

AGENDA
BUDGET COMMITTEE MEETING
2019 OEPRATING BUDGET

Tuesday, January 15, 2019, 1:30 pm
Halton Hills Town Hall, Council Chambers
1 Halton Hills Drive

1. OPENING OF THE BUDGET MEETING

The purpose of this meeting is to discuss the 2019 Proposed Operating Budget.

2. DISCLOSURES OF PECUNIARY INTEREST

3. OPERATING BUDGET DELEGATIONS

4. PRESENTATIONS

a. Moya Leighton, Treasurer and Manager of Accounting

Presentation to Budget Committee regarding the 2019 Proposed Operating Budget and Business Plans.

(Refer to Item No. 5.a and 5.b of this Agenda, Report No. CORPSERV-2019-0002 & Report No. CORPSERV-2019-0018)

(PowerPoint)

5. REPORTS FROM OFFICIALS

a. REPORT NO. CORPSERV-2019-0002 (AUTOMATIC HOLD)

2

CORPORATE SERVICES REPORT NO. CORPSERV-2019-0002 dated December 10, 2018 regarding 2019 Proposed Operating Budget and Business Plans.

b. REPORT NO. CORPSERV-2019-0018 (AUTOMATIC HOLD)

21

CORPORATE SERVICES REPORT NO. CORPSERV-2019-0018 dated January 7, 2019 regarding Ontario Regulation 284/09 - Budget Matters - Expenses.

6. REVIEW OF 2019 OPERATING BUDGET

27

(2019 Budget and Business Plans)

7. CLOSED SESSION/CONFIDENTIAL REPORTS FROM OFFICIALS

8. ADJOURNMENT

REPORT

REPORT TO: Chair and Members of the Budget Committee

REPORT FROM: Duncan Robertson, CPA, CMA
Budgets & Financial Reporting Supervisor

Moya Leighton, CPA, CGA, MBA
Manager of Accounting & Town Treasurer

DATE: December 10, 2018

REPORT NO.: CORPSERV-2019-0002

RE: 2019 Proposed Operating Budget and Business Plans

RECOMMENDATION:

THAT Report No. CORPSERV-2019-0002 dated December 10, 2018 regarding the 2019 Proposed Operating Budget and Business Plan be received;

AND FURTHER THAT the proposed base Operating Budget levy increase of 3.3% be approved;

AND FURTHER THAT the proposed 0.6% dedicated levy to address the infrastructure funding deficit be approved;

AND FURTHER THAT Council approve the formation of a Public Benefit Reserve Fund in accordance with Section 37 of the Planning Act;

AND FURTHER THAT the 2018 proposed Operating Budget for general Town purposes be approved at a net for levy amount of \$50,689,500, being a total Town tax levy increase of 3.9% excluding provisions for the Acton and Georgetown Business Improvement Associations, equating to an estimated overall increase of 2.4% including Town, Region and Education portions;

AND FURTHER THAT the Acton BIA expenditures included in the 2019 budget be approved in the gross amount of \$172,510 and having a net tax levy of \$95,065;

AND FURTHER THAT the Georgetown BIA expenditures included in the 2019 budget be approved in the gross amount of \$270,050 and having a net tax levy of \$212,050.

BACKGROUND:

The Operating Budget is one of the Town's primary documents in supporting service delivery that is efficient, effective and economical. In preparing the 2019 preliminary Operating Budget, Town staff has considered department business plans, the Town's Strategic Plan, Long Range Financial Plan and Asset Management Plan.

The 2019 budget was prepared in accordance with the Council-approved Report CORPSERV-2018-0037 that outlined the guidelines for preparing the Operating and Capital Budgets. The 2019 Preliminary Operating Budget is summarized in Appendix A.

As presented in the report, the preliminary Operating Budget was developed in consideration of the following opportunities and challenges for 2019:

1. Moderate assessment growth;
2. Compensation adjustments for staff including pre-approved recommendations from the Non-Union Salary Survey and Council Compensation reports;
3. Operating impacts of previously approved capital projects;
4. Inflationary pressures related to the continuation of existing services;
5. Replenishment of reserves to cover the replacement cost of assets, as outlined in the 2018 Long Range Financial Plan (Report CORPSERV-2018-0031);
6. Advancement towards 24 x 7 full-time service within Fire Services per the Fire Services Master Plan;
7. Addressing existing resourcing gaps within Information Services as presented in the Corporate Technology Strategic Plan through report CORPSERV-2018-0038;
8. The transition of the ActiVan program to an in-house service and the continuation of existing contractual positions;
9. Uncertainty around the continuation of funding programs for municipalities under the new provincial government.

The Operating Budget has evolved through a collaborative process between Council members and staff. Following communication of the budget guidelines in July, staff has worked to prepare the budget with a net levy increase of no greater than 3.9% in the Town portion. Town staff addressed the budget constraints through multiple consultations with the Senior Management Team. Earlier in January, the Senior Management Team presented their respective 2019 Business Plans to their respective Committees. These business plans form the guiding documents for the development of the proposed Operating Budget. Ward-based budget briefings were conducted with members of Council in early January, allowing Council members the opportunity to review the preliminary budget with the Senior Management Team prior to the formal presentation of the 2019 Operating Budget for approval.

The Operating Budget is presented at a net levy increase of 3.9%, in accordance with the guidelines presented to Budget Committee on July 17, 2018. Facing numerous financial challenges in delivering the budget within the prescribed guidelines, staff was able to meet the target and deliver on Council's strategic priorities by carefully reviewing all requests and identifying internal efficiencies and opportunities for external funding.

Throughout 2018, Council made recommendations that impacted the budget preparation process for 2019. Appendix C lists the various items referred to Budget Committee and provides an update on the status of those initiatives pertaining to the 2019 budget.

Included in the net levy increase is a recommendation to introduce a dedicated levy of 0.6% to address the infrastructure deficit. This levy will be transferred to the Capital Replacement Reserve and will be used to ensure the infrastructure deficit remains manageable.

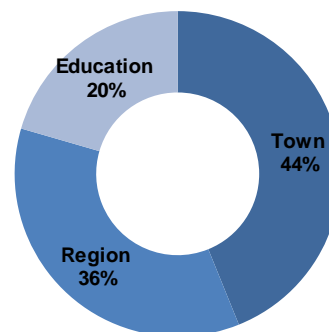
COMMENTS:

The proposed 2019 Operating Budget recommends a net levy amount of \$50,689,500, representing a 3.9% increase in the Town's portion, equating to an estimated residential tax impact of 2.4% as outlined in the below chart:

PROPERTY TAX IMPACT 2019 OPERATING BUDGET (Per \$100,000 of residential assessment)				
	2018 Final Budget	2019 Preliminary Budget	\$ Change	% Change
Town	\$364	\$378	\$14	3.9%
Region *	\$295	\$301	\$6	1.9%
Education **	\$170	\$170	\$0	0.0%
Total	\$829	\$849	\$20	2.4%

Notes:
 * Based on Regional 2019 budget guidelines
 **Based on 2018 Education rates

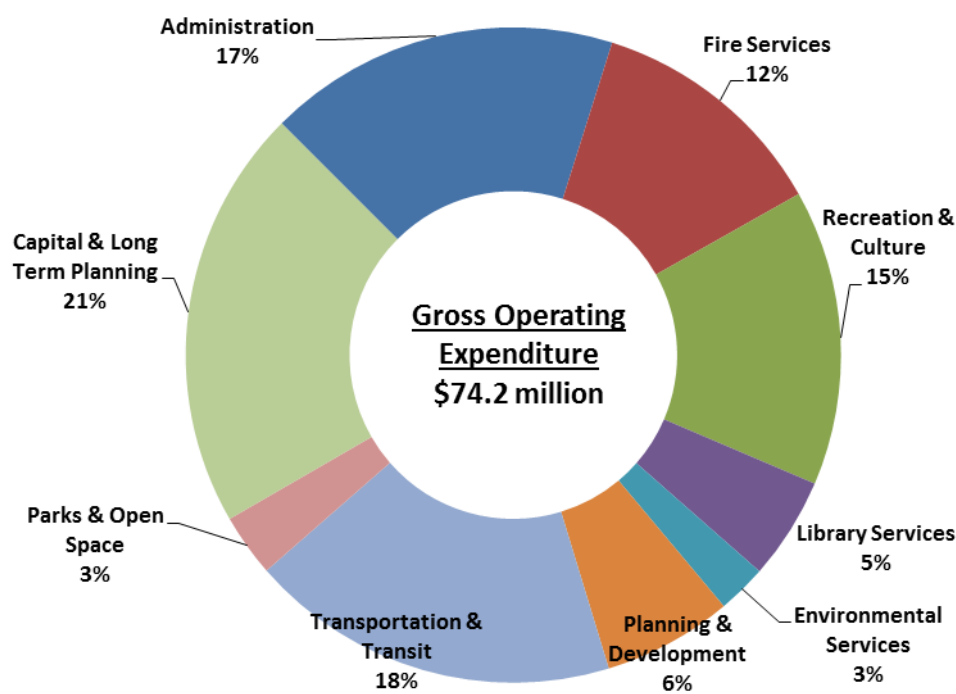
**DISTRIBUTION OF
RESIDENTIAL TAX DOLLARS**



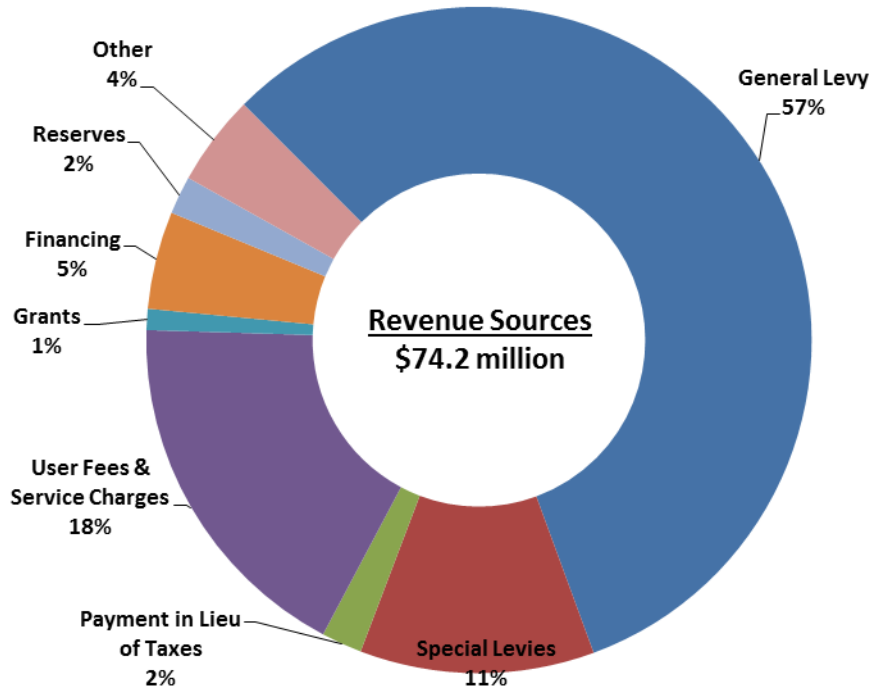
The 3.9% increase in the Town's net levy is comprised of a net base operating budget increase of 3.3%, net of the reduction in the special levy for the Fair Workplaces, Better Jobs Act 2017, and a dedicated levy of 0.6% for infrastructure planning. Considering the inflationary pressures and challenges facing the Town in 2019, as well as staff's commitment to address service level requirements highlighted in the Corporate Technology Strategic Plan, acceleration of the Fire Services Master Plan, and the infrastructure deficit identified in the Asset Management Plan, the overall increase in proposed expenditures is \$4,666,456. To fund this increase, staff first considers all revenue sources other than property taxes and only funds the remaining balance through the increase to the tax levy. As a result, \$2,742,956 of the increase in expenditures will be funded from other sources or assessment growth, with the

remainder to be funded through a proposed increase to the tax levy of \$1,923,500 (3.9%). The 2019 Preliminary Operating Budget is summarized in Appendix A.

The Town's gross operating expenses are budgeted at \$74,228,181 and fund a number of programs and services that support the safety and well-being of residents and businesses and preserve the high quality of life in the Town. Some of these services have a direct and immediate effect on the community while other responsibilities, such as long term planning or policy development, seek to support the growth of the community – balancing future needs while upholding current standards. The 2019 Preliminary Operating Budget expenses are summarized by service category in the graphic below:



Taxation accounts for 68% of the funding for the Town's Operating Budget, including 11% from Special Levies, while the remaining balance is primarily comprised of user fees, service charges and earned interest. Fees are charged to users of many Town services to ensure that those who benefit from the service are directly contributing to cover service expenses. When setting user fees and service charges, the Town considers a variety of factors, such as whether the service provides an individual or community benefit, ability of residents to pay for these services, charges of neighbouring municipalities for similar services and limits set by Town policy or other legislative requirements. The user rates and fees for 2019 are established in report CORPSERV-2018-0042. Other revenue sources do not typically increase at the pace of inflation on expenditures for Town services or with the Town's growth, such as earned interest or federal and provincial grant funding. As a result, the budget is largely supported through taxation. Sources of revenues used to fund the \$74,228,181 in operating expenses are displayed in the graphic below:



Highlights of the 2019 Preliminary Operating Budget:

(See Appendix B for the summary of changes)

Revenue:

- Assessment growth is currently budgeted at 2.8% which translates into \$1,444,000 in additional revenue for the Town. The increase in assessment helps maintain service level standards in the context of a growing community.
- An additional \$248,300 is anticipated in development revenues resulting from the new fee structure and anticipated increase in applications (e.g. Vision Georgetown, Halton Hills Premier Gateway).
- Contributions from the Building Permit Reserve Fund of \$430,500 to balance expenses in 2019 (a net increase of \$154,500). The actual amount will be dependent on developments moving forward – primarily in multi-unit residential development.
- Interest revenue earned on investments increased by \$250,000. Historically, excess interest income is placed into the Technology Replacement Reserve. Instead it is proposed to leave the interest income in the operating budget to fund the Information Services positions recommended through the Corporate Technology Strategic Plan.

Expenses:

All Departments:

- Compensation and benefits make up half of total gross expenditures, which is reflective of the service-focused nature of municipalities. Previously approved contract adjustments, performance increments, job evaluation changes and an economic adjustment for non-union staff of 1.75% have resulted in a base budget increase of \$1,720,800. This amount is comparable to adjustments in other municipalities, takes into consideration collective agreement settlements, and ensures salary gaps as per the Town's market salary survey comparators are not widened. Subject to the approval of the 2019 Operating Budget, the economic adjustment will be retroactively applied to payroll date of January 1, 2019.
- The compensation and benefits number above also reflects staff recommendations that came as a result of the non-union market salary survey conducted in 2017 and the Council Compensation Survey in 2018.
- Inflationary pressures on existing services in consideration of the CPI forecasted inflation of 2.0% for 2019, as well as materials and supplies required to maintain existing service levels amount to an expenditure increase of \$506,600.
- Increased expenditures of \$113,500 relate to previously approved capital projects.
- Creation of the special levy to address the infrastructure deficit at a 0.6% tax levy increase of \$284,000.
- Additional contributions to reserves as per the 2018 Long Range Financial Plan in the amount of \$525,950 to support long term capital planning.

Office of the CAO:

- Continuation of contractual Cultural Services Assistant and Curatorial Assistant positions totalling \$76,800 to support Cultural Services. These positions compensate for the loss of pre-existing resources, as a result of restructuring, and are critical to maintaining existing service levels. This has a net zero tax levy impact as it is anticipated to be funded through the projected 2018 operating surplus.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time:		
Cultural Services Assistant	\$42,500	-
Curatorial Assistant	<u>\$34,300</u>	-
Total One Time	<u>\$76,800</u>	-

Corporate Services:

- The recommendations from the Corporate Technology Strategic Plan include an increase to the total staff complement by three positions, as well as the outsourcing of specialized functions that are more efficiently provided externally, for a net budget increase of \$401,500.
- The existing four contractual positions in the department are recommended to continue through to the end of 2019 at a total cost of \$282,300. These positions include the Purchasing Clerk, the Assessment Analyst, the Financial Accountant and the Communications Coordinator. They will be funded through a one-time contribution from the 2018 operating surplus for a net zero impact on the general tax levy in 2019. The Communications Coordinator position is a shared resource with Library Services – costs for four days per week are budgeted within Corporate Services and the remaining one day is budgeted under Library Services.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time:		
Purchasing Clerk	\$30,000	-
Assessment Analyst	\$102,700	-
Financial Accountant	\$83,100	-
Communications Coordinator	\$66,500	-
Total One Time	\$282,300	-
Ongoing:		
Database Administration	\$50,000	\$50,000
Applications Analyst	\$119,800	\$111,800
Supervisor of Infrastructure and Operations	\$129,100	\$121,100
Applications Analyst	\$126,600	\$118,600
Total Ongoing	\$425,500	\$401,500

Library:

- Continuation of the shared Communications Coordinator position with Corporate Services (one day per week). This position is funded through a one-time contribution from the 2018 operating surplus and has a net zero impact on the general tax levy in 2019.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time:		
Communications Coordinator	\$16,600	-

Fire Services:

- Continuation of the existing Customer Service Representative contract through the 2019 budget year at a cost of \$51,300. This position will be funded through a one-time contribution from the anticipated 2018 Fire Services operating surplus for a net zero impact on the general tax levy.
- Acceleration of the Fire Services Master Plan with the proposed addition of 5.0 net FTE firefighters to extend the existing 12 hour full-time manned truck to a 24 hour service, effectively improving emergency response time with 24 hour coverage throughout Halton Hills for a net cost of \$444,700.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time: Customer Service Representative	\$51,300	-
Ongoing: 5.0 FTE Firefighters	\$444,700	\$444,700

Transportation & Public Works:

- Succession planning for the Chief Building Officer position of \$93,000 offset by a contribution of the same amount from building permit reserve funds, resulting in a net zero impact on the tax levy. The ongoing permanent staff complement will remain unchanged, as the successful candidate will succeed the current Chief Building Officer upon their retirement in 2019.
- In 2018, the ActiVan specialized transit program transitioned operations to an in-house service as an interim solution, as approved by Council. Additional expenses of \$233,800 are a reflection of the increase in costs to fully administer services in-house and will be funded from the Tax Rate Stabilization Reserve during the transition period for a net zero impact on the 2019 tax levy. Costs include thirteen contract positions – eleven drivers and two dispatch/administrative positions.
- \$23,600 has been included for two additional school crossing guards at Danby Road and Silver Pond Drive and Danby Road and Barber Drive intersections.
- One-time expenses in Transportation include the addition of a Traffic Analyst contract position. This position is funded through a one-time contribution from the anticipated 2018 operating surplus for a net zero impact on the general tax levy in 2019.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time:		
CBO Succession Planning	\$93,000	-
ActiVan Specialized Transit	\$233,800	-
Traffic Analyst	<u>\$80,800</u>	-
Total One Time	<u>\$407,600</u>	-
Ongoing:		
School Crossing Guards – Two Locations	\$23,600	\$23,600

Planning & Sustainability:

- One-time funding from the anticipated 2018 operating surplus of \$86,800 in Policy and Development Review and \$102,900 in the Office of Sustainability has been included in the budget for the continuation of two contract positions – the Policy & Development Planner and Senior Sustainability Planner & Energy Coordinator.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time:		
Planner - Policy & Development Review	\$86,800	-
Sr. Sustainability Planner & Energy Coordinator	<u>\$102,900</u>	-
Total One Time	<u>\$189,700</u>	

Recreation & Parks:

- A budget inclusion of \$153,500 in additional operating costs for the two Youth Centres in Halton Hills has been included in the Recreation Services budget. These costs include the relocation of the Open Door Youth Centre and its programming to surplus space at Gary Allan High School and 2.0 full time equivalent (4 part-time positions) to support the increased hours of operation at both centres. The Community Affairs Committee received Report R&P-2017-0006 in 2017, which approved the financial proposal for maintaining youth centre operations at Off the Wall (Acton) and Open Door (Georgetown). Staff successfully assumed operations of both centres through the approval of one-time funding in 2017 and 2018 from the Tax Rate Stabilization Reserve.
- One time expenses include \$14,000 for fees associated with the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF is a third party, international, private, not-for-profit accreditation system that develops and revises state-of-the-art standards for organizations to promote quality, value and optimal outcomes of services to enhance the lives of the persons served. The CARF accreditation survey occurs every three years within the Senior Services

division of Recreation & Parks and is funded through the Tax Rate Stabilization Reserve.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time: CARF Accreditation	\$14,000	-
Ongoing: Youth Centre Operations and Integrated Youth Services	\$153,500	\$153,500

Corporate Expenses:

- A one-time \$50,000 contribution to the Public Art Reserve as approved in the Public Art Policy (Report COMMSERV-2016-0001). This represents the final one-time contribution of \$50,000 to establish the minimum balance in the reserve of \$100,000.
- In 2019, a new special tax levy is proposed at 0.6% (\$284,000) for contributions to the Capital Replacement Reserve to address the deficit in funding required for capital maintenance as identified in the Corporate Asset Management Plan.

BUDGET INCLUSIONS	TOTAL COST	BUDGET IMPACT
One Time: Contribution to Public Art Reserve	\$50,000	\$50,000
Ongoing: Special Levy – Infrastructure Gap	\$284,000	\$284,000

Capital Budget Impacts:

The total impact of the Town's capital program on the 2019 Operating Budget is \$113,500, consisting of amounts approved as part of prior year capital budgets and the 2019 Capital submission as outlined below:

Project		Amount	Description
Office of the CAO			
2000-22-0003	Document Management Solutions	41,500	Additional operating cost from the implementation of eScribe
Transportation & Public Works			
8500-19-0105	Trafalgar Sports Park	30,000	Additional resources related to grounds maintenance
8500-11-1702	Georgetown Sports Action Park	2,000	Additional resources related to grounds maintenance
8500-11-1801	Maple Creek Park Ph 2	4,000	Additional resources related to grounds maintenance
8500-11-0103	Cemetery Revitalization & Renewal	1,000	Additional resources related to grounds maintenance
	Hillcrest Cemetery	15,000	Additional resources related to grounds maintenance
Corporate Expenses			
2300-04-1805	Backup Network Link w/ Fire Services	20,000	Ongoing operating costs for additional network support
Total 2019 Operating Budget Impact		113,500	

Budget Inclusions:

When considering resources that are required to effectively deliver on Council's priorities, staff not only looks at what can be accommodated within the 3.9% budget guidelines, but also undertakes a review of departmental base budgets to identify efficiencies that could result in savings. In addition, staff examines external opportunities that can expand the Town's funding capacity. These reviews are conducted in the context of the departmental Business Plans, and subsequent follow up meetings with the Senior Management Team. The Budget inclusions are the result of these strategic reviews.

It should be noted that there are no Decision Packages for consideration in the proposed 2019 Operating Budget.

Public Benefit Reserve Fund:

Section 37 of the Planning Act addresses increased density and height provision by-laws in place with developers. Under Section 37, the municipality is required to establish a special account where monies received under the by-law shall be paid. A Public Benefit Reserve Fund needs to be established to hold these funds in order to meet the requirements of the legislation. The following criteria have been developed for the Public Benefit Reserve Fund:

Statement of purpose	To fund facilities, services or matters in the community as permitted by the Planning Act Section 37
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Target Balance	Not applicable
Funding Sources	Contributions received by the Town as provision for authorized increases in the height and density of development
Contribution requirements	Interest earnings will be distributed to the reserve fund in accordance with the Planning Act Section 37
Utilization Requirements	Facilities, services or matters as set out in the applicable development agreement by-law

To date the Town does not hold any funds received under Section 37.

Acton Business Improvement Area:

The 2019 budget for the Acton Business Improvement Area can be found in Appendix D. The proposed 2019 budget is for \$172,510 in gross expenditures and a net tax levy of \$95,065.

Georgetown Business Improvement Area:

The 2019 budget for the Georgetown Business Improvement Area can be found in Appendix E. The proposed 2019 budget is for \$270,050 in gross expenditures and a net tax levy of \$212,050.

RELATIONSHIP TO STRATEGIC PLAN:

The annual Operating Budget is a major funding and decision-making tool and is used to support and advance Council's Strategic Priorities.

FINANCIAL IMPACT:

Staff is recommending the proposed 2019 Operating Budget net levy requirement in the amount of \$50,689,500. This represents an estimated overall increase to the residential tax rate of 2.4%, including Town, Region and Education portions. The 3.9% increase in the Town portion consists of a 3.3% base budget increase plus a 0.6% dedicated levy for long term capital planning.

CONSULTATION:

The preparation of the Operating Budget was done in consultation with staff from every department.

PUBLIC ENGAGEMENT:

The Town's budgets are an important tool in determining the service requirements needed by the community. Public input is important when determining the priorities for the Town. With this in mind, staff advertises the budget meetings in the local papers and on the Town's website. The public is invited to attend the Budget Committee's review of the Operating Budget on January 15, 2019.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report advances the Strategy's implementation.

This report supports all pillars of sustainability through financing capital projects related to the pillars as outlined on the detailed project information sheets and, in summary, the alignment of this report with the Community Sustainability Strategy is excellent.

COMMUNICATIONS:

Upon approval of the Operating Budget, it will be posted on the Town website for the public to download. Copies can be purchased from the Finance department or viewed at the Acton and Georgetown branches of the Halton Hills Public Library.

CONCLUSION:

Staff is recommending that the proposed 2019 Operating Budget be approved at a net for levy amount of \$50,689,500. If approved by Council, the net increase to the residential tax rate would be approximately 2.4% including Town, Region and Education portions.

Reviewed and Approved by,



Moya Jane Leighton, Manager of Accounting and Town Treasurer



Jane Diamanti, Acting CAO

Town of Halton Hills
2019 Operating Budget
Net Expenditures by Department

	* 2018		2019				2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change
Net Expenditures								
Council	812,667	837,130	958,800	(10,000)	-	-	948,800	136,133 16.8%
Office of the CAO	2,835,200	2,710,735	3,045,500	500	-	-	3,046,000	210,800 7.4%
Corporate Services	4,701,000	4,755,213	5,043,800	48,700	401,500	-	5,494,000	793,000 16.9%
Library Services	3,617,594	3,597,942	3,794,600	-	-	-	3,794,600	177,006 4.9%
Fire Services	7,817,655	7,439,341	8,139,655	-	444,700	-	8,584,355	766,700 9.8%
Transportation & Public Works	12,796,080	12,735,294	13,160,600	52,000	23,600	-	13,236,200	440,120 3.4%
Planning & Sustainability	1,799,500	1,672,758	1,553,600	-	-	-	1,553,600	(245,900) -13.7%
Recreation and Parks	6,455,070	6,422,535	6,735,350	-	153,500	-	6,888,850	433,780 6.7%
Corporate Revenues & Expenses	6,487,234	5,728,729	7,597,095	22,300	(250,000)	(226,300)	7,143,095	655,861 10.1%
Total Net Expenditures	47,322,000	45,899,679	50,029,000	113,500	773,300	(226,300)	50,689,500	3,367,500 7.1%
General Levy	(38,769,100)	(39,154,087)	(39,149,600)	-	(1,671,500)	-	(40,821,100)	(2,052,000) 5.3%
Special Levies	(8,172,400)	(8,172,400)	(8,140,400)	-	(284,000)	-	(8,424,400)	(252,000) 3.1%
Assessment Growth	(380,500)	-	-	-	(1,444,000)	-	(1,444,000)	(1,063,500) 279.5%
Total Taxation	(47,322,000)	(47,326,487)	(47,290,000)	-	(3,399,500)	-	(50,689,500)	(3,367,500) 7.1%
Net Town Tax Impact (Net of Assessment Growth)	(48,766,000)		(48,734,000)	-	(1,955,500)	-	(50,689,500)	(1,923,500) 3.9%

* 2018 budget and forecast restated in 2019 new account structure for comparative purposes

Note: Department subtotals show net operating expenditures and do not include contributions from Special Tax Levies.

**TOWN OF HALTON HILLS
2019 OPERATING BUDGET FORECAST**

	Preliminary	Revised	Change
TOTAL 2018 APPROVED BUDGET	\$47,322,000	\$47,322,000	\$0
ASSESSMENT GROWTH			
Assessment Growth (estimate)	870,000	1,444,000	574,000
2018 Base Budget Adjusted for 2019 Growth	\$48,192,000	\$48,766,000	\$574,000
REVENUES			
Growth	(870,000)	(1,444,000)	574,000
Planning Fees	(248,300)	(248,300)	-
Building Permits	(160,100)	(154,500)	(5,600)
Interest Revenue	(250,000)	(250,000)	-
Miscellaneous	(111,100)	(130,250)	19,150
2019 Net Operating Budget after Revenue Adjustments	\$46,552,500	\$46,538,950	\$587,550
EXPENDITURES			
Compensation - Salaries & Benefits	1,719,700	1,720,800	(1,100)
Capital Budget Approval - Operating Budget Impact	115,800	113,500	2,300
Miscellaneous Base Budget Adjustments	387,900	506,600	(118,700)
Recommendations from Corporate Technology Strategic Plan	402,000	401,500	500
Youth Centre Operations and Integrated Youth Services	-	153,500	(153,500)
Acceleration of the Fire Services Master Plan	-	444,700	(444,700)
Long Range Financial Plan Recommendations:			
Additional Reserve Contributions	631,000	525,950	105,050
Total Expenditure Adjustments	\$3,256,400	\$3,866,550	(\$610,150)
PROJECTED 2019 NET BASE BUDGET INCREASE	1,616,900	1,639,500	(596,600)
	3.3%	3.3%	0.0%
Fire Services Levy	284,000	0	284,000
	0.6%	0.0%	0.6%
Infrastructure Gap Levy	0	284,000	(284,000)
	0.0%	0.6%	-0.6%
PROJECTED 2019 NET OPERATING BUDGET INCREASE	1,900,900	1,923,500	(22,600)
PROJECTED 2019 NET OPERATING BUDGET	\$50,092,900	\$50,689,500	(\$596,600)
PROJECTED 2019 TAX LEVY INCREASE	3.9%	3.9%	0.0%

**REPORTS REQUESTED AND ACTION ITEMS
BY COUNCIL / GENERAL COMMITTEE
2019 OPERATING BUDGET**

Reference	Date Requested	Subject	Status
TPW-2018-0002	January 15, 2018	AND FURTHER THAT the contract administration costs are forwarded to the Budget Committee for consideration as part of the 2019 Capital Budget process;	Included in Phase 2 of the construction project for Mountainview Road North Bridge over CNR in 2020
ADMIN-2018-0001	January 15, 2018	Assumption of annual operating costs for eSCRIBE software and proposed savings through implementation of electronic meeting management	Included in the 2019 Preliminary Operating Budget. \$75,000 removed from 2019 Capital Budget for completion of the project.
RP-2018-0013	April 30, 2018	AND FURTHER THAT ongoing funding and full operating budget impacts to support continued operations of the Youth Centres be referred to 2019 Budget Committee for consideration;	Included in the 2019 Preliminary Operating Budget
TPW-2018-0020	May 29, 2018	AND FURTHER THAT remaining funding required for the Armstrong Avenue Reconstruction Phase 2 project be referred to Budget Committee;	Included in the 2019 Preliminary Capital Budget
TPW-2018-0010	May 29, 2018	Anticipated surplus of \$156,289 in the Phase 1 22 Side Road Reconstruction project be considered in development of the 2019 Capital Budget	Surplus has been considered and Phase 2 is included in the capital forecast for 2020
CORPSERV-2018-0031	July 17, 2018	AND FURTHER THAT Council directs staff to provide a financing strategy as part of the 2019 budget deliberations;	The financing strategy has been considered in development of the 2019 budget
CORPSERV-2018-0037	July 17, 2018	Annual operating savings in vacancy rebates be used to support Economic Development	The annual operating savings in vacancy rebates have been directed towards annual funding of the Community Improvement Plan
CORPSERV-2018-0038	July 17, 2018	Corporate Technology Strategic Plan Renewal	Capital and operating needs have been identified and included in the 2019 budget

Reference	Date Requested	Subject	Status
ADMIN-2018-0021	July 17, 2018	\$50,000 contribution to Public Art Reserve to support the recommendations in the Public Art Master Plan	Included in the 2019 Preliminary Operating Budget
ADMIN-2018-0022	June 25, 2018	Annual operating costs for appointment of Integrity Commissioner	Included in the 2019 Preliminary Operating Budget
RP-2018-0019	June 25, 2018	AND FURTHER THAT ongoing funding and operating budget impacts to support continued operations be referred to future Budget Committee for consideration;	CARF accreditation included in 2019 Preliminary Operating Budget. Future considerations to be evaluated as they arise.
PLS-2018-0071	September 10, 2018	AND FURTHER THAT the Credit Valley Conservation Authority's request for funding from the Town to support the Hungry Hollow SNAP project be referred to Budget Committee for further consideration.	Included in the 2019 Capital Budget & Forecast.
PLS-2018-0081	December 10, 2018	Increase in the Staff Sustainability Team budget from \$1,000 per year to \$2,500 per year.	Annual funding included in budget.

Acton Business Improvement Area
2019 Budget

	2019	2018	2019 vs 2018
	Budget	Budget	Change
Ordinary Income/Expense			
Income			
Facade Improvement Grant	5,000	5,000	-
Operations			
Events			
Canada Day	1,750	3,000	(1,250)
Leathertown Festival	18,500	18,000	500
Santa Claus Parade	1,000		1,000
The Haunted Hills/Trick or Treat	3,000		3,000
Winter Carnival	9,300	9,500	(200)
Total Events	33,550	30,500	3,050
General Sponsorships	2,000	2,000	-
Hanging Basket Sponsorship	750	750	-
HST Rebate	-	3,000	(3,000)
Interest	-	-	-
Miscellaneous Income	-	-	-
Municipal Assistance & CIP	1,200	1,200	-
Municipal Infrastructure Grant	27,500	21,300	6,200
Sublease	3,000	3,000	-
Summer Student Grant	3,700	2,500	1,200
Tenant Internet Contribution	745	720	25
Operations - Other	95,065	93,200	1,865
Total Operations	133,960	127,670	6,290
Total Income	172,510	163,170	9,340
Expense			
ABIA Strategic Plan	4,100	13,000	(8,900)
Beautification/Maintenance	49,050	39,300	9,750
Total Events	32,100	27,250	4,850
General Promotion & Advertising	4,575	2,710	1,865
Office & Administration	26,835	18,880	7,955
Payroll	55,850	56,850	(1,000)
Total Expense	172,510	157,990	14,520
Net Ordinary Income	-	5,180	(5,180)

**Georgetown Central Business Improvement Area
2019 Budget
10/24/2018**

	Jan - Dec 19	Jan - Dec 18	Change 19-18
Revenue			
Grants and Municipal Assistance	212,050	197,610	14,440
Façade Improvement Grant	5,000	5,000	0
Farmers Market	28,000	28,000	0
Events	15,000	14,000	1,000
Services	5,000	6,000	-1,000
Draw on Reserve	10,000	0	10,000
Total Revenue	275,050	250,610	24,440
Expenses			
Services	56,500	56,500	0
Beautification Supplies	9,500	9,500	0
Façade Improvement	10,000	10,000	0
Events	21,000	27,500	-6,500
General Promotion and Advertising	9,300	8,500	800
Wayfinding Signage	1,000	1,000	0
Rent and Utilities	19,950	13,450	6,500
Insurance	1,000	1,000	0
Office expenses	7,950	6,350	1,600
Salaries	117,100	98,860	18,240
Professional fees	4,000	0	4,000
Farmers Market	12,750	12,950	-200
Total Expenses	270,050	245,610	24,440
5199 - Capital items	5,000	5,000	0
Net Income	0	0	0

REPORT

REPORT TO: Chair and Members of the Budget Committee

REPORT FROM: Duncan Robertson, CPA, CMA
Budgets & Financial Reporting Supervisor

DATE: January 7, 2019

REPORT NO.: CORPSERV-2019-0018

RE: Ontario Regulation 284/09- Budget Matters- Expenses

RECOMMENDATION:

THAT Report No. CORPSERV-2019-0018 dated January 7, 2019 regarding Ontario Regulation 284/09- Budget Matters- Expenses be received;

AND FURTHER THAT Council adopts this report, which meets the requirements of Regulation 284/09 and outlines the 2019 Operating and Capital Budgets in a format that is compliant with the Public Service Accounting Board (PSAB).

BACKGROUND:

In 2009, accounting standards and financial reporting requirements changed significantly, with the most notable change being the reporting requirements on Tangible Capital Assets (TCA). However, these new accounting standards do not require budgets to be prepared on the same basis.

The Town of Halton Hills, like many municipalities, continues to prepare budgets on a traditional cash basis. These budgets do not include the Public Sector Accounting Board (PSAB) requirements of accrual accounting and accounting for non-financial assets such as Tangible Capital Assets.

Ontario Regulation 284/09 requires municipalities that have excluded expenses in their budgets to prepare a report detailing those excluded expenses and adopt the report by resolution prior to adopting a budget for the year. Allowable excluded expenses as per Ontario Regulation 284/09 can be all or a portion of the following:

- a. Amortization expenses
- b. Post-employment benefit expenses
- c. Solid waste landfill closure and post-closure expenses

The Town excludes expenses related to amortization as they are a non-cash expense. Post-employment benefit expenses are included in the budget, therefore no adjustment is required. The post-closure solid waste landfill expenses are included in the waste management levy from the Region as they monitor the former landfill site, which was closed in 1973.

The Regulation requires the report to contain at a minimum:

- a. An estimate of the change in accumulated surplus (revenues less expenditures) of the municipality to the end of the year resulting from the exclusion of expenses
- b. An analysis of the estimated impact of the exclusion of expenses on future tangible capital asset funding requirements

In addition to these excluded expenses, the cash-based budgets prepared by the Town include certain types of transactions that need to be excluded for PSAB reporting purposes. These are not covered in Ontario Regulation 284/09; however, for purposes of transparency and consistency, the accumulated surplus contained in this report will be included as budget figures in the 2019 published financial statements, as approved by Council. As such, the following items that are included in the cash-based budget will be excluded from the PSAB-based budget:

- a. Debenture principal repayment expenditures net of recoveries
- b. Transfers to reserve funds
- c. Contributions from reserve funds
- d. Tangible Capital Asset costs
- e. Cash inflows from debenture issues reported as revenue in cash-based budget

COMMENTS:

Table 1 below outlines the changes made to convert the balanced 2019 budget prepared under the cash basis of accounting to increase the Town's accumulated surplus in the amount of \$1,337,156.

Table 1**2019 Proposed Budget - Cash Based**

Proposed 2019 Operating Budget Tax Levy	\$ 50,689,500
Proposed 2019 Operating Budget Other Revenues	\$ 23,538,681
Proposed 2019 Operating Budget Expenditures	<u>\$ (74,228,181)</u>
Surplus/(Deficit)	<u>\$ -</u>
Proposed 2019 Capital Budget Funded	\$ 21,293,300
Proposed 2019 Capital Budget Expenditures	<u>\$ (21,293,300)</u>
Surplus/(Deficit)	<u>\$ -</u>
Acton & Georgetown BIA Budget Revenues	\$ 442,560
Acton & Georgetown BIA Budget Expenditures	<u>\$ (442,560)</u>
Surplus/(Deficit)	<u>\$ -</u>
Add Revenues Excluded from Cash Based Budget	
Donated Tangible Capital Assets	\$ 1,500,000
Equity Income on Investments	<u>\$ 1,000,000</u>
Exclusion Impact on Accumulated Surplus/(Deficit)	<u>\$ 2,500,000</u>
Add Expenditures Excluded from Cash Based Budget	
Amortization Expense	<u>\$ (20,231,731)</u>
Exclusion Impact on Accumulated Surplus/(Deficit)	<u>\$ (20,231,731)</u>
Remove Non PSAB Items from Cash Based Budget	
Debenture Principal Repayments (Net of Recoveries)	\$ 4,105,467
Transfers to Reserves	\$ 9,738,326
Contribution from Reserves (Capital Budget)	\$ (7,501,206)
Contribution from Reserves (Operating Budget)	\$ (1,370,300)
Funds from Debenture Issuances	\$ (3,700,000)
Fixed Asset/TCA Expenditures	<u>\$ 17,796,600</u>
Total Impact on 2019 Accumulated Surplus/(Deficit)	<u>\$ 1,337,156</u>

Amortization of \$20,231,731 listed in Table 1 above has a major impact on the 2019 accumulated surplus amount. The amortization expense reduces the surplus amount and also reduces the net book value of the Tangible Capital Assets reported on the annual audited statement of financial position.

Fixed asset purchases of \$17,796,600, documented in Table 1 above, are lower than amortization. This suggests that the Town's assets are being replaced at a slower rate than they are declining.

Budgeted amortization amounts are based on a projection of existing assets and the associated annual amortization charge. It does not include a projection for assets not yet in service or new assets that have not as yet been recorded in the fixed asset sub-ledger.

Table 2 shows the proposed budget in PSAB format. This layout will be used in the preparation of the annual published financial statements, and will be adjusted to incorporate any budget night changes approved by Council.

Table 2	2019 PSAB Format Budget
Revenues	
Taxation (Including Supps & PILs)	\$52,429,300
User Fees & Charges	\$10,137,236
Government Transfers	
Federal	\$1,855,394
Provincial	\$2,338,200
Other Municipalities	\$720,700
Investment Income	\$1,155,000
Development Charges	\$7,605,896
Donated Tangible Capital Assets	\$1,500,000
Interest from HHCEC	\$665,000
Equity income from HHCEC	\$2,692,000
Other	\$2,505,985
	<u>\$83,604,711</u>
Expenses	
General Government	\$14,177,681
Protection Services	\$9,779,538
Transportation Services	\$30,760,949
Environmental Services	\$1,325,530
Health Services	\$187,064
Social & Family Services	\$1,269,248
Recreation & Cultural Services	\$19,694,258
Planning & Development	\$5,073,287
	<u>\$82,267,555</u>
Annual Surplus/(Deficit)	<u><u>\$1,337,156</u></u>

RELATIONSHIP TO STRATEGIC PLAN:

This report supports Council's strategic priority to provide responsive and effective municipal government by ensuring accountability and transparency of the Town's operations and that appropriate management policies, practices and procedures are in place.

FINANCIAL IMPACT:

There is no direct financial impact with this report. The intent is to describe the conversion of the cash-based proposed budget to a Public Sector Accounting Board budget format and compliance thereof.

CONSULTATION:

Consultations were held with other municipalities on the format of this report.

PUBLIC ENGAGEMENT:

There was no public engagement required in reference to this report.

SUSTAINABILITY IMPLICATIONS:

The sustainability implications of the recommendations of the report were reviewed against the requirements of the Town's Sustainability Implications Worksheet. The Worksheet is completed for substantial non-administrative reports, major projects, studies, policies and initiatives that are relevant to advancing the Town's economic, cultural, environmental and social wellbeing, and quality of life. Since this report is none of the latter, the Sustainability Implications section is not applicable.

COMMUNICATIONS:

Communicating the differences between the cash based budget and the PSAB based budget to members of Budget Committee fulfills the requirements of Ontario Regulation 284/09.

CONCLUSION:

Differences between cash and PSAB accounting of the 2019 budget are detailed in tables 1 and 2 of this report. This report fulfills the requirements of Ontario Regulation 284/09. Accounting staff will monitor actual results throughout the 2019 financial year.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "M. J. Leighton". The signature is written in a cursive, flowing style.

Moya Jane Leighton, Manager of Accounting and Town Treasurer

A handwritten signature in black ink, appearing to read "Jane Diamanti". The signature is written in a cursive, flowing style.

Jane Diamanti, Acting CAO



2019 BUDGET & BUSINESS PLAN

Introduction

Message from the Mayor.....	i-1
Executive Summary	i-2
Community Profile.....	i-4

1 Business Plans

Business Plan Overview	1-1
Office of the CAO	1-2
Corporate Services.....	1-27
Library	1-57
Fire Services	1-71
Transportation & Public Works	1-84
Planning & Sustainability	1-100
Recreation & Parks	1-115

2 Operating Budget

Operating Budget Overview.....	2-1
Property Tax Impact	2-4
Gross Expenditure Summary.....	2-6
Revenue Summary.....	2-8
Staff Complement.....	2-9
Net Expenditures by Department.....	2-10
Departmental Budgets	
Council.....	2-12
Office of the CAO	2-14
Corporate Services.....	2-17
Library	2-24
Fire Services.....	2-26
Transportation & Public Works	2-30
Planning & Sustainability.....	2-34
Recreation & Parks.....	2-36
Corporate Revenue & Expenses	2-40

3 Capital Budget

Capital Budget Overview.....	3-1
2019 Preliminary Capital Budget	3-5
2019 Capital Project Information Sheets	3-8
2019 Preliminary Capital Budget by Department	3-117
Funding Summary by Year	3-119
2019 Capital Budget & 2020-2028 Capital Forecast Summary	3-120
Unallocated Projects	3-128

4 Supplementary Information

Budget Process Overview	4-1
Long-Term Debt.....	4-6
Reserve & Reserve Funds.....	4-7
Special Tax Levies	4-18



A Message from Mayor Rick Bonnette

December 2018

On behalf of the Members of Council, I am pleased to present the 2019 Budget for the Town of Halton Hills.

This year's budget balances the demand to maintain current service levels while investing to meet infrastructure demands and future requirements. Staff has delivered effectively on meeting Council's priority areas of: Municipal Service Delivery, Financial Sustainability, Planning for Growth, Transportation, Mobility, Sustainability, Economic Development and Communications.

This approach serves to uphold the Town's commitment to its residents and businesses to maintain the high quality of life we all enjoy – one that is recognized by MoneySense Magazine, which ranked Halton Hills among the top places to live in Canada.

I offer my congratulations to staff for their hard work this past year and their efforts in developing a sound and comprehensive budget for 2019.

Sincerely,

Rick Bonnette
Mayor, Town of Halton Hills

December 2018

Dear Mayor and Members of Council:

It is a pleasure to present you with the 2019 Budget for your consideration, in accordance to the Council-directed target of 3.9%. This budget continues with our commitment to balance fiscal stewardship with a need to support greater efficiencies, respond to growth, and sustain a healthy, vibrant and prosperous community.

The direction provided by Council through its strategic plan priorities has proven effective, as evident through several markers of success:

- Affirmation of the Town's positive financial position via the external audit of financial statements (ensuring transparency and accountability)
- Maintenance of current service levels with a consistent, 3.9% increase (2.5% when blended with Halton Region and the Boards of Education)
- High ranking by *MoneySense Magazine*, now number 10 in their annual analysis of 415 communities (moving up from the twenty-fourth position in 2017).

Considerations in developing the 2019 budget include: prudent management of the Town's reserves, cash flow and debt as per the Long Range Financial Plan; projected assessment growth from new residential and commercial developments; maintenance of service expectations; implementation of the Corporate Technology Strategic Plan and impacts due to inflationary pressures.

Plans for 2019 include:

- \$401,500 to implement the Corporate Technology Strategic Plan
- \$77,100 to increase labour hours for maintenance of the Hillcrest Cemetery and additional park space, as well as an additional 2.7 km of assumed roads
- Administration of ActiVan: \$233,800 funded from 2018 operating surplus
- Creation of a special tax levy at 0.6% of the net tax levy (\$284,000) to address long range capital replacement needs as identified in the Corporate Asset Management Plan
- An additional \$525,950 towards reserve contributions
- One-time \$50,000 contribution to the Public Art Reserve
- Acceleration of the Fire Services Master Plan to provide 24 hour full-time service in all areas of Halton Hills at a net cost of \$444,700, effectively eliminating the long-standing annual increases to the Fire Services Levy
- \$153,500 for resources to support the Georgetown and Acton Youth Centres
- \$129,400 to implement the recommendation from the Council Compensation Review

1 Halton Hills Drive, Halton Hills, Ontario L7G 5G2

- \$1,566,300 in additional changes in compensation and benefits for the current staff complement

Staff has worked hard to develop a budget that meets Council's target of 3.9% and believes the 2019 Budget balances the desire to maintain existing services while investing in our infrastructure to meet the growing needs of the community now and in the future.

Sincerely,



Brent Marshall,
Chief Administrative Officer



Jane Diamanti,
Commissioner, Corporate Services



Moya Jane Leighton,
Treasurer & Manager of Accounting

2019 BUDGET AND BUSINESS PLAN



COMMUNITY PROFILE

Welcome to Halton Hills

The Town of Halton Hills, with a population of approximately 60,000, consists of two urban centres, Georgetown and Acton, Esquesing Township, the Halton Hills Premier Gateway employment area, three hamlets – Glen Williams, Stewarttown and Norval – and several smaller settlements. Halton Hills has long been recognized for its natural beauty, active agricultural community, high quality of life and proximity to major centres, including Brampton, Mississauga and Toronto.

In 2018, the Town was named among the top ten best places to live in Canada by a national magazine.

The Town prides itself on maintaining a small-town feel while offering residents the amenities of big city living. The slogan ‘small town living at its best’ is reflective of the Town’s exceptionally high quality of life. Maintaining balance while attracting businesses becomes particularly important as the Town prepares to meet provincial growth targets of an additional 30,000 people by 2031. Central to the municipality’s approach to growth planning is its strong interest in sustainable development and energy conservation. This interest is reflected in an integrated sustainability strategy organized under four pillars:

Cultural Vibrancy:

A culturally vibrant community where culture is integrated with our economic, social and environmental lives and offers the opportunity for individual fulfillment through access to sports, recreation, arts, culture and heritage.

Economic Prosperity:

A community where economic prosperity is based on a green, diversified and resilient economy, and the strengthening of the existing industrial base.

Environmental Health:

A community where integrated, thriving natural systems are valued, actively protected, and enhanced for long-term health and enjoyment.

Social Wellbeing:

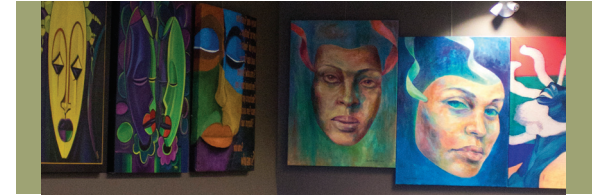
A healthy and safe community based on an ethic of caring and social equity.



The Town was honoured to welcome Ontario’s Lieutenant Governor, The Honourable Elizabeth Dowdeswell on April 10, 2018. The visit was part of Her Honour’s initiative to hear first-hand, about local issues and initiatives regarding environmental sustainability, recognizing Her Honour’s focus on United Nations Sustainable Development Goal 11: Sustainable Cities and Communities.

COMMUNITY PROFILE

CULTURAL VIBRANCY



Arts & Heritage:

- The Town of Halton Hills boasts a thriving music, cultural and arts community; last year, Town Council approved its first-ever Public Art Master Plan.
- A record number of registered Culture Days events yielded the Town a sixth place ranking nationally for a mid-sized community, and a People's Choice Award.
- The Town has identified 650 cultural asset sites and is developing a self-guided tour program where people can learn about their local cultural treasures.
- The Town offers two libraries, the John Elliott Theatre and the Helson Gallery.

Tourism:

- In 2018, the Town reassumed responsibility for strategically delivering the tourism portfolio and succeeded in refreshing the tourism website (visithaltonhills.ca) achieving a 26% increase in website visits and a 108% increase in Instagram followers, as well as significant increases in other social media platforms (Facebook, Twitter). Staff also collected valuable local tourism data and used it to expand marketing opportunities and increase stakeholder engagement.
- The tourism portfolio is closely aligned with the Town's economic development initiatives and with provincial and federal direction; leveraging the economic benefits of tourism is integral to the work of the municipality.

Recreation:

- Halton Hills' offers activities year round in beautiful natural settings or at the Gellert Community Centre; Open Streets events were held to encourage people to come out and be active.
- The Town redesigned Prospect Park Dock and the waterfront area to improve accessibility; a new launch feature was also added for kayaks and canoes.
- A new skatepark has been partially opened with completion scheduled for spring 2019.

COMMUNITY PROFILE

ECONOMIC PROSPERITY



Local economy:

- A diverse and growing economy, the main sectors include: advanced manufacturing, food processing, agriculture, distribution and logistics.
- The Halton Hills Premier Gateway is a thriving prime business location offering strategically located and serviced lands with easy access to major highways, and domestic and international markets. Over \$250 million has been invested by the private sector in construction activity in the Gateway in the recent past, resulting in over 5 million square feet of industrial and commercial space currently in the Gateway.
- The Economic Development Office supports local businesses retention and expansion through programs like the Community Improvement Plan (CIP) and Manufacturing Expansion Fund, as well as economic diversification through the Town's sister-city partnership with Wenjiang, China.

BY THE NUMBERS (2017):



TOP 5 SECTORS BY JOB

4,792 Retail Trade	3,914 Manufacturing	1,591 Accommodation & Food Services	1,539 Educational Services	1,119 Transportation & Warehousing
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In 2018, a new solar powered lighting system was installed in the parking lot of Town Hall; an initiative of Southwestern Energy Inc., with technology provided by Sichaun Taiyi New Energy Development Ltd. The pilot project stemmed from the relationship fostered from the Town's sister-city partnership with Wenjiang, China and is being used to measure performance and durability. A first for Halton Hills, the new light fixtures each use a 30-watt LED light bulb fueled by a sun-charged battery.

Shopping:

- A wide mix of shopping is available; from the Toronto Premium Outlets which recently added a 5-story parking garage and over 40 new retail stores and dining options through a major addition; to an indoor mall; to family-owned businesses in the historic Acton and Georgetown downtowns.

COMMUNITY PROFILE

ENVIRONMENTAL HEALTH

Natural landscape:

- Halton Hills has 16 environmentally sensitive areas, 8 areas of natural and scientific interest, 10 provincially significant wetlands & 60 regionally significant wetlands.

The Niagara Escarpment bisects the Town of Halton Hills from the southwest to the northeast and is easily considered its main topographical feature, covering an area of approximately 19,550 acres (7,912 hectares). The combination of geological and ecological features along the Niagara Escarpment results in a landscape unequalled in Canada, and is a source of some of southern Ontario's prime rivers and streams and one of the Province's principal outdoor recreation areas.

- Many mechanisms protect and enhance natural areas in Halton Hills such as the Niagara Escarpment Plan, the Greenbelt and the Official Plans of the Town and Halton Region.
- Floodplain and riparian areas are controlled by Conservation Halton, Credit Valley Conservation and Grand River Conservation.



v

COMMUNITY PROFILE

SOCIAL WELLBEING

Housing:

- A range of housing that is affordable compared to most municipalities in the Greater Toronto Area; several new projects are underway:
 - Two seniors' housing projects are in development or have already begun construction.
 - A new condominium project near downtown Georgetown will provide residents easy access to shops and restaurants



Education:

- The education system in Halton Hills is of the highest standard with the public and Catholic school boards, providing educational classes from junior kindergarten to Grade 12.
- Halton Hills is located close to many highly ranked universities and colleges

BY THE NUMBERS:



2 | Public High Schools

1 | Catholic High School

14 | Elementary Schools

5 | Catholic Elementary Schools

Health:

- The Georgetown Hospital is part of the Halton Healthcare Services which includes hospitals in Milton and Oakville. The hospital offers a range of primary care services and its major clinical areas include obstetrics, general medicine, surgery and complex continuing care.





BUSINESS PLANS

The Business Plan section of the budget contains comprehensive information about the department organizational structure, staffing profile, and upcoming work plan.

Corporate Strategic Planning Framework and 2019 Departmental Business Plans

The Corporate Strategic Planning Framework is the Town's integrated process to setting priorities, making strategic decisions, allocating and reallocating limited resources to best match Council's priorities. It promotes a strategic approach to developing budgets, ensuring accountability for deliverables, and monitoring and reporting on the Town's performance. The business plans highlight departmental priorities and work plans, facilitate the identification and response to upcoming opportunities and challenges, and strengthen alignment between work plans and Council's priorities.

OFFICE OF THE CAO

Vision Statement:

To ensure the effective and efficient delivery of Council's priorities through a focus on strategic corporate leadership, customer service excellence, intergovernmental opportunities, economic development, innovation and culture.

Mission Statement:

To effectively and efficiently deliver the Town's core services and Council's strategic priorities.

November 2018



2019 BUSINESS PLAN



CAO-1

OFFICE OF THE CAO

DEPARTMENT OVERVIEW

The Office of the CAO delivers a broad range of services and programs that support the efficient and effective delivery of Town business. The department is made up of three divisions: Strategic Planning and Continuous Improvement; Clerks; and Economic Development, Innovation and Culture. These divisions work collaboratively to deliver on Council's strategic priorities and ensure that Halton Hills is the best place to live, work, play and invest.

The **CAO's** mandate is to provide the overall direction for the strategic, efficient and effective management of the organization. The CAO provides advice to the Mayor, Council and the Senior Management Team. The CAO is also Council's designated representative on the Boards of Halton Hills Community Energy Corporation and SouthWestern Energy.

The **Strategic Planning and Continuous Improvement** division assists the CAO and Senior Management Team in advancing corporate priorities and organizational improvement.

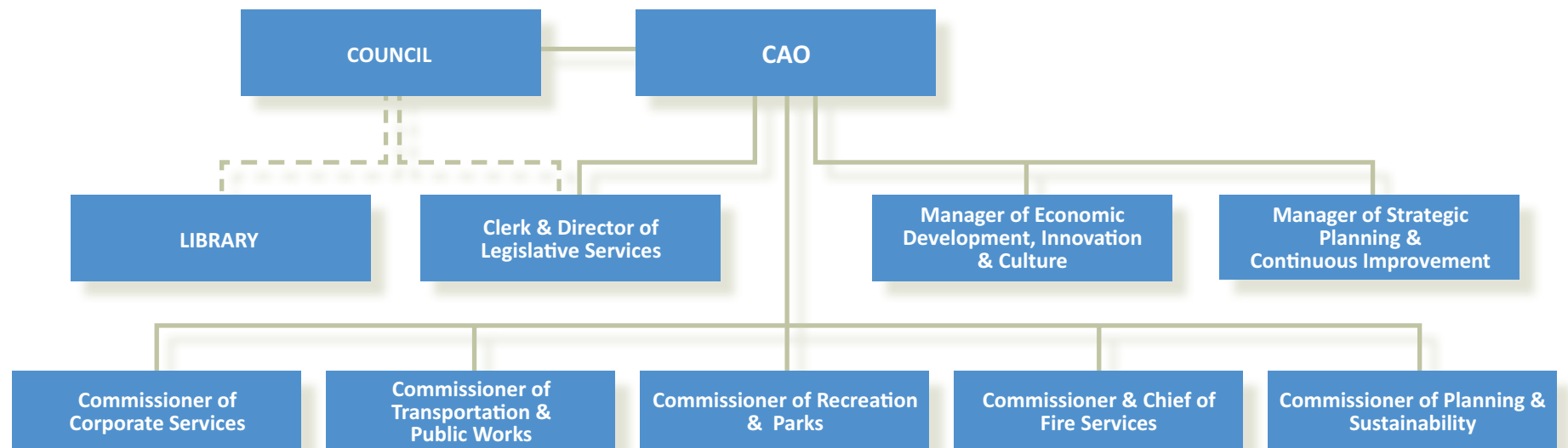
The **Economic Development, Innovation and Culture** division leverages the synergies between cultural services, tourism and economic development and delivers a broad range of services that support the existing business and cultural community, attract new investment, raise quality of life, and foster a prosperous, creative and sustainable economy.

The **Clerks** division is responsible for a variety of corporate, administrative and legislative functions working in collaboration with all municipal departments, elected officials, other levels of government and the general public.



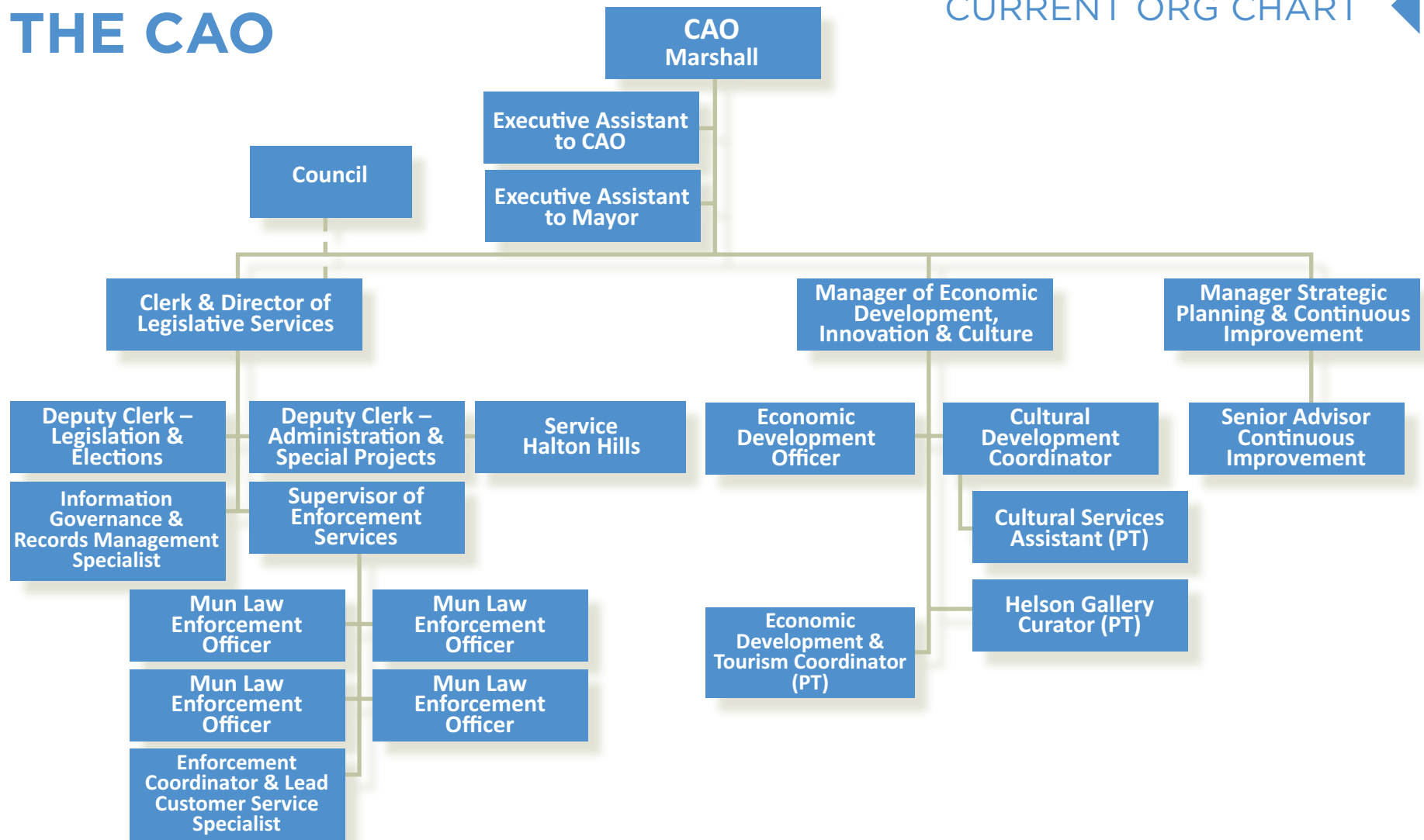
OFFICE OF THE CAO

▶ CURRENT ORG CHART



OFFICE OF THE CAO

CURRENT ORG CHART



CAO-4

OFFICE OF THE CAO



CORE ACTIVITIES

CAO & Strategic Planning and Continuous Improvement

CAO

- Provides support to the Mayor and Council.
- Sets corporate culture, direction and priorities.
- Manages the Town's business affairs to ensure financial stability.
- Directs the allocation and reallocation of resources to ensure the effective and efficient delivery of Council's priorities and municipal services.
- Ensures organizational effectiveness through the periodic review of the organizational structure.
- Leads strategic planning as an approach to effective and efficient decision-making, priority setting, resource allocation and performance measurement (Corporate Strategic Planning Framework).

- Advocates for and protecting the Town's strategic interests through partnerships with regional, provincial, federal and international partners, boards and agencies.
- Collaborates with Halton Hills Community Energy Corporation to advance common strategic interests.

Strategic Planning and Continuous Improvement

Assisting the CAO and Senior Management Team in advancing corporate priorities and organizational improvement.

- Coordinating priority projects for the CAO related to strategic, cross-departmental and corporate files, inter-governmental affairs, advocacy, organizational effectiveness and the effective delivery of Council's priorities.

- Advising and implementing processes, policies and best practices in strategic planning, including monitoring and reporting to ensure that the organization is effectively aligned and delivering on Council's Strategic Plan priorities.
- Assessing administrative practices and recommending improvements to realize efficiencies in the organization.
- Regularly liaising with regional and local municipal partners to develop strategic approaches in areas of common interest.
- Tracking provincial and federal initiatives, and identifying opportunities to engage with and advocate to other levels of government to protect and advance the Town's interests.

OFFICE OF THE CAO



CORE ACTIVITIES

Economic Development, Innovation and Culture

Economic Development:

- Provides support to the business community to foster a prosperous, diverse and sustainable economy.
- Delivers a comprehensive Business Retention and Expansion program to retain and support the growth of existing business, while attracting new investment.
- Assists with fast-tracking economic development and investment in Acton, with a focus on downtown revitalization and non-residential development.
- Attracts Foreign Direct Investment (FDI)
- Identifies and coordinates strategic economic development and investment opportunities.
- Promotes Halton Hills as a competitive location for investment by leveraging the Town's high quality of life, competitiveness and strategic location in the GTA.
- Implements the Community Improvement Plan (CIP) program and other incentive programs.
- Maximizes economic development, cultural and tourism opportunities from the Halton Hills-Wenjiang Sister City Agreement.
- Strategically manages and leverages the Town's tourism opportunities for economic development growth.
- Works closely with business partners to foster business creation.
- Gathers research, analyzes and summarizes investment trends, demographics and other key business information.
- Provides overall corporate leadership and coordination related to Cultural Services, including leading the implementation of the Cultural Master Plan, and Public Art Master Plan.
- Develops and implements community cultural events and programming, including Culture Days celebrations and exhibits at the Helson Gallery, as well as cultural policies.
- Manages the Public Art Advisory Board, Cultural Services Committee, Culture Days Committee and the Regional Cultural Working Group.

OFFICE OF THE CAO



CORE ACTIVITIES **Clerks and Legislative Services**

Clerks:

- Provides legislative support to Committees and Council.
- Provides legislative support to Advisory Committees that report to Council.
- Records Council and Committee proceedings and maintains the official records of the Town of Halton Hills (bylaws, agendas, and minutes).
- Coordinates all requests received under the Municipal Freedom of Information and Protection of Privacy Act.
- Manages vital statistics – birth and death registrations, and marriage licenses.
- Coordinates the conduct of municipal elections every four years.
- Leads the Customer Service Strategy to strengthen the service we deliver to our community.
- Leads By-law Enforcement Services, including Parking Control, Canine Control and Business Licensing.



CAO-7

OFFICE OF THE CAO

▶ PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES



Strategic Planning and Continuous Improvement:

- Reviewed and reported on progress relative to Council's Top 8 Priorities.
- Reviewed and sunseted the 2010-2014 Strategic Action Plan.
- Established monthly monitoring of Corporate Priorities.
- Provided representation on corporate initiatives (e.g. cannabis legalization, CN Intermodal Project, Corporate Technology Strategic Plan, Asset Management Steering Committee).
- Continue to provide ongoing environmental scan and issues management.
- Engaged in ongoing advocacy to other levels of government and agencies (e.g. Two Way All GO Transit).

Economic Development, Innovation and Culture:

- Implemented the **Community Improvement Plan** (CIP). Since 2014, about \$325,000 in grants/loans has been approved, resulting in over \$650,000 in total investment. In 2018, proposals generated demand for about \$180,000 in CIP incentives – the highest amount to date.
- Marketed the **Premier Gateway** to attract investment, assessment and jobs. Currently, there are about 5 million sq.ft. of development in the Gateway.
- Continued to focus on the economic prosperity of **Downtown Acton**. The Town's Economic Development Officer acted as the BIA's interim BIA Manager and maintained "business as usual" operations.

OFFICE OF THE CAO



PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES

Economic Development, Innovation and Culture *Continued*

- Strengthened **business partnerships** by hosting the first semi-annual Real Estate and Investment Roundtable.
- Launched a new modern economic development website, **investhaltonhills.com**.
- Assumed responsibility for the strategic management of the **tourism portfolio**.
- 2018 was the biggest Culture Days offering in the Town's history with a 170% increase in activities compared to 2017. Halton Hills ranked in the top 6 Culture Days events in Canada, in its population category.
- Approval of the Town's first-ever **Public Art Master Plan** to guide the acquisition, management and maintenance of public art.
- Provided support to community arts and cultural organizations and local artists through annual exhibitions and partnerships.
- Advanced the certification of the **Helson Gallery** and significantly expanded the arts school program.
- Continued implementation of the **Sister City partnership with Wenjiang** (China) as part of the Town's comprehensive economic development strategy.
- Submitted **funding applications** to Ontario's Rural Economic Development (RED) program and the federal Invest Canada – Community Initiatives (ICCI) program. Received \$84,000 in funding from the Association of Municipalities of Ontario, and \$50,000 in principle from Halton Region towards a CIP project.
- Significantly expanded **data collection and analysis, and communication methods** – including through the State of Economy and State of Culture reports.

