



**The Corporation of the City of Temiskaming Shores**  
**Special Meeting of Council**  
**Tuesday, March 28, 2023 – 6:00 p.m.**  
**City Hall – Council Chambers – 325 Farr Drive**

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**Agenda**

**Land Acknowledgement**

**1. Call to Order**

**2. Roll Call**

**3. Approval of Agenda**

*Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that City Council approves the agenda as printed.

**4. Declaration of Special Council Meeting**

*Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that the Council of the City of Temiskaming Shores declares this meeting a “Special Meeting of Council” in accordance with Section 9 of Procedural By-law No. 2023-022.

5. **Disclosure of Pecuniary Interest and General Nature**

6. **New Business**

a) **Presentation – 2023 Municipal Operating and Capital Budget**

*Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges the presentation of the 2023 Operating and Capital Budget.

7. **Adjournment**

*Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that City Council adjourns at \_\_\_\_\_ p.m.



# 2023 Municipal Budget

Prepared by: Stephanie Leveille, Treasurer

For Presentation to Council

March 28, 2023

## **BUDGET REVIEW PROCESS**

The Management Team has been reviewing and preparing the City's 2023 operating and capital budgets since the beginning of winter and into the new year. As we continue to recover from the COVID-19 pandemic in a high inflationary period, the main goal when preparing the 2023 budget was to remain fiscally responsible while maintaining existing service levels and ensuring critical infrastructure needs were addressed, all while trying to minimize the impact to the taxpayers. With the 2022 annual average CPI inflation rate at 6.8%, which is at a 40-year all time high, and with borrowing rates for 2022 being more than double what they were compared to 2021, this budget was challenging to say the least.

Operating and capital projects were reviewed closely and were prioritized based on immediate needs, end of life, organizational capital replacement plans, funding opportunities and savings due to partnerships or combined projects.

Following internal budget deliberation, the Corporate Services Committee had multiple meetings in February to review and discuss the preliminary budget. The following recommendations were made by the Corporate Services Committee which will be addressed later in this report:

- **Recommendation #1:** Provide additional details and obtain more accurate estimates for Landfill Expansion and Albert Street Reconstruction projects
- **Recommendation #2:** Consider reducing borrowing for capital projects
- **Recommendation #3:** Present tax impact scenarios and frequency distribution on the average residential property

## **OPERATING BUDGET**

The annual budget was prepared assuming maintenance to existing service levels and increases due to contractual and legislated obligations.

The key pressures and changes to this budget are noted in Figures 1 & 2 below, with the following being the main drivers:

- **OMERS Pension Plan:** As of January 2023, part-time employees are eligible to join the OMERS plan. Pension plan contributions were adjusted in the respective departments to reflect new enrolments to the plan.

- **Provincial Offences Administration (POA) Apportionment:** Provincial Offences net revenue apportionment was decreased by \$135K to align with our pre-pandemic allocation. Based on the 2022 preliminary review of the POA finances, we are anticipating next to no net revenues available to be apportioned, therefore our budget for this line is at risk of not being realized. There are several factors that have affected revenue generation and collection with Provincial Offences, and based on recent communications with our POA partners, several other sites are in the same financial position. As next steps, the department has been trying to secure a meeting date with the POA Advisory Committee and a letter will be sent to the Ministry.
- **Public Works:** An increase of \$65K to fuel, parts and maintenance has been incorporated in this budget.
- **Solid Waste:** New landfill operational requirements in accordance with the Environmental Compliance Approval (ECA) resulted in an increase to the landfill operations contract. The most notable expenses are the requirement for additional staff, movement of waste bins within the landfill and additional snow removal requirements because of a larger road network. This increase is using the assumption of a July 1<sup>st</sup> opening.

Collection of refuse and recycling costs have increased by 6.1% CPI rate per contractual obligations.

- **Transit:** An increase to the transit budget has been included. Execution of a contract with a new provider means certain expenditures have increased and have been broken out. Estimates were difficult to project due to the lack of data on fuel and maintenance costs. The transit committee is committed to explore additional revenue generation and funding opportunities.
- **Policing and Social Services:** Policing and Social Services expenditures are expected to increase by 5.3% for 2023. This is comprised of an increase of 10.8% to municipal policing costs or \$241K. In addition, an increase of 7% to the Timiskaming Health Unit (THU) fees and an increase of 0.5% for District of Timiskaming Social Services Administration Board (DTSSAB) fees have been included as approved in their respective budgets.

- **Capital Financing:** Ontario Community Infrastructure Funding (OCIF) continue to be used to offset all principal and interest costs associated with the 2021/22 Roads Program as approved in the 2021 Budget.
- **Ontario Municipal Partnership Fund (OMPF):** An increase of 3.9% or \$126.4K has been included in accordance with the 2023 Allocation Notice.
- **Assessment Growth:** Assessment growth is projected at 0.21% or \$2.4M in 2023. This is not net of any reductions to current assessment values.
- **Statutory Benefits:** Statutory benefit costs were adjusted in accordance with the 2023 guidelines.
- **Electricity:** Assumed an increase based on average rates, past usage, plus a 2% increase.
- **Water Treatment & Distribution:** In order to reduce service interruptions, it is critical that the City's existing assets be maintained and repaired as required. In the proposed Environmental Services budget, the biggest increase was due to an increase of \$195K to maintenance and repairs to water mains, hydrants, valves and an increase of \$62K to treatment facilities operations and maintenance.

## OPERATING PROJECTS

The operating budget includes a number of purchases or projects which have been recommended to enhance or improve service delivery, and in some cases identified as necessary for day-to-day operations. Within the 2023 budget, management have recommended \$663,000 in operating projects or purchases across eight cost centres. Please see **Appendix A: Operating Project List** at the end of the report for the breakdown.

Figures 1 & 2 below provide a summary of the general municipal and environmental services budgets.

