



TOWN OF
HALTON HILLS
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REPORT

TO: Chair and Members of the Budget Committee

FROM: Amy Prueter
Budgets and Financial Reporting Supervisor

DATE: November 12, 2021

REPORT NO.: CORPSERV-2021-0041

SUBJECT: 2022 Proposed Capital and Operating Budget and Business Plans

RECOMMENDATION:

THAT Report No. CORPSERV-2021-0041 dated November 12, 2021 regarding the 2022 Proposed Capital and Operating Budget and Business Plans be received;

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

AND FURTHER THAT Council approve a new special levy of 0.75% to assist with the funding of rising insurance costs;

AND FURTHER THAT Council approve a 0.6% increase to the existing infrastructure gap special levy;

AND FURTHER THAT Council approve a total net levy increase of \$58,959,300, 4.65% for the Town portion of the 2022 Operating Budget, noting that this excludes any increases related to provisions for the Acton and Georgetown Business Improvement Associations (BIA), the Region of Halton or Education; a combined overall net levy increase of 2.83% can be anticipated based on the proposed Town rate of 4.65%, preliminary Regional budget directions of 2.0% and a 0% education increase

AND FURTHER THAT Council approves a one-time re-direction of \$421,000 from the pavement management program to assist with the funding of rising insurance costs in 2022;

AND FURTHER THAT staff be directed to transfer \$156,000 of 2022 base budget funding related to the new transit service agreement with the Town of Milton, to the pavement management reserve should it not be approved by their Council;

AND FURTHER THAT the Acton BIA expenditures included in the 2022 budget be approved in the gross amount of \$140,009.50, with a tax levy of \$101,818.50;

AND FURTHER THAT the Georgetown BIA expenditures included in the 2022 budget be approved in the gross amount of \$268,250, with a net tax levy of \$212,000;

AND FURTHER THAT the 2022 Capital Budget in the amount of \$27,388,100 be approved;

AND FURTHER THAT the nine year, 2023-2031 Capital Budget forecast in the amount of \$427,061,500 be approved in principle subject to an annual review;

AND FURTHER THAT staff be authorized to proceed with the capital program, with any acquisitions or approval of awards being subject to the usual Town policies, by-laws, and procedures governing same receipt of final approval of Council where required;

AND FURTHER THAT Council approve the establishment of a Growth Stabilization Fund to facilitate the deferral and use of development application and agreement fee revenues.

KEY POINTS:

The following are key points for consideration with respect to this report:

- The 2022 net operating budget is \$58,959,300 which is an increase of \$2,619,800 or a 3.9% base budget increase plus a special levy for insurance purposes of 0.75%, totaling 4.65% (Town portion) after assessment growth over the 2021 budget.
- The base levy increase is consistent with the Long-Range Financial Plan (LRFP) target of 3.9% and covers inflationary increases required to maintain existing service levels and operational needs related to increased demand. The rising insurance costs which fall outside of current national inflationary trends and the Town's financial plan require the addition of a 0.75% dedicated special levy to mitigate this exposure.
- The combined tax rate increase is 2.83% after factoring the Regional and Board of Education rate increases, representing estimates of 2.0% and 0.0% respectively.

- The 2022 capital budget is \$27,388,100 which is an increase of \$5,278,400 from the 2021 budget. The 2021 budget was focused on the completion of prior year projects which were deferred due to the COVID-19 pandemic. The 2022 capital program reflects a return to pre-pandemic levels in terms of dollars and volume.
- The budget will continue to support a fiscally sound approach to building reserves and managing debt, in accordance with the Town's policies and the Long-range Financial Plan.
- The budget includes strategic operating and capital investments in Council's priority areas with respect to:
 1. Shaping growth
 2. Transportation
 3. Climate change and the environment
 4. Fiscal and corporate management
 5. Local autonomy and advocacy
 6. Ensure a vibrant agricultural community
 7. Youth and seniors' initiatives
- Staff will continue to monitor the COVID-19 situation carefully and work to mitigate any financial impact to the Town.

BACKGROUND AND DISCUSSION:

The Town's operating and capital budgets are the primary documents that support efficient, effective and economical service delivery. In developing Town budgets, staff considers appropriate levels of service, Council's strategic priorities, key corporate plans such as the Asset Management Plan and Corporate Energy Plan, departmental business plans and targets established through the Long-Range Financial Plan.

As in previous years, the 2022 budget document evolved through an iterative and collaborative process between Council members, the CAO and senior staff. In the spring, a training session was held to ensure staff had a full understanding of the budget process before detailed work commenced.

Throughout the summer, each department carefully reviewed their operations, as well as rates and fees to seek efficiencies, with the resulting savings included in the 2022 budgets. In addition, the Budget Review Committee representing staff from all departments met to consider proposed capital projects and prioritize them in accordance with an established decision-making tool. Priority projects were recommended to the Senior Management Team on July 21, 2021.

On September 20, 2021, staff presented the 2021 Budget Directions report (CORPSERV-2021-0030) to Council. This report outlined the resources necessary to continue with existing levels of service and address the priorities identified by Council, while also recognizing the challenges associated with limited assessment growth, lower

revenues from development charges, and large non-discretionary cost increases, particularly in insurance premiums and WSIB reserve contributions.

During the week of November 22, staff held ward-specific meetings with Members of Council. The intent was to provide members of Budget Committee with an opportunity to hear from the CAO, the Town Treasurer, and members of the Senior Management Team and also to provide a forum for any budget-related questions.

The 2022 preliminary operating budget is summarized in Appendix A and the 2022 capital budget plus a nine-year forecast (2023 – 2031) are shown in Appendix B.

Important to note are Council's referrals to the Budget Committee. Staff monitors referrals and incorporates them into the upcoming budget where appropriate; these referrals then become part of the budget for Budget Committee to consider and approve. Appendix C lists the various items that have been referred to Budget Committee during 2021 and provides an update on the status of those initiatives as they pertain to the 2022 budget.

The Business Improvement Associations submit their annual budgets to their respective boards for approval and are included with the Town's 2022 operating budget so that the appropriate amounts can be levied. Acton BIA's budget is provided in Appendix D and Georgetown BIA's budget is provided in Appendix E.

