

2018 Capital & Operating Budget Introduction

Presented by:

Michael Kirkopoulos, CAO

Angela Cifani, Director/Treasurer

Nov. 8, 2017

Agenda

- Council inquiries – follow up Oct. 30
- 2018 Capital Projects Review
- Budget Engagement Results
- Introduction to 2018 Operating Budget
 - Overview
 - Department business drivers, trends and metrics
- Next steps

Council Inquiries

Oct. 30, 2017, Intro to Capital Budget Follow up

Outstanding Capital Projects

	Year-Project #	Project	Rationale
Deferred (delayed, moving forward)	2017-13	Culvert Replacement Program	To align with road upgrades triggered by the proposed Winery Development Application (Bartlett Rd N) Considering bulk tender early 2018
	2017-14	Charles St Storm Sewer Diversion	Will be re-tendered in late 2017/early 2018 - more favourable pricing
	2017-19	Twenty Third St Urbanization Design	Development driven; Phase 1 complete (Wilehelmus Landing); Phase 2 - RFP will likely be issued early in 2018 - Due to anticipated development timelines
	2017-32	Facilities Security Upgrades/Alarm System Modernization	Deferred to 2018 to align with other works
	2017-34	Jordan Museum Fry & School House Roof Replacement	Construction delayed until Spring 2018 due to on-site archeology
	2017-39	Prudhommes Watermain Upgrade Design	Development Driven - awaiting Prudhommes Secondary Plan - will issue RFP in 2018
	2017-41	Fire Hydrant at Fifth Avenue Reservoir	Will be re-tendered late 2017/early 2018 - more favourable pricing
	2016-15	Poplar Dr Retaining Wall Preliminary Design	Reviewing cost effective replacement options and location will be evaluated for AT opportunities as part of the Trails Master Plan - Active monitoring program in place to monitor wall condition

Outstanding Capital Projects

	Project-Year	Project	Rationale
Ongoing	2017-12	Frost Road Bridge No. 20 Removal Study	AT Committee being consulted on potential options related to AT needs & infrastructure
	2017-38	Bartlett Rd Watermain Replacement Design	Design work underway with construction planned for 2019
	2017-42	Vineland West Private Water System	Stage 2 archeology assessment in progress, finalizing design and plan to tender early 2018
	2017-43	Beamsville Lions Park Upgrade Design	Subject to Parks Master Plan - Minor works undertaken and some community partnerships
	2017-45	Charles Daley Park Design	Subject to Parks Master Plan
	2016-04	Emergency Operation Center Improvements	Exploring location
	2016-26	Fire Station 1 - Beamsville Door Modification	Will be re-tendered late 2017/early 2018
	2016-36	Serena Dr Neighbourhood Park Design	Subject to Parks Master Plan
	2012-14	Jordan Village Improvements EA Study	Waiting for MOECC ruling on Part 2 order appeal - Once a ruling is made and if favourable an RFP will be issued for the detailed design phase

Funding Carryover Practices

Funding Source	Ongoing Projects	Cancelled Projects
Capital Levy	Funds carried forward	Transfer to Capital Rate Stabilization Fund or repurposed
Development Charges	Transferred from DC Reserves when the dollars are spent	No impact on reserve
Reserve & Reserve Funds	Transferred from Reserves & Reserve Funds when the dollars are spent	No impact on reserve

Heritage Village & LED Opportunities (project #33)

- Includes 3 decorative street light poles proposed for replacement located in Heritage Village
- Not recommended to upgrade the 3 subject lights to LED
 - New LED colour (white/blue) will not match the HPS (yellow glow) the balance (35+) of street lights within the Heritage Village neighbourhood – won't be aesthetically pleasing for the residents
 - Recommend upgrading all the Heritage Village decorative street lights to LED at one time
 - Cost conscious
- Targeted LED replacement project in 2019 of the 10-yr capital plan – staff to bring forward recommendations for overall upgrade across Town

Fire Department Apparatus Replacement (project #17/18)

- Information update sent to Council (Nov. 8)
- Highlights:
 - When first-line fire apparatus reaches between 15 -18 years of age, repair costs increase dramatically, reliability decreases significantly, & mechanical break-downs occur (particularly while responding to, or operating at, emergency scenes)
 - Staff developed a 20-year apparatus replacement schedule, with consideration to:
 - Fire Master Plan recommendations
 - Occupational Health and Safety Regulations
 - NFPA 1911 standard requirements
 - Industry-accepted fleet management principles and best practices
 - Town of Lincoln capital asset lifecycle costing principles
 - Apparatus replacement schedule is incorporated into the 10-Year Capital Plan

Parks & Facilities Master Plan (response to Jordan Lions Park inquiry)

- Undergo parks master planning exercise to:
 - Build credibility, support, & consensus from community members and stakeholders
 - Inform stakeholders about park needs & community assets
 - Identify capital improvement goals that are required to assess fiscal requirements and fundraising needs
 - Guide critical decisions about parks & recreation facilities, infrastructure, programs, and services
 - Develop recommendations & an implementation strategy

Water and Wastewater Rates (in relation to project #12)

- A new rate model was implemented in 2017, as per the study, that allocates an annual increase to the base charge (fixed)
- The new model also provides for:
 - No increase to the variable water rate
 - Implements a seasonal rate that decreases over high season from June to August for variable wastewater
- Resulted in an overall 2% decrease to residents in 2017
- There will be a planned increase to the base charge (fixed) for 2018, as per the study model

Parking Update

- Information report provided to Council (Nov. 7)
- Highlights:
 - Outlined parking study recommendations & status from PL 16-83 Beamsville District Parking Strategy
 - Action items occurring within Q4 of 2017, along with Q1-Q3 of 2018

2018 Capital Projects Review

2018 Capital Projects

- Projects were prioritized using weighted criteria:
 - Wholistic approach to planning
 - Fair process and equitable assessment
- Just under \$11.6 million in capital projects for 2018
- Project impact to levy for capital expenditures
 - ~\$1.3 million of 2018 impacts levy
 - 2.6% increase OR \$36,705 from 2017
 - Compare this to our overall asset replacement value of \$380 million
- Major investment in projects supporting Transportation and Environment & Safety service groups

2018 Capital Projects - considerations

- Focus on impact to levy/funding sources - those have the most impact
- Wholistic, continued investment in all assets of community (hard and soft infrastructure)
 - Accurate design and costing in a given year followed by build next year – seen in social infrastructure category
- Projects by category to demonstrate investment in service component
 - Resident and end-user focus not departmental

