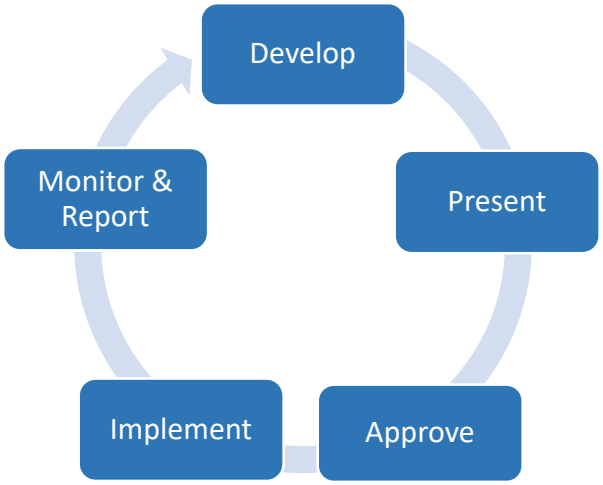
2019 CAPITAL BUDGET

Capital Budget

The capital budget has the common goal of balancing the immediate and future needs with affordability. Capital projects and assets include such things as vehicles, roads, bridges, watermains, buildings, and equipment.

What are the benefits of Budget Planning?

Budgets are an important guide that outlines spending and planning for the coming year.

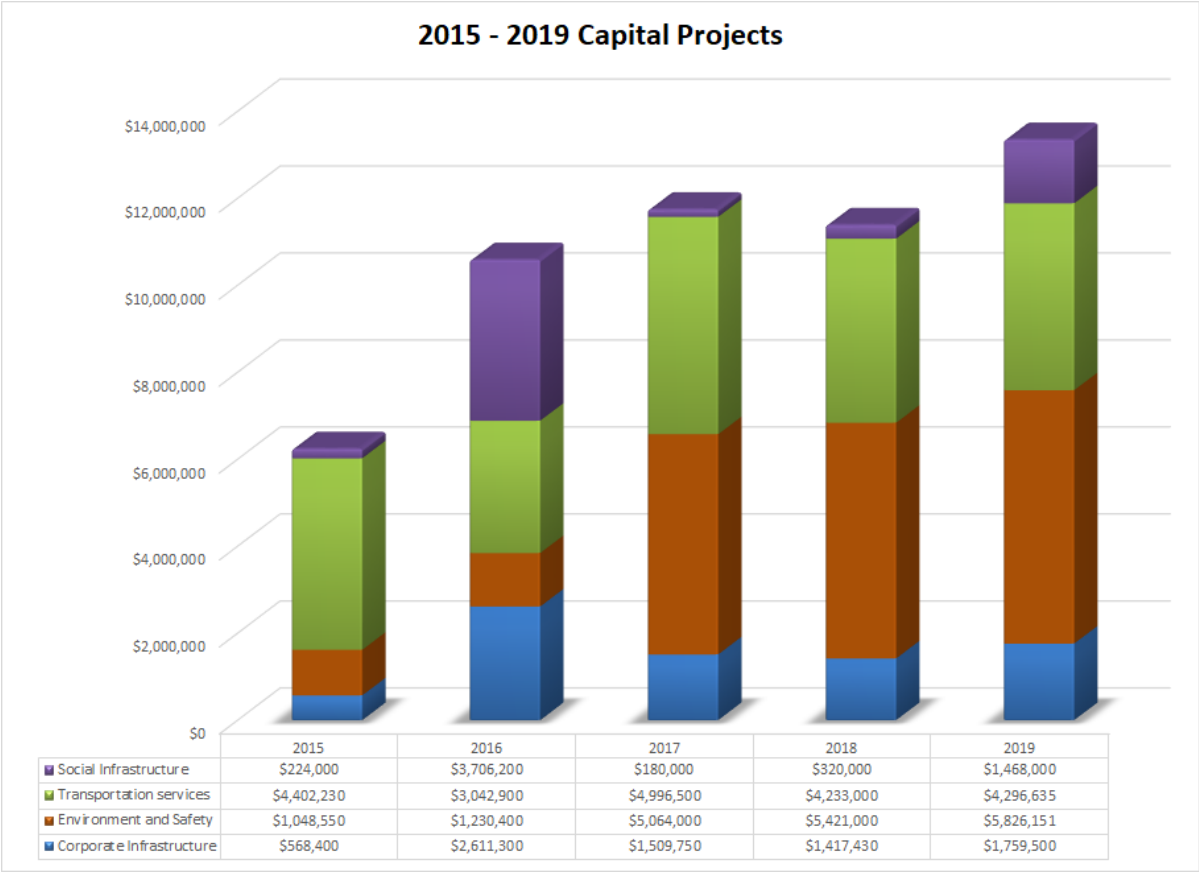


Other considerations:

- Legislated/Mandated – we need to do it – other funding available
- Growth/Strategic – required to support growth or accomplish strategic projects – DC's, grants, partnerships, etc.
- Service Delivery – how we deliver services, efficiencies, prioritization of work, scheduling

Capital Project Focus

The development of a long-term capital forecast and the related financing strategy is needed to ensure our municipal infrastructure is maintained. The bulk of our capital spending over the past five years occurred in the Transportation (roads, bridges, traffic control), and Environment and Safety Service areas (water, wastewater and fire rescue).

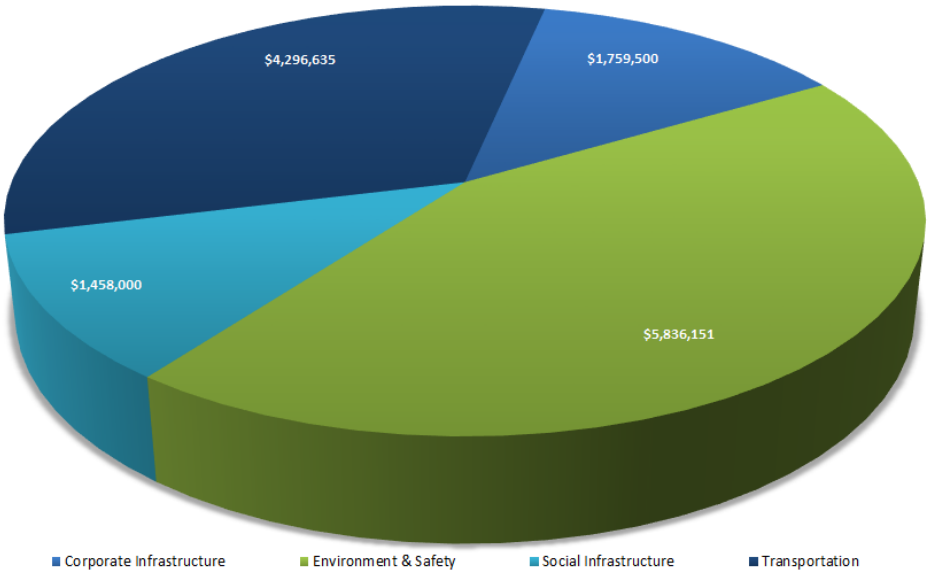


	2015	2016	2017	2018	2019
Social Infrastructure	$224,000	$3,706,200	$180,000	$320,000	$1,468,000
Transportation services	$4,402,230	$3,042,900	$4,996,500	$4,233,000	$4,296,635
Environment and Safety	$1,048,550	$1,230,400	$5,064,000	$5,421,000	$5,826,151
Corporate Infrastructure	$568,400	$2,611,300	$1,509,750	$1,417,430	$1,759,500

What is the Town's 2019 Capital Budget Focus?

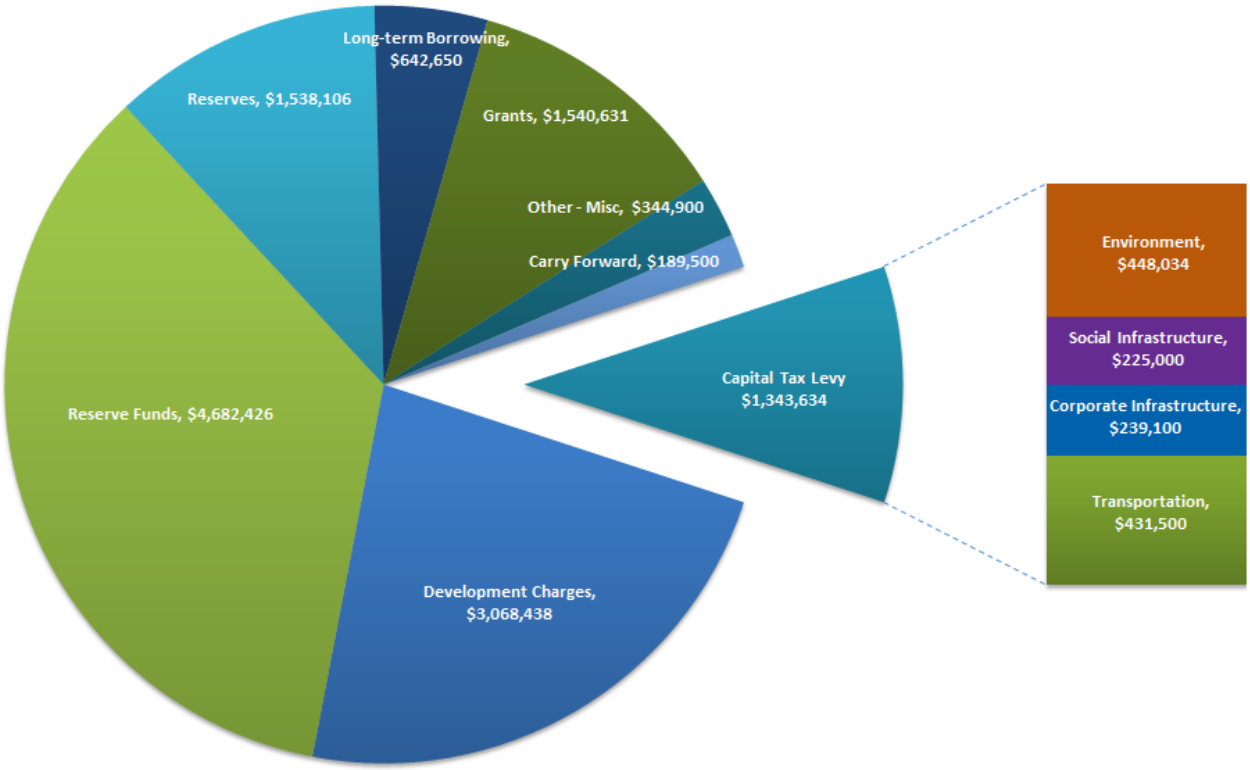
The 2019 Draft Capital Budget includes expenditures of $13,350,285, distributed as follows:

- Environment and Safety Services (water, wastewater, fire rescue) – 44%
- Transportation Services (roads, sidewalks, bridges, streetlights) – 32%
- Social Infrastructure (community facilities, parks, library) – 11%
- Corporate Infrastructure (equipment, facilities, vehicles) - 13%



What is the Town's 2019 Capital Budget Funding Sources?

The Town uses various forms of financing to support the capital plan including transfers from reserves (planned savings); development charges; long-term borrowing; grants from other levels of government; and the levy (current year taxes).



TOWN OF LINCOLN

CAPITAL FUND

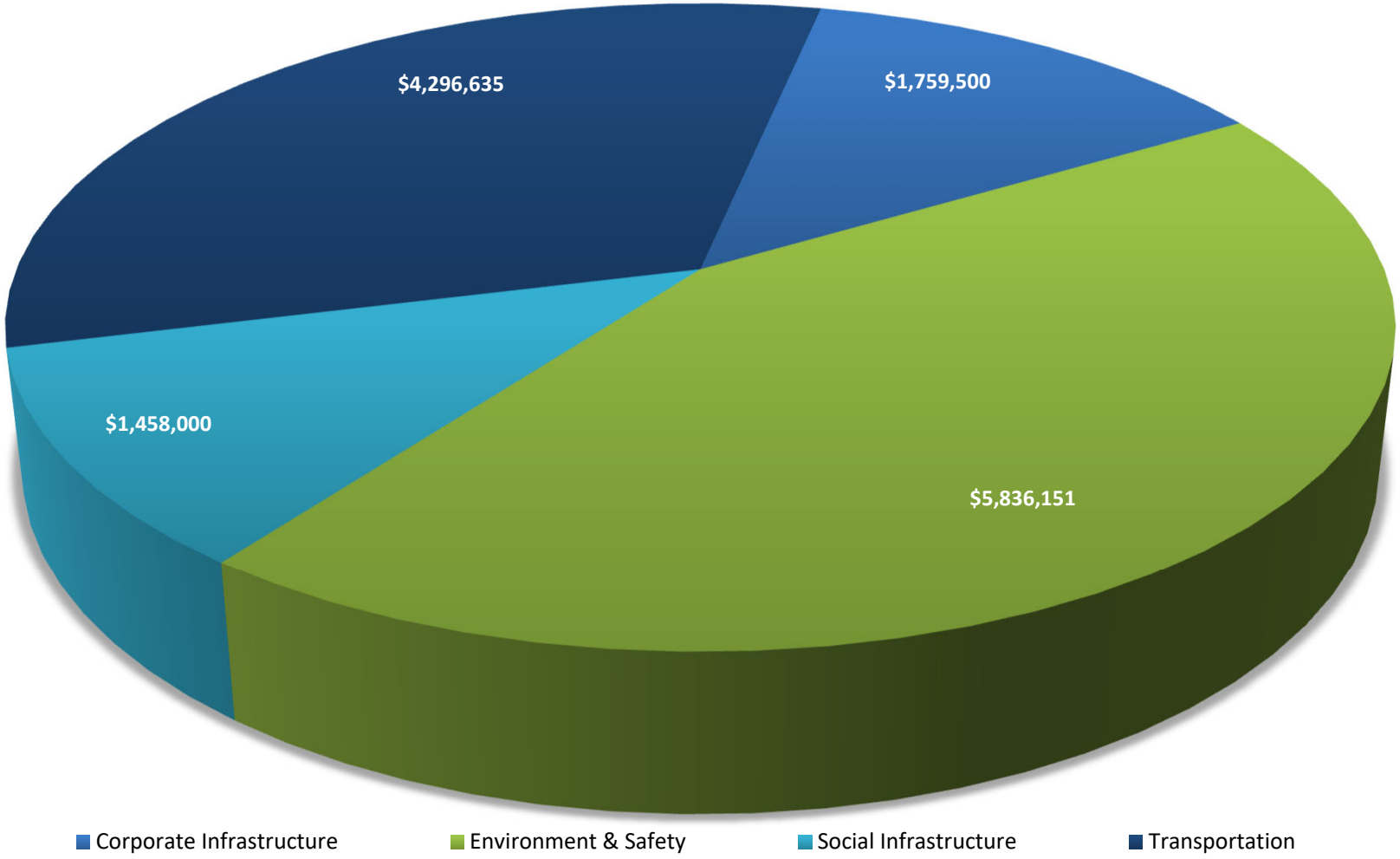
2019 BUDGET

	2019 Budget	2018 Budget
Funding Sources		
Development Charges	3,068,438	904,940
Reserve Funds	4,682,426	5,169,688
Reserves	1,538,106	1,789,430
Long-term Borrowing	642,650	560,000
Grants	1,540,631	1,381,372
Other - Misc	344,900	76,000
Carry Forward	189,500	218,000
Environment & Safety	**448,034**	**95,000**
Social Infrastructure	**225,000**	**173,750**
Corporate Infrastructure	**239,100**	**175,000**
Transportation	**431,500**	**848,250**
	12,006,651	10,099,430
Project Spending		
Corporate Infrastructure	1,759,500	1,417,430
Environment & Safety	5,836,151	5,421,000
Social Infrastructure	1,458,000	320,000
Transportation	4,296,635	4,233,000
	13,350,285	11,391,430
Net Revenue/(Expenditures)	(1,343,634)	(1,292,000)

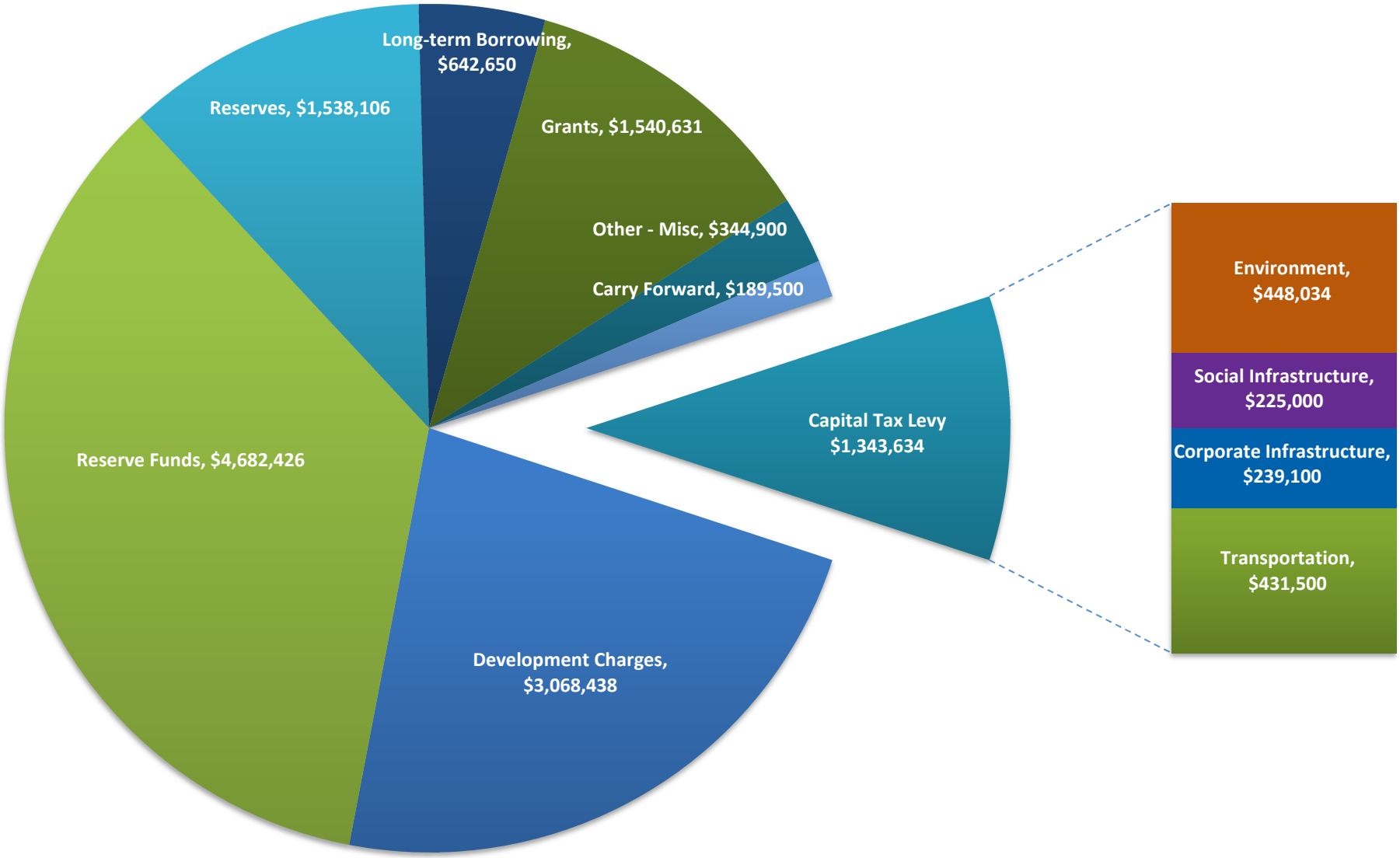
DESCRIPTION OF INFRASTRUCTURE

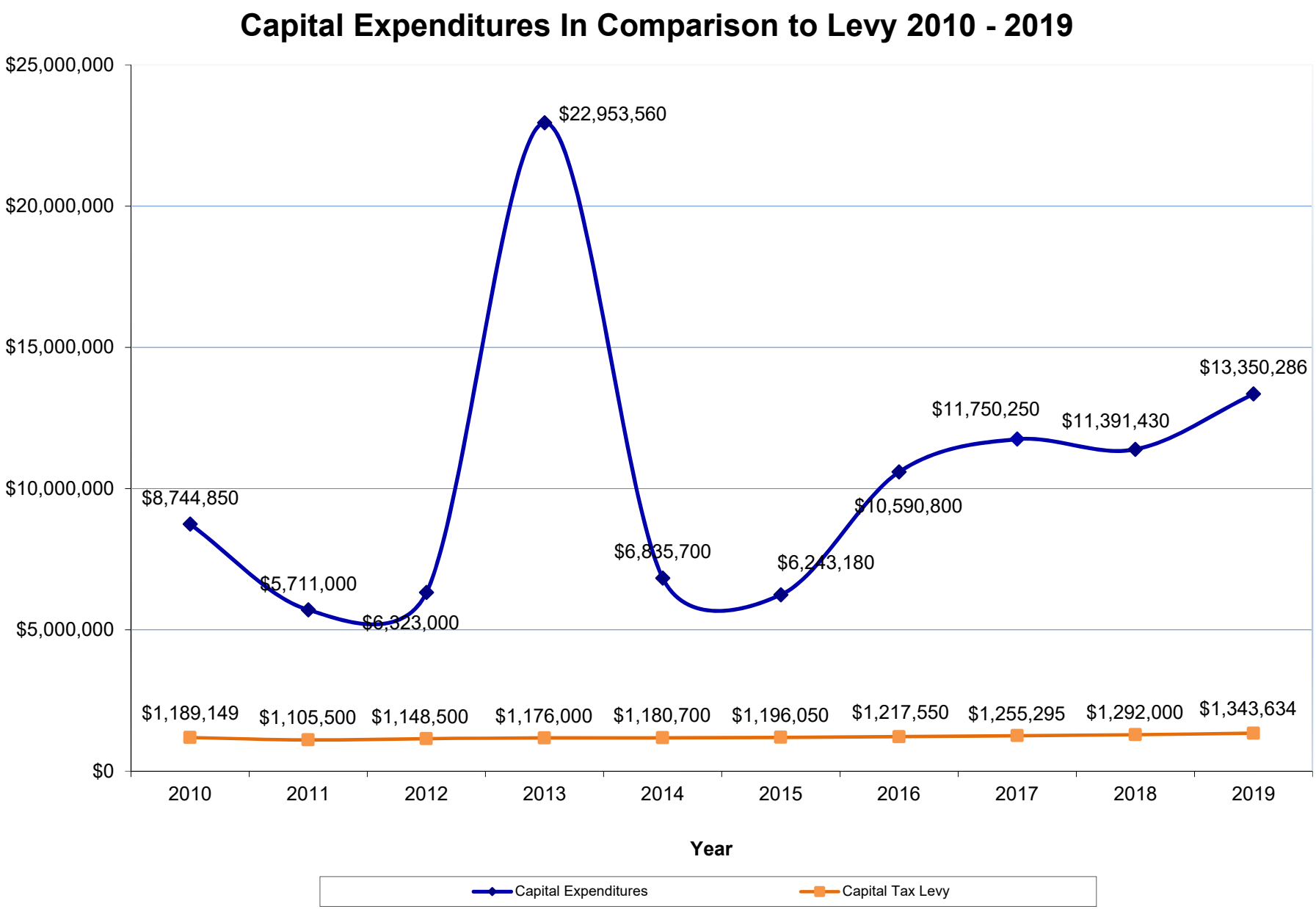
Portfolio	Group		Description
Transportation		Roads, Bridges & Culverts	Roads (arterials, collectors, local; and curb & gutter), sidewalks, auxillary structures (gates, streetscapes etc.) and bridges
		Traffic Control & Street Lighting	Signs, markings, street lighting and parking metres
Environment & Safety		Water & Wastewater	Sanitary, storm & combined sewers (incl. manholes, catchbasins), and service connections
		Fire Rescue	Specialized emergency equipment, communication equipment and dispatch system
Social Infrastructure		Community Facilities	All recreation equipment and cemeteries
		Parks	Horticulture, trails, hard surfaces, playgrounds, sportsfields, park infrastructure and parks
		Library	Library network, contents and materials
Corporate Infrastructure		Buildings	Civic offices, public works, operation facilities, rec facilities, libraries and emergency response buildings
		Fleet	Municipal city vehicles, transit fleet, and shop equipment
		Technology Equipment	Servers, network, all communication equipment

