



2021

BUDGET SUMMARY

Town of Niagara-on-the-Lake, Ontario
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Report:	FC-21-002	Committee Date:	January 27, 2021
		Due in Council:	January 27, 2021
Report To:	Lord Mayor and Council		
Subject:	2021 Operating Budget		

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council approve the 2021 Operating Budget, as noted in Appendix I attached to this report, including an operating levy of \$13,126,772 (or a 2.12% increase after assessment growth) and a Special Area Levy for Storm Water of \$456,998 (or a 4.90% increase); and
- 1.2 the Clerk prepare the necessary by-law to set and levy the tax rates for the Town of Niagara-on-the-Lake purposes, Niagara Region purposes, and Educational purposes for the 2021 tax year after budgets are approved.

2. PURPOSE / PROPOSAL

The purpose of this report is to present the revised draft budget and seek Council's approval of the 2021 Operating Budget.

3. BACKGROUND

The Audit & Finance Committee met a total of five (5) times since November 2020, during which time budget deliberations remained the focus of the committee. In light of the COVID-19 pandemic and the associated budget pressures, the emphasis of the 2021 budget has been on providing a balance between maintaining service levels and meeting core obligations while keeping the tax burden to a minimum. As a result, the 2021 budget is being referred to as a "maintenance year".

The 2021 Operating Budget deliberations began with a proposed 7.68 percent levy increase, or an increase of \$978,824. The Audit & Finance Committee and Town Staff were tasked by Council with finding savings and bringing down the proposed increase to 3 percent or better. Through a variety of measures, the Audit & Finance Committee explored options to bring the final increase down to a 2.12 percent levy increase, or \$440,621, after considering assessment growth.

4. DISCUSSION / ANALYSIS

Major drivers of the 2021 Operating Budget include Staff Salaries (Appendix II), Insurance, debt acquisition and legal expenses. Mitigation efforts include placing major increases on hold, increasing revenues where applicable, and deferring reserve transfers where possible. Commentary on major areas is provided below.

Key Drivers:

4.1 Legal

The Town increased its legal budget in 2020 by \$1,000,000 (under Corporate Expenses) to address several outstanding legal matters. 2020 saw the conclusion of some of these matters. Staff are recommending a budget of \$500,000 for 2021. The 2020 approved budget used a large transfer of \$650,000 from Parking to supplement the budget. Due to concerns over Parking revenue performance in 2021, this transfer is being rolled back entirely and results in a net increase of \$85,000 to the Operating Levy. One large legal matter remains outstanding for 2021 with several planning appeals expected to continue. Other large legal matters are expected to be resolved in following budget years beyond 2021.

4.2 Insurance

Council has already approved increases to the Town's insurance program through Report CS-20-028. The Insurance industry is having a major impact on all municipalities for the 2021 budget year. This is generally based on more claims being made by municipalities as a result of climate change, joint liability, class action suits, rising legal costs and a more recent trend of cyber-attacks. There are very few municipal insurers globally, and changes in the market have even caused at least one major insurance firm, Omex, to stop underwriting municipal policies altogether. The Town's premiums increased by 30 percent or \$118,650, as further detailed in Report CS-20-028. Options for reducing premiums were discussed with the Audit & Finance Committee. However, due to the potential large increase in deductibles which are paid out of pocket, the Committee did not recommend adjusting deductibles.

4.3 Salaries (Appendix II)

The Town regularly indexes Staff Salaries per its Employee Bargaining Agreement (By-law No. 5027-17). For 2021, rates are indexed at a rate of 2 percent. This results in an increase of \$484,939 for all salaries, where levy-supported salaries increased by \$532,682 and rate-supported salaries decreased by \$47,743 (including Volunteer Firefighter Honorarium).

4.4 Debt Acquisition

2021 was a challenging year for the Capital Program as three major commitments made by Council remained outstanding. This included the Mississauga Street Culvert at \$552,000, a pumper truck replacement at \$820,000 and Self Contained Breathing Apparatus Equipment for the Fire Department at a cost of \$900,000. The annual transfer to the Capital Reserve is \$2,120,000. Should debt not have been used for these projects, the Town's annual Capital Program would have been severely limited in scope due to the three projects coming in at \$2,270,000. The cost of debt remains

extremely low moving into 2021 and provides an excellent tool for the Town to maintain other areas of the Capital Program and follow through on major investments. These three projects add a total of \$124,370 in interest and principle repayments annually for differing terms (10 to 20 years) and are explained in more detail in the Capital Report.

Refer to Appendix IV for a review of the Town's debt position in 2021 and beyond.

4.5 Decreased Revenues

The Town is expecting decreased revenues under several areas of the budget. This includes Parks and Recreation Programming and Parking. Revenues for these areas have been adjusted based on estimates; however, due to the pandemic, there remains unknown variables related to when normal programming can resume. The Audit & Finance Committee recommended to Council that Parking Rates remain at a level of \$5.25 per hour on Queen Street and \$4.75 per hour in all other locations to assist in addressing decreased parking volumes.

Areas supported by Parking Revenue have been reviewed on a needs basis; this includes reductions in support from Parking for legal expenses, salaries, discretionary grants, and the Chamber of Commerce.

Key Cost Avoidance/Expense Mitigation:

4.6 Community Partners/Discretionary Grants

A request was issued by the Audit & Finance Committee that any Community Partner seeking funding above the approved 2020 budget provide a presentation to the Audit & Finance Committee. Presentations were made to the Committee on December 10, 2020. Most were approved at the 2020 level with the exception of the Chamber of Commerce ("the Chamber") and the Niagara District Airport. Due to the cancellation of the Peach and Ice Wine Festivals, the Chamber's request for funding was reduced from \$118,000 to \$72,000. The difference of funds of \$46,000 from the Parking program has been used to support the Operating Budget. The Niagara District Airport was approved for a nominal increase of \$667.

All other Community Partners were supported and recommended by the Audit & Finance Committee for funding at their 2020 approved budget level.

A review of Discretionary Grants found that most were event based and difficult to plan for during a pandemic. A motion by the Audit & Finance Committee reduced the regular allocation of \$100,000 for discretionary grants to \$30,000 for emergency purposes. Hospice Niagara presented to Council on November 23, 2020 and requested \$87,000 for capital upgrades to assist in leveraging Provincial Funding in support of twenty (20) new hospice beds. Staff are recommending that this request be deferred for consideration until the Discretionary Grant program is restored.

4.7 Transfers to Reserves/Tax Stabilization

A number of tax stabilization measures and reserve transfer reductions were made in the 2021 budget to reduce the impact to the tax levy. All measures total \$560,715 as detailed below.

Stabilization Measures

- **COVID-19 Emergency Reserve** – The Audit & Finance Committee established a COVID-19 reserve after reviewing the Town’s Capital Program. Total funds of \$129,840 are being used from this reserve to offset increases in the tax levy for 2021.
- **Library Stabilization** – The Audit & Finance Committee passed a motion for the Library to utilize up to 75% of 2020 surplus to offset their 2021 Operating Budget. The Library’s surplus is projected to be in the range of \$100,000 which provides for \$75,000 to offset their 2021 budget. The Library’s grant is reduced by the same amount while maintaining their budget at 2020 levels.
- **Town Stabilization** - The Audit & Finance Committee passed a motion for the Town to utilize up to 75% of 2020 surplus to offset the 2021 Operating Budget. Currently, projections for the Town’s surplus is in the range of \$70,000 which provides for \$52,500 to offset the 2021 budget.
- **Chamber Reduction** – Parking funds not required by the Chamber of Commerce due to event cancellations totalling \$46,000 have been used to offset the Town’s 2021 budget.

Reductions in Reserve Transfers

- **Transfer to Dock Area Reserve** – The transfer to the Dock Area Reserve has been reduced by \$200,000 to support the 2021 operating budget. Extensive discussion with Staff and the Audit & Finance Committee determined that there is currently sufficient funds to complete existing projects. Further enhancements and investments require additional study and exploration (also already budgeted) and will be revisited once complete.
- **Transfer to Election Reserve** – The Town budgets \$20,375 annually to transfer to the Elections Reserve to plan for approximately \$80,000 to be available in an election year. This transfer has been suspended to support the 2021 budget. Staff are confident that other voting methods such as internet voting could reduce costs. Otherwise, the issue will be revisited with the 2021 budget or an alternative funding source identified.
- **Transfer to Accessibility for Ontarians with Disability Act (AODA) Reserve** – The Town budgets \$20,000 annually for Capital investments driven by enhancements to meet accessibility requirements. This transfer has been suspended to support the 2021 budget.
- **Transfer to Streetlight Reserve** – The Town budgets \$27,000 annually for Capital Replacement of Street Lights. As the Town has recently upgraded the majority of

streetlights to LED technology, the Capital transfer is not expected to be required due to newer lights and longer-lasting technology. \$17,000 has been removed to support the 2021 budget, leaving \$10,000 for items that arise.

Stabilization methods mitigated the majority of cost increases for 2021; however, it will need to be revisited when the budget process begins for 2022. Should the Town run a surplus in 2021, these areas will be among the areas first prioritized for consideration of surplus allocation.

Other Areas of Consideration:

4.8 Heritage Tax Rebate Program

Following a request from the Heritage District Merchant Group at the Committee of the Whole meeting held on June 15, 2020, Council established a working group to re-evaluate the Heritage Tax Rebate Program. The Working Group made the following recommendations to the Audit & Finance Committee on December 17, 2020:

- In 2021, expand offerings in the Heritage District area to introduce a funding stream for facade improvements of \$25,000 for designated Heritage Properties within the Heritage District.
- Maintain the existing Heritage Incentive Program in its current form providing up to \$70,000 for Heritage Improvement Projects which is funded \$35,000 from the Town and \$35,000 from the Region.

The Audit & Finance Committee approved these recommendations and the increase of \$25,000 has been reflected in the budget and funded from Parking.

4.9 Studies (Appendix III)

The Audit & Finance Committee reviewed a number of proposed studies for 2021. A sample of studies that were added include:

- Additional Funds for the Transportation Master Plan
- Tourism Strategy
- Bridge and Culvert Inspection Report
- Engineering Development Charge Background Study Update
- Sanitary Needs Model Update
- Guide Rails

For a full list, refer to Appendix III.

5. STRATEGIC PLAN

The strategic plan is the guiding document for the Town of Niagara-on-the-Lake, aiding in the identification of investment priorities in order to ensure sustainability of Town resources. While the strategic plan lays out the direction and goals of the organization, the budget allocates the funding needed to support the achievement of those goals. The Town's budget helps focus the activities for the year, providing a better

understanding of priorities and how resources are allocated. A well-developed budget aligned with strategic priorities supports successful outcomes.

6. OPTIONS

Option 1 – Approve the final draft of the 2021 Operating Budget as set out in this report (as recommended).

Option 2 – Send the 2021 Operating Budget back to Senior Management to look for further reductions or make changes as directed.

7. FINANCIAL IMPLICATIONS

Taking into consideration Council's budget requests and management's adjustments, staff have presented an operating budget that has a 2.12% levy increase, after considering assessment growth. For those in an urban area who receive an additional local area Storm levy charge, an additional increase of 4.90% can be anticipated (excluding growth impacts).

For the average residential assessment of \$533,482, this represents an increase of approximately \$30 on the tax bill. For those within an urban area who receive a Storm levy charge, this represents an additional 4.90% increase of approximately \$3.25 (or \$33.25 total).

8. COMMUNICATIONS

Once approved, the 2021 Operating Budget will be posted on the Town's web site. A brief video will also be posted describing the Town's budget.

Water and Waste Water Rates for 2021 will be brought forward for Council's approval once the Region has finalized their rates.

9. CONCLUSION

Town staff have presented a budget that aligns with the direction provided by the Audit & Finance Committee. As such, the Town's Senior Management Team is seeking approval of the proposed 2021 Operating Budget as presented.

Respectfully submitted,



Nick Alaimo, CPA, CMA
Deputy Treasurer



Kyle Freeborn
Director, Corporate Services



Marnie Cluckie, MS.LOD, B.ARCH, B.ES
Chief Administrative Officer

(Revenues)/Expenses

Summaries by Department						
LEVY SUPPORTED	2021 Proposed	2020 Approved	\$ Change on Budget	% Change on Budget	\$ Change on Levy	% Impact on Levy
Municipal Purposes	570,492	1,084,249	(513,757)	(47.38%)	(513,757)	(4.05%)
Council & Admin	672,606	522,880	149,726	28.63%	149,726	1.18%
Corporate Services	1,985,114	1,919,039	66,075	3.44%	66,075	0.52%
Fire Services	1,856,287	1,657,849	198,438	11.97%	198,438	1.56%
Public Works: Roads, Drianage & Irrigation	3,246,836	3,023,785	223,051	7.38%	223,051	1.76%
Community & Development	877,960	796,441	81,519	10.24%	81,519	0.64%
Parks and Recreation	3,253,602	3,053,855	199,747	6.54%	199,747	1.57%
Street Lighting	663,876	628,053	35,823	5.70%	35,823	0.28%
Total	12,556,281	11,601,902	440,622	3.80%	440,622	3.47%

SPECIAL LEVY	2021 Proposed	2020 Approved	\$ Change on Budget	% Change on Budget	\$ Change on Levy	% Impact on Levy
Storm Water Management	456,998	437,199	19,799	4.53%	19,799	0.16%

RATE SUPPORTED	2021 Budget	2020 Budget	\$ Change on Budget	% Change on Budget
Parking Operations	2,146,100	2,155,000	(8,900)	(0.41%)
Transit	1,067,200	765,650	301,550	39.38%
Library	817,272	847,672	(30,400)	(3.59%)
Building Services	748,437	797,499	(49,062)	(6.15%)
Environmental Services: Water Waste Water	9,661,801	9,591,802	69,999	0.73%
Total	14,440,810	14,157,623	283,187	2.00%

(Revenue)/Expense

2021 Overall Budget Summary by Object

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
General Tax Levy	(13,126,773)	(12,686,151)	(440,622)	3.5%
Special Levy: Storm	(456,998)	(437,199)	(19,799)	4.5%
PIL's	(600,000)	(600,000)	0	0.0%
Supplemental Taxation	(200,000)	(200,000)	0	0.0%
User Fees & Penalties	(14,783,518)	(14,901,055)	117,537	(0.8%) 1)
Gov't Transfers (Federal, Provincial, Local Grants)	(2,079,581)	(1,979,556)	(100,025)	5.1% 2)
Liscences, Permits, Rents, etc.	(1,338,993)	(1,531,550)	192,557	(12.6%) 3)
Other (Investment Income, Interest, Donations, etc.)	(1,418,240)	(1,443,413)	25,173	(1.7%) 4)
Reserve Funding (Transfer From Reserves)	(3,323,349)	(3,674,528)	351,179	(9.6%) 5)
Total Revenue	(37,327,452)	(37,453,452)	126,000	(0.3%)
Expenses				
Salaries, Wages, & Benefits	13,410,146	12,925,207	484,939	3.8% 6)
Interest on Long-Term Debt	233,896	214,827	19,069	8.9% 7)
Materials & Supplies	4,229,299	4,089,692	139,607	3.4% 8)
Contracted Services	10,879,014	10,236,268	642,746	6.3% 9)
Heritage Shuttle	175,000	0	175,000	100.0% 10)
Tax Write-off's & Rebates	118,000	118,000	0	0.0%
Other Personnel Expenses	132,165	126,635	5,530	4.4%
Rent and Financial Expenses	58,500	58,200	300	0.5%
Debt Management -Principal	588,710	609,698	(20,988)	(3.4%) 7)
External Transfers	552,352	644,465	(92,113)	(14.3%) 11)
Transfer to Reserves	7,287,860	8,750,190	(1,462,330)	(16.7%) 12)
Net Chargebacks	(337,490)	(319,730)	(17,760)	5.6%
Total Expenses	37,327,452	37,453,452	(126,000)	(0.3%)