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PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES Clerks and Legislative Services

- Implemented the centralized customer service area – Service Halton Hills. Service Halton Hills offers an enhanced customer-first approach and creates a welcoming environment for visitors to Town Hall.
- Introduced electronic agendas for Council and Committee meetings, along with live-streaming and web-streaming of meetings to facilitate public engagement in Council decision making.
- Conducted the 2018 Municipal Election through “Vote Anywhere” advanced election sites, and “Vote Anywhere in your Ward” election day voting locations. Electronic voting streamlined the process and provided timely results on election night.



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ENVIRONMENTAL SCAN Strategic Planning and Continuous Improvement



Challenges:	<ul style="list-style-type: none"> ■ Uncertainty associated with the direction of the new Ontario provincial government around funding and program structures. ■ Uncertainty associated with the lead-up and outcome of the federal election scheduled for October 2019.
Opportunities:	<ul style="list-style-type: none"> ■ Review and update of Council's strategic plan to identify priorities for the next Term. ■ Work with the new Ontario provincial government and advocate for the Town's interests.



CAO-11

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ENVIRONMENTAL SCAN Economic Development, Innovation and Culture



Challenges:

- Outdated Economic Development (2012) and Tourism (2014) strategies which no longer accurately capture the Town's priorities and market trends.
- Demand for funding under the Community Improvement Plan (CIP) exceeds available funding.
- Competition from nearby municipalities.
- Lack of local over-night accommodation options which limits tourism benefits.
- Uncertainty surrounding the USMCA Trade Agreement negotiations, and the imposition of tariffs.
- Absence of a local post-secondary school and/or business/trades school.
- Helson Gallery operating hours are limited and not in sync with Library opening hours. Operation of the Helson Gallery relies on volunteers.
- Need to formalize pre-existing occasional and part-time resources in order to be able to continue to deliver core business activities (this is recommended to be addressed via the 2019 Operating budget).

CAO-12

OFFICE OF THE CAO



ENVIRONMENTAL SCAN Economic Development, Innovation and Culture *Continued*



Opportunities:

- Comprehensive economic development workplan which spans a broad range of initiatives.
- Halton Hills' strategic location in the GTA, with prime access to international markets.
- Elevated profile of culture and the significance of quality of life as a driver of investment decisions.
- Addition of tourism as a new Town service to facilitate additional economic development.
- Widespread awareness and strong uptake of the Town's Community Improvement (CIP) program.
- Continued robust demand for industrial and commercial development in the Premier Gateway.
- Completion of the Phase 1B Secondary Plan and the Vision Georgetown Secondary Plan which will result in additional investment.
- Strong partnerships and collaboration with key community partners, including the Acton BIA, Georgetown BIA, Chamber of Commerce, Cultural Roundtable, Halton Region, provincial tourism and the real estate industry.
- Recognize the Helson Gallery for its exhibitions and programs, including international exhibitions, and its support of local artists.
- Review and update the roles and responsibilities between the Town and the Cultural Roundtable.
- Explore and pursue opportunities for increasing trade between Halton Hills and China by leveraging the Town's Sister City partnership with Wenjiang.
- Better serve local businesses and their workforce with a potential transit service.
- Incorporate policies related to culture in the Official Plan.

CAO-13

OFFICE OF THE CAO



ENVIRONMENTAL SCAN Clerks and Legislative Services



Challenges:	<ul style="list-style-type: none"> Increasing demands by the public for further enforcement action has led to a more reactive form of service, and has lessened the ability to be pro-active through education and promotion of the Town's legislated services and enforcement by-laws. Increasing demands on Enforcement Services including parking enforcement and Canine Control, which has been expanded to other sick and nuisance wildlife. Increasing demands for the Town to provide full Animal Control services. Changes to Provincial government leadership has led to rapid changes to the enforcement of legalization of Cannabis. Educating the public on enforcement measures and responsibilities will be a major priority.
Opportunities:	<ul style="list-style-type: none"> Enhancing on-line (e-commerce) services to provide added convenience for Town residents. Implement streamlined approach for businesses seeking licence approvals through the use of technology. Enhanced customer service excellence through Service Halton Hills . Ensuring Council & Committee processes are conducted through the lens of accountability and transparency (e.g. developing a Code of Conduct, updating the Procedural By-law, and establish a Council-Staff Relations Policy). Leading the Customer Service Strategy to strengthen the service we deliver to our community.

CAO-14

OFFICE OF THE CAO



WORKPLAN

Strategic Planning & Continuous Improvement



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Council's Strategic Plan	Identify Council's strategic priorities for the next Term. Through the new Strategic Plan and the evolution of the Asset Management Plan, establish performance indicators that are meaningful to the community.		Updated strategic directions.	✓ Council's Strategic Plan
2 Cannabis Legalization	Through a cross-functional team, ensure a coordinated, effective response from the Town to the issues associated with cannabis legalization.		Smooth transition to legalized cannabis at the local level.	✓ Core Service Delivery
3 Advocacy	Monitor and respond to matters arising from the new provincial government and federal election.		Ensure the interests of the Town are represented and communicated in a manner that may influence policy and actions at other levels of government.	✓ Council's Strategic Plan

CAO-15

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WORKPLAN

Economic Development, Innovation and Culture



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Review and update the Community Improvement Plan (CIP)	Continue to implement the CIP program, including the identification of potential additional funding sources; continued marketing; development of an updated implementation strategy; and consideration of opportunities to 'activate' additional brownfield programs. Complete CIP Update strategy/plan.	Economic Development	<ul style="list-style-type: none"> Enhanced properties. Flow of additional investment. Redevelopment of vacant brownfield sites. Uptake of vacant commercial buildings. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl. approved Secondary Plans) ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CAO-16

OFFICE OF THE CAO

WORKPLAN Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
2 Update the Economic Development & Tourism Strategy	<p>The current Economic Strategy (2012) and the Tourism Strategy (2014) are outdated. Update to reflect:</p> <ul style="list-style-type: none"> current market conditions; strategic priorities; focus on international markets; the Town's organizational structure which combines economic development, culture and tourism; integration of innovative approaches to economic development and tourism management. 	<p>Economic Development</p> <p>Tourism</p>	<ul style="list-style-type: none"> Greater economic benefits. More balanced residential vs non-residential assessment ratio. Maximized benefits of tourism. Maximized benefits of culture and quality of life. Expanded focus on innovative solutions and best practices. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CAO-17

OFFICE OF THE CAO



WORKPLAN Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Develop Tourism Portfolio	<p>Continue to leverage tourism for economic development:</p> <ul style="list-style-type: none"> implement the new tourism workplan, including a focus on visithaltonhills.ca; collect data and analyze develop Tourism Committee Terms of Reference; establish tourism kiosk establishment; expand marketing and partnerships, digital communications, and event support. 	Tourism	<ul style="list-style-type: none"> Maximize economic benefits from tourism. Increase in same-day tourism spending. Growth in the local tourism industry, including jobs. Raised profile of Halton Hills. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CAO-18

OFFICE OF THE CAO

WORKPLAN Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Collaborate with the Acton and Georgetown BIAs	<p>Continue to work with the BIAs to fast-track economic development and investment opportunities.</p> <p>Actively participate in the implementation of BIA Strategic Plans and associated initiatives, as appropriate.</p> <p>Focus on business retention and expansion.</p>	Economic Development	<ul style="list-style-type: none"> Greater economic benefits. More balanced residential vs non-residential assessment ratio. Occupancy of vacant properties. Downtown vibrancy. Employment growth. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery
5 Develop a Foreign Direct Investment (FDI) Attraction Strategy	<p>Recognizing that long-term sustained economic prosperity requires expanded international trade, especially in light of current trade uncertainties between Canada and the United States. An FDI Strategy will be completed to identify practical strategies for the Town to explore new international markets with its business partners.</p>	Economic Development Tourism	<ul style="list-style-type: none"> Economic diversification. Greater investment flow. Employment growth. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CAO-19

OFFICE OF THE CAO



WORKPLAN Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Advance the Cultural Master Plan	<p>Continue to implement the Cultural Master Plan:</p> <ul style="list-style-type: none"> Revise and implement the roles and responsibilities between the Town and the Cultural Roundtable. Implement the Cultural Asset Tours – “Tour the Hills”. This will be a series of self-guided tours that showcase the Town’s rich arts, culture, heritage and nature assets. 	Economic Development, Cultural Services & Tourism	<ul style="list-style-type: none"> Greater quality of life and resulting investment attraction. Expanded cultural programs/initiatives. Higher profile of culture in Halton Hills. Community engagement. Economic diversification. Economic stability. Employment growth. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CAO-20

OFFICE OF THE CAO



WORKPLAN

Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Implement the Public Art Master Plan	Move forward on the Public Art Master Plan (and Public Art Policy) in partnership with the Public Art Advisory Board, and internal and external stakeholders.	Cultural Services	<ul style="list-style-type: none"> ■ Raise the profile of culture in Halton Hills. ■ Greater quality of life and resulting investment attraction. ■ Effective acquisition, management and maintenance of public art. ■ Creation of a healthy, culturally vibrant and connected community. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan
8 Advance in the Sister City Partnership	Continue to implement the Council-approved Sister City Action Plan. The focus for 2019 will be organizing and delivering the "Halton Hills Festival" in Wenjiang, China. This high-profile Festival will showcase Halton Hills' arts and culture, and associated economic development/investment opportunities to the Wenjiang/Chinese audience.	Economic Development & Cultural Services	<ul style="list-style-type: none"> ■ Increased investment flow. ■ Economic diversification. ■ Employment growth. ■ Elevated profile for Halton Hills. ■ Cultural exchanges. ■ Educational exchanges. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery

CAO-21

OFFICE OF THE CAO



WORKPLAN

Economic Development, Innovation and Culture *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9 Helson Gallery Certification	Continue to advance the certification program for the Helson Gallery/Helson Collection. Programing will also be expanded at the Helson Gallery through collaboration with local schools.	Cultural Services (Helson Gallery)	<ul style="list-style-type: none"> - Certification of the Helson collection. - Raised profile of the Helson Gallery. - Expanded programming opportunities. - Broader community awareness of cultural programing. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery

CAO-22

OFFICE OF THE CAO

WORKPLAN Clerks and Legislative Services



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Streamline Business Licensing processes through updates to AMANDA	To provide for greater ease of access to follow process from first enquiry to receipt of payment and issuance of licence.	Clerks Information Services	Enhanced and timely service delivered.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan
2 Develop a Town wide Customer Service Strategy to build on the Town's customer-first goals	To deliver customer service excellence through the development of a Town wide Customer Service Strategy, including technology enhancements to offer enhanced convenience to our customers.	Clerks Information Services	Enhanced service delivery, streamlined approach to conduct business with the Town.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan
3 Ensure Town meets its legislative requirements through the development of a: <ul style="list-style-type: none"> • Code of Conduct • Council/Staff Relations Policy 	Implement mandated Legislative Requirements in accordance with the changes to the Municipal Act.	Clerks	To ensure the Town is in compliance with legislative requirements.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan

CAO-23

OFFICE OF THE CAO



STAFFING IMPACT Economic Development, Innovation and Culture

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	0.2	Economic Development and Tourism Coordinator (0.2 FTE). This position leads the delivery of the Town's economic development priorities and Tourism workplan. Currently, the position represents 0.8 FTE (PT permanent).
Part Time	1 (total)	<p>Cultural Services Assistant (0.5 FTE) to replace the loss of a pre-existing resource. This position will assist the Cultural Development Coordinator in the delivery of the Cultural Services workplan. Currently, this position is a PT contract in the 2019 Budget.</p> <p>Curatorial Assistant (0.5 FTE) to formalize an existing occasional resource. This position is needed to assist the Curator with the Helson Gallery's exhibitions, collections and programs. This position is also required to facilitate succession planning. Currently, this position is proposed as a PT contract in the 2019 Budget.</p>
Contract	N/A	N/A

CAO-24

OFFICE OF THE CAO



PERFORMANCE INDICATORS Economic Development, Innovation and Culture



OPERATIONAL	TARGET
Economic Development, Innovation and Culture	
Increased Community Improvement Plan investment	Increase number of applications by 10%
Increased tourism spending	Same-day tourism spending up by 10%
Increased tourism marketing	Digital exposures up by 10%
Increased use of the Helson Gallery	Attendance up by 5%
Increased participation in the Helson Gallery programs/events	Participants up by 5%
Clerks and Legislative Services (THROUGH AMANDA)	
More efficient processing of business licenses	75% of licenses handled electronically
More efficient processing of dog licenses	Reduce time by 30%
More efficient processing of sign permits	Reduce paper cost by 100% Reduce time by 50%
Increased efficiencies through digitization (e.g., digitized enforcement files).	Reduce time by 20%
QUALITY OF LIFE	TARGET
Strategic Planning and Continuous Improvement	
Well-developed Strategic Plan with identified priorities	Council-endorsed Strategic Plan

CAO-25

CORPORATE SERVICES

Vision Statement:

To protect and strengthen the financial, human and reputational assets of the Town by providing stellar service that responds to and anticipates the needs of our community, our elected officials, staff and other service delivery partners.

Mission Statement:

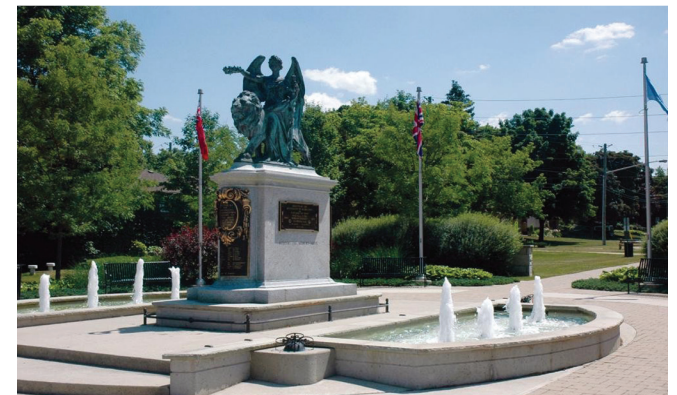
A team of professionals responsible for the municipality's core support services, dedicated to providing:

- specialized, forward-thinking services that foster excellent, responsive and accountable government;
- a work environment that will attract and retain the best talent to deliver on Council's priorities.

November 2018



2019 BUSINESS PLAN



CS-1

CORPORATE SERVICES

DEPARTMENT OVERVIEW

Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing, Information Services, Human Resources and Communications that in turn support and enhance the delivery of effective, efficient and economical municipal services.

Each of these functional areas is supported by highly skilled people who provide professional expertise and advice, adopt best practices, and manage resources essential to the successful operation of the municipality.

Treasury consists of Accounting and Revenue and Taxation. Through the careful short and long-term management of the Town's revenue, assets and expenditures, prudent oversight of the investment portfolio, and comprehensive and reliable reporting, staff in these sections ensure that the municipality is fiscally sustainable, accountable and legislatively compliant.

Purchasing oversees the procurement of goods and services for the Town as per established policies, ensuring that the process is fair, transparent, ethical and efficient while also delivering the best value. In addition, Purchasing staff is responsible for managing the electricity and natural gas contracts, the administration of the corporate purchasing cards, maintenance of inventory for Public Works, the distribution of mail, the internal courier, print room operations and the disposal of surplus goods.

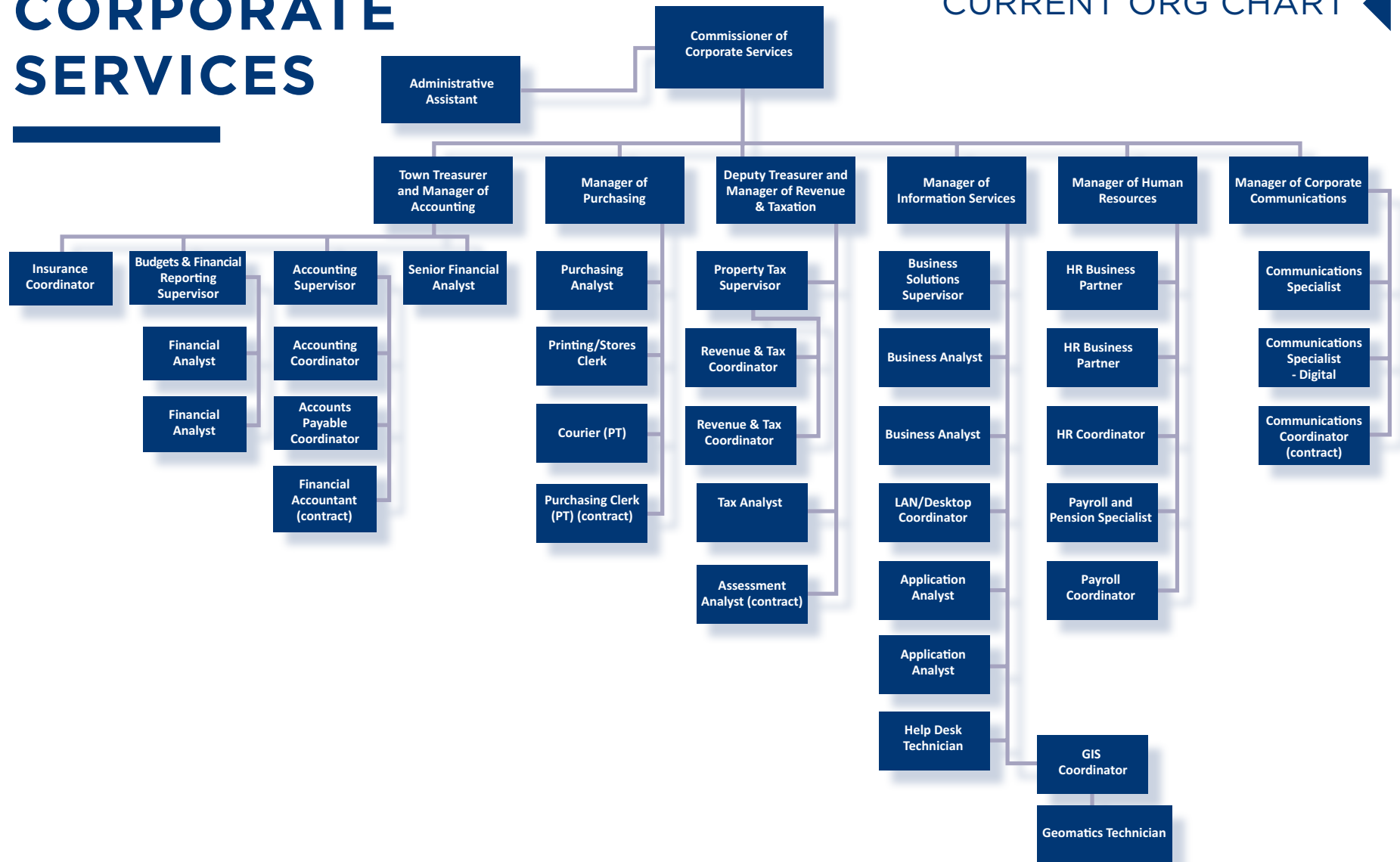
Information Services manages the Town's technical infrastructure including implementing, maintaining, securing, trouble-shooting and upgrading hardware and software, providing support to users, and planning for future technology. Technology can range from common desk top products to highly specialized software in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

Corporate Communications develops and distributes information for internal and external audiences through the strategic and use of multiple channels, including interactive media. Corporate Communications staff ensures that stakeholders including residents, staff, the media and other service partners are well-informed and engaged around Town activities. Through the provision of clear, complete, accurate and timely messaging, staff manages issues, and upholds and protects the Town's interests and reputation.

Human Resources builds a work force that is positively connected, healthy and productive through policies and programs that promote learning and development, safe work practices, awareness of applicable legislation, and a high degree of engagement. Human Resources staff oversees all aspects of payroll, including compensation strategies.

CORPORATE SERVICES

CURRENT ORG CHART



CS-3

CORPORATE SERVICES

CORE ACTIVITIES

The primary role of the Commissioner of Corporate Services is to provide strategic leadership, planning, and coordination for the Corporate Services Department.

The core activities of Treasury (Revenue and Taxation and Accounting) are:

- Financial analysis, financial information and professional advice on financial matters
- Development Charges Background Study and By-law administration
- Long Range Financial Plan
- Tax rate setting
- Property tax billing and collection
- Assessment management
- Accounts receivable
- Coordinating Capital and Operating Budgets
- Annual Financial Statements and Financial Information Returns
- Insurance administration
- Cash flow management, capital borrowing and investment of funds

- Accounts payable
- HST and sales tax accounting
- Charitable donations
- Fixed asset accounting
- Risk management
- Community group loan oversight
- Life cycle costing and financial planning for Asset Management

The core activities of Information Services are:

- Professional advice on information technology
- Help Desk service
- Cyber security
- Computer hardware and software support
- Network connectivity provision and support
- Wireless connectivity provision and support
- Data storage and backup
- Corporate application support
- Business analysis relative to technical solutions
- Technology project management and support
- Strategic planning for corporate technology

CORPORATE SERVICES

CORE ACTIVITIES *Continued*

The core activities of Purchasing are:

- Professional advice on purchasing matters
- Tenders and quotes
- Proposals
- Management of bids through online platform
- Vendor contract negotiation
- Vendor contract management including performance reviews
- Surplus asset disposal
- Inventory for Public Works (stores)
- VISA administration
- Electricity and natural gas procurement
- Distribution of mail
- Internal courier service
- Print room operations

The core activities of Human Resources are:

- Professional advice on personnel matters
- Recruitment and onboarding of new staff
- Training and development
- Performance management
- Compensation and benefits program
- Payroll administration
- Health, safety and wellness program
- Employee and labour relations
- Employee engagement
- Succession planning
- Organizational design
- Legislative compliance

The core activities of Corporate Communications are:

- Professional advice on communication matters
- Media relations
- Issues and crisis management
- Development/execution of communications plans and public engagement strategies
- Development of collateral (pamphlets/posters)
- Media releases and advertising
- Website management and development including content, graphics and online services
- Intranet management and content development
- Online engagement platform management
- Social media content
- Correspondence and presentations
- Corporate visual identity

CORPORATE SERVICES



PREVIOUS YEAR ACCOMPLISHMENTS/SUCSESSES



Treasury (Accounting; Revenue and Taxation)

- Updated the Long Range Financial Plan, addressing projected expenditures and revenues, debt capacity and the maintenance of healthy reserves.
- Introduced a new financial planning model to analyze impact from changes and enable data-driven decisions.
- Issued the Town's first Management Discussion and Analysis regarding the Town's fiscal position, along with an Annual Financial Report and made accessible through the website.
- Successfully transitioned to Service Halton Hills (service previously delivered through Revenue and Taxation staff), providing visible, convenient and barrier-free assistance.
- In context of a new appeals process established by the Assessment Review Board, adopted measures to protect the property tax base.

Purchasing

- Launched the e-Bidding platform, enabling staff to post, receive and evaluate bids electronically, facilitate the vendor submission process and reduce manual intervention. Time saved due to e-Bidding is estimated to be 35% for tenders and 7% for proposals. Staff are able to pursue other service-enhancing projects.
- Through e-Bidding, explored contract administration and vendor performance functions to monitor and ensure project success; new functions to be introduced in 2019.
- Began investigating the concept, benefits and application of social procurement in conjunction with the Halton Cooperative Purchasing Group.

CORPORATE SERVICES



PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES

Continued



Information Services

- Received Council approval in principle for the Corporate Technology Strategic Plan to further elevate and leverage technology and support greater convenience, efficiency and enhancements to public-facing and internal services.
- Provided implementation support for new technology including the Council agenda management and web streaming systems, replacement applications for recreation services, payroll, parking tickets, and the migration of Fire Dispatch to Burlington; helped to achieve project goals around improved operational efficiencies, effectiveness and accessibility.
- Completed a number of key infrastructure upgrades to ensure business continuity and provide access to a broader, more current suite of functions, while also managing a 12% increase in Help Desk requests over previous year to date.

Human Resources

- Introduced a more robust payroll and time/attendance system to streamline processes and offer more options for ongoing management and reporting.
- Began a non-union benefits review for full-time staff to identify and respond to staff needs, support the Town's attraction and retention strategy and deliver value for money.
- In response to the aging workforce, developed a succession planning framework to identify critical positions, mitigate risks of early leaving and develop an internal pool of potential successors.

CORPORATE SERVICES



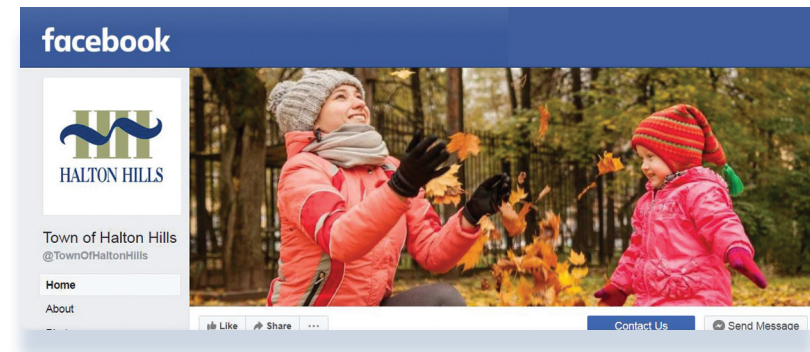
PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES

Continued



Corporate Communications

- Launched the renewed corporate website with improved content, navigation and search capabilities designed to engage and better meet information needs. To date, there have been 50,000 visits to the website home page; a 3% increase over 2017.
- Executed the first phase of the Public Engagement Strategy, focused on:
 - corporate-wide adoption of the new online engagement platform and public promotion of “Let’s Talk Halton Hills”. (36 projects to date; 11,200 visitors of which 15% were engaged);
 - development and launch of a new corporate e-newsletter (currently over 328 subscribers);
 - consolidation of advertising under Corporate Communications with the goals of securing regular, dedicated space in local newspapers and expanding use of digital channels.

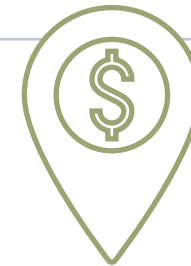


CORPORATE SERVICES

ENVIRONMENTAL SCAN **Treasury** (Accounting; Revenue and Taxation)



Challenges:	New Assessment Review Board rules: <ul style="list-style-type: none"> - Requirement to file formal documentation and participate in meetings as per the prescribed timelines in order to be party to an appeal, e.g., the ability to question/refute a settlement. - Staff time spent on managing property appeals and under-assessments has increased from 25% to 100% of a full-time equivalent.
	More complex financial portfolio: <ul style="list-style-type: none"> - Managing budget pressures: <ul style="list-style-type: none"> • fluctuating assessments, which ranged from 0.7% to 3.6% over last 10 years, making the primary revenue stream unpredictable; • recent legislated costs have represented an average of 1.6% of the net levy over the last 2 years. - Managing investments, cash flow and debt in an environment of fiscal constraint. - Uncertainty around Provincial cut-backs.



CS-9

CORPORATE SERVICES

ENVIRONMENTAL SCAN Treasury (Accounting; Revenue and Taxation) *Continued*



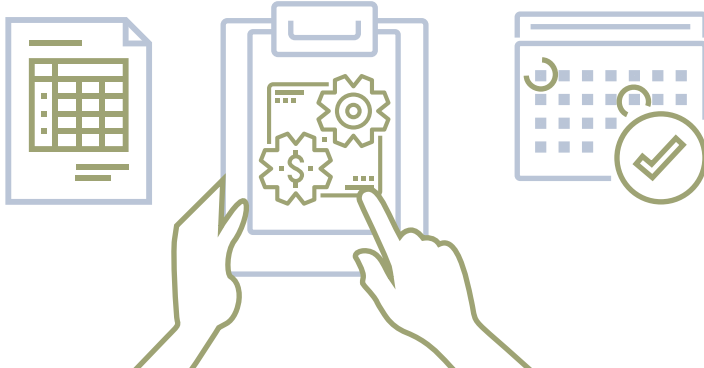
Challenges:	Shifts in insurance claim activity: <ul style="list-style-type: none"> Number of claims already tracking 25% higher than this time last year, and have doubled since 2015. Claims involving lawyers add to the complexity; now averaging 8 such claims per year, up from 4 in 2015. Changes partly driven by: <ul style="list-style-type: none"> growth in Town asset base: assumed operation of 5 additional facilities and 20 kilometres of roads since 2015; impact of extreme weather: indications of more freeze/thaw cycles which create conditions for increased potholes; legal landscape: when two or more parties are at fault, joint and several liability as per the Negligence Act is placing greater financial hardship on the municipality.
Opportunities:	<ul style="list-style-type: none"> Measure and report on impact made by Assessment Analyst in safeguarding the tax base. Pursue networking and other educational opportunities to expand knowledge around best financial and risk management practices. Capitalize on industry-specific knowledge provided by the Town insurers to mitigate challenges.

CS-10

CORPORATE SERVICES

ENVIRONMENTAL SCAN Purchasing



Challenges:	Growing interest in social procurement: <ul style="list-style-type: none"> City of Toronto has successfully introduced special procurement projects; other municipalities currently engaged in research. Uncertainty around how it will be implemented. Requirements for adopting need to be clearly understood along with expected outcomes.
Opportunities:	<ul style="list-style-type: none"> Leverage the e-Bidding platform to include an automated and more efficient way of managing vendor performance and contract administration (aiming to reduce time spent by 10%). Explore a social procurement with Halton Co-operative Purchasing Group to identify feasible approaches that help create jobs for marginalized groups and drive economic development. 

CS-11

CORPORATE SERVICES

ENVIRONMENTAL SCAN Information Services




Challenges:	<p>Rapidly changing technical environment and expectation that users (public and staff) will have access to latest technology:</p> <ul style="list-style-type: none"> Technological change is accelerating at an exponential rate. More advanced technology is building faster, more robust hardware and software. Public and staff want the same convenient, flexible, easy-to-use tools available in other sectors; support for this direction was documented in the Corporate Technology Strategy Plan (CTSP). More municipalities are offering services over the web to increase convenience as noted by the Association of Municipalities in Ontario. Web-based services help manage resources: an IBM study revealed that cost of service over the web is 11 times cheaper than a phone transaction and 25 times less expensive than an equivalent face-to-face interaction. As per the CTSP, staff identified a need for technical solutions that will support mobility, integrate with other applications, deliver meaningful metrics, and in general, improve business processes. Town infrastructure needs further development to deliver the improvements noted above.
	<p>Cyber-attacks:</p> <ul style="list-style-type: none"> Providing sufficient protection against cyber-attacks is a challenge for all organizations. In the 2018 Cyber Threat Defense Report, 77% of organizations reported having been compromised by a cyber-attack in the past 12 months with malware, ransomware and spear phishing being the highest threat categories. Requires continued investment in technical controls, staff training and monitoring.

CS-12

CORPORATE SERVICES

ENVIRONMENTAL SCAN Information Services *Continued*



Challenges:	Shift to annual subscription services: <ul style="list-style-type: none"> Increasing number of software services delivered over the cloud. Systems that have recently migrated to the cloud include: recreation services management, parking tickets, payroll, agenda management and web-streaming. One-time funding in Capital Budget for software must convert to an ongoing Operating Budget item. Need to prepare financially for this transition as subscriptions increase.
Opportunities:	<ul style="list-style-type: none"> The Corporate Technology Strategic Plan identifies priorities, sequencing and the required resourcing to streamline processes, improve productivity and enhance customer service. The CTSP references greater integration of systems, increased use of cloud-based and other contractual services, and investment in foundational infrastructure for expanded web services. Cloud-based services will reduce physical and digital storage space needed and staff time to maintain/trouble-shoot. Need to establish a framework to ensure cloud solutions meet the Town's security, privacy and redundancy requirements. 

CS-13

CORPORATE SERVICES

ENVIRONMENTAL SCAN Human Resources



Challenges:	<p>Complex legislative environment related to employment law and health and safety (e.g., <i>Fair Workplaces, Better Jobs Act; WSIB Chronic Mental Stress policy; Cannabis Act; Impaired Driving Act; Supporting Ontario's First Responders Act</i>):</p> <ul style="list-style-type: none"> Staff monitor the passage of legislation, post-enactment amendments, and prepare for application including adding/revising policies, estimating the budgetary impact, and developing training programs. Going forward, staff ensures that practices are legislatively compliant and in keeping with industry standards. Estimated that 15% of staff time is spent responding to new and changing legislation; this percentage has doubled in the last few years as employment becomes more regulated and legal challenges re-define how laws, both new and old, are interpreted.
	<p>Aging workforce; increased vacancies due to retirement, leading to more and longer gaps in replacing staff:</p> <ul style="list-style-type: none"> In 2019, 19% of staff will be 55 years+, with 60% of those eligible to retire in 2020; 15 are management positions and/or hard to recruit positions unique to municipalities. Research is predicting stiff competition as the qualified pool of successors shrinks. Need for strategic succession planning to develop talent from within and ensure the effective transfer of knowledge.

CS-14

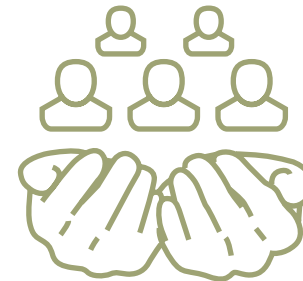
CORPORATE SERVICES

ENVIRONMENTAL SCAN Human Resources *Continued*



Opportunities:

- Utilize expanded administrative support to release staff time for legislative matters.
- Maximize functions of the new payroll system to improve efficiencies across departments and generate useful metrics.
- Develop a succession plan that supports a proactive approach to fill critical positions including identifying and developing an internal talent pool.
- Respond to changing workplace trends as an attraction and retention strategy. With millennials representing 50% of the workforce in 2020, consider preferences for more flexibility around hours and place of work, a desire for more powerful technical tools and greater focus on skills development.



CS-15

CORPORATE SERVICES

ENVIRONMENTAL SCAN Corporate Communications



Challenges:	Leveraging the strategic value of communications: <ul style="list-style-type: none"> Most people are connected online and information, real or false, is transmitted quickly and easily. Need to build and manage a positive reputation to promote understanding of what, why and how the municipality conducts its business. Reputation management is a key and growing component of any corporate communications portfolio. Requires an ability to monitor digital presence, understand the impact and quickly respond.
	Profile in a crowded, interactive world: <ul style="list-style-type: none"> The many 'voices' of Facebook, Twitter and Instagram compete for attention; it's hard for the municipality to stand out and be heard. Ongoing, consistent and multi-channeled communications support the Town's direction to inform and engage its stakeholders. Usage of channels has increased as compared to last year: Facebook engagement up by 49% (likes/comments/shares); Twitter impressions up by 68% (# times tweets/retweets delivered) and visits to the engagement platform up by 212%. Users expect digital communications to be timely, meaningful and integrated with other messaging; staff now investing 50% of time managing digital channels in addition to traditional media channels.

CS-16

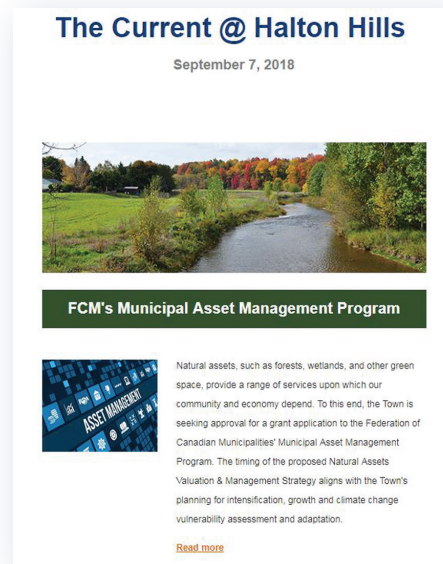
CORPORATE SERVICES

ENVIRONMENTAL SCAN Corporate Communications *Continued*



Opportunities:

- Develop and execute a digital media plan to capitalize on this preferred form of communication.
- Invest in dedicated resources to respond to the growing volume of digital activity (e.g., create content, monitor and track analytics).
- Use analytics to understand public sentiment around important messages and evaluate/refine approaches as needed.



CS-17

CORPORATE SERVICES

WORKPLAN Treasury (Accounting)



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Assist with the implementation of the 2018 upgrade to MS Great Plains (Town's key accounting software).	Convert from GP 2015 to GP 2018. Work will involve detailed testing, a structured go-live implementation plan, and support, training and collaboration with all users during and post implementation.	Information Services Accounting	Upgrade will deliver: <ul style="list-style-type: none"> Improved system integrity Access to new features Bug fixes Ongoing maintenance support 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Long Range Financial Plan ✓ Core Service Delivery
2 Review Accounting regulations, policies and processes, update documentation, train staff, and monitor compliance and performance.	Take steps to ensure financial statements are in compliance, with the Public Sector Accounting Board standards, as applicable.	Accounting	Financial statements that are fully compliant and reflective of the PSAB changes.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Other: PSAB
3 Upgrade to Public Sector Digest (software to manage reserve impacts).	Use the Public Sector Digest Fund Manager to facilitate quick and accurate calculation projections to maintain healthy and sustainable reserves.	Accounting	Greater accuracy and improved efficiencies in planning reserve balances.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery

CS-18

CORPORATE SERVICES

WORKPLAN Treasury (Revenue and Taxation) *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Review new tax software solution and assist with implementation (replacement of existing Vailtech).	Review options for new property tax software. The Town's current system is at end of life. A new system will allow for the automation of many manual processes.	Information Services Revenue and Taxation	Increased efficiencies and reduction of errors due to the elimination of manual processes. Facilitates transition to web-based services.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan ✓ Core Service Delivery
5 Complete the Transit Development Charges Background Study and associated By-law.	Update the current DC By-law to incorporate findings from the Transit Strategy.	Revenue and Taxation	DC Background Study and By-law for Transit Services.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Long Range Financial Plan
6 Continue to safeguard the tax base through dedicated staff and refinements to the assessment appeal process.	Effectively manage the new assessment appeal process as prescribed by the Assessment Review Board. In addition, monitor the assessment base to ensure accuracy and timely addition of growth.	Revenue and Taxation	Ensure equitable, fair and timely assessment for all Town properties.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Long Range Financial Plan ✓ Core Service Delivery

CS-19

CORPORATE SERVICES

WORKPLAN Purchasing



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Implement the contract administration and vendor performance functionality available through e-Bidding.	Review and customize e-Bidding to track contracts, WSIB and insurance certificates. Customize the e-Bidding vendor performance module to monitor/document performance consistently.	Purchasing	Ensure timely call of bids and contracts and appropriate resourcing of bids. Monitor insurance and WSIB to provide legal protection. Manage vendor performance.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery
8 Continue to work with area municipalities on the development of a social procurement approach and consider implementation.	Learn from industry leaders who specialize in social procurement.	Purchasing in collaboration with the Halton Co-operative Purchasing Group.	Develop a model for all municipalities to follow and provide vendors with one platform.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Sustainability Strategy

CS-20

CORPORATE SERVICES

WORKPLAN Information Services

(Note: all initiatives arising from the Corporate Technology Strategic Plan)



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9 Implement the upgrade to AMANDA (software supporting various Town functions).	Migrate to the most current version of AMANDA, including upgrading of the database and application server hardware.	Information Services Building Services Planning	Upgrade will provide enhanced functionality to support future projects.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan ✓ Core Service Delivery
10 Explore expanded functionality through AMANDA including online building permitting, along with electronic plans review.	Data cleanup and business process review will precede the implementation of the new online building permit and electronic plans review.	Information Services Building Services Planning	Greater efficiency of operations through automation and self-service.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan
11 Prepare for the implementation of the property tax solution (refer to #4.)	Project will include a review of business processes and requirements prior to replacement of current Vailtech system.	Information Services Revenue and Taxation	Increased efficiencies and reduction of errors due to the elimination of manual processes. Facilitates transition to web-based services.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan ✓ Core Service Delivery

CS-21

CORPORATE SERVICES

WORKPLAN Information Services *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
12 Prepare for the implementation of the recommended asset and work management systems.	Conduct a review of the business process/requirements; initiate a Request for Proposal; select system and determine implementation plan. Project will extend beyond one year.	Information Services Recreation and Parks (Asset Management)	Increased operational efficiencies, improved decision-making for managing assets based on more accurate and timely information.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Corporate Technology Strategic Plan ✓ Core Service Delivery
13 Upgrade to the latest version of Microsoft Dynamics GP (refer to #1).	Upgrade the server hardware, database and application software to the latest versions. Work with business areas to test functionality and ensure all core functionality and customizations operate as expected.	Information Services Accounting Purchasing	<p>Application successfully upgraded to the latest, supported version.</p> <p>All current functionality is maintained or enhanced.</p> <p>Existing integrations to all other systems remain intact.</p>	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery

CS-22

CORPORATE SERVICES

WORKPLAN Human Resources



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
14 Conduct CUPE negotiations.	The current collective agreement expires May, 2019. Negotiations will have to consider any changes to legislation due to Bill 148 Fair Workplaces, Better Jobs Act, 2017.	Human Resources	The aim is to have a fairly negotiated agreement that satisfies the needs of both sides to the greatest extent possible.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery
15 Phase in implementation of the succession plan.	Expand the scope of the succession planning framework in 2018 to include all departments.	Human Resources	A comprehensive inventory of key positions and a talent pool for each.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery
16 Undertake the Mayor's salary review.	Following the 2018 Council Compensation report, conduct a salary survey relating to the position of Mayor.	Human Resources	Ensure that the salary of the Mayor is comparable to the Mayor salaries in the established comparator group.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery

CS-23

CORPORATE SERVICES

WORKPLAN Communications



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
17 Advance the Council-approved public engagement strategy: <ul style="list-style-type: none"> • introduce ward meetings • consolidate print advertising • integrate digital messages 	<p>Community / Ward Meetings Hold a series of annual, scheduled meetings (one per ward) for the purposes of providing a forum for face-to-face communications with the community on important, ward-specific information.</p> <p>Strategic Use of Advertising Funds Explore digital advertising options and/or a dedicated newspaper page in which to cluster all municipal advertisements and key messages from the corporation.</p> <p>Cross Promotion of Consultation Opportunities Ensure that information on the online engagement platform is aligned and cross-referenced with the Town's other communications initiatives (website, social media and e-newsletters).</p>	Communications	<p>Enhanced and targeted communications support efforts to deliver key messages and identify community issues.</p> <p>One place to look serves to better inform the public.</p> <p>Aligns messages, cross-promotes platforms and increases opportunities for public to receive the same information (reinforce message).</p>	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery ✓ Other: Public Engagement Strategy

CS-24

CORPORATE SERVICES

WORKPLAN Communications *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
18 Execute digital media strategy to support public engagement.	Support public engagement through aligned digital communications: web, social media, digital advertising, LED screens by executing the approved work plan (based on earlier audit, analysis and recommendations).	Communications	Enhanced level of communications, aligns messages, cross-promotes platforms and engages different stakeholders.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery
19 Analyze metrics around traditional and digital media activity.	Report on metrics to determine whether resources are appropriately utilized and leverage opportunities to positively position the municipality and/or mitigate issues.	Communications	Improved data to support decision-making and track activity.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery
20 Consider improvements to the staff intranet (the HUB) in accordance with staff input and research on best practices.	Support increased use and enhanced user experience of staff intranet; changes may include better navigation tools and refresher training. Explore other options for delivering information to staff.	Communications	Improved and increased user experience resulting in efficiencies.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery
21 Develop and promote presentations on key topics to deliver to the community.	Keep the community informed through presentations on key topics. Develop speakers' list, presentations, coach staff and market to community / offer to targeted audiences (e.g., Chambers, BIAs, service clubs).	Communications	Enhanced level of communications, increased community understanding of Town services, policies and deliverables.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery

CS-25

CORPORATE SERVICES

STAFFING IMPACT Full Time

+/- FTE ESTIMATES	SERVICE DELIVERY AREA
2- contractual	<p>Requests for full-time contract extensions:</p> <ul style="list-style-type: none"> Assessment Analyst: This contractual position addresses a current deficit in the Revenue and Taxation Division, where focused support is needed to monitor and manage assessment appeals, and in general, protect the integrity of the tax base. In addition, as per initiative #6, this position will ensure internal processes comply with the new Assessment Review Board rules. While this position started in the late fall of 2018, the incumbent has moved forward with in-depth responses to appeals and reviewing potential under-assessments. Financial Accountant: This contractual position, which began in the spring 2018, has enabled the Accounting division to advance important projects identified through the SPIRIT program, including work on the fixed assets, and a comprehensive review of revenue policies/practices. In future, this position will assist with the implementation of the Great Plains upgrade and the Public Sector Digest software as noted in initiatives #1 and #3. Work to date by the incumbent has led to a more accurate identification and accounting of fixed assets; work underway on the revenue process review will ensure that any vulnerabilities are addressed.

CS-26

CORPORATE SERVICES



STAFFING IMPACT

Full Time

Continued

+/- FTE ESTIMATES	SERVICE DELIVERY AREA
3- permanent	<p>All positions below have been identified as high priorities through the Corporate Technology Strategic Plan.</p> <ul style="list-style-type: none"> – Supervisor of Infrastructure & Operations: This permanent, full-time position would supervise Help Desk activities and oversee the technology infrastructure, enabling the Manager of Information to focus on steering the implementation of the Corporate Technology Strategic Plan. This supervisor will be involved in initiatives #1 and #4 related to application upgrades, and well as the implementation of an asset/work management system as per initiative #12. – Applications Analyst: This permanent, full-time position would respond to the need for increased assistance for staff using business applications and more dedicated management of vendor relationships. For example, this position would provide staff support when applications are upgraded/enhanced (e.g., initiatives #1,#3, #4 & #12). – Applications Analyst: This permanent, full-time position would help to manage the growing volume of complex IT projects, in concert with departmental staff. The Analyst will also work with staff in exploring IT solutions that will improve efficiencies and customer service, including ways of refining the HUB to make it more user-friendly as noted under initiative #20.

CS-27

CORPORATE SERVICES

STAFFING IMPACT Part Time



+/- FTE ESTIMATES	SERVICE DELIVERY AREA
2- contractual	<p>Requests for part-time contract extensions:</p> <ul style="list-style-type: none"> Communications Coordinator: This contractual position (28 hours per week) provides needed support for digital and print content, graphic design, the consolidated print advertising program noted in initiative #17 and enhanced public engagement as outlined in initiative #18. The incumbent's communications expertise and training as a designer is supporting the delivery of high quality, professional-looking materials. Purchasing Clerk: This contractual position (17.5 hours per week) has been providing administrative support for the Purchasing Team; with the incumbent performing more clerical tasks, the Manager of Purchasing and Purchasing Analyst can allocate more time to projects that require their expertise. These include preparing for more e-Bidding functions (initiative #7), refining inventory and accounts payable processes and exploring social procurement (initiative #8).

CS-28

CORPORATE SERVICES

PERFORMANCE INDICATORS Treasury/Purchasing/Information Services



OPERATIONAL	TARGET
Treasury* <ul style="list-style-type: none"> Healthy reserve balances 	<ul style="list-style-type: none"> Reserve balances meet Long Range Financial Plan targets
Purchasing** <ul style="list-style-type: none"> Increased efficiencies and VISA rebates (reduce cheque issuance) 	<ul style="list-style-type: none"> 80% fewer cheques 10% increase in VISA rebates
<ul style="list-style-type: none"> Better management of vendor performance 	<ul style="list-style-type: none"> 100% of significant value vendors evaluated
Information Services <ul style="list-style-type: none"> High resolution rate for Help Desk requests (tickets) 	<ul style="list-style-type: none"> 90%+ resolved within expected time frame

* Developing baseline metrics for assessment management in 2019

** Developing baseline metrics for procurement in 2019

CORPORATE SERVICES

PERFORMANCE INDICATORS Human Resources/Communications *Continued*



OPERATIONAL	TARGET
Human Resources	
<ul style="list-style-type: none"> - Satisfaction with non-union benefits 	<ul style="list-style-type: none"> - Survey indicates increased level of satisfaction with new benefits package
<ul style="list-style-type: none"> - Adoption of succession planning 	<ul style="list-style-type: none"> - Comprehensive list of critical positions, and the identification of a potential talent pool
<ul style="list-style-type: none"> - Increased efficiencies through new payroll system 	<ul style="list-style-type: none"> - 25% less time on payroll processing
<ul style="list-style-type: none"> - Reduced number of accidents and incidents 	<ul style="list-style-type: none"> - 10% reduction from 2018 in accidents/incidents
<ul style="list-style-type: none"> - Acceptable time for filling vacancies 	<ul style="list-style-type: none"> - Maintain industry standard (< 2 months)
Communications	
<ul style="list-style-type: none"> - Strong and positive media coverage 	<ul style="list-style-type: none"> - 85% of media releases picked up
<ul style="list-style-type: none"> - Increased use of Let's Talk Halton Hills 	<ul style="list-style-type: none"> - 5% additional visits - 5% engaged visits
<ul style="list-style-type: none"> - Increased use of corporate website 	<ul style="list-style-type: none"> - 2% page view growth

LIBRARY

ACTON & GEORGETOWN BRANCHES

Vision Statement:

Your path to worlds of imagination, innovation and opportunity.

Mission Statement:

To engage the residents of Halton Hills in exploring ideas, expressing creativity, and making connections.



2019 BUSINESS PLAN



L-1

LIBRARY

DEPARTMENT OVERVIEW

The Halton Hills Public Library (HHPL) is a two-branch system with branches in both Acton and Georgetown.



The **Acton Branch** has its own Branch Librarian, who ensures that the collections, programs and services generated centrally through the sections listed below cater to the particular needs of the Acton community. This includes working closely with organizations such as Heritage Acton, The Hub, and the Acton BIA, and offering programming in partnership with local divisions of the Elizabeth Fry Society and Youth NOW. The branch's collections specialize in serving the browsing reader, while also being able to offer the Georgetown Branch's research collections through inter-branch lending.

The **Content and Technologies Department** provides many of the support services for both branches of the library. This includes the information technology staff who maintain the Integrated Library System; purchase and maintain computer hardware, software and associated equipment; maintain the library branches' local area networks; and administer the library's website, catalogue and electronic collections. The department also includes the technical services staff, who order, receive, catalogue, process, and maintain the libraries' print and audiovisual collections.

The **Community and Adult Services Department** provides high-quality programs and services to all patrons in both branches. Staff work closely with the community to plan engaging and relevant programs and services that meet the needs of the community. The Library has established partnerships with community service organizations who offer their services in both branches. This includes everything from small business advice and employment services to newcomer services, adult literacy and volunteer placement. We also work alongside community groups to coordinate joint programs such as our One Book, One Halton Hills program and our Culture Days events. The Georgetown Branch features a Creativity Centre which provides the tools to digitize images and video. This program is expanding as part of our new intergenerational Skills Exchange Program which will explore newer technology trends and traditional crafts. Trained library staff are on hand to assist patrons with their use of the library, make recommendations, assist with research requests, help troubleshoot technology, and ensure that they have positive library experiences.

LIBRARY

DEPARTMENT OVERVIEW *Continued*

HALTON HILLS PUBLIC LIBRARY

Imagination | Innovation | Opportunity



The **Children's and Youth Services (CAYS) Department** of the Halton Hills Public Library offers high-quality materials, resources, programs, and library-related guidance to children and youth, as well as parents, caregivers, and those who work with children and youth. Services are designed to be appropriate for the ages, stages, and abilities of our users, and to also support both school and family engagement. Collections include books, movies, and music in print, audio-visual, electronic, and virtual formats. Resources include physical spaces which are clean, attractive, and support users' needs and interests. Dynamic programming for children and youth stretches from birth to the teen years, and covers everything from literacy-building programs for preschoolers to high-tech programs for teens. Trained library staff are on hand to meet the needs of users, assist them in the use of the library, make recommendations, and ensure that their library experiences are positive, supportive, and enjoyable.

CHILDREN'S PROGRAMS

KIDS
LET YOUR CREATIVITY
SOAR!

MINI MAKERS
Here's a brand new program for kids 6-8 years old!
Using fun elements like snap circuits, clay, or construction materials, we'll make and learn something amazing every week. We'll even make some yummy treats.
Georgetown Branch: Mondays, October 1st – November 26th from 6:30 – 7:30 pm (no class October 8th)

NEW

2 HALTON HILLS PUBLIC LIBRARY
Imagination | Innovation | Opportunity www.hhpl.on.ca

ONSCREEN | Culturally rich films
in Halton Hills

Enjoy cinematic gems from the Toronto International Film Festival (TIFF) at the John Elliott Theatre. Admission is \$10 for each of the featured films. Tickets may be purchased online or at the Box Office. Call 905-877-3700 or visit www.haltonhills.ca/theatre for more information.

Finding Your Feet
Starring Imelda Staunton, Celia Imrie, Timothy Spall
Lady Sandra Abbot is looking forward to enjoying the rest of her life with her husband – then she discovers the years-long affair between her husband and her best friend, and plans for their idyllic retirement dissolve before her eyes.
Sandra moves in with her eccentric sister, Bif and embarks on a journey to find herself and reconnect with her decidedly less-posh roots. Surrounded by new friends and reliving her longstanding love for dance, Sandra comes to enjoy her new life – but she can't avoid her past for long.
Tuesday, September 25th at 7:00 pm | Rated PG-13

Three Identical Strangers
Directed by Tim Wardle
It was an international sensation: three complete strangers who discovered they were identical triplets, separated at birth and reunited by coincidence. But their fairy-tale reunion in 1980 unlocked an extraordinary and disturbing secret that went beyond their own lives - and could transform our understanding of human nature forever.
Tuesday, October 23rd at 7:00 pm | Rated PG-13

30 HALTON HILLS PUBLIC LIBRARY
Imagination | Innovation | Opportunity www.hhpl.on.ca

JOIN US!
NEWCOMERS
ALWAYS
WELCOME!
The Centre
for Skills Development & Training

**ENGLISH
CONVERSATION
CLASS**

Join a TESL-certified teacher from The Centre for Skills Development and Training to improve your English skills and make new friends!

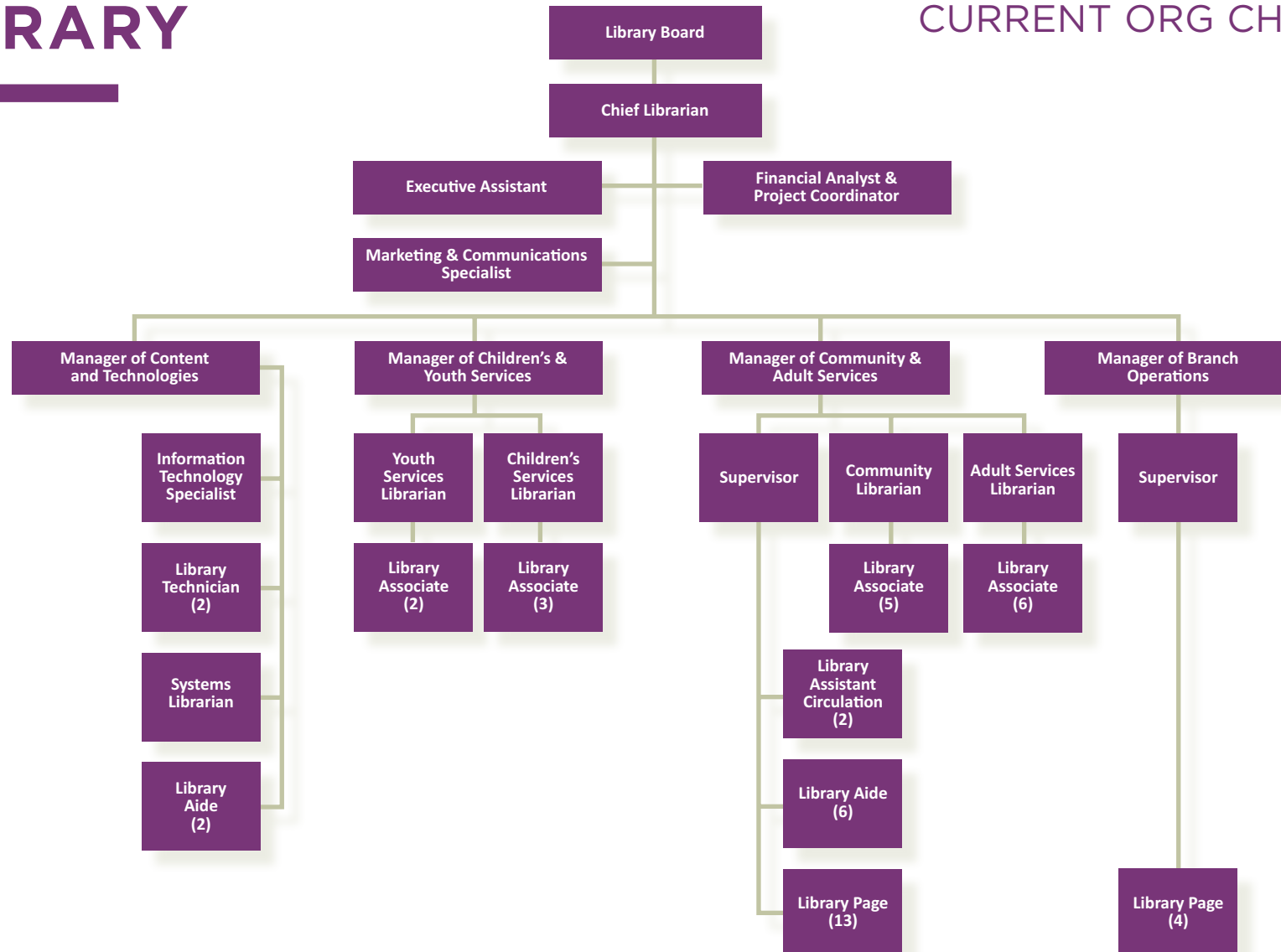
THURSDAYS AT THE GEORGETOWN BRANCH
6:00 – 7:00 pm: **Beginners**
7:15 – 8:15 pm: **Intermediate**

www.hhpl.on.ca 37

L-3

LIBRARY

CURRENT ORG CHART



L-4

LIBRARY

CORE ACTIVITIES

Services:

- Collections (Lending)
- Adult Programming
- Children & Teens Programming
- Information Technology
- Dedicated Spaces
- Community Service Outlet
- Community Connections
- Art Collection

Acton and Georgetown Branches:

Meet the information and recreational needs of the community by:

- Providing access to books, articles, movies, and music in various formats
- Offering high quality programs
- Partnering with other community groups to offer business, employment, volunteer, and newcomer services.
- Developing early literacy skills and fostering a love of reading through programming.
- Stimulating the imagination and promoting innovative thinking through Creativity Centre activities and STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs for all ages.
- Enhancing the quality of life in Halton Hills by providing services and programs to build the local economy, develop literacy and technical skills, and facilitate connections.



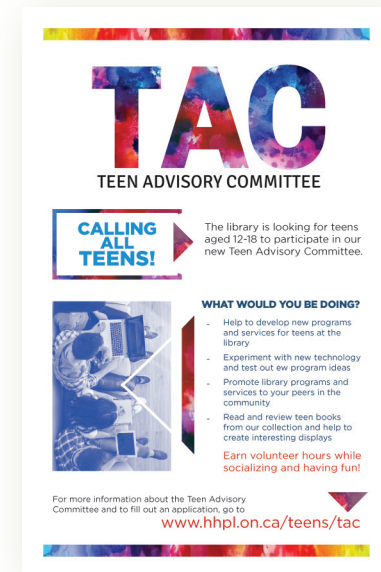
L-5

LIBRARY



PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES

- Designed the Acton Branch Library Reading Deck: an outdoor patio for library patrons.
- Identified and responded to community skill needs: implemented Lynda.com learning platform, enhanced the Halton Hills Lecture Series and developed the Halton Information Providers strategic plan.
- Facilitated programming for underserved youth: established Teen Advisory Council (volunteer opportunity); developed new programs: Teen Writers' Circle, Teen Technology Programs (featuring Virtual Reality) and Skills Exchange (included volunteer opportunities).
- Delivered the distinctive HHPL experience: virtual reality at seniors' facilities and gatherings, ESL story times in the community in partnership with the Centre for Skills Development and Cloud Library linking with 9 other public libraries.
- Internet Hotspot Lending: seven devices made available to the public, providing free LTE-based wifi service.
- Developed a collection management strategy to provide a plan and guidance for all library collections through to 2022.
- Sought charitable status allowing the department to seek alternate funding not available through the Town's charitable status.



LIBRARY



ENVIRONMENTAL SCAN



Challenges:

As per the Library's Strategic Plan, we anticipate these trends and associated challenges.

Social Isolation means that libraries become a vital community hub where the community gathers to explore ideas, express creativity and make connections.

- The challenge is in providing appropriate open hours for the commuter population, growing families, and youth, to ensure convenient access.

Technology changes so rapidly; residents come to a trusted community asset to help them understand, learn, experience and even borrow.

- The library is resource-challenged in providing expected leading edge technology, including equipment and staff support.
- Insufficient resources to ensure that the Library can build capacity to provide seamless virtual and in-person services that are convenient, accessible, and welcoming.

Our community is diversifying and will continue to do so as we grow. The library provides diverse cultural experiences and resources that welcome and connect newcomers and build community.

- The challenge is keeping ahead of community needs, target audiences and emerging technologies that support the community's development.
- There is the additional challenge of fully developing services for underserved audiences: teens, older adults, and parents with young children.

L-7

LIBRARY



ENVIRONMENTAL SCAN *Continued*



Challenges:

Over the next few years we anticipate the following trends emerging in the provision of library services:

Ensure sufficient resourcing to align the Library's structure and processes to operationalize all strategic goals. Challenges include:

- difficulty with staff recruitment and retention when the bulk of roles are part-time;
- limited centralized human resource management to deliver a dedicated, consistent approach to personnel management activities for a growing staff complement.

The Library assists those on the “have not” side of the digital divide. The consequences include isolation and lost opportunity. To bridge the digital divide, the Library needs:

- adequate resources for marketing;
- stable and sufficient provincial funding;
- profile as a community innovator and valued partner;
- ability to be understood and appreciated for its' distinct role;
- ability to compete with messages from commercial interests.

LIBRARY

► ENVIRONMENTAL SCAN *Continued*



Opportunities:

In order to keep pace with these trends the Library must aim to;

Provide spaces for social interaction and community gatherings by leveraging our strengths to offer:

- high quality programs, services, and collections that are affordable, convenient and accessible.
- public and virtual spaces that are welcoming, appealing, accessible and sustainable.
- services for a population that is increasingly more diverse.
- partnerships with Town to help build a friendly, safe, robust and sustainable community with online services for all.
- more people-gathering spaces for social/cultural activities that celebrate residents (face-to-face or online).

Be the trusted resource for residents in times of evolving technology by:

- providing the public with the resources to understand, explore, and learn new technology in the physical library or where the community gathers.
- continually raise residents' awareness of the many traditional and non-traditional programs and services.
- providing expertise in the application, development, and knowledge of innovative technology and how it impacts the community.
- being agile and responsive to new trends, technology and community demand.

LIBRARY



ENVIRONMENTAL SCAN *Continued*



Opportunities:

In order to keep pace with these trends the Library must aim to;

Deliver an economic benefit to the community through people, products, and services by:

- providing access to resources in a variety of formats and platforms.
- improving technical skills, especially for those with minimal exposure to technology.
- serving an increasing number of young families, teens and seniors.
- building awareness of the Library's trusted brand through various channels.
- fostering creative and productive partnerships to enhance services, particularly to marginalized residents.
- being actively engaged in the planning and developing of HH: Vision Georgetown with a library branch part of the community core; contributing to a strong cultural sector.
- developing progressive outward-looking, reliable staff who focus on service, are open to new ideas and are able to capitalize on the library's potential.

L-10

LIBRARY WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Acton Reading Deck	Select and engage a construction firm to construct and furnish a 900 square foot deck at the Acton Branch. Promote this new amenity.	Recreation and Parks Staff, Manager of Branch Operations	Success will be the number of community members that take advantage of this unique outdoor space located on the east side of the branch for personal use or as part of library programming.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
2 Welcome and connect newcomers and build community	Examine library best practices in the delivery of services to a diverse community.	All Managers/ Supervisors	Success will include well attended on-target programs and services that demonstrate a positive impact on the participants.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
3 Update the Economic Impact Study	Update the library's 2013 Economic Impact Study (methodology developed by Martin Prosperity Institute, Rotman School of Management).	Financial Analyst	Success will be the resident's awareness of the value for their investment in their public library.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Other

L-11

LIBRARY WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Library technology renewal	Replacement of end of life equipment including: <ul style="list-style-type: none"> • data projectors • early literacy stations • servers • switches • Wi-Fi data points • RFID pads • Self check stations 	Content and Technologies	Deliver reliable, functioning up-to-date equipment to access and deliver library services and programs.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Corporate Technology Strategic Plan

L-12



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time		
Part Time		
Contract	+ .20	<ul style="list-style-type: none"> - Shared position with Corporate Communications <p>Corporate Communications Coordinator for 7 hours per week. Position provides design and content assistance to the Library's Marketing and Communications Coordinator.</p>

LIBRARY



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
In person visits	+ 0.4%
Wireless and internet workstation use	+ 5%
Program attendance	+ 7%
QUALITY OF LIFE	
Value of materials borrowed to support lifelong learning	+ 0.9%
Connecting the community through programs that celebrate imagination, innovation and opportunity	+ 16% increase in participants
Providing access to Community Partners so residents can realize their life goals and contribute to a healthy and thriving community	+ 100% increase in participants
Residents impacted by services to lessen social isolation	+ 12% increase in resident connections

L-14

FIRE DEPARTMENT



2019 BUSINESS PLAN

Vision Statement:

Provide the citizens of Halton Hills with exemplary service in a cost-effective manner.

Mission Statement:

Provide fire protection and prevention services to protect our community and enhance life safety.

Our Motto:

Our Family Protecting Your Family

November 2018



F-1



FIRE DEPARTMENT

Town of Halton Hills By-Law 2013-0051 is the establishing by-Law for the Halton Hills Fire Department. It provides clear and accurate policy direction reflecting how Council expects the Department to deliver on their core activities to meet the specific needs and circumstances of the Town of Halton Hills.

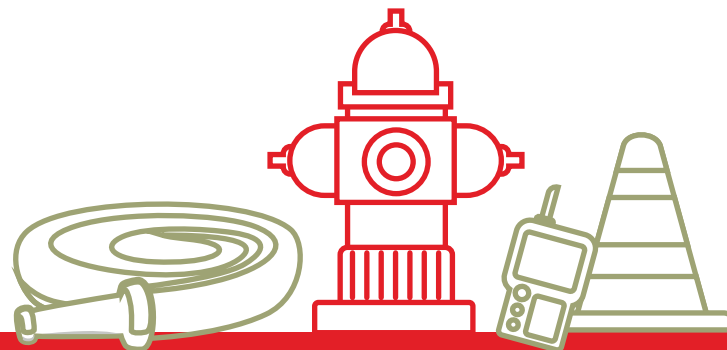
DEPARTMENT OVERVIEW:

The Fire Protection & Prevention Act, 1997 is the governing legislation for Ontario municipalities. At its core, it requires:

1. Every municipality shall:
 - (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and,
 - (b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

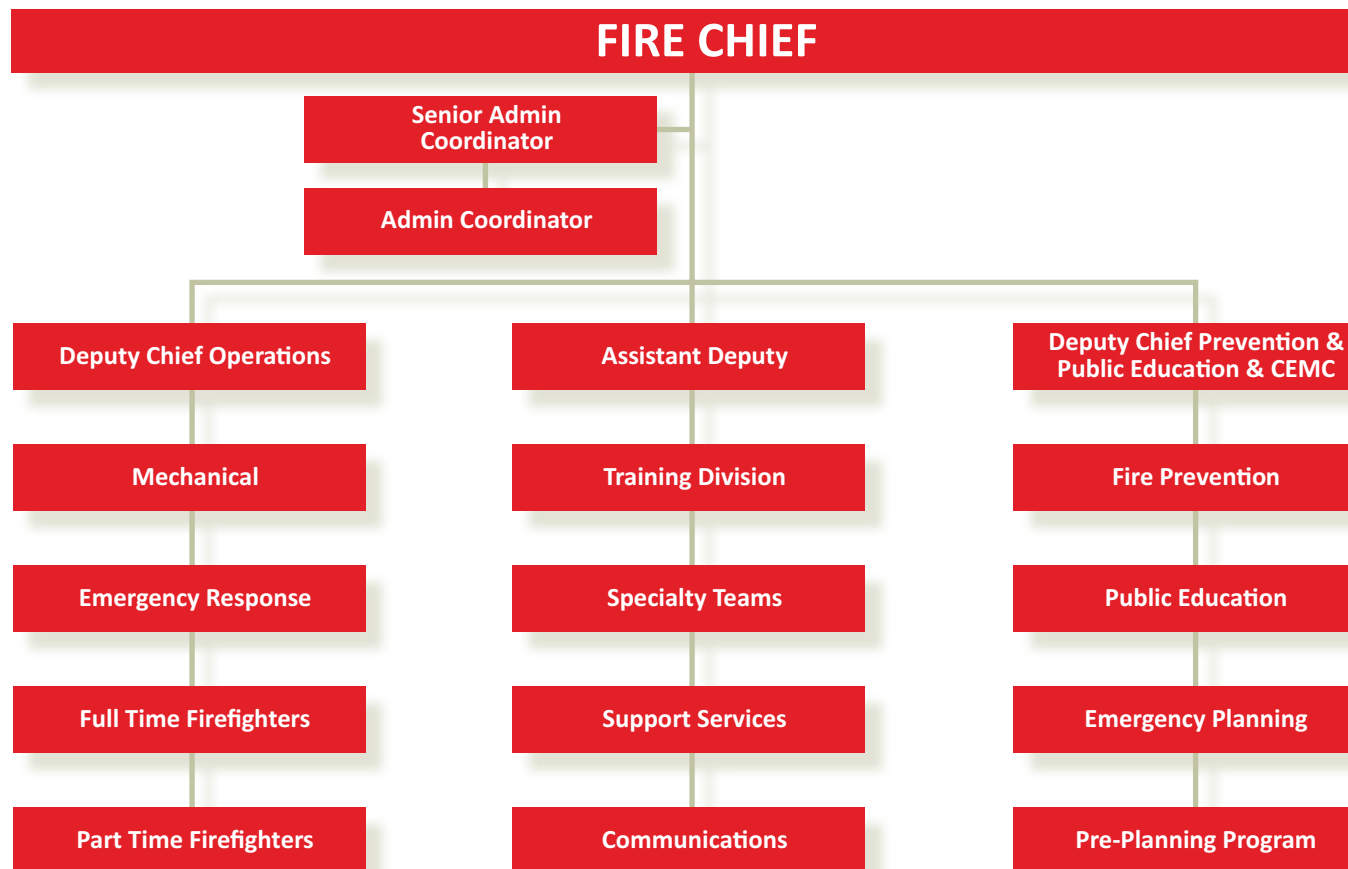
The Halton Hills Fire Department is a Composite Fire Service providing an all-hazards response capability to natural and human caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, our Divisions provide:

1. Public Fire Safety Education and Prevention;
2. Fire Safety Standards and Enforcement; and,
3. Emergency Response.



FIRE DEPARTMENT

CURRENT ORG CHART





FIRE DEPARTMENT

CORE ACTIVITIES

Core Services:

- Communications
- Emergency Medical Services
- Emergency Planning
- Emergency Rescue Services
- Fire Suppression Services
- Hazardous Materials Services
- Inspection and Enforcement Programs
- Plans Review Service
- Public Safety Education
- Training

Core Activities

- Public safety education programs.
- Plans review service.
- Inspection and enforcement programs to ensure compliance with the provisions of the Ontario Fire Code.
- Responses to all (natural & human caused) emergencies.
- Fire suppression services.
- Emergency medical services in support of Halton Region Emergency Medical Services.
- Emergency rescue services including but not limited to auto extrication, ice/water rescue, high angle rescue and confined space rescue.
- Hazardous materials services.
- Operational, behavioural and leadership training.
- Other such services as directed and approved by Council.
- Fire Prevention activities add value to our services; these include:
 - commercial and residential inspections that assist owners in maintaining fire safe facilities;
 - the Home Safe Home voluntary inspection program that specifically targets residential homes to ensure working smoke and CO alarms are in place (and if necessary, the HHFD supplies them at no charge to the resident).
- Public Education and community special events such as hall tours and school visits to promote fire safety to students, families and seniors.
- Superior Tanker Shuttle Accreditation for residents in rural areas, ensuring sufficient water supply for fire suppression.
- Activities related to emergency preparedness including regional and corporate exercises as well as promoting preparedness within the community which improves the community's resilience in a significant event.
- Participation in municipal planning as well as Planning Department review of site plans.

