

**STAFF REPORT: Finance & IT Services**

**REPORT TO:** Finance & Administration  
**MEETING DATE:** November 15, 2011  
**REPORT NO.:** FIT.11.54  
**SUBJECT:** Monthly Financial Reports –  
 period ending October 31, 2011  
**PREPARED BY:** Robert Cummings, Director of  
 Finance & IT Services

**A. Recommendations**

THAT Council receive Staff Report FIT.11.54, “Monthly Financial Reports – period ending October 31, 2011”, for information purposes.

**B. Background**

Finance Staff provide Quarterly Financial Reports for review by the Finance and Administration Committee and receipt by Council. Since the 3<sup>rd</sup> Quarter report indicated that the Town may be heading into a deficit situation for 2011, staff felt it prudent to continue reporting monthly for the remainder of the year. The attached documentation provides Council with updated information on the financial activity that the Town has undertaken in relation to the 2011 Budget. Staff has examined the Town’s operations to October 31/11 and are forecasting the following:

Tax Supported Departments	\$ 52,000 unfavourable variance
User Fee Supported Operations (Building and Harbour)	\$ 270,000 unfavourable variance
User Rate Supported (Water and Wastewater)	\$ 150,000 unfavourable variance

**Tax Supported Departments**

The first page of the attached schedule represents tax supported departments’ financials for the first 10 months of the 2011 fiscal year. The total year-to-date actuals at this point is \$12.1M and would indicate a favourable year-end variance. However, there remain a number of capital projects to be funded for 2011. This funding will result in a fiscal year activity close to budget.

Revenues are mainly on track. It is expected that the Town will not make its Supplementary revenue target by about \$50k. This combined with the previously noted adjustment in grants will have Staff forecasting an \$85k shortfall in 2011 revenue. However, there remain a number of variables that could alter this forecast prior to year-end.

Of note are a number of studies that will not be done this year that are funded by reserves. This shows up as an unfavourable amount on the revenue side but favourable on the expense side.

## **User Fee Supported Operations (Building and Harbour)**

The second page of the attached schedule represents the user fee and rate supported departments' financials for the first 10 months of the 2011. The expected year-end forecast for user fee supported departments; specifically Building Inspection is in the range of a \$100k unfavourable variance.

## **User Rate Supported (Water and Wastewater)**

In the second section of the second page of the attached schedule, the user rate supported departments' financials for the three quarter mark of the 2011 fiscal year are shown. The expected year-end forecast for user rate supported departments is a \$150k unfavourable variance made up mainly of a shortfall in revenue from water billings.

## **C. The Blue Mountains' Strategic Plan**

Providing a strong, well managed municipal government.

## **D. Environmental Impacts**

nil

## **E. Financial Impact**

The Town has frozen discretionary spending at this point in time to in an effort to meet budget expectations. Staff believe that tax supported programs will respond to the directive and be very close to budget for the year.

## **F. In Consultation With**

Finance staff  
Operational managers

## **G. Attached**

1. Monthly Financial Reports – period ending October 31, 2011  
– Tax Supported & User Fee Supported
2. Monthly Flash Report – October 2011
3. Capital Project Update

Respectfully submitted,

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Robert Cummings, Director of Finance & IT Services

For more information, please contact:  
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**The Blue Mountains  
Monthly Financial Report  
October 31, 2011**

Department	2011 Budget	Net Actual as of Oct 31, 2011	Net Budget as of Oct 31, 2011	Year to Date Variance	Projected 2011 Variance (Brackets indicate a favourable variance)	Comment
<b>Tax Supported Expenses</b>						
Council	\$ 188,787	\$ 145,540	\$ 157,323	\$ (11,783)	\$ (8,000)	Favourable variance expected due to administration expenses.
Administration & Other	\$ 3,075,405	\$ 2,610,410	\$ 2,562,838	\$ 47,572	\$ 50,000	Unfavourable variance re staffing adjustments
Protection Services	\$ 4,387,199	\$ 2,214,259	\$ 3,655,999	\$ (322,637)	\$ (20,000)	Favourable variance due to OPP credit for hours not served and fire administration expenses
Engineering & Public Works	\$ 4,814,080	\$ 3,405,196	\$ 4,011,733	\$ (606,537)	\$ (300,000)	Still large amount of minor capital and winter control expenses still to come.
Recreation/Parks/Cemetery	\$ 1,825,302	\$ 1,527,334	\$ 1,521,085	\$ 6,249	\$ -	Expenditures will be on track by year end.
Planning & Zoning	\$ 926,865	\$ 623,439	\$ 772,388	\$ (148,949)	\$ -	Invoices have not been incurred fully and funding of programs to be done.
Library	\$ 643,392	\$ 466,260	\$ 536,160	\$ (69,900)	\$ (15,000)	Favourable variance on operational expenditures.
<b>Total Tax Supported Expenses</b>	<b>\$ 15,861,030</b>	<b>\$ 12,111,541</b>	<b>\$ 13,217,525</b>	<b>\$ (1,105,984)</b>	<b>\$ (293,000)</b>	
<b>Tax Supported Revenues</b>						
Taxation	\$ 10,729,634	\$ 10,603,612	\$ 8,941,362	\$ (1,662,250)	\$ 50,000	Final Tax Billing complete, but still waiting for MPAC for Supplementary Billing. Supplementary tax billing is expected to be short of target.
Grants	\$ 1,964,478	\$ 1,309,226	\$ 1,637,065	\$ 327,839	\$ 35,000	Ontario Municipal Partnership Fund (OMPF) funding is \$35,000 less for the year
All Other	\$ 3,166,918	\$ 1,706,986	\$ 2,639,098	\$ 932,112	\$ 260,000	Some revenues have not been realized due to timing of the service, for example Ice Rentals from Sept to Dec, Local Improvement Interest and Transfers to Reserves
<b>Total Tax Supported Revenues</b>	<b>\$ 15,861,030</b>	<b>\$ 13,619,824</b>	<b>\$ 13,217,525</b>	<b>\$ (402,299)</b>	<b>\$ 345,000</b>	
<b>Overall Total Tax Supported</b>					<b>\$ 52,000</b>	<b>Projected 2011 Variance</b>

