



Agenda

Finance & Administration Committee

2026 BUDGET MEETING #2

Council Chambers – Pembroke City Hall

Wednesday December 10, 2025

9:00 a.m. – 3:00 p.m.

(This meeting is live streamed on the [City's YouTube page](#))

1. Land Acknowledgement
2. Call to Order
3. Disclosure of Pecuniary Interest & General Nature Thereof
4. PBIA Budget (Bethea Summers, Executive Director)
5. Library Budget (Karthi Rajamani, CEO)
6. Outstanding Items from Day 1: City Operating Budgets
7. Outstanding Items from Day 1: Water & Sewer Budget
8. Review Capital Budget
9. Next Steps
10. Adjournment



City of Pembroke

2026 Draft Budget

Day Two: December 10, 2025

Treasury Department Presenters/Contributors



**Angela T. Lochtie,
CPA, PFA, AMCert.**

Treasurer / Deputy Clerk

Budget Lead



**Marsha Hawthorne,
Dipl. M.A**

Deputy Treasurer /
Purchasing Manager

Operations Budget



**Jennifer Belaire,
B.A., AMCert.**

Financial Planning Analyst

Capital Budget/Asset Mgmt

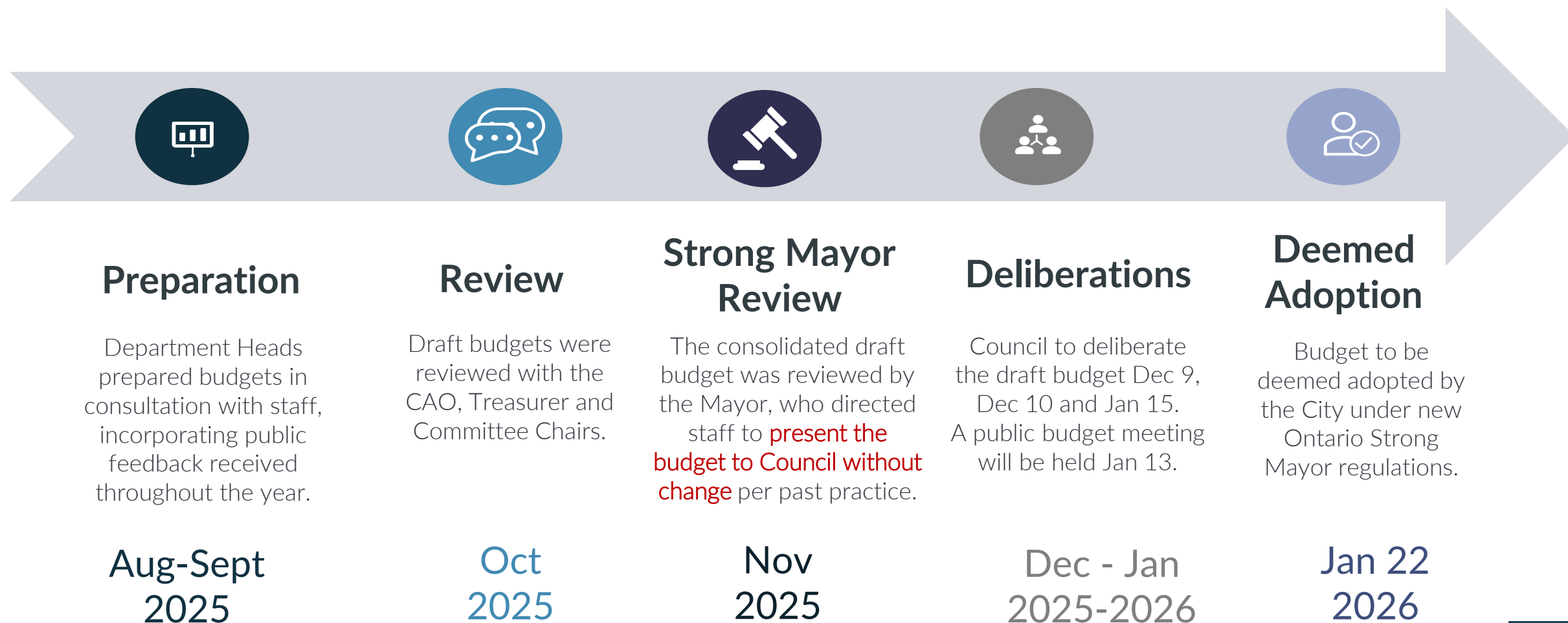


**Ashley Perrier,
Dipl. Bus.**

Accounting Clerk

Budget Co-ordination

2026 Budget Critical Path



Deliberations Timeline

DAY 1
Dec 9

Deliberations
Operating Budget

DAY 2
Dec 10

Deliberations
Capital Budget

Veto Period
Jan 2 – Jan 6

Mayoral Veto period under *new*
Ontario Strong Mayor regulations

Public
Meting

Public Feedback
Jan 13, 6 p.m.

