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## **OVERVIEW**

The Town of Pelham Operating Budget is created to respond to the needs of the Community. The 2016 Budget has been prepared to ensure that each departmental request responds to the Strategic direction of the Town identified in the 2015 Strategic Plan.

The 2016 Operating Budget process began in October of 2015 and included a public open house in December where residents were invited to provide input into the budget process. In addition, departments have worked diligently to ensure that the 2016 proposed increase is reasonable while keeping exceptional customer service levels and aligning the proposed Pelham Community Centre.

At the 2016 pre-budget meeting staff presented an increase projection of 4.98% resulting from expenditure increases that were previously approved by Council or dictated by third party organizations beyond the control of the Town staff and Council. Examples of the latter include Workplace Safety and Insurance Board (WSIB) premiums and Revenue Canada increases to Canada pension plan contributions and employment insurance contributions.

A projected increase of 4.98% was brought to Council in December 2015. The projected increase did not include additional principal and interest payments for the new Pelham Community Centre. The increase presented to Council tonight includes the debenture of a portion of the Community Centre. This will allow the impact of the debenture expense to be incremental over the next three years.

Since the pre-budget meeting in December, expenditures within each department were reviewed extensively and where possible reductions were made while ensuring that current service levels were maintained. In addition, reductions in one department assisted in offsetting previously approved expenditures in another department.

The final product of the departmental expenditure review resulted in an increase from the original projection of 4.98% to 7.86%. This is a net increase of 2.88% from the pre-budget proposed increase due to the additional projected debt expense.

**2016 OPERATING BUDGET INCREASE**

Town staff were directed to review all expenditure requests for 2016 and provide budgeted amounts that met the customer service needs of the Town. In addition the 2016 Operating Budget had to absorb expenditures impacting the Town that were uncontrolled and set aside an incremental increase for the proposed new Community Centre. Increases that impacted the 2016 Budget are shown in Table 2 and were minimized by staff's commitment to ensure that the 2016 Tax levy increase is affordable for Town residents. The result is an overall increase in 2016 of 7.86%.

The 2016 net expenditure increase over 2015 is \$792,873 resulting from an increase in expenditures of \$1,077,967 and an overall increase in operating revenues of \$100,625. This net increase of \$792,873 is reduced annually by any growth that occurred within the tax year. In 2015, the Town's growth was 1.83% or an increase in tax revenues of \$184,469. Thus, the net overall increase is \$792,873 representing a 7.86% increase over 2015.

Table 1 below shows the net operating budget increase for 2016 after growth.

| <b>2016 OPERATING BUDGET NET INCREASE</b> |                        |                        |   |   |
|---|------------------------|------------------------|---|---|
|   | <b>2016<br/>BUDGET</b> | <b>2015<br/>BUDGET</b> | <b>INCREASE<br/>(DECREASE)<br/>FROM 2015<br/>BUDGET</b> | <b>INCREASE<br/>(DECREASE)<br/>FROM 2015<br/>BUDGET</b> |
|   | <b>\$</b>              | <b>\$</b>              | <b>\$</b>   | <b>%</b>  |
| Total Expenditures                        | 13,513,992             | 12,436,025             | 1,077,967   | 8.67  |
| Total Revenues                            | 2,450,681              | 2,350,056              | 100,625   | 4.28  |
|   | 11,063,311             | 10,085,969             | 977,342   | 9.69%   |
| Assessment Growth                         |                        |                        | 184,469   | 1.83%   |
| <b>Net 2016 Operating Budget Increase</b> |                        |                        | <b>792,873</b>  | <b>7.86%</b>  |

|   | <b>2016<br/>BUDGET</b> | <b>2015<br/>BUDGET</b> | <b>INCREASE<br/>(DECREASE)<br/>FROM 2015<br/>BUDGET</b> | <b>INCREASE<br/>(DECREASE)<br/>FROM 2015<br/>BUDGET</b> |
|---|------------------------|------------------------|---|---|
|   | <b>\$</b>              | <b>\$</b>              | <b>\$</b>   | <b>%</b>  |
| Total Expenditures                        | 13,513,992             | 12,436,025             | 1,077,967   | 8.67  |
| Total Revenues                            | 2,450,681              | 2,350,056              | 100,625   | 4.28  |
|   | 11,063,311             | 10,085,969             | 977,342   | 9.69%   |
| Assessment Growth                         |                        |                        | 184,469   | 1.83%   |
| <b>Net 2016 Operating Budget Increase</b> |                        |                        | <b>792,873</b>  | <b>7.86%</b>  |

Growth in the year is the result of assessments that are added to the tax base after the original tax roll has been delivered to the Town. This is the result of new construction, additions to property, or corrections to the assessment roll. The 2016 Growth Calculation is provided in section 8, page 8.1.

The increase of \$789,298 identified in Table 1 is the result of expenditure increases and/or revenue increases. The majority of expenditure increases that are proposed in the 2016 budget are increases due to previously approved operating budget items and that are a result of third party increases outside the control of Town staff.

Table 2 on below summarizes the increases presented in the 2016 budget.

**TABLE 2  
SUMMARY OF 2015 INCREASES AS PRESENTED IN BUDGET**

|   |                    |
|---|--------------------|
| Employee Salary COLA/grid movement increase | \$250,786          |
| 40 hour work week/10 Benefit increase       |                    |
| Increase in grant funding to Library        | \$11,007           |
| Sustainability (Transfer to Reserves)       | \$269,830          |
| Principal and Interest estimated amounts    | \$416,984          |
| Utility rate increases within Facilities    | \$49,731           |
| Maintenance demands with Facilities         | \$79,629           |
| <b>Total 2016 Proposed Increase**</b>       | <b>\$1,077,967</b> |
| <b>Less:</b>                                |                    |
| <b>Increase in Revenues</b>                 | <b>(\$100,625)</b> |
| <b>Increase in Growth</b>                   | <b>(\$184,469)</b> |
| <b>Net 2016 Operating Budget Increase</b>   | <b>\$792,873</b>   |

\*\*The total proposed increase is net of economies found within the operating budget by staff to provide for uncontrollable expenditure increases.

**2016 TAX LEVY INCREASE**

As illustrated the operating budget increase is \$792,873. To calculate the increase on the average residential assessment the average residential assessment for 2015 must be determined. Assessment increases and decreases occur within the year and as result the 2016 average residential property assessed value increased by 2.11% to \$309,200.