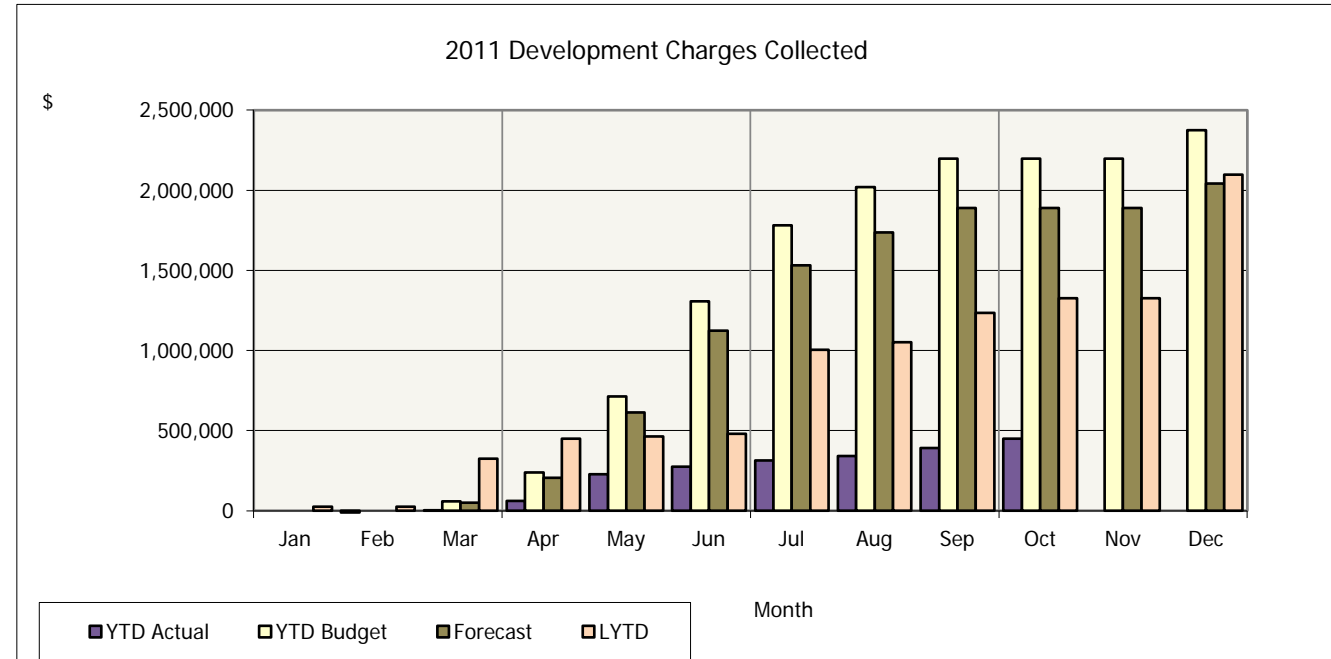
**The Blue Mountains  
Monthly Financial Report  
October 31, 2011**

Service Area	Approved 2011 Budget	Net Actual as of Oct 31, 2011	Net Budget as of Oct 31, 2011	Year to Date Variance	Projected 2011 Variance (Brackets indicate a favourable variance)	Comment
<b>User Fee Supported Expenses</b>						
Building & Harbour Expenses	\$ 1,125,491	\$ 821,797	\$ 937,909	\$ (116,112)	\$ -	Internal Transfers and Capital Expenditures not funded as of October 31/2011.
Building & Harbour Revenue	\$ 1,125,491	\$ 756,205	\$ 937,909	\$ 181,704	\$ 270,000	Unfavourable variance for Building Permit Fees, shortfall in Revenue of \$105,000 and the Debt Funding of \$179,000.
<b>Total User Fee</b>	<b>\$ -</b>	<b>\$ 65,592</b>	<b>\$ -</b>	<b>\$ 65,592</b>	<b>\$ 270,000</b>	
<b>User Rates Supported Expenses</b>						
Water Expenses	\$ 3,446,453	\$ 2,366,813	\$ 2,872,044	\$ (505,231)	\$ 23,000	Capital Expenditures not funded as of October 31, 2011.
Water Revenues *	\$ 3,446,453	\$ 2,613,561	\$ 2,872,044	\$ 258,483	\$ 127,000	Unfavourable variance due to water conservation.
<b>Total Water</b>		<b>\$ (246,748)</b>		<b>\$ (246,748)</b>	<b>\$ 150,000</b>	
Wastewater Expenses	\$ 2,962,706	\$ 2,460,949	\$ 2,468,922	\$ (7,973)	\$ -	Internal Transfers and Capital Expenditures not funded as of October 31, 2011.
Wastewater Revenues *	\$ 2,962,706	\$ 2,102,245	\$ 2,468,922	\$ 366,677	\$ -	Unfavourable variance due to Usage Revenue having a shortfall, but Private Waste Billings have increased revenues this year.
<b>Total Wastewater</b>		<b>\$ 358,704</b>		<b>\$ 358,704</b>	<b>-</b>	
Net Water Operations		\$ (246,748)			\$ 150,000	
Net Sewer Operations		\$ 358,704			-	
<b>Total User Rates Supported</b>		<b>\$ 111,956</b>			<b>\$ 150,000</b>	<b>Projected 2011 Variance</b>

\* Water and Wastewater Revenue for October has been estimated based on year to date trend.