2019 Capital Budget Project Spending



2019 Capital Budget Funding Sources




Capital Expenditures In Comparison to Levy 2010 - 2019
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
$8,744,850
$5,711,000
$6,323,000
$22,953,560
$6,835,700
$6,243,180
$10,590,800
$11,750,250
$11,391,430
$13,350,286
$1,189,149
$1,105,500
$1,148,500
$1,176,000
$1,180,700
$1,196,050
$1,217,550
$1,255,295
$1,292,000
$1,343,634
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
Year
Capital Expenditures
Capital Tax Levy

2019 Capital Budget Projects by Service Groups

Department	Proj #	Project Description	Proposed Expenditures	Financing					
				Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
Corporate Infrastructure										
General Government	01	Technology Update	270,950	24,400	0	14,050	232,500	0	0	0
	02	Library IT Update	30,550	0	0	0	30,550	0	0	0
	03	Redundant Dispatch Phase 6	270,000	0	74,250	0	135,000	60,750	0	0
	04	Facility Security Phase 2	287,000	97,500	0	0	0	0	0	189,500
			858,500	121,900	74,250	14,050	398,050	60,750	0	189,500
Facilities	05	Town Hall Office Additions	109,000	109,000	0	0	0	0	0	0
			109,000	109,000	0	0	0	0	0	0
Vehicles/Equipment	06	Fleet Replacement and Enhancements	792,000	8,200	118,800	0	645,000	0	20,000	0
			792,000	8,200	118,800	0	645,000	0	20,000	0
		Subtotal - Corporate Infrastructure Services	**1,759,500**	**239,100**	**193,050**	**14,050**	**1,043,050**	**60,750**	**20,000**	**189,500**
Environment & Safety										
Stormwater	07	Konkle Creek Remediation - Phase 2	63,000	22,680	40,320	0	0	0	0	0
	08	Lincoln Avenue Storm Sewer - Phase 1	555,000	183,150	371,850	0	0	0	0	0
	09	Bartlett Creek West Branch Improvements	316,000	66,360	249,640	0	0	0	0	0
			934,000	272,190	661,810	0	0	0	0	0
Wastewater	10	Twenty-First Street Maint. Hole Replacements	98,000	0	0	98,000	0	0	0	0
			98,000	0	0	98,000	0	0	0	0
Waterworks	11	King Street Watermain Replacement	1,472,500	0	0	712,500	0	0	760,000	0
	12	Second Ave Watermain and Road Replacement	627,000	83,100	0	543,900	0	0	0	0
	13	Smart Hydrant Inserts Phase 1	75,000	0	0	75,000	0	0	0	0
	14	Water Meter Replacement - Phase II	1,413,951	0	0	1,413,951	0	0	0	0
	15	Wachs Valve and Hydrant Maintenance Trailer	100,000	0	0	100,000	0	0	0	0
			3,688,451	83,100	0	2,845,351	0	0	760,000	0
Fire Services	16	Vineland Fire Station - Design & Site Studies	400,000	0	320,000	0	0	80,000	0	0
	17	Campden Fire Station Digital Sign	10,000	0	5,500	0	0	4,500	0	0
	18	Fire Equipment	264,700	76,644	42,900	0	110,056	35,100	0	0
	19	Fire Department Fleet	395,000	0	0	0	385,000	0	10,000	0
	20	Emergency Management Fleet	46,000	16,100	0	0	0	0	29,900	0
			1,115,700	92,744	368,400	0	495,056	119,600	39,900	0
		Subtotal - Environment and Safety Services	**5,836,151**	**448,034**	**1,030,210**	**2,943,351**	**495,056**	**119,600**	**799,900**	**0**

Department	Proj #	Project Description	Proposed Expenditures	Financing						
				Levy	Dev. Charges	Res. Funds	Reserves	Debenture	Other	Unexp.
Social Infrastructure										
Cemetery	21	Oaklawn Columbarium	42,000	0	0	0	0	42,000	0	0
			42,000	0	0	0	0	42,000	0	0
Facilities	22	Jordan Arena Equipment	194,000	0	0	194,000	0	0	0	0
	23	Fleming Centre Scoreboard	110,000	0	0	0	0	0	110,000	0
	24	Bennett Hall Facility Repairs	67,000	0	0	67,000	0	0	0	0
			371,000	0	0	261,000	0	0	110,000	0
Parks	25	Jordan Pool Splash Pad	20,000	20,000	0	0	0	0	0	0
	26	Park Asset Replacements and Repairs	105,000	105,000	0	0	0	0	0	0
	27	Ted Roberts Park Parking Lot Repaving	140,000	50,000	0	0	0	0	90,000	0
	28	Charles Daley Park Driveway Repaving	50,000	50,000	0	0	0	0	0	0
	29	Serena Park Development - Phase 1	730,000	0	657,000	73,000	0	0	0	0
			1,045,000	225,000	657,000	73,000	0	0	90,000	0
		Subtotal - Social Infrastructure	**1,458,000**	**225,000**	**657,000**	**334,000**	**0**	**42,000**	**200,000**	**0**
Transportation										
Roadways	30	Road Resurfacing and Rehabilitation Program	1,845,635	0	140,978	1,001,025	0	0	703,631	0
	31	Culvert Replacement and Rehabilitation Program	215,000	215,000	0	0	0	0	0	0
	32	Guiderail Installation Program	120,000	120,000	0	0	0	0	0	0
	33	Greenlane Road Reconstruction - Design	133,000	66,500	66,500	0	0	0	0	0
	34	Frost Road Bridge No. 20 Replacement Options	30,000	30,000	0	0	0	0	0	0
	35	Elizabeth Street Road Reconstruction	1,953,000	0	980,700	390,000	0	420,300	162,000	0
			4,296,635	431,500	1,188,178	1,391,025	0	420,300	865,631	0
		Subtotal - Transportation Services	**4,296,635**	**431,500**	**1,188,178**	**1,391,025**	**0**	**420,300**	**865,631**	**0**
		2019 Total	**13,350,285**	**1,343,634**	**3,068,438**	**4,682,426**	**1,538,106**	**642,650**	**1,885,531**	**189,500**
		2018 Levy	11,691,430	1,292,000						
		Variance	1,658,855	51,634						
		2018 Capital Levy		1,292,000						
				51,680	4.0% Non-Residential Construction Price Index					
				1,343,680						

PROJECT DETAILS

Table of Contents - Capital Projects

General Government	**Information Technology**	**Technology Update**		**2019**
Expenditures				
	Technology Update		$	270,950
		Total Expenses	$	270,950
Revenue Sources				
	Capital Levy		$	(24,400)
	Equipment Replacement Reserve			(232,500)
	Watermain Reserve Fund			(14,050)
		Total Revenue	$	(270,950)
Project Net Total			$	-

DEPARTMENT:	General Government		
DIVISION:	Information Technology		
PROJECT NAME:	Technology Update		
PROJECT COST:	IT equipment lifecycle (reserve)	$	232,500.00
	New workstations and devices (levy)		38,450.00
	Total	$	270,950.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Future Focus Corporate Plan to manage the Town so it 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.
Description	The Town will replace workstations, displays, laptops, tablets, monitors, firewalls, printers, server and routers per their respective device life cycle. New laptops, convertible tablets and tablets are being purchased to support net new positions, persons promoted into new positions requiring devices and existing staff being issued new devices to improve mobility. The Town will use levy funds to support environmental services' paperless initiative and community services expansion of their point of sale presence and customer service devices.
Benefits	The Town will see improvements in employee productivity though increased equipment performance and minimization of equipment outages.
Financial (costs & savings)	Final prices will be determined by following the purchasing policy bylaw.
Risk	Not upgrading equipment on a timely basis reduces staff output and increases risk of equipment failure. Failure to have equipment in place for new staff will not allow work to proceed.
Alternatives Considered	Deferring replacement of computer equipment is not recommended. Printers and monitors retain their integrity until their point of failure. Replacement of these items will occur as necessary in order to provide flexibility and savings.
Value Measurement	Value will be achieved through increased productivity of Town staff, both by having faster equipment and more mobility options.

Project #02

General Government	Library	Library IT Update		2019
Expenditures				
	Library IT Update		$	30,550
		Total Expenses	$	30,550
Revenue Sources				
	Equipment Replacement Reserve			(30,550)
		Total Revenue	$	(30,550)
Project Net Total			$	-

DEPARTMENT:	General Government		
DIVISION:	Library		
PROJECT NAME:	Library IT Update		
PROJECT COST:	Patron Computers (6) - MFR	$	9,300.00
	OPAC All-in-One Computers (3) - Fleming		4,650.00
	Staff Computer - Children's Desk and Outreach Staff - Fleming		3,000.00
	Self-Check Computer - Fleming		1,500.00
	Patron Adaptive Computer - MFR		3,250.00
	Children's Game Computers (2) - Fleming and MFR		5,600.00
	Staff Laptop - MFR 1, 250 + Contingency 2,000		3,250.00
	Total	$	30,550.00

BUSINESS CASE:

Corporate Plan	Library Strategic Plan: STRATEGIC DIRECTION 4: Enhance Our Community's Experience
Description	Objective 4.4.1 Ensure that technology is current and meets community and staff needs.
Benefits	The community has access to technology and equipment to meet their needs for education, recreation and personal growth. Staff has access to technology and equipment for efficient and effective performance.
Financial (costs & savings)	Final prices will be determined by following the purchasing policy bylaw.
Risk	Not upgrading equipment on a timely basis reduces staff output and increases risk of equipment failure.
Alternatives Considered	Deferring replacement of computer equipment is not recommended.
Value Measurement	Connectivity response time; workflow efficiency.

General Government	**Information Technology**	**Redundant Dispatch Phase 6**		**2019**
Expenditures				
	Redundant Dispatch Phase 6		$	270,000
		Total Expenses	$	270,000
Revenue Sources				
	Equipment Replacement Reserve			(135,000)
	Development Charges: Fire Services Project #2			(74,250)
	Debenture			(60,750)
		Total Revenue	$	(270,000)
Project Net Total			$	-

DEPARTMENT: General Government

DIVISION: Information Technology

PROJECT NAME: Redundant Dispatch Phase 6

PROJECT COST:

Installation of simulcast transmitter at new Fire Station 2 (Campden)		135,000.00
Replacement of Town Hall transmitter with simulcast transmitter		135,000.00
	Total $	270,000.00

BUSINESS CASE:

Corporate Plan

This project is consistent with the Future Focus Corporate Plan to manage the Town so it 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.

Benefits

In the event of a severe emergency or weather event where cell phone towers are incapacitated, this system will allow Town Public Works field personnel to communicate with Town hall or the Emergency Operations Center as needed. The addition of a transmitter at Fire Station 2 (Campden) will remove Town Hall as a single point of failure to our Emergency Communications Strategy.

Description

2013 - A review of Lincoln's communication protocols showed that the dispatch system was underpowered and would not work in the event of a severe weather event, limiting the Town's ability to effectively respond to the emergency.
2014 Phase I – Fire Services upgraded communication system to a town-wide system and opened an alternate channel for communication
2015 Phase II – Public Works onboarded to the upgraded communication system; winter maintenance vehicles equipped with radios
2016 Phase III – Installation of radios in half of the Town's Fleet
2017 Phase IV – All remaining Town-owned vehicles outfitted with radios
2018 Phase V – Additional handheld radios for the fleet; Transmitter purchase approved then in-year deferral to 2019 in order to explore group purchase of equipment
2019 Phase VI – Upgrade of Town Hall transmitter which is at its end of life; installation of both transmitters

This is the last Phase of the Redundant Dispatch project. The budget request reflects if the Town of Lincoln needs to proceed as a solo purchase but all options are being explored to partner with other Local Area Municipalities.

Financial (costs & savings)	This is the final phase of the implementation project. Other local municipalities are deliberating the purchase of similar equipment. Lincoln will partner with other local municipalities to procure the necessary equipment with the intention of receiving a bulk discount. Realized savings will be transferred to the Capital Rate Stabilization Reserve.
Risk	Not implementing this system could result in delayed Public Works response to emergency situations.
Alternatives Considered	Niagara Regional Police offers radio services that could be used by the town. This option is not recommended as it is more expensive, does not penetrate some buildings, and there are some dead spots in the coverage. Delaying the project was considered but is not recommended as other small municipalities are considering the same purchase and we want to use the group buy process. One of the transmitters could be deferred from the project, but that would impact the group buy and would leave the emergency communication system vulnerable if a tower is compromised.
Value Measurement	The value of the system will come from an increase in staff productivity in the case of an emergency.

General Government	**Information Technology**	**Facility Security Phase 2**		**2019**
Expenditures				
	Facility Security Phase 2		$	287,000
		Total Expenses	$	287,000
Revenue Sources				
	Capital Levy		$	(97,500)
	2017-2 Capital Project Carry forward: Alarm System Modernization			(134,500)
	2017-32 Capital Project Carry forward: Facilities Security Upgrades			(55,000)
		Total Revenue	$	(287,000)
Project Net Total			$	-

DEPARTMENT:	General Government		
DIVISION:	Information Technology		
PROJECT NAME:	Facility Security Phase 2		
PROJECT COST:	Equipment and Installation	$	287,000.00
		Total $	287,000.00

BUSINESS CASE:

Corporate Plan

This project is consistent with the Future Focus Corporate Plan to manage the Town so it 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.

Description

2016 - IT Services performed a review of the existing systems and identified possible improvements to the management and deployment of alarm systems
2017- 2 Capital Projects were approved to modernize the alarm systems and upgrade security at various facilities; alarm and card access installation; camera system enhancements

Once a project team convened, additional facilities and requirements were brought into scope including

- Fire Station 4 washrooms
- Scout Hut
- Ted Roberts Park
- Jordan Fry House & School House
- Mountain Mennonite Cemetery
- Jordan Lions Park, Beamsville Yard
- Hilary Bald Park
- Hixon Street Pumping Station
- Bennett Hall

Additional requirements were considered and factored for newly revised OHSA regulations.

A third phase of this project is planned to be put forth as part of the 2020 capital deliberations; additional features and updating the facility access system.

Benefits

This project will provide the increased security, better accountability for municipal assets including fleets and equipment, as well as provide time savings for staff who are maintaining/monitoring the access control systems. Many aspects of this project are in place to protect the health and safety of our front-line staff.

Financial (costs & savings)

In 2017, Council approved two capital projects for security upgrades; $134,500 in 2017-2 for alarm system modernization and $55,000 in 2017-32 for facilities security upgrades.
An additional $195,000 is recommended to fully upgrade security at all sites.
$97,500 will be requested during the 2020 budget deliberations for further enhancements.

Risk	A modern security system is required in order to control and monitor facility access; detect and deter theft or damages at facilities. CCTV will help us catch other issues and assist police with investigations within town property.
Alternatives Considered	The alarm system updates can be completed within 2 years but to reduce the annual impact on taxpayers, phase 3 will be requested in 2020 at a cost of $97,500. Deferring phase II was also considered but is not recommended as it would leave Town assets at risk.
Value Measurement	The critical success factors include improved health and safety compliance, protection of municipal assets, and gained control of municipal facility access.

Community Services	**Facilities**	**Town Hall Office Additions**		**2019**
Expenditures				
	Town Hall Office Additions		$	109,000
		Total Expenses	$	109,000
Revenue Sources				
	Capital Levy		$	(109,000)
		Total Revenue	$	(109,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Facilities		
PROJECT NAME:	Town Hall Office Additions		
PROJECT COST:	Office Furnishings and Construction	$	97,000.00
	Project Management		12,000.00
	Total	$	109,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with plans to manage and protect the Town's assets, deliver service in an effective manner and encourage a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers.
Description	The project consists of the construction of six (6)additional new offices in the lobby area of Town Hall. The construction cost associated to this project includes new wall construction, millwork matching existing offices, new flooring, electrical and data. The office furniture will be acquired for six (6) new offices as well as the three (3) recently constructed offices - two (2) offices in the Planning Department and one (1) office in Communications Department.
Benefits	Town staff have designed and optimized other useable spaces throughout Town Hall to address departments growth and the need for more offices and work stations. The front lobby area is another space that can be redesigned and utilize as valuable office space to meet the demands of future growth projections for new hires. Redesigning this existing space allows the Town to meet the staffing growth needs without investing in a larger expansion project at this point in time.
Financial (costs & savings)	The cost savings associated with this proposed project is that it allows office expansion of space that is currently not been efficiently used before embarking on a major renovation or addition elsewhere in Town Hall. By strategically designing offices that will not be completely floor to ceiling, costs are substantially reduced as a result of there being no impact to the HVAC and sprinkler systems. Once the project is completed, staff anticipate minimal operating expense impacts related to the additional utilities.
Risk	Without planning for the expected growth in the near future the Town would not have the ability to provide adequate working space for the anticipated new hires over the next fiscal year.

Alternatives Considered	Other considerations would be to build an addition on the east side of Town hall in the front entrance area. In 2016 2M Architects proposed two concepted designs. Town Staff at that time did not proceed at obtaining estimates for the proposed designs by 2M Architects. Town Staff estimate that the cost for the proposed concepts could be in the range of $1,100,000 to $1,900,000.00 depending on the degree of the expansion with an estimated time frame from project conception to completion being 12 to 18 months. The second alternative would be to build modular offices cubicles instead of matching the existing office. The cost savings for installing modular office cubicles would be estimated at +/- $30,000.00. The office furniture, electrical, data, and flooring would still be required for this project. Alternative work arrangements are being investigated to reduce the need for future renovations; flex time and telecommuting may allow desk sharing; increasing digital storage will reduce physical storage requirements.
Value Measurement	Value will be achieved by providing adequate working space for new resources.

Public Works	**Vehicles/Equipment**	**Fleet Replacement and Enhancements**		**2019**
Expenditures				
	Fleet Replacement and Enhancements		$	792,000
		Total Expenses	$	792,000
Revenue Sources				
	Capital Levy		$	(8,200)
	Equipment Replacement Reserve			(645,000)
	Estimated Salvage Value			(20,000)
	Development Charges: Parkland Development Project #14			(73,800)
	Development Charges: Roads - PW Facilities and Vehicles Project #4			(45,000)
		Total Revenue	$	(792,000)
Project Net Total			$	-

DEPARTMENT:	Public Works		
DIVISION:	Vehicles/Equipment		
PROJECT NAME:	Fleet Replacement and Enhancements		
PROJECT COST:	Tractor Backhoe (EB21) Replacement	$	145,000.00
	Forklift (EM43) Replacement		60,000.00
	Mower (EL83) Replacement		20,000.00
	Tractor (ER16) Replacement		65,000.00
	2 Pickup (VP02 VP03) Replacements		95,000.00
	Single Axle Dump Truck/Snowplough (EB21) Replacement		280,000.00
	1 4x4 single cab, long box pickup	$	42,000.00
	1 small car green vehicle- example Chevrolet Volt		40,000.00
	WW Work Vehicle		45,000.00
	Total	$	792,000.00

BUSINESS CASE:

Corporate Plan

This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.