Figure 1: General Municipal Operational Budget

2023 Budget  
General Operations

	Actuals	Budget			Budget Change			
	2021 Actuals	2022 Final Budget	2023 Council Review	2023 Council Review	2023 Council Review	Variance (\$) Budget to Budget	% Notes	
			Scenario #1	Scenario #2	Scenario #3			
Council	138,561	149,765	161,105	161,105	161,105	(11,340)	-7.6%	
General Government	2,545,529	2,544,751	2,547,329	2,547,329	2,547,329	(2,578)	-0.1%	A
Fire & Emergency Management	422,662	503,248	520,093	520,093	520,093	(16,845)	-3.3%	
Economic Development	278,017	312,752	297,038	297,038	297,038	15,714	5.0%	
Recreation	1,435,731	1,637,099	1,657,122	1,657,122	1,657,122	(20,023)	-1.2%	
Property Maintenance	564,535	581,805	614,249	614,249	614,249	(32,444)	-5.6%	
Public Works & Solid Waste Mgmt	3,720,088	3,974,312	4,198,337	4,198,337	4,198,337	(224,025)	-5.6%	B
Transit	170,013	196,310	314,087	314,087	314,087	(117,777)	-60.0%	C
Libraries	351,914	388,957	402,566	402,566	402,566	(13,609)	-3.5%	
<b>Net Municipal Operations</b>	<b>9,627,050</b>	<b>10,288,999</b>	<b>10,711,926</b>	<b>10,711,926</b>	<b>10,711,926</b>	<b>(422,927)</b>	<b>-4.1%</b>	
Policing	2,372,565	2,229,187	2,470,208	2,470,208	2,470,208	(241,021)	-10.8%	D
Health & Social Services	2,780,434	2,894,741	2,926,297	2,926,297	2,926,297	(31,556)	-1.1%	E
<b>Policing and Social Services Expenditures</b>	<b>5,152,999</b>	<b>5,123,928</b>	<b>5,396,505</b>	<b>5,396,505</b>	<b>5,396,505</b>	<b>(272,577)</b>	<b>-5.3%</b>	
<b>Capital Financing</b>	<b>1,111,851</b>	<b>903,415</b>	<b>928,827</b>	<b>928,827</b>	<b>928,827</b>	<b>(25,412)</b>	<b>-2.8%</b>	F
<b>OMPF</b>	<b>(3,186,300)</b>	<b>(3,202,400)</b>	<b>(3,328,800)</b>	<b>(3,328,800)</b>	<b>(3,328,800)</b>	<b>126,400</b>	<b>3.9%</b>	G
<b>Tax Levy Required for Operations</b>	<b>12,705,600</b>	<b>13,113,942</b>	<b>13,708,458</b>	<b>13,708,458</b>	<b>13,708,458</b>	<b>(594,516)</b>	<b>-4.5%</b>	
General Taxation (net)	(14,056,738)	(14,136,039)	(14,475,909)	(14,617,137)	(14,758,366)			H
Transfer to Capital		(1,022,097)	(767,451)	(908,679)	(1,049,908)			
			2.5%	3.5%	4.5%			

Notes

Statutory benefits increased in accordance to 2023 guidelines and very little change to group benefits  
As of January 2023, part-time employees are eligible to join the OMERS plan. Pension plan contributions were adjusted to reflect new enrolments to the plan.  
A few adjustments were made to wages to align with actual staffing schedule as well as to positions that are partially funded or create departmental efficiencies.  
Electricity increase based on average rate, past usage, plus a 2% increase.  
Operating projects are included in Operations Budgets. (See Appendix A: Operating Project List for breakdown)

Variance from 2022 Budget to 2023 Council Review Budget

- A - Decrease of \$40K from the 2022 budget for liability insurance  
Provincial offences net revenue apportionment was decreased by \$135K. This aligns to pre-pandemic allocation.  
Strategic planning expenses and funding have been included and are expected to offset each other.  
Decrease of \$22.5K to election expenses transfer to reserve due to non-election year  
Cemetery operations are unbalanced and cemetery reserves are depleted. Net expense is \$31.5K
- B - Fleet increase of \$65K for fuel, parts and maintenance. Budget is less than 2022 YTD actuals.  
New capital lease program for small fleet replacement \$60K  
New landfill operational requirements resulted in an increase to expenses. Assumed a July 1st opening.  
Collection of refuse and recycling costs have increased by 6.1% CPI rate per contractual obligations.  
Provincial funding for recycling operations per Data Call submission. Diversion program revenues shown separately. Increase of \$118K
- C - Increase to transit operations due to expiry of previous contract and execution of new contract.  
Actual fuel and maintenance costs not available therefore best estimate was used.
- D - In accordance with 2023 Municipal Policing billing and Prisoner Transportation Grant allotment
- E - Increase to Health and Social Services fees based on approved District of Timiskaming Social Services Administration Board (DTSSAB) and Timiskaming Health Unit (THU) budgets.
- F - Ontario Community Infrastructure Funding (OCIF) used to offset all principle and interest costs associated with Roads Program.  
Transfer from Fleet Reserve required to help offset principle and interest expenses associated to Fleet.
- G - Ontario Municipal Partnership Fund (OMPF) increase in accordance to 2023 Allocation Notice
- H - Assessment related changes and expected net growth have been incorporated in tax levy.  
Three scenarios for property tax levy increases were prepared: 2.5%, 3.5%, 4.5% increases.

Figure 2: Environmental Services Operational Budget

<b>2023 Budget Environmental Services</b>					
	<b>2022</b>	<b>2023</b>	<b>Variance</b>	<b>%</b>	<b>Notes</b>
	<b>Final</b>	<b>Council Review</b>	<b>B/(W)</b>	<b>Change</b>	
Administration	1,600,077	1,338,672	261,405	16.3%	<b>A</b>
Sewage Treatment & Collection	978,700	991,409	(12,709)	-1.3%	
Water Treatment & Distribution	1,659,509	1,916,743	(257,234)	-15.5%	<b>B</b>
Capital Financing	682,778	670,257	12,521	1.8%	
<b>W/S Revenue Required for Ops</b>	<b>4,921,064</b>	<b>4,917,081</b>	<b>3,983</b>	<b>0.1%</b>	
User Fees	(5,221,064)	(5,317,081)			<b>C</b>
Transfer to Capital	(300,000)	(400,000)			

**Variance from 2022 Budget to 2023 Council Review Budget**

- A- Decrease to transfer to reserves
- B- Increase of \$195,700 to maintenance & repairs to water mains, hydrants and valves  
Based on past trends analysis and current costs. New budget remains lower than 2022 YTD actuals.  
Increase of \$61,534 to treatment facility operations and maintenance.  
Increase to operations in line with contractual obligations.
- C - Assumed 2% increase to water/sewer rates

**CAPITAL BUDGET**

Capital assets represent a significant portion of the City’s budget and it is important for the City to maintain and renew those current assets as well as invest in new capital projects, infrastructure and equipment. Not only will these benefit the City and ratepayers, but will also ensure that we are able to maintain services levels and create efficient workflows.

In 2022, we continued to experience pressures related to supply chain as well as the demand for contract workers as a result of the COVID-19 pandemic. This has impinged on the City’s ability to complete certain projects prior to year end therefore, some capital projects will be carried over from 2022. Unspent capital funds budgeted in 2022 will be carried over in 2023 with the projects.

The figure below provides a combined summary of all 2023 capital projects. Following Recommendation # 1 & 2 from the Corporate Services Committee, we were able to reduce total borrowing costs by approximately \$723K or 17% by deferring costs associated to future years



capital works and by obtaining better estimates on capital projects. Please see **Appendix C: External Debt Summary** at the end of the report for current and projected borrowing requirements. **Appendix D: Reserve and Reserve Fund Projections** has also been provided at the end of the report for information purposes.

