



CAPITAL PLAN 2024-2034

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INTRODUCTION

The Town of Aylmer is well on the way towards meeting the full requirements of O. Reg 588/17 respecting asset management prior to 2026. The proposed ten-year Capital Plan represents an important progression of this work.

Staff are working diligently towards preparing projects for 2024-2026. This includes detailed examinations and preparing Tenders and RFPs for issuance. For projects beyond that immediate time frame the focus is shifting to detailed review of lifecycle stage. This will include thorough consideration of options to extend the lifecycles of assets. Staff have proceeded with the anticipated adjustments and reprioritizations in the ten-year Capital in 2024 along with more accurate project cost estimates which come with major funding challenges.

Aylmer, like all Ontario municipalities, is forecasting significant shortfalls for asset replacements. Factors, such as inflation and its increase in capital project costs, have resulted in more uncertainty in forecasting. It is commonly known that municipalities do not have enough capital budget dollars available to fully fund asset replacement and renewal. This capital forecast is a dynamic document that will be updated in conjunction with the asset management plan on a yearly basis. Due to financial constraints, municipalities are forced to find ways to keep and maintain assets beyond their normal lifespan. Capital budget dollars need to be properly prioritized so that critical infrastructure is renewed before the infrastructure fails. This document includes the top priorities primarily focusing on the next four years.

Staff have had to look at reprioritizing large infrastructure projects which have been driven up by unforeseen inflationary pressures. The gap to fund the majority of these large-scale projects is required to be funded primarily by future grant opportunities, then by water, wastewater, and obligatory reserves.

The five priorities for 2024 to 2026 are suggested to be executed as follows:

1. Water Tower and Infrastructure Project
2. AIM Industrial Park Project
3. Scada Project
4. Lagoon Optimization Project
5. Elk Street Phases I & II

CAPITAL BUDGET SUMMARY OF PROJECTS

Large upcoming projects focus upon preparing the Town of Aylmer for the future. These include Phase 1 of the AIM Park, the replacement of the Water Tower and optimization of the Sewage Treatment Lagoons. These projects along with the others forecasted for

the next 10 years are anticipated to draw down reserves and place the Town in a position where increases in reserve allocations are required.

Despite the demands upon limited funding, the Town has a high percentage of assets with a significant remaining lifecycle. Major asset pressures facing the community are potentially beyond the 10-year time frame. O. Reg 588/17 requires that municipalities have plans in place for all assets.

Current projections show the Town's reserve positions will be largely depleted within 2-3 years due to the significant financial investment required by these projects. This will result in the need for the issuance of debt to complete capital projects along with shifting a portion of the capital burden back on the tax levy. Staff are hopeful that grant funding and the extension of asset lifecycle's will assist in addressing our infrastructure deficit. It is important to note that project deferrals and grants are anticipated to be insufficient. The Town of Aylmer is not unique in facing seemingly insurmountable pending capital costs, many Ontario municipalities are finding themselves in similar or worse circumstances. A detailed plan to meet our infrastructure deficit is currently being developed.

RESERVE AND RESERVE FUNDS

Reserves and reserve funds are valuable long-term financial planning tools used by municipalities to set aside funds for future purchases and projects. The Town of Aylmer includes provisions in its annual Operating Budget to fund its reserves and reserve funds, as well as draws from its reserves to partially fund the Corporation's Capital Budget.

There are several instances in which the Town of Aylmer will use its reserves or reserve funds, including:

1. To facilitate long term financial planning.
2. To smooth tax rate impacts.
3. To plan for the impact and financing of major capital projects over time.
4. To absorb the cost of one-time expenses not included in the established annual operating budget contribution.
5. To provide for the cost of equipment or facility replacements; and/or
6. To fund known future obligations and take advantage of financial opportunities that may arise.

ESTIMATED RESERVE BALANCES

With the delay of some projects due to higher-than-expected cost estimates, the estimated reserve balance for 2023 is around 16.4 m compared to 13.53 m from

budget. The estimated capital and discretionary project amount coming from reserves in 2024 including carryforward projects would be approximately 17.728 m which includes the water tower currently estimated at 11.5 m. The water tower would be funded from debt and grant funding. This amount also excludes half of the contribution for EECC capital from Malahide. The water tower debt has been deposited into the water reserve account so the estimated cash outflow on this project is the largest change from the estimate provided previously.

Estimated Reserve Position 2023

Town of Aylmer	Working Capital	Unrestricted	Restricted	Obligatory	
Reserve and Reserve Funds	Reserve	Reserve	Reserve	Reserve	Reserve
	Funds	Funds	Funds	Funds	Funds
Estimated Balance at December 31, 2022	303,000.00	5,873,635.39	5,679,227.91	3,011,412.18	14,867,275.49
	-	-	-	-	-
Total estimated to (from) reserve in 2023	-	1,333,524.00	8,022,630.00	1,346,855.80	10,703,009.80
Latest estimates from Reserve to 2023 budget	-	(1,403,452.05)	(7,341,358.84)	(384,950.00)	(9,129,760.89)
	-	-	-	-	-
Estimated Balance at Dec 31, 2023	303,000.00	5,803,707.34	6,360,499.07	3,973,317.98	16,440,524.40

