

# **TOWN OF LINCOLN**

Capital Budget Overview and Capital Budget Presentations

**2017 CAPITAL BUDGET**

## **AGENDA**

1. CAO/Finance Overview
2. Departmental Presentations
3. General Question and Answer – any additional information Council would like for Saturday

## **So what is different this year?**

- Council meetings (one-on-one meetings) to identify areas of concern
- SMT determined priorities with the objective of aligning needs with available funding
- Maximized external funding to fund capital project needs
- Exhaustive look at 10 Year Capital Plan to confirm needs and validate direction with Council

## What is the Budget Process?



## **What is the Capital Budget?**

It pays for new and rehabilitation of assets owned by the Town.

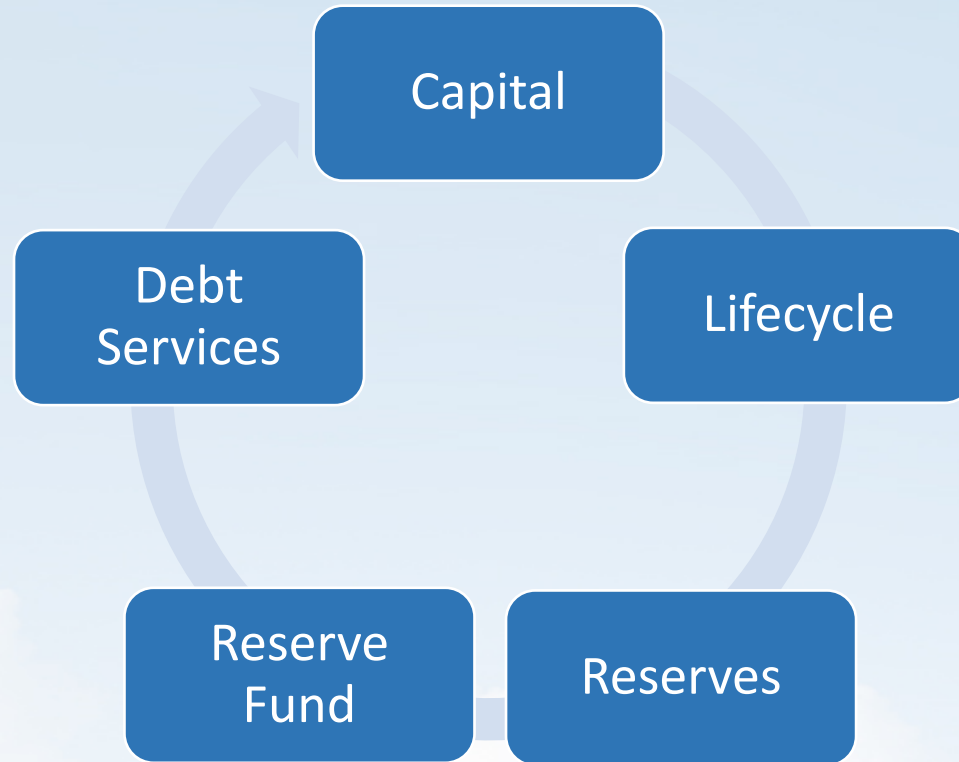
- Examples of capital expenditures include, new construction and rehabilitation of roads, watermains, parks, buildings as well as equipment purchases.

## **What are the Town's 2017 Capital Budget Highlights?**

The 2017 Draft Capital Budget includes expenditures of \$11,871,050, which is funded as follows:

- 38% is funded from asset replacement reserve and reserve funds
- 19% is growth related with funding from the Development Charge Reserve Fund
- 18% is funded from external sources, Federal and Provincial as well as other sources
- 14% has been flagged for debt funding
- The remaining 11% is funded from tax supported levy

## What is the Capital Budget Process?



## **Our Planning approach to Capital Budget**

Set of management tools used to assess required infrastructure investments (prioritization), including:

- Life-cycle costing
- Risk assessment
- Risk-based infrastructure management
- Asset management planning
- Continuous improvement

## **Capital Budget Pressure**

- Need to address Infrastructure Gap - \$20 million funding gap to deliver proposed 10 year program. Comprehensive asset management plan update underway.

## **Strategy to Mitigate and Manage Capital Budget**

- Review existing projects to repurpose funds – finish those works in progress and reevaluate those not yet started.
- Consideration of increased capital levy as one option for council to deliberate
  - 0.5% or 1% additional – i.e. dedicated towards roads program for instance as an option
- Leverage federal/provincial allocation opportunities – infrastructure funding
- Prioritize infrastructure spending in areas where it will be a catalyst for economic development and private sector investment – leverage DC funding.
  - Growth related capital expenditures and transformational capital expenditures