Figure 3: 2023 Capital – Combined Summary

**2023 Capital  
General & Environmental Services Combined Total**

<b>Department</b>	<b>Budgeted Costs</b>	<b>Funding / Partners</b>	<b>Borrowing</b>	<b>Reserves</b>	<b>City Cost</b>
Corporate Services	300,000	269,390	-	30,610	-
Fire & Emergency Management	28,800	-	-	28,800	-
Fleet	503,580	-	338,580	165,000	-
Property Maintenance	982,351	160,000	456,154	296,197	70,000
Public Works & Solid Waste	3,692,194	1,303,218	1,481,376	134,082	773,518
Recreation	664,385	54,000	-	545,224	65,161
Transit	70,000	70,000	-	-	-
Environmental	3,601,182	-	1,193,727	2,007,455	400,000
<b>Grand Total</b>	<b>\$ 9,842,492</b>	<b>\$ 1,856,608</b>	<b>\$ 3,469,837</b>	<b>\$ 3,207,368</b>	<b>\$ 1,308,679</b>

Carryovers	4,147,731
New Requests	5,597,761
Previously Approved	97,000
<b>Grand Total</b>	<b>\$ 9,842,492</b>

**HIGHLIGHTS**

A detailed list of capital projects along with descriptions is available in **Appendix A** at the end of the report. The following section summarizes capital projects by cost centre with a breakdown of funding sources. Deferred projects are also noted.

**2023 FIRE & EMERGENCY MANAGEMENT**

<b>Project</b>	<b>Total Cost</b>	<b>Funding</b>	<b>Borrowing</b>	<b>Reserves</b>	<b>City Cost</b>
Jordair J-FFS-DF2-2 Fill Station	10,000			10,000 a	-
Maytag MHN33 Commercial Washer	5,000			5,000 a	-
6 Radios	13,800			13,800 a	-
<b>Capital Projects Recommended</b>	<b>\$ 28,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,800</b>	<b>\$ -</b>

a - Fire Equipment Reserve

**Deferred**

Sparky Costume \$5,000

## 2023 CORPORATE SERVICES

Project	Total Cost	Funding	Reserves	City Cost
Grant Drain	150,000	144,500	5,500	
Peters Road Drain	150,000	124,890	25,110	
<b>Capital Projects Recommended</b>	<b>\$ 300,000</b>	<b>\$ 269,390</b>	<b>\$ 30,610</b>	<b>\$ -</b>

### Deferred Projects:

Highway Signs (\$24,000)

Cemetery Colombarium Upgrades (\$15,000) \*

\*Cemetery reserves depleted

## 2023 PUBLIC WORKS/ENVIRONMENTAL CAPITAL PROJECTS

Project	Total Cost	Funding	Borrowing	Reserves	City Cost
<b>Solid Waste:</b>					
Landfill Site Expansion (carryover)	1,280,246		1,171,604	108,642 a	-
<b>Public Works:</b>					
Grant Drive Ext. Construction (carryover with increase)	500,000		309,772		190,228
West Road Culvert Relining (carryover)	54,749	54,749 2			-
Storm Repairs (Jaffray)	170,251	170,251 2			-
Roads Program	543,632	543,632 1			-
Albert Street Reconstruction (PW share Phase 1)	1,087,876	534,586 1/3			553,290
Fuel Management Cardlock/System	25,440			25,440 b	-
Design - Montgomery (PW Share)	30,000				30,000
<b>Capital Projects Recommended</b>	<b>\$ 3,692,194</b>	<b>\$ 1,303,218</b>	<b>\$ 1,481,376</b>	<b>\$ 134,082</b>	<b>\$ 773,518</b>

1 - Federal Gas Tax

2 - Northern Ontario Resource Development Support (NORDS) Fund

3 - Ontario Community Infrastructure Fund (OCIF) Funding

a - Landfill Reserve

b - Working Funds Reserve

### Deferred Projects:

Bridge & Culvert Repair (OSIM) 100,000

Decorative Street Light LED Upgrades Phase 1 (\$75,000)\* 350,000

Storm Repairs (Russet) 25,000

## 2023 RECREATION CAPITAL PROJECTS

Project	Total Cost	Funding	Partners	Borrowing	Reserves	City Cost
Splash Pad (carryover + increase)	\$ 234,557				175,774 a	58,783
Olympia Replacement (carryover)	\$ 166,828				166,828 a	-
Playground (Rebecca Street) (approved 2022)	\$ 32,000		20,000 1		12,000 a	-
PFC Chlorination and Water Quality	\$ 60,000				60,000 b	-
NL Arena Condenser	\$ 120,000				120,000 b	-
Treadmill (1)	\$ 17,000				10,622 b	6,378
Lions Courts Panel Replacement	\$ 9,000		9,000 2			-
Hlby Beach Mushroom Conversion	\$ 25,000		25,000 3			-
<b>Capital Projects Recommended</b>	<b>\$ 664,385</b>	<b>\$ -</b>	<b>\$ 54,000</b>	<b>\$ -</b>	<b>\$ 545,224</b>	<b>\$ 65,161</b>

a - Working Capital Reserve (carryover)

b - Working Capital Reserve (new)

1 - Anonymous Donor

2 - Funding Partner - to be determined

3 - One Foot Forward - 5 Year Agreement

### Deferred Projects:

Farr Park Project Phase 1	\$ 240,000
Farr Park Project Phase 2	\$ 620,000
Wabi Pedestrian Bridge Engineering	TBD
Shepherdson Road Paved Shoulders	\$ 150,000
Shaver Park Paving Project	\$ 65,000
Shaver Park Fencing	\$ 25,000
Lions Courts Fencing	\$ 38,000
AT Path (Laurette to St. Michel	\$ 85,000
Dymond Sports Park Fence	\$ 25,000
Recreation Parks Equipment	\$ 20,000
Hlby Boat Launch Concrete	\$ 50,000
Multi-Purpose Tractor	\$ 75,000
View St Sidewalk	\$ 50,000
Albert Street Reconstruction (Rec Share)	\$ 176,210

## 2023 PROPERTY MAINTENANCE

Project	Total Cost	Funding	Borrowing	Reserves	City Cost
NL Arena Accessibility Project (carryover)	\$ 231,197			231,197 b/d	-
Hlby Fire Station (carryover + increase)	\$ 486,154		456,154		30,000
Bucke Park Chalet Repair	\$ 65,000			65,000 a/b	-
Energy Audits (PW, PFC, CH, DSMA, RP)	\$ 200,000	160,000 1			40,000
<b>Capital Projects Recommended</b>	<b>\$ 982,351</b>	<b>\$ 160,000</b>	<b>\$ 456,154</b>	<b>\$ 296,197</b>	<b>\$ 70,000</b>

1 - Net Zero Pathways Funding (80% up to \$200,000)

a - Bucke Park Reserves (per estimated YE balance)

b - Working Capital Reserve

c - Medical Centre Reserve

d - Accessibility Reserve (21,979)

### Deferred Projects:

City Hall Roof	\$ 300,000
Medical Centre Ventilation Audit, Design & Cost Esti	\$ 100,000
Little Claybelt Museum Siding Replacement	\$ 60,000
NL Arena Roof Replacement	\$ 1,500,000

**2023 FLEET**

Project	Total Cost	Funding	Borrowing	Reserves	City Cost
Triaxle (New)	338,580		338,580		-
Loader (Used)	165,000			165,000 a	-
<b>Capital Projects Recommended</b>	<b>\$ 503,580</b>	<b>\$ -</b>	<b>\$ 338,580</b>	<b>\$ 165,000</b>	<b>\$ -</b>

a - Fleet Replacement Reserve

**2023 TRANSIT**

Project	Total Cost	Funding	Borrowing	Reserves	City Cost
Shelter	20,000	20,000	1/2		-
On Demand Service Study	50,000	50,000	1/2		-
<b>Capital Projects Recommended</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

