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## AGENDA

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### PUBLIC INPUT

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DECLARATION OF INTEREST
4. ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS
5. ADMINISTRATIVE ENQUIRIES
6. NEW BUSINESS
  - a. Q3 O&M Statements – page
  - b. Q3 Capital Statements – page
  - c. 10 Year Capital Plan– page
7. NOTICE OF MOTIONS
8. IN CAMERA
  - a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (e)
9. ADJOURNMENT



# REPORT TO FINANCE COMMITTEE

**TO:** Finance Committee

**FROM:** Patrick Bergen, ASAO

**SUBJECT:** 2022 Q3 O&M

**DATE:** November 9, 2022

## BACKGROUND:

As of September 30, 2022, the Town of Hay River has incurred a surplus of \$3,495,105. Budgeted surplus for the period was \$2,651,129. Administration is forecasting a variance from budget of (\$231,710) by the end of 2022. The forecast numbers are estimates based on available information. More work is needed to finish quantifying actual flood costs to be offset by third party funding.

### Revenues:

- Property tax revenue for the year fully recognized as of September 30th.
- Sale of service higher than budget due to increased ambulance billing, recreation grants and donations received. Expected to have offsetting donation expenses by end of year.
- Revenue from Own Source- Temporarily higher but trending towards budget.
- Government Transfers for Operating– Recognized a modest accrual for Disaster Relief Funding up to Q3. Forecast Operational portion of disaster assistance funding.
- Water and sewer revenues – Timing issued anticipated to be corrected for an on-budget year end.
- Land sales and lease revenue – Reduced to reflect deferral of Fraser Place sales.

### Expenses:

Overall- Heating and fuel costs are on average 35% higher due to price changes. Additionally, net spending (expenses less any received grant funding) on flood work is \$445,521 in Q3 and accrued to \$147,860 for Q4 forecast.

- General Government – Slightly below budget but forecasting at budget by year end.
- Protective Services - Lower than budget officer fees which will be costed in Q4, lower training costs, partially offset by flood response costs.
- Transportation and Public Works –
  - Lower salaries due to director and carpenter vacancies offset by consulting fees and new landfill attendants.
  - Significantly higher equipment and subcontractor costs rental due to flood response to be covered by disaster.
  - Patching expenses not recorded as at September 30<sup>th</sup> driving a large portion of under spend which will be accounted for in Q4.
  - Forecast \$685K deficit for landfill operations, additional heating and fuel costs, and future flood costs.
- Environmental and Public Health Services and Planning and Development –

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- Underspent on engineering and purchased maintenance.
    - Expected to be on budget by end of year, with higher accretion costs on the landfill due to usage to offset the underspend.
  - Planning and Development – underspend due to lower planning and consulting costs.
  - Recreation - Trending towards budget.
    - Forecasting \$150k increase primarily driven by flood response.
    - Higher maintenance purchased, wages and heat and fuel costs.
  - Fiscal and Valuation actuals trending towards budget.
  - Water and Sewer – Increases continue due to trucked water costs, water treatment plant contract and anticipated flood expenses.
    - Significantly higher equipment rental due to flood response.
    - Forecast increase of \$270,000 for flood restoration efforts to be covered by disaster assistance.
  - Land Development - Expenses forecasted to be significantly lower due to delay in Fraser Place development and sales and Vale Island Sales (\$1.4M reduction)

**COUNCIL POLICY/STRATEGY OR GOAL:**

N/A

**APPLICABLE LEGISLATION, BYLAWS OR STUDIES:**

N/A

**FINANCIAL IMPLICATIONS:**

Overall, we forecast a year end negative variance of \$290k resulting from the above changes.

**ATTACHMENTS:**

September (Q3) 2022 O&M Report

**Submitted by:**

**Patrick Bergen  
ASAO**

**Reviewed By:**

**Glenn Smith  
SAO**



**Town of Hay River**  
**Statement of Operations**  
**Period from Jan 1 2022 to Sep 30 2022**

		Q3 2022			2022 Full Year		2021	
		YTD Actual	YTD Budget	YTD Variance	Full Year Budget	Forecast Changes	Full Year Forecast	Full year actual
Revenue	Property taxes	6,785,935	6,755,595	30,340	6,811,523	-	6,811,523	6,567,265
	Sales of service	992,828	729,000	263,828	972,000	250,000.00	1,222,000	1,204,661
	Other revenue from own sources	658,169	596,198	61,971	773,250		773,250	837,327
	Government transfers for operating	2,336,834	1,958,544	378,290	2,611,400	743,290.00	3,354,690	2,881,801
	Government transfers for water and sewer	816,750	816,750	-	1,089,000		1,089,000	1,089,000
	Water and sewer revenues	1,524,547	1,599,156	(74,609)	2,132,200	-	2,132,200	1,829,738
	Land sales, lease and development	529,789	1,526,256	(996,467)	2,035,000	(1,400,000.00)	635,000	444,855
		13,644,852	13,981,499	(336,648)	16,424,373	(406,710.00)	16,017,663	14,854,646
Expenses	General government	1,849,912	1,888,714	(38,802)	2,439,971		2,439,971	1,834,848
	Protective services	560,353	601,434	(41,081)	801,902	(30,000.00)	771,902	765,004
	Transportation and public works	1,852,858	2,029,659	(176,801)	2,476,250	685,000.00	3,161,250	1,910,072
	Environmental and public health services	258,994	343,647	(84,653)	458,200		458,200	532,128
	Planning and development	307,324	442,260	(134,936)	589,700		589,700	474,359
	Recreational and cultural	2,477,669	2,322,945	154,724	3,097,250	150,000.00	3,247,250	3,240,586
	Fiscal and valuation	664,822	153,119	511,703	724,500		724,500	757,374
	Water and sewer expenses	2,094,921	1,765,206	329,715	2,353,600	420,000.00	2,773,600	2,504,946
Land development	82,894	1,337,256	(1,254,362)	1,783,000	(1,400,000.00)	383,000	54,602	
		10,149,746	10,884,240	(734,494)	14,724,373	(175,000.00)	14,549,373	12,073,919
Surplus before undernoted		3,495,105	3,097,259	397,846	1,700,000	(231,710)	1,468,290	2,780,728
Capital grants	-	-	-	-	-	-	-	10,322,894
Amortization of capital assets	(2,607,000)	(2,607,000)	-	(3,476,000)	-	(3,476,000)	(3,405,529)	
Disposal of Capital Assets	-	-	-	-	-	-	-	(5,000)
Surplus (Deficit)		888,105	490,259	397,846	(1,776,000)	(231,710.00)	(2,007,710)	9,693,093



