

# 2024 Capital & Related Projects Budget

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Budget Committee of the Whole: September 20, 2023



# 2024 Capital & Related Projects Budget

In preparing the **2024 Capital and Related Projects Budget**, certain assumptions and estimates are necessary.

They are based on information available to staff at the time.

**Actual results will vary** although, as regulated through the Municipal Act, **a balanced budget is required.**



# Agenda

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- 1 2024 Budget Summary
- 2 City Fundamentals
- 3 Budget Details
- 4 Thank You

# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Thank You

- Recommendation
- Vision, Missing & Corporate Values
- Alignment with the Strategic Plan
- Budget Highlights
- Process
- Tax and rate impacts
- Tax and rate comparisons
- Impact of doing nothing
- Risks to the budget



# Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2023-160 Subject: 2024 Capital and Related Projects Budget, **BE RECEIVED**;  
And

That the 2024 Capital and Related Projects Budget as outlined in Report 2023-160, **BE APPROVED** and that the projects identified in the 2024 Capital and Related Projects Budget be permitted to begin immediately where feasible.



# Vision, Mission & Corporate Values

## Vision Statement:

A healthy and vibrant waterfront community embracing growth for future generations.

## Mission Statement:

To provide an exceptional small-town experience in a big way.

## Corporate Values

- **Integrity** – We interact with others ethically and honourably
- **Respect** – We treat each other with empathy and understanding
- **Inclusion** – We welcome everyone
- **Responsibility** – We make tomorrow better
- **Collaboration** – We are better together



# Alignment with the Strategic Plan



**Environment  
& Climate  
Change**



**Welcoming,  
Livable &  
Healthy  
Community**



**Economic  
Prosperity**



**Increased  
Housing  
Options**



**Sustainable  
& Resilient  
Infrastructure**

**PEOPLE**  **SIMPLE**  **VALUE**  **CUSTOMER**



# Budget Highlights

**Wastewater**  
Wastewater system re-lining  
Approximately one-third of the city



**\$10M**



**\$1.54 M**



## Roads

Annual roads budget  
Increased by 20%



**\$1.2 M**



## Enterprise resource planning

Finance and HR system – shared service  
project with the City of Niagara Falls



**\$884K**



## DMAF-related projects

Storm water projects related to the Disaster  
Mitigation & Adaptation Fund Application



**\$600K**



## Sidewalk upgrades

Annual sidewalk budget  
Doubled; increased by 100%



**\$610K**



## Culverts & Structures

OSIM Culvert and Structure Replacements





# Budget Highlights

**Fire radio system upgrades**  
Digital radio system for the Port Colborne Fire Department (\$150k/year over 4 years)



\$600K



\$300K



## Heritage rehabilitation

Rehabilitation of the gates on Tennessee Avenue



## Event infrastructure

Equipment and supplies to support expanded community event programming



\$135K



**GIS Improvements**  
Geographic information system (\$250K/year over 2 years)



\$500K



\$100K



## Road end improvements

Improvements to the roads that end at Lake Erie



**Industrial land development**  
To support the development of industrial lands in Port Colborne



\$300K



# Environment & Climate Change



## Goal:

To adapt to the global climate emergency.

## Measures:

Reach net-zero energy by 2040 through reduced greenhouse gas emissions and improved energy efficiency.



## Key projects:

- Electric ice re-surfacer
- Energy efficiency engineering at the Vale Health & Wellness Centre
- Net-zero recreation facility in Sherston





# Environment & Climate Change



## Goal:

To grow the total tree population.

## Measures:

Increase the canopy cover to 40% by 2040.

Currently 32%.



## Game changer:

- Building into operating budget as the canopy will be ever growing but is not a capital asset.



# Environment & Climate Change



## Goal:

To improve the resiliency of the storm sewer system against current and future climate-related risks and disaster.

## Measures:

- Replace the storm sewer system in areas impacted by seiche flooding events
- Minimize vulnerabilities to residences and businesses by reducing inflow and infiltration to the wastewater system. Currently 32%.



## Approach:

- Application to the Disaster Mitigation & Adaptation Fund (DMAF)





# Sustainable & Resilient Infrastructure



## Goal:

To sustainably renew and improve infrastructure.

## Measures:

- All stormwater assets to have a remaining asset life of 20% or greater by 2030. Currently 96%
- All wastewater assets to have a remaining asset life of 20% or greater by 2030. Currently 80%
- All water assets to have a remaining asset life of 20% or greater by 2040. Currently 64%
- All bridges and culverts to have a Bridge Condition Index (BCI) of  $\geq 41$  by 2030. Currently 98%
- All roads and sidewalks to have a Pavement Condition Index (PCI) of  $\geq 35$  by 2030. Currently 97%
- All facilities rate to have a Facility Condition Index (FCI) of  $\leq 10\%$  by 2030. Rating TBD.
- All parks to have a “to be replaced within the near-term” rating by 2030. Rating TBD.



## Approach:

- Application to the Disaster Mitigation & Adaptation Fund (DMAF)
- Increased roads budget (20% higher)
- Increased sidewalk budget (100% higher)

## Reminder:

- 20% or less is **very** poor.





# Sustainable & Resilient Infrastructure



## Goal:

To implement capital projects required for the sustainability of the water, wastewater, and storm water rate systems.

## Measures:

- Reduce the wastewater to water ratio to 1 by 2040. Currently 2.17
- Reduce the water loss rate to 15% by 2040. Currently 35%



## Reminder:

- Wastewater to water “billed” ratio is currently >3



## Approach:

- Application to the Disaster Mitigation & Adaptation Fund (DMAF)





# Sustainable & Resilient Infrastructure



## Goal:

To fund infrastructure resulting from growth.

## Measures:

- Complete a Development Charges (DCs) study and implement new DCs



## Approach:

- Development Charge study is underway and estimated to be complete by spring 2024



# Process

Developed through a process that obtained both Council and Staff input

<b>Current Value Assessment</b>	<b>Capital</b>	<b>Levy</b>	<b>Rate</b>
<b>Submissions to Finance</b>	June 31, 2023	June 31, 2023	September 29, 2023
<b>Staff Review</b>	August 10, 2023	September 13, 2023	November 1, 2023
<b>Budget Committee Package</b>	September 6, 2023	October 4, 2023	November 8, 2023
<b>Budget Committee of the Whole</b>	September 20, 2023	October 18, 2023	November 22, 2023
<b>Council Approval</b>	September 26, 2023	October 24, 2023	November 28, 2023



# Tax and Rate Impacts

## Levy Impacts



For an average residential property valued at \$213,407

Blended is **↑ 1.665%**



**\$69**  
Yearly

before reduction related to assessment growth

before reduction related to assessment growth



## Rate Impacts

For average residential water usage of 188m3

Storm:	<b>↑ 33%</b>	\$46.12	\$3.85
Wastewater:	<b>↑ 3.95%</b>	\$39.59	\$3.30
Water:	<b>↑ 8.52%</b>	\$57.56	\$4.80
		<b>\$143.27</b>	<b>\$11.95</b>
		<b>Yearly</b>	<b>Monthly</b>

# Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total	
City of Port Colborne (ALL)	\$213,407	\$1,630	\$2,193	\$327	\$4,150	+ Storm \$139.76
<b>Average</b>						
City of Port Colborne (Standard)	\$199,897	\$1,527	\$2,055	\$306	\$3,887	+ Storm \$139.76
Weight Average Local Area Municipality (LAMs)	\$297,431	\$2,272	\$1,783	\$455	\$4,510	
<b>Median</b>						
City of Port Colborne (Standard)	\$179,000	\$1,367	\$1,840	\$274	\$3,481	+ Storm \$139.76
Weight Average Local Area Municipality (LAMs)	\$274,053	\$2,096	\$1,640	\$420	\$4,156	

Driven by assessment

Full-time fire department vs. volunteer; and Focus on capital (17% of levy in 2023)

# Comparison: Water and Wastewater Rates

	Avg. Usage	Water	Wastewater	Total
City of Port Colborne (ALL)	188 m3	676	1002	\$1,678
Next Closes LAM	188 m3	601	\$974	\$1,575
Average LAM	188 m3	564	\$711	\$1,275

} \$103 (between City of Port Colborne and Next Closes LAM)  
} \$403 (between City of Port Colborne and Average LAM)

Wastewater differential is driven by inflow and infiltration



# Comparison: Total Cost

CVA	Port Colborne	Local Area Municipalities	Delta
Property Tax	3,887	4,510	(623)
Storm Sewer	140	Included in above	140
	4,027	4,510	(483)
Water and Wastewater	1,678	1,275	403
Total	5,705	5,785	(80)

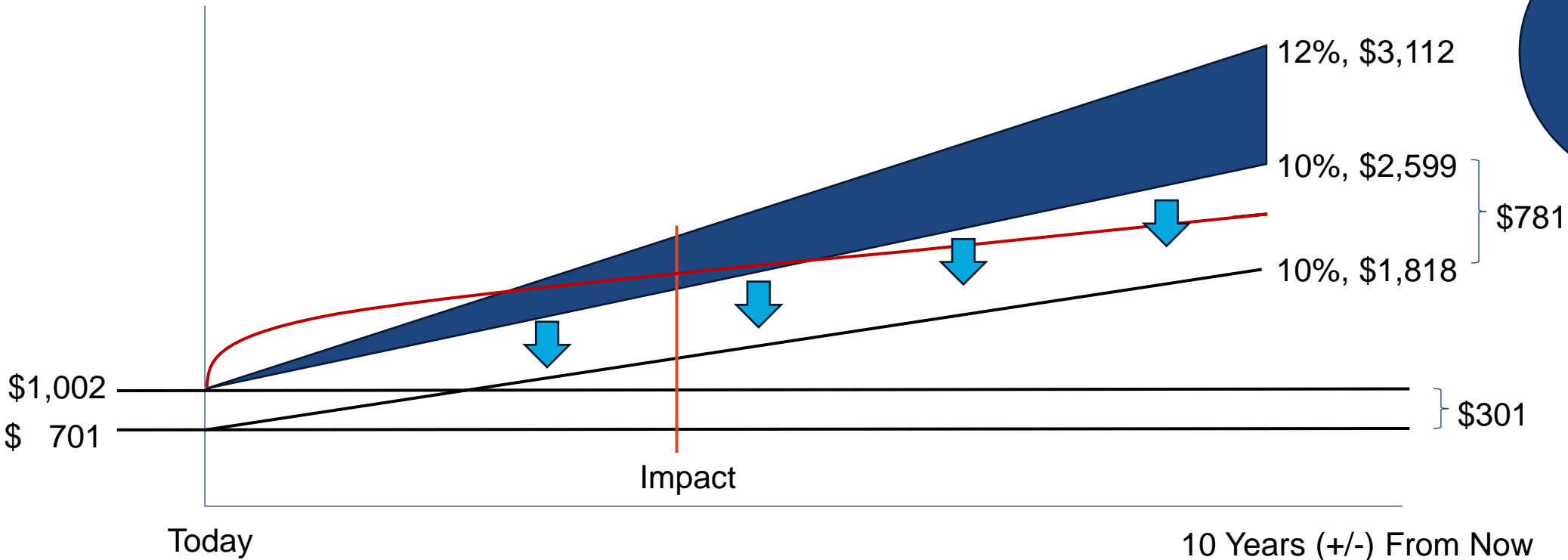
Net “all-in” average household cost is slightly below average





# Impact of Doing Nothing

Illustration - Annual Wastewater Payment per Average Residential Property

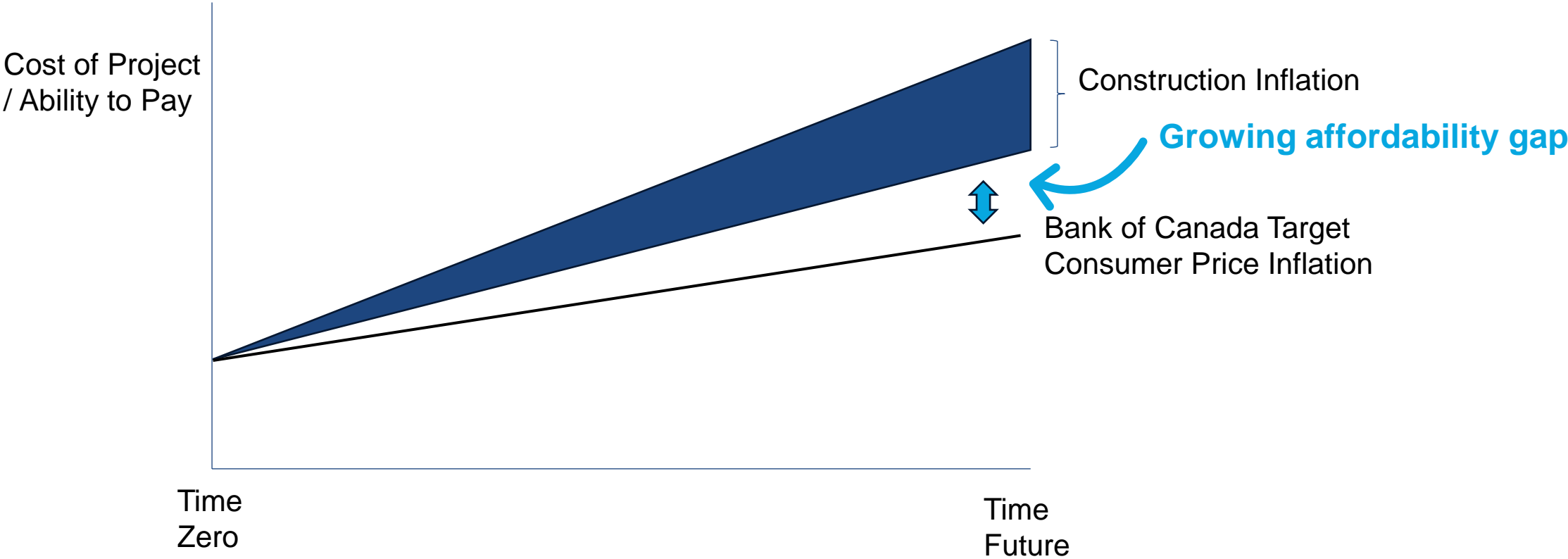


≈ 70% of bill is Niagara Region

↓ **Combined effort** – Address the 2/3 of the city without storm sewers and replace and/or reline wastewater pipes