Description

Replacement of a 13 year old (EB-21) Tractor Backhoe
Replacement of a 13 year old (EM-43) Forklift used at Town Hall Shipping and Receiving
Replacement of a 25 year old (ER16) tractor used by the Community Services department
Replacement of a 11 year old (EL83) mower used by the Community Services Department
Replacement of a 12 year old (VP03) pickup truck used in the Roads division
Replacement of a 11 year old (EB21) Single Axle Dump Truck/Snow Plow used in the roads division
Replacement of a 12 year old (VP02) pickup truck used by the Technical Services department
Purchase 1 Regular Cab 4X4 Pick-up outfitted with front plow and slide in salter unit.
Purchase 1 Mid sized sedan type car for Community Services supervisory staff.
Staff will explore opportunities for grants and incentives for electric vehicle purchase.

Benefits	Replace older vehicles/equipment from the fleet that are at a point where the maintenance costs are higher than what the vehicle/equipment is actually worth, ensuring long term asset investment. Maintaining a dependable, up-to-date fleet ensures less downtime and negative impacts to service delivery. Up-to-date engine emission technologies allows the Town to be environmentally responsible by reducing it's carbon "footprint" from greenhouse gas emissions. Able to benefit in summer season of 4x4 for field work, pulling equipment, setup with a winter kit for future main standards of park, path maintenance. Green vehicle purchase for Supervisor will benefit for inspections etc., possible fuel savings, green vehicle funding assistance.
Financial (costs & savings)	Retired vehicles and equipment expected to generate a disposal revenue value of $30,000. New items: Savings of $10,000 over 10 years Staff will explore opportunities for grants and incentives for electric vehicle purchase.
Risk	Given the age and condition of these vehicles/equipment, more frequent breakdowns and repairs are anticipated, which will have a negative impact on service delivery. For example, EB-21 is shared between the roads department and Community Services and is relied on for the cemetery staff for digging graves and general site maintenance. Prolonged loss of this equipment would result in unacceptable delays. VP-02 is a small pick up used by Technical Services for inspection staff, this unit will be replaced with a more fuel efficient vehicle better suited to it's intended use.
Alternatives Considered	Defer replacement of the tractor backhoe and VP-02 until 2020. This would result in higher maintenance costs and longer down time that will have negative impacts to service. Defer snow removal equipment to 2020, reduction of $18,000 Continue to rent vehicles increase to 2019 operating budget of $11,000
Value Measurement	Recommended replacements will result in maintaining current operation budgets and levels of service. Replacement of older equipment allows for the realization of cost savings on fuel.

Public Works	**Stormwater**	**Konkle Creek Remediation - Phase 2**		**2019**
Expenditures				
	Konkle Creek Remediation - Phase 2		$	63,000
		Total Expenses	$	63,000
Revenue Sources				
	Capital Levy		$	(22,680)
	Development Charges: Stormwater Project #2			(40,320)
		Total Revenue	$	(63,000)
Project Net Total			$	-

DEPARTMENT:	Public Works		
DIVISION:	Stormwater		
PROJECT NAME:	Konkle Creek Remediation - Phase 2		
PROJECT COST:	Construction costs	$	50,000.00
	Internal Engineering Services		13,000.00
		Total $	63,000.00

BUSINESS CASE:

Corporate Plan

This project aligns with Council's Future Focus Corporate Plan in that Councils strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.

Description

This project involves preparing for the construction of a new naturalized corridor and the decommissioning of the old straightened Konkle Creek drainage channel. The project includes significant vegetation and wildlife improvements and the construction of a multi-use trail which will connect to the existing trail system near the Fleming Centre.

Phase 1, constructed in 2018, included the construction of the majority of the new naturalized corridor and was built "offline" from the existing watercourse. Phase 2 will harden the section of creek that could not be widened and reconnect the creek system. Phase 2 also includes the decommissioning of the existing channel and construction of a multi-use trail in it's place. Preparation for Phase 2 construction will involve working with residents to mitigate private property impacts of Phase 2 construction (decommissioning existing channel, fencing, walkway construction, slope stabilization, utility and infrastructure relocation, etc.)

Benefits

This project will not only improve erosion and stormwater conditions but also promote healthier aquatic and terrestrial habitats. The new multi-use trail will also promote active transportation and community connectivity.

Financial (costs & savings)

The estimated cost for preparing for Phase 2 construction of the Konkle Creek Remediation Project is $63,000.

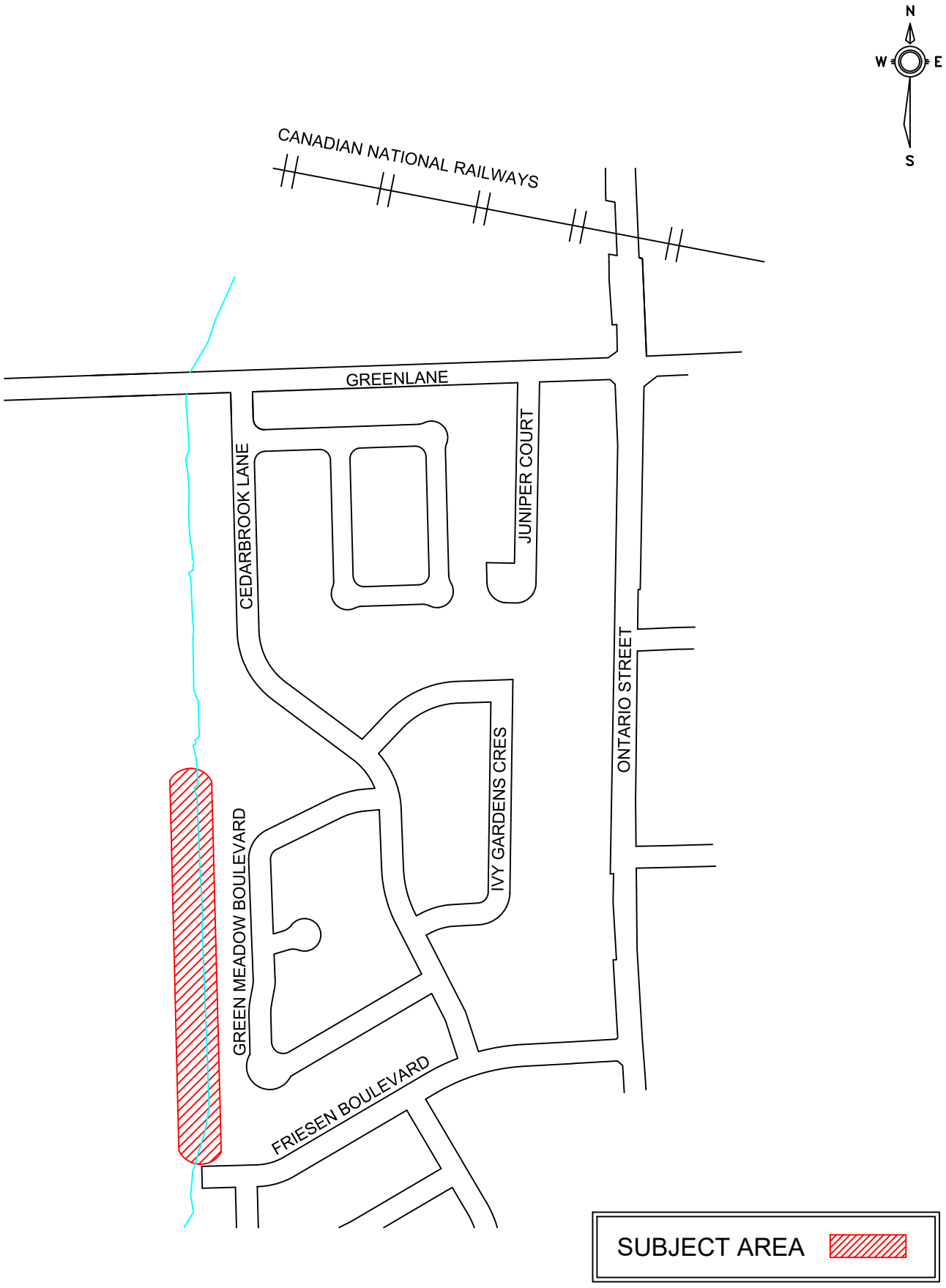
Risk

None

Alternatives Considered

Could defer (not recommended).

Value Measurement	This project will ensure that the Town is efficiently managing erosion complaints and mitigating the risk of private property damage resulting from erosion. In addition, the improvement of wildlife and vegetation and the construction of a new multi-use trail connection provide value added.



PROJECT NAME:

KONKLE CREEK PHASE 2 - CONSTRUCTION PREPERATION

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

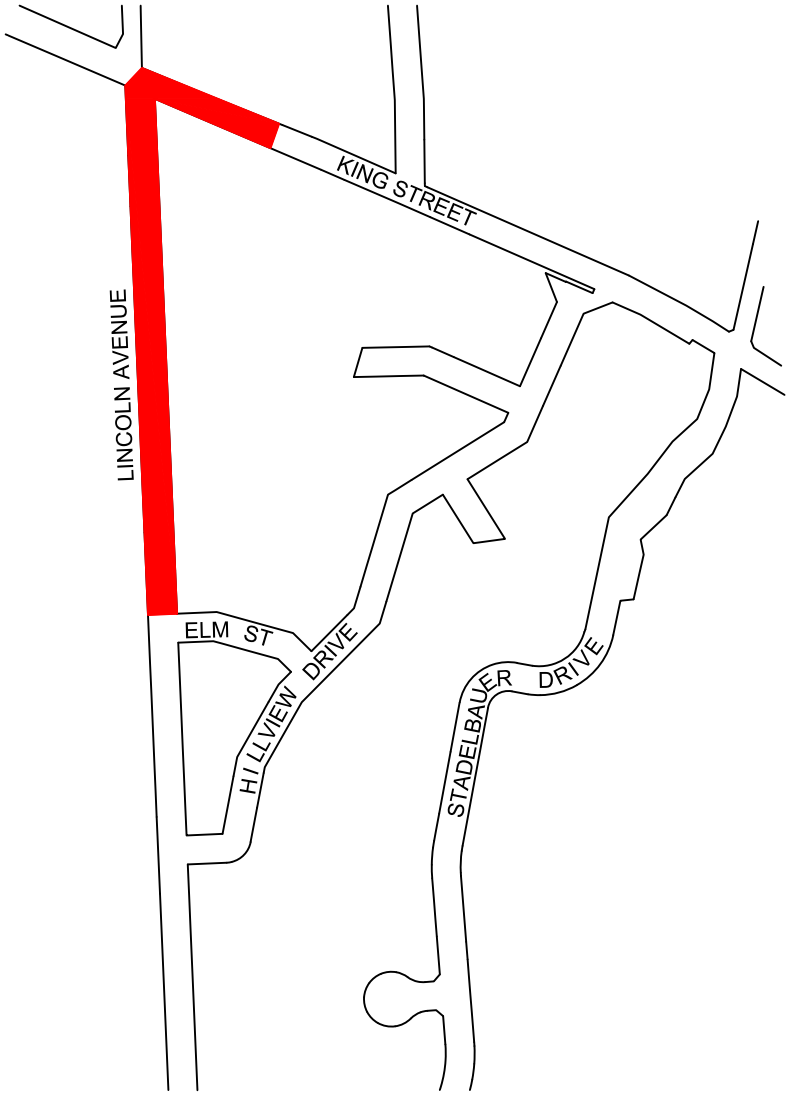
DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.

Public Works	**Stormwater**	**Lincoln Avenue Storm Sewer - Phase 1**		**2019**
Expenditures				
	Lincoln Avenue Storm Sewer - Phase 1		$	555,000
		Total Expenses	$	555,000
Revenue Sources				
	Capital Levy		$	(183,150)
	Development Charges: Roads - Related to a Highway Project # 29			(371,850)
		Total Revenue	$	(555,000)
Project Net Total			$	-

DEPARTMENT:	Public Works		
DIVISION:	Stormwater		
PROJECT NAME:	Lincoln Avenue Storm Sewer - Phase 1		
PROJECT COST:	Construction costs	$	550,000.00
	Internal Engineering Services		5,000.00
	Total	$	555,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Councils Future Focus Corporate Plan in that Councils strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	The proposed Lincoln Ave Estates development along Lincoln Ave has triggered the need for municipal service and roadway upgrades to an urban standard which will include new road base, asphalt, concrete curbs/gutters, sidewalks, storm sewers and upgrade water and sanitary sewer servicing. This project phase involves the installation of new storm sewer along a portion of Lincoln Avenue from the future Lincoln Estates development access north of Elm Street to King Street and along King Street to the system outlet east of Lincoln Avenue. This portion of storm sewer is part of the larger future storm sewer system for Lincoln Avenue and is required to be constructed in advance to provide a proper stormwater outlet for the new development project.
Benefits	Constructing this portion of the storm sewer system will allow the developer to proceed with construction of the remaining servicing and roadway improvements necessary to support development housing construction.
Financial (costs & savings)	The estimated cost to construct the sewer is $555,000.
Risk	This section of Lincoln Avenue is in a mature neighborhood with established residences and businesses. Careful planning will be required prior to construction in order to limit construction impacts to the surrounding neighborhood.
Alternatives Considered	Deferring construction is not recommended as the development cannot proceed without it.
Value Measurement	This project aligns with supporting development within the community and more importantly allows for the Town to be prepared to accommodate development needs.



SUBJECT AREA

PROJECT NAME:

LINCOLN AVENUE PARTIAL STORM SEWER - CONSTRUCTION

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

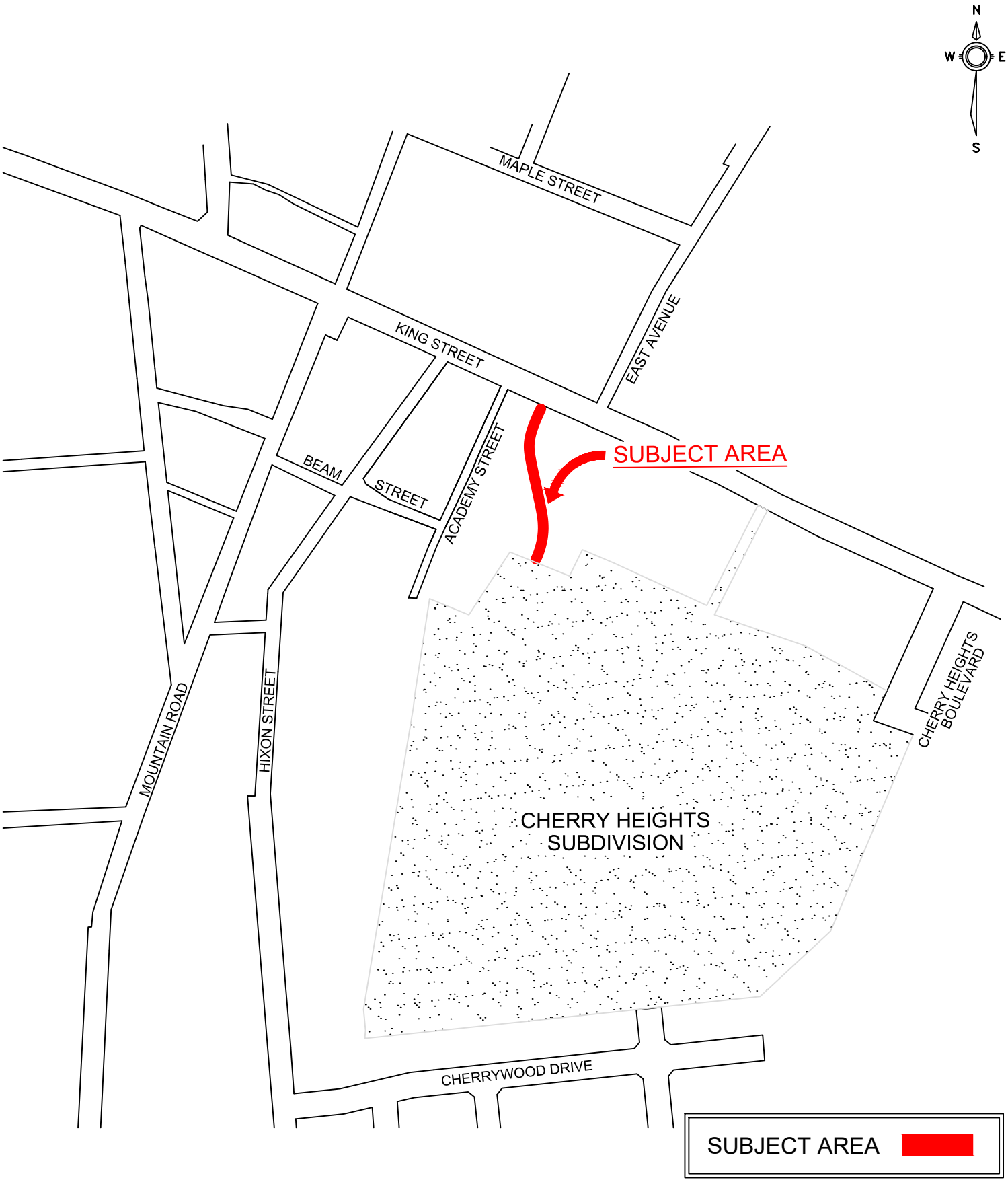
DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.

Public Works	**Stormwater**	**Bartlett Creek West Branch Improvements**	**2019**
Expenditures			
	Bartlett Creek West Branch Improvements		$ 316,000
		Total Expenses	$ 316,000
Revenue Sources			
	Capital Levy		$ (66,360)
	Development Charges: Stormwater Project #4		(249,640)
		Total Revenue	$ (316,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Stormwater		
PROJECT NAME:	Bartlett Creek West Branch Improvements		
PROJECT COST:	Engineering Design Fees	$	20,000.00
	Internal Engineering Services		6,000.00
	Legal Fees		60,000.00
	Survey		30,000.00
	Local Erosion Improvements		200,000.00
	Total	$	316,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan in that Council's strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	The Bartlett Creek West Branch SWM improvement work was identified in the Bartlett Creek Master Drainage Plan to manage stormwater from developments within the watershed. The work is required in follow up to the new Bartlett Creek West Branch SWM facility that is being implemented through the Cherry Heights subdivision development focusing on the downstream receiving Bartlett Creek West Branch. The project entails implementing localized erosion improvements in the erosion improvements in the existing receiving creek and establishing the necessary maintenance easements.
Benefits	This project will improve current localized erosion conditions in the creek and legally establish that any future maintenance needs are responsibility of the Town and not private property owners along this section of the Bartlett Creek West Branch in support of the residents living within the receiving upstream drainage shed.
Financial (costs & savings)	The estimated costs to complete the localized erosion improvements and establish legal maintenance easements are $316,000.
Risk	None identified
Alternatives Considered	Could defer, but not recommended given the new developments being constructed upstream.
Value Measurement	Improves stormwater infrastructure to better accommodate development in the watershed and reduces health and safety liability risks associated with potential flooding of drainage systems.



PROJECT NAME:

BARTLETT CREEK WEST BRANCH IMPROVEMENTS

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

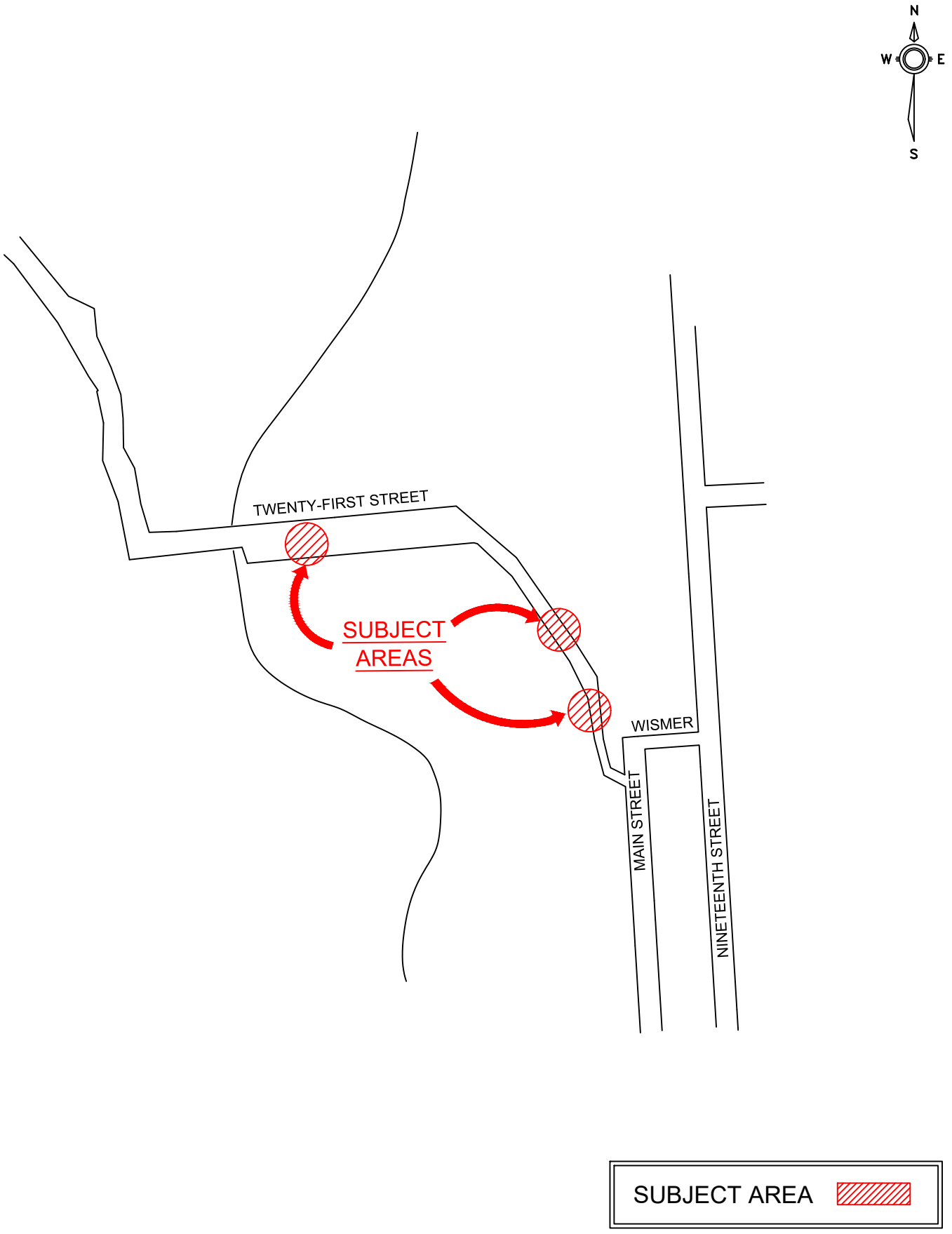
DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Public Works	**Wastewater**	**Twenty-First Street Maint. Hole Replacements**		**2019**
Expenditures				
	Twenty-First Street Maint. Hole Replacements		$	98,000
		Total Expenses	$	98,000
Revenue Sources				
	Sanitary Sewer Reserve Fund		$	(98,000)
		Total Revenue	$	(98,000)
Project Net Total			$	-

DEPARTMENT:	Public Works		
DIVISION:	Wastewater		
PROJECT NAME:	Twenty-First Street Maint. Hole Replacements		
PROJECT COST:	Design	$	25,000.00
	Construction		73,000.00
	Total	$	98,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Councils Future Focus Corporate Plan in that Councils strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	This project involves the replacement of thee maintenance holes on Twenty-First Street. Protective lining to reduce the impacts from corrosion in the system was attempted late 2018. It was identified that the damage to the maintenance hole walls exceeded an acceptable limit and replacement of the maintenance holes, along with preventative lining, is recommended by structural engineers to be completed by the end of 2019 to prevent the risk of the maintenance hole collapsing.
Benefits	The maintenance holes are past their service life and pose a risk to safety, traffic impacts and the environment.
Financial (costs & savings)	The project will be funded from wastewater reserves.
Risk	If the maintenance holes are not replaced within the next calendar year there is a risk that the walls of the maintenance hole collapsing and resulting in sewer system failures and impacts to the road.
Alternatives Considered	Lining of the maintenance holes was attempted late 2018 but the condition of the maintenance hole has deteriorated past rehabilitation options.
Value Measurement	Success will be measured by the maintenance holes be installed on time, within budget and limited road shut down requirements along Twenty-First Street.