FIRE DEPARTMENT

PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES



- Purchased a digital fire extinguisher simulator and implemented training sessions for the community.
- Updated the Regional Fire Mutual Aid Agreement (4 FD's) and Town of Halton Hills Emergency Response Plan.
- Continued to recruit full and part time firefighters and invest in development as part of succession planning.
- Replaced emergency response support vehicles.
- Replaced gas-powered positive pressure fans with battery-operated fans to provide a more efficient and environmentally friendly means of removing contaminants.
- Facilitated a comprehensive Leadership Training Program specifically designed for part-time Fire Suppression Officers.
- Increased the frequency and consistency of the full-time Suppression Training Program.
- Instituted the Amalgamation of Fire Dispatch Services in a tripartite agreement between the Burlington Fire Department, Oakville Fire Department and Halton Hills Fire Department.

FIRE DEPARTMENT

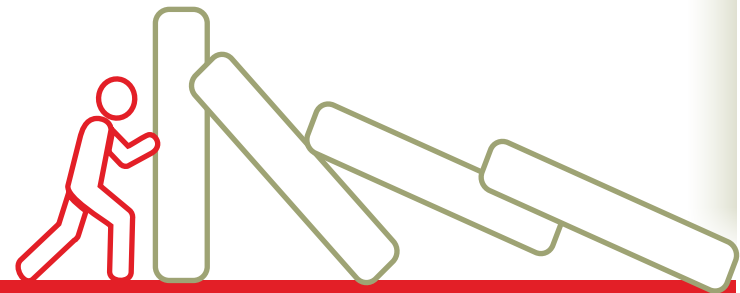


ENVIRONMENTAL SCAN



Challenges:

- Maintain a focus on mental health and post-traumatic stress programs for our fire service family that are structured to support the emotional/mental wellness of our firefighters and staff, build resilience and encourage a healthy workplace.
- Enhance public safety and emergency preparedness through the use of social media.
- Continue to recruit a full and part-time firefighter workforce that is diverse and reflective of our community.
- Implement new Ontario Fire Marshal and Emergency Management (OFMEM) Regulations.
- Continue to implement the approved Halton Hills Fire Department (HHFD) Master Plan.
- Through succession planning, prepare staff at all levels for key leadership positions.
- Implement new technologies and monitor best practices to enhance emergency response effectiveness and safety.



F-6

FIRE DEPARTMENT



ENVIRONMENTAL SCAN *Continued*



Opportunities:

- Analyze the impact of presumptive legislation.
- Consider effective ways to recruit and retain part-time firefighters.
- Prepare for new OFMEM Regulations, including the further pursuit of firefighter certification.
- Review shift scheduling.
- Consider the dual role of some suppression firefighters.
- Establish attendance standards for part-time firefighters.
- Collect data for key performance indicators.



F-7

FIRE DEPARTMENT

WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Develop the implementation plan for new Fire Prevention and Protection Act	<p>Enhanced regulations regarding:</p> <ul style="list-style-type: none"> certification of firefighters; implementation of community risk assessment; and, public reporting on response details. 	Training Prevention & Pub-Ed Fire Administration	<p>Certified firefighters trained to a nationally recognized standard.</p> <p>Prioritized risks regarding public safety, giving the ability to make informed decisions on the provision of fire prevention services.</p> <p>Ability to analyze performance and set benchmarks.</p>	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
2 Focus on succession planning	<p>Continue to implement the Officer Development Curriculum for part-time and full-time staff, to support the Department's succession planning efforts.</p> <p>Enhance and maintain the training structure (modular units) at Public Works. The structure replicates response conditions in a training environment and ensures that firefighters are safer and better trained to respond to real emergencies including exposure to live fires.</p>	Training	<p>More capable/competent officers both at emergency responses and day-to-day personnel management.</p> <p>Improved resources for continued training of staff and better emergency response services provided to the community.</p>	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan

F-8

FIRE DEPARTMENT

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Explore effective recruit and retention strategies	Hire part-time and full-time firefighters to achieve the approved staffing complement. Ensure that information sessions facilitate recruitment and retention of the best candidates.	Fire Administration Training	Improved ability to respond to emergency incidents.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
4 Replace emergency fleet	Replace all vehicles at the end of their life cycle.	Fire Administration	Reduce cost of maintenance and increased reliability to respond to emergency incidents.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
5 Promote the Area of Refuge Program	Increase awareness of the refuge area program at Fire H.Q.	Fire Administration	Contribute to a safer community, particularly for at-risk populations.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan

F-9

FIRE DEPARTMENT

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Develop Peer Support Team	Continue to develop and train the Department's Mental Health Peer Support Team which will form part of the Regional response team.	Fire Administration Peer Support Team Leads	Ability to recognize signs of distress in first responders, allowing for early intervention and reduction of long-term impact to fire service operations.	✓ Council's Strategic Plan
7 Expand the Older and Wiser Program	Build on the vulnerable occupancy program to include Fire safety awareness to our senior population and integrate with the Region's Older Adult Strategy.	Prevention Public Education	Improved communication to older adults on fire safety messages which in turn will see a reduction of injuries to this sector of the population.	✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan

F-10

FIRE DEPARTMENT

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8 Leverage Social Media	Capitalize on social media to ensure the public is better informed/prepared in the event of an emergency.	Fire Administration Prevention Public Education	Enhanced use of social media will allow citizens to be better informed on emergency issues and to react appropriately to any impacts.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan
9 Enhance the Home Safe Home Courtesy Fire Safety Inspect Program	Explore the use of technology to improve the effectiveness of the voluntary home inspection program to ensure fire safe homes (e.g., working smoke and CO alarms).	Prevention Public Education	Inspection of homes will make homes safer to their occupants thus reducing injury and death from fire.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan

F-11

▼ FIRE DEPARTMENT



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	5.0 Firefighters	<ul style="list-style-type: none"> Acceleration of the current Fire Master Plan
Part Time	/	
Contract	/	

FIRE DEPARTMENT



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Effective personnel management (minimum lost time and overtime).	5% reduction in lost time due to illness and overtime.
Accurate performance data reflecting international standards and industry best practices: <ul style="list-style-type: none"> ■ Total number of calls for service ■ Track turnout time ■ Track travel time 	<ul style="list-style-type: none"> ■ Establish metrics and collection methods. ■ Have baseline for 2020.
Reliable Fire Services Fleet	<ul style="list-style-type: none"> ■ Establish metrics and collection methods. ■ Have baseline for 2020.
Safe and highly trained first responders: <ul style="list-style-type: none"> ■ External courses/seminars attended ■ Total training hours ■ Certifications obtained or maintained 	Metrics to be established based on OFMEM revised standards.
QUALITY OF LIFE	
Better educated public regarding fire safety: <ul style="list-style-type: none"> ■ Number of messages delivered digitally ■ Number of visits or hits on these platforms 	10% increase

F-13

TRANSPORTATION & PUBLIC WORKS



2019 BUSINESS PLAN

Vision Statement:

To ensure Halton Hills enjoys the highest quality of life by being a great place to work, play, live and invest.

Mission Statement:

To plan, build and maintain a complete and sustainable community through the delivery of policies, programs and services.



November 2018

TPW-1

TRANSPORTATION & PUBLIC WORKS

DEPARTMENT OVERVIEW

The Transportation & Public Works Department has four divisions: Public Works, Building Services, Engineering and Transportation that deliver a number of services and programs that enhance and build our community. The services range from building permit administration to code enforcement, construction and maintenance of core infrastructure, and integrated transportation.

Building Services

To enhance public safety through the application of uniform standards set out in the Building Code for the construction, demolition, change of use and maintenance of buildings with respect to fire protection, accessibility, energy efficiency, public health and structural sufficiency. Promote safety of the community through the administration of the Town's By-laws.

Transportation

To ensure safe and efficient transportation infrastructure by planning roads, active transportation and transit, in addition to managing signs, pavement markings, traffic signals, and street lighting. Provide safe and reliable transit service for people with all disabilities, seniors and youth.

Engineering (Development)

To help support development within the Town of Halton Hills by creating, implementing and monitoring compliance with our standards and policies in the most efficient and sustainable manner. To ensure that any site alteration associated with future development or as a standalone activity is done in a manner consistent with our approved policies and procedures.

Engineering (Design & Construction)

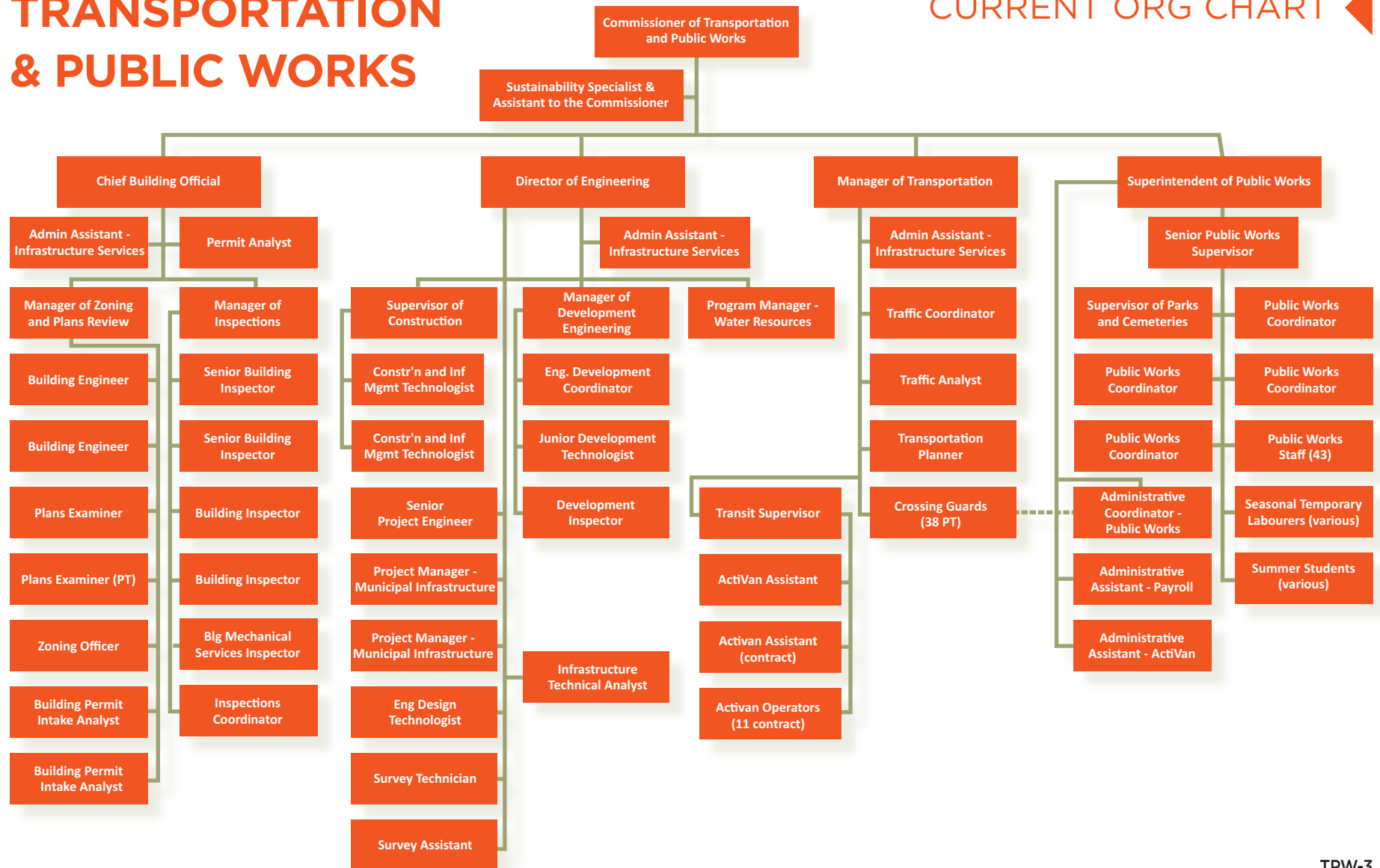
To plan, design and deliver the capital budget program associated with roads, bridges, culverts and storm water management in a safe, cost-effective manner that accommodates all users as feasible.

Public Works

To maintain the municipal infrastructure such as roads, bridges, culverts, drainage, parks and sports fields to standards defined by Provincial Legislation or Council. To plan, prepare and budget for severe events including weather, invasive species or other, to ensure continuity of service to the community.

TRANSPORTATION & PUBLIC WORKS

CURRENT ORG CHART



TPW-3

TRANSPORTATION & PUBLIC WORKS



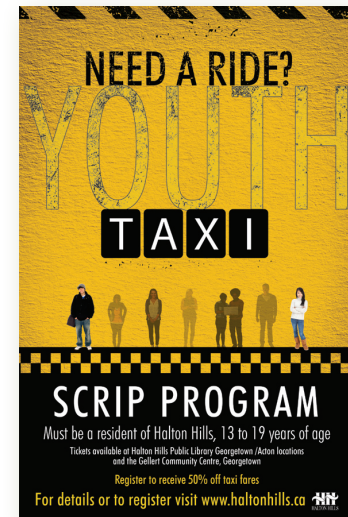
CORE ACTIVITIES

Transportation

- Active transportation
- ActiVan – Accessible Transit Program
- School crossing guards
- Streetlighting
- Traffic calming
- Traffic signal implementation and Maintenance
- Transportation planning
- Traffic operations
- Youth transportation

Public Works

- Annual inspections (sidewalk, streetlight, storm ponds)
- Bridge and culvert maintenance
- Road patrol to meet minimum maintenance standards
- Road maintenance
- Source Water Protection
- Tree maintenance – removal, planning, pruning
- Winter maintenance
- Parks and sports field maintenance
- Cemetery maintenance



TRANSPORTATION & PUBLIC WORKS

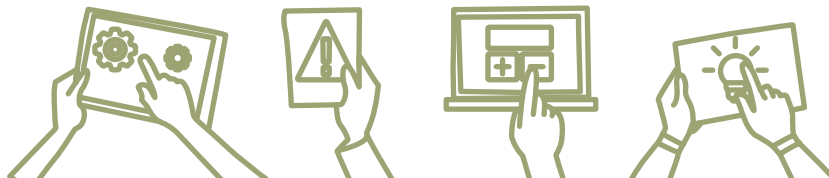
► CORE ACTIVITIES *Continued*

Engineering

- Asset management
- Capital budget development
- Design and construction
- Development engineering
- Corporate fleet management
- Stormwater management
- Surveying and utility locates
- Site alteration permitting and enforcement
- Construction management planning and administration

Building Services

- Building Code Act enforcement
- Building permit inspection
- Building permit review and Issuance
- Mandatory Sewage System Maintenance Inspection Program
- Pool Enclosure By-law administration
- Two-Unit Houses Registration By-law administration
- Zoning review and compliance



TPW-5

TRANSPORTATION & PUBLIC WORKS

PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES



- Initiated Transit Strategy and presented directions report to Council.
- Assumed operational responsibility for ActiVan Program.
- Rehabilitated River Drive Bridge, including managing and coordinating with other departments and agencies.
- Initiated Fleet Management Strategy, Urban Forestry Strategy, Active Transportation Master Plan, and Mill/McNabb Neighbourhood Study.
- Revised and phased 22nd Side Road design to deliver active transportation within the Hamlet. Phase 1 completed.
- Assumed all maintenance and road patrol responsibilities for Regional Roads, except traffic signals.
- Installed 7 pedestrian crossing locations within the community.
- Added bike lanes to Barber Drive and Danby Road.
- Commenced participation in the Ministry of Environment Conservation and Parks (MECP) and Transfer of Review (TOR) program for stormwater management infrastructure.
- Successfully implemented interim changes to the Ontario Building Code.
- AMANDA folder review underway to support Electronic Plans Review and Amanda 7 upgrade.

TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Challenges



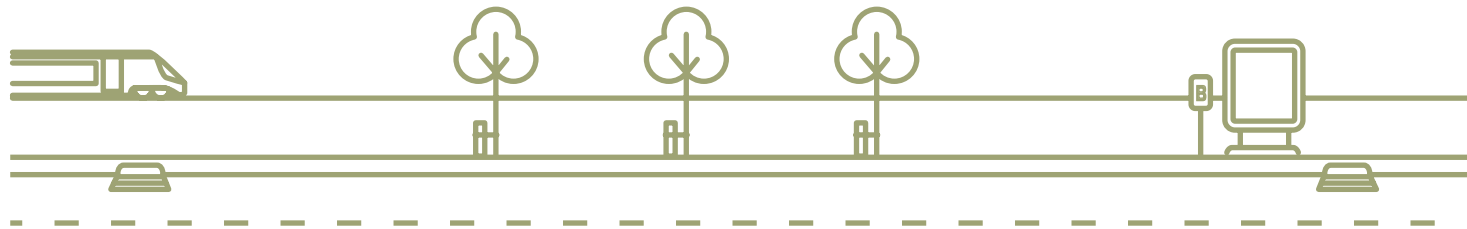
Construction Impacts in New Subdivisions:	Once the municipal infrastructure, (e.g., roads, sidewalks, stormwater management ponds), is constructed, there is limited inspection on development sites. During this period, the inspections primarily relate to home construction. Staff need new tools and mandates to manage ongoing construction related issues such as dirt, noise, maintenance, etc.
In-fill and Intensification Sites:	This type of development often occurs within or adjacent to existing established neighbourhoods. The impacts associated with this type of development are amplified due to the proximity of existing residents and businesses. Key issues include grading, drainage, construction management, traffic, landscaping, trees, etc.
Traffic Operations:	An increase in the number of requests for traffic studies, speed enforcement, traffic calming and community meetings have impacted the ability for the traffic group to deliver the core program (Capital and Operating) including traffic signal upgrades, studies and review of development applications, safety assessments and other road operations analysis.
Increased Development Activity – Staffing Impact:	As the development starts on the ground in Vision Georgetown, Premier Gateway and intensification areas, it is expected that the pace of development review and permit issuance will increase significantly. Current estimates indicate that building permits will increase by a factor of two or three. Along with this, the increase in public infrastructure and population will put additional pressures on all Divisions. In addition to staffing needs, long term future space needs at the Operations Centre will need to be assessed. There are significant training needs for Building Service staff associated with the introduction of the new edition of the Building Code in 2020. Also anticipate key staff retirements and the need for succession planning.

TPW-7

TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Opportunities



Transit:	Finalize the Transit Service Strategy and update the Development Charges Study; review and determine service delivery options for ActiVan.
Urban Forestry:	With the completion of the Urban Forestry Strategy, update manuals and procedures to incorporate recommendations related to the public realm.
Fleet Management:	Develop a comprehensive approach to fleet management with the appropriate links to asset management.
Stormwater Management:	Develop plans that recognize the long-term needs for maintaining and enhancing the stormwater management system including the impacts of climate change and severe weather events.
Pavement Management/Capital Program:	Initiate a shift to a comprehensive evaluation model through asset management for our linear infrastructure to ensure Town is meeting not just minimum requirements but adding value by extending the life of the assets. This may entail moving away from the traditional “worst-first” model and employing alternative design approaches and construction methods. As the overall construction program grows, it will be necessary to enhance the project management capabilities.

TPW-8

TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Opportunities *Continued*



Neighborhood Transportation:	<p>The desire in the community to implement active transportation is strong. Providing these types of facilities not only benefit the direct users – cyclists, pedestrians, but also are known to slow down or “calm” adjacent vehicular traffic. Now that more active transportation facilities are being introduced, maintenance standards for all seasons will become important. There is also a rise in requests to examine intrusive and non-intrusive traffic calming opportunities in established neighborhoods.</p>
Truck Impact:	<p>Responding to the impact of truck traffic by:</p> <ul style="list-style-type: none"> • Engaging the MTO in a discussion on by-pass options; • Working with the MTO on a truck inspection location on Hwy #7 including design and implementation; • Reviewing the Maple Ave. truck monitoring station with Dufferin and maintaining continual partnership; • Continuing to work with Halton Region Police Services to ensure truck safety blitz operations for commercial vehicles.
Electronic Plans Review:	<p>To allow for the digital processing of permit applications thereby reducing the amount of paper generated and space required for storage.</p>

TPW-9

TRANSPORTATION & PUBLIC WORKS



WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Complete Transit Strategy	<p>Complete detailed analysis related to the options identified in the directions report in 2018.</p> <p>Determine optimal service delivery of existing Activan program (in-house vs. contracted services).</p> <p>Evaluate municipal transit service delivery models and make short, medium and long term recommendations for the development of a local transit system. Will include ridership estimates, financial analysis and implementation strategy.</p>	Transportation	A comprehensive public consultation and engagement program. It will provide a strategy that will improve mobility options for residents by providing an efficient transit service.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Transportation Master Plan (incl. Cycling) ✓ Sustainability Strategy ✓ Departmental Strategic or Master Plan
2 Complete Transportation Plans: <ul style="list-style-type: none"> • 8th Line Environmental Assessment (EA) • Active Transportation Master Plan 	<p>Widening of 8th Line from Steeles Ave to Maple Ave.</p> <p>Establish and support an appropriate level of active transportation for the residents. The plan will identify a safe and connected network for both on-road and off road facilities with an implementation plan. The plan will include a list of improvements that are achievable based on road geometrics and funding.</p>	Transportation	A comprehensive public consultation and engagement program for all studies. It will establish the overall transportation needs for the Town which includes all modes of travel.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Transportation Master Plan (incl. Cycling) ✓ Sustainability Strategy

TPW-10

TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Conduct Mill/McNabb Neighborhood Study	To develop a plan and preliminary designs that reflect the goals of the Secondary Plan and address the infrastructure issues identified in the neighbourhood. Study includes the review of the Town-owned vacant lands at the northeast corner of Mill Street and McNabb Street.	Transportation	A comprehensive public consultation and engagement program for all studies. It will establish the overall needs for the neighbourhood.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Transportation Master Plan (incl. Cycling) ✓ Sustainability Strategy
4 Update AMANDA: <ul style="list-style-type: none"> Folder Review Electronics Plan Review Implementation 	<p>Continue updating the current AMANDA Building folders for use in the new version of AMANDA software.</p> <p>Review available software platforms for electronic plans review and make determinations supported by a consultant and IS Staff. Design, configure and implement the new electronic plans review process and provide training for staff; inform the public about new technology/business process.</p>	Building Information Services Planning	Implementation of the electronic plans review will increase the productivity of staff and meet the growing needs and expectations of the customers to interact with the Town and access our services online.	<ul style="list-style-type: none"> ✓ Departmental Strategic or Master Plan ✓ Corporate Technology Strategic Plan ✓ Core Service Delivery

TPW-11

TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Complete Major Capital Projects: <ul style="list-style-type: none"> Armstrong Avenue Phase 2 Pavement Management Halton Hills Drive 	<p>The reconstruction and urbanization of Armstrong Avenue, and Sinclair Avenue to Guelph Street includes a multi-use path to improve the active transportation network and support pedestrian traffic.</p> <p>Repair and rehabilitate local roads that have exceeded their expected useful life and have been identified as deficient. Program will include an increased emphasis on proactive rehabilitation to extend the useful life of local roads and reduce long-term capital expenditures.</p> <p>The completion of Halton Hills Drive from Maple Ave to Princess Anne Drive, including full servicing for adjacent development lands.</p>	Engineering	<p>Active transportation components will:</p> <ul style="list-style-type: none"> improve safety of pedestrians and cyclists. generate financial savings in the long term through extension of the useful life of the road. improve safety for vehicular traffic. <p>Long-term financial savings through extension of the useful life of local roads. The local neighbourhoods will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards and incorporation of active transportation facilities where feasible.</p> <p>Construction of critical road link including access and servicing for Town surplus lands and other development sites.</p>	<ul style="list-style-type: none"> ✓ Transportation Master Plan (incl. Cycling) ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan

TPW-12

TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Implement Plans: <ul style="list-style-type: none"> Fleet Strategy 	<p>Consultant has been retained to review current fleet management practices and compare to similar municipalities.</p> <p>Explore the feasibility of using a single governance model for corporate fleet management.</p>	Public Works	<p>Consultant will make recommendations to streamline current practices while creating a more efficient and cohesive Town wide fleet/asset management approach.</p>	<ul style="list-style-type: none"> ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Core Service Delivery
<ul style="list-style-type: none"> Urban Forestry 	<p>A consultant has been retained to review the current Urban Forest management approach focusing on street trees, including asset management and maintenance.</p>		<p>Consultant will recommend a management plan to ensure a healthy urban canopy.</p> <p>Consultant will recommend a maintenance plan to ensure healthy tree life cycle.</p>	

TPW-13

TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Development Management: <ul style="list-style-type: none"> Update Development Engineering Standards Review Draft Plan Conditions Development Engineering Fee Review 	<p>Modernize development engineering standards and site management administration.</p> <p>Align draft plan conditions with updated standards and community expectations.</p> <p>Align engineering fees with level of effort required to administer new developments.</p>	Engineering	<p>Respond to community expectations during construction of development sites.</p> <p>Improve compliance with current regulations standards and industry best practices.</p> <p>Ensure that staff time is appropriately aligned with user fee schedule.</p>	<ul style="list-style-type: none"> ✓ Official Plan (incl approved Secondary Plans) ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery
8 Introduce Asmendments to the Pool Enclosure By-law	Streamline the permit issuance process and address the impact of grading and landscaping associated with the construction of pools.	Building	Ensure that installation of pools and changing of original grades will not adversely affect neighbouring properties or public infrastructure. Provide a more efficient permitting process.	<ul style="list-style-type: none"> ✓ Core Service Delivery

TPW-14



TRANSPORTATION & PUBLIC WORKS



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	0	
Part Time	+0.6	<ul style="list-style-type: none">ActiVan Drivers and Dispatch<ul style="list-style-type: none">continuation of 2018 increase.Two School Crossing Guards<ul style="list-style-type: none">new locations recommended at Danby Road & Silver Pond Drive, and at Danby Road & Barber Drive (east leg round-a-bout).
Contract	+1.0	<ul style="list-style-type: none">Chief Building Official (CBO)<ul style="list-style-type: none">for a transition period of 6 months before retirement of current CBO (offset by revenue)Traffic Analyst<ul style="list-style-type: none">address existing workload and assist with Capital program.

TPW-15

TRANSPORTATION & PUBLIC WORKS



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Building permits issued including demolitions	+ 20%
Building inspections completed	+ 6%
Engineering permits issued (site alteration, excavation entrance, municipal consent)	+ 2%
QUALITY OF LIFE	
Bike lanes added (lane km)	+ 6%
ActiVan ridership (including taxi)	+ 8%
Youth ridership	+ 4%
Roads maintained (lane km)	+ 1%
Construction value	+ 50%

TPW-16

PLANNING AND SUSTAINABILITY

Vision Statement:

To build a complete and sustainable community where people want to live, work, invest and play.

Mission Statement:

To develop and implement plans, programs and services that result in a complete and sustainable community.

November 2018



2019 BUSINESS PLAN



PS-1

PLANNING AND SUSTAINABILITY

DEPARTMENT OVERVIEW

The Planning and Sustainability Department develops and implements a number of plans, programs and services that enhance and build our community. Our services include the development of policy and sustainability documents, the review of development applications filed under the Planning Act and the preparation of various legal agreements.

Our focus is on providing balanced and objective advice to Council and other stakeholders. We are cognizant of provincial and regional policy direction and are guided by Council's Strategic Plan. The four pillars of sustainability: economic, social, environmental and cultural, influence our business planning and drive the development and implementation of plans, programs and services.

Development Review staff provide professional planning, project management and administrative services for development projects and matters in the Town that are mainly connected to Planning Act matters, including Official Plan and Zoning By-law Amendment applications, draft plans of subdivisions/condominiums and site plans. Staff also support the Committee of Adjustment, which deals with minor variances, expansion of legal non-conforming uses and consents. Staff members assist applicants and the public in understanding and participating in the development process; staff also advances development projects, negotiations and recommendations to Council to optimize outcomes for the long term benefit of the community in accordance with best planning practices and Council's vision.

The office of **Sustainability and Climate Change** delivers on Council's Strategic Plan priorities through collaboration, innovation, research, policy development and the leveraging of existing initiatives. This includes actions related to energy management, high-performance development and community engagement. This is achieved via value-added strategic actions that advance our economic, cultural, environmental and social wellbeing.



PS-2

PLANNING AND SUSTAINABILITY

DEPARTMENT OVERVIEW

Continued



Legal Coordination Services provides a range of legal instruments to execute the Town's business, including those required for the implementation of land development and planning approval processes; acquisition and disposition of Town-owned lands; and to support the Town's capital programs. The Legal Section is instrumental in providing the following services:

- Coordinating acquisitions and dispositions of Town lands and easements between staff and the Town solicitor;
- Providing staff with information and guidance on legal processes and matters;
- Conducting registrations and legal researches including title searches and corporate searches.

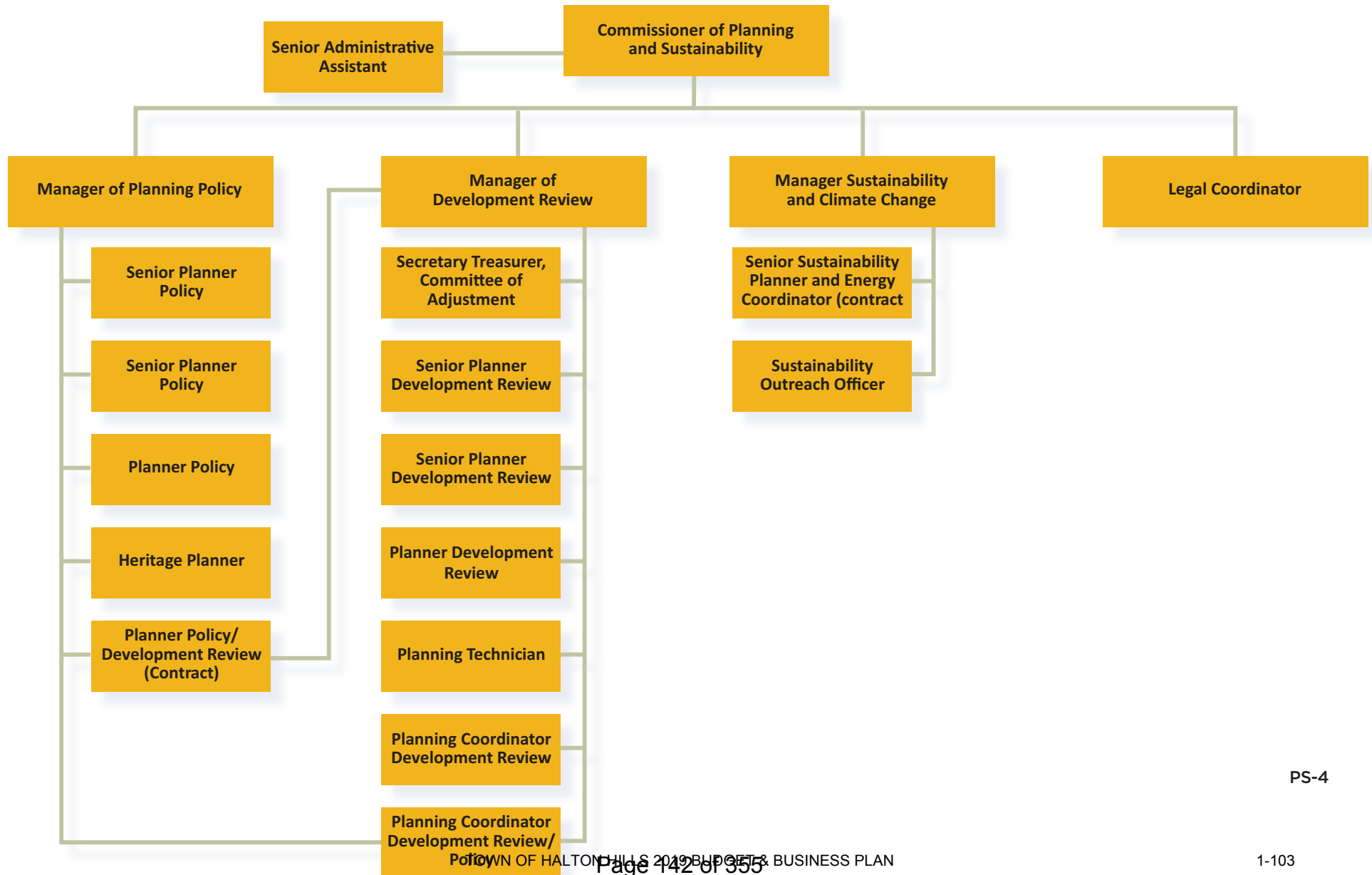
The Policy and Information Services section provides tools for sound management of land use changes consistent with the Town's community building vision and the Town Strategic Plan:

- Reviews and updates the Town's Official Plan and Comprehensive Zoning By-law to ensure conformity with provincial and regional plans, consistency with the Provincial Policy Statement and to reflect Council's vision and priorities as set out in the Strategic Plan;
- Leads the preparation of secondary plans and supporting studies;
- Conducts special studies on various land use matters and develops implementing strategies;
- Participates and formulates positions on provincial, regional and other planning initiatives;
- Provides heritage planning services.

PS-3

PLANNING AND SUSTAINABILITY

CURRENT ORG CHART



PS-4

PLANNING AND SUSTAINABILITY

CORE ACTIVITIES

Development Review & Committee of Adjustment

- Official Plan Amendments
- Zoning By-law Amendments
- Plan of Subdivision/ Condominiums
- Part Lot Control Applications
- Site plans
- Urban design
- Consents
- Minor variances
- Expansions to legal non-conforming uses

Policy & Information Services

- Official Plan
- Comprehensive Zoning By-law
- Secondary Plans
- Policy planning studies
- Heritage planning
- Regional and provincial plan review
- Halton Area Planning Partnership (HAPP)
- Planning data

Sustainability & Climate Change

- Sustainability & Climate Change
- Integrated Community Sustainability Strategy
- Climate Change Adaptation Plan
- Green Development Standards
- Energy Plan implementation
- Sustainability outreach programs
- Town Sustainability Implementation Committee

Legal

- Development agreements
- Non-development agreements
- Coordination of land acquisitions/dispositions
- Title and corporate searches



PS-5

PLANNING AND SUSTAINABILITY



PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES



- Halton Hills Premier Gateway Phase 1B Integrated Planning Project completed and Secondary Plan adopted.
- Vision Georgetown Integrated Planning Project completed and Secondary Plan adopted.
- Preferred Planning Alternative endorsed for Destination Downtown.
- Advanced Glen Williams Mature Neighbourhood Study.
- Advanced the background work for the Intensification Opportunities Study and the Employment Land Needs Study.
- Expedited approvals for several key development files (e.g. Futura, Amico-Phase 1, 25 James St., Toronto Premium Outlets Expansion).
- Updated Development Application Fee By-law.
- Prepared various development and non-development agreements.
- Developed and publication of the Halton Hills 80BY50 Energy Report.
- Developed and published the 2017 edition of the State of Sustainability Profile.
- Advanced the Climate Change Vulnerability Assessment for key Town facilities.
- Continued implementation of the Mayor's Community Energy Plan.
- Continued implementation of the Corporate and Community Sustainability Strategies.
- Submitted numerous grant applications.

PLANNING AND SUSTAINABILITY



ENVIRONMENTAL SCAN



Challenges:	<ul style="list-style-type: none"> Preparing for significant growth, both residential and commercial. Lack of dedicated in-house urban design expertise. Community expectations regarding infill/intensification and affordable housing vis a vis Provincial and Regional requirements. Highly complex policy and regulatory regime in place in Ontario. Ongoing uncertainty associated with the NWGTA Corridor Identification Study/GTA West and the Provincial appeal to Regional Official Plan Amendment No. 47. Uncertainty associated with post 2031 growth allocation. Major shift in Provincial direction on climate change. It is unclear as to the future level of support for municipally-led climate change adaption initiatives.
Opportunities:	<ul style="list-style-type: none"> New fees by-law to bring rates closer to full cost-recovery for development review. Next lake-based allocation program provides a more robust and predictable servicing stream. There will be opportunities to input into the Province's revised plan to fight climate change. Pending approval of Vision Georgetown Plan, there will be opportunities to increase our housing stock, including the potential for more affordable forms of housing. There are opportunities for increased assessment and employment growth with the pending approval of the Halton Hills Premier Gateway Phase 1B Plan.

PS-7

PLANNING AND SUSTAINABILITY



WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Advance the Halton Hills Premier Gateway Phase 2B Integrated Planning Project	Preparation of a Secondary Plan for the Premier Gateway Phase 2B Lands which entails a number of detailed studies including a scoped Subwatershed Study, Transportation, Functional Servicing, Planning and Urban Design Studies, along with public and agency engagement.	Policy	<ul style="list-style-type: none"> Implements Council's approved growth management strategy to 2031. Increased assessment and employment opportunities. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery
2 Review Glen Williams Secondary Plan	Review and update the Glen Williams Secondary Plan which is anticipated to include a review of the hamlet design policies and guidelines as well as floodplain and natural heritage policies in concert with community engagement.	Policy	<ul style="list-style-type: none"> Updated Secondary Plan that is in conformity to Provincial plans and policies and responds to community issues. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy

PS-8

PLANNING AND SUSTAINABILITY



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Participate in the Halton Regional Official Plan Review	Provide input into the Halton Region Official Plan review through various meetings and staff reports, including the development of an Integrated Growth Management Strategy that allocates growth to the local municipalities to the 2041 planning horizon.	Policy	<ul style="list-style-type: none"> Input into the statutory review of the Halton Region Official Plan. Certainty regarding post-2031 growth allocation. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery
4 Follow up on Vision Georgetown Secondary Plan Post Adoption	Assess and report on any modifications to the Secondary Plan proposed by Halton Region that are required to ensure conformity to the Regional Official Plan. This is anticipated to entail discussions and negotiations with the Region and the landowners that will focus on the Natural Heritage System and development phasing.	Policy	<ul style="list-style-type: none"> Implements Council's approved growth management strategy to 2031. Enables allocation program and development applications to advance. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery

PS-9

PLANNING AND SUSTAINABILITY



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Advance the Halton Hills Premier Gateway Phase 1B Secondary Plan	Assess and report on any modifications to the Secondary Plan (OPA 31 A) proposed by Halton Region that are required to ensure conformity to the Regional Official Plan. This is anticipated to entail discussions and negotiations with the Region. OPA 31 B will be held in abeyance pending the resolution of the ROPA 47 appeals.	Policy	<ul style="list-style-type: none"> • Implements Council's approved growth management strategy to 2031. • Enables development applications to advance. • Increases assessment and employment opportunities. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery
6 Conduct the Employment Land Needs Study & Intensification Opportunities Study	<ul style="list-style-type: none"> • Identify the type and need for additional employment land in the Town to the 2041 planning horizon. • Assess the Town's capabilities to accommodate intensification within the built-up area to the 2041 planning horizon. 	Policy	<ul style="list-style-type: none"> • Provide input into the Regional Official Plan review. • Integrate the study findings into the Regional Official Plan and Halton Hills Official Plan. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery

PS-10

PLANNING AND SUSTAINABILITY



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Complete Destination Downtown	This involves completing the various background studies associated with the project, the preparation of draft Secondary Plan followed by a public meeting, the review of public and agency comments and the development of a final Secondary Plan for adoption.	Policy	<ul style="list-style-type: none"> Updated Secondary Plan that is in conformity with Provincial Plans and policies and responds to community issues. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Cultural Master Plan ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery
8 Complete the Climate Change Adaptation Plan	This includes finalizing the research component of the project including the Natural Capital Assessment (Milestone 2) and the development of the vision and guiding principles, action evaluation, and selection and prioritization as part of the development of the Plan (Milestone Three).	Sustainability	<ul style="list-style-type: none"> Climate Change Adaptation Plan to identify actions that reduce the Town's exposure to climate change. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery

PS-11

PLANNING AND SUSTAINABILITY



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9 Update Green Development Standards	Review and revise the Green Development Standards to ensure that they continue to align with best practices including green construction technologies. This will include an assessment of the current standards, opportunities for enhancements and to engage with stakeholders within the industry. The final product is anticipated to include updated standards and updated checklist.	Sustainability	<ul style="list-style-type: none"> Develop updated measures that seek to lower the environmental footprint of new developments. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy ✓ Core Service Delivery
10 Update the Corporate Energy Conservation Plan	Update the Plan to ensure that it continues to align with best practices. This will include a scan of other municipal plans, an assessment of the strengths of the current Plan and opportunities for improvement such as a low carbon building strategy.	Sustainability	<ul style="list-style-type: none"> Develop updated measures that seek to lower greenhouse gas emissions and reduce the Town's operational costs. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Transportation Master Plan (incl Cycling) ✓ Sustainability Strategy ✓ Long Range Financial Plan ✓ Core Service Delivery

PS-12

PLANNING AND SUSTAINABILITY



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
11 Research tree Conservation By-law	Research and investigate the merits of developing a tree conservation by-law applicable to private properties.	Sustainability	<ul style="list-style-type: none"> Determination whether a Tree Conservation By-law is appropriate and if so, the parameters of the same. 	<ul style="list-style-type: none"> ✓ Official Plan (incl approved Secondary Plans) ✓ Sustainability Strategy
12 Improve Public Notifications	Work with Communications staff to ensure that public notifications are understandable and properly placed.	Development Review	<ul style="list-style-type: none"> Clear, non-technical notifications that increase public engagement. 	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Core Service Delivery



PS-13



PLANNING AND SUSTAINABILITY



STAFFING IMPACT

+/- FTE ESTIMATES	SERVICE DELIVERY AREA
2- Contract continuation	<ul style="list-style-type: none">■ Senior Sustainability Planner/Energy Coordinator – This is a continuation of the current contract. The position is required to work on key projects such as the update to the Corporate Energy Plan, leading the Corporate Energy Management Team, the on-going implementation of the Corporate and Community Energy Plans, and the Green Development Standards Update.■ Planner Development Review/Policy – This is a continuation of the current contract. The position is required to work on key policy projects such as the Regional Official Plan review, the cannabis review, updates to the Comprehensive Zoning By-law, assist with Secondary Plans as well as the processing of development applications.

PS-14

PLANNING AND SUSTAINABILITY



PERFORMANCE MEASUREMENT



OPERATIONAL PERFORMANCE INDICATORS	TARGET
Improved Development Review Metrics	<ul style="list-style-type: none"> Implement tracking process to identify improvements and establish metrics.
Well-developed Plans	<ul style="list-style-type: none"> Council approved Destination Georgetown Secondary Plan Council approved Glen Williams Mature Neighbourhood Character Study Council approved Climate Change Adaptation Plan
Reduced corporate electricity consumption	2 %
Reduced corporate natural gas consumption	2 %
QUALITY OF LIFE/STRATEGIC PERFORMANCE INDICATORS	TARGET
Increased participation in Sustainability Partnership program	+36 %
Increased applications to the Community Sustainability Investment Fund	+ 4 %
Increased approvals – Green Development Standards	+ 50%

PS-15

RECREATION AND PARKS

Vision Statement:

All residents are engaged in meaningful and accessible recreation experiences that foster individual and community wellbeing.

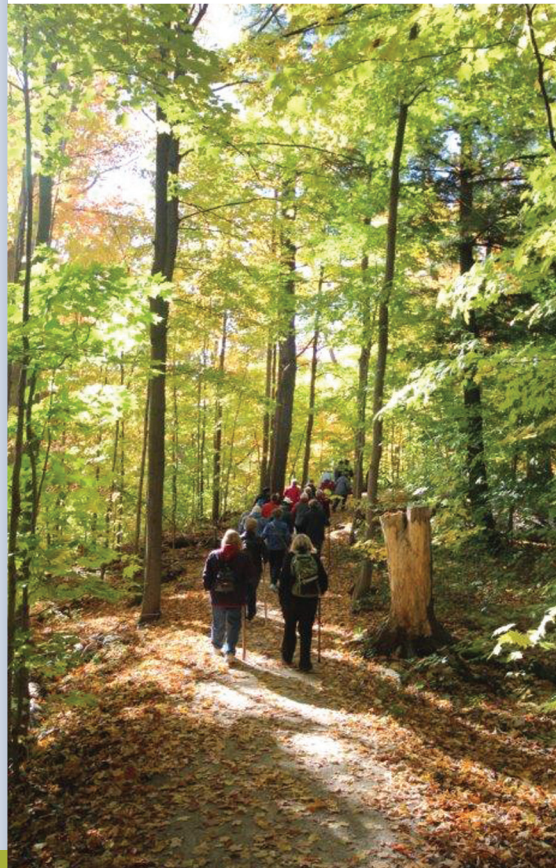
Mission Statement:

The primary role of the Recreation and Parks Department is to enhance the quality of life for residents of Halton Hills. We embrace our mandate by assisting and supporting community groups in providing recreation and cultural opportunities. The municipality also provides facilities, services and programs that help to fulfil the physical, mental and social needs of the community.

November 2018



2019 BUSINESS PLAN



RP-1

RECREATION AND PARKS

DEPARTMENT OVERVIEW

Recreation and Parks is responsible for the delivery of quality programs, services and facilities to improve the quality of life for its residents in line with the following goals:

- Fostering active living through physical recreation.
- Increasing inclusion and access to recreation.
- Helping people connect to nature through recreation.
- Providing supportive environments to encourage participation and help build strong communities.
- Ensure continued growth and sustainability of the recreation field.

Recreation Services

Deliver community programs (children, youth, active living), aquatics programs, seniors and youth centres, marketing and promotion, and sales and service (programs, arenas, parks, cemeteries, schools).

Facilities

Design, construction and operation of community centres, arenas, cultural centre, libraries, and park/ancillary buildings.

Parks and Open Space

Acquisition, design and construction of parks, trails and cemeteries. Community development for local groups, volunteers and events.

Asset Management

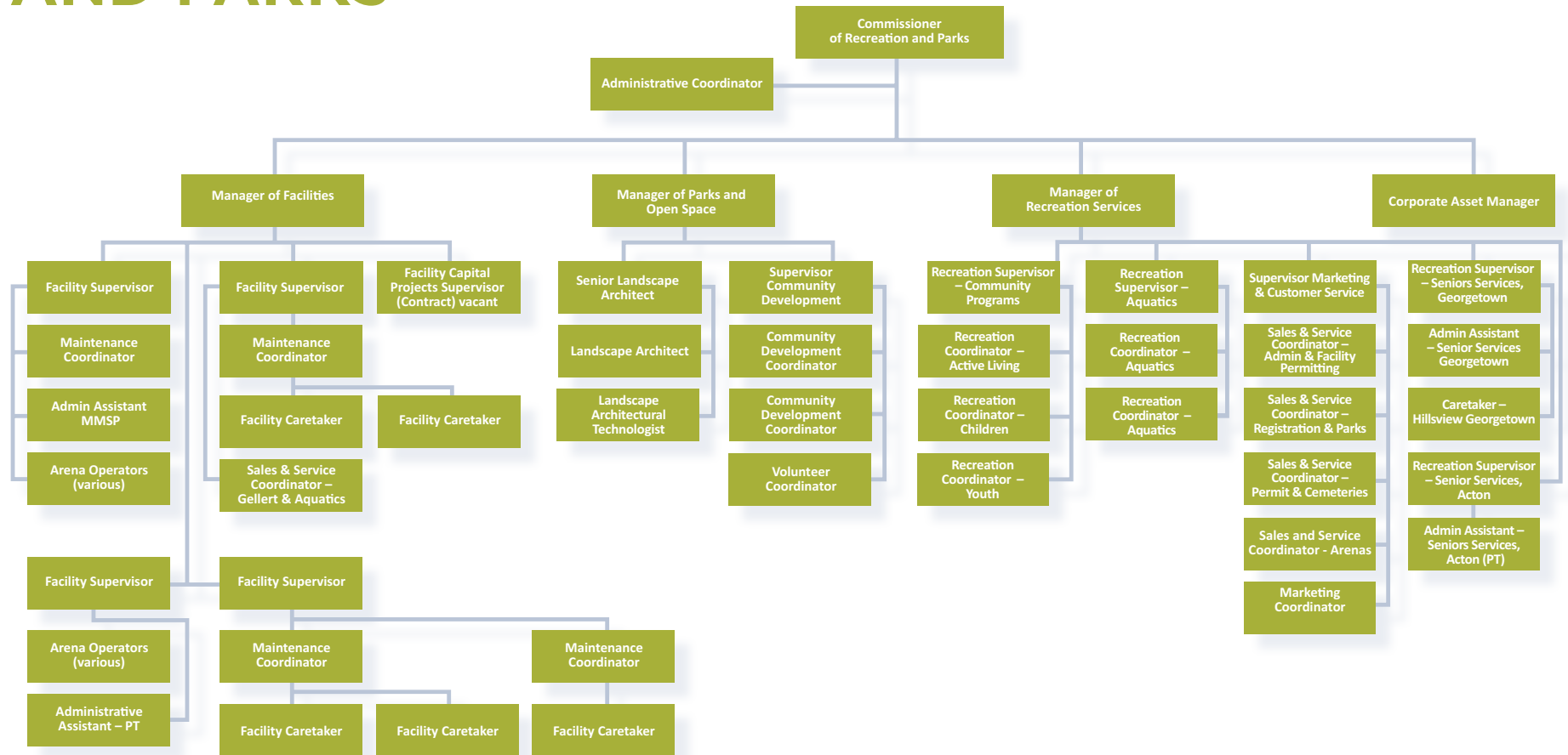
Development and implementation of a corporate asset management system.



RP-2

RECREATION AND PARKS

CURRENT ORG CHART



RECREATION AND PARKS

Sustainable Growth

Participation

Connecting to Nature

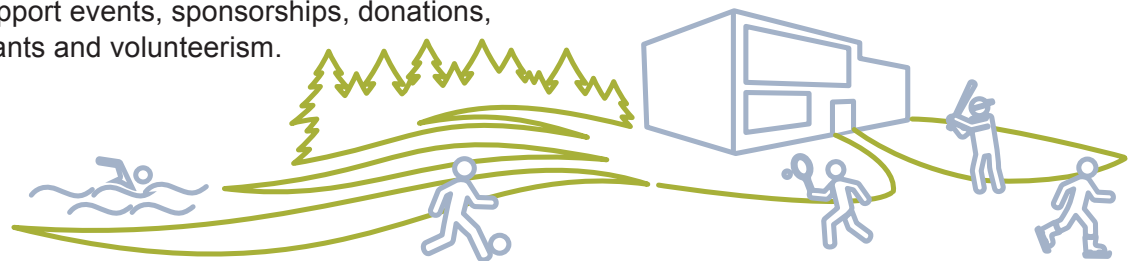
Inclusion and Access

Active Living



CORE ACTIVITIES

- Hillsview Active Living and Youth Centres
- Arenas and Community Centres: indoor recreational spaces for aquatics, ice users, sports floors. Cultural Centre with theatre, gallery.
- Community centres for warming, cooling and emergency services.
- Facility operations: inspection, maintenance, sustainability and energy conservation.
- Parks and Cemeteries: outdoor spaces for sports, trails, outdoor activities, and cemeteries.
- Recreation Programs – community and aquatic services. Service to promote inclusion, subsidies, and community well-being.
- Community development programs to support events, sponsorships, donations, grants and volunteerism.
- By-laws, policies, and program standards per legislative requirements.
- Legal and community partnership agreements.
- Acquisition and disposal of parks and open space.
- Development Review process for parkland and landscape approvals
- Business plans, master plans and strategic planning.
- Corporate Asset Management Program
- Project management for capital works, from design through construction.
- Facility, park, trail and cemetery master planning and design.



RP-4

RECREATION AND PARKS

▶ PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSES



- Year 2 of Active Easy Campaign
- Design and Construction of Gellert Skate Park
- Year 2 of Youth Network – partnership with Reach Out Centre for Kids and opening of new Georgetown Youth Centre location.
- Year 2 of Corporate Asset Management – approved corporate policy, draft levels of service and asset inventory.
- New Recreation Software Launch
- Community partnerships – Prospect Dock, Trafalgar Sports Park Ball Diamonds, Norval Engagement sessions, and Leash Free Halton Hills.
- Vision Georgetown – Parkland Strategy
- Studies launched or underway in 2018: Strategic Action Plan, Rates and Fees Strategy, Seniors Service Delivery Review, Town Hall Master Plan, Cedarvale Feasibility Study, Collegiate Pool Review, and Gellert Phase 2 Facility Fit.
- Staff Development: staff engagement initiatives, Aquatic Staffing Review, and employment standards compliance.
- Facility and Park construction: Upper Canada Parkette, Acton Library/Robert Little School pedestrian bridges.



RP-5

RECREATION AND PARKS



ENVIRONMENTAL SCAN



<p>Inclusion and Access*</p> <p><i>*Categories align with the National Framework for Recreation</i></p>	<p>CHALLENGES: Increasing legislative requirements for community safety and wellbeing.</p> <ul style="list-style-type: none"> Results in a changing role in the delivery of social services and reliance on partnership models to secure sustainable funding. <p>OPPORTUNITIES: The role of the Town in the delivery of the youth services network promotes the community wellness model.</p> <ul style="list-style-type: none"> Attendance at youth centres has increased 10% in the first year and additional support services have driven an increase in on-site clinical services.
<p>Recreation Capacity</p>	<p>CHALLENGES: Trends have indicated an apparent decrease of community volunteers for traditionally community led events.</p> <ul style="list-style-type: none"> Increased need for Town financial and organizational support. <p>Staffing levels to address key business functions; PerfectMind launch, social planning issues, community development support for external groups (sports, ecology, culture, heritage), Asset Management, and facilities capital project backlog.</p> <ul style="list-style-type: none"> Increasing demands on existing staff to deliver new legislated or business support requirements will impact existing staff and programs. <p>OPPORTUNITIES: Development of an updated community partnership program model.</p> <ul style="list-style-type: none"> A revised policy would clearly outline the needs and expectations of community groups and the Town's level of support.

RP-6

RECREATION AND PARKS



ENVIRONMENTAL SCAN *Continued*



Supportive Environments

CHALLENGES:

Legislated asset management standards.

- Gaps in infrastructure spending will impact future capital budget forecasts.

OPPORTUNITIES:

A corporate asset management strategy will identify a consistent approach for the desired framework.

- Facility needs will be clearly understood and aligned with other potential funding sources.

Proactive business planning to increase revenues, participation and rental levels.

- An updated Strategic Plan provides a solid framework for business processes.



RP-7

RECREATION AND PARKS

▶ WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Facility Design	Conceptual design and/or design/engineering for Gellert Community Centre, Collegiate Pools, Cedarvale Community Centre, and Acton Youth Space.	Parks & Open Space Facilities Recreation Services	Detailed planning and costing to inform future use/retrofits to meet local recreational needs.	<ul style="list-style-type: none"> ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan
2 Community Safety and Well Being	Further defined roles in the delivery of youth services, community development and active living.	Recreation Services Parks and Open Space (Community Development)	Improved service levels and partnerships to address local needs in line with Region of Halton Community Safety and Well Being Plan.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Departmental Strategic or Master Plan ✓ Long Range Financial Plan ✓ Regional Community Safety & Wellbeing Plan
3 Recreation and Parks Strategic Action Plan	Update of department plan in line with the national Framework for Recreation.	Commissioner	Community engagement strategy to comment on draft materials developed by staff in 2018.	<ul style="list-style-type: none"> ✓ Council's Strategic Plan ✓ Official Plan (incl approved Secondary Plans) ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery ✓ Other

RP-8

RECREATION AND PARKS

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Corporate Asset Management Strategy	Year 3 of CAM Strategy to align with legislative requirements.	Corporate Asset Management	Additional inputs on risk and lifecycle management, and a CAM software solution.	<ul style="list-style-type: none"> ✓ Long Range Financial Plan ✓ Corporate Technical Strategic Plan ✓ Other
5 Capital Construction Projects	Construction of capital construction projects such as Trafalgar Sports Park Phase 6, Playground Replacement Program, Revitalization & Renewal Projects.	Parks & Open Space Facilities	<p>Completed capital projects as outlined in the 2019 Capital Budget.</p> <p>Replacements for aging infrastructure in coordination with Corporate Asset Management program and requirements.</p>	<ul style="list-style-type: none"> ✓ Departmental Strategic or Master Plan ✓ Core Service Delivery ✓ Other

RP-9

RECREATION AND PARKS



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time		
Part Time	4	Youth Centre Programmers To sustain the programming and operation of two youth centres in line with the objectives of the Youth Services Network
	1*	Active Easy Community Activator* (no budget impact) To deliver the Active Easy programming for older adults in line with the approved funding from the New Horizons grant secured in 2018.
Contract		

RP-10

RECREATION AND PARKS



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Active Living – Number of program participant hours per person	Increase by 2%
Connecting to Nature - Number of program participants in Active Easy Programs	Increase by 10%
Recreation Capacity – Number of High Five Certified staff $\geq 95\%$	Meet benchmark
QUALITY OF LIFE	
Supportive environments; Social – Number of youth attending Youth Centres	Increase by 5%
Inclusion and Access – Number of inclusion participants in programs accommodates need	Increase by 2%
Supportive Environments; Physical – Number of hectares of natural open space per 1,000 people	Maintain provisional standard

RP-11



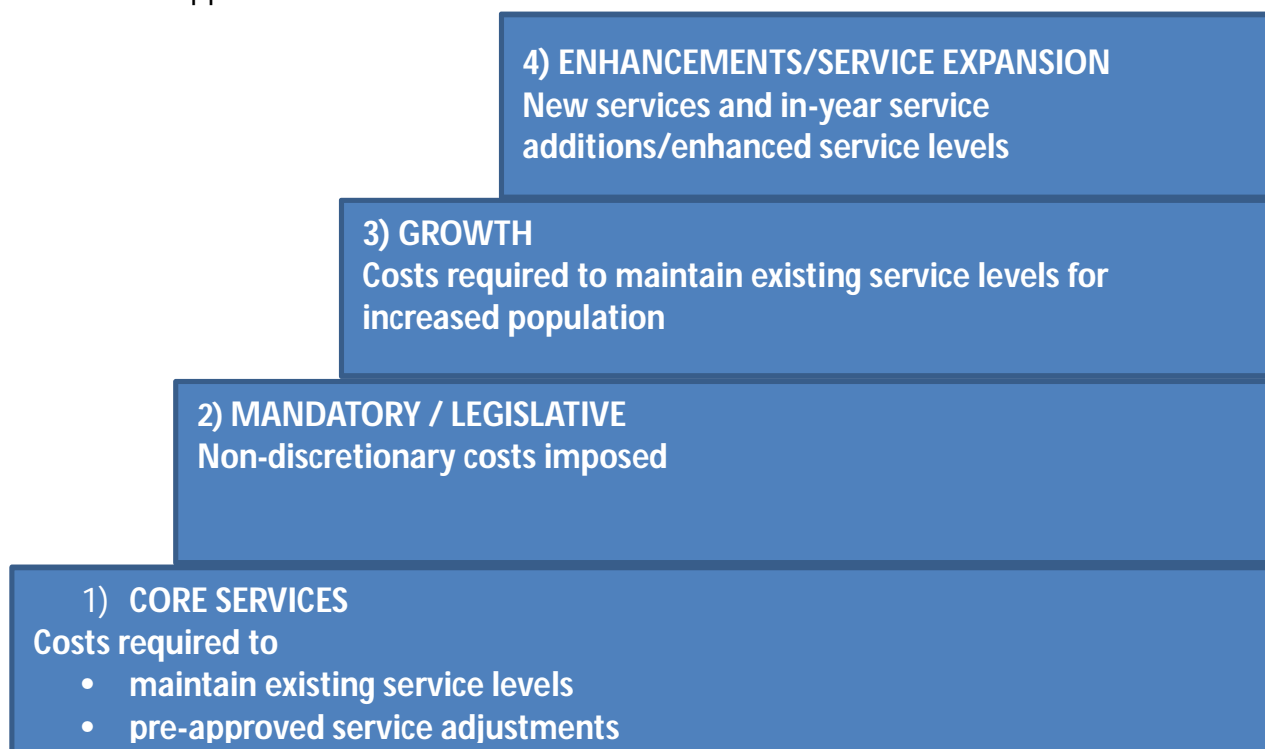
OPERATING BUDGET

Introduction

In planning for a vibrant, healthy and sustainable community, the Town of Halton Hills is committed to providing community leadership on issues of concern, and delivering a broad range of public services to its residents and businesses. The Operating Budget is one of the Town's primary documents in supporting service delivery that is efficient, effective and economical. In preparing the 2019 preliminary Operating Budget, Town staff has considered department business plans, the Town's Strategic Plan, Long Range Financial Plan and Asset Management Plan. Please note, December 3, 2018 marks the inauguration of a new term of Council; in 2019, Council and staff will work towards setting new strategic priorities for the 2019 – 2022 term.

The Operating Budget process commences with the preparation of preliminary Business Plans and base budgets for each department. Base budget adjustments include all costs necessary to continue existing operations of the department such as previously approved contract or service adjustments, inflationary increases, performance increments, cost of living allowances as well as legislated and other accounting changes.

Once base budgets are established, identification of needs are assessed corporately to address deficiencies in service levels, as they relate to growth or community expectations, and are balanced against the cost of implementing the necessary changes. In prioritizing what is achieved in each budget cycle, Town staff first addresses the requirements to maintain existing core services. Staff then assesses all adjustments needed to conform to mandatory or legislated changes, evaluates service level impacts from growth, and considers the implementation of new services or service level enhancements based on community need. This hierarchical approach is illustrated below:



The following sections provide a detailed summary of each department's Operating Budget, including revenue and expenses for 2019. The Financial statements illustrate the approved 2018 Operating Budgets by department, the base Operating Budget for 2019 adjusted for costs required to maintain existing services, and the total Operating Budget after incorporating the proposed Budget Inclusions selected through the needs identification process. In offsetting expenditure increases, the Town considers revenue from other sources first, with the remaining balance coming from the tax levy.

Operating Budget Summary

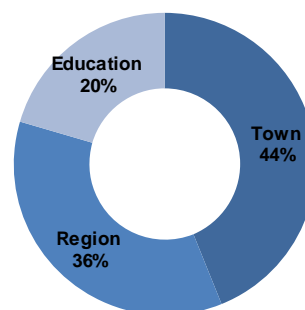
The Town of Halton Hills 2019 net Operating Budget (tax levy supported budget) is proposed at \$50,689,500. Taxes levied support Transportation & Transit, Recreation & Culture, Parks & Open Space, Environmental, Fire, Library, and Administration services that provide the quality of life expected by residents of the community.

The net impact on property taxes will result in an overall increase of 2.5%, after considering the preliminary Operating Budgets of the Region (2.2% increase) and school boards (0.0%). The proposed Operating Budget represents a 3.9% increase in the portion for Town provided services.

PROPERTY TAX IMPACT 2019 OPERATING BUDGET (Per \$100,000 of residential assessment)				
	2018 Final Budget	2019 Preliminary Budget	\$ Change	% Change
Town	\$364	\$378	\$14	3.9%
Region *	\$295	\$302	\$6	2.2%
Education **	\$170	\$170	\$0	0.0%
Total	\$829	\$850	\$21	2.5%

Notes:
 * Based on Regional 2019 budget guidelines
 **Based on 2018 Education rates

DISTRIBUTION OF
RESIDENTIAL TAX DOLLARS



The preliminary Operating Budget was prepared in consideration of the following challenges and opportunities for 2019:

- Projected assessment growth of 2.8% of the total tax base, representing additional revenue of \$1,444,000, related mostly to new residential housing construction;
- Compensation adjustments for staff amounting to \$1,720,800, including previously approved contract agreements, performance increments, job evaluation changes, the proposed cost of living adjustment, and inflationary pressures on employer-provided benefits;
- Increased expenditures of \$113,500 relating to previously approved capital projects;
- Inflationary pressures on existing services in consideration of the CPI forecasted inflation of 2.0% for 2019, as well as materials and supplies required to maintain existing service levels amounting to an expenditure increase of \$506,600;

- Additional contributions to reserves as per the 2018 Long Range Financial Plan in the amount of \$525,950 in order to replace assets as needed, and support long term capital planning;
- Creation of a special levy to address the infrastructure deficit at a 0.6% tax levy increase of \$284,000;
- Addressing resourcing gaps identified in the Corporate Technology Strategic Plan at an expenditure increase of \$401,500;
- The transition of the ActiVan transit program to an in-house service at a net expenditure increase of \$233,800;
- The expansion of integrated youth services provided at the Georgetown and Acton youth centres resulting in a net increase in expenses of \$153,500;
- Acceleration of the Fire Services Master Plan to provide 24 hour full-time service in all areas of Halton Hills at a net increase of \$444,700. As a result, annual increases to the Special Fire Services Levy have been discontinued. The annual Fire Services Levy will remain at \$2,451,200;
- And, the continuation of existing contractual positions as required to deliver expected services at a cost of \$697,500, funded from the anticipated 2018 operating surplus. Should the 2018 operating surplus not materialize as anticipated, the necessary funds will be contributed from the Tax Rate Stabilization Reserve.

The below graphic displays gross expenditures by service category in the proposed 2019 Operating Budget. This format aligns with the formats presented in the Long Range Financial Plan, Asset Management Plan and Public Sector Accounting Board (PSAB) reporting. Traditional departmental net operating budgets are also provided on pages 2-10 to 2-42.

Town of Halton Hills Gross Expenditures by Service Category

	* 2018	2019					2019 vs 2018	
	Budget (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Administration	11,627,757	12,430,200	61,500	401,500	6,000	12,899,200	1,271,443	10.9%
Fire Services	7,866,555	8,373,655	-	444,700	51,300	8,869,655	1,003,100	12.8%
Recreation & Culture	10,600,330	10,582,057	-	155,900	90,800	10,828,757	228,427	2.2%
Library Services	3,546,199	3,738,200	-	-	16,600	3,754,800	208,601	5.9%
Environmental Services	1,616,781	1,671,139	-	23,600	102,900	1,797,639	180,858	11.2%
Planning & Development	4,566,650	4,576,936	-	85,400	86,800	4,749,136	182,486	4.0%
Transportation & Transit	13,048,054	13,256,551	-	-	314,600	13,571,151	523,097	4.0%
Parks & Open Space	2,118,454	2,240,248	52,000	-	-	2,292,248	173,794	8.2%
Capital & Long Term Planning	14,570,945	15,131,595	-	284,000	50,000	15,465,595	894,650	6.1%
Total Gross Expenditures	69,561,725	72,000,581	113,500	1,395,100	719,000	74,228,181	4,666,456	6.7%
Gross Revenues	(22,239,725)	(22,255,581)	-	(337,800)	(945,300)	(23,538,681)	(1,298,956)	5.8%
Total Net Expenditures	47,322,000	49,745,000	113,500	1,057,300	(226,300)	50,689,500	3,367,500	7.1%
General Levy	(38,769,100)	(39,149,600)	-	(1,671,500)	-	(40,821,100)	(2,052,000)	5.3%
Special Levies	(8,172,400)	(8,140,400)	-	(284,000)	-	(8,424,400)	(252,000)	3.1%
Assessment Growth	(380,500)	-	-	(1,444,000)	-	(1,444,000)	(1,063,500)	279.5%
Total Taxation	(47,322,000)	(47,290,000)	-	(3,399,500)	-	(50,689,500)	(3,367,500)	7.1%
Net Town Tax Impact (Net of Assessment Growth)	(48,766,000)	(48,734,000)	-	(1,955,500)	-	(50,689,500)	(1,923,500)	3.9%

* 2018 budget and restated in 2019 new account structure for comparative purposes

The proposed 2019 Operating Budget represents an increase in the net tax levy of \$1,923,500, or 3.9%, after adjustments for growth. Although higher than the anticipated CPI for inflation in 2019 of 2.0%, the 2019 Budget keeps the cost of Town services affordable with a modest tax increase when considering the amount of new services and service level enhancements noted above.

