



Town of Minto

Capital Budget 2018

“Bringing it Home.”

December 12, 2017

Thursday, January 11, 2018

“The question isn’t who’s going to let me; it’s who is going to stop me.” [Ayn Rand](#)

“The good will of the governed will be starved if not fed by the good deeds of the governors.” [Ben Franklin \(1706-1790\)](#)



Budget 2018

Day 1 Tuesday December 12

- Introduction Mayor 1:30 to 1:35pm
- Presentation CAO/Clerk and Treasurer 1:35 to 1:55pm
- Operating Budget Discussions 1:55 to end

Day 2 Thursday January 11

- Introduction and Review Mayor, CAO, Treasurer 1:30 to 1:35pm
- Operating Budgets Changes and updates 1:35 to 1:45pm
- Capital Budget Discussions 1:45 to end

Public Open House 2018: Tuesday, March 20 5:00pm -6:30pm



Strategic Plan
2013

The framework
-Vision, Mission, Actions 40%
actions complete or partly
complete – 2 year review 2015
2018 public meeting

Official Plan
(County of Wellington)
1999 (Updated 2011)

Policies to attain long term vision
- “Council may take no action contrary
to the Official Plan” (County 5 year
review done in 2014)
- New Provincial Policy boundary
expansions 5 year review 2019-20

Integrated
Community
Sustainability
Plan & Culture
Plan 2011

Asset
Management
Plan 2013-14

Financial
Plans DWQMS
2015

Fire Master
Plan 2017

Succession
Plan 2017-
2022

Specific
Planning
Documents
Policy
Direction

Departmental Business Plans

Budget Implements
Council Directions



Vision & Mission

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles and respect for the natural environment



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals



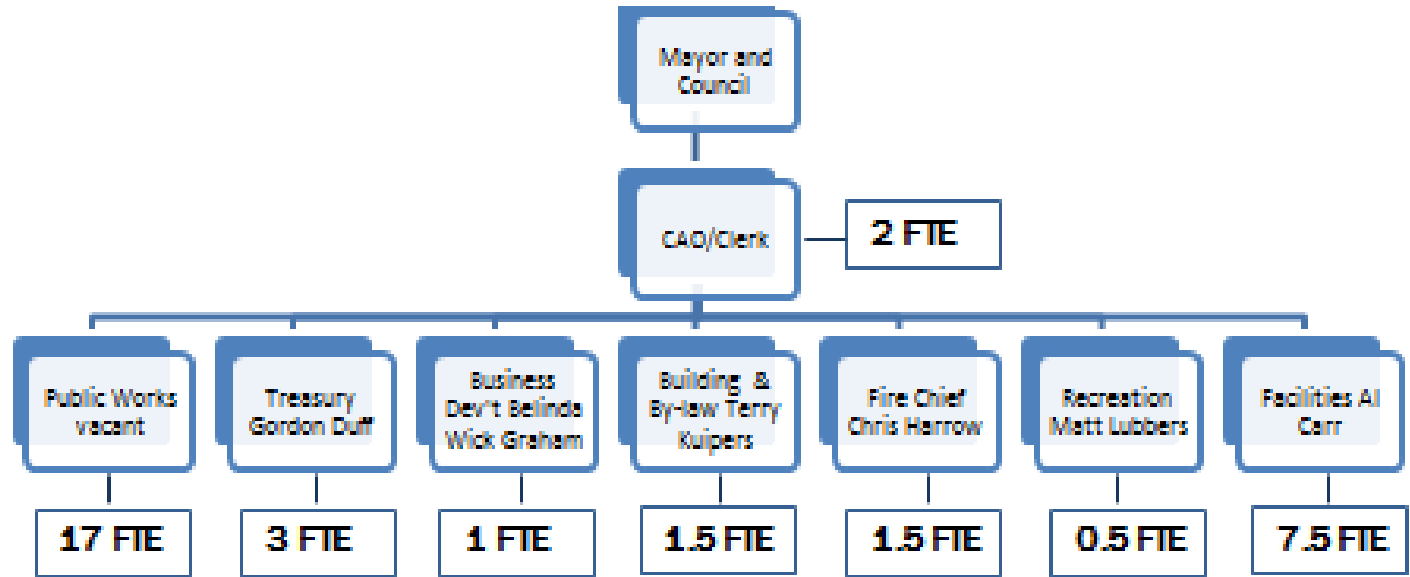
Strategic Direction

- Economic Development (12)
- Financial Strategy (8)
- Emergency Services and Health (10)
- Recreation and Facilities (9)
- Tourism and Culture (12)
- Planning and Development (13)
- Agriculture and Environment (12)
- Public Works (8)
- Governance and Leadership (13)
- Total = 98 40 (ST) 21 (MT) 3 (LT) 34(OG)





Organizational Structure



- 42 full time equivalent positions with one vacant (40 in 2010)
- Internal, External and Pay Equity Achieved plus COLA (1.7%) \$80,000
- Provincial mandated Asset Management, Accessibility, Vulnerable Occupancies, Source Water Protection (to name a few)
- Includes new position in facilities recognizing increase in satellite locations, future assessment of centralized booking impact (restructure)
- Budget does not fund Public Works Director in 2018