Main Change Drivers

- 1) Reduction in various revenues: Arena Concession \$70k; CC membership revenue \$40k; Building Permit revenue \$50k; Fort George Bus Fare \$65k; Drainage and Irrigation \$57k; Various Library Services \$23k
- 2) Increases in Provincial Gas Tax \$38.7k, Federal Gas Tax \$24k, and POA revenue \$16.9k
- 3) Reduction in STR revenue \$155k, Community Centre rent \$30k, and Court House Rent \$8k
- 4) Reduction in Hydro interest revenue
- 5) Largely related to parking transfer from legal reduction
- 6) Salary changes per Appendix B (includes Volunteer Fire Fighter Honorarium and Benefits)
- 7) See Debt schedule in Appendix D for further information
- 8) Increase largely related to insurance premiums (approx. \$110k)
- 9) Water Waste Water rates and charges \$1.298M; Various studies \$245k, Fort George Kiosk \$60k; and STR contract \$45k
- 10) Heritage Shuttle
- 11) Reduce Discretionary Grants \$72.2k and Chamber of Commerce contribution \$46k (unused amount in 2020)
- 12) Reduction in Transfer to Water Capital Improvement Reserve \$1.258M (TBD pending Regional rate approval) and Dock Area Transfer \$200k

(Revenue)/Expense

2021 Proposed Budget - Municipal Purposes

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
General Tax Levy	(13,126,773)	(12,686,151)	(440,622)	3.5%
PIL's	(600,000)	(600,000)	0	0.0%
Supplemental Taxation	(200,000)	(200,000)	0	0.0%
User Fees & Penalties	(473,239)	(415,291)	(57,948)	14.0% 1)
Gov't Transfers (Federal, Provincial, Local Grants)	(1,796,207)	(1,743,935)	(52,272)	3.0% 2)
Liscences, Permits, Rents, etc.	(158,278)	(152,000)	(6,278)	4.1%
Other (Investment Income, Interest, Donations, etc.)	(1,379,740)	(1,404,413)	24,673	(1.8%) 3)
Reserve Funding (Transfer from Reserves)	(1,564,782)	(2,318,035)	753,253	(32.5%) 4)
Revenue Total	(19,299,019)	(19,519,825)	220,806	(1.1%)
Expenses				
Debt Management -Principal	588,710	609,698	(20,988)	(3.4%) 5)
Interest on Long-Term Debt	172,735	153,827	18,908	12.3% 6)
Materials & Supplies	180,721	168,380	12,341	7.3% 7)
Contracted Services	1,391,407	2,169,800	(778,393)	(35.9%) 8)
Tax Write-off's & Rebates	118,000	118,000	0	0.0%
External Transfers	456,402	573,715	(117,313)	(20.4%) 9)
Rent and Financial Expenses	23,000	23,000	0	0.0%
Library & Irrigation Grants	775,796	850,796	(75,000)	(8.8%) 10)
Transfer to Reserves	3,690,507	3,906,635	(216,128)	(5.5%) 11)
Net Chargebacks	(654,541)	(655,928)	1,387	(0.2%)
Expense Total	6,742,738	7,917,923	(1,175,185)	(14.8%)
Net Levy	(12,556,281)	(11,601,902)	(954,379)	8.2%

Main Change Drivers

- 1) Tax penalty and interest projected increase of \$50k
- 2) Anticipated increases in Fed Gas Tax (\$24k), POA (\$16.9k), & OMPF (\$9K)
- 3) Decreases in Hydro interest revenue
- 4) Reduction in support from Parking Reserve for Legal and Discretionary Grants; Complete Breakdown as follows:
 - **Increases in Transfer from Reserves:** COVID-19 Emergency \$129.8k (A&F Committee Motion); Waste Water Capital \$94.8k (Studies); Capital Levy \$148k (Studies); Tax Stabilization Reserve \$52.5k (A&F Committee Motion - 75% of 2020 projected Town Surplus)
 - **Decreases in Transfer from Reserves:** Corporate Studies \$154.3k (Studies); Water Capital \$23.4k (Studies); DC Studies \$26.5k; Parking \$722.2k
- 5) Reduction in overall debt allocated (2010 Watermain replacement-Tanbark Rd and Mississauga Beach)
- 6) Interest on new capital debentures for Mississauga St. Culvert, Fire Pumper Truck, and SCBA Equipment
- 7) Increase in Insurance premiums
- 8) Reduction in legal expenses as matters have resolved in 2020
- 9) Reduced Discretionary Grants by \$72.2k and Chamber Contribution by \$46k (A&F Committee Motion)
- 10) Reduction in Town Grant to Library (A&F Committee Motion 75% of 2020 surplus used in 2021 Budget)
- 11) Reduced Transfer to Dock Area Reserve by \$200k (A&F Committee Motion); Complete breakdown as follows:
 - **Decreases in Transfer to Reserves:** Ontario Disabilities \$20k, Elections Management \$20k, Dock Area \$200k, OCIF \$272
 - **Increases in Transfer to Reserves:** Federal Gas Tax \$24k

(Revenue)/Expense

2021 Proposed Budget - Council & CAO's Office

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
Reserve Funding (Transfer from Reserves)	0	(35,000)	35,000	(100.0%) 1)
Revenue Total	0	(35,000)	35,000	(100.0%)
Expenses				
Salaries, Wages, & Benefits	620,650	468,445	152,205	32.5% 2)
Other Personnel Expenses	3,000	3,000	0	0.0%
Materials & Supplies	33,956	36,435	(2,479)	(6.8%)
Contracted Services	15,000	50,000	(35,000)	(70.0%) 1)
Expense Total	672,606	557,880	114,726	20.6%
Net Levy	672,606	522,880	149,726	28.6%

Main Change Drivers

- 1) Removed funding & expense for CAO recruitment (Provincial Modernization Fund)
- 2) Added full salary of CAO back (was reduced \$100k in 2019)

(Revenue)/Expense

2021 Proposed Budget - Corporate Services

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(75,500)	(78,000)	2,500	(3.2%)
Liscences, Permits, Rents, etc.	(156,500)	(311,665)	155,165	(49.8%) 1)
Reserve Funding (Transfer from Reserves)	(117,300)	(117,300)	0	0.0%
Revenue Total	(349,300)	(506,965)	157,665	(31.1%)
Expenses				
Salaries, Wages, & Benefits	1,713,253	1,628,410	84,843	5.2% 2)
Other Personnel Expenses	80,000	80,000	0	0.0%
Materials & Supplies	334,411	316,479	17,932	5.7% 3)
Contracted Services	261,050	255,250	5,800	2.3% 4)
Rent and Financial Expenses	20,700	20,700	0	0.0%
Net Chargebacks	(75,000)	125,165	(200,165)	(159.9%) 1)
Expense Total	2,334,414	2,426,004	(91,590)	(3.8%)
Net Levy	1,985,114	1,919,039	66,075	3.4%

Main Change Drivers

- 1) Reduction in B&B liscences as directly tied to STR rates - adjusted to 2021 approved rates
- 2) Changes to grades and steps in pay band
- 3) Reallocation of expenses between materials and supplies and contracts resulting in an increase within (presentation change only)
- 4) Third-party compliance for STR

2021 Proposed Budget - Fire & Emergency Services

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(46,325)	(46,325)	0	0.0%
Liscences, Permits, Rents, etc.	(34,630)	(34,630)	0	0.0%
Reserve Funding (Transfer from Reserves)	(121,559)	(49,337)	(72,222)	146.4% 1)
Revenue Total	(202,514)	(130,292)	(72,222)	40.3%
Expenses				
Salaries, Wages, & Benefits	1,332,345	1,201,355	130,990	10.9% 2)
Other Personnel Expenses	5,000	3,500	1,500	42.9% 3)
Materials & Supplies	462,786	427,258	35,528	8.3% 4)
Contracted Services	6,000	2,500	3,500	140.0% 5)
Net Chargebacks	252,670	153,528	99,142	64.6% 6)
Expense Total	2,058,801	1,788,141	270,660	15.1%
Net Levy	1,856,287	1,657,849	198,438	12.0%

Main Change Drivers

- 1) Ladder truck debenture -funding from reserves (\$43.5k debt repayment related to unused amounts in 2020 and \$28.7k from DC Fire)
- 2) Changes in staffing hours and steps in pay band; Increase in call volumes anticipated for Volunteer Fire Fighters
- 3) Uniforms - more volunteers
- 4) Increases in vehicle maintenance, mobile data terminals, liscences, alarm system, etc.
- 5) Increase in Mutual Aid Agreements
- 6) Previous debt related to Ladder Truck and new debt related to capital for Pumper Truck and SCBA Equipment

(Revenue)/Expense

2021 Proposed Budget - Public Works: Roads, Drainage and Irrigation

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
Town Grant (Irrigation)	(100,000)	(100,000)	0	0.0%
User Fees & Penalties	(611,016)	(668,724)	57,708	(8.6%) 1)
Gov't Transfers (Federal, Provincial, Local Grants)	(20,000)	(40,000)	20,000	(50.0%) 2)
Reserve Funding (Transfer from Reserves)	(50,000)	(50,000)	0	0.0%
Revenue Total	(781,016)	(858,724)	77,708	(9.0%)
Expenses				
Salaries, Wages, & Benefits	2,518,033	2,441,445	76,588	3.1% 3)
Other Personnel Expenses	4,075	4,075	0	0.0%
Materials & Supplies	713,236	668,669	44,567	6.7% 4)
Contracted Services	1,030,120	991,285	38,835	3.9% 5)
Transfer to Reserves	211,100	211,100	0	0.0%
Net Chargebacks	(448,712)	(434,065)	(14,647)	3.4% 6)
Expense Total	4,027,852	3,882,509	145,343	3.7%
Net Levy	3,246,836	3,023,785	223,051	7.4%

Main Change Drivers

- 1) Reduction in Drainage services rendered and Irrigation permit revenues as a result of reduced expenditures
- 2) Drainage grant removed as not eligible as per Supervisor of Environmental Services
- 3) Salary adjustments per bargaining agreement
- 4) Mainly attributed to increased insurance premiums (\$37.4k), Office Furniture (\$3k) & Mobile phone accounts (\$3.1k)
- 5) Increases in various contracted services related to Sidewalks, Traffic, and Pavement Markings
- 6) Change in allocations of debt expense related to the Phragmites machine

2021 Proposed Budget - Parking Operations

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(2,096,100)	(2,105,000)	8,900	(0.4%)
Liscences, Permits, Rents, etc.	(50,000)	(50,000)	0	0.0%
Revenue Total	(2,146,100)	(2,155,000)	8,900	(0.4%)
Expenses				
Salaries, Wages, & Benefits	234,423	226,760	7,663	3.4%
Other Personnel Expenses	3,700	3,700	0	0.0%
Materials & Supplies	141,187	137,631	3,556	2.6%
Contracted Services	33,000	75,000	(42,000)	(56.0%) 1)
Transfer to Reserves	1,730,990	1,709,109	21,881	1.3% 2)
Net Chargebacks	2,800	2,800	0	0.0%
Expense Total	2,146,100	2,155,000	(8,900)	(0.4%)
Net Levy	0	0	0	0.0%

Main Change Drivers

- 1) Reallocated Fort George Kiosk expenses to Transit where revenues are claimed
- 2) Increase in Transfer to Parking reserve (Net surplus budgeted within segment)

(Revenue)/Expense

2021 Proposed Budget -Transit

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(275,000)	(340,000)	65,000	(19.1%) 1)
Gov't Transfers (Federal, Provincial, Local Grants)	(168,753)	(130,000)	(38,753)	29.8%
Reserve Funding - Parking Revenue	(623,447)	(295,650)	(327,797)	110.9% 2)
Revenue Total	(1,067,200)	(765,650)	(301,550)	39.4%
Expenses				
Materials & Supplies	25,000	38,450	(13,450)	(35.0%) 3)
Contracted Services	827,200	687,200	140,000	20.4% 4)
Heritage Shuttle	175,000	0	175,000	100.0% 5)
Net Chargebacks	40,000	40,000	0	0.0%
Expense Total	1,067,200	765,650	301,550	39.4%
Net Levy	0	0	0	0.0%

Main Change Drivers

- 1) Fort George bus parking revenues anticipated reduction - COVID implications
- 2) Transition to Regional On-Demand Transit service has increased parking transfer for support
- 3) Reduction in various items with transition to On-Demand Transit service
- 4) On-Demand Transit Pilot Service-\$708k (2 approved at council, 1 additional at A&F Committee contingent on Regional approval of a 4th vehicle); Reallocation of Fort George Kiosk expenses, and revenue sharing agreements with Parks Canada and Niagara Region for On-Demand Transit Services
- 5) Addition of Heritage Shuttle

(Revenue)/Expense

2021 Proposed Budget - Community & Development

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(365,000)	(365,000)	0	0.0%
Gov't Transfers (Federal, Provincial, Local Grants)	(35,000)	0	(35,000)	100.0% 1)
Liscences, Permits, Rents, etc.	(94,550)	(94,550)	0	0.0%
Reserve Funding (Transfer from Reserves)	(438,059)	(478,742)	40,683	(8.5%) 2)
Revenue Total	(932,609)	(938,292)	5,683	(0.6%)
Expenses				
Salaries, Wages, & Benefits	1,401,462	1,556,242	(154,780)	(9.9%) 3)
Other Personnel Expenses	17,950	14,600	3,350	22.9% 4)
Materials & Supplies	77,232	77,786	(554)	(0.7%)
Contracted Services	194,800	192,145	2,655	1.4%
External Transfers	95,000	70,000	25,000	35.7% 1)
Transfer to Reserves	24,125	24,125	0	0.0%
Net Chargebacks	0	(200,165)	200,165	(100.0%) 5)
Expense Total	1,810,569	1,734,733	75,836	4.4%
Net Levy	877,960	796,441	81,519	10.2%

Main Change Drivers

- 1) Added \$25k for façade improvements per A&F Committee motion and corrected 2020 budget for heritage grant expense (overall net 0 impact)
- 2) Reduction in reserve support for salaries \$65.6k (overall reduction in salaries and benefits expense)
- 3) Removed STR positions approved in 2020 - council approved change in program
- 4) Added uniform budget of \$3k
- 5) Removed recovery related to STR revenues

(Revenue)/Expense

2021 Proposed Budget - Building Services

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(710,000)	(760,000)	50,000	(6.6%) 1)
Reserve Funding - Parking Revenue	(38,437)	(37,499)	(938)	2.5%
Revenue Total	(748,437)	(797,499)	49,062	(6.2%)
Expenses				
Salaries, Wages, & Benefits	653,651	667,390	(13,739)	(2.1%) 2)
Other Personnel Expenses	8,800	8,800	0	0.0%
Materials & Supplies	33,218	32,511	707	2.2%
Contracted Services	7,500	7,500	0	0.0%
Transfer to Reserves	45,268	81,298	(36,030)	(44.3%) 3)
Expense Total	748,437	797,499	(49,062)	(6.2%)
Net Levy	0	0	0	0.0%

Main Change Drivers

- 1) Anticipated reduction in Building Permit revenues (COVID implications)
- 2) Eliminated Digitizing Assistant that was added in 2020
- 3) Result of reduction in revenues as this is the net surplus transferred to reserve at year end

