



**Region of Queens Municipality Special Council
Friday, December 19, 2025
3:00 p.m.**

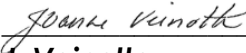


Agenda

- 1.0 Call to Order and Land Acknowledgement**
- 2.0 Approval of Agenda**
- 3.0 Draft 2026 – 2031 Capital Investment Plan**
- 4.0 Adjournment**



Region of Queens Municipality Staff Report For the Special Meeting of December 19, 2025

Date: December 15, 2025
File No: 10350-50-2512-12
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Draft 2026 – 2031 Capital Investment Plan

Prepared by:  J. Veinotte Director of Finance	CAO Concurrence:  W. Thorpe CAO
 A. Grant Director of Infrastructure	

RECOMMENDATION[S]:

That Council of the Region of Queens receive the report titled draft 2026 – 2031 Capital Investment Plan for information.

PURPOSE:

To provide an overview of current capital projects, including information related to major capital projects currently in progress. A draft Capital Investment Plan for 2026-2031 is included, detailing timing of each project by fiscal year and proposed funding sources.

BACKGROUND:

Each year Council reviews and approves a five-year Capital Investment Plan that reflects their strategic priorities. Staff provide the plan and funding sources, respond to any questions, adjusting as required, until the plan is acceptable to Council and can be adopted as part of the annual budget process.

This year the Capital Investment Plan has been prepared in December to allow for January adoption by Council. This will enable staff to prepare tenders for work to commence as early as April of the new fiscal year, helping to mitigate delays in completing projects.

ALTERNATIVES/OPTIONS:

Option 1 – Council accepts the DRAFT Capital Investment Plan for information.

Option 2 – Council does not accept the DRAFT Capital Investment Plan.

ANALYSIS

2025-2026 Update

Completed projects from the 25/26 CIP as of December 8, 2025:

Reference	Title	Budget	Actual
25-11	Truck Purchase	\$98,660	\$75,454
25-OP4	Queens Place Compressor Panels	\$71,000	\$74,000
25-13	Replace #102 Truck	\$98,660	\$75,454
24-25	Replacement #202 Truck	\$238,870	\$223,315
25-15	Compactor – Public Works	\$223,290	\$197,328
24-12	Beach Meadows Beach	\$434,000	\$303,398

To be completed projects from the 25/26 CIP:

24-09 LBDC HVAC Anticipated completion: 2026-03-31

25-OP6 Queens Place Audio System

25-OP3 QPEC LED Lighting

25-14 Replacement Truck #204 Expected delivery: 2026-06-30

25-OP5 Solid Waste Facility Scale Refit Scales and arms completed, software anticipated: 2026-03-31

24-10 Sewer Treatment Plant UV Upgrades Anticipated completion: 2026-01-30

24-02 Liverpool Bridge AT Redesign – Staff report coming to Council in January 2026 to discuss next steps

25-OP8 Town Hall Accessible Washroom – Staff report coming to Council in January 2026 to determine timeline

In progress projects from the 25/26 CIP.

24-27 Gorham Street Planter

The Gorham Street walkway is bounded by a retaining structure on one side which is showing signs of failure. This project will provide for the replacement of that structure while incorporating accessibility upgrades. Estimated Completion: 2026-10-31

24-09 LBDC Library Renovations

Final phase of modifications at the LBDC related to the new library, includes painting of the structure, completion of the canopy at the library entrance and accessibility improvements. Estimated Completion: 2026-08-30

24-01 MPSE Design

Fees related to the system expansion into Mount Pleasant including design, contract administration, permit, etc. This is a continuation of the project to date. Estimated Completion: 2026-12-31

25-16 MPSE Extension

The contract expense awarded for the expansion into Mount Pleasant. Estimated Completion 2026-12-31

24-26 MPSE Wastewater Lift Station

Upgrades to Cross Street, Town Bridge and Hank Snow lift stations to improve current wastewater system operations and position our system to accept the Mount Pleasant area Estimated Completion: 2027-03-31