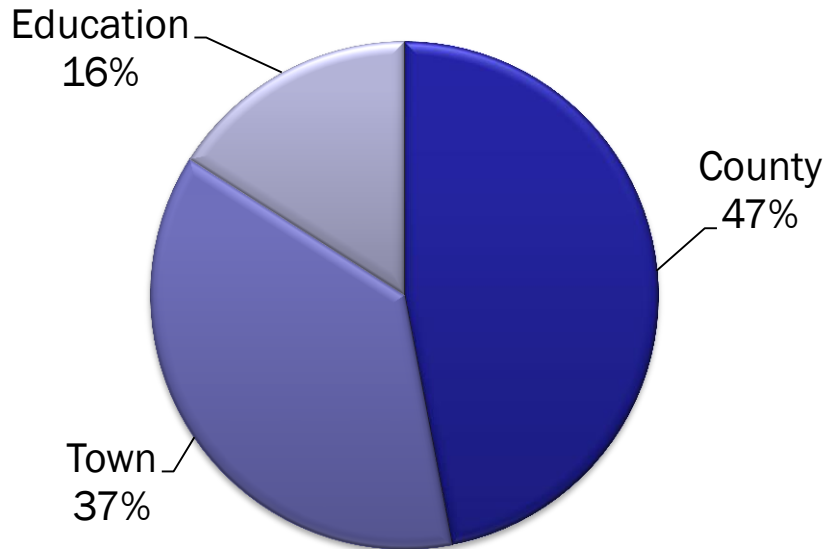


		2017 Budget	2018 Draft	Difference	
Council		\$128,200	\$129,700	\$1,500	
C.A.O. Clerk		\$335,900	\$333,305	-\$2,595	
General Admin & Reserves		\$550,050	\$505,300	-\$44,750	\$968,305
People and Property		\$139,650	\$138,196	-\$1,454	
Health Services		\$33,750	\$32,750	-\$1,000	-\$48,299
Minto Fire Service Overall	Fire Admin	\$596,930	\$607,260	\$10,330	
	Palmerston Fire	\$68,773	\$63,423	-\$5,350	
	Harriston Fire	\$146,825	\$146,375	-\$450	
	Clifford Fire	\$95,600	\$102,800	\$7,200	\$11,730
Clifford Arena & Hall		\$162,043	\$167,232	\$5,189	
Harriston Arena & Hall		\$175,744	\$178,867	\$3,123	
Palmerston Arena & Hall		\$184,709	\$198,203	\$13,494	
Satellite Facilities		\$76,044	\$85,845	\$9,801	
Clifford Parks		\$21,411	\$25,554	\$4,143	
Clifford Ball & Soccer		\$19,933	\$20,306	\$373	
Harriston Parks		\$29,457	\$28,772	-\$685	
Harriston Ball		\$18,870	\$21,771	\$2,901	
Palmerston Parks		\$56,633	\$55,269	-\$1,364	
Palmerston Ball & Soccer		\$36,338	\$43,479	\$7,141	
Trails		\$5,590	\$16,474	\$10,884	\$55,000
Recreation Administration		\$252,000	\$262,000	\$10,000	
Harriston Pool		\$46,000	\$48,000	\$2,000	
Palmerston Pool		\$39,500	\$40,500	\$1,000	
Adventure Camp		\$0	\$0	\$0	
Special Programs		-\$6,000	-\$6,000	\$0	\$1,192,272
Joint Health & Safety		\$5,000	\$5,000	\$0	
Norgan Theatre		\$0	\$0	\$0	\$13,000
Building & By-law		\$150,175	\$146,675	-\$3,500	
Economic Development		\$434,035	\$434,981	\$946	
Tourism		\$25,900	\$23,350	-\$2,550	-\$1,604
Public Works	Roads Admin	\$844,208	\$771,478	-\$72,730	
	Municipal Drains	\$53,306	\$33,306	-\$20,000	
	Vehicle Cost & Time	-\$345,000	-\$322,600	\$22,400	
	Road Maintenance	\$1,041,810	\$1,012,810	-\$29,000	
	Winter Control	\$479,206	\$494,614	\$15,408	
	Trailer Park	-\$8,115	-\$22,744	-\$14,629	
	Cemeteries	\$20,520	\$20,520	\$0	
	Street Lights	\$0	\$0	\$0	-\$70,251
	Town Landscape Care	\$100,506	\$128,806	\$28,300	\$2,116,190
Sewage Collect & Treat		\$0	\$0	\$0	
Water Treat & Distribute		\$0	\$0	\$0	-\$70,251
Subtotal		\$6,015,501	\$5,971,577	-\$43,924	-\$43,924
OMPF		-\$1,802,900	-\$1,630,700	\$172,200	
StabilizationReserves		-\$10,026	\$6,530	\$16,556	
Pay Equity, Internal & External Equity		\$0	\$80,000	\$80,000	
Total Operating		\$4,202,575	\$4,427,407	\$224,832	\$224,832
Tax Supported Capital		\$510,000	520,000	\$10,000	
Total Raised through Tax		\$4,712,575	\$4,947,407	\$234,832	\$234,832



Distribution of Tax Dollar

Breakdown of Tax Dollars

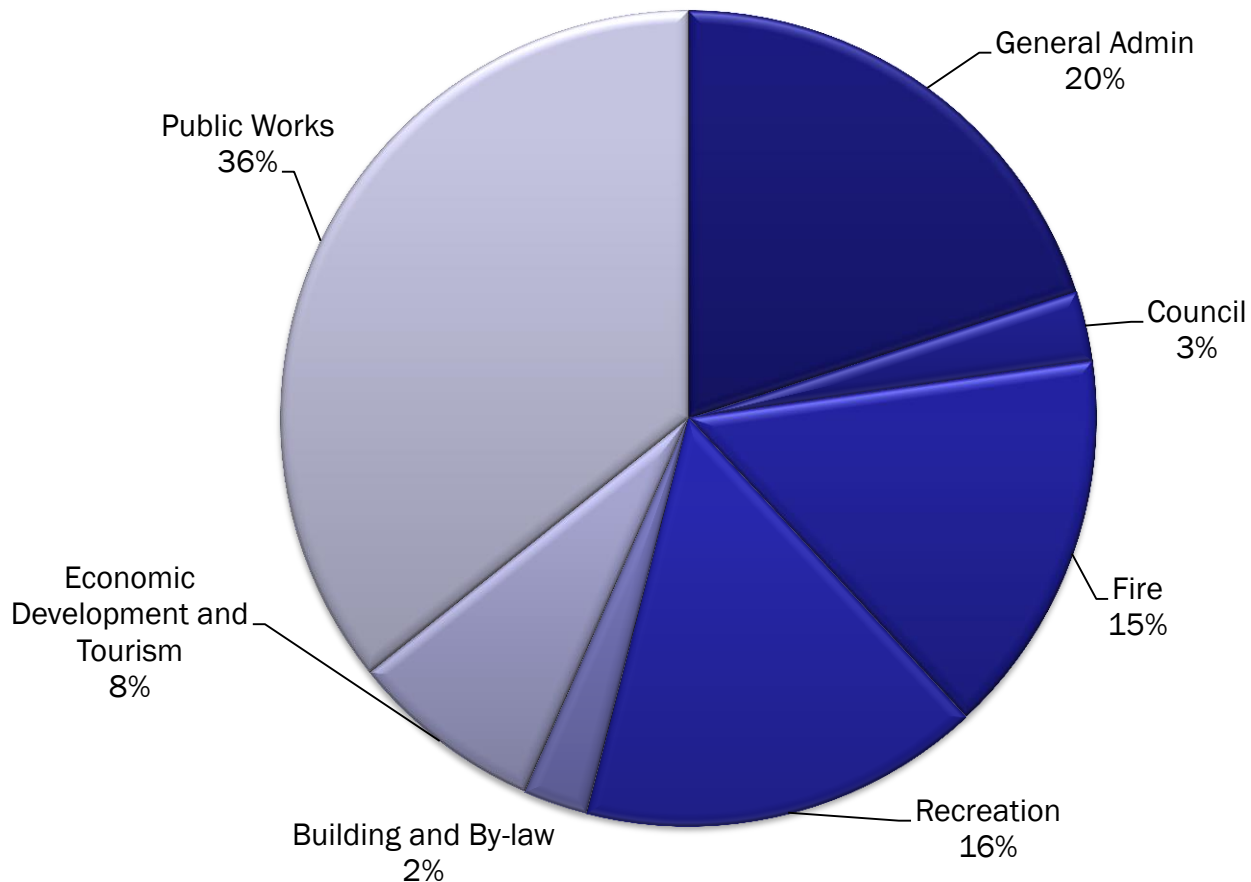


- Town Share is 37% of total tax collected.
- Education Share is 16%, (not increased for years).
- County Share 47%, expect $\pm 2.5\%$ in 2018.
- 1% Town Increase raises $\pm \$44,000$ per year



