
10-YEAR CAPITAL PLAN

Budget Committee
November 16th, 2020



The capital plan includes all projects

- New capital requests
- Active capital projects with updates to their budgets
- Previously conditionally approved projects are reinserted into the plan
- Closed capital projects

Projects are sorted into groups

	Repair & Replacement		Growth & New		Studies & Other	
	\$	Tab 17 Pages	\$	Tab 18 Pages	\$	Tab 19 Pages
New capital or increases to budget	\$28.8M	1 to 4	\$20.7M	1 to 2	\$0.7M	1
No change or a reduction to budget	\$43.9M	5 to 10	\$92.3M	3 to 6	\$3.3M	2 to 3
Closed capital projects	Tab 20 including \$22.8M in projects closed					

New: Capital Budget Authority



Proposed Capital Budget Authority

(\$000s)	Previously Approved Budget	2021 Proposed		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/19	2020 Forecast	2021	2022+
Repair & Replacement	59,814.8	72,701.8	12,887.0	22,347.8	20,521.5	25,440.6	4,391.9
Growth & New	100,295.6	113,057.5	12,761.9	15,654.8	16,072.5	58,872.6	22,457.7
Studies & Other	3,336.4	3,931.4	595.0	1,054.3	1,282.7	1,344.4	250.1
Proposed Budget	163,446.7	189,690.6	26,243.9	39,056.8	37,876.7	85,657.5	27,099.6

* Includes all active project budgets, adjustments to project budgets and new budget commitments

The focus was on the first 5 years

- Reserve management to ensure funds are available each year
- Debt for growth projects was proposed to manage DCs
- Capital projects needed to be prioritized
 - R&R based on the asset management plans
 - G&N and S&O based on a corporate-wide prioritization process

Capital programs are proposed for 2021

- Improved capital delivery
 - Reduces the delay for capital work
 - More effective management of capital budget funds
 - R&R is based on asset management plans
- Proposed programs:
 - Facilities R&R
 - Fleet R&R
 - Roads R&R
 - Sewer R&R

Capital programs have the following rules

- The transferred project budget should be true savings and not need to be re-budgeted in the future
- The project scope must not change
- The projects must have the same funding source
- The capital program must not exceed its:
 - Capital budget authority or
 - Planned capital spending for the year

There will be more approvals for capital

- Capital budget authority for new projects and changes for active projects
- 2021 capital spending subject to 2020 forecast adjustments
- Approval of the capital programs and their rules for use
- Approval of debt authority for specific projects
- Approval to proceed with grant application in support of Town's 2nd Generation Asset Management Plan

Managing in-year changes

- In-year changes should ideally have offsets from similarly funded approved projects
- Increases without an offset should be referred to the next budget process if possible
- A funding strategy and reserve impact analysis will be needed for any in-year net capital increases