PROJECT NAME:

TWENTY-FIRST STREET MAINTENANCE HOLE REPLACEMENT

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.

Public Works	**Waterworks**	**King Street Watermain Replacement**	**2019**
Expenditures			
	King Street Watermain Replacement		$ 1,472,500
		Total Expenses	$ 1,472,500
Revenue Sources			
	Water Reserve Fund		(712,500)
	OCIF Top-up		(760,000)
		Total Revenue	$ (1,472,500)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Waterworks		
PROJECT NAME:	King Street Watermain Replacement		
PROJECT COST:	Consultant (Detailed Design and Contract Administration)	$	210,000.00
	Construction		1,240,000.00
	Internal Engineering Services		22,500.00
		Total $	1,472,500.00

BUSINESS CASE:

Corporate Plan	This project aligns with Councils Future Focus Corporate Plan in that Councils strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	King Street - Mountainview Road to Thirty Road The project involves the replacement of approximately 1,200m of 200mm lined cast iron pipe with 200mm PVC pipe and all associated appurtenances.
Benefits	The existing watermain is past its service life and is experiencing frequent breaks.
Financial (costs & savings)	The Town has applied for OCIF Top Up funding that could provide a cost savings of $760,000. This funding is not identified in the Revenue Sources as the funding cannot be confirmed and announcements will not be made until the end of January 2019. Originally the Town was looking at cost sharing with the Region to have the watermain installed when the Region was doing the King Street realignment and improvements. Unfortunately the project will not go to construction until 2021 and the watermain is in need of replacement in advance of the Region's timeline.
Risk	If the watermain is not replaced it is anticipated that the frequency of breaks will increase and the potential for contamination of the water source increases. Along this section of watermain there is also a nursing home and day care which are classified as designated facilities and have higher servicing and reporting requirements under the Safe Drinking Water Act. Additionally, as this portion of watermain does not have a redundant supply, when there is a break in the watermain, all services to the west of the break are without water.
Alternatives Considered	As the watermain has already been lined (2001) the only option for this section of watermain is replacement.
Value Measurement	Success will be measured by the watermain being installed on time and within budget with minimal shut down requirements for the customers along the alignment.

PROJECT NAME:

KING STREET WATERMAIN REPLACEMENT - CONSTRUCTION

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

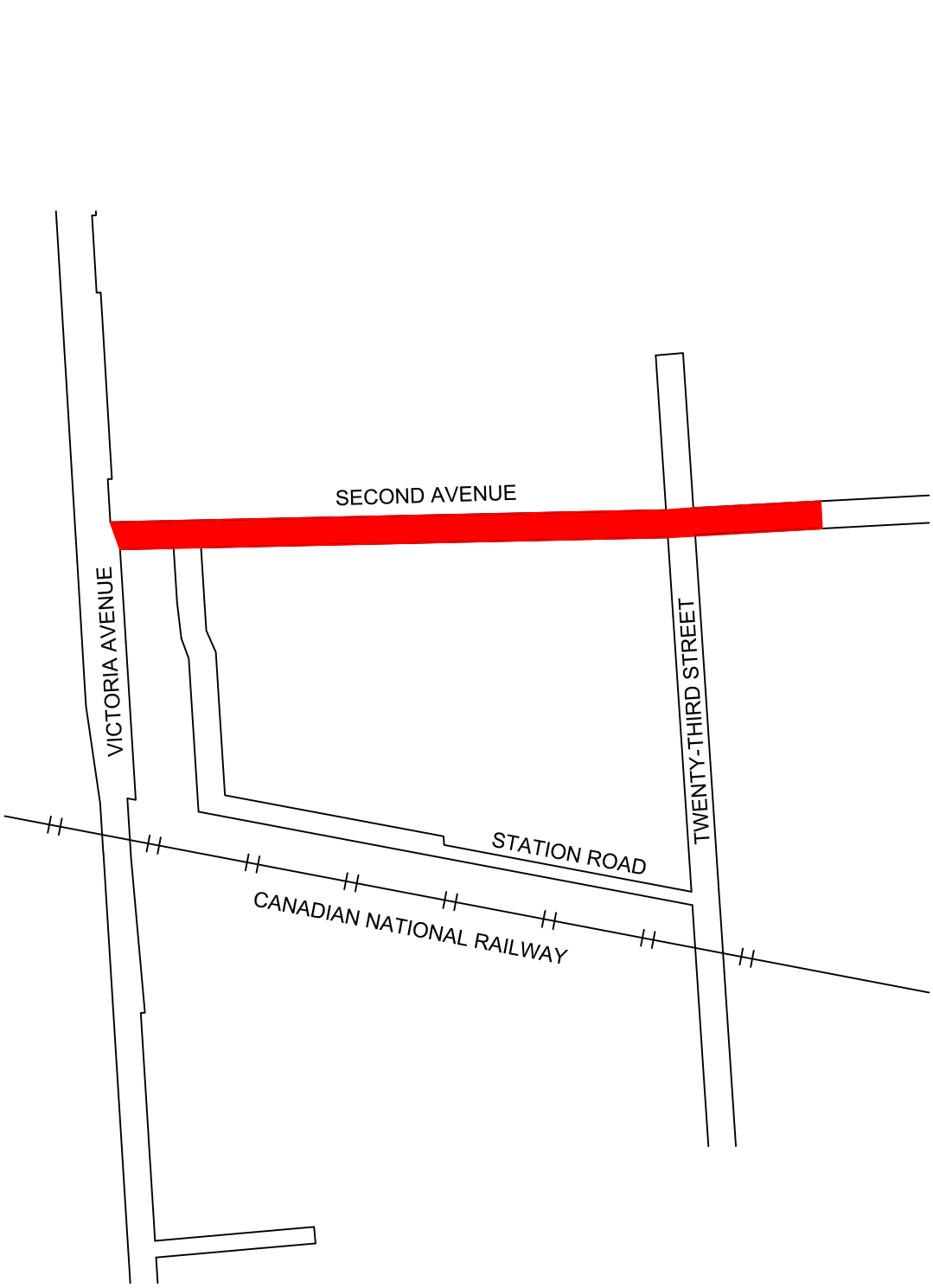
DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Public Works	**Waterworks**	**Second Ave Watermain and Road Replacement**	**2019**
Expenditures			
	Second Ave Watermain and Road Replacement		$ 627,000
		Total Expenses	$ 627,000
Revenue Sources			
	Capital Levy		$ (83,100)
	Water Reserve Fund		(543,900)
		Total Revenue	$ (627,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Waterworks		
PROJECT NAME:	Second Ave Watermain and Road Replacement		
PROJECT COST:	Watermain Construction Costs	$	620,000.00
	Internal Engineering Services		7,000.00
		Total $	627,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Councils Future Focus Corporate Plan in that Councils strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	The Drinking Water Quality Standard Management System (DWQMS) Infrastructure Reviews have confirmed that the Second Ave watermain be a candidate for proactive replacement given it is old cement lined cast iron piping and is of a dead-end configuration. In addition the road condition of Second Ave is in poor condition and requires rehabilitation which is planned for 2019 and as such the watermain needs to be replaced at the same time.
Benefits	Watermain replacement will eliminate unplanned emergency shutdowns that result from breaks impacting a number residential customers. The new infrastructure will reduce potential drinking water quality risks and operational maintenance costs related to the old deteriorated ductile iron piping and break frequency.
Financial (costs & savings)	The estimated cost to complete the detailed engineering design work is $627,000.
Risk	This section of watermain supports many important residential users. Careful planning will be required to limit disruption combined with an active communication plan and keep residents continually informed of progress with advance notice of what to expect next throughout the construction phase.
Alternatives Considered	Could defer, but will impact the planned road rehabilitation work planned for 2019 (not recommended).
Value Measurement	This project will ensure that the Town is efficiently delivering water to its metered users as well as recovering the revenue needed to operate the water distribution system.



SUBJECT AREA

PROJECT NAME: SECOND AVENUE WATERMAIN REPLACEMENT AND ROAD REHABILITATION - CONSTRUCTION

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln 2019 CAPITAL BUDGET

DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Public Works	**Waterworks**	**Smart Hydrant Inserts Phase 1**		**2019**
Expenditures				
	Smart Hydrant Inserts Phase 1		$	75,000
		Total Expenses	$	75,000
Revenue Sources				
	Water Reserve Fund			(75,000)
		Total Revenue	$	(75,000)
Project Net Total			$	-

DEPARTMENT:	Public Works			
DIVISION:	Waterworks			
PROJECT NAME:	Smart Hydrant Inserts Phase 1			
PROJECT COST:	Purchase of Five (5) Smart Hydrants		$	75,000.00
		Total	$	75,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan in that Council's strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	Purchase and installation of five (5) hydrant pressure and temperature inserts at key locations within the distribution system.
Benefits	Smart Hydrant inserts allow operations to have real time and historical information for pressure and temperatures. By having this information, early warning of small leaks and transient events can be flagged and repairs and operation modifications can be made in advance of watermain breaks. The hydrant inserts can also be used strategically to assess the system for fire flows, capacity concerns and assist with water loss reduction.
Financial (costs & savings)	Costs savings will be observed in decreased costs associated with water losses and potential energy savings in areas where pumping can be optimized.
Risk	Risks associated with not purchasing inserts are maintaining a reactive approach to breaks and frozen services resulting in increased risk and costs during breaks.
Alternatives Considered	Alternative systems were considered but limitations and interference with fire fighting requirements were identified. Complete entire project in 2019 - not recommended as it would place a significant burden on taxpayers
Value Measurement	This capital asset will allow the Town to work on reducing water loss (non-revenue water) associated with small leaks as well as being able to proactively approach high and low pressure events, leaks and frozen water services. The hydrant inserts can be easily relocated if required.

Public Works	**Waterworks**	**Water Meter Replacement - Phase II**	**2019**
Expenditures			
	Water Meter Replacement - Phase II		$ 1,413,951
		Total Expenses	$ 1,413,951
Revenue Sources			
	Sanitary Sewer Reserve Fund		(636,278)
	Watermains Reserve Fund		(777,673)
		Total Revenue	$ (1,413,951)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Waterworks		
PROJECT NAME:	Water Meter Replacement - Phase II		
PROJECT COST:	Consulting, Purchase and Installation		$ 1,413,950.60
		Total	$ 1,413,950.60

BUSINESS CASE:

Corporate Plan

This project aligns with Council's Future Focus Corporate Plan in that Council's strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.

Description

The original project identified the purchase and installation of approximately 5,600 end of life water meters, 6,200 Advanced Metering Infrastructure (AMI) transmitters, meter receiver infrastructure and software. The proposed one-year approach is recommended based on the need to have the system integrated online as soon as possible and reduce the time operating two separate meter and billing systems.

The additional costs requested for Phase II funding are associated with an increase to material costs relating to the strong American dollar, tariffs associated with required parts, $100,000 for the additional meters between 0-5 years replacement, $170,000 increase related to AMI over AMR, consulting fees associated with propagation studies and increased labour costs for installation.

Staff's recommendation is to commence tender the project in Q4 2018 and initiate the project in Q1 of 2019 with installations completed over a 6 to 8 month period. The strategy for release of the RFP for the project in Q4 2018 is to be in advance of other major meter replacement projects being initiated across Southern Ontario in 2019 and will secure the retention of a consistent meter/AMI installer field team.

Following the design phase with the consultant and through discussions with neighbouring municipalities, it was determined that to reduce internal costs associated with the contract employee assisting the Water Clerk and the costs associated with running reports for both systems, it was ideal to complete the replacement project in a single year (2019). Additionally, as the project is being released through a competitive technical bid, there project requires the replacement of all meters to ensure that there is a consistent system across the Town. To eliminate the need for staff to drive around quarterly to collect all of the reading data, and to allow for on demand reads; leak detection; monthly billing; improved customer support, the alternative for AMI over AMR was selected.

Benefits	The replacement of end of life water meters will ensure that the Town is more accurately capturing revenue from the water sold to rate payers. The implementation of an AMI system will greatly reduce the time and resources devoted to meter reading, as well as provide several value-added services to the rate payer from a customer service perspective including earlier detection of high water usage/leaks within the home plumbing and on demand secondary reads. The estimated savings per year from these improvements is $492,000 based on current operations, billing information and industry standards for water meters.
Financial (costs & savings)	Currently, the Town is incurring costs associated to water meter reading as well as losing revenue to under registering meters. Important to note the costs savings which include the following: Meter Reading (including staff secondary and final reads): $141,225; Water Loss Reduction: $37,235; Meter maintenance: $3,453; and, Revenue Loss from inaccurate meters: $309,380.
Risk	An experienced consultant has been acquired who has project management experience in meter and AMI installation, and has provided detailed specification development, contract administration, compliance to specifications, quality inspections and data management. Implementing an experienced consultant for this project will ultimately result in the delivery of the end product below the expected tender value from their efficiency and expertise.
Alternatives Considered	1) Consideration was given to implement the meter and AMI program over a four-year period to spread out the immense draw on the water reserves, however, after diligent research from other municipalities and their lesson learned the message was clear to migrate over a shorter period to avoid operating on two separate systems. 2) The option of completing a meter only replacement program was deemed to be not favourable given the circumstances surrounding operational needs, resource deployment and cost savings. The appropriate time to implement AMI technology should be in parallel with the meter replacement in order to eliminate the requirement to book multiple appointments for entry into a single property for installation. 3) Installation of AMR systems as opposed to AMI. Based on the business drivers related to reducing reading costs and delays, improving accuracy and providing the increased level of service, it was determined that AMI was the preferred method. The option for phasing from AMR to AMI was also considered but the lifecycle costs greatly increased under this approach.
Value Measurement	This project will ensure that the Town is efficiently delivering water to its metered users as well as recovering the revenue needed to operate the water distribution system.

Public Works	**Waterworks**	**Wachs Valve and Hydrant Maintenance Trailer**	**2019**
Expenditures			
	Wachs Valve and Hydrant Maintenance Trailer		$ 100,000
		Total Expenses	$ 100,000
Revenue Sources			
	Watermains Reserve Fund		(100,000)
		Total Revenue	$ (100,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Waterworks		
PROJECT NAME:	Wachs Valve and Hydrant Maintenance Trailer		
PROJECT COST:	Purchase of Wachs Valve and Hydrant Maintenance Trailer		$ 100,000.00
		Total	$ 100,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan in that Council's strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well managed, forward-looking and responsible.
Description	Purchase of a small Valve & Hydrant Maintenance Trailer
Benefits	This trailer is utilized for the general maintenance of water distribution Valves & Hydrants, curb stop replacements, along with emergency response applications such as water main breaks, frozen services, frozen hydrants and emergency locates.
Financial (costs & savings)	Cost savings will be related to reduced labour costs and reduced costs from contractors to complete works.
Risk	Risks associated with not completing the purchase involve having to outsource work to contractors to complete repairs.
Alternatives Considered	Alternatives include the purchase of multiple trailers/tools to meet all design features.
Value Measurement	This capital asset will reduce the labour time required to make repairs during emergency and difficult routine maintenance activities. Operations staff have worked with a number of neighbouring municipality waterworks departments to assess the need and overall use from their departments.

Community Services	**Facilities**	**Vineland Fire Station - Design & Site Studies**	**2019**
Expenditures			
	Vineland Fire Station - Design & Site Studies		$ 400,000
		Total Expenses	$ 400,000
Revenue Sources			
	Development Charges: Fire Services Project #3		(320,000)
	Debenture		(80,000)
		Total Revenue	$ (400,000)
Project Net Total			$ -

DEPARTMENT:	Community Services	
DIVISION:	Facilities	
PROJECT NAME:	Vineland Fire Station - Design & Site Studies	
PROJECT COST:	Agricultural Impact Assessment (AIA)	75,000
	Geotechnical Studies	25,000
	Architectural & Design Services	270,000
	Project Management (PM)	25,000
	Class A Cost Estimate	5,000
	Total	400,000

BUSINESS CASE:

Corporate Plan

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.

Description

Due to significant forecasted growth in the Prudhommes area, a fire station is required to provide mandated fire protection services to the area in conformance with applicable provincial legislation, fire service standards and industry best practices. The current Vineland station is located too far away to achieve response times within acceptable standards. In fact, most of the Prudhommes area is currently classified as "Unprotected" by fire insurance underwriters' Public Fire Protection Classification criteria.

In 2016, the Town purchased a 3-acre parcel of land at a strategic location on Victoria Avenue on which to construct a new fire station to serve the Vineland and Prudhommes areas. This parcel however is located in the Green Belt and falls within the 'specialty crop areas' of the protected countryside. Although uses for infrastructure are permitted including new facilities to service communities, the 2017 Green Belt Plan does not include Fire Facilities.

Benefits

The new fire station will facilitate the provision of mandated fire protection services to the Vineland and Prudhommes areas in conformance with applicable provincial legislation, fire service standards and best practices.

Financial (costs & savings)

Costs to construct a new building will be determined using a "design-bid-build" methodology. Opportunities to co-locate allied agencies will be sought in order to share costs.

Risk	Failure to construct a fire station that will effectively provide mandated fire protection services to the Prudhommes and Vineland areas would be detrimental to public safety to the residents, businesses, and visitors to those areas.
Alternatives Considered	1. Construct a new fire station to serve both Vineland and Prudhommes. The 2015 Fire Master Plan identifies that the existing Vineland fire station does not provide adequate service to the current or future residents of the Prudhommes urban area. Also, due to the close proximity of the Vineland fire station to the Jordan fire station, there is significant overlap in fire protection coverage areas. Therefore, the Vineland fire station should be relocated to an area that will strike an optimum balance between volunteer fighter assembly distances and fire apparatus response distances to both the Vineland and Prudhommes areas. (Recommended) 2. Construct a new fire station to serve Prudhommes in addition to maintaining existing Vineland fire station. Significant additional operational costs on an on-going basis for to operate 5 fire stations instead of the existing 4 stations. Anticipated difficulties in maintaining adequate volunteer staffing within reasonable response time due to forecasted demographics of Prudhommes development. Need to staff the fire station with full-time firefighters would be likely. (Not recommended) 3. Protect Prudhommes area using existing fire stations only. Response times would significantly exceed provincial standards to the detriment of public safety. Prudhommes would continue to be classified as "Unprotected" by insurance underwriters. (Not recommended)
Value Measurement	Provision of mandated fire protection services to the Vineland and Prudhommes areas in accordance with provincial regulations and fire service standards in a cost effective manner.

Community Services	**Facilities**	**Campden Fire Station Digital Sign**		**2019**
Expenditures				
	Campden Fire Station Digital Sign		$	10,000
		Total Expenses	$	10,000
Revenue Sources				
	Development Charges: Fire Services Project #2			(5,500)
	Long-Term Borrowing			(4,500)
		Total Revenue	$	(10,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Facilities		
PROJECT NAME:	Campden Fire Station Digital Sign		
PROJECT COST:			
	Digital Community Signboard - Campden Fire Station		10,000.00
		Total $	10,000.00

BUSINESS CASE:

Corporate Plan	Accessible signage is integral to visibility of an organization's assets. Signage builds on the Town's brand for both communication and economic development benefits.
Description	Double sided digital community signboard in front of Campden Fire Station.
Benefits	This project will build the Town's identity and ensure residents are able to find and locate Town-owned and operated facilities.
Financial (costs & savings)	Final costs will be determined by following the Town of Lincoln's purchasing polcy.
Risk	The quotes provided are estimates and will need to be tendered, therefore opportunity for increased costs depending on when the project goes to tender.
Alternatives Considered	Non-digital signage - does not allow for updated community information.
Value Measurement	Alignment to Facility Accessibility Design Standards (FADS)

Fire	**Fire & Rescue**	**Fire Equipment**		**2019**
Expenditures				
	Fire Equipment		$	264,700
		Total Expenses	$	264,700
Revenue Sources				
	Capital Levy		$	(76,644)
	Equipment Replacement Reserve			(110,056)
	Development Charges: Fire Services Project #2			(42,900)
		Total Revenue	$	(264,700)
Project Net Total			$	-

DEPARTMENT: Fire

DIVISION: Fire & Rescue

PROJECT NAME: Fire Equipment

PROJECT COST:

1. Equipment - Extrication rams Replacement	$	18,000.00
2. Equipment - SCBA air cylinders		35,000.00
3. Equipment - Firefighter Bunker Gear (15 Replacement/12 New)		93,700.00
4. Equipment - Fire Pump - Campden Fire Station		78,000.00
5. Equipment - Thermal Imaging Camera Replacement (2 units)		20,000.00
6. Equipment - Ice/Water Rescue Equipment Replacement		20,000.00
Total	$	264,700.00

BUSINESS CASE:

Corporate Plan

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.