Distribution of Town Share

Net Budget





OMPF and OCIF Funding

Year	OMPF Allocation			
2012	\$1,354,300			
2013	\$1,306,900			
2014	\$1,491,400			
2015	\$1,532,500	OCIF Formula Based		Net Increase
2016	\$1,680,700	2016	\$130,000	+\$278,200
2017	\$1,802,900	2017	\$223,161	+\$215,361
2018	\$1,630,700	2018	\$315,205	- \$ 80,156
2019	?	2019	\$476,143	+\$160,938
2020	?	2020	\$506,543	+\$ 30,400



2018 Tax Supported Reserves to Debt

Budget	Reserves	Debt
CAO Clerk Election	\$ 6,000	\$0
General Admin	\$ 100,000	\$0
Fire Vehicle	\$ 218,000	\$0
Harriston Arena	\$ 66,500	\$0
Clifford Arena	\$ 30,000	-\$42,398
Palmerston Arena	\$ 30,000	-\$70,177
Satellite Facilities	\$ 5,000	\$0
Trails	\$ 1,000	\$0
Pools	\$ 3,000	\$0
Norgan	\$ 16,000	\$0
Building Vehicle	\$ 14,000	\$0
Economic Dev't	\$ -	-\$129,331
Public Works	\$ 220,000	-\$359,757
Total	\$ 709,500	-\$601,663

Notes:

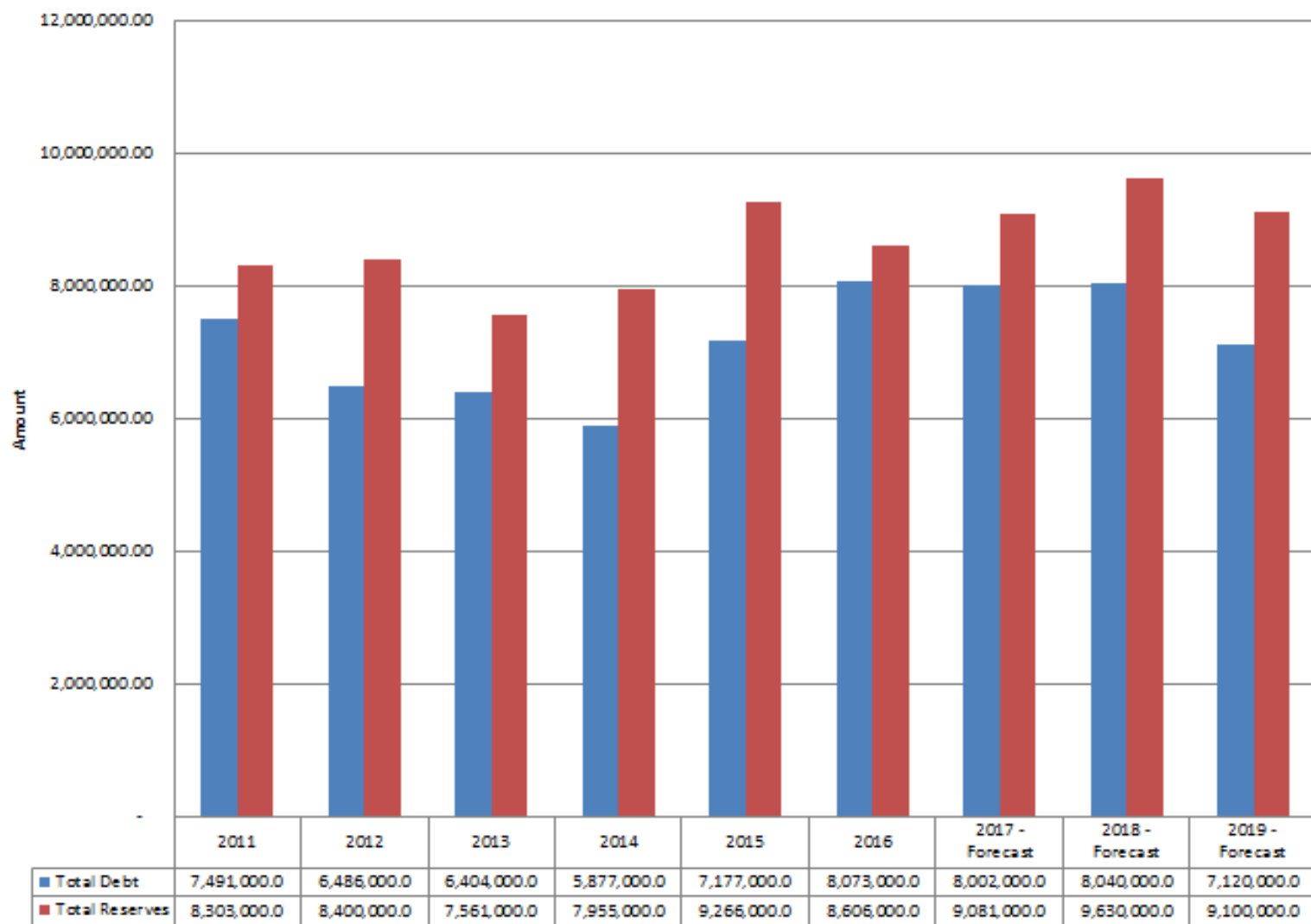
1. New debt in 2018 to fund Clifford Elora \$1.28 million Town share (most sewer & water)

2. Final debt payments in 2018 \$150,000

Net \$107,837



Reserves & Debt 2011-2019





Asset Management Plan

- Completed 2013-14 in House inventories Tangible Capital Assets (TCA) in six areas.
- Roads, Bridges, Culverts, Storm Water, Water and Wastewater
- Recreation and Facilities
- On a replacement cost basis over a 10 year period \$6.9 million year needed to maintain TCA
- The plan also looks at the condition of the assets, desired service levels, financial commitments needed to “operate, maintain, renew and replace”
- City Wide





Five Year Capital Plan Funding

Expenditure Model Dept/Year	2017	2018	2019	2020	2021	2022
Water & Sewer	\$ 2,818,500	\$ 3,165,000	3,375,000	2,455,000	2,710,000	2,765,000
Roads & Drainage	\$ 1,838,500	\$ 2,424,000	2,476,000	2,535,000	2,940,000	4,745,000
Vehicles	\$ 330,000	\$ 260,000	0	400,000	180,000	0
Other Departments	\$ 1,024,500	\$ 1,922,000	625,000	615,000	215,000	175,000
Total	\$6,011,500	\$7,771,000	\$6,476,000	\$6,005,000	\$6,045,000	\$5,195,000
Funding Model Dept/Year	2017	2018	2019	2020	2021	2022
Revenue	\$ 252,000	\$ 105,000	146,000	65,000	145,000	135,000
Grants	\$ 1,597,000	\$ 3,070,000	2,000,000	2,000,000	2,000,000	1,500,000
Dev Charges & Reserves	\$ 1,238,000	\$ 1,202,000	1,000,000	1,000,000	1,000,000	1,000,000
Borrowing	\$ 775,000	\$ 1,520,000	1,900,000	1,800,000	1,800,000	1,400,000
OCIF Formula	\$ 183,000	\$ 195,000	300,000	300,000	300,000	300,000
Carry overs	\$ 1,456,500	\$ 1,159,000	600,000	300,000	300,000	300,000
Tax	\$ 510,000	\$ 520,000	530,000	540,000	550,000	560,000
Total	\$6,011,500	\$7,771,000	\$6,476,000	\$6,005,000	\$6,095,000	\$5,195,000



