

Committee of the Whole Meeting Agenda

Special Committee of the Whole - SCOW-06/2019

Monday, September 30, 2019

Town of Pelham Municipal Office - Council Chambers

20 Pelham Town Square, Fonthill

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	Pages
1. Call to Order and Declaration of Quorum	
2. Adoption of Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Capital Budget Special Meeting	2 - 73
• Presentation by Treasurer, T. Quinlin	
5. Committee Input	
6. Adjournment	



Vibrant • Creative • Caring

2020 Capital Budgets

Presented by:
Teresa Quinlin, Treasurer & Director Corporate Services
Jason Marr, Director Public Works

September 30, 2019



20 Pelham Town Square P.O. Box 400 • Fonthill, ON L0S 1E0 p: 905.892.2607 f: 905.892.5055

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Agenda

- Proposed Capital Budgets
- Debentures
- Reserves and Reserve Funds
- Open House Capital Requests

Proposed Capital Projects



Capital Summary

2020 Capital Budget Summary

Tax Levy	Reference	Requested	Funding							
			Grants	External Contributions	In- year Reserve Transfers	Parkland Dedication	Development Charges	Other	Debenture	Total Funding
Information Technology	Schedule 11	\$ 141,000	\$ 105,000	\$ -	36,000	\$ -	\$ -	\$ -	\$ -	\$ 141,000
Fire & By-Law Services	Schedule 12	83,000			83,000					83,000
Facilities	Schedule 13	637,500	344,985		292,515					637,500
Park Facilities	Schedule 14	485,000			170,000	300,000		15,000		485,000
Roads	Schedule 15	3,703,070	993,113		2,404,526		105,431	200,000		3,703,070
Fleet	Schedule 16	444,090	79,847		355,627			8,616		444,090
Cemeteries	Schedule 17	6,000			6,000					6,000
Community Planning & Development	Schedule 20	40,000			40,000					40,000
Library	Schedule 21	512,731	454,708		7,500			50,523		512,731
Municipal Drainage	Schedule 22	95,000			32,500			62,500		95,000
Total Tax Levy Capital Request 2020		\$ 6,147,391	\$ 1,977,653	\$ -	\$ 3,427,668	\$ 300,000	\$ 105,431	\$ 336,639	\$ -	\$ 6,147,391
Estimated Cash Inflows		(5,927,223)	(1,977,653)	-	(3,207,500)	(300,000)	(105,431)	(336,639)	-	(5,927,223)
Total Capital Exceeding Cash Inflows		\$ 220,168	\$ -	\$ -	\$ 220,168	\$ -	\$ -	\$ -	\$ -	\$ 220,168

Water and Wastewater Rates										
Wastewater	Schedule 18	\$ 1,164,000			\$ 684,000		\$ 480,000			\$ 1,164,000
Water	Schedule 19	43,122			43,122					43,122
Total Water and Wastewater Capital Request 2020		\$ 1,207,122	\$ -	\$ -	\$ 727,122	\$ -	\$ 480,000	\$ -	\$ -	\$ 1,207,122
Estimated Cash Inflows		(1,207,122)	-	-	(727,122)	-	(480,000)	-	-	(1,207,122)
Total Capital Exceeding Cash Inflows		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Capital Projects Deferred

2020 Capital Projects Deferred or Decreased

Budget Schedule	Project Description	Budget \$
Schedule 11	Information Technology	10,000
Schedule 12	Fire	20,000
Schedule 13	Facilities	285,000
Schedule 14	Park Facilities	23,000
Schedule 15	Roads	3,328,789
Schedule 16	Fleet	193,000
Schedule 17	Cemetery	-
Schedule 18	Wastewater	641,000
Schedule 19	Water	432,578
Schedule 20	Community Planning & Development	260,000
Schedule 21	Library	-
Schedule 22	Municipal Drainage	10,000
GRAND TOTAL 2020 PROJECTS DEFERRED OR DECREASED		<u>5,203,367</u>

Schedule 11

**Information Technology
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget \$
IT 01-20	Computer and Hardware Repair and Replacement	Annual Computer/Hardware additions/replacements	High - Replace aging hardware that has exceeded useful life expectancy. Latest technology offers faster processing and energy efficiencies.	32,000
IT 02-20	Tab Fusion Electronic Enhancement	Automate electronic content located in any system and apply classification and retention to all electronic files	High- reduce compliance risks associated with electronic records. Better tracking mechanism of access, changes and activity for specific electronic files.	25,000
IT 03-20	Financial Reporting Software	Budget and Financial Reporting Software that will integrate with iCity and allow for multi year budgeting and forecasting	High - Increase efficiency when budgeting for operating and capital projects. Allows multi-year planning, forecasting and analysis to streamline budget process.	40,000
IT 04-20	Core Switch Upgrade	Main Core Switch Upgrade (St 2)	Medium - decrease the risk of intermittent network related issues (example, (CAD) communications), due to ageing switch equipment.	4,000
IT 05-20	Innovation Technology	Innovation Technology (Building Energy Management Software)	Software application that will meet the mechanical, electrical and building control needs of our properties (MCC/Town Hall). The application will also offer services that include proactive and emergency maintenance programs.	40,000
Total 2020 Proposed Budget				141,000

Schedule 12



Fire & By-Law Services
2020 Proposed Capital Budget Summary

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
FD 01-20	PPE	Bunker Gear	Legislated	35,000
FD 02-20	Communications	Replacement of Pagers	High	8,000
FD 03-20	Tools	Replacement of Extrication Equipment - 2 Stations	High	40,000
Total 2020 Proposed Budget				83,000

Schedule 13

Facilities Capital Budget

- Responsible for the Maintenance and Operation of 15 facilities with a replacement value of over \$50M and a deferred maintenance costs of \$4.9M.
- Maintenance and capital improvement schedule is established using Facility Condition Assessments (FCA's) completed by independent consultants retained by the Town.
- Types of Facilities Operated and Maintained by the Town:
 - Municipal Building (Town Hall)
 - Meridian Community Centre (MCC)
 - Three Fire Stations (Hwy 20, North Pelham and Fenwick)
 - Two Libraries (Pelham Town Square and Fenwick)
 - Old Pelham Town Hall
 - Operations Centres (Tice Road, Park Lane, Storage Buildings)
 - Other: Model Railway Building, cemetery buildings, flagpoles, and arches.



Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
FAC 01-20	Concrete & Asphalt Repairs - Various Facilities	Concrete & Asphalt Repairs - Various Facilities	Annual requirement to repair concrete and asphalt.	10,000
FAC 02-20	Masonry Repairs	Repairs to damaged stone columns at Highland Ave, Hillside Cemetery, and Fonthill Cemetery	Required to repair damaged stone columns at Cemetery entrances and Highland Avenue.	30,000
FAC 03-20	Facility Condition & Accessibility Assessment	Facility Condition & Accessibility Assessment	Management Plan and develop long term facility maintenance strategy.	75,000
FAC 04-20	Tice Road Operations Centre - Electrical Upgrades	Tice Road Operations Centre - Electrical Upgrades to accommodate portable trailer	Required to allow for utility hook-up for portable building. The existing panel is unable to support any further circuits.	6,500
FAC 05-20	MCC - Front Passive Area Fence	Addition of fence surrounding the MCC front passive area (Camps)	Required to improve safety of children attending day camps at the MCC.	30,000
FAC 06-20	Gates to Accipiter Arena Pad	Addition of 2 x 48" Gates to Accipiter Arena Ice Pad	Required to improve access to the pad in the Accipiter Arena during shows (Home Show, Art Festival Etc.).	10,000
FAC 07-20	Community Information Counter	Addition of a Community Information Counter at the MCC	Required to improve information booth set-up at the MCC. Improved customer service initiative.	5,000
FAC 08-20	Centennial Park Hydro Service	Replacement of existing overhead hydro service with a buried line	Required to complete 2019 electrical upgrades. Existing overhead service is shared with 2 neighboring properties.	15,000
FAC 09-20	MCC Additional Parking	Additional parking required due to high usage of the facility	Parking is not sufficient for the size and usage of the building. Additional accessible parking is also required.	450,000
FAC 10-20	Flag Poles	Two flag poles at Town Hall	Approved by Council on 09-03-19.	6,000
Total 2020 Proposed Budget				637,500

A Red Circle indicates a project that is on hold, pending grant funding and/or further information for Council, and has not yet been approved by Council.

Schedule 14

Parks and Beautification Capital Budget

- Municipal grass, storm pond and sports field turf mowing
- Playground structure inspection and repair as per CSA guidelines
- Trail inspections and maintenance – Steve Bauer Trail, John Nemy Trail, Gerry Berkhout Trail
- Hanging baskets and flower beds
- Flags and banners
- Street furniture maintenance
- Christmas lights and displays
- Forestry operations



**Park Facilities
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
PRK 01-20	Dugout/Bullpen Safety Improvements	Centennial Park Diamond #3 & HBP #2 Dugout / Bullpen Enclosures	Protection required for the safety of players and spectators utilizing the baseball diamonds.	15,000
PRK 02-20	Forestry Services	Diseased tree removals - continued program	Required continual program to remove dead and diseased trees from municipally owned property.	80,000
PRK 03-20	River Estates Park Development	Development of a park and playground in the River Estates development	completion triggering the development of a public park space.	300,000
PRK 04-20	Turf Repair	Playground Turf Repair	Annual requirement for turf repair at existing park playgrounds.	5,000
PRK 05-20	Weiland Park	Playground Equipment	As requested at Public Budget Open House	60,000
PRK 06-20	Field Protection	Centennial Park Soccer Field #2 Fence	Required to protect sports fields from continual damage caused by motorized vehicles at Centennial Park.	25,000
Total 2020 Proposed Budget				485,000

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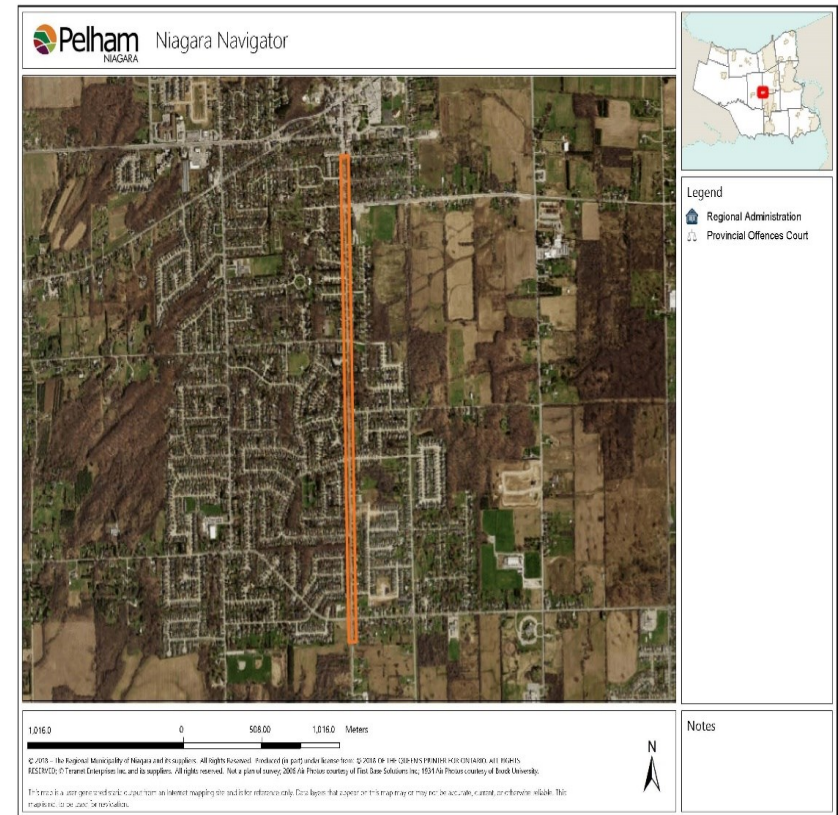
Schedule 15

**Roads
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
RD 01-20	Bridge Design Program	Bridge Replacement Program (DESIGN ONLY): 1) Balfour St (100m South of Roland Rd) 2) Sixteen Road (50m East of Maple St)	The Legislated Bridge & Culvert Appraisal 2018 has these structures needing to be replaced.	100,000
RD 02-20	Roadside Ditching	Roadside Ditching Program	Annual program.	75,000
RD 03-20	Road Reconstruction	Road Reconstruction - Pelham St: College St to Port Robinson Rd	To correct drainage issues on College & Merritt.	1,079,519
RD 04-20	Bridge/Culvert Appraisal (legislated) Retaining Walls and Easements	Bridge/Culvert Appraisal (legislated) Retaining Walls and Easements	Legislated Program.	20,000
RD 05-20	Concrete Program	Concrete Repair & Replacement Program	Annual program.	125,000
RD 06-20	Culvert Replacement	Culvert Replacement Program	Annual program.	60,000
RD 07-20	Effingham Storm Design	Effingham Storm Design - Hwy 20 to Canboro	Storm Water Issues.	50,000
RD 08-20	Engineering	Engineering	Annual program.	35,000
RD 09-20	Road Base and Surface Repair	Road Base and Surface Repair Program	Annual program.	150,000
RD 10-20	Road Rehabilitation	Road Rehabilitation	Annual program.	450,000
RD 11-20	Maintenance	Streetlights and Traffic Signal Maintenance	Annual program.	55,000
RD 12-20	Stormsewer Extension	Storm extension along Quaker: development driven, front-ended, DC	Development Driven.	200,000
RD 13-20	Sulphur Springs	Sulphur Springs Road Rehabilitation - Site 1 & Site 2	Resident Access Required (\$ 250,000 carried forward from RD 14-19: project total is \$ 550,000).	300,000
RD 14-20	Station Street Storm Pond	Station Street Storm Pond Construction	Construction Program.	300,000
RD 15-20	Foss Resurfacing	Foss Road Resurfacing (WST 07-20 Road Component)	Part of Sanitary replacement Project.	500,000
RD 16-20	Road Design	Road Design - Pelham St: Port Robinson Rd to John St.	Design & CA for Project.	50,000
RD 17-20	Rice Road	Rice Road Landscaping Feature	Cost Share with Regional Grant.	48,120
RD 18-20	Lookout Street	Urbanization of Lookout Street	Work completed by developer.	105,431
Total 2020 Proposed Budget				3,703,070

