



# Township of Lanark Highlands Fire Master Plan Station Model Options

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Council Meeting

April 27, 2021

# Introduction



- As part of undertaking the Long-Term Financial Plan for the Township of Lanark Highlands (Township), Watson & Associates Economists Ltd. (Watson) were requested to prepare a financial assessment of the “Lanark Highlands Fire Service, Fire Master Plan” dated July 2020 (Master Plan)
- This presentation summarizes the financial assessment of the three Station Model Options contained in the Master Plan, with detailed calculation tables provided in appendix



# Financial Assessment

## Methodology

- The methodology includes:
  - A 20-Year forecast of capital and operating costs for Fire Services for each Station Model Option
  - Capital forecast is based on Master Plan Station Model Options, with adjustment for Station project timing in discussion with Township staff, and consultation of Fire Services asset replacement schedule
  - Capital funding assumes tax-based funding based on average budgetary levels for 2010-2019 (i.e. \$170,000/annually), as representative of current taxation levels
  - Capital funding requirements in excess of available tax-based funding is assumed to be debt financed at 4% interest over 20 years, with resultant annual debt carrying costs (principal and interest) added to the forecast net operating expenditure projections



# Financial Assessment

## Methodology

- The methodology includes (cont'd):
  - Land costs and potential proceeds from disposition of assets have not been included in the costing assumptions, as the Township will seek to occupy currently owned lands and use proceeds to offset some costs if unavoidable
  - Capital cost inflation of 3.5% annually has been applied over the forecast period, based on the Statistics Canada Construction Price Statistics Index
  - 2020 Operating Budget expenditures were measured on a per unit basis to reflect current service levels (i.e. cost per firefighter, per station, per vehicle and per equipment item)
  - Per unit operating expenditures were applied to forecast changes in complement, stations, vehicles and equipment to determine forecast operating expenditures of each Station Model Option



# Financial Assessment

## Methodology

- The methodology includes (cont'd):
  - Additional operating recommendations from the Master Plan are included in the forecast that apply to all Station Model Options
  - Operating cost inflation of 2.0% annually has been assumed over the forecast period, based on the Consumer Price Index



# Financial Assessment

## Methodology

- The methodology includes (cont'd):
  - Analysis summarizes the difference in each Station Model Option pertaining to:
    - Capital Spending
    - Anticipated Debt Requirements
    - Net Annual Operating Expenditures
    - Net Present Value (assuming 4% discount rate)



# Financial Assessment

## Station Model Option Assumptions

- Master Plan recommendations included in all three options:
  - Capital infrastructure to support 19 firefighter operation at each station (bunker gear, uniforms, SCBA), approximately \$9,500/firefighter
  - Extrication equipment for each station \$45,000, as well as provision for annual training \$10,000 (Recommendation #18)
  - Part-Time Deputy Fire Chief included in the total firefighter complement at annual budget of \$40,000 (Recommendation #9)
  - Additional staff training and certification to NFPA 1031 and 1035 standards at \$30,000 annually (Recommendation #10)
  - Yearly Membership to the NFPA at \$2,000 annually (Recommendation #3)



# Financial Assessment

## Station Model Option Assumptions

- Master Plan recommendations included in all three options (cont'd):
  - Yearly License Renewal at \$2,000 annually (Recommendation #13)
  - Annual Computer Evaluations at \$3,000 (Recommendation #14)



# Financial Assessment

## Station Model Option Assumptions

- Master Plan Option 1 (5 Station Model):
  - Maintain current operation of 5 Fire Stations, with capital replacements:
    - Station 1 - \$2.0 million (2032)
    - Station 2 - \$1.5 million (2026)
    - Station 3 - \$1.5 million (2022)
    - Station 4 - \$0.75 million (2023)
    - Station 5 - \$0.75 million (2024)
  - Facility operating and maintenance costs maintained at current budget levels
  - Current inventory of 16 vehicles would be maintained, with the addition of an Equipment Van in 2029 at \$450,000 (timing for replacements based on Master Plan, additional fuel and vehicle maintenance costs of \$3,500