**TABLE 3  
2016 TAX LEVY INCREASE (AFTER GROWTH)**

|                                      | 2015         | 2016         | Increase         | %<br>Increase |
|--------------------------------------|--------------|--------------|------------------|---------------|
| Average Residential Assessment       | \$ 302,815   | \$ 309,200   | \$ 6,385         | 2.11%         |
| Tax Rates                            | 0.0045616500 | 0.0048149136 | 0.0002533        | 5.55%         |
| Average Tax Levy                     | 1,381.34     | 1,488.77     | 107.44           | 7.78%         |
| Cost per day to average tax levy     | \$ 3.78      | \$ 4.08      | \$ 0.29          | 7.78%         |
| Annual increase to average ratepayer |              |              | <u>\$ 107.44</u> |               |

Table 3 above illustrates that after growth is taken into consideration, the overall annual increase to the residential ratepayers for the Town of Pelham share of tax levy is 7.78% or \$107.44

Explanatory notes on variances in the 2016 Operating Budget are detailed in each section for Council's consideration. A full presentation of the 2016 Operating Budget will occur on January 25<sup>th</sup>.

**Vision: To be the most vibrant creative & caring community in Niagara**

**Mission: Enhance our unique blend of our urban and rural communities**

**Mission? Enhance the Quality of Life in our Unique Urban and Rural Areas**

**Value 1: Open & Transparent**

## T.O.P. VALUES

**Value 2: Accountable**

**Value 3: Fair & Equitable**

## T.O.P. GOALS

**Goal: Protect People and Property**

**Goal: Feel like a small town**

**Goal: Provide the environment so our businesses can thrive**

**Goal: Become financially resilient for the next 20 years**

**Goal: Build trust in our corporation**

## T.O.P. OBJECTIVES

Prepare for more severe & frequent storms

Build & Strengthen identifiable neighbourhoods

Promote volunteerism + Events

Protect our rural & agricultural areas

Attract businesses & people to Pelham

Ensure the East Fonthill Development benefits the entire community

Determine what infrastructure investments are made that will generate wealth for the town & community

Develop a 20 year financial plan for

Find new sources of revenue

Balance growth & innovation with maintenance of assets

Meet or exceed our customer service standards

Promote fairness & equity in our Town (corp)

Have respect for each other

## T.O.P. INITIATIVES

Maintain our Protection of People & Property Plans

I.D. requirements for preventative maintenance program for extreme storms

Develop a training and education plan relating to extreme emergencies for staff & residents

Determine implications of sever storm events

Develop a realistic economic development plan

Reduce the amount of carbon consumed

Offer public transportation to Pelham residents

Build a multi-faceted Community Centre

Decide to build a community centre in 2016

Employ new urbanism built form

Plan expenses/revenues including debt reserves for 5/10/15/20 yrs not predicated on growth

Employ a cost improvement plan annually

Work smarter not harder

Well-trained staff deliver well communi - cated, consistent and flexible P & P

Communicate our action in terms of what the taxpayer wants

Provide personal service from town hall

Engage residents decision making

Communicate with people from their perspective

Prepare & implement a Pelham Charter of Rights

Ensure consistent application of what we do, incl.policies both internally & externally

Ensure volunteer committees operate within strategic plan

Schedule of Operating Revenues

|   | 2016<br>Proposed<br>Budget | 2015<br>Approved<br>Budget | Increase/<br>(Decrease) | Increase/<br>(Decrease) |
|---|----------------------------|----------------------------|-------------------------|-------------------------|
|   | \$                         | \$                         | \$                      | %                       |
| <b>GRANTS</b>                                   |                            |                            |                         |                         |
| Ont Municipal Partnership Fund                  | 9,000                      | 10,500                     | (1,500)                 | -14.3%                  |
| <b>FINANCE DEPARTMENT</b>                       |                            |                            |                         |                         |
| Penalties and interest                          | 340,000                    | 325,000                    | 15,000                  | 4.6%                    |
| Investment income                               | 50,000                     | 50,000                     | -                       | 0.0%                    |
| Supplemental Revenues                           | 75,000                     | 75,000                     | -                       | 0.0%                    |
| Miscellaneous                                   | 25,000                     | 25,000                     | -                       | 0.0%                    |
| <b>TOTAL FINANCE DEPARTMENT</b>                 | <b>490,000</b>             | <b>475,000</b>             | <b>15,000</b>           | <b>3.2%</b>             |
| <b>CLERKS DEPARTMENT</b>                        |                            |                            |                         |                         |
| Committee of Adjustment                         | 35,500                     | 27,500                     | 8,000                   | 29.1%                   |
| Miscellaneous                                   | 6,750                      | 7,450                      | (700)                   | -9.4%                   |
| <b>TOTAL CLERKS DEPARTMENT</b>                  | <b>42,250</b>              | <b>34,950</b>              | <b>7,300</b>            | <b>19.7%</b>            |
| <b>PROTECTION SERVICES</b>                      |                            |                            |                         |                         |
| Fire Department Revenues                        | 35,780                     | 33,000                     | 2,780                   | 8.4%                    |
| POA Revenue                                     | 40,000                     | 40,000                     | -                       | 0.0%                    |
| By-law and Parking Enforcement                  | 11,200                     | 12,400                     | (1,200)                 | -9.7%                   |
| <b>TOTAL PROTECTION SERVICES</b>                | <b>86,980</b>              | <b>85,400</b>              | <b>1,580</b>            | <b>1.9%</b>             |
| <b>TRANSPORTATION SERVICES</b>                  |                            |                            |                         |                         |
| Aggregate Resource Grant                        | 20,000                     | 25,000                     | (5,000)                 | -20.0%                  |
| Miscellaneous                                   | 28,000                     | 25,000                     | 3,000                   | 12.0%                   |
| Transportation                                  | 75,000                     | -                          | -                       | 0.0%                    |
| <b>TOTAL TRANSPORTATION SERVICES</b>            | <b>123,000</b>             | <b>50,000</b>              | <b>73,000</b>           | <b>146.0%</b>           |
| <b>HEALTH SERVICES</b>                          |                            |                            |                         |                         |
| Cemeteries                                      | 88,580                     | 103,500                    | (14,920)                | -14.4%                  |
| <b>RECREATION AND CULTURAL SERVICES</b>         |                            |                            |                         |                         |
| General Administration                          | 339,510                    | 355,950                    | (16,440)                | -4.6%                   |
| Special Events and Festivals                    | 124,400                    | 118,150                    | 6,250                   | 5.3%                    |
| Recreation and Wellness                         | 200,600                    | 204,800                    | (4,200)                 | -2.1%                   |
| Culture & Community Enhancement                 | 33,828                     | 48,945                     | (15,117)                | -30.9%                  |
| <b>TOTAL RECREATION &amp; CULTURAL SERVICES</b> | <b>698,338</b>             | <b>727,845</b>             | <b>(29,507)</b>         | <b>-4.1%</b>            |
| <b>PLANNING AND DEVELOPMENT</b>                 |                            |                            |                         |                         |
| Planning Fees                                   | 105,424                    | 160,000                    | (54,576)                | -34.1%                  |
| Building Department Revenues                    | 501,000                    | 415,002                    | 85,998                  | 20.7%                   |
| Other (Municipal Drains, Weed Control, Tile)    | 24,000                     | 5,750                      | 18,250                  | 317.4%                  |
| <b>TOTAL PLANNING AND DEVELOPMENT</b>           | <b>630,424</b>             | <b>580,752</b>             | <b>49,672</b>           | <b>8.6%</b>             |
| <b>GRAND TOTAL</b>                              | <b>2,168,572</b>           | <b>2,067,947</b>           | <b>100,625</b>          | <b>4.9%</b>             |

