

2021

Approved Capital Budgets



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

Town of Pelham

2021 Capital Budget

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Capital Budget Overview

Council Approval – Updated January 11, 2021

The Draft 2021 Capital Budget was presented to Council on November 9, 2020 and continued on November 30, 2020. Council made some recommendations to three projects as follows:

1. FD 02-21 removal of electronic sign at Station 1 for \$30,000;
2. FAC 07-21 removal of septic replacement at Old Pelham Town Hall for \$70,000;
3. VEH 06-21 removal of forestry truck for \$190,000 and replace it with an addition of a one-tonne truck for \$90,000.

In addition, it was announced that the Town would only receive \$112,331 for the ICIP Resilience Stream grant rather than \$775,287 as included in the draft budget for two projects. These two projects were

1. RD 13-21 Pelham Street Road Reconstruction with grant funding of \$430,000 and
2. LIB 02-21 Fonthill Library basement renovations with grant funding of \$345,287.

The library project was deferred to 2022 and the remainder of the Pelham Street Road Reconstruction project was funded through savings and deferrals of various capital projects as follows:

Items	Description	Savings (Cost)	Director Public Works Comments	
1	OCIF	OCIF budgeted for \$ 400,000 for 2021. Actual is \$483,112.	\$ 83,112	Allocation for 2021 came in higher than originally budgeted.
2	RD 19-21	Construction of Road - Effingham St: Highway 20 to 225 metres south of Tice. Project cancelled.	200,000	This project was contemplated in order to reconstruct approximately 225 m of Effingham Road from Tice Road to the south. This section of Effingham is in particularly bad condition and was anticipated to be repaired prior to the 2021 Canada Games. Now that the games are extended to 2022 the project can be deferred until the spring of 2022.
3	RD 01-21	Bridge Replacement Program: Sixteen Road (50m East of Maple). Project budget reduced from \$ 661,384 to \$ 600,000.	61,384	The design for this bridge replacement was completed in 2021. Based on recent cost estimates for the project the project budget can be reduced to \$600,000.
4	RD 06-20	Culvert Replacement - Carry forward funding no longer required.	37,194	One culvert was completed in 2020 under this account. The remaining carry forward amount can be put towards the ICIP deficit and any culvert replacements can be completed under the 2021 Capital Budget (Project RD 03-21).
5	RD 07-21	Guard Rail Replacement - Project cancelled.	20,000	This project was a new addition to the 2021 Capital Budget and can be deferred to 2022.
6	RD 12-21	Roadside Ditching Program - Project budget reduced from \$ 100,000 to \$71,690	28,310	The 2020 Capital Budget for this project was \$75,000. It is anticipated that Public Works can complete another project of same value in 2021.
7	RD 13-21	Road reconstruction Pelham St: Port Robinson Rd to John St. \$430,000 was red-circled for ICIP COVID Resiliency Grant funding. Items 1 to 6 are covering this grant shortfall.	(430,000)	Transfer will come from Road Reserves from the savings listed in items 1-6 above
	Total		\$ -	



Capital Budget Overview

Any schedules within this budget document which have been updated to reflect the amendments approved by Council on January 11, 2021 are so indicated; the forecast summaries, graphs, and written content regarding Debentures and Debt and Reserves and Reserve Funds have not been adjusted to reflect the amendments, as it is not anticipated that these changes will have a material effect on the capital forecast.

Overview

The 2021 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 \$150,000, or 1% of the tax levy in order to meet the capital needs. The 2019 surplus transfer to reserves of \$962,338 has enabled the 2021 reserve transfer to be lower for this year only and still be in compliance with the Reserve and Reserve Fund Policy.

The 2021 capital projects total \$9,275,526, which includes water and wastewater capital projects. These projects will be funded by in-year reserve transfers of \$4,722,986; \$53,616 external and other contributions; \$145,000 parkland dedication funds, \$403,100 development charges and \$3,950,824 of grant requests.

There are capital projects from 2020 and earlier that will be completed in 2021. There is cash set aside in the reserves for these projects. The proceeds from the sale of the old arena land (which was received in December 2020), covers the 2018 and prior projects while the 2019 and 2020 carryforward projects are covered by cash set aside in reserves.

The capital schedules include the 2021 detail 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 contracted GIS Asset Management position.

East Fenwick Secondary Plan

The East Fenwick Secondary Plan will be coming to Council for approval before the end of the second quarter in 2021. 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.



Capital Budget Overview

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 facilities. The new GIS asset management coordinator will be completing this Asset Management Plan that is due by July 1, 2021.

The Pavement Condition Index was completed in 2020. There will be a facilities condition index assessment, and a bridges and culvert assessment done in early 2021.

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*.

As of September 18, 2020, the government proclaimed the remaining amendments that were made to the *Development Charges Act* and the *Planning Act* by Bill 108, the *More Homes, More Choice Act*, and Bill 197, the *COVID-19 Economic Recovery Act*. New regulations have been in order to finalize the framework for development charges, community benefits and parkland. The municipalities will have two years from Sept 18, 2020 to transition to the new regimes. This will enable for the municipalities and builders to adjust to these changes in light of the pressures of COVID-19.

The Town is in the process of determining the impact on its development charges and parkland dedication revenues.

Capital Grants

The Capital Grants Summary lists the grants relating to the capital projects for 2021. The Town has applied for grant funding under the “Investing in Canada Infrastructure Program (ICIP) - Community, Culture and Recreation Stream” for various projects. The Town is still waiting for the grant announcement. In addition, the Town is waiting for guidelines to apply for the ICIP COVID Resiliency Stream.

The total capital projects funded by grants confirmed in 2021 is \$3,950,824. There are \$604,146 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 2021 include software for electronic files. The request also includes annual equipment renewal, spam firewall, and security software. The total request is \$102,000.



Capital Budget Overview

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 personal protective equipment, a new fire chief vehicle, jaws of life tool and equipment to fill breathing air bottles which are all required by legislation. The total budget is \$185,000.

Public Works – Facilities

Town facilities and structures are required to support the needs of the community. Projects include \$150,000 for concrete and asphalt repairs and video cameras for the MCC at \$50,000. The total budget is \$340,000.

Park Facilities

Park Facilities provides many services to the Community that enhances the quality of life for its residents. The installation of two Splash Pads at MSSP of \$491,815 and Centennial Park of \$350,000 are red-circled as they are contingent on grant funding. Centennial Park Field Lighting is included at \$145,000. The total budget is \$1,049,815.

Public Works – Roads

The Public Works 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 the customer's needs. Major infrastructure projects proposed for 2021 include road reconstruction of Pelham St: Port Robinson Rd to John St for \$3,892,500, the Replacement of Sixteen Road Bridge for \$600,000 and \$500,000 for Road Rehabilitation. The total budget is \$6,009,121.

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. A one-tonne truck required for road maintenance is included for \$90,000. The total budget is \$258,090.

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 budget is \$5,000.



Capital Budget Overview

Public Works – Wastewater

Wastewater infrastructure projects are typically tied to roads-related projects. In addition, the Wastewater projects identified correspond to capital items needed to maintain the system to meet legislated requirements. The major projects include Sanitary Sewer Inspection for \$115,000 and the Sanitary Infiltration and Inflow (I/I) Study Program for \$100,000. The total budget is \$355,000. These projects are funded out of 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 projects include Replacement of the Watermain on Claire Avenue from Quaker Rd to Welland South Limit for \$250,000, Station St to Hurricane Road to Hwy 20 Watermain replacement and a Watermain Extension to Service the Splash Pad at the MSSP for \$200,000. The total budget is \$749,000. These projects are funded out of the usage rate charged for water and not out of the tax levy.

Community Planning and Development

Studies requested within Community Planning and Development provide the framework of all Town development and growth. The projects in 2021 include the Town Wide Parking Study for \$60,000 and the Lot 177 Environmental Impact Study for \$45,000. The total budget is \$155,000.

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 total budget is \$17,500.

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. The project for 2021 is Ridgeville and Nunn Municipal Drains Update to Assessment Schedule. The total budget is \$50,000.



Capital Budget Overview

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 two of the indicators. These indicators are: (1) Debt Servicing Cost as a percentage of Own Source Revenues and (2) Net Financial Assets (Net Debt) as a percentage of Own-Source Revenues. The first 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. The second indicator indicates challenges for long-term sustainability because an increasing amount of future revenues will be required to pay for the existing debt. As a result of these high risk debt-related indicators, the Town is not able to take on new debt to finance capital.

There are no debentures to be issued in 2021. In 2020, the Town issued \$3,450,000 in a debenture which was the amount remaining from the construction bridge loan for the MCC. This will be repaid by donation pledges and later by the tax levy at the point where debt payments exceed pledges, which will be around 2024 or 2025. The original plan included a parcel of land to be sold in East Fonthill. This parcel of land is now being considered for additional parking at the MCC.

The graph in the debt section shows the current Annual Repayment Limit is at 15.4% for 2021. With all of the capital projects forecasted, and without any other sources of funding, the Annual Repayment Limit will increase 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 to not exceed 20% up to 2025; then not to exceed 15% up to 2029; and after that to be at 10%. The projected capital projects and the required debt to finance these projects will violate these internal debt limits if the projects proceed as listed in the 10-year plan. The Asset Management Plan is critical to determine the capital strategy for the Town for future years.

Reserves and Reserve Funds

A new Reserve and Reserves Funds policy was approved in 2020. This policy will assist with the 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 2021 is \$3,618,986 from the tax levy supported reserves and \$1,104,000 from the rate supported (water and wastewater) reserves.

All 10-year reserve forecasts are included behind the capital sections. Increases have been made to these reserves in order to move towards positive 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. You will note that these amounts of reserve transfers are not sufficient to address the capital needs of the Town, without issuing debt. The Capital Asset Management Plan will review the long-term planning of capital assets and the funds required to replenish these assets.

A 5-year reserve forecast summary has been prepared to illustrate the long-range financial planning of the Town.

2021 Capital Budget Summary

Amended January 11, 2021



Tax Levy	Requested	Funding							Total Funding
		Grants	External Contributions	In- year Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	
Information Technology	\$ 102,000	\$ -	\$ -	102,000	\$ -	\$ -	\$ -	\$ -	\$ 102,000
Fire & By-Law Services	185,000			125,000		60,000			185,000
Facilities	340,000			340,000					340,000
Park Facilities	1,049,815	604,146		63,000	145,000	237,669			1,049,815
Roads	6,009,121	3,346,678		2,557,012		105,431			6,009,121
Fleet	258,090			249,474			8,616		258,090
Cemeteries	5,000			5,000					5,000
Community Planning & Development	155,000			155,000					155,000
Library	17,500			17,500					17,500
Municipal Drainage	50,000		45,000	5,000					50,000
Total Tax Levy Capital Request 2021	\$ 8,171,526	\$ 3,950,824	\$ 45,000	\$ 3,618,986	\$ 145,000	\$ 403,100	\$ 8,616	\$ -	\$ 8,171,526
Estimated Cash Inflows	(8,329,332)	(3,950,824)	(45,000)	(3,776,792)	(145,000)	(403,100)	(8,616)	-	(8,329,332)
Total Capital Exceeding Cash Inflows	\$ (157,806)	\$ -	\$ -	\$ (157,806)	\$ -	\$ -	\$ -	\$ -	\$ (157,806)

Water and Wastewater Rates									
Wastewater	\$ 355,000			\$ 355,000					\$ 355,000
Water	749,000			\$ 749,000					749,000
Total Water and Wastewater Capital Request 2021	\$ 1,104,000	\$ -	\$ -	\$ 1,104,000	\$ -	\$ -	\$ -	\$ -	\$ 1,104,000
Estimated Cash Inflows	(1,104,000)	-	-	(1,104,000)	-	-	-	-	(1,104,000)
Total Capital Exceeding Cash Inflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Grant Summary

**2021 Capital Budget
as at October 2, 2020**

Project #	Cost Centre	Project Name	Total Grants Budgeted	Long-Term Agreements and Approved Grants	Grants Pending Application or Approval	Update - Grants not Approved	Grant Description	Comments
PRK 01-21	CC 500188	MSSP - Splash Pad	491,815		491,815		ICIP - Community, Culture and Recreation Stream	Grant application was submitted in August 2020.
PRK 08-21	CC 500242	Centennial Park - Splash Pad	112,331		112,331		ICIP - COVID Resiliency Stream	Grant application to be submitted.
RD 01-21	CC 300585	Bridge Replacement - 16 Road	542,646	542,646			Gas Tax*	Long-term agreement in place and allocation is known.
RD 13-21	CC 300604	Road Reconstruction - Pelham St: Port Robinson Rd to John Street	2,395,920	2,395,920			ICIP - Rural and Northern Stream	Grant agreement was signed in February 2020.
RD 13-21	CC 300604	Road Reconstruction - Pelham St: Port Robinson Rd to John Street	83,112	83,112			OCIF*	Long-term agreement in place and allocation is known.
RD 06-21	CC 300593	Road Rehabilitation	325,000	325,000			OCIF*	Long-term agreement in place and allocation is known.
			3,950,824	3,346,678	604,146	-		

*Federal gas tax and Ontario Community Infrastructure Fund (OCIF) grants are part of long-term agreements. Pelham's expected funding for 2021 gas tax is known as is the OCIF funding for 2021. The OCIF funding allocation for 2021 is \$ 483,112 with \$ 75,000 used to fund a GIS employee contract and the remainder allocated towards capital projects. While the funding amount 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
2021 Approved Capital Budget Summary**

Project #	Project Name	Description	Justification	2021 Approved Budget	FINANCING				
					Development Charges	IT Reserve	Other	Other Description	Total Financing
				\$	\$	\$		\$	
IT 01-21	Annual Equipment PSAB adds/replacements.	Replacement of aging 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 be met.	32,000		32,000			32,000
IT 02-21	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 03-21	Barracuda Spam Firewall.	Hardware/software upgrade for our on premise email security gateway due to end of life cycle.	Critical: Software upgrade will include a softpack called ATP (Advanced Threat Protection). ATP is an integrated cloud-based service that analyzes traffic across all of the major threat vectors (email, remote users, mobile devices) which will scan and protect from malware and ransomware threats.	7,500		7,500			7,500
IT 04-21	MFA (Multi Factor Authentication) or 2FA Software.	Two factor authentication strengthens access security by requiring two methods (also referred to as factors) to verify your identity.	Critical: Passwords alone can't prevent account takeover. By combining another factor this can add another layer of security that prevents our organization from a data breach.	3,500		3,500			3,500
IT 05-21	Winfluid Server and Software Upgrade.	Upgrade Winfluid software application to a client-server model to enhance software security and increase efficiency.	Critical: This upgrade will include multiple users and licenses thus allowing more than one staff member to access the software from staff workstations, thus providing seamless customer service for external users. Enhanced reporting and data analysis add-on features are included with the upgrade package.	9,000		9,000			9,000
IT 06-21	Cloud-managed network security appliance upgrade.	Cloud-managed network security appliance designed to make Town distributed networks fast, secure, and converged.	Critical: Next generation firewall and performance features traffic shaping, VPN and WAN optimization, while enhancing network reliability. Upgraded firewall/appliance will provide centralized visibility, control and security for entire Town network.	10,000		10,000			10,000
Total 2021 Approved Budget				102,000	-	102,000	-		102,000

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80120 - Capital - Information Services											
100180 - Annual Equipment PSAB adds/replacements	0.0	32,000	-	-	-	-	-	-	-	-	-
100181 - Innovation Technology	0.0	40,000	-	-	-	-	-	-	-	-	-
100182 - Barracuda Spam Firewall	0.0	7,500	-	-	-	-	-	-	-	-	-
100183 - Annual Equipment PSAB adds/replacements	0.0	-	32,000	-	-	-	-	-	-	-	-
100184 - Server Replacement	0.0	-	16,000	-	-	-	-	-	-	-	-
100185 - Main Core Switch - Town Hall - 2nd Floor	0.0	-	8,000	-	-	-	-	-	-	-	-
100186 - Innovation Technology	0.0	-	50,000	-	-	-	-	-	-	-	-
100187 - eAgenda Upgrade	0.0	-	30,000	-	-	-	-	-	-	-	-
100188 - ActiveNet Upgrade	0.0	-	10,000	-	-	-	-	-	-	-	-
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	-	-	-	8,000	-	-	-	-	-	-
100195 - Innovation Technology	0.0	-	-	-	50,000	-	-	-	-	-	-
100196 - iCity Upgrade	0.0	-	-	-	50,000	-	-	-	-	-	-
100197 - Barracuda Spam Firewall	0.0	-	-	-	8,000	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
100198 - Annual Equipment PSAB adds/replacements	0.0	-	-	-	-	33,000	-	-	-	-	-
100199 - Server Replacement	0.0	-	-	-	-	16,000	-	-	-	-	-
100200 - Innovation Technology	0.0	-	-	-	-	50,000	-	-	-	-	-
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

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
100247 - Two Factor Authentication Software	0.0	3,500	-	-	-	-	-	-	-	-	-
100248 - ASI Winfluid Software Upgrade	0.0	9,000	-	-	-	-	-	-	-	-	-
100249 - Town Hall Security Appliance/Firewall Upgrade	0.0	10,000	-	-	-	-	-	-	-	-	-
Total 80120 - Capital - Information Services		102,000	146,000	139,000	149,000	99,000	83,000	142,200	95,000	161,000	108,600
Total 80		102,000	146,000	139,000	149,000	99,000	83,000	142,200	95,000	161,000	108,600
Total Expenditure		102,000	146,000	139,000	149,000	99,000	83,000	142,200	95,000	161,000	108,600