**Town of Hay River**  
**Schedule of Expense by Object**  
**Period from Jan 1 2022 to Sep 30 2022**

		2021 Actual	2022 Year to date Budget	2022 Year to date Actual	2022'Full year Budget
	<b>Salaries, wages and benefits</b>	\$ 3,826,300	\$ 3,426,588	\$ 3,348,026	\$ 4,568,800
	<b>Contracted and general services</b>	1,908,747	1,611,843	1,306,169	1,949,150
	<b>Materials and supplies</b>	3,918,885	4,352,344	3,199,434	5,698,780
	<b>Provision for bad debts</b>	54,063	29,997	-	40,000
	<b>Mayor and council expenses</b>	121,300	121,545	126,361	162,071
	<b>Bank Charges and Interest</b>	372,607	269,125	241,527	284,500
	<b>Interest on LTD</b>	302,827	299,997	300,000	400,000
	<b>Amortization of tangible capital assets</b>	3,405,529	2,607,000	2,607,000	5,214,000
	<b>Utilities - electricity</b>	903,910	713,223	665,198	950,972
	<b>Utilities - fuel</b>	625,052	463,050	678,055	617,400
	<b>Insurance</b>	263,228	265,528	284,976	275,700
		<b>\$ 15,702,447</b>	<b>\$ 14,160,240</b>	<b>\$ 12,756,746</b>	<b>\$ 20,161,373</b>



**Town of Hay River**  
**Schedule of Expense by Department**  
**Period from Jan 1 2022 to Sep 30 2022**

	General government	Protective services	Transportation and public works	Environmental and public health services	Planning and development	Recreational and cultural	Fiscal and valuation	Water and sewer expenses	Land development	Total
<b>Salaries, wages and benefits</b>	\$ 1,281,697	\$ 202,552	\$ 342,856	\$ 3,789	\$ 182,611	\$ 1,094,029	\$ -	\$ 240,392	\$ -	\$ 3,347,926
<b>Contracted and general services</b>	170,748	27,488	446,870	945	6,725	367,267	-	285,800	325	1,306,168
<b>Materials and supplies</b>	543,699	186,322	744,807	251,523	69,937	239,663	123,294	987,618	52,569	3,199,432
<b>Provision for bad debts</b>	-	-	-	-	-	-	-	-	-	-
<b>Mayor and council expenses</b>	126,361	-	-	-	-	-	-	-	-	126,361
<b>Bank Charges and Interest</b>	-	-	-	-	-	-	241,623	-	-	241,623
<b>Interest on LTD</b>	-	-	-	-	-	-	300,000	-	-	300,000
<b>Amortization of tangible capital assets</b>	38,963	220,844	591,396	878,157	8,873	269,159	-	599,610	-	2,607,002
<b>Utilities - electricity</b>	27,931	53,321	195,738	2,737	2,762	250,954	-	131,757	-	665,200
<b>Utilities - fuel</b>	-	46,469	32,187	-	1,790	358,456	-	239,154	-	678,056
<b>Insurance</b>	284,977	-	-	-	-	-	-	1	-	284,978
	\$ 2,474,376	\$ 736,996	\$ 2,353,854	\$ 1,137,151	\$ 272,698	\$ 2,579,528	\$ 664,917	\$ 2,484,332	\$ 52,894	\$ 12,756,746

Town of Hay River			
Statement of Financial Position			
Sep 30 2022 with comparatives at December 31 2021			
	Sep 2022	Dec 2021	Change
Cash	\$ 19,238,871	\$ 13,413,911	\$ 5,824,960
Property tax receivable	1,009,737	770,812	238,925
Accounts receivable	6,225,482	6,917,618	(692,136)
Land inventory for resale	689,663	689,663	-
	27,163,753	21,792,004	5,371,749
Accounts payable and accrued liabilities	2,324,419	2,551,419	(227,000)
School tax payable	1,060,752	404,491	656,261
Deferred contributions	12,078,758	5,006,054	7,072,704
Long-term debt	12,302,760	12,886,671	(583,911)
Landfill closure liability	1,688,091	1,688,091	-
Deposits held	517,381	171,300	346,081
	29,972,161	22,708,026	7,264,135
	(2,808,408)	(916,022)	(1,892,386)
Tangible capital assets	87,909,633	85,113,784	2,795,849
Inventory held for use	35,140	35,140	-
Prepaid expenditure	57,637	57,637	-
	88,002,410	85,206,561	2,795,849
	\$ 85,194,002	\$ 84,290,539	\$ 903,463



# REPORT TO COUNCIL

DEPARTMENT: Finance & Administration

DATE: November 14, 2022

SUBJECT: September (Q3) Capital Report with Forecast revisions

## RECOMMENDATION:

**THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the September (Q3) 2022 Capital Report with Forecast revisions as recommended by the Finance Committee.**

## BACKGROUND:

The Capital Spending Report will detail what costs the Town incurred during Q2 2022 (attached). As of September 30, 2022, the Town has spent \$5.90M on capital projects.

The 2022 capital budget was approved at \$19.066M. The cumulative changes below result in a decrease in the Town forecasted capital spend to \$18.902M for 2022. The cumulative amounts carried forward to 2023 is \$6.674M

### Summary of recommended changes:

#### Recreation

- Community Center Display Board – decrease of \$160K to cancel project
- Community Center Security Cameras – decrease of \$50K to carry forward to 2023
- Dog Park – decrease by \$14K to carry forward to 2023
- Bob McMeekin Park Enhancements – decrease by \$70,000 to carry forward to 2023.
- Hay River Golf Greens – decrease of \$100K due to lack of funding. Carry forward to 2023.
- Replace playground fall zones – decrease of \$25K to carry forward to 2023
- Downtown Beautification and Accessibility Project – Decrease by \$245K - \$185K reallocated to flood related projects and a further \$60K carry forward to 2023
- Keith Broadhead Field Replacement – decrease of \$110K due to carry over
- Old Town Connector Trail Repair/Upgrade – increase of \$445K due to increase in scope.