2018 Capital Project Summary (34)

- Corporate Infrastructure
 - IT Upgrades
 - IT Upgrades (Library)
 - Redundant Dispatch System – Phase 5
 - Council Chambers Upgrade
 - Bennett Hall Washroom Updates
 - New Operations Yard Rationalization Review (BDSS)
 - Town Hall Roof Replacement
 - Vineland Fire Station #3 Design
 - Vineland Library Roof Replacement
 - 2018 Fleet/Equipment Replacement Needs
- Environment & Safety
 - Queen St. Sewer Upsizing Design
 - Water Meter Replacement and AMR Installation
 - Friesen Neighbourhood Watermain Design
 - Second Ave Watermain Replacement Design
 - Victoria Ave Watermain QEW Crossing
 - Fire Emergency Equipment
 - Pumper-Rescue Truck Replacement
 - Fire Prevention Vehicle Replacement
- Social Infrastructure
 - Mount Osborne Cemetery
 - Vineland Cemetery Compound
 - Jordan Lions Park Equipment Upgrades
 - Skateboard Park Construction
- Transportation
 - Road Resurfacing & Rehabilitation Program
 - Academy St Reconstruction Project
 - Go Bus Stop Sidewalk - SSR
 - 23rd St Phase 1 - Road Reconstruction
 - Frost Road Bridge Removal
 - Moyer Rd Culvert Replacement & Slope Stability
 - Elizabeth St Shovel Ready Preparation
 - Lincoln Ave South Reconstruction Design
 - Red Maple Ave Reconstruction Design
 - 13th St Re-opening Design
 - Heritage Village Street Light Pole Replacements
 - Charles St Storm Sewer System Diversion