# Impact of Doing Nothing

Illustration – Timing of Construction Projections



# Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:



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- City growth projections
- Progress on 2023 and prior
- Debt/reserve outlook
- Reserves
- Capital funding requirements

# City Growth Projections

Capacity for residential development



=

Development pipeline



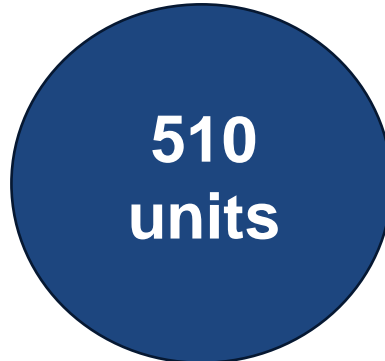
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Vacant land potential



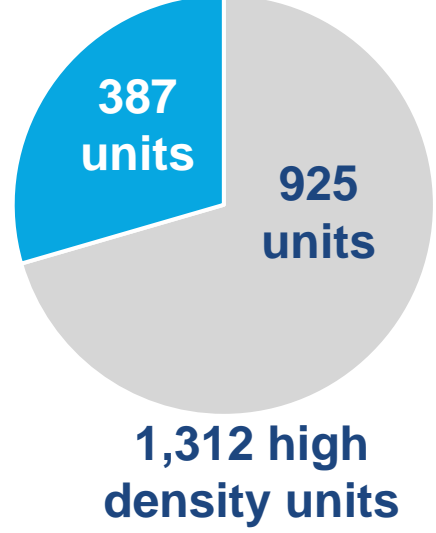
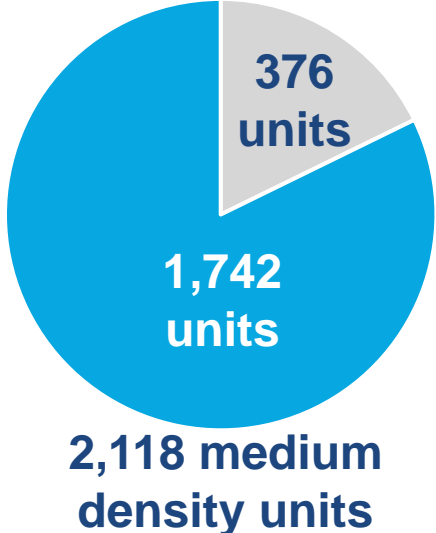
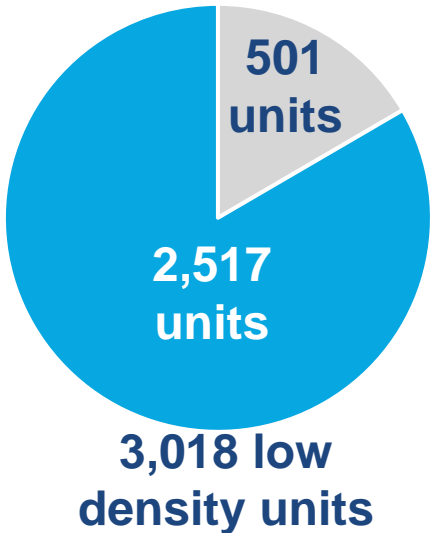
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Intensification



Breakdown of 6,448 units by Policy Area:

■ DGA  
■ BUA





# Progress on 2023 and Prior

## Estimated Project Completion Timeline

Department	2023 T2	2023 T3	Multi-Year Project	Open Projects - At the end of 2023 T1
Global			3	3
CAO's office		4	1	5
Corporate Services	3	5	5	13
Community Safety	1			1
Legislative Services			3	3
Library	1	3	1	5
Museum + Roselawn	3	6		9
Self-sustained Entities	1	4	2	7
Public Works	10	33	10	53
Rates	2	9	7	18
<b>Total</b>	<b>21</b>	<b>64</b>	<b>32</b>	<b>117</b>