(Revenue)/Expense**2021 Proposed Budget - Library Services**

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
Town Grant	(675,796)	(750,796)	75,000	(10.0%) 1)
User Fees & Penalties	(2,500)	(25,700)	23,200	(90.3%) 2)
Gov't Transfers (Federal, Provincial, Local Grants)	(43,276)	(49,276)	6,000	(12.2%)
Liscences, Permits, Rents, etc.	0	(500)	500	(100.0%) 2)
Other (Investment Income, Interest, Donations, etc.)	(4,500)	(7,000)	2,500	(35.7%) 2)
Reserve Funding (Transfer from Reserves)	(91,200)	(14,400)	(76,800)	533.3% 1)
Revenue Total	(817,272)	(847,672)	30,400	(3.6%)
Expenses				
Salaries, Wages, & Benefits	614,321	647,295	(32,974)	(5.1%) 3)
Materials & Supplies	88,951	104,377	(15,426)	(14.8%) 4)
Contracted Services	35,500	17,500	18,000	102.9% 5)
Transfer to Reserves	18,500	18,500	0	0.0%
Net Chargebacks	60,000	60,000	0	0.0%
Expense Total	817,272	847,672	(30,400)	(3.6%)
Net Levy	(0)	0	(0)	0.0%

Main Change Drivers

- 1) Transfer from Library Stabilization Reserve from 2020 Surplus to offset Town Grant (A&F Committee Motion 75% of 2020 surplus)
- 2) Reduction in various revenues - COVID implications
- 3) Eliminated positions
- 4) Reduction in various materials and supplies - COVID implications
- 5) Addition of LiNC delivery and more contracted services required as a result of staff reductions

(Revenue)/Expense

2021 Proposed Budget - Parks and Recreation

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(438,953)	(521,600)	82,647	(15.8%) 1)
Liscences, Permits, Rents, etc.	(845,035)	(888,205)	43,170	(4.9%) 1)
Other (Investment Income, Interest, Donations, etc.)	(34,000)	(32,000)	(2,000)	6.3%
Reserve Funding (Transfer from Reserves)	(200,000)	(200,000)	0	0.0%
Revenue Total	(1,517,988)	(1,641,805)	123,817	(7.5%)
Expenses				
Salaries, Wages, & Benefits	3,010,363	2,930,650	79,713	2.7% 2)
Other Personnel Expenses	3,500	3,500	0	0.0%
Interest on Long-Term Debt	61,161	61,000	161	0.3%
Materials & Supplies	1,529,971	1,526,625	3,346	0.2%
Contracted Services	90,054	118,554	(28,500)	(24.0%) 3)
Rent and Financial Expenses	7,800	7,500	300	4.0%
External Transfers	950	750	200	26.7%
Transfer to Reserves	124,070	124,070	0	0.0%
Net Chargebacks	(56,280)	(76,989)	20,709	(26.9%) 4)
Expense Total	4,771,590	4,695,660	75,930	1.6%
Net Levy	3,253,602	3,053,855	199,747	6.5%

Main Change Drivers

- 1) Anticipated reduction in various revenues - COVID Implications
- 2) Changes to grades and steps in pay band
- 3) Elimination of ash tree contracts
- 4) Related to Niagara Nursery School debenture

(Revenue)/Expense

2021 Proposed Budget - Water & Wastewater

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(9,643,615)	(9,573,616)	(69,999)	0.7% 1)
Gov't Transfers (Federal, Provincial, Local Grants)	(16,345)	(16,345)	0	0.0%
Reserve Funding (Transfer from Reserves)	(1,841)	(1,841)	0	0.0%
Revenue Total	(9,661,801)	(9,591,802)	(69,999)	0.7%
Expenses				
Salaries, Wages, & Benefits	1,311,645	1,157,215	154,430	13.3% 2)
Other Employee Benefits	6,140	5,460	680	12.5%
Materials & Supplies	211,130	162,592	48,538	29.9% 3)
Rents and Financial Expenses	7,000	7,000	0	0.0%
Contracted Services	6,804,783	5,475,910	1,328,873	24.3% 4)
Transfer to Reserves	1,095,800	2,310,853	(1,215,053)	(52.6%) 5)
Net Chargebacks	225,303	472,772	(247,469)	(52.3%) 6)
Expense Total	9,661,801	9,591,802	69,999	0.7%
Net Levy	0	0	0	0.0%

Main Change Drivers

- 1) Increase in Waste Water Fixed and Variable rates (2% per rate study)
- 2) Addition of Environmental Compliance Technician (Business Case 2021-03 to A&F Committee); Salary adjustments per bargaining unit along with changes an increase to On-Call hours for technicians
- 3) Additional equipment and liscencing for Utility Locator operations
- 4) Change in hydro billing charges (\$20k); Vehicle lease for Utility Locator/Water Operator (\$10.8k) and anticipated Regional Variable and Fixed charges (\$1.23M per rate study)
- 5) Result of reduction in revenues as this is the net surplus transferred to reserve at year end (subject to change based on Regional rates)
- 6) Completion of debt payment - removed from budget (2010 Watermain replacement-Tanbark Rd and Mississauga Beach)

(Revenue)/Expense

2021 Proposed Budget - Storm Water Management (Special Levy)

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
Special Levy: Storm	(456,998)	(437,199)	(19,799)	4.5% 1)
Revenue Total	(456,998)	(437,199)	(19,799)	4.5%
Expenses				
Materials & Supplies	2,500	2,500	0	0.0%
Contracted Services	65,000	65,000	0	0.0%
Rents and Financial Expenses	0	0	0	0.0%
Transfer to Reserves	337,500	337,500	0	0.0%
Net Chargebacks	51,998	32,199	19,799	61.5% 2)
Expense Total	456,998	437,199	19,799	4.5%
Net Levy	0	0	0	0

Main Change Drivers

- 1) Addition of Environmental Compliance Technician (ECT) - 20% funded by Storm (Business Case 2021-03-A&F Committee)
- 2) Debt for Phragmites machine and expense related to ECT position above

(Revenue)/Expense

2021 Proposed Budget - Street Lighting

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
User Fees & Penalties	(46,270)	(1,800)	(44,470)	2470.6% 1)
Revenue Total	(46,270)	(1,800)	(44,470)	2470.6%
Expenses				
Materials & Supplies	395,000	390,000	5,000	1.3%
Contracted Services	117,600	128,624	(11,024)	(8.6%) 2)
Transfer to Reserves	10,000	27,000	(17,000)	(63.0%) 3)
Net Chargebacks	187,546	84,229	103,317	122.7% 4)
Expense Total	710,146	629,853	80,293	12.7%
Net Levy	663,876	628,053	35,823	5.7%

Main Change Drivers

- 1) Utility locator chargeback to hydro for 50% salaries (related chargeback below in #4)
- 2) Reduced costs anticipated with installation of new LED Lights per OPS-20-027
- 3) Reduced TSF to the Street Lighting reserve as a result of implementation of New LED lights (A&F Committee Motion)
- 4) Additional debenture for new LED Lights per report OPS-20-007 (\$57k) & salary chargeback for Utility Locator above

(Revenue)/Expense**2021 Proposed Budget - St. Davids Area**

	2021 Proposed Budget	2020 Approved Budget	\$ Change	% Change
Revenues				
Reserve Funding (Transfer from Reserves)	(76,724)	(76,724)	0	0.0%
Revenue Total	(76,724)	(76,724)	0	0.0%
Expenses				
Net Chargebacks	76,724	76,724	0	0.0%
Expense Total	76,724	76,724	0	0.0%
Net Levy	0	0	0	0.0%

Note: This cost centre is used to manage the debt charges related to St. Davids sewer debenture.

(Revenue)/Expense

Table 1: Overall Salary Summary

	2021 Proposed	2020 Approved	\$ Change	% Change
Councillors	211,547	208,345	3,202	1.54%
FTE	10,096,635	9,524,422	572,213	6.01%
Contracts	1,901,644	1,997,645	(96,001)	-4.81%
Library	614,321	647,295	(32,974)	-5.09%
Volunteer Fire	586,000	547,500	38,500	7.03%
Total	13,410,147	12,925,207	484,940	3.75%

Table 2: Salary Summary By Department (\$'s)

Department	2021 Proposed	2020 Approved	\$ Change	% Change
Council & CAO's Office	620,650	468,445	152,205	32.49%
Corporate Services	1,713,253	1,628,410	84,843	5.21%
Fire Services	1,332,345	1,201,355	130,990	10.90%
Public Works/Operations	2,518,033	2,441,445	76,588	3.14%
Parking Operations	234,423	226,760	7,663	3.38%
Community & Development	1,401,462	1,556,242	(154,780)	(9.95%)
Building Services	653,651	667,390	(13,739)	(2.06%)
Library	614,321	647,295	(32,974)	(5.09%)
Parks and Recreation	3,010,363	2,930,650	79,713	2.72%
Environmental Services: Water Waste Water	1,311,645	1,157,215	154,430	13.34%
Total	13,410,147	12,925,207	484,940	3.75%

Table 3: Staff Compliment

	2021 Proposed	2020 Approved	# Change	% Change
Councillors	9	9	-	0.00%
FTE (count)	94	93	1	0.00%
Contracts (hours)	66,931	71,320	(4,389)	(6.15%)
Library FTE (count)	4	5	(1)	(20.00%)
Library Contract (hours)	6,765	5,335	1,430	26.80%

Table 4A: Summary By Department (Full Time Count)

Department	2021 FTE (Count)	2020 FTE (Count)	# Change	% Change
Council & CAO's Office	12	12	-	0.0%
Corporate Services	16	16	-	0.0%
Fire Services	6	6	-	0.0%
Public Works/Operations	21	21	-	0.0%
Parking Operations	1	1	-	0.0%
Community & Development	13	13	-	0.0%
Building Services	6	6	-	0.0%
Library	4	5	(1)	(20.0%)
Parks and Recreation	17	17	0	0.0%
Environmental Services: Water Waste Water	11	10	1	10.0%
Total	107	107	0	0.0%

Table 4B: Summary By Department (Contract Hours)

Department	2021 Contract (Hours)	2020 Contract (Hours)	# Change	% Change
Council & CAO's Office	-	-	0	0.0%
Corporate Services	1,225	-	1,225	100.0%
Fire Services	-	-	0	0.0%
Public Works/Operations	8,440	8,440	0	0.0%
Parking Operations	4,600	4,600	0	0.0%
Community & Development	2,150	5,520	(3,370)	(61.1%)
Building Services			0	0.0%
Library	6,765	5,335	1,430	26.8%
Parks and Recreation	45,504	48,008	(2,504)	(5.2%)
Environmental Services: Water Waste Water	5,012	4,752	260	5.5%
Total	73,696	76,655	(2,959)	(3.9%)

2021 Studies Review					
Department	Account		2021 Proposed	Funding Source	Reserve Status
Roll forward from 2020:					
General Government	100-9012-40955	DC Background Study	80,000.00	90% DC's; 10% Capital	Healthy
Roads	100-9012-40957	Transportation Master Plan	133,986.59	100% DC's	Healthy
Storm	100-9012-40959	Dock Area Shoreline Protection	95,000.00	Dock Area Improvement	Healthy
Water	100-9012-40966	Water Needs Study	22,307.08	Water	Healthy
Community & Development	100-9012-40967	Zoning By-Law	100,000.00	Corporate Studies	Deficit
Community & Development	100-9012-40968	Cultural Heritage Landscape	100,000.00	Corporate Studies	Deficit
Fire & Emergency Services	100-9012-40969	Fire Master Plan	25,700.08	Corporate Studies	Deficit
			556,993.75		
New for 2021:					
Roads	*NEW Bridge and Culvert Inspection Report		20,000.00	Capital Levy	Limited
Roads	*NEW Eng DC Study		17,500.00	DC's	Healthy
Roads	*NEW Guide Rails		50,000.00	Capital Levy	Limited
General Government	*NEW Tourism Strategy		70,000.00	Capital Levy	Limited
Waste Water	*NEW Sanitary Needs Model Update		105,000.00	Waste Water	Healthy
			262,500.00		
Grand Total			819,493.75		

Department	Account		2021 Proposed	Funding Source	Reserve Status
Other Considerations:					
Community & Development	100-9012-40952	Official Plan		TBD 70% DC's; 30% Consulting	Healthy
Community & Development	*NEW CPPS - Community Permit Planning System		200,000.00	Unfunded - lack of funds to support	TBD

Town of NOTL Debt Position for 2021 and Beyond (Actual and Proposed)						
Debt Name	Status	2021 Operating	Principle	Interest	Years	
					Total	Remaining
Street lighting/Water (Prideeux St) (73-012)	Current Approved	61,600	118,000	5,460	123,460	2
St. Davids Sewer (82-2005)	Current Approved	75,154	337,904	21,933	359,837	5
Former NDSS (75-2015)	Current Approved	104,302	891,000	155,562	1,046,562	10
LED Realterm SL	Current Approved	43,591	162,513	45,899	208,412	5
Dee Rd	Current Approved	147,062	1,706,163	352,703	2,058,866	14
Fire Ladder/Aerial Truck	Current Approved	85,287	1,401,512	304,222	1,705,735	20
Total Current Debt		516,994	4,617,093	885,779	5,502,872	
*Phragmites Machine	<i>Proposed for 2021</i>	41,892	389,173	29,749	418,922	10
*NEW - LED StreetLighting Conversion	<i>Proposed for 2021</i>	55,975	48,608	7,367	55,975	10
*NEW - Niagara Nursery School Debenture	<i>Proposed for 2021</i>	20,710	340,000	74,196	414,196	20
*NEW - C01210 Missisauga Culvert Debenture	<i>Proposed for 2021</i>	31,987	552,000	87,746	639,746	20
*NEW - C01860 Pumper Truck	<i>Proposed for 2021</i>	47,517	820,000	130,347	950,347	20
*NEW - C01381 SCBA Equipment	<i>Proposed for 2021</i>	44,866	415,615	33,047	448,662	10
**NEW - Niagara Stone Rd Streetscape	<i>Proposed for 2022</i>	N/A	595,000	TBD	TBD	TBD
**NEW - Niagara Stone Rd Streetscape	<i>Proposed for 2023</i>	N/A	322,000	TBD	TBD	TBD
**NEW - Glendale Streetscape	<i>Proposed for 2023</i>	N/A	235,000	TBD	TBD	TBD
Total Proposed Debt		242,948	3,328,223	332,703	2,508,925	
TOTAL Current & Proposed Debt		759,942	7,945,316	1,218,482	8,011,797	

**Proposed new for 2021- debentures have not yet been obtained and therefore schedules and figures are estimated; The Phragmites machine was approved as part of 2020 budget but since the machine was not received, the debenture has been deferred to 2021*

*** Proposed in previous council meeting during 2020 - not currently in the budget; To be reviewed for 2022 Budget*



The Town of Niagara-On-The-Lake

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Report:	FC-21-001	Committee Date:	January 27, 2021
		Due in Council:	January 27, 2021

Report To:	Lord Mayor and Council
Subject:	2021 Capital Budget

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council approve the 2021 Capital Budget in the amount of \$10,404,287, as noted in Appendix I attached to this report;
- 1.2 Council approve the debenturing of the following projects as part of the 2021 capital program:
 - a) C01381 SCBA Equipment – Total Cost \$900,000; Debentured amount \$415,615
 - b) C01860 Pumper 3 Replacement – Total Cost \$820,000 – fully debenture
 - c) C01210 Mississauga St Culvert – Total Cost \$550,000 – fully debenture
- 1.3 Council approve 2020 projects that were placed on hold through the year and deferred to 2021 in the amount of \$1,131,344.

2. PURPOSE / PROPOSAL

The purpose of this report is to present the draft budget and seek Council's approval of the 2021 Capital Budget.