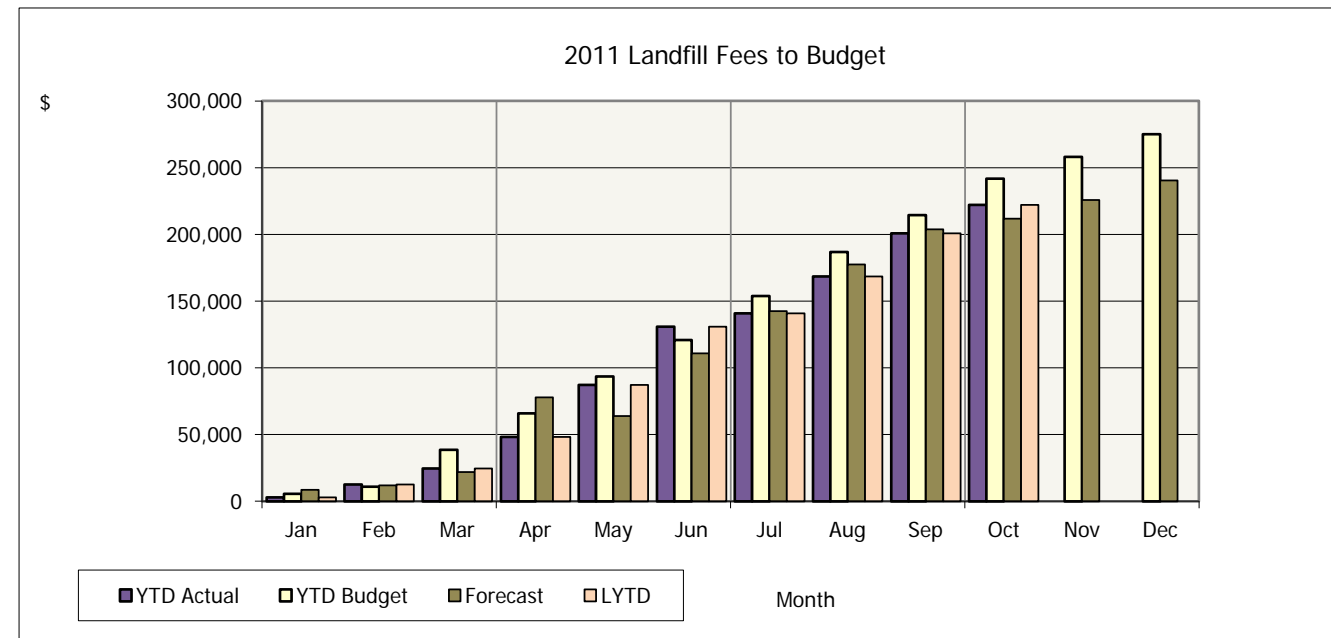
**The Blue Mountains  
Monthly Flash Report -- Operating  
October 30 2011**

Development Charges Collected	Estimated D/C's	YTD Actual	% Collected	Forecast	Variance
	2,375,000	450,846	19%	1,250,000	1,924,154



Commentary
<p>Development Charges collected in October were \$ 60,846. October 2011 is \$ 60,847 compared to \$ 91,603 for October 2010.</p> <p><b>Soft Services -Total \$ 31,783</b>            General Government - \$ 3,770            Fire - \$ 6,136            Police - \$ 905            Public Works - \$ 2,780            Parks &amp; Recreation - \$ 14,408            Library - \$ 3,784</p> <p><b>Hard Services - Total \$ 29,063</b>            Roads - \$ 11,591            Water - \$ 17,472            Sewer - \$ 0</p> <p>Decreased forecast due to Development Projects on hold until sufficient funds become available.</p>

Landfill Site Fees	Annual Budget	YTD Actual	% of Budget	Forecast	Variance
	275,000	192,897	70%	240,625	82,103

