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March 14, 2023



**WELLINGTON NORTH**  
SEMPER PORRO

# **Township of Wellington North**

## 2023 Budget

**Presented by**  
**Farhad Hossain, MBA, MSc**  
Director of Finance/Treasurer



## **Budget presentation deck**

1. Recap of last two discussions
2. Operating budget
3. Capital budget
4. Discussion

## **Appendix**

1. 10-year capital forecast
2. List of all capital projects and funding allocation
3. Capital Justification Sheets
4. Reserve and reserve fund summary report
5. Mount Forest Outdoor Pool and Aquatics Centre Staff Report - OPS 2023-008
6. Financial Indicator Review Report from MMAH
7. Detail Line-item budget document, available upon request



# 2023 BUDGET – 3<sup>RD</sup> DISCUSSION

March 20, 2023



# RECAP – FEB 27 AND MAR 06 DISCUSSION

## Growth Vs. Reassessment

- Growth is defined as new assessment – it has no impact on the current taxpayer
- During 2022, Wellington North has realized an estimated real assessment growth of 2.26%
  - (2021 – 1.48%, 2020 – 1.52%, 2019 – 1.53%)
- Property assessment for the 2023 tax years will remain unchanged.
- The government has prioritized stability for property taxpayers and municipalities. The valuation of 2016 (January 1, 2016) will remain in effect for 2023



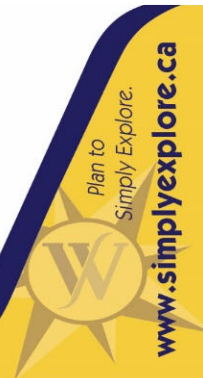
## Feb 27 Operating Budget Summary – Tax Levy

Tax Levy Impact	Option - 1	Option - 2
	<b>Base Case</b>	<b>Base Case + 3 FTE</b>
Total Tax levy	8,658,395	8,944,850
Levy increase - \$	572,708	859,163
Levy increase - %	7.08%	10.63%
Organic Growth	2.26%	2.26%
<b>Impact on existing taxpayer</b>	<b>4.82%</b>	<b>8.37%</b>
Typical RT house (271.6K) tax bill	1347.99	1392.58
Change in Township tax	71.08	115.68
Difference		44.6



## Feb 27 Capital Budget Summary – Capital Projects

Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Environmental Services	15,752,337	2,264,337	13,488,000	
General Government	621,781		406,781	200,000
Health Services	49,849		49,849	
Protection Service	504,500		504,500	
Recreation and Cultural Services	6,423,000		6,423,000	
Transportation Services	12,523,323	4,812,323	5,137,400	2,573,600
<b>Grand Total</b>	<b>35,874,790</b>	<b>7,076,660</b>	<b>26,009,530</b>	<b>2,773,600</b>



## 2023 Budget Revised Direction

- Revised 2023 Base budget
  1. Business As Usual
    - Same level of service as previous year (2022) unless otherwise proposed and documented
  2. Fewer capital projects; removal of some projects
    - Fleet – two pickup truck removed
    - Arthur Wastewater Treatment Plant Phase 2
  3. Staffing investment – Two FTE - \$238,775.4
    - One FTE removed – Moving forward with 2 instead of 3
    - Use of reserves to reduce full cost impact in 2023





## 2023 Budget Guidelines

- Tax levy options for Mount Forest Pool
  - Revised option 3 with longer term (  $\$2.5 + \$2.8 = \$5.3$  million)
  - Impact of \$2.8 million taxpayer contribution over 8 years
- Corporate-wide cost pressures:
  - Wages/Salary: COLA - 1.6%
  - Health Benefits: increase of 6.9%
  - Municipal Insurance renewal – 22% increase
  - Utilities: Hydro increase of 3% (WNP Guidance)
  - Ontario 2022 Annual Average Inflation – 6.8%
  - Construction Price Index (Inflation, Q3 2022) – 15.6%



## 2023 Budget Impact Items

- No consideration for COVID–19 resurgence is incorporated into the budget
- All conservation authority has submitted their budgets

Conservation Authority	2021 Budget	2022 Budget	2023 Budget	Diff - \$	Diff - %
Saugeen Valley Conservation Authority	70,373	73,997	81,626	7,629	10.3%
Grand River Conservation Authority	56,948	55,274	57,083	1,809	3.3%
Maitland Valley Conservation	45,435	48,615	51,124	2,509	5.2%
	<b>172,756</b>	<b>177,886</b>	<b>189,833</b>	<b>11,947</b>	<b>6.7%</b>



## Removed projects from 2023 capital ask

- Fleet – two pickup truck removed - \$100 thousand
- Arthur Wastewater Treatment Plant Phase 2 - \$12.45 million

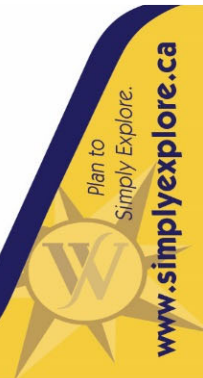
Service area	Department	Project Name	Estimated Total Cost including taxes
Environmental Services	Water Wastewater	Arthur Wastewater Treatment Plant – Phase 2 Upgr	12,450,000
Transportation Services	Operations	Development Vehicle	40,000
Transportation Services	Roads	Equipment - Pick-up (60)	60,000
			<b>12,550,000</b>