24-08 MPSE Water Transmission Extension Phase V

The next phase of transmission main upgrading on Roy Turner Road from the South Queens Water Treatment Facility to West Street, Milton. Application for

spending is currently before the NSRAB. Estimated Completion: 2026-06-30
contingent on RAB approval

25-OP1 PLC Computer for Water Utility

Continuation of the replacement programmable logic controller for the water treatment facility. The PLC is the operations center, controlling every parameter related to water treatment Estimated Completion: 2026-12-31

25-03 Queens Place Drive Extension

This is the completion of the Queens Place Drive Extension from Old Cobb's Barn to the end, outstanding is the curb/gutter and sidewalk, asphalt paving, and installation of street lighting. Estimated Completion: 2026-05-30

25-18 Sidewalk Millard to Harley Umphrey Section 1

Design and construction cost expected for the sidewalk to be developed connecting Millard Avenue with Harley Umphrey on White Point Road. Estimated Completion: 2026-12-31

24-07 South Queens Outdoor Pool. Estimated Completion: Operational on 2026-07-01

25-04 Waterloo East Phase IIIB

This is the completion of the Waterloo East upgrading which will include the installation of remaining wastewater lines, curb/gutter and sidewalk, asphalt paving, and the installation of the wastewater lift station. At completion, the existing wastewater outfall into Liverpool Harbour will be eliminated with waste in the area conveyed to the South Queens Wastewater Facility. Estimated Completion: 2026-07-31

Moved to fiscal 26/27 projects from 25/26 CIP.

24-30 Accessible Washrooms Splashpad

Currently the splash pad has no change room and one seasonal portable washroom. This project will create a permanent structure to provide washroom facilities and change room. Estimated Completion: 2026-12-31

25-OP7 C&D Site Improvements

The C&D Landfill is nearing its capacity to continue accepting waste. This upgrade will allow for addition space to be opened. Replaced with 26-12 in 27/28. Estimated Completion: 2026-12-31

24-28 Old Burial Ground Wall Rehabilitation

The Old Burial Ground retaining wall is showing signs of failure. This project will remove the existing flag stone wall and replace with a precast style system.

Estimated Completion: 2026-10-31

Removed from future CIP.

25-10 Replacement #506 Waste Handler – no longer required

LBDC – HVAC

This project is expected to be completed in this fiscal year. The original estimate on the Capital Investment Plan for 2023-2024 was \$1.9M. The actual cost of this project is anticipated to be \$2.1 M (based on contract price + change orders near 10% contingency. \$1.3M in prior costs, 26/27 costs expected to be \$800,000. This project was funded by the reserve that existed at project commencement, the accumulated surplus \$1,1M with the remainder long term debt of \$1,000,000.

Library Renovations

There are a few items still to be completed for the library at an anticipated cost of \$112,000. This would include a canopy over the entry at an estimated \$70,000, some facade upgrade and accessible parking. Original budget was \$1,050,000 and current estimates put total costs at \$816,000.

Waterloo

This project is expected to be completed in the 26/27 fiscal year.

The original estimate when funding was applied for was \$2.6M. Current costs are predicted to be \$3M.

F2023	\$ 905,259
F2024	\$ 557,313
F2025	\$ 600,000
F2026	\$ 981,100 per CIP
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	\$3,043,672

This project is funded by the Infrastructure Canada Investment Program. After the funding was received, staff were made aware of the stipulation that no internal labour costs would be eligible for funding, Current staffing costs are approximately 40% of costs.

The resulting ineligible costs being such a considerable amount of the project total will result in funding that was awarded, not being realized.

Estimates are:

Municipality \$1.58M (originally \$697,867)

Province \$663,805 (originally \$872,333)

Federal \$796,566 (originally \$1,046,800)

\$460,000 in funding will not be realized.

Once the project is completed, a completion report will be provided to Council with an overview of the project, reasons for cost overruns, actual costs, and funding options for the overage. Currently this project is being funded by operating cash flow and sewer reserve funds.

