

UNMET SHORT- & MID-TERM CAPITAL & RESOURCE NEEDS

Annual Needs	Annual street maintenance & repair	\$1,000,000(a)
	Annual building maintenance & repair	\$40,000
	Selective restoration of frozen positions	\$800K to \$1,400,000
Short-Term (1 to 2 Years)	Deferred building maintenance and repair	\$550,000
	Replacement Playground Equipment	\$200,000
	Dredging shortfall	\$700,000
	Shortfall, 20% Emergency Reserve	\$350,000
	Addressing succession planning for 2 or 3 Execs	TBD
Mid-Term (3 to 5 Years)	New Police communications system	\$400,000
	New Fire communications system	\$400,000
	New Accounting/budget/payroll/HR/UBC system	\$350,000
	Brush Engine Type 4 and Command SUV	\$220,000
	Unfunded liability GF, leave balances (retirees; partially offset by salary savings)	\$480,000

Note: This list is meant to be illustrative, not exhaustive. Likewise, grants do come around to address a myriad of needs – they just aren't "confirmable" for long-range planning purposes.

(a) Supplemented by grant funding.