Fire Dept. Capital \$520,000

- The following is a five year capital project plan for Minto Fire

Other Depart Project/Year	2017	2018	2019	2020	2021	2022
Fire						
New Pumper/Tanker & Pickup		\$ 450,000		\$ 300,000		
Bunker Gear		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Building Renovations Clifford		\$ -	\$ 50,000			
Training Equipment and Computers		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

- Assess vault removal renovations Clifford Hall for 2019 renovation (\$50,000 subject Structure Engineering)





Minto Fire \$1.15 5 years

- Order 2018 Pumper to replace Palmerston 1999 Truck (pay in 2018 and 2019)



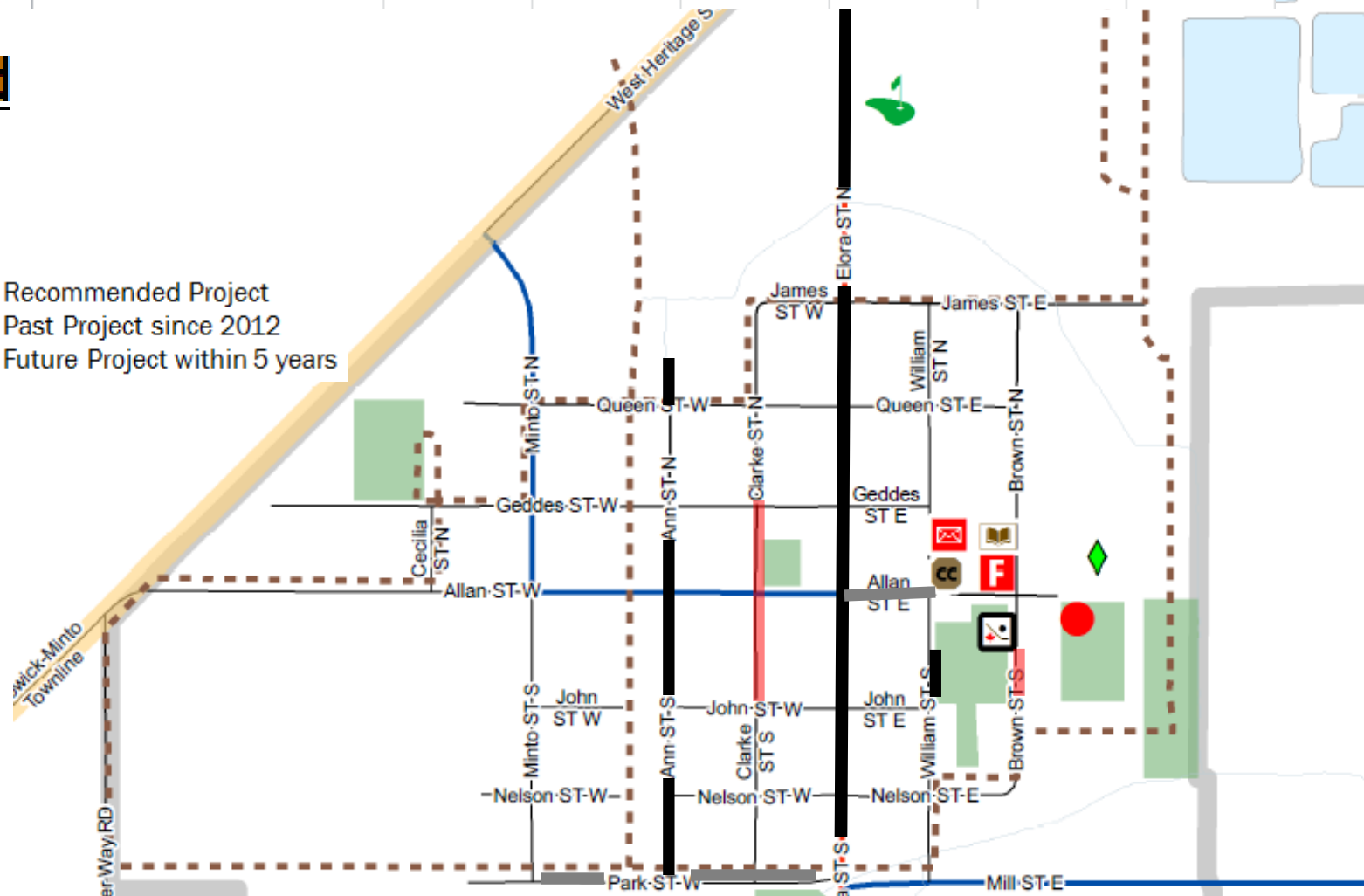
- Tanker to replace 1989 Palmerston or 1994 Clifford (2020)
- Fire Pick Up 2005 (rotation for Public Works vehicle - 2020)



Clifford

Public Works Project/Year	2017	2018	2019	2020	2021	2022
Clifford						
Elora St Park to West Heritage	\$ 400,000	\$ 3,470,000	\$ 500,000			
William Street Schwindt	\$ -	\$ 180,000	\$ 65,000			
Ann Street Carry over Curb and Pave	\$ 320,000	\$ 280,000	\$ 280,000			
Park Street Reconstruction	\$ -	\$ -	\$ -	\$ 50,000	\$ 1,000,000	
Wastewater Pump/Alum Tank	\$ -	\$ -	\$ 20,000	\$ 20,000		
Allan Street Watermain to well 1	\$ -	\$ -	\$ 150,000			

- Recommended Project
- Past Project since 2012
- Future Project within 5 years





**SECTION 3
LIMITS OF RECONSTRUCTION
DETOUR**

**SECTION 2B
LIMITS OF RECONSTRUCTION
DETOUR**

**SECTION 2A
LIMITS OF RECONSTRUCTION
DETOUR**

**DETAILS OF SECTION 3
RECONSTRUCTION**

- REMOVE AND REPLACE EXISTING ASPHALT
- INSTALL NEW STORM SEWERS
- EXCAVATE EXISTING ROAD BASE AND PLACE NEW GRANULARS
- UPDATE URBAN CROSS SECTION
- EXTEND MUNICIPAL SERVICES

