

Council Capital Budget Information Session Follow-up

As a follow up to the C&CS Budget meeting additional information with respect to the 2017 proposed capital budget was requested by members of council. The following is a consolidation of the questions and responses. Where appropriate, page numbers from the Proposed 2017 Capital Budget & Forecast book have been referenced.

Capital Budget General

Project: **General Capital Budget Question #1**

Question: For future capital budget books, and 2017 operating budget (if not already being printed) can staff provide the source of reserve funds (which reserve fund is being used) in the notes section per project, and also in the notes section provide commentary on the source of external funds where these are used?

Response: Attached please find a list of the funding sources for each of the financing classifications noted in the capital budget. Staff will review the reserve fund sourcing as part of the 2018 Budget Process.

Project: **General Capital Budget Question #2**

Question: Provide a list of projects in the 10 year forecast related to the Strategic Plan.

Response: See attached

Capital Budget Report (F-44-16)

Project: **Downtown Terminal Upgrade (PTIF)** page 19 of Report F-44-16

Question: What are the improvements for the Downtown Terminal? Provide details of the upgrades and costing for the Downtown Terminal upgrades?

Response: Improvements to the Downtown Terminal location will consist of repair or replacement of existing bus shelters, potential heated areas, benches, signage, route maps, and other amenities. The full project scope and costing specifics will be determined through the RFP process undertaken in the new year pending approval of the PITF application and funding.

Project: **Multi-Use Pathways - Hydro Corridor (PTIF)** page 19 of Report F-44-16

Question: What are the projects and location of the proposed works?

Response: This project includes the development of a paved multi-use path between Ontario Street and Grahams Lane.

Roadways

Project: **Roadways General Question #1**

Question: How are decisions made about where to install flower medians on roadways throughout the city? What is the annual budget for this? Is there a list of upcoming projects with costing? Are the costs shared with development in the area? Is there an opportunity to seek revenue from area businesses toward the costs?

Response: City departments work in a collaborative manner regarding the installation of flower medians on roadways. Staff identify location of median islands installed/removed with capital works providing the costing and design on reconstruction of roadways or new roadways in regards to new median flower beds. Safety of locations is always under consideration for the staff maintaining the flower beds. Costing of works is included in the related road construction with maintenance included in the RPM operating budget.

Project: **Roadways General Question #2**

Question: Is there a listing of roadways in the city by Pavement Quality Index, and can that list be provided to council and the public (in an online format is fine)?

Response: As part of the upcoming Asset Management Plan update to Council, Staff can provide condition grades for the pavement assets on all streets throughout the City. This plan will be a public document.

Project: **Roadways General Question #3**

Question: Are staff able to deliver the 2017 Capital Program as shown in the proposed capital budget along with the existing program and recent grant program projects?

Response: Staff is intending to deliver the Capital program as outlined in the draft capital budget as well as any additional external funded projects. This amounts to ~ \$6.8 million of additional work in 2017 not shown in the Capital Budget. Staff will be hiring consultants and using temp hiring agencies for contract staff to deliver the program.

Project: **Roadways General Question #4**

Question: Where is the cycling infrastructure in the 2017 Capital Program? Please highlight the projects and the associated cycling costs in 2017.

Response: Transportation and Capital Works staff will be providing an update prior to the December 8th C&CS - Budget meeting.

Project: **Roadways General Question #5**

Question: Capital impact to restore 70/30 federal gas tax split for transit? I will be making this motion at capital budget (on my capital form), and assume it will have an impact on the transit vehicles capital investments on pp 247, 250 & 254, (HandiVan), 252.

Response: Changing the funding split from the current 80%/20% for roads/transit funding to 70/30 will make the projected deficit in transit capital needs in year 2021 reduce from \$4.3 million to \$1.8 million. The balance in the Transit schedule will become positive in 2025. The impact to the Roads program is a loss of \$5.3 million over the 10 years which is equivalent to a 20% reduction in the shave and pave program (pg 87).

Project: **Cedar Spring Road Resurfacing** (RD-RA-1776) page 52

Question: Will the road be widened to include paved shoulders during this resurfacing (for walking and/or cycling)?

Response: Yes the roadway will be widened to include paved shoulders as part of this project.

Project: **Harvester Road Resurfacing** (RD-RA-1757) page 52, **Harvester Road Widening (Laurentian Drive to Walkers Line)** (RD-RA-1113) page 56, **Fairview Street Resurfacing** (RD-RA-1609) page 57, **Fairview Street Widening for Bikelanes** (RD-RA-1762) page 58 and **Harvester Road Reconstruction & Widening (Zelco Drive to Century Drive)** (RD-RA-1250) page 58

Question: How much is the cost to construct off road bike lanes on Fairview and Harvester Road vs. the cost to widen for bike lanes?

Response: At a functional plan level excluding any utility relocation, grading impacts (retaining walls) or property purchase, the estimated costs to construct new dedicated off road cycling facilities is \$150/m². To reconstruct and widen the existing roadway for on road bike lanes, the costs are estimated at \$370/m².

Project: **Lakeshore Road Resurfacing (Maple Ave to City Limits)** (RD-RA-808) page 54

Question: What are the limits of this project? Are there plans to add curb to this project?

Response: The resurfacing project is from the treatment plant to the City limit. This completes the resurfacing of Lakeshore for the Hospital Expansion. Currently in the Capital budget this is solely a resurfacing project to prolong the asphalt roadway condition until a later date when the Beachway Park Master plan is implemented and the roadway is realigned.

Project: **New Street Resurfacing** (RD-RA-1534) page 54

Question 1: When in 2017 is this resurfacing scheduled (spring? Fall?) . Is this the opportunity to deal with the bike lane pilot New from Guelph to Walkers - keep or change back?

Response 1: The New Street resurfacing will be scheduled to occur either Fall of 2017 or Spring of 2018 in order to allow the pilot to proceed and an opportunity for Council to provide direction on the final lane configuration.

Question 2: How much funding is in the New Street Resurfacing project (2017) dedicated for bikelanes?