Description

1. Extrication Rams - Hydraulic extrication rams allow firefighters to quickly extricate and rescue trapped victims of motor vehicle collisions and other emergency situations. Changes in automotive technology in recent years have resulted in significantly stronger materials being used in new vehicle construction, which often render older hydraulic tools ineffective. Replacement of the existing rams, which are located on the Heavy Rescue Unit, is necessary to enable firefighters to continue to effectively and reliably provide emergency rescue services to the public. Newer extrication tools do not require a gasoline powered hydraulic pump to operate. As a result, there are savings in operating and maintenance costs, no longer a need to carry a supply of gasoline on the fire truck to supply the tool.

2. SCBA Air Cylinders - Sufficient numbers of cylinders containing compressed breathing air are critical for firefighter safety when entering hazardous environments. Changes to safety regulations have increased the safety margin for air reserve supplies. However, as a result, air cylinders must be changed more frequently. 21 additional air cylinders are required to maintain current levels of service and conform to new safety margins.

3. Bunker Gear - Proper protective equipment for all firefighters is mandated by provincial health and safety regulations. Because bunker gear deteriorates with age and usage, the on-going replacement of firefighter bunker gear is included in each year of the 10-Year Capital Plan in order to protect our firefighters. (12 sets - new recruits, 15 sets - replacement due to age)

	4. Fire Pump - As part of the new Campden fire station construction project, a 115,000 litre cistern was installed to provide water for firefighting to the community and to enhance the Superior Tanker Shuttle Accreditation coverage area. When a fire occurs now in the Campden area a fire department pumper truck must attend the Campden fire station to simply pump water out of the cistern to fill tanker trucks. The installation of an electric fire pump would greatly increase the efficiency and effectiveness of tanker shuttle operations, and would avoid the need to commit a pumper truck and crew of firefighters to pump water from the cistern thereby allowing them to be re-deployed to the fire scene and/or subsequent emergency calls. 5. Thermal Imaging Cameras - A thermal imaging camera (TIC) is a critical piece of emergency equipment which allows firefighters to see through smoke and total darkness as is often encountered in a burning building to locate and rescue victims, and to identify invisible hazards. A TIC also allows firefighters to minimize damage when searching for the source of fires and overheated wiring behind walls and other inaccessible locations. Replacement of two TIC's which have exceeded their 10-year service life is necessary to enable firefighters to continue to effectively and reliably provide emergency services to the public. 6. Ice/Water Rescue Equipment - Proper equipment for water and ice rescue services is mandated by provincial health and safety regulations. Water/ice rescue gear deteriorates with age and usage, and must be replaced periodically on an on-going basis. Replacement of water/ice rescue equipment that has reached 10 years of service is required for the continued protection of firefighters engaged in water and ice rescue activities.
Benefits	Reliable and up-to-date equipment allows firefighters to carry out critical emergency firefighting and rescue functions in an effective and expedient manner to the benefit of public safety.
Financial (costs & savings)	Initial cost to purchase the equipment. Normal on-going costs to maintain the equipment on a regular basis.
Risk	Without reliable equipment, firefighters must resort to using less effective methods which can result in delays to critical life-safety operations and risk to firefighters.
Alternatives Considered	Deferring the purchase was considered. However, since this is critical life-safety equipment required to perform fire department core services, this option is NOT recommended.
Value Measurement	Enables firefighters to effectively provide mandated emergency rescue services.

Fire	**Fire & Rescue**	**Fire Department Fleet**		**2019**
Expenditures				
	Fire Department Fleet		$	395,000
		Total Expenses	$	395,000
Revenue Sources				
	Equipment Replacement Reserve			(385,000)
	Salvage			(10,000)
		Total Revenue	$	(395,000)
Project Net Total			$	-

DEPARTMENT:	Fire		
DIVISION:	Fire & Rescue		
PROJECT NAME:	Fire Department Fleet		
PROJECT COST:	Equipment - Replace 1998 Rehab/Rescue Truck (Unit FS22)	$	395,000.00
	Total	$	395,000.00

BUSINESS CASE:

Corporate Plan	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.
Description	On-scene rehabilitation services are required under the Occupational Health & Safety Act to protect firefighters exposed to heat and cold stress. The existing 1998 Rehab Unit is staffed by unpaid "Auxiliary Members" and provides shelter, rehydration, food, and medical monitoring for firefighters at emergency scenes. In addition, new Health & Safety regulations now require decontamination of firefighters who have been exposed to smoke and toxic gases from structure fires. Upon replacement of the existing truck, which has exceeded 20 years of age, the new unit will incorporate decontamination shower equipment to satisfy new health and safety regulations.
Benefits	The rehab/rescue unit allows the Town to meet statutory obligations to protect its firefighters. It provides shelter from the elements, cooling and warming equipment, potable water and electrolyte replacement, food, medical supplies and equipment, lighting, and hand-washing and sanitation equipment. Decontamination facilities will help to reduce cancers and occupational diseases known to be associated with firefighting.
Financial (costs & savings)	Initial cost to purchase the truck. Normal on-going costs to operate, maintain and inspect the apparatus. Because major components for fire trucks are manufactured in the USA , currency exchange rates and tariffs are presently affecting apparatus pricing in Canada. Under current automatic-aid and shared service agreements, this vehicle will be made available to neighbouring municipalities on a cost sharing/cost recovery basis.
Risk	Each municipality is required by statute to provide adequate fire protection services commensurate with local needs and risks. Failure to provide rehabilitation and decontamination services contravenes the Occupational Health and Safety Act, places firefighters at undue risk, and compromises the fire department's ability to ensure a high level of public safety.

Alternatives Considered	1. Deferring the purchase: Deferring the purchase of this truck would impair the fire department's ability to properly decontaminate firefighters and could result in decreased reliability of this response vehicle as well as increased maintenance costs. This alternative is not recommended. 2. Contracting rehab and decontamination services to a third-party provider. No contractors providing comparable services to fire departments are currently available. This alternative is not feasible.
Value Measurement	Provides for the health and safety of personnel and avoidance of lost-time injury claims. Reduction in repair costs by replacing a 20+ year old vehicle. Ability to deploy adequate resources to fire and emergency scenes in a timely manner to comply with legislated requirements. The replacement of this truck will enable the fire service to safely and effectively provide fire protection service to the public presently and well into the future.

Fire	**Fire & Rescue**	**Emergency Management Fleet**		**2019**
Expenditures				
	Emergency Management Fleet		$	46,000
		Total Expenses	$	46,000
Revenue Sources				
	Capital Levy		$	(16,100)
	Cost recovery - Shared Services Agreement			(29,900)
		Total Revenue	$	(46,000)
Project Net Total			$	-

DEPARTMENT:	Fire			
DIVISION:	Fire & Rescue			
PROJECT NAME:	Emergency Management Fleet			
PROJECT COST:	Equipment - Purchase and equip one (1) Emergency Management vehicle		$	46,000.00
		Total	$	46,000.00

BUSINESS CASE:

Corporate Plan	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.
Description	In order to comply with the requirements of Emergency Management and Civil Protection Act in an efficient and cost-effective manner, Council adopted a joint Niagara West Emergency Management Program in 2018 to share services with neighbouring municipalities. As such, a vehicle will be required to travel to Emergency Operations Centres and other municipal sites in order to carry out the various tasks under the shared service agreement.
Benefits	The provision of a vehicle will enable the provision of mandated emergency management services under the terms of the shared services agreement. It would allow for the proper transportation of personnel, Emergency Operations Centre supplies and materials, training materials, and from an operational perspective, would be used during the planning, mitigation, and recovery phases of any emergency.
Financial (costs & savings)	Initial cost to purchase the vehicle $46,000. Normal on-going costs to operate, maintain and inspect the vehicle. The capital and operating costs for the vehicle will be shared on a proportionate basis with all participating municipalities under a shared services agreement.
Risk	Each municipality is mandated by statute to provide emergency management services. Without a suitable vehicle, the ability to provide required services and to meet the terms of the shared services agreement in this regard would be hindered, which would pose a risk to public safety.
Alternatives Considered	Deferring the purchase was considered. However, deferring the purchase of this vehicle would impede the ability to provide mandated programs and services to fulfill the terms of a shared services agreement. This alternative is not recommended.

Value Measurement	Ability to meet compliance requirements of the Emergency Management and Civil Protection Act. Ability to plan for, mitigate, and recover from risks identified by the municipal Hazard Identification Risk Assessment (HIRA) relative to this community. Ability to provide effective emergency management public education program as mandated by statute.

Community Services	**Cemetery**	**Oaklawn Columbarium**		**2019**
Expenditures				
	Oaklawn Columbarium		$	42,000
		Total Expenses	$	42,000
Revenue Sources				
	Internal Debenture			(42,000)
		Total Revenue	$	(42,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Cemetery		
PROJECT NAME:	Oaklawn Columbarium		
PROJECT COST:	Construction of New Columbaria	$	42,000.00
	Total	$	42,000.00

BUSINESS CASE:

Corporate Plan	Strive to be known by citizens for a positive and high quality service-centred culture.
Description	A solid granite, 72 niche, domed columbaria on a concrete pad will provide a focal centrepiece for the Oaklawn Cemetery. This columbarium will provide innovative interment space to a popular cemetery that has only recently opened a limited number of new lots for sale.
Benefits	To provide an interment alternative to residents. Columbaria require less cemetery maintenance and landscaping costs. It will reinvent an underused section of the cemetery by adding an artistic landscape feature.
Financial (costs & savings)	Each niche sale, minus the care and maintenance fund, is approximately $1200 with a return of approximately $86,000 for the 72 niche. Each inurnment (2 per niche) generates approximately $730.00 for an additional $52,560.
Risk	Lincoln residents look to municipal cemeteries for both pre-need and at-need products and services. Having the columbarium will provide much needed additional capacity within our local cemeteries where demand is highest and space is limited.
Alternatives Considered	Search for and acquire new land for an additional cemetery.
Value Measurement	Enhanced cemetery service options which target service levels and afford an economic value proposition expected by community residents.

Project #22

Community Services	Facilities	Jordan Arena Equipment		2019
Expenditures				
	Jordan Arena Equipment		$	194,000
		Total Expenses	$	194,000
Revenue Sources				
	Building and Facility Reserve Fund			(194,000)
		Total Revenue	$	(194,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Facilities		
PROJECT NAME:	Jordan Arena Equipment		
PROJECT COST:	Compressor Motors Replacement	$	20,000.00
	Evaporative Condenser		115,000.00
	Hot Water System		25,000.00
	Remote Alarm System		28,000.00
	Relief Valve Replacement		6,000.00
	Total	$	194,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with plans to manage and protect the Town's assets, deliver service in an effective manner and encourage a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers.
Description	The November 15, 2015 Jordan Arena Refrigeration Equipment Life Cycle Projection Report identified that the two 15 year old Hico Ventpak 50HP Frame 326T SN# 007371- 1&2 compressor motors were nearing the end of their life cycle and should be replaced. The report also recommended the replacement of the 18 year old Baltimore air cooled condenser. Replacement of six relief valves and an upgrade to the hot water system. Installation of a remote alarm monitoring system for the refrigeration plant.
Benefits	Avoidance of costly breakdown repairs. Improved energy efficiency and safety. Increased capacity of hot water system. Remote alarm monitoring system allows immediate response.
Financial (costs & savings)	Final cost will be determined through a request for quotation or tender process. Energy savings with new systems
Risk	Not upgrading these systems at this time could result in mechanical failure during ice season and result in lose of ice rentals
Alternatives Considered	Defer upgrades to future years
Value Measurement	Proactive maintenance of Town assets and increased energy efficiency and safety of the facility

Community Services	**Facilities**	**Fleming Centre Scoreboard**		**2019**
Expenditures				
	Fleming Centre Scoreboard		$	110,000
		Total Expenses	$	110,000
Revenue Sources				
	Sponsorship			(60,000)
	Donations			(50,000)
		Total Revenue	$	(110,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Facilities		
PROJECT NAME:	Fleming Centre Scoreboard		
PROJECT COST:	Equipment	$	60,000.00
	Design & Installation		50,000.00
	Total	$	110,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with plans to manage and protect the Town's assets, deliver service in an effective manner and encourage a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln taxpayers.
Description	The project involves the design engineering, supply and installation of a electronic four-sided, center-ice hung hockey scoreboard and controller for the arena at Fleming Centre. Each LED ad box on top of scoreboard is approximately 10'(W) x 24"(H)x4"(D) and affords the opportunity to generate new advertising revenue.
Benefits	Enhancement of the Fleming Centre amenities for user groups and increased revenues from score board digital advertisements. The current location of the west-end wall mounted scoreboard system presents viewing challenges for players during games.
Financial (costs & savings)	The final cost for this project will be determined through a tendering process. Cost sharing with Lincoln Minor Hockey Association (LMHA) has been verbally discussed but LMHA is looking for the Town to commit to this investment.
Risk	Lincoln Minor Hockey Association could rescind its commitment to staff. Advertising revenues could be lower than expected.
Alternatives Considered	Staff continue to seek named sponsorship of the asset for the outstanding $50,000, or Defer to future years and keep existing scoreboard
Value Measurement	Increased enjoyment of hockey venue for Lincoln residents

Project #24

Community Services	Facilities	Bennett Hall Facility Repairs		2019
Expenditures				
	Bennett Hall Facility Repairs		$	67,000
		Total Expenses	$	67,000
Revenue Sources				
	Building and Facility Reserve Fund			(67,000)
		Total Revenue	$	(67,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Facilities		
PROJECT NAME:	Bennett Hall Facility Repairs		
PROJECT COST:	Roof Replacement	$	50,000.00
	Brick Fascia		17,000.00
		Total $	67,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Town's plan to protect the quality of its assets while supporting the goal of financial sustainability and ensuring high value for Lincoln taxpayers. Guided by the Town's asset management plan ensures that that identification of, planning for and prioritizing of all asset needs achieves the greatest benefit for the community.
Description	The roof replacement would involve the removal of the existing roof system down to the deck and the installation of a new flat roof and flashing membrane. The brick fascia on the front of the building is in need of some restoration work which would involve repointing of weathering and decaying mortar joints and brick replacement.
Benefits	These repairs will prevent further and more costly damage to the facility including preventing water damage to the interior structure. Investment must be made to create a safe environment for workers and the public visiting the Bennett Hall.
Financial (costs & savings)	Final costs will be determined through a competitive procurement process.
Risk	Water damage to structure and equipment and further brick deterioration. Damage would impact SPARK Lincoln operations, staff productivity, client service and available resources.
Alternatives Considered	Defer replacement and restoration work to future years and risk having to do more costly repairs to roof and brick facia at that time.
Value Measurement	Proactive and regular maintenance of Town assets.

Community Services	**Parks**	**Jordan Pool Splash Pad**		**2019**
Expenditures				
	Jordan Pool Splash Pad		$	20,000
		Total Expenses	$	20,000
Revenue Sources				
	Capital Levy		$	(20,000)
		Total Revenue	$	(20,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Parks		
PROJECT NAME:	Jordan Pool Splash Pad		
PROJECT COST:	Splash Pad Nozzles & Internal make-up water fill components		$20,000.00
		Total	$ 20,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Town's plan to protect the quality of its assets while supporting the goal of financial sustainability and ensuring high value for Lincoln taxpayers. Guided by the Town's asset management plan ensures that that identification of, planning for and prioritizing of all asset needs achieves the greatest benefit for the community.
Description	This project includes the installation of low flow nozzles splash pads to reduce water consumption and upgrades to internal components of splash pad.
Benefits	Improved customer service & water consumption reduction.
Financial (costs & savings)	Anticipated water conservation/reduction of approximately 20%.
Risk	Set up for future water consumption savings as seasons extend with extreme weather.
Alternatives Considered	Defer improvements by another year will delay the realization of water consumption savings.
Value Measurement	Water cost savings

Community Services	**Parks**	**Park Asset Replacements and Repairs**		**2019**
Expenditures				
	Park Asset Replacements and Repairs		$	105,000
		Total Expenses	$	105,000
Revenue Sources				
	Capital Levy		$	(105,000)
		Total Revenue	$	(105,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Parks		
PROJECT NAME:	Park Asset Replacements and Repairs		
PROJECT COST:	Bleachers		$25,000.00
	Backstop		20,000.00
	Benches and Accessible Pads		20,000.00
	Pathway Repairs		20,000.00
	Bike Racks		5,000.00
	Planters, Garbage Cans, Tables		15,000.00
		Total	$ 105,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Town's plan to protect the quality of its assets while supporting the goal of financial sustainability and ensuring high value for Lincoln taxpayers. Guided by the Town's asset management plan, ensures that identification of, planning for, and prioritizing of asset needs achieves the greatest benefit for the community.
Description	Asset management is the combination of the management and performance of the Towns assets, providing the required level of service and minimizing the risks in the most cost effective manner. Replacement of park assets is based on the current condition index which has identified the end of life for items such as bleachers, backstops and benches; also the requirement for accessible pads.
Benefits	Maintainance of Town assets will protect and enhance the quality of life for residents. Asset management practices includes balancing service levels, risk and cost.
Financial (costs & savings)	The lifecycle approach to developing long-term maintenance schedules ensures that budget requests are supported by asset management strategies which evaluate the cost of providing a service and manages the performance assets.
Risk	Parks and assets are subject to inspections and performance evaluations in order to maintain a strong understanding of risk exposure.
Alternatives Considered	Repair will be considered in cases where total replacement is not be required
Value Measurement	Reduction of risk associated with poorly maintained assets.

Community Services	**Parks**	**Ted Roberts Park Parking Lot Repaving**	**2019**
Expenditures			
	Ted Roberts Park Parking Lot Repaving		$ 140,000
		Total Expenses	$ 140,000
Revenue Sources			
	Capital Levy		$ (50,000)
	School Board Funding		(90,000)
		Total Revenue	$ (140,000)
Project Net Total			$ -

DEPARTMENT:	Community Services		
DIVISION:	Parks		
PROJECT NAME:	Ted Roberts Park Parking Lot Repaving		
PROJECT COST:	Ted Roberts Park Parking Lot Repaving		$ 140,000.00
		Total	$ 140,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Town's plan to protect the quality of its assets while supporting the goal of financial sustainability and ensuring high value for Lincoln taxpayers. Guided by the Town's asset management plan ensures that that identification of, planning for and prioritizing of all asset needs achieves the greatest benefit for the community.
Description	The Ted Roberts Park parking lot, which is shared with and is part of an agreement with the Beamsville Church of Christ, has reached a point where it requires extensive restoration. This project is to mill the asphalt base and top asphalt to full depth (approx. 90mm) then add granular (25 mm), HL8 HS base asphalt (50mm) and HL3 top asphalt (40 mm); with tack coat and painting of parking spaces.
Benefits	Enhanced amenities for our park user groups and meeting commitments of community partnerships.
Financial (costs & savings)	Final cost will be determined through a competitive procurement process. Cost sharing with the school board is being discussed with key stakeholders.
Risk	Continued deterioration of the parking lot surface
Alternatives Considered	Continue to patch parking lot and defer to future years. The estimated cost to patch the parking lot would be approximately $6,000 - $10,000 - Not recommended as it is not sufficient
Value Measurement	Maintenance of Town assets. Health and Safety of motorists and residents.

Community Services	**Parks**	**Charles Daley Park Driveway Repaving**		**2019**
Expenditures				
	Charles Daley Park Driveway Repaving		$	50,000
		Total Expenses	$	50,000
Revenue Sources				
	Capital Levy		$	(50,000)
		Total Revenue	$	(50,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Parks		
PROJECT NAME:	Charles Daley Park Driveway Repaving		
PROJECT COST:	Construction		$50,000.00
		Total	$ 50,000.00

BUSINESS CASE:

Corporate Plan	This project is consistent with the Town's plan to protect the quality of its assets while supporting the goal of financial sustainability and ensuring high value for Lincoln taxpayers.
Description	Repave from the central accessible parking to the west beach accessible parking area. This would include repaving and widening the accessible pathway from the upper parking lot connecting to this drive, as well as adding a connecting path from the central accessible parking to the waterfront path.
Benefits	Enhanced driveway and path with proper accessibility; due diligence and risk reduction; enhanced quality of life for residents, especially those with accessibility issues.
Financial (costs & savings)	Final cost determined through tender.
Risk	Acting on a citation served to the Town in 2015 to construct the accessible parking spaces at the west end of the beach area (2015 HRT0 566), the Town is obligated to maintain these spaces and their access to the Design of Public Spaces Standard - Requirements for Maintenance.
Alternatives Considered	Area was patched and repaired in October of 2018 but this is not sufficient. Currently, there is no pathway connecting the main accessible parking lot to the waterfront pathway.
Value Measurement	Alignment to Accessibility for Ontarians with Disabilities Act (AODA) requirements and design of public spaces standards.

