



2024 Capital Budget

Presentation to Council

Tuesday, September 19, 2023

2024 Capital Planning CONSIDERATIONS

2024 Goal – To align our budget goals with our Mission and Vision Statements

2024 Revenues – Need to maximize the use of reserves and grants to keep property tax increases to a reasonable amount for capital.

2024 Challenges – Increased cost of expenditures as prices continue to rise in all sectors.

2024-2027 Multi-Year Budget – Implement multi-year budgeting based on AMP and condition assessments to address strategic Council priorities and financial sustainability for the long-term.

Future Need – The budget will emphasize the relationship between expected service levels and the costs required to provide them.

Mission Statement

Council and its employees proudly serve the community by providing a balanced range of sustainable, affordable and necessary core municipal services and programs that meet residents' needs.

The Municipality's Mission Statement is founded on the belief that our core purpose is to deliver a suite of services and programs that meet the needs of our community. Our strong desire to offer quality services is at the heart of our reason for being. We believe in financial viability and accountability as we deliver high caliber services and programs to our residents.



Vision Statement

Wawa will be a leading community that other Ontario municipalities aspire to emulate as we continually strive to offer essential and cost-effective programs and services.

Our Vision Statement is an affirmation of our goals and objectives. It sets the stage for what we will do and how we will do it. Our vision for the future builds on our Mission Statement and embodies our desire to govern responsibly. Our vision recognizes that we will be leaders that are focused on meeting the needs of the community through financial prudence. Achieving our Vision Statement will be indicative of our success.



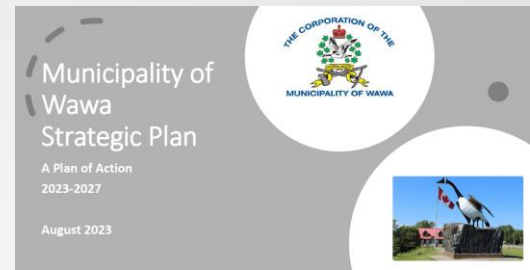
WAWA STRATEGIC PLAN

Key Priorities

- Infrastructure Improvement
- Tourism & Economic Development
- Government Operations
- Long-term Financial Planning
- Human Resources
- Programs and Services

Wawa Strategic Plan Alignment

KEY PRIORITIES



Key Priority: Infrastructure Improvements

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
INF-1	Update the Asset Management Plan with Condition Assessments and Levels of Service	AM-01	P1	Annually
INF-2	Increase Annual Funding to Capital Reserves for Future Infrastructure Needs	AM-04	P1	Annually
INF-3	Implement Capital Recommendations from Water & Wastewater Master Plan	N/A	P1	Annually
INF-4	Complete a Conceptual Design with Cost Estimates and Financing Strategies to Upgrade the Town Hall (and Construct)	AM-03	P2	2024-25

Wawa Strategic Plan Alignment

Key Priorities



Key Priority: Infrastructure Improvements

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
INF-5	Restore access across Wawa Creek at Valley Park Walking Trail and Implement Upgrades/Maintenance	N/A	P3	2024-25
INF-6	Pursue Funding and Complete Upgrades to Improve the Community Centre HVAC System and Other Critical Building Components	AM-01	P3	2025-26
INF-7	Complete a Conceptual Design with Cost Estimates and Financing Strategies to Replace/Upgrade the Fire Hall	N/A	P3	2026-27

