

# Town of Pelham 2023 Approved Capital Budget



-  General Governance
-  Corporate Services
-  Fire and By-Law Services
-  Public Works
-  Recreation, Culture and Wellness
-  Planning and Development

# Town of Pelham

## 2023 Capital Budget

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# Town of Pelham

## 2023 Capital Budget



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# Capital Budget Overview

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## Overview

The 2023 Capital Budget has been prepared reviewing all the capital needs and prioritizing them based on following categories: Economic Prosperity; Enhance Quality of Life & Culture; Environmental Conditions; Financial Conditions; Health & Safety Conditions; Innovative; Legal & Regulatory Conditions; and Operational & Internal Conditions. The increase in transfers to reserve is \$406,300. The 2023 reserve transfer is in compliance with the Reserve and Reserve Fund Policy

The 2023 capital projects total \$15,654,740, which includes water and wastewater capital projects. These projects will be funded by reserve transfers of \$12,785,995, \$- external and other contributions, \$- parkland dedication funds, \$600,000 development charges, \$2,261,329 of grant requests.

There are capital projects from 2022 and earlier that will be completed in 2023. There is cash set aside in the reserves for these projects.

The capital schedules include the 2023 detailed capital requests and the 10-year capital plan. A 20-year plan exists, but is currently being updated in the Capital Asset Management Plan. Once the Capital Asset Management Plan is completed with the risk assessment of the assets based on performance condition index and service level requirements, the 20-year plan will be updated. This is scheduled to be completed in 2023 with the assistance of the Asset Management and GIS Analyst.

## Capital Asset Management Plan

The Capital Asset Management plan was completed on July 1, 2022 for the core assets of roads, water, wastewater, bridges, culverts, sanitary sewer and storm water.

## Capital Grants

The Capital Grants Summary lists the grants relating to the capital projects for 2023. The Town has applied for grant funding under the FED-DEV grant for public washrooms and improvements to Peace Park for outdoor events and public spaces. The Town is still waiting for the grant announcement. In addition, the Town has applied for a grant for reconstruction of tennis courts at Centennial Park, a watermain replacement, flag poles, and will search for a grant for new signage.

The total capital projects funded by grants confirmed in 2023 is \$1,511,000. There are \$858,500 of capital projects pending applications and waiting final funding approval.

# Capital Budget Overview

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## Corporate Services - Information Technology

The projects identified in information technology support the Town's information network, electronic communications, software applications, financial systems, and hardware requirements. The Town prides itself in staying ahead of merging technologies and applications to ensure that optimal customer service is provided to its customers. The new priorities for 2023 includes equipment renewal, e-Permitting software for the Planning and Building department; Claims and Risk Management Solution; Asset Management Solutions Modules; FOI Request Management System; Quality Assurance and AODA Website Solution; and GHD Form Builder The total request is \$284,000.

## Fire and By-Law Services

Fire and By-Law Services provides protection services to the Town of Pelham residents. Maintaining and supporting the Town in the protection of people and property corresponds to a Town priority within the Strategic Plan. The equipment listed for replacement includes the replacement Pumper 3; Station 3 Utility Response Vehicle; Hurst Jaws for Station 2; Digital Pager Upgrade. The total request is \$1,190,000.

## Public Works - Facilities

Town facilities and structures are required to support the needs of the community. The two largest project relate to the universal washroom addition and AODA upgrade at Centennial Park and the new Fonthill library design. The total request is \$491,000.

## Public Works - Park Facilities

Park Facilities provides many services to the Community that enhances the quality of life for its residents. There is one large project: \$200,000 to upgrade Peace Park after the Town Hall addition. This is for the vendors for the Thursday Night Experience. A grant of \$100,000 has been submitted for this project. The total request is \$415,000.

## Public Works - Roads

The Roads Department provides services throughout the Town that enhances the quality of life for its residents. One of the priorities is to ensure that the Town's infrastructure is maintained at levels that meet needs. Major infrastructure projects proposed for 2023 include road Cream Road Bridge for \$750,000; Design Pancake Lane from Pelham Street to Haist for \$300,000; LED streetlight replacement for \$750,000; road rehabilitation for



# Capital Budget Overview

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## Municipal Drainage

Repairs and Maintenance are regularly required for the Town's drains. Staff have developed a maintenance and repair schedule to forecast when the works will be done and the timing of billings for the works. The Town is responsible for expenses related to lands owned by the Town that benefit from the drain. The total request is \$40,000.

## Public Works - Wastewater

Wastewater infrastructure projects are typically tied to roads-related projects. In addition, the Wastewater projects identified correspond to capital items needed to maintain the system to meet legislated requirements. The major projects are the sewage pumping station Northwest Fenwick for \$600,000; Church Street upgrades for \$1,500,000 and Quaker Road Sanitary Replacement for \$1,050,000. The total request is \$3,775,000. These projects are funded by development charges and the usage rate charged for wastewater and not out of the tax levy.

## Public Works - Water

Water infrastructure projects are typically tied to roads-related projects. In addition, the water projects correspond to capital items needed to maintain the system to meet legislated requirements. The major project is the Replacement of the Watermain on Quaker Road from Pelham Street to Line Ave for \$800,000. The total request is \$850,000. These projects are funded out of grants and the usage rate charged for water and not out of the tax levy.

## Debentures

A new Capital Financing and Debt Management Policy was approved in 2020. There are 7 Debt-Related financial indicators in this policy. The Town is at high risk with one of the indicators: Debt Servicing Cost as a Percentage of Own Source Revenues. This indicator is flagging the risk that the debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery. As a result of this high risk debt-related indicator, the Town is not able to respond as quickly to other increased expenditure requirements because a higher portion of its revenue is used for debt. The Town's financial indicators have also been provided from 2018 to 2021. A number of the indicators have been improving due to increased transfers to reserves and restraint in taking out new debt. There are no debentures to be issued in 2023.

# Capital Budget Overview



The graph in the debt section shows the projected Debt Charges as a Percentage of Net Revenues at 12.3% for 2023. With all of the capital projects forecasted, and with planned increases in reserve transfers, the percentage will decrease slightly but stay fairly steady in the next 10 years, but it will not exceed the 25% maximum. The Capital Financing and Debt Management Policy states the internal debt limit is 20% up to 2025; then 15% up to 2029; and after that it is reduced to 10%. The projected capital projects and the required debt to finance these projects will violate this internal debt limits in 2030 if the projects proceed as listed in the 10-year plan. If capital projects proceed as planned and no additional grant funding is received, reserve transfers must be increased to avoid increasing debt levels.

## Reserves and Reserve Funds

A new Reserve and Reserve Fund policy was approved in 2020. This policy will assist with long-term financial stability and planning. The Town's operating budget includes reserve transfers for operating and capital budgets. The total capital projects funded from reserves for 2023 is \$8,802,824 from the tax levy supported reserves and \$4,725,000 from the rate supported (water and wastewater) reserves.

All 10-year reserve forecasts are included behind the capital sections. Increases have been made to forecast reserve transfers in order to minimize debt and move towards higher reserve balances in order to be able to fund future capital needs and comply with the phased-in minimum targets in the Reserve and Reserve Fund Policy. These increased reserve transfers are not sufficient to address the capital needs of the Town, without issuing debt. Based on the current forecast, tax levy supported capital reserve transfers must increase by \$405,000 to \$650,000 per year for the next three years in order to reduce debt levels, and reserve balances are not expected to increase significantly at that level. The Capital Asset Management Plan will review the long-term planning of capital assets and the funds required to replenish these assets.

A 10-year reserve forecast summary has been prepared to illustrate the long-range financial planning of the Town.

## Conclusion

The biggest challenge facing the Town with capital projects is the high cost of inflation. Projects are coming in at 30% to 50% over budget. This is going to put more pressure on the Town's reserves and also future issuance of debentures.



## 2023 Capital Budget Summary

	Requested	Funding						Total Funding
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
<b>Tax Levy Supported</b>								
Information Technology	284,000	-	284,000	-	-	-	-	284,000
Fire & By-Law Services	1,190,000	-	1,190,000	-	-	-	-	1,190,000
Facilities	491,000	150,000	341,000	-	-	-	-	491,000
Park Facilities	415,000	100,000	315,000	-	-	-	-	415,000
Roads	7,101,950	1,807,829	5,294,121	-	-	-	-	7,101,950
Fleet	1,006,290	95,000	903,874	-	-	7,416	-	1,006,290
Cemeteries	12,000	-	12,000	-	-	-	-	12,000
Community Planning & Development	341,000	50,000	291,000	-	-	-	-	341,000
Library	68,500	58,500	10,000	-	-	-	-	68,500
Municipal Drainage	40,000	-	40,000	-	-	-	-	40,000
<b>Total Tax Levy Capital Requests</b>	<b>10,949,740</b>	<b>2,261,329</b>	<b>8,680,995</b>	<b>-</b>	<b>-</b>	<b>7,416</b>	<b>-</b>	<b>10,949,740</b>

## 2023 Capital Budget Summary

	Requested	Funding						Total Funding
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
<b>Water and Wastewater Rate Supported</b>								
Wastewater	3,775,000	-	3,175,000	-	600,000	-	-	3,775,000
Water	930,000	-	930,000	-	-	-	-	930,000
Total Water and Wastewater Capital Requests	4,705,000	-	4,105,000	-	600,000	-	-	4,705,000



## Capital Grants Summary

Project #	Project Name	Total Grants	Long-Term Agreements and Approved Grants	Grants Pending Application or Approval	Grant Description	Comments
FAC 06-23	Centennial Park Concession Design and Construction	150,000	-	150,000	Ontario Trillium Foundation	Grant pending approval. Universal washrooms and AODA update
RD 09-23	Road Rehabilitation	836,829	836,829	-	Ontario Community Infrastructure Fund (OCIF)*	Long-Term agreement in place and allocation is known.
RD 12-23	Canboro Road Cycling Initiative - Oakridge Blvd to	405,000	-	405,000	Active Transportation Fund	Grant pending approval.
RD 13-23	Road Reconstruction - Quaker Rd: Pelham St to Line	566,000	566,000	-	Canada Community-Building Fund*	Long-Term agreement in place and allocation is known.
VEH 09-23	Electric Vehicle Charging Stations	95,000	-	95,000	Zero Emission vehicle infrastructure program.	Grant pending approval.



# Capital Grants Summary

<b>Project #</b>	<b>Project Name</b>	<b>Total Grants</b>	<b>Long-Term Agreements and Approved Grants</b>	<b>Grants Pending Application or Approval</b>	<b>Grant Description</b>	<b>Comments</b>
PRK 04-23	Redevelopment of Peace Park	100,000	-	100,000	FED-Dev Capital Grant	Grant pending approval.
LIB 02-23	Library Bookmobile	58,500	-	58,500	Ontario Trillium Foundation	Grant pending approval.
PLN 02-23	Natural Heritage Inventory and Management Plan	50,000	-	50,000	Greenbelt Foundation	Grant pending approval.
Total Grants		<u>2,261,329</u>	<u>1,402,829</u>	<u>858,500</u>		

# Information Technology

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
IT 01-23	Annual Equipment PSAB adds/replacements	Replacement of ageing hardware that has reached or exceeded its useful life. Purchasing of new hardware for new hires, co-op placements and temporary contract positions.	Critical to maintain our computer replacement schedule and plan for 'end of life' hardware. Latest software(s) require particular hardware requirements that must meet specifications.	33,000
IT 02-23	Innovation Technology	Funds allocated to support an innovative technological trend or product.	The potential to improve internal efficiencies and or provide additional cost savings for the Town. As Town staff become collaborative in sharing of ideas and resources, this project is necessary to support outcomes that could provide competitive advantages to improve productivity, safety, communication amongst staff and residents.	50,000

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 01-23	Annual Equipment PSAB adds/replacements	-	33,000	-	-	-	33,000
IT 02-23	Innovation Technology	-	50,000	-	-	-	50,000

# Information Technology

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
IT 03-23	e-Permitting	Planning and Building software solution to eliminate manual processes for applicants, builders and municipal staff.	System solution that will allow Town staff to receive a complete building permit application from applicants and improve efficiency with all permit data and communication in one digital place. Easily keep track of all information, files, drawings, etc. Automatically notify all parties when permit or inspection status changes.	30,000
IT 04-23	Claims and Risk Management Solution	Comprehensive, risk management platform for processing and analysis of claims, incidents, and exposure information.	Achieve operational excellence and improve overall our risk management solutions. Finding a solution that is highly configurable and to reduce inefficiencies by ensuring risk management best practices are being utilised. Eliminate tedious, time-consuming tasks while uncovering trends in data that mitigate frequency and severity of future	12,500

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 03-23	e-Permitting	-	30,000	-	-	-	30,000
IT 04-23	Claims and Risk Management Solution	-	12,500	-	-	-	12,500



# Information Technology

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
IT 05-23	Asset Management Solutions Modules	Additional software modules that are required to be added to our current asset management solution, this will include a capital planning and budget module and road patrolling module	<p>Additional modules will include both work and capital planning solutions and will interface directly with our Town of Pelham ArcGIS Online environment.</p> <p>maintain an asset genealogy (history of splits and merges) to enable historical work</p> <p>orders to reference the appropriate geographic representation.</p> <p>Preventative maintenance schedules enable the creation of work orders against assets</p> <p>to ensure that supplier-mandated upkeep is recorded and performed.</p> <p>Capital planning and budgeting supports various scenarios to meet a level of service</p> <p>for each asset class, leverage current asset condition and consideration of</p>	140,000

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 05-23	Asset Management Solutions Modules	-	140,000	-	-	-	140,000

# Information Technology

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
IT 06-23	FOI Request Management System	A software solution for the recording, tracking, analysis and reporting of requests for information filed with the Town of Pelham.	A need to electronically track the progress of a request, analyze the results and statistics and dramatically reduce the reporting time. Any electronic file (documents, scans, pictures, etc.) associated with a request can be referenced from within the software solution. This makes it very easy to review the documentation during the decision making process, as well as that of previous requests on similar topics.	4,000

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 06-23	FOI Request Management System	-	4,000	-	-	-	4,000

# Information Technology

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
IT 07-23	QA and AODA Website Solution	Quality assurance and AODA software solution for the Town of Pelham website. Software will ensure all web pages meet AODA WCAG Level 2 AA (World Wide Web Consortium Web Content Accessibility Guidelines) as the standard of conformance.	Critical to maintain Quality Assurance for proactively identifying broken links, misspellings, and readability while maintaining AODA required standards. Solution will provide statistics for cleaning up old or unwanted content, pages, and documents. PDF accessibility scanning/remediation and validation checks to ensure compliance with the Town of Pelham website.	6,000

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 07-23	QA and AODA Website Solution	-	6,000	-	-	-	6,000

# Information Technology

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
IT 08-23	GHD Form Builder	Centralised web enabled software to create customizable forms for all Town Departments. Updated form for online Marriage licensing with option for e-commerce payment.	Currently we have many different form creation software being utilized by various departments. The form builder software integrates seamlessly with our GHD provided website and we can eliminate all other form software that is currently being used. This software is critical for the creation and updating of our online Marriage License application.	8,500
<b>Total 2023 Approved Budget</b>				<b>284,000</b>

# Information Technology

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
IT 08-23	GHD Form Builder	-	8,500	-	-	-	8,500
<b>Total 2023 Approved Budget</b>		-	284,000	-	-	-	284,000



# Information Technology

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	284,000	176,000	99,000	83,000	142,200
<b>Total Funding Source</b>	<b>284,000</b>	<b>176,000</b>	<b>99,000</b>	<b>83,000</b>	<b>142,200</b>



# Information Technology

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	95,000	161,000	108,600	129,000	124,000
<b>Total Funding Source</b>	<b>95,000</b>	<b>161,000</b>	<b>108,600</b>	<b>129,000</b>	<b>124,000</b>

## Information Technology Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
100189 - Annual Equipment PSAB adds/replacements	33,000	-	-	-	-
100190 - Innovation Technology	50,000	-	-	-	-
100191 - e-Permitting	30,000	-	-	-	-
100192 - Claims and Risk Management Solution	12,500	-	-	-	-
100193 - Annual Equipment PSAB adds/replacements	-	33,000	-	-	-
100194 - Main Core Switch - Town Hall - 2nd Floor	-	11,000	-	-	-
100195 - Innovation Technology	-	50,000	-	-	-
100196 - iCity Upgrade	-	50,000	-	-	-
100197 - Barracuda Spam Firewall	-	8,000	-	-	-
100198 - Annual Equipment PSAB adds/replacements	-	-	33,000	-	-
100199 - Server Replacement	-	-	16,000	-	-
100200 - Innovation Technology	-	-	50,000	-	-
100201 - Annual Equipment PSAB adds/replacements	-	-	-	33,000	-
100202 - Innovation Technology	-	-	-	50,000	-
100203 - Annual Equipment PSAB adds/replacements	-	-	-	-	45,000
100204 - Server Replacement	-	-	-	-	16,000
100205 - Main Core Switch	-	-	-	-	8,000
100206 - ActiveNet Upgrade	-	-	-	-	-

## Information Technology Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
100207 - Innovation Technology	-	-	-	-	50,000
100208 - Barracuda Spam Firewall	-	-	-	-	8,200
100256 - Asset Management Solutions Modules	140,000	-	-	-	-
100260 - FOI Request Management System	4,000	-	-	-	-
100261 - QA and AODA Website Solution	6,000	-	-	-	-
100262 - GHD Form Builder	8,500	-	-	-	-
100263 - Mobile Ticketing Management System	-	24,000	-	-	-
<b>Total Expenditure</b>	<b>284,000</b>	<b>176,000</b>	<b>99,000</b>	<b>83,000</b>	<b>142,200</b>

## Information Technology Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
100209 - Annual Equipment PSAB adds/replacements	45,000	-	-	-	-
100210 - Innovation Technology	50,000	-	-	-	-
100211 - Annual Equipment PSAB adds/replacements	-	45,000	-	-	-
100212 - Server Replacement	-	16,000	-	-	-
100213 - Phone Upgrade	-	50,000	-	-	-
100214 - Innovation Technology	-	50,000	-	-	-
100215 - Annual Equipment PSAB adds/replacements	-	-	45,000	-	-
100216 - Main Core Switch - Town Hall	-	-	8,400	-	-
100217 - Innovation Technology	-	-	50,000	-	-
100218 - Barracuda Spam Firewall	-	-	5,200	-	-
100219 - Annual Equipment PSAB adds/replacements	-	-	-	45,000	-
100220 - Server Replacement	-	-	-	16,000	-
100221 - iCity Upgrade	-	-	-	18,000	-
100222 - Innovation Technology	-	-	-	50,000	-
100223 - Annual Equipment PSAB adds/replacements	-	-	-	-	50,000
100224 - Main Core Switch - Firehall Station 2	-	-	-	-	6,000
100225 - Innovation Technology	-	-	-	-	50,000

## Information Technology Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
100226 - ActiveNet Upgrade	-	-	-	-	18,000
<b>Total Expenditure</b>	95,000	161,000	108,600	129,000	124,000

## Information Technology 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	192,279	58,884	(87,616)	(120,616)	(70,616)	1,384
<b>Additions to Reserve</b>						
Contribution from Operating Budget	132,000	137,500	143,000	149,000	155,000	161,000
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(131,000)					
Estimated Prior Year Projects Completed	(134,395)					
<b>Projected Capital Spending</b>		(284,000)	(176,000)	(99,000)	(83,000)	(142,200)
<b>Projected Reserve (Deficit) - End of Year</b>	58,884	(87,616)	(120,616)	(70,616)	1,384	20,184
Target Minimum Reserve Balance	134,650					
Target Reserve Balance	269,300					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			4.0 %	4.0 %	4.0 %	4.0 %
Annual dollar increase in operating reserve transfer		\$	5,500 \$	6,000 \$	6,000 \$	6,000

## Information Technology 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	20,184	91,184	101,184	168,584	220,584
<b>Additions to Reserve</b>					
Contribution from Operating Budget	166,000	171,000	176,000	181,000	186,000
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(95,000)	(161,000)	(108,600)	(129,000)	(124,000)
<b>Projected Reserve (Deficit) - End of Year</b>	91,184	101,184	168,584	220,584	282,584
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	3.0 %	3.0 %	3.0 %	3.0 %	3.0 %
Annual dollar increase in operating reserve transfer	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000



# Fire & By-Law Services

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
FD 01-23	Pumper 3	pumper / tanker 3	For operational needs, P3 will be Pumper/Tanker 3 Current Pump3 is currently 22 years old, will not be recognized by fire underwriters as front line pump after 2023	900,000
FD 02-23	Station 3 Utility response vehicle	Ford F250 pickup, crew cab	With the vehicle allocation plan, station 3 pumper is being replaced in 2023 with a pumper tanker which will allow the transfer of tanker 3 to station 2. Tanker 2 is 20 years old and needs replacement which is estimated at 600k. By transferring tanker 3 the purchase can be avoided and a cost saving of 500k will be realized. If the move is approved then a utility vehicle (100k) will be required to replace the tanker and be available to tow the RTV and to transport fire fighters	100,000

# Fire & By-Law Services

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FD 01-23	Pumper 3	-	900,000	-	-	-	900,000
FD 02-23	Station 3 Utility response vehicle	-	100,000	-	-	-	100,000

## Fire & By-Law Services 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
FD 03-23	Hurst Jaws Station 2	Jaws of life Station 2	Jaws of life - replacement of hydraulic jaws of life, air bags which have reached end of life conversion of power to e-tools (electric hydraulic tools)	150,000
FD 04-23	Digital Pager Upgrade - Year 2 of 2	Digital pagers upgrade	last half of conversion of pagers from analog to digital after this purchase entire fire department will be fully digital	40,000
<b>Total 2023 Approved Budget</b>				<b>1,190,000</b>

## Fire & By-Law Services 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FD 03-23	Hurst Jaws Station 2	-	150,000	-	-	-	150,000
FD 04-23	Digital Pager Upgrade - Year 2 of 2	-	40,000	-	-	-	40,000
<b>Total 2023 Approved Budget</b>		-	1,190,000	-	-	-	1,190,000

# Fire & By-Law Services

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	1,190,000	800,000	40,000	440,000	40,000
Transfer from Deferred Revenues	-	-	-	-	175,000
<b>Total Funding Source</b>	<b>1,190,000</b>	<b>800,000</b>	<b>40,000</b>	<b>440,000</b>	<b>215,000</b>

## Fire & By-Law Services Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	540,000	840,000	40,000	1,545,000	345,000
Transfer from Deferred Revenues	-	-	-	-	-
<b>Total Funding Source</b>	<b>540,000</b>	<b>840,000</b>	<b>40,000</b>	<b>1,545,000</b>	<b>345,000</b>

# Fire & By-Law Services

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
200120 - Car 2	-	60,000	-	-	-
200126 - Pumper 3	900,000	-	-	-	-
200127 - Station 3 Utility response vehicle	100,000	-	-	-	-
200128 - Hurst Jaws Station 2	150,000	-	-	-	-
200129 - Bunker Gear	-	40,000	-	-	-
200130 - Rescue 2	-	350,000	-	-	-
200131 - Rescue 3	-	350,000	-	-	-
200132 - Bunker Gear	-	-	40,000	-	-
200133 - Bunker Gear	-	-	-	40,000	-
200134 - Tanker 2	-	-	-	400,000	-
200135 - Bunker Gear	-	-	-	-	40,000
200136 - New Vehicle	-	-	-	-	175,000
200155 - Digital Pager Upgrade - Year 2 of 2	40,000	-	-	-	-
<b>Total Expenditure</b>	<b>1,190,000</b>	<b>800,000</b>	<b>40,000</b>	<b>440,000</b>	<b>215,000</b>