# Financial Assessment

## Station Model Option Assumptions

- Master Plan Option 1 (5 Station Model) (cont'd):
  - Staff complement would increase by 25 in accordance with Master Plan recommendations for 19 firefighters/station operation
  - Honorarium and firefighter related expenditures increased according to change in complement, as well as annual maintenance and insurance budget for firefighter equipment and vehicles (\$96,000)
  - Staff training for 25 incremental firefighters for NFPA 1001 I & II, one-time cost of \$222,500



# Financial Assessment

## Station Model Option Assumptions

- Master Plan Option 2 (4 Station Model, consolidating White Lake and Tatlock Stations):
  - Reduce operation to 4 Fire Stations, with capital replacements:
    - Station 1 - \$2.0 million (2032)
    - Station 2 - \$1.5 million (2026)
    - Station 3 - \$1.5 million (2022)
    - Station 4 - \$0.75 million (2023)
  - Facility operating and maintenance costs reduced on prorata basis (\$12,000 annually)
  - Tanker 434 removed from service and no need for additional equipment vehicle purchase. Reduction in maintenance and insurance costs included in forecast (\$3,500)



# Financial Assessment

## Station Model Option Assumptions

- Master Plan Option 2 (4 Station Model, consolidating White Lake and Tatlock Stations) (cont'd):
  - Staff complement would increase by 6 in accordance with Master Plan recommendations for 19 firefighters/station operation
  - Honorarium and firefighter related expenditures increased according to change in complement, as well as annual maintenance budget for firefighter equipment (\$21,000)
  - Staff training for 6 incremental firefighters for NFPA 1001 I & II, one-time cost of \$53,400



# Financial Assessment

## Station Model Option Assumptions

- Master Plan Option 3 (3 Station Model, consolidating White Lake Station, Tatlock Station and Middleville Station):
  - Reduce operation to 4 Fire Stations, with capital replacements:
    - Station 1 - \$2.0 million (2032)
    - Station 2 - \$1.5 million (2026)
    - Station 3 - \$1.5 million (2022)
  - Facility operating and maintenance costs reduced on prorata basis (\$23,000 annually)
  - Tanker 434, Brush 482 and Pumper 422 removed from service and no need for additional equipment vehicle purchase. Reduction in maintenance and insurance costs included in forecast (\$10,600)
  - Staff complement would remain unchanged for current budgetary levels



