




Town of Pelham

2024 Approved

Capital Budget



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

Town of Pelham

2024 Capital Budget

CONTENTS

	PAGE
Capital Budget	
Capital Budget Overview.....	1
2024 Capital Budget Summary.....	6
Capital Grants Summary	8
Capital Schedules	
Capital - Information Technology	10
Capital - Fire & By-Law Services	20
Capital - Facilities.....	29
Capital - Roads.....	48
Capital – Fleet	78
Capital - Cemeteries.....	98
Capital - Park Facilities	106
Capital - Library.....	119
Capital - Community Planning & Development.....	127
Capital - Municipal Drainage.....	135
Capital - Wastewater	143
Capital - Water	155
Debentures and Debt	
Debentures and Debt.....	167
Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2024.....	175
2023 Annual Repayment Limit from Ministry of Municipal Affairs	178
2024 Debenture Schedule.....	180
Debt-Related Financial Indicators	183
Reserves and Reserve Funds	
Reserves and Reserve Funds Overview.....	185
Ten-Year Reserve Forecast Summary.....	188
Reserve Fund Projection	192
Ten-Year Projected Development Charge Reserve Fund	194
Ten-Year Projected Parkland Dedication Reserve Fund	216
Reserve Funds for Grants	218

Town of Pelham

2024 Capital Budget



CONTENTS

	PAGE
Reserve and Reserve Fund Targets.....	218
Reserve Funds Graph.....	220
Summary of Capital Reserve Transfers and Forecast Tax Levy Impact.....	221

Capital Budget Overview



Overview

The 2024 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 \$342,500, The 2024 capital reserve transfer helps achieve the targets as set out in the Reserve and Reserve Fund Policy.

The 2024 capital projects total \$15,533,290, which includes water and wastewater capital projects. These projects will be funded by reserve transfers of \$6,885,874, \$7,416 external and other contributions, \$100,000 parkland dedication funds, \$2,592,000 development charges, \$5,948,000 of grant requests.

There are capital projects from 2023 and earlier that will be completed in 2024. There is cash set aside in the reserves for these projects.

The capital schedules include the 2024 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 2024 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. The Town is continuing its working on updating the Asset Management plan to include all assets. This work will be completed by July 1, 2024.

Capital Grants

The Capital Grants Summary lists the grants relating to the capital projects for 2024. The Town has applied for grant funding under the FED-DEV grant for the renovation of the Fonthill Library. The Town is still waiting for the decision this grant application. In addition, the Town has applied for a grant for ball diamond upgrades at Centennial Park, trail sign improvement, facilities energy efficiency study, pedestrian railing and electronic sign replacement.

The total capital projects funded by grants confirmed in 2024 is \$3,257,000. There are \$2,691,000 of capital projects pending applications and waiting final funding approval.

Capital Budget Overview



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 strives to stay current with technologies and applications to ensure that optimal customer service is provided to its customers. The new priorities for 2024 includes equipment renewal, mobile ticketing system, video surveillance equipment for Marlene Stewart Streit Park (MSSP) , and network hardware replacement. The total request is \$144,000.

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 of Bunker Gear, Squad 1 light rescue, and a communication sign which is red-circled waiting for grant approval. The total request is \$425,000.

Public Works - Facilities

Town facilities and structures are required to support the needs of the community. The two largest project include, Fire Station 1 Architectural design for Station 1, and the new Fonthill Library construction. The Library construction project is red-circled pending grant approval. The total request is \$4,165,000.

Public Works - Park Facilities

Park Facilities provides many services to the Community that enhances the quality of life for its residents. There two largest projects include; Centennial Park Paving of existing gravel parking lot for \$350,000 and Centennial Park South Soccer Field Construction for \$350,000. The total request is \$367,000.

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 2024 include road reconstruction of Quaker Road for \$2,100,000; Church Street Culvert replacement for \$500,000; Road Rehabilitation for \$1,200,000; Smart Technology for Street Lights for \$100,000; Surphur Springs road embankment for



Capital Budget Overview

\$250,000, and Stormwater Facility maintenance for \$300,000. The total request is \$5,320,000.

Public Works - Fleet

Vehicles are essential to many of the services that the Town provides including snow clearing, mowing, culvert repairs, asphalt repairs etc. In order to provide these services, the Town must ensure that equipment is in good repair and can support the needs of the community. The largest project is for a combination snow plow and spreader for \$350,000. The total request is \$767,290.

Public Works - Cemeteries

The Town operates two active cemeteries, Hillside and Fonthill and one inactive cemetery, Hansler. The majority of the needs of the cemetery are met within the operating budget annually. However, capital expenditures can arise as a result of changes to the sites or new infrastructure requirements. The total request is \$70,000.

Community Planning and Development

Studies requested within Community Planning and Development provide the framework of all Town development and growth. The project in 2024 is the Development Fee Study for \$75,000. The total request is \$75,000.

Library Services

Library Services support the cultural needs of the Community. Capital investments allow the Library to continue to provide these services in an optimal manner. The capital request is \$10,000 for replacement of public computers. The total request is \$10,000.

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. The schedule also highlights when billing will occur for the works. The Town is responsible for any expenses related to lands owned by the Town that benefit from the drain. There are currently no capital planned projects in 2024. \$-.

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





Capital Budget Overview

maintain the system to meet legislated requirements. The major project is for the Quaker Road Sanitary Replacement for \$525,000. The total request is \$930,000.

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 projects are; Quaker Road Watermain replacement for \$560,000, and Daleview Watermain Reconstruction for \$2,700,000. The Daleview watermain replacement project is utilizing \$1,980,00 of approved one-time grant funding. The total request is \$3,260,000.

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 2019 to 2022. 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 2024.

The graph in the debt section shows the projected Debt Charges as a Percentage of Net Revenues at 10.8% for 2024. 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 2031 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



2024 Capital Budget Summary

	Requested	Funding						Total Funding
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
Tax Levy Supported								
Information Technology	144,000	-	144,000	-	-	-	-	144,000
Fire & By-Law Services	425,000	15,000	410,000	-	-	-	-	425,000
Facilities	4,165,000	2,486,000	621,000	-	1,058,000	-	-	4,165,000
Park Facilities	367,000	155,000	112,000	100,000	-	-	-	367,000
Roads	5,320,000	1,312,000	2,474,000	-	1,534,000	-	-	5,320,000
Fleet	767,290	-	759,874	-	-	7,416	-	767,290
Cemeteries	70,000	-	70,000	-	-	-	-	70,000
Community Planning & Development	75,000	-	75,000	-	-	-	-	75,000
Library	10,000	-	10,000	-	-	-	-	10,000
Total Tax Levy Capital Requests	11,343,290	3,968,000	4,675,874	100,000	2,592,000	7,416	-	11,343,290

2024 Capital Budget Summary

	Requested	Funding						Total Funding
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
Water and Wastewater Rate Supported								
Wastewater	930,000	-	930,000	-	-	-	-	930,000
Water	3,260,000	1,980,000	1,280,000	-	-	-	-	3,260,000
Total Water and Wastewater Capital Requests	4,190,000	1,980,000	2,210,000	-	-	-	-	4,190,000



Capital Grants Summary

Project #	Project Name	Total Grants	Approved Grants	Grants Pending	Grant Description	Comments
RD 07-24	Road Rehabilitation Program	711,000	711,000	-	OCIF*	Long-Term agreement in place and allocation is known.
FAC 08-24	New Fonthill Library Construction	2,396,000	-	2,396,000	FED-DEV	Pending decision on submitted Application.
PRK 02-24	Ball Diamond Upgrades - Centennial Park #1 (clay i	90,000	-	90,000	Jays Care Foundation	Pending decision on submitted Application.
PRK 05-24	Steve Bauer Trail Sign Improvement	65,000	-	65,000	Ontario Trillium Foundation	Pending decision on submitted Application.
WTR 02-24	Construction: Watermain Replacement - Daleview, St	1,980,000	1,980,000	-	ICIP - Green Grant	Grant agreement was signed in February 2020.



Capital Grants Summary

Project #	Project Name	Total Grants	Approved Grants	Grants Pending	Grant Description	Comments
RD 09-24	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.
FAC 05-24	Facilities Energy Efficiency Study	90,000	-	90,000	Green Municipal Fund	Preparing application to apply for grant.
FD 03-24	Electronic sign replacement station 2	15,000	-	15,000	Independent Funder	Pending decision on submitted Application.
RD 15-24	Pedestrian Railing on Highway 20	35,000	-	35,000	Regional Grant	Pending decision on submitted Application.
Total Grants		<u>5,948,000</u>	<u>3,257,000</u>	<u>2,691,000</u>		

Information Technology

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
IT 01-24	Annual Equipment PSAB adds/replacements	To maintain our computer replacement schedule and plan for end of life 'EOL' hardware. Latest software requirements are placing more demand on increasing computer processing thresholds.	Critical.	33,000
IT 02-24	Main Core Switch - Town Hall - 2nd Floor	To replace network hardware that has reached end of life "EOL" according to manufacturer specifications.	Critical	11,000
IT 03-24	Innovation Technology	The potential to improve internal efficiencies and or provide additional cost savings to the Town.	Critical.	50,000
IT 04-24	Video Surveillance upgrade - MSSP	To provide video surveillance coverage in the expansion areas of MSSP. Replace aging camera's that have exceeded warranty and currently inoperable throughout the park.	Critical:Liability claims and provide appropriate video snapshots to local authorities when asked.	50,000
Total 2024 Approved Budget				144,000

Information Technology 2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing \$	
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$		Debenture \$
IT 01-24	Annual Equipment PSAB adds/replacements	-	33,000	-	-	-	-	33,000
IT 02-24	Main Core Switch - Town Hall - 2nd Floor	-	11,000	-	-	-	-	11,000
IT 03-24	Innovation Technology	-	50,000	-	-	-	-	50,000
IT 04-24	Video Surveillance upgrade - MSSP	-	50,000	-	-	-	-	50,000
Total 2024 Approved Budget		-	144,000	-	-	-	-	144,000

Information Technology Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	144,000	123,000	83,000	142,200	95,000
Total Funding Source	144,000	123,000	83,000	142,200	95,000

Information Technology Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	161,000	108,600	129,000	124,000	124,600
Total Funding Source	161,000	108,600	129,000	124,000	124,600

Information Technology

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
100193 - Annual Equipment PSAB adds/replacements	33,000	-	-	-	-
100194 - Main Core Switch - Town Hall - 2nd Floor	11,000	-	-	-	-
100195 - Innovation Technology	50,000	-	-	-	-
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	-	-	-	15,000	-
100207 - Innovation Technology	-	-	-	50,000	-
100208 - Barracuda Spam Firewall	-	-	-	8,200	-
100209 - Annual Equipment PSAB adds/replacements	-	-	-	-	45,000

Information Technology Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
100210 - Innovation Technology	-	-	-	-	50,000
100263 - Mobile Ticketing Management System	-	24,000	-	-	-
100264 - Video Surveillance upgrade - MSSP	50,000	-	-	-	-
Total Expenditure	144,000	123,000	83,000	142,200	95,000

Information Technology

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
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	-
100226 - ActiveNet Upgrade	-	-	-	18,000	-

Information Technology Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
100227 - Annual Equipment PSAB adds/replacements	-	-	-	-	50,000
100228 - Server Replacement	-	-	-	-	16,000
100229 - Innovation Technology	-	-	-	-	50,000
100230 - Barracuda Spam Firewall	-	-	-	-	8,600
Total Expenditure	161,000	108,600	129,000	124,000	124,600

Information Technology 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	104,965	(131,728)	(128,228)	(92,228)	(3,228)	40,572
Additions to Reserve						
Contribution from Operating Budget	137,500	147,500	159,000	172,000	186,000	201,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(284,000)					
Estimated Prior Year Projects Completed	(90,193)					
Projected Capital Spending		(144,000)	(123,000)	(83,000)	(142,200)	(95,000)
Projected Reserve (Deficit) - End of Year	<u>(131,728)</u>	<u>(128,228)</u>	<u>(92,228)</u>	<u>(3,228)</u>	<u>40,572</u>	<u>146,572</u>
Target Minimum Reserve Balance	134,650					
Target Reserve Balance	269,300					
Phased-In Target Minimum Balance		77,824				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 11,500	\$ 13,000	\$ 14,000	\$ 15,000

Information Technology

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	146,572	202,572	327,972	451,972	600,972
Additions to Reserve					
Contribution from Operating Budget	217,000	234,000	253,000	273,000	295,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(161,000)	(108,600)	(129,000)	(124,000)	(124,600)
Projected Reserve (Deficit) - End of Year	202,572	327,972	451,972	600,972	771,372
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	96,764				115,704
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 16,000	\$ 17,000	\$ 19,000	\$ 20,000	\$ 22,000

Fire & By-Law Services

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FD 01-24	Bunker Gear	PPE for fire fighters to perform structural fire fighting	OHSA legislated all bunker gear be replaced every 10 years.	60,000
FD 02-24	Squad 1	light rescue to replace current unit.	current unit is 20 years old and needs replacing.	350,000
FD 03-24	Electronic sign replacement station 2	Current sign does not work and needs to be rebuilt to support messaging.	Current sign does not work and needs to be rebuilt to support messaging.	15,000
Total 2024 Approved Budget				425,000

Fire & By-Law Services 2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FD 01-24	Bunker Gear	-	60,000	-	-	-	60,000
FD 02-24	Squad 1	-	350,000	-	-	-	350,000
FD 03-24	Electronic sign replacement station 2	15,000	-	-	-	-	15,000
Total 2024 Approved Budget		15,000	410,000	-	-	-	425,000

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



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	410,000	470,000	110,000	60,000	760,000
Grants-Provincial	15,000	-	-	-	-
Transfer from Deferred Revenues	-	1,025,600	-	175,000	-
Total Funding Source	425,000	1,495,600	110,000	235,000	760,000

Fire & By-Law Services

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	1,060,000	60,000	1,860,000	645,000	105,000
Grants-Provincial	-	-	-	-	-
Transfer from Deferred Revenues	-	-	1,000,000	-	-
Total Funding Source	1,060,000	60,000	2,860,000	645,000	105,000

Fire & By-Law Services

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
200120 - Car 2	-	60,000	-	-	-
200129 - Bunker Gear	60,000	-	-	-	-
200130 - Squad 1	350,000	-	-	-	-
200131 - Rescue 3	-	350,000	-	-	-
200132 - Bunker Gear	-	60,000	-	-	-
200133 - Bunker Gear	-	-	60,000	-	-
200135 - Bunker Gear	-	-	-	60,000	-
200136 - New Vehicle	-	-	-	175,000	-
200137 - Bunker Gear	-	-	-	-	60,000
200138 - SCBA	-	-	-	-	700,000
200158 - Station 1 Pumper	-	950,000	-	-	-
200159 - Thermal Imaging Cameras (2)	-	16,000	-	-	-
200160 - Hose 44mm	-	6,000	-	-	-
200165 - Service Vehicle 2	-	-	50,000	-	-
200167 - Hose 65mm	-	5,600	-	-	-
200168 - Hose 100mm	-	8,000	-	-	-

Fire & By-Law Services

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
200169 - Jaws of Life (2)	-	40,000	-	-	-
200171 - Electronic sign replacement station 2	15,000	-	-	-	-
Total Expenditure	425,000	1,495,600	110,000	235,000	760,000

Fire & By-Law Services

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
200139 - Bunker Gear	60,000	-	-	-	-
200140 - Pumper 1	1,000,000	-	-	-	-
200142 - Bunker Gear	-	60,000	-	-	-
200143 - Bunker Gear	-	-	60,000	-	-
200144 - Aerial 1	-	-	1,800,000	-	-
200145 - Bunker Gear	-	-	-	45,000	-
200146 - Tanker 1	-	-	-	600,000	-
200147 - Bunker Gear	-	-	-	-	45,000
200166 - Bunker Gear	-	-	-	-	60,000
200170 - Provision for Vehicles/Equipment	-	-	1,000,000	-	-
Total Expenditure	1,060,000	60,000	2,860,000	645,000	105,000