Property Tax Impact

Total expenditures in the preliminary 2019 Operating Budget are \$74,228,181, representing a \$4,666,456 (6.7%) increase over the 2018 approved budget. As noted earlier, the Town explores other revenue sources first to pay for increases in expenditures, and funds the outstanding balance from the tax levy. In 2019, \$2,742,956 of the increase in expenditures will be funded from other revenue sources or assessment growth, with the remainder to be funded through a proposed increase to the tax levy of \$1,923,500 (3.9%) – 0.6% of the net levy increase relates to the special levy needed to address the infrastructure deficit, with the remaining 3.3% from the general tax levy to support service delivery, new services and enhancements to existing services. A breakdown of the total tax levy is provided below:

Levy	Approved 2018 Budget (\$)	Increase (Decrease)	% of Adj. Net Levy	Preliminary 2019 Budget (\$)
General Levy	39,149,600	1,671,500	3.4%	40,821,100
Special Levy - Georgetown Hospital	335,000			335,000
Special Levy - Fire Services	2,451,200			2,451,200
Special Levy - Pavement Management	1,884,000			1,884,000
Special Levy - Infrastructure	2,084,000			2,084,000
Special Levy - Arenas	1,232,700			1,232,700
Special Levy - Fair Workplaces, Better Jobs Act 2017	185,500	(32,000)	-0.1%	153,500
Special Levy - Infrastructure Gap	-	284,000	0.6%	284,000
Net Levy	47,322,000	1,923,500	3.9%	49,245,500
Assessment Growth	1,444,000	1,444,000		1,444,000
Adjusted Net Levy for Assessment Growth	48,766,000	3,367,500		50,689,500

The net result is an expected overall property tax increase of 2.5%, after considering the preliminary Operating Budgets of the Region (2.2% increase) and school boards (0.0%). Per \$100,000 of residential assessment, this equates to a total of \$849.83 in property taxes with \$378.05 of the total directed towards Town-provided services. The remainder is allocated as follows: \$301.78 to the Region of Halton and \$170.00 to education. The net tax increase for Town-provided services is 3.9% and is equal to \$14.35 per \$100,000 of residential assessment.

As presented in the below graphic, the majority of the 3.9% net tax increase is comprised of \$6.08 per \$100,000 for capital planning to address future infrastructure needs and \$7.46 per \$100,000 for the service level enhancements previously identified. Base budget pressures resulting from inflation and growth total \$11.59 per \$100,000 of residential assessment, which are largely mitigated through additional revenues from assessment growth (\$10.77 per \$100,000 of residential assessment).

2018 Residential Property Tax Bill plus 2019 Increases per \$100,000 of Residential Assessment

**TOWN OF HALTON HILLS**

1 Halton Hills Drive

Halton Hills (Georgetown), ON L7G 5G2

Telephone: (905) 873-2601 Fax: (905) 873-2347

E-mail: taxdepartment@haltonhills.ca

2019 FINAL TAX BILLTax Roll Number
2415 000 000 00000 0000

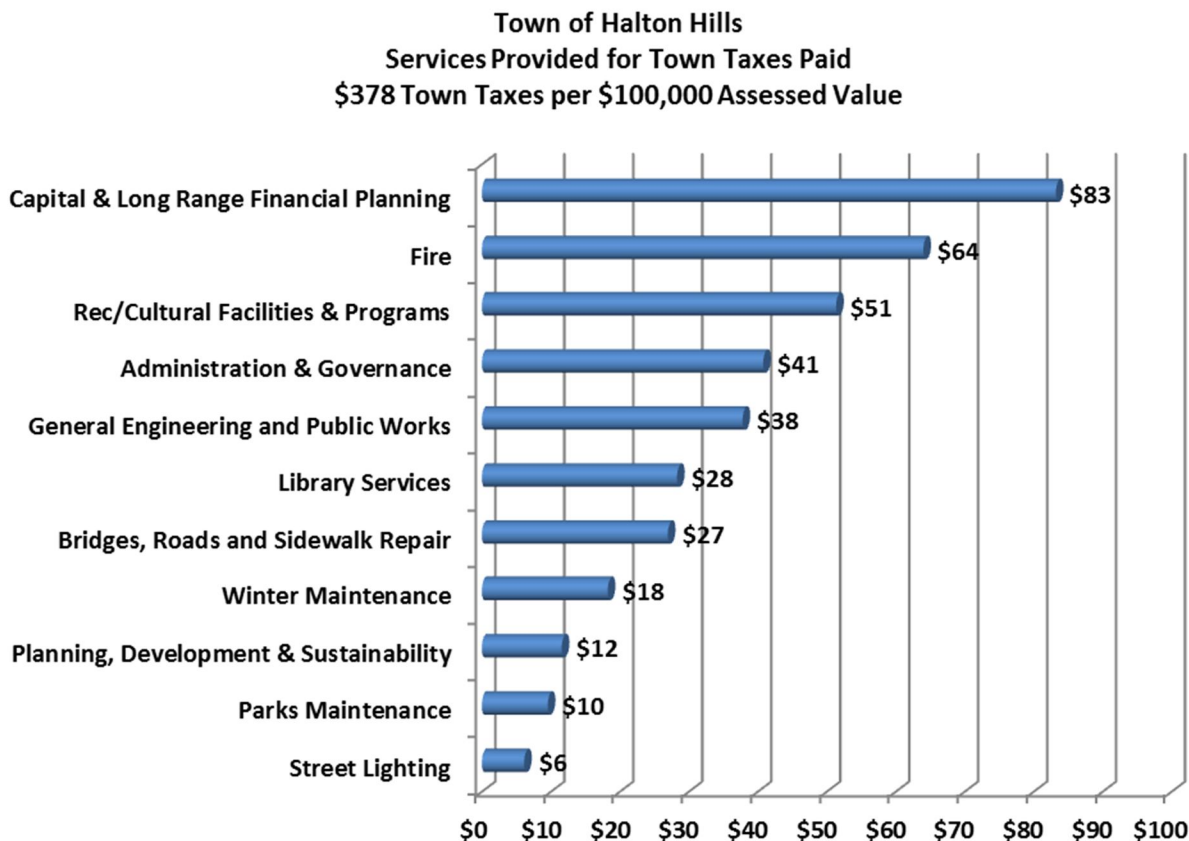
Group Code

Billing Date

Assessed Owner and Mailing Address XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX				Property Location and Legal Description XXXXXXXXXXXXXXXXXXXX XXXXXXX					
				Mortgage Company					
				Mortgage Account #					
				Accumulated Deferral as of billing date: \$0					
ASSESSMENTS		TOWN		REGION				EDUCATION	
				General		Waste			
Tax Class and Description	Value	Tax Rate %	Amount	Tax Rate %	Amount	Tax Rate %	Amount	Tax Rate %	Amount
2018 Residential Tax Rate	100,000	.361129	361.13	.267619	267.62	.027664	27.66	.170000	170.00
Georgetown Hospital Levy	100,000	.002575	2.58						
Assessment Growth	100,000	(.010770)	(10.77)	(.004014)	(4.01)	(.000415)	(0.41)		
2018 Residential Tax Rate Net of Assessment Growth		.352934	352.93	.263605	263.60	.027249	27.25		
2019 Tax Increases:									
Inflation on Existing Services	100,000	.009096	9.10						
Growth Related Increases	100,000	.002485	2.49						
Planning for Infrastructure Needs	100,000	.006078	6.08						
New Services & Enhancements	100,000	.007456	7.46						
		.025115	25.12	.009902	9.90	.001024	1.02		
Net 2019 Increase	100,000	.014346	14.35	.005888	5.89	.000609	0.61	-	-
Sub Totals		\$378.05		\$273.51		\$28.27		\$170.00	
SPECIAL CHARGES / CREDITS		PHASE-IN / CAP ADJS				SUMMARY			
				Municipal & Education Taxes				\$849.83	
				Special Charges/Credits				.00	
				Phase-in / Cap Adjustments				.00	
Total	\$0.00		\$0.00	Final 2019 Taxes				\$849.83	

Please note, graphic is for display purposes only and is not a replica of the actual tax bill format.

Approximately 68% of total Town revenue is received through property taxes. Other revenue sources include, but are not limited to, user fees, service charges, program fees, interest earned federal and provincial grant funding, payment in lieu of taxes and trust fund contributions. Net of all other revenue sources, the \$378.05 collected per \$100,000 of assessment is spent on providing the services below:



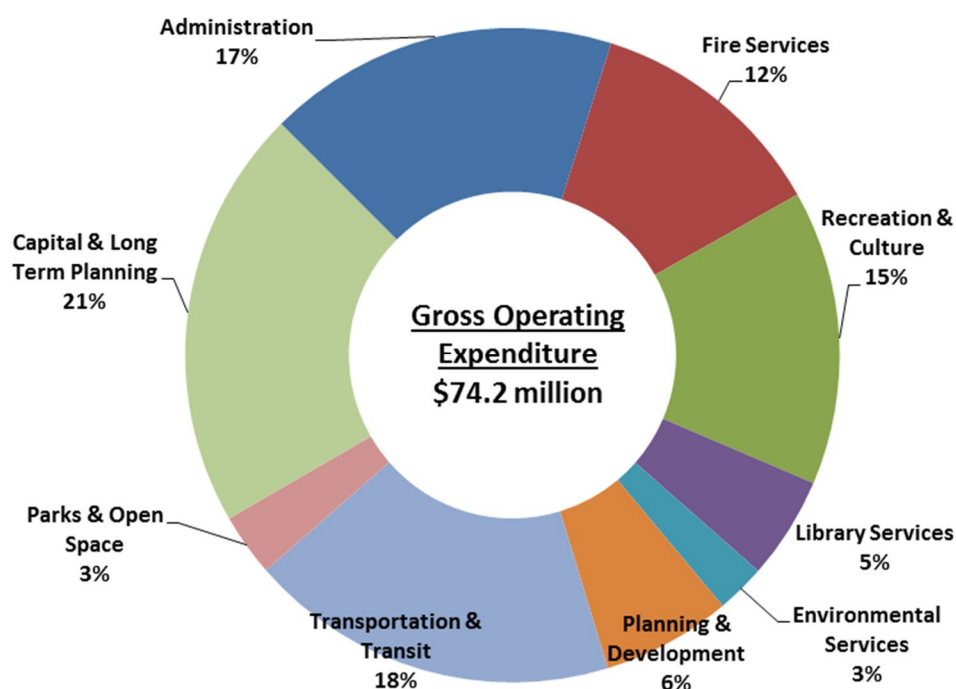
Budget Expenditures

The Town is responsible for a number of programs and services to support the safety and well-being of its residents and businesses and preserve the high quality of life. Some of these services have a direct and immediate effect on the community while other responsibilities, such as long term planning or policy development, seek to support the growth of the community – balancing future needs while upholding current standards. The Town's gross operating expenses are budgeted at \$74,228,181 and provide the following services and programs:

- Capital & Long Term Planning - \$15,465,595 (21%). This involves planning and capital financing for replacement of Town assets and infrastructure including roads, facilities, fleet and other equipment.
- Transportation & Transit - \$13,571,151 (18%). Includes expenses for ongoing maintenance of Transportation & Transit services such as bridges, roads and sidewalk repair, snowplowing and streetlighting.
- Administration - \$12,899,200 (17%). Administration and governance of all Town provided services. This includes divisions such as Information Services, Clerks and

Legislative Services, Economic Development, Human Resources and Accounting, as well as the delivery of corporate wide programs such as legal services, advertising and insurance coverage.

- Recreation & Culture - \$10,828,757 (15%). Operation costs of recreation and cultural facilities and programs including aquatics, seniors, and youth, as well as design construction and operation of community centres, arenas and cultural centres. The delivery of cultural programs and initiatives, such as the Cultural Master Plan, Public Art Master Plan, Culture Days and programming of the Helson Gallery are led by the Economic Development, Innovation and Culture division within the Office of the CAO.
- Fire Services - \$8,869,655 (12%). All operating costs related to three fire stations that provide all-hazards response capability to natural and human caused events.
- Planning & Development - \$4,749,136 (6%). Costs associated with developing and implementing plans, programs and services that enhance and build the community. This includes the development of policy and sustainability documents, the review of development applications filed under the Planning and Building Code Acts and the preparation of various legal agreements.
- Library Services - \$3,754,800 (5%). Includes operating costs of the Georgetown and Acton branch libraries, community outreach programs, as well as events and services provided by Library staff.
- Parks & Open Space - \$2,292,248 (3%). Costs involved with the acquisition, design, construction and maintenance of parks, trails and cemeteries, as well as community development for groups, volunteers and events.
- Environmental Services - \$1,797,639 (2%). Includes all costs related to stormwater management and environmental sustainability.



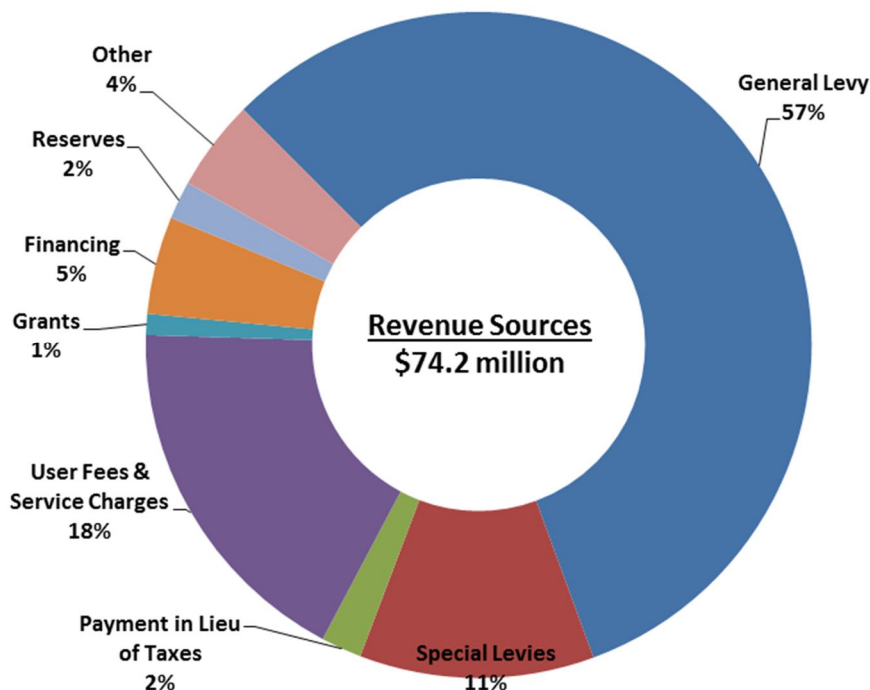
Budget Revenues

Taxation accounts for 68% of the funding for the Town's Operating Budget, including 11% from Special Levies, while the remaining balance is primarily comprised of user fees, service charges and earned interest.

Fees are charged to users of many Town services to ensure that those who benefit from the service are directly contributing to cover service expenses. When setting user fees and service charges, the Town considers a variety of factors, such as whether the service provides an individual or community benefit, ability of residents to pay for these services, charges of neighbouring municipalities for similar services and limits set by Town policy or other legislative requirements. The user rates and fees for 2019 are established in report CORPSERV-2018-0042.

Other revenue sources do not typically increase at the pace of inflation on expenditures for Town services or with the Town's growth, such as earned interest or federal and provincial grant funding. As a result, the budget is largely supported through taxation.

Sources of revenues used to fund the \$74,351,381 in operating expenses are displayed in the chart below, along with their percentage share of total funding.



Staff Complement

TOWN OF HALTON HILLS STAFF COMPLEMENT 2019 BUDGET & BUSINESS PLAN

	2018 Final Budget	* 2019 Base Budget	** 2019 Net Additions	2019 Budget Submission
Full-Time	282.0	293.0	10.0	303.0
Part-Time	122.6	120.1	0.6	120.7
Capital Full-Time	3.5	-	-	-
Contract	3.6	1.6	-	1.6
Permanent Staff Complement	411.7	414.7	10.6	425.3
Contract	1.0	4.5	4.0	8.5
Capital Contract	1.0	-	-	-
Temporary Staff Complement	2.0	4.5	4.0	8.5
Total Staff Complement	413.7	419.2	14.6	433.8

* Includes amendments to 2018 budget as a result of in year staffing changes through reorganization.

** Includes the addition of net 5.0 FTE firefighter positions to accelerate the objectives of the Fire Master Plan.

As noted above, the total staff complement has changed to address Council's priorities and in particular, to ensure Town services are delivered in an effective, efficient, and economical manner. Net additions in 2019 include the following:

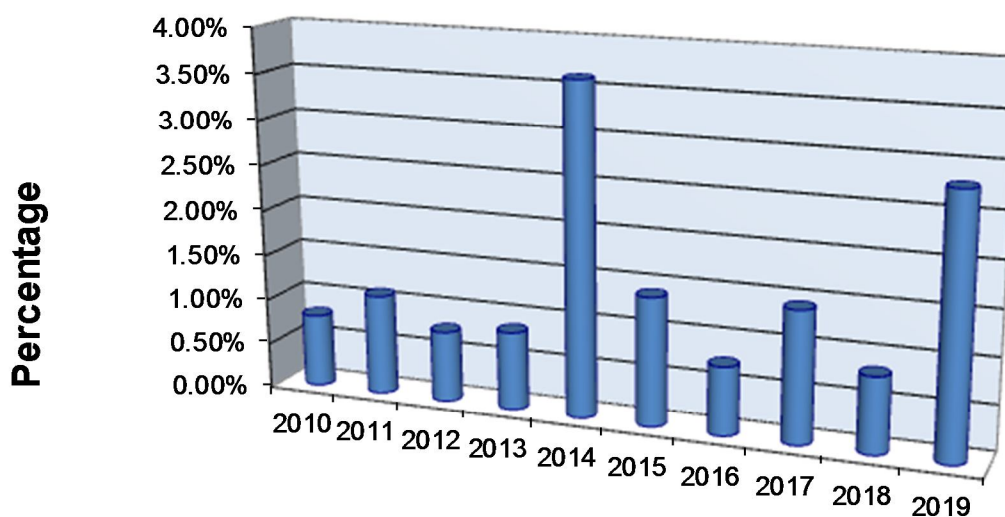
- Three full-time permanent positions in Information Services, as identified in the Corporate Technology Strategic Plan;
- Net 5.0 full-time equivalent (FTE) firefighter positions, to accelerate the objectives identified in the Fire Services Master Plan;
- Part-time hours amounting to two FTE positions needed for increased hours of operation at both Georgetown and Acton Youth Centres;
- Two additional crossing guard locations requiring 0.6 FTE positions;
- And, the continuation of 4.0 FTE positions currently under contract, required to meet existing service level expectations. Net additions include an Assessment Analyst, Communications Coordinator, Fire Customer Service Representative and a Traffic Analyst. All contract positions will be funded through a one-time contribution from the anticipated 2018 operating surplus and will have a net zero impact on the 2019 tax rate. Should the 2018 operating surplus not materialize as anticipated, the necessary funds will be contributed from the Tax Rate Stabilization Reserve.

Town of Halton Hills 2019 Operating Budget Net Expenditures by Department

	* 2018		2019				2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change
Net Expenditures								
Council	812,667	837,130	958,800	(10,000)	-	-	948,800	136,133 16.8%
Office of the CAO	2,835,200	2,710,735	3,045,500	500	-	-	3,046,000	210,800 7.4%
Corporate Services	4,701,000	4,755,213	5,043,800	48,700	401,500	-	5,494,000	793,000 16.9%
Library Services	3,617,594	3,597,942	3,794,600	-	-	-	3,794,600	177,006 4.9%
Fire Services	7,817,655	7,439,341	8,139,655	-	444,700	-	8,584,355	766,700 9.8%
Transportation & Public Works	12,796,080	12,735,294	13,160,600	52,000	23,600	-	13,236,200	440,120 3.4%
Planning & Sustainability	1,799,500	1,672,758	1,553,600	-	-	-	1,553,600	(245,900) -13.7%
Recreation and Parks	6,455,070	6,422,535	6,735,350	-	153,500	-	6,888,850	433,780 6.7%
Corporate Revenues & Expenses	6,487,234	5,728,729	7,597,095	22,300	(250,000)	(226,300)	7,143,095	655,861 10.1%
Total Net Expenditures	47,322,000	45,899,679	50,029,000	113,500	773,300	(226,300)	50,689,500	3,367,500 7.1%
General Levy	(38,769,100)	(39,154,087)	(39,149,600)	-	(1,671,500)	-	(40,821,100)	(2,052,000) 5.3%
Special Levies	(8,172,400)	(8,172,400)	(8,140,400)	-	(284,000)	-	(8,424,400)	(252,000) 3.1%
Assessment Growth	(380,500)	-	-	-	(1,444,000)	-	(1,444,000)	(1,063,500) 279.5%
Total Taxation	(47,322,000)	(47,326,487)	(47,290,000)	-	(3,399,500)	-	(50,689,500)	(3,367,500) 7.1%
Net Town Tax Impact (Net of Assessment Growth)	(48,766,000)		(48,734,000)	-	(1,955,500)	-	(50,689,500)	(1,923,500) 3.9%

* 2018 budget and forecast restated in 2019 new account structure for comparative purposes
Note: Department subtotals show net operating expenditures and do not include contributions from Special Tax Levies.

Assessment Growth Trends



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
■ Growth %	0.80%	1.10%	0.78%	0.86%	3.62%	1.41%	0.75%	1.44%	0.84%	2.80%

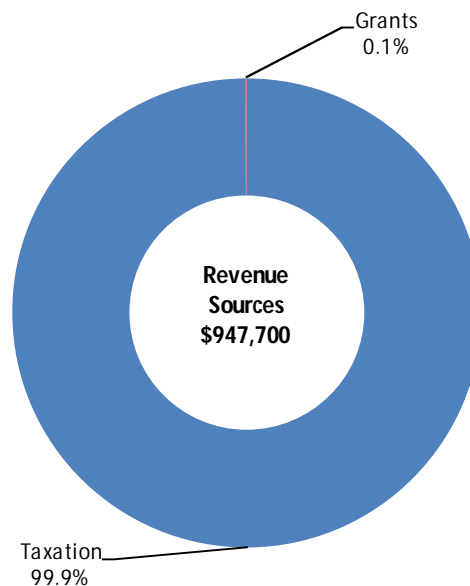
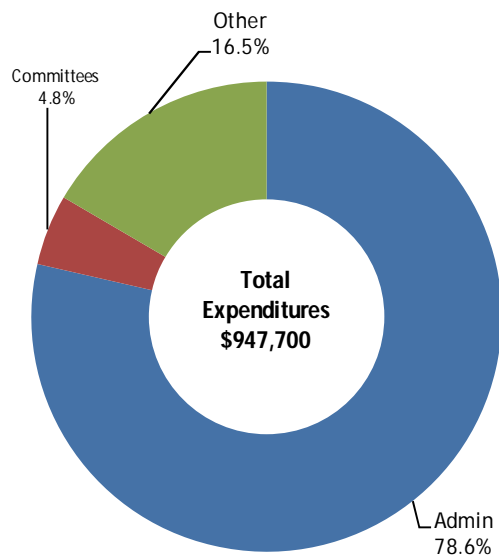
Note: 2019 estimated growth , Final Roll to be received in early Dec

Assessment growth refers to new properties added to the tax roll and/or expansions of or additions to existing properties that increase total tax revenues. Assessment growth is also impacted by the settlement of appeals filed by property owners. The 2019 Operating Budget includes anticipated net assessment growth of 2.80%, representing additional revenue of \$1,444,000, related mostly to new residential housing construction and the addition of new residential lots which will be available for housing construction next year. Increases in property values due to reassessment do not provide additional revenue to the Town. The tax rate is set in a manner in which the Town raises sufficient tax revenue to balance the budget.

2019 Operating Budget Highlights

The proposed 2019 Operating Budget for Council is \$949,800 in gross expenditures and \$948,800 net expenditures supported from the general tax levy. This represents a 16.8% increase over the 2018 budget. The total cost to deliver these services to Halton Hills residents is summarized below:

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	813,667	846,262	959,800	(10,000)	-	-	949,800	136,133	16.7%
Revenue	(1,000)	(9,132)	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	812,667	837,130	958,800	(10,000)	-	-	948,800	136,133	16.8%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	602,344	577,928	746,700	-	-	-	746,700	144,356	24.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	602,344	577,928	746,700	-	-	-	746,700	144,356	24.0%
Committees									
Expense	56,323	48,536	56,000	(10,000)	-	-	46,000	(10,323)	(18.3%)
Revenue	(1,000)	(9,132)	(1,000)	-	-	-	(1,000)	-	0.0%
Net Expenditures	55,323	39,404	55,000	(10,000)	-	-	45,000	(10,323)	(18.7%)
Other									
Expense	155,000	219,798	157,100	-	-	-	157,100	2,100	1.4%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	155,000	219,798	157,100	-	-	-	157,100	2,100	1.4%
Total									
Expense	813,667	846,262	959,800	(10,000)	-	-	949,800	136,133	16.7%
Revenue	(1,000)	(9,132)	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	812,667	837,130	958,800	(10,000)	-	-	948,800	136,133	16.8%

The \$136,133 or 16.8%, net increase to the Council Operating Budget is mainly due to the Council Compensation Review that took place in 2018. Please see below for the breakdown of the major drivers to the budget changes:

- Base budget increase of \$129,400 within compensation & benefits resulting from the Council Compensation Review in 2018. The one-third tax exemption allowance provided to elected officials was removed as of December 1, 2018 as per Bill C-44. Per Report ADMIN-2018-0010, the resulting loss in net pay from the removal of the tax exemption be offset by increases in base salaries for the affected positions leading to the base budget increase.
- Decrease of \$10,000 in the Accessibility Committee's contract services budget, resulting from efficiencies generated in the implementation of online webstreaming Committee and Council meetings.

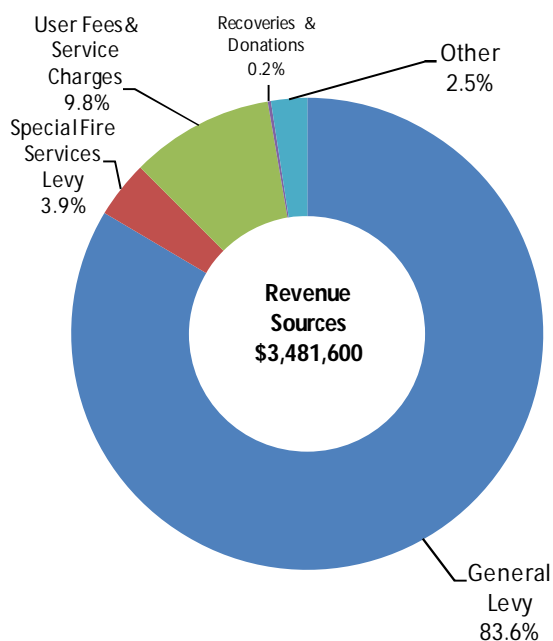
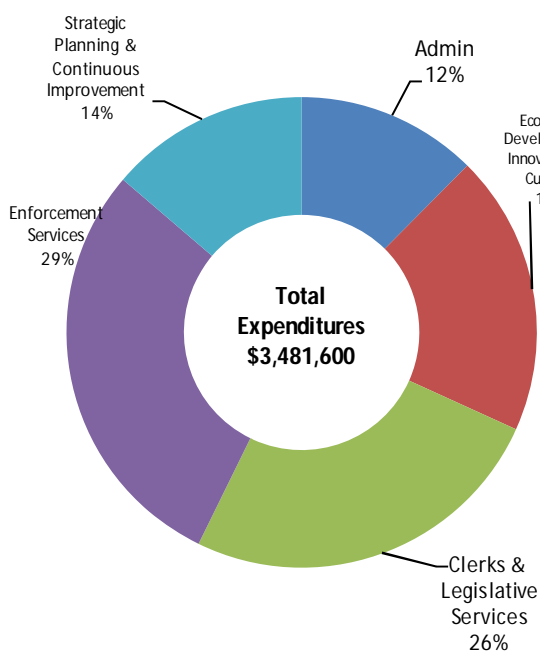
2019 Operating Budget Overview

The Office of the CAO delivers a broad range of services and programs that ensure the efficient and effective delivery of Town business. The department is made up of three divisions: Strategic Planning and Continuous Improvement; Clerks; and Economic Development, Innovation and Culture. These sections work collaboratively to deliver on Council's strategic plan priorities and ensure that Halton Hills is the best place to live, work, play and invest.

2019 Operating Budget Highlights

The proposed 2019 Operating Budget for the Office of the CAO is \$3,481,600 in gross expenditures and \$2,910,000 in net expenditures supported from the general tax levy. This represents a 7.8% increase over the 2018 budget. The total cost to deliver these services to Halton Hills residents is summarized below:

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,219,051	3,112,397	3,404,300	500	-	76,800	3,481,600	262,549	8.2%
Revenue	(383,852)	(401,662)	(358,800)	-	-	(76,800)	(435,600)	(51,748)	13.5%
Special Levy - Fire Services	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Total Net Expenditures	2,699,200	2,574,735	2,909,500	500	-	-	2,910,000	210,800	7.8%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	507,000	495,365	433,200	-	-	-	433,200	(73,800)	(14.6%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	507,000	495,365	433,200				433,200	(73,800)	(14.6%)
Economic Development, Innovation & Culture									
Expense	572,351	586,212	595,600	-	-	76,800	672,400	100,049	17.5%
Revenue	(44,552)	(52,162)	(4,500)	-	-	(76,800)	(81,300)	(36,748)	82.5%
Net Expenditures	527,800	534,050	591,100				591,100	63,300	12.0%
Clerks & Legislative Services									
Expense	855,700	815,391	885,800	500	-	-	886,300	30,600	3.6%
Revenue	(176,000)	(175,000)	(161,000)	-	-	-	(161,000)	15,000	(8.5%)
Net Expenditures	679,700	640,391	724,800				725,300	45,600	6.7%
Enforcement Services									
Expense	988,200	937,642	1,011,000	-	-	-	1,011,000	22,800	2.3%
Revenue	(163,300)	(174,500)	(193,300)	-	-	-	(193,300)	(30,000)	18.4%
Net Expenditures	824,900	763,142	817,700				817,700	(7,200)	(0.9%)
Strategic Planning & Continuous Improvement									
Expense	295,800	277,787	478,700	-	-	-	478,700	182,900	61.8%
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Net Expenditures	159,800	141,787	342,700				342,700	182,900	114.5%
Total									
Expense	3,219,051	3,112,397	3,404,300	500	-	76,800	3,481,600	262,549	8.2%
Revenue	(383,852)	(401,662)	(358,800)	-	-	(76,800)	(435,600)	(51,748)	13.5%
Special Levy - Fire Services	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Total Net Expenditures	2,699,200	2,574,735	2,909,500	500	-	-	2,910,000	210,800	7.8%

The \$210,800, or 7.8%, net increase to the Office of the CAO Operating Budget is mostly due to reallocations of internal staffing resources and compensation adjustments for the existing staff complement. Please see below for the breakdown of the major drivers to the budget changes:

- An increase of \$174,800 in salaries and benefits from the reallocation of Planning resources to the Strategic Planning Division due to corporate restructuring in preparation of the strategic planning needed for the anticipated residential and industrial growth.
- A \$97,400 decrease in salaries and benefits is the result of reallocating administrative resources to the Corporate Services department. The net operating budget will increase in Corporate Services by the same amount.
- \$37,600 in salaries and benefits were reallocated from the Cultural Services budget to Facilities due to department restructuring.
- Conversion of the existing part-time permanent Economic Development and Tourism Coordinator to a full-time permanent position in response to the new strategic approach to the management of the tourism portfolio approved in report ADMIN-2018-0017, at a cost of \$16,300. This represents a zero net change in FTE.

- Continuation of contractual Cultural Services Assistant and Curatorial Assistant positions totalling \$76,800 to support Cultural Services. These positions compensate for the loss of pre-existing resources, as a result of restructuring, and are critical to maintaining existing service levels. This has a net zero tax levy impact as it is being funded through the projected 2018 operating surplus.
- Base budget increases of \$175,800 within the department represent the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes and a 1.75% proposed economic adjustment.

2019 Operating Budget Overview

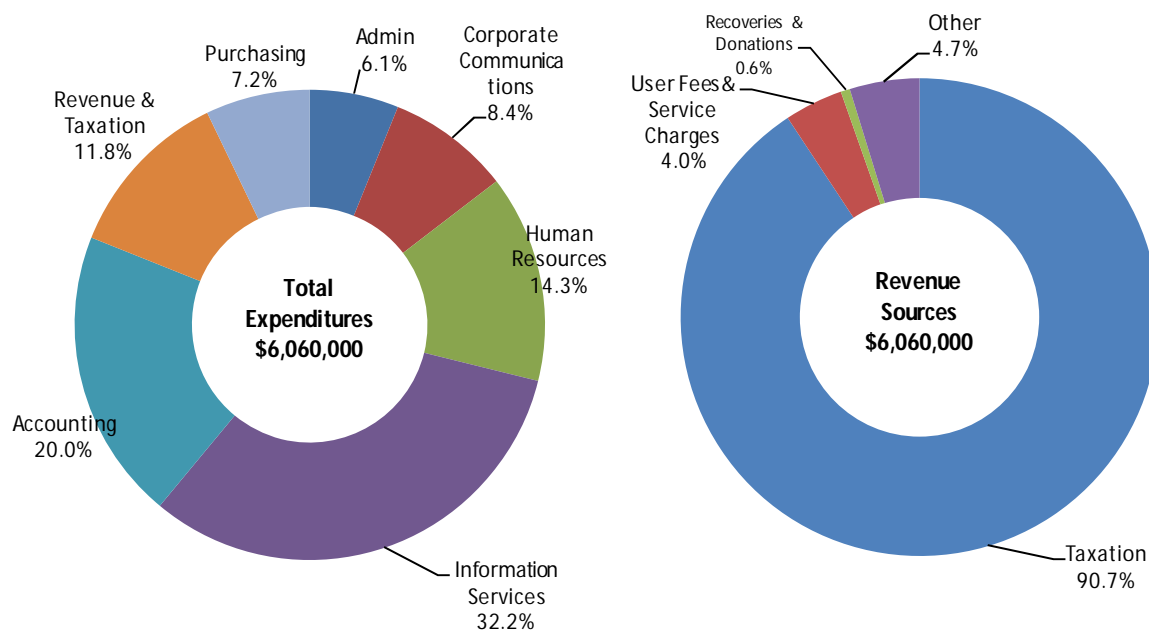
Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing, Information Services, Human Resources and Communications that in turn support and enhance the delivery of effective, efficient and economical municipal services.

Each of these functional areas is supported by highly skilled people who provide professional advice and expertise, and manage resources essential to the successful operation of the municipality.

2019 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2019 is \$6,060,000 in gross expenditures and \$5,494,000 in net expenditures supported from the general tax levy. This represents a 16.9% increase over the 2018 budget resulting from the implementation of the priorities set out in the Corporate Technology Strategic Plan.

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	5,076,800	5,183,986	5,327,500	48,700	401,500	282,300	6,060,000	983,200	19.4%
Revenue	(375,800)	(428,773)	(283,700)	-	-	(282,300)	(566,000)	(190,200)	50.6%
Total Net Expenditures	4,701,000	4,755,213	5,043,800	48,700	401,500	-	5,494,000	793,000	16.9%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	339,700	367,788	372,300	-	-	-	372,300	32,600	9.6%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	339,700	367,788	372,300	-	-	-	372,300	32,600	9.6%
Corporate Communications									
Expense	442,700	421,110	444,700	-	-	66,500	511,200	68,500	15.5%
Revenue	-	-	-	-	-	(66,500)	(66,500)	(66,500)	0.0%
Net Expenditures	442,700	421,110	444,700	-	-	-	444,700	2,000	0.5%
Human Resources									
Expense	826,700	768,983	864,600	-	-	-	864,600	37,900	4.6%
Revenue	(10,000)	(10,000)	-	-	-	-	-	10,000	(100.0%)
Net Expenditures	816,700	758,983	864,600	-	-	-	864,600	47,900	5.9%
Information Services									
Expense	1,432,900	1,457,875	1,498,800	48,700	401,500	-	1,949,000	516,100	36.0%
Revenue	(67,700)	(66,373)	(2,700)	-	-	-	(2,700)	65,000	(96.0%)
Net Expenditures	1,365,200	1,391,502	1,496,100	48,700	401,500	-	1,946,300	581,100	42.6%
Accounting									
Expense	1,013,300	1,103,841	1,131,400	-	-	83,100	1,214,500	201,200	19.9%
Revenue	-	(72,200)	-	-	-	(83,100)	(83,100)	(83,100)	0.0%
Net Expenditures	1,013,300	1,031,641	1,131,400	-	-	-	1,131,400	118,100	11.7%
Revenue & Taxation									
Expense	599,200	642,516	611,600	-	-	102,700	714,300	115,100	19.2%
Revenue	(268,000)	(250,000)	(278,000)	-	-	(102,700)	(380,700)	(112,700)	42.1%
Net Expenditures	331,200	392,516	333,600	-	-	-	333,600	2,400	0.7%
Purchasing									
Expense	422,300	421,873	404,100	-	-	30,000	434,100	11,800	2.8%
Revenue	(30,100)	(30,200)	(3,000)	-	-	(30,000)	(33,000)	(2,900)	9.6%
Net Expenditures	392,200	391,673	401,100	-	-	-	401,100	8,900	2.3%
Total									
Expense	5,076,800	5,183,986	5,327,500	48,700	401,500	282,300	6,060,000	983,200	19.4%
Revenue	(375,800)	(428,773)	(283,700)	-	-	(282,300)	(566,000)	(190,200)	50.6%
Total Net Expenditures	4,701,000	4,755,213	5,043,800	48,700	401,500	-	5,494,000	793,000	16.9%

The \$793,000, or 16.9%, net increase to the Corporate Services Operating Budget is comprised largely from the inclusion of additional Information Services resources as recommended in the Corporate Technology Strategic Plan. Please see below for the breakdown of major budget changes:

- The recommendations from the Corporate Technology Strategic Plan include an increase to the total staff complement by three positions, as well as the outsourcing of specialized functions that are more efficiently provided externally, for a net budget increase of \$401,500 or 7.9%. Details of these additions are provided in the proceeding pages.
- \$245,900, or 4.8%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.

- The existing four contractual positions in the department are recommended to continue through to the end of 2019 at a total cost of \$260,600. These positions include the Purchasing Clerk, the Assessment Analyst, the Financial Accountant and the Communications Coordinator. They will be funded through a one-time contribution from the 2018 operating surplus for a net zero impact on the general tax levy in 2019. The Communications Coordinator position is a shared resource with Library Services – costs for four days per week are budgeted within Corporate Services and the remaining one day is budgeted under Library Services.
- An additional \$97,400 of reallocated salaries and benefits expenses from the Office of the CAO due to organizational restructuring resulting from the need for a dedicated Insurance Coordinator position.
- Additional costs of \$48,700, or 1.0%, are the result of annualizing the operating cost of the Town's electronic meeting management and web streaming services that were implemented in 2018.

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
Database Administration	\$ 50,000	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category	Enhancements	
Department	Division	
Corporate Services	Information Services	

Description of Services to be Performed:

This Budget Inclusion encompasses contracted services to perform required routine and non-routine database administration and support. This function requires a very specialized skillset that can be provided more cost effectively by outsourcing than through internal resources.

Level of service cannot be maintained without providing this resource. Most of the Town's corporate applications require a database for the storage of critical information and as the source for generating meaningful reports. Without dedicated and expert support of this array of databases, there is greater risk of data loss/corruption, system performance problems and lack of ability to integrate systems.

Through the approval of this inclusion, the Town will outsource database administration support, which will effectively provide the needed level of oversight and trouble-shooting expertise in a more economic manner.

This will result in reliable administration and support of corporate databases at a reduced cost, enabling funds to be directed to other critical areas in Information Services.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	50,000
Other	
Total	\$ 50,000

Account & Notes:

00-20-2300-4613 System Maintenance Contracts

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost

\$ 50,000

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
Applications Analyst	\$ 111,800	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category	Enhancements	
Department	Division	
Corporate Services	Information Services	

Description of Services to be Performed:

This request is for increased support for corporate business applications, as recommended in the Corporate Technology Strategic Plan. This full-time permanent position would provide day to day assistance for staff using corporate business applications; additionally, this position will manage vendor relationships and the application lifecycles including upgrades. The need for this position has been identified through insufficient capacity to provide an adequate level of support for existing business applications.

Level of service cannot be maintained without adding resources to this area. Corporate applications are currently being partially supported by the Business Analyst, which in turn prevents them from performing their required functions. Resources are required to enable service improvements to meet staff's current expectations and to improve the capacity for backfilling when needed.

With the approval of this position, Information Services will be able to provide support for assigned corporate business systems, which will enable these systems to be maintained properly and provide maximum benefit to staff users.

This will result in reliable support of corporate business systems, allowing more efficient use of Information Services' staff complement, and giving users the level of support they require.

Budget Impact:

Expenditures:

Salary & Benefits	111,800
Supplies & Services	
Other	8,000
Total	\$ 119,800

Account & Notes:

New workstation - capital

Revenue:

Fees	
Grants	
Other	8,000
Total	\$ 8,000

Capital Replacement Reserve - Technology Renewal

Net Cost \$ 111,800

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
Supervisor of Infrastructure and Operations	\$ 121,100	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category	Enhancements	
Department	Division	
Corporate Services	Information Services	

Description of Services to be Performed:

As per the Corporate Technology Strategic Plan recommendations, this request is for a permanent full-time position dedicated to the supervision and support of the Information Services Help Desk and all technology infrastructure and operations, inclusive of network, servers, storage and personal computer equipment. The CTSP identified deficits in infrastructure areas that this position would address and also the need for additional resources to alleviate the Information Services Manager from day to day support functions. This will enable the Information Services Manager to focus on more strategic activities and business area relationships.

Level of service cannot be maintained without adding resources to this area. Infrastructure is foundational to all technology provision and absence of a solid foundation risks the organization's ability to function effectively because of lack of reliability and effectiveness of all technology infrastructure. In the absence of this position, the Information Services Manager will need to continue to focus a substantial amount of time in this area instead of focusing on high level management functions and strategic initiatives.

Approval of this inclusion will result in a position to supervise and support technology infrastructure and operations, which will result in more effective service, delivered in a more efficient way.

Overall reliability of operations of core technology infrastructure; enhancement of corporate resources with infrastructure knowledge and oversight responsibility; and, appropriate assignment of work for greater cost efficiency will benefit from the addition of this position.

Budget Impact:

Expenditures:

Salary & Benefits	121,100
Supplies & Services	
Other	8,000
Total	\$ 129,100

Account & Notes:

New workstation

Revenue:

Fees	
Grants	
Other	8,000
Total	\$ 8,000

Capital Replacement Reserve - Technology Renewal

Net Cost \$ 121,100

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
Applications Analyst	\$ 119,100	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category Enhancements		
Department	Division	
Corporate Services	Information Services	

Description of Services to be Performed:

The 2018 Corporate Technology Strategic Plan recommended the hiring of an additional Applications Analyst. This position was considered essential to advance IT projects and in conjunction with department staff, explore and implement IT efficiencies in the delivery of the Town's services.

A permanent, full-time position is required to continue to manage the growing volume of technology-related projects and to maintain an increasingly more complex technical infrastructure. While the demand for technology solutions is high, the benefits including greater efficiencies, more accurate data, and improved customer service will be equally high. The absence of this position restricts both the research into advanced potential solutions as well as the ability to implement and support such solutions.

Budget Impact:
Expenditures:

Salary & Benefits	118,600
Supplies & Services	
Other	8,000
Total	\$ 126,600

Account & Notes:

New workstation

Revenue:

Fees	
Grants	
Other	8,000
Total	\$ 8,000

Capital Replacement Reserve - Technology Renewal

Net Cost \$ 118,600

2019 Operating Budget Overview

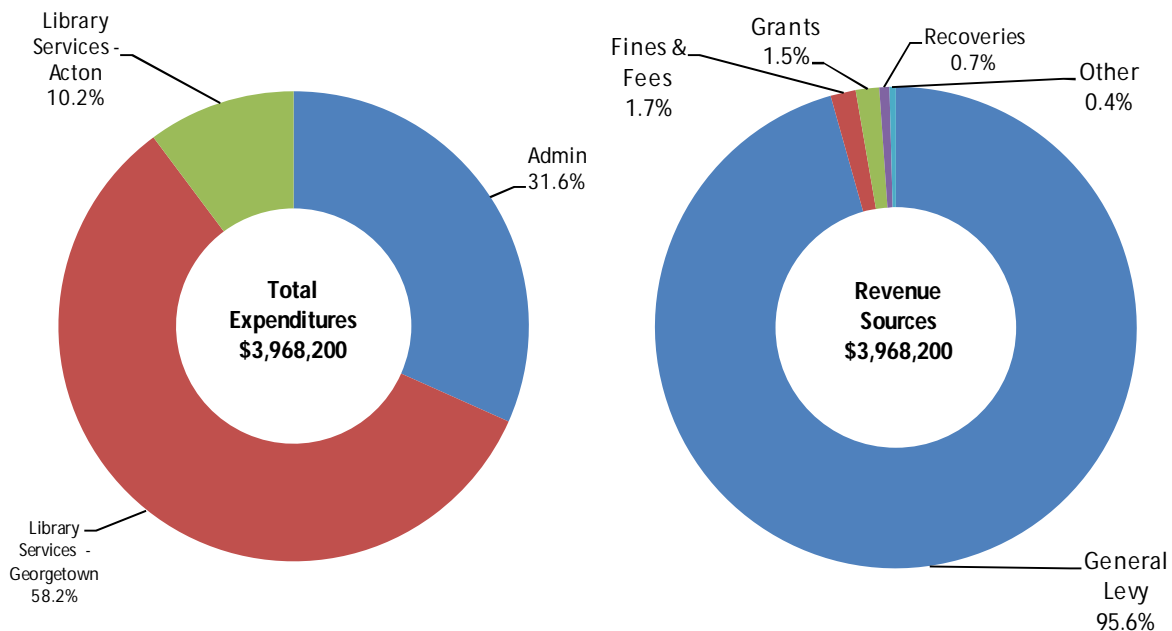
The Library's mission is to engage the residents of Halton Hills in exploring ideas, expressing creativity, and making connections. The Library continues to cultivate and deliver leading-edge resources and expertise so residents can realize their life goals and contribute to a healthy and thriving community. The structure, processes, and resources are focused to ensure leaders and staff can operationalize all strategic goals.

Library administration provides the leadership, planning, resource management and direction, to deliver services. The Library provides programs, collections, and services to the residents of Halton Hills from branches located in Georgetown and Acton.

2019 Operating Budget Highlights

The proposed 2019 Operating Budget for Library Services is \$3,968,200 in gross expenditures and \$3,794,600 in net expenditures supported from the general tax levy. This represents a 4.9% increase over the 2018 budget. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,774,594	3,816,918	3,951,600	-	-	16,600	3,968,200	193,606	5.1%
Revenue	(157,000)	(218,976)	(157,000)	-	-	(16,600)	(173,600)	(16,600)	10.6%
Total Net Expenditures	3,617,594	3,597,942	3,794,600	-	-	-	3,794,600	177,006	4.9%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,168,099	1,173,008	1,239,000	-	-	16,600	1,255,600	87,501	7.5%
Revenue	(61,300)	(67,988)	(61,300)	-	-	(16,600)	(77,900)	(16,600)	27.1%
Net Expenditures	1,106,799	1,105,020	1,177,700	-	-	-	1,177,700	70,901	6.4%
Library Services - Georgetown									
Expense	2,221,895	2,258,316	2,309,700	-	-	-	2,309,700	87,805	4.0%
Revenue	(79,300)	(134,979)	(79,300)	-	-	-	(79,300)	-	0.0%
Net Expenditures	2,142,595	2,123,338	2,230,400	-	-	-	2,230,400	87,805	4.1%
Library Services - Acton									
Expense	384,600	385,593	402,900	-	-	-	402,900	18,300	4.8%
Revenue	(16,400)	(16,009)	(16,400)	-	-	-	(16,400)	-	0.0%
Net Expenditures	368,200	369,584	386,500	-	-	-	386,500	18,300	5.0%
Total									
Expense	3,774,594	3,816,918	3,951,600	-	-	16,600	3,968,200	193,606	5.1%
Revenue	(157,000)	(218,976)	(157,000)	-	-	(16,600)	(173,600)	(16,600)	10.6%
Total Net Expenditures	3,617,594	3,597,942	3,794,600	-	-	-	3,794,600	177,006	4.9%

The \$177,006, or 4.9%, net increase to the Library Services Operating Budget is mainly due to a base change in salaries and benefits for the current staff complement. Please see below for the breakdown of the major drivers to the budget changes:

- \$137,300, or 3.8%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- One-time expenses include costs for the shared Communications Coordinator position with Corporate Services (one day per week). This position is funded through a one-time contribution from the 2018 operating surplus and has a net zero impact on the general tax levy in 2019.
- The remaining base budget increase of \$39,706 (1.1%) is made up of increases to: facility costs (\$14,442), computer support (\$21,300) and administrative expenses (\$3,964).
- These base budget changes maintain the current level of staffing for Library Services, transition the Library's integrated library system (ILS) to a software-as-a-service or cloud service, increase network security and bandwidth at the Acton Branch to improve customer service, and streamline production of the Library's quarterly newsletter, 'Wordsworth'.
- These changes enable the Library to deliver leading-edge resources and expertise, while ensuring leaders and staff can operationalize all strategic goals.

2019 Operating Budget Overview

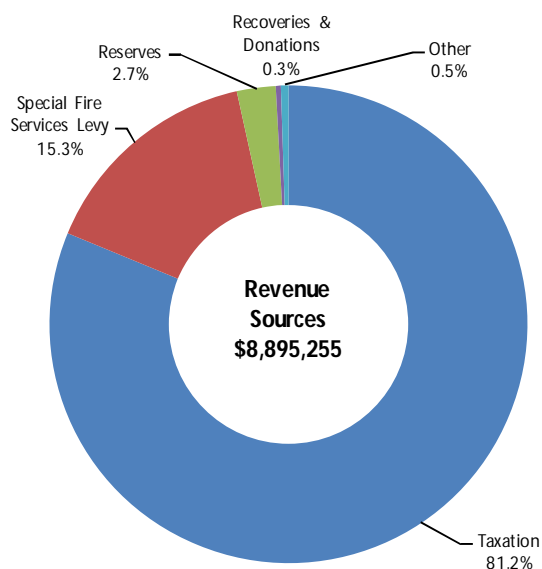
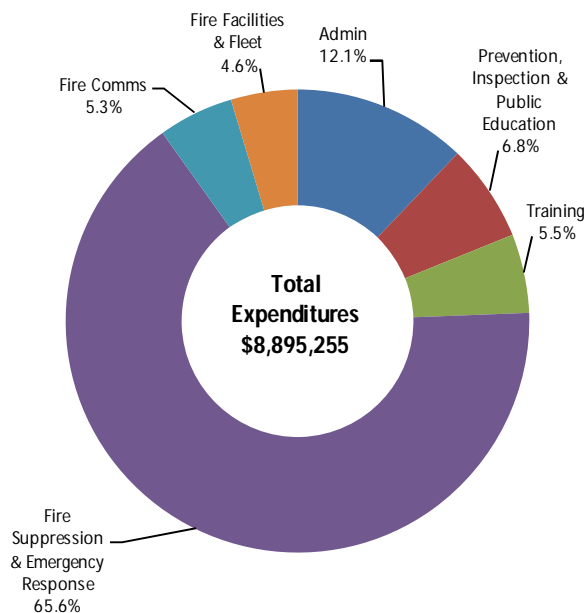
The Halton Hills Fire Department is a composite fire service providing an all-hazards response capability to natural and human-caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, the divisions provide:

1. Public Fire Safety Education and Prevention;
2. Fire Safety Standards and Enforcement; and,
3. Emergency Response.

2019 Operating Budget Highlights

The Fire Services Operating Budget for 2019 is proposed at \$8,895,255 in gross expenditures with \$1,360,955 being supported from the Special Fire Services Levy and \$7,223,400 supported from the general tax levy.

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	7,892,155	7,519,401	8,399,255	-	444,700	51,300	8,895,255	1,003,100	12.7%
Revenue	(74,500)	(80,060)	(259,600)	-	-	(51,300)	(310,900)	(236,400)	317.3%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	6,456,700	6,078,386	6,778,700	-	444,700	-	7,223,400	766,700	11.9%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,138,600	965,604	1,026,600	-	-	51,300	1,077,900	(60,700)	(5.3%)
Revenue	(500)	(500)	(500)	-	-	(51,300)	(51,800)	(51,300)	10260.0%
Special Levy - Fire Services	(290,900)	(290,900)	(290,900)	-	-	-	(290,900)	-	0.0%
Net Expenditures	847,200	674,204	735,200	-	-	-	735,200	(112,000)	(13.2%)
Prevention, Inspection & Public Education									
Expense	862,755	861,835	604,355	-	-	-	604,355	(258,400)	(30.0%)
Revenue	(46,500)	(44,000)	(46,500)	-	-	-	(46,500)	-	0.0%
Special Levy - Fire Services	(74,855)	(74,855)	(74,855)	-	-	-	(74,855)	-	0.0%
Net Expenditures	741,400	742,980	483,000	-	-	-	483,000	(258,400)	(34.9%)
Training									
Expense	328,900	324,265	491,100	-	-	-	491,100	162,200	49.3%
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	328,900	324,265	491,100	-	-	-	491,100	162,200	49.3%
Fire Suppression & Emergency Response									
Expense	4,551,200	4,580,404	5,394,800	-	444,700	-	5,839,500	1,288,300	28.3%
Revenue	(12,000)	(20,000)	(197,100)	-	-	-	(197,100)	(185,100)	1542.5%
Special Levy - Fire Services	(995,200)	(995,200)	(995,200)	-	-	-	(995,200)	-	0.0%
Net Expenditures	3,544,000	3,565,204	4,202,500	-	444,700	-	4,647,200	1,103,200	31.1%
Fire Communications									
Expense	594,800	330,101	468,900	-	-	-	468,900	(125,900)	(21.2%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	594,800	330,101	468,900	-	-	-	468,900	(125,900)	(21.2%)
Fire Facilities & Fleet									
Expense	415,900	457,193	413,500	-	-	-	413,500	(2,400)	(0.6%)
Revenue	(15,500)	(15,560)	(15,500)	-	-	-	(15,500)	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	400,400	441,633	398,000	-	-	-	398,000	(2,400)	(0.6%)
Total									
Expense	7,892,155	7,519,401	8,399,255	-	444,700	51,300	8,895,255	1,003,100	12.7%
Revenue	(74,500)	(80,060)	(259,600)	-	-	(51,300)	(310,900)	(236,400)	317.3%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	6,456,700	6,078,386	6,778,700	-	444,700	-	7,223,400	766,700	11.9%

The 2019 Operating Budget proposes a net expenditure increase of \$766,700, or 11.9%. The breakdown of major budget changes are as follows:

- Acceleration of the Fire Services Master Plan with the proposed addition of 5.0 net FTE firefighters to extend the existing 12 hour full-time manned truck to a 24 hour service, effectively improving emergency response time with 24 hour coverage throughout Halton Hills. The net cost of the proposed change is \$444,700 and is detailed in the following Budget Inclusion form.
- \$342,100 represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, economic adjustments and expected inflationary adjustments associated with the Town's benefit provider.
- Through approval of report FIRE-2017-0010, operation of the Communications Division was moved to the Burlington Fire Department. Additionally, a full-time Fire

Prevention/Public Education Officer and a full-time Training Officer was approved as additions to the base budget. The net increase in expenditures from these two additional staff positions, after factoring in the savings in the transition of dispatch operations, is \$185,100. These additional expenses have been funded from the Fire Services Reserve for a net zero impact on the general tax levy.

- Continuation of the existing Customer Service Representative contract through the 2019 budget year at a cost of \$51,300. This position will be funded through a one-time contribution from the anticipated 2018 Fire Services operating surplus for a net zero impact on the general tax levy.

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
5.0 FTE Firefighters	\$ 444,700	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category	Enhancements	
Department	Division	
Fire Services	Suppression	

Description of Services to be Performed:

This inclusion is for the accelerated hiring of 5.0 FTE firefighters to improve emergency response throughout Halton Hills by making the existing Acton 12 hour full-time manned truck into a 24 hour truck as per the Fire Services Master Plan.

The positions will be primarily engaged in suppression and prevention duties, as well as maintaining apparatus, small equipment and fire stations, implementing public education and awareness programs (eg. Home Safe Home courtesy fire safety inspections), participating in community events or other duties as assigned.

The addition of these positions accelerates the implementation of 24-hour coverage in all areas of Halton Hills, supports the department's goal in achieving timely response to emergency incidents and will help to provide additional cost savings in the reduction of part-time wages and overtime during major events. Through acceleration in the recruitment and hiring process, the need for a dedicated Fire Services Levy is eliminated in proceeding tax years.

Budget Impact:

Expenditures:

Salary & Benefits	444,700
Supplies & Services	
Other	
Total	\$ 444,700

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost

\$ 444,700

Account & Notes:

Net total cost after savings in PT and OT

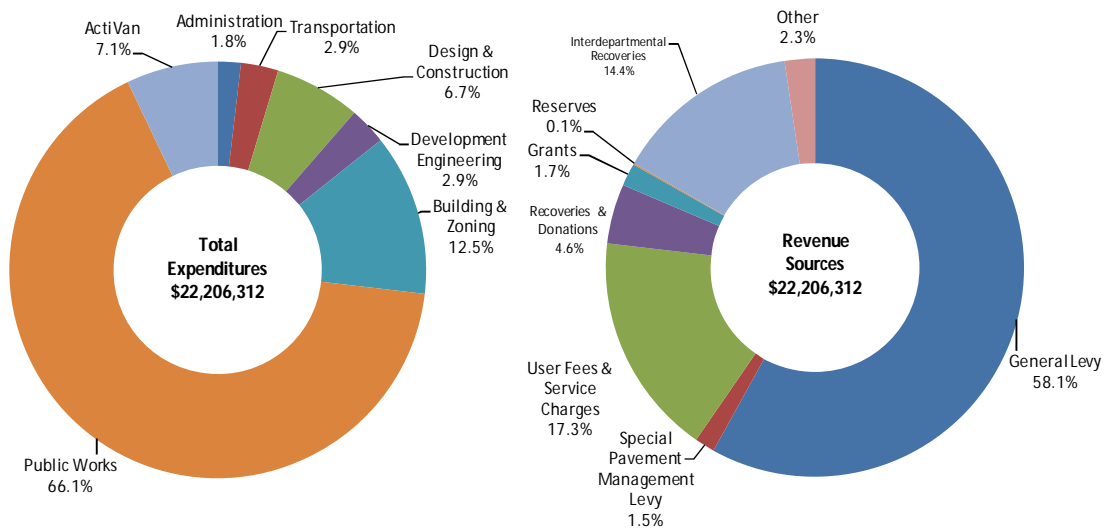
2019 Operating Budget Overview

The Transportation and Public Works Department delivers a number of services and programs that enhance and build the community. These services include the administration and enforcement of the Ontario Building Code, the management and maintenance of public spaces, the planning, design, and construction of core infrastructure and integrated transportation, and provision of accessible transit through the ActiVan program.

2019 Operating Budget Highlights

The 2019 Operating Budget for Transportation & Public Works of \$22,206,312 in gross expenditures and \$12,892,300 in net expenditures supports the work performed by the Transportation, Building Services, Engineering, and Public Works Divisions.

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	21,222,472	20,539,358	21,723,112	52,000	23,600	407,600	22,206,312	983,840	4.6%
Revenue	(8,426,392)	(7,804,064)	(8,562,512)	-	-	(407,600)	(8,970,112)	(543,720)	6.5%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	12,452,180	12,391,394	12,816,700	52,000	23,600	-	12,892,300	440,120	3.5%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	381,900	358,994	394,700	-	-	-	394,700	12,800	3.4%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	381,900	358,994	394,700	-	-	-	394,700	12,800	3.4%
Transportation									
Expense	564,700	581,795	565,400	-	-	80,800	646,200	81,500	14.4%
Revenue	-	-	-	-	-	(80,800)	(80,800)	(80,800)	0.0%
Net Expenditures	564,700	581,795	565,400	-	-	-	565,400	700	0.1%
Design & Construction									
Expense	1,493,500	1,437,526	1,485,400	-	-	-	1,485,400	(8,100)	(0.5%)
Revenue	(47,300)	(56,703)	(47,300)	-	-	-	(47,300)	-	0.0%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Net Expenditures	1,446,200	1,380,823	1,438,100	-	-	-	1,438,100	(8,100)	(0.6%)
Development Engineering									
Expense	637,600	645,275	651,800	-	-	-	651,800	14,200	2.2%
Revenue	(569,300)	(583,487)	(563,300)	-	-	-	(563,300)	6,000	(1.1%)
Net Expenditures	68,300	61,788	88,500	-	-	-	88,500	20,200	29.6%
Building & Zoning									
Expense	2,597,000	2,814,275	2,687,136	-	-	93,000	2,780,136	183,136	7.1%
Revenue	(2,203,000)	(2,408,326)	(2,359,436)	-	-	(93,000)	(2,452,436)	(249,436)	11.3%
Net Expenditures	394,000	405,950	327,700	-	-	-	327,700	(66,300)	(16.8%)
Public Works									
Expense	14,300,470	13,454,903	14,599,026	52,000	23,600	-	14,674,626	374,156	2.6%
Revenue	(4,818,192)	(4,057,502)	(4,795,726)	-	-	-	(4,795,726)	22,466	(0.5%)
Net Expenditures	9,482,278	9,397,401	9,803,300	52,000	23,600	-	9,878,900	396,622	4.2%
ActiVan									
Expense	1,247,302	1,246,589	1,339,650	-	-	233,800	1,573,450	326,148	26.1%
Revenue	(788,600)	(698,046)	(796,750)	-	-	(233,800)	(1,030,550)	(241,950)	30.7%
Net Expenditures	458,702	548,543	542,900	-	-	-	542,900	84,198	18.4%
Total									
Expense	21,222,472	20,539,358	21,723,112	52,000	23,600	407,600	22,206,312	983,840	4.6%
Revenue	(8,426,392)	(7,804,064)	(8,562,512)	-	-	(407,600)	(8,970,112)	(543,720)	6.5%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	12,452,180	12,391,394	12,816,700	52,000	23,600	-	12,892,300	440,120	3.5%

The Transportation and Public Works Department's 2019 Operating Budget represents a 3.5% net increase from the approved 2018 Operating Budget.

- Included in the Building & Zoning Division budget is an increase of \$93,000 in expenses related to the succession planning for the Chief Building Officer. This is offset by a contribution of the same amount from building permit reserve funds, resulting in a net zero tax levy impact¹. The ongoing permanent staff complement will remain unchanged, as the successful candidate will succeed the current Chief Building Officer upon their retirement in 2019.
- Operating impacts from the Trafalgar Sports Park, Hungry Hollow Trail, and Maple Creek Park capital projects resulted in an increase in parks maintenance costs by \$52,000 in the Public Works Division.

¹ The purpose of the Building Permit Reserve Fund is to ensure the Building Division operates as a self-sustaining operation as per Bill 124. The Building Permit Reserve is funded through the annual surplus from building permit revenues and can only be used to fund activities that support the delivering of building permit services.

- In 2018, the ActiVan specialized transit program transitioned operations to an in-house service as an interim solution, as approved by Council. Additional expenses of \$233,800 are a reflection of the increase in costs to fully administer services in-house and will be funded from the Tax Rate Stabilization Reserve during the transition period for a net zero impact on the 2019 tax levy. Costs include thirteen contract positions – eleven drivers and two dispatch/administrative positions.
- The 2019 budget includes a \$361,900 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.75% proposed economic adjustment.
- \$25,100 increase in part-time hours to reflect labour resources needed for the maintenance of Hillcrest Cemetery and an additional 2.7 km of assumed roads. Additional part-time hours are equivalent to a total staff complement increase of 0.8 full-time equivalent employees.
- \$23,600 has been included for two additional school crossing guards at Danby Road and Silver Pond Drive and Danby Road and Barber Drive intersections.
- Base budget increase of \$143,200 in gross expenses can be attributed to cost pressures from inflation, increasing fuel prices, and cost adjustments to align with actuals.
- The base budget includes a \$343,900 contribution from the Pavement Management Special Levy. This amount covers the direct staffing costs required to administer the Pavement Management program. The remaining special levy amount of \$1,540,100 is utilized in the capital program for Pavement Management.
- One-time expenses in Transportation include the addition of a Traffic Analyst contract position. This position is funded through a one-time contribution from the 2018 operating surplus for a net zero impact on the general tax levy in 2019.
- In addition to the \$93,000 in building permit reserve funds being used to offset one-time costs for the Chief Building Officer succession plan, the Building and Zoning division is projecting to require \$430,500 of revenue from the Building Permit Reserve Fund to balance expenses in 2019. The actual amount will be dependent on developments moving forward – primarily in multi-unit residential development.

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
School Crossing Guard - Two Locations	\$ 23,600	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category Growth		
Department	Division	
Transportation & Public Works	Transportation	

Description of Services to be Performed:

Two new school crossing guard locations are recommended at Danby Road and Silver Pond Drive (Gardiner Public School) and Danby Road and Barber Drive (St. Catherine of Alexandria Catholic School) intersections. Based on traffic study results, crossing guards are warranted at both locations.

Without inclusion of these positions, a school crossing guard will not be placed at either intersection. This will increase the safety risk to unassisted children under the age of 12 crossing those intersections. The School Crossing Guard program supports the provincial Active and Safe Routes to School initiative to promote healthy communities.

Budget Impact:

Expenditures:

Salary & Benefits	23,600
Supplies & Services	
Other	
Total	\$ 23,600

Account & Notes:

0.6 FTE - 2 crossing guard PT positions

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 23,600

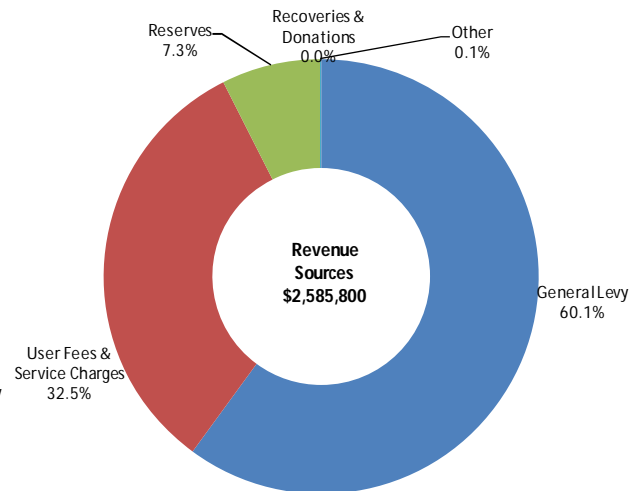
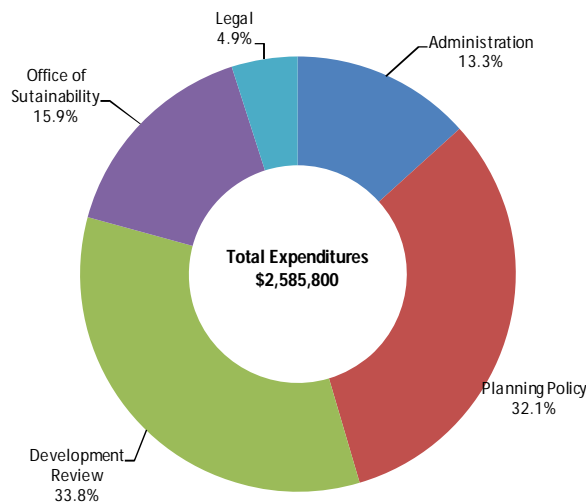
2019 Operating Budget Overview

The Planning and Sustainability Department develops and implements plans, programs and services that enhance and build the community. These include the development of policy and sustainability documents, the review of development applications filed under the Planning Act, and the preparation of various legal agreements.

2019 Operating Budget Highlights

The 2019 Operating Budget for Planning & Sustainability of \$2,585,800 in gross expenditures and \$1,553,600 in net expenditures provides funding for the services performed by the Development Review, Planning Policy, Sustainability, and Legal Services Divisions.