# Financial Assessment

## Station Model Option Comparison

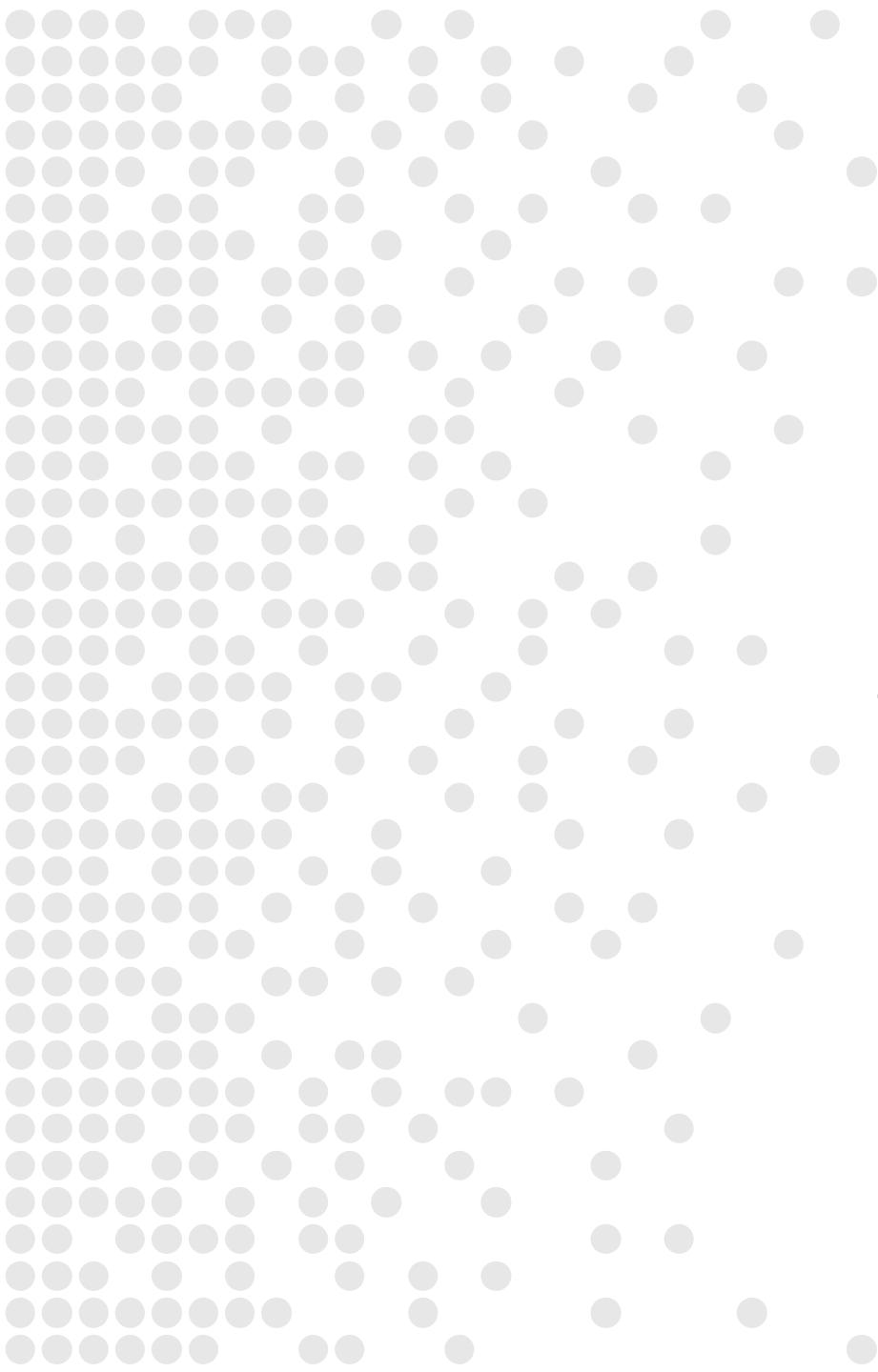
Item	OPTION 1 - 5 STATION OPERATION (UNINFLATED)	OPTION 2 - 4 STATION OPERATION (UNINFLATED)	OPTION 3 - 3 STATION OPERATION (UNINFLATED)
20-Year Capital Forecast	15,471,700	12,920,200	10,959,200
Average Annual 20-Year Capital Forecast	773,585	646,010	547,960
2010-2019 Average Annual Capital Budget	178,500	178,500	160,980
20-Year Capital Forecast - Debt Principal	11,901,700	9,350,200	7,739,600
Average Annual 20-Year Net Operating Forecast	729,792	631,523	588,977
Average Annual 20-Year Debt Costs	598,541	491,813	403,995
Total Average Annual 20-Year Net Operating Costs	1,328,334	1,123,337	992,972
2020 Net Operating Expenditures	534,144	534,144	534,144
Net Present Value (4% Discount Rate)-inflated\$	21,637,811	18,379,670	16,335,382



# Financial Assessment

## Conclusions

- All three Station Model Options would have significant capital expenditure impacts over the forecast period, i.e. \$19.9 million Option 1 - \$13.9 million Option 2
- Capital needs will place financial pressure on funding sources (e.g. tax based funding, reserve, use of debt)
- Annual net operating costs (excluding debt servicing), compared with 2020 Budget, increase by 10% under Option 3, up to 37% under Option 1
- Comparatively the net present value of the forecast is \$5.3 million lower for Option 3 relative to Option 1, and \$2.0 million lower for Option 3 relative to Option 2



## Technical Appendix

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## OPTION 1 - 5 STATION OPERATION (INFLATED)