Community Services	**Parks**	**Serena Park Development - Phase 1**		**2019**
Expenditures				
	Serena Park Development - Phase 1		$	730,000
		Total Expenses	$	730,000
Revenue Sources				
	Development Charges: Parkland Development Project # 2			(657,000)
	Recreational Land (Planning Act)			(73,000)
		Total Revenue	$	(730,000)
Project Net Total			$	-

DEPARTMENT:	Community Services		
DIVISION:	Parks		
PROJECT NAME:	Serena Park Development - Phase 1		
PROJECT COST:	Design (Landscape Architect)	$	70,000.00
	Access Pathway & Shade Structure		100,000.00
	Action Sports Elements - Skateboard/BMX Park & Pump track		560,000.00
	Total	$	730,000.00

BUSINESS CASE:

Corporate Plan	The cultural planning strategic direction encourages the identification and support of inclusive recreation and sport opportunities for all ages that promote healthy and active lifestyles.
Description	Securing professional design and build services to complete a custom concept design for Serena Park. Phase 1 to occur in 2019 and Phase 2 to occur in 2020.
Benefits	The Canadian Guidelines for Sedentary Behaviour encourages children and youth to enjoy incidental movement, active play, active transportation and time outdoors while discouraging prolonged periods of sitting. The Town has the opportunity to supply the supports and programs to facilitate youth development and enable adolescents to become healthy and fully functioning adults. Recreation has the potential to address socio-demographic challenges such as increases in sedentary behaviour and obesity, decreased contact with nature and community inequities. Additional investment in outdoor recreation infrastructure is required to maintain and enhance community health and wellbeing.
Financial (costs & savings)	Potential sponsorship opportunities are available and have been identified. A local service club has expressed interest in potentially providing significant funding towards the development of permanent action sports amenities.
Risk	Considerable community consultation has occurred with respect to the development of a skateboard/BMX park with pump track. Project momentum and support is high. Users and potential financial sponsors have been patient with a multi-year process. Delaying construction could result in loss of potential funders and a sense of mistrust from the community.
Alternatives Considered	Because of requirements for Action Sports elements, locations within Lincoln are extremely limited.
Value Measurement	Creating supportive public space environments that promote physical activity and active transportation for residents of all ages and skill levels.

Public Works	**Roadways**	**Road Resurfacing and Rehabilitation Program**	**2019**
Expenditures			
	Road Resurfacing and Rehabilitation Program		$ 1,845,635
		Total Expenses	$ 1,845,635
Revenue Sources			
	Federal Gasoline Tax Revenue Reserve Fund		(714,000)
	Infrastructure Reserve Fund		(287,025)
	OCIF		(618,631)
	Development Charges: Road - Related to a Highway Project #14 (2018)		(25,500)
	Development Charges: Road - Related to a Highway Project #26 (2018)		(115,478)
	Developer Contribution - Bartlett Road North		(85,000)
		Total Revenue	$ (1,845,635)
Project Net Total			$ -

DEPARTMENT: Public Works

DIVISION: Roadways

PROJECT NAME: Road Resurfacing and Rehabilitation Program

PROJECT COST:

Road Rehabilitation - Focusing on Addressing Deteriorated Roads	**km**	
Merritt Road North - North Service Rd. to Lakeside Dr.	1.0	
Maple Grove Road - John St. to South Service Rd.	1.5	
Lister Road - Bartlett Rd. N to North Service Rd.	0.6	
Bartlett Road North - North Service Rd. to North End	0.6	
Moyer Road - Spiece Rd. to Campden Rd.	0.9	
Spiece Road - Fly Rd. to Moyer Rd.	1.0	
Zimmerman Road - Yonge St. to Fly Rd.	2.1	
High Road - Spring Creek Rd. to Bethesda Rd.	2.5	
Station Avenue - Second Ave. to Twenty-Third St.	0.6	
Subtotal:	10.8	1,332,084.70
Road Resurfacing - Focusing on Keeping the Good Roads Good	**km**	
Dufferin Avenue - Cameron Ave. to Homestead Dr.	0.4	
Frederick Avenue - Victoria Ave. N to Victoria Ave. S	1.8	
Culp Road - Victoria Ave. to Twenty-Third St.	0.4	
Subtotal:	2.6	513,550.00
Total	13.4	$ 1,845,634.70
Provisional Roads (To Be Completed with Surplus Funds)	**km**	
Cherry Avenue North - North Service Rd. to North End	1.1	120,000
Fifteenth Street - Eighth Ave. to South Limits	1.1	155,000
Westwood Trace - Vinehaven Trail W to Vinehaven Trail E	0.4	112,000
Newhaven Grove - Vinehaven Trail to South End	0.1	50,000
Vinehaven Trail - Westwood Trace W to Newhaven Grove	0.3	70,000
Vintage Court - Homestead Dr. to South End	0.1	30,000
Woodbridge Crescent - Homestead Dr. to South End	0.1	30,000

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.
Description	The road rehabilitation program includes pulverizing, road base strengthening and a double surface treatment (tar & chip) seal; roadside ditching; and cross culvert replacements. The road resurfacing program includes single surface treatment (SST/'tar & chip') and urban 'shave and pave'; these works involve milling the top portion off of the road then reinstating with a lift of hot mix asphalt for a final top course. There will also be isolated base repairs and necessary appurtenance adjustments (i.e. manhole covers, valves, etc.). In the event that tender prices are favourable and actual program costs are under budget, the Provisional Roads listed in the table above will be included in the road program up to a maximum of $1,735.000.
Benefits	Resurfacing results in reduced maintenance costs and fewer damage claims caused by potholes. Rehabilitation ensures that the Town remains in compliance with O. Reg 239/02: Minimum Maintenance Standards for Municipal Highways and aligns to the asset management strategy of "keeping the good roads good".
Financial (costs & savings)	Costs associated with the road resurfacing and rehabilitation works are dependent upon the type of strategy used, the amount of ditching improvements and deficient cross culvert replacements required. Long sections of road are planned to ensure economies of scale and clustering of locations reduces contractor mobilization costs.
Risk	Road rehabilitation works rely on asphalt product; fluctuating oil prices could result in increased project costs
Alternatives Considered	It is recommended to maintain the minimum annual funding level as recommended from the Road Rationalization Review.
Value Measurement	Reduced maintenance costs and the Town's exposure to insurance claims. Implementing the asset management strategy of "keeping the good roads good" will optimize the asset life and minimize lifecycle costs.

ANNUAL ROAD RESURFACING AND REHABILITATION PROGRAM

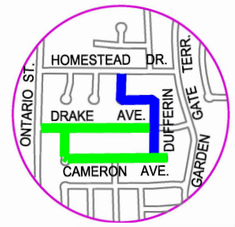
PROJECT #30

N
W E
S

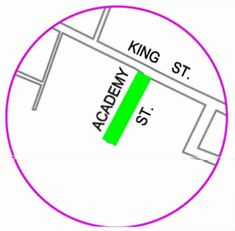
Lake Ontario

BLEZARD
THIRTY
LISTER RD.
SANDY COVE DR
BARTLETT RD.
LAKESHORE RD.
MERRITT RD.
Q.E.W.
DURHAM RD.
RD.
AVE.
SEE DETAIL #1
RD.
RD.
GREENLANE
RD.
GROVE
AVE.
RD.
AVE.
FIRST AVE.
Q.E.W.
THIRTY
RD.
LINCOLN
JOHN
ST.
SECOND AVE.
HONSBERGER AVE.
RD.
ST.
ST.
STATION ST.
TWENTY-FIRST
MOUNTAINVIEW
ONTARIO
BARTLETT
SANN
TUFFORD
MERRITT
MAPLE
CHERRY
CLAUS
RD.
QUEEN ANNE ST.
RED MAPLE
AVE.
GLASS AVE.
CULP
LANE
ASHBY DR.
SEE DETAIL #2
KING
ST.
MARTIN
TWENTY-THIRD
ST.
JORDAN
LOCUST
HILLSIDE DR.
SEE DETAIL #3
FOURTH
AVE.
LEONARD CR.
RD.
RD.
MOYER
RD.
HAYNES
ST.
FIFTEENTH
THIRTEENTH
ST.
ST.
KINSMEN
RD.
PHILP
RD.
RD.
RD.
RD.
RD.
RD.
RD.
QUARRY
RD.
RD.
RD.
RD.
KING
ST.
McKENZIE DR.
WALKER
RD.
RD.
FLY
VICTORIA
NINETEENTH
ST.
SEVENTEENTH
ST.
ROBBINS AVE.
ZIMMERMAN
MOUNTAIN
RD.
RD.
LANE
SPIECE
BETHESDA
AVE.
RD.
ST.
ELEVENTH
NINTH
FROST
COSBY
DUTCH
CAMPDEN
TINTERN
DOBRINDT RD.
YONGE
ST.
SEVENTH
AVE.
EIGHTH
AVE.
TWENTY-FIRST
ELLIS
69
REG. RD.
CENTRE ST.
WESSEL RD.
OILLE ST.
CHERRY
RD.
HIGH
RD.
CREEK
SPRING
BENNETT RD.

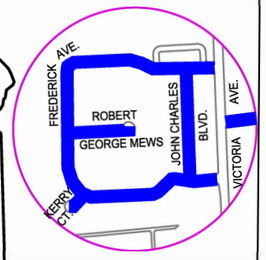
DETAIL #1



DETAIL #2



DETAIL #3



LEGEND

2019 ROAD REHABILITATION

2019 ROAD RESURFACING / SEALING

CARRY FORWARD RESURFACING

TOWN OF Lincoln

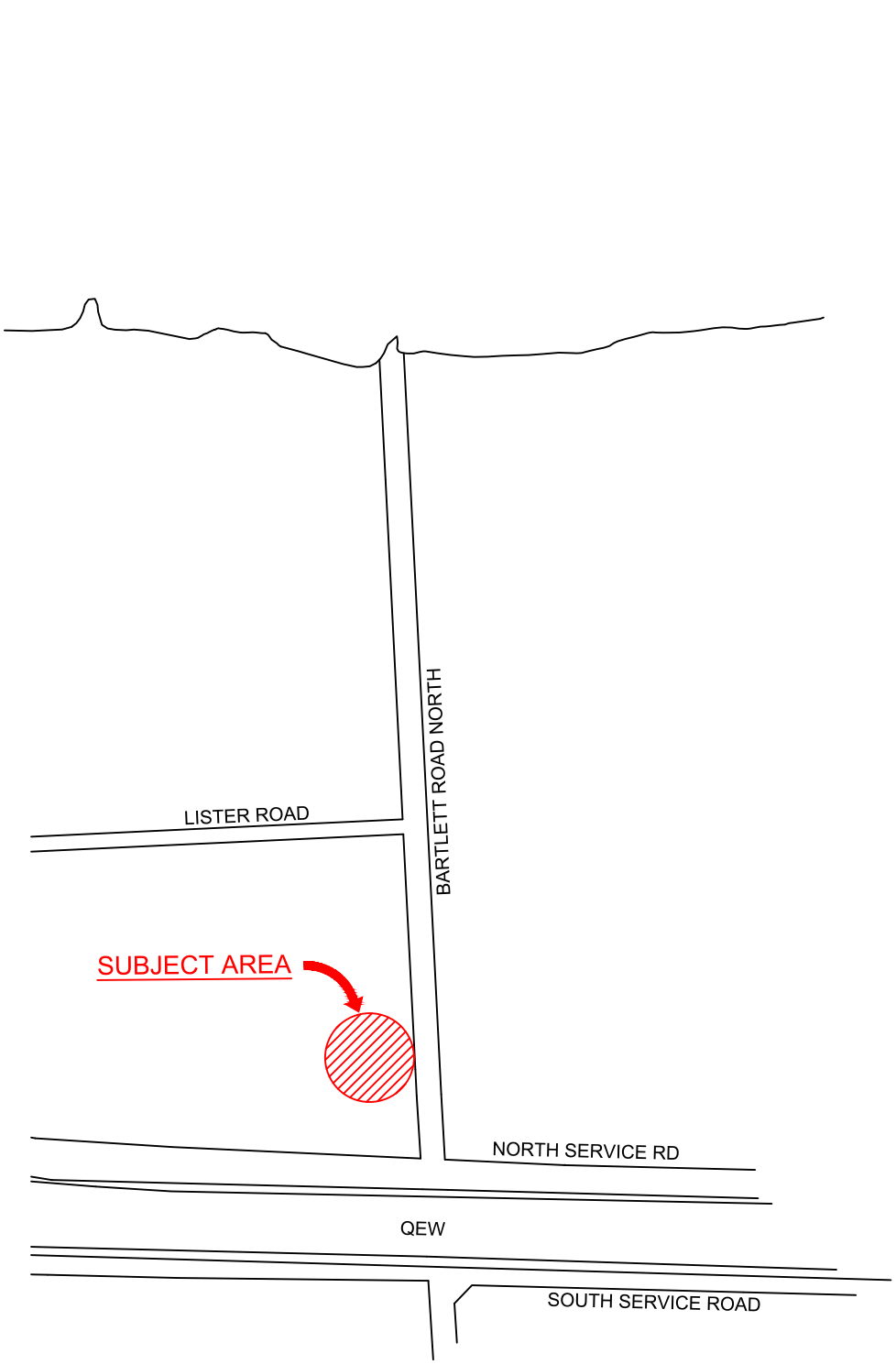
DATE: DEC 2018	SCALE: N.T.S.	DR. BY: JVL

Public Works	**Roadways**	**Culvert Replacement and Rehabilitation Program**	**2019**
Expenditures			
	Culvert Replacement and Rehabilitation Program		$ 215,000
		Total Expenses	$ 215,000
Revenue Sources			
	Capital Levy		$ (215,000)
		Total Revenue	$ (215,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Roadways		
PROJECT NAME:	Culvert Replacement and Rehabilitation Program		
PROJECT COST:	Construction and Contractors		$ 215,000
		Total	$ 215,000

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.
Description	The recent 2016 Municipal Culvert Inspection Appraisals identified a number of culverts as having a "1 to 5" year time of need for replacement. From a health and safety perspective, the Town needs to replace old deteriorated corrugated steel pipe road cross culverts that are in very poor condition.
Benefits	Replace the structurally deficient culverts before they fail to a point of collapse or requiring an emergency road closure.
Financial (costs & savings)	The estimated cost of the proposed culvert rehabilitation and replacement program is $215,000.
Risk	Health and Safety risks to motorists and the general public require these culverts to be replaced as a high priority. The replacement works will require roads to be temporarily closed and as such, advance notification will be required for all affected residents and businesses, and as well the closure will be advertised in the local newspapers. A temporary response plan will also be established with EMS to ensure proper coverage.
Alternatives Considered	Defer replacements (not recommended).
Value Measurement	Reduce health and safety liability risks associated with potential structural failure/collapse of the culvert and related unplanned emergency closure impacts.



SUBJECT AREA

PROJECT NAME:

BARTLETT ROAD NORTH CULVERT #20004 REPLACEMENT

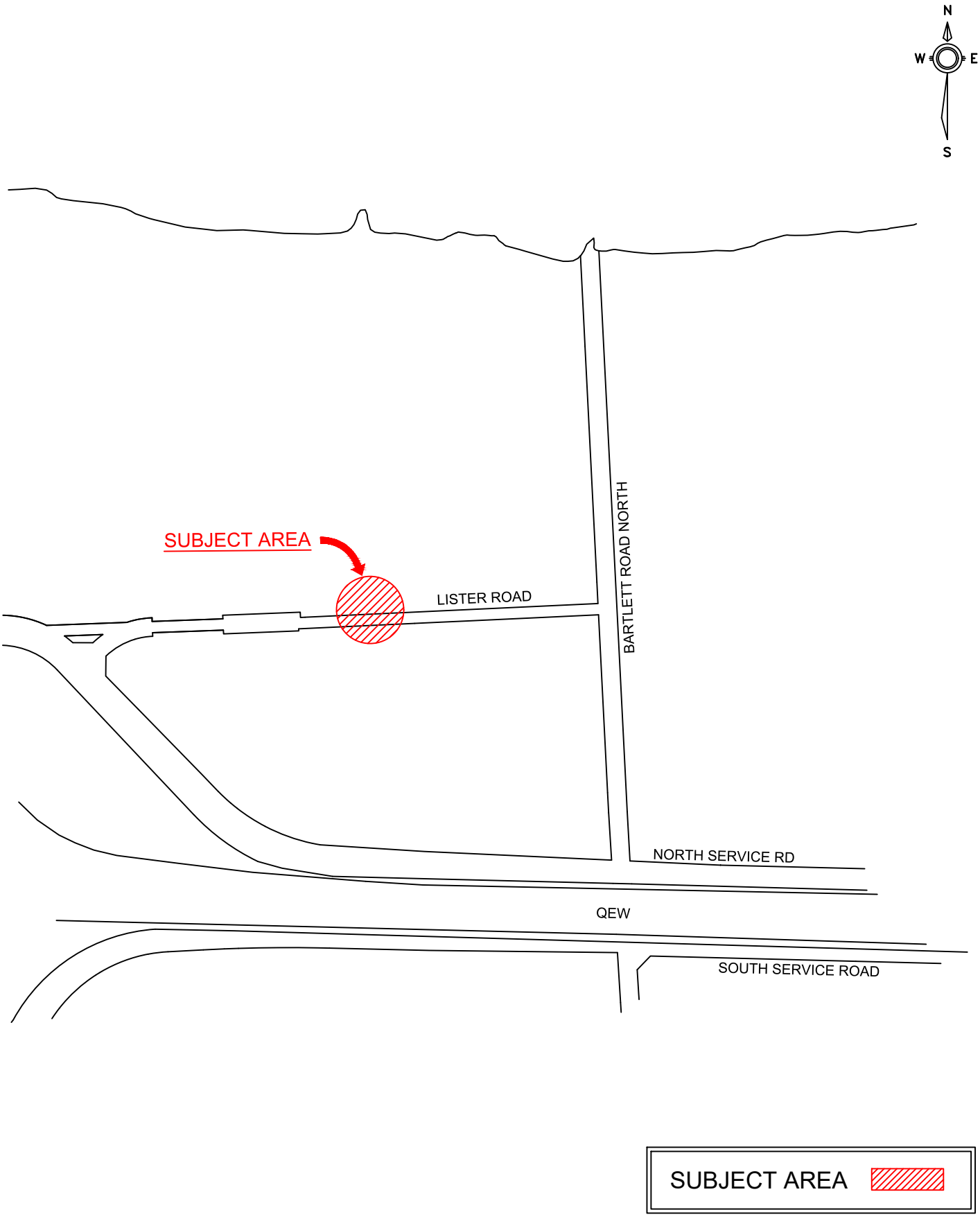
DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.



PROJECT NAME:

LISTER ROAD CULVERT #20003 REPLACEMENT

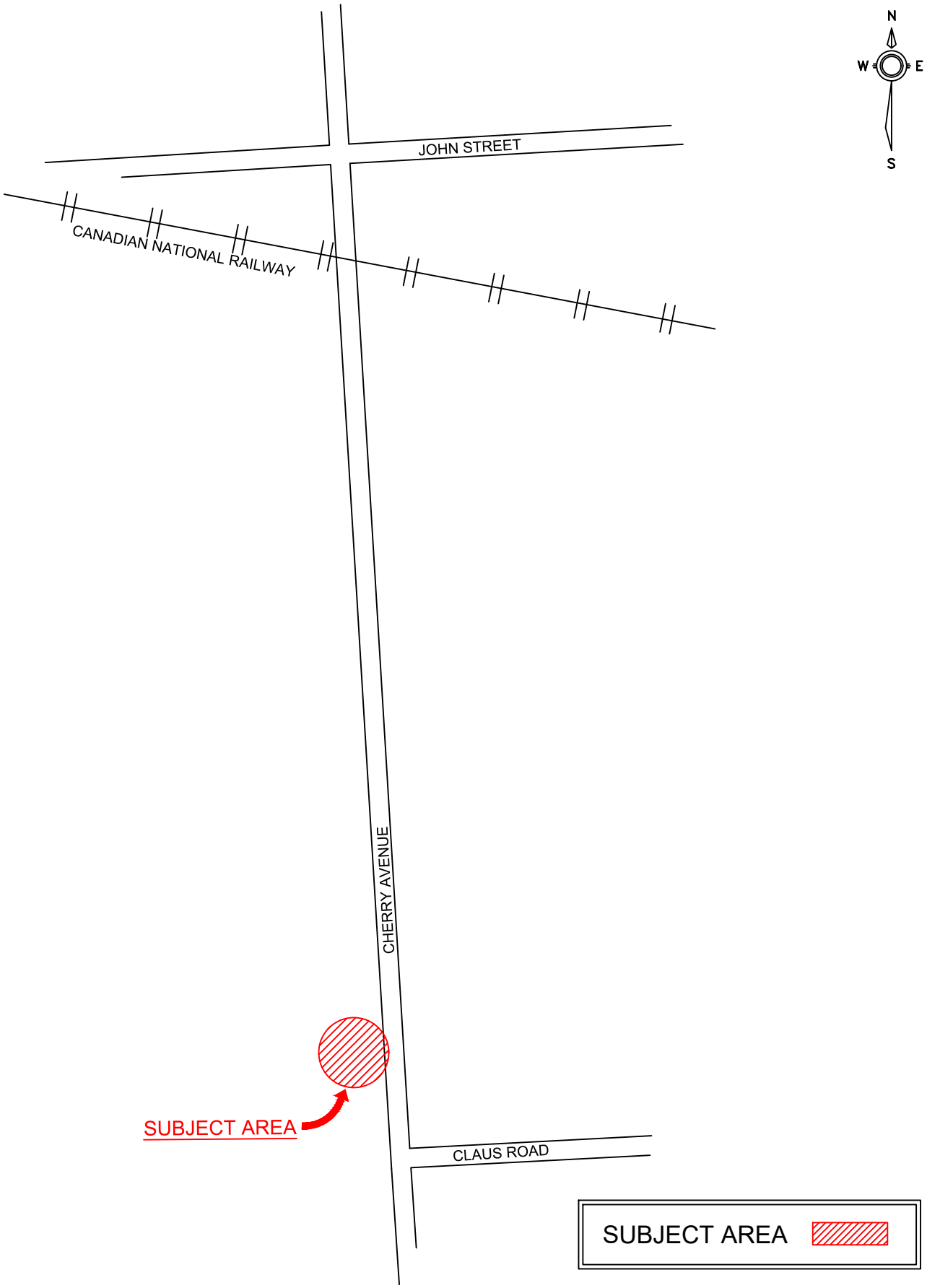
DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.