DAY 3
Jan 15

Final deliberations before passing
including Council over-ride of
Mayoral veto

Budget
ByLaws
Feb 3, 2026

Budget-related by-laws
passed February 3, 2026

Agenda



10:30 – 10:45 am
Break #1



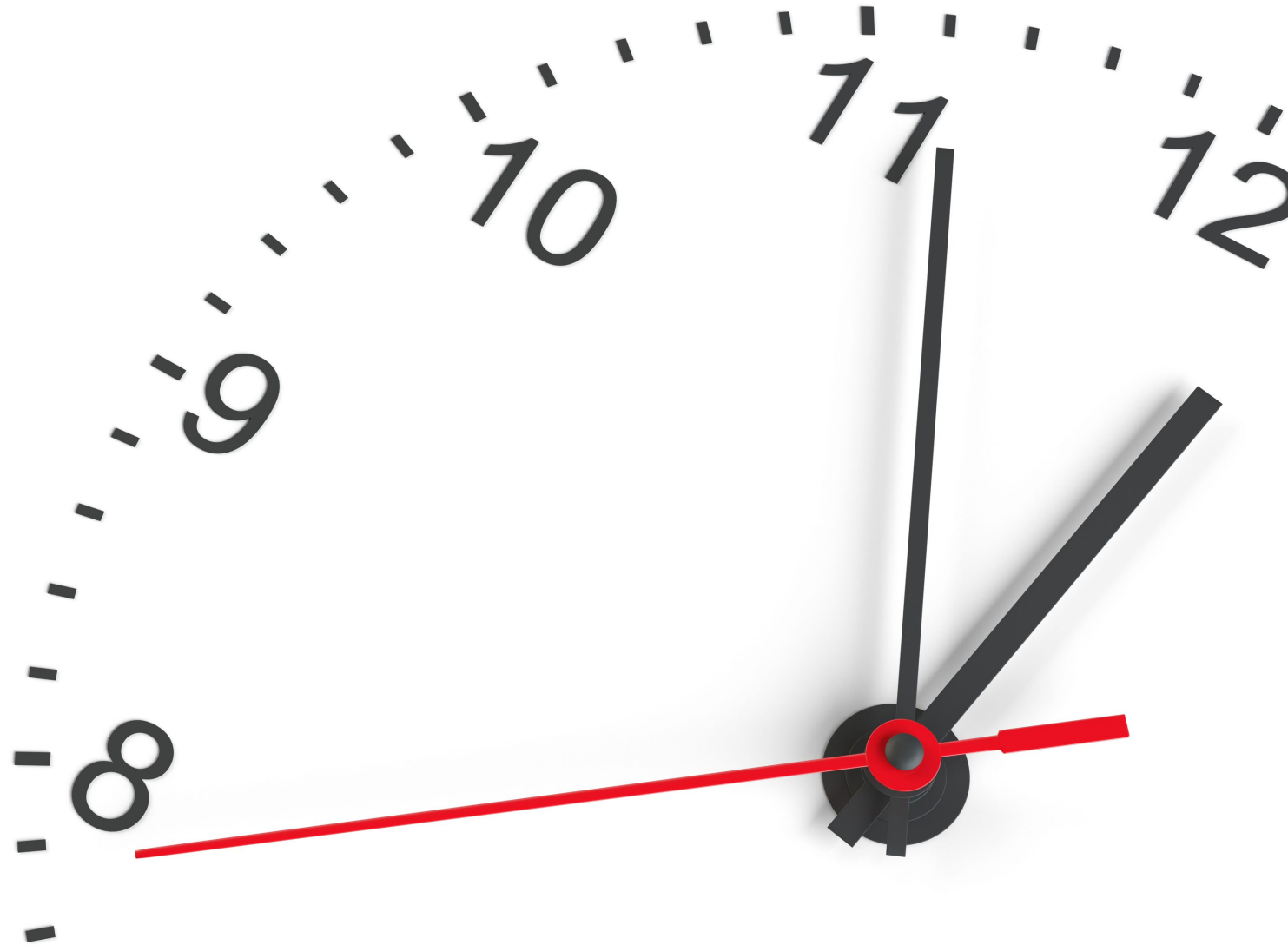
12:00 – 12:30 pm
Lunch Break



1:45 – 2:00 pm
Break #2



3:00 pm
Adjournment





Meeting Protocol

Formal motions must be made for any proposed line-item budget changes.

These motions will be summarized into a Council resolution for approval in compliance with new “Strong Mayor” legislation.

2026 PBIA Budget

Bethea Summers



2026 PBIA Budget

- The PBIA Budget can be found on pages 112-114 of the Council package.
- Overall, the PBIA’s 2026 levy requirement increased by 4% to \$221,609. The 2026 PBIA tax rate will increase by 5.48% as follows:

Year	Levy	Assessment	Rate
2025	\$213,028	\$28,275,570	\$0.00753399
2026	\$221,609	\$27,887,670	\$0.00794649

- Based on a \$200,000 assessed value, the increase to the annual charge is \$82.50:

Year	Assessment	Rate	Annual Charge
2025	\$200,000	\$0.00753399	\$1,506.80
2026	\$200,000	\$0.00794649	\$1,589.30
Increase		+5.48%	+\$82.50



Sample Motion

THAT Committee accepts the Pembroke Business Improvement Area's 2026 Budget as presented.

2026 Pembroke Public Library Budget

Karthi Rajamani



2026 Library Budget

- The Library Budget can be found on pages 117-119 of the Council package.
- In total, the library is requesting the following funding from the City in 2026:

Page	Line	Item	2025	2026	Variance	
117	51	Pembroke Operating Contribution	-\$668,769	-\$689,124	-\$20,355	Increase
117	50	Pembroke Rent Contribution	-115,308	-115,308	0	No increase
119	133	Pembroke Capital Contribution	-14,000	-14,000	0	No increase
119	161	Multicultural Festival City Contrib.	-15,000	-15,000	0	No increase
13	163	Total	-\$813,077	-\$833,432	+20,355	2.5% Increase

- It should be noted that a transfer from reserves of \$81,673 was required to balance the Library's 2026 budget.



Sample Motion

THAT Committee
accepts the Pembroke
Public Library 2026
Budget as presented.

2026 Operating Budget

*Outstanding Items
(if required)*



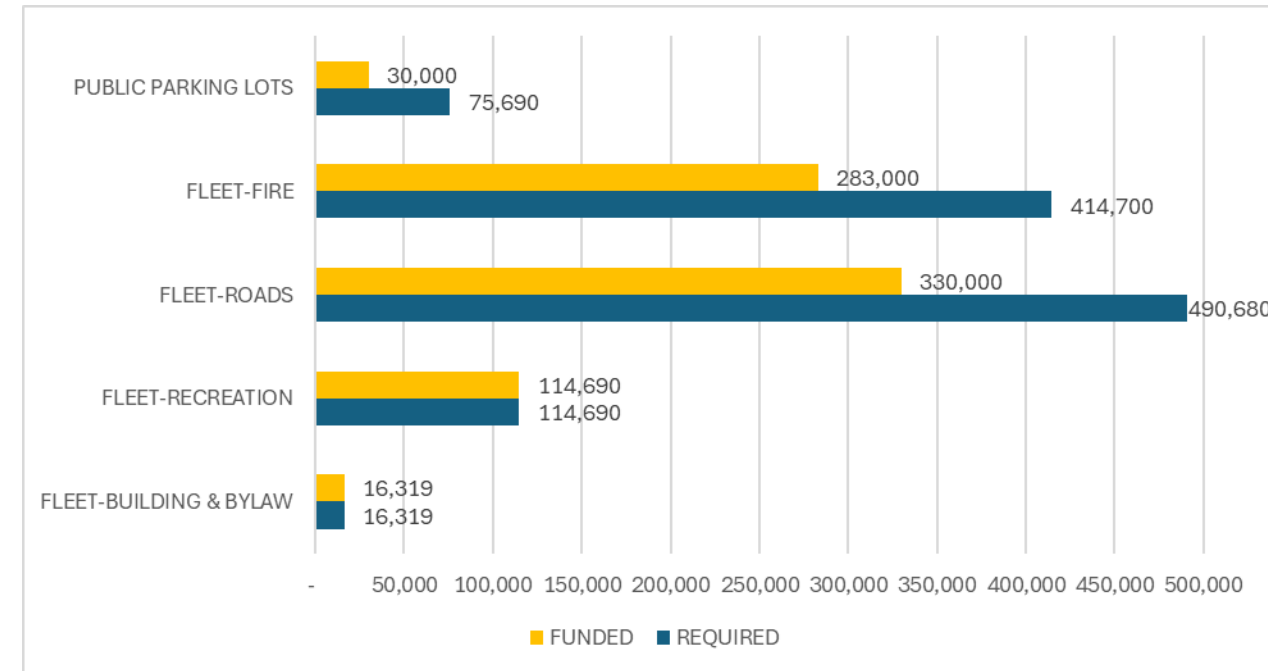


2026 *Draft* Capital Budget

Fleet & Public Parking Lot Reserve Funding Gap

- The City contributes to fleet and public parking lot reserves annually by dividing estimated replacement costs by useful life.
- This approach ensures sufficient funding is available to replace City fleet and maintain parking lots to support reliable service delivery.
- Insufficient funding has been set aside for both Roads and Fire given increased post-COVID replacement costs. The public parking lot is a recent addition to this approach to manage the city's risk.
- The 2026 budget reflects an annual funding gap of \$338,070 or a 1.23% levy increase. If left unresolved, this will grow to a significant funding gap in a few short years.
- The City contribution to fleet reserves will need to increase over the next several years to close this funding gap.