	2020 Replc.	\$	Existing Quantity	\$/Unit	Planned Quantity	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	
<b>Fire Capital Budget</b>																											
<b>Station Expenses</b>																											
Station 1 - Lanark Village	2,000,000	1	2,000,000	1	-	-	-	-	-	-	-	-	-	-	-	-	2,919,939	-	-	-	-	-	-	-	-		
Station 2 - Middleville	1,500,000	1	1,500,000	1	-	-	-	-	-	-	1,781,529	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 3 - MacDonald's Corners	1,500,000	1	1,500,000	1	-	1,552,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 4 - Tatlock	750,000	1	750,000	1	-	-	803,419	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 5 - White Lake	750,000	1	750,000	1	-	-	-	831,538	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Vehicle Expenses</b>																											
Pumper 421 (Stn1)	450,000	1	450,000	1	-	-	-	-	516,385	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 431 (Stn1)	350,000	1	350,000	1	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 451 (Stn1)	300,000	1	300,000	1	-	-	-	-	-	-	381,684	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Car 471 (Stn1)	65,000	1	50,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	96,125	-		
Tanker 432 (Stn2)	350,000	1	350,000	1	-	-	374,929	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper Tanker 422 (Stn2)	400,000	1	400,000	1	-	-	-	-	459,009	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 452 (Stn2)	300,000	1	300,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	576,750	-		
Brush 482 (Stn2)	150,000	1	150,000	1	-	-	160,684	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 433 (Stn3)	350,000	1	350,000	1	-	-	-	-	-	415,690	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper-Tanker 423 (Stn3)	400,000	1	400,000	1	-	414,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 453 (Stn3)	300,000	1	300,000	1	-	-	-	-	-	-	-	-	-	408,869	-	-	-	-	-	-	-	-	-	-	-	-	
Tanker 434 (Stn4)	350,000	1	350,000	1	-	362,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper Tanker 424 (Stn4)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	795,916	-		
Rescue 454 (Stn4)	300,000	1	300,000	1	-	-	-	-	-	368,777	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 435 (Stn5)	350,000	1	350,000	1	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper-Tanker 425 (Stn5)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	795,916	-		
Additional Equipment Van				450,000	1									450,000													
<b>Equipment Expenses</b>																											
Bunker Gear & Uniforms (Stn1)	82,500	15	5,500	15	-	-	-	18,934	19,597	20,283	20,993	21,727	-	-	-	-	-	-	26,708	27,643	28,611	29,612	30,649	-	-		
Bunker Gear & Uniforms (Stn1) - additional			5,500	4	22,000	-	-	-	-	-	-	-	-	31,033	-	-	-	-	-	-	-	-	-	-	43,775	-	
Bunker Gear & Uniforms (Stn2)	93,500	17	5,500	17	-	-	-	21,459	22,210	22,987	23,792	24,624	-	-	-	-	-	-	30,270	31,329	32,426	33,560	34,735	-	-		
Bunker Gear & Uniforms (Stn2) - additional			5,500	2	11,000	-	-	-	-	-	-	-	-	15,517	-	-	-	-	-	-	-	-	-	-	21,888	-	
Bunker Gear & Uniforms (Stn3)	99,000	18	5,500	18	-	-	-	22,721	23,516	24,339	25,191	26,073	-	-	-	-	-	-	32,050	33,172	34,333	35,535	36,778	-	-		
Bunker Gear & Uniforms (Stn3) - additional			5,500	1	5,500	-	-	-	-	-	-	-	-	7,758	-	-	-	-	-	-	-	-	-	-	10,944	-	
Bunker Gear & Uniforms (Stn4)	71,500	13	5,500	13	-	-	-	16,410	16,984	17,578	18,194	18,830	-	-	-	-	-	-	23,147	23,957	24,796	25,664	26,562	-	-		
Bunker Gear & Uniforms (Stn4) - additional			5,500	6	33,000	-	-	-	-	-	-	-	-	46,550	-	-	-	-	-	-	-	-	-	-	65,663	-	
Bunker Gear & Uniforms (Stn5)	38,500	7	5,500	7	-	-	-	8,836	9,145	9,465	9,797	10,139	-	-	-	-	-	-	12,464	12,900	13,352	13,819	14,303	-	-		
Bunker Gear & Uniforms (Stn5) - additional			5,500	12	66,000	-	-	-	-	-	-	-	-	93,100	-	-	-	-	-	-	-	-	-	-	131,326	-	
SCBA Bottles (Stn1)	54,000	9	6,000	9	-	-	-	-	-	-	-	-	-	14,222	14,719	15,234	15,768	16,320	-	-	-	-	-	-	-	20,061	20,763
SCBA Bottles (Stn1) - additional			6,000	2	14,400	-	-	-	-	-	-	-	-	20,313	-	-	-	-	-	-	-	-	-	-	28,653	-	
SCBA Bottles (Stn2)	61,200	10	6,000	10	-	-	-	-	-	-	-	-	-	16,118	16,682	17,266	17,870	18,495	-	-	-	-	-	-	-	22,736	23,531
SCBA Bottles (Stn2) - additional			6,000	1	7,200	-	-	-	-	-	-	-	-	10,156	-	-	-	-	-	-	-	-	-	-	14,326	-	
SCBA Bottles (Stn3)	64,800	11	6,000	11	-	-	-	-	-	-	-	-	-	17,066	17,663	18,281	18,921	19,583									



