

2022

Approved Capital Budgets



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

Town of Pelham

2022 Capital Budget

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Overview

The 2022 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 \$290,000, and an additional \$155,000 of annual ongoing programs for streetlight maintenance and roadside ditching that are not capital under accounting standards of the Public Sector Accounting Board (PSAB) have been shifted from the capital budget to the operating budget, for a total capital impact of \$445,000 or 2.8% of the tax levy in order to meet the capital needs. The 2020 transfer of non-COVID-19 related excess revenues and savings to reserves, increased Ontario Community Infrastructure Fund (OCIF) grant funding, as well as updates to project costs and timing, has enabled the 2022 reserve transfer to be lower for this year only and still be in compliance with the Reserve and Reserve Fund Policy. The forecast from the 2021 budget anticipated an increased transfer of approximately \$980,000, which has been reduced by \$535,000.

The 2022 capital projects total \$14,745,840, which includes water and wastewater capital projects. These projects will be funded by reserve transfers of \$6,584,093, \$40,000 external and other contributions, \$220,000 parkland dedication funds, \$2,664,740 development charges, \$4,817,425 of grant requests, \$342,250 of funding to be determined by the Library Board for shelving, and \$77,332 from the Building Department Reserve.

There are capital projects from 2021 and earlier that will be completed in 2022. There is cash set aside in the reserves for these projects.

The capital schedules include the 2022 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 2021 with the assistance of the Asset Management and GIS Analyst.

East Fenwick Secondary Plan

The East Fenwick Secondary Plan will be coming to Council for approval before the end of the second quarter in 2022. The 10-year capital forecast includes some of the capital cost of the East Fenwick Secondary Plan. The financial plan related to the secondary plan will be included with the East Fenwick Secondary Plan for Council's approval.

Capital Asset Management Plan

The Town has partnered with Marmak Information Technologies to prepare a Capital Asset Management Plan. All existing infrastructure data pertaining to the Town's assets has been entered into the Municipal Data Works software. This includes the type of asset, ID, material, age, cost (where available) and other pertinent information. All of this information has also been uploaded in a graphic format using GIS data. The completed sections of inventory include roads, water, wastewater and bridges and culverts. The Asset Management Plan has met the



requirements of O.Reg. 55/17 Municipal Asset Management Planning Regulation which had an extension of July 1, 2022. The Pavement Condition Index was completed in 2020, the facilities condition index assessment, and a bridges and culvert assessment was done 2021. The storm water and storm pond assessment will be completed in 2022.

Parkland Dedication, Development Charges and the Community Benefits Charges Authority

In 2019, the Provincial Government introduced the Housing Supply Action Plan with the goal of increasing the supply of housing across Ontario. As part of this effort, the Provincial Government introduced the community benefits charge (CBC) authority along with changes to the *Development Charges Act* and parkland dedication under the *Planning Act*.

The Town is proposing to undertake the Development Charges Background Study beginning next year and as part of that process it will look at whether soft services should come under a community benefits charge.

Capital Grants

The Capital Grants Summary lists the grants relating to the capital projects for 2022. The Town has applied for grant funding under the FED-DEV grant for public washrooms and improvements to Peace Park for outdoor events and public spaces. The Town is still waiting for the grant announcement. In addition, the Town has applied for a grant for reconstruction of tennis courts at Centennial Park, a watermain replacement, flag poles, and will search for a grant for new signage.

The total capital projects funded by grants confirmed in 2022 is \$2,932,625. There are \$1,884,800 of capital projects pending applications and waiting final funding approval.

Corporate Services – Information Technology

The projects identified in information technology support the Town's information network, electronic communications, software applications, financial systems, and hardware requirements. The Town prides itself in staying ahead of merging technologies and applications to ensure that optimal customer service is provided to its customers. The new priorities for 2022 includes equipment renewal, server replacement, and enterprise e-mail application and office suite upgrade. The total request is \$138,500.

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 Rescue 1 vehicle used at emergency scene, digital pager upgrade (year 1 of 2 years) and a communication sign which will be funded by a grant. The total request is \$670,000.



Public Works – Facilities

Town facilities and structures are required to support the needs of the community. The largest project is \$1,210,00 for construction of public washrooms and outdoor event space at Peace Park which is red-circle waiting for grant funding approval of \$750,000. The total request is \$1,293,000.

Public Works – Park Facilities

Park Facilities provides many services to the Community that enhances the quality of life for its residents. There are four large projects: \$120,000 to upgrade the Parks and Recreation Master Plan; reconstruction of tennis courts at Centennial Park for \$270,000 waiting for grant funding approval; six pickleball courts for \$479,800 waiting for grant funding approval; and lighting at Centennial Park Soccer field for \$220,000. The total request is \$1,208,800.

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 2022 include road reconstruction of Pelham Street from John Street to Spruceside Crescent for \$3,600,000; the replacement of Balfour Bridge for \$650,000; Road Rehabilitation for \$550,000; LED streetlight replacement for \$250,000; erosion mitigation of Highway 20 and Rice Road for \$250,000, waiting for grant approval; and Effingham Street from Highway 20 to Tice Road for \$825,000. The total request is \$6,790,000.

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 total request is \$299,290.

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 \$4,000.

Community Planning and Development

Studies requested within Community Planning and Development provide the framework of all Town development and growth. The project in 2022 is the Official Plan Review and Upgrade for \$225,000. The total request is \$225,000.



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, and \$342,250 for shelving to be replaced at the Fonthill Branch for a cost of \$342,250. The Library is researching grant funding for the shelving purchase. The total request is \$352,250.

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 is a drainage study planned for Webber Road and Farr Road for \$50,000. The total request is \$50,000.

Public Works – Wastewater

Wastewater infrastructure projects are typically tied to roads-related projects. In addition, the Wastewater projects identified correspond to capital items needed to maintain the system to meet legislated requirements. The major project is the Church St upgrade of existing sewer from 250 mm to 350 mm for \$2,500,000. The total request is \$2,885,000. These projects are funded by development charges and the usage rate charged for wastewater and not out of the tax levy.

Public Works – Water

Water infrastructure projects are typically tied to roads-related projects. In addition, the water projects correspond to capital items needed to maintain the system to meet legislated requirements. The major project is the Replacement of the Watermain on Pelham Street from John Street to Spruceside Crescent for \$600,000. The total request is \$830,000. These projects are funded out of grants and the usage rate charged for water and not out of the tax levy.

Debentures

A new Capital Financing and Debt Management Policy was approved in 2020. There are 7 Debt-Related financial indicators in this policy. The Town is at high risk with one of the indicators: Debt Servicing Cost as a Percentage of Own Source Revenues. This indicator is flagging the risk that the debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery. As a result of this high risk debt-related indicator, the Town is not able to respond as quickly to other increased expenditure requirements because a higher portion of its revenue is used for debt. The Town’s financial indicators have also been provided from 2017 to 2020. 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 2022.



The graph in the debt section shows the projected Debt Charges as a Percentage of Net Revenues at 13.4% for 2022. With all of the capital projects forecasted, and with planned increases in reserve transfers, the percentage will decrease slightly but stay fairly steady in the next 10 years, but it will not exceed the 25% maximum. The Capital Financing and Debt Management Policy states the internal debt limit is 20% up to 2025; then 15% up to 2029; and after that it is reduced to 10%. The projected capital projects and the required debt to finance these projects will violate this internal debt limits in 2030 if the projects proceed as listed in the 10-year plan. If capital projects proceed as planned and no additional grant funding is received, reserve transfers must be increased to avoid increasing debt levels.

Reserves and Reserve Funds

A new Reserve and Reserve Fund policy was approved in 2020. This policy will assist with long-term financial stability and planning. The Town’s operating budget includes reserve transfers for operating and capital budgets. The total capital projects funded from reserves for 2022 is \$4,469,093 from the tax levy supported reserves and \$2,115,000 from the rate supported (water and wastewater) reserves.

All 10-year reserve forecasts are included behind the capital sections. Increases have been made to forecast reserve transfers in order to minimize debt and move towards higher reserve balances in order to be able to fund future capital needs and comply with the phased-in minimum targets in the Reserve and Reserve Fund Policy. These increased reserve transfers are not sufficient to address the capital needs of the Town, without issuing debt. Based on the current forecast, tax levy supported capital reserve transfers must increase by \$405,000 to \$626,000 per year for the next three years in order to reduce debt levels, and reserve balances are not expected to increase significantly at that level. The Capital Asset Management Plan will review the long-term planning of capital assets and the funds required to replenish these assets.

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

Conclusion

The Asset Management Plan is critical to determine the capital strategy for the Town for future years. The forecast tries to evenly distribute capital expenditures and minimize debt. Grants and partnership projects, such as Merritt Road with the Niagara Region, would reduce the burden on the reserves and the need for debt.





2022 Capital Budget Summary

Amended December 14, 2021

Tax Levy Supported	Requested	Funding							Total Funding
		Grants	External Contributions	Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
Information Technology	\$ 138,500	\$ -	\$ -	131,000	\$ -	\$ -	\$ 7,500	\$ -	\$ 138,500
Fire & By-Law Services	670,000	30,000		640,000					670,000
Facilities	1,293,000	755,000		538,000					1,293,000
Park Facilities	1,208,800	749,800	40,000	118,000	220,000	81,000			1,208,800
Roads	6,790,000	3,182,625		2,624,885		982,490			6,790,000
Fleet	299,290			229,458			69,832		299,290
Cemeteries	4,000			4,000					4,000
Community Planning & Development	225,000			123,750		101,250			225,000
Library	352,250			10,000			342,250		352,250
Municipal Drainage	50,000			50,000					50,000
Total Tax Levy Capital Request	\$ 11,030,840	\$ 4,717,425	\$ 40,000	\$ 4,469,093	\$ 220,000	\$ 1,164,740	\$ 419,582	\$ -	\$ 11,030,840
Water and Wastewater Rate Supported									
Wastewater	\$ 2,885,000			\$ 1,385,000		\$ 1,500,000			\$ 2,885,000
Water	\$ 830,000	\$ 100,000		\$ 730,000					830,000
Total Water and Wastewater Capital Request	\$ 3,715,000	\$ 100,000	\$ -	\$ 2,115,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ 3,715,000

Capital Grant Summary

2022 Capital Budget							
Project #	Project Name	Total Grants Budgeted	Long-Term Agreements and Approved Grants	Grants Pending Application or Approval	Update - Grants not Approved	Grant Description	Comments
FAC 04-22	Flag Poles (3)	5,000		5,000		Seniors Active Living Centre Special Grant Funding	Grant was submitted September 29th, 2021. Pending approval.
FAC 07-22	Construction of Public Washrooms and improvements to Peace Park to improve outdoor events and public spaces	750,000		750,000		FED-DEV Grant	Grant was submitted July 22nd, 2021. Pending approval.
FD 01-22	Communications sign	30,000		30,000		Pending search for grant funding.	Pending search for grant funding.
PK 02-22	Centennial Park Tennis Courts - Reconstruction	270,000		270,000		FED-DEV Grant	Grant was submitted July 22nd, 2021. Pending approval.
PKR 10-22	Six Pickleball Courts	479,800		479,800		Ontario Trillium Foundation	Grant was submitted September 28, 2021. Grant pending approval.
RD 02-22	Bridge Replacement Program: Balfour (100M south of Roland)	638,758	638,758			OCIF*	Long-term agreement in place and allocation is known.
RD 09-22	Road Rehabilitation	302,247	302,247			OCIF*	Long-term agreement in place and allocation is known.
RD 11-22	Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.)	1,166,620	1,166,620			ICIP - Rural and Northern Stream	Grant agreement was signed in February 2020.
RD 13-22	Construction of Road - 22R02 - Effingham St: Hwy 20 to Rice Rd	825,000	825,000			Canada Community-Building Fund*	2021 top up funds carryforward.
RD 14-22	Erosion Mitigation Construction Hwy 20 outlet from Storm Pond in East Fonthill	250,000		250,000		Potential grants under review	Grant is still being researched.
WTR 04-22	Design: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest, Hwy 20	100,000		100,000		ICIP - Green Grant 2021 Stream	Grant was submitted September 8, 2021. Grant pending approval.
		4,817,425	2,932,625	1,884,800	-		

*Canada Community-Building Fund (formerly Federal Gas Tax) and Ontario Community Infrastructure Fund (OCIF) grants are part of long-term agreements. Pelham's expected funding for 2022 federal gas tax is \$542,646, plus \$521,661 in top-up funding received in 2021, unused funds will be carried forward to 2023. The OCIF funding allocation for 2022 is \$ 984,505. For 2022, \$43,500 will be used to fund the Asset Management and GIS Analyst position and the remainder allocated towards capital projects.

While the funding amount for Canada Community-Building Fund and OCIF forms part of the agreement, the specific projects designated in a given year are subject to final approval, and alternate Town capital projects may be selected by the Treasurer if required.

**Information Technology
2022 Proposed Capital Budget Summary**

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING					
					Development Charges	IT Reserve	Other	Other Description	Total Financing	
					\$	\$	\$		\$	
IT 01-22	Annual Equipment PSAB add/replacements	Replacement of ageing hardware that has reached or exceeded its useful life. Purchasing of new hardware for new hires, co-op placements and temporary contract positions.	Critical: To maintain our computer replacement schedule and plan for 'end of life' hardware. Latest software(s) require particular hardware requirements that must meet specifications.	33,000		33,000				33,000
IT 02-22	Server Replacement	Replacement server for iCity Financials and Vadim Online.	In 2022, SQL 2012 will be EOL (End of Life) and thus no longer supported by Microsoft. Current server database will need to be updated and server requirements will need upgrading in order to support SQL 2019 and Server 2019 software applications.	16,000		16,000				16,000
IT 03-22	Main Cores Switch-Town Hall- 2nd Floor	Replacement of current Cisco switch that has reached its useful life and is no longer supported by hardware vendor.	Increased demands for switching capabilities such as VoIP hosted systems and audio/video conferencing software, will require a switch that is capable of maintaining network capacity and bandwidth requirements.	10,000		10,000				10,000
IT 04-22	Innovation Technology	A reserve account to support an innovative technological trend or product.	The potential to improve internal efficiencies and or provide additional cost savings for the Town. As Town staff become collaborative in sharing of ideas and resources, this project is necessary to support outcomes that could provide competitive advantages to improve productivity, safety, communication amongst staff and residents.	40,000		40,000				40,000
IT 05-22	Microsoft Office 365 with Exchange Online	This project is to upgrade Microsoft Exchange Enterprise email application and Microsoft Office Suite to the most recent software available from Microsoft.	Office 365 brings the Microsoft Office suite of applications into cloud-based productivity and collaboration applications that integrates all Microsoft's existing online applications. MS Office applications are no longer tied to a desktop, they are now going mobile. Town staff will now have improved and additional tools for collaboration as well as better and persistent access to their important documents. Staff will now be able to edit the same document simultaneously with other staff members, from any device, with the major advantage of increasing efficiencies and reducing the back and forth of sending documents via email.	32,000		32,000				32,000
IT 06-22	iPad Replacement for Building Department	Replacement of aging iPads that have reached the end of useful life.	Due to the enhancement of the mobile inspection software, iPads with greater processing capabilities will be required. This will be funded by the Building Department Reserve which is supported by Building Department fees.	7,500		-	7,500	Building Department Reserve		7,500
Total 2022 Proposed Budget				138,500	-	131,000	7,500			106,500

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80120 - Capital - Information Services											
100183 - Annual Equipment PSAB adds/replacements	0.0	33,000	-	-	-	-	-	-	-	-	-
100184 - Server Replacement	0.0	16,000	-	-	-	-	-	-	-	-	-
100185 - Main Core Switch - Town Hall - 2nd Floor	0.0	10,000	-	-	-	-	-	-	-	-	-
100186 - Innovation Technology	0.0	40,000	-	-	-	-	-	-	-	-	-
100187 - eAgenda Upgrade	0.0	-	30,000	-	-	-	-	-	-	-	-
100189 - Annual Equipment PSAB adds/replacements	0.0	-	33,000	-	-	-	-	-	-	-	-
100190 - Innovation Technology	0.0	-	50,000	-	-	-	-	-	-	-	-
100191 - Phone Upgrade	0.0	-	40,000	-	-	-	-	-	-	-	-
100192 - Server Replacement	0.0	-	16,000	-	-	-	-	-	-	-	-
100193 - Annual Equipment PSAB adds/replacements	0.0	-	-	33,000	-	-	-	-	-	-	-
100194 - Main Core Switch - Town Hall - 2nd Floor	0.0	-	-	11,000	-	-	-	-	-	-	-
100195 - Innovation Technology	0.0	-	-	50,000	-	-	-	-	-	-	-
100196 - iCity Upgrade	0.0	-	-	50,000	-	-	-	-	-	-	-
100197 - Barracuda Spam Firewall	0.0	-	-	8,000	-	-	-	-	-	-	-
100198 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	33,000	-	-	-	-	-	-
100199 - Server Replacement	0.0	-	-	-	16,000	-	-	-	-	-	-
100200 - Innovation Technology	0.0	-	-	-	50,000	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
100201 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	33,000	-	-	-	-	-
100202 - Innovation Technology	0.0	-	-	-	-	50,000	-	-	-	-	-
100203 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	-	45,000	-	-	-	-
100204 - Server Replacement	0.0	-	-	-	-	-	16,000	-	-	-	-
100205 - Main Core Switch	0.0	-	-	-	-	-	8,000	-	-	-	-
100206 - ActiveNet Upgrade	0.0	-	-	-	-	-	15,000	-	-	-	-
100207 - Innovation Technology	0.0	-	-	-	-	-	50,000	-	-	-	-
100208 - Barracuda Spam Firewall	0.0	-	-	-	-	-	8,200	-	-	-	-
100209 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	-	-	45,000	-	-	-
100210 - Innovation Technology	0.0	-	-	-	-	-	-	50,000	-	-	-
100211 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	-	-	-	45,000	-	-
100212 - Server Replacement	0.0	-	-	-	-	-	-	-	16,000	-	-
100213 - Phone Upgrade	0.0	-	-	-	-	-	-	-	50,000	-	-
100214 - Innovation Technology	0.0	-	-	-	-	-	-	-	50,000	-	-
100215 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	-	-	-	-	45,000	-
100216 - Main Core Switch - Town Hall	0.0	-	-	-	-	-	-	-	-	8,400	-
100217 - Innovation Technology	0.0	-	-	-	-	-	-	-	-	50,000	-
100218 - Barracuda Spam Firewall	0.0	-	-	-	-	-	-	-	-	5,200	-
100219 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	-	-	-	-	-	45,000
100220 - Server Replacement	0.0	-	-	-	-	-	-	-	-	-	16,000
100221 - iCity Upgrade	0.0	-	-	-	-	-	-	-	-	-	18,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
100222 - Innovation Technology	0.0	-	-	-	-	-	-	-	-	-	50,000
100250 - Microsoft Office 365 with Exchange Online	0.0	32,000	-	-	-	-	-	-	-	-	-
100251 - iPad Replacement for Building Department	0.0	7,500	-	-	-	-	-	-	-	-	-
100258 - Acoustical Panels for Town Hall	0.0	-	50,000	-	-	-	-	-	-	-	-
Total 80120 - Capital - Information Services		138,500	219,000	152,000	99,000	83,000	142,200	95,000	161,000	108,600	129,000
Total 80		138,500	219,000	152,000	99,000	83,000	142,200	95,000	161,000	108,600	129,000
Total Expenditure		138,500	219,000	152,000	99,000	83,000	142,200	95,000	161,000	108,600	129,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Other Revenues		7,500	-	-	-	-	-	-	-	-	-
Transfer from Reserve		131,000	219,000	152,000	99,000	83,000	142,200	95,000	161,000	108,600	129,000
Total Funding Source		138,500	219,000	152,000	99,000	83,000	142,200	95,000	161,000	108,600	129,000

**Information Technology
20 Year Projected Reserve Balance**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	76,430	9,530	10,530	3,530	530	28,530
Additions to Reserve						
Contribution from Operating Budget (Note 1)	113,100	132,000	212,000	149,000	127,000	121,000
Reductions in Reserve						
Estimated 2021 Projects Completed	(102,000)					
Estimated Prior Year Projects Completed	(78,000)					
Capital Spending (from 20 Year Summary)		(131,000)	(219,000)	(152,000)	(99,000)	(83,000)
Projected Reserve (Deficit) - End of Year	9,530	10,530	3,530	530	28,530	66,530

Target Minimum Reserve Balance	134,650
Target Reserve Balance	269,300
Phased-In Target Minimum Balance (Updated)	-
Phased-In Target Minimum Balance (Original)	(69,094)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

60.0% -30.0% -15.0% -5.0%

**Information Technology
20 Year Projected Reserve Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	66,530	45,330	71,330	31,330	45,730
Additions to Reserve					
Contribution from Operating Budget (Note 1)	121,000	121,000	121,000	123,000	125,000
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(142,200)	(95,000)	(161,000)	(108,600)	(129,000)
Projected Reserve (Deficit) - End of Year	45,330	71,330	31,330	45,730	41,730

Target Minimum Reserve Balance
Target Reserve Balance
Phased-In Target Minimum Balance (Updated)
Phased-In Target Minimum Balance (Original)

-
(1,180)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

0.0% 0.0% 0.0% 1.0% 1.0%

**Fire & By-Law Services
2022 Proposed Capital Budget Summary**

Project #	Project Name	Description	Justification	2022 Proposed Budget \$	FINANCING				
					Development Charges \$	Fire Reserve \$	Other \$	Other Description	Total Financing \$
FD 01-22	Electronic Sign Station 1	Communication sign.	Promotion of fire safety.	30,000		-	30,000	Pending search for grant funding.	30,000
FD 02-22	Rescue 1	Heavy rescue truck for equipment to be used at emergency scenes. Full size, 6 man cab	Current rescue 1 is beyond useful life, needs constant repairs. During last annual inspection there were serious costly issues identified (aging truck 20 years old) As a front line emergency response vehicle it is required to carry extreme weight, personnel and needs to be top condition	600,000		600,000			
FD 03-22	Digital Pager Upgrade - Year 1 of 2	Digital pagers for notification of emergency responses by communication	Pelham fire department currently utilizes minotaur 6 analog pagers. With proposed regional amalgamation of dispatch services, analog frequency will no longer be supported by communication & digital pagers will be required in order to notify firefighters of emergency incidents. St. Catharine's fire communications has announced they will be terminating Pelham's dispatch contact in 2023. If regional consolidation proposal is turned down, Pelham FD will be forced will be forced to find another provider. Digital pagers will be a requirement to make this switch.	40,000		40,000			40,000
Total 2022 Proposed Budget				670,000	-	640,000	30,000		70,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80200 - Capital - Fire department											
200118 - Electronic Sign Station 1	0.0	30,000	-	-	-	-	-	-	-	-	-
200120 - Car 2	0.0	-	-	60,000	-	-	-	-	-	-	-
200125 - Rescue 1	0.0	600,000	-	-	-	-	-	-	-	-	-
200126 - Pumper 3	0.0	-	700,000	-	-	-	-	-	-	-	-
200127 - Bunker Gear	0.0	-	40,000	-	-	-	-	-	-	-	-
200128 - Hurst Jaws Station 2	0.0	-	200,000	-	-	-	-	-	-	-	-
200129 - Bunker Gear	0.0	-	-	40,000	-	-	-	-	-	-	-
200130 - Rescue 2	0.0	-	-	350,000	-	-	-	-	-	-	-
200131 - Rescue 3	0.0	-	-	350,000	-	-	-	-	-	-	-
200132 - Bunker Gear	0.0	-	-	-	40,000	-	-	-	-	-	-
200133 - Bunker Gear	0.0	-	-	-	-	40,000	-	-	-	-	-
200134 - Tanker 2	0.0	-	-	-	-	400,000	-	-	-	-	-
200135 - Bunker Gear	0.0	-	-	-	-	-	40,000	-	-	-	-
200136 - New Vehicle	0.0	-	-	-	-	-	175,000	-	-	-	-
200137 - Bunker Gear	0.0	-	-	-	-	-	-	40,000	-	-	-
200138 - SCBA	0.0	-	-	-	-	-	-	500,000	-	-	-
200139 - Bunker Gear	0.0	-	-	-	-	-	-	-	40,000	-	-
200140 - Pumper 1	0.0	-	-	-	-	-	-	-	800,000	-	-
200141 - Digital Pager Upgrade - Year 1 of 2	0.0	40,000	-	-	-	-	-	-	-	-	-
200142 - Bunker Gear	0.0	-	-	-	-	-	-	-	-	40,000	-
200143 - Bunker Gear	0.0	-	-	-	-	-	-	-	-	-	45,000
200144 - Aerial 1	0.0	-	-	-	-	-	-	-	-	-	1,500,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
200155 - Digital Pager Upgrade - Year 2 of 2	0.0	-	40,000	-	-	-	-	-	-	-	-
Total 80200 - Capital - Fire department		670,000	980,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000	1,545,000
Total 80		670,000	980,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000	1,545,000
Total Expenditure		670,000	980,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000	1,545,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Grant Revenue - Provincial		30,000	-	-	-	-	-	-	-	-	-
Transfer from Deferred Revenues		-	-	-	-	-	175,000	-	-	-	-
Transfer from Reserve		640,000	980,000	800,000	40,000	440,000	40,000	540,000	840,000	40,000	1,545,000
Total Funding Source		670,000	980,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000	1,545,000