2018 Capital Project Review

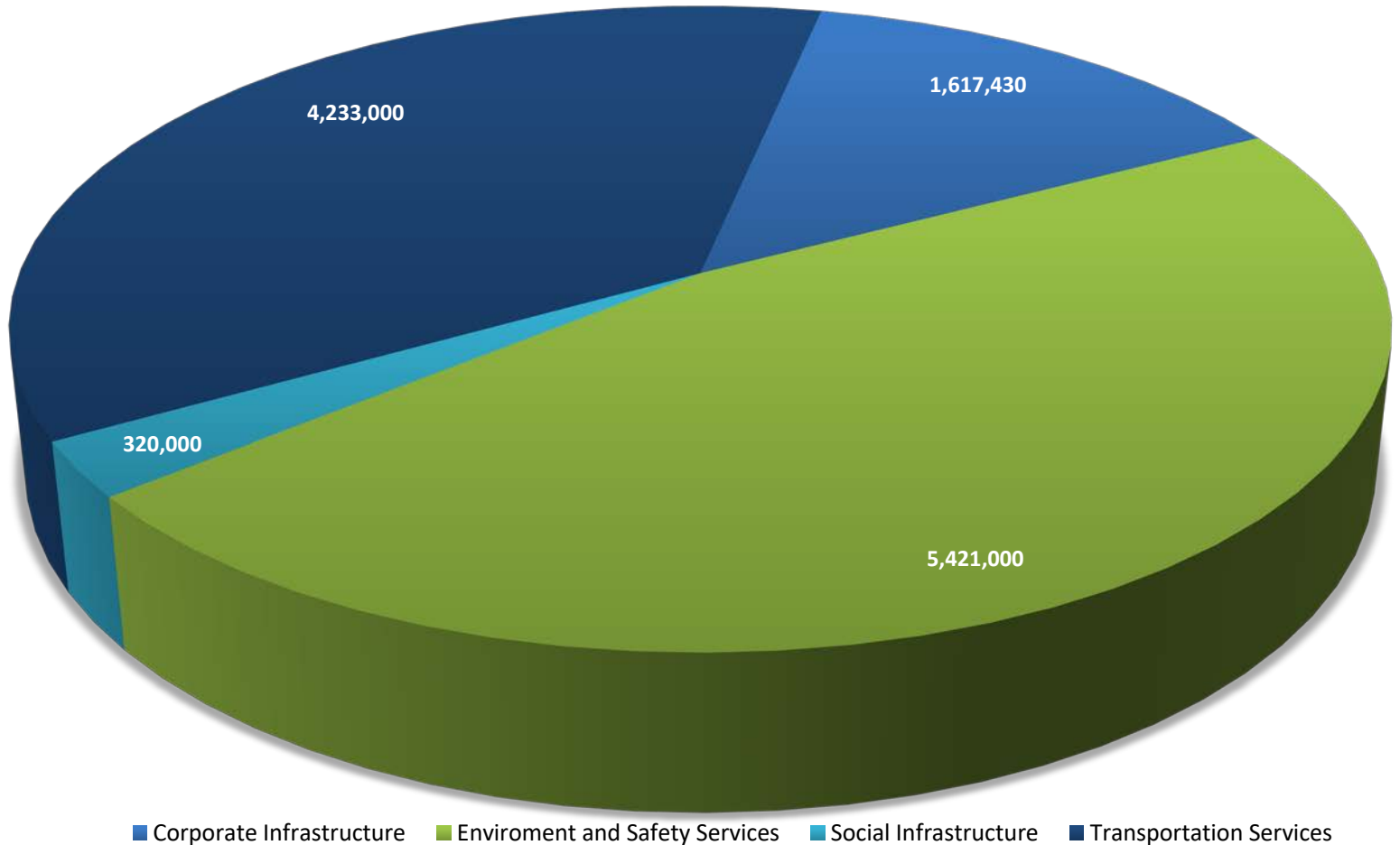
Chair-led
Council Q and A

2018 Capital Budget Recap

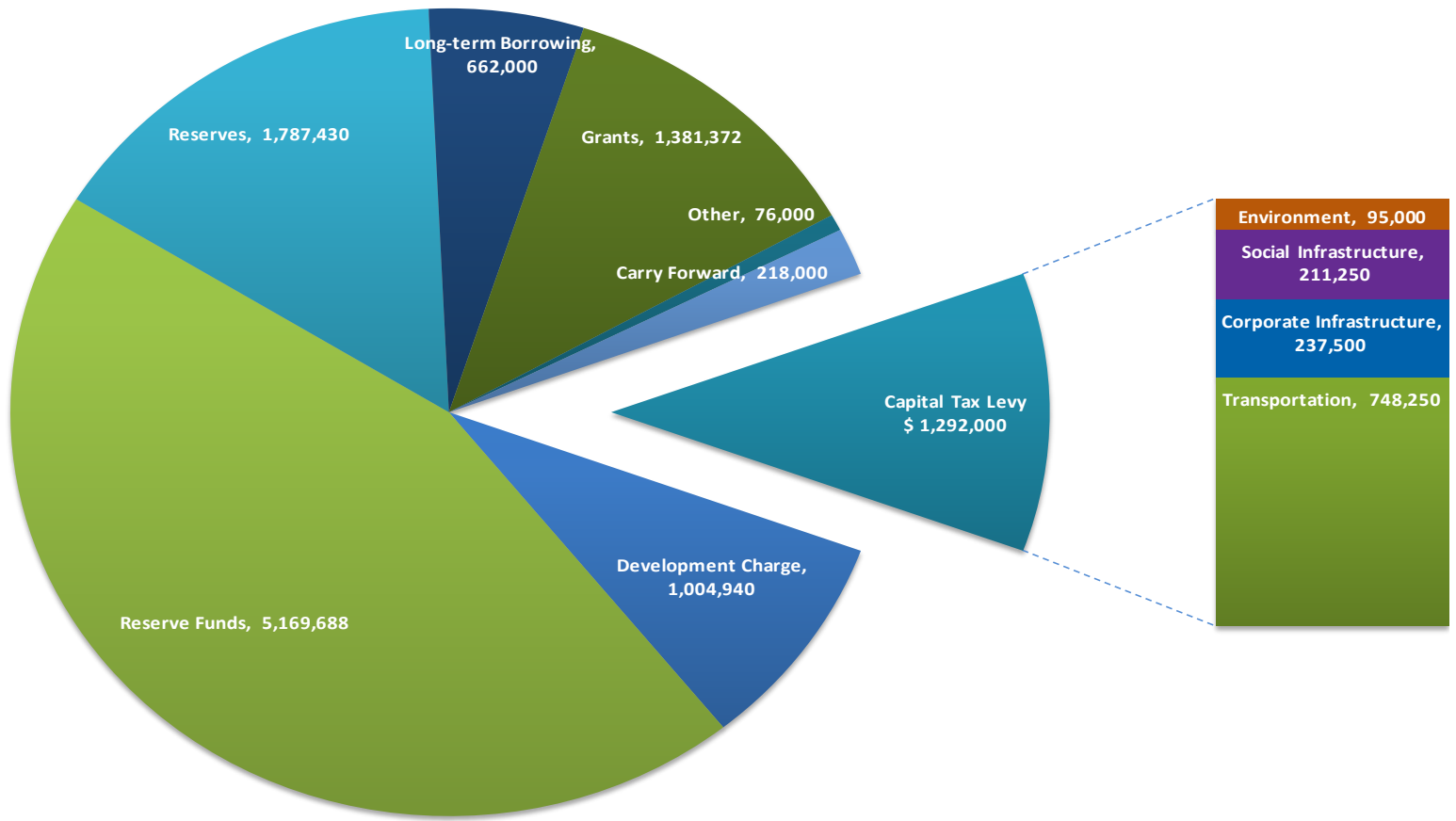
Information slides from Oct. 30, 2017

2018 Capital Budget Focus

2018 Budget Introduction



2018 Capital Budget Funding Sources



Corporate Infrastructure

Proj #	Project Description	Expenditures	Financing						
			Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
1	Information Technology Upgrade	128,000	33,000	0	0	95,000	0	0	0
2	Information Technology Upgrade - Library Services	27,430	0	0	0	27,430	0	0	0
3	Redundant Dispatch System - Phase 5	67,000	67,000	0	0	0	0	0	0
4	Council Chambers Upgrade	70,000	0	0	0	70,000	0	0	0
		292,430	100,000	0	0	192,430	0	0	0
5	Bennett Hall Washroom Updates	40,000	0	0	40,000	0	0	0	0
6	New Operations Yard Rationalization Review (BDSS)	75,000	75,000		0	0	0	0	0
7	Town Hall Roof Replacement	275,000	0	0	275,000	0	0	0	0
8	Vineland Fire Station #3 Design	200,000	100,000	100,000	0	0	0	0	0
9	Vineland Library Roof Replacement	60,000	0	0	60,000	0	0	0	0
		650,000	175,000	100,000	375,000	0	0	0	0
10	2018 Fleet/Equipment Replacement Needs	675,000	0	0	0	620,000	0	55,000	0
		675,000	0	0	0	620,000	0	55,000	0
	Subtotal - Corporate Infrastructure Services	1,617,430	275,000	100,000	375,000	812,430	0	55,000	0

Environment & Safety

Proj #	Project Description	Expenditures	Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
11	Queen St Sewer Upsizing Design	50,000	0	25,000	25,000	0	0	0	0
		50,000	0	25,000	25,000	0	0	0	0
12	Water Meter Replacement and AMR Installation	1,930,000	0	0	1,930,000	0	0	0	0
13	Friesen Neighborhood Watermain Design	75,000	0	0	75,000	0	0	0	0
14	Second Ave Watermain Replacement Design	35,000	0	0	35,000	0	0	0	0
15	Victoria Av Watermain QEW Crossing	2,240,000	0	0	1,258,828	0	0	981,172	0
		4,280,000	0	0	3,298,828	0	0	981,172	0
16	Fire Emergency Equipment	350,000	95,000	0	0	240,000	0	15,000	0
17	Pumper-Rescue Truck Replacement	690,000	0	0	0	685,000	0	5,000	0
18	Fire Prevention Vehicle Replacement	51,000	0	0	0	50,000	0	1,000	0
		1,091,000	95,000	0	0	975,000	0	21,000	0
	Subtotal - Environment and Safety Services	5,421,000	95,000	25,000	3,323,828	975,000	0	1,002,172	0

Social Infrastructure

Proj #	Project Description	Expenditures	Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
19	Mount Osborne Columbaria	75,000	37,500	37,500	0	0	0	0	0
20	Vineland Cemetery Compound	20,000	20,000	0	0	0	0	0	0
		95,000	57,500	37,500	0	0	0	0	0
21	Jordan Lions Park Equipment Upgrades	75,000	75,000	0	0	0	0	0	0
22	Skateboard Park Construction	150,000	41,250	67,500	41,250	0	0	0	0
		225,000	116,250	67,500	41,250	0	0	0	0
	Subtotal - Social Infrastructure	320,000	173,750	105,000	41,250	0	0	0	0

Transportation

Proj #	Project Description	Expenditures	Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
23	Road Resurfacing & Rehabilitation Program	1,700,000	0	170,000	1,129,800	0	0	400,200	0
24	Academy St Reconstruction Project	795,000	0	0	235,000	0	560,000	0	0
25	Go Bus Stop Sidewalk - SSR	75,000	0	75,000	0	0	0	0	0
26	23rd St Phase 1 - Road Reconstruction	337,000	62,250	209,940	64,810	0	0	0	0
27	Frost Road Bridge Removal	60,000	60,000	0	0	0	0	0	0
28	Moyer Rd Culvert Replacement & Slope Stability	415,000	415,000	0	0	0	0	0	0
29	Elizabeth St Shovel Ready Preparation	175,000	52,500	122,500	0	0	0	0	0
30	Lincoln Ave South Reconstruction Design	75,000	37,500	37,500	0	0	0	0	0
31	Red Maple Ave Reconstruction Design	160,000	0	160,000	0	0	0	0	0
32	13th St Re-opening Design	60,000	60,000	0	0	0	0	0	0
33	Heritage Village Street Light Pole Replacements	21,000	21,000	0	0	0	0	0	0
34	Charles St Storm Sewer System Diversion	360,000	40,000	0	0	0	102,000	0	218,000
		4,233,000	748,250	774,940	1,429,610	0	662,000	400,200	218,000

Town of Lincoln

2018 Capital Budget

<i>Project Spending</i>	\$	%
Transportation Services	4,233,000	37%
Environment and Safety Services	5,421,000	47%
Social Infrastructure	320,000	3%
Corporate Infrastructure	1,617,430	14%
Total Spending	11,591,430	100%

<i>Funding Sources</i>		
Capital Tax Levy	1,292,000	11%
Transfers from DC Reserve Funds	1,004,940	9%
Transfers from Reserve Funds	5,169,688	45%
Transfers from Reserves	1,787,430	15%
Long-term Borrowing	662,000	6%
Grants	1,381,372	12%
Other	294,000	3%
Total Funding Sources	11,591,430	100%
Funding Gap	-	-