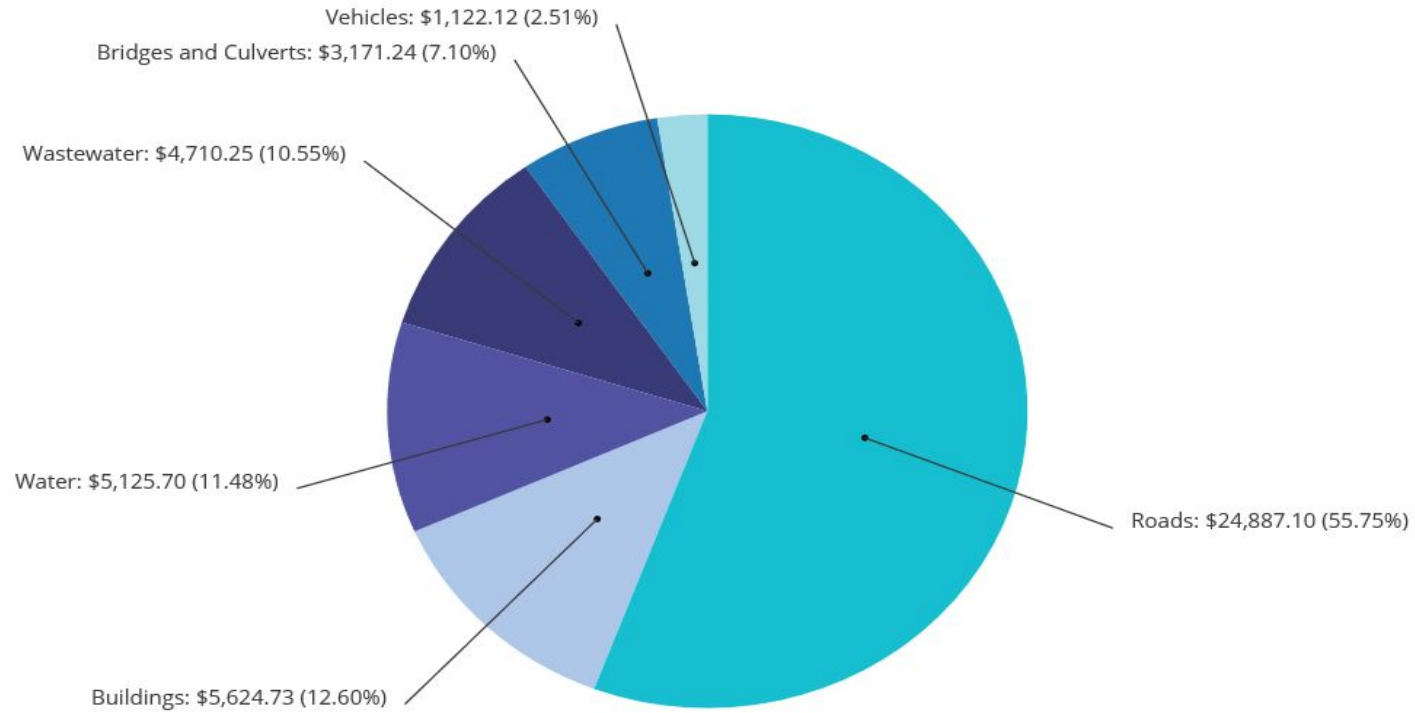
## **Additional Mitigation efforts – general overview**

- In IT we are looking to move older but still good equipment to lower need areas to extend asset life
- Seeking out special funding for needed public works projects
- SRC is looking to develop design plans before construction, i.e. better planning, achieving town/resident needs
- Examining and extending fleet life cycle and determining are there better methods that are more cost effective
- Prioritize projects and look at deferral if required
- Rely on regional assistance when feasible – i.e. streetscaping and some master planning

## **Key Projects and Budget Themes in 2017 Budget**

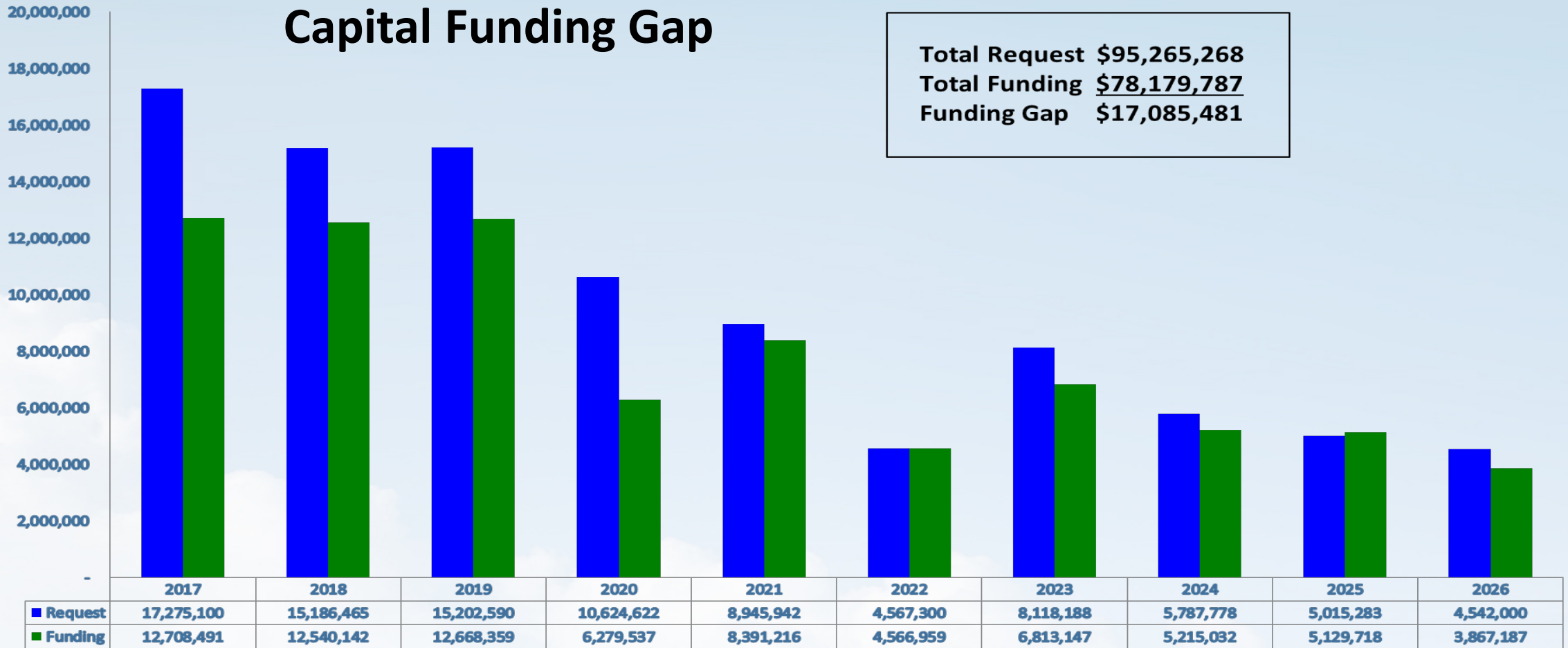
- Prudhommes Development
- Roads investment
- Parks and Facilities investment
- Safety and Security (IT, Fire)
- Safe Drinking Water Investment