## New Staffing – 2 FTE - \$238,775.4 - 65% Funded using Reserves

	Reserves Impact	2023 Tax Levy Impact	Total Cost
2 FTE	155,204.0	83,571.4	238,775.4

Option	Reserves		Tax Levy		Total	Overall Increase	TRUE	Growth
	Funding - %	Funding - \$	Funding - %	Funding - \$		%	%	%
a	0%	-	100%	238,775	238,775	9.05	6.79	2.26
b	50%	119,388	50%	119,388	238,775	7.57	5.31	2.26
c	65%	155,204	35%	83,571	238,775	7.13	4.87	2.26
d	75%	179,082	25%	59,694	238,775	6.83	4.57	2.26
e	100%	238,775	0%	-	238,775	6.09	3.83	2.26



# Mount Forest Outdoor Pool and Aquatic Centre

- Stage 1 recommendation:
  - GO - move forward now with option 3

Funding Options	Option -1	Option -2	Option -3
Fundraising target (Trigger point)	250,000	1,000,000	2,500,000
<b>Taxpayer contribution</b>	<b>5,050,000</b>	<b>4,300,000</b>	<b>2,800,000</b>
Total cost of the pool	5,300,000	5,300,000	5,300,000
Taxpayer contribution - 1 Year Plan	5,050,000	4,300,000	2,800,000
Taxpayer contribution - 2 Year Plan	2,525,000	2,150,000	1,400,000
Taxpayer contribution - 3 Year Plan	1,683,333	1,433,333	933,333
Taxpayer contribution - 4 Year Plan	1,262,500	1,075,000	700,000
<b>Taxpayer contribution - 8 Year Plan</b>	<b>631,250</b>	<b>537,500</b>	<b>350,000</b>



# Mount Forest Outdoor Pool and Aquatic Centre

- Stage 2 recommendation:
  - Option 3 over 8 years: Special tax levy for pool collected over 8 years

Funding Options - 8 Year Plan	Option -1	Option -2	Option -3
<b>Taxpayer contribution</b>	631,250	537,500	350,000
Household in the Township	4,795	4,795	4,795
<b>MF Pool special levy per household</b>	<b>132</b>	<b>112</b>	<b>73</b>
Typical total tax bill per household	3400	3400	3400
Taxpayer contribution - % of total tax	3.87%	3.30%	2.15%

## Mount Forest Pool Special Levy Context

<b>2023 Proposed Tax Levy</b>	<b>8,661,967</b>
1% of tax levy	86,620
MF Pool special levy - 8 Year Plan	<b>350,000</b>
Pool special levy as % of total levy	4.04%





# 2023 OPERATING BUDGET

# Operating Budget Summary Analysis by Segment

FIR Category	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
<b>General Government</b>					
General Government	-1,638,850	-1,636,950	-1,741,900	6.4%	-104,950
Other Revenues-Supps/Omitts/Writeoffs	-167,116	-167,116	-216,770	29.7%	-49,654
Council	289,689	276,276	289,923	4.9%	13,647
Administration	984,846	1,046,164	1,377,798	31.7%	331,633
Property	1,241	4,491	-7,786	-273.4%	-12,277
<b>Subtotal - General Government</b>	<b>-530,190</b>	<b>-477,134</b>	<b>-298,736</b>	<b>-37.4%</b>	<b>178,399</b>





## Operating Budget Summary Analysis by Segment (Continued)

FIR Category	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
<b>Protection Services</b>					
Fire	922,645	965,085	1,015,643	5.2%	50,558
Police/Crossing Guard	51,282	51,332	48,718	-5.1%	-2,614
Conservation Authority	173,006	177,886	189,833	6.7%	11,947
Protective Inspection & Control					
Animal Control	7,154	7,719	7,948	3.0%	229
By-Law Enforcement	58,310	64,497	61,503	-4.6%	-2,993
<b>Subtotal - Protection Services</b>	<b>1,212,397</b>	<b>1,266,519</b>	<b>1,323,645</b>	<b>4.5%</b>	<b>57,126</b>



## Operating Budget Summary Analysis by Segment (Continued)

FIR Category	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
<b>Transportation Services</b>					
Roads	4,242,750	4,606,832	4,838,608	5.0%	231,777
Streetlights					
Rural Water	7,800	7,908	7,400	-6.4%	-508
<b>Subtotal - Transportation Services</b>	<b>4,250,550</b>	<b>4,614,740</b>	<b>4,846,008</b>	<b>5.0%</b>	<b>231,269</b>



## Operating Budget Summary Analysis by Segment (Continued)

FIR Category	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
<b>Health Services</b>					
Hospital	0	0	0	0.0%	0
Cemetery	100,118	99,880	105,524	5.6%	5,643
<b>Subtotal - Health Services</b>	<b>100,118</b>	<b>99,880</b>	<b>105,524</b>	<b>5.6%</b>	<b>5,643</b>
<b>Recreation and Cultural Services</b>					
Parks & Recreation	2,425,886	2,224,884	2,340,148	5.2%	115,264
<b>Subtotal - Recreation and Cultural Services</b>	<b>2,425,886</b>	<b>2,224,884</b>	<b>2,340,148</b>	<b>5.2%</b>	<b>115,264</b>



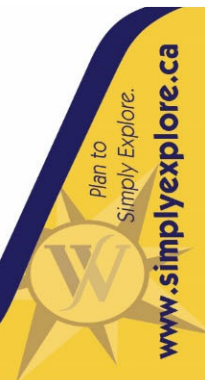
## Operating Budget Summary Analysis by Segment (Continued)