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80120 - Capital - Information Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Transfer from Reserve		102,000	146,000	139,000	149,000	99,000	83,000	142,200	95,000	161,000	108,600
Total Funding Source		102,000	146,000	139,000	149,000	99,000	83,000	142,200	95,000	161,000	108,600

**Information Technology
20 Year Projected Capital Budget
in Dollars**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(94,399)	(22,399)	(11,299)	(21,299)	3,701
Additions to Reserve					
Contribution from Operating Budget (Note 1)	100,000	113,100	136,000	164,000	164,000
2019 Surplus Allocation	54,000				
Reductions in Reserve					
Estimated 2020 Projects Completed	(36,000)				
Estimated Prior Year Projects Completed	(46,000)				
Capital Spending (from 20 Year Summary)		(102,000)	(146,000)	(139,000)	(149,000)
Projected Reserve (Deficit) - End of Year	(22,399)	(11,299)	(21,299)	3,701	18,701
Target Minimum Reserve Balance	134,650				
Target Reserve Balance	269,300				
Phased-In Target Minimum Balance					17,000
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			20.0%	20.0%	0.0%

**Information Technology
20 Year Projected Capital Budget
in Dollars**

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	18,701	42,701	82,701	63,501	91,501	60,501
Additions to Reserve						
Contribution from Operating Budget (Note 1)	123,000	123,000	123,000	123,000	130,000	130,000
2019 Surplus Allocation						
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(99,000)	(83,000)	(142,200)	(95,000)	(161,000)	(108,600)
Projected Reserve (Deficit) - End of Year	42,701	82,701	63,501	91,501	60,501	81,901
Target Minimum Reserve Balance						
Target Reserve Balance						
Phased-In Target Minimum Balance					57,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-25.0%	0.0%	0.0%	0.0%	5.0%	0.0%

**Fire & By-Law Services
2021 Approved Capital Budget Summary**

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING					
					Development Charges	Fire Reserve	Other	Other Description	Total Financing	
					\$	\$	\$		\$	
FD 01-21	Bunker Gear.	Personal protective equipment.	OHSA.	35,000		35,000				35,000
FD 03-21	Replacement of Car 1.	Fire chief's vehicle.	Replace aging vehicle.	60,000	60,000					60,000
FD 04-21	Auto x Equipment Upgrade 1 Station - deferred from 2020.	Jaws of life tool.	Replacement of aging equipment.	20,000		20,000				20,000
FD 05-21	Replacement of SCBA Air System Station 1.	Equipment to fill breathing air bottles.	Aging equipment failing.	70,000		70,000				70,000
Total 2021 Approved Budget				185,000	60,000	125,000	-			185,000

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80200 - Capital - Fire department											
200117 - Bunker Gear	0.0	35,000	-	-	-	-	-	-	-	-	-
200118 - Electronic Sign Station 1	0.0	-	30,000	-	-	-	-	-	-	-	-
200119 - Replacement of Car 1	0.0	60,000	-	-	-	-	-	-	-	-	-
200120 - Car 2	0.0	-	-	-	60,000	-	-	-	-	-	-
200121 - Auto x Equipment Upgrade 1 Station - deferred from 2020	0.0	20,000	-	-	-	-	-	-	-	-	-
200123 - Replacement of SCBA Air System Station 1	0.0	70,000	-	-	-	-	-	-	-	-	-
200124 - Bunker Gear	0.0	-	40,000	-	-	-	-	-	-	-	-
200125 - Rescue 1	0.0	-	500,000	-	-	-	-	-	-	-	-
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	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
200139 - Bunker Gear	0.0	-	-	-	-	-	-	-	-	40,000	-
200140 - Pumper 1	0.0	-	-	-	-	-	-	-	-	800,000	-
200142 - Bunker Gear	0.0	-	-	-	-	-	-	-	-	-	40,000
Total 80200 - Capital - Fire department		185,000	1,270,000	240,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000
Total 80		185,000	1,270,000	240,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000
Total Expenditure		185,000	1,270,000	240,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80200 - Capital - Fire department
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Transfer from Deferred Revenues		60,000	-	-	-	-	-	175,000	-	-	-
Transfer from Reserve		125,000	1,270,000	240,000	800,000	40,000	440,000	40,000	540,000	840,000	40,000
Total Funding Source		185,000	1,270,000	240,000	800,000	40,000	440,000	215,000	540,000	840,000	40,000

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	345,880	489,609	682,057	(108,122)	219,878
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	225,000	315,000	473,000	568,000	568,000
Interest (Note 2)	1,729	2,448	6,821	-	5,497
Reductions in Reserve Fund					
Estimated 2020 Projects Completed	(83,000)				
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)		(125,000)	(1,270,000)	(240,000)	(800,000)
Projected Reserve Fund (Deficit) - End of Year	489,609	682,057	(108,122)	219,878	(6,625)
Target Minimum Reserve Fund Balance	540,750				
Target Reserve Fund Balance	1,081,500				
Phased-In Target Minimum Balance					503,000

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

50.0% 20.0% 0.0%

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	(6,625)	465,375	500,336	936,346	885,437	533,000
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	512,000	461,000	461,000	461,000	461,000	461,000
Interest (Note 2)	-	13,961	15,010	28,090	26,563	15,990
Reductions in Reserve Fund						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(40,000)	(440,000)	(40,000)	(540,000)	(840,000)	(40,000)
Projected Reserve Fund (Deficit) - End of Year	465,375	500,336	936,346	885,437	533,000	969,990
Target Minimum Reserve Fund Balance						
Target Reserve Fund Balance						
Phased-In Target Minimum Balance					516,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-10.0%	-10.0%	0.0%	0.0%	0.0%	0.0%

Town Facilities
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget	FINANCING				
					Development Charges	Facilities Reserve	Other	Other Description	Total Financing
					\$	\$	\$		\$
FAC 01-21	Concrete & Asphalt Repairs - Various Facilities.	This is for various asphalt and concrete repairs at Town owned facilities.	This project is to complete miscellaneous asphalt and concrete repairs at Town facilities. Included in this is the reconstruction of Fire Station No. 3 Parking Lot that is experiencing significant failure and causing operational and safety concerns.	150,000		150,000			150,000
FAC 02-21	Centennial Park Electrical Upgrades (Switch Gear inside).	This project is to replace the switch gear (fuse panel) in the concrete bunker at Centennial Park.	The existing switch gear is in poor condition and is unsafe to operate.	10,000		10,000			10,000
FAC 03-21	Old Pelham Town Hall - Foundation and Brick Repairs.	This project is required in order to repair deteriorated foundations at Old Pelham Town Hall.	Repairs to the foundation will ensure the structure remains in a dry / stable condition and will allow the continued use and rental of the facility.	25,000		25,000			25,000
FAC 04-21	Marlene Stewart Streit Park Electrical upgrades.	This project is to replace the switch gear (fuse panel) inside the pool building at MSS Park.	The existing switch gear is in poor condition and is unsafe to operate.	30,000		30,000			30,000
FAC 05-21	Clockwork Systems - Video Cameras for MCC.	Supply and installation of additional security cameras in the MCC.	There are currently areas within the building that are not covered by cameras.	50,000		50,000			50,000
FAC 06-21	Energy Efficiency - Potential Grant.	Energy Efficiency - green energy, electric vehicle charging stations, solar energy street lights.	To further energy efficiency initiatives in the Town as part of our Climate Adaptive strategies.	25,000		25,000			25,000
FAC 08-21	Fire Station #1 Design Consultant - deferred from 2020.	A consultant will be retained to complete a detailed condition assessment and undertake a feasibility study and needs evaluation for the eventual rehabilitation or replacement of Fire Station No. 1.	Fire Station No. 1 is exhibiting structural deficiencies and is not in compliance with current standards (including AODA Compliance). In addition, there is a requirement for additional staff office space as well as an additional fire truck bay.	50,000		50,000			50,000
Total 2021 Approved Budget				340,000	-	340,000	-		340,000

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80305 - Capital - Facilities											
300508 - Concrete & Asphalt Repairs - Various Facilities	0.0	150,000	-	-	-	-	-	-	-	-	-
300509 - Centennial Park Electrical Upgrades (Switch Gear inside)	0.0	10,000	-	-	-	-	-	-	-	-	-
300510 - Old Pelham Town Hall - Foundation and Brick Repairs	0.0	25,000	-	-	-	-	-	-	-	-	-
300511 - Fonthill Library - main door replacement	0.0	-	-	15,000	-	-	-	-	-	-	-
300512 - Marlene Stewart Streit Park Electrical upgrades	0.0	30,000	-	-	-	-	-	-	-	-	-
300513 - Municipal Building - washroom, kitchen upgrades	0.0	-	-	23,000	-	-	-	-	-	-	-
300514 - Municipal Building - Window Replacement	0.0	-	-	50,000	-	-	-	-	-	-	-
300516 - Clockwork Systems - Video Cameras for MCC	0.0	50,000	-	-	-	-	-	-	-	-	-
300517 - Tice Road Operations Centre - Replace bay doors	0.0	-	-	-	-	30,000	-	-	-	-	-
300518 - Model Railway Building - electrical, floor repair	0.0	-	-	-	13,000	-	-	-	-	-	-
300519 - Energy Efficiency - Potential Grant	0.0	25,000	-	-	-	-	-	-	-	-	-
300520 - Model Railway Building - replace stairs, exit doors	0.0	-	-	-	17,000	-	-	-	-	-	-
300521 - Old Pelham Town Hall - Septic replacement - deferred from 2020	0.0	-	70,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300522 - Model Railway Building - roof repair, insulation, walls/ceiling - deferred from 2020	0.0	-	-	-	40,000	-	-	-	-	-	-
300523 - Fire Station #1 Design Consultant - deferred from 2020	0.0	50,000	-	-	-	-	-	-	-	-	-
300524 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	50,000	-	-	-	-	-	-	-	-
300525 - Fire Station #1 - Expansion and Rehabilitation	0.0	-	1,500,000	-	-	-	-	-	-	-	-
300526 - Fonthill Library - lighting upgrades	0.0	-	19,000	-	-	-	-	-	-	-	-
300527 - Old Pelham Town Hall - replace furnace with RTU	0.0	-	12,000	-	-	-	-	-	-	-	-
300528 - Park Lane Operations Centre exterior man/bay doors	0.0	-	13,000	-	-	-	-	-	-	-	-
300529 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	50,000	-	-	-	-	-	-	-
300530 - Model Railway Building - accessibility upgrades \	0.0	-	-	30,000	-	-	-	-	-	-	-
300531 - Model Railway Building - window replacement with heritage consideration	0.0	-	-	35,000	-	-	-	-	-	-	-
300532 - Park Lane Operations Centre - interior walls and doors	0.0	-	-	15,000	-	-	-	-	-	-	-
300533 - Fonthill Library - accessibility upgrades to AODA, including installation of an elevator	0.0	-	-	165,000	-	-	-	-	-	-	-
300534 - Municipal Building - Main Door Replacement	0.0	-	-	35,000	-	-	-	-	-	-	-
300535 - Tice Road Operations Centre HVAC replacement	0.0	-	-	12,000	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300536 - Municipal Building - extensive plumbing & HVAC repairs/replacements - 2014 FCA report	0.0	-	-	116,000	-	-	-	-	-	-	-
300537 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	-	50,000	-	-	-	-	-	-
300538 - Municipal Building - Event Washroom Addition	0.0	-	-	-	495,000	-	-	-	-	-	-
300539 - Park Lane Operations Centre - windows, insulation, cladding	0.0	-	-	-	35,000	-	-	-	-	-	-
300540 - Fonthill Library - basement renovation	0.0	-	-	-	30,000	-	-	-	-	-	-
300541 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	-	-	50,000	-	-	-	-	-
300542 - Old Pelham Town Hall - Electrical Upgrades	0.0	-	-	-	-	13,000	-	-	-	-	-
300543 - Park Lane Operations Centre - Washroom addition	0.0	-	-	-	-	20,000	-	-	-	-	-
300544 - Municipal Building - Building Automation System (BAS)	0.0	-	-	-	-	60,000	-	-	-	-	-
300545 - Municipal Building - interior lighting upgrades	0.0	-	-	-	-	15,000	-	-	-	-	-
300546 - Tice Road Operations Centre Addition	0.0	-	-	-	-	2,500,000	-	-	-	-	-
300547 - Concrete & Asphalt Repairs - Various Facilities	0.0	-	-	-	-	-	50,000	-	-	-	-
300548 - Old Pelham Town Hall - Building Automation System (BAS)	0.0	-	-	-	-	-	45,000	-	-	-	-
300549 - Fire Station #2 - upgrade lighting to LED	0.0	-	-	-	-	-	7,500	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300550 - Old Pelham Town Hall - Window Replacement (excluding main hall)	0.0	-	-	-	-	-	15,000	-	-	-	-
300551 - Municipal Building - Roof Railings; Partial Roof Replacement (Section 4.0)	0.0	-	-	-	-	-	31,000	-	-	-	-
300552 - Pelham Library Parking Lot Repaving	0.0	-	-	-	-	-	90,000	-	-	-	-
300553 - Harold Black Park Concession washroom renovations - FCA Critical 2016 - 2025	0.0	-	-	-	-	-	55,000	-	-	-	-
300554 - Centennial Park Concession washroom renovations - FCA Critical 2016 - 2025	0.0	-	-	-	-	-	55,000	-	-	-	-
300555 - Harold Black Park Concession Building electrical upgrades	0.0	-	-	-	-	-	10,000	-	-	-	-
300556 - Harold Black Park Concession Kitchen/Plumbing Repairs - FCA Critical 2017 - 2024	0.0	-	-	-	-	-	25,000	-	-	-	-
300557 - Concrete & Asphalt Repairs-Variou Facilities	0.0	-	-	-	-	-	-	50,000	-	-	-
300558 - Fire Station #2 - Building Automation System (BAS)	0.0	-	-	-	-	-	-	40,000	-	-	-
300559 - Fonthill Library - Building Automation System (BAS)	0.0	-	-	-	-	-	-	40,000	-	-	-
300560 - Centennial Park Concession Emergency lighting/security - FCA 2016 - 2024	0.0	-	-	-	-	-	-	19,000	-	-	-
300561 - Centennial Park Bldg., (washrooms, Pavilion, change rooms, etc	0.0	-	-	-	-	-	-	250,000	-	-	-
300562 - Fonthill Library - HVAC replacements - FCA Critical 2024	0.0	-	-	-	-	-	-	25,000	-	-	-
300563 - Roof Replacements (various)	0.0	-	-	-	-	-	-	-	235,000	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300564 - Concrete & Asphalt Repairs-Vari- ous Facilities	0.0	-	-	-	-	-	-	-	50,000	-	-
300565 - Facility Maintenance Repairs / Replacements (various)	0.0	-	-	-	-	-	-	-	75,000	-	-
300566 - Roof Replacements (various)	0.0	-	-	-	-	-	-	-	-	205,000	-
300567 - Facility Maintenance Repairs / Replacements (various)	0.0	-	-	-	-	-	-	-	-	100,000	-
300568 - Roof Replacements (various)	0.0	-	-	-	-	-	-	-	-	-	140,000
300569 - Facility Maintenance Repairs / Replacements (various)	0.0	-	-	-	-	-	-	-	-	-	95,000
Total 80305 - Capital - Facilities		340,000	1,664,000	546,000	680,000	2,688,000	383,500	424,000	360,000	305,000	235,000
Total 80		340,000	1,664,000	546,000	680,000	2,688,000	383,500	424,000	360,000	305,000	235,000
Total Expenditure		340,000	1,664,000	546,000	680,000	2,688,000	383,500	424,000	360,000	305,000	235,000

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80305 - Capital - Facilities
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Capital Financing		-	499,950	-	-	-	-	-	-	-	-
Transfer from Deferred Revenues		-	1,000,050	-	-	800,000	-	-	-	-	-
Transfer from Reserve		340,000	164,000	546,000	680,000	1,888,000	383,500	424,000	360,000	305,000	235,000
Total Funding Source		340,000	1,664,000	546,000	680,000	2,688,000	383,500	424,000	360,000	305,000	235,000

Town Facilities 20 Year Projected Reserve Fund Balance in Dollars					
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	(311,314)	(189,147)	(190,447)	120,553	240,759
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	297,000	338,700	475,000	665,000	865,000
2019 Surplus Allocation	180,000				
Interest (Note 2)	-	-	-	1,206	6,019
Reductions in Reserve Fund					
Estimated 2020 Projects Completed	(292,515)				
Estimated Prior Year Projects Completed	(62,318)				
Capital Spending (from 20 Year Summary)		(340,000)	(164,000)	(546,000)	(680,000)
Projected Reserve Fund (Deficit) - End of Year	(189,147)	(190,447)	120,553	240,759	431,777
Target Minimum Reserve Fund Balance	692,000				
Target Reserve Fund Balance	1,384,000				
Phased-In Target Minimum Balance					32,000
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			40.0%	40.0%	30.0%