South Queens Outdoor Pool

Total budget for this project is \$8,079,000.

24-25 Costs:	\$ 2,449,463
25-26 Costs to date:	\$ 1,739,544
26-27 CIP	\$ 3,890,985
	<hr/>
	\$ 8,079,992

There are some challenges associated with completion of the project and funding shortfalls. The process of 'Value Engineering' to bring down the contractor's tendered price to fit municipal budget, pre-award, on a Design-Build allows for gaps in tight estimates. Many details were undesigned and a large element, the wrap around concrete bleachers, was missed in quantities. While certain items saw savings, some saw cost increases, but the bleachers now, even as redesigned to reduce costs, will cost approximately \$150,000. Contingency budget is large and useful but may not cover cost overruns, especially if efficiency NS rebate is not successful. Current overage is estimated at \$150,000 or < 2%. As the project approaches completion, staff will come to Council with a report and funding requests for any overage.

Mount Pleasant Service Extension

Timeline has been expanded to accommodate contractor capacity and adjust scope as project evolves and additional information on infrastructure condition and regulatory requirements are considered.

Funding received for this project is \$10,700,000 plus accrued interest.

CIP 24/25 – Total Project Cost

CIP Fiscal 2024-2025

2024-2025	2023 Estimate	Ref#
MPSE Design	\$ 286,787	24-01
MPSE - Transmission Extension	\$ 535,000	24-08
MPSE - WasteWater Lift Station Upgrading	\$ 2,101,204	24-26
MPSE - Extension to Dauphine Farms	\$ 2,678,005	24-23
2025-2026		
MPSE - Transmission Redundancy	\$ 460,000	25-08
MPSE - Extension to Burch & Curve	\$ 2,317,505	25-09
2026-2027		
MPSE - Mersey Court to Wolfe	\$ 1,277,202	26-02
MPSE - Main St - Union to Brunswick	\$ 1,637,703	26-03
2027-2028		
MPSE - Wolfe to King	\$ 2,204,204	27-02
2028-2029		
MPSE - Amherst to King	\$ 2,080,604	28-02
MPSE - Old Bridge to College to Barss	\$ 2,945,806	29-11
MPSE - Waterloo to Town Limits	\$ 2,008,504	29-10
MPSE - Shore Rd to C147	\$ 1,648,003	26-13
	\$ 22,180,527	

CIP 25/26 - Total Project Cost

CIP Fiscal 2025/2026

Fiscal	Ref#	Project Title	2025 Estimate (w/o HST)
25-26	24-01	MPSE Design	\$ 245,765
25-26	24-08	MPSE - Transmission Extension	\$ 720,000
25-26	25-16	MPSE - Services Extension	\$ 10,230,000
25-26	24-26	MPSE - WasteWater Lift Station Upgrading	\$ 4,000,000
26-27	25-08	MPSE - Transmission Redundancy	\$ 510,000
26-27	26-03	MPSE - Main St - Union to Brunswick	\$ 1,640,000
27-28	26-02	MPSE - Mersey Court to Wolfe	\$ 1,310,000
28-29	27-02	MPSE - Wolfe to King	\$ 2,370,000
28-29	29-11	MPSE - Old Bridge to College to Barss	\$ 1,860,000
29-30	28-02	MPSE - Amherst to King	\$ 2,250,000
29-30	28-05	MPSE - Henry Hensey to Union PS	\$ 970,000
			\$ 26,105,765

CIP 26/27 - Total Project Cost

CIP Fiscal 2026/2025 DRAFT

MPSE design costs incurred already	\$	352,000	24-27
2026-2027			
Mount Pleasant Services Extension Design	\$	133,080	24-01
MPSE - Extension	\$	9,705,141	25-16
MPSE - Wastewater Lift Station upgrading	\$	4,218,912	24-26
MPSE - Water Transmission Extension Phase V	\$	801,059	24-08
2027-2028			
NONE			
2028-2029			
MPSE - Mersey Court to Wolfe	\$	1,478,879	26-02
2029-2030			
MPSE - Main Street - Union St to Brunswick	\$	1,854,278	26-03
2030-2031			
MPSE - Henry Hensey to Union St PS	\$	1,109,159	28-05
MPSE - Main Street - C608 to Wolfe	\$	2,310,748	28-02
2031-2032			
MPSE - Main Street - Brunswick to C608	\$	2,670,197	27-02
2032-2033			
MPSE - Waterloo & College	\$	1,910,218	29-11
	\$	<u>26,543,671</u>	