Fire & By-Law Services 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	1,218,432	(107,982)	17,918	126,918	641,918	1,256,918
Additions to Reserve						
Contribution from Operating Budget	485,900	535,900	579,000	625,000	675,000	729,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(1,212,314)					
Estimated Prior Year Projects Completed	(600,000)					
Projected Capital Spending		(410,000)	(470,000)	(110,000)	(60,000)	(760,000)
Projected Reserve (Deficit) - End of Year	(107,982)	17,918	126,918	641,918	1,256,918	1,225,918
Target Minimum Reserve Balance	540,750					
Target Reserve Balance	1,081,500					
Phased-In Target Minimum Balance		1,081,500				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 43,100	\$ 46,000	\$ 50,000	\$ 54,000

Fire & By-Law Services 10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	1,225,918	952,918	1,742,918	800,918	1,073,918
Additions to Reserve					
Contribution from Operating Budget	787,000	850,000	918,000	918,000	918,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(1,060,000)	(60,000)	(1,860,000)	(645,000)	(105,000)
Projected Reserve (Deficit) - End of Year	952,918	1,742,918	800,918	1,073,918	1,886,918
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	1,081,500				1,081,500
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 58,000	\$ 63,000	\$ 68,000	\$ -	\$ -

Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FAC 01-24	Concrete & Asphalt Repairs - Various Facilities	This is for various asphalt and concrete repairs at Town owned facilities."	budget increased to include sidewalk at centennial park	50,000
FAC 02-24	Old Pelham Town Hall - Building Automation System	Installation of a Building Automation System to improve energy efficiency of the facility.	Energy efficiency	5,000
FAC 03-24	Fire Station #1 - Architechural Design	Architectural design for station #1.	Building is aging and needs replacement.	300,000
FAC 04-24	33 Parklane - Storage Shelving	Additional storage shelving for the Park Lane Water Building used by both Water and Facilities staff.	Due to the growth of water infrastructure and Town facilities, additional storage space is needed for parts, materials and tools.	10,000
FAC 05-24	Facilities Energy Efficiency Study	Study and analysis of the energy consumption and improvement opportunities of Town facilities.	This project is to retain a consulting firm to identify energy efficiency upgrades to reduce energy loss, assess the viability of installing solar arrays on existing municipal buildings, and develop a long term plan to improve building performance.	180,000

Facilities

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FAC 01-24	Concrete & Asphalt Repairs - Various Facilities	-	50,000	-	-	-	50,000
FAC 02-24	Old Pelham Town Hall - Building Automation System	-	5,000	-	-	-	5,000
FAC 03-24	Fire Station #1 - Architechural Design	-	231,000	-	69,000	-	300,000
FAC 04-24	33 Parklane - Storage Shelving	-	10,000	-	-	-	10,000
FAC 05-24	Facilities Energy Efficiency Study	90,000	90,000	-	-	-	180,000

Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FAC 06-24	Key fobs Town Hall	Upgrading of the security system at Town Hall to include key fob readers for staff and councillors to use.	Town Hall does not have a proper security system in place. This project would see that all doors have control devices installed with key fob readers to better control access, allow for the doors to be unlocked at certain times, and create a more secure facility.	75,000
FAC 07-24	New Public Works Facility Concept Design	Conceptual design and floor plan for a new public works facility.	The Town's existing public works facility has been identified as being undersized and in need of major capital investment to repair. The purpose of this project is to review the space requirements and prepare a conceptual design for a new public works facility.	30,000

Facilities

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FAC 06-24	Key fobs Town Hall	-	75,000	-	-	-	75,000
FAC 07-24	New Public Works Facility Concept Design	-	30,000	-	-	-	30,000

Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FAC 08-24	New Fonthill Library Construction	Renovation of the existing Fonthill Library including accessibility and energy efficiency upgrades.	The existing Fonthill Library is outdated and does not meet all AODA requirements. A renovation of the interior and installation of an elevator is required in order to meet current AODA standards. Energy efficiency upgrades such as new heating and cooling units will be included in the project.	3,385,000
FAC 09-24	MCC Eco-Window Film	Installation of window film at the MCC for the purpose of improving energy efficiency of the facility.	Window film helps mitigate the transfer of heat through window glass. This better regulates the internal temperature of the facility and will improve energy efficiency	60,000
FAC 10-24	Feasibility Study for Shared Operations Centre wit	This is a feasibility study for which the Town is responsible for 1/3 the cost	PW is outgrowing it's aging Tice Rd location and needs a larger/enhanced operations centre.	50,000

Facilities

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Other \$	Debenture \$	Total Financing \$
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Developmen t Charges \$				
FAC 08-24	New Fonthill Library Construction	2,396,000	-	-	989,000	-	-	3,385,000	
FAC 09-24	MCC Eco-Window Film	-	60,000	-	-	-	-	60,000	
FAC 10-24	Feasibility Study for Shared Operations Centre wit	-	50,000	-	-	-	-	50,000	

Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
FAC 11-24	Pool Equipment	1 lifeguard chair (\$15,000) and 1 accessible lift chair (\$5,000)	Statutory change of regulation required 1 additional lifeguard chair and accessible life chair is end of life replacement.	20,000
Total 2024 Approved Budget				4,165,000

Facilities

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
FAC 11-24	Pool Equipment	-	20,000	-	-	-	20,000
Total 2024 Approved Budget		2,486,000	621,000	-	1,058,000	-	4,165,000

Facilities

Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	621,000	265,000	467,500	323,000	527,500
Grants-Provincial	90,000	-	-	-	-
Grants-Federal	2,396,000	-	-	-	-
Transfer from Deferred Revenues	1,058,000	-	1,637,400	-	800,000
Unfinanced Capital - Debenture/Lease	-	-	5,362,600	-	2,000,000
Total Funding Source	4,165,000	265,000	7,467,500	323,000	3,327,500

Facilities

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	50,000	169,500	156,000	709,000	1,200,000
Grants-Provincial	-	-	-	-	-
Grants-Federal	-	-	-	-	-
Transfer from Deferred Revenues	800,000	-	-	-	-
Unfinanced Capital - Debenture/Lease	4,500,000	-	-	-	-
Total Funding Source	5,350,000	169,500	156,000	709,000	1,200,000

Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300525 - Fire Station #1 - Expansion and Rehabilitation	-	-	7,000,000	-	-
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	-	-	-
300557 - Concrete & Asphalt Repairs-Variou Facilities	-	-	-	-	50,000
300558 - Fire Station #2 - Building Automation System (BAS)	-	10,000	-	-	-
300561 - Centennial Park Bldg., (washrooms, Pavilion, chang	-	-	-	-	800,000
301095 - Fire Station #1 - Architechural Design	300,000	-	-	-	-
301096 - OPTH - 50% Repair and Repointing of Brick	-	-	126,500	-	-

2024 Approved Capital Budget

39

Town of Pelham

Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301098 - OPTH - Septic Replacement - deferred from 2020	-	-	70,000	-	-
301101 - Model Railway Building - Wood Siding Replacement	-	-	23,000	-	-
301103 - 33 Parklane - Storage Shelving	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	-	-
301117 - Rental Table & Chair Replacement (bi-annual progra	-	-	10,000	-	-
301119 - Model Railway Building - Washroom Vanity & Fixture	-	-	3,000	-	-

2024 Approved Capital Budget

40

Town of Pelham

Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301120 - Operations Centre - Architechural Design	-	-	-	-	250,000
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	-
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
301175 - MCC Rubber Floor Replacement	-	85,000	-	-	-
301179 - MCC Eco-Window Film	60,000	-	-	-	-
301180 - Facilities Energy Efficiency Study	180,000	-	-	-	-
301181 - Facilities Masterplan	-	-	150,000	-	-

2024 Approved Capital Budget

41

Town of Pelham

Facilities

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301182 - Key fobs Town Hall	75,000	-	-	-	-
301184 - New Public Works Facility Concept Design	30,000	-	-	-	-
301185 - New Fonthill Library Construction	3,385,000	-	-	-	-
301211 - Feasibility Study for Shared Operations Centre wit	50,000	-	-	-	-
301212 - Pool Equipment	20,000	-	-	-	-
Total Expenditure	4,165,000	265,000	7,467,500	323,000	3,327,500

Facilities Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
300546 - Tice Road Operations Centre Addition	5,300,000	-	-	-	-
300564 - Concrete & Asphalt Repairs-Various Facilities	50,000	-	-	-	-
301114 - MCC - Backup Generator Project	-	-	-	-	1,200,000
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	-	-	-
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	-	-

Facilities Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
301155 - Town Hall - Exterior Doors	-	-	15,000	-	-
301157 - Fire Station #2 - Air Make Up & Ventilator System	-	-	8,000	-	-
301158 - Model Railway Building - Woodlanding and Stairs	-	-	5,000	-	-
301160 - Fire Station #1 - Asphalt Parking Lot Repaving	-	-	-	260,000	-
301161 - Fire Station #2 - Asphalt Parking Lot Repaving	-	-	-	175,000	-
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	-

Facilities

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
301170 - Concrete & Ashphalt Repairs - Various Facilities	-	50,000	-	-	-
301171 - Concrete & Ashphalt Repairs - Various Facilities	-	-	50,000	-	-
301172 - Concrete & Ashphalt Repairs - Various Facilities	-	-	-	50,000	-
Total Expenditure	5,350,000	169,500	156,000	709,000	1,200,000

Facilities

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	635,999	(582,335)	(743,135)	(511,135)	(441,635)	(184,635)
Additions to Reserve						
Contribution from Operating Budget	410,200	460,200	497,000	537,000	580,000	626,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(341,000)					
Estimated Prior Year Projects Completed	(1,287,534)					
Projected Capital Spending		(621,000)	(265,000)	(467,500)	(323,000)	(527,500)
Projected Reserve (Deficit) - End of Year	<u>(582,335)</u>	<u>(743,135)</u>	<u>(511,135)</u>	<u>(441,635)</u>	<u>(184,635)</u>	<u>(86,135)</u>
Target Minimum Reserve Balance	692,000					
Target Reserve Balance	1,384,000					
Phased-In Target Minimum Balance		(263,755)				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 36,800	\$ 40,000	\$ 43,000	\$ 46,000

Facilities

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	(86,135)	539,865	1,100,365	1,732,365	1,811,365
Additions to Reserve					
Contribution from Operating Budget	676,000	730,000	788,000	788,000	788,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(50,000)	(169,500)	(156,000)	(709,000)	(1,200,000)
Projected Reserve (Deficit) - End of Year	539,865	1,100,365	1,732,365	1,811,365	1,399,365
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	54,835				373,415
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 50,000	\$ 54,000	\$ 58,000	-	\$ -

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 01-24	Bridge/Culvert Appraisal (legislated)	This capital project is for the biannual inspections of the Town's Bridges and Major Culverts as legislated by the Province.	This capital project includes the detailed inspection and condition assessment of the Town's bridges and major culverts. The Town is required to complete these inspections on a biannual basis as legislated by the Province of Ontario. The last inspections were completed in 2022.	30,000
RD 02-24	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.	Required to meet compliance with Minimum Maintenance Standards (MMS) on concrete sidewalks and curb and gutter segments on our urban roadways 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

2024 Approved Capital Budget Summary

Project #	Project Name	Financing						Total Financing \$
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	Debenture \$	
RD 01-24	Bridge/Culvert Appraisal (legislated)	-	30,000	-	-	-	-	30,000
RD 02-24	Concrete Repair & Replacement Program	-	110,000	-	-	-	-	110,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 03-24	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 04-24	Design of Station Street from Port Robinson Road t	This project is for the urbanization of Station Street from Port Robinson to Highway 20 and includes new active transportation and storm infrastructure.	Station Street is an older road with poor drainage and active transportation connectivity. Urbanizing the street will create better active transportation between the businesses on Highway 20 and the residential areas of Fonhill, and allow for infill development through the construction of new storm sewers.	100,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 03-24	Culvert Replacement Program	-	60,000	-	-	-	60,000
RD 04-24	Design of Station Street from Port Robinson Road to	-	100,000	-	-	-	100,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 05-24	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
RD 06-24	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 2023 Road Needs and Condition Study completed by ARA.	300,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 05-24	Engineering	-	35,000	-	-	-	35,000
RD 06-24	Road Base and Surface Repair Program	-	300,000	-	-	-	300,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 07-24	Road Rehabilitation Program	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.	1,200,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	
RD 07-24	Road Rehabilitation Program	711,000	489,000	-	-	-	1,200,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 08-24	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.	300,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
RD 08-24	Stormwater Facility Maintenance	-	300,000	-	-	-	-	300,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 09-24	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 10-24	Church Street Culvert - at Chantler Rd	This project includes the replacement of a 1.8m diameter cross culvert on Church Street located approximately 90m north of Chantler Road.	This cross culvert has been identified as requiring replacement due to deterioration and rotation of the structure. Further deterioration of the structure poses a risk to the road surface. Therefore, it is to be replaced.	500,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Debenture	Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
RD 09-24	Road Reconstruction - Quaker Rd: Pelham St to Line	566,000	-	-	1,534,000	-	-	2,100,000
RD 10-24	Church Street Culvert - at Chantler Rd	-	500,000	-	-	-	-	500,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 11-24	Sulphur Springs Road Embankment Reconstruction	Stabilization of road embankments that are experiencing deterioration.	Staff have identified four different locations where there is evidence of slope failure. The purpose of this project is to reconstruct the embankments and stabilize the slopes as per engineering designs and prioritization that has been prepared.	250,000
RD 12-24	Geotechnical study investigations.	Geotechnical Engineering investigations to provide stability designs for 4 failing embankments (Sulphur Springs Dr, Spencer Ln, Centre St, River Rd)	Roads need rehabilitation to be operational	200,000
RD 13-24	Storm Sewer CCTV Inspection	This is an annual project that is used to inspect our storm sewer system	New legislation requires that part of the Town's storm network be inspected annually to ensure there are no major deficiencies within the storm system.	80,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 11-24	Sulphur Springs Road Embankment Reconstruction	-	250,000	-	-	-	250,000
RD 12-24	Geotechnical study investigations.	-	200,000	-	-	-	200,000
RD 13-24	Storm Sewer CCTV Inspection	-	80,000	-	-	-	80,000

Roads

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
RD 14-24	Traffic Calming Port Robinson Rd	Traffic calming measures for Port Robinson Rd	Staff have fielded numerous complaints regarding speeding on Port Robinson Rd. This project will see that traffic calming measures be installed on the road to reduce traffic speeds.	20,000
RD 15-24	Pedestrian Railing on Highway 20	Repair of the pedestrian railing on Highway 20 near the intersection with Pelham Street.	The railing near the intersection of Highway 20 and Pelham Street is showing extreme signs of deterioration and requires extensive repair. The railing is required due to the grade change of the sidewalk.	35,000
Total 2024 Approved Budget				5,320,000

Roads

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
RD 14-24	Traffic Calming Port Robinson Rd	-	20,000	-	-	-	20,000
RD 15-24	Pedestrian Railing on Highway 20	35,000	-	-	-	-	35,000
Total 2024 Approved Budget		1,312,000	2,474,000	-	1,534,000	-	5,320,000

Roads Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	2,474,000	2,885,160	2,636,700	4,778,293	3,529,831
Grants-Provincial	746,000	835,000	835,000	835,000	356,000
Grants-Federal	566,000	-	-	1,132,478	566,239
Grants- Municipal	-	-	150,000	-	-
Transfer from Deferred Revenues	1,534,000	2,384,840	-	3,762,500	2,499,830
Unfinanced Capital - Debenture/Lease	-	2,300,000	562,500	2,600,000	1,800,000
Total Funding Source	5,320,000	8,405,000	4,184,200	13,108,271	8,751,900

Roads

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	4,112,831	1,332,761	1,679,761	1,122,761	907,761
Grants-Provincial	835,000	835,000	664,000	1,095,000	600,000
Grants-Federal	566,239	566,239	566,239	566,239	566,239
Grants- Municipal	-	-	-	-	-
Transfer from Deferred Revenues	1,446,830	-	1,323,000	-	-
Unfinanced Capital - Debenture/Lease	-	-	-	-	-
Total Funding Source	6,960,900	2,734,000	4,233,000	2,784,000	2,074,000