Town Facilities 20 Year Projected Reserve Fund Balance in Dollars						
	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	431,777	(320,428)	28,072	80,914	199,342	257,322
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	1,125,000	732,000	476,000	476,000	357,000	268,000
2019 Surplus Allocation						
Interest (Note 2)	10,794	-	842	2,427	5,980	7,720
Reductions in Reserve Fund						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(1,888,000)	(383,500)	(424,000)	(360,000)	(305,000)	(235,000)
Projected Reserve Fund (Deficit) - End of Year	(320,428)	28,072	80,914	199,342	257,322	298,041
Target Minimum Reserve Fund Balance						
Target Reserve Fund Balance						
Phased-In Target Minimum Balance					252,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	30.0%	-35.0%	-35.0%	0.0%	-25.0%	-25.0%

**Park Facilities
2021 Approved Capital Budget Summary**

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Reserves \$	Other \$	Other Description	Total Financing \$
PRK 01-21	MSSP - Splash Pad.	Installation of a Splash Pad at MSSP.	Grant Funded & Identified in Development Charge Study. The Town of Pelham does not currently own or operate a splash pad.	491,815			491,815	ICIP - Community, Culture and Recreation Stream	491,815
PRK 02-21	Simplistic Lines - Line painter.	Purchase of a sports field line painter.	Replaces an existing non-functioning unit.	10,000		10,000			10,000
PRK 03-21	Playground Turf Repair.	Repair of artificial turf at play ground structures.	Annual program to repair turf identified through annual and monthly inspections.	5,000		5,000			5,000
PRK 04-21	Harold Black Park Drainage Improvement (deferred from 2020).	Purchase of 200m of drainage pipe and appurtenances to be installed at Harold Black Park.	Staff lead project to improve poor drainage conditions at Harold Black Park resulting in the loss of field utilization. Project includes the install of drainage pipe and appurtenances to improve drainage in the passive area near the concession and provide an outlet for future drainage projects.	13,000		13,000			13,000
PRK 05-21	General Park Furniture (Benches/Picnic Tables/Receptacles).	Purchase of Benches, Picnic Tables and Receptacles.	Annual project to replace worn and damaged Park Furniture.	10,000		10,000			10,000
PRK 06-21	Centennial Park Soccer Field #1 Fence.	Installation of fence around Centennial Park Soccer Field #1.	Required to reduce field damage by vandalism and to replace existing temporary fence to keep balls from the large drainage ditch.	25,000		25,000			25,000
PRK 07-21	Centennial Park Diamond 3 Lighting.	Addition of Field Lighting.	Required to improve field utilization.	145,000			145,000	Parkland Dedication Reserve	145,000
PRK 08-21	Centennial Park - Splash Pad.	Installation of a Splash Pad at Centennial Park.	Grant Funded & Identified in Development Charge Study. The Town of Pelham does not currently own or operate a splash pad.	350,000	237,669		112,331	ICIP - COVID Resiliency Stream	350,000
Total 2021 Approved Budget				1,049,815	237,669	63,000	749,146		1,049,815

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 2021
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80500 - Capital - Recreation Admin											
500188 - MSSP - Splash Pad and Pavilion	0.0	491,815	-	-	-	-	-	-	-	-	-
500190 - Simplistic Lines - Linepainter	0.0	10,000	-	-	-	-	-	-	-	-	-
500192 - Playground Turf Repair	0.0	5,000	-	-	-	-	-	-	-	-	-
500194 - Harold Black Park Drainage Improvement (deferred from 2020)	0.0	13,000	-	-	-	-	-	-	-	-	-
500195 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	10,000	-	-	-	-	-	-	-	-	-
500196 - Centennial Park Soccer Field #1 Fence	0.0	25,000	-	-	-	-	-	-	-	-	-
500197 - East Fonthill Parkland Development	0.0	-	500,000	-	-	-	-	-	-	-	-
500198 - Centennial Park Diamond 3 Lighting	0.0	145,000	-	-	-	-	-	-	-	-	-
500200 - Update Parks & Recreation Master Plan	0.0	-	50,000	-	-	-	-	-	-	-	-
500201 - Centennial Park Tennis Courts - Top Coat & lining	0.0	-	30,000	-	-	-	-	-	-	-	-
500202 - Centennial Park South Soccer Field Construction	0.0	-	250,000	-	-	-	-	-	-	-	-
500203 - Centennial Park Soccer Field #2 Lighting	0.0	-	176,000	-	-	-	-	-	-	-	-
500204 - Harold Black Park Soccer Field Fence (along Haist)	0.0	-	3,500	-	-	-	-	-	-	-	-
500205 - Saffron Meadows Park Development	0.0	-	500,000	-	-	-	-	-	-	-	-
500206 - General Park Furniture (Benches/Picnic Tables/Receptacles)	0.0	-	10,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	145,000	-	-	-	-	-	-	-
500213 - Installation of Community Bulletin Boards	0.0	-	-	40,000	-	-	-	-	-	-	-
500214 - Cenotaphs - Maintenance and Conservation Treatment Program	0.0	-	-	7,500	-	-	-	-	-	-	-
500215 - Rail Trail Connection to Church St	0.0	-	-	75,000	-	-	-	-	-	-	-
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	-	-	-	-	-	-
500221 - Harold Black Park Outdoor Rink	0.0	-	-	-	130,000	-	-	-	-	-	-
500222 - Park Entry Sign Replacements (12)	0.0	-	-	-	50,000	-	-	-	-	-	-
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	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	-	-
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	-	-	-
500242 - Centennial Park - Splash Pad	0.0	350,000	-	-	-	-	-	-	-	-	-
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	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-
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

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total 80500 - Capital - Recreation Admin		1,049,815	1,519,500	532,500	355,000	430,000	2,989,000	342,500	3,675,000	135,000	1,332,900
Total 80		1,049,815	1,519,500	532,500	355,000	430,000	2,989,000	342,500	3,675,000	135,000	1,332,900
Total Expenditure		1,049,815	1,519,500	532,500	355,000	430,000	2,989,000	342,500	3,675,000	135,000	1,332,900

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80500 - Capital - Recreation Admin
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Capital Financing		-	-	145,000	-	-	-	-	1,476,300	-	-
Contributions from Developers		145,000	890,000	-	-	-	-	-	-	-	80,000
Grant Revenue - Federal		604,146	-	-	-	-	1,850,161	-	-	-	-
Transfer from Deferred Revenues		237,669	461,250	-	-	136,800	265,050	136,800	1,039,500	-	925,880
Transfer from Reserve		63,000	168,250	387,500	355,000	293,200	873,789	205,700	1,159,200	135,000	327,020
Total Funding Source		1,049,815	1,519,500	532,500	355,000	430,000	2,989,000	342,500	3,675,000	135,000	1,332,900

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	(405,009)	17,086	15,772	1,680	(804)
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	164,000	61,600	154,000	385,000	443,000
2019 Surplus Allocation	234,000				
Transfers	202,344				
Interest (Note 2)	-	85	158	17	-
Reductions in Reserve Fund					
Estimated 2020 Projects Completed	(170,000)				
Estimated Prior Year Projects Completed	(8,249)				
Capital Spending (from 20 Year Summary)		(63,000)	(168,250)	(387,500)	(355,000)
Projected Reserve Fund (Deficit) - End of Year	17,086	15,772	1,680	(804)	87,196
Target Minimum Reserve Fund Balance	293,600				
Target Reserve Fund Balance	587,200				
Phased-In Target Minimum Balance					87,000
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			150.0%	150.0%	15.0%
Note 2: Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	87,196	284,176	(44,087)	314,213	(271,561)	157,439
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1) 2019 Surplus Allocation	488,000	537,000	564,000	564,000	564,000	339,000
Transfers						
Interest (Note 2)	2,180	8,525	-	9,426	-	4,723
Reductions in Reserve Fund						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(293,200)	(873,789)	(205,700)	(1,159,200)	(135,000)	(327,020)
Projected Reserve Fund (Deficit) - End of Year	284,176	(44,087)	314,213	(271,561)	157,439	174,142
Target Minimum Reserve Fund Balance						
Target Reserve Fund Balance						
Phased-In Target Minimum Balance					156,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	10.0%	10.0%	5.0%	0.0%	0.0%	-40.0%
Note 2: Estimated interest rate	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%

Roads
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget	FINANCING				
					Development Charges	Reserves	Other	Other Description	Total Financing
				\$	\$	\$		\$	
RD 01-21	Bridge Replacement Program: Sixteen Road (50m East of Maple).	Replacement of Sixteen Road Bridge (50 M east of Maple Street).	The Legislated Bridge and Culvert Appraisal completed in 2018 and 2020 has identified that this structure should be replaced.	600,000		57,354	542,646	Gas Tax	600,000
RD 02-21	Concrete Repair & Replacement Program.	Annual replacement of deficient concrete curb and sidewalk throughout the Town.	This is an annual program that is required in accordance with MMS.	80,000		80,000			80,000
RD 03-21	Culvert Replacement Program.	Removal and Replacement of deficient or defective culverts throughout the Town.	This is an annual program that is required in order to maintain drainage within the Town.	60,000		60,000			60,000
RD 04-21	Engineering.	Engineering account used to fund miscellaneous Engineering studies.	This funds miscellaneous external engineering studies.	25,000		25,000			25,000
RD 05-21	Road Base and Surface Repair Program.	Miscellaneous Patching and Base Repairs throughout the Town.	This is an annual program required to maintain our roadways to MMS and in accordance with pavement preservation strategies identified in the Pavement Condition Report.	150,000		150,000			150,000
RD 06-21	Road Rehabilitation.	Roadway Resurfacing and Reconstruction Project.	This is an annual program required to maintain our roadways in accordance with the Pavement Condition Report.	500,000		175,000	325,000	OCIF	500,000
RD 08-21	Sign Retro-Reflectivity Assessment.	This project is required to inspect all regulatory signs for reflectivity.	This is a legislated requirement.	15,000		15,000			15,000
RD 09-21	Stormwater Facility Maintenance Repairs.	This project involved the rehabilitation and maintenance activities for the Town's SWM Ponds.	Based on a recent review of our SWM ponds the Town has identified a number of improvement and maintenance activities.	20,000		20,000			20,000
RD 10-21	Streetslights and Traffic Signal Maintenance.	Street Light and Traffic Signal Maintenance on all traffic signals and pedestrian crossings throughout the Town.	This is an annual contract with the Region for the maintenance of our traffic signals and pedestrian crossings.	55,000		55,000			55,000
RD 11-21	Easement for Station Street storm outlet (previously RD 08-17).	To purchase and register an easement for the Station Street Storm Sewer Outlet.	This project is required in order to obtain an easement for the eventual storm sewer outlet for the Station Street Road Reconstruction project in the forecast for 2023.	35,000		35,000			35,000
RD 12-21	Roadside Ditching Program.	Complete ditching on areas throughout the Town.	This is an annual program required to maintain proper drainage.	71,690		71,690			71,690
RD 13-21	Road Reconstruction - Pelham St. Port Robinson Rd to John Street (deferred from 2020).	Road Reconstruction from Port Robinson Rd to John Street. This project is being completed in conjunction with the ICIP Rural and Northern Affairs grant.	The Reconstruction of this section of road is being completed in order to improve the safety of the roadway and Active Transportation users, as well as, drainage improvements to mitigate against flooding concerns.	3,892,500		1,413,468	2,479,032	2,395,920 ICIP Rural and Northern Stream, 83,112 OCIF	3,892,500
RD 14-21	Sulphur Springs Rd Rehabilitation - Site 1 & Site 2.	Rehabilitation of Sulphur Springs Road way at Site 1 and 2.	The roadway was closed at Site 1 and has experienced failures at Site 2. The roadway has been closed to traffic at Site 1 since 2016.	170,000		170,000			170,000
RD 15-21	Lookout Street Urbanization.	Urbanization of Lookout Street.	Work was completed by developer and is being reimbursed by the Town over two years.	105,431	105,431				105,431
RD 16-21	Design - Pelham St: Phase 3 and 4.	This project is the detailed design for Pelham Street Phase 3 and 4.	This project is required in order to complete the detailed design assignment for the Pelham Street Reconstruction project for Phases 3 and 4.	135,000		135,000			135,000
RD 17-21	Effingham Street Safety Signage Improvements.	This project is to supply and place flashing warning signs and speed zone indicator signs on Effingham Street, Welland Road, Port Robinson Road and Lookout Street.	Recommended as a result of the Engineering Safety Review completed by Associated Engineering and endorsed by Council under previous report.	44,500		44,500			44,500
RD 18-21	Design for Road Rehabilitation - Effingham St: Highway 20 to Tice.	Detailed Design assignment for the reconstruction of Effingham Street from Hwy 20 to Tice Road.	This assignment is required due to the poor condition of the roadway in accordance with the recent PCI Study and as a requirement of the 2022 Canada Summer Games.	50,000		50,000			50,000
Total 2021 Approved Budget				6,009,121	105,431	2,557,012	3,346,678		6,009,121

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80315 - Capital - Roadway Maintenance											
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	-	350,000	-	-	-	-	-	-	-	-
300584 - Burying hydro highway 20 - East Fonthill	0.0	-	1,688,200	-	-	-	-	-	-	-	-
300585 - Bridge Replacement Program: Sixteen Road (50m East of Maple)	0.0	600,000	-	-	-	-	-	-	-	-	-
300586 - Concrete Repair & Replacement Program	0.0	80,000	-	-	-	-	-	-	-	-	-
300587 - Culvert Replacement Program	0.0	60,000	-	-	-	-	-	-	-	-	-
300588 - Design - Lorimer St: Hurricane to South Limit	0.0	-	-	-	-	63,000	-	-	-	-	-
300589 - Design - Merritt: Line Ave to Rice Rd	0.0	-	-	-	-	100,000	-	-	-	-	-
300590 - Engineering	0.0	25,000	-	-	-	-	-	-	-	-	-
300591 - Pavement Condition Assessment	0.0	-	-	30,000	-	-	-	-	-	-	-
300592 - Road Base and Surface Repair Program	0.0	150,000	-	-	-	-	-	-	-	-	-
300593 - Road Rehabilitation	0.0	500,000	-	-	-	-	-	-	-	-	-
300594 - Rail Crossings Improvements - regulatory requirement	0.0	-	100,000	-	-	-	-	-	-	-	-
300596 - Sign Retro-Reflectivity Assessment	0.0	15,000	-	-	-	-	-	-	-	-	-
300597 - Stormwater Facility Maintenance Repairs	0.0	20,000	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300598 - Streetlights and Traffic Signal Maintenance	0.0	55,000	-	-	-	-	-	-	-	-	-
300599 - LED Streetlight Replacement Year 1	0.0	-	400,000	-	-	-	-	-	-	-	-
300600 - Design - Ridgeville Drainage Improvements	0.0	-	60,000	-	-	-	-	-	-	-	-
300601 - Easement for Station Street storm outlet (previously RD 08-17).	0.0	35,000	-	-	-	-	-	-	-	-	-
300602 - Pickwick Place New Lighting Construction	0.0	-	-	25,000	-	-	-	-	-	-	-
300603 - Roadside Ditching Program	0.0	71,690	-	-	-	-	-	-	-	-	-
300604 - Road Reconstruction - Pelham St: Port Robinson Rd to John Street (deferred from 2020)	0.0	3,892,500	-	-	-	-	-	-	-	-	-
300605 - Sulphur Springs Rd Rehabilitation - Site 1 & Site 2	0.0	170,000	-	-	-	-	-	-	-	-	-
300606 - Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024	0.0	-	100,000	-	-	-	-	-	-	-	-
300607 - Lookout Street Urbanization	0.0	105,431	-	-	-	-	-	-	-	-	-
300608 - Bridge Replacement Program: Balfour (100M south of Roland)	0.0	-	661,384	-	-	-	-	-	-	-	-
300609 - Road Reconstruction - Balfour, Canboro to Welland	0.0	-	-	219,000	-	-	-	-	-	-	-
300611 - Traffic Signals - Pelham St at Quaker	0.0	-	250,000	-	-	-	-	-	-	-	-
300612 - Design - Pelham St: Phase 3 and 4	0.0	135,000	-	-	-	-	-	-	-	-	-
300613 - Design - Pancake: Pelham St to Haist St	0.0	-	-	157,000	-	-	-	-	-	-	-
300614 - Bridge/Culvert Appraisal (legislated)	0.0	-	10,000	-	-	-	-	-	-	-	-
300615 - Concrete Repair & Replacement Program	0.0	-	110,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80315 - Capital - Roadway Maintenance
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300616 - Culvert Replacement Program	0.0	-	60,000	-	-	-	-	-	-	-	-
300617 - Design - Quaker Rd: Pelham St to Line Ave	0.0	-	82,000	-	-	-	-	-	-	-	-
300618 - Engineering	0.0	-	35,000	-	-	-	-	-	-	-	-
300619 - Foss Road - Regional Forcemain Sani - Culvert Replacements	0.0	-	80,500	-	-	-	-	-	-	-	-
300620 - Road Base and Surface Repair Program	0.0	-	200,000	-	-	-	-	-	-	-	-
300621 - Design - Merritt Rd: Pelham St to Line Ave	0.0	-	-	-	-	200,000	-	-	-	-	-
300622 - Road Rehabilitation	0.0	-	600,000	-	-	-	-	-	-	-	-
300623 - FUNDING REQUIRED Cycling Spur Line Initiative	0.0	-	170,000	-	-	-	-	-	-	-	-
300624 - Roadside Ditching Program	0.0	-	100,000	-	-	-	-	-	-	-	-
300625 - Sign Retro-Reflectivity Assessment	0.0	-	15,000	-	-	-	-	-	-	-	-
300626 - Stormwater Facility Maintenance	0.0	-	12,000	-	-	-	-	-	-	-	-
300627 - Streetlights and Traffic Signal Maintenance	0.0	-	55,000	-	-	-	-	-	-	-	-
300628 - Foss Road Resurfacing - Balfour to the Railway Tracks	0.0	-	150,000	-	-	-	-	-	-	-	-
300629 - Road Reconstruction - Pelham St: John Street to Bacon Lane	0.0	-	1,959,264	-	-	-	-	-	-	-	-
300630 - Bridge Replacement Program: Sawmill 90m east of Centre	0.0	-	-	774,056	-	-	-	-	-	-	-
300631 - LED Streetlight Replacement Year 2	0.0	-	-	436,000	-	-	-	-	-	-	-
300632 - Christmas Decoration Replacements	0.0	-	-	12,000	-	-	-	-	-	-	-
300633 - Concrete Repair & Replacement Program	0.0	-	-	110,000	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