#### Tourism

- VIC Septic Tank Replacement – decrease of \$30K to carry over to 2023

#### Public Works

- Aspen Heights – decrease of \$100K to carry forward to 2023
- Fraser Pace – decrease \$720K. Carry over \$800K and add \$80K for additional survey costs
- Sundog – decrease of \$100K to carry forward to 2023
- Beaver Cr Road/Utilities – decrease of \$115K due to carry over (driveway reinstatements represent majority of outstanding work)
- Capital Drive – decrease of \$150K due to carry over
- Industrial Drive – decrease of \$130K due to carry over
- Riverview Road/Utilities – decrease of \$540K due to carry over. (driveway reinstatements represent majority of outstanding work)





# REPORT TO COUNCIL

**DEPARTMENT:** Finance & Administration

**DATE:** November 14, 2022

**SUBJECT:** September (Q3) Capital Report with Forecast revisions

- Compactor – increase of \$100K – unbudgeted purchase – part of takeover of landfill management
- Landfill Cold Storage Shed – increase of \$20K – unbudgeted purchase – part of takeover of landfill management.
- Hazardous Waste Removal – decrease of \$50K due to carry over
- Lift Station #4 – increase of approx \$511K due to unbudgeted carryover from prior year.
- New Town Hall (engineering portion) – increase of \$36K due to increase in costs to complete.
- Pumps and Generator Replacement for Lift Station – recurring project – not expected to spend in 2022 – decrease of \$25K
- Sewer Lining – increase of \$120K due to higher-than-expected costs.
- Shoreline Flood Mitigation – decrease of \$1,360K due to carry over
- Tire Recycling – decrease of \$50K due to carry over
- Vale Island West Channel Drainage – decrease of \$50K due to carry over
- Water Treatment Plant Feasibility Study – decrease of \$315K due to carry over
- Airport Road Repair and Upgrade – decrease of \$700K due to carry over
- Downtown Berm Project – decrease of \$420K due to carry over. Note – this project was a Q2 increase of \$420K as part of the flood response.

## Protective Services

- Electronic Ambulance Cot – increase of \$50k – unbudgeted carry over from 2021.

## APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Financial Administration By-Law No. 2252/FIN/11Report

## FINANCIAL IMPLICATIONS:

Forecast revisions to projected capital expenditures for 2022. Carry forward amounts to 2023 capital budget.

## ALTERNATIVES TO RECOMMENDATIONS:

Not to accept recommendations.

## ATTACHMENTS:

Capital Spend Report Q3 2022

## Prepared by:

Glenn Smith

SAO

November 9, 2022



# REPORT TO COUNCIL

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**DEPARTMENT:** Finance & Administration

**DATE:** November 14, 2022

**SUBJECT:** September (Q3) Capital Report with Forecast revisions

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Town of Hay River  
2022 Capital Report - Q3

Sponsor		Project Name	Description	Actual Spend 2022 - Q3	Forecast Changes - Q1	Forecast Change Q2	Forecast Change Q3	Adjusted Forecast Q3	Carry Forward to 2023	Status Update	Project Start Date (Month - Year)	Expected Completion Date	Project Phase	% Completed
ADMIN		Computer Equipment Replacement Program	Annual replacement of IT assets including workstations and network devices	33,766	-	3,315	451	33,766		Evergreen computers and equipment fully deployed.	1-Jan-22	31-Dec-22	Completed	100%
ADMIN		Debt Service Community Center - CPI and Donation Portion	Annual repayment requirements for debt service for the Community Center Debt. A portion of this is funded annually through CPI and donations.	551,250	-	-		735,000		ongoing all year	1-Jan-22	31-Dec-22	Construction	75%
REC		Community Centre External Display Board	Digital display board in front of Community Center. Approx 20' x 10'. Will display community events and sponsor ads.	-	-	-	160,000	-		Project cancelled	n/a	n/a	Not Started	0%
REC		Facility and Parks Maintenance Truck Replacement	1/2 ton pickup truck replacement.	56,265	-	-		60,000		truck received and deployed August 8th	1-Jan-22	31-Aug-22	Completed	100%
REC		Watering Truck Replacement	Used for watering flowers/trees around the Town. 1/2 ton pickup replacement with poly tank in bed of truck.	-	-	9,900		64,900		RFP awarded to Aurora Ford (August 8th). Expected to be received by end of year	1-Jun-22	31-Dec-22	Construction	80%
REC		Community Centre Security Cameras	Cameras by all entrances, common areas. Approximately 30 cameras with central monitoring ability	345	-	-	50,000	-	50,000	Preparing RFP to be issued in Q4.	1-Apr-22	30-Sep-22	Planning	25%
REC		Dog park	Fence off area for off leash dog park. Location to be determined.	-	-	-	14,000	-	14,000	RFP Awarded. Construction carried over to 2023.	1-May-22	30-Sep-22	Construction	20%
REC		Porritt Landing Marina Enhancements	Ongoing revitalization project to increase docking space, improve day use area. Will involve landscaping and possibly a seasonally operated concession.	3,200	-	-		312,000		Water license and other permitting approved. Construction RFP awarded to Rowe's Construction. Gabion baskets, access path, north retaining wall repair to be completed in Q4.	1-Jan-22	30-Nov-22	Construction	70%
REC		Children's Activity Centre Equipment	Provide safe fun equipment for children of all ages. Will be around the walking track.	-	-	-		15,000		Funding application submitted - likely to be completed by end of year if approved.	1-Jul-22	31-Dec-22	Planning	5%
REC		Bob McMeekin Park Enhancements	Includes Welcome to Hay River Sign, landscaping upgrades, open air shelter and small outdoor amphitheater.	27,492	-	-	70,000	230,000	70,000	Sliding hill enhancement completed. New parking area work completed. Concrete seating area completed. Open air performance shelter partially installed. Foundation for new welcome sign completed.	1-Jan-22	31-Jul-23	Construction	80%
REC		Vale Island Multi-Use Recreation Area	Includes indoor/outdoor venue for small gatherings, improve playground and new skating rink and multi-sport surface	-	-	300,000		-	300,000	postponed to 2023 due to flooding	1-Jan-22	31-Oct-23	Planning	10%
REC		Small Capital Program - Aquatics	Small capital purchases for pool area.	-	-	-		10,000		gates ordered in July. Expected installation December 2022	1-Jan-22	31-Dec-22	Construction	10%
REC		Small Capital Program - Programming	Small capital purchases for Town delivered recreation programs	3,800	-	-		10,000		Indoor Batting cage and accessories purchased via MACA funding. Equipment received in March/April.	1-Nov-22	31-Oct-22	Construction	100%
REC		Small Capital Program - Facilities and Parks	Small capital purchases for recreation center and Town parks.	18,250	-	-		25,000		Ball diamond bleachers and Modular stage purchased (\$18K total). Ordered via local supplier, delivered Jul 2022. Remaining funds to be spent by end of year on Ice Edger.	1-Jan-22	31-Dec-22	Construction	50%
REC		Ice Resurfacers	Replacement Zamboni for the arena	-	-	160,000		-	160,000	Council approved funding sources and THR contribution. 30% funds secured. Seeking additional funding. Deferred to 2023	1-Sep-21	31-Dec-23	Planning	10%
REC		Pull Behind Mower		7,965	8,000			8,000		Completed Q1 2021.	1-Jan-22	1-Mar-22	completed	100%
REC		Hay River Golf Course - Road	Existing road has significant erosion problems. Also resurfacing with new gravel.	84,223	-	83,000		139,000		Budget increase to \$139,159 due to additional in CAP funding from GNWT Dept of Infrastructure. Construction RFP awarded to Rowe's Construction. Work began in September, was completed Oct 31	1-Mar-21	31-Oct-22	Construction	95%
REC		Hay River Golf Course - Golf Green Replacements	Replacing artificial greens - phased approach approx one green per year.	-	-	-	100,000	-	100,000	Requires outside funding - deferred to 2023.	tbd	tbd	Not Started	0%
REC		Replace Playground Fall Zones	Replace fall zones with improved material to improve safety of playgrounds	-	-	-	25,000	10,000	25,000	One zone completed through flood mitigation in October - \$10k. Carry forward remainder to 2023.	1-Oct-22	30-Aug-23	Construction	25%
REC		Aquatics Pump VFD Conversion	Variable Frequency Drive will improve efficiency of pump	-	20,000	-		-		completed in 2021	1-Mar-21	31-Dec-21	Completed	100%
REC		Downtown Beautification and Accessibility Project	Downtown landscaping with tree planting. Benches and waste bins. Decorative street lights. Mural. Electronic crosswalks.	-	-	200,000	245,000	140,000	60,000	Funding received from CANNOR. Trees planted at Community Centre and Tri Service Park. Electronic crosswalks and decorative street lighting ordered. \$185k reallocated to flood revitalization projects	1-Oct-22	31-Mar-23	Construction	50%
REC		Ray Benoit Rink Replacement (Multi Sport Surface)	Ray Benoit Rink Replacement (Multi Sport Surface)	-	-	100,000		-	100,000	Carry forward to 2023. Not realistic for 2022 given other greenspace enhancement and flood repair projects.	tbd	tbd	Not Started	0%
REC		Keith Broadhead Field Replacement - Flood	Specific project related to 2022 flood response	-		160,000	110,000	50,000	110,000	Funding received from CANNOR. Outfield repairs completed. Infield and drainage materials received. Construction deferred to 2023	1-Sep-22	31-Mar-23	Construction	40%
REC		Irma Miron Trail Repair and Upgrade - Flood	Specific project related to 2022 flood response	-		90,000		90,000		Funding received from CANNOR and Trans Canada Trail. Portion of repair work completed. Contract issued for further repair/upgrades.	1-Sep-22	31-Dec-22	Construction	100%



