.7 | 10,822.5 | 10,836.3 | 8,141.9 | 7,560.1 | 9,197.3 | 9,791.5 | 11,378.2 | 13,093.6 | 15,752.3 | 16,118.4 | 10,430.7 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| NET From Water User Charges | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 1,700.0 | 18,700.0 |
| NET From Wastewater User Charges | 1,250.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 1,300.0 | 14,250.0 |
| From Storm Water User Charges | 1,150.0 | 1,400.0 | 1,600.0 | 1,800.0 | 2,000.0 | 2,200.0 | 2,200.0 | 2,200.0 | 2,200.0 | 2,200.0 | 2,200.0 | 21,150.0 |
| Water / Wastewater Reserve Bal Int @ 1.15% | 91.0 | 105.5 | 98.8 | 95.7 | 111.3 | 130.1 | 142.8 | 152.4 | 166.6 | 176.5 | 193.1 | 1,463.8 |
| Storm Water Reserve Bal Int @ 1.15% | 30.5 | 18.3 | 9.7 | (5.9) | (15.5) | (21.5) | (21.8) | (12.5) | (1.7) | 5.7 | 16.2 | 1.5 |
| Total Revenue/Funding | 4,221.5 | 4,523.8 | 4,708.5 | 4,889.8 | 5,095.8 | 5,308.6 | 5,321.0 | 5,339.9 | 5,364.9 | 5,382.2 | 5,409.3 | 55,565.3 |
| Funding Requests: | | | | | | | | | | | | |
| Water / Wastewater Funding Needs | 603.8 | 3,000.0 | 4,394.8 | 2,343.8 | 1,123.6 | 1,846.1 | 2,186.0 | 2,441.0 | 1,378.5 | 3,236.8 | 243.3 | 22,797.7 |
| Storm Water Funding Needs | 3,226.0 | 1,510.0 | 3,008.1 | 3,127.8 | 2,335.0 | 2,868.3 | 1,548.3 | 1,183.4 | 1,327.8 | 1,779.3 | 800.0 | 22,713.9 |
| Total Funding Requests | 3,829.8 | 4,510.0 | 7,402.9 | 5,471.6 | 3,458.6 | 4,714.4 | 3,734.3 | 3,624.5 | 2,706.3 | 5,016.1 | 1,043.3 | 45,511.7 |
| Ending R&R Reserve Balance | 10,822.5 | 10,836.3 | 8,141.9 | 7,560.1 | 9,197.3 | 9,791.5 | 11,378.2 | 13,093.6 | 15,752.3 | 16,118.4 | 20,484.4 | 20,484.4 |



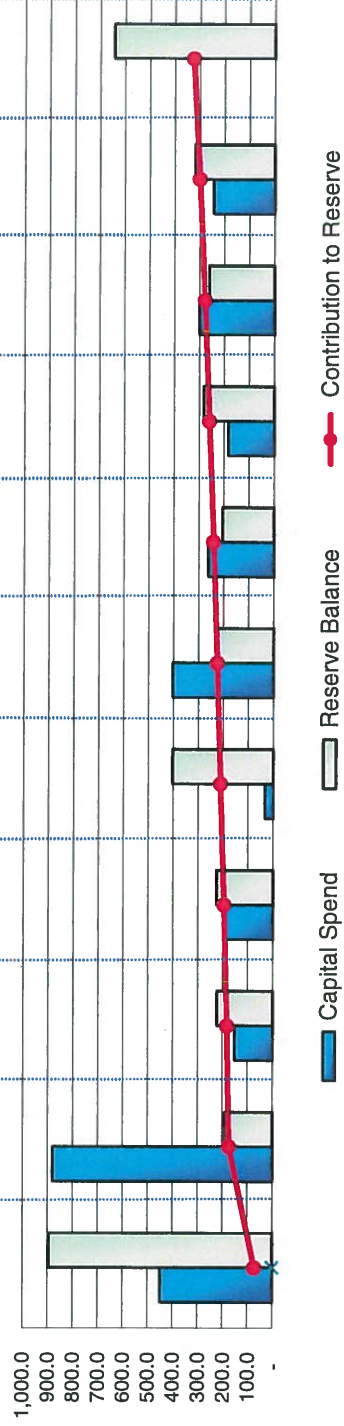
RESERVE FORECAST & CASH FLOW - GROWTH & NEW RESERVE

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Opening G & N Reserve Balance | (1,686.9) | (2,578.8) | (3,711.9) | (7,357.5) | (7,053.3) | (6,146.4) | (6,191.6) | (5,024.7) | (3,775.8) | (2,362.0) | (800.9) | (1,686.9) |
| Opening Federal Gas Tax Reserve Balance | - | - | - | - | - | - | - | - | - | - | - | - |
| Total R & R Reserve Balance | (1,686.9) | (2,578.8) | (3,711.9) | (7,357.5) | (7,053.3) | (6,146.4) | (6,191.6) | (5,024.7) | (3,775.8) | (2,362.0) | (800.9) | (1,686.9) |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 1,258.3 | 921.2 | 988.8 | 1,059.9 | 1,134.6 | 1,213.3 | 1,306.3 | 1,404.1 | 1,507.0 | 1,627.2 | 1,753.6 | 14,174.2 |
| Reserve Balance Interest (@ 1.15%) | (24.4) | (36.0) | (63.3) | (82.4) | (75.5) | (70.5) | (64.1) | (50.3) | (35.1) | (18.1) | 0.5 | (519.2) |
| Total Revenue/Funding | 1,233.9 | 885.2 | 925.5 | 977.5 | 1,059.1 | 1,142.8 | 1,242.2 | 1,353.8 | 1,471.9 | 1,609.1 | 1,754.1 | 13,655.0 |
| Funding Requests: | | | | | | | | | | | | |
| From G & N Reserve Only (page 49) | 2,125.8 | 2,018.3 | 4,571.0 | 673.3 | 152.2 | 1,188.0 | 75.3 | 105.0 | 58.0 | 48.0 | 73.0 | 11,087.9 |
| Total Funding Requests | 2,125.8 | 2,018.3 | 4,571.0 | 673.3 | 152.2 | 1,188.0 | 75.3 | 105.0 | 58.0 | 48.0 | 73.0 | 11,087.9 |
| Ending R&R Reserve Balance | (2,578.8) | (3,711.9) | (7,357.5) | (7,053.3) | (6,146.4) | (6,191.6) | (5,024.7) | (3,775.8) | (2,362.0) | (800.9) | 880.2 | 880.2 |