A. Proposed Tax Levy

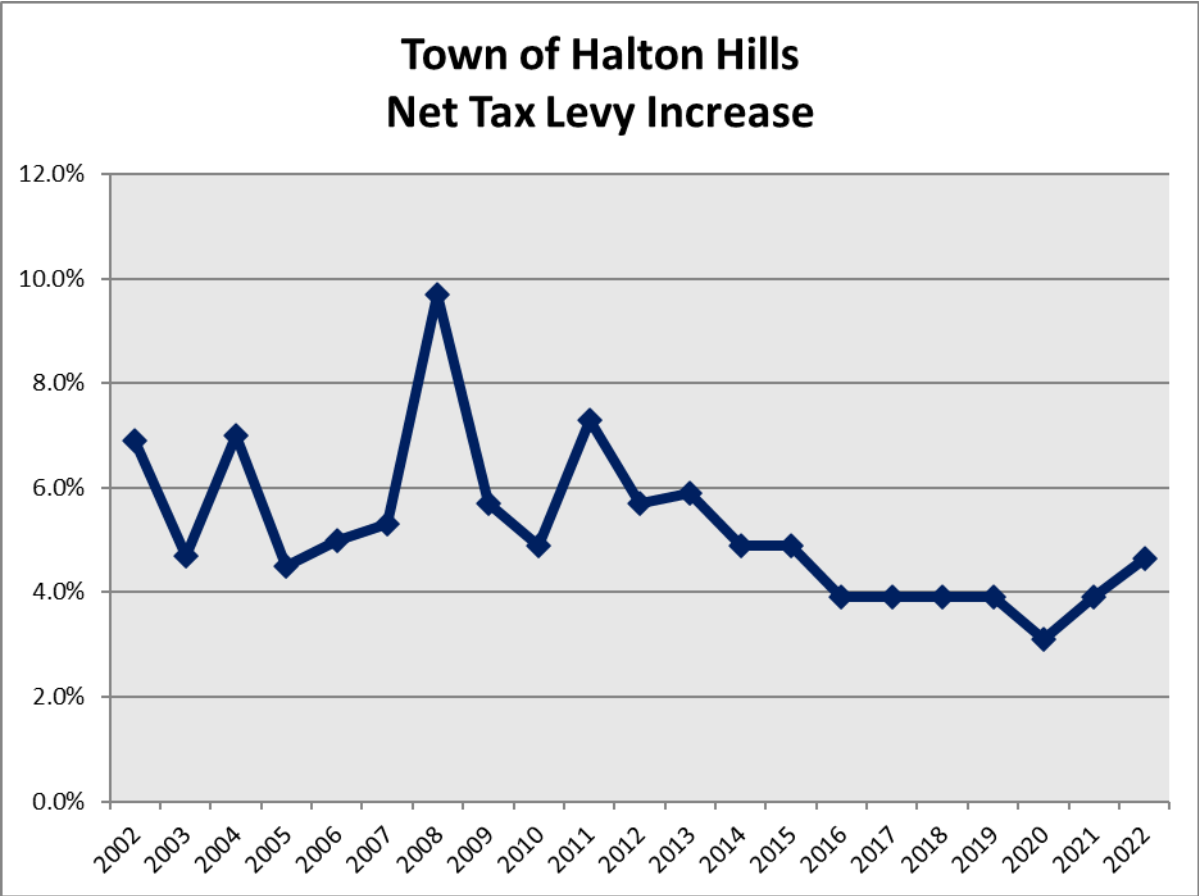
The 2022 operating budget is being presented at a net levy increase (Town portion) of 4.65% and is comprised of a net base operating budget increase of 3.3%, a new 0.75% special levy to address increasing insurance costs, and a 0.6% increase to the existing infrastructure gap special levy.

The Town portion of the 2022 budget was prepared in consideration of a maximum tax levy increase of 3.9% as per the Budget Directions report CORPSERV-2021-0030 which was approved by Council.

Council also directed staff through the budget directions to look for additional sources of funding to address the increases related to liability insurance and WSIB self-insurance. Following a detailed staff review which focused on maintaining existing service levels, incorporating new strategic priorities within the confines of limited assessment growth, it was determined that an additional tax increase of 0.75% beyond the planned 3.9% would be required, in the form of a special levy to support the 2022 operating budget.

The combined impact on the 2022 operating budget from the increase in liability insurance and WSIB self insurance costs is \$843,000. Staff is recommending that \$422,000 of this shortfall be funded through the aforementioned 0.75% special insurance cost levy and the remaining \$421,000 be funded and by a one-time redirection of funds from the pavement management capital program to the operating budget.

Through the addition of the new special levy, the Town can maintain existing levels of service at a similar rate to the Bank of Canada Consumer Price Index (CPI) for inflation. This has been achieved through effective financial management including aggressive debt re-payment, the building of reserves, the reduction of costs, and continuous improvement strategies. The following graph shows the Town's tax rate increases over a 21-year horizon:



The 4.65% increase equates to a net levy amount of \$58,959,300. This is a net tax increase per \$100,000 of assessment of \$17. When blended with the proposed Regional increase of 2.0% and 0% school boards increase, this results in an estimated residential tax increase of 2.83%, or a \$23 increase per \$100,000 of residential assessment.

The Region of Halton tax increase is subject to change and will be reviewed by Regional Council on December 8, 2021.

**PROPERTY TAX IMPACT
2022 OPERATING BUDGET
(Per \$100,000 CVA)**

	2021 Final Budget¹	2022 Preliminary Budget	\$ Change	% Change
Town	\$364	\$381	\$17	4.65%
Region ²	\$279	\$285	\$6	2.00%
Education ³	\$153	\$153	\$0	0.00%
Total	\$796	\$819	\$23	2.83%

Notes:

1. Adjusted for 2021 final tax rate
2. Based on Regional 2022 proposed budget
3. Based on 2021 education rates

B. Operating Budget Highlights

The preliminary operating budget was prepared in consideration of the following challenges and opportunities for 2022:

- COVID-19 impacts to operations and funding from the COVID-19 Safe Restart Agreement grants have not been included in the 2022 operating budget. The operating impacts will be tracked based on actual costs incurred and will be reported as a variance to budget for 2022 if applicable.
- A minimal increase of 0.5% in assessment growth for 2022, adds additional tax revenues of \$300,000 related primarily to the addition of new residential building construction.
- An increase of \$1,158,200 for compensation and benefits includes previously approved union contract adjustments, performance increments, job evaluation changes, a proposed non-union economic adjustment of 1.5% phased in over 6 months (0.75% January 1, 2022 and 0.75% July 1, 2022) and a decrease in benefit costs associated with the transition to a new benefit provider.
- The final stage in conversion of the ActiVan service to an in-house service represents a \$190,500 increase in staffing costs.
- The conversion of two contract positions to permanent FTEs is needed to deliver services at a cost of \$104,500.