Reserve Gap



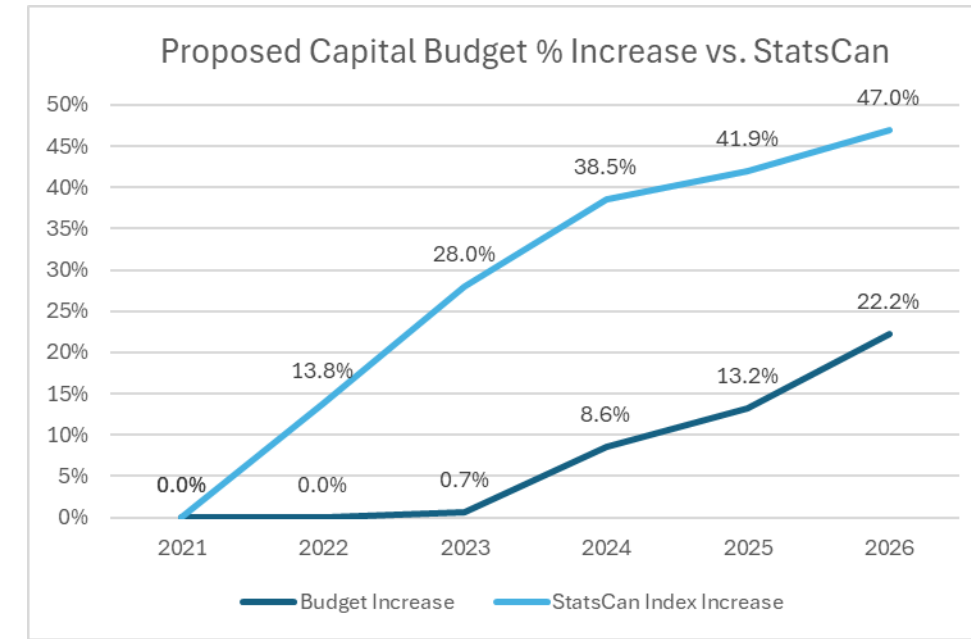
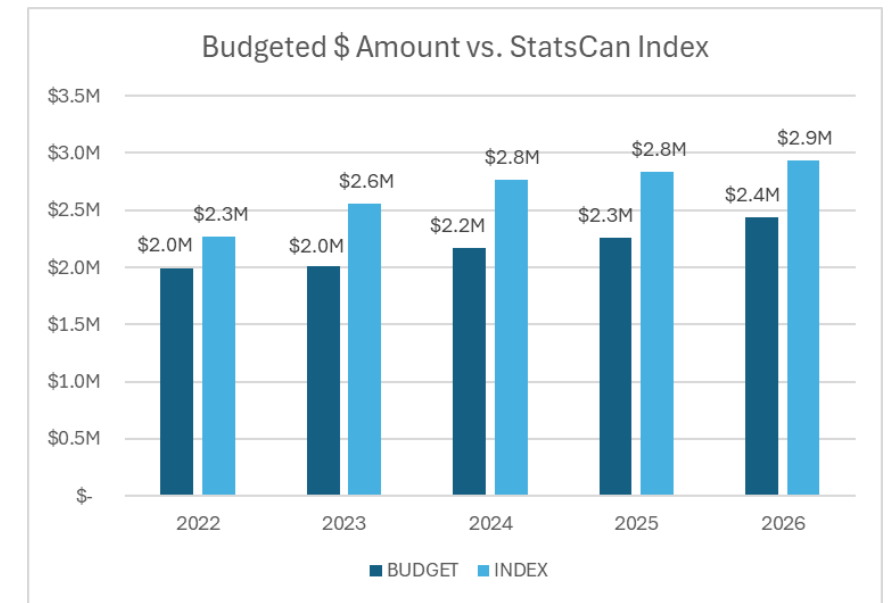
2026 Capital Funding

- To keep property tax increases low, the property tax contribution to fund capital projects has lagged behind inflation since 2021.
- Moving forward a minimum 2% annual levy increase is proposed to close the capital funding gap. This is comparable to other local municipalities with annual increases typically in the 2-3% range.
- The City's revised AMP will be prepared using this assumption to evaluate levels of service.

Taxation Funding	Capital Fund	Operating Fund	Total
2025 Capital Project & Capital Reserve Funding	2,257,785	1,074,283	3,332,068
2026 Transfer to Operating (Capital Under Threshold)	-296,000	+296,000	0
2026 Funding Increase (Proposed 2% Levy Increase)	+477,126	+71,309	+548,435
Draft 2026 Tax Contribution to Capital	2,438,911	1,441,592	3,880,503

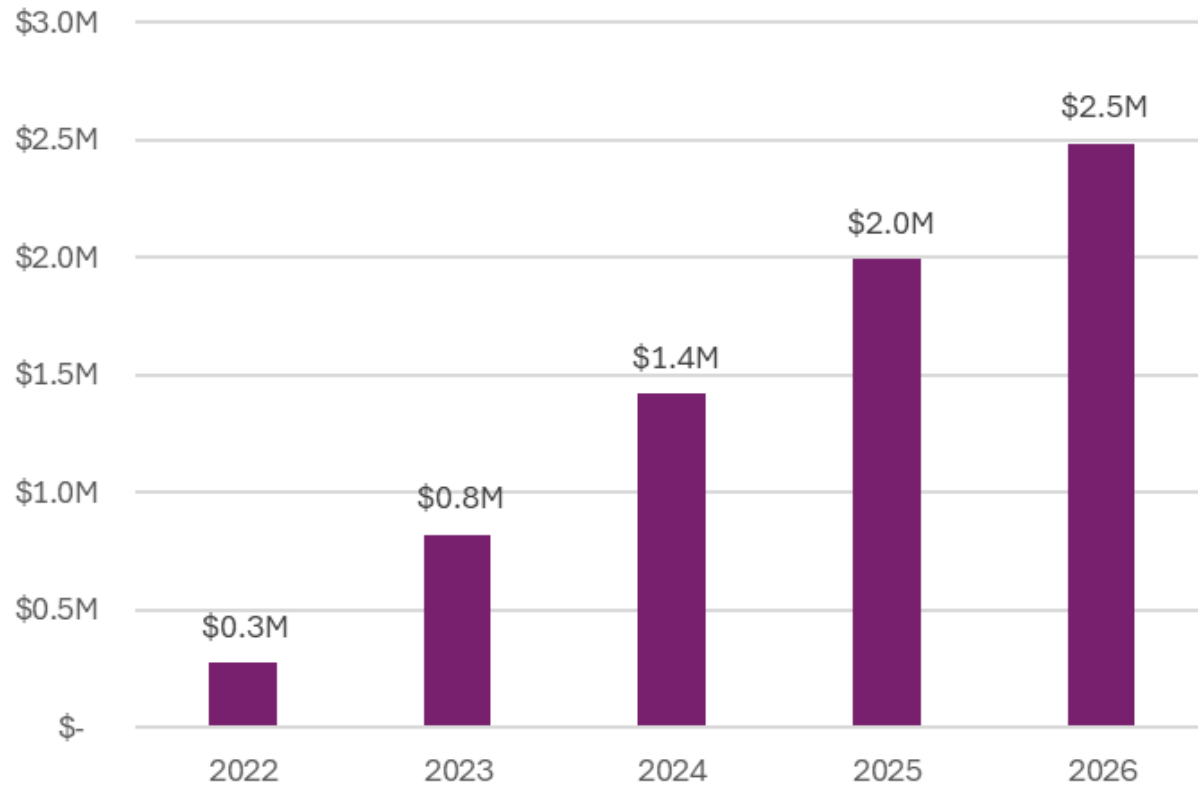
Capital Project Inflation

- Even with a 2% levy increase, the City's contribution to capital projects will lag behind inflation by an estimated \$493,825 (2025 \$574,105)
- Since Q3 2020, the StatsCan Building Construction Index has increased by 47.0% while the City's contribution will have only increased by 22.2% provided this increase is approved for 2026.
- As seen in the City's June 2024 non-core asset management plan, a significant funding gap already exists to fund City assets over and above existing inflationary pressures.



- Statistics Canada. [Table 18-10-0289-01 Building construction price indexes, by type of building and division](#). Non-Residential, Division Composite, Ottawa-Gatineau

Cumulative Impact of Gap Over Time



Cumulative Impact of Funding Gap since 2022

- As an annual funding gap, the impact of not fully funding inflation each year becomes significant over time.
- Since 2022, this gap has now reached \$2.5M, which represents sufficient funding to undertake a major road upgrade.
- By not maintaining pace with inflation, City asset renewal falls further and further behind.