Sponsor		Project Name	Description	Actual Spend 2022 - Q3	Forecast Changes - Q1	Forecast Change Q2	Forecast Change Q3	Adjusted Forecast Q3	Carry Forward to 2023	Status Update	Project Start Date (Month - Year)	Expected Completion Date	Project Phase	% Completed
REC		Old Town Connector Trail Repair and Upgrade - Flood	Specific project related to 2022 flood response	-		205,000	445,000	650,000		Funding received from CANNOR and Trans Canada Trail. Repair and paving completed.	1-Sep-22	30-Nov-22	Construction	100%
Tourism		VIC Septic Tank Replacement	VIC Septic Tank Replacement	-	-	-	30,000	-	30,000	Some scoping and design work completed. Procurement and installation of new tank deferred to 2023.	1-Feb-22	31-Oct-22	Planning	10%
Tourism		Small Capital Program - Tourism and Economic Development	For small capital related to VIC and other tourism initiatives.	-	-	-		7,000		No spend identified yet	tbd	tbd	Not Started	0%
Tourism		Visitor Information Wayfinder Signage Development	Signage around town pointing towards downtown core and visitor attractions.	-	-	-		15,000		Pending funding. Planning and design work carried through other project scheduled to be completed in Q4.	1-Sep-22	31-Dec-22	Planning	15%
Tourism		Electronic Tourism Platform	Digital tourism platform / website for promotion of attractions and sales of tourism packages.	-	-	-		25,000		Work completed on the project to date includes all of the pre-production, the technical analysis, the sitemap, the functional breakdowns (a.k.a., the "bible"), and roughly 80% of the build.	1-Jan-22	31-Dec-22	Construction	80%
PWS - LAND DEVELOPMENT		Aspen Heights Subdivision Development	Review and update of design and engineering. Preparation of proposal documents to support third party development	-	-	-	100,000	-	100,000	Review and update of design and engineering planned for 2023	1-Jul-22	30-Jun-22	Not Started	0%
PWS - LAND DEVELOPMENT		Fraser Place Subdivision Development	Design and development of residential area. Estimated 20-30 lots. Costs include new roads, utilities. Pre-sale intended for 2022	447,244	580,200	450,000	720,000	3,060,200	800,000	Water Sewer installation completed. Earth and road works substantial completion. \$580k increase due to higher tenders. \$450K forecast adjustment for flood mitigation. \$80K extra survey. Testing and shallow utilities deferred to 2023. (800K)	Start 2020	31-Aug-23	Construction	75%
PWS - LAND DEVELOPMENT		Sundog Subdivision Development	Residential and commercial land development to meet housing and economic growth demands. Design work planned in 2022	-	-	-	100,000	-	100,000	Review and update of design and engineering. Funding proposal submitted to CANNOR for full design work at cost of \$600K. Design work to be completed in 2023.	1-Jul-22	31-Mar-23	Planning	10%
PWS - Road		Beaver Cres. Water, Sewer and Drainage Replacement	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons	350,000	-	-	115,050	651,950	115,050	Substantially complete by Oct 31 - approx 15% carry forward to 2023 for driveway reinstatements and other final costs	30-Jul-21	31-Aug-23	Construction	85%
PWS - Road		Capital Drive Watermain, Sidewalk and Roadworks	Underground, Roads and Sidewalks replacement for Capital Drive	640,260	1,316,280	260,000	150,000	4,009,000	150,000	Installation of underground services completed. Sidewalks and asphalt completed. \$150K landscaping carry forward.	1-Jun-22	31-Aug-23	Construction	90%
PWS - Road		Industrial Drive Base Upgrade, Paving and Underground	Roads are currently degraded chip seal. Involves paving of the entire road and installing underground services.	255,041	152,000	-	130,000	1,047,000	130,000	Increase due to tender coming in higher than budget. Funded from capital and O&M reductions of \$750K. Project tendered. Water and storm system partially completed this year. Asphalt separate tender in 2023.	1-Jul-22	31-Oct-23	Construction	40%
PWS - Road		Paradise Road Realignment	Approximately 200 meters of road way needs realignment due to erosion on the banks of the Hay River that is causing a safety concern for public travel.	1,300	-	80,000		-		Project removed, GNWT constructed new road after flood damage. Will recognize value of new road by Dec 31. (est \$1M).	1-Jan-22	30-Oct-22	Completed	100%
PWS - Road		Riverview Drive Upgrades	Work to include water/sewer and road surfacing upgrades from Liftstation 1 to intersection with Woodland Drive.	1,119,086	-	300,000	540,000	3,017,232	540,000	Substantially complete by Oct 31 - approx 15% carry forward to 2023 for driveway reinstatements and other final costs	30-Jul-21	31-Oct-22	Construction	85%
PWS		Compactor Purchase	For Landfill	100,000	-	-	100,000	100,000		For landfill management effective Aug 5, 2022	1-Sep-21	30-Sep-22	Completed	100%
PWS		Landfill Cold Storage Shed	For Landfill	20,000	-	-	20,000	20,000		For compactor and other landfill equipment	1-Sep-21	30-Sep-22	Completed	100%
PWS		Delancey Estates Drainage Enhancements	Correction of drainage problems near Choice Farms	-	100,000	95,000		-		reduced to fund increases in tender prices of other projects. Defer to 2023	1-Jul-22	31-Dec-23	Not Started	0%
PWS		Dump Trailer Purchase	Primarily for transportation of granular materials and waste removal.	-	20,000	-		-		cancelled	n/a	n/a	Not Started	0%
PWS		Fire Hall/Town Hall Demolition	Demolition to occur in 2022	-	-	250,000		-		Project deferred to 2023 due to flood recovery prioritization	1-Jun-22	31-Jul-23	Construction	5%
PWS		Hazardous Waste Removal Landfill	Removal of hazardous materials (metal, white goods etc.) before closure of landfill. Regional project coordinated by MACA. \$50K holdback - project spend \$34k	-	-	-	50,000	-	50,000	Carry forward to 2023.	1-Jul-22	31-Jul-23	Planning	5%
PWS		Hearse Replacement	Hearse is nearing end of life.	-	100,000	-		-	100,000	deferred to 2023. Council discussing option to drop hearse services. Carry forward pending council decision.	n/a	n/a	Not Started	0%
PWS		Industrial Area Drainage	Continuation of previous projects to improve the drainage in and around the Industrial area.	-	-	50,000		25,000	175,000	Deferral of work to 2023.	1-Jul-22	31-Oct-23	Not Started	0%
PWS		Infrastructure Planning and Studies	This project will be used to formalize long term infrastructure requirements.	622	-	-		80,000		Recreation project designs - Golf Course and Porritt Landing.	1-Jan-22	31-Dec-22	Construction	20%



