

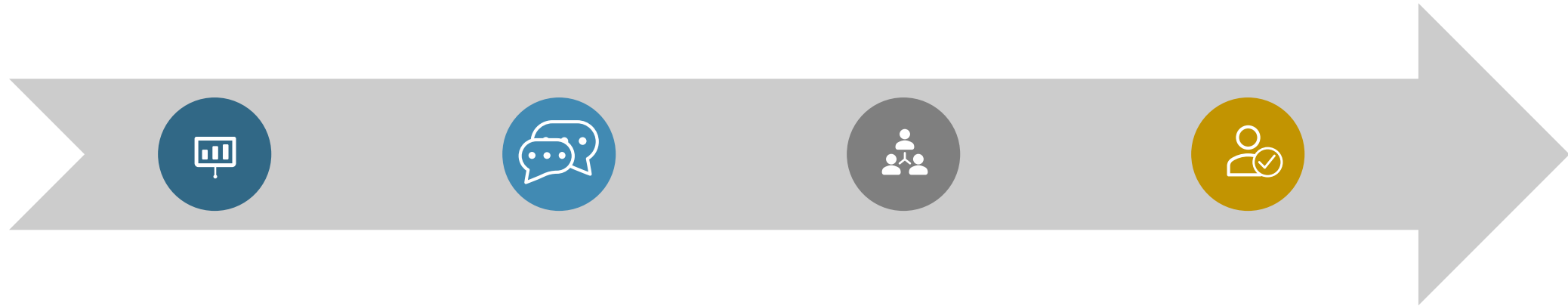


CITY OF
PEMBROKE

2023 BUDGET



2023 Budget Critical Path



Preparation

Department Heads prepare budgets in consultation with staff

Sep-Oct
2022

Review

Budgets are reviewed with the CAO/Clerk, Treasurer and Committee Chairs

Oct-Dec
2022

Deliberations

Council deliberates on the budget and provides feedback

Jan
2023

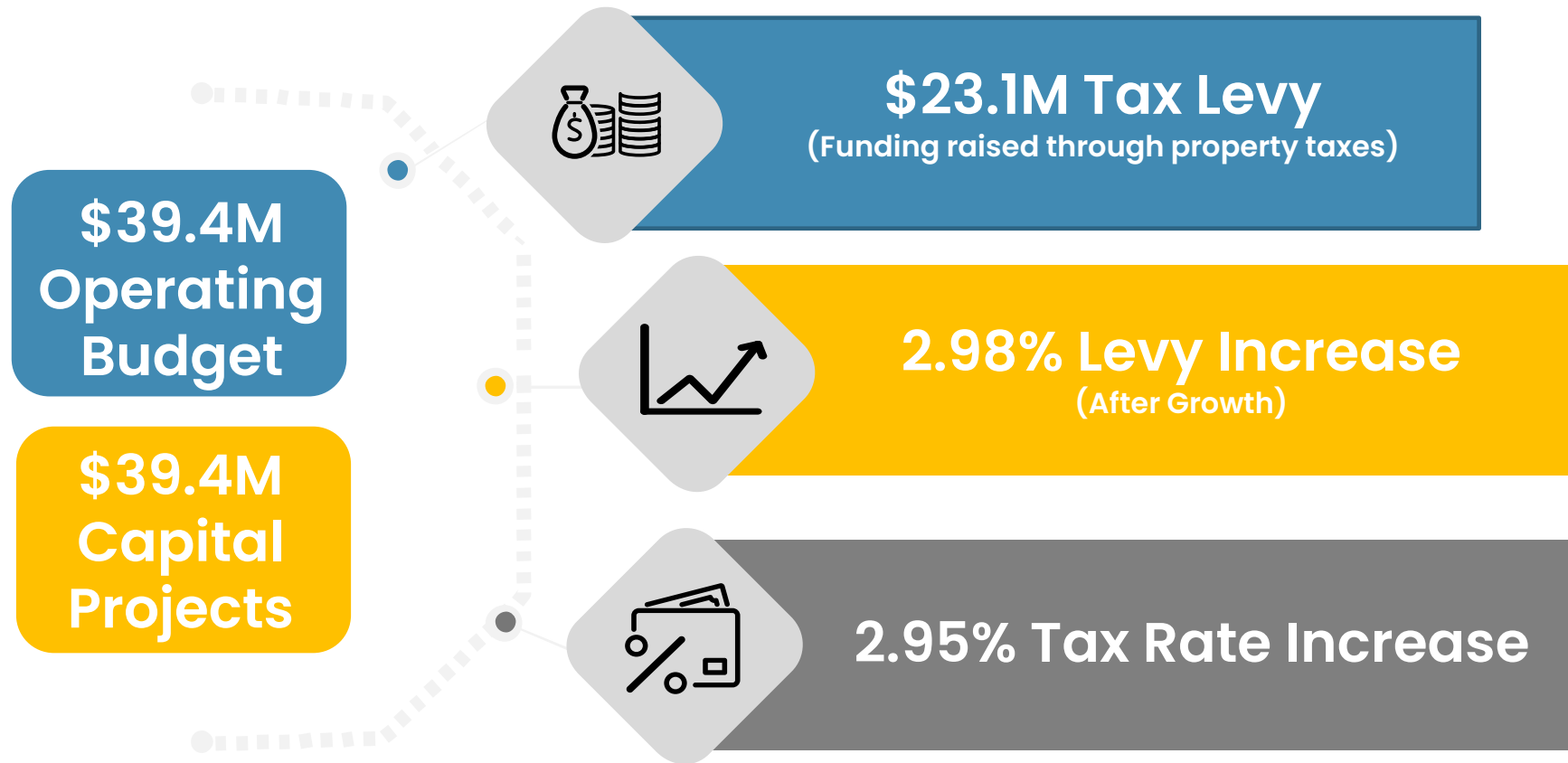
Adoption

Budget is formally adopted by Council

Feb 7
2023


Highlights: Property Taxation

The 2023 Budget as approved by the Finance & Administration Committee reflects:



Highlights: Ratios and Rates

The 2023 Budget as approved by the Finance & Administration Committee reflects:



Garbage Fees: No change
Fees for collection and disposal



Tax Ratios: No change
Ratios set the tax rates between property classes



OVWRC Fee: No change
The City is a partner of the Ottawa Valley Waste Recovery Centre



PBIA: -5.97% Decrease
2023 Budget of \$203,476

BACKGROUND: WATER AND SEWER RATES

- Under Ontario's *Safe Drinking Water Act*, the City is required to prepare financial plans for its water systems to ensure sufficient revenue is generated to provide safe drinking water to our community.
- In 2019-20, Watson & Associates Economists Ltd. prepared a financial plan and rate study for the City's water and sewer services based on the projected operating and capital requirements of these services over a 10-year study period from 2020 through 2029. The City is implementing the average annual rate increases per this report as follows:

Rate Type	Average Increase
Water Service: Flat Rate	5.7%
Water Service: Metered Rate	9.8%
Sewer Service: Flat Rate	5.2%
Sewer Service: Metered Rate	6.9%



Highlights: Water

In accordance with the legal requirements of Ontario's *Safe Drinking Water Act*, and the recommendations of the Watson & Associates rate study, the 2023 budget for Water reflects:





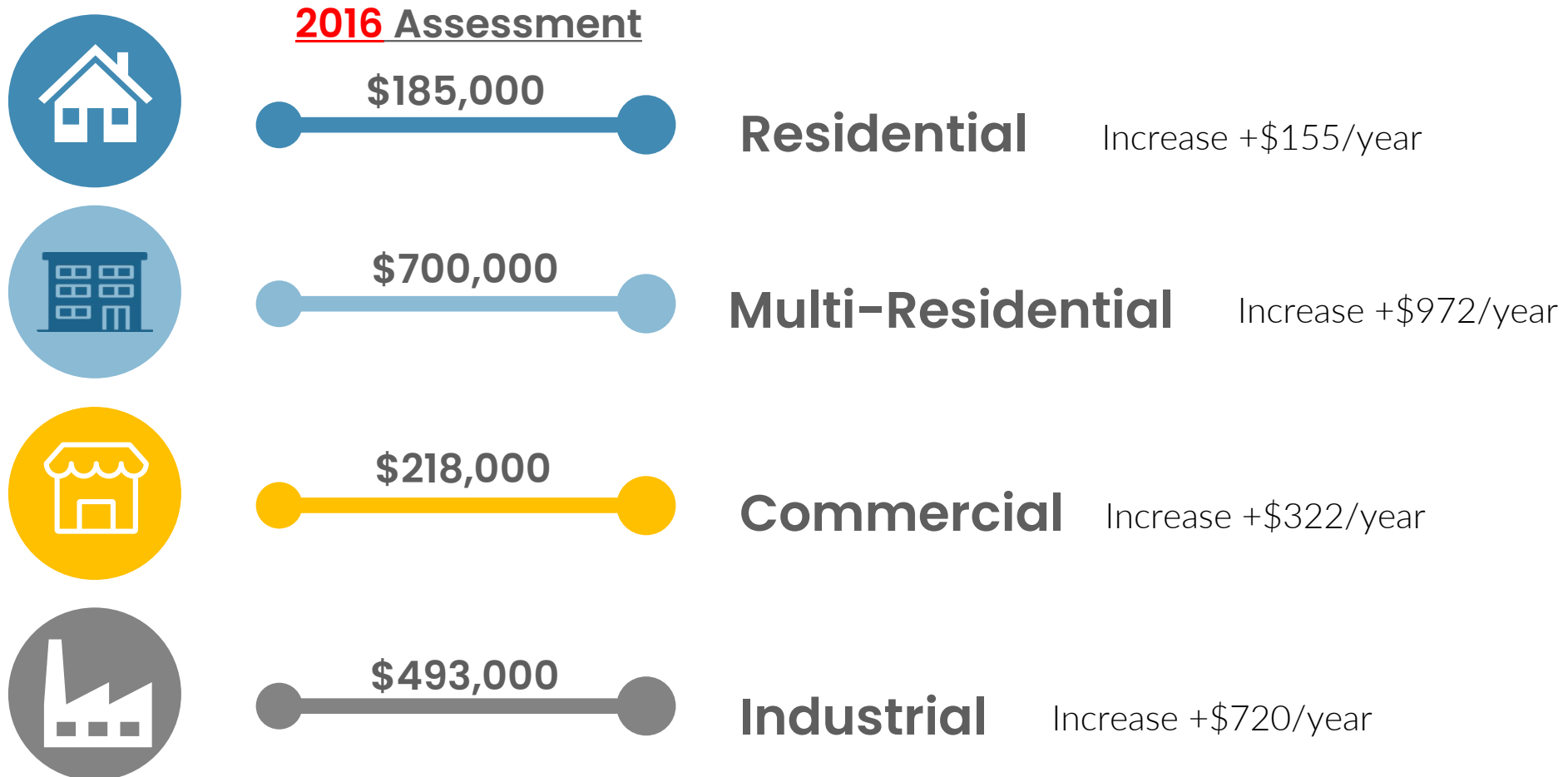
Highlights: Sewer

The 2023 budget for Sewer reflects:



HIGHLIGHTS: Average impact by property class

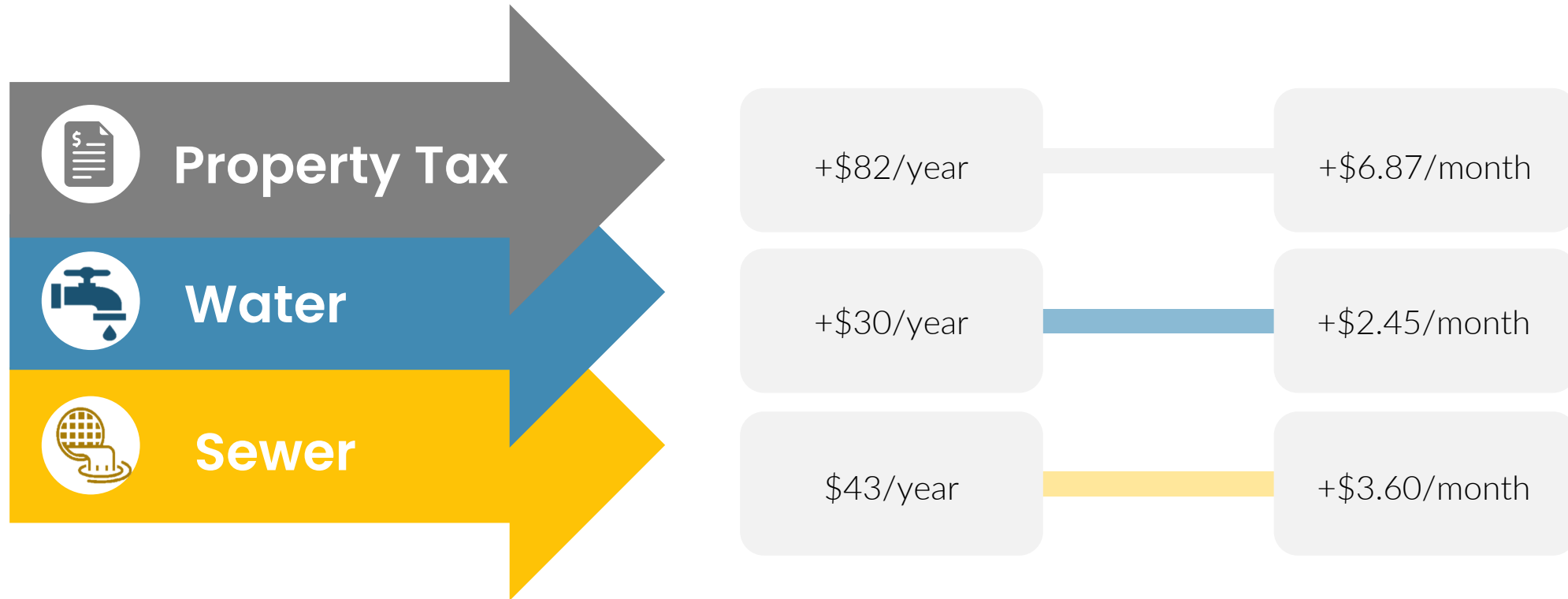
2023 changes in property taxes, garbage, waste, water and sewer fees will impact the average properties as follows:



Note! All property taxes charged by the City are based on the property's 2016 assessed value from MPAC. The increased price of homes reflected in today's market will **NOT** be used in the 2023 tax calculations.

2022 vs. 2023 Residential Comparison

Annual and monthly increase for the average residential property. The three items together represent a total increase of \$12.92 per month as compared to 2022 rates.





2023 OPERATING BUDGET



2023 OPERATING BUDGET SUMMARY (1 OF 2)

DEPARTMENT	2022 BUDGET	2023 BUDGET	2023 REVENUE	2023 EXPENSES
Taxation	(\$22,348,172)	(\$23,199,621)	\$23,282,121	\$82,500
Mayor & Council	293,360	303,730	0	303,730
Financial	(4,275,784)	(8,462,242)	11,453,921	2,991,679
Administration	1,088,979	1,099,366	318,604	1,417,970
Elections	50,000	15,000	0	15,000
Human Resources & Purchasing	445,826	420,250	18,490	438,740
City Property	119,179	151,421	61,359	212,780
Fire Service	3,389,298	3,548,157	36,260	3,584,417
O.P.P. Service	4,525,590	4,462,400	406,095	4,868,495
Police Service Board	53,800	38,300	0	38,300
Animal Control	65,200	95,420	16,200	111,620
Building Inspection	49,195	58,637	187,500	246,137
Bylaw Enforcement	212,768	182,758	173,862	356,620