## Fire & By-Law Services Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
200137 - Bunker Gear	40,000	-	-	-	-
200138 - SCBA	500,000	-	-	-	-
200139 - Bunker Gear	-	40,000	-	-	-
200140 - Pumper 1	-	800,000	-	-	-
200142 - Bunker Gear	-	-	40,000	-	-
200143 - Bunker Gear	-	-	-	45,000	-
200144 - Aerial 1	-	-	-	1,500,000	-
200145 - Bunker Gear	-	-	-	-	45,000
200146 - Tanker 1	-	-	-	-	300,000
<b>Total Expenditure</b>	<b>540,000</b>	<b>840,000</b>	<b>40,000</b>	<b>1,545,000</b>	<b>345,000</b>



## Fire & By-Law Services 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	876,935	611,204	(92,896)	(353,896)	199,104	405,104
<b>Additions to Reserve</b>						
Contribution from Operating Budget	435,500	485,900	539,000	593,000	646,000	698,000
Interest	8,769	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(640,000)					
Estimated Prior Year Projects Completed	(70,000)					
<b>Projected Capital Spending</b>		(1,190,000)	(800,000)	(40,000)	(440,000)	(40,000)
<b>Projected Reserve (Deficit) - End of Year</b>	611,204	(92,896)	(353,896)	199,104	405,104	1,063,104
Target Minimum Reserve Balance	540,750					
Target Reserve Balance	1,081,500					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			11.0 %	10.0 %	9.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 53,100	\$ 54,000	\$ 53,000	\$ 52,000

## Fire & By-Law Services 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	1,063,104	1,270,104	1,229,104	2,036,104	1,389,104
<b>Additions to Reserve</b>					
Contribution from Operating Budget	747,000	799,000	847,000	898,000	952,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(540,000)	(840,000)	(40,000)	(1,545,000)	(345,000)
<b>Projected Reserve (Deficit) - End of Year</b>	1,270,104	1,229,104	2,036,104	1,389,104	1,996,104
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	7.0 %	7.0 %	6.0 %	6.0 %	6.0 %
Annual dollar increase in operating reserve transfer	\$ 49,000	\$ 52,000	\$ 48,000	\$ 51,000	\$ 54,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

# Facilities

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
FAC 01-23	Concrete & Asphalt Repairs - Various Facilities	This is for various asphalt and concrete repairs at Town owned facilities.	This project is to complete miscellaneous asphalt and concrete repairs at Town facilities.	50,000
FAC 02-23	Town Hall - Asphalt Parking Lot Repaving (Back Lot)	Repaving the Town Hall Asphalt Parking Lot. (East Parking Lot)	This project is required once the Town Hall Renovation Project is completed.	34,000
FAC 03-23	Operations Centre - Replace Furnace & HVAC	Replacement of the existing Furnace at the Public Works Operations Centre.	The existing furnace has been identified for replacement in the 2020 FCA. This unit maintains heat and air conditioning in staff areas (Lunch Room and Offices).	12,000
FAC 04-23	Rental Table & Chair Replacement (bi-annual progra	By-annual program to purchase additional or replace damaged rental tables and chairs used at the MCC and OPTH	By-annual program to purchase additional or replace damaged rental tables and chairs used at the MCC and OPTH	10,000
FAC 05-23	Fonthill Library - Architectural design	Detailed architectural design of a new Fonthill Library	Design is required to make this a shovel ready project	200,000

## Facilities

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FAC 01-23	Concrete & Asphalt Repairs - Various Facilities	-	50,000	-	-	-	50,000
FAC 02-23	Town Hall - Asphalt Parking Lot Repaving (Back Lot)	-	34,000	-	-	-	34,000
FAC 03-23	Operations Centre - Replace Furnace & HVAC	-	12,000	-	-	-	12,000
FAC 04-23	Rental Table & Chair Replacement (bi-annual progra	-	10,000	-	-	-	10,000
FAC 05-23	Fonthill Library - Architectural design	-	200,000	-	-	-	200,000

# Facilities

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FAC 06-23	Centennial Park Concession Design and Construction	Centennial Park - Accessible Universal Washroom Addition to Concession	Addition of an accessible universal washroom to the Centennial Park Concession to accommodate increased need for public washroom space	185,000
<b>Total 2023 Approved Budget</b>				<b>491,000</b>

## Facilities

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
FAC 06-23	Centennial Park Concession Design and Construction	150,000	35,000	-	-	-	-	185,000
<b>Total 2023 Approved Budget</b>		150,000	341,000	-	-	-	-	491,000

## Facilities Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	341,000	125,000	894,500	68,000	243,000
Grant Revenue - Federal	-	5,400,000	-	-	-
Grant Revenue - Other	150,000	-	-	-	-
Transfer from Deferred Revenues	-	2,200,000	-	6,000,000	-
Unfinanced Capital - Debenture/Lease	-	3,900,000	-	500,000	2,000,000
<b>Total Funding Source</b>	<b>491,000</b>	<b>11,625,000</b>	<b>894,500</b>	<b>6,568,000</b>	<b>2,243,000</b>



## Facilities Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	527,500	50,000	969,500	156,000	709,000
Grant Revenue - Federal	-	-	-	-	-
Grant Revenue - Other	-	-	-	-	-
Transfer from Deferred Revenues	-	800,000	-	-	-
Unfinanced Capital - Debenture/Lease	-	4,500,000	-	-	-
<b>Total Funding Source</b>	<b>527,500</b>	<b>5,350,000</b>	<b>969,500</b>	<b>156,000</b>	<b>709,000</b>

## Facilities

### Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300525 - Fire Station #1 - Expansion and Rehabilitation	-	-	-	6,500,000	-
300529 - Concrete & Asphalt Repairs - Various Facilities	50,000	-	-	-	-
300537 - Concrete & Asphalt Repairs - Various Facilities	-	50,000	-	-	-
300541 - Concrete & Asphalt Repairs - Various Facilities	-	-	50,000	-	-
300545 - Municipal Building - interior lighting upgrades	-	-	8,000	-	-
300547 - Concrete & Asphalt Repairs - Various Facilities	-	-	-	-	50,000
300548 - Old Pelham Town Hall - Building Automation System	-	5,000	-	-	-
300549 - Fire Station #2 - upgrade lighting to LED	-	-	18,000	-	-
300558 - Fire Station #2 - Building Automation System (BAS)	-	-	10,000	-	-
301095 - Fire Station #1 - Architectural Design	-	-	300,000	-	-
301096 - OPTH - 50% Repair and Repointing of Brick	-	-	126,500	-	-
301098 - OPTH - Septic Replacement - deferred from 2020	-	-	70,000	-	-

## Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
301100 - Town Hall - Asphalt Parking Lot Repaving (Back Lot	34,000	-	-	-	-
301101 - Model Railway Building - Wood Siding Replacement	-	-	23,000	-	-
301102 - Operations Centre - Replace Furnace & HVAC	12,000	-	-	-	-
301103 - 33 Parklane - Storage Shelving	-	10,000	-	-	-
301104 - Rental Table & Chair Replacement (bi-annual progra	10,000	-	-	-	-
301107 - Operations Centre - Modified Bitument Roof Replace	-	-	80,000	-	-
301108 - Town Hall - Window Replacement	-	-	60,000	-	-
301110 - MCC - Gymnasium Floor Refinish/Replacement	-	-	30,000	-	-
301111 - Operations Centre - Tube Heater Replacement	-	-	30,000	-	-
301112 - OPTH - Furnace Replacement	-	-	4,000	-	-
301113 - Operations Centre - Property Acquisition Place Hold	-	-	-	-	2,000,000
301115 - Town Hall - Un-Ballasted EPDM Roof Replacement	-	-	-	55,000	-

## Facilities

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
301117 - Rental Table & Chair Replacement (bi-annual progra	-	-	-	10,000	-
301119 - Model Railway Building - Washroom Vanity & Fixture	-	-	-	3,000	-
301121 - Town Hall - Carpet Replacement	-	-	-	-	110,000
301123 - 33 Park Lane - Overhead Door Replacement	-	-	-	-	38,000
301124 - Operations Centre - Fence and Gate Replacement	-	-	-	-	30,000
301125 - HBP - Parking Lot Lighting Replacement	-	-	-	-	10,000
301126 - 33 Park Lane - Exterior Door Replacement	-	-	-	-	5,000
301174 - Fonthill Library - Architectural design	200,000	-	-	-	-
301175 - MCC Rubber Floor Replacement	-	-	85,000	-	-
301176 - Centennial Park Concession Design and Construction	185,000	-	-	-	-
301179 - MCC Eco-Window Film	-	60,000	-	-	-
301185 - New Fonthill Library Construction	-	11,500,000	-	-	-
<b>Total Expenditure</b>	<b>491,000</b>	<b>11,625,000</b>	<b>894,500</b>	<b>6,568,000</b>	<b>2,243,000</b>

## Facilities

### Capital Project Summary - 10 Years



Expenditure	2028	2029	2030	2031	2032
300546 - Tice Road Operations Centre Addition	-	5,300,000	-	-	-
300557 - Concrete & Asphalt Repairs-Variou	50,000	-	-	-	-
300561 - Centennial Park Bldg., (washrooms, Pavilion, chang	-	-	800,000	-	-
300564 - Concrete & Asphalt Repairs-Variou	-	50,000	-	-	-
301120 - Operations Centre - Architechural Design	250,000	-	-	-	-
301128 - Maple Street Parking Lot Repaving	125,000	-	-	-	-
301129 - Operations Centre - Salt Dome Replacement	50,000	-	-	-	-
301131 - HBP - Parking Lot Fence Replacement	25,000	-	-	-	-
301132 - HBP - Asphalt Parking Lot Repaving (20%)	15,000	-	-	-	-
301133 - Rental Table & Chair Replacement (bi-annual progra	10,000	-	-	-	-
301135 - Town Hall - Hot Water Tank Replacement	2,500	-	-	-	-
301140 - Town Hall - TPO Roof Replacement	-	-	40,000	-	-
301141 - 33 Park Lane - Metal Siding Replacement	-	-	25,000	-	-
301143 - OPTH - Asphalt Parking Lot Repaving	-	-	18,000	-	-
301144 - Fire Station #2 - On Demand Hot Water Heaters	-	-	10,000	-	-

## Facilities

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
301145 - Rental Table & Chair Replacement (bi-annual progra	-	-	10,000	-	-
301146 - Fire Station #2 - Training room AC Unit Replacemen	-	-	9,000	-	-
301147 - 33 Park Lane - Window Replacement	-	-	5,000	-	-
301148 - Fire Station #3 - Hot Water Tank Replacement	-	-	2,500	-	-
301151 - Town Hall - Exterior Paint	-	-	-	40,000	-
301152 - Fire Station #2 - Radiant Tube Heater Replacement	-	-	-	20,000	-
301154 - MCC - Hot Water Tank Replacement	-	-	-	18,000	-
301155 - Town Hall - Exterior Doors	-	-	-	15,000	-
301157 - Fire Station #2 - Air Make Up & Ventilator System	-	-	-	8,000	-
301158 - Model Railway Building - Woodlandng and Stairs	-	-	-	5,000	-
301160 - Fire Station #1 - Asphalt Parking Lot Repaving	-	-	-	-	260,000
301161 - Fire Station #2 - Asphalt Parking Lot Repaving	-	-	-	-	175,000

## Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
301162 - Fire Station #2 - Modified Bitumen Roof Replacemen	-	-	-	-	80,000
301163 - MCC - Public Area Furniture	-	-	-	-	75,000
301164 - MCC - Gym Floor Covering	-	-	-	-	35,000
301165 - 55 Park Lane - Overhead Door Replacement	-	-	-	-	10,000
301166 - Rental Table & Chair Replacement (bi-annual progra	-	-	-	-	10,000
301167 - OPTH - Electric Panel Replacement	-	-	-	-	8,000
301168 - HBP - Public Washroom Vanity Replacement	-	-	-	-	6,000
301170 - Concrete & Ashphalt Repairs - Various Facilities	-	-	50,000	-	-
301171 - Concrete & Ashphalt Repairs - Various Facilities	-	-	-	50,000	-
301172 - Concrete & Ashphalt Repairs - Various Facilities	-	-	-	-	50,000
<b>Total Expenditure</b>	<b>527,500</b>	<b>5,350,000</b>	<b>969,500</b>	<b>156,000</b>	<b>709,000</b>

## Facilities

### 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	593,277	270,051	339,251	608,251	91,751	386,751
<b>Additions to Reserve</b>						
Contribution from Operating Budget	425,000	410,200	394,000	378,000	363,000	348,000
Interest	5,933	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(538,000)					
Estimated Prior Year Projects Completed	(216,159)					
<b>Projected Capital Spending</b>		(341,000)	(125,000)	(894,500)	(68,000)	(243,000)
<b>Projected Reserve (Deficit) - End of Year</b>	270,051	339,251	608,251	91,751	386,751	491,751
Target Minimum Reserve Balance	692,000					
Target Reserve Balance	1,384,000					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			(4.0)%	(4.0)%	(4.0)%	(4.0)%
Annual dollar increase in operating reserve transfer			\$ (16,200)\$	(16,000)\$	(15,000)\$	(15,000)



## Facilities

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	491,751	298,251	569,251	(5,249)	308,751
<b>Additions to Reserve</b>					
Contribution from Operating Budget	334,000	321,000	395,000	470,000	545,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(527,500)	(50,000)	(969,500)	(156,000)	(709,000)
<b>Projected Reserve (Deficit) - End of Year</b>	298,251	569,251	(5,249)	308,751	144,751
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	(4.0)%	(4.0)%	23.0 %	19.0 %	16.0 %
Annual dollar increase in operating reserve transfer	\$ (14,000)\$	(13,000)\$	74,000 \$	75,000 \$	75,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 01-23	Pavement Condition Assessment	This Project is to develop a pavement condition and future investment needs forecast to initiate an action to maintain or improve the condition of the pavement	A formal study to allow staff to plan for roads rehabilitation and reconstruction projects in the 20 year capital plan, based on solid data rather than only staff observation and rehab history. Aligned with 3D mapping inventory project, GIS group uses a vehicle to collect road surface condition data, and adds a visual inspection of each road. The data is compiled to generate a structured inventory of all roads and condition, including age and rehabilitation history, and a correction schedule is recommended.	30,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 01-23	Pavement Condition Assessment	-	30,000	-	-	-	30,000

# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 02-23	Cream Street Bridge Replacement	This project includes the replacement of the Cream Street Bridge. (Structure No. 12)	The Cream Road bridge was identified in the 2020 Biannual Bridge and Major Culvert inspections as a structure that required replacement. The Bridge Condition Index (BCI) for Cream Street (Structure No. 12) is 48 with an overall bridge condition rating of "Poor".	750,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 02-23	Cream Street Bridge Replacement	-	750,000	-	-	-	750,000

# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 03-23	Design - Pancake: Pelham St to Haist St	This capital project includes the detailed design and contract document preparation for the urbanization and reconstruction of Pancake Lane between Pelham Street and Haist Street. The project will include full roadway reconstruction including storm sewers, sanitary sewers, watermain, concrete curb and gutter and concrete sidewalk.	Pancake Lane between Pelham Street and Haist Street is in poor condition. The Pavement Condition Index (PCI) as identified in the 2019 Road Needs and Condition study was 60 with an overall condition rating of "good". That being said this particular road segment is currently a semi urban cross section with a pedestrian sidewalks only on the south side. Furthermore, new developments in the area of Pancake Lane has brought forward the need for storm water drainage systems on the roadway.	300,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 03-23	Design - Pancake: Pelham St to Haist St	-	300,000	-	-	-	300,000



# Roads

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
RD 04-23	LED Streetlight Replacement Year 2	This project involves the conversion of the existing streetlight plant with new LED luminaries. The Town operates and maintains 1322 streetlights. The first Phase of the project will include an investment grade audit and the conversion of existing streetlights up to a value of \$250,000.	The LED conversion project will result in a streetlight network with lower overall operating and maintenance costs. It is expected that the annual savings once the entire network is converted is approximately \$160,000 per year representing a 74% savings.	700,000
RD 05-23	Concrete Repair & Replacement Program	This capital project is used to repair and replace damaged concrete sidewalk and concrete curb and gutter segments throughout the Town that do not meet minimum maintenance standards.	This capital project is required in order to provide concrete sidewalks and curb and gutter segments on our urban roadways which meet MMS and which provide safe movement of traffic and pedestrians. This project focuses on repairing and replacing damaged sections of concrete sidewalk and curb that present a safety risk to the residents of the Town.	110,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 04-23	LED Streetlight Replacement Year 2	-	700,000	-	-	-	700,000
RD 05-23	Concrete Repair & Replacement Program	-	110,000	-	-	-	110,000

# Roads

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
RD 06-23	Culvert Replacement Program	This is an annual capital project that focuses on the repair and replacement of damaged culverts throughout the Town.	This capital project is used to replace and repair damaged or failing culverts. The project usually includes the rehabilitation/replacement of two to three major culverts. The projects provide for the safe movement of vehicular and pedestrian traffic within the Town and mitigates the risks associated with aging infrastructure.	60,000
RD 07-23	Engineering	This is an annual capital account used to complete miscellaneous engineering assignments.	This capital account is used to fund miscellaneous engineering assignments such as speed zone studies, traffic signal and stop controlled intersection warrants, roadside safety review, etc.	35,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 06-23	Culvert Replacement Program	-	60,000	-	-	-	60,000
RD 07-23	Engineering	-	35,000	-	-	-	35,000

# Roads

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
RD 08-23	Road Base and Surface Repair Program	This capital project includes road base repairs to the Town's road network in order to extend the life of the pavements.	Completing an annual patching and road base repair program is essential to extend the life of the Town's hard surfaced roads including asphalt pavements and surface treated roads. The requirement for this program was a recommendation that came forward as part of the 2019 Road Needs and Condition Study completed by ARA.	200,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 08-23	Road Base and Surface Repair Program	-	200,000	-	-	-	200,000



# Roads

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
RD 09-23	Road Rehabilitation	This capital project includes the road rehabilitation and reconstruction of road segments within the Town's network.	The road rehabilitation and reconstruction program focuses on improving the Town's road network in order to allow for the safe and reliable movement of vehicular and pedestrian traffic. In accordance with the 2019 Road Needs and Condition Study resurfacing projects are selected for road segments between PCI of 45 - 60 and reconstruction projects are selected for PCI's less than 45.	1,000,000
RD 10-23	Sign Retro-Reflectivity Assessment	This project is required to inspect all regulatory signs for reflectivity.	This is a legislated requirement.	25,000

## Roads

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 09-23	Road Rehabilitation	836,829	163,171	-	-	-	1,000,000
RD 10-23	Sign Retro-Reflectivity Assessment	-	25,000	-	-	-	25,000



# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 11-23	Stormwater Facility Maintenance	This capital project will be used to perform maintenance and repairs to the Town's Storm Water Management Facilities.	The Town of Pelham owns and operates Storm Water Management ponds. The Town completed a study to determine the condition of the Town's SWM ponds and the associated maintenance responsibilities with the assets. Ongoing and regular maintenance and repair work on the Town's SWM facilities are required in order to ensure that they are operating in accordance with the design and Environmental Compliance approvals.	100,000
RD 12-23	Canboro Road Cycling Initiative - Oakridge Blvd to	This project is for the removal of the rumble strips along the south side of Canboro Road	This Grant Funding opportunity will ensure the funding requirements for this project.	843,750

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 11-23	Stormwater Facility Maintenance	-	100,000	-	-	-	100,000
RD 12-23	Canboro Road Cycling Initiative - Oakridge Blvd to	405,000	438,750	-	-	-	843,750

# Roads

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
RD 13-23	Road Reconstruction - Quaker Rd: Pelham St to Line	The reconstruction of Quaker Road between Pelham Street and Line Avenue will include full roadway reconstruction including storm sewers, sanitary sewers, watermain, concrete curb and gutter and concrete sidewalk.	The Region of Niagara is installing a new regional sanitary main on Quaker Road between Pelham Street and Rice Road and will require full roadway restoration following the installation of the Region's sewer. Furthermore, new developments in the area of Quaker and Line Ave has brought forward the need for storm water drainage systems on the roadway. Town staff will be working in coordination with Regional Staff and the developers to deliver this project.	2,100,000
RD 14-23	Design for Road Rehabilitation - Effingham St: 500	This Capital Project is to construct a storm sewer to collect storm water run-off flowing south on Effingham Street	Effingham Street, south of Hwy 20, currently does not have storm sewers. The proposed design will incorporate the collection of storm water and direct it to the Municipal Drain to the south of Canboro Road.	85,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 13-23	Road Reconstruction - Quaker Rd: Pelham St to Line	566,000	1,534,000	-	-	-	2,100,000
RD 14-23	Design for Road Rehabilitation - Effingham St: 500	-	85,000	-	-	-	85,000

# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 15-23	Summersides Blvd secondary servicing/landscaping -	This Project is for new sidewalks and top surface asphalt on Summersides Boulevard	Areas of development along Summersides Boulevard are complete and require pedestrian access. The road section between Wellspring Way and Lametti Drive can now be resurfaced.	263,200
RD 16-23	Bridge Design - Constructing 2024 and 2025	Detailed design assignment including the preparation of contract documents for tendering purposes.	The design of bridges that were identified in the 2022 Biannual Bridge and Major Culvert inspections as structures that require rehabilitation and or replacement.	75,000
RD 17-23	Road/Slope Failure Investigation (Center St & Sulp)	This Project is for slope investigation reports on areas where there is road failure happening.	The areas of Sulphur Springs Road and Center Street are experiencing road failure due to slope stability and further investigation is required.	250,000
RD 18-23	Construction - Additional Parking at Ridgeville	There is insufficient parking in the Ridgeville area of Effingham St and Canboro Rd.	The proposal is to provide additional parking at the bulk water station at the south east corner of Effingham St and Canboro Road.	50,000

# Roads

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 15-23	Summersides Blvd secondary servicing/landscaping -	-	263,200	-	-	-	263,200
RD 16-23	Bridge Design - Constructing 2024 and 2025	-	75,000	-	-	-	75,000
RD 17-23	Road/Slope Failure Investigation (Center St & Sulp)	-	250,000	-	-	-	250,000
RD 18-23	Construction - Additional Parking at Ridgeville	-	50,000	-	-	-	50,000

# Roads

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 19-23	Parking Lots at Emerald Trails (1114 Haist St)	This project is for the additional parking required at 1114 Haist Street Development	The existing playing field and paddle tennis courts require parking that has been incorporated into the new subdivision that is being proposed.	75,000
RD 20-23	Wellington Height School crossing at Canboro Road	Improve the crossing for school children with upgraded pavement markings and flashing lights at Canboro Road crossing to Wellington Heights School	New PXO crossing at Council request	50,000
<b>Total 2023 Approved Budget</b>				<u>7,101,950</u>

## Roads

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 19-23	Parking Lots at Emerald Trails (1114 Haist St)	-	75,000	-	-	-	75,000
RD 20-23	Wellington Height School crossing at Canboro Road	-	50,000	-	-	-	50,000
<b>Total 2023 Approved Budget</b>		1,807,829	5,294,121	-	-	-	7,101,950



## Roads

### Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	5,294,121	1,348,761	2,073,032	3,367,961	2,063,891
Grant Revenue - Provincial	836,829	944,000	700,000	944,000	944,000
Grant Revenue - Federal	971,000	1,982,849	566,239	566,239	566,239
Grant Revenue - Municipal	-	-	-	150,000	-
Transfer from Deferred Revenues	-	1,048,800	4,132,200	-	1,583,270
Unfinanced Capital - Debenture/Lease	-	2,733,390	4,162,500	2,600,000	1,800,000
Contributions from Developers	-	-	-	-	-
<b>Total Funding Source</b>	<b>7,101,950</b>	<b>8,057,800</b>	<b>11,633,971</b>	<b>7,628,200</b>	<b>6,957,400</b>