Pelham Street South

- The overall project includes the full urbanization of Pelham Street from the northern limit at College Street in the downtown core to 150m south of Quaker Road at the Pelham / Welland boundary.
- Total Length: 2.5km
- Total Estimated Project Cost is \$8.15M
- ICIP: Rural & Northern Stream funding will provide the financial resources to complete this critical project (\$2.5 M Federal Contribution + \$1.7 M Provincial Contribution)



Pelham Street South

- Project to be completed in 4 Stages (2020 – 2024).
- First Stage includes the Reconstruction between College and Port Robinson Road (approx. 260m).
- Reconstruction will include improved drainage and will eliminate flooding issues on College and Emmett Street.
- Total 2020 Capital Cost to complete Stage 1 is approx. \$1 M



Sulphur Springs Drive

- Road has been closed to traffic since June of 2016.
- Site 1 lies 200m downstream of Luffman Drive and Site 2 is 200m upstream of Orchard Hill Drive
- Site 1 there is a complete road loss due to a slope failure. At Site 2 there is a failure of the gabion baskets (supporting the road) at the toe of the creek which could put the road at risk during a high flow event.
- \$250,000 from 2019 is being carryforward to 2020. The capital budget request for 2020 is \$300,000.
- Total Project Budget is \$550,000 to address two affected sites.
- Staff will be looking into the option of permanently closing all or a portion of Sulphur Springs Road.



Station Street SWM

- The storm pond receives flows from approximately 20.8 ha as part of the Shorthill Meadows residential development constructed between 1985 and 1987. The pond drains through an oversized 575mm outlet, eventually reaching 12 mile creek.
- Due to large outlet flows and velocities and unfavourable native soil conditions, significant erosion has occurred creating a large crevasse with near vertical slopes and a depth of 3 meters.
- The need for rehabilitation is to eliminate erosion potential and protect the site from future erosion by reducing the velocity of storm water with a naturalized solution.
- Estimated Construction budget is \$300,000.



Schedule 16

Fleet Capital Budget

- The Town of Pelham Fleet maintains vehicles and equipment in support of the Building Department, Fire and By-Law Services, Public Works (Engineering, Water/Wastewater, Roads, Beautification, Facilities), Culture & Wellness and Administrative Services
- The Fleet consists of approximately 82 items maintained by one (1) Fleet Technician who completes or coordinates all repairs, preventative maintenance or inspections.



Summary of Fleet Vehicles & Equipment by Division		
Division	Number of Vehicles	Pieces of Equipment/trailers
Building	3	-
Fire Services	14	2
Engineering	2	-
Cemetery	1	6
Water	3.5	3
Roads	10.5	12
Beautification	3	12
Facilities	4	4
Culture & Wellness	-	2
Total	41	41

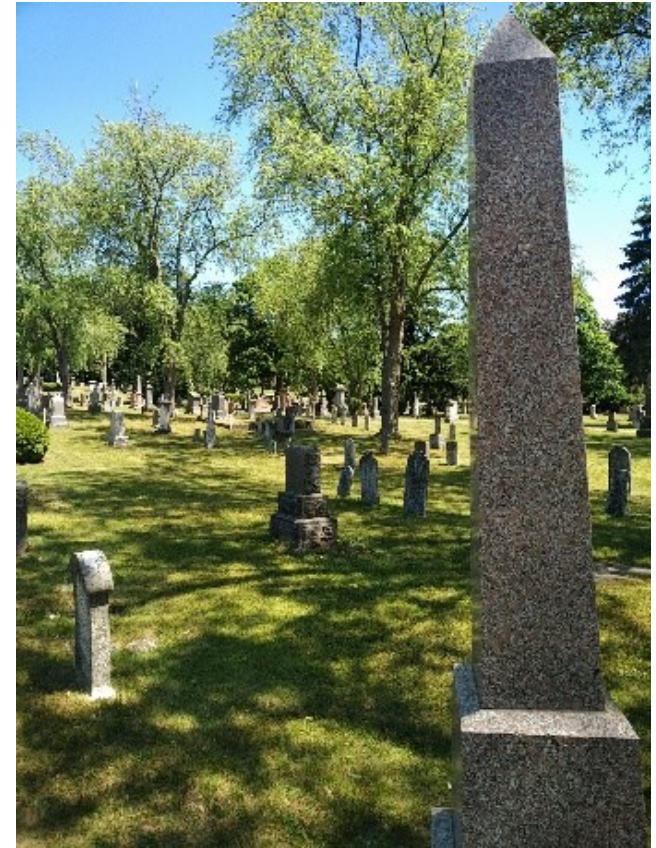
**Fleet
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
VEH-01-20	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
VEH 02-20	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
VEH 03-20	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
VEH 04-20	Combination Snow Plow & Spreader Unit	Combination Snow Plow & Spreader Unit Replaces Truck 420 - 2001 - Red Circled 2017	Required to replace a 18 year old combo plow truck that is no longer reliable.	320,000
VEH 05-20	Work Truck	Work Truck (Replaces Truck 127 - 2006 Ford F-150)	Required to replace a 14-year old unit with 259,146km and fuel efficiency of 18.4L/100Km. This unit has reliability and engine issues.	35,000
VEH 06-20	Offset Boom for Bushhog	Offset Boom for Bushhog	Required to allow for the safe mowing of trail edges and along the top edge of slopes and ditches along trails.	6,000
Total 2020 Proposed Budget				444,090

Schedule 17

Cemeteries Capital Budget

- Cemetery Operations – Fonthill Cemetery, Hillside Cemetery which includes: burials, grass cutting, snow clearing, cemetery mowing, installations of cemetery lot markers and tree maintenance
- Cemetery Operations also provides grounds maintenance only to the Metler Road Cemetery





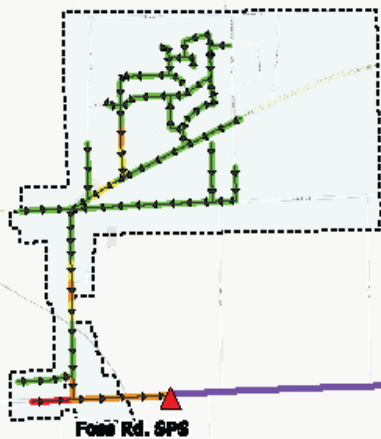
Cemeteries
2020 Proposed Capital Budget Summary

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
CEM 01-20	Plumbing Upgrade	Fonthill Cemetery - Replacement and reconfiguration of the backflow preventer and main water shut-off valve.	Existing plumbing condition and configuration is poor. It is utilized to fill tanks for watering, and the hose bibs throughout the cemetery.	6,000
Total 2020 Proposed Budget				6,000