Sponsor	Project Name	Description	Actual Spend 2022 - Q3	Forecast Changes - Q1	Forecast Change Q2	Forecast Change Q3	Adjusted Forecast Q3	Carry Forward to 2023	Status Update	Project Start Date (Month - Year)	Expected Completion Date	Project Phase	% Completed
PWS	Lift Station System Upgrade (incl new Lift Station #4)	New lift station to increase town sewage processing capacity and improve system performance.	1,759,106	-	-	510,930	1,760,930		Estimated completion Dec 2022. Q3 Forecast change due to unbudgetted carry over.	Started 2020	31-Dec-22	Construction	95%
PWS	Miron Storm Outlets Improvements	Improving storm sewer along Miron Drive. Some of these are currently failing and need replacement	-	- 100,000	-		-	100,000	deferred to 2024	1-Jan-24	31-Dec-24	Not Started	
PWS	New Town Hall	Construction of new Town Hall building	21,755	-	- 75,000	36,000	136,000		Entered into engagement with Stantec for Feasiblity and Conceptual Design. \$136K. Preliminary business requirements completed	1-Jan-22	31-Dec-25	Construction	5%
PWS	New Water Licence Requirements	Water licence requirements for waterways on Town property including landfill and lagoon	93,418	-	-		100,000		ongoing all year	1-Jan-22	31-Dec-22	Construction	80%
PWS	Pumps and Generator Replacements at Lift Stations	Replacement of end of life pumps with energy efficient models	-	-	-	- 25,000	-		no spending required for 2022	1-Jul-22	31-Dec-22	Planning	0%
PWS	Sewer Lining throughout Town	Relining of sewer lines versus replacement.	-	- 250,000	-	120,000	370,000		Ravine and under highway mains completed. Overspent in Q4 for this.	1-Jul-22	31-Oct-22	Completed	100%
PWS	Shoreline Flood Mitigation	Repairs to Alaska Road berm and extension of berm at entrance to West Channel.	-	-	-	- 1,360,000	40,000	1,360,000	Conceptual design for berm repairs completed. Application for berm repairs funding through DMAF submitted - decision expected winter of 2022. Berm extension design and construction completed through Climate Change funding.	1-Jun-21	31-Mar-24	Construction	15%
PWS	Tire Recycling Program	Disposal / recycling of stockpiled tires at landfill site.	229,448	-	-	- 50,000	400,000	50,000	Tire shredding completed. Diversion planned for 2023.	1-Jul-22	31-Jul-23	Construction	90%
PWS	Biomass Study	Downtown district heating system feasibility study. Looking to heat new Town Hall, Fire Hall, Library and Community Center.	-		105,000		105,000		Feasibility study funded by GNWT. Study complete. Add system design and construction to 10 year capital plan with contingency on funding.	1-Sep-22	1-Dec-22	Construction	100%
PWS	Vale Island/West Channel Drainage	Undertake drainage improvements for Vale Island / West Channel	-	-	-	- 50,000	-	50,000	Some work completed internally to clean ditches and culverts in preparation of surveying.	1-Jul-22	30-Jun-23	Construction	10%
PWS	Water Treatment Plant Feasibility Study and Preliminary Design	Study costs required to assess options for a new water treatment plant and/or upgrading existing plant.	26,738	-	-	- 315,000	60,000	215,000	Technology review is complete, and the feasibility study is near completion. Next step is preliminary design with geo technical investigations.	1-Jan-22	31-Mar-23	Construction	65%
PWS	Airport Road Repair and Upgrade	Specific project related to 2022 flood response	-		800,000	- 700,000	100,000	700,000	Will be funded by GNWT/Fed Disaster funds.	1-Sep-22	30-Sep-23	Design	5%
PWS	Liftstation 1 Repair and Replacement	Specific project related to 2022 flood response	-		240,000		240,000		Insurance Funded - \$1.6M total project, \$240K for 2022 and remainder for 2023	1-Sep-22	31-Oct-24	Construction	25%
PWS	Paradise Road Repair and Replacement	Specific project related to 2022 flood response	-		900,000		900,000	100,000	Will be funded by GNWT/Fed Disaster funds. Will recognize value of new road by Dec 31. (est \$1M). Road construction completed. Ditch and landscaping in 2023.	1-Sep-22	31-Dec-22	Construction	95%
PWS	Downtown Berm Capital Project	Specific project related to 2022 flood response	-	-	420,000	- 420,000	-	420,000	Funded from Natural Infrastructure Grant, donated equiment. Carry Forward to 2023	1-Sep-22	31-Oct-23	Not Started	0%
PS	Electronic Ambulance COT	Electronic Ambulance COT	49,972	-	-	50,000	50,000		This was an unbudgetted carry over from 2021	1-Sep-22	30-Sep-22	Completed	
PS	Heavy Rescue Truck Replacement	Vehicle replacement as per replacement policy	-	-	- 400,000		-	400,000	Working on specifications and preparing for tendering. Vehicle expected to be delivered in 2023	1-Feb-2022	30-Jun-23	Design	5%