3. BACKGROUND

The Audit and Finance Committee began budget deliberations in October 2020, and this work has remained the focus of the committee. The 2021 proposed Capital Budget is \$10,404,287 (an increase of \$10,537 or 0.1% over 2020).

4. DISCUSSION / ANALYSIS

Staff have made many revisions since Capital Budget deliberations began with the Audit and Finance Committee in October in order to match the funding available in reserves with capital needs. To summarize, approximately \$11.5M in projects have been deferred to 2022 or beyond, including \$11.2M originally scheduled for 2021 and \$311k approved in prior years' budgets. Approximately \$215k in capital projects have been cancelled (\$87k originally scheduled for 2021 and \$128k related to projects approved in previous years' budgets). Most funding discrepancies projected in 2021 have now been corrected.

As previously discussed during prior years' budgets, future years will require significant investment to meet forecasted project funding needs, or more deferrals and/or cancellations will be necessary. While single-year deferrals are manageable, consistent deferrals in infrastructure investment over the longer term compounds funding issues and could risk the quality of existing service levels. Capital, Fleet and Storm Water Management reserves, as currently projected, cannot support the capital needs in these areas. In order to close the gap on capital investments and protect our community assets, it will be important to develop a sustainable long-term capital budget.

Staff have preliminary reserve forecasts to the end of 2021. Notably, the capital reserve is projecting a balance of approximately \$265,000 after projected changes which includes net savings from completed projects and deferrals of prior year and upcoming projects. Further adjustments to this forecast are expected upon review of completed capital projects for 2020 (Capital Closure Report which addresses projected surpluses and deficits and corresponding allocations recommended). It is anticipated that this may allow more opportunity to address in-year Operating or Capital needs. The Fleet Reserve is anticipating a balance of \$62,000 while the Storm Reserve has a projected deficit of \$451,000. Staff will work with Council to identify a plan in 2021 that will assist in addressing this deficit.

Generally, a 10-year capital forecast is provided; however, with the challenging year presented by the COVID-19 pandemic, there were a significant number of changes to the program to ensure 2021 can work within the existing funding envelope (e.g. project deferrals, cancellations, etc.). Staff expect to provide this forecast in the coming months.

Further, during the November 26th Audit and Finance Committee meeting, staff identified projects that were placed on hold in 2020 to be deferred to 2021 and reconsidered as part of the 2021 budget process. The total amount of funds for reconsideration is \$1,131,344. It should be noted that this request is not for additional funds but rather to confirm use of funds for projects in 2021 that were already approved as part of the 2020 Capital Budget process as outlined in Appendix IV - Section A.

5. STRATEGIC PLAN

The strategic plan is the guiding document for the Capital Budget, aiding in the identification of investment priorities in order to ensure sustainability of Town resources. The Capital Budget represents a significant monetary portion of the overall budget and is intended to provide key services to the residents and visitors of the Town, while supporting the achievement of goals as identified within the strategic plan. The 2021 Capital Budget supports the "Protect Distinctive Community Assets" strategic pillar and the objective of "closing the gap on capital investments".

6. OPTIONS

Option 1 – Approve the draft of the 2021 Capital Budget as set out in this report (as recommended).

Option 2 – Send the 2021 Capital Budget back to Senior Management to look for further reductions or make changes as directed.

7. FINANCIAL IMPLICATIONS

The recommended projects for debenture above will have the following impacts on the 2021 Operating budget and beyond for the term of the loans (estimated):

- C01381 SCBA Equipment: \$44,866/yr (10-year term)
- C01860 Pumper 3 Replacement: \$47,517/yr (20-year term)
- C01210 Mississauga St Culvert: \$31,987/yr (20-year term)

The balance of the Capital Program remains within available funding.

Staff will work with Council to identify a plan in 2021 that will assist in addressing the Storm Water Reserve deficit.

8. COMMUNICATIONS

Once approved, the 2021 Capital will be posted on the Town's web site along with a brief explanatory video.

Attachments to this report include:

Capital Package:

- Appendix I – 2021 Project Index
- Appendix II – Capital Budget Information Sheets
- Appendix III – 2021 Capital Program Changes (Deferrals and Cancellations)
- Appendix IV – Prior year Capital Program Changes (Deferrals and Cancellations)

9. CONCLUSION

Staff is seeking approval for the proposed 2021 Capital Budget as presented.

Respectfully submitted,



Nick Alaimo, CPA, CMA
Deputy Treasurer



Kyle Freeborn
Director, Corporate Services/



Marnie Cluckie, MS.LOD, B.ARCH, B.ES
Chief Administrative Officer



2021 Town Wide Capital Projects Overview

Project Description	Funded From	Budget
Corporate Services		
C00736	Aerial Ortho Imagery	
	Capital Reserve	15,000
	C00736 Subtotal	\$15,000
C00742	Replace Mail Spam Filter Appliance	
	Capital Reserve	5,500
	C00742 Subtotal	\$5,500
C00750	2021 Corporate PC/Printer Replacement Program	
	Capital Reserve	25,000
	C00750 Subtotal	\$25,000
C00751	2021 Network Equipment Upgrades and Enhancements	
	Capital Reserve	7,000
	C00751 Subtotal	\$7,000
C00946	Network Server Uninterrupted Power Supply and Surge Protectors	
	Capital Reserve	10,000
	C00946 Subtotal	\$10,000
C01872	Replacement of HP Printer (For Eng since C00470 went to fire)	
	Capital Reserve	5,000
	C01872 Subtotal	\$5,000
C01897	Payroll System Implementation	
	Capital Reserve	43,000
	C01897 Subtotal	\$43,000
	Corporate Services Subtotal	\$110,500
Project Description	Funded From	Budget

Fire & Emergency Services

Project Description	Funded From	Budget
Fire & Emergency Services		
C00253	2021 Protective Equipment	
	Capital Reserve	75,000
	C00253 Subtotal	\$75,000
C00478	2021 Miscellaneous Fire Fighting Equipment	
	Capital Reserve	25,000
	C00478 Subtotal	\$25,000
C01381	SCBA and Fill Station Replacement	
	Capital Reserve	484,385
	Capital Financing - Debt	415,615
	C01381 Subtotal	\$900,000
C01554	Station 5 Oil Separators	
	Capital Reserve	14,000
	C01554 Subtotal	\$14,000
C01745	Rescue/Pumper - Pump 5	
	Capital Reserve	20,000
	C01745 Subtotal	\$20,000
C01746	Volunteer Firefighter Uniforms Phase 3	
	Capital Reserve	25,000
	C01746 Subtotal	\$25,000
C01860	Additional Funds for Pumper C00715	
	Capital Financing - Debt	820,000
	C01860 Subtotal	\$820,000
C01869	New Recruit Firefighter Personal Protective Equipment	
	Capital Reserve	55,000
	C01869 Subtotal	\$55,000
C01870	Hose, nozzles, and appliances	
	Capital Reserve	20,000
	C01870 Subtotal	\$20,000

Project Description	Funded From	Budget
Fire & Emergency Services		
C01871	Highrise/complex building hose bundle replacement	
	Capital Reserve	40,000
	C01871 Subtotal	\$40,000
C01899	Back-Up Generators - Town Hall & Fire Station #1	
	Grants & Other	220,000
	C01899 Subtotal	\$220,000
	Fire & Emergency Services Subtotal	\$2,214,000

Project Description	Funded From	Budget
PW Vehicles/Equipment		
C00505	Sidewalk Plow Attachments	
	Fleet Replacement	45,000
	C00505 Subtotal	\$45,000
C00653	3/4 Ton Pick-up replaces W245	
	Fleet Replacement	48,000
	C00653 Subtotal	\$48,000
C00662	2021 Miscellaneous Equipment	
	Fleet Replacement	10,000
	C00662 Subtotal	\$10,000
C01883	JCB Backhoe - additional funds for C00457	
	Water Capital Improvements	105,000
	C01883 Subtotal	\$105,000
	PW Vehicles/Equipment Subtotal	\$208,000

Project Description	Funded From	Budget
Roads Department		
C00548	Chautauqua Area - Road Resurfacing	
	Capital Reserve	370,000
	C00548 Subtotal	\$370,000

Project Description	Funded From	Budget
Roads Department		
C00703	Road Resurfacing - Concession 6 - Warner Road to Niagara Falls Border Phase 1	
	Federal Gas Tax	555,364
	OCIF	815,415
	Capital Reserve	219,493
	C00703 Subtotal	<u>\$1,590,272</u>
C01458	Crack Sealing	
	Capital Reserve	50,000
	C01458 Subtotal	<u>\$50,000</u>
C01873	Ball Street - Ricardo to Delater Street	
	Capital Reserve	15,000
	C01873 Subtotal	<u>\$15,000</u>
C01874	Lorraine Street Sidewalk (Phase 2)	
	Capital Reserve	60,000
	C01874 Subtotal	<u>\$60,000</u>
C01875	Simcoe Street Culvert (at Johnson) (OMC-07) - ENG	
	Capital Reserve	79,500
	C01875 Subtotal	<u>\$79,500</u>
C01876	Line 1 Road Recon. (Concession 6 to Homestead) - ENG	
	Capital Reserve	85,000
	C01876 Subtotal	<u>\$85,000</u>
C01877	Mississauga Street Recon. (Queen-Johnson-Gage) - ENG	
	Capital Reserve	65,000
	C01877 Subtotal	<u>\$65,000</u>
C01900	Line 5 Road Land Acquisition - Phase 1A	
	Capital Reserve	180,000
	C01900 Subtotal	<u>\$180,000</u>
	Roads Department Subtotal	<u>\$2,494,772</u>
Project Description	Funded From	Budget
By-Law Enforcement		

Project Description	Funded From	Budget
By-Law Enforcement		
C00497	By-Law Enforcement Vehicle	
	By-Law Vehicle & Equipment	35,000
	C00497 Subtotal	\$35,000
	By-Law Enforcement Subtotal	\$35,000
Project Description	Funded From	Budget
Parks, Recreation & Facilities		
C01192	Christmas Display - Replacement Phase 2	
	Capital Reserve	13,500
	C01192 Subtotal	\$13,500
C01308	Community Centre Table Replacement	
	Capital Reserve	15,000
	C01308 Subtotal	\$15,000
C01607	Niagara Lakeshore Cemetery - shop addition	
	Capital Reserve	40,536
	Grants & Other	59,464
	C01607 Subtotal	\$100,000
C01755	Shrub bed replacement - various facilities	
	Capital Reserve	10,000
	C01755 Subtotal	\$10,000
C01764	Rye Heritage Park - Drainage & Survey Work	
	DC: Parkland & Recreation	25,000
	C01764 Subtotal	\$25,000
C01839	Operations Centre - Barn - Overhead Door Replacement	
	Capital Reserve	22,000
	C01839 Subtotal	\$22,000
C01842	Centennial Arena - AODA entrance upgrade	
	Capital Reserve	12,000
	C01842 Subtotal	\$12,000

Project Description	Funded From	Budget
Parks, Recreation & Facilities		
C01878	Picnic Tables - various sites	
	Capital Reserve	10,500
	C01878 Subtotal	\$10,500
C01879	Niagara Nursery School Addition	
	Debt Reduction	400,000
	C01879 Subtotal	\$400,000
C01880	Demolition - Old Nurses Building - 120 Byron St Site (Parking lot conversion)	
	Capital Reserve	60,000
	C01880 Subtotal	\$60,000
	Parks, Recreation & Facilities Subtotal	\$668,000

Project Description	Funded From	Budget
P & R Vehicles/Equipment		
C00405	3/4 Ton Truck (replaces P517)	
	Fleet Replacement	55,000
	C00405 Subtotal	\$55,000
C01157	Mower (replaces P577)	
	Fleet Replacement	25,000
	C01157 Subtotal	\$25,000
C01881	Van	
	Fleet Replacement	45,000
	C01881 Subtotal	\$45,000
	P & R Vehicles/Equipment Subtotal	\$125,000

Project Description	Funded From	Budget
Water		
C00490	NSR (Line 5R/A-Southbrook) Eng.	
	Water Capital Improvements	47,000
	C00490 Subtotal	\$47,000
C00532	Ball Street - (Ricardo to Delatre)	
	Water Capital Improvements	215,060
	C00532 Subtotal	\$215,060

Project Description	Funded From	Budget
Water		
C00833	Melville Street - (Ricardo to Byron)	
	Water Capital Improvements	255,605
	C00833 Subtotal	\$255,605
C00838	Niagara Stone Road - (Line 3 to Line 4 Road)	
	Water Capital Improvements	2,390,000
	C00838 Subtotal	\$2,390,000
C01888	Water Infrastructure Improvements - Hydrant Replacements	
	Water Capital Improvements	25,000
	C01888 Subtotal	\$25,000
C01890	Line 4 Road Watermain Replacement (west of NSR)	
	Water Capital Improvements	127,000
	C01890 Subtotal	\$127,000
C01891	Engineering: Hunter Road Watermain Replacement (FMCR to Con. 4) (Engineering)	
	Water Capital Improvements	80,000
	C01891 Subtotal	\$80,000
	Water Subtotal	\$3,139,665

Project Description	Funded From	Budget
Wastewater		
C00434	CSO Reduction Project - Old Town (Phase 4 - Dorchester N.-Wm. E.)	
	Grants & Other	45,000
	Wastewater Capital Improvements	88,800
	DC: Wastewater Sewers	16,200
	C00434 Subtotal	\$150,000
C00669	Old Town CSO I/I Study (Phase 5 - Mississauga Beach Area)	
	Grants & Other	60,000
	Wastewater Capital Improvements	90,000
	C00669 Subtotal	\$150,000
C00823	Engineering - Mississauga Street - (Johnson to Queen)	
	Wastewater Capital Improvements	25,000
	C00823 Subtotal	\$25,000

Project Description	Funded From	Budget
Wastewater		
C00912	Johnson Street - (Dorchester to Mississagua)	
	Wastewater Capital Improvements	500,000
	C00912 Subtotal	\$500,000
C01884	Garrison Village Sanitary Sewer Rehabilitation – CIPP Structural Liner (Phase 1)	
	Wastewater Capital Improvements	50,000
	C01884 Subtotal	\$50,000
C01885	Garrison Village Sanitary Lateral Repair and Replacement (Phase 1)	
	Wastewater Capital Improvements	140,000
	C01885 Subtotal	\$140,000
C01886	Engineering - Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	
	DC: Wastewater Sewers	31,000
	C01886 Subtotal	\$31,000
C01887	Ball Street Sanitary Sewer	
	Grants & Other	29,350
	C01887 Subtotal	\$29,350
	Wastewater Subtotal	\$1,075,350

Project Description	Funded From	Budget
Storm Water		
C00691	Minor Storm System Improvements (CB Installations)	
	Storm Water Management	25,000
	C00691 Subtotal	\$25,000
C00773	Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare	
	Storm Water Management	30,000
	C00773 Subtotal	\$30,000
C01893	Melville Street Storm Sewer Replacement	
	Storm Water Management	200,000
	C01893 Subtotal	\$200,000

Project Description	Funded From	Budget
Storm Water		
C01894	Mississagua Street Road, Storm and Sanitary Sewer Replacement (Queen to Gage) (Engineering)	
	Storm Water Management	28,000
	C01894 Subtotal	\$28,000
C01895	Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	
	Storm Water Management	31,000
	C01895 Subtotal	\$31,000
	Storm Water Subtotal	\$314,000
Project Description	Funded From	Budget
Street Lighting		
C01896	Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	
	DC: Roads, Sidewalks & Lights	12,400
	Street Lighting	7,600
	C01896 Subtotal	\$20,000
	Street Lighting Subtotal	\$20,000
	Town Wide Grand Total 2021 Capital	\$10,404,287



Capital Project Information

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C00253
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Project Details	Project Title	Project Location / Facility
	2021 Protective Equipment	Fire & Emergency Services
	Description	Justification
	The replacement of firefighter personal protective equipment such as bunker gear, structural firefighting boots, protective hoods, gloves, helmets and safety footwear.	The replacement of personal protective equipment is required no less than 10 years after manufacturing, and whenever the equipment becomes damaged or fails inspection. This is a legislated requirement (O Reg 714/94 Firefighter Protective Equipment) and is also necessary to ensure firefighter safety. The \$70,650 is an estimation based on the forecasted replacement program that factors in the age of the equipment and the inspection results from the last completed inspections. All equipment will be inspected again in early 2021, the results of which will specifically guide the replacements.
	Gross Capital Cost:	\$ 75,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 75,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 75,000.00

Future Impact(s)	Consequences of not proceeding:
	This is project is required each year to meet legislated requirements.