**Fire & By-law Services
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	607,582	800,620	591,627	83,543	(84,369)	411,631
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	315,000	423,000	466,000	630,000	536,000	542,000
Interest (Note 2)	3,038	8,006	5,916	2,089	-	12,349
Reductions in Reserve Fund						
Estimated 2021 Projects Completed	(125,000)					
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)		(640,000)	(980,000)	(800,000)	(40,000)	(440,000)
Projected Reserve Fund (Deficit) - End of Year	800,620	591,627	83,543	(84,369)	411,631	525,980
Target Minimum Reserve Fund Balance	540,750					
Target Reserve Fund Balance	1,081,500					
Phased-In Target Minimum Balance (Updated)				386,000		
Phased-In Target Minimum Balance (Original)				385,255		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			10.0%	35.0%	-15.0%	1.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%

**Fire & By-law Services
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	525,980	1,043,760	969,073	597,145	1,019,059
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	542,000	434,000	439,000	444,000	533,000
Interest (Note 2)	15,779	31,313	29,072	17,914	35,667
Reductions in Reserve Fund					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(40,000)	(540,000)	(840,000)	(40,000)	(1,545,000)
Projected Reserve Fund (Deficit) - End of Year	1,043,760	969,073	597,145	1,019,059	42,726
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			438,000		
Phased-In Target Minimum Balance (Original)			437,087		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	0.0%	-20.0%	1.0%	1.0%	20.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.5%

**Town Facilities
2022 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2022 Proposed Budget	FINANCING				
					Development Charges	Facilities Reserve	Other	Other Description	Total Financing
					\$	\$	\$		\$
FAC 01-22	Concrete & Asphalt Repairs - Various Facilities	Exterior Parking Lot and Walk Ways - Concrete & Asphalt Repairs - Various Facilities	Annual requirement to repair concrete and asphalt.	25,000	-	25,000	-		25,000
FAC 02-22	Fonthill Library - Furnace (Lennox) Replacement	Replacement of a Furnace at the Fonthill Library	Project identified in the 2020 FCA - Furnace has reached the end of it's useful life	6,000	-	6,000	-		6,000
FAC 03-22	Model Railway Building - Exterior Window Replacement	Replacement of 3 exterior windows at the Model Railway Building	Project identified in the 2020 FCA - Windows are showing signs of rot and require replacement	12,000	-	12,000	-		12,000
FAC 04-22	Town Hall - Fire Protection System	Installation of a fire alarm system at Town Hall	Project identified in the 2020 FCA	20,000	-	20,000	-		20,000
FAC 05-22	Flag Poles	Installation of three flag poles at the MCC	Request for flag poles received from the senior advisory committee	10,000	-	5,000	5,000	Senior Active Living Centre Special Grant Funding	10,000
FAC 06-22	MCC - Addition Power Supply for events on Accipiter Arena	Installation of additional event power transformers in the Accipiter Arena	For use during non-sporting events in the Accipiter Arena. Existing power supply for the Home Show and Art show is inadequate and unsafe	10,000	-	10,000	-		10,000
FAC 07-22	Community Event Space for Peace Park	Construction of Public Washrooms and improvements to Peace Park to improve out door events and public spaces	Peace Park is a hub for special events and public use throughout the year. This project is dependent on grant opportunities.	1,210,000	-	460,000	750,000	FED-DEV Grant (Submitted July 22nd,2021)	1,210,000
Total 2022 Proposed Budget				1,293,000	-	538,000	755,000	-	1,293,000

A Red Circle indicates a project that is on hold, pending grant funding and/or further information for Council.

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80305 - Capital - Facilities											
300524 - Concrete & Asphalt Repairs - Various Facilities	0.0	25,000	-	-	-	-	-	-	-	-	-
300525 - Fire Station #1 - Expansion and Rehabilitation	0.0	-	-	-	-	1,500,000	-	-	-	-	-
300529 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	50,000	-	-	-	-	-	-	-	-
300537 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	50,000	-	-	-	-	-	-	-
300541 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	-	50,000	-	-	-	-	-	-
300546 - Tice Road Operations Centre Addition	0.0	-	-	-	-	-	2,500,000	-	-	-	-
300547 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	-	-	50,000	-	-	-	-	-
300557 - Concrete & Asphalt Repairs-Variou Facilities	0.0	-	-	-	-	-	50,000	-	-	-	-
300564 - Concrete & Asphalt Repairs-Variou Facilities	0.0	-	-	-	-	-	-	50,000	-	-	-
301086 - Fire Station #1 - Flat Roof Repair	0.0	-	154,000	-	-	-	-	-	-	-	-
301087 - Fire Station #1 - Exterior Door Replacement	0.0	-	22,000	-	-	-	-	-	-	-	-
301088 - Fire Station #1 - Radiant Tube Heater Replacement	0.0	-	20,000	-	-	-	-	-	-	-	-
301089 - Town Hall - Fire Protection System	0.0	20,000	-	-	-	-	-	-	-	-	-
301090 - Model Railway Building - Exterior Window Replacement	0.0	12,000	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
301091 - MCC - Addition Power Supply for events on Accipiter Arena	0.0	10,000	-	-	-	-	-	-	-	-	-
301092 - MCC - Flag Poles (3)	0.0	10,000	-	-	-	-	-	-	-	-	-
301093 - Fonthill Library - Furnace (Lennox) Replacement	0.0	6,000	-	-	-	-	-	-	-	-	-
301095 - Fire Station #1 - Architechural Design	0.0	-	150,000	-	-	-	-	-	-	-	-
301096 - OPTH - 50% Repair and Repointing of Brick	0.0	-	126,500	-	-	-	-	-	-	-	-
301097 - Fonthill Library - Carpet Replacement	0.0	-	78,000	-	-	-	-	-	-	-	-
301098 - OPTH - Septic Replacement - deferred from 2020	0.0	-	70,000	-	-	-	-	-	-	-	-
301099 - Fire Station #1 - Exterior Window Replacement	0.0	-	44,000	-	-	-	-	-	-	-	-
301100 - Town Hall - Asphalt Parking Lot Repaving (Back Lot)	0.0	-	34,000	-	-	-	-	-	-	-	-
301101 - Model Railway Building - Wood Siding Replacement	0.0	-	23,000	-	-	-	-	-	-	-	-
301102 - Operations Centre - Replace Furnace & HVAC	0.0	-	12,000	-	-	-	-	-	-	-	-
301103 - 33 Parklane - Storage Shelving	0.0	-	10,000	-	-	-	-	-	-	-	-
301104 - Rental Table & Chair Replacement (bi-annual program)	0.0	-	10,000	-	-	-	-	-	-	-	-
301105 - Community Event Space for Peace Park	0.0	1,210,000	-	-	-	-	-	-	-	-	-
301107 - Operations Centre - Modified Bitument Roof Replacement	0.0	-	-	80,000	-	-	-	-	-	-	-
301108 - Town Hall - Window Replacement	0.0	-	-	60,000	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
301109 - Fonthill Library - Basement Renovation	0.0	-	-	30,000	-	-	-	-	-	-	-
301110 - MCC - Gymnasium Floor Refinish/Replacement	0.0	-	-	30,000	-	-	-	-	-	-	-
301111 - Operations Centre - Tube Heater Replacement	0.0	-	-	30,000	-	-	-	-	-	-	-
301112 - OPTH - Furnace Replacement	0.0	-	-	4,000	-	-	-	-	-	-	-
301113 - Operations Centre - Property Acquisition Place Holder	0.0	-	-	-	1,000,000	-	-	-	-	-	-
301114 - MCC - Backup Generator Project	0.0	-	-	-	750,000	-	-	-	-	-	-
301115 - Town Hall - Un-Ballasted EPDM Roof Replacement	0.0	-	-	-	55,000	-	-	-	-	-	-
301116 - Fonthill Library - Main Door Replacement	0.0	-	-	-	15,000	-	-	-	-	-	-
301117 - Rental Table & Chair Replacement (bi-annual program)	0.0	-	-	-	10,000	-	-	-	-	-	-
301118 - Fire Station #1 - Unit Heater Replacement (Truck Bay Heat)	0.0	-	-	-	8,000	-	-	-	-	-	-
301119 - Model Railway Building - Washroom Vanity & Fixtures	0.0	-	-	-	3,000	-	-	-	-	-	-
301120 - Operations Centre - Architechural Design	0.0	-	-	-	-	150,000	-	-	-	-	-
301121 - Town Hall - Carpet Replacement	0.0	-	-	-	-	110,000	-	-	-	-	-
301122 - Fire Station #1 - Backup Generator Replacement	0.0	-	-	-	-	45,000	-	-	-	-	-
301123 - 33 Park Lane - Overhead Door Replacement	0.0	-	-	-	-	38,000	-	-	-	-	-
301124 - Operations Centre - Fence and Gate Replacement	0.0	-	-	-	-	30,000	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
301125 - HBP - Parking Lot Lighting Replacement	0.0	-	-	-	-	10,000	-	-	-	-	-
301126 - 33 Park Lane - Exterior Door Replacement	0.0	-	-	-	-	5,000	-	-	-	-	-
301128 - Maple Street Parking Lot Repaving	0.0	-	-	-	-	-	125,000	-	-	-	-
301129 - Operations Centre - Salt Dome Replacement	0.0	-	-	-	-	-	50,000	-	-	-	-
301130 - Fire Station #1 - Vinyl Tile Floor Replacement	0.0	-	-	-	-	-	40,000	-	-	-	-
301131 - HBP - Parking Lot Fence Replacement	0.0	-	-	-	-	-	25,000	-	-	-	-
301132 - HBP - Asphalt Parking Lot Repaving (20%)	0.0	-	-	-	-	-	15,000	-	-	-	-
301133 - Rental Table & Chair Replacement (bi-annual program)	0.0	-	-	-	-	-	10,000	-	-	-	-
301134 - Fire Station #1 - Washroom Partition Replacement	0.0	-	-	-	-	-	6,000	-	-	-	-
301135 - Town Hall - Hot Water Tank Replacement	0.0	-	-	-	-	-	2,500	-	-	-	-
301136 - Fire Station #1 - Kitchen Counter & Cabinet Replacement	0.0	-	-	-	-	-	-	45,000	-	-	-
301137 - Fonthill Library - Main Electrical Panel Replacement	0.0	-	-	-	-	-	-	8,000	-	-	-
301138 - Fonthill Library - Heat Recovery Ventilator Replacement	0.0	-	-	-	-	-	-	5,000	-	-	-
301139 - Fire Station #1 - Metal Siding Replacement	0.0	-	-	-	-	-	-	4,000	-	-	-
301140 - Town Hall - TPO Roof Replacement	0.0	-	-	-	-	-	-	-	40,000	-	-
301141 - 33 Park Lane - Metal Siding Replacement	0.0	-	-	-	-	-	-	-	25,000	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
301142 - Fonthill Library - Exterior Door Replacement	0.0	-	-	-	-	-	-	-	25,000	-	-
301143 - OPTH - Asphalt Parking Lot Repaving	0.0	-	-	-	-	-	-	-	18,000	-	-
301144 - Fire Station #2 - On Demand Hot Water Heaters	0.0	-	-	-	-	-	-	-	10,000	-	-
301145 - Rental Table & Chair Replacement (bi-annual program)	0.0	-	-	-	-	-	-	-	10,000	-	-
301146 - Fire Station #2 - Training room AC Unit Replacement	0.0	-	-	-	-	-	-	-	9,000	-	-
301147 - 33 Park Lane - Window Replacement	0.0	-	-	-	-	-	-	-	5,000	-	-
301148 - Fire Station #3 - Hot Water Tank Replacement	0.0	-	-	-	-	-	-	-	2,500	-	-
301149 - Fonthill Library - Asphalt Parking Lot Repaving	0.0	-	-	-	-	-	-	-	-	55,000	-
301150 - Fire Station #1 - Overhead Door Replacement	0.0	-	-	-	-	-	-	-	-	42,000	-
301151 - Town Hall - Exterior Paint	0.0	-	-	-	-	-	-	-	-	40,000	-
301152 - Fire Station #2 - Radiant Tube Heater Replacement	0.0	-	-	-	-	-	-	-	-	20,000	-
301153 - Fonthill Library - Furnace (Goodman) Replacement	0.0	-	-	-	-	-	-	-	-	18,000	-
301154 - MCC - Hot Water Tank Replacement	0.0	-	-	-	-	-	-	-	-	18,000	-
301155 - Town Hall - Exterior Doors	0.0	-	-	-	-	-	-	-	-	15,000	-
301156 - Fonthill Library - Condensers (Goodman) Replacement	0.0	-	-	-	-	-	-	-	-	10,000	-
301157 - Fire Station #2 - Air Make Up & Ventilator System Replacement	0.0	-	-	-	-	-	-	-	-	8,000	-
301158 - Model Railway Building - Woodlanding and Stairs	0.0	-	-	-	-	-	-	-	-	5,000	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
301159 - Fonthill Library - Hot Water Tank Replacement	0.0	-	-	-	-	-	-	-	-	2,500	-
301160 - Fire Station #1 - Asphalt Parking Lot Repaving	0.0	-	-	-	-	-	-	-	-	-	260,000
301161 - Fire Station #2 - Asphalt Parking Lot Repaving	0.0	-	-	-	-	-	-	-	-	-	175,000
301162 - Fire Station #2 - Modified Bitumen Roof Replacement	0.0	-	-	-	-	-	-	-	-	-	80,000
301163 - MCC - Public Area Furniture	0.0	-	-	-	-	-	-	-	-	-	75,000
301164 - MCC - Gym Floor Covering	0.0	-	-	-	-	-	-	-	-	-	35,000
301165 - 55 Park Lane - Overhead Door Replacement	0.0	-	-	-	-	-	-	-	-	-	10,000
301166 - Rental Table & Chair Replacement (bi-annual program)	0.0	-	-	-	-	-	-	-	-	-	10,000
301167 - OPTH - Electric Panel Replacement	0.0	-	-	-	-	-	-	-	-	-	8,000
301168 - HBP - Public Washroom Vanity Replacement	0.0	-	-	-	-	-	-	-	-	-	6,000
301169 - Fire Station #1 - Block Masonry Repair (south/east corner)	0.0	-	25,000	-	-	-	-	-	-	-	-
301170 - Concrete & Ashphalt Repairs - Various Facilities	0.0	-	-	-	-	-	-	-	50,000	-	-
301171 - Concrete & Ashphalt Repairs - Various Facilities	0.0	-	-	-	-	-	-	-	-	50,000	-
301172 - Concrete & Ashphalt Repairs - Various Facilities	0.0	-	-	-	-	-	-	-	-	-	50,000
301173 - Fonthill Library Branch Renovations	0.0	-	-	520,000	-	-	-	-	-	-	-
Total 80305 - Capital - Facilities		1,293,000	828,500	804,000	1,891,000	1,938,000	2,823,500	112,000	194,500	283,500	709,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total 80		1,293,000	828,500	804,000	1,891,000	1,938,000	2,823,500	112,000	194,500	283,500	709,000
Total Expenditure		1,293,000	828,500	804,000	1,891,000	1,938,000	2,823,500	112,000	194,500	283,500	709,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Capital Financing		-	-	-	1,000,000	499,950	1,700,000	-	-	-	-
Grant Revenue - Federal		750,000	-	200,000	-	-	-	-	-	-	-
Grant Revenue - Other		5,000	-	-	-	-	-	-	-	-	-
Other Revenues		-	-	169,000	-	-	-	-	-	-	-
Transfer from Deferred Revenues		-	-	151,000	-	1,000,050	800,000	-	-	-	-
Transfer from Reserve		538,000	828,500	284,000	891,000	438,000	323,500	112,000	194,500	283,500	709,000
Total Funding Source		1,293,000	828,500	804,000	1,891,000	1,938,000	2,823,500	112,000	194,500	283,500	709,000

**Town Facilities
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	156,831	20,073	(92,726)	(241,226)	222,774	85,343
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	338,700	425,000	680,000	748,000	748,000	561,000
Interest (Note 2)	784	201	-	-	5,569	2,560
Reductions in Reserve Fund						
Estimated 2021 Projects Completed	(340,000)					
Estimated Prior Year Projects Completed	(136,242)					
Capital Spending (from 20 Year Summary)		(538,000)	(828,500)	(284,000)	(891,000)	(438,000)
Projected Reserve Fund (Deficit) - End of Year	20,073	(92,726)	(241,226)	222,774	85,343	210,903

Target Minimum Reserve Fund Balance	692,000
Target Reserve Fund Balance	1,384,000
Phased-In Target Minimum Balance (Updated)	-
Phased-In Target Minimum Balance (Original)	(173,847)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

60.0% 10.0% 0.0% -25.0%

**Town Facilities
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	210,903	342,730	601,012	712,543	738,419
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	449,000	360,000	288,000	288,000	288,000
Interest (Note 2)	6,327	10,282	18,030	21,376	25,845
Reductions in Reserve Fund					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(323,500)	(112,000)	(194,500)	(283,500)	(709,000)
Projected Reserve Fund (Deficit) - End of Year	342,730	601,012	712,543	738,419	343,264
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			115,000		
Phased-In Target Minimum Balance (Original)			114,769		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-20.0%	-20.0%	-20.0%	0.0%	0.0%

Park Facilities
 2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget \$	FINANCING				
					Development Charges \$	Reserves \$	Other \$	Other Description	Total Financing \$
PRK 01-22	Update Parks & Recreation Master Plan	An update is required to the Parks & Recreation Master Plan to guide Parks and Recreation needs into the future.	The previous Parks & Recreation Master Plan was completed in 1990. The Town has undergone significant growth over the last 30 years and has prompted an update to address the current and future needs for recreation in Pelham.	120,000	81,000	39,000	-		120,000
PRK 02-22	Centennial Park Tennis Courts - Reconstruction	Reconstruction of the Centennial Park Tennis Court playing surface including required drainage improvements.	The existing Tennis Court base material has failed due to age and poor sub-drainage conditions. The resulting failure has caused cracks in the playing surface that can no longer be repaired without reconstruction.	270,000		-	270,000	FED-DEV Grant (Submitted July 22, 2021)	270,000
PRK 03-22	Centennial Park Soccer Field #2 Lighting	Installation of Sports Field Lighting on Centennial Park Soccer Field #2 as identified in the Centennial Park Master Plan.	Additional field lighting is required for better utilization of municipal soccer fields and increased usage.	220,000		-	220,000	Parkland Dedication	220,000
PRK 04-22	Centennial Park - Fence & Gate at Gerry Berkhout Trail Entrance	Installation of 60m of fence and a gate to restrict vehicular traffic on the Gerry Berkhout Trail at the Centennial Park Entrance.	This section of trail is susceptible to vandalism. Vehicles have also entered the park from the trail and damaged the sports fields and parking lot.	5,000		5,000	-		5,000
PRK 05-22	General Park Furniture (Benches/Picnic Tables/Receptacles)	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.	10,000		10,000	-		10,000
PRK 06-22	Cenotaphs - Maintenance and Conservation Treatment Program	Maintenance and Protection of Cenotaphs - deferred since 2019	Cenotaphs at Old Pelham Town Hall, Peace Park, Centennial Park require regular cleaning and sealing for their protection.	9,000		9,000	-		9,000
PRK 07-22	Park Entry Sign Replacements (6)	Replacement of (12) Carved Wood Park Entrance and Historic Village Gateway Signs.	The existing signs are in poor condition and require replacement.	30,000		30,000	-		30,000
PRK 08-22	Centennial Park Diamond 2 - Foul Ball Netting	The addition of foul ball netting on Centennial Baseball Diamond #2 as requested by the Pelham Minor Baseball Association.	The existing diamond is lit but is under utilized and is not ideal for hardball play due to the incidence of foul balls hit into neighboring properties. The addition of foul ball netting will allow for hard ball play and increased use of the field.	25,000		25,000	-		25,000
PRK 09-22	Centennial Park Batting Cage	Installation of a batting Cage at Centennial Park for training purposes. Project is dependent on grant or fundraising.	Requested by the Pelham Minor Baseball Association.	40,000		-	40,000	Grant funding and external contributions	40,000
PRK 10-22	Pickleball courts at Centennial Park	Six pickleball courts at Centennial Park.	Requested by delegate at Budget Open House. There is a high demand for pickleball activity in Pelham. The current tennis courts are not enough to meet the demand.	479,800		-	479,800	Ontario Trillium Foundation (submitted Sept. 28, 2021)	479,800
				1,208,800	81,000	118,000	1,009,800		1,208,800

A Red Circle indicates a project that is on hold, pending grant funding and/or further information for Council.

