

Overview of City Wide Core Service on Assets/Facilities

November 29, 2016 Update

Core Service Review



Sense of Urgency

- Based upon deterioration of the existing building portfolio
- The capital investment required to continue operating
- The low utilization rates in some cases
- Inefficient and dated facilities not meeting customer needs and requirements
- Operating funds could be invested more efficiently

Key Objectives of Core Service Review

- Review **WHAT** services the City should deliver, define service levels
- Right-size CKL budgets
- Maximize resources to efficiently deliver – **HOW** services are to be delivered
- Maintain an affordable, equitable and sustainable “City-wide” service delivery model
- View long term growth (107,000 population by 2041) and budget pressures to execute and sustain service delivery excellence
- Reduce the City’s net footprint
- Determine equitable distribution of buildings to deliver services

Why was Core Service necessary?

- Current model of investing in multitude of aging infrastructure is not sustainable and some buildings are severely underutilized – we can't afford to continue investing this way
- There is a need to “modernize” the current portfolio of assets to enhance customer experience and to meet current and future customer demands

Current State – City owned MPAC assessed properties

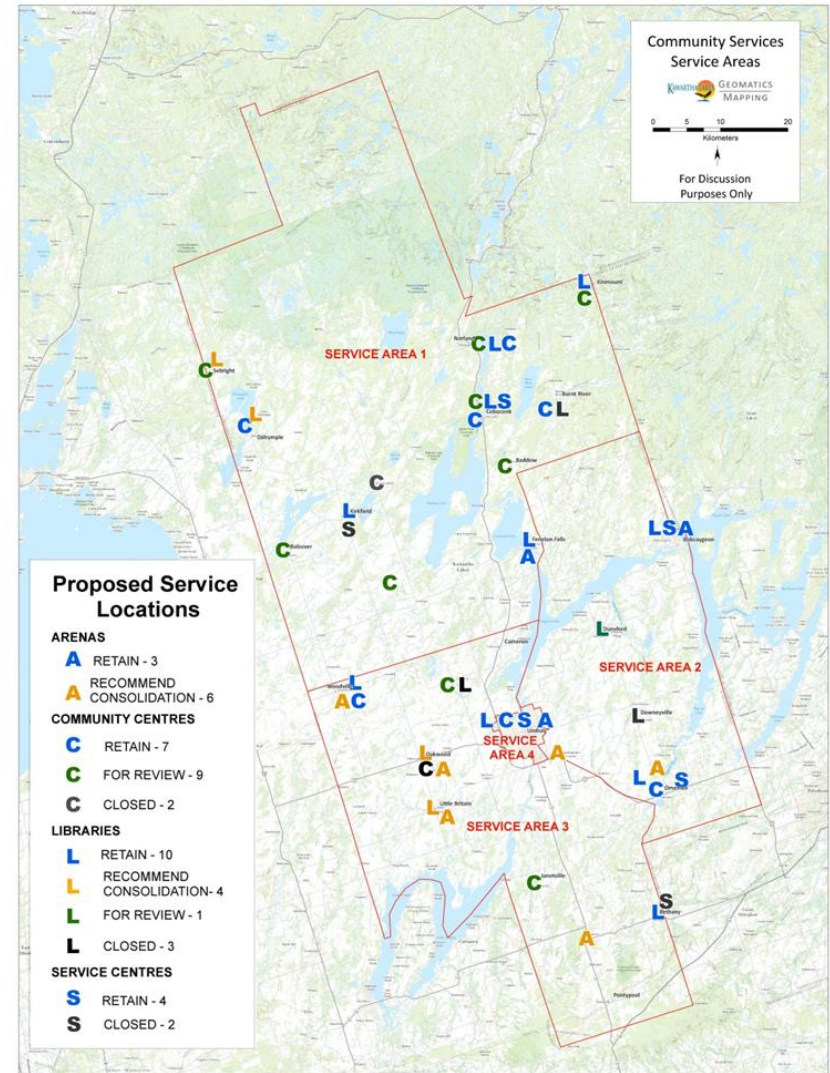
Boat Launch	10
Building	234
Cemetery	18
Forest	39
Gravel Pit	11
Landfill	27
Non Buildable Land	123
Park	139
Parking Lot	15
Trail	23
Trailer Park	2
Vacant Land	289
Water Tower	2
Grand Total	932

What does Growth into Future Look Like?