## Infrastructure Replacement Costs

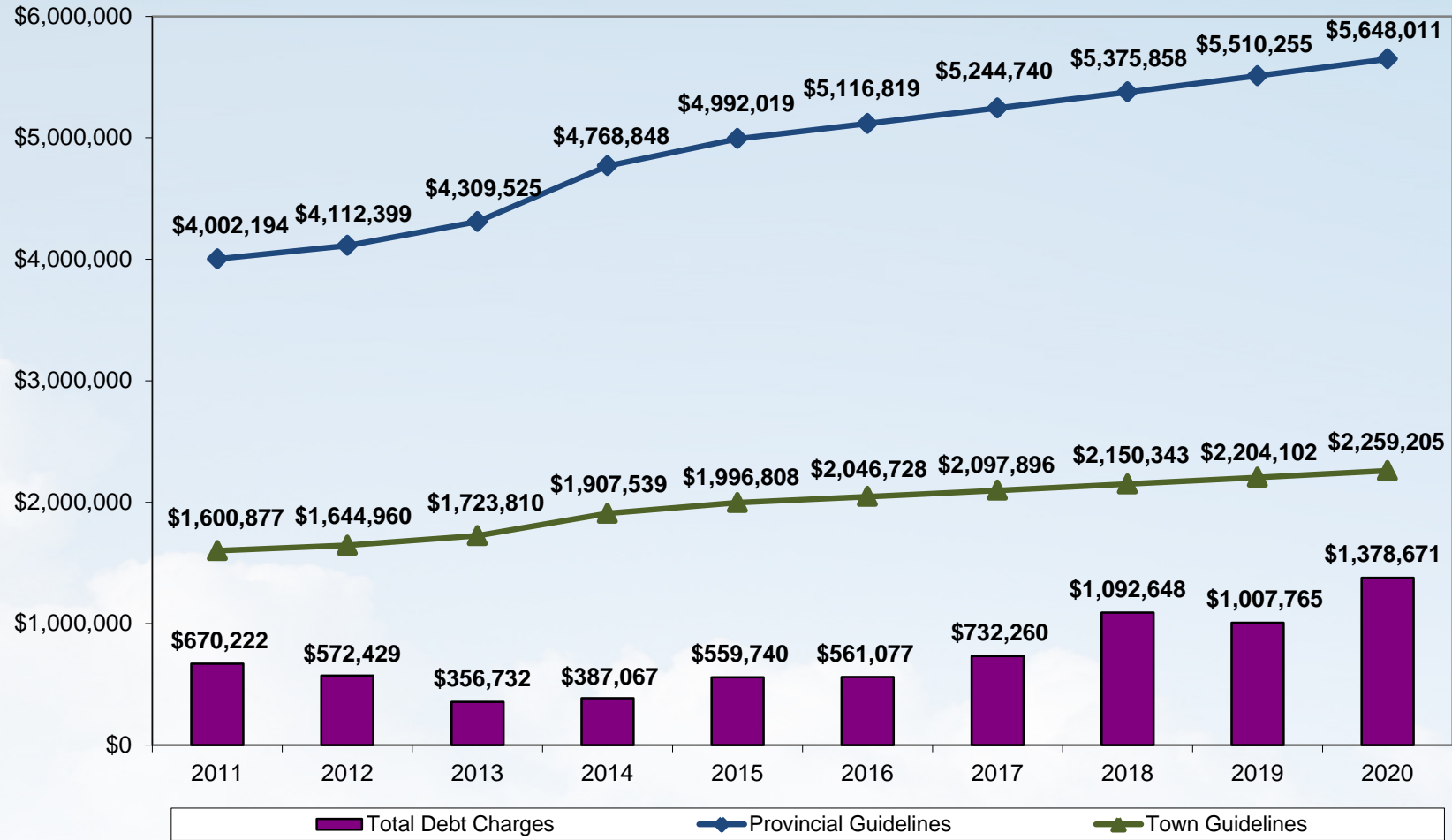


## Capital Funding Gap