## OPTION 2 - 4 STATION OPERATION (INFLATED)

	2020 Replc. \$	Existing Quantity	\$/Unit	Planned Quantity	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041			
<b>Fire Capital Budget</b>																												
<b>Station Expenses</b>																												
Station 1 - Lanark Village	2,000,000	1	2,000,000	1	-	-	-	-	-	-	-	-	-	-	-	2,919,939	-	-	-	-	-	-	-	-	-			
Station 2 - Middleville	1,500,000	1	1,500,000	1	-	-	-	-	-	1,781,529	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Station 3 - MacDonald's Corners	1,500,000	1	1,500,000	1	-	1,552,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Station 4 - Tatlock	750,000	1	750,000	1	-	-	803,419	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Station 5 - White Lake	750,000	1	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
<b>Vehicle Expenses</b>																												
Pumper 421 (Stn1)	450,000	1	450,000	1	-	-	-	-	516,385	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Tanker 431 (Stn1)	350,000	1	350,000	1	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Rescue 451 (Stn1)	300,000	1	300,000	1	-	-	-	-	-	-	381,684	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Car 471 (Stn1)	65,000	1	50,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	96,125	-			
Tanker 432 (Stn2)	350,000	1	350,000	1	-	-	374,929	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Pumper Tanker 422 (Stn2)	400,000	1	400,000	1	-	-	-	-	459,009	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Rescue 452 (Stn2)	300,000	1	300,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	576,750			
Brush 482 (Stn2)	150,000	1	150,000	1	-	-	160,684	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Tanker 433 (Stn3)	350,000	1	350,000	1	-	-	-	-	-	415,690	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Pumper-Tanker 423 (Stn3)	400,000	1	400,000	1	-	414,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Rescue 453 (Stn3)	300,000	1	300,000	1	-	-	-	-	-	-	-	408,869	-	-	-	-	-	-	-	-	-	-	-	-	-			
Tanker 434 (Stn4)	350,000	1	350,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Pumper Tanker 424 (Stn4)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	795,916			
Rescue 454 (Stn4)	300,000	1	300,000	1	-	-	-	-	-	368,777	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Tanker 435 (Stn5-Reallocated to Stn4)	350,000	1	350,000	1	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Pumper-Tanker 425 (Stn5-Reallocate to 482 Brush Truck)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
<b>Equipment Expenses</b>																												
Bunker Gear & Uniforms (Stn1)	82,500	15	5,500	15	-	-	-	18,934	19,597	20,283	20,993	21,727	-	-	-	-	-	-	26,708	27,643	28,611	29,612	30,649	-	-			
Bunker Gear & Uniforms (Stn1) - additional			5,500	4	22,000	-	-	-	-	-	-	-	31,033	-	-	-	-	-	-	-	-	-	-	-	43,775			
Bunker Gear & Uniforms (Stn2)	93,500	17	5,500	17	-	-	-	21,459	22,210	22,987	23,792	24,624	-	-	-	-	-	-	30,270	31,329	32,426	33,560	34,735	-	-			
Bunker Gear & Uniforms (Stn2) - additional			5,500	2	11,000	-	-	-	-	-	-	-	15,517	-	-	-	-	-	-	-	-	-	-	-	21,888			
Bunker Gear & Uniforms (Stn3)	99,000	18	5,500	18	-	-	-	22,721	23,516	24,339	25,191	26,073	-	-	-	-	-	-	32,050	33,172	34,333	35,535	36,778	-	-			
Bunker Gear & Uniforms (Stn3) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Bunker Gear & Uniforms (Stn4)	71,500	13	5,500	13	-	-	-	16,410	16,984	17,578	18,194	18,830	-	-	-	-	-	-	23,147	23,957	24,796	25,664	26,562	-	-			
Bunker Gear & Uniforms (Stn4) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Bunker Gear & Uniforms (Stn5) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Bunker Gear & Uniforms (Stn5-Reallocated to Stn 3 & 4)	38,500	7	5,500	7	-	-	-	8,836	9,145	9,465	9,797	10,139	-	-	-	-	-	-	12,464	12,900	13,352	13,819	14,303	-	-			
SCBA Bottles (Stn1)	54,000	9	6,000	9	-	-	-	-	-	-	-	14,222	14,719	15,234	15,768	16,320	-	-	-	-	-	-	-	-	20,061	20,763	21,490	
SCBA Bottles (Stn1) - additional			6,000	2	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,877			
SCBA Bottles (Stn2)	61,200	10	6,000	10	-	-	-	-	-	-	-	-	16,118	16,682	17,266	17,870	18,495	-	-	-	-	-	-	-	-	22,736	23,531	24,355
SCBA Bottles (Stn2) - additional			6,000	2	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,877			
SCBA Bottles (Stn3)	64,800	11	6,000	11	-	-	-	-	-	-	-	17,066	17,663	18,281	18,921	19,583	-	-	-	-	-	-	-	-	24,073	24,916	25,788	
SCBA Bottles (Stn3) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
SCBA Bottles (Stn4)	46,800	8																										