- 107,000 to 2041
- Growth will predominantly occur in Lindsay (approx 20,000)
- Minor growth to be experienced in Bobcaygeon, Fenelon and Omemee
- Rural areas will experience growth at a modest to low rate

Service Areas by Geography – Community Services

Service Area	Permanent Resident Population	Non-Permanent Resident Population	Total
1	13319	7963	21282
2	20056	3396	23452
3	20950	1329	22279
4	22593	341	22934



Service Area 1 - North

- Total number of buildings is twenty three (23)
- Libraries: Decision made to close one (1) library (Burnt River). Library Board decision to retain five (5) (Coboconk, Fenelon Falls, Kinmount, Kirkfield and Norland). Library recommendation to consolidate two (2) into one (1) (Carden and Dalton)
- Community Halls: Decision made to close one (1) Victoria Road hall, Staff recommend maintaining four (4), Seven (7) under review
- Arenas: Maintain Fenelon Arena
- Service Centres: Decision to consolidate Kirkfield and Coboconk

Service Area 2 – Central East

- Total number of buildings is ten (10)
- Libraries: Decision made to close one (1) location (Downeyville). Library Board decision made to retain two (2) (Omeme and Bobcaygeon). Future review of one (1) (Dunsford)
- Arenas: Decision made to retain Bobcaygeon
Recommendation coming forward to consolidate Ops, Emily and the Manvers arena. This would result in two arenas to remain in the central east service area
- Community Halls: Staff will be recommending to retain one (Omeme)
- Service Centres: Decision made to retain two (Omeme and Bobcaygeon)

Service Area 3 - Southwest

- Total number of buildings is fourteen (14)
- Libraries: Decision made to close one (Cambray). Library Board decision made to retain two (Bethany and Woodville). Future recommended consolidation of Little Britain and Oakwood when future centrally located arena complex is built.
- Arenas: Recommended consolidation of three arenas into one twin pad arena (Oakwood, Little Britain and Woodville) and the Manvers arena will consolidate with the southeast future build
- Community Halls: Decision made to close Mariposa Hall. Recommending to retain one (Woodville Town hall). Recommending two for review (Janetville and Fenelon Township)
- Service Centre: Decision made to consolidate the Bethany location with the central east service centre in Omemee

Service Area 4 - Lindsay

- Total number of buildings in the Lindsay area is four (4).
- Library: Decision made to retain Lindsay.
- Arena: Decision made to retain Lindsay Recreation complex twin pad arena.
- Community Hall: Recommending to retain the Victoria Park Armoury.
- Service Centre: Decision made to retain the Lindsay Service Centre.

Opportunities for Asset Planning

- Community Hub designs
- Reduced city-wide footprint
- Allows for shared technology and service delivery, consolidated staffing and contract supports, newer and modern amenities, and building design flexibility and accessibility

Commitment to the Future

A five year strategy and workplan is currently being developed, to dispose of assets no longer required for the delivery of City services. A more expedient process for disposition of assets no longer in service aids in reducing unnecessary operating budget costs, reduces the need of capital investment to avoid risk and allows financial and physical resources to be better allocated to maintaining and improving assets that are critical to the delivery of services, or to invest in future improved facilities.

When considering surplus lands and facilities, we must:

- Consider repurposing lands and facilities only for defined core services, and subject to the financial analysis to maximize investment.
- Sell at Fair Market Value and maximize the return to the taxpayer by investing back into the future capital program.
- Transfer ownership to a third party non-profit group/management board. This option should only be considered if the facility and/or land is needed to maintain third-party operated core services of the community and City. Impact of this alternative is that there are substantially reduced or no net sale proceeds (or reduced rent) to fund capital investments in that same service area.

Conclusion

- We need to complete service level decisions to inform long-term financial plans and locational decisions.
- We need to right-size the portfolio based on forecasted utilization and service levels, and initiate facility consolidations. This action will avoid unnecessary carrying costs and emergency expenditures, to better invest in enhanced facilities.
- We need to complete the City's updated Asset Management Plan to better inform future needs and financial strategies.
- We need to invest grants, maximize fees and charges, and other revenues, to strategically invest back in future improved capital assets.