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80500 - Capital - Recreation Admin											
500197 - East Fonthill Parkland Development	0.0	-	500,000	-	-	-	-	-	-	-	-
500200 - Update Parks & Recreation Master Plan	0.0	120,000	-	-	-	-	-	-	-	-	-
500201 - Centennial Park Tennis Courts - Reconstruction	0.0	270,000	-	-	-	-	-	-	-	-	-
500202 - Centennial Park South Soccer Field Construction	0.0	-	-	-	350,000	-	-	-	-	-	-
500203 - Centennial Park Soccer Field #2 Lighting	0.0	220,000	-	-	-	-	-	-	-	-	-
500204 - Centennial Park - Fence & Gate at Gerry Berkhout Trail Entrance	0.0	5,000	-	-	-	-	-	-	-	-	-
500205 - Saffron Meadows Park Development	0.0	-	-	500,000	-	-	-	-	-	-	-
500206 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	10,000	-	-	-	-	-	-	-	-	-
500208 - Ball Diamond Upgrades - Harold Black Park #1 (clay infields)	0.0	-	60,000	-	-	-	-	-	-	-	-
500209 - Ball Diamond Upgrades - Centennial Park #1 (clay infields)	0.0	-	60,000	-	-	-	-	-	-	-	-
500210 - Ball Diamond Upgrades - Centennial Park #2 (clay infields)	0.0	-	60,000	-	-	-	-	-	-	-	-
500211 - Design Build - Harold Black Park Diamond 2 Lighting	0.0	-	220,000	-	-	-	-	-	-	-	-
500213 - Installation of Community Bulletin Boards	0.0	-	40,000	-	-	-	-	-	-	-	-
500214 - Cenotaphs - Maintenance and Conservation Treatment Program	0.0	9,000	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
500216 - North Pelham Multi Purpose Court redevelopment	0.0	-	70,000	-	-	-	-	-	-	-	-
500217 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	10,000	-	-	-	-	-	-	-	-
500218 - Playground Turf Repair	0.0	-	5,000	-	-	-	-	-	-	-	-
500219 - Centennial Park Multi Purpose Court Redevelopment	0.0	-	-	40,000	-	-	-	-	-	-	-
500222 - Park Entry Sign Replacements (6)	0.0	30,000	-	-	-	-	-	-	-	-	-
500223 - Peace Park - roof replacement - FCA Critical 2024	0.0	-	-	10,000	-	-	-	-	-	-	-
500224 - North Pelham Park Ball Diamonds Upgrade (clay infields)	0.0	-	-	110,000	-	-	-	-	-	-	-
500225 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	10,000	-	-	-	-	-	-	-
500226 - Playground Turf Repair	0.0	-	-	5,000	-	-	-	-	-	-	-
500227 - Centennial Park Cenotaph Restoration	0.0	-	-	-	40,000	-	-	-	-	-	-
500228 - Playground Equipment	0.0	-	-	-	160,000	-	-	-	-	-	-
500229 - Marlene Stewart Streit Park Pool House - roof replacement - FCA Critical 2023	0.0	-	-	-	55,000	-	-	-	-	-	-
500230 - Hurleston Park - Playground Retrofit	0.0	-	-	-	80,000	-	-	-	-	-	-
500231 - Harold Black Park Playground Retrofit	0.0	-	-	-	80,000	-	-	-	-	-	-
500232 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	10,000	-	-	-	-	-	-
500233 - Playground Turf Repair	0.0	-	-	-	5,000	-	-	-	-	-	-
500234 - Playground Equipment	0.0	-	-	-	-	160,000	-	-	-	-	-
500235 - Peace Park Bandshell - upgrade lighting - FCA Critical 2024	0.0	-	-	-	-	4,000	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
500236 - North Pelham Park - Playground retrofit	0.0	-	-	-	-	80,000	-	-	-	-	-
500237 - Centennial Park Playground Retrofit	0.0	-	-	-	-	80,000	-	-	-	-	-
500238 - Kunda Park Development	0.0	-	-	-	-	150,000	-	-	-	-	-
500239 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	10,000	-	-	-	-	-
500240 - Playground Turf Repair	0.0	-	-	-	-	5,000	-	-	-	-	-
500241 - Cenotaphs - Maintenance and Conservation Treatment Program	0.0	-	-	-	-	-	7,500	-	-	-	-
500243 - Playground Equipment	0.0	-	-	-	-	-	160,000	-	-	-	-
500244 - Rolling Meadows Park - Playground Retrofit	0.0	-	-	-	-	-	80,000	-	-	-	-
500245 - Playground Turf Repair	0.0	-	-	-	-	-	5,000	-	-	-	-
500246 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	-	10,000	-	-	-	-
500247 - Woodstream Park Playground Retrofit	0.0	-	-	-	-	-	80,000	-	-	-	-
500248 - Woonerf and Central Park	0.0	-	-	-	-	-	-	3,500,000	-	-	-
500249 - Pelham Corners Park - Playground Retrofit	0.0	-	-	-	-	-	-	80,000	-	-	-
500250 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	-	-	10,000	-	-	-
500251 - Playground Turf Repair	0.0	-	-	-	-	-	-	5,000	-	-	-
500252 - Marlene Stewart Streit Park Playground Retrofit	0.0	-	-	-	-	-	-	80,000	-	-	-
500253 - Cherry Ridge Park Playground Retrofit	0.0	-	-	-	-	-	-	-	80,000	-	-
500254 - Replace outdoor pool and electrical	0.0	-	-	-	-	2,500,000	-	-	-	-	-
500255 - Playground Turf Repair	0.0	-	-	-	-	-	-	-	5,000	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
500256 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	-	-	-	10,000	-	-
500257 - Centennial Park Tennis Courts - Top Coat & lining	0.0	-	-	-	-	-	-	-	40,000	-	-
500258 - Lighting	0.0	-	-	-	-	-	-	-	-	160,000	-
500259 - Hurleston Park Playground Retrofit	0.0	-	-	-	-	-	-	-	-	80,000	-
500260 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	-	-	-	-	10,000	-
500261 - East Fenwick Parkland	0.0	-	-	-	-	-	-	-	-	947,900	-
500262 - Deferred Project: Skate Park/MSSP Parking Lot Lighting	0.0	-	-	-	-	-	-	-	-	135,000	-
500263 - Peace Park Cenotaph Restoration	0.0	-	-	-	-	-	-	-	-	-	40,000
500264 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	-	-	-	-	-	-	-	-	10,000
500265 - Lookout Park Pavilion	0.0	-	-	-	-	-	-	-	-	-	150,000
500298 - Centennial Diamond 2 - Foul Ball Netting	0.0	25,000	-	-	-	-	-	-	-	-	-
500299 - Centennial Park Batting Cage	0.0	40,000	-	-	-	-	-	-	-	-	-
500317 - Park Entry Sign Replacements (6)	0.0	-	30,000	-	-	-	-	-	-	-	-
500318 - Pickleball Courts at Centennial Park	0.0	479,800	-	-	-	-	-	-	-	-	-
Total 80500 - Capital - Recreation Admin		1,208,800	1,055,000	675,000	780,000	2,989,000	342,500	3,675,000	135,000	1,332,900	200,000
Total 80		1,208,800	1,055,000	675,000	780,000	2,989,000	342,500	3,675,000	135,000	1,332,900	200,000
Total Expenditure		1,208,800	1,055,000	675,000	780,000	2,989,000	342,500	3,675,000	135,000	1,332,900	200,000

Capital Object Summary - 10 Years

Budget Year	2022
Report Group	Object Category
Stage	All
Division or Department	- 80500 - Capital - Recreation Admin
Object Category or Object	All
Asset Category or Asset Type	All
Director Category or Director	All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Contributions from Developers		220,000	250,000	400,000	50,000	-	160,000	760,000	80,000	240,000	150,000
Grant Revenue - Federal		270,000	-	-	-	1,850,161	-	-	-	-	-
Grant Revenue - Provincial		479,800	-	-	-	-	-	-	-	-	-
Other Revenues		40,000	-	-	-	-	-	-	-	-	-
Transfer from Deferred Revenues		81,000	427,500	-	136,800	265,050	136,800	1,039,500	-	925,880	-
Transfer from Reserve		118,000	377,500	275,000	593,200	873,789	45,700	1,875,500	55,000	167,020	50,000
Total Funding Source		1,208,800	1,055,000	675,000	780,000	2,989,000	342,500	3,675,000	135,000	1,332,900	200,000

**Parks Facilities
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	55,904	47,919	(1,602)	(107,102)	80,898	115,720
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	61,600	68,000	272,000	463,000	626,000	783,000
Transfers						
Interest (Note 2)	280	479	-	-	2,022	3,472
Reductions in Reserve Fund						
Estimated 2021 Projects Completed	(63,000)					
Estimated Prior Year Projects Completed	(6,865)					
Capital Spending (from 20 Year Summary)		(118,000)	(377,500)	(275,000)	(593,200)	(873,789)
Projected Reserve Fund (Deficit) - End of Year	47,919	(1,602)	(107,102)	80,898	115,720	28,403
Target Minimum Reserve Fund Balance		293,600				
Target Reserve Fund Balance		587,200				
Phased-In Target Minimum Balance (Updated)				-		
Phased-In Target Minimum Balance (Original)				(128,052)		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			300.0%	70.0%	35.0%	25.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%

**Parks Facilities
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	28,403	845,555	4,422	989,554	1,164,221
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1) Transfers	862,000	1,009,000	1,040,000	312,000	94,000
Interest (Note 2)	852	25,367	133	29,687	40,748
Reductions in Reserve Fund					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(45,700)	(1,875,500)	(55,000)	(167,020)	(50,000)
Projected Reserve Fund (Deficit) - End of Year	845,555	4,422	989,554	1,164,221	1,248,969
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			13,000		
Phased-In Target Minimum Balance (Original)			12,499		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	10.0%	17.0%	3.0%	-70.0%	-70.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.5%

Roads
 2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget \$	FINANCING					
					Development Charges \$	Reserves \$	Other \$	Other Description	Total Financing \$	
RD 01-22	Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024	Detailed design assignment including the preparation of contract documents for tendering purposes.	The Cream Street and Roland Road bridges were identified in the 2020 Biannual Bridge and Major Culvert inspections as structures that require rehabilitation and or replacement. The Bridge Condition Index (BCI) for Cream Street (Structure No. 12) is 48 with an overall condition of "poor". The BCI for Roland Road Bridge (Structure No. 13) is 60 with an overall condition rating of "fair".	75,000		75,000	-			75,000
RD 02-22	Bridge Replacement Program: Balfour (100M south of Roland)	This project includes the replacement of the Balfour Street Bridge (Structure No. 14).	The Balfour Road bridge was identified in the 2020 Biannual Bridge and Major Culvert inspections as a structure that required replacement. The Bridge Condition Index (BCI) for Balfour Street (Structure No. 14) is 49 with an overall bridge condition rating of "poor".	650,000		11,242	638,758	OCIF		650,000
RD 03-22	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 2020.	15,000		15,000	-			15,000
RD 04-22	Concrete Repair & Replacement Program	This capital project is used to repair and replace damaged concrete sidewalk and concrete curb and gutter segments throughout the Town that do not meet minimum maintenance standards.	This capital project is required in order to provide concrete sidewalks and curb and gutter segments on our urban roadways which meet MMS and which provide safe movement of traffic and pedestrians. This project focuses on repairing and replacing damaged sections of concrete sidewalk and curb that present a safety risk to the residents of the Town.	110,000		110,000	-			110,000
RD 05-22	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		60,000	-			60,000
RD 06-22	Design - Quaker Rd: Pelham St to Line Ave	This capital project includes the detailed design and contract document preparation for the urbanization and reconstruction of Quaker Road between Pelham Street and Line Avenue. The project will include full roadway reconstruction including storm sewers, sanitary sewers, watermain, concrete curb and gutter and concrete sidewalk.	Quaker Road between Pelham Street and Line Avenue is in poor condition. The Pavement Condition Index (PCI) as identified in the 2019 Road Needs and Condition study was 62 with an overall condition rating of "good". That being said this particular road segment is currently a semi urban cross section with no pedestrian sidewalks making it unsafe for active transportation users. In addition, the Region of Niagara is currently undertaking a detailed design assignment to install a new regional sanitary main on Quaker Road between Pelham Street and Rice Road. This project 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. The anticipated schedule is to complete the detailed design in 2022 with construction commencing in 2023.	50,000		50,000	-			50,000
RD 07-22	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.	30,000		30,000	-			30,000
RD 08-22	Road Base and Surface Repair Program	This capital project includes road base repairs to the Town's road network in order to extend the life of the pavements.	Completing an annual patching and road base repair program is essential to extend the life of the Town's hard surfaced roads including asphalt pavements and surface treated roads. The requirement for this program was a recommendation that came forward as part of the 2019 Road Needs and Condition Study completed by ARA.	150,000		150,000	-			150,000
RD 09-22	Road Rehabilitation	This capital project includes the road rehabilitation and reconstruction of road segments within the Town's network.	The road rehabilitation and reconstruction program focuses on improving the Town's road network in order to allow for the safe and reliable movement of vehicular and pedestrian traffic. In accordance with the 2019 Road Needs and Condition Study resurfacing projects are selected for road segments between PCI of 45 - 60 and reconstruction projects are selected for PCI's less than 45.	550,000		247,753	302,247	OCIF		550,000

Roads
 2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Reserves	Other	Other Description	Total Financing
RD 10-22	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.	25,000		25,000	-		25,000
RD 11-22	Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.)	Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.) This project will include the full reconstruction and urbanization of the roadway including storm sewers, watermain replacement, concrete curb and gutters, concrete sidewalks, intersection upgrades, and roadway lighting improvements.	The Town of Pelham has identified deficiencies with the current road cross section for Pelham Street. Pelham Street is a main arterial roadway within the Town's network that serves as a major transportation corridor. The current condition of the roadway has a PCI of 70. In addition, the active transportation facilities on this particular section of roadway are non-existent making it unsafe for active transportation users including cyclists and pedestrians. This project will include on-road dedicated bicycle lanes (in accordance with the Town's Active Transportation Master Plan) and pedestrian sidewalks. The Town has received Federal and Provincial funding through the ICIP Grant in the amount of \$4.2 M for the reconstruction of Pelham Street between Port Robinson Road and the Welland/Pelham South boundary. The project is being completed in four (4) phases. This project is Phase 3 of 4.	3,600,000	982,490	1,450,890	1,166,620	ICIP - Rural and Northern Stream	3,600,000
RD 12-22	Design - 22R03 - Canboro: Haist St to Highway 20	This capital project includes the detailed design for the road reconstruction of Canboro Road between Haist Street and Highway 20.	Canboro Road has been identified as a roadway requiring reconstruction. Currently the road cross section is a semi-urban cross section with roadside ditches and is not conducive to accommodating active transportation including cyclists and pedestrians. The 2019 Road Needs and Condition Study indicates that the PCI between Churchill and Hwy 20 is 57 and in need of reconstruction. This project will also include cast-iron watermain replacement which is included in the Water Capital Budget. Red circled pending application for ICIP Green Grant 2021 Stream, for WTR 04-22.	150,000		150,000	-		150,000
RD 13-22	Construction of Road - 22R02 - Effingham St: Highway 20 to Tice Road	Full roadway reconstruction of Effingham Street between Hwy 20 and Tice Road.	This project includes the full roadway reconstruction of Effingham Street between Hwy 20 and Tice Road. The PCI for this section of Roadway is 51 and is in need of reconstruction. In addition, this segment of road is designated to be on the road cycling races for the 2022 Canada Summer Games scheduled to be held in August of 2022.	825,000		-	825,000	Canada Community-Building Fund (formerly Federal Gas Tax)	825,000
RD 14-22	Erosion Mitigation Construction at Highway 20 outlet from Storm Pond in East Fonthill	This project includes the rehabilitation and restoration of the tributary located at the outlet of the Hwy 20 and Rice Road Storm Water management facility to approximately 250 m north. The project will address the erosion that is occurring in the tributary.	This outlet is located at the headwaters of the sensitive Twelve Creek. Reducing the amount of erosion and transport of sediment will help protect this sensitive watercourse. In addition, the erosion has resulted in significant impacts to adjacent property owners. The project will help to stabilize the tributary adjacent to these properties. Red-circled pending grant funding.	250,000		-	250,000	Pending search for grant funding	250,000
RD 15-22	LED Streetlight Replacement Year 1	This project involves the conversion of the existing streetlight plant with new LED luminaries. The Town operates and maintains 1322 streetlights. The first Phase of the project will include an investment grade audit and the conversion of existing streetlights up to a value of \$250,000.	The LED conversion project will result in a streetlight network with lower overall operating and maintenance costs. It is expected that the annual savings once the entire network is converted is approximately \$160,000 per year representing a 74% savings.	250,000		250,000			250,000
Total 2022 Proposed Budget				6,790,000	982,490	2,624,885	3,182,625		6,790,000