Upcoming Projects vs. Funding Availability

- A shortage of annual capital funding will continue to push major infrastructure projects until the funding gap is closed. Funding is needed to complete two major projects per year but is only available to support one major project.

Project	Project Year(s)	Total Cost	Water	Sewer	Roads/ Storm
Albert St (Pembroke to First Responder)	2025-2026	\$4,116,416	\$740,955	\$1,728,895	\$1,646,566
Boundary Rd (Almira to Francis)	2027-2029	8,676,500	1,561,770	3,644,130	3,470,600
Centre St (Alfred to Bell)	2028-2030	6,837,750	1,230,795	2,871,855	2,735,100
Frank Nighbor St (Pembroke to Lake)	2027-2028	1,834,134	330,144	770,336	733,654
Isabella St Catchment Area (Phase 3-6)	2026-2029	13,369,038	2,406,427	5,614,996	5,347,615
Moffat St (Pembroke to 406 Moffat)	2026-2029	2,491,800	448,524	1,046,556	996,720
Nelson St (Mackay to Howard)	2026-2028	11,572,400	2,083,032	4,860,408	4,628,960
Prince St (Pembroke to Lake)	2027-2028	1,620,525	291,695	680,621	648,210
Trafalgar Rd (Pembroke to Boundary)	2028-2030	1,200,000	216,000	504,000	480,000
Major Reconstruction Projects Required	N/A	51,718,563	9,309,341	21,721,796	20,687,425
Split over 5 years			1,861,868	4,344,359	4,137,485
Annual Historical Funding (Taxes, CCBF, OCIF)					2,258,000
Annual Gap					1,879,485

Category	Replacement Cost	Useful Life (Years)	Assets Used per Year
Roads	127,848,175	18-40	4,954,117
Sidewalks	15,417,000	25	616,680
Bridges	34,313,000	50	686,260
Traffic Controls	14,627,406	10-30	527,596
Storm Sewer*	116,470,890	30-99	1,625,373
Facilities	80,276,067	75	1,070,348
Parking Lots	4,548,097	18-40	234,606
Fleet	13,392,558	Various	1,036,389
Parks	5,607,596	15-40	280,380
Total	412,500,789	N/A	11,031,748

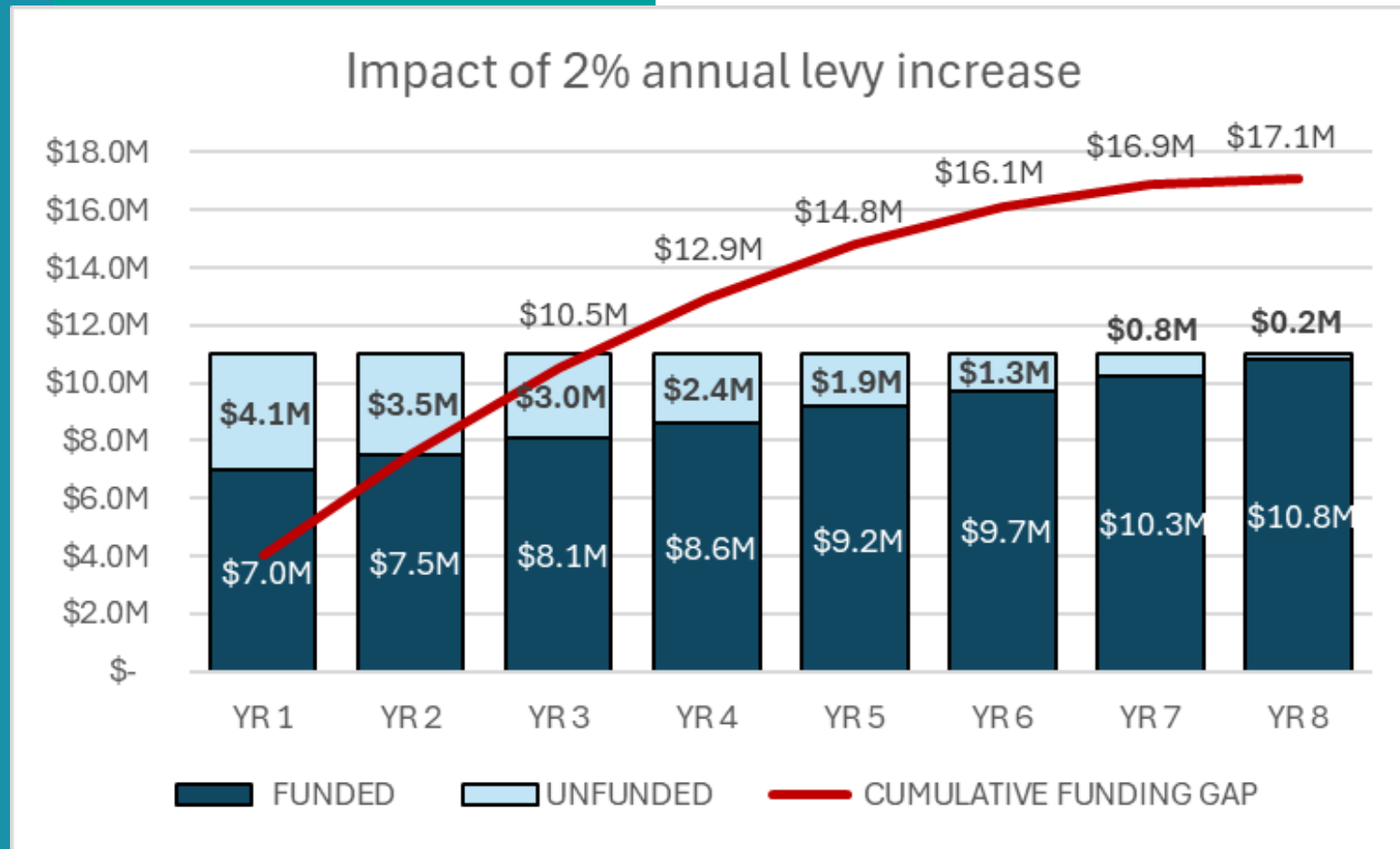
**Replacement costs under review, likely under-estimated*

Annual Asset Consumption vs. Funding

- The City owns infrastructure assets (excluding water and sanitary sewer) with an estimated replacement cost of \$412.5M.
- Based on the useful life of these assets, approximately \$11M of these assets are consumed or used each year.
- In comparison, the City will contribute \$3.9M in 2026 to fund capital projects and capital reserve contributions. In addition, the City receives \$3.1M from the Federal (CCBF) and Provincial(OCIF) Government.
- With only \$7M in total funding provided, this reveals an annual funding gap of \$4M.

2% Capital Levy Increase

- The 2026 Budget proposes an annual 2% levy increase moving forward. This will close the annual funding gap over an 8-year period.
- An additional \$17.1M backlog of overdue capital projects will be generated during this period.
- The city's AMP update will review how this policy will impact future levels of service and asset conditions.