DETAILS OF SECTION 2 RECONSTRUCTION

- REMOVE AND REPLACE EXISTING ASPHALT
- INSTALL NEW STORM SEWERS
- EXCAVATE EXISTING ROAD BASE AND PLACE NEW GRANULARS
- NEW CONCRETE CURB AND GUTTER
- NEW CONCRETE SIDEWALKS
- NEW STREET LIGHTS
- NEW TREES & BOLLARDS
- REMOVE AND REINSTALL LANDSCAPE BRICK BOULEVARDS
- NEW BENCHES AND GARBAGE RECEPTACLES

WEST HERITAGE STREET

JAMES STREET EAST

BROWN STREET NORTH

ALLAN STREET EAST

BROWN STREET SOUTH

WILSON STREET EAST

WILLIAM STREET SOUTH

WILLIAM STREET SOUTH

QUEEN STREET EAST

GEORGE STREET EAST

JOHN STREET EAST

NELSON STREET EAST

ELORA STREET NORTH (HWY 9)

ELORA STREET SOUTH (HWY 9)

JAMES STREET WEST

CLARKE STREET NORTH

CLARKE STREET SOUTH

ANN STREET NORTH

ANN STREET SOUTH

QUEEN STREET WEST

GEORGE STREET WEST

ALLAN STREET WEST

JOHN STREET WEST

NELSON STREET WEST

MINTO STREET NORTH

MINTO STREET SOUTH

PARK STREET WEST





BLDG. No. 2
APARTMENT BUILDING

HPLS

GDN
HH
CB

ALLAN E

BM 16-66

ROTARY CLOCK

4-6

BENCH

CONCRETE SIDEWALK

CONCRETE SIDEWALK

179'57"

SAMH 42

179'57"