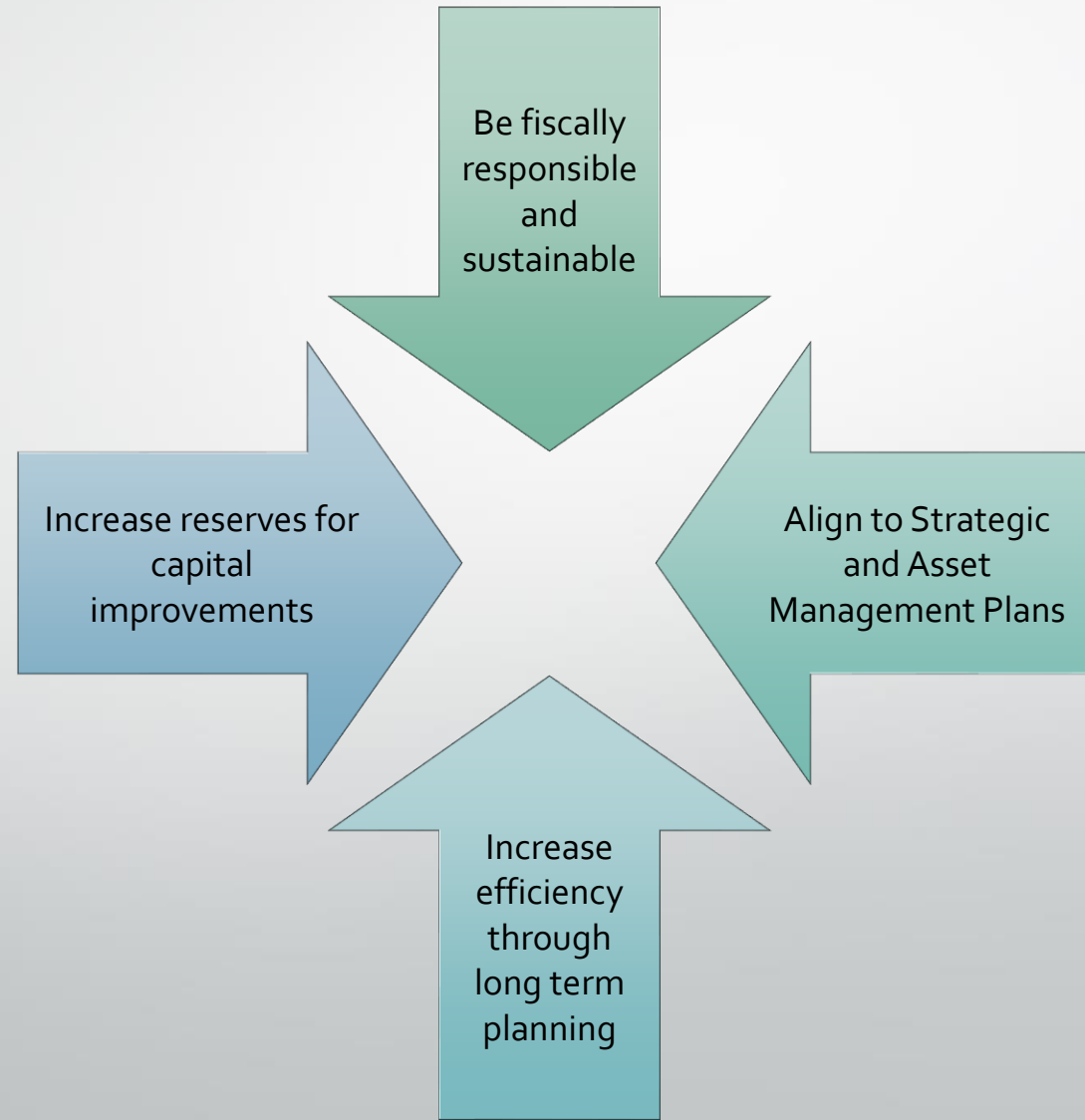
2024 Capital Budget OVERVIEW



- 2022 overall operating surplus was \$472,069 and Water & Wastewater deficit was \$135,083
- Deficit/Surplus Policy
 - ✓ \$188,288 transferred to general capital reserve and \$47,207 to tax rate stabilization reserve.
 - ✓ \$200,000 transfer to airport reserve (2022 airport surplus = \$249,622)
 - ✓ \$36,035 transfer to water and wastewater rate stabilization reserve.
- 2024 Capital Budget proposes \$427,000 from taxation, \$1,031,000 from reserves and \$1,842,000 from other to fund new recommended = **\$3,300,000**
- Combined with previously committed, total 2024 capital = **\$6,339,707**

2024 Capital Planning

BUDGET GOALS AND GUIDELINES



2023 Capital Projects

COMPLETED 2023 

2023 Capital Project	Operating (Taxation)	Reserves	Other W &S, Grants & Donation	Total Cost
Five Year Tourism Plan	\$6,090	\$2,227	\$72,574	\$80,891
Water Filters Phase 1 of 3	-	\$148,029	\$2,605	\$150,634
Sports Field Trillium	-	-	\$130,000	\$130,000
Community Risk Assessment and Fire Review	\$25,239	\$25,000	-	\$50,239
SUV	\$12,500	\$25,000	\$12,500	\$50,000
Compactor Diesel Engine	-	\$50,908	-	\$50,908
Mini Excavator	-	\$101,046	-	\$101,046
Roll Off Truck	\$50,000	\$926	-	\$50,926
Computer Hardware	\$5,769	-	-	\$5,769
Chlorinator Pump	-	\$11,726	-	\$11,726
TOTAL COST	\$99,598	\$364,862	\$217,679	\$682,139

* Amount as of September 2023 – awaiting final invoices

** - Salary expense excluded

2023 Capital Projects

CONTINUING IN 2024

Project	Previous Years	2024 Budget	Total Project Cost at Dec 31, 2024
LNG Project	\$51,898	-	\$51,898
Community Improvement Plan	-	\$121,000	\$121,000
Municipal Software	\$153,690	\$153,690	\$307,380
Cemetery Expansion	\$83,850	\$50,000	\$133,850
Water Intake	\$119,986	\$2,395,017	\$2,515,003
Hydrant Rehabilitation	\$96,448	\$45,000	\$141,448
Water Treatment Plant Filters	\$150,634	\$200,000	\$350,634
Landfill Expansion	\$1,702,664	\$75,000	\$1,777,664
TOTAL	\$2,359,170	\$3,039,707	\$5,398,877