## Roads

### Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	3,630,731	3,384,761	1,308,601	2,880,261	567,761
Grant Revenue - Provincial	943,000	943,000	941,000	690,000	940,000
Grant Revenue - Federal	566,239	566,239	566,239	566,239	566,239
Grant Revenue - Municipal	-	-	-	-	-
Transfer from Deferred Revenues	2,098,330	3,500,000	190,960	3,762,500	-
Unfinanced Capital - Debenture/Lease	660,896	-	-	-	-
Contributions from Developers	607,752	-	-	-	-
<b>Total Funding Source</b>	<b>8,506,948</b>	<b>8,394,000</b>	<b>3,006,800</b>	<b>7,899,000</b>	<b>2,074,000</b>

## Roads

### Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300582 - Design - Welland: Canboro Rd to E of Balfour	-	-	124,571	-	-
300583 - Road Rehabilitation - Effingham St: 500m South of	-	400,000	-	-	-
300588 - Design - Lorimer St: Hurricane to South Limit	-	-	63,000	-	-
300589 - Design - Merritt: Line Ave to Rice Rd	-	-	100,000	-	-
300591 - Pavement Condition Assessment	30,000	-	-	-	-
300595 - Cream Street Bridge Replacement	750,000	-	-	-	-
300609 - Road Reconstruction - Balfour, Canboro to Welland	-	219,000	-	-	-
300610 - EA for Merritt - Pelham St to Rice Rd	-	-	125,000	-	-
300613 - Design - Pancake: Pelham St to Haist St	300,000	-	-	-	-
300619 - Foss Road - Regional Forcemain Sani - Culvert Repl	-	-	-	-	80,500
300621 - Design - Merritt Rd: Pelham St to Line Ave	-	-	200,000	-	-
300628 - Foss Road Resurfacing - Balfour to the Railway Tra	-	-	-	-	150,000
300631 - LED Streetlight Replacement Year 2	700,000	-	-	-	-
300633 - Concrete Repair & Replacement Program	110,000	-	-	-	-

# Roads

## Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300635 - Road Reconstruction - Pancake Ln: Pelham St to Hai	-	-	-	3,800,000	-
300636 - Culvert Replacement Program	60,000	-	-	-	-
300638 - Design - Emmett St: Pelham St to Station St	-	-	175,000	-	-
300639 - Engineering	35,000	-	-	-	-
300641 - Road Base and Surface Repair Program	200,000	-	-	-	-
300642 - Road Reconstruction - Station Street: Port Robinso	-	-	3,600,000	-	-
300643 - Road Rehabilitation	1,000,000	-	-	-	-
300644 - Pelham St Quaker Rd Reg Rd 20 traffic control - Me	-	-	-	-	250,000
300647 - Summersides Blvd secondary servicing/landscaping -	-	500,000	-	-	-
300648 - Sign Retro-Reflectivity Assessment	25,000	-	-	-	-
300649 - Road Reconstruction - 23R01 - Pelham St: Sprucesid	-	4,500,000	-	-	-
300650 - Stormwater Facility Maintenance	100,000	-	-	-	-
300652 - Bridge Replacement Program	-	750,000	-	-	-
300653 - Bridge/Culvert Appraisal (legislated)	-	20,000	-	-	-

## Roads

### Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300655 - Summersides Blvd secondary servicing/landscaping -	-	-	763,200	-	-
300657 - Intersection Reconfiguration - Effingham St and We	-	125,000	-	-	-
300658 - Concrete Repair & Replacement Program	-	110,000	-	-	-
300659 - Culvert Replacement Program	-	60,000	-	-	-
300661 - Design - Orchard Place: Haist St to limit	-	45,000	-	-	-
300662 - Design - Station St Extension: South of Port Robin	-	93,800	-	-	-
300663 - Engineering	-	35,000	-	-	-
300664 - Road Base and Surface Repair Program	-	200,000	-	-	-
300665 - Road Reconstruction - Canboro: Haist St to Pelham	-	-	3,600,000	-	-
300666 - Road Reconstruction - College St & Emmett St: Pelh	-	-	-	-	2,800,000
300668 - Road Rehabilitation Program	-	800,000	-	-	-
300669 - Canboro Road Cycling Initiative - Oakridge Blvd to	843,750	-	-	-	-
300672 - Stormwater Facility Maintenance	-	100,000	-	-	-

## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
300674 - Concrete Repair & Replacement Program	-	-	110,000	-	-
300676 - Summersides Blvd secondary servicing/landscaping -	-	-	-	763,200	-
300677 - Culvert Replacement Program	-	-	60,000	-	-
300678 - Design - Donahugh Dr: Pelham St to Terrace Heights	-	-	60,000	-	-
300679 - Design - Pinecrest: Hwy 20 to end	-	-	63,000	-	-
300680 - Engineering	-	-	35,000	-	-
300682 - Road Base and Surface Repair Program	-	-	200,000	-	-
300683 - Road Reconstruction - Quaker Rd: Pelham St to Line	2,100,000	-	-	-	-
300684 - Road Extension - Station St: South of Port Robinso	-	-	1,402,200	-	-
300685 - Road Rehabilitation Program	-	-	800,000	-	-
300687 - Sign Retro-Reflectivity Assessment	-	-	25,000	-	-
300688 - Stormwater Facility Maintenance	-	-	100,000	-	-
300690 - Bridge/Culvert Appraisal (legislated)	-	-	-	25,000	-
300692 - Concrete Repair & Replacement Program	-	-	-	110,000	-
300693 - Culvert Replacement Program	-	-	-	60,000	-

## Roads

### Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300694 - Design - Strathcona Dr North and South: Haist St t	-	-	-	110,000	-
300696 - Engineering	-	-	-	35,000	-
300697 - Pavement Condition Assessment	-	-	-	30,000	-
300699 - Road Base and Surface Repair Program	-	-	-	200,000	-
300700 - Road Reconstruction - Donahugh Dr: Pelham St to Te	-	-	-	600,000	-
300701 - Road Reconstruction - Pinecrest Crt: Hwy 20 to end	-	-	-	630,000	-
300702 - Road Rehabilitation Program	-	-	-	800,000	-
300704 - Sign Retro-Reflectivity Assessment	-	-	-	15,000	-
300705 - Stormwater Facility Maintenance	-	-	-	100,000	-
300708 - Concrete Repair & Replacement Program	-	-	-	-	110,000
300709 - Culvert Replacement Program	-	-	-	-	60,000
300710 - Design - Hurricane Rd: Chestnut to Hwy 20	-	-	-	-	250,000
300711 - Engineering	-	-	-	-	35,000
300712 - Road Base and Surface Repair Program	-	-	-	-	200,000
300714 - Merritt Rd Pelham St Rice Rd Urbanize Rd Section -	-	-	-	-	1,750,000

# Roads

## Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300715 - Merritt Rd Pelham St Rice Rd Sidewalk both sides -	-	-	-	-	316,900
300716 - Road Rehabilitation Program	-	-	-	-	800,000
300718 - Sign Retro-Reflectivity Assessment	-	-	-	-	25,000
300719 - Stormwater Facility Maintenance	-	-	-	-	100,000
301024 - Design for Road Rehabilitation - Effingham St: 500	85,000	-	-	-	-
301027 - Design: Canboro Road: 75m East of Baxter Lane to B	-	100,000	-	-	-
301063 - Summersides Blvd secondary servicing/landscaping -	263,200	-	-	-	-
301067 - Pelham Street & Highway 20 Intersection Street Sca	-	-	-	350,000	-
301069 - Design - Stella St/John St/Vera Ave Urbanization	-	-	28,000	-	-
301071 - Pavement Condition Assessment	-	-	-	-	30,000
301074 - Bridge Design - Constructing 2024 and 2025	75,000	-	-	-	-
301075 - Road/Slope Failure Investigation (Center St & Sulp	250,000	-	-	-	-



## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
301076 - Construction - Additional Parking at Ridgeville	50,000	-	-	-	-
301078 - Parking Lots at Emerald Trails (1114 Haist St)	75,000	-	-	-	-
301079 - Wellington Height School crossing at Canboro Road	50,000	-	-	-	-
<b>Total Expenditure</b>	<b>7,101,950</b>	<b>8,057,800</b>	<b>11,633,971</b>	<b>7,628,200</b>	<b>6,957,400</b>

## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300584 - Burying hydro highway 20 - East Fonthill	2,768,648	-	-	-	-
300645 - Reg Rd 20 Stn St Rice Rd Sidewalks - both sides	385,800	-	-	-	-
300667 - Road Reconstruction - Station St: Hurricane Rd to	-	-	660,000	-	-
300695 - Road Reconstruction - Lorimer St: Hurricane to Sou	-	630,000	-	-	-
300713 - Road Reconstruction - Hurricane Rd: Chestnut to Hw	-	2,190,000	-	-	-
300722 - Christmas Decoration Replacements	12,000	-	-	-	-
300723 - Concrete Repair & Replacement Program	110,000	-	-	-	-
300724 - Merritt Rd Pelham St Rice Rd Urbanize Rd Section -	1,750,000	-	-	-	-
300725 - Merritt Rd Pelham St Rice Rd Sidewalk both sides -	316,900	-	-	-	-
300726 - Pelham St Quaker Rd College Traffic Ctrl - Port Ro	151,600	-	-	-	-
300727 - Road Resurfacing - Top course asphalt on Port Robi	350,000	-	-	-	-
300728 - Culvert Replacement Program	60,000	-	-	-	-

## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300729 - Engineering	35,000	-	-	-	-
300730 - Residential Traffic Calming Initiative	20,000	-	-	-	-
300731 - Road Base and Surface Repair Program	200,000	-	-	-	-
300732 - Road Reconstruction	1,000,000	-	-	-	-
300733 - Road Rehabilitation Program	600,000	-	-	-	-
300735 - Sign Retro-Reflectivity Assessment	15,000	-	-	-	-
300736 - Stormwater Facility Maintenance	12,000	-	-	-	-
300737 - Road Reconstruction - Haist Crt: Haist St to limit	260,000	-	-	-	-
300738 - Road Reconstruction - Orchard Pl: Haist St to limi	450,000	-	-	-	-
300739 - Streetlight Replacement	10,000	-	-	-	-
300741 - Christmas Decoration Replacements	-	12,000	-	-	-
300742 - Concrete Repair & Replacement Program	-	110,000	-	-	-
300743 - Culvert Replacement Program	-	60,000	-	-	-
300744 - Engineering	-	35,000	-	-	-
300745 - Residential Traffic Calming Initiative	-	20,000	-	-	-
300746 - Road Base and Surface Repair Program	-	200,000	-	-	-

## Roads

### Capital Project Summary - 10 Years



Expenditure	2028	2029	2030	2031	2032
300747 - Road Reconstruction	-	1,000,000	-	-	-
300748 - Road Rehabilitation Program	-	600,000	-	-	-
300750 - Sign Retro-Reflectivity Assessment	-	15,000	-	-	-
300751 - Stormwater Facility Maintenance	-	12,000	-	-	-
300752 - Streetlight Replacement	-	10,000	-	-	-
300754 - Christmas Decoration Replacements	-	-	12,000	-	-
300755 - Concrete Repair & Replacement Program	-	-	110,000	-	-
300756 - Culvert Replacement Program	-	-	60,000	-	-
300757 - Engineering	-	-	35,000	-	-
300758 - Residential Traffic Calming Initiative	-	-	20,000	-	-
300759 - Road Base and Surface Repair Program	-	-	200,000	-	-
300760 - Road Reconstruction	-	-	1,000,000	-	-
300761 - Road Rehabilitation Program	-	-	600,000	-	-
300763 - Sign Retro-Reflectivity Assessment	-	-	15,000	-	-
300764 - Welland Road Balfour St Cream St Urbanize Rd Secti	-	-	-	2,800,000	-
300765 - Cream St Welland Rd Memorial Urbanize Rd Section (	-	-	-	2,975,000	-

## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300766 - Cream St Welland Rd Memorial Sidewalks - West Side	-	-	272,800	-	-
300767 - Stormwater Facility Maintenance	-	-	12,000	-	-
300768 - Streetlight Replacement	-	-	10,000	-	-
300770 - Christmas Decoration Replacements	-	-	-	12,000	-
300771 - Concrete Repair & Replacement Program	-	-	-	110,000	-
300772 - Culvert Replacement Program	-	-	-	60,000	-
300773 - Engineering	-	-	-	35,000	-
300774 - Pavement Condition Assessment	-	-	-	30,000	-
300775 - Residential Traffic Calming Initiative	-	-	-	20,000	-
300776 - Road Base and Surface Repair Program	-	-	-	200,000	-
300777 - Road Reconstruction	-	-	-	1,000,000	-
300778 - Road Rehabilitation Program	-	-	-	600,000	-
300780 - Rural Transportation Network Safety Review	-	-	-	20,000	-
300781 - Sign Retro-Reflectivity Assessment	-	-	-	15,000	-
300782 - Stormwater Facility Maintenance	-	-	-	12,000	-
300783 - Streetlight Replacement	-	-	-	10,000	-
300785 - Christmas Decoration Replacements	-	-	-	-	12,000

## Roads

### Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300786 - Concrete Repair & Replacement Program	-	-	-	-	110,000
300787 - Culvert Replacement Program	-	-	-	-	60,000
300788 - Engineering	-	-	-	-	35,000
300789 - Residential Traffic Calming Initiative	-	-	-	-	20,000
300790 - Road Base and Surface Repair Program	-	-	-	-	200,000
300791 - Road Reconstruction	-	-	-	-	1,000,000
300792 - Road Rehabilitation Program	-	-	-	-	600,000
300794 - Sign Retro-Reflectivity Assessment	-	-	-	-	15,000
300795 - Stormwater Facility Maintenance	-	-	-	-	12,000
300796 - Streetlight Replacement	-	-	-	-	10,000
301070 - Road Reconstruction - Stella/John/Vera	-	3,500,000	-	-	-
<b>Total Expenditure</b>	<b>8,506,948</b>	<b>8,394,000</b>	<b>3,006,800</b>	<b>7,899,000</b>	<b>2,074,000</b>

## Roads

### 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	3,574,427	(67,877)	(2,813,198)	(1,434,959)	(589,991)	(864,952)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	2,362,000	2,548,800	2,727,000	2,918,000	3,093,000	3,279,000
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(2,624,885)					
Estimated Prior Year Projects Completed	(3,379,419)					
<b>Projected Capital Spending</b>		(5,294,121)	(1,348,761)	(2,073,032)	(3,367,961)	(2,063,891)
<b>Projected Reserve (Deficit) - End of Year</b>	(67,877)	(2,813,198)	(1,434,959)	(589,991)	(864,952)	350,157
Target Minimum Reserve Balance	2,891,000					
Target Reserve Balance	5,782,000					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			7.0 %	7.0 %	6.0 %	6.0 %
Annual dollar increase in operating reserve transfer			\$ 178,200	\$ 191,000	\$ 175,000	\$ 186,000

## Roads

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	350,157	195,426	460,665	2,985,064	4,129,803
<b>Additions to Reserve</b>					
Contribution from Operating Budget	3,476,000	3,650,000	3,833,000	4,025,000	4,226,000
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(3,630,731)	(3,384,761)	(1,308,601)	(2,880,261)	(567,761)
<b>Projected Reserve (Deficit) - End of Year</b>	195,426	460,665	2,985,064	4,129,803	7,788,042
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	6.0 %	5.0 %	5.0 %	5.0 %	5.0 %
Annual dollar increase in operating reserve transfer	\$ 197,000	\$ 174,000	\$ 183,000	\$ 192,000	\$ 201,000



# Fleet

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
VEH 01-23	Small SUV By-Law (Replaces Unit 104 - 2009 Ford Ra	Replacement of an existing 2009 Ford Ranger at the end of it's useful life. This vehicle will be replaced with a small electric vehicle suited for light duty inspection and by-law response.	The existing unit has reached the end of it's useful life.	55,000
VEH 02-23	1-ton truck with landscape box (Replaces unit 303	Replacement of an existing 2009 GMC 3500 at the end of it's useful life. This vehicle will be replaced with a vehicle suited for heavy duty use in the maintenance of the Cemeteries which includes towing lawn equipment and the hauling of excavated material.	The existing unit is reaching 14years of service and is mechanically unreliable and prone to numerous break downs leading to a loss of efficiency related to downtime for repairs.	80,000
VEH 03-23	Utility Van Water (Replaces 2009 Dodge Sprinter)	Replacement of an existing 2009 Dodge Sprinter at the end of it's useful life. This vehicle will be replaced with a vehicle suited for field inspection and repair of water/wastewater infrastructure and water meters.	This vehicle is no longer mechanically reliable. Parts are becoming difficult to procure as the vehicle is no longer in production. The body panels are showing signs of advanced deterioration. This unit required extensive repairs after failing emissions testing in 2021.	80,000

# Fleet

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 01-23	Small SUV By-Law (Replaces Unit 104 - 2009 Ford Ra	-	55,000	-	-	-	55,000
VEH 02-23	1-ton truck with landscape box (Replaces unit 303	-	80,000	-	-	-	80,000
VEH 03-23	Utility Van Water (Replaces 2009 Dodge Sprinter)	-	80,000	-	-	-	80,000

# Fleet

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 04-23	Backhoe (Replaces unit 519 - 2003 Case 580 Super M	Replacement of an existing 2003 Case Backhoe at the end of it's useful life. This unit will be replaced with a backhoe suited for work in Water/Waste Water & Roads Repairs.	The existing unit has reached the end of it's useful life and is heavily relied upon for emergency and daily maintenance works. This unit is nearing 20 years of service and has become mechanically unreliable and experienced a number of lengthy breakdowns related to the unavailability of parts.	240,000

**Fleet**  
**2023 Approved Capital Budget Summary**

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 04-23	Backhoe (Replaces unit 519 - 2003 Case 580 Super M)	-	240,000	-	-	-	240,000

# Fleet

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 05-23	Combination Snow Plow & Spreader (Replaces Truck 4	Replacement of an existing 2010 International Combination Snow Plow/Spreader at the end of it's useful life. This unit will be replaced with a vehicle suited for clearing snow and treating icy roadways.	This vehicle is no longer mechanically reliable and suffers numerous breakdowns during winter events leading to delays in response times. This unit is required to perform winter maintenance at the level of service prescribed within the Town of Pelham's Public Works Winter Operations Policy S802-04, and O. Reg. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS under Municipal Act, 2001, S.O. 2001, c. 25	350,000
VEH 06-23	2018 Lease Payments-Heavy Duty Work Truck w landsc	Lease Payments-Heavy Duty Work Truck with landscape box utilized in Public Works (\$13,908), and 2 compact SUV's utilized by the Building Department (\$14,832)	Continued lease payments for fleet supporting Public Works Beautification and Building Department.	28,740

# Fleet

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 05-23	Combination Snow Plow & Spreader (Replaces Truck 4	-	350,000	-	-	-	350,000
VEH 06-23	2018 Lease Payments-Heavy Duty Work Truck w landsc	-	21,324	-	-	7,416	28,740

# Fleet

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 07-23	Seasonal rental of summer fleet - 4 Seasonal Vehic	Seasonal rental of summer fleet - 5 Seasonal Vehicles for use in Parks and Facilities (7 months) is required to accommodate additional seasonal staff related to Beautification and Facilities for the maintenance of Parks, Sports Fields, Trails, Forestry, Cemetery and Planting Bed Maintenance.	The existing fleet is unable to support the additional summer staff or summer maintenance activities.	32,000
VEH 08-23	(2) Tractors w/plow & spreader (Replaced Truck 422	Rental of (2) Tractors fitted with snow plows designed to clear municipal roadways.	This is an annual program that is required to perform the winter maintenance level of service prescribed within the Town of Pelham's Public Works Winter Operations Policy S802-04, and O. Reg. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS under Municipal Act, 2001, S.O. 2001, c. 25	25,550

# Fleet

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 07-23	Seasonal rental of summer fleet - 4 Seasonal Vehic	-	32,000	-	-	-	32,000
VEH 08-23	(2) Tractors w/plow & spreader (Replaced Truck 422	-	25,550	-	-	-	25,550



# Fleet

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
VEH 09-23	Electric Vehicle Charging Stations	Installation of Electric Vehicle Charging Stations at Municipal Facilities	Installation of Charging Stations at the MCC and Town Hall to promote electric vehicle use	195,000
<b>Total 2023 Approved Budget</b>				<b>1,086,290</b>

**Fleet**  
**2023 Approved Capital Budget Summary**

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 09-23	Electric Vehicle Charging Stations	95,000	100,000	-	-	-	195,000
<b>Total 2023 Approved Budget</b>		95,000	983,874	-	-	7,416	1,086,290

## Fleet Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	983,874	1,165,874	428,874	1,028,874	875,874
Grant Revenue - Other	95,000	-	-	-	-
Other Revenues	7,416	7,416	7,416	7,416	7,416
Transfer from Deferred Revenues	-	-	350,000	-	-
<b>Total Funding Source</b>	<b>1,086,290</b>	<b>1,173,290</b>	<b>786,290</b>	<b>1,036,290</b>	<b>883,290</b>

## Fleet Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	626,524	287,550	285,800	167,550	124,750
Grant Revenue - Other	-	-	-	-	-
Other Revenues	7,416	-	-	-	-
Transfer from Deferred Revenues	-	190,000	606,750	-	-
<b>Total Funding Source</b>	<b>633,940</b>	<b>477,550</b>	<b>892,550</b>	<b>167,550</b>	<b>124,750</b>

## Fleet Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300874 - Combination Snow Plow & Spreader (Replaces Truck 4	-	350,000	-	-	-
300875 - Small SUV By-Law (Replaces Unit 104 - 2009 Ford Ra	55,000	-	-	-	-
300877 - 1-ton truck with landscape box (Replaces unit 303	80,000	-	-	-	-
300878 - Utility Van Water (Replaces 2009 Dodge Sprinter)	80,000	-	-	-	-
300883 - Forestry Truck (Addition to fleet) - deferred from	-	-	-	-	240,000
300884 - PTO driven Wood Chipper (Replaces Unit 709 - 1994	-	-	-	-	15,000
300889 - Backhoe (Replaces unit 519 - 2003 Case 580 Super M	240,000	-	-	-	-
300890 - Combination Snow Plow & Spreader (Replaces Truck 4	350,000	-	-	-	-
300891 - Wood Chipper (Replaces unit 708 - 2010 Vermeer BC1	-	50,000	-	-	-
300893 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	28,740	-	-	-	-

## Fleet Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300894 - Seasonal rental of summer fleet - 4 Seasonal Vehic	32,000	-	-	-	-
300895 - (2) Tractors w/plow & spreader (Replaced Truck 422	25,550	-	-	-	-
300896 - Combination Snow Plow & Spreader (Replaces Truck 4	-	-	350,000	-	-
300898 - 1-ton Dump Box (Replaces unit 305 - 2011 Ford F4	-	111,000	-	-	-
300899 - Work Truck (Replaces 107 - 2011 Ford F150 3/4 ton	-	75,000	-	-	-
300900 - Work Truck (Replaces 106 - 2011 Ford F150)	-	75,000	-	-	-
300901 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	28,740	-	-	-
300902 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	32,000	-	-	-
300903 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	25,550	-	-	-
300906 - Small SUV Replaces 105 - 2012 Ford Super Cab	-	55,000	-	-	-