Response 2: The estimated cost for resurfacing the area currently designated as bikelanes in the New Street pilot from Cumberland to Walkers is approximately \$180,000.

Project: **Fairview Street Widening for Bikelanes** (RD-RA-1762) page 58

Question: How wide is the sidewalk on the south side of Fairview? Assume this is wide enough to accommodate pedestrians (if any) as well as cyclists, negating the need for a \$600,000 widening of Fairview for bike lanes? Alternatively, what would be the cost of adding an asphalt strip for cycling beside the sidewalk in this stretch?

Response: Staff will estimate the cost for widening and the cost of off road bike lanes at a functional plan level. The project will be analysed in the cycling master plan update.

Project: **Noise Wall Reconstruction** (RD-RA-739) page 60

Question: What would be the cost of adding a noise wall along Queensway Drive across from the townhouses, roughly between Brenda Cres, and the Best Western (if cost can be provided per metre that would help.)

Response: A high level cost to construct a noise wall is \$1200/m. This is assuming that there are no property or utility relocation requirements. Please note this area does not meet the MTO criteria for a noise wall and if constructed would need to follow the Local Improvement By-law with a portion of the cost funded by the residents.

Project: **Drury Lane Pedestrian Bridge** (RD-BG-1423) page 66

Question: Clarifying the cost allocation of the Drury Lane Pedestrian Bridge; is the \$2 million allocated in 2020 for replacement?

Response: The \$2.0 million budgeted in 2020 is for major rehabilitation of the structure. The latest condition survey completed this year shows the structure fairing better than previously expected and not needing full replacement within the 10 Capital Forecast. The City is currently working with Metrolinx in aligning this work with the corridor electrification currently underway.

Project: **Maple Avenue Area Resurfacing** (RD-RR-1747) page 76

Question: Please provide details of the "road diet study" scheduled to run from Spring to Fall 2017. Is the study going to consider elimination of vehicular travel for cycling lanes along this stretch, similar to the New Street project? When will this study commence and what is the plan for public engagement?

Response: Transportation is discussing the process for delivering future road diets and the process for public consultation in this quarter of 2016, in readiness for the full Study to commence in the Spring of 2017.

Project: **Prospect St Resurfacing** (RD-RR-1748) page 76

Question: Please provide details of the road diet study currently underway for Prospect St resurfacing from Guelph Line to Cumberland. How are the public being engaged? How are residents who don't live immediately adjacent to this section of roadway being engaged, given that this is a major route for many people who don't immediately live near this stretch of road?

Response: Transportation staff are discussing the process for delivering future road diets and the process for public consultation in this quarter of 2016, in readiness for the full Study to commence in the Spring of 2017.

Project: **James Street Minor Reconstruction** (RD-RR-1719) page 79

Question: Please provide a breakdown of what is included in the \$1.9m cost. Does it include flower planters at the intersection? If not, what would be the cost to add? Has the Burlington Downtown Business Association been engaged around a potential cost sharing & installation of a feature signifying the entrance to the downtown at this location?

Response: Of the \$1.962 million, \$680,000 is the estimated cost for the streetscaping and City portion of the hydro burial. The remaining \$1.282 million is for the roadworks of this project. Flower planters at the intersection are not included as part of this project as RPM does not support their installation and long term maintenance. The downtown

coordinator will work with the Burlington Downtown Business Association around any key features this wish to have constructed.

Project: **John Street Reconstruction & Streetscaping (James Street – Caroline Street)** (RD-RR-1046) page 83 and **(Lakeshore Road - James Street)** (RD-RR-1454) page 84.

Question 1: Is all or part the burial of hydro and streetscaping coming from monies collected from developers during development projects? If so, how much is development share? Which reserve funds are being utilized for these projects?

Question 2: Why aren't Developers paying for hydro burial?

Response: The provision of hydro capacity to service the needs of a specific development is a matter between Burlington Hydro and the developer. Developers are responsible to pay for increased hydro capacity and burial *in front* of their developments. The \$4M (\$2.1M + \$1.9 M) is for streetscaping and to bury the existing 4 kV lines and the new 27.6 kV lines from Lakeshore to Maria. The reserve funds being utilized for this project are Federal Gas Tax and Infrastructure Renewal Reserve Fund.

Project: **Mainway Resurfacing (Guelph Line- Appleby Line)** (RD-RR-1741) page 84

Question: Are there bikelanes?

Response: Not at this time as it's a basic resurfacing. This may change depending on the scope of Region works.

Project: **Development Charges Study** (RD-RL-327) page 86

Question: Per the question asked at committee, can staff provided an updated accounting of the shortfall between infrastructure costs and what can be collected in Development Charges. Roughly DCs cover between 75%-80% of costs, the balance picked up by tax payers. Can staff confirm this percentage, and the annual dollar value of this shortfall?

Also, can staff break out how much of this shortfall is related to "benefit to existing" taxpayers of new infrastructure, how much is related to exclusions in the DC act (eg. Can't be collected for certain items, like hospitals)?

Finally, in addition to the above categories (exclusions, benefit to existing) are the other factors driving the shortfall between DCs collected and actual cost of new community infrastructure to service growth?

Response: Based on the 2014 Development Charges Background Study, the gross development related capital cost for the 17 year period was \$193.3 million. Of this amount the following legislative deductions were made:

Ineligible Service Levels	\$ 4.2 M	(2.2%)
10% Statutory discount	1.0 M	(0.5%)
Benefit to Existing	<u>37.9 M</u>	<u>(19.6%)</u>
Total	\$ 43.3M	(22.3%)

This equates to on average \$2.5 million annually of ineligible growth related capital costs over the 17 year period.

In 1997, legislative changes were made to the Development Charges Act noting parkland acquisition and general administration space as ineligible services thus eliminating these growth related capital costs from the development charges calculation. Another factor related to growth spending is the timing of the actual development and corresponding receipt of development charges for growth related capital works.