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,567,150	2,531,415	2,396,100	-	-	189,700	2,585,800	18,650	0.7%
Revenue	(767,650)	(858,657)	(842,500)	-	-	(189,700)	(1,032,200)	(264,550)	34.5%
Total Net Expenditures	1,799,500	1,672,758	1,553,600	-	-	-	1,553,600	(245,900)	(13.7%)



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	323,100	345,751	345,100	-	-	-	345,100	22,000	6.8%
Revenue	-	(114)	-	-	-	-	-	-	0.0%
Net Expenditures	323,100	345,637	345,100	-	-	-	345,100	22,000	6.8%
Policy									
Expense	829,500	788,901	785,700	-	-	43,400	829,100	(400)	(0.0%)
Revenue	(91,900)	(91,650)	(500)	-	-	(43,400)	(43,900)	48,000	(52.2%)
Net Expenditures	737,600	697,251	785,200	-	-	-	785,200	47,600	6.5%
Development Review									
Expense	894,550	877,867	830,500	-	-	43,400	873,900	(20,650)	(2.3%)
Revenue	(458,050)	(557,724)	(706,300)	-	-	(43,400)	(749,700)	(291,650)	63.7%
Net Expenditures	436,500	320,143	124,200	-	-	-	124,200	(312,300)	(71.5%)
Office of Sustainability									
Expense	394,800	393,487	307,300	-	-	102,900	410,200	15,400	3.9%
Revenue	(103,100)	(103,100)	-	-	-	(102,900)	(102,900)	200	(0.2%)
Net Expenditures	291,700	290,387	307,300	-	-	-	307,300	15,600	5.3%
Legal									
Expense	125,200	125,409	127,500	-	-	-	127,500	2,300	1.8%
Revenue	(114,600)	(106,069)	(135,700)	-	-	-	(135,700)	(21,100)	18.4%
Net Expenditures	10,600	19,340	(8,200)	-	-	-	(8,200)	(18,800)	(177.4%)
Total									
Expense	2,567,150	2,531,415	2,396,100	-	-	189,700	2,585,800	18,650	0.7%
Revenue	(767,650)	(858,657)	(842,500)	-	-	(189,700)	(1,032,200)	(264,550)	34.5%
Total Net Expenditures	1,799,500	1,672,758	1,553,600	-	-	-	1,553,600	(245,900)	(13.7%)

The Planning & Sustainability Department's 2019 Operating Budget represents a 13.7% decrease from the approved 2018 Operating Budget.

- Gross revenues increased by \$264,550 mainly due to the anticipated increase in development revenues resulting from the new fee structure and anticipated increase in applications (e.g. Vision Georgetown, Halton Hills Premier Gateway).
- One-time funding from the 2018 operating surplus of \$86,800 in Policy and Development Review and \$102,900 in the Office of Sustainability has been included in the budget for the continuation of two contract positions – the Policy & Development Planner and Senior Sustainability Planner & Energy Coordinator.
- The 2019 budget includes a \$37,500 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes and a 1.75% proposed economic adjustment.
- A base budget increase of \$8,750 in gross expenses can be attributed to cost pressures from inflation and cost adjustments to align with actuals.

2019 Operating Budget Overview

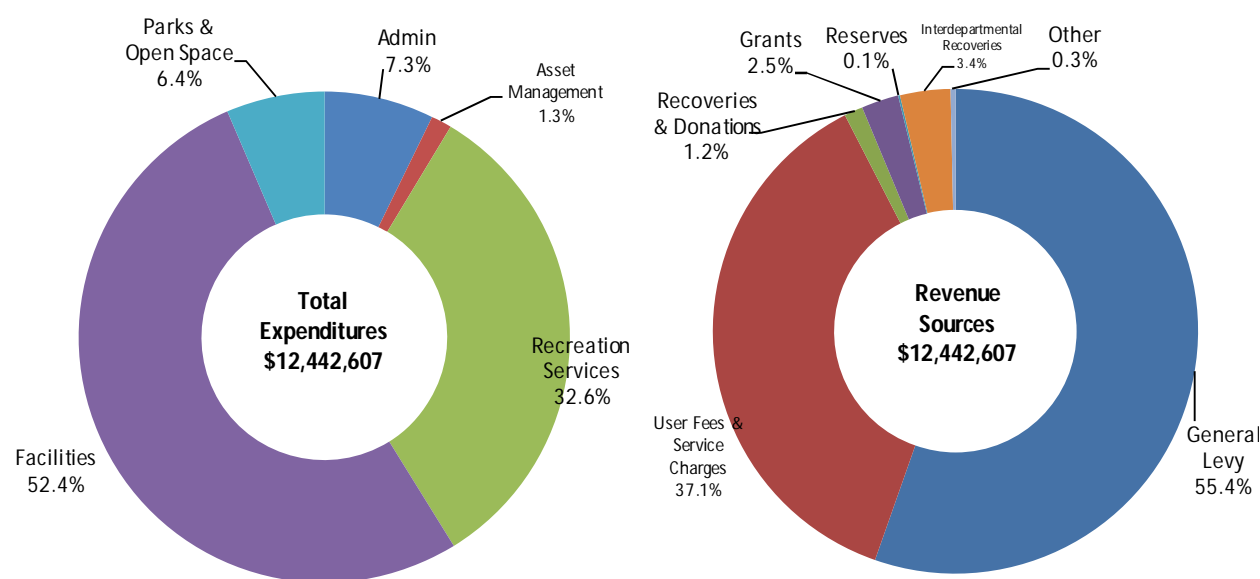
The primary role of the Recreation and Parks Department is to enhance the quality of life for residents of Halton Hills. We embrace our mandate by assisting and supporting community groups in providing recreation and cultural opportunities. The municipality also provides facilities, services and programs that help to fulfil the physical, mental and social health needs of the community.

Recreation & Parks provides functions through the divisions of Recreation Services, Asset Management, Facilities and Parks & Open Space (including Community Development).

2019 Operating Budget Highlights

The proposed 2019 Operating Budget for Recreation & Parks is \$12,442,607 in gross expenditures and \$6,888,850 in net expenditures supported from the general tax levy. This represents a 6.7% increase over the 2018 budget. The total cost to deliver these services to Halton Hills residents is summarized below:

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	12,120,929	12,177,421	12,272,707	-	155,900	14,000	12,442,607	321,678	2.7%
Revenue	(5,665,859)	(5,754,886)	(5,537,357)	-	(2,400)	(14,000)	(5,553,757)	112,102	(2.0%)
Total Net Expenditures	6,455,070	6,422,535	6,735,350	-	153,500	-	6,888,850	433,780	6.7%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	909,800	927,567	902,400	-	-	-	902,400	(7,400)	(0.8%)
Revenue	(21,600)	(16,007)	(21,600)	-	-	-	(21,600)	-	0.0%
Net Expenditures	888,200	911,560	880,800	-	-	-	880,800	(7,400)	(0.8%)
Asset Mgmt									
Expense	162,200	131,703	165,900	-	-	-	165,900	3,700	2.3%
Revenue	(80,000)	(80,000)	(80,000)	-	-	-	(80,000)	-	0.0%
Net Expenditures	82,200	51,703	85,900	-	-	-	85,900	3,700	4.5%
Recreation Services									
Expense	3,903,484	3,878,405	3,884,857	-	155,900	14,000	4,054,757	151,273	3.9%
Revenue	(2,180,364)	(2,258,976)	(2,086,057)	-	(2,400)	(14,000)	(2,102,457)	77,907	(3.6%)
Net Expenditures	1,723,120	1,619,429	1,798,800	-	153,500	-	1,952,300	229,180	13.3%
Facilities									
Expense	6,380,645	6,384,395	6,517,350	-	-	-	6,517,350	136,705	2.1%
Revenue	(3,277,595)	(3,275,340)	(3,293,500)	-	-	-	(3,293,500)	(15,905)	0.5%
Net Expenditures	3,103,050	3,109,055	3,223,850	-	-	-	3,223,850	120,800	3.9%
Parks & Open Space									
Expense	764,800	855,351	802,200	-	-	-	802,200	37,400	4.9%
Revenue	(106,300)	(124,563)	(56,200)	-	-	-	(56,200)	50,100	(47.1%)
Net Expenditures	658,500	730,788	746,000	-	-	-	746,000	87,500	13.3%
Total									
Expense	12,120,929	12,177,421	12,272,707	-	155,900	14,000	12,442,607	321,678	2.7%
Revenue	(5,665,859)	(5,754,886)	(5,537,357)	-	(2,400)	(14,000)	(5,553,757)	112,102	(2.0%)
Total Net Expenditures	6,455,070	6,422,535	6,735,350	-	153,500	-	6,888,850	433,780	6.7%

The \$433,780 or 6.7%, net increase to the Recreation & Park's Operating Budget is primarily due to a base change in compensation and benefits for the current staff complement and the inclusion of additional resources for the operation of the Georgetown and Acton Youth Centres. Please see below for the breakdown of the major drivers to the budget changes:

- A budget inclusion of \$153,500 in additional operating costs for the two Youth Centres in Halton Hills has been included in the Recreation Services budget. These costs include the relocation of the Open Door Youth Centre and its programming to surplus space at Gary Allan High School and 2.0 full time equivalent (4 part-time positions) to support the increased hours of operation at both centres. The Community Affairs Committee received Report R&P-2017-0006 in 2017, which approved the financial proposal for maintaining youth centre operations at Off the Wall (Acton) and Open Door (Georgetown). Staff successfully assumed operations of both centres through the approval of one-time funding in 2017 and 2018 from the Tax Rate Stabilization Reserve.
- Base budget increases of \$375,900 within the department for compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- Base budget decreases of \$46,000 in expenses are mainly due to the reallocation of contracted services for facility maintenance at the Acton Library to support staffing

expenses for the maintenance and cleaning of the building. Recreation Services has changed their service delivery portfolio within the Sport Instruction programming; Monkeynastix & Sportball are no longer a service provider under contracted services and will be providing service as an independent program provider. This will have a net zero impact as general registration revenue will be decreased in coordination with the lower expenses.

- In 2008, Parks & Open Space secured funding through the Cash-in-Lieu of Parkland Reserve to assist in financing a full-time Landscape Architect. Due to increased pressures on the Reserve and increasing demands on the scope of work required by the Landscape Architect, it is recommended that the position be funded as a core staffing cost in the operating budget, consistent with other full-time positions. The phasing out of the funding will result in a net increase of \$31,700.
- One time expenses include \$14,000 for fees associated with the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF is a third party, international, private, not-for-profit accreditation system that develops and revises state-of-the-art standards for organizations to promote quality, value and optimal outcomes of services to enhance the lives of the persons served. The CARF accreditation survey occurs every three years within the Senior Services division of Recreation & Parks and is funded through the Tax Rate Stabilization Reserve.

Budget Inclusion 2019

Position/Program	Budget Impact	Effective Date
Youth Centre Operations & Integrated Youth Services	\$ 153,500	January 1, 2019
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Category	Enhancements	
Department	Division	
Recreation & Parks	Recreation Services	

Description of Services to be Performed:

This Budget Inclusion represents the expansion of integrated youth services to ensure youth service provision is effective, coordinated, and co-located in Town operated dedicated Youth space in Acton and Georgetown. The expansion will support the operation and programming at all locations which allows for an array of program opportunities, increased hours of operation, and access to wrap around health and social services. Approval of this budget inclusion will fund the human resource requirements, rent expenses including future Acton Town Hall space, program materials and staff training.

If this service is not implemented, the expectation for level of service and youth as a priority will not be met, ongoing gaps for youth will remain and marginalized youth issues unserved. Youth centres that have received community support to stay open will face the risk of closure.

The primary benefits:

- Youth in the community are physically active, socially connected and have easy access to necessary services;
- Increased participation to serve more youth in the afterschool hours;
- Service providers are collocated and collaborating to ensure best level of service.

Staff will continue to pursue funding through Halton Region's Community Investment Fund for mental health and addictions support at a value of \$75 000 to retain this as an integral part of the preferred youth service delivery model. Staff will also continue to work with the Region on affordable access to subsidized transportation for youth using our existing taxi scrip program and expanding the age to 12 - 24 years.

Budget Impact:

Expenditures:

Salary & Benefits	83,300
Supplies & Services	72,600
Other	
Total	\$ 155,900

Revenue:

Fees	2,400
Grants	
Other	
Total	\$ 2,400

Net Cost \$ 153,500

Account & Notes:

2 staff at each site 3 - 7:30 p.m. 5 days/wk.

Rent expense at all locations, internet, general materials and supplies, training fees

Program Revenue - concessions

2019 Operating Budget Overview

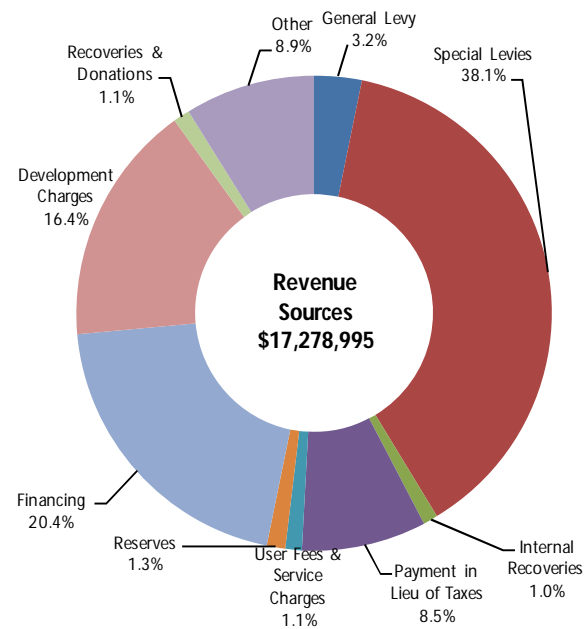
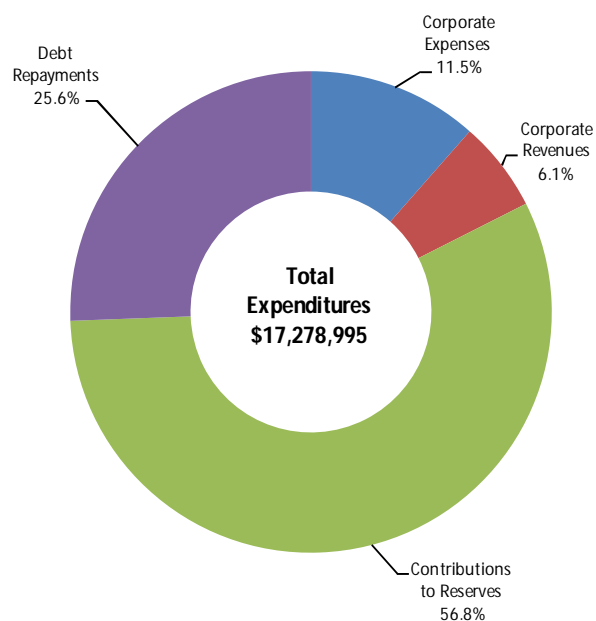
Included in the Corporate Revenue & Expenses Operating Budget are expenditures related to corporate-wide programs, long-term financing, capital planning and contributions to reserves.

Examples of corporate-wide programs include legal services, advertising, insurance, health and safety, professional development, financing, and voice & data coverage.

2019 Operating Budget Highlights

The proposed Corporate Revenue & Expenses Operating Budget for 2019 is \$17,278,995 in gross expenditures and \$559,550 in net expenditures. These expenditures are supported from \$6,583,545 in special levies and \$559,550 from the general tax levy.

	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	16,673,734	17,987,921	16,945,395	275,900	284,000	(226,300)	17,278,995	605,261	3.6%
Revenue	(10,186,500)	(12,259,192)	(9,632,300)	(253,600)	(250,000)	-	(10,135,900)	50,600	(0.5%)
Special Levy - Fair Workplaces, Better Jobs Act	(185,500)	(185,500)	(153,500)	-	-	-	(153,500)	32,000	(17.3%)
Special Levy - Fire Services	(954,245)	(954,245)	(954,245)	-	-	-	(954,245)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	-	-	-	-	(284,000)	-	(284,000)	(284,000)	0.0%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(1,232,700)	-	-	-	(1,232,700)	-	0.0%
Special Levy - Georgetown Hospital	(335,000)	(335,000)	(335,000)	-	-	-	(335,000)	-	0.0%
Total Net Expenditures	155,689	(602,816)	1,013,550	22,300	(250,000)	(226,300)	559,550	403,861	259.4%



	2018		2019					2019 vs 2018	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Corporate Expenses									
Expense	2,095,089	3,207,638	2,235,900	22,300	-	(276,300)	1,981,900	(113,189)	(5.4%)
Revenue	(435,000)	(1,039,532)	(349,500)	-	-	-	(349,500)	85,500	(19.7%)
Special Levy - Fair Workplaces, Better Jobs Act	(185,500)	(185,500)	(153,500)	-	-	-	(153,500)	32,000	(17.3%)
Net Expenditures	1,474,589	1,982,606	1,732,900	22,300	-	-	1,478,900	4,311	0.3%
Corporate Revenues									
Expense	1,052,400	1,057,167	1,052,400	-	-	-	1,052,400	-	0.0%
Revenue	(6,492,300)	(7,832,572)	(6,453,700)	-	(250,000)	-	(6,703,700)	(211,400)	3.3%
Net Expenditures	(5,439,900)	(6,775,405)	(5,401,300)	-	(250,000)	-	(5,651,300)	(211,400)	3.9%
Contributions to Reserves									
Expense	8,951,245	9,148,116	9,488,195	-	284,000	50,000	9,822,195	870,950	9.7%
Revenue	(111,000)	(238,888)	(111,000)	-	-	-	(111,000)	-	0.0%
Special Levy - Arenas	(112,100)	(112,100)	(112,100)	-	-	-	(112,100)	-	0.0%
Special Levy - Georgetown Hospital	(28,800)	(28,800)	(28,800)	-	-	-	(28,800)	-	0.0%
Special Levy - Fire Services	(954,245)	(954,245)	(954,245)	-	-	-	(954,245)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Infrastructure Gap	-	-	-	-	(284,000)	-	(284,000)	(284,000)	0.0%
Net Expenditures	4,121,000	4,189,983	4,657,950	-	-	50,000	4,707,950	586,950	14.2%
Debt Repayments									
Expense	4,575,000	4,575,000	4,168,900	253,600	-	-	4,422,500	(152,500)	(3.3%)
Revenue	(3,148,200)	(3,148,200)	(2,718,100)	(253,600)	-	-	(2,971,700)	176,500	(5.6%)
Special Levy - Arenas	(1,120,600)	(1,120,600)	(1,120,600)	-	-	-	(1,120,600)	-	0.0%
Special Levy - Georgetown Hospital	(306,200)	(306,200)	(306,200)	-	-	-	(306,200)	-	0.0%
Net Expenditures	-	-	24,000	-	-	-	24,000	24,000	0.0%
Total									
Expense	16,673,734	17,987,921	16,945,395	275,900	284,000	(226,300)	17,278,995	605,261	3.6%
Revenue	(10,186,500)	(12,259,192)	(9,632,300)	(253,600)	(250,000)	-	(10,135,900)	50,600	(0.5%)
Special Levy - Fair Workplaces, Better Jobs Act	(185,500)	(185,500)	(153,500)	-	-	-	(153,500)	32,000	(17.3%)
Special Levy - Fire Services	(954,245)	(954,245)	(954,245)	-	-	-	(954,245)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	-	-	-	-	(284,000)	-	(284,000)	(284,000)	0.0%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(1,232,700)	-	-	-	(1,232,700)	-	0.0%
Special Levy - Georgetown Hospital	(335,000)	(335,000)	(335,000)	-	-	-	(335,000)	-	0.0%
Total Net Expenditures	155,689	(602,816)	1,013,550	22,300	(250,000)	(226,300)	559,550	403,861	259.4%

The \$408,861, or 259.4%, net increase to the Corporate Revenue & Expenses Operating Budget is comprised largely by an increase to reserves contributions, which is partially offset by an increase in anticipated interest revenue. Please see below for the breakdown of major budget changes:

- As recommended in the Long Range Financial Plan, general reserve contributions are proposed at a \$525,950 increase to the approved contributions in the 2018 Operating Budget.
- Additional to the \$525,950 increase in base reserve contributions, there is a one-time \$50,000 contribution to the Public Art Reserve as approved in the Public Art Policy (Report COMMSERV-2016-0001). This represents the final one-time contribution of \$50,000 to establish the minimum balance in the reserve of \$100,000.
- Interest revenue earned on investments increased by \$250,000. Historically, excess interest income is placed into the Technology Replacement Reserve. Instead it is

proposed to leave the interest income in the operating budget to fund the Information Services positions recommended through the Corporate Technology Strategic Plan.

- Pre-approved capital impacts include debt financing for the Halton Hills Drive extension and Gellert Phase 2 design and engineering projects.
- A \$276,300 contingency has been included for estimated salary gapping due to staff vacancies.
- The Fair Workplaces, Better Jobs Act levy was reduced by \$32,000 after the removal of the provision for personal emergency leave days for non-union part-time staff.
- In 2019, a new special tax levy is proposed at 0.6% (\$284,000) for contributions to the Capital Replacement Reserve to address the deficit in funding required for capital maintenance as identified in the Corporate Asset Management Plan.



CAPITAL BUDGET & FORECAST

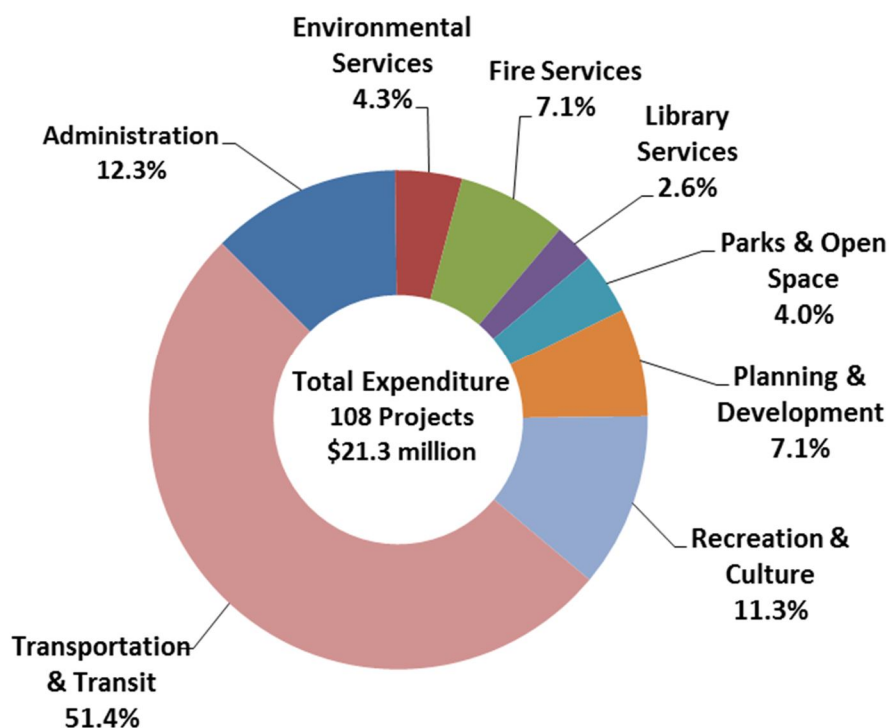
Introduction

The Capital Budget is developed in consideration of various documents such as the Corporate Asset Management Plan, the Town's Strategic Plan, department strategic plans, in-year Council and Committee reports and the Long Range Financial Plan (LRFP). The Town's 2019 Capital Budget was prepared with a focus on supporting growth, maintaining appropriate service levels and addressing aging infrastructure.

The 2019 Capital Budget is proposed at \$21,293,300 and 2020-2028 capital forecast at \$248,487,700 for a ten-year capital program total of \$269,781,000.

Capital Budget

The proposed capital budget for the Town of Halton Hills represents an investment of \$21.3 million in the community, focusing on transportation, public recreation facilities and technology infrastructure. The below graph summarizes the proposed 2019 capital program by service category:



Investment in Transportation & Transit services represents the largest portion in the 2019 Capital Budget with twenty-five projects totaling \$10,945,100. The following major road construction projects are included in the 2019 Capital Budget:

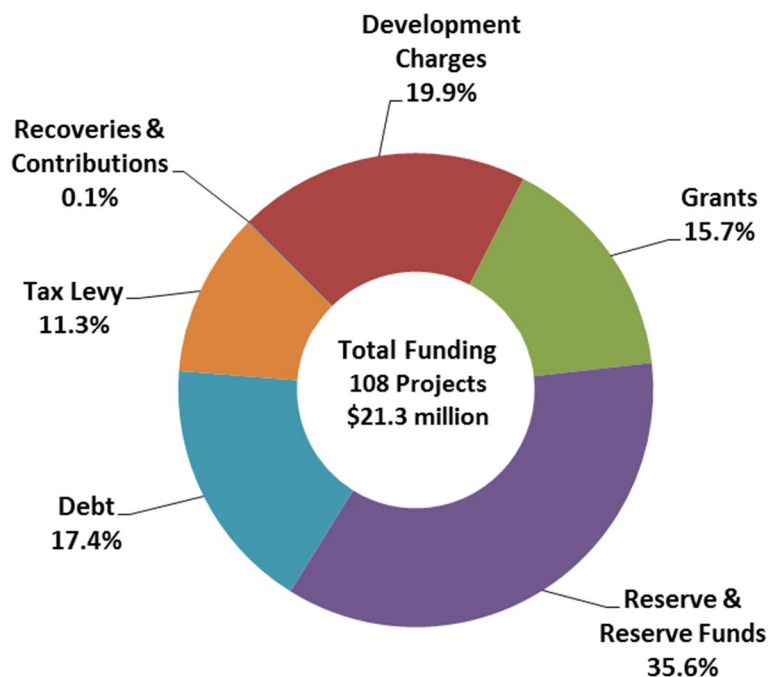
- Halton Hills Drive extension and reconstruction of the two existing sections for a completed road from Maple Avenue to Princess Anne Drive.

- Armstrong Avenue reconstruction including improvements to the active transportation network with the construction of a multi-use path that will also support pedestrian traffic, as well as the improvement of stormwater runoff conditions.
- Rehabilitation of 5 Side Road asphalt from Trafalgar Road to Winston Churchill Boulevard.
- Maintenance and rehabilitation of Edward Street, Cedarvale Court, Pauline Street, Margaret Street, Lane Court and Barber Drive from Argyll Road to Mountainview Road South through the Pavement Management Program.

Administration projects are largely composed of information technology investments that were set out in the 2018 Corporate Technology Strategic Plan. Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and deliver services that satisfy customers with their simplicity and convenience. Furthermore, with Vision Georgetown, the Town is poised for significant population growth over the coming years; the Town is focused on establishing technology capabilities that can facilitate growth in as efficient way as possible, while meeting the expectations of residents.

Recreational facilities enable the delivery of community, aquatics and senior and youth programs that improve the quality of life for residents by fostering active living, increasing inclusion and encouraging participation. Major investments in 2019 include the architectural plan for phase two construction of the Gellert Community Centre to begin in 2020 and launching construction of a dedicated youth space at the former Acton Town Hall to be completed in 2020.

There are various funding sources for capital projects including Town reserves, development charges and gas tax subsidies. The proposed 2019 Capital Budget of \$21.3 million will be funded as per the following funding sources:



The Town of Halton Hills capital program will have a \$113,500 impact on the 2019 Operating Budget, a \$16,400 impact in 2020 and a \$75,000 impact in 2021. Of the \$113,500 impact in the current budget year, \$86,500 is from the completion of capital projects approved in previous budget years. Approval of the 2019 capital program is expected to have a net impact of \$118,400 over the next three years.

**Town of Halton Hills
2019 Capital Budget
Operating Budget Impacts**

Project		Amount	Budget Year	Description
Office of the CAO				
2000-22-0003	Document Management Solutions	41,500	2019	Additional operating cost from the implementation of eScribe
Transportation & Public Works				
8500-19-0105	Trafalgar Sports Park	30,000	2019	Additional resources related to grounds maintenance
8500-11-1702	Georgetown Sports Action Park	2,000	2019	Additional resources related to grounds maintenance
8500-11-1801	Maple Creek Park Ph 2	4,000	2019	Additional resources related to grounds maintenance
8500-11-0103	Cemetery Revitalization & Renewal	1,000	2019	Additional resources related to grounds maintenance
	Hillcrest Cemetery	15,000	2019	Additional resources related to grounds maintenance
6100-28-1808	Mandated (AODA) Accessible Traffic Signals - 3 Locations	6,000	2020	Annual upkeep cost of additional infrastructure
6500-21-1001	Main St. N & School Lane Traffic Signal Installation	3,000	2020	Annual upkeep cost of additional infrastructure
6100-28-1703	Pedestrian Crossings (2 Locations)	4,000	2020	Annual upkeep cost of additional infrastructure
8500-11-1902	Barber Mill Park Ph 2	3,000	2020	Additional resources related to grounds maintenance
6100-21-1701	Rural Streetlighting	900	2020	Annual upkeep cost of additional infrastructure
Recreation & Parks				
8500-24-0111	Park Pathway Lighting Replacement	(500)	2020	Reduction in hydro costs through LED lighting replacement
8200-10-1701	Acton Youth Centre Construction	75,000	2021	
2019 Operating Budget Impact		113,500		
2020 Operating Budget Impact		16,400		
2021 Operating Budget Impact		75,000		
TOTAL OPERATING BUDGET IMPACT		204,900		

Unfunded Projects

The unfunded projects list, on page 3-128, includes projects that had originally been forecasted in the 2019-2028 capital forecast, but at this time, lack the required funding to complete with Council's current debt policy. In selecting capital projects, all projects are considered through a prioritization matrix that emphasizes the maintenance of core infrastructure and service levels, while also reducing risk. As such, maintaining current infrastructure in a state of good repair and replacing infrastructure when required is given greater priority over the addition of new

infrastructure that does not have external funding. The majority of those unfunded represent new infrastructure projects that require up-front financing due to significant post-period benefits (as per the Development Charges Study). In order to incorporate these projects within the current ten-year forecast, the Town would have to incur additional debt beyond the current limits set out in the debt policy. These unfunded projects will be considered each year in view of potential affordability.

2019 Preliminary Capital Budget

Line	Budget Year	Orig Yr.	Service	Division	Project No.	Project Name	Page No.	2019 Score	Gross Cost
1	2019	2008	Planning & Development	Planning Policy	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	3-8	5.00	600,000
2	2019	2019	Planning & Development	Planning Policy	7100-22-1502	Glen Williams Sec Plan Review	3-9	5.00	45,000
3	2019	2016	Environmental Services	Office of Sustainability	7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	3-10	5.00	80,000
4	2019	2014	Transportation & Transit	Design & Construction	6200-16-1409	5 SdRd Asphalt Upgrade	3-11	5.00	475,000
5	2019	2019	Administration	Corporate Asset Management	8003-10-0103	Risk & Life Cycle Management Strategy	3-12	5.00	100,000
6	2019	2019	Environmental Services	Office of Sustainability	7300-22-1703	Corporate Energy Conservation Plan Implementation	3-13	5.00	75,000
7	2019	2019	Transportation & Transit	Transportation	6100-28-1802	Mandated Rail Crossing Upgrades	3-14	5.00	300,000
8	2019	2019	Transportation & Transit	Transportation	6100-28-1808	Mand. AODA Access. Traff Sgnl	3-15	5.00	90,000
9	2019	2019	Administration	Revenue & Taxation	2500-22-1901	DC Bylaw Update for Transit Strategy	3-16	5.00	50,000
10	2019	NEW	Administration	Corporate Asset Management	8003-10-1901	Asset Management Data Analysis	3-17	5.00	75,000
11	2019	2019	Transportation & Transit	Design & Construction	6200-16-0104	Pavement Management	3-18	5.00	1,606,100
12	2019	NEW	Parks & Open Space	Parks & Open Space	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	3-19	4.75	25,000
13	2019	2016	Environmental Services	Office of Sustainability	7100-22-1605	Green Building Standards Update	3-20	4.68	80,000
14	2019	2022	Administration	Economic Development	1100-10-2201	Economic Development and Tourism Strategy Update	3-21	4.20	80,000
15	2019	2018	Environmental Services	Office of Sustainability	7300-22-1402	Corporate Sustainability Implementation	3-22	4.00	15,000
16	2019	2019	Administration	Economic Development	1100-10-0101	Community Improvement Plan	3-23	4.00	107,500
17	2019	2018	Planning & Development	Design & Construction	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	3-24	4.00	15,000
18	2019	2018	Planning & Development	Development Engineering	6100-22-1801	Development Engineering Standards Manual Update	3-25	4.00	250,000
19	2019	2019	Library Services	Collections & Technology	3000-15-0101	Library Materials	3-26	4.00	399,000
20	2019	NEW	Parks & Open Space	Parks & Open Space	8500-11-1911	Pedestrian Bridge Replacement	3-27	4.00	70,000
21	2019	2018	Environmental Services	Office of Sustainability	7300-22-1804	Sustainable Neighbourhood Action Plan	3-28	4.00	15,000
22	2019	NEW	Transportation & Transit	Design & Construction	6200-26-1901	Culvert #21C Replacement (Third Line north of 5 Sd Rd)	3-29	4.00	50,000
23	2019	NEW	Planning & Development	Development Engineering	6210-22-1901	Engineering Fees & Permits Review	3-30	4.00	40,000
24	2019	NEW	Environmental Services	Design & Construction	6200-22-1901	Stormwater Master Plan	3-31	4.00	100,000
25	2019	NEW	Planning & Development	Development Engineering	6210-10-1901	Subdivision Agreement Review	3-32	4.00	75,000
26	2019	2017	Environmental Services	Office of Sustainability	7300-22-1901	Private Tree Management Strategy & By-Law	3-33	4.00	70,000
27	2019	2020	Administration	Facilities	8400-02-2003	Town Hall Emergency Power & Generator System	3-34	4.00	500,000
28	2019	2019	Fire Services	Suppression	5200-07-0102	FF Protective Clothing Repl	3-35	3.86	75,000
29	2019	2017	Administration	Facilities	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	3-36	3.75	50,000
30	2019	2019	Parks & Open Space	Parks & Open Space	8500-13-0106	Play Equipment Replacement	3-37	3.75	182,000
31	2019	2019	Parks & Open Space	Parks & Open Space	8500-11-0102	Parks Revitalization & Renewal	3-38	3.75	112,000
32	2019	NEW	Fire Services	Equipment	5410-07-1901	Portable Radio Replacement	3-39	3.75	145,000
33	2019	NEW	Fire Services	Facilities	5500-07-1901	Washing Extractors	3-40	3.75	20,000
34	2019	NEW	Fire Services	Facilities	5500-02-1901	Sleeping Quarters - Fire HQ and Acton	3-41	3.75	125,000
35	2019	2018	Transportation & Transit	Design & Construction	6200-16-1803	Prince St. Improvements	3-42	3.73	100,000
36	2019	2014	Transportation & Transit	Design & Construction	6200-16-1006	Armstrong Ave. Reconstruction	3-43	3.70	2,750,000
37	2019	2019	Transportation & Transit	Transportation	6100-28-0101	Opticom Replacement Program	3-44	3.70	15,000
38	2019	2019	Library Services	Georgetown Branch	3000-09-0105	Library Technology Renewal	3-45	3.65	51,600
39	2019	2019	Recreation & Culture	Facilities	8200-02-0102	Facility Revitalization & Renewal	3-46	3.65	77,000
40	2019	NEW	Administration	Facilities	8400-02-1904	Town Hall Dry Sprinkler System Install	3-47	3.65	25,000
41	2019	NEW	Transportation & Transit	Transportation	6500-21-1001	Main St. N & School Lane Traffic Signal Installation	3-48	3.60	200,000
42	2019	2019	Recreation & Culture	Cultural Services	4001-10-1801	Cultural Asset Tours	3-49	3.50	35,000
43	2019	2019	Environmental Services	Office of Sustainability	7300-22-1602	Community Sustainability Implementation	3-50	3.50	25,000
44	2019	2019	Administration	Economic Development	1100-10-1803	HH-Wenjiang Action Plan Implem	3-51	3.50	75,000

2019 Preliminary Capital Budget

Line	Budget Year	Orig Yr.	Service	Division	Project No.	Project Name	Page No.	2019 Score	Gross Cost
45	2019	2019	Parks & Open Space	Parks & Open Space	8500-24-0102	Trails Revitalization & Renewal	3-52	3.50	60,000
46	2019	2017	Transportation & Transit	Public Works	6500-11-1517	Tree Planting - Emerald Ash Borer	3-53	3.50	150,000
47	2019	NEW	Administration	Corporate Asset Management	8003-22-1901	Natural Asset Valuation & Management Strategy	3-54	3.50	170,000
48	2019	NEW	Administration	Corporate Communications	1200-10-1901	Resident Satisfaction Survey	3-55	3.50	40,000
49	2019	2019	Administration	Information Services	2300-10-1501	Geospatial Data	3-56	3.50	15,000
50	2019	2019	Administration	Information Services	2300-05-0103	Microsoft Licensing	3-57	3.50	180,000
51	2019	2019	Transportation & Transit	Transportation	6100-21-1801	Longfield Subdivision Street Light Replacement	3-58	3.40	125,000
52	2019	2017	Recreation & Culture	Facilities	8200-25-0101	Arena Ice Resurfacer	3-59	3.40	115,000
53	2019	NEW	Environmental Services	Design & Construction	6200-20-1901	Harold Street Stormwater Improvements	3-60	3.40	150,000
54	2019	2019	Recreation & Culture	Facilities	8251-02-1901	MMSP Exterior Masonry Repair	3-61	3.40	25,000
55	2019	2019	Fire Services	Emergency Response	5200-06-0101	Small Equipment Replacement	3-62	3.40	33,000
56	2019	NEW	Fire Services	Suppression	5200-07-1901	Fire Fighter Protective Hoods	3-63	3.40	13,000
57	2019	2019	Fire Services	Suppression	5900-25-1901	Replace Tanker 740 (T2) w/ Pumper Tanker	3-64	3.40	675,000
58	2019	2019	Fire Services	Communications	5400-06-0101	Replace Pagers	3-65	3.40	30,000
59	2019	2019	Recreation & Culture	Facilities	8221-02-1901	Cedarvale Cottage Revitalization and Renewal	3-66	3.40	10,000
60	2019	2015	Transportation & Transit	Design & Construction	6200-16-1808	Maple & Main St. S. NB Turn Lane Construction	3-67	3.37	250,000
61	2019	NEW	Planning & Development	Design & Construction	6200-16-1811	Guelph/Mill St. Approach Improvements	3-68	3.30	400,000
62	2019	2019	Transportation & Transit	Design & Construction	6200-27-0114	Halton Hills Dr Extension	3-69	3.25	2,900,000
63	2019	2017	Environmental Services	Design & Construction	6200-20-1701	Stormwater Facility Rehabilitation Assessment Program	3-70	3.17	300,000
64	2019	NEW	Planning & Development	Development Engineering	6210-22-1902	Excavation Permit By-Law Update	3-71	3.17	25,000
65	2019	NEW	Administration	Economic Development	1100-10-0105	Manufacturing Expansion Fund	3-72	3.17	40,000
66	2019	2019	Transportation & Transit	Transportation	6100-22-1806	Cycling Inf Feasability Study - Maple Ave from Traf to Mtnview	3-73	3.17	50,000
67	2019	2019	Transportation & Transit	Transportation	6100-23-1602	Active Transportation Enhancement Program	3-74	3.17	20,000
68	2019	2019	Transportation & Transit	Transportation	6100-21-1802	Streetlight Pole Transfrm Rpl	3-75	3.15	180,000
69	2019	2019	Transportation & Transit	Public Works	6500-28-1002	Traff Cntrl Signals Replace	3-76	3.15	90,000
70	2019	2019	Library Services	Collections & Technology	3000-15-0103	Lib Mats Collection Developmnt	3-77	2.95	25,000
71	2019	2017	Transportation & Transit	Transportation	6100-21-0107	Streetlight & Pole Replacement Program	3-78	2.90	150,000
72	2019	2014	Recreation & Culture	Facilities	8211-02-1504	Acton Arena Skate Tile Replacement (Townesley)	3-79	2.90	95,000
73	2019	2019	Transportation & Transit	Public Works	6500-18-0111	Signage	3-80	2.90	35,000
74	2019	NEW	Parks & Open Space	Parks & Open Space	8500-11-1912	Park Pathway Revitalization & Renewal	3-81	2.82	20,000
75	2019	2019	Transportation & Transit	Public Works	6500-06-0102	Equipment Replacement	3-82	2.82	1,154,000
76	2019	2017	Parks & Open Space	Parks & Open Space	8500-24-0111	Park Pathway Lighting Replacement	3-84	2.82	50,000
77	2019	2020	Transportation & Transit	Transportation	6100-28-1807	Mill St Neighbourhood Improvements	3-85	2.80	100,000
78	2019	NEW	Environmental Services	Office of Sustainability	7300-22-1501	Community Sustainability Investment Fund	3-86	2.67	15,000
79	2019	2019	Transportation & Transit	Transportation	6100-28-1703	Pedestrian Crossings (Various Locations)	3-87	2.62	55,000
80	2019	2019	Administration	Facilities	1000-09-0101	Office Furniture	3-88	2.57	38,000
81	2019	2019	Fire Services	Suppression	5200-07-0104	Breathing Apparatus Replacement	3-89	2.55	45,000
82	2019	2015	Recreation & Culture	Recreation Services	8200-10-1701	Acton Youth Centre Construction	3-90	2.42	245,500
83	2019	2011	Recreation & Culture	Facilities	8261-27-1901	GCC Phase 2 Design & Engineering	3-91	2.35	1,800,000
84	2019	2019	Administration	Clerks	0510-01-0101	Municipal Accessibility Plan	3-92	2.33	50,000
85	2019	NEW	Transportation & Transit	Transportation	6100-10-1903	Uniform Traffic Control By-Law Update	3-93	2.33	50,000
86	2019	2017	Parks & Open Space	Parks & Open Space	8500-24-2101	Trails System Ph 5 Maple Creek Parkette Connection	3-94	2.28	270,400
87	2019	2019	Transportation & Transit	Transportation	6100-28-1516	Traffic Calming (Various Locations)	3-95	1.75	20,000
88	2019	2018	Transportation & Transit	Transportation	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	3-96	1.75	30,000

2019 Preliminary Capital Budget

Line	Budget Year	Orig Yr.	Service	Division	Project No.	Project Name	Page No.	2019 Score	Gross Cost
89	2019	2019	Fire Services	Suppression	5500-02-1601	Training Centre Enhancements	3-97	1.17	10,000
90	2019	2019	Parks & Open Space	Parks & Open Space	8500-11-0103	Cemetery Revitalization & Renewal	3-98	1.17	52,000
91	2019	2017	Library Services	Acton Branch	3200-11-2001	Marquee Acton Branch	3-99	1.17	80,000
92	2019	2018	Administration	Information Services	2300-05-3201	Vailtech Replacement	3-100	CTSP	400,000
93	2019	NEW	Administration	Facilities	8500-02-1904	IS Storage Closet Cages	3-101	CTSP	20,000
94	2019	NEW	Administration	Information Services	2300-04-1901	Core Switch Replacement	3-102	CTSP	50,000
95	2019	NEW	Administration	Information Services	2300-05-1901	Great Plains 2018 Upgrade	3-103	CTSP	56,300
96	2019	NEW	Administration	Information Services	2300-05-1902	FMW Fund Manager Implementation	3-104	CTSP	14,000
97	2019	2019	Administration	Information Services	2300-04-0101	Technology Refresh	3-105	CTSP	120,000
98	2019	2010	Administration	Information Services	2300-05-1501	AMANDA 7 Upgrade	3-106	CTSP	61,600
99	2019	NEW	Administration	Information Services	2300-10-1902	Operationalize PM Practices	3-107	CTSP	20,000
100	2019	NEW	Administration	Information Services	2300-10-1903	Network Assessment	3-108	CTSP	20,000
101	2019	NEW	Administration	Information Services	2300-10-1904	Business Continuity Strategy	3-109	CTSP	25,000
102	2019	NEW	Administration	Information Services	2300-10-1905	Security Maturity Assessment	3-110	CTSP	20,000
103	2019	NEW	Administration	Clerks	1500-05-1901	Customer Service Strategy	3-111	CTSP	100,000
104	2019	NEW	Fire Services	Information Services	2300-05-1903	FireHouse Replacement PH1	3-112	CTSP	333,000
105	2019	NEW	Administration	Information Services	2300-10-1906	Master Data Management	3-113	CTSP	105,000
106	2019	NEW	Administration	Information Services	2300-10-1907	LIDAR Data	3-114	CTSP	10,000
107	2019	NEW	Planning & Development	Information Services	2300-05-1904	Electronic Plans Review PH1 Discovery	3-115	CTSP	18,800
108	2019	NEW	Planning & Development	Information Services	2300-05-1905	Growth Monitoring Model	3-116	CTSP	33,500
2019 Total									21,293,300

* Please note, projects assigned score CTSP are recommendations through the Corporate Technology Strategic Plan.

2019 Capital Project Information Sheet

Project No. 7000-22-1802	Project Name Premier Gateway Phase 2B Secondary Plan		2019 Budget \$600,000
Department Planning & Sustainability	Division Planning Policy	Project Manager Bronwyn Parker	Project Score 5.00
Service Category Planning & Development		Funding Sources	Amount
Target Start Date Q2 2019		DC - Administration	\$540,000
Target Completion Date Q4 2021		Strategic Planning Reserve	\$60,000
Future Period Capital Requirements \$600,000		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The purpose of this project is to prepare a sub-watershed study and secondary plan to facilitate development of the remaining Premier Gateway Employment Area lands brought into the urban area as Halton Hills supply of employment lands to the 2031 planning horizon. The project will require the preparation of a detailed set of planning studies (i.e. transportation, functional servicing, agricultural impact, cultural heritage, urban design, fiscal impact, etc.) as set out in Growth Plan, Regional Official Plan and Town Official Plan.
Deliverables:	A Secondary Plan (amendment to the Town Official Plan), based upon a detailed Terms of Reference, setting out the land use designations, policies, natural heritage system, road network, etc. to support development of the subject lands for employment uses.
Benefits:	The benefits are the establishment of an appropriate and detailed planning foundation to facilitate the development of the subject lands for employment uses, and the resulting jobs and property tax assessment to improve the Town residential/non-residential assessment ratio.
Risks If Not Implemented:	The project is an essential planning foundation for development of the lands for employment uses. If not implemented, the lands would not be 'development ready' as required by the Growth Plan, Region/Town Official Plans, and an opportunity lost to attract businesses, jobs and tax assessment necessary to meet Strategic Plan/Long Range Financial Plan objectives.
Additional Information:	Supports the legislative requirements set out in ROPA 38/Provincial Growth Plan. This project is phased with half the funding in 2019 and half in 2020, for a total of \$1,200,000.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Economic Development Strategic Plan
Transportation Master Plan	Long Range Financial Plan

2019 Capital Project Information Sheet

Project No. 7100-22-1502	Project Name Glen Williams Sec. Plan Review		2019 Budget \$45,000
Department Planning & Sustainability	Division Planning Policy	Project Manager John Linhardt	Project Score 5.00
Service Category Planning & Development		Funding Sources	Amount
Target Start Date Q2 2019		DC - Administration	\$20,250
Target Completion Date Q4 2020		Strategic Planning Reserve	\$24,750
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	This Capital Budget request is for \$45,000 in addition to the \$55,000 previously approved in the Capital Budget to complete a scoped review of the Secondary Plan. The review will consist of a review of the hamlet design policies and guidelines, floodplain mapping and policies, natural heritage policies, and any other matters identified by hamlet residents or required by the Regional Official Plan. Through Report P&I-2017-0066, Council directed that a Scoped Review be targeted for initiation in 2019, pending consultation on the review scope with Glen residents.
Deliverables:	The project will deliver an updated Hamlet Secondary Plan, informed by public consultation, current Provincial/Regional policies, and current floodplain mapping.
Benefits:	A new Secondary Plan will provide a an up-to-date planning framework for Glen Williams to guide future development and change in the hamlet.
Risks If Not Implemented:	The Glen Williams Secondary Plan was adopted and later approved by the Region/Ontario Municipal Board in the mid 2000's. Since then several subdivision developments have been approved, Credit Valley Conservation has updated its floodplain mapping, and Provincial/Regional planning policies have changed, requiring a review to ensure Plan currency.
Additional Information:	Pre-approved through Report P&I-2017-0066

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	

2019 Capital Project Information Sheet

Project No. 7100-22-1903	Project Name Corporate Energy Conservation Plan & Demand Management Plan Update			2019 Budget \$80,000
Department Planning & Sustainability		Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 5.00
Service Category Environmental Services		Funding Sources Strategic Planning Reserve		
Target Start Date Q1 2019		Amount \$80,000		
Target Completion Date Q4 2019				
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0			Construction Phase	<input type="checkbox"/>

Description	
Scope:	To hire an external consultant to: develop a building energy optimization strategy in an effort to reduce energy use at Town facilities, a green transportation strategy to reduce emissions from the Town's corporate fleet and from employee commuting, a renewable/alternative energy procurement strategy to investigate and prioritize potential corporate investments in renewables and/or alternative energy sources, and a green financing strategy to identify instruments to fund the implementation of the three previously mentioned strategies.
Deliverables:	2014-2019 Implementation Report New five-year Corporate Energy Plan (2019-2024)
Benefits:	Potential for reduced energy consumption, reduced operating costs, continued compliance with provincial legislation, continued energy leadership, ability to meet Council-approved greenhouse gas emission reduction targets.
Risks If Not Implemented:	Legislative non-compliance with Ontario's Green Energy Act, increased corporate energy costs and impact on tax base, Council-approved greenhouse gas emission reduction targets not met, loss of sustainability leadership status, diminished value of existing investments (i.e. Energy Management Information System; contract Energy Coordinator position).
Additional Information:	Through the Green Energy Act, the Province mandated that all municipalities in Ontario publish a five year Energy Conservation and Demand Management Plan by 2014. The Town's 2014 Corporate Energy Plan was developed to fulfill this requirement. The Green Energy Act also requires that municipalities publish an implementation progress report on the 2014 plan and update their Energy Conservation and Demand Management Plan in 2019. This project fulfills both obligations and involves the production of an implementation report and a new five-year Corporate Energy Plan. In the event the Green Energy Act is repealed, the Electricity Act will be the prevailing legislature, which still mandates the existence of an Energy Conservation and Demand Management Plan.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Long Range Financial Plan
Mayor's Community Energy Plan	

2019 Capital Project Information Sheet

Project No. 6200-16-1409	Project Name 5 Sd Rd Asphalt Upgrade		2019 Budget \$475,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 5.00
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		Ontario Community Infrastructure Fund	\$455,000
Target Completion Date Q4 2019		Transportation Infrastructure Reserve	\$20,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The objective of this project is to address the condition of the existing asphalt surface as it is distressed and failing in certain areas. This project will rehabilitate the travelled portion of the road by using innovative technology thus allowing a smooth surface without having to perform a full road reconstruction. The limits of the project are Trafalgar Road to Winston Churchill Boulevard.
Deliverables:	The resurfacing of the local road by using a "micro-surfacing" application to improve the riding surface.
Benefits:	The resurfacing of the road will result in financial savings over the long term by extending the life of the road assets and may lower environmental impacts associated with full road reconstruction.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. As well insurance claims may increase due to vehicle damage from potholes. Increased future costs could result if timely rehabilitation does not occur.
Additional Information:	Program supported in Report 2013-0040.

Strategic Alignment:	
Council's Strategic Plan	Long Range Financial Plan
Asset Management Plan	
Sustainability Strategy	

2019 Capital Project Information Sheet

Project No. 8003-10-0103	Project Name Risk & Life Cycle Management Strategy			2019 Budget \$100,000
Department Recreation & Parks	Division Corporate Asset Management	Project Manager Dharmen Dhaliyah	Project Score 5.00	
Service Category Administration		Funding Sources		Amount
Target Start Date Q1 2019		Capital Replacement Reserve		\$20,000
Target Completion Date Q3 2019		Ontario Community Infrastructure Fund		\$80,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0			Construction Phase	<input type="checkbox"/>

Description	
Scope:	The Town Corporate Asset Management program is well underway to meet requirements of the O. Reg. 588/17. Significant progress has been made and by end of 2018 the Town will issue its first State of Infrastructure Report based on a comprehensive asset inventory and a Level of Service framework for all asset groups. Risk & Lifecycle Management Strategies are key components of asset management planning. The Town will require external resources to assess and manage risks and to develop lifecycle management strategies tied with delivering required levels of service; to help service areas operate and manage assets throughout their useful life while minimizing costs and managing risks.
Deliverables:	Risk assessment and management matrix with risk registers for different asset classes to identify, assess and prioritize risks. Lifecycle management strategies for different tactics and activities to manage assets over their entire lifecycle.
Benefits:	The key benefit is to include the strategies in the departmental asset management plans. This will provide evidence-based decision making frameworks to better manage risks while delivering required levels of service at optimum costs via implementation of sound maintenance and rehabilitation strategies.
Risks If Not Implemented:	With no risk and lifecycle management strategies TOHH will not be able to produce good quality and accurate departmental asset management plans; will not be able to operationalize its Strategic Asset Management Plan and link to operational and capital budgeting processes. The Town will fall behind in meeting the deadlines of the O. Reg. 588/17.
Additional Information:	Supports the legislated requirements under Ontario Regulation 588/17.

Strategic Alignment:	
Asset Management Plan	Sustainability Strategy
Council's Strategic Plan	Library Strategic Plan
Long Range Financial Plan	Fire Master Plan

2019 Capital Project Information Sheet

Project No. 7300-22-1703	Project Name Corporate Energy Conservation Plan Implementation		2019 Budget \$75,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 5.00
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$75,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$375,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To implement the existing 2014 Corporate Energy Plan and provide funds for the identified efficiency improvements for the Town's facilities (i.e. insulated high speed garage door upgrades for the fire hall, air curtain for the Public Works Operations Centre main door, solar shade for the Public Works meeting room, procurement of an energy monitoring and optimization kit for the Arena chillers, etc.). The Office of Sustainability will partner with Department management teams to evaluate, procure and install energy efficient projects through use of this approved funding and under direction of the Corporate Energy Management Team.
Deliverables:	Full implementation of the 2014 Corporate Energy Plan.
Benefits:	Reduced energy consumption, reduced operating costs, continued energy leadership, ability to meet Council-approved greenhouse gas emission reduction targets.
Risks If Not Implemented:	Inability to fully implement the corporate energy plan, lost energy-saving opportunities, inability to fully realize the value of existing investments (i.e. Energy Management Information System and contract energy coordinator position).
Additional Information:	As legislated under Ontario's Green Energy Act, the Town developed the Corporate Energy Plan in 2014 to increase corporate energy efficiency and reduce greenhouse gas emissions associated with the Town's operations. The Corporate Energy Conservation Plan Implementation project is required to implement the actions contained in the 2014 plan. The Town will be required to report on the plan's implementation in 2019 to the Province. In the event the Green Energy Act is repealed, the Electricity Act will be the prevailing legislature, which still mandates the existence of an Energy Conservation and Demand Management Plan.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Corporate Energy Plan

2019 Capital Project Information Sheet

Project No. 6100-28-1802	Project Name Mandated Rail Crossing Upgrades			2019 Budget \$300,000
Department Transportation & Public Works	Division Transportation		Project Manager Maureen Van Ravens	Project Score 5.00
Service Category Transportation & Transit		Funding Sources DC - Transportation Services Capital Replacement Reserve		
Target Start Date Q2 2019		Amount \$111,400		
Target Completion Date Q4 2019		Amount \$188,600		
Future Period Capital Requirements \$200,000		Project Phase Study/Design Phase <input type="checkbox"/>		
Operating Impact \$0		Construction Phase <input type="checkbox"/>		

Description

Scope: The scope of this project is to review and improve at-grade crossings in Halton Hills, based on federal regulatory requirements developed by Transport Canada. The requirements are identified in the Grade Crossing Regulations (GCR) document under the Railway Safety Act.

Deliverables: The 2018 Safety Assessment of GEXR (Metrolinx) at-grade railway crossings will identify the railway crossing deficiencies. Based on the assessment results, staff will commence railway crossing upgrades in 2019.

Benefits: The prime benefit is the improved safety at the GEXR (Metrolinx) railway crossings.

Risks If Not Implemented: Non-compliance with the federal railway regulatory requirements.

Additional Information: Supports the legislative requirements under the Railway Safety Act.

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 6100-28-1808	Project Name Mandated (AODA) Accessible Traffic Signals		2019 Budget \$90,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 5.00
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		Transportation Infrastructure Reserve	\$10,000
Target Completion Date Q4 2019		Ontario Community Infrastructure Fund	\$80,000
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$6,000		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope:	The scope of this project is to update the existing traffic control signals with Accessible Pedestrian Signals (APS), as per AODA and Ontario Regulation 191/11.
Deliverables:	The upgrade of three (3) traffic signals with Accessible Pedestrian Signal (APS) infrastructure.
Benefits:	The benefit of the APS upgrades is the removal of barriers for people with disabilities at signalized intersections.
Risks If Not Implemented:	If not implemented, the Town would be in violation of the legislated requirements, as mandated by the AODA.
Additional Information:	Supports AODA legislation.

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 2500-22-1901	Project Name DC Bylaw Update for Transit Strategy		2019 Budget \$50,000
Department Corporate Services	Division Revenue & Taxation	Project Manager Wendy O'Donnell	Project Score 5.00
Service Category Administration		Funding Sources DC - Administration	Amount \$45,000
Target Start Date Q2 2019	Strategic Planning Reserve		\$5,000
Target Completion Date Q4 2019			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input type="checkbox"/>	

Description

Scope: To provide for the inclusion of transit services in the current DC bylaw. The Town is currently developing a Transit Strategy and once there is direction on to how this service will be provided it would then need to be included in the current DC study so that the Town can generate revenue to fund the capital costs of implementing this service for its growth related costs.

Deliverables: Background Study and Bylaw for Transit Services.

Benefits: Collection of Development charges for the growth related capital costs instead of funding coming from the Tax base.

Risks If Not Implemented: Capital costs would need to be funded by the tax base if development charges are not available through an amendment to the current DC bylaw.

Additional Information: Supports the Development Charges Act.

Strategic Alignment:

Council Strategic Plan
Long Range Financial Plan
Development Charges Act

2019 Capital Project Information Sheet

Project No. 8003-10-1901	Project Name Asset Management Data Analysis			2019 Budget \$75,000
Department Recreation & Parks		Division Corporate Asset Management	Project Manager Dharmen Dhaliyah	Project Score 5.00
Service Category Administration		Funding Sources Ontario Community Infrastructure Fund		
Target Start Date Q1 2019		Amount \$75,000		
Target Completion Date TBD				
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0			Construction Phase	<input type="checkbox"/>

Description	
Scope:	TOHH CAM program is well underway to meet requirements of the O. Reg. 588/17. Significant progress has been made and by end of 2018 the Town will issue it's first SOIR and SAMP based on a comprehensive asset inventory and levels of service for all asset groups. There is an ongoing need to maintain and analyze the asset inventory database while other CAM initiatives such as levels of service, risk assessments and lifecycle management strategies are developed and rolled out. The CAM office currently has only one staff and contracted support is required to operationalize the CAM Program.
Deliverables:	This contracted support will update departments' asset inventories; collect asset and condition data; analyze data based on condition/performance/risks to develop condition forecast & expenditure graphs to support capital and operating budgeting process.
Benefits:	Updated database on assets and conditions; Improve decision making process via data analytics on service levels, lifecycle costs and risk impact ; better streamlined capital and operating budget process to prioritize projects and allocate funding. Alleviate workload on Dept. staff. Ont. Reg. 588/17 compliance.
Risks If Not Implemented:	Unable to sustain the program and take it to next level; unable to achieve program expectations and meet the legislative requirements. Risk of workload increase on departmental staff to update asset inventory and report on tangible capital assets. Risk in ability to receive Gas Tax Funding. Program losing momentum/credibility and Town falling behind in AM.
Additional Information:	In support of Ontario Regulation 588/17.

Strategic Alignment:	
Council's Strategic Plan	Fire Master Plan
Transportation Master Plan	Library Strategic Plan
Long Range Financial Plan	Sustainability Strategy
Corporate Asset Management Plan	Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 6200-16-0104	Project Name Pavement Management		2019 Budget \$1,606,100
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 5.00
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		Special Levy - Pavement Management	\$952,100
Target Completion Date Q4 2019		Ontario Community Infrastructure Fund	\$654,000
Future Period Capital Requirements Operating Impact	Ongoing \$0	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of the project is to repair and rehabilitate local roads that have exceeded their expected life cycle and have been identified as deficient. Halton Region also reviews the condition of their utilities and may repair water mains and wastewater mains as part of the project.
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb repair or replacement and sidewalk repair.
Benefits:	The local neighbourhoods will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including pedestrian trip and falls. As well insurance claims may increase due to vehicle damage from potholes.
Additional Information:	Pre-approved in Report ENG-2003-0015. In 2019, the Pavement Management Program will include Edward Street, Cedarvale Court, Pauline Street, Margaret Street, Lane Court and Barber Drive from Argyll Road to Mountainview Road South.

Strategic Alignment:	
Council's Strategic Plan	Sustainability Strategy
Transportation Master Plan	Long Range Financial Plan
Asset Management Plan	

2019 Capital Project Information Sheet

Project No. 8500-11-1903	Project Name Hillcrest Cemetery Revitalization & Renewal		2019 Budget \$25,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 4.75
Service Category Parks & Open Space		Funding Sources Cemetery Development Reserve	Amount \$25,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>Hillcrest Cemetery was acquired in 2018 by the Town from the Hillcrest Cemetery Board . The Town has operated the cemetery for the past two years.</p> <p>The scope of this project includes the landscape repairs (trees, plantings) in Hillcrest Cemetery, driveway improvements, and repairs to the existing rental house on the property.</p>
Deliverables:	Landscape improvements, driveway repairs, and repairs to the rental house will be completed.
Benefits:	The project will enable the Town to maintain the Hillcrest Cemetery to the same level of care as other Town cemeteries. Hillcrest Cemetery offers a new option for cemetery services in Georgetown, as an alternative to Greenwood Cemetery which is nearing capacity.
Risks If Not Implemented:	Decreased sales if the cemetery is not maintained to the same level of service as other Town cemeteries. If the house is not repaired, the revenue generated by the rental would be lost.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Cemetery Business Plan

2019 Capital Project Information Sheet

Project No. 7100-22-1605	Project Name Green Building Standards Update		2019 Budget \$80,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 4.68
Service Category Environmental Services		Funding Sources	Amount
Target Start Date Q2 2019		DC - Administration	\$54,000
Target Completion Date Q2 2020		Strategic Planning Reserve	\$26,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves reviewing and updating the Town's 2014 Green Development Standards in 2019 to ensure they remain relevant and reflect Federal and Provincial policy directions, as well as the advances made in construction methods and building technologies over the last 5 years. This involves the hiring of an external consultant to undertake an assessment of the existing program, a green construction technology scan/review, engage residents, council and the developer community to review the existing program and identify improvements/enhancements, and develop a new green development standards checklist.
Deliverables:	An up-to-date Green Development Standards program for Halton Hills.
Benefits:	Lowered environmental footprint associated with new developments, reduced energy consumption and greenhouse gas emissions (contributes to Council-approved targets), increased community resiliency to climate change, enhanced quality of life.
Risks If Not Implemented:	Existing standards become out-dated and lose relevance over time; opportunities to integrate contemporary sustainability and climate change measures in new developments are lost; increase in developer complaints; loss of sustainability leadership status; Council approved sustainability and climate change mitigation and adaptation objectives not met.
Additional Information:	

Strategic Alignment:	
Official Plan	Mayor's Community Energy Plan
Council's Strategic Plan	Sustainability Strategy
Transportation Master Plan	

2019 Capital Project Information Sheet

Project No. 1100-10-2201	Project Name Economic Development and Tourism Strategy Update		2019 Budget \$80,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	Project Score 4.20
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$62,000
Target Start Date Q1 2019	DC - Administration		\$18,000
Target Completion Date Q3 2019			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input type="checkbox"/>	

Description

Scope: The existing Economic Development Strategy was approved in 2012. The Tourism Strategy was completed in 2014. Since then, the economy has changed significantly. A new and consolidated "Economic Development & Tourism Strategy" is needed to: 1) complete a SWOT analysis; 2) reflect changing market conditions; 3) reflect the success of the CIP program; 4) align with advancements of key studies (e.g. Phase 1B, Vision Georgetown, Transit Strategy); 5) align with the Town's focus on tourism/arts/cultural opportunities; & 6) leverage opportunities with Wenjiang (China) and other international markets to grow and diversify the economy.

Deliverables: An updated, modern, strategic, comprehensive and actionable "Economic Development and Tourism Strategy" that will reflect current economic conditions while providing a path for the Town to maximize economic, tourism and cultural/arts opportunities.

Benefits: 1) Updated strategic direction provided for the Town's economic development, tourism, and arts and cultural initiatives; 2) Integration of the Town's new "Economic Development, Innovation and Culture" portfolio into one comprehensive strategy; 3) Effective & efficient service delivery.

Risks If Not Implemented: 1) Lack of strategic direction for the Town's economic development efforts 2) Lack of strategic direction to leverage tourism, arts and culture opportunities; 3) Mis-alignment with results of key planning, transportation, infrastructure and financial studies/plans; 4) Lack of up-to-date market data; 5) Loss of investment to other communities; 6) Reduced competitiveness in light of changing market trends/conditions.

Additional Information: There is potential grant funding available to expand the scope of this project to potentially include the redevelopment of the visithaltonhills.ca tourism website. This would maximize the economic development opportunities of tourism. If external funding cannot be secured, funding for the update will be put forward in the 2020 Capital Budget.

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy
Economic Development Strategic Plan

2019 Capital Project Information Sheet

Project No. 7300-22-1402	Project Name Corporate Sustainability Implementation			2019 Budget \$15,000	
Department Planning & Sustainability		Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 4.00	
Service Category Environmental Services		Funding Sources Community Sustainability Reserve			Amount \$15,000
Target Start Date Q1 2017		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Target Completion Date Q4 2022					
Future Period Capital Requirements \$75,000					
Operating Impact \$0					

Description	
Scope:	Town Council approved the Corporate Sustainability Action Plan (CSAP) in January of 2017. Corporate-wide implementation of the CSAP began in 2017 with the development of the 2018 budget and is ongoing. This funding will be used to implement a number of initiatives over the life of the CSAP. The Council-approved plan calls for a full implementation budget of \$75,000 over a five year period (\$15,000/year). The initial investment of \$15,000 was approved in the 2018 budget and this request for funding would fulfill the funding requirements for the plan's second year of implementation.
Deliverables:	The implementation of the third year initiatives contained in the CSAP.
Benefits:	Reduced corporately-produced pollution and greenhouse gas emissions, improved energy efficiency, greater staff engagement and knowledge capacity, cost savings, enhanced asset management.
Risks If Not Implemented:	Inability to fully implement the CSAP, potential for the public to perceive the Town as not following through on publicly-announced commitments.
Additional Information:	

Strategic Alignment:	
Official Plan	Corporate Sustainability Action Plan
Council's Strategic Plan	Long Range Financial Plan
Transportation Master Plan	Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 1100-10-0101	Project Name Community Improvement Plan			2019 Budget \$107,500	
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski	Project Score 4.00	
Service Category Administration		Funding Sources Capital Replacement Reserve			Amount \$107,500
Target Start Date Q1 2019		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Target Completion Date Q4 2019					
Future Period Capital Requirements Ongoing					
Operating Impact \$0					

Description

Scope: Approved in 2010 and funded starting in 2014, the CIP program supports economic development and investment attraction by providing financial incentives to stimulate private sector investment in revitalization, redevelopment and renewal. CIP uptake has grown significantly. As of March 2018, the 2018 CIP budget was depleted. As of June 2018, there were about \$120,000 in potential projects in queue. While additional one-time funding is anticipated to be received via AMO's downtown program, additional funding is needed to meet demand and to maximize community benefits.

Deliverables: Continued implementation of the CIP program to more projects in order to maximize the Town's return on investment, and generate maximum redevelopment and renewal activity.

Benefits: 1) Increased public sector investment; 2) Revitalization, redevelopment and renewal; 3) Job creation; 4) Occupancy of vacant properties.

Risks If Not Implemented: 1) Insufficient funds to meet demand for CIP funding; 2) Unrealized redevelopment and investment potential; 3) Inability to expand program offerings; 4) Lost opportunities to assist business and property owners in BIAs to occupy vacant buildings.

Additional Information:

Strategic Alignment:

Official Plan
Council's Strategic Plan
BIA Strategic Plans and Priorities

Sustainability Strategy
Economic Development Strategic Plan

2019 Capital Project Information Sheet

Project No. 6200-16-1804	Project Name Geo Technical Work -Bowman St & E/W Trail Retaining Wall		2019 Budget \$15,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 4.00
Service Category Planning & Development		Funding Sources	Amount
Target Start Date Q2 2019		Transportation Infrastructure Reserve	\$1,500
Target Completion Date Q3 2019		Canada Gas Tax	\$13,500
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description

Scope: An existing retaining wall at the SWM facility is in a state of potential failure (i.e., movement of the wall has been documented). A geotechnical investigation is required to determine the cause of the movement and to identify remediation measures to prevent a complete failure of the retaining wall.

Deliverables: Geotechnical report identifying root cause(s) for retaining wall migration and mitigation measures.

Benefits: Provide the basis for the Town to initiate a project to rectify the current retaining wall migration.

Risks If Not Implemented: Retaining wall will continue to migrate and will likely completely fail. Failure will potentially result in the SWM being compromised and damage to private property.