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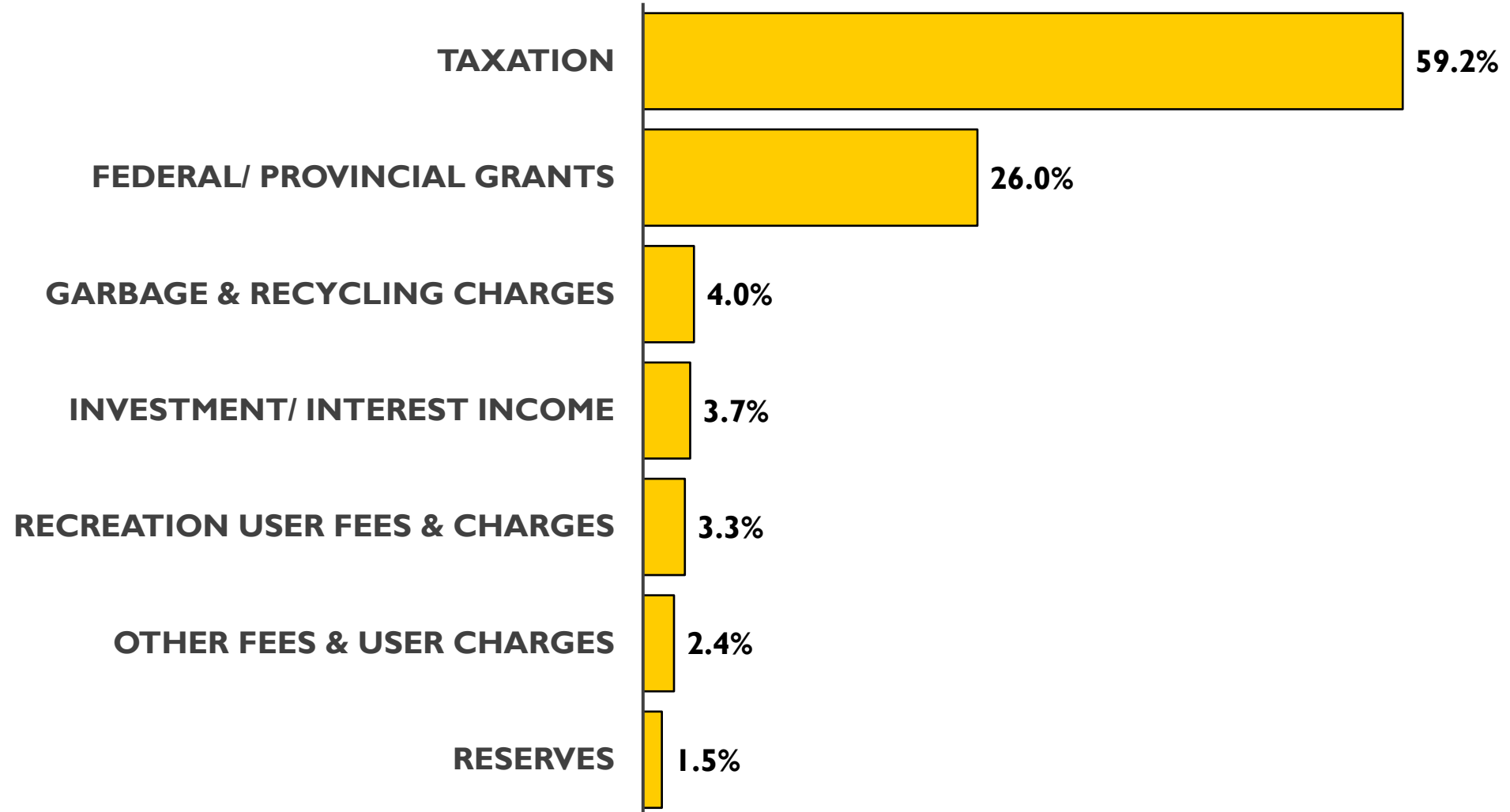


2023 OPERATING BUDGET SUMMARY (2 OF 2)

DEPARTMENT	2022 BUDGET	2023 BUDGET	2023 REVENUE	2023 EXPENSES
Roads	\$3,450,321	\$3,746,622	\$105,804	\$3,852,426
Traffic Control	90,500	98,800	0	98,800
Streetlights	238,000	252,000	0	252,000
Garbage & Recycling	0	0	1,561,020	1,561,020
Transit	0	0	150,000	150,000
Parks & Facilities	1,871,877	1,935,946	729,377	2,665,323
Recreation	320,540	360,810	373,293	734,103
Bogie's Bar	0	0	20,000	20,000
Kinsmen Pool	382,020	432,120	180,000	612,120
Aquatic Centre	165,000	255,000	0	255,000
Development Charges	0	0	82,000	82,000
Planning	186,000	177,440	44,000	221,440
Economic Development & Tourism	444,925	404,340	80,500	484,840
County Shared Services	3,619,072	3,866,732	71,437	3,938,169
Other Shared Services	465,426	449,986	0	449,986
Capital Financing	5,097,080	9,306,628	0	9,306,628
(SURPLUS)/DEFICIT	0	0	39,351,843	39,351,843



2023 SOURCES OF REVENUE



HIGHLIGHTS: FORMULA-BASED GRANT REVENUES

- Grants included in the City's 2023 budget include:

Item	2022 Budget	2023 Budget	Change
Ontario Municipal Partnership Fund	\$1,554,100	\$1,550,100	-\$4,000
Court Security Grant (unconfirmed)	388,000	298,000	-90,000
Federal Gas Tax / Canada Community-Building Fund (CCBF)	880,540	918,824	+38,284
Provincial Gas Tax (Transit) (unconfirmed)	106,000	106,000	0
Ontario Community Infrastructure Fund	1,427,756	1,481,112	+53,356

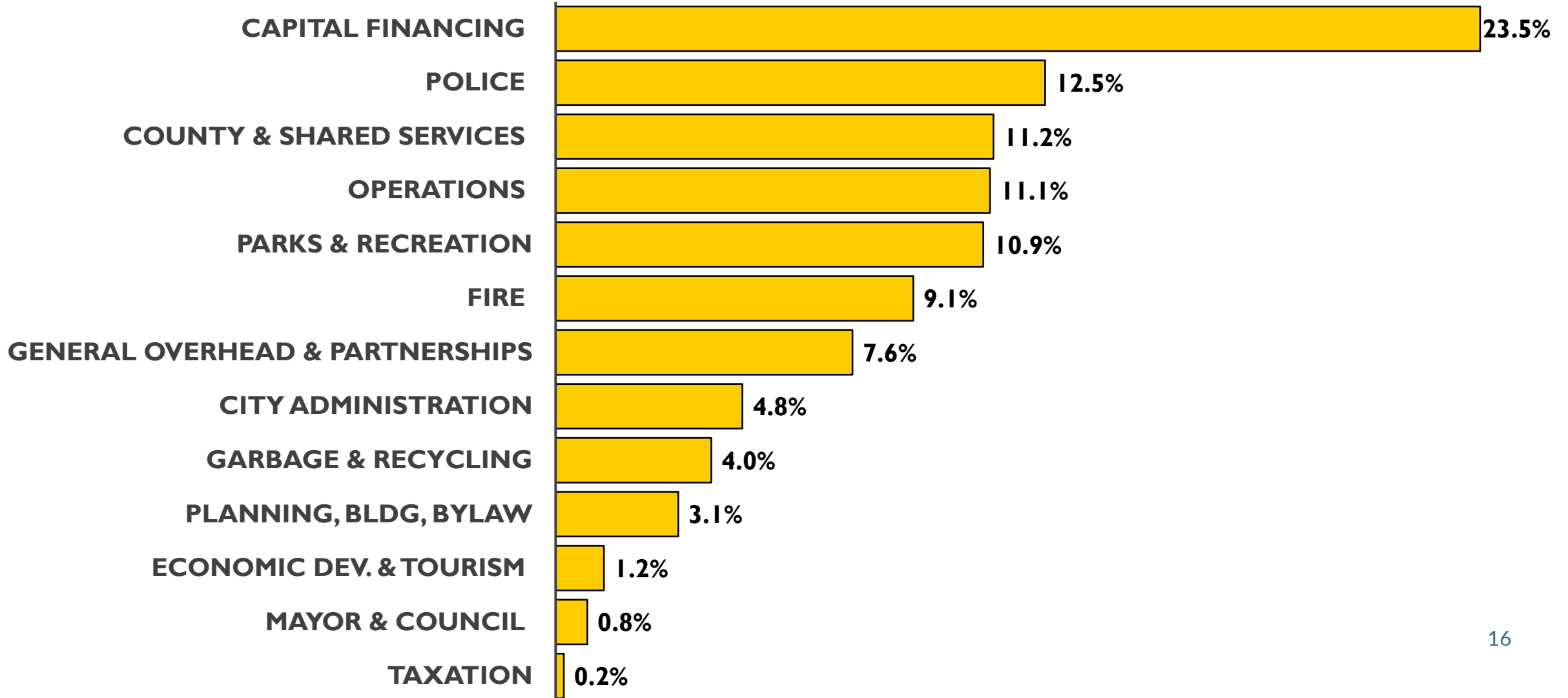
HIGHLIGHTS: APPLICATION-BASED GRANTS

- The City applied for a number of different grants reflected in the 2023 budget as follows:

Item	Grant Status	2023 Budget
Grant: ICIP Rural & Northern Stream Project: Pembroke Street West	Confirmed	1,106,546
Grant: ICIP Green Stream Project: Bennett St. Water Works	Confirmed	3,499,674
Grant: Municipal Modernization Intake #2 Project: Operation Dept. Modernization	Confirmed	216,385
Grant: Natural Infrastructure Grant Project: Riverside Park and Cockburn Lot	Unconfirmed	992,480



2023 OPERATING EXPENDITURES



2023 OPERATING BUDGET HIGHLIGHTS

- \$255,000 reserve contribution for a new aquatic/community centre.
- \$150,000 earmarked for Transit, funded through the general capital reserve. This issue will be coming back to Council for more discussion following a Request for Information (RFI) process.
- \$80,000 for an Active Living Masterplan and \$35,000 for an Age Friendly Community Plan (carried forward from 2022).
- \$40,000 to support the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) program milestone 2. This is a 5-step milestone program to address climate change in our municipality.
- \$20,000 for Diversity, Equity and Inclusion training and initiatives.