## Fleet Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300907 - 1-ton Dump Box (Replaces unit 325 - 2011 Ford F4	-	115,000	-	-	-
300908 - Backhoe (Replaces unit 501 - 2009 Cat 416E)	-	240,000	-	-	-
300909 - Leaf Vacuum Trailer (Replaces 2014 Trac-Vac)	-	5,000	-	-	-
300910 - Tandem Axle Combination Snow Plow & Spreader (Repl	-	-	-	-	400,000
300911 - Shoring Box Trailer (Replaces unit 717 - 2009 Dave	-	11,000	-	-	-
300912 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	-	28,740	-	-
300913 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	32,000	-	-
300914 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	-	25,550	-	-
300915 - Tandem Axle Combination Snow Plow & Spreader (Repl	-	-	-	400,000	-
300916 - Combination Snow Plow & Spreader (Growth related a	-	-	350,000	-	-
300917 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	-	-	28,740	-

## Fleet Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
300918 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	-	32,000	-
300919 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	-	-	25,550	-
300920 - Hydro-Vac Trailer (Replaces unit 714 - 2010 Vermeer	-	-	-	100,000	-
300921 - Lawn Mower (Replaces unit 529 - 2015 John Deere X7	-	-	-	18,000	-
300922 - 48" Zero Turn Mower (Replaces Unit 505 - 2011 Kubo	-	-	-	22,000	-
300923 - 60" Zero Turn Mower (Replaces Unit 506 - 2011 Kubo	-	-	-	25,000	-
300924 - Park Maintenance Tractor 4x4 (Replaces Unit 507 -	-	-	-	60,000	-
300925 - Loader - (Replaces Unit 523 - 2006 Cat 924)	-	-	-	300,000	-
300927 - Truck and Automotive Diagnostic Computer (Replaces	-	-	-	25,000	-
300928 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	-	-	-	28,740



## Fleet Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
300929 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	-	-	32,000
300930 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	-	-	-	25,550
300931 - Van with Utility Body - (Replaces unit 225 - 2012	-	-	-	-	125,000
300933 - Lawn Mower (Replaces unit 530 - 2015 John Deere X7	-	-	-	-	17,000
301080 - Electric Vehicle Charging Stations	195,000	-	-	-	-
<b>Total Expenditure</b>	<b>1,086,290</b>	<b>1,173,290</b>	<b>786,290</b>	<b>1,036,290</b>	<b>883,290</b>

# Fleet

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300897 - Tractor with Snow Plow and Salt Spreader (growth r	-	190,000	-	-	-
300926 - Backhoe (Replaces unit 504 - 2010 John Deere 310J)	200,000	-	-	-	-
300934 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	28,740	-	-	-	-
300935 - Seasonal rental of summer fleet - 4 Seasonal Vehic	25,200	-	-	-	-
300936 - Small SUV Replaces unit 004 - 2017 Ford Escape	60,000	-	-	-	-
300937 - Small SUV - Building Department Replaces unit 005	60,000	-	-	-	-
300938 - Van with utility shelving Replacement unit 133 - 2	60,000	-	-	-	-
300939 - Turf Mower (Replaces unit 526 - Kubota GF1800 48")	25,000	-	-	-	-
300940 - Turf Mower (Replaces unit 527 - Kubota GF1800 60")	25,000	-	-	-	-
300941 - Ice Resurfacer (Replaces Unit 712 - 2018 Unit) Sch	125,000	-	-	-	-

## Fleet

### Capital Project Summary - 10 Years



Expenditure	2028	2029	2030	2031	2032
300942 - Slip In Poly Tank (Replaces 2016 Purchase)	25,000	-	-	-	-
300943 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	32,000	-	-	-
300944 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	25,550	-	-	-
300945 - Small SUV - Building Department (end of 2018 lease	-	60,000	-	-	-
300946 - Small SUV - Facilities Department (end of 2018 lea	-	60,000	-	-	-
300947 - Work Truck with Landscape Box (end of 2018 lease)	-	110,000	-	-	-
300948 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	32,000	-	-
300949 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	-	25,550	-	-
300952 - Work Truck Facilities (end of 2019 lease)	-	-	65,000	-	-
300953 - Work Truck Facilities (end of 2019 lease)	-	-	65,000	-	-
300954 - Small Grader for Shouldering and snow removal (Add	-	-	200,000	-	-
300955 - Pick Up Truck	-	-	65,000	-	-

## Fleet Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
300956 - Street Sweeper with Hydro-Vac Capability (addition)	-	-	300,000	-	-
300957 - Compact SUV	-	-	65,000	-	-
300959 - Work Truck 4x4 Roads (end of 2019 lease)	-	-	75,000	-	-
300960 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	-	32,000	-
300961 - (2) Tractors w/plow & spreader (Replaced Truck 422)	-	-	-	25,550	-
300962 - Small SUV Building (Replaces Unit 104 - 2009 Ford)	-	-	-	55,000	-
300963 - Small SUV By-Law (Replaces Unit 101 - 2009 Ford Ra)	-	-	-	55,000	-
300964 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	-	-	25,200
300965 - (2) Tractors w/plow & spreader (Replaced Truck 422)	-	-	-	-	25,550
300966 - 60" Turf Mower (Replaces 2020 Purchase)	-	-	-	-	17,000
300967 - 72" Turf Mower (Replaces 2020 Purchase)	-	-	-	-	17,000
300969 - Road Patrol Vehicle (Replaces 2019 Purchase)	-	-	-	-	40,000

# Fleet Capital Project Summary - 10 Years



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<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
<b>Total Expenditure</b>	633,940	477,550	892,550	167,550	124,750

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## Fleet

### 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	1,134,797	1,265,103	823,529	275,655	538,781	277,907
<b>Additions to Reserve</b>						
Contribution from Operating Budget	469,000	542,300	618,000	692,000	768,000	845,000
Interest	11,348	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(229,458)					
Estimated Prior Year Projects Completed	(120,584)					
<b>Projected Capital Spending</b>		(983,874)	(1,165,874)	(428,874)	(1,028,874)	(875,874)
<b>Projected Reserve (Deficit) - End of Year</b>	1,265,103	823,529	275,655	538,781	277,907	247,033
Target Minimum Reserve Balance	668,600					
Target Reserve Balance	1,337,200					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			14.0 %	12.0 %	11.0 %	10.0 %
Annual dollar increase in operating reserve transfer			\$ 75,700	\$ 74,000	\$ 76,000	\$ 77,000

## Fleet

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	247,033	541,509	1,248,959	2,028,159	3,000,609
<b>Additions to Reserve</b>					
Contribution from Operating Budget	921,000	995,000	1,065,000	1,140,000	1,208,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(626,524)	(287,550)	(285,800)	(167,550)	(124,750)
<b>Projected Reserve (Deficit) - End of Year</b>	541,509	1,248,959	2,028,159	3,000,609	4,083,859
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	9.0 %	8.0 %	7.0 %	7.0 %	6.0 %
Annual dollar increase in operating reserve transfer	\$ 76,000	\$ 74,000	\$ 70,000	\$ 75,000	\$ 68,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %



# Cemeteries

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
CEM 01-23	Fonthill and Hillside Cemetery Section Survey	Survey of Fonthill Dickson Section Extension and Hillside Plan 7 section.	Survey required to open new sections of Fonthill and Hillside Cemetery.	12,000
<b>Total 2023 Approved Budget</b>				<b>12,000</b>

## Cemeteries

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
CEM 01-23	Fonthill and Hillside Cemetery Section Survey	-	12,000	-	-	-	12,000
<b>Total 2023 Approved Budget</b>		-	12,000	-	-	-	12,000

# Cemeteries

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	12,000	105,000	42,000	65,000	62,000
<b>Total Funding Source</b>	12,000	105,000	42,000	65,000	62,000

# Cemeteries

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	120,000	75,000	-	50,000	35,000
<b>Total Funding Source</b>	<b>120,000</b>	<b>75,000</b>	<b>-</b>	<b>50,000</b>	<b>35,000</b>

## Cemeteries Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
400017 - Fonthill Cemetery - yard buffering / reflective ar	-	-	42,000	-	-
400018 - Hillside Cemetery - yard buffering / reflective ar	-	-	-	-	39,000
400019 - Fonthill and Hillside Cemeteries - entry features	-	-	-	65,000	-
400020 - Fonthill Cemetery - Mausoleum Crypt repairs - FCA	-	-	-	-	23,000
400025 - Fonthill and Hillside Cemetery Section Survey	12,000	-	-	-	-
400026 - Fonthill Cemetery Columbarium	-	70,000	-	-	-
400027 - Hillside Cemetery Path - Plan 7	-	35,000	-	-	-
<b>Total Expenditure</b>	<b>12,000</b>	<b>105,000</b>	<b>42,000</b>	<b>65,000</b>	<b>62,000</b>

## Cemeteries Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
400016 - Hillside Cemetery - cremation garden, pedestrian I	120,000	-	-	-	-
400021 - Fonthill Cemetery - roof replacement Mausoleum - F	-	75,000	-	-	-
400023 - Cemeteries Master Plan Update	-	-	-	50,000	-
400024 - Hillside Cemetery Section Expansion (North/West Co	-	-	-	-	35,000
<b>Total Expenditure</b>	<b>120,000</b>	<b>75,000</b>	<b>-</b>	<b>50,000</b>	<b>35,000</b>

## Cemeteries

### 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	78,190	107,190	137,190	83,190	101,190	105,190
<b>Additions to Reserve</b>						
Contribution from Operating Budget	33,000	42,000	51,000	60,000	69,000	78,000
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(4,000)					
Estimated Prior Year Projects Completed	-					
<b>Projected Capital Spending</b>		(12,000)	(105,000)	(42,000)	(65,000)	(62,000)
<b>Projected Reserve (Deficit) - End of Year</b>	107,190	137,190	83,190	101,190	105,190	121,190
Target Minimum Reserve Balance	54,150					
Target Reserve Balance	108,300					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			21.0 %	18.0 %	15.0 %	13.0 %
Annual dollar increase in operating reserve transfer			\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000

## Cemeteries

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	121,190	88,190	109,190	214,190	278,190
<b>Additions to Reserve</b>					
Contribution from Operating Budget	87,000	96,000	105,000	114,000	123,000
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(120,000)	(75,000)		(50,000)	(35,000)
<b>Projected Reserve (Deficit) - End of Year</b>	88,190	109,190	214,190	278,190	366,190
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	12.0 %	10.0 %	9.0 %	9.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000



## Park Facilities

### 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
PRK 01-23	Ball Diamond Upgrades - Bulk Clay	Purchase of Bulk Clay for Diamond Maintenance	The existing clay diamonds require significant amounts of clay to bring them back to grade	5,000
PRK 02-23	General Park Furniture (Benches/Picnic Tables/Rece	Replacement or purchase of additional park benches, picnic tables, garbage receptacles, bleachers.	Annual project to replace worn and damaged Park Furniture, as well as provide new amenities as required.	20,000
PRK 03-23	Playground Turf Repair	Repair of artificial turf at play ground structures.	Annual program to repair turf identified through annual and monthly inspections.	5,000
PRK 04-23	Redevelopment of Peace Park	Landscaping features for holding events and accommodating vendors in the North Section of Peace Park	Thursday night food vendors set up in this section. More vendors will need to park on the grass. Given the slope of the park, when the grass is wet, the vendors regularly get stuck.	200,000
PRK 05-23	Park Entry Sign Replacements (6)	Replacement of (6) Carved Wood Park Entrance and Historic Village Gateway Signs.	The existing signs are in poor condition and require replacement.	30,000

## Park Facilities

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
PRK 01-23	Ball Diamond Upgrades - Bulk Clay	-	5,000	-	-	-	5,000
PRK 02-23	General Park Furniture (Benches/Picnic Tables/Rece	-	20,000	-	-	-	20,000
PRK 03-23	Playground Turf Repair	-	5,000	-	-	-	5,000
PRK 04-23	Redevelopment of Peace Park	100,000	100,000	-	-	-	200,000
PRK 05-23	Park Entry Sign Replacements (6)	-	30,000	-	-	-	30,000

# Park Facilities

## 2023 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
PRK 06-23	Centennial Park Diamond 3 Lighting - Additional Fu	Additional funds for Centennial Park Diamond 3 Lighting	Additional funds needed to complete project	155,000
<b>Total 2023 Approved Budget</b>				<b>415,000</b>

## Park Facilities

### 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
PRK 06-23	Centennial Park Diamond 3 Lighting - Additional Fu	-	155,000	-	-	-	155,000
<b>Total 2023 Approved Budget</b>		100,000	315,000	-	-	-	415,000

## Park Facilities Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	315,000	577,000	332,000	826,839	155,750
Grant Revenue - Federal	-	-	1,000,000	1,850,161	-
Grant Revenue - Other	100,000	-	-	-	-
Transfer from Deferred Revenues	-	-	300,000	-	128,250
Unfinanced Capital - Debenture/Lease	-	-	4,000,000	-	-
Transfer from Deferred Revenues - Parkland Dedicat	-	110,000	60,000	400,000	160,000
<b>Total Funding Source</b>	<b>415,000</b>	<b>687,000</b>	<b>5,692,000</b>	<b>3,077,000</b>	<b>444,000</b>

## Park Facilities Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	65,000	345,000	359,575	60,000	120,000
Grant Revenue - Federal	-	-	-	-	-
Grant Revenue - Other	-	-	-	-	-
Transfer from Deferred Revenues	-	-	115,425	-	-
Unfinanced Capital - Debenture/Lease	-	-	-	-	-
Transfer from Deferred Revenues - Parkland Dedicat	230,000	160,000	240,000	310,000	160,000
<b>Total Funding Source</b>	<b>295,000</b>	<b>505,000</b>	<b>715,000</b>	<b>370,000</b>	<b>280,000</b>

## Park Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
500197 - East Fonthill Parkland Development	-	-	1,300,000	-	-
500202 - Centennial Park South Soccer Field Construction	-	350,000	-	-	-
500205 - Saffron Meadows Park Development	-	-	-	500,000	-
500208 - Ball Diamond Upgrades - Harold Black Park #1 (clay	-	-	60,000	-	-
500209 - Ball Diamond Upgrades - Centennial Park #1 (clay i	-	60,000	-	-	-
500210 - Ball Diamond Upgrades - Bulk Clay	5,000	-	-	-	-
500211 - Design Build - Harold Black Park Diamond 2 Lightin	-	-	300,000	-	-
500217 - General Park Furniture (Benches/Picnic Tables/Rece	20,000	-	-	-	-
500218 - Playground Turf Repair	5,000	-	-	-	-
500224 - North Pelham Park Ball Diamonds Upgrade (clay infi	-	150,000	-	-	-
500225 - General Park Furniture (Benches/Picnic Tables/Rece	-	20,000	-	-	-
500226 - Playground Turf Repair	-	12,000	-	-	-

## Park Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
500227 - Centennial Park Cenotaph Restoration	-	-	-	40,000	-
500232 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	20,000	-	-
500233 - Playground Turf Repair	-	-	12,000	-	-
500235 - Peace Park Bandshell - upgrade lighting - FCA Crit	-	-	-	5,000	-
500238 - Kunda Park Development	-	-	-	-	150,000
500239 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	-	20,000	-
500240 - Playground Turf Repair	-	-	-	12,000	-
500245 - Playground Turf Repair	-	-	-	-	5,000
500246 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	-	-	20,000
500247 - Woodstream Park Playground Retrofit	-	-	-	-	160,000
500254 - Replace outdoor pool and electrical	-	-	-	2,500,000	-
500266 - Redevelopment of Peace Park	200,000	-	-	-	-
500300 - OPTH Cenotaph Cleaning and UV Coating	-	-	-	-	9,000
500301 - Civic Square - Design	-	-	-	-	100,000
500302 - Civic Square Construction	-	-	4,000,000	-	-



## Park Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
500313 - Steve Bauer Trail Sign Improvement	-	65,000	-	-	-
500314 - Gate Way Signage Replacement	-	30,000	-	-	-
500317 - Park Entry Sign Replacements (6)	30,000	-	-	-	-
500324 - Centennial Park Diamond 3 Lighting - Additional Fu	155,000	-	-	-	-
<b>Total Expenditure</b>	<b>415,000</b>	<b>687,000</b>	<b>5,692,000</b>	<b>3,077,000</b>	<b>444,000</b>

## Park Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
500213 - Installation of Community Bulletin Boards	40,000	-	-	-	-
500216 - North Pelham Multi Purpose Court redevelopment	70,000	-	-	-	-
500229 - Marlene Stewart Streit Park Pool House - roof repl	-	-	-	-	100,000
500230 - Hurleston Park - Playground Retrofit	-	-	160,000	-	-
500231 - Harold Black Park Playground Retrofit	-	-	160,000	-	-
500236 - North Pelham Park - Playground retrofit	-	160,000	-	-	-
500237 - Centennial Park Playground Retrofit	-	160,000	-	-	-
500244 - Rolling Meadows Park - Playground Retrofit	-	-	-	160,000	-
500249 - Pelham Corners Park - Playground Retrofit	-	-	-	-	160,000
500250 - General Park Furniture (Benches/Picnic Tables/Rece	20,000	-	-	-	-
500251 - Playground Turf Repair	5,000	-	-	-	-
500252 - Marlene Stewart Streit Park Playground Retrofit	160,000	-	-	-	-
500253 - Cherry Ridge Park Playground Retrofit	-	160,000	-	-	-
500255 - Playground Turf Repair	-	5,000	-	-	-

## Park Facilities Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
500256 - General Park Furniture (Benches/Picnic Tables/Rece	-	20,000	-	-	-
500258 - Lighting	-	-	160,000	-	-
500259 - Hurleston Park Playground Retrofit	-	-	80,000	-	-
500260 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	20,000	-	-
500262 - Deferred Project: Skate Park/MSSP Parking Lot Ligh	-	-	135,000	-	-
500263 - Peace Park Cenotaph Restoration	-	-	-	40,000	-
500264 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	-	20,000	-
500265 - Lookout Park Pavilion	-	-	-	150,000	-
500267 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	-	-	20,000
<b>Total Expenditure</b>	<b>295,000</b>	<b>505,000</b>	<b>715,000</b>	<b>370,000</b>	<b>280,000</b>

## Park Facilities

### 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	321,524	(230,435)	(389,835)	(723,835)	(725,835)	(1,136,674)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	68,000	155,600	243,000	330,000	416,000	503,000
Interest	3,215	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(118,000)					
Estimated Prior Year Projects Completed	(505,174)					
<b>Projected Capital Spending</b>		(315,000)	(577,000)	(332,000)	(826,839)	(155,750)
<b>Projected Reserve (Deficit) - End of Year</b>	(230,435)	(389,835)	(723,835)	(725,835)	(1,136,674)	(789,424)
Target Minimum Reserve Balance	293,600					
Target Reserve Balance	587,200					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			56.0 %	36.0 %	26.0 %	21.0 %
Annual dollar increase in operating reserve transfer			\$ 87,400	\$ 87,000	\$ 86,000	\$ 87,000

## Park Facilities

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	(789,424)	(265,424)	66,576	472,001	1,261,001
<b>Additions to Reserve</b>					
Contribution from Operating Budget	589,000	677,000	765,000	849,000	934,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(65,000)	(345,000)	(359,575)	(60,000)	(120,000)
<b>Projected Reserve (Deficit) - End of Year</b>	(265,424)	66,576	472,001	1,261,001	2,075,001
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	17.0 %	15.0 %	13.0 %	11.0 %	10.0 %
Annual dollar increase in operating reserve transfer	\$ 86,000	\$ 88,000	\$ 88,000	\$ 84,000	\$ 85,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

# Library

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
LIB 01-23	Computer Services Development	Computer Services Development	Annual computer replacement program	10,000
LIB 02-23	Library Bookmobile	Library Bookmobile funding - Pelham's share	Library board endorsed request for enhanced service levels.	58,500
<b>Total 2023 Approved Budget</b>				<b>68,500</b>

## Library 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
LIB 01-23	Computer Services Development	-	10,000	-	-	-	10,000
LIB 02-23	Library Bookmobile	58,500	-	-	-	-	58,500
<b>Total 2023 Approved Budget</b>		58,500	10,000	-	-	-	68,500



# Library

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	10,000	10,000	10,000	10,000	10,000
Grant Revenue - Other	58,500	-	-	-	-
<b>Total Funding Source</b>	<b>68,500</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

# Library

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	10,000	10,000	10,000	10,000	10,000
Grant Revenue - Other	-	-	-	-	-
<b>Total Funding Source</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

## Library Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
500281 - Computer Services Development	10,000	-	-	-	-
500282 - Computer Services Development	-	10,000	-	-	-
500283 - Computer Services Development	-	-	10,000	-	-
500284 - Computer Services Development	-	-	-	10,000	-
500285 - Computer Services Development	-	-	-	-	10,000
500304 - Library Bookmobile	58,500	-	-	-	-
<b>Total Expenditure</b>	<b>68,500</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

# Library

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
500286 - Computer Services Development	10,000	-	-	-	-
500287 - Computer Services Development	-	10,000	-	-	-
500288 - Computer Services Development	-	-	10,000	-	-
500289 - Computer Services Development	-	-	-	10,000	-
500290 - Computer Services Development	-	-	-	-	10,000
<b>Total Expenditure</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

# Library

## 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	392,907	386,836	376,836	366,836	356,836	346,836
<b>Additions to Reserve</b>						
Contribution from Operating Budget	-	-	-	-	-	-
Interest	3,929	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(10,000)					
Estimated Prior Year Projects Completed	-					
<b>Projected Capital Spending</b>		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Projected Reserve (Deficit) - End of Year</b>	386,836	376,836	366,836	356,836	346,836	336,836
Target Minimum Reserve Balance	10,650					
Target Reserve Balance	21,300					
Phased-In Target Minimum Balance						
Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

# Library

## 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	336,836	326,836	316,836	306,836	296,836
<b>Additions to Reserve</b>					
Contribution from Operating Budget	-	-	-	-	-
Interest	-	-	-	-	10,389
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Projected Reserve (Deficit) - End of Year</b>	326,836	316,836	306,836	296,836	297,225
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Estimated interest rate	0.0 %	0.0 %	0.0 %	0.0 %	3.5 %

# Community Planning & Development

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
PLN 01-23	Development Charge Background Study	5 Year review and update to Development Charges Study	Required by legislation	40,000
PLN 02-23	Natural Heritage Inventory and Management Plan	. Inventory of natural heritage assets in the Town and development of management plan maintain and sustain the natural heritage assets	. supports climate change and resiliency in the community	100,000
PLN 03-23	Secondary Plan for South Fonthill	. Secondary Plan for expanded urban area in south Fonthill	. Required for new growth areas	150,000
PLN 04-23	Ward Boundary & Council composition Review	Ward Boundary & Council composition Review	Ward Boundary & council composition Review	51,000
<b>Total 2023 Approved Budget</b>				<b>341,000</b>

## Community Planning & Development 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
PLN 01-23	Development Charge Background Study	-	40,000	-	-	-	40,000
PLN 02-23	Natural Heritage Inventory and Management Plan	50,000	50,000	-	-	-	100,000
PLN 03-23	Secondary Plan for South Fonthill	-	150,000	-	-	-	150,000
PLN 04-23	Ward Boundary & Council composition Review	-	51,000	-	-	-	51,000
<b>Total 2023 Approved Budget</b>		50,000	291,000	-	-	-	341,000



## Community Planning & Development Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	291,000	68,750	107,500	-	87,500
Grant Revenue - Other	50,000	-	-	-	-
Transfer from Deferred Revenues	-	56,250	67,500	-	87,500
<b>Total Funding Source</b>	<b>341,000</b>	<b>125,000</b>	<b>175,000</b>	<b>-</b>	<b>175,000</b>