Roads

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300188 - Smart Technology for Street Lights	-	100,000	-	-	-
300582 - Design - Welland: Canboro Rd to E of Balfour	-	-	-	124,571	-
300583 - Road Rehabilitation - Effingham St: 500m South of	-	-	-	485,000	-
300588 - Design - Lorimer St: Hurricane to South Limit	-	-	-	-	63,000
300589 - Design - Merritt: Line Ave to Rice Rd	-	-	100,000	-	-
300610 - EA for Merritt - Pelham St to Rice Rd	-	125,000	-	-	-
300619 - Foss Road - Regional Forcemain Sani - Culvert Repl	-	-	-	80,500	-
300621 - Design - Merritt Rd: Pelham St to Line Ave	-	-	200,000	-	-
300635 - Road Reconstruction - Pancake Ln: Pelham St to Hai	-	-	-	3,800,000	-
300638 - Design - Emmett St: Pelham St to Station St	-	-	-	175,000	-
300642 - Road Reconstruction - Station Street: Port Robinso	-	-	-	3,600,000	-
300644 - Pelham St Quaker Rd Reg Rd 20 traffic control - Me	-	-	-	-	400,000

Roads

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300647 - Summersides Blvd secondary servicing/landscaping -	-	500,000	-	-	-
300652 - Bridge Replacement Program - Roland Rd	-	-	1,000,000	-	-
300653 - Bridge/Culvert Appraisal (legislated)	30,000	-	-	-	-
300655 - Summersides Blvd secondary servicing/landscaping -	-	-	763,200	-	-
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 of Station Street from Port Robinson Road t	100,000	-	-	-	-
300663 - Engineering	35,000	-	-	-	-
300664 - Road Base and Surface Repair Program	300,000	-	-	-	-
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	1,200,000	-	-	-	-
300672 - Stormwater Facility Maintenance	300,000	-	-	-	-
300674 - Concrete Repair & Replacement Program	-	110,000	-	-	-

2024 Approved Capital Budget

67

Town of Pelham

Roads

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
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	-	2,250,000	-	-	-
300685 - Road Rehabilitation Program	-	900,000	-	-	-
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	-	-
300694 - Design - Strathcona Dr North and South: Haist St t	-	-	-	110,000	-

Roads

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
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	-	-	900,000	-	-
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
300715 - Merritt Rd Pelham St Rice Rd Sidewalk both sides -	-	-	-	-	316,900
300716 - Road Rehabilitation Program	-	-	-	900,000	-

2024 Approved Capital Budget

69

Town of Pelham

Roads

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300718 - Sign Retro-Reflectivity Assessment	-	-	-	25,000	-
300719 - Stormwater Facility Maintenance	-	-	-	100,000	-
300723 - Concrete Repair & Replacement Program	-	-	-	-	110,000
300726 - Pelham Quaker & Welland Rd intersection reconstruc	-	150,000	-	-	-
300727 - Road Resurfacing - Top course asphalt on Port Robi	-	-	-	500,000	-
300728 - Culvert Replacement Program	-	-	-	-	60,000
300729 - Engineering	-	-	-	-	35,000
300731 - Road Base and Surface Repair Program	-	-	-	-	200,000
300733 - Road Rehabilitation Program	-	-	-	-	600,000
300735 - Sign Retro-Reflectivity Assessment	-	-	-	-	15,000
300736 - Stormwater Facility Maintenance	-	-	-	-	12,000
301027 - Design: Canboro Road: 75m East of Baxter Lane to B	-	-	100,000	-	-
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	-

2024 Approved Capital Budget

70

Town of Pelham

Roads Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301187 - Road Rehabilitation - Effingham St: Highway 20 to	-	-	-	-	800,000
301188 - Church Street Culvert - at Chantler Rd	500,000	-	-	-	-
301190 - Sulphur Springs Road Embankment Reconstruction	250,000	-	-	-	-
301194 - Canboro Road - Garner Ave to Balfour St semi urban	-	-	-	900,000	-
301195 - Canboro Road - Garner Ave to Balfour St traffic co	-	-	-	230,000	-
301201 - Haist Street urbanization	-	-	-	-	990,000
301210 - Geotechnical study investigations.	200,000	-	-	-	-
301213 - Foss Road Resurfacing	-	250,000	-	-	-
301214 - Storm Sewer CCTV Inspection	80,000	-	-	-	-
301215 - Traffic Calming Port Robinson Rd	20,000	-	-	-	-
301216 - Pedestrian Railing on Highway 20	35,000	-	-	-	-
Total Expenditure	5,320,000	8,405,000	4,184,200	13,108,271	8,751,900

Roads

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
300609 - Road Reconstruction - Balfour, Canboro to Welland	-	-	219,000	-	-
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	-	-	-	-
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	-	-	-	-
300737 - Road Reconstruction - Haist Crt: Haist St to limit	-	-	-	260,000	-
300738 - Road Reconstruction - Orchard Pl: Haist St to limi	-	-	-	450,000	-
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	-	-	-	-

Roads

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
300746 - Road Base and Surface Repair Program	200,000	-	-	-	-
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	-	-	-
300767 - Stormwater Facility Maintenance	-	12,000	-	-	-
300768 - Streetlight Replacement	-	10,000	-	-	-
300770 - Christmas Decoration Replacements	-	-	12,000	-	-
300771 - Concrete Repair & Replacement Program	-	-	110,000	-	-

Roads

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
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	-
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	-

Roads Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
300792 - Road Rehabilitation Program	-	-	-	600,000	-
300794 - Sign Retro-Reflectivity Assessment	-	-	-	15,000	-
300795 - Stormwater Facility Maintenance	-	-	-	12,000	-
300796 - Streetlight Replacement	-	-	-	10,000	-
300798 - Christmas Decoration Replacements	-	-	-	-	12,000
300799 - Concrete Repair & Replacement Program	-	-	-	-	110,000
300800 - Culvert Replacement Program	-	-	-	-	60,000
300801 - Engineering	-	-	-	-	35,000
300802 - Residential Traffic Calming Initiative	-	-	-	-	20,000
300803 - Road Base and Surface Repair Program	-	-	-	-	200,000
300804 - Road Reconstruction	-	-	-	-	1,000,000
300805 - Road Rehabilitation Program	-	-	-	-	600,000
300807 - Sign Retro-Reflectivity Assessment	-	-	-	-	15,000
300808 - Stormwater Facility Maintenance	-	-	-	-	12,000
300809 - Streetlight Replacement	-	-	-	-	10,000
301198 - Balfour Street	-	-	1,890,000	-	-
Total Expenditure	6,960,900	2,734,000	4,233,000	2,784,000	2,074,000

Roads

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	2,469,836	(1,342,698)	(1,115,398)	(1,083,558)	(570,258)	(1,946,551)
Additions to Reserve						
Contribution from Operating Budget	2,548,800	2,701,300	2,917,000	3,150,000	3,402,000	3,674,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(3,760,121)					
Estimated Prior Year Projects Completed	(2,601,213)					
Projected Capital Spending		(2,474,000)	(2,885,160)	(2,636,700)	(4,778,293)	(3,529,831)
Projected Reserve (Deficit) - End of Year	<u>(1,342,698)</u>	<u>(1,115,398)</u>	<u>(1,083,558)</u>	<u>(570,258)</u>	<u>(1,946,551)</u>	<u>(1,802,382)</u>
Target Minimum Reserve Balance	2,891,000					
Target Reserve Balance	5,782,000					
Phased-In Target Minimum Balance		671,843				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 215,700	\$ 233,000	\$ 252,000	\$ 272,000

Roads

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	(1,802,382)	(1,947,213)	1,005,026	3,953,265	7,458,504
Additions to Reserve					
Contribution from Operating Budget	3,968,000	4,285,000	4,628,000	4,628,000	4,628,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(4,112,831)	(1,332,761)	(1,679,761)	(1,122,761)	(907,761)
Projected Reserve (Deficit) - End of Year	(1,947,213)	1,005,026	3,953,265	7,458,504	11,178,743
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	1,411,563				2,151,283
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 294,000	\$ 317,000	\$ 343,000	\$ -	\$ -

Fleet

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 01-24	Combination Snow Plow & Spreader (Replaces Truck 4	"Replacement of an existing 2009 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

Fleet
2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
VEH 01-24	Combination Snow Plow & Spreader (Replaces Truck 4	-	350,000	-	-	-	-	350,000

Fleet

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 02-24	1-ton Dump Box (Replaces unit 305 - 2011 Ford F4)	"Replacement of an existing 2011 Ford F450 Powerstroke 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, Parks, Facilities, and other landscaping activities which includes towing lawn equipment and the hauling of excavated material."	"The existing unit is reaching 13 years of service and is mechanically unreliable and prone to numerous break downs leading to a loss of efficiency related to downtime for repairs."	111,000
VEH 03-24	Work Truck (Replaces 106 - 2011 Ford F150)	Replacement of an existing 2011 Ford F150 at the end of it's useful life. This vehicle will be replaced with an electric truck suited.	The existing unit has reached the end of it's useful life.	100,000
VEH 04-24	2018 Lease Payments-Heavy Duty Work Truck w landsc	Lease Payments - Heavy Duty Work Truck with landscape box (\$13,908.00), SUV for Facilities (\$7416), and SUV for Building (\$7416)	Continued Capital Lease payments for fleet supporting Beautification and Building Department.	28,740

Fleet

2024 Approved Capital Budget Summary

Project #	Project Name	Financing						Total Financing \$
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	Debt \$	
VEH 02-24	1-ton Dump Box (Replaces unit 305 - 2011 Ford F4)	-	111,000	-	-	-	-	111,000
VEH 03-24	Work Truck (Replaces 106 - 2011 Ford F150)	-	100,000	-	-	-	-	100,000
VEH 04-24	2018 Lease Payments-Heavy Duty Work Truck w landsc	-	21,324	-	-	7,416	-	28,740

Fleet

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
VEH 05-24	Seasonal rental of summer fleet - 4 Seasonal Vehic	Seasonal rental of summer fleet, 6 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.	37,000
VEH 06-24	(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

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
VEH 05-24	Seasonal rental of summer fleet - 4 Seasonal Vehic	-	37,000	-	-	-	-	37,000
VEH 06-24	(2) Tractors w/plow & spreader (Replaced Truck 422	-	25,550	-	-	-	-	25,550

Fleet

2024 Approved Capital Budget Summary

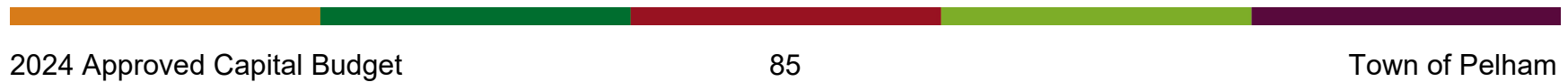


Project #	Project Name	Description	Justification	Approved Budget \$
VEH 07-24	1-ton Dump Box (Replaces unit 325 - 2011 Ford F4	"Replacement of an existing 2011 Ford F450 Powerstroke at the end of it's useful life. This vehicle will be replaced with a vehicle suited for heavy duty use in the maintenance of the Cemeteries, Parks, Facilities, and other landscaping activities which includes towing lawn equipment and the hauling of excavated material."	The existing unit is reaching 13 years of service and is mechanically unreliable and prone to numerous break downs leading to a loss of efficiency related to downtime for repairs.	115,000
Total 2024 Approved Budget				767,290

Fleet

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
VEH 07-24	1-ton Dump Box (Replaces unit 325 - 2011 Ford F4)	-	115,000	-	-	-	115,000
Total 2024 Approved Budget		-	759,874	-	-	7,416	767,290



Fleet

Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	759,874	895,874	1,268,874	651,874	626,524
Other Revenues	7,416	7,416	7,416	7,416	7,416
Transfer from Deferred Revenues	-	350,000	918,000	-	-
Total Funding Source	767,290	1,253,290	2,194,290	659,290	633,940

Fleet

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	287,550	285,800	167,550	124,750	96,250
Other Revenues	-	-	-	-	-
Transfer from Deferred Revenues	190,000	606,750	-	-	-
Total Funding Source	477,550	892,550	167,550	124,750	96,250

Fleet

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300874 - Combination Snow Plow & Spreader (Replaces Truck 4	350,000	-	-	-	-
300883 - Forestry Truck (Addition to fleet) - deferred from	-	-	240,000	-	-
300884 - PTO driven Wood Chipper (Replaces Unit 709 - 1994	-	-	-	15,000	-
300891 - Wood Chipper (Replaces unit 708 - 2010 Vermeer BC1	-	65,000	-	-	-
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	-	100,000	-	-	-
300900 - Work Truck (Replaces 106 - 2011 Ford F150)	100,000	-	-	-	-
300901 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	28,740	-	-	-	-
300902 - Seasonal rental of summer fleet - 4 Seasonal Vehic	37,000	-	-	-	-
300903 - (2) Tractors w/plow & spreader (Replaced Truck 422	25,550	-	-	-	-

2024 Approved Capital Budget

88

Town of Pelham

Fleet

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300906 - Small SUV Replaces 105 - 2012 Ford Super Cab	-	62,000	-	-	-
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	-	-	-

2024 Approved Capital Budget

89

Town of Pelham

Fleet

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300917 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	-	28,740	-	-
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	-	-
300926 - Backhoe (Replaces unit 504 - 2010 John Deere 310J)	-	-	-	-	200,000
300927 - Truck and Automotive Diagnostic Computer (Replaces	-	-	25,000	-	-

2024 Approved Capital Budget

90

Town of Pelham

Fleet

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300928 - 2018 Lease Payments-Heavy Duty Work Truck w landsc	-	-	-	28,740	-
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	-
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

Fleet

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
300940 - Turf Mower (Replaces unit 527 - Kubota GF1800 60")	-	-	-	-	25,000
300941 - Ice Resurfacers (Replaces Unit 712 - 2018 Unit) Sch	-	-	-	-	125,000
300942 - Slip In Poly Tank (Replaces 2016 Purchase)	-	-	-	-	25,000
301202 - 60" Mower - New Crew required due to growth	-	-	25,000	-	-
301203 - 48" Mower - New crew due to growth	-	-	22,000	-	-
301204 - Landscape Trailer - New crew due to growth	-	-	13,000	-	-
301205 - Pickup Truck - New crew due to growth	-	-	57,000	-	-
301206 - 16FT Mower Deck - New crew required due to growth	-	-	26,000	-	-
301207 - 50 hp Tractor for bulk mowing - New crew due to gr	-	-	55,000	-	-
301208 - Forestry Truck (Boom and Chip Box) - Due to Growth	-	-	480,000	-	-
301209 - Small Compactor Truck (Garbage Pick-up) Due to Gro	-	-	240,000	-	-
Total Expenditure	767,290	1,253,290	2,194,290	659,290	633,940

Fleet

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
300897 - Tractor with Snow Plow and Salt Spreader (growth r	190,000	-	-	-	-
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



Expenditure	2029	2030	2031	2032	2033
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



Expenditure	2029	2030	2031	2032	2033
300970 - Seasonal rental of summer fleet - 4 Seasonal Vehic	-	-	-	-	25,200
300971 - (2) Tractors w/plow & spreader (Replaced Truck 422	-	-	-	-	25,550
300972 - Vehicle Pressure Washer - Replaces 2018 unit Repla	-	-	-	-	10,500
300977 - Work Truck (Replaces Truck 127 - 2006 Ford F-150)	-	-	-	-	35,000
Total Expenditure	477,550	892,550	167,550	124,750	96,250

Fleet 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	1,552,894	788,770	611,196	344,322	(245,552)	(164,426)
Additions to Reserve						
Contribution from Operating Budget	542,300	582,300	629,000	679,000	733,000	792,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(983,874)					
Estimated Prior Year Projects Completed	(322,550)					
Projected Capital Spending		(759,874)	(895,874)	(1,268,874)	(651,874)	(626,524)
Projected Reserve (Deficit) - End of Year	788,770	611,196	344,322	(245,552)	(164,426)	1,050
Target Minimum Reserve Balance	668,600					
Target Reserve Balance	1,337,200					
Phased-In Target Minimum Balance		1,337,200				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 46,700	\$ 50,000	\$ 54,000	\$ 59,000

Fleet

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	1,050	568,500	1,205,700	2,035,150	2,907,400
Additions to Reserve					
Contribution from Operating Budget	855,000	923,000	997,000	997,000	997,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(287,550)	(285,800)	(167,550)	(124,750)	(96,250)
Projected Reserve (Deficit) - End of Year	568,500	1,205,700	2,035,150	2,907,400	3,808,150
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	1,337,200				1,337,200
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 63,000	\$ 68,000	\$ 74,000	-	\$ -