2024 Capital Projects

STAFF RECOMMENDED - NEW

High Priority	Taxation	Reserves	Other (Grant, W/S)	Total Cost
Town Hall Study & Reno	-	\$200,000	-	\$200,000
Organizational Review	\$50,000	\$85,000		\$135,000
Drill Rig	-	\$80,000	-	\$80,000
MMCC Phase I - 75101521	-	\$125,000	\$375,000	\$500,000
MMCC Phase I – 75201155	-	\$515,000	\$515,000	\$1,030,000
Tourism Billboard	\$15,000	-	-	\$15,000
MMCC Improvements	-	\$10,000	\$65,000	\$75,000
Fire Hall – Design & Drawings	\$50,000	-	-	\$50,000
Fire Hall – Furniture & Training Center	\$20,000	-	-	\$20,000
Sidewalk Rehabilitation	\$12,000	-	\$23,000	\$35,000
Asphalt Hot Box	\$90,000	\$90,000	-	\$180,000

2024 Capital Projects

STAFF RECOMMENDED - NEW



High Priority	Taxation	Reserves	Other (Grant, W/S)	Total Cost
Pavement Preservation	\$75,000	\$75,000	-	\$150,000
Brownfield/Land Develop.	\$50,000	\$50,000	-	\$100,000
Water Trailer	\$20,000	-	\$7,000	\$27,000
IS Building Repairs	\$25,000	\$25,000	\$5,000	\$55,000
Electric Accessible Van	-	\$41,000	\$162,000	\$203,000
CCTV Inspection	-	\$50,000	\$50,000	\$100,000
Water Distribution Upgrade	-	-	\$75,000	\$75,000
Compressor – WTP	-	-	\$50,000	\$50,000
Airport Equipment	-	\$200,000	-	\$200,000
Computer Hardware	\$20,000	-	-	\$14,000
TOTAL COST	\$427,000	\$1,546,000	\$1,327,000	\$3,300,000

2024 Capital Projects

SUBJECT TO FUNDING



Subject to Funding	Taxation	Grants	Other – Reserves, W & S, Donations	2022 Total Cost
2024				
Cenotaph Replacement	-	-	\$35,000	\$35,000
Marina Washroom	-	-	\$100,000	\$100,000
Airport Terminal Building	-	\$245,000	\$85,000	\$330,000
2024 Total	-	\$245,000	\$220,000	\$465,000
2025 to 2027				
Sports Field & Playground	\$150,000	\$350,000	-	\$500,000
Wawa Goose Nest	\$25,000	\$25,000	\$150,000	\$200,000
Waterfront Phase II	-	\$2,000,000	\$200,000	\$2,200,000
Valle Park Bridge	\$25,000	\$25,000	-	\$50,000
2025 to 2027 Total	\$200,000	\$2,400,000	\$350,000	\$2,950,000
TOTAL	\$200,000	\$2,645,000	\$570,000	\$3,415,000

2024-2027 Multi-Year Budget

LONG-TERM FINANCIAL PLANNING



Project	Previous	2024	2025	2026	2027	Total
Fire Truck	\$350,000	\$50,000	\$50,000	\$75,000	\$75,000	\$600,000
Fire Hall	\$300,000	\$100,000	\$100,000	\$100,000		\$600,000
IS - Heavy Equipment	\$50,000	\$150,000	\$175,000	\$100,000	\$100,000	\$575,000
Is Building	-	-	-	-	\$50,000	\$50,000
Pavement Rehab.	\$500,000	\$125,000	\$125,000	\$125,000	\$125,000	\$1,000,000
Brownfield	-	-	\$75,000	\$50,000	\$100,000	\$225,000
Fleet Renewal	-	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
Water Meters	\$240,000	\$80,000	\$80,000	\$100,000	\$100,000	\$600,000
Water Treatment Filters	-	-	-	\$45,000	\$45,000	\$90,000
Townhall Renovation	\$75,000	-	-	-	-	\$75,000
Water & Sewer Network	-	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
MMCC Tractor	\$55,000	\$17,500				\$72,500
CST Long Term Planning	-	\$95,000	\$70,000	\$70,000	20,000	\$255,000
General Capital	\$286,732	\$200,000	\$200,000	\$30,000	\$50,000	\$766,732
TOTAL	\$1,856,732	\$922,500	\$980,000	\$800,000	\$770,000	\$5,329,232



CORPORATE SERVICES

Administration, Finance, IT and EDC

Maury O'Neill, CAO/Clerk

Manuela Batovanja, Treasurer



2024 Capital Project

TOWNHALL REDESIGN STUDY



PROJECT DESCRIPTION – Hire an Architect/Engineering Firm to Complete Project Design Brief and Construction Plans.

- **2024 Cost: \$200,000**
- To meet accessibility requirements and redesign workspace incl. library expansion and chair lift.
- \$200,000 from reserves.
- Request for Quotations by June 2024.
- Goal is to begin construction pending funding in 2025-2026.
- Included in Strategic Plan and Age-Friendly Wawa Plan



2024 Capital Project

ORGANIZATIONAL REVIEW

PROJECT DESCRIPTION – Hire a Human Resource Consulting Firm to Complete an organizational review, update job descriptions and review pay equity plan.