Budget Engagement

What we heard from Council

- More roads
- More precise budgeting
- Efficiencies
- Sustainability
- Service delivery & levels
- Staffing
- Cleanliness of community & facilities
- Security

Methods

- Council supported new approaches this year to budget engagement
- Unprecedented public engagement throughout year vs. solely hosting public open houses
- Approx. 500 residents and/or stakeholders participated in feedback through:
 - Town of Lincoln Vision Focus Groups & Survey
 - Local stakeholder Board meetings – e.g., Chamber, BIA, TVTA
 - CAO/Treasurer & resident one-on-ones
 - Mayor's Roundtables – Chamber, Greenhouse Industry
 - Online budget survey

Respondent Demographics

- Majority of respondents/participants:
 - Live in Beamsville, followed by Jordan/Vineland
 - Are between 31-64 years
 - Live in single-detached homes
 - Lived in Lincoln for more than 10 years, closely followed by 1-5 years
 - Get their budget information from the Town's website & Facebook, and local newspaper

Themes

- Themes were observed throughout all methods, over the year
- Interestingly, the feedback also supports & aligns with the vision statement:
A place to grow, a place to prosper, and a place to belong
- Responses have been summarized into the four budget planning themes:
 1. Accountability & Transparency
 2. Financial Sustainability
 3. Infrastructure Sustainability
 4. Service Delivery
 - Note, where a specific question was asked in the budget survey, a percent has been provided

Accountability & Transparency

- Resident-informed planning
- Responsible spending
- Residents to participate in community development
- Continued Ward meetings - opportunity for residents to hear about Town initiatives & to speak with Councillors
- Continued multiple communication channels
 - Proactive vs. reactive communications

Financial Sustainability

- Growing non-residential tax base
- Economic development
 - Job availability and growth
 - Revitalize downtown cores
 - ED incentives – business tax incentives, DC by-law exemptions, low interest loans
- Affordability (tax payer's ability to pay)
 - Over 61% indicated supporting some sort of tax increase (on Town's levy portion) to fund sustaining or enhancing services

Infrastructure Sustainability

- Strategies to address infrastructure shortfall:
 - Continued special levy (+50%)
 - Dispose of town-owned property (+29%)
- A focus on:
 - Roads – continued investment (over 90% indicated maintain or enhance)
 - Active transportation (bike lanes, improved pedestrian connections)
 - Recreational facilities
 - Water infrastructure
 - Traffic flow within community
 - Preservation/protection of open/green space
 - Climate change strategy in relation to infrastructure (mitigation to reduce cost to municipality)
 - Infrastructure investment above the escarpment

Service Delivery

- Majority:
 - Rate service delivery from fair to excellent (over 85%)
 - Indicate maintaining level of service delivery
 - With exception of public transit where 50% indicate enhancing service (i.e., intra, inter, GO)
- A focus on:
 - Foundational services (beautification, roads fixed, grass cutting, winter operations)
 - Places for people to connect (festivals, events, community spaces, library)
 - Public transit
 - Recreational facilities with enhanced services (gym, indoor pool, diversity in recreational activities)
 - Action – getting things done

Introduction – 2018 Operating Budget

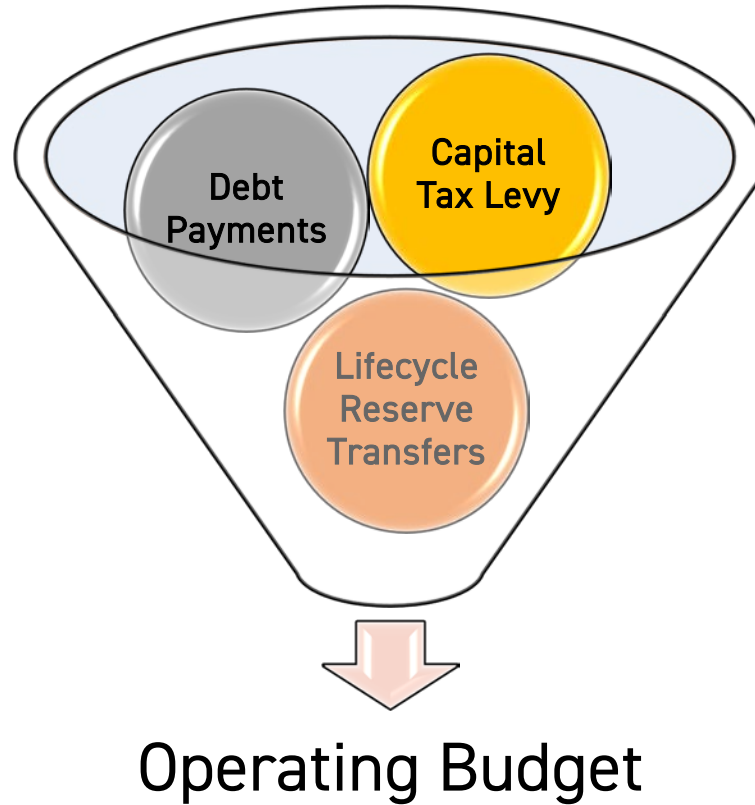
Town of Lincoln - overview

- Staff complement:
 - 262 staff (Full time, Part Time, Library, & volunteer firefighters)
- Total proposed operating & capital budget ~ 30 million
- Total replacement asset value ~ 380 million
- Since 2006 – **4.01%** average tax increase
 - What does that say?
- Continue to monitor long-term borrowing & financial sustainability