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 Report Group Division
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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300634 - Culvert Replacement - Effingham and Sulphur Springs	0.0	-	-	75,000	-	-	-	-	-	-	-
300635 - Road Reconstruction - Pancake Ln: Pelham St to Haist St	0.0	-	-	-	730,000	-	-	-	-	-	-
300636 - Culvert Replacement Program	0.0	-	-	60,000	-	-	-	-	-	-	-
300637 - Design - Canboro: Haist St to Pelham St	0.0	-	-	230,100	-	-	-	-	-	-	-
300638 - Design - Emmett St: Pelham St to Station St	0.0	-	-	85,000	-	-	-	-	-	-	-
300639 - Engineering	0.0	-	-	35,000	-	-	-	-	-	-	-
300640 - Residential Traffic Calming Initiative	0.0	-	-	20,000	-	-	-	-	-	-	-
300641 - Road Base and Surface Repair Program	0.0	-	-	200,000	-	-	-	-	-	-	-
300642 - Road Reconstruction - Station Street: Port Robinson to Hwy 20 - PHASE 1 of 2	0.0	-	-	1,200,000	-	-	-	-	-	-	-
300643 - Road Rehabilitation	0.0	-	-	600,000	-	-	-	-	-	-	-
300644 - Pelham St Quaker Rd Reg Rd 20 traffic control - Merritt Rd	0.0	-	-	151,600	-	-	-	-	-	-	-
300645 - Reg Rd 20 Stn St Rice Rd Sidewalks - both sides	0.0	-	-	385,800	-	-	-	-	-	-	-
300646 - Roadside Ditching Program	0.0	-	-	100,000	-	-	-	-	-	-	-
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	-	-	15,000	-	-	-	-	-	-	-
300649 - Road Reconstruction - Pelham St: Bacon Lane to South Limit	0.0	-	-	2,326,384	-	-	-	-	-	-	-
300650 - Stormwater Facility Maintenance	0.0	-	-	12,000	-	-	-	-	-	-	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300651 - Streetlights and Traffic Signal Maintenance	0.0	-	-	55,000	-	-	-	-	-	-	-
300652 - Bridge Replacement Program: Roland Rd 50m East of Balfour St	0.0	-	-	-	618,250	-	-	-	-	-	-
300653 - Bridge/Culvert Appraisal (legislated)	0.0	-	-	-	10,000	-	-	-	-	-	-
300654 - Road Reconstruction - Station Street: Port Robinson to Hwy 20 - PHASE 2 of 2	0.0	-	-	-	1,200,000	-	-	-	-	-	-
300655 - Summersides Blvd secondary servicing/landscaping - PHASE 2 (2,289,600 with 3 phases)	0.0	-	-	-	763,200	-	-	-	-	-	-
300656 - Christmas Decoration Replacements	0.0	-	-	-	12,000	-	-	-	-	-	-
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	-	-	-	-	-	-
300660 - Design - Haist Crt: Haist St to limit	0.0	-	-	-	26,000	-	-	-	-	-	-
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	-	-	-	1,770,000	-	-	-	-	-	-
300666 - Road Reconstruction - Emmett St: Pelham St to Station St	0.0	-	-	-	85,000	-	-	-	-	-	-
300667 - Road Reconstruction - Station St: Hurricane Rd to Hwy 20	0.0	-	-	-	660,000	-	-	-	-	-	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300668 - Road Rehabilitation Program	0.0	-	-	-	600,000	-	-	-	-	-	-
300669 - FUNDING REQUIRED Canboro Road Cycling Initiative	0.0	-	-	-	281,400	-	-	-	-	-	-
300670 - Roadside Ditching Program	0.0	-	-	-	100,000	-	-	-	-	-	-
300671 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	15,000	-	-	-	-	-	-
300672 - Stormwater Facility Maintenance	0.0	-	-	-	12,000	-	-	-	-	-	-
300673 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	55,000	-	-	-	-	-	-
300674 - Concrete Repair & Replacement Program	0.0	-	-	-	-	110,000	-	-	-	-	-
300675 - Effingham Hwy 20 to Metler Hard Top Surface	0.0	-	-	-	-	1,500,000	-	-	-	-	-
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	-	-	-	-	-
300681 - Residential Traffic Calming Initiative	0.0	-	-	-	-	20,000	-	-	-	-	-
300682 - Road Base and Surface Repair Program	0.0	-	-	-	-	200,000	-	-	-	-	-
300683 - Road Reconstruction - Quaker Rd: Pelham St to Line Ave	0.0	-	-	-	-	820,000	-	-	-	-	-
300684 - Road Extension - Station St: South of Port Robinson Rd	0.0	-	-	-	-	1,402,200	-	-	-	-	-
300685 - Road Rehabilitation Program	0.0	-	-	-	-	600,000	-	-	-	-	-
300686 - Roadside Ditching Program	0.0	-	-	-	-	100,000	-	-	-	-	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300687 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	15,000	-	-	-	-	-
300688 - Stormwater Facility Maintenance	0.0	-	-	-	-	12,000	-	-	-	-	-
300689 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	55,000	-	-	-	-	-
300690 - Bridge/Culvert Appraisal (legislated)	0.0	-	-	-	-	-	10,000	-	-	-	-
300691 - Christmas Decoration Replacements	0.0	-	-	-	-	-	12,000	-	-	-	-
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	-	-	-	-
300698 - Residential Traffic Calming Initiative	0.0	-	-	-	-	-	20,000	-	-	-	-
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	-	-	-	-	-	600,000	-	-	-	-
300703 - Roadside Ditching Program	0.0	-	-	-	-	-	100,000	-	-	-	-
300704 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	15,000	-	-	-	-
300705 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	12,000	-	-	-	-
300706 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	-	55,000	-	-	-	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300707 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	12,000	-	-	-
300708 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	110,000	-	-	-
300709 - Culvert Replacement Program	0.0	-	-	-	-	-	-	60,000	-	-	-
300710 - Design - Hurricane Rd: Chestnut to Hwy 20	0.0	-	-	-	-	-	-	100,000	-	-	-
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	-	-	-	-	-	-	600,000	-	-	-
300717 - Roadside Ditching Program	0.0	-	-	-	-	-	-	100,000	-	-	-
300718 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	15,000	-	-	-
300719 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	12,000	-	-	-
300720 - Streetlight Replacement	0.0	-	-	-	-	-	-	10,000	-	-	-
300721 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	-	-	55,000	-	-	-
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	-	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-
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	-	-
300734 - Roadside Ditching Program	0.0	-	-	-	-	-	-	-	100,000	-	-
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	-	-
300740 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	-	-	-	55,000	-	-
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	-

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-
300749 - Roadside Ditching Program	0.0	-	-	-	-	-	-	-	-	100,000	-
300750 - Sign Retro-Reflectivity Assessment	0.0	-	-	-	-	-	-	-	-	15,000	-
300751 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	-	-	12,000	-
300752 - Streetlight Replacement	0.0	-	-	-	-	-	-	-	-	10,000	-
300753 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	-	-	-	-	55,000	-
300754 - Christmas Decoration Replacements	0.0	-	-	-	-	-	-	-	-	-	12,000
300755 - Concrete Repair & Replacement Program	0.0	-	-	-	-	-	-	-	-	-	110,000
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
300762 - Roadside Ditching Program	0.0	-	-	-	-	-	-	-	-	-	100,000
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

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300767 - Stormwater Facility Maintenance	0.0	-	-	-	-	-	-	-	-	-	12,000
300768 - Streetlight Replacement	0.0	-	-	-	-	-	-	-	-	-	10,000
300769 - Streetlights and Traffic Signal Maintenance	0.0	-	-	-	-	-	-	-	-	-	55,000
301024 - Design for Road Rehabilitation - Effingham St: 500m South of Metler to Tice	0.0	-	30,000	-	-	-	-	-	-	-	-
301025 - Effingham Street Safety Signage Improvements and Various Speed Zone Signs	0.0	44,500	-	-	-	-	-	-	-	-	-
301027 - Road Reconstruction: Canboro Road to East of Balfour	0.0	-	-	-	1,000,000	-	-	-	-	-	-
301028 - Design for Road Rehabilitation - Effingham St: Highway 20 to Tice	0.0	50,000	-	-	-	-	-	-	-	-	-
301035 - Construction of Road - Effingham St: Highway 20 to 225 metres south of Tice	0.0	-	200,000	-	-	-	-	-	-	-	-
301057 - Construction of Road - Effingham St: Highway 20 to 225 metres south of Tice	0.0	-	650,000	-	-	-	-	-	-	-	-
Total 80315 - Capital - Roadway Maintenance		6,009,121	8,252,919	8,077,140	8,606,650	6,178,400	3,229,000	5,565,900	5,507,500	2,229,000	8,276,800
Total 80		6,009,121	8,252,919	8,077,140	8,606,650	6,178,400	3,229,000	5,565,900	5,507,500	2,229,000	8,276,800
Total Expenditure		6,009,121	8,252,919	8,077,140	8,606,650	6,178,400	3,229,000	5,565,900	5,507,500	2,229,000	8,276,800

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	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Capital Financing		-	1,873,092	1,467,817	2,332,500	-	-	-	525,000	433,761	892,500
Contributions from Developers		-	607,752	-	-	-	-	-	-	-	-
Grant Revenue - Federal		2,938,566	1,709,266	1,982,849	566,239	566,239	566,239	566,239	566,239	566,239	566,239
Grant Revenue - Provincial		408,112	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Revenues		-	170,000	-	281,400	-	-	-	-	-	-
Transfer from Deferred Revenues		105,431	330,000	1,246,500	933,800	2,062,200	-	1,446,830	1,828,270	-	3,953,460
Transfer from Reserve		2,557,012	3,262,809	3,079,974	4,192,711	3,249,961	2,362,761	3,252,831	2,287,991	929,000	2,564,601
Total Funding Source		6,009,121	8,252,919	8,077,140	8,606,650	6,178,400	3,229,000	5,565,900	5,507,500	2,229,000	8,276,800

Roads
20 Year Projected Reserve Balance
in Dollars

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	1,406,973	127,787	(67,275)	(378,084)	(211,058)
Additions to Reserve					
Contribution from Operating Budget (Note 1)	2,235,985	2,361,950	2,952,000	3,247,000	3,896,000
2019 Surplus Allocation	248,000				
Reductions in Reserve					
Estimated 2020 Projects Completed	(2,404,526)				
Estimated Prior Year Projects Completed	(1,358,645)				
Capital Spending (from 20 Year Summary)		(2,557,012)	(3,262,809)	(3,079,974)	(4,192,711)
Projected Reserve (Deficit) - End of Year	127,787	(67,275)	(378,084)	(211,058)	(507,769)
Target Minimum Reserve Fund Balance	2,891,000				
Target Reserve Fund Balance	5,782,000				
Phased-In Target Minimum Balance					819,000
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			25.0%	10.0%	20.0%

Roads
20 Year Projected Reserve Balance
in Dollars

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	(507,769)	(251,730)	540,509	127,678	395,687	1,639,687
Additions to Reserve						
Contribution from Operating Budget (Note 1)	3,506,000	3,155,000	2,840,000	2,556,000	2,173,000	1,847,000
2019 Surplus Allocation						
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(3,249,961)	(2,362,761)	(3,252,831)	(2,287,991)	(929,000)	(2,564,601)
Projected Reserve (Deficit) - End of Year	(251,730)	540,509	127,678	395,687	1,639,687	922,086
Target Minimum Reserve Fund Balance						
Target Reserve Fund Balance						
Phased-In Target Minimum Balance					1,510,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-10.0%	-10.0%	-10.0%	-10.0%	-15.0%	-15.0%

Fleet
 2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Fleet Reserve \$	Other \$	Other Description	Total Financing \$
VEH 01-21	Combined lease payments.	2018 Lease Payments - Heavy Duty Work Truck with landscape box (\$ 15,108), Small SUV Facilities (\$ 8,616), Small SUV Building (\$ 8,616).	Required fleet resources required maintenance and inspection operations.	32,340		23,724	8,616	Building Dept Reserve	32,340
VEH 02-21	Seasonal summer fleet rental.	Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months).	Required to support summer staff including parks, trails and horticulture maintenance operations.	25,200		25,200			25,200
VEH 03-21	Seasonal winter fleet rental.	(2) Tractors w/ plow and spreader - Rent 5 month seasonal rent.	Required to support winter operations in urban areas. These units replaced an existing inoperable combo plow truck that was not approved for replacement.	25,550		25,550			25,550
VEH 04-21	Landscape Tractor (Replaces 2000 Kubota M4700).	50hp Tractor with Cab.	Replaces 20 year old tractor primarily used for diamond and trail maintenance.	60,000		60,000			60,000
VEH 05-21	Gang Mower 14' (Replaces unit 720 - 2004 Landpride Mower) - deferred from 2020.	Gang Mower 14' (Replaces unit 720 - 2004 Landpride Mower).	Required to replace a 16 year old mower used to cut sports fields. It is at the end of it's useful life, replacement parts are no longer stocked and has no back up unit.	25,000		25,000			25,000
VEH 07-21	Purchase one-tonne truck	Truck to be used in Roads Department.	Truck required for use in Road Maintenance (e.g. Culvert Repairs, Cold patching of potholes, etc.).	90,000		90,000			90,000
Total 2021 Approved Budget				258,090	-	249,474	8,616		258,090

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80325 - Capital - Fleet											
300871 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$15108),SUV Fac (\$8616),SUV Building(\$8616)	0.0	32,340	-	-	-	-	-	-	-	-	-
300872 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	25,200	-	-	-	-	-	-	-	-	-
300873 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	25,550	-	-	-	-	-	-	-	-	-
300874 - Combination Snow Plow & Spreader (Replaces Truck 431 - 2009 International)	0.0	-	-	-	300,000	-	-	-	-	-	-
300875 - Small SUV Building (Replaces Unit 104 - 2009 Ford Ranger)	0.0	-	30,000	-	-	-	-	-	-	-	-
300876 - Small SUV By-Law (Replaces Unit 101 - 2009 Ford Ranger)	0.0	-	30,000	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
300879 - Landscape Tractor (Replaces 2000 Kubota M4700)	0.0	60,000	-	-	-	-	-	-	-	-	-
300881 - Gang Mower 14' (Replaces unit 720 - 2004 Landpride Mower) - deferred from 2020	0.0	25,000	-	-	-	-	-	-	-	-	-
300882 - Work Truck (Replaces Truck 129 - 2008 Dodge 1500) - deferred from 2020	0.0	-	35,000	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
300883 - Forestry Truck (Replaces Truck 324 2003 Ford 1-ton) - deferred from 2020	0.0	-	190,000	-	-	-	-	-	-	-	-
300884 - PTO driven Wood Chipper (Replaces Unit 709 - 1994 Bandit Chipper) - deferred from 2020	0.0	-	-	-	-	-	-	13,000	-	-	-
300885 - 2018 Lease Payments-Heavy Duty Work Truck w landscape box(\$13908),SUV Fac (\$7416),SUV Building(\$7416)	0.0	-	28,740	-	-	-	-	-	-	-	-
300886 - Seasonal rental of summer fleet - 4 Seasonal Vehicles for use in Parks and Facilities (7 months)	0.0	-	25,200	-	-	-	-	-	-	-	-
300887 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	25,550	-	-	-	-	-	-	-	-
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	-	165,000	-	-	-	-	-	-	-	-
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 - Compact Tractor (Replaces unit 518 2001 Kubota B7500 & unit 525 2013 Kubota B2920)	0.0	-	25,000	-	-	-	-	-	-	-	-
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	-	-	25,200	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	-	-	-	-
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	-	-	-	25,200	-	-	-	-	-	-
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	-	-	-	165,000	-	-	-	-	-	-
300909 - Leaf Vacuum Trailer (Replaces 2014 Trac-Vac)	0.0	-	-	-	5,000	-	-	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	-	-	25,200	-	-	-	-	-
300914 - (2) Tractors w/plow & spreader (Replaced Truck 422-2003, 5 Tonne Sterling)- Rent 5 mth seasonal rent	0.0	-	-	-	-	25,550	-	-	-	-	-
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	-	-	-	-	350,000	-	-	-	-	-
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	-	-	-	-	-	25,200	-	-	-	-
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	-	-	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	-	-
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	-	-	-	-	-	-	25,200	-	-	-
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	-	-

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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 Resurfacers (Replaces Unit 712 - 2018 Unit) Scheduled Replacement	0.0	-	-	-	-	-	-	-	110,000	-	-
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	-	-	-	-	-	-	-	-	25,200	-
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	-	-	-	-	-	-	-	-	-	25,200