- **2024 Cost: \$135,000**
- To meet accessibility requirements and redesign workspace incl. library expansion and chair lift.
- \$85,000 from reserves and \$50,000 from taxation.
- Request for Quotations to be completed by mid 2024.
- To be completed in 2025.

Continuous Supervision Training
Priorities Communication Grow
PERFORMANCE
MANAGEMENT
Measurable Feedback Development HR Commitment
Improvement Employees
Objectives Goals of Corrective
Direction Job Descriptions Review
Coaching Promote Monitor Reward

2024 Capital Project

COMPUTER HARDWARE

PROJECT DESCRIPTION – To be current with computer hardware and ensure that systems are compatible with software requirements. Replace computer equipment in a strategic manner over time, avoiding large one-time purchases.

- **2024 Cost: \$20,000 – Multi-Year Budget \$12,000 to \$30,000**
- Combination of taxation and reserves.





COMMUNITY SERVICES-TOURISM

Alex Patterson , Director

2024 CAPITAL PROJECT

MMCC Phase 1 (7510152)

- **DESCRIPTION**

- Lobby Redesign for Tourist Information
- Banquet and Lounge flooring replacement
- Gym and Dance renovation (including flooring)
- Outdoor sign replacement

- **COST: \$500,000**

- **FUNDED: NOHFC 75% FUNDED \$375,000**

- **TIMELINE: 2024**

- **PROJECT GOAL/OUTCOME:**

- Replacement of flooring and facility renovations to improve service levels and improve asset quality

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Safe and accessible recreation, improved communication
- Long Term: Reduced maintenance costs and time, sustainable hosting of events



2024 CAPITAL PROJECT

MMCC Phase 2 (7520155)

- **DESCRIPTION**

- Replacement of MMCC HVAC system
- Includes all rooftop units and integration of a Building Automation System (BAS)

- **COST:** \$1,030,000

- **FUNDED:** NOHFC 50% FUNDED \$515,000 remaining amount to be borrowed from reserves and paid back over 5 years

- **TIMELINE:** 2024

- **PROJECT GOAL/OUTCOME:**

- Replacement of aged and failed HVAC system

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Replacement of end of life and failed assets
- Long Term: Reduced maintenance costs and time, sustainable hosting of events through reduction of operating costs



2024 & 2025 CAPITAL PROJECT

Tourism Billboards

- **DESCRIPTION**

- Replacements of one community sign and one billboard per year
- 2024: Goose Nest Market billboards and market sign
- 2025: Community events billboards and community information waterfront sign

- **COST: \$15,000** per year

- **FUNDED:** Taxation

- **TIMELINE:** 2024

- **PROJECT GOAL/OUTCOME:**

- Replacement of existing outdated billboards with modern signage

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Consistent community branding and marketing
- Long Term: updating communications infrastructure for community beautification and placemaking



2024 to 2027 CAPITAL PROJECT

MMCC Improvements

- **DESCRIPTION**

- 2024: Scoreboard, kitchen appliances, glycol pump and prime mover compressor #1
- 2025: Washroom fixtures
- 2026: Compressor #1, North hallway and header flooring
- 2027: Compressor #2, glycol loop

- **COST: \$75,000 to \$100,000 per year**

- **FUNDED:** Taxation and reserves

- **TIMELINE:** 2024 to 2027

- **PROJECT GOAL/OUTCOME:**

- Replacement of infrastructure that is unlikely to receive funding

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Key infrastructure replacements as per asset management plan
- Long Term: Safe, efficient, and cost-effective service delivery



2025 CAPITAL PROJECT

Tractor Deck/Tractor

- **DESCRIPTION**

- Replacement of Tractor and Mowing Deck

- **COST: \$160,000**

- **FUNDED:** A combination of taxation (2026) and reserves raised over several years.

- **TIMELINE:** To be completed in 2025

- **PROJECT GOAL/OUTCOME:**

- Replacement of equipment per asset management plan

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Reduction of maintenance and operation costs on equipment used to maintain service levels
- Long Term: Efficient Delivery of services, replacement of end of lifecycle equipment



2027 CAPITAL PROJECT

TIC Interior

- **DESCRIPTION**

- Upgrade washrooms to AODA accessible washrooms
- Potential to tie sewage system in based on local developments

- **COST: \$250,000**

- **FUNDED:** Reserves raised over several years.

- **TIMELINE:** To be completed in 2027

- **PROJECT GOAL/OUTCOME:**

- Upgrade of tourism infrastructure and modernization of facility

- **SHORT & LONG-TERM BENEFIT:**

- Short Term: Improve service to visitors
- Long Term: Increased economic development



2027 CAPITAL PROJECT

MMCC Roof

- **DESCRIPTION**
 - Replacement of MMCC 1996 addition roof
 - Pending results of HVAC replacement
- **COST: \$750,000**
- **FUNDED:** Combination of reserves raised over several years and a loan from reserves to be paid back over a 5-year term
- **TIMELINE:** To be completed in 2027
- **PROJECT GOAL/OUTCOME:**
 - Replacement of infrastructure as per asset management plan
- **SHORT & LONG-TERM BENEFIT:**
 - Short Term: Maintain service levels and reduce downtime and maintenance time due to leaks
 - Long Term: Prevent additional facility damage and premature failure due to roof leaks