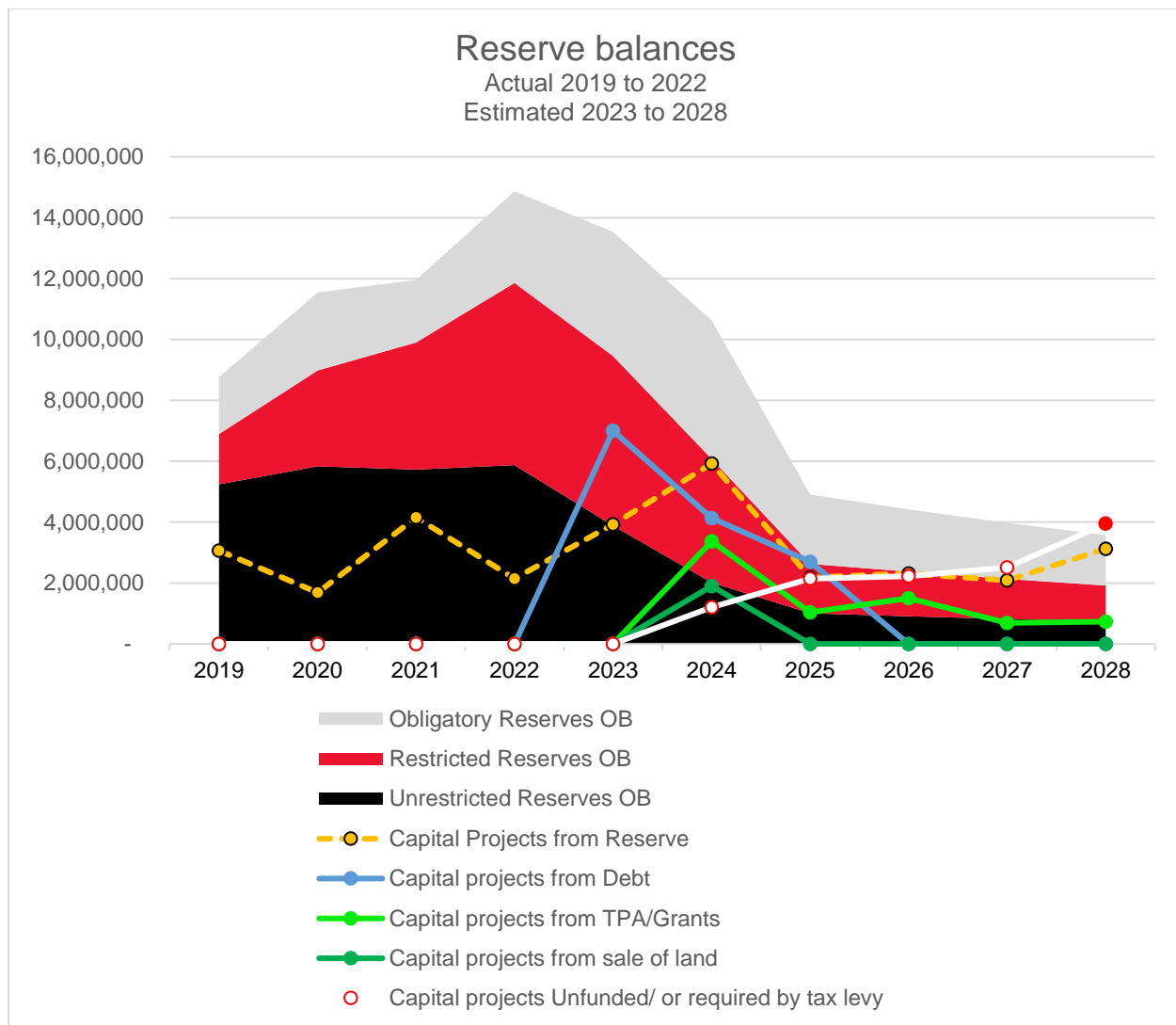
Estimated Reserve Position 2024

Town of Aylmer	Working Capital	Unrestricted	Restricted	Obligatory	
Reserve and Reserve Funds	Reserve	Reserve	Reserve	Reserve	Reserve
	Funds	Funds	Funds	Funds	Funds
Estimated Balance at December 31, 2023	303,000.00	5,803,707.34	6,360,499.07	3,973,317.98	16,440,524.40
	-	-	-	-	-
Total estimated to (from) reserve in 2024	-	2,358,524.00	3,579,998.00	597,940.80	6,536,462.80
Latest estimates from Reserve to 2024 budget	-	(6,145,667.72)	(6,184,112.78)	(20,000.00)	(12,349,780.50)
	-	-	-	-	-
Estimated Balance at Dec 31, 2024	303,000.00	2,016,563.62	3,756,384.29	4,551,258.78	10,627,206.70

Reserves and reserve funds are key components of the Corporation's long-term fiscal strategy. The Town of Aylmer will maintain adequate reserves to:

1. Replace and rehabilitate major capital infrastructure assets as required.
2. Provide a buffer for significant unanticipated expenditures beyond the control of the Corporation; and
3. Supply funds for new major capital assets identified in the Corporation's long-term corporate strategy.

With consistent capital investment suggested in the next few years, reserves balances are expected to decline significantly, and the Town will have to look to fund capital projects from the tax levy.



As previously mentioned, there is a large amount of capital investment happening in the Town in the next 4 years. Council has authorized a funding strategy mix of debt, reserves, grant funding and contributions from tax in order to successfully execute the required projects during this term. The graph below shows how the past reserve balances will be drawn down to normal levels by the 2027-2028 time frame. The blue line represents the issuance of debt for the water tower in 2023 and the green line represents the cash injection from the ICIP grant for the water tower occurring in 2023-2025. The red dotted line shows the cash outlay of capital investment required from reserves spiking in 2025-2027 due to Elk Street, Lagoon Optimization, Scada and investment in the industrial infrastructure for AIM Park.



CORPORATE, LEGISLATIVE SERVICES & FACILITIES

In 2024, there are several capital and discretionary projects related to Facilities, Corporate and Legislative Services. Facility and condition assessment evaluations identified in 2022-23 would form the basis for prioritizing these projects. A facility condition assessment was completed for the Fire Hall, Townhall, Old Townhall and Public Works Office, identifying immediate needs and approximate costs for upgrading each facility. The facilities condition assessment data forms the basis for including future facilities-related capital projects within the multi-year budget. Facilities condition assessment data for the Aylmer Police Station has been provided to Aylmer Police Service for further deliberation.

PROJECT LIST	2023	2024	2025	2026	2027
Legislative/Corporate Services & Facilities					
CIP Applications	7,500	7,500	7,500	7,500	7,500
Boundary Adjustment Study	15,000	15,000			
Building by-law review (fee structure)	20,000				
Population growth study ** look at DC's	50,000				
zoning by-law	30,000	30,000			
Boundary adjustment study (vacant land)	50,000	50,000			
EMS Facility Consultant Audit - Police/ Fire					
Condition assessment & Facilities Consultant Audit - PW, OTH, Townhall - TH, OTH, PW Building	30,000				
Keycode Management/ Security System Update - PW, Parks	25,000				
Phone System Integration - Fire Hall/PW/OTH/EECC	10,000				
DC study - 2027					45,000

PROJECT LIST	2023	2024	2025	2026	2027
Clerk / CAO					
Records Mgmt System	55,000	55,000			
IT Updates				50,000	

PROJECT LIST	2023	2024	2025	2026	2027
Facilities - Townhall					
Roof & HVAC at Townhall	90,000				
46 Talbot Clock Tower - Clock Face upgrades & Windows	75,000	75,000			
Bell Roof (46 Talbot Street)		20,000			
Townhall upgrades - window, emerg lighting, rooftop units, roof membrane		60,000			
Town Hall slate and sloped roof, roof trims and flashing		32,000			
Town Hall Third Floor Exterior Windows - wood frames and windows			36,000		
**Town Hall Pedestrian Paving (Concrete Walkways/ Stairs) - Site Development for Corrosion/ Staining		22,000			
Town Hall Exterior Wall Painting and Sealants				24,000	

TOWNHALL UPGRADES

Within the facility condition assessment, several urgent projects for Town Hall were identified including structural floor repairs (exposed rebar and erosion of concrete foundation) and pedestrian paving projects relating to concrete walkways and stairs.

Additional capital funds are included in 2023/24 for external repairs to the clocktower and additional roof areas. Staff are currently working with a structural engineer to finalize a project scope and tender that combines all of these necessary works within a single 2024 project. Logistical challenges to accessing the roof area make it more efficient to undertake all these projects simultaneously as opposed to erecting scaffolding or a similar solution on multiple different occasions.



FINANCING SUMMARY

We will fund these projects from the asset management reserve in 2024.



CLOCK TOWER UPGRADES



The Clock Tower requires upgrades to the roof and the brick work needs to be patched, repointed, and upgraded so that it does not become a safety hazard. As mentioned above, challenges to accessing and working in this area make it worthwhile to combine multiple projects in the general vicinity. Staff intend to provide Council with pricing options in late 2024 to early 2025 to commence structural works in spring of 2026 pending budget considerations.