1 - ICIP

2 - Provincial Gas Tax

**2023 ENVIRONMENTAL CAPITAL PROJECTS**

Project	Total Cost	Funding	Borrowing	Reserves	City Cost
ICI Water Meter Program (carryover)	150,000		150,000		-
Hlby WTP Filter Replacement (carryover + increase)	344,000			344,000	-
Robert/Elm PS - By-pass Installation (carryover + increase \$150K)	400,000			400,000	-
Hlby WTP Filter Replacement #2	400,000				400,000
Albert Street Reconstruction (Enviro Share)	2,277,182		1,043,727	1,233,455	-
Montgomery Design (Enviro Share)	30,000			30,000	-
<b>Capital Projects Recommended</b>	<b>\$ 3,601,182</b>	<b>\$ -</b>	<b>\$ 1,193,727</b>	<b>\$ 2,007,455</b>	<b>\$ 400,000</b>

*min \$500K to come from reserves (based on financial plan)*

**Albert Street Reconstruction (Multi-Year Project)**

Description of Work	Estimated Cost	Construction Year	Funding Source
<b>Environmental</b>			
All subgrade work (water/sewer, split contract)	2,277,182	2023	(borrowing + reserves)
<b>Public Works</b>			
Phase 1: All above fill work (storm, topsoil, seed, split contract)	1,087,876	2023	(funding + capital levy)
Phase 2: All above fill work (storm, topsoil, seed, split contract)	1,026,194	2024	(TBD)
<b>Recreation</b>			
Asphalt, Granual A & South Curb	176,210	2024	(TBD)
<b>Total Capital Cost</b>	<b>\$ 4,567,462</b>		

**Capital Budget per Year**

3,365,058	2023
1,202,404	2024
<b>4,567,462</b>	

## **TAX RATE SCENARIOS**

The Municipal Property Assessment Corporation (MPAC) is responsible for accurately assessing and classifying all properties in Ontario in compliance with the Assessment Act and regulations set by the provincial government. According to the data available through MPAC, the assessment for the median residential property in Temiskaming Shores is valued at \$192,000 and the average commercial occupied property is assessed at \$280,743.

In order to address Recommendation # 3 of the Corporate Services Committee, which is to demonstrate the impact of a tax increase on the median residential property and the average commercial occupied property in Temiskaming Shores, a few analyses are provided below.

Figure 4: Tax Scenario Impact Analysis

What does a tax increase represent for residential taxpayers in 2023?



Median Single Family Detached Home Assessment	\$	192,000		
Property Tax Levy Increase		2.5%	3.5%	4.5%
Water/Wastewater Increase		2.0%	2.0%	2.0%

Impact Analysis

	2022	2023 Proposed	2023 Proposed	2023 Proposed
Property Tax	56	81	107	
Education	-	-	-	
Water/Wastewater Fees	20	20	20	
Solid Waste Diversion Fee (SWDF)	2	2	2	

<b>Total Annual Impact to Median Household</b>	<b>\$</b>	<b>78</b>	<b>\$</b>	<b>103</b>	<b>\$</b>	<b>129</b>
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<b>Total Monthly Impact to Median Household</b>	<b>\$</b>	<b>6</b>	<b>\$</b>	<b>6</b>	<b>\$</b>	<b>11</b>
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Proposed Levy Increase	2022 Rate	2023 Rate	Change (%)
2.50%	0.01156983	0.0118604000	2.51%
3.50%	0.01156983	0.0119941600	3.67%
4.50%	0.01156983	0.0121279200	4.82%

Breakdown of Property Taxes



Median Single Family Detached Home Assessment	\$	192,000		
Property Tax Levy Increase		2.5%	3.5%	4.5%
Water/Wastewater Increase		2.0%	2.0%	2.0%

Impact Analysis	2022	2023 Proposed		
Property Tax	2,221	2,277	2,303	2,329
Education	294	294	294	294
Water/Wastewater Fees	991	1,011	1,011	1,011
Solid Waste Diversion Fee (SWDF)	36	38	38	38

<b>Total Annual Property Taxes</b>	<b>\$ 3,542</b>	<b>\$ 3,620</b>	<b>\$ 3,645</b>	<b>\$ 3,671</b>
<b>Monthly Property Taxes</b>	<b>\$ 295</b>	<b>\$ 302</b>	<b>\$ 304</b>	<b>\$ 306</b>

<b>Additional Property Taxes to be Paid in 2023</b>	<b>\$</b>	<b>78</b>	<b>\$</b>	<b>103</b>	<b>\$</b>	<b>129</b>
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What does a tax increase represent for commercial taxpayers in 2023?



Average Commercial Occupied Assessment (CT Category)	\$	280,743		
Property Tax Levy Increase		2.5%	3.5%	4.5%
Water/Wastewater Increase		2.0%	2.0%	2.0%

Impact Analysis

	2022	2023 Proposed	2023 Proposed	2023 Proposed
Property Tax	45	83	121	
Education	-	-	-	
Water/Wastewater Fees	19	19	19	
Solid Waste Diversion Fee (SWDF)	2	2	2	

<b>Total Annual Impact to Average Commercial</b>	<b>\$</b>	<b>66</b>	<b>\$</b>	<b>104</b>	<b>\$</b>	<b>142</b>
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<b>Total Monthly Impact to Average Commercial</b>	<b>\$</b>	<b>5</b>	<b>\$</b>	<b>9</b>	<b>\$</b>	<b>12</b>
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Proposed Levy Increase	2022 Rate	2023 Rate	Change (%)
2.50%	0.02353299	0.023691950	0.68%
3.50%	0.02353299	0.023827200	1.25%
4.50%	0.02353299	0.023962460	1.82%