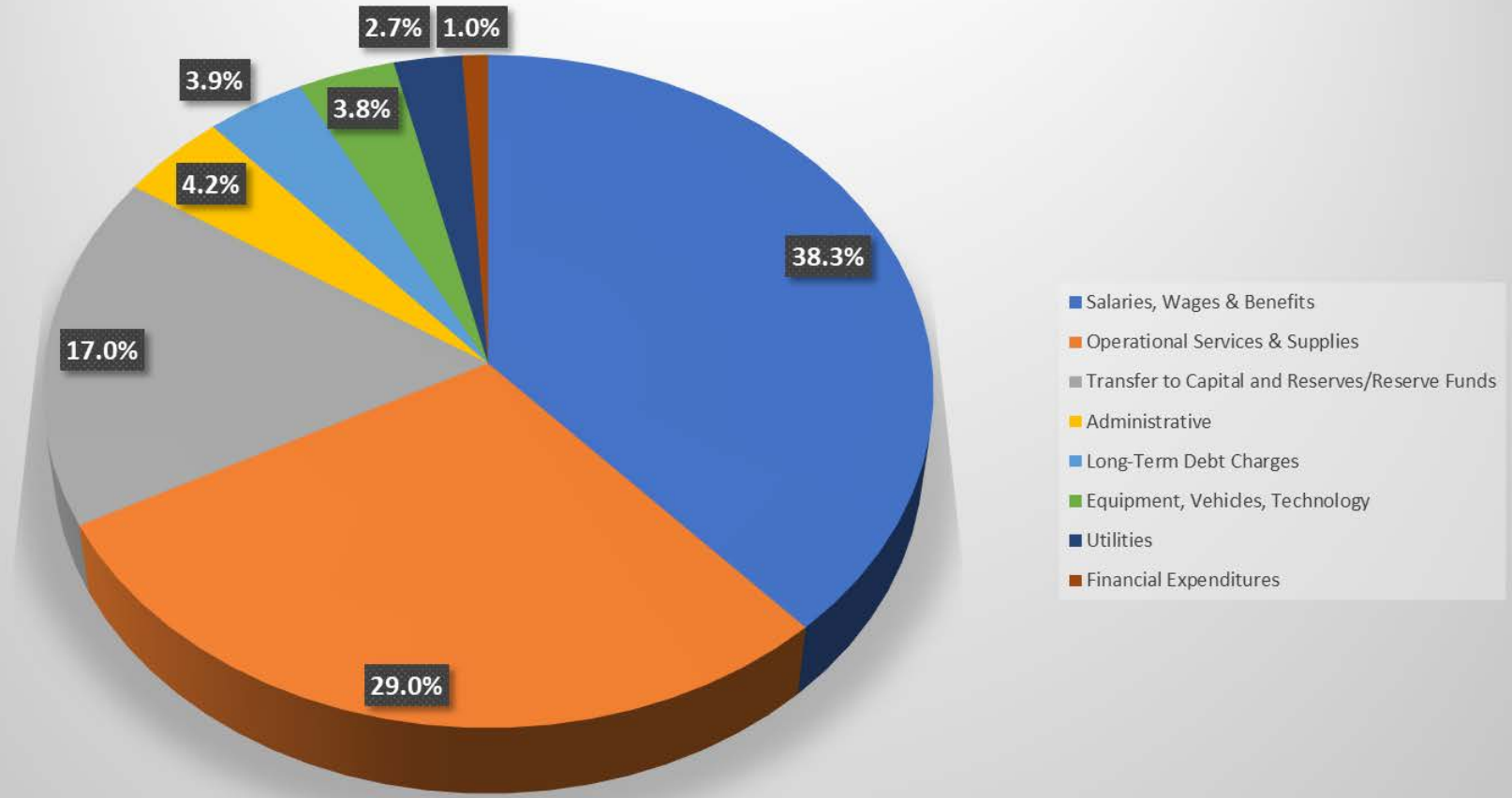
What is an Operating Budget?

- It pays for all the day-to-day activities of the corporation
- Examples of operating expenses include:
 - Salaries and benefits
 - Insurance
 - Supplies
 - Fuel
 - Utilities
 - Professional services

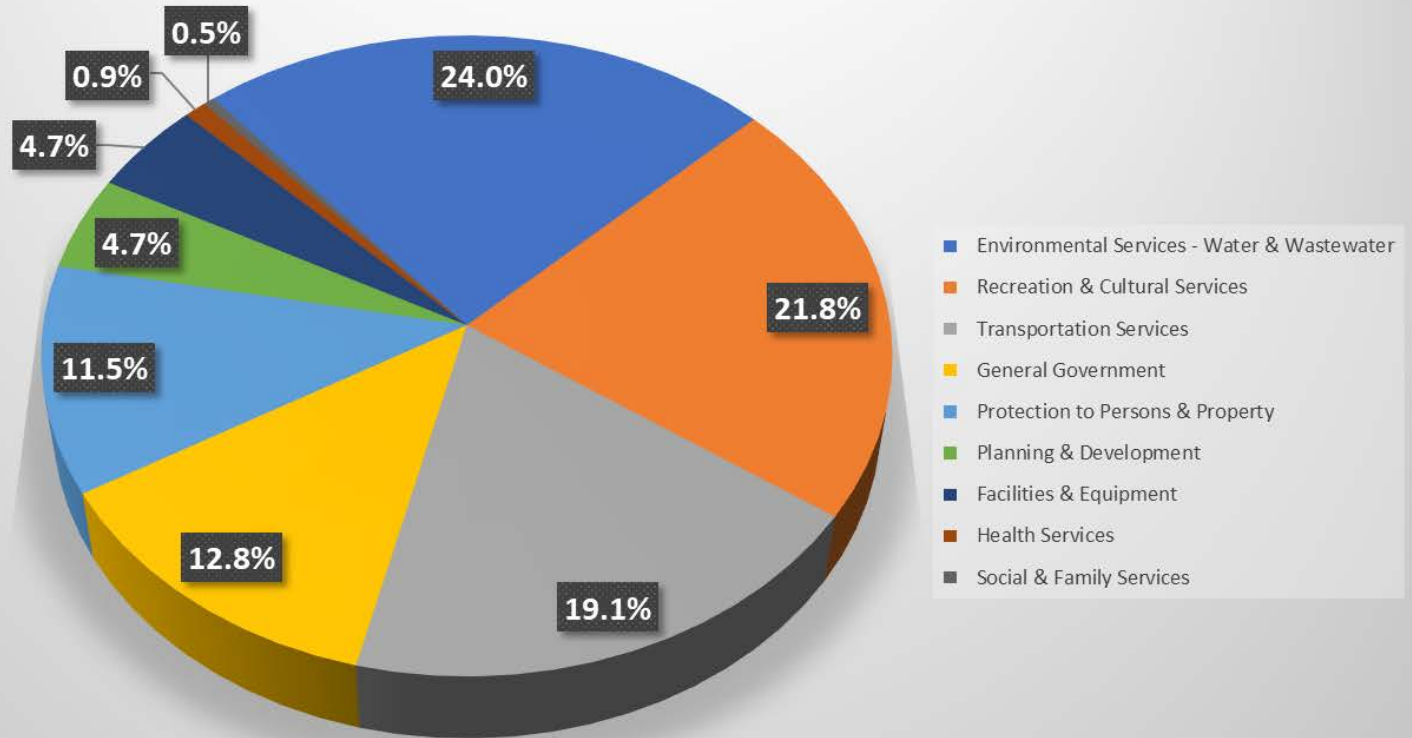
What else is included in the Operating Budget?