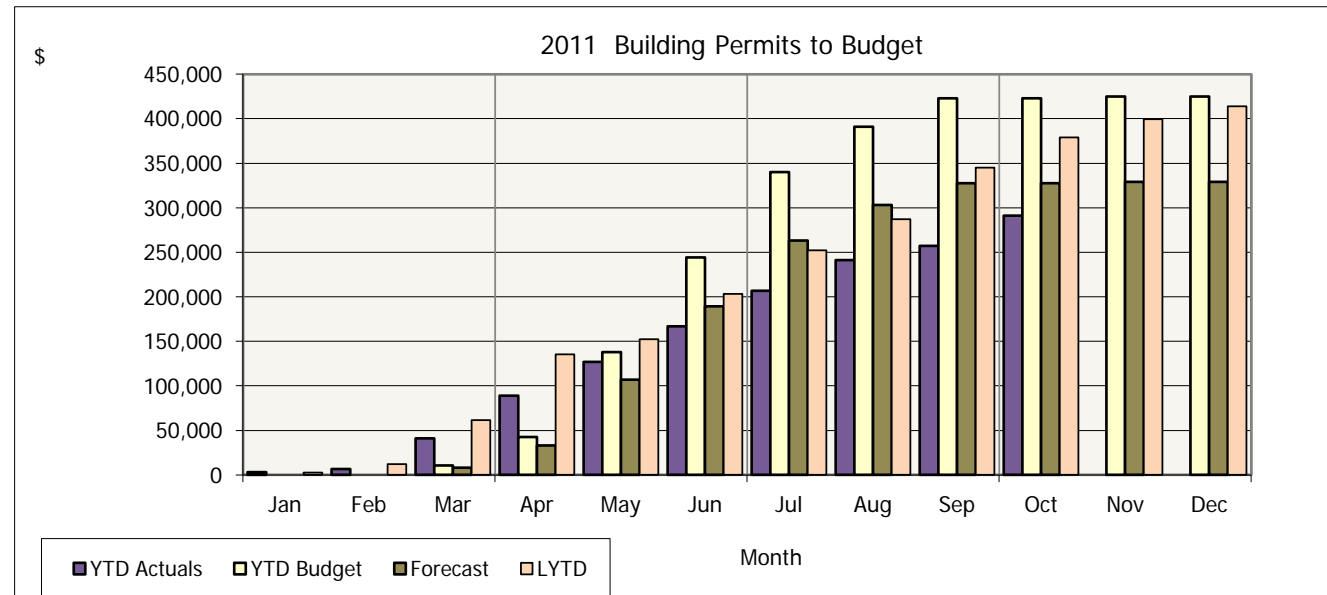


Commentary
<p>Total Landfill site fees collected for October 2011 were \$ 28,638</p> <p>October 2011 is \$ 28,638 compared to \$ 21,496 for October 2010.</p> <p>We have been seeing less commercial and construction waste from Miller Waste Systems for about the last six months.</p> <p>The forecast has been adjusted further to \$240,625 for the year.</p>

Note: YTD Budget is an extrapolation of the Annual Budget based on estimated occurrence of transactions in our business cycle.

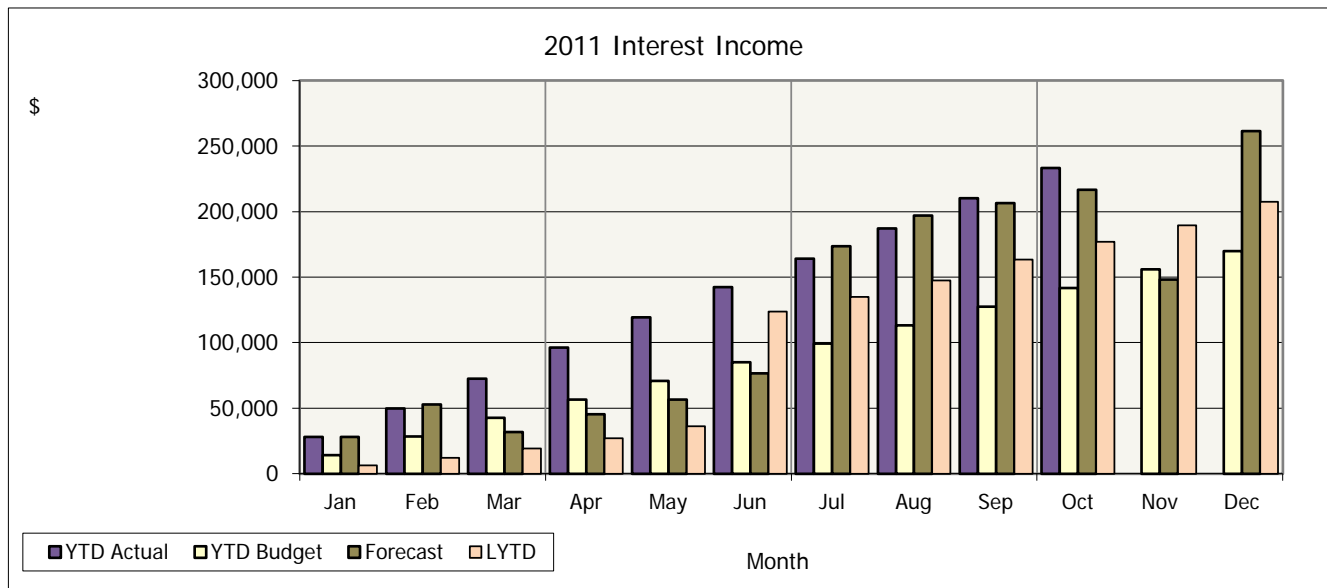
**The Blue Mountains  
Monthly Flash Report -- Operating  
October 30 2011**

Building Permits	Annual Budget	YTD Actual	% of Budget	Forecast	Variance
	425,000	290,906	68%	320,000	134,094



Commentary
Total building permit fees collected for October 2011 were \$ 33,673
October 2011 is \$ 33,673 compared to \$ 33,727 for October 2010.
There were 34 permits issued in October. Of those 5 were for new dwellings.
Forecast has been adjusted to \$ 320,000 for the year.

Interest Income	Annual Budget	YTD Actual	% of Budget	Forecast	Variance
	170,000	233,266	137%	261,500	(63,266)