**Revenue Explanatory Notes**

- (1) OMPF funding decreases annually; result of Provincial decision.
- (2) Revenues have been adjusted to better reflect actuals.
- (3) Reduction due to projections from Provincial authorities.
- (4) Reflects the addition of grant revenue for Pelham Transit Service.
- (5) Reductions in revenues due to program changes, offset by expenditure decreases.
- (6) Revenues projected to align with pending development.
- (7) Drainage Superintendant grant recognized for entire year in 2016.

**Schedule of Operating Expenses**

|  | 2016<br>Proposed<br>Budget | 2015<br>Approved<br>Budget | Increase/<br>(Decrease) | Increase/<br>(Decrease) |
|--|----------------------------|----------------------------|-------------------------|-------------------------|
|  | \$                         | \$                         | \$                      | %                       |
| <b>GENERAL GOVERNMENT</b>                      |                            |                            |                         |                         |
| Members of Council                             | 218,710                    | 217,114                    | 1,596                   | 0.7%                    |
| CAO's Office                                   | 319,669                    | 295,624                    | 24,045                  | 8.1%                    |
| Marketing and Communications                   | 135,694                    | 119,234                    | 16,460                  | 13.8%                   |
| Human Resources                                | 227,100                    | 160,959                    | 66,141                  | 41.1%                   |
| <b>1 TOTAL GENERAL GOVERNMENT</b>              | <b>901,173</b>             | <b>792,931</b>             | <b>108,242</b>          | <b>13.7%</b>            |
| <b>CLERKS</b>                                  |                            |                            |                         |                         |
| Clerks Department                              | 325,711                    | 303,752                    | 21,959                  | 7.2%                    |
| Committee Of Adjustment                        | 5,570                      | 6,960                      | (1,390)                 | -20.0%                  |
| <b>2 TOTAL CLERKS</b>                          | <b>331,281</b>             | <b>310,712</b>             | <b>20,569</b>           | <b>6.6%</b>             |
| <b>CORPORATE SERVICES</b>                      |                            |                            |                         |                         |
| Finance Department                             | 806,881                    | 775,781                    | 31,100                  | 4.0%                    |
| Shared Administrative Overhead                 | 566,500                    | 569,320                    | (2,820)                 | -0.5%                   |
| Shared Information Technology                  | 398,522                    | 370,641                    | 27,881                  | 7.5%                    |
| <b>3 TOTAL CORPORATE SERVICES</b>              | <b>1,771,902</b>           | <b>1,715,742</b>           | <b>56,160</b>           | <b>3.3%</b>             |
| <b>PROTECTION SERVICES</b>                     |                            |                            |                         |                         |
| Fire Services                                  | 1,313,894                  | 1,154,614                  | 159,280                 | 13.8%                   |
| By-law and Parking Enforcement                 | 111,856                    | 91,775                     | 20,081                  | 21.9%                   |
| Crossing Guards                                | 33,395                     | 35,572                     | (2,177)                 | -6.1%                   |
| Animal Control                                 | 36,162                     | 34,440                     | 1,722                   | 5.0%                    |
| <b>4 TOTAL PROTECTION SERVICES</b>             | <b>1,495,306</b>           | <b>1,316,400</b>           | <b>178,906</b>          | <b>13.6%</b>            |
| <b>TRANSPORTATION SERVICES</b>                 |                            |                            |                         |                         |
| General Administration                         | 451,055                    | 442,496                    | 8,559                   | 1.9%                    |
| Roadway & Building Maintenance                 | 5,496,822                  | 5,062,616                  | 434,206                 | 8.6%                    |
| Street Lighting                                | 182,013                    | 168,840                    | 13,173                  | 7.8%                    |
| Transportation                                 | 125,000                    | -                          | -                       | 0.0%                    |
| Niagara Centre Airport                         | 15,201                     | 14,904                     | 297                     | 2.0%                    |
| <b>5 TOTAL TRANSPORTATION SERVICES</b>         | <b>6,270,090</b>           | <b>5,688,856</b>           | <b>581,233</b>          | <b>10.2%</b>            |
| <b>HEALTH SERVICES</b>                         |                            |                            |                         |                         |
| Fonthill/Hillside Cemeteries                   | 119,549                    | 120,486                    | (937)                   | -0.8%                   |
| <b>6 TOTAL HEALTH SERVICES</b>                 | <b>119,549</b>             | <b>120,486</b>             | <b>(937)</b>            | <b>-0.8%</b>            |
| <b>RECREATION &amp; CULTURAL SERVICES</b>      |                            |                            |                         |                         |
| General Administration                         | 370,240                    | 344,518                    | 25,722                  | 7.5%                    |
| Special Events & Festivals                     | 222,970                    | 220,112                    | 2,858                   | 1.3%                    |
| Cultural and Community Enhancement             | 92,241                     | 105,587                    | (13,346)                | -12.6%                  |
| Recreation & Wellness                          | 230,686                    | 227,844                    | 2,842                   | 1.2%                    |
| Libraries                                      | 763,265                    | 752,258                    | 11,007                  | 1.5%                    |
| <b>7 TOTAL RECREATION &amp; CULTURAL SERV.</b> | <b>1,679,401</b>           | <b>1,650,319</b>           | <b>29,082</b>           | <b>1.8%</b>             |
| <b>COMMUNITY PLANNING &amp; DEVELOPMENT</b>    |                            |                            |                         |                         |
| Planning & Zoning                              | 431,734                    | 414,078                    | 17,656                  | 4.3%                    |
| Building Department                            | 501,000                    | 415,002                    | 85,998                  | 20.7%                   |
| Other  | 12,555                     | 11,500                     | 1,055                   | 9.2%                    |
| <b>8 TOTAL COMMUNITY PLANNING &amp; DEV.</b>   | <b>945,290</b>             | <b>840,580</b>             | <b>104,710</b>          | <b>12.5%</b>            |
| <b>GRAND TOTAL</b>                             | <b>13,513,992</b>          | <b>12,436,026</b>          | <b>1,077,966</b>        | <b>8.7%</b>             |