- The addition of four full time and one contract position are required to support operations as the Town prepares for growth through intensification, Vision Georgetown and the Premier Gateway expansion. Financing for these positions will come from the new Growth Stabilization Fund as discussed below.
- Continuation of existing 2021 contractual positions to be funded from previously approved funding sources or through the Tax Rate Stabilization reserve where required to maintain service levels.
- A \$843,000 increase to support increase in insurance and WSIB provision:
 - \$225,000 increase in contributions to the WSIB Self-Insurance reserve as approved through report CORPSERV-2021-0007, which will help mitigate the risk related to the exit of insurance providers from the market that offer excess indemnity insurance coverage.
 - A \$618,000 increase to finance continuously rising insurance costs in the base budget. As discussed in CORPSERV-2021-0030 (2022 Budget Directions), despite mitigation measures put in place by the Town, liability insurance premiums are expected to increase up to 30% due to the industry trend of increasing rates.
 - Financing of the combined impact of liability insurance and WSIB (\$843,000) has been provided through the creation of a 0.75% or \$422,000 special levy and a one-time redirection of \$421,000 of capital funding from the pavement management program to the operating budget. A program reduction is not anticipated due to savings from prior years.
- The first year of the Senior Services Delivery Review implementation as approved by Council (RP-2020-0027) has been included at a cost of \$24,300. The implementation will phase in the removal of staffing costs at the Hillview Active Living Centres over an 8-year budget plan between 2022 and 2029.
- A projected base budget impact of \$192,800 for inflationary pressures on existing services based on the forecasted inflation of 2.0% for 2022, as well as increases in materials and supplies required to maintain service levels.
- A \$338,000 (0.6%) special levy increase to continue to address the infrastructure gap identified in the 2018 State of Infrastructure Report (report no. RP-2019-0001).

- Gross contributions to reserves in the total amount of \$12.6M are planned as per the minimum targets outlined in the LRFP.

Reserve	2022 Total Annual Contribution
Capital Reserves	10,200,523
Stabilization Reserves	1,386,400
Operating Reserves	1,012,045
Total	12,598,968

- Operating impacts of previously approved capital projects amount to an annual increase of \$430,400. These costs include annual license fees for software systems, introduction of new online services for residents and businesses, and the operating and maintenance costs of new assets constructed in the Town.
- Increasing levels of service or new services require additional operating and capital funding as follows:
 - A \$174,000 increase (\$156,000 for transit services and \$18,000 for maintenance of transit infrastructure) to introduce a conventional transit route along Steeles Ave to support the expansion of transit services and greater regional connectivity for residents and businesses. It should be noted that this service will be provided through a service agreement with the Town of Milton, which is subject to 2022 budget approval by Milton Council.
 - The implementation of the Equity, Diversity and Inclusion (EDI) strategy and the Truth and Reconciliation (TR) strategy includes one-time costs of \$133,200 and an ongoing annual operating budget impact of \$45,000.
 - Fire Services will be implementing the Fire Station Staffing Plan pilot project at a cost of \$249,400 to better align and deploy staff within the Georgetown urban area. The pilot project will be fully funded from the Fire Services Reserve, resulting in no direct tax impact increases for 2022.
 - A combined cost of \$44,800 in enhanced service delivery or new service requests is planned to provide Sunday cooling centres at the Library; a new training platform for Fire Services staff; a new public art operating budget provision; and an additional crossing guard at Barber and Danby Road East.

C. Special Levies

Special levies are raised to provide a funding source that directs tax levies to a specific purpose or objective. For the 2021 tax year, the Town had several special levies in place, one of which has now fulfilled the original purpose.

The Arena Program Special Levy which was created through the combination of two special levies has now fulfilled its original intent. The final \$228,900 of the arena levy has now ended and will be incorporated into the financial sustainability special levy resulting in an annual levy of \$1,599,700 as per report CORPSERV-2020-0042 (2021 Proposed Capital and Operating Budget and Business Plan). At this time, the levy is required for the ongoing financial sustainability of the Town.

The Insurance Special Levy is being proposed through the 2022 budget to fund non-discretionary cost increases in insurance premiums and the need to establish self-insurance reserves to mitigate the risk of presumptive WSIB claims.

D. Capital Budget Highlights

The capital budget is developed in consideration of Council's strategic priorities, the capital forecast approved in principle as part of the 2021 budget, the Corporate Asset Management Plan, the Corporate Energy Plan, department strategic plans, as well as in-year Council and Committee reports. The Town's 2022 capital budget was prepared with a focus on affordability and timing.

The proposed 2022 capital budget amounting to \$27,388,100, is funded predominantly through capital reserves, followed by development charges, gas tax and special levies. The funding strategy is based on many factors including an analysis of the timing and mix of projects and a reserve cash flow analysis undertaken as part of the 2021 LRFP update.

The table shown below summarizes the proposed capital budget by department and the associated funding sources:

Town of Halton Hills 2022 Capital Budget Projects within Funding Guidelines							
Department	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	OCIF	Gas Tax	Other
Office of the CAO	1,856,700	30,000	24,000	1,802,700	-	-	-
Corporate Services	975,900	15,000	-	958,900	-	-	2,000
Library	688,400	399,000	25,000	264,400	-	-	-
Fire Services	981,000	128,000	-	853,000	-	-	-
Transportation & Public Works	15,210,100	1,274,100	2,566,000	6,156,000	1,580,000	3,370,000	264,000
Planning & Sustainability	20,000	-	17,000	3,000	-	-	-
Recreation & Parks	7,656,000	58,000	1,524,000	5,144,000	-	730,000	200,000
Totals	27,388,100	1,904,100	4,156,000	15,182,000	1,580,000	4,100,000	466,000

The following strategic investments have been made through the capital budget to support Council's priorities:

Council's Priorities	\$
Climate Change & Environment	1,459,700
Fiscal & Corporate Management	11,505,400
Local Autonomy & Advocacy	261,400
Shaping Growth	463,500
Transportation	12,950,100
Youth & Senior Initiatives	748,000
	<u>27,388,100</u>

The highest value projects scheduled for 2022 total \$12,917,100 and are highlighted in the following table. These ten projects account for approximately 47% of the total proposed capital budget.

Project No.	Project Name	Total Cost
6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	4,100,000
6200-16-0104	Pavement Management	1,535,100
6500-06-0102	Equipment Replacement	1,341,000
6200-16-2106	Mountainview Rd Resurfacing - John-Maple	1,200,000
6200-26-1911	#23 6th Line Culvert Replacement	1,000,000
6200-16-1809	Guelph St/Sinclair Ave Intersection Improvements	925,000
8251-02-2224	MMSP LCDB Phased Dehumidification	841,000
6100-16-2107	Cycling Infrastructure on Maple Ave	775,000
5900-25-2203	Replace Tanker 742 (T3)	600,000
8500-11-1504	MMSP Skatepark Revitalization & Renewal	600,000
Total		12,917,100

E. Operating Budget Impacts of the Capital Budget

Capital projects can impact the operating budget. For example, new software may have an associated subscription fee or new assets may require maintenance. There is an operating budget impact of \$430,400 in 2022 due mainly to prior year approved capital projects. The proposed 2022 capital budget will also have an operating impact of \$70,800 on future operating budgets.