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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
300958 - 5 Tonne Dump Truck	0.0	-	-	-	-	-	-	-	-	-	260,000
300959 - Work Truck 4x4 Roads (end of 2019 lease)	0.0	-	-	-	-	-	-	-	-	-	50,000
300989 - VEH 07-21 - Purchase of one-tonne truck	0.0	90,000	-	-	-	-	-	-	-	-	-
Total 80325 - Capital - Fleet		258,090	679,490	1,079,490	750,490	809,490	1,110,490	207,490	333,940	200,750	968,750
Total 80		258,090	679,490	1,079,490	750,490	809,490	1,110,490	207,490	333,940	200,750	968,750
Total Expenditure		258,090	679,490	1,079,490	750,490	809,490	1,110,490	207,490	333,940	200,750	968,750

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80325 - Capital - Fleet
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Other Revenues		8,616	7,416	7,416	7,416	7,416	7,416	7,416	7,416	-	-
Transfer from Deferred Revenues		-	-	170,000	-	260,000	-	-	-	-	765,500
Transfer from Reserve		249,474	672,074	902,074	743,074	542,074	1,103,074	200,074	326,524	200,750	203,250
Total Funding Source		258,090	679,490	1,079,490	750,490	809,490	1,110,490	207,490	333,940	200,750	968,750

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	733,041	707,153	864,215	724,783	484,957
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	310,000	403,000	524,000	655,000	819,000
Transfers	16,074				
Interest (Note 2)	3,665	3,536	8,642	7,248	12,124
Estimated 2020 Projects Completed	(355,627)				
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)		(249,474)	(672,074)	(902,074)	(743,074)
Projected Reserve Fund (Deficit) - End of Year	707,153	864,215	724,783	484,957	573,007
Target Minimum Reserve Fund Balance	668,600				
Target Reserve Fund Balance	1,337,200				
Phased-In Target Minimum Balance					668,600
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			30.0%	25.0%	25.0%
Note 2: Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	573,007	701,258	144,222	368,474	431,005	621,185
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	656,000	525,000	420,000	378,000	378,000	390,000
Transfers						
Interest (Note 2)	14,325	21,038	4,327	11,054	12,930	18,636
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(542,074)	(1,103,074)	(200,074)	(326,524)	(200,750)	(203,250)
Projected Reserve Fund (Deficit) - End of Year	701,258	144,222	368,474	431,005	621,185	826,570

Target Minimum Reserve Fund Balance
Target Reserve Fund Balance
Phased-In Target Minimum Balance
668,600
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)

-20.0%	-20.0%	-20.0%	-10.0%	0.0%	3.0%
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Note 2: Estimated interest rate

2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
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**Cemeteries
2021 Approved Capital Budget Summary**

Project #	Project Name	Description	Justification	2021 Approved Budget	FINANCING					
					Development Charges	Cemeteries Reserve	Other	Other Description	Total Financing	
					\$	\$	\$		\$	
CEM 01-21	Fonthill Cemetery - exit lighting /emergency lighting in maintenance shop.	This project includes the supply and installation of emergency lighting in the maintenance shop.	Required for health and safety reasons.	5,000		5,000				5,000
Total 2021 Approved Budget				5,000	-	5,000	-			5,000

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80400 - Capital - Fonthill/Hillside Cemeteries
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80400 - Capital - Fonthill/Hillside Cemeteries											
400013 - Fonthill Cemetery - exit lighting/emergency lighting in main shop; exit lighting in mausoleum	0.0	5,000	-	-	-	-	-	-	-	-	-
400015 - Fonthill Cemetery - accessibility upgrades	0.0	-	22,000	-	-	-	-	-	-	-	-
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
Total 80400 - Capital - Fonthill/Hillside Cemeteries		5,000	22,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000
Total 80		5,000	22,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000
Total Expenditure		5,000	22,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000

Capital Object Summary - 10 Years

Budget Year 2021
 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

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Transfer from Reserve		5,000	22,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000
Total Funding Source		5,000	22,000	161,000	42,000	39,000	59,000	23,000	-	75,000	10,000

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(52,055)	(5,055)	18,545	42,545	(49,455)
Additions to Reserve					
Contribution from Operating Budget (Note 1)	23,000	28,600	46,000	69,000	104,000
2019 Surplus Allocation	30,000				
Reductions in Reserve					
Estimated 2020 Projects Completed	(6,000)				
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)		(5,000)	(22,000)	(161,000)	(42,000)
Projected Reserve (Deficit) - End of Year	(5,055)	18,545	42,545	(49,455)	12,545
Target Minimum Reserve Balance	54,150				
Target Reserve Balance	108,300				
Phased-In Target Minimum Balance					10,000
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			60.0%	50.0%	50.0%

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	12,545	41,545	27,545	36,545	68,545	25,545
Additions to Reserve						
Contribution from Operating Budget (Note 1)	68,000	45,000	32,000	32,000	32,000	16,000
2019 Surplus Allocation						
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(39,000)	(59,000)	(23,000)	-	(75,000)	(10,000)
Projected Reserve (Deficit) - End of Year	41,545	27,545	36,545	68,545	25,545	31,545
Target Minimum Reserve Balance						
Target Reserve Balance						
Phased-In Target Minimum Balance					25,000	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-35.0%	-35.0%	-30.0%	0.0%	0.0%	-50.0%

Community Planning & Development
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Planning Reserve \$	Other \$	Other Description	Total Financing \$
				\$					
PLN 01-21	Lot 177 Environmental Impact Study - deferred from 2020.	EIS of Woodland.	Determine how much of Woodland should be saved.	45,000		45,000			45,000
PLN 02-21	Vision and Design for Town Square.	Council Vision.	Council does not support previous approved vision.	20,000		20,000			20,000
PLN 03-21	Comprehensive Parking Study.	Town wide parking study.	Address parking deficiencies.	60,000		60,000			60,000
PLN 04-21	Future Urban Land Needs Analysis.	Consultant report to conduct land needs analysis of future urban land needs.	To determine if we have appropriate urban land to accommodate future growth.	20,000		20,000			20,000
PLN 05-21	East Fenwick Secondary Plan.	For the completion of the East Fenwick secondary plan.	Needed to provide appropriate land use in Fenwick for future growth.	10,000		10,000			10,000
Total 2021 Approved Budget				155,000	-	155,000	-		155,000

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80600 - Capital - Planning Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80600 - Capital - Planning Services											
600122 - Lot 177 Environmental Impact Study - deferred from 2020	0.0	45,000	-	-	-	-	-	-	-	-	-
600123 - Official Plan Review and Update	0.0	-	225,000	-	-	-	-	-	-	-	-
600124 - Development Charge Background Study	0.0	-	-	40,000	-	-	-	-	-	-	-
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	-
600138 - Vision and Design for Town Square	0.0	20,000	-	-	-	-	-	-	-	-	-
600139 - Comprehensive Parking Study	0.0	60,000	-	-	-	-	-	-	-	-	-
600141 - Future Urban Land Needs Analysis	0.0	20,000	-	-	-	-	-	-	-	-	-
600142 - East Fenwick Secondary Plan	0.0	10,000	-	-	-	-	-	-	-	-	-
600144 - Future Urban Land Needs Analysis	0.0	-	20,000	-	-	-	-	-	-	-	-
Total 80600 - Capital - Planning Services		155,000	245,000	165,000	100,000	75,000	-	175,000	-	100,000	-
Total 80		155,000	245,000	165,000	100,000	75,000	-	175,000	-	100,000	-
Total Expenditure		155,000	245,000	165,000	100,000	75,000	-	175,000	-	100,000	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80600 - Capital - Planning Services
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Transfer from Deferred Revenues		-	101,250	92,250	-	67,500	-	-	-	-	-
Transfer from Reserve		155,000	143,750	72,750	100,000	7,500	-	175,000	-	100,000	-
Total Funding Source		155,000	245,000	165,000	100,000	75,000	-	175,000	-	100,000	-

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Projected Reserve (Deficit) - Start of Year	(34,116)	142,153	59,153	(4,597)	10,653	7,653
Additions to Reserve						
Contribution from Operating Budget (Note 1)	230,000	72,000	80,000	88,000	97,000	88,000
2019 Surplus Allocation	20,000					
Reductions in Reserve						
Estimated 2020 Projects Completed	(40,000)					
Estimated Prior Year Projects Completed	(33,731)					
Capital Spending (from 20 Year Summary)		(155,000)	(143,750)	(72,750)	(100,000)	(7,500)
Projected Reserve (Deficit) - End of Year	142,153	59,153	(4,597)	10,653	7,653	88,153
Target Minimum Reserve Balance	80,400					
Target Reserve Balance	160,800					
Phased-In Target Minimum Balance					80,400	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			10.0%	10.0%	10.0%	-10.0%

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

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	88,153	168,153	65,153	130,153	95,153
Additions to Reserve					
Contribution from Operating Budget (Note 1) 2019 Surplus Allocation	80,000	72,000	65,000	65,000	65,000
Reductions in Reserve					
Estimated 2020 Projects Completed					
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)	-	(175,000)	-	(100,000)	-
Projected Reserve (Deficit) - End of Year	168,153	65,153	130,153	95,153	160,153
Target Minimum Reserve Balance					
Target Reserve Balance					
Phased-In Target Minimum Balance				80,400	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	-10.0%	-10.0%	-10.0%	0.0%	0.0%

**Library Services
2021 Approved Capital Budget Summary**

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Library Reserve \$	Other \$	Other Description	Total Financing \$
LIB 01-21	Computer Services Development.	\$7,500 Replacement of public and staff computers that are either in need of an upgrade or are due to be replaced. \$10,000 Replace fileserver.	Computers that are due for replacement are at least 5 years old and are instrumental to Library Services. The fileserver is at risk of failure and is at end of life.	17,500	-	17,500	-		17,500
Total 2021 Approved Budget				17,500	-	17,500	-		17,500

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80590 - Capital - Library Board
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80590 - Capital - Library Board											
500278 - Computer Services Development	0.0	17,500	-	-	-	-	-	-	-	-	-
500279 - Fonthill Branch Renovations	0.0	-	345,287	-	-	-	-	-	-	-	-
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
Total 80590 - Capital - Library Board		17,500	355,287	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total 80		17,500	355,287	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditure		17,500	355,287	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Capital Object Summary - 10 Years

Amended January 11, 2021

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80590 - Capital - Library Board
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Transfer from Reserve		17,500	355,287	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Funding Source		17,500	355,287	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**Libraries
20 Year Projected Reserve Fund
Balance**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	139,352	140,049	123,249	(220,805)	(220,805)
Additions to Reserve Fund					
Contribution from Operating Budget (Note 1)	7,500	-	10,000	10,000	10,000
Interest (Note 2)	697	700	1,232	-	-
Reductions in Reserve Fund					
Estimated 2020 Projects Completed	(7,500)	-	-	-	-
Estimated Prior Year Projects Completed					
Capital Spending (from 20 Year Summary)		(17,500)	(355,287)	(10,000)	(10,000)
Projected Reserve Fund - End of Year	140,049	123,249	(220,805)	(220,805)	(220,805)
Target Minimum Reserve Fund Balance	10,650				
Target Reserve Fund Balance	21,300				
Phased-In Target Minimum Balance					10,650
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)			100.0%	0.0%	0.0%
Note 2: Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%

Libraries 20 Year Projected Reserve Fund Balance						
	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	(220,805)	(220,805)	(220,805)	(220,805)	(220,805)	(220,805)
Additions to Reserve Fund						
Contribution from Operating Budget (Note 1)	10,000	10,000	10,000	10,000	10,000	10,000
Interest (Note 2)	-	-	-	-	-	-
Reductions in Reserve Fund						
Estimated 2020 Projects Completed	-	-	-	-	-	-
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve Fund - End of Year	(220,805)	(220,805)	(220,805)	(220,805)	(220,805)	(220,805)
Target Minimum Reserve Fund Balance						
Target Reserve Fund Balance						
Phased-In Target Minimum Balance					10,650	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Note 2: Estimated interest rate	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%

Municipal Drainage
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget	FINANCING				
					Development Charges	Municipal Drainage Reserve	Other	Other Description	Total Financing
				\$	\$	\$		\$	
DRN 01-21	Ridgeville and Nunn Municipal Drains Update to Assessment Schedule.	Update to Drain Assessment Schedules.	Schedules are out of date.	50,000	-	5,000	45,000	Benefiting property owners	50,000
Total 2021 Approved Budget				50,000	-	5,000	45,000		50,000

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80610 - Capital - Municipal Drainage
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80610 - Capital - Municipal Drainage											
600133 - Replace Road Culvert	0.0	-	80,000	-	-	-	-	-	-	-	-
600134 - Replace Culverts	0.0	-	-	-	-	40,000	-	-	-	-	-
600135 - Replace Culverts	0.0	-	-	-	-	-	-	-	40,000	-	-
600140 - Ridgeville and Nunn Municipal Drains Update to to Assessment Schedules	0.0	50,000	-	-	-	-	-	-	-	-	-
Total 80610 - Capital - Municipal Drainage		50,000	80,000	-	-	40,000	-	-	40,000	-	-
Total 80		50,000	80,000	-	-	40,000	-	-	40,000	-	-
Total Expenditure		50,000	80,000	-	-	40,000	-	-	40,000	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Object Category
 Stage All
 Division or Department - 80610 - Capital - Municipal Drainage
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Other Revenues		45,000	-	-	-	-	-	-	-	-	-
Transfer from Reserve		5,000	80,000	-	-	40,000	-	-	40,000	-	-
Total Funding Source		50,000	80,000	-	-	40,000	-	-	40,000	-	-

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(97,669)	(41,169)	(27,169)	(78,169)	(49,169)
Additions to Reserve					
Contribution from Operating Budget (Note 1)	43,000	19,000	29,000	29,000	29,000
2019 Surplus Allocation	56,000				
Reductions in Reserve					
Estimated 2020 Projects Completed	(32,500)				
Estimated Prior Year Projects Completed	(10,000)				
Capital Spending (from 20 Year Summary)		(5,000)	(80,000)	-	-
Projected Reserve (Deficit) - End of Year	(41,169)	(27,169)	(78,169)	(49,169)	(20,169)
Target Minimum Reserve Balance	28,150				
Target Reserve Balance	56,300				
Phased-In Target Minimum Balance					(24,000)

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

50.0% 0.0% 0.0%

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	(20,169)	(30,169)	(169)	22,831	831	14,831
Additions to Reserve						
Contribution from Operating Budget (Note 1)	30,000	30,000	23,000	18,000	14,000	11,000
2019 Surplus Allocation						
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(40,000)	-	-	(40,000)	-	-
Projected Reserve (Deficit) - End of Year	(30,169)	(169)	22,831	831	14,831	25,831
Target Minimum Reserve Balance						
Target Reserve Balance						
Phased-In Target Minimum Balance					(7,000)	
Note 1: Annual increase in operating reserve transfer (rounded up to the nearest thousand)	2.0%	0.0%	-25.0%	-25.0%	-25.0%	-25.0%

Wastewater
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Wastewater Reserve \$	Other \$	Other Description	Total Financing \$
WST 01-21	Sanitary Lateral Replacement Program (5 laterals).	This project is used to replace deficient or defective sanitary sewer laterals throughout the Town.	Laterals that are damaged have the potential of causing sewer backups on private property. Replacement of the laterals helps to mitigate this risk.	80,000		80,000			80,000
WST 02-21	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 03-21	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 04-21	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.	60,000		60,000			60,000
Total 2021 Approved Budget				355,000	-	355,000	-		355,000

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80700 - Capital - Wastewater Distribution System											
700178 - Sanitary Lateral Replacement Program (5 laterals)	0.0	80,000	-	-	-	-	-	-	-	-	-
700179 - Sanitary Sewer Inspection, CCTV and Flushing Program	0.0	115,000	-	-	-	-	-	-	-	-	-
700180 - Sanitary I/I Study Program - Planned Replacements and Rehabilitation	0.0	100,000	-	-	-	-	-	-	-	-	-
700181 - Sanitary Sewer Capital Construction Repairs	0.0	60,000	-	-	-	-	-	-	-	-	-
700182 - Church Street Upgrade existing sewer from 250 to 350mm diam	0.0	-	1,548,000	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-
700187 - Sanitary Lateral Replacement Program (5 laterals)	0.0	-	80,000	-	-	-	-	-	-	-	-
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	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
700191 - Welland Rd upgrade existing sewer from 200mm to 300 mm	0.0	-	879,900	-	-	-	-	-	-	-	-
700192 - Sanitary Sewer Capital Construction Repairs	0.0	-	60,000	-	-	-	-	-	-	-	-
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	-	-	-	-
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	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-	-	-
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	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80700 - Capital - Wastewater Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-
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
Total 80700 - Capital - Wastewater Distribution System		355,000	2,882,900	1,671,500	1,979,900	1,080,000	2,000,400	1,668,400	325,000	325,000	2,264,000
Total 80		355,000	2,882,900	1,671,500	1,979,900	1,080,000	2,000,400	1,668,400	325,000	325,000	2,264,000
Total Expenditure		355,000	2,882,900	1,671,500	1,979,900	1,080,000	2,000,400	1,668,400	325,000	325,000	2,264,000