**Capital Project
Information**

Budget Year: 2021	Department: P & R Vehicles/Equipment	Project No.: C00405
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Project Details	Project Title	Project Location / Facility
	3/4 Ton Truck (replaces P517)	Operations
	Description	Justification
	Replacement of 2010 ton truck (P517)	P517 has been in service for 10 years and is in need of replacement.
	Gross Capital Cost:	

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 55,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 55,000.00

Future Impact(s)	Consequences of Not proceeding:
	Results in additional repairs and vehicle downtime.



Capital Project Information

Budget Year: 2021	Department: Wastewater	Project No.: C00434
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Project Details	Project Title	Project Location / Facility
	CSO Reduction Project - Old Town (Phase 4 - Dorchester N.-Wm. E.)	Public Works
	Description	Justification
	Rehabilitation of wastewater mains and manholes with trenchless methods, chemical grout sealing or CIPP as determined by the 2020 I/I study completed by Cole Engineering.	Will reduce infiltration of ground water flows into the wastewater collection system and will reduce flows to the Regional pump stations on William Street and ultimately the WWTP on Lakeshore Road.
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	DC: Wastewater Sewers	\$ 16,200.00
	Wastewater Capital Improvements	\$ 88,800.00
	Government Grants	\$ 45,000.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 150,000.00	

Future Impact(s)	Postponement of repairs could see potential issues not addressed and continued treatment costs to the Town which could have otherwise had been reduced. Potential for loss of grant from the Region and ability to address more issues.
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**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C00478
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Project Details	Project Title	Project Location / Facility
	2021 Miscellaneous Fire Fighting Equipment	Fire & Emergency Services
	Description	Justification
	The purchase of firefighting equipment such as, but not limited to ventilation fans, ventilation saws, forcible entry saws, lights, generators, vehicle stabilization equipment, fire extinguishers, ladders and hand tools.	These purchases are completed when required to maintain inventory or when equipment is damaged beyond repair. Minimum equipment requirements are established by NFPA standards and equipment is checked on a regular basis and a master inventory maintained. Equipment is maintained through a preventative maintenance and testing program where required.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Consequences of not proceeding:
	Failure to fund equipment replacement can severely limit the capability of responding firefighting crews resulting in unnecessary delays or an ineffective emergency response.



**Capital Project
Information**

Budget Year: 2021	Department: Water	Project No.: C00490
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Project Details	Project Title	Project Location / Facility
	NSR (Line 5R/A-Southbrook) Eng.	Public Works
	Description	Justification
	Estimated engineering fees, archeological assessment and geotechnical investigation for watermain replacement project in 2022.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year. Recommended for replacement and increased diameter in the Town's water distribution system model update to improve fire flows and demand.
	Gross Capital Cost:	\$ 47,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 47,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 47,000.00

Future Impact(s)	Postponement of design could see additional maintenance requirements in the short term or immediate future until the watermain is replaced.
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**Capital Project
Information**

Budget Year: 2021	Department: By-Law Enforcement	Project No.: C00497
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Project Details	Project Title	Project Location / Facility
	By-Law Enforcement Vehicle	Community & Development Services
	Description	Justification
	Purchase new bylaw vehicle to replace the 10 year old GMC truck.	Replace the 10 year old GMC truck following protocol for department vehicles and before it starts to be costly to repair
	Gross Capital Cost:	\$ 35,000.00

Project Financing	Reserve Funds	
		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing		\$ 0.00

Future Impact(s)	Future vehicle will be budgeted for 2031. Approximately 1/10th of the future cost will be put into reserve yearly for the budgeted amount.
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**Capital Project
Information**

Budget Year: 2021	Department: PW Vehicles/Equipment	Project No.: C00505
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Project Details	Project Title	Project Location / Facility
	Sidewalk Plow Attachments	Public Works
	Description	Justification
	Two way Blade attachment, Snow Blower attachment	New Blade provides flexibility to place snow from one side to the other Snow Blower to remove snow from difficult areas
	Gross Capital Cost:	\$ 45,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 45,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 45,000.00

Future Impact(s)	Sidewalk Plow will need to be replaced in two years, adding attachment and managing snow will provide improved resident experiences to meet policy goals and objectives
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**Capital Project
Information**

Budget Year: 2021	Department: Water	Project No.: C00532
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Project Details	Project Title	Project Location / Facility
	Ball Street - (Ricardo to Delatre)	Public Works
	Description	Justification
	Replacement of existing 1953 150mm dia. asbestos cement watermain with a 150mm dia. PVC watermain.	The Town has a program to replace watermains to improve water quality and eliminate costly watermain breaks. The Water Distribution Needs Report did not recommend a need to upsize the main.
	Gross Capital Cost:	\$ 215,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 215,060.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 215,060.00

Future Impact(s)	Postponement of works could see additional maintenance requirements in the short term or immediate future until the watermain is replaced and impact other planned works (roads resurfacing).
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**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C00548
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Project Details	Project Title	Project Location / Facility
	Chautauqua Area - Road Resurfacing	Public Works
	Description	Justification
	Milling and resurfacing of the road with hot mix asphalt.	Road conditions are deteriorating and the project has been identified for resurfacing in the 2014 Roads Needs Study.
	Gross Capital Cost:	\$ 370,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 370,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 370,000.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future.
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**Capital Project
Information**

Budget Year: 2021	Department: Library	Project No.: C00557
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Project Details	Project Title	Project Location / Facility
	Router & Switch Replacement	Library
	Description	Justification
	Upgrade of the public and staff computer network routers and switches.	To ensure the security and performance of the library's staff and public computer networks, routers and switches are replaced on a five year cycle.
	Gross Capital Cost:	\$ 6,000.00

Project Financing	Reserve Funds	
	Library Computer	\$ 6,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 6,000.00

Future Impact(s)	Failure to fund the router and switch replacement capital project would compromise the security and functioning of the both the staff and public networks. All library services rely on these networks for delivery to the public.
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**Capital Project
Information**

Budget Year: 2021	Department: PW Vehicles/Equipment	Project No.: C00653
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Project Details	Project Title	Project Location / Facility
	3/4 Ton Pick-up replaces W245	Public Works
	Description	Justification
	The 3/4 Ton Pick-up will be replaced with a 3/4 Ton 4x4 Pick Up with Tow Package	This 2012 vehicle is costing \$9,700/yr in maintenance and parts, for a total expenditure cost to date of approximately \$77,600. This is water departments only Pick-up vehicle rated to pull trailers used in this department
	Gross Capital Cost:	\$ 0.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 48,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 48,000.00

Future Impact(s)	Minimizing yearly maintenance costs will provide an improvement in time spent and costs related to this vehicle.
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**Capital Project
Information**

Budget Year: 2021	Department: PW Vehicles/Equipment	Project No.: C00662
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Project Details	Project Title	Project Location / Facility
	2021 Miscellaneous Equipment	Public Works
	Description	Justification
	This is for a stand up lawnmower	To maintain around storm ponds, trails and difficult locations where large tractors cannot maneuver.
	Gross Capital Cost:	

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	To better manage areas where this would be utilized so other departmental usage would be minimized so disruption to their work schedules is minimized.
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**Capital Project
Information**

Budget Year: 2021	Department: Wastewater	Project No.: C00669
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Project Details	Project Title	Project Location / Facility
	Old Town CSO I/I Study (Phase 5 - Mississauga Beach Area)	Public Works
	Description	Justification
	I/I study of Mississauga Beach Area of the Old Town wastewater system.	Study will aid in determining the required areas of repairs required in this portion of the Old Town wastewater system in 2022.
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 90,000.00
	Government Grants	\$ 60,000.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 150,000.00

Future Impact(s)	Postponement of study and subsequent repairs could see potential issues not addressed and continued treatment costs to the Town which could be reduced.
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Capital Project Information

Budget Year: 2021	Department: Library	Project No.: C00681
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Project Details	Project Title	Project Location / Facility
	2021 Library Collection Development	NOTL Public Library
	Description	Justification
	The annual Library Collection Development capital project is an ongoing process of procuring up-to-date recreational and reference materials. The collection includes books, DVDs and CDs.	Annual collection development is essential to library service excellence and is mandated under the Ontario Public Library Act. The mandate is to provide access to, and the borrowing of, up-to-date library materials.
	Gross Capital Cost:	\$ 45,000.00

Project Financing	Reserve Funds	
	DC: Library Facilities	\$ 40,500.00
	Library Development	\$ 4,500.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 45,000.00

Future Impact(s)	The Library could not purchase new collection materials without its annual collection development capital project and would therefore fail to fulfill its mandate of providing a comprehensive and efficient public library service that reflects the community's unique needs.
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Capital Project Information

Budget Year: 2021	Department: Storm Water	Project No.: C00691
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Project Details	Project Title	Project Location / Facility
	Minor Storm System Improvements (CB Installations)	Public Works
	Description	Justification
	Installation of catchbasins	Allows for installation of catch basins and connection to existing storm sewer systems at various locations to correct water ponding problems.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future to deal with ponding of water and deteriorating infrastructure. Works are coordination with resurfacing works.
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Capital Project Information

Budget Year: 2021	Department: Roads Department	Project No.: C00703
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Project Details	Project Title	Project Location / Facility
	Road Resurfacing - Concession 6 - Warner Road to Niagara Falls Border Phase 1	Public Works
	Description	Justification
	Reconstruction in accordance with a Regional Road rural cross section standard. Open ditches with paved shoulders and/or bicycle lanes.	Road reconstruction will be completed in conjunction with a road widening and road re-alignment through the escarpment area. Improvements in vertical alignment and sight lines. Completion of the project will see a reduction in the short term maintenance activities funded by the operating budget.
	Gross Capital Cost:	\$ 1,151,286.00

Project Financing	Reserve Funds	
	Federal Gas Tax	\$ 555,364.00
	Ontario Community Infrastructure Fund	\$ 815,415.00
	Capital Levy	\$ 219,493.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 1,590,272.00

Future Impact(s)	Identified as a "Now" reconstruction need in the 2020 Roads Needs Study. Postponement of works will see additional maintenance requirements in the near future.
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**Capital Project
Information**

Budget Year: 2021	Department: Corporate Services	Project No.: C00736
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Project Details	Project Title	Project Location / Facility
	Aerial Ortho Imagery	
	Description	Justification
	Information Technology - Aerial Ortho Imagery	Aerial Ortho Imagery is an important and useful layer of any Geographic Information System (GIS) and can serve as a base on which vector data can be overlaid enabling Town GIS staff to perform analysis. Aerial Ortho Imagery Capital Project is a cost sharing partnership with the Region and local Municipalities.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	Accurate and up to date mapping data is important for several Town functions
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**Capital Project
Information**

Budget Year: 2021	Department: Corporate Services	Project No.: C00742
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Project Details	Project Title	Project Location / Facility
	Replace Mail Spam Filter Appliance	Corporate Services
	Description	Justification
	Information Technology - Mail Spam Filter and anti-virus Appliance Replacement. Our Barracuda Email Filtering Appliance protects our email system by continually scanning and filtering for Spam, Junk Mail and Malware as mail comes in and out of our mail server.	Our Mail foundry appliance checks, scans and removes both Malware and Junk Mail in realtime. A 3 year lifecycle for a high end solution like ours is required to ensure uninterrupted access to emails, which is the Corporations primary communications tool. We typically get 60K to 70K emails a month, of which as much as 60 percent are junk mail or contain viruses that end users do not even see as they are filtered before they reach the user.
	Gross Capital Cost:	\$ 5,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 5,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 5,500.00

Future Impact(s)	Mitigates risk of data corruption and maintains the integrity of Town data
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**Capital Project
Information**

Budget Year: 2021	Department: Corporate Services	Project No.: C00750
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Project Details	Project Title	Project Location / Facility
	2021 Corporate PC/Printer Replacement Program	Corporate Services
	Description	Justification
	Information Technology - Corporate PC / Personal Printer Replacement Program Strategy	Computers and Printers are currently replaced based on a 4 year life cycle classification for a majority of users. This program coordinates, manages and budgets for replacements based on said schedule, which helps budgeting predictability and better overall reallocation strategies. Power users are reviewed for replacement between 3 - 4 years and internet stations or kiosks are replaced every 5 year, with tablets and other workstation peripherals (monitors, KVM's, Keyboards, mice, etc.) every 4-5 years.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	<p>The Town has now deployed 140+ desktops and laptops and over 30+ tablets as computing device. The need for giving staff the ability to be mobile has also made the shift from computers to laptops and / or tablets, which further increases per unit cost. This project ensures we keep with our current replacement schedule and mitigates unnecessary downtime from equipment breaking down or being EOL with no support for security updates and patches.</p>
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Capital Project Information

Budget Year: 2021	Department: Corporate Services	Project No.: C00751
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Project Details	Project Title	Project Location / Facility
	2021 Network Equipment Upgrades and Enhancements	Corporate Services
	Description	Justification
	Information Technology - Other Network equipment including, but not limited to: Network Switches and Access points and wifi Routers, Fibre and network cables and drops, Tranceivers, new Network Cat6 data cable.	Network Equipment upgrades are required to maintain the Corporations network infrastructure. Continuous upgrades to these equipment ensures connectivity and uninterrupted service between departments and facilities and ensures compliance for network security and integrity.
	Gross Capital Cost:	\$ 7,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 7,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 7,000.00

Future Impact(s)	Failure to replace aging and dated network equipment exposes the Town to not only productivity loss during downtimes, but also puts to risk the security and integrity of the Town's network infrastructure.
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Capital Project Information

Budget Year: 2021	Department: Storm Water	Project No.: C00773
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Project Details	Project Title	Project Location / Facility
	Chautauqua Area - Vincent, Wilberforce, Wesley, Froebel, Shakespeare	Public Works
	Description	Justification
	Installation of required catch basins and storm sewer improvements coordinated with resurfacing of various roads.	Project allows for installation of catch basins and connection to existing storm sewer systems at locations to correct existing water ponding problems prior to resurfacing.
	Gross Capital Cost:	\$ 30,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 30,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 30,000.00

Future Impact(s)	Postponement of works not in coordination with resurfacing works will see additional maintenance requirements in the short term or immediate future to deal with ponding of water.
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Capital Project Information

Budget Year: 2021	Department: Wastewater	Project No.: C00823
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Project Details	Project Title	Project Location / Facility
	Engineering - Mississauga Street - (Johnson to Queen)	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a sanitary sewer replacement project scheduled in 2021.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so tenders can be initiated early in the construction year.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Postponement of design could see additional maintenance requirements in the short term or immediate future until the sewer is replaced. Postponement of works will impact other planned works to be carried out (road widening, drainage improvements and resurfacing).
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Capital Project Information

