



2022 BUDGET & BUSINESS PLAN

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INTRODUCTION



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2022 Budget & Business Plan

2022

BUDGET & BUSINESS PLAN



COMMUNITY PROFILE

Welcome to Halton Hills

The Town of Halton Hills is located on the Treaty Lands and Territory of the Mississaugas of the Credit.

With a population of approximately 63,000, Halton Hills 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 2019, 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 20,000 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 Well-being:

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

COMMUNITY PROFILE

► CULTURAL VIBRANCY

Equality, Diversity & Inclusion

The Town is committed to advancing Truth and Reconciliation and Equity, Diversity and Inclusion – both as an employer and a provider of public services. To actively promote an equitable, inclusive, diverse and welcoming community the Town undertook the following actions:

- Endorsed the Halton Equity, Diversity and Inclusion Charter and joined the Coalition of Inclusive Municipalities.
- Recognized and provided associated programming and education campaigns for significant dates including Black History Month, Indigenous History Month, Pride, Emancipation Day, National Day for Truth and Reconciliation, and Treaties Recognition Week
- Raised The Mississaugas of the Credit First Nation flag at the Library & Cultural Centre
- Included land and treaty acknowledgments at the beginning of Council meetings.
- Installed land and treaty acknowledgment plaques within seven Town facilities.
- Responded to the legacy of residential schools with a display of orange ribbons at the Gellert Community Centre and multi-coloured ribbons representing ribbon skirts at both branches of the Halton Hills Public Library.
- Painted a Pride crosswalk outside the Acton branch of the Library and Cultural Centre.
- Launched digital card decks for ActiVan and the Library with MagnusCards™, a free life-skills app dedicated to removing accessibility barriers for people with cognitive and intellectual disabilities.
- Presented diverse programming year-round in association with the Halton Hills Public Library to ensure the community has access to a wide range of perspectives and voices.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

Arts & Heritage

- The Town of Halton Hills boasts a thriving arts and culture community that contributed \$4 million to the local economy in 2019.
- Annual award-winning Culture Days celebrations engage residents and visitors in free cultural experiences - the 2021 edition offered a hybrid program of 75 activities with a return to more in-person programming in addition to digital and self-led activities in which 2,500 people participated over the course of 4 weeks.
- 'Under Wraps' enlivened the Town's streetscape by wrapping nine utility boxes in Acton, Georgetown and Glen Williams with artworks by local artists.
- The Helson Gallery presented a successful series of virtual school programs in both French and English based on the Town's Permanent Collection to over 900 students from 16 schools.
- The Town is developing a Cultural Heritage Master Plan to identify, protect, and celebrate Halton Hills' rich and diverse cultural heritage resources. Ongoing consultation can be found on letshalkhaltonhills.ca/CHMP.
- Cultural facilities include the Helson Gallery, John Elliott Theatre, and two Halton Hills Public Library branches.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

Tourism

In 2021, COVID-19 travelling restrictions began to lift and businesses continued to pivot to accommodate safety protocols for everyone. Staff developed itineraries and packages and took advantage of partner opportunities while focusing on supporting the small businesses that make up our tourism sector.

- A digital tool kit was developed to compose all the local, regional, and provincial opportunities available to the local tourism sector.
- Outreach was conducted to provide information on support services specific to small businesses in the tourism sector.
- The Town joined the Ontario Culinary Tourism Alliance (OCTA) to promote Halton Hills' culinary assets to a wider audience and developed day-trip itineraries including 'Pedals & Pubs' and 'Explore the Glen'.
- A 'Great Taste of Ontario Passport' was developed with OCTA to highlight 15 local culinary businesses including farms, restaurants and breweries. Visitors can download the passport online to receive incentives.
- Worked with the Heart of Ontario (RTO3) to develop local business packages for their Stay & Play PERKS card program.
- Two Shop Local contests were hosted on the tourism website to engage residents and encourage the ongoing support for local businesses.
- The Tourism Advisory Committee continued to meet on a quarterly basis in 2021 and provided insight into options for supporting the tourism industry and promoting visitor experiences in a safe way.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

Recreation

In 2021, Recreation and Parks endorsed a cautious approach to reopening facilities and restarting programs in alignment with Halton Region Public Health and the Provincial Roadmap to Reopening. Using a phased approach, our community saw the following:

- Successful restart of aquatic programming including learn to swim, aquafit, lane swim and group swim and award of the Burlington Cup to the Town for the largest lifesaving program in a community with population 50,000-100,000.
- Continued a hybrid of virtual and in-person fitness classes including outdoor fitness classes and walking groups.
- Grand opening of new Acton Youth Centre and engagement with over 1300 youth on Instagram reaching 10% of Halton Hills youth population.
- Launch of indoor and outdoor in-person summer camp across 6 locations for ages 4 – 12 years achieving 99% capacity; the role of Professional Instructor was piloted to support Inclusive Recreation in summer camp.
- Launch of the Hey Neighbour Program to support neighbourhood connections with pop-ups, play streets, book collections and grab and go kits; presentation of the program design at Parks and Recreation Ontario conference.
- Partnerships with Halton Hills Public Library to provide Personal Flotation Devices (loaned out 46 times over the summer months) and with Hillview Active Living Centres to provide At Home Fitness Kits.
- Reopening of both Hillview Active Living Centre Outreach locations for in-person programs and services while continuing to connect with members virtually and curbside; the launch of Hillview curbside lunch program from January – June offered 50 local and affordable lunches per day.
- Enhanced online service for all sales and service functions including financial assistance.
- Support for user groups with return to play protocols.
- A new Community Partnership Program to offer financial supports to local groups providing programs, services and events.
- Engagement with the public virtually and in person with key stakeholders to review program areas like leash free zones, Fairy Lake water quality study, playground replacements, skate parks and tennis/pickleball courts.



COMMUNITY PROFILE

ECONOMIC PROSPERITY

Local Economy

- A strong and diverse economy with identified target sectors including advanced manufacturing, food and beverage processing, clean technology and agri-business. The Town offers existing and potential businesses a strategic platform for success, proximity to world-class markets, a distinct community with an ideal balance between urban and rural environments, and an outstanding quality of life.
- Halton Hills' Premier Gateway is a growing and thriving employment area, offering strategically located lands with easy access to major transportation linkages. A number of leading companies have already located in the Premier Gateway, and the area will continue to be the Town's main area of job growth through 2041, accounting for approximately 90 percent of all forecasted employment growth.
- Halton Hills' Economic Development, Innovation and Culture division provides a full suite of high-quality services and supports to the business community that help foster a prosperous economy and enhance quality of life. These include:
 - Financial incentives via the Community Improvement Plan (CIP)
 - Business Retention and Expansion (BR&E) programming
 - Investment attraction, expansion and relocation
 - Business Concierge service
 - Site selection assistance
 - Market research
 - Industry engagement
 - Workforce development
 - Supporting and advancing affordable housing projects and initiatives
 - Amplifying tourism's economic benefits
 - Leveraging and supporting the arts and culture sector to raise quality of life

By the Numbers (2021):



1,400+
Businesses



23,200+
Jobs

\$2.24 Billion
in Gross Domestic Product

Top 5 Sectors by Job

5,006

Retail Trade

3,842

Manufacturing

2,047

Healthcare &
Social Assistance

1,874

Accommodation
& Food Services

1,663

Construction

COMMUNITY PROFILE

▶ ENVIRONMENTAL HEALTH

Natural Assets Landscape:

Council has identified climate change and the environment as key strategic priorities. To mitigate and adapt to the effects of climate change and to protect its natural assets staff are working on several initiatives:

- In partnership with CVC, developing a natural assets management strategy for different natural asset categories, such as wetlands, forests, rivers, meadows and open green spaces.
- Rolling out the Town's Climate Change Action Plan and leveraging existing natural assets in Halton Hills, e.g., flood protection, recreation, carbon storage and sequestration, urban heat island reduction, air quality improvement and property value appreciation
- Launched a tree canopy management program to preserve, protect, and enhance the overall tree canopy recognizing that trees contribute to overall community beautification, well-being, air quality improvement and carbon storage and sequestration.
- Developing a Privately-Owned Tree Management Strategy to implement management tools through education, incentives, and regulation to support the community in taking care of trees.
- Conducted a natural assets vulnerability assessment to evaluate the risks of climate change on natural assets
- Creating a Climate Change Adaptation video series, which includes a dedicated video for natural assets, to education residents on the importance of natural assets and their contribution to the environment.
- Supporting community organizations in contributing to the goals of climate change and environmental stewardship through the Climate Change Investment Fund and implementing climate change projects.
- Planting trees and supporting community tree plantings: in 2021, approximately 850 trees and 300 street trees were planted in association with capital projects or donations, and through community partnerships, an additional 950 tree seedlings have been planted across the Town. In 2021, 1000 seedlings were sold to residents through the subsidized Earth Day Tree Sales program.



COMMUNITY PROFILE

► SOCIAL WELLBEING

Housing

- Council has identified affordable housing as a key priority. The Town is addressing this issue as follows:
 - Amended the Comprehensive Zoning By-law and the Two-Unit House Registration By-law to permit accessory apartments (i.e. second units) in most single-family homes, and promoting the benefits of Two-Unit house creation.
 - Partnered with Habitat for Humanity and Support House to develop affordable housing, waiving development application and building permit fees.
 - Developed Secondary Plans for the Georgetown expansion (Vision Georgetown) and downtown Georgetown (Destination Downtown) areas, including a 30 percent affordable housing target for new housing units.
 - Building relationships with higher orders of government and the private/non-profit sector to identify partnership opportunities for affordable housing development.
 - Incorporating affordable housing as a focus area in the update of the Town's Community Improvement Plan.
 - Embarking on a community engagement and awareness strategy for affordable housing which has included public consultation through Let's Talk Halton Hills, a virtual Open House, and various school engagements.
 - Established the Affordable Housing Working Group to develop and recommend actions that address the Town's affordable housing needs.
 - Assessing and advancing Town-owned properties to facilitate the provision of additional affordable housing.

Education 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.



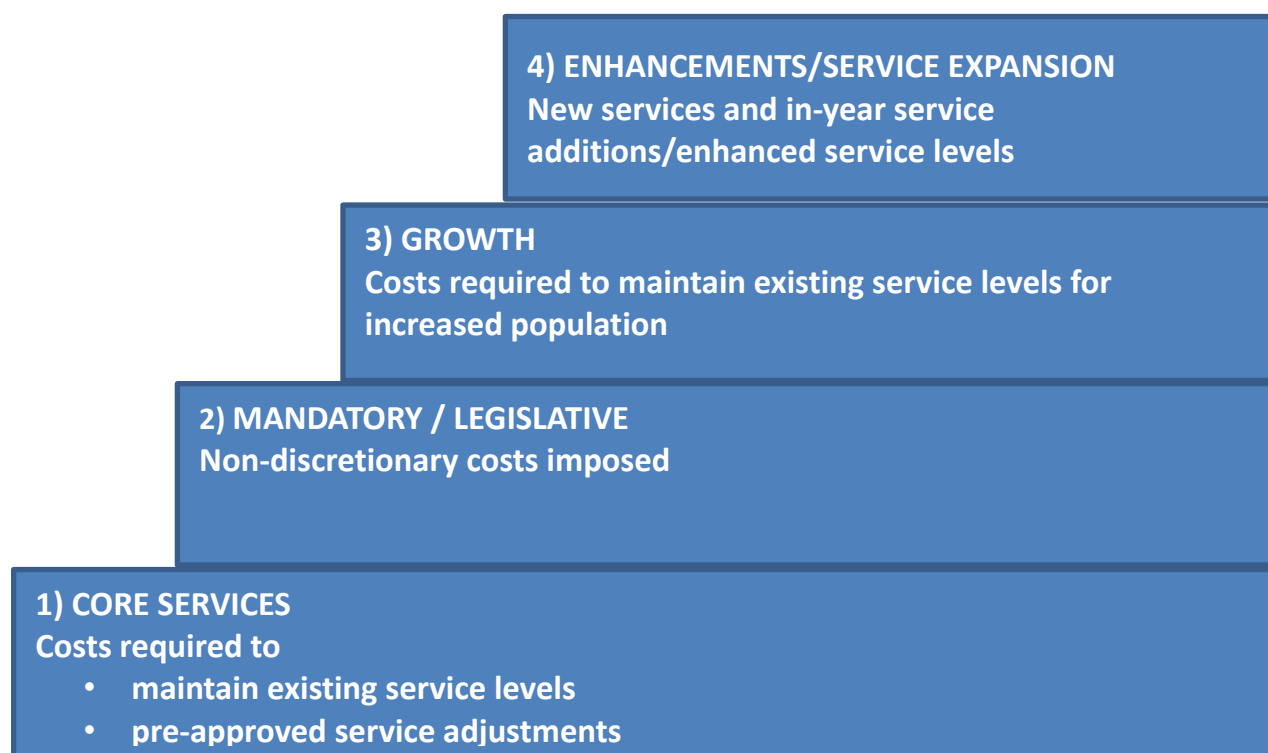
BUDGET OVERVIEW

Introduction

In planning for a vibrant, healthy and sustainable community, the Town of Halton Hills is committed to providing community leadership on emerging issues and delivering a broad range of public services to its residents and businesses. The Budget and Business Plan is one of the Town's primary documents in supporting service delivery that is efficient, effective and economical. In preparing the 2022 Budget and Business Plan, Town staff has considered Council's strategic directions, departmental business plans, the Long Range Financial Plan (LRFP), the Asset Management Plan (AMP), and the Corporate Energy Plan.

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, needs are reviewed corporately as they relate to growth or community expectations and are balanced against the cost of implementing the necessary changes. Town staff first considers the costs to maintain existing core services, including adjustments to service levels that have been pre-approved. Staff then assesses all non-discretionary costs related to mandatory or legislated changes, evaluates service level impacts from growth, and considers the implementation of new services or service enhancements based on community need. This hierarchical approach is illustrated below:



A detailed summary of each department's 2022 business plan, operating and capital budgets and the 9-year capital forecast are provided in the following sections. The financial statements illustrate the approved 2021 operating budgets by department, the base operating budget for 2022 adjusted for costs to maintain existing services, and the total operating budget after incorporating the proposed budget inclusions. To offset expenditure increases, the Town considers revenue from other sources first and cost savings through efficiencies, with the remaining balance coming from the tax levy.

Operating Budget Summary

The Town of Halton Hills 2022 net operating budget (tax levy supported budget) is proposed at \$58,959,300. Taxes levied support the following general services that enhance the quality of life expected by residents of the community: transportation & transit, recreation & culture, parks & open space, environmental (including climate change adaptation and mitigation measures), fire, library, and Council & administration. This represents a 3.9% levy increase plus a 0.75% dedicated special levy to address rising insurance costs, resulting in a total 4.65% tax rate increase, or \$17 per \$100,000 of residential current value assessment (CVA).

At the time of printing, the proposed 4.65% increase to the Town levy will result in an expected overall property tax increase of 2.83%, after considering the additional impacts of the Regional preliminary operating budgets (2.0% increase) and school boards (0.0%). This equates to a total of \$819 per \$100,000 of CVA, with \$381 directed towards Town-provided services and the remainder allocated to the Region of Halton (\$285) and to education (\$153).

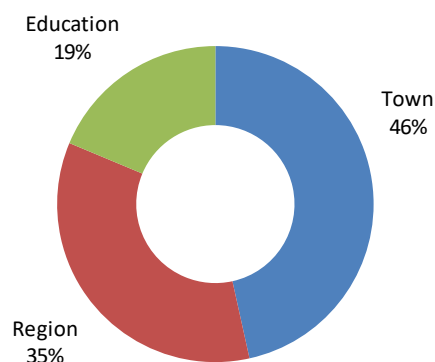
**PROPERTY TAX IMPACT
2022 OPERATING BUDGET
(Per \$100,000 CVA)**

	2021 Final Budget ¹	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

**DISTRIBUTION OF
RESIDENTIAL TAX DOLLARS**



The 4.65% levy increase includes a 3.3% general levy to address inflation and non-discretionary increases required to maintain existing service levels, a new 0.75% dedicated tax levy to address the combined impact of increasing insurance premiums and WSIB self-insurance cost in the base budget, and the continuance of a 0.6% annual dedicated tax levy increase to close the

infrastructure gap. The levy also supports Council's strategic priorities as outlined in the Town of Halton Hills' Strategic Plan.

A strategic plan is established each term of Council to identify the key priorities and focus resources. In 2020, Council's priorities were updated for the 2019-2022 term of Council with a vision, mission, values and focus areas, accompanied by guiding statements that will be supported by the 2022 Budget and Business Plan. The following are Council's strategic priorities and focus areas in no particular order:

- Shaping Growth
 - Residential Greenfield Growth
 - Intensification
 - Downtown Revitalization
 - Employment Lands
 - Affordable Housing
 - Water and Wastewater infrastructure
- Transportation
 - Trucks
 - Bike Lanes
 - Traffic Safety
 - Transit
- Climate Change and the Environment
 - Action on Climate Change
 - Resilient Infrastructure
 - Low Carbon Transition
 - Tree Canopy
- Fiscal and Corporate Management
 - Stick with Fiscal Plan
 - Maintain Services
 - Capital Assets and Liabilities Management
 - Communications
- Local Autonomy and Advocacy
 - Provincial
 - Federal
- Ensure a Vibrant Agricultural Community
 - Protect Agricultural Land
 - Promote Agritourism
- Youth and Seniors Initiatives
 - Engagement
 - Services and Facilities

The proposed 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 established in 2021 as set out in Report No. CORPSERV-2021-0041.
- 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 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 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 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 CPI forecasted inflation of 2.0% for 2022, as well as increases in materials and supplies required to maintain service levels.
- A \$338,000 special levy increase to address the infrastructure gap identified in the 2018 State of Infrastructure Report (report no. RP-2019-0001). This is a continuation of the 0.6% annual increase as recommended through the LRFP.
- 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 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.

- An additional \$2,338,700 is included in the 2022 capital budget to implement Climate Change Mitigation/Adaptions strategies, including incorporating Low Carbon Design Brief (LCDB) in the Town's arenas and Town facilities.

The table below displays gross expenditures by general service categories in the proposed 2022 operating budget.

Town of Halton Hills Gross Expenditures by Service Category

	2021	2022					2022 vs. 2021	
	Budget (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Administration	14,039,800	14,880,700	378,300	413,900	225,900	15,898,800	1,859,000	13.24%
Fire Services	9,393,555	9,872,455	-	10,000	284,400	10,166,855	773,300	8.23%
Recreation & Culture	11,898,333	12,048,720	(6,000)	191,600	225,400	12,459,720	561,387	4.72%
Library Services	3,955,400	4,094,600	-	15,300	-	4,109,900	154,500	3.91%
Environmental Services	2,343,459	2,399,271	12,600	12,000	99,900	2,523,771	180,312	7.69%
Planning & Development	4,881,073	4,949,573	-	201,800	-	5,151,373	270,300	5.54%
Transportation & Transit	14,306,090	14,267,163	46,000	286,300	58,100	14,657,563	351,473	2.46%
Parks & Open Space	2,518,964	2,658,505	20,000	(16,300)	81,600	2,743,805	224,841	8.93%
Capital & Long Term Planning	18,038,945	17,572,745	231,000	-	(294,100)	17,509,645	(529,300)	-2.93%
Total Gross Expenditures	81,375,619	82,743,732	681,900	1,114,600	681,200	85,221,432	3,845,813	4.73%
Gross Revenues	(25,336,119)	(24,649,932)	-	(636,900)	(975,300)	(26,262,132)	(926,013)	3.65%
Total Net Expenditures	56,039,500	58,093,800	681,900	477,700	(294,100)	58,959,300	2,919,800	5.21%
General Levy	(46,595,600)	(46,949,100)	-	(1,859,800)	-	(48,808,900)	(2,213,300)	4.75%
Special Levies	(9,090,400)	(9,090,400)	-	(760,000)	-	(9,850,400)	(760,000)	8.36%
Assessment Growth	(353,500)	-	-	(300,000)	-	(300,000)	53,500	
Total Taxation	(56,039,500)	(56,039,500)	-	(2,919,800)	-	(58,959,300)	(2,919,800)	5.21%
Net Town Tax Impact (Net of Assessment Growth)	(56,339,500)	(56,339,500)	-	(2,619,800)	-	(58,959,300)	(2,619,800)	4.65%

The proposed 2022 budget represents a net tax levy increase of \$2,619,800, or 4.65% including a 0.75% special levy related to insurance, after adjustments for assessment growth.

The Town portion of the 2022 budget was prepared with the aim of achieving 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 insurance and WSIB self insurance. Following a detailed staff review of the need to maintain existing service levels plus the proposed 2022 enhancements coupled with limited assessment growth, it was determined that an additional tax increase beyond the planned 3.9% would be required to support the 2022 operating budget.

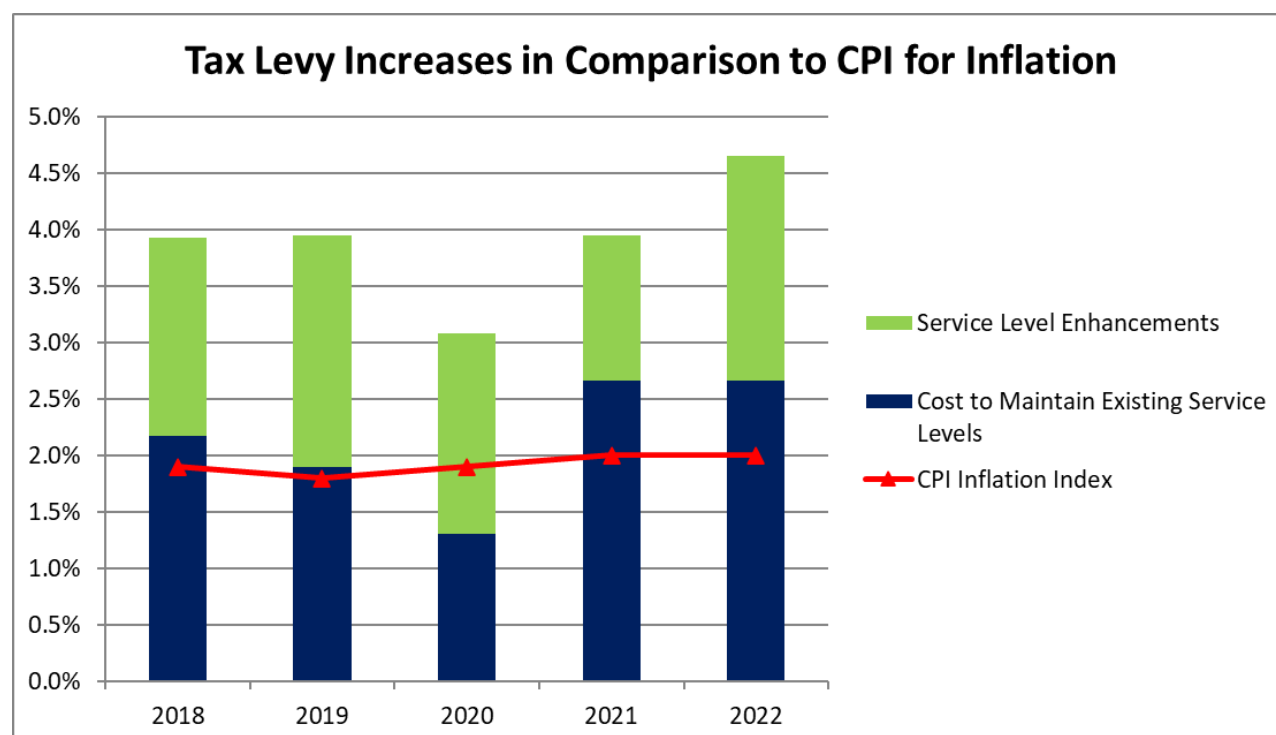
Accordingly, it is recommended that the \$843,000 budget shortfall attributable to the insurance and WSIB self insurance costs be funded by an additional 0.75% special insurance cost levy of \$422,000 and by a one-time redirection of \$421,000 of the pavement management capital program to the operating budget. The redirection of this funding in turn will reduce the 10-year

Pavement Management capital program by \$421,000. There is sufficient funding available to deliver the 2022 capital program due to savings from prior years.

Combined with the general levy increase (3.3%) and the infrastructure gap special levy (0.6%), this 0.75% special levy results in a proposed net levy increase of 4.65% (Town Portion) for 2022, and a 5-year average tax rate increase of 3.89%. The LRFP will be adjusted to incorporate this change in the next update.

Through the addition of the new special levy, the Town can maintain existing levels of service at a rate similar 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 outlines service enhancements and base budget pressures from inflation in comparison with the CPI over the past five budget cycles. The costs included in this increase represents the net cost after one time financing provisions are taken into consideration.



The Town has been able advance key priorities and works to enhance services, whilst maintaining an average 5 year tax levy increase of 3.89%. Some service level enhancements over the past few years include:

- Improving access to online services for citizens and businesses within the Town providing a new way doing business;
- Enhancing corporate communications activities through the leveraging of social media and online public engagement;

- Launched the Town's Business Concierge Program to streamline the delivery of major investment opportunities;
- Advanced numerous affordable housing opportunities and completed the Affordable Housing Awareness and Engagement Strategy;
- Commissioned and installed 'Under Wraps,' a public art installation featuring nine local artists;
- Advanced Truth and Reconciliation and Equity, Diversity and Inclusion initiatives through relationship building, program delivery, communications, and training and capacity building; laying the foundation for additional work;
- Acquisition of hybrid vehicles supporting net zero carbon footprint;
- Installed new electric vehicles chargers at 6 sites throughout the Town to support the Low Carbon Mobility Strategy;
- Developed and obtained Council approval for the Retrofit Halton Hills Pilot Program;
- Launched the LRFP as a key financial decision making tool;
- Enhanced Fire's social media platform and webpages to better educate the community on fire and life safety matters;
- Launched collections review that included a diversity audit, diverse material targets in material selection process, and increased the Indigenous collection to support lectures and workshops;
- Improved services for youth through the partnership with local youth service delivery partners and completion of the new Acton Youth Centre at Acton Town Hall;
- New Hungry Hollow Trails now provide connections to downtown and Cedarvale park;
- Established a more efficient process to assist in the inspection and enforcement of site alteration complaints and violations;
- Enhanced fleet monitoring capabilities to provide improved route completion and coordination of snow removal equipment during winter events;
- Installed rainbow crossings in key community locations;
- Enhanced online tree sales service, achieving 1,000 trees purchased

Property Tax Impact

Total gross expenditures in the 2022 operating budget are \$85,221,432, representing a \$3,845,813 (4.73%) increase over the 2021 approved budget. The Town explores other revenue sources first to pay for increases in expenditures and funds the remaining balance from the property tax levy. 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.

In 2022, \$1,226,013 of the increase in expenditures will be funded from other revenue sources or assessment growth, with the remainder of the increase to be funded through a proposed increase to the tax levy of \$2,619,800 (4.65%).

A breakdown of the total tax levy is provided below:

Levy	Approved 2021 Budget (\$)	Increase (Decrease)	% of Adj. Net Levy	Preliminary 2022 Budget (\$)
General Levy	46,949,100	1,859,800	3.30%	48,808,900
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	228,900	(228,900)	-0.41%	-
Special Levy - Fair Workplaces, Better Jobs Act 2017	153,500			153,500
Special Levy - Infrastructure Gap	918,000	338,000	0.60%	1,256,000
Special Levy - Financial Sustainability	1,370,800	228,900	0.41%	1,599,700
Special Levy - Insurance	-	422,000	0.75%	422,000
Net Levy	56,039,500	2,619,800	4.65%	58,659,300
Assessment Growth	300,000	300,000		300,000
Adjusted Net Levy for Assessment Growth	56,339,500	2,919,800		58,959,300

Assessment Growth and Supplemental Tax Billing Revenues

Assessment growth and supplemental tax billing revenues are an important element of the annual budgeted cash inflows and the Town relies on these to minimize tax rate increases. They fluctuate greatly each year due to many reasons such as growth activities, the focus of the Municipal Property Assessment Corporation (MPAC), the economic climate and unexpected factors such as COVID-19, where site inspections were suspended at the beginning of the pandemic. Based on current estimates it is anticipated that assessment growth in 2022 will be very low at only 0.5%, yielding additional revenues of \$300,000. Supplementary tax billings can vary each year and have ranged from \$350,000 to as high as \$1.3M, therefore, staff are not budgeting an increase in 2022 and will maintain the budget at the current level of \$325,000. This level of growth is the lowest that the Town has experienced in the past few years creating pressures that limit budget increases and service level enhancements.

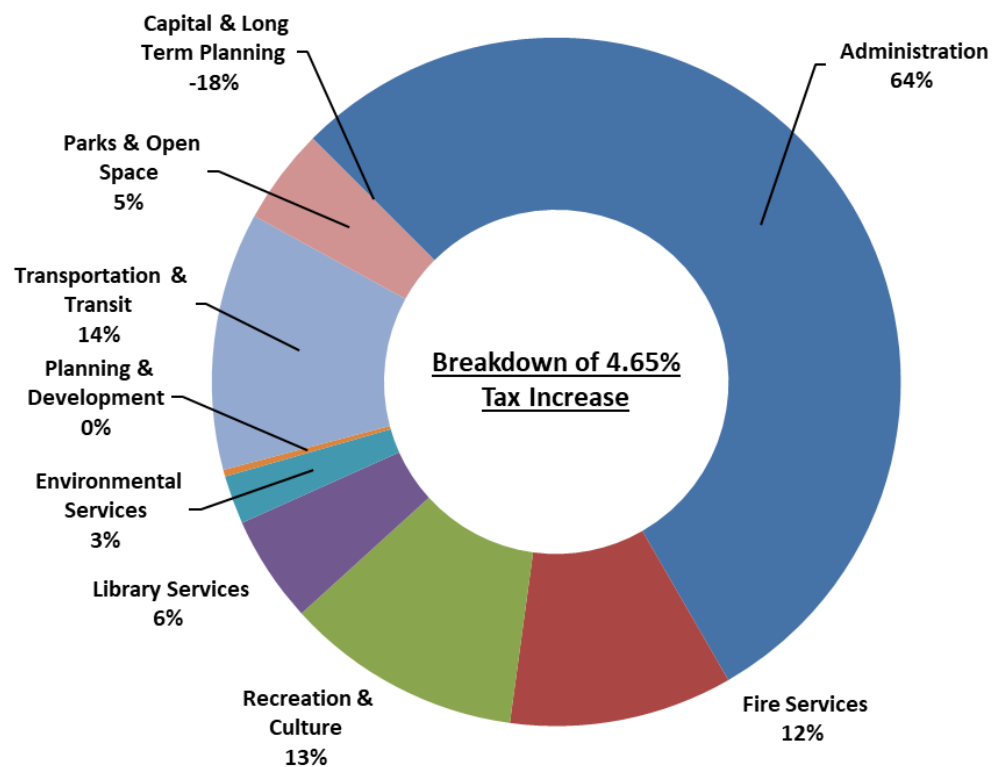
Special Levies

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. For additional information on the special levies, please refer to the Supplementary Section.