**OPTION 3 - 3 STATION OPERATION (INFLATED)**

	2020 Replic. \$	Existing Quantity	\$/Unit	Planned Quantity	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041		
<b>Fire Capital Budget</b>																											
<b>Station Expenses</b>																											
Station 1 - Lanark Village	2,000,000	1	2,000,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 2 - Middleville	1,500,000	1	1,500,000	1	-	-	-	-	-	1,781,529	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 3 - MacDonald's Corners	1,500,000	1	1,500,000	1	-	1,552,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 4 - Tatlock	750,000	1	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Station 5 - White Lake	750,000	1	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Vehicle Expenses</b>																											
Pumper 421 (Stn1)	450,000	1	450,000	1	-	-	-	-	-	516,385	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 431 (Stn1)	350,000	1	350,000	1	-	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 451 (Stn1)	300,000	1	300,000	1	-	-	-	-	-	-	-	381,684	-	-	-	-	-	-	-	-	-	-	-	-	-		
Car 471 (Stn1)	65,000	1	50,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	96,125		
Tanker 432 (Stn2)	350,000	1	350,000	1	-	-	374,929	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper Tanker 422 (Stn2)	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 452 (Stn2)	300,000	1	300,000	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	576,750		
Brush 482 (Stn2)	150,000	1	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 433 (Stn3)	350,000	1	350,000	1	-	-	-	-	-	415,690	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper-Tanker 423 (Stn3)	400,000	1	400,000	1	-	414,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 453 (Stn3)	300,000	1	300,000	1	-	-	-	-	-	-	-	-	-	-	-	408,869	-	-	-	-	-	-	-	-	-		
Tanker 434 (Stn4)	350,000	1	350,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper Tanker 424 (Stn4) (Transfer to Stn 3 Bush Truck)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rescue 454 (Stn4-Reallocated to Stn1)	300,000	1	300,000	1	-	-	-	-	-	-	368,777	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Tanker 435 (Stn5-Reallocated to Stn2)	350,000	1	350,000	1	-	-	-	-	-	-	430,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Pumper-Tanker 425 (Stn5-Reallocation to 482 Brush Truck)	400,000	1	400,000	1	400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Equipment Expenses</b>																											
Bunker Gear & Uniforms (Stn1)	82,500	15	5,500	15	-	-	-	-	18,934	19,597	20,283	20,993	21,727	-	-	-	-	-	-	26,708	27,643	28,611	29,612	30,649	-	-	
Bunker Gear & Uniforms (Stn1) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bunker Gear & Uniforms (Stn2)	93,500	17	5,500	17	-	-	-	-	21,459	22,210	22,987	23,792	24,624	-	-	-	-	-	-	30,270	31,329	32,426	33,560	34,735	-	-	
Bunker Gear & Uniforms (Stn2) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bunker Gear & Uniforms (Stn3)	99,000	18	5,500	18	-	-	-	-	22,721	23,516	24,339	25,191	26,073	-	-	-	-	-	-	32,050	33,172	34,333	35,535	36,778	-	-	