FIR Category	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
<b>Planning and Development</b>					
Planning	73,031	67,065	43,842	-34.6%	-23,224
Commercial & Industrial					
Economic Development	241,640	244,233	256,036	4.8%	11,803
Tile Drains					
Municipal Drains	45,700	45,500	45,500	0.0%	0
<b>Subtotal - Planning and Development</b>	<b>360,371</b>	<b>356,798</b>	<b>345,378</b>	<b>-3.2%</b>	<b>-11,421</b>



# 2023 Operating Budget Summary Analysis by Segment

Service Area	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
General Government	-530,190	-477,134	-298,736	-37.39%	178,399
Protection Services	1,212,397	1,266,519	1,323,645	4.51%	57,126
Transportation Services	4,250,550	4,614,740	4,846,008	5.01%	231,269
Health Services	100,118	99,880	105,524	5.65%	5,643
Recreation and Cultural Services	2,425,886	2,224,884	2,340,148	5.18%	115,264
Planning and Development	360,371	356,798	345,378	-3.20%	-11,421
Environmental Services	-	-	-	0.00%	-
<b>Total Levy Requirement</b>	<b>7,819,132</b>	<b>8,085,687</b>	<b>8,661,967</b>	<b>7.13%</b>	<b>576,280</b>



## 2023 Operating Budget Summary Analysis by Segment

Tax Levy Transfers	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
To Capital	1,951,980	2,022,165	2,081,943	3.0%	59,778
To Reserves	629,406	619,336	686,717	10.9%	67,381
To Reserve Funds	5,000	5,000	5,000	0.0%	-
<b>New transfers</b>	<b>2,586,386</b>	<b>2,646,501</b>	<b>2,773,660</b>	<b>4.8%</b>	<b>127,159</b>
Use of tax stabilization reserve	2021 Budget	2022 Budget	2023 Budget	% Change	Change \$
Admin		42,500	98,233	131.1%	55,733
Recreation	-	-	99,471	#DIV/0!	99,471
<b>Total revenue recognition</b>	<b>-</b>	<b>42,500</b>	<b>197,704</b>	<b>365.2%</b>	<b>155,204</b>

- Levy amount could be modified by changing the tax levy transfers



# Reserves / Reserve Funds – Net Transfers (Preliminary)

## Net Reserve & Reserve Fund Transfers

2022			
	<i>From</i>	<i>To</i>	<i>Net</i>
Council	0	120,700	120,700
Admin	42,500	52,000	9,500
Property	0	16,000	16,000
Fire	0	210,600	210,600
CBO	0	35,554	35,554
Roads	0	79,482	79,482
Streetlights	0	5,000	5,000
Rec	0	100,000	100,000
Planning	0	0	0
Cemetery	0	5,000	5,000
WNP Holding	0	0	0
<b>Taxation Total</b>	<b>42,500</b>	<b>624,336</b>	<b>581,836</b>
Sewer	685,447	508,538	(176,909)
Water	0	189,721	189,721
<b>User Fee Total</b>	<b>685,447</b>	<b>698,259</b>	<b>12,812</b>
<b>Grand Total</b>	<b>727,947</b>	<b>1,322,595</b>	<b>594,648</b>

2023 v2				
	<u>From</u>	<u>To</u>	<u>Net</u>	<u>2022 vs 2023</u>
Council		120,700	120,700	0
Admin	98,233	52,000	(46,233)	(55,733)
Property		16,000	16,000	0
Fire		210,600	210,600	0
CBO		102,935	102,935	67,381
Roads		79,482	79,482	0
Streetlights		5,000	5,000	0
Rec	99,471	100,000	529	(99,471)
Planning		0	0	0
Cemetery		5,000	5,000	0
WNP Holding		0	0	0
Taxation Total	197,704	691,717	494,013	(87,823)
Sewer	685,447	427,204	(258,243)	(81,334)
Water	0	407,488	407,488	217,767
User Fee Total	685,447	834,692	149,245	136,433
Grand Total	883,151	1,526,409	643,258	48,610