Current funding for this project is a mix of accumulated surplus use and long term debt as presented in the DRAFT Capital Investment Plan.

Capital Investment Plan 2026-2031 – DRAFT Project Information

2026-2027

Carry overs from 25/26.

New:

27-08 Replacement #206 Van

Replacement of the 2004 GMC cube van which has been removed from service due to condition

26-OP3 Queens Place LED lighting

Replacement of lights on walking track and lobby.

26-OP2 Queens Place roof remediation

Replacement of membrane and inspection of roof surface to identify potential areas of concern.

26-15 THACC Improvements Year 1

Year 1 of a multi-year project includes the installation of a lift for accessibility between floors, electrical upgrades and air conditioning the 2nd floor rooms as well as required egress from the balcony

26-08 CWWTF SAR Implementation Year 1

Implementation of recommendations from the system assessment report for the Caledonia Wastewater system including PLC upgrades, and a replacement sludge holding tank

26-09 SQWWTF SAR Implementation

Implementation of recommendations from the system assessment report for the South Queens Wastewater facility including inspection of the aeration system and sludge removal at the lagoon inlet

26-10 MSB Heat Pumps

Design and construction of Council's direction the install heat pumps at the Municipal Services Building

26-12 C&D Expansion Design

Design fees for consultant to expand the C&D Landfill at the Queens Solid Waste Management Facility. Was previously 25OP-7.

C/O from prior CIP years information

28-07 Replacement #505 Loader

Replacement of the 2013 loader which has been removed from service due to condition

26-07 Mill Brook Flume Assessment

Stability assessment of the Mill Brook Flume including hydraulics assessment into the Meadow Pond Brook.

26-08 Main Street - Roy Turner to Mersey (Water)

Penultimate phase of transmission main installation takes the main from Roy Turner to Mersey Court on West Street, Milton

26-12 Replacement #103 Truck – Landfill

Replacement of a 2013 pickup which has been removed from service due to condition.

26-11 Replacement #303 Waste handler – Landfill

Replacement of the 2002 excavator at the solid waste facility.

26-06 Replacement #509 Loader – PW

Scheduled replacement of the 2014 Backhoe.

2027-2028

27-09 Transmission Main Final Connection

Commissioning phase of the transmission main, putting it into service and removing the existing lines.

27-10 Wastewater Masterplan

SWOT style engineering study and assessment of the municipal wastewater systems to explore opportunities for improvement and potential areas for expansion.

27-11 Replacement Lift station Controllers Year 1 of 5

Year 1 of 5 replacement of lift station controllers at the stations: Caledonia NH, Caledonia Central, Old Cobbs, Poplar, and Septage

27-12 THACC Improvements Year 2

Year 2 of a multi-year project includes the installation of HVAC in the auditorium, as well as a stage space expansion

27-13 CWWTF SAR Implementation Year 2

Implementation of recommendations from the system assessment report for the Caledonia Wastewater system including performance improvements to the influent equalization tank and replacement of the filter system.

27-14 C&D Expansion Construction

Construction of the C&D for expansion as designed in the previous year.

27-06 Carton Street - Infrastructure Upgrading

Replacement of galvanized watermain and upgrading of storm system.

26-02 MPSE - Mersey Court to Wolfe

Final phase of transmission main upgrading to reach Wolfe Street and enable the transmission main to be put into service. Also requires replacement of the existing combined sanitary and stormwater systems.

27-03 Parker Street - Infrastructure Upgrading

Separation by replacement of combined sewer system that is experiencing flow issues due to condition and grade. Includes new water main and storm system.