Breakdown of Property Taxes



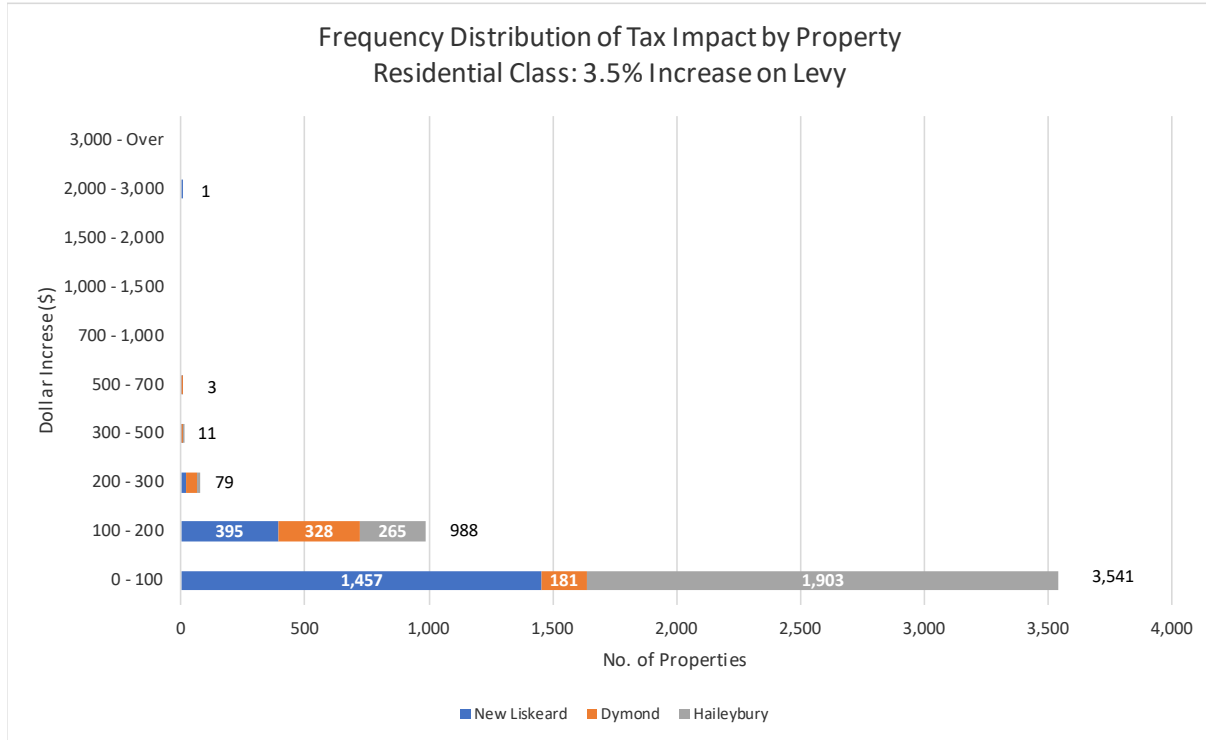
Average Commercial Occupied Assessment (CT Category)	\$	280,743		
Property Tax Levy Increase		2.5%	3.5%	4.5%
Water/Wastewater Increase		2.0%	2.0%	2.0%

Impact Analysis	2022	2023 Proposed		
Property Tax	6,607	6,651	6,689	6,727
Education	2,751	2,751	2,751	2,751
Water/Wastewater Fees	957	976	976	976
Solid Waste Diversion Fee (SWDF)	36	38	38	38

<b>Total Annual Property Taxes</b>	<b>\$ 10,351</b>	<b>\$ 10,416</b>	<b>\$ 10,454</b>	<b>\$ 10,492</b>
<b>Monthly Property Taxes</b>	<b>\$ 863</b>	<b>\$ 868</b>	<b>\$ 871</b>	<b>\$ 874</b>

<b>Additional Property Taxes to be Paid in 2023</b>	<b>\$</b>	<b>66</b>	<b>\$</b>	<b>83</b>	<b>\$</b>	<b>142</b>
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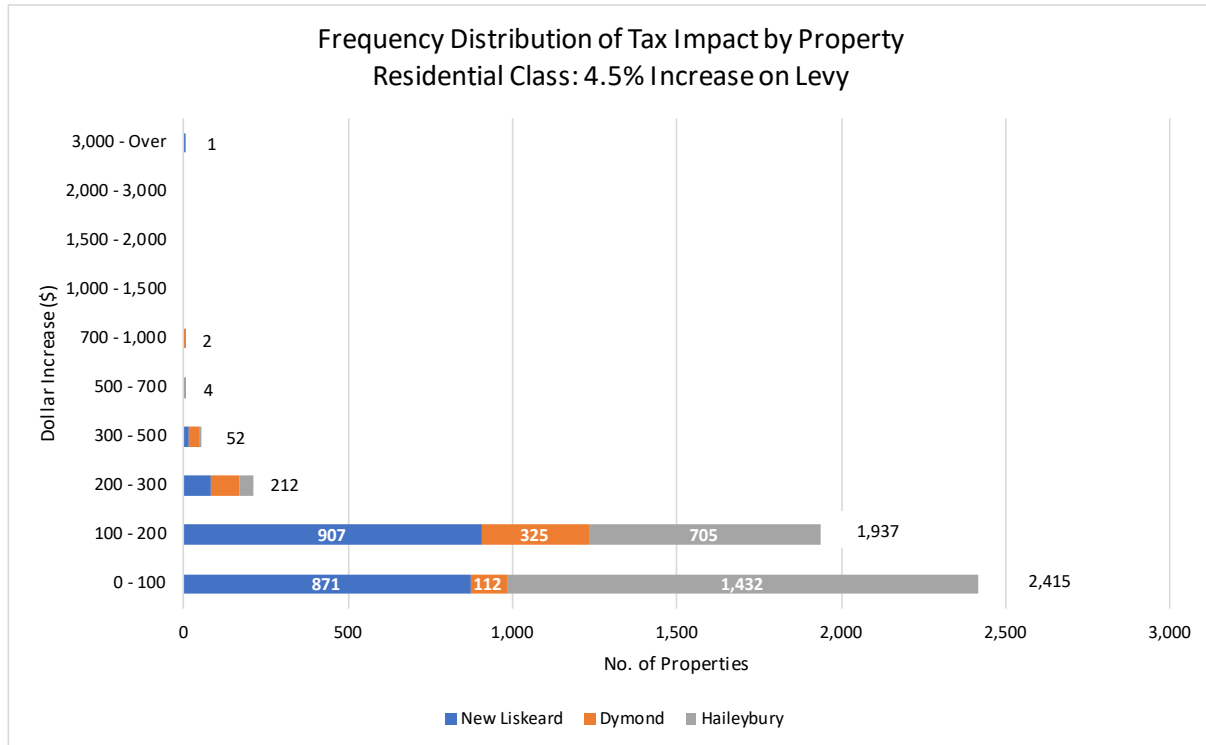
**Frequency Distribution of Tax Impact by Property  
For the 2023 Taxation Year  
Residential Class with a 3.5% Increase on Levy**



**Analysis:**

- A - Lower assessed properties (\$300-\$235,000) would see an average increase of \$58 for the year  
This represents 77% of residential properties  
628 out of 3,541 properties are assumed to be vacant lots as the assessed values are less than \$50,000
- B - 21% of residential properties are assessed in between \$236,000-\$469,000  
Those properties can expect an increase in between \$100 - \$200 for municipal taxes only  
  
2% of residential properties (or 93 out of 4,623) are assessed between \$472,000-\$1,525,000  
Those properties can expect an increase in between \$200 - \$700 for municipal taxes only
- C - One property has an assessed value greater than \$5,500,000  
This will have a direct impact on the City's operating expense as there is a council agreement for the property taxes  
Expected increase to the tax write-off is \$2,387

**Frequency Distribution of Tax Impact by Property  
For the 2023 Taxation Year  
Residential Class with a 4.5% Increase on Levy**



**Analysis:**

- A - 52% of residential properties are assessed between \$300 - \$179,100 and would see an average increase of \$59 for the year  
628 out of 2,541 properties are assumed to be vacant lots as the assessed values are less than \$50,000
  
- B - 42% of residential properties are assessed in between \$180,000 - \$358,000  
Those properties can expect an increase in between \$100 - \$200 for municipal taxes only
  
- 6% of residential properties (or 264 out of 4,623) are assessed between \$359,000-\$854,000  
Those properties can expect an increase in between \$200 - \$500 for municipal taxes only
  
- C - One property has an assessed value greater than \$5,500,000  
This will have a direct impact on the City's operating expense as there is a council agreement for the property taxes  
Expected increase to the tax write-off is \$3,139



## CONCLUSION

The Government of Ontario establishes the province's assessment and taxation regulations and for 2023, property assessments continue to be based on January 1, 2016 values. The Minister of Finance has not made any announcements at this time regarding the next update to property assessment values. Projected growth for the City in 2023 is lower than the previous year's growth and excludes any reduction to current assessed values.