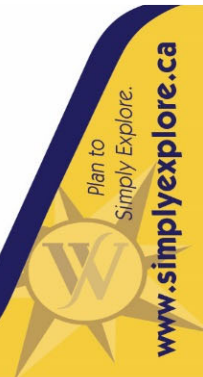
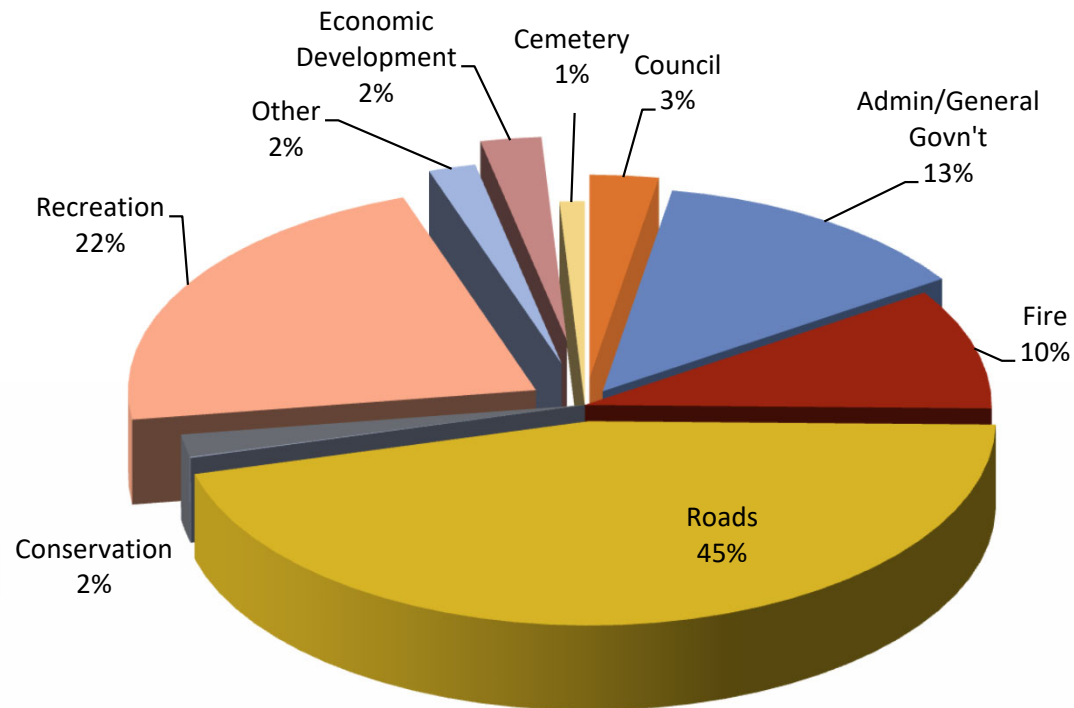
\$155,204 less contribution excluding CBO



# Draft 2023 Tax Implication – Revised Base Case – Option 1

	<u>2021</u>	<u>2022</u>	<u>2023 (Draft)</u>	<u>YoY Increase (%)</u>
Operating Budget	5,232,746	5,481,686	6,086,011	11.02%
Policy Mandated Transfer to Reserve funds	141,200	115,700	115,700	0.00%
Net Transfers	493,206	466,136	378,313	-18.84%
Contributions to Capital	1,951,980	2,022,165	2,081,943	2.96%
Total Budgeted Tax Levy	7,819,132	8,085,687	8,661,967	7.13%
			Organic Growth	2.26%
			<b>Impact to Existing Taxpayer</b>	<b>4.87%</b>

## 2023 Where Budget Dollars Go

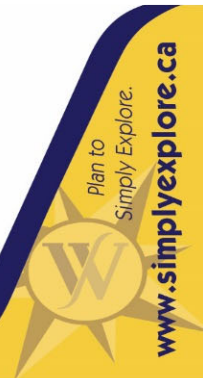




## Draft 2023 Tax Implication – Option 1

<u>COMPARISON OF TAXES</u>			<u>2023</u>	<u>2022</u>
Residential Assessment			\$ 271,636.00	\$ 269,673.00
Tax Rate			0.00496452	0.00473502
Taxes			\$1,348.54	\$1,276.91
Increase over 2022				\$71.64

- Total tax levy \$71.64 per household
- Change 7.13%
- Existing taxpayer =  $7.13 - 2.26\% = 4.87\%$



## Draft 2023 Tax Implication – Option 2 = Pool + Option 1

<u>COMPARISON OF TAXES</u>		<u>2023</u>	<u>2022</u>
Residential Assessment		\$ 271,636.00	\$ 269,673.00
Tax Rate		0.00496452	0.00473502
Taxes		\$1,348.54	\$1,276.91
Increase over 2022			\$71.64

<b>2023 Proposed Tax Levy</b>	<b>8,661,967</b>
1% of tax levy	86,620
MF Pool special levy - 8 Year Plan	<b>350,000</b>
Pool special levy as % of total levy	4.04%
<b>MF Pool special levy per household</b>	<b>73</b>

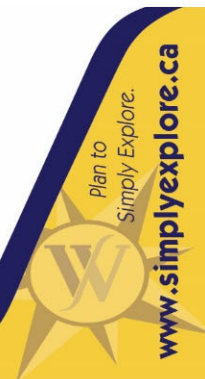


- Total tax levy  $\$71.64 + \$73 = \$144.64$  per household
- Change  $7.13\% + 4.04\% = 11.17\%$
- Existing taxpayer =  $11.17\% - 2.26\% = 8.91\%$