The following table provides greater detail on the operating impacts in 2022 as well as impacts in future operating budgets:

Prior Year Capital Projects

Operating Budget Impacts		
Project	2022 Impact	2023 Impact
Prior Year Capital Budget Operating Impacts		
2300-05-2002 AMIS Implementation	199,800	
7300-25-2107 CEP - EV CarPool Vehicle and Staff Training	600	
2300-05-3202 Citizen Engagement-Tax System	10,000	
6800-05-1601 ActiVan Transit Software	6,000	
Various Public Works Labour	54,000	
8251-02-1802 MMSP Low E Ceiling	(6,000)	
Energy savings transfer to Green Revolving Fund	6,000	
1100-10-2102 Maintenance fee for Tourism website	10,000	
2300-05-0103 Microsoft Licencing Fees	100,000	
2300-10-2104 Digitization of Application Process	50,000	50,000
2300-05-0107 AVL Ph 3 – Winter Maintenance Vehicles Camera Implement		4,300
6100-22-1805 Trucking Strategy Implementation		5,000
8500-11-2003 Tolton Lands Redevelopment		10,000
Total Operating Impacts	430,400	69,300

Proposed 2022 Capital Budget Impacts

Operating Budget Impacts		
Project	2022 Impact	2023 Impact
Transportation & Public Works		
6100-16-2106 Steeles Ave Corridor Transit Infrastructure	18,000	18,000
6100-16-0103 School Zone Traffic Calming Program		1,000
6100-17-1801 Infill Sidewalk Connections		2,000
6100-21-1701 Rural Intrsection Streetlighting		1,000
6100-22-1805 Trucking Strategy Implementation Ph 1		3,000
6100-23-1602 Active Transportation Promotion & Education		2,000
6100-23-2401 Active Transportation Improvements		2,000
6100-28-1516 Neighbourhood Traffic Calming		2,000
6100-28-1703 Pedestrian Crossings		3,000
6100-28-1808 Mandated AODA Accessible Traffic Signals		6,000
6100-28-2103 5 Side Road and Fourth Line Traffic Signal		2,000
6200-22-2201 Weather & Flow Monitoring Stations		3,500
Recreation & Parks		
8500-11-0105 Irrigation System Replacement		600
8500-11-1504 Skatepark Revitalization & Renewal		2,500
8500-11-1807 Rennie St. Park Ph 2		4,000
8500-11-1912 Park Pathway Revitln & Renewal		700
8500-11-2113 Mill Street Parkette		3,000
8500-11-2207 Facility Flag Poles		500
8500-11-2208 Outdoor Ice Rinks - Servicing Requirements		2,000
8500-13-0106 Play Equipment Replacement		2,000
8500-24-0103 Trails Development: Fairy Lake		4,000
8500-24-0104 Trails Development: TSP Link		2,000
8500-24-0105 Trails Development: UCC Trails		4,000
Total Operating Impacts	18,000	70,800
TOTAL OPERATING BUDGET IMPACT (including prior year)	448,400	140,100

F. Proposed Capital Forecast (2023 – 2031)

Staff is proposing a nine-year capital forecast for the period 2023 to 2031 as summarized in the following table:

Year	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	Debentures	Other
2023	42,980,100	2,322,100	4,803,000	19,355,000	10,966,000	5,534,000
2024	45,188,100	2,342,100	7,416,000	22,032,000	9,098,000	4,300,000
2025	38,775,700	2,352,100	15,000,000	16,338,100	-	5,085,500
2026	68,745,400	2,362,100	15,867,500	15,870,800	29,040,000	5,605,000
2027	66,591,200	2,362,100	24,932,000	17,972,933	15,134,000	6,190,167
2028	60,233,800	2,362,100	16,613,000	9,812,700	23,273,533	8,172,467
2029	42,277,700	2,362,100	13,747,000	9,641,433	7,339,000	9,188,167
2030	29,461,400	2,272,100	12,159,500	5,518,800	990,000	8,521,000
2031	32,808,100	2,272,100	8,908,000	6,921,000	1,887,000	12,820,000
Total	427,061,500	21,008,900	119,446,000	123,462,800	97,727,500	65,416,300

The nine-year capital forecast is subject to change due to many factors such as the timing of growth, cost increases and changing priorities. As such, it is presented to Budget Committee for approval in principle only and will be reviewed and updated each budget year.

It should be noted that the growth-related capital programs included in the forecast reflect the total capital needs to accommodate anticipated growth as currently identified through the Town's Development Charges (DC) by-law update process. The growth-related program and all related financing will continue to be refined based on affordability/sustainability through the LRFP update and the remaining DC process in early 2022. The final growth-related program and financing will be considered by Council as part of the DC and CBC by-laws approval process in 2022.

G. Departmental Overview (Operating & Capital)

Office of the CAO:

The Office of the CAO 2022 operating budget proposes a net expenditure increase of \$267,100, or 5.6%. The increase reflects base budget increases to continue current service levels and includes the following operating budget inclusions:

- The conversion of the Economic Development and Special Projects coordinator contract position to a full-time position as this position plays a critical role on a number of economic development priorities, including the affordable housing initiatives.
- The implementation of the Administrative Monetary Penalty System (AMPS) to provide an alternative parking enforcement service. The implementation of the program will require one full time Enforcement Administrative Assistant and a part time contract Hearing Officer with program costs being offset by revenue generated by the program.
- The Truth and Reconciliation (TRC) and Equity, Diversity and Inclusion (EDI) implementation will be advanced through ongoing training and programming offered both internally to staff and externally to the community.
- An operating budget allocation is required to implement smaller scale projects as part of the Public Art Master Plan.
- The continuation of the Energy Management and Climate Change Analyst Contract was hired in 2021, as this is an integral position for the implementation of the Town's Climate Change Emergency Declaration and climate change work plan. This position is to be partially funded by surplus from prior contract positions and the remaining cost will be funded from the Tax Rate Stabilization Reserve resulting in a zero impact to the 2022 budget.
- The continuation of a Cultural Program Producer contract position to be funded from the Tax Rate Stabilization Reserve within Cultural Services to coordinate cultural events and programming, while advancing work on the Cultural Master Plan, TRC, and EDI.
- A 2-year Public Art Coordinator contract position to lead public art policy and project work through implementation of the Public Art Master Plan. This position will be funded by the Tax Rate Stabilization reserve.
- Phase 1 of the Equity, Diversity, and Inclusion Strategy will focus on engaging a consultant(s) to develop a roadmap and scope the required work and priorities in developing the EDI Strategy in preparation for phase 2.