Capital Object Summary - 10 Years

Budget Year 2021
 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

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Capital Financing		-	935,160	-	1,171,960	-	190,400	-	-	-	-
Transfer from Deferred Revenues		-	1,492,740	1,159,525	482,940	745,000	984,470	1,343,400	-	-	964,500
Transfer from Reserve		355,000	455,000	511,975	325,000	335,000	825,530	325,000	325,000	325,000	1,299,500
Total Funding Source		355,000	2,882,900	1,671,500	1,979,900	1,080,000	2,000,400	1,668,400	325,000	325,000	2,264,000

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	1,042,700	947,732	1,261,805	1,243,369	1,307,508
Additions to Reserve					
Contribution from Operating Budget (Note 1)	450,962	664,335	423,946	563,680	681,111
Interest (Note 2)	5,214	4,739	12,618	12,434	32,688
Reductions in Reserve					
Estimated 2020 Projects Completed	(364,000)				
Estimated Prior Year Projects Completed	(187,144)				
Capital Spending (from 20 Year Summary)		(355,000)	(455,000)	(511,975)	(325,000)
Projected Reserve (Deficit) - End of Year	947,732	1,261,805	1,243,369	1,307,508	1,696,307

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

Note 2: Estimated interest rate

	2020	2021	2022	2023	2024
Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%

Note 3: Contribution from operating from 2020 to 2024 as per 2018 BMA Water and Wastewater Financial Plan

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	1,696,307	2,085,714	2,004,756	2,421,898	2,851,555	3,294,102
Additions to Reserve						
Contribution from Operating Budget (Note 1)	682,000	682,000	682,000	682,000	682,000	682,000
Interest (Note 2)	42,408	62,571	60,143	72,657	85,547	98,823
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(335,000)	(825,530)	(325,000)	(325,000)	(325,000)	(1,299,500)
Projected Reserve (Deficit) - End of Year	2,085,714	2,004,756	2,421,898	2,851,555	3,294,102	2,775,425

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

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

2.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
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Note 3: Contribution from operating from 2020 to 2024 as per 2018 E

Water
2021 Approved Capital Budget Summary

Project #	Project Name	Description	Justification	2021 Approved Budget \$	FINANCING				
					Development Charges \$	Water Reserve \$	Other \$	Other Description	Total Financing \$
WTR 01-21	Water System Repair Equipment.	This project is used to repair and replace water system repair equipment.	Water repair repair equipment is used to ensure that our drinking water quality remains safe.	30,000		30,000			30,000
WTR 02-21	Pelham St Watermain Replacement - Port Robinson Rd to John St. - deferred from 2020.	This project replaces the watermain on Pelham Street from Port Robinson Road to John Street as part of the Pelham Street Reconstruction project.	The watermain is aging and is being replaced as part of the Pelham Street Reconstruction project.	80,000		80,000			80,000
WTR 03-21	Clare Avenue Watermain Replacement - development driven - deferred from 2020.	Replacement of the Watermain on Claire Ave from Quaker Road to the Welland South Limit.	The watermain is cast iron and has been identified to be replaced in accordance with the DWQMS.	250,000		250,000			250,000
WTR 04-21	Station St: Hurricane Rd to Hwy 20, Watermain Replacement - deferred from 2020.	Replacement of the Watermain on Station Street from Hurricane Road to Hwy 20.	The watermain is cast iron and has been identified to be replaced in accordance with the DWQMS.	175,000		175,000			175,000
WTR 05-21	Neptune Software Upgrade.	Replacement of the current Neptune NSight Meter Reading Software with Neptune 360.	The current Neptune NSight meter reading software will no longer receive support or security updates in 2021. It is being replaced with the new cloud based Neptune 360 meter management and reading software.	14,000		14,000			14,000
WTR 06-21	Watermain Extension to Service Splash Pad at MSSP.	Installation of a new 6 inch water main and fire hydrant from Hwy 20 to MSSP.	A new water service is required in order to service the MSSP Pool and proposed Splash Pad.	200,000		200,000			200,000
Total 2021 Approved Budget				749,000	-	749,000	-		749,000

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 2021
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditure											
80											
80705 - Capital - Water Distribution System											
700272 - Quaker Rd: Pelham St to Line Ave, Watermain Replacement	0.0	-	-	-	184,500	-	-	-	-	-	-
700273 - Daleview Upgrade watermain from 150 to 200mm diam	0.0	-	-	-	130,000	-	-	-	-	-	-
700274 - Water System Repair Equipment	0.0	30,000	-	-	-	-	-	-	-	-	-
700275 - Pelham St Watermain Replacement - Port Robinson Rd to John St. - deferred from 2020	0.0	80,000	-	-	-	-	-	-	-	-	-
700276 - Clare Avenue Watermain Replacement - development driven - deferred from 2020	0.0	250,000	-	-	-	-	-	-	-	-	-
700277 - Station St: Hurricane Rd to Hwy 20, Watermain Replacement - deferred from 2020	0.0	175,000	-	-	-	-	-	-	-	-	-
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 Bacon Lane	0.0	-	400,200	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
700285 - Construction: Pancake: Pelham St to Haist St, Watermain Replacement	0.0	-	-	-	388,575	-	-	-	-	-	-
700286 - Pelham St Watermain Replacement - Bacon Lane to South Limit (Spruceside to Welland Road)	0.0	-	-	567,400	-	-	-	-	-	-	-
700287 - Water System Repair Equipment	0.0	-	-	30,000	-	-	-	-	-	-	-
700288 - Water Loading Station Addition - South/West Area Fenwick	0.0	-	-	-	-	-	-	-	100,000	-	-
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	-	-	-	-	-	-
700292 - Pelham St: Welland to south limit, Watermain Replacement	0.0	-	-	-	225,000	-	-	-	-	-	-
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	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	-	-
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
700352 - Neptune Software Upgrade	0.0	14,000	-	-	-	-	-	-	-	-	-
700353 - Watermain Extension to Service Splash Pad at MSSP	0.0	200,000	-	-	-	-	-	-	-	-	-

Capital Object Summary - 10 Years

Budget Year 2021
 Report Group Division
 Stage All
 Division or Department - 80705 - Capital - Water Distribution System
 Object Category or Object All
 Asset Category or Asset Type All

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
700354 - Design: Canboro Road, Haist St to Pelham St, Watermain Replacement	0.0	-	75,000	-	-	-	-	-	-	-	-
700355 - Deisng: Welland: Canboro Rd to E of Balfour, Watermain Replacement	0.0	-	25,000	-	-	-	-	-	-	-	-
Total 80705 - Capital - Water Distribution System		749,000	530,200	1,032,400	1,151,575	1,425,250	752,500	1,570,950	550,000	430,000	2,606,200
Total 80		749,000	530,200	1,032,400	1,151,575	1,425,250	752,500	1,570,950	550,000	430,000	2,606,200
Total Expenditure		749,000	530,200	1,032,400	1,151,575	1,425,250	752,500	1,570,950	550,000	430,000	2,606,200

Capital Object Summary - 10 Years

Budget Year 2021
 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

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Funding Source											
Capital Financing		-	-	396,000	-	-	171,750	-	-	-	119,150
Transfer from Deferred Revenues		-	-	-	-	156,800	-	1,026,700	-	-	510,650
Transfer from Reserve		749,000	530,200	636,400	1,151,575	1,268,450	580,750	544,250	550,000	430,000	1,976,400
Total Funding Source		749,000	530,200	1,032,400	1,151,575	1,425,250	752,500	1,570,950	550,000	430,000	2,606,200

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	965,244	629,393	457,887	685,847	910,085
Additions to Reserve					
Contribution from Operating (Note 1)	436,556	574,347	753,581	853,780	1,073,771
Interest (Note 2)	4,826	3,147	4,579	6,858	22,752
Reductions in Reserve					
Estimated 2020 Projects Completed	(43,122)				
Estimated Prior Year Projects Completed	(734,111)				
Capital Spending (from 20 Year Summary)		(749,000)	(530,200)	(636,400)	(1,151,575)
Projected Reserve (Deficit) - End of Year	629,393	457,887	685,847	910,085	855,034

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

Note 2: Estimated interest rate

	2020	2021	2022	2023	2024
Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%

Note 3: Contribution from operating from 2020 to 2024 as per 2018 BMA Water and Wastewater Financial Plan

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

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve (Deficit) - Start of Year	855,034	681,959	1,195,668	1,761,288	2,338,127	3,052,271
Additions to Reserve						
Contribution from Operating (Note 1)	1,074,000	1,074,000	1,074,000	1,074,000	1,074,000	1,074,000
Interest (Note 2)	21,376	20,459	35,870	52,839	70,144	91,568
Reductions in Reserve						
Estimated 2020 Projects Completed						
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)	(1,268,450)	(580,750)	(544,250)	(550,000)	(430,000)	(1,976,400)
Projected Reserve (Deficit) - End of Year	681,959	1,195,668	1,761,288	2,338,127	3,052,271	2,241,439

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

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

2.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
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Note 3: Contribution from operating from 2020 to 2024 as per 2018 BMA Water and Wastewater Financial Plan



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, 2020, the Town expects to have outstanding debentures of \$33,465,344. The 2021 Debenture Schedule outlines the projected balance for those debentures at December 31, 2021 as well as the related projects.

Proposed Debentures

The 2021 budget does not propose to issue any new debt. In 2020, the Town issued debt in the amount of \$3,450,000, to be paid in part by donation pledges for the Meridian Community Centre (MCC), but will be paid by the tax levy at the point when debt payments exceed pledges, which is anticipated in 2024 or 2025. This debt was forecasted at \$1,700,000 in the 2020 budget, however the debenture amount increased because a portion of land in East Fonthill which was expected to be sold to repay the loan was taken off the market by Council because it might be required for additional parking at the MCC. A parking study is being conducted to review all parking needs for the Town.

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.

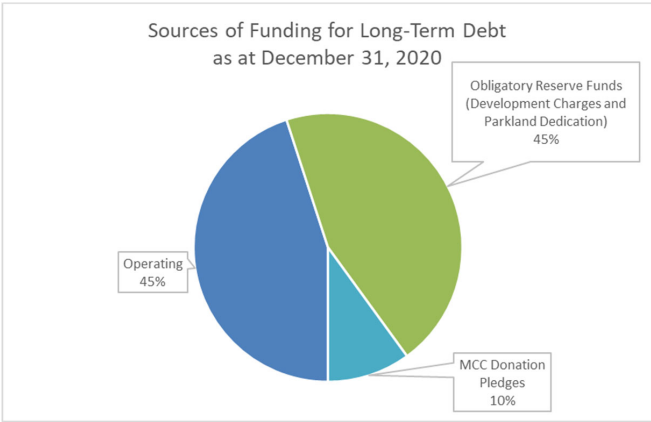
Operating Debt is paid for by the tax levy and the principal and interest payments are included in the operating budget.

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

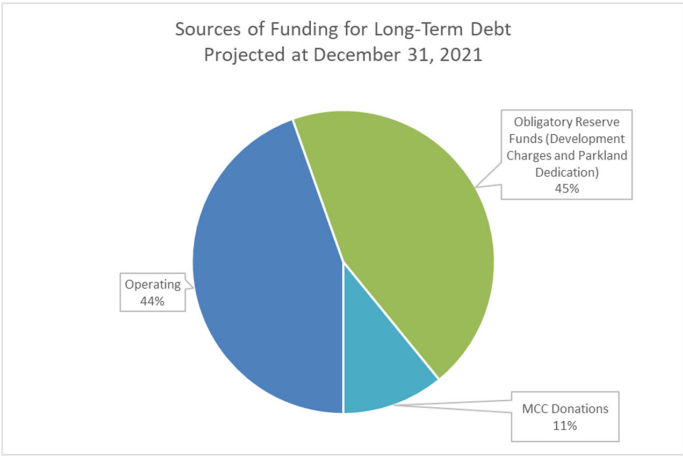
Development Charge Debt is paid for by the development charge obligatory reserve fund and the principal and interest payments are *not* included in the operating budget. The projection of the reserve balance over the next ten years is found in the Reserve and Reserve Fund section of the budget.



As of the beginning of 2021, \$14,954,075, or 45% of the existing debentures will be paid for by the tax levy. \$15,061,269, or 45% of the existing debentures are paid for by development charges reserve funds, and \$3,450,000 or 10% will be paid for by pledged donations to the Meridian Community Centre until the donations are no longer sufficient in 2024, at which time it will be paid for by the tax levy. Total long-term debt is expected to be \$33,465,344.



At the end of 2021, \$13,811,600 or 44% of the debentures will be paid for by the tax levy. \$13,912,589 or 45% will be paid for by development charges, and \$3,307,865 or 11% will be paid for by pledged donations to the Meridian Community Centre. Total long-term debt would be \$31,032,054.





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.

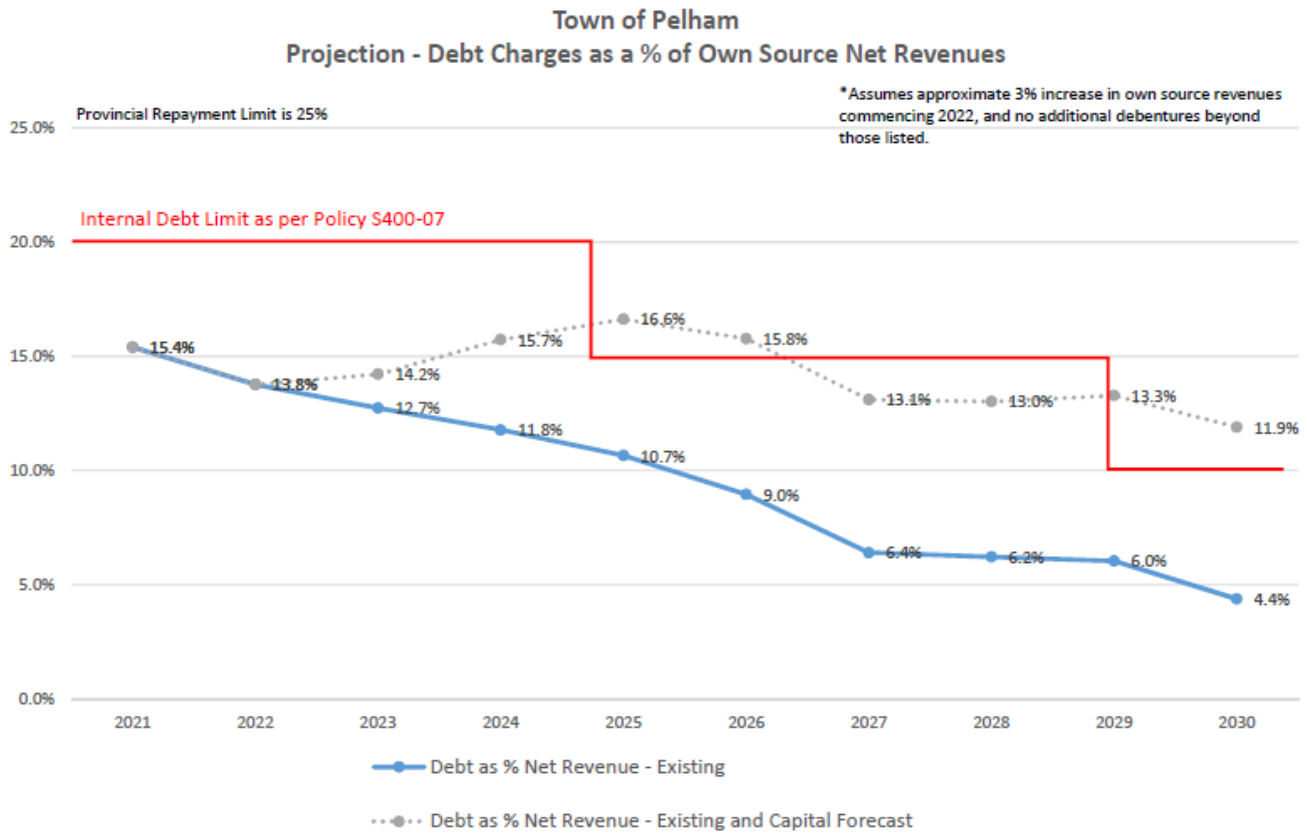
First, the Ministry of Municipal Affairs determines each municipalities’ limit annually using a formula in the regulation based on the most recent Financial Information Return (FIR) available at that time. The Province provides an annual statement for municipalities known as the Annual Repayment Limit 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 2020 Annual Repayment Limit Statement, which is based on the 2018 FIR, is found on page 109. It shows the Town was using \$2.7 million, or 13.6% 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 \$2.3 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 2021, the estimated net revenues are taken from the 2019 FIR based on the expected results of the 2021 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 2021, the projected net revenues take into consideration the incremental tax revenue increase that occurred in 2020 and a 3% increase in own source revenues is assumed thereafter.

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

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

The 2021 capital plan is compliant with Policy S400-07 because future year projects beyond 2021 have not been approved by Council, however the current capital plan would exceed the internal debt limit in 2025. 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 \$1,300,000 at December 31, 2019. 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 \$1,166,667 at December 31, 2020.

The construction bridge loan for the Meridian Community Centre, which was \$8,994,044 at December 31, 2019 has been repaid with proceeds of land held for sale, with \$3,450,000 of the remaining balance debentured in 2020.

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 four 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):

2023	\$5.8 Million
2024	\$4.6 Million
2025	\$4.4 Million

None of this debt has been approved by Council, nor is it being approved in the 2021 capital budget; it is forecast from 2022 to 2025 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.

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 could reach as high as 17% in 2025, which would exceed the Internal Debt Limit.