27-04 Replacement #104 Truck

Scheduled replacement of 2014 pickup truck

27-05 Replacement #205 Tractor and #605 Tanker - Landfill

Scheduled replacement of 2005 Tractor and 2009 tanker trailer utilized for moving leachate from the solid waste facility for treatment

27-07 Replacement #701 Compaction – Landfill

Scheduled replacement of 1995 compaction roller

2028-2029

26-03 MPSE - Main Street - Union St to Brunswick

Infrastructure upgrading and replacement, continuing with the transmission main replacement, combined sewer separation, and improvement

28-08 Replacement #210 Truck

Scheduled replacement of 2014 pickup truck

28-06 Replacement #301 Excavator – Landfill

Scheduled replacement of 1995 Excavator

28-08 Replacement #105 Truck

Scheduled replacement of 2016 pickup truck

28-03 Zwicker Avenue - Infrastructure Upgrading

Infrastructure upgrading and replacement, continuing with the transmission main replacement, combined sewer separation, and improvement

28-09 Replacement Lift station Controllers Year 2 of 5

Year 2 of 5 replacement of lift station controllers at the stations

2029-2030

26-04 Keddy Lane - Infrastructure Upgrading

Infrastructure upgrading and replacement, continuing with the transmission main replacement, combined sewer separation, and improvement

28-05 MPSE - Henry Hensey to Union St PS - Infrastructure Upgrading

Infrastructure upgrading and replacement, continuing with the transmission main replacement, combined sewer separation, and improvement

28-02 MPSE - Main Street - C608 to Wolfe - Infrastructure Upgrading

Infrastructure upgrading and replacement, continuing with the transmission main replacement, combined sewer separation, and improvement

29-06 Replacement #106 Truck

Scheduled replacement of 2017 pickup truck

29-07 Replacement #107 Truck

Scheduled replacement of 2017 pickup truck

29-11 Replacement #110 Building Truck

Scheduled replacement of 2018 pickup truck

29-09 Replacement #213 Tandem Landfill

Scheduled replacement of 2009 tandem dump truck

29-10 Replacement Lift station Controllers Year 3 of 5

Year 3 of 5 replacement of lift station controllers at the stations

2031-2032

27-02 MPSE - Main Street - Brunswick to C608 - Infrastructure Upgrading

30-03 Wolfe Street - Infrastructure Upgrading

Note: One stage of the Mount Pleasant Service Extension has been moved to beyond five years, Waterloo & College scheduled 2032-2033

IMPLICATIONS

Financial: Strategic capital investment is a responsibility of Council. Investments shape the future financial condition of the municipality. Strategic investment should focus on Council priorities balanced against fiscal responsibility. The proposed plan, if adopted, would increase long term debt of the municipality by \$26.2 million dollars. Using current and forecasted debt commitments, the

Financial Condition Indicator for debt serving will grow to over 14% by 2032. The FCI will surpass the 10% low benchmark in 2029 if borrow on the plan in undertaken as scheduled. This forecast is based on 3% annual growth in revenue and interest rates between 4.4% and 3% over the next ten years.

If the proposed plan is approved, the accumulated surplus balance as of March 31, 2031 will be approximately \$1.7 million. This assumes no additions or withdrawals from operations in the years covered by the plan. The starting balance as of April 1, 2025 was \$10.2 million. Financial Condition Indicators established by the province do not provide a benchmark for an acceptable special operating surplus. Emergent expenditures not included in the operating budget and approved by Council have historically been funded by this surplus. The reduction in available funds may limit Council's ability to fund emergent expenditures in the future.

Legislative: The Municipal Government Act reads as follows:

Section 65 – The council shall adopt on operating and capital budget for each fiscal year.

BYLAWS/PLANS/POLICIES

DRAFT Capital Investment Plan 2026-2031

SUMMARY

Each year Council must approve a five-year Capital Investment Plan. This report provides an update and information on current projects and a draft of the Capital Investment Plan 2026-2031 for Council. Council will review, ask for clarification from staff, and direct any adjustments with a goal of approval of the plan at a January Council meeting.