Budget Year: 2021	Department: Water	Project No.: C00833
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Project Details	Project Title	Project Location / Facility
	Melville Street - (Ricardo to Byron)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. 1960 asbestos cement watermain with a 150mm dia. PVC watermain.	The Town has a program in place to replace watermains throughout the Town to improve water quality and eliminate costly watermain breaks. The Water Distribution Needs Report did not recommend a need to upsize the main.
	Gross Capital Cost:	\$ 150,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 255,605.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 255,605.00	

Future Impact(s)	Postponement of works could see additional maintenance requirements in the short term or immediate future until the watermain is replaced.
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Capital Project Information

Budget Year: 2021	Department: Water	Project No.: C00838
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Project Details	Project Title	Project Location / Facility
	Niagara Stone Road - (Line 3 toLine 4 Road)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. asbestos cement watermain with a 250mm dia. PVC watermain.	The Town has a program in place to replace watermains throughout the Town to improve water quality and eliminate costly watermain breaks. The Town's water distribution model study recommended an increase in diameter to improve fire flows and demand requirements.
	Gross Capital Cost:	\$ 2,390,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 2,390,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 2,390,000.00

Future Impact(s)	Postponement of works could see additional maintenance requirements in the short term or immediate future until the watermain is replaced and potentially impact other planned works (roads resurfacing-Regional).
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**Capital Project
Information**

Budget Year: 2021	Department: Wastewater	Project No.: C00912
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Project Details	Project Title	Project Location / Facility
	Johnson Street - (Dorchester to Mississagua)	Public Works
	Description	Justification
	Relining of existing 375 mm. dia. concrete sanitary sewer constructed in 1964 and replacement of individual sanitary laterals.	Will reduce the infiltration of ground water flows into the Towns sanitary sewer collection system and reduce treatment required at the Regional Treatment Plant, thereby freeing short term capacity issues for future development and lowering treatment costs.
	Gross Capital Cost:	\$ 500,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 500,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 500,000.00	

Future Impact(s)	Postponement of works could see additional deterioration and possible full replacement of the mainline sewer in the future at a much higher cost.
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**Capital Project
Information**

Budget Year: 2021	Department: Corporate Services	Project No.: C00946
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Project Details	Project Title	Project Location / Facility
	Network Server Uninterrupted Power Supply and Surge Protectors	Corporate Services
	Description	Justification
	Information Technology - Uninterrupted Power Supply and Surge Protector for the Server Room.	A proper Battery and Surge Protector for the server room is a must to ensure longer uptime during power outages and proper protection for Corporate Data from power surges and spikes.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	Mitigates risk of data loss
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**Capital Project
Information**

Budget Year: 2021	Department: P & R Vehicles/Equipment	Project No.: C01157
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Project Details	Project Title	Project Location / Facility
	Mower (replaces P577)	Parks
	Description	Justification
	Purchase of a replacement mower	Replacement of P577. Mower has been in service for five years.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Consequences of not proceeding:
	Not proceeding would result in increased maintenance and downtime, and related disruption to mowing operations.



Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01192
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Project Details	Project Title	Project Location / Facility
	Christmas Display - Replacement Phase 2	Town wide
	Description	Justification
	Relamping of pole-mounted winter displays. Existing frames to be reused.	Phase one (2020) provided for the relamping of 23 of 41 displays that had been in service for five seasons. In 2021, the remaining 18 winter displays will have been in service for five seasons. LEDs are losing their intensity and sections of lights are burning out. The remaining displays need to be relamped.
	Gross Capital Cost:	\$ 13,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 13,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 13,500.00

Future Impact(s)	Not proceeding would exceed the manufacturers recommended lifespan, and would result in a loss of LED intensity, with more sections of lights burning out.
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Capital Project Information

Budget Year: 2021	Department: Roads Department	Project No.: C01210
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Project Details	Project Title	Project Location / Facility
	Mississaugua Street Culvert (Johnson - Gage)	Public Works
	Description	Justification
	Culvert bridge replacement. This project is a placeholder and approved to move ahead at the end of 2020. Funds of \$561,000 will be budgeted and spent in 2021.	The culvert was inspected by Ellis Engineering in 2016 and it was recommended that the structure be replaced with a concrete box culvert within 6-10 years. The replacement is also required to facilitate the addition of sidewalks along Mississaugua Street between Johnson and Gage.
	Gross Capital Cost:	\$ 552,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 552,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 552,000.00

Future Impact(s)	Postponement of works will see other planned road and sidewalk works/improvements deferred.
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01308
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Project Details	Project Title	Project Location / Facility
	Community Centre Table Replacement	NOTL Community Centre
	Description	Justification
	Replace many of the Rectangular and Round Tables at the Community Centre.	Most of the tables were purchased when the building opened in 2011. Tables are used on a daily basis and many need to be replaced due to wear and tear over the years.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	Consequences of not proceeding:
	Decrease our customer satisfaction for all rental groups. This could cause a safety concern as the tables may collapse or injure patrons. Events will look less aesthetically appealing with old damaged tables.



**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01381
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Project Details	Project Title	Project Location / Facility
	SCBA and Fill Station Replacement	Fire & Emergency Services
	Description	Justification
	The replacement of Self Contained Breathing Apparatus, Compressor, and Fill Station	FES-20-007 and FES-20-011 outline in detail the necessary replacement of this important personal protective equipment and associated accessories.
	Gross Capital Cost:	\$ 900,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 900,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 900,000.00	

Future Impact(s)	
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Capital Project Information

Budget Year: 2021	Department: Library	Project No.: C01429
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Project Details	Project Title	Project Location / Facility
	Makery Equipment	Library
	Description	Justification
	Purchase and upgrade of selected makerspace equipment.	On a two-year cycle, existing equipment for the Makery is replaced or upgraded and new equipment is purchased to ensure all equipment is in good operating condition and emerging technologies are available for use by the community.
	Gross Capital Cost:	\$ 5,000.00

Project Financing	Reserve Funds	
	Library Development	\$ 5,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 5,000.00	

Future Impact(s)	Without the two-year Makery equipment upgrade, community members would not learn how to use new technology and old or malfunctioning equipment would not be replaced. Both impacts would reduce life-long learning opportunities for our residents and create inequity for those who cant afford new technologies.
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**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C01458
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Project Details	Project Title	Project Location / Facility
	Crack Sealing	Public Works
	Description	Justification
	Crack Sealing program on various hot mix asphalt roads.	The Towns Roads Needs Study has recommended a program to crack seal hot mix asphalt roads in order to extend the service life of the road.
	Gross Capital Cost:	\$ 50,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 50,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 50,000.00

Future Impact(s)	Postponement of works could see additional maintenance requirements in the short term or immediate future. Deferring the works could entail a more costly road improvement sooner than anticipated
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**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01554
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Project Details	Project Title	Project Location / Facility
	Station 5 Oil Separators	Fire Station 5 - Glendale
	Description	Justification
	Replace the oil and water separator in the fire apparatus bay at Fire Station 5.	At the direction of the Town's Facilities Supervisor, we have forecasted the replacement of this device as it is exhibiting evidence that it has reached the end of its useful life and we may experience a failure.
	Gross Capital Cost:	\$ 14,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 14,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 14,000.00

Future Impact(s)	Consequences of not proceeding:
	A failure may result in contamination of wastewater due to the failed collection chamber.



Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01607
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Project Details	Project Title	Project Location / Facility
	Niagara Lakeshore Cemetery - shop addition	Niagara Lakeshore Cemetery
	Description	Justification
	Renovate the current Lakeshore Cemetery Shop to allow for more space for storage and shop equipment usage areas. Total addition size apx 1500 SF.	The current shop is not large enough for the storage area and workspace that is required to meet the high-quality standard of the Niagara Lakeshore Cemetery. Some equipment is stored outdoors and this reduces the lifespan due to exposure to the elements.
	Gross Capital Cost:	\$ 100,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 40,536.00
	Government Grants	\$ 59,464.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 100,000.00

Future Impact(s)	<p>Create an ideal space for staff to better store items and have more room to perform work. The cemetery has been experiencing major growth over the past 5 years. In order to keep up with increased demand, a larger work shop area is required.</p>
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**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01745
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Project Details	Project Title	Project Location / Facility
	Rescue/Pumper - Pump 5	Fire & Emergency Services
	Description	Justification
	This project replaces Pumper 5, a 2008 fire apparatus currently operating from Station 5 in Glendale. This truck was manufactured in 2008 and responds to incidents in all areas of the municipality, including being the primary responding vehicle to the QEW/405/Skyway. This is a frontline pumper that serves as a the initial responding fire apparatus in Glendale, and supplements firefighting resources in Virgil and St.Davids.	The replacement of this pumper will allow for the current 2008 pumper to be relocated as a second-run pumper to St.Davids, extending its useful life expectancy. This will then allow for our 24-year-old Freightliner pumper from St.Davids to move into a reserve position. It is important to note that the current 2008 unit has been experiencing significant corrosion attributed to the winter control measures on the highways. This truck is in need of work to address frame corrosion in the next 18 months in order to extend its useful life.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 20,000.00	

Future Impact(s)	This project could be split into two phases, similarly to C00715 where \$20,000 is allocated in 2021 and the balance on delivery of the fire apparatus in 2022.
	The additional funds required in 2022 will be \$855,000 for a total project cost of \$875,000.



**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01746
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Project Details	Project Title	Project Location / Facility
	Volunteer Firefighter Uniforms Phase 3	Fire & Emergency Services
	Description	Justification
	The provision of uniforms for volunteer firefighters.	This is the 2nd phase of a 4-year project (FES-19-004) to replace Volunteer Firefighter Uniforms. This phase will allow for the provision of Dress Uniforms for 30 Volunteer Firefighters as well as develop some stock of stationwear uniforms. These uniforms are worn to events including, but not limited to, funerals, memorials, Remembrance Day ceremonies, awards ceremonies, and graduation ceremonies.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	No future impacts.
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01755
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Project Details	Project Title	Project Location / Facility
	Shrub bed replacement - various facilities	
	Description	Justification
	Purchase and installation of replacement shrub and perennial gardens in locations including Community Centre, St. Davids, Glendale, and Queens Royal Park.	Perennial and shrub gardens have been damaged by salt and pests. Gaps are present and replacement plants are needed.
	Gross Capital Cost:	\$ 10,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,000.00

Future Impact(s)	Consequences of not proceeding:
	Not proceeding would result in substandard shrub and perennial gardens as gaps are present and replacement plants are needed.



**Capital Project
Information**

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01764
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Project Details	Project Title	Project Location / Facility
	Rye Heritage Park - Drainage & Survey Work	Rye Heritage Park
	Description	Justification
	Perform Survey and Drainage work as needed in the field area of Rye Heritage Park	Various locations in the park have very poor drainage. This causes pooling of water, which ends up damaging the fields due to improper drainage. This is also a safety concern due to increased likelihood of a fall because the field surfaces are damaged. Town staff have noticed a decline in the use of this field area due to the poor drainage issues.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	DC: Parkland & Recreation	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Increase park usage and a much safer and reliable field to play on.
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01839
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Project Details	Project Title	Project Location / Facility
	Operations Centre - Barn - Overhead Door Replacement	Operations Centre - Yard
	Description	Justification
	The garage doors are large retractable doors located in the Operations Yard - Barn. This project will allow replacement of 4 garage doors.	Current Doors have reached the end of their lifecycle and could potentially become a safety hazard if they are not replaced.
	Gross Capital Cost:	\$ 22,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 22,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 22,000.00

Future Impact(s)	Consequences of not: Increase in door maintenance (impact to the Operating budget).
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01842
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Project Details	Project Title	Project Location / Facility
	Centennial Arena - AODA entrance upgrade	Centennial Arena
	Description	Justification
	Create an accessible entrance to Centennial Arena. This includes automatic door openers and site improvements. This will meet the AODA requirements based on the Town's accessibility consultant recommendations.	The current construction of the Centennial Arena (constructed in 1967) has a very steep ramp from the lobby to the ice surface. Town staff engaged our accessibility consultant to review how we can improve accessibility. The consultant performed an accessibility audit. They proposed converting the side doors to automatic doors to the arena. This project also includes some site improvements at the exterior of the entrance.
	Gross Capital Cost:	\$ 12,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 12,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 12,000.00

Future Impact(s)	Under the AODA, the government is responsible for creating accessibility standards that organizations must follow. Implementing and enforcing these standards will help us work together to make Ontario more accessible and inclusive by 2025.
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**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01860
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Project Details	Project Title	Project Location / Facility
	Additional Funds for Pumper C00715	Fire & Emergency Services
	Description	Justification
	Rescue-Pumper for Station 3 in Virgil	This project was approved in FES-20-003. This is part of a multi-year consolidation of fire apparatus seeing the purchase of 2 rescue-pumpers, and the elimination of 2 heavy rescues and 1 pumper from the replacement forecast.
	Gross Capital Cost:	\$ 820,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 820,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 820,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01869
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Project Details	Project Title	Project Location / Facility
	New Recruit Firefighter Personal Protective Equipment	Fire & Emergency Services
	Description	Justification
	Personal Protective Equipment for the 15 new volunteer firefighter recruits that graduated in 2020.	<p>The 2020 volunteer firefighter recruits are currently outfitted with spare personal protective equipment. The majority of this equipment is near end of life and is not fitted specifically for these firefighters.</p> <p>This project will fund tailored bunker gear, boots, gloves, and protective balaclavas for each of the 15 volunteer firefighters.</p> <p>The provision of this protective equipment is a legislated requirement (O Reg 714/94 Firefighter Protective Equipment) and is also necessary to ensure firefighter safety.</p>
	Gross Capital Cost:	\$ 55,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 55,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 55,000.00

Future Impact(s)	Consequences of not proceeding:
	This is project is required to meet legislated requirements.



**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01870
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Project Details	Project Title	Project Location / Facility
	Hose, nozzles, and appliances	Fire & Emergency Services
	Description	Justification
	The purchase of replacement fire hose, nozzles and other firefighting appliances.	The most recent inventory and testing found a significant amount of hose that is almost 30 years old. This project replaces this older hose as well as other nozzles and appliances with the equipment necessary to deliver effective fire suppression. This project also replaces fire hose that fails during annual hose testing or is damaged during emergency operations.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 20,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	<p>Consequences of not proceeding: Not replacing failed fire hose will reduce the compliment of fire hose on apparatus, potentially limited response capacity. Furthermore, older hose is prone to failure putting firefighter and public safety at risk.</p>
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**Capital Project
Information**

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01871
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Project Details	Project Title	Project Location / Facility
	Highrise/complex building hose bundle replacement	Fire & Emergency Services
	Description	Justification
	The replacement of outdated and obsolete firefighting equipment for standpipe equipped structures (highrise, complex, sprawling commercial, etc.).	Currently each fire apparatus is equipped with 30 meters of 38 millimeter diameter hose with a nozzle and various appliances to utilize for fire suppression in standpipe equipped buildings. This package is no longer adequate for the types of structure and required flow rates to effectively extinguish fires with modern fuels. This replacement will align us with our neighbouring mutual aid partners, better positioning us for seamless operations in the event of a large scale incident at one of our complex buildings. The new package will be 45 meters of 65 millimeter hose with additional valves and appliances to overcome challenges with modern fuel loads and building design.
	Gross Capital Cost:	\$ 40,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 40,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 40,000.00

Future Impact(s)	Consequences of not proceeding:
	Failure to update the tools and equipment utilized for these large and complex buildings has the potential to put public and firefighter safety at risk.