FINANCING SUMMARY

The Clock Tower and building upgrades would be funded through the asset management reserve.

OLD TOWNHALL UPGRADES

PROJECT LIST	2023	2024	2025	2026	2027
Facilities - Old Townhall					
OTH elevator updates - door operator, button upgrade for accessibility, modernization of cab interior, mechanical modernization					168,000
OTH slate roof tile replacement				240,000	
OTH exterior wood trim and painting				282,000	
OTH window restoration				769,000	
OTH exterior wall system remediation				166,000	
OTH Basement Wall Repair				10,000	
OTH Roof Decking, Covering (metal), roof canopy and eavestrough/ downspout replacement			60,000		

The facility condition assessment for Old Townhall recommends significant capital improvements beginning in 2025, with approximately 1.7 m in repair value being recommended between 2025-2027. This represents a significant budgetary challenge; however, it is worth noting that very few capital improvements have been undertaken on that facility in recent years. Given the historical/ heritage status of Old Townhall, it is possible that grant funding streams not available to other capital facilities would be

applicable to Old Townhall. Staff are currently exploring this option further and will provide Council updates as applications are made to available funding sources.

It is worth noting that facility condition assessment data is indexed to account for projected inflation in multi-year capital budgets. This can be adjusted by staff for more accurate budget forecasting in subsequent years.

It is also worth noting that the formal heritage status of Old Townhall can contribute to significantly higher projected pricing for future capital works. For example, the \$769,000 projected cost for Old Townhall window restoration (as opposed to replacement with commercially available windows) represents contractors removing and refurbishing existing windows, as replacements that conform with the current heritage designation are not available for purchase. Council could consider more cost-effective approaches to undertaking future necessary capital works on Old Townhall.

FINANCING SUMMARY

We currently do not have a funding source for this project and will look for grant opportunities.

FIREHALL UPGRADES

PROJECT LIST	2023	2024	2025	2026	2027
Facilities - Firehall					
Fire Hall Roof			185,000		
Fire Hall Bay Light upgrade				10,000	
Fire Hall Exterior Cosmetic Masonry Repairs. Exterior wall sealants (caulking).				72,000	
Southside Fire Hall Fence Replacement			10,000		

Based on facility condition assessment data, the Fire Hall requires fewer capital upgrades compared to other municipal capital facilities. Of note, the Fire Hall roof and southside fence are recommended for replacement in 2025.

FINANCING SUMMARY

We currently do not have a funding source for this project and will look for grant opportunities.



PARKS & RECREATION

The Parks and Recreation Capital budget is anticipated to change following 2024 as an outcome of the Parks and Recreation Master Plan process. For 2025 forward the pool upgrade has been identified as a project, however, the cost at this time is not known. A will be replaced following Council's prioritization of projects.

PROJECT LIST	2023	2024	2025	2026	2027
Operations - Parks					
Parks and Recs Master plan	50,750				
Optimist Park ball diamond	200,000	65,000			
Projects identified in Recreation Masterplan			100,000	100,000	100,000
Tennis Court Exterior Lighting Upgrades			25,000		
Optimist / Kinsmen Pavilion Concrete Upgrades			12,000		
Park rehabilitation					
Park Trails Expansion - pedestrian bridge to EECC through Malahide (Engineering)					50,000
Park Trails Expansion - pedestrian bridge to EECC through Malahide					150,000
Park Trails Expansion - Cottonwood to existing trail network					400,000
Park Trails Expansion - Confirm with Thom & Rob					50,000
Pool Bath House Painting	15,000				
Pool Filter Building Exterior Lighting Upgrades	15,000				
Pool Condition Assessment		10,000			
Pool Maintenance			10,000	10,000	10,000
Truck #7 Replacement					75,000
Pool upgrade & skimmers			200,000		

BALL DIAMOND UPGRADES

Council agreed, in principle, to support improvements to the Optimist Park ball diamond in 2023 whereby 50k was set aside from the parks reserve as a consideration. Direction was given to staff to continue to work with the Aylmer Minor Ball Association to develop a comprehensive improvement plan for the ball diamond. A comprehensive improvement plan could be used to support grant applications and develop cost sharing strategies with the Aylmer Minor Ball Association and/ or other sponsorship opportunities. The Aylmer Minor Ball Association seemed satisfied with this approach and committed to working with the Town. Due to scheduling conflicts, no further work

has been done on this file, but staff anticipate that having an improvement plan before the Council by spring of 2024 within the suggested amount of 65k.

FINANCING SUMMARY

The ball diamond upgrades would be funded from the parks reserve for the 2024 budget year.

POOL CONDITION ASSESSMENT

During the commissioning of the pool this spring, the staff became aware of the need for concrete repairs. Once the pool is closed for the season, Staff are going to investigate further including consultation with service provides and other professionals. Once the extend of the repairs are know, a further report will be provided to the Council. The staff are hopefully that the scope of the project is such that it can be managed inhouse using standard vendors and that professional services are not required.

FINANCING SUMMARY

The pool assessment would be funded from the parks reserve for the 2024 budget year.







EAST ELGIN COMMUNITY COMPLEX

The Capital forecast for the EECC has been updated with the information from the facility condition assessment conducted in 2023. This information represents the most recent and detailed evaluation of works and required projects. Costs required in year one of the facility condition assessment plan are \$2,135,011. The plan including details on each individual capital project can be reviewed at this link:

<https://aylmer.civicweb.net/filepro/documents/93469/>

PROJECT LIST	2023	2024	2025	2026	2027	2028	2029
EECC							
Equipment & Furniture							
EECC Ice Resurfacer 2021	110,000						
EECC Kitchen Equipment			50,000				
EECC CNG Refueling Station							12,000
EECC furniture - Tables, chairs, etc.					100,000		
EECC dishware/silverware/chafing/serving dishes, etc.			20,000				
PROPERTY & SITES							
Property & Siteworks							
EECC Roadways - Asphalt Paving (Parking lot)		216,003	220,863	225,833	230,914	0	
EECC Concrete - Curbs, Planters, pads		89,469					
EECC Concrete - Pedestrian Walkways		38,528					
EECC Site features							51,427
EECC Contingency, Condition assessment & Misc			10,455			24,589	
IT, Hardware, Software & Sound							
EECC Computer Server 2023	13,000						
EECC Sound System		15,000					
EECC Website Update				3,000			
EECC Booking Software Upgrades						25,000	
EECC Website Update 2028							
EECC Scoreboard - Eastlink		0					
EECC Controls (6000E/boards/PC)					100,000		
EECC Computer Server 2030							