HIGHLIGHTS: OTHER

Other highlights of the City's 2023 operating budget include:

- Final year of the CUPE collective agreement with a 1.75% wage increase for union and non-union staff.
- Collective agreement has expired the City's PFFA Fire Fighter's Union. Negotiations will begin in March 2023.
- +\$116,700 increase in municipal insurance costs
- +\$139,882 increase in employee benefit costs (health, dental, OMERS)
- +\$56,292 increase in snow clearing of City parking lots

HIGHLIGHTS: OTHER

- The 2023 levy increase has been offset by:
 - Increased interest income anticipated of \$516,235 which has reduced the levy increase by 2.3%. This revenue increase is temporary as the Bank of Canada tries to reign in inflation through higher interest rates.
 - Delaying taxation increases for capital projects. The property tax contribution to capital projects has been frozen the past two years and is only increasing by \$27,800 in 2023, a 0.1% levy increase. Meanwhile, capital projects are costing the City easily 20-30%+ more than planned.

Taxation Funding	2023 Budget
2022 Capital Contribution from Operating	1,995,133
2023 Funding Increase	+27,800
Total 2023 Taxation Funding Contribution to Capital Projects	2,008,932

Future levy increases may need to shift to the 3-5% range as the City adapts to inflationary pressures over time.

HIGHLIGHTS: COUNTY SHARED SERVICES

- The breakdown of County shared service costs are as follows:

Item	2022 Budget	2023 Budget	Change
County: Ontario Works Program	\$471,072	\$447,997	-\$23,075
County: Child Care	59,424	61,441	+2,017
County: Land Ambulance	1,223,340	1,294,161	+70,821
County: Social Housing	577,065	605,963	+28,898
County: Homes for the Aged	1,366,577	1,528,607	+162,030
County: Provincial Offenses	-78,406	-71,437	+6,969
Total County Shared Services	\$3,619,072	\$3,866,732	+\$247,660

HIGHLIGHTS: DRIVERS OF LEVY INCREASE

- The City’s property tax levy has increased by \$661,792 after growth to \$23,080,632. The primary drivers behind this increase are:

Reason	Increase
County Shared Services Expected Cost Increase	\$247,660
Employee Benefits Price Increase	139,882
Municipal Insurance Price Increase	116,700
Parking Lot Clearing Price Increase	56,292
Additional sidewalk maintenance resources (growth-related)	52,632
Contingency (price uncertainty due to inflation)	50,000
Total Explained	\$663,166

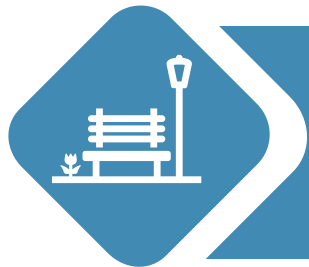


2023 CAPITAL BUDGET

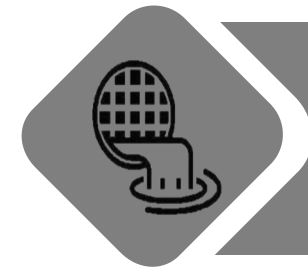


2023 Capital Project Summary

\$39.4M of capital projects are planned in 2023 as follows:




\$5.4M Buildings, Facilities and Parks




\$15.8M Sewer Projects



\$14.9M Roads and Bridges



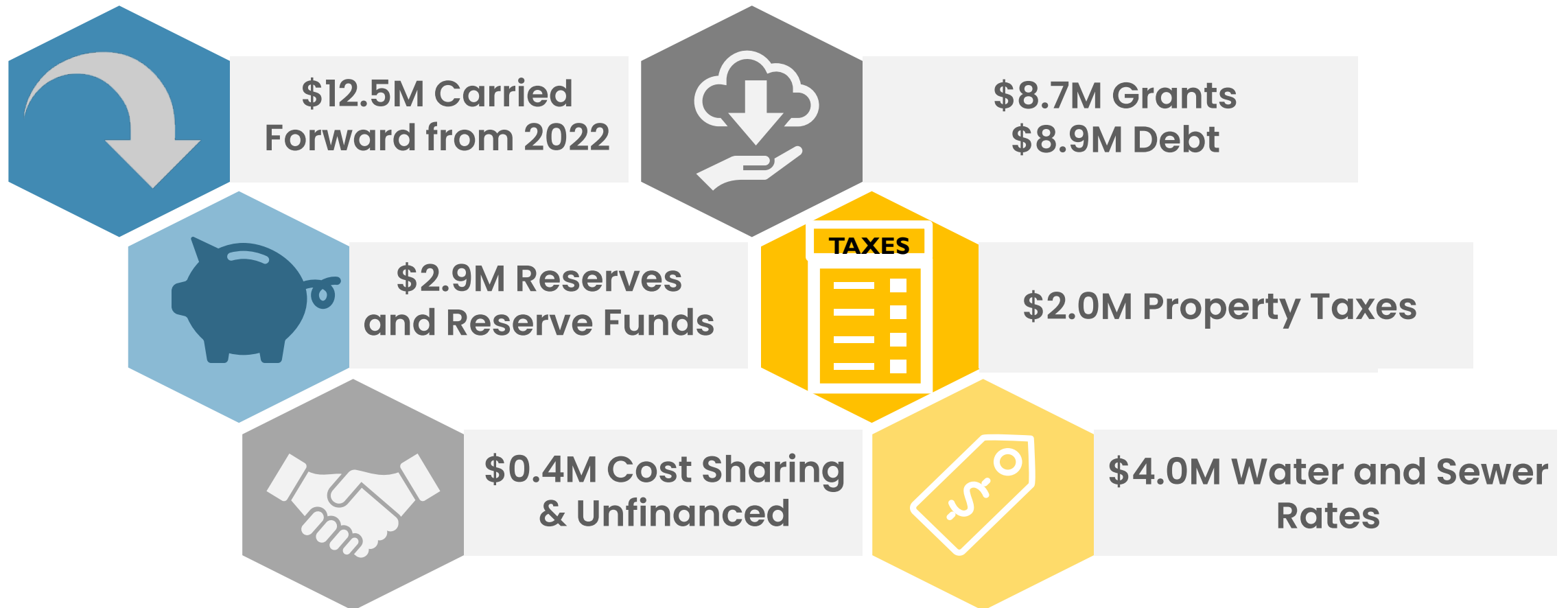
\$2.7M Water Projects



\$0.6M Equipment and Fleet

2023 Capital Financing

Financing for the City's 2023 capital projects is planned as follows:



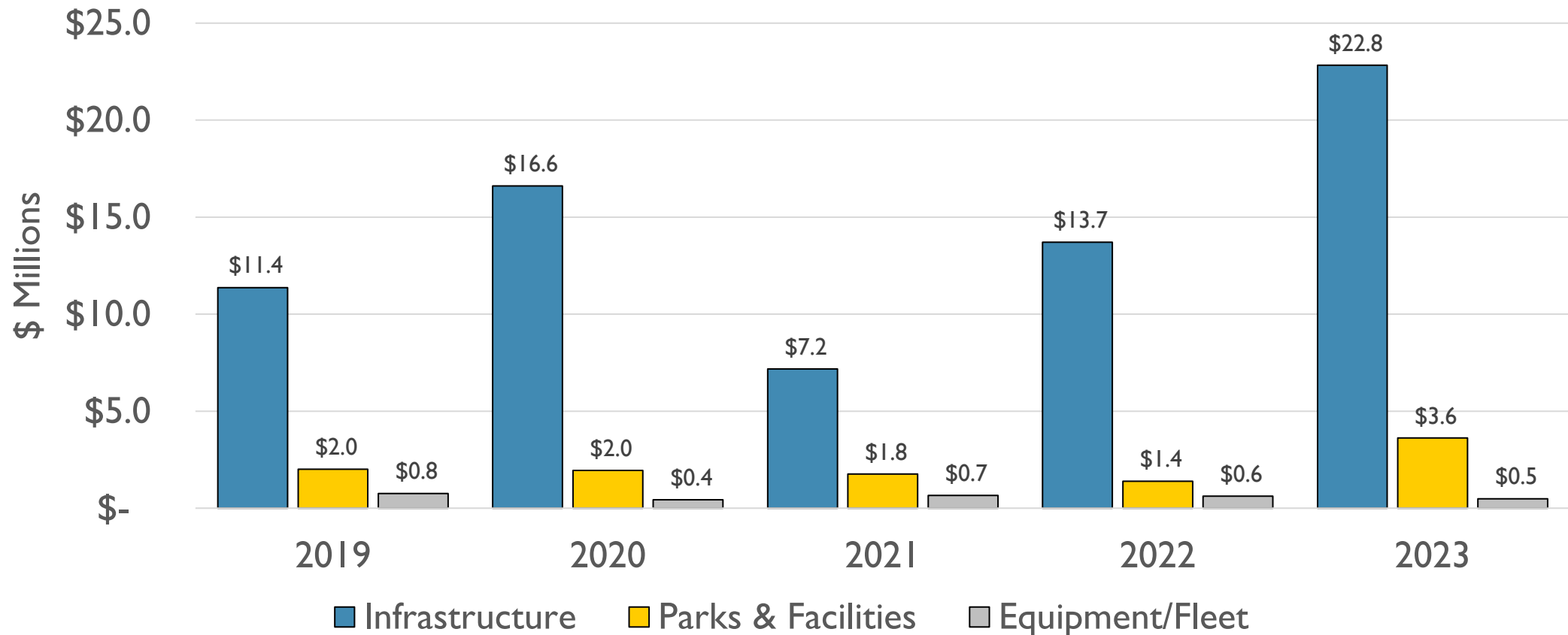
2023 CAPITAL FINANCING: BY PROJECT TYPE

- A breakdown of financing by project type is as follows:

Project Type	Buildings & Facilities	Roads & Bridges	Equipment & Fleet	Parks	Sewer	Water	Total
Carry Forward	\$1,450,855	\$4,821,085	\$97,300	\$264,559	\$4,482,944	\$1,332,994	\$12,449,737
Water Fund	17,600	344,873	15,000	-	-	616,754	994,227
Sewer Fund	17,600	1,600,000	15,000	60,000	1,361,452	-	3,054,052
Reserves	1,015,120	82,800	408,700	230,000	598,869	546,429	2,881,918
Grants	710,365	7,064,295	-	500,000	400,000	-	8,674,660
Cost Sharing	59,100	-	-	75,000	-	-	134,100
Debt	-	-	-	-	8,935,045	-	8,935,045
Unfinanced	-	-	-	-	-	250,000	250,000
Taxation	611,236	1,022,388	51,000	324,307	-	-	2,008,931
Total Financing	\$3,881,876	\$14,935,441	\$587,000	\$1,453,866	\$15,778,311	\$2,746,177	\$39,382,670

5-YEAR CAPITAL SPEND

- A 5-year summary of capital spending (excluding carry forward) is as follows (\$ Millions):





RESERVES, RESERVE FUNDS AND DEBT





2023 RESERVE FORECAST (1 OF 2)

- The City's overall reserve balance is expected to decrease by \$0.6M in 2023, from an estimated \$8.9M at the end of 2022 to \$8.3M at the end of 2023.

Reserves	Balance Dec 31, 2022	Transfers TO	Transfers FROM	Balance Dec 31, 2023
Building Inspection	\$21,165	\$0	\$0	\$21,165
Benefit Admin. Contingency	373,399	-	-	373,399
Working Funds	584,666	-	132,500	452,166
Operating Contingency	390,179	-	-	390,179
Fiddle Park Field Reserve	20,000	-	-	20,000
Physician Recruitment	53,081	-	-	53,081
Police	50,000	-	-	50,000
OPP Station	55,529	13,500	-	69,029
Waste Management	1,626,002	58,301	-	1,684,303
Equipment and Vehicles	(88,436)	346,004	78,085	179,483
Fire Equipment	596,840	200,000	70,000	726,840
Winter Control	150,000	-	-	150,000

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2023 RESERVE FORECAST (2 OF 2)

Reserves	Balance Dec 31, 2022	Transfers TO	Transfers FROM	Balance Dec 31, 2023
Election	-	15,000	-	15,000
Animal Control (Feral Cats)	18,360	34,560	-	52,920
Aquatic Centre	675,000	255,000	727,400	202,600
Recreation Reserve *New*	-	76,583	-	76,583
Library Capital	149,444	7,000	-	156,444
Library Contingency	89,970	2,000	-	91,970
Multicultural Festival	-	-	-	-
Cannabis Funding	40,000	-	-	40,000
Community Improvement Plan	111,674	45,000	60,000	96,674
Water Meters	253,045	107,448	20,000	340,493
Water Tower	1,117,588	-	-	1,117,588
Waterworks Capital	765,253	-	-	765,253
Pollution Control Capital	1,793,207	-	659,700	1,133,507
Hoffman Lane	75,000	-	-	75,000
TOTAL RESERVES	\$8,920,966	\$1,160,396	\$1,747,685	\$8,333,677



2023 RESERVE FUND FORECAST (1 OF 3)

- As required by the new Water/Wastewater Agreement with the Township of Laurentian Valley (TLV), new water/sewer reserves have been created, which are subject to the terms of our new agreement:

Reserve Funds (W/WW AGREEMENT WITH TLV)	Balance Dec 31, 2022	Transfers TO	Transfers FROM	Balance Dec 31, 2023
W/WW Fleet/Equipment Reserve	-	147,365	80,000	67,365
Water Filtration Plant	-	200,000	152,061	47,939
Pollution Control Plant	-	100,000	13,869	86,131
Waterworks Capital	-	-	-	-
Sanitary Sewer Capital	-	-	-	-
Water Tower	-	217,500	61,000	156,500
Joint Development Charges	-	10,000	15,000	(5,000)
TOTAL	-	674,865	321,930	352,935



2023 RESERVE FUND FORECAST (2 OF 3)

- The City's overall reserve fund balance is expected to decrease by \$2.3M in 2023, from an estimated \$12.9M at the end of 2022 to \$10.6M at the end of 2023.

Reserve Funds	Balance Dec 31, 2022	Transfers TO	Transfers FROM	Balance Dec 31, 2023
Algonquin Pavillion	\$2,191	\$0	\$0	\$2,191
Parks Development	53,538	7,000	-	60,538
Industrial Land Sales	71,567	-	-	71,567
McCool Park Lot Levy	83,754	-	-	83,754
Disability Fund	456,778	-	-	456,778
General Capital	1,751,042	-	445,120	1,305,922
Modernization Funding	444,589	-	90,000	354,589
Safe Restart Funding	398,659	-	256,999	141,660
Dedicated Gas Tax – Transit	56,822	106,000	110,000	52,822
Federal Gas Tax	1,653,782	918,824	1,966,718	605,888

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2023 RESERVE FUND FORECAST (3 OF 3)

- At the end of 2023, the City is expected to hold a total of \$19.3M in reserves and reserve funds.

Reserve Funds	Balance Dec 31, 2022	Transfers TO	Transfers FROM	Balance Dec 31, 2023
Parking Authority	58,069	15,000	57,000	16,069
Storm Sewer Industrial Park	14,802	-	-	14,802
Water Filtration Plant	6,180,910	-	-	6,180,910
Pollution Control Plant	972,464	-	111,656	860,808
Heritage Murals	27,152	-	22,000	5,152
In-Lieu Parking	52,701	-	-	52,701
CP Track	2,268	-	-	2,268
PBIA	73,761	-	-	73,761
Rotary Park	4,000	-	-	4,000
New Development	201,742	-	-	201,742
Development Charges	336,774	75,000	390,400	21,374
TOTAL RESERVE FUNDS	\$12,897,364	\$1,121,824	\$3,449,893	\$10,569,295
Reserve and Reserve Funds	\$21,818,331	\$2,957,085	\$5,519,508	\$19,255,908



ANNUAL DEBT CONTINUITY

- The City will make \$1.3M in principal payments in 2023, bringing the total debt outstanding to \$12.7M by year-end.