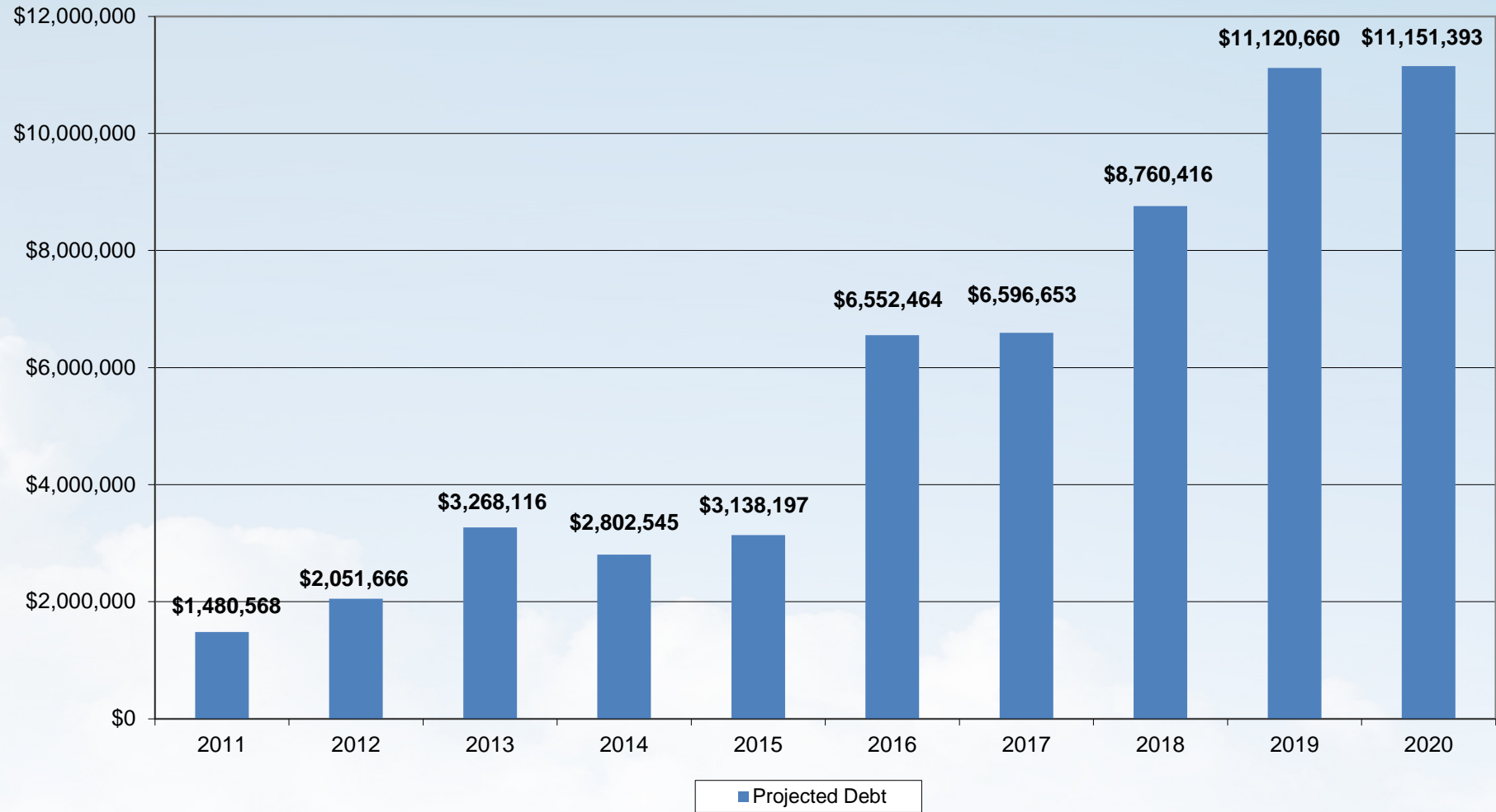
**Total Request** \$95,265,268  
**Total Funding** \$78,179,787  
**Funding Gap** \$17,085,481