# Community Planning & Development

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	-	100,000	-	-	225,000
Grant Revenue - Other	-	-	-	-	-
Transfer from Deferred Revenues	-	-	-	-	-
<b>Total Funding Source</b>	-	100,000	-	-	225,000

## Community Planning & Development Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
600124 - Development Charge Background Study	40,000	-	-	-	-
600125 - Downtown Master Plan Study - deferred from 2020	-	125,000	-	-	-
600126 - Zoning By-law Review and Update	-	-	100,000	-	-
600127 - Environmental Impact Study	-	-	75,000	-	-
600128 - Official Plan Review and Update	-	-	-	-	175,000
600147 - Natural Heritage Inventory and Management Plan	100,000	-	-	-	-
600148 - Secondary Plan for South Fonthill	150,000	-	-	-	-
600149 - Ward Boundary & Council composition Review	51,000	-	-	-	-
<b>Total Expenditure</b>	<b>341,000</b>	<b>125,000</b>	<b>175,000</b>	<b>-</b>	<b>175,000</b>

## Community Planning & Development Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
600129 - Zoning By-law Review and Update	-	100,000	-	-	-
600130 - Official Plan Review and Update	-	-	-	-	225,000
<b>Total Expenditure</b>	-	100,000	-	-	225,000

## Community Planning & Development 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	334,509	87,703	(123,297)	(104,047)	(115,547)	(11,547)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	72,000	80,000	88,000	96,000	104,000	112,000
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(123,750)					
Estimated Prior Year Projects Completed	(195,056)					
<b>Projected Capital Spending</b>		(291,000)	(68,750)	(107,500)		(87,500)
<b>Projected Reserve (Deficit) - End of Year</b>	87,703	(123,297)	(104,047)	(115,547)	(11,547)	12,953
Target Minimum Reserve Balance	80,400					
Target Reserve Balance	160,800					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			10.0 %	9.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000

## Community Planning & Development 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	12,953	132,953	160,953	296,953	440,953
<b>Additions to Reserve</b>					
Contribution from Operating Budget	120,000	128,000	136,000	144,000	153,000
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>		(100,000)			(225,000)
<b>Projected Reserve (Deficit) - End of Year</b>	132,953	160,953	296,953	440,953	368,953
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	7.0 %	7.0 %	6.0 %	6.0 %	6.0 %
Annual dollar increase in operating reserve transfer	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000

# Municipal Drainage

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
DRN 01-23	Replace Road Culvert	Road Culvert replacement	Obligatory maintenance	40,000
<b>Total 2023 Approved Budget</b>				<b>40,000</b>

## Municipal Drainage 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
DRN 01-23	Replace Road Culvert	-	40,000	-	-	-	40,000
<b>Total 2023 Approved Budget</b>		-	40,000	-	-	-	40,000



# Municipal Drainage

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	40,000	-	40,000	-	-
<b>Total Funding Source</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>

# Municipal Drainage

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	40,000	-	-	-	40,000
<b>Total Funding Source</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>

# Municipal Drainage

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
600133 - Replace Road Culvert	40,000	-	-	-	-
600134 - Replace Culverts	-	-	40,000	-	-
<b>Total Expenditure</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>

# Municipal Drainage Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
600135 - Replace Culverts	40,000	-	-	-	-
600136 - Replace Culverts	-	-	-	-	40,000
<b>Total Expenditure</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>

## Municipal Drainage 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	44,131	(24,369)	(44,869)	(24,869)	(43,869)	(22,869)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	19,000	19,500	20,000	21,000	21,000	21,000
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(50,000)					
Estimated Prior Year Projects Completed	(37,500)					
<b>Projected Capital Spending</b>		(40,000)		(40,000)		
<b>Projected Reserve (Deficit) - End of Year</b>	(24,369)	(44,869)	(24,869)	(43,869)	(22,869)	(1,869)
Target Minimum Reserve Balance	28,150					
Target Reserve Balance	56,300					
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			3.0 %	3.0 %	2.0 %	2.0 %
Annual dollar increase in operating reserve transfer		\$	500 \$	1,000 \$	- \$	-

## Municipal Drainage 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	(1,869)	(20,869)	131	21,131	42,131
<b>Additions to Reserve</b>					
Contribution from Operating Budget	21,000	21,000	21,000	21,000	21,000
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(40,000)				(40,000)
<b>Projected Reserve (Deficit) - End of Year</b>	(20,869)	131	21,131	42,131	23,131
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	2.0 %	2.0 %	2.0 %	2.0 %	2.0 %
Annual dollar increase in operating reserve transfer	\$ -	\$ -	\$ -	\$ -	\$ -

## Wastewater 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
WST 01-23	Sewage Pumping Station Northwest Fenwick - deferre	This project includes the construction of a new Sanitary Pumping Station for the North West area of Fenwick.	The new Sanitary Pumping Station is needed for the proposed development in North Fenwick. The Sanitary Pumping Station design will include for future gravity sewers to be installed along Memorial Drive and Maple Street.	600,000
WST 02-23	Sanitary I/I Study Program - Planned Replacements	The purpose of this program is to reduce unwanted inflow and infiltration into our sanitary system.	Damage to our sanitary system (including root damage, manhole failures, etc.) can cause unwanted water from entering our sanitary system. This program is designed to implement measures to mitigate this negative impact.	70,000
WST 03-23	Sanitary Sewer Inspection, CCTV and Flushing Progr	This is an annual project that is used to inspect our sanitary sewer system.	1/3 of the Town's network is inspected annually to ensure that there are no major deficiencies with our sanitary system.	115,000

# Wastewater

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
WST 01-23	Sewage Pumping Station Northwest Fenwick - deferre	-	-	-	600,000	-	-	600,000
WST 02-23	Sanitary I/I Study Program - Planned Replacements	-	70,000	-	-	-	-	70,000
WST 03-23	Sanitary Sewer Inspection, CCTV and Flushing Progr	-	115,000	-	-	-	-	115,000



## Wastewater 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
WST 04-23	Sanitary Sewer Capital Construction Repairs	This project is used to complete sanitary sewer capital upgrades throughout the Town.	Sanitary Sewers that are damaged have the potential of causing sewer backups on private property. Repairs to the Sanitary Sewers.	140,000
WST 05-23	Church Street Sanitary Upgrades	Replacement and upsizing of existing sanitary sewer on Church Street from Canboro Road to Foss Road.	The existing sanitary sewer is undersized to support the developments in Fenwick. The deficiencies were identified as part of the Town's wastewater master plan and model created by GM BluePlan in 2017. This project will ensure that the wastewater transmission system in Fenwick will be able to support the planned developments and reduce the risk of sewer backups.	1,500,000

## Wastewater 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
WST 04-23	Sanitary Sewer Capital Construction Repairs	-	140,000	-	-	-	140,000
WST 05-23	Church Street Sanitary Upgrades	-	1,500,000	-	-	-	1,500,000

# Wastewater

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
WST 06-23	Quaker Road Sanitary Replacement	The reconstruction of Quaker Road between Pelham Street and Line Avenue will include full roadway reconstruction including storm sewers, sanitary sewers, watermain, concrete curb and gutter and concrete sidewalk.	The Region of Niagara is installing a new regional sanitary main on Quaker Road between Pelham Street and Rice Road and will require full roadway restoration following the installation of the Region's sewer. Furthermore, new developments in the area of Quaker and Line Ave has brought forward the need for storm water drainage systems on the roadway. Town staff will be working in coordination with Regional Staff and the developers to deliver this project.	1,050,000
WST 07-23	Foss Rd Sanitary Sewer Design & Excess soil manage	Detailed Design and Excess Soils management	.	300,000
<b>Total 2023 Approved Budget</b>				<b>3,775,000</b>

## Wastewater 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
WST 06-23	Quaker Road Sanitary Replacement	-	1,050,000	-	-	-	1,050,000
WST 07-23	Foss Rd Sanitary Sewer Design & Excess soil manage	-	300,000	-	-	-	300,000
<b>Total 2023 Approved Budget</b>		-	3,175,000	-	600,000	-	3,775,000

## Wastewater Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	3,175,000	3,025,000	335,000	676,960	425,000
Transfer from Deferred Revenues	600,000	-	-	527,940	1,343,400
<b>Total Funding Source</b>	<b>3,775,000</b>	<b>3,025,000</b>	<b>335,000</b>	<b>1,204,900</b>	<b>1,768,400</b>

## Wastewater Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	511,975	1,015,930	1,506,960	1,289,500	1,289,500
Transfer from Deferred Revenues	559,525	844,470	1,227,940	1,104,500	964,500
<b>Total Funding Source</b>	<b>1,071,500</b>	<b>1,860,400</b>	<b>2,734,900</b>	<b>2,394,000</b>	<b>2,254,000</b>

## Wastewater Capital Project Summary - 10 Years



Expenditure	2023	2024	2025	2026	2027
700185 - Sewage Pumping Station Northwest Fenwick - deferre	600,000	-	-	-	-
700188 - Merritt Road Sewer Main	-	-	-	-	1,343,400
700191 - Welland Rd upgrade existing sewer from 200mm to 30	-	-	-	879,900	-
700193 - Foss Road Regional Forcemain Project - Culvert Rep	-	-	-	-	100,000
700194 - Sanitary I/I Study Program - Planned Replacements	70,000	-	-	-	-
700199 - Sanitary Sewer Inspection, CCTV and Flushing Progr	115,000	-	-	-	-
700200 - Sanitary Sewer Capital Construction Repairs	140,000	-	-	-	-
700201 - Sanitary I/I Study Program - Planned Replacements	-	70,000	-	-	-
700202 - Sanitary Lateral Replacement Program (5 laterals)	-	80,000	-	-	-
700203 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	115,000	-	-	-
700204 - Sanitary Sewer Capital Construction Adjustments an	-	60,000	-	-	-

# Wastewater Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
700205 - Sanitary I/I Study Program - Planned Replacements	-	-	70,000	-	-
700206 - Sanitary Lateral Replacement Program (5 laterals)	-	-	80,000	-	-
700207 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	115,000	-	-
700208 - Sanitary Sewer Capital Construction Adjustments an	-	-	60,000	-	-
700209 - Sanitary Sewers Model Development Update	-	-	10,000	-	-
700210 - Sanitary I/I Study Program - Planned Replacements	-	-	-	70,000	-
700211 - Sanitary Lateral Replacement Program (5 laterals)	-	-	-	80,000	-
700213 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	115,000	-
700214 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	60,000	-
700215 - Sanitary I/I Study Program - Planned Replacements	-	-	-	-	70,000



## Wastewater Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
700216 - Sanitary Lateral Replacement Program (5 laterals)	-	-	-	-	80,000
700217 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	-	115,000
700218 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	-	60,000
700347 - Church Street Sanitary Upgrades	1,500,000	-	-	-	-
700357 - Quaker Road Sanitary Replacement	1,050,000	-	-	-	-
700358 - Foss Road Sanitary Upgrades	-	2,700,000	-	-	-
700359 - Foss Rd Sanitary Sewer Design & Excess soil manage	300,000	-	-	-	-
<b>Total Expenditure</b>	<b>3,775,000</b>	<b>3,025,000</b>	<b>335,000</b>	<b>1,204,900</b>	<b>1,768,400</b>

## Wastewater Capital Project Summary - 10 Years



Expenditure	2028	2029	2030	2031	2032
700183 - Deerpark phase 2 upgrade from 350 mm to 450 mm	-	-	804,900	-	-
700184 - Welland Road / Deerpark Sanitary Trenchless Rehabi	-	-	850,000	-	-
700190 - Pelham St Square extension new 300 mm to service n	-	-	745,000	-	-
700195 - Hurricane Rd upgrade existing Station to Hwy 20	-	1,535,400	-	-	-
700196 - Concord upgrade existing	250,000	-	-	-	-
700197 - Ker Crescent outlet- upgrade existing	496,500	-	-	-	-
700212 - Provision for potential oversizing	-	-	-	140,000	-
700219 - Sanitary I/I Study Program - Planned Replacements	70,000	-	-	-	-
700220 - Sanitary Lateral Replacement Program (5 laterals)	80,000	-	-	-	-
700221 - Sanitary Sewer Inspection, CCTV and Flushing Progr	115,000	-	-	-	-
700222 - Sanitary Sewer Capital Construction Adjustments an	60,000	-	-	-	-

## Wastewater Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
700223 - Sanitary I/I Study Program - Planned Replacements	-	70,000	-	-	-
700224 - Sanitary Lateral Replacement Program (5 laterals)	-	80,000	-	-	-
700225 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	115,000	-	-	-
700226 - Sanitary Sewer Capital Construction Adjustments an	-	60,000	-	-	-
700227 - Sanitary I/I Study Program - Planned Replacements	-	-	70,000	-	-
700228 - Sanitary Lateral Replacement Program (5 laterals)	-	-	80,000	-	-
700229 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	115,000	-	-
700230 - East Fenwick Secondary Plan upgrades - Part 1 of 4	-	-	-	1,929,000	-
700231 - Sanitary Sewer Capital Construction Adjustments an	-	-	60,000	-	-
700232 - Sanitary Sewer Model - Development Update	-	-	10,000	-	-

## Wastewater Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
700233 - Sanitary I/I Study Program - Planned Replacements	-	-	-	70,000	-
700234 - Sanitary Lateral Replacement Program (5 laterals)	-	-	-	80,000	-
700235 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	115,000	-
700236 - East Fenwick Secondary Plan upgrades - Part 1 of 4	-	-	-	-	1,929,000
700237 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	60,000	-
700238 - Sanitary I/I Study Program - Planned Replacements	-	-	-	-	70,000
700239 - Sanitary Lateral Replacement Program (5 laterals)	-	-	-	-	80,000
700240 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	-	115,000
700242 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	-	60,000
<b>Total Expenditure</b>	<b>1,071,500</b>	<b>1,860,400</b>	<b>2,734,900</b>	<b>2,394,000</b>	<b>2,254,000</b>

## Wastewater 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	2,115,558	882,471	(1,949,401)	(4,555,401)	(4,396,401)	(4,505,361)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	836,794	343,128	419,000	494,000	568,000	642,000
Interest	21,156	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(1,385,000)					
Estimated Prior Year Projects Completed	(706,037)					
<b>Projected Capital Spending</b>		(3,175,000)	(3,025,000)	(335,000)	(676,960)	(425,000)
<b>Projected Reserve (Deficit) - End of Year</b>	882,471	(1,949,401)	(4,555,401)	(4,396,401)	(4,505,361)	(4,288,361)
Target Minimum Reserve Balance						
Target Reserve Balance	627,673	885,183	1,267,849	1,362,938		
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			22.0 %	18.0 %	15.0 %	13.0 %
Annual dollar increase in operating reserve transfer			\$ 75,872	\$ 75,000	\$ 74,000	\$ 74,000

## Wastewater 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	(4,288,361)	(4,081,336)	(4,306,266)	(4,951,226)	(5,300,726)
<b>Additions to Reserve</b>					
Contribution from Operating Budget	719,000	791,000	862,000	940,000	1,015,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(511,975)	(1,015,930)	(1,506,960)	(1,289,500)	(1,289,500)
<b>Projected Reserve (Deficit) - End of Year</b>	(4,081,336)	(4,306,266)	(4,951,226)	(5,300,726)	(5,575,226)
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	12.0 %	10.0 %	9.0 %	9.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 77,000	\$ 72,000	\$ 71,000	\$ 78,000	\$ 75,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

# Water

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
WTR 01-23	Quaker Rd: Pelham St to Line Ave, Watermain Replac	The reconstruction of Quaker Road between Pelham Street and Line Avenue will include full roadway reconstruction including storm sewers, sanitary sewers, watermain, concrete curb and gutter and concrete sidewalk.	The Region of Niagara is installing a new regional sanitary main on Quaker Road between Pelham Street and Rice Road and will require full roadway restoration following the installation of the Region's sewer. Furthermore, new developments in the area of Quaker and Line Ave has brought forward the need for storm water drainage systems on the roadway. Town staff will be working in coordination with Regional Staff and the developers to deliver this project.	800,000
WTR 02-23	Water System Repair Equipment	This project is used to repair and replace water system repair equipment.	Water repair repair equipment is used to ensure that our drinking water quality remains safe.	30,000



# Water

## 2023 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
WTR 01-23	Quaker Rd: Pelham St to Line Ave, Watermain Replac	-	800,000	-	-	-	800,000
WTR 02-23	Water System Repair Equipment	-	30,000	-	-	-	30,000

# Water

## 2023 Approved Capital Budget Summary



<b>Project #</b>	<b>Project Name</b>	<b>Description</b>	<b>Justification</b>	<b>Approved Budget \$</b>
WTR 03-23	Water Rate Study	Water rate study/long range financial plan	legislated requirement to update study every 5 years	20,000
<b>Total 2023 Approved Budget</b>				<b>850,000</b>

**Water**  
**2023 Approved Capital Budget Summary**

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
WTR 03-23	Water Rate Study	-	20,000	-	-	-	20,000
<b>Total 2023 Approved Budget</b>		-	850,000	-	-	-	850,000

# Water

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Transfer from Reserve	850,000	1,469,000	565,000	1,984,500	737,750
Grant Revenue - Federal	-	1,372,400	2,462,663	-	-
Transfer from Deferred Revenues	-	-	-	-	1,026,700
<b>Total Funding Source</b>	<b>850,000</b>	<b>2,841,400</b>	<b>3,027,663</b>	<b>1,984,500</b>	<b>1,764,450</b>

# Water

## Capital Project Summary - 10 Years



<b>Funding Source</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Transfer from Reserve	550,000	1,912,250	2,686,150	1,740,650	1,451,400
Grant Revenue - Federal	-	-	-	-	-
Transfer from Deferred Revenues	-	-	-	510,650	1,021,400
<b>Total Funding Source</b>	<b>550,000</b>	<b>1,912,250</b>	<b>2,686,150</b>	<b>2,251,300</b>	<b>2,472,800</b>

## Water Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
700272 - Quaker Rd: Pelham St to Line Ave, Watermain Replac	800,000	-	-	-	-
700273 - Daleview Upgrade watermain from 150 to 200mm diam	-	161,500	-	-	-
700278 - Welland: Canboro Rd to E of Balfour, Watermain Rep	-	-	-	396,000	-
700279 - Design: Pancake: Pelham St to Haist St, Watermain	-	39,000	-	-	-
700282 - Merritt: Pelham St to Line Ave, Watermain Replacem	-	-	-	-	164,250
700283 - Merritt Road Watermain replacement	-	-	-	-	1,026,700
700285 - Construction: Pancake: Pelham St to Haist St, Wate	-	-	-	1,500,000	-
700286 - Pelham St Watermain Replacement - 23R01 - Sprucesi	-	1,400,000	-	-	-
700287 - Water System Repair Equipment	30,000	-	-	-	-
700289 - Water Rate Study	20,000	-	-	-	-
700290 - Canboro: Haist St to Pelham St Watermain Replaceme	-	-	2,462,663	-	-

## Water Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
700291 - Emmett Street: Pelham St to Station St, Watermain	-	-	-	-	193,500
700294 - Spencer Lane: Pinecrest Court to North Limit, Wate	-	121,100	-	-	-
700295 - Water System Repair Equipment	-	30,000	-	-	-
700296 - Station Street Extension, Watermain Construction	-	-	450,000	-	-
700297 - Water Loading Station Replacement - Canboro Road a	-	-	60,000	-	-
700298 - Water System Repair Equipment	-	-	30,000	-	-
700301 - Haist Court: Haist St to limit, Watermain Replacem	-	-	-	58,500	-
700302 - Pinecrest: Hwy 20 to end, Watermain Replacement	-	282,600	-	-	-
700303 - Water System Repair Equipment	-	-	-	30,000	-
700304 - Water System Repair Equipment	-	-	-	-	30,000
700305 - Watermain Replacement - cast iron replacement prog	-	-	-	-	350,000
700355 - Design: Welland: Canboro Rd to E of Balfour, Water	-	-	25,000	-	-

# Water

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
700367 - Construction: Watermain Replacement - Daleview, St	-	807,200	-	-	-
<b>Total Expenditure</b>	850,000	2,841,400	3,027,663	1,984,500	1,764,450



## Water Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
700280 - Lorimer Street: Hurricane to South Limit, Watermai	-	171,750	-	-	-
700288 - Water Loading Station Addition - South/West Area F	100,000	-	-	-	-
700293 - Orchard Place: Haist Street to limit, Watermain Re	-	-	101,250	-	-
700299 - Damude Dr: Haist St to Terrace Heights Crt, Waterm	-	175,500	-	-	-
700300 - Donahugh Drive: Pelham St to Terrace Heights Crt,	-	135,000	-	-	-
700306 - Chestnut Ridge Water Pressure Pump Replacement	20,000	-	-	-	-
700307 - Water System Repair Equipment	30,000	-	-	-	-
700308 - Watermain Replacement - cast iron replacement prog	400,000	-	-	-	-
700309 - Water System Repair Equipment	-	30,000	-	-	-
700310 - Watermain Replacement - cast iron replacement prog	-	400,000	-	-	-
700311 - Water System Repair Equipment	-	-	30,000	-	-

## Water Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
700312 - East Fenwick Secondary Plan - proposed upgrades -	-	-	-	1,021,300	-
700313 - Cream Street new watermain looping (East Fenwick)	-	-	474,500	-	-
700314 - Welland Road new watermain looping (East Fenwick)	-	-	680,400	-	-
700315 - Watermain Replacement - cast iron replacement prog	-	-	400,000	-	-
700316 - Water System Repair Equipment	-	-	-	30,000	-
700317 - East Fenwick Secondary Plan - proposed upgrades -	-	-	-	-	1,021,400
700318 - Watermain Replacement - cast iron replacement prog	-	-	-	400,000	-
700319 - Water System Repair Equipment	-	-	-	-	30,000
700320 - East Fenwick Secondary Plan - proposed upgrades -	-	-	-	-	1,021,400
700321 - Watermain Replacement - cast iron replacement prog	-	-	-	-	400,000
700328 - Water Meter Replacement Project - Phase 3	-	-	-	800,000	-
700368 - Water Meter Replacement Project - Phase 1	-	1,000,000	-	-	-

# Water

## Capital Project Summary - 10 Years



<b>Expenditure</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
700369 - Water Meter Replacement Project - Phase 2	-	-	1,000,000	-	-
<b>Total Expenditure</b>	550,000	1,912,250	2,686,150	2,251,300	2,472,800

## Water 10 Year Projected Reserve Balance



	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	1,331,322	686,308	734,482	208,482	633,482	(311,018)
<b>Additions to Reserve</b>						
Contribution from Operating Budget	533,495	898,174	943,000	990,000	1,040,000	1,092,000
Interest	13,313	-	-	-	-	-
<b>Reduction in Reserve</b>						
Estimated 2022 Projects Completed	(730,000)					
Estimated Prior Year Projects Completed	(461,822)					
<b>Projected Capital Spending</b>		(850,000)	(1,469,000)	(565,000)	(1,984,500)	(737,750)
<b>Projected Reserve (Deficit) - End of Year</b>	686,308	734,482	208,482	633,482	(311,018)	43,232
Target Minimum Reserve Balance	269,300					
Target Reserve Balance	185,249	689,586	1,021,045	1,097,623		
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			5.0 %	5.0 %	5.0 %	5.0 %
Annual dollar increase in operating reserve transfer			\$ 44,826	\$ 47,000	\$ 50,000	\$ 52,000

## Water

### 10 Year Projected Reserve Balance



	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	43,232	640,232	(68,018)	(1,490,168)	(1,903,818)
<b>Additions to Reserve</b>					
Contribution from Operating Budget	1,147,000	1,204,000	1,264,000	1,327,000	1,393,000
Interest	-	-	-	-	-
<b>Reduction in Reserve</b>					
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(550,000)	(1,912,250)	(2,686,150)	(1,740,650)	(1,451,400)
<b>Projected Reserve (Deficit) - End of Year</b>	640,232	(68,018)	(1,490,168)	(1,903,818)	(1,962,218)
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	5.0 %	5.0 %	5.0 %	5.0 %	5.0 %
Annual dollar increase in operating reserve transfer	\$ 55,000	\$ 57,000	\$ 60,000	\$ 63,000	\$ 66,000

Estimated interest rate	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Estimated interest rate		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %



## Debentures and Debt

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The Town of Pelham currently has external debt in the form of debentures, issued by the Regional Municipality of Niagara, the upper-tier municipality. The Town has also borrowed short-term funds from the bank.