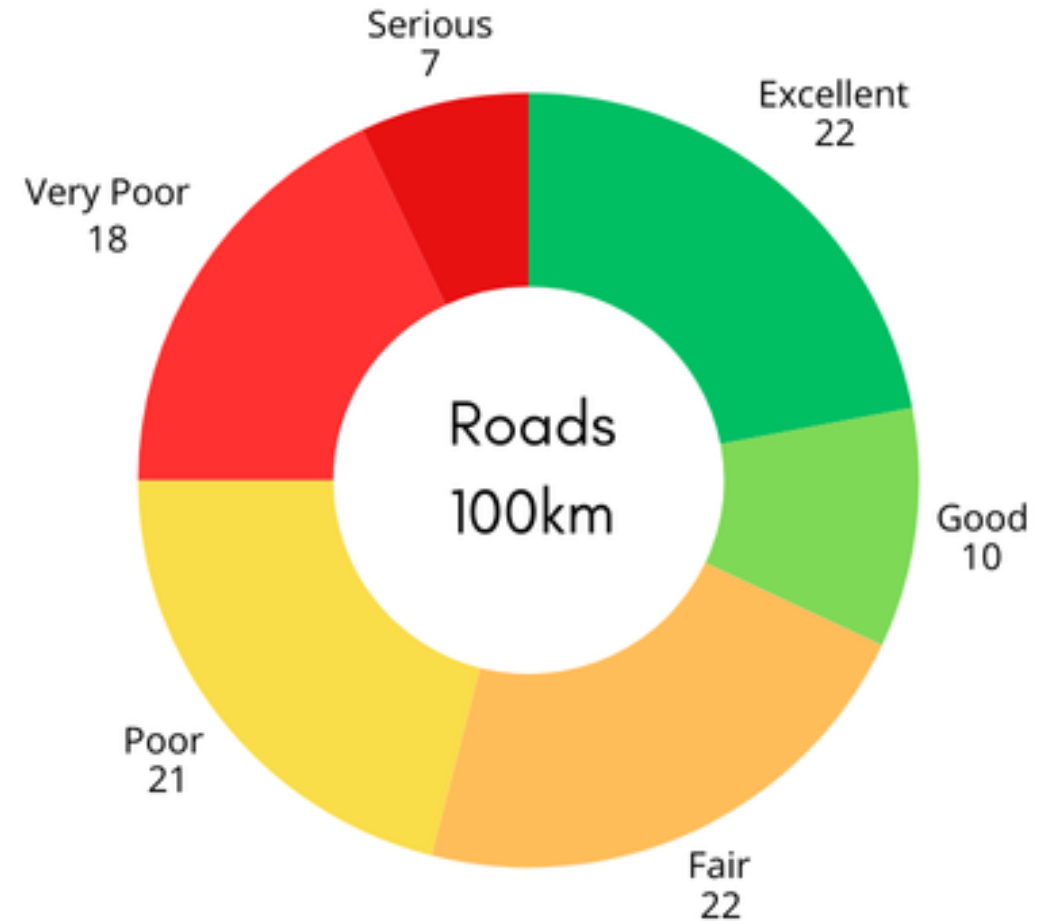


Proposed Recommendation

- That the Finance and Administration Committee of the Corporation of the City of Pembroke approve an annual capital levy increase of a minimum of 2% per year to close the funding gap and build funding to address community infrastructure needs

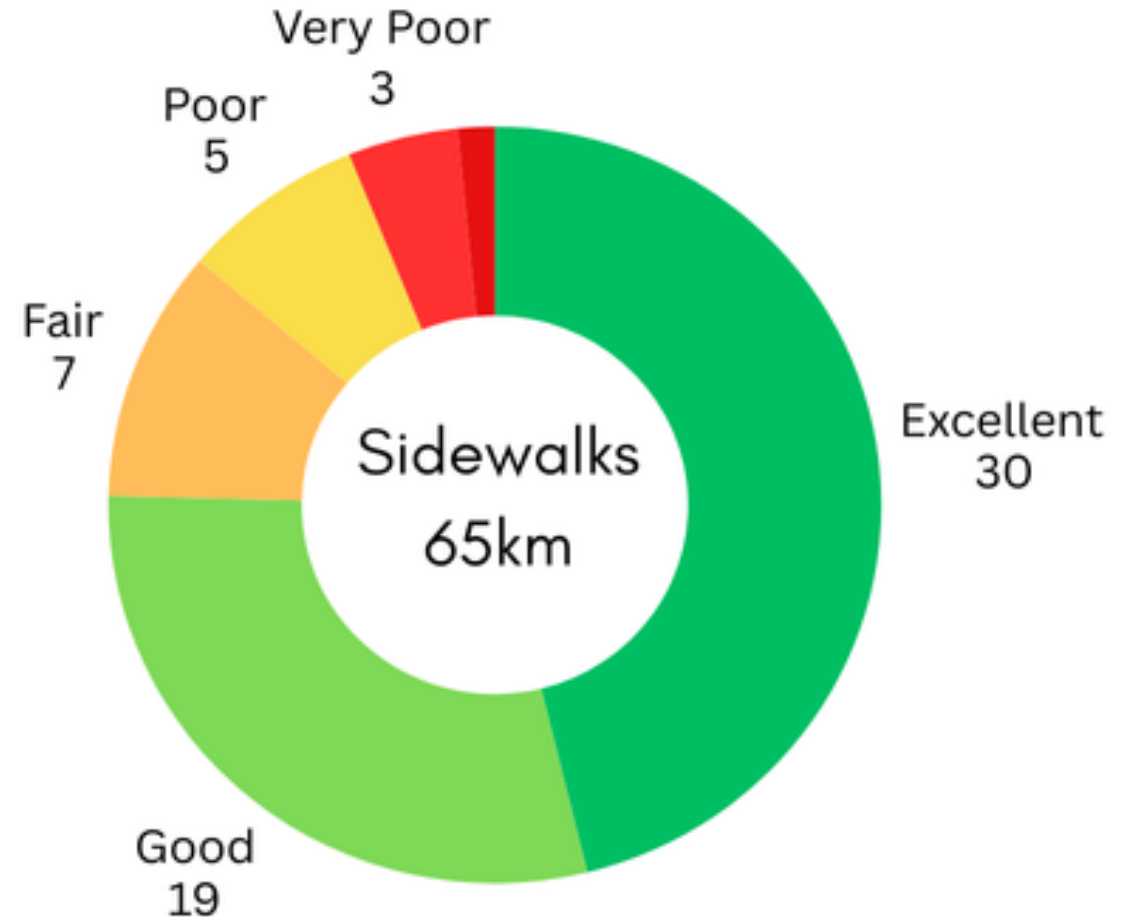
2025 City Road Conditions

- The City owns and maintains 100kms of roads.
- At the end of 2025, the estimated Pavement Condition Index (PCI) of the network is 59 or in "Fair" condition. (2025, PCI 67)
- Road and sidewalk conditions will be re-evaluated in the spring of 2026. The City conducts this evaluation every five (5) years as part of its asset management plan to measure actual condition.
- In the interim, annual projects are entered and deterioration curve is applied to update condition ratings by the StreetScan asset management software.
- Updated scans allow the City to use actual PCI and SCI data to drive project prioritization, maximize pavement life, and implement improvement plans.
- Municipalities typically assess condition on either a 3-year or 5-year cycle.