Project: **Active Transportation Initiatives and Infrastructure** (RD-SW-265) page 95

Question 1: Can staff provide a detailed accounting of how these funds have been spent (back to 2010 is fine)? Is the funding of \$55k allocated for 2017 yet? What would the cost be to pave the section of hydro corridor between Ontario and Stephenson Drive as a cycling/walking path? If the \$55k isn't already allocated, could it go towards that? Please provide any shortfall so it can be added to the capital budget request form.

Question 2: Related question to above: what would be the cost of extending a paved path across the hydro corridor on the West side of Hager connecting Baldwin and Freeman?

Response 1: In the past we have used this funding for pavement markings (sharrows), signage, maps, promotion/education of cycling, cycling video campaigns, bike and pedestrian counters, etc

Typically our cycling budget (\$55k) doesn't pay for new infrastructure such as new multi-use paths, widening of roads for bike lanes, etc. CW pays and delivers these projects.

Response 2: Multi-use Path, Hydro Corridor, Ontario Street to Graham's Lane (PO-PD-1755) is proposed in 2018. The walkway connection between Baldwin Street and Freeman Street could be incorporated into this project at an additional cost of \$11k which will be reviewed as part of the 2018 Capital Budget submission.

Project: **Elgin Street Promenade Construction** (RD-SW-1756) page 96

Question: The BDBA is also contributing funding to this project. Can staff confirm and provide that amount in the Q&A report so council/the public is aware, and in future budget books include this contribution as external funding with commentary in the notes about the source of this funding?

Response: The BDBA is contributing \$10,000 per year for five years, from 2015 – 2019 (total: \$50,000). Staff will include additional commentary in Capital Budget books regarding the financial contribution from the BDBA.

Project: **Transportation Master Plan** (RD-RL-1443) page 93 and **Integrated Transit / Mobility / Active Transportation Plan** (RD-SW-1780) page 97

Question: Can funding already set aside for the Transportation Master Plan be used for the integrated transit/cycling/active transportation review project, and incorporate transportation planning in this study so it is holistic (rather than hiving off transit/cycling), and saving \$350k in capital?

Response: RD-RL-1443 is for future transportation master plans to coincide with DC studies. There is little funding left available in the existing Transportation Master Plan project. The integrated transit/mobility/active transportation study was included in the City's submission for Public Transit Infrastructure Funding available through Infrastructure Canada.

Project: **Sidewalk Replacement** (RD-SW-1182) page 99

Question: Is this funding sufficient to keep up to reported needs to upgrade sidewalks to avoid pedestrian trip & falls? Is there an existing backlog? How many sidewalks can be repaired for this money, and how many sidewalks or sections need repair?

Response: Over the last few years, the amount of yearly occurring trip hazards has been relatively consistent and predictable at about 2500 trip hazards. At present, the funding is sufficient to address the forecasted toe trips on a year to year basis. However, as sections of sidewalk reach end of life cycle requiring replacement additional funding will be required for replacement. Future additional funding needs will be monitored.

Project: **Adams St Sidewalk Construction** (RD-SW-1612) page 100, **Cherryhill Crescent Sidewalk Construction** (RD-SW-1610) page 100 and **Bromley Road Sidewalk Construction** (RD-SW-1611) page 101

Question: Can an estimate of the local improvement charge be provided for both projects? In future budget books, can the estimated local improvement charged be listed in "external funding" sources, with explanatory notes so the public is aware?

Response: As per the local improvement bylaw 17-2013, the local improvement charges for sidewalks are \$68/m for sidewalks both sides and \$34/m for sidewalk one side. The cost per resident is based on their frontage. Currently the local exemption limit is \$18,000 on a project by project basis.

Project: **Lakeshore Road Multi-use Path Reconstruction** (RD-SW-1121) page 102

Question: An assumption is being made that only "recreational" cyclists use the multi-use path on the south side of Lakeshore. Any data to support that only recreational cyclists use this section? If not, adjective should be removed. Can this resurfacing be advanced, or considered for earlier completion depending on results of the transit/cycling study underway in 2017? Will this section be discussed during the study?

Response: We agree that the adjective should be removed. Data is available for on road bike counts but does not distinguish by user types. This section will be discussed during the upcoming study and may be advanced in construction depending upon other road works.

Project: **Decorative Street Light Restoration** (RD-ST-1410) page 103

Question: How much of this work has already been completed in 2016, and for what cost? Are these 2016 costs included in the \$170k, or is that just for work to be completed in 2017?

Response: In 2016, the city completed a section of the decorative street light restoration program along Lakeshore Road in order to bench mark costs and coordinate work. The contracted costs on a per unit basis were significantly less than previously estimated and as a result the budget request for the entire program has been reduced to reflect the received unit costs.

Project: **LED Street Light Conversion Program** (RD-ST-1763) page 104 and **Street Lighting Infrastructure Renewal** (RD-ST-156) page 105

Question: Is there an opportunity to add a digital outage program to this? Currently, staff rely on resident reports, and an annual inspection by staff of lights (each area inspected annually) to identify outages and make replacements. This is time consuming and labour intensive. What would the cost be to add technology that alerts staff digitally when there is a street light, to eliminate staff/resident call ins?

Response: Street light technology has advanced such that the lights can detect outages and report them to staff. We will be evaluating this technology as part of the LED Conversion consulting assignment in 2017 and will include in future reports for Council's consideration.

Project: **LED Street Light Conversion Program** (RD-ST-1763) page 104

Question: What will happen to the annual savings from LED street light conversion after the initial payback period?

Response: The savings after the initial payback period will be allocated to future asset management needs for the streetlight infrastructure.

Project: **Street Lighting Manual Update (RD-ST-1422) page 105**

Question: What is this for? What would the consultant do and provide us with?

Response: In general, the street lighting manual provides guidance and specifications to the construction and development community when installing or replacing street light infrastructure. The update will involve amending the specifications and all other supporting documentation to reflect changes within the city and the industry.

Project: **Bus Stop Locations Upgrade (RD-TR-270) page 106**

Question: Can advertising revenue for bus shelter ads, and bus shelter benches, be used to fund improvements in shelters and benches, to save costs for bus stop locations upgrade? What is the current revenue from advertising by category: bus stop shelters? Benches? On Buses? In future budget books can this revenue be reported as external funding and noted in the notes section? Can staff provide costs of bus shelter upgrades but amenity category: eg bus shelters, benches, accessibility pad, etc.