Budget Inclusions	Total Cost	Budget Impact
Economic Development & Special Projects Coordinator – Contract to FT	\$ 104,500	\$ 104,500
Administrative Monetary Penalty System (AMPS) Staffing Requirements	98,100	-
Equity, Diversity, Inclusion & Truth and Reconciliation Implementation	45,000	45,000
Public Art - Operating Budget	7,500	7,500
Energy Management and Climate Change Analyst - Contract	99,900	-
Cultural Program Producer - Contract	62,700	-
Public Art Coordinator - 2 Year Contract	83,200	-
Equity, Diversity and Inclusion Strategy - Phase 1 Consultation	50,000	-
Total	\$ 550,900	\$ 157,000

The 2022-2031 Capital Forecast for the Office of the CAO totals \$13,976,300, which includes annual programs such as the Municipal Accessibility Plan, Community Improvement Plan Grant Program, Economic Development Investment Attraction Fund, Climate Change Action Implementation, Climate Change Adaptation Strategy Implementation, Climate Change Investment Fund, Retrofit Halton Hills, Corporate Energy Plan, and the newly added Low Carbon Transition Implementation Strategy. Below are some key components of the capital plan:

- The 10-year capital plan is investing \$2,000,000 towards the implementation of a community-wide Low Carbon Transition Strategy (LCTS) program. The LCTS is currently in development and will be completed in 2021. It is anticipated that the LCTS will include recommendations for programs, policies, and studies to be implemented to reduce greenhouse gas emissions and transition to net zero by 2030.
- The approved Corporate Energy Plan (CEP) provides recommendations for multiple areas of investment to reduce the Town's energy consumption and carbon footprint. The 10-year capital plan is \$2,523,800 with \$384,700 proposed for 2022.
- The Climate Change Adaptation Strategy Implementation project in 2022 is to implement the goals and actions identified in the Climate Change Adaptation Plan, approved by Council in August 2020. The Climate Change Adaptation Plan is a key component of the Climate Change Resiliency Strategy to address climate change impacts and build a more resilient community.
- In 2022, an Affordable Housing Plan will be developed to identify further actions, policies, tools, local targets, and resource needs required to address current and future housing needs. To advance the 17 Guelph Street affordable housing development, the pre-development review and approvals work costs were approved as part of the 2021 Capital Budget (\$284,000). Based on

environmental investigations completed to-date, additional environmental work is required (\$55,000).

- Council affirmed its commitment to advancing Truth and Reconciliation via approval of report ADMIN-2020-2025. The Truth & Reconciliation Strategy - Phase 1 Consultation project in 2022 will focus on engaging an Indigenous Consultant(s) to help scope the Strategy and to confirm approaches for best advancing its development. Phase 2, the actual development of the Strategy, is anticipated for 2023.
- Continued economic growth, diversification, non-residential assessment, business retention and expansion, and international trade expansion are key to Halton Hills' long-term economic prosperity and financial health. To achieve these objectives, the Economic Investment Attraction Fund will allow for the implementation of the Town's Economic Development & Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts & culture initiatives.
- The Community Improvement Plan (CIP) Grant Program supports economic development and investment attraction by providing financial incentives to stimulate private sector investment in revitalization, redevelopment and renewal. The 10-year capital plan includes an investment of \$1,017,500 towards this grant program.
- The Alternative Voting Method project will take place in early 2022, prior to the Municipal Election in October. This project is a direct result of the pandemic and will investigate alternative voting methods to give residents opportunities to vote from home or other areas.
- The Town is overdue to destroy the records no longer needed by the organization and to adhere to the records retention schedule. The Off-Site Records Destruction project in 2022 will reduce the monthly off-site records storage fees, improve the corporation's records management program and response time to FOI requests.

Corporate Services:

The Corporate Services 2022 operating budget proposes a net expenditure increase of \$390,800 or 6.8%. The increase reflects base budget increases to maintain current service levels and includes the following operating budget inclusions:

- A Financial Analyst to provide support as the Town continues to grow, resulting in the increased requirement for the Finance Department to monitor development charge revenues, associated assessment growth and manage and track an upsurge in corporate grant applications. This position will help to update the Town's LRFP and ensure the financial portfolio is affordable and sustainable.
- A Geomatics Data Analyst position is required to support the increasing Geomatics data function in the Town in preparation for Vision Georgetown and the continued development in the Premier Gateway. All areas of the Town leverage Geomatics data to enable business operations and decision making

improvements while providing support for studies and public meetings. Tracking growth in the Town, supporting the Asset Management Program, enabling mobile technology for field crews, tracking Economic Development, and maintaining multiple data sets related to property within the Town are some of the functions that this position will support.

Budget Inclusions	Total Cost	Budget Impact
Financial Analyst	\$ 114,300	\$ -
Geomatics Data Analyst	122,500	-
Total	\$ 236,800	\$ -

The Corporate Services capital program largely consists of the development and management of the Town's information technology, in accordance with the Council-approved Corporate Technology Strategic Plan (CTSP). Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and provide services that satisfy customers with their simplicity and convenience. The short-term goal of the capital program focuses on the modernization of corporate-wide systems and the transformation of business processes to improve service delivery and deliver on efficiencies. The Corporate Services 10-year capital plan is \$6,932,800 with \$975,900 proposed for 2022. The following summarizes key components of the capital forecast:

- As per the CTSP, the 2022 capital budget and forecast continues with a commitment to enhancing technology including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$1,884,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$61,400 in 2022 for the implementation of the Administrative Monetary Penalty System (AMPS) technology process for Enforcement Services' processing of parking tickets fees, ticket escalation and screenings.
- \$560,000 for financial planning including the future updates of the Development Charge & Community Benefits Charge Background Studies, preparing for implementation of the PS3280 accounting standard, and user fee reviews.
- \$591,100 for investment in human resources, which include training support for the succession planning program as well as various salary surveys and pay-equity reviews to improve the Town's ability to retain high-quality talent.

Library Services:

The Library Services 2022 operating budget proposes a net expenditure increase of \$177,200 or 4.7%. The increase reflects base budget increases to continue current service levels and includes the following operating budget inclusions:

- A \$15,300 increase to the base budget to allow the opening of the Georgetown and Acton Branches to the public during July and August from 1pm to 5pm as a cooling centres during a time that is experiencing a growing number of heat alerts.