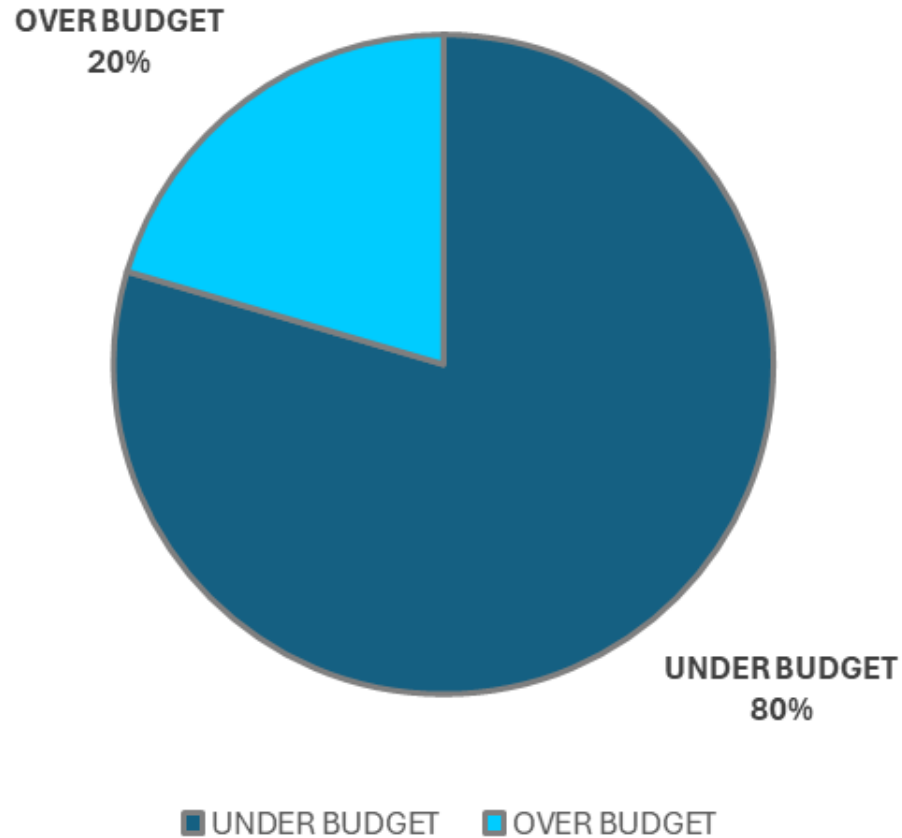
2025 City Sidewalk Conditions

- The City owns and maintains 65kms of sidewalk.
- At the end of 2025, the estimated Sidewalk Condition Index (SCI) of the network is 79 or in "Good" condition (2025, SCI 78)
- As part of the City's Summer 2025 Asset Management survey, respondents indicated a 69% dissatisfaction level with the condition of the City's roads and sidewalks.
- Almost 90% of respondents wished to see an increased level of service for road infrastructure with 68% willing or somewhat willing to pay for improvements.



Budget Estimates vs. Tender Results

2025 Procurement: Budget vs. Actual



- Based on 44 closed Request for Proposals (RFPs), Request for Tenders (RFTs) and Request for Quotations (RFQs) overseen by City Procurement in 2025, 80% were under-budget and 20% were over-budget.
- While project estimates are based on historical pricing data, budget estimates are usually formulated during the project's conceptual phase, prior to formal design. Final design changes, the availability of resources and pricing fluctuations in the market lead to a certain level of unpredictability.
- The market ultimately decides final pricing through tender pricing submitted/tender results.

2026 Draft Capital Budget

- With \$2.3M of project funding carrying forward into 2026, the proposed 2026 budget requires \$28.4M of new funding.

Project Type	Total Project Cost	2025 Carry Forward	2026 Funding Required
Buildings & Facilities	\$4,512,000	\$774,233	\$3,737,767
Roads & Bridges	13,619,788	1,002,411	12,617,377
Equipment & Fleet	1,144,233	63,972	1,080,261
Parks	1,030,000	109,489	920,511
Storm Sewer	420,000	0	420,000
Sanitary Sewer	1,803,000	242,512	1,560,488
Water	8,162,913	100,000	8,062,913
Total Proposed Capital Projects	30,691,934	2,292,617	28,399,317

2026 Capital Financing: by Project Type

- A breakdown of financing by project type is as follows:

Project Type	Buildings & Facilities	Roads & Bridges	Equipment & Fleet	Parks	Storm Sewer	Sanitary Sewer	Water	Total
Carry Forward	\$774,233	\$1,002,411	\$63,972	\$109,489	-	\$242,512	\$100,000	\$2,292,617
Water Fund	-	653,002	-	-	-	-	749,392	1,402,394
Sewer Fund	-	1,452,606	-	-	-	1,560,488	-	3,013,094
Reserves	660,000	246,065	964,261	92,610	-	-	508,863	2,471,799
Grants	16,445	4,468,704	-	-	250,000	-	5,171,986	9,907,135
Cost Sharing	1,065,216	-	-	-	-	-	267,810	1,333,026
Debt	1,568,096	4,900,000	-	-	-	-	1,364,862	7,832,958
Unfinanced	-	-	-	-	-	-	-	-
Taxation	428,010	897,000	116,000	827,901	170,000	-	-	2,438,911
Total Financing	\$3,737,767	\$12,617,377	\$1,080,261	\$920,511	\$420,000	\$1,560,488	\$8,062,913	\$28,399,317

2026 Capital: Grant Funding

- The 2026 draft capital budget includes potential grant funding as follows:

Grant Funding	Amount
Federal CCBF Funding (Various Roads Projects) (Confirmed)	917,000
Provincial OCIF Funding ((Various Roads Projects) (Confirmed)	2,866,704
Connecting Links Grant (River Road Phase 2) (Confirmed)	810,000
Fire Protection Grant (Clean Room) (Unconfirmed)	16,445
Safe Schools Grant (Our Lady of Lourdes Sidewalk) (Unconfirmed)	125,000
Municipal Housing Infrastructure Program Health & Safety Water Stream Grant (Reservoir) (Unconfirmed)	5,171,986
Total Grant Funding	9,907,135

2026 Capital: Reserve Funding

- The 2026 draft capital budget includes some funding from reserves:

Reserve Funding	Amount
Fire Equipment Reserve	95,000
Fleet Reserve	412,000
Water/Wastewater Equipment Reserve Fund	196,028
Aquatic Reserve	660,000
Bi-centennial Reserve	30,000
Development Charge Reserve Fund	120,255
Gas Tax Transit Reserve Fund	153,733
General Capital Reserve	237,610
Parking Reserve	69,500
Pollution Control Reserve Fund	71,065
Water Meter Reserve	166,000
Water Tower Reserve Fund	198,000
Waterworks Reserve Fund	62,608
Total Reserve Funding	2,471,799

2026 Capital : Other Funding

- Other funding included in the draft 2026 capital budget includes:

Cost Sharing/Other Revenue	Amount
LV Capital Contribution (Recreation) (Regular Contribution)	53,175
LV Cost Share (Aquatic Centre/P3 Studies)	100,000
LV Proposed Additional Contribution (Kinsmen Pool Dehumidification)	240,000
LV Proposed Additional Contribution (PACC Reno)	672,041
LV Proposed Additional (Water Reservoir-Contingent on Grant)	267,810
Total Cost Sharing	1,333,026

2026 Capital : Other Funding

- Other funding included in the draft 2026 capital budget includes:

Other Funding	Amount
Water Fund	1,402,394
Sewer Fund	3,013,094
Debt Funding	Amount
Quarry Road Ring Road Debenture	4,900,000
PACC Reno (City Share)	1,568,096
Water Reservoir (City Share)	1,364,862
Total Debt	7,832,958

PACC Debt

- At this stage in the Council term, future investment decisions on recreation facilities will likely not be decided until 2028 (year two of the next term of Council)
- PACC ice pad surface, heating/cooling system, boards and exterior siding require replacement due to their current age and condition.
- Investment is required to ensure the city can maintain this service to residents safely and without interruption.
- With insufficient reserve funding available, debt-financing is required. It is proposed to bundle two large projects into a single loan application.
- Provided the work is completed in 2026, the estimated annual repayment of the loan in 2027 is \$144,828 (20-year serial debenture with an annual interest rate of 4.29%).