Success here is credited to our new Project Management team

+

35 projects in this proposed budget

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152 total projects in 2024

# Completed Projects



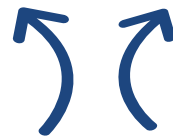
Nickel Beach  
Parking Lots



PORT COLBORNE



# Completed Projects





# Completed Projects



Vale Health & Wellness  
Centre roofing project



New pathways at  
H.H. Knoll Lakeview Park



Main St Rehabilitation



# Completed Projects



Erie St. Watermain Replacement



PORT COLBORNE



# Completed Projects

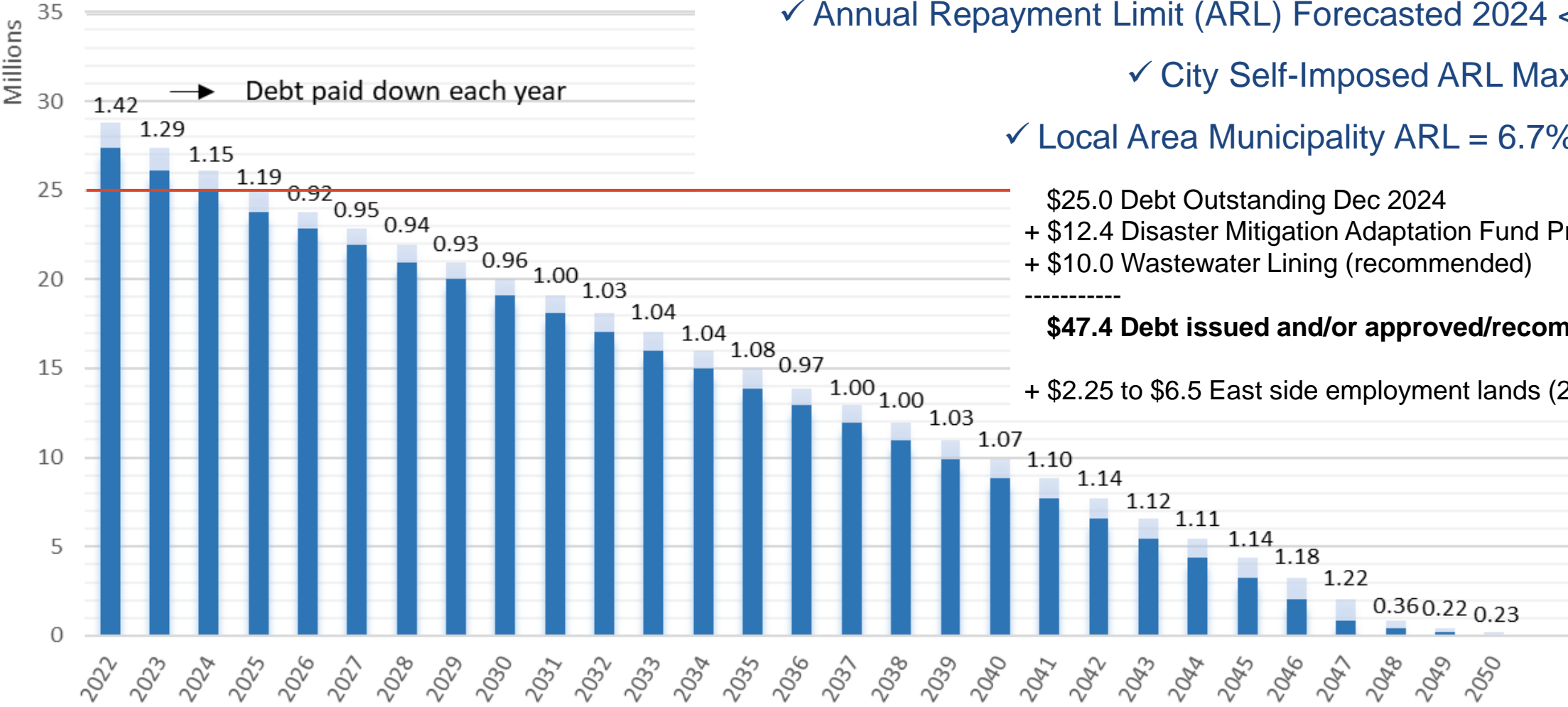


Port Colborne sign



City Hall Roof Upgrades

# Current Debt Position



✓ Annual Repayment Limit (ARL) Forecasted 2024  $\leq$  4.6%

✓ City Self-Imposed ARL Max = 15%

✓ Local Area Municipality ARL = 6.7% (2021)

\$25.0 Debt Outstanding Dec 2024  
 + \$12.4 Disaster Mitigation Adaptation Fund Project (2023-39)  
 + \$10.0 Wastewater Lining (recommended)  
 -----  
**\$47.4 Debt issued and/or approved/recommended**  
 + \$2.25 to \$6.5 East side employment lands (2023-19)



# Reserves

	2023 Forecasted Year-End Reserve Balance	2024 Proposed Capital Budget (transfer in)	2024 Proposed Repayment (2024 Operating Budget)	2024 Proposed Capital Budget (transfer out)	2024 Forecasted Year-End Balance
Museum Bequest Reserve	229,382				229,382
Museum Capital	312				312
Roselawn	515,799			(26,500)	489,299
Marina Internal Financing	(719,464)		100,000		(619,464)
Cemetery Reserve	-	53,100			53,100
Building Department Reserve (RF)	136,045			(110,000)	26,045
Eco Dev Internal Financing Reserve (W)	(1,420,813)			(300,000)	(1,720,813)
Development Charges (RF)	980,350				980,350
City Facilities Reserve	131,386	306,000			437,386
City Facilities Reserve (Library Building)	67,018	97,500			164,518
Fleet and Equipment Reserve	-				-
General TCA Reserve	1,632,462				1,632,462
Storm Sewer Reserve	155,348	884,000			1,039,348
Wastewater Reserve	2,420,906	384,000			2,804,906
Water Reserve	832,456	693,300			1,525,756
<b>Total Capital Reserves</b>	<b>4,961,187</b>	<b>2,417,900</b>	<b>100,000</b>	<b>(436,500)</b>	<b>7,042,587</b>

← Headstones and consolidation costs

← 2/3 Parks related - Waterfront

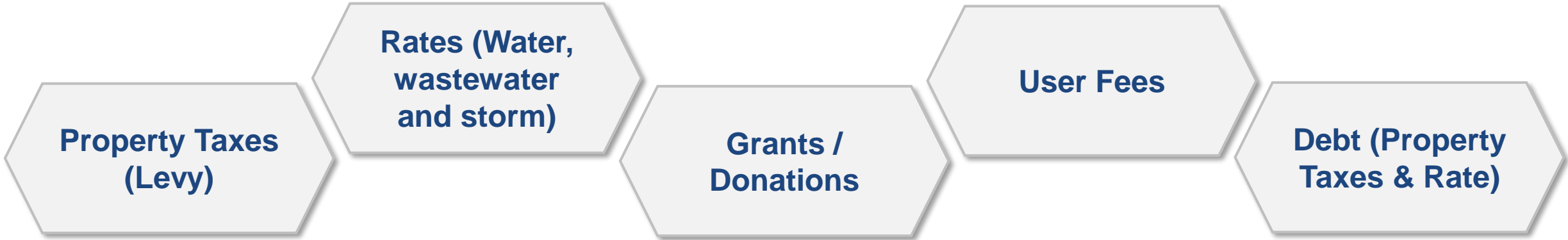
← Future reports will come to council based on Building Condition Assessments that are currently on-going