CAPITAL – Subject to Funding

Project	Funding	Percentage Funded	Cost
Cenotaph Replacement 2024	Community War Memorial Fund (Federal)	70% Funded	\$ 35,000
Marina Washroom 2024	Small Craft Harbours (Currently in Progress)	100% Federal	\$100,000
Wawa Goose Nest 2025	Trillium Or NOHFC Event	75% Provincial	\$200,000
Waterfront – Phase 2 2025-2026	NOHFC / FedNor	45% Federal 45% Provincial 10% Municipal	\$2,200,000
Sports field and Playground 2025-2027	Trillium	75% Funding required	\$200,000
Valle Park Bridge 2026	Funding Partner TBD	50% Funding required	\$50,000 to \$100,000

PROTECTIVE SERVICES

Kevin Sabourin, CBO, Fire Chief





2024 CAPITAL PROJECT

Fire Hall – Furniture & Training Center

➤ PROJECT DESCRIPTION

- To replace furniture and organize training space

➤ PRIORITY RANKING – HIGH PRIORITY

- To replace furniture which has exceeded its useful life
- To provide a training area



2024 CAPITAL PROJECT

Fire Hall – Furniture & Training Center



- **COST:** \$20,000 Estimated
- **FUNDED:** Taxation
- **TIMELINE:** 2024
- **PROJECT GOAL/OUTCOME:** To replace furniture which has exceeded its useful life and provide fire fighters with a usable training area





2024/25 CAPITAL PROJECT

Fire Hall – Design & Drawing

➤ PROJECT DESCRIPTION

- Design renovated Fire Hall

➤ PRIORITY RANKING – HIGH

- Modernize fire hall to current legislative requirements of a fire hall

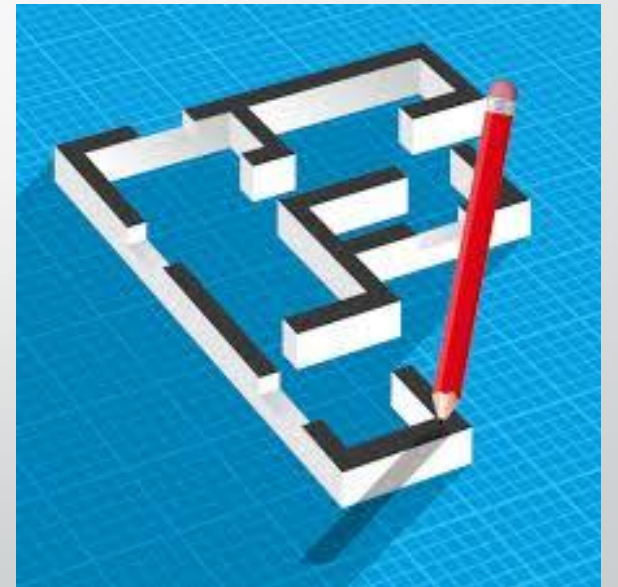


2024/25 CAPITAL PROJECT

Fire Hall – Design & Drawing



- **COST:** \$50,000 Estimated
- **FUNDED:** Taxation
- **TIMELINE:** 2025
- **PROJECT GOAL/OUTCOME:** To provide a design and drawings to renovate and expand the current fire hall





2026 CAPITAL PROJECT

Fire Hall - Renovation / Expansion

➤ PROJECT DESCRIPTION

- Expand / renovate Fire Hall

➤ PRIORITY RANKING – 2024 MEDIUM

- Modernize fire hall to current legislative requirements of a fire hall



2026 CAPITAL PROJECT

Fire Hall - Renovation / Expansion



- **COST:** \$550,000 Estimated
- **FUNDED:** Combination of taxation, reserves and financing over a four-year period beginning in 2022
- **TIMELINE:** 2025 Estimated
- **PROJECT GOAL/OUTCOME:** To renovate expand the current hall





2026 CAPITAL PROJECT

Pumper Truck #1

➤ PROJECT DESCRIPTION

- To replace Pumper Truck #1

➤ PRIORITY RANKING – 2024 LOW

- To replace current 1997 Pumper Truck #1



2026 CAPITAL PROJECT

Pumper Truck #1



- **COST:** \$550,000 Estimated
- **FUNDED:** Reserves which were raised through taxation over several years and reserve financing over a period of five to ten years
- **TIMELINE:** 2025 Estimated
- **PROJECT GOAL/OUTCOME:** To replace pumper truck which has passed its useful life





INFRASTRUCTURE SERVICES

Dan Beach, Director

Rebecca Weatherall, Assistant Director

2024-2027 CAPITAL PROJECT

Sidewalk Rehabilitation

PROJECT DESCRIPTION

- This project replaces our sidewalks over time on a highest to lowest priority rating. The 2021 Streetscan project assisted in identifying the priority areas.

PRIORITY RANKING – HIGH PRIORITY

- Project is ongoing, initial replacement started in 2021 with the receipt of funding which will be fully consumed by the end of 2024. The program will continue through 2027 through taxation.