The following chart provides a breakdown of the net tax increase by service categories

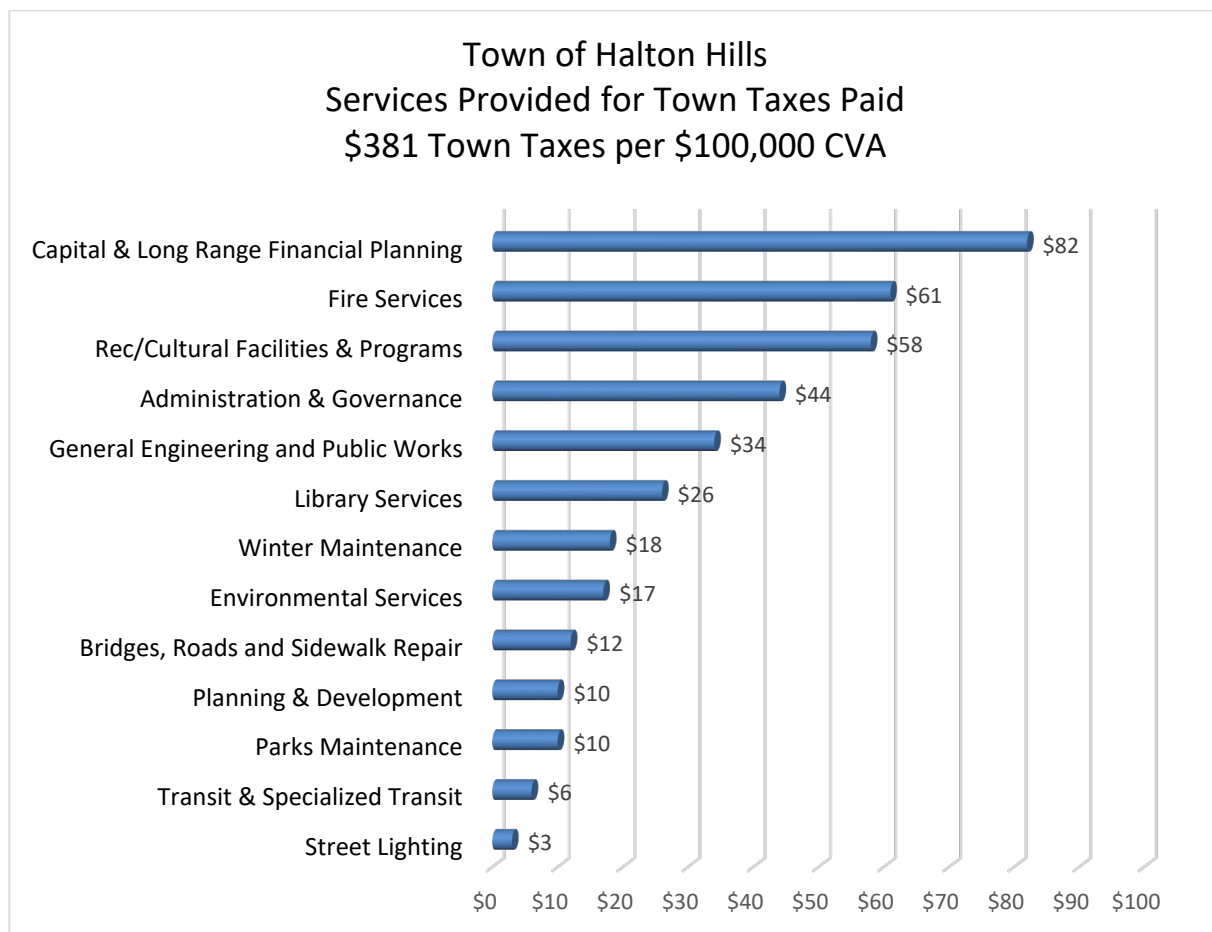


Combined Taxes and Use

As presented in the table below, the Town's 4.65% tax increase consists of 2.66% (\$9.70 per \$100,000 CVA) to support base budget pressures from inflation and growth and 1.99% (\$7.24 per \$100,000 CVA) to fund key priorities. When blended with the projected rate increases for the Region of Halton and the Halton District School Boards, the total impact on the residential tax bill is expected to be a 2.83% increase or \$22.52 per \$100,000 CVA.

Description	Share of Tax Bill	Increase	Impact on Total Bill	Increase per \$100,000 of Assessment
Assessment Growth		-0.53%	-0.25%	(\$1.94)
Inflation on Existing Services		2.90%	1.35%	\$10.55
Growth Related Increases		0.30%	0.10%	\$1.09
Total Base Operating Budget		2.66%	1.20%	\$9.70
Planning for Infrastructure Needs		0.60%	0.28%	\$2.19
New Services and Enhancements		1.39%	0.65%	\$5.05
Total Town of Halton Hills	46.5%	4.65%	2.13%	\$16.94
Region of Halton	34.8%	2.00%	0.70%	5.58
Education	18.7%	0.00%	0.00%	\$0.00
Total Tax Impact	100.0%		2.83%	\$22.52

The Town's 4.65% tax increase translates to \$381.22 in property tax per \$100,000 of CVA for the Town related services. The Town's portion of tax is spent on providing the following services:

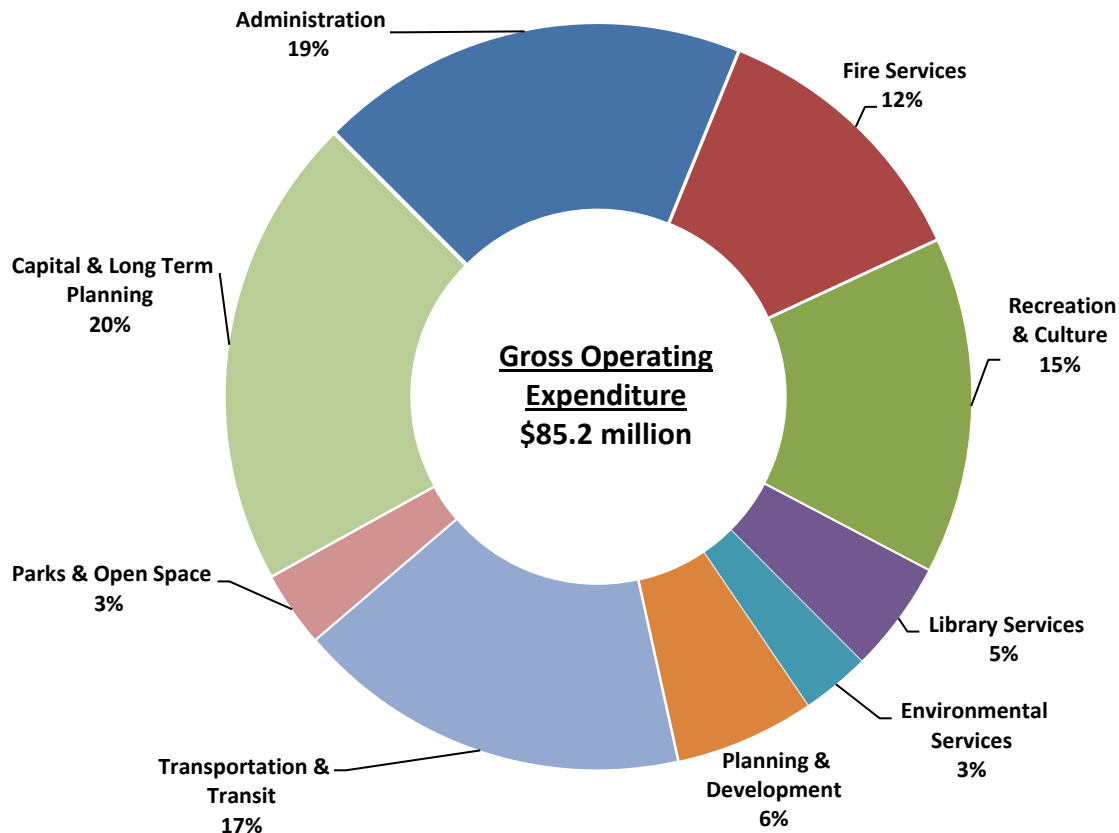


Budget Expenditures by Service

The Town is responsible for services that support the safety and well-being of its residents and businesses, which in turn, contributes to a high quality of life. Some of these services have a direct and immediate effect on the community. Other services, such as long term planning or policy development, support the growth of the community in a way that balances future needs with the maintenance of current service levels.

The Town's gross operating expenses are budgeted at \$85,221,432 and provide the following services and programs:

- Capital & Long Term Planning - \$17,509,645 (20%). Includes planning and capital financing for the replacement of Town assets and infrastructure including roads, facilities, fleet and other equipment.
- Administration - \$15,898,800 (19%). Includes administrative services associated with the governance of Town provided services. Administration encompasses Council, Information Technology Services, Clerks and Legislative Services, Economic Development, Human Resources, Communications and Treasury-related services, as well as the delivery of corporate-wide programs such as insurance coverage and legal services.
- Transportation & Transit - \$14,657,563 (17%). Includes expenses for the ongoing maintenance of Town assets such as bridges, roads and sidewalks and the delivery of services such as snowplowing and street lighting.
- Recreation & Culture - \$12,459,720 (15%). Includes operating costs of recreation and cultural facilities, as well as aquatics programs and programs for seniors and youth.
- Fire Services - \$10,166,855 (12%). Includes operating costs related to three fire stations that provide an all-hazards response capability to natural and human-caused events.
- Planning & Development - \$5,151,373 (6%). Includes costs associated with developing and implementing plans, programs and services that enhance and build the community. Services cover the development of policy documents, the review of development applications filed under the Planning and Building Code Acts and the preparation of various legal agreements.
- Library Services - \$4,109,900 (5%). Includes operating costs of the Georgetown and Acton branch libraries, the development of the collection, both print and non-print, as well as programs delivered by Library staff.
- Parks & Open Space - \$2,743,805 (3%). Includes 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 - \$2,523,771 (3%). Includes all costs related to stormwater management and climate change adaptation and mitigation.



Budget Revenues

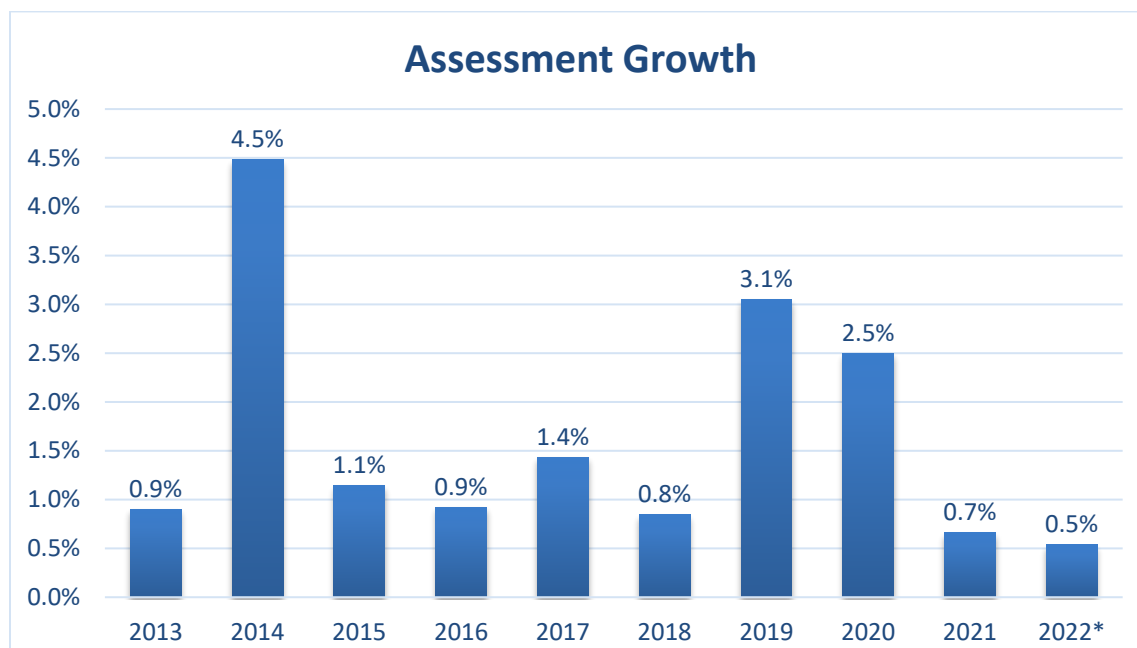
Property taxation represents 69% of the funding for the Town's operating budget, including assessment growth, supplementary taxes, and 11% from special levies; the remaining balance is primarily comprised of user fees, service charges, dividends and earned interest.

Assessment growth and a correlated increase to tax revenues occurs when new properties are added to the tax roll and/or expansions of or additions are made to existing properties. Assessment growth can also be reduced when it is impacted by the settlement of appeals filed by property owners. The 2022 operating budget includes additional revenue of \$300,000 from assessment growth or 0.5% of the budget. The assessment growth is related mostly to new residential housing construction. 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.

The following graph depicts assessment growth as a percent of budget in the Town of Halton Hills over the past ten years. At 0.5%, anticipated growth in 2022 is much lower than the Town has experienced in the past three years. Growth in weighted assessment has varied significantly during the last decade commensurate with the availability of land supply and servicing. The Town is currently in a period of low growth primarily relying on infill projects with

varying construction timelines that are often difficult to predict. This lull is expected to continue over the next few years until growth in Vision Georgetown and the next phase of the Premier Gateway commences. Periods of limited growth creates budget pressures as there is no additional tax revenue from new development and redevelopment. As such, all increases to the budget rely on existing properties.

Growth in 2014 was largely comprised of increased assessment for the construction of the Toronto Premium Outlet mall while 2019 growth was driven by new residential housing construction and the addition of residential lots for future housing construction.



Note: 2022 assessment growth is estimated as final roll will be received in early December

Non-Residential Assessment

Industrial and commercial properties are taxed at a higher rate than residential, making this type of development beneficial to the Town in terms of assessment. As such, the preferred split between residential and non-residential is 80% and 20% respectively. In 2008, the Town's residential to non-residential ratio was 90/10; the construction of the Toronto Premium Outlet Mall (TPO) in 2014 was a significant factor in moving the ratio to 87.8/12.2. As of the 2019 returned tax roll from the Municipal Property Assessment Corporation (MPAC), the ratio has changed to a healthier 83.6/16.4.

The Town's residential to non-residential ratio as of 2019 is comparable to other local municipalities as shown in the chart below:

Assessment Mix		
Town	Residential	Non-Residential
Halton Hills	83.6%	16.4%
Burlington	83.5%	16.5%
Milton	82.8%	17.2%
Oakville	87.8%	12.2%

Raising the non-residential component is a priority for the Town given the larger assessment value. With the completion of planning studies related to the Premier Gateway along with the extension of servicing, staff anticipates a continued increase in the non-residential ratio.

User Fee Revenue

User fees are a critical source of revenue for the Town. They are reviewed annually from the perspective of service delivery, cost recovery, comparability of fees with neighbouring municipalities and market demand. In advance of the 2022 budget year, the proposed user fee updates were presented to Council in report CORPSERV-2021-0036.

Revenues from Halton Hills Community Energy Corporation

Halton Hills Community Energy Corporation (HHCEC) and its subsidiaries contribute significant streams of revenue to the Town, through dividend and interest re-payments. In 2022 the annual dividends are expected to be \$1,692,000, and \$1,313,100 of this is utilized to offset costs in the Town's operating budget, with the remaining \$378,900 directed to reserves to assist with the Long Range Financial Plan targets. In July 2019, Council approved a six year plan for HHCEC to repay a \$16.1M promissory note to the Town. This provides a steady and predictable cash flow to address capital funding needs. As Halton Hills Community Energy Corporation (HHCEC) continues to repay the promissory note to the Town, there is an offsetting reduction in cash inflows from interest repayments, which also impact the base budget. For 2022 the interest payments are anticipated to be \$362,600, a reduction of \$115,300 over 2021. The Town places 100% of this interest income into reserves.

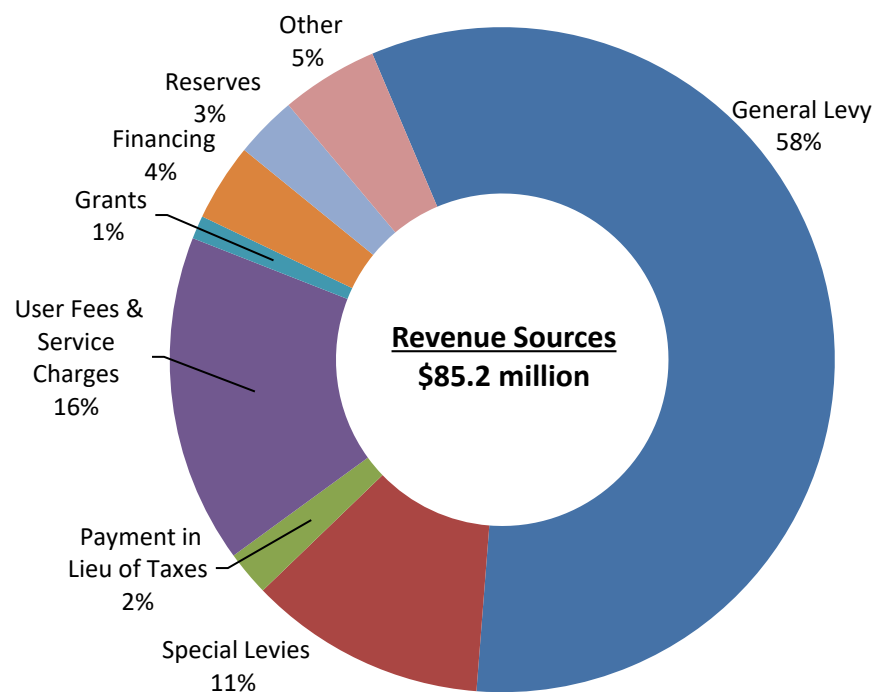
Other revenue sources do not typically increase at the pace of inflation on expenditures for Town services or with the Town's growth, such as earned interest or federal and provincial grant funding. As a result, the budget is largely supported through taxation.

Grants from Other Levels of Government

Operating grant funding is largely comprised of Provincial Gas Tax funds for public transit operations. The majority of available grant funding is for infrastructure related expenditure and helps to support the Town's capital program. The below table summarizes all budgeted operating grant funding and the program that these funds support:

Operating Grants	2022 Budget Funding	Program
Provincial Gas Tax	595,500	ActiVan - Public Transit
Ontario Community Infrastructure Fund	80,000	Asset Management
Seniors Active Living Centre - Maintenance & Operating Grant - Seniors	85,400	Recreation
Seniors Active Living Centre - Maintenance & Operating Grant - Community Programs	18,000	Recreation
Local Health Integration Network	79,412	Recreation
Provincial Library Operating Grant - Ministry of Tourism, Culture & Sport	61,300	Library Services
Ministry of Transportation	44,932	Public Works
Canada Summer Jobs	1,000	Clerks & Administrative Services
Total	965,544	

Sources of revenues used to fund the \$85,221,432 operating expenses are displayed in the chart below, along with their percentage share of total funding.



Staff Complement

TOWN OF HALTON HILLS STAFF COMPLEMENT 2022 BUDGET & BUSINESS PLAN				
	2021 Final Budget	* 2022 Base Budget	2022 Net Additions	2022 Budget Submission
Full-Time	326.0	326.0	5.0	331.0
Part-Time	132.8	135.4	0.5	135.9
Capital Full-Time	-	-	1.0	1.0
Growth Related	-	-	4.0	4.0
Contract	1.0	2.0	0.1	2.1
Permanent Staff Complement	459.8	463.4	10.6	474.0
Contract	3.7	1.0	3.0	4.0
Capital Contract	-	1.0	0.3	1.3
Growth Related	-	-	1.0	1.0
Temporary Staff Complement	3.7	2.0	4.3	6.3
Total Staff Complement	463.5	465.4	14.9	480.3

Staffing complement in full time equivalent (FTE)

** Includes amendments to 2021 budget as a result of in year staffing changes.*

As noted above, the total staff complement has changed to address key priorities and in particular, to ensure Town services are delivered in an effective, efficient, and economical manner. Net additions in 2022 include the following:

- The addition of 4.0 full time and 1.0 contract position are required to support the increase in services as the Town prepares for growth.
 - 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.
 - An Engineering Development 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.
 - 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 maintain multiple data sets related to property within the Town are some of the functions that this position will support.

- A Financial Analyst to provide support as the Town continues to expand due to the increasing 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 continue to update the Town's LRFP and ensure the financial portfolio is affordable and sustainable.
 - 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.
- Staffing for the new Administrative Monetary Penalty System (AMPS) includes 1.0 FTE for a full time Enforcement Administrative Assistant and 0.11 FTE in contract hours for a Hearing Officer.
 - A full time Facilities Maintenance Coordinator dedicated to the maintenance operations of the Acton Arena and Community Centre.
 - The conversion of 2.0 FTE contract positions to permanent full time to meet existing service level expectations. These positions include the Economic Development and Special Projects Coordinator and the Facility Capital Projects Supervisor.
 - A Landscape Architectural Technologist contract position to advance current capital projects and asset management initiatives.
 - The addition of 0.75 FTE for a Construction Inspector contract position responsible for the construction inspection of infrastructure capital projects.
 - A Public Art Coordinator contract position will be responsible for policy and project work to implement the Public Art Master Plan.
 - The continuation of 2021 contract positions including the Cultural Program Producer, Energy Management and Climate Change Analyst, and the Business Analyst working on the Asset Management Information System Implementation.
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Town of Halton Hills
2022 Operating Budget
Net Expenditures by Department

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Net Expenditures									
Council	962,200	808,710	935,400	-	-	-	935,400	(26,800)	-2.8%
Office of the CAO	4,789,400	4,618,232	4,880,400	19,100	157,000	-	5,056,500	267,100	5.6%
Corporate Services	5,761,300	5,566,631	5,792,300	359,800	-	-	6,152,100	390,800	6.8%
Library Services	3,754,700	3,752,262	3,916,600	-	15,300	-	3,931,900	177,200	4.7%
Fire Services	9,172,055	8,967,766	9,528,855	-	10,000	-	9,538,855	366,800	4.0%
Transportation & Public Works	14,144,000	13,040,104	14,486,300	78,000	168,000	-	14,732,300	588,300	4.2%
Planning & Development	1,554,100	1,558,687	1,570,500	-	-	-	1,570,500	16,400	1.1%
Recreation and Parks	8,045,600	8,876,425	8,317,400	(6,000)	127,400	-	8,438,800	393,200	4.9%
Corporate Revenues & Expenses	7,856,145	9,958,832	8,666,045	231,000	-	(294,100)	8,602,945	746,800	9.5%
Total Net Expenditures	56,039,500	57,147,647	58,093,800	681,900	477,700	(294,100)	58,959,300	2,919,800	5.2%
General Levy	(46,595,600)	(46,949,100)	(46,949,100)	-	(1,859,800)	-	(48,808,900)	(2,213,300)	4.8%
Special Levies	(9,090,400)	(9,090,400)	(9,090,400)	-	(760,000)	-	(9,850,400)	(760,000)	8.4%
Assessment Growth	(353,500)	-	-	-	(300,000)	-	(300,000)	53,500	
Total Taxation	(56,039,500)	(56,039,500)	(56,039,500)	-	(2,919,800)	-	(58,959,300)	(2,919,800)	5.2%
Net Town Tax Impact (Net of Assessment Growth)	(56,339,500)		(56,339,500)	-	(2,619,800)	-	(58,959,300)	(2,619,800)	4.65%

Note: Department subtotals show net operating expenditures and do not include contributions from Special Tax Levies. The 2021 forecast is based on September 30, 2021 forecast to December estimates and is subject to change.

Town of Halton Hills 2022 Operating Budget

Gross Expenditures and Revenues by Category

	2021	2022					2022 vs. 2021	
	Budget (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Salaries & Benefits	46,314,989	47,352,508	-	1,021,100	707,300	49,080,908	2,765,919	5.97%
Materials & Supplies	3,568,585	3,657,574	28,600	-	37,900	3,724,074	155,489	4.36%
Utilities, Services & Other	11,339,869	11,899,282	422,300	93,500	230,100	12,645,182	1,305,313	11.51%
Financing & External Transfers	5,786,800	5,268,200	-	-	-	5,268,200	(518,600)	-8.96%
Contributions to Reserves	11,485,276	12,241,068	231,000	-	126,900	12,598,968	1,113,692	9.70%
Contributions to Capital Fund	2,880,100	2,325,100	-	-	(421,000)	1,904,100	(976,000)	-33.89%
Total Gross Expenditures	81,375,619	82,743,732	681,900	1,114,600	681,200	85,221,432	3,845,813	4.73%
Gross Revenues								
Payment in Lieu of Taxes	(1,859,400)	(1,859,400)	-	-	-	(1,859,400)	-	0.00%
User Fees & Service Charges	(10,006,698)	(9,974,698)	-	(634,100)	-	(10,608,798)	(602,100)	6.02%
Recoveries & Donations	(1,527,973)	(1,594,679)	-	24,300	-	(1,570,379)	(42,406)	2.78%
Development Charges	(3,005,000)	(3,009,500)	-	-	-	(3,009,500)	(4,500)	0.15%
Grants	(958,360)	(965,544)	-	-	-	(965,544)	(7,184)	0.75%
Reserves	(2,476,500)	(1,763,100)	-	-	(874,300)	(2,637,400)	(160,900)	6.50%
Financing	(3,332,900)	(3,217,600)	-	-	-	(3,217,600)	115,300	-3.46%
Other	(2,169,288)	(2,265,411)	-	(27,100)	(101,000)	(2,393,511)	(224,223)	10.34%
Total Gross Revenues	(25,336,119)	(24,649,932)	-	(636,900)	(975,300)	(26,262,132)	(926,013)	3.65%
General Levy	(46,595,600)	(46,949,100)	-	(1,859,800)	-	(48,808,900)	(2,213,300)	4.75%
Special Levies	(9,090,400)	(9,090,400)	-	(760,000)	-	(9,850,400)	(760,000)	8.36%
Assessment Growth	(353,500)	-	-	(300,000)	-	(300,000)	53,500	
Total Taxation	(56,039,500)	(56,039,500)	-	(2,919,800)	-	(58,959,300)	(2,919,800)	5.21%
Net Town Tax Impact (Net of Assessment Growth)	(56,339,500)	(56,339,500)	-	(2,619,800)	-	(58,959,300)	(2,619,800)	4.65%

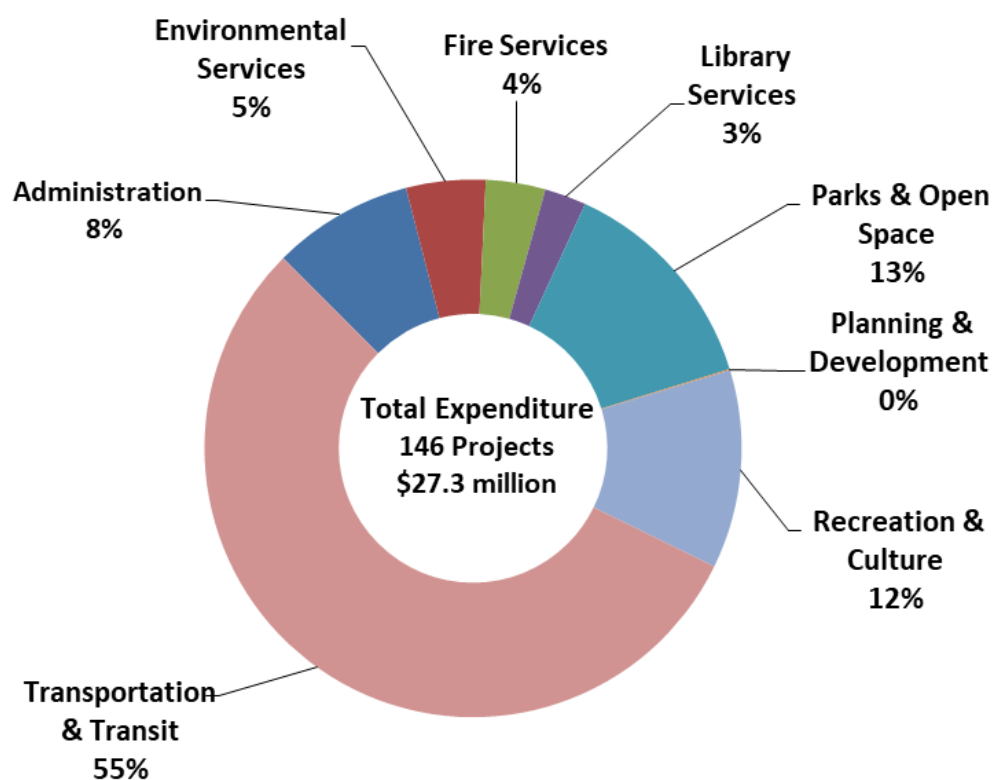
2022 Capital Budget Summary

The capital budget is developed in consideration of Council's strategic priorities, the Long Range Financial Plan, the Corporate Asset Management Plan, the Corporate Energy Plan, departmental strategic plans, as well as in-year Council and Committee reports. The Town's 2022 capital budget was prepared with a focus on aligning the capital forecast with the timing of growth and ensuring affordability.

The Town of Halton Hills proposed 2022 capital budget is \$27,388,100 and the 2023 to 2031 capital forecast totals \$427,061,500. The 2022 capital budget supports the following:

- Approved growth management land use strategy;
- Local job growth and business investment opportunities;
- Affordable housing;
- Transportation issues including traffic safety, active transportation and preparing for the implementation of the Town's Transit Strategy;
- Climate change initiatives as the Town moves toward its goal of becoming a net zero municipality;
- Maintaining infrastructure in a state-of-good-repair;
- Asset investments in the context of climate change.