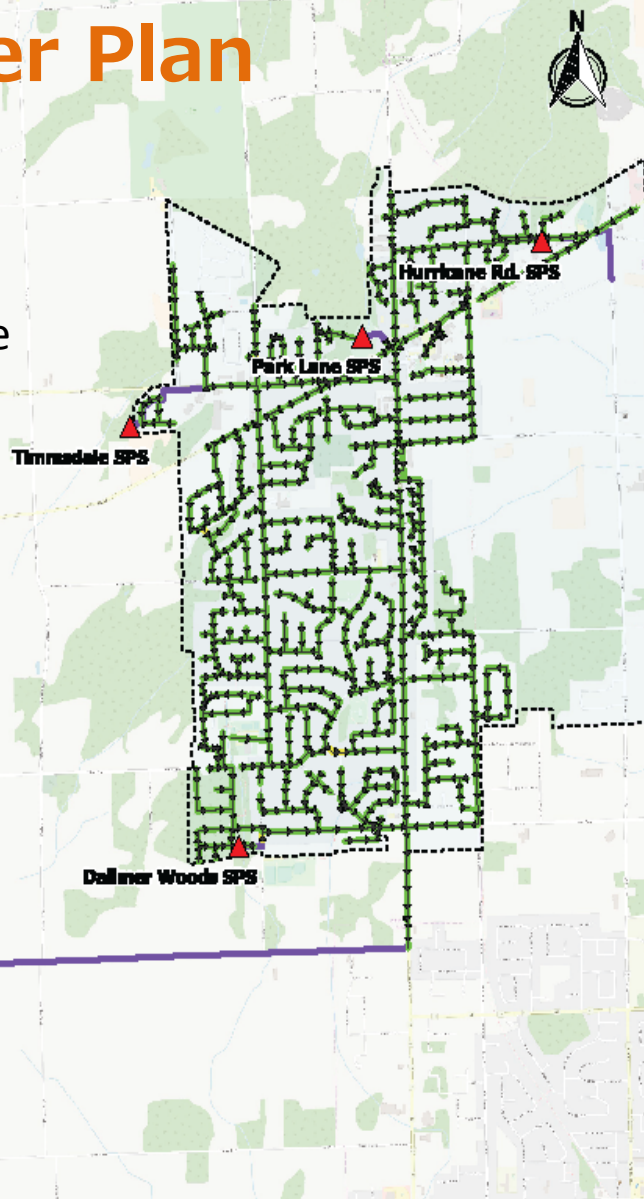
Schedule 18

Wastewater Master Plan

- Model forecasts capacity deficiencies in East Fenwick
- Foss Road and Church Street Sanitary Sewer upgrades will be required to service the new developments in Fenwick
- Region to upgrade Foss Road Forcemain by 2027.



0 1 2 3 km



- ▲ Sewage Pumping Stations
- Force Mains

Performance Evaluation

- No surcharging, under flow capacity
- No surcharging, above flow capacity
- Surcharging, 1.8 m HGL depth target met
- Surcharging, 1.8 m HGL depth target not met

Sanitary Sewer Deficiencies

- A Sanitary Sewer Inflow and Infiltration study was completed in 2017 which identified several areas requiring rehabilitation.
- Staff will be developing a systematic approach using CCTV inspection to provide up to date condition surveys of our underground infrastructure.

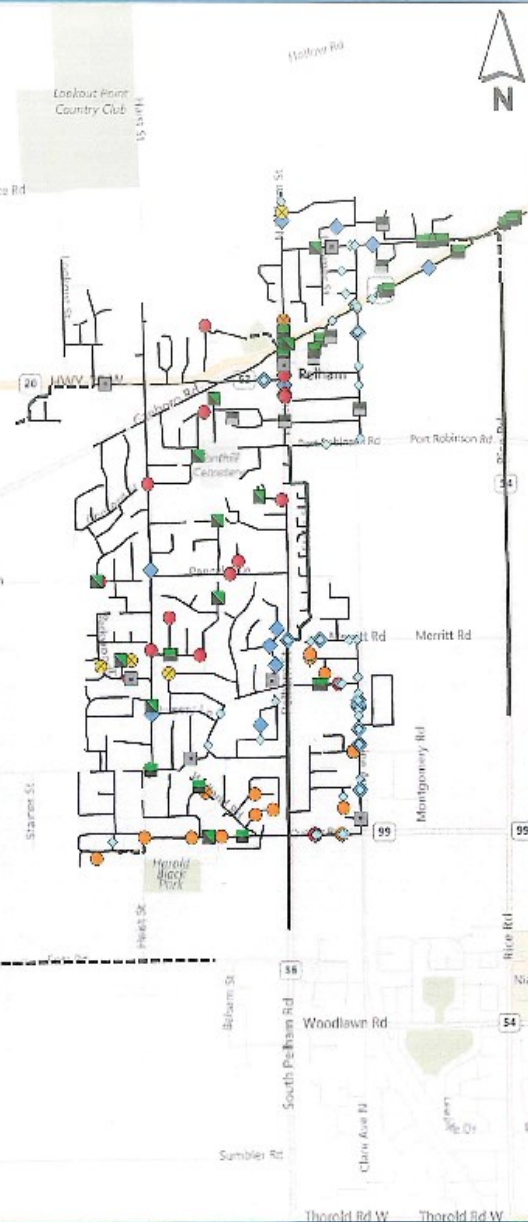


Figure 10
Sewer Inspection Observations

Defect Observations

- Crack
- Deformed
- Fracture
- Break / Hole
- ◇ Encrustation
- ◇ Infiltration
- Deposits
- Grease
- Obstructions
- Roots

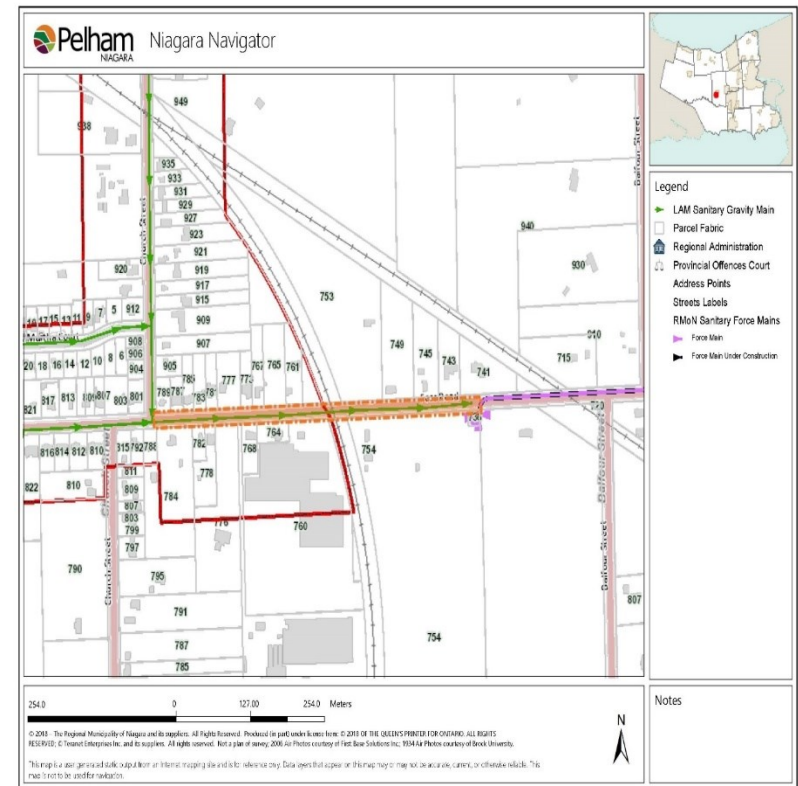


Wastewater 2020 Proposed Capital Budget Summary

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
WST 01-20	Sanitary VI Study	Sanitary VI Study Program - Planned Replacements and Rehabilitation	To comply with VI Study Recommendations.	100,000
WST 02-20	Lateral Replacement	Sanitary Lateral Replacement Program (5 laterals)	Annual Program.	60,000
WST 03-20	Sanitary Sewer Inspection	Sanitary Sewer Inspection, CCTV and Flushing Program	Annual Program.	74,000
WST 04-20	Sanitary Capital Const.	Sanitary Sewer Capital Construction Adjustments and Repairs	Annual Program.	80,000
WST 05-20	Church Sanitary Upgrades	Church St Sanitary Upgrades - Permits and Reports	Upgrades for development.	50,000
WST 06-20	Foss Sanitary Upgrades	Foss Rd - Sanitary Sewer Installation	Upgrades for development.	800,000
Total 2020 Proposed Budget				1,164,000

