


Appendix A



**Tabling Draft
2016 LRCF**

Michael Wildman, CAO

Council Meeting – Tuesday, May 24, 2016

Strategic Plan 2019

- Strategic Plan – 2019 Visions
 - Sustainable Financial Model
 - Improved Infrastructure
- Long Term Objective(s)
 - Community Hub Completed
- Key Priorities
 - Downtown Revitalization



Background

- 2016 Budget - approved in February
- Budget continues to be based on the “Pay-As-You-Go” model
 - Save, Pay Down Existing Debt & Avoid New Long Term Debt
- Long Range Capital Forecast & Reserve and Reserve Fund Policies help support “Pay-As-You-Go” model



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Discussion

- Long Range Capital Forecast (LRCF) is a snap shot in time of known upcoming Budget & Infrastructure pressures.
 - Significant reliance upon Town Master Plans
- Many factors can impact a LRCF
- Year to year, LRCF is subject to changes in priorities, funding, emerging legislation or trends, etc.



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Discussion

- Other factors which can impact LRCF include, pace of growth, inflation, Asset Management Plans, updates to Water & Wastewater models, other Master Plans, etc.
- LRCF is a dynamic tool which is reviewed and updated annually.
- LRCF is in “today’s dollars”



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Discussion

- Since the approval of the 2015 LRCF, Council has approved the tenders and financing strategy for the Downtown Revitalization which includes a rapid 5 year loan repayment
- Adjustments have been made to the draft 2016 LRCF taking into account these refined expenditure figures and financing strategy



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Discussion

- LRCF includes a Summary Sheet (by Department) as well as detailed sheets by department and category.
- Expenditures of less than \$10,000 are not included
- Funding sources are not determined by a LRCF, this is established through such things as annual Budgeting, DC By-laws, Grants, etc.



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Discussion

- Some of the increases in the total capital investment in the LRCF are in part due to the annual updating of the Asset Management Plan (AMP) modeling, which sets recommended service levels.
- The AMP model is updated based on on-going studies such as pavement condition analysis, CCTV, flow monitoring, water modeling, etc.



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Discussion

- In 2015 Council approved service levels which set the recommended annual level of investment in linear assets at \$2.610M.
- “Investment in Linear Assets” chart compares the AMP & LRCF planned investment levels.

Discussion

Investment in Linear Assets

| Minimum Level of Investment | Year | 2016 LRCF Planned Level of Investment |
|-----------------------------|----------------|---------------------------------------|
| \$1,945,000 | 2016 | 4,170,686 |
| \$2,020,000 | 2017 | 2,390,000 |
| \$2,095,000 | 2018 | 700,000 |
| \$2,170,000 | 2019 | 1,379,800 |
| \$2,245,000 | 2020 | 1,982,461 |
| \$2,320,000 | 2021 | 1,725,000 |
| \$2,395,000 | 2022 | 2,703,347 |
| \$2,470,000 | 2023 | 2,703,347 |
| \$2,545,000 | 2024 | 2,703,347 |
| \$2,620,000 | 2025 | 2,703,347 |
| \$2,620,000 | 2026 | 2,703,347 |
| \$25,445,000 | Total | 25,864,681 |
| \$2,313,182 | Average | 2,351,335 |

Note the latter 5 years of the LRCF is shown as a lump sum, therefore the annual amount is averaged.

Discussion

- The impact of new pressures, Down-town financing and AMP objectives *may* exceed our ability to fund some projects, which will require annual monitoring
- Recent phased adjustments to DC's, potential MPAC Phase-In CVA and phased increases in the Water & Wastewater Rate Study may assist in responding to potential shortfalls



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Discussion

- There are three major projects identified in the LRCF which make up close to 1/2 of the 10 Year forecasted capital expenditures
- Down-Town Revitalization
- New Town Hall
- WPCC Growth Related Plant Upgrade (Master Water & Wastewater Study – Class Environmental Assessment)



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Down-Town Revitalization

- At the time of the 2015 LRCF, Council endorsed the acceleration of the Down-Town Revitalization project over two years
- 2016 is to be financed for the amount of \$5,790,700 (rapid debt repayment)
- 2017 is to be funded through Reserve Funds for the amount of 4,177,121