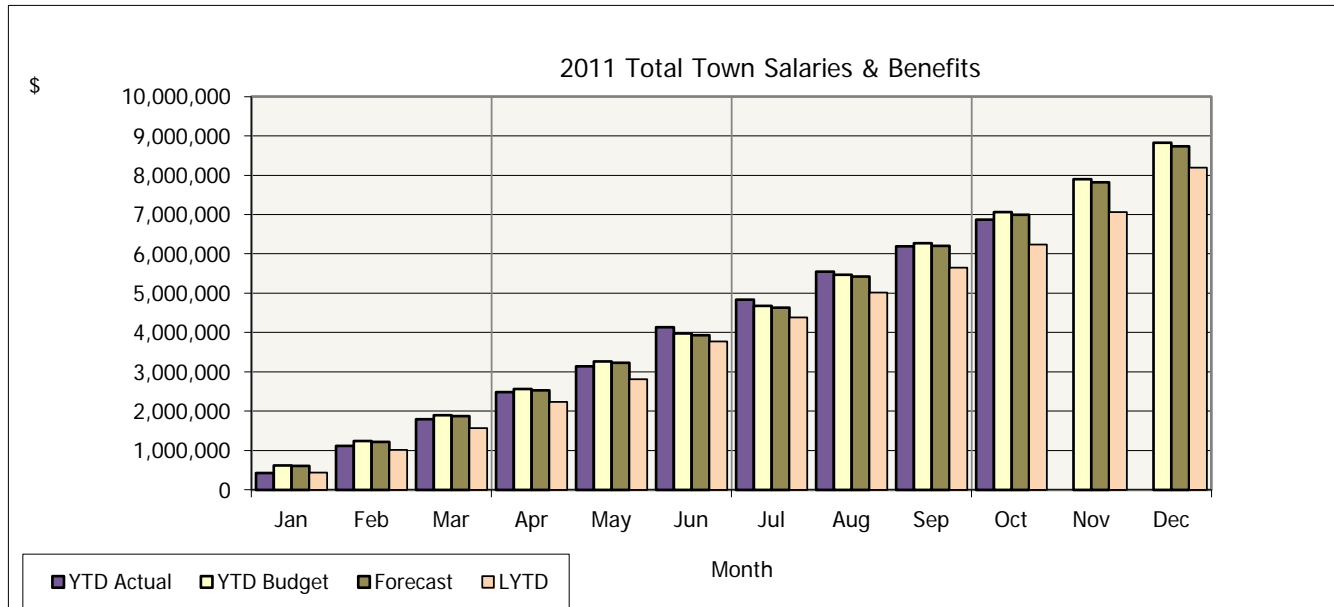


Commentary
Operating Bank Account Balance at October 31, 2011 was \$ 6,234,007.
Final Tax Due Date on October 26, 2011
Forecast has been increased by \$149,000 for interest that we will receive on the Local Improvements that are owing to the Town.

Note: YTD Budget is an extrapolation of the Annual Budget based on estimated occurrence of transactions in our business cycle.

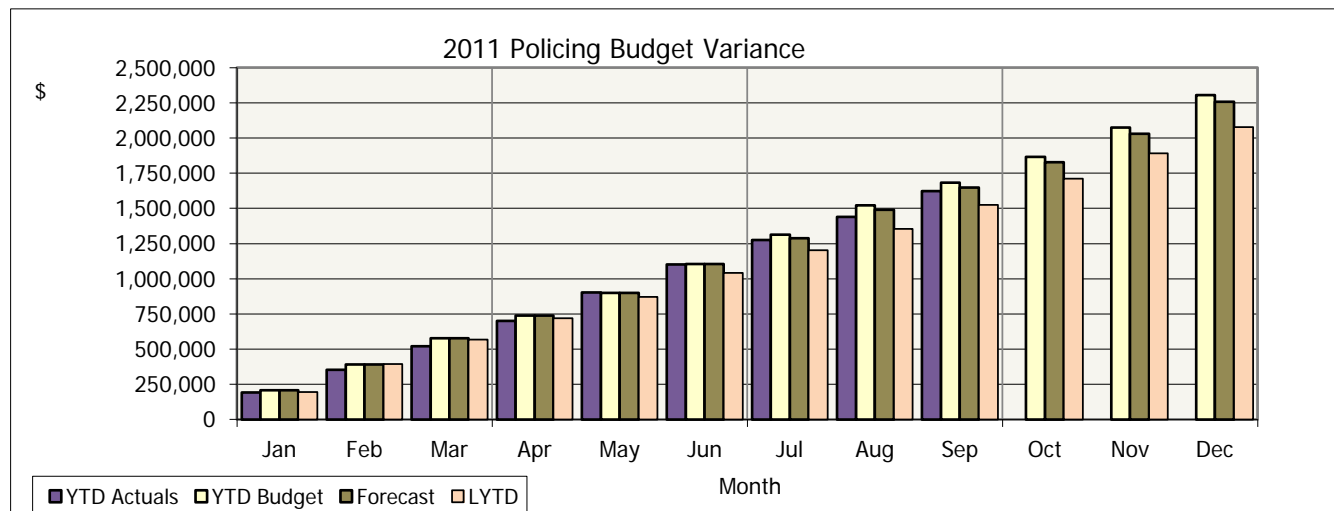
**The Blue Mountains  
Monthly Flash Report -- Operating  
October 30 2011**

Total Town Salaries & Benefits	Annual Budget	YTD Actual	% of Budget	Forecast	Variance
	8,827,000	6,868,490	78%	8,740,000	1,958,510



Commentary
Salaries & Benefits for the month of October 2011 were \$ 646,313.
Year-end forecast has been reduced by \$88,000.

OPP Services	Annual Budget	YTD Actual	% of Budget	Forecast	Variance
	2,303,990	1,623,668	70%	2,258,000	680,322



Commentary
Information from the OPP is provided at the end of the following month in order to be able to provide accurate statistics.
Total hours for the month of September 2011 were 1,941. These are trending below budget for now.
Year-end forecast has been adjusted down by \$46,000.
September 2011 hours were 1,941 compared to 1,812 for September 2010.