← DMAF Grant

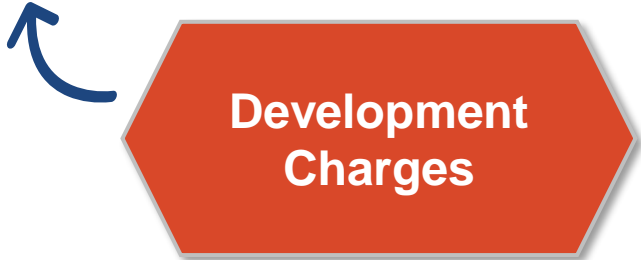
← DMAF Grant

← Looking Forward: Project

# Funding Sources



## Total Funding Envelope



Under development.  
Spring 2024

# Funding Level

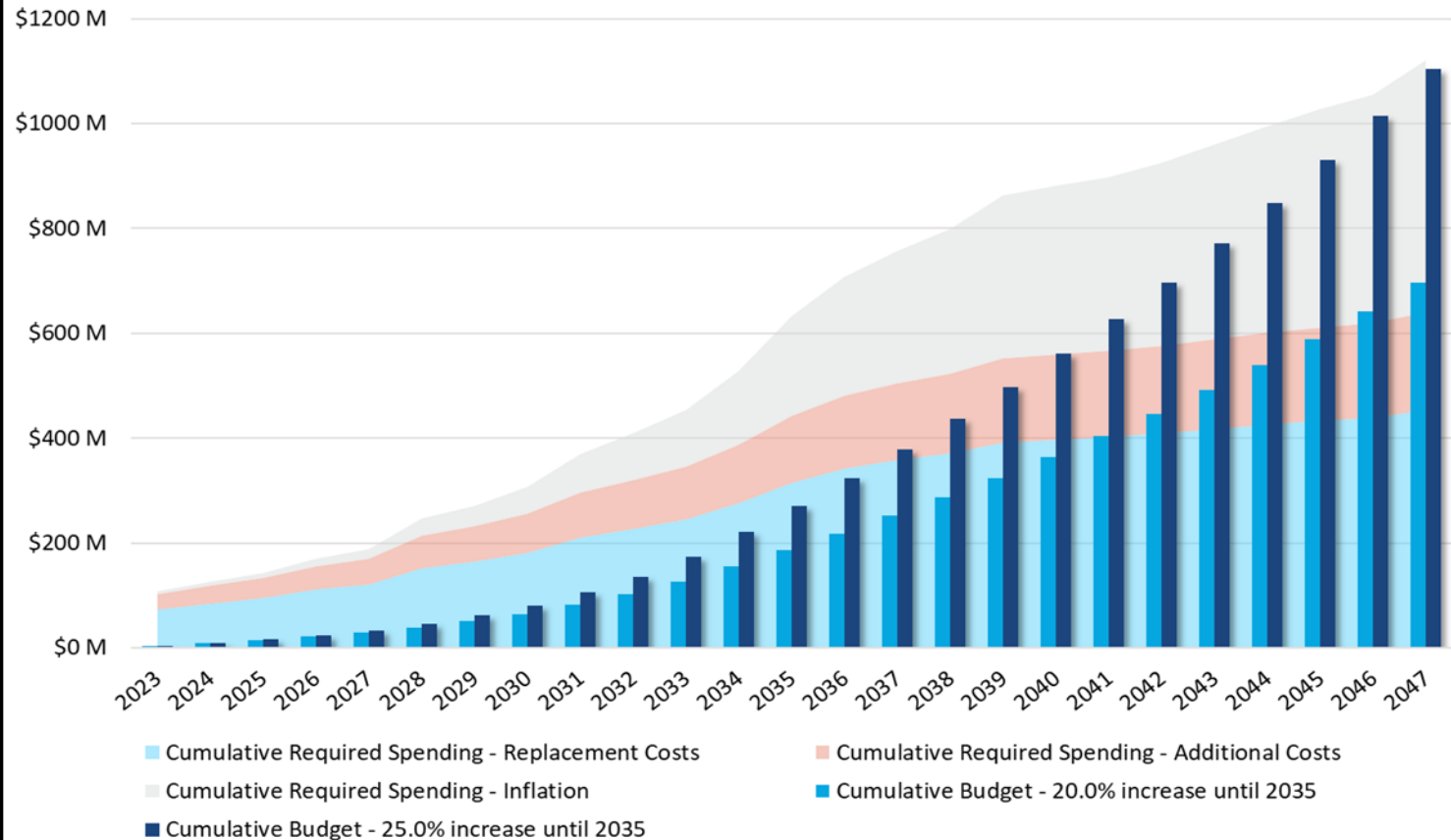
## Proposed 2024 capital funding:

- Required \$17 million (per AMP x-Facilities, IT, Equipment and Recreation)
- **Shortfall ∴ > \$5.9 million**

## Funding options to close the gap over time include:

- Tax levy
- User fees
- Rates
- Grants
- Borrowing (to be repaid by the above)
- Growth
- Efficiencies
- Divestitures

Budget Scenario	Annual Increase	
	2023 – 2035	2035 – 2047
Scenario 1	20% increase / year	5% increase / year
Scenario 2	25% increase / year	5% increase / year



## Linear Assets Only

Includes service level improvements (est. 20%) and construction inflation (est. 5%)

Includes design and project management (est. 20%)

Core replacement (like for like)

per Asset Management Plan (AMP)

# Funding Level

	Amortization	Replacement
Levy		3,825,509
Rates		3,508,000
Recurring Grants		1,766,772
Debt		1,995,600
		11,095,881
	5,859,000 <sup>^</sup>	17,010,000*
	5,236,881	(5,914,119)

**134.2 Net Book Value**

Linear assets only, value from AMP approved by Council June 2022

Reason for continuing with a capital growth/“catch-up” factor to increase the capital budget.

<sup>^</sup> 2022 Audited Financial Statements

\* Excluding Recreation, Information Technology, Facilities, Fleet (Asset Management Plan to include by June 2024)