PROJECT NAME:

CHERRY AVENUE CONCRETE BOX CULVERT #20083 REPLACEMENT

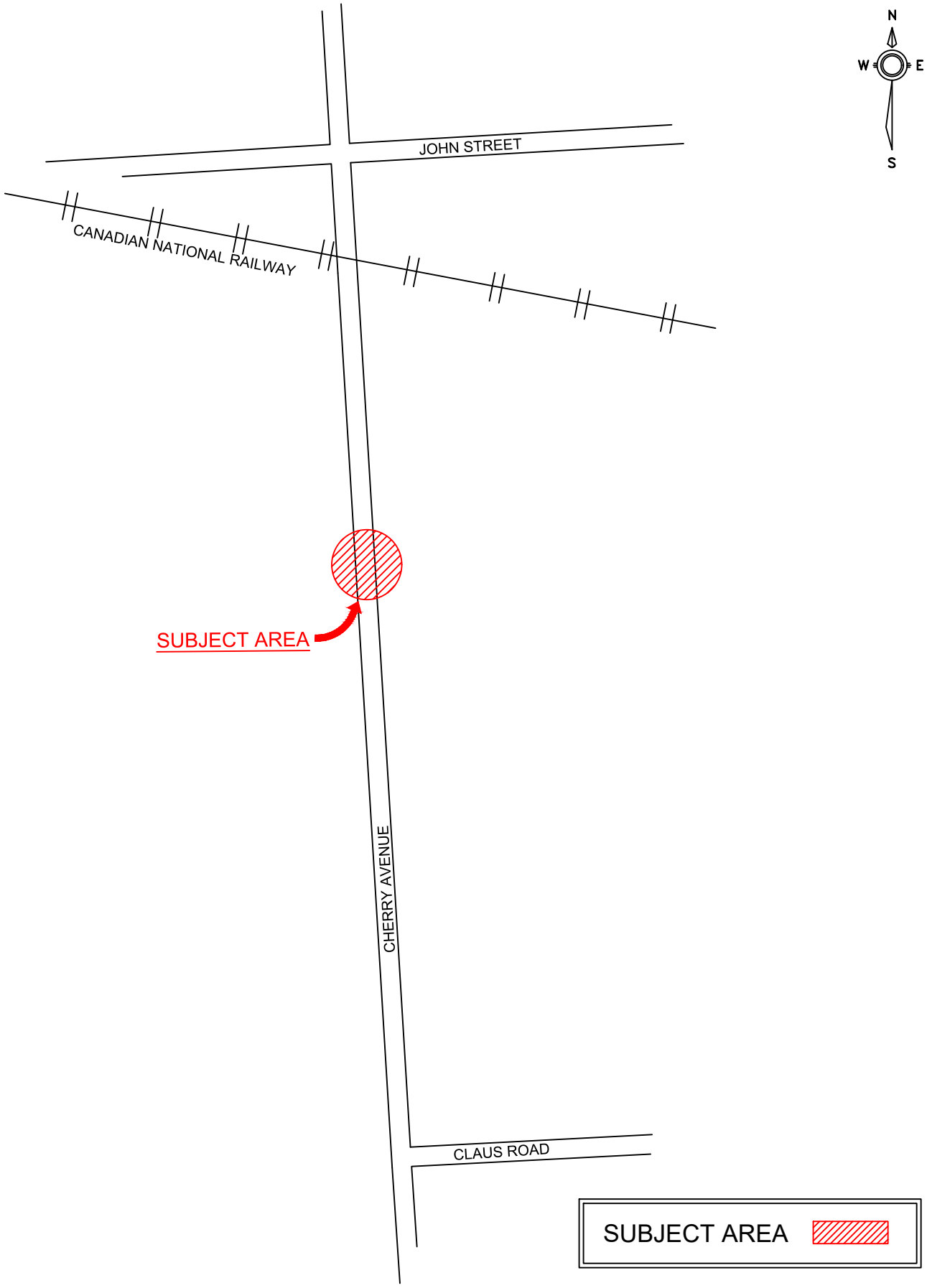
DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.



PROJECT NAME:

CHERRY AVENUE CONCRETE BOX CULVERT #20080 REPLACEMENT

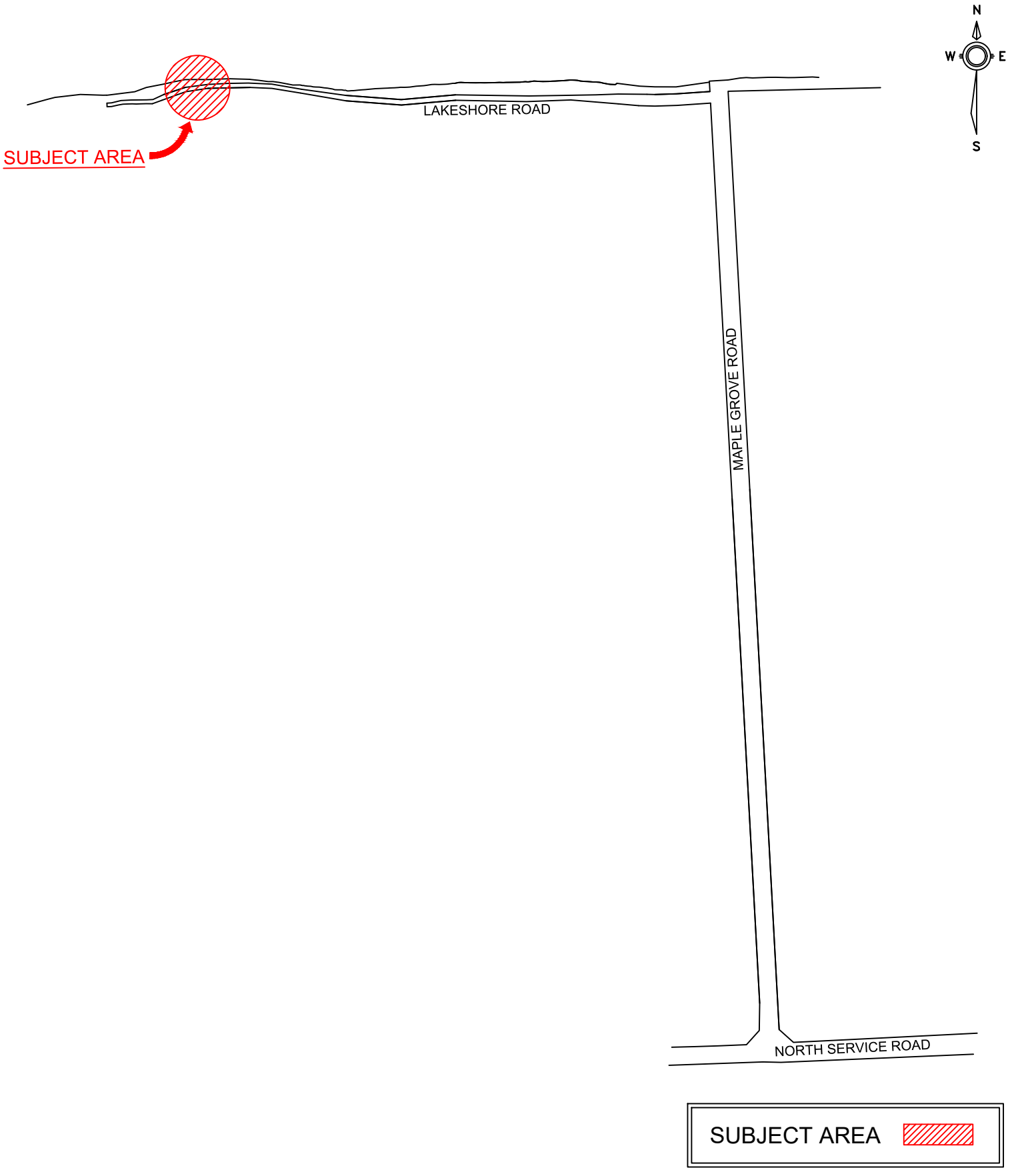
DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.



PROJECT NAME:

LAKESHORE ROAD CONCRETE BOX CULVERT #20175 REPLACEMENT

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

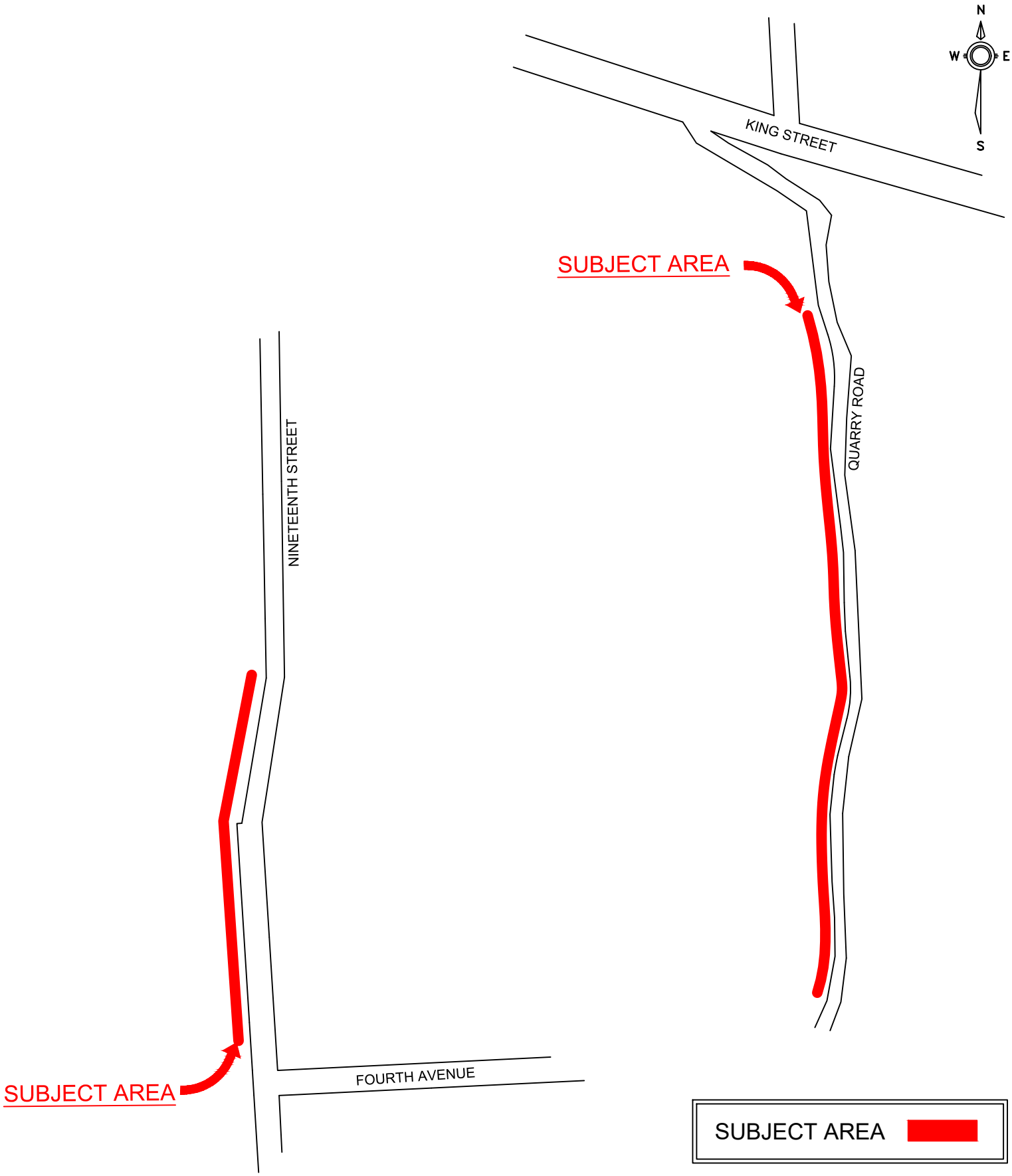
DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.

Public Works	**Roadways**	**Guiderail Installation Program**		**2019**
Expenditures				
	Guiderail Installation Program		$	120,000
		Total Expenses	$	120,000
Revenue Sources				
	Capital Levy		$	(120,000)
		Total Revenue	$	(120,000)
Project Net Total			$	-

DEPARTMENT:	Public Works		
DIVISION:	Roadways		
PROJECT NAME:	Guiderail Installation Program		
PROJECT COST:	Installation	$	115,000.00
	Internal Engineering Services		5,000.00
		Total $	120,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.
Description	The Town completed a pilot program in 2018 of evaluating 2 key locations (Quarry Rd & 19th St) for guiderail needs. The Pilot Program involved the collection of roadside environment data to evaluate a) if guiderail should be present and b) the condition of existing guiderail infrastructure. The pilot program assessment recommended that additional guiderail be installed at these 2 locations.
Benefits	Improve overall roadside safety for all road users in Lincoln
Financial (costs & savings)	The estimated cost in installed the proposed guiderail is $120,000.
Risk	Health and safety risks to motorists and the general public by not maintaining roadside safety infrastructure
Alternatives Considered	Defer installations (not recommended).
Value Measurement	Reduce health and safety liability risks associated with failing or non-existent roadside safety barriers



PROJECT NAME: 2019 NEW GUIDERAIL INSTALLATION PROGRAM - QUARRY ROAD AND NINETEENTH STREET

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln 2019 CAPITAL BUDGET

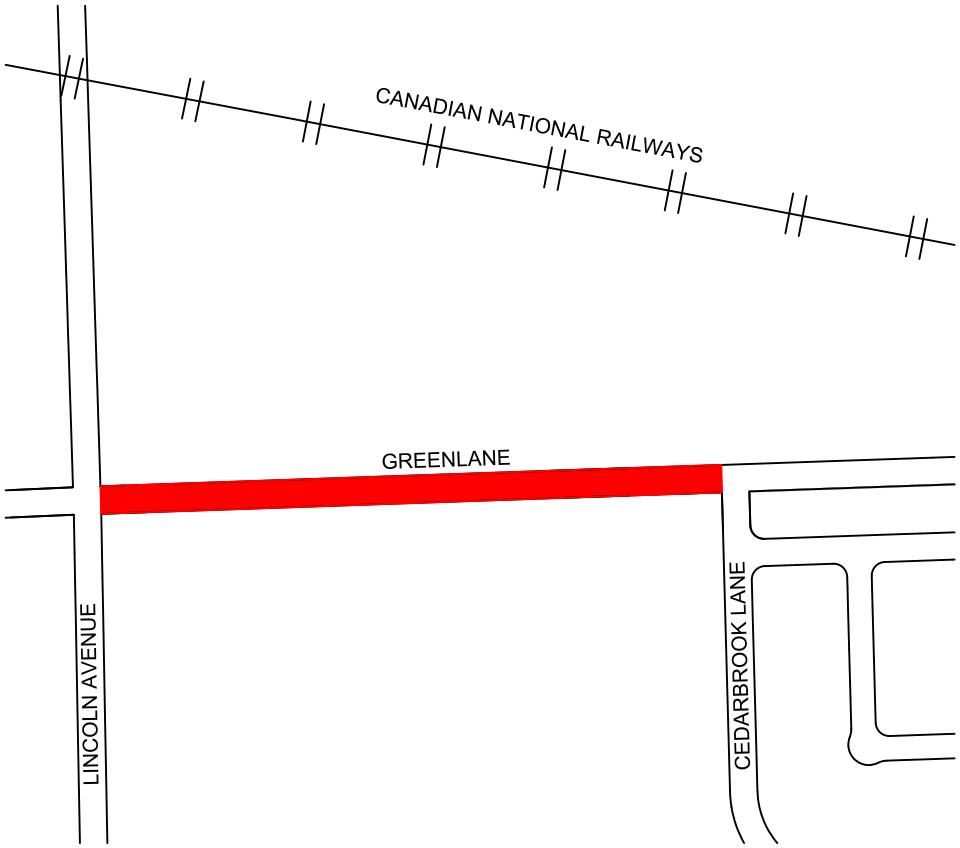
DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Public Works	**Roadways**	**Greenlane Road Reconstruction - Design**	**2019**
Expenditures			
	Greenlane Road Reconstruction - Design		$ 133,000
		Total Expenses	$ 133,000
Revenue Sources			
	Capital Levy		$ (66,500)
	Development Charges: Roads - Services Related to a highway Project #16		(66,500)
		Total Revenue	$ (133,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Roadways		
PROJECT NAME:	Greenlane Road Reconstruction - Design		
PROJECT COST:	Detailed Design Costs	$	120,000.00
	Internal Engineering Services		13,000.00
		Total $	133,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.
Description	Greenlane from Lincoln Avenue to Cedarbrook Lane is proposed to be upgraded to a full urban standard. The scope of work will include: -new road base and paving -storm sewers -concrete curb, gutters and sidewalks. -street lighting improvements -streetscape element upgrades and cycling facilities
Benefits	The road reconstruction will improve the overall driving surface of the roadway and roadside drainage. Upgrading to full urban standard increases driver awareness that motorists are entering an urban area where pedestrians and cyclists may be present; this leads to improved traffic safety. New concrete sidewalks will provide pedestrians with important walking linkages for the commercial district on Greenlane near Ontario Street as well as the proposed Konkle Creek multi-use trail that is planned for construction.
Financial (costs & savings)	The estimated cost to design this project is $133,000.
Risk	With development pressures in the area, not completing this design limits the Town's ability to react quickly when the new roadway upgrades and pedestrian/cyclist facilities are required.
Alternatives Considered	Defer project (not recommended).
Value Measurement	Installation of new sidewalks will help promote walkability for public health and wellness. The new infrastructure will reduce operational maintenance costs. The service life of the infrastructure assets included within this project will be totally renewed.



SUBJECT AREA

PROJECT NAME:

GREENLANE ROAD RECONSTRUCTION - DESIGN

DESCRIPTION:

PUBLIC WORKS DEP'T.

2019 CAPITAL BUDGET

DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Public Works	**Roadways**	**Frost Road Bridge No. 20 Replacement Options**	**2019**
Expenditures			
	Frost Road Bridge No. 20 Replacement Options		$ 30,000
		Total Expenses	$ 30,000
Revenue Sources			
	Capital Levy		$ (30,000)
		Total Revenue	$ (30,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Roadways		
PROJECT NAME:	Frost Road Bridge No. 20 Replacement Options		
PROJECT COST:	Construction costs		$ 25,000.00
	Internal Engineering Services		5,000.00
		Total	$ 30,000.00

BUSINESS CASE:

Corporate Plan	This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.
Description	The legislated Ontario Regulation 160/02 - Standards for Bridges requires municipalities to inspect bridges once every 2 years to ensure health and safety for the general public is maintained. The Town's 2016 Municipal Bridge Inspection Appraisals identified that the Frost Road Bridge No. 20 should be removed and was demolished in 2018. Feedback from the Active Transportation Committee and members of the public suggested that a crossing be reinstated to maintain a continuous road network link along Frost Avenue which would allow for a secondary cycling route to the Town's southern boundary line. Once finalized in early 2019, the Town's TMP will provide guidance in regards to what type of crossing structure should be provided at this location (i.e. full movement vs pedestrian only bridge).
Benefits	Provide continuous road network linkages for area residents and promote active transportation
Financial (costs & savings)	The estimated cost for to review preliminary bridge crossing options is $30,000.
Risk	None
Alternatives Considered	This project could be deferred or otherwise abandoned (not recommended)
Value Measurement	Maintain transportation connectivity for pedestrians, cyclists and potentially motorists as well.

PROJECT NAME:

FROST ROAD BRIDGE REPLACEMENT OPTIONS - DESIGN

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln 2019 CAPITAL BUDGET

DATE: SEPT 2018	SCALE: N.T.S.	DR. BY: A.V.

Public Works	**Roadways**	**Elizabeth Street Road Reconstruction**	**2019**
Expenditures			
	Elizabeth Street Road Reconstruction		$ 1,953,000
		Total Expenses	$ 1,953,000
Revenue Sources			
	Sanitary Sewer Reserve Fund		(365,000)
	Watermains Reserve Fund		(25,000)
	Niagara Region CSO Program Fund		(162,000)
	Development Charges: Roads - Services Related to a Highway Project #18		(980,700)
	Long-Term Borrowing		(420,300)
		Total Revenue	$ (1,953,000)
Project Net Total			$ -

DEPARTMENT:	Public Works		
DIVISION:	Roadways		
PROJECT NAME:	Elizabeth Street Road Reconstruction		
PROJECT COST:	Construction costs		$ 1,938,000.00
	Internal Engineering Services		15,000.00
		Total	$ 1,953,000.00

BUSINESS CASE:

Corporate Plan

This project aligns with Council's Future Focus Corporate Plan to continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.

Description

Elizabeth Street is proposed to be upgraded to a full urban standard. The scope of work will include:
- -new road base and paving
- -storm sewers
- -concrete curb, gutters and sidewalks.
- -replacement of old concrete piping in sanitary sewer including all appurtenances
- -new sewer service laterals

Benefits

The road reconstruction will improve the overall driving surface of the roadway and roadside drainage. The new concrete sidewalks will help promote active transportation and provide important walking linkages for pedestrians.