COST: 2021 to 2027 - \$183,000

- \$57,000 to be funded from grant in 2023 and 2024
- Remainder from Taxation from 2024 to 2027

TIMELINE

- Ongoing

PROJECT GOAL/OUTCOME

- The goal is to replace broken, unsafe sidewalks
- Reducing potential hazards and claims



2024 CAPITAL PROJECT

Asphalt Hot Box

PROJECT DESCRIPTION

- This equipment will enable staff to patch road cracks, potholes and repair small road deteriorations.

PRIORITY RANKING – HIGH PRIORITY

- This equipment will decrease operating costs as it will allow for a wider variety of road repairs to be completed internally

2021-2025 CAPITAL PROJECT

Asphalt Hot Box

COST: 2024 - \$183,000

- To be funded equally from Taxation and Reserves

TIMELINE

- Ongoing

PROJECT GOAL/OUTCOME

- The goal is to repair road cracks, potholes and small road deteriorations
- Reducing potential hazards and claims



2021-Ongoing CAPITAL PROJECT

Pavement Preservation

PROJECT DESCRIPTION

- This project began in 2021 addressing pavement concerns over time on a highest to lowest priority rating. The 2021 Streetscan project assisted in identifying the priority areas.

PRIORITY RANKING – HIGH PRIORITY

- Project is ongoing, initial rehabilitation to began in 2022 with a section of Regina Avenue. The program will continue through 2027.

COST: 2022 - 23 - \$175,000, 2024 - 26 - \$525,000

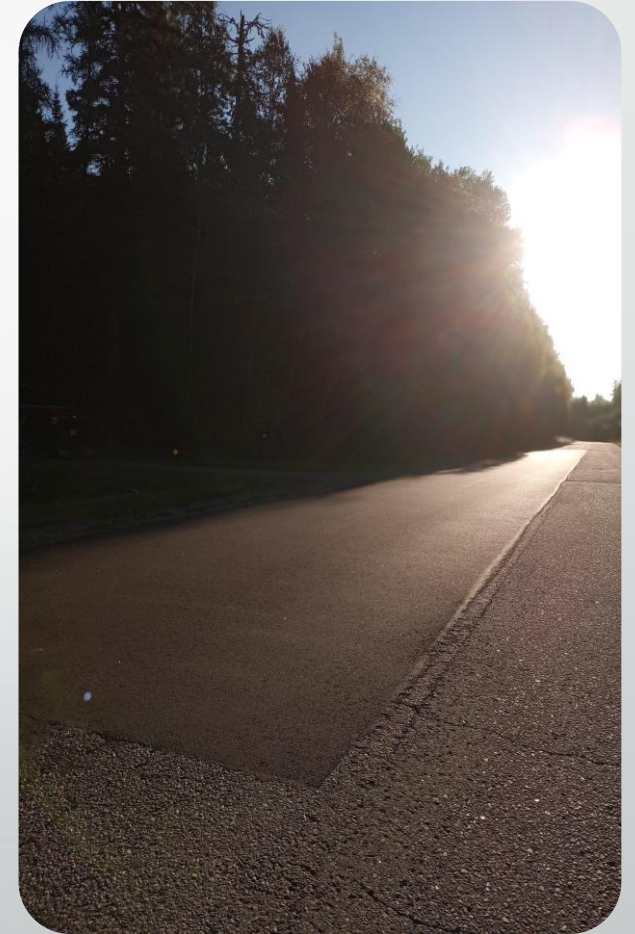
- \$75,000 to \$150,000 per year to be funded from a combination of Taxation and Reserves.
- 2027 - \$1,650,000 larger repave project

TIMELINE

- Ongoing

PROJECT GOAL/OUTCOME

- To replace small sections of road in need of immediate attention.
- Reduces road and maintenance costs



2024 CAPITAL PROJECT

Brownfield / Land Development

PROJECT DESCRIPTION

- This project will assist in the rehabilitation of deteriorated and dilapidated properties.

PRIORITY RANKING – HIGH PRIORITY

- Initial rehabilitation to begin in 2024 with the initial section to be determined.

2024 - CAPITAL PROJECT

Brownfield / Land Development

COST: 2024 - \$100,000

- To be funded equally from Taxation and Reserves

TIMELINE

- Ongoing through capital long term planning

PROJECT GOAL/OUTCOME

- To rehabilitate derelict properties throughout the Municipality.





2024 CAPITAL PROJECT Fleet Renewal

PROJECT DESCRIPTION

- This project will assist in the rehabilitation of deteriorated and dilapidated properties.

PRIORITY RANKING – MEDIUM

- Initial rehabilitation to begin in 2024 with the initial section to be determined.

2025 - CAPITAL PROJECT

Fleet Renewal

COST: 2025 to 2027 - \$60,000 per year

- To be funded equally from Taxation and Reserves

TIMELINE

- 2025 to 2027

PROJECT GOAL/OUTCOME

- 2025 To replace the 2015 Dodge 1500
- 2026 To replace the 2015 Ford 550
- 2027 To replace the 2016 Dodge 1500



2024 CAPITAL PROJECT Electric Accessible Van

PROJECT DESCRIPTION

- This equipment will replace the current Municipal Transit Bus with an Accessible Electric Van .