Capital Object Summary - 10 Years

Budget Year	2022
Report Group	Division
Stage	All
Division or Department	- 80315 - Capital - Roadway Maintenance
Object Category or Object	All
Asset Category or Asset Type	All
Director Category or Director	All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80315 - Capital - Roadway Maintenance											
300490 - RD 01-20 Bridge Design (Balfou	0.0	-	120,000	-	-	-	-	-	-	-	-
300582 - Design - Welland: Canboro Rd to E of Balfour	0.0	-	-	-	124,571	-	-	-	-	-	-
300583 - Road Rehabilitation - Effingham St: 500m South of Metler to Tice	0.0	-	400,000	-	-	-	-	-	-	-	-
300584 - Burying hydro highway 20 - East Fonthill	0.0	-	-	-	-	-	-	2,768,648	-	-	-
300588 - Design - Lorimer St: Hurricane to South Limit	0.0	-	-	-	63,000	-	-	-	-	-	-
300589 - Design - Merritt: Line Ave to Rice Rd	0.0	-	-	-	100,000	-	-	-	-	-	-
300591 - Pavement Condition Assessment	0.0	-	30,000	-	30,000	-	-	-	-	-	-
300594 - Rail Crossings Improvements - regulatory requirement	0.0	-	100,000	-	-	-	-	-	-	-	-
300599 - LED Streetlight Replacement Year 1	0.0	250,000	-	-	-	-	-	-	-	-	-
300602 - Pickwick Place New Lighting Construction	0.0	-	40,000	-	-	-	-	-	-	-	-
300606 - Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024 - 1 of 2	0.0	75,000	-	-	-	-	-	-	-	-	-
300608 - Bridge Replacement Program: Balfour (100M south of Roland)	0.0	650,000	-	-	-	-	-	-	-	-	-
300609 - Road Reconstruction - Balfour, Canboro to Welland	0.0	-	219,000	-	-	-	-	-	-	-	-
300610 - EA for Merritt - Pelham St to Rice Rd	0.0	-	125,000	-	-	-	-	-	-	-	-
300613 - Design - Pancake: Pelham St to Haist St	0.0	-	157,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300614 - Bridge/Culvert Appraisal (legislated)	0.0	15,000	-	-	-	-	-	-	-	-	-
300615 - Concrete Repair & Replacement Program	0.0	110,000	-	-	-	-	-	-	-	-	-
300616 - Culvert Replacement Program	0.0	60,000	-	-	-	-	-	-	-	-	-
300617 - Design - Quaker Rd: Pelham St to Line Ave	0.0	50,000	-	-	-	-	-	-	-	-	-
300618 - Engineering	0.0	30,000	-	-	-	-	-	-	-	-	-
300619 - Foss Road - Regional Forcemain Sani - Culvert Replacements	0.0	-	-	-	-	-	80,500	-	-	-	-
300620 - Road Base and Surface Repair Program	0.0	150,000	-	-	-	-	-	-	-	-	-
300621 - Design - Merritt Rd: Pelham St to Line Ave	0.0	-	-	-	200,000	-	-	-	-	-	-
300622 - Road Rehabilitation	0.0	550,000	-	-	-	-	-	-	-	-	-
300626 - Stormwater Facility Maintenance	0.0	25,000	-	-	-	-	-	-	-	-	-
300628 - Foss Road Resurfacing - Balfour to the Railway Tracks	0.0	-	-	-	-	-	150,000	-	-	-	-
300629 - Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.)	0.0	3,600,000	-	-	-	-	-	-	-	-	-
300631 - LED Streetlight Replacement Year 2	0.0	-	510,000	-	-	-	-	-	-	-	-
300633 - Concrete Repair & Replacement Program	0.0	-	110,000	-	-	-	-	-	-	-	-
300635 - Road Reconstruction - Pancake Ln: Pelham St to Haist St	0.0	-	-	-	-	3,200,000	-	-	-	-	-
300636 - Culvert Replacement Program	0.0	-	60,000	-	-	-	-	-	-	-	-
300637 - Design - 22R03 - Canboro: Haist St to Highway 20	0.0	150,000	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300638 - Design - Emmett St: Pelham St to Station St	0.0	-	175,000	-	-	-	-	-	-	-	-
300639 - Engineering	0.0	-	35,000	-	-	-	-	-	-	-	-
300641 - Road Base and Surface Repair Program	0.0	-	200,000	-	-	-	-	-	-	-	-
300642 - Road Reconstruction - Station Street: Port Robinson to Hwy 20	0.0	-	-	-	2,700,000	-	-	-	-	-	-
300643 - Road Rehabilitation	0.0	-	600,000	-	-	-	-	-	-	-	-
300644 - Pelham St Quaker Rd Reg Rd 20 traffic control - Merritt Rd	0.0	-	-	-	-	-	250,000	-	-	-	-
300645 - Reg Rd 20 Stn St Rice Rd Sidewalks - both sides	0.0	-	-	-	-	-	-	385,800	-	-	-
300647 - Summersides Blvd secondary servicing/landscaping - PHASE 1 (2,289,600 with 3 phases)	0.0	-	763,200	-	-	-	-	-	-	-	-
300648 - Sign Retro-Reflectivity Assessment	0.0	-	25,000	-	-	-	-	-	-	-	-
300649 - Road Reconstruction - 23R01 - Pelham St: Spruceside Crescent to South Limit	0.0	-	-	2,750,000	-	-	-	-	-	-	-
300650 - Stormwater Facility Maintenance	0.0	-	100,000	-	-	-	-	-	-	-	-
300652 - Bridge Replacement Program: Roland Rd 50m East of Balfour St	0.0	-	-	750,000	-	-	-	-	-	-	-
300653 - Bridge/Culvert Appraisal (legislated)	0.0	-	-	20,000	-	-	-	-	-	-	-
300655 - Summersides Blvd secondary servicing/landscaping - PHASE 2 (2,289,600 with 3 phases)	0.0	-	-	763,200	-	-	-	-	-	-	-
300657 - Intersection Reconfiguration - Effingham St and Wessel Dr	0.0	-	-	125,000	-	-	-	-	-	-	-
300658 - Concrete Repair & Replacement Program	0.0	-	-	110,000	-	-	-	-	-	-	-
300659 - Culvert Replacement Program	0.0	-	-	60,000	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300661 - Design - Orchard Place: Haist St to limit	0.0	-	-	45,000	-	-	-	-	-	-	-
300662 - Design - Station St Extension: South of Port Robinson Rd	0.0	-	-	93,800	-	-	-	-	-	-	-
300663 - Engineering	0.0	-	-	35,000	-	-	-	-	-	-	-
300664 - Road Base and Surface Repair Program	0.0	-	-	200,000	-	-	-	-	-	-	-
300665 - Road Reconstruction - Canboro: Haist St to Pelham St	0.0	-	-	-	2,800,000	-	-	-	-	-	-
300666 - Road Reconstruction - College St & Emmett St: Pelham St to Station St	0.0	-	-	-	-	-	2,800,000	-	-	-	-
300667 - Road Reconstruction - Station St: Hurricane Rd to Hwy 20	0.0	-	-	-	-	-	-	-	-	660,000	-
300668 - Road Rehabilitation Program	0.0	-	-	800,000	-	-	-	-	-	-	-
300672 - Stormwater Facility Maintenance	0.0	-	-	100,000	-	-	-	-	-	-	-
300674 - Concrete Repair & Replacement Program	0.0	-	-	-	110,000	-	-	-	-	-	-
300676 - Summersides Blvd secondary servicing/landscaping - PHASE 3 (2,289,600 with 3 phases)	0.0	-	-	-	763,200	-	-	-	-	-	-
300677 - Culvert Replacement Program	0.0	-	-	-	60,000	-	-	-	-	-	-
300678 - Design - Donahugh Dr: Pelham St to Terrace Heights Crt	0.0	-	-	-	60,000	-	-	-	-	-	-
300679 - Design - Pinecrest: Hwy 20 to end	0.0	-	-	-	63,000	-	-	-	-	-	-
300680 - Engineering	0.0	-	-	-	35,000	-	-	-	-	-	-
300682 - Road Base and Surface Repair Program	0.0	-	-	-	200,000	-	-	-	-	-	-
300683 - Road Reconstruction - Quaker Rd: Pelham St to Line Ave	0.0	-	1,100,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300684 - Road Extension - Station St: South of Port Robinson Rd	0.0	-	-	-	1,402,200	-	-	-	-	-	-
300685 - Road Rehabilitation Program	0.0	-	-	-	800,000	-	-	-	-	-	-
300687 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	25,000	-	-	-	-	-	-
300688 - Stormwater Facility Maintenance	0.0	-	-	-	100,000	-	-	-	-	-	-
300690 - Bridge/Culvert Appraisal (legislated)	0.0	-	-	-	-	25,000	-	-	-	-	-
300692 - Concrete Repair & Replacement Program	0.0	-	-	-	-	110,000	-	-	-	-	-
300693 - Culvert Replacement Program	0.0	-	-	-	-	60,000	-	-	-	-	-
300694 - Design - Strathcona Dr North and South: Haist St to Moote Ln	0.0	-	-	-	-	110,000	-	-	-	-	-
300695 - Road Reconstruction - Lorimer St: Hurricane to South Limit	0.0	-	-	-	-	-	-	630,000	-	-	-
300696 - Engineering	0.0	-	-	-	-	35,000	-	-	-	-	-
300697 - Pavement Condition Assessment	0.0	-	-	-	-	30,000	-	-	-	-	-
300699 - Road Base and Surface Repair Program	0.0	-	-	-	-	200,000	-	-	-	-	-
300700 - Road Reconstruction - Donahugh Dr: Pelham St to Terrace Heights Crt	0.0	-	-	-	-	600,000	-	-	-	-	-
300701 - Road Reconstruction - Pinecrest Crt: Hwy 20 to end	0.0	-	-	-	-	630,000	-	-	-	-	-
300702 - Road Rehabilitation Program	0.0	-	-	-	-	800,000	-	-	-	-	-
300704 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	15,000	-	-	-	-	-
300705 - Stormwater Facility Maintenance	0.0	-	-	-	-	100,000	-	-	-	-	-
300708 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	110,000	-	-	-	-
300709 - Culvert Replacement Program	0.0	-	-	-	-	-	60,000	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300710 - Design - Hurricane Rd: Chestnut to Hwy 20	0.0	-	-	-	-	-	250,000	-	-	-	-
300711 - Engineering	0.0	-	-	-	-	-	35,000	-	-	-	-
300712 - Road Base and Surface Repair Program	0.0	-	-	-	-	-	200,000	-	-	-	-
300713 - Road Reconstruction - Hurricane Rd: Chestnut to Hwy 20	0.0	-	-	-	-	-	-	-	2,190,000	-	-
300714 - Merritt Rd Pelham St Rice Rd Urbanize Rd Section - Phase 1 of 2	0.0	-	-	-	-	-	1,750,000	-	-	-	-
300715 - Merritt Rd Pelham St Rice Rd Sidewalk both sides - Phase 1 of 2	0.0	-	-	-	-	-	316,900	-	-	-	-
300716 - Road Rehabilitation Program	0.0	-	-	-	-	-	800,000	-	-	-	-
300718 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	25,000	-	-	-	-
300719 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	100,000	-	-	-	-
300722 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	12,000	-	-	-
300723 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	110,000	-	-	-
300724 - Merritt Rd Pelham St Rice Rd Urbanize Rd Section - Phase 2 of 2	0.0	-	-	-	-	-	-	1,750,000	-	-	-
300725 - Merritt Rd Pelham St Rice Rd Sidewalk both sides - Phase 2 of 2	0.0	-	-	-	-	-	-	316,900	-	-	-
300726 - Pelham St Quaker Rd College Traffic Ctrl - Port Robinson	0.0	-	-	-	-	-	-	151,600	-	-	-
300727 - Road Resurfacing - Top course asphalt on Port Robinson Rd from Station St to Rice Rd	0.0	-	-	-	-	-	-	350,000	-	-	-
300728 - Culvert Replacement Program	0.0	-	-	-	-	-	-	60,000	-	-	-
300729 - Engineering	0.0	-	-	-	-	-	-	35,000	-	-	-
300730 - Residential Traffic Calming Initiative	0.0	-	-	-	-	-	-	20,000	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300731 - Road Base and Surface Repair Program	0.0	-	-	-	-	-	-	200,000	-	-	-
300732 - Road Reconstruction	0.0	-	-	-	-	-	-	1,000,000	-	-	-
300733 - Road Rehabilitation Program	0.0	-	-	-	-	-	-	600,000	-	-	-
300735 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	15,000	-	-	-
300736 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	12,000	-	-	-
300737 - Road Reconstruction - Haist Crt: Haist St to limit	0.0	-	-	-	-	-	-	260,000	-	-	-
300738 - Road Reconstruction - Orchard Pl: Haist St to limit	0.0	-	-	-	-	-	-	450,000	-	-	-
300739 - Streetlight Replacement	0.0	-	-	-	-	-	-	10,000	-	-	-
300741 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	-	12,000	-	-
300742 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	-	110,000	-	-
300743 - Culvert Replacement Program	0.0	-	-	-	-	-	-	-	60,000	-	-
300744 - Engineering	0.0	-	-	-	-	-	-	-	35,000	-	-
300745 - Residential Traffic Calming Initiative	0.0	-	-	-	-	-	-	-	20,000	-	-
300746 - Road Base and Surface Repair Program	0.0	-	-	-	-	-	-	-	200,000	-	-
300747 - Road Reconstruction	0.0	-	-	-	-	-	-	-	1,000,000	-	-
300748 - Road Rehabilitation Program	0.0	-	-	-	-	-	-	-	600,000	-	-
300750 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	-	15,000	-	-
300751 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	-	12,000	-	-
300752 - Streetlight Replacement	0.0	-	-	-	-	-	-	-	10,000	-	-
300754 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	-	-	12,000	-
300755 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	-	-	110,000	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300756 - Culvert Replacement Program	0.0	-	-	-	-	-	-	-	-	60,000	-
300757 - Engineering	0.0	-	-	-	-	-	-	-	-	35,000	-
300758 - Residential Traffic Calming Initiative	0.0	-	-	-	-	-	-	-	-	20,000	-
300759 - Road Base and Surface Repair Program	0.0	-	-	-	-	-	-	-	-	200,000	-
300760 - Road Reconstruction	0.0	-	-	-	-	-	-	-	-	1,000,000	-
300761 - Road Rehabilitation Program	0.0	-	-	-	-	-	-	-	-	600,000	-
300763 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	-	-	15,000	-
300764 - Welland Road Balfour St Cream St Urbanize Rd Section (East Fenwick)	0.0	-	-	-	-	-	-	-	-	-	2,800,000
300765 - Cream St Welland Rd Memorial Urbanize Rd Section (East Fenwick)	0.0	-	-	-	-	-	-	-	-	-	2,975,000
300766 - Cream St Welland Rd Memorial Sidewalks - West Side (East Fenwick)	0.0	-	-	-	-	-	-	-	-	272,800	-
300767 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	-	-	12,000	-
300768 - Streetlight Replacement	0.0	-	-	-	-	-	-	-	-	10,000	-
300770 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	-	-	-	12,000
300771 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	-	-	-	110,000
300772 - Culvert Replacement Program	0.0	-	-	-	-	-	-	-	-	-	60,000
300773 - Engineering	0.0	-	-	-	-	-	-	-	-	-	35,000
300774 - Pavement Condition Assessment	0.0	-	-	-	-	-	-	-	-	-	30,000
300775 - Residential Traffic Calming Initiative	0.0	-	-	-	-	-	-	-	-	-	20,000
300776 - Road Base and Surface Repair Program	0.0	-	-	-	-	-	-	-	-	-	200,000
300777 - Road Reconstruction	0.0	-	-	-	-	-	-	-	-	-	1,000,000
300778 - Road Rehabilitation Program	0.0	-	-	-	-	-	-	-	-	-	600,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300780 - Rural Transportation Network Safety Review	0.0	-	-	-	-	-	-	-	-	-	20,000
300781 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	-	-	-	15,000
300782 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	-	-	-	12,000
300783 - Streetlight Replacement	0.0	-	-	-	-	-	-	-	-	-	10,000
301024 - Design for Road Rehabilitation - Effingham St: 500m South of Metler to Tice	0.0	-	60,000	-	-	-	-	-	-	-	-
301027 - Design: Canboro Road: 75m East of Baxter Lane to Balfour	0.0	-	-	100,000	-	-	-	-	-	-	-
301042 - Erosion Mitigation Construction at Highway 20 outlet from the Storm Pond in East Fonthill	0.0	250,000	-	-	-	-	-	-	-	-	-
301057 - Construction of Road - 22R02 - Effingham St: Highway 20 to Tice Road	0.0	825,000	-	-	-	-	-	-	-	-	-
301067 - Pelham Street & Highway 20 Intersection Street Scaping with the Region	0.0	-	-	-	-	350,000	-	-	-	-	-
301068 - MCC Additional Parking	0.0	-	775,000	-	-	-	-	-	-	-	-
301069 - Design - Stella St/John St/Vera Ave Urbanization	0.0	-	-	-	28,000	-	-	-	-	-	-
301070 - Road Reconstruction - Stella/John/Vera	0.0	-	-	-	-	-	-	3,500,000	-	-	-
301071 - Pavement Condition Assessment	0.0	-	-	-	-	-	30,000	-	-	-	-
301072 - Design: MCC Additional Parking	0.0	-	75,000	-	-	-	-	-	-	-	-
301073 - Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024 - 2 of 2	0.0	-	75,000	-	-	-	-	-	-	-	-
Total 80315 - Capital - Roadway Maintenance		6,790,000	5,854,200	5,952,000	9,663,971	6,265,000	6,957,400	8,506,948	8,394,000	3,006,800	7,899,000
Total 80		6,790,000	5,854,200	5,952,000	9,663,971	6,265,000	6,957,400	8,506,948	8,394,000	3,006,800	7,899,000
Total Expenditure		6,790,000	5,854,200	5,952,000	9,663,971	6,265,000	6,957,400	8,506,948	8,394,000	3,006,800	7,899,000

Capital Object Summary - 10 Years

Budget Year	2022
Report Group	Object Category
Stage	All
Division or Department	- 80315 - Capital - Roadway Maintenance
Object Category or Object	All
Asset Category or Asset Type	All
Director Category or Director	All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Capital Financing		-	2,071,961	1,045,890	2,800,000	2,600,000	1,800,000	660,896	-	-	-
Contributions from Developers		-	-	-	-	-	-	607,752	-	-	-
Grant Revenue - Federal		1,991,620	805,546	1,982,849	-	566,239	-	566,239	1,132,478	-	1,132,478
Grant Revenue - Municipal		-	-	-	-	150,000	-	-	-	-	-
Grant Revenue - Other		250,000	-	-	-	-	-	-	-	-	-
Grant Revenue - Provincial		941,005	300,000	300,000	500,000	-	700,000	300,000	600,000	300,000	300,000
Transfer from Deferred Revenues		982,490	105,000	943,800	3,292,200	-	1,583,270	2,098,330	3,500,000	190,960	3,762,500
Transfer from Reserve		2,624,885	2,571,693	1,679,461	3,071,771	2,948,761	2,874,130	4,273,731	3,161,522	2,515,840	2,704,022
Total Funding Source		6,790,000	5,854,200	5,952,000	9,663,971	6,265,000	6,957,400	8,506,948	8,394,000	3,006,800	7,899,000

Roads 20 Year Projected Reserve Balance in Dollars						
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	3,046,895	671,716	408,831	270,138	1,096,677	781,906
Additions to Reserve						
Contribution from Operating Budget (Note 1)	2,361,950	2,362,000	2,433,000	2,506,000	2,757,000	2,950,000
Reductions in Reserve						
Estimated 2021 Projects Completed	(2,656,422)					
Estimated Prior Year Projects Completed	(2,080,707)					
Capital Spending (from 20 Year Summary)		(2,624,885)	(2,571,693)	(1,679,461)	(3,071,771)	(2,948,761)
Projected Reserve (Deficit) - End of Year	671,716	408,831	270,138	1,096,677	781,906	783,145
Target Minimum Reserve Fund Balance	2,891,000					
Target Reserve Fund Balance	5,782,000					
Phased-In Target Minimum Balance (Updated)				572,000		
Phased-In Target Minimum Balance (Original)				571,382		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			3.0%	3.0%	10.0%	7.0%

Roads 20 Year Projected Reserve Balance in Dollars					
	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	783,145	1,007,015	(13,716)	240,762	1,311,922
Additions to Reserve					
Contribution from Operating Budget (Note 1)	3,098,000	3,253,000	3,416,000	3,587,000	3,623,000
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(2,874,130)	(4,273,731)	(3,161,522)	(2,515,840)	(2,704,022)
Projected Reserve (Deficit) - End of Year	1,007,015	(13,716)	240,762	1,311,922	2,230,900
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			1,345,000		
Phased-In Target Minimum Balance (Original)			1,344,588		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	5.0%	5.0%	5.0%	5.0%	1.0%

Fleet
2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Fleet Reserve	Other	Other Description	Total Financing
					\$	\$	\$		\$
VEH 01-22	Electric Vehicle - Building Department (Replaces Unit 101 - 2009 Ford Ranger)	Purchase of an electric vehicle suited for building department. The existing 2009 Ford Ranger will be transferred to Public Works for use by the Fleet Mechanic to perform field repairs as well as remote facilities.	The Fleet Mechanic is currently utilizing vehicles assigned to the Operations Supervisors which is causing internal issues in response to both operating functions and equipment/fleet repairs.	55,000		-	55,000	Building Dept Reserve	55,000
VEH 02-22	WORK TRUCK (Replaces Truck 129 - 2008 Dodge 1500) - deferred from 2020	Replacement of a 2008 Dodge 1500 at the end of it's useful life. This vehicle will be replaced with a vehicle suited for towing and hauling equipment for facilities and sports field maintenance.	The existing unit has reached the end of it's useful life and has reliability issues resulting in lost time and decreased level of service.	55,000		55,000			55,000
VEH 03-22	Combined lease payments	Lease Payments - Heavy Duty Work Truck with landscape box (13,908.00), 2 Small SUV Building (\$14,832).	Continued Capital Lease payments for fleet supporting Beautification and Building Department.	28,740		13,908	14,832	Building Dept Reserve	28,740
VEH 04-22	Seasonal rental of summer fleet	Seasonal rental of summer fleet 5 Seasonal Vehicles for use in Parks and Facilities (7 months) is required to accommodate additional seasonal staff related to Beautification and Facilities for the maintenance of Parks, Sports Fields, Trails, Forestry, Cemetery and Planting Bed Maintenance.	The existing fleet is unable to support the additional summer staff or summer maintenance activities.	32,000		32,000			32,000
VEH 05-22	Seasonal rental of winter fleet	Seasonal winter rental of two tractors fitted with snow plows and salt spreaders (Replaced Truck 422-2003, 5 Tonne Sterling)-Rent 5 mth seasonal rent.	The rental of this equipment was required in lieu of replacing a 5-tonne combination snow plow that was taken out of service in 2017 due to condition and the unavailability of parts.	25,550		25,550			25,550
VEH 06-22	Crew-Cab Truck with Landscape box (Replaces unit 132 - 2009 Dodge 2500)	Replacement of a 2009 Dodge 2500 at the end of it's useful life. This vehicle will be replaced with a vehicle suited for towing and hauling heavy turf mowers for mowing grass in parks and trails.	The existing unit has reached the end of it's useful life. It has experienced a number of transmission and engine issues resulting in expensive repairs and lost staff time. Due to it's towing requirements, there is no adequate back up within the fleet.	75,000		75,000			75,000
VEH 07-22	Baseball Diamond Grooming Tractor (Replaces unit 518 2001 Kubota B7500 & unit 525 2013 Kubota B2920)	Replacement of two existing compact tractors with a unit designed for completing baseball diamond maintenance.	The two existing units are under utilized and not suited for maintaining baseball diamonds with clay infields. The proposed unit could be trailered to sites which will reduce travel time and labour and increase efficiency as well as provide a superior playing surface.	28,000		28,000			28,000
Total 2022 Proposed Budget				299,290	-	229,458	69,832		299,290

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80325 - Capital - Fleet											
300874 - Combination Snow Plow & Spreader (Replaces Truck 431 - 2009 International)	0.0	-	-	300,000	-	-	-	-	-	-	-
300875 - Small SUV By-Law (Replaces Unit 104 - 2009 Ford Ranger)	0.0	-	55,000	-	-	-	-	-	-	-	-
300876 - Electric Vehicle - Building Department (Replaces Unit 101 - 2009 Ford Ranger)	0.0	55,000	-	-	-	-	-	-	-	-	-
300877 - 1-ton truck with landscape box (Replaces unit 303 - 2009 GMC 3500)	0.0	-	80,000	-	-	-	-	-	-	-	-
300878 - Utility Van Water (Replaces 2009 Dodge Sprinter)	0.0	-	60,000	-	-	-	-	-	-	-	-
300882 - Work Truck (Replaces Truck 129 - 2008 Dodge 1500) - deferred from 2020	0.0	55,000	-	-	-	-	-	-	-	-	-
300883 - Forestry Truck (Addition to fleet) - deferred from 2020	0.0	-	-	-	-	-	200,000	-	-	-	-
300884 - PTO driven Wood Chipper (Replaces Unit 709 - 1994 Bandit Chipper) - deferred from 2020	0.0	-	-	-	-	-	13,000	-	-	-	-
300885 - Lease Payments-Heavy Duty Work Truck w landscape box(\$13,908), 2 SUV Bldg (\$14,832)	0.0	28,740	-	-	-	-	-	-	-	-	-
300886 - Seasonal rental of summer fleet - 5 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	32,000	-	-	-	-	-	-	-	-	-
300887 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	25,550	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300888 - Crew-Cab Truck with Landscape box (Replaces unit 132 - 2009 Dodge 2500)	0.0	75,000	-	-	-	-	-	-	-	-	-
300889 - Backhoe (Replaces unit 519 - 2003 Case 580 Super M)	0.0	-	185,000	-	-	-	-	-	-	-	-
300890 - Combination Snow Plow & Spreader (Replaces Truck 403 - 2010 International)	0.0	-	300,000	-	-	-	-	-	-	-	-
300891 - Wood Chipper (Replaces unit 708 - 2010 Vermeer BC1000XL)	0.0	-	-	50,000	-	-	-	-	-	-	-
300892 - Baseball Diamond Grooming Tractor (Replaces unit 518 2001 Kubota B7500 & unit 525 2013 Kubota B2920)	0.0	28,000	-	-	-	-	-	-	-	-	-
300893 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	28,740	-	-	-	-	-	-	-	-
300894 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	32,000	-	-	-	-	-	-	-	-
300895 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)-Rent 5 mth seasonal rent	0.0	-	25,550	-	-	-	-	-	-	-	-
300896 - Combination Snow Plow & Spreader (Replaces Truck 408 - 2010 International)	0.0	-	-	-	300,000	-	-	-	-	-	-
300897 - Tractor with Snow Plow and Salt Spreader (growth related addition)	0.0	-	-	-	-	-	-	-	170,000	-	-
300898 - 1-ton Dump Box (Replaces unit 305 - 2011 Ford F450 Powerstroke)	0.0	-	-	90,000	-	-	-	-	-	-	-
300899 - Work Truck (Replaces 107 - 2011 Ford F150 3/4 ton)	0.0	-	-	35,000	-	-	-	-	-	-	-
300900 - Work Truck (Replaces 106 - 2011 Ford F150)	0.0	-	-	35,000	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300901 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	-	28,740	-	-	-	-	-	-	-
300902 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	32,000	-	-	-	-	-	-	-
300903 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	25,550	-	-	-	-	-	-	-
300906 - Small SUV Replaces 105 - 2012 Ford Super Cab	0.0	-	-	30,000	-	-	-	-	-	-	-
300907 - 1-ton Dump Box (Replaces unit 325 - 2011 Ford F450 Powerstroke)	0.0	-	-	90,000	-	-	-	-	-	-	-
300908 - Backhoe (Replaces unit 501 - 2009 Cat 416E)	0.0	-	-	185,000	-	-	-	-	-	-	-
300909 - Leaf Vacuum Trailer (Replaces 2014 Trac-Vac)	0.0	-	-	5,000	-	-	-	-	-	-	-
300910 - Tandem Axle Combination Snow Plow & Spreader (Replaces unit 409 - 2013 International)	0.0	-	-	-	-	-	380,000	-	-	-	-
300911 - Shoring Box Trailer (Replaces unit 717 - 2009 Dave Black Built)	0.0	-	-	11,000	-	-	-	-	-	-	-
300912 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	-	-	28,740	-	-	-	-	-	-
300913 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	32,000	-	-	-	-	-	-
300914 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	25,550	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300915 - Tandem Axle Combination Snow Plow & Spreader (Replaces unit 410 - 2013 International)	0.0	-	-	-	-	380,000	-	-	-	-	-
300916 - Combination Snow Plow & Spreader (Growth related addition)	0.0	-	-	-	300,000	-	-	-	-	-	-
300917 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	-	-	-	28,740	-	-	-	-	-
300918 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	32,000	-	-	-	-	-
300919 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	25,550	-	-	-	-	-
300920 - Hydro-Vac Trailer (Replaces unit 714 - 2010 Vermeer Vacuum Excavator)	0.0	-	-	-	-	100,000	-	-	-	-	-
300921 - Lawn Mower (Replaces unit 529 - 2015 John Deere X754)	0.0	-	-	-	-	15,000	-	-	-	-	-
300922 - 48" Zero Turn Mower (Replaces Unit 505 - 2011 Kubota ZD221)	0.0	-	-	-	-	19,000	-	-	-	-	-
300923 - 60" Zero Turn Mower (Replaces Unit 506 - 2011 Kubota ZD326)	0.0	-	-	-	-	22,000	-	-	-	-	-
300924 - Park Maintenance Tractor 4x4 (Replaces Unit 507 - 2011 Kubota L5240)	0.0	-	-	-	-	55,000	-	-	-	-	-
300925 - Loader - (Replaces Unit 523 - 2006 Cat 924)	0.0	-	-	-	-	250,000	-	-	-	-	-
300926 - Backhoe (Replaces unit 504 - 2010 John Deere 310J) Scheduled Replacement	0.0	-	-	-	-	-	165,000	-	-	-	-
300927 - Truck and Automotive Diagnostic Computer (Replaces 2016 Purchase)	0.0	-	-	-	-	25,000	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300928 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	-	-	-	-	28,740	-	-	-	-
300929 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	-	32,000	-	-	-	-
300930 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	-	25,550	-	-	-	-
300931 - Van with Utility Body - (Replaces unit 225 - 2012 Ford E450)	0.0	-	-	-	-	-	100,000	-	-	-	-
300933 - Lawn Mower (Replaces unit 530 - 2015 John Deere X754)	0.0	-	-	-	-	-	15,000	-	-	-	-
300934 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	-	-	-	-	-	28,740	-	-	-
300935 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	-	-	25,200	-	-	-
300936 - Small SUV Replaces unit 004 - 2017 Ford Escape	0.0	-	-	-	-	-	-	35,000	-	-	-
300937 - Small SUV - Building Department Replaces unit 005 - 2017 Ford Escape	0.0	-	-	-	-	-	-	35,000	-	-	-
300938 - Van with utility shelving Replacement unit 133 - 2016 Nissan NV200	0.0	-	-	-	-	-	-	40,000	-	-	-
300939 - Turf Mower (Replaces unit 526 - Kubota GF1800 48")	0.0	-	-	-	-	-	-	20,000	-	-	-
300940 - Turf Mower (Replaces unit 527 - Kubota GF1800 60")	0.0	-	-	-	-	-	-	20,000	-	-	-
300941 - Ice Resurfacer (Replaces Unit 712 - 2018 Unit) Scheduled Replacement	0.0	-	-	-	-	-	-	110,000	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300942 - Slip In Poly Tank (Replaces 2016 Purchase)	0.0	-	-	-	-	-	-	20,000	-	-	-
300943 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	-	-	-	32,000	-	-
300944 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	-	-	-	25,550	-	-
300945 - Small SUV - Building Department (end of 2018 lease)	0.0	-	-	-	-	-	-	-	35,000	-	-
300946 - Small SUV - Facilities Department (end of 2018 lease)	0.0	-	-	-	-	-	-	-	35,000	-	-
300947 - Work Truck with Landscape Box (end of 2018 lease)	0.0	-	-	-	-	-	-	-	80,000	-	-
300948 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	-	-	-	-	32,000	-
300949 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	-	-	-	-	25,550	-
300952 - Work Truck Facilities (end of 2019 lease)	0.0	-	-	-	-	-	-	-	-	40,000	-
300953 - Work Truck Facilities (end of 2019 lease)	0.0	-	-	-	-	-	-	-	-	40,000	-
300954 - Small Grader for Shouldering and snow removal (Addition to Fleet)	0.0	-	-	-	-	-	-	-	-	150,000	-
300955 - Pick Up Truck	0.0	-	-	-	-	-	-	-	-	50,000	-
300956 - Street Sweeper with Hydro-Vac Capability (addition to fleet)	0.0	-	-	-	-	-	-	-	-	300,000	-
300957 - Compact SUV	0.0	-	-	-	-	-	-	-	-	28,000	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
300959 - Work Truck 4x4 Roads (end of 2019 lease)	0.0	-	-	-	-	-	-	-	-	50,000	-
300960 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	-	-	-	-	-	-	-	-	32,000
300961 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	-	-	-	-	-	25,550
300962 - Small SUV Building (Replaces Unit 104 - 2009 Ford Ranger)	0.0	-	-	-	-	-	-	-	-	-	30,000
300963 - Small SUV By-Law (Replaces Unit 101 - 2009 Ford Ranger)	0.0	-	-	-	-	-	-	-	-	-	30,000
Total 80325 - Capital - Fleet		299,290	766,290	917,290	686,290	952,290	959,290	333,940	377,550	715,550	117,550
Total 80		299,290	766,290	917,290	686,290	952,290	959,290	333,940	377,550	715,550	117,550
Total Expenditure		299,290	766,290	917,290	686,290	952,290	959,290	333,940	377,550	715,550	117,550