The following graph summarizes the proposed 2022 capital program by service category.



Investment in Transportation & Transit services represents the largest portion in the 2022 capital budget with forty-one projects totaling \$15,135,100. The following major roadway and transportation structure projects are proposed in the 2022 capital budget:

- The implementation of phase 2 of cycling infrastructure along Maple Ave from Trafalgar Road to Main Street. The infrastructure will include a multi-use path and cycling track to enable increased Active Transportation.
- The rehabilitation of Mountainview Road bridge over Hungry Hollow to provide a safe and reliable level of service for transportation and active transportation.
- The replacement of the culvert over Beeney Creek on Sixth Line including installation of a guiderail to protect the travelling public.
- The resurfacing of Mountainview Road from Maple Avenue to John Street. This project will incorporate active transportation facilities along Mountainview Road.

Major initiatives proposed within Parks and Open Space in 2022 include:

- The construction of the replacement of the Mold-Masters SportsPlex skatepark. Design of the facility was approved in 2017 but was deferred due the construction of the new Action Sports Park at Gellert Community Park. The construction of the Mold-Masters Action Sports Park will provide a variety of action sports park features that address the needs of local youth.
- Expanded scope for the construction of a washroom/concession building at Trafalgar Sports Park, including site servicing. The project is a joint capital project with Halton Hills Minor Baseball and Georgetown Slo-pitch, approved in principle by Council through Report R-2017-0030. The design has been expanded to include a multi-purpose meeting room, small office space and expanded storage areas. The design also includes innovative Climate Change/Sustainable building solutions such as energy efficiency and renewable materials (i.e. wood) which are at an increased cost over traditional materials.
- A multi-year project that includes the construction of trail infrastructure in Hungry Hollow, from Norval to Cedarvale Park and further to downtown

Administration projects are largely composed of information technology investments that were set out in the 2019 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 the Town poised for significant population growth over the coming years, the focus is on expanding technology to facilitate growth in an efficient way, while meeting the expectations of residents for modernized service delivery. There will also be some investment in Town Hall in the 2022 capital budget to keep the building in a state of good repair while maximizing the efficiency and capacity of staff to work from Town Hall.

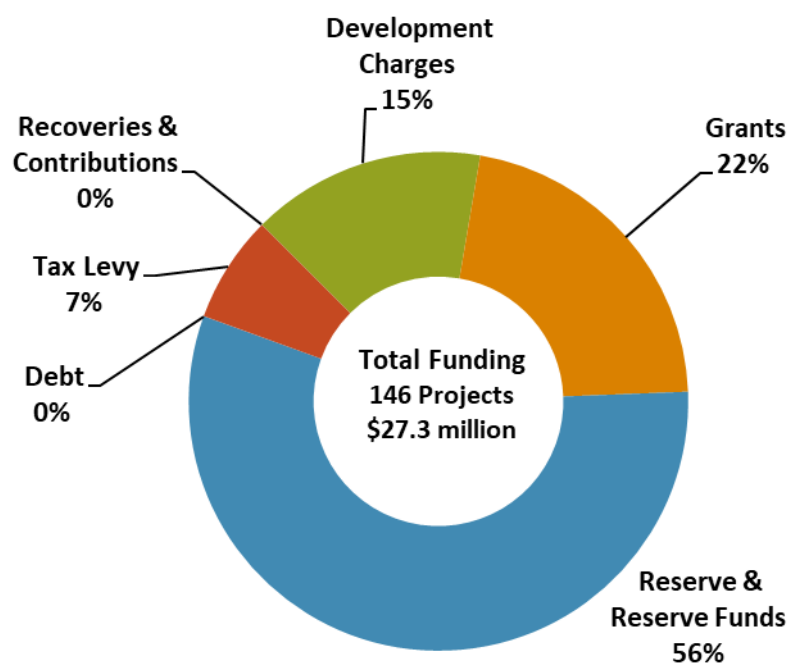
Recreational facilities enable the delivery of community, aquatics, senior and youth programs that improve the quality of life for residents by fostering active living, increasing inclusion and

encouraging participation. 2022 will focus on implementing low carbon design briefs for arena facilities to align the capital infrastructure improvements with long term energy efficient systems.

The following table highlights the top 10 capital projects representing 47% of the 2022 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

There are various funding sources for capital projects including Town reserves, development charges and gas tax subsidies. The proposed 2022 capital budget of \$27.3 million will be funded as per the following funding sources:



Grant funding accounts for 22% of the total funding required for the 2022 capital budget. The below table provides a breakdown of funding sources and the capital projects they are contributing towards:

Capital Grants	Project No.	Project Name	Amount
Canada Gas Tax	6100-22-1805	Trucking Strategy Implementation Ph 1	200,000
	6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	950,000
	6200-16-2106	Mountainview Rd Resurfacing - John-Maple	1,100,000
	6200-22-0107	Bridge Rehab Study Update	75,000
	6200-26-1911	#23 6th Line Culvert Replacement	910,000
	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	135,000
	8500-11-1504	MMSP Skatepark Revitalization & Renewal	550,000
	8500-11-1912	Park Pathway Revitln & Renewal	80,000
	8500-11-2204	Gellert Splash Pad Resurfacing	100,000
Subtotal			4,100,000
Ontario Community Infrastructure Fund	6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	1,580,000
Subtotal			1,580,000
Investing in Canada Infrastructure	6810-05-2201	Activan Software Module Enhancement	14,700
Program - Transit Stream	6810-25-1001	Vehicle Replacement for Specialized Transit Services	249,300
Subtotal			264,000
Total			5,944,000

Development Charges:

Development charges are an important financing source for growth in municipalities. It is anticipated that the balance in development charges at the start of the 2022 budget year will be negative. This will require further internal borrowing from Town reserves as forecast in the Long Range Financial Plan, to address the timing variances between the receipt of development charges and the need to fund growth-related projects.

The following table outlines the proposed 2022 capital budget projects with development charge eligibility, and funding:

2022 Proposed Capital Projects Funded from DCs

Town Fleet Electrification Study	24,000
Lib Mats Collection Developmnt	25,000
Steeles Ave Corridor Transit Infrastructure	24,000
Cycling Infrastructure on Maple Ave	270,000
Infill Sidewalk Connections	127,000
Streetlight & Pole Replacement	38,000
Rural Intrsection Streetlighting	28,000
Active Transportation Improvements	24,000
Opticom Replacement Program	15,000
Pedestrian Crossings	86,000
5 Side Road and Fourth Line Traffic Signal	376,000
Todd Road Reconstruction	42,000
Prince St (All Phases)	110,000
Guelph St/Sinclair Ave Intersection Improvements	783,000
Guelph/Mill Intersection Improvements	297,000
Weather & Flow Monitoring Stations	12,000
Ops Centre Winter Materials Storage (Short-term)	7,000
New Equipment - Parks	25,000
New Equipment	63,000
Traffic Infrastructure	94,000
Robert C Austin Ops Centre Master Plan	141,000
Activan Software Module Enhancement	4,000
G'town Downtown Secondary Plan	17,000
Neighbourhood Level Skate Features	148,000
Rennie St. Park Ph 2	223,000
Mill Street Parkette	198,000
Trafalgar Sports Park Field of Dreams - Scope Change	396,000
Outdoor Ice Facility Feasability Study	71,000
Trails Development: Fairy Lake	90,000
Trails Development: TSP Link	100,000
Trails Development: UCC Trails	198,000
Gellert Park Expansion - Design Phase	100,000
	<u>4,156,000</u>

Recoveries of development charges in 2021 were lower than anticipated due to slower than expected uptake of development in south Georgetown and Georgetown infill areas. Staff will continue to monitor and report on the growth and the collection of development charges.

2022 Capital Budget and Forecast (2023 – 2031)

As shown below, the proposed 2022 ten-year capital program totals \$454.4M. The program is expected to be funded mainly by the Town's capital reserves (\$138.6M, 31%), followed by development charges (\$123.6M, 27%), debt (\$97.7M, 21%), other funding including grants/subsidies/CIL (\$71.6, 16%) and tax levies (\$22.9M, 5%).

Year	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	Debentures	Other
2022	27,388,100	1,904,100	4,156,000	15,182,000	-	6,146,000
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	454,449,600	22,913,000	123,602,000	138,644,800	97,727,500	71,562,300

The 2022 ten-year program of \$454.5M is \$160M higher than the programs included in the 2021 ten-year program (\$294.5M). This increase is driven by a \$108M increase in growth-related programs that are currently being reviewed as part the development charges by-law update process and by a \$52M increase in non-growth related programs, which includes \$30M related to the Parkland acquisition program and investment in various climate change mitigation and adaptation initiatives.

As a result of this increase, the 2022 ten-year program requires higher levels of financing from debt and reserves, as well as higher interfund loans for development charges when compared to the funding structure projected for the 2021 program.

It should be noted that the growth-related capital programs reflect the total capital needs to accommodate anticipated growth as currently identified through the Town's 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.

Further, Transit service strategy and the construction of Gellert Phase 2 are currently supported by development charges, reserves and debt in the 2022 ten-year program. The implementation of these projects will be subject to the availability of external funding sources and the Town's financing capacity as assessed through the LRFP update process.

The following table lists the top 10 programs included in the ten-year capital budget and forecast. These programs represent 45% of the total program.

Project Name	Project Type	Timing	Total Cost
Eighth Line - Steeles to Maple Ave Reconstruction	Growth	2025-2029	43,750,000
Property Acquisition Parks & Open Spaces	Growth	2022-2031	30,200,000
GCC Phase 2	Growth	2024-2026	27,723,000
Pavement Management	Non-growth	2022-2031	19,140,000
Transit Service Strategy Implementation	Growth	2022-2031	16,930,000
Trafalgar Sports Park	Growth	2022-2028	15,849,000
15 SdRd - Town Line to Trafalgar Rd Reconstruction	Growth	2026-2029	14,500,000
Collector/Arterial Asphalt Res	Non-growth	2023-2031	12,450,000
Equipment Replacement	Non-growth	2022-2031	11,887,500
AIP Revitalization Construction	Growth	2024	11,550,000
			203,979,500

Climate Change

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 following table shows the 2022 ten-year capital program which 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, with \$2.3M allocated in 2022 for these initiatives.

Investment in Climate Change Mitigation & Adaptation	2022	2023-2031	Total
Facilities - Low Carbon Design Build (LCDB)	1,259,000	5,919,000	7,178,000
Transit - Electric vehicles & infrastructure	-	3,530,000	3,530,000
Climate change Action & Adaptation Strategy Implementa	1,079,700	8,344,100	9,423,800
Total investment	2,338,700	17,793,100	20,131,800
2022 Budget & 2023-2031 Forecast	27,387,100	427,061,500	454,448,600
% of Investment over total budget & forecast	8.5%	4.2%	4.4%

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.

2022 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2022 Score	Gross Cost
1	173	2022	Corporate Services	Purchasing & Risk Management	2600-05-2201	Insurance Claims Management Software	*1	91,000
2	174	2022	Corporate Services	Information Technology Services	2300-10-2110	AMPS Technology Implementation	*2	61,400
3	175	2022	Corporate Services	Information Technology Services	2300-05-2204	Growth Monitoring Model Ph2	*3	66,500
4	117	2022	Office of the CAO	Climate Change & Asset Management	7300-10-1902	Climate Change Adaptation Strategy Implementation	5.00	100,000
5	274	2022	Transportation & Public Works	Transportation	6100-21-1701	Rural Intersection Streetlighting	5.00	30,000
6	275	2022	Transportation & Public Works	Transportation	6100-28-0101	Opticom Replacement Program	5.00	20,000
7	276	2022	Transportation & Public Works	Transportation	6100-28-1808	Mandated AODA Accessible Traffic Signals	5.00	105,000
8	277	2022	Transportation & Public Works	Transportation	6100-28-2103	5 Side Road and Fourth Line Traffic Signal	5.00	500,000
9	278	2022	Transportation & Public Works	Public Works	6500-18-0110	Traffic Infrastructure	5.00	100,000
10	176	2022	Corporate Services	Human Resources	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000
11	177	2022	Corporate Services	Human Resources	2200-22-0105	Council Compensation Survey	4.60	15,000
12	178	2022	Corporate Services	Human Resources	2200-22-2201	Part-time Wage & Pay Equity Review	4.60	30,000
13	179	2022	Corporate Services	Finance	2400-10-2102	PS3280 Implementation	4.60	80,000
14	279	2022	Transportation & Public Works	Engineering & Construction	6200-22-0020	Traffic Signal Legal Drawings Update	4.60	30,000
15	180	2022	Corporate Services	Information Technology Services	2300-05-2202	SAN Replacement	4.50	150,000
16	234	2022	Fire Services	Facilities	5500-02-2203	Station Renovations - Acton Station	4.50	100,000
17	280	2022	Transportation & Public Works	Transportation	6100-16-0103	School Zone Traffic Calming Program	4.40	25,000
18	281	2022	Transportation & Public Works	Transportation	6100-17-1801	Infill Sidewalk Connections	4.40	150,000
19	282	2022	Transportation & Public Works	Transportation	6100-22-1805	Trucking Strategy Implementation Ph 1	4.40	400,000
20	283	2022	Transportation & Public Works	Transportation	6100-28-1516	Neighbourhood Traffic Calming	4.40	40,000
21	284	2022	Transportation & Public Works	Transportation	6100-28-1703	Pedestrian Crossings	4.40	115,000
22	286	2022	Transportation & Public Works	Public Works	6500-06-1701	New Equipment	4.40	384,000
23	287	2022	Transportation & Public Works	Public Works	6500-18-0111	Signage	4.40	35,000
24	285	2022	Transportation & Public Works	Public Works	6500-06-0105	New Equipment - Parks	4.40	25,000
25	181	2022	Corporate Services	Information Technology Services	2300-04-0101	Technology Refresh	4.30	150,000
26	182	2022	Corporate Services	Information Technology Services	2300-05-2203	Backup Solution Replacement	4.30	40,000
27	183	2022	Corporate Services	Purchasing & Risk Management	2600-06-0101	Photocopier/Fax/Printers	4.30	182,000
28	371	2022	Recreation & Parks	Parks & Open Space	8500-11-1911	Pedestrian Bridge Replacement	4.30	20,000
29	118	2022	Office of the CAO	Economic Development	1100-10-0101	Community Improvement Plan Grant Program	4.20	50,000
30	119	2022	Office of the CAO	Economic Development	1100-10-1803	Economic Investment Attraction Fund	4.20	75,000
31	120	2022	Office of the CAO	Cultural Services	4000-22-2202	Truth and Reconciliation Strategy - Phase 1 Consultation	4.20	50,000
32	208	2022	Library Services	Administration	3000-15-0103	Lib Mats Collection Developmnt	4.20	25,000
33	288	2022	Transportation & Public Works	Transportation	6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	4.10	4,100,000
34	289	2022	Transportation & Public Works	Engineering & Construction	6200-16-1803	Prince St (All Phases)	4.10	200,000
35	290	2022	Transportation & Public Works	Engineering & Construction	6200-16-2106	Mountainview Rd Resurfacing - John-Maple	4.10	1,200,000
36	291	2022	Transportation & Public Works	Engineering & Construction	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	4.10	150,000
37	372	2022	Recreation & Parks	Parks & Open Space	8500-13-0106	Play Equipment Replacement	4.10	385,000
38	184	2022	Corporate Services	Human Resources	2200-10-2201	Corporate Leadership Training Program	4.00	20,000
39	235	2022	Fire Services	Suppression	5200-06-0101	Small Equipment Replace	4.00	33,000
40	236	2022	Fire Services	Suppression	5200-07-0102	FF Protective Clothing Repl	4.00	83,000

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Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2022 Score	Gross Cost
41	237	2022	Fire Services	Suppression	5200-07-0104	Breathing Apparatus Replacemnt	4.00	20,000
42	238	2022	Fire Services	Suppression	5200-07-2201	Fire Hose/Turnout Gear Dryer	4.00	75,000
43	239	2022	Fire Services	Fleet	5900-25-2203	Replace Tanker 742 (T3)	4.00	600,000
44	292	2022	Transportation & Public Works	Public Works	6500-22-2201	Robert C Austin Ops Centre Master Plan	4.00	200,000
45	373	2022	Recreation & Parks	Facilities	8211-06-2101	Acton Arena Lobby A/C Installation	4.00	39,000
46	374	2022	Recreation & Parks	Parks & Open Space	8500-11-0115	Parks Tree Planting	4.00	30,000
47	375	2022	Recreation & Parks	Parks & Open Space	8500-11-0116	Splash Pad Mechanical Equipment Replacement	4.00	50,000
48	376	2022	Recreation & Parks	Parks & Open Space	8500-11-2209	Trafalgar Sports Park Field of Dreams - Scope Change	4.00	400,000
49	377	2022	Recreation & Parks	Parks & Open Space	8500-22-2201	Outdoor Ice Facility Feasibility Study	4.00	80,000
50	293	2022	Transportation & Public Works	Engineering & Construction	6200-26-1911	#23 6th Line Culvert Replacement	3.90	1,000,000
51	294	2022	Transportation & Public Works	Engineering & Construction	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	3.90	150,000
52	121	2022	Office of the CAO	Clerks	2100-10-2201	Off-Site Records Destruction	3.80	30,000
53	185	2022	Corporate Services	Information Technology Services	2300-10-1501	Geospatial Data	3.80	15,000
54	295	2022	Transportation & Public Works	Transportation	6100-28-0107	LED Traffic Signal Replacement	3.80	50,000
55	296	2022	Transportation & Public Works	Engineering & Construction	6200-16-1809	Guelph St/Sinclair Ave Intersection Improvements	3.80	925,000
56	297	2022	Transportation & Public Works	Engineering & Construction	6200-16-1811	Guelph/Mill Intersection Improvements	3.80	350,000
57	298	2022	Transportation & Public Works	Public Works	6500-28-1002	Traffic Control Signals Replacement	3.80	90,000
58	299	2022	Transportation & Public Works	Public Works	6810-25-1001	Vehicle Replacement for Specialized Transit Services	3.80	340,000
59	378	2022	Recreation & Parks	Facilities	8211-02-2205	Acton Arena Interior Lighting	3.80	16,000
60	379	2022	Recreation & Parks	Facilities	8211-02-2206	Acton Arena Exterior Lighting Replacement	3.80	12,000
61	380	2022	Recreation & Parks	Facilities	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	3.80	12,000
62	381	2022	Recreation & Parks	Parks & Open Space	8500-11-0107	Park Electrical Repairs	3.80	15,000
63	382	2022	Recreation & Parks	Parks & Open Space	8500-11-2204	Gellert Splash Pad Resurfacing	3.80	120,000
64	209	2022	Library Services	Administration	3000-15-0101	Library Materials	3.70	474,000
65	122	2022	Office of the CAO	Economic Development	1100-10-2001	17 Guelph Street - Environmental Work (cost escalation)	3.60	55,000
66	123	2022	Office of the CAO	Economic Development	1100-22-2201	Affordable Housing Action Plan	3.60	70,000
67	124	2022	Office of the CAO	Climate Change & Asset Management	1410-02-2201	Low Carbon Design Brief Towns' Facilities	3.60	150,000
68	125	2022	Office of the CAO	Climate Change & Asset Management	1410-22-0101	Low Carbon Transition Strategy Implementation	3.60	200,000
69	126	2022	Office of the CAO	Climate Change & Asset Management	1410-22-2202	Town Fleet Electrification Study	3.60	80,000
70	127	2022	Office of the CAO	Clerks	2100-10-1701	Alternative Voting Method	3.60	150,000
71	210	2022	Library Services	Administration	3000-06-2201	Library Lockers and Kiosk	3.60	80,000
72	383	2022	Recreation & Parks	Parks & Open Space	8500-11-1606	Remembrance Pk Mech Room Upgr	3.60	75,000
73	384	2022	Recreation & Parks	Parks & Open Space	8500-24-0105	Trails Development: UCC Trails	3.60	200,000
74	128	2022	Office of the CAO	Climate Change & Asset Management	7300-02-2001	CEP - HVAC Performance Testing and Retrofits	3.50	240,000
75	300	2022	Transportation & Public Works	Transportation	6100-21-0107	Streetlight & Pole Replacement	3.50	100,000
76	301	2022	Transportation & Public Works	Engineering & Construction	6200-20-2201	Limehouse Stormwater Outlet - Study, Permits and Design	3.50	75,000
77	129	2022	Office of the CAO	Council	0510-01-0101	Municipal Accessibility Plan	3.40	50,000
78	186	2022	Corporate Services	Finance	2500-22-0102	User Fee Review	3.40	40,000
79	211	2022	Library Services	Administration	3000-05-0002	Library Website Refresh	3.40	75,000
80	302	2022	Transportation & Public Works	Engineering & Construction	6200-22-1702	Pavement Management Study - 5 YR Cycle	3.40	65,000

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Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2022 Score	Gross Cost
81	385	2022	Recreation & Parks	Facilities	8200-02-0101	Facility Structural Repairs	3.40	88,000
82	386	2022	Recreation & Parks	Facilities	8400-02-2202	Town Hall Emergency & Exit Lighting Systems	3.40	76,000
83	387	2022	Recreation & Parks	Facilities	8400-02-2211	Town Hall Concrete Stair Replacement	3.40	99,000
84	388	2022	Recreation & Parks	Facilities	8421-02-2101	Norval CC Replace Exterior Wall Cladding	3.40	44,000
85	389	2022	Recreation & Parks	Parks & Open Space	8500-11-1807	Rennie St. Park Ph 2	3.40	225,000
86	390	2022	Recreation & Parks	Parks & Open Space	8500-11-2006	Hornby Park Revitalization	3.40	100,000
87	391	2022	Recreation & Parks	Parks & Open Space	8500-11-2207	Facility Flag Poles	3.40	85,000
88	392	2022	Recreation & Parks	Parks & Open Space	8500-24-0103	Trails Development: Fairy Lake	3.40	90,000
89	393	2022	Recreation & Parks	Parks & Open Space	8500-27-2201	Gellert Park Expansion - Design Phase	3.40	100,000
90	240	2022	Fire Services	Fleet	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	3.30	60,000
91	303	2022	Transportation & Public Works	Transportation	6100-21-1802	Streetlight Pole Transformer Replacement	3.30	50,000
92	304	2022	Transportation & Public Works	Engineering & Construction	6200-16-0104	Pavement Management	3.30	1,535,100
93	394	2022	Recreation & Parks	Parks & Open Space	8301-11-2001	Prospect Tennis Ct Resurfacing	3.30	70,000
94	395	2022	Recreation & Parks	Parks & Open Space	8500-11-0102	Park Revitalization & Renewal	3.30	30,000
95	396	2022	Recreation & Parks	Parks & Open Space	8500-11-0103	Cemetery Revitalization & Rene	3.30	46,000
96	397	2022	Recreation & Parks	Parks & Open Space	8500-11-1504	MMSP Skatepark Revitalization & Renewal	3.30	600,000
97	398	2022	Recreation & Parks	Parks & Open Space	8500-11-1912	Park Pathway Revitln & Renewal	3.30	100,000
98	212	2022	Library Services	Administration	3000-09-0105	Library Technology Renewal	3.20	34,400
99	241	2022	Fire Services	Facilities	5500-02-1601	Training Centre Upgrades	3.20	10,000
100	305	2022	Transportation & Public Works	Public Works	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	3.20	25,000
101	306	2022	Transportation & Public Works	Engineering & Construction	6200-16-1601	Todd Road Reconstruction	3.10	50,000
102	399	2022	Recreation & Parks	Facilities	8211-02-2101	Acton Arena Concession Cabinetry	3.10	16,000
103	400	2022	Recreation & Parks	Facilities	8230-02-2101	AIP RTU1	3.10	121,000
104	401	2022	Recreation & Parks	Facilities	8230-02-2201	AIP Pool Tank Repairs	3.10	88,000
105	402	2022	Recreation & Parks	Facilities	8231-02-2201	GIP Pool Tank Repairs	3.10	88,000
106	403	2022	Recreation & Parks	Facilities	8231-06-1602	GIP Filter Replacement	3.10	80,000
107	404	2022	Recreation & Parks	Facilities	8231-06-1701	GIP Equipment Replacement	3.10	26,000
108	405	2022	Recreation & Parks	Facilities	8400-02-1702	Town Hall Replace Heat Pumps	3.10	55,000
109	406	2022	Recreation & Parks	Facilities	8400-02-1703	Town Hall MUA Replacement	3.10	39,000
110	407	2022	Recreation & Parks	Facilities	8400-02-2001	Town Hall Air Handling Unit	3.10	495,000
111	408	2022	Recreation & Parks	Facilities	8400-02-2201	Town Hall Domestic Water Main Replacement	3.10	27,000
112	409	2022	Recreation & Parks	Facilities	8400-02-2210	Town Hall LCDB Fittings and Equipment	3.10	38,000
113	410	2022	Recreation & Parks	Facilities	8421-02-2102	Norval CC Replace Flooring	3.10	16,000
114	130	2022	Office of the CAO	Climate Change & Asset Management	1410-10-2201	Natural Asset Management	3.00	100,000
115	131	2022	Office of the CAO	Cultural Services	4000-10-2101	Public Art - Library & Cultural Centre Courtyard - Phase 1	3.00	92,000
116	132	2022	Office of the CAO	Climate Change & Asset Management	7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	3.00	49,700
117	133	2022	Office of the CAO	Climate Change & Asset Management	7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	3.00	95,000
118	134	2022	Office of the CAO	Climate Change & Asset Management	7300-22-1501	Climate Change Investment Fund	3.00	15,000
119	135	2022	Office of the CAO	Climate Change & Asset Management	7300-22-1701	Retrofit Halton Hills	3.00	100,000
120	307	2022	Transportation & Public Works	Transportation	6100-16-2106	Steeles Ave Corridor Transit Infrastructure	3.00	100,000

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Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2022 Score	Gross Cost
121	308	2022	Transportation & Public Works	Transportation	6100-16-2107	Cycling Infrastructure on Maple Ave	3.00	775,000
122	309	2022	Transportation & Public Works	Transportation	6100-23-1602	Active Transportation Promotion & Education	3.00	30,000
123	310	2022	Transportation & Public Works	Transportation	6100-23-2401	Active Transportation Improvements	3.00	70,000
124	311	2022	Transportation & Public Works	Engineering & Construction	6200-22-2201	Weather & Flow Monitoring Stations	3.00	35,000
125	312	2022	Transportation & Public Works	Public Works	6500-11-1517	Tree Planting - Emerald Ash Borer	3.00	150,000
126	313	2022	Transportation & Public Works	Public Works	6810-05-2201	Activan Software Module Enhancement	3.00	20,000
127	339	2022	Planning & Development	Planning Policy	7100-22-1901	G'town Downtown Secondary Plan	3.00	20,000
128	411	2022	Recreation & Parks	Parks & Open Space	8500-11-2002	Open Space Management	3.00	20,000
129	412	2022	Recreation & Parks	Parks & Open Space	8500-11-0105	Irrigation System Replacement	2.90	35,000
130	314	2022	Transportation & Public Works	Engineering & Construction	6200-22-0107	Bridge Rehab Study Update	2.80	75,000
131	315	2022	Transportation & Public Works	Public Works	6500-06-0102	Equipment Replacement	2.80	1,341,000
132	413	2022	Recreation & Parks	Administration	1000-09-0101	Office Furniture	2.80	38,000
133	414	2022	Recreation & Parks	Parks & Open Space	8500-08-2001	Property Acquisition Parks & Open Spaces	2.80	200,000
134	415	2022	Recreation & Parks	Parks & Open Space	8500-22-2202	Parkland Acquisition Study Phase 2	2.80	45,000
135	416	2022	Recreation & Parks	Facilities	8211-02-2210	Acton Arena LCDB Heat Recovery System	2.70	539,000
136	417	2022	Recreation & Parks	Facilities	8251-02-2223	MMSP LCDB Heat Recovery System	2.70	538,000
137	418	2022	Recreation & Parks	Facilities	8240-06-1701	Cultural Centre Theatre Curtain Replacement	2.60	22,000
138	136	2022	Office of the CAO	Climate Change & Asset Management	1410-10-2202	Asset Management Improvement	2.60	55,000
139	187	2022	Corporate Services	Purchasing & Risk Management	2600-09-2201	Mail Folder-Stuff Machine Replacement	2.60	20,000
140	419	2022	Recreation & Parks	Facilities	8211-02-2204	Acton Arena LCDB Dehumidification Unit	2.50	539,000
141	420	2022	Recreation & Parks	Facilities	8251-02-2224	MMSP LCDB Phased Dehumidification	2.50	841,000
142	421	2022	Recreation & Parks	Parks & Open Space	8500-11-2208	Outdoor Ice Rinks - Servicing Requirements	2.40	95,000
143	422	2022	Recreation & Parks	Parks & Open Space	8500-24-0104	Trails Development: TSP Link	2.20	100,000
144	423	2022	Recreation & Parks	Parks & Open Space	8500-11-1703	Neighbourhood Level Skate Features	2.20	148,000
145	424	2022	Recreation & Parks	Parks & Open Space	8500-11-2113	Mill Street Parkette	2.20	200,000
146	137	2022	Office of the CAO	Climate Change & Asset Management	1410-22-2201	Bike Share Feasibility	1.80	50,000
2022 Total								27,388,100

* Please note, these projects were assessed by the Corporate Technology Governance Committee under a separate scoring matrix and were ranked by priority in sequential order.