Function	Interest Rate	Matures	2019	2020	2021	2022	2023	2023 Principal
Fire Station	3.70%	2048	\$3,029,665	\$2,925,194	\$2,820,951	\$2,716,471	2,611,992	\$104,480
McGee Lift Station	3.70%	2048	1,933,333	1,866,667	1,799,771	1,733,113	1,666,455	66,658
LED Conversion	4.55%	2021	361,043	184,620	-	-	-	-
OPP Station	3.44%	2045	4,113,845	3,952,518	3,791,190	3,629,863	3,468,535	161,327
Cecelia St, Lake St, Pembroke St Bridge	3.66%	2042	3,174,993	3,036,950	2,898,906	2,760,863	2,622,819	138,043
Pollution Control Plant	4.74%	2026	2,907,153	2,492,008	2,075,727	1,660,582	1,245,436	415,145
Miramichi Lodge	4.74%	2026	2,554,261	2,189,204	1,825,283	1,460,226	1,095,170	365,057
Waste Disposal OVWRC	7.23%	2022	492,900	328,600	164,300	-	-	-
Various Roads OSIFA	3.78%	2020	100,000	-	-	-	-	-
Townline Forcemain/Outfall 27	TBD	TBD	-	-	-	-	-	-
Total Debt			18,667,193	16,975,760	15,376,128	13,961,118	12,710,408	1,250,710



2023 DEVELOPMENT CHARGES RESERVE BALANCE

- At the beginning of 2023, the City has \$336,774 in the Development Charges (DC) Reserve Fund, broken down as follows:

Category	\$ Balance
Fire	-\$19,879
Police	-29,849
Transportation	+91,474
Environmental	+259,378
Recreation & Culture	+51,644
DC Study	-15,994
Total	+\$336,774



DEVELOPMENT CHARGES: 2022 ANNUAL REPORT

- 2022 activity in the Development Charges Reserve Fund is as follows:

2022 Development Charges Breakdown by Category

2022 Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Charge Study	Total
Opening Balance Jan. 1 2022	(\$32,869.49)	(\$42,927.19)	\$79,605.66	\$557,610.34	\$28,156.96	(\$31,035.75)	\$558,540.53
2022 Development Fees	11,522.62	11,600.49	18,954.37	36,073.91	24,161.05	13,342.57	115,655.00
2022 Accumulated Interest	1,467.40	1,477.32	2,413.83	4,594.02	3,076.90	1,699.17	14,728.64
2022 Capital Financing	0.00	0.00	(9,500.00)	(338,900.00)	(3,750.59)	0.00	(352,150.59)
Closing Balance Dec 31, 2022	(\$19,879.47)	(\$29,849.38)	\$91,473.86	\$259,378.27	\$51,644.32	(\$15,994.01)	\$336,773.58

2022 Capital Financing Breakdown

2022 Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Charge Study	Total
Sidewalk Machine			(9,500.00)				(9,500)
Library Security Gates					(3,750.59)		(3,750.59)
Townline Forcemain				(338,900.00)			(338,900.00)
Grand Total	\$0	\$0	(\$9,500.00)	(\$338,900.00)	(\$3,750.59)	\$0	(\$352,150.59)



DEVELOPMENT CHARGES: 2023 FUND USAGE

- Based on the 2021 background study, DC funds are planned to be used for the following projects in 2023.
- As per the *More Homes Built Faster Act*, beginning in 2023, a municipality shall spend or allocate at least 60% of the monies that are in a reserve fund at the beginning of the year for the following services: water; wastewater; and roads.

Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Change Study	Total
Nelson Street Phase 2			(82,800)				(82,800)
Townline Forcemain				(20,000)			(20,000)
Water Tower				(239,000)			(239,000)
Aquatic Centre					(48,600)		(48,600)
Grand Total	0	0	(82,800)	(259,000)	(48,600)	0	(390,400)
Forecasted 2023 Balance (excluding 2023 revenues)	(\$19,879.47)	(\$29,849.38)	\$8,673.86	\$378.27	\$3,044.32	(\$15,994.01)	(\$53,626.42)



RATE COMPARISONS

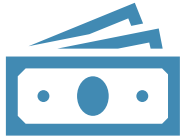




2023 WASTE MANAGEMENT CHARGES

- Waste management charges remain unchanged in 2022

Type of Charge	2022 Rate	2023 Rate	Change
Garbage Collection and Disposal	\$158	\$158	\$0
Ottawa Valley Waste Recovery Centre	\$65	\$65	\$0
Total Combined	\$223	\$223	\$0

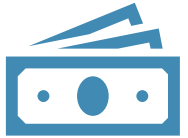


2023 WATER RATES

- Rate increases are based on the average rate increases proposed by Watson & Associates Economists Ltd. in their 2019-20 water and sewer rate study.

Water Service – Flat	2022 Annual	2023 Annual	Change
Single Unit	\$515.30	\$544.65	5.7%
Second Unit	411.75	435.30	5.7%
Each Additional Unit	277.10	292.85	5.7%
Swimming Pool	197.80	209.00	5.7%

Water Service – Metered	2022 Annual	2023 Annual	Change
First 136 cubic meters per quarter	\$1.64811	\$1.80962	9.8%
137 to 1364 cubic meters per quarter	1.31365	1.44239	9.8%
Over 1364 cubic meters per quarter	1.03384	1.13516	9.8%



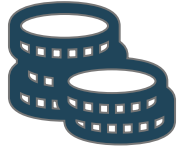
2023 SEWER AND COMBINED RATES

- The average residential taxpayer can expect to pay \$6.04 more per month for water and sewer in 2023.

Sewer Service – Flat	2022 Annual	2023 Annual	Change
Single Unit	\$828.55	\$871.70	5.2%
Second Unit	651.35	685.25	5.2%
Each Additional Unit	456.25	480.00	5.2%

Sewer Service – Metered	2022 Annual	2023 Annual	Change
First 136 cubic meters per quarter	\$3.34408	\$3.57482	6.9%
137 to 1364 cubic meters per quarter	2.63766	2.81966	6.9%
Over 1364 cubic meters per quarter	2.08597	2.22990	6.9%

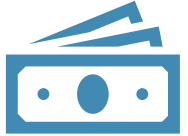
Combined Water & Sewer Flat Rates	2022 Annual	2023 Annual	Change
Single Unit	\$1,343.85	\$1,416.35	5.4%
Second Unit	1,063.10	1,120.55	5.4%
Each additional unit	733.35	772.85	5.4%



2023 TAX, WATER AND SEWER BILL COMPARISON

Property Class	Residential	Multi-Residential (8 unit building)	Commercial (Retail)	Industrial
Average Assessment Change	0%	0%	0%	0%
Median CVA for Class	\$185,000	\$700,000	\$218,000	\$493,000
Municipal Taxes	\$2,875	\$21,099	\$6,707	\$20,147
*Education Taxes	283	1,071	1,918	4,338
Total Taxes	\$3,158	\$22,170	\$8,625	\$24,485
Garbage Collection/Disposal Fee	158	1,264	-	-
OVWRC Fee	65	195	130	260
Total	3,381	23,629	8,755	24,745
Net Tax \$ Difference	\$82	\$605	\$192	\$578
Taxes, Garbage, OVWRC	3,381	23,629	8,755	24,745
Water Fees	545	2,737	862	946
Sewer Fees	872	4,437	812	896
Total Combined	\$4,797	\$30,803	\$10,430	\$26,587
Combined Difference	\$155	\$972	\$322	\$720
Tax Rate Change (City Portion)	2.95%	2.95%	2.95%	2.95%
Net Water & Sewer Increase	5.39%	5.39%	8.37%	8.37%
Combined Change	3.34%	3.26%	3.18%	2.78%

*Reflects 2023 education rate, unchanged for 2022 rate

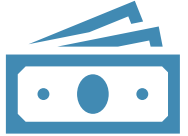


2024 WATER RATES

- With the new water/wastewater agreement with the Township of Laurentian Valley now in place, the City is required to base rates on the rate studies.
- Based on this study, the 2024 water rates will be as follows:

Water Service – Flat	2023 Annual	2024 Annual	Change
Single Unit	\$544.65	\$575.72	5.7%
Second Unit	435.30	460.12	5.7%
Each Additional Unit	292.85	309.56	5.7%
Swimming Pool	209.00	220.92	5.7%

Water Service – Metered	2023 Annual	2024 Annual	Change
First 136 cubic meters per quarter	\$1.80962	\$1.98696	9.8%
137 to 1364 cubic meters per quarter	1.44239	1.58374	9.8%
Over 1364 cubic meters per quarter	1.13516	1.24641	9.8%