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Other Revenues		69,832	7,416	7,416	7,416	7,416	7,416	7,416	-	-	-
Transfer from Deferred Revenues		-	-	-	300,000	-	-	-	170,000	505,500	-
Transfer from Reserve		229,458	758,874	909,874	378,874	944,874	951,874	326,524	207,550	210,050	117,550
Total Funding Source		299,290	766,290	917,290	686,290	952,290	959,290	333,940	377,550	715,550	117,550

**Fleet
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	1,028,724	912,241	1,160,906	897,641	509,208	657,064
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	403,000	469,000	484,000	499,000	514,000	545,000
Transfers						
Interest (Note 2)	5,144	9,122	11,609	22,441	12,730	19,712
Estimated 2021 Projects Completed	(249,474)					
Estimated Prior Year Projects Completed	(275,153)					
Capital Spending (from 20 Year Summary)		(229,458)	(758,874)	(909,874)	(378,874)	(944,874)
Projected Reserve Fund (Deficit) - End of Year	912,241	1,160,906	897,641	509,208	657,064	276,902
Target Minimum Reserve Fund Balance	668,600					
Target Reserve Fund Balance	1,337,200					
Phased-In Target Minimum Balance (Updated)				664,000		
Phased-In Target Minimum Balance (Original)				663,447		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			3.0%	3.0%	3.0%	6.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%

Fleet
20 Year Projected Reserve Fund Balance
in Dollars

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	276,902	(88,665)	168,811	556,325	893,965
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	578,000	584,000	590,000	531,000	478,000
Transfers					
Interest (Note 2)	8,307	-	5,064	16,690	31,289
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(951,874)	(326,524)	(207,550)	(210,050)	(117,550)
Projected Reserve Fund (Deficit) - End of Year	(88,665)	168,811	556,325	893,965	1,285,704
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			666,000		
Phased-In Target Minimum Balance (Original)			665,165		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	6.0%	1.0%	1.0%	-10.0%	-10.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.5%

**Cemeteries
2022 Proposed Capital Budget Summary**

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Cemeteries Reserve	Other	Other Description	Total Financing
				\$	\$	\$		\$	
CEM 01-22	Fonthill Cemetery - Trench Safety Device	Purchase of speed shoring for use at the Cemetery for trench safety.	Trench shoring is required if a person is required to enter an excavation to prepare it to receive a vault.	4,000		4,000			4,000
Total 2022 Proposed Budget				4,000	-	4,000	-		4,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80400 - Capital - Fonthill/Hillside Cemeteries
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80400 - Capital - Fonthill/Hillside Cemeteries											
400015 - Fonthill Cemetery - Trench Safety Device	0.0	4,000	-	-	-	-	-	-	-	-	-
400016 - Hillside Cemetery - cremation garden, pedestrian loop, green burial interment section	0.0	-	161,000	-	-	-	-	-	-	-	-
400017 - Fonthill Cemetery - yard buffering / reflective area	0.0	-	-	42,000	-	-	-	-	-	-	-
400018 - Hillside Cemetery - yard buffering / reflective area	0.0	-	-	-	39,000	-	-	-	-	-	-
400019 - Fonthill and Hillside Cemeteries - entry features	0.0	-	-	-	-	59,000	-	-	-	-	-
400020 - Fonthill Cemetery - Mausoleum Crypt repairs - FCA Critical 2017 - 2024	0.0	-	-	-	-	-	23,000	-	-	-	-
400021 - Fonthill Cemetery - roof replacement Mausoleum - FCA Critical 2024	0.0	-	-	-	-	-	-	-	75,000	-	-
400022 - Hillside Cemetery Concrete Storage Building - roof replacement - FCA Critical 2023	0.0	-	-	-	-	-	-	-	-	10,000	-
400023 - Cemeteries Master Plan Update	0.0	-	-	-	-	-	-	-	-	-	50,000
Total 80400 - Capital - Fonthill/Hillside Cemeteries		4,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000	50,000
Total 80		4,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000	50,000
Total Expenditure		4,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000	50,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80400 - Capital - Fonthill/Hillside Cemeteries
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Transfer from Reserve		4,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000	50,000
Total Funding Source		4,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000	50,000

**Cemeteries
20 Year Projected Reserve Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	42,590	66,190	95,190	190	5,190	13,190
Additions to Reserve						
Contribution from Operating Budget (Note 1)	28,600	33,000	66,000	47,000	47,000	47,000
Reductions in Reserve						
Estimated 2021 Projects Completed	(5,000)					
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)		(4,000)	(161,000)	(42,000)	(39,000)	(59,000)
Projected Reserve (Deficit) - End of Year	66,190	95,190	190	5,190	13,190	1,190

Target Minimum Reserve Balance	54,150					
Target Reserve Balance	108,300					
Phased-In Target Minimum Balance (Updated)				-		
Phased-In Target Minimum Balance (Original)				(39,383)		

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

100.0% -30.0% 0.0% 0.0%

**Cemeteries
20 Year Projected Reserve Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	1,190	25,190	72,190	44,190	81,190
Additions to Reserve					
Contribution from Operating Budget (Note 1)	47,000	47,000	47,000	47,000	47,000
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(23,000)	-	(75,000)	(10,000)	(50,000)
Projected Reserve (Deficit) - End of Year	25,190	72,190	44,190	81,190	78,190

Target Minimum Reserve Balance
Target Reserve Balance
Phased-In Target Minimum Balance (Updated)
Phased-In Target Minimum Balance (Original)

-
(8,206)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

0.0% 0.0% 0.0% 0.0% 0.0%

Community Planning & Development
2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Planning Reserve	Other	Other Description	Total Financing
					\$	\$	\$		\$
PLN 01-22	Official Plan Review and Update	Review the Town Official Plan and update it to comply with Provincial and Regional planning requirements.	Town wide initiative. Required to comply with Provincial and Regional planning requirements.	225,000	101,250	123,750			225,000
Total 2022 Proposed Budget				225,000	101,250	123,750	-		225,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80600 - Capital - Planning Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80600 - Capital - Planning Services											
600123 - Official Plan Review and Update	0.0	225,000	-	-	-	-	-	-	-	-	-
600125 - Downtown Master Plan Study - deferred from 2020	0.0	-	125,000	-	-	-	-	-	-	-	-
600126 - Zoning By-law Review and Update	0.0	-	-	100,000	-	-	-	-	-	-	-
600127 - Environmental Impact Study	0.0	-	-	-	75,000	-	-	-	-	-	-
600128 - Official Plan Review and Update	0.0	-	-	-	-	-	175,000	-	-	-	-
600129 - Zoning By-law Review and Update	0.0	-	-	-	-	-	-	-	100,000	-	-
Total 80600 - Capital - Planning Services		225,000	125,000	100,000	75,000	-	175,000	-	100,000	-	-
Total 80		225,000	125,000	100,000	75,000	-	175,000	-	100,000	-	-
Total Expenditure		225,000	125,000	100,000	75,000	-	175,000	-	100,000	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80600 - Capital - Planning Services
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Transfer from Deferred Revenues		101,250	56,250	-	67,500	-	-	-	-	-	-
Transfer from Reserve		123,750	68,750	100,000	7,500	-	175,000	-	100,000	-	-
Total Funding Source		225,000	125,000	100,000	75,000	-	175,000	-	100,000	-	-

**Community Planning & Development
20 Year Projected Reserve Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	256,765	100,034	48,284	51,534	23,534	88,034
Additions to Reserve						
Contribution from Operating Budget (Note 1)	72,000	72,000	72,000	72,000	72,000	72,000
Reductions in Reserve						
Estimated 2021 Projects Completed	(155,000)					
Estimated Prior Year Projects Completed	(73,731)					
Capital Spending (from 20 Year Summary)		(123,750)	(68,750)	(100,000)	(7,500)	-
Projected Reserve (Deficit) - End of Year	100,034	48,284	51,534	23,534	88,034	160,034

Target Minimum Reserve Balance	80,400					
Target Reserve Balance	160,800					
Phased-In Target Minimum Balance (Updated)				-		
Phased-In Target Minimum Balance (Original)				(49,403)		

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

0.0% 0.0% 0.0% 0.0%

**Community Planning & Development
20 Year Projected Reserve Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	160,034	57,034	129,034	101,034	170,034
Additions to Reserve					
Contribution from Operating Budget (Note 1)	72,000	72,000	72,000	69,000	66,000
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(175,000)	-	(100,000)	-	-
Projected Reserve (Deficit) - End of Year	57,034	129,034	101,034	170,034	236,034

Target Minimum Reserve Balance
Target Reserve Balance
Phased-In Target Minimum Balance (Updated)
Phased-In Target Minimum Balance (Original)

-
(6,135)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

0.0% 0.0% 0.0% -5.0% -5.0%

Library Services
2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	Project Type	2022 Proposed Budget \$	FINANCING				
						Development Charges \$	Library Reserve \$	Other \$	Other Description	Total Financing \$
LIB 01-22	Computer Services Development	Replacement of public computers at Maple Acre, staff laptop at Maple Acre, Makerspace chromebooks and laptops	Scheduled replacement of technology to keep equipment up-to-date and in good working order.	Operational & Internal Conditions.	10,000	-	10,000			10,000
LIB 02-22	Fonthill Branch Shelving	Replacement of 218 shelving units at the Fonthill Branch with accessible height, flexible mobile shelving, lights installed on top row.	The shelving units currently at the Fonthill Branch are over 30 years old and cannot be moved at all. Parts of some units are in disrepair. We do not meet accessibility standards for accreditation for a public library as our shelving is too high. Adding in mobile shelving with lights will increase accessibility and will make our library more dynamic and responsive.	Health and Safety Conditions	342,250	-	-	342,250	Red circled pending grant; if grant funding not obtained, may be funded from Reserves and Library Charitable Trust if approved by Council.	342,250
Total 2022 Proposed Budget					352,250	-	10,000	342,250		10,000

A Red Circle indicates a project that is on hold, pending grant funding and/or further information for Council.

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80590 - Capital - Library Board
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80590 - Capital - Library Board											
500280 - Computer Services Development	0.0	10,000	-	-	-	-	-	-	-	-	-
500281 - Computer Services Development	0.0	-	10,000	-	-	-	-	-	-	-	-
500282 - Computer Services Development	0.0	-	-	10,000	-	-	-	-	-	-	-
500283 - Computer Services Development	0.0	-	-	-	10,000	-	-	-	-	-	-
500284 - Computer Services Development	0.0	-	-	-	-	10,000	-	-	-	-	-
500285 - Computer Services Development	0.0	-	-	-	-	-	10,000	-	-	-	-
500286 - Computer Services Development	0.0	-	-	-	-	-	-	10,000	-	-	-
500287 - Computer Services Development	0.0	-	-	-	-	-	-	-	10,000	-	-
500288 - Computer Services Development	0.0	-	-	-	-	-	-	-	-	10,000	-
500289 - Computer Services Development	0.0	-	-	-	-	-	-	-	-	-	10,000
500303 - Fonthill Branch Shelving	0.0	342,250	-	-	-	-	-	-	-	-	-
Total 80590 - Capital - Library Board		352,250	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total 80		352,250	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditure		352,250	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80590 - Capital - Library Board
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Other Revenues		342,250	-	-	-	-	-	-	-	-	-
Transfer from Reserve		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Funding Source		352,250	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**Libraries
20 Year Projected Reserve Fund Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	293,821	277,791	270,569	268,274	274,981	282,856
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	-	-	5,000	10,000	11,000	12,000
Interest (Note 2)	1,469	2,778	2,706	6,707	6,875	8,486
Reductions in Reserve Fund						
Estimated 2021 Projects Completed	(17,500)	-	-	-	-	-
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve Fund - End of Year	277,791	270,569	268,274	274,981	282,856	293,341
Target Minimum Reserve Fund Balance	10,650					
Target Reserve Fund Balance	21,300					
Phased-In Target Minimum Balance (Updated)				22,000		
Phased-In Target Minimum Balance (Original)				21,300		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)				100.0%	1.0%	1.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%

Libraries					
20 Year Projected Reserve Fund Balance					
in Dollars					
	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	293,341	305,141	318,296	332,845	348,830
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	13,000	14,000	15,000	16,000	17,000
Interest (Note 2)	8,800	9,154	9,549	9,985	12,209
Reductions in Reserve Fund					
Estimated 2021 Projects Completed	-	-	-	-	-
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve Fund - End of Year	305,141	318,296	332,845	348,830	368,039
Target Minimum Reserve Fund Balance					
Target Reserve Fund Balance					
Phased-In Target Minimum Balance (Updated)			22,000		
Phased-In Target Minimum Balance (Original)			21,300		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	1.0%	1.0%	1.0%	1.0%	1.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.5%

Municipal Drainage
 2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Municipal Drainage Reserve	Other	Other Description	Total Financing
				\$	\$	\$	\$	\$	\$
DRN 01-22	Drainage Study for Webber Rd and Farr Rd	Drainage study to confirm drainage flows of the area and options to address drainage issues.	Property owners are currently experiencing flooding issues.	50,000		50,000			50,000
Total 2022 Proposed Budget				50,000	-	50,000	-		50,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80610 - Capital - Municipal Drainage
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80610 - Capital - Municipal Drainage											
600134 - Replace Culverts	0.0	-	-	-	40,000	-	-	-	-	-	-
600135 - Replace Culverts	0.0	-	-	-	-	-	-	40,000	-	-	-
600146 - Drainage Study for Webber Rd & Farr Rd	0.0	50,000	-	-	-	-	-	-	-	-	-
Total 80610 - Capital - Municipal Drainage		50,000	-	-	40,000	-	-	40,000	-	-	-
Total 80		50,000	-	-	40,000	-	-	40,000	-	-	-
Total Expenditure		50,000	-	-	40,000	-	-	40,000	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80610 - Capital - Municipal Drainage
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Transfer from Reserve		50,000	-	-	40,000	-	-	40,000	-	-	-
Total Funding Source		50,000	-	-	40,000	-	-	40,000	-	-	-

Amended December 14, 2021

**Municipal Drainage
20 Year Projected Reserve Balance
in Dollars**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	16,831	(1,669)	(32,669)	(17,669)	(2,669)	(27,669)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	19,000	19,000	15,000	15,000	15,000	8,000
Reductions in Reserve						
Estimated 2021 Projects Completed	(5,000)					
Estimated Prior Year Projects Completed	(32,500)					
Capital Spending (from 20 Year Summary)		(50,000)	-	-	(40,000)	-
Projected Reserve (Deficit) - End of Year	(1,669)	(32,669)	(17,669)	(2,669)	(27,669)	(19,669)

Target Minimum Reserve Balance	28,150
Target Reserve Balance	56,300
Phased-In Target Minimum Balance (Updated)	-
Phased-In Target Minimum Balance (Original)	(73,714)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

-25.0% 0.0% 0.0% -50.0%

Amended December 14, 2021

**Municipal Drainage
20 Year Projected Reserve Balance
in Dollars**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	(19,669)	(11,669)	(43,669)	(35,669)	(27,669)
Additions to Reserve					
Contribution from Operating Budget (Note 1)	8,000	8,000	8,000	8,000	8,000
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	-	(40,000)	-	-	-
Projected Reserve (Deficit) - End of Year	(11,669)	(43,669)	(35,669)	(27,669)	(19,669)

Target Minimum Reserve Balance

Target Reserve Balance

Phased-In Target Minimum Balance (Updated)

Phased-In Target Minimum Balance (Original)

-
(39,760)

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

-10.0% 0.0% 0.0% 0.0% 0.0%

**Wastewater
2022 Proposed Capital Budget Summary**

Project #	Project Name	Description	Justification	2022 Proposed Budget \$	FINANCING				
					Development Charges \$	Wastewater Reserve \$	Other \$	Other Description	Total Financing \$
WST 01-22	Church Street Upgrade existing sewer from 250 to 350mm diam	Replacement and upsizing of existing sanitary sewer on Church Street from Canboro Road to Foss Road.	The existing sanitary sewer is undersized to support the developments in Fenwick. The deficiencies were identified as part of the Town's wastewater master plan and model created by GM BluePlan in 2017. This project will ensure that the wastewater transmission system in Fenwick will be able to support the planned developments and reduce the risk of sewer backups.	2,500,000	1,500,000	1,000,000			2,500,000
WST 02-22	Sanitary I/I Study Program - Planned Replacements and Rehabilitation	The purpose of this program is to reduce unwanted inflow and infiltration into our sanitary system.	Damage to our sanitary system (including root damage, manhole failures, etc.) can cause unwanted water from entering our sanitary system. This program is designed to implement measures to mitigate this negative impact.	100,000		100,000			100,000
WST 03-22	Sanitary Sewer Inspection, CCTV and Flushing Program	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		115,000			115,000
WST 04-22	Sanitary Sewer Capital Construction Repairs	This project is used to complete sanitary sewer capital upgrades throughout the Town.	Sanitary Sewers that are damaged have the potential of causing sewer backups on private property. Repairs to the Sanitary Sewers.	140,000		140,000			
WST 05-22	Confined Space Entry Air Monitoring and Calibration System	Replacement of the 4-Gas Confined Space Air Monitoring System including Multi-Gas detector and bump stations.	The existing monitors and calibration systems are no longer supported and are in need of replacement.	30,000		30,000			30,000
Total 2022 Proposed Budget				2,885,000	1,500,000	1,385,000	-		2,745,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80700 - Capital - Wastewater Distribution System											
700175 - WST 06-20 Foss Rd Sanitary Upg	0.0	-	2,100,000	-	-	-	-	-	-	-	-
700182 - Church Street Upgrade existing sewer from 250 to 350mm diam	0.0	2,500,000	-	-	-	-	-	-	-	-	-
700183 - Deerpark phase 2 upgrade from 350 mm to 450 mm	0.0	-	-	-	-	-	-	-	-	804,900	-
700184 - Welland Road / Deerpark Sanitary Trenchless Rehabilitation	0.0	-	-	-	-	-	-	-	-	850,000	-
700185 - Sewage Pumping Station Northwest Fenwick - deferred from 2020	0.0	-	600,000	-	-	-	-	-	-	-	-
700186 - Sanitary I/I Study Program - Planned Replacements and Rehabilitation	0.0	100,000	-	-	-	-	-	-	-	-	-
700188 - Merritt Road Sewer Main	0.0	-	-	-	-	-	1,343,400	-	-	-	-
700189 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	115,000	-	-	-	-	-	-	-	-	-
700190 - Pelham St Square extension new 300 mm to service new development	0.0	-	-	-	-	-	-	-	-	745,000	-
700191 - Welland Rd upgrade existing sewer from 200mm to 300 mm	0.0	-	-	-	-	879,900	-	-	-	-	-
700192 - Sanitary Sewer Capital Construction Repairs	0.0	140,000	-	-	-	-	-	-	-	-	-
700193 - Foss Road Regional Forcemain Project - Culvert Replacements	0.0	-	-	-	-	-	100,000	-	-	-	-
700194 - Sanitary I/I Study Program - Planned Replacements	0.0	-	70,000	-	-	-	-	-	-	-	-
700195 - Hurricane Rd upgrade existing Station to Hwy 20	0.0	-	-	-	-	-	-	-	1,535,400	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
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	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
700196 - Concord upgrade existing	0.0	-	-	-	-	-	-	250,000	-	-	-
700197 - Ker Crescent outlet- upgrade existing	0.0	-	-	-	-	-	-	496,500	-	-	-
700198 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	80,000	-	-	-	-	-	-	-	-
700199 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	115,000	-	-	-	-	-	-	-	-
700200 - Sanitary Sewer Capital Construction Repairs	0.0	-	60,000	-	-	-	-	-	-	-	-
700201 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	70,000	-	-	-	-	-	-	-
700202 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	80,000	-	-	-	-	-	-	-
700203 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	115,000	-	-	-	-	-	-	-
700204 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	60,000	-	-	-	-	-	-	-
700205 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	70,000	-	-	-	-	-	-
700206 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	80,000	-	-	-	-	-	-
700207 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	115,000	-	-	-	-	-	-
700208 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	60,000	-	-	-	-	-	-
700209 - Sanitary Sewers Model Development Update	0.0	-	-	-	10,000	-	-	-	-	-	-
700210 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	70,000	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
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	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
700211 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	80,000	-	-	-	-	-
700212 - Provision for potential oversizing	0.0	-	-	-	-	-	-	-	-	-	140,000
700213 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	115,000	-	-	-	-	-
700214 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	60,000	-	-	-	-	-
700215 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	-	70,000	-	-	-	-
700216 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	-	80,000	-	-	-	-
700217 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	-	115,000	-	-	-	-
700218 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	-	60,000	-	-	-	-
700219 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	-	-	70,000	-	-	-
700220 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	-	-	80,000	-	-	-
700221 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	-	-	115,000	-	-	-
700222 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	-	-	60,000	-	-	-
700223 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	-	-	-	70,000	-	-
700224 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	-	-	-	80,000	-	-
700225 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	-	-	-	115,000	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
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	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
700226 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	-	-	-	60,000	-	-
700227 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	-	-	-	-	70,000	-
700228 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	-	-	-	-	80,000	-
700229 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	-	-	-	-	115,000	-
700230 - East Fenwick Secondary Plan upgrades - Part 1 of 4	0.0	-	-	-	-	-	-	-	-	-	1,929,000
700231 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	-	-	-	-	60,000	-
700232 - Sanitary Sewer Model - Development Update	0.0	-	-	-	-	-	-	-	-	10,000	-
700233 - Sanitary I/I Study Program - Planned Replacements	0.0	-	-	-	-	-	-	-	-	-	70,000
700234 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	-	-	-	-	-	-	-	-	80,000
700235 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	-	-	-	-	-	-	-	-	-	115,000
700237 - Sanitary Sewer Capital Construction Adjustments and Repairs	0.0	-	-	-	-	-	-	-	-	-	60,000
700374 - Confined Space Entry Air Monitoring and Calibration System	0.0	30,000	-	-	-	-	-	-	-	-	-
Total 80700 - Capital - Wastewater Distribution System		2,885,000	3,025,000	325,000	335,000	1,204,900	1,768,400	1,071,500	1,860,400	2,734,900	2,394,000
Total 80		2,885,000	3,025,000	325,000	335,000	1,204,900	1,768,400	1,071,500	1,860,400	2,734,900	2,394,000
Total Expenditure		2,885,000	3,025,000	325,000	335,000	1,204,900	1,768,400	1,071,500	1,860,400	2,734,900	2,394,000