PROJECT LIST	2023	2024	2025	2026	2027	2028	2029
Building, Electrical/Mechanical							
EECC Heat Exchange Pump	100,000						
EECC HVAC - RTU - 5 to 7.5 t		132,925					
EECC HVAC - RTU - 12.5 to 20 t							199,994
EECC Infrared Heaters - 4 Units 2025						44,707	
EECC Infrared Heaters - 4 Units 2026						44,707	
EECC Power Factor Corrector				50,000			
EECC Fire Panel Audio/ Visual							25,000
EECC Roof (Metal Section excl.) Membrane							
EECC Refrigeration Plant Software							
EECC HVAC - Ammonia Cooling Tower - Condenser	75,000	150,000					
EECC Compressor System - Compressor 1			85,000				
EECC Compressor System - Compressor 2						85,000	
EECC Compressor System - Compressor 3							85,000
EECC Compressor System - Controls #2					30,000		
EECC Compressor System - Controls #3							30,000
EECC Compressor System -Chiller (plate & frame							
EECC Compressor System - Dehumidifier - Desiccant	40,000				0	250,000	
EECC HVAC - Ammonia Heat exchanger - Heating side				5,345			
EECC HVAC - Heating & Cooling Pumps						55,884	
EECC Indirect water heaters 1, 2							14,000
EECC Standby Generator							
EECC plumbing & fixtures							102,854
EECC Plumbing Interceptors							11,428
EECC HVAC - exhaust fans				26,726			
EECC HVAC - Incremental Unit - (room 172 office A/C)		5,113					
EECC - Electrical & Distribution							
EECC Comm / Security - Fire Alarm Panel		51,125					

PROJECT LIST	2023	2024	2025	2026	2027	2028	2029
Building, Structural/Flooring/Interior Finishes							
EECC Concrete floor repairs Olympia room & rink access.	15,000						
EECC Skate Tile Phase I							
EECC Skate Tile Phase II							
EECC Ancillary Flooring							
EECC Blue line Flooring							
EECC Chart Recorder						10,000	
EECC Low E Ceiling							
EECC Arena Finishes - Dasherboards/gates							514,843
EECC Superstructure Support Framing		16,861	17,240	17,628	18,025	18,431	18,845
EECC Exterior Enclosure - Brick Veneer Masonry						119,636	
EECC Exterior Enclosure - Stonework							17,142
EECC Exterior Walls - Concrete Block Masonry		39,315					
EECC Exterior Walls - Stucco		224,633					
EECC Exterior Walls - Sealants		40,900					
EECC Exterior Enclosure - Exterior doors		2,761	2,823	2,886	2,951	3,018	3,086
EECC Exterior Enclosure - Glazed doors		40,900			43,723		45,714
EECC Roof Coverings - Standing seam		30,676					
EECC Roof Coverings - Low slope roof C/D & Eavestroughs		604,665					
EECC Interior Construction - Partitions (Folding)		127,301					
EECC Interior Construction - Partitions Walls							
EECC Interior Construction - Interior Doors							10,285
EECC Stairs & Finishes							31,999
EECC Interior Guardrails & Handrails							239,993
EECC Interior Arena Finishes Exposed concrete		270,554					
EECC Arena Finishes - Seating & Bleachers						105,621	
EECC Interior Finishes - Floor in common areas						123,392	
EECC Floor Finishes - Community Hall							
EECC Interior Finishes - Ceiling		48,098					
EECC Dressing Rooms & Lockers		260,738					



FIRE SERVICES

PROJECT LIST	2023	2024	2025	2026	2027
Fire					
Car 1 Fire Pick up Truck replacement		0	100,000		
Rescue 6 replacement			0	0	375,000
Communication System upgrades*	15,000				
Portable Radios	13,000				
Bunker Gear	26,000	10,000	26,000	20,000	16,000
Electric Ram	15,000				
Fire Hose & thermal imaging equipment & gas tester	12,000			10,000	
Air Cylinders (Carbon Fibre)		0	13,000	13,000	13,000
SCBA Air Packs		23,000	35,000	35,000	35,000
Foam 110 gallon includes environmental Disposal fee		0	11,000	10,000	10,000
Fire Safety House				20,000	

BUNKER GEAR

Bunker gear is the Personal Protective Equipment that protects the “body” of the firefighter consisting of a jacket and pants. National Fire Protection Association (NFPA) directs fire departments that bunker gear has a life span of 10 years (or less), then must be replaced as the heat protection feature deteriorates in that time span. To assist in bunker gear making it to the 10-year life expectancy, bunker gear must be maintained and stored properly.

Currently, Aylmer Fire Department has 26 sets of bunker gear that are on a rotation of replacement based on the bunker gear's expiration date, approximately 3 sets a year.

Bunker gear cost is approximately \$3,300/set.



FINANCING SUMMARY

A portion of the bunker gear was approved in the capital budget 2022-2023 and this funding would allow for another three sets to be replaced in 2024 which will all be funded from the asset management reserve.

SCBA AIR PACKS

SCBA air packs (Scott Brand Air Packs) expire after they are 15 years old and are required to be replaced at the end of their life span. This funding will allow for 2 of the SCBA's to be replaced in 2024. We are unable to share the SCBA's with our mutual aid partners since they use a different brand. The Aylmer Fire Department has two of these old style P.A.S.S. Alarms in service on 2 SCBA's Packs that are approximately 20 years in service and replacement is necessary from a health and safety perspective.

FINANCING SUMMARY

The SCBA air packs will be funded from the asset management reserve.





POLICE DEPARTMENT

The PSB board will review capital initiatives for the Police Services but in general the equipment being replaced has been mandated by the Ontario Police Association and province which would be funded entirely from the Police reserve. There are three projects for 2024 identified below which require approval from the PSB board also.

PROJECT LIST	2023	2024	2025	2026	2027	2028
Police						
Cruiser Replacement 2024		85,000				
Cruiser Replacement 2026				75,000		
Video security system		30,000				10,000
Building assessment		20,000				
IT upgrades		0				10,000
Building provision for addition			1,036,350			

CRUISER REPLACEMENT 2024

The cruisers have been on a replacement schedule that is done on a bi-annual basis. The cruiser scheduled to be replaced in 2024 is from 2016. It is proposed that the current cruiser will be replaced with a 2024 Ford F-150 Police Interceptor. The current cruiser has over 151,000 kms on it and has far outlasted the industry standard life expectancy.

Installations of the equipment will be conducted by Century Service in St Thomas as this is specialized equipment including, lights and sirens, prisoner cage, mobile workstation, and Automated Licence Plate Recognition



(ALPR). Due to the age of the current vehicle, none of the equipment can be repurposed even within a current model Ford Explorer.

VIDEO SYSTEM UPGRADE 2024

The Police Services requires a video surveillance system upgrade for the facility. The current system and hardware are beyond life expectancy and in a critical state. The current system runs on two different systems and is based on two different servers using two different programs. There is an inability for staff to view over 75% of the video from anywhere other than the monitor in the back room. This upgrade would include all exterior and interior camera installation and related equipment. The estimated cost for this upgrade/replacement is \$30,000.

FINANCING SUMMARY

The video system upgrades required for this project for 2024 would be funded from the current Police Reserve.



BUILDING ASSESSMENT REVIEW 2024

The Police Services requires a building needs assessment to be undertaken to determine any upgrades to the interior and exterior of the Aylmer Police Department building. The fee for the initialization of the feasibility study is estimated to cost around 20k.



FINANCING SUMMARY

The building assessment for 2024 would be funded from the current Police Reserve.