Cemeteries

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
CEM 01-24	Hillside Cemetery Path - Plan 7	Construction of pathways (laneways) through the newly surveyed section of Hillside Cemetery	This project is required to open up and sell plots within the new section of the Hillside Cemetery.	35,000
CEM 02-24	Pelham Cemetery Data Mngmnt	Databasing historical cemeteries data	Operational efficiencies & data security	35,000
Total 2024 Approved Budget				70,000

Cemeteries

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
CEM 01-24	Hillside Cemetery Path - Plan 7	-	35,000	-	-	-	35,000
CEM 02-24	Pelham Cemetery Data Mngmnt	-	35,000	-	-	-	35,000
Total 2024 Approved Budget		-	70,000	-	-	-	70,000

Cemeteries

Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	70,000	42,000	135,000	62,000	120,000
Total Funding Source	70,000	42,000	135,000	62,000	120,000

Cemeteries

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	75,000	-	50,000	35,000	90,000
Total Funding Source	75,000	-	50,000	35,000	90,000

Cemeteries

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301191 - Pelham Cemetery Data Mngmnt	35,000	-	-	-	-
400016 - Hillside Cemetery - cremation garden, pedestrian l	-	-	-	-	120,000
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	-
400026 - Fonthill Cemetery Columbarium	-	-	70,000	-	-
400027 - Hillside Cemetery Path - Plan 7	35,000	-	-	-	-
Total Expenditure	70,000	42,000	135,000	62,000	120,000

Cemeteries

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
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	-
400028 - Fonthill Cemetery Columbarium	-	-	-	-	90,000
Total Expenditure	75,000	-	50,000	35,000	90,000

Cemeteries

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	157,162	187,162	159,162	162,162	76,162	67,162
Additions to Reserve						
Contribution from Operating Budget	42,000	42,000	45,000	49,000	53,000	57,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(12,000)					
Estimated Prior Year Projects Completed	-					
Projected Capital Spending		(70,000)	(42,000)	(135,000)	(62,000)	(120,000)
Projected Reserve (Deficit) - End of Year	187,162	159,162	162,162	76,162	67,162	4,162
Target Minimum Reserve Balance	54,150					
Target Reserve Balance	108,300					
Phased-In Target Minimum Balance		108,300				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 3,000	\$ 4,000	\$ 4,000	\$ 4,000

Cemeteries

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	4,162	(8,838)	58,162	80,162	117,162
Additions to Reserve					
Contribution from Operating Budget	62,000	67,000	72,000	72,000	72,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(75,000)		(50,000)	(35,000)	(90,000)
Projected Reserve (Deficit) - End of Year	(8,838)	58,162	80,162	117,162	99,162
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	108,300				108,300
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 5,000 \$	\$ 5,000 \$	\$ 5,000 \$	- \$	-

Park Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
PRK 01-24	Ball Diamond Upgrades - Centennial Park #1 (clay i	Centennial Park Ball Diamond conversion from limestone infield to clay; new players benches with shade provision; bleachers & backstop improvements.	Request from Pelham Minor Ball during 2024 budget open house. Searching for grant to fund this project.	90,000
PRK 02-24	General Park Furniture (Benches/Picnic Tables/Rece	Annual budget required for the periodic replacement of parks and street furniture.	This project is required to replace damaged or deteriorated street and park furniture not able to be absorbed in the Operating Budget.	20,000
PRK 03-24	Playground Turf Repair	Repair of artificial turf at playground structures.	"Annual program to repair turf identified through annual and monthly inspections."	12,000
PRK 04-24	Steve Bauer Trail Sign Improvement	Replacement of Steve Bauer Trail Signs across Town.	"The existing signs are in poor condition and require replacement."	65,000
PRK 05-24	Gate Way Signage Replacement & Jane Haist Trail Si	Replacement of existing gateway & Janet Haist trail signage.	The existing signs are in poor condition and require replacement.	30,000
PRK 06-24	Summerside Blvd Treescape (medium trees)	Medium sized trees for Summerside Blvd	Treescape required.	50,000

Park Facilities 2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing \$
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	
PRK 01-24	Ball Diamond Upgrades - Centennial Park #1 (clay i	90,000	-	-	-	-	90,000
PRK 02-24	General Park Furniture (Benches/Picnic Tables/Rece	-	20,000	-	-	-	20,000
PRK 03-24	Playground Turf Repair	-	12,000	-	-	-	12,000
PRK 04-24	Steve Bauer Trail Sign Improvement	65,000	-	-	-	-	65,000
PRK 05-24	Gate Way Signage Replacement & Jane Haist Trail Si	-	30,000	-	-	-	30,000
PRK 06-24	Summerside Blvd Treescape (medium trees)	-	50,000	-	-	-	50,000

Park Facilities

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
PRK 07-24	Placeholder for Accessibility for Parks and Rec	To make parks more accessible	A review was done providing suggestions the Town needs to meet in order to be accessible	100,000
Total 2024 Approved Budget				367,000

Park Facilities

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
PRK 07-24	Placeholder for Accessibility for Parks and Rec	-	-	100,000	-	-	-	100,000
Total 2024 Approved Budget		155,000	112,000	100,000	-	-	-	367,000

Park Facilities Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	112,000	632,000	2,326,839	204,500	89,000
Grants-Provincial	65,000	-	-	-	-
Grants-Federal	90,000	1,000,000	1,850,161	-	-
Transfer from Deferred Revenues	-	300,000	-	237,500	456,000
Unfinanced Capital - Debenture/Lease	-	-	-	-	-
Transfer from Deferred Revenues - Parkland Dedicat	100,000	1,050,000	400,000	502,000	230,000
Total Funding Source	367,000	2,982,000	4,577,000	944,000	775,000

Park Facilities Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	345,000	359,575	60,000	120,000	165,000
Grants-Provincial	-	-	-	-	-
Grants-Federal	-	-	-	-	-
Transfer from Deferred Revenues	-	-	-	-	855,000
Unfinanced Capital - Debenture/Lease	-	4,000,000	-	-	-
Transfer from Deferred Revenues - Parkland Dedicat	160,000	275,425	310,000	160,000	-
Total Funding Source	505,000	4,635,000	370,000	280,000	1,020,000

Park Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
301183 - Class EA for MSSP Entrance	-	250,000	-	-	-
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	90,000	-	-	-	-
500211 - Design Build - Harold Black Park Diamond 2 Lightin	-	300,000	-	-	-
500213 - Installation of Community Bulletin Boards	-	-	-	-	40,000
500216 - North Pelham Multi Purpose Court redevelopment	-	-	-	-	70,000
500224 - North Pelham Park Ball Diamonds Upgrade (clay infi	-	90,000	-	-	-
500225 - General Park Furniture (Benches/Picnic Tables/Rece	20,000	-	-	-	-
500226 - Playground Turf Repair	12,000	-	-	-	-
500227 - Centennial Park Cenotaph Restoration	-	-	40,000	-	-

Park Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
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	-	-	-	400,000	-
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	-
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
500254 - Replace outdoor pool and electrical	-	-	4,000,000	-	-
500300 - OPTH Cenotaph Cleaning and UV Coating	-	-	-	9,000	-

Park Facilities Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
500301 - Civic Square - Design	-	-	-	100,000	-
500313 - Steve Bauer Trail Sign Improvement	65,000	-	-	-	-
500314 - Gate Way Signage Replacement & Jane Haist Trail Si	30,000	-	-	-	-
500510 - Centennial Park - New Parking Lot	-	250,000	-	-	-
500511 - MSSP Playground	-	-	-	250,000	-
500512 - Playground Equipment (3X)	-	-	-	-	480,000
500515 - Centennial Park - Paving for Pre-existing Gravel P	-	350,000	-	-	-
500516 - Summerside Blvd Treescape (medium trees)	50,000	-	-	-	-
500517 - Placeholder for Accessibility for Parks and Rec	100,000	-	-	-	-
Total Expenditure	367,000	2,982,000	4,577,000	944,000	775,000

Park Facilities Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
500229 - Marlene Stewart Streit Park Pool House - roof repl	-	-	-	100,000	-
500230 - Hurlleston 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	-
500253 - Cherry Ridge Park Playground Retrofit	160,000	-	-	-	-
500255 - Playground Turf Repair	5,000	-	-	-	-
500256 - General Park Furniture (Benches/Picnic Tables/Rece	20,000	-	-	-	-
500258 - Lighting	-	160,000	-	-	-
500260 - General Park Furniture (Benches/Picnic Tables/Rece	-	20,000	-	-	-
500261 - East Fenwick Parkland	-	-	-	-	1,000,000
500262 - Deferred Project: Skate Park/MSSP Parking Lot Ligh	-	135,000	-	-	-
500263 - Peace Park Cenotaph Restoration	-	-	40,000	-	-

Park Facilities Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
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	-
500269 - General Park Furniture (Benches/Picnic Tables/Rece	-	-	-	-	20,000
500302 - Civic Square Construction	-	4,000,000	-	-	-
Total Expenditure	505,000	4,635,000	370,000	280,000	1,020,000

Park Facilities 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	61,894	(192,411)	(108,811)	(529,811)	(2,628,650)	(2,587,150)
Additions to Reserve						
Contribution from Operating Budget	155,600	195,600	211,000	228,000	246,000	266,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(215,000)					
Estimated Prior Year Projects Completed	(194,905)					
Projected Capital Spending		(112,000)	(632,000)	(2,326,839)	(204,500)	(89,000)
Projected Reserve (Deficit) - End of Year	(192,411)	(108,811)	(529,811)	(2,628,650)	(2,587,150)	(2,410,150)
Target Minimum Reserve Balance	293,600					
Target Reserve Balance	587,200					
Phased-In Target Minimum Balance		(99,425)				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 15,400	\$ 17,000	\$ 18,000	\$ 20,000

Park Facilities
10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	(2,410,150)	(2,468,150)	(2,517,725)	(2,242,725)	(2,027,725)
Additions to Reserve					
Contribution from Operating Budget	287,000	310,000	335,000	335,000	335,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(345,000)	(359,575)	(60,000)	(120,000)	(165,000)
Projected Reserve (Deficit) - End of Year	(2,468,150)	(2,517,725)	(2,242,725)	(2,027,725)	(1,857,725)
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	31,585				162,595
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 21,000	\$ 23,000	\$ 25,000	-	\$ -

Library

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
LIB 01-24	Computer Services Development	To replace/enhance computer services.	Out dated & old computer services need updating/replacing.	10,000
Total 2024 Approved Budget				10,000

Library

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
LIB 01-24	Computer Services Development	-	10,000	-	-	-	10,000
Total 2024 Approved Budget		-	10,000	-	-	-	10,000

Library

Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	10,000	10,000	10,000	10,000	10,000
Total Funding Source	10,000	10,000	10,000	10,000	10,000

Library

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	10,000	10,000	10,000	10,000	10,000
Total Funding Source	10,000	10,000	10,000	10,000	10,000

Library

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
500282 - Computer Services Development	10,000	-	-	-	-
500283 - Computer Services Development	-	10,000	-	-	-
500284 - Computer Services Development	-	-	10,000	-	-
500285 - Computer Services Development	-	-	-	10,000	-
500286 - Computer Services Development	-	-	-	-	10,000
Total Expenditure	10,000	10,000	10,000	10,000	10,000

Library

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
500287 - Computer Services Development	10,000	-	-	-	-
500288 - Computer Services Development	-	10,000	-	-	-
500289 - Computer Services Development	-	-	10,000	-	-
500290 - Computer Services Development	-	-	-	10,000	-
500291 - Computer Services Development	-	-	-	-	10,000
Total Expenditure	10,000	10,000	10,000	10,000	10,000

Library

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	388,450	374,820	364,820	354,820	344,820	334,820
Additions to Reserve						
Contribution from Operating Budget	-	-	-	-	-	-
Reduction in Reserve						
Estimated 2023 Projects Completed	(10,000)					
Estimated Prior Year Projects Completed	(3,630)					
Projected Capital Spending		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve (Deficit) - End of Year	374,820	364,820	354,820	344,820	334,820	324,820
Target Minimum Reserve Balance	10,650					
Target Reserve Balance	21,300					
Phased-In Target Minimum Balance		21,300				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %

Library

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	324,820	314,820	304,820	294,820	284,820
Additions to Reserve					
Contribution from Operating Budget	-	-	-	-	-
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve (Deficit) - End of Year	314,820	304,820	294,820	284,820	274,820
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	21,300				21,300
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %

Community Planning & Development

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
PLN 01-24	Development Fee Study	Review of Planning and Engineering development application fees.	Update fees to ensure proper cost recovery of development review function.	75,000
Total 2024 Approved Budget				75,000

Community Planning & Development

2024 Approved Capital Budget Summary

		Financing						
Project #	Project Name	Grants \$	Reserve Transfers \$	Parkland Dedication \$	Developmen t Charges \$	Other \$	Debenture \$	Total Financing \$
PLN 01-24	Development Fee Study	-	75,000	-	-	-	-	75,000
Total 2024 Approved Budget		-	75,000	-	-	-	-	75,000

Community Planning & Development Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	75,000	100,000	-	87,500	-
Transfer from Deferred Revenues	-	-	-	87,500	-
Total Funding Source	75,000	100,000	-	175,000	-

Community Planning & Development Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	100,000	-	-	225,000	-
Transfer from Deferred Revenues	-	-	-	-	-
Total Funding Source	100,000	-	-	225,000	-

Community Planning & Development Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
600126 - Zoning By-law Review and Update	-	100,000	-	-	-
600128 - Official Plan Review and Update	-	-	-	175,000	-
600150 - Development Fee Study	75,000	-	-	-	-
Total Expenditure	75,000	100,000	-	175,000	-

Community Planning & Development Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
600129 - Zoning By-law Review and Update	100,000	-	-	-	-
600130 - Official Plan Review and Update	-	-	-	225,000	-
Total Expenditure	100,000	-	-	225,000	-

Community Planning & Development

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	363,357	(35,124)	(30,124)	(44,124)	48,876	61,376
Additions to Reserve						
Contribution from Operating Budget	80,000	80,000	86,000	93,000	100,000	108,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(291,000)					
Estimated Prior Year Projects Completed	(187,481)					
Projected Capital Spending		(75,000)	(100,000)		(87,500)	
Projected Reserve (Deficit) - End of Year	(35,124)	(30,124)	(44,124)	48,876	61,376	169,376
Target Minimum Reserve Balance	80,400					
Target Reserve Balance	160,800					
Phased-In Target Minimum Balance		160,800				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 6,000	\$ 7,000	\$ 7,000	\$ 8,000

Community Planning & Development 10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	169,376	186,376	312,376	448,376	359,376
Additions to Reserve					
Contribution from Operating Budget	117,000	126,000	136,000	136,000	136,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(100,000)			(225,000)	
Projected Reserve (Deficit) - End of Year	186,376	312,376	448,376	359,376	495,376
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	160,800				160,800
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 9,000	\$ 9,000	\$ 10,000	\$ -	\$ -

Municipal Drainage

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
Total 2024 Approved Budget				-

Municipal Drainage

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	
		\$	\$	\$	\$	\$	\$
Total 2024 Approved Budget		-	-	-	-	-	-

Municipal Drainage Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	-	40,000	-	-	40,000
Total Funding Source	-	40,000	-	-	40,000

Municipal Drainage Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	-	-	-	40,000	-
Total Funding Source	-	-	-	40,000	-

Municipal Drainage Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
600134 - Replace Culverts	-	40,000	-	-	-
600135 - Replace Culverts	-	-	-	-	40,000
Total Expenditure	-	40,000	-	-	40,000

Municipal Drainage Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
600136 - Replace Culverts	-	-	-	40,000	-
Total Expenditure	-	-	-	40,000	-

Municipal Drainage 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	61,763	1,634	21,134	2,134	25,134	50,134
Additions to Reserve						
Contribution from Operating Budget	19,500	19,500	21,000	23,000	25,000	27,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(40,000)					
Estimated Prior Year Projects Completed	(39,629)					
Projected Capital Spending			(40,000)			(40,000)
Projected Reserve (Deficit) - End of Year	1,634	21,134	2,134	25,134	50,134	37,134
Target Minimum Reserve Balance	28,150					
Target Reserve Balance	56,300					
Phased-In Target Minimum Balance		8,264				
Annual percentage increase in operating reserve transfer			8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer			\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000