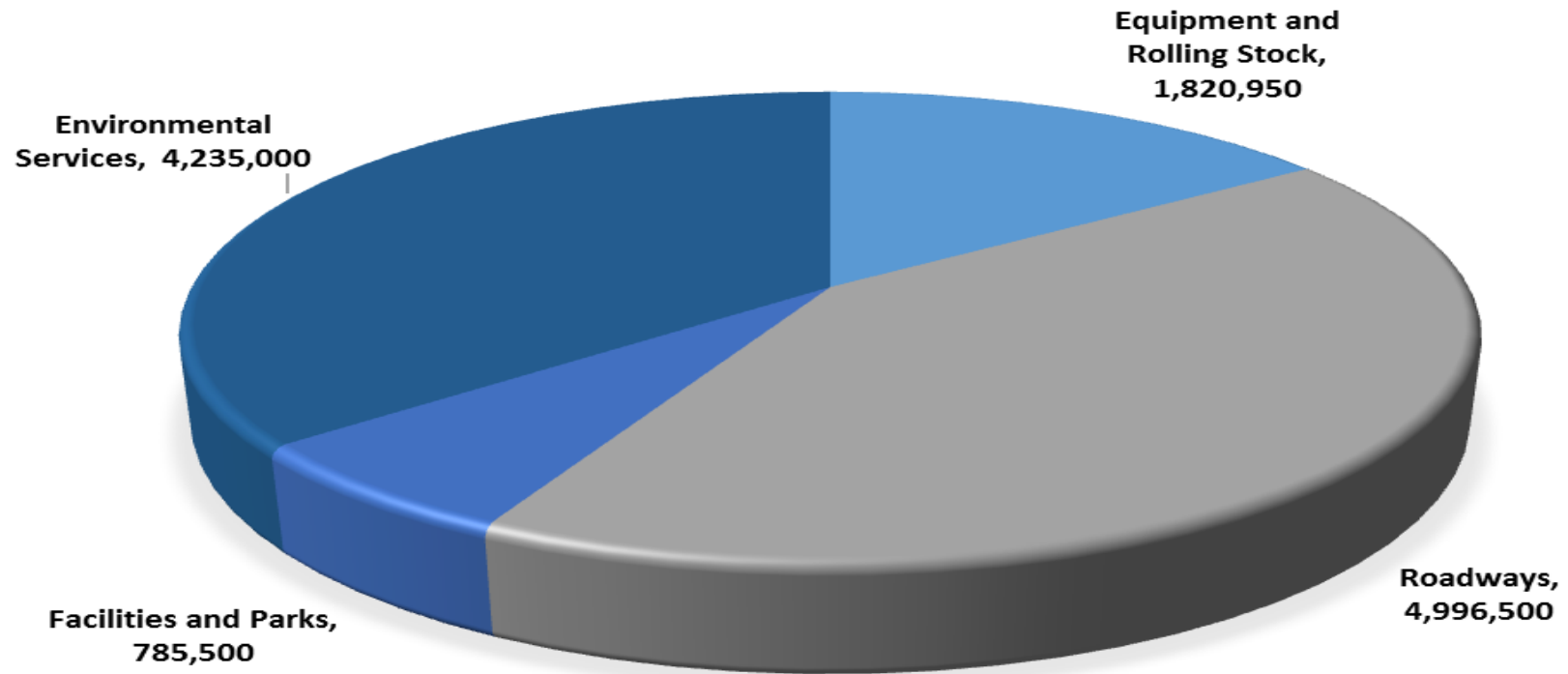
**TOWN OF LINCOLN - DEBT PAYMENTS  
2011 - 2020**



**TOWN OF LINCOLN - PROJECTED OUTSTANDING DEBT  
2011 - 2020**



### 2017 DRAFT CAPITAL EXPENDITURES



	2009	2010	2011	2012	2013	2014	2015	2016	Proposed 2017		.5% Roads Incr Proposed 2017	1.0% Roads Incr Proposed 2017
Capital Expenditures	7,127,500	8,744,850	5,711,000	6,323,000	22,953,560	6,835,700	6,243,180	10,590,800	11,871,050		11,809,058	11,874,516
Capital Levy	1,223,050	1,223,050	1,105,500	1,148,500	1,176,000	1,180,700	1,196,050	1,217,550	1,255,295		1,314,207	1,373,119
Capital Levy Increase		-	(117,550)	43,000	27,500	4,700	15,350	21,500	37,745		96,657	155,569
% Impact on Tax Levy		0.000%	-1.177%	0.409%	0.251%	0.042%	0.131%	0.175%	0.288%		0.738%	1.310%

**8 Elements that Impact  
Infrastructure Management:**

## Opportunity for Innovation

- Requires strategic approach
- Bridge between policy (Council) and service delivery (Administration)
- Goal of long-term sustainability





# Information Technology

**2017 CAPITAL BUDGET**

# Challenges and Opportunities

## Challenges

- Build networks and communication tools to allow for the flow of vital information in the case of an emergency.
- Deliver fast, consistent service in a growing and changing environment.
- Protect Town assets, both physical and digital.

# Challenges and Opportunities

## Opportunities

- Create efficiencies for staff through the use of technology.
- Interdepartmental data linkages to improve information available to decision makers .
- Improve customer service through the public portals and open data.

## **Alignment to priority plan including list of priority areas**

- Strive to be known by citizens for a positive and high quality service-centered culture.
- To manage the Town in a manner that protects the quality of assets, delivers services in an effective and efficient manner and encourages a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers.
- Create and encourage active and engaged dialogue with the community. Maximize the use of technology and build upon the proliferation of social media and new media channels.

## **Projects listed under priority areas**

### **Improving customer service:**

#### **Project #1 - Information Technology Upgrade**

- Providing up-to-date tools to provide for customer service.
- Using technology to improve workflow of information between departments to aid in decision making and reduce duplication of effort.

### **Protection of Town assets:**

#### **Project #2 - Alarm System Modernization**

- Protecting the Town's physical assets and reducing risk through increased security and improved accountability.