PUBLIC WORKS

The Capital Budget that has been prepared for the Public Works department emphasizes a strategic and calculated approach to future growth in the Town of Aylmer. More specifically, major capital projects including the optimization/ potential expansion of the existing wastewater lagoons will allow for the continuation of consistent, sustainable, and responsible growth for future decades. Council has been proactive in identifying these projects and has been setting up the Town to support future growth.

PROJECT LIST	2023	2024	2025	2026	2027
Operations - General, Transportation & Roads					
Elk St. - Engineering	157,350				
CLI-ECA License - Storm (MECP Obligation)	20,000	20,000			
Pavement Management Program	130,000	275,000	275,000	275,000	275,000
Elk St. - Roadwork & Storm - Phase I			1,035,000	1,000,000	140,000
Elk St. - Roadwork & Storm - Phase II				505,000	1,520,000
Fath Ave - Treelawn to John St. - Engineering					50,000
Fath Ave - Treelawn to John St. - Roadwork/ Watermain					
Wellington St. - Talbot to South - Roadwork/ Watermain					
South St. - Park to Town limit - Roadwork					126,960
South, Pine, and Victoria St - Engineering					75,000
South, Pine, and Victoria St. Reconstruction					
Myrtle St - Catfish Cr. to Forest - Engineering					
Myrtle St - Catfish Cr. to Forest - Reconstruction					
Forest - Elm to John - Engineering					
Forest - Elm to John - Reconstruction					
Parkview Hghts - Chestnut to Forest - Engineering					
Parkview Hghts - Chestnut to Forest - Reconst.					
Vehicle Replacement (Following replacement schedule adopted by Council)			75,000		55,000
#16 Tractor - 1989	114,500				
Plow Peterbilt - 5 ton dump - 2010			350,000		
International - 3 ton dump - 2016					
White Street Industrial Park - Road & Servicing	1,416,900	4,630,000			
Infrastructure Review - 10 year Capital Plan Project lifecycle assessment	50,000				
Main street lights optimization	170,000				
Sidewalk budget	70,000	150,000	70,000	70,000	70,000
Street lights project lifecycle enhancement				40,000	40,000

PROJECT LIST	2023	2024	2025	2026	2027
Operations - 411 (Sanitary Sewer)					
CLI-ECA License - Sanitary (MECP Obligation)	20,000	20,000			
Elk St. - Sanitary Sewer - Phase I			541,000		
Elk St. - Sanitary Sewer - Phase II				435,000	

PROJECT LIST	2023	2024	2025	2026	2027
Operations - 412 (Lagoons)					
Filter Pump #3 - Power Cable Replacement	15,000				
Optimization and expansion of treatment facility - Phase	162,600	0	2,700,000	900,000	
SCADA (\$1,800,000 split between water,sanitary collection and sanitary treatment)		750,000			
Mars Aeration membrane replacement			30,000		
Blower building: Replace exhaust fans & louvers			10,000		
ISF pumps (Intermittent Sand Filter pumps)			15,000		

PROJECT LIST	2023	2024	2025	2026	2027
Operations - 413 (Pumping Stations)					
Caverly Road Pumping Station - Pump replacement		40,000			
Caverly Road Pumping Station - Isolation Valves and	15,000				
Treadwell pumping station	10,000	10,000			
Elm St Pump Station Rehabilitation	250,000	250,000			
Elm St. Pump replacement (2of 4)	80,000		80,000		
SCADA (\$1,800,000 split between water,sanitary collection and sanitary treatment)		750,000			
Forcemain Chamber Repairs					50,000
Annual Funding					50,000

PROJECT LIST	2023	2024	2025	2026	2027
Operations - 431 (Water)					
New Water Tower & site works	7,000,000	11,500,000			
SCADA (\$1,800,000 split between water,sanitary collection and sanitary treatment)		300,000			
Water and Wastewater Rates Study			45,000		
Water tower decommissioning/service					350,000
Elk St. - Water - Phase I			775,000		
Elk St. - Water - Phase II				728,000	728,000

WATER TOWER

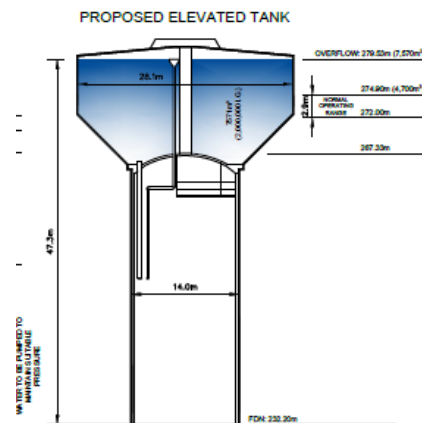
As previously communicated, the [water tower project](#) will span over the next few years and preliminary engineering estimates are around 11.3 to 11.5 million which will be funded by a combination of debt, reserves and the [3.66 m grant](#) that council was successful in obtaining in 2022. We have consolidated the Water tower and siteworks into one budget line so that it can be easily budgeted. There are approximately 2500 water customers, approximately 45 km of water mains and the average daily water use in Aylmer is approximately 4600 cubic meters (4,600,000 liters).

The Aylmer Water Tower also serves customers in the Township of Malahide, Municipality of Central Elgin, and the Ontario Police College.

The new tower holds approximately 7,600 cubic meters (7,600,000 liters). The new tower will be approximately 7 m higher in elevation, a bulk fill station (for tanker trucks) is incorporated into the new site and the new tower was designed to meet the demands of the projected population including future fire protection.

FINANCING SUMMARY

The debenture has been issued for 6.7 m in 2023 but we have the ability to issue another 1.0 m of debt if required and the grant will account for 3.6 m. Reserves would only be used as a contingency.



AYLMER INDUSTRIAL PARK (AIM) – WHITE STREET

The Town of Aylmer owns 26 ha of land that is generally described as being in the northeast corner of the municipality. The land is bounded on the north and east by existing industrial properties. A small portion to the north and the entire west boundary is flanked by agricultural lands located outside of the Town of Aylmer, in the Township of Malahide.