Response: There are no specific restrictions on how advertising revenues can be used. Shelter advertising could be earmarked to fund shelter improvements, however we have a number of funding sources for shelter upgrades. Transit looks holistically at all available funding sources and basis decisions based on service priorities when assigning financial resources. Shelter upgrades are contained in the capital budget and our current contract with our advertising provider also provides the replacement of 30 bus shelters over 5 years. Development proceeds are used to fund new shelters in growth areas.

Advertising is used in the operating budget (similar to fare revenue) to offset the cost to the taxpayer of running the transit system.

The advertising revenue contained in the 2017 proposed budget is \$315,000 total annual revenue. This is broken down is as follows:

- Bus Advertising (on buses): \$185,000 per year
- Shelter Advertising (also includes supply of shelters): \$80,000 per year
- Bench Advertising (also includes supply of benches): \$50,000 average per year (5 year contract – approximate annual average)

Project: **Traffic Calming Projects (RD-TC-268) page 107**

Question1: What is the cost for a new digital speed monitor?

Response 1: Current cost to purchase a Driver Feedback Sign = \$ 5000 per unit. All administration costs are absorbed into Transportation Services Operating Budget.

Staff Direction: Direct the Director of Transportation Services to report on the viability, process and financial impact of implementing red light cameras at intersections under the City of Burlington's jurisdiction.

Project: **New Traffic Signal / Intersection Pedestrian Signal** (RD-ST-772) page 108

Question: For the past 3 years, how many and where are the new traffic signals?
Where are they being located in 2017-2019?

Response: 2014-2016: 6 Locations: Plains Road @ Cooke Blvd , Plains Road @ St Mathews Ave, Plains Road @ Falcon Blvd, Fairview Street @ Darlene Crt, Walkers Line @ Thomas Alton Blvd, North Shore Blvd @ Golf Club

2017-2019: 7 Preliminary locations: Lakeshore Road @ Hampton Heath Road, Lakeshore Road @ White Pines, Lakeshore Road @ Shoreacres Blvd, Mainway @ Lampman Ave, Mainway @ Silvan Forest Dr, Harvester Road @ Go Station, New Street @ Woodview

Project: **Traffic Signal Infrastructure Renewal** (RD-ST-157) page 108

Question: For the past 3 years, how many and where are the replacement traffic signals?
Where are they being located in 2017-2019?

Response: Infrastructure renewal is carried out in numerous locations; replacing signal heads, poles arms, cabling, and other miscellaneous items. The locations are selected following an annual inspection, and are based on condition and need.

Project: **Road Renewal and Maintenance** (RD-RL-912) page 115 (Surface Treatment Program)

Question: When renewing roads, are we paving shoulders as well for Alternative Transportation?

Response: The surface treatment program renews rural roads with a tar and chip material on a 6 (six) year cycle. For 2016, a slurry seal was applied to the candidate roadway which will become the surface standard. The change to a slurry seal is to accommodate a smoother riding surface for cyclists.

The paving of gravel shoulders is out of scope for the program and would require significant Capital funding and increased maintenance operating costs on an ongoing basis.

Stormwater Management

Project: Stormwater General Question #1 page 121

Question: \$3.6m of storm water costs are growth related. How much of these costs are covered with development charges? What are the various revenue sources for the total \$5.8m in 2017?

Response: In the year 2017, \$2.1 million or 60% of \$3.6 million is funded from development charges. The 2014 Development Charges Study includes 43% funding recovered from development charges on a \$22 million program extending 17 years.

Other funding sources financing the remainder of the 2017 storm program (\$2.2 million) include tax supported funding (debt and cash), infrastructure renewal and hydro reserve funds in accordance with report CW-09-15.

Facilities and Buildings

Project: City Hall Facility Renewal/ Enhancements (FB-BD-1387) page 152

Question1: What works are being done in 2017 and 2018?

Question 2: Please provide a detailed breakdown of what's included in the \$1.05 m 2017 and \$1.5m 2018 City Hall facility renewal, especially the upgrades to council chambers.

Response: Funding identified in 2017 is for the renewal of customer service areas and revitalization of the existing council chambers. In early 2017, a review of the current customer services areas will be implemented. An item under consideration is to incorporate the Planning and Building customer service windows into one area.

Funding identified in 2018 is a place holder for implementation of the customer services and space planning projects.

The remaining funding in 2017 is for revitalization of the existing council chambers which will include review of the function design requirements of the existing layout as well as renewal of the interior finishes and millwork.

Project: City Hall Furnishings, Fixtures & Equipment – Repair and Renewal (FB-BD-525) page 153

Question: What is the security implementation of \$110k?

Response: Funding identified in 2017 is to implement items recommended in an external audit of City hall resources, including updated video surveillance, and mechanisms to allow for lockdown procedures.

Project: **Corporate Accessibility Implementation** (FB-BD-613) page 153

Question: What specific projects at which location are included in the \$337k Corporate Accessibility Implementation plan for 2017

Response: Various projects that were identified in the accessibility audit will be implemented on the following facilities:

Aldershot Pool
Various Fire Stations
Brant Hills
Seniors Centre
Ella Foote Hall
Tansley Woods
Various Arenas

A details list of the 800 items can be provided at a later date.

Project: **Transit Facility Repair and Renewal** (FB-BD-39) page 156

Question: What upgrades are being considered for the John Street Terminal in 2017?

Response: \$3,000 worth of minor repairs to stabilize the facility. Items include glass and window repairs, minor repairs to the mechanical systems.

Project: **LaSalle Pavilion Repair & Renewal** (FB-CC-859) page 157

Question: Which washroom is being refurbished?

Response: The works are for the main washrooms on the upper level.

Project: **Tansley Woods Community Centre – Repair and Renewal (excludes Library)** (FB-CC-858) page 160

Question: Are reserve funds at all facilities expected to cover capital repair & renewal? If so, what changes should be made to Tansley Woods Reserve Fund so it can in future cover repair and renewal?