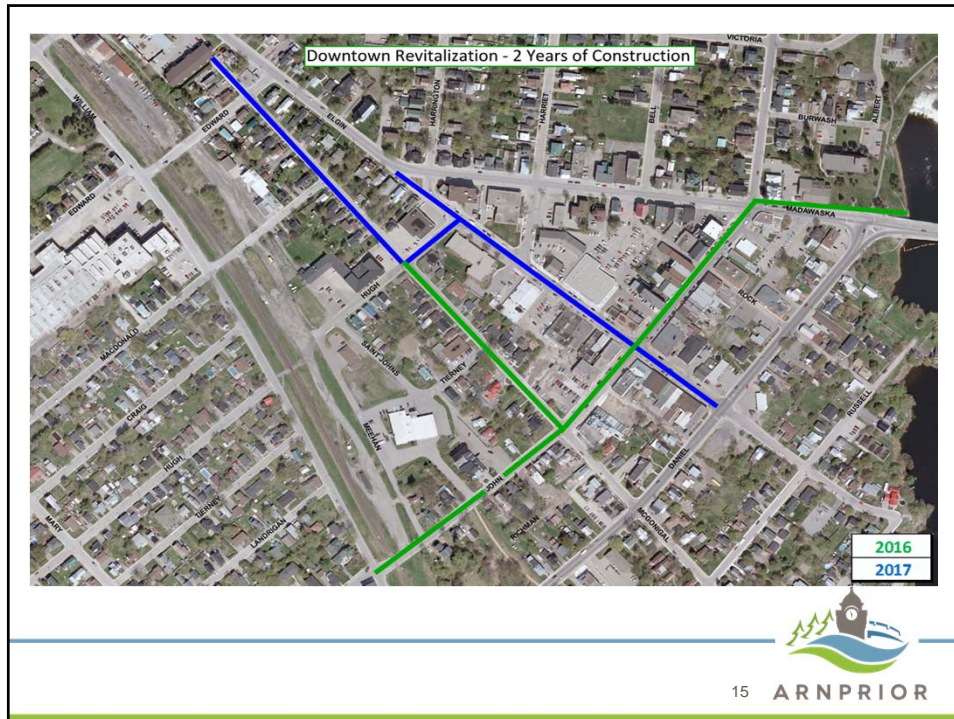
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Down-Town Revitalization

- Rapid debt repayment and use of reserves for a net gain upholds pay-as-you-go principles
- Grant funding could assist with the Down-Town Revitalization project (or offset other pressures), should it be available
- Rapid repayment of the 5 year loan over 2017-2021 will impact available funds for capital projects



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WPCC Plant Upgrade

- The 2026 WPCC upgrade was forecasted in the 2013 Water and Waste Water Master Plan based on the population projection trending and wet weather conditions
- The population projections are considered ambitious – for planning purposes will allow more time to flow monitor and plan accordingly

WPCC Plant Upgrade

- The actual pace of growth over time combined with the Town's aggressive sewer separation program (provide greater WPCC capacity), expansion of the WPCC could conceivably be postponed
- Best practice based annual flow monitoring will be required to ensure just in time delivery of the WPCC expansion



LRCF

- Summary Sheet
- Detailed Departmental Sheets



LRCF - Summary

| Department | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|-------------------|
| Corporate Services | 172,000 | 140,000 | 55,000 | 35,000 | 95,000 | 497,000 | 325,000 | 822,000 |
| Fire | 79,000 | 335,000 | 25,000 | 25,000 | 23,500 | 487,500 | 2,366,000 | 2,853,500 |
| Public Works | 4,432,121 | 1,042,000 | 2,417,000 | 1,992,000 | 1,652,000 | 11,535,121 | 24,542,600 | 36,077,721 |
| Environmental | 516,725 | 350,000 | 116,000 | 115,000 | 865,000 | 1,962,725 | 14,842,000 | 16,804,725 |
| Recreation | 75,000 | 719,900 | 655,000 | 625,000 | 270,600 | 2,345,500 | 1,867,200 | 4,212,700 |
| TOTAL CAPITAL | 5,274,846 | 2,586,900 | 3,268,000 | 2,792,000 | 2,906,100 | 16,827,846 | 43,942,800 | 60,770,646 |
| Finance Payment Downtown | 1,217,160 | 1,217,160 | 1,217,160 | 1,217,160 | 1,217,160 | 6,085,800 | 0 | 6,085,800 |
| TOTAL INCLUDING FINANCING | 6,492,006 | 3,804,060 | 4,485,160 | 4,009,160 | 4,123,260 | 22,913,646 | 43,942,800 | 66,856,446 |



LRCF - General Gov.