# REPORT TO COUNCIL

DEPARTMENT: FINANCE & ADMINISTRATION

DATE: November 14, 2022

SUBJECT: TOWN OF HAY RIVER 10-YEAR CAPITAL PLAN

## RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the report and presentation on the Ten-Year Capital Plan, as recommended by the finance committee.

## BACKGROUND:

The Town of Hay River prepares a ten-year capital document to assist in managing, prioritizing, and funding the Town's general and utility infrastructure needs. This document was reviewed by the Finance Committee on November 9, 2022. The presentation attached summarizes the annual anticipated expenditures, funding summary, and includes a listing of proposed capital projects.

Council approves the Town's capital budget annually. The 2023 capital budget will be presented for Council's approval in December.

## COUNCIL POLICY / STRATEGY OR GOAL:

N/A

## APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Financial Administration Bylaw

## FINANCIAL IMPLICATIONS:

N/A

## ALTERNATIVES TO RECOMMENDATIONS:

N/A

## ATTACHMENTS:

2023 10-Year Capital Budget Presentation

Prepared by:  
Glenn Smith  
SAO  
November 9, 2022





# 2023 10 Year Capital Plan

# 2023 10 Year Capital Plan – Expenditure Summary

<b><i>PLANNED SPENDING</i></b>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>Total</u>
Administration	819,000	800,000	821,000	842,000	863,000	884,000	906,000	1,328,000	950,000	972,000	9,185,000
Protective Services	517,500	400,000	-	-	700,000	60,000	220,000	-	-	-	1,897,500
Recreation	1,794,000	1,524,000	663,000	357,000	151,000	405,000	814,000	143,000	292,000	91,000	6,234,000
Tourism and Economic Development	47,000	47,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	150,000
Land Development	1,500,000	1,045,000	4,800,000	4,800,000	4,800,000	-	-	-	-	-	16,945,000
Transportation and Public Works - Roads	4,985,050	2,975,000	5,999,000	4,991,000	7,167,090	6,643,060	3,315,000	4,097,000	8,068,000	3,950,000	52,190,200
Transportation and Public Works - Other	5,170,000	8,565,000	17,622,189	13,339,178	1,240,000	5,451,770	305,000	680,000	105,000	5,025,000	57,503,137
	14,832,550	15,356,000	29,912,189	24,336,178	14,928,090	13,450,830	5,567,000	6,255,000	9,422,000	10,045,000	144,104,837

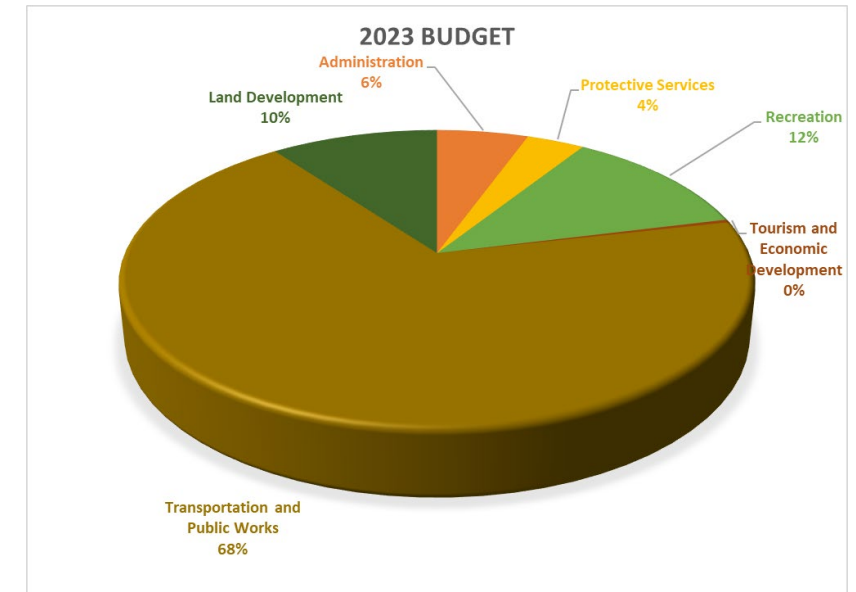


# 2023 10 Year Capital Plan – Funding Summary

<b>PROPOSED FUNDING</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>Total</b>
CPI	1,602,340	2,653,500	2,529,547	1,962,000	809,000	1,326,515	1,382,000	3,134,000	486,000	3,586,000	19,470,902
Gas Tax	375,000	2,662,500	1,838,500	1,209,000	300,000	300,000	2,515,000	1,020,000	2,730,000	1,000,000	13,950,000
Flood Relief and Mitigation Funding	1,345,000	525,000	3,275,000	-	-	-	-	-	-	-	5,145,000
Insurance and Donations	1,621,000	100,000	-	-	-	-	-	-	-	-	1,721,000
CANOR	802,500	131,000	-	-	-	187,500	-	-	-	-	1,121,000
ICIP	3,713,948	322,500	-	-	-	-	-	-	-	-	4,036,448
Disaster Mitigation and Adaptation Fund	1,760,000	650,000	10,000,000	10,000,000	-	-	-	-	-	-	22,410,000
Pre-Sales for Land Development	800,000	245,000	500,000	300,000	300,000	-	-	-	-	-	2,145,000
Other External	538,500	5,777,500	5,153,134	2,027,678	1,518,318	778,545	111,500	90,000	94,000	-	16,089,174
<b>Total External</b>	<b>12,558,288</b>	<b>13,067,000</b>	<b>23,296,181</b>	<b>15,498,678</b>	<b>2,927,318</b>	<b>2,592,560</b>	<b>4,008,500</b>	<b>4,244,000</b>	<b>3,310,000</b>	<b>4,586,000</b>	<b>86,088,524</b>
Reserves	2,112,763	2,065,000	1,722,008	268,500	2,146,773	5,009,270	1,084,500	940,000	5,130,000	4,975,000	25,453,813
Proposed Debt and/or Funding Shortfall	-	-	4,600,000	8,305,000	9,570,000	5,545,000	150,000	627,000	518,000	-	29,315,000
O&M Funding for Debt Servicing	161,500	224,000	294,000	264,000	284,000	304,000	324,000	444,000	464,000	484,000	3,247,500
<b>Total Internal</b>	<b>2,274,263</b>	<b>2,289,000</b>	<b>6,616,008</b>	<b>8,837,500</b>	<b>12,000,773</b>	<b>10,858,270</b>	<b>1,558,500</b>	<b>2,011,000</b>	<b>6,112,000</b>	<b>5,459,000</b>	<b>58,016,313</b>
<b>Grand Total</b>	<b>14,832,550</b>	<b>15,356,000</b>	<b>29,912,189</b>	<b>24,336,178</b>	<b>14,928,090</b>	<b>13,450,830</b>	<b>5,567,000</b>	<b>6,255,000</b>	<b>9,422,000</b>	<b>10,045,000</b>	<b>144,104,837</b>
Reserve Balances - End of Year	4,455,358	4,590,358	5,068,349	6,999,849	7,053,077	4,243,807	5,359,307	6,619,307	3,689,307	914,307	