**SUMMARY OF MAJOR REVENUES**

|                               | 2016              |               | 2015              |               | Variance            |             |
|-------------------------------|-------------------|---------------|-------------------|---------------|---------------------|-------------|
|                               | \$                | %             | \$                | %             | Increase (Decrease) |             |
| <b>Revenue from User Fees</b> |                   |               |                   |               |                     |             |
| Building Permit Fees          | 501,000           | 3.71          | 415,002           | 3.34          | 85,998              | 20.72 (1)   |
| Arena Rental Fees             | 339,510           | 2.51          | 355,950           | 2.86          | (16,440)            | (4.62) (2)  |
| Interest/Penalty Income       | 390,000           | 2.89          | 375,000           | 3.02          | 15,000              | 4.00 (3)    |
| Community Services            | 358,828           | 2.66          | 371,895           | 2.99          | (13,067)            | (3.51) (4)  |
| Supplementals                 | 75,000            | 0.56          | 75,000            | 0.60          | -                   | -           |
| Misc and other income         | 146,730           | 1.09          | 142,850           | 0.60          | 3,880               | 2.72        |
| Planning & Development        | 140,924           | 1.04          | 187,500           | 1.15          | (46,576)            | (24.84) (5) |
| Cemeteries                    | 88,580            | 0.66          | 103,500           | 1.51          | (14,920)            | (14.42) (6) |
| Grants                        | 128,000           | 0.95          | 41,250            | 0.83          | 86,750              | 210.30 (7)  |
| <b>Subtotal</b>               | <b>2,168,572</b>  | <b>16.05</b>  | <b>2,067,947</b>  | <b>16.63</b>  | <b>100,625</b>      | <b>4.87</b> |
| <b>Revenue from Taxation</b>  |                   |               |                   |               |                     |             |
| Payments in Lieu              | 282,109           | 2.09          | 282,109           | 2.27          | -                   | -           |
| Taxation                      | <b>11,059,737</b> | <b>81.86</b>  | <b>10,085,970</b> | <b>81.10</b>  | <b>973,767</b>      | <b>9.65</b> |
| <b>Subtotal</b>               | <b>11,341,846</b> | <b>83.95</b>  | <b>10,368,078</b> | <b>83.37</b>  | <b>973,768</b>      | <b>9.39</b> |
| <b>TOTAL</b>                  | <b>13,510,418</b> | <b>100.00</b> | <b>12,436,025</b> | <b>100.00</b> | <b>1,074,393</b>    | <b>8.64</b> |

**Notes:**

- (1) Building Permit Revenues must match departmental expenditures.
- (2) Hall Rental revenues adjusted to better reflect actuals.
- (3) Result of assessment base increase.
- (4) Changes in program offerings in 2016 have decreased revenue projections.
- (5) Revenues are projected to align with growth in East Fonthill and better reflect actuals in 2015.
- (6) Decrease result of aligning projection with 2015 actuals.
- (7) Increase result of Transportation Grant award for 2016.



## SUMMARY OF MAJOR EXPENSES

|                           | 2016              |               | 2015              |               | Variance            |             |
|---------------------------|-------------------|---------------|-------------------|---------------|---------------------|-------------|
|                           |                   |               |                   |               | Increase (Decrease) |             |
|                           | \$                | %             | \$                | %             | \$                  | %           |
| Wages                     | 4,260,111         | 31.53         | 4,150,101         | 33.37         | 110,010             | 2.65 (1)    |
| Benefits                  | 1,172,011         | 8.67          | 1,130,776         | 9.09          | 41,235              | 3.65 (2)    |
| Contracted Services       | 898,227           | 6.65          | 778,598           | 6.26          | 119,629             | 15.36 (3)   |
| Transfers to Reserves     | 2,836,878         | 21.00         | 2,567,048         | 20.64         | 269,830             | 10.51 (4)   |
| Debt                      | 1,041,917         | 7.71          | 624,933           | 5.03          | 416,984             | 66.72 (5)   |
| Library                   | 759,690           | 5.62          | 752,258           | 6.05          | 7,432               | 0.99 (6)    |
| Fleet                     | 272,916           | 2.02          | 266,501           | 2.14          | 6,415               | 2.41        |
| Utilities                 | 458,571           | 3.39          | 408,840           | 3.29          | 49,731              | 12.16 (7)   |
| Insurance                 | 285,295           | 2.11          | 285,607           | 2.30          | (312)               | (0.11)      |
| Tax W/O                   | 50,000            | 0.37          | 50,000            | 0.40          | -                   | -           |
| Accounting and Legal      | 137,500           | 1.02          | 153,000           | 1.23          | (15,500)            | (10.13) (8) |
| Fire Dispatch             | 49,997            | 0.37          | 46,639            | 0.38          | 3,358               | 7.20 (9)    |
| Software Support/licences | 152,000           | 1.13          | 145,000           | 1.17          | 7,000               | 4.83 (10)   |
| <b>Sub-Total</b>          | <b>12,375,113</b> | <b>91.60</b>  | <b>11,359,301</b> | <b>91.34</b>  | <b>1,015,812</b>    | <b>8.94</b> |
| <b>Other</b>              | <b>1,135,305</b>  | <b>8.40</b>   | <b>1,076,725</b>  | <b>8.66</b>   | <b>58,580</b>       | <b>5.44</b> |
| <b>TOTALS</b>             | <b>13,510,418</b> | <b>100.00</b> | <b>12,436,026</b> | <b>100.00</b> | <b>1,074,392</b>    | <b>8.64</b> |

### Notes:

- (1) Reflects grid movement, COLA adjustment of 1.3% and 40 hour work week, offset by new hires.
- (2) Increase in extended health care benefits of 10% and statutory obligations.
- (3) Reflects increased demands within facilities maintenance, addition of contracted employee in Building Department.
- (4) Reflects actual transfer to reserve allocation.
- (5) Addition of debentures for fire station #3, Port Robinson Road.
- (6) Increase of COLA was applied to salaries for Library Services.
- (7) Reflects projected rate increase in utility rates.
- (8) Legal expenses reduced to align with actuals.
- (9) Increase part of three year agreement with St.Catharines.
- (10) Increase resulting from required software licenses, software support and software application requirements.