Foss Road Sanitary Upgrades

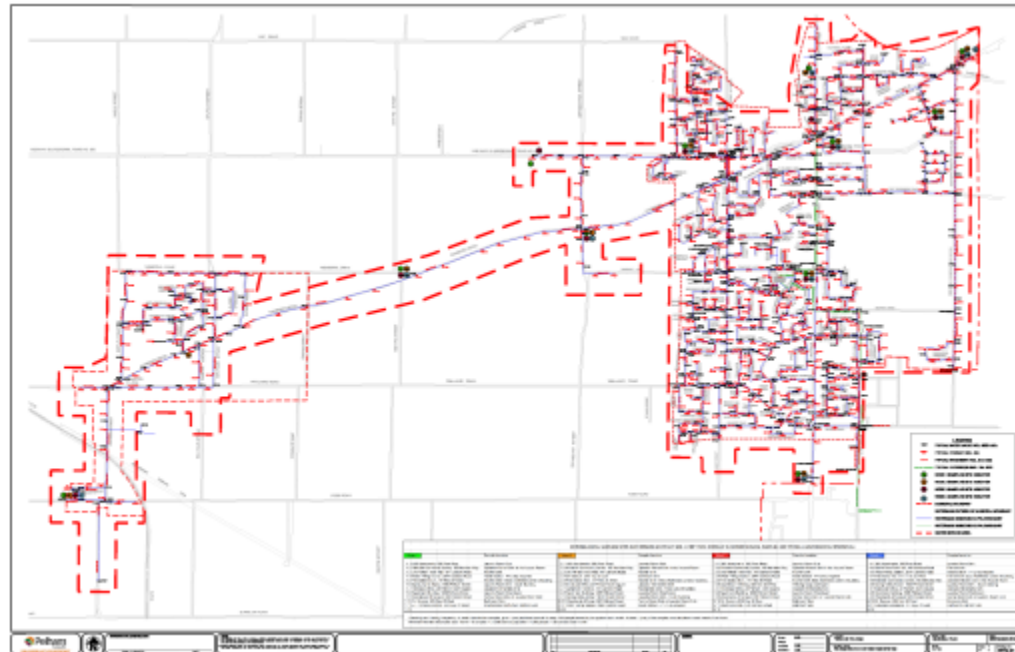
- Upsize of 550 m of Existing Sanitary Sewer from 300 mm dia to 450 mm Dia.
- Increase in capacity to support the East Fenwick Development.
- Scheduled to be tendered in the winter of 2020 with construction to commence in the spring.
- Total Project budget is \$1.3M



Schedule 19

Water Distribution System

- The Town of Pelham operates approximately 85 km of watermain.
- Legislated under the The Safe Drinking Water Act, 2002 (SDWA).
- Consistent set of province-wide standards and rules (governing roles and responsibilities, standard of care, system licensing, compliance and enforcement, operator certification, drinking water testing services, quality standards etc.) to ensure access to safe, high quality, reliable drinking water
- Town has a responsibility to maintain the integrity of the distribution system to prevent recontamination after treatment



Water
2020 Proposed Capital Budget Summary

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
WTR 01-20	Pelham St Watermain 01	Pelham St Watermain Replacement: College St to Port Robinson Rd	Subject to Grant Funding.	13,122
WTR 02-20	Repair Equipment	Water System Repair Equipment	Annual Program.	30,000
Total 2020 Proposed Budget				43,122

Schedule 20

**Community Planning & Development
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
PLN 01-20		Community Benefits Charge Strategy	This strategy will be required as a result of the <i>More Homes, More Choices Act, 2019</i>	40,000
Total 2020 Proposed Budget				40,000

Schedule 21



Library Services
2020 Proposed Capital Budget Summary

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
LIB 01-20		Computer Services Development	Need to replace public computers that are 6 years old.	7,500
LIB 02-20		<p>Fonthill Renovations:</p> <p>An elevator will be installed on the main floor going to the basement. Staff located in the middle of the main floor where the elevator will go, will be moved to the basement. Shelving and carpeting will need replacing. The middle office where the elevator cuts into will be opened up and made into a makerspace for the public. A kitchenette will be added to the storage room in the Festival Room so that the staff breakroom on the main floor can be repurposed for meeting space. The staff workroom will be renovated to increase accessibility and workflow. Basement will be renovated to change previously unusable work space into staff offices, staff breakroom, and an accessible restroom.</p>	<p>Staff located downstairs are working in conditions that are not accessible as per AODA. An elevator must be installed. (deadline completed by 2025). When an elevator is installed and the basement is renovated, staff can be moved downstairs for repurposed areas that are not usable at this time and public space on the main floor will increase. Renovations for the staff work area on the main floor will be renovated to meet accessibility standards for staff and improve workflow. At this time, the space provided is overcrowded and inaccessible - if we were to have a staff member with accessibility issues we could not accommodate properly within current conditions. Shelving (original shelving from 1987) must be replaced, as it will not hold up to the move created by the elevator and will be replaced with shelving that is considered accessible and will then meet accreditation standards.</p>	505,231
Total 2020 Proposed Budget				512,731

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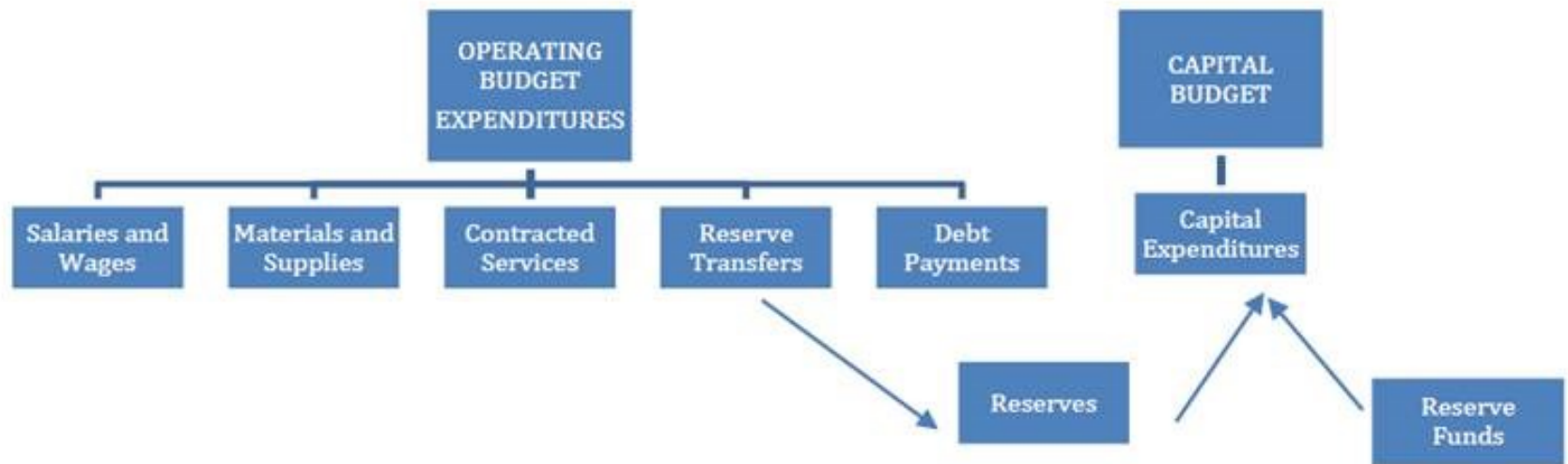
Schedule 22