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Office of the CAO													
1	1100-10-2001	17 Guelph Street - Environmental Work (cost escalation)	55,000	-	-	-	-	-	-	-	-	-	55,000
2	1100-22-2201	Affordable Housing Action Plan	70,000	-	-	-	-	70,000	-	-	-	-	140,000
3	2100-10-1701	Alternative Voting Method	150,000	-	-	-	-	-	-	-	-	-	150,000
4	1410-10-2202	Asset Management Improvement	55,000	-	-	-	-	-	-	-	-	-	55,000
5	1410-22-2201	Bike Share Feasibility	50,000	-	-	-	-	-	-	-	-	-	50,000
6	4000-10-3101	Cedarvale Public Art	-	-	-	-	-	-	-	-	-	100,000	100,000
7	7300-02-2401	CEP - BAS Installation - Various Facilities	-	-	638,900	152,000	-	-	-	-	-	-	790,900
8	7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities	-	100,000	65,000	-	160,000	-	-	-	-	-	325,000
9	7300-02-2001	CEP - HVAC Performance Testing and Retrofits	240,000	300,000	100,000	231,900	29,100	-	-	-	-	-	901,000
10	7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	95,000	-	-	-	-	-	-	-	-	-	95,000
11	7300-02-2201	CEP - Lighting Retrofits	-	264,900	27,600	69,700	-	-	-	-	-	-	362,200
12	7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	49,700	-	-	-	-	-	-	-	-	-	49,700
13	7300-10-1901	Climate Change Action Implementation	-	130,000	150,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000	1,480,000
14	1410-22-2601	Climate Change Adaptation Plan Update	-	-	-	-	80,000	-	-	-	-	-	80,000
15	7300-10-1902	Climate Change Adaptation Strategy Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
16	7300-22-1501	Climate Change Investment Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
17	1100-10-0101	Community Improvement Plan Grant Program	50,000	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,017,500
18	7100-22-2002	Community Improvement Plan Update	-	-	-	-	75,000	-	-	-	-	-	75,000
19	7100-22-1701	Community Sustainability Strategy Update	-	100,000	-	-	75,000	-	-	-	-	-	175,000
20	7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	-	-	80,000	-	-	-	-	80,000	-	-	160,000
21	7300-22-1002	Corporate Sustainability Audit & Action Plan Update	-	55,000	-	-	-	-	-	-	-	-	55,000
22	4001-10-2101	Cultural Master Plan Update	-	-	-	-	45,000	-	-	-	-	45,000	90,000
23	1100-10-2201	Economic Development and Tourism Strategy Update	-	-	-	-	100,000	-	-	-	-	100,000	200,000
24	1100-10-1803	Economic Investment Attraction Fund	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
25	1100-22-0103	Foreign Direct Investment Strategy Update	-	-	-	80,000	-	-	-	-	80,000	-	160,000
26	7100-22-1605	Green Development Standards Update	-	-	60,000	-	-	-	-	60,000	-	-	120,000
27	1410-02-2201	Low Carbon Design Brief Towns' Facilities	150,000	-	-	-	-	-	-	-	-	-	150,000
28	1410-22-0102	Low Carbon Research and Development	-	100,000	100,000	100,000	100,000	-	-	-	-	-	400,000
29	1410-22-0101	Low Carbon Transition Strategy Implementation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
30	7100-22-1904	Low Carbon Transition Strategy Update	-	-	-	150,000	-	-	-	-	150,000	-	300,000
31	1100-10-0105	Manufacturing Expansion Fund	-	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	320,000
32	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
33	1410-10-2201	Natural Asset Management	100,000	-	-	-	-	-	-	-	-	-	100,000
34	2100-10-2201	Off-Site Records Destruction	30,000	-	-	-	-	-	-	-	-	-	30,000
35	4000-10-2101	Public Art - Library & Cultural Centre Courtyard - Phase 1	92,000	108,000	-	-	-	-	-	-	-	-	200,000
36	4001-10-2301	Public Art Master Plan Update	-	40,000	-	-	-	-	40,000	-	-	-	80,000
37	7300-22-1701	Retrofit Halton Hills	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
38	1400-10-1801	Strategic Plan Update	-	60,000	-	-	-	60,000	-	-	-	60,000	180,000
39	1410-22-2202	Town Fleet Electrification Study	80,000	-	-	-	-	-	-	-	-	-	80,000
40	4000-22-2202	Truth and Reconciliation Strategy - Phase 1 Consultation	50,000	-	-	-	-	-	-	-	-	-	50,000
Office of the CAO Total			1,856,700	1,905,400	1,909,000	1,621,100	1,351,600	1,117,500	877,500	1,027,500	1,117,500	1,192,500	13,976,300
Corporate Services													
41	2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
42	2300-10-2110	AMPS Technology Implementation	61,400	-	-	-	-	-	-	-	-	-	61,400
43	2300-05-2203	Backup Solution Replacement	40,000	-	-	-	-	-	-	-	-	-	40,000
44	2200-22-0104	Benefits Review	-	-	-	50,000	-	-	-	-	50,000	-	100,000
45	2300-05-2104	BI - Implement BI Technologies	-	-	-	50,000	-	-	-	-	-	-	50,000
46	2300-10-2103	BI - Pilot BI Technologies	-	-	10,000	-	-	-	-	-	-	-	10,000
47	2300-10-2002	BI reporting & Dashboarding Strategy	-	25,000	-	-	-	-	-	-	-	-	25,000
48	2300-05-2102	Business Continuity Solution Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000
49	2300-04-2001	Corp Network Equip Replacement	-	-	-	100,000	-	-	-	-	110,000	-	210,000
50	2300-10-1909	Corporate Collaboration Strategy	-	53,500	-	-	-	-	-	-	-	-	53,500

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
51	2300-10-2105	Corporate Compute and Storage Evergreen	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
52	2200-10-2201	Corporate Leadership Training Program	20,000	-	-	-	-	-	-	-	-	-	20,000
53	2300-04-2002	Corporate WiFi Replacement	-	-	-	30,000	-	-	-	-	33,000	-	63,000
54	2200-22-0105	Council Compensation Survey	15,000	-	-	15,000	-	-	-	15,000	-	-	45,000
55	2300-10-2106	Customer Service Strategy	-	-	-	100,000	-	-	-	-	-	-	100,000
56	2400-10-2001	DC Study & CBC	-	-	200,000	-	-	-	-	200,000	-	-	400,000
57	2200-22-0103	Employee Engagement Survey	-	40,000	-	-	42,000	-	-	44,100	-	-	126,100
58	2300-05-2103	Enterprise Content Management Implementation	-	-	500,000	-	-	-	-	-	-	-	500,000
59	2300-10-2001	Enterprise Content Management Strategy	-	30,000	-	-	-	-	-	-	-	-	30,000
60	2600-22-2301	Enterprise Risk Management Software	-	100,000	-	-	-	-	-	-	-	-	100,000
61	2300-05-2001	Firewall Replacement	-	-	-	25,000	-	-	-	-	28,000	-	53,000
62	2600-05-2401	Fuel Management Software	-	-	25,000	-	-	-	-	-	-	-	25,000
63	2600-22-2201	Fuel Management Strategy	-	25,000	-	-	-	-	-	-	-	-	25,000
64	2300-10-1501	Geospatial Data	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
65	2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
66	2300-05-2204	Growth Monitoring Model Ph2	66,500	-	-	-	-	-	-	-	-	-	66,500
67	2300-10-1908	HUB Review Strategy	-	39,300	-	-	-	-	-	-	-	-	39,300
68	2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	-	-	400,000	-	-	-	-	-	400,000
69	2600-05-2201	Insurance Claims Management Software	91,000	-	-	-	-	-	-	-	-	-	91,000
70	2300-05-2101	ITSM Solution	-	50,000	-	-	-	-	-	-	-	-	50,000
71	2300-09-1601	Large Scale Plotter - Printer	-	-	45,000	-	-	-	-	-	-	-	45,000
72	2600-09-2201	Mail Folder-Stuff Machine Replacement	20,000	-	-	-	-	-	-	-	-	-	20,000
73	2300-05-0103	Microsoft Licensing	-	80,000	-	-	-	80,000	-	-	-	80,000	240,000
74	2300-05-2106	Open Data Implementation	-	15,000	-	-	-	-	-	-	-	-	15,000
75	2200-22-2201	Part-time Wage & Pay Equity Review	30,000	-	-	-	-	-	-	-	-	-	30,000
76	2600-06-0101	Photocopier/Fax/Printers	182,000	-	-	-	-	182,000	-	-	-	-	364,000
77	2300-10-2108	Point of Sale System Discovery	-	-	-	35,000	-	-	-	-	-	-	35,000
78	2400-10-2102	PS3280 Implementation	80,000	-	-	-	-	-	-	-	-	-	80,000
79	2200-22-0102	Salary Survey	-	-	40,000	-	-	40,000	-	-	40,000	-	120,000
80	2300-05-2202	SAN Replacement	150,000	-	-	-	-	165,000	-	-	-	-	315,000
81	2200-10-2101	Succession Plan-Training/Dev	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
82	2300-04-0101	Technology Refresh	150,000	120,000	120,000	130,000	150,000	170,000	170,000	170,000	170,000	170,000	1,520,000
83	2300-22-1601	Technology Strat Plan Update	-	50,000	-	-	-	60,000	-	-	-	75,000	185,000
84	2500-22-0102	User Fee Review	40,000	-	-	-	-	40,000	-	-	-	-	80,000
Corporate Services Total			975,900	1,357,800	995,000	590,000	647,000	792,000	225,000	484,100	486,000	380,000	6,932,800
Library Services													
85	3000-22-2701	Facility Needs Study	-	-	-	-	-	-	-	-	40,000	-	40,000
86	3000-15-0103	Lib Mats Collection Developmnt	25,000	-	-	50,000	-	-	50,000	-	-	75,000	200,000
87	3100-09-1701	Library Furnishing/Equip-GTown	-	30,000	-	-	-	-	33,000	-	-	-	63,000
88	3200-09-1601	Library Furnishings Acton	-	23,000	-	-	-	23,000	-	-	-	-	46,000
89	3000-06-2201	Library Lockers and Kiosk	80,000	-	-	-	-	-	-	-	-	-	80,000
90	3000-15-0101	Library Materials	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,965,000
91	3000-04-1501	Library Strategic Plan	-	-	-	-	-	81,000	-	-	-	-	81,000
92	3000-09-0105	Library Technology Renewal	34,400	50,300	54,000	52,300	60,500	44,600	43,500	51,000	56,600	49,000	496,200
93	3000-05-0002	Library Website Refresh	75,000	-	-	-	-	75,000	-	-	-	-	150,000
94	3200-11-2001	Marquee Acton Branch	-	-	-	-	-	-	-	-	80,000	-	80,000
95	3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	150,000	-	-	-	-	150,000	-	-	300,000
96	3300-08-3001	Vision Georgetown Library Branch Land Acquisition	-	-	-	-	-	-	-	-	3,700,000	-	3,700,000
Library Services Total			688,400	602,300	703,000	601,300	559,500	722,600	625,500	700,000	4,375,600	623,000	10,201,200
Fire Services													
97	5500-03-2501	4th Station - Design & Eng	-	-	-	500,000	-	-	-	-	-	-	500,000
98	5500-03-2701	4th Station - Equipment & Furnishings	-	-	-	-	150,000	1,626,000	-	-	-	-	1,776,000
99	5200-07-2601	4th Station - Extrication Equipment	-	-	-	-	150,000	-	-	-	-	-	150,000

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
100	5500-08-2501	4th Station - Land Acquisition	-	-	-	3,000,000	-	-	-	-	-	-	3,000,000
101	5200-06-2601	4th Station - Small Equipment	-	-	-	-	200,000	-	-	-	-	-	200,000
102	5200-06-0102	4th Station - Small Equipment Replace	-	-	-	-	-	-	10,000	10,000	10,000	10,000	40,000
103	5500-03-2301	4th Station & Training Centre Constr	-	-	-	-	-	5,200,000	-	-	-	-	5,200,000
104	5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	45,000	-	-	-	-	-	-	-	-	45,000
105	5900-25-2301	Aerial 752 (A4)	-	-	-	-	1,635,000	-	-	-	-	-	1,635,000
106	5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	-	21,000	-	-	-	21,000
107	5200-07-0104	Breathing Apparatus Replacemnt	20,000	20,000	20,000	20,000	20,000	450,000	20,000	20,000	20,000	20,000	630,000
108	5200-06-1701	Drone & Camera System	-	-	-	-	-	-	-	-	-	90,000	90,000
109	5200-07-0102	FF Protective Clothing Repl	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	830,000
110	5200-07-2201	Fire Hose/Turnout Gear Dryer	75,000	-	-	-	-	-	-	-	-	-	75,000
111	5000-22-2001	Fire Serv MP&Commty Risk Assmt	-	-	-	-	-	-	90,000	-	-	-	90,000
112	5200-07-0107	Heavy Extraction Equip Repl	-	150,000	-	-	-	-	-	-	-	-	150,000
113	5500-06-2501	Marquee - Acton Station	-	-	-	80,000	-	-	-	-	-	-	80,000
114	5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	-	13,700	-	-	-	13,700
115	5200-07-0109	Outfit New FT Firefighters (21 FF)	-	-	-	-	270,000	-	-	-	-	-	270,000
116	5900-25-2701	Pumper - P4 (Equipped)	-	-	-	-	1,035,000	-	-	-	-	-	1,035,000
117	5400-06-2501	Radio Replacement	-	-	-	-	1,500,000	-	-	-	-	-	1,500,000
118	5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	-	400,000	-	-	-	-	-	400,000
119	5900-25-2303	Replace Aerial 750 (A3)	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
120	5900-25-2201	Replace Deputy Fire Chiefs Car 3 Unit 713	60,000	-	-	-	-	-	-	60,000	-	-	120,000
121	5200-07-2001	Replace Gas Detection Equip	-	-	-	-	-	-	-	-	-	25,000	25,000
122	5400-06-0101	Replace Pagers	-	-	-	-	-	-	110,000	-	-	-	110,000
123	5900-25-2403	Replace Pump 721 (P2)	-	-	850,000	-	-	-	-	-	-	-	850,000
124	5900-25-2501	Replace Pump 724 (P1)	-	-	-	850,000	-	-	-	-	-	-	850,000
125	5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	-	400,000	-	-	-	-	-	400,000
126	5900-25-3001	Replace Support Unit 709 (109)	-	-	-	-	-	-	-	-	70,000	-	70,000
127	5900-25-3002	Replace Support Unit 710 (310)	-	-	-	-	-	-	-	-	60,000	-	60,000
128	5900-25-2203	Replace Tanker 742 (T3)	600,000	-	-	-	-	-	-	-	-	-	600,000
129	5900-25-2401	Replace Tanker 743 (T1)	-	-	600,000	-	-	-	-	-	-	-	600,000
130	5900-25-2104	Replace Unit 711	-	-	-	-	-	-	-	-	80,000	-	80,000
131	5900-25-2103	Replace Unit 712	-	-	-	-	-	-	-	-	80,000	-	80,000
132	5900-25-2702	Rescue - R4 (Equipped)	-	-	-	-	1,158,400	-	-	-	-	-	1,158,400
133	5500-02-2202	Retrofit and Upgrade of CCTV Systems	-	26,000	-	-	-	-	-	-	-	-	26,000
134	5200-06-0101	Small Equipment Replace	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000
135	5500-02-2203	Station Renovations - Acton Station	100,000	400,000	-	-	-	-	-	-	-	-	500,000
136	5500-02-3101	Station Renovations - Headquarters	-	-	-	-	-	-	-	-	-	100,000	100,000
137	5500-02-2301	Station Renovations - Maple Ave Station	-	-	-	-	-	-	-	-	-	100,000	100,000
138	5900-25-2302	Support Unit 715 (414)	-	-	-	-	78,000	-	-	-	-	-	78,000
139	5900-25-2601	Tanker - 4th Station (New)	-	-	-	-	742,800	-	-	-	-	-	742,800
140	5500-02-1601	Training Centre Upgrades	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
141	5900-25-3003	Training Division Passenger Van	-	-	-	-	-	-	-	-	80,000	-	80,000
Fire Services Total			981,000	2,267,000	1,596,000	4,576,000	7,865,200	7,402,000	390,700	216,000	526,000	471,000	26,290,900
Transportation & Public Works													
142	6200-26-1911	#23 6th Line Culvert Replacement	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
143	6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	150,000	-	400,000	-	-	-	550,000
144	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	150,000	-	1,000,000	-	-	-	-	-	-	-	1,150,000
145	6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	-	350,000	1,500,000	3,500,000	3,500,000	-	-	-	-	8,850,000
146	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	150,000	2,000,000	-	-	-	-	-	-	-	-	2,150,000
147	6200-16-2303	10th Ln Reconst South of 22sdrd	-	300,000	-	-	-	-	-	-	-	-	300,000
148	6100-28-2701	15 Sd Rd & Belmont Blvd Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
149	6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	500,000	2,000,000	6,000,000	6,000,000	-	-	14,500,000
150	6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	-	350,000	1,050,000	2,200,000	-	-	-	3,600,000

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
151	6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	350,000	-	-	-	-	-	-	-	350,000
152	6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	250,000	1,200,000	-	-	-	-	-	-	1,450,000
153	6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	350,000	1,800,000	-	-	-	-	2,150,000
154	6100-28-2103	5 Side Road and Fourth Line Traffic Signal	500,000	-	-	-	-	-	-	-	-	-	500,000
155	6810-05-2201	Activan Software Module Enhancement	20,000	-	50,000	170,000	-	-	-	-	-	-	240,000
156	6100-23-2401	Active Transportation Improvements	70,000	350,000	147,500	280,000	678,000	2,050,000	40,000	45,000	1,520,000	2,900,000	8,080,500
157	6100-22-2501	Active Transportation Master Plan	-	-	-	300,000	-	-	-	-	-	350,000	650,000
158	6100-23-1602	Active Transportation Promotion & Education	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
159	6100-28-2901	Argyll Rd & Barber Dr Traffic Signal	-	-	-	-	-	-	-	325,000	-	-	325,000
160	6100-28-2801	Argyll Rd & Miller Dr Traffic Signal	-	-	-	-	-	-	325,000	-	-	-	325,000
161	6810-10-2501	Automated Fare System	-	-	-	150,000	-	-	-	-	-	-	150,000
162	6100-10-2301	Automated Speed Enforcement	-	150,000	-	-	-	-	-	-	-	-	150,000
163	6200-22-0107	Bridge Rehab Study Update	75,000	-	90,000	-	90,000	-	100,000	-	100,000	-	455,000
164	6100-22-1802	Class EAs for Transportation Master Plan Projects	-	-	-	500,000	-	-	-	-	500,000	-	1,000,000
165	6200-16-1702	Collector/Arterial Asphalt Res	-	2,450,000	-	2,500,000	-	2,500,000	-	2,500,000	-	2,500,000	12,450,000
166	6100-22-2301	Complete Street Policy Guideline	-	100,000	-	-	-	-	-	-	-	-	100,000
167	6200-16-2201	Confederation St. Main to Urban Boundary	-	-	486,000	3,240,000	-	-	-	-	-	-	3,726,000
168	6100-16-2107	Cycling Infrastructure on Maple Ave	775,000	-	-	-	-	-	-	-	-	-	775,000
169	6210-22-2601	Dev Eng Fee Review (Future)	-	-	-	-	40,000	-	-	-	-	40,000	80,000
170	6100-28-3101	Eaton St & Barber Dr Traffic Signal	-	-	-	-	-	-	-	-	-	325,000	325,000
171	6200-16-1904	Eighth Line - Steeles to Maple Ave Reconstruction	-	-	-	1,500,000	2,250,000	20,000,000	12,000,000	8,000,000	-	-	43,750,000
172	6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	144,000	-	-	960,000	-	-	1,104,000
173	6500-06-0102	Equipment Replacement	1,341,000	1,675,500	1,595,500	1,589,500	1,212,500	1,160,000	1,487,000	1,181,000	21,000	624,500	11,887,500
174	6810-10-2401	EV Chargers for ActiVan Vehicles	-	-	280,000	-	140,000	-	140,000	140,000	140,000	-	840,000
175	6810-10-2502	EV Chargers for Transit Vehicles	-	-	-	280,000	-	-	-	560,000	-	-	840,000
176	6200-22-2202	Falbrook Trail Slope Investigations	-	75,000	-	-	-	-	-	-	-	-	75,000
177	6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	-	-	-	150,000	2,000,000	-	-	-	-	-	2,150,000
178	6500-10-2801	Fuel Management System	-	-	-	-	-	-	350,000	-	-	-	350,000
179	6100-16-0102	Future Transit Infrast - Replc	-	-	-	-	-	-	-	-	100,000	25,000	125,000
180	6100-16-0101	Future Transit infrastructure installations	-	-	-	-	100,000	25,000	25,000	25,000	100,000	25,000	300,000
181	6200-27-0101	Glen Lawson Construction	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
182	6100-22-2601	Growth Related Transp Studies	-	-	-	-	200,000	-	-	-	-	200,000	400,000
183	6200-16-2004	Guelph St & Mountainview - NB/SB Turn Lane Improvements	-	-	-	500,000	1,500,000	-	-	-	-	-	2,000,000
184	6200-16-1809	Guelph St/Sinclair Ave Intersection Improvements	925,000	-	-	-	-	-	-	-	-	-	925,000
185	6200-16-1811	Guelph/Mill Intersection Improvements	350,000	-	-	-	-	-	-	-	-	-	350,000
186	6200-20-1901	Harold St Stormwater Imprvmnts	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
187	6200-16-2302	Hornby Road Reconstruction	-	250,000	1,500,000	-	-	-	-	-	-	-	1,750,000
188	6100-17-2301	Hwy 7 sidewalk Norval to McFarlane	-	250,000	-	-	-	-	-	-	-	-	250,000
189	6100-17-1801	Infill Sidewalk Connections	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
190	6100-28-0107	LED Traffic Signal Replacement	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	320,000
191	6200-20-2201	Limehouse Stormwater Outlet - Study, Permits and Design	75,000	-	-	-	-	-	-	-	-	-	75,000
192	6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Ext	-	-	150,000	-	-	-	-	-	-	-	150,000
193	6200-16-1004	Main St Glen Williams Eng	-	1,500,000	1,500,000	-	-	-	-	-	-	-	3,000,000
194	6100-28-2702	Main St N & Wallace St Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
195	6100-28-2401	Main St North & Ewing Traffic Signal	-	-	325,000	-	-	-	-	-	-	-	325,000
196	6100-28-1808	Mandated AODA Accessible Traffic Signals	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
197	6500-03-2801	Material Storage Facility (long-term)	-	-	-	-	-	-	3,000,000	-	-	-	3,000,000
198	6200-16-1901	McNabb St - CNR to Queen Improvements	-	150,000	650,000	-	-	-	-	-	-	-	800,000
199	6100-28-1807	Mill St Neighbourhood Imprvmts	-	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-	600,000
200	6100-28-3001	Miller Dr & Eaton St Traffic Signal	-	-	-	-	-	-	-	-	325,000	-	325,000
201	6200-16-3101	Mountainview & Sinclair Southbound Left Turn Lane	-	-	-	-	-	-	-	300,000	-	1,200,000	1,500,000
202	6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	4,100,000	-	-	-	-	-	-	-	-	-	4,100,000
203	6200-16-2106	Mountainview Rd Resurfacing - John-Maple	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000

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Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
204	6100-28-1516	Neighbourhood Traffic Calming	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
205	6810-25-1601	New ActiVan Vehicles	-	170,000	250,000	-	250,000	-	-	500,000	250,000	-	1,420,000
206	6500-06-1701	New Equipment	384,000	380,000	870,000	125,000	240,000	810,000	450,000	600,000	240,000	500,000	4,599,000
207	6500-06-0105	New Equipment - Parks	25,000	-	-	-	503,500	-	60,000	-	88,500	-	677,000
208	6810-25-0101	New Transit Vehicles	-	-	-	750,000	-	-	-	1,750,000	-	-	2,500,000
209	6200-16-2105	Ontario Street	-	2,500,000	-	-	-	-	-	-	-	-	2,500,000
210	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	25,000	100,000	-	-	-	-	-	-	-	-	125,000
211	6100-28-0101	Opticom Replacement Program	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	470,000
212	6200-16-0104	Pavement Management	1,535,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	19,140,000
213	6200-22-1702	Pavement Management Study - 5 YR Cycle	65,000	-	-	75,000	-	-	75,000	-	-	85,000	300,000
214	6100-28-1703	Pedestrian Crossings	115,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,600,000
215	6100-06-2301	Permanent Traffic Count Stations	-	93,000	-	-	-	-	-	-	-	-	93,000
216	6200-16-1803	Prince St (All Phases)	200,000	-	100,000	1,150,000	-	-	-	-	-	-	1,450,000
217	6500-22-2201	Robert C Austin Ops Centre Master Plan	200,000	-	-	-	-	-	-	-	-	-	200,000
218	6100-21-1701	Rural Intersection Streetlighting	30,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	480,000
219	6100-16-0103	School Zone Traffic Calming Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
220	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
221	6500-03-2803	Snow Dump Expansion - Central Yard	-	-	-	-	-	-	500,000	-	-	-	500,000
222	6100-16-2108	Steeles Ave Corridor Transit Infra Replace	-	-	-	30,000	30,000	-	-	-	-	30,000	90,000
223	6100-16-2106	Steeles Ave Corridor Transit Infrastructure	100,000	-	-	-	-	70,000	70,000	-	-	-	240,000
224	6100-20-2201	Storm Sewer Condition Assessments	-	-	150,000	150,000	150,000	-	-	-	-	-	450,000
225	6200-22-2801	Stormwater Master Plan Update (Future)	-	-	-	-	-	-	300,000	-	-	-	300,000
226	6100-21-0107	Streetlight & Pole Replacement	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,450,000
227	6100-21-1802	Streetlight Pole Transformer Replacement	50,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,400,000
228	6200-20-1701	StrmWtr Fac. Rehab Assmnt Prgm	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
229	6810-03-2401	Temporary EV Shelter for Activan	-	-	500,000	-	-	-	-	-	-	-	500,000
230	6200-16-2702	Tenth Line Steeles South	-	-	-	-	132,000	-	-	880,000	-	-	1,012,000
231	6200-16-1601	Todd Road Reconstruction	50,000	1,500,000	-	-	-	-	-	-	-	-	1,550,000
232	6500-28-1002	Traffic Control Signals Replacement	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
233	6500-18-0110	Traffic Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
234	6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	-	325,000	-	-	-	-	-	-	-	325,000
235	6200-22-0020	Traffic Signal Legal Drawings Update	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
236	6100-05-2501	Traffic Signal Management System	-	-	-	325,000	-	-	-	-	-	325,000	650,000
237	6810-22-2001	Transit Facility Feasibility Study & Implementation	-	-	-	-	200,000	1,800,000	10,000,000	-	-	-	12,000,000
238	6810-04-2102	Transit Hardware Replacement	-	-	-	-	-	20,000	-	-	-	20,000	40,000
239	6810-04-2101	Transit Hardware/Software Purchase/Support	-	20,000	-	350,000	-	-	-	125,000	-	-	495,000
240	6810-22-2601	Transit Service Strategy Update	-	-	-	-	300,000	-	-	-	-	-	300,000
241	6100-22-0102	Transportation Master Plan Update	-	500,000	-	-	-	-	500,000	-	-	-	1,000,000
242	6500-11-1517	Tree Planting - Emerald Ash Borer	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
243	6500-03-2802	Truck Storage/EV Storage	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000
244	6500-03-1704	Truck Wash Facility Ph 1	-	-	-	-	-	-	625,000	-	-	-	625,000
245	6100-22-1805	Trucking Strategy Implementation Ph 1	400,000	-	-	-	-	-	-	-	-	-	400,000
246	6200-27-1011	Tweedle Street Engineering	-	-	150,000	-	-	-	-	-	-	-	150,000
247	6100-10-1402	Upper Reach Tributary	-	-	-	100,000	-	-	-	-	-	-	100,000
248	6810-25-1001	Vehicle Replacement for Specialized Transit Services	340,000	170,000	500,000	-	250,000	-	750,000	500,000	250,000	750,000	3,510,000
249	6200-22-2201	Weather & Flow Monitoring Stations	35,000	30,000	30,000	30,000	-	-	-	-	-	-	125,000
250	6200-16-2601	Winston Churchill & 17 Sd Rd west approach	-	-	-	-	116,000	-	-	-	-	-	116,000
Transportation & Public Works Total			15,210,100	20,519,600	15,155,100	20,500,600	18,932,100	40,991,100	43,953,100	27,847,100	7,090,600	13,355,600	223,555,000
Planning & Development													
251	7100-22-1502	Glen Williams Sec Plan Review	-	-	-	150,000	-	-	-	-	-	-	150,000
252	7100-22-1901	G'town Downtown Secondary Plan	20,000	-	-	-	-	-	-	-	-	-	20,000
253	7100-22-2401	Guelph St Corridor Planning Study	-	-	300,000	-	-	-	-	-	-	-	300,000
254	7100-27-0102	Norval Secondary Plan Review	-	-	-	-	-	-	-	150,000	-	-	150,000