Response: Currently the Tansley Woods Reserve Fund is not able to cover all the cost for repair and renewal to the facility. A forecasted long term reserve fund report can be provided at a later date to assist with what the increase to the reserve fund would look like. This would include the facility as well as exterior site and landscaping renewal items.

Project: **Waterfront Centre – Repair and Renewal** (FC-CC-1107) page 161

Question: Please provide a breakdown of where the revenue for the Waterfront Centre renewal fund comes from. How much from lease with Spencers? Does any of it come from parking lot revenue, if so how much?

Response: Total Revenue for the Waterfront:
Lease \$328,000
Parking \$160,000

Project: **Music Centre Facility Renewal** (FB-CC-1137) page 162

Question: A portion of the Music Centre is operated by the drama centre under an expired Joint Venture. When did the JV agreement expire? What steps are being taken to renew it?

Response: The JV Agreement expired in April 2010. Attempts have been made to have the new agreement sign with no success.

Project: **Corporate Electrical** (FB-MB-1382) page 166

Question: Which parking lots are getting upgraded exterior lighting in 2017?

Response: Aldershot Arena and City Hall

Project: **Corporate Parking Lot Revitalization** (FB-MB-1047) page 168

Question: What does the city spend on parking lots it owns throughout the city, in terms of lighting, repaving, repainting, signage, snow clearing or other costs? Annual basis for 2017, and 10yr avg.

Response: With respect to the capital budget, on average the city spends \$420k on the parking lots annually. Work includes paving and curb and side walk replacement where required. We will follow up on the annual and 10 year average operating expenses (repainting, signage, snow clearing) at a later date.

Project: **Park Buildings Repair and Renewal** (FB-MB-8) page 170

Question: What repairs are planned for park buildings in 2017 (and to which buildings?)

Response: Major repairs will be to the beachway snack shack exterior decking and greenwood barn structural repairs.

Project: **Parks and Recreation Facility Repair and Renewal** (FB-MB-4) page 171

Question: What repairs are planned for parks and recreation facilities in 2017: which arenas, community centres, pools, and what projects in each of these?

Response: See Attached

Project: **Tyandaga Repair and Renewal** (FB-TY-153) page 172

Question: What is the "General course repair and renewal" for \$90k referring to?

Response: This work is largely for work on the cart paths.

Parks and Open Space

Project: **Parks and Open Space – Irving Parkette**

Question: What would be the cost to remove and replace the sand playground safety surface with engineered wood fiber to rid the playground of sand wasps?

Response: The cost to replace the existing sand surface with engineered wood fiber is 25k

Project: **Parks and Open Space General Question #1** page 177

Question: What are the sources of revenue for Parks & Open Space? Where does "growth" funding for parks and open space come from? How much is covered by development charges?

Response: Growth funding comes from Park & Recreation Development Charges Reserve Fund and Park Dedication Reserve Funds.

Generally speaking if a project is identified as growth with reserve funds it is development charges or park dedication reserve funds. Renewal projects identified with reserve funds it is generally park dedication reserve fund and tax funding (cash). For the 10 year period, the total growth program is \$15 million with \$7.5 million funded from development charges.

Project: **Parks and Open Space General Question #2**

Question: Can the parks asset management system rankings released to council/the public, in online format, for all 117 parks (listing their current condition and schedule for renewal?)

Response: As part of the upcoming Asset Management Plan update to Council, Staff can provide a condition grades summary of park assets types e.g. pathways, sport field etc. rolled up for all parks throughout the City. This plan will be a public document

Project: **Beachway Master Plan** (PO-PD-1460) page 179 and **Burloak Park Infrastructure** (PO-PR-1653) page 186

Question: What are the project management costs (detailed breakdown)?

Response: The Parks & Open Space Design and Development Service recover funding from capital projects for staffing resources in the Operating Budget.
Beachway- \$30k for chargebacks for staff time for the Canada 150 projects in Spencer Smith Park and master plan work for beachway led by the Region
Burloak - \$30k for chargebacks for staff time in phase one contract administration and for the working drawing and tendering of phase two.

Project: **City View Park** (PO-PD-115) page 179

Question: What works are being done in 2017 and 2018?

Response: Work in 2017 includes RFP for Architectural/engineering services and commencement of approvals. Additional funding identified in 2017 and 2018 will be accrued with future years for the construction of the park pavilion.

Project: **Itabashi Gardens** (PO-PD-1758) page 181

Question: Which development project is the source of the Section 37 funds for the Itabashi Gardens project?

Response: No specific site is identified. Staff will be pursuing funding through Section 37 for potential development of the garden.

Project: **J.W. Boich School Surplus Land Parkette** (PO-PD-1462) page 181

Question: What is the reserve fund source(s) for the J.W. Boich parkette?

Response: Funding includes \$200k from tax funding (cash) and \$250K from Park Dedication Reserve Fund (PDRF)

Project: **Optimist Park Infrastructure** (PO-PR-1705) page 197

Question: Are the community benefits of \$60k reflected in the reserve funds line? If so, where does the other \$15k come from? If not, where does the \$75k come from?

Response: The \$60k is not included in the budget.
The \$75k identified in 2017 is from Park Dedication Reserve Fund (PDRF)

Project: **Multi-Use Path** (PO-PR-877) page 219

Question: What would be the impact to capital budget of adding \$100k year to the Multi-Use Path strategy to complete the trails work sooner? Where do the reserve funds of \$2m come from for this project?

Response: Report CW-33-15 identifies a \$10.8 million shortfall for completion of the plan. The addition to guidelines of \$100k per year would result in completion of 1/10th of the identified work in the 10 year period. Funding sources for this project includes:

Park Dedication Reserve Fund (PDRF) – \$1 million

Park & Recreation Development Charges Reserve Fund (PRDCRF) - \$1 million

Project: **Multi-use Path, Centennial** (PO-PR-1682) page 220 and **Multi-Use Path, Hydro Corridor North** (PO-PR-1681) page 220

Question: Multi-Use Path, Centennial & Hydro Corridor North: does the resurfacing of these trails include widening the path as suggested by the public and separating pedestrian and cycling operations? What would the additional cost be to either widen, or create a separate path so each use is distinct (pedestrian v cycling)?