# Administration Services

## General Governance ( 3 )

| Description                          | 2016 Proposed Budget | 2015 Approved Budget | Increase/ (decrease) over 2015 |             |
|--------------------------------------|----------------------|----------------------|--------------------------------|-------------|
|                                      |                      |                      | % Change                       |             |
| <b>Members of Council</b>            |                      |                      |                                |             |
| Salaries and Benefits                | 129,810              | 128,214              | 1,596                          | 1.2% (1)    |
| Materials and Supplies               | 88,900               | 88,900               | 0                              | 0.0%        |
| <i>sub-total</i>                     | 218,710              | 217,114              | 1,596                          | 0.7%        |
| <b>CAO's Office</b>                  |                      |                      |                                |             |
| Salaries and Benefits                | 286,039              | 261,994              | 24,045                         | 9.2% (1)    |
| Materials and Supplies               | 33,630               | 33,630               | 0                              | 0.0%        |
| <i>sub-total</i>                     | 319,669              | 295,624              | 24,045                         | 8.1%        |
| <b>Marketing and Communication</b>   |                      |                      |                                |             |
| Salaries and Benefits                | 106,094              | 89,634               | 16,460                         | 18.4% (1)   |
| Materials and Supplies               | 29,600               | 29,600               | 0                              | 0.0%        |
| <i>sub-total</i>                     | 135,694              | 119,234              | 16,460                         | 13.8%       |
| <b>Human Resources</b>               |                      |                      |                                |             |
| Salaries and Benefits                | 142,815              | 116,109              | 26,706                         | 23.0% (1)   |
| Materials and Supplies               | 84,285               | 44,850               | 39,435                         | 87.9% (2)   |
| <i>sub-total</i>                     | 227,100              | 160,959              | 66,141                         | 41.1%       |
| <b>Total General Government</b>      | 901,173              | 792,931              | 108,242                        | 13.7%       |
| <b>Clerks Department</b>             |                      |                      |                                |             |
| Salaries and Benefits                | 290,981              | 272,572              | 18,409                         | 6.8% (1)    |
| Materials and Supplies               | 34,730               | 31,180               | 3,550                          | 11.4% (3)   |
| <i>sub-total</i>                     | 325,711              | 303,752              | 21,959                         | 7.2%        |
| <b>Committee of Adjustment</b>       | 5,570                | 6,960                | (1,390)                        | -20.0%      |
| <b>Total Clerks</b>                  | 331,281              | 310,712              | 20,569                         | 6.6%        |
| <b>Finance Department</b>            |                      |                      |                                |             |
| Salaries and Benefits                | 680,681              | 649,581              | 31,100                         | 4.8% (1)    |
| Materials and Supplies               | 91,200               | 91,200               | 0                              | 0.0%        |
| Contracted Services                  | 35,000               | 35,000               | 0                              | 0.0%        |
| <i>sub-total</i>                     | 806,881              | 775,781              | 31,100                         | 4.0%        |
| <b>Shared Overhead Costs</b>         |                      |                      |                                |             |
| Salaries and Benefits                | 130,000              | 122,000              | 8,000                          | 6.6% (7)    |
| Materials and Supplies               | 336,500              | 327,500              | 9,000                          | 2.7% (3)    |
| Contracted Services                  | 100,000              | 116,200              | (16,200)                       | -13.9% (4)  |
| Rents and Financial Expenses         | -                    | 3,620                | (3,620)                        | -100.0% (5) |
| <i>sub-total</i>                     | 566,500              | 569,320              | (2,820)                        | -0.5%       |
| <b>Shared Information Technology</b> |                      |                      |                                |             |
| Salaries and Benefits                | 87,372               | 79,791               | 7,581                          | 9.5% (1)    |
| Materials and Supplies               | 208,150              | 190,850              | 17,300                         | 9.1% (6)    |
| Contracted Services                  | 103,000              | 100,000              | 3,000                          | 3.0%        |
| <i>sub-total</i>                     | 398,522              | 370,641              | 27,881                         | 7.5%        |
| <b>Total Corporate Services</b>      | 1,771,902            | 1,715,742            | 56,160                         | 3.3%        |
| <b>Total General Governance</b>      | 3,004,356            | 2,819,385            | 184,971                        | 6.6%        |

Explanatory notes:

- (1) Increase includes grid movement, COLA adjustment of 1.3%, 40 hour work week and 10% increase in benefits.
- (2) Reflects all Health & Safety Training and staff programs in HR budget.
- (3) Increase result of new professional development initiatives.
- (4) Reduction in legal fees to better reflect actual.
- (5) Innovative solution to eliminate printer rental expense going forward.
- (6) Result of increasing Town bandwidth and increase in software licenses.



# Fire & By-Law Services

## Protection Services ( 4 )

| Description                           | 2016 Proposed Budget | 2015 Approved Budget | Increase/ (decrease) over 2015 | % Change  |
|---------------------------------------|----------------------|----------------------|--------------------------------|-----------|
| <b>Fire Services</b>                  |                      |                      |                                |           |
| Salaries and Benefits                 | 588,864              | 564,211              | 24,653                         | 4.4% (1)  |
| Debt Service                          | 257,398              | 210,846              | 46,552                         | 22.1% (2) |
| Materials and Supplies                | 318,500              | 240,700              | 77,800                         | 32.3% (3) |
| Contracted Services                   | 49,997               | 46,639               | 3,358                          | 7.2%      |
| <i>sub-total</i>                      | 1,214,759            | 1,062,396            | 152,363                        | 14.3%     |
| <b>Fire Prevention</b>                |                      |                      |                                |           |
| Salaries and Benefits                 | 81,885               | 80,368               | 1,517                          | 1.9%      |
| Materials and Supplies                | 17,250               | 11,850               | 5,400                          | 45.6%     |
| <i>sub-total</i>                      | 99,135               | 92,218               | 6,917                          | 7.5%      |
| <b>Total Fire Services</b>            | 1,313,894            | 1,154,614            | 159,280                        | 13.8%     |
| <b>By-law and Parking Enforcement</b> |                      |                      |                                |           |
| Salaries and Benefits                 | 107,756              | 85,225               | 22,531                         | 26.4% (4) |
| Materials and Supplies                | 4,100                | 6,550                | (2,450)                        | -37.4%    |
| <i>sub-total</i>                      | 111,856              | 91,775               | 20,081                         | 21.9%     |
| <b>Crossing Guards</b>                |                      |                      |                                |           |
| Salaries and Benefits                 | 32,195               | 32,322               | (127)                          | -0.4%     |
| Materials and Supplies                | 1,200                | 3,250                | (2,050)                        | -63.1%    |
| <i>sub-total</i>                      | 33,395               | 35,572               | (2,177)                        | -6.1%     |
| <b>Animal Control</b>                 |                      |                      |                                |           |
|                                       | 36,162               | 34,440               | 1,722                          | 5.0% (5)  |
| <b>Total</b>                          | 1,495,306            | 1,316,400            | 178,906                        | 13.6%     |

Explanatory notes:

- (1) Increase includes grid movement, COLA adjustment of 1.3%, 40 hour work week and 10% increase in benefits.  
 (2) Debt obligations added in 2016 include Fire Station #3 debenture.  
 (3) Reflects increase in transfer to reserve to fund future projects.  
 (4) Reflects addition of part-time bylaw position to increase Town security in parks.  
 (5) Reflects 2016 negotiated contract for services provided by Humane Society.