**Municipal Drainage
2020 Proposed Capital Budget Summary**

Project #	Project Name	Description	Project Importance	2020 Proposed Budget
				\$
DRN 01-20		Replace Farm Culverts	Medium.	30,000
DRN 02-20		Update Assessment Schedule for Big Creek Drain	High.	65,000
Total 2020 Proposed Budget				95,000

Schedule 24

Reserves and Reserve Funds



Reserves

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.

Reserve Funds

- **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 reserve funds must be allocated to the specific reserve fund that earned it and used for that purpose.
- 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.
- The following table illustrates projections based on the current capital plan, with reserve transfers from the operating budget increasing annually in most cases.
- This forecast has assumed that any projects which cannot be funded through grants, reserve transfers, or other sources of revenue will be debentured.

Reserve Forecasts

Reserves Forecast (\$)

Reserves	December 31, 2018 Balance	December 31, 2019 Projected Balance	December 31, 2020 Projected Balance	December 31, 2021 Projected Balance	December 31, 2022 Projected Balance	December 31, 2023 Projected Balance	
Airport	2,955	2,955	2,955	2,955	2,955	2,955	Note 1
Building Department	1,178,592	1,328,592	1,328,592	1,262,162	1,199,054	1,139,102	Note 2
Cemetery	(68,061)	(70,561)	(53,561)	(41,561)	(3,561)	(68,561)	
Meridian Community Centre	762,080	15,304	-	-	-	-	Note 3
Community Improvement Plan	204,269	66,870	57,997	47,194	39,764	30,269	Note 4
Elections	8,367	23,367	38,367	51,367	4,367	19,367	Note 5
Fire Equipment	453,423	333,423	475,423	510,423	(288,577)	89,423	
Fleet	586,289	661,729	616,102	133,628	(58,446)	68,480	
Future Subdivision Projects	362,613	362,613	362,613	362,613	362,613	362,613	Note 6
Information Technology	(46,482)	(137,009)	(73,009)	(22,509)	(14,509)	491	
Land Acquisition	(1,470,452)	(1,470,452)	(1,470,452)	(1,470,452)	(1,470,452)	(1,470,452)	Note 7
Library	93,310	90,308	90,308	90,308	90,308	90,308	
Municipal Building Facility	(460,563)	(462,462)	(457,977)	(639,977)	(110,977)	288,023	
Municipal Drainage	(117,669)	(107,669)	(97,169)	(36,169)	(30,169)	68,831	
Parks and Recreation	(217,936)	(268,603)	(274,603)	(299,103)	(152,853)	(169,353)	
Physician Recruitment	21,704	21,704	21,704	21,704	21,704	21,704	Note 8
Planning	(87,847)	(92,670)	12,330	54,330	4,580	(1,170)	
Roads	(279,492)	(564,437)	(825,963)	(959,272)	(330,510)	(291,245)	
Wastewater	804,825	806,728	489,343	572,361	558,478	126,407	
Water	1,224,458	177,336	546,942	655,943	795,752	587,429	
Working Capital	(12,974)	(12,974)	-	-	-	-	Note 9
Total Reserves	2,941,409	704,092	789,942	295,945	619,521	894,621	

Notes to the Reserve Forecasts

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

Note 2: Estimated slight increase in Building Department reserve in 2019 and 2020 due to higher revenues than budget, then begin to decline.

Note 3: Reserve was established to cover borrowing costs associated with construction of the MCC. Anticipated that funds will be used as needed and then balance transferred to working capital reserve.

Note 4: Estimate based on report presented to Council July 16, 2018, adjusted for actual results that differ from estimate and a slight reduction in reserve transfers from projection.

Note 5: Assumed approximately \$13,000 to \$15,000 contribution per year, with most of the balance used in election years.

Note 6: The Future Subdivision Project reserve has been unchanged for several years.

Note 7: In years where there is an operating budget surplus, a report will be brought to Council to determine whether some should be transferred to replenish the Land Acquisition Reserve.

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

Note 9: Assumed MCC reserve balance transferred in and operating revenues equal operating expenditures for all years.

Reserve Fund Projection

- A 5-year reserve fund projection summary has been prepared to illustrate the long-range financial planning of the Town.
- These projections have assumed that any projects which cannot be funded through grants, reserve transfers, or other sources of revenue will be debentured.

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 2024 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 2019 and 2020 based on collections year-to-date.

5 Year Projected Development Charge Reserve Fund

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

	General Government	Fire Protection	Public Works	Outdoor Recreation	Indoor Recreation	Library Services	Water	Sewer	Stormwater	Total	
Balance at Dec. 31, 2018	(51,871)	153,890	(231,426)	1,605,067	(149,869)	(54,519)	(333,482)	1,160,706	21,674	2,120,170	
Additions											
Collections for 2019	58,597	29,690	799,390	113,470	80,930	37,808	88,514	209,939	-	1,418,337	
Estimated Interest	(1,297)	3,847	(5,786)	40,127	(3,747)	(1,363)	(8,337)	29,018	542	53,004	2.50%
Total additions	57,300	33,537	793,604	153,596	77,183	36,445	80,177	238,957	542	1,471,341	
Expenditures											
Debenture principal and interest	69,501	34,118	606,808	33,405	630,310		189,720	26,979	-	1,590,841	
Capital expenditures carried forward	12,412			342,000			250,000	42,984		647,396	
Capital expenditures 2019 Budget										-	
Library Collection						42,750				42,750	
Total Expenditures	81,913	34,118	606,808	375,405	630,310	42,750	439,720	69,963	-	2,280,987	
Projected Balance at Dec. 31, 2019	(76,483)	153,309	(44,630)	1,383,258	(702,996)	(60,824)	(693,025)	1,329,700	22,216	1,310,524	
Additions											
Collections for 2020	58,597	29,690	799,390	113,470	80,930	37,808	88,514	209,939	-	1,418,337	
Estimated Interest	(1,912)	3,833	(1,116)	34,581	(17,575)	(1,521)	(17,326)	33,242	555	32,763	2.50%
Total additions	56,685	33,522	798,274	148,051	63,355	36,287	71,188	243,182	555	1,451,100	
Expenditures											
Debenture principal and interest	69,423	34,009	605,711	33,368	630,188		188,974	26,949		1,588,622	
Capital expenditures in 20-year budget			105,431					480,000		585,431	
Library Collection						42,750				42,750	
Total Expenditures	69,423	34,009	711,142	33,368	630,188	42,750	188,974	506,949	-	2,216,803	
Projected Balance at Dec. 31, 2020	(89,221)	152,822	42,502	1,497,942	(1,269,829)	(67,287)	(810,811)	1,065,933	22,771	544,821	
Additions											
Collections for 2021	85,699	43,559	1,171,109	175,446	125,026	58,397	137,858	326,930	-	2,124,024	
Estimated Interest	(2,231)	3,821	1,063	37,449	(31,746)	(1,682)	(20,270)	26,648	569	13,621	2.50%
Total additions	83,468	47,379	1,172,172	212,895	93,280	56,715	117,588	353,578	569	2,137,644	
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		50,000	280,431	427,500						757,931	
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	319,361	84,189	885,192	460,838	630,063	42,750	188,625	26,931	-	2,637,949	
Projected Balance at Dec. 31, 2021	(325,114)	116,012	329,482	1,249,998	(1,806,612)	(53,322)	(881,849)	1,392,580	23,341	44,517	