Municipal Drainage

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	37,134	66,134	97,134	130,134	123,134
Additions to Reserve					
Contribution from Operating Budget	29,000	31,000	33,000	33,000	33,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending				(40,000)	
Projected Reserve (Deficit) - End of Year	66,134	97,134	130,134	123,134	156,134
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance	14,894				21,524
Annual percentage increase in operating reserve transfer	8.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 2,000 \$	2,000 \$	2,000 \$	- \$	-

Wastewater

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
WST 01-24	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
WST 02-24	Sanitary Sewer Capital Construction Adjustments an	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

Wastewater 2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	
WST 01-24	Sanitary Sewer Inspection, CCTV and Flushing Progr	-	115,000	-	-	-	115,000
WST 02-24	Sanitary Sewer Capital Construction Adjustments an	-	140,000	-	-	-	140,000

Wastewater

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
WST 03-24	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.	525,000
WST 04-24	CLI ECA Operations Manual	Operations and maintenance manuals for the Town's sanitary and storm infrastructure.	New legislation requires that the Town prepare manuals for the operation and maintenance of sanitary and storm infrastructure. The manuals must be system specific.	150,000
Total 2024 Approved Budget				930,000

Wastewater 2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing \$
		Grants \$	Reserve Transfers \$	Parkland Dedication \$	Development Charges \$	Other \$	
WST 03-24	Quaker Road Sanitary Replacement	-	525,000	-	-	-	525,000
WST 04-24	CLI ECA Operations Manual	-	150,000	-	-	-	150,000
Total 2024 Approved Budget		-	930,000	-	-	-	930,000

Wastewater Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	930,000	2,210,436	175,000	275,000	1,150,000
Transfer from Deferred Revenues	-	2,802,087	-	-	1,493,000
Total Funding Source	930,000	5,012,523	175,000	275,000	2,643,000

Wastewater Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	341,500	185,000	175,000	175,000	1,729,500
Transfer from Deferred Revenues	2,203,500	745,000	140,000	528,000	2,045,500
Total Funding Source	2,545,000	930,000	315,000	703,000	3,775,000

Wastewater Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
700193 - Foss Road Regional Forcemain Project - Culvert Rep	-	-	-	100,000	-
700197 - Ker Crescent outlet- upgrade existing	-	-	-	-	740,000
700203 - Sanitary Sewer Inspection, CCTV and Flushing Progr	115,000	-	-	-	-
700204 - Sanitary Sewer Capital Construction Adjustments an	140,000	-	-	-	-
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	-	-	-
700213 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	115,000	-	-
700214 - Sanitary Sewer Capital Construction Adjustments an	-	-	60,000	-	-
700217 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	115,000	-
700218 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	60,000	-

Wastewater Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
700221 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	-	115,000
700222 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	-	60,000
700357 - Quaker Road Sanitary Replacement	525,000	-	-	-	-
700358 - Foss Road Sanitary Upgrades	-	4,827,523	-	-	-
700360 - Station Street sani upgrade (Port Robinson to Hwy	-	-	-	-	1,728,000
700375 - CLI ECA Operations Manual	150,000	-	-	-	-
Total Expenditure	930,000	5,012,523	175,000	275,000	2,643,000

Wastewater Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
700188 - Merritt Road Sewer Main	2,000,000	-	-	-	-
700190 - Pelham St Square extension new 300 mm to service n	-	745,000	-	-	-
700191 - Welland Rd upgrade existing sewer from 200mm to 30	-	-	-	-	1,310,000
700195 - Hurricane Rd upgrade existing Station to Hwy 20	-	-	-	-	2,290,000
700196 - Concord upgrade existing	370,000	-	-	-	-
700212 - Provision for potential oversizing	-	-	140,000	-	-
700225 - Sanitary Sewer Inspection, CCTV and Flushing Progr	115,000	-	-	-	-
700226 - Sanitary Sewer Capital Construction Adjustments an	60,000	-	-	-	-
700229 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	115,000	-	-	-
700231 - Sanitary Sewer Capital Construction Adjustments an	-	60,000	-	-	-
700232 - Sanitary Sewer Model - Development Update	-	10,000	-	-	-
700235 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	115,000	-	-

Wastewater Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
700237 - Sanitary Sewer Capital Construction Adjustments an	-	-	60,000	-	-
700240 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	115,000	-
700242 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	60,000	-
700245 - Sanitary Sewer Inspection, CCTV and Flushing Progr	-	-	-	-	115,000
700247 - Sanitary Sewer Capital Construction Adjustments an	-	-	-	-	60,000
700377 - Haist Street new sani	-	-	-	528,000	-
Total Expenditure	2,545,000	930,000	315,000	703,000	3,775,000

Wastewater

10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	2,563,441	228,347	(340,020)	(1,986,456)	(1,467,456)	(750,456)
Additions to Reserve						
Contribution from Operating Budget	343,128	361,633	564,000	694,000	992,000	1,329,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(1,625,000)					
Estimated Prior Year Projects Completed	(1,053,222)					
Projected Capital Spending		(930,000)	(2,210,436)	(175,000)	(275,000)	(1,150,000)
Projected Reserve (Deficit) - End of Year	228,347	(340,020)	(1,986,456)	(1,467,456)	(750,456)	(571,456)
Target Minimum Reserve Balance						
Target Reserve Balance	885,183	1,267,849	1,362,938	1,465,158		
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			56.0 %	23.0 %	43.0 %	34.0 %
Annual dollar increase in operating reserve transfer			\$ 202,367	\$ 130,000	\$ 298,000	\$ 337,000

Wastewater 10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	(571,456)	801,044	2,467,044	4,291,044	6,115,044
Additions to Reserve					
Contribution from Operating Budget	1,714,000	1,851,000	1,999,000	1,999,000	1,999,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(341,500)	(185,000)	(175,000)	(175,000)	(1,729,500)
Projected Reserve (Deficit) - End of Year	801,044	2,467,044	4,291,044	6,115,044	6,384,544
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	29.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 385,000	\$ 137,000	\$ 148,000	\$ -	\$ -

Water

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
WTR 01-24	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.	560,000

Water
2024 Approved Capital Budget Summary

Project #	Project Name	Financing						Total Financing
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
		\$	\$	\$	\$	\$	\$	\$
WTR 01-24	Quaker Rd: Pelham St to Line Ave, Watermain Replac	-	560,000	-	-	-	-	560,000

Water

2024 Approved Capital Budget Summary



Project #	Project Name	Description	Justification	Approved Budget \$
WTR 02-24	Construction: Watermain Replacement - Daleview, St	This capital project includes the detailed design for the replacement of an aging cast-iron watermain (50 plus years).	The existing cast-iron watermain is aging (over 50 years old) and is experiencing failures and water quality issues. The replacement of the watermain has been identified for replacement in accordance with the DWQMS.	2,700,000
Total 2024 Approved Budget				3,260,000

Water

2024 Approved Capital Budget Summary

Project #	Project Name	Financing					Total Financing	
		Grants	Reserve Transfers	Parkland Dedication	Development Charges	Other		
		\$	\$	\$	\$	\$	\$	
WTR 02-24	Construction: Watermain Replacement - Daleview, St	1,980,000	720,000	-	-	-	-	2,700,000
Total 2024 Approved Budget		1,980,000	1,280,000	-	-	-	-	3,260,000

Water

Capital Project Summary - 10 Years



Funding Source	2024	2025	2026	2027	2028
Transfer from Reserve	1,280,000	1,165,954	30,000	2,149,745	743,500
Grants-Provincial	900,000	445,021	-	-	-
Grants-Federal	1,080,000	534,025	-	-	-
Transfer from Deferred Revenues	-	-	-	1,320,455	1,878,000
Total Funding Source	3,260,000	2,145,000	30,000	3,470,200	2,621,500

Water

Capital Project Summary - 10 Years



Funding Source	2029	2030	2031	2032	2033
Transfer from Reserve	1,912,250	1,531,250	1,626,000	430,000	470,000
Grants-Provincial	-	-	-	-	-
Grants-Federal	-	-	-	-	-
Transfer from Deferred Revenues	-	-	-	-	-
Total Funding Source	1,912,250	1,531,250	1,626,000	430,000	470,000

Water

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
700272 - Quaker Rd: Pelham St to Line Ave, Watermain Replac	560,000	-	-	-	-
700282 - Merritt: Pelham St to Line Ave, Watermain Replacem	-	-	-	211,245	-
700283 - Merritt Road Watermain replacement	-	-	-	1,320,455	-
700285 - Construction: Pancake: Pelham St to Haist St, Wate	-	-	-	1,500,000	-
700288 - Water Loading Station Addition - South/West Area F	-	-	-	-	100,000
700290 - Canboro: Haist St to Pelham St Watermain Replaceme	-	2,000,000	-	-	-
700291 - Emmett Street: Pelham St to Station St, Watermain	-	-	-	-	193,500
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	-
700303 - Water System Repair Equipment	-	-	30,000	-	-

Water

Capital Project Summary - 10 Years



Expenditure	2024	2025	2026	2027	2028
700304 - Water System Repair Equipment	-	-	-	30,000	-
700305 - Watermain Replacement - cast iron replacement prog	-	-	-	350,000	-
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
700355 - Design: Welland: Canboro Rd to E of Balfour, Water	-	55,000	-	-	-
700363 - Clare Ave watermain upgrade	-	-	-	-	714,000
700367 - Construction: Watermain Replacement - Daleview, St	2,700,000	-	-	-	-
700370 - Line Ave watermain upgrade	-	-	-	-	714,000
Total Expenditure	3,260,000	2,145,000	30,000	3,470,200	2,621,500

Water

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
700278 - Welland: Canboro Rd to E of Balfour, Watermain Rep	-	-	396,000	-	-
700280 - Lorimer Street: Hurricane to South Limit, Watermai	171,750	-	-	-	-
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	-	-	-	-
700309 - Water System Repair Equipment	30,000	-	-	-	-
700310 - Watermain Replacement - cast iron replacement prog	400,000	-	-	-	-
700311 - Water System Repair Equipment	-	30,000	-	-	-
700315 - Watermain Replacement - cast iron replacement prog	-	400,000	-	-	-
700316 - Water System Repair Equipment	-	-	30,000	-	-
700318 - Watermain Replacement - cast iron replacement prog	-	-	400,000	-	-
700319 - Water System Repair Equipment	-	-	-	30,000	-

Water

Capital Project Summary - 10 Years



Expenditure	2029	2030	2031	2032	2033
700321 - Watermain Replacement - cast iron replacement prog	-	-	-	400,000	-
700322 - Hydrant Replacement Projects	-	-	-	-	40,000
700324 - Water System Repair Equipment	-	-	-	-	30,000
700325 - 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	-	-	-	-
700369 - Water Meter Replacement Project - Phase 2	-	1,000,000	-	-	-
Total Expenditure	1,912,250	1,531,250	1,626,000	430,000	470,000

Water 10 Year Projected Reserve Balance



	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	500,582	(344,886)	(624,351)	(599,305)	692,695	9,950
Additions to Reserve						
Contribution from Operating Budget	898,174	1,000,535	1,191,000	1,322,000	1,467,000	1,614,000
Reduction in Reserve						
Estimated 2023 Projects Completed	(1,178,358)					
Estimated Prior Year Projects Completed	(565,284)					
Projected Capital Spending		(1,280,000)	(1,165,954)	(30,000)	(2,149,745)	(743,500)
Projected Reserve (Deficit) - End of Year	(344,886)	(624,351)	(599,305)	692,695	9,950	880,450
Target Minimum Reserve Balance	269,300					
Target Reserve Balance	689,586	1,021,045	1,097,623	1,179,945		
Phased-In Target Minimum Balance						
Annual percentage increase in operating reserve transfer			19.0 %	11.0 %	11.0 %	10.0 %
Annual dollar increase in operating reserve transfer			\$ 190,465	\$ 131,000	\$ 145,000	\$ 147,000

Water

10 Year Projected Reserve Balance



	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	880,450	743,200	1,128,950	1,572,950	3,212,950
Additions to Reserve					
Contribution from Operating Budget	1,775,000	1,917,000	2,070,000	2,070,000	2,070,000
Reduction in Reserve					
Estimated 2023 Projects Completed					
Estimated Prior Year Projects Completed					
Projected Capital Spending	(1,912,250)	(1,531,250)	(1,626,000)	(430,000)	(470,000)
Projected Reserve (Deficit) - End of Year	743,200	1,128,950	1,572,950	3,212,950	4,812,950
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance					
Annual percentage increase in operating reserve transfer	10.0 %	8.0 %	8.0 %	8.0 %	8.0 %
Annual dollar increase in operating reserve transfer	\$ 161,000	\$ 142,000	\$ 153,000	\$ -	\$ -



Debentures and Debt

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, 2023, the Town expects to have outstanding debentures of \$26,497,389. The 2024 Debenture Schedule outlines the projected balance for those debentures at December 31, 2024 as well as the related projects.

Proposed Debentures

The 2024 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.

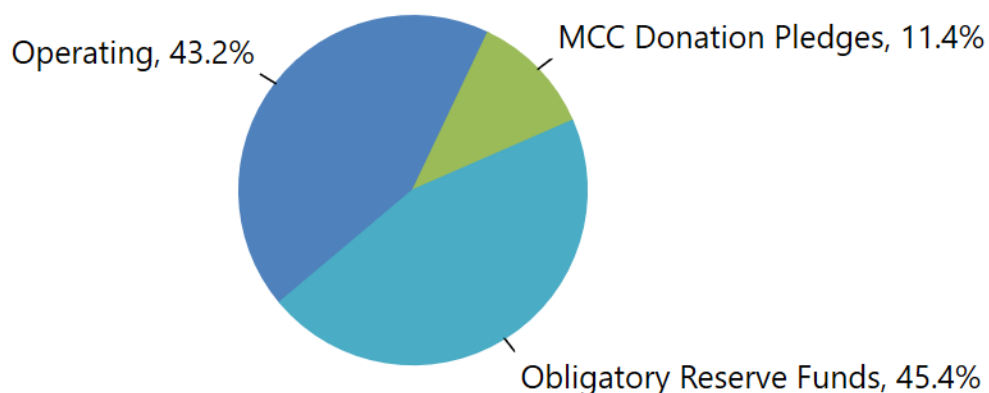
As of the beginning of 2024, \$11,446,342, or 43.2% of the existing debentures will be paid for by the tax levy. \$12,035,993, or 45.4% of the existing debentures are paid for by development charges reserve funds, and \$3,015,054 or 11.4% will be paid for by pledged donations to the Meridian Community 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-



Debentures and Debt

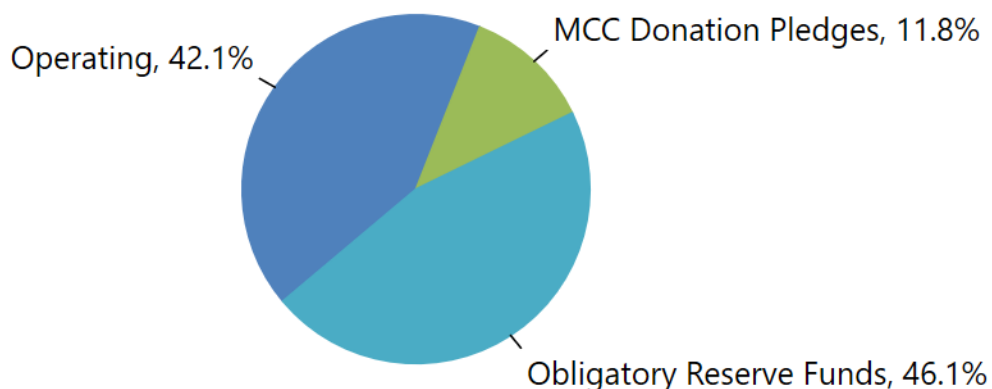
term debt is expected to be \$26,497,389.

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

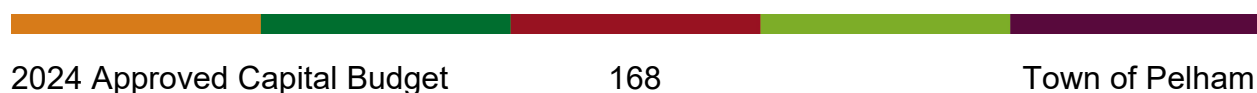


At the end of 2024, \$10,220,088, or 42.1% of the existing debentures will be paid for by the tax levy. \$11,190,317, or 46.1% of the existing debentures are paid for by development charges reserve funds, and \$2,864,265 or 11.8% will be paid for by pledged donations to the Meridian Community Centre. Total long-term debt is expected to be \$24,274,670.