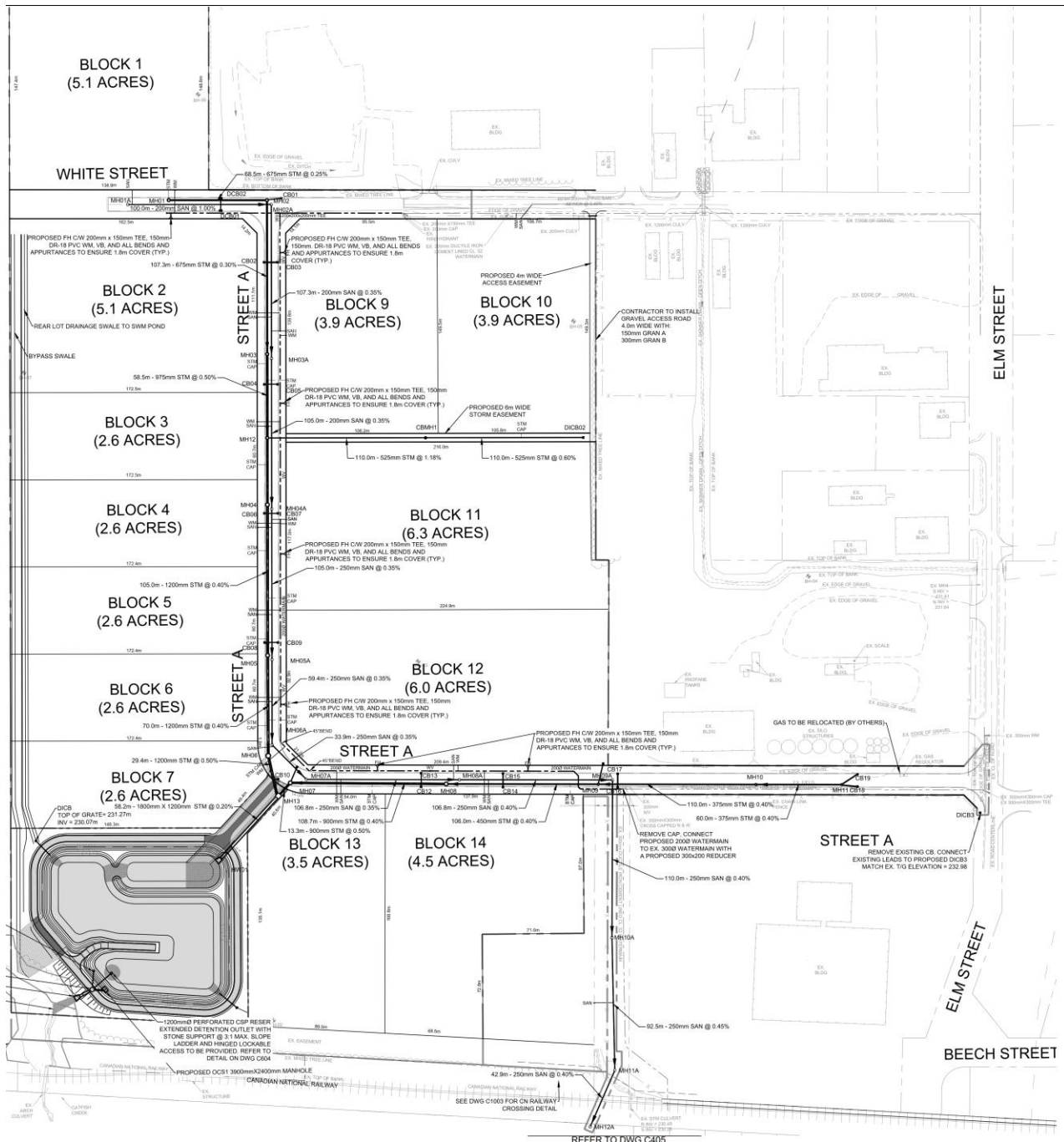


The south boundary of the land is the CN Rail line. Tributaries of Catfish Creek extend into the southwest corner of the lands. R.J. Burnside & Associates was retained to complete a Municipal Class Environmental Assessment and detailed design for



the new Aylmer Industrial Park (AIM Park). The AIM Park design consists of 13 blocks or properties of varying sizes. Each block will be serviced with water, sanitary and storm for future connection by a developer.

The scope of the project generally includes the pre-grading of future lots, construction of new sanitary sewers, storm sewers, watermain and Stormwater Management Facility (SWM). The project will also include the construction of a new roadway that will connect to Elm Street on the south leg and White Street to the north (see Figure 1).



The following site works could be anticipated:

- Construction of new roads
- Extend a sewage collection system and all works necessary to connect the system to an existing sewage outlet where such facilities are not in an existing road allowance or an existing utility corridor.
- Extend a water distribution system and all works necessary to connect the system to an existing system or water source, where such facilities are not in either an existing road allowance or an existing utility corridor; and
- Establish new stormwater retention / detention ponds and including outfall to receiving water body where additional property is required. (Additional property refers to land that is not currently used for stormwater management).

FINANCING SUMMARY

Staff are looking to utilize the funds in the industrial land sale reserve to fund this project until the lots can be sold and the money put back into that reserve.

The sanitary and water reserve will be utilized to partially fund the project. Other funding will be coming from the current Industrial Land Sale Reserve and the sale of current Industrial Land that is available.

Expenditures	
Contract Price	\$3,967,604.00
Contingency,	\$400,000.00
Construction Inspection Services and Geotechnical Testing	\$180,000.00
Net HST	\$80,037.83
Total Contract Price	\$4,627,641.83

Funding	
2023 Water Reserve	\$305,109.00
2023 Sewer Reserve	\$414,005.78
2023 Industrial Land Sale Reserve	\$1,740,000.00
Industrial/Commercial Land Sale	\$1,900,000.00
2023 Asset Management Reserve	\$268,527.05
Total Allocated Funds	\$4,627,641.83

**

If the current industrial land is not able to be sold prior to issuing payment to the vendor, several other reserves will have to be used temporarily to fund the payment as follows:

Alternative Funding while awaiting land sale**	
Industrial/Commercial Land Sale	\$1,900,000.00
EC Dev Reserve	-\$44,939.63
Contingency Reserve	-\$79,869.51
Future Debt Payments Reserve	-\$454,849.16
General Fund Surplus/Deficit Reserve	-\$100,000.00
Discretionary Operating Reserve	-\$100,000.00
AMP Reserve	-\$1,120,341.70