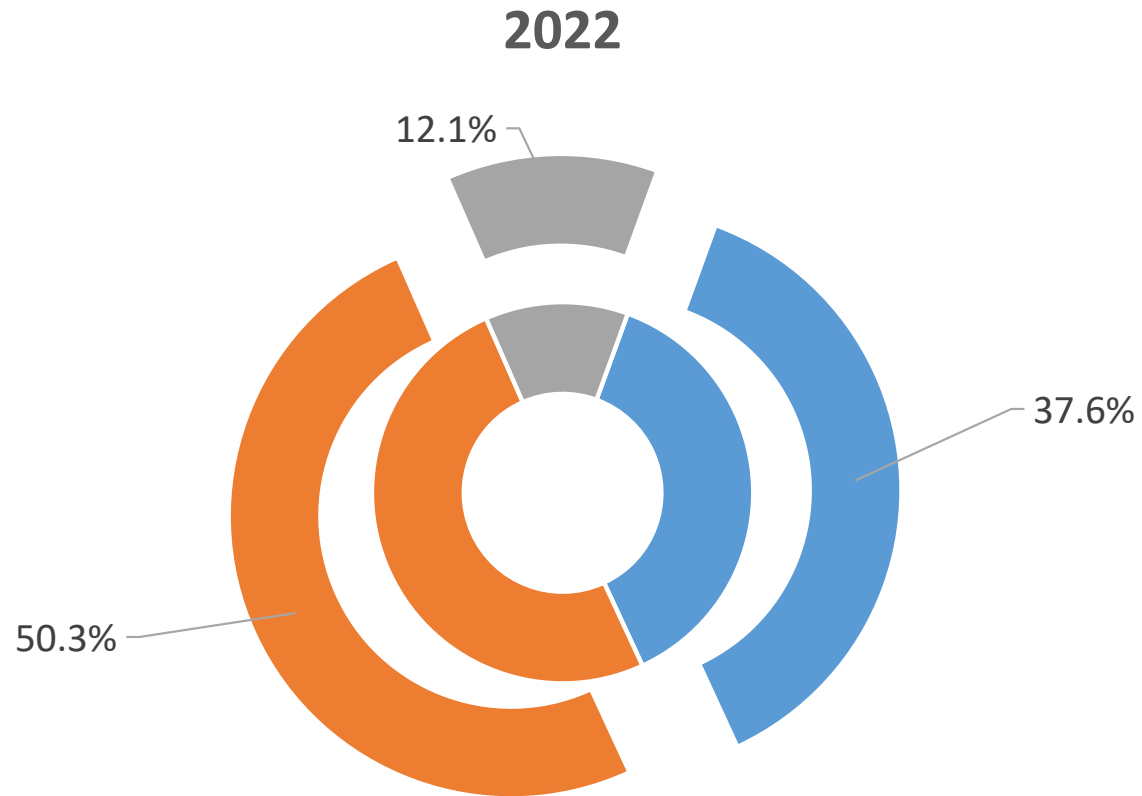


# Draft 2023 Tax Implication – Options Summary

Tax Levy Impact	Option - 1	Option - 2	Revised Option - 1	Revised Option - 2
	<b>Base Case</b>	<b>Base Case + 3 FTE</b>	<b>Base Case + 2FTE</b>	<b>Pool + Rev Opt 1</b>
Total Tax levy	8,658,395	8,944,850	8,661,967	8,661,967
Levy increase - \$	572,708	859,163	576,280	576,280
Levy increase - %	7.08%	10.63%	7.13%	7.13%
Organic Growth	2.26%	2.26%	2.26%	2.26%
Impact on existing taxpayer	<b>4.82%</b>	<b>8.37%</b>	<b>4.87%</b>	<b>4.87%</b>
Typical RT house (271.6K) tax bill	1347.99	1392.58	1348.54	1348.54
Change in Township tax	71.08	115.68	71.64	71.64
Special Levy for MF Pool				73
Total Township levy increase				<b>144.64</b>



# Distribution of Tax Dollars 2022 Split



■ Municipal ■ County ■ Education





# 2023 CAPITAL BUDGET

# MMAH Report on Debt and Asset Consumption

Indicator	Ranges	Actuals	South - LT - Counties - Rural		Level of Risk
			Median	Average	