5 Year Projected Development Charge Reserve Fund

5-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 2022	85,699	43,559	1,171,109	175,446	125,026	58,397	137,858	326,930	-	2,124,024	3.00%
Estimated Interest	(9,753)	3,480	9,884	37,500	(54,198)	(1,600)	(26,455)	41,777	700	1,335	
Total additions	75,945	47,039	1,180,994	212,946	70,827	56,798	111,403	368,707	700	2,125,359	
Expenditures											
Debenture principal and interest	69,304	33,929	453,229	33,311	629,934		136,116	26,912		1,382,735	3.00%
Capital expenditures in 20-year budget	101,250			33,750						135,000	
Debt - Capital expenditures in 20-yr budget								132,596		132,596	
Library Collection						42,750				42,750	
Total Expenditures	170,554	33,929	453,229	67,061	629,934	42,750	136,116	159,508	-	1,693,081	
Projected Balance at Dec. 31, 2022	(419,723)	129,122	1,057,247	1,395,883	(2,365,719)	(39,275)	(906,562)	1,601,780	24,041	476,795	
Additions											
Collections for 2023	85,699	43,559	1,171,109	175,446	125,026	58,397	137,858	326,930	-	2,124,024	3.00%
Estimated Interest	(12,592)	3,874	31,717	41,877	(70,972)	(1,178)	(27,197)	48,053	721	14,304	
Total additions	73,107	47,432	1,202,827	217,323	54,054	57,219	110,661	374,983	721	2,138,328	
Expenditures											
Debenture principal and interest	69,244		452,538	33,282	629,800		77,672	26,895		1,289,431	3.00%
Capital expenditures in 20-year budget	92,250									92,250	
Debt - Capital expenditures in 20-yr budget		64,756	27,799				114,508	434,606		641,668	
Library Collection						42,750				42,750	
Total Expenditures	161,494	64,756	480,337	33,282	629,800	42,750	192,180	461,501	-	2,066,099	
Projected Balance at Dec. 31, 2023	(508,110)	111,799	1,779,737	1,579,924	(2,941,464)	(24,806)	(988,081)	1,515,262	24,762	549,023	
Additions											
Collections for 2024	85,699	43,559	1,171,109	175,446	125,026	58,397	137,858	326,930	-	2,124,024	3.50%
Estimated Interest	(17,784)	3,913	62,291	55,297	(102,951)	(868)	(34,583)	53,034	867	19,216	
Total additions	67,915	47,472	1,233,400	230,744	22,075	57,529	103,275	379,964	867	2,143,240	
Expenditures											
Debenture principal and interest	69,016		423,842	33,172	629,663		25,376	26,885		1,207,954	3.50%
Capital expenditures in 20-year budget	-						156,800			156,800	
Debt - Capital expenditures in 20-yr budget		129,511	239,042				229,016	694,932		1,292,500	
Library Collection						42,750				42,750	
Total Expenditures	69,016	129,511	662,884	33,172	629,663	42,750	411,192	721,817	-	2,700,004	
Projected Balance at Dec. 31, 2024	(509,211)	29,760	2,350,253	1,777,496	(3,549,053)	(10,027)	(1,295,998)	1,173,410	25,629	(7,742)	

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 \$348,000 however there has been significant growth in recent years so the projection has been adjusted down as the rate of development slows.

Parkland Dedication

Parkland Dedication 5 Year Projected Reserve Fund Balance

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve Fund (Deficit) - Start of Year	1,303,682	1,311,605	1,044,395	865,505	1,470	1,514
Additions to Reserve						
Estimated Collections	250,000	238,000	238,000	227,000	227,000	216,000
Interest	32,608	32,790	26,110	25,965	44	53
Reductions in Reserve						
Collection of Receivable	(250,000)	(238,000)	(238,000)	(227,000)	(227,000)	(216,000)
Estimated Prior Year Projects Completed						
Estimated Projects Committed from Reserve						
Debenture Principal and Interest	(24,685)					
Capital Spending (from 20 Year Summary)		(300,000)	(205,000)	(890,000)	-	-
Projected Reserve Fund (Deficit) - End of Year	1,311,605	1,044,395	865,505	1,470	1,514	1,567

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

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

Note 2: Estimated interest rate

2.5% 2.5% 2.5% 3.0% 3.0% 3.5%

Federal Gas Tax Reserve Fund

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

Ontario Community Infrastructure Fund (OCIF) Reserve Fund

- Provincial Funding
- 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 2020 until amounts can be estimated.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(46,482)	(137,009)	(73,009)	(22,509)	(14,509)	491
Additions to Reserve						
Contribution from Operating Budget (Note 1)	90,000	100,000	140,000	154,000	154,000	154,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(128,000)					
Estimated Prior Year Projects Completed	(52,527)					
Capital Spending (from 20 Year Summary)		(36,000)	(89,500)	(146,000)	(139,000)	(149,000)
Projected Reserve (Deficit) - End of Year	(137,009)	(73,009)	(22,509)	(14,509)	491	5,491

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

40.0% 10.0% 0.0% 0.0%

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	453,423	333,423	475,423	510,423	(288,577)	89,423
Additions to Reserve						
Contribution from Operating Budget (Note 1)	200,000	225,000	315,000	441,000	618,000	773,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(320,000)					
Estimated Prior Year Projects Completed						
Capital Spending (from 20 Year Summary)		(83,000)	(280,000)	(1,240,000)	(240,000)	(740,000)
Projected Reserve (Deficit) - End of Year	333,423	475,423	510,423	(288,577)	89,423	122,423

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

40.0% 40.0% 40.0% 25.0%

**Town Facilities
10 Year Projected Reserve Balance
in Dollars**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(460,563)	(462,462)	(457,977)	(639,977)	(110,977)	288,023
Additions to Reserve						
Contribution from Operating Budget (Note 1)	263,101	297,000	416,000	583,000	817,000	817,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(193,500)					
Estimated Prior Year Projects Completed	(71,500)					
Capital Spending (from 20 Year Summary)		(292,515)	(598,000)	(54,000)	(418,000)	(570,000)
Projected Reserve (Deficit) - End of Year	(462,462)	(457,977)	(639,977)	(110,977)	288,023	535,023