**

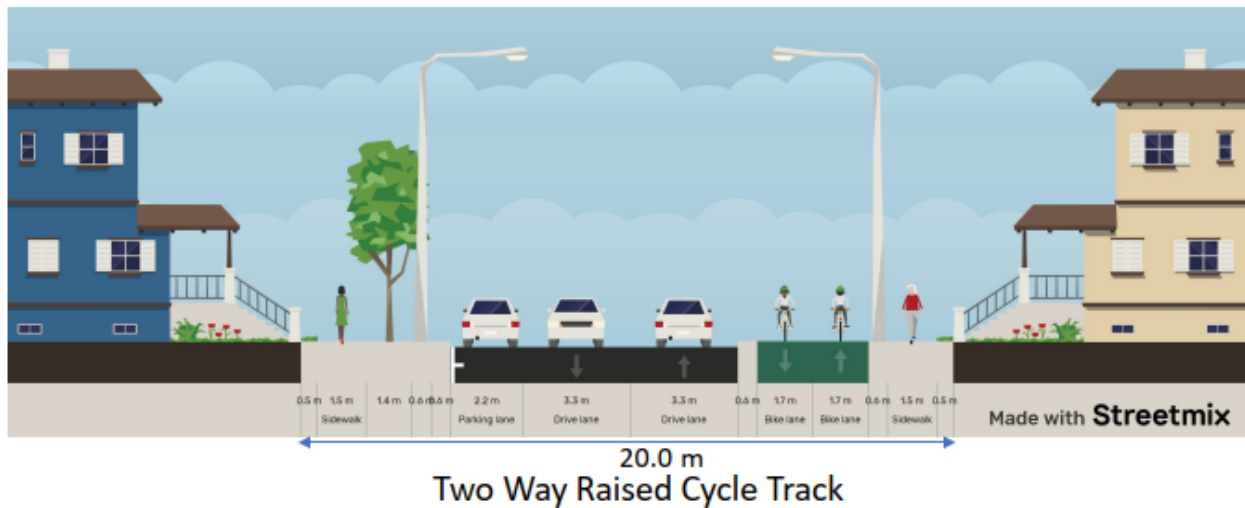
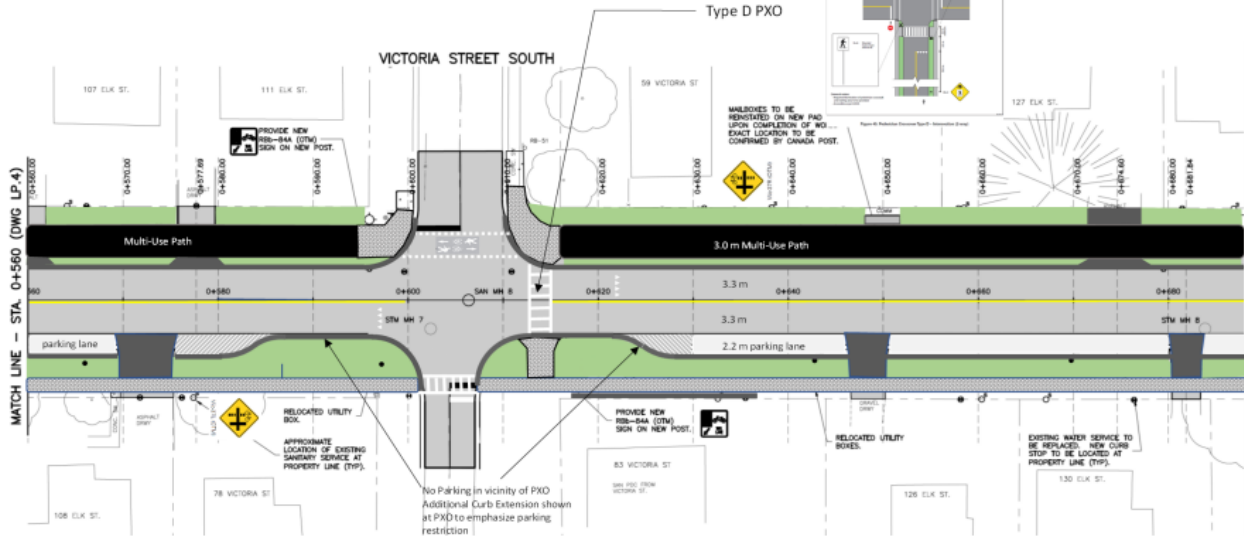
ELK STREET RECONSTRUCTION

The estimate for the Elk Street project provided by the Town's asset management program and engineering consultant is a total of \$7.5-\$8.0 million. Staff believe that this estimate is accurate with the current market pressures that have increased costs for projects. It is anticipated that the project will be phased to limit social impact and extend these costs over multiple years. The proposed Capital Plan shows that scheduling of Elk Street is 2025-2027. Phase 1 of the project will commence east from Victoria Street to Talbot Street South. Phase 2 will see the completion west of Victoria Street to John Street South. Both phases are approximately 600 m in length, therefore will have a similar total cost of \$4.0 million per phase. The engineering and tender for this project will still be completed in 2023 and this will form a 'shovel ready' project for future grant submissions. Staff are optimistic that a grant funding or market corrections will allow the Elk Street project to be advanced prior to 2027.



The scope of underground work generally includes replacement of the existing watermain, sanitary sewer, and storm sewer systems including mainline and residential services. The road cross-section will include a 3.0m multi-use path on the north side, two 3.3 m driving lanes, one 2.2 m parking lane, and a 1.5 m sidewalk on the south side of the road (see Recommended Design Concept). This will provide active transportation options, improve safety, and incorporate modern civil engineering design practices for residents.

Recommended Design Concept



FINANCING SUMMARY

Capital/Discretionary Project Summary Form		
Department:	Public Works Transportation, Water, Sewer	
Capital / Discretionary:	<input checked="" type="checkbox"/> Capital <input type="checkbox"/> Discretionary	
Project # / Title:	C22-01(411) Elk Street (pending grant funding)	
Project Description:	Build & Commission new water tower	
Budgeted Amount:	\$ 7,407,000.00	C-00-411-7****
Budget Year:	2025 to 2028	
Year of Spending:	2025 to 2028	
Year of Completion:	2028	
PROJECT CATEGORY:	<input checked="" type="checkbox"/> New Budget Proposal <input checked="" type="checkbox"/> Enhancement <input checked="" type="checkbox"/> Replacement <input checked="" type="checkbox"/> Change in Scope of Work <input checked="" type="checkbox"/> Asset Management Plan driven <input type="checkbox"/> New Council Initiative	
If enhancement/replacement, what is being replaced?	Elk street from John to Talbot	
If enhancement/replacement, does it extend uselife?	80 years	
FUNDING		
Source	<input checked="" type="checkbox"/> Federal Grant <input checked="" type="checkbox"/> Provincial Grant <input checked="" type="checkbox"/> Current Obligatory Reserves <input checked="" type="checkbox"/> Water Reserve <input checked="" type="checkbox"/> Wastewater Reserve <input checked="" type="checkbox"/> DC reserve fund <input checked="" type="checkbox"/> Discretionary Reserves <input checked="" type="checkbox"/> Unrestricted Reserves <input type="checkbox"/> Debenture required	
Funding Source	Description	Amount
Grant Funds \$	Targeting future grant funding for this project***	
Grant Funds \$	Obligatory Grant Funding	\$ 2,719,000.00
Reserve Funds \$	Water Reserve	\$ 1,503,000.00
Reserve Funds \$	Sewer Reserve	\$ 976,000.00
Reserve Funds \$	AMP/combo of discretionary reserves	\$ 909,000.00
Reserve Funds \$	DC reserve	\$ 1,300,000.00
Debt Issuance \$		
Other Funds \$		
Total \$		\$ 7,407,000.00

SIDEWALK PROGRAM

The goal of the sidewalk program is to complete any “missing links” in the sidewalk system and repair existing sidewalks that do not meet the minimum maintenance standards. A sidewalk program has been developed to support the justifications either for, or against, the addition of sidewalks on a given street.

A sidewalk warrant spreadsheet has been created to rate each missing sidewalk section with a point-based system. Each missing sidewalk section is rated with points on various factors such as, pedestrian safety, pedestrian trip generators and latent

demand. This rating system ensures that each sidewalk section is rated consistently to justify if a sidewalk addition is warranted and rank its order of precedence.