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|---------------------------|---------------------------------|----------------|----------------|---------------|---------------|---------------|-----------------|-----------------|----------------|
| Corporate Services | | | | | | | | | |
| Administrative | Development Charge Study Update | | 35,000 | | | | 35,000 | 35,000 | 70,000 |
| Administrative | Election | | 30,000 | | | | 30,000 | 30,000 | 60,000 |
| Administrative | JE Evaluation | | 20,000 | | | | 20,000 | 20,000 | 40,000 |
| Administrative | Minor Capital | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 50,000 | 100,000 |
| Administrative | Website Updates | | 20,000 | | | | 20,000 | 20,000 | 40,000 |
| Administrative | Strategic Plan | | | 10,000 | | | 10,000 | 15,000 | 25,000 |
| Administrative | Official Plan 5 Year Review | | | | | 55,000 | 55,000 | | 55,000 |
| Administrative | Zoning 5 Year Review | | | | | | 0 | 25,000 | 25,000 |
| Equipment | Corporate Security | 150,000 | | | | | 150,000 | 25,000 | 175,000 |
| Equipment | Server Upgrade/Replacement | | | 35,000 | | 30,000 | 65,000 | 0 | 65,000 |
| Equipment | Desktop Upgrades | | 10,000 | | 10,000 | | 20,000 | 20,000 | 40,000 |
| Equipment | Telephone Upgrades | | | | | | 0 | 30,000 | 30,000 |
| Equipment | Network Infrastructure Updates | | | | | | 0 | 25,000 | 25,000 |
| Equipment | Software Upgrades | 12,000 | 15,000 | | 15,000 | | 42,000 | 30,000 | 72,000 |
| | | 172,000 | 140,000 | 55,000 | 35,000 | 95,000 | 497,000 | 325,000 | 822,000 |



LRCF

General Government Highlights

- General Government
 - Facility security upgrades at multiple locations
 - More accurate identification of information technology life cycle requirements



LRCF - Fire Dept.

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|-------------------|--|---------------|----------------|---------------|---------------|---------------|-----------------|------------------|------------------|
| Fire | | | | | | | | | |
| Building | Provision Additional Space (DC) | | | | | | 0 | 300,000 | 300,000 |
| Equipment | Provision Additional Fire Equipment (DC) | | | | | | 0 | 80,000 | 80,000 |
| Equipment | Air Cylinders, Carbon Fibre | 14,000 | | | | | 14,000 | 26,000 | 40,000 |
| Equipment | Fire Hose (38mm, 45mm, 65mm, H.V.) | 10,000 | 10,000 | | 15,000 | | 15,000 | 15,000 | 30,000 |
| Equipment | Minor Capital Equipment | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 50,000 | 100,000 |
| Equipment | Breathing Air System | 55,000 | | | | | 55,000 | | 55,000 |
| Equipment | Water & Ice Rescue Equipment | | | | | | 0 | 26,000 | 26,000 |
| Equipment | Public Education training tool | | | | | 13,500 | 13,500 | | 13,500 |
| Vehicle/Equipment | Provision Additional Fire Vehicle (DC) | | | | | | 0 | 500,000 | 500,000 |
| Vehicle/Equipment | Truck 9819 Utility | | | | | | 0 | 54,000 | 54,000 |
| Vehicle/Equipment | Truck 9930 Aerial | | | | | | 0 | 1,200,000 | 1,200,000 |
| Vehicle/Equipment | Truck 9811 Rescue & equipment | | 310,000 | | | | 310,000 | 0 | 310,000 |
| Vehicle/Equipment | Truck 9810 Duty | | | | | | 0 | 47,000 | 47,000 |
| Vehicle/Equipment | Watercraft 9857 Rescue | | | | | | 0 | 48,000 | 48,000 |
| Vehicle/Equipment | Watercraft 9857 Rescue | | 15,000 | 15,000 | | | 30,000 | 20,000 | 50,000 |
| Safety Equipment | Personal Protective Equipment | | | | 25,000 | 23,500 | | | |
| | | 79,000 | 335,000 | 25,000 | 25,000 | 23,500 | 487,500 | 2,366,000 | 2,853,500 |