Pelham's Debt Service Coverage Ratio, which measures its ability to service debt with recurrent operating cash flows, is 1.58 which is listed as low, and is a significant improvement over the prior year ratio of 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 because it will increase the Town's debt servicing costs. If the Town takes out additional debt in the future at a faster rate than its revenues are increasing, the ratio will decrease and become higher risk. Alternatively, if the Town can increase its revenues at a faster rate than its debt payments, the ratio will increase and become lower risk.

The Town's Debt to Reserve Ratio compares the amount of debt taken out which will need to be funded in the future versus the amount that has been put into reserves to provide for the future. Pelham's ratio is over 6, which means that debt to be funded in the future is six times higher than reserves available for the future. This is again an improvement over last year's ratio of 10, because the land being sold in East Fonthill was used to pay for some of the construction



Debentures and Debt

bridge loan and because the 2019 operating surplus was transferred into the reserves. The current capital plan is not expected to improve this ratio, because more debt would be taken out, from 2022 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 a have a debt to reserve ratio of approximately 1 to 2.

Pelham's Debt per Capita is \$1,885, which is higher than the other lower tier municipalities in Niagara, with an average of \$606. 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 in 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 -153% 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 high risk category, whereas most other Niagara municipalities are in the low risk category. The percentage has improved from the prior year, which was -203%, mainly because the construction bridge loan was being repaid with proceeds of land held for sale. 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 21% 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 12% and moderate risk, due primarily to the 2019 operating surplus transfer 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 39%, 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 52% which would be considered moderate risk. Vehicles have a consumption ratio of 72% which is nearing the high risk category. Machinery, equipment, furniture and fixtures are at 60% 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, 2018 to December 31, 2019 because of increased revenues and cost savings which led to a surplus transferred into the reserves.

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 - 2021
as at October 19, 2020**

Estimated Annual Repayment Limit (ARL), based on submitted 2019 Financial Information Return

2019 Net Revenues	\$ 21,797,765
25% of Net Revenues	5,449,441
Less: 2019 Net Debt Charges	<u>(2,792,713)</u>
Unadjusted Estimated ARL	<u>\$ 2,656,728</u>

2019 Net Revenues above	\$ 21,797,765
Add: 2020 Incremental Tax Increase	1,272,101
Add: Budgeted Incremental Water & Wastewater Increase	334,287
Less: Estimated Reduced User Fees Due to Covid-19	<u>(500,000)</u>
Estimated 2020 Net Revenues for 2022 ARL	<u>\$ 22,904,153</u>

2020 Net Revenues above	\$ 22,904,153
Add: 3% Tax Increase, Consistent with Projection	457,409
Add: Incremental Water & Wastewater Revenue from Budget	<u>667,533</u>
Estimated 2021 Budgeted Net Revenues for 2023 ARL	<u>\$ 24,029,095</u>

Municipal Treasurer's Adjustments - 2021

	2021 Debt Charges as % Net Revenues	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Estimated Net Revenues (\$500k Covid-19 impact to 2021, and 3% estimated annual increase commencing 2023)		\$ 21,797,765	\$ 22,904,153	\$ 24,029,095	\$ 25,264,968	\$ 26,022,917	\$ 26,803,604	\$ 27,607,712	\$ 28,435,944
25% of Net Revenues above		5,449,441	5,726,038	6,007,274	6,316,242	6,505,729	6,700,901	6,901,928	7,108,986	7,322,255	7,541,923
Existing Debt Charges - Operating	7.16%	(1,561,268)	(1,560,616)	(1,559,869)	(1,558,677)	(1,355,101)	(1,174,018)	(929,099)	(928,885)	(928,700)	(480,035)
Existing Debt Charges - Development Charges	7.28%	(1,587,269)	(1,382,736)	(1,289,432)	(1,207,953)	(1,207,580)	(1,016,486)	(629,221)	(629,065)	(628,903)	(628,737)
Existing Debt Charges - MCC Pledges	0.96%	(209,032)	(209,018)	(209,004)	(208,988)	(208,974)	(208,958)	(208,943)	(208,926)	(208,911)	(208,894)
Future Potential Debt Charges - Capital Forecast, Tax Levy Supported	0.00%			(146,287)	(391,997)	(635,208)	(778,996)	(778,996)	(778,996)	(902,368)	(1,052,478)
Future Potential Debt Charges - Capital Forecast, DC Supported	0.00%			(153,669)	(466,139)	(682,504)	(740,068)	(740,068)	(803,359)	(866,651)	(866,651)
Future Potential Debt Charges - Capital Forecast, Rate Supported	0.00%			(57,648)	(139,708)	(236,366)	(308,612)	(330,937)	(353,262)	(353,262)	(353,262)
Estimated Adjusted ARL		\$ 2,091,872	\$ 2,573,668	\$ 2,591,364	\$ 2,342,779	\$ 2,179,996	\$ 2,473,762	\$ 3,284,664	\$ 3,406,492	\$ 3,433,461	\$ 3,951,866

Debt Charges as % Net Revenues	<u>15.4%</u>	<u>13.8%</u>	<u>14.2%</u>	<u>15.7%</u>	<u>16.6%</u>	<u>15.8%</u>	<u>13.1%</u>	<u>13.0%</u>	<u>13.3%</u>	<u>11.9%</u>
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Estimated Allowable Borrowing Amount, 7%, 10 years (Illustration Only)	\$14,700,000	\$18,100,000	\$18,200,000	\$16,500,000	\$15,300,000	\$17,400,000	\$23,100,000	\$23,900,000	\$24,100,000	\$27,800,000
Estimated Allowable Borrowing Amount, 5%, 20 years (Illustration Only)	\$26,100,000	\$32,100,000	\$32,300,000	\$29,200,000	\$27,200,000	\$30,800,000	\$40,900,000	\$42,500,000	\$42,800,000	\$49,200,000

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%.

2020 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	18405		
MUNID:	26028		
MUNICIPALITY:	Pelham T		
UPPER TIER:	Niagara R		
REPAYMENT LIMIT:		\$	2,278,215

The repayment limit has been calculated based on data contained in the 2018 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2018 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, 2020

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.	\$	28,391,598
(a)	15 years @ 5% p.a.	\$	23,647,095
(a)	10 years @ 5% p.a.	\$	17,591,774
(a)	5 years @ 5% p.a.	\$	9,863,480
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	24,135,445
(a)	15 years @ 7% p.a.	\$	20,749,789
(a)	10 years @ 7% p.a.	\$	16,001,231
(a)	5 years @ 7% p.a.	\$	9,341,132

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Pelham T

MMAH CODE:

18405

Debt Charges for the Current Year

		1
		\$
0210	Principal (SLC 74 3099 01)	1,816,976
0220	Interest (SLC 74 3099 02)	914,663
0299	Subtotal	2,731,639
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	2,731,639

Amounts Recovered from Unconsolidated Entities

		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	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	2,731,639

		1
		\$
1610	Total Revenue (SLC 10 9910 01)	24,531,090
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)	970,127
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	109,793
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	40,658
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	195,446
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	47,395
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	295,500
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	2,093,388
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	24,781
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	136,505
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	123,087
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)	454,993
2299	Subtotal	4,491,673
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	20,039,417
2620	25% of Net Revenues	5,009,854
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	2,278,215
		(25% of Net Revenues less Net Debt Charges)

* SLC denotes Schedule, Line Column.



2021 Debenture Schedule

Project	(1) 2021 Beginning Year Balance	2021 Debt Proposed	(2) Principal	(3) Interest	(4) 2021 Year End Balance	Year Debt Completed	Comments
Operating Debt							
Roads - Pelham St (310)	384,074		91,972	10,679	292,102	2024	
Fire Station #2	379,441		90,863	10,550	288,578	2024	
Roads - Port Robinson	126,866		24,238	2,919	102,628	2025	
Fire Station #3	721,213		137,788	16,596	583,425	2025	
Roads - Fenwick Downtown Revitalization	990,035		157,509	18,830	832,526	2026	
Roads - East Fonthill Road Construction	387,619		61,668	7,372	325,951	2026	
Facilities - Meridian Community Center	8,311,174		204,903	275,329	8,106,271	2046	
Facilities - Predevelopment Costs	909,241		92,957	19,042	816,284	2028	
Roads - Wellspring Way/Shaw Ave	996,846		101,913	20,877	894,933	2028	
Roads - Summersides East to Rice Rd	1,594,819		163,048	33,400	1,431,771	2028	
Roads - Summersides Station to Wellspring	152,747		15,616	3,199	137,131	2028	
Total Operating Debt	\$ 14,954,075	\$ -	\$ 1,142,475	\$ 418,793	\$ 13,811,600		
Total Debenture Operating Principal & Interest as per Budget (2)+(3)				\$ 1,561,268			
Debt funded by Development Charges (DC; non-operating)							
Roads - Haist Pelham	147,377		147,377	3,516	-	2021	
Water - Rice Rd	50,230		50,230	1,198	-	2021	
Fire Station #2	65,918		32,588	1,601	33,330	2022	
Water - Rice Road Water Main	112,082		55,412	2,722	56,670	2022	
Roads - Effingham	62,844		20,484	1,962	42,360	2023	
Roads - Hwy 20	18,613		6,067	581	12,546	2023	
Water - Hwy 20	149,959		48,879	4,681	101,080	2023	
Roads - Port Robinson	296,019		56,554	6,812	239,465	2025	
Skate Park	155,740		29,754	3,584	125,986	2025	
East Fonthill Study	324,024		61,905	7,456	262,119	2025	
Water - Port Robinson	119,139		22,761	2,741	96,378	2025	
Roads - Fenwick Downtown Revitalization	1,485,052		236,265	28,245	1,248,787	2026	
Roads - Port Robinson Reconstruction	544,030		86,554	10,347	457,476	2026	
Wastewater - Port Robinson Reconstruction	151,202		24,055	2,876	127,147	2026	
Facilities - Meridian Community Centre	11,379,040		269,795	360,268	11,109,245	2047	
Total Development Charge Debt	\$ 15,061,269	\$ -	\$ 1,148,680	\$ 438,590	\$ 13,912,589		
Total Debenture DC Principal & Interest as per Reserve Fund Forecast (2)+(3)				\$ 1,587,270			
Debt funded by MCC Donation Pledges (non-operating)							
Facilities - Meridian Community Centre	3,450,000		142,135	66,894	3,307,865	2040	Note 2
Total MCC Donation Pledge Debt	\$ 3,450,000	-	\$ 142,135	\$ 66,894	\$ 3,307,865		
2021 Total Debt Obligations	\$ 33,465,344	\$ -	\$ 2,433,290	\$ 924,277	\$ 31,032,054		

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 2024.



**Debt-Related Financial Indicators
As at December 31, 2019**

	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	1.58	L	6.28	\$	1,885		-153%	H	21%	L	0.39	L
Fort Erie	2%	L	10.10	L	0.20	\$	206		58%	L	66%	L	0.44	L
Grimsby *	3%	L	0.04	H	0.52	\$	395		72%	L	55%	L	0.27	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 *	9%	M	0.78	H	1.68	\$	1,578		-77%	M	48%	L	0.40	L
St. Catharines	9%	M	1.29	M	2.21	\$	985		4%	L	28%	L	0.42	L
Thorold	0%	L	56.50	L	0.02	\$	51		97%	L	165%	L	0.42	L
Wainfleet *	1%	L	8.01	L	0.10	\$	56		40%	L	50%	L	0.54	M
Welland	9%	M	0.87	H	0.79	\$	944		48%	L	68%	L	0.41	L
West Lincoln	5%	M	4.21	L	1.18	\$	1,051		25%	L	95%	L	0.35	L

* Used FIR from 2018

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

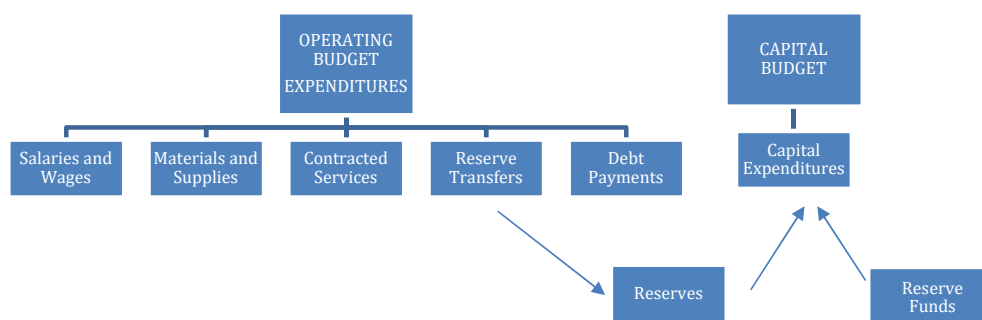


Reserves and Reserve Funds

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
- Meridian Community Centre
- Community Improvement Plan
- Elections
- Fire Equipment
- Fleet
- Information Technology
- Land Acquisition
- Library
- Municipal Building Facility
- Municipal Drainage
- Parks and Recreation
- Physician Recruitment
- Planning
- Roads
- 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, 2019 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, 2019 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
- Ontario Community Infrastructure Fund (OCIF)
- Other externally restricted grants and funds received

Reserve Forecast

A 5-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 2022, in accordance with the 10-year capital forecast.

5-Year Reserve Forecast Summary (\$)

Amended January 11, 2021



Reserves and Reserve Funds	December 31, 2019 Balance	December 31, 2020 Projected Balance	December 31, 2021 Projected Balance	December 31, 2022 Projected Balance	December 31, 2023 Projected Balance	December 31, 2024 Projected Balance	
Airport	2,955	2,955	2,955	2,955	2,955	2,955	Note 1
Building Department	1,378,609	1,278,609	1,214,679	1,153,945	1,096,247	1,041,435	Note 2
Cemetery	(52,055)	(5,055)	18,545	42,545	(49,455)	12,545	
Community Improvement Plan	168,754	218,375	196,724	177,274	156,698	134,969	Note 3
Elections	20,794	48,000	63,000	78,000	33,000	48,000	Note 4
Fire Equipment	345,880	489,609	682,057	(108,122)	219,878	(6,625)	
Fleet	733,041	707,153	864,215	724,783	484,957	573,007	
Information Technology	(94,399)	(22,399)	(11,299)	(21,299)	3,701	18,701	
Land Acquisition	(1,323,452)	(1,323,452)	(1,323,452)	(1,323,452)	(1,323,452)	(1,323,452)	Note 5
Library	139,352	140,049	123,249	(220,805)	(220,805)	(220,805)	
Meridian Community Centre	215,252	349,084	433,481	386,253	280,617	171,289	Note 6
Municipal Building Facility	(311,314)	(189,147)	(190,447)	120,553	240,759	431,777	
Municipal Drainage	(97,669)	(41,169)	(27,169)	(78,169)	(49,169)	(20,169)	
Parks and Recreation	(405,009)	17,086	15,772	1,680	(804)	87,196	
Physician Recruitment	23,705	23,705	23,705	23,705	23,705	23,705	Note 7
Planning	(34,116)	142,153	59,153	(4,597)	10,653	7,653	
Roads	1,406,973	127,787	(67,275)	(378,084)	(211,058)	(507,769)	
Wastewater	1,042,700	947,732	1,261,805	1,243,369	1,307,508	1,696,307	
Water	976,004	629,393	457,887	685,847	910,085	855,034	
Working Capital	1,001,935	139,935	139,935	139,935	139,935	139,935	Note 8
Total Reserves	5,137,940	3,680,404	3,937,520	2,646,315	3,055,956	3,165,688	

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

Note 2: Estimated slight decrease in Building Department reserve in 2020 due to COVID-19, then slight annual decline.

Note 3: Estimate based on current CIP agreements.

Note 4: Assumed approximately \$15,000 contribution per year, with most of the balance used in election years.

Note 5: 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 6: 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 2025.

Note 7: Assumed expenditures equal operating transfers for Physician Recruitment reserve.

Note 8: 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 evenly over the 10 years, with a decrease in 2020 and 2021 because of the impact of COVID-19, and an increase from 2026 to 2030 to compensate.

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 million per year, if growth were evenly spread over ten years. Actual collections were approximately \$1.4 million in 2019 and \$1.8M in 2018. The Town's increased development charge rates, based on an updated DC background study, were effective October 1, 2018. In 2020, it is projected that DC collections will be lower than anticipated due to the impact of COVID-19. This means that there is pressure on the DC reserve fund, which is now projected to have a balance of \$68 thousand by the end of 2021, and then should recover if collections increase in 2022 in accordance with the forecast. 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.

On September 18, 2020, the provincial government proclaimed the remaining amendments to the *Development Charges Act* and the *Planning Act* by Bill 108, the *More Homes, More Choice Act*, and Bill 197, the *COVID-19 Economic Recovery Act*. Municipalities have two years from September 18 to transition to the new regimes. The Town is in the process of determining the impact on its development charges.

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 \$364,000 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.