New sanitary sewer installations will reduce current maintenance obligations for broken and deteriorated infrastructure and limit wet weather infiltration into the sewer system thereby reducing treatment costs at the treatment plant.

Financial (costs & savings)

The estimated cost to construct the project is $1,953,000.

Risk

Private property drainage will need to be carefully considered while the ditches are converted to a curb and gutter storm sewer system. Scheduling of construction works will require thoughtful planning. An active communication plan will help to limit disruption by keeping residents informed of progress and what to expect next throughout the reconstruction process.

Alternatives Considered

Defer project (not recommended).

Value Measurement	Installation of new sidewalks will help promote walkability for public health and wellness. The new infrastructure will reduce road and sewer related operational maintenance costs. The service life of the road and sewer infrastructure assets included within this project will be totally renewed.

SUBJECT AREA

PROJECT NAME:

ELIZABETH STREET ROAD RECONSTRUCTION - CONSTRUCTION

DESCRIPTION:

PUBLIC WORKS DEP'T.

TOWN OF Lincoln

2019 CAPITAL BUDGET

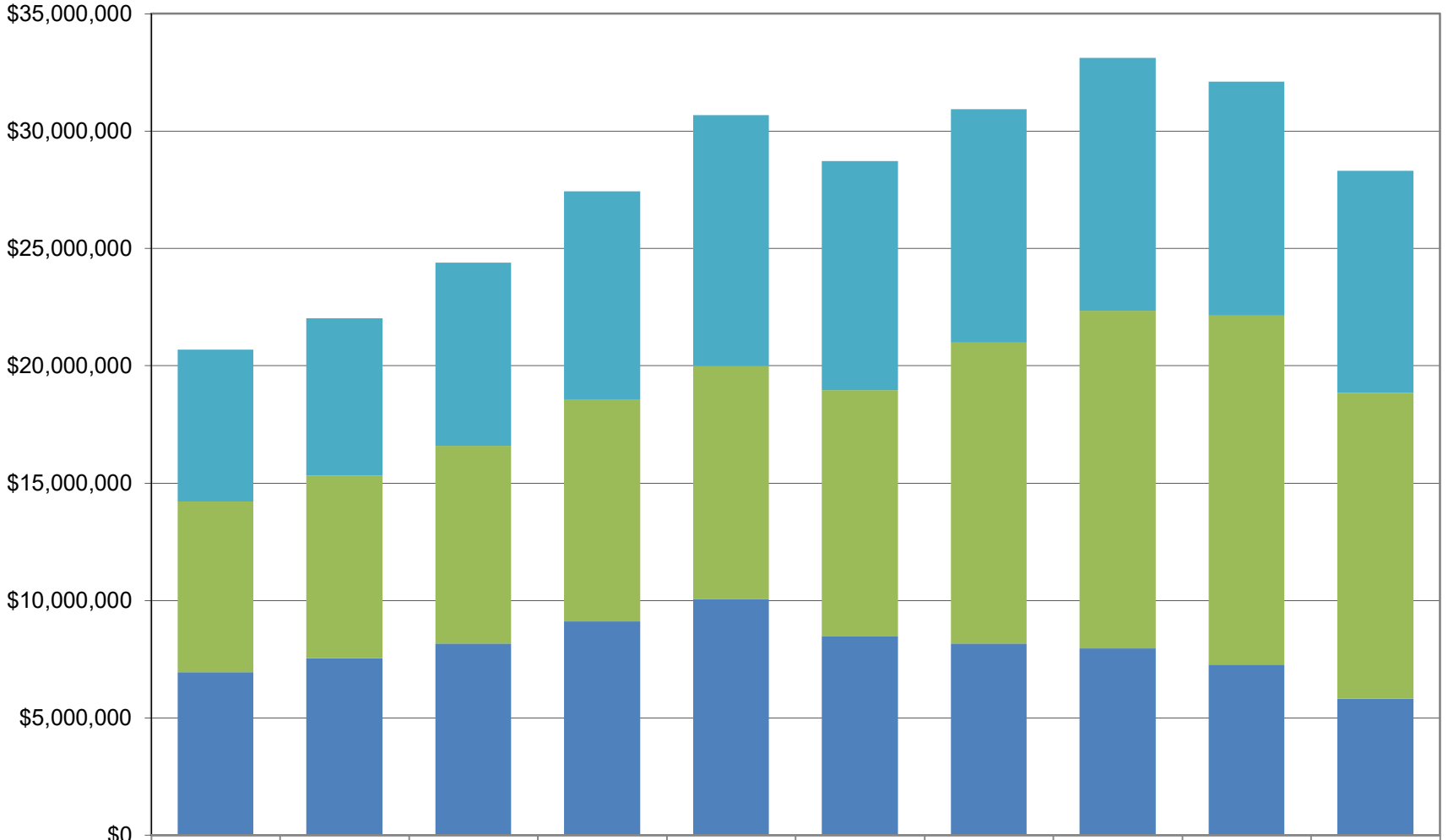
DATE: SEPT 2018 | SCALE: N.T.S. | DR. BY: A.V.

Other Funding Sources

TOWN OF LINCOLN
Reserves and Reserve Funds
Forecasted Balance at December 31, 2018

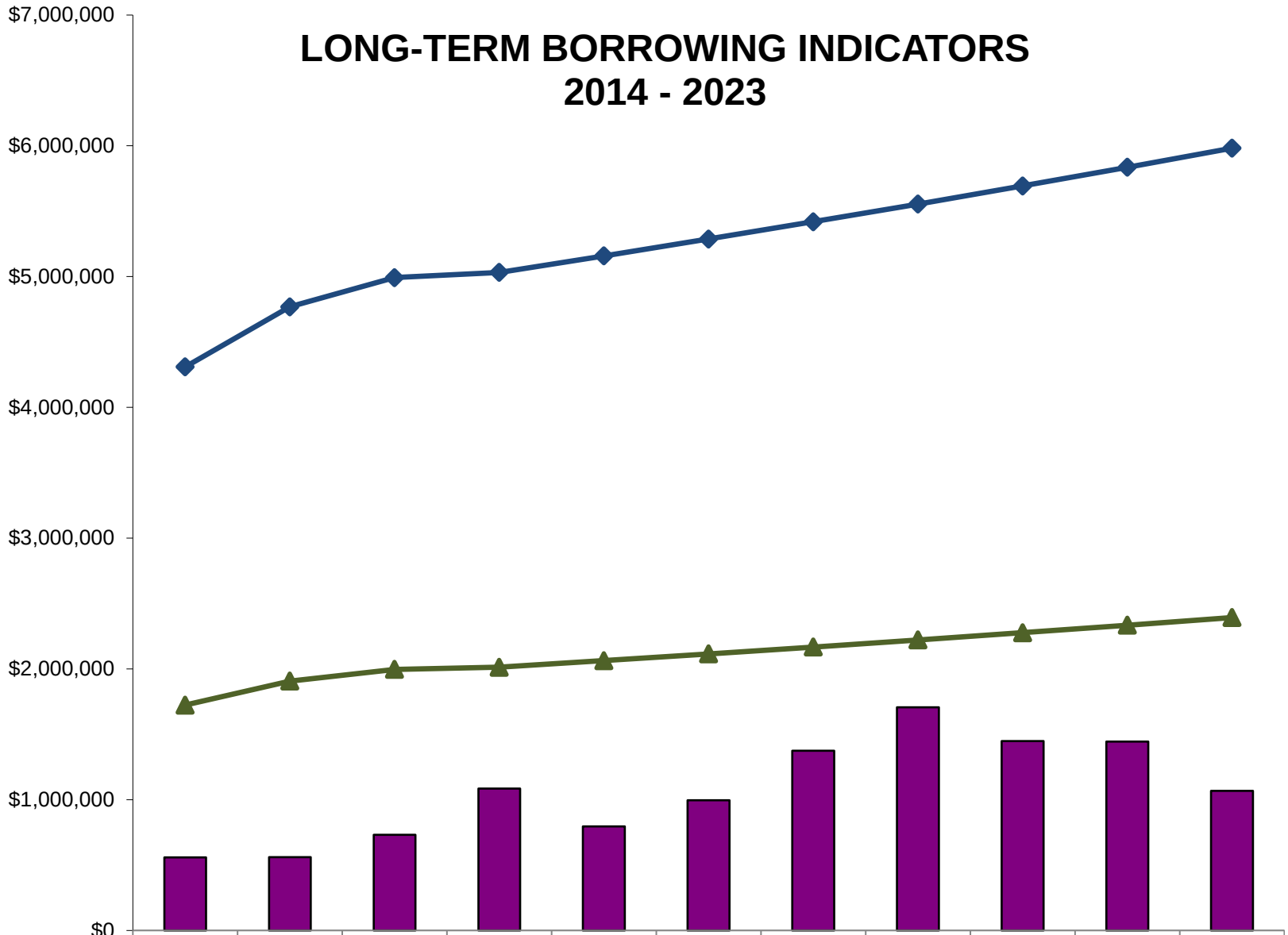
DESCRIPTION	Balance 12/31/17	Operating Commitments Budget	Capital Commitments Budget	Receipts Forecast	Interest Forecast	Balance 12/31/18
RESERVES						
Working Funds	1,475,000	-	-			1,475,000
West Lincoln Memorial Hospital Reserve	2,236,800	-	-			2,236,800
Equipment Replacement	2,017,800	-	(1,787,430)	648,588		878,958
Capital Reserves						
Capital Rate Stabilization	773,654	-	-			773,654
Storm Sewer	154	-	-			154
Total Capital Reserves	773,807	-	-	-	-	773,807
Operating Reserves						
Operating Rate Stabilization	576,070	(188,141)	-			387,929
Election Costs	126,008	(126,008)	-			0
General Insurance	52,598	-	-			52,598
Total Operating Reserves	754,676	(314,149)	-	-	-	440,527
TOTAL RESERVES	7,258,084	(314,149)	(1,787,430)	648,588	-	5,805,093
RESERVE FUNDS						
Development Charges Act						
Administration Development Charges	43,086	(207,918)	-	52,851	694	(111,288)
Fire Protection Services Development Charges	(592,540)	-	-	58,785	(9,548)	(543,304)
Library Services Development Charges	310,554	(34,500)	-	25,359	5,004	306,417
Outdoor Recreation Development Charges	2,311,741	(384,450)	(67,500)	41,346	37,249	1,938,386
Indoor Recreation Development Charges	(1,551,575)	-	-	133,068	(25,000)	(1,443,508)
Roads & Related Services Development Charges	5,881,218	(89,982)	(748,590)	550,975	94,763	5,688,384
Parking Spaces Development Charges	41,312	-	-	3,942	666	45,920
Storm Drainage Development Charges	302,471	-	-	220,512	4,874	527,857
Wastewater Services Development Charges	251,861	(40,000)	(88,850)	71,920	4,058	198,988
Water Services Development Charges	949,881	-	-	80,238	15,305	1,045,424
	7,948,008	(756,850)	(904,940)	1,238,995	128,065	7,653,277
Recreational Land (Planning Act)	1,462,788	-	-		23,570	1,486,358
Parking (Planning Act)	75,341	-	-		1,214	76,555
Building Permit Fees (Building Code Act)	(154,315)	-	-		(2,486)	(156,801)
Federal Gasoline Tax Revenue	186,715	(50,000)	(716,000)	716,232	3,009	139,956
Aggregate Resources Act	446,790	-	(283,800)	100,000	7,199	270,189
Total Obligatory Reserve Funds ***(Deferred Revenue)***	9,965,327	(806,850)	(1,904,740)	2,055,227	160,571	9,469,535
Building and Facility	1,024,477	(147,000)	(375,000)	166,816	16,507	685,800
Hydro Dividends	366,852	-	(41,250)	180,433	5,911	511,946
Museum Building	458	-	-	-	7	465
Skate Park	6,797	-	-	-	110	6,907
Infrastructure	202,187	-	(130,000)	344,120	3,258	419,565
Community Improvement Plan	196,438	-	-	-	3,165	199,603
Watermains	7,618,175	-	(3,598,638)	1,016,904	122,751	5,159,192
Sanitary Sewers	5,444,120	-	(25,000)	527,588	87,720	6,034,428
Total Discretionary Reserve Funds	14,859,504	(147,000)	(4,169,888)	2,235,861	239,429	13,017,906
TOTAL RESERVE FUNDS	24,824,831	(953,850)	(6,074,628)	4,291,088	400,000	22,487,441
Total Reserves and Reserve Funds	***32,082,914***	***(1,267,999)***	***(7,862,058)***	***4,939,676***	***400,000***	***28,292,534***

Reserves and Reserve Funds
2009 - 2018

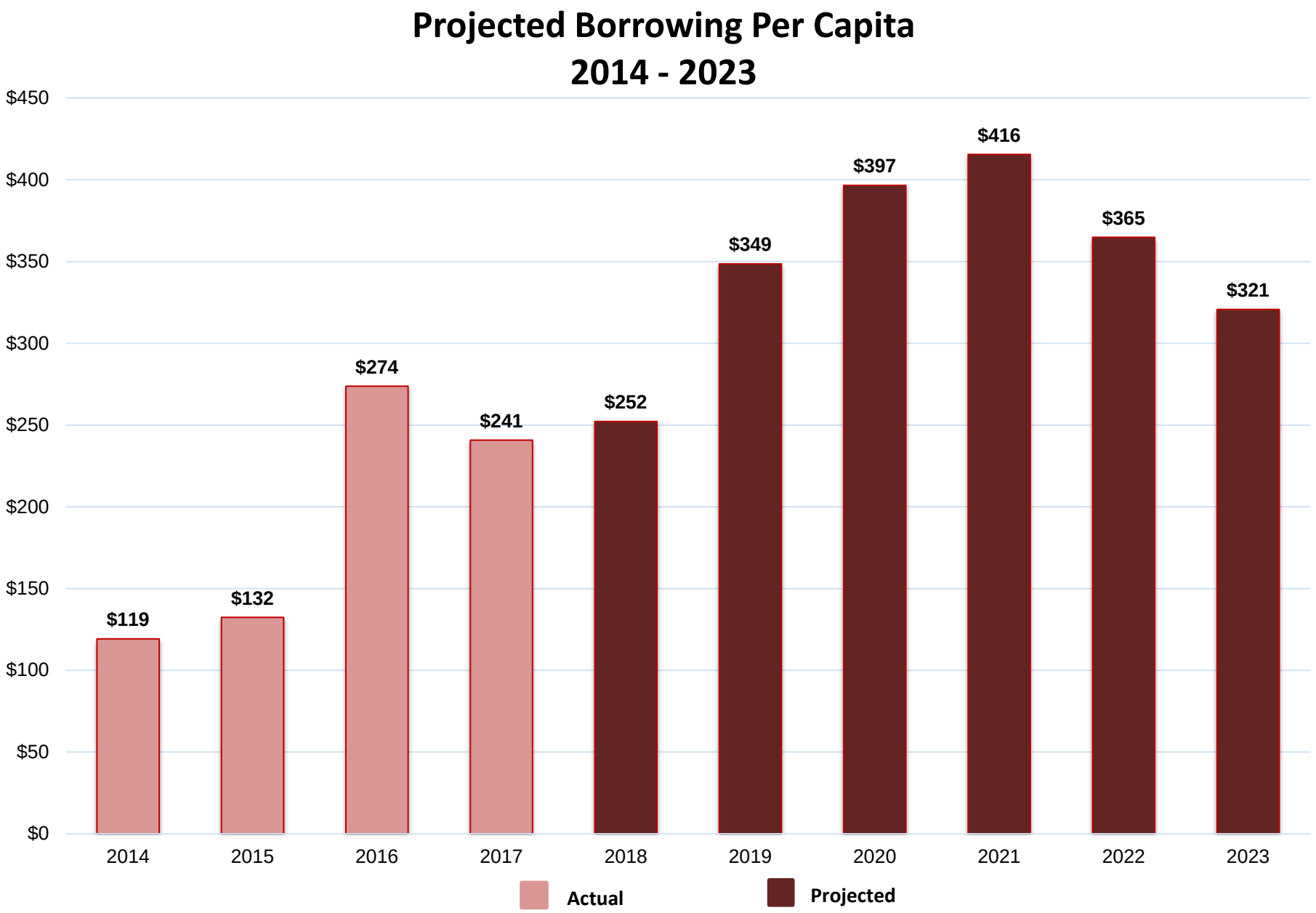


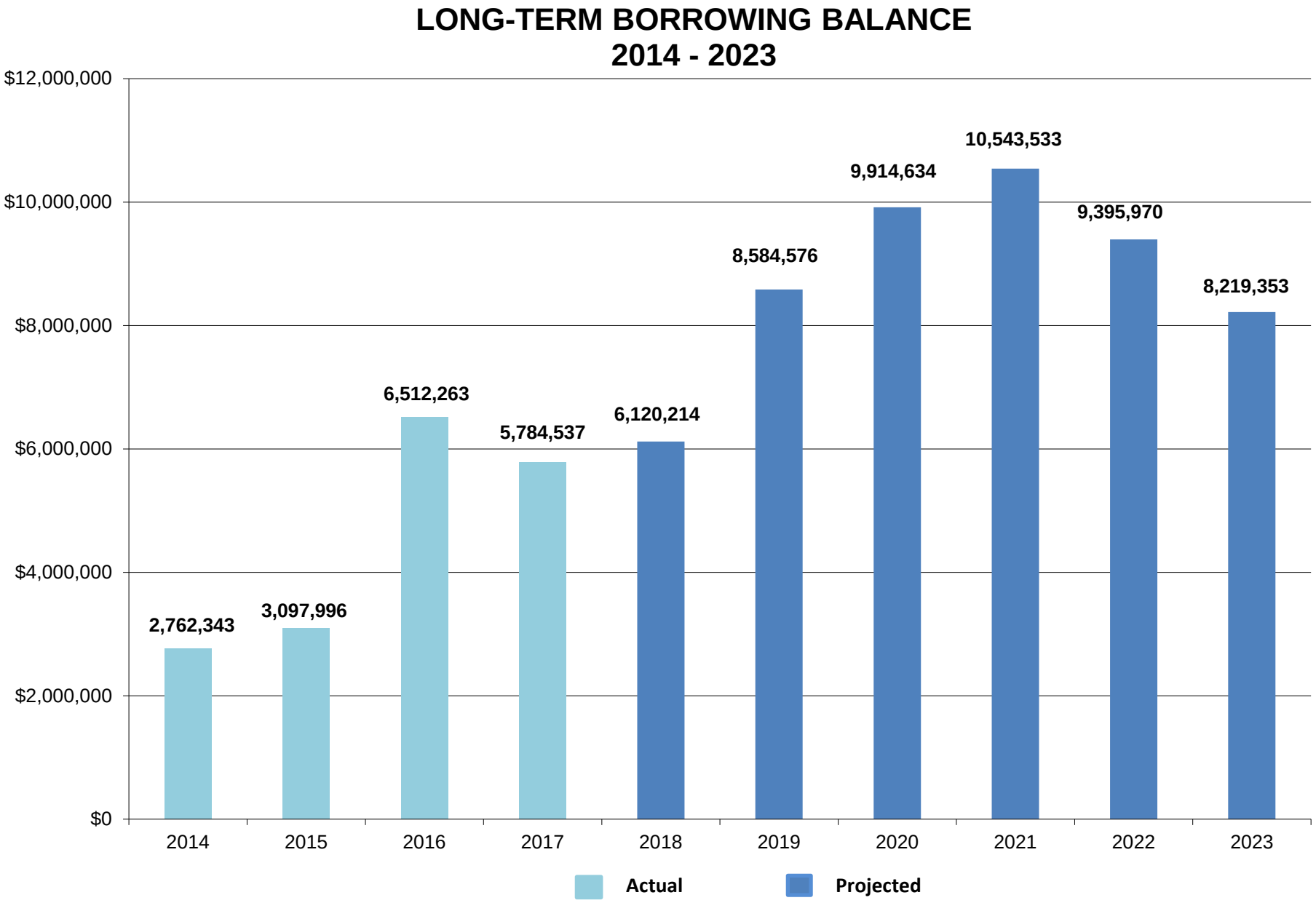
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Deferred Revenue	6,473,889	6,709,609	7,822,133	8,871,639	10,692,040	9,766,767	9,938,236	10,771,507	9,965,327	9,469,535
Reserve Funds	7,273,960	7,777,073	8,421,067	9,446,471	9,949,941	10,472,278	12,829,187	14,396,228	14,859,504	13,017,906
Reserves	6,925,409	7,524,440	8,146,122	9,104,730	10,032,082	8,465,713	8,148,183	7,939,506	7,258,083	5,805,093

LONG-TERM BORROWING INDICATORS
2014 - 2023



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Repayment Charges	559,740	561,077	732,260	1,084,651	795,784	996,392	1,373,939	1,707,490	1,447,646	1,445,392	1,067,579
Provincial Guidelines	4,309,525	4,768,848	4,992,019	5,032,499	5,158,311	5,287,269	5,419,450	5,554,937	5,693,810	5,836,155	5,982,059
Town Guidelines	1,723,810	1,907,539	1,996,808	2,012,999	2,063,324	2,114,907	2,167,780	2,221,975	2,277,524	2,334,462	2,392,824


Projected Borrowing Per Capita
2014 - 2023
$450
$400
$350
$300
$250
$200
$150
$100
$50
$0
$119
$132
$274
$241
$252
$349
$397
$416
$365
$321
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
Actual
Projected


LONG-TERM BORROWING BALANCE
2014 - 2023
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2,762,343
3,097,996
6,512,263
5,784,537
6,120,214
8,584,576
9,914,634
10,543,533
9,395,970
8,219,353
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
Actual
Projected