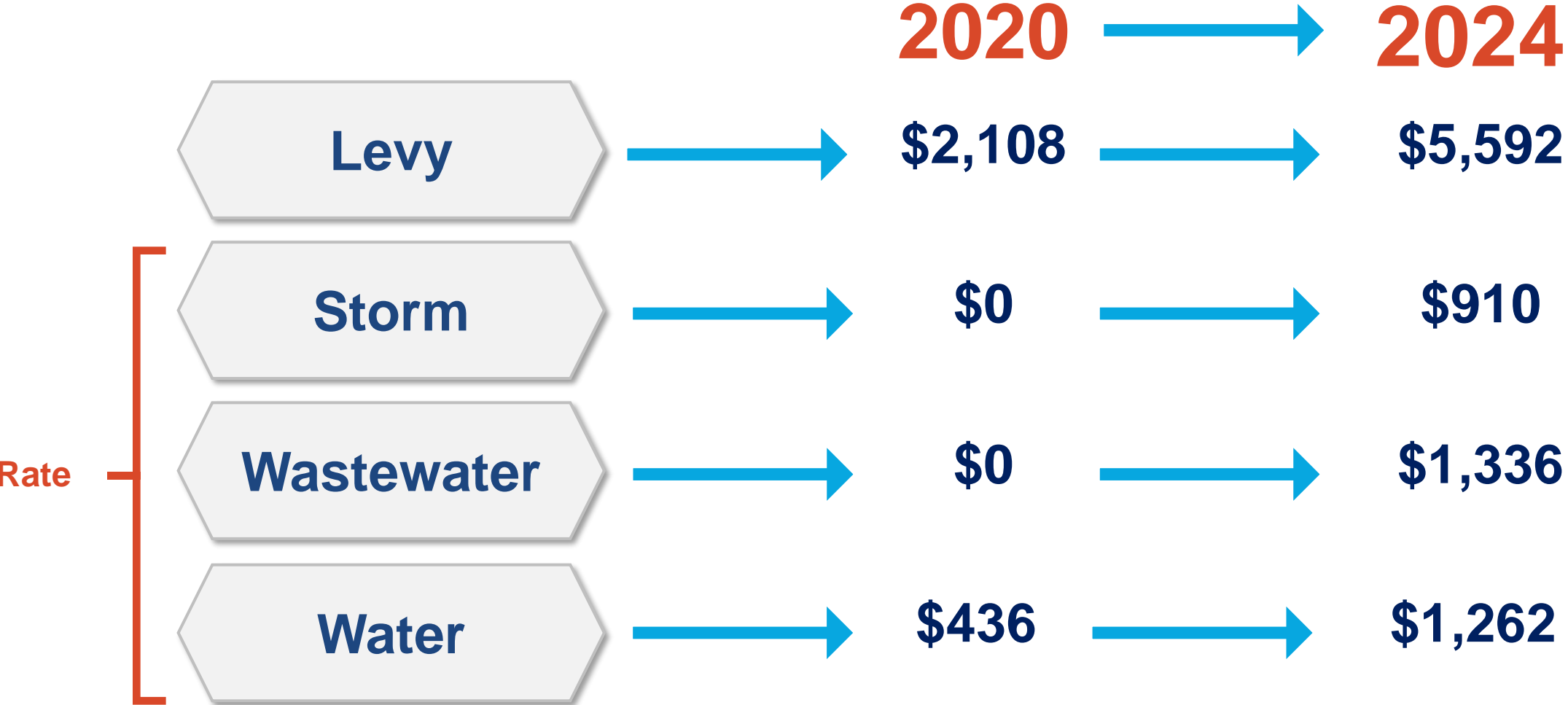
# Funding Level

## Levy Core Capital Funding Model

Funding Category	2023 Budget	Funding Level [Catch-up Factor 2.25%]	Modelled Long-Term Construction Inflation [5%]	New Grant or Other Funding	Transfer from/(to) Borrowing to/(from) "Pay-as-you-go"	Proposed 2024 Balance
Capital Levy	\$ 2,922,451	\$ 521,696	\$ 146,123	\$ -	\$ 235,239	\$ 3,825,509
Aggregate Resources Funding	\$ 150,255	\$ -	\$ -	\$ -	\$ -	\$ 150,255
CCBF (Canada Community-Building Fund)	\$ 580,577	\$ -	\$ -	\$ -	\$ -	\$ 580,577
OCIF (Ontario Community Infrastructure Fund)	\$ 900,817	\$ -	\$ -	\$ 135,123	\$ -	\$ 1,035,940
	<b>\$ 4,554,100</b>	<b>\$ 521,696</b>	<b>\$ 146,123</b>	<b>\$ 135,123</b>	<b>\$ 235,239</b>	<b>\$ 5,592,281</b>
Borrowing Costs Levy	\$ 1,271,332	\$ -	\$ 63,567	\$ -	-\$ 235,239	\$ 1,099,659
	<b>\$ 5,825,432</b>	<b>\$ 521,696</b>	<b>\$ 209,689</b>	<b>\$ 135,123</b>	<b>\$ -</b>	<b>\$ 6,691,940</b>

\$1,766,772

# Base Capital Funding



# Funding Level

## Modeling Base Funding

To be allocated based on Asset Management Plan  
(Linear Complete, Non-linear June 2024, & GIS Optimization Project)

in millions	2024	2025	2026	2027	2028
<b>Levy</b>					
Facility Renewal, excluding Library and Museum	636	745	894	1,073	1,288
Fleet	498	598	718	861	1,033
IT Evergreening	800	800	665	485	509
Parks Renewal	400	435	522	626	752
Cemetary (Renewal, including Headstone)	128	135	141	148	156
Roads (Base and Resurfacing Renewal)	1,348	1,852	2,223	2,668	3,201
Other Roads Renewal (i.e. Street lights, culverts, rail crossings, signage)	646	599	719	863	1,036
Sidewalk Renewal	600	720	864	1,037	1,244
Museum & Roselawn	258	284	312	343	378
Library	168	176	185	195	204
Planning & Efficiency Projects	110	62	303	352	445
	<b>\$5,592</b>	<b>\$6,407</b>	<b>\$7,547</b>	<b>\$8,651</b>	<b>\$10,245</b>
<b>Rate</b>					
Storm	910	1,546	1,839	2,169	2,541
Wastewater	1,336	1,695	2,055	2,461	2,915
Water	1,262	1,795	2,427	2,913	3,444
	<b>\$ 3,508</b>	<b>\$ 5,036</b>	<b>\$ 6,321</b>	<b>\$ 7,543</b>	<b>\$ 8,900</b>

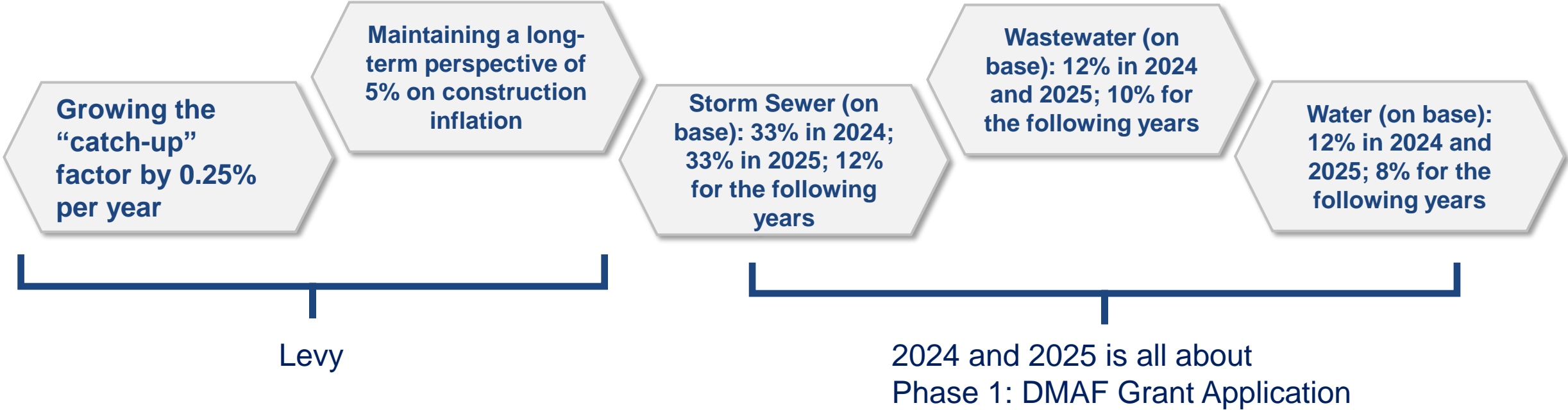
Combo base levy and base grants →



# Funding Level

## Modeling Base Funding

Salient assumptions include:



# Funding Level

## Required Funding per Asset Management Plan

'in millions	2024	2025	2026	2027	2028
Roads (Base and Resurfacing Renewal)					
Projected	1,348	1,852	2,223	2,668	3,201
Required	7,686	8,070	8,473	8,897	9,342
	(6,338)	(6,218)	(6,251)	(6,230)	(6,141)
<b>Funding Gap</b>	<b>82%</b>	<b>77%</b>	<b>74%</b>	<b>70%</b>	<b>66%</b>
Other Roads Renewal (i.e. Street lights, culverts, rail crossings, signage)					
Projected	646	599	719	863	1,036
Required	2,480	2,604	2,735	2,871	3,015
	(1,834)	(2,005)	(2,015)	(2,008)	(1,979)
<b>Funding Gap</b>	<b>74%</b>	<b>77%</b>	<b>74%</b>	<b>70%</b>	<b>66%</b>
Sidewalk Renewal					
Projected	600	720	864	1,037	1,244
Required	1,121	1,177	1,236	1,297	1,362
	(521)	(457)	(372)	(261)	(118)
<b>Funding Gap</b>	<b>46%</b>	<b>39%</b>	<b>30%</b>	<b>20%</b>	<b>9%</b>