Additional Information:

Strategic Alignment:

Council's Strategic Plan
Asset Management Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 6100-22-1801	Project Name Development Engineering Standards Manual Update		2019 Budget \$250,000
Department Transportation & Public Works	Division Development Engineering	Project Manager Jeff Jelsma	Project Score 4.00
Service Category Planning & Development		Funding Sources Strategic Planning Reserve	Amount \$250,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The existing Subdivision Manual identifies the minimum design criteria required for designing new roads, storm sewers, street lights, SWM ponds and grading. A Consultant will be retained (RFP) to develop a new engineering standards document that reflects current design standards and incorporates all development types including site plans and condominiums. It will also incorporate various design elements from the Vision Georgetown and Premier Gateway Secondary Plans. The document will be dynamic so that Staff can efficiently update specific sections as needed.
Deliverables:	An up-to-date and comprehensive engineering standards document that addresses the design of roads (which includes active transportation facilities), storm sewer, street lights, traffic signals, stormwater management features, etc.
Benefits:	Public and private infrastructure designed and constructed to the current design standards to the Town's satisfaction. Maintain and/or enhance level of service provided by the Town.
Risks If Not Implemented:	We will not be able to implement newly legislated or desired design criteria such as SWM, LID, Source Water Protection, Green Standards, Climate Change, Active Transportation, etc. in future projects. The revised engineering standards will provide the design basis for future projects and provide Staff with guidance for approving various development applications.
Additional Information:	

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Recreation & Parks Strategic Plan
Transportation Master Plan	Economic Development Strategic Plan
Asset Management Plan	

2019 Capital Project Information Sheet

Project No. 3000-15-0101	Project Name Library Materials			2019 Budget \$399,000
Department Library Services	Division Collections & Technology	Project Manager Geoff Cannon	Project Score 4	
Service Category Library Services		Funding Sources General Tax Levy		Amount \$399,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	This capital project maintains the historic level of funding to allow the Library to continue to develop and maintain a collection of over 140,000 physical items in a variety of languages, reading levels and formats, including print and audio visual. Additionally, the project develops and maintains e-content including eBooks, audiobooks, streaming movies and music, and online learning tools to promote accessibility. The Library's collection responds to community needs, with an annual circulation of over half a million items and information resources to support more than 11,000 reference requests in a variety of subjects. The objective of this request is to allow the Library to continue to meet community needs by providing an adequate number and range of materials in both traditional and contemporary formats.			
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including print, audio-visual, and eBooks. Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another.			
Benefits:	The Library will be able to maintain access to current, high quality and popular materials in a variety of formats, including eBooks. The positive outcome overall will be a balanced collection that contributes to the social and economic well-being of the community.			
Risks If Not Implemented:	The provision of materials is a core service for the Library. Without these funds, residents will not have access to in-demand titles in the formats they prefer, which in turn will compromise their enjoyment of the Library's collection, and their ability to get reliable information for their decision-making needs. It will ultimately lead to decreased use of the Library.			
Additional Information:				

Strategic Alignment:
Council's Strategic Plan
Cultural Master Plan
Library Strategic Plan

2019 Capital Project Information Sheet

Project No. 8500-11-1911	Project Name Pedestrian Bridge Replacement		2019 Budget \$70,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 4.00
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Q1 2019		Capital Replacement Reserve	\$7,000
Target Completion Date Q4 2019		Canada Gas Tax	\$63,000
Future Period Capital Requirements Operating Impact		Project Phase	
		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the replacement of the pedestrian bridge spanning Black Creek on the West side of Main St. South in Georgetown, just north of Arborglen. The bridge was assessed as part of the regular bridge inspection program for all Town bridges.</p> <p>A replacement bridge would address the structural and safety issues with the bridge structure and footings. Construction methods and timelines would be carried out in accordance with the Ministry of Natural Resources and Credit Valley Conservation Authority regulations.</p>
Deliverables:	The primary deliverables of this project are the removal and replacement of the existing bridge and restoration and naturalisation of the existing creek banks in accordance with regulatory approvals.
Benefits:	This primary pedestrian linkage from Downtown Georgetown to Georgetown South will be maintained. The new bridge will require less on-going repair and maintenance. It will continue to encourage Active Transportation modes of transportation.
Risks If Not Implemented:	If the replacement is not completed, there is the risk that the bridge would be required to be closed unexpectedly due to hazardous conditions, cutting off important pedestrian movements along the sidewalk .
Additional Information:	

Strategic Alignment: Council's Strategic Plan Transportation Master Plan Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 7300-22-1804	Project Name Sustainable Neighbourhood Action Plan		2019 Budget \$15,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 4.00
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$15,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$15,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	SNAP is collaborative stewardship program that engages residents to undertake activities at a neighbourhood level to enhance biodiversity, reduce emissions and make the Town more resilient to climate change. Phase 1 culminates in the development of an action plan and involves: 1. engaging residents to delineate the project area, 2. completing a condition assessment, 3. identifying objectives and 4. selecting actions. SNAP will be led by CVC and supported by Town staff. Tasks 1 & 2 will be completed in 2019, tasks 3 & 4 will be considered in the 2020 budget. Final plan approval will rest with the Town. Phase 2 (implementation) would be considered in future budgets. CVC is contributing \$79,570 to support SNAP Phase 1 Year 1.
Deliverables:	Targeted engagement involving residents and businesses; a detailed environmental condition assessment for the hungry hollow area; identification of priority local environmental issues; a stewardship plan that complements the 2004 hungry hollow management plan.
Benefits:	The ability to expand the scope of sustainability implementation beyond the corporation and involve the community in fulfilling the Town's climate change and sustainability objectives; increased climate resiliency; lower greenhouse gas emissions; enhanced biodiversity; higher quality of life.
Risks If Not Implemented:	Council-approved sustainability and climate change objectives not met; loss of sustainability leadership status; loss of energy saving opportunities; decreased biological integrity; lost opportunity to leverage external resources to fulfill the community's demand for locally-based action on sustainability and climate change.
Additional Information:	

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Mayor's Community Energy Plan

2019 Capital Project Information Sheet

Project No.	Project Name			2019 Budget
6200-26-1901	Culvert #21C Replacement (Third Line north of 5 Sd Rd)			\$50,000
Department		Division	Project Manager	Project Score
Transportation & Public Works		Design & Construction	Bill Andrews	4.00
Service Category		Funding Sources		
Transportation & Transit		Amount		
		Capital Replacement Reserve		
		\$5,000		
Target Start Date		Q2 2019	Ontario Community Infrastructure Fund	
Target Completion Date		Q4 2019	\$45,000	
Future Period Capital Requirements		\$0	Project Phase	Study/Design Phase
Operating Impact		\$0		Construction Phase

Description

Scope:	Existing CSP pipe is in poor condition and has reached the end of its useful life. Funds will be used to replace the CSP pipe arch structure with a new CSP pipe arch.
Deliverables:	The primary deliverable is to replace the existing csp pipe arch structure with a new CSP pipe arch.
Benefits:	New culvert ensures a safe and reliable road network for public and emergency services.
Risks If Not Implemented:	Obstruction of road surface, due to failure or unsafe condition, and inability to serve public and emergency services.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan

Transportation Master Plan

Sustainability Strategy

2019 Capital Project Information Sheet

Project No.	Project Name			2019 Budget	
6210-22-1901	Engineering Fees & Permits Review			\$40,000	
Department		Division	Project Manager	Project Score	
Transportation & Public Works		Development Engineering	Jeff Jelsma	4.00	
Service Category		Funding Sources			Amount
Planning & Development		Strategic Planning Reserve			\$40,000
Target Start Date		Q1 2019			
Target Completion Date		Q3 2019			
Future Period Capital Requirements		\$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact		\$0		Construction Phase	<input type="checkbox"/>

Description					
Scope:	Development Engineering is primarily funded by fees collected through planning application, subdivision agreements, building permit review, municipal consents and other incidental permits. We currently do not collect fees for our effort to monitor and address construction concerns related to site plans and condominium developments. The scope of this project would be to retain a consultant to undertake a review of our fees to ensure they are appropriate for our effort and consistent with other municipalities, as well as to identify opportunities for new fees.				
Deliverables:	A report to Council with recommendation for increasing existing fee and new fees for site plan and condominium applications.				
Benefits:	It would help provide funding for new staff to help maintain or improve our level of service.				
Risks If Not Implemented:	We are seeing more demand from the public and council for public engagement and for managing construction related impacts (think McGibbon, Glen Williams, AMICO, etc.). Without fees from site plan and condominium applications we will not be able to hire staff needed to maintain the level of service as development grows within intensification.				
Additional Information:					

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Economic Development Strategic Plan

2019 Capital Project Information Sheet

Project No. 6200-22-1901	Project Name Stormwater Master Plan		2019 Budget \$100,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Steve Grace	Project Score 4.00
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$50,000
Target Start Date Q2 2019	DC - Administration		\$50,000
Target Completion Date Q3 2022			
Future Period Capital Requirements Operating Impact	\$150,000 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	A Stormwater Master Plan Study is required for comprehensively establishing the prioritization scheme that will provide an objective approach to planning and implementing stormwater projects. The Master Plan would allow stakeholders to be involved in setting the appropriate level of service expected by the community and will provide a transparent forum to set program goals and funding targets.
Deliverables:	The Stormwater Master Plan will be phased to provide a) a condition assessment b) a performance assessment and c) funding strategies to implement the Stormwater Master Plan. Completion will take two to three years.
Benefits:	Upon delivery of the Stormwater Master Plan the Town will have immediate and long term action steps to continually enhance our approach to stormwater management and address climate change issues.
Risks If Not Implemented:	Without a master plan our existing stormwater programs and infrastructure can not be adequately maintained, enhanced and optimised for climate change resilience. There is a potential risk of increased flooding and potential damage to the natural environment.
Additional Information:	

Strategic Alignment:	
Council's Strategic Plan	Recreation & Parks Strategic Plan
Sustainability Strategy	Long Range Financial Plan

2019 Capital Project Information Sheet

Project No. 6210-10-1901	Project Name Subdivision Agreement Review		2019 Budget \$75,000
Department Transportation & Public Works	Division Development Engineering	Project Manager Bill Andrews	Project Score 4.00
Service Category Planning & Development		Funding Sources Strategic Planning Reserve	Amount \$75,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The existing Subdivision Agreement requires updating to reflect the current legislative environment and the levels of service expected to be provided for Town developments. Increased expectations/requirements for natural environment protection, construction management, etc., require that the conditions included in the Town's Subdivision Agreement be updated and amended.
Deliverables:	An up-to-date Subdivision Agreement that will reflect the current and future needs of the Town and legislated requirements.
Benefits:	Will allow Town Staff to effectively manage the implementation of new developments while minimizing impacts to local residents and the natural environment.
Risks If Not Implemented:	We will not be able to effectively manage development (in particular construction) activities and maintain the level of service desired.
Additional Information:	

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Recreation & Parks Strategic Plan
Transportation Master Plan	Economic Development Strategic Plan
Asset Management Plan	

2019 Capital Project Information Sheet

Project No. 7300-22-1901	Project Name Private Tree Management Strategy & By-Law		2019 Budget \$70,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 4.00
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$70,000
Target Start Date	Q1 2019		
Target Completion Date	Q1 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The project will include a research and engagement component to identify privately-owned tree management objectives and determine the appropriate combination of education, incentives and/or regulations for managing trees in the private realm and will investigate resource requirements for implementing the chosen approach. This will enable the Town to find the desired balance between landowner rights and the public interest in maintaining a healthy urban tree canopy, to determine whether a tree management bylaw is warranted, and if so, to develop the bylaw.
Deliverables:	A comprehensive private tree management strategy for Halton Hills that outlines management objectives and identifies the tools the Town should implement to achieve these objectives. Potential development of a private tree management bylaw.
Benefits:	Responding to resident concerns, identification of appropriate private tree management tools, informed policy making, potential for enhanced urban tree canopy and local biodiversity, opportunity for resident engagement, reduced resident complaints.
Risks If Not Implemented:	Potential resident backlash: The recent cutting of privately-owned trees due to a residential development generated opposition from residents and led to calls for a private tree cutting bylaw. Unpopular bylaw: This project will evaluate the merits of a bylaw vs. other tools to ensure that whatever is introduced is implementable and is acceptable to residents and Council.
Additional Information:	

Strategic Alignment:	Sustainability Strategy
Official Plan	
Council's Strategic Plan	
Green Development Standards	

2019 Capital Project Information Sheet

Project No. 8400-02-2003	Project Name Town Hall Emergency Power & Generator System		2019 Budget \$500,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 4.00
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$29,906
Target Start Date Q1 2019		Canada Gas Tax	\$470,094
Target Completion Date Q4 2019			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Replace current diesel generator with a natural gas generator. Current diesel generator is sized for emergency lighting and some minor amounts of electrical outlets within the Town Hall. It is unable to meet the full needs of the Town Hall in the event of a prolonged power outage. The current generator is near the end of its life cycle, in need of repairs, and supporting fuel assets also in need of replacement as per new legislation. Recent Climate Vulnerability assessment completed for the town facilities indicated that the current lack of an appropriately sized generator for this location hinders the ability of the Town to maintain services through its IS department as the lack of a serviceable generator makes the current server room vulnerable to a prolonged power outage.
Deliverables:	Engineering assessment for the design, specifications and construction administration of an appropriately sized generator to meet the current and future needs of this location to continue operations. Installation of a natural gas powered generator.
Benefits:	Allows for uninterrupted level of service delivery in the event of power failure. Ensures that IS Server room, maintaining technology services for the Town has uninterrupted service delivery. Allows for replacement of generator with a "cleaner fuelled equipment".
Risks If Not Implemented:	Undersized generator impacts the level of service to support the full functioning of the Town Hall during climactic events.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan
Recreation & Parks Strategic Plan
Corporate Technology Strategic Plan

2019 Capital Project Information Sheet

Project No. 5200-07-0102	Project Name Fire Fighter Protective Clothing - New & Replacement		2019 Budget \$75,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	Project Score 3.86
Service Category Fire Services		Funding Sources	Amount
Target Start Date Q1 2019		DC - Fire Services	\$12,000
Target Completion Date Q4 2019		Special Levy - Fire Services	\$63,000
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The scope of this project is to provide new fire fighting protective clothing and equipment replacing equipment that is damaged or has met its regulatory end of service lifecycle.
Deliverables:	Replacement of existing non-compliant fire fighter protective clothing and to purchase new equipment that is in compliance with regulatory standards.
Benefits:	Providing firefighters with compliant protective clothing that meets current NFPA standard will ensure firefighters are protected, reduce the possibility of injury and not limited in their ability to respond to emergency incidents.
Risks If Not Implemented:	Firefighter Safety could be compromised and fire ground operations limited if equipment reaches its end of life expectancy and is not replaced.
Additional Information:	NFPA 1851 Selection, Care, and Maintenance of Protective Ensembles for Structural Firefighting and Proximity Firefighting NFPA 1971 Standard on Protective Ensembles for Structural Fire Fighting O. Reg. 714/94: FIREFIGHTERS - PROTECTIVE EQUIPMENT

Strategic Alignment:
Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 8400-02-1702	Project Name Town Hall Phased Replacement of Heat Pumps		2019 Budget \$50,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.75
Service Category Administration		Funding Sources General Tax Levy	Amount \$50,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Town Hall Phased heating and cooling provided through a system of 52 heat pumps of various sizes. Heat pumps now at the end of their life cycle. Several pumps require major repairs each year. BCA of 2016 recommended a phased in program to replace existing pumps over the next five years.
Deliverables:	Replacement and installation of up to 10 new heat pump units.
Benefits:	Renewal of Town HVAC system for next 25 years. Reduced maintenance costs going forward. Improved energy performance of heating and cooling system. Maintenance of level of service in the Town hall.
Risks If Not Implemented:	Current heat pumps by a supplier no longer in business. Some component parts at risk of not being available for some types of repair. Increasing age leading to increased failure rates of units, thus impacting level of service.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan
Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 8500-13-0106	Project Name Play Equipment Replacement			2019 Budget \$182,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 3.75	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve		Amount \$182,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description

Scope: The scope of work for this project includes the replacement of playground equipment at Gellert Community Park, Barber Mill Park, and Robert Little School; and an addition of safety base and rubber mats at various parks/parkettes. The playgrounds listed above require the most maintenance to ensure they meet the CSA/Z614 Children's Play Space and Safety Guidelines due to the age of the equipment and other minor hazards. This is part of a multi-year phased program that allows the work to be done gradually over time.

Deliverables: The primary deliverables are the removal of the existing equipment and installation of new safety base, equipment and benches based on the feedback received from community consultation.

Benefits: The local neighbourhoods will benefit by the replacement of equipment that complies with current safety standards, increases play value and improves accessibility.

Risks If Not Implemented: There are potential safety risks to the public if the equipment identified is not replaced. Allowing the playgrounds to deteriorate would not meet the Town's service level for providing quality and safe playgrounds within 500m of surrounding neighbourhoods.

Additional Information: BU-2004-0012 Playground Replacement Strategy

Strategic Alignment:

Council's Strategic Plan

Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 8500-11-0102	Project Name Parks Revitalization & Renewal		2019 Budget \$112,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 3.75
Service Category Parks & Open Space		Funding Sources General Tax Levy	Amount \$112,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope: The focus is to maintain basic civic standards of quality for community parks. The primary scope is replacement of existing park fixtures that are a potential hazard, impact the usability of the park, and/or require on-going maintenance to repair and keep in good condition. The projects for 2019 include replacement of the wetland viewing platform at Willow Park Ecology Centre, and the Removal of stairs at Cedarvale Park, and the upgrade of mechanical equipment at Remembrance Park.

Deliverables: Primary Deliverables are 1) New viewing platform at Willow Park 2) Removal of Cedarvale Park stairs 3) Repairs to Remembrance Park fountain mechanical equipment.

Benefits: The local neighbourhoods will benefit by the replacement of fixtures that reduce the need for on-going repairs and improve accessibility. The project also supports a sound financial investment through more efficient systems with reduced long-term operating costs.

Risks If Not Implemented: Existing equipment will continue to deteriorate beyond repair. The existing stairs and viewing platform are in very poor condition and require replacement/removal to reduce the risk of injuries. The viewing platform is used for programming (schools/children). The stairs are no longer needed, and require removal to eliminate an unsafe condition. The repairs to the fountain are required to maintain the operation of this feature in a highly used destination park with significant meaning (veterans).

Additional Information:

Strategic Alignment:

Council's Strategic Plan

Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 5410-07-1901	Project Name Portable Radio Replacement		2019 Budget \$145,000
Department Fire Services	Division Equipment	Project Manager Bryce Marshall	Project Score 3.75
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$145,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The Hazardous Materials Team currently relies on obsolete VHF portable radio's to communicate within their team. To communicate outside of their team they are required to relay information through a third party over a second radio. These radios have surpassed their life expectancy. These radios have no interoperability with the rest of the Fire Department or other emergency service agencies within the Region of Halton. Additional radios are required to outfit additional apparatus and to provide spares when radios are out for repair.
Deliverables:	Improved communication, safety and efficiencies at emergency incidents. Improved interoperability within and outside of the fire department. Elimination of VHF frequency and associated costs (licencing).
Benefits:	By replacing these radios the Haz-Mat Team members will now be able to communicate outside of their team and with the fire department as a whole and provide for interoperability with other agencies. Firefighters deployed on apparatus will have a means to communicate with the Incident Commander providing updates, receiving assignments and ensuring their safety. Radio's out of service will have a spare available to replace it while repairs are made.
Risks If Not Implemented:	Radios are obsolete no longer able to be repaired. Radios are unable to communicate to any other radio in use by the fire department. Crews deployed would not be equipped with a radio communication capability. Replacements not available for radios that are out of service for repair. This impacts operations, Fire Department interoperability, health & safety of firefighters and the public.
Additional Information:	NFPA 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents, NFPA 297 - Principles and Practices for Communications Systems, NFPA1802 - Standard on Two-Way, Portable RF Voice Communications Devices for Use by Emergency Services Personnel in the Hazard Zone, NFPA 1561 - Standard on Emergency Services Incident Management System and Command Safety, NFPA 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems NFPA 1720 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer(Combination) Fire Departments.

Strategic Alignment:
Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 5500-07-1901	Project Name Washing Extractors		2019 Budget \$40,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	Project Score 3.75
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$40,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	A Washing Extractor is a washing machine designed for heavy duty cleaning, such as is required for firefighter bunker gear. Residential/commercial top loading washers, such as the ones we are currently using, are at the end of their lifecycle. These machines are not recommended for the cleaning of soiled bunker gear. The cleaning of bunker gear is governed by NFPA standards to maintain the integrity of the protective materials and reduce the possibility of reducing its life expectancy.
Deliverables:	Savings of service & shipping costs to send out gear for cleaning. Gear cleaned in accordance to industry best practices. 7 day-24 hr. availability. Gear cleaned quickly and back in service increasing firefighter availability to respond.
Benefits:	Clean gear in accordance with NFPA standards. Reduced risk of shortening the serviceable life of gear. Clean gear returned to service faster. Reduction in risk to firefighter health from particles and chemicals not being removed from gear.
Risks If Not Implemented:	Continued reliance on outside companies, available only Monday to Friday, to perform required cleaning. Prolonged turn-around time to receive clean gear meaning firefighter is unable to respond to emergency calls. Increased shipping costs to send gear to cleaner. Top loading residential/commercial washers not recommended for cleaning bunker gear.
Additional Information:	NFPA 1851 Standard on Care, and Maintenance of Protective Ensembles for Structural Firefighting O. Reg. 714/94: FIREFIGHTERS - PROTECTIVE EQUIPMENT

Strategic Alignment: Council's Strategic Plan Fire Master Plan

2019 Capital Project Information Sheet

Project No. 5500-02-1901	Project Name Sleeping Quarters - Fire HQ and Acton		2019 Budget \$125,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	Project Score 3.75
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$125,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope: Assembly of appropriate sleeping quarters at Georgetown Headquarters and Acton stations as required to implement 24 hour service. Estimated costs include \$25,000 for Georgetown Fire HQ and \$100,000 for Acton station.

Deliverables: Appropriate sleeping quarters in Georgetown Fire HQ and Acton stations as required to implement 24 hour service.

Benefits: Improved emergency response throughout all areas of Halton Hills.

Risks If Not Implemented: Delay in the implementation of 24 hour service.

Additional Information:

Strategic Alignment:

Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 6200-16-1803	Project Name Prince Street Improvements		2019 Budget \$100,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 3.73
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2019		DC - Transportation Services	\$58,300
Target Completion Date Q4 2019		New Capital Reserve	\$41,700
Future Period Capital Requirements \$600,000		Project Phase	
Operating Impact \$0		Study/Design Phase	<input checked="" type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The scope of this project is an engineering design assignment to improve the overall functionality of the road including pedestrian movements and safety along Prince Street, between Main Street to Barraclough Boulevard and address drainage concerns.
Deliverables:	The deliverables for the project will be an engineering design, project estimate and tender documents to implement the pedestrian improvements along Prince Street. Confirmation of property acquisition requirements.
Benefits:	The prime benefits of the project will be providing an engineering design to confirm property acquisitions, a project estimate to support future capital budgets and tender documents. Will address current R.O.W. ownership issues.
Risks If Not Implemented:	Risks of the project if not implemented is the potential for damage to infrastructure and private property due to drainage issues and potential for accidents/harm to pedestrians.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan Sustainability Strategy Asset Management Plan

2019 Capital Project Information Sheet

Project No. 6200-16-1006	Project Name Armstrong Ave. Reconstruction		2019 Budget \$2,750,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 3.70
Service Category Transportation & Transit		Funding Sources DC - Transportation Services New Capital Reserve	
Target Start Date Q2 2019		Amount \$2,437,200 \$312,800	
Target Completion Date Q4 2019			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input checked="" type="checkbox"/>	

Description	
Scope:	The objective of the project is the reconstruction of the road to an urban standard including improvements to the active transportation network with the construction of a multi-use path that will also support the pedestrian traffic. Stormwater runoff conditions will also be improved.
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer installation, curb, multi-use pathway, and installation of a storm water quality treatment unit.
Benefits:	The commercial/ industrial area will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards. The multi-use path will benefit the needs of the immediate local businesses as well as the surrounding community.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including pedestrian trip and falls. As well insurance claims may increase due to vehicle damage from potholes.
Additional Information:	

Strategic Alignment:	
Council's Strategic Plan	Sustainability Strategy
Transportation Master Plan	Asset Management Plan

2019 Capital Project Information Sheet

Project No. 6100-28-0101	Project Name Opticom Replacement Program		2019 Budget \$15,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.70
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2019		DC - Transportation Services	\$12,000
Target Completion Date Q4 2019		Transportation Infrastructure Reserve	\$3,000
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The scope of this project is to replace Opticom equipment present at the signalized intersections that enables the Fire Department to reach the emergency destinations faster.
Deliverables:	The Opticom equipment that is malfunctioning at various signalized intersections will be replaced.
Benefits:	The primary benefit of the Opticom equipment is overall improved emergency response time. There is also a lower risk of vehicle collisions involving the Fire Department apparatus.
Risks If Not Implemented:	If not replaced, the Fire Department's emergency response times will be extended due to increased delays at the signalized intersections.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 3000-09-0105	Project Name Library Technology Renewal			2019 Budget \$51,600	
Department Library Services		Division Georgetown Branch	Project Manager Clare Hanman	Project Score 3.65	
Service Category Library Services		Funding Sources Library Capital Reserve			Amount \$51,600
Target Start Date Q1 2019		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Target Completion Date Q4 2019					
Future Period Capital Requirements Ongoing					
Operating Impact \$0					

Description	
Scope:	This capital project enables the Library to have the ability to replace aging information technology hardware at the appropriate time. For the same reason that the Town established its Technology Reserve, this funding to renew Library hardware will ensure that the public and staff continue to have access to reliable and adequately functioning equipment. Successful vendors will be expected to provide equipment that meets at minimum, the EPEAT (Electronic Product Environmental Assessment Tool) Silver standard.
Deliverables:	The primary deliverables will be to replace equipment that is at 'end of life'. In 2019, this will include the replacement of older data projectors, early literacy stations, servers, switches, Wi-Fi data points, RFID pads, and Self check stations.
Benefits:	Public and staff will be able to rely on functioning, up-to-date equipment to access the catalogue, borrow material, do their research or when using meeting rooms. The residents will continue to enjoy a fully functioning Library service, which is heavily dependent on its technology. This will translate into maintaining and building the current levels of use.
Risks If Not Implemented:	Equipment may fail causing disruption in service, and unexpected purchases to replace equipment may strain the budget.
Additional Information:	

Strategic Alignment:	
Council's Strategic Plan	Long Range Financial Plan
Library Strategic Plan	Corporate Technology Strategic Plan

2019 Capital Project Information Sheet

Project No. 8200-02-0102	Project Name Facility Revitalization & Renewal		2019 Budget \$77,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.65
Service Category Recreation & Culture		Funding Sources General Tax Levy	Amount \$77,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Completion of various capital improvement and capital replacement projects within facilities for the purpose of maintaining state of good repair and/or renewing assets. Capital projects will be related to HVAC, electrical componentry, life safety, structural repairs, signage, equipment replacement, and energy management improvements.
Deliverables:	Capital replacement of components and equipment to maintain facility assets in state of good repair.
Benefits:	Maintains Level of Service for facilities. Maintains assets in good working condition, ensuring progressive deterioration of assets does not lead to larger capital replacement expenses.
Risks If Not Implemented:	Progressive wearing of building assets may lead to failure or reduced capacity to deliver expected levels of service or maintain safe operations of facilities.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Recreation & Parks Strategic Plan
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2019 Capital Project Information Sheet

Project No. 8400-02-1904	Project Name Town Hall Dry Sprinkler System Install		2019 Budget \$25,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.65
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$25,000
Target Start Date	Q1 2019		
Target Completion Date	Q1 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope:	Current system of fire suppression in Town Hall is 100% wet system for the protection of the building structure. Best practices require a server room that is additionally protected by a dry suppression system as it will suppress a localized source of fire prior to it damaging essential technology and communications equipment.
Deliverables:	An engineered and designed dry fire suppression system, including smoke detectors and appropriate tie ins to current Town hall fire panel.
Benefits:	Allows for appropriate fire protection of IS Server room, maintaining technology services for the Town .
Risks If Not Implemented:	Current system of fire suppression will significantly damage the technology and communications systems located in the server room when activated. This could impact level of service to entire corporation and also represents a significant capital replacement cost that might be avoided if fire sourced in the server room and could be suppressed properly from this location.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy

Recreation & Parks Strategic Plan
Corporate Technology Strategic Plan

2019 Capital Project Information Sheet

Project No. 6500-21-1001	Project Name Main St. N & School Lane Traffic Signal Installation		2019 Budget \$200,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.60
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2019		DC - Transportation Services	\$160,000
Target Completion Date Q3 2019		New Capital Reserve	\$40,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$3,000			Construction Phase <input checked="" type="checkbox"/>

Description

Scope:	The scope of this project is to upgrade the existing Intersection Pedestrian Signal (IPS) located at the Main Street North (Hwy 7) and School Lane intersection to a full traffic control signal.
Deliverables:	The deliverable of this project is the construction of the traffic control signal at the Main Street North (Hwy 7)/School Lane intersection.
Benefits:	The proposed traffic control signal will improve public safety by increasing compliance with traffic control devices.
Risks If Not Implemented:	If not implemented, there is a high potential of increased collisions at this intersection due to a very low compliance with the Stop control located on School Lane.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 4001-10-1801	Project Name Cultural Asset Tours - Phase 2 - "Tour the Hills"		2019 Budget \$35,000
Department Office of the CAO	Division Cultural Services	Project Manager Damian Szybalski	Project Score 3.50
Service Category Recreation & Culture		Funding Sources Community Sustainability Reserve	Amount \$35,000
Target Start Date	Q1 2019		
Target Completion Date	Q2 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The Cultural Asset Tours is a program consisting of designing content, as well as installing interactive kiosks and interpretive signage for a series of self-guided tours that will showcase the Town's rich arts, culture, heritage and natural assets. To advance this project, as part of the 2018 Capital Budget, Council approved funding for phase 1 of this initiative. Phase 1 is focused on reviewing the underlying Geographic Information System (GIS) mapping data to ensure its accuracy, as a basis for the tours. Phase 1 is underway. Phase 2 will put in place the infrastructure needed to activate and promote the tours.
Deliverables:	Research, development and installation of infrastructure required to launch the Cultural Asset Tours, as well as the launch of a pilot project including walking, biking and driving tours. A modest portion of this capital request may be used for staffing to directly support implementation.
Benefits:	Continued promotion and leveraging of the Town's arts, culture, heritage and nature assets for economic, cultural and tourism benefits.
Risks If Not Implemented:	1) Without funding for phase 2 of the project, the Cultural Asset Tours will not be able to move forward; 2) Lost opportunity to leverage the Town's arts, culture, heritage and natural assets for tourism and economic development opportunities; 3) Loss of effort dedicated to phase 1.
Additional Information:	

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Economic Development Strategic Action Plan
Cultural Master Plan	Public Art Policy

2019 Capital Project Information Sheet

Project No. 7300-22-1602	Project Name Community Sustainability Implementation		2019 Budget \$25,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 3.50
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$25,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$75,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	In order to implement Imagine Halton Hills - the Town's Integrated Community Sustainability Strategy - Council approved an implementation plan via Report # PDS-2013-0047. One of the actions was to use a portion of the "Community Sustainability Reserve" to establish the Community Sustainability Implementation project. This funding will continue to be used to support the ongoing work of the Town Sustainability Implementation Committee, the Staff Sustainability Team and the Office of Sustainability.
Deliverables:	Continued implementation of the Integrated Community Sustainability Strategy.
Benefits:	Fulfillment of the many community sustainability goals outlined in the Integrated Community Sustainability Strategy. For example, [to] "manage parks in their environmental context so that they more closely resemble fully natural areas".
Risks If Not Implemented:	Difficulty implementing the Integrated Community Sustainability Strategy and the work plans of the Office of Sustainability, the Staff Sustainability Team and the Town Sustainability Implementation Committee; Council's sustainability aspirations not met.
Additional Information:	

Strategic Alignment:
Official Plan
Council's Strategic Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 1100-10-1803	Project Name Halton Hills Wenjiang Action Plan Implementation			2019 Budget \$75,000
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski	Project Score 3.50
Service Category Administration		Funding Sources Strategic Planning Reserve		Amount \$75,000
Target Start Date TBD		<div>Project Phase</div> <div>Study/Design Phase<input type="checkbox"/></div> <div>Construction Phase<input type="checkbox"/></div>		
Target Completion Date TBD				
Future Period Capital Requirements \$225,000				
Operating Impact \$0				

Description				
Scope:	Expanding international trade is key to the long-term economic prosperity of Halton Hills and the broader region. Aligned with national, provincial, regional and local priorities, the continued implementation of the Council-approved (November 2016) multi-year "Halton Hills - Wenjiang (China) Action Plan" will position Halton Hills to be more competitive in the global marketplace. For 2019, priorities will include strengthening of government-to-government partnerships; business-to-business collaboration; and implementation of the "Halton Hills Festival" in Wenjiang.			
Deliverables:	1) Implementation of the multi-year Halton Hills - Wenjiang Action Plan; 2) Work plan, logistics & implementation of the "Halton Hills Festival" in Wenjiang in April 2019; 3) Expanded opportunities & tools for businesses to access the Chinese market.			
Benefits:	1) Implementation of the sister-city Action Plan; 2) Attraction of foreign investment; 2) expanded trade opportunities for local businesses; 3) export & economic diversification; 4) tourism growth; 5) education, knowledge and cultural exchanges.			
Risks If Not Implemented:	1) Lost opportunity to access the rapidly growing Asian market as well as other international markets; 2) Potential loss of loss of assessment and employment; 3) Reduced competitiveness in the global marketplace; 4) Unsuccessful and incomplete implementation of the Sister-City Agreement.			
Additional Information:				

Strategic Alignment: Sustainability Strategy
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2019 Capital Project Information Sheet

Project No. 8500-24-0102	Project Name Trails Revitalization & Renewal			2019 Budget \$60,000	
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 3.50	
Service Category Parks & Open Space		Funding Sources General Tax Levy			Amount \$60,000
Target Start Date Q1 2019		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Target Completion Date Q4 2019					
Future Period Capital Requirements Ongoing					
Operating Impact \$0					

Description					
Scope:	<p>The objective of the Trails Revitalization and Renewal program is to address an increased level of trail use, as well as surfacing and alignment issues that have created increased maintenance requirements or safety concerns.</p> <p>The scope for 2019 includes the reconstruction of a failing trail section on the Dawson Trail Access to Hungry Hollow, major granular surface & boardwalk repairs, and the renewal of the trail linkage to Standish Street Park.</p> <p>Trails are consistently identified as a high-ranking community need.</p>				
Deliverables:	<p>The primary deliverable of this project is the repair of existing higher-use trails or trails which are failing, which will contribute to a safer and more sustainable trail network.</p>				
Benefits:	<p>Operational costs should be reduced through the provision of trail surfacing that requires less on-going maintenance.</p> <p>The existing level of service of trails will be maintained by repairing sections that would have to be closed otherwise leading to an improved quality of life for the community.</p>				
Risks If Not Implemented:	<p>Public safety could be compromised if trail surfacing conditions worsen in high traffic areas.</p> <p>Trail linkages could be closed if reconstruction is not undertaken.</p> <p>If trail sections are closed, there will be environmental degradation as users create informal pathways to connect along former trail routes.</p>				
Additional Information:					

Strategic Alignment:
Trails Master Plan
Recreation & Parks Strategic Plan
Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 6500-11-1517	Project Name Tree Planting - Emerald Ash Borer		2019 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Dick Spear	Project Score 3.50
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2019		Capital Replacement Reserve	\$16,000
Target Completion Date Ongoing		General Tax Levy	\$134,000
Future Period Capital Requirements Ongoing		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of this project is the replacement of urban street trees affected by the Emerald Ash Borer (EAB). This year there have been a total of over 317 trees removed including approximately 212 stumped removals as a result of the EAB. By the summer of 2018, the Town had replanted 240 trees this year and have scheduled another 160 to be planted in the Fall. The Town will need to continue to remove and replant trees to maintain the urban canopy.
Deliverables:	The primary deliverable is to do the necessary work required to replenish the streetscape with trees.
Benefits:	The benefits include restoring the streetscape and the canopy, is improving the air quality that trees provide and slowing the spread of infestation.
Risks If Not Implemented:	Dead or dying trees pose a level of liability as branches or trees may fall and damage property and/or cause personal injury.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Sustainability Strategy Recreation & Parks Strategic Plan
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2019 Capital Project Information Sheet

Project No. 8003-22-1901	Project Name Natural Asset Valuation & Management Strategy		2019 Budget \$170,000
Department Recreation & Parks	Division Corporate Asset Management	Project Manager Dharmen Dhaliyah	Project Score 3.50
Service Category Administration		Funding Sources Ontario Community Infrastructure Fund	Amount \$170,000
Target Start Date	Q1 2019		
Target Completion Date	Q3 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Natural assets (NA), such as forests, wetlands, and other green spaces, provide a range of services, often referred to as ecosystem services, upon which our society and economy depend. NA are currently under stress from population growth, development and climate change impacts. In order to protect these assets, we need to account for them and manage them under existing municipal frameworks, strategies and policies, such as asset management and storm water management plans. The first step is to carry out a valuation of services that arise from natural assets for municipal services.
Deliverables:	Define level and values of services by NA under existing conditions & climate change; Assess condition/risk of failure; assess benefits and costs of NA restoration/management and valuation of services; Life-cost assessment options for Asset Management Plan.
Benefits:	NA will be part of Town's Corporate Asset Management Program and have a management plan. Value and services of NA will be considered in future planning & development and in engineering projects.
Risks If Not Implemented:	NA will not be included in the Town's asset inventory and not have a management strategy to comply with Ont. Reg. 588/17. Furthermore missed opportunity for taking advantage of the range of services NA provide rather than investing money in engineered systems to provide similar services.
Additional Information:	Supports legislative requirements under Ontario Regulation 588/17.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Asset Management Plan	Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 1200-10-1901	Project Name Resident Satisfaction Survey		2019 Budget \$40,000
Department Corporate Services	Division Corporate Communications	Project Manager Alex Fuller	Project Score 3.50
Service Category Administration	Funding Sources Strategic Planning Reserve		Amount \$40,000
Target Start Date Q1 2019			
Target Completion Date Q4 2019			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	This survey, last conducted in 2015, provides an independent report on how the public perceives services to be delivered, identifies what is important to residents and serves as a basis for measuring performance and identifying priorities to inform Council in setting their strategic direction for the 2018-2021 term. The survey would be delivered by telephone and managed via an external, professional company providing objective, quantitative data. Post survey, qualitative data secured via focus groups would provide a 'deeper dive' into the results. Conducting research and gathering data is a best practice.
Deliverables:	Survey results provide an objective look at how the Town is doing and/or perceived and identifies the community's priorities. Findings provide a comparator to the previous survey results to determine progress or deficiencies. Focus group results provide more detail.
Benefits:	The data provided by the survey and focus groups: 1) provides a means for checking the temperature of the community; 2) informs Council for setting their priorities; 3) informs the Administration on how and where resources should be allocated; and, 4) measures performance via comparison to the previous survey results.
Risks If Not Implemented:	To not do the survey would be a lost opportunity to check the pulse of the community, collect data to inform decision-making and target continuous improvement. Further, Council values public engagement and the opportunity to solicit meaningful & objective input would be lost. Finally, data builds on past results, so if the survey is not held, the previous findings become redundant.
Additional Information:	

Strategic Alignment:	
Official Plan	Fire Master Plan
Council's Strategic Plan	Library Strategic Plan
Public Engagement Strategy	Recreation & Parks Strategic Plan
Transportation Master Plan	Cultural Master Plan

2019 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2019 Budget \$15,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score 3.50
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$15,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Purchase of various geospatial datasets for inclusion in data made available to staff and the public via GIS tools. This data is widely used by both internal staff and the general public via MapLinks application and Desktop GIS.
Deliverables:	Various GIS datasets purchased and integrated into internal GIS systems.
Benefits:	Current data available to staff to aid in performing normal staff functions that utilize base GIS data.
Risks If Not Implemented:	Current data unavailable to staff resulting in them using out-dated information and potentially making poor decisions based on that out-dated data.
Additional Information:	

Strategic Alignment: Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 2300-05-0103	Project Name Microsoft Licensing		2019 Budget \$180,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score 3.50
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$180,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope: Purchase updated licenses for all Microsoft products in use. These include MS Office suite, MS Exchange, MS Server, MS Project, MS Visio and MS SQL Server.

Deliverables: Update software to newer versions.

Benefits: Improved functionality, software support and consistency with outside contacts for file exchange and information sharing.

Risks If Not Implemented: Potential risk in decrease for support of out-dated technology.

Additional Information:

Strategic Alignment:

Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 6100-21-1801	Project Name Longfield Subdivision Street Light Replacement		2019 Budget \$125,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.40
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		Transportation Infrastructure Reserve	\$12,500
Target Completion Date Q4 2019		Canada Gas Tax	\$112,500
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description

Scope:	The primary scope of the project is the replacement of streetlight infrastructure that has exceeded its life cycle. The new streetlight poles will be relocated to improve the road allowance illumination. This project will be undertaken by Southwestern Energy.
Deliverables:	The primary deliverables of this project is the replacement and relocation of the existing street light poles.
Benefits:	The completion of this project will improve public safety by ensuring a good state of repair of the assess and proper road/sidewalk illumination.
Risks If Not Implemented:	If not replaced, potential safety risks to the public may occur, due to structural failures of the streetlight poles.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 8200-25-0101	Project Name Arena Ice Resurfacer		2019 Budget \$115,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.40
Service Category Recreation & Culture		Funding Sources	Amount
Target Start Date Q1 2019		Equipment Reserve	\$100,000
Target Completion Date Q4 2019		Contributions/Recoveries/Subsidies	\$15,000
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Equipment replacement of ice resurfacer. The arenas have five ice resurfacers that are used and rotated to service the 6.5 pads of ice in the Town. An ice resurfacer is an essential piece of equipment required to maintain a sheet of skating ice in optimal condition for the safety of the user. It is generally required to resurface ice every hour. An ice resurfacer typically has approximately ten (10) years of serviceable life. The arenas are on a schedule to replace each of the ice resurfacers within the fleet with a replacement purchase of one unit every two years.
Deliverables:	One Olympia ice resurfacer from Resurface. Contract to transfer current laser level from surplus unit to new unit resulting in saved costs of approximately \$15,000 for this critical part of the resurfacing operation. Sales agreement or sell the surplus unit on a trade-in or other sales agreement to recover some of the cost of purchasing an new machine.
Benefits:	New unit will ensure more efficient operation of the ice resurfacing operation. Will increase probability of maintaining uninterrupted level of service. Will reduce the increased maintenance costs of operating an older machine.
Risks If Not Implemented:	Ice resurfacers can be expected to incur greater costs to maintain as it exceeds its optimal life cycle expectancy of ten years. Greater probability of breakdowns and failures while in operation during the ice season resulting in lost time and reduced level of service.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan
Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 6200-20-1901	Project Name Harold Street Stormwater Improvements		2019 Budget \$150,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 3.40
Service Category Environmental Services		Funding Sources Canada Gas Tax	Amount \$140,000
Target Start Date Q1 2019	Capital Replacement Reserve		\$10,000
Target Completion Date Q2 2019			
Future Period Capital Requirements \$1,000,000	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input type="checkbox"/>	

Description

Scope:	The scope of this project is an engineering design assignment to investigate and determine a preferred improvement solution to address drainage concerns.
Deliverables:	The deliverables for the project will be an engineering design for the preferred drainage improvement solution including contract documents.
Benefits:	The prime benefits of the project will be providing an engineering design and estimate to support future capital requirements and tender documents and will also lead to a reduction in potential flooding impacts to residents.
Risks If Not Implemented:	Risks of the project if not implemented is the delay in implementing the rehabilitation of the storm water drainage concerns, including potential flooding impacts to residents.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 8251-02-1901	Project Name MMSP Exterior Masonry Repair		2019 Budget \$25,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.40
Service Category Recreation & Culture		Funding Sources	Amount
Target Start Date Q2 2019		Capital Replacement Reserve	\$2,500
Target Completion Date Q3 2019		Ontario Community Infrastructure Fund	\$22,500
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	2016 Building Condition Assessment (BCA) has identified the need for some exterior masonry repair as a part of life cycle maintenance on the older section of the Alcott rink.
Deliverables:	Repairs/replacement to identified areas of deteriorated masonry.
Benefits:	Maintains the structural integrity of the building. Maintains the appearance of the building.
Risks If Not Implemented:	Failure to conduct masonry repairs will lead to a worsening of structural integrity and general appearance of the building. Failure to complete can lead to more extensive and costly repairs in the future.
Additional Information:	

Strategic Alignment:
Council's Strategic Plan
Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 5200-06-0101	Project Name Small Equipment Replacement			2019 Budget \$33,000
Department Fire Services	Division Emergency Response	Project Manager Bruce Morrison	Project Score 3.40	
Service Category Fire Services	Funding Sources Special Levy - Fire Services			Amount \$33,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description

Scope:	The scope of this project is to proactively replace small emergency response equipment essential to fire ground and rescue operations. This includes crucial items such as pumps, chainsaws, large battery-operated fans, etc.
Deliverables:	The primary deliverable of this project is to ensure staff safety and operational efficiency and meet any regulated standards applicable to emergency operations.
Benefits:	The quality of small equipment will be improved and provide fire fighters with dependable equipment in a constant state of readiness.
Risks If Not Implemented:	Safety and operational requirements could be compromised as once reliable equipment reaches its life expectancy and fails.
Additional Information:	Occupational Health & Safety Act. Office of the Fire Marshall Public Fire Safety Guideline 04-07-12

Strategic Alignment:

Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 5200-07-1901	Project Name Fire Fighter Protective Hoods			2019 Budget \$13,000	
Department Fire Services		Division Suppression	Project Manager Bruce Morrison	Project Score 3.40	
Service Category Fire Services		Funding Sources Capital Replacement Reserve			Amount \$13,000
Target Start Date Q1 2019					
Target Completion Date Q3 2019					
Future Period Capital Requirements Operating Impact		\$0 \$0	Project Phase	Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	Firefighter protective hoods, a primary piece of a firefighter's Personal Protective Equipment (PPE), provide a safety interface between the helmet, SCBA face piece, and turnout coat. Current hoods provide thermal protection but no protection from soot or chemicals depositing on the firefighter's neck and head. Two recent large studies in the U.S. focused on firefighter cancer and concluded that firefighters face a 9 percent increase in cancer diagnoses, and a 14 percent increase in cancer-related deaths, compared to the U.S. general population.
Deliverables:	All firefighters will be provided with the appropriate protective hoods to block the penetration of soot and chemicals.
Benefits:	Added protection of firefighter's health & safety. Reduction in exposure to a wide range of toxins, and other hazardous substances leading to a reduction in future Presumptive Legislation claims.
Risks If Not Implemented:	Absorption of cancer causing chemicals or soot in and around the forehead, jaw, neck & throat which could lead to firefighter illness and presumptive legislation claims.
Additional Information:	NFPA 1851 Selection, Care, and Maintenance of Protective Ensembles for Structural Firefighting and Proximity Firefighting NFPA 1971 Standard on Protective Ensembles for Structural Fire Fighting O. Reg. 714/94: FIREFIGHTERS - PROTECTIVE EQUIPMENT

Strategic Alignment: Council's Strategic Plan Fire Master Plan

2019 Capital Project Information Sheet

Project No. 5900-25-1901	Project Name Replace Tanker 740 (T2) w/ Pumper Tanker		2019 Budget \$675,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	Project Score 3.40
Service Category Fire Services		Funding Sources Equipment Reserve	Amount \$675,000
Target Start Date	Q1 2019		
Target Completion Date	Q2 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Tanker 2 (Fleet # 740) is a 1999 GMC 1500 Imp. gallon tanker that has reached the end of its life expectancy. The tanker is one of three tankers in service that together have earned the fire department the Superior Tanker Shuttle Accreditation. This accreditation provides the Town's rural residents with significant insurance discounts on their residential property insurance. The replacement of Tanker 2 (740) is in accordance with the apparatus acquisition and replacement endorsed by the Fire Master Plan.
Deliverables:	Serviceable Tanker with up to date safety features. Dual purpose truck adds additional pumper to fleet without adding additional apparatus. Added redundancy when a Pumper is out of service for repair.
Benefits:	Maintain Fire Underwriter Survey's Superior Tanker Shuttle Accreditation. Provides increased versatility and redundancy to fleet without adding additional apparatus. Increased occupant protection for firefighters when responding to incidents.
Risks If Not Implemented:	Increased repair and maintenance cost resulting in this apparatus being out of service. Loss of Superior Tanker Shuttle Accreditation by Fire Underwriters Survey. Risk of running out of water at rural fire scenes. Increased risk of fire loss to rural residents.
Additional Information:	NFPA 1911 Fire Apparatus Fire Underwriters Survey Grading and Recognition, Office of the Fire Marshall Public Fire Safety Guideline 04-07-12 O. Reg. 714/94: FIREFIGHTERS - PROTECTIVE EQUIPMENT

Strategic Alignment: Council's Strategic Plan Fire Master Plan

2019 Capital Project Information Sheet

Project No. 5400-06-0101	Project Name Replace Pagers			2019 Budget \$30,000
Department Fire Services	Division Communications	Project Manager Bryce Marshall	Project Score 3.40	
Service Category Fire Services		Funding Sources Capital Replacement Reserve		Amount \$30,000
Target Start Date	Q3 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	\$30,000	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	Replacement of the emergency notification hardware and programming software which is utilized for dispatching Halton Hills Firefighters to emergency incidents.			
Deliverables:	Procurement of the hardware devices is anticipated to be single source based on the need for interoperability between other fire departments within the region. Reliability, durability and system compatibility will be determining factors for implementation.			
Benefits:	Reliable hardware for the continued emergency response of Halton Hills Fire Suppression Staff.			
Risks If Not Implemented:	The inability to notify first responders during emergencies. Pagers are the primary notification tool for Halton Hills First Responders.			
Additional Information:	NFPA 1221 Standard for the Installation, Maintenance and Use of Emergency Services Communication Systems, FPPA Ontario Regulations - Reports			

Strategic Alignment: Council's Strategic Plan Fire Master Plan

2019 Capital Project Information Sheet

Project No. 8221-02-1901	Project Name Cedarvale Cottage Revitalization and Renewal		2019 Budget \$10,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 3.40
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$10,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Cottage building in need of some structural repairs to exterior cladding and foundation. Additionally in need of revitalization to flooring and interior walls to improve performance and appearance. Elements identified in the 2016 Building Condition Assessments (BCA).
Deliverables:	Repairs to foundation and stucco as identified by BCA. Replacement of linoleum flooring.
Benefits:	Improved appearance of the asset. Maintenance of asset limiting water penetration and other potential environmental issues that could damage components of the asset.
Risks If Not Implemented:	Facility structure and appearance to continue deterioration leading to probability of more costly repairs in the future.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Recreation & Parks Strategic Plan
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2019 Capital Project Information Sheet

Project No. 6200-16-1808	Project Name Maple Ave & Main St S NB Turn Lane Construction		2019 Budget \$250,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	Project Score 3.37
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2019		DC - Transportation Services	\$225,000
Target Completion Date Q4 2020		New Capital Reserve	\$25,000
Future Period Capital Requirements \$250,000		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is to construct a northbound right turn lane on to Main Street from Maple Avenue and a southbound right turn lane on to Maple Avenue from Guelph Street to improve the intersection's level of service. Intersection improvements are currently under design.
Deliverables:	The primary deliverable is construction of the turn lanes. Main Street/Maple Avenue turn lane to be constructed in 2019 and Maple Avenue/Guelph Street to be constructed in 2020.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network will continue to function efficiently.
Risks If Not Implemented:	If not constructed the existing intersections would ultimately end up with heavy congestion that would limit the access of emergency services vehicles.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Transportation Master Plan Sustainability Strategy

2019 Capital Project Information Sheet

Project No.	Project Name			2019 Budget
6200-16-1811	Guelph/Mill St. Approach Improvements			\$400,000
Department		Division	Project Manager	Project Score
Transportation & Public Works		Design & Construction	Jeff Jelsma	3.30
Service Category		Funding Sources		
Planning & Development		Amount		
		Transportation Infrastructure Reserve		
		\$10,000		
Target Start Date		Q1 2019	Canada Gas Tax	
				\$390,000
Target Completion Date		Q2 2019		
Future Period Capital Requirements		\$0	Project Phase	Study/Design Phase
Operating Impact		\$0		Construction Phase

Description	
Scope:	This is the construction of the southbound left turn lane from Mill St. on to Guelph St. and northbound right turn lane based on the proposed design (in progress) in 2019 to align with the ongoing construction program for the AMICO development. The work will be coordinated with the Trans. Div. and will include improvements at the intersection to ensure that it meets AODA requirements.
Deliverables:	A newly constructed left turn lane and right turn lane with upgraded traffic signals and an intersection that meets AODA regulations.
Benefits:	Improve southbound and northbound traffic flow and an AODA compliant intersection.
Risks If Not Implemented:	Intersection will operate with capacity constraints during various peaks throughout the day. By 2025 all intersections within the Town must be AODA compliant. Deferring this project will result in the community experiencing delays at the intersection and may result in the need to reconstruct the intersection in the future to provide the necessary intersection improvements.
Additional Information:	AODA improvements and reduction to construction impact.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Asset Management Plan
Transportation Master Plan	

2019 Capital Project Information Sheet

Project No. 6200-27-0114	Project Name Halton Hills Drive Extension			2019 Budget \$2,900,000	
Department Transportation & Public Works		Division Design & Construction	Project Manager Jeff Jelsma	Project Score 3.25	
Service Category Transportation & Transit		Funding Sources Debentures			Amount \$2,900,000
Target Start Date Q1 2018					
Target Completion Date TBD					
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0			Construction Phase	<input checked="" type="checkbox"/>	

Description	
Scope:	For the construction of basic Halton Hills Dr. (HH Dr.) we have an approved budget of \$1,900,000 (6200-27-0114) which includes the basic road construction and required replacement of removed trees. This construction budget needs to be increased to include sanitary sewer, water main, and utilities to support the sale of the Town surplus lands and to include the reconstruction of the two existing section of HH Dr. for a completed road from Maple Ave to Princess Anne Dr. It is intended that the funding for these additional items will be generated from the sale of the surplus lands.
Deliverables:	A completed road with services and utilities located within the road allowance to support the development of the surplus lands. A resurfaced road from Maple Ave. to Princess Anne Dr. with sidewalks. Satisfactory tree compensation as required through the environmental assessment.
Benefits:	Satisfy conditions for the sale of Town surplus lands. Implement recommendations from an approved EA. Provide an alternative route for emergency vehicle when Trafalgar Rd is blocked by trains or under construction for the Region road widening and underpass project.
Risks If Not Implemented:	It will delay the commencement of the Humberstone Subdivision as there is shared and required infrastructure within the new section of HH Dr. The conditions for the sale of the surplus lands will not be satisfied as the lands will not front onto an open roadway with services. Emergency services will not have the needed by-pass around Trafalgar Rd. rail crossing.
Additional Information:	Required to satisfy RFP for surplus lands and to facilitate adjacent Draft Plan Approved subdivision.

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Economic Development Strategic Plan
Transportation Master Plan	Asset Management Plan

2019 Capital Project Information Sheet

Project No.	Project Name			2019 Budget
6200-20-1701	Stormwater Facility Rehabilitation Assessment Program			\$300,000
Department		Division	Project Manager	Project Score
Transportation & Public Works		Design & Construction	Bill Andrews	3.17
Service Category		Funding Sources		
Environmental Services		Amount		
		Capital Replacement Reserve		
		\$10,000		
Target Start Date	Q2 2019	Canada Gas Tax		
Target Completion Date	Q4 2019	\$290,000		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	Assess the sediment storage and associated infrastructure of the facilities to develop a Facility Rehabilitation Assessment Program.			
Deliverables:	Create a program to: a) assign priorities for the removal of the accumulated sediment in the stormwater management facilities; and, b) assess the infrastructure of the existing stormwater facilities.			
Benefits:	A comprehensive rehabilitation plan for stormwater management facilities will result in financial savings over the long term by extending the life of the asset and may lower environmental impacts associated with the storage of stormwater.			
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Increased risk of flooding due to climate change. Increased future costs could result if timely rehabilitation does not occur.			
Additional Information:				

Strategic Alignment: Council's Strategic Plan Sustainability Strategy Asset Management Plan

2019 Capital Project Information Sheet

Project No. 6210-22-1902	Project Name Excavation Permit By-Law Update		2019 Budget \$25,000
Department Transportation & Public Works	Division Development Engineering	Project Manager Jeff Jelsma	Project Score 3.17
Service Category Planning & Development		Funding Sources Strategic Planning Reserve	Amount \$25,000
Target Start Date	Q2 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	By-law 92-199 regulates Construction/Excavation on a Public Highway. With the upcoming development and redevelopment, this by-law is out dated and does not address current issues we are experiencing. This by-law was written for small minor projects but does not address the size and duration of project contemplated with redevelopment projects. We would like to hire a consultant to review and amend the by-law to include provision for an agreement in lieu of a permit for large and/or long term projects. It will include provisions for the collection of appropriate fee and securities based on the size and scope of the project.
Deliverables:	A new by-law prepared by a consultant, adopted by council.
Benefits:	A more robust by-law that give staff flexibility to deal with a variety of construction projects that need to occur within the Town roadways.
Risks If Not Implemented:	We will not be able to effectively address construction impacts for large scale or long duration projects. The fees collected will not be representative of staff efforts for large projects. The Town will not be protected if works are not completed properly or as approved. There will be a greater construction impact to the residence and traffic.
Additional Information:	

Strategic Alignment:	
Official Plan	Sustainability Strategy
Council's Strategic Plan	Economic Development Strategic Plan

2019 Capital Project Information Sheet

Project No. 1100-10-0105	Project Name Manufacturing Expansion Fund			2019 Budget \$40,000
Department Office of the CAO	Division Economic Development		Project Manager Damian Szybalski	Project Score 3.17
Service Category Administration		Funding Sources Strategic Planning Reserve		Amount \$40,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	The Manufacturing Expansion Fund was established to assist established businesses with expansions by covering the costs of certain Town fees, including Site Plan, Site Alteration, Minor Variance, Cash in Lieu of Parkland and Conditional Building Permits. Eligible projects must be a manufacturing use, have operated a minimum of 5 years in Halton Hills site, have at least 50 employees, and be undertaking at least a 5000 sq.ft. expansion. Recent recipients of this program include Purity Life and ISPA Store Fixtures for a total of about \$24,500 in funding.			
Deliverables:	Continued implementation of the Manufacturing Expansion Fund and assistance to existing businesses, resulting in additional assessment and employment growth. The Fund is one of the Town's key economic development incentive tools for company retention.			
Benefits:	1) Assistance to existing manufacturing businesses, resulting in additional assessment and employment growth; 2) Currently, funding for the Expansion Fund comes from the Tax Rate Stabilization Reserve. Including funds in the Capital Budget will provide a dedicated funding source.			
Risks If Not Implemented:	1) Reduced ability to retain established manufacturing businesses by assisting with costs of certain Town fees; 2) Loss of increased assessment if planned expansions do not move forward; 3) Loss of additional employment if no expansions; 4) Loss of long-term competitive advantage when attracting new firms. 5).Current funding from the Tax Rate Stabilization Reserve inadequate.			
Additional Information:				

Strategic Alignment:	
Council's Strategic Plan	Economic Development Strategic Plan
Cultural Master Plan	Long Range Financial Plan
Sustainability Strategy	

2019 Capital Project Information Sheet

Project No. 6100-22-1806	Project Name Cycling Inf. Feasability Study - Maple Ave from Traf. To Mtnview		2019 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.17
Service Category Transportation & Transit		Funding Sources Strategic Planning Reserve	Amount \$50,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This study will look at the feasibility of installing cycling infrastructure along Maple Avenue from Mountainview Road to Trafalgar Road.
Deliverables:	Determine the cycling infrastructure that can be accommodated on Maple Avenue with a concept design.
Benefits:	Bike lanes along Maple Avenue to encourage active transportation and promote healthy lifestyles. Reduced vehicle speeds and improved neighbourhood liveability and an improved active transportation network.
Risks If Not Implemented:	Potential risks to the safety of cyclists that use Maple Avenue. Inconsistencies with recommendations that may come out of the Active Transportation Master Plan.
Additional Information:	

Strategic Alignment:	
Council's Strategic Plan	Sustainability Strategy
Transportation Master Plan	Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 6100-23-1602	Project Name Active Transportation Enhancement Program			2019 Budget \$20,000
Department Transportation & Public Works		Division Transportation		Project Manager Maureen Van Ravens
				Project Score 3.17
Service Category Transportation & Transit		Funding Sources General Tax Levy		
		Amount \$20,000		
Target Start Date Q1 2019				
Target Completion Date TBD				
Future Period Capital Requirements Ongoing		Project Phase Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$0		Construction Phase	<input type="checkbox"/>	

Description

Scope:	Promote the benefits of active transportation and educate the public on the locations of new active transportation routes and facilities in the Town.
Deliverables:	Understanding of active transportation routes and facilities in the Town. Education and awareness of rules and regulations relating to active transportation.
Benefits:	Encourage active transportation and promote healthy lifestyles and complete communities.
Risks If Not Implemented:	Unknown facilities may become underutilized. Failure to educate the public on active transportation can lead to safety risks and a disconnect between motorists and active transportation users.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan

Sustainability Strategy
Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 6100-21-1802	Project Name Streetlight Pole Transformer Replacement		2019 Budget \$180,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.15
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		Transportation Infrastructure Reserve	\$10,000
Target Completion Date Q4 2019		Canada Gas Tax	\$170,000
Future Period Capital Requirements \$150,000		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope:	The scope of this work is to replace the old transformers, primary lines, and to install new underground road crossing, conduits, streetlight wire, arm and concrete poles. In addition, the project includes new conduit systems for Hydro.
Deliverables:	New streetlight infrastructure will be installed.
Benefits:	The benefit of this project is a new streetlight infrastructure and reduces construction cost due to collaboration of various stakeholders.
Risks If Not Implemented:	Faulty infrastructure (frequent power and streetlight pole failures) pose a substantial risk to the public and liability to the Town.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy
Long Range Financial Plan

2019 Capital Project Information Sheet

Project No. 6500-28-1002	Project Name Traffic Control Signals Replacement		2019 Budget \$90,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 3.15
Service Category Transportation & Transit		Funding Sources General Tax Levy	Amount \$90,000
Target Start Date	Q2 2019	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing		
Operating Impact	\$0		

Description

Scope:	The scope of this project is to replace existing traffic controllers that have exceeded their expected life cycle and are in sub-standard conditions.
Deliverables:	Installation of three (3) new controllers at the following intersections, Guelph/Delrex, Queen/Churchill, Queen/Tanners.
Benefits:	The benefit of this project is to ensure that controllers are in a good state of repair. Properly functioning controllers reduce the possibility of malfunctions and potential collisions.
Risks If Not Implemented:	If the traffic controllers exceed their expected life span, there is the possibility of a failure and potential collision.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 3000-15-0103	Project Name Library Materials Collection Development			2019 Budget \$25,000
Department Library Services	Division Collections & Technology	Project Manager Mary Land	Project Score 2.95	
Service Category Library Services	Funding Sources Capital Replacement Reserve			Amount \$25,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	This project requests additional funding to allow the Library to continue to build its materials collection to meet the provincial average of 2.58 items per capita. The Library currently has 2.3 items per capita or a deficit of approximately 15,000 items. The objective of this request is to increase the historic funding level, so that the Library can continue to meet community needs by providing an adequate number and range of materials in contemporary formats, and in recognizing that the demographics of the community will continue to change, offering more material in other languages. This objective is also supported by the Cultural Master Plan, in which it is recognized that the Library does not have the items per capita recommended by the industry. This funding will ensure that the size of the Library's physical collection grows to meet the recommended industry standard.			
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including print, audio-visual, magazines and eBook titles. Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another. The collection size will move towards the long range target of 2.58 items per capita.			
Benefits:	The community will be able to borrow from a balanced collection of current, high quality and popular materials in a variety of desired formats including eBooks. The positive outcome overall will be an appropriate collection of print, audio-visual and electronic materials that will allow residents to stay current, make informed decisions, and have access to in-demand recreational material in the formats that they prefer.			
Risks If Not Implemented:	The purchasing power of the Library will be eroded as more of the print and audio-visual budget is reallocated to develop and maintain the Library's e-content.			
Additional Information:				

Strategic Alignment:
Council's Strategic Plan
Cultural Master Plan
Library Strategic Plan

2019 Capital Project Information Sheet

Project No. 6100-21-0107	Project Name Streetlight & Pole Replacement Program		2019 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 2.90
Service Category Transportation & Transit		Funding Sources General Tax Levy	Amount \$150,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of this project is the replacement of streetlight infrastructure which has exceeded its life cycle. The replacement of streetlight infrastructure also includes relocation of streetlight arms and luminaires from old hydro wood poles to new installations.
Deliverables:	The primary deliverable of this project is the replacement of existing street light poles, and relocation of existing streetlight arms and luminaires to new hydro poles.
Benefits:	The completion of this project will improve public safety by ensuring that the proper road/sidewalk illumination is present on Town's road allowance.
Risks If Not Implemented:	Potential safety risks to the public may occur if the existing street light poles are not replaced, due to structural failures. Also, the existing street light luminaires will not be reinstalled on the new hydro poles, creating further potential safety risks.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Asset Management Plan
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2019 Capital Project Information Sheet

Project No. 8211-02-1504	Project Name Acton Arena Skate Tile Replacement (Township)		2019 Budget \$95,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 2.90
Service Category Recreation & Culture		Funding Sources	Amount
Target Start Date Q2 2019		Capital Replacement Reserve	\$6,500
Target Completion Date Q3 2019		Canada Gas Tax	\$88,500
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description

Scope: Replacement of skate tile throughout the lobby, dressing rooms and players corridor of the Acton Arena (Township Rink). Flooring original to 1997 build and identified in 2016 BCA as being at the end of its lifecycle.

Deliverables: Installed skaters tile matching appearance and standard of McKnight Rink.

Benefits: Extended life cycle of the asset. Improved appearance and performance of the asset.

Risks If Not Implemented: Tile floor will continue to wear and deteriorate, requiring more frequent patches and repairs, potential H&S issues (trip hazards from uneven surfaces).

Additional Information:

Strategic Alignment:

Council's Strategic Plan

Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 6500-18-0111	Project Name Signage			2019 Budget \$35,000
Department Transportation & Public Works		Division Public Works		Project Manager Dick Spear
				Project Score 2.90
Service Category Transportation & Transit			Funding Sources General Tax Levy	
			Amount \$35,000	
Target Start Date		Q1 2019		
Target Completion Date		Q4 2019		
Future Period Capital Requirements		Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact		\$0		Construction Phase <input type="checkbox"/>

Description

Scope: Installation of new signage or assessment/upgrading of existing signage within the Town's road network.

Deliverables: The primary deliverable will be the inspection of signs retro reflectivity readings along with maintaining an up-to-date inventory of municipal traffic control device infrastructure.

Benefits: The benefit of the project is the compliance of traffic control infrastructure with current standards providing the traveling public proper guidance.

Risks If Not Implemented: There are potential safety risks to the public if the infrastructure is not maintained or replaced, which may include vehicular, cyclist or pedestrian accidents.

Additional Information:

Strategic Alignment:

Council's Strategic Plan

Transportation Master Plan

2019 Capital Project Information Sheet

Project No. 8500-11-1912	Project Name Park Pathway Revitalization & Renewal				2019 Budget \$20,000	
Department Recreation & Parks		Division Parks & Open Space		Project Manager Kevin Okimi	Project Score 2.82	
Service Category Parks & Open Space			Funding Sources General Tax Levy			Amount \$20,000
Target Start Date Q1 2019						
Target Completion Date Q4 2019						
Future Period Capital Requirements Ongoing			Project Phase	Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0				Construction Phase	<input type="checkbox"/>	

Description	
Scope:	The scope of this project includes upgrading granular pathways at the Town's Cenotaph (Glen Williams) to concrete, and key areas at Trafalgar Sports Park to asphalt.
Deliverables:	The primary deliverable will be the upgrade of existing granular pathways to paved surfaces (asphalt or concrete) at Trafalgar Sports Parks, and the Cenotaphs.
Benefits:	Park pathways are used for connections to park and neighbourhood facilities, municipal or school buildings and school bus stops. Paths are required to be suitable for wheelchairs, strollers and recreational uses. Pathway surfacing is required to repair sections with washed out drainage courses, sunken areas and/or cracks that occur at the end of the surface's life cycle.
Risks If Not Implemented:	The Cenotaph is frequently used by veterans, and concrete pathways will provide a more accessible surface for those with mobility limitations, lowering the risk of trip & fall incidents. The pathways at TSP are subject to repeated wash-out and require increased maintenance. They are not usable when they are damaged and represent a tripping hazard to users.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Recreation & Parks Strategic Plan Accessibility Plan

2019 Capital Project Information Sheet

Project No. 6500-06-0102	Project Name Equipment Replacement			2019 Budget \$1,154,000	
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear	Project Score 2.82	
Service Category Transportation & Transit			Funding Sources Equipment Reserve		Amount \$1,154,000
Target Start Date Q1 2019					
Target Completion Date Q4 2019					
Future Period Capital Requirements Ongoing			Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0				Construction Phase	<input type="checkbox"/>

Description

Scope: The scope of this project includes the tendering and award of contracts for the purchase of various pieces of equipment and vehicles under the Town's Equipment Replacement Program. A listing of the vehicles to be replaced and their associated replacement vehicle can be found in Appendix A.