ATTACHMENTS/REFERENCE MATERIALS

- CIP 2026-2031 V1 Council
- [Municipal Government Act](#)

Fiscal Year	INF REF #	Project	Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL
2026-2027	24-30	C/O Accessible Washrooms - Splash Pad				\$ 425,810			\$ 425,810
	25-17	C/O C&D Site Improvements		\$ 456,970					\$ 456,970
	24-27	C/O Gorham Planter Rehabilitation	\$ 97,630						\$ 97,630
	24-04	C/O LBDC Library Renovations				\$ 111,490			\$ 111,490
	24-01	C/O Mount Pleasant Services Extension Design			\$ 133,080				\$ 133,080
	25-16	C/O MPSE - Extension			\$ 9,705,141			\$ -	\$ 9,705,141
	24-26	C/O MPSE - Wastewater Lift Station upgrading				\$ 1,500,000		\$ 2,718,912	\$ 4,218,912
	24-08	C/O MPSE - Water Transmission Extension Phase V	\$ 801,059						\$ 801,059
	24-28	C/O Old Burial Ground Wall Rehabilitation	\$ 173,440						\$ 173,440
	25-OP1	C/O PLC Computer for Water Utility	\$ 147,477						\$ 147,477
	25-03	C/O Queens Place Drive services extension		\$ 249,260					\$ 249,260
	26-OP3	N Queens Place LED light refit - track and lobby	\$ 78,000						\$ 78,000
	26-OP2	N Queens Place Roof Remediation	\$ 70,000						\$ 70,000
	25-18	C/O Sidewalk Millard to Harley Umphrey Section 1		\$ 519,192		\$ 325,165			\$ 844,357
	24-07	C/O South Queens Outdoor Pool					\$ 1,890,985	\$ 2,000,000	\$ 3,890,985
	25-04	C/O Waterloo East Phase IIIB	\$ 405,100		\$ 262,000	\$ 314,000			\$ 981,100
	26-15	N THACC Improvements Year 1		\$ 1,090,499					\$ 1,090,499
	26-08	N CWWTF SAR Implementation Year 1		\$ 421,659					\$ 421,659
	26-09	N SQWWTF SAR Implementation	\$ 125,667						\$ 125,667
	26-10	N MSB Heat Pumps						\$ 1,111,270	\$ 1,111,270
	26-12	N C&D Expansion Design						\$ 280,414	\$ 280,414
	27-08	N Replacement #206 Van	\$ 98,660						\$ 98,660
	28-07	C/O Replacement #505 Loader						\$ 441,390	\$ 441,390
	26-07	C/O Mill Brook Flume Assessment	\$ 100,740						\$ 100,740
	25-08	C/O Main Street - Roy Turner to Mersey (Water)	\$ 595,659						\$ 595,659
	26-12	C/O Replacement #103 Truck - Landfill	\$ 98,660						\$ 98,660
	26-11	C/O Replacement #303 Waste handler - Landfill	\$ 517,740						\$ 517,740
	26-06	C/O Replacement #509 Loader - PW	\$ 280,410						\$ 280,410
		TOTAL	\$ 3,590,243	\$ 2,737,580	\$ 10,100,221	\$ 2,676,465	\$ 1,890,985	\$ 6,551,986	\$ 27,547,479