Sources of Funding for Long-Term Debt
as at December 31, 2024



Long-term Debt and the Annual Repayment Limit





Debentures and Debt

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.

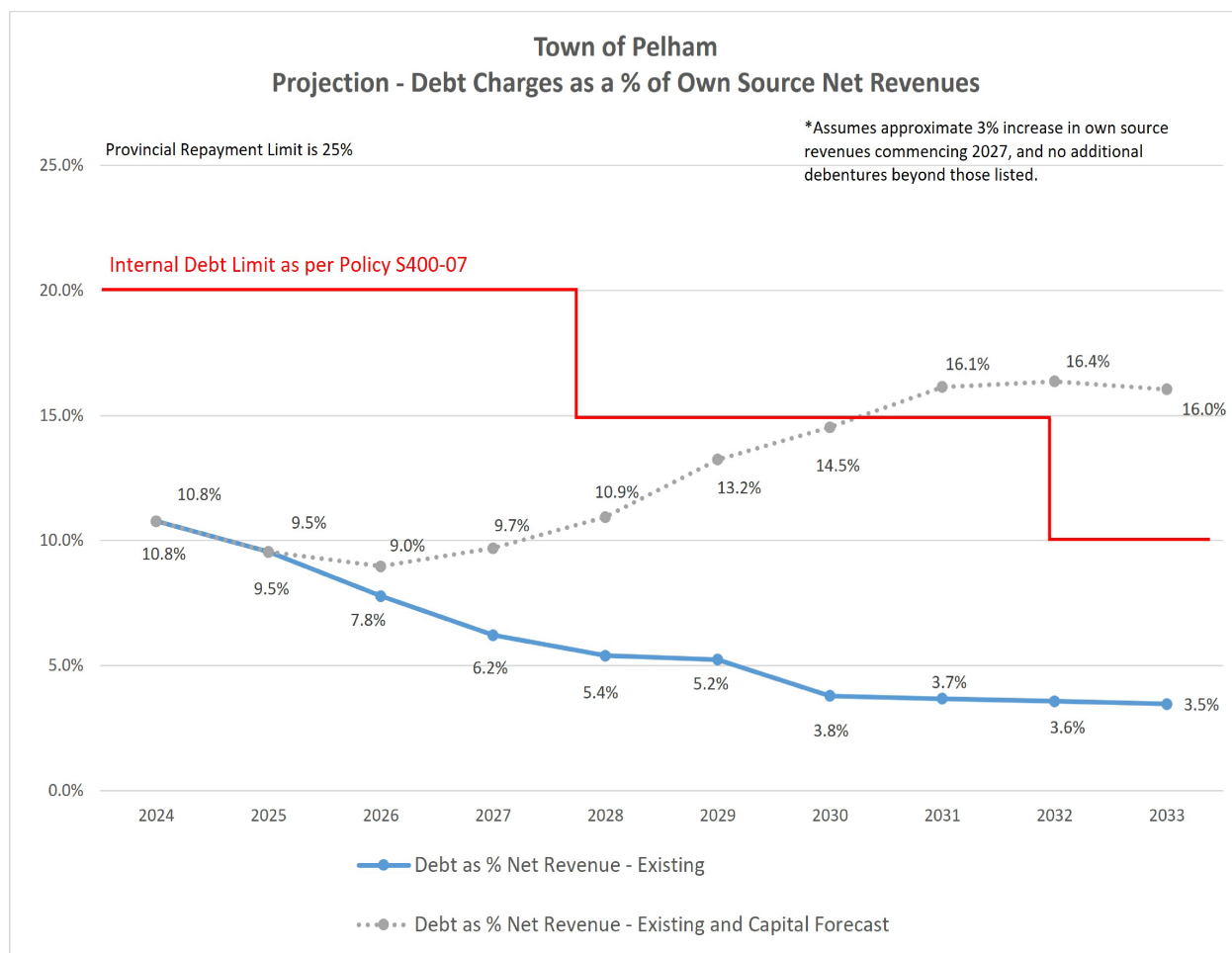
First, the Ministry of Municipal Affairs determines each municipalities' limit annually using a formula in the regulation based on the most recent Financial Information Return (FIR) available at that time. The Province provides an annual statement for municipalities known as the Annual Repayment Limit 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 2023 Annual Repayment Limit Statement, which is based on the 2021 FIR, is found on page 180 . It shows the Town was using \$3.3 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 \$2.9 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 2024, the estimated net revenues are taken from the 2022 FIR based on the expected results of the 2024 Annual Repayment Limit Statement. Interest rates on debt are estimated at 4.5%.



Debentures and Debt

The projection assumes a half-year principal and interest payment in the year the debenture is issued because debentures have historically been issued mid-year.

For 2024 , the projected net revenues take into consideration the incremental tax revenue increase and 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 2024 capital plan is compliant with Policy S400-07 because future year projects beyond 2024 have not been approved by Council, however the current capital plan would exceed the internal debt limit in 2031. 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 3 to the financial statements - a line of credit with a \$11.5 million limit and a non-revolving demand instalment loan with a balance of \$900,000 at December 31, 2022. 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 \$766,667 at December 31, 2023.

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





Debentures and Debt

years (assuming debt is issued in the year following the budget year when the project is completed)

2025	\$3.80 Million
2026	\$5.90 Million
2027	\$5.20 Million
2028	\$8.80 Million
2029	\$7.50 Million

None of this debt has been approved by Council, nor is it being approved in the 2024 capital budget; it is forecast from 2024 to 2029 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 2017 to 2020 for trend analysis.

The Town's Debt Servicing Cost as a percentage of Own-Source Revenues is 11%, 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 14.5% in 2030. The debt would exceed the Internal Debt Limit in 2031 and beyond.

Pelham's Debt Service Coverage Ratio, which measures its ability to service debt with recurrent operating cash flows, is 1.96 which is listed as low, and is an improvement over the prior year ratio of 1.85. In 2018 the ratio was 1.01 which was almost in the high risk category. 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. 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.

Debentures and Debt



Overall, the Town of Pelham has higher risk debt-related financial indicators than other lower tier municipalities in the Niagara Region.

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 approved by Council in 2020. These policies will help guide the funding allocation of the capital forecast.
2. The Town is currently updating its Asset Management Plan and upon its completion will be 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 2024

Estimated Annual Repayment Limit (ARL), based on submitted 2022 Financial Information Return

2022 Net Revenues	\$ 27,588,881
25% of Net Revenues	6,897,220
Less: 2022 Net Debt charges	(3,268,510)
Unadjusted Estimated ARL	<u>\$ 3,628,710</u>

2022 Net Revenues above	\$ 27,588,881
Add: 2023 Incremental Tax Increase	996,572
Add: Budgeted Incremental Water & Wastewater Increase	428,203
Estimated 2023 Net Revenues for 2025 ARL	<u>\$ 29,013,656</u>

2023 Net Revenues above	\$ 29,013,656
Add: 2024 Incremental Tax Increase	1,350,116
Add: Incremental Water & Wastewater Revenue as per Budget	426,084
Estimated 2024 Net Revenues for 2026 ARL	<u>\$ 30,789,856</u>



Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2024

	2024 Debt Charges as % Net Revenues	2024	2025	2026	2027	2028
Estimated Net Revenues		\$ 27,588,881	\$ 29,013,656	\$ 30,789,856	\$ 31,713,552	\$ 32,664,959
25% of Net Revenues above		6,897,220	7,253,414	7,697,464	7,928,388	8,166,240
Existing Debt Charges						
Operating	5.64 %	(1,555,679)	(1,352,016)	(1,170,830)	(1,134,051)	(925,427)
Development Charges	4.38 %	(1,208,016)	(1,207,650)	(1,016,562)	(629,222)	(629,065)
MCC Pledges	0.76 %	(208,380)	(208,353)	(208,325)	(208,297)	(208,268)
Future Potential Debt Charges						
Capital Forecast, Tax Levy Supported	- %	-	-	(145,336)	(663,489)	(1,200,599)
Capital Forecast, DC Supported	- %	-	-	(221,163)	(442,326)	(606,618)
Capital Forecast, Rate Supported	- %	-	-	-	-	-
Estimated Adjusted ARL		\$ 3,925,145	\$ 4,485,395	\$ 4,935,248	\$ 4,851,003	\$ 4,596,263
Debt Charges as % Net Revenues		10.77 %	9.54 %	8.97 %	9.70 %	10.93 %
Estimated Allowable Borrowing						
7%, 10 years (Illustration Only)		\$ 28,505,000	\$ 32,574,000	\$ 35,840,000	\$ 35,229,000	\$ 33,379,000
5%, 20 years (Illustration Only)		\$ 29,587,000	\$ 33,810,000	\$ 37,201,000	\$ 36,566,000	\$ 34,646,000



Municipal Treasurer's Adjustment of Annual Repayment Projected Limit 2024

	2029	2030	2031	2032	2033
Estimated Net Revenues	\$ 33,644,908	\$34,654,255	\$ 35,693,883	\$ 36,764,699	\$ 37,867,640
25% of Net Revenues above	8,411,227	8,663,564	8,923,471	9,191,175	9,466,910
Existing Debt Charges					
Operating	(925,127)	(476,342)	(476,192)	(476,036)	(475,876)
Development Charges	(628,903)	(628,737)	(628,564)	(628,386)	(628,203)
MCC Pledges	(208,239)	(208,209)	(208,178)	(208,147)	(208,116)
Future Potential Debt Charges					
Capital Forecast, Tax Levy Supported	(1,605,011)	(2,129,483)	(2,666,593)	(2,919,351)	(2,919,351)
Capital Forecast, DC Supported	(994,222)	(1,345,492)	(1,473,451)	(1,536,640)	(1,599,830)
Capital Forecast, Rate Supported	(90,234)	(243,658)	(306,848)	(306,848)	(306,848)
Estimated Adjusted ARL	\$ 3,959,491	\$ 3,631,643	\$ 3,163,645	\$ 3,115,767	\$ 3,328,686
Debt Charges as % Net Revenues	13.23 %	14.52 %	16.14 %	16.53 %	16.21 %
Estimated Allowable Borrowing					
7%, 10 years (Illustration Only)	\$ 28,754,000	\$26,373,000	\$ 22,975,000	\$ 22,627,000	\$ 24,173,000
5%, 20 years (Illustration Only)	\$ 29,846,000	\$27,375,000	\$ 23,847,000	\$ 23,486,000	\$ 25,091,000



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

2023 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	18405		
MUNID:	26028		
MUNICIPALITY:	Pelham T		
UPPER TIER:	Niagara R		
REPAYMENT LIMIT:		\$	2,859,721

The repayment limit has been calculated based on data contained in the 2021 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2021 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, 2023

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.	\$	35,638,438
(a)	15 years @ 5% p.a.	\$	29,682,921
(a)	10 years @ 5% p.a.	\$	22,082,004
(a)	5 years @ 5% p.a.	\$	12,381,093
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	30,295,920
(a)	15 years @ 7% p.a.	\$	26,046,088
(a)	10 years @ 7% p.a.	\$	20,085,480
(a)	5 years @ 7% p.a.	\$	11,725,419

Debentures and Debt



DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT		
(UNDER ONTARIO REGULATION 403/02)		
MUNICIPALITY:	Pelham T	MMAH CODE: 18405
		1
		\$
Debt Charges for the Current Year		
0210	Principal (SLC 74 3099 01)	2,433,289
0220	Interest (SLC 74 3099 02)	924,280
0299	Subtotal	3,357,569
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	3,357,569
		1
		\$
Amounts Recovered from Unconsolidated Entities		
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	Subtotal	0
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	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	3,357,569
		1
		\$
1610	Total Revenue (SLC 10 9910 01)	37,620,745
Excluded Revenue Amounts		
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 + SLC 10 0815 01)	2,627,453
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	1,207,932
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	20,000
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	493,065
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	98,226
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	13,586
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	1,810,913
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	5,775,896
2253	Other Deferred revenue earned (SLC 10 1814 01)	105,467
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	142,153
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)	456,896
2299	Subtotal	12,751,587
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	24,869,158
2620	25% of Net Revenues	6,217,290
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	2,859,721

* SLC denotes Schedule, Line Column.



2024 Debenture Schedule

Project	2024 Beginning Year Balance	2024 Debt Proposed	Principal	Interest	2024 Year End Balance	Year Debt Completed
Operating Debt						
Roads - Pelham St (310)	\$ 100,341	\$ -	\$ 100,341	\$ 1,923	\$ -	2024
Fire Station #2	99,130	-	99,130	1,900	-	2024
Roads - Port Robinson	52,551	-	25,912	1,110	26,639	2025
Fire Station #3	298,746	-	147,305	6,311	151,441	2025
Roads - Fenwick Downtown Revitalization	509,572	-	166,178	9,888	343,394	2026
Facilities - Meridian Community Center	7,675,530	-	226,311	250,834	7,449,219	2046
Facilities - Predevelopment Costs	624,873	-	98,551	13,336	526,322	2028
Roads - East Fonthill Roads Construction	199,508	-	65,062	3,871	134,446	2026
Roads - Wellspring Way/Shaw Ave	685,080	-	108,047	14,621	577,033	2029
Roads - Summersides East to Rice Rd	1,096,035	-	172,860	23,391	923,175	2029



2024 Debenture Schedule

Project	2024 Beginning Year Balance	2024 Debt Proposed	Principal	Interest	2024 Year End Balance	Year Debt Completed
Roads - Summersides Station to Wellspring	104,975	-	16,556	2,240	88,419	2029
Total Operating Debt	\$ 11,446,341	\$ -	\$ 1,226,253	\$ 329,425	\$10,220,088	
Debt funded by Development Charges (DC; non-operating)						
Roads - Port Robinson	122,619	-	60,461	2,590	62,158	2025
Skate Park	64,512	-	31,809	1,363	32,703	2025
East Fonthill Study	134,220	-	66,180	2,835	68,040	2025
Water - Port Robinson	49,351	-	24,334	1,042	25,017	2025
Roads - Fenwick Downtown Revitalization	764,357	-	249,268	14,789	515,089	2026
Roads - Port Robinson Reconstruction	280,013	-	91,316	5,418	188,697	2026
Facilities - Meridian Community Center	10,543,098	-	296,929	332,733	10,246,169	2047
Wastewater - Port Robinson Reconstruction	77,824	-	25,379	1,506	52,445	2025
Total Development Charge Debt	\$ 12,035,994	\$ -	\$ 845,676	\$ 362,276	\$11,190,318	



2024 Debenture Schedule

Project	2024 Beginning Year Balance	2024 Debt Proposed	Principal	Interest	2024 Year End Balance	Year Debt Completed
Debt funded by MCC Donation Pledges (non-operating)						
Facilities - Meridian Community Center	\$ 3,015,054	\$ -	\$ 150,789	\$ 57,591	\$ 2,864,265	2040
Total MCC Donation Pledge Debt	\$ 3,015,054	\$ -	\$ 150,789	\$ 57,591	\$ 2,864,265	
2024 Total Debt Obligations	\$ 26,497,389	\$ -	\$ 2,222,718	\$ 749,292	\$24,274,671	

Note 1: Bank indebtedness, including the revolving line of credit and non-revolving demand instalment 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, 2022

	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
Importance	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.
Low Risk	Less than 5%	L 1.5 or higher	L		Greater than -50%	L Greater than 20%	L Less than 0.5
Moderate Risk	5% to 10%	M 1 to 1.49	M		-50% to -100%	M 10% to 20%	M 0.5 to 0.75
High Risk	Greater than 10%	H Less than 1	H		Less than -100%	H Less than 10%	H Greater than 0.75
Pelham	12% H	1.96 L	2.19 \$	1,580	-38% L	47% L	0.41 L
Fort Erie	2% L	15.32 L	0.07 \$	117	111% L	98% L	0.42 L
Grimsby	1% L	12.74 L	0.04 \$	72	172% L	129% L	0.32 L
Niagara Falls **	4% L	0.32 H	0.73 \$	742	76% L	54% L	0.37 L
N-O-T-L*	2% L	4.77 L	0.34 \$	287	80% L	42% L	0.34 L
Port Colborne	6% M	1.62 L	1.02 \$	1,369	-25% L	63% L	0.44 L
St. Catharines	9% M	1.17 M	1.92 \$	886	27% L	27% L	0.42 L
Thorold	1% L	23.02 L	0.01 \$	24	85% L	149% L	0.34 L
Wainfleet **	3% L	6.87 L	0.17 \$	208	77% L	95% L	0.50 L
Welland	10% H	0.08 H	1.03 \$	1,270	60% L	62% L	0.44 L
West Lincoln **	8% M	2.13 L	1.15 \$	1,169	27% L	94% L	0.32 L