Budget Inclusions	Total Cost	Budget Impact
Library Sunday Cooling Centre Opening	\$ 15,300	\$ 15,300
Total	\$ 15,300	\$ 15,300

The Library Services 2022-2031 Capital Forecast is \$10,201,200, consisting of a \$5,165,000 investment in collections, materials and media and \$3,700,000 in land acquisition costs for the Vision Georgetown Library Branch. The 10-year capital plan for the Library also includes funding for furniture replacement and renewal, information technology needs, a Facility Needs Study as well as renewals of the Strategic Plan, Integrated Library System and website. The following summarizes key components of the Library Services capital program:

- Library Materials are a core service for the Library with a proposed investment of \$5,165,000 over the next 10 years. This capital project responds to community needs and maintains the historic level of funding to allow the Library to continue to develop and maintain a collection of over 125,000 physical items in a variety of languages, reading levels and formats, including print and audio visual.
- Proposed land acquisition costs of \$3,700,000 for the Vision Georgetown Library Branch have been identified in the forecast for 2030. Construction of the facility goes beyond the 10-year capital plan and is anticipated to begin in 2032.
- The Technology Renewal Project enables the Library to provide reliable and responsive information technology services and infrastructure by enabling the replacement of aging information technology hardware at the appropriate time. In 2022, this will include the replacement of an early literacy station, a self-check station and printers.
- The Integrated Library System will undergo updates every 5-years to keep the structure, look and functionality of the system current to meet patron and staff needs.
- The Library's Strategic Plan is updated every 5-years as it establishes priorities for library service that are responsive, innovative, efficient and sustainable. The

plan serves as a critical decision-making tool and will inform staff and the public about the direction of the Library.

- The website was updated in 2018 and will undergo updates every 5-years to keep the structure, look and functionality of the website current to meet patron and staff needs, and legislated requirements.

Fire Services:

The Fire Services 2022 operating budget proposes a net expenditure increase of \$366,800 or 4.7%. The increase reflects base budget increases to continue current service levels and includes the following operating budget inclusions:

- A staffing model pilot program is proposed in 2022 to deploy existing career staff within the Georgetown urban area to better manage fire and life safety risk within the community. The staffing model pilot will enable Fire to better serve the public with improved emergency response times and enhanced staffing levels by realigning the deployment model without an FTE impact to the Town. The pilot program will be funded through a one time transfer from the Fire Services Reserve.
- The Blue Card IMS Training Platform will be implemented in 2022, providing officers with a training and certification system that defines the best Standard Command Practices. This training will provide Officers with the increased knowledge to better respond to incidents safely and effectively within our community.

Budget Inclusions	Total Cost	Budget Impact
Fire Station Staffing Plan Blue Card IMS Training Platform	\$ 249,400 45,000	\$ - 10,000
Total	\$ 294,400	\$ 10,000

The Fire Services capital program ensures sustained service delivery through the efficient lifecycle management of equipment, fleet and facilities. Funding for the projects identified in the 10-year capital forecast are critical to reducing risk in both property damage and loss of life for the residents of Halton Hills, while ensuring the effectiveness, responsiveness and safety of firefighters. The Fire Services 10-year capital plan is \$26,290,900 with \$981,000 proposed for 2022. The following summarizes key components of the capital forecast:

- \$3,780,000 for the lifecycle replacement of firefighter gear and protective equipment, as well as training equipment and vehicle outfitting.
- \$5,724,700 for the lifecycle replacement of Fire fleet.

- \$951,000 for facility repairs and upgrades
 - The design phase for the Acton Station renovations will be begin in 2022 at a cost of \$100,000 and future capital requirements of \$400,000 in 2023 will fund additional construction at the station.
- \$15,835,200 for the land acquisition, construction and outfitting of a fourth fire station to extend protection to growth areas along the 401 corridor. This facility would include an upgraded training centre, as well as new fleet and equipment.
- Staff will explore low-carbon fleet replacement options.

Transportation & Public Works:

The Transportation & Public Works 2022 operating budget proposes a net expenditure increase of \$588,300 or 4.3%. The increase reflects base budget increases to continue current service levels and includes the following operating budget inclusions:

- A 9-month contract Engineering Inspector position to support the management and progress of the Town capital construction projects throughout the year.
- A Development Engineering Coordinator to focus on the review and approval of related planning applications, administration of the site alteration bylaw, and to conduct a technical review of OPA, ZBA and subdivision agreements as the Town prepares for the upcoming growth in Vision Georgetown and the Premier Gateway. This position will also play a key role in supporting the business concierge program as growth continues in the commercial and industrial sectors.
- An additional school crossing guard located at the intersection of Barber Drive and Danby Road East to improve pedestrian safety.
- Various base budget reallocations for the Public Works division to reflect required staffing change for 2022. The changes will allow the implementation of an additional ongoing winter sidewalk clearing route to commence in the 2022/23 winter season, a summer horticulture crew and transforming some temporary labour positions to dedicated full-time positions to enhance service delivery.
- The introduction of a conventional transit route along Steeles Avenue at an operating cost of \$156,000 to support the expansion of transit services and greater regional connectivity for residents and businesses. It should be noted that this service will be provided through a service agreement with the Town of Milton, which is subject to 2022 budget approval by Milton Council. The full cost of this program of \$486,000 will not be included in the operating budget until 2023.

Budget Inclusions	Total Cost	Budget Impact
Engineering Inspector (contract)	\$ 58,100	\$ -
Development Engineering Coordinator	122,500	-
School Crossing Guard – Barber Dr & Danby Rd East	12,000	12,000
Additional Sidewalk Plowing Route (2022/2023)	13,367	-
Summer Horticulture Crew	64,819	-
Conversion of 2 Temporary Labourers to Full Time	43,659	-
Steeles Ave. Corridor Transit Operations	156,000	156,000
Total	\$ 470,445	\$ 168,000

The 10-year capital plan for Transportation & Public Works supports the rehabilitation and construction of existing and new public infrastructure, as well as enhancing the quality of public transportation services. These activities are vital to building and maintaining the sustainable community of the Town. The Transportation & Public Works 10-year capital plan is \$223,555,000 with \$15,210,100 proposed for 2022. The following summarizes key components and highlights of the Capital Forecast:

- A ten year total of \$135,828,000 related to roadway design, construction and rehabilitation required to maintain assets in a state-of-good-repair and make necessary improvements to accommodate impacts of growth.
- \$16,188,000 is required for the lifecycle replacement of transportation infrastructure such as traffic signals, streetlights and signage, as well as to accommodate new infrastructure required to maintain and improve safety of the transportation network.
- \$17,163,500 for the lifecycle replacement and expansion of Public Works fleet and equipment based on best practices for management of assets, including \$1,750,000 for new and replacement equipment in 2022. Staff will explore low-carbon fleet and equipment replacement options as part of the purchasing process.
- \$1,024,053 of provincial and federal program funding through the Investing in Canada Infrastructure Program – Public Transit Stream will continue to be utilized for the purpose of improving ActiVan and public transit services over the next few years. The funds will be primarily used for new and replacement vehicles for ActiVan but will also be utilized for the improvement of the current transit system hardware and software.
- \$775,000 for the continued implementation of cycling infrastructure along Maple Ave from Trafalgar Rd to Main St representing phase 2 of the project. The infrastructure will include new on-road and off-road bicycle lanes to enable increased Active Transportation.
- \$1,500,000 in 2023 for Glen Lawson & Third Line Corridor improvements to address roadway geometry and intersection conditions. This project will utilize

\$1,562,437 in secured federal and provincial funding from the Investing in Canada Infrastructure Program – Rural and Northern Stream.