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Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
255	7000-22-0001	Official Plan	-	-	-	-	200,000	-	-	-	-	200,000	400,000
256	7100-22-2303	Post 2036 Secondary Plans	-	-	-	-	1,500,000	1,500,000	1,500,000	-	-	-	4,500,000
257	7100-10-2501	SE Georgetown Developer Payback	-	-	-	219,700	-	-	-	-	219,700	-	439,400
258	7100-22-2601	Stewarttown Planning Study	-	-	-	-	150,000	-	-	-	-	-	150,000
259	7100-22-2001	Zoning By-Law Update	-	200,000	-	-	-	-	200,000	-	-	-	400,000
Planning & Development Total			20,000	200,000	300,000	369,700	1,850,000	1,500,000	1,700,000	150,000	219,700	200,000	6,509,400
Recreation & Parks													
260	8211-02-2401	ACC Exterior Window and Door Sealant	-	-	15,000	-	-	-	-	-	-	-	15,000
261	8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement	-	-	-	-	-	-	-	-	10,000	-	10,000
262	8211-02-2101	Acton Arena Concession Cabinetry	16,000	-	-	-	-	-	-	-	-	-	16,000
263	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	12,000	-	-	-	-	-	-	-	-	-	12,000
264	8211-02-2206	Acton Arena Exterior Lighting Replacement	12,000	-	-	-	-	-	-	-	-	-	12,000
265	8211-02-1706	Acton Arena HVAC Replacement	-	50,000	-	-	-	-	-	-	-	-	50,000
266	8211-02-2205	Acton Arena Interior Lighting	16,000	-	-	-	-	-	-	-	-	-	16,000
267	8211-06-3002	Acton Arena Kitchen Appliances Replacement	-	-	-	-	-	-	-	-	10,000	-	10,000
268	8211-02-2301	Acton Arena LCDB BAS and Controls Optimization	-	300,000	-	-	-	-	-	-	-	-	300,000
269	8211-02-2602	Acton Arena LCDB Boiler Replacements	-	-	-	-	300,000	-	-	-	-	-	300,000
270	8211-02-2204	Acton Arena LCDB Dehumidification Unit	539,000	-	-	-	-	-	-	-	-	-	539,000
271	8211-02-2210	Acton Arena LCDB Heat Recovery System	539,000	-	-	-	-	-	-	-	-	-	539,000
272	8211-02-2402	Acton Arena LCDB Low E Ceiling	-	-	102,000	-	-	-	-	-	-	-	102,000
273	8211-02-2202	Acton Arena LCDB MUA Unit with HR	-	240,000	-	-	-	-	-	-	-	-	240,000
274	8211-02-2501	Acton Arena LCDB REALice	-	-	-	41,000	-	-	-	-	-	-	41,000
275	8211-02-2502	Acton Arena LCDB Solar PV	-	-	-	552,000	-	-	-	-	-	-	552,000
276	8211-06-2101	Acton Arena Lobby A/C Installation	39,000	-	-	-	-	-	-	-	-	-	39,000
277	8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	20,000	-	-	-	20,000
278	8211-02-2302	Acton Arena Refrigeration Plant Archiving	-	50,000	-	-	-	-	-	-	-	-	50,000
279	8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	15,000	-	-	-	-	-	-	15,000
280	8211-02-1801	Acton Arena Roof Replacement	-	-	-	-	-	-	400,000	-	-	-	400,000
281	8211-02-2203	Acton Arena RTU	-	40,000	-	-	-	-	-	-	-	-	40,000
282	8211-02-2209	Acton Arena Security System CCTV	-	-	11,000	-	-	-	-	-	-	-	11,000
283	8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	18,000	-	-	-	18,000
284	8211-02-2901	Acton Arena Townsley Refrigeration Repl	-	-	-	-	-	-	-	250,000	-	-	250,000
285	8430-02-3001	Acton Library Exterior Windows Sealing	-	-	-	-	-	-	-	-	15,000	-	15,000
286	8230-02-3001	AIP Flooring Replacement	-	-	-	-	-	-	-	-	15,000	-	15,000
287	8230-06-1701	AIP Mechanical Upgrades	-	-	16,000	-	-	-	-	-	-	-	16,000
288	8230-02-2201	AIP Pool Tank Repairs	88,000	-	-	-	-	-	-	-	-	-	88,000
289	8230-02-1501	AIP Refinish Interior Wood	-	11,000	-	-	-	-	-	-	-	-	11,000
290	8230-06-2001	AIP Replace Pool Filter	-	-	-	-	35,000	-	-	-	-	-	35,000
291	8230-02-2102	AIP Revitalization Construction	-	-	10,500,000	-	-	-	-	-	-	-	10,500,000
292	8230-27-1701	AIP Revitalization Design & Engineering	-	-	1,050,000	-	-	-	-	-	-	-	1,050,000
293	8230-02-2101	AIP RTU1	121,000	-	-	-	-	-	-	-	-	-	121,000
294	8230-02-2602	AIP Sink Replacements	-	-	-	-	10,000	-	-	-	-	-	10,000
295	8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	15,000	-	-	-	-	-	15,000
296	8200-25-0101	Arena Ice Resurfacers LCDB	-	170,000	-	170,000	-	170,000	-	170,000	-	170,000	850,000
297	8500-11-2109	Berton Blvd Park PH2	-	-	255,000	-	-	-	-	-	-	-	255,000
298	8500-11-2304	Cedarvale Leash Free Park Revitalization	-	150,000	-	-	-	-	-	-	-	-	150,000
299	8500-11-1501	Cedarvale Park Functional Plan & Implementation	-	-	50,000	-	-	-	-	250,000	-	-	300,000
300	8500-11-0103	Cemetery Revitalization & Rene	46,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	120,000	130,000	1,086,000
301	8510-10-2001	Community Partnership - Beach Volleyball	-	-	174,000	-	-	-	-	-	-	-	174,000
302	8500-11-0108	Court Revitalization & Repairs	-	90,000	15,000	-	-	15,000	-	-	15,000	-	135,000
303	8240-02-3001	Cultural Centre Exterior Wall Refurbishment	-	-	-	-	-	-	-	-	15,000	-	15,000
304	8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	40,000	-	-	-	40,000
305	8240-06-1701	Cultural Centre Theatre Curtain Replacement	22,000	-	-	-	-	-	-	-	-	-	22,000

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
306	8500-22-2501	Dominion Gardens Park Master Plan Impl PH3	-	-	-	51,000	-	-	-	-	-	-	51,000
307	8500-11-2110	Dominion Gardens Park Ph3	-	-	-	-	-	-	635,000	-	-	-	635,000
308	8500-11-2207	Facility Flag Poles	85,000	-	-	-	-	-	-	-	-	-	85,000
309	8200-03-1401	Facility Space Provision	-	-	-	4,626,000	-	-	-	-	-	-	4,626,000
310	8200-22-1301	Facility Space Provision Study	-	165,000	-	-	-	-	-	-	-	-	165,000
311	8200-02-0101	Facility Structural Repairs	88,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	808,000
312	8500-11-1603	Fairy Lake Water Quality Implementation	-	132,000	-	-	-	-	-	-	-	-	132,000
313	8500-13-2301	Fitness Features - Community Park	-	40,000	-	-	-	-	-	-	-	-	40,000
314	8261-12-1701	GCC Parking Lot Resurfacing	-	-	-	-	400,000	-	-	-	-	-	400,000
315	8261-03-2001	GCC Phase 2 Construction	-	-	-	-	25,223,000	-	-	-	-	-	25,223,000
316	8261-27-2401	GCC Phase 2 Design & Engineering	-	-	2,500,000	-	-	-	-	-	-	-	2,500,000
317	8261-02-2501	GCC Pool Filters	-	-	-	140,000	-	-	-	-	-	-	140,000
318	8221-06-1601	GCC Replace Closed Circuit Camera System	-	-	-	-	20,000	-	-	-	-	-	20,000
319	8261-02-2502	GCC Replace Exhaust Fans	-	-	-	20,000	20,000	-	-	-	-	-	40,000
320	8221-06-1502	GCC Replace Fire Alarm System	-	-	-	-	19,000	-	-	-	-	-	19,000
321	8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	55,000	-	-	-	55,000
322	8221-02-1701	GCC Roof Maintenance	-	-	-	750,000	-	-	-	-	25,000	-	775,000
323	8261-02-1403	GCC RTU's	-	-	-	475,000	-	-	-	-	70,000	-	545,000
324	8304-11-2001	GCC Tennis Court Resurfacing	-	-	-	-	-	-	125,000	-	-	-	125,000
325	8261-02-1402	GCC Unit Heaters	-	-	6,000	42,000	-	-	-	-	-	-	48,000
326	8500-11-2005	Gellert Park Expansion - Construction	-	6,000,000	-	-	-	-	-	-	-	-	6,000,000
327	8500-27-2201	Gellert Park Expansion - Design Phase	100,000	-	-	-	-	-	-	-	-	-	100,000
328	8500-11-2204	Gellert Splash Pad Resurfacing	120,000	-	-	-	-	-	-	-	-	-	120,000
329	8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
330	8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
331	8231-06-1701	GIP Equipment Replacement	26,000	-	-	-	-	-	-	-	-	-	26,000
332	8231-06-1602	GIP Filter Replacement	80,000	-	-	-	-	-	-	-	-	-	80,000
333	8231-02-2103	GIP Floor Replacements	-	-	-	-	15,000	-	-	-	-	-	15,000
334	8231-02-1801	GIP Floor Tiling	-	84,000	-	-	-	-	-	-	-	-	84,000
335	8231-02-1501	GIP Partition Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
336	8231-02-2201	GIP Pool Tank Repairs	88,000	-	-	-	-	-	-	-	-	-	88,000
337	8231-02-2101	GIP Replace Main Electrical	-	22,000	-	-	-	-	-	-	-	-	22,000
338	8231-02-2001	GIP Revitalization Construction	-	-	2,500,000	-	-	-	-	-	-	-	2,500,000
339	8231-27-1901	GIP Revitalization Design & Eng	-	-	300,000	-	-	-	-	-	-	-	300,000
340	8231-02-2102	GIP Roof Replacement	-	-	-	20,000	-	-	-	-	-	-	20,000
341	8231-02-2601	GIP Sink Replacements	-	-	-	-	10,000	-	-	-	-	-	10,000
342	8500-22-2301	Glen Lawson Lands Master Plan	-	75,000	-	-	-	-	-	-	-	-	75,000
343	8500-11-1805	Halton Hills Drive Park	-	475,000	-	-	-	-	-	-	-	-	475,000
344	8500-11-1903	Hillcrest Cem Revit & Renewal	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
345	8500-11-2006	Hornby Park Revitalization	100,000	-	350,000	-	-	-	-	-	-	-	450,000
346	8500-22-2401	Hungry Hollow Management Plan Update (20 year)	-	-	50,000	-	-	-	-	-	-	-	50,000
347	8500-13-2101	Inclusive Playground	-	-	-	-	-	-	-	-	-	294,000	294,000
348	8500-11-0105	Irrigation System Replacement	35,000	45,000	-	45,000	-	45,000	-	45,000	-	-	215,000
349	8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	-	450,000	-	-	-	-	-	-	-	450,000
350	8500-11-2112	Lyndsey Court Park	-	-	-	-	262,000	-	-	-	-	-	262,000
351	8500-11-2113	Mill Street Parkette	200,000	-	-	-	-	-	-	-	-	-	200,000
352	8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	40,000	40,000	-	-	-	-	-	-	-	80,000
353	8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	45,000	-	-	-	-	-	-	-	-	45,000
354	8251-02-2203	MMSP Alcott Skate Tile Repl	-	-	-	-	-	-	-	-	-	300,000	300,000
355	8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
356	8251-02-3003	MMSP Bathroom Fixtures	-	-	-	-	-	-	-	-	25,000	-	25,000
357	8251-02-2201	MMSP Ceiling Refurbishment	-	35,000	-	-	-	-	-	-	-	-	35,000
358	8251-22-1501	MMSP Computerized Energy Audit	-	50,000	-	-	-	-	-	-	-	-	50,000

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Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
359	8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	15,000	-	-	-	15,000
360	8251-02-3004	MMSP Domestic Water Distribution	-	-	-	-	-	-	-	-	200,000	-	200,000
361	8251-06-3001	MMSP Domestic Water Heaters	-	-	-	-	-	-	-	-	70,000	-	70,000
362	8251-02-2202	MMSP Exterior Door Replacement	-	-	13,000	-	-	-	-	-	-	-	13,000
363	8251-06-3004	MMSP Exterior Light Fixtures	-	-	-	-	-	-	-	-	50,000	-	50,000
364	8251-06-3003	MMSP Exterior Lighting	-	-	-	-	-	-	-	-	150,000	-	150,000
365	8251-02-3002	MMSP Flooring Replacement	-	-	-	-	-	-	-	-	80,000	-	80,000
366	8251-02-3005	MMSP Gas Supply	-	-	-	-	-	-	-	-	100,000	-	100,000
367	8251-02-3001	MMSP Interior Doors	-	-	-	-	-	-	-	-	25,000	-	25,000
368	8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	500,000	-	-	-	-	-	500,000
369	8251-02-2301	MMSP LCDB BAS and Controls Implementation	-	300,000	-	-	-	-	-	-	-	-	300,000
370	8251-02-2501	MMSP LCDB Boiler Replacements	-	-	-	200,000	-	-	-	-	-	-	200,000
371	8251-02-2223	MMSP LCDB Heat Recovery System	538,000	-	-	-	-	-	-	-	-	-	538,000
372	8251-02-2224	MMSP LCDB Phased Dehumidification	841,000	-	-	-	-	-	-	-	-	-	841,000
373	8251-02-2403	MMSP LCDB REALice	-	-	82,000	-	-	-	-	-	-	-	82,000
374	8251-02-2405	MMSP LCDB Solar PV	-	-	469,000	-	-	-	-	-	-	-	469,000
375	8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	300,000	-	-	-	-	300,000
376	8251-02-2204	MMSP Replace Air Distribution Systems	-	100,000	-	-	-	-	-	-	-	-	100,000
377	8251-02-2205	MMSP Replace Detection Devices	-	-	65,000	-	-	-	-	-	-	-	65,000
378	8251-02-2206	MMSP Replace Electrical Equipment	-	-	60,000	-	-	-	-	-	-	-	60,000
379	8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	260,000	-	-	-	-	-	-	-	-	260,000
380	8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	60,000	-	-	-	60,000
381	8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	18,000	-	-	-	18,000
382	8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	70,000	-	-	-	-	-	-	-	70,000
383	8251-02-2211	MMSP Replace Heating Generating Systems	-	95,000	-	-	-	-	-	-	-	-	95,000
384	8251-02-2213	MMSP Replace MUA	-	130,000	-	-	-	-	-	-	-	-	130,000
385	8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	30,000	-	-	-	30,000
386	8251-02-2214	MMSP Replace Power Distribution	-	-	300,000	-	-	-	-	-	-	-	300,000
387	8251-02-2215	MMSP Replace Pull Stations	-	-	25,000	-	-	-	-	-	-	-	25,000
388	8251-02-2216	MMSP Replace RTU's	-	130,000	-	-	-	-	-	-	-	-	130,000
389	8251-02-2217	MMSP Replace Signal Devices	-	-	50,000	-	-	-	-	-	-	-	50,000
390	8251-02-2218	MMSP Replace Sprinkler System	-	-	100,000	-	-	-	-	-	-	-	100,000
391	8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	75,000	-	-	-	-	-	-	-	75,000
392	8251-02-2220	MMSP Replace Storm Drainage System	-	-	300,000	-	-	-	-	-	-	-	300,000
393	8251-02-2221	MMSP Replacement Sanitary Waste	-	-	300,000	-	-	-	-	-	-	-	300,000
394	8251-06-3002	MMSP Signal Devices	-	-	-	-	-	-	-	-	50,000	-	50,000
395	8500-11-1504	MMSP Skatepark Revitalization & Renewal	600,000	-	-	-	-	-	-	-	-	-	600,000
396	8500-11-2102	Multi Purpose Courts	-	-	215,000	-	-	-	-	-	-	-	215,000
397	8500-11-1703	Neighbourhood Level Skate Features	148,000	-	-	77,000	-	-	-	-	-	-	225,000
398	8421-12-2101	Norval CC Parking Lot	-	40,000	-	-	-	-	-	-	-	-	40,000
399	8421-02-2101	Norval CC Replace Exterior Wall Cladding	44,000	-	-	-	-	-	-	-	-	-	44,000
400	8421-02-2102	Norval CC Replace Flooring	16,000	-	-	-	-	-	-	-	-	-	16,000
401	8500-22-1801	Norval Park Master Plan Implementation	-	-	180,000	-	-	-	-	-	-	-	180,000
402	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
403	8500-11-2002	Open Space Management	20,000	-	-	-	-	-	-	-	-	-	20,000
404	8500-11-2305	Outdoor Ice Facility	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000
405	8500-22-2201	Outdoor Ice Facility Feasability Study	80,000	-	-	-	-	-	-	-	-	-	80,000
406	8500-11-2208	Outdoor Ice Rinks - Servicing Requirements	95,000	-	-	-	-	-	-	-	-	-	95,000
407	8500-11-0107	Park Electrical Repairs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
408	8500-12-0101	Park Parking Lot Surfacing	-	-	-	100,000	-	-	-	-	-	-	100,000
409	8500-24-0111	Park Pathway Lighting Replace	-	160,000	150,000	150,000	160,000	-	-	-	-	-	620,000
410	8500-11-1912	Park Pathway Revitln & Renewal	100,000	75,000	75,000	20,000	75,000	20,000	75,000	20,000	75,000	20,000	555,000
411	8500-11-0106	Park Pavilion Repairs	-	75,000	-	30,000	-	30,000	-	30,000	-	30,000	195,000

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Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
412	8500-11-2107	Park Pylon Sign	-	70,000	-	-	-	-	-	-	-	-	70,000
413	8500-11-0102	Park Revitalization & Renewal	30,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	180,000	1,520,000
414	8500-22-2202	Parkland Acquisition Study Phase 2	45,000	-	-	-	-	-	-	-	-	-	45,000
415	8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
416	8500-11-0115	Parks Tree Planting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
417	8500-11-1911	Pedestrian Bridge Replacement	20,000	-	-	130,000	-	-	-	-	-	-	150,000
418	8500-13-0106	Play Equipment Replacement	385,000	210,000	210,000	210,000	440,000	300,000	70,000	230,000	70,000	70,000	2,195,000
419	8500-19-0109	Playing Field Rehabilitation	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	540,000
420	8500-06-2001	Portable Water Dispenser	-	50,000	-	-	-	-	-	-	-	-	50,000
421	8500-08-2001	Property Acquisition Parks & Open Spaces	200,000	300,000	700,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	8,000,000	30,200,000
422	8500-11-2405	Prospect Park & Rotary Park Lighting Improvements	-	-	100,000	-	-	-	-	-	-	-	100,000
423	8500-11-2206	Prospect Park Boat Ramp Revitalization	-	25,000	-	-	-	-	-	-	-	-	25,000
424	8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	400,000	-	-	-	-	400,000
425	8301-11-2001	Prospect Tennis Ct Resurfacing	70,000	-	-	-	-	-	-	90,000	-	-	160,000
426	8000-22-2601	Recreation and Parks Strategic Action Plan	-	-	-	-	101,000	-	-	-	-	161,000	262,000
427	8500-11-1606	Remembrance Pk Mech Room Upgr	75,000	-	-	-	-	-	-	-	-	-	75,000
428	8500-11-1807	Rennie St. Park Ph 2	225,000	-	-	-	-	-	-	-	-	-	225,000
429	8500-22-2402	Silver Creek Trail Feasibility Study (Downtown to Mill Street)	-	-	75,000	-	-	-	-	-	-	-	75,000
430	8500-22-2701	Southeast Georgetown Parkland Development	-	-	-	-	-	782,000	-	-	-	-	782,000
431	8500-11-0116	Splash Pad Mechanical Equipment Replacement	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
432	8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	70,000	-	-	70,000
433	8500-19-0107	Sportsfield Lighting Replacmnt	-	50,000	450,000	450,000	-	-	-	-	-	-	950,000
434	8500-22-2901	Stewarttown Parkland Development	-	-	-	-	-	-	-	240,000	-	-	240,000
435	8300-11-0104	Tennis Court Lighting Replcm	-	175,000	-	-	-	-	-	-	-	-	175,000
436	8200-03-1701	Tennis Court New Facility	-	-	-	-	-	625,000	-	-	-	-	625,000
437	8400-02-2001	Town Hall Air Handling Unit	495,000	-	-	-	-	-	-	-	-	-	495,000
438	8400-02-1901	Town Hall Balancing HVAC System	-	-	-	10,000	-	-	-	-	-	-	10,000
439	8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	25,000	-	-	-	-	-	-	25,000
440	8400-02-3001	Town Hall Commercial Exhaust Replacement	-	-	-	-	-	-	-	-	230,000	-	230,000
441	8400-02-2211	Town Hall Concrete Stair Replacement	99,000	-	-	-	-	-	-	-	-	-	99,000
442	8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	300,000	-	-	-	-	300,000
443	8400-02-2201	Town Hall Domestic Water Main Replacement	27,000	-	-	-	-	-	-	-	-	-	27,000
444	8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	500,000	-	-	-	-	500,000
445	8400-02-2202	Town Hall Emergency & Exit Lighting Systems	76,000	-	-	-	-	-	-	-	-	-	76,000
446	8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	125,000	-	-	-	-	-	-	125,000
447	8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	13,000	-	-	-	-	-	-	13,000
448	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	30,000	-	-	-	-	-	-	-	-	30,000
449	8400-02-3005	Town Hall Fire Extinguishers	-	-	-	-	-	-	-	-	15,000	-	15,000
450	8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	10,000	-	-	-	10,000
451	8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	150,000	-	-	-	-	150,000
452	8400-02-2602	Town Hall LCBD Carport PV Arrays	-	-	-	-	994,000	-	-	-	-	-	994,000
453	8400-02-2302	Town Hall LCDB Ceiling Finishes	-	58,000	-	-	-	-	-	-	-	-	58,000
454	8400-02-2210	Town Hall LCDB Fittings and Equipment	38,000	-	-	-	-	-	-	-	-	-	38,000
455	8400-02-2601	Town Hall LCDB Geothermal System	-	-	-	-	444,000	-	-	-	-	-	444,000
456	8400-02-2402	Town Hall LCDB Lighting, Devices, Heating	-	-	606,000	-	-	-	-	-	-	-	606,000
457	8400-02-2511	Town Hall LCDB Plumbing and Drainage (repl DHW)	-	-	-	19,000	-	-	-	-	-	-	19,000
458	8400-02-2301	Town Hall LCDB Window and Entrance Replace	-	557,000	-	-	-	-	-	-	-	-	557,000
459	8400-02-1703	Town Hall MUA Replacement	39,000	-	-	-	-	-	-	-	-	-	39,000
460	8400-12-1501	Town Hall Parking Lot Replacement	-	170,000	-	-	-	-	-	-	-	-	170,000
461	8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	15,000	-	-	-	-	15,000
462	8400-02-3006	Town Hall Power Distribution	-	-	-	-	-	-	-	-	75,000	-	75,000
463	8400-02-3004	Town Hall Pull Stations	-	-	-	-	-	-	-	-	25,000	-	25,000
464	8400-02-1702	Town Hall Replace Heat Pumps	55,000	-	-	-	-	-	-	-	-	-	55,000

2022 Capital Budget & 2023 - 2031 Capital Forecast Summary

Line	Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
465	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	-	50,000	-	-	-	-	-	-	-	-	50,000
466	8400-02-2208	Town Hall Security System	-	200,000	-	-	-	-	-	-	-	-	200,000
467	8400-02-2401	Town Hall Security System (CCTV)	-	110,000	-	-	-	-	-	-	-	-	110,000
468	8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	33,000	-	-	-	-	33,000
469	8400-02-3002	Town Hall Sprinkler Replacement	-	-	-	-	-	-	-	-	250,000	-	250,000
470	8400-02-3003	Town Hall Stand Pipe & Fire	-	-	-	-	-	-	-	-	50,000	-	50,000
471	8400-02-2101	Town Hall Walls	-	-	20,000	-	-	-	-	-	-	-	20,000
472	8500-11-2209	Trafalgar Sports Park Field of Dreams - Scope Change	400,000	-	-	-	-	-	-	-	-	-	400,000
473	8500-11-2603	Trafalgar Sports Park Phase 6b	-	-	-	-	5,045,000	5,210,000	4,614,000	-	-	-	14,869,000
474	8500-24-2701	Trails Development: Bishop Court	-	-	-	-	-	521,000	515,000	-	-	-	1,036,000
475	8500-24-0103	Trails Development: Fairy Lake	90,000	-	100,000	-	-	-	-	-	-	-	190,000
476	8500-24-2601	Trails Development: Glen Lawson	-	-	-	-	306,000	-	-	-	-	-	306,000
477	8500-24-2402	Trails Development: Glen South	-	-	140,000	-	-	-	-	-	-	-	140,000
478	8500-24-2501	Trails Development: Glen West	-	-	-	206,000	-	-	222,000	-	-	-	428,000
479	8500-24-2502	Trails Development: Go Station	-	-	-	147,000	-	-	-	-	-	-	147,000
480	8500-24-2901	Trails Development: Hydro Corridor	-	-	-	-	-	-	-	2,316,000	1,063,000	-	3,379,000
481	8500-24-2801	Trails Development: Princess Anne	-	-	-	-	-	-	125,000	-	-	-	125,000
482	8500-24-2902	Trails Development: Trafalgar North	-	-	-	-	-	-	-	1,307,000	638,000	-	1,945,000
483	8500-24-0104	Trails Development: TSP Link	100,000	181,000	-	-	-	-	-	-	-	-	281,000
484	8500-24-0105	Trails Development: UCC Trails	200,000	-	48,000	-	-	231,000	-	-	-	-	479,000
485	8500-24-0102	Trails Revitalization & Renew	-	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,170,000
486	8500-11-2401	TSP Action Sports Park	-	50,000	530,000	-	-	-	-	-	-	-	580,000
487	8200-27-3101	Vision Georgetown CC - Design & Engineering	-	-	-	-	-	-	-	-	-	803,000	803,000
488	8200-08-3001	Vision Georgetown CC - Land Acquisition	-	-	-	-	-	-	-	-	3,932,000	-	3,932,000
489	8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	-	5,792,000	5,792,000
490	8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	-	468,000	-	-	-	-	-	468,000
491	8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	-	451,000	-	-	-	-	451,000
492	8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	-	491,000	-	-	-	491,000
493	8500-11-2502	Vision Georgetown Parks - Neighborhood Park (NP #4)	-	-	-	-	-	-	-	-	525,000	-	525,000
494	8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	-	-	-	-	303,000	-	-	303,000
495	8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	-	290,000	-	-	-	-	290,000
496	8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	-	246,000	-	-	-	246,000
497	8500-11-2602	Vision Georgetown Parks - Parkette (PK #5)	-	-	-	-	-	-	-	454,000	-	-	454,000
498	8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	-	248,000	248,000
499	8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	-	1,095,000	-	1,095,000
Recreation & Parks Total			7,656,000	16,128,000	24,530,000	10,517,000	37,540,000	14,066,000	12,462,000	11,853,000	15,646,000	16,586,000	166,984,000
Grand Total			27,388,100	42,980,100	45,188,100	38,775,700	68,745,400	66,591,200	60,233,800	42,277,700	29,461,400	32,808,100	454,449,600



Office of the CAO

2022 Budget & Business Plan

OFFICE OF THE CAO

Vision Statement:

To ensure the effective, efficient and equitable delivery of Council's priorities through a focus on strategic corporate leadership in the areas of communications and engagement, customer service excellence, climate change and asset management, intergovernmental affairs, economic development, innovation and culture.

Mission Statement:

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



2022 BUSINESS PLAN





OFFICE OF THE CAO

DEPARTMENT OVERVIEW

The Office of the CAO delivers a broad range of services and programs that ensure the efficient, and effective and equitable delivery of Town business. The department is made up of four divisions: Clerks; Communications, Economic Development, Innovation and Culture; and Strategic Initiatives.

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.

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

The **Clerks Division** is responsible for a variety of corporate, administrative and legislative functions putting it in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

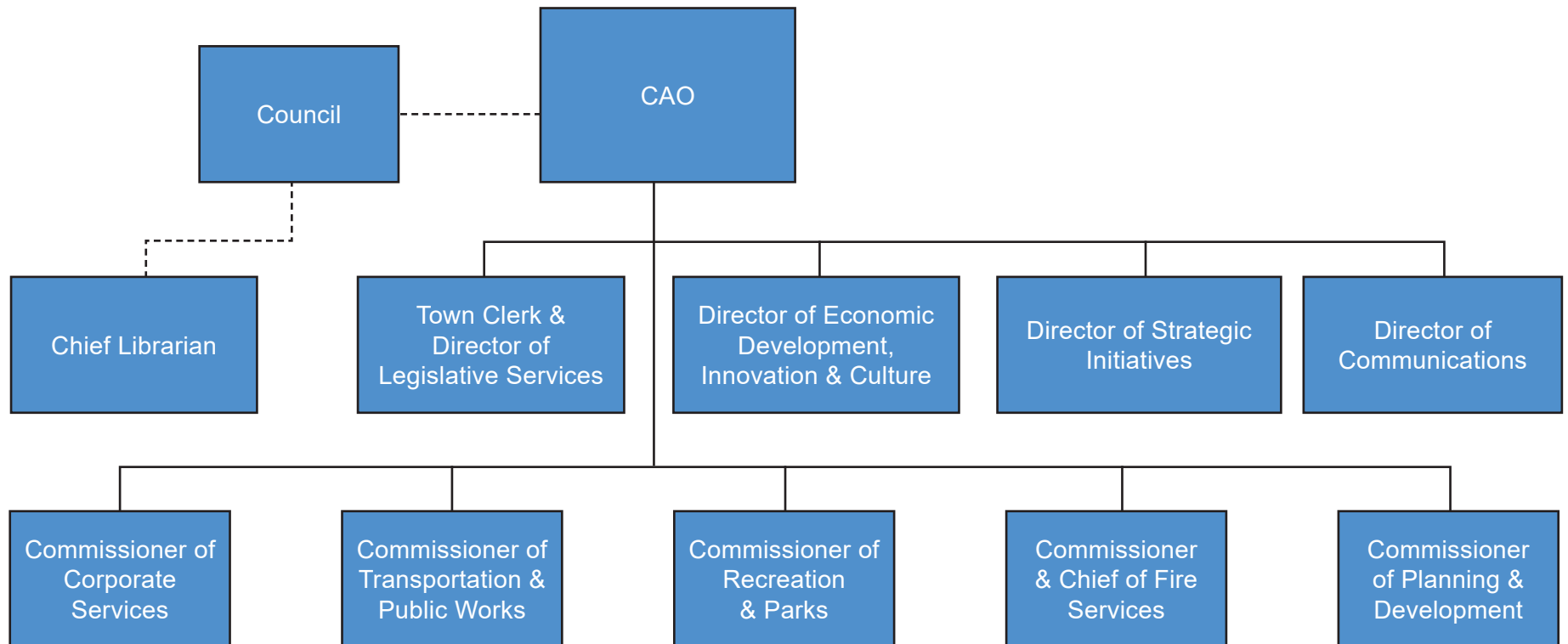
The **Communications Division** develops and distributes information for internal and external audiences through the strategic use of multiple channels. Communications staff ensures that residents, business owners, employees, the media and other stakeholders are well-informed and engaged around Town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

The **Economic Development, Innovation and Culture Division** leverages the synergies between economic development, investment attraction and cultural services and delivers a broad range of services that support existing businesses and the cultural community, attracts and retains investment and jobs, and foster a prosperous, creative and diversified economy that enhances quality of life. The division also leads the Town's Equity, Diversity and Inclusion and Truth and Reconciliation initiatives.

The **Strategic Initiatives Division** assists the CAO and Senior Management Team in advancing organizational improvements and corporate priorities, which includes the climate change and asset management portfolios. The division is developing and implementing climate change adaptation and mitigation actions to meet the Climate Change Emergency Declaration requirements. The division also ensures the Town remains in compliance with the O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure to make the best possible investment decisions for its infrastructure assets while integrating climate change impacts.