** Used FIR from 2021

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 - 2020 Through 2022

	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	
Importance	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.	
Low Risk	Less than 5%	L 1.5 or higher	L		Greater than -50%	L Greater than 20%	L Less than 0.5	L
Moderate Risk	5% to 10%	M 1 to 1.49	M		-50% to -100%	M 10% to 20%	M 0.5 to 0.75	M
High Risk	Greater than 10%	H Less than 1	H		Less than -100%	H Less than 10%	H Greater than 0.75	H
Pelham - 2022	12% H	1.96 L	2.19	\$ 1,580	-38% L	47% L	0.41	L
Pelham - 2021	14% H	1.85 L	2.24	\$ 1,706	-49% L	55% L	0.41	L
Pelham - 2020	13% H	1.85 L	3.31	\$ 1,956	-79% M	42% L	0.40	L

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

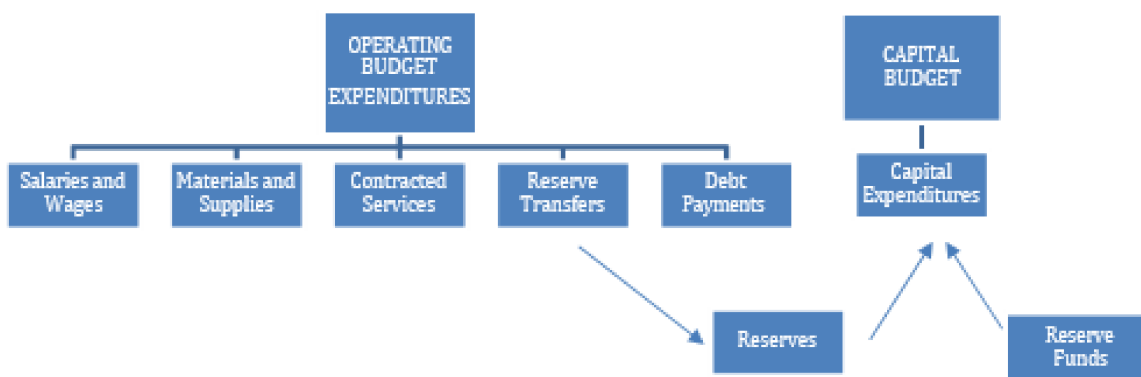


Reserves and Reserve Funds

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

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, 2022 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, 2022 are found in Note 4 to the financial statements.



10-Year Reserve Forecast Summary

Reserves and Reserve Funds	December 31, 2022 Balance	December 31, 2023 Projected	December 31, 2024 Projected	December 31, 2025 Projected	December 31, 2026 Projected	December 31, 2027 Projected
Airport	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357
Building Department	1,973,804	2,117,583	2,117,583	2,117,583	2,117,583	2,117,583
Cemetery	157,162	187,162	159,162	162,162	76,162	67,162
Community Improvement Plan	283,957	283,957	283,957	283,957	283,957	283,957
Elections	14,345	14,345	14,345	14,345	14,345	14,345
Fire Equipment	1,218,432	(107,982)	17,918	126,918	641,918	1,256,918
Fleet	1,552,894	788,770	611,196	344,322	(245,552)	(164,426)
Human Resource Capacity Building	551,264	391,264	191,264	191,264	191,264	191,264
Information Technology	104,965	(131,728)	(128,228)	(92,228)	(3,228)	40,572
Land Acquisition	(837,592)	(837,592)	(837,592)	(837,592)	(837,592)	(837,592)
Library	388,450	374,820	364,820	373,820	382,820	391,820
Meridian Community Centre	601,747	601,747	601,747	601,747	601,747	601,747
Municipal Building Facility	635,999	(582,335)	(743,135)	(511,135)	(441,635)	(184,635)
Municipal Drainage	61,763	1,634	21,134	2,134	25,134	50,134
Parks and Recreation	61,894	(192,411)	(108,811)	(529,811)	(2,628,650)	(2,587,150)
Physician Recruitment	27,705	27,705	27,705	27,705	27,705	27,705
Planning	363,357	(35,124)	(30,124)	(44,124)	48,876	61,376
Roads	2,469,836	(1,342,698)	(1,115,398)	(1,083,558)	(570,258)	(1,946,551)



10-Year Reserve Forecast Summary

Reserves and Reserve Funds	December 31, 2022 Balance	December 31, 2023 Projected	December 31, 2024 Projected	December 31, 2025 Projected	December 31, 2026 Projected	December 31, 2027 Projected
Volunteer Firefighter Life Insurance	37,500	37,500	37,500	37,500	37,500	37,500
Wastewater	2,563,441	228,347	(340,020)	(1,986,456)	(1,467,456)	(750,456)
Water	500,582	(344,886)	(624,351)	(599,305)	692,695	9,950
Working Capital	389,468	389,468	389,468	389,468	389,468	389,468
Total Reserves	\$13,149,330	\$ 1,897,903	\$ 938,497	\$ (982,927)	\$ (634,840)	\$ (900,952)



10-Year Reserve Forecast Summary

Reserves and Reserve Funds	December 31, 2028 Projected	December 31, 2029 Projected	December 31, 2030 Projected	December 31, 2031 Projected	December 31, 2032 Projected	December 31, 2033 Projected
Airport	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357	\$ 28,357
Building Department	2,117,583	2,117,583	2,117,583	2,117,583	2,117,583	2,117,583
Cemetery	4,162	(8,838)	58,162	80,162	117,162	99,162
Community Improvement Plan	283,957	283,957	283,957	283,957	283,957	283,957
Elections	14,345	14,345	14,345	14,345	14,345	14,345
Fire Equipment	1,225,918	952,918	1,742,918	800,918	1,073,918	1,886,918
Fleet	1,050	568,500	1,205,700	2,035,150	2,907,400	3,808,150
Human Resource Capacity Building	191,264	191,264	191,264	191,264	191,264	191,264
Information Technology	146,572	202,572	327,972	451,972	600,972	771,372
Land Acquisition	(837,592)	(837,592)	(837,592)	(837,592)	(837,592)	(837,592)
Library	400,820	409,820	418,820	427,820	436,820	445,820
Meridian Community Centre	601,747	601,747	601,747	601,747	601,747	601,747
Municipal Building Facility	(86,135)	539,865	1,100,365	1,732,365	1,811,365	1,399,365
Municipal Drainage	37,134	66,134	97,134	130,134	123,134	156,134
Parks and Recreation	(2,410,150)	(2,468,150)	(2,517,725)	(2,242,725)	(2,027,725)	(1,857,725)
Physician Recruitment	27,705	27,705	27,705	27,705	27,705	27,705
Planning	169,376	186,376	312,376	448,376	359,376	495,376
Roads	(1,802,382)	(1,947,213)	1,005,026	3,953,265	7,458,504	11,178,743



10-Year Reserve Forecast Summary

Reserves and Reserve Funds	December 31, 2028 Projected	December 31, 2029 Projected	December 31, 2030 Projected	December 31, 2031 Projected	December 31, 2032 Projected	December 31, 2033 Projected
Volunteer Firefighter Life Insurance	37,500	37,500	37,500	37,500	37,500	37,500
Wastewater	(571,456)	801,044	2,467,044	4,291,044	6,115,044	6,384,544
Water	880,450	743,200	1,128,950	1,572,950	3,212,950	4,812,950
Working Capital	389,468	389,468	389,468	389,468	389,468	389,468
Total Reserves	\$ 849,693	\$ 2,900,562	\$10,201,076	\$16,535,765	\$25,043,254	\$32,435,143



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2022	28,863	166,393	2,126,385	(1,735,945)	2,158,554
Additions					
Estimated Collections	108,500	54,100	1,460,600	354,400	399,700
Estimated Interest (1%)	289	1,664	21,264	(17,359)	21,586
Total Additions	108,789	55,764	1,481,864	337,041	421,286
Expenditures					
Debenture principal and interest	69,244	-	452,538	33,281	629,800
Wastewater DC	-	-	-	-	-
Roads DC	-	-	1,098,952	-	-
Parks & Gen Gov DC	101,250	-	-	47,454	-
Total Expenditures	170,494	-	1,551,490	80,735	629,800
Projected Balance at Dec. 31, 2023	(32,842)	222,157	2,056,759	(1,479,639)	1,950,040



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2022	77,086	(672,246)	2,570,742	23,311	4,743,143
Additions					
Estimated Collections	83,900	167,300	371,500	-	3,000,000
Estimated Interest (1%)	771	(6,722)	25,707	233	47,433
Total Additions	84,671	160,578	397,207	233	3,047,433
Expenditures					
Debenture principal and interest	-	77,672	26,894	-	1,289,429
Wastewater DC	-	-	1,096,837	-	1,096,837
Roads DC	-	-	-	-	1,098,952
Parks & Gen Gov DC	-	-	-	-	148,704
Total Expenditures	-	77,672	1,123,731	-	3,633,922
Projected Balance at Dec. 31, 2023	161,757	(589,340)	1,844,218	23,544	4,156,654



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2023	\$ (32,842)	\$ 222,157	\$ 2,056,759	\$ (1,479,639)	\$ 1,950,040
Additions					
Estimated Collections	108,500	54,100	1,460,600	354,400	399,700
Estimated Interest (1%)	(328)	2,222	20,568	(14,796)	19,500
Total Additions	108,172	56,322	1,481,168	339,604	419,200
Expenditures					
Debenture principal and interest	69,015	-	423,841	33,172	629,662
Projected Capital Spending	-	69,000	1,534,000	-	-
Total Expenditures	69,015	69,000	1,957,841	33,172	629,662
Projected Balance at Dec. 31, 2024	6,315	209,479	1,580,086	(1,173,207)	1,739,578



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2023	\$ 161,757	\$ (589,340)	\$ 1,844,218	\$ 23,544	\$ 4,156,654
Additions					
Estimated Collections	83,900	167,300	371,500	-	3,000,000
Estimated Interest (1%)	1,618	(5,893)	18,442	235	41,568
Total Additions	85,518	161,407	389,942	235	3,041,568
Expenditures					
Debenture principal and interest	-	25,376	26,885	-	1,207,951
Projected Capital Spending	989,000	-	-	-	2,592,000
Total Expenditures	989,000	25,376	26,885	-	3,799,951
Projected Balance at Dec. 31, 2024	(741,725)	(453,309)	2,207,275	23,779	3,398,271



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2024	\$ 6,315	\$ 209,479	\$ 1,580,086	\$ (1,173,207)	\$ 1,739,578
Additions					
Estimated Collections	110,670	55,182	1,489,812	361,488	407,694
Estimated Interest (2.5%)	158	5,237	39,502	(29,330)	43,489
Total Additions	110,828	60,419	1,529,314	332,158	451,183
Expenditures					
Debenture principal and interest	69,031	-	423,601	33,180	629,520
Projected Capital Spending	-	75,600	484,840	-	-
Total Expenditures	69,031	75,600	908,441	33,180	629,520
Projected Balance at Dec. 31, 2025	48,112	194,298	2,200,959	(874,229)	1,561,241



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2024	\$ (741,725)	\$ (453,309)	\$ 2,207,275	\$ 23,779	\$ 3,398,271
Additions					
Estimated Collections	85,578	170,646	378,930	-	3,060,000
Estimated Interest (2.5%)	(18,543)	(11,333)	55,182	594	84,956
Total Additions	67,035	159,313	434,112	594	3,144,956
Expenditures					
Debenture principal and interest	-	25,382	26,866	-	1,207,580
Projected Capital Spending	-	-	2,802,087	-	3,362,527
Total Expenditures	-	25,382	2,828,953	-	4,570,107
Projected Balance at Dec. 31, 2025	(674,690)	(319,378)	(187,566)	24,373	1,973,120



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2025	\$ 48,112	\$ 194,298	\$ 2,200,959	\$ (874,229)	\$ 1,561,241
Additions					
Estimated Collections	112,883	56,286	1,519,608	368,718	415,848
Estimated Interest (2.5%)	1,203	4,857	55,024	(21,856)	39,031
Total Additions	114,086	61,143	1,574,632	346,862	454,879
Expenditures					
Debenture principal and interest	-	-	360,267	-	629,373
Projected Capital Spending	-	1,637,400	918,000	-	-
DC Debt Projection	-	60,030	142,176	18,957	-
Total Expenditures	-	1,697,430	1,420,443	18,957	629,373
Projected Balance at Dec. 31, 2026	162,198	(1,441,989)	2,355,148	(546,324)	1,386,747



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2025	\$ (674,690)	\$ (319,378)	\$ (187,566)	24,373	\$ 1,973,120
Additions					
Estimated Collections	87,290	174,059	386,509	-	3,121,201
Estimated Interest (2.5%)	(16,867)	(7,984)	(4,689)	609	49,328
Total Additions	70,423	166,075	381,820	609	3,170,529
Expenditures					
Debenture principal and interest	-	-	26,846	-	1,016,486
Projected Capital Spending	-	-	-	-	2,555,400
DC Debt Projection	-	-	-	-	221,163
Total Expenditures	-	-	26,846	-	3,793,049
Projected Balance at Dec. 31, 2026	(604,267)	(153,303)	167,408	24,982	1,350,600



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2026	\$ 162,198	\$ (1,441,989)	\$ 2,355,148	\$ (546,324)	\$ 1,386,747
Additions					
Estimated Collections	115,141	57,411	1,550,000	376,092	424,165
Estimated Interest (3%)	4,866	(43,260)	70,654	(16,390)	41,602
Total Additions	120,007	14,151	1,620,654	359,702	465,767
Expenditures					
Debenture principal and interest	-	-	-	-	629,221
Projected Capital Spending	87,500	175,000	1,162,500	237,500	-
DC Debt Projection	-	120,060	284,352	37,914	-
Total Expenditures	87,500	295,060	1,446,852	275,414	629,221
Projected Balance at Dec. 31, 2027	194,705	(1,722,898)	2,528,950	(462,036)	1,223,293



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2026	\$ (604,267)	\$ (153,303)	\$ 167,408	\$ 24,982	\$ 1,350,600
Additions					
Estimated Collections	89,035	177,540	394,239	-	3,183,623
Estimated Interest (3%)	(18,128)	(4,599)	5,022	749	40,516
Total Additions	70,907	172,941	399,261	749	3,224,139
Expenditures					
Debenture principal and interest	-	-	-	-	629,221
Projected Capital Spending	-	1,320,455	-	-	2,982,955
DC Debt Projection	-	-	-	-	442,326
Total Expenditures	-	1,320,455	-	-	4,054,502
Projected Balance at Dec. 31, 2027	(533,360)	(1,300,817)	566,669	25,731	520,237



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2027	\$ 194,705	\$ (1,722,898)	\$ 2,528,950	\$ (462,036)	\$ 1,223,293
Additions					
Estimated Collections	117,444	58,560	1,581,000	383,614	432,648
Estimated Interest (3%)	5,841	(51,687)	75,869	(13,861)	36,699
Total Additions	123,285	6,873	1,656,869	369,753	469,347
Expenditures					
Debenture principal and interest	-	-	-	-	629,065
Projected Capital Spending	-	-	221,830	-	-
DC Debt Projection	-	120,060	448,645	37,914	-
Total Expenditures	-	120,060	670,475	37,914	629,065
Projected Balance at Dec. 31, 2028	317,990	(1,836,085)	3,515,344	(130,197)	1,063,575



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2027	\$ (533,360)	\$ (1,300,817)	\$ 566,669	\$ 25,731	\$ 520,237
Additions					
Estimated Collections	90,816	181,091	402,124	-	3,247,297
Estimated Interest (3%)	(16,001)	(39,025)	17,000	772	15,607
Total Additions	74,815	142,066	419,124	772	3,262,904
Expenditures					
Debenture principal and interest	-	-	-	-	629,065
Projected Capital Spending	-	450,000	1,493,000	-	2,164,830
DC Debt Projection	-	-	-	-	606,619
Total Expenditures	-	450,000	1,493,000	-	3,400,514
Projected Balance at Dec. 31, 2028	(458,545)	(1,608,751)	(507,207)	26,503	382,627