# Funding Level

## Required Funding per Asset Management Plan

in millions	2024	2025	2026	2027	2028
<b>Storm</b>					
Projected	910	1,546	1,839	2,169	2,541
Required	3,458	3,631	3,812	4,003	4,203
	(2,547)	(2,085)	(1,973)	(1,834)	(1,662)
<b>Funding Gap</b>	<b>74%</b>	<b>57%</b>	<b>52%</b>	<b>46%</b>	<b>40%</b>
<b>Wastewater</b>					
Projected	1,336	1,695	2,055	2,461	2,915
Required	4,759	4,997	5,247	5,509	5,785
	(3,423)	(3,302)	(3,192)	(3,048)	(2,870)
<b>Funding Gap</b>	<b>72%</b>	<b>66%</b>	<b>61%</b>	<b>55%</b>	<b>50%</b>
<b>Water</b>					
Projected	1,262	1,795	2,427	2,913	3,444
Required	5,792	6,081	6,386	6,705	7,040
	(4,530)	(4,286)	(3,959)	(3,792)	(3,596)
<b>Funding Gap</b>	<b>78%</b>	<b>70%</b>	<b>62%</b>	<b>57%</b>	<b>51%</b>

Models same rate increase as current year except Storm rate adjusts to 12% in 2026 from 33%, wastewater models 10% from 12% and water models 8% from 12%

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- 
- Projects
  - Looking Forward



# Project Summary

		Capital Funding									
		2024 Non-Debt Funding				1x Grants (Current Year)	Grants (Prior Year)	Reserves	Internally Financed	Other	Total
Item	Project Title	Levy	Rate	Recurring Grants	Total						
	Total Capital Requests - Facilities	656,000	-	-	656,000	155,000	-	-	-	-	811,000
	Total Capital Requests - Fleet and Equipment	498,316	500,000	-	998,316	-	-	-	-	196,684	1,195,000
	Total Capital Requests - Information Technology	675,000	80,000	-	755,000	-	-	60,000	-	1,250,000	2,065,000
	Total Capital Requests - Land Development	-	-	-	-	-	-	-	300,000	-	300,000
	Total Capital Requests - Parks	440,000	-	-	440,000	-	-	-	-	-	440,000
	Total Capital Requests - Cemetery	128,100	-	-	128,100	-	-	-	-	-	128,100
	Total Capital Requests - Planning	175,000	50,000	-	225,000	-	-	50,000	-	225,000	500,000
	Total Capital Requests - Roads	827,093	-	1,766,772	2,593,865	-	294,815	-	-	-	2,888,680
	Total Capital Requests - Storm Sewer	-	884,000	-	884,000	-	-	-	-	-	884,000
	Total Capital Requests - Wastewater	-	10,384,000	-	10,384,000	-	-	-	-	-	10,384,000
	Total Capital Requests - Water	-	960,000	-	960,000	-	-	-	-	-	960,000
	Total Capital Requests - Library	168,000	-	-	168,000	-	-	-	-	-	168,000
	Total Capital Requests - Roselawn & Museum	258,000	-	-	258,000	-	-	26,500	-	-	284,500
	<b>Total Capital Requests</b>	<b>3,825,509</b>	<b>12,858,000</b>	<b>1,766,772</b>	<b>18,450,281</b>	<b>155,000</b>	<b>294,815</b>	<b>136,500</b>	<b>300,000</b>	<b>1,671,684</b>	<b>21,008,280</b>
	Less: Net Debt Financed		- 9,350,000		- 9,350,000						- 9,350,000
	<b>Total Capital Requests and Transfers to Reserve</b>	<b>3,825,509</b>	<b>3,508,000</b>	<b>1,766,772</b>	<b>9,100,281</b>	<b>155,000</b>	<b>294,815</b>	<b>136,500</b>	<b>300,000</b>	<b>1,671,684</b>	<b>11,658,280</b>

# Proposed Projects:

## Facilities

**\$811,000**

- A.1 – VHWC Energy Audit / Feasibility Study
- A.2 – City Hall Energy Audit / Feasibility Study
- A.3 – Net Zero Build Feasibility Study
- A.4 – VHWC Capital Improvements
- A.5 – Events Infrastructure
- A.6 – Fire Training Area
- Reserve Transfer of \$306,000

### Funding

2024 Capital Levy	\$ 656,000
Grant Applications	\$ 155,000
	<hr/>
	\$ 811,000

\*Projects are grant dependent. Should the grant not be successful these projects will come back to Council for direction.



# Proposed Projects: Fleet & Equipment

**\$1,195,000**

- B.1 – Fleet and equipment replacement
  - 2 single axle dump trucks
  - Electric ice re-surfacer
  - Zero-turn mower
  - Plow attachment

## Funding

2024 Capital Levy	\$ 498,316
2025 Capital Levy (pre-committed)	\$ 196,684
2024 Rates	\$ 500,000
	<hr/>
	\$ 1,195,000



# Proposed Projects:

## Information Technology

**\$2,065,000**

- C.1 – Digital Radio System<sup>^</sup>
  - Funded over 6 years
- C.2 – Enterprise Resource Planning System\*
  - Funded over 3 years
- C.3 – IT Evergreening
- C.4 – Video Surveillance

### Funding

2024 Capital Levy	\$ 675,000
Future Capital Levy	\$ 1,050,000
2024 Rates	\$ 80,000
Future Rates	\$ 200,000
Reserves	\$ 60,000
	<hr/>
	\$ 2,065,000

<sup>^</sup> To be implemented in 5-6 years

\* To begin immediately





# Proposed Projects: Land Development

**\$300,000**

- D.1 – Industrial Land Readiness

## Funding

2024 Internal Financing      \$ 300,000



# Proposed Projects:

## Parks

**\$440,000**

- E.1 – Tennessee Gates
- E.2 – Road Ends at Lake
  - (Placeholder – separate report coming)
- E.3 – Waterfront Pedestrian Walkway Lighting – Marina

### Funding

2024 Capital Levy                      \$ 440,000



There was a request to grow and maintain the urban tree canopy in accordance with the City's strategic plan. This will be incorporated into the operating budget.



# Proposed Projects: Cemetery

**\$128,100**

- F.1 - Cemetery Maintenance Area
- Reserve Transfer \$53,100

## Funding

2024 Capital Levy                      \$ 128,100



Building reserve to tackle headstone and fund cemetery consolidation costs (Separate report will be required to access funds).

# Proposed Projects: Planning

**\$500,000**

- G.1 – Develop and Optimize GIS\*
  - Funded over 2 years



## Funding

2024 Capital Levy	\$ 175,000
2024 Rates	\$ 50,000
Building Reserve	\$ 50,000
2025 Capital Levy (pre-committed)	\$ 225,000
	<hr/>
	\$ 500,000

\*To begin immediately.