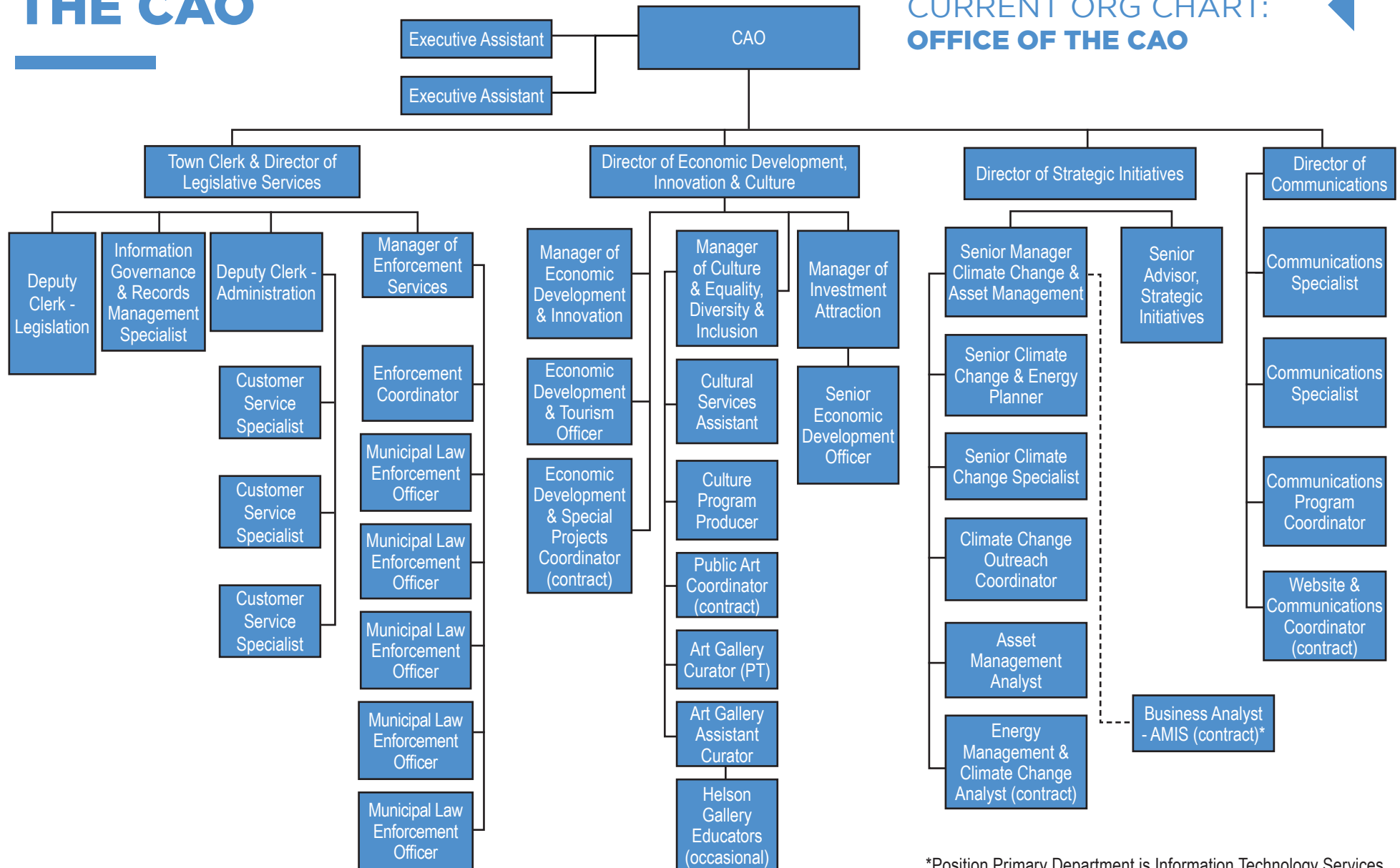
OFFICE OF THE CAO

CURRENT ORG CHART: TOWN OF HALTON HILLS STRUCTURE



OFFICE OF THE CAO

CURRENT ORG CHART: OFFICE OF THE CAO



OFFICE OF THE CAO

► CORE ACTIVITIES:

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

- Sets corporate culture, direction and priorities.
- Manages the Town's business affairs to ensure financial stability.
- Provides support to the Mayor and Council.
- Directing the allocation and reallocation of resources to ensure the effective, efficient and equitable delivery of Council's priorities and municipal services.
- Advocates for and protects the Town's strategic interests through partnerships with regional, provincial, federal and international partners, boards and agencies.
- Leads strategic planning as an approach to effective and efficient decision-making, priority setting, resource allocation and performance measurement (Corporate Strategic Planning Framework).
- Ensures organizational effectiveness through the periodic review of the organizational structure.
- Collaborates with Halton Hills Community Energy Corporation and affiliates to advance common strategic interests.
- Monitors and reports on corporate performance to ensure accountability for delivering on Council's priorities.



OFFICE OF THE CAO

► CLERKS DIVISION CORE ACTIVITIES:

The Clerks Division is responsible for a variety of corporate, administrative and legislative functions putting it in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

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



OFFICE OF THE CAO



CLERKS DIVISION

2021 ACCOMPLISHMENTS/SUCCESSSES:



- Established new protocol for Council meetings through the revision of the Procedure By-law.
- Public meeting on Backyard Urban Chickens, generating a great deal of response from the public resulting in a change to the Responsible Pet Owner's By-law
- Established new system for tracking and issuing municipal parking spaces utilizing software we currently had.
- Enforcement Officers were upgraded to full mobile technology allowing for data and computer access while in the field.



OFFICE OF THE CAO

► CLERKS DIVISION ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Increased amount of complaints requiring more complex enforcement investigations as staff assist other departments to enforce their by-laws, putting excess workload on all staff. - Planning the next Municipal Election with an alternate voting method which upholds the principles of the Municipal Elections Act and still provides a safe and reliable method of voting for all eligible residents. - Many by-laws require updating due to changes in legislation using limited staff resources.
Opportunities:	<ul style="list-style-type: none"> - With the introduction of the AMPS program, the opportunity to expand the program to encompass more than just parking tickets. Will require teamwork with other departments to implement ticketing process for red light and school bus cameras. - With the addition of an alternate voting method, we're giving residents more ways to vote which accommodate their lifestyles. - Explore the various ways to increase customer service at Service Halton Hills and the variety of services which the town offers and compliment the new way of doing business. - Records cleanup for the entire corporation, to re-educate on retention schedules and clean up of paper files in the office.

OFFICE OF THE CAO

► CLERKS DIVISION KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. 2022 Municipal Election	The 2022 Municipal Election will take place this year with a combination of In-person voting and an alternate form of voting such as online voting.	- Clerks Division	Staff will be able to run an efficient election giving residents different voting options, which are both safe and secure.	- Fiscal & Corporate Management
2. Administrative Monetary Penalty System (AMPS)	Administrative Monetary Penalty System Program is an alternative system to the lengthy and costly provincial courts process that provides an objective, efficient and improved customer service process for penalty notice and parking ticket disputes.	- Clerks Division - Enforcement	AMPS would provide an increased level of customer service to citizens dealing with parking violations. Screening and Hearing Officers would be located at Town Hall giving the public timely access to administrative penalty disputes with a more welcoming dispute resolution process.	- Fiscal & Corporate Management
3. Record Destruction	Clean up of the Town's records currently stored at Tippetts using the record retention system to determine which records can be safely destroyed. This exercise has never been done before.	- Clerks Division	The Town is overdue to destroy the records no longer needed by the organization and adhere to the records retention schedule. Reduction of records will reduce operating costs and improve the corporation's records management program and response to FOI requests.	- Fiscal & Corporate Management

OFFICE OF THE CAO

CLERKS DIVISION STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Enforcement Administrative Assistant This position is required to provide administrative support, processing disputes and scheduling hearings for the Hearing Officer and lend administrative support to the Enforcement Coordinator who will act as the Screening Officer for the AMPS program.
Part Time	0	
Contract	+0.11	Hearing Officer The Hearing officer is required for the AMPS program should the dispute escalate past the screening officer. The decision made on parking disputes by the hearing officer is final and binding.

OFFICE OF THE CAO

► CLERKS DIVISION PERFORMANCE INDICATORS:

Operational	Target
Decreased in-person times for the issuance of marriage licences.	- 83% time reduction for in person meetings with online marriage licence module
Increased enforcement calls as officers respond to COVID-19 complaints to enforce Provincial mandate.	- n/a
Quality of Life	Target
n/a	- n/a

OFFICE OF THE CAO

► COMMUNICATIONS CORE ACTIVITIES:

The Communications Division develops and distributes information for internal and external audiences through the strategic use of multiple channels including a website, social media, an engagement platform, e-newsletters (2), a quarterly ActiVan bulletin and print and digital advertising. Communications staff ensures that residents, business owners, employees, the media and other stakeholders are well-informed and engaged around Town activities by working directly with project teams across the organization.

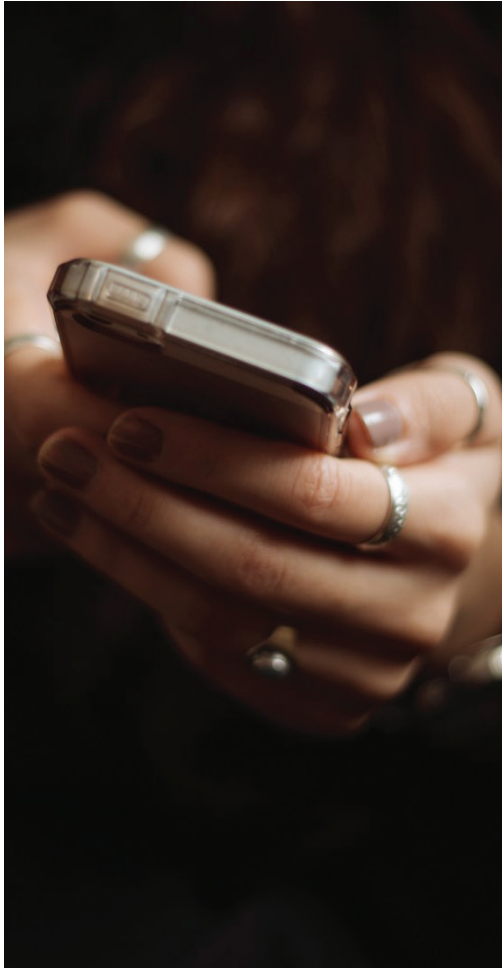
Staff manages issues and upholds and protects the Town's interests and reputation through strategic and proactive communications, media relations and the provision of clear, complete, accurate and timely messaging.

- Develops and executes strategies around public-facing programs/initiatives using all available channels.
- Develops and supports internal communications on a variety of issues through messaging and graphic design.
- Manages the Town's engagement platform letstalkhaltonhills; ensures adherence to the Public Engagement Strategy.
- Provides professional advice on communication matters, supports all departments, CAO and Mayor.
- Manages media relations; monitors and responds to issues and oversees crisis management communications.
- Oversees the corporate website, produces content, trains staff and ensures compliance to AODA legislation.
- Oversees and produces content for the Town's corporate social media channels, tracks and manages responses.
- Manages the corporate advertising program (print and digital).
- Assists with Intranet content management.
- Develops and distributes collateral (pamphlets/posters/banners).
- Produces correspondence and presentations.
- Provides graphic design services and manages the corporate visual identity.

Communications staff ensures that residents, business owners, employees, the media and other stakeholders 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.

OFFICE OF THE CAO

► COMMUNICATIONS 2021 ACCOMPLISHMENTS/SUCCESSES:



- Established protocols and assumed responsibility for delivering virtual consultations (PICS, open houses); supported 14 consultations attracting almost 700 participants.
- Established new protocols for roads projects by using letstalk platform, achieved a 96% increase in participation over in-person meetings.
- Managed/mitigated issues through extensive social media use: issued 1200+ posts on Facebook & Twitter .
 - Facebook followers up by 11.9% adding almost 500 new followers in 2021, bringing total to 3,777.
 - Twitter followers up by 12.5% adding almost 800 new followers in 2021, bringing total to 7,140.
 - Audiences across Facebook, Twitter, LinkedIn and Instagram have grown by 43.8% in 2021, with a total of 18,276 combined followers.
- Developed a strategy for LinkedIn bringing both engagement and impressions up 120% and link clicks up 132% since implementation. Audience grew 20.4% in the same time period, now with 3,765 followers.
- Conducted consultations for 45 projects on letstalkhaltonhills with an estimated 40,200 (not unique) participants since 2017 inception.
- Produced 14 editions of corporate e-newsletter, The Current, growing subscribers from 613 in 2020 to 756 in 2021, representing a 23% increase.
- Produced 8 editions of Economic Development e-newsletter, growing subscribers from 502 in 2020 to 608 in 2021, representing a 21% increase.



OFFICE OF THE CAO

► COMMUNICATIONS ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Increased activity on social media platforms (particularly Twitter) has led to a significant change in the amount of time spent managing these channels - now 40-50% of a staff member's portfolio. The need for ongoing monitoring of the digital presence to mitigate misinformation is time-consuming; Town must compete with multiple voices to be heard. - Adopting new virtual public consultation practices has added a substantial workload to the team as significant staff resources are required to deliver seamless consultation events. There is a high demand for service across the organization which can present workload issues for a small team. Emergencies place extra demands on staff and require increased communication over all platforms and the ability to pivot quickly. Responding to the pandemic has stretched resources creating challenges in mitigating staff burn out. - Only one newspaper serves the community and distribution is unreliable. - Significant work required to meet end-of-year, legislative AODA requirements for the website.
Opportunities:	<ul style="list-style-type: none"> - Continued use of multi-channeled communications supports the Town's direction to inform and engage its stakeholders with clear, consistent and timely messages. - Annual increase in subscribers/participants to digital platforms reduces reliance on print media. - Continued development of in-house video production is increasing Town's professional presence and supports enhanced engagement with the community.

OFFICE OF THE CAO



COMMUNICATIONS

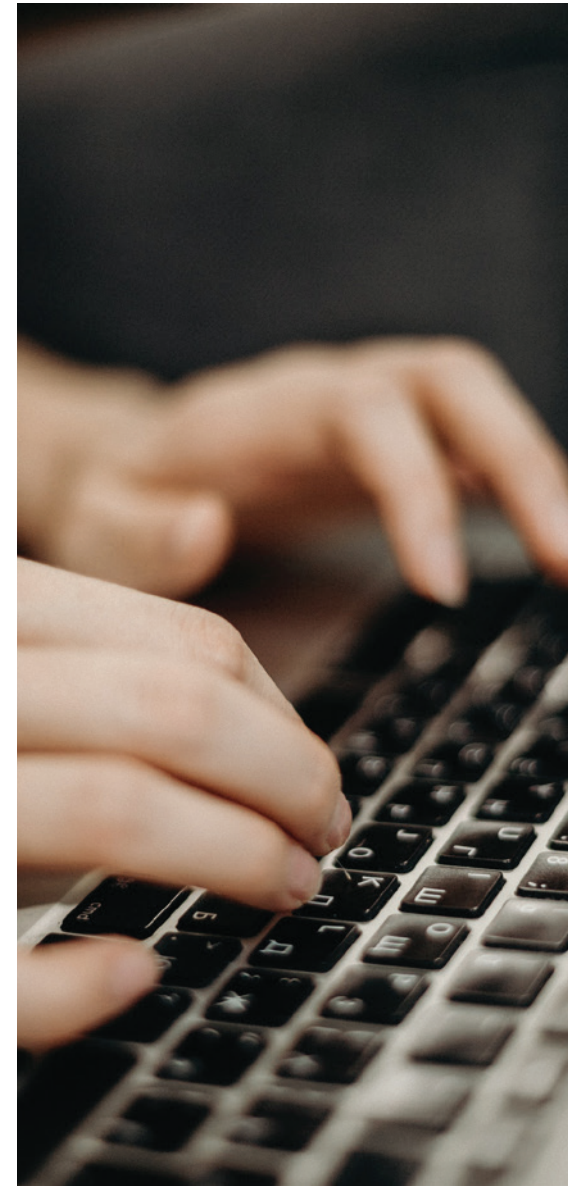
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Return to the Office & Future of Work – Change Management & Communications Plans	Develop plans and tracking templates to capture information re: actions completed and proposed opportunities for communicating with various stakeholders (e.g., staff, Council, residents, businesses).	- Communications and the CAO	- Staff is engaged and concerns are mitigated. - Two-way communication opportunities, transparency, positively received by public.	- Climate Change & Environment - Fiscal & Corporate Management
2. Annual staff survey	Develop an annual 'pulse' survey to check in with staff, identify themes/ issues; analyze and compare to previous surveys and present findings to SMT.	- Communications and the CAO	- Staff engaged with ability to communicate to CAO. - Identify overarching staff themes in order to address and resolve.	- Fiscal & Corporate Management
3. Monthly metrics	Continue to develop and track metrics for various communications initiatives to demonstrate results and value in both qualitative and quantitative terms; consider sharing publicly.	- Communications	- Information provides measurement for key performance indicators (e.g. tracks success).	- Fiscal & Corporate Management

OFFICE OF THE CAO

► COMMUNICATIONS STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	



OFFICE OF THE CAO

► COMMUNICATIONS PERFORMANCE INDICATORS:

Operational	Target
Increased use of Town's engagement platform letstalkhaltonhills.ca.	- 5% overall participant visits, 5% engaged participants.
Increased subscribers to corporate e-newsletter 'The Current'.	- 5% subscriber growth.
Increased use of website e-services.	- 5% user growth.
Quality of Life	Target
n/a	- n/a

OFFICE OF THE CAO

▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE CORE ACTIVITIES:

The Economic Development, Innovation and Culture Division leverages the synergies between economic development, investment attraction and cultural services and delivers a broad range of services that support existing businesses and the cultural community, attract and retain investment and jobs, and foster a prosperous, creative and diversified economy that enhances quality of life. It leads the Town's Equity, Diversity and Inclusion and Truth and Reconciliation initiatives.

Economic Development & Investment Attraction

- Provides support to the business community to foster a prosperous, creative and diversified economy.
- Leads a Business Concierge Program to streamline the delivery of major and strategic non-residential economic development opportunities.
- Spearheads the Business Retention and Expansion Strategy; including the corporate calling program.
- Leads Foreign Direct Investment (FDI) initiatives by leveraging the Town's unique value proposition to attract investment and local jobs.
- Delivers business supports in response to major economic disruptions, including the Economic Recovery and Resiliency Plan and work of the Economic Support and Recovery Task Force.
- Leads the implementation of key strategies, including the Economic Development and Tourism Strategy; and the FDI Strategy.
- Implements the Community Improvement Plan (CIP) and Manufacturing Expansion Fund (MEF) programs.
- Leads the tourism program to maximize economic benefits, including managing the Tourism Advisory Committee, engaging industry and enhancing tourism opportunities.
- Oversees the affordable housing initiative, including managing the Affordable Housing Working Group and advancing affordable housing opportunities
- Engages and collaborates with business leaders and stakeholders, including the Chamber of Commerce, Business Improvement Areas, Halton Region and the Regional Tourism Organization 3 (RTO3).
- Collects, analyzes and reports on key economic development data and indicators.
- Manages a wide range of communication and marketing tools (investhaltonhills.com, visithaltonhills.ca, e-Newsletter).

OFFICE OF THE CAO

► ECONOMIC DEVELOPMENT, INNOVATION & CULTURE CORE ACTIVITIES (continued):



Cultural Services

- Provides leadership and coordination related to Cultural Services, including implementing the Cultural Master Plan and Public Art Master Plan.
- Leads Equity, Diversity and Inclusion and Truth and Reconciliation initiatives, including cross-departmental coordination, programming, and education
- Develops and delivers cultural programming and initiatives, including for Culture Days, Black History Month, Indigenous History Month, and programming at the Helson Gallery and John Elliott Theatre.
- Operates the Helson Gallery, including care and maintenance of the art collection, presenting exhibitions and developing school and community programming.
- Provides support to and raises the profile of the local arts and culture sector through communications, marketing, professional development, funding and art sales opportunities.
- Manages the Public Art Advisory Board, the Cultural Services Coordination Committee, the Arts and Culture Working Group, and the Culture Days Committee.
- Manages 'The Artist Next Door' commissioning program to support local artists and cultural organizations to provide community-engaged cultural programming.
- Engages and collaborates with cultural leaders and stakeholders, including the Halton Hills Public Library, Business Improvement Areas, Heritage Services (Halton), and Regional Tourism Organization 3 (RTO3) to provide cultural programming and services.
- Participates in regional, provincial and national networks, including the Regional Cultural Working Group, Halton Equity & Diversity Roundtable, Halton EDI Community of Practice, Ontario Culture Days, National Culture Days, Creative Cities Network, Public Art Network, Municipal Cultural Statistics Strategy, and Credit Valley Trail – Halton Hills Chapter.
- Provides community engagement and volunteer opportunities.
- Collects, analyzes and reports on key cultural data and indicators.
- Maintains the Cultural Asset Inventory.

OFFICE OF THE CAO

▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE 2021 ACCOMPLISHMENTS/SUCCESSES:

Economic Development and Investment Attraction

- Launched and began implementation of a comprehensive five-year Economic Development and Tourism Strategy.
- Launched an extensive Economic Recovery and Resiliency Plan (ERRP) with multiple business support programs, including collaboration with the Economic Support Task Force, 'Al Fresco in the Hills' temporary patio program and a Shop Local campaign.
- Supported local small business with the expansion of online and e-commerce presence through the Digital Main Street program, generating approximately \$50,000 in grants for local businesses. Launched a second and expanded round of Digital Main Street.
- Launched the Town's Business Concierge Program to streamline the delivery of major investment opportunities, with about 7 million sq.ft. of potential non-residential development opportunities in the pipeline.
- Prepared four investment business cases, identified over 60 business/investment leads, and attended two virtual trade shows to advance the FDI Strategy implementation.
- Advanced the Community Improvement Plan (CIP) Update as one of the Town's key economic development tools.
- Continued to implement the CIP, resulting in over \$1.1 million of private and Town investment since 2015.
- Continued to support initiatives of the downtown Acton and Georgetown Business Improvement Areas, including a focus on streetscape and beautification initiatives.
- Completed the Affordable Housing Awareness and Engagement Strategy.
- Advanced numerous affordable housing opportunities, including the submission of Official Plan and Zoning By-law Amendment applications for 17 Guelph Street and supported other affordable housing developments (e.g. 47 Maria Street and 37 King Street).



OFFICE OF THE CAO

▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE 2021 ACCOMPLISHMENTS/SUCCESSES (continued):

Cultural Services

- Commissioned and installed new public art - 'Under Wraps', vinyl wraps on Town-owned utility boxes featuring nine local artists
- Funded nine projects through 'The Artist Next Door' in its second year of supporting artists and arts and cultural organizations to create new community-engaged artworks in any discipline.
- Supported a second cohort of 'Artrepreneur Halton Hills' fellows through the completion of the 10-week professional development program for artists, creative entrepreneurs, and cultural not-for-profit staff and board members to equip them with vital business skills needed to grow creative businesses.
- Hosted a series of professional development programs, including monthly Arts and Culture Meet-ups which provide peer learning and networking opportunities, digital skill development, grant and application materials best practices for submissions, and Public Art 101 on the theory and process for the creation and delivery of public art.
- Successful presentation of the annual Culture Days celebrations with 80 local activities presented by the Town, HHPL and artists and cultural organizations including 20 new community activity organizers.
- Secured the Canadian Cultural Property Certification for The Helson Collection and its ownership (valued at nearly \$1 million dollars) was formally transferred to the Town.
- Launched a successful series of virtual school programs in which over 900 students participated, including 120 students who took part in French language programming.
- Exhibited a show of New Acquisitions in the Helson Gallery, featuring 50 works of art donated to the Town's collection in 2020 valued at over \$78,000.
- Celebrated Black History Month and Indigenous History Month with a range of educational and cultural programs in coordination with the Halton Hills Public Library.
- Advanced Truth and Reconciliation and Equity, Diversity and Inclusion initiatives through relationship building, program delivery, communications, and training and capacity building; laying the foundation for future work in 2022.



OFFICE OF THE CAO

ECONOMIC DEVELOPMENT, INNOVATION & CULTURE ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Lack of an adequate supply of shovel-ready employment lands to accommodate new business investments, expansions and relocations. - Competition from other GTHA municipalities. - Lack of local overnight accommodation which limits tourism spending. - Absence of a local post-secondary school and/or business/trade school. - Continued impacts of COVID-19 on businesses, cultural groups and organizations. - Need to retain and/or expand existing contract and part-time resources to continue delivery of core services. - No local public transit to facilitate movement of employees, residents and tourists. - Limited affordable housing options for present and future employees and residents. - Lack of affordable rehearsal, programming and studio space for local artists and cultural organizations. - Lack of reliable high-speed internet in rural areas. - Lack of a cohesive approach to Indigenous consultation caused by the lack of direction from the provincial government to municipalities. - Lack of clarity around Equity, Diversity and Inclusion initiatives being implemented throughout Halton which can lead to duplication and/or gaps in services.
Opportunities:	<ul style="list-style-type: none"> - Leveraging Halton Hills' strategic location in the GTA and prime access to local and international markets. - Opportunity for additional employment land supply through the Phase 2B Secondary Plan and the creation of a 'Green Economy Innovation and Employment Hub'. - Opportunity to increase non-residential assessment through the implementation of the new Economic Development and Tourism Strategy, and the Foreign Direct Investment (FDI) Strategy.

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE ENVIRONMENTAL SCAN (continued):

Opportunities: (continued)	<ul style="list-style-type: none"> - Implementation of the Business Concierge program to attract major non-residential investments. - Halton Hills' climate change and green development initiatives provide a strong foundation to support the growth of the local green economy. - Dedicated resources and workplan to advance Council's affordable housing priority, including 17 Guelph Street. - Availability of numerous family-friendly activities and outdoor tourism experiences, such as agri-tourism, cultural tourism, hiking and cycling trails, and culinary tourism. - Availability of a robust CIP program and its pending update, and the Manufacturing Expansion Fund (MEF). - Continued robust demand for industrial and commercial development in the Premier Gateway. - Strong collaboration with key community partners, such as the Halton Hills Public Library, Acton BIA, Georgetown BIA, Chamber of Commerce, Halton Equity and Diversity Roundtable, Halton Black History Awareness Society, Community Development Halton, Regional Tourism Organization 3, Halton Region, Provincial and Federal governments, Indigenous Nations and private sector partners. - Profile of arts and culture as a contributor to quality of life and a driver of investment decisions. - Expand awareness of the Helson Gallery's exhibitions and programs, including high value loans and art donations, support for local artists and growing school and community programs. - Leverage interest in professional development opportunities for the culture sector to provide diverse programming for residents and tourists. - Increased profile and reach of cultural programs through digital platforms. - Increased opportunities to secure high profile cultural presenters from outside of the Town for digital programming. - Collaboration with a variety of stakeholders on Truth and Reconciliation and Equity, Diversity and Inclusion initiatives.

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Investment Attraction	Attract investment through the implementation of the Economic Development and Tourism Strategy, Foreign Direct Investment (FDI) Strategy and the Business Concierge Program.	- Investment Attraction	<ul style="list-style-type: none"> - Improved Town residential to non-residential tax assessment ratio. - Expand and diversified investment leads in the Business Concierge pipeline. - Continued implementation of the nearly 140 strategic actions of the Economic Development and Tourism Strategy. - Council-approved implementation plan for the Economic Development & Tourism Strategy in place - Launch of a comprehensive communication plan and growing recognition of Halton Hills as a prime investment destination. - Continued implementation of the Foreign Direct Investment Strategy through the creation of additional Investment Business Cases (IBCs); qualification of existing investment leads using new in-house digital tools; update of FDI target sector profiles; identification of target sector champions for the Town's location value proposition; and, execution of targeted in-market trade mission (when appropriate). - Launch of a new and modern Invest Halton Hills website. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
2. Business Retention and Resiliency	Support local business growth, expansion, retention and continued COVID-19 recovery through the implementation of the Business, Retention and Expansion Plan, Economic Recovery and Resiliency Plan, and new entrepreneurial support initiatives.	- Economic Development & Innovation	<ul style="list-style-type: none"> - Launch of the updated Community Improvement Plan and comprehensive marketing campaign to incentivize redevelopment and community/business improvements. - Continued to implementation of the Economic Recovery and Resiliency Plan. - Continuation of 'Alfresco in the Hills' and other COVID-19 supports to aid businesses in their recovery and resiliency. - Implementation of a Signage Strategy to enhance wayfinding and promote local and visitor tourism. - Completion of a feasibility assessment for establishing a co-working/innovative HUB 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community
3. Affordable Housing	Develop and implement a strategic Affordable Housing Action Plan to set out effective actions, policies, tools, local targets and resource needs required to address current and future housing needs. Continue to advance projects such as 17 Guelph Street.	- Economic Development & Innovation	<ul style="list-style-type: none"> - Create and launch an Affordable Housing Action Plan. - Identified and advanced partnership opportunities, including the selection of a partner to initiate development of 17 Guelph Street. - Leveraged additional Town-owned lands for Affordable Housing. - Long-term coordinated, effective and action-oriented approach to address local housing needs. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Arts & Culture	<p>Implement the Cultural Master Plan and Public Art Master Plan to support and raise the profile of the local arts and culture sector through communications, marketing, professional development, funding and art sales opportunities.</p> <p>Operate the Helson Gallery and deliver and coordinate cultural programming.</p>	- Cultural Services	<ul style="list-style-type: none"> - Robust annual cultural programming, including Black History Month, Indigenous History Month, and Culture Days. - Successful delivery of the Artrepreneur program to the third cohort. - Community-engaged art and culture programming supported through a third offering of The Artist Next Door Program. - Continued successful delivery of Helson Gallery school and community programs - Phase 1 of the Cultural Master Plan update completed. - Phase 1 of the public art process for Indigenous artwork in the Library & Cultural Centre Plaza completed. - Mural mentorship program results in murals on Bell Boxes by local artists. - Cultural Inventory is published. 	- Shaping Growth

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
5. Equity, Diversity and Inclusion (EDI)	Advance Equity, Diversity and Inclusion initiatives for Town staff and residents.	- Cultural Services	<ul style="list-style-type: none"> - Strong relationships with local and regional EDI stakeholders inform Town initiatives, policies and strategies. - Consultant secured for Phase 1 of the development of an Equity, Diversity and Inclusion Strategy which will scope and prioritize future work. - Introductory anti-oppression training for Town leadership and staff. - Diverse programming offered throughout the year. - Increased knowledge and awareness in the community of EDI and the Town's progress in these areas. - Integration and consolidation of equity, diversity and inclusion values and initiatives into the updated Cultural Master Plan. 	- Shaping Growth

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
6. Truth and Reconciliation	Continue to advance the process of truth and reconciliation with Indigenous direction.	- Cultural Services	<ul style="list-style-type: none"> - Strong relationships with the Mississaugas of the Credit First Nation (MCFN) as treaty holders, other Indigenous Nations with traditional ties to the land on which the Town is located, Indigenous organizations and groups and Indigenous residents. - A framework for the development of a structured, meaningful and appropriate Strategy for Truth and Reconciliation led by Indigenous consultant(s). - Coordinated approach to consultation on Town development projects and plans created in consultation with the MCFN. - Presentation and promotion of Indigenous programming throughout the year. - Ongoing capacity building for Town leadership and staff on Indigenous history and reconciliation. - Increased knowledge and awareness in the community of the Truth and Reconciliation process and the Town's progress in this area. - Development of a detailed treaty and land acknowledgment for the Town in consultation with MCFN and other Indigenous Nations with traditional ties to the land on which the Town is located. - Integration of the process and values of Truth and Reconciliation into the updated Cultural Master Plan. 	<ul style="list-style-type: none"> - Shaping Growth - Local Autonomy & Advocacy

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ECONOMIC DEVELOPMENT, INNOVATION & CULTURE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Economic Development and Special Projects Coordinator (FT) Ensuring that housing is accessible to all Halton Hills residents at any age or stage in life is one of Council's Strategic Plan priorities. In a relatively short period of time, the Town has made significant progress in advancing this priority. Taking meaningful action on affordable housing requires an ongoing and long-term commitment. To maintain progress and to continue to implement local affordable housing solutions, including 17 Guelph Street, it is requested that the existing contract "Economic Development and Special Projects Coordinator" position (introduced in early 2020) be made FT permanent. Among other things, this position will lead to the development and implementation of a Halton Hills Affordable Housing Action Plan, recommended for 2022 as part of the 2022 Budget. It is also critical to support/lead several economic development priorities, including implementation of the Community Improvement Plan (CIP) and the Economic Development and Tourism Strategy.
Part Time	0	
Contract	+2.0	Cultural Program Producer (1-Year FT Contract Extension) In 2020, a contract "Culture Days Producer" was hired in response to growing workload pressures and to help initiate the Town's Cultural Master Plan update. In 2021, the position was extended to enable Cultural Services to continue to deliver core cultural programs, including those related to cultural programming, capacity building, and a suite of COVID-19 supports for the local arts and culture sector. The position has since been renamed "Cultural Program Producer". Retaining the "Cultural Program Producer" is required to maintain pre-existing core Cultural Services such as The Artist Next Door, Artrepreneur and Culture Days. It is requested that this position be extended as a FT contract until the end of 2022. Subject to future budgets, it is anticipated that this position will be required on an ongoing basis, beyond 2022. Public Art Coordinator (2-Year FT Contract) The new portfolios of Truth and Reconciliation (TR) & Equity, Diversity and Inclusion (EDI) were assumed by Cultural Services in 2021, significantly increasing workload. The latter are major and long-term undertakings, requiring a dedicated resource. The Public Art Coordinator will allow for the reallocation of responsibilities, while continuing to advance the Town's Public Art Program and the core Cultural Services workplan. Specifically, the Public Art Coordinator will enable the Manager of Culture and Equity, Diversity, and Inclusion to lead TR and EDI work. Subject to future budgets, it is anticipated that this position will be required on an ongoing basis.