Deliverables: The delivery of new pieces of equipment and vehicles to be utilized in Public Works and Parks and Cemeteries operations.

Benefits: The new pieces of equipment and vehicles will maintain the established levels of service required for roads, sidewalks, bike paths, parks and cemeteries.

Risks If Not Implemented: There are potential safety risks to the public if the existing fleet is not replaced based on established life cycles. Vehicles and equipment that are out of service cannot provide the necessary services such as snow plowing roads, sidewalks and bike paths.

Additional Information:

Strategic Alignment:

Council's Strategic Plan
Sustainability Strategy

Recreation & Parks Strategic Plan
Transportation Master Plan

2019 FORCASTED EQUIPMENT REPLACEMENT

UNIT	ASSET	PROJECT	MFG	MAKE	MODEL	ASSET STATUS	CONDITION ASSESSMENT	EST. VALUE
213	07-0213	6800-07-0213	2008	INTERNATIONAL	7600 SBA 6x4	END OF LIFE CYCLE	POOR	275,000
363	09-0363	6800-09-0363	2009	DODGE	GRAND CARAVAN SE	END OF LIFE CYCLE	FAIR	35,000
463	09-4463	6800-09-4463	2009	FREIGHTLINER	ELGIN	END OF LIFE CYCLE	POOR	310,000
489	06-4489	6800-06-4489	2006	CATERPILLAR	924G	EARLY REPLACEMENT	VERY POOR	250,000
526	12-5526	6800-12-5526	2012	HUSTLER	FAST TRACK SUPERDUTY Z-TURN - 930123	END OF LIFE CYCLE	POOR	11,000
527	12-5527	6800-12-5527	2012	HUSTLER	FAST TRACK SUPERDUTY Z-TURN - 930123	END OF LIFE CYCLE	POOR	11,000
528	12-5528	6800-12-5528	2012	HUSTLER	FAST TRACK SUPERDUTY Z-TURN - 930123	END OF LIFE CYCLE	POOR	11,000
592	12-5592	6800-12-5592	2012	KUBOTA	ZD 331LP - 72	END OF LIFE CYCLE	POOR	25,000
668	03-6668	6800-03-6668	2003	TANK,PUMP, SPRAY BAR	TANK,PUMP, SPRAY BAR	END OF LIFE CYCLE	POOR	10,000
685	10-6685	6800-10-6685	2010	FALCON	HOT BOX	END OF LIFE CYCLE	POOR	35,000
693	09-9693	6810-09-9693	2009	GMC UPLANDER	GMC UPLANDER	END OF LIFE CYCLE	VERY POOR	120,000
697	04-9697	6810-04-0697	2004	CHRYSLER SX	CHRYSLER SX	END OF LIFE CYCLE	VERY POOR	40,000
				CHAINSaws/POWER SCYTHES		ON-GOING		9,000
				SMALL TOOLS		ON-GOING		12,000
TOTAL								1,154,000

2019 Capital Project Information Sheet

Project No. 8500-24-0111	Project Name Park Pathway Lighting Replacement			2019 Budget \$50,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 2.82	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve		Amount \$50,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	-\$500		Construction Phase	<input type="checkbox"/>

Description				
Scope:	<p>The objective of this project is to ensure that existing park lighting systems are maintained to continue to provide access to park and recreation facilities and activities after dark. The existing poles and fixtures are aging and are beyond their useful life. Council approved a multi-year program in 2016 to implement LED lighting for all park lighting, through a phased approach.</p> <p>For 2019, the focus is replacement of park pathway light fixtures at Dominion Gardens Park and Joseph Gibbons Park. Dominion Gardens will be replaced with similar historic decorative fixtures with a gaslight feel.</p>			
Deliverables:	<p>The primary deliverables are the removal of existing light fixtures and replacements with LED fixtures. Success will be measured by the installation of new equipment that meets current lighting standards.</p>			
Benefits:	<p>This capital project will ensure safe lighting levels in parks which promotes crime prevention through environmental design principles. The new lighting systems will provide a safer level of park and facility use while maximizing operational efficiencies and costs.</p>			
Risks If Not Implemented:	<p>There are potential safety risks to the public if the lighting systems are not replaced. The fixtures at Dominion Gardens Park have an identified manufacturing flaw which creates a hazard (fixture can fall off of pole), representing a serious risk to park users. There are increased electrical costs by continuing to use inefficient older lamp technologies.</p>			
Additional Information:				

Strategic Alignment: Council's Strategic Plan Sustainability Strategy Recreation & Parks Strategic Plan
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2019 Capital Project Information Sheet

Project No. 6100-28-1807	Project Name Mill St Neighbourhood Improvements - Impl Ph. 1		2019 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 2.80
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q3 2019		Transportation Infrastructure Reserve	\$10,000
Target Completion Date Q3 2020		Canada Gas Tax	\$90,000
Future Period Capital Requirements \$100,000		Project Phase	
Operating Impact \$0		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope:	This is a multi-year project with improvements to be implemented based on the recommendations from of the Mill Street Corridor Precinct Neighbourhood Study.
Deliverables:	Infrastructure improvements as recommended in the Neighbourhood Study
Benefits:	Provide opportunities for redevelopment and intensification at strategic locations, and enhanced connection to other areas of the community, where such connections will not be to the detriment of the existing community. Improved safety for pedestrians will also be experienced.
Risks If Not Implemented:	Continued safety risks to people that live in the neighbourhood, or use the area to get to the GO Station. Failure to promote and provide active transportation to the neighbourhood.
Additional Information:	

Strategic Alignment:

Official Plan

Transportation Master Plan

Sustainability Strategy

Recreation & Parks Strategic Plan

2019 Capital Project Information Sheet

Project No. 7300-22-1501	Project Name Community Sustainability Investment Fund			2019 Budget \$15,000
Department Planning & Sustainability	Division Office of Sustainability	Project Manager Gabriel Clarke	Project Score 2.67	
Service Category Environmental Services		Funding Sources Strategic Planning Reserve		Amount \$15,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	\$75,000	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	The Community Sustainability Investment Fund provides seed-funding to enable local community groups and organizations to take on local community-based actions that contribute to the implementation of the Town of Halton Hills' Integrated Community Sustainability Strategy (ICSS). It is designed to help applicants leverage funding from other sources, and to establish partnerships between the Town and the community to implement actions that contribute to achieving the objectives contained in the ICSS. The community's interest in the fund continues to grow.			
Deliverables:	Community-led sustainability projects are funded and implemented.			
Benefits:	Ability to leverage community efforts to achieve Council-approved sustainability objectives; enhanced level of collaboration between residents, businesses and the Town; supports the development of a community of excitement on sustainability.			
Risks If Not Implemented:	Inability to support community-led sustainability actions that would otherwise benefit the Town, loss of sustainability leadership status, potential for the Town to be accused of hypocrisy (the Town publicly claims sustainability leadership and produces plans but does not dedicate adequate resources for implementation).			
Additional Information:				

Strategic Alignment:
Council's Strategic Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 6100-28-1703	Project Name Pedestrian Crossings (Various Locations)		2019 Budget \$55,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 2.62
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q2 2019		DC - Transportation Services	\$20,400
Target Completion Date Q4 2019		New Capital Reserve	\$34,600
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$4,000		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope: The scope of this project is to install up to two (2) new pedestrian crossovers (PXOs) to improve pedestrian safety and their mobility. These controlled crosswalks will reassign the right-of-way from vehicles (including cyclists) to pedestrians.

Deliverables: This project supports a healthy and sustainable community that encourages walking. It is anticipated that up to two (2) locations will be installed in 2019.

Benefits: This project supports a healthy and sustainable community that encourages walking with focus on increased pedestrian safety.

Risks If Not Implemented: If not installed, the Town will be restricting pedestrian mobility to the existing controlled crosswalks and may increase the number of pedestrian/vehicle collisions at uncontrolled locations.

Additional Information:

Strategic Alignment:

Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 1000-09-0101	Project Name Office Furniture			2019 Budget \$38,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 2.57	
Service Category Administration		Funding Sources General Tax Levy		Amount \$38,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	Replacement of worn or broken furniture components throughout the year. Additions of new furniture required to support identified staff work functions. Additions of new furniture requirements required to support identified health and safety requirements or specific medical requirements of staff.			
Deliverables:	Life cycle replacement of furniture components. Assessment and delivery of specific furniture requirements to meet identified H&S or medical requirements of staff.			
Benefits:	Maintain fully functional furniture inventory that supports staff work functions including specific H&S or medical requirements.			
Risks If Not Implemented:	Impacts on health and safety of staff or medical needs/requirements of staff. Impacts on staff abilities to fully complete their job functions.			
Additional Information:				

Strategic Alignment: Council's Strategic Plan HR Corporate Strategic Plan Recreation & Parks Strategic Plan
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2019 Capital Project Information Sheet

Project No. 5200-07-0104	Project Name Breathing Apparatus Replacement			2019 Budget \$45,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	Project Score 2.55	
Service Category Fire Services	Funding Sources General Tax Levy			Amount \$45,000
Target Start Date	Q1 2019	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing			
Operating Impact	\$0			

Description	
Scope:	The scope of this project is to ensure Self Contained Breathing Apparatus (SCBA) and its components used by fire fighters meet regulatory requirements and ensure they have clean air to breathe when using this equipment.
Deliverables:	Primary deliverables of this project is the replacement of existing non-compliant SCBA components with those meeting regulatory standards.
Benefits:	The quality of SCBA will meet applicable standards and regulations. Fire fighters will have access to safe and dependable equipment to use when required and limit their response at emergency incidents.
Risks If Not Implemented:	Safety to firefighters and the community could be compromised as the equipment identified is not available, has reached its life expectancy and/or is no longer compliant with regulatory standard. Firefighters would not be able to enter environments requiring this equipment to effect rescues, fight fires or mitigate scene with hazardous materials.
Additional Information:	NFPA 1852 Standard on Open Circuit SCBA & NFPA 1852 Standard on Selection, Care and Maintenance of SCBA, NFPA 471 - Responding to Hazardous Materials Incidents

Strategic Alignment: Council's Strategic Plan Fire Master Plan

2019 Capital Project Information Sheet

Project No. 8200-10-1701	Project Name Acton Youth Centre Construction		2019 Budget \$245,500
Department Recreation & Parks	Division Recreation Services	Project Manager Samantha Howard	Project Score 2.42
Service Category Recreation & Culture		Funding Sources DC - Recreation & Parks Services New Capital Reserve	
Target Start Date Q3 2019		Amount \$220,950 \$24,550	
Target Completion Date Q2 2020			
Future Period Capital Requirements \$736,500		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$75,000		Construction Phase <input checked="" type="checkbox"/>	

Description

Scope:	Complete facility construction of former Acton Town Hall space currently leased by Heritage Acton to accommodate dedicated youth space (Youth Wellness Hub). Aligning with the Youth Service Delivery Model, this space will be a fully integrated "one-stop-shop" for youth-serving recreation and health and social service agencies. This site replaces the current Off the Wall Youth Centre located in Acton.
Deliverables:	Construction of dedicated youth space (Youth Wellness Hub) at the former Acton Town Hall. Project will be completed in partnership with identified youth service providers and Heritage Acton.
Benefits:	Improve access and service standards to young people through an integrated service model. Hubs are places where youth can receive walk-in access and seamless integration to high quality recreation, health, social and employment supports.
Risks If Not Implemented:	This is an integral piece to the success of Youth Service Delivery Model established in 2017. Expansion into a Youth Wellness Hub model will be limited if additional space cannot be acquired.
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Recreation & Parks Strategic Plan
Youth Needs Study

2019 Capital Project Information Sheet

Project No. 8261-27-1901	Project Name GCC Phase 2 Design & Engineering		2019 Budget \$1,800,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score 2.35
Service Category Recreation & Culture		Funding Sources	Amount
Target Start Date Q1 2019		DC - Recreation & Parks Services	\$15,000
Target Completion Date Q4 2019		New Capital Reserve	\$985,000
Future Period Capital Requirements \$18,000,000		Debentures	\$800,000
Operating Impact \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
			Construction Phase <input type="checkbox"/>

Description

Scope: Designed and engineered architectural plan /specifications for Gellert Phase 2 construction. Required element of Gellert Phase 2 Project building on development of Program of requirements consultant review in 2018 and necessary for developing tendering documents for future construction.

Deliverables: Designed and engineered plan for facility including all architectural plans, site servicing, landscape, electrical, mechanical. Full set of specifications and construction documents suitable for tendering. Construction administration services.

Benefits: Planned facility for improving level of service in community recreation.

Risks If Not Implemented: Additional facility expansion identified as required to meet the level of service needs for Town for recreational and community centre requirements in the future. If not implemented the meeting of those needs will be delayed

Additional Information:

Strategic Alignment:

Council's Strategic Plan
HR Corporate Strategic Plan
Recreation & Parks Strategic Plan
Long Range Financial Plan

2019 Capital Project Information Sheet

Project No. 0510-01-0101	Project Name Municipal Accessibility Plan			2019 Budget \$50,000	
Department Office of the CAO		Division Clerks	Project Manager Suzanne Jones	Project Score 2.33	
Service Category Administration		Funding Sources Capital Replacement Reserve			Amount \$50,000
Target Start Date Q1 2019		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Target Completion Date Q4 2019					
Future Period Capital Requirements Ongoing					
Operating Impact \$0					

Description					
Scope:	The Accessibility Plan describes the measures that the Town of Halton Hills will take in the next five years to identify, remove and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.				
Deliverables:	To make the Town of Halton Hills a universally accessible community through the removal of barriers for persons with disabilities.				
Benefits:	To provide inclusivity for all users of Town services and facilities.				
Risks If Not Implemented:	Not all citizens will be afforded equal access to Town Services. The Town would be in violation of the legislated Accessibility for Ontarians with Disabilities Act (AODA).				
Additional Information:					

Strategic Alignment: Council's Strategic Plan Accessibility Plan

2019 Capital Project Information Sheet

Project No. 6100-10-1903	Project Name Uniform Traffic Control By-Law Update		2019 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 2.33
Service Category Transportation & Transit		Funding Sources Strategic Planning Reserve	Amount \$50,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope: The Uniform Traffic Control By-Law (UTCB) was passed in 1984 and the by-law requires a comprehensive review to ensure conformance to the Highway Traffic Act (HTA) and Municipal Act. In addition, the applicable fines need to be reviewed and updated. Staff update the UTCB schedules on a semi-annual basis.

Deliverables: Creation of a new Traffic Control By-Law and update to fines that can be applied.

Benefits: Up-to-date legal document that is user friendly, and improves enforcement (new set fine approvals, parking tickets, etc.) and prosecution of violations.

Risks If Not Implemented: Non-conformance of the UTCB to HTA could negatively affect the enforcement and prosecution of the by-law.

Additional Information:

Strategic Alignment:

Council's Strategic Plan

Transportation Master Plan

2019 Capital Project Information Sheet

Project No. 8500-24-2101	Project Name Trails System Ph 5 Maple Creek Parkette Connection		2019 Budget \$270,400
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 2.28
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Q1 2019		DC - Recreation & Parks Services	\$243,400
Target Completion Date Q4 2019		New Capital Reserve	\$27,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description

Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure in Hungry Hollow, from Norval to Cedarvale Park and further to downtown.</p> <p>This phase connects from Maple Creek Parkette to the primary network of trails with Hungry Hollow, and has been identified as the priority by the Active Transportation Committee.</p>
Deliverables:	The primary deliverable of this project is the construction of new trails infrastructure connecting Maple Creek Parkette to the existing primary trails system.
Benefits:	<p>Trails address the environmental improvements associated with alternative modes of transport. Trails provide important recreational opportunities to residents.</p> <p>This linkage provides an important linkage from the surrounding neighbourhoods to the trail system.</p>
Risks If Not Implemented:	<p>The surrounding neighbourhoods will not be able to access the trail system through an official trail.</p> <p>The existing natural area will continue to be degraded as residents make their own informal pathways in order to access the main developed trail system.</p>
Additional Information:	

Strategic Alignment:

Council's Strategic Plan
Recreation & Parks Strategic Plan
Trails Master Plan
Active Transportation Committee

2019 Capital Project Information Sheet

Project No. 6100-28-1516	Project Name Traffic Calming (Various Locations)				2019 Budget \$20,000	
Department Transportation & Public Works		Division Transportation		Project Manager Maureen Van Ravens	Project Score 1.75	
Service Category Transportation & Transit			Funding Sources Transportation Infrastructure Reserve			Amount \$20,000
Target Start Date Q2 2019						
Target Completion Date Q4 2019						
Future Period Capital Requirements Ongoing			Project Phase	Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0				Construction Phase	<input type="checkbox"/>	

Description					
Scope:	The scope of this project is to install new traffic calming measures to reduce vehicle operating speeds on roadways and/or repair the existing traffic calming infrastructure. Each year, various locations are evaluated and compared to the Traffic Calming Protocol.				
Deliverables:	The primary deliverable is to install traffic calming measures to change driver behaviour.				
Benefits:	This project will reduce vehicular operating speeds and potential collisions.				
Risks If Not Implemented:	The roadways where traffic calming measures are required have been identified as having a low compliance with the posted speed limit and excessive cut-through traffic issues. If not implemented, the speeding and cut-through traffic will occur, which will negatively affect public safety.				
Additional Information:					

Strategic Alignment:
Official Plan
Council's Strategic Plan
Transportation Master Plan
Sustainability Strategy

2019 Capital Project Information Sheet

Project No. 6100-21-1701	Project Name Rural Intersections Streetlighting (Various Locations)		2019 Budget \$30,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	Project Score 1.75
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q3 2019		Transportation Infrastructure Reserve	\$3,000
Target Completion Date Q4 2019		Canada Gas Tax	\$27,000
Future Period Capital Requirements Ongoing		Project Phase	
Operating Impact \$900		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope: The scope of the project is to install streetlights at rural intersections to improve road safety. It is anticipated that the following rural intersections will be completed:

- 22 Side Road/Nassagaweya-Esquesing
- Tenth Line/Clayhill Road
- Tenth Line/27 Side Road

Deliverables: Three rural intersections will be illuminated.

Benefits: The project improves road safety by providing illumination at rural intersections within the Town.

Risks If Not Implemented: If not implemented, public safety for motorists will be at risk.

Additional Information:

Strategic Alignment:

Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 5500-02-1601	Project Name Training Centre Enhancements			2019 Budget \$10,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	Project Score 1.17	
Service Category Fire Services		Funding Sources Capital Replacement Reserve		Amount \$10,000
Target Start Date	Q1 2019			
Target Completion Date	Q4 2019			
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact	\$0		Construction Phase	<input type="checkbox"/>

Description				
Scope:	The scope of this project is to expand on the current fire department training centre offerings by obtaining additional equipment. This will simulate and enhance all hazard(s) training for any situation that a firefighter may be expected to encounter.			
Deliverables:	The primary deliverable is to provide an enhanced training centre facility, properly equipped and adaptable to simulate various situations that firefighters may encounter. Staff and equipment will not be required to travel out of town to receive training that would now be delivered by our own training division staff. Recent amendments to the Fire Protection and Prevention Act (FPPA) require firefighters in the province to be certified. Training enhancements will support the changes to the FPPA.			
Benefits:	By enhancing the facility with additional training props and equipment, we can better simulate situations firefighters may face when responding to emergency situations. The greatest benefit will be having well trained firefighters that are skilled, knowledgeable, and able to perform tasks safely and efficiently.			
Risks If Not Implemented:	The current training facility provides limited search and rescue training possibilities. Staff will have to engage outside contractors to provide required training or schedule training outside the community. This can result in additional expenses for training, transportation and scheduling that may make firefighters unable to respond to emergency incidents within the town.			
Additional Information:	FPPA -Firefighter Certification NFPA 1001 - Firefighter Certifications, NFPA 1006 - Technical Rescue Personnel Qualifications, NFPA 1402 - Guide to Building Fire Training Centers, NFPA 1410 - Standard for Emergency Scene Operations			

Strategic Alignment:
Council's Strategic Plan
Fire Master Plan

2019 Capital Project Information Sheet

Project No. 8500-11-0103	Project Name Cemetery Revitalization & Renewal		2019 Budget \$52,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	Project Score 1.17
Service Category Parks & Open Space		Funding Sources Cemetery Development Reserve	Amount \$52,000
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	Ongoing	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of this project includes the construction of two new columbaria's in the expanded scatter garden area at Greenwood Cemetery as recommended by the Cemetery Business Plan. Construction of the columbaria's provides for niche availability/sales as recommended by the Cemetery Business Plan.
Deliverables:	Design and construction of two new columbaria's.
Benefits:	Additional options for columbaria are critical to generate revenue which can be directed to the Cemetery Reserve to fund future capital replacements and repairs. Residents will have options to purchase niches for current or future needs.
Risks If Not Implemented:	Greenwood Cemetery has a limited number of burial plots remaining. The Town needs to offer options for interments. Columbaria's represent the best option. If the new columbaria's are not implemented, the Town risks losing potential revenue from interments and sales, and cemetery operation costs will have a greater impact on the operating budget.
Additional Information:	

Strategic Alignment: Council's Strategic Plan Cemetery Business Plan

2019 Capital Project Information Sheet

Project No. 3200-11-2001	Project Name Marquee Acton Branch			2019 Budget \$80,000
Department Library Services	Division Acton Branch	Project Manager Geoff Cannon	Project Score 1.17	
Service Category Library Services	Funding Sources Library Services Reserve			Amount \$80,000
Target Start Date	TBD	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date	TBD			
Future Period Capital Requirements	\$0			
Operating Impact	\$0			

Description	
Scope:	This project will encompass the installation of a new marquee sign along Main Street at the Acton Branch Library that will have an appearance consistent with that of other Town facility marquees.
Deliverables:	The installation of a new marquee sign will facilitate the posting of Library and community information in the same way as other facility marquees. The new marquee will also serve as a more accurate branding instrument for the Acton Branch Library, and offer greater advertising and announcement capability around events and programs that will in turn generate higher usage of the facility.
Benefits:	A new sign will provide a better, more consistent branding and identification of the Acton Branch Library. The design of the marquee component of the sign will offer improved promotion opportunities by providing information about services and programs offered by the Library and those done in conjunction with our partners (Centre for Skills Development (job search), Settlement Services, etc.).
Risks If Not Implemented:	The community will have less knowledge about the programs and services offered at the Acton Branch Library that can provide residents access to economic, educational, social, health and civic opportunities to achieve prosperity, advancement and overall well-being.
Additional Information:	

Strategic Alignment: Library Strategic Plan

2019 Capital Project Information Sheet

Project No. 2300-05-3201	Project Name Vailtech Replacement			2019 Budget \$400,000	
Department Corporate Services		Division Revenue & Taxation	Project Manager Murray Colquhoun	Project Score CTSP	
Service Category Administration		Funding Sources Technology Replacement Reserve			Amount \$400,000
Target Start Date 2019					
Target Completion Date TBD					
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0			Construction Phase	<input type="checkbox"/>	

Description					
Scope:	Vailtech is used by the Town to manage over 21,000 property tax accounts. There have been no enhancements to this system since acquired in the early 2000's, with the last development opportunity offered when the system became available through the web. As the vendor is not actively developing their product to function on newer technology, the Town must use older hardware and employ workarounds to run it, e.g., Excel or SQL scripts to complete various tasks. This is neither ideal or sustainable. The scope of this project is to replace the Vailtech Property Tax system.				
Deliverables:	Implementation of a proven, sustainable and supported Tax Management Software that is scalable to current and future tax and technology needs.				
Benefits:	Increase operational efficiency and effectiveness through expanded functionality and reduced reliance on manual processes.				
Risks If Not Implemented:	The risk of system failure in the ability to bill property taxes would directly impact the Town's ability to meet its financial obligations, while also creating reputational damage if not generated in a timely or accurate way.				
Additional Information:					

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 8500-02-1904	Project Name IS Storage Closet Cages		2019 Budget \$20,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,000
Target Start Date	Q1 2019		
Target Completion Date	Q1 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Many data closets in various Town facilities have no controlled access and unauthorized staff, and in some cases the public, has access to the network equipment and cabling infrastructure. This increases the risk of potential tampering. The scope of this project is to assess the physical access state of all data closets in all Town facilities and acquire secure solutions to limit and control access to these locations. These solutions could be security caging around appropriate areas of a shared space or the designation of an entire existing room for this defined purpose.
Deliverables:	As per the Corporate Technology Strategic Plan recommendations, to provide a secure environment and properly controlled access to critical network infrastructure and equipment throughout the organization.
Benefits:	Reduced risk of service outage and reputational impacts due to unauthorized access to equipment and cabling infrastructure, as well as improved Payment Card Industry compliance.
Risks If Not Implemented:	Security best practices and PCI compliance is violated where this condition exists, and the Town is vulnerable to service interruption and potential reputational damage.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-04-1901	Project Name Core Switch Replacement		2019 Budget \$50,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$50,000
Target Start Date	Q1 2019		
Target Completion Date	Q1 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description

Scope: The current equipment includes redundant core switches, each with redundant power supplies, 72 ports of capacity and multiple gigabit fibre interfaces. The existing core network equipment was purchased in 2009 and requires replacement due to its age and nearing end of service life. All core routing for the entire Town network flows through these devices and it is the main backbone for the Town's corporate network.

The scope of this project is to replace the existing two core switches with modern technology that will handle the increasing network complexity and transmission volumes being generated by Town staff.

Deliverables: As per the Corporate Technology Strategic Plan recommendations, to provide a reliable, supportable network architecture to better serve internal and external customers of the Town's technology.

Benefits: Reduced risk of frequency and length of outages, allowing for improved service continuity for internal and external users.

Risks If Not Implemented: All traffic for the entire Town network flows through and is dependent on these devices. Should these devices fail, the corporation will be without network connectivity, both internally and with the outside Internet. This would mean loss of access to servers, applications and drives and no internet/web service.

Additional Information:

Strategic Alignment:

Corporate Technology Strategic Plan
Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 2300-05-1901	Project Name Great Plains 2018 Upgrade		2019 Budget \$56,300
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$56,300
Target Start Date	Q1 2019		
Target Completion Date	Q2 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To upgrade to the latest version of Microsoft Dynamics GP, which is the Town's key accounting software application. Support for the current version of Microsoft Dynamics GP (2015) has reached its end of life. If staff remains with the current version of the application, it limits the ability to implement enhancements and expanded functionality available in later releases. Aptean (Diamond) currently supports one version behind Microsoft's releases, so this upgrade will ensure that the Town is within the maintenance standard that Aptean has established and should minimize general concerns that may exist with an older, unsupported version of software.
Deliverables:	Application successfully upgraded to the latest, supported version with all current functionality maintained or enhanced and existing integrations to all other systems remaining intact.
Benefits:	Accounting software application continues to support Town activities without disruption.
Risks If Not Implemented:	Operating an unsupported application has the potential to cause disruptions to operations, and may also extend the amount of time to fix the issue. In addition, staff will not have access to functions that may improve efficiency and effectiveness.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-05-1902	Project Name FMW Fund Manager Implementation		2019 Budget \$14,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$14,000
Target Start Date Q1 2019			
Target Completion Date Q1 2019			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	To implement FMW's Fund Manager Module, leveraging the capabilities of FMW Web (the Town's budgeting software) with the goal of improving efficiencies and accuracy in developing, monitoring and reporting on budgets. FMW 's Fund Manager is part of the Capital Budget module that manages funding sources with opening balances, current and future year commitments, transfers and interest calculations. This process is currently done manually through Excel for approximately 45 different funds. As a result, up-to-date numbers can only be provided 2-3 times a year and often by the time they are reported, they are out of date. There are over 10 different major variables contributing to or transferring from the funds, and these need to be tracked monthly to ensure accurate reporting on fund balances.
Deliverables:	Implementation of FMW's Fund Manager Module.
Benefits:	FMW Fund Manager will improve the accuracy of reserve balance reporting and provide a module to manage funding sources and do interest calculations. Budget integration with GP will simplify the compilation of PSAB Financial Statements and allow users to view project budgets and actuals in GP.
Risks If Not Implemented:	Not utilizing FMW Fund Manager risks the accuracy of reporting on reserve balances. Usage of this module would expedite inputs into the new LRFP model for scenario testing and reporting. The current process for PSAB reporting is time consuming and reliant on manual input. This will continue if GP integration is not implemented.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh			2019 Budget \$120,000	
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP	
Service Category Administration			Funding Sources General Tax Levy		Amount \$120,000
Target Start Date Q2 2019					
Target Completion Date Q3 2019					
Future Period Capital Requirements Operating Impact			\$0	Project Phase Study/Design Phase	<input type="checkbox"/>
			\$0	Construction Phase	<input type="checkbox"/>

Description					
Scope:	This project involves the replacement of IT equipment that is reaching end of warranty state with new equipment. All required programs and data will be reinstalled on replacement equipment. A budget increase is being requested to recognize a move away from like for like replacements, recognizing the need for staff to have more mobile computing solutions, i.e., laptops instead of desktops, which are more expensive. All new equipment will be deployed with the Windows 10 operating system.				
Deliverables:	Continue the established program of replacing IT hardware on a regular cycle that corresponds with its warranty cycle.				
Benefits:	Improved performance of computer equipment resulting in faster processing and increased mobility of workforce through more deployment of mobile computing devices.				
Risks If Not Implemented:	Staff efficiency will be impacted should we not replace aged, out of warranty equipment. Recovery from computer failure will be delayed due to lack of warranty support.				
Additional Information:					

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-05-1501	Project Name AMANDA 7 Upgrade		2019 Budget \$61,600
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$61,600
Target Start Date Q1 2019			
Target Completion Date Q2 2019			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	To upgrade the Town's current version of AMANDA 6.1.5.1 to the most current version AMANDA 7 in order to take advantage of new or enhanced functionality that will enable the Town to implement future projects dependent on the software. The AMANDA enterprise application has been used by the Town since approximately 1998 and is used to facilitate Building Services, Planning, Development Engineering, Enforcement, Records Management, Clerks, Public Works, Recreation & Parks, Business Licences and Securities.
Deliverables:	Implementation of new infrastructure and the successful upgrade to AMANDA 7, ensuring all existing functionality and integrations are maintained and/or enhanced.
Benefits:	Ability for the Town to take advantage of new features, functionalities and efficiencies native in the newest version, including better data management, improved security features, new reporting capabilities, ability to personalize individual user interfaces and enhanced integrations with 3rd party systems. This upgrade better positions the Town to apply regular upgrades to the application going forward to take advantage of vendor releases.
Risks If Not Implemented:	The Town is unable to consider new modules only available in AMANDA 7 as modules are not available for the current version (i.e. Tax or Electronic Plans Review). Users may experience slower response times due to the existing infrastructure limitations as use of the system increases. There is also a possible security risk with Apache.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1902	Project Name Operationalize PM Practices		2019 Budget \$20,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,000
Target Start Date	Q1 2019		
Target Completion Date	Q2 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Implement standardized project management methods and supporting playbooks (e.g. change management, business process design) to provide a best practice, repeatable approach for managing technology project implementations. This will provide guidance to both external and internal project managers for consistent project management practices. There is no current agreed upon project management methodology, approach, or templates for execution of technology projects. As the Town brings on external project managers, there is currently no approved methodology and approach to require them to follow, hence everyone follows their own approach.
Deliverables:	Research and engagement with external resources to define best practices, document those best practices through creation of policies and procedures and train appropriate staff on the established processes and procedures.
Benefits:	The benefits would include improved project execution, communication and overall management of technology projects.
Risks If Not Implemented:	Inconsistent project management approach and tools results in projects being run very differently and redeveloping the same types of tools repeatedly. Lack of consistency can be confusing for staff that may participate in multiple projects, each in a different way. Loss of efficiency and less successful projects can be a result.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1903	Project Name Network Assessment		2019 Budget \$20,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,000
Target Start Date	Q1 2019		
Target Completion Date	Q2 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	As per the Corporate Technology Strategic Plan, develop a network strategy that ensures the Town network is optimized and prepared to meet current and future requirements. The current Town network has grown gradually in complexity and number of sites. Technologies have evolved since its original design and the original design didn't consider technologies such as cloud services, video conferencing, prevalence of WiFi, etc. The current Town network design does not adequately support all of these requirements at this time.
Deliverables:	Procure external services to provide an assessment of our current network design and performance, followed with recommendations and a roadmap for redesign and configuration.
Benefits:	Better ability to meet user requirements and demands as well as position the Town to meet anticipated new requirements for more Cloud services, mobile, etc.
Risks If Not Implemented:	Dissatisfaction with Town WiFi services, complaints regarding network speeds, and lack of ability to support video conferencing.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1904	Project Name Business Continuity Strategy			2019 Budget \$25,000	
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP	
Service Category Administration			Funding Sources Technology Replacement Reserve	Amount \$25,000	
Target Start Date Q2 2019					
Target Completion Date Q3 2019					
Future Period Capital Requirements Operating Impact			\$0	Project Phase Study/Design Phase	<input type="checkbox"/>
			\$0	Construction Phase	<input type="checkbox"/>

Description	
Scope:	Develop a business continuity strategy that details how the Town would avoid and/or mitigate risks associated with a disruption of operations and the manner in which the Town's technology services would be prioritized and restored in the event of a disruption of operations. The current Business Information Technology Continuity Plan was created in 2006 and available technologies and user requirements have changed significantly since that time. There are various measures currently in place to provide capabilities to recover from certain types of technology failures during a disruption, but currently there is no documented plan or testing of that plan.
Deliverables:	Development of and updated Business Continuity Strategy.
Benefits:	Service disruptions are expected to be shorter in duration and lower risk of loss of corporate information as a result of having a documented, tested strategy.
Risks If Not Implemented:	The Town is vulnerable to overall service outage and significant business impact in the event of a loss of access to technology services. The frequency of natural disasters and severe weather events is on the rise so the lack of a clear documented strategy is a risk.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1905	Project Name Security Maturity Assessment		2019 Budget \$20,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,000
Target Start Date	Q3 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Determine the Town's current position with respect to security maturity and provide recommendations of how to improve that position and reduce or mitigate risks. A point in time external penetration test was conducted in 2017 to assess the security vulnerabilities of any public facing connections of the Town to the Internet. Various security measures are in place at present to protect the organization but no clear direction on whether those measures are adequate or what the cost of reducing the remaining risk might be. The Town has no formalized, ongoing security program in place.
Deliverables:	Procure external support for performing an initial security maturity assessment that will evolve into an ongoing security partnership and program delivery.
Benefits:	The security assessment would provide an objective measure of where we are and where it is recommended we transition to in terms of security maturity. This would form the basis for establishing a security program and engaging a skilled third party in assisting us in maintaining that security program.
Risks If Not Implemented:	The Town has insufficient objective information to gauge our level of protection and level of risk. This lack of information and formalized assessment makes it difficult to make recommendations as to whether the current spend on security measures is adequate and what reduced risk might be gained through additional measures at additional cost.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 1500-05-1901	Project Name Customer Service Strategy			2019 Budget \$100,000	
Department Office of the CAO		Division Clerks	Project Manager Suzanne Jones	Project Score CTSP	
Service Category Administration		Funding Sources Technology Replacement Reserve			Amount \$100,000
Target Start Date Q1 2019					
Target Completion Date Q3 2019					
Future Period Capital Requirements Operating Impact		\$0 \$0	Project Phase	Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description					
Scope:	To seek the services of a consultant to develop a corporate Customer Service Strategic Plan that will define the Town's service philosophy, guiding principles and outline a strategic action plan that is built around the needs of our customers and the Town. Customers expect to access Town services across a multitude of service channels, including in-person, by phone, e-mail or online and receive seamless, responsive and consistent service each time.				
Deliverables:	The development of a Customer Service Strategy through engagement with residents, businesses, community organizations, Council, Senior Management and other key stakeholders, as well as industry best practices, legislative requirements and the needs and expectations of the Town and our customers.				
Benefits:	An in-depth Customer Service Strategy will provide the Town with a detailed implementation plan for a customer service program which is focused on customer-first service excellence and enabled by technology and data.				
Risks If Not Implemented:	Without a strategy, we do not know which channels are priorities for our customers in order to deliver solutions to meet their needs. The majority of customer interactions must be done in-person due to the current technical environment and lack of system integration or a Customer Relationship Management (CRM) system.				
Additional Information:					

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-05-1903	Project Name FireHouse Replacement PH1		2019 Budget \$333,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Fire Services	Funding Sources Technology Replacement Reserve		Amount \$333,000
Target Start Date	Q1 2019		
Target Completion Date	Q3 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To complete a discovery phase in 2019 to be prepared for an implementation in early 2020 of the RMS (records management system) for the Fire Department (FireHouse). This application has been in use since 2003. Within this initial discovery phase the objective is to capture all current work flow processes and develop future requirements. Single Source is required to ensure interoperability with emergency services agencies in Halton Region. This will be a combined effort between Burlington, Oakville and Halton Hills starting in 2020. Current software is hosted locally and the vendor no longer supports or warranties the product. The database is SQL2003 and is no longer supported by Microsoft. Current business practices are not capturing data effectively as staff are writing it down and re-entering data at a later date into the system.
Deliverables:	Upgrade to a full RMS solution that will incorporate all hardware (mobile) and software requirements.
Benefits:	New RMS, taking advantage of more efficient business practices and mobile technology with increased access to owner information.
Risks If Not Implemented:	Possible software failure and potential for inputting errors due to manual process.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1906	Project Name Master Data Management		2019 Budget \$105,000
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$105,000
Target Start Date	TBD		
Target Completion Date	TBD		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To implement data standards and determine the source data for records that have multiple uses across the organization. The scope of this project also includes efforts to clean-up data and implement/augment integrations between existing systems where possible (i.e. Amanda, GIS or Vailtech), thus saving on time and the potential for error. This initiative is a pre-requisite for future projects such as AMANDA public portal for things like building permits, electronic plans submissions, as well as a Customer Relationship Management (CRM) implementation, and has been acknowledged in the Corporate Technology Strategic Plan.
Deliverables:	The development of a Master Data Management program based on the findings and analysis of the current state of data and the business requirements for use of data across the organization.
Benefits:	Consistent, shared and up-to-date data across all Town systems that enables effective service delivery and data integrity, as well as the completion of integrations to other systems as required.
Risks If Not Implemented:	As a result of the lack of data standards, the same data record can exist in multiple formats across multiple systems and the risk of inconsistent, incomplete or duplicate information exists. When data is incomplete or inconsistent, it creates inefficiencies and an increased risk of errors, impacts service delivery, transparency and can result in loss of data integrity and the lack of trust in our data/systems.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-10-1907	Project Name LiDAR Data			2019 Budget \$10,000	
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP	
Service Category Administration		Funding Sources Technology Replacement Reserve			Amount \$10,000
Target Start Date Q1 2019					
Target Completion Date Q4 2019					
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0			Construction Phase	<input type="checkbox"/>	

Description					
Scope:	<p>LiDAR (Light Detection and Ranging) data is a relatively new type of spatial data that is acquired via an airborne sensor and is also known as laser scanning or 3D scanning. It is comprised of a gridded point dataset of location coordinates, elevation values, optional classified themes of what each point is on the ground and derivative datasets.</p> <p>The proposed project involves purchasing/licensing LiDAR data for the whole Town of Halton Hills as an upgrade and replacement to the Town's current elevation base data. Once acquired, the data will be processed and published and made available to staff.</p>				
Deliverables:	<p>Initial data acquisition, processing and publishing of datasets for use by staff.</p> <p>Orientation/training sessions will also be made available for staff.</p>				
Benefits:	<p>This initiative will provide an improved data source for Public Works (tree inventory), sustainability initiatives, asset management, engineering review & design and road design.</p>				
Risks If Not Implemented:	<p>Lack of appropriate data for business/client requirements and inconsistent data and decision making information with partner Agencies (Conservation Authorities, Halton Region). There would be continued tedious/manual efforts in data collection (tree heights), or assumption based processes (building heights based on # of floors).</p>				
Additional Information:					

Strategic Alignment:
Corporate Technology Strategic Plan
Council's Strategic Plan

2019 Capital Project Information Sheet

Project No. 2300-05-1904	Project Name Electronic Plans Review PH1 Discovery		2019 Budget \$18,800
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Planning & Development		Funding Sources Strategic Planning Reserve	Amount \$18,800
Target Start Date	Q1 2019		
Target Completion Date	Q4 2019		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The Building division is looking for ways to increase their efficiency in receiving, distributing, reviewing, responding to, modifying and approving application plans through implementation of an EPR (Electronic Plan Review) solution. Within the discovery phase of this project each department will be involved to ensure the solution can be expanded out to them at a later date. The EPR solution must be able to expand throughout the organization (i.e. Planning, Recreation and Engineering Development) as required. In response to industry changes, design and construction document creation and collaboration has increasingly centered on software driven solutions. Implementation proposed in 2020.
Deliverables:	As a result of the discovery work, a detailed project proposal for 2020 can be completed with accurate costs, resource requirements and hardware costs.
Benefits:	Increase in efficiency, ease of access to information, data retention, distribution and response time in reviewing applications in the Building Division.
Risks If Not Implemented:	The complexity of documents and processes staff is currently dealing with and the increase in the workload that staff will be facing in the near future will require more advanced review tools. Continued use of the current manual review on paper will lead to storage constraints, decreased customer service and increased workload and timeframes on the reviewers due to manual and out-dated processes.
Additional Information:	

Strategic Alignment: Corporate Technology Strategic Plan Council's Strategic Plan
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2019 Capital Project Information Sheet

Project No. 2300-05-1905	Project Name Growth Monitoring Model		2019 Budget \$33,500
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	Project Score CTSP
Service Category Planning & Development		Funding Sources Technology Replacement Reserve	Amount \$33,500
Target Start Date	TBD		
Target Completion Date	TBD		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To implement a Growth Monitoring Model in order to monitor growth against population, housing and employment targets in the Region and Town Official Plans and to report to Council, the Region and the Province on achievement of growth targets, and track the Long Range Financial Plan/Development Charges Study. The Town currently doesn't have the ability to easily track, monitor and report upon residential population growth.
Deliverables:	Implement a Growth Monitoring Model.
Benefits:	The ability to monitor and report population and employment growth against planning forecasts and Halton Region's Official Plan, as well as the ability to create various reports, or geographical representation for intensification areas as needed and provide links to the LRFP and Development Charges models.
Risks If Not Implemented:	Without the use of a tool or model, any kind of population tracking, monitoring or reporting would be very difficult to accomplish and would require a lot of staff time to manually aggregate data from various sources and track progress against projections. Trying to manually replicate this information without a tool is not an efficient or a sustainable way to gather and analyze data.
Additional Information:	Monitoring of the achievement of targets set out in the Growth Plan for the Greater Golden Horseshoe is a requirement of the Growth Plan, set by the Province.

Strategic Alignment:	
Corporate Technology Strategic Plan	Long Range Financial Plan
Council's Strategic Plan	
Official Plan	

2019 Preliminary Capital Budget by Department

Dept	Project No.	Project Name	Gross Cost
Office of the CAO	0510-01-0101	Municipal Accessibility Plan	50,000
Office of the CAO	1100-10-0101	Community Improvement Plan	107,500
Office of the CAO	1100-10-0105	Manufacturing Expansion Fund	40,000
Office of the CAO	1100-10-1803	HH-Wenjiang Action Plan Implem	75,000
Office of the CAO	1100-10-2201	Economic Development and Tourism Strategy Update	80,000
Office of the CAO	1500-05-1901	Customer Service Strategy	100,000
Office of the CAO	4001-10-1801	Cultural Asset Tours	35,000
Office of the CAO Total			487,500
Corporate Services	1200-10-1901	Resident Satisfaction Survey	40,000
Corporate Services	2300-04-0101	Technology Refresh	120,000
Corporate Services	2300-04-1901	Core Switch Replacement	50,000
Corporate Services	2300-05-0103	Microsoft Licensing	180,000
Corporate Services	2300-05-1501	AMANDA 7 Upgrade	61,600
Corporate Services	2300-05-1901	Great Plains 2018 Upgrade	56,300
Corporate Services	2300-05-1902	FMW Fund Manager Implementation	14,000
Corporate Services	2300-05-1903	FireHouse Replacement PH1	333,000
Corporate Services	2300-05-1904	Electronic Plans Review PH1 Discovery	18,800
Corporate Services	2300-05-1905	Growth Monitoring Model	33,500
Corporate Services	2300-05-3201	Vailtech Replacement	400,000
Corporate Services	2300-10-1501	Geospatial Data	15,000
Corporate Services	2300-10-1902	Operationalize PM Practices	20,000
Corporate Services	2300-10-1903	Network Assessment	20,000
Corporate Services	2300-10-1904	Business Continuity Strategy	25,000
Corporate Services	2300-10-1905	Security Maturity Assessment	20,000
Corporate Services	2300-10-1906	Master Data Management	105,000
Corporate Services	2300-10-1907	LiDAR Data	10,000
Corporate Services	2500-22-1901	DC Bylaw Update for Transit Strategy	50,000
Corporate Services Total			1,572,200
Library Services	3000-09-0105	Library Technology Renewal	51,600
Library Services	3000-15-0101	Library Materials	399,000
Library Services	3000-15-0103	Lib Mats Collection Developmnt	25,000
Library Services	3200-11-2001	Marquee Acton Branch	80,000
Library Services Total			555,600
Fire Services	5200-06-0101	Small Equipment Replacement	33,000
Fire Services	5200-07-0102	FF Protective Clothing Repl	75,000
Fire Services	5200-07-0104	Breathing Apparatus Replacement	45,000
Fire Services	5200-07-1901	Fire Fighter Protective Hoods	13,000
Fire Services	5500-02-1901	Sleeping Quarters - Fire HQ and Acton	125,000
Fire Services	5400-06-0101	Replace Pagers	30,000
Fire Services	5410-07-1901	Portable Radio Replacement	145,000
Fire Services	5500-02-1601	Training Centre Enhancements	10,000
Fire Services	5500-07-1901	Washing Extractors	20,000
Fire Services	5900-25-1901	Replace Tanker 740 (T2) w/ Pumper Tanker	675,000
Fire Services Total			1,171,000
Transportation & Public Works	6100-10-1903	Uniform Traffic Control By-Law Update	50,000
Transportation & Public Works	6100-21-0107	Streetlight & Pole Replacement Program	150,000
Transportation & Public Works	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	30,000
Transportation & Public Works	6100-21-1801	Longfield Subdivision Street Light Replacement	125,000
Transportation & Public Works	6100-21-1802	Streetlight Pole Transfrmr Rpl	180,000
Transportation & Public Works	6100-22-1801	Development Engineering Standards Manual Update	250,000
Transportation & Public Works	6100-22-1806	Cycling Inf Feasability Study - Maple Ave from Traf to Mtnview	50,000
Transportation & Public Works	6100-23-1602	Active Transportation Enhancement Program	20,000
Transportation & Public Works	6100-28-0101	Opticom Replacement Program	15,000
Transportation & Public Works	6100-28-1516	Traffic Calming (Various Locations)	20,000
Transportation & Public Works	6100-28-1703	Pedestrian Crossings (Various Locations)	55,000
Transportation & Public Works	6100-28-1802	Mandated Rail Crossing Upgrades	300,000
Transportation & Public Works	6100-28-1807	Mill St Neighbourhood Improvements	100,000
Transportation & Public Works	6100-28-1808	Mand. AODA Access. Traff Sgnl	90,000
Transportation & Public Works	6200-16-0104	Pavement Management	1,606,100
Transportation & Public Works	6200-16-1006	Armstrong Ave. Reconstruction	2,750,000
Transportation & Public Works	6200-16-1409	5 SdRd Asphalt Upgrade	475,000
Transportation & Public Works	6200-16-1803	Prince St. Improvements	100,000

2019 Preliminary Capital Budget by Department

Dept	Project No.	Project Name	Gross Cost
Transportation & Public Works	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	15,000
Transportation & Public Works	6200-16-1808	Maple & Main St. S. NB Turn Lane Construction	250,000
Transportation & Public Works	6200-16-1811	Guelph/Mill St. Approach Improvements	400,000
Transportation & Public Works	6200-20-1701	Stormwater Facility Rehabilitation Assessment Program	300,000
Transportation & Public Works	6200-20-1901	Harold Street Stormwater Improvements	150,000
Transportation & Public Works	6200-22-1901	Stormwater Master Plan	100,000
Transportation & Public Works	6200-26-1901	Culvert #21C Replacement (Third Line north of 5 Sd Rd)	50,000
Transportation & Public Works	6200-27-0114	Halton Hills Dr Extension	2,900,000
Transportation & Public Works	6210-10-1901	Subdivision Agreement Review	75,000
Transportation & Public Works	6210-22-1901	Engineering Fees & Permits Review	40,000
Transportation & Public Works	6210-22-1902	Excavation Permit By-Law Update	25,000
Transportation & Public Works	6500-06-0102	Equipment Replacement	1,154,000
Transportation & Public Works	6500-11-1517	Tree Planting - Emerald Ash Borer	150,000
Transportation & Public Works	6500-18-0111	Signage	35,000
Transportation & Public Works	6500-21-1001	Main St. N & School Lane Traffic Signal Installation	200,000
Transportation & Public Works	6500-28-1002	Traff Cntrl Signals Replace	90,000
Transportation & Public Works Total			12,300,100
Planning & Sustainability	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	600,000
Planning & Sustainability	7100-22-1502	Glen Williams Sec Plan Review	45,000
Planning & Sustainability	7100-22-1605	Green Building Standards Update	80,000
Planning & Sustainability	7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	80,000
Planning & Sustainability	7300-22-1402	Corporate Sustainability Implementation	15,000
Planning & Sustainability	7300-22-1501	Community Sustainability Investment Fund	15,000
Planning & Sustainability	7300-22-1602	Community Sustainability Implementation	25,000
Planning & Sustainability	7300-22-1703	Corporate Energy Conservation Plan Implementation	75,000
Planning & Sustainability	7300-22-1804	Sustainable Neighbourhood Action Plan	15,000
Planning & Sustainability	7300-22-1901	Private Tree Management Strategy & By-Law	70,000
Planning & Sustainability Total			1,020,000
Recreation & Parks	1000-09-0101	Office Furniture	38,000
Recreation & Parks	8003-10-0103	Risk & Life Cycle Management Strategy	100,000
Recreation & Parks	8003-10-1901	Asset Management Data Analysis	75,000
Recreation & Parks	8003-22-1901	Natural Asset Valuation & Management Strategy	170,000
Recreation & Parks	8200-02-0102	Facility Revitalization & Renewal	77,000
Recreation & Parks	8200-10-1701	Acton Youth Centre Construction	245,500
Recreation & Parks	8200-25-0101	Arena Ice Resurfacer	115,000
Recreation & Parks	8211-02-1504	Acton Arena Skate Tile Replacement (Townesley)	95,000
Recreation & Parks	8221-02-1901	Cedarvale Cottage Revitalization and Renewal	10,000
Recreation & Parks	8251-02-1901	MMSP Exterior Masonry Repair	25,000
Recreation & Parks	8261-27-1901	GCC Phase 2 Design & Engineering	1,800,000
Recreation & Parks	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	50,000
Recreation & Parks	8400-02-1904	Town Hall Dry Sprinkler System Install	25,000
Recreation & Parks	8400-02-2003	Town Hall Emergency Power & Generator System	500,000
Recreation & Parks	8500-02-1904	IS Storage Closet Cages	20,000
Recreation & Parks	8500-11-0102	Parks Revitalization & Renewal	112,000
Recreation & Parks	8500-11-0103	Cemetery Revitalization & Renewal	52,000
Recreation & Parks	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	25,000
Recreation & Parks	8500-11-1911	Pedestrian Bridge Replacement	70,000
Recreation & Parks	8500-11-1912	Park Pathway Revitalization & Renewal	20,000
Recreation & Parks	8500-13-0106	Play Equipment Replacement	182,000
Recreation & Parks	8500-24-0102	Trails Revitalization & Renewal	60,000
Recreation & Parks	8500-24-0111	Park Pathway Lighting Replacement	50,000
Recreation & Parks	8500-24-2101	Trails System Ph 5 Maple Creek Parkette Connection	270,400
Recreation & Parks Total			4,186,900
Grand Total			21,293,300

Funding Summary by Year

2019 Capital Budget & 2020 - 2028 Capital Forecast Funding Summary by Year

Year	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	Debentures	Other
2019	21,293,300	2,398,100	4,242,900	7,501,206	3,700,000	3,451,094
2020	44,447,700	2,986,100	8,571,092	10,265,114	20,650,000	1,975,394
2021	21,193,700	2,986,100	3,763,748	12,476,027	-	1,967,825
2022	19,382,300	2,986,100	4,269,538	10,184,962	-	1,941,700
2023	24,261,600	2,986,100	5,364,748	5,832,277	8,000,000	2,078,475
2024	26,027,100	2,986,100	9,248,346	9,924,054	2,000,000	1,868,600
2025	45,911,000	2,986,100	18,635,348	5,702,252	17,000,000	1,587,300
2026	15,444,700	2,986,100	2,987,241	5,129,359	4,000,000	342,000
2027	26,867,100	2,986,100	12,816,873	5,867,127	3,000,000	2,197,000
2028	24,952,500	2,986,100	9,301,273	7,775,127	4,800,000	90,000
Total	269,781,000	29,273,000	79,201,100	80,657,500	63,150,000	17,499,400