LRCF - Fire Highlights

- Previously included, the radio system has been removed from the LRCF due to unknown factors still under review by the County:
 - Type and Cost
 - Timeline for upgrades
 - Funding options (payment plan/lease, lump sum)
 - Capital or Operating expenditure



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LRCF - Fire Highlights

- Upon County decision(s) for the radio system, the estimates will be added to the budget or LRCF depending on direction
- Breathing Air System (Filling Stn.)
- Rescue / Equipment Vehicle
 - Possibility for combining two vehicles (rescue vehicle and equipment van) is being reviewed by the Fire Department for cost effectiveness



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LRCF - Public Works

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|---------------------|--|--------|--------|--------|--------|--------|-----------------|-----------------|---------------|
| Public Works | | | | | | | | | |
| Building | DA Gillies Condition Assessment | | 25,000 | | | | 25,000 | | 25,000 |
| Building | DA Gillies Elevator | | | | | | 0 | 250,000 | 250,000 |
| Building | Provision for Depots and Domes (DC Study) | | | | | | 0 | 300,000 | 300,000 |
| Building | Town Hall General Maintenance | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 | 375,000 | 750,000 |
| Building | New Town Hall | | | | | | 0 | 4,215,100 | 4,215,100 |
| Building | Main Floor Library - Carpet Tile Replacement (3,500 sq. ft.) and Wall Painting | 50,000 | | | | | 50,000 | | 50,000 |
| Building | Library - Replace 4 Furnaces and 4 A/C Units | | 12,000 | 12,000 | 12,000 | 12,000 | 48,000 | | 48,000 |
| Building | Museum Structural | | | | | | 0 | 500,000 | 500,000 |
| Building | Firehall/Police Building Life Cycling | | | | | | 0 | 20,000 | 20,000 |
| Streetslights | LED Streetlighting Improvements | | 20,000 | | | | 20,000 | 25,000 | 45,000 |
| Vehicle/Equipment | Provision for Snow Plow (DC Study) | | | | | | 0 | 230,000 | 230,000 |
| Vehicle/Equipment | Hot Box | 30,000 | | | | | 30,000 | | 30,000 |
| Vehicle/Equipment | # 1 half ton (2004) | | | 25,000 | | | 25,000 | | 25,000 |
| Vehicle/Equipment | #3 Half ton (2011) | | | | | | 0 | 25,000 | 25,000 |
| Vehicle/Equipment | # 4 half ton (2008) | | | | | | 0 | 25,000 | 25,000 |
| Vehicle/Equipment | #5 half ton (2004) | | | 40,000 | | | 40,000 | | 40,000 |
| Vehicle/Equipment | # 6Tandem (2012) | | | | | | 0 | 230,000 | 230,000 |
| Vehicle/Equipment | #7 meter van (2003) | | | 25,000 | | | 25,000 | | 25,000 |
| Vehicle/Equipment | #9 half ton (2009) | | | | | | 0 | 25,000 | 25,000 |
| Vehicle/Equipment | #10 Water Plant Van (2009) | | | | | | 0 | 25,000 | 25,000 |
| Vehicle/Equipment | #12 cemetery tractor (2000) | | | 30,000 | | | 30,000 | | 30,000 |
| Vehicle/Equipment | #13 Ford Tractor w/ flail (1979) | | | | 30,000 | | 30,000 | | 30,000 |