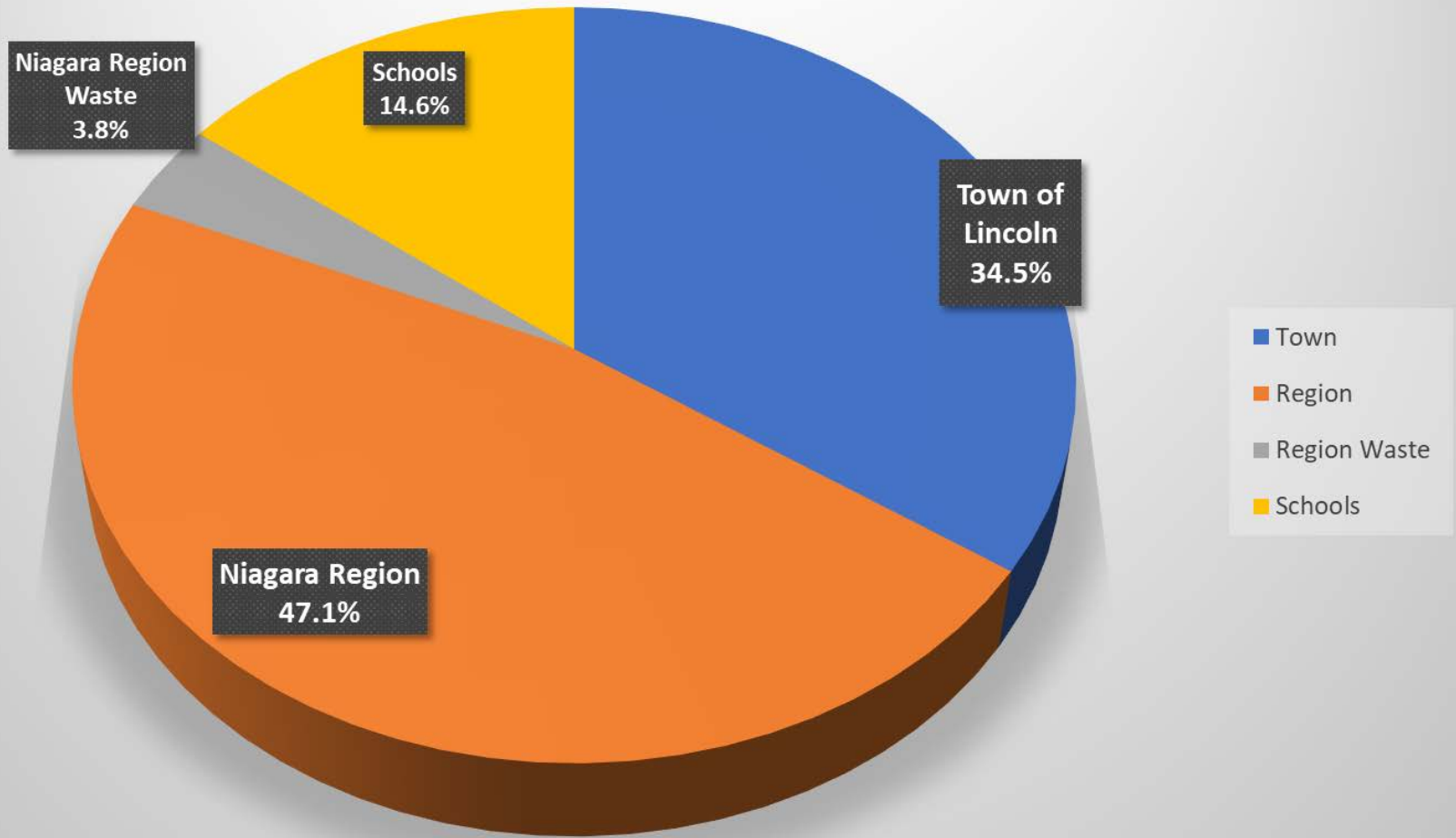
2017 Approved Budget - Expenditures by Category



2017 Approved Budget - Expenditures by Service Area



2017 Final Distribution of Taxes

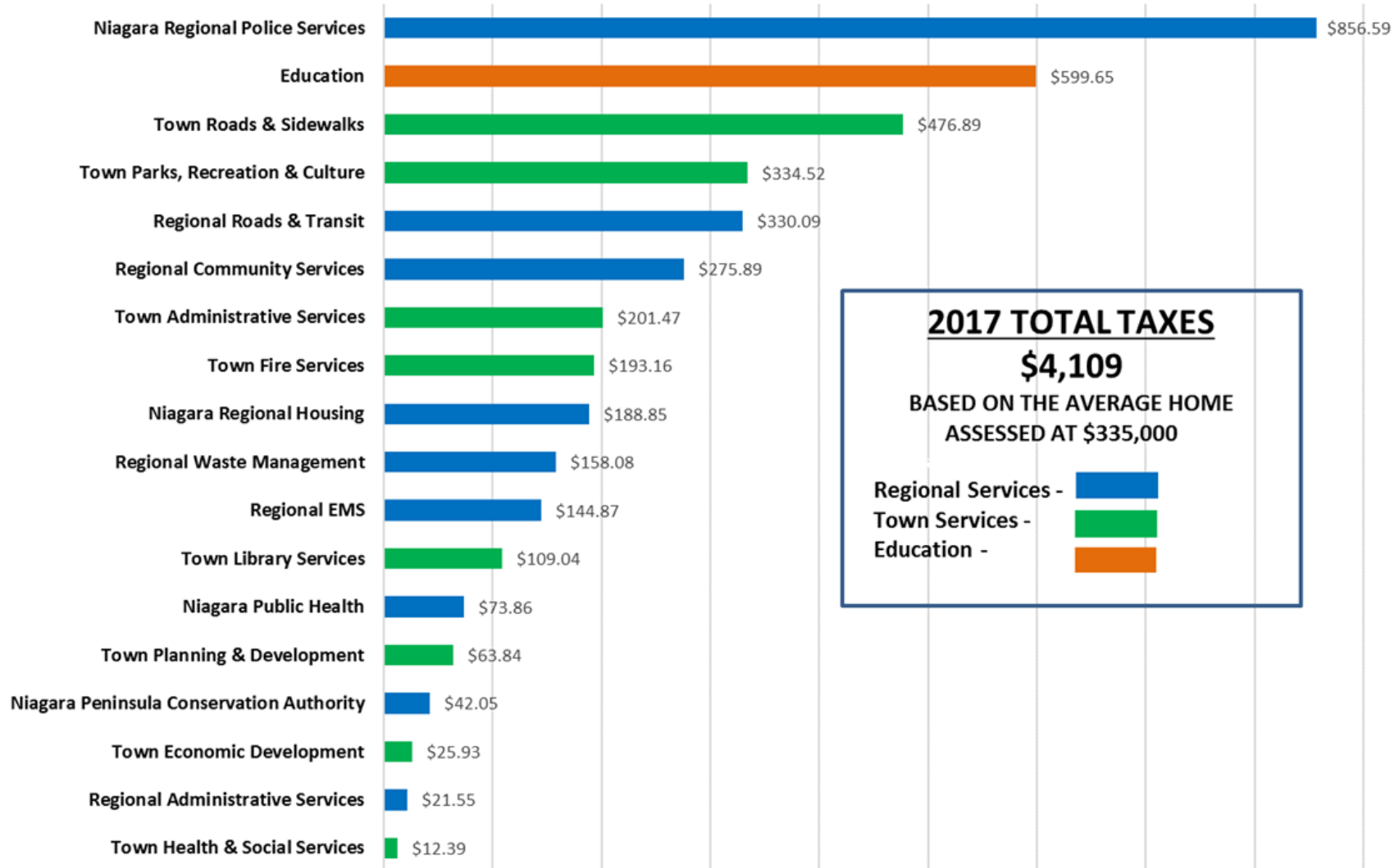


Long-term borrowing

- Below 10% target of net own source revenues
 - 2018 projections:
 - \$999,781 or 4.85%
 - 2021 projections (based on committed projects):
 - \$1,412,790 or 6.36%
- Projects:
 - Mountain St Reconstruction
 - Red Maple Bridge
 - Culp Road Reconstruction
 - Fire Station #2
 - Charles St Storm Sewer Diversion
 - Drake Ave Road Reconstruction
 - Fleming Centre Backup Generator
 - Jordan Museum Development

WHERE DO YOUR TAX DOLLARS GO?