There was a request for a Transportation Masterplan (staff recommend doing this plan closer to when the GIS project is substantially completed)



# Proposed Projects:

## Roads, Other Road Renewal, Sidewalks

**\$2,888,680**

- H.1 – Annual Roads Program
  - Prioritized roads over the next 1-3 years are outlined in budget write-up.
    - Brookfield Road
    - Berkley Avenue
    - Homewood Avenue
    - Yager Road
    - Stonebridge Drive
    - Steele Street
    - Welland Street
- H.2 – Annual Sidewalk Program
  - 200m sidewalk along John Street between Clark and Wellington to connect Lockview Park with Vale Health and Wellness Centre
- H.3 – OSIM Culvert and Structure Replacement
- H.4 – Guiderail Replacement
- H.5 – New Hydrant Second Concession



### Funding

2024 Capital Levy	\$ 827,093
Grants	\$ 1,766,772
Prior Year Grants	\$ 294,815
	<hr/>
	\$ 2,888,680

# Proposed Projects:

## Storm Sewers

**\$910,000**

- C.2 Enterprise Resource Planning System
- G.1 Develop and Optimize GIS
- Reserve Transfer \$884,000



### Funding

2024 Rates

\$ 910,000

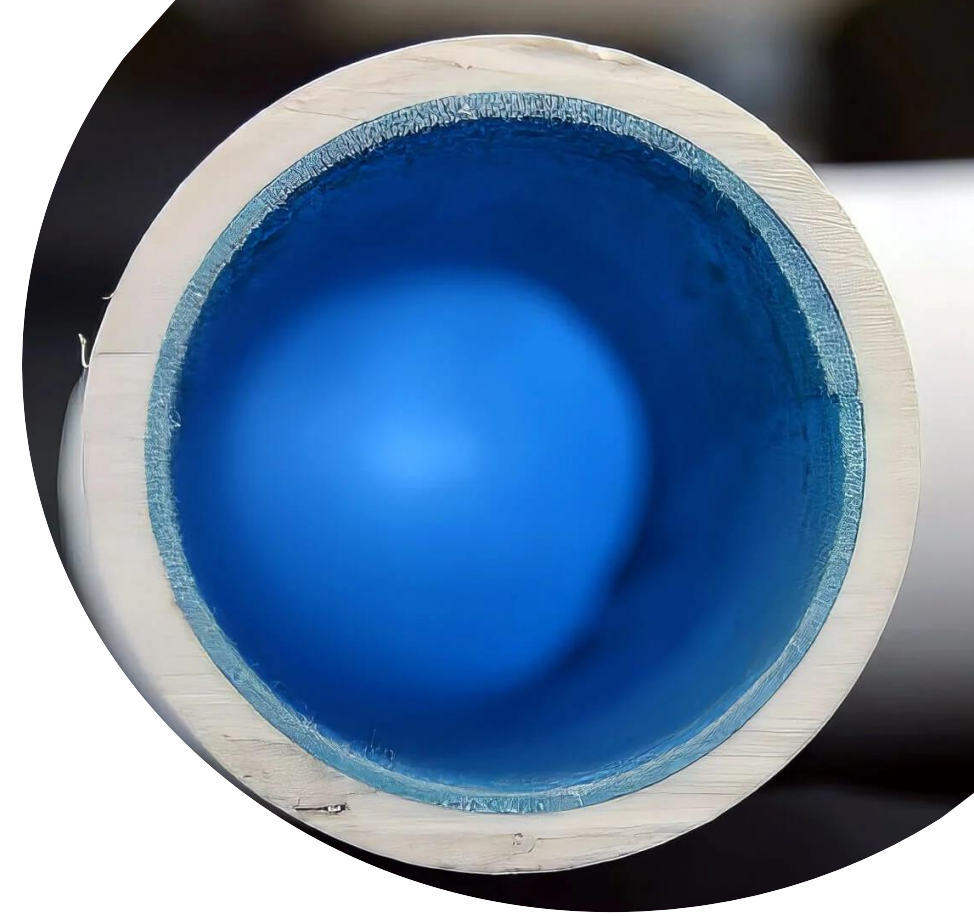


# Proposed Projects:

## Wastewater

**\$10,686,000**

- B.1 Fleet Replacement
- C.2 Enterprise Resource Planning System
- G.1 Develop and Optimize GIS
- I.1 – Cured in Pipe Place (CIPP) Wastewater Relining\*
- 5% for 30 years, \$650,000 per year
- Reserve Transfer \$384,000



### Funding

2024 Rates	\$ 1,336,000
New Debenture	\$9,350,000

← Issuance to follow project cashflow. Debenture payments received prior to issuance will reduce total issuance through debt substitution (10,000,000 – 650,000)



# Proposed Projects:

## Water

**\$1,262,000**

- B.1 Fleet Replacement
- C.2 Enterprise Resource Planning System
- G.1 Develop and Optimize GIS
- J.1 – Watermain Replacement (Year 3 of 5)^
  - Separate report coming to discuss environmental impacts, reserve dollars will be required
- Reserve Transfer \$693,300

### Funding

2024 Rates                      \$ 1,262,000



# Proposed Projects: Library

**\$168,000**

- K.1 – Existing Stairway Replacement
- K.2 – Exterior Double-door Replacement
- K.3 – Skylight above Atrium Replacement
- K.4 – UV Coating for the staff office windows
- K.5 – Auditorium Floor Repairing
- Reserve Transfer \$97,500

## Funding

2024 Capital Levy                      \$ 168,000



Going forward the Library capital reserve and capital and related projects related to the Library building will remain assets of the City for financial purposes in recognition of the Library building being owned directly by the City.



# Proposed Projects: Roselawn & Museum

**\$284,500**

- L.1 - Heritage Research Archives Capital Improvements
- L.2 - Heritage Resource Centre Capital Improvements
- L.3 - Museum Capital Improvements
- L.4 - Roselawn Capital Improvements
- L.5 - Lighthouse Capital Improvements
- L.6 - Museum Digital Communication

## Funding

2024 Capital Levy	\$ 258,000
Roselawn Reserve	\$ 26,500
	<hr/>
	\$ 284,500





# Looking Forward

- The multi-year capital and related project funding plan (1-year approved and 4-year forecast) has been developed.
  - Upon completion of the Asset Management Plan for Non-linear assets (June 2024) and with progress on GIS optimization, staff will assign projects for Council consideration.
- Complete Asset Management Plan for non-linear assets (June 2024)
- Complete Building Condition Assessments (BCAs) on all facilities to support a multi-year / multi-generational planning discussion with Council.
- Review the Parks and Recreation Master plan
  - Significant progress has been made, anticipate Fall 2023/Winter 2024





# Looking Forward

- Some “in-year” capital and related projects that will require Council direction and will come by separate report(s) in the following 3-9 months include:
  - Disaster Mitigation Adaption Fund Grant
    - Work would coincide with downtown renewal that would require additional budget
  - Dredging and dock replacement at Sugarloaf Marina
  - Sugarloaf Marina building improvements, including possible second deck
  - Welland Canal wastewater crossing and servicing of east residential and industrial lands
  - Environmental considerations with respect to previously approved water project on Davis/Homewood/Berkley/ West
  - Asset Retirement Obligations – Environmental – December 31, 2023 Financial Statements
  - Structural review of pleasant beach road retaining wall
  - Waterfront developments west/sugarloaf/king/canal
  - City owned fire lane improvements
  - City entrance/gateway signage
  - Communities in Bloom



# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Thank You

- Thank You
- Recommendation





# Thank You

# Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2023-160 Subject: 2024 Capital and Related Projects Budget, **BE RECEIVED**;  
And

That the 2024 Capital and Related Projects Budget as outlined in Report 2023-160, **BE APPROVED** and that the projects identified in the 2024 Capital and Related Projects Budget be permitted to begin immediately where feasible.