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Transfer from Deferred Revenues		1,500,000	600,000	-	-	527,940	1,343,400	559,525	844,470	1,227,940	1,104,500
Transfer from Reserve		1,385,000	2,425,000	325,000	335,000	676,960	425,000	511,975	1,015,930	1,506,960	1,289,500
Total Funding Source		2,885,000	3,025,000	325,000	335,000	1,204,900	1,768,400	1,071,500	1,860,400	2,734,900	2,394,000

Wastewater 20 Year Projected Reserve Balance in Dollars						
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	1,418,665	1,314,640	779,582	(720,623)	(118,623)	483,377
Additions to Reserve						
Contribution from Operating Budget (Note 1)	852,451	836,795	917,000	927,000	937,000	947,000
Interest (Note 2)	7,093	13,146	7,796	-	-	14,501
Reductions in Reserve						
Estimated 2021 Projects Completed	(355,000)					
Estimated Prior Year Projects Completed	(608,569)					
Capital Spending (from 20 Year Summary)		(1,385,000)	(2,425,000)	(325,000)	(335,000)	(676,960)
Projected Reserve (Deficit) - End of Year	1,314,640	779,582	(720,623)	(118,623)	483,377	767,919
Target Reserve Fund Balance per BMA Study	639,541	627,673	885,183	1,267,849		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			9.5%	1.0%	1.0%	1.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%
Note 3: Contribution from operating from 2020 to 2024 as per 2018 BMA Water and Wastewater Financial Plan						

Amended February 7, 2022

Wastewater 20 Year Projected Reserve Balance in Dollars					
	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	767,919	1,322,956	1,817,670	1,833,270	1,368,308
Additions to Reserve					
Contribution from Operating Budget (Note 1)	957,000	967,000	977,000	987,000	997,000
Interest (Note 2)	23,038	39,689	54,530	54,998	47,891
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(425,000)	(511,975)	(1,015,930)	(1,506,960)	(1,289,500)
Projected Reserve (Deficit) - End of Year	1,322,956	1,817,670	1,833,270	1,368,308	1,123,699

Target Reserve Fund Balance per BMA Study

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

	1.0%	1.0%	1.0%	1.0%	1.0%
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Note 2: Estimated interest rate

	3.0%	3.0%	3.0%	3.0%	3.5%
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Note 3: Contribution from operating from 2020 to 2024 as per 2018

Water
2022 Proposed Capital Budget Summary

Project #	Project Name	Description	Justification	2022 Proposed Budget	FINANCING				
					Development Charges	Water Reserve	Other	Other Description	Total Financing
					\$	\$	\$		\$
WTR 01-22	Pelham St Watermain Replacement - John St to Spruceside Crescent (Sth Entr.)	This project replaces the watermain on Pelham Street from 50 m south of John Street to Spruceside South Entrance as part of the Pelham Street Reconstruction project.	The watermain is aging and is being replaced as part of the Pelham Street Reconstruction project.	600,000		600,000			600,000
WTR 02-22	Water System Repair Equipment	This capital project is an annual project which is used to repair and replace water system repair equipment.	Water repair equipment is used to ensure that our drinking water quality remains safe.	30,000		30,000			30,000
WTR 03-22	Design: Canboro Road, Haist St to Highway 20, Watermain Replacement	This capital project includes the detailed design for the replacement of an aging cast-iron watermain (50 plus years) on Canboro Road between Haist Street and Hwy 20.	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.	100,000		100,000			100,000
WTR 04-22	Design: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest, Hwy. 20	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.	100,000		-	100,000	ICIP Green Grant 2021 Stream	100,000
Total 2022 Proposed Budget				830,000	-	730,000	100,000		830,000

A Red Circle indicates a project that is on hold, pending grant funding and/or further information for Council.

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Expenditure											
80											
80705 - Capital - Water Distribution System											
700272 - Quaker Rd: Pelham St to Line Ave, Watermain Replacement	0.0	-	400,000	-	-	-	-	-	-	-	-
700273 - Daleview Upgrade watermain from 150 to 200mm diam	0.0	-	-	-	-	130,000	-	-	-	-	-
700278 - Welland: Canboro Rd to E of Balfour, Watermain Replacement	0.0	-	-	-	-	396,000	-	-	-	-	-
700279 - Design: Pancake: Pelham St to Haist St, Watermain Replacement	0.0	-	39,000	-	-	-	-	-	-	-	-
700280 - Lorimer Street: Hurricane to South Limit, Watermain Replacement	0.0	-	-	-	-	-	-	171,750	-	-	-
700281 - Pelham St Watermain Replacement - John St to Spruceside Crescent (Sth Entr.)	0.0	600,000	-	-	-	-	-	-	-	-	-
700282 - Merritt: Pelham St to Line Ave, Watermain Replacement	0.0	-	-	-	-	-	164,250	-	-	-	-
700283 - Merritt Road Watermain replacement	0.0	-	-	-	-	-	1,026,700	-	-	-	-
700284 - Water System Repair Equipment	0.0	30,000	-	-	-	-	-	-	-	-	-
700285 - Construction: Pancake: Pelham St to Haist St, Watermain Replacement	0.0	-	-	-	-	388,575	-	-	-	-	-
700286 - Pelham St Watermain Replacement - 23R01 - Spruceside Crescent (Sth Entr.) to Welland Boundary	0.0	-	-	600,000	-	-	-	-	-	-	-
700287 - Water System Repair Equipment	0.0	-	30,000	-	-	-	-	-	-	-	-
700288 - Water Loading Station Addition - South/West Area Fenwick	0.0	-	-	-	-	-	-	100,000	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
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	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
700290 - Canboro: Haist St to Pelham St Watermain Replacement	0.0	-	-	-	784,000	-	-	-	-	-	-
700291 - Emmett Street: Pelham St to Station St, Watermain Replacement	0.0	-	-	-	-	-	193,500	-	-	-	-
700293 - Orchard Place: Haist Street to limit, Watermain Replacement	0.0	-	-	-	-	-	-	-	-	101,250	-
700294 - Spencer Lane: Pinecrest Court to North Limit, Watermain Replacement	0.0	-	-	-	-	40,000	-	-	-	-	-
700295 - Water System Repair Equipment	0.0	-	-	30,000	-	-	-	-	-	-	-
700296 - Station Street Extension, Watermain Construction	0.0	-	-	-	450,000	-	-	-	-	-	-
700297 - Water Loading Station Replacement - Canboro Road and Effingham	0.0	-	-	-	60,000	-	-	-	-	-	-
700298 - Water System Repair Equipment	0.0	-	-	-	30,000	-	-	-	-	-	-
700299 - Damude Dr: Haist St to Terrace Heights Crt, Watermain Replacement	0.0	-	-	-	-	-	-	-	175,500	-	-
700300 - Donahugh Drive: Pelham St to Terrace Heights Crt, Watermain Replacement	0.0	-	-	-	-	-	-	-	135,000	-	-
700301 - Haist Court: Haist St to limit, Watermain Replacement	0.0	-	-	-	-	58,500	-	-	-	-	-
700302 - Pinecrest: Hwy 20 to end, Watermain Replacement	0.0	-	-	-	-	141,750	-	-	-	-	-
700303 - Water System Repair Equipment	0.0	-	-	-	-	30,000	-	-	-	-	-
700304 - Water System Repair Equipment	0.0	-	-	-	-	-	30,000	-	-	-	-
700305 - Watermain Replacement - cast iron replacement program	0.0	-	-	-	-	-	350,000	-	-	-	-
700306 - Chestnut Ridge Water Pressure Pump Replacement	0.0	-	-	-	-	-	-	20,000	-	-	-
700307 - Water System Repair Equipment	0.0	-	-	-	-	-	-	30,000	-	-	-

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
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	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
700308 - Watermain Replacement - cast iron replacement program	0.0	-	-	-	-	-	-	400,000	-	-	-
700309 - Water System Repair Equipment	0.0	-	-	-	-	-	-	-	30,000	-	-
700310 - Watermain Replacement - cast iron replacement program	0.0	-	-	-	-	-	-	-	400,000	-	-
700311 - Water System Repair Equipment	0.0	-	-	-	-	-	-	-	-	30,000	-
700312 - East Fenwick Secondary Plan - proposed upgrades - Part 1 of 4	0.0	-	-	-	-	-	-	-	-	-	1,021,300
700313 - Cream Street new watermain looping (East Fenwick)	0.0	-	-	-	-	-	-	-	-	474,500	-
700314 - Welland Road new watermain looping (East Fenwick)	0.0	-	-	-	-	-	-	-	-	680,400	-
700315 - Watermain Replacement - cast iron replacement program	0.0	-	-	-	-	-	-	-	-	400,000	-
700316 - Water System Repair Equipment	0.0	-	-	-	-	-	-	-	-	-	30,000
700318 - Watermain Replacement - cast iron replacement program	0.0	-	-	-	-	-	-	-	-	-	400,000
700328 - Water Meter Replacement Project	0.0	-	-	-	-	-	-	-	-	-	2,800,000
700354 - Design: Canboro Road, Haist St to Highway 20, Watermain Replacement	0.0	100,000	-	-	-	-	-	-	-	-	-
700355 - Design: Welland: Canboro Rd to E of Balfour, Watermain Replacement	0.0	-	-	-	25,000	-	-	-	-	-	-
700366 - Design: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest	0.0	100,000	-	-	-	-	-	-	-	-	-
700367 - Construction: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest	0.0	-	-	-	-	500,000	-	-	-	-	-
Total 80705 - Capital - Water Distribution System		830,000	469,000	630,000	1,349,000	1,684,825	1,764,450	550,000	912,250	1,686,150	4,251,300

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total 80		830,000	469,000	630,000	1,349,000	1,684,825	1,764,450	550,000	912,250	1,686,150	4,251,300
Total Expenditure		830,000	469,000	630,000	1,349,000	1,684,825	1,764,450	550,000	912,250	1,686,150	4,251,300

Capital Object Summary - 10 Years

Budget Year 2022
 Report Group Object Category
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All
 Director Category or Director All

	Rank	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Funding Source											
Grant Revenue - Provincial		100,000	-	-	572,320	-	-	-	-	-	-
Transfer from Deferred Revenues		-	-	-	42,336	-	1,026,700	-	-	-	510,650
Transfer from Reserve		730,000	469,000	630,000	734,344	1,684,825	737,750	550,000	912,250	1,686,150	3,740,650
Total Funding Source		830,000	469,000	630,000	1,349,000	1,684,825	1,764,450	550,000	912,250	1,686,150	4,251,300

**Water
20 Year Projected Reserve Balance**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve (Deficit) - Start of Year	946,119	632,080	441,896	551,314	515,097	379,631
Additions to Reserve						
Contribution from Operating (Note 1)	511,756	533,495	574,000	580,000	586,000	592,000
Interest (Note 2)	4,731	6,321	4,419	13,783	12,877	11,389
Reductions in Reserve						
Estimated 2021 Projects Completed	(749,000)					
Estimated Prior Year Projects Completed	(81,526)					
Capital Spending (from 20 Year Summary)		(730,000)	(469,000)	(630,000)	(734,344)	(1,684,825)
Projected Reserve (Deficit) - End of Year	632,080	441,896	551,314	515,097	379,631	(701,805)
Target Reserve Fund Balance per BMA Study	642,396	185,249	689,586	1,021,045		
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			7.5%	1.0%	1.0%	1.0%
Note 2: Estimated interest rate	0.5%	1.0%	1.0%	2.5%	2.5%	3.0%

**Water
20 Year Projected Reserve Balance**

	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve (Deficit) - Start of Year	(701,805)	(841,555)	(787,555)	(1,088,805)	(2,156,955)
Additions to Reserve					
Contribution from Operating (Note 1)	598,000	604,000	611,000	618,000	625,000
Interest (Note 2)	-	-	-	-	-
Reductions in Reserve					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	(737,750)	(550,000)	(912,250)	(1,686,150)	(3,740,650)
Projected Reserve (Deficit) - End of Year	(841,555)	(787,555)	(1,088,805)	(2,156,955)	(5,272,605)

Target Reserve Fund Balance per BMA Study

Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	1.0%	1.0%	1.0%	1.0%	1.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.5%



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, 2021, the Town expects to have outstanding debentures of \$31,032,054. The 2022 Debenture Schedule outlines the projected balance for those debentures at December 31, 2022 as well as the related projects.

Proposed Debentures

The 2022 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.

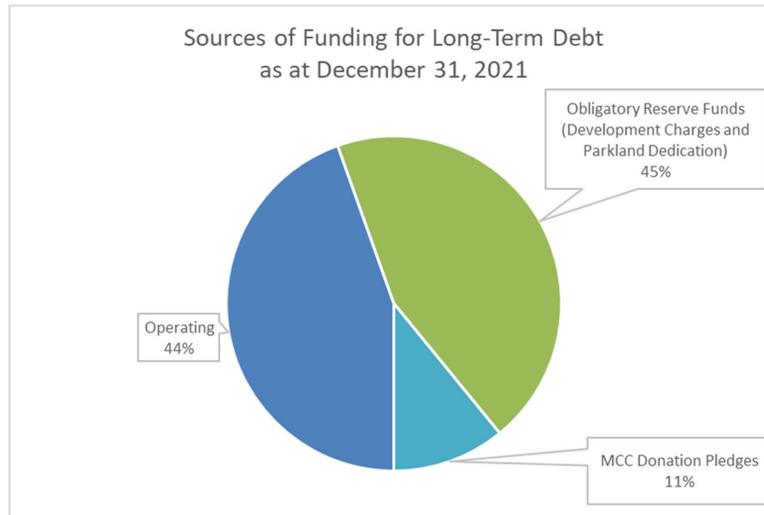
Parkland Dedication Debt is paid for by the parkland dedication obligatory reserve fund and the principal and interest payments are *not* included in the operating budget. The projection of the reserve balance over the next ten years is found in the Reserve and Reserve Fund section of the budget.

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.

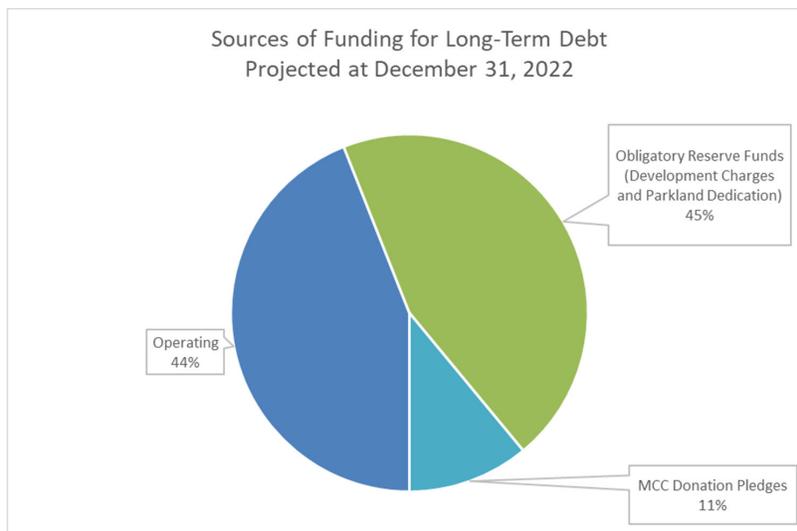


Debentures and Debt

As of the beginning of 2022, \$13,811,600, or 44% of the existing debentures will be paid for by the tax levy. \$13,912,589, or 45% of the existing debentures are paid for by development charges reserve funds, and \$3,307,865 or 11% 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-term debt is expected to be \$31,032,054.



At the end of 2022, \$12,642,977 or 44% of the debentures will be paid for by the tax levy. \$12,939,886 or 45% will be paid for by development charges, and \$3,162,902 or 11% will be paid for by pledged donations to the Meridian Community Centre. Total long-term debt would be \$28,745,765.





Debentures and Debt

Long-term Debt and the Annual Repayment Limit

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

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

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

There are two important steps in the ARL process.

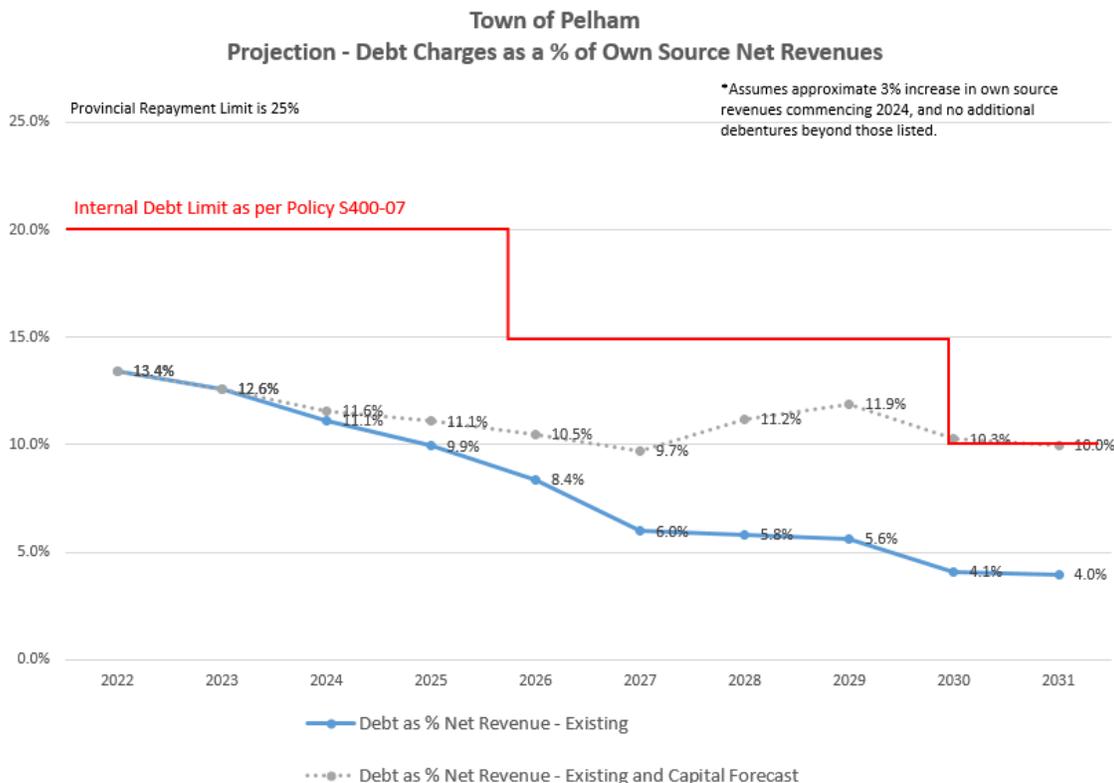
First, the Ministry of Municipal Affairs determines each municipalities’ limit annually using a formula in the regulation based on the most recent Financial Information Return (FIR) available at that time. The Province provides an annual statement for municipalities known as the Annual Repayment Limit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

The Town of Pelham’s 2021 Annual Repayment Limit Statement, which is based on the 2019 FIR, is found on page . It shows the Town was using \$2.8 million, or 12.8% 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 \$2.7 million.

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.



Debentures and Debt



This projection is based on a number of assumptions based on the best information available at this time. For 2022, the estimated net revenues are taken from the 2020 FIR based on the expected results of the 2022 Annual Repayment Limit Statement. Interest rates on debt are estimated at 4%. 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 2022, the projected net revenues take into consideration the incremental tax revenue increase that occurred in 2021 and a reduction of \$600,000 due to the impact of COVID-19 on user fees and revenues, which is then added back at \$300,000 per year in 2022 and 2023. A 3% increase in own source revenues is assumed thereafter.

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

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

The 2022 capital plan is compliant with Policy S400-07 because future year projects beyond 2022 have not been approved by Council, however the current capital plan would exceed the internal debt limit in 2030. The Town is currently updating its Asset Management Plan and upon its completion will be able to better evaluate the required timing of capital projects and their associated funding.



Debentures and Debt

Short-term Borrowing

The Town has bank indebtedness as described in Note 4 to the financial statements – a line of credit with a \$7 million limit and a non-revolving demand instalment loan with a balance of \$1,166,667 at December 31, 2020. 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 \$1,033,334 at December 31, 2021.

Operating Leases

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

Capital Forecast

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

2024	\$2.07 Million
2025	\$1.05 Million
2026	\$3.80 Million

None of this debt has been approved by Council, nor is it being approved in the 2022 capital budget; it is forecast from 2022 to 2026 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 13%, 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 12% in 2029. The debt would exceed the Internal Debt Limit in 2030 and then drop below it the following year.

Pelham's Debt Service Coverage Ratio, which measures its ability to service debt with recurrent operating cash flows, is 1.85 which is listed as low, and is a significant improvement over the prior year ratio of 1.58. 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. The debt issued for the MCC in 2020 will impact this ratio in 2021 because the payments exceed the payments of debt that was completed in 2021 (paid in full), so it will increase the Town's debt servicing costs. In addition, operating cash flows are anticipated to decrease in 2021 due to the impact of the pandemic. If the Town takes out additional debt in the future at a faster rate than its revenues are increasing, the ratio will decrease and become higher risk. Alternatively, if the Town can increase its revenues at a faster rate than its debt payments, the ratio will increase and become lower risk.