Year	City \$	City %	TLV \$	TLV %
2021	\$104,996	70%	\$44,998	30%
2022	35,467	70%	15,200	30%
2023	436,741	88%	59,100	12%
2024	310,540	84%	59,100	16%
2025	82,812	70%	35,491	30%
2025 Kinsmen	774,244	70%	331,819	30%
2026 Est.	124,075	70%	53,175	30%

TLV Capital Funding

- TLV provides 30% of funding for capital projects related to the PMC, PACC and Kinsmen Pool capped to a maximum of \$59,100 with no annual adjustment for inflation.
- Listed is a summary of capital funding received from TLV as per their recreation agreement over the past several years.
- The City has budgeted additional 30% contribution from TLV for the Kinsmen Pool dehumidifier (\$240,000), and PACC Reno (\$672,041) as well as the water reservoir (\$267,810).
- **Formal direction is required on this approach so the City may begin discussions with TLV on these matters.**



IT Plan: 2026 Update

Funding through Modernization Reserve

IT Modernization Update

- In 2021, Council allocated the City's modernization reserve funding to the following projects:
 - Airport fuel tanks
 - Organizational structure review (operations)
 - Document management system/records digitization
 - Long term IT plan
- This approach allowed the City to take advantage of additional funding opportunities.
- This approach supports the findings of the City's 2016 Operational Review which recommended that the City's lean staffing complement be supported by continued integration/automation of processes and digitization to facilitate efficient service delivery and enhance employee productivity.

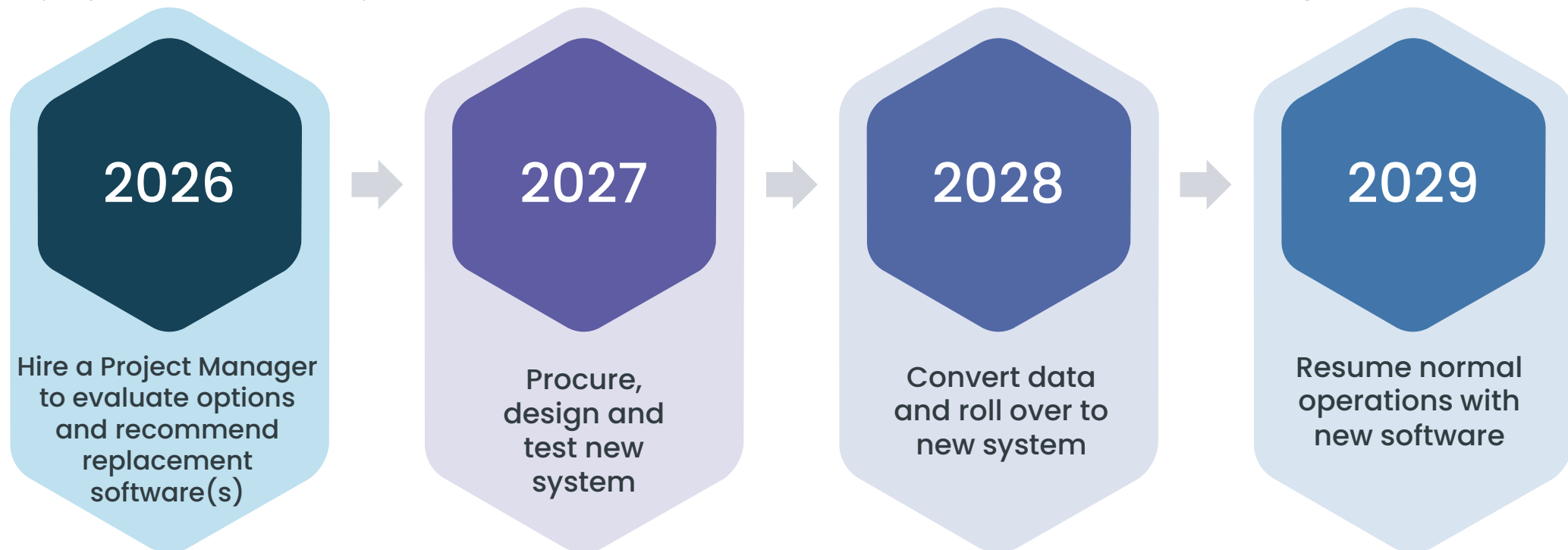
IT Modernization Update

- An update to the planned projects under this initiative is as follows:

Project	Timing
Accessibility software, Purchasing Automation Electronic POs	Complete 2021-22
Payroll/Timekeeping/HR Automation	Complete 2023
Recreation online booking and payment software	Complete 2023
Purchasing Automation: Phase 2 Inventory Integration	Complete 2024
Citizen engagement tool, linked to asset management and consultation needs	Complete 2025
Council meeting management system	2025, In Progress
Asset management /Multi-year budgeting	2027-28
Records digitization	2026-27
Records management system	2027-29
Purchasing Automation: Phase 3 Workflow Invoice Approvals	2027-28

2029 Retirement of Great Plains: City Financial Software

- Microsoft announced the retirement of the City's current financial software in 2029. The City has been running this software since 2006.
- The anticipated replacement cost of this software is roughly estimated at between \$350,000 to \$500,000 and will be a significant project for the department to undertake, requiring substantial resources (by all internal staff and require external project support.)
- The project timeline for replacement is as follows, with \$100,000 included in the 2026 Budget



Questions and Feedback

Angela Lochtie, CPA,
CMA/PFA, Treasurer



pembroke@pembroke.ca



www.pembroke.ca





ANNEX A

2026 Capital Project Listing



2026 Capital: Buildings and Facilities

Project	Project Budget	2025 Forward	2026 Budget
City Hall – Basement (\$450K Pre-Commit) - RENOVATION	295,000	272,221	22,779
City Hall – Main Floor – RENOVATION	305,000	278,722	26,278
Fire Hall – Wall – CONSTRUCT	22,000	5,555	16,445
Aquatic Centre - STUDY	200,000	-	200,000
Kinsmen – Pool Dehumidification – NEW	800,000	-	800,000
Kinsmen – Sound Barriers – NEW	50,000	25,374	24,626
PACC – Floor (boards, glass, curbs, headers, piping, heating, cooling)– REPLACE	2,000,000	34,863	1,965,137
PACC – Siding – REPLACE	275,000	-	275,000
PMC – Floor Sealing – REPLACE	25,000	-	25,000
PMC – Transformer – RELOCATE	480,000	157,498	322,502
Operations – Garage #1 Hoist – REPLACE	60,000	-	60,000
TOTAL	\$4,512,000	\$774,233	\$3,737,767



2026 Capital: Roads and Bridges

Project	Project Budget	2025 Forward	2026 Budget
Infrastructure – Albert Street (Pembroke St to Fred Blackstein Dr) – DESIGN	20,000	-	20,000
Infrastructure – Alfred Street (Connection of Alfred St at Rosewood to Alfred St at Willoughby) – NEW	185,000	-	185,000
Infrastructure – Isabella Street Catchment Area – Phase 3 (Munroe St to East End and Church from Isabella St to PSW) – RECONSTRUCTION	4,422,788	1,002,411	3,420,377
Road – Angus Campbell Drive (PSE to Alfred St) – RESURFACE	54,000	-	54,000
Road – Angus Campbell Drive (Alfred St to Matheson Dr) - RESURFACE	51,000	-	51,000
Road – Angus Campbell Drive (Matheson Dr to Cockburn Cres) - RESURFACE	82,000	-	82,000
Road – First Avenue (Front St to Mary St) – RESURFACE	120,000	-	120,000



2026 Capital: Roads and Bridges

Project	Project Budget	2025 Forward	2026 Budget
Road – Forced Road (Pembroke St W to Algonquin Trail) – RESURFACE	90,000	-	90,000
Road – International Drive (Southfork Entrance to Golfview Entrance) – RESURFACE	100,000	-	100,000
Road – Mary Street (First Ave to Trafalgar Rd) – RESURFACE	75,000	-	75,000
Road – Quarry Road (Mackay St to CN Rail Line) - RECONSTRUCTION	1,250,000	-	1,250,000
Road – Quarry Road (Paul Martin Dr to CN Rail) – EXTENSION	4,900,000	-	4,900,000
Road – River Road (Bell to Townline Rd) – Phase 2 (Connecting Link 2) - RESURFACE	850,000	-	850,000
Road – Townline Road (Mackay St to Springfield Cres) – RESURFACE	52,000	-	52,000
Road – Townline Road (Springfield Cres to Springfield Cres) – RESURFACE	58,000	-	58,000