Capital Project Information

Budget Year: 2021	Department: Corporate Services	Project No.: C01872
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Project Details	Project Title	Project Location / Facility
	Replacement of HP Printer (For Eng since C00470 went to fire)	Corporate Services
	Description	Justification
	Information Technology - Engineering Colour replacement printer.	High volume colour networked printer replacement for Operations. The current HP5550 is nearing the end of its life. Printer replacement strategy typically 5 - 6 years and this printer services Engineering, Public Works and Parks staff. Recommend HP M855dn Printer or similar for fast simplified colour printing with recommended monthly print cycle of up to 25k.
	Gross Capital Cost:	\$ 5,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 5,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 5,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2021	Department: Roads Department	Project No.: C01873
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Project Details	Project Title	Project Location / Facility
	Ball Street - Ricardo to Delater Street	Public Works
	Description	Justification
	Resurfacing of the road with hot mix asphalt including granular base.	Road conditions are deteriorating and the project has been identified as a "Now" reconstruction in the 2020 Roads Needs Study. The works are being completed in conjunction with the watermain replacement and potential sanitary installation on Ball Street.
	Gross Capital Cost:	\$ 15,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 15,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 15,000.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future.
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**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C01874
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Project Details	Project Title	Project Location / Facility
	Lorraine Street Sidewalk (Phase 2)	Public Works
	Description	Justification
	Installation of a new 1.5 m wide concrete sidewalk along the north side of Lorraine Street between the post office and Virgil Sports Park.	Increased safety for pedestrians and connectivity to the virgil trail and sidewalk system
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 60,000.00

Future Impact(s)	Postponement of works will continue to impact pedestrian safety.
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Capital Project Information

Budget Year: 2021	Department: Roads Department	Project No.: C01875
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Project Details	Project Title	Project Location / Facility
	Simcoe Street Culvert (at Johnson) (OMC-07) - ENG	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a culvert replacement project scheduled for 2022 or 2023.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year. The replacement of the structure has been identified as in poor condition and a "Now" priority rating according to a 2020 inspection.
	Gross Capital Cost:	\$ 79,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 79,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 79,500.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future.
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**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C01876
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Project Details	Project Title	Project Location / Facility
	Line 1 Road Recon. (Concession 6 to Homestead) - ENG	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a road reconstruction project scheduled for 2023.(On major road reconstruction projects there is a two year design window)	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 85,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 85,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 85,000.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future.
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**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C01877
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Project Details	Project Title	Project Location / Facility
	Mississauga Street Recon. (Queen-Johnson-Gage) - ENG	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a road reconstruction project scheduled for 2022-23.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 65,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 65,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 65,000.00

Future Impact(s)	Postponement of works will see additional maintenance requirements in the short term or immediate future.
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01878
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Project Details	Project Title	Project Location / Facility
	Picnic Tables - various sites	Town wide
	Description	Justification
	As picnic tables in Town parks and at facilities have been wearing out they have been taken out of service. It is proposed that 15 picnic tables be purchased as replacements.	Town picnic tables are used frequently by residents and visitors. There is a need for an increase in the picnic table inventory to be used throughout our parks.
	Gross Capital Cost:	\$ 10,500.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 10,500.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 10,500.00

Future Impact(s)	Not proceeding would result in a reduction in the number of picnic tables for use by residents and visitors.
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01879
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Project Details	Project Title	Project Location / Facility
	Niagara Nursery School Addition	Community Centre
	Description	Justification
	This project was approved by council. Report OPS-20-026.	This project must come through the capital program in order to be added to the debenture of the entire project.
	Gross Capital Cost:	\$ 400,000.00

Project Financing	Reserve Funds	
	Debt Reduction	\$ 400,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 400,000.00

Future Impact(s)	
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Capital Project Information

Budget Year: 2021	Department: Parks, Recreation & Facilities	Project No.: C01880
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Project Details	Project Title	Project Location / Facility
	Demolition - Old Nurses Building - 120 Byron St Site (Parking lot conversion)	176 Wellington Street Site
	Description	Justification
	Demolition of the nurses residence located at 120 Byron St. This is on the same site as the Old Hospital.	<p>The residence was decommissioned when the property was acquired in 2017. This means that all of the plumbing and heating systems are decommissioned. When the property was acquired there were some tenants in the facility. Those tenants have been accommodated in the main hospital building. This building has been identified in our Facility Master Plan for disposal. This facility doesn't have operating expenses to handle any major repairs/preventative maintenance if required.</p> <p>We currently have an approved project (C01859) for installation of new parking stalls on Wellington Street. The design was to increase the parking inventory by 34 spaces. We are recommending reallocating C01859 to install parking on the dormitory site instead of on Wellington Street. Staff have designed a new parking lot onsite and identified this would increase the parking inventory to 60 spaces. The current inventory onsite is 18 spaces. This lot is used for staff during daytime hours but there is a financial opportunity for revenue in the evenings and weekends.</p>
	Gross Capital Cost:	\$ 60,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 60,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing		\$ 60,000.00

Future Impact(s)	<p>Building Demolition: This building will eventually start to leak and cause major damages. This facility doesn't have operating expenses to cover preventative maintenance.</p>
	<p>Parking Installation: Not installing the parking spots will add to the pressures of the challenge of parking inventory in Old Town. Loss of potential parking revenue.</p>
	<p>Relocating from Wellington creates an opportunity to allow for future development proposals.</p>
	<p>Staff have identified this lot to be dedicated to the Honk Mobile implementation</p>



Capital Project Information

Budget Year: 2021	Department: P & R Vehicles/Equipment	Project No.: C01881
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Project Details	Project Title	Project Location / Facility
	Van	Operations
	Description	Justification
	Purchase of a new van to provide the transportation of staff and supplies due to additional responsibilities associated with Fire Stations (5) and former Hospital custodial duties, and additional parks and municipal property maintenance.	Transportation, including supplies, is required for staff performing duties at additional Town facilities, parks, and properties.
	Gross Capital Cost:	\$ 45,000.00

Project Financing	Reserve Funds	
	Fleet Replacement	\$ 45,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 45,000.00

Future Impact(s)	Not proceeding would result in reduced versatility and costs associated with alternative transportation.
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Capital Project Information

Budget Year: 2021	Department: PW Vehicles/Equipment	Project No.: C01883
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Project Details	Project Title	Project Location / Facility
	JCB Backhoe - additional funds for C00457	
	Description	Justification
	Replace existing 2007 JCB Backhoe In 2019 this equipment was scheduled for replacement when the funds were required for a truck in the roads department. Originally, \$140,000 was set aside for the purchase of a new backhoe. OPS 19-012 report was approved which left \$65,000 in the C00457 with the intent of topping up in the following year. The Vehicle is now slotted for 2021	The Water Department has had this vehicle for 13 years and it has been in many times in the last 5 years for repair and maintenance. The need to use other departments equipment to get work done is difficult when they are scheduled themselves. Emergency work requires the department to have reliable equipment to operate when needed.
	Gross Capital Cost:	\$ 0.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 105,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 105,000.00	

Future Impact(s)	Reduce down time and maintenance costs
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Capital Project Information

Budget Year: 2021	Department: Wastewater	Project No.: C01884
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Project Details	Project Title	Project Location / Facility
	Garrison Village Sanitary Sewer Rehabilitation CIPP Structural Liner (Phase 1)	Public Works
	Description	Justification
	Sanitary sewer relining in Garrison Village by means of a CIPP (Cured in Place Pipe) structural liner. Priority 1 Repair.	The required repairs are as a result of an investigation carried out by GM Blue Plan on behalf of the Town to identify cross connections between sanitary and storm assets which are contributing high levels of E. Coli in the storm system and surrounding natural watercourses.
	Gross Capital Cost:	\$ 50,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 50,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 50,000.00

Future Impact(s)	Postponing these repairs will see continued E. Coli levels in the system and potential orders being issued by the Province.
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Capital Project Information

Budget Year: 2021	Department: Wastewater	Project No.: C01885
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Project Details	Project Title	Project Location / Facility
	Garrison Village Sanitary Lateral Repair and Replacement (Phase 1)	Public Works
	Description	Justification
	Repair and/or replacement of separated and/or offset sanitary lateral joints in Garrison Village by Town Wastewater staff and external contractor.	The required repairs are as a result of an investigation carried out by GM Blue Plan on behalf of the Town to identify cross connections between sanitary and storm assets which are contributing high levels of E. Coli in the storm system and surrounding natural watercourses.
	Gross Capital Cost:	\$ 140,000.00

Project Financing	Reserve Funds	
	Wastewater Capital Improvements	\$ 140,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 140,000.00	

Future Impact(s)	Postponement of repairs could see potential issues not addressed and continued treatment costs to the Town which could be reduced. Potential to see continued E. Coli levels in the system and potential orders being issued by the Province.
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**Capital Project
Information**

Budget Year: 2021	Department: Wastewater	Project No.: C01886
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Project Details	Project Title	Project Location / Facility
	Engineering - Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a sanitary sewer project which is being included with a road reconstruction project scheduled for 2023.(On major road reconstruction projects there is a two year design window)	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 31,000.00

Project Financing	Reserve Funds	
	DC: Wastewater Sewers	\$ 31,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 31,000.00

Future Impact(s)	Postponement of works could impact other planned improvements being done at the same time.
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**Capital Project
Information**

Budget Year: 2021	Department: Wastewater	Project No.: C01887
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Project Details	Project Title	Project Location / Facility
	Ball Street Sanitary Sewer	Public Works
	Description	Justification
	Proposed Sanitary Sewer Extension on Ball Street south of Delater Street to replace an existing lateral.	The resident has expressed an interest to replace the existing forcemain service for the property with a gravity sanitary lateral. The Town and our engineer have completed a feasibility review. All costs associated with the works will be recouped by the Town if the owner decides to proceed.
	Gross Capital Cost:	\$ 29,350.00

Project Financing	Reserve Funds	
	Government Grants	\$ 29,350.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 29,350.00

Future Impact(s)	No impact to the Town if the works do not proceed. The property has an existing agreement for a forcemain service to Ricardo Street which is the property owners responsibility to repair and/or replace in perpetuity.
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Capital Project Information

Budget Year: 2021	Department: Water	Project No.: C01888
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Project Details	Project Title	Project Location / Facility
	Water Infrastructure Improvements - Hydrant Replacements	Public Works
	Description	Justification
	Replacement of defective and/or non-operating hydrants.	The Town has an annual program of replacing aging watermains and hydrants to improve fire flows and demand but there are times when hydrants fail but the section of watermain may not be due for replacement for several years.
	Gross Capital Cost:	\$ 25,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 25,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 25,000.00

Future Impact(s)	Not replacing defective or non-operating hydrants could impact the fire departments ability to respond to emergencies. Potential impact on flushing of mains and water quality.
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**Capital Project
Information**

Budget Year: 2021	Department: Water	Project No.: C01890
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Project Details	Project Title	Project Location / Facility
	Line 4 Road Watermain Replacement (west of NSR)	Public Works
	Description	Justification
	Replacement of existing 150mm dia. 1975 asbestos cement watermain with a 150mm dia. PVC watermain.	The Town has a program in place to replace watermains throughout the Town to improve water quality and eliminate costly watermain breaks. The Town's water distribution model study did not recommend an increase in diameter to improve fire flows and demand requirements.
	Gross Capital Cost:	\$ 127,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 127,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 127,000.00

Future Impact(s)	Postponement of works could see additional maintenance requirements in the short term or immediate future until the watermain is replaced and potentially impact other planned works (roads resurfacing-Regional).
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Capital Project Information

Budget Year: 2021	Department: Water	Project No.: C01891
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Project Details	Project Title	Project Location / Facility
	Engineering: Hunter Road Watermain Replacement (FMCR to Con. 4) (Engineering)	Public Works
	Description	Justification
	Estimated engineering fees, archeological assessment and geotechnical investigation for watermain replacement project in 2022.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year. Recommended for replacement and increased diameter in the Town's water distribution system model update to improve fire flows and demand.
	Gross Capital Cost:	\$ 80,000.00

Project Financing	Reserve Funds	
	Water Capital Improvements	\$ 80,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 80,000.00

Future Impact(s)	Postponement of design could see additional maintenance requirements in the short term or immediate future until the watermain is replaced.
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**Capital Project
Information**

Budget Year: 2021	Department: Storm Water	Project No.: C01893
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Project Details	Project Title	Project Location / Facility
	Melville Street Storm Sewer Replacement	Public Works
	Description	Justification
	Replace an existing 300mm VC storm sewer which outlets into Lake Ontario	The existing sewer is in poor condition and may have collapsed near the outlet. Replacing the sewer and installing a control valve and structure will allow the Town to control water levels in the sewer and road during high water levels in the lake.
	Gross Capital Cost:	\$ 200,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 200,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing		\$ 200,000.00

Future Impact(s)	Postponement of works can have an adverse impact on our ability to maintain the road and access when high water levels are being experienced in the lake.
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**Capital Project
Information**

Budget Year: 2021	Department: Storm Water	Project No.: C01894
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Project Details	Project Title	Project Location / Facility
	Mississagua Street Road, Storm and Sanitary Sewer Replacement (Queen to Gage) (Engineering)	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a storm sewer replacement project scheduled for 2022-23.	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so tenders can be initiated early in the construction year.
	Gross Capital Cost:	\$ 28,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 28,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 28,000.00

Future Impact(s)	Postponement of design could see additional maintenance requirements in the short term or immediate future until the sewer is replaced. Postponement of works will impact other planned works to be carried out (road widening, sanitary replacement , drainage improvements and resurfacing).
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**Capital Project
Information**

Budget Year: 2021	Department: Storm Water	Project No.: C01895
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Project Details	Project Title	Project Location / Facility
	Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a storm sewer project which is being included with a road reconstruction project scheduled for 2023.(On major road reconstruction projects there is a two year design window)	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 31,000.00

Project Financing	Reserve Funds	
	Storm Water Management	\$ 31,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 31,000.00

Future Impact(s)	Postponement of works could impact other planned improvements being done at the same time.
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**Capital Project
Information**

Budget Year: 2021	Department: Street Lighting	Project No.: C01896
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Project Details	Project Title	Project Location / Facility
	Line 1 Road Reconstruction, Storm and Sanitary, Streetlighting (Con 6 to Homestead) (Engineering)	Public Works
	Description	Justification
	Estimated engineering fees, archaeological assessment and geotechnical investigation for a street lighting project which is being included with a road reconstruction project scheduled for 2023.(On major road reconstruction projects there is a two year design window)	Allows projects scheduled for the following year to be designed, reviewed and approved for construction so that tenders can be called early in the construction year.
	Gross Capital Cost:	\$ 20,000.00

Project Financing	Reserve Funds	
	DC: Roads, Sidewalks and Lights	\$ 12,400.00
	Street Lighting	\$ 7,600.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 20,000.00

Future Impact(s)	Postponement of works could impact other planned improvements being done at the same time.
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**Capital Project
Information**

Budget Year: 2021	Department: Corporate Services	Project No.: C01897
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Project Details	Project Title	Project Location / Facility
	Payroll System Implementation	Corporate Services
	Description	Justification
	The Town's current payroll provider will be making changes to it's payroll system requiring the Town to go through a payroll conversion. Town Staff have identified as a good oppurtunity to discontinue service with the current provider and bring the payroll function in house.	Due to the Town's current payroll provider going through a system conversion in the next two years, the Town will be forced to go through a Payroll Conversion to a new system. Switching to an in house solution will save money in future years as currently the Town pays a fee for each payroll run per employee. An in house solution will provide for tighter integration among the Town's existing Financial Solutions.
	Gross Capital Cost:	\$ 43,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 43,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 43,000.00

Future Impact(s)	Post poning this conversion will see the Town required to go through training and implementation on its current systems. Beginning this project in 2021 will avoid implementation and training on two systems.
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Capital Project Information

Budget Year: 2021	Department: Fire & Emergency Services	Project No.: C01899
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Project Details	Project Title	Project Location / Facility
	Back-Up Generators - Town Hall & Fire Station #1	Town Hall and Fire Station 1
	Description	Justification
	Backup generators to power primary and backup Emergency Operation Centres including Town Hall and Fire Station 1.	Required backup power that is automatic and able to power entire facilities as current trailer mounted portable generators are unable to power entire buildings and are not a reliable means of power during an emergency. Will allow for continuity of operations at Town Hall during a power failure. Recommended in Fire Master Plan.
	Gross Capital Cost:	\$ 220,000.00

Project Financing	Reserve Funds	
	Government Grants	\$ 220,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
Total Project Financing	\$ 220,000.00	

Future Impact(s)	Consequences of not proceeding:
	Failure to install automatic backup power that can service these two facilities in their entirety leaves the Town vulnerable in the event of an emergency or extended power outage.