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2028	\$ 317,990	\$ (1,836,085)	\$ 3,515,344	\$ (130,197)	\$ 1,063,575
Additions					
Estimated Collections	119,793	59,731	1,612,620	391,286	441,301
Estimated Interest (3%)	9,540	(55,083)	105,460	(3,906)	31,907
Total Additions	129,333	4,648	1,718,080	387,380	473,208
Expenditures					
Debenture principal and interest	-	-	-	-	628,903
Projected Capital Spending	-	-	411,830	-	-
DC Debt Projection	-	120,060	756,883	117,280	-
Total Expenditures	-	120,060	1,168,713	117,280	628,903
Projected Balance at Dec. 31, 2029	447,323	(1,951,497)	4,064,711	139,903	907,880



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2028	\$ (458,545)	\$ (1,608,751)	\$ (507,207)	\$ 26,503	\$ 382,627
Additions					
Estimated Collections	92,632	184,713	410,166	-	3,312,242
Estimated Interest (3%)	(13,756)	(48,263)	(15,216)	795	11,478
Total Additions	78,876	136,450	394,950	795	3,323,720
Expenditures					
Debenture principal and interest	-	-	-	-	628,903
Projected Capital Spending	-	-	1,203,500	-	1,615,330
DC Debt Projection	-	90,234	-	-	1,084,457
Total Expenditures	-	90,234	1,203,500	-	3,328,690
Projected Balance at Dec. 31, 2029	(379,669)	(1,562,535)	(1,315,757)	27,298	377,657



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2029	\$ 447,323	\$ (1,951,497)	\$ 4,064,711	\$ 139,903	\$ 907,880
Additions					
Estimated Collections	122,189	60,925	1,644,873	399,112	450,127
Estimated Interest (3%)	13,420	(58,545)	121,941	4,197	27,236
Total Additions	135,609	2,380	1,766,814	403,309	477,363
Expenditures					
Debenture principal and interest	-	-	-	-	628,737
Projected Capital Spending	-	-	606,750	-	-
DC Debt Projection	-	120,060	1,028,787	196,645	-
Total Expenditures	-	120,060	1,635,537	196,645	628,737
Projected Balance at Dec. 31, 2030	582,932	(2,069,177)	4,195,988	346,567	756,506



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2029	\$ (379,669)	\$ (1,562,535)	\$ (1,315,757)	\$ 27,298	\$ 377,657
Additions					
Estimated Collections	94,485	188,407	418,369	-	3,378,487
Estimated Interest (3%)	(11,390)	(46,876)	(39,473)	819	11,329
Total Additions	83,095	141,531	378,896	819	3,389,816
Expenditures					
Debenture principal and interest	-	-	-	-	628,737
Projected Capital Spending	-	-	745,000	-	1,351,750
DC Debt Projection	-	180,469	63,189	-	1,589,150
Total Expenditures	-	180,469	808,189	-	3,569,637
Projected Balance at Dec. 31, 2030	(296,574)	(1,601,473)	(1,745,050)	28,117	197,836



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2030	\$ 582,932	\$ (2,069,177)	\$ 4,195,988	\$ 346,567	\$ 756,506
Additions					
Estimated Collections	124,632	62,144	1,677,770	407,094	459,130
Estimated Interest (3%)	17,488	(62,075)	125,880	10,397	22,695
Total Additions	142,120	69	1,803,650	417,491	481,825
Expenditures					
Debenture principal and interest	-	-	-	-	628,564
Projected Capital Spending	-	-	1,323,000	-	-
DC Debt Projection	-	120,060	1,156,745	196,645	-
Total Expenditures	-	120,060	2,479,745	196,645	628,564
Projected Balance at Dec. 31, 2031	725,052	(2,189,168)	3,519,893	567,413	609,767



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2030	\$ (296,574)	\$ (1,601,473)	\$ (1,745,050)	\$ 28,117	\$ 197,836
Additions					
Estimated Collections	96,375	192,175	426,737	-	3,446,057
Estimated Interest (3%)	(8,897)	(48,044)	(52,352)	844	5,936
Total Additions	87,478	144,131	374,385	844	3,451,993
Expenditures					
Debenture principal and interest	-	-	-	-	628,564
Projected Capital Spending	-	-	140,000	-	1,463,000
DC Debt Projection	-	180,469	126,379	-	1,780,298
Total Expenditures	-	180,469	266,379	-	3,871,862
Projected Balance at Dec. 31, 2031	(209,096)	(1,637,811)	(1,637,044)	28,961	(222,033)



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2031	\$ 725,052	\$ (2,189,168)	\$ 3,519,893	\$ 567,413	\$ 609,767
Additions					
Estimated Collections	127,125	63,387	1,711,326	415,236	468,312
Estimated Interest (3.5%)	25,377	(76,621)	123,196	19,859	21,342
Total Additions	152,502	(13,234)	1,834,522	435,095	489,654
Expenditures					
Debenture principal and interest	-	-	-	-	628,386
Projected Capital Spending	-	-	-	-	-
DC Debt Projection	-	183,249	1,156,745	196,645	-
Total Expenditures	-	183,249	1,156,745	196,645	628,386
Projected Balance at Dec. 31, 2032	877,554	(2,385,651)	4,197,670	805,863	471,035



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2031	\$ (209,096)	\$ (1,637,811)	\$ (1,637,044)	\$ 28,961	\$ (222,033)
Additions					
Estimated Collections	98,302	196,019	435,271	-	3,514,978
Estimated Interest (3.5%)	(7,318)	(57,323)	(57,297)	1,014	(7,771)
Total Additions	90,984	138,696	377,974	1,014	3,507,207
Expenditures					
Debenture principal and interest	-	-	-	-	628,386
Projected Capital Spending	-	-	528,000	-	528,000
DC Debt Projection	-	180,469	126,379	-	1,843,487
Total Expenditures	-	180,469	654,379	-	2,999,873
Projected Balance at Dec. 31, 2032	(118,112)	(1,679,584)	(1,913,449)	29,975	285,301



10-Year Projected Development Charge Reserve Fund

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation
Projected Balance at Dec. 31, 2032	\$ 877,554	\$ (2,385,651)	\$ 4,197,670	\$ 805,863	\$ 471,035
Additions					
Estimated Collections	129,668	64,655	1,745,552	423,541	477,679
Estimated Interest (3.5%)	30,714	(83,498)	146,918	28,205	16,486
Total Additions	160,382	(18,843)	1,892,470	451,746	494,165
Expenditures					
Debenture principal and interest	-	-	-	-	628,202
Projected Capital Spending	-	-	-	-	-
DC Debt Projection	-	246,439	1,156,745	196,645	-
Total Expenditures	-	246,439	1,156,745	196,645	628,202
Projected Balance at Dec. 31, 2033	1,037,936	(2,650,933)	4,933,395	1,060,964	336,998



10-Year Projected Development Charge Reserve Fund

	Library Services	Water	Wastewater	Stormwater	Total
Projected Balance at Dec. 31, 2032	\$ (118,112)	\$ (1,679,584)	\$ (1,913,449)	\$ 29,975	\$ 285,301
Additions					
Estimated Collections	100,268	199,939	443,977	-	3,585,279
Estimated Interest (3.5%)	(4,134)	(58,785)	(66,971)	1,049	9,984
Total Additions	96,134	141,154	377,006	1,049	3,595,263
Expenditures					
Debenture principal and interest	-	-	-	-	628,202
Projected Capital Spending	-	-	2,045,500	-	2,045,500
DC Debt Projection	-	180,469	126,379	-	1,906,677
Total Expenditures	-	180,469	2,171,879	-	4,580,379
Projected Balance at Dec. 31, 2033	(21,978)	(1,718,899)	(3,708,322)	31,024	(699,815)



Parkland Dedication Reserve Fund 10-Year Projection

	2023	2024	2025	2026	2027	2028
Projected Reserve (Deficit) - Start of Year	1,358,739	1,007,326	917,399	(109,666)	(509,666)	1,011,666
Additions to Reserve						
Estimated Collections (Note 1)	350,000	350,000	350,000	350,000	350,000	340,000
Interest (Note 2)	13,587	10,073	22,935	-	-	-
Reductions in Reserve						
Collection Receivable	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(218,446)
Estimated 2023 Projects Completed	(365,000)					
Projected Capital Spending	-	(100,000)	1,050,000	(400,000)	(502,000)	(230,000)
Projected Reserve Fund (Deficit) - End of Year	1,007,326	917,399	(109,666)	(509,666)	1,011,666	1,120,112
Note 1: Annual change in collections (rounded to nearest thousand)		0.0 %	0.0 %	0.0 %	0.0 %	(3.0)%
Note 2: Estimated interest rate	1.0 %	1.0 %	2.5 %	2.5 %	3.0 %	3.0 %



Parkland Dedication Reserve Fund 10-Year Projection

	2029	2030	2031	2032	2033
Projected Reserve (Deficit) - Start of Year	1,120,112)	1,280,112)	1,555,537)	1,865,537)	2,025,537)
Additions to Reserve					
Estimated Collections (Note 1)	340,000	340,000	330,000	330,000	330,000
Interest (Note 2)	-	-	-	-	-
Reductions in Reserve					
Collection Receivable	(340,000)	(340,000)	(330,000)	(330,000)	(330,000)
Estimated 2023 Projects Completed					
Projected Capital Spending	(160,000)	(275,425)	(310,000)	(160,000)	-
Projected Reserve Fund (Deficit) - End of Year	<u>1,280,112)</u>	<u>1,555,537)</u>	<u>1,865,537)</u>	<u>2,025,537)</u>	<u>2,025,537)</u>
Note 1: Annual change in collections (rounded to nearest thousand)	0.0 %	0.0 %	(3.0)%	0.0 %	0.0 %
Note 2: Estimated interest rate	3.0 %	3.0 %	3.0 %	3.5 %	3.5 %

Reserves Funds for Grants



Canada Community-Building Fund Reserve Fund

The Town has an agreement with the Association of Municipalities of Ontario pertaining to Canada Community- Building Fund (formerly Federal Gas Tax) grant funding. Certain capital projects are eligible for funding and the 20-year capital budget has been prepared on the assumption that all gas tax funds will be applied toward roads capital projects in the year the funds are received, therefore there is no projected balance for this reserve fund from 2022 onward.

To continue receiving this funding, it is required that the Town continue to spend over and above the "base amount", which is essentially the Town's own spending on capital infrastructure from 2000 to 2004.

The projected expenditures are based on the 10-year capital budget.

Ontario Community Infrastructure Fund (OCIF) Reserve Fund

The Town has an agreement with the provincial government pertaining to OCIF funding. The amount of funding that is expected for 2023 is \$836,826, therefore the capital budget has been prepared on the assumption that funding for 2024 will equal \$836,826 which is the same as 2023, and all OCIF funds will be spent within the year, therefore there is no projected balance for this reserve fund.

Due to the uncertainty of the amount of future funding, OCIF grant funding has been projected at the same amount past 2024 until amounts can be estimated.

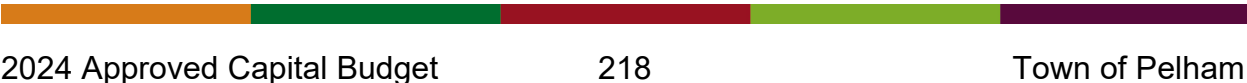
The projected expenditures are based on the 10-year capital budget.

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.

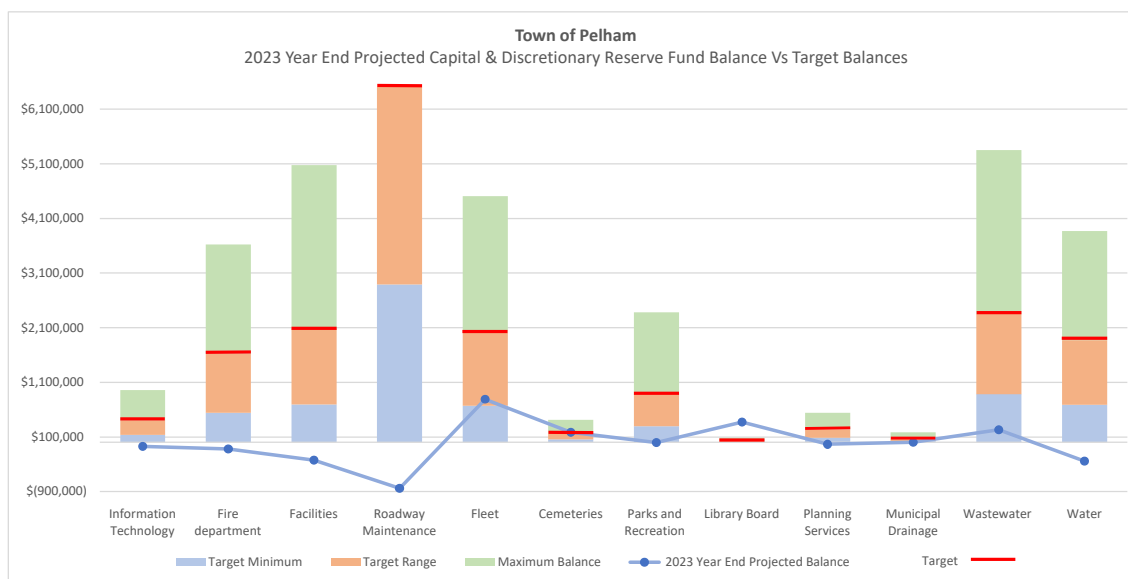
These targets are temporary estimates to provide long-term planning strategies based on the current asset management plan which utilizes the current capital forecast. The Asset management Plan was completed in 2022 for the core assets. These reserve targets will be updated utilizing the Asset Management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

The following graph depicts the projected 2023 year-end capital reserve and capital discretionary reserve fund balances versus the targets. The targets are as calculated in





Reserve and Reserve Fund Targets





Summary of Capital Reserve Transfers and Forecast Tax Levy Impact

	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Capital - Information Services	137,500	147,500	159,000	172,000	186,000	201,000
Capital - Fire department	485,900	535,900	579,000	625,000	675,000	729,000
Capital - Facilities	410,200	460,200	497,000	537,000	580,000	626,000
Capital - Roadway Maintenance	2,548,800	2,701,300	2,917,000	3,150,000	3,402,000	3,674,000
Capital - Fleet	542,300	582,300	629,000	679,000	733,000	792,000
Capital - Fonthill/Hillside Cemeteries	42,000	42,000	45,000	49,000	53,000	57,000
Capital - Recreation Admin	155,600	195,600	211,000	228,000	246,000	266,000
Capital - Planning Services	80,000	80,000	86,000	93,000	100,000	108,000
Capital - Municipal Drainage	19,500	19,500	21,000	23,000	25,000	27,000
Tax Levy Supported Capital Reserve Transfers	4,421,800	4,764,300	5,144,000	5,556,000	6,000,000	6,480,000
Capital - Wastewater Distribution System	343,128	361,633	564,000	694,000	992,000	1,329,000
Capital - Water Distribution System	898,174	1,000,535	1,191,000	1,322,000	1,467,000	1,614,000
Waster/Wastewater Rate Supported Capital Reserve Transfers	1,241,302	1,362,168	1,755,000	2,016,000	2,459,000	2,943,000
Grand Total Capital Reserve Transfers	5,663,102	5,764,835	6,335,000	6,878,000	7,467,000	8,094,000



Summary of Capital Reserve Transfers and Forecast Tax Levy Impact

	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Estimated Tax Levy Supported Debt Payments on Newly Issued Debt			-	145,336	663,489	1,200,599
Increase in Tax Levy Supported Capital Reserve Transfers		342,500	379,700	412,000	444,000	480,000
Increase in Tax Levy Supported Debt Payments		-	-	145,336	518,153	537,110
Estimated Tax Levy Increase from Capital - \$		342,500	379,700	557,336	962,153	1,017,110
Estimated Tax Levy Increase from Capital - %		1.9 %	2.1 %	3.1 %	5.4 %	5.7 %

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.