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE PERFORMANCE INDICATORS:

Operational	Target
Total sq.ft. area of investments in the Business Concierge pipeline.	- Area up by 5%.
Increased business engagement through the Corporate Calling program.	- Approximately 100 businesses contacted in year 2
Increased Invest Halton Hills e-News subscriptions.	- New subscribers up by 5%
Increased site selection / investment inquiries.	- Inquiries up by 10%
Increased website traffic.	- Traffic up by 10% to visithaltonhills.ca and investhaltonhills.ca
Increased participation in Helson Gallery programs.	- Participants up by 10%
Increased participation in Culture Days by new activity organizers.	- New organizers up by 10%
Increased participation in professional development activities.	- Participants up by 5%
Quality of Life	Target
n/a	- n/a

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► STRATEGIC INITIATIVES CORE ACTIVITIES:

The Strategic Initiatives Division assists the CAO and Senior Management Team in advancing key priorities and organizational improvement.



- Coordinates 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.
- Leads the Climate Change and Asset Management division, including developing and implementing climate change mitigation and adaptation strategies and a corporate-wide asset management system to ensure long-term sustainability and resiliency.
- Assesses administrative practices and recommending improvements and alternative best practices that will realize efficiencies in the organization.
- Advises and implements strategic processes, policies and best practices in strategic planning, business planning, project management, performance measurement, monitoring and reporting to ensure that the organization is effectively aligned and delivering on Council's Strategic Plan priorities.
- Tracks provincial and federal initiatives, and identifies opportunities to engage with and advocate to other levels of government to protect and advance the Town's interests.
- Regularly liaises with regional and local municipal partners to develop strategic approaches in areas of common interest.

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► STRATEGIC INITIATIVES 2021 ACCOMPLISHMENTS/SUCCESSSES:

2021 has been a very busy and fulfilling year with many key projects, studies and strategies initiated and/or completed. This sets the stage for an even busier year 2022 ahead to implement those studies and strategies and to continue meeting the requirements of the Town's Climate Change Emergency Declaration and the Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.



- Completed update to Town of Halton Hills Green Development Standards v3.
- Completed the Town of Halton Hills Low Carbon Transition Strategy outlining the pathway to Net Zero.
- Installed 11 new EV chargers at 6 sites throughout the Town to support the Low Carbon Mobility Strategy.
- Partnered with Plug'n Drive and local businesses to host an educational EV Event to educate and promote electric vehicles.
- Completed the Net Zero Arena project demonstrating feasible pathway to net-zero carbon in Mold-Masters SportsPlex and Acton Arena.
- Completed evaluation of Town geothermal systems and development of geothermal design guideline.
- Completed Vision Georgetown Low Carbon Energy Supply feasibility study.
- Secured \$300,800 in FCM grant funding toward the Retrofit Halton Hills Pilot Program.
- Developed and obtained Council approval for the Retrofit Halton Hills Pilot Program.
- Secured \$15,000 in matching funds from ICLEI Canada toward implementing and advancing a community-facing climate adaptation action.
- Completed the Privately-Owned Tree Management Strategy project.
- Launched the Climate Change Investment Fund to leverage and support climate change community projects.
- Started the implementation of the Sustainable Neighbourhood Action Plan in Hungry Hollow in partnership with Credit Valley Conservation.
- Completed a climate change vulnerability assessment to evaluate impact of climate change on all Town assets and infrastructure.
- Completed the integration of climate change impacts on the Town's Levels of Service Framework.
- Secured \$50,000 funding from FCM for the Risk and Lifecycle Management Strategy project.
- Completed the development of data, risk and lifecycle management strategies for the Town's Corporate Asset Management Program.
- Initiated the Asset Management Information System project to implement across the Town departments in the next few years.
- Initiated Phase 2 of the Natural Asset Management project in partnership with Credit Valley Conservation Authority.
- Established a Tree Canopy Management Subcommittee to coordinate efforts across Town's departments to preserve and protect tree canopy.

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► STRATEGIC INITIATIVES ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Lack of support and direction from the provincial government. - Ambitious and aggressive new targets for climate change mitigation (net-zero by 2030). - Climate change adaptation and mitigation measures are costly and require substantial funding and resource support. - Rate of GHG reductions in community and town operations are not yet on track to meet GHG reduction targets set by council. - Public consultation and outreach of projects and initiatives with COVID-19 and provincial pandemic restriction. - Limited funding opportunities and resources to support natural assets projects and initiatives. - Significant change management and adoption of new business processes to implement the Asset Management Information System. - Significant community-wide behavioral change anticipated to mitigate and adapt to climate change. - Financial constraints to fund climate change projects and state of good repair deficit. - Economic uncertainty related to the pandemic recovery.
Opportunities:	<ul style="list-style-type: none"> - Increasing recognition of the need for action on climate change and sustainability at the federal level. - FCM support for Climate Change Mitigation and Asset Management initiatives available. - Other funding sources available to advance and support climate change related project. - Climate Emergency Declaration providing support and momentum. - Climate change as a key pillar of new Council Strategic Plan.

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► STRATEGIC INITIATIVES ENVIRONMENTAL SCAN:



Opportunities (continued):	<ul style="list-style-type: none"> - Strengthening the integration of asset management and climate change via a climate lens approach. - Leveraging natural assets and nature-based solutions to achieve climate change goals. - Anticipated implementation of the asset management information system and the related benefits: <ul style="list-style-type: none"> - Increased widespread awareness of asset management best practices. - Implementation of new business processes to support asset management needs. - Efficiency and effectiveness in managing asset management work activities. - Streamline capital planning process through the use of decision support software. - Climate change technologies are advancing at great pace both for mitigation and for adaptation. - Federal election possible additional funding for municipalities.

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► STRATEGIC INITIATIVES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Town of Halton Hills Strategic Plan	Monitor and report on progress in achieving Council's priorities.	- Strategic Initiatives	<ul style="list-style-type: none"> - Demonstrate the Town's progress in achieving Council's strategic vision. - Work with Finance to revise reporting on Capital projects in line with strategic categories. 	- Fiscal & Corporate Management
2. Business Improvement	Investigate, coordinate and implement approaches to bring about efficiencies and effectiveness in how the Town processes, including areas for continuous improvement, management systems. And participate on corporate-wide steering committees.	- Strategic Initiatives	<ul style="list-style-type: none"> - Provide input and coordination to the Future of Work at the town in light of the changes in workplace accommodation brought on by the COVID-19 pandemic. 	- Fiscal & Corporate Management
3. Advocacy and Intergovernmental Affairs	Provide input and assistance to Council in advocating on behalf of the Town with other levels of government, AMO, FCM and other key agencies and associations.	- Strategic Initiatives	<ul style="list-style-type: none"> - Continue to position the Town as a leading edge municipality and preferred candidate to receive funding. Track regional, provincial and federal initiatives, and identify opportunities. 	- Local Autonomy & Advocacy

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► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Research and Policy Development	Provide research and information that assists senior management, staff and Council to make informed, quality decisions and develop sound corporate policies.	- Strategic Initiatives	- Continue to deliver on time-sensitive requests for information and policy development/review on a variety of topic areas.	- Fiscal & Corporate Management - Local Autonomy & Advocacy
5. Implement Low Carbon Transition Strategy	The Low Carbon Transition Strategy (LCTS) has established the action pathways necessary to achieving the target set out in the Climate Change Emergency Declaration of May 6, 2019 to achieve net-zero carbon by 2030. The plan addresses de-carbonizing every aspect of town-wide GHG emissions, from homes to transportation to industry to agriculture and waste.	- Climate Change & Asset Management	- Initiate or continue to implement key actions to reduce community GHG emissions. - Initiate development of governance structure recommended in the LCTS. Includes launching partnerships in key climate action areas. - Initiate or continue to implement key actions to reduce corporate GHG emissions.	- Shaping Growth - Transportation - Climate Change & Environment - Ensure a Vibrant Agricultural Community

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► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
6. Corporate Energy Management Plan (CEMP)	Implement the actions and goals of the CEP, approved by Council 2019.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Complete energy efficiency projects at Town Facilities. - Complete 3 additional Low Carbon Design Briefs (LCDB). - Continue to implement LCDB at Town Hall and arenas. - Complete Fleet Electrification Feasibility Study. - Implement staff EV Pool Vehicle program. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management
7. Implement Green Development Standards v3	Ongoing implementation of Green Development Standards, including development of new tools to assist with implementation.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Develop additional tools to support Green Development Standards including potential incentive program. - New development applications are compliant with GDS v3. - Improved tracking of effectiveness of GDS v3 to deliver climate change priorities. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment

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► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
8. Complete Bike Share Feasibility Study	Analysis of potential bike share network in Halton Hills including integration of e-bikes.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Study of opportunities for bike share network and e-bike integration completed. - Clear direction for implementation of proposed network options. 	<ul style="list-style-type: none"> - Transportation - Climate Change & Environment
9. Implement Retrofit Halton Hills Pilot Program	Officially launch the pilot in Q1 2022 and recruit and support up to 20 homeowners to initiate and complete home energy retrofits.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Begin recruitment and promotion of program, including targeted outreach for residents and contractors. - Review applications and approve up to 20 homeowners to participate in the program. - Initiate development of a monitoring and evaluation plan to track and measure progress. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management

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► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
10. Implement Climate Change Adaptation Plan (CCAP)	Continue to implement the actions and goals of the CCAP.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Strengthen the Town's resiliency to the impacts of climate change, in the following 5 areas: community capacity, Town infrastructure, emergency preparedness and public health, flood prevention, and natural assets. - Participate in ICLEI Canada's Advancing Adaptation through collaboration cohort and implement a community capacity building related CCAP action, which includes conducting 2-3 community workshops. - In collaboration with department leads, implement recommendations of the Infrastructure Vulnerability Assessment, in alignment with the Levels of Service findings. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management
11. Natural Asset Management Strategy (Phase 2)	In collaboration with CVC, develop a framework to assess condition of natural assets, evaluate risks, related to climate change and identify management strategies to maintain levels of service provided by natural assets (including but not limited to carbon sequestration, air quality improvement, contribution to climate adaptation and resilience).	- Climate Change & Asset Management	<ul style="list-style-type: none"> - A current registry of natural assets in two study areas with condition assessments for different natural asset types. - Set of actual levels of service provided by the different types of natural assets. - Mapping of different risks scenarios to evaluate impacts to levels of service provided by natural assets. - Dashboard to measure, monitor and report on levels of service of different types of natural assets. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

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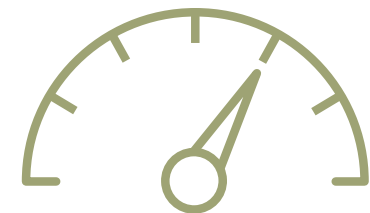
► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
12. Privately-Owned Tree Management Strategy	First phase of implementation of the strategy focusing on education, and incentives. Regulations will be focused as part two phase of implementation.	- Climate Change & Asset Management	- Implementation of the strategy that will educate the community on the importance of protecting and enhancing the tree canopy, benefits of trees to the environment and acting on climate change.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community
13. Corporate Asset Management Program	Year 5 of Corporate Asset Management Program to comply with legislative requirements.	- Climate Change & Asset Management	- Complete the asset management plans for the Town's core assets: roads, bridges & culverts, and stormwater by the Ont. Reg. deadline of July 2022. - Implement the risk, lifecycle and data management strategies for all asset classes including natural assets. - Implement the asset management software solution to optimize decision making for asset management planning.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management

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► STRATEGIC INITIATIVES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	+1.0	Energy Management & Climate Change Analyst (contract) Request to renew current full-time contract to continue leading the implementation of the corporate energy management program in alignment with the Town's Climate Change Action Plan, to monitor and report on progress towards energy/emissions targets and administer the revolving energy fund; coordinate with different departments to apply climate lens on capital projects and capture climate mitigation and adaptation benefits.



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► STRATEGIC INITIATIVES PERFORMANCE INDICATORS:

Operational	Target
Climate Change Action	- Apply climate lens on Town's capital projects and measure/report on climate change benefits.
Core Asset Management Plans	- Operationalize core asset management plans across departments
Asset Management Information System	- Implement asset management practices (risk, LOS, and cost) in software implementation

Quality of Life	Target
Resiliency to climate change	- Implementation of priority actions from Climate Change Adaptation Plan
Low Carbon Transition Strategy	- Implementation of priority actions from Low Carbon Transition Strategy
Green Development Standards	- Successful uptake of energy performance and low carbon energy criteria by development industry
Low Carbon Mobility	- Increase uptake of electric vehicles (EV) and usage of Halton Hills EV chargers network
Corporate Energy Management Plan	- Complete two additional Low Carbon Design Briefs for Town facilities - Complete Fleet Electrification Feasibility Study - Implement Town Hall and ice rink LCDB projects
Participation in Retrofit Halton Hills Pilot Program	- Approve and enroll 5 applicants
Community awareness and engagement in climate change	- Increase and diversify engagement events and promote participation. - Make climate change webpage more dynamic and engaging to increase visits

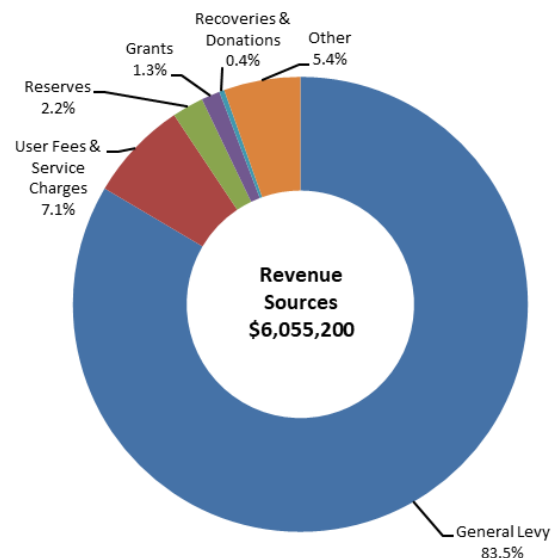
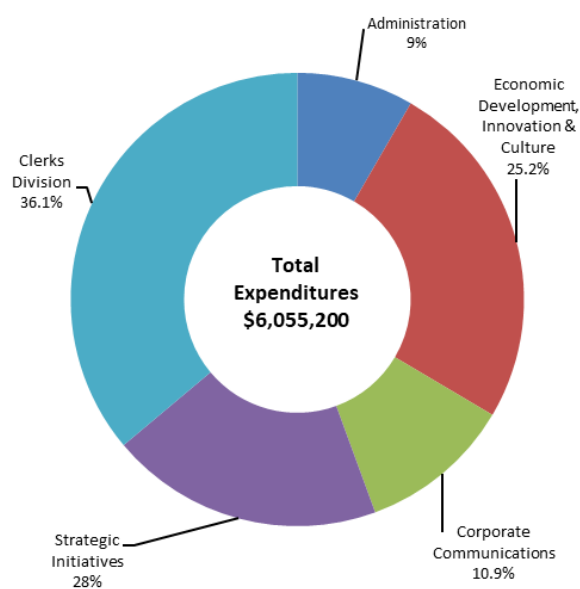
2022 Operating Budget Overview

The Office of the Chief Administrative Officer (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 four divisions: Corporate Communications, Strategic Initiatives, 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.

2022 Operating Budget Highlights

The Office of the CAO Operating Budget for 2022 is proposed at \$6,055,200 in gross expenditures with \$5,056,500 being supported from the general tax levy. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	5,531,100	5,538,488	5,493,700	19,100	157,000	295,800	6,055,200	524,100	9.5%
Revenue	(741,700)	(920,256)	(613,300)	-	-	(295,800)	(998,700)	(257,000)	34.7%
Total Net Expenditures	4,789,400	4,618,232	4,880,400	19,100	157,000	-	5,056,500	267,100	5.6%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	494,500	469,724	505,300	-	-	-	505,300	10,800	2.2%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	494,500	469,724	505,300				505,300	10,800	2.2%
Economic Development, Innovation & Culture									
Expense	1,265,900	1,270,617	1,160,400	10,000	157,000	195,900	1,523,300	257,400	20.3%
Revenue	(161,400)	(166,484)	(9,000)	-	-	(195,900)	(204,900)	(43,500)	27.0%
Net Expenditures	1,104,500	1,104,100	1,151,400		157,000		1,318,400	213,900	19.4%
Corporate Communications									
Expense	644,200	622,689	661,100	-	-	-	661,100	16,900	2.6%
Revenue	(15,000)	(30,930)	(15,000)	-	-	-	(15,000)	-	0.0%
Net Expenditures	629,200	591,759	646,100				646,100	16,900	2.7%
Strategic Initiatives									
Expense	1,027,300	1,150,365	1,078,900	600	-	99,900	1,179,400	152,100	14.8%
Revenue	(216,000)	(342,840)	(240,000)	-	-	(99,900)	(339,900)	(123,900)	57.4%
Net Expenditures	811,300	807,525	838,900	600			839,500	28,200	3.5%
Clerks Division									
Expense	2,099,200	2,025,093	2,088,000	8,500	89,600	-	2,186,100	86,900	4.1%
Revenue	(349,300)	(380,002)	(349,300)	-	(89,600)	-	(438,900)	(89,600)	25.7%
Net Expenditures	1,749,900	1,645,091	1,738,700	8,500			1,747,200	(2,700)	(0.2%)
Total									
Expense	5,531,100	5,538,488	5,493,700	19,100	246,600	295,800	6,055,200	524,100	9.5%
Revenue	(741,700)	(920,256)	(613,300)	-	(89,600)	(295,800)	(998,700)	(257,000)	34.7%
Total Net Expenditures	4,789,400	4,618,232	4,880,400	19,100	157,000		5,056,500	267,100	5.6%

The 2022 Operating Budget proposes a net expenditure increase of \$267,100, or 5.6%. The break-down of major budget changes are as follows:

- \$77,800 or 1.6%, 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.
- To continue the progress and implementation of affordable housing initiatives, it is requested that the Economic Development and Special Projects Coordinator contract position be made FT permanent (\$104,500). This position is also critical to support/lead a number of economic development priorities.
- An Administrative Monetary Penalty System (AMPS) is an alternative parking enforcement scheme that includes an efficient dispute process and replaces the traditional POA system. The proposed AMPS would provide an increased level of customer service to citizens dealing with parking violations. In order to implement the program a new full time Enforcement Administrative Assistant will be needed along with a Hearing Officer contract position being the equivalent of 1.11 FTE. The proposed FTE increase will have a net zero impact to the Town as the AMPS will generate additional revenue.

- In 2021, the Town began implementing interim measures to advance Truth and Reconciliation (TRC) and Equity, Diversity and Inclusion (EDI), both internally and externally. The EDI and TRC Implementation Fund (\$45K) will enable this work to continue by further expanding to include ongoing training and programming.
- \$10K pre-approved capital impact for the maintenance & hosting fees for the tourism website as per Council approved 1100-10-2102 Visit Halton Hills Tourism Website project in 2021.
- Pre-budget approval of \$8,500 for off-site records destruction as per Council Report ADMIN-2021-0014.
- To advance the implementation of the Public Art Master Plan, annual operating funds (\$7,500) are required to implement smaller scale projects on an ongoing basis.
- One-time funding from the Tax Rate Stabilization reserve to support the following initiatives:
 - Continuation of the Energy Management and Climate Change Analyst – Contract position (\$99,900) within the Climate Change & Asset Management section to lead the implementation of the corporate energy management program in alignment with the Town’s Climate Change Work Plan.
 - Continuation of the Cultural Program Producer – Contract position (\$62,700) to continue the delivery of Cultural Services, while also advancing work on the Cultural Master Plan (CMP), Truth and Reconciliation (TRC), and Equity, Diversity and Inclusion (EDI).
 - Public Art Coordinator – Two Year Contract (\$83,200) within Cultural Services to enable the Manager of Culture and Equity, Diversity and Inclusion to lead the Town's TRC and EDI work, while continuing to advance the Town's Public Art Program.
 - \$50K for the Equity, Diversity and Inclusion Strategy (EDI) – Phase 1 Consultation.
- Base budget increase of \$13,200 to support changes in program & service delivery and the alignment of budgets to actuals.

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Economic Development & Special Projects Coordinator - Contract to FT	\$ 104,500	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

Ensuring that housing is accessible to all Halton Hills residents at any age or stage in life is a key Council Strategic Plan priority. In a relatively short period of time, the Town has made significant progress in advancing this priority. This has included leveraging Town-owned properties (e.g. 17 Guelph Street), providing financial supports, including affordable housing in the CIP Update, partnering with Halton Region, engaging the community on affordable housing matters, starting and supporting the Affordable Housing Working Group, and providing support/resources to affordable housing developers/organizations. This progress has been made possible by the allocation of a dedicated staff resource in the form of the contract "Economic Development and Special Projects Coordinator". To continue to maintain progress and implement affordable housing initiatives, it is requested that the "Economic Development and Special Projects Coordinator" position be made FT permanent. This position is also critical to support/lead a number of economic development priorities.

Budget Impact:

Expenditures:

Salary & Benefits	104,500
Supplies & Services	
Other	
Total	\$ 104,500

Account & Notes:

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 104,500

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>																																	
Administrative Monetary Penalty System (AMPS) Staffing Requirements	\$ -	January 1, 2022																																	
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>																																			
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																																			
Department	Division																																		
Office of the CAO	Clerks Division																																		
Description of Services to be Performed: <p>The AMP System is an alternative system to the lengthy and costly provincial courts process and provides an objective, efficient and improved customer service process where penalty notices are issued, managed and reviewed. Residents who wish to dispute a parking ticket will complete a form which is reviewed by a Screening Officer (current staff will be used for this role). The Screening Officer conducts a review and makes a decision to reject, reduce or confirm the penalty. Should the customer disagree with the Screening Officer's decision, the matter is referred to an independent Hearing Officer who would make a final decision. The AMP system will begin with parking infractions and will be able to expand to other programs the Town can implement such as Automated Speed Enforcement (ASE) and School Bus cameras. In order to implement the program a new full time Enforcement Administrative Assistant will be needed along with a Hearing Officer contract position being the equivalent of 1.11 FTE.</p>																																			
Budget Impact: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Expenditures:</td> <td style="width: 20%;"></td> <td style="width: 40%;">Account & Notes:</td> </tr> <tr> <td>Salary & Benefits</td> <td style="text-align: right;">89,600</td> <td></td> </tr> <tr> <td>Supplies & Services</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td style="text-align: right;">8,500</td> <td>Work Station & Computer</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 98,100</td> <td></td> </tr> <tr> <td>Revenue:</td> <td></td> <td></td> </tr> <tr> <td>Fees</td> <td style="text-align: right;">(89,600)</td> <td>Parking Ticket Revenue</td> </tr> <tr> <td>Grants</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td style="text-align: right;">(8,500)</td> <td>\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ (98,100)</td> <td></td> </tr> <tr> <td>Net Cost</td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>			Expenditures:		Account & Notes:	Salary & Benefits	89,600		Supplies & Services			Other	8,500	Work Station & Computer	Total	\$ 98,100		Revenue:			Fees	(89,600)	Parking Ticket Revenue	Grants			Other	(8,500)	\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve	Total	\$ (98,100)		Net Cost	\$ -	
Expenditures:		Account & Notes:																																	
Salary & Benefits	89,600																																		
Supplies & Services																																			
Other	8,500	Work Station & Computer																																	
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Revenue:																																			
Fees	(89,600)	Parking Ticket Revenue																																	
Grants																																			
Other	(8,500)	\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve																																	
Total	\$ (98,100)																																		
Net Cost	\$ -																																		

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Equity, Diversity, Inclusion & Truth and Reconciliation Implementation	\$ 45,000	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

The Town has demonstrated its commitment to the processes of Truth and Reconciliation (TRC), and Equity, Diversity and Inclusion (EDI) with approved interim budgets for 2021 to advance this work. The EDI & TRC implementation Fund will enable the Town to continue to develop and implement meaningful actions to advance EDI and TRC while, in parallel, work advances to develop fulsome TRC and EDI Strategies. A separate funding request has been submitted for the development of the first phase of the two Strategies. Through this Fund, for 2022, funding is needed to: 1) continue to grow the knowledge and skills of the Town's leadership and staff through training and internal capacity building; 2) raise the level of awareness of EDI and TRC issues in the wider community; 3) continue to develop and strengthen relationships with representative populations; and 4) provide diverse programming to the community throughout the year. Activities implemented through this Fund will provide a solid foundation upon which the EDI and TRC Strategies will be built, and help ensure effective implementation of the latter Strategies once they are complete.

Budget Impact:

Expenditures:	Account & Notes:
Salary & Benefits	
Supplies & Services	
Other	Contracted Services
Total	
\$ 45,000	
Revenue:	
Fees	
Grants	
Other	
Total	
\$ -	
Net Cost	
\$ 45,000	

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Public Art - Operating Budget	\$ 7,500	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

To advance implementation of the Public Art Master Plan, annual operating funds are required to implement smaller scale projects on an ongoing basis. Doing so will keep the Public Art program functioning and visible while larger infrastructure programs are advanced through the Capital budget. Public Art to be undertaken through the operating budget is anticipated to include items such as wraps and murals for utility boxes, pavement murals, art banners, etc. Funding for these smaller projects will allow for larger permanent works to be built using Public Art Reserve funding.

Budget Impact:

Expenditures:	Account & Notes:
Salary & Benefits	
Supplies & Services	
Other	Contracted Services
Total	
\$ 7,500	
Revenue:	
Fees	
Grants	
Other	
Total	
\$ -	
Net Cost	
\$ 7,500	

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>																																	
Energy Management and Climate Change Analyst - Contract	\$ -	January 1, 2022																																	
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>																																			
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																																			
Department	Division																																		
Office of the CAO	Strategic Initiatives																																		
Description of Services to be Performed: The Energy Management and Climate Change Analyst position is an integral element of implementing the Town's Climate Change Emergency Declaration. This contract position leads the implementation of the corporate energy management program in alignment with the Town's Climate Change Work Plan; monitors and reports on progress towards energy and emissions targets; coordinates implementation of programs and projects relating to the Corporate Energy Plan with facilities and asset management plans for different asset classes; coordinates with different departments to apply climate lens at project initiation and monitor the implementation of projects to capture benefits.																																			
Budget Impact: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Expenditures:</td> <td style="width: 30%;"></td> <td style="width: 40%;">Account & Notes:</td> </tr> <tr> <td>Salary & Benefits</td> <td style="text-align: right;">99,900</td> <td></td> </tr> <tr> <td>Supplies & Services</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 99,900</td> <td></td> </tr> <tr> <td>Revenue:</td> <td></td> <td></td> </tr> <tr> <td>Fees</td> <td></td> <td></td> </tr> <tr> <td>Grants</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td style="text-align: right;">(99,900)</td> <td>Tax Rate Stabilization Reserve</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ (99,900)</td> <td></td> </tr> <tr> <td>Net Cost</td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>			Expenditures:		Account & Notes:	Salary & Benefits	99,900		Supplies & Services			Other			Total	\$ 99,900		Revenue:			Fees			Grants			Other	(99,900)	Tax Rate Stabilization Reserve	Total	\$ (99,900)		Net Cost	\$ -	
Expenditures:		Account & Notes:																																	
Salary & Benefits	99,900																																		
Supplies & Services																																			
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Total	\$ 99,900																																		
Revenue:																																			
Fees																																			
Grants																																			
Other	(99,900)	Tax Rate Stabilization Reserve																																	
Total	\$ (99,900)																																		
Net Cost	\$ -																																		

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Cultural Program Producer - Contract	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

In 2020, a contract "Culture Days Producer" was hired in response to workload pressures and to enable existing resources to undertake baseline work needed to advance the Town's Cultural Master Plan update. However, the need to respond to COVID-19 by adapting existing programs and creating new programs, caused unexpected changes to the 2020 workplan. Background work for the CMP update was postponed. The Culture Days Producer role was expanded to include the implementation of COVID-19 recovery programs. In 2021, the position was extended to enable Cultural Services to continue to deliver core cultural programs, including Culture Days, Artrepreneur, The Artist Next Door, Arts & Culture Working Group, and a Professional Development Program. All of the latter programs have been met with a positive response from the arts and culture sector, and have become cornerstones in the delivery of Cultural Services. The position was renamed to: "Cultural Program Producer". In late 2020/early 2021, the Truth and Reconciliation and Equity, Diversity and Inclusion portfolios were assumed by Cultural Services. The latter are significant undertakings, requiring ongoing resources. Maintaining the "Cultural Program Producer" position is critical to allow for the continuation of the delivery of Cultural Services, while also advancing work on the Cultural Master Plan (CMP), Truth and Reconciliation (TRC), and Equity, Diversity and Inclusion (EDI).