- \$200,000 for the development of a Robert C. Austin Ops Centre Master Plan which is intended to help guide and identify options related to the future space needs for the site, and future operations impacts as a result of growth in the Town. The Master Plan will be developed in coordination with the Town Fleet Electrification study to identify any related space or infrastructure needs.
- \$4,100,000 for the rehabilitation of the Mountainview bridge over Hungry Hollow. The rehabilitation will include repairs to sidewalks, as well as railing height adjustments to address pedestrian safety.
- \$1,200,000 for road resurfacing along Mountainview road from John Street to Maple Avenue. The road resurfacing project will include the incorporation of Active Transportation Facilities (buffered bike lanes) in accordance with the approved Active Transportation Master Plan.

Planning & Development:

The Planning & Development 2022 operating budget proposes a net expenditure increase of \$16,400 or 1.1%. The increase to the base budget reflects the need to continue current service levels and includes the following operating budget inclusions:

- A Senior Planner Development Review position is required to provide professional planning expertise and project management on behalf of the Town in the review and processing of development applications. This position is required to handle expected service demands as the Town places greater emphasis on pre-consultation and public consultation; the development of the Vision Georgetown lands and Premier Gateway occurs; and, more complex infill development proposed.
- A Legal Assistant (2 year contract) to assist with the preparation of development and non-development agreements; coordinating acquisitions and dispositions of Town lands and easements between Town staff and solicitor; conducting registrations; undertaking title searches and corporate searches; and compliance letters and providing staff with guidance and review of corporate projects. It is imperative that these agreements be properly reviewed and amended in preparation for Vision Georgetown and the continued development of the Premier Gateway. Having current, accurate resources in place will help this section to successfully manage the anticipated increase in the volume of work directly attributable to growth.

Budget Inclusions	Total Cost	Budget Impact
Senior Planner Development Review	\$ 132,800	\$ -
Legal Assistant – 2 Year Contract	77,500	-
Total	\$ 210,300	\$ -

The 10-year capital plan for Planning & Development includes funding for key legislated and growth-related plans and studies to support development and growth for the Town. The 10-year capital plan totals \$6,509,400, with \$20,000 proposed for 2022. The following summarizes key components of the Capital Forecast:

- The 2022 Capital Budget includes \$20,000 for the Georgetown Downtown Secondary Plan. The project will focus on an update to the Area Servicing Plan in accordance with the Region's Water and Wastewater Master Plan, the Regional Official Plan, Development Charges Background Study, and the Region's financing policies for growth infrastructure to the satisfaction of Halton Region.
- \$6,489,400 for further civic improvements and development of studies including Zoning By-Law Updates, refreshes to various Town Secondary Plans, as well as Post 2036 Secondary Plans.

Recreation & Parks:

The Recreation & Parks 2022 operating budget proposes a net expenditure increase of \$393,200 or 4.9%. The increase reflects base budget increases to continue current service levels and includes the following operating budget inclusions:

- The conversion of the Facility Capital Projects Supervisor from contract to a permanent full-time position to allow continued delivery of the capital infrastructure program for repair, replacement, and revitalization of Town facilities.
- Additional part time hours to provide on-site leadership and support to youth team leadership camp at both youth centre locations with wage costs offset by increased camp revenue.
- A full time Facilities Maintenance Coordinator is required at the Acton Arena and Community Centre in order to meet the regulatory requirements of the Technical Standards & Safety Act, 2000 via Reg 219/01. The Act requires a Chief Operator to be assigned to a refrigeration plant to oversee safety, operations and staffing.
- A Landscape Architectural Technologist contract position to advance current capital projects and asset management initiatives. The proposed position will be funded from the Cash-in-Lieu of Parkland reserve.

- The first year of the Senior Services Delivery Review implementation as approved by Council (RP-2020-0027) has been included at a cost of \$24,300.
- Additional part time hours to provide winter control on walkways surrounding the Acton Library ensuring the occupiers liability requirements are met. The costs will be offset by a reduction in contract services.
- The Community Volunteer Recognition Event takes place every four years to recognize all community volunteers in a celebration of their contributions to the community.

Budget Inclusions	Total Cost	Budget Impact
Facility Capital Projects Supervisor – Contract to FT	\$ 130,700	\$ 130,700
Youth Programmer	8,900	-
Maintenance Coordinator – Acton Arena & Community Centre	106,600	103,100
Landscape Architectural Technologist – Contract	81,600	-
Hillview Active Living Centres – Financial Contribution Adjustment	24,300	24,300
Acton Library – Snow Removal	5,000	-
2022 Community Volunteer Appreciation Event	15,500	-
Total	\$ 372,600	\$ 258,100

The Recreation & Parks Department's capital portfolio largely consists of the design and construction of public Town facilities such as community centres, arenas, cultural centre, libraries and parks/ancillary buildings and also the planning acquisition, design and construction of parks, open spaces, trails and cemeteries. The Recreation & Parks Department's 10-year capital plan is \$166,984,000 with \$7,656,000 proposed for 2022 allocated to new parks and trails, parks repair and revitalization, facilities repairs and revitalization, and other projects. The following summarizes key components of the Capital Forecast:

- Gellert Phase 2 is the largest project in the 2022-2031 Capital Forecast for Recreation and Parks at an estimated cost of \$27,723,000. Gellert Community Centre is a 38,000 ft² facility that was constructed in 2004. Additional program space has been identified in order to support community recreational activities, seniors and youth programming by the Town in the future. Construction will commence following the completion of the design and engineering phase with construction currently projected to be in 2026 to align with the Long-Range Financial Plan, depending on funding from other sources and levels of government.
- Repair and maintenance of existing assets at a cost of \$11,934,000 as per the Town's Corporate Asset Management Plan.

- Low Carbon Design Brief projects are forecasted at \$8,674,000 for retrofits and renewable energy projects at Acton Arena & Community Centre, Mold-Masters Sportsplex and Town Hall in order to achieve net-zero carbon. This represents an additional cost of \$7,178,000 to address climate change needs.
- Trails Development resulting from the Active Transportation Master Plan will begin in 2022 at a cost of \$390,000 with an additional \$8,064,800 proposed throughout the forecast.
- Property acquisition Parks and Open Space has been incorporated into the capital forecast with a budget of \$30,200,000 to align with the Parkland Acquisition Strategy
- Construction of other parks and trail systems in Halton Hills are budgeted for \$40,447,000. The main projects within the Parks & Open Space work plan over the next few years are:
 - Trafalgar Sports Park Phase 6b (2026-2028) - \$14,869,000
 - Gellert Park Expansion – Construction (2023) - \$6,000,000
 - Outdoor Ice Facility (2023) - \$3,000,000
 - Play Equipment Replacement (2022-2031) - \$2,195,000
 - Park Revitalization & Renewal (2022-2031) - \$1,520,000
 - Sportsfield Lighting Replacement (2023-2025) - \$950,000
 - Dominion Gardens Park Ph3 (2028) - \$635,000
 - Tennis Court New Facility (2027) - \$625,000
 - Park Pathway Lighting Replacement (2023-2026) - \$620,000
 - MMSP Skatepark Revitalization & Renewal (2022) - \$600,000
- Growth related projects in the 2022-2031 Capital Budget and Plan account for \$98,467,000 (59%) of the overall budget. Vision Georgetown projects represent \$15,098,000 of the overall growth-related funds.