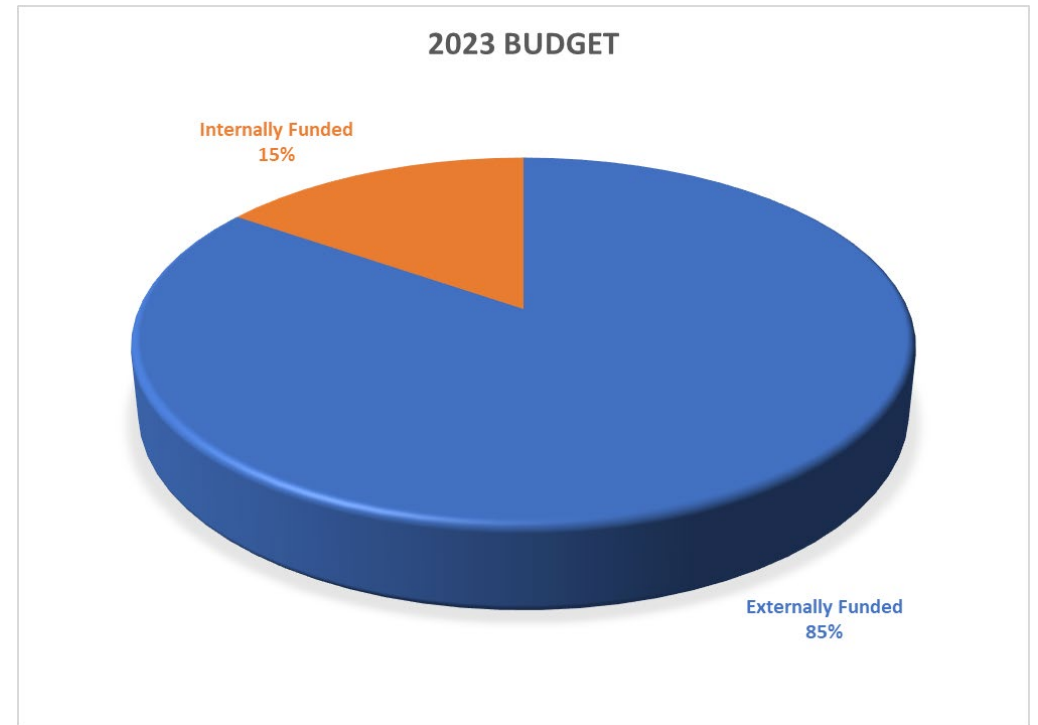
# 2023 10 Year Capital Plan – Expenditure Summary

Department	2023 Budget	2022 Budget
Administration	819,000	765,000
Protective Services	517,500	400,000
Recreation	1,794,000	1,967,000
Tourism and Economic Development	47,000	77,000
Transportation and Public Works	10,155,050	12,906,952
Land Development	1,500,000	2,950,000
<b>Grand Total</b>	<b>14,832,550</b>	<b>19,065,952</b>



# 2023 10 Year Capital Plan – Funding Summary

<u>Source</u>	<u>2023 Budget</u>	<u>2022 Budget</u>
Externally Funded	12,558,288	13,237,914
Internally Funded	2,274,263	5,828,038
<b>Grand Total</b>	<b>14,832,550</b>	<b>19,065,952</b>



# 2023 10 Year Capital Plan -Public Works

<b>Legend</b>	<100,000											
	\$100,001-\$499,999											
	>\$500,000											
<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	
Asset Management System Implementation	Multi year project for implementation of corporate asset management system											
Biomass District Heating System	Looking to heat new Town Hall, Fire Hall, Library and Community Center.											
Case Loader Replacement	Heavy equipment required under vehicle replacement program											
Cat Loader Replacement	Heavy equipment required under vehicle replacement program											
Cemetery Expansion - New Site	Expansion of cemetery to match forecasted capacity											
Community Climate Adaptation Study	Community Climate Adaptation Study											
Compactor Purchase	For Landfill											
Delancey Estates Drainage Enhancements	Correction of drainage problems near Choice Farms											
Downtown Berm Capital Project	Specific project related to 2022 flood response											
Fire Hall/Town Hall Demolition	Demolition to occur in 2023											
Hazardous Waste Removal	Removal of hazardous materials (metal, white goods etc.) before closure of landfill. Regional project coordinated by MACA.											

# 2023 10 Year Capital Plan -Public Works – Cont'd

[illegible]

# 2023 10 Year Capital Plan -Public Works – Cont'd

<b>Legend</b>	<100,000										
	\$100,001-\$499,999										
	>\$500,000										
<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Shoreline Flood Mitigation	Repairs to Alaska Road berm and extension of berm at entrance to West Channel.										
Storm Backflow Flood Valves	Purchase and installation of backflow devices for storm outlets. Used to prevent floods during highwater events.										
Tire Recycling Program	Disposal / recycling of stockpiled tires at landfill site.										
Vale Island Truck Fill Station Tank Replacement	Vale Island Truck Fill Station Tank Replacement										
Vale Island Truck Potable Water Study	Vale Island Truck Potable Water Study										
Vale Island/West Channel Drainage	Undertake drainage improvements for Vale Island / West Channel										
Water Treatment Plant Feasibility Study and Preliminary Design	Study costs required to assess options for a new water treatment plant and/or upgrading existing plant.										