PRIORITY RANKING – HIGH PRIORITY

- This project will help to reduce the carbon footprint while maintaining the level of service being provided.

2024 - CAPITAL PROJECT

Electric Accessible Van

COST: 2024 - \$203,000

- To be funded \$41,000 from reserves and \$162,000 from grants

TIMELINE

- 2024

PROJECT GOAL/OUTCOME

- To replace the current transit bus with a smaller more energy efficient accessible alternative.





2026 CAPITAL PROJECT JD Loader

PROJECT DESCRIPTION

- This asset will assist the IS Department with continuing to deliver its day-to-day services.

PRIORITY RANKING – MEDIUM PRIORITY

- The loader will be used to assist with snow removal activities;
- Loading trucks with aggregate and sand for road and sidewalk rehabilitation, landfill cover, and assist with water and sewer emergency work.

2026 CAPITAL PROJECT

JD - Loader

COST / TIMELINE:

- \$400,000 will be funded from a combination of taxation and reserves .
- Funds are being raised annually with the purchase projected to be in 2026

PROJECT GOAL/OUTCOME

- To replace an asset necessary to operations



2024-2027 CAPITAL PROJECT Smaller Projects

PROJECT DESCRIPTION

- These are smaller projects with the goal of increasing the useful life of the associated assets.
 - \$55,000 per year - IS Building Magpie – Various smaller repairs
 - \$10,000 - Mower – replace aging mowers in 2025
 - \$50,000 - Compressor Water Treatment Plant
 - \$27,000 - Water Trailer

PRIORITY RANKING – MEDIUM PRIORITY

- These projects will either replace small assets which are past their useful life upgrade larger assets in order to extend the useful life of the asset



2024-2027 CAPITAL PROJECT

Smaller Projects

COST: 2023 to 2026 - \$55,000

- IS Building \$55,000 per year to be funded from a combination of taxation, water fees and reserves.
- Mower \$10,000 to be funded from taxation
- Compressor Water Treatment Plant - \$50,000 to be funded from water revenues
- Water Trailer - to be funded from water reserves raised from water fees in previous years

TIMELINE

- IS Building Magpie ongoing
- Mower to be purchased in the spring of 2025
- Compressor Water Treatment Plant and Lower Lift Station – IT Upgrade to be completed in 2023
- Water Trailer – used to transport 1000 litre water tank which replaces pumper for flushing

PROJECT GOAL/OUTCOME

- To reduce annual maintenance costs plus preserve and beautify building exteriors.



2027 CAPITAL PROJECT Sand Salt Dome

PROJECT DESCRIPTION

- This project will install a Sand Salt Dome.

PRIORITY RANKING – MEDIUM PRIORITY

- Initial rehabilitation to begin in 2024 with the initial section to be determined.

2027 - CAPITAL PROJECT

Sand Salt Dome

COST: 2027 - \$225,000

- To be funded \$50,000 from taxation and \$175,000 from reserves

TIMELINE

- Ongoing through capital long term planning

PROJECT GOAL/OUTCOME

- To install a dome to protect winter road material from inclement weather, reducing damage to equipment.



2024 & 2026 CAPITAL PROJECT Airport Equipment

PROJECT DESCRIPTION

- This project will replace aging airport equipment

PRIORITY RANKING – MEDIUM PRIORITY

- The loader, blower and plow sander are 26 years old and are experiencing higher cost more extensive repairs

2027 - CAPITAL PROJECT

Airport Equipment

COST: 2024 - \$200,000 & 2026 - \$200,000

- To be funded from reserves which were raised through increased airport fuel sales in the last few years

TIMELINE

- Replacement in 2024 and 2026

PROJECT GOAL/OUTCOME

- To replace aging airport equipment.



2024 to 2027 - CAPITAL PROJECT

Water Distribution Upgrade

PROJECT DESCRIPTION

- This project prioritizes upgrading the Municipality's booster pump station to ensure adequate distribution system pressure to meet required fire flows.

PRIORITY RANKING – HIGH PRIORITY

- Identified in SBA Water Master Plan as an immediate concern this project will protect business owners in the Municipality's industrial park; and
- Can assist in facilitating any community expansion efforts in the Pinewood Drive area.

COST: 2024 & 25 - \$75,000 per year

2026 & 27 - \$100,000 per year

- To be funded from water and wastewater user fees

TIMELINE

- Replacement in 2024 to 2027

PROJECT GOAL/OUTCOME

- To replace or remediate aging water infrastructure as per water master plan recommendations.



2025 - CAPITAL PROJECT

Water Tower Upgrades

PROJECT DESCRIPTION

- Complete tower inspection and interior tank touch ups as required
- Rehabilitate valve chamber
- Inspection and possible replacement of accessories such as ladders, roof hatches, fall arrest system, and electrical works

PRIORITY RANKING – HIGH PRIORITY

COST: 2025 - \$175,000

- To be funded from water and wastewater user fees

TIMELINE

- 2025

PROJECT GOAL/OUTCOME

- To replace or remediate aging water tower infrastructure as identified in Landmark Inspection report.