200Ø PVC SANITARY SEWER

INV. 372.948
250mm CONC

CBINV. 372.978

100Ø PVC

HPLS

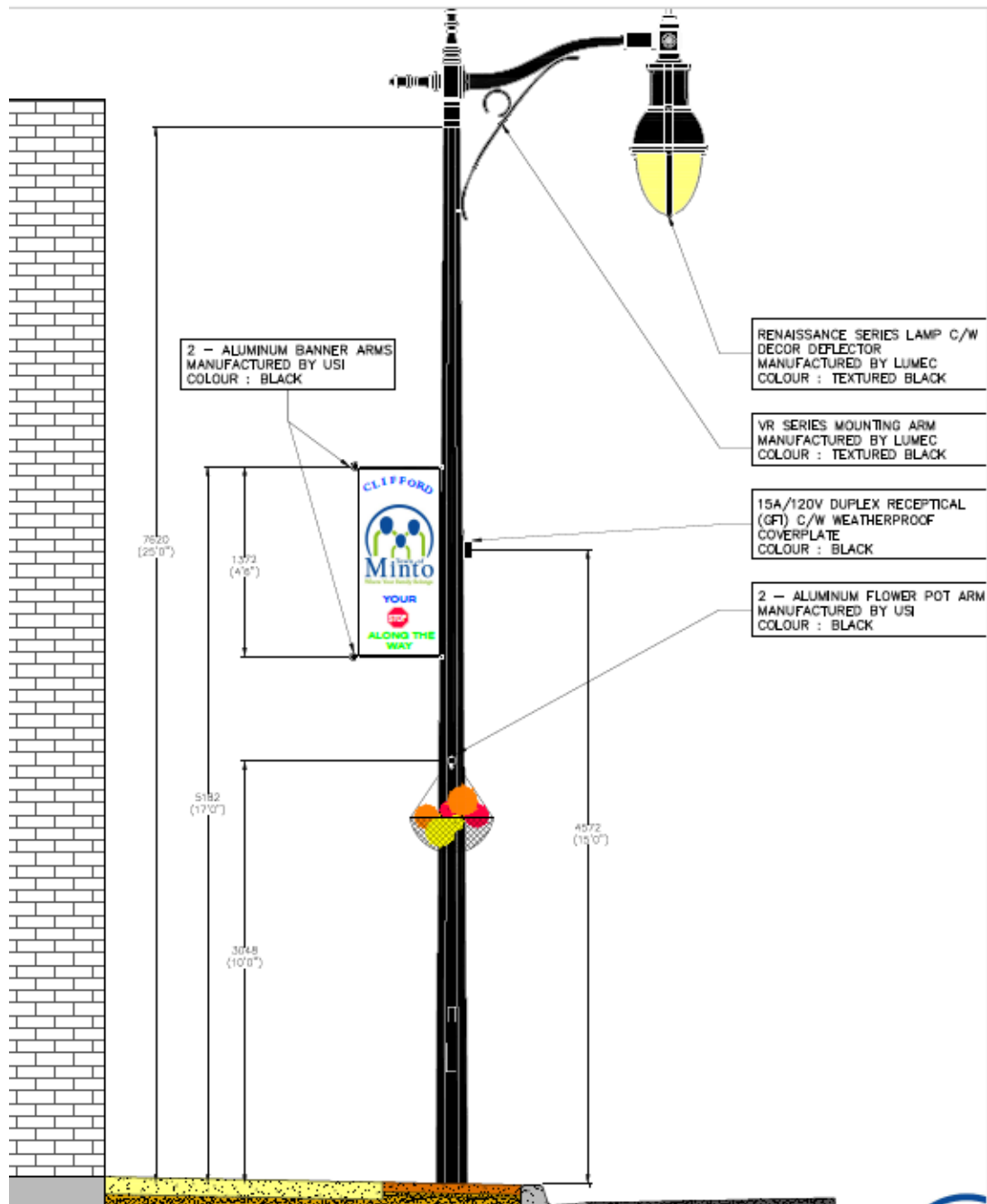
CONCRETE SIDEWALK

BLDG. No. 3
GRAMMA JO'S

LAN REET EST

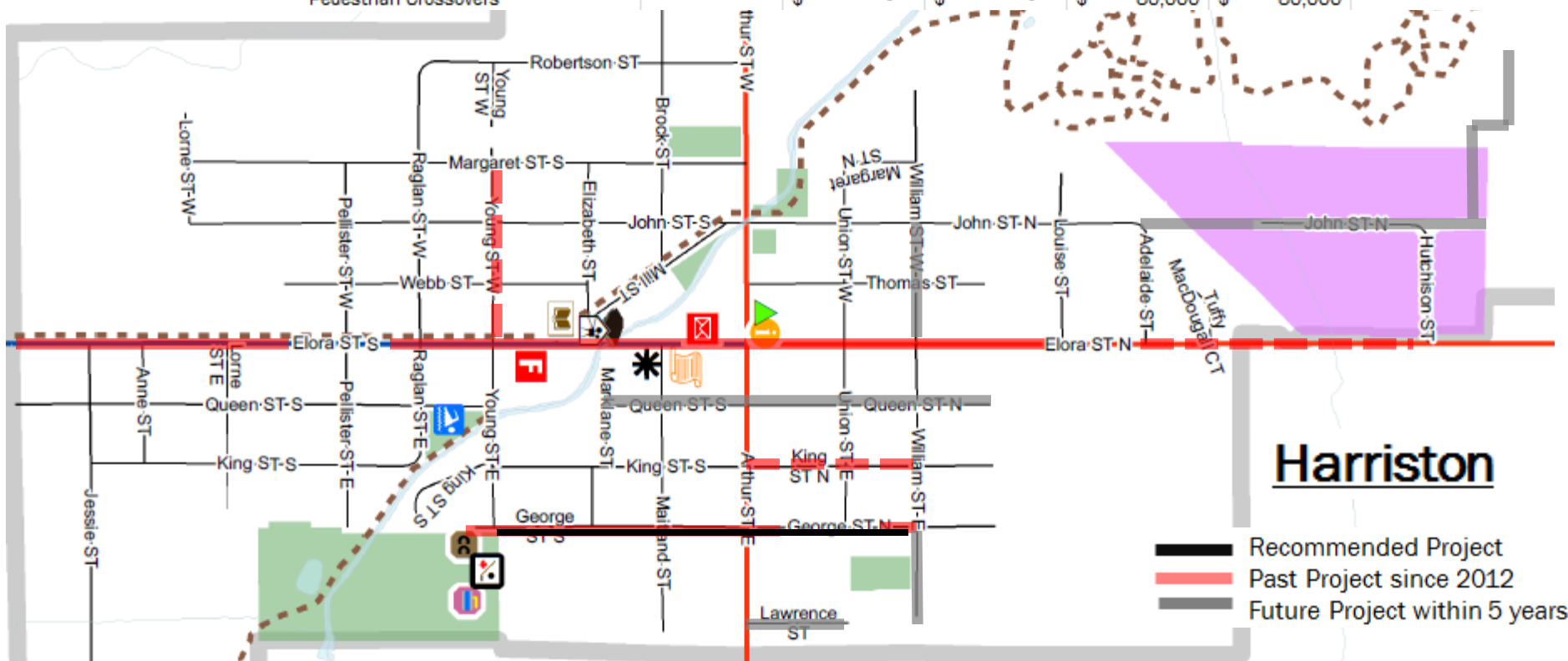
TRAFFIC CONTROL BOX

BLDG. No. 2
MILLER INSURANCE





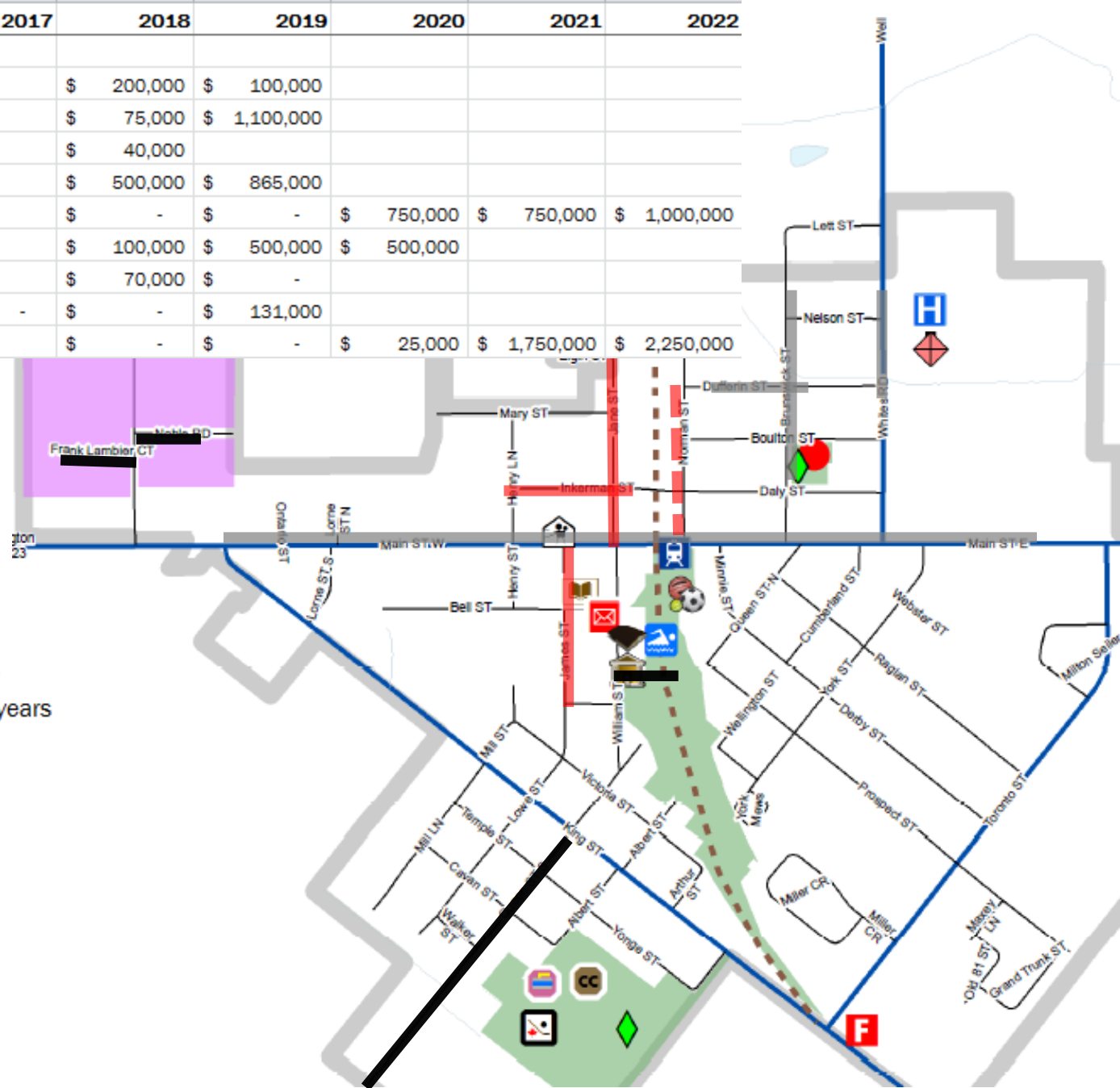
Public Works Project/Year	2017	2018	2019	2020	2021	2022
Harriston						
George Street South carry over	\$ 730,000	\$ 370,000				
George Street North		\$ 80,000	\$ -	\$ 20,000	\$ 200,000	
William St Utilities (Metzger)		\$ 40,000	\$ 105,000			
Lawrence St Recon (Metzger)		\$ 50,000	\$ 480,000			
Industrial Park Pumping Stn	\$ 10,000	\$ 280,000				
Queen Street N & S (condition)		\$ -	\$ 500,000	\$ 1,000,000		
Industrial John St link and Recon		\$ -	\$ -	\$ 510,000	\$ 510,000	
Industrial John St extension 11 ac		\$ -	\$ -	\$ -	\$ 625,000	
Industrial 55 acres Ph 2		\$ -	\$ -	\$ -	\$ -	\$ 1,085,000
Pedestrian Crossovers		\$ -	\$ -	\$ 80,000	\$ 80,000	