Three scenarios have been presented in the 2023 Draft Budget: 2.5%, 3.5% and 4.5% increases to the tax levy. The capital budget assumes a 3.5% tax levy increase which represents a 1.11% decrease in the transfer to capital (or **-\$113,418**) compared to the prior year. We are seeking a recommendation from Council on the tax levy as well as approval of the budget in principle. The increase to the tax levy would have a direct impact on the capital projects presented in the budget, specifically the City's ability to undertake and fund the projects as well as the borrowing requirements.

## Appendix A: Operating Project List

### City of Temiskaming Shores

#### 2023 Operating Projects Budget Summary

Operating Projects	Estimated Cost
<b>Building Maintenance</b>	<b>\$ 61,500</b>
Dymond Hall Floor Machine	\$ 6,500
Motor/Pump Support Brackets	\$ 5,000
City Hall HVAC Recommissioning (grant of \$18K)	\$ 30,000
Poll Fitness Centre Window Repairs	\$ 15,000
New Liskeard Arena Water Softener	\$ 5,000
<b>Corporate Services</b>	<b>\$ 25,000</b>
Official Plan Update	\$ 25,000
Strategic Planning (offset by funding)	\$ -
<b>Environmental - Sanitary</b>	<b>\$ 155,000</b>
Master Electrician	\$ 4,000
Sewer Related Equipment Maintenance	\$ 85,000
Replace Hypo Pumps and Level Indicating Transmitter (LIT) on Tanks - Haileybury	
Sewage Treatment Plant	\$ 20,000
External Alum Transfer Pump - North Cobalt Lagoon	\$ 20,000
Auto Sampler - Niven Pumping Station	\$ 16,000
Sewer Facility Maintenance	\$ 10,000
<b>Environmental - Water</b>	<b>\$ 202,000</b>
Master Electrician	\$ 4,000
Spare PLC I/O - All Facilities	\$ 23,000
Water Related Equipment Maintenance	\$ 85,000
Solenoid Valves - Haileybury Water Treatment Plant	\$ 55,000
Programmable Logic Controller Expansion - New Liskeard Water Treatment Plant	\$ 25,000
Water Facility Maintenance	\$ 10,000
<b>Fire</b>	<b>\$ 4,000</b>
6 Pagers (2 per station)	\$ 4,000
<b>Fleet</b>	<b>\$ 45,000</b>
Snowblades (2)	\$ 40,000
On-Board Diagnostic (OBD) Reader (diagnostic device for heavy duty fleet)	\$ 5,000
<b>Public Works</b>	<b>\$ 75,000</b>
Transportation Study (approved study)	\$ 50,000
Road Safety Initiatives (signs, bump-outs, safety reviews)	\$ 15,000
Pavement Index - Streetscan (due for a pavement condition survey)	\$ 10,000
<b>Recreation</b>	<b>\$ 95,500</b>
Ball Diamond Infield Material	\$ 15,000
Picnic Tables (10)	\$ 8,000
Fire Pits (10)	\$ 3,000
Bleacher Replacement Dymond A/B (5)	\$ 11,500
Dog Park Lighting (6 solar powered lights around perimeter)	\$ 40,000
Kickplate Replacement (Haileybury and New Liskeard)	\$ 18,000
<b>Recreation - Deferred</b>	<b>\$ 20,000</b>
Parks Equipment (12 Picnic Tables, 6 Garbage Cans and Bike Racks)	\$ 20,000
<b>Grand Total</b>	<b>\$ 683,000</b>

#### Less Deferred Project

Parks Equipment (12 Picnic Tables, 6 Garbage Cans and Bike Racks)	(20,000)
<b>Total Included in 2023 Budget</b>	<b>\$ 663,000</b>

Department	Dept Total Estimated Cost
Building Maintenance	\$ 61,500
Corporate Services	\$ 25,000
Environmental - Sanitary	\$ 155,000
Environmental - Water	\$ 202,000
Fire	\$ 4,000
Fleet	\$ 45,000
Public Works	\$ 75,000
Recreation	\$ 95,500
Recreation - Deferred	\$ 20,000
<b>Grand Total</b>	<b>\$ 683,000</b>

#### Less Deferred Project

Recreation - Deferred	(20,000)
<b>Total Included in 2023 Budget</b>	<b>\$ 663,000</b>

## Appendix B: Detailed Capital Project List

Cost Centre	Project / Purchase	Budgeted Cost	Project Description
<b>Fire Services</b>	Jordair J-FFS-DF2-2 Fill Station – Tilt Front Load	10,000	This is Phase II of breathable air project for Station 3 Dymond. The fill station supports the breathable air compressor purchased in 2022. The fill station includes a fragmentation station that is required for safe filling of breathable air cylinders.
	Maytag MHN33 Commercial Washer	5,000	For washing firefighter turnout gear. Turnout gear should be washed after every exposure to fire or smoke resulting from emergency responses or training. Soiled or contaminated gear is a hazard to firefighters, as soils and contaminants can be flammable, toxic, or carcinogenic. Additionally, soiled or contaminated gear can have reduced protective performance.
	Portable R7 Digital Two-Way Mototurbo Radios (6)	13,800	The department 30 portable radios are currently 10 years old, Motorola provides service support for 7 years only. This is the start of a project to replace failing radios annually on an as required bases.
<b>Corporate Services</b>	Grant Drain (carryover)	150,000	The work was not completed in 2022. This drain is failing and needs repair. 1/3 City Cost.
	Peters Road Drain (carryover)	150,000	The work was not completed in 2022. This drain is failing and needs repair. 1/3 City Cost.
<b>Solid Waste</b>	Landfill Site Expansion (carryover)	1,280,846	In 2022, Council approved the NL landfill expansion as a multi-year capital project totaling \$ 4,000,000 with \$3,000,000 budgeted in 2022. Construction commenced in October of 2022 and is anticipated to be completed in late summer of 2023. The completion of the new landfill consists of placement of asphalt, construction of landfill storage building, waste storage bins and the installation of the scale. Capping of the Haileybury landfill is anticipated to be completed in 2024.
<b>Public Works</b>	Grant Drive Extension (carryover)	500,000	2023 work will include completion of the paving, finishing touches, landscaping and the cost associated with 50% of the turning Lane / Intersection in agreement with the MTO
	West Road Culvert Relining (carryover)	54,749	The existing culvert has been identified in the 2020 and 2022 Biennial Bridge inspection as requiring repair or replacement within 1-5 years prior to failure, flooding and road wash-out is experienced