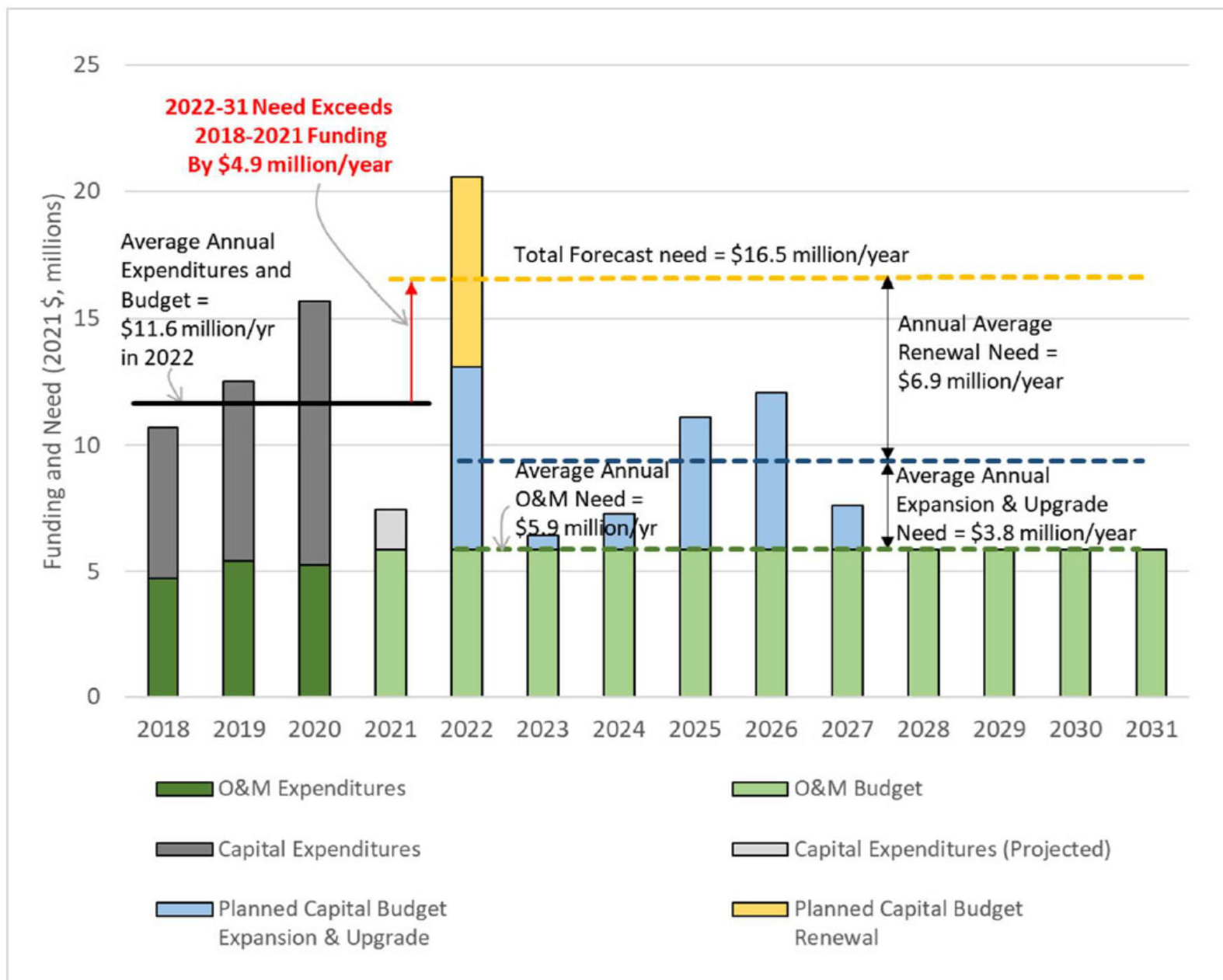
## FLEXIBILITY INDICATORS

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2017	8.2%	2.7%	3.3%	MODERATE
		2018	8.4%	2.5%	3.1%	MODERATE
		2019	6.5%	2.6%	3.1%	MODERATE
		2020	8.0%	2.3%	3.2%	MODERATE
		2021	1.7%	2.2%	3.0%	LOW
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2017	54.2%	43.8%	45.5%	MODERATE
		2018	54.4%	43.7%	46.0%	MODERATE
		2019	55.5%	43.9%	46.2%	MODERATE
		2020	55.8%	44.8%	46.5%	MODERATE
		2021	54.5%	45.2%	46.9%	MODERATE



# Infrastructure Gap – Asset Management Plan

## 2023 BUDGET OVERVIEW





## Capital Program – 10 Year Capital Forecast

<b>Renewal and Maintenance Projects</b>	<b>Total</b>
Full Road Reconstruction	\$ 56,827,149
Sidewalk /Pedestrian Safety Investment	\$ 2,841,357
Equipment Investment	\$ 11,365,430
Recreation Investment	\$ 21,310,181
Pavement Rehabilitation	\$ 14,206,787
Bridge Rehabilitation	\$ 10,655,090
<b>Subtotal</b>	<b>\$ 117,205,994</b>
<b>Major Capital Projects</b>	
Arthur Water Tower	\$ 5,788,125
Arthur Water Supply	\$ 4,961,250
Mount Forest Water Tower	\$ 6,381,408
Mount Forest Wastewater Plant Upgrade	\$ 7,387,277
Arthur Wastewater Plant Upgrade	\$ 13,125,000
Arthur Operations Centre	\$ 5,512,500
Mount Forest Operations Centre	\$ 7,035,502
Mount Forest Fire Hall	\$ 8,682,188
Kenilworth Town Hall	\$ 3,190,704
Mount Forest Outdoor Pool and Aquatics Cent	\$ 6,442,183
Arthur and Area Community Centre	\$ 5,512,500
Mount Forest & District Sports Complex	\$ 3,517,751
<b>Subtotal - Major Capital Projects</b>	<b>\$ 77,536,388</b>
<b>Total Capital Project Cost</b>	<b>\$ 194,742,382</b>





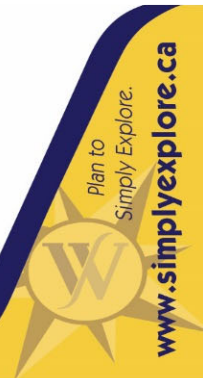
## Capital Program – 10 Year Capital Forecast

Funding Options	Total
OCIF	\$ 22,000,000
Gas Tax	\$ 8,800,000
Operating budget contribution - tax base	\$ 22,000,000
Operating budget contribution - user base	\$ 14,300,000
Development Charges	\$ 8,900,000
Reserve use	\$ 16,500,000
Senior govt conditional grant	
<b>Total funding available - estimate</b>	<b>\$ 92,500,000</b>
Funding Surplus (deficit)	<b>-102,242,381.82</b>



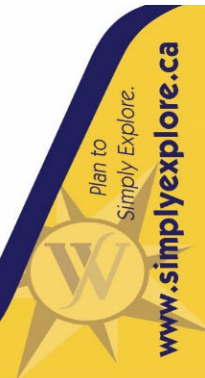
## Draft 2023 Capital Program – Revised List

Service Area	Total Cost	Carry Forward Projects	2023 Asks	2023 Total	Future Asks
Environmental Services	15,752,337	2,264,337	1,038,000	3,302,337	12,450,000
General Government	614,603		414,603	414,603	200,000
Health Services	49,849		49,849	49,849	
Protection Service	504,500		504,500	504,500	
Recreation and Cultural Services	6,483,000	561,000	1,495,000	2,056,000	4,427,000
Transportation Services	12,588,323	4,852,323	5,062,400	9,914,723	2,673,600
<b>Grand Total</b>	<b>35,992,612</b>	<b>7,677,660</b>	<b>8,564,352</b>	<b>16,242,012</b>	<b>19,750,600</b>