### Existing Debentures

As of December 31, 2022, the Town expects to have outstanding debentures of \$28,745,765. The 2023 Debenture Schedule outlines the projected balance for those debentures at December 31, 2023 as well as the related projects.

### Proposed Debentures

The 2023 budget does not propose to issue any new debt.

The Town of Pelham's debt servicing costs, as a percentage of net revenues, are not projected to exceed the provincial annual repayment limit of 25%.

### Sources of Funding for Debentures

The Town uses different revenue sources to pay for the principal and interest payments on debentures.

Operating Debt is paid for by the tax levy and the principal and interest payments are included in the operating budget.

MCC Donation Pledge Debt will be paid in part by donation pledges for the Meridian Community Centre (MCC), but will become operating debt and be paid for by the tax levy at the point when debt payments exceed pledges, which is anticipated in 2027.

Parkland Dedication Debt is paid for by the parkland dedication obligatory reserve fund and the principal and interest payments are not included in the operating budget. The projection of the reserve balance over the next ten years is found in the Reserve and Reserve Fund section of the budget.

Development Charge Debt is paid for by the development charge obligatory reserve fund and the principal and interest payments are not included in the operating budget. The projection of the reserve balance over the next ten years is found in the Reserve and Reserve Fund section of the budget.

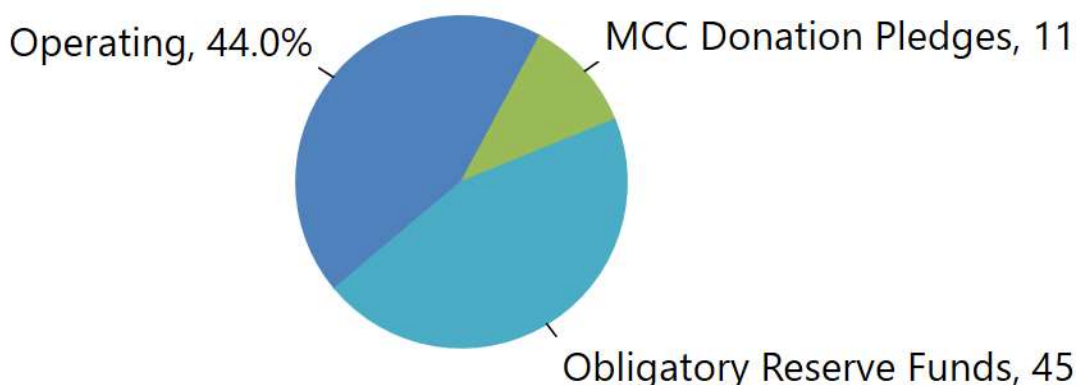
As of the beginning of 2023, \$12,642,976, or 44.0% of the existing debentures will be paid for by the tax levy. \$12,939,886, or 45.0% of the existing debentures are paid for by development charges reserve funds, and \$3,162,902 or 11.0% will be paid for by pledged



## Debentures and Debt

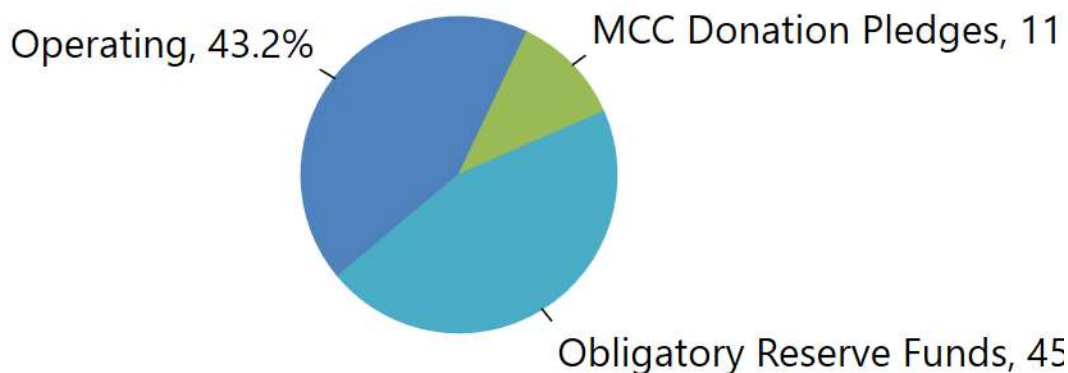
donations to the Meridian Community Centre until the donations are no longer sufficient (estimated in 2027), at which time it will be paid for by the tax levy. Total long-term debt is expected to be \$28,745,765.

Sources of Funding for Long-Term Debt  
as at December 31, 2022



At the end of 2023, \$11,446,341, or 39.8% of the existing debentures will be paid for by the tax levy. \$12,035,993, or 41.9% of the existing debentures are paid for by development charges reserve funds, and \$3,015,054 or 10.5% will be paid for by pledged donations to the Meridian Community Centre. Total long-term debt is expected to be \$26,497,388.

Sources of Funding for Long-Term Debt  
as at December 31, 2023







## Long-term Debt and the Annual Repayment Limit

Provincial limits on municipal debt are set based on a maximum percentage of "own-source revenues" that may be used to service debt costs (e.g. interest and principal payments) on an annual basis. In Ontario, municipalities may incur long-term debt for municipal infrastructure as long as annual debt payments do not exceed 25% of "own-source" revenues without prior approval of the Ontario Municipal Board (OMB). This is referred to as the Annual Repayment Limit (ARL). The ARL is essentially the maximum amount that a municipality can pay in principal and interest payments in the year for new long-term debt without first obtaining approval from the OMB.

"Own-source" revenues (or "Net Revenues") are determined by the ministry and include items such as property taxes, user fees and investment income. It excludes revenue such as grants, gain/loss on sale of tangible capital assets, and revenue from obligatory reserve funds such as development charges and parkland dedication.

This means that while a significant amount of Pelham's debt is paid for by development charges, the revenue from those development charges is not included in the calculation of the ARL. This helps minimize the amount of risk the municipality can take with respect to debt payments. Because development charge revenue can fluctuate and is not guaranteed, it is not factored into the calculation.

There are two important steps in the ARL process.

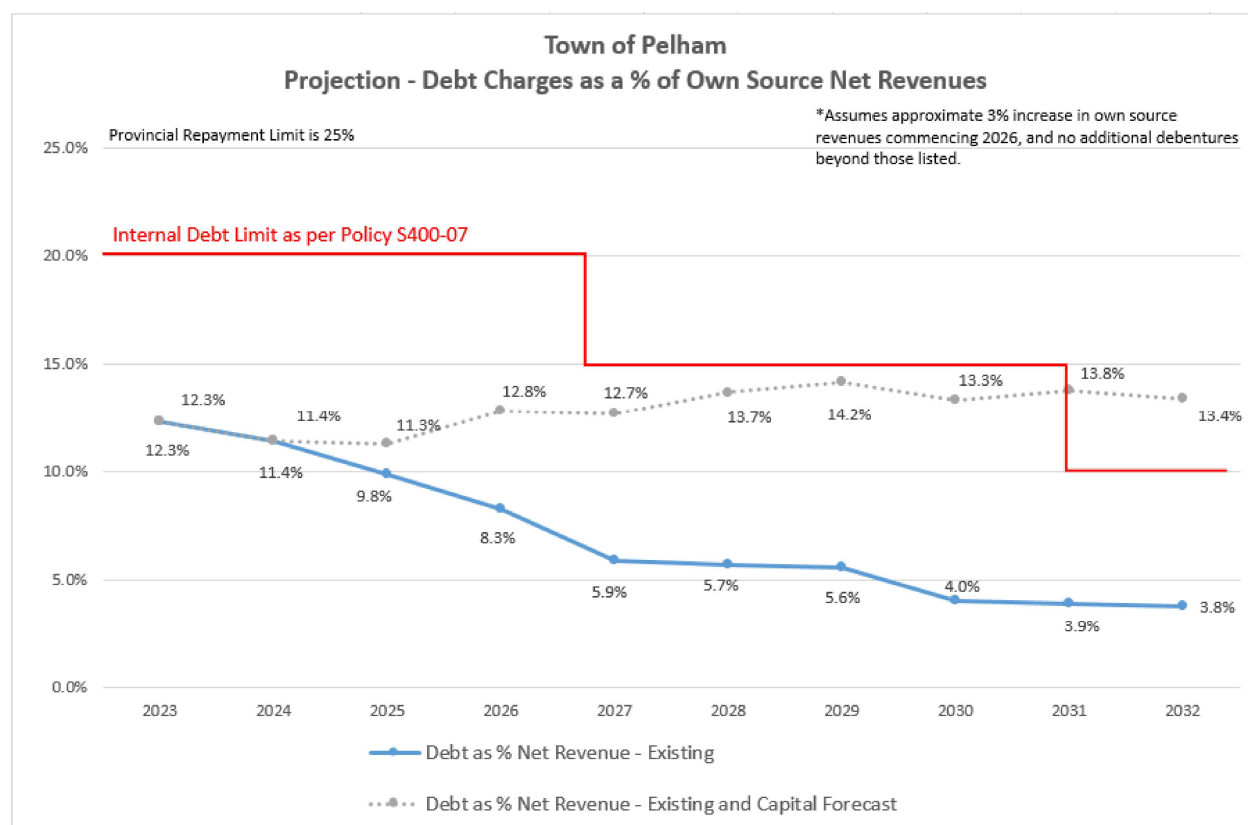
First, the Ministry of Municipal Affairs determines each municipalities' limit annually using a formula in the regulation based on the most recent Financial Information Return (FIR) available at that time. The Province provides an annual statement for municipalities known as the Annual Repayment Limit Statement, under Ontario Regulation 403/02, outlining the revenue and debt servicing calculations. It calculates 25% of annual "own-source" revenues, subtracts existing debt servicing costs, and the remaining amount is the estimated ARL.

The Town of Pelham's 2022 Annual Repayment Limit Statement, which is based on the 2020 FIR, is found on page 210 . It shows the Town was using \$3.2 million, or 13.5% of Net Revenues to service debt. This calculation was based on existing revenue and debt at that time, and did not include future proposed debt. The estimated ARL, which is the additional amount of principal and interest payments the municipality could incur without OMB approval, was almost \$5.9 million.



# Debentures and Debt

Second, according to Section 401(5) of the Municipal Act, the Council of the municipality shall have the Treasurer calculate an updated ARL for any additional approved debt payments and disclose it to Council before any new debt issuance is approved in order to assist Council with decisions regarding capital programs and debt. The ARL must also be updated prior to the undertaking of significant lease agreements, contractual obligations, or liabilities for which payment will be required beyond the term of the present Council. A projected update of the ARL is presented below.



This projection is based on a number of assumptions based on the best information available at this time. For 2023, the estimated net revenues are taken from the 2021 FIR based on the expected results of the 2023 Annual Repayment Limit Statement. Interest rates on debt are estimated at 4%. The projection assumes a half-year principal and



## Debentures and Debt

interest payment in the year the debenture is issued because debentures have historically been issued mid-year.

For 2023 , the projected net revenues take into consideration the incremental tax revenue increase that occurred in 2021 and a reduction of \$600,000 due to the impact of COVID-19 on user fees and revenues, which is then added back at \$300,000 per year in 2022 and 2023. A 3% increase in own source revenues is assumed thereafter.

The dotted line at the top of the graph is a projection of debt as a percentage of net revenues if the 10-year budget forecast were carried out in the future. This is provided for information purposes, and none of these capital projects, nor the associated debt have been approved by Council. The Treasurer recommends grants and other sources of funding as an alternative to debt wherever possible.

In 2020, Pelham Town Council approved Policy S400-07, which establishes guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for the prudent financing of the Town's operating and capital needs. The policy includes an internal debt limit, which is lower than the provincial limit, and will be phased in from 20% from the years 2020 to 2024, to 15% from 2025 to 2029, to 10% from 2030 onward. These limits are also depicted on the graph.

The 2023 capital plan is compliant with Policy S400-07 because future year projects beyond 2023 have not been approved by Council, however the current capital plan would exceed the internal debt limit in 2030. The Town is currently updating its Asset Management Plan and upon its completion will be able to better evaluate the required timing of capital projects and their associated funding.

### Short-term Borrowing

The Town has bank indebtedness as described in Note 4 to the financial statements - a line of credit with a \$7 million limit and a non-revolving demand installment loan with a balance of \$1,033,333 at December 31, 2021. The current strategy is to repay the demand loan and reduce the need to borrow short-term. The balance of the loan is expected to be \$900,000 at December 31, 2022.



## Debentures and Debt

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### Operating Leases

The Town currently has no Lease Financing Agreements as defined in Policy S400-07. The existing leases, while operating in nature, are listed in the Fleet Capital Budget. They are for five summer vehicles, two tractors with snowplows, two sport utility vehicles, and a heavy duty work truck.

### Capital Forecast

The current capital forecast indicates the following debt will be taken out in the next five years (assuming debt is issued in the year following the budget year when the project is completed)

2025	\$6.63 Million
2026	\$8.16 Million
2027	\$3.10 Million

None of this debt has been approved by Council, nor is it being approved in the 2023 capital budget; it is forecasted from 2023 to 2027 based on capital requirements in excess of reserves and reserve funds available in the future. As part of the asset management plan update, all projects will be reviewed for required timing and alternative funding options.

### Financial Indicators

It is required under Policy S400-07 that the budget include a report on financial indicators, including those listed in Appendix B of the Policy. Details regarding the indicators and how they are calculated can be found in the policy.

The financial indicators are included at the end of this report. In addition to the comparison to other Niagara municipalities, the indicators have been presented for Pelham from 2018 to 2021 for trend analysis.

The Town's Debt Servicing Cost as a percentage of Own-Source Revenues is 12%, which is classified as high risk and is significantly higher than other Niagara municipalities. The current capital forecast estimates that the Town's debt will decrease slightly but stay fairly steady, reaching 13.4% in 2032. The debt would exceed the Internal Debt Limit in 2032.

Pelham's Debt Service Coverage Ratio, which measures its ability to service debt with





## Debentures and Debt

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recurrent operating cash flows, is 1.85 which is listed as low, and is a significant improvement over the ratio of 1.58 in 2019. This means that the Town improved its flexibility to adjust to changing expenditure needs because a lower portion of its cash flows are needed to pay for debt. The debt issued for the MCC in 2020 will impact this ratio in 2021 because the payments exceed the payments of debt that was completed in 2021 (paid in full), so it will increase the Town's debt servicing costs. If the Town takes out additional debt in the future at a faster rate than its revenues are increasing, the ratio will decrease and become higher risk. Alternatively, if the Town can increase its revenues at a faster rate than its debt payments, the ratio will increase and become lower risk.

The Town's Debt to Reserve Ratio compares the amount of debt taken out which will need to be funded in the future versus the amount that has been put into reserves to provide for the future. Pelham's ratio is over 2, which means that debt to be funded in the future is two times higher than reserves available for the future. This is again an improvement over last year's ratio of 3 and 6 from 2019, because the land being sold in East Fonthill was used to pay for some of the construction bridge loan and because the 2019 operating surplus was transferred into the reserves and 2020 reserve transfers were increased. The current capital plan is not expected to improve this ratio, because more debt would be taken out, from 2025 onwards, while the reserves are not expected to increase significantly. Most other Niagara municipalities are below 1, which means they have more reserves than debt, while three of them have a debt to reserve ratio between 1 and 2.

Pelham's Debt per Capita is \$1,706, which is higher than the other lower tier municipalities in Niagara, with an average of \$581 (excluding Pelham). This is an improvement from last year's ratio however, the current capital forecast includes increasing debt in the next few years, so the per capita debt will likely increase in the future if the current plan is followed.

The Town's Net Financial Assets (Net Debt) as a percentage of Own-Source Revenues is -49% which means that the Town will need future revenues to pay for existing debt. This is partially because almost half of the Town's debt is funded by development charges, which are based on future growth paying for infrastructure that is needed presently. Town is in the low risk category, similar to most other Niagara municipalities. The percentage has improved from the prior year, which was -79% and -153% for 2019, mainly because the construction bridge loan was repaid with proceeds of land held for sale and the Haist Street arena was sold. The current capital plan would not improve this percentage significantly because additional debt is required.

Pelham's Reserves and Reserve Funds as a Percentage of Operating Expenditures is 55%



## Debentures and Debt

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which is considered low risk, and all other Niagara lower tier municipalities are in the low risk category. Pelham saw an improvement over the prior year when Pelham was at 42% and from 2019 where Pelham was at 21%, due primarily to the 2020 transfers into the reserves. This percentage measures the amount of funds that have been set aside for future needs and contingencies.

The Town's Asset Consumption Ratio is 41%, which is in the low risk category along with most Niagara municipalities. However, this ratio is impacted by the MCC, which is a new asset with significant cost, and is not representative of the consumption ratio of other Town assets. For example, the Town's linear assets, which include roads, water, storm sewer and sanitary sewer distribution networks have a consumption ratio of 53% which would be considered moderate risk.

Vehicles have a consumption ratio of 77% which is in the high risk category. Machinery, equipment, furniture and fixtures are at 65% consumption. Because the capital forecast involves increased capital spending (for which debt is required), it would likely improve the asset consumption ratio.

Overall, the Town of Pelham has higher risk debt-related financial indicators than other lower tier municipalities in the Niagara Region. There was an improvement from the year ended December 31, 2019 to December 31, 2020 because of increased transfers into the reserves, the sale of the Haist arena, and the sale of surplus land in East Fonthill which was used to repay the construction bridge loan for the Meridian Community Centre.

The impact of the capital forecast on these indicators in the future is dependent on a number of factors, including grant funding from upper levels of government, as well as growth within the Town which would contribute to higher property tax income and improved ratios. There are a number of steps the Town is taking to help address the needs of the capital forecast as well as the associated funding:

1. Policies regarding Reserves and Reserve Funds as well as Capital Financing and Debt Management were submitted to Council in 2019 and approved in January 2020. These policies will help guide the funding allocation of the capital forecast.
2. The Town has updated its Asset Management Plan and it is able to better evaluate the required timing and estimated costs of capital projects and their associated funding. This will inform the required funding from the reserves as well as potential debt requirements.
3. The Town is researching and applying for grants which would alleviate the burden on the reserves and requirements for debt.



## Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2023

### Estimated Annual Repayment Limit (ARL), based on submitted 2021 Financial Information Return

2021 Net Revenues	\$ 24,869,158
25% of Net Revenues	6,217,290
Less: 2021 Net Debt charges	<u>(3,357,569)</u>
Unadjusted Estimated ARL	<u><u>\$ 2,859,721</u></u>

2021 Net Revenues above	\$ 24,869,158
Add: 2022 Incremental Tax Increase	620,130
Add: Budgeted Incremental Water & Wastewater Increase	<u>553,083</u>
Estimated 2022 Net Revenues for 2024 ARL	<u><u>\$ 26,042,371</u></u>

2022 Net Revenues above	\$ 26,042,371
Add: 2023 Incremental Tax Increase	1,337,197
Add: Estimated Increased User Fees Due to Pandemic Easing	200,000
Add: Estimated Incremental Water & Wastewater Revenue as per Budget	<u>561,723</u>
Estimated 2023 Net Revenues for 2025 ARL	<u><u>\$ 28,141,291</u></u>



## Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2023

	2023 Debt Charges as % Net Revenues	2023	2024	2025	2026	2027
Estimated Net Revenues		\$24,869,158	\$26,042,371	\$28,141,291	\$28,985,530	\$29,855,096
25% of Net Revenues above		6,217,290	6,510,593	7,035,323	7,246,383	7,463,774
<b>Existing Debt Charges</b>						
Operating	6.27 %	(1,559,869)	(1,558,677)	(1,355,101)	(1,174,018)	(929,099)
Development Charges	5.18 %	(1,289,432)	(1,207,953)	(1,207,580)	(1,016,486)	(629,221)
MCC Pledges	0.84 %	(209,004)	(208,988)	(208,974)	(208,958)	(208,943)
<b>Future Potential Debt Charges</b>						
Capital Forecast, Tax Levy Supported	- %	-	-	(408,918)	(1,253,393)	(1,880,050)
Capital Forecast, DC Supported	- %	-	-	-	(67,668)	(135,336)
Estimated Adjusted ARL		\$ 3,158,985	\$ 3,534,975	\$ 3,854,750	\$ 3,525,860	\$ 3,681,125
Debt Charges as % Net Revenues		12.30 %	11.43 %	11.30 %	12.84 %	12.67 %
<b>Estimated Allowable Borrowing</b>						
7%, 10 years (Illustration Only)		\$22,941,000	\$25,671,000	\$27,994,000	\$25,605,000	\$26,733,000
5%, 20 years (Illustration Only)		\$23,812,000	\$26,646,000	\$29,056,000	\$26,577,000	\$27,748,000





## Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2023

	2028	2029	2030	2031	2032
Estimated Net Revenues	\$30,750,749	\$31,673,271	\$32,623,469	\$33,602,173	\$34,610,238
25% of Net Revenues above	7,687,687	7,918,318	8,155,867	8,400,543	8,652,560
<b>Existing Debt Charges</b>					
Operating	(928,885)	(928,700)	(480,035)	(480,009)	(479,983)
Development Charges	(629,065)	(628,903)	(628,737)	(628,565)	(628,386)
MCC Pledges	(208,926)	(208,911)	(208,894)	(208,877)	(208,859)
<b>Future Potential Debt Charges</b>					
Capital Forecast, Tax Levy Supported	(2,305,404)	(2,580,398)	(2,898,544)	(3,175,948)	(3,175,948)
Capital Forecast, DC Supported	(135,336)	(135,336)	(135,336)	(135,336)	(135,336)
Estimated Adjusted ARL	\$ 3,480,071	\$ 3,436,070	\$ 3,804,321	\$ 3,771,808	\$ 4,024,048
Debt Charges as % Net Revenues	13.68 %	14.15 %	13.34 %	13.78 %	13.37 %
<b>Estimated Allowable Borrowing</b>					
7%, 10 years (Illustration Only)	\$25,273,000	\$24,953,000	\$27,627,000	\$27,391,000	\$29,223,000
5%, 20 years (Illustration Only)	\$26,232,000	\$25,900,000	\$28,676,000	\$28,431,000	\$30,332,000



Ministry of Municipal Affairs and Housing  
777 Bay Street,  
Toronto, Ontario M5G 2E5

Ministère des affaires municipales et du logement  
777 rue Bay,  
Toronto (Ontario) M5G 2E5

## 2022 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	18405
MUNID:	26028
MUNICIPALITY:	Pelham T
UPPER TIER:	Niagara R
REPAYMENT LIMIT:	\$ 2,712,108

The repayment limit has been calculated based on data contained in the 2020 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2020 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2022

### FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate	
(a) 20 years @ 5% p.a.	\$ 33,798,857
(a) 15 years @ 5% p.a.	\$ 28,150,751
(a) 10 years @ 5% p.a.	\$ 20,942,177
(a) 5 years @ 5% p.a.	\$ 11,742,007
7% Interest Rate	
(a) 20 years @ 7% p.a.	\$ 28,732,108
(a) 15 years @ 7% p.a.	\$ 24,701,644
(a) 10 years @ 7% p.a.	\$ 19,048,710
(a) 5 years @ 7% p.a.	\$ 11,120,177

# Debentures and Debt



<b>DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT</b> (UNDER ONTARIO REGULATION 403/02)		
<b>MUNICIPALITY:</b>	<b>Pelham T</b>	<b>MMAH CODE: 18405</b>
<b>Debt Charges for the Current Year</b>		1 \$
0210	Principal (SLC 74 3099 01) . . . . .	2,236,694
0220	Interest (SLC 74 3099 02) . . . . .	929,241
0299	<b>Subtotal</b>	<b>3,165,935</b>
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . .	0
9910	<b>Total Debt Charges</b>	<b>3,165,935</b>
<b>Amounts Recovered from Unconsolidated Entities</b>		1 \$
1010	Electricity - Principal (SLC 74 3030 01) . . . . .	0
1020	Electricity - Interest (SLC 74 3030 02) . . . . .	0
1030	Gas - Principal (SLC 74 3040 01) . . . . .	0
1040	Gas - Interest (SLC 74 3040 02) . . . . .	0
1050	Telephone - Principal (SLC 74 3050 01) . . . . .	0
1060	Telephone - Interest (SLC 74 3050 02) . . . . .	0
1099	<b>Subtotal</b>	<b>0</b>
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02) . . . . .	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02) . . . . .	0
1420	<b>Total Debt Charges to be Excluded</b>	<b>0</b>
9920	<b>Net Debt Charges</b>	<b>3,165,935</b>
<b>Total Revenue (SLC 10 9910 01) . . . . .</b>		1 \$ <b>40,494,506</b>
1610	<b>Excluded Revenue Amounts</b>	
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC10 0815 01) . . . . .	2,445,848
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .	84,206
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01) . . . . .	104,133
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01) . . . . .	1,395,208
2230	Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01) . . . . .	81,495
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .	6,394,140
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .	2,057,716
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .	4,092,908
2253	Other Deferred revenue earned (SLC 10 1814 01) . . . . .	25,500
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .	99,113
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01) . . . . .	202,068
2299	<b>Subtotal</b>	<b>16,982,335</b>
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .	0
2610	<b>Net Revenues</b>	<b>23,512,171</b>
2620	<b>25% of Net Revenues</b>	<b>5,878,043</b>
9930	<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b> (25% of Net Revenues less Net Debt Charges)	<b>2,712,108</b>

\* SLC denotes Schedule, Line Column.