Public Works Project/Year	2017	2018	2019	2020	2021	2022
Palmerston						
Industrial Noble Road		\$ 200,000	\$ 100,000			
Industrial Minto Road Sewage Lift		\$ 75,000	\$ 1,100,000			
Industrial Pave Frank Lambier Crt		\$ 40,000				
Queen Street Recon		\$ 500,000	\$ 865,000			
Brunswick and Nelson		\$ -	\$ -	\$ 750,000	\$ 750,000	\$ 1,000,000
WWTP Clarifier Design Work		\$ 100,000	\$ 500,000	\$ 500,000		
Watermain loop Queen to Tower		\$ 70,000	\$ -			
Water White's Road	\$ -	\$ -	\$ 131,000			
Main Street		\$ -	\$ -	\$ 25,000	\$ 1,750,000	\$ 2,250,000

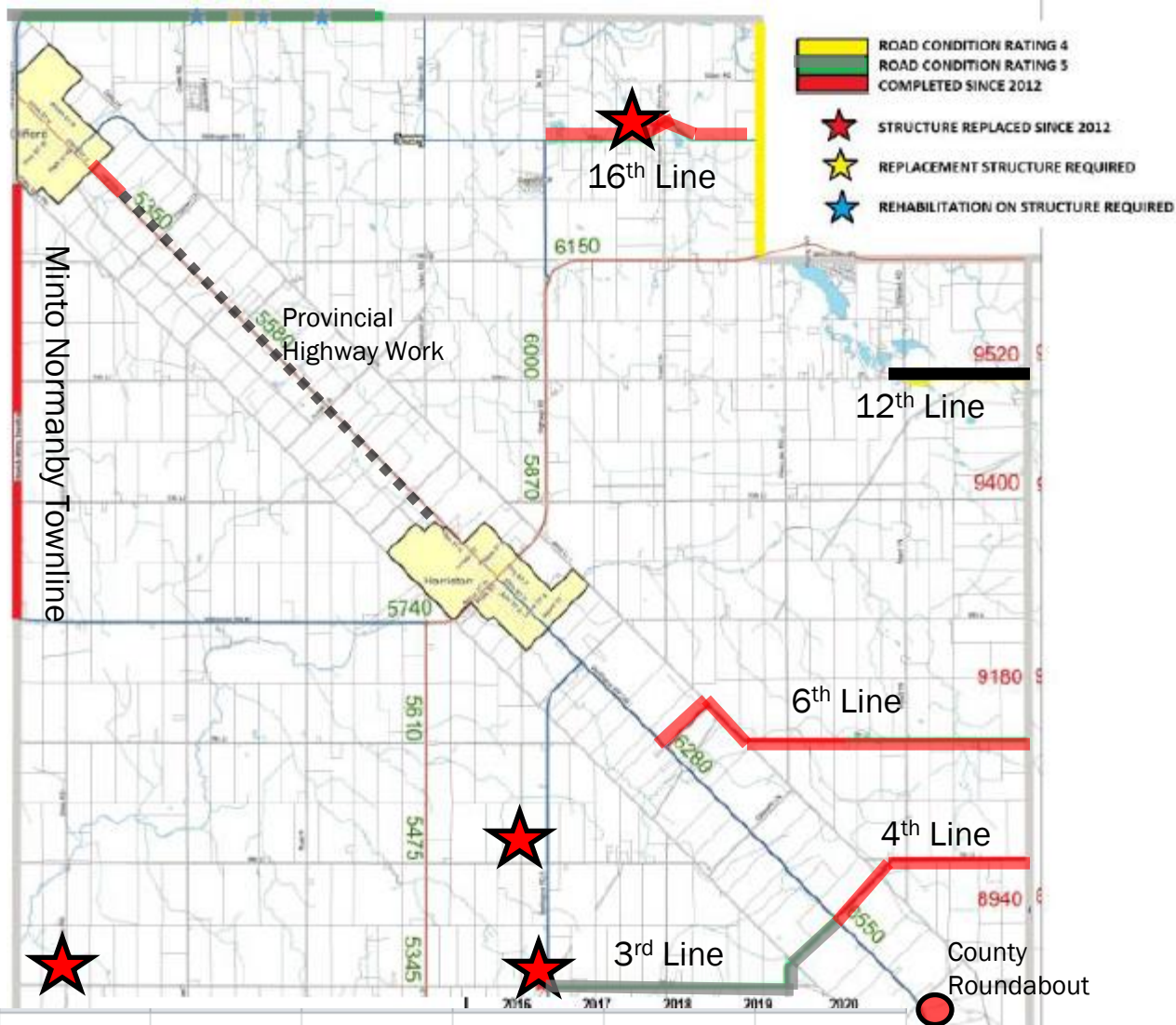
Palmerston

- Recommended Project
- Past Project since 2012
- Future Project within 5 years





Rural



Public Works Project/Year	2017	2018	2019	2020	2021	2022
Rural						
12th Line (design, culvert, recon)	\$	200,000	\$	400,000	\$	300,000
3rd Line	\$	-	\$	100,000	\$	900,000
Minto Normandy TL Struct A, B, C	\$	-	\$	250,000	\$	250,000

Recommended Project

Past Project since 2012

Future Project within 5 years



General Capital Public Works

- The following are additional projects for Public Works Capital

General						
Wastewater SCADA Urban Areas	\$ 30,000	\$ -	\$ 50,000	\$ 150,000	\$ 50,000	\$ 50,000
Wastewater Inflow and Infiltration	\$ 60,000	\$ 170,000	\$ 155,000	\$ 235,000	\$ 235,000	\$ 235,000
Water Minto Pines Flowmeter, Pipe	\$ -	\$ 55,000				
Water Meter General	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Streetlights New LED non RealTerm	\$ 10,000	\$ 14,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Cemeteries Cremation Options	\$ -	\$ 55,000	\$ 50,000	\$ 50,000	\$ 50,000	
Sidewalks	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Catchbasins and Drainage	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Asset Management	\$ 24,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
5 yr replace Pick-ups 2010, 2012	\$ 45,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Plow Truck/Grader/Backhoe		\$ 150,000		\$ 400,000	\$ 180,000	
Public Works Total	\$ 1,759,000	\$ 6,719,000	\$5,901,000	\$5,390,000	\$5,830,000	\$5,020,000