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LRCF - Public Works

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|---------------------|--|-----------|---------|---------|---------|---------|-----------------|-----------------|---------------|
| Public Works | | | | | | | | | |
| Vehicle/Equipment | #15 5 ton sewage truck (1999) | | | 108,000 | | | 108,000 | | 108,000 |
| Vehicle/Equipment | #17 Cat loader (2010) | | | | | 110,000 | 110,000 | | 110,000 |
| Vehicle/Equipment | #18 Elgin Sweeper | | | | | | 0 | 110,000 | 110,000 |
| Vehicle/Equipment | #25 Loader (2005) | | | | | 325,000 | 325,000 | | 325,000 |
| Vehicle/Equipment | Kubota (2002) - roads | | | 25,000 | | | 25,000 | | 25,000 |
| Vehicle/Equipment | Kubota (2007) - cemetery | | | | | | 0 | 25,000 | 25,000 |
| Vehicle/Equipment | #77 Single Axle (2008) | | 230,000 | | | | 230,000 | | 230,000 |
| Vehicle/Equipment | #78 Single Axle (2009) | | | | | 230,000 | 230,000 | | 230,000 |
| Vehicle/Equipment | #121 Water Works Van(1998) | | 80,000 | | | | 80,000 | | 80,000 |
| Construction | Rolling Road Rehabilitation Program (incl. Preventative Maintenance & Sidewalks) | 100,000 | 500,000 | 100,000 | 600,000 | 900,000 | 2,200,000 | 5,000,000 | 7,200,000 |
| Construction | Gary Cr Full Recon. /Sew/Sep - Edey St. to Second Bend | | | 600,000 | | | 600,000 | | 600,000 |
| Construction | Downtown Revitalization | 4,177,121 | | | | | 4,177,121 | | 4,177,121 |
| Construction | Baskin Drive West (800m) - Daniel North Property Line of School | | | | | | 0 | 1,618,000 | 1,618,000 |
| Construction | Craig Street from William St. W to Mary Street Full Recons; Sewer Sep, sidewalk on one side only | | | 75,000 | 575,000 | | 650,000 | | 650,000 |
| Construction | Hugh St. S. from William St. W to Dead end Full Recons; Sewer Sep, watermain, sidewalk on one side only | | | 75,000 | 700,000 | | 775,000 | | 775,000 |
| Construction | Hugh St. N. from McGonigal to Saint Johns Way; Full reconstruction, watermain, sewer seperation, sidewalk one side only. | | | | | | 0 | 740,000 | 740,000 |



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LRCF - Public Works

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total | |
|---------------------|--|------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| Public Works | | | | | | | | | | |
| Construction | Elgin Street West Sanitary Sewer - McLachlin St to Madawaska Street | | 100,000 | 1,227,000 | | | 1,327,000 | | 1,327,000 | |
| Construction | McNab Street Sidewalk 125m (DC Study) | | | | | | 0 | 22,500 | 22,500 | |
| Construction | McNab Street Sidewalk 850m (DC Study) | | | | | | 0 | 153,000 | 153,000 | |
| Construction | McNab Street Sidewalk 500m (DC Study) | | | | | | 0 | 99,000 | 99,000 | |
| Construction | Alicia Street Reconstruction - Watermain, sanitary, road and sidewalks. | | | | | | 0 | 1,880,000 | 1,880,000 | |
| Construction | Albert St. Full Reconstruction and Sewer Separation Madawaska Street (Elgin to Daniel) Full | | | | | | 0 | 3,000,000 | 3,000,000 | |
| Construction | Reconstruction (includes some new sanitary sewer, some new watermain, streetscaping/landscaping, and decorative lighting) | | | | | | 0 | 3,000,000 | 3,000,000 | |
| Construction | Third Avenue from Riverview Dr. to McNab St. Full Recons; narrow road from 10m to 8.5.m wide, sidewalk on one side only, watermain and sanitary replacement. | | | | | | 0 | 1,650,000 | 1,650,000 | |
| Construction | First Avenue Full Recon. - Bridge St. to End | | | | | | 0 | 1,000,000 | 1,000,000 | |
| | | | 4,432,121 | 1,042,000 | 2,417,000 | 1,992,000 | 1,652,000 | 11,535,121 | 24,542,600 | 36,077,721 |



LRCF - Public Works Highlights

- Madawaska St Full Reconstruction
 - Identified in the Water/Wastewater rate study
 - Need to coordinate mutually agreeable timing with County who are currently showing resurfacing in 2019
- Elgin St. West Sanitary Sewer Replacement
- Albert St. Reconstruction/Sewer Separation



LRCF - Public Works

- Engineering Design funding has been separated from major projects where appropriate for affordability
- Asphalt Hot Box



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LRCF - Public Works Highlights

- A structural review is being performed at the Museum. An amount of \$500,000 has been included in the latter 5 years of the LRCF. **There may be an opportunity for substantial grant funding (70%).** Staff are currently investigating
- The estimate will be updated once the review is finalized