SERVICES FOR YOUR MUNICIPAL TAXES BASED ON THE AVERAGE HOME



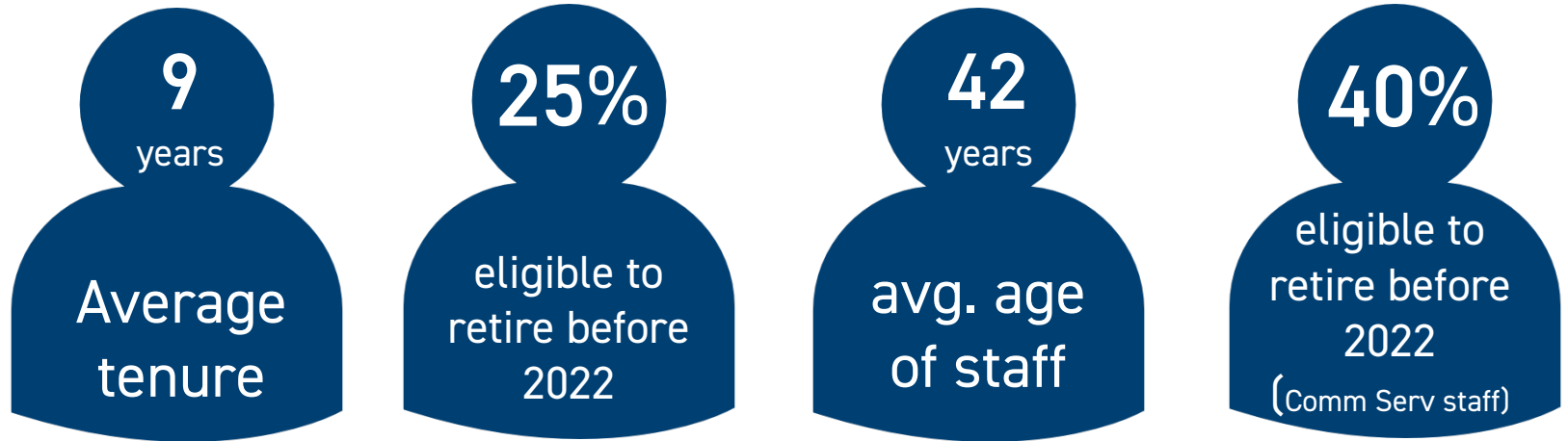
Department business drivers, trends & metrics

CAO's Office

Key Business Drivers

- Administration of overall business affairs of the Corporation
- Implementation of Council direction/policy
- Strategic Planning
- Oversight of human capital – recruitment, development, and succession planning
- Development and implementation of effective, communications channels with residents, businesses, visitors & community partners
- Economic development strategies to attract new & grow existing investment, effective land use

Trends and Metrics



Trends and Metrics

- Facebook insights (since Jan 2017)
 - Most engagement & activity occurred during snow storm in March, flooding in May, Homecoming, and Prudhomme's secondary plan (Oct)
 - 1,270 page followers on Facebook
 - over **73% increase** in followers
 - Majority of followers/fans are women
 - Majority of people reached are +25 years
 - 1,223 total page likes
 - Over **68% increase** in engagement
 - Majority of engagement is 35+ years
 - Users are mostly online consistently from 8 a.m.-9 p.m. and no variance in day of week
 - Users click on posts most often that have links to more information

Corporate Services

Key Business Drivers

- Council Secretariat (meeting agendas, by-laws, minutes & Committee/Council follow-up)
- Insurance & risk/claims management
- Corporate records management & MFIPPA
- Lottery licensing
- Coordination of AODA activities and compliance
- Departmental/corporate support functions (postage & courier, tender receipt & opening, Commissioners for Taking Affidavits, etc.)
- Municipal Elections Administration

Finance & Administration

Key Business Drivers - Finance

- Responsible for the financial advice, services and information to Council, staff and the public
- Approximately \$30 million collected annually from various sources including property taxes, utility payments, service charges, and senior government grants
- Oversees the annual budget process and monitoring of approved expenditures
- The financial function includes:
 - Accounts payable/receivable
 - Payroll
 - Property tax
 - Utility billing
 - Financial planning and analysis
 - Financial reporting
 - Information Technology (IT)

Trends and Metrics

- Property Tax Processing
 - 8,739 roll numbers, 17,797 property tax bills processed
- Utility Billing (water & wastewater)
 - 6,343 accounts, 25,311 utility bills processed
- Payroll Processing
 - 4,777 timesheets processed
- Accounts Payable Processing
 - 7,379 invoices processed, 4,277 payments processed
- Cashier / Accounts Receivable Processing
 - 50,741 receipts processed
- Information Technology
 - Support 120 units (desktop/tablet/laptop) and 118 cell phones
 - 2,647 resolved tickets

Lincoln Fire Rescue & Emergency Services

Key Business Drivers

- Delivery of mandated fire protection services:
 - Public fire safety education
 - Fire prevention
 - Emergency response
- Statutory emergency management programming
- Fire department administration
- Facilities
- Vehicles & equipment

Trends and Metrics

- The **total value of property saved** by the actions of Lincoln's firefighters last year was **\$23,814,500**, which represents a **87% save rate**
- Fire safety education was delivered to a total of **4,041 children & 1,874 adults** at various community events last year
- Lincoln's volunteer firefighters responded to **758 emergencies last year**, at a **cost per capita of \$82**
 - Below the \$132 average cost for municipal fire services in Niagara Region

Public Works Department

Key Business Drivers

- Road maintenance & repair-related activities
- Bridge & culvert maintenance & repair
- Winter maintenance operations
- Traffic control (signage, painting, roadside safety barriers)
- Sidewalk maintenance & repair
- Streetlight operations & maintenance
- Storm sewer maintenance & repair
- Fleet/equipment operation & maintenance
- Key studies related to transportation

Trends and Metrics

- **82 km** of sanitary sewers flushed
- **715** hydrants flushed and inspected
- **606** Microbiological samples collected and tested
- **1,587** water/sewer utility locates completed
- **21,000** km of winter maintenance activities
- **9 km** of roadside ditching improvements completed.
- **4,048 km** of roadside mowing completed.
- **22** culvert replacements including driveway and road crossings.
- **809** work orders completed in the Roads Department, to date

Community Services

Key Business Drivers

- The department fosters the wellbeing of individuals and communities, and our built and natural environments by facilitating the development of sport, recreation, and cultural opportunities, services and facilities.
- The department functions include:
 - Community development
 - Children and youth programs and services
 - Community Events
 - Facility builds and services
 - Parks and trails
 - Museum and culture
 - Cemetery and tree services
 - Customer service

Key Business Drivers

- Establish a Parks Master Plan
- Develop community space in Town cemeteries for all to reflect & connect within a meaningful and natural space
- Provide facility services for other departments and user groups
- Develop a multi-phased customer service and culture planning strategy
- Provide project management support and resources
- Develop governance structure and fundraising model to sustain the new Town of Lincoln Museum & Cultural Centre