Response: The project does not include widening the path. Further study is required and will be undertaken to determine the total costs of this project.
A high level cost to widen the 3m portions of the path to 4 meters is \$460k

The approved Community Trails Strategy recommended the use of multi-use paths that accommodated pedestrians and cyclists. A high level cost to add a separate 3 meter path in the Centennial and North Hydro Corridor is \$3.45 million

- Project: **Park Acquisition Fund** (PO-PA-1079) page 225
- Question: Acquisition Fund: Nothing set aside in the capital, so is the \$200k not being invested into the Park Dedication Reserve Fund? What is the impact to the capital budget of investing \$200k annually into the PDRF?
- Response: On an annual basis funding of \$200K from Park Dedication is allocated to the Strategic Land Acquisition Reserve Fund. This is in addition to an annual provision in the operating budget of \$240,000. Most recently funding has been used for park purchases and debt repayment for General Brock school site and the John Boich Park.

Parking

- Project: Parking Garage Renewal (PK-PK-1471) page 238
- Question: What is the cost to add barriers around upper floors of garage similar to what is on the BPAC side, to prevent walking/sitting on the side, and protect public safety? Can these costs be covered from the parking reserve fund?
- Response: **Barricade Installed on the 7th Level:**
The estimated cost to place barricades in the garage is \$50,000 per floor. Staff do not recommend this method, as this will not resolve the majority of the illegal activities reported and may change the aesthetic design of the structure.
- Security Guard Service:**
The estimated cost of \$50,000 annually to have a guard on site each evening from 8pm-2am to deal with all types of illegal activity (vandalism, skating boarding, vehicles speeding, loitering, etc). Staff recommend this method as a holistic approach to deal with all issues in the Garage.
- These operational costs will be funded from the Parking Reserve Fund.

Fleet Vehicles, Accessories and Equipment

- Project: **New Vehicles and Equipment for Tree Service Enhancements** (VE-VN-1777) page 249
- Question: What are the estimated annual savings from bringing tree service in-house v contracting? Is there any operating budget/staffing impact from this equipment purchase and service offering?
- Response: This business case is asking for funds to support additional vehicles and equipment for Tree services to meet the expected levels of service. In particular, a large crane truck is being requested, allowing staff to execute heavier and larger tree removals and work more efficiently. As a result, this request would reduce the operating budget expenditures by approximately \$35,000 annually in future years (2018 and onwards) for contracted services as this new equipment will allow staff to perform in-house.

Also the operating budget has a business case from the Tree Management Service (2017-006) requesting 3 FTE to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees.

Project: **Expansion Handi-Van Vehicles (VE-VN-1502) page 250**

Question: With restored 70/30 federal gas tax split for transit, can expansion of Handi-Van be moved up one year from 2017-2018? Recognize there is also an operating impact of doing this.

Response: With a revision to the City's method of allocation of Federal Gas Tax, the 2021 deficit would be reduced from \$4.3M to \$1.8M with the overall balance positive in 2025. Upon approval of this change, Transit would look at the overall impact to our long term capital plan. We would identify priority items based on priorities and service objectives. Planned capital projects could be accelerated (such as the Handivan in 2018) or new projects potentially could be undertaken based on increased funding levels.

Project: **Transit Department 10-year All Projects Transit Services Requirements / Revenue page 265**

Question: If 70/30 split for federal gas tax is restored, does the cumulative closing balance still go into the negative? If so, what year (v 2021 now if no change).

Response: Changing the funding split from the current 80%/20% for roads/transit funding to 70/30 will make the projected deficit in transit capital needs in year 2021 reduce from \$4.3 million to \$1.8 million. The balance in the Transit schedule will become positive in 2025.

Information Technology

Project: **Customer Relationship Management (CRM) (IT-CA-1020) page 271**

Question1: Given the timelines, will the technology still be relevant (up-to-date) by the time the launch occurs?

Response 1: Staff will be evaluating all proposals from vendors with regard to their Customer Relationship/Knowledgebase (CRM/KB) software roadmaps. We are planning a phased launch with Service Burlington first and then progress across the organization by service area. Each area will launch once it is configured into the system.

Question 2: Is the solution both a Service Management Tool and a CRM/KB?

Response 2: The CRM/KB will track each customer interaction - email, phone calls, social media or other channels. It provides information to staff who are answering questions from customers and will have the ability to take service requests and assign them to the appropriate staff member or group. Staff and residents will be able to track all inquiries and service requests entered into the system.

Question 3: Have the service levels all been established?

Response 3: Council approved customer service levels have been established and are published on the city's website. Each service area will be reviewed as we go through for configuration into the system. Service levels will be configured for each service area and performance reported.

Question 4: Are we jumping the gun in purchasing a solution prior to undertaking the process analysis?

Response 4: Process mapping and analysis has taken place in some areas, however, given we will be purchasing rather than developing the product, we anticipate that there will be some changes to our processes. The systems that have been researched have similar functionality and all proposals will be evaluated against the requirements set out in the RFP.

Question 5: Is it a big bang launch or gradual?

Response 5: We will be launching in a gradual phased approach as service areas are configured into the system. This allows staff and residents to take advantage of the system sooner rather than waiting until all areas are completed.

Question 6: Has the training of staff been planned, been conducted? On the customer service policy and the tool?

Response 6: All staff take mandatory customer service training which includes the approved customer service standards. An extensive training plan will be created for all staff who will be using the new CRM/KB system.

Question 7: Have we got a customer service policy and strategy?

Response 7: In early 2016, the City hired AtFocus Inc. consulting firm to help create a Customer Service Strategy for the corporation. They used a six-step approach to build the Strategy Document: [Service Brilliance](#). The new Customer Service Strategy: Service Brilliance focuses on three pillars; Dynamic Customer Experiences; Extraordinary Community Connections and Incredibly Empowered Staff.