2026 Capital: Roads and Bridges

Project	Project Budget	2025 Forward	2026 Budget
Road – Townline Road (CNR Crossing and Springfield Cres) – RESURFACE	50,000	-	50,000
Road – Townline Road (Bennett St to CNR Crossing) – RESURFACE	200,000	-	200,000
Road – William Street (Nelson St to PSE) – RESURFACE	180,000	-	180,000
Sidewalk – Alfred Street (Catherine St to Fraser St) – REPLACE	15,500	-	15,500
Sidewalk – Chamberlin Street (River Rd to Mackay St) – REPLACE	40,000	-	40,000
Sidewalk – Doran Street (Isabella St to Mary East side) – REPLACE	23,000	-	23,000
Sidewalk – Mackay Street (Nelson St to Railroad Tracks) – REPLACE	5,000	-	5,000
Sidewalk – Mackay Street (Railroad Tracks to Joseph St) – REPLACE	7,500	-	7,500
Sidewalk – Maple Street (Herbert Street to Dickson St) – REPLACE	20,000	-	20,000



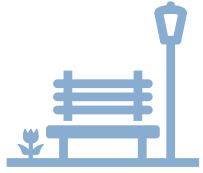
2026 Capital: Roads and Bridges

Project	Project Budget	2025 Forward	2026 Budget
Sidewalk – Maple Street (Herbert to Alfred St W) – REPLACE	20,000	-	20,000
Sidewalk – Our Lady of Lourdes Sidewalks (Contingent on Grant) - NEW	210,000	-	210,000
Sidewalk – Sidewalk – RESERVE	25,000	-	25,000
Sidewalk – Supple Street (Catherine St to Elizabeth St) – REPLACE	12,000	-	12,000
Sidewalk – Welland Street W North Side (Moffat St to End North) – REPLACE	12,000	-	12,000
Sidewalk – William Street East Side (Alfred to Herbert St E) – REPLACE	15,000	-	15,000



2026 Capital: Roads and Bridges

Project	Project Budget	2025 Forward	2026 Budget
Traffic – Agnes Street & Pembroke Street West – UPGRADE	300,000	-	300,000
Traffic – River Road Pedestrian Crossing (Connecting Link 2) – NEW	50,000	-	50,000
Traffic – Lake Street Pedestrian Crossing & Street Lights – REPLACE	125,000	-	125,000
TOTAL	\$13,619,788	\$1,002,411	\$12,617,377



2026 Capital: Parks

Project	Project Budget	2025 Forward	2026 Budget
Coronation Park – Legacy Project – DESIGN	30,000	-	30,000
Coronation Park – River Wall – RECONSTRUCTION	650,000	-	650,000
Coronation Park – Stairs – DESIGN & CONSTRUCT	250,000	69,489	180,511
Marina – Dock Improvements – ANNUAL	25,000	-	25,000
Parks – Lighting – ANNUAL	25,000	-	25,000
Parks – Sports Courts – ANNUAL	10,000	-	10,000
Waterfront – Boardwalk & Spit – DESIGN	40,000	40,000	-
TOTAL	\$1,030,000	\$109,489	\$920,511



2026 Capital: Equipment and Fleet

Project	Project Budget	2025 Forward	2026 Budget
Parking Meters (x62) - REPLACE	79,500	10,000	69,500
C&D – Trailer Sewer Flusher (#149) - REPLACE	140,000	-	140,000
C&D – Camera Head and Reel – REPLACE	60,000	3,972	56,028
Fire – Radio Repeater (PRH Tower) - REPLACE	20,000	-	20,000
Fire – Rescue Vehicle (#9821) - REPLACE	125,000	50,000	75,000
Handi-Bus – Ford Senator II – REPLACE (Delivery expected 2026)	153,733	-	153,733
Recreation – Chevrolet Silverado 2500 (#8) - REPLACE	74,000	-	74,000
Recreation – Polaris Ranger (#20) - REPLACE	16,500	-	16,500
Recreation – Tractor – NEW	100,000	-	100,000
Roads – Car (#28) - REPLACE	30,000	-	30,000



2026 Capital: Equipment and Fleet

Project	Project Budget	2025 Forward	2026 Budget
Roads – Chevrolet Silverado 1500 (#119) - REPLACE	58,500	-	58,500
Roads – Sidewalk Tractor and Implements (#83) - REPLACE	233,000	-	233,000
Video Surveillance Network – ANNUAL	54,000	-	54,000
TOTAL	\$1,144,233	\$63,972	\$1,080,261



2026 Capital: Storm Sewer

Project	Project Budget	2025 Forward	2026 Budget
Storm – Blakely to PSW Large Diameter CSP – RELINE	250,000	-	250,000
Storm – Storm Sewer Rehabilitation – ANNUAL	95,000	-	95,000
Storm – Various Storm Outfall Improvements – ANNUAL	75,000	-	75,000
Total	\$420,000	-	\$420,000



2026 Capital: Sewer

Project	Project Budget	2025 Forward	2026 Budget
Sanitary – Hwy 148 Sanitary Works – NEW	32,000	-	32,000
Sanitary – Lair/Blank St to McGee LS Gravity Sani Sewer – DESIGN	200,000	-	200,000
Sanitary – Manhole Relining – ANNUAL	20,000	-	20,000
Sanitary – Moffat Street LS Panel – UPGRADE	18,000	1,760	16,240
Sanitary – Riverside Drive LS Panel – UPGRADE	28,000	-	28,000
Sanitary – Sanitary Sewer Rehabilitation – ANNUAL	75,000	75,000	-
Sanitary – Sanitary Sewer (INI) RELINE	200,000	-	200,000
Sanitary – Townline Grinder - REBUILD	180,000	97,038	82,962
PCC – Chemical Building Watermain – REPAIR	50,000	45,000	5,000
PCC – UV Disinfection System (\$3.6M Pre-Commitment) - UPGRADE	1,000,000	23,714	976,286
TOTAL	\$1,803,000	\$242,512	\$1,560,488



2026 Capital: Water

Project	Project Budget	2025 Forward	2026 Budget
Water – First Avenue – REPLACE	110,000	-	110,000
Water – Mackay to River Road Distribution System – DESIGN	145,000	-	145,000
Water – Pembroke Street West Water Meter Bypass – NEW	146,000	-	146,000
Water – Rowan Street/Herbert Street Watermain 2 – NEW	150,000	-	150,000
Water – Valve to WPP (Request early in 2025) - REPLACE	150,000	-	150,000
Water – Water Meter Register Replacement Program (ICI only) - ANNUAL	20,000	-	20,000
Water – Watermain Valve Replacements – ANNUAL	30,000	-	30,000
WPP – Pipes & Fittings – REPLACE	25,000	-	25,000
WPP – Quarry Reservoir – Stairs (Receiving Door) - REPLACE	10,000	-	10,000
WPP – Quarry Reservoir – Stairs (Man Door) - REPLACE	15,000	-	15,000



2026 Capital: Water

Project	Project Budget	2025 Forward	2026 Budget
WPP – Sedimentation Tank Gaskets – REPLACE	100,000	100,000	-
WPP – Water Tower Re-Painting Spot Repairs – REPAIR	162,000	-	162,000
WPP – Water Tower & Quarry Reservoir (Contingent on Grant) - EXPANSION	7,084,913	-	7,084,913
WPP – Water Tower Standby Generator – UPGRADE	15,000	-	15,000
TOTAL	\$8,162,913	\$100,000	\$8,062,913
GRAND TOTAL	\$30,691,934	\$2,292,617	\$28,399,317