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



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total
Actual Balance at Dec. 31, 2019	(72,974)	150,936	(68,510)	1,584,965	(671,393)	(56,342)	(525,179)	1,344,414	22,129	1,708,046
Additions										
Collections for 2020	53,728	27,197	735,127	112,287	146,783	37,262	82,009	194,712	-	1,389,105
Estimated Interest	(365)	755	(343)	7,925	(3,357)	(282)	(2,626)	6,722	111	8,540
Total additions	53,363	27,951	734,784	120,212	143,426	36,981	79,383	201,434	111	1,397,645
Expenditures										
Debenture principal and interest	69,423	34,009	605,711	33,368	630,188		188,974	26,949		1,588,622
Capital expenditures carried forward			5,349	202,344			169,901	25,536		403,130
Capital expenditures in 20-year budget			105,431							105,431
Library Collection						42,750				42,750
Total Expenditures	69,423	34,009	716,491	235,712	630,188	42,750	358,875	52,485	-	2,139,933
Projected Balance at Dec. 31, 2020	(89,034)	144,878	(50,217)	1,469,465	(1,158,155)	(62,111)	(804,671)	1,493,363	22,240	965,758
Additions										
Collections for 2021	63,210	31,996	864,855	132,103	146,782	43,838	96,481	229,073	-	1,608,337
Estimated Interest	(445)	724	(251)	7,347	(5,791)	(311)	(4,023)	7,467	111	4,829
Total additions	62,764	32,720	864,604	139,450	140,991	43,527	92,458	236,540	111	1,613,166
Expenditures										
Debenture principal and interest	69,361	34,189	604,761	33,338	630,063		188,625	26,931		1,587,268
Capital expenditures in 20-year budget	-	60,000	105,431	235,125				480,000		880,556
Debt - Capital expenditures in 20-yr budget										-
Library Collection						42,750				42,750
Total Expenditures	69,361	94,189	710,192	268,463	630,063	42,750	188,625	506,931	-	2,510,574
Projected Balance at Dec. 31, 2021	(95,630)	83,409	104,195	1,340,453	(1,647,227)	(61,334)	(900,838)	1,222,972	22,351	68,350
Additions										
Collections for 2022	121,334	61,556	1,661,380	260,177	289,051	86,335	192,887	457,842	-	3,130,562
Estimated Interest	(956)	834	1,042	13,405	(16,472)	(613)	(9,008)	12,230	224	683
Total additions	120,378	62,390	1,662,421	273,582	272,579	85,722	183,879	470,072	224	3,131,246
Expenditures										
Debenture 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 budget	101,250			461,250						562,500
Debt - Capital expenditures in 20-yr budget										-
Library Collection						42,750				42,750
Water/Wastewater Master Plan	75,000									75,000
Stormwater Master Plan	75,000									75,000
Pelham Transportation Master Plan	100,000									100,000
Total Expenditures	420,554	33,929	453,229	494,561	629,934	42,750	136,116	26,912	-	2,237,985
Projected Balance at Dec. 31, 2022	(395,806)	111,871	1,313,387	1,119,473	(2,004,583)	(18,362)	(853,075)	1,666,132	22,574	961,611

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



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Collections for 2023	121,334	61,556	1,661,380	260,177	289,051	86,335	192,887	457,842	-	3,130,562	
Estimated Interest	(7,916)	2,237	26,268	22,389	(40,092)	(367)	(17,062)	33,323	451	19,232	1.00%
Total additions	113,418	63,794	1,687,647	282,567	248,959	85,968	175,825	491,165	451	3,149,795	
Expenditures											
Debenture principal and interest	69,244		452,538	33,282	629,800		77,672	26,895		1,289,431	
Capital expenditures in 20-year budget	92,250									92,250	
Debt - Capital expenditures in 20-yr budget		61,649						92,021		153,669	
Library Collection						42,750				42,750	
Total Expenditures	161,494	61,649	452,538	33,282	629,800	42,750	77,672	118,916	-	1,578,100	
Projected Balance at Dec. 31, 2023	(443,883)	114,016	2,548,496	1,368,758	(2,385,423)	24,855	(754,922)	2,038,381	23,026	2,533,305	
Additions											
Collections for 2024	121,334	61,556	1,661,380	260,177	289,051	86,335	192,887	457,842	-	3,130,562	
Estimated Interest	(11,097.06)	2,850	63,712	34,219	(59,636)	621	(18,873)	50,960	576	63,333	2.50%
Total additions	110,237	64,407	1,725,092	294,396	229,415	86,956	174,014	508,802	576	3,193,895	
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 budget							156,800	482,940		639,740	
Debt - Capital expenditures in 20-yr budget		123,297	87,321					255,521		466,139	
Library Collection						42,750				42,750	
Total Expenditures	69,016	123,297	511,163	33,172	629,663	42,750	182,176	765,346	-	2,356,583	
Projected Balance at Dec. 31, 2024	(402,662)	55,125	3,762,426	1,629,983	(2,785,671)	69,062	(763,084)	1,781,837	23,601	3,370,617	
Additions											
Collections for 2025	121,334	61,556	1,661,380	260,177	289,051	86,335	192,887	457,842	-	3,130,562	
Estimated Interest	(10,067)	1,378	94,061	40,750	(69,642)	1,727	(19,077)	44,546	590	84,265	2.50%
Total additions	111,268	62,934	1,755,440	300,927	219,409	88,061	173,810	502,388	590	3,214,828	
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 budget	67,500		3,122,200	136,800			156,800	745,000		4,228,300	
Debt - Capital expenditures in 20-yr budget		123,297	232,206	-	-	-	-	327,000		682,504	
Library Collection						42,750				42,750	
Total Expenditures	136,531	123,297	3,778,007	169,979	629,520	42,750	182,182	1,097,866	-	6,160,133	
Projected Balance at Dec. 31, 2025	(427,925)	(5,238)	1,739,859	1,760,931	(3,195,782)	114,373	(771,456)	1,186,360	24,192	425,313	

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



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Collections for 2026	162,378	82,323	2,222,870	345,503	383,860	114,650	249,108	591,364	-	4,152,057	
Estimated Interest	(12,838)	(157)	52,196	52,828	(95,873)	3,431	(23,144)	35,591	726	12,759	3.00%
Total additions	149,540	82,165	2,275,066	398,331	287,987	118,081	225,964	626,955	726	4,164,816	
Expenditures											
Debenture principal and interest			360,267		629,373			26,846		1,016,486	
Capital expenditures in 20-year budget				265,050				984,470		1,249,520	
Debt - Capital expenditures in 20-yr budget	-	123,297	289,771	-	-	-	-	327,000	-	740,068	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	650,038	265,050	629,373	42,750	-	1,338,316	-	3,048,824	
Projected Balance at Dec. 31, 2026	(278,385)	(46,369)	3,364,887	1,894,212	(3,537,168)	189,705	(545,492)	474,998	24,917	1,541,305	
Additions											
Collections for 2027	162,378	82,323	2,222,870	345,503	383,860	114,650	249,108	591,364	-	4,152,057	
Estimated Interest	(8,352)	(1,391)	100,947	56,826	(106,115)	5,691	(16,365)	14,250	748	46,239	3.00%
Total additions	154,027	80,932	2,323,817	402,329	277,745	120,341	232,743	605,614	748	4,198,296	
Expenditures											
Debenture principal and interest					629,222					629,222	
Capital expenditures in 20-year budget		175,000	1,446,830	136,800				1,343,400		3,102,030	
Debt - Capital expenditures in 20-yr budget	-	123,297	289,771	-	-	-	-	327,000	-	740,068	
Library Collection						42,750				42,750	
Total Expenditures	-	298,297	1,736,601	136,800	629,222	42,750	-	1,670,400	-	4,514,070	
Projected Balance at Dec. 31, 2027	(124,358)	(263,735)	3,952,103	2,159,741	(3,888,645)	267,296	(312,749)	(589,789)	25,665	1,225,530	
Additions											
Collections for 2028	162,378	82,323	2,222,870	345,503	383,860	114,650	249,108	591,364	-	4,152,057	
Estimated Interest	(3,731)	(7,912)	118,563	64,792	(116,659)	8,019	(9,382)	(17,694)	770	36,766	3.00%
Total additions	158,647	74,411	2,341,434	410,295	267,201	122,669	239,725	573,670	770	4,188,822	
Expenditures											
Debenture principal and interest					629,065					629,065	
Capital expenditures in 20-year budget			1,828,270	1,039,500						2,867,770	
Debt - Capital expenditures in 20-yr budget	-	123,297	289,771	-	-	-	63,291	327,000	-	803,359	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	2,118,041	1,039,500	629,065	42,750	63,291	327,000	-	4,342,944	
Projected Balance at Dec. 31, 2028	34,289	(312,621)	4,175,496	1,530,537	(4,250,509)	347,215	(136,315)	(343,119)	26,435	1,071,408	

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



	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Additions											
Collections for 2029	162,378	82,323	2,222,870	345,503	383,860	114,650	249,108	591,364	-	4,152,057	
Estimated Interest	1,029	(9,379)	125,265	45,916	(127,515)	10,416	(4,089)	(10,294)	793	32,142	3.00%
Total additions	163,407	72,944	2,348,135	391,419	256,345	125,067	245,018	581,070	793	4,184,199	
Expenditures											
Debenture principal and interest					628,903					628,903	
Capital expenditures in 20-year budget										-	
Debt - Capital expenditures in 20-yr budget	-	123,297	289,771	-	-	-	126,583	327,000	-	866,651	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	289,771	-	628,903	42,750	126,583	327,000	-	1,538,304	
Projected Balance at Dec. 31, 2029	197,696	(362,975)	6,233,861	1,921,956	(4,623,066)	429,532	(17,879)	(89,049)	27,228	3,717,303	
Additions											
Collections for 2030	162,378	82,323	2,222,870	345,503	383,860	114,650	249,108	591,364	-	4,152,057	
Estimated Interest	5,931	(10,889)	187,016	57,659	(138,692)	12,886	(536)	(2,671)	817	111,519	3.00%
Total additions	168,309	71,433	2,409,886	403,162	245,168	127,536	248,572	588,692	817	4,263,576	
Expenditures											
Debenture principal and interest					628,737					628,737	
Capital expenditures in 20-year budget				925,880			510,650	964,500		2,401,030	
Debt - Capital expenditures in 20-yr budget	-	123,297	289,771	-	-	-	126,583	327,000	-	866,651	
Library Collection						42,750				42,750	
Total Expenditures	-	123,297	289,771	925,880	628,737	42,750	637,233	1,291,500	-	3,939,168	
Projected Balance at Dec. 31, 2030	366,005	(414,838)	8,353,977	1,399,238	(5,006,635)	514,318	(406,540)	(791,857)	28,045	4,041,711	

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



	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Projected Reserve Fund (Deficit) - Start of Year	1,306,374	1,012,906	872,970	(8,300)	(8,300)	(8,300)
Additions to Reserve						
Estimated Collections	322,585	307,000	307,000	292,000	292,000	292,000
Interest	6,532	5,065	8,730	-	-	-
Reductions in Reserve						
Collection of Receivable	(322,585)	(307,000)	(307,000)	(292,000)	(292,000)	(292,000)
Estimated 2020 Projects Completed	(300,000)					
Estimated Prior Year Projects Completed						
Debt Service Principal and Interest						
Capital Spending (from 20 Year Summary)		(145,000)	(890,000)	-	-	-
Projected Reserve Fund (Deficit) - End of Year	1,012,906	872,970	(8,300)	(8,300)	(8,300)	(8,300)
Note 1: Annual change in collections (rounded up to the nearest thousand)		-5.0%	0.0%	-5.0%	0.0%	0.0%
Note 2: Estimated interest rate	0.5%	0.5%	1.0%	1.0%	2.5%	2.5%

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



	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Projected Reserve Fund (Deficit) - Start of Year	(8,300)	(8,300)	(8,300)	(8,300)	234,365
Additions to Reserve					
Estimated Collections	292,000	292,000	292,000	292,000	292,000
Interest	-	-	-	-	7,031
Reductions in Reserve					
Collection of Receivable	(292,000)	(292,000)	(292,000)	(49,335)	
Estimated 2020 Projects Completed					
Estimated Prior Year Projects Completed					
Debenture Principal and Interest					
Capital Spending (from 20 Year Summary)	-	-	-	-	(80,000)
Projected Reserve Fund (Deficit) - End of Year	(8,300)	(8,300)	(8,300)	234,365	453,396
Note 1: Annual change in collections (rounded up to the nearest thousand)	0.0%	0.0%	0.0%	0.0%	0.0%
Note 2: Estimated interest rate	3.0%	3.0%	3.0%	3.0%	3.0%



Reserves Funds for Grants

Federal Gas Tax Reserve Fund

The Town has an agreement with the Association of Municipalities of Ontario pertaining to Federal Gas Tax 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.

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 2021 is still unknown, therefore the capital budget has been prepared on the assumption that funding for 2021 will equal \$400,000 which is slightly lower than 2020, 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 2021 until amounts can be estimated.

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



Reserves Targets

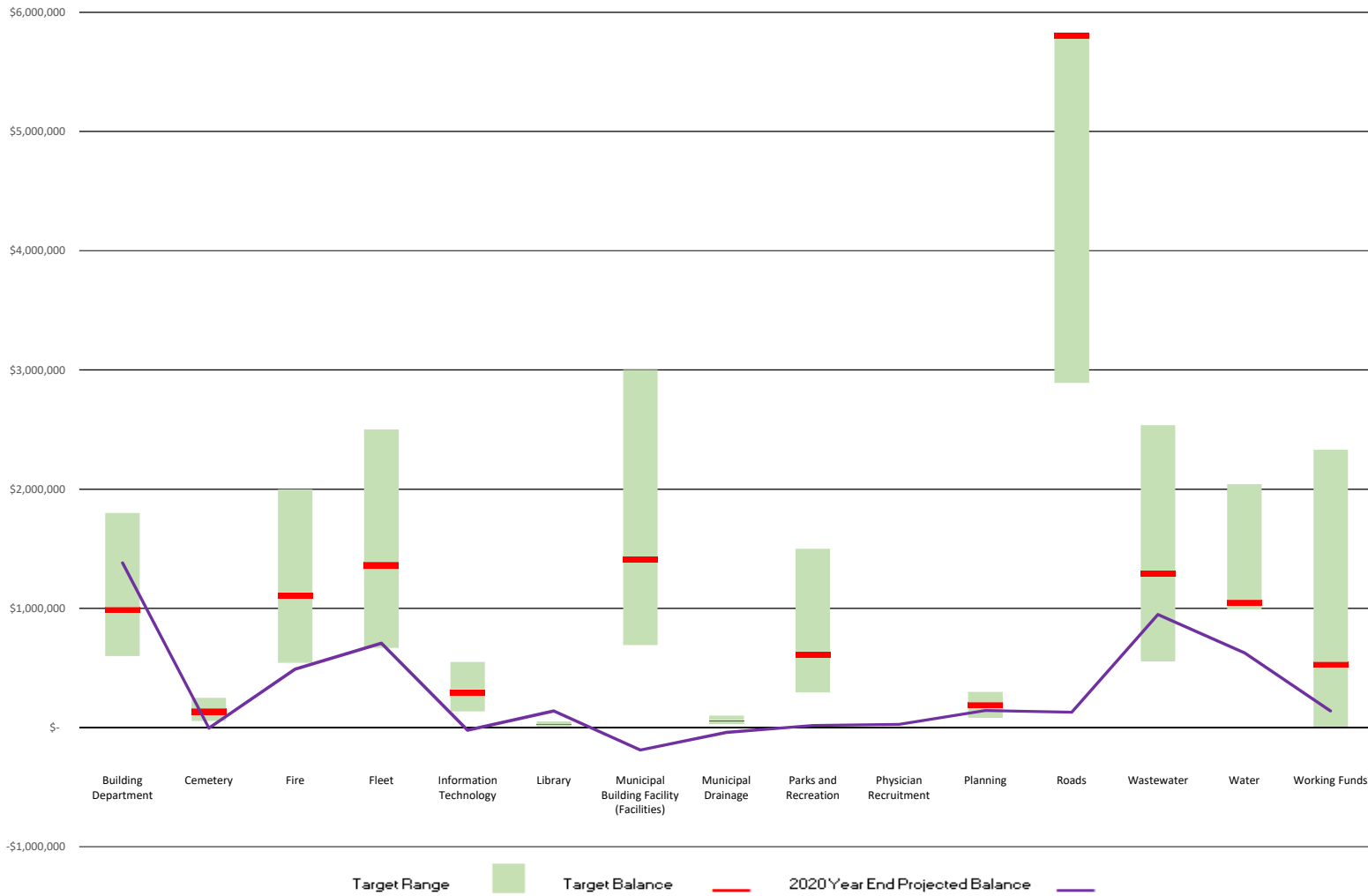
The Town's Reserve and Reserve Fund Policy establishes general reserve targets and minimum reserve targets based on the capital forecast. The long-term strategy to achieve the target minimum balance for the reserves established phased-in targets from 2020 to 2024, from 2025 to 2029, from 2030 to 2034, 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, 2021. 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 first of the following graphs depicts the projected 2020 year-end reserve and discretionary reserve fund balances versus the targets. 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.

The second of the following graphs depicts the progress that will be made toward the target by meeting the 2024 phased-in target balance. In order to complete the capital projects in the capital forecast within the specified years and meet the phased-in targets while keeping debt levels as outlined in the debt section, the Town would need to increase tax levy supported transfers by approximately \$1,000,000 per year from 2022 to 2025.

Town of Pelham
 2020 Year End Projected Reserve and Discretionary Reserve Fund Balances vs. Target Reserves and Discretionary Reserve Funds



Note: The Roads Reserve reflects the Target Balance and not the Recommended Maximum Balance of \$12,000,000 due to the overall impact this would have on the range of the graph.

Town of Pelham
 2020 Year End Projected Reserve and Discretionary Reserve Fund Balances vs. Target Balances