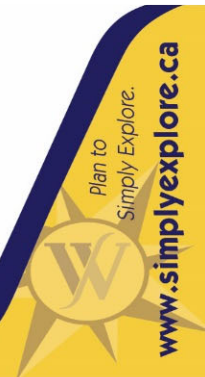
## Draft 2023 Capital Program – Recreation Services

Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Arthur and Area Community Centre - Roof Replacement	1,000,000		1,000,000	
Ball Diamond Groomer	10,000		10,000	
Lawn Mower for Mount Forest	60,000		60,000	
Mount Forest Outdoor Pool and Aquatic Centre	5,278,000	501,000	350,000	4,427,000
Trail Master Plan Development	60,000	60,000	0	
MF Sports Complex Improvements/Office Space	75,000		75,000	
<b>Grand Total</b>	<b>6,483,000</b>	<b>561,000</b>	<b>1,495,000</b>	<b>4,427,000</b>



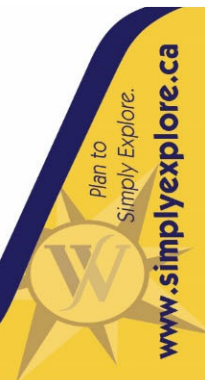
## Draft 2023 Capital Program – Environmental Services

Row Labels ▼	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Arthur - Water Supply and Tower Land	300,000		300,000	
Arthur Supply Environmental and Other Assessments	375,000	175,000	200,000	
Arthur Wastewater Treatment Plant – Phase 2 Upgrade	12,450,000			12,450,000
Mount Forest - Water Tower	1,700,600	1,700,600		
OCWA Projects (Arthur & Mount Forest)	273,000		273,000	
South Water Street - SPS	15,517	15,517		
Water System Physical Security	100,000		100,000	
Water Valve Repair Tool	15,000		15,000	
Watermain Valve and Fire Hydrant Replacement	150,000		150,000	
Wells St. Extension (Domville to Future St. A) - Sewer	74,220	74,220		
Wells St. Extension (Domville to Future St. A) - Water	299,000	299,000		
<b>Grand Total</b>	<b>15,752,337</b>	<b>2,264,337</b>	<b>1,038,000</b>	<b>12,450,000</b>



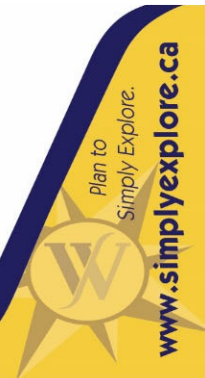
## Draft 2023 Capital Program – General Government

Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Asset Management System	174,781		174,781	
Community Satisfaction Survey	15,000		15,000	
Growth Management Strategy Update	50,000		50,000	
IT Network Design	50,000		50,000	
Kenilworth Office Parking Lot	200,000		0	200,000
Keyless Entry Control	12,000		12,000	
Multi-year Budget Software	37,822		37,822	
Record Management Software	50,000		50,000	
Strategic Planning	25,000		25,000	
<b>Grand Total</b>	<b>614,603</b>		<b>414,603</b>	<b>200,000</b>



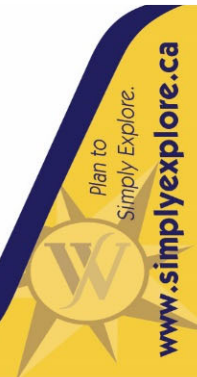
## Draft 2023 Capital Program – Protection Services

Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Arthur Station HVAC Replacement	14,500		14,500	
New Mount Forest Fire Station - Design only	50,000		50,000	
SCBA Replacement	400,000		400,000	
Truck Lighting System - Car 3	10,000		10,000	
WN Fire Service Review	30,000		30,000	
<b>Grand Total</b>	<b>504,500</b>		<b>504,500</b>	



# Draft 2023 Capital Program – Transportation Service – Part 1

Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Arthur OPC - Land	500,000		500,000	
Clarke St. (Between Smith and Domville)	12,073	12,073		
Culvert Replacement - Sideroad 9 W	220,000		220,000	
Design Projects - Adelaide	100,000		100,000	
Design Projects - Fergus St N	100,000		100,000	
Develop Master Stormwater Management Plan	30,000	30,000		
Develop Sidewalk Master Plan	20,500	20,500		
Development Vehicle	40,000			40,000
Equipment - Back-hoe (275)	275,000		275,000	
Equipment - Pick-up (60)	60,000			60,000
Equipment - Plow (360)	360,000		360,000	
Fergus St. N (Between Durham and Birmingham)	18,000	18,000		
Fergus St. N (Between Wellington and Birmingham)	18,000	18,000		
John Street - Queen to Waterloo Street	1,517,000			1,517,000
Main St N - Traffic Signals (Sobey's)	525,000		525,000	
Mount Forest Drive/Sobey's (Engineering Only)	10,250	10,250		
Preston St. N (Between Smith and Domville)	46,500	46,500		
Preston Street North	350,000		350,000	