**Transportation Services ( 5 )**

| Description                    | 2016 Proposed Budget | 2015 Approved Budget | Increase/ (decrease) over 2015 | % Change     |
|--------------------------------|----------------------|----------------------|--------------------------------|--------------|
| <b>General Administration</b>  |                      |                      |                                |              |
| Salaries and Benefits          | 302,882              | 315,310              | (12,428)                       | -3.9% (1)    |
| Debt Service                   | 130,722              | 107,021              | 23,701                         | 22.1% (2)    |
| Materials and Supplies         | 17,451               | 20,165               | (2,714)                        | -13.5%       |
| <i>sub-total</i>               | 451,055              | 442,496              | 8,559                          | 1.9%         |
| <b>Facilities</b>              |                      |                      |                                |              |
| Salaries and Benefits          | 739,938              | 702,979              | 36,959                         | 5.3% (3)     |
| Utilities                      | 276,558              | 240,000              | 36,558                         | 15.2% (4)    |
| Debt Service                   | 653,797              | 307,066              | 346,731                        | 112.9% (5)   |
| Materials and Supplies         | 421,501              | 373,868              | 47,633                         | 12.7%        |
| Contracted Services            | 170,750              | 92,740               | 78,010                         | 84.1% (6)    |
| <i>sub-total</i>               | 2,262,544            | 1,716,653            | 545,891                        | 31.8%        |
| <b>Roadway Maintenance</b>     |                      |                      |                                |              |
| Salaries and Benefits          | 297,293              | 360,249              | (62,956)                       | -17.5% (1)   |
| Materials and Supplies         | 1,686,640            | 1,635,599            | 51,041                         | 3.1%         |
| Contracted Services            | 296,410              | 395,750              | (99,340)                       | -25.1% (7)   |
| <i>sub-total</i>               | 2,280,343            | 2,391,598            | (111,255)                      | -4.7%        |
| <b>Winter Control</b>          |                      |                      |                                |              |
| Salaries and Benefits          | 162,460              | 158,319              | 4,141                          | 2.6%         |
| Materials and Supplies         | 110,645              | 109,257              | 1,388                          | 1.3%         |
| Contracted Services            | 145,000              | 169,895              | (24,895)                       | -14.7% (8)   |
| <i>sub-total</i>               | 418,105              | 437,471              | (19,366)                       | -4.4%        |
| <b>Fleet</b>                   |                      |                      |                                |              |
| Salaries and Benefits          | 59,704               | 58,709               | 995                            | 1.7%         |
| Fuel                           | 89,020               | 95,100               | (6,080)                        | -6.4%        |
| Materials and Supplies         | 336,356              | 308,236              | 28,120                         | 9.1%         |
| Contracted Services            | 50,750               | 54,850               | (4,100)                        | -7.5%        |
|                                | 535,830              | 516,895              | 18,935                         | 3.7%         |
| <b>Transportation Services</b> | 125,000              | -                    | 125,000                        | 100% (9)     |
| <b>Street Lighting</b>         | 182,013              | 168,840              | 13,173                         | 7.8% (4)     |
| <b>Niagara Centre Airport</b>  | 15,201               | 14,904               | 297                            | 2.0%         |
| <b>Total</b>                   | <b>6,270,090</b>     | <b>5,688,856</b>     | <b>581,234</b>                 | <b>10.2%</b> |

**Explanatory notes:**

- (1) Reflects new hires starting at lower level on the salary grid.  
(2) Result of new debt issued for Port Robinson Road.  
(3) Increase includes grid movement, COLA adjustment of 1.3% and 40 hour work week and 10% increase in benefits.  
(4) Utility rates projected increase to better reflect actual and expected percentage increase for 2016.  
(5) Debt increase result of projected Pelham Community Centre start in 2016.  
(6) Increased building and repair expenses due to facility Condition assessment and overall requirements to maintain.  
(7) Tree maintenance program transfer to Parks division.  
(8) Contracted services reduced to better reflect actual.  
(9) Expenditures related to new public transit service.

**Health Services ( 5 )**

| <b>Description</b>     | <b>2016 Proposed Budget</b> | <b>2015 Approved Budget</b> | <b>Increase/ (decrease) over 2015</b> | <b>% Change</b> |
|------------------------|-----------------------------|-----------------------------|---------------------------------------|-----------------|
| Salaries and Benefits  | 84,159                      | 82,591                      | 1,568                                 | 1.9%            |
| Materials and Supplies | 22,490                      | 26,045                      | (3,555)                               | -13.6% (1)      |
| Contracted Services    | 12,900                      | 11,850                      | 1,050                                 | 8.9%            |
| <i>sub-total</i>       | 119,549                     | 120,486                     | (937)                                 | -0.8%           |
| <b>Total</b>           | 119,549                     | 120,486                     | (937)                                 | -0.8%           |

**Explanatory notes:**

(1) Reflects decrease in cost to perform monument foundation works.



# Recreation, Culture & Wellness

## Recreation and Cultural Services ( 6 )

| Description                                | 2016 Proposed Budget | 2015 Approved Budget | Increase/ (decrease) over 2015 | % Change    |
|--|----------------------|----------------------|--------------------------------|-------------|
| <b>General Administration</b>              |                      |                      |                                |             |
| Salaries and Benefits                      | 204,310              | 185,003              | 19,307                         | 10.4% (1)   |
| Materials and Supplies                     | 165,930              | 159,515              | 6,415                          | 4.0%        |
| <i>sub-total</i>                           | 370,240              | 344,518              | 25,722                         | 7.5%        |
| <b>Special Events &amp; Festivals</b>      |                      |                      |                                |             |
| Salaries and Benefits                      | 68,070               | 66,812               | 1,258                          | 1.9%        |
| Materials and Supplies                     | 154,900              | 153,300              | 1,600                          | 1.0%        |
| <i>sub-total</i>                           | 222,970              | 220,112              | 2,858                          | 1.3%        |
| <b>Recreation &amp; Wellness</b>           |                      |                      |                                |             |
| Salaries and Benefits                      | 63,422               | 60,034               | 3,388                          | 5.6% (1)    |
| Materials and Supplies                     | 150                  | 500                  | - 350                          | -70.0%      |
| Contracted Services                        | 10,850               | 7,500                | 3,350                          | 100.0% (2)  |
| Swim Program                               | 67,407               | 70,641               | - 3,234                        | -4.6%       |
| Youth Programs                             | 88,856               | 89,169               | (313)                          | -0.4%       |
| <i>sub-total</i>                           | 230,686              | 227,844              | 2,842                          | 1.2%        |
| <b>Culture &amp; Community Enhancement</b> |                      |                      |                                |             |
| Salaries and Benefits                      | 57,131               | 56,492               | 639                            | 1.1%        |
| Materials and Supplies                     | 35,110               | 49,095               | - 13,985                       | -28.5% (2)  |
| <i>sub-total</i>                           | 92,241               | 105,587              | (13,346)                       | -12.6%      |
| <b>Libraries</b>                           |                      |                      |                                |             |
|  | 763,265              | 752,258              | 11,007                         | 1.5%        |
| <b>Total</b>                               | <b>1,679,401</b>     | <b>1,650,319</b>     | <b>29,082</b>                  | <b>1.8%</b> |

Explanatory notes:

- (1) Increase includes grid movement, COLA adjustment of 1.3%, 40 hour work week and 10% increase in benefits.  
 (2) Changes in expenditures align with program offerings throughout the year.