Question 8: Why are 3 full time staff required?

Response 8: The acquisition of this new system will require 3 staff positions to maintain it and support staff. The new roles are listed below:

- CRM Administrator – user management, testing, knowledge base content management, templates, training, open data
- Customer Process Analyst - privacy impact assessments, process maps, system specialist, training, performance measurement
- Application Analyst – system configuration, network integration, maintain multi-channel integration for social media, phone, data and information mapping, system upgrades
- Staff anticipate FTE savings in customer service areas currently distributed throughout the city.

Question 9: Will all three phases of CRM be complete in 2017?

Response 9: The capital budget submitted is for the purchase of the system in 2017. The implementation in 2017 will initially occur in Service Burlington and include the removal of the City Hall reception desk and replacing it with a dedicated customer contact centre area. This contact centre would be used by Service Burlington staff answering customer inquiries and service requests via phone, email, social media and the city's website. In order for Service Burlington to increase first point of contact resolution with customers, the system will need further configuration of other corporate service areas in 2018. This will take fully dedicated resources to complete this in a timely fashion and there will be a capital request in 2018 for dedicated project staff to complete the implementation across the corporation.

Project: **Maintenance Management Application Replacement (IT-CA-1767) page 274**

Question: What is the impact on capital if the timing of the project is completed in 2018, rather than spread out, giving 2017 time for review/strategy? Can the review be completed in 2017, and with appropriate funding be completed in the same year? If so, what is the impact to 2017 Capital to complete this project in 2017 rather than spread over 3 years? Which is the bigger priority from a risk standpoint: this project or the CRM project, pg. 271.

Response: Funding for this project has been spread over 3 years due to funding constraints in 2018. The planning work scheduled in 2017 is a necessary first step that would identify business needs, project scope and deliverables, funding requirements, resource impacts and schedule. Implementation of a replacement system would follow and begin in 2018 and staff feel that is the right year to begin. It is not recommended that planning and implementation be funded in 2017 since the project has not yet been fully scoped and planned.

Project: **Office Automation Update** (IT-CA-1711) page 274

Question: Capital costs of \$212 in 2017, with \$100k identified in 2016. Does that mean the entire project is \$312? Was the \$100k set aside and should be drawing from reserves, rather than capital?

Response: This project involves an upgrade to Microsoft Office 365. Total implementation costs are \$312,000 with \$100,000 already approved and committed from the 2016 capital budget.

Local Boards

Project: **Art Gallery Repair and Renewal** (LB-AC-1421) page 283

Question1: Does any of the funding required for these upgrades come from a reserve fund? If so, what is the funding source for the reserve? If there is no reserve fund, why not? Is there a capital surcharge on any programs/fees at the AGB to contribute to capital upgrades, as there is at other city community centres?

Response1: No, funding does not come from a reserve fund. The AGB does not have a capital surcharge on any of their programs nor does it have a reserve fund.

Question 2: Can funding for the AGB parking lot asphalt replacement be funded from revenue from parking lot charges? How much does AGB collect annually in parking lot revenue, and where is this money spent?

Response 2: The AGB Parking fees generate approximately \$55,000 in revenue which is used to support the AGB operations. If the asphalt replacement was funded from this source, it would create a \$55,000 gap in our budget that we would need to funded from other sources like fundraising, user fees, or cost mitigations.

Project: **Collection Expansion** (LB-LI-1588) page 284

Question: What portion of the reserve fund of \$35k for library collection expansion comes from development charges?

Response: The entire \$35k comes from development charges

Project: **Performance Support Technologies** (LB-PC-1583) page 288

Question: Why is this required?

Response: To keep the performance technologies in the Centre current and meet the demands of the clients.

Project: **Performing Arts Centre – Repair and Renewal** (LB-PC-1731) page 289

Question: Why is there a need to replace the theatre entrance door, balcony railings and microphones in 2017?

Response: The doors from the main theatre are failing. The railings are being added as there have been several incidents with people falling on the stairs in the balcony. The wireless microphones that were originally purchased are at the end of their life cycle.

Project: **Library Proposed Capital Budget Submission** page 292

Question: Library is concerned proposed capital funding does not meet needs. What is the shortfall? (Though a budget is provided, p297, it is difficult to match that up exactly with proposed capital funding in the budget book). If most of the needs are driven by growth, can they not be accommodated by development charges revenue (less "benefit to existing" discount, and how much is that worth?)?

Response: Growth related capital costs are funded by development charges in accordance with the 2014 Development Charges Background Study. Gross costs were \$407,600 with \$359,415 funded by DC's (88%). Future DC studies will incorporate planned growth and identify additional growth related capital needs.

Attachments

General Capital Budget Question #1- Reserve Funding High Level

Roads

Generally speaking if a project is identified as growth with reserve funding it is development charges. If it is a renewal project with reserve funds it is generally federal gas tax funding or infrastructure renewal.

Storm Water Management

Generally speaking if a project is identified as growth with reserve funding it is development charges if it is infrastructure renewal it is hydro reserve funds.

Facilities & Buildings

Generally speaking reserve funds for specialty facilities use own reserve funds. Transit projects are funded by gas tax reserve funds.

Parks & Open Space

Generally speaking if a project is identified as growth with reserve funds it is development charges or park dedication reserve funds. Renewal projects identified with reserve funds it is generally park dedication reserve fund.

Parking

Generally speaking projects are funded by Parking Reserve Funds.

Fleet Vehicles & Equipment

Generally projects are funded from Vehicle Depreciation Reserve Funds with Transit projects funded from gas tax reserve funds.

Information Technology

Generally projects identified with reserve funding it is the Information Technology Reserve Fund.