2024 - 2026 CAPITAL PROJECT CCTV Inspections

PROJECT DESCRIPTION

- Begin inspection of underground infrastructure such as sanitary and storm sewer system;
- Use results from interior inspections to identify sections of piping and underground infrastructure that require rehabilitation or replacement.

PRIORITY RANKING – HIGH PRIORITY

2025 - CAPITAL PROJECT

CCTV Inspections

COST: 2024 to 2025 - \$100,000 & 2026 - \$200,000

- To be funded from water and wastewater user fees and reserves

TIMELINE

- 2024 to 2026

PROJECT GOAL/OUTCOME

- To determine the state of underground infrastructure.
- To inform the asset management plan.
- To aid in future planning by identifying above and below grade infrastructure deficiencies and allow for better use of financial resources.



2024 SUBJECT TO FUNDING

Airport Terminal Building

COST: \$330,000.00

- to be funded from a combination of Taxation, grants and donations.

TIMELINE:

- 2024

PROJECT GOAL/OUTCOME:

- To improve accessibility at the airport terminal.
- New terminal seating.
- Install a sand/salt dome.

Multi-Year Capital Budget 2025-2027 (EST)

2025	2026	2027
Townhall Renovation	Townhall Renovation	TIC Interior
Official Plan / Zoning Bylaw	Official Plan / Zoning Bylaw	Official Plan / Zoning Bylaw
Tourism Billboard	MMCC Improvements	MMCC Improvements
MMCC Improvements	Pumper #1	MMCC Roof
Tractor Deck / Tractor	Firehall Renovation	Sidewalk Rehabilitation
Sidewalk Rehabilitation	Sidewalk Rehabilitation	Pavement Preservation
Pavement Preservation	Pavement Preservation	Sand / Salt Dome
IS Building Magpie	IS Building Magpie	Water Distribution Upgrade
Mower	Fleet Renewal	Computer Hardware
Fleet Renewal	CCTV Inspection	
CCTV Inspection	Water Distribution Upgrade	
Water Distribution Upgrade	Airport Equipment	
Water Tower Upgrade	JD Loader	
Compressor - WTP	Computer Hardware	
Computer Hardware		
Total \$3,090,000	Total \$3,462,000	Total \$3,174,000



Multi-Year Capital Budget 2025-2027

	2025	2026	2027
Taxation	\$352,500	\$397,000	\$249,500
Reserves	\$467,500	\$1,445,000	\$2,260,000
Grants	\$90,000	\$90,000	\$65,000
Other	**\$2,180,000	**\$1,530,000	**\$600,000
TOTAL	\$3,090,000	\$3,462,000	\$3,174,000

Reviewed Annually and Adjusted for Economic and Other Conditions
Preliminary and new multi-year budget will be prepared in 2nd Year of Council

** Includes long term loan

2023 Reserves and Reserve Funds



Reserve	Beginning Balance 2023	Spent in 2023	Contributions in 2023	Ending Balance 2023
Property Tax Rate Stabilization	\$681,945	-	\$13,639	\$695,584
Water Rate Stabilization	\$205,867	-	\$4,117	\$209,984
Discretionary - General Capital	\$5,470,707	\$560,936	\$1,050,072	\$5,959,843
Discretionary - Operating (Admin, HR, AMP, Community, COVID)	\$1,764,232	\$218,119	\$35,285	\$1,581,398
Obligatory - (Gas tax, NORDS, NWMO, etc.)	\$3,175,904	\$223,256	\$820,356	\$3,773,004
MMCC Debenture	(\$614,009)	-	\$199,899	(\$414,110)
TOTAL	\$10,684,646	\$1,002,311	\$2,123,368	\$11,805,703

Total Obligatory or Committed Reserves at December 31, 2023



2024-2027 Reserve and Reserve Funds

	Beginning Balance	Spent in Year	Contribution	Ending Balance	Obligatory or Committed
2024	\$11,805,703	\$2,858,869	\$2,384,147	\$11,330,981	\$6,477,627
2025	\$11,330,981	\$966,220	\$1,987,054	\$12,351,815	\$6,609,216
2026	\$12,351,815	\$1,950,000	\$1,745,167	\$12,146,982	\$7,117,008
2027	\$12,146,982	\$2,760,000	\$1,826,907	\$11,213,889	\$6,845,178

2024 MUNICIPAL BUDGET

Timelines

2024 Capital Budget Presentation to Council
September 26, 2023

Public Input and Comment Period (Sept 27 – Oct 25)

Council Approve 2024 Capital Budget (*in principle*)
November 7, 2023

2024 Draft Operating Budget Presentation
November 14, 2023

Public Input and Comment (Nov 15 – Dec 5)

Council Approve 2024 Operating Budget
December 12, 2023





2024 Capital Budget DRAFT FOR COMMENT