The Town's Debt to Reserve Ratio compares the amount of debt taken out which will need to be funded in the future versus the amount that has been put into reserves to provide for the future. Pelham's ratio is over 3, which means that debt to be funded in the future is three times higher than reserves available for the future. This is again an improvement over last year's ratio of 6 and 10 from 2018, because the land being sold in East Fonthill was used to pay for some of the construction bridge loan and because the 2019 operating surplus was transferred into the reserves and 2020 reserve transfers were increased. The current capital plan is not expected to improve this ratio, because more debt would be



Debentures and Debt

taken out, from 2023 onwards, while the reserves are not expected to increase significantly. Most other Niagara municipalities are below 1, which means they have more reserves than debt, and three of them have a debt to reserve ratio of approximately 1 to 2.

Pelham's Debt per Capita is \$1,956, which is higher than the other lower tier municipalities in Niagara, with an average of \$581 (excluding Pelham). This increased from the prior year because new debt has been added, while the population data from the 2016 census is unchanged. This will change when Statistics Canada updates the census information from 2021, but the current capital forecast includes increasing debt in the next three years, so the per capita debt will likely increase if the current plan is followed.

The Town's Net Financial Assets (Net Debt) as a percentage of Own-Source Revenues is -79% which means that the Town will need future revenues to pay for existing debt. This is partially because almost half of the Town's debt is funded by development charges, which are based on future growth paying for infrastructure that is needed presently. However, the Town is in the moderate risk category, whereas most other Niagara municipalities are in the low risk category. The percentage has improved from the prior year, which was -153% and -203% for 2018, mainly because the construction bridge loan was repaid with proceeds of land held for sale and the Haist Street arena was sold. The current capital plan would not improve this percentage significantly because additional debt is required.

Pelham's Reserves and Reserve Funds as a Percentage of Operating Expenditures is 42% which is considered low risk, and all other Niagara lower tier municipalities are in the low risk category. Pelham saw an improvement over the prior year when Pelham was at 21% and from 2018 where Pelham was at 12%, due primarily to the 2020 transfers into the reserves. This percentage measures the amount of funds that have been set aside for future needs and contingencies.

The Town's Asset Consumption Ratio is 40%, which is in the low risk category along with most Niagara municipalities. However, this ratio is impacted by the MCC, which is a new asset with significant cost, and is not representative of the consumption ratio of other Town assets. For example, the Town's linear assets, which include roads, water, storm sewer and sanitary sewer distribution networks have a consumption ratio of 53% which would be considered moderate risk. Vehicles have a consumption ratio of 77% which is in the high risk category. Machinery, equipment, furniture and fixtures are at 65% consumption. Because the capital forecast involves increased capital spending (for which debt is required), it would likely improve the asset consumption ratio.

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

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

1. Policies regarding Reserves and Reserve Funds as well as Capital Financing and Debt Management were submitted to Council in 2019 and approved in January 2020. These policies will help guide the funding allocation of the capital forecast.
2. The Town 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.

Source regarding ARL:

Ministry of Municipal Affairs, "Understanding Municipal Debt". <http://www.mah.gov.on.ca/Page15266.aspx>, 6 Mar 2019.

**Municipal Treasurer's Adjustment of Annual Repayment Limit
Projected Limit - 2022
as at November 8, 2021**

Estimated Annual Repayment Limit (ARL), based on submitted 2020 Financial Information Return

2020 Net Revenues	\$ 23,512,171
25% of Net Revenues	5,878,043
Less: 2020 Net Debt Charges	(3,165,935)
Unadjusted Estimated ARL	<u>\$ 2,712,108</u>

2020 Net Revenues above	\$ 23,512,171
Add: 2021 Incremental Tax Increase	732,383
Add: Budgeted Incremental Water & Wastewater Increase	667,533
Less: Estimated Reduced User Fees Due to COVID-19	(600,000)
Estimated 2021 Net Revenues for 2023 ARL	<u>\$ 24,312,087</u>

2021 Net Revenues above	\$ 24,312,087
Add: 2022 Tax Increase as per Budget	1,041,368
Add: Estimated Increased User Fees Due to Pandemic Easing	300,000
Add: Incremental Water & Wastewater Revenue as per Budget	1,122,145
Estimated 2022 Budgeted Net Revenues for 2024 ARL	<u>\$ 26,775,600</u>

Municipal Treasurer's Adjustments - 2022

	2022 Debt Charges as % Net Revenues	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Estimated Net Revenues (\$600k COVID-19 impact to 2021, \$300k recovery 2022 and 2023 and 3% estimated annual increase commencing 2024)		\$ 23,512,171	\$ 24,312,087	\$ 26,775,600	\$ 27,887,868	\$ 28,724,504	\$ 29,586,239	\$ 30,473,826	\$ 31,388,041
25% of Net Revenues above		5,878,043	6,078,022	6,693,900	6,971,967	7,181,126	7,396,560	7,618,457	7,847,010	8,082,421	8,324,893
Existing Debt Charges - Operating	6.64%	(1,560,616)	(1,559,869)	(1,558,677)	(1,355,101)	(1,174,018)	(929,099)	(928,885)	(928,700)	(480,035)	(480,035)
Existing Debt Charges - Development Charges	5.88%	(1,382,736)	(1,289,432)	(1,207,953)	(1,207,580)	(1,016,486)	(629,221)	(629,065)	(628,903)	(628,737)	(628,737)
Existing Debt Charges - MCC Pledges	0.89%	(209,018)	(209,004)	(208,988)	(208,974)	(208,958)	(208,943)	(208,926)	(208,911)	(208,894)	(208,877)
Future Potential Debt Charges - Capital Forecast, Tax Levy Supported	0.00%			(127,727)	(319,928)	(618,656)	(1,044,006)	(1,450,863)	(1,707,364)	(1,748,105)	(1,748,105)
Future Potential Debt Charges - Capital Forecast, DC Supported	0.00%			-	-	-	(61,649)	(186,589)	(249,880)	(249,880)	(249,880)
Future Potential Debt Charges - Capital Forecast, Rate Supported	0.00%			-	-	-	-	-	-	-	-
Estimated Adjusted ARL		\$ 2,725,673	\$ 3,019,717	\$ 3,590,555	\$ 3,880,384	\$ 4,163,008	\$ 4,523,642	\$ 4,214,129	\$ 4,123,253	\$ 4,766,770	\$ 5,009,259

Debt Charges as % Net Revenues	<u>13.4%</u>	<u>12.6%</u>	<u>11.6%</u>	<u>11.1%</u>	<u>10.5%</u>	<u>9.7%</u>	<u>11.2%</u>	<u>11.9%</u>	<u>10.3%</u>	<u>10.0%</u>
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Estimated Allowable Borrowing Amount, 7%, 10 years (Illustration Only)	\$19,100,000	\$21,200,000	\$25,200,000	\$27,300,000	\$29,200,000	\$31,800,000	\$29,600,000	\$29,000,000	\$33,500,000	\$35,200,000
Estimated Allowable Borrowing Amount, 5%, 20 years (Illustration Only)	\$34,000,000	\$37,600,000	\$44,700,000	\$48,400,000	\$51,900,000	\$56,400,000	\$52,500,000	\$51,400,000	\$59,400,000	\$62,400,000

Notes:

- 1) Does not take into account changes in other operating revenue; assumes steady level of other revenues.
- 2) Assumes 1/2 payment in year of debt issue in year subsequent to Budget Year. Borrowing interest at 4%.

2021 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	18405		
MUNID:	26028		
MUNICIPALITY:	Pelham T		
UPPER TIER:	Niagara R		
REPAYMENT LIMIT:		\$	2,656,728

The repayment limit has been calculated based on data contained in the 2019 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2019 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, 2021

FOR ILLUSTRATION PURPOSES ONLY,

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

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

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	33,108,706
(a)	15 years @ 5% p.a.	\$	27,575,931
(a)	10 years @ 5% p.a.	\$	20,514,551
(a)	5 years @ 5% p.a.	\$	11,502,243
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	28,145,417
(a)	15 years @ 7% p.a.	\$	24,197,252
(a)	10 years @ 7% p.a.	\$	18,659,747
(a)	5 years @ 7% p.a.	\$	10,893,110

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)	1,855,006
0220	Interest (SLC 74 3099 02)	937,707
0299	Subtotal	2,792,713
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	2,792,713
<hr/>		
		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	2,792,713
<hr/>		
		1
		\$
1610	Total Revenue (SLC 10 9910 01)	30,299,728
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 + SLC10 0815 01)	1,008,086
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	89,689
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	51,334
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	535,744
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	108,900
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	3,945,364
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	1,887,234
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	24,685
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	256,436
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	63,059
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)	531,432
2299	Subtotal	8,501,963
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	21,797,765
2620	25% of Net Revenues	5,449,441
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	2,656,728
		(25% of Net Revenues less Net Debt Charges)

* SLC denotes Schedule, Line Column.



2022 Debenture Schedule

Project	(1) 2022 Beginning Year Balance	2022 Debt Proposed	(2) Principal	(3) Interest	(4) 2022 Year End Balance	Year Debt Completed	Comments
Operating Debt							
Roads - Pelham St (310)	292,102		94,486	8,022	197,616	2024	
Fire Station #2	288,578		93,346	7,925	195,232	2024	
Roads - Port Robinson	102,628		24,747	2,388	77,881	2025	
Fire Station #3	583,425		140,684	13,574	442,741	2025	
Roads - Fenwick Downtown Revitalization	832,526		160,043	16,173	672,483	2026	
Roads - East Fonthill Road Construction	325,951		62,660	6,332	263,291	2026	
Facilities - Meridian Community Center	8,106,271		211,805	268,408	7,894,466	2046	
Facilities - Predevelopment Costs	816,284		94,778	17,214	721,506	2028	
Roads - Wellspring Way/Shaw Ave	894,933		103,910	18,872	791,023	2028	
Roads - Summersides East to Rice Rd	1,431,771		166,242	30,193	1,265,529	2028	
Roads - Summersides Station to Wellspring	137,131		15,922	2,892	121,209	2028	
Total Operating Debt	\$ 13,811,600	\$ -	\$ 1,168,623	\$ 391,993	\$ 12,642,977		
Total Debenture Operating Principal & Interest as per Budget (2)+(3)				\$ 1,560,616			
Debt funded by Development Charges (DC; non-operating)							
Fire Station #2	33,330		33,330	600	-	2022	
Water - Rice Road Water Main	56,670		56,670	1,020	-	2022	
Roads - Effingham	42,360		20,945	1,241	21,415	2023	
Roads - Hwy 20	12,546		6,203	368	6,343	2023	
Water - Hwy 20	101,080		49,981	2,961	51,099	2023	
Roads - Port Robinson	239,465		57,743	5,571	181,722	2025	
Skate Park	125,986		30,380	2,931	95,606	2025	
East Fonthill Study	262,119		63,206	6,098	198,913	2025	
Water - Port Robinson	96,378		23,240	2,242	73,138	2025	
Roads - Fenwick Downtown Revitalization	1,248,787		240,065	24,260	1,008,722	2026	
Roads - Port Robinson Reconstruction	457,476		87,945	8,887	369,531	2026	
Wastewater - Port Robinson Reconstruction	127,147		24,442	2,470	102,705	2026	
Facilities - Meridian Community Centre	11,109,245		278,553	351,383	10,830,692	2047	
Total Development Charge Debt	\$ 13,912,589	\$ -	\$ 972,703	\$ 410,032	\$ 12,939,886		
Total Debenture DC Principal & Interest as per Reserve Fund Forecast (2)+(3)				\$ 1,382,735			
Debt funded by MCC Donation Pledges (non-operating)							
Facilities - Meridian Community Centre	3,307,865		144,963	64,055	3,162,902	2040	Note 2
Total MCC Donation Pledge Debt	\$ 3,307,865	-	\$ 144,963	\$ 64,055	\$ 3,162,902		
2022 Total Debt Obligations	\$ 31,032,054	\$ -	\$ 2,286,289	\$ 866,080	\$ 28,745,765		

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.



**Debt-Related Financial Indicators
As at December 31, 2020**

	Debt Servicing Cost as a % of Own-Source Revenues		Debt Service Coverage Ratio		Debt to Reserve Ratio		Debt per Capita		Net Financial Assets (Net Debt) as a % of Own-Source Revenues		Total Reserves and Reserve Funds as a % of Operating Expenditures		Asset Consumption Ratio	
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	13%	H	1.85	L	3.31	\$	1,956		-79%	M	42%	L	0.40	L
Fort Erie	2%	L	14.29	L	0.14	\$	180		106%	L	83%	L	0.41	L
Grimsby	1%	L	15.44	L	0.09	\$	103		140%	L	99%	L	0.29	L
Niagara Falls **	3%	L	5.08	L	0.56	\$	547		68%	L	50%	L	0.38	L
N-O-T-L*	2%	L	8.27	L	0.28	\$	247		81%	L	39%	L	0.32	L
Port Colborne *	7%	M	0.30	H	1.55	\$	1,496		-75%	M	46%	L	0.39	L
St. Catharines	10%	H	1.32	M	2.40	\$	978		13%	L	28%	L	0.42	L
Thorold	1%	L	15.81	L	0.02	\$	44		97%	L	150%	L	0.38	L
Wainfleet **	1%	L	8.01	L	0.10	\$	56		40%	L	50%	L	0.54	M
Welland	9%	M	1.86	L	0.88	\$	924		59%	L	65%	L	0.41	L
West Lincoln	9%	M	1.69	L	1.25	\$	1,237		28%	L	90%	L	0.30	L

*Used from FIR from 2019

** Used FIR from 2018

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



**Debt-Related Financial Indicators
Town of Pelham - 2017 Through 2020**

	Debt Servicing Cost as a % of Own-Source Revenues		Debt Service Coverage Ratio		Debt to Reserve Ratio		Debt per Capita		Net Financial Assets (Net Debt) as a % of Own-Source Revenues		Total Reserves and Reserve Funds as a % of Operating Expenditures		Asset Consumption Ratio	
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 - 2020	13%	H	1.85	L	3.31	\$	1,956		-79%	M	42%	L	0.40	L
Pelham - 2019	13%	H	1.58	L	6.28	\$	1,885		-153%	H	21%	L	0.39	L
Pelham - 2018	13%	H	1.01	M	10.23	\$	1,759		-203%	H	12%	M	0.37	L
Pelham - 2017	12%	H	1.86	L	16.38	\$	2,040		-163%	H	9%	H	0.44	L

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

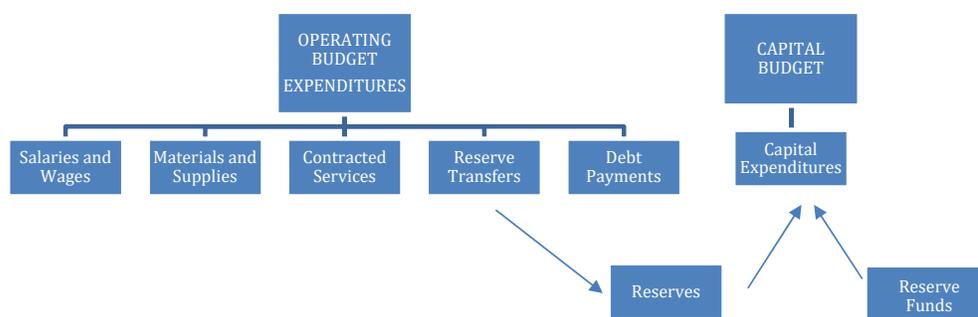


Reserves and Reserve Funds

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.

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



Reserves and Reserve Funds

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, 2020 are found in Note 9 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, 2020 are found in Note 5 to the financial statements.

The Town of Pelham has the following obligatory reserve funds:

- Development Charges
- Parkland Dedication
- Federal Gas Tax
- Provincial Gas Tax
- Ontario Community Infrastructure Fund (OCIF)
- Other externally restricted grants and funds received

Reserve Forecast

A 10-year reserve forecast summary has been prepared to illustrate the long-range financial planning of the Town. Many of the balances can be difficult to predict as their use is affected by uncertain future events, interest rates, and the timing of capital projects. However, the following table illustrates projections based on the current capital plan, with reserve transfers from the operating budget increasing each year in most cases, to meet the phased-in minimum reserve targets as outlined in the Reserve and Reserve Fund Policy, and provide for future expenditures. Should the approved transfers to reserve differ from those in the projection, or additional expenditures be incurred, the balances will be reduced. This forecast has assumed that some projects will be debentured beginning in 2023, in accordance with the 10-year capital forecast.

10-Year Reserve Forecast Summary (\$)

Reserves and Reserve Funds	December 31, 2020 Balance	December 31, 2021 Projected Balance	December 31, 2022 Projected Balance	December 31, 2023 Projected Balance	December 31, 2024 Projected Balance	December 31, 2025 Projected Balance	
Airport	2,955	2,955	2,955	2,955	2,955	2,955	Note 1
Building Department	1,404,644	1,468,219	1,302,334	1,191,449	1,080,564	969,679	Note 2
Cemetery	42,590	66,190	95,190	190	5,190	13,190	
Community Improvement Plan	243,603	245,003	234,003	222,303	209,903	196,803	Note 3
Elections	75,943	88,943	943	20,943	40,943	60,943	Note 4
Fire Equipment	607,582	800,620	591,627	83,543	(84,369)	411,631	
Fleet	1,028,724	912,241	1,160,906	897,641	509,208	657,064	
Human Resource Capacity Building	339,363	207,076	142,076	127,076	112,076	97,076	Note 5
Information Technology	76,430	9,530	10,530	3,530	530	28,530	
Land Acquisition	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	Note 6
Library	293,821	277,791	270,569	268,274	274,981	282,856	
Meridian Community Centre	429,384	513,781	466,553	360,917	251,589	142,261	Note 7
Municipal Building Facility	156,831	20,073	(92,726)	(241,226)	222,774	85,343	
Municipal Drainage	16,831	(1,669)	(32,669)	(17,669)	(2,669)	(27,669)	
Parks and Recreation	55,904	47,919	(1,602)	(107,102)	80,898	115,720	
Physician Recruitment	25,706	25,706	25,706	25,706	25,706	25,706	Note 8
Planning	256,765	100,034	48,284	51,534	23,534	88,034	
Roads	3,046,895	671,716	408,831	270,138	1,096,677	781,906	
Volunteer Firefighter Life Insurance	12,500	25,000	37,500	50,000	62,500	75,000	Note 9
Wastewater	1,418,665	1,314,640	779,582	(720,623)	(118,623)	483,377	
Water	946,119	632,080	441,896	551,314	515,097	379,631	
Working Capital	819,665	284,406	84,406	84,406	84,406	84,406	Note 10
Total Reserves	10,124,468	6,535,802	4,800,439	1,948,847	3,217,418	3,777,990	

- Note 1:** No increase projected in Airport reserve - reserve not under control of the Town and has not fluctuated significantly.
- Note 2:** Commencing 2022, transfers from Building Department Reserve Fund for indirect costs of operations has been updated and it is expected that the balance will be drawn down.
- Note 3:** Estimate based on current CIP agreements.
- Note 4:** \$30,000 contribution required for 2022 election. Assumed annual contributions required increase \$5,000 per election term, with most of the balance used in election years.
- Note 5:** Assumes balance is gradually drawn down until approximately equal to minimum balance of \$50,000.
- Note 6:** In years where there is an operating budget surplus, the first \$147,000 will be allocated to the Land Acquisition Reserve in accordance with the Reserve and Reserve Fund Policy.
- Note 7:** Assumes all donations pledged are deposited to the MCC reserve and used to pay the 2020 debenture. Based on pledges, it is anticipated that the debenture payments will start to impact the tax levy in 2027.
- Note 8:** Assumed expenditures equal operating transfers for Physician Recruitment reserve.
- Note 9:** \$12,500 contribution per year until a balance of \$125,000 is reached.
- Note 10:** Drawn down by \$535k Safe Restart COVID-19 funding in 2021, \$200,000 in 2022 operating budget to offset continued pandemic pressures, then assumed operating revenues equal operating expenditures for all years.

10-Year Reserve Forecast Summary (\$)

Reserves	December 31, 2026 Projected Balance	December 31, 2027 Projected Balance	December 31, 2028 Projected Balance	December 31, 2029 Projected Balance	December 31, 2030 Projected Balance	December 31, 2031 Projected Balance	
Airport	2,955	2,955	2,955	2,955	2,955	2,955	Note 1
Building Department	858,794	747,909	637,024	526,139	526,139	526,139	Note 2
Cemetery	1,190	25,190	72,190	44,190	81,190	78,190	
Community Improvement Plan	182,903	168,203	152,703	146,103	146,103	146,103	Note 3
Elections	943	25,943	50,943	75,943	943	30,943	Note 4
Fire Equipment	525,980	1,043,760	969,073	597,145	1,019,059	42,726	
Fleet	276,902	(88,665)	168,811	556,325	893,965	1,285,704	
Human Resource Capacity Building	87,076	77,076	67,076	62,076	57,076	52,076	Note 5
Information Technology	66,530	45,330	71,330	31,330	45,730	41,730	
Land Acquisition	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	(1,176,452)	Note 6
Library	293,341	305,141	318,296	332,845	348,830	368,039	
Meridian Community Centre	32,933	-	-	-	-	-	Note 7
Municipal Building Facility	210,903	342,730	601,012	712,543	738,419	343,264	
Municipal Drainage	(19,669)	(11,669)	(43,669)	(35,669)	(27,669)	(19,669)	
Parks and Recreation	28,403	845,555	4,422	989,554	1,164,221	1,248,969	
Physician Recruitment	25,706	25,706	25,706	25,706	25,706	25,706	Note 8
Planning	160,034	57,034	129,034	101,034	170,034	236,034	
Roads	783,145	1,007,015	(13,716)	240,762	1,311,922	2,230,900	
Volunteer Firefighter Life Insurance	87,500	100,000	112,500	125,000	125,000	125,000	Note 9
Wastewater	767,919	1,322,956	1,817,670	1,833,270	1,368,308	1,123,699	
Water	(701,805)	(841,555)	(787,555)	(1,088,805)	(2,156,955)	(5,272,605)	
Working Capital	84,406	84,406	84,406	84,406	84,406	84,406	Note 10
Total Reserves	2,579,636	4,108,568	3,263,757	4,186,399	4,748,929	1,523,855	

Note 1: No increase projected in Airport reserve - reserve not under control of the Town and has not fluctuated significantly.

Note 2: Commencing 2022, transfers from Building Department Reserve Fund for indirect costs of operations has been updated and it is expected that the balance will be drawn down.

Note 3: Estimate based on current CIP agreements.

Note 4: \$30,000 contribution required for 2022 election. Assumed annual contributions required increase \$5,000 per election term, with most of the balance used in election years.

Note 5: Assumes balance is gradually drawn down until approximately equal to minimum balance of \$50,000.

Note 6: In years where there is an operating budget surplus, the first \$147,000 will be allocated to the Land Acquisition Reserve in accordance with the Reserve and Reserve Fund Policy.

Note 7: Assumes all donations pledged are deposited to the MCC reserve and used to pay the 2020 debenture. Based on pledges, it is anticipated that the debenture payments will start to impact the tax levy in 2027.

Note 8: Assumed expenditures equal operating transfers for Physician Recruitment reserve.

Note 9: \$12,500 contribution per year until a balance of \$125,000 is reached.

Note 10: Drawn down by \$535k Safe Restart COVID-19 funding in 2021, \$200,000 in 2022 operating budget to offset continued pandemic pressures, then assumed operating revenues equal operating expenditures for all years.



A 10-year reserve fund projection has been prepared to illustrate the long-range financial planning of the Town. Many of the balances can be difficult to predict as their use is affected by uncertain future events, interest rates, and the timing of capital projects. Furthermore, the timing of collections is dependent on external factors such as rate of growth and development of the Town, or approval of transfers from the federal and provincial governments. These factors cannot be controlled by the Town and so these estimates will have to be revised as actual collections occur.