RESERVE FORECAST & CASH FLOW - STUDIES & OTHER RESERVE

| Shown in \$ 000's | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 11 Year TOTAL |
|--|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Opening S & O Reserve Balance | 1,270.8 | 895.5 | 190.1 | 222.1 | 224.4 | 403.3 | 225.5 | 204.9 | 282.2 | 260.9 | 317.8 | 1,270.8 |
| Total R & R Reserve Balance | 1,270.8 | 895.5 | 190.1 | 222.1 | 224.4 | 403.3 | 225.5 | 204.9 | 282.2 | 260.9 | 317.8 | 1,270.8 |
| Reserve 'Revenue': | | | | | | | | | | | | |
| Share of Cash to Capital | 60.6 | 168.4 | 180.8 | 193.8 | 207.5 | 221.9 | 238.9 | 256.8 | 275.6 | 297.5 | 320.7 | 2,422.4 |
| Reserve Balance Interest (@ 1.15%) | 12.4 | 6.2 | 2.4 | 2.6 | 3.6 | 3.6 | 2.5 | 2.8 | 3.1 | 3.3 | 5.5 | 48.0 |
| Total Revenue/Funding | 73.0 | 174.6 | 183.2 | 196.4 | 211.1 | 225.5 | 241.4 | 259.6 | 278.7 | 300.8 | 326.2 | 2,470.4 |
| Funding Requests: | | | | | | | | | | | | |
| From S & O Reserve Only (page 49) | 448.3 | 880.0 | 151.2 | 194.2 | 32.1 | 403.3 | 262.0 | 182.2 | 300.0 | 243.9 | - | 3,097.2 |
| Total Funding Requests | 448.3 | 880.0 | 151.2 | 194.2 | 32.1 | 403.3 | 262.0 | 182.2 | 300.0 | 243.9 | - | 3,097.2 |
| Ending R&R Reserve Balance | 895.5 | 190.1 | 222.1 | 224.4 | 403.3 | 225.5 | 204.9 | 282.2 | 260.9 | 317.8 | 644.0 | 644.0 |



DEVELOPMENT CHARGES - LONG TERM CASH FLOW AND RESERVE BALANCES

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Project Total |
|---------------------------------------|-------------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|----------------|-------------------|
| TOTAL | | | | | | | | | | | | |
| Opening Balance Reserve 'Revenue': | (3,506.1) | (10,656.2) | 6,697.4 | (29,372.1) | (27,087.3) | (23,060.8) | (18,249.9) | (12,924.3) | (14,423.2) | (8,434.3) | (2,382.0) | (3,506.1) |
| Contribution from Developers* | 5,086.7 | 5,286.7 | 6,086.7 | 7,486.7 | 6,586.7 | 9,400.0 | 7,900.0 | 5,900.0 | 6,400.0 | 6,500.0 | 9,000.0 | 75,633.7 |
| Reserve Balance Interest (@ 1.15%) | (81.0) | (162.5) | (409.3) | (602.5) | (566.4) | (515.8) | (457.9) | (436.0) | (410.9) | (342.7) | (258.7) | (4,243.7) |
| Total Revenue | 5,005.8 | 5,124.3 | 5,677.4 | 6,884.3 | 6,020.4 | 8,884.2 | 7,442.1 | 5,464.0 | 5,989.1 | 6,157.3 | 8,741.3 | 71,390.0 |
| Funding Requests: | | | | | | | | | | | | |
| Capital Requirement | 12,155.8 | 12,229.3 | 41,746.9 | 4,599.5 | 1,993.8 | 4,073.3 | 2,116.5 | 6,962.9 | 0.1 | 105.0 | 105.0 | 86,088.1 |
| Operating Requirement | - | - | - | - | - | - | - | - | - | - | - | - |
| Developer DC Credible Work | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Requirements | 12,155.8 | 12,229.3 | 41,746.9 | 4,599.5 | 1,993.8 | 4,073.3 | 2,116.5 | 6,962.9 | 0.1 | 105.0 | 105.0 | 86,088.1 |
| Ending R&R Reserve Balance | (10,656.2) | 6,697.4 | (29,372.1) | (27,087.3) | (23,060.8) | (18,249.9) | (12,924.3) | (14,423.2) | (8,434.3) | (2,382.0) | 6,254.3 | (18,204.2) |

* New DC Study and rate update will occur for April, 2019.