## 2023 Debenture Schedule

Project	2023 Beginning Year Balance	2023 Debt Proposed	Principal	Interest	2023 Year End Balance	Year Debt Completed
<b>Operating Debt</b>						
Roads - Pelham St (310)	\$ 197,616	\$ -	\$ 97,275	\$ 5,091	\$ 100,341	2024
Fire Station #2	195,232	-	96,102	5,030	99,130	2024
Roads - Port Robinson	77,881	-	25,329	1,782	52,552	2025
Fire Station #3	442,741	-	143,994	10,129	298,747	2025
Roads - Fenwick Downtown Revitalization	672,482	-	162,911	13,189	509,571	2026
Facilities - Meridian Community Center	7,894,467	-	218,937	261,256	7,675,530	2046
Facilities - Predevelopment Costs	721,506	-	96,632	15,328	624,874	2028
Roads - East Fonthill Roads Construction	263,290	-	63,783	5,164	199,507	2026
Roads - Wellspring Way/Shaw Ave	791,023	-	105,943	16,805	685,080	2028
Roads - Summersides East to Rice Rd	1,265,529	-	169,494	26,886	1,096,035	2028



## 2023 Debenture Schedule

Project	2023 Beginning Year Balance	2023 Debt Proposed	Principal	Interest	2023 Year End Balance	Year Debt Completed
Roads - Summersides Station to Wellspring	121,209	-	16,234	2,575	104,975	2028
Total Operating Debt	\$ 12,642,976	\$ -	\$ 1,196,634	\$ 363,235	\$11,446,342	
<b>Debt funded by Development Charges (DC; non-operating)</b>						
Roads - Effingham	21,414	-	21,414	466	-	2023
Roads - Hwy 20	6,342	-	6,342	138	-	2023
Water - Hwy 20	51,100	-	51,100	1,113	-	2023
Roads - Port Robinson	181,721	-	59,102	4,157	122,619	2025
Skate Park	95,606	-	31,094	2,187	64,512	2025
East Fonthill Study	198,913	-	64,693	4,551	134,220	2025
Water - Port Robinson	73,137	-	23,787	1,673	49,350	2025
Roads - Fenwick Downtown Revitalization	1,008,723	-	244,366	19,783	764,357	2026
Roads - Port Robinson Reconstruction	369,533	-	89,521	7,247	280,012	2026
Facilities - Meridian Community Center	10,830,692	-	287,594	342,206	10,543,098	2047



## 2023 Debenture Schedule

Project	2023 Beginning Year Balance	2023 Debt Proposed	Principal	Interest	2023 Year End Balance	Year Debt Completed
Wastewater - Port Robinson Reconstruction	102,704	-	24,880	2,014	77,824	2026
Total Development Charge Debt	\$ 12,939,885	\$ -	\$ 903,893	\$ 385,535	\$12,035,992	
<b>Debt funded by MCC Donation Pledges (non-operating)</b>						
Facilities - Meridian Community Center	\$ 3,162,902	\$ -	\$ 147,848	\$ 61,156	\$ 3,015,054	2040
Total MCC Donation Pledge Debt	\$ 3,162,902	\$ -	\$ 147,848	\$ 61,156	\$ 3,015,054	
2023 Total Debt Obligations	\$ 28,745,763	\$ -	\$ 2,248,375	\$ 809,926	\$26,497,388	

Note 1: Bank indebtedness, including the revolving line of credit and non-revolving demand installment loan have been excluded.

Note 2: Debt will be funded by MCC capital donations pledged for future years until they are no longer able to cover the debt payments, at which time it will become operating debt. This is estimated to occur in 2027.



# Debentures and Debt

**Debt-Related Financial Indicators**  
As at December 31, 2021

	Debt Servicing Cost as a % of Own-Source Revenues	Debt Service Coverage Ratio	Debt to Reserve Ratio	Debt per Capita	Net Financial Assets (Net Debt) as a % of Own-Source Revenues	Total Reserves and Reserve Funds as a % of Operating Expenditures	Asset Consumption Ratio
<b>Importance</b>	A measure of the Town's ability to service debt payments. A higher number indicates that debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery.	A measure of the Town's ability to service debt with recurrent operating cash flows. If this ratio is 1, the Town has just enough cash flow to pay for debt servicing. If it is less than one, the Town operating income is constrained in covering debt servicing costs.	A measure of the amount of debt taken out that will need to be funded in the future, versus the amount that has been put away into reserves to provide for future expenditures. A ratio of greater than 1 means that debt outstanding exceeds reserves available. A ratio of less than 1 means that debt outstanding is lower than reserves available.	A measure of how much debt is outstanding per citizen of the Town. This can give an indication of the amount of future tax revenues that need to be recovered to pay for existing infrastructure, and a high level of debt relative to other similar municipalities may mean that the Town would have less flexibility to respond to an unanticipated event or expenditure.	A measure of the amount that Own-Source Revenue is servicing debt. A ratio less than zero indicates that the Town is in a Net Debt position (liabilities exceed financial assets). An increasing negative number may indicate challenges for long-term sustainability because an increasing amount of future revenues will be required to pay for the existing debt.	A measure of the amount of funds that have been set aside for future needs and contingencies. A higher percentage means that the Town may be relying less on debt or putting funds away for future expenditures. A lower percentage may mean that the Town is relying more heavily on in-year tax levy and rates to pay for expenditures.	A measure of the amount of the Town capital assets' life expectancy which has been consumed. A higher ratio may indicate that there are significant replacement needs, and a lower ratio may indicate that there is not significant aging of the Town's capital assets.
<b>Low Risk</b>	Less than 5% L	1.5 or higher L	1 to 1.49 L		Greater than -50% L	Greater than 20% L	Less than 0.5 L
<b>Moderate Risk</b>	5% to 10% M	1 to 1.49 M			-50% to -100% M	10% to 20% M	0.5 to 0.75 M
<b>High Risk</b>	Greater than 10% H	Less than 1 H			Less than -100% H	Less than 10% H	Greater than 0.75 H
Pelham	14% H	1.85 L	2.24 L	\$ 1,706	-49% L	55% L	0.41 L
Port Erie	2% L	15.27 L	0.10 S	151	103% L	95% L	0.43 L
Grimby	1% L	20.05 L	0.06 S	84	157% L	129% L	0.31 L
Niagara Falls **	4% L	0.73 H	0.62 S	602	90% L	53% L	0.40 L
N-O-T-L*	2% L	4.83 L	0.42 S	317	78% L	41% L	0.33 L
Port Colborne *	9% M	0.59 H	1.59 S	1,653	-64% M	49% L	0.41 L
St. Catharines	10% M	1.31 M	1.36 S	893	27% L	30% L	0.43 L
Thorold	1% L	16.80 L	0.01 S	34	104% L	153% L	0.39 L
Wainfleet **	3% L	6.87 L	0.17 S	208	77% L	95% L	0.50 L
Welland	9% M	1.45 M	0.87 S	1,136	73% L	80% L	0.43 L
West Lincoln	9% M	1.68 L	1.25 S	1,237	28% L	90% L	0.30 L

\*\* Used FIR from 2020

Note: For details behind all calculations please refer to Appendix B in the "Capital Financing and Debt Management Policy"



# Debentures and Debt

**Debt-Related Financial Indicators**  
Town of Pelham - 2018 Through 2020

	Debt Servicing Cost as a % of Own-Source Revenues	Debt Service Coverage Ratio	Debt to Reserve Ratio	Debt per Capita	Net Financial Assets (Net Debt) as a % of Own-Source Revenues	Total Reserves and Reserve Funds as a % of Operating Expenditures	Asset Consumption Ratio
<b>Importance</b>	A measure of the Town's ability to service debt payments. A higher number indicates that debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery.	A measure of the Town's ability to service debt with recurrent operating cash flows. If this ratio is 1, the Town has just enough cash flow to pay for debt servicing. If it is less than one, the Town operating income is constrained in covering debt servicing costs.	A measure of the amount of debt taken out that will need to be funded in the future, versus the amount that has been put away into reserves to provide for future expenditures. A ratio of greater than 1 means that debt outstanding exceeds reserves available. A ratio of less than 1 means that debt outstanding is lower than reserves available.	A measure of how much debt is outstanding per citizen of the Town. This can give an indication of the amount of future tax revenues that need to be recovered to pay for existing infrastructure, and a high level of debt relative to other similar municipalities may mean that the Town would have less flexibility to respond to an unanticipated event or expenditure.	A measure of the amount that Own-Source Revenue is servicing debt. A ratio less than zero indicates that the Town is in a Net Debt position (liabilities exceed financial assets). An increasing negative number may indicate challenges for long-term sustainability because an increasing amount of future revenues will be required to pay for the existing debt.	A measure of the amount of funds that have been set aside for future needs and contingencies. A higher percentage means that the Town may be relying less on debt or putting funds away for future expenditures. A lower percentage may mean that the Town is relying more heavily on in-year tax levy and rates to pay for expenditures.	A measure of the amount of the Town capital assets' life expectancy which has been consumed. A higher ratio may indicate that there are significant replacement needs, and a lower ratio may indicate that there is not significant aging of the Town's capital assets.
<b>Low Risk</b>	Less than 5%	L 1.5 or higher	L		Greater than -50%	L Greater than 20%	L Less than 0.5
<b>Moderate Risk</b>	5% to 10%	M 1 to 1.49	M		-50% to -100%	M 10% to 20%	M 0.5 to 0.75
<b>High Risk</b>	Greater than 10%	H Less than 1	H		Less than -100%	H Less than 10%	H Greater than 0.75
Pelham - 2021	14% H	1.85 L	2.24 \$	1,704	-49% L	55% L	0.41 L
Pelham - 2020	13% H	1.85 L	3.31 \$	1,954	-79% M	42% L	0.40 L
Pelham - 2019	13% H	1.58 L	6.28 \$	1,883	-153% H	21% L	0.38 L

Note: For details behind all calculations please refer to Appendix B in the "Capital Financing and Debt Management Policy"



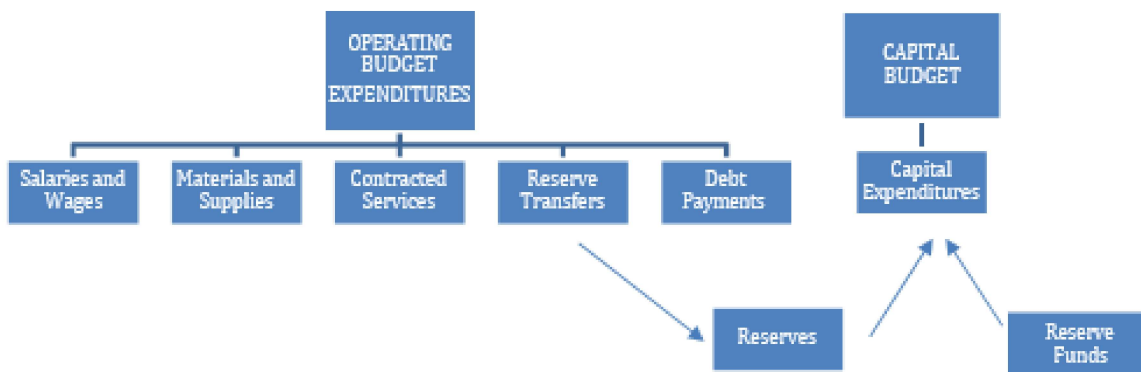


## Reserves and Reserve Funds

In 2020, Pelham Town Council approved Policy S400-08, which establishes guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for Reserves and Reserve Funds managed by the Town.

Reserves and Reserve Funds are established by Council to assist with long-term financial stability and planning. By maintaining reserves, the Town can accumulate funds for future expenditures or contingent liabilities.

The Town operating budget includes reserve transfers, which are used to fund operating projects, capital projects and other significant expenditures.



Reserves are established at the discretion of Council, often as part of a financial strategy to fund programs or capital projects. Reserves are an allocation from the accumulated surplus of the Town. They are not associated with any specific asset. A reserve is generally used to mitigate the impact of fluctuations in operating costs and revenue.

Discretionary Reserve Funds are similar to reserves as described above, but they require the physical segregation of cash and liquid assets. Some discretionary reserve funds are "rate- supported" because they receive revenues and incur expenses on their own without support from the general tax levy. Examples of rate- supported discretionary reserve funds are the Building Department Reserve Fund, Water Reserve, and Wastewater Reserve.



## Reserves and Reserve Funds

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The Town of Pelham has established the following reserves and discretionary reserve funds:

- Building Department
- Cemetery
- Community Improvement Plan
- Elections
- Fire Equipment
- Fleet
- Human Resource Capacity Building
- Information Technology
- Land Acquisition
- Library
- Meridian Community Centre
- Municipal Building Facility
- Municipal Drainage
- Parks and Recreation
- Physician Recruitment
- Planning
- Roads
- Volunteer firefighter life insurance
- Wastewater
- Water
- Working Capital

The airport reserve is proportionately consolidated in the financial statements and is not controlled by the Town.

Discretionary reserves generally do not earn interest. Interest is allocated to discretionary reserve funds at the Town's average rate of interest for the year as determined by the Treasurer. The Town's reserves and discretionary reserve funds at December 31, 2021 are found in Note 8 to the financial statements.

Obligatory Reserve Funds are segregated and restricted for a specific purpose. They represent monies set aside either by a by-law of the municipality, an external agreement, or the requirement of provincial legislation. Interest earned on obligatory reserve funds must be allocated to the specific reserve fund that earned it and used for that purpose. Obligatory reserve funds are included in deferred revenue, and the revenue is recognized when eligible expenditures are made using those funds. The Town's obligatory reserve funds at December 31, 2021 are found in Note 4 to the financial statements.





# 10-Year Reserve Forecast Summary

<b>Reserves and Reserve Funds</b>	<b>December 31, 2021 Balance</b>	<b>December 31, 2022 Projected</b>	<b>December 31, 2023 Projected</b>	<b>December 31, 2024 Projected</b>	<b>December 31, 2025 Projected</b>	<b>December 31, 2026 Projected</b>
Airport	\$ 2,955	\$ 2,955	\$ 2,955	\$ 21,955	\$ 40,955	\$ 59,955
Building Department	1,724,040	1,812,819	1,956,598	1,956,598	1,956,598	1,956,598
Cemetery	78,190	107,190	137,190	83,190	101,190	105,190
Community Improvement Plan	296,250	296,250	296,250	315,250	334,250	353,250
Elections	98,455	98,455	98,455	98,455	98,455	98,455
Fire Equipment	876,935	611,204	(92,896)	(353,896)	199,104	405,104
Fleet	1,134,797	1,265,103	823,529	275,655	538,781	277,907
Human Resource Capacity Building	588,910	588,910	588,910	607,910	626,910	645,910
Information Technology	192,279	58,884	(87,616)	(120,616)	(70,616)	1,384
Land Acquisition	(984,592)	(984,592)	(984,592)	(965,592)	(946,592)	(927,592)
Library	392,907	382,907	382,907	401,907	420,907	439,907
Meridian Community Centre	630,364	630,364	630,364	649,364	668,364	687,364
Municipal Building Facility	593,277	270,051	339,251	608,251	91,751	386,751
Municipal Drainage	44,131	(24,369)	(44,869)	(24,869)	(43,869)	(22,869)
Parks and Recreation	321,524	(230,435)	(389,835)	(723,835)	(725,835)	(1,136,674)
Physician Recruitment	27,705	27,705	27,705	46,705	65,705	84,705



## 10-Year Reserve Forecast Summary

<b>Reserves and Reserve Funds</b>	<b>December 31, 2021 Balance</b>	<b>December 31, 2022 Projected</b>	<b>December 31, 2023 Projected</b>	<b>December 31, 2024 Projected</b>	<b>December 31, 2025 Projected</b>	<b>December 31, 2026 Projected</b>
Planning	334,509	87,703	(123,297)	(104,047)	(115,547)	(11,547)
Roads	3,574,427	(67,877)	(2,813,198)	(1,434,959)	(589,991)	(864,952)
Volunteer Firefighter Life Insurance	25,000	25,000	25,000	44,000	63,000	82,000
Wastewater	2,115,558	2,973,508	141,636	(2,464,364)	(2,305,364)	(2,414,324)
Water	1,331,322	1,878,130	1,926,304	1,400,304	1,825,304	880,804
Working Capital	472,101	472,101	472,101	491,101	510,101	529,101
<b>Total Reserves</b>	<b>\$13,871,044</b>	<b>\$10,281,966</b>	<b>\$ 3,312,852</b>	<b>\$ 808,467</b>	<b>\$ 2,743,561</b>	<b>\$ 1,616,427</b>



# 10-Year Reserve Forecast Summary

<b>Reserves and Reserve Funds</b>	<b>December 31, 2027 Projected</b>	<b>December 31, 2028 Projected</b>	<b>December 31, 2029 Projected</b>	<b>December 31, 2030 Projected</b>	<b>December 31, 2031 Projected</b>	<b>December 31, 2032 Projected</b>
Airport	\$ 78,955	\$ 97,955	\$ 116,955	\$ 135,955	\$ 154,955	\$ 173,955
Building Department	1,956,598	1,956,598	1,956,598	1,956,598	1,956,598	1,956,598
Cemetery	121,190	88,190	109,190	214,190	278,190	366,190
Community Improvement Plan	372,250	391,250	410,250	429,250	448,250	467,250
Elections	98,455	98,455	98,455	98,455	98,455	98,455
Fire Equipment	1,063,104	1,270,104	1,229,104	2,036,104	1,389,104	1,996,104
Fleet	247,033	541,509	1,248,959	2,028,159	3,000,609	4,083,859
Human Resource Capacity Building	664,910	683,910	702,910	721,910	740,910	759,910
Information Technology	20,184	91,184	101,184	168,584	220,584	282,584
Land Acquisition	(908,592)	(889,592)	(870,592)	(851,592)	(832,592)	(813,592)
Library	458,907	477,907	496,907	515,907	534,907	553,907
Meridian Community Centre	706,364	725,364	744,364	763,364	782,364	801,364
Municipal Building Facility	491,751	298,251	569,251	(5,249)	308,751	144,751
Municipal Drainage	(1,869)	(20,869)	131	21,131	42,131	23,131
Parks and Recreation	(789,424)	(265,424)	66,576	472,001	1,261,001	2,075,001
Physician Recruitment	103,705	122,705	141,705	160,705	179,705	198,705



## 10-Year Reserve Forecast Summary

<b>Reserves and Reserve Funds</b>	<b>December 31, 2027 Projected</b>	<b>December 31, 2028 Projected</b>	<b>December 31, 2029 Projected</b>	<b>December 31, 2030 Projected</b>	<b>December 31, 2031 Projected</b>	<b>December 31, 2032 Projected</b>
Planning	12,953	132,953	160,953	296,953	440,953	368,953
Roads	350,157	195,426	460,665	2,985,064	4,129,803	7,788,042
Volunteer Firefighter Life Insurance	101,000	120,000	139,000	158,000	177,000	196,000
Wastewater	(2,197,324)	(1,990,299)	(2,215,229)	(2,860,189)	(3,209,689)	(3,484,189)
Water	1,235,054	1,832,054	1,123,804	(298,346)	(711,996)	(770,396)
Working Capital	548,101	567,101	586,101	605,101	624,101	643,101
<b>Total Reserves</b>	<b>\$ 4,733,462</b>	<b>\$ 6,524,732</b>	<b>\$ 7,377,241</b>	<b>\$ 9,752,055</b>	<b>\$12,014,094</b>	<b>\$17,909,683</b>









# 10-Year Projected Development Charge Reserve Fund

	<b>General Government</b>	<b>Fire Protection</b>	<b>Public Works</b>	<b>Outdoor Recreation</b>	<b>Indoor Recreation</b>
<b>Projected Balance at Dec. 31, 2021</b>	(35,023)	129,228	1,153,745	(1,149,164)	1,521,871
<b>Additions</b>					
Estimated Collections	116,337	59,100	1,595,070	264,472	293,834
Estimated Interest (1%)	(350)	1,292	11,537	(11,492)	15,219
Total Additions	115,987	60,392	1,606,607	252,980	309,053
<b>Expenditures</b>					
Debt principal and interest	69,304	33,929	453,229	33,311	629,934
Total Expenditures	69,304	33,929	453,229	33,311	629,934
<b>Projected Balance at Dec. 31, 2022</b>	11,660	155,691	2,307,123	(929,495)	1,200,990



# 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2021</b>	8,713	(720,250)	2,094,843	22,910	3,026,873
<b>Additions</b>					
Estimated Collections	87,573	180,149	427,027	-	3,023,562
Estimated Interest (1%)	87	(7,203)	20,948	229	30,267
Total Additions	87,660	172,946	447,975	229	3,053,829
<b>Expenditures</b>					
Debenture principal and interest	-	136,116	26,912	-	1,382,735
Total Expenditures	-	136,116	26,912	-	1,382,735
<b>Projected Balance at Dec. 31, 2022</b>	96,373	(683,420)	2,515,906	23,139	4,697,967