The following tables illustrate projections based on the current capital plan, with estimates made concerning the timing of collections. Should the amounts collected differ or additional expenditures be incurred, the balances will be reduced. These projections have assumed that projects will be debentured, in order to maintain a positive balance in the reserve fund.

Development Charge Reserve Fund

The projected collections for the Development Charge (DC) Reserve Fund are based on the estimates of the anticipated amount, type, and location of residential development within the Town of Pelham between 2019 to 2029 that are found in the DC Background Study. It has been assumed that the number of dwellings would be spread fairly evenly over the 10 years, with a decrease in 2021 because of the impact of COVID-19, and an increase from 2026 to 2031 to compensate. It is also assumed that collections for indoor recreation will increase over time as historical service levels are updated.

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

The forecast indicates that anticipated DC collections are expected to be approximately \$3.5-4.1 million per year, if growth were fairly evenly spread over ten years. Actual collections were approximately \$1.9 million in 2020 and \$1.4 million in 2019. The Town's increased development charge rates, based on an updated DC background study, were effective October 1, 2018. The study was updated in 2019. In 2020, DC collections appeared to have been lower than anticipated due to the impact of COVID-19. Collections have improved in 2021 but the final balance is unknown at the time of budget presentation. However, if collections do not increase commencing in 2022 the reserve fund balance will be lower.

The increasing deficit in the Indoor Recreation service area of the Development Charge Reserve Fund should improve when that component of the Town's development charge rate is updated.

Parkland Dedication Reserve Fund

The projected collections for the Parkland Dedication Reserve Fund are based on historical collections. The 5-year average of collections is approximately \$385,000 however there has been significant growth in recent years so the projection has been adjusted down as the rate of development slows.

The projected expenditures are based on debenture schedules and the 10-year capital budget. Assumptions have been made regarding the projects that will qualify for funding from the Parkland Dedication Reserve Fund, but this may be subject to change depending on the scope of the project.

The Parkland Dedication Reserve Fund is forecasted to be in a deficit position in 2025 and 2028, which would not be permissible, however because of the unpredictable and variable nature of collections, this will be evaluated in future forecasts to ensure a positive balance.

10-Year Projected Development Charge Reserve Fund (\$)



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total
Projected Balance at Dec. 31, 2020	(73,934)	155,437	178,420	1,551,438	(1,119,597)	(42,228)	(725,515)	1,607,870	22,516	1,554,407
Additions										
Estimated Collections for 2021	116,337	59,100	1,595,070	264,472	293,834	87,573	180,149	427,027	-	3,023,563
Estimated Interest	(370)	777	892	7,757	(5,598)	(211)	(3,628)	8,039	113	7,772
Total additions	115,968	59,877	1,595,962	272,229	288,236	87,362	176,521	435,066	113	3,031,335
Expenditures										
Debtenture principal and interest	69,361	34,189	604,761	33,338	630,063		188,625	26,931		1,587,268
Capital commitments carrying forward			2,884				11,828	502,942		517,654
Capital expenditures in 20-year forecast	-	-	-	-						-
Debt - Capital expenditures in 20-year forecast										-
Library Collection						42,750				42,750
Total Expenditures	69,361	34,189	607,645	33,338	630,063	42,750	200,453	529,873	-	2,147,672
Projected Balance at Dec. 31, 2021	(27,327)	181,125	1,166,737	1,790,329	(1,461,424)	2,384	(749,447)	1,513,063	22,629	2,438,070
Additions										
Estimated Collections for 2022	130,739	65,982	1,789,162	280,994	468,367	92,978	204,664	485,263	-	3,518,149
Estimated Interest	(273)	1,811	11,667	17,903	(14,614)	24	(7,494)	15,131	226	24,381
Total additions	130,465	67,793	1,800,829	298,898	453,753	93,002	197,169	500,394	226	3,542,530
Expenditures										
Debtenture principal and interest	69,304	33,929	453,229	33,311	629,934		136,116	26,912		1,382,735
Capital expenditures in 20-year forecast	101,250	-	982,490	81,000	-	-	-	1,500,000	-	2,664,740
Debt - Capital expenditures in 20-year forecast										-
Library Collection						42,750				42,750
Total Expenditures	170,554	33,929	1,435,719	114,311	629,934	42,750	136,116	1,526,912	-	4,090,225
Projected Balance at Dec. 31, 2022	(67,416)	214,989	1,531,847	1,974,916	(1,637,604)	52,636	(688,393)	486,545	22,855	1,890,375
Additions										
Estimated Collections for 2023	130,739	65,982	1,789,162	280,994	468,367	92,978	204,664	485,263	-	3,518,149
Estimated Interest	(1,348)	4,300	30,637	39,498	(32,752)	1,053	(13,768)	9,731	457	37,807
Total additions	129,390	70,281	1,819,799	320,493	435,615	94,031	190,896	494,994	457	3,555,957
Expenditures										
Debtenture principal and interest	69,244		452,538	33,282	629,800		77,672	26,895		1,289,431
Capital expenditures in 20-year forecast	56,250		105,000	427,500				600,000		1,188,750
Debt - Capital expenditures in 20-year forecast										-
Water/Wastewater Master Plan	75,000									75,000
Stormwater Master Plan	75,000									75,000
Pelham Transportation Master Plan	100,000									100,000
Library Collection						42,750				42,750
Total Expenditures	375,494	-	557,538	460,782	629,800	42,750	77,672	626,895	-	2,770,931
Projected Balance at Dec. 31, 2023	(313,519)	285,271	2,794,108	1,834,627	(1,831,789)	103,917	(575,169)	354,644	23,312	2,675,400

10-Year Projected Development Charge Reserve Fund (\$)



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Estimated Collections for 2024	130,739	65,982	1,789,162	280,994	468,367	92,978	204,664	485,263	-	3,518,149	
Estimated Interest	(7,837.99)	7,132	69,853	45,866	(45,795)	2,598	(14,379)	8,866	583	66,885	2.50%
Total additions	122,901	73,113	1,859,015	326,860	422,573	95,576	190,285	494,129	583	3,585,034	
Expenditures											
Debenture principal and interest	69,016		423,842	33,172	629,663		25,376	26,885		1,207,954	
Capital expenditures in 20-year forecast			943,800			151,000	-	-		1,094,800	
Debt - Capital expenditures in 20-year forecast		-	-					-		-	
Library Collection						42,750				42,750	
Total Expenditures	69,016	-	1,367,642	33,172	629,663	193,750	25,376	26,885	-	2,345,504	
Projected Balance at Dec. 31, 2024	(259,635)	358,384	3,285,480	2,128,315	(2,038,879)	5,743	(410,261)	821,888	23,895	3,914,931	
Additions											
Estimated Collections for 2025	130,739	65,982	1,789,162	280,994	468,367	92,978	204,664	485,263	-	3,518,149	
Estimated Interest	(6,491)	8,960	82,137	53,208	(50,972)	144	(10,257)	20,547	597	97,873	2.50%
Total additions	124,248	74,941	1,871,299	334,202	417,395	93,122	194,407	505,810	597	3,616,023	
Expenditures											
Debenture principal and interest	69,031		423,601	33,179	629,520		25,382	25,866		1,206,579	
Capital expenditures in 20-year forecast	67,500		3,592,200	136,800			42,336	-		3,838,836	
Debt - Capital expenditures in 20-year forecast		-	-					-		-	
Library Collection						42,750				42,750	
Total Expenditures	136,531	-	4,015,801	169,979	629,520	42,750	67,718	25,866	-	5,088,165	
Projected Balance at Dec. 31, 2025	(271,918)	433,325	1,140,978	2,292,538	(2,251,004)	56,115	(283,571)	1,301,832	24,492	2,442,788	
Additions											
Estimated Collections for 2026	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	(8,158)	13,000	34,229	68,776	(67,530)	1,683	(8,507)	39,055	735	73,284	3.00%
Total additions	142,786	88,805	2,097,004	379,293	622,669	104,371	219,080	578,793	735	4,233,535	
Expenditures											
Debenture principal and interest			360,267		629,373			26,846		1,016,486	
Capital expenditures in 20-year forecast				265,050				527,940		792,990	
Debt - Capital expenditures in 20-year forecast	-	-	-	-	-	-	-	-	-	-	
Library Collection						42,750				42,750	
Total Expenditures	-	-	360,267	265,050	629,373	42,750	-	554,786	-	1,852,226	
Projected Balance at Dec. 31, 2026	(129,132)	522,131	2,877,715	2,406,781	(2,257,707)	117,736	(64,492)	1,325,839	25,227	4,824,097	

10-Year Projected Development Charge Reserve Fund (\$)



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Estimated Collections for 2027	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	(3,874)	15,664	86,331	72,203	(67,731)	3,532	(1,935)	39,775	757	144,723	3.00%
Total additions	147,069	91,469	2,149,106	382,721	622,468	106,219	225,652	579,513	757	4,304,974	
Expenditures											
Debenture principal and interest					629,222					629,222	
Capital expenditures in 20-year forecast		175,000	2,383,270	136,800				1,343,400		4,038,470	
Debt - Capital expenditures in 20-year forecast	-	61,649	-	-	-	-	-	-	-	61,649	
Library Collection						42,750				42,750	
Total Expenditures	-	236,649	2,383,270	136,800	629,222	42,750	-	1,343,400	-	4,772,091	
Projected Balance at Dec. 31, 2027	17,937	376,952	2,643,551	2,652,702	(2,264,461)	181,205	161,160	561,952	25,984	4,356,981	
Additions											
Estimated Collections for 2028	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	538	11,309	79,307	79,581	(67,934)	5,436	4,835	16,859	780	130,709	3.00%
Total additions	151,481	87,114	2,142,081	390,098	622,266	108,123	232,421	556,596	780	4,290,961	
Expenditures											
Debenture principal and interest					629,065					629,065	
Capital expenditures in 20-year forecast			2,098,330	1,039,500				559,525		3,697,355	
Debt - Capital expenditures in 20-year forecast	-	123,297	-	-	-	-	63,291	-	-	186,589	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	2,098,330	1,039,500	629,065	42,750	63,291	559,525	-	4,555,759	
Projected Balance at Dec. 31, 2028	169,418	340,769	2,687,301	2,003,301	(2,271,260)	246,578	330,290	559,023	26,763	4,092,183	
Additions											
Estimated Collections for 2029	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	5,083	10,223	80,619	60,099	(68,138)	7,397	9,909	16,771	803	122,766	3.00%
Total additions	156,026	86,029	2,143,393	370,616	622,062	110,084	237,495	556,509	803	4,283,017	
Expenditures											
Debenture principal and interest					628,903					628,903	
Capital expenditures in 20-year forecast			3,670,000					844,470		4,514,470	
Debt - Capital expenditures in 20-year forecast	-	123,297	-	-	-	-	126,583	-	-	249,880	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	3,670,000	-	628,903	42,750	126,583	844,470	-	5,436,003	
Projected Balance at Dec. 31, 2029	325,443	303,500	1,160,695	2,373,917	(2,278,101)	313,913	441,203	271,062	27,566	2,939,197	

10-Year Projected Development Charge Reserve Fund (\$)



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Estimated Collections for 2030	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	9,763	9,105	34,821	71,218	(68,343)	9,417	13,236	8,132	827	88,176	3.00%
Total additions	160,706	84,911	2,097,595	381,735	621,857	112,105	240,823	547,870	827	4,248,427	
Expenditures											
Debenture principal and interest					628,737					628,737	
Capital expenditures in 20-year forecast			696,460	925,880			-	1,227,940		2,850,280	
Debt - Capital expenditures in 20-year forecast	-	123,297	-	-	-	-	126,583	-	-	249,880	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	696,460	925,880	628,737	42,750	126,583	1,227,940	-	3,771,647	
Projected Balance at Dec. 31, 2030	486,150	265,113	2,561,830	1,829,772	(2,284,982)	383,267	555,443	(409,008)	28,393	3,415,978	
Additions											
Estimated Collections for 2031	150,943	75,806	2,062,774	310,517	690,200	102,687	227,587	539,738	-	4,160,251	
Estimated Interest	14,584	7,953	76,855	54,893	(68,549)	11,498	16,663	(12,270)	852	102,479	3.00%
Total additions	165,528	83,759	2,139,629	365,411	621,650	114,185	244,250	527,468	852	4,262,731	
Expenditures											
Debenture principal and interest					628,564					628,564	
Capital expenditures in 20-year forecast			3,762,500	-			510,650	1,104,500		5,377,650	
Debt - Capital expenditures in 20-year forecast	-	123,297	-	-	-	-	126,583	-	-	249,880	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	3,762,500	-	628,564	42,750	637,233	1,104,500	-	6,298,844	
Projected Balance at Dec. 31, 2031	651,677	225,575	938,959	2,195,182	(2,291,896)	454,703	162,460	(986,041)	29,245	1,379,865	

Parkland Dedication Reserve Fund (\$)
10-Year Projection



	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected Reserve Fund (Deficit) - Start of Year	1,322,911	884,526	673,371	430,105	40,857	(8,121)
Additions to Reserve						
Estimated Collections	700,000	350,000	350,000	350,000	350,000	340,000
Interest	6,615	8,845	6,734	10,753	1,021	-
Reductions in Reserve						
Collection of Receivable	(700,000)	(350,000)	(350,000)	(350,000)	(350,000)	(218,446)
Estimated 2021 Projects Completed	(145,000)					
Estimated Prior Year Projects Completed	(300,000)					
Debenture Principal and Interest						
Capital Spending (from 20 Year Summary)		(220,000)	(250,000)	(400,000)	(50,000)	-
Projected Reserve Fund (Deficit) - End of Year	884,526	673,371	430,105	40,857	(8,121)	113,433

Note 1: Annual change in collections (rounded up to the nearest thousand)

0.0% 0.0% 0.0% 0.0% -3.0%

Note 2: Estimated interest rate

0.5% 1.0% 1.0% 2.5% 2.5% 3.0%

Parkland Dedication Reserve Fund (\$)
10-Year Projection



	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Projected Reserve Fund (Deficit) - Start of Year	113,433	296,836	(114,259)	135,741	229,813
Additions to Reserve					
Estimated Collections	340,000	340,000	330,000	330,000	330,000
Interest	3,403	8,905	-	4,072	8,043
Reductions in Reserve					
Collection of Receivable					
Estimated 2021 Projects Completed					
Estimated Prior Year Projects Completed					
Debenture Principal and Interest					
Capital Spending (from 20 Year Summary)	(160,000)	(760,000)	(80,000)	(240,000)	(150,000)
Projected Reserve Fund (Deficit) - End of Year	296,836	(114,259)	135,741	229,813	417,856

Note 1: Annual change in collections (rounded up to the nearest thousand)

0.0%	0.0%	-3.0%	0.0%	0.0%
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Note 2: Estimated interest rate

3.0%	3.0%	3.0%	3.0%	3.5%
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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 2022 is still unknown, therefore the capital budget has been prepared on the assumption that funding for 2022 will equal \$475,612 which is slightly lower than 2021, 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 a reduced amount past 2022 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. However, the Town is in the process of preparing a comprehensive updated Asset Management Plan in compliance with Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure. Under the regulation, the Town must have an approved asset management plan for core assets, including the identification of service levels and the cost of maintaining those service levels, by July 1, 2022. This was delayed by one year due to the impact of COVID-19. Core assets include roads, bridges and culverts, water, wastewater, and stormwater management systems. The asset management plan will provide a more fulsome and comprehensive picture of the timing and amount of required infrastructure spending, and reserve targets will be updated when the asset management plan is complete.

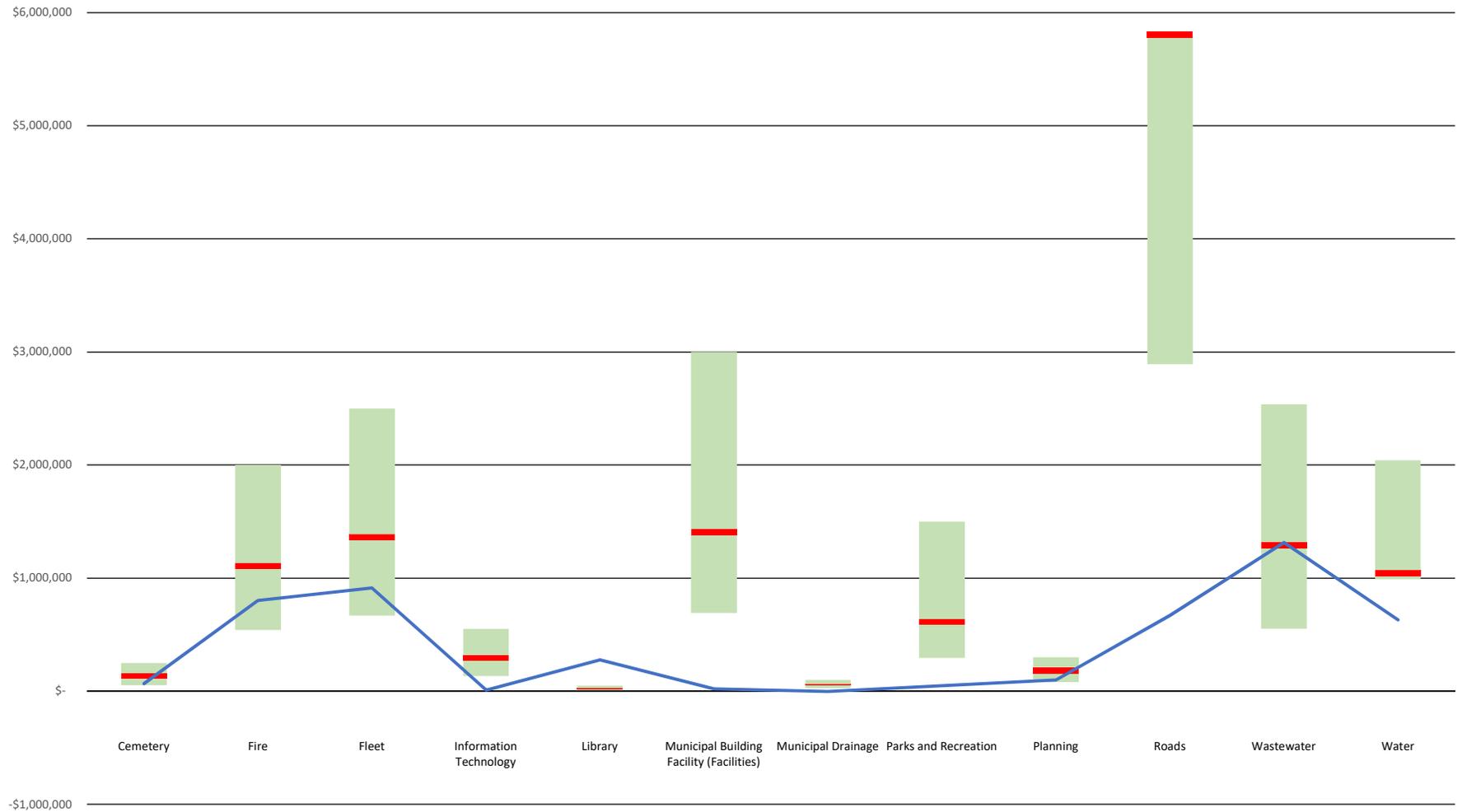
The following graph depicts the projected 2021 year-end capital reserve and capital discretionary reserve fund balances versus the targets. The targets are as calculated in the reserve and reserve fund policy and will be updated in 2022 when the asset management plan is complete for core assets. There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

The 2022 Capital Budget includes ten years of reserve forecasts, along with the Target Minimum Reserve Balance and Target Reserve Balance for each reserve and reserve fund. It is beneficial to look at the trend of each reserve and reserve fund over time in order to determine whether the balance is gradually improving toward the phased-in targets. Balance fluctuations are a necessary and planned characteristic of the reserves and reserve funds. The Town uses them to "save up" for planned expenditures, and then as the capital projects are carried out, the balance in the reserves will decrease again and need to be built back up.

It should also be noted that building up reserves, reducing debt, and considering the tax levy impact can be competing goals. For the 2022 forecast, effort has been made where possible to evenly distribute planned capital expenditures, and debt has been minimized as a first priority. As a result, the forecast for the Town's debt as a percentage of own source net revenues has decreased from the 2021 forecast, but reserve balances will only increase slightly over time.

The table following the graph, Summary of Capital Reserve Transfers and Forecast Tax Levy Impact depicts the capital reserve transfers that are needed in the next five years to fund the current capital forecast and meet the internal debt limit in policy S400-07. It adds in the capital impact of other items, such as annual expenditures that have been shifted from the capital to the operating budget in 2022 and anticipated debt payments on newly issued debt based on the capital forecast. In order to complete the capital projects in the capital forecast within the specified years and meet the internal debt limit, the Town would need to increase tax levy supported transfers from 2022 to 2026. This would result in an overall increase in tax levy supported capital costs of \$489,000 to \$626,000 per year, which is a 3-4% tax levy increase each year for capital (before growth and other budget changes). This forecast is based on a large number of assumptions, including future capital costs, timing of project completion, interest rates, and available grant funding. Any change to these variables would result in changes to the forecast. The Town is actively pursuing grant funding and seeking cost-saving measures to minimize the impact on the tax levy.

Town of Pelham
 2021 Year End Projected Capital Reserve and Discretionary Reserve Fund Balances vs. Target Capital Reserves and Discretionary Reserve Funds



Summary of Capital Reserve Transfers and Forecast Tax Levy Impact

Amended February 7, 2022



Reserve	2021 Budget	2022 Draft Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
IT	113,100	132,000	212,000	149,000	127,000	121,000
Fire	315,000	423,000	466,000	630,000	536,000	542,000
Facilities	338,700	425,000	680,000	748,000	748,000	561,000
Roads	2,361,950	2,477,000	2,477,000	2,551,000	2,806,000	3,002,000
Fleet	403,000	469,000	484,000	499,000	514,000	545,000
Cemeteries	28,600	33,000	66,000	47,000	47,000	47,000
Parks	61,600	68,000	272,000	463,000	626,000	783,000
Planning	72,000	72,000	72,000	72,000	72,000	72,000
Drainage	19,000	19,000	15,000	15,000	15,000	8,000
Tax Levy Supported Capital Reserve Transfers	3,712,950	4,118,000	4,744,000	5,174,000	5,491,000	5,681,000
Increase over prior year	169,965	405,050	626,000	430,000	317,000	190,000
Wastewater	741,007	836,795	917,000	927,000	937,000	947,000
Water	641,297	533,495	574,000	580,000	586,000	592,000
Water/Wastewater Rate Supported Capital Reserve Transfers	1,382,304	1,370,290	1,491,000	1,507,000	1,523,000	1,539,000
Grand Total Capital Reserve Transfers	5,095,254	5,488,290	6,235,000	6,681,000	7,014,000	7,220,000
Estimated Tax Levy Supported Debt Payments on Newly Issued Debt				127,727	319,928	618,656
Increase over prior year				127,727	192,201	298,728
Increase in Tax Levy Supported Capital Reserve Transfers Above Expenditures not capital under PSAB shifted to operating budget	169,965	405,050	626,000	430,000	317,000	190,000
Increase in Tax Levy Supported Debt Payments Above		155,000		127,727	192,201	298,728
Estimated Tax Levy Increase from Capital - \$		560,050	626,000	557,727	509,201	488,728
Estimated Tax Levy Increase from Capital - %		3.6%	4.0%	3.6%	3.2%	3.1%

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.