# Community Planning & Development

## Planning and Development ( 7 )

| Description                       | 2016 Proposed Budget | 2015 Approved Budget | Increase/ (decrease) over 2015 | % Change  |
|-----------------------------------|----------------------|----------------------|--------------------------------|-----------|
| <b>General Administration</b>     |                      |                      |                                |           |
| Salaries and Benefits             | 328,304              | 316,448              | 11,856                         | 3.7% (1)  |
| Materials and Supplies            | 103,430              | 97,630               | 5,800                          | 5.9% (2)  |
| <i>sub-total</i>                  | 431,734              | 414,078              | 17,656                         | 4.3%      |
| <b>Building Department</b>        |                      |                      |                                |           |
| Salaries and Benefits             | 339,450              | 333,925              | 5,525                          | 1.7%      |
| Materials and Supplies            | 161,550              | 81,077               | 80,473                         | 99.3% (2) |
| <i>sub-total</i>                  | 501,000              | 415,002              | 85,998                         | 20.7%     |
| <b>Other (Municipal Drainage)</b> |                      |                      |                                |           |
| Contracted Services               | 12,555               | 11,500               | 1,055                          | 9.2%      |
| <i>sub-total</i>                  | 12,555               | 11,500               | 1,055                          | 9.2%      |
| <b>Total</b>                      | 945,290              | 840,580              | 104,710                        | 12.5%     |

Explanatory notes:

- (1) Increase includes grid movement, COLA adjustment of 1.3%, 40 hour work week and 10% increase in benefits.  
 (2) Result of increase in transfer to reserve.





**SUMMARY OF YEAR OVER YEAR ASSESSMENT CHANGES**

| <b>PROPERTY CLASS</b>                                       | <b><u>2016</u></b>          | <b><u>2015</u></b>          | <b><u>INCREASE<br/>(DECREASE)</u></b> | <b><u>% CHANGE</u></b> |
|---|-----------------------------|-----------------------------|---------------------------------------|------------------------|
| RESIDENTIAL   | 2,068,323,217               | 1,997,562,043               | 70,761,174                            | 3.54%                  |
| MULTI - RESIDENTIAL   | 18,609,000                  | 18,613,264                  | - 4,264                               | -0.02%                 |
| COMMERCIAL OCCUPIED   | 67,849,061                  | 63,837,021                  | 4,012,040                             | 6.28%                  |
| COMMERCIAL VACANT UNITS                                     | 4,382,972                   | 798,394                     | 3,584,578                             | 448.97%                |
| INDUSTRIAL OCCUPIED   | 3,663,597                   | 3,089,640                   | 573,957                               | 18.58%                 |
| INDUSTRIAL VACANT LAND                                      | 93,000                      | 50,500                      | 42,500                                | 84.16%                 |
| PIPELINES   | 14,900,000                  | 14,508,804                  | 391,196                               | 2.70%                  |
| FARMLANDS   | 124,200,753                 | 115,473,497                 | 8,727,256                             | 7.56%                  |
| MANAGED FORESTS   | 1,748,200                   | 1,616,844                   | 131,356                               | 8.12%                  |
| <b>TOTAL ASSESSMENT FOR TAX<br/>PURPOSES</b>                | <b><u>2,303,769,800</u></b> | <b><u>2,215,550,007</u></b> | <b><u>88,219,793</u></b>              | <b><u>3.98%</u></b>    |
| <b>PROPERTIES SUBJECT TO PAYMENTS<br/>IN LIEU OR EXEMPT</b> | <b>90,184,800</b>           | <b>81,963,020</b>           | <b>8,221,780</b>                      | <b>10.03%</b>          |
| <b>MUNICIPAL TOTAL</b>                                      | <b><u>2,393,954,600</u></b> | <b><u>2,297,513,027</u></b> | <b><u>96,441,573</u></b>              | <b><u>4.20%</u></b>    |



5 Year Reserve Forecast - As approved at Capital Budget

|                                    | Projected<br>Balance Dec<br>31/16 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/17 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/18 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/19 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/20 |
|------------------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|
|                                    | \$                                | \$                      | \$                                | \$                      | \$                                | \$                      | \$                                | \$                      | \$                                |
| <b>Discretionary Reserve Funds</b> |                                   |                         |                                   |                         |                                   |                         |                                   |                         |                                   |
| Information Technology Reserve     | (37,085)                          | (37,000)                | (85)                              | 23,000                  | 22,915                            | 62,000                  | 84,915                            | 16,000                  | 100,915                           |
| Fire Equipment Reserve             | 200,205                           | 215,000                 | 415,205                           | (225,000)               | 190,205                           | 265,000                 | 455,205                           | 265,000                 | 720,205                           |
| Facilities Reserve - Town Hall     | (92,470)                          | 27,300                  | (65,170)                          | 145,500                 | 80,330                            | 202,000                 | 282,330                           | 242,000                 | 524,330                           |
| Fleet                              | 238,875                           | (15,940)                | 222,935                           | 152,862                 | 375,797                           | (325,644)               | 50,153                            | 39,574                  | 89,727                            |
| Roads Reserve                      | 805,739                           | 200,865                 | 1,006,604                         | (16,195)                | 990,409                           | (420,317)               | 570,092                           | 170,384                 | 740,476                           |
| Parks and Recreation Reserve       | 280,495                           | 268,377                 | 548,872                           | 193,171                 | 742,043                           | (45,920)                | 696,123                           | (41,130)                | 654,993                           |
| Cemeteries Reserve                 | (106,633)                         | (39,000)                | (145,633)                         | (51,000)                | (196,633)                         | 14,000                  | (182,633)                         | 20,000                  | (162,633)                         |
| Planning Reserve                   | (78,110)                          | 27,850                  | (50,260)                          | 65,000                  | 14,740                            | 57,500                  | 72,240                            | 75,000                  | 147,240                           |
| <b>Projected Reserve Balances</b>  | <b>1,211,016</b>                  | <b>647,452</b>          | <b>1,932,468</b>                  | <b>287,338</b>          | <b>2,219,806</b>                  | <b>(191,381)</b>        | <b>2,028,425</b>                  | <b>786,828</b>          | <b>2,815,253</b>                  |