## Projects listed under priority areas

### Improving Communication:

#### Project #3 – EOC/COC Phase 2 – Telephony

- Implementation of a full feature phone system for applicable staff and decision-makers, if Town hall is unavailable in an emergency system.

#### Project #4 - Redundant Dispatch System Phase 4

- Improving on existing technology/infrastructure to allow communication in times of disaster or emergency for fire and operations staff should cellular services become unavailable in an emergency.

## **Mitigation efforts taken to address needs and manage budget increases:**

- Communication with departments on technological and digital needs
- Prioritization of projects, lower priority projects are deferred
- Review lifecycle items for condition, based on likelihood of failure and risk associated with failure, to determine possible extension of service life
- Focus on long-term planning to avoid purchase of items at the end of their lifecycle that will be made redundant by future changes

**LINCOLN FIRE RESCUE  
& EMERGENCY SERVICES**

**2017 CAPITAL BUDGET**



# Challenges and Opportunities

## Challenges

### *Population growth*

- Support planning & development: Plan reviews, site plans, subdivision agreements, zoning by-law amendments, official plan amendments
- Building inspections: Fire safety components of Building Code
- Fire safety inspections: Fire Code compliance
- Assessment and mitigation of new/evolving community risk profile
- Public education programming
- Emergency preparedness programming
- Emergency response servicing: Human resources, equipment, facilities

# Challenges and Opportunities

## Challenges

*Increasing Regulatory Regime → Increasing Liability*

- Mandatory
  - vulnerable occupancy inspections
  - complaint inspections
- Stricter
  - enforcement requirements, increasing prosecution/court times
  - health & safety requirements for firefighters (presumptive illness)
  - firefighter training and records requirements
  - Apparatus/equipment inspection and records requirements
- Increased
  - mandatory reporting requirements to the OFMEM
  - requirements for Emergency Management annual compliance
  - requirements for FPPA annual compliance

# Challenges and Opportunities

## Challenges

### *Balancing Increasing Service Demands with Available Resources*

- Newly emerging demands: CO Alarms, Special Events, Migrant Housing
- Breadth of services provided; Increasing technical complexity
- Direct correlation: Service Demands ↔ Population Growth / Demographics
- Increasing and more complex customer expectations
- Challenges in recruiting and retaining volunteer firefighters (busy lives)
- Meeting public safety response standards
- Capacity of a “volunteer” fire service
- Community emergency preparedness: Citizen expectations and responsibility for selves vs. municipal service delivery

# Challenges and Opportunities

## Opportunities

### *Shared Services*

- Collaboration with West Niagara (and beyond) fire services
- Automatic Aid and Fire Protection Agreements
- Co-operative purchasing ventures
- Private-public partnerships
- Collaboration among Town departments

### *Volunteer Firefighters*

- Dedicated, resourceful, capable, cost-effective
- Continue to expand role to beyond traditional response function

## **Alignment to priority plan including list of priority areas**

- To deliver Municipal Services in a manner that respects all legislative, regulatory and by-law requirements.
- To manage the Town in a manner that protects the quality of assets, delivers services in an effective and efficient manner and encourages a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers.
- To develop a comprehensive Cultural Plan to guide how we bring people together in a civil, caring community where we can thrive.
- To build economic capability by creating an investment-friendly environment, securing the Town's economic future and improving quality of life for residents.

## **Projects listed under priority areas**

*To deliver Municipal Services in a manner that respects all legislative, regulatory and by-law requirements:*

- **Project #5** - Firefighter Protective Clothing
- **Project #6** - Bunker Gear/Water Rescue Suit Dryer
- **Project #8** - Self-Contained Breathing Apparatus
- **Project #9** - Tanker 2 (Unit FS-52) Replacement

## **Projects listed under priority areas**

*To manage the Town in a manner that protects the quality of assets, delivers services in an effective and efficient manner and encourages a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers:*

- **Project #7** - Extrication Stabilizers

## Projects listed under priority areas

*To develop a comprehensive Cultural Plan to guide how we bring people together in a civil, caring community where we can thrive (Support network of recreational trails and parks);*

- and -

*To build economic capability by creating an investment-friendly environment, securing the Town's economic future and improving the quality of life for residents. (Support community events promoting and focusing on local foods, beverages, arts and culture):*

- **Project #10** - All-Terrain Fire & Rescue Equipment



## **Mitigation efforts taken to address needs and manage budget increases**

- Invest in Fire Prevention and Public Education strategies in order to reduce demands for expensive response services
- Sustain a volunteer fire service model as long as possible
- Pursue “non-traditional” funding sources (donations, grants, partnerships)
- Participate in co-operative purchasing opportunities (apparatus, equipment)
- Monitor performance metrics to ensure effective and efficient service delivery
- Align fees and charges with costs of specialized service delivery areas

# **PUBLIC WORKS**

**2017 CAPITAL BUDGET**

# Challenges and Opportunities

## Challenges

- Continuing to address the backlog of road condition needs throughout the Town's 300 km road network.
- Reducing health and safety risk for motorists related to deficient culverts and bridges.
- High priority to ongoing replacement of remaining deteriorated cast iron/metallic watermain piping

# Challenges and Opportunities

## Challenges

- Addressing fleet lifecycle needs for the Town's \$9.5 million fleet assets to prevent service disruption to residents
- Responding to growth-triggered demands for municipal infrastructure upgrades

# Challenges and Opportunities

## Opportunities

- Construction projects are “shovel ready” allowing for early tendering in 2017 to attract more favorable bid results helping to reduce overall budget needs. This will mean more anticipation and preapproved items.
- Project scopes include economies of scale strategies such as focusing on long sections of similar work, clustering work site and contractor mobilization all in an effort for fiscal efficiencies.
- The road improvement incorporates implementation of signed cycling routes as per the Regional and Town Bikeway Master Plans.