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2022</b>	\$ 11,660	\$ 155,691	\$ 2,307,123	\$ (929,495)	\$ 1,200,990
<b>Additions</b>					
Estimated Collections	130,739	65,982	1,789,162	280,994	468,367
Estimated Interest (1%)	117	1,557	23,071	(9,295)	12,010
Total Additions	130,856	67,539	1,812,233	271,699	480,377
<b>Expenditures</b>					
Debenture principal and interest	69,244	-	452,538	33,281	629,800
Projected Capital Spending	-	-	-	-	-
Total Expenditures	69,244	-	452,538	33,281	629,800
<b>Projected Balance at Dec. 31, 2023</b>	<b>73,272</b>	<b>223,230</b>	<b>3,666,818</b>	<b>(691,077)</b>	<b>1,051,567</b>



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2022</b>	\$ 96,373	\$ (683,420)	\$ 2,515,906	\$ 23,139	\$ 4,697,967
<b>Additions</b>					
Estimated Collections	92,978	204,664	485,263	-	3,518,149
Estimated Interest (1%)	964	(6,834)	25,159	231	46,980
Total Additions	93,942	197,830	510,422	231	3,565,129
<b>Expenditures</b>					
Debenture principal and interest	-	77,672	26,894	-	1,289,429
Projected Capital Spending	-	-	600,000	-	600,000
Total Expenditures	-	77,672	626,894	-	1,889,429
<b>Projected Balance at Dec. 31, 2023</b>	190,315	(563,262)	2,399,434	23,370	6,373,667



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2023</b>	\$ 73,272	\$ 223,230	\$ 3,666,818	\$ (691,077)	\$ 1,051,567
<b>Additions</b>					
Estimated Collections	130,739	65,982	1,789,162	280,994	468,367
Estimated Interest (2.5%)	1,832	5,581	91,670	(17,277)	26,289
Total Additions	132,571	71,563	1,880,832	263,717	494,656
<b>Expenditures</b>					
Debenture principal and interest	69,015	-	423,841	33,172	629,662
Projected Capital Spending	-	-	1,048,800	-	-
DC Debt Projection	-	-	271,240	-	-
Total Expenditures	69,015	-	1,201,401	33,172	629,662
<b>Projected Balance at Dec. 31, 2024</b>	136,828	294,793	4,346,249	(460,532)	916,561



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2023</b>	\$ 190,315	\$ (563,262)	\$ 2,399,434	\$ 23,370	\$ 6,373,667
<b>Additions</b>					
Estimated Collections	92,978	204,664	485,263	-	3,518,149
Estimated Interest (2.5%)	4,758	(14,082)	59,986	584	159,341
Total Additions	97,736	190,582	545,249	584	3,677,490
<b>Expenditures</b>					
Debenture principal and interest	-	25,376	26,885	-	1,207,951
Projected Capital Spending	-	-	-	-	1,048,800
DC Debt Projection	-	-	-	-	271,240
Total Expenditures	-	25,376	26,885	-	1,985,511
<b>Projected Balance at Dec. 31, 2024</b>	288,051	(398,056)	2,917,798	23,954	8,065,646



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2024</b>	\$ 136,828	\$ 294,793	\$ 4,346,249	\$ (460,532)	\$ 916,561
<b>Additions</b>					
Estimated Collections	130,739	65,982	1,789,162	280,994	468,367
Estimated Interest (2.5%)	3,421	7,370	108,656	(11,513)	22,914
Total Additions	134,160	73,352	1,897,818	269,481	491,281
<b>Expenditures</b>					
Debenture principal and interest	69,031	-	423,601	33,180	629,520
Projected Capital Spending	-	-	4,132,200	(300,000)	-
Total Expenditures	69,031	-	4,555,801	(266,820)	629,520
<b>Projected Balance at Dec. 31, 2025</b>	201,957	368,145	1,688,266	75,769	778,322





# 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2024</b>	\$ 288,051	\$ (398,056)	\$ 2,917,798	\$ 23,954	\$ 8,065,646
<b>Additions</b>					
Estimated Collections	92,978	204,664	485,263	-	3,518,149
Estimated Interest (2.5%)	7,201	(9,951)	72,945	599	201,642
Total Additions	100,179	194,713	558,208	599	3,719,791
<b>Expenditures</b>					
Debenture principal and interest	-	25,382	26,866	-	1,207,580
Projected Capital Spending	-	-	-	-	3,832,200
Total Expenditures	-	25,382	26,866	-	5,039,780
<b>Projected Balance at Dec. 31, 2025</b>	388,230	(228,725)	3,449,140	24,553	6,745,657



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2025</b>	\$ 201,957	\$ 368,145	\$ 1,688,266	\$ 75,769	\$ 778,322
<b>Additions</b>					
Estimated Collections	130,739	65,982	1,789,162	280,994	468,367
Estimated Interest (3%)	6,059	11,044	50,648	2,273	23,350
Total Additions	136,798	77,026	1,839,810	283,267	491,717
<b>Expenditures</b>					
Debenture principal and interest	-	-	360,267	-	629,373
Projected Capital Spending	-	-	-	-	-
Total Expenditures	-	-	360,267	-	629,373
<b>Projected Balance at Dec. 31, 2026</b>	338,755	445,171	3,167,809	359,036	640,666



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2025</b>	\$ 388,230	\$ (228,725)	\$ 3,449,140	\$ 24,553	\$ 6,745,657
<b>Additions</b>					
Estimated Collections	92,978	204,664	485,263	-	3,518,149
Estimated Interest (3%)	11,647	(6,862)	103,474	737	202,370
Total Additions	104,625	197,802	588,737	737	3,720,519
<b>Expenditures</b>					
Debenture principal and interest	-	-	26,846	-	1,016,486
Projected Capital Spending	-	-	527,940	-	527,940
Total Expenditures	-	-	554,786	-	1,544,426
<b>Projected Balance at Dec. 31, 2026</b>	492,855	(30,923)	3,483,091	25,290	8,921,750



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2026</b>	\$ 338,755	\$ 445,171	\$ 3,167,809	\$ 359,036	\$ 640,666
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3%)	10,163	13,355	95,034	10,771	19,220
Total Additions	161,106	89,161	2,157,808	321,288	709,420
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	629,221
Projected Capital Spending	-	175,000	1,583,270	(128,250)	-
DC Debt Projection	-	-	-	-	-
Total Expenditures	-	175,000	1,583,270	(128,250)	629,221
<b>Projected Balance at Dec. 31, 2027</b>	499,861	359,332	3,742,347	808,574	720,865



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2026</b>	\$ 492,855	\$ (30,923)	\$ 3,483,091	\$ 25,290	\$ 8,921,750
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3%)	14,786	(928)	104,493	759	267,653
<b>Total Additions</b>	<b>117,473</b>	<b>226,659</b>	<b>644,231</b>	<b>759</b>	<b>4,427,905</b>
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	629,221
Projected Capital Spending	-	1,026,700	1,343,400	-	4,000,120
DC Debt Projection	-	126,583	-	-	126,583
<b>Total Expenditures</b>	<b>-</b>	<b>1,153,283</b>	<b>1,343,400</b>	<b>-</b>	<b>4,755,924</b>
<b>Projected Balance at Dec. 31, 2027</b>	<b>610,328</b>	<b>(957,547)</b>	<b>2,783,922</b>	<b>26,049</b>	<b>8,593,731</b>



# 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2027</b>	\$ 499,861	\$ 359,332	\$ 3,742,347	\$ 808,574	\$ 720,865
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3%)	14,996	10,780	112,270	24,257	21,626
Total Additions	165,939	86,586	2,175,044	334,774	711,826
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	629,065
Projected Capital Spending	-	-	2,098,330	-	-
DC Debt Projection	-	-	258,705	-	-
Total Expenditures	-	-	2,357,035	-	629,065
<b>Projected Balance at Dec. 31, 2028</b>	665,800	445,918	3,560,356	1,143,348	803,626



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2027</b>	\$ 610,328	\$ (957,547)	\$ 2,783,922	\$ 26,049	\$ 8,593,731
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3%)	18,310	(28,726)	83,518	781	257,812
Total Additions	120,997	198,861	623,256	781	4,418,064
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	629,065
Projected Capital Spending	-	-	559,525	-	2,657,855
DC Debt Projection	-	-	-	-	258,705
Total Expenditures	-	-	559,525	-	3,545,625
<b>Projected Balance at Dec. 31, 2028</b>	731,325	(758,686)	2,847,653	26,830	9,466,170



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2028</b>	\$ 665,800	\$ 445,918	\$ 3,560,356	\$ 1,143,348	\$ 803,626
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3%)	19,974	13,378	106,811	34,300	24,109
Total Additions	170,917	89,184	2,169,585	344,817	714,309
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,903
Projected Capital Spending	-	-	3,500,000	-	-
Total Expenditures	-	-	3,500,000	-	628,903
<b>Projected Balance at Dec. 31, 2029</b>	836,717	535,102	2,229,941	1,488,165	889,032





## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2028</b>	\$ 731,325	\$ (758,686)	\$ 2,847,653	\$ 26,830	\$ 9,466,170
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3%)	21,940	(22,761)	85,430	805	283,986
Total Additions	124,627	204,826	625,168	805	4,444,238
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,903
Projected Capital Spending	-	-	844,470	-	4,344,470
Total Expenditures	-	-	844,470	-	4,973,373
<b>Projected Balance at Dec. 31, 2029</b>	855,952	(553,860)	2,628,351	27,635	8,937,035



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2029</b>	\$ 836,717	\$ 535,102	\$ 2,229,941	\$ 1,488,165	\$ 889,032
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3%)	25,102	16,053	66,898	44,645	26,671
Total Additions	176,045	91,859	2,129,672	355,162	716,871
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,737
Projected Capital Spending	-	-	190,960	(115,425)	-
Total Expenditures	-	-	190,960	(115,425)	628,737
<b>Projected Balance at Dec. 31, 2030</b>	<b>1,012,762</b>	<b>626,961</b>	<b>4,168,653</b>	<b>1,958,752</b>	<b>977,166</b>



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2029</b>	\$ 855,952	\$ (553,860)	\$ 2,628,351	\$ 27,635	\$ 8,937,035
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3%)	25,679	(16,616)	78,851	829	268,112
Total Additions	128,366	210,971	618,589	829	4,428,364
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,737
Projected Capital Spending	-	-	1,227,940	-	1,303,475
Total Expenditures	-	-	1,227,940	-	1,932,212
<b>Projected Balance at Dec. 31, 2030</b>	984,318	(342,889)	2,019,000	28,464	11,433,187



## 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2030</b>	\$ 1,012,762	\$ 626,961	\$ 4,168,653	\$ 1,958,752	\$ 977,166
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3.5%)	35,447	21,944	145,903	68,556	34,201
Total Additions	186,390	97,750	2,208,677	379,073	724,401
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,564
Projected Capital Spending	-	-	3,762,500	-	-
DC Debt Projection	-	-	463,882	-	-
Total Expenditures	-	-	4,226,382	-	628,564
<b>Projected Balance at Dec. 31, 2031</b>	<b>1,199,152</b>	<b>724,711</b>	<b>2,150,948</b>	<b>2,337,825</b>	<b>1,073,003</b>



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2030</b>	\$ 984,318	\$ (342,889)	\$ 2,019,000	\$ 28,464	\$ 11,433,187
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3.5%)	34,451	(12,001)	70,665	996	400,162
Total Additions	137,138	215,586	610,403	996	4,560,414
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,564
Projected Capital Spending	-	510,650	1,104,500	-	5,377,650
DC Debt Projection	-	-	-	-	463,882
Total Expenditures	-	510,650	1,104,500	-	6,470,096
<b>Projected Balance at Dec. 31, 2031</b>	<b>1,121,456</b>	<b>(637,953)</b>	<b>1,524,903</b>	<b>29,460</b>	<b>9,523,505</b>



# 10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
<b>Projected Balance at Dec. 31, 2031</b>	\$ 1,199,152	\$ 724,711	\$ 2,150,948	\$ 2,337,825	\$ 1,073,003
<b>Additions</b>					
Estimated Collections	150,943	75,806	2,062,774	310,517	690,200
Estimated Interest (3.5%)	41,970	25,365	75,283	81,824	37,555
Total Additions	192,913	101,171	2,138,057	392,341	727,755
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,386
Projected Capital Spending	-	-	-	-	-
Total Expenditures	-	-	-	-	628,386
<b>Projected Balance at Dec. 31, 2032</b>	<b>1,392,065</b>	<b>825,882</b>	<b>4,289,005</b>	<b>2,730,166</b>	<b>1,172,372</b>



## 10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
<b>Projected Balance at Dec. 31, 2031</b>	\$ 1,121,456	\$ (637,953)	\$ 1,524,903	\$ 29,460	\$ 9,523,505
<b>Additions</b>					
Estimated Collections	102,687	227,587	539,738	-	4,160,252
Estimated Interest (3.5%)	39,251	(22,328)	53,372	1,031	333,323
Total Additions	141,938	205,259	593,110	1,031	4,493,575
<b>Expenditures</b>					
Debenture principal and interest	-	-	-	-	628,386
Projected Capital Spending	-	1,021,400	964,500	-	1,985,900
Total Expenditures	-	1,021,400	964,500	-	2,614,286
<b>Projected Balance at Dec. 31, 2032</b>	1,263,394	(1,454,094)	1,153,513	30,491	11,402,794



## Parkland Dedication Reserve Fund 10-Year Projection

	2022	2023	2024	2025	2026	2027
<b>Projected Reserve (Deficit) - Start of Year</b>	1,335,479	903,834	912,872	825,694	786,336	409,926
<b>Additions to Reserve</b>						
Estimated Collections (Note 1)	350,000	350,000	350,000	350,000	350,000	340,000
Interest (Note 2)	13,355	9,038	22,822	20,642	23,590	12,298
<b>Reductions in Reserve</b>						
Collection Receivable	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(218,446)
Estimated 2022 Projects Completed	(145,000)					
Estimated Prior Year Projects Completed	(300,000)					
<b>Projected Capital Spending</b>	-	-	(110,000)	(60,000)	(400,000)	(160,000)
<b>Projected Reserve Fund (Deficit) - End of Year</b>	903,834	912,872	825,694	786,336	409,926	383,778
<b>Note 1:</b> Annual change in collections (rounded to nearest thousand)		0.0 %	0.0 %	0.0 %	0.0 %	(3.0)%
<b>Note 2:</b> Estimated interest rate	1.0 %	1.0 %	2.5 %	2.5 %	3.0 %	3.0 %





## Parkland Dedication Reserve Fund 10-Year Projection

	2028	2029	2030	2031	2032
<b>Projected Reserve (Deficit) - Start of Year</b>	383,778	505,291	700,450	811,464	859,865
<b>Additions to Reserve</b>					
Estimated Collections (Note 1)	340,000	340,000	330,000	330,000	330,000
Interest (Note 2)	11,513	15,159	21,014	28,401	30,095
<b>Reductions in Reserve</b>					
Collection Receivable	-	-	-	-	-
Estimated 2022 Projects Completed					
Estimated Prior Year Projects Completed					
<b>Projected Capital Spending</b>	(230,000)	(160,000)	(240,000)	(310,000)	(160,000)
<b>Projected Reserve Fund (Deficit) - End of Year</b>	505,291	700,450	811,464	859,865	1,059,960
<b>Note 1:</b> Annual change in collections (rounded to nearest thousand)	0.0 %	0.0 %	(3.0)%	0.0 %	0.0 %
<b>Note 2:</b> Estimated interest rate	3.0 %	3.0 %	3.0 %	3.5 %	3.5 %





## Reserve and Reserve Fund Targets

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### Reserve and Reserve Fund Targets

The Town's Reserve and Reserve Fund Policy establishes general reserve targets and minimum reserve targets based on the capital forecast. The long-term strategy to achieve the target minimum balance for the reserves established phased-in targets from 2020 to 2024, from 2025 to 2029, from 2030 to 2034, and from 2035 to 2039. The goal is for each reserve to reach its target minimum balance by 2039.

These targets are temporary estimates to provide long-term planning strategies based on the current asset management plan which utilizes the current capital forecast. The Asset management Plan was completed in 2022 for the core assets. These reserve targets will be updated utilizing the Asset Management Plan.

The following graph depicts the projected 2021 year-end capital reserve and capital discretionary reserve fund balances versus the targets. The targets are as calculated in the reserve and reserve fund policy and will be updated in 2022 when the asset management plan is complete for core assets. There is a significant gap between the target and projected balance for many of the reserves. The roads reserve has the greatest demand for capital funding and the reserve balance needs to be built up to ensure that future capital needs can be met, while reducing the amount of debt required to complete those projects. It should be noted that these projected balances include commitments, and will differ from the balances in the 2021 consolidated financial statements if there are funds being carried forward due to projects in progress at year end.

The 2023 Capital Budget includes ten years of reserve forecasts, along with the Target Minimum Reserve Balance and Target Reserve Balance for each reserve and reserve fund. It is beneficial to look at the trend of each reserve and reserve fund over time in order to determine whether the balance is gradually improving toward the phased-in targets. Balance fluctuations are a necessary and planned characteristic of the reserves and reserve funds. The Town uses them to "save up" for planned expenditures, and then as the capital projects are carried out, the balance in the reserves will decrease again and need to be built back up.

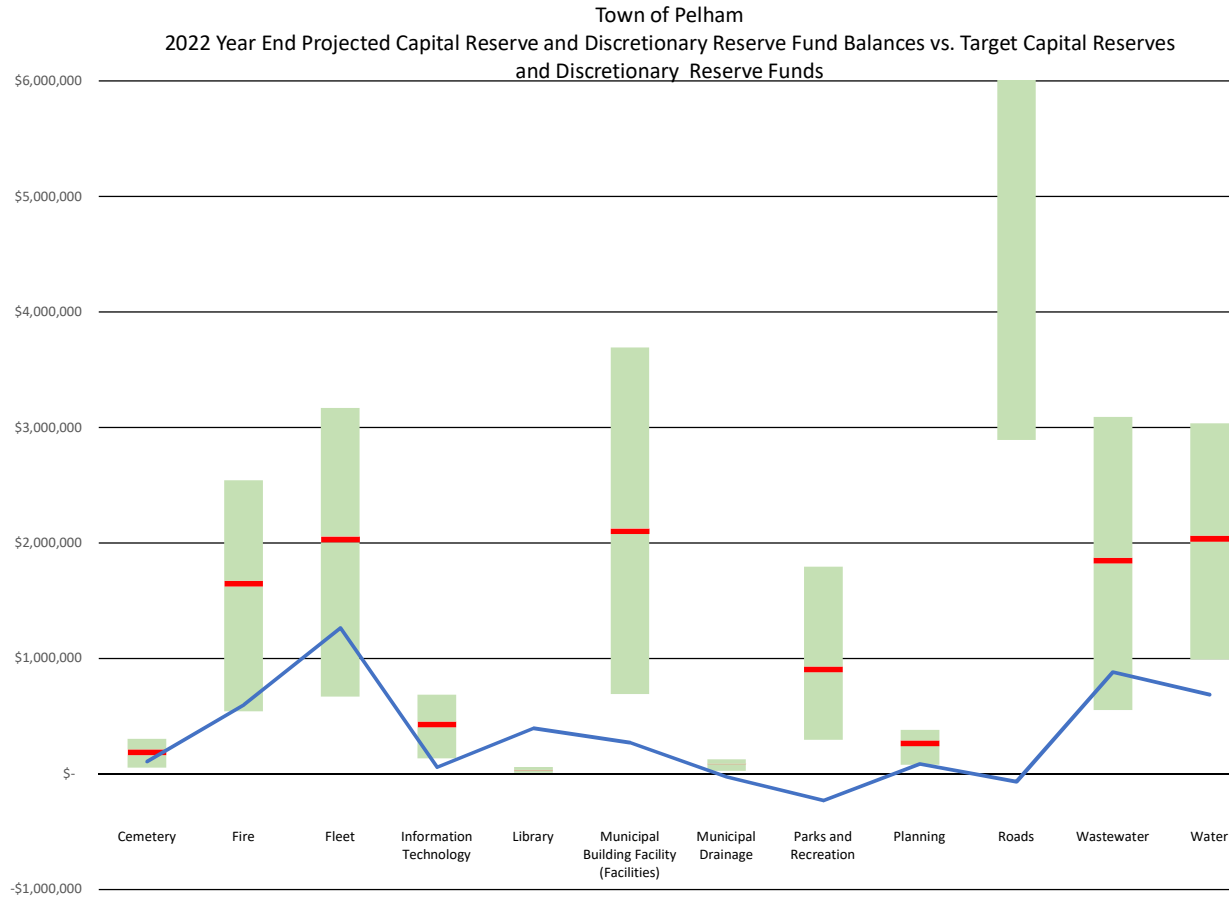
It should also be noted that building up reserves, reducing debt, and considering the tax levy impact can be competing goals. For the 2023 forecast, effort has been made where possible to evenly distribute planned capital expenditures, and debt has been minimized as a first priority. As a result, the forecast for the Town's debt as a percentage of own source net revenues has decreased from the 2021 forecast, but reserve balances will only increase slightly over time.







# Reserve and Reserve Fund Targets





## Summary of Capital Reserve Transfers and Forecast Tax Levy Impact

	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>
Capital - Information Services	132,000	137,500	143,000	149,000	155,000	161,000
Capital - Fire department	435,500	485,900	539,000	593,000	646,000	698,000
Capital - Facilities	425,000	410,200	394,000	378,000	363,000	348,000
Capital - Roadway Maintenance	2,362,000	2,548,800	2,727,000	2,918,000	3,093,000	3,279,000
Capital - Fleet	469,000	542,300	618,000	692,000	768,000	845,000
Capital - Fonthill/Hillside Cemeteries	33,000	42,000	51,000	60,000	69,000	78,000
Capital - Recreation Admin	68,000	155,600	243,000	330,000	416,000	503,000
Capital - Planning Services	72,000	80,000	88,000	96,000	104,000	112,000
Capital - Municipal Drainage	19,000	19,500	20,000	21,000	21,000	21,000
<b>Tax Levy Supported Capital Reserve Transfers</b>	<b>4,015,500</b>	<b>4,421,800</b>	<b>4,823,000</b>	<b>5,237,000</b>	<b>5,635,000</b>	<b>6,045,000</b>
Capital - Wastewater Distribution System	836,794	343,128	419,000	494,000	568,000	642,000
Capital - Water Distribution System	533,495	898,174	943,000	990,000	1,040,000	1,092,000
<b>Waster/Wastewater Rate Supported Capital Reserve Transfers</b>	<b>1,370,289</b>	<b>1,241,302</b>	<b>1,362,000</b>	<b>1,484,000</b>	<b>1,608,000</b>	<b>1,734,000</b>
<b>Grand Total Capital Reserve Transfers</b>	<b>5,385,789</b>	<b>5,663,102</b>	<b>6,185,000</b>	<b>6,721,000</b>	<b>7,243,000</b>	<b>7,779,000</b>



## Summary of Capital Reserve Transfers and Forecast Tax Levy Impact

	2022 Budget	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
<b>Estimated Tax Levy Supported Debt Payments on Newly Issued Debt</b>			-	408,918	1,253,393	1,880,050
Increase in Tax Levy Supported Capital Reserve Transfers		406,300	401,200	414,000	398,000	410,000
Increase in Tax Levy Supported Debt Payments		-	-	408,918	844,475	626,657
<b>Estimated Tax Levy Increase from Capital - \$</b>		406,300	401,200	822,918	1,242,475	1,036,657
<b>Estimated Tax Levy Increase from Capital - %</b>		2.4 %	2.4 %	5.0 %	7.5 %	6.2 %

Note that the tax levy increase from capital does not take into consideration other budget adjustments which are part of the operating budget, or additional tax revenues generated from growth within the Town. This is only an isolation of the impact of the capital forecast on the tax levy needs in the future based on the current capital forecast.