Fiscal Year	Project		Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL	
2027-2028	27-09	N	Transmission Main Final Connection	\$ 145,400					\$ 145,400	
	27-10	N	Wastewater Masterplan	\$ 259,643					\$ 259,643	
	27-11	N	Replacement Liftstation Controllers Year 1 of 5		\$ 1,074,920				\$ 1,074,920	
	27-12	N	THACC Improvements Year 2					\$ 4,361,994	\$ 4,361,994	
	27-13	N	CWWTF SAR Implementation Year 2		\$ 417,505				\$ 417,505	
	27-14	N	C&D Expansion Construction					\$ 2,804,139	\$ 2,804,139	
	27-06		Carton Street - Infrastructure Upgrading					\$ 425,810	\$ 425,810	
	26-02		MPSE - Mersey Court to Wolfe		\$ 1,478,879				\$ 1,478,879	
	27-03		Parker Street - Infrastructure Upgrading			\$ 727,000			\$ 727,000	
	27-04		Replacement #104 Truck	\$ 98,660					\$ 98,660	
	27-05		Replacement #205 Tractor and #605 Tanker - Landfill	\$ 421,620					\$ 421,620	
	27-07		Replacement #701 Compaction - Landfill	\$ 210,330					\$ 210,330	
			TOTAL	\$ 1,135,652	\$ 2,971,304	\$ -	\$ 727,000	\$ -	\$ 7,591,943	\$ 12,425,899
	2028-2029	26-03		MPSE - Main Street - Union St to Brunswick		\$ 1,354,278			\$ 500,000	\$ 1,854,278
28-08			Replacement #210 Truck	\$ 158,880					\$ 158,880	
28-06			Replacement #301 Excavator - Landfill	\$ 533,270					\$ 533,270	
28-08			Replacement #105 Truck	\$ 98,660					\$ 98,660	
28-03			Zwicker Avenue - Infrastructure Upgrading			\$ 1,068,984		\$ 250,000	\$ 1,318,984	
28-09		N	Replacement Liftstation Controllers Year 2 of 5					\$ 1,074,920	\$ 1,074,920	
		TOTAL	\$ 790,810	\$ 1,354,278	\$ -	\$ 1,068,984	\$ -	\$ 1,824,920	\$ 5,038,992	

Fiscal Year		Project	Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL
2029-2030	26-04	Keddy Lane - Infrastructure Upgrading				\$ 311,570			\$ 311,570
	28-05	MPSE - Henry Hensey to Union St PS - Infrastructure Upgrading						\$ 1,109,159	\$ 1,109,159
	28-02	MPSE - Main Street - C608 to Wolfe - Infrastructure Upgrading				\$ 400,000		\$ 1,910,748	\$ 2,310,748
	29-06	Replacement #106 Truck	\$ 98,660						\$ 98,660
	29-07	Replacement #107 Truck	\$ 98,660						\$ 98,660
	29-11	Replacement #110 Building Truck	\$ 62,310						\$ 62,310
	29-09	Replacement #213 Tandem Landfill	\$ 310,220						\$ 310,220
	29-10	N Replacement Liftstation Controllers Year 3 of 5						\$ 1,074,920	\$ 1,074,920
		TOTAL	\$ 569,850	\$ -	\$ -	\$ 711,570	\$ -	\$ 4,094,827	\$ 5,376,247
2031-2032	30-02	N Replacement Liftstation Controllers Year 4 of 5						\$ 1,074,920	\$ 1,074,920
	27-02	MPSE - Main Street - Brunswick to C608 - Infrastructure Upgrading						\$ 2,670,197	\$ 2,670,197
	30-04	N Replacement #200 & #201 Rock Trucks						\$ 726,999	\$ 726,999
	30-05	N Replacement #305 Mini Excavator	\$ 114,243						\$ 114,243
	30-06	N Replacement #115 Truck	\$ 98,664						\$ 98,664
	30-07	N Replacement #504 Trackless						\$ 197,328	\$ 197,328
	30-03	N Wolfe Street - Infrastructure Upgrading						\$ 1,530,229	\$ 1,530,229
		TOTAL	\$ 212,907	\$ -	\$ -	\$ -	\$ -	\$ 6,199,673	\$ 6,412,580
		5-YEAR TOTAL	\$ 6,299,462	\$ 7,063,162	\$ 10,100,221	\$ 5,184,019	\$ 1,890,985	\$ 26,263,348	\$ 56,801,197
2032-2033	29-11	MPSE - Waterloo & College - Infrastructure Upgrading						\$ 1,910,218	\$ 1,910,218