# Draft 2023 Capital Program – Transportation Service

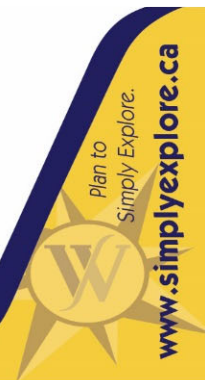
Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Radio unit Replacements	25,000	25,000		
Roads needs study/TMP	75,000		75,000	
Rural Resurfacing - Line 12 - County Road 14 to 16	550,000		550,000	
Rural Resurfacing - Sideroad 5W - Landfill Entrance to Concession 9	120,000		120,000	
Rural Resurfacing - Sideroad 7E - Highway 6 to Concession 2	300,000		300,000	
Rural Road Rebuild - Sideroad 13 - County Rd 109 to Line 2	60,000		60,000	
Rural Road Rebuild - Sideroad 9W - Concession 7 to 9	60,000		60,000	
Sidewalk New - Wellington E, Foster St	128,000		128,000	
Sidewalk Replacement - Queen W, Conestoga N, Edward	60,000		60,000	
Smith Street in Arthur (Connecting Link)	1,174,000		117,400	1,056,600
Structure 2040 - SR13	220,000	220,000		
Structure 40 - Line 6	360,000	360,000		
Structure 9 – Sideroad 3E - Bridge	1,230,000	1,230,000		
Urban Paving	300,000		300,000	
Wells St. Extension (Domville to Future St. A) - Roads	522,000	522,000		
Roads Condition Assessment	40,000	40,000	0	
Domville Street - Conestoga to Preston/Andrew Street	2,300,000	2,300,000	0	
Cork Street - Princess to Waterloo Street	862,000		862,000	
<b>Grand Total</b>	<b>12,588,323</b>	<b>4,852,323</b>	<b>5,062,400</b>	<b>2,673,600</b>





## Draft 2023 Capital Program – Health Services

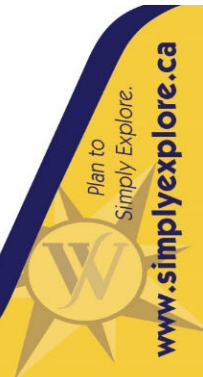
Row Labels	Total Cost	Carry Forward Projects	2023 Asks	Future Asks
Columbarium Mount Forest Cemetery	49,849		49,849	
<b>Grand Total</b>	<b>49,849</b>		<b>49,849</b>	



## Draft Capital Program Trend

### Project Costs

Dept/Year	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023 v3</u>
Council Directed Projects	-	1,171,220	1,696,220	
20in20 Initiatives	-	152,331	35,500	
Development Projects	860,385	306,220	176,837	
Roads/Drainage/Fleet	6,414,583	5,888,282	7,941,407	9,914,723
Water/Wastewater	9,851,048	5,873,144	3,670,608	3,302,337
Parks & Recreation	1,438,647	1,456,845	1,325,570	2,056,000
Fire	99,200	258,700	138,000	504,500
Admin & Property	254,125	10,000	165,750	414,603
Cemetery	-	-	-	49,849
<b>Total</b>	<b>18,917,988</b>	<b>15,116,742</b>	<b>15,149,892</b>	<b>16,242,012</b>



## Draft Capital Program Trend – Funding

<b>Funding Model</b> Source/Year	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023 v3</u></b>
Revenue (levy, fees, etc)	3,716,047	3,512,480	4,874,271	3,379,105
Grants	2,039,830	3,272,983	1,343,688	400,000
Dev't Charges & Reserves	1,818,845	2,390,781	347,150	2,334,118
Developer Contributions	344,655	334,905	21,500	141,500
External Debt	-	-	-	-
Gas Tax	566,000	200,000	655,000	895,065
Sustained OCIF	1,030,120	909,000	900,000	3,067,946
Prior Year Carry Fwd	9,436,366	4,496,593	6,363,384	7,677,660
Unfunded Amounts	- 33,875	-	644,899	
	18,917,988	15,116,742	15,149,892	17,895,394



## Reserves / Reserve Funds – Nov 2022 Balances

Name of Reserve and Reserve Funds	Beginning Balance	Change	Ending Balance
Development Charges	-2,826,745.08	-1,592,978.40	-4,419,723.48
Other Obligatory Reserve Funds	-1,470,456.80	216,267.72	-1,254,189.08
Taxation Reserve Funds	-6,431,682.09	855,350.30	-5,576,331.79
Taxation Reserves	-2,047,566.08	388,044.80	-1,659,521.28
User Fee Reserve Funds	-7,233,669.04	-473,421.93	-7,707,090.97
Grand Total	-20,010,119.09	-606,737.51	-20,616,856.60



## Reserves / Reserve Funds – 2023 Year-end Forecast

Reserves and Reserve Funds Usage in 2023	
Name of Fund	Amount
Opening Balance	-20,616,857
<b>Capital Project Allocation</b>	
Reserves xx-4961	3,950,429
Reserve Funds xx-4963	2,435,080
<b>Tax Rate Stability Allocation</b>	
Working capital reserve	155,204
<b>In-year Addition</b>	
2023 Contribution	-494,013
2023 Development Charge Collection Estimate	-500,000
<b>2023 Year-end forecast*</b>	<b>-15,070,156</b>
*Excludes interest income	



## Council Direction Required

- Direction re: Revised option 1 or Revised option 2
- Items required for addition or omission from the current 2023 capital program asks
- Comfort level with utilization of reserves / reserve funds to reduce contributions to capital program from levy
- Others?



OPEN FOR  
DISCUSSION