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Office of the CAO													
1	0510-01-0101	Municipal Accessibility Plan	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
2	1100-10-0101	Community Improvement Plan	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,075,000
3	1100-10-0105	Manufacturing Expansion Fund	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
4	1100-10-1803	HH-Wenjiang Action Plan Implem	75,000	75,000	75,000	-	-	-	-	-	-	-	225,000
5	1100-10-2201	Economic Development and Tourism Strategy Update	80,000	-	-	80,000	-	-	-	-	-	-	160,000
6	1400-10-1801	Strategic Plan Update	-	-	-	15,000	-	-	-	15,000	-	-	30,000
7	1500-05-1901	Customer Service Strategy	100,000	-	-	-	-	-	-	-	-	-	100,000
8	2000-22-0003	Document Management Solutions	-	29,600	-	-	-	-	-	-	-	-	29,600
9	2100-10-1701	Alternative Voting Method	-	150,000	-	-	-	-	-	-	-	-	150,000
10	4000-10-1901	Tourism Website Redevelopment	-	65,000	-	-	-	-	-	-	-	-	65,000
11	4001-10-1801	Cultural Asset Tours	35,000	-	-	-	-	-	-	-	-	-	35,000
12	4001-10-2101	Cultural Master Plan Update	-	-	40,000	-	-	-	-	-	-	-	40,000
13	4001-10-2301	Public Art Master Plan Update	-	-	-	-	40,000	-	-	-	-	-	40,000
Office of the CAO Total			487,500	517,100	312,500	292,500	237,500	197,500	197,500	212,500	197,500	197,500	2,849,600
Corporate Services													
14	1200-10-1901	Resident Satisfaction Survey	40,000	-	-	-	-	-	-	-	-	-	40,000
15	2000-22-0101	Development Charges Study	-	-	100,000	-	-	-	-	100,000	-	-	200,000
16	2200-10-2101	Succession Planning Review/Update	-	-	15,000	-	-	15,000	-	-	15,000	-	45,000
17	2200-22-0102	Salary Survey	-	40,000	-	-	42,000	-	-	44,100	-	-	126,100
18	2200-22-0103	Employee Engagement Survey	-	40,000	-	-	42,000	-	-	44,100	-	-	126,100
19	2200-22-0104	Benefits Review	-	-	-	-	-	-	50,000	-	-	-	50,000
20	2200-22-0105	Council Compensation Survey	-	-	15,000	-	-	-	15,000	-	-	-	30,000
21	2300-04-0101	Technology Refresh	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
22	2300-04-0102	Server/Server Rm Improvments	-	25,000	-	25,000	-	25,000	-	25,000	-	25,000	125,000
23	2300-04-1901	Core Switch Replacement	50,000	-	-	-	-	-	-	-	-	-	50,000
24	2300-04-1902	Data Tiering	-	4,000	-	-	-	-	-	-	-	-	4,000
25	2300-05-0103	Microsoft Licensing	180,000	-	-	-	180,000	-	-	-	180,000	-	540,000
26	2300-05-1501	AMANDA 7 Upgrade	61,600	-	-	-	-	-	-	-	-	-	61,600
27	2300-05-1901	Great Plains 2018 Upgrade	56,300	-	-	-	-	-	-	-	-	-	56,300
28	2300-05-1902	FMW Fund Manager Implementation	14,000	-	-	-	-	-	-	-	-	-	14,000
29	2300-05-1903	FireHouse Replacement PH1	333,000	-	-	-	-	-	-	-	-	-	333,000
30	2300-05-1904	Electronic Plans Review PH1 Discovery	18,800	-	-	-	-	-	-	-	-	-	18,800
31	2300-05-1905	Growth Monitoring Model	33,500	-	-	-	-	-	-	-	-	-	33,500
32	2300-05-3201	Vailtech Replacement	400,000	-	-	-	-	-	-	-	-	-	400,000
33	2300-09-1601	Large Scale Plotter - Printer	-	-	-	45,000	-	-	-	-	-	-	45,000
34	2300-10-1501	Geospatial Data	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-	75,000
35	2300-10-1902	Operationalize PM Practices	20,000	-	-	-	-	-	-	-	-	-	20,000
36	2300-10-1903	Network Assessment	20,000	-	-	-	-	-	-	-	-	-	20,000
37	2300-10-1904	Business Continuity Strategy	25,000	-	-	-	-	-	-	-	-	-	25,000
38	2300-10-1905	Security Maturity Assessment	20,000	-	-	-	-	-	-	-	-	-	20,000
39	2300-10-1906	Master Data Management	105,000	-	-	-	-	-	-	-	-	-	105,000
40	2300-10-1907	LIDAR Data	10,000	-	-	-	-	-	-	-	-	-	10,000
41	2300-10-1908	HUB Review Strategy	-	39,300	-	-	-	-	-	-	-	-	39,300
42	2300-10-1909	Corporate Collaboration Strategy	-	53,500	-	-	-	-	-	-	-	-	53,500
43	2300-10-1910	Geomatics Strategic Plan	-	64,000	-	-	-	-	-	-	-	-	64,000
44	2300-22-1601	Technology Strat Plan Update	-	-	-	50,000	-	-	-	50,000	-	-	100,000
45	2400-10-1901	ERP Financial System Strategy	-	-	-	-	100,000	-	-	-	-	-	100,000
46	2500-22-0102	User Fee Review	-	-	-	20,000	-	-	-	-	20,000	-	40,000
47	2500-22-0105	Long Term Financial Plan	-	-	-	75,000	-	-	-	-	75,000	-	150,000
48	2500-22-1901	DC Bylaw Update for Transit Strategy	50,000	-	-	-	-	-	-	-	-	-	50,000
49	2600-06-0101	Photocopier/Fax/Printers	-	-	-	182,000	-	-	-	182,000	-	-	364,000
Corporate Services Total			1,572,200	385,800	265,000	517,000	499,000	160,000	200,000	565,200	425,000	145,000	4,734,200
Library Services													
50	3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	125,000	-	-	-	-	125,000	-	-	250,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
51	3000-04-1501	Library Strategic Plan	-	-	50,000	-	-	-	-	42,000	-	-	92,000
52	3000-05-0002	Website Renewal	-	-	-	75,000	-	-	-	-	75,000	-	150,000
53	3000-09-0105	Library Technology Renewal	51,600	44,300	81,400	43,900	59,000	55,500	43,900	81,400	52,500	50,200	563,700
54	3000-15-0101	Library Materials	399,000	424,000	449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	4,740,000
55	3000-15-0103	Lib Mats Collection Developmnt	25,000	25,000	25,000	25,000	-	-	-	-	-	-	100,000
56	3100-09-1701	Library Furnishing/Equip-GTown	-	-	-	-	30,000	-	-	-	-	33,000	63,000
57	3200-09-1601	Library Furnishings Acton	-	-	20,000	-	-	-	-	23,000	-	-	43,000
58	3200-11-2001	Marquee Acton Branch	80,000	-	-	-	-	-	-	-	-	-	80,000
59	3200-22-0001	Acton Branch Asset Management Plan	-	-	-	-	-	-	-	5,000	-	-	5,000
Library Services Total			555,600	493,300	750,400	617,900	588,000	554,500	542,900	775,400	626,500	582,200	6,086,700
Fire Services													
60	5200-06-0101	Small Equipment Replacement	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000
61	5200-07-0102	FF Protective Clothing Repl	75,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	399,000
62	5200-07-0104	Breathing Apparatus Replacement	45,000	10,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	450,000	635,000
63	5200-07-0107	Heavy Extraction Equip Repl	-	-	-	150,000	-	-	-	-	-	-	150,000
64	5200-07-1901	Fire Fighter Protective Hoods	13,000	-	-	-	-	-	-	-	-	-	13,000
65	5200-07-2001	Replace Gas Detection Equipment	-	45,000	-	-	-	-	-	-	-	-	45,000
66	5200-07-2002	Flashover Unit	-	150,000	-	-	-	-	-	-	-	-	150,000
67	5200-07-2601	4th Station - Extrication Equipment (New)	-	-	-	-	-	-	-	-	50,000	-	50,000
68	5400-06-0101	Replace Pagers	30,000	-	-	-	-	-	-	-	-	-	30,000
69	5400-06-2501	Radio Replacement	-	-	-	-	-	-	-	1,500,000	-	-	1,500,000
70	5410-07-1901	Portable Radio Replacement	145,000	-	-	-	-	-	-	-	-	-	145,000
71	5500-02-1601	Training Centre Enhancements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
72	5500-03-2301	4th Station - 401 Corridor	-	-	-	-	-	-	-	-	4,000,000	-	4,000,000
73	5500-07-1901	Washing Extractors	20,000	-	-	-	-	-	-	-	-	-	20,000
74	5500-02-1901	Sleeping Quarters - Fire HQ and Acton	125,000	-	-	-	-	-	-	-	-	-	125,000
74	5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	45,000	-	-	-	-	-	-	-	-	45,000
75	5900-25-1901	Replace Tanker 740 (T2) w/ Pumper Tanker	675,000	-	-	-	-	-	-	-	-	-	675,000
76	5900-25-2001	Replace Support Unit 709 (109)	-	50,000	-	-	-	-	-	-	-	-	50,000
77	5900-25-2002	Replace Support Unit 710 (310)	-	40,000	-	-	-	-	-	-	-	-	40,000
78	5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	-	-	-	-	400,000	-	-	400,000
79	5900-25-2102	Replace Acton Station Pump 722 (P11)	-	-	700,000	-	-	-	-	-	-	-	700,000
80	5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	-	55,000	-	-	-	-	-	-	-	-	55,000
81	5900-25-2104	Replace Fire Chief's Car 1 Unit 711	-	55,000	-	-	-	-	-	-	-	-	55,000
82	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	-	55,000	-	-	-	-	-	-	-	-	55,000
83	5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	-	-	-	-	400,000	-	-	400,000
84	5900-25-2203	Replace Tanker 742 (T3)	-	-	-	600,000	-	-	-	-	-	-	600,000
85	5900-25-2301	Aerial 752 (A4)	-	-	-	-	-	-	-	-	1,200,000	-	1,200,000
86	5900-25-2302	Support Unit 715 (414)	-	-	-	-	-	-	-	-	60,000	-	60,000
87	5900-25-2303	Replace Aerial 750 (A3)	-	-	-	-	1,200,000	-	-	-	-	-	1,200,000
88	5900-25-2401	Replace Tanker 743 (T1)	-	-	-	-	-	600,000	-	-	-	-	600,000
89	5900-25-2403	Replace Pump 721 (P2)	-	-	-	-	-	700,000	-	-	-	-	700,000
90	5900-25-2501	Replace Pump 724 (P1)	-	-	-	-	-	-	700,000	-	-	-	700,000
91	5900-25-2601	Tanker - 4th Station (New)	-	-	-	-	-	-	-	-	600,000	-	600,000
92	5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	-	-	-	-	21,000	21,000
93	5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	-	-	-	-	13,700	13,700
Fire Services Total			1,171,000	584,000	789,000	849,000	1,299,000	1,399,000	799,000	2,399,000	6,009,000	563,700	15,861,700
Transportation & Public Works													
94	6100-05-1901	Construction Inspection Software	-	15,000	-	-	-	-	-	-	-	-	15,000
95	6100-10-1903	Uniform Traffic Control By-Law Update	50,000	-	-	-	-	-	-	-	-	-	50,000
96	6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	-	25,000	-	-	-	-	-	-	-	-	25,000
97	6100-17-1801	Infill Sidewalk Connections (Various Locations)	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
98	6100-20-1801	Stormwater Strategy	-	-	-	150,000	150,000	-	-	-	-	-	300,000
99	6100-20-2201	Storm Sewer Condition Assessments	-	-	-	250,000	250,000	250,000	250,000	250,000	-	-	1,250,000
100	6100-21-0107	Streetlight & Pole Replacement Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
101	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
102	6100-21-1801	Longfield Subdivision Street Light Replacement	125,000	-	-	-	-	-	-	-	-	-	125,000
103	6100-21-1802	Streetlight Pole Transfrm Rpl	180,000	150,000	-	-	-	-	-	-	-	-	330,000
104	6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Extension	-	-	150,000	-	-	-	-	-	-	-	150,000
105	6100-22-0102	Transportation Master Plan Update	-	250,000	-	-	-	-	250,000	-	-	-	500,000
106	6100-22-1801	Development Engineering Standards Manual Update	250,000	-	-	-	-	-	-	-	-	-	250,000
107	6100-22-1802	Class EAs for Master Plan Projects	-	-	400,000	400,000	-	-	-	-	400,000	400,000	1,600,000
108	6100-22-1805	Trucking Strategy Implementation Phase 1	-	250,000	250,000	-	-	-	-	-	-	-	500,000
109	6100-22-1806	Cycling Inf Feasibility Study - Maple Ave from Traf to Mtnview	50,000	-	-	-	-	-	-	-	-	-	50,000
110	6100-23-1602	Active Transportation Enhancement Program	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	290,000
111	6100-23-2401	Active Transportation Improvements	-	-	90,000	100,000	80,000	250,000	250,000	250,000	-	-	1,020,000
112	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	-	75,000	300,000	-	-	-	-	-	-	-	375,000
113	6100-28-0101	Opticom Replacement Program	15,000	100,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	235,000
114	6100-28-1516	Traffic Calming (Various Locations)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
115	6100-28-1703	Pedestrian Crossings (Various Locations)	55,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,540,000
116	6100-28-1802	Mandated Rail Crossing Upgrades	300,000	200,000	-	-	-	-	-	-	-	-	500,000
117	6100-28-1807	Mill St Neighbourhood Improvements	100,000	100,000	-	-	-	-	-	-	-	-	200,000
118	6100-28-1808	Mand. AODA Access. Traff Sgnl	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
119	6100-28-2101	Traffic Signal Installation (Eighth Line and Danby Road)	-	-	-	280,000	-	-	-	-	-	-	280,000
120	6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	-	-	-	150,000	-	400,000	550,000
121	6200-16-0104	Pavement Management	1,606,100	1,606,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	18,861,000
122	6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit Reconstruction	-	-	-	162,000	-	1,080,000	-	-	-	-	1,242,000
123	6200-16-1006	Armstrong Ave. Reconstruction	2,750,000	-	-	-	-	-	-	-	-	-	2,750,000
124	6200-16-1409	5 SdRd Asphalt Upgrade	475,000	-	-	-	-	-	-	-	-	-	475,000
125	6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	-	-	350,000	-	-	-	-	-	350,000
126	6200-16-1601	Todd Road Reconstruction	-	-	-	384,300	2,565,000	-	-	-	-	-	2,949,300
127	6200-16-1701	22nd SdRd Construction Hwy 7 to Limehouse	-	2,300,000	-	-	-	-	-	-	-	-	2,300,000
128	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	-	-	2,275,000	-	2,450,000	-	1,500,000	-	2,000,000	-	8,225,000
129	6200-16-1802	Danby & Barber Roundabout Apron Construction	-	-	938,000	-	-	-	-	-	-	-	938,000
130	6200-16-1803	Prince St. Improvements	100,000	-	600,000	-	-	-	-	-	-	-	700,000
131	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	15,000	-	-	-	-	-	-	-	-	-	15,000
132	6200-16-1808	Maple & Main St. S. NB Turn Lane Construction	250,000	250,000	-	-	-	-	-	-	-	-	500,000
133	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	-	85,000	500,000	-	-	-	-	-	-	-	585,000
134	6200-16-1811	Guelph/Mill St. Approach Improvements	400,000	-	-	-	-	-	-	-	-	-	400,000
135	6200-16-1901	McNabb St - King to CNR Improvements	-	-	500,000	-	-	-	-	-	-	-	500,000
136	6200-16-1902	10th Line - Steeles to 10 SdRd Reconstruction	-	500,000	-	-	-	-	-	1,000,000	3,000,000	3,000,000	7,500,000
137	6200-16-1904	Eighth Line - Steeles to North of 15 SdRd Reconstruction	-	-	-	2,386,000	-	5,187,500	5,187,500	-	-	-	12,761,000
138	6200-16-1906	5 Sd Rd Reg 25 to Fourth EA (Boundary Rd Milton - 50% share)	-	-	75,000	-	225,000	1,500,000	-	-	-	-	1,800,000
139	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	-	-	-	900,000	-	-	-	-	-	-	900,000
140	6200-16-2003	22 SdRd - Town Line to Regional Rd 25	-	-	-	108,000	-	576,000	3,840,000	-	-	-	4,524,000
141	6200-16-2004	Guelph St & Mountainview - Nourthbound/Southbound Turn Lane Improvements	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
142	6200-16-2005	22 SdRd New Connection	-	-	-	-	-	200,000	-	105,000	-	700,000	1,005,000
143	6200-16-2006	22 SdRd Ralignment Fourth Line Construction	-	-	-	-	-	225,000	-	-	-	-	225,000
144	6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	210,000	-	-	630,000	4,200,000	-	-	-	5,040,000
145	6200-16-2008	Young St. - Queen to Mill Reconstruction	-	750,000	-	-	-	-	-	-	-	-	750,000
146	6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	-	-	-	144,000	-	-	144,000
147	6200-16-2102	32 SdRd from Trafalgar Rd to Crewsons Line Reconstruction	-	-	-	475,000	950,000	1,425,000	9,500,000	-	-	-	12,350,000
148	6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	-	-	350,000	700,000	1,050,000	7,000,000	-	-	-	9,100,000
149	6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	250,000	-	-	750,000	5,000,000	-	-	-	6,000,000
150	6200-16-2201	Confederation St. Main to Urban Boundary	-	-	-	-	-	-	-	486,000	3,240,000	-	3,726,000
151	6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	-	-	165,000	940,000	1,410,000	9,400,000	11,915,000
152	6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	500,000	-	-	-	110,000	110,000	330,000	2,200,000	3,250,000
153	6200-16-2702	Tenth Line Steeles South	-	-	-	-	-	-	-	132,000	-	-	132,000
154	6200-20-1701	Stormwater Facility Rehabilitation Assessment Program	300,000	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,300,000
155	6200-20-1901	Harold Street Stormwater Improvements	150,000	-	1,000,000	-	-	-	-	-	-	-	1,150,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
156	6200-22-0107	Bridge Rehab Study Update	-	75,000	-	75,000	-	75,000	-	75,000	-	75,000	375,000
157	6200-22-1702	Pvmt Mgmt Study - 5 YR Cycle	-	-	-	55,000	-	-	-	-	55,000	-	110,000
158	6200-22-1901	Stormwater Master Plan	100,000	100,000	50,000	-	-	-	-	-	-	-	250,000
159	6200-26-0032	Glen Williams N.Brdg Rehab Eng	-	-	140,000	-	600,000	-	-	-	-	-	740,000
160	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
161	6200-26-1901	Culvert #21C Replacement (Third Line north of 5 Sd Rd)	50,000	-	-	-	-	-	-	-	-	-	50,000
162	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	-	246,000	-	1,000,000	-	-	-	-	-	-	1,246,000
163	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	-	-	-	150,000	-	1,000,000	-	-	-	-	1,150,000
164	6200-27-0101	Glen Lawson Improvements	-	830,000	-	-	-	-	-	-	-	-	830,000
165	6200-27-0114	Halton Hills Dr Extension	2,900,000	-	-	-	-	-	-	-	-	-	2,900,000
166	6200-27-1011	Tweedle Street Improvements	-	-	-	150,000	-	-	-	-	-	-	150,000
167	6210-10-1901	Subdivision Agreement Review	75,000	-	-	-	-	-	-	-	-	-	75,000
168	6210-22-1901	Engineering Fees & Permits Review	40,000	-	-	-	-	-	-	-	-	-	40,000
169	6210-22-1902	Excavation Permit By-Law Update	25,000	-	-	-	-	-	-	-	-	-	25,000
170	6210-22-2101	Site Alteration By-Law Update (per MOECC)	-	-	75,000	-	-	-	-	-	-	-	75,000
171	6500-03-2001	Material Storage Facility	-	-	-	-	300,000	-	-	-	-	-	300,000
172	6500-03-2201	Operation Centre - Snow Dump Expansion	-	-	-	-	425,000	-	-	-	-	-	425,000
173	6500-05-1901	Town Fleet Automated Tracking System	-	91,600	-	-	-	-	-	-	-	-	91,600
174	6500-06-0102	Equipment Replacement	1,154,000	958,500	958,500	905,500	1,001,000	1,749,500	1,110,000	568,500	656,000	1,046,000	10,107,500
175	6500-06-1701	New Equipment	-	225,500	225,000	260,000	520,000	90,000	155,000	460,000	-	-	1,935,500
176	6500-11-1517	Tree Planting - Emerald Ash Borer	150,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,100,000
177	6500-18-0110	Traffic Infrastructure	-	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	585,000
178	6500-18-0111	Signage	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
179	6500-21-1001	Main St. N & School Lane Traffic Signal Installation	200,000	-	-	-	-	-	-	-	-	-	200,000
180	6500-28-1002	Traff Cntrl Signals Replace	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
181	6500-28-1701	Traffic Signal - 8th Line & Miller Drive	-	-	-	280,000	-	-	-	-	-	-	280,000
182	6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	-	280,000	-	-	-	-	-	-	-	280,000
183	6500-28-1801	Traffic Signal - Eighth Line to Argyll Rd	-	-	-	-	250,000	-	-	-	-	-	250,000
184	6800-05-1601	ActiVan Transit Software	-	91,300	-	-	-	-	-	-	-	-	91,300
185	6810-22-2001	Transit Facility Feasibility Study & Implementation	-	200,000	-	-	5,000,000	-	-	-	-	-	5,200,000
186	6810-25-2001	Activan Master Plan Update	-	150,000	-	-	-	-	-	-	-	-	150,000
Transportation & Public Works Total			12,300,100	13,499,000	12,812,600	11,866,900	18,862,100	19,084,100	41,563,600	7,716,600	14,137,100	20,267,100	172,109,200
Planning & Sustainability													
187	7000-22-0001	Official Plan Review	-	200,000	-	-	-	-	200,000	-	-	-	400,000
188	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	600,000	600,000	-	-	-	-	-	-	-	-	1,200,000
189	7100-22-1502	Glen Williams Sec Plan Review	45,000	-	-	-	-	55,000	-	-	-	-	100,000
190	7100-22-1605	Green Building Standards Update	80,000	-	-	-	-	60,000	-	-	-	-	140,000
191	7100-22-1701	Community Sustainability Strategy Update	-	-	-	-	100,000	-	-	-	75,000	-	175,000
192	7100-22-1801	Southeast Georgetown Planning Study	-	300,000	-	-	-	-	-	-	-	-	300,000
193	7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	80,000	-	-	-	-	60,000	-	-	-	-	140,000
194	7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	-	50,000	-	-	-	-	-	-	-	-	50,000
195	7100-22-2001	Zoning By-Law Update	-	-	-	154,000	-	-	-	-	154,000	-	308,000
196	7100-22-2002	Community Improvement Plan Update	-	-	45,000	-	-	-	-	50,000	-	-	95,000
197	7100-22-2302	GO Station Secondary Plan Review	-	-	150,000	-	-	-	-	-	-	-	150,000
198	7100-22-2303	Post 2031 Secondary Plans	-	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000	4,500,000
199	7300-22-1002	Corporate Sustainability Audit & Action Plan Update	-	-	-	55,000	-	-	-	-	-	-	55,000
200	7300-22-1402	Corporate Sustainability Implementation	15,000	15,000	15,000	15,000	15,000	15,000	-	-	-	-	90,000
201	7300-22-1501	Community Sustainability Investment Fund	15,000	15,000	15,000	15,000	15,000	15,000	-	-	-	-	90,000
202	7300-22-1602	Community Sustainability Implementation	25,000	25,000	25,000	25,000	-	-	-	-	-	-	100,000
203	7300-22-1604	Climate Change Adaptation Plan Implementation	-	100,000	100,000	100,000	100,000	100,000	-	-	-	-	500,000
204	7300-22-1701	Property Assessed Payment for Energy Retrofits (PAPER)	-	100,000	100,000	100,000	-	-	-	-	-	-	300,000
205	7300-22-1703	Corporate Energy Conservation Plan Implementation	75,000	75,000	75,000	75,000	75,000	75,000	-	-	-	-	450,000
206	7300-22-1704	Food Security Plan	-	-	30,000	-	-	-	-	-	-	-	30,000
207	7300-22-1804	Sustainable Neighbourhood Action Plan	15,000	15,000	-	-	-	-	-	-	-	-	30,000
208	7300-22-1901	Private Tree Management Strategy & By-Law	70,000	-	-	-	-	-	-	-	-	-	70,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
209	7300-22-2201	Stewarttown Planning Study Update	-	-	-	-	-	-	-	55,000	-	-	55,000
Planning & Sustainability Total			1,020,000	1,495,000	555,000	539,000	305,000	380,000	200,000	1,605,000	1,729,000	1,500,000	9,328,000
Recreation & Parks													
210	1000-09-0101	Office Furniture	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	380,000
211	8003-10-0103	Risk & Life Cycle Management Strategy	100,000	-	-	-	-	-	-	-	-	-	100,000
212	8003-10-1901	Asset Management Data Analysis	75,000	-	-	-	-	-	-	-	-	-	75,000
213	8003-22-1901	Natural Asset Valuation & Management Strategy	170,000	-	-	-	-	-	-	-	-	-	170,000
214	8200-02-0102	Facility Revitalization & Renewal	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	770,000
215	8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
216	8200-06-1601	Facility Boom Lift	-	-	-	-	25,000	-	-	-	-	-	25,000
217	8200-10-1701	Acton Youth Centre Construction	245,500	736,500	-	-	-	-	-	-	-	-	982,000
218	8200-14-1801	Digital Marquee Inserts for ACC & GCC	-	80,000	-	-	-	-	-	-	-	-	80,000
219	8200-22-1301	Facility Space Provision Study	-	-	-	-	165,000	-	-	-	-	-	165,000
220	8200-25-0101	Arena Ice Resurfacer	115,000	-	115,000	-	115,000	-	115,000	-	115,000	-	575,000
221	8200-25-2001	Facility Vehicle	-	29,000	-	-	-	-	-	-	-	-	29,000
222	8211-02-1504	Acton Arena Skate Tile Replacement (Townesley)	95,000	-	-	-	-	-	-	-	-	-	95,000
223	8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	-	-	-	18,000	18,000
224	8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	-	-	-	20,000	20,000
225	8211-02-1703	Acton Arena Paint Steel Beams/Columns (Townesley)	-	55,000	-	-	-	-	-	-	-	-	55,000
226	8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	-	-	-	15,000	-	-	-	15,000
227	8211-02-1706	Acton Arena HVAC Replacement	-	-	-	200,000	-	-	-	-	-	-	200,000
228	8211-02-1801	Acton Arena Roof Replacement	-	180,000	-	-	-	-	-	-	-	-	180,000
229	8211-02-1902	Acton Arena Emergency Light Replacement	-	-	11,000	-	-	-	-	-	-	-	11,000
230	8211-02-2101	Acton Arena Concession Cabinetry	-	-	15,000	-	-	-	-	-	-	-	15,000
231	8211-02-2201	Acton Arena Flat Roof	-	10,000	-	-	-	-	-	-	-	-	10,000
232	8211-02-2202	Acton Arena MUA Unit	-	-	-	200,000	-	-	-	-	-	-	200,000
233	8211-02-2203	Acton Arena RTU	-	-	-	-	40,000	-	-	-	-	-	40,000
234	8211-02-2204	Acton Arena Dehumidification Unit	-	-	-	-	150,000	-	-	-	-	-	150,000
235	8211-02-2205	Acton Arena Interior Lighting	-	-	11,000	-	-	-	-	-	-	-	11,000
236	8211-02-2206	Acton Arena Exterior Lighting Replacement	-	-	11,000	-	-	-	-	-	-	-	11,000
237	8211-02-2207	Acton Arena Fire Alarm Control Panel	-	-	11,000	-	-	-	-	-	-	-	11,000
238	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	-	-	11,000	-	-	-	-	-	-	-	11,000
239	8211-02-2209	Acton Arena Security System CCTV	-	-	-	-	11,000	-	-	-	-	-	11,000
240	8211-02-2401	ACC Exterior Window and Door Sealant	-	-	-	-	-	15,000	-	-	-	-	15,000
241	8211-02-2601	ACC Roof Coverings	-	-	-	-	-	-	-	25,000	-	-	25,000
242	8211-06-2101	Acton Arena Lobby A/C Installation	-	-	-	35,000	-	-	-	-	-	-	35,000
243	8213-06-2101	Acton Arena CC Hall Water Softener Replace	-	-	-	10,000	-	-	-	-	-	-	10,000
244	8220-02-1501	Cedarvale CC Washroom Reno	-	-	10,000	-	-	-	-	-	-	-	10,000
245	8220-02-1801	Cedarvale CC Roof Recovering	-	-	11,000	-	-	-	-	-	-	-	11,000
246	8220-02-1802	Cedarvale CC Interior Wall & Floor Repairs	-	-	40,000	-	-	-	-	-	-	-	40,000
247	8220-02-2101	Cedarvale CC Floor Replacement	-	-	10,000	-	-	-	-	-	-	-	10,000
248	8220-02-2102	Cedarvale CC Exterior Doors/Sealant Replacement	-	-	12,000	-	-	-	-	-	-	-	12,000
249	8220-02-2103	Cedarvale CC Main Electrical Services	-	-	11,000	-	-	-	-	-	-	-	11,000
250	8220-02-2301	Cedarvale CC Domestic Boilers	-	-	-	-	20,000	-	-	-	-	-	20,000
251	8220-06-2101	Cedarvale CC Boiler Replacement	-	-	-	40,000	-	-	-	-	-	-	40,000
252	8220-12-1801	Cedarvale CC Exterior Paving	-	-	10,000	-	-	-	-	-	-	-	10,000
253	8221-02-1501	GCC Exterior Painting	-	25,000	-	-	-	-	-	-	-	-	25,000
254	8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	-	-	-	55,000	55,000
255	8221-02-1701	GCC Roof Maintenance	-	25,000	-	-	-	-	25,000	-	-	-	50,000
256	8221-02-1901	Cedarvale Cottage Revitalization and Renewal	10,000	-	-	-	-	-	-	-	-	-	10,000
257	8221-06-1502	GCC Replace Fire Alarm System	-	-	-	-	-	19,000	-	-	-	-	19,000
258	8221-06-1601	GCC Replace Closed Circuit Camera System	-	-	-	-	-	-	-	-	-	21,000	21,000
259	8221-06-1901	GCC Replace Hot Water Boilers	-	233,000	-	-	-	-	-	-	-	-	233,000
260	8230-02-1501	AIP Refinish Interior Wood	-	-	11,000	-	-	-	-	-	-	-	11,000
261	8230-02-2001	AIP Electric Panel Upgrades	-	11,000	-	-	-	-	-	-	-	-	11,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
262	8230-02-2101	AIP RTU1	-	-	36,000	-	-	-	-	-	-	-	36,000
263	8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	-	-	-	15,000	-	-	15,000
264	8230-02-2602	AIP Sink Replacements	-	-	-	-	-	-	-	10,000	-	-	10,000
265	8230-06-1701	AIP Mechanical Upgrades	-	-	-	-	-	16,000	-	-	-	-	16,000
266	8230-06-2001	AIP Replace Pool Filter	-	-	35,000	-	-	-	-	-	-	-	35,000
267	8231-02-1501	GIP Partition Replacement	-	-	-	20,000	-	-	-	-	-	-	20,000
268	8231-02-1801	GIP Floor Tiling	-	-	-	84,000	-	-	-	-	-	-	84,000
269	8231-02-2101	GIP Replace Main Electrical	-	-	-	22,000	-	-	-	-	-	-	22,000
270	8231-02-2102	GIP Roof Replacement	-	-	-	-	-	-	20,000	-	-	-	20,000
271	8231-02-2103	GIP Floor Replacements	-	-	-	-	-	-	-	15,000	-	-	15,000
272	8231-02-2601	GIP Sink Replacements	-	-	-	-	-	-	-	10,000	-	-	10,000
273	8231-06-1602	GIP Filter Replacement	-	-	-	72,000	-	-	-	-	-	-	72,000
274	8231-06-1701	GIP Equipment Replacement	-	-	-	24,000	-	-	-	-	-	-	24,000
275	8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	-	-	-	40,000	40,000
276	8240-02-2002	Cultural Centre Stage Floor Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
277	8240-06-1701	Cultural Centre Theatre Curtain Replacement	-	-	-	20,000	-	-	-	-	-	-	20,000
278	8240-22-1501	Arts, Cultural Centre Strategic Plan	-	-	-	-	25,000	-	-	-	-	-	25,000
279	8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
280	8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	-	-	35,000	-	35,000	-	-	-	-	70,000
281	8251-02-1502	MMSP Low-E Ceiling	-	-	-	-	-	60,000	-	-	-	-	60,000
282	8251-02-1601	MMSP Paint Metal Siding	-	85,000	-	-	-	-	-	-	-	-	85,000
283	8251-02-1603	MMSP Structural Steel Painting	-	-	38,000	-	-	-	-	-	-	-	38,000
284	8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	-	-	18,000	18,000
285	8251-02-1801	MMSP Paint Fernbrook Pad	-	40,000	-	-	-	-	-	-	-	-	40,000
286	8251-02-1802	MMSP Low E Ceiling	-	60,000	-	-	-	-	-	-	-	-	60,000
287	8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	-	-	-	30,000	30,000
288	8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	-	-	-	15,000	15,000
289	8251-02-1901	MMSP Exterior Masonry Repair	25,000	-	-	-	-	-	-	-	-	-	25,000
290	8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
291	8251-02-2002	MMSP Dehumidification Wheel Replacement	-	10,000	-	-	-	-	-	-	-	-	10,000
292	8251-02-2201	MMSP Ceiling Refurbishment	-	-	-	35,000	-	-	-	-	-	-	35,000
293	8251-02-2202	MMSP Exterior Door Replacement	-	-	-	-	-	13,000	-	-	-	-	13,000
294	8251-02-2203	MMSP Alcot Skate Tile Replacement	-	-	35,000	-	-	-	-	-	-	300,000	335,000
295	8251-02-2204	MMSP Replace Air Distribution Systems	-	-	-	100,000	-	-	-	-	-	-	100,000
296	8251-02-2205	MMSP Replace Detection Devices	-	-	-	-	-	65,000	-	-	-	-	65,000
297	8251-02-2206	MMSP Replace Electrical Equipment	-	-	-	-	-	60,000	-	-	-	-	60,000
298	8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	-	-	250,000	-	-	-	-	-	-	250,000
299	8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	-	-	-	60,000	60,000
300	8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	-	-	-	60,000	-	-	-	-	60,000
301	8251-02-2210	MMSP Replace Fire Protection Specialties	-	-	-	-	-	8,000	-	-	-	-	8,000
302	8251-02-2211	MMSP Replace Heating Generating Systems	-	-	-	85,000	-	-	-	-	-	-	85,000
303	8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	-	-	-	500,000	-	-	500,000
304	8251-02-2213	MMSP Replace MUA	-	-	-	120,000	-	-	-	-	-	-	120,000
305	8251-02-2214	MMSP Replace Power Distribution	-	-	-	-	-	300,000	-	-	-	-	300,000
306	8251-02-2215	MMSP Replace Pull Stations	-	-	-	-	-	25,000	-	-	-	-	25,000
307	8251-02-2216	MMSP Replace RTU's	-	-	-	120,000	-	-	-	-	-	-	120,000
308	8251-02-2217	MMSP Replace Signal Devices	-	-	-	-	-	50,000	-	-	-	-	50,000
309	8251-02-2218	MMSP Replace Sprinkler System	-	-	-	-	-	100,000	-	-	-	-	100,000
310	8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	-	-	-	75,000	-	-	-	-	75,000
311	8251-02-2220	MMSP Replace Storm Drainage System	-	-	-	-	-	300,000	-	-	-	-	300,000
312	8251-02-2221	MMSP Replacement Sanitary Waste	-	-	-	-	-	300,000	-	-	-	-	300,000
313	8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	-	-	-	300,000	-	300,000
314	8251-06-1901	MMSP Replace Dehumidifiers	-	-	600,000	-	-	-	-	-	-	-	600,000
315	8251-22-1501	MMSP Computerized Energy Audit	-	-	-	50,000	-	-	-	-	-	-	50,000
316	8253-02-1801	MMSP Hall Kitchen Renovations	-	25,000	-	-	-	-	-	-	-	-	25,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
317	8261-02-1402	GCC Unit Heaters	-	-	-	-	-	6,000	-	-	-	-	6,000
318	8261-02-1403	GCC RTU's	-	-	-	-	-	-	70,000	-	-	-	70,000
319	8261-02-1901	GCC Exterior Window/Door Sealant	-	30,000	-	-	-	-	-	-	-	-	30,000
320	8261-02-2501	GCC Pool Filters	-	-	-	-	-	-	15,000	-	-	-	15,000
321	8261-02-2502	GCC Replace Exhaust Fans	-	-	-	-	-	-	20,000	-	-	-	20,000
322	8261-03-2001	GCC Phase 2 Construction	-	18,000,000	-	-	-	-	-	-	-	-	18,000,000
323	8261-06-1801	GCC Chem Controller	-	30,000	-	-	-	-	-	-	-	-	30,000
324	8261-06-2001	Gellert Dry-a-Tron Condenser Replacement	-	50,000	-	-	-	-	-	-	-	-	50,000
325	8261-12-1701	GCC Parking Lot Resurfacing	-	-	400,000	-	-	-	-	-	-	-	400,000
326	8261-27-1901	GCC Phase 2 Design & Engineering	1,800,000	-	-	-	-	-	-	-	-	-	1,800,000
327	8300-11-0104	Tennis Court Lighting Replacement	-	160,000	-	-	-	-	-	-	-	-	160,000
328	8304-11-2001	GCC Tennis Court Resurfacing	-	70,000	-	-	-	-	-	-	-	70,000	140,000
329	8310-02-2201	Prospect Boat House Main Electrical Services	-	-	-	11,000	-	-	-	-	-	-	11,000
330	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
331	8400-02-1703	Town Hall MUA Replacement	-	35,000	-	-	-	-	-	-	-	-	35,000
332	8400-02-1801	Town Hall Replace Automatic Doors	-	40,000	-	-	-	-	-	-	-	-	40,000
333	8400-02-1901	Town Hall Balancing HVAC System	-	10,000	-	-	-	-	10,000	-	-	-	20,000
334	8400-02-1902	Town Hall Replace HVAC Water Piping	-	10,000	-	-	-	-	-	-	-	-	10,000
335	8400-02-1904	Town Hall Dry Sprinkler System Install	25,000	-	-	-	-	-	-	-	-	-	25,000
336	8400-02-2001	Town Hall Air Handling Unit	-	-	450,000	-	-	-	-	-	-	-	450,000
337	8400-02-2002	Town Hall BAS	-	250,000	-	-	-	-	-	-	-	-	250,000
338	8400-02-2003	Town Hall Emergency Power & Generator System	500,000	-	-	-	-	-	-	-	-	-	500,000
339	8400-02-2101	Town Hall Walls	-	-	20,000	-	-	-	-	-	-	-	20,000
340	8400-02-2201	Town Hall Domestic Water Main Replacement	-	-	-	25,000	-	-	-	-	-	-	25,000
341	8400-02-2202	Town Hall Emergency Lighting Systems	-	-	-	50,000	-	-	-	-	-	-	50,000
342	8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	-	-	-	13,000	-	-	-	13,000
343	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	-	-	30,000	-	-	-	-	-	-	30,000
344	8400-02-2205	Town Hall Replace Exterior Pole Mounted Lighting	-	-	-	70,000	-	-	-	-	-	-	70,000
345	8400-02-2206	Town Hall Replace/Upgrade Interior Lighting	-	-	-	100,000	-	-	-	-	-	-	100,000
346	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	-	-	-	55,000	-	-	-	-	-	-	55,000
347	8400-02-2208	Town Hall Security System	-	-	-	200,000	-	-	-	-	-	-	200,000
348	8400-02-2209	Town Hall Exit Light Fixtures	-	-	-	20,000	-	-	-	-	-	-	20,000
349	8400-02-2401	Town Hall Security System (CCTV)	-	-	-	-	-	110,000	-	-	-	-	110,000
350	8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	-	-	-	25,000	-	-	-	25,000
351	8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	-	-	-	300,000	-	300,000
352	8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	-	-	-	500,000	-	500,000
353	8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	-	-	-	125,000	-	-	-	125,000
354	8400-02-2505	Town Hall Exterior Wall and Soffit Lighting System	-	150,000	-	-	-	-	-	-	-	-	150,000
355	8400-02-2506	Town Hall Exterior Windows Replacement	-	-	-	-	-	-	-	-	70,000	-	70,000
356	8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
357	8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	-	-	-	150,000	-	150,000
358	8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	-	-	-	15,000	-	15,000
359	8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	-	-	-	33,000	-	33,000
360	8400-12-1501	Town Hall Parking Lot Replacement	-	170,000	-	-	-	-	-	-	-	-	170,000
361	8412-02-1801	Cedarvale Cottage Exterior Repairs	-	20,000	-	-	-	-	-	-	-	-	20,000
362	8421-02-2101	Norval CC Replace Exterior Wall Cladding	-	-	40,000	-	-	-	-	-	-	-	40,000
363	8421-02-2102	Norval CC Replace Flooring	-	-	15,000	-	-	-	-	-	-	-	15,000
364	8421-02-2601	Norval CC Replace Electrical Panels	-	-	-	-	-	-	-	11,000	-	-	11,000
365	8421-12-2101	Norval CC Parking Lot	-	-	10,000	-	-	-	-	-	-	-	10,000
366	8500-02-1904	IS Storage Closet Cages	20,000	-	-	-	-	-	-	-	-	-	20,000
367	8500-08-2001	Property Acquisition Parks & Open Spaces	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
368	8500-11-0102	Parks Revitalization & Renewal	112,000	130,000	140,000	140,000	150,000	150,000	160,000	170,000	170,000	170,000	1,492,000
369	8500-11-0103	Cemetery Revitalization & Renewal	52,000	80,000	90,000	90,000	100,000	100,000	110,000	120,000	120,000	120,000	982,000
370	8500-11-0105	Irrigation System Replacement	-	95,000	45,000	-	45,000	-	45,000	-	45,000	-	275,000
371	8500-11-0106	Park Pavilion Repairs	-	-	-	75,000	-	-	-	-	-	-	75,000

2019 Capital Budget & 2020 - 2028 Capital Forecast Summary

Line	Project No.	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
372	8500-11-1501	Cedarvale Park Master Plan Implementation	-	250,000	-	-	-	-	-	-	-	-	250,000
373	8500-11-1504	MMSP Skatepark Revitalization & Renewal	-	-	600,000	-	-	-	-	-	-	-	600,000
374	8500-11-1603	Fairy Lake Water Quality Implementation	-	-	-	132,000	-	-	-	-	-	-	132,000
375	8500-11-1605	Tolton Park Design & Engineering	-	120,000	-	-	-	-	-	-	-	-	120,000
376	8500-11-1606	Remembrance Park Mechanical Room Upgrades	-	-	-	-	-	75,000	-	-	-	-	75,000
377	8500-11-1701	Fairgrounds Park Master Plan Implementation	-	-	-	200,000	-	-	-	-	-	-	200,000
378	8500-11-1703	Neighbourhood Level Skate Features	-	78,000	70,000	-	-	-	-	-	-	-	148,000
379	8500-11-1803	Community Courtyard & Marquee Gtwn Library Branch	-	150,000	-	-	-	-	-	-	-	-	150,000
380	8500-11-1805	Halton Hills Drive Park	-	520,000	-	-	-	-	-	-	-	-	520,000
381	8500-11-1806	Centralized Irrigation Control	-	60,000	-	-	-	-	-	-	-	-	60,000
382	8500-11-1807	Rennie St. Park Ph 2	-	210,000	-	-	-	-	-	-	-	-	210,000
383	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	115,000
384	8500-11-1911	Pedestrian Bridge Replacement	70,000	-	75,000	-	-	-	-	-	-	-	145,000
385	8500-11-1912	Park Pathway Revitalization & Renewal	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
386	8500-11-2002	Open Space Management	-	20,000	-	-	-	-	-	-	-	-	20,000
387	8500-11-2003	Tolton Lands Redevelopment	-	600,000	-	-	-	-	-	-	-	-	600,000
388	8500-11-2004	Trafalgar Sports Park Phase 6	-	764,000	-	-	-	-	-	-	-	-	764,000
389	8500-11-2101	Glen Williams Park Master Plan Implementation	-	-	-	250,000	-	-	-	-	-	-	250,000
390	8500-11-2102	Multi Purpose Courts	-	-	-	-	-	185,000	-	-	-	-	185,000
391	8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	-	450,000	-	-	-	-	-	450,000
392	8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	-	270,000	-	-	-	-	-	270,000
393	8500-11-2107	Park Pylon Sign	-	-	-	70,000	-	-	-	-	-	-	70,000
394	8500-11-2108	Centralized Sportsfield Lighting Control	-	-	80,000	-	-	-	-	-	-	-	80,000
395	8500-11-2110	Dominion Gardens Park Master Plan Implementation PH3	-	-	660,000	-	-	-	-	-	-	-	660,000
396	8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	-	450,000	-	-	-	-	-	-	-	450,000
397	8500-11-2112	Lyndsey Court Park	-	-	225,000	-	-	-	-	-	-	-	225,000
398	8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	-	420,000	-	-	-	-	420,000
399	8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	-	270,000	-	-	-	-	270,000
400	8500-11-2204	Gellert Splash Pad Resurfacing	-	-	-	90,000	-	-	-	-	-	-	90,000
401	8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	225,000	-	-	-	-	-	-	225,000
402	8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	-	450,000	-	-	-	450,000
403	8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	-	225,000	-	-	-	225,000
404	8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	-	1,000,000	-	1,000,000
405	8500-11-2404	Dominion Gardens Splash Pad Revitalization	-	-	-	-	-	400,000	-	-	-	-	400,000
406	8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	-	225,000	225,000
407	8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	70,000	-	-	70,000
408	8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
409	8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	-	-	-	400,000	-	400,000
410	8500-12-0101	Park Parking Lot Surfacing	-	75,000	250,000	-	-	250,000	-	-	-	-	575,000
411	8500-13-0106	Play Equipment Replacement	182,000	290,000	110,000	110,000	110,000	120,000	130,000	140,000	140,000	140,000	1,472,000
412	8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
413	8500-19-0107	Sportsfield Lighting Replacement	-	450,000	265,200	450,000	-	-	450,000	-	-	-	1,615,200
414	8500-19-0109	Playing Field Rehabilitation	-	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	580,000
415	8500-22-1801	Norval Park Master Plan Implementation	-	171,000	-	-	-	-	-	-	-	-	171,000
416	8500-24-0102	Trails Revitalization & Renewal	60,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,230,000
417	8500-24-0110	Trails System	-	-	-	240,000	260,000	280,000	-	300,000	-	-	1,080,000
418	8500-24-0111	Park Pathway Lighting Replacement	50,000	150,000	160,000	160,000	150,000	-	-	-	-	-	670,000
419	8500-24-1901	Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	-	216,000	-	-	-	-	-	-	-	-	216,000
420	8500-24-2001	Hungry Hollow Trails Ph 4 Noble Court Link	-	-	125,000	-	-	-	-	-	-	-	125,000
421	8500-24-2101	Trails System Ph 5 Maple Creek Parkette Connection	270,400	-	-	-	-	-	-	-	-	-	270,400
422	8500-25-2001	Pick-Up Truck	-	30,000	-	-	-	-	-	-	-	-	30,000
423	8510-10-0101	Community Partnership	-	300,000	-	-	-	-	-	-	-	-	300,000
424	8510-10-2001	Community Partnership - Beach Volleyball	-	110,000	-	-	-	-	-	-	-	-	110,000
Recreation & Parks Total			4,186,900	27,473,500	5,709,200	4,700,000	2,471,000	4,252,000	2,408,000	2,171,000	3,743,000	1,697,000	58,811,600
Grand Total			21,293,300	44,447,700	21,193,700	19,382,300	24,261,600	26,027,100	45,911,000	15,444,700	26,867,100	24,952,500	269,781,000

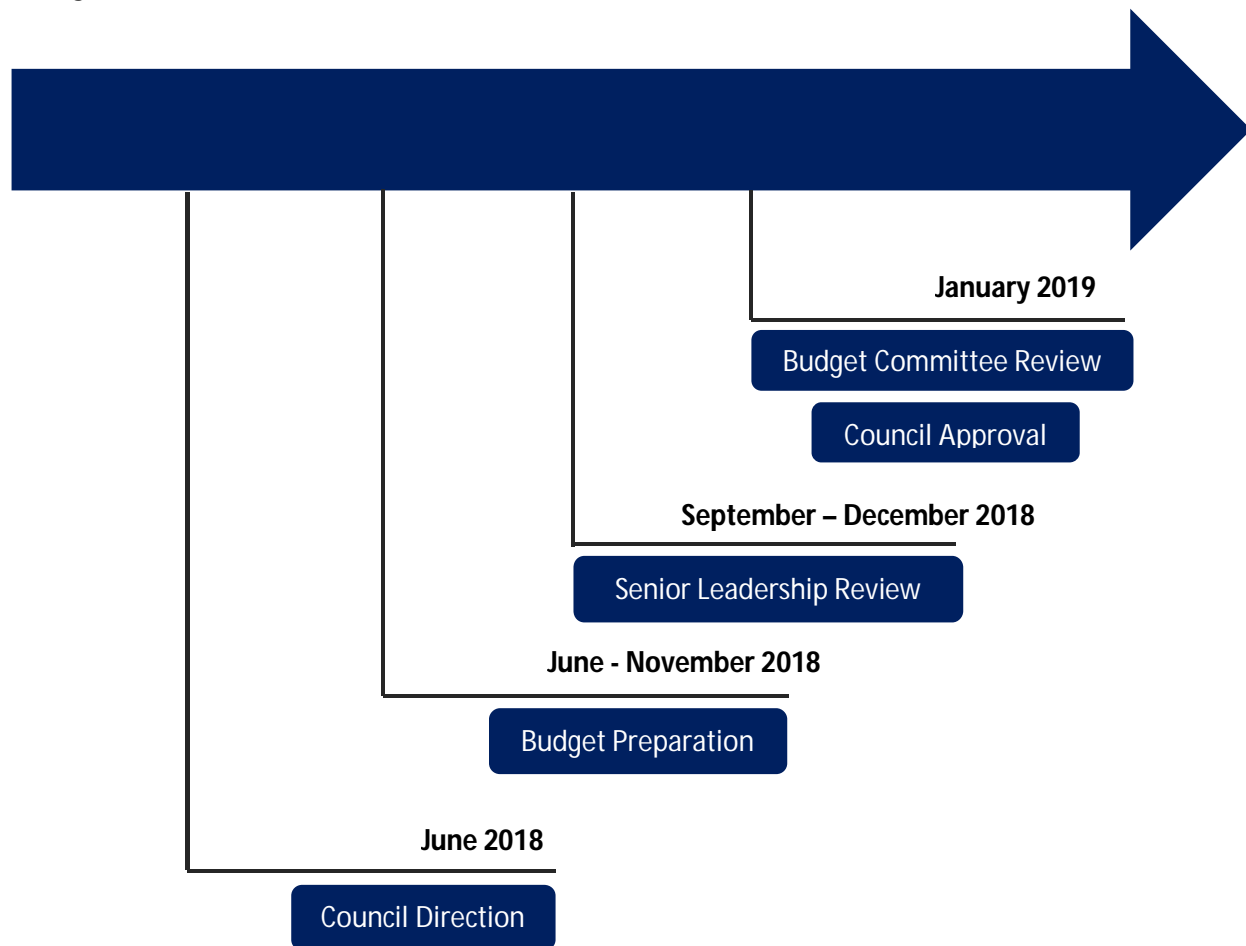
Unfunded Projects

Line	Department	Project Name	Forecast Year	Gross Cost
Library Services				
1	Library Services	Circulation Workroom Realignment	2019	177,600
2	Library Services	Book Vending Machine	2019	80,000
3	Library Services	Vision Georgetown Library Branch	2028	8,190,000
4	Library Services	Vision Georgetown Branch Opening Collection	2028	600,000
5	Library Services	Lib Mats Collection Developmnt	2028	25,000
Library Services Total				9,072,600
Transportation & Public Works				
6	Transportation & Public Works	Salt Storage Expansion	2019	100,000
7	Transportation & Public Works	New Equipment	2019	104,500
8	Transportation & Public Works	Infill Sidewalk Connections (Various Locations)	2019	50,000
9	Transportation & Public Works	Truck Wash Facility	2019	200,000
10	Transportation & Public Works	Somerville Road Lay-by Onstreet Parking	2019	60,000
Transportation & Public Works Total				514,500
Recreation & Parks				
11	Recreation & Parks	Barber Mill Park PH2	2019	98,800
12	Recreation & Parks	Miller Drive Park Phase 2	2020	190,000
13	Recreation & Parks	Berton Blvd Park PH2	2021	220,000
14	Recreation & Parks	Accessible Playground	2021	275,000
15	Recreation & Parks	AIP Revitalization Design & Engineering	2021	400,000
16	Recreation & Parks	AIP Revitalization Construction	2022	5,088,000
17	Recreation & Parks	GIP Revitalization Design & Eng	2021	400,000
18	Recreation & Parks	GIP Revitalization Construction	2022	5,000,000
19	Recreation & Parks	TSP Action Sports Park	2024	500,000
20	Recreation & Parks	Facility Space Provision	2025	4,500,000
21	Recreation & Parks	Tennis Court New Facility	2025	600,000
22	Recreation & Parks	Vision Georgetown Parks - Parkette (PK #4)	2026	200,000
23	Recreation & Parks	Vision Georgetown Parks - Neighborhood Park (NP #4)	2027	480,000
24	Recreation & Parks	Vision Georgetown - Community Centre	2028	5,000,000
25	Recreation & Parks	Trafalgar Sports Park Phase 6b	2026	20,306,000
26	Recreation & Parks	Vision Georgetown Parks - Parkette (PK #5)	2028	405,000
Recreation & Parks Total				43,662,800
Grand Total				53,249,900



SUPPLEMENTARY INFORMATION

Budget Time Line



Basis of Budgeting

The Town of Halton Hills prepares all financial information on an accrual basis in accordance with Canadian Public Sector Accounting Standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. This means that transactions and events are recognized in the period in which they occur. The Town, however, does not include a budget for amortization expenses, as permitted under Ontario Regulation 284/09 under the Municipal Act, 2001.

A supplementary report, required to be adopted prior to budget approval, is presented to Council annually, converting the Capital and Operating budgets into PSAB format, in order to meet the regulations of Ontario Regulation 284/09.

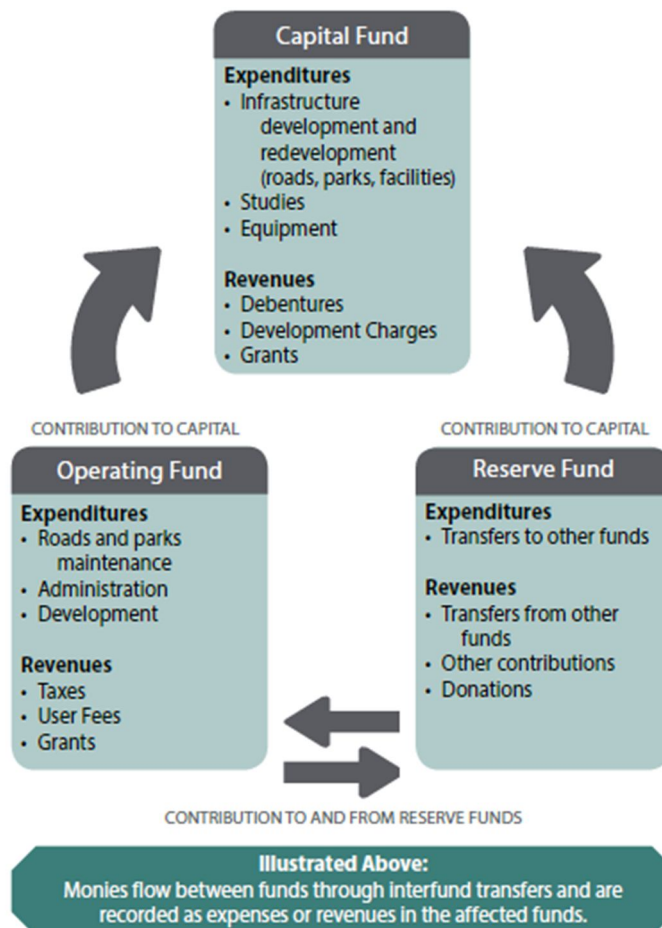
Fund Accounting

Financial information is prepared in accordance with a fund structure which consists of an Operating fund, Capital Fund and Reserve Funds. A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts, and raises or is granted its own money for its own purposes, and records its own expenditures. Separate fund accounting provides an increased measure of control over the assets of the fund by ensuring the assets are not inadvertently utilized by another fund.

Capital Fund is used to record all capital expenditures as well as the financing of these capital expenditures, including long term borrowing, grant funding and taxation monies raised specifically for capital expenditures.

Operating Fund is used to record all revenues and resources that are not otherwise accounted for in another fund. Unrestricted revenues such as taxes are recorded in the Operating Fund.

Reserve Funds are established to record assets that have been segregated for a specific purpose.



Budget Influences

The Town of Halton Hills annual budgets are influenced by various long-term plans, Town policies and external factors. The following information outlines the guidelines and specific budget influences that shaped the 2019 budget.

Community Based Strategic Plan

Council's goals and directives set the tone for the development of the budget document. Council has adopted the Town of Halton Hills Strategic Plan 2031 which is the basis for the Town's community vision and corporate mission.

Council's Strategic Plan is the blueprint to manage change in the Town over the next number of years. Along with the Long Range Financial Plan, it will guide future operating and capital budgets and other financial decisions. The implementation of new initiatives and/or services that Council decides to undertake in the future will be considered within the parameters of the vision and the priorities outlined in the plan.

Long Range Financial Plan

The Town of Halton Hills Long Range Financial Plan is an integral part of the Town's annual budget process. The direction of the annual budget process is consistent with the principles and policies of the plan.

The purpose of the Long Range Financial Plan is to provide a framework to guide Council and the Town's departments, boards and committees in their financial planning and decision-making processes. Through this, the goal is to improve and strengthen the long-term financial health of the Town.

Short Term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors such as rate changes for Town purchases are projected and communicated to cost centre managers for incorporation into the budget, if applicable.

Annual Operating Base Budget Impacts

Each year, departments consider factors that impact the Town's base operating budgets; that is, budgets that provide the same level of service and continue the existing operations of the department. To assist in this process, departments are provided with rolling three year actual expenditures to identify any opportunities for adjustment and net zero reallocations are permitted to better align current budget needs.

Employee compensation changes are also added as a base budget change. This is directly linked to existing staff and includes negotiated union contract adjustments for Fire and CUPE staff, economic adjustments for non-union staff, job rate progression (step increases) and benefit adjustments such as statutory deductions (CPP, EI, WSIB), pension rate adjustments and group benefits.

Corporate Strategic Planning Framework and 2019 Departmental Business Plans

During 2018, continued progress has been made in implementing the Corporate Strategic Planning Framework which Council approved in 2016.

The Corporate Strategic Planning Framework is the Town's integrated process to setting priorities, making strategic decisions, allocating and reallocating limited resources to best match Council's priorities. It promotes a strategic approach to developing budgets, ensuring accountability for deliverables, and monitoring and reporting on the Town's performance. The full implementation of the Framework will be iterative; new tools and processes will be launched over time.

Council, staff and residents will see significant benefits from the Framework's implementation, including the fast-tracking of implementing Council's priorities, better allocation of resources, more efficient and effective delivery of Town services, and high quality customer service.

The business plans ensure consistency between departments, highlight departmental priorities and work plans, facilitate the identification and response to upcoming opportunities and challenges, and strengthen alignment between work plans and Council's priorities.

Ultimately, a more strategic approach to budgeting will:

- Provide a better focus for the organization, as staff will clearly know what the corporate priorities are.
- Allocate and reallocate resources more effectively to match priorities.
- Provide Council and management with a better understanding of the significant volume of work taking place at the Town. This will assist with determining the links, gaps and duplication among various initiatives.

- Lead to more consistent and strategic decision making.
- Result in better decisions as to which projects should and shouldn't be undertaken, and which should be modified.
- Ensure accountability for delivering on Council priorities by measuring and reporting on key performance measures.
- Result in more effective delivery on Council and community priorities.

The Town of Halton Hills currently has external debt related to capital infrastructure issued by the upper-tier municipality, the Region of Halton, Southwestern Energy Inc. and the Federation of Canadian Municipalities (FCM).

Provincial limits on municipal debt are set based on a maximum percentage of revenues that may be used to service debt costs (e.g. interest and principal payments) on an annual basis. In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25 per cent of net revenues as calculated by the provincial Ministry of Municipal Affairs and Housing in the Towns' Annual Repayment Limit report (ARL). Currently, using this calculation, the Town of Halton Hills is at 10.4 per cent, well below the provincial limit.

There are key policies adopted by Council as it relates to debt issuance:

1. Future debt service payments will be made while ensuring the following:
 - The provision of essential services is not jeopardized
 - Financial flexibility is maintained by ensuring that there are sufficient revenues to accommodate unanticipated expenditures and revenue fluctuations
 - Outstanding debt obligations will not threaten long-term financial stability
 - The amount of outstanding debt will not place an undue burden on taxpayers
2. The Town's debt charges, including debt charges related to development charges, as a percentage of tax levy, will not exceed 10 per cent as considered acceptable by credit rating agencies.

Reserves and reserve funds are established by Town by-law and/or through Provincial legislation. Both reserves and reserve funds are considered during the annual operating and capital budget process and for the purpose of long-term planning. They are funded through annual contributions from the operating budget as well as external sources.

Reserves

Reserves are an allocation of accumulated net revenue. They are not associated with any specific asset and are generally used to mitigate the impact of fluctuations in costs and revenue. The Town currently has three different types of reserves:

- **Capital reserves** are a set of funds used to set aside money for the acquisition, repair and/or renewal of capital infrastructure. Funds are utilized to assist in the financing of infrastructure renewal, asset replacement costs identified by the Corporate Asset Management Plan, and to supplement capital funding to allow access to funding programs through other levels of government.
- **Operating reserves** are unrestricted funds set aside to provide for potential future planned or unplanned expenditures.
- **Stabilization reserves** are created to offset extraordinary and unforeseen expenditure requirements, and address volatility in the tax rate. They may also be used to fund revenue shortfalls and assist with the management of cash flows.

Reserve Funds

Reserve funds are segregated and restricted to meet a specific purpose. They represent monies set aside either through a municipal by-law or to meet a provincially legislated requirement. Interest earned on reserve funds must be allocated to the specific reserve fund that earned it. There are two types of reserve funds:

- **Obligatory Reserve Funds** shall be created whenever a statute or legislation requires that revenue received for special purposes are to be segregated from the general revenues of the Town. Obligatory reserve funds are created solely for the purpose prescribed for them.
- **Discretionary Reserve Funds** are established whenever Council wishes to set aside revenues to finance a future expenditure or to provide for a specific contingent liability, for which it has authority to spend money, so that the funds are available as required.

Reserve & Reserve Fund Listing:

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Obligatory Reserve Funds				
Development Charges	11	Legislated under the Development Charges Act to fund growth related capital costs.	Contributions received from Developers as per the DC By-Law.	Growth related capital costs identified in the DC Study.
- Transportation	12			
- Storm Water Management	13			
- Parking	14			
- Fire Services	15			
- Recreation & Parks	16			
- Library Services	17			
- Administration	18			
- Transportation Services	18			
Building Permit	21	To address likely ranges in year-to-year volatility of service volumes in accordance with the Building Code Act. The reserve is used to defer revenues received in advance of work being performed.	1. Annual revenue received in advance of associated expenses based on expense to revenue formula 2. Building permit fees collected between September and December are deferred to the following year	Activities that support the delivery of building permit services and are embedded in the building permit fee structure.
Canada Gas Tax Funding	22	To fund infrastructure capital projects in accordance with the terms of the Municipal Funding Agreement.	Federal Government contributions delivered through AMO	Eligible programs outlined in the Municipal Funding Agreement.
Deferred Federal Grants	23	To track revenues received from government grants and fund programs and capital projects identified in the grant agreements.	Government grant contributions	Eligible programs outlined in the government grant funding agreement.
Parkland: Cash-in-Lieu	25	To fund the acquisition of land for parks or to fund the development of parkland.	Contributions received in lieu of land being conveyed to the Town for parkland requirements as per the Planning Act	Purchase of land for parks or recreational purpose and development or redevelopment of land, parks and recreational facilities.
Public Benefits	26	To fund facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.	Provisions received in return for authorized increases in the height and density of development permitted by the Zoning By-law.	Purchase of or improvements to facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.

Discretionary Reserve Funds

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
John Elliott Award	60	Established in 1981, in memory of the late John Elliott, for the purpose of awards to students of Georgetown District High School.	One time donation of \$10,000 in memory of the late John Elliott	Guidelines on awards as outlined in By-law 81-153.
Capital Reserves				
Capital Replacement	39	To fund the replacement or extend the useful life of existing capital assets..	1. Annual operating contribution as informed by the Corporate Asset Management Plan 2. Gains on sale of buildings	Replacement or renewal of assets as identified and prioritized in the Corporate Asset Management Plan, or to minimize risk by completing emergency repairs. Major rehabilitation of existing buildings or assets.
Cemetery Development	66	To provide for the purchase, replacement and expansion of capital items related to Cemetery operations.	Annual operating contributions	Capital costs of future columbarium purchases and expansion as well as renewal costs of existing columbarium.
Equipment	52	To fund the replacement of the Town's rolling stock and equipment.	1. Annual operating contributions 2. Gains on sale of equipment	Purchase of operations vehicles and equipment, fire trucks, special transit buses, recreation equipment and vehicles, and by-law enforcement vehicles.
Library	74	To fund the Library non-growth capital projects and operating budget deficits for the Library.	1. Annual operating surplus from the Library 2. Additional funding will be provided by the Town to the Library Board should unplanned non-discretionary cost increases occur within any given budget year	Capital requirements of the Library as it relates to non-growth capital projects and annual operating budget deficits.
New Capital	40	To fund new capital assets.	1. Funded through the phase-out of the GTA pooling at the Region to a \$2M per year cap 2. Annual operating contribution 3. Gains on sale of surplus land	Supplement non-development charge costs of growth-related capital projects. Construction costs of new infrastructure.

Capital Reserves

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Public Art	79	To fund the installation of public art on Town-owned property or within Town-owned infrastructure in accordance with the Public Art Policy.	Annual operating contribution	Planning, design, fabrication and installation of public art on Town-owned property or within Town-owned infrastructure. The development and updating of a Public Art Master Plan.
Technology Replacement	31	To fund the replacement of computer hardware based on a replacement cycle and computer software acquisitions.	1. Annual operating contributions 2. Gains on sale of information technology equipment	Purchase of computer hardware and software outlined in the 10 year capital forecast and associated training costs.
Transportation Infrastructure	55	To fund the rehabilitation and replacement of transportation infrastructure assets.	Annual operating contribution	Replacement or rehabilitation costs to extend the useful life of transportation infrastructure assets including roads, sidewalks parking lots and associated assets.
Stabilization Reserves				
Contingency	34	To provide for unforeseen expenditures or uncertain liabilities including unplanned changes affecting the Town's operations.	Contribution of interest earned in excess of budgeted amount	Unforeseen and emergency expenditures as well as uncertain new expenditures.
Severe Weather Event	51	To set aside funding for winter control costs which exceed the Town's current year operating budget allocation.	Annual operating contribution	Annual winter control deficits or severe weather events.
Tax Rate Stabilization	36	To mitigate tax rate changes during the preparation of the annual operating budget and to protect the Town against unanticipated operating expenditures or to smooth expenditures that do not occur annually.	Annual operating contribution	One-time expenditures identified through the operating budget or annual operating deficits.

Operating Reserves

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Community Sustainability	77	To support community projects related to the environment and sustainability.	Donation from TransCanada Energy	Community projects that support Council's objectives related to the environment and sustainability. Includes the Corporate Sustainability Action Plan initiatives and funding for the Community Sustainability Investment Fund.
Fire Services	70	To support the incremental hiring of full time fire staff and increases to operating costs to support full time future operations of the Fire Department as the Town grows..	Annual operating contribution	Annual operating costs associated with hiring full time fire staff in the Fire Department. Contingencies to support changes to future operations of the department.
Georgetown Hospital Expansion and Renovation	38	To fund the debenture costs associated with the Town's share of the 2011 Georgetown Hospital redevelopment.	Annual operating contribution	Debenture payments for Georgetown Hospital redevelopment. Repayment to be completed in 2021.
Strategic Planning	41	To fund programs which support the strategic direction of Council.	Annual operating contribution	Capital projects and programs that support the strategic direction of Council as prioritized by the capital ranking of NTCA projects.
WSIB	32	The Town is classified as a "Schedule 2" employer and is responsible for the costs of its workers' compensation claims.	Annual operating contribution	Accident claims filed by employees who are injured in the workplace. Claims filed by employees or their survivors for work-related occupational diseases as set out in the applicable Regulation.

Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds & Trust Funds Status as of September 30, 2018

On July 17, 2018 Council approved changes to the General Reserve and Reserve Fund Policy, POLICY-2018-0004 through report no. CORPSERV-2018-0030. Changes included the amalgamation of various existing reserves, the addition of new reserves, and clarification around the intent and usage of reserves. Reserve balances will be reviewed during the last quarter of 2018 to ensure the balances align with the requirements of the reserve.

The attached schedules A to D illustrate the opening balances as at January 1, 2018, the activity from January to September 2018, un-booked commitments against the funds and any inter-fund borrowing.

The opening balance column reflects the balance of the reserves, discretionary reserve funds, obligatory reserve funds and trust funds that were reported in the published financial statements. This amount includes the final distribution of the 2017 operating surplus and it does not include any unrecorded amounts or inter-fund loans.

The activity from January to September 2018 includes the interest that has been earned on the reserves, discretionary reserve funds, obligatory reserve funds and trust funds during the period and movements in and out of the funds. The balances transferred between reserves as a result of the new reserve structure have been identified separately in the reserve amalgamation column.

The inter-fund loan column represents the cash borrowing between reserves and reserve funds. Reserves have currently loaned \$12,885,008 to cover shortfalls in the obligatory reserve funds and \$544,702 to the operating fund. The reserves will be repaid when additional obligatory reserve funds are received and when loan agreements are fulfilled.

Summary schedule A represents a summary of the detailed schedules B to D, with schedule B listing the Town's reserves and discretionary reserve funds, schedule C lists the obligatory reserve funds, and schedule D shows the trust funds that the Town administers.

Town of Halton Hills

Schedule A

Summary of Reserves, Reserve Funds and Trust Funds

September 30, 2018

								Estimated ²		
	Opening Bal ¹				Reserve	Balance	Interfund	Unbooked	Unbooked	Estimated Balance
Schedule	1-Jan-18	Interest	Additions	Reductions	Amalgamation	30-Sep-18	Loans	Additions	Commitments	31-Dec-18
Reserves (Schedule B)										
Capital Reserves	32,512,900	362,903	9,843,690	(11,953,760)	2,884,665	33,650,398	(12,340,734)	2,543,036	(537,965)	23,314,735
Amalgamated Reserves	2,263,949	367	603,348	(585,044)	(2,282,620)	-	-	-	-	-
Amalgamated Reserve Funds	632,045	-	-	(30,000)	(602,045)	-	-	-	-	-
Stabilization Reserves	3,013,608	-	1,298,308	(527,175)	525,299	4,310,040	-	169,925	(25,125)	4,454,840
Operating Reserves	5,752,882	451	2,489,813	(1,809,291)	-	6,433,855	(1,088,976)	785,300	(663,030)	5,467,149
Amalgamated Reserves	645,832	-	56,467	(177,000)	(525,299)	-	-	-	-	-
Discretionary Reserve Funds (Schedule B)										
Discretionary Reserve Funds	10,454	218	-	(300)	-	10,372	-	-	-	10,372
Obligatory Reserve Funds (Schedule C)										
Development Charges	(1,741,937)	112,194	2,001,789	(14,743,663)	-	(14,371,617)	12,885,008	1,652,990	(669,146)	(502,765)
Other Deferred Revenue	11,036,996	240,115	1,321,846	(3,260,379)	-	9,338,578	-	1,337,032	(47,870)	10,627,740
Reclassified Obligatory RF	27,860	587	-	-	(28,447)	-	-	-	-	-
Trust Funds (Schedule D)	5,084,115	109,239	163,603	(20,631)	-	5,336,326	-	-	-	5,336,326
Operating Fund					28,447	28,447	544,702			573,149
Grand Total	59,238,704	826,074	17,778,864	(33,107,243)	-	44,736,399	-	6,488,283	(1,943,136)	49,281,546

Notes:

1. 2017 closing balance reported in CORPSERV-2018-0016 was 57,752,034. The 2018 opening balances above include the final distribution to reserves of the 2017 operating surplus of \$1,486,670

2. Unbooked additions and commitments are estimated values

Town of Halton Hills

Reserves & Discretionary Reserve Funds

September 30, 2018

Schedule B

Reserve	Fund	Opening Bal ¹		Interest	Additions	Reductions	Reserve Amalgamation	Balance 30-Sep-18	Interfund Loans	Estimated ²		Estimated Balance 31-Dec-18
		1-Jan-18								Unbooked Additions	Unbooked Commitments	
Capital Reserves												
Capital Replacement	39	7,593,600	137,155	3,611,697	(6,102,861)	1,295,310	6,534,901	(887,291)	769,525	(19,482)	6,397,653	
Cemetery Development	66	65,094	-	31,178	(37,000)	-	59,272	-	10,393	-	69,665	
Equipment	52	1,338,366	-	886,474	(1,175,500)	471,801	1,521,141	-	299,343	-	1,820,484	
Library Capital	74	398,627	-	23,025	(45,699)	-	375,953	-	17,175	-	393,128	
New Capital	40	20,868,823	225,748	3,205,393	(1,995,705)	489,682	22,793,941	(11,453,443)	797,925	(512,733)	11,625,690	
Public Art Reserve	79	5,230	-	37,500	-	-	42,730	-	12,500	-	55,230	
Technology Replacement	31	846,408	-	305,421	(599,745)	-	552,084	-	65,175	-	617,259	
Transportation Infrastructure	55	1,396,752	-	1,743,002	(1,997,250)	627,872	1,770,376	-	571,000	(5,750)	2,335,626	
Total Capital Reserves		32,512,900	362,903	9,843,690	(11,953,760)	2,884,665	33,650,398	(12,340,734)	2,543,036	(537,965)	23,314,735	
Stabilization Reserves												
Contingency	34	-	-	668,000	-	-	668,000	-	-	-	668,000	
Severe Weather Event	51	750,000	-	-	-	-	750,000	-	-	-	750,000	
Tax Rate Stabilization	36	2,263,608	-	630,308	(527,175)	525,299	2,892,040	-	169,925	(25,125)	3,036,840	
Total Stabilization Reserves		3,013,608	-	1,298,308	(527,175)	525,299	4,310,040	-	169,925	(25,125)	4,454,840	
Operating Reserves												
Community Sustainability Reserve	77	96,001	451	60,987	(135,587)	-	21,852	-	-	-	21,852	
Fire Services	70	4,242,373	-	2,140,076	(1,656,774)	-	4,725,675	(1,088,976)	689,050	(374,239)	3,951,510	
Georgetown Hospital Exp & Reno	38	468,688	-	251,250	(16,930)	-	703,008	-	83,750	(288,791)	497,967	
Strategic Planning	41	300,000	-	-	-	-	300,000	-	-	-	300,000	
WSIB	32	645,820	-	37,500	-	-	683,320	-	12,500	-	695,820	
Total Operating Reserves		5,752,882	451	2,489,813	(1,809,291)	-	6,433,855	(1,088,976)	785,300	(663,030)	5,467,149	
Reserves Amalgamated into Capital Reserves ³												
Furniture	37	232,554	-	47,867	(53,000)	(227,421)	-	-	-	-	-	
Transit & Transportation	53	123,278	-	-	-	(123,278)	-	-	-	-	-	
Municipal Parking Lots	56	25,462	367	-	(2)	(25,827)	-	-	-	-	-	
Building Repair and Maintenance	61	1,032,043	-	356,766	(376,000)	(1,012,809)	-	-	-	-	-	
Ice Resurfacers	62	305,850	-	61,500	(18,827)	(348,523)	-	-	-	-	-	
Arena Surcharge Reserves	63	489,682	-	137,215	(137,215)	(489,682)	-	-	-	-	-	
Theatre	64	55,080	-	-	-	(55,080)	-	-	-	-	-	
Total Reserves Amalgamated into Capital		2,263,949	367	603,348	(585,044)	(2,282,620)	-	-	-	-	-	

Town of Halton Hills

Schedule B

Reserves & Discretionary Reserve Funds (continued)

September 30, 2018

September 30, 2018

Reserve	Fund	Opening Bal ¹		Additions	Reductions	Reserve Amalgamation	Balance 30-Sep-18	Interfund Loans	Estimated ²		Estimated Balance 31-Dec-18
		1-Jan-18	Interest						Unbooked Additions	Unbooked Commitments	
Reserves Amalgamated into Operating Reserves³											
Self Insurance	30	134,324	-	56,467	-	(190,791)	-	-	-	-	-
Election	35	161,508	-	-	(67,000)	(94,508)	-	-	-	-	-
OMB Hearing Reserve	78	350,000	-	-	(110,000)	(240,000)	-	-	-	-	-
Total Reserves Amalgamated into Operating		645,832	-	56,467	(177,000)	(525,299)	-	-	-	-	-
Total Reserves		44,189,171	363,721	14,291,626	(15,052,270)	602,045	44,394,293	(13,429,710)	3,498,261	(1,226,120)	33,236,724
Discretionary Reserve Fund											
John Elliott Award	60	10,454	218	-	(300)	-	10,372	-	-	-	10,372
Total Discretionary Reserve Funds		10,454	218	-	(300)	-	10,372	-	-	-	10,372
Reserve Fund Amalgamated into Capital Reserves³											
Engineering Capital Projects	50	632,045	-	-	(30,000)	(602,045)	-	-	-	-	-
Total Amalgamated Reserve Funds		632,045	-	-	(30,000)	(602,045)	-	-	-	-	-
Total Discretionary Reserve Funds		642,499	218	-	(30,300)	(602,045)	10,372	-	-	-	10,372
Total Reserves & Discretionary Reserve Funds		44,831,670	363,939	14,291,626	(15,082,570)	-	44,404,665	(13,429,710)	3,498,261	(1,226,120)	33,247,096

Notes:

1. 2017 closing balance reported in CORPSERV-2018-0016 was 57,752,034. The 2018 opening balances above include the final distribution to reserves of the 2017 operating surplus of \$1,486,670

2. Unbooked additions and commitments are estimated values.

3. Reserves and reserve funds were amalgamated with other reserves to align with the new reserve structure as per report CORPSERV-2018-0030.

Reserve and Reserve Funds

2019

Town of Halton Hills
Obligatory Reserve Funds
 September 30, 2018

Schedule C

September 30, 2018

									Estimated ²		
Reserve Fund	Fund	Opening Bal ¹ 1-Jan-18	Interest	Additions	Reductions	Balance Reclass	Balance 30-Sep-18	Interfund Loans	Unbooked Additions	Unbooked Commitments	Estimated Balance 31-Dec-18
Obligatory Reserve Funds											
Development Charges											
Transportation Services	11	6,185,595	73,227	1,416,834	(6,962,110)		713,546	(96,207)	634,796		1,252,135
Storm Water Management Services	12	(732,049)	2,434	45,226	(153,165)		(837,554)	947,725	18,651		128,822
Municipal Parking Services	13	(321,834)	10,627	11,009	-		(300,198)	342,589	5,053		47,444
Fire Protection Services	14	(1,241,296)	3,051	107,801	(427,626)		(1,558,070)	1,088,976	48,936	-	(420,158)
Recreation and Parks Services	15	(6,302,751)	17,651	278,181	(5,846,310)		(11,853,229)	10,351,383	795,881	(482,802)	(1,188,767)
Library Services	16	(252,196)	2,094	36,686	(186,344)		(399,760)	250,542	105,571	(186,344)	(229,991)
Administration Services	17	918,987	3,006	102,382	(1,168,108)		(143,733)	-	42,418		(101,315)
Transit Services	18	3,607	104	3,670	-		7,381	-	1,684		9,065
Total Development Charges ³		(1,741,937)	112,194	2,001,789	(14,743,663)	-	(14,371,617)	12,885,008	1,652,990	(669,146)	(502,765)
Other											
Building Permit	21	5,589,600	106,065	55,342	(933,256)		4,817,751		397,301	(39,945)	5,175,107
Deferred Federal Grants	23	-	1,489	225,988	-		227,477		-	-	227,477
Canada Gas Tax Funding	22	699,177	33,584	939,731	(2,273,348)		(600,856)		939,731	-	338,875
Parkland: Cash-in-Lieu	25	4,748,219	98,977	100,785	(53,775)		4,894,206		-	(7,925)	4,886,281
Total Other Reserve Funds		11,036,996	240,115	1,321,846	(3,260,379)	-	9,338,578	-	1,337,032	(47,870)	10,627,740
Obligatory Reserve Fund Reclassed ⁴											
Ontario Street	20	27,860	587	-	-	(28,447)	-		-	-	-
Total Reserve Fund Reclassed		27,860	587	-	-	(28,447)	-	-	-	-	-
Total Obligatory Reserve Funds & Deferred Revenue											
Deferred Revenue		9,322,919	352,896	3,323,635	(18,004,042)	(28,447)	(5,033,039)	12,885,008	2,990,022	(717,016)	10,124,975

Notes:

1. 2017 closing balance reported in CORPSERV-2018-0016 was 57,752,034. The 2018 opening balances above include the final distribution to reserves of the 2017 operating surplus of \$1,486,670
2. Unbooked additions and commitments are estimated values.
3. Total year end balance for Development Charges as per Development Charges Act cannot be in a deficit position. Additional interfund loans will be required to fund a year end deficit.
4. Obligatory reserve fund related to Ontario Street funding has been reclassified to deferred revenue as per report CORPSERV-2018-0030 in the operating fund.

Town of Halton Hills

Trust Funds

September 30, 2018

Schedule D

								Estimated ¹		
Trust Fund	Fund	Opening Bal 1-Jan-18	Interest	Additions	Reductions	Balance 30-Sep-18	Interfund Loans	Unbooked Additions	Unbooked Commitments	Estimated Balance 31-Dec-18
Trust Funds										
Fairview Cemetery	80	490,615	10,433	9,894	(5,217)	505,725				505,725
Fairview Monuments	81	76,302	1,617	1,350	-	79,269				79,269
Greenwood Cemetery	82	1,084,963	22,981	15,715	(11,491)	1,112,168				1,112,168
Greenwood Monuments	83	185,151	3,924	1,900	-	190,975				190,975
Hornby Presbyterian Cemetery	84	841	18	-	(9)	850				850
Limehouse Presbyterian Cemetery	85	32,807	694	900	(898)	33,503				33,503
Limehouse Presbyterian Monuments	86	3,907	80	-	(107)	3,880				3,880
Union Presbyterian Cemetery	87	3,342	70	-	-	3,412				3,412
Union Presbyterian Monuments	88	905	19	-	-	924				924
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	17,599	352	-	(2,909)	15,042				15,042
Transportation Maintenance	95	2,801,470	60,687	117,794	-	2,979,951				2,979,951
Gateway Feature	96	149,387	3,370	16,050	-	168,807				168,807
Private Traffic Signal Maintenance Fund	97	236,826	4,994	-	-	241,820				241,820
Total Trust Funds		5,084,115	109,239	163,603	(20,631)	5,336,326	-	-	-	5,336,326

Notes:

1. Unbooked additions and commitments are estimated values

Special Tax Levies are established by the Town to assist with programs of a designated or specific purpose. The Town currently has six such levies and is proposing the introduction of a seventh in the 2019 budget year; the Georgetown Hospital, Fire Services, Pavement Management, Infrastructure, Arenas, Fair Workplaces, Better Jobs Act 2017 and the Infrastructure Gap Special Levies.

The Georgetown Hospital Levy was created in 2011 to fund the Georgetown renovation and expansion project as outlined in report ADMIN-2011-0020.

The Fire Services Levy was created in 2006 to support the hiring of fire personnel and the debenture payments on construction of the new fire halls. Increases to the levy have been halted in the 2019 budget year, as a result of the acceleration of the objectives of the Fire Services Master Plan.

The Pavement Management Levy was created in 2003 to fund the Pavement Management Program as outlined in report ENG-2003-0015.

The Special Infrastructure Levy was created in 2008 to fund the construction and/or maintenance of Town community infrastructure as outlined in report ADMIN-2008-0002.

The Arena Program Levy was created to raise funds necessary for the financing of the construction program. This levy began in 2013 and will continue for the duration of the debenture payments.

The Fair Workplaces, Better Jobs Act, 2017 Levy was created in 2018 to support the legislated increases in the minimum wage and benefits for part-time staff.

The Infrastructure Gap Levy is recommended for the 2019 budget year at 0.6% of the net tax levy in order to address long term capital needs for replacement infrastructure as identified in the Corporate Asset Management Plan.