Council:

The Council 2022 operating budget proposes a net expenditure decrease of \$26,800 or 2.8%. The decrease is a result of the reallocation of funds for the Community Partnership Program to the Recreation & Parks Department for the management of existing agreements and individual assistance for recreation programs and services.

Corporate Revenues and Expenses:

The change in corporate revenues (excluding levies) and expenses is a net budget increase of \$746,800 or 9.5% comprised mainly of an increase in contributions to reserves and higher insurance costs, which is partially offset by the new Insurance Special Levy. The following highlights identify the main 2022 budget changes:

- \$843,000 to support the increase in insurance and WSIB provision:
 - A \$225,000 increase in contributions to the WSIB Self-Insurance reserve as approved through report CORPSERV-2021-0007, which will help mitigate the risk related to the exit of insurance providers from the market that offer excess indemnity insurance coverage for presumptive legislation.
 - A \$618,000 increase to insurance costs in the base budget. As discussed in CORPSERV-2021-0030 (2022 Budget Directions), despite mitigation measures put in place by the Town, liability insurance premiums are expected to increase up to 30% due to the industry trend of increasing rates (insurance costs in the amount of \$48,400, previously budgeted in other Town departments have now been consolidated within the corporate insurance section above to facilitate reporting).
 - Financing of the combined impact of insurance and WSIB (\$843,000) has been provided through the creation of a 0.75% or \$422,000 special levy and a one-time redirection of \$421,000 of capital funding from the pavement management program to the operating budget. A program reduction is not anticipated due to savings from prior years.
- As 2022 is an election year, there will be a transfer of \$183,000 into the operating budget to cover election related costs.
- A one-time contribution of \$61,600 to the Public Art Reserve to maintain the minimum reserve balance of \$100,000 to comply with the established Public Art Policy (Report COMMSERV-2016-0001).
- A net reduction of \$419,100 in contributions to reserves has been proposed in order to align capital financing needs with the LRFP.
- The infrastructure gap special levy increase (0.6%) will continue, providing an additional \$338,000 in 2022. This levy is transferred to the Capital Replacement Reserve and is used when required to address the Town's core assets.
- The Arena Program special levy which was initiated to fund a ten-year debenture as part of the arena financing program has fulfilled its purpose. The remaining \$228,900 of this levy is proposed to be repurposed to the Financial Sustainability special levy as approved through report CORPSERV-2020-0042.

Growth Stabilization Fund:

The Town is preparing for growth through intensification, Vision Georgetown and the Premier Gateway expansion. The establishment of the Growth Stabilization Fund will be used to collect development application and agreement fees received in advance of the staff work being performed on these growth-related initiatives. As staff carry out the work over the upcoming years, these fees will be brought into the operating budget to fund those labour costs.

Acton Business Improvement Area:

The 2022 budget for the Acton Business Improvement Area can be found in Appendix D. The proposed 2022 budget is \$140,009.50 in gross expenditures and a net tax levy of \$101,818.50. This represents a 5% net levy increase from 2021.

Georgetown Business Improvement Area:

The 2022 budget for the Georgetown Business Improvement Area can be found in Appendix E. The proposed 2022 budget is \$268,250 in gross expenditures and a net tax levy of \$212,000. This represents a 33.3% net levy increase from 2021.

STRATEGIC PLAN ALIGNMENT:

This report aligns to the Town's Strategic plan recognizing the value to provide responsive, effective municipal government and strong leadership in the effective and efficient delivery of municipal services.

This report also identifies fiscal and corporate management as one of the Town's Strategic priorities.

RELATIONSHIP TO CLIMATE CHANGE:

This report impacts and/or helps address climate change and the Town's resiliency through climate adaptation.

The Town continues to take actions to address climate change issues to meet the climate emergency declaration requirements and build a low carbon and resilient future. As part of its "Plan while Doing" approach, staff is keeping track of the additional costs required and continue to identify future needs for climate actions, which are included in the capital budgeting process.

The 2022 – 2031 ten-year capital program includes a total \$20.1M of expenditures to implement the Town's Climate Change Mitigation/Adaptation strategies through various programs, including facilities replacement/rehabilitation and transit services. A detailed review identified approximately \$2.3M associated with climate change either as a direct project or as an enhancement.

As the Town's Climate Change Action Plan evolves and additional information becomes available in other service areas for other infrastructure and assets, future demands for further investments will be identified. For example, the Stormwater Management Study and the Departmental Asset Management Plans will identify additional funding requirements once they are completed. These additional funding requirements will be

reviewed as part of the annual budget processes and will be incorporated into the Town's Long Range Financial Plan as appropriate.

PUBLIC ENGAGEMENT:

Public Engagement has been conducted as follows:

All Budget Committee meetings are open to the public and the notice of all meetings is posted on the Town's website. The budget documents will be available to the public for viewing through the branches of the Halton Hills Public Library or through the Corporate Services department. Once the budgets are approved, summary information is available on the Town's website.

INTERNAL CONSULTATION:

The preparation of this report and budget information was done in consultation with all departments.

FINANCIAL IMPLICATIONS:

Staff is recommending that the proposed 2022 operating budget be approved at a net for levy amount of \$58,959,300. The proposed levy is 4.65% comprised of a net base operating budget increase of 3.3%, a 0.75% special levy to address increasing insurance costs, and an increase of 0.6% to the existing infrastructure gap special levy. If approved by Council, the net increase to the residential tax rate would be approximately 2.83% when the Town's increase is combined with those estimated by the Region (2%) and Education (0%).

The proposed 2022 capital budget of \$27,388,100 is being submitted for Budget Committee's consideration accompanied by a 9-year (2023-2031) capital forecast totaling \$427,061,500. Updates will be provided to Council as staff continue to refine the growth-related capital program and all related financing through the LRFP update and the remaining Development Charges by-law update process in 2022.

Reviewed and approved by,

Jinsun Kim, Manager of Financial Planning

Moya Jane Leighton, Director of Finance & Town Treasurer

Laura Lancaster, Acting Commissioner of Corporate Services

Chris Mills, Chief Administrative Officer