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LRCF - Public Works

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|----------------------|--|----------------|----------------|----------------|----------------|----------------|------------------|-------------------|-------------------|
| Environmental | | | | | | | | | |
| Administrative | Water & Wastewater Model Update | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 | 75,000 | 150,000 |
| Administrative | Water & Wastewater Study | | | | | | 0 | 175,000 | 175,000 |
| Waterworks | Daniel Street WM Replacement (Pt 2) - Charles St. to Staye Court Dr. (400mm) | | | | 75,000 | 750,000 | 825,000 | | 825,000 |
| Waterworks | Maintenance of 400mm River Crossing from WFP to Decosta St. (1,000m) - Investigation and Check Valve | | 100,000 | | | | 100,000 | 150,000 | 250,000 |
| WTP | Reservoir Cleaning | | 10,000 | | | | 10,000 | | 10,000 |
| WTP | Lead Treatment System - Phase 2 | 352,725 | | | | | 352,725 | | 352,725 |
| WTP | Filter media in all 3 filters | | | | | 75,000 | 75,000 | | 75,000 |
| Pump Station # 4 | Build generator enclosure | 62,000 | | | | | 62,000 | | 62,000 |
| Water Tower | Repair and repaint of tower | | 200,000 | | | | 200,000 | | 200,000 |
| WPCC | Blower Bldg. Roof Replacement | 62,000 | | | | | 62,000 | | 62,000 |
| WPCC | Aerator Diffuser replacement | | | | | | 0 | 17,000 | 17,000 |
| WPCC | Final Clarifier chain and flight | | | 16,000 | | | 16,000 | | 16,000 |
| WPCC | 3 - Allen-Bradley PLC 500 processors | | | 60,000 | | | 60,000 | | 60,000 |
| WPCC | WPCC Plant Upgrade | | | | | | 0 | 14,400,000 | 14,400,000 |
| Waste Management | Emerald Ash Borer | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 25,000 | 150,000 |
| | | 516,725 | 350,000 | 116,000 | 115,000 | 865,000 | 1,962,725 | 14,842,000 | 16,804,725 |



LRCF -Public Works Highlights

- Lead Treatment System
 - Project value reduced due to favourable tender amounts



LRCF - Recreation Dept.

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|-------------------|-------------------------------------|--------|---------|---------|--------|---------|-----------------|-----------------|---------------|
| Recreation | | | | | | | | | |
| Building | Roof Replacement (Section F) | | 50,400 | | | | 50,400 | | 50,400 |
| Building | Air Conditioning (1993) | | 35,000 | | | | 35,000 | | 35,000 |
| Building | Roof Replacement (Section G) | | 30,000 | | | | 30,000 | | 30,000 |
| Building | Roof Replacement (Section A) | | 52,500 | | | | 52,500 | | 52,500 |
| Building | Roof Replace (Section D) | | 234,000 | | | | 234,000 | | 234,000 |
| Building | Header Trench | | | | | 125,000 | 125,000 | | 125,000 |
| Park | Provisions for Park (DC) | | | | | | 0 | 80,000 | 80,000 |
| Park | Caruso Playground | | | | | | 0 | 25,000 | 25,000 |
| Dog Park | Dog Park | | | | | | 0 | 26,000 | 26,000 |
| Waterfront | Waterfront Rehabilitation | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 125,000 | 250,000 |
| Vehicle/Equipment | Parks Truck (2007) | | | | | | 0 | 30,000 | 30,000 |
| Vehicle/Equipment | Parks Kabota Mower (2009) | | | | | | 0 | 30,000 | 30,000 |
| Vehicle/Equipment | Tractor Mower(2005) | | | | | | 0 | 35,000 | 35,000 |
| Equipment | Air Conditioning Unit (Pool & Hall) | | | | | | 0 | 35,000 | 35,000 |
| Equipment | Pool Dectron | | | 300,000 | | | 300,000 | | 300,000 |
| Equipment | Floor Scrubber | | 13,000 | | | | 13,000 | 30,000 | 43,000 |
| Equipment | Parks Mower (1994) | | 30,000 | | | | 30,000 | | 30,000 |
| Pool | Pool Filtration System | | | | | | 0 | 60,000 | 60,000 |
| Pool | Pool Viewing Area | | | | | | 0 | 260,000 | 260,000 |



LRCF - Recreation Dept.