2024 SEWER RATES

- Based on this study, the 2024 sewer rates will be as follows:

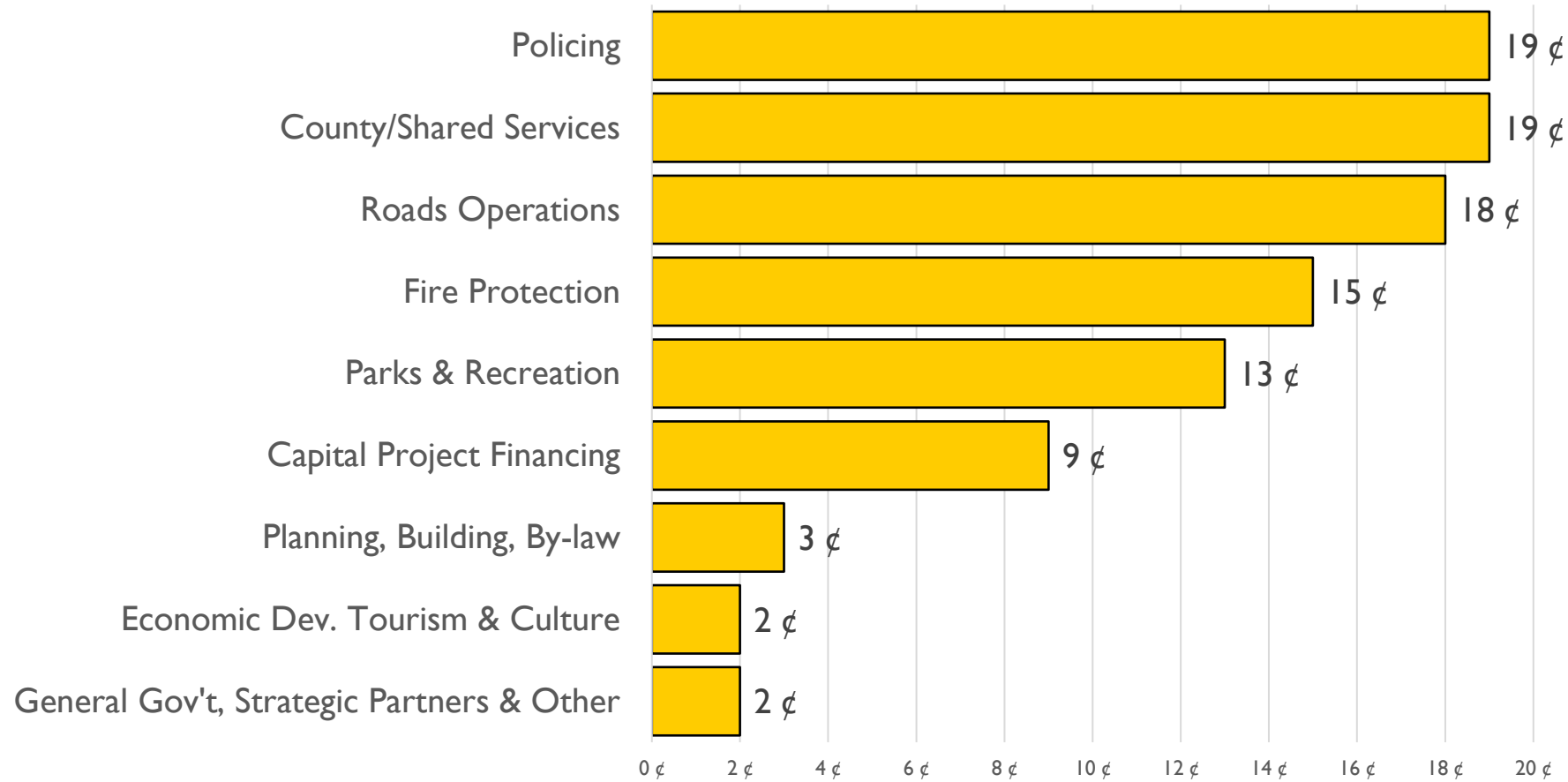
Sewer Service – Flat	2023 Annual	2024 Annual	Change
Single Unit	\$871.70	\$917.04	5.2%
Second Unit	685.25	720.92	5.2%
Each Additional Unit	480.00	504.96	5.2%

Sewer Service – Metered	2023 Annual	2024 Annual	Change
First 136 cubic meters per quarter	\$3.57482	\$3.82148	6.9%
137 to 1364 cubic meters per quarter	2.81966	3.01422	6.9%
Over 1364 cubic meters per quarter	2.22990	2.38376	6.9%



WHERE DO MY CITY TAX DOLLARS GO?

- Every \$1 of municipal taxes collected goes towards the following services:



FEEDBACK

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ANNEX
2023
CAPITAL
PROJECT
LISTING





2023 CAPITAL: BUILDINGS AND FACILITIES

Project	Project Budget	2022 Forward	2023 Budget
City Hall - Foundation Repairs/Damp Proofing/Flag Railing	89,305	89,305	-
City Hall – Kitchen/Bathroom/Side Stairway (Design)	60,000	-	60,000
City Hall – Window Arch Repair (CF 2022)	58,700	58,700	-
Corporate IT Improvements – Modernization (Ongoing)	90,000	-	90,000
Corporate IT Improvements (\$60K Annual Contribution)	66,000	6,000	60,000
Municipal Modernization Program Intake 2 – Operations (CF 2021)	332,900	51,355	281,545
Kinsmen Pool Boiler	110,000	40,000	70,000
Kinsmen Pool (Full Structural Review)	35,000	19,124	15,876
New Aquatic Centre – Project Management, Site Studies, Fundraising, Design	776,000	-	776,000



2023 CAPITAL: BUILDINGS AND FACILITIES

Project	Project Budget	2022 Forward	2023 Budget
PACC – Compressor	65,000	-	65,000
PACC – Flooring	25,000	-	25,000
PACC – Rooftop Unit Replacement (CF 2021)	45,000	45,000	-
PACC – LED Lights	7,000	-	7,000
PMC – Electrical Transformer Condenser Water Tank Replacement(CF 2021)	157,498	157,498	-
PMC – Flooring	20,000	-	20,000
Rotary Park Building (Roof, Building Exterior)	65,000	-	65,000
Kiwanis Fieldhouse – Deck Inspection (Structural Review)	10,000	-	10,000
Victoria Hall – Roof and Interior Repairs (Severe Roof Leaks)	75,000	-	75,000
Cockburn Parking Lot (Natural Infrastructure Grant-Unconfirmed)	615,600	-	615,600



2023 CAPITAL: BUILDINGS AND FACILITIES

Project	Project Budget	2022 Forward	2023 Budget
Courthouse Parking Lot – Pay & Display Replacement (Upgrade Obsolete Equip)	14,000	-	14,000
Patterson Parking Lot Paving	26,000	-	26,000
Operations – Yard Optimization (CF 2022)	920,803	855,803	65,000
Tree Dump Replacement Study	174,039	84,039	90,000
LED Street Lighting Downtown (Phase 4 of 4)	44,031	44,031	-
Total	3,881,876	1,450,855	2,431,021



2023 CAPITAL: ROADS AND BRIDGES

Project	Project Budget	2022 Forward	2023 Budget
Albert Street – Reconstruction Pembroke St. to Fed Blackstein Dr. (CF 2022)	130,000	130,000	-
Bell St. Reconstruction – River Rd. to MacKay St.	425,000	-	425,000
Bennett St. Project – Ph 1 Bennett St. (Everett to Boundary Rd) (ICIP Grant)	1,910,858	533,861	1,376,997
Bennett St. Project – Ph 2 Boundary Rd (Bennett to Paul Martin Drive) (ICIP Grant)	2,860,000	302,332	2,557,668
Boundary Road – Road & Storm Sewer Phase 2 of 3 (CF 2022)	110,541	110,541	-
Broadview Drive Resurfacing – Irving to Bell	120,000	-	120,000
Christie Street Bridge (Guard Rails, Repairs)	150,000	-	150,000
Hunter (Design)	112,280	59,692	52,588