RATING SUMMARY RECORD Warranted Sidewalk Program

Rating Date
Revised Rating Date

Location	From	To	Side	Approx. Linear Metres

Theme	Criteria	Rating System	Points	Rating Points
PEDESTRIAN SAFETY	Road Classification	Arterial - County	18	
		Collector	14	
		Local	8	
	Walking Alternatives	Curb & Gutter, <2m SHLD	16	
		>2m SHLD	14	
		No Curb and Gutter	8	
		Sidewalk one side of collector/local (Arterial = 16)	5	
	Street Lighting	Yes	yes	
		No		
	Roadway Hazards	Horizontal Curvature	6	
		Vertical Grade	6	
		Confirmed speeding	4	
PEDESTRIAN TRIP GENERATOR	School System	Elementary School	10	
		Secondary School	8	
		Post Secondary School	6	
	Vulnerable Populations	Seniors Facility	10	
		Hospital or Health Clinic		
		Assisted/Community Housing		
	Community Attractions	Mall/Retail Centre	6	
		Community Centre		
		Major Employment Destination		
		Park		
LATENT DEMAND	Daily Pedestrian Usage	Light (less than 40)	4	
		Heavy (more than 40)	6	
	Connection to Existing Systems	Sidewalk System	6	
		Trails	4	
	Beaten Pathway in ROW	Yes	6	
	Requests by Residents	Yes	4	
	Connect Missing Link on Street	Yes	8	
Total				

* Min 45 points to warrant sidewalk

Sidewalk Policy Notes:

Should not be considered if area is on the 5 year Capital Project list (sewer, watermain).
 Sidewalks to be located on the side of the street which permits parking.
 Sidewalks to be located on the side of the street which does not have the majority of utilities.
 Sidewalks to be located on the North and West sides of the street and/or the "Downtown Side of the Street".
 Match existing sidewalk alignments (existing sidewalks beyond the construction zone).
 Must be constructed to AODA standards (accessible ramps).

FINANCING SUMMARY

An annual sidewalk budget of \$70,000 is included in the 10-year Capital Plan. The budget for 2024 has been increased to \$150,000 to complete the sidewalk on Spruce Street from Cedar Street to Elm Street. This project is currently being designed.

PAVEMENT MANAGEMENT PROGRAM

The pavement management program has been established to prolong the service life of roadways that have not been identified for reconstruction in the 10-year capital plan.

Several application methods have been utilized in the past such as, Micro surfacing, fiber-mat, and crack sealing to prevent the migration of water to the road base and prolong the life of a roadway. Staff is requesting the annual budget for the pavement program be increased to \$275,000. This will allow for the implementation of a “mill and pave” program. The mill and pave process involves the grinding and removing of the top layer of asphalt and replacing with a new asphalt road surface. Typically mill and pave projects are completed on roadways where the underground infrastructure is still in good shape, but the asphalt surface is failing. The Town has completed crack sealing and micro surface treatments for the past 5 years with success. The pavement condition of remaining roadway candidates would benefit from a full mill and pave. Micro surfacing has a life expectancy of between 5-7 years where a mill and pave have a life expectancy of 10-15 years.

SCADA

SCADA or Supervisory Control and Data Acquisition systems are a critical component of Water and Waste/Water systems. These systems create a connected web of information gathering and reporting between assets such as pump stations. This information is shared with a centralized computer system that can provide immediate alerts of any issues and provide information that can be analyzed to develop plans upon system optimization and maintenance. The Town’s current SCADA systems and offerings are outdated, and this project has been ranked as a high priority by OCWA for several years.

FINANCING SUMMARY

This will be funded from the water and wastewater reserves.

CLI-ECA

The Town has obtained a Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) from the MECP for our stormwater works and wastewater collection systems. The Compliance Approval for storm and sanitary is similar in nature to the Licence the Town holds to provide drinking water. The Town will need to provide prepared comprehensive operations and maintenance, monitoring, inspection, and quality control documents prior to receiving this approval by set dates in the CLI-ECA approval. Staff anticipate working with a consultant to prepare and provide the necessary documents required to obtain the ECA. Information and document for the CLI-ECA program can be found on the Towns website. A dedicated webpage has been created for the various information and application packages.

<https://aylmer.ca/town-hall/planning-and-development/consolidated-linear-infrastructure-environmental-compliance-approval-cli-eca/>

FINANCING SUMMARY

This will be funded from the wastewater reserve and discretionary operating reserve.

LAGOON UPGRADES & EXPANSION

The lagoon treatment process can provide greater treatment than a mechanical treatment plant at a lower cost and thus can have less environmental impact. The Town's decision to optimize and look at expanding the lagoon facility capacity prior to reaching the regulatory capacity triggers is supportable forward-thinking action. Staff are recommending part 2 of the optimization and expansion to the Lagoons be considered starting in 2024 to 2026. Phase I is well underway at this point, and we would like to see the results of the plant optimizations including an increase in oxygen delivery with the addition of the new blower system to the treatment cell to see how these changes help with optimization. [Lagoon Optimization Report](#)

The engineers' design and studies to support the future expansion may change based on this data and it has been noted that the expansion could take several years prior to construction which is why we have included a phased in capital contribution amount of 2.7 m for 2025 and 900k for 2026.

Phase I of the Lagoon Optimization project was approved within the 2022 capital with an initial budget of 305k. The phases of this project will be funded from the wastewater reserve and the growth component of



each phase of the project will be funded from the DC reserves.

FINANCING SUMMARY

Capital/Discretionary Project Summary Form		
Department:	Public Works	Wastewater
Capital / Discretionary:	<input checked="" type="checkbox"/> Capital	<input type="checkbox"/> Discretionary
Project # / Title:	C22-05(412) Lagoon Optimization 2022 to 2026	
Project Description:	Lagoon Optimization 2022 to 2026	
Budgeted Amount:	Phase I - \$305,000 - 2022 & 2023 Phase II - \$3,600,000 - 2024 to 2026	C-00-412-70125
Budget Year:	2022 to 2026	
Year of Spending:	2022 to 2026	
Year of Completion:	2026	
PROJECT CATEGORY: <input checked="" type="checkbox"/> New Budget Proposal <input checked="" type="checkbox"/> Enhancement <input type="checkbox"/> Replacement <input type="checkbox"/> Change in Scope of Work <input checked="" type="checkbox"/> Asset Management Plan driven <input type="checkbox"/> New Council Initiative		
If enhancement/replacement, what is being replaced?	Lagoon Optimization Plan	
If enhancement/replacement, does it extend uselife?	100 years	
FUNDING		
Source	<input type="checkbox"/> Federal Grant <input type="checkbox"/> Provincial Grant <input checked="" type="checkbox"/> Current Obligatory Reserves <input checked="" type="checkbox"/> Water Reserve <input checked="" type="checkbox"/> Wastewater Reserve <input checked="" type="checkbox"/> DC reserve fund <input checked="" type="checkbox"/> Discretionary Reserves <input type="checkbox"/> Unrestricted Reserves <input checked="" type="checkbox"/> Debenture required	
Funding Source	Description	Amount
Grant Funds \$		
Reserve Funds \$	WasteWater & DC reserve	\$ 305,000.00
Reserve Funds \$	Growth component - TBD	\$ 1,400,000.00
Reserve Funds \$	Debt or DC's - TBD	\$ 2,200,000.00
Debt Issuance \$		
Other Funds \$		
Total \$		\$ 3,905,000.00

APPENDICES

[10-YEAR CAPITAL PLAN – APPENDIX A](#)

[CAPITAL FINANCING SUMMARY – APPENDIX B](#)