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

40.0% 40.0% 40.0% 0.0%



Parks Facilities **10 Year Projected Reserve Balance** **in Dollars**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(217,936)	(268,603)	(274,603)	(299,103)	(152,853)	(169,353)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	145,877	164,000	230,000	322,000	451,000	497,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(106,500)					
Estimated Prior Year Projects Completed	(90,044)					
Capital Spending (from 20 Year Summary)		(170,000)	(254,500)	(175,750)	(467,500)	(435,000)
Projected Reserve (Deficit) - End of Year	(268,603)	(274,603)	(299,103)	(152,853)	(169,353)	(107,353)

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

40.0% 40.0% 40.0% 10.0%



Roads 10 Year Projected Reserve Balance in Dollars

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(279,492)	(564,437)	(825,963)	(959,272)	(330,510)	(291,245)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	1,933,395	2,143,000	2,357,000	2,593,000	2,852,000	3,137,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(1,892,117)					
Estimated Prior Year Projects Completed	(326,223)					
Capital Spending (from 20 Year Summary)		(2,404,526)	(2,490,309)	(1,964,238)	(2,812,735)	(2,762,711)
Projected Reserve (Deficit) - End of Year	(564,437)	(825,963)	(959,272)	(330,510)	(291,245)	83,044

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

5.0% 10.0% 10.0% 10.0% 10.0%



Fleet **10 Year Projected Reserve Balance** **in Dollars**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	586,289	661,729	616,102	133,628	(58,446)	68,480
Additions to Reserve						
Contribution from Operating Budget (Note 1)	276,060	310,000	403,000	545,000	709,000	851,000
Estimated 2019 Projects Completed	(114,024)					
Estimated Prior Year Projects Completed	(86,596)					
Capital Spending (from 20 Year Summary)		(355,627)	(885,474)	(737,074)	(582,074)	(863,074)
Projected Reserve (Deficit) - End of Year	661,729	616,102	133,628	(58,446)	68,480	56,406

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

30.0% 35.0% 30.0% 20.0%



Cemeteries
10 Year Projected Reserve Balance
in Dollars

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(68,061)	(70,561)	(53,561)	(41,561)	(3,561)	(68,561)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	20,000	23,000	37,000	60,000	96,000	154,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(2,500)					
Estimated Prior Year Projects Completed	(20,000)					
Capital Spending (from 20 Year Summary)		(6,000)	(25,000)	(22,000)	(161,000)	(42,000)
Projected Reserve (Deficit) - End of Year	(70,561)	(53,561)	(41,561)	(3,561)	(68,561)	43,439

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

60.0% 60.0% 60.0% 60.0%



Wastewater 10 Year Projected Reserve Balance in Dollars

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	804,825	806,728	489,343	572,361	558,478	126,407
Additions to Reserve						
Contribution from Operating Budget (Note 1)	354,149	346,447	425,784	423,946	563,680	681,111
Interest (Note 2)	20,121	20,168	12,234	17,171	16,754	4,424
Reductions in Reserve						
Estimated 2019 Projects Completed	(302,500)					
Estimated Prior Year Projects Completed	(69,867)					
Capital Spending (from 20 Year Summary)		(684,000)	(355,000)	(455,000)	(1,012,505)	(325,000)
Projected Reserve (Deficit) - End of Year	806,728	489,343	572,361	558,478	126,407	486,942

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

Note 2: Estimated interest rate	2.5%	2.5%	2.5%	3.0%	3.0%	3.5%
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Note 3: Contribution from operating from 2020 to 2024 as per 2018 BMA Water and Wastewater Financial Plan



Water 10 Year Projected Reserve Balance in Dollars

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	1,224,458	177,336	546,942	655,943	795,752	587,429
Additions to Reserve						
Contribution from Operating (Note 1)	285,334	408,295	572,405	753,581	853,780	1,073,771
Interest (Note 2)	30,611	4,433	13,674	19,678	23,873	20,560
Reductions in Reserve						
Estimated 2019 Projects Completed	(762,524)					
Estimated Prior Year Projects Completed	(600,544)					
Capital Spending (from 20 Year Summary)		(43,122)	(477,078)	(633,450)	(1,085,975)	(1,315,200)
Projected Reserve (Deficit) - End of Year	177,336	546,942	655,943	795,752	587,429	366,560

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

Note 2: Estimated interest rate

2.5%	2.5%	2.5%	3.0%	3.0%	3.5%
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Note 3: Contribution from operating from 2020 to 2024
as per 2018 BMA Water and Wastewater Financial Plan



Community Planning & Development

Community Planning & Development 10 Year Projected Reserve Balance in Dollars

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(87,847)	(92,670)	12,330	54,330	4,580	(1,170)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	60,000	145,000	87,000	74,000	67,000	61,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(40,000)					
Estimated Prior Year Projects Completed	(24,823)					
Capital Spending (from 20 Year Summary)		(40,000)	(45,000)	(123,750)	(72,750)	(100,000)
Projected Reserve (Deficit) - End of Year	(92,670)	12,330	54,330	4,580	(1,170)	(40,170)

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

-40.0% -15.0% -10.0% -10.0%

**Libraries
10 Year Projected Reserve Balance
in Dollars**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	93,310	90,308	90,308	90,308	90,308	90,308
Additions to Reserve						
Contribution from Operating Budget (Note 1)	5,000	7,500	10,000	10,000	10,000	10,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(5,000)	-	-	-	-	-
Estimated Prior Year Projects Completed	(3,002)					
Capital Spending (from 20 Year Summary)		(7,500)	(10,000)	(10,000)	(10,000)	(10,000)
Projected Reserve - End of Year	90,308	90,308	90,308	90,308	90,308	90,308

Note 1: Assumes 0% increase in operating reserve transfer from 2021 to 2038.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected Reserve (Deficit) - Start of Year	(87,847)	(92,670)	12,330	54,330	4,580	(1,170)
Additions to Reserve						
Contribution from Operating Budget (Note 1)	60,000	145,000	87,000	74,000	67,000	61,000
Reductions in Reserve						
Estimated 2019 Projects Completed	(40,000)					
Estimated Prior Year Projects Completed	(24,823)					
Capital Spending (from 20 Year Summary)		(40,000)	(45,000)	(123,750)	(72,750)	(100,000)
Projected Reserve (Deficit) - End of Year	(92,670)	12,330	54,330	4,580	(1,170)	(40,170)

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

-40.0% -15.0% -10.0% -10.0%

Open House Requests

Open House Requests

Budget Requests	Decision Made
<ul style="list-style-type: none">• Weiland Park playground equipment \$25,000	<ul style="list-style-type: none">• Included in 2020 Parks capital request for \$60,000 which includes the cost of the base
<ul style="list-style-type: none">• Additional parking at the MCC	<ul style="list-style-type: none">• Included in 2020 Facilities capital budget at \$450,000; red-circled pending grant funding under the ICIP Community, Culture and Recreation Stream
<ul style="list-style-type: none">• Bylaw officer to enforce cannabis control	<ul style="list-style-type: none">• New complement requests will be included in the Operating Budget

Additional Council Requests

Requests from September 16, 2019

- \$75,000 for Peace Park Grading
- \$13,000 for Harold Black Park drainage improvements
- \$20,000 traffic calming (e.g. solar-powered speed control signs)

Questions?