Cost Centre	Project / Purchase	Budgeted Cost	Project Description
			during heavy run-off.
	Storm Repairs (Jaffray)	170,251	Design for Jaffray St.
	Roads Program	543,632	This project consists of road rehabilitation work which was identified and prioritized according to the asset management plan and pavement condition index.
	Albert Street Reconstruction (PW share Phase 1)	1,087,876	The portion of street in question, between Rorke and Bruce, is covered in shatter cracks, longitudinal cracks, potholes and patches. There is no Storm infrastructure in place. All surrounding streets have been upgraded to include catch basins and buried storm pipe except Albert. Albert Street watermain does not meet the Ontario provincial standard for depth. Sections of the watermain under the road are too close to the surface allowing frost to penetrate the watermain and completely freeze it. Last year alone we had to replace 40' of watermain to remove the frozen section and get residents there water back. Albert Street ranks in the lowest section of the Pavement condition index. Both the Sanitary and Water mains were installed in 1923 - 100 years old. Between Bruce and Georgina is one of the last connecting links of the STATO path. The project is designed and ready for tender. Budget cost would include a contingency and price for consultant to issue tender and provide CA/Inspection.
	Fuel Management Cardlock / System	25,440	System for City use to track and monitor fuel. Annual Subscription costs will be approx. \$500
	Design - Montgomery (PW Share)	30,000	Engineering and final design assignment for the reconstruction of water distribution, sanitary sewer collection, storm sewer collection and roadway base and surface of Montgomery St. from Lakeshore to Fleming. The section of road is prone to severe water breaks and pooling water. The road acts as a bowl and ineffectively removes water from its surface. The road scores low on the PCI. The watermain and Sewermain are outdated, installed in 1942. The sewermain is asbestos cement. The watermain is shallow for our environment based on Ontario standards

<b>Cost Centre</b>	<b>Project / Purchase</b>	<b>Budgeted Cost</b>	<b>Project Description</b>
<b>Recreation</b>	Splash Pad (carryover plus increase)	234,557	The Splash Pad is slated to be constructed this spring after various delays. The splash pad will be located at the New Liskeard Waterfront near to the Spurline. Parts of this project were constructed in 2021.
	Olympia Replacement (carryover)	166,828	The City budgeted for the replacement of its Olympia machine in the 2022 Capital budget. The project was awarded to Resurface Inc. who are slated to assemble the machine in March 2023.
	Playground (Rebecca St.) (approved in 2022)	32,000	As per the donor agreement signed in 2022 the City will be installing a piece of playground equipment in the Rebecca St park this spring. The city is responsible for installation of the equipment as well as the surfacing.
	PFC Chlorination and Water Quality	60,000	This project includes three pieces: replacement of the pool chemical controllers for the pool and hot tube, installation of a granular disinfection and acid system to replace the current liquid injection system and the installation of a water softening system. Our current chemical controllers are at the end of their useful life and must be replaced to remain in regulatory compliance. The liquid disinfection and acid injection system has been noted as a staff safety issue and has been prone to issues. Lastly the installation of a water softening system will prolong the life of pool mechanical equipment.
	NL Arena Condenser	120,000	The current condenser at the New Liskeard Arena is prone to leaks and runs at a decreased efficiency due to hard water. To ensure there are no unexpected breakdowns it is prudent to replace this equipment asap. Staff are also installing a water softening system to mitigate against premature wear of equipment at the arena.
	Treadmill (1)	17,000	To maintain our current replacement schedule, it is important to continue replacing gym equipment on a regular basis. Based upon current condition and usage staff have identified a treadmill as the preferred replacement this year.
	Lions Courts Panel Replacement	9,000	The lights at the New Liskeard Lions Tennis Court are not able to function due to a failure of the electrical panel. To ensure continued use it needs to be replaced.

<b>Cost Centre</b>	<b>Project / Purchase</b>	<b>Budgeted Cost</b>	<b>Project Description</b>
	Haileybury Beach Mushroom Conversion	25,000	The mushroom at the Haileybury Beach is slated to be replaced with a more water efficient fixture that can be run as a “splash pad” rather than a “wading pool”. This distinction in the Public Pools Act would ensure that it can operate without direct supervision by lifeguards.
<b>Property Maintenance</b>	New Liskeard Arena Accessibility Project (carryover)	231,197	Ongoing project to retrofit the Don Shepherdson Memorial Arena (DSMA) to be more accessible. The remaining costs of this project (after payment for the January draw) are the three aluminum entrance doors.
	Haileybury Fire Station (carryover + increase)	486,154	Ongoing project to replace the Haileybury Fire Station with a new modern facility. This project is slated to receive partial occupancy in Feb 2023 with full occupancy estimated to being May 1, 2023.
	Bucke Park Chalet Repair	65,000	The Bucke Park Chalet floor has been in need of repair for a number of years. The City has procured Pedersen Construction Inc to pour a new concrete floor in this building this spring in advance of the park opening. Upon completion, the building will again be able to be used by the park operator.
	Energy Audits (DSMA, SHSMA, PFC, CH, PWx2, DY, RP)	200,000	The City has targeted a grant through the Federation of Canadian Municipalities to have a Net Zero pathway created for 8 buildings. The net-zero pathway will provide the city with a costed plan to reduce greenhouse gas emissions at all buildings over the next 15 years with energy efficiency upgrades. These upgrades would provide operational cost savings which would accrue every year and help ensure the municipality can meet emission reduction targets.
<b>Fleet</b>	Triaxle (New)	338,580	As per Fleet Replacement Plan.
	Loader (Used)	165,000	This loader has finally reached its end of life. It is becoming unsafe to utilize. Loader is stationed at the Haileybury yard to perform loading duties for trucks
<b>Transit</b>	Shelter	20,000	Installation of a new bus shelter for the Southbound bus near the intersection of Edith and Whitewood
	On Demand Service Study	50,000	Traditional fixed route transit is expensive, especially when you have large conventional buses travelling within a long catchment area. This study would allow the Transit Committee to make an

Cost Centre	Project / Purchase	Budgeted Cost	Project Description
			informed decision on switching models or piloting a model of change.
<b>Environmental</b>	ICI/Multi-residential Water Meter Program – (carryover)	150,000	In 2022, Council approved the installation of water meters in ICI/Multi-residential establishments (3 units or more). There are still approximately 50 meters to be installed resulting in the need to carryover this project.
	Haileybury Water Treatment Plant Filter Rehabilitation – (carryover + increase)	344,000	The filters at the Haileybury Water Treatment Plant are showing signs of failure as media is escaping and entering the clear well causing an increase in turbidity.
	Robert/Elm Pumping Station - By-pass Installation – (carryover plus inflationary increase)	400,000	Through original design and Ministry approval of the Robert/Elm Pumping Station, a by-pass system was not allowed. As a result of significant rainfall events over the past years which saw surcharging of the system, consultation was had with the Ministry, EXP and City Staff. This resulted in the Ministry recommendation to apply to amend the current Environmental Compliance Assessment (ECA) to allow for the by-pass installation. This by-pass will ensure no residential back-ups as it would relate to surcharging of the system where this pumping station services. As the ECA amendment was not approved in 2022, this project is now a carryover to 2023.
	Haileybury Water Treatment Plant Filter Rehabilitation #2	400,000	The filters at the Haileybury Water Treatment Plant are showing signs of failure as media is escaping and entering the clear well causing an increase in turbidity.
	Albert Street Reconstruction (Enviro share Phase 1)	2,277,182	<i>See description noted in public works share of the project.</i>
	Montgomery Design (Enviro Share)	30,000	<i>See description noted in public works share of the project.</i>
	<b>Grand Total</b>		<b>\$ 9,842,492</b>