General Capital Budget Question #2 – List of Strategic Plan items

Strategic Initiative	Project	Ten Year Budget (000s)
A City That Grows	Elgin Street Promenade Construction (RD-SW-1756)	\$ 2,000
A City that Moves	Integrated Transit/Mobility/ Active Transportation Plan (RD-SW-1780)	\$ 350
	Active Transportation Initiatives and Infrastructure (RD-SW-265)	\$ 450
	Expansion Conventional Transit Vehicles (VE-VN-1503)	\$ 1,026
	Expansion Handi-Vehicle (VE-VN-1502)	\$ 602
	Transportation Master Plan (RD-RL-1443)	\$ 400
Healthy, Greener City	Electric Vehicle Charging Stations (VE-VN-1775)	\$ 45
	New Vehicles & Equipment for Tree Service Enhancements (VE-VN-1777)	\$ 465
	New Vehicles & Equipment for Sports Field Enhancements (VE-VN-1778)	\$ 321
	Beachway Master Plan (PO-PD-1460)	\$ 90
	Community Garden (PO-PD-1562)	\$ 230
	Muti-Use Path, Hydro Corridor (PO-PD-1647)	\$ 400
	Fairview Street Widening for BikeLanes (RD-RA-1762)	\$ 600
	Cumberland Ave Pedestrian - Railway Underpass (RD-RA-681)	\$ 4,400
	Walkers Line and Number 2 Sideroad Improvements (RD-RA-1453)	\$ 120
	Stormwater Management Renewal (Various)	
	Adam Street Sidewalk Construction (RD-SW-1612)	\$ 28
	Cherryhill Cres Sidewalk Construction (RD-SW-1610)	\$ 220
	John Lucas Drive And Sutton Drive Sidewalk (RD-SW-1435)	\$ 455

Strategic Initiative	Project	Ten Year Budget (000s)
	Bromley Road Sidewalk Construction (RD-SW-1611)	\$ 287
	Pedestrian Crossing at QEW (RD-SW-1286)	\$ 4,288
	LED Street Light Conversion Program (RD-ST-1763)	\$ 6,502
	Multi-use Pathway Alton Village (PO-PD-1648)	\$ 570
	Multi-Use Pathway Sheldon Creek (PO-PD-1733)	\$ 225
	Multi-Use Path (PO-PR-877)	\$ 2,483
	Laurentian Sidewalk and Left Turn Lane (RD-SW-1761)	\$ 170
An Engaging City	Online Customer Service Enhancements (IT-CA-1785)	\$ 250
	Infrastructure Renewal Projects (Various)	
	Growth Related Projects (Various)	

Traffic Signal Infrastructure Renewal RD-ST-157 page 108

Traffic Signal Infrastructure Renewal

Supporting Information	
Maple Avenue & Augustus/Maple Crossing - IPS	2015
New Street & Appleby Line	2015
Upper Middle Road & Duncaster/Cavendish	2015
Lakeshore Road & Nelson Avenue	2015
Fairview Street & Drury Lane	2015
Harvester Road & Cumberland Avenue	2015
Plains Road & Waterdown Road	2015
Waterdown Road & Masonry Court	2015
James Street & Elizabeth Street	2015
Lakeshore Road & Maple Avenue	2015
Maple Avenue & Mapleview Mall - south entrance	2015
Maple Avenue & Thorpe Road	2015
North Shore & Joseph Brant Hospital	2015
Prospect Street & Pearson Street - IPS	2015
Upper Middle Road & Cavendish Drive - east leg	2015
Walkers Line & Harvester Road	2015
New Street & Shoreacres Road	2016*
Walkers Line & Berton Avenue	2016
Walkers Line & Palmer/Forest Run	2016
Fairview Street & Woodview Road	2016*
Guelph Line & Glencrest Road	2016
New Street & Longmoor Drive	2016
New Street & Rossmore Blvd	2016*
New Street & Seneca Avenue	2016
Plains Road & Shadeland/Gallagher	2016
North Service Road & King Road	2016
Prospect Street & Drury Lane	2016

*Still to be done in 2016

Signal Head Renewal:

Appleby @ New
Lakeshore @ Nelson
Guelph @ Woodward
Lakeshore @ JBH
Guelph @ New
New @ Rossmore
Fairview @ E Mall
Fairview @ W Mall
New @ Shoreacres*

Project: **Parks and Recreation Facility Repair and Renewal (FB-MB-4)** page 171

Question: What repairs are planned for parks and recreation facilities in 2017: which arenas, community centres, pools, and what projects in each of these?

ARENAS

PROJECT		LOCATION	2017
1	General R&M	All arenas	\$ 25,000
2	table & Chairs (10 years)	All arenas	\$ 20,000
3	skate aids (10 years)	All arenas	\$ 11,000
4	Digital Displays For Daily Schedule	Central/Mainway/Nelson	\$ 40,000
5	condenser (15 years)	Central	\$ 100,000
6	Flooring Lobby/dressing room (use mondo -20year)	Aldershot	\$ 120,000
TOTAL			\$ 316,000

COMMUNITY CENTRES

PROJECT		LOCATION	2017
1	Accessibility Doors-Meeting Room/gyms	Brant Hills	\$ 20,000
2	Wall mount storage system - for storage room	Seniors Centre	\$ 15,000
3	Digital Displays For Daily Schedule	Seniors Centre	\$ 8,000
4	Tables/Chairs	Seniors Centre	\$ 10,000
TOTAL			\$ 53,000

POOLS

PROJECT		LOCATION	2017
1	portable accessible stairs	Centennial Pool	\$ 7,000
2	Waterslides	Mountainside Pool	\$ 300,000
3	Chemical Controllers	All Pools	\$ 40,000
4	Furniture & program needs	All Pools	\$ 30,000
TOTAL			\$ 377,000

GENERAL

PROJECT		LOCATION	2017
1	In-Year Breakdown Coverage & Pre-Capital Development	All P&R Facilities	\$ 50,000
2	Security Systems	All P&R Facilities	\$ 30,000
4	Facility Signage	All P&R Facilities	\$ 20,000

PROJECT		LOCATION	2017
5	Room Furnishings	All P&R Facilities	\$ 5,000
6	Audio Visual Equipment (P.A. systems, Scoreboards)	All P&R Facilities	\$ 20,000
7	Waste & Recycling Containers	All P&R Facilities	\$ 30,000
8	Doors and Hardware	All P&R Facilities	\$ 100,000
TOTAL			\$ 255,000