2023 CAPITAL: ROADS AND BRIDGES

Project	Project Budget	2022 Forward	2023 Budget
International Drive – Boundary to Golfview Entrance (Pad and Pave) (CF 2022)	60,000	60,000	-
Isabella Street Catchment Area Reconstr. Hicks St to Murphy’s Funeral Home (Design)	175,000	175,000	-
MacKay Street Resurfacing – D’Youville to Deacon	120,000	-	120,000
Maple Ave Resurfacing – Alfred to Irving	105,000	-	105,000
Mary Street – Trafalgar to Moffat (Shave and Pave) (CF 2022)	333,479	333,479	-
Mary Street Bridge – Expansion Joint Replacement	110,000	-	110,000
Mary Street Bridge – TBD	40,000	-	40,000
Nelson Street Phase 2 Construction (Lift Station to William)	3,834,844	665,453	3,169,391
Pedestrian Path and Gravel Hill off Mary Street (CF 2022)	12,739	12,739	-



2023 CAPITAL: ROADS AND BRIDGES

Project	Project Budget	2022 Forward	2023 Budget
Pembroke Street West Phase 2 of 4 (ICIP Grant)	62,709	11,357	51,352
Pembroke Street West Phase 3 of 4 (ICIP Grant)	1,317,600	360,949	956,651
Pembroke Street West Phase 4 of 4 (ICIP Grant)	1,050,000	495,091	554,909
Sidewalk Repair- Everett Street – Somerset to 308 Everett	28,500	-	28,500
Sidewalk Repair- Maple Ave. – Supple to Esther East Side	19,000	-	19,000
Sidewalk Repair- Murray Street – D’Arcy Street to Dead End	28,500	-	28,500
Sidewalk Repair- Pembroke Street East – HWY 148	10,000	10,000	-
Sidewalk Repair- Third Ave. – Stuart to Front East Side	38,800	-	38,800
Snow Disposal Facility – Storm Pond Cleaning (Contingency)	20,000	20,000	-



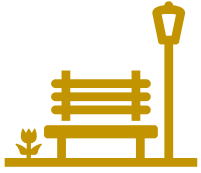
2023 CAPITAL: ROADS AND BRIDGES

Project	Project Budget	2022 Forward	2023 Budget
Snow Disposal Facility – Liner Issue (CF 2022, In Progress)	1,374,958	1,374,958	-
Taylor Bridge (Mud Lake Rd.) - Expansion Joint Replacement	110,000	-	110,000
Transportation Study (Joint with TLV) Origin/Destination East/West	110,000	10,000	100,000
Victoria Street – Reconstruction (ESA)	155,634	155,634	
Total	14,935,441	4,821,085	10,114,356



2023 CAPITAL: PARKS

Project	Project Budget	2022 Forward	2023 Budget
Algonquin Trail – Trail Heads (College Way, Farmer’s Market, Douglas St., Signage) (CF 2022)	38,866	38,866	-
Coronation Park Wall Repointing (Riverbank) – Engineering (CF 2022)	30,000	30,000	-
Recreation – Storage Sups and Kayaks (CF 2022) In Progress	15,000	15,000	-
Riverside Park – Asphalt Repairs (Sensor Repair) (CF 2022)	5,000	5,000	-
Riverside Park – Sewage Lift Station (CF 2021) In Progress	475,000	130,000	345,000
Waterfront Park - Improvements (Annual)	75,000	-	75,000
Riverside Park – Bleacher Replacement (3 of 4) (Insurance Issue)	25,000	-	25,000
Marina - Basin Upgrades (Contingency) (CF 2022)	25,000	25,000	-
Marina – Replace Underground Tank and Pumps (Engineering Only)	30,000	20,693	9,307



2023 CAPITAL: PARKS

Project	Project Budget	2022 Forward	2023 Budget
Memorial Park – Wall Repair	15,000	-	15,000
Cecil Street Park Play Structure	75,000	-	75,000
Riverside Park (Natural Infrastructure Grant) (Design Only if No Grant)	625,000	-	625,000
Rotary Park – Tennis Courts Resurfacing	20,000	-	20,000
Total	1,453,866	264,559	1,189,307



2023 CAPITAL: EQUIPMENT AND FLEET

Project	Project Budget	2022 Forward	2023 Budget
C&D W/WW Trench Box	30,000	-	30,000
C&D W/WW Utilities Service Unit	125,000	-	125,000
C&D Water Valve Turning Trailer	140,000	72,300	67,700
CCTV Intersection and City Facility Program	45,000		45,000
Fire Equipment - Boat Replacement	55,000	-	55,000
Fire Equipment - Bunker Gear	15,000	-	15,000
Fire Equipment - Utility Trailer/Command Post	25,000	25,000	-
Operations Dept. - 1 Pickup Truck	51,000	-	51,000
Parks - Service Truck (Retender 2023)	95,000	-	95,000
Recreation Utility Trailer	6,000	-	6,000
Total	587,000	97,300	489,700



2023 CAPITAL: SEWER

Project	Project Budget	2022 Forward	2023 Budget
Crandall St. LS. Effluent Retrieval System	445,138	-	445,138
Dominion to Draper Sanitary Sewer	90,306	90,306	-
Lift Stn Generation Relocation From Draper to Supples or Crandall	95,000	95,000	-
MacKay LS. Pump #2 Replacement	80,000	-	80,000
Manhole Relining (CF 2022)	20,000	20,000	-
Mary Street Sanitary Sewer to Isabella (49 Mary St) (Design) (CF 2022)	30,000	30,000	-
Moffat Street – Storm Sewer Outfall #27	1,815,045	260,000	1,555,045
Moffat St Lift Station – Panels and Controls (CF 2022)	31,000	31,000	-
Septage Receiving Station	220,000	-	220,000



2023 CAPITAL: SEWER

Project	Project Budget	2022 Forward	2023 Budget
Sanitary Sewer Extension – Pembroke Street East/Hwy 148 (20YR Moratorium)	569,213	19,213	550,000
Storm Sewer Rehabilitation (Annual)	75,000	-	75,000
Storm Sewer – MacKay to Former CN Property Easement Ditch (CF 2022)	48,000	48,000	-
Storm Sewer – Outfall Improvements Various Locations (Annual)	75,000	75,000	-
Storm Sewer – Pembroke Street East From Broadview to PSE (CF 2022)	20,000	20,000	-
Storm Sewer -Rehabilitation (Annual)	95,000	-	95,000
Storm Sewer – Storm Outfall from #18 to River	150,000	-	150,000
Townline Forcemain Design + Construction	8,298,631	1,298,631	7,000,000
Townline Lift Station Pump #5 Replacement	241,747	241,747	-



2023 CAPITAL: SEWER

Project	Project Budget	2022 Forward	2023 Budget
Townline Lift Station Electrical Service Upgrade	900,000	-	900,000
PCC – Digester Floating Cover Replacement	125,000	-	125,000
PCC – Digester Refurbish & Gas Reclamation (Phase 1 & 2)	2,000,739	2,002,739	-
PCC – Effluent Weir Rehab or Replace (CF 2022)	83,491	83,491	-
PCC – Grit Classifier Trough Replacement (CF 2022)	103,000	103,000	-
PCC – Grit Cyclone Replacement (CF 2022)	40,000	40,000	-
PCC – DO System/Sequencing Batch Reactors	125,000	24,817	100,183
Total	15,778,311	4,482,944	11,295,367



2023 CAPITAL: WATER

Project	Project Budget	2022 Forward	2023 Budget
Bulk Water Station (Self-Financed Through Future Revenues, 3yr Return)	110,000	60,000	50,000
Water Distribution System-Pipe Rehabilitation (Annual)	112,069	112,069	-
Water Meter Register Replacement Program (ICI Only)	20,000	-	20,000
Watermain Valve Replacements (All Types, Annual)	50,000	50,000	-
Modelling Fire Flow Testing (Continuation)	17,353	17,353	-
Hoffman Lane (CF 2022)	30,000	30,000	-
Infrastructure Needs Study (INS) and 20-yr Facility Plan (Recovered through 2025-2029 Rate Study)	200,000	-	200,000
Infrastructure Planning Study	23,254	23,254	-
Melton Street Watermain Replacement	591,198	591,198	-



2023 CAPITAL: WATER

Project	Project Budget	2022 Forward	2023 Budget
Water Distribution: Mackay to River Rd Catchment Area Design (\$300,000 Pre-Commitment)	175,000	100,000	75,000
Water Tower Replacement – Design (Multi-Year Project)	300,000	-	300,000
WPP – #1 Backwash Pump Overhaul	200,000	25,000	175,000
WPP – Backwash Tank Forcemain	424,303	149,120	275,183
WPP – Female Change Room (CF 2022)	200,000	100,000	100,000
WPP – Filters, Launderers/Under Tile Drains	250,000	75,000	175,000
WPP – Isolation Valve and Actuator	43,000	-	43,000
Total	2,746,177	1,332,994	1,413,183