Bunker Gear & Uniforms (Stn3) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bunker Gear & Uniforms (Stn4-Reallocated to Stns 1-3)	71,500	13	5,500	13	-	-	-	-	16,410	16,984	17,578	18,194	18,830	-	-	-	-	-	-	23,147	23,957	24,796	25,664	26,562	-	-	
Bunker Gear & Uniforms (Stn4) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bunker Gear & Uniforms (Stn5-Reallocated to Stns 1-3)	38,500	7	5,500	7	-	-	-	-	8,836	9,145	9,465	9,797	10,139	-	-	-	-	-	-	12,464	12,900	13,352	13,819	14,303	-	-	
Bunker Gear & Uniforms (Stn5) - additional			5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SCBA Bottles (Stn1)	54,000	9	6,000	9	-	-	-	-	-	-	-	-	-	-	-	14,222	14,719	15,234	15,768	16,320	-	-	-	20,061	20,763	21,490	-
SCBA Bottles (Stn1) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SCBA Bottles (Stn2)	61,200	10	6,000	10	-	-	-	-	-	-	-	-	-	-	-	16,118	16,682	17,266	17,870	18,495	-	-	-	22,736	23,531	24,355	-
SCBA Bottles (Stn2) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SCBA Bottles (Stn3)	64,800	11	6,000	11	-	-	-	-	-	-	-	-	-	-	-	17,066	17,663	18,281	18,921	19,583	-	-	-	24,073	24,916	25,788	-
SCBA Bottles (Stn3) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SCBA Bottles (Stn4-Reallocated to Stns 1-3)	46,800	8	6,000	8	-	-	-	-	-	-	-	-	-	-	-	12,325	12,757	13,203	13,665	14,144	-	-	-	17,386	17,995	18,624	-
SCBA Bottles (Stn4) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SCBA Bottles (Stn5-Reallocated to Stns 1-3)	25,200	4	6,000	4	-	-	-	-	-	-	-	-	-	-	-	6,637	6,869	7,109	7,358	7,616	-	-	-	9,362	9,689	10,029	-
SCBA Bottles (Stn5) - additional			6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
35' Extension Ladder	3,000	1	3,000	1	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,969		
Fire Hose	30,000	3	10,000	3	-	10,350	-	11,087	-	11,877	-	-	-	-	-	-	-	-	-	-	-	17,340	-	18,575	-	19,898	
Utility Task Vehicle and Trailer	35,000	1	35,000	1	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Technical Rescue Style - PFD's	10,000	1	10,000	1	-	-	-	-	-	-	-	-	-	-	-	13,629	-	-	-	-	-	-	-	-	19,225		
Stand-By Generators at the Primary and Secondary Emergency Centres	30,000	1	30,000	1	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59,694		
Extrication Equipment (Stn1) (Rec#18)					1	-	46,575	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	78,029		
Extrication Equipment (Stn2) (Rec#18)					1	-	46,575	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	78,029		
Extrication Equipment (Stn3) (Rec#18)					1	-	48,205	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,760		
Extrication Equipment (Stn4) (Rec#18)																											
Extrication Equipment (Stn5) (Rec#18)																											
<b>TOTAL CAPITAL EXPENDITURES</b>					868,000	2,070,000	423,134	11,087	604,745	2,300,548	1,323,908	479,649	167,761	491,188	71,094	2,993,522	76,158	-	124,639	187,639	306,916	218,950	255,219	788,995	185,846		
Annual Capital From Tax Levy (2010-2019 Avg.)	1,490,385				170,000	175,950	182,108	11,087	378,683	201,907	208,973	216,287	167,761	289,752	71,094	422,807	76,										