# Challenges and Opportunities

## Opportunities

- Proactive alignment between road improvement program and the Town's active transportation initiatives such as new sidewalks and traffic calming allowances.
- Incorporate key scheduling dates in contracts, to minimize construction-related activity impact in tender fruit areas.

# Challenges and Opportunities

## Opportunities

- All underground watermain replacement investment, where applicable, incorporates “*trenchless/no dig*” technologies to help reduce construction costs and minimize disruption to residents.
- Further investigate joint tendering opportunities for fleet purchases.
- Fleet replacement plan includes “Greening Initiatives” where feasible. Look at new process for fleet.

# Challenges and Opportunities

## Opportunities

- As part of continuous improvement winter planning, “pre–wetting material” technology outfitting enhancements are included in the proposed snowplow replacement.



## **Alignment to priority plan including list of priority areas**

- Roads, Transportation and Traffic
- Providing a Safe and Consistent Supply of Drinking Water to Town Customers via a Fully Compliant Water System
- Economic Development

# Projects listed under priority areas

## Major Projects: Roads, Transportation and Traffic

- Investing approximately **\$3.2 million** in a robust capital road improvement program addressing approximately **29 kms** of both urban and rural roads.
- **Road Improvement Program:**
  - Continues to incorporate the “*keeping the good roads good*” asset management pavement preservation strategies resulting in “*smart*” capital investment of tax dollars.
  - At the same time the balanced program will also address roads that are in very poor condition through full rehabilitation.

# Projects listed under priority areas

## Major Roads, Transportation and Traffic cont'd

- **Project #16 - The Drake Ave Neighbourhood** (*road & sidewalk*) is a large full scale road reconstruction project that includes economies of scale strategies
- **Project #17** - Ninth Street retaining wall replacement
- **Project #18** - Academy Street Utility Relocation
- **Project #14** - Charles Street Storm Sewer diversion
  
- **Projects #11, 12 & 13 - The Culvert and Bridge Improvement Works** have been collapsed into larger-sized programs with locations clustered to take advantage of economies of scale in addressing these important health and safety needs for motorists.

## Projects listed under priority areas

- **Project #15 & 16 - Active Transportation Initiatives – Key Council Item**
  - The road improvement program includes road candidates where important signed cycling routes can be implemented.
  - Important new proposed sidewalk links as part of the Drake Ave neighbourhood project.
- **Project #27 & 28 - Speed Reduction Campaign – Key Council Item**
  - Further investment is proposed to include 2 sets of permanent solar powered digital speed signs, 1 set of portable digital signs
  - The Drake Ave neighbourhood project budget also includes a traffic calming allowance to consider “traffic calming measures” with input from residents.

## Projects listed under priority areas

### Vehicles:

- **Project #20** – Town Car conversion to versatile pick-up truck
- **Project #21** - Snowplow/Dump truck replacement
- **Project #22** - Cargo van
- **Project #23** - Riding lawnmower
- **Project #25** - Pickup truck
- **Project #26** - New By-law vehicle
- **Project #24 - Electric Powered Ice Resurfacer**  
Proposed to replace the old propane powered unit for the Fleming Centre. This “*Greening the Fleet*” opportunity helps reduce carbon footprint and improves indoor air quality in the arena for staff and residents.

## Projects listed under priority areas

### Major Projects - Providing a Safe and Consistent Supply of Drinking Water to Town Customers via a Fully Compliant Water System

- **Project #16 - Drake Ave neighbourhood** (*water component*) - includes replacement of 55-year-old deteriorated cast iron piping to ensure the supply of safe drinking water
- **Project #44 - Vineland West Private Water System** - construct a new municipal water main to ensure the supply of safe drinking water
- **Project #40** - Bartlett Road Watermain replacement design
- **Project #43** - Fifth Avenue Fire Hydrant (Fire Protection)

## Projects listed under priority areas

### Economic Development

- **Project #41 - Prudhommes Watermain Upgrade Design** phase is proposed to proactively prepare for and help support the redevelopment of Prudhommes water supply needs.
- **Project #19 - Twenty Third Street Urbanization Design** phase from Culp Rd to Menno St is proposed as a result of development proposals in this area triggering municipal servicing and road infrastructure upgrades.

## Mitigation efforts taken to address needs and manage budget increases

- External funding opportunities (*subject to external funding*)
  1. Ontario Community Infrastructure Fund (OCIF) Program - to complete the Victoria Ave Watermain QEW crossing replacement project **Project #42**
  2. Clean Water and Wastewater Fund (CWWF) Program - to complete the Konkle Creek Remediation and Naturalization Phase 1 project **Project #39**



## **Mitigation efforts taken to address needs and manage budget increases**

- Reprioritization and refining the 10 Year Capital Plan Update to ensure all proposed 2017 Infrastructure Projects reflect the Town's most current needs.
- Continual improvement with proactive operational programs focusing on pavement preservation to help prolong costly capital improvements.