Trends and Metrics

Recreation

- **922** children taught water safety lessons
- **9,303** people attended public swims
- **733** children attended summer camps
- **370** people attended outdoor movie nights
- **1,604** youth volunteer hours were completed by **12** aquatics and **17** camp volunteers
- **5,770** people attended public skates

Trends and Metrics

Cemeteries

- Full lot sales: **32**
- Full burials: **43**
- Cremation interments: **35**

- Mount Osborne – 8 full size lots and 12 cremation lots available
- Vineland – 215 full size lots and 170 cremation lots available
- Oaklawn – zero full size or cremation lots available

Trends and Metrics

Museum

- **916** students - Schoolhouse program January – May 1
- **117** students - Travelling program Fall 2017 & ongoing
- **223** – adults attended programming
- **202** – children attended programming
- **1,202** – total museum visitors
- **527** – Day-to-day drop-in visitors in
- **318** – visitors at outreach initiatives

Facilities & Parks

- **250** trees to be planted this season

Planning and Development Department

Key Business Drivers

- Provision of planning services in the areas of development control, Committee of Adjustment, site plan control, zoning, and development
- Administering activities associated with enforcing building code
- Enforcement of By-laws, including awareness & complaint management
- Oversight of heritage program & liaison with Advisory Committee
- Responsible for road closing functions

Trending and Metrics

As of Sept. 30

- **60%** increase in building permits issued vs 2017 year-end totals
- Construction value of **\$49,979,507** vs 2017 year-end total of \$41,218,629
- Building permits issues for **146** residential units
- **15** zoning by-law amendments, compared to 5-yr avg. of 11
- **2** Heritage designations (BDSS, Mountain Mennonite Cemetery), **one** in progress (Former Campden Public School)
- **3** interpretive/historical plaques to be installed (in progress)
- **349** by-law complaints

Doing Business Differently

At the Town of Lincoln

Doing Business Differently

Funding Opportunities:

- **External**
 - Continue to explore funding opportunities with Regional, Provincial, Federal and Private sector partners (e.g. CDN 150 Grants, Heritage Grants, Niagara Region PRIP Funding, P3 Partnerships, etc.)
- **Internal**
 - Continue to explore funding opportunities with facility rentals, rates and fees, new service offerings (advertising & sponsorship program)
 - Disposal of Town assets/properties
 - 2018 focus to seek out efficiencies

Doing Business Differently

Customer service:

- Improved communication strategies (proactive, frequent, various communication channels)
- Community services review of customer service functions in progress
- Implemented online services in a number of areas:
 - Specialized ticketing software (in trial stages)
 - Online credit card payment for registrations in MaxGalaxy (recreation and events)
- New phone system to better manage and distribute calls from customers (in progress)

Doing Business Differently

Customer service cont'd:

- Improved Community Services Guide
- Attraction of new partnerships and enhanced partnerships
- Enhanced use of ice-time at Fleming Centre (extended season and introduction of new programs such as ticket ice)
- Delivery of community events (e.g. New Year's Levee, Family Day, Holiday Festivities, Touch a Truck, Canada Day, Family Movie Nights)

Doing Business Differently

Moving people:

- Transit Pilot Program
- Incorporating Active Transportation Elements
 - Sidewalks (both in capital projects & operational maintenance)
 - Signage, bike racks, etc.
 - Enhanced crosswalks

Doing Business Differently

Innovation:

- Community partnerships – Spark Niagara
- BDSS community hub concept exploration
- Piloting some newer road resurfacing materials
 - “micro-surfacing” & “fibre mat” as part of surface treatment (Tar&chip) program component
- Continue with the Speed Hump Pilot Program in different locations with the community, based on resident input

Doing Business Differently

Continuous Improvement Strategies:

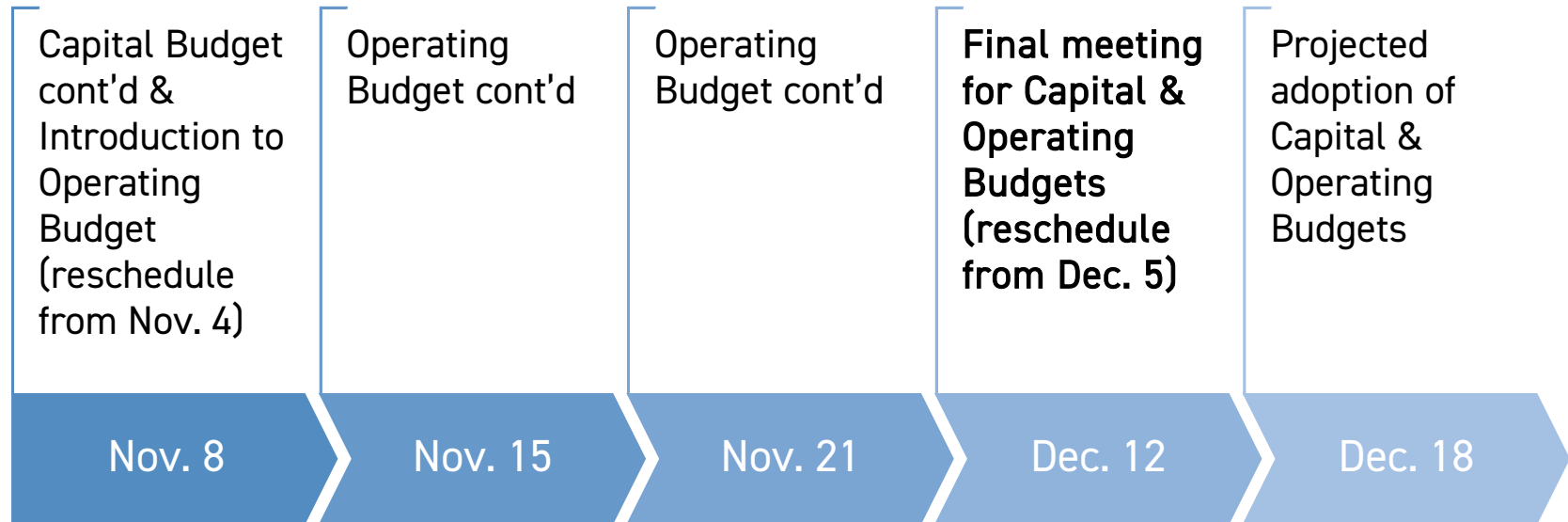
- Department reviews – right work, right skills, efficiencies
- Beautification/Streetscaping
 - Participated with Regional Public Realm Funding Programs
 - Implemented a number of community-based initiatives to enhance Town beautification
- Continue to implement pavement preservation strategies - “keeping the good roads good” via resurfacing, crack sealing, etc., to maximize investment dollars
- Implementing a youth engagement approach to address youth needs
- Community grants inventory and process improvements
- Enhanced environmental supports (e.g. memorial benches, seats at Fleming Centre)

Doing Business Differently

Technology enhancements:

- Increased use of technology during the recruitment process
- Investment in new content management system – decreasing staff time as user-friendly, intuitive
- New phone system allowing for integrated approach to customer service (in progress)

2018 Budget Timeline



Next steps

- Next Operating Budget (Nov. 15)
 - Budget pressures
 - More detailed analysis
 - Departmental budget overviews
- What else does Council want to see?