5 Year Reserve Forecast with no increase in transfer to reserve to 2019

|                                    | Projected<br>Balance Dec<br>31/16 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/17 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/18 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/19 | In Year<br>Transactions | Projected<br>Balance Dec<br>31/20 |
|------------------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|-----------------------------------|
|                                    | \$                                | \$                      | \$                                | \$                      | \$                                | \$                      | \$                                | \$                      | \$                                |
| <b>Discretionary Reserve Funds</b> |                                   |                         |                                   |                         |                                   |                         |                                   |                         |                                   |
| Information Technology Reserve     | (42,085)                          | 22,000                  | (20,085)                          | 3,000                   | (17,085)                          | 37,000                  | 19,915                            | -                       | 19,915                            |
| Fire Equipment Reserve             | 125,205                           | 115,000                 | 240,205                           | (375,000)               | (134,795)                         | 115,000                 | (19,795)                          | 190,000                 | 170,205                           |
| Facilities Reserve - Town Hall     | (117,470)                         | (22,700)                | (140,170)                         | 70,500                  | (69,670)                          | 102,000                 | 32,330                            | 142,000                 | 174,330                           |
| Fleet                              | 226,355                           | (41,606)                | 184,749                           | 113,394                 | 298,143                           | (379,606)               | (81,463)                          | (17,086)                | (98,549)                          |
| Roads Reserve                      | 698,093                           | (5,382)                 | 692,711                           | (326,960)               | 365,751                           | (841,871)               | (476,120)                         | (260,962)               | (737,082)                         |
| Parks and Recreation Reserve       | 273,880                           | 254,815                 | 528,695                           | 172,315                 | 701,010                           | (74,435)                | 626,575                           | (71,070)                | 555,505                           |
| Cemeteries Reserve                 | (106,633)                         | (39,000)                | (145,633)                         | (51,000)                | (196,633)                         | 14,000                  | (182,633)                         | 20,000                  | (162,633)                         |
| Planning Reserve                   | (83,110)                          | 17,850                  | (65,260)                          | 50,000                  | (15,260)                          | 37,500                  | 22,240                            | 55,000                  | 77,240                            |
| <b>Projected Reserve Balances</b>  | <b>974,235</b>                    | <b>300,977</b>          | <b>1,275,212</b>                  | <b>(343,751)</b>        | <b>931,461</b>                    | <b>(990,412)</b>        | <b>(58,951)</b>                   | <b>57,882</b>           | <b>(1,069)</b>                    |

2016 Town of Pelham  
Debtenture Schedule

| Project   | (1)                         | (2)                 | (3)                 | (4)               | Year Debt Completed  | Comments           |
|---|-----------------------------|---------------------|---------------------|-------------------|----------------------|--------------------|
|   | 2016 Beginning Year Balance | 2016 Debt Proposed  | Principal           | Interest          |                      |                    |
| <b>Operating Debt</b>   |                             |                     |                     |                   |                      |                    |
| Roads - Pelham St (310)   | 815,709                     |                     | 83,466              | 19,951            | 732,243              | 2024               |
| Fire Station #2   | 805,869                     |                     | 82,459              | 19,710            | 723,410              | 2024               |
| Roads - Port Robinson   | 242,750                     |                     | 22,646              | 4,660             | 220,104              | 2025               |
| Fire Station #3   | 1,380,000                   |                     | 128,738             | 26,491            | 1,251,262            | 2025               |
| Pelham Community Center   |                             | 5,000,000           | 420,816             | 132,184           | 4,579,184            | 2046               |
| Bridge Loan   | 1,600,000                   |                     |                     | 45,000            | 1,600,000            | Estimated interest |
| Operating Loan  | 1,088,444                   |                     | 128,568             | 16,329            | 959,876              | 2019               |
| <b>Total Operating Debt</b>   | <b>\$ 5,932,771</b>         | <b>\$ 5,000,000</b> | <b>\$ 866,693</b>   | <b>\$ 264,324</b> | <b>\$ 10,066,079</b> |                    |
| <b>Total Operating Principal &amp; Interest as per budget (2)+(3)</b> |                             |                     | <b>\$ 1,131,017</b> |                   |                      |                    |
| <b>Debt funded by Development Charges (non-operating)</b>             |                             |                     |                     |                   |                      |                    |
| Haist Pelham  | 813,558                     |                     | 125,520             | 28,865            | 688,039              | 2021               |
| Rice Rd   | 277,295                     |                     | 42,782              | 9,838             | 234,512              | 2021               |
| Fire Station #2   | 216,255                     |                     | 28,883              | 5,664             | 187,372              | 2022               |
| Rice Road Water Main  | 367,745                     |                     | 49,117              | 9,632             | 318,628              | 2022               |
| Roads - Effingham   | 158,714                     |                     | 18,332              | 4,779             | 140,382              | 2023               |
| Roads - Hwy 20  | 46,983                      |                     | 5,427               | 1,415             | 41,556               | 2023               |
| Water - Hwy 20  | 378,670                     |                     | 43,739              | 11,401            | 334,931              | 2023               |
| Roads - Port Robinson   | 566,415                     |                     | 52,840              | 10,873            | 513,575              | 2025               |
| Skate Park  | 298,000                     |                     | 27,800              | 5,720             | 270,200              | 2025               |
| East Fonthill Study   | 620,000                     |                     | 57,839              | 11,902            | 562,161              | 2025               |
| Water - Port Robinson   | 227,965                     |                     | 21,267              | 4,376             | 206,698              | 2025               |
| <b>Total Development Charge Debt</b>                                  | <b>\$ 3,971,600</b>         | <b>\$ -</b>         | <b>\$ 473,546</b>   | <b>\$ 104,465</b> | <b>\$ 3,498,054</b>  |                    |
| <b>Debt funded by Parkland Dedication (non-operating)</b>             |                             |                     |                     |                   |                      |                    |
| Recreation- Centennial Park   | 93,934                      |                     | 21,000              | 4,900             | 72,934               | 2019               |
| <b>Total Parkland Dedication Charges</b>                              | <b>93,934</b>               | <b>-</b>            | <b>21,000</b>       | <b>4,900</b>      | <b>72,934</b>        |                    |
| <b>2016 Total Debt Obligations</b>                                    | <b>9,998,306</b>            | <b>5,000,000</b>    | <b>1,361,238</b>    | <b>373,688</b>    | <b>13,637,067</b>    |                    |