	A	B	C	D	E	F	G	H	I	J	K	L	M
1			1			Grants, Donations, etc.							
2			2			Taxation/User Fees							
3			3			Reserve/Reserve Funds							
4			4			Development Charges/Developer Front Ending							
5			5			Long Term Debt/Unfinanced							
6													
7			<b>2011 Capital &amp; Operating Program</b>				ANNUAL	PROJECT	PROJECT	PROJECT INITIATION	PROJECT COMPLETION	% OF PROJECT	NOTES
8			November 7, 2011 Version				BUDGET	BUDGET	CONTACT	DATE	DATE	COMPLETED	
9			<b>TAXATION GROUPS</b>										
10			<b>Administration</b>										
11	CAO/Clerk	4	3			Community Improvement Plan - Incentives Program	\$ 5,000	\$ 5,000	P. Tollefsen				
12	CAO/Clerk	8	2			Community Land Trust	\$ 25,000	\$ 25,000	P. Tollefsen				
13	Financial Services	6	3			Financial Information System	\$ 30,000	\$ 40,000	R. Cummings		16-Aug-11	100%	
14	Corp. Admin	3	5			Administration Building Expansion	\$ 2,447,000	\$ 8,448,000	D. Finbow	2008		97.50%	
15	Corp. Admin	5	2			Town Hall Replacement Phone System	\$ 50,000	\$ 50,000	L. Kidd	Feb-11	Jul-11	100%	
16	Financial Services	8	2			Furniture & Equipment- Financial Services	\$ 28,000	\$ 44,000	R. Cummings/S. Adams	Jun-11	18-Aug-11	100%	
17													
18			<b>Economic Development</b>										
19	C.E.D.C.	2	1			TBM Mapping Project	\$ 24,500	\$ 24,500	L. Kidd			0%	
20													
21			<b>Human Resources</b>										
22													
23			<b>Information Services</b>										
24	Information Svcs	3	2			Geographic Information System IT	\$ 30,000	\$ 30,000	C. Bailey			65%	
25	Information Svcs	5	2			Connectivity IT	\$ 40,000	\$ 40,000	C. Bailey			80%	
26	Information Svcs	7	2			Continuous Improvement IT	\$ 110,000	\$ 110,000	C. Bailey			80%	
27	Information Svcs	9	2			Computer Equipment Additional	\$ 4,500	\$ 4,500	C. Bailey			100%	
28	Information Svcs	11	2			Information Technology Tools	\$ 5,000	\$ 5,000	C. Bailey			100%	
29													
30			<b>Planning</b>										
31	Planning	2	4			Official Plan Review	\$ 60,000	\$ 326,000	D. Finbow			40%	
32	Planning	4	2			Zoning By-law Review	\$ 82,900	\$ 540,000	D. Finbow			70%	
33	Planning	6	4			Site Plan Design Guidelines	\$ 47,500	\$ 47,500	D. Finbow			90%	
34	Planning	10	2			Furniture & Equipment	\$ 7,000	\$ 7,000	D. Finbow			0%	
35													
36			<b>Fire Department</b>										
37	Fire	3	4			Fire Stations - Additions & New Construction	\$ 483,000	\$ 483,000	R. Doherty	2014			
38	Fire	7	2			Vehicle Acquisitions - Growth Related	\$ 355,000	\$ 355,000	A.J. Lake		2012		Tanker out of Service
39	Fire	9	2			Vehicle Acquisitions - Replacement	\$ 43,700	\$ 43,700	A.J. Lake		Nov. 2011		Tanker Awarded
40	Fire	11	2			Highway Signs for Volunteers	\$ 4,000	\$ 4,000	A.J. Lake		Sept. 2011		To be installed
41	Fire	13	4			Pers Fire Fighter Equip Growth-Related	\$ 14,245	\$ 14,245	A.J. Lake		Nov. 2011	0%	
42	Fire	15	2			Fire Fighter Equip Replacement	\$ 27,130	\$ 27,130	A.J. Lake		Nov. 2011	27%	
43	Fire	19	4			Management Software System	\$ 21,000	\$ 67,000	R. Doherty	Feb-10		85%	
44													
45			<b>Recreation - Beaver Valley Community Centre</b>										
46	BVCC	5	2			BVCC Arena Roof Replacement	\$ 140,000	\$ 140,000	A. McMullen				Pushed out to 2012
47	BVCC	7	3			BVCC Refrigeration Replacement - Condenser	\$ 60,000	\$ 60,000	A. McMullen			100%	
48	BVCC	9	2			BVCC Refrigeration Replacement - Chiller	\$ 50,000	\$ 50,000	A. McMullen			100%	
49	BVCC	11	2			BVCC Hall Entrance Repairs	\$ 13,500	\$ 123,500	A. McMullen			50%	
50		13	2			Coming Events Signage	\$ 8,000	\$ 15,000	S. Everitt	Mar-10		50%	
51													
52													
53			<b>Recreation - Parks &amp; Trails</b>										
54	Parks & Trails	7	3			Riverwalk Trail (CIP Public Realm)	\$ 60,000	\$ 500,000	S. Everitt	2009		100%	
55	Parks & Trails	9	4			Town Hall - Landscaping/Skating Loop/Amphitheatre	\$ 140,000	\$ 640,000	S. Everitt/D. Finbow			10%	
56	Parks & Trails	11	4			Delphi Point Park & Trail Development	\$ 90,000	\$ 170,000	T. Green	Apr-10		60%	
57	Parks & Trails	13	3			Sunset Blvd Waterfront Park	\$ 25,000	\$ 325,000	S. Everitt			25%	
58	Parks & Trails	19	3			Parking Lot Expansion - Depot/Georgian Trail	\$ 31,000	\$ 31,000	S. Everitt			0%	
59	Parks & Trails	25	3			Mary Street Trailhead Parking (CIP Public Realm)	\$ 46,000	\$ 46,000	S. Everitt			25%	
60	Parks & Trails	27	3			Harbour Master Site Plan (CIP Public Realm)	\$ 28,000	\$ 28,000	S. Everitt			45%	
61	Parks & Trails	32	4			Washroom Facilities - Nipissing Ridge	\$ 45,000	\$ 45,000	T. Green		cancelled	over budget	
62	Parks & Trails	41	4			Hardball Diamond Reconstruction & Parking Lot Construction	\$ 135,000	\$ 163,000	T. Green			cancelled	
63	Parks & Trails	43	4			Bike Park Construction	\$ 30,000	\$ 30,000	S. Everitt			cancelled	
64	Parks & Trails	45	1			Smith Memorial Garden Conceptual Design	\$ 10,000	\$ 10,000	S. Everitt			50%	