# 2023 10 Year Capital Plan -Public Works Land Development

Legend		<100,000										
		\$100,001-\$499,999										
		>\$500,000										
Project Name	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Aspen Heights Subdivision Development	Review and update of design and engineering. Preparation of proposal documents to support third party development											
Fraser Place Subdivision Development	Design and development of residential area. Estimated 20-30 lots. Costs include new roads, utilities.											
Sundog Subdivision Development	Residential and commercial land development to meet housing and economic growth demands. Design work planned in 2023											

# 2023 10 Year Capital Plan -Public Works Roads

Legend		<100,000										
		\$100,001-\$499,999										
		>\$500,000										
Project Name	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
553 - Balsam Drive Underground Replacement and Road Resurfacing	Road and Underground, Curb and Gutter. Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons											
553 - Cedar and Fir Crescent Upgrades	Road and Underground, Curb and Gutter. Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons											
553 - Elm Crescent Upgrades	Road and Underground, Curb and Gutter. Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons											
553 - Pine Crescent Upgrades	553 - Preliminary Drainage Plan											
553 - Preliminary Drainage Plan	Specific project related to 2022 flood response											
Airport Road Repair and Upgrade	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons											
Beaver Cres. Water, Sewer and Drainage Replacement	Underground, Roads and Sidewalks replacement for Capital Drive											
Capital Drive Watermain, Sidewalk and Roadworks	Road and Underground, Curb and Gutter on Eagle											
Eagle Crescent and North End of Riverview Drive Upgrades	Paving Only											
Gagnier Road Resurfacing	Road and Underground											
Gatez Drive Upgrades	Flood Mitigation - New Road											
Hoffman Way - Golf Course												



## A vertical photograph capturing the Aurora Borealis (Northern Lights) over a serene landscape. The sky is filled with vibrant, flowing bands of green and purple light, creating a dramatic and ethereal scene. Below the lights, a dark, silhouetted forest of evergreen trees lines the shore of a calm body of water. The water's surface is still, acting as a perfect mirror for the brilliant lights above. In the distance, a few small, dimly lit buildings are visible through the trees. The overall composition is balanced and visually striking, showcasing the natural beauty of the Arctic region.

# 2023 10 Year Capital Plan – Recreation

Legend		<100,000											
		\$100,001-\$499,999											
		>\$500,000											
Project Name	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
Aquatic Centre small MAU retrofit project	new initiatives 2023												
Aquatic Centre Splash Equipment Replacement	new initiatives 2023												
Aquatic Centre Tiles Replacement	new initiatives 2023												
Aquatics Center Roof Replacement	Aquatics Center Roof requires replacement												
	Includes Welcome to Hay River Sign, landscaping upgrades, open air shelter and small outdoor amphitheater.												
Bob McMeekin Park Enhancements	Provide safe fun equipment for children of all ages. Will be around the walking track.												
Children's Activity Centre Equipment	Cameras by all entrances, common areas. Approximately 30 cameras with central monitoring ability												
Community Centre Security Cameras	Fence off area for off leash dog park. Location to be determined.												
Dog park	Don Wright Park Revitalization												
Don Wright Park Revitalization	Park by Rec Center, Benches, Sidewalk improvements.												
Downtown Beautification and Accessibility Project	1/2 ton pickup truck replacement.												
Facility and Parks Maintenance Truck Replacement	new initiatives 2023												
Golf and ski club building retrofits project	Replacing artificial greens - phased approach approx one green per year.												
Hay River Golf Course - Golf Green Replacements	Replacement Zamboni for the arena												
Ice Resurfacer	related to 2022 spring flood												
Keith Broadhead Field Replacement - Flood													

# 2023 10 Year Capital Plan - Recreation - Cont'd

<b>Legend</b>	<100,000										
	\$100,001-\$499,999										
	>\$500,000										
<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Passenger Van Replacement	Support for Town delivered programs and special events										
Playground Replacement	Lions Park, One Other TBD										
Ray Benoit Rink Replacement (Multi Sport Surface)	Ray Benoit Rink Replacement (Multi Sport Surface)										
Replace Playground Fall Zones	Replace fall zones with improved material to improve safety of playgrounds										
Residential Commuter Trails Project (TriService and Fraser Place)	new initiatives 2023										
Riding Mower Replacements	Replacement mowers for cutting grass for town parks and greenspaces										
Skatepark Upgrades	Add additional equipment, ramps, rails to the skatepark.										
Skating ice surface painting machine	new initiatives 2023										
Small Capital Program - Aquatics	Small capital purchases for pool area.										
Small Capital Program - Facilities and Parks	Small capital purchases for recreation center and Town parks.										
Small Capital Program - Programming	Small capital purchases for Town delivered recreation programs										
TriService Park (accessible parks enhancements)	new initiatives 2023										
Vale Island Multi-Use Recreation Area	Includes indoor/outdoor venue for small gatherings, improve playground and new skating rink and multi-sport surface										
Vale Island Multi-Use Recreation Area - Flood Mitigation	Vale Island Multi-Use Recreation Area - Flood Mitigation										

## A vertical photograph capturing the Aurora Borealis (Northern Lights) over a serene landscape. The sky is filled with vibrant, flowing bands of green and purple light, reflecting off the calm surface of a lake in the foreground. A dark, silhouetted forest line separates the water from the sky, with a few small, dimly lit buildings visible among the trees. The overall mood is magical and tranquil.

Government	Percentage
Current government	100%
Previous government	0%

# 2023 10 Year Capital Plan– Protective Services

Legend		<100,000										
		\$100,001-\$499,999										
		>\$500,000										
Project Name	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
AED Replacement	Automated External Defibrillator replacement											
Burn tower	For training purposes											
Bylaw Truck Replacement	Vehicle replacement as per replacement policy											
Drone for Flood Monitoring	Drone for Flood Monitoring											
Engine Replacement (Pumper)	Vehicle replacement as per replacement policy											
Heavy Rescue Truck Replacement	Vehicle replacement as per replacement policy											
SCBA Compressor Replacement	Self Contained Breathing Apparatus Compressor replacement											
SCBA Replacement	Self Contained Breathing Apparatus replacement											
Sparky Mascot	Replace existing mascot costume											
Tender Replacement	Vehicle replacement as per replacement policy											
Vehicle extrication tools	Jaws of life and other life saving tools											

# 2023 Draft 10 Year Capital Plan – Reserves and Taxes

Reserve	2022 Closing Balances Projected	2023 Projected Addition	2023 Projected Spend	2023 Projected Closing Balance
Recreation Infrastructure	413,737	100,000	489,000	24,737
Municipal Infrastructure	563,407	800,000	1,161,263	202,145
Landfill Reserve	2,275,099	750,000	47,500	2,977,599
Utility Infrastructure	1,315,877	350,000	415,000	1,250,877
<b>Grand Total</b>	<b>4,568,120</b>	<b>2,000,000</b>	<b>2,112,763</b>	<b>4,455,358</b>