## Appendix C: External Debt Summary

### External Debt Summary

Project Name	Term (Start Date - End Date)	Total Principal		2023 Debt Payment	Projected Balance at Dec 31, 2023	2023 Interest Payment
		Amount Borrowed / Committed				
Haileybury Water Treatment Plant (MCC Replacement)	2018 - 2023	\$ 249,560	\$ 49,912	\$ -	\$ -	\$ 83
Fleet	2018 - 2023	\$ 151,985	\$ 30,397	\$ -	\$ -	\$ 664
Pool Fitness Centre / Fire	2018 - 2023	\$ 820,275	\$ 164,055	\$ -	\$ -	\$ 3,091
Reservoir / Goodman	2009 - 2024	\$ 1,196,750	\$ 99,365	\$ 103,310	\$ 103,310	\$ 8,046
Transit	2017 - 2025	\$ 617,045	\$ 77,131	\$ 115,696	\$ 115,696	\$ 4,233
Albert Street (Bruce to Farr - 2/3 was funded)	2010 - 2025	\$ 333,000	\$ 25,990	\$ 54,676	\$ 54,676	\$ 2,759
Hessle / Lakeshore	2010 - 2025	\$ 1,000,000	\$ 78,608	\$ 165,784	\$ 165,784	\$ 8,774
Fleet (City 61%, Enviro 39%)	2016 - 2026	\$ 1,055,000	\$ 105,500	\$ 316,500	\$ 316,500	\$ 9,190
Fleet	2017 - 2027	\$ 541,806	\$ 54,181	\$ 216,722	\$ 216,722	\$ 7,392
New Liskeard Water Stabilization	2017 - 2027	\$ 419,397	\$ 41,940	\$ 167,759	\$ 167,759	\$ 5,760
Dump Truck & Fire Rescue	2022 - 2027	\$ 596,342	\$ 119,268	\$ 477,074	\$ 477,074	\$ 25,479
New Liskeard Water Treatment Plant Iron Removal	2018 - 2028	\$ 549,000	\$ 54,900	\$ 247,050	\$ 247,050	\$ 8,761
Fleet	2018 - 2028	\$ 583,270	\$ 58,327	\$ 291,635	\$ 291,635	\$ 10,166
Fleet (Fire)	2019 - 2029	\$ 422,000	\$ 42,200	\$ 221,550	\$ 221,550	\$ 7,387
Fleet	2019 - 2029	\$ 492,521	\$ 49,252	\$ 283,200	\$ 283,200	\$ 6,812
2021~22 Roads Program	2021 - 2031	\$ 3,712,027	\$ 371,203	\$ 2,784,020	\$ 2,784,020	\$ 60,313
Loader	2021 - 2031	\$ 229,900	\$ 45,980	\$ 183,920	\$ 183,920	\$ 4,283
Infrastructure - Gray Rd/Robert St/Elm St	2017 - 2037	\$ 4,364,148	\$ 218,207	\$ 3,054,904	\$ 3,054,904	\$ 109,453
Library	2020 - 2040	\$ 1,695,000	\$ 84,750	\$ 1,440,750	\$ 1,440,750	\$ 30,171
Backhoe (2022)	2023 -	\$ 189,949	\$ -	\$ 189,949	\$ 189,949	\$ -
Roads Program (2021~22)	2023 -	\$ 445,412	\$ -	\$ 445,412	\$ 445,412	\$ -
ICI Water Meters (2022~23)	2023 -	\$ 600,000	\$ -	\$ 600,000	\$ 600,000	\$ -
Landfill Site Expansion (2022~23)	2023 -	\$ 1,171,604	\$ -	\$ 1,171,604	\$ 1,171,604	\$ -
Grant Drive (2022~23)	2023 -	\$ 393,913	\$ -	\$ 393,913	\$ 393,913	\$ -
Haileybury Fire Station (2022~23)	2023 -	\$ 731,063	\$ -	\$ 731,063	\$ 731,063	\$ -
Triaxle (New Request 2023)	2023 -	\$ 338,580	\$ -	\$ 338,580	\$ 338,580	\$ -
Albert Street Phase #1 (New Request 2023 - Rorke to Bruce)	2024 -	\$ 1,043,727	\$ -	\$ 1,043,727	\$ 1,043,727	\$ -
				<b>\$ 1,771,166</b>	<b>\$ 15,038,798</b>	<b>\$ 312,817</b>

**Annual Debt Repayment Limit for 2023 as per the Ministry of Municipal Affairs and Housing is \$3,990,989**

	Construction	4.99%
	Amortizing	Serial
5Y	3.80%	3.81%
10Y	3.80%	3.80%
15Y	4.05%	4.02%
20Y	4.22%	4.17%
25Y	4.30%	4.25%
30Y	4.33%	4.28%

Rates as of Mar 23, 2023



## Appendix D: Reserve and Reserve Fund Projections

Reserve	ACTUAL PER AFS	ESTIMATE	ESTIMATE
	Ending Balance 31-Dec-21	Ending Balance 31-Dec-22	Ending Balance 31-Dec-23
Working Capital - General	\$ 9,462,497	\$ 5,436,587	\$ 5,195,684
Working Capital - Environmental	1,782,187	1,857,455	598,961
Working Capital - Business Improvement Area	52,594	52,594	52,594
Election Expense Reserve	25,643	25,643	25,643
Fire Equipment Reserve	71,970	36,679	7,879
Solid Waste Diversion Fee Reserve	89,955	89,955	89,955
Cemetery Reserve	-	-	-
Doctor Recruitment Reserve	14,764	14,764	14,764
Medical Centre Reserve	14,637	17,117	17,117
Bucke Park Reserve	34,732	52,409	-
Accessibility Reserve	52,753	21,979	-
Fleet Replacement Reserve	298,097	337,254	75,387
Transit Reserve	53,175	53,175	53,175
Library Reserve	-	-	-
PDAC Reserve	160,823	160,823	160,823
Economic Development Reserve	134,234	134,234	134,234
Community Development Reserve	155,478	7,520	-
Solid Waste Landfill Reserve Fund	2,293,625	333,236	-
<b>Total Reserve Balance</b>	<b>\$ 14,697,164</b>	<b>\$ 8,631,425 *</b>	<b>\$ 6,426,217 *</b>

*\*Projected balance prior to 2022 budgeted transfers and Y/E surplus/deficits*