	A	B	C	D	E	F	G	H	I	J	K	L	M
1			1			Grants, Donations, etc.							
2			2			Taxation/User Fees							
3			3			Reserve/Reserve Funds							
4			4			Development Charges/Developer Front Ending							
5			5			Long Term Debt/Unfinanced							
6													
7			<b>2011 Capital &amp; Operating Program</b>				ANNUAL	PROJECT	PROJECT	PROJECT INITIATION	PROJECT COMPLETION	% OF PROJECT	NOTES
8			November 7, 2011 Version				BUDGET	BUDGET	CONTACT	DATE	DATE	COMPLETED	
65	Parks & Trails	48	2			Equipment Replacement (and non-growth-related)	\$ 4,000	\$ 4,000	T. Green			100%	
66	Parks & Trails	50	2			Machinery Replacement (and non-growth-related)	\$ 24,750	\$ 24,750	T. Green			100%	
67	Parks & Trails	52	4			Equipment Growth-Related - Roller Mower	\$ 23,000	\$ 23,000	T. Green			100%	
68	Parks & Trails	54	4			Equipment Growth-Related - Flail Mower	\$ 9,500	\$ 9,500	T. Green			100%	
69	Parks & Trails	58	4			Vehicles Growth-Related	\$ 10,000	\$ 10,000	T. Green			100%	
70													
71						<b>Cemeteries</b>							
72	Cemetery	3	3			Cemetery Management Software & GPS Mapping	\$ 48,000	\$ 60,000	S. Everitt/R. Gibbons	2009		80%	
73			2			Cemetery Enhancements	\$ 1,500	\$ 151,000	S. Everitt/R. Gibbons	Feb-10		100%	
74													
75						<b>Library</b>							
76	Library	11	2			Books and Collection Materials	\$ 38,080	\$ 38,080	C. Cooley		Dec-11	80%	
77	Library	15	2			Furn & Equip Replacement	\$ 20,555	\$ 20,555	C. Cooley		Dec-11	90%	
78													
79						<b>Engineering &amp; Roads</b>							
80	Engineering	2	4			Streetscape & Engineering Standards	\$ 20,000	\$ 35,000	T. Gray	Fall		0%	
81	Roads	2	2			Regional Transportation Initiatives	\$ 5,000	\$ 5,000	R. Russwurm				
82	Roads	6	1			Hwy 26 EA - GR19 to GR21	\$ 50,000	\$ 300,000	R. Russwurm	October		10%	
83	Roads	8	1			Hwy 26 EA - GR40/Woodland Park/Hwy 26	\$ 67,000	\$ 100,000	R. Russwurm	October		10%	
84	Roads	10	1			Hwy 26 EA - GR2/HWY26/Clark St	\$ 100,000	\$ 150,000	R. Russwurm	October		10%	
85						<b>R2 Bridges</b>							
86	R2	4	5			Slabtown Bridge No 15 Repairs & Upgrades	\$ 75,000	\$ 1,470,000	T. Gray	Mar-09		15%	
87						<b>R4 Road Constr related to W&amp;S Service Ext Summary</b>							
88	R4	8	3			Wensley Drive Reconstruction	\$ 47,000	\$ 878,000	T. Gray	June		10%	
89						<b>R5 Growth-Related Road Improvements Summary</b>							
90	R5	2	2			Pyatt Avenue Development Completion	\$ 111,000	\$ 111,000	M. Campbell			5%	Street Lights ordered
91						<b>R6 Infrastructure Summary</b>							
92	R6	2	4			Mill Street Road Reconstruction	\$ 95,000	\$ 95,000	T. Gray	March		98%	work complete, substantial
93	R6	4	3			Elma Street Road Reconstruction	\$ 42,000	\$ 4,200	T. Gray			0%	
94						<b>R9 Bldgs, Mach, Equip, and Other Summary</b>							
95	R9	2	4			Ravenna Roads Depot Expansion	\$ 1,003,750	\$ 1,028,750	J. McCannell	2010	2013	6%	
96	R9	4	3			Communication Hardware	\$ 30,000	\$ 30,000	J. McCannell	July	Oct-11	35%	
97	R9	6	4			Machinery and Equipment Growth-Related	\$ 15,000	\$ 15,000	J. McCannell	May	Sep-11	35%	
98	R9	8	2			Machinery and Equipment Replacement	\$ 535,000	\$ 535,000	J. McCannell			75%	
99	R9	14	2			Furniture & Fixtures	\$ 10,000	\$ 10,000	R. Russwurm	March		100%	
100													
101						<b>Streetlighting</b>							
102	Streetlights	9	2			Elma Street Road Lighting	\$ 4,200	\$ 4,200	T. Gray			0%	
103	Streetlights	11	2			Wensley Drive Streetlights	\$ 4,100	\$ 76,400	T. Gray	June		10%	
104													
105						<b>Landfill</b>							
106	Landfill	3	3			Landfill Mining & Expansion	\$ 120,000	\$ 8,465,170	J. Fletcher	Jun-11	Jan. 2012	75%	
107	Landfill	5	5			Arena- Retrofit	\$ 60,000	\$ 60,000	J. Fletcher	Jun-11	Aug-11	100%	Complete
108	Landfill	7	3			Land Acquisition, Contaminant Attenuation Zone	\$ 72,300	\$ 297,300	J. Fletcher	Aug-11		0%	
109	Landfill	9	1			Waste Receiving Area Improvements	\$ 30,000	\$ 413,000	J. Fletcher	Aug-11	Ongoing		Cancelled
110													
111						<b>Environmental Initiatives</b>							
112	Env. Initiatives	7	3			Organics Processing Facility Construction	\$ 27,500	\$ 155,000	J. Fletcher	Oct-11	2012	20%	Looking for direction
113													
114						<b>USER FEE GROUPS</b>							
115						<b>Building</b>							
116	Building	2	2			On-site Sewage Maintenance Inspection Program	\$ 20,000	\$ 20,000	G. Miller			0%	
117	Building	7	2			Public Self-Serve Touch Screen Computer	\$ 2,500	\$ 2,500	G. Miller			0%	
118	Building	11	2			Furniture & Equipment	\$ 5,000	\$ 5,000	G. Miller	Aug-11	50%	100%	
119													
120						<b>Recreation - Harbour</b>							