**Capital Project
Information**

Budget Year: 2021	Department: Roads Department	Project No.: C01900
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Project Details	Project Title	Project Location / Facility
	Line 5 Road Land Acquisition - Phase 1A	
	Description	Justification
	Please refer to Business case 2021-02 which was approved with the following motion on November 26th at Audit and Finance Committee Meeting: "Moved by Councillor Burroughs that \$180,000 for Business Case 2021-02 606 Line 5 Road Land Acquisition be considered for the 2021 budget with funding to be established based on staff recommendations". Staff will be looking into alternative funding options in 2021 as this project may be a good candidate for Development Charges	
	Gross Capital Cost:	\$ 185,000.00

Project Financing	Reserve Funds	
	Capital Levy	\$ 180,000.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
	Debentures	\$ 0.00
	Grants / Developer Contributions	\$ 0.00
	Total Project Financing	\$ 180,000.00

Future Impact(s)	
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Projects Deferred from 2021 to a future year					
Department	Project	Project Description	Project Amount	Funding Source	Deferral Date
Corporate Services	C01702	Replace SAN Corporate Data Storage (Admin)	25,000	Capital	2022
Fire and Emergency	C00516	HVAC Replacement at Station 4	20,000	Capital	2022
Operations: Roads	C00360	Engineering Paxton Lane - York to New Development	17,500	Capital and DC's	TBD
Operations: Roads	C00492	Line 4 Road - Bridge #2115 0.13km West of Concession 6 - Rip Rap & Guide Rails	60,000	Capital	TBD
Operations: Roads	C00543	Line 4 Road - Bridge #2112 (0.43 East of Con. 3 Road) Bridge Improvements	20,000	Capital	TBD
Operations: Roads	C00546	Line 1 Homestead-Henry-FMCR	860,000	Capital/DC's/Gas Tax/OCIF	TBD
Operations: Roads	C00551	Concession 6 Road - Line 1 to Line 2 - Engineering	62,500	Capital and DC's	TBD
Operations: Roads	C00552	Engineering for Green Street - Flynn to Niagara	30,000	Capital and DC's	TBD
Operations: Roads	C00658	Sidewalk Installation - Mississauga Street - Gage to Centre	45,000	Capital	TBD
Operations: Roads	C00711	Dorchester@Gage Culv. Replacement (One Mile Creek Watershed Plan)	300,000	Capital	TBD
Operations: Roads	C00726	Concession 6 Road - Line 1 to 2 - Road Construction	1,250,000	Capital/DC's/Gas Tax	TBD
Operations: Roads	C00729	Johnson Street - Dorchester to Gate - Road Resurfacing	120,000	Capital	TBD
Operations: Roads	C00730	Simcoe Street - John to Anne - Road Resurfacing	25,000	Capital	TBD
Operations: Roads	C00731	Gate Street - Mary to William - Road Resurfacing	25,000	Capital	TBD
Operations: Roads	C00732	Townline Road - Line 1 to Lakeshore Road	180,000	Capital/DC's/Gas Tax	TBD
Operations: Roads	C01095	Line 2 Road - Concession 6 to Niagara Stone Road	110,000	Capital	TBD
Operations: Roads	C01096	Sidewalk Installation - Queenston Street - Niagara River Parkway to N.S. Bridge	23,000	Capital	TBD
Operations: Roads	C01120	Sidewalk Installation: Four Mile Creek Road - North of York to Cannery Subdivision	60,000	Capital	TBD
Operations: Roads	C01533	Line 3 Road Resurfacing - Concession 6 to Four Mile Creek Road	700,000	Capital	TBD
Operations: Roads	C01534	Line 3 Road Resurfacing - Four Mile Creek Road to Concession 4	300,000	Capital	TBD
Operations: Roads	C01629	York Rd Sidewalk - FMCR to Conc 3 (Phase 2)	100,000	Capital	TBD
Operations: Roads	C01630	Concession 6 Rd - Line 7 to Line 6 to Line 5	420,000	Capital/Gas Tax	TBD
Parks and Recreation	C00998	Simcoe Park Raised Flower Beds Phase 1	92,000	Park Dedication	2022
Parks and Recreation	C01001	Niagara Pool Filter Replacement	20,000	Park Dedication	2025
Parks and Recreation	C01005	Market Street Washrooms Roof Replacement	20,000	Capital	2023
Parks and Recreation	C01006	Simcoe Park Pavers	130,000	Capital	2022
Parks and Recreation	C01007	Community Centre Lawn Bowling Carpet Replacement	125,000	Capital	2022
Parks and Recreation	C01009	Court House Door Hardware Replacement	30,000	Capital	2023
Parks and Recreation	C01347	Community Centre Amenities	40,000	Capital	2022
Parks and Recreation	C01395	Glendale Storage Building	150,000	DC: Parkland	2025
Parks and Recreation	C01605	Pumphouse - Paint Exterior, Windows, Soffits	35,000	Capital	2022
Parks and Recreation	C01600	Courthouse Elevator Cab Refurbishment	15,000	Capital	2022
Parks and Recreation	C01826	Operations Centre - Middle - Heater Replacement	11,500	Capital	2022
Parks and Recreation	C01827	VBA Building - Eavestrough replacement	10,000	Capital	2023
Parks and Recreation	C01828	MCU Arena - Elevator repairs	5,000	Capital	2023
Parks and Recreation	C01829	Courthouse - Foundation Investigation/Repairs	21,000	Capital	2023
Parks and Recreation	C01830	Centennial Arena - Furnance Replacement x 2	14,000	Capital	2023
Parks and Recreation	C01831	Info Centre - HVAC replacement	8,000	Capital	2023
Parks and Recreation	C01832	Courthouse - Lighting replacements	30,000	Capital	2024
Parks and Recreation	C01833	Community Centre - Door/Drywall replacements/repairs	15,000	Capital	2022
Parks and Recreation	C01834	Queenston Library - Foundation repairs	45,000	Capital	2023
Parks and Recreation	C01836	Queenston Library - Exterior Wall repairs	35,000	Capital	2023
Parks and Recreation	C01837	Cenotaph - Foundation repairs	5,000	Capital	2023

Projects Deferred from 2021 to a future year (cont'd)					
Department	Project	Project Description	Project Amount	Funding Source	Deferral Date
Parks and Recreation	C01838	Community Centre - Walkin Cooler Compressor replacement	15,000	Capital	2022
Parks and Recreation	C01840	MCU Arena - Exterior Door repairs	8,500	Capital	2022
Parks and Recreation	C01841	Courthouse - Emergency Light replacements	8,500	Capital	2022
Parks and Recreation	C01843	Operations Centre - Roads Covered Shelter	460,000	Capital	2024
Parks and Recreation	C01861	Additional Funds for C01228 St Davids Pool Construction	2,900,000	Capital/Donation/Grants	2022
Parks and Recreation	OPER	Parks and Recreation Master Plan	60,000	Operating	2022
Waste Water	C00663	Simcoe Street (Centre-Gage)	70,000	Waste Water Capital Improvements	2022
Waste Water	C00913	Simcoe Street - (John to Anne Street)	115,000	Waste Water Capital Improvements	2022
Waste Water	C00914	Gate Street - (Mary to William Street)	75,000	Waste Water Capital Improvements	2022
Waste Water	C00915	Engineering - Green Street - (Flynn to Niagara)	25,000	Waste Water Capital Improvements	2022
Waste Water	C00916	Engineering - Wellington Street - (Picton to Queens Parade)	5,000	Waste Water Capital Improvements	2022
Waste Water	C00917	Engineering - Gate Street - (John to Mary)	10,000	Waste Water Capital Improvements	2022
Water	C00440	Queenston/NSR (Coon-NSR-Stewart)	700,000	Water Capital Improvements	TBD
Water	C00837	Dorchester - (Mary to John West) Eng.	20,000	Water Capital Improvements	TBD
Water	C01638	Line 6 Rd (Conc 1 to NRP) Eng	60,000	Water Capital Improvements	TBD
Storm	C01892	Garrison Village Storm Sewer Rehabilitation – CIPP Structural Liner (Phase 1)	215,000	Storm Water	2022
Storm	C00341	Engineering for Paxton Lane South End to York Road	20,000	Storm Water	2022
Storm	C00536	Engineering for Green Street - Flynn to Niagara	24,000	Storm Water/DC's	2023
Storm	C01502	Wellington St- Platoff to Castleregh (Engineering)	20,000	Storm Water	2023
Storm	C01501	Queenston Storm Sewer EA Update	40,000	Storm Water	2023
Storm	C01660	Conc 6 - Line 1 to Line 2 Eng	50,000	DC's	2023
Storm	C01662	Conc 6 (NSR to Line 2) Eng	25,000	Storm Water	2023
Storm	C01659	Line 1 - Homestead to Henry to FMCR	40,000	Storm Water	2023
Storm	C01661	Conc 6 - Line 1 to Line 2	671,000	DC's	2023
			11,246,500		
Projects Cancelled from 2021					
Department	Project	Project Description	Project Amount	Funding Source	Deferral Date
Operations: Roads	C00733	Guard Rail Installation TBD	60,000	Capital	N/A
Operations: Roads	C01325	Radar Speed Board (Replacement)	6,000	Capital	N/A
Parks and Recreation	C01835	Library - Window repairs	21,000	Capital	N/A
			87,000		
GRAND TOTAL			11,333,500		

SECTION A: 2020 Projects for Reconsideration in 2021 Budget:							
Department	Project	Project Description	Project Amount	Balance Remaining	Deferral Date	Funding	Comments
Parks and Recreation	C00361	Community Centre Trail Extension & Multi-Purpose Pad	73,035.00	73,035.00	2021	Donation \$23,443 and Parkland Dedication \$50k	
Parks and Recreation	C01608	92 Queen St Washroom Replacement	500,000.00	500,000.00	2021	DC: Parkland and Recreation \$60k DC: Parkland and Recreation & \$25k	
Parks and Recreation	C01758	The Village - Playground	85,000.00	85,000.00	2021	Donations	
Parks and Recreation	C01801	Community Centre - Front Entrance redesign (Traffic & Transit Design)	180,000.00	180,000.00	2021	Parking	Contingent on Niagara Nursery School expansion
Parks and Recreation	C01859	Old Hospital - Parking Extension	50,000.00	50,000.00	2021	Parking	
Roads Department	C01082	Sidewalk Installation - Anne Street - Mississauga to Simcoe	20,000.00	20,000.00	2021	Capital	
Roads Department	C01528	Butler Street Construction (Cul-de-sac)	125,000.00	124,142.00	2021	Capital	dependent on sale of lots
Roads Department	C01718	Butler & Anne Street Trail - S. & W. of Anne Street	100,000.00	99,167.00	2021	Capital	dependent on sale of lots
Total			1,133,035.00	1,131,344.00			
SECTION B: 2020 Projects for Reconsideration in 2022 Budget:							
Department	Project	Project Description	Project Amount	Balance Remaining	Deferral Date	Funding	Comments
Parks and Recreation	C01228	St. Davids Pool Construction (Placeholder)	100,000.00	100,000.00	2022	\$100k Capital and balance Donations	fundraising likely to be completed closer to 2022
Parks and Recreation	C01590	Community Centre - Parking Extension	100,000.00	100,000.00	2022	Parking	
			200,000.00	200,000.00			
Section C: Prior Year Projects Deferred							
Department	Project	Project Description	Project Amount	Balance Remaining	Deferral Date	Funding	Comments
Parks and Recreation	C01180	Court House Window Replacement	30,000.00	30,000.00	TBD	Capital	Re-budget when deemed necessary
Parks and Recreation	C01590	Community Centre Parking Extension	100,000.00	100,000.00	2022	Parking	
Roads Department	C01080	Sidewalk Install- Wellington: Byron to Queens Parade	20,000.00	20,000.00	TBD	Capital	Deferred - until future year TBD
Roads Department	C01081	Sidewalk Installation - Line 2 Road - Bordeaux to Reisling	15,000.00	14,672.26	TBD	Capital	Deferred to coincide with future road reconstruction.
Roads Department	C01319	Engineering Work for York Road Sidewalk (FMCR to Con. 3)	20,000.00	19,694.29	TBD	Capital	Deferred to coincide with future Regional Road reconstruction.
Roads Department	C01452	Four Mile Creek Road Sidewalk - Cannery to York (Regional Co-ordination)	20,000.00	20,000.00	TBD	Capital	Deferred to coincide with future Regional Road reconstruction.
Roads Department	C01520	Eng for Anne St- Regent to Victoria (0.5) to Gate	30,000.00	30,000.00	TBD	Capital 61%, DC Roads 39%	Deferred - until future year TBD
Roads Department	C01728	Fort George Parking Lot	60,000.00	27,266.86	TBD	Cash In Lieu of Parking	Deferred - until future year TBD
Roads Department	C00617	Sidewalk Installation - York Road - FMCR to Concession 3 Road	50,000.00	50,000.00	TBD	Capital	Deferred to coincide with future Regional Road reconstruction.
Total			345,000.00	311,633.41			

SECTION D: Prior Year Projects Cancelled							
Department	Project	Project Description	Project Amount	Balance Remaining	Deferral Date	Funding	Comments
Transit	C00937	Railings @ Fort George & Court (2016)	10,000.00	10,000.00	N/A	Capital and AODA 50/50	Transition to On-Demand Transit Service
Transit	C01228	Annunciator Boards (2017)	15,000.00	15,000.00	N/A	AODA	Transition to On-Demand Transit Service
Transit	C01330	AODA Compliant Bus Pads (2018)	12,500.00	12,500.00	N/A	AODA	Transition to On-Demand Transit Service
Transit	C01131	Transit Replacement Bike Rack (2018)	5,000.00	5,000.00	N/A	Capital	Transition to On-Demand Transit Service
Transit	C01239	Bus Stop Schedule Signs (2017)	5,500.00	5,500.00	N/A	Capital	Transition to On-Demand Transit Service
Transit	C01240	POS System for Fare Cards (3) (2018)	12,000.00	12,000.00	N/A	Capital	Transition to On-Demand Transit Service
Transit	C01240	Benches, Shelters, Garbage Can (2018)	15,000.00	15,000.00	N/A	Capital	Transition to On-Demand Transit Service
Transit	C01242	AODA Compl. Bus Stop Pads Ph4 (2019)	12,500.00	12,500.00	N/A	AODA	Transition to On-Demand Transit Service
Transit	C01243	Benches, Shelters, Garbage Cans (2019)	15,000.00	15,000.00	N/A	Capital	Transition to On-Demand Transit Service
Transit	C01697	Court House Bus Shelters (2019)	26,000.00	20,276.00	N/A	Capital and AODA 50/50	Transition to On-Demand Transit Service
Transit	C01790	AODA Compliant Pads (2020)	5,000.00	5,000.00	N/A	AODA	Transition to On-Demand Transit Service
Total			133,500.00	127,776.00			