| Department | Project | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 Total | 2022-2026 Total | 10 year Total |
|-------------------|-----------------------------|---------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|
| Recreation | | | | | | | | | |
| Arena | Desicant Arena A | | | | | | 0 | 60,000 | 60,000 |
| Arena | Arena Floor (A) | | | | | | | 600,000 | 600,000 |
| Arena | Arena Floor (B) | | | | 600,000 | | 600,000 | | 600,000 |
| Arena | Ice Machine (1993) | | 100,000 | | | | 100,000 | | 100,000 |
| Arena | Ice Machine (2009) | | | | | | 0 | 100,000 | 100,000 |
| Construction | Pave NSC Parking Lot | | | 330,000 | | | 330,000 | | 330,000 |
| Construction | Pave Robt. Simpson | 50,000 | | | | | 50,000 | | 50,000 |
| Tennis Court | Tennis Courts (ADHS) | | 30,000 | | | | 30,000 | | 30,000 |
| Tennis Court | Tennis Courts (McLean Park) | | | | | | 0 | 145,000 | 145,000 |
| Marina | Breakwater | | 120,000 | | | | 120,000 | | 120,000 |
| Marina | Boat Launch | | | | | | 0 | 40,000 | 40,000 |
| Marina | Marina Fingers (1+2) | | | | | 120,600 | 120,600 | | 120,600 |
| Marina | Marina Fingers(3+4) | | | | | | 0 | 120,600 | 120,600 |
| Marina | Marina Fingers (5+6) | | | | | | 0 | 65,600 | 65,600 |
| | | 75,000 | 719,900 | 655,000 | 625,000 | 270,600 | 2,345,500 | 1,867,200 | 4,212,700 |



LRCF -Recreation Highlights

- Roof Replacement
 - Timing for project has been moved up to 2018
- Parking lot Paving
 - Timing for project has been moved back to 2019
- Tennis Courts addition (Recreation Master Plan – RMP) – latter 5 years
- Boat launch addition (RMP) latter 5 years



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Financial Considerations

- Due to the Down-Town Revitalization project, Reserve and Reserve Funds are being drawn down to finance the project and begin to recover by 2020
- Borrowing rates fluctuate, currently the rate has increased since the 2015 LRCF projections resulting in an increased finance payment of approx. \$10,000 per year



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Financial Considerations

- If borrowing rates continue to increase upward, the loan could be debentured earlier in 2016.
- Should the loan be debentured, the impact in 2016 will be solely the interest payable on the loan for approximately \$8,000 per month.



Reserve & Reserve Fund

| Reserve & Reserve Fund | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Opening Balance | 9,692,552 | 10,558,284 | 8,234,520 | 8,669,352 | 8,648,016 | 9,275,615 |
| Add: Contributions | 3,805,099 | 4,168,242 | 4,238,892 | 4,463,824 | 4,636,759 | 4,534,211 |
| Less: Expenditures | (8,669,087) | (5,274,846) | (2,586,900) | (3,268,000) | (2,792,000) | (2,906,100) |
| Subtotal | 4,828,564 | 9,451,680 | 9,886,512 | 9,865,176 | 10,492,775 | 10,903,725 |
| Financing / (Financing Repayment) | 5,790,700 | (1,217,160) | (1,217,160) | (1,217,160) | (1,217,160) | (1,217,160) |
| Closing Balance | 10,619,264 | 8,234,520 | 8,669,352 | 8,648,016 | 9,275,615 | 9,686,565 |



Debt Retirement

- One of the key principles of the pay-as-you-go model is retirement of debt.
- Between year 2024 and 2026 four long-term loans will retire, which will allow \$456,800 of annual debt repayments be redirected to asset management.



New for 2017

- Based on completion of comprehensive long range planning studies such as the AMP, W&WW Study, Storm Study, RMP, W&WW Financial Study and upcoming Fire Master Plan, the 2017 LRCF will include an 11 to 20 year horizon column of expenditures.
- This longer forecast will undoubtedly require refinements over time



New for 2017

- The 2017 LRFC will be submitted in draft as part of the draft 2017 budget submissions
- Upon approval of the 2017 budget, staff will make any necessary revisions arising from the approval of the budget
- Council would be in a position to adopt the LRFC closer to budget timing



Next Steps

- Review & send any questions to CAO
- Staff will respond to all of Council
- Council Deliberation on June 27, 2016



Questions?



• WHERE THE RIVERS MEET •

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