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7			<b>2011 Capital &amp; Operating Program</b>				ANNUAL	PROJECT	PROJECT	PROJECT INITIATION	PROJECT COMPLETION	% OF PROJECT	NOTES
8			November 7, 2011 Version				BUDGET	BUDGET	CONTACT	DATE	DATE	COMPLETED	
121	Harbour	3	2			Dock Reconstruction (Refloating) C Dock	\$ 144,900	\$ 144,900	R. Gibbons			100%	
122	Harbour	5	2			Install/Replace Dock Hydro	\$ 51,100	\$ 51,100	R. Gibbons			50%	
123	Harbour	9	2			Install & Repair Dock Anchoring System	\$ 6,800	\$ 6,800	R. Gibbons			100%	
124													
125						<b>Water</b>							
126	Water	2	2			DWQMS	\$ 12,500	\$ 12,500	J. Caswell		Sep-11	85%	
127	Water	4	2			Operations Manuals and As-Built Drawings	\$ 10,000	\$ 10,000	J. Caswell	Jul-11	Oct-11	75%	
128	Water	6	2			Water Efficiency Initiatives	\$ 20,000	\$ 20,000	J. Caswell	2011	Ongoing	75%	
129	Water	8	4			Water Modeling & Distribution Analysis	\$ 75,000	\$ 200,000	J. Caswell	2010	2012	65%	
130						<b>W1 Plants and Studies Summary</b>							
131	W1	3	2			Thornbury WTP & related SCADA	\$ 15,000	\$ 15,000	J. Caswell	2011	Dec-11	50%	
132						<b>W2 Reservoirs &amp; Booster Pumping Stations Summary</b>							
133	W2	10	2			Arrowhead Road Water BPS Works	\$ 40,000	\$ 40,000	J. Caswell	Aug-11	Sep-11	30%	
134						<b>W3 Operations and Other Summary</b>							
135	W3	4	2			Water Meters - Residential	\$ 5,000	\$ 5,000	J. Caswell	2011	Dec-11	50%	
136	W3	6	2			Water Meters - Commercial	\$ 15,000	\$ 15,000	J. Caswell	2011	Dec-11	50%	
137	W3	8	2			Water Chamber Works	\$ 30,000	\$ 30,000	J. Caswell	Aug-11	2012	15%	
138	W3	10	2			Capital Contingencies	\$ 10,000	\$ 10,000	J. Caswell	2011	Dec-11		
139						<b>W4 W &amp; S Service Extensions</b>							
140	W4	2	3			Wensley Drive Water Main Replacement	\$ 2,600	\$ 48,000	T. Gray	June		25%	
141						<b>W6 Infrastructure trunks mains pipes lines Summary</b>							
142	W6	2	3			Peel Street Watermain Replacement	\$ 20,000	\$ 20,000	J. Caswell	Jul-11	Aug-11	100%	
143	W6	8	2			Elma Street Watermain Replacement	\$ 11,700	\$ 11,700	T. Gray			0%	
144						<b>W7 Other W &amp; S Infrastructure &amp; Service Extension Summary</b>							
145	W7	2	3			King Street Water Main Extension (Thornbury)	\$ 124,600	\$ 129,600	J. Caswell	2010	Aug-11	100%	
146						<b>W9 Bldgs, Mach, and Equip Summary</b>							
147	W9	6	2			Machinery & Equipment Replacement	\$ 25,000	\$ 25,000	J. Caswell	2011	Dec-11	100%	
148	W9	8	2			Vehicle Replacement	\$ 30,000	\$ 30,000	J. Caswell	2011	Apr-11	100%	
149	W9	10	2			Furniture and Equipment	\$ 5,000	\$ 5,000	J. Caswell				
150													
151						<b>Wastewater</b>							
152	Waste Water	4	2			Operations Manuals and As-Built Drawings	\$ 10,000	\$ 10,000	J. Caswell	2011	Dec-11		
153	Waste Water	6	2			Craigleith SLS Spare Pump Parts	\$ 40,000	\$ 40,000	J. Caswell	2011	Sep-11	100%	
154						<b>WW1 Plants and Studies Summary, Sewer</b>							
155	WW1	8	3			Craigleith STP SCADA	\$ 45,000	\$ 45,000	J. Caswell	2011	Jul-11	100%	
156						<b>WW2 Pumping Stations, Lift Stations, Related Forcemains Summary</b>							
157	WW2	2	3			Craigleith WWTP Roof Repair	\$ 450,000	\$ 450,000	J. Caswell	May-11	Sep-11	100%	
158	WW2	4	3			Mill Street Pump Rebuild	\$ 17,500	\$ 17,500	J. Caswell	2011	2012		
159						<b>WW3 Operations and Other Summary</b>							
160	WW3	2	2			Capital Contingency	\$ 15,000	\$ 15,000	J. Caswell	2011	Dec-11		
161						<b>WW4 W &amp; S Service Extensions Summary</b>							
162	WW4	10	5			Wensley Drive Wastewater Extension	\$ 20,000	\$ 409,000	T. Gray		Oct-11	25%	
163	WW4	12	5			Peaks Road Sanitary Extension	\$ 135,000	\$ 135,000	T. Gray	2012			Developer Dependent
164						<b>WW6 Infrastructure trunks mains pipes lines</b>							
165	WW6	2	2			Elma Street Sanitary Sewer Replacement	\$ 12,000	\$ 12,000	T. Gray			0%	
166						<b>WW9 Bldgs, Mach, and Equip Summary</b>							
167	WW9	4	2			Vehicle Replacement	\$ 30,000	\$ 30,000	J. Caswell	2011	Apr-11	100%	
168	WW9	6	2			Furniture and Equipment	\$ 5,000	\$ 5,000	J. Caswell	2011	Dec-11		