## **Mitigation efforts taken to address needs and manage budget increases**

- Condition assessments completed on fleet replacement purchases resulted in two pickup truck replacements previously identified in the 10 Year capital Plan deferred to 2018.
- Continuous improvement review on completed projects to refine processes moving forward.

# **Sport, Recreation & Culture**

**2017 CAPITAL BUDGET**

# Challenges and Opportunities

## Challenges

- Many big projects to be completed over the next year (park developments, fire stations, museum, etc.).
- Operating costs associated with new infrastructure
- Rising costs i.e., construction costs, more stringent environmental regulations demand larger investments to meet building codes and comply with regulations

# Challenges and Opportunities

## Challenges

- Aging workforce, extension of “seasonal” offerings and the seasonal change over of staff, expansion of service offerings
- Masterplans, workplans and visioning required to prioritize work to be done in all areas: sport, recreation, culture, heritage, facilities, parks and cemeteries.

# Challenges and Opportunities

## Opportunities

- Exciting legacy projects that will become community assets (park developments, fire stations, museum, etc.).
- Opportunity to address gaps in service and offer new services to the public.
- Chances to be bold, innovative and a progressive organization.

# Alignment to priority plan including list of priority areas

## Communications:

- Continuing to address and refine SRC's community outreach so that timely and relevant information is communicated to our customers (e.g. heat alerts).
- Maximize the use of technology (MaxGalaxy) to better reach our existing customer base (e.g. CRM email data base and billing software).
- Working with government and industry partners (e.g. funding opportunities from the Region, Canadian Heritage, Canada 150, etc.)

# Alignment to priority plan including list of priority areas

## Economic Development:

- Continue to stress that SRC is “Open for Business” (e.g. Business and operating plans for the museum, Healthy Kids, Mavericks Hockey, Arena Football, etc).
- BIA Development (e.g. PRIP Funding and Beautification Plans, Temporary Museum Location, CDN 150 Street Festival).
- Establishing Community Events (e.g. Canada 150 Committee, Labour Day Skate and Swim, Christmas Camp, Pioneer Day, New location for New Years Levy).



# Alignment to priority plan including list of priority areas

## Cultural Planning:

- Continuing to address gaps in Town parks (e.g. seating, picnicking, shade structures, trees, sport uses, water fountains, splash pads, etc.).
- Identifying cultural opportunities (e.g. CDN 150 Celebrations, Mavericks Hockey, Arena Football, Sports Dome, Celebration Garden, CDN 150 Mosaic, etc.)
- Ongoing examination of community cultural gaps underway and ongoing work with local service groups to promote citizenship (e.g. Rotary, Lions Clubs, CCWN, Niagara Community Foundation, etc.)

# Alignment to priority plan including list of priority areas

## Customer Service:

- Continuing to address customer needs (e.g. creating more community spaces in new facilities, offering refunds at facilities other than Town Hall, exploring opportunities to offer more town services at the Fleming Centre (recycling bins).
- Reviewing our “Approved Community Group” policy to ensure its flexible and relevant.
- Ensuring our internal customers can be accommodated issues addressed in a timely manner (e.g. room bookings for PIC’s, new work order system, etc.)

# Alignment to priority plan including list of priority areas

## Roads, Transportation and Traffic:

- Continuing to lead the Active Transportation committee and exploring alternative transportation infrastructure in the Town (e.g. bike racks, water fountains, shade and rest areas) – with PW.
- Ongoing Streetscaping and Beautification throughout the entire Town (e.g. 150,000 tulips, new signs in parks and at facilities, BIA streetscape improvements)
- Cross departmental reviews of new subdivisions and road closures with PW and Planning to ensure connectivity with bike lanes, trails and parks.

## Proposed SRC Capital Projects

- **Project #29 & 30** - Beamsville Pool (AFG) heater replacement and lifeguard chairs
- **Project #32** - Facilities security upgrades (Jordan Arena/Pool, Lincoln Centre, AFG, Town Hall)
- **Project #33** - Backup Generator (Fleming Centre)
- **Project #37** - Generator (Town Hall)
- **Project #34** - Jordan Arena/Pool communication line
- **Project #35** - Jordan Museum roof replacement
- **Project #36** - Lincoln Centre multi-purpose room modifications

## Proposed SRC Capital Projects cont'd

- **Project #31** - Beamsville Fire station temporary accommodations
- **Project #38** - HVAC upgrades (Town Hall server room)
- **Project #45** - Beamsville Lions Park upgrade design
- **Project #46 & 47** - Charles Daley driveway paving & Park Design

## Mitigation efforts taken to address needs and manage budget increases

- **External funding opportunities** – 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 funding opportunities** – Continue to explore funding opportunities with facility rentals, rates and fees, new service offerings (e.g. Movie Shoots), Regional initiatives (e.g. CDN 2021 Games), new sport teams (e.g. Mavericks, Arena Football).
- **“Right Size” Projects** – Create multiuse facilities (e.g. Community Rooms in Fire Stations, Multi-use spaces in the Museum, Skate & Pump Track Park etc.)

**Thank You  
&  
Questions**