2018 Facilities \$450,000

- The following is a five year capital plan for Facilities

Other Depart Project/Year	2017	2018	2019	2020	2021	2022
Facilities - Clifford						
Refrigeration		\$ 50,000	\$ 5,000			
Lighting and Doors		\$ 5,000	\$ 20,000			
Parks Upgrades		\$ 50,000	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000
Facilities - Harriston						
Lighting and Doors		\$ 8,000	\$ 20,000	\$ 90,000		
Parks Upgrades, convert Trailer Park		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Ref's Room and Curling Club		\$ 5,000	\$ 5,000	\$ 5,000		
General Upgrades and Flooring		\$ 5,000	\$ 30,000			
Pool		\$ 100,000				
Facilities - Palmerston						
Lighting and Doors		\$ 30,000	\$ 10,000			
Ice Resurfacer		\$ 80,000				
Dehumidifier		\$ -	\$ 90,000			
Auditorium		\$ 20,000	\$ 100,000			
Parks Upgrades, Bridge Painting		\$ 5,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 10,000
Pool		\$ 10,000				
Facilities - General						
Trails	\$ -	\$ 12,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Museum		\$ 15,000	\$ 15,000	\$ 10,000	\$ 5,000	\$ 5,000
Scoreboard		\$ 25,000				
Equipment and Fixtures		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000



Clifford

- Clifford: the compressor needs replacement at the arena
- Lighting & entrance doors at arena improved over 2 years
- Parks improvements phased in partner with community groups (Truck Show, Rotary, CRA etc. and Homecoming)





Palmerston

- **Palmerston**: Lighting & entrance doors at community hall; ice surfacer carry over from 2017
- Additional work in Auditorium phased in over time
- Parks improvements phased in; Lawrence park and future funding to repaint rail bridge (beyond 2019)





Clifford Concept





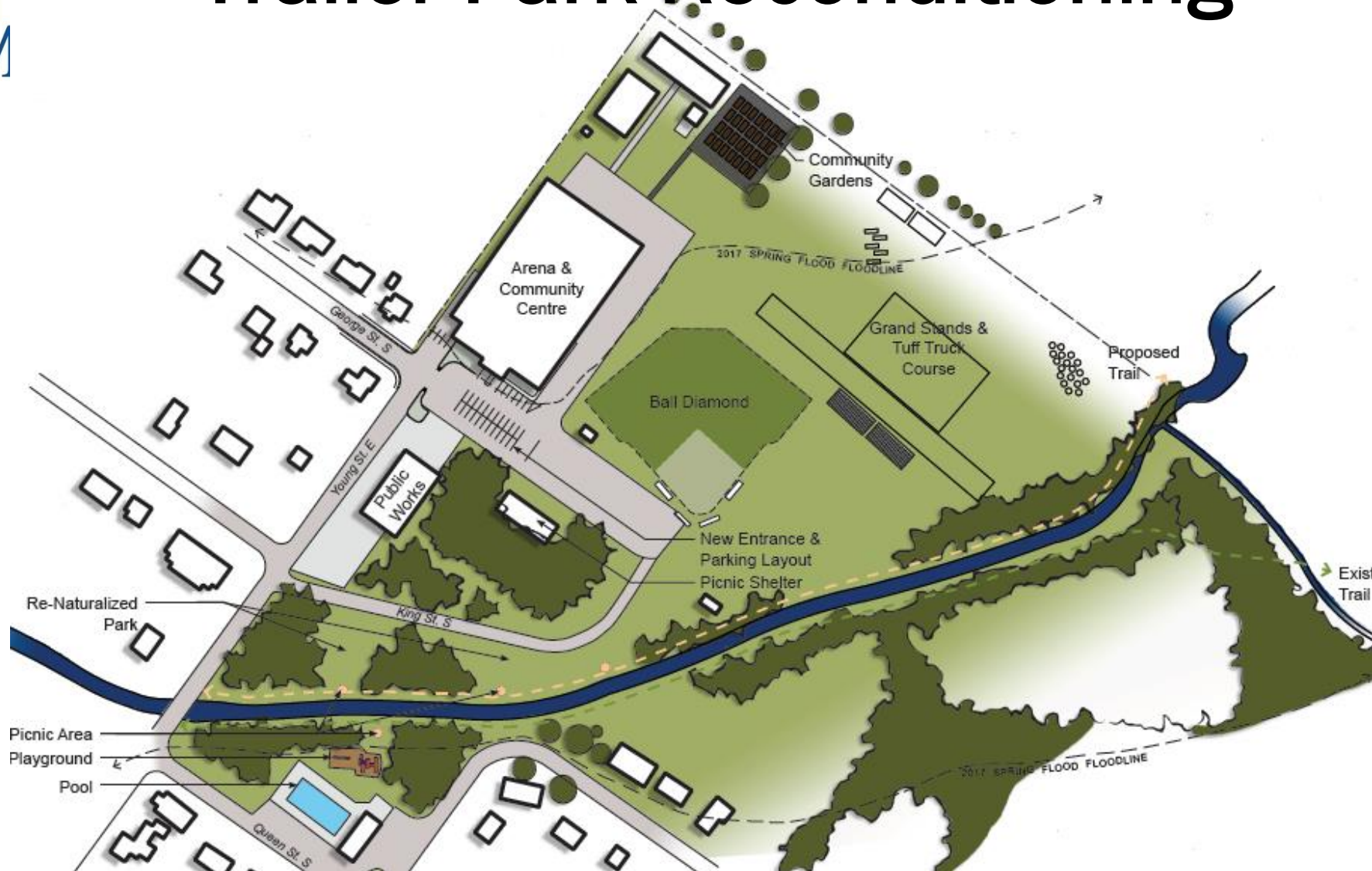
Harriston

- Harriston: Kinsmen Pool plumbing and upgrades needed for aged facility; service club to help
- Park upgrades include changes at former trailer park as per Stempski Kelly sketch to be presented to Committee
- Community centre work phased in over time (lighting, original flooring etc.)





Trailer Park Reconditioning





Other Facilities

- **General:** \$10,000 over five years funding for trail work, not augmented with County grant unless they reconsider
- 3 arena scoreboards no longer funded by beverage sponsor
- \$50,000 over five years funding for Museum upgrades
- \$50,000 for general fixtures and other equipment (shower surrounds, garbage barrels, pressure washer, netting, lights etc.)





Administrative Capital \$242,000

- The following is a five year plan for Administration Capital:

Other Depart Project/Year	2017	2018	2019	2020	2021	2022
Administration - Overall						
Buildings	\$	10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Computer Replacement & Software	\$	30,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Building Dept Pick ups	\$	30,000	\$ 30,000	\$ -	\$ -	\$ -
Assets Management & Records	\$	12,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

- Includes funding for municipal building potential front of office foyer addition
- On-going information technology funding as per replacement plan prepared by IT supplier
- Funding for asset management and record retention work
- Building Department pick up trucks due for replacement can be funded entirely from reserves



Capital Budget Summary

- Between 2011 and 2017 the Town spent over \$32 million improving infrastructure; \$31.5 million is identified in the five year plan for 2018 through 2022.
- Town asset management plan and asset depreciation rate suggests spending between \$2.6 and \$6 million annually
- A project based 5 year plan will help this Council and next anticipate projects to bring forward for merit based grant programs
- The Fiscal Accountability Plan allows borrowing to exceed debt only to fund the Town's share of a major infrastructure grant; the 2018 capital plan and budget is compliant with this policy
- \$7.7 million capital plan is ambitious, but removing Clifford Elora St and Palmerston Queen St leaves \$3.7 million in capital work