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	62,700	
Supplies & Services		
Other		
Total	\$ 62,700	
Revenue:		
Fees		
Grants		
Other	(62,700)	Tax Rate Stabilization Reserve
Total	\$ (62,700)	
Net Cost	\$ -	

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Public Art Coordinator - 2 Year Contract	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

The new portfolios of Truth and Reconciliation (TR) & Equity, Diversity and Inclusion (EDI) were assumed by Cultural Services in 2021, significantly increasing workload. The latter are significant and long-term undertakings, requiring a dedicated resource. The Public Art Coordinator will enable the Manager of Culture, Equity, Diversity and Inclusion to lead the Town's TR and EDI work, while continuing to advance the Town's Public Art Program. Significant policy and project work is required in Public Art to implement the Public Art Master Plan. The Town's first permanent and major public art project is scheduled to be installed at the Library and Cultural Centre Plaza in 2023. This installation will be work by an Indigenous artist. A dedicated staff resource is required to manage this project and ensure its success, in addition to implementing further temporary public art projects such as the wrapping and painting of utility boxes, banners, pavement murals, etc. The Public Art Coordinator will also enable the continuation of core Cultural Services, including the Cultural Master Plan update. Overall, this position will support a thriving arts and culture sector which helps raise quality of life, which in turn is a major driver of economic investment decisions.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	83,200	
Supplies & Services		
Other		
Total	\$ 83,200	
Revenue:		
Fees		
Grants		
Other	(83,200)	Tax Rate Stabilization Reserve (\$83,200)
Total	\$ (83,200)	
Net Cost	\$ -	

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Equity, Diversity and Inclusion Strategy - Phase 1 Consultation	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Office of the CAO	Economic Development, Innovation & Culture

Description of Services to be Performed:

The Town has demonstrated its commitment to Equity, Diversity and Inclusion (EDI) with previously approved interim budgets for 2021 to advance this work. For 2022, this project is focused on developing a roadmap for the Town's Equity, Diversity and Inclusion Strategy. The first phase will focus on engaging an EDI consultant(s) to assist the Town in scoping the required work, and to identify and prioritize actions that should be advanced as part of the Town's ultimate EDI Strategy. The latter will be developed through Phase 2, anticipated for 2023.

Budget Impact:

<p>Expenditures:</p> <table style="width: 100%;"> <tr> <td style="width: 70%;">Salary & Benefits</td> <td style="width: 30%; border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Supplies & Services</td> <td style="border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Other</td> <td style="border: 1px solid black; text-align: center;">50,000</td> </tr> <tr> <td>Total</td> <td style="border: 1px solid black; text-align: center;">\$ 50,000</td> </tr> </table> <p>Revenue:</p> <table style="width: 100%;"> <tr> <td style="width: 70%;">Fees</td> <td style="width: 30%; border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Grants</td> <td style="border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Other</td> <td style="border: 1px solid black; text-align: center;">(50,000)</td> </tr> <tr> <td>Total</td> <td style="border: 1px solid black; text-align: center;">\$ (50,000)</td> </tr> </table> <p>Net Cost</p> <table style="width: 100%;"> <tr> <td style="width: 70%;"></td> <td style="width: 30%; border: 1px solid black; text-align: center;">\$ -</td> </tr> </table>	Salary & Benefits		Supplies & Services		Other	50,000	Total	\$ 50,000	Fees		Grants		Other	(50,000)	Total	\$ (50,000)		\$ -	<p>Account & Notes:</p> <table style="width: 100%;"> <tr> <td style="border: 1px solid black; height: 20px;"> </td> </tr> <tr> <td style="border: 1px solid black; height: 20px;"> </td> </tr> <tr> <td style="border: 1px solid black; height: 20px;">Professional Consultants</td> </tr> <tr> <td style="border: 1px solid black; height: 20px;"> </td> </tr> <tr> <td style="border: 1px solid black; height: 20px;"> </td> </tr> <tr> <td style="border: 1px solid black; height: 20px;">Tax Rate Stabilization Reserve</td> </tr> </table>			Professional Consultants			Tax Rate Stabilization Reserve
Salary & Benefits																									
Supplies & Services																									
Other	50,000																								
Total	\$ 50,000																								
Fees																									
Grants																									
Other	(50,000)																								
Total	\$ (50,000)																								
	\$ -																								
Professional Consultants																									
Tax Rate Stabilization Reserve																									

Office of the CAO

Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
CLERKS & COUNCIL												
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
2100-10-1701	Alternative Voting Method	150,000										150,000
2100-10-2201	Off-Site Records Destruction	30,000										30,000
Subtotal		230,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	680,000
ECONOMIC DEVELOPMENT, INNOVATION & CULTURE												
1100-10-0101	CIP Grant Program	50,000	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,017,500
1100-10-0105	EcDev Manufact.Expansion Fund		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	320,000
1100-10-1803	Econ Investment Attract'n Fund	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
1100-10-2001	17 Guelph St - Environment Wrk	55,000										55,000
1100-10-2201	EcDev & Tourism Strat Update					100,000					100,000	200,000
1100-22-0103	Foreign Direct Investment Strategy Update				80,000					80,000		160,000
1100-22-2201	Affordable Housing Action Plan	70,000					70,000					140,000
4000-10-2101	Public Art - Library & CC Courtyard Ph1	92,000	108,000									200,000
4000-10-3101	Cedarvale Public Art										100,000	100,000
4000-22-2202	Truth and Reconciliation Strategy - Ph1 Consultation	50,000										50,000
4001-10-2101	Cultural Master Plan Update					45,000					45,000	90,000
7100-22-1904	Local Action Plan Update				150,000					150,000		300,000
Subtotal		392,000	290,500	222,500	452,500	367,500	292,500	222,500	222,500	452,500	467,500	3,382,500
STRATEGIC INITIATIVES												
1400-10-1801	Strategic Plan Update		60,000				60,000				60,000	180,000
1410-02-2201	Low Carbon Design Brief Towns' Facilities	150,000										150,000
1410-10-2201	Natural Asset Management	100,000										100,000
1410-10-2202	Asset Management Improvement	55,000										55,000
1410-22-0101	Low Carbon Transition Implem Strategy	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
1410-22-0102	Low Carbon Research and Development		100,000	100,000	100,000	100,000						400,000
1410-22-2201	Bike Share Feasibility Study	50,000										50,000
1410-22-2202	Town Fleet Electrification Study	80,000										80,000
1410-22-2601	Climate Change Adaptation Plan Update					80,000						80,000
4001-10-2301	Public Art Master Plan Update		40,000					40,000				80,000
7100-22-1605	Green Building Standard Update			60,000					60,000			120,000
7100-22-1701	Community Sustainability Strategy Update		100,000				75,000					175,000
7100-22-1903	CEC & DM Plan Update			80,000					80,000			160,000
7100-22-2002	Community Impr Plan Update						75,000					75,000
7300-02-2001	CEP-HVAC Perf Testg&Retroft MM	240,000	300,000	100,000	231,900	29,100						901,000
7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities		100,000	65,000		160,000						325,000
7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	49,700										49,700
7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	95,000										95,000
7300-02-2201	CEP - Lighting Retrofits		264,900	27,600	69,700							362,200
7300-02-2401	CEP - BAS Installation - Various Facilities			638,900	152,000							790,900
7300-10-1901	Climate Change Action Implem		130,000	150,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000	1,480,000
7300-10-1902	Climate Change Adapt Strg Impl	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
7300-22-1002	Corp Sustainability Strategy		55,000									55,000
7300-22-1501	Climate Change Investment Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
7300-22-1701	Retrofit Halton Hills	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Subtotal		1,234,700	1,564,900	1,636,500	1,118,600	934,100	775,000	605,000	755,000	615,000	675,000	9,913,800
TOTAL OFFICE OF THE CAO		1,856,700	1,905,400	1,909,000	1,621,100	1,351,600	1,117,500	877,500	1,027,500	1,117,500	1,192,500	13,976,300

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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 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. 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 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 is investing \$1,075,000 towards this grant program.
- The Alternative Voting Method project will take place in early 2022, prior to the Municipal Election in October. As a result of the Covid-19 pandemic, the funds will be used to investigate alternative voting methods to give residents opportunities to vote from home or other areas, rather than go to a voting location. Online voting ballots will be researched by staff to provide the most convenient and secure method of voting for the residents of Halton Hills.
- 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.

Office of the CAO

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
117	7300-10-1902	Climate Change Adaptation Strategy Implementation	5.00	100,000	100,000	-	-	100,000	-	-
118	1100-10-0101	Community Improvement Plan Grant Program	4.20	50,000	50,000	-	-	50,000	-	-
119	1100-10-1803	Economic Investment Attraction Fund	4.20	75,000	75,000	-	-	75,000	-	-
120	4000-22-2202	Truth and Reconciliation Strategy - Phase 1 Consultation	4.20	50,000	50,000	-	-	50,000	-	-
121	2100-10-2201	Off-Site Records Destruction	3.80	30,000	30,000	-	-	30,000	-	-
122	1100-10-2001	17 Guelph Street - Environmental Work (cost escalation)	3.60	55,000	55,000	-	-	55,000	-	-
123	1100-22-2201	Affordable Housing Action Plan	3.60	70,000	70,000	-	-	70,000	-	-
124	1410-02-2201	Low Carbon Design Brief Towns' Facilities	3.60	150,000	150,000	-	-	150,000	-	-
125	1410-22-0101	Low Carbon Transition Strategy Implementation	3.60	200,000	200,000	-	-	200,000	-	-
126	1410-22-2202	Town Fleet Electrification Study	3.60	80,000	80,000	-	24,000	56,000	-	-
127	2100-10-1701	Alternative Voting Method	3.60	150,000	150,000	-	-	150,000	-	-
128	7300-02-2001	CEP - HVAC Performance Testing and Retrofits	3.50	240,000	240,000	-	-	240,000	-	-
129	0510-01-0101	Municipal Accessibility Plan	3.40	50,000	50,000	30,000	-	20,000	-	-
130	1410-10-2201	Natural Asset Management	3.00	100,000	100,000	-	-	100,000	-	-
131	4000-10-2101	Public Art - Library & Cultural Centre Courtyard - Phase 1	3.00	92,000	92,000	-	-	92,000	-	-
132	7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	3.00	49,700	49,700	-	-	49,700	-	-
133	7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	3.00	95,000	95,000	-	-	95,000	-	-
134	7300-22-1501	Climate Change Investment Fund	3.00	15,000	15,000	-	-	15,000	-	-
135	7300-22-1701	Retrofit Halton Hills	3.00	100,000	100,000	-	-	100,000	-	-
136	1410-10-2202	Asset Management Improvement	2.60	55,000	55,000	-	-	55,000	-	-
137	1410-22-2201	Bike Share Feasibility	1.80	50,000	50,000	-	-	50,000	-	-
2022 Total				1,856,700	1,856,700	30,000	24,000	1,802,700	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 7300-10-1902	Project Name Climate Change Adaptation Strategy Implementation		2022 Budget \$100,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Michael Dean	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project is needed to implement the goals and actions identified in the Climate Change Adaptation Plan, approved by Council in August 2020. Climate Change Adaptation Plan is a key component of the Town's Low Carbon Resilient Framework to address climate change impact and meet the net zero target by 2030.
Deliverables:	Completed actions and projects identified in the Climate Change Adaptation Plan.
Benefits:	Increased resiliency to extreme weather events and reduced risks to Town assets and key services as a result of extreme weather events; greater capacity to adapt to changing climate conditions.
Risks If Not Implemented:	Failure to implement the Climate Change Adaptation plan; failure to respond to risks associated with climate change identified through the plan including infrastructure damage from extreme weather events, public health and safety risks, and flooding.
Additional Information:	Implementing the Climate Change Adaptation Plan helps prolong Town assets and strengthens the Town's resiliency against climate change including by protecting and improving Town infrastructure, natural assets, and services such as emergency preparedness.

2022 Capital Project Information Sheet

Project No. 1100-10-0101	Project Name Community Improvement Plan Grant Program		2022 Budget \$50,000
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski
Service Category Administration		Funding Sources Strategic Planning Reserve	
Target Start Date Jan 2022		Amount \$50,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Description			
Scope:	The Community Improvement Plan (CIP) programs support economic development and investment attraction by providing financial incentives to stimulate private sector investment and generate community economic benefits. Since 2017, the total Town and private sector investment (directly related to CIP-funded works) has exceeded \$1 million. Continued CIP funding is needed to: 1) provide an ongoing and sustainable funding source; 2) meet current and anticipated demand; 3) maximize community benefits; 4) support downtown revitalization; and 5) explore opportunities to fund additional/amended CIP programs. This project will also serve to implement the updated CIP, which is currently underway. This project advances multiple Strategic Plan priority areas, values and vision. Recognizing COVID impacts, for 2022, a \$50,000 budget is recommended, with an anticipated return to pre-COVID funding of \$107,500 starting in 2023.		
Deliverables:	1) Continued CIP implementation - including of updated CIP; 2) Expanded CIP uptake; 3) Magnified community benefits and Return on Investment; 4) Downtown revitalization; 5) Support of local businesses; 6) local job creation; and 7) alignment with CIP Update project.		
Benefits:	1) Ongoing source of funding; 2) Increased private sector investment; 3) Revitalization, redevelopment and renewal; 4) Local job creation/support; 5) Occupancy/improvement of vacant properties; and 6) alignment with CIP Update project; 7) COVID recovery support for local businesses; 8) CIP Update includes a climate change theme.		
Risks If Not Implemented:	1) Insufficient funds to meet demand for CIP funding; 2) Unrealized redevelopment and investment potential; 3) Delayed downtown revitalization; 4) Inability to expand program opportunities anticipated to be identified via the CIP Update; 5) Lost opportunities to assist business and property owners in BIAs to occupy/improve vacant buildings; 6) Potential loss of business and local job opportunities; 7) Missed opportunity to support post-COVID recovery.		
Additional Information:	Dedicated funding is required to maintain the CIP programs. Although COVID-19 has caused a temporary reduction in CIP applications in 2020, continued CIP funding will enable the Town to respond to post-COVID applications and recommendations of the CIP Update which is anticipated to result in an expanded scope and variety of incentive programs. The number of CIP applications thus far in 2021, has increased.		

2022 Capital Project Information Sheet

Project No. 1100-10-1803	Project Name Economic Investment Attraction Fund		2022 Budget \$75,000
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski
Service Category Administration		Funding Sources Strategic Planning Reserve	
Target Start Date Jan 2022		Amount \$75,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	
Description			
Scope:	Continued economic growth, diversification, business retention and expansion, and international trade expansion are key to the long-term economic prosperity of Halton Hills. To achieve these objectives, this project will allow for the continued 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. Focus is on supporting business growth; expanding access to international markets; major investment attraction; non-residential assessment growth; business expansion & retention; and robust marketing of Halton Hills as a prime investment destination. Objectives of this project align with and advance multiple Strategic Plan priority areas, mission and values.		
Deliverables:	1) Implementation of the Economic Development & Tourism Strategy; 2) Implementation of the FDI Strategy; 3) Implementation of Business Concierge; 4) Implementation of the Town's economic development, financial and non-residential growth objectives.		
Benefits:	1) Local employment growth; 2) Economic diversification and growth; 3) Expanded trade opportunities for local businesses; 4) Increased investment; 5) Non-residential assessment growth and enhanced Town revenues and financial health; 6) Support of the Town's Long Range Financial Plan.		
Risks If Not Implemented:	1) Lost economic development opportunities due to inability to implement the Economic Development and Tourism Strategies and FDI; 2) Lack of progress in diversifying the local economy; 3) Lack of competitiveness and lost investments to other municipalities; 4) Lack of alignment with the Town's 'Open for Business' approach; 5) Reduced non-residential assessment; and 6) Limited ability to implement COVID-19 recovery supports.		
Additional Information:	The Economic Investment Attraction Fund enables the Town to continue to attract economic investment by supporting implementation of key strategies, including the Economic Development and Tourism Strategy, the FDI Strategy and the Business Concierge program. It also supports the Town's ongoing COVID-19 response, and potential additional recovery initiatives that may be recommended through the update of the Community Improvement Plan (currently underway). With Clean Technology being one of the focus sectors of the economic development strategies, the Fund will also help advance Council's climate change priorities.		

2022 Capital Project Information Sheet

Project No. 4000-22-2202	Project Name Truth and Reconciliation Strategy - Phase 1 Consultation		2022 Budget \$50,000
Department Office of the CAO	Division Cultural Services	Project Manager Damian Szybalski	
Service Category Recreation & Culture		Funding Sources Strategic Planning Reserve	Amount \$50,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Council affirmed its commitment to advancing Truth and Reconciliation (TRC) via approval of report ADMIN-2020-2025. The Truth & Reconciliation Strategy - Phase 1 Consultation project is the first phase of developing a roadmap for the Town's Truth and Reconciliation journey. The first phase focuses 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 to begin in 2023.
Deliverables:	1) A framework for the development of a structured, meaningful and appropriate Strategy for Truth and Reconciliation - led by Indigenous consultant(s); and 2) In 2023, the development of the Town's first-ever TRC Strategy.
Benefits:	1) Advancement of Truth and Reconciliation; 2) Truth and Reconciliation work scoped and prioritized; 3) Truth and Reconciliation work advanced with Indigenous direction; 4) Positive relationship with Indigenous consultant(s) for future work, including Strategy development; and 5) Positive relationships with the Mississaugas of the Credit First Nation, other Indigenous nations with ties to the land where the Town is located, and Indigenous residents.
Risks If Not Implemented:	1) Lack of a structured, intentional and appropriate process for Truth and Reconciliation; 2) Damage to relationships with the Mississaugas of the Credit First Nation and other Indigenous nations who have ties to the land where the Town is located, and Indigenous residents; 3) Incidents and/or miscommunication caused by unintentional errors due to a lack of guidance from Indigenous consultants; 4) Major reputational risks; 5) Damage to relationships with local and regional stakeholders; and 6) Negative community feedback if proper consultation is not undertaken.
Additional Information:	In 2021, the Town began implementing interim measures to advance TRC work. To ensure that this work continues to advance in the most effective and meaningful way, it is necessary to engage indigenous consultant(s) to guide the development of the Town's first-ever TRC Strategy.

2022 Capital Project Information Sheet

Project No. 2100-10-2201	Project Name Off-Site Records Destruction		2022 Budget \$30,000
Department Office of the CAO		Division Clerks	Project Manager Valerie Petryniak
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$30,000
Target Start Date Mar 2022		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Apr 2022			
Future Period Capital Requirements \$0			
Operating Impact \$0			
Description			
Scope:	<p>In 2006 the Town Hall Records Centre closed to accommodate office space. Approximately 2600 boxes of records were sent to off-site storage. Since then, approximately 3000 additional boxes of records have been transferred off-site, however, for the last fifteen years only a few boxes of these records have been destroyed. This project will bring the records destruction program up to date as per the Town's records retention schedule.</p> <p>Updates to the records retention schedule are under way and expected to conclude later this year. AMANDA RM will be updated with the records retention details to identify records ready for destruction. It is estimated approximately 2500 - 3000 boxes may be eligible for destruction.</p>		
Deliverables:	<p>Staff will work with Tippetts RM (Off-Site Records Storage provider) to coordinate the destruction of records eligible for destruction by their third party, Hannah Papers.</p>		
Benefits:	<p>(1) Destruction of records as per the records retention schedule is in keeping with a good records management and destruction program;</p> <p>(2) Cost of monthly off-site records storage fees will be reduced. Fees are based on cu ft of boxes of records, therefore the reduction of boxes = the reduction of costs.</p>		
Risks If Not Implemented:	<p>(1) avoid unnecessary storage costs for records no longer needed by the organization</p> <p>(2) it supports compliance with the principle if records contain personal information not to keep personal information for longer than necessary</p> <p>(3) finding and retrieving information is quicker and easier (less to search)</p> <p>(4) responding to Freedom of Information (FOI) requests is more efficient.</p>		
Additional Information:	<p>The Town is overdue to destroy the records no longer needed by the organization and adhere to the records retention schedule. Reduction of records will reduce operating costs and improve the corporation's records management program and response to FOI requests.</p>		

2022 Capital Project Information Sheet

Project No. 1100-10-2001	Project Name 17 Guelph Street - Environmental Work (cost escalation)		2022 Budget \$55,000
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski
Service Category Administration		Funding Sources Strategic Planning Reserve	
Target Start Date Apr 2022		Amount \$55,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	
Description			
Scope:	Council has approved moving forward with 17 Guelph Street (Georgetown) as a potential location for an affordable housing development. The Town can leverage this land asset to facilitate the increasing demand for assisted/affordable rental unit construction. Completing pre-development activities for the site can mitigate upfront risk for potential future development partner(s) and it can support a streamlined and expedited construction start. Funding was allocated for this project as part of the 2020 budget to undertake required planning review/approvals, obtain a Record of Site Condition and undertake building demolition. Based on the Phase II Environmental Site Assessment conducted in May 2021, surficial soil contamination was identified on the property and remediation is required in order to file for a Record of Site Condition. The contamination source is impacted fill, likely placed on-site in the early 1900's. Additionally, another borehole needs to be drilled on-site to obtain additional groundwater samples in support of the Record of Site Condition, as per the Ministry of Environment, Conservation and Parks' requirements. This budget request is to complete the remaining environmental work for the property.		
Deliverables:	1) Additional borehole drilled and groundwater samples obtained; 2) Excavation of impacted soil and disposal; 3) Confirmatory samples to demonstrate a clean site; 4) Updated Phase II Environmental Site Assessment indicating remediation is complete; 4) Filing/obtaining a Record of Site Condition; 5) Provision of a 'shovel-ready' site for affordable housing, pending development review.		
Benefits:	1) Expedition of an affordable housing development; 2) Provision of a shovel-ready site to elevate interest in the site and ability to choose a quality development partner; 3) Additional units added to the affordable and assisted rental housing stock		
Risks If Not Implemented:	1) Delay in delivering on Council's Strategic Plan affordable housing priority; 2) Delay in affordable housing construction at 17 Guelph Street; 3) Inability to secure an appropriate development partner(s) due to remaining site risks; 4) Reduced affordability options (e.g. reduced number of affordable units, affordability period and/or depth of affordability); 5) land asset not being used to its highest and best use.		
Additional Information:	By facilitating pre-development work, particularly environmental work required to obtain a Record of Site Condition for the subject site, the Town will be better able to deliver on a key Council priority of affordable housing in the Strategic Plan. Other Strategic Plan priorities, values and mission are also supported.		

2022 Capital Project Information Sheet

Project No. 1100-22-2201	Project Name Affordable Housing Action Plan		2022 Budget \$70,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$70,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
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 has identified affordable housing as a priority in its Strategic Plan. A focused Affordable Housing Action Plan, tailored for Halton Hills, is needed to ensure a long-term coordinated, effective and action-oriented approach to address local housing shortfalls. Building on existing resources, including the Region's Comprehensive Housing Strategy, the Town's Strategic Plan, Official Plan and Secondary Plans, Economic Development and Tourism Strategy, and CIP Update - the main purpose of the Affordable Housing Plan is to set out complementary and effective actions, policies, tools, local targets and resource needs required to address current and future housing needs. The Housing Plan will recognize the Town's role as an enabler and supporter of affordable housing, with the Region of Halton being the lead in this area.		
Deliverables:	1) Identification of housing stakeholders to facilitate the creation and execution of the Plan (Housing Action Committee); 2) Analysis of local housing conditions and critical gaps along the housing continuum (state of housing/housing needs assessment); 3) Development of a local housing vision, goals and objectives; 4) Inventory of all local and external resources and assets; 5) Roles/responsibilities; 6) identification of evidence-based actions, policies, tools and targets that are aligned with local housing vision/goals/objectives and are practical given available resources.		
Benefits:	1) Clear understanding of the housing shortfalls/needs in Halton Hills; 2) A multi-tiered and multi-stakeholder approach to advancing housing solutions based on needs/shortfalls identified; 3) A defined housing vision, goals and objectives that is created and championed by the community; 4) Division of roles/responsibilities for the Town and the various housing stakeholders in advancing housing solutions identified; 5) Housing solutions advanced – an increase in the supply of housing needed most along the continuum.		
Risks If Not Implemented:	1) Delay in delivering on Council's Strategic Plan affordable housing priority; 2) Unclear direction for Town-specific actions to increase the supply of affordable housing; 3) Lack of an integrated and coordinated approach by the Town, community and housing stakeholders to identifying and addressing local housing needs; 4) Missed opportunities to support additional affordable housing supply.		
Additional Information:	By developing a local Affordable Housing Action Plan, the Town will be able to deliver on a key priority focus area of affordable housing in the Strategic Plan. While the Town does not build housing, it has an important role in enabling and facilitating housing solutions. Other Strategic Plan priorities, values and mission are also supported.		

2022 Capital Project Information Sheet

Project No. 1410-02-2201	Project Name Low Carbon Design Brief Towns' Facilities		2022 Budget \$150,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$150,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope:	Completion of feasibility studies for the transition of Town Facilities to Net-Zero Carbon by 2030. These studies will analyze energy efficiency measures and renewable energy systems to be implemented at selected facilities and will provide a pathway for implementation over time that aligns with existing capital forecasts in order to minimize incremental cost increases.		
Deliverables:	Completion of at least 3 LCDB studies.		
Benefits:	The completion of the LCDBs is a crucial component of the Town's Corporate Energy Plan and will assist the Town in meeting its climate change goals.		
Risks If Not Implemented:	Failure to complete these studies will endanger the Town's capacity to implement the Corporate Energy Plan and meet its climate change goals.		
Additional Information:	The studies will help align facilities with the Town's climate change strategy, improve occupant comfort, and reduce energy costs.		

2022 Capital Project Information Sheet

Project No. 1410-22-0101	Project Name Low Carbon Transition Strategy Implementation		2022 Budget \$200,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Michael Dean	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$200,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Funds requested will be used for the implementation of the Low Carbon Transition Strategy (LCTS). The LCTS is in development and will be completed in 2021. It is anticipated that the LCTS will include recommendations for programs, policies, and studies to be completed in order to implement the LCTS. Because of the need for swift action on climate change, this item is being requested in order to provide funding for implementation of the LCTS until more details are available about specific program needs.
Deliverables:	Specific deliverables will be determined through the completion of the LCTS. Objectives will be met if key programs/projects recommended in the LCTS can be initiated.
Benefits:	The LCTS will provide recommendations for achieving the Town's climate change targets and addressing the climate emergency. Completion of this project will meet one of Council's key priorities.
Risks If Not Implemented:	Failure to implement this project will significantly reduce the capacity of the Town to meet it's climate change objectives.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 1410-22-2202	Project Name Town Fleet Electrification Study		2022 Budget \$80,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$56,000
Target Start Date Feb 2022		DC - Transportation & PW	\$24,000
Target Completion Date Sep 2022			
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 identify infrastructure and storage needs, as well as determine human resource impacts and costs associated with a transition to electric or alternative fuel vehicles for the Town's fleet in support of the Low Carbon Transition Strategy, the Corporate Energy Plan, and the Specialized Transit Strategy.
Deliverables:	Completion of a Town Fleet Electrification/Low Carbon Transition Feasibility Study with recommended actions and resources required.
Benefits:	Completion of this study will provide a roadmap for the transition of the Town's fleet to a low carbon future and will allow staff to plan concrete actions to achieve the Town's climate change goals with regard to the fleet.
Risks If Not Implemented:	Failure to implement this project will jeopardize the Town's commitment to achieve its climate change targets and the goals established in the Corporate Energy Plan.
Additional Information:	It is anticipated that the transition to a low carbon fleet will reduce operating costs and increase reliability of the fleet.

2022 Capital Project Information Sheet

Project No. 2100-10-1701	Project Name Alternative Voting Method		2022 Budget \$150,000
Department Office of the CAO	Division Clerks	Project Manager Valerie Petryniak	
Service Category Administration	Funding Sources Strategic Planning Reserve		Amount \$150,000
Target Start Date Jan 2022			
Target Completion Date Oct 2022			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	2022 is the year of the next Municipal Election across Ontario. In past elections the Town has used in person voting methods at various locations throughout Halton Hills at both advanced polls and on election day. It was originally thought Alternative Voting Methods would be researched for the 2026 Municipal Election and as such the funds which were moved to the 2025 budget. Due to the Covid-19 pandemic we are requesting the funds be moved back to 2022 so we can investigate alternative voting methods to give residents opportunities to vote from home or other areas, rather than go to a voting location.
Deliverables:	Online voting will be researched by staff to provide the most convenient and secure method of voting for the residents of Halton Hills.
Benefits:	Staff will be able to run an efficient election giving residents many different options to vote, in a manner which is safe and secure and help improve voter turnout.
Risks If Not Implemented:	Without providing alternative voting methods the risk of lower voter turnout is highly possible. The 2022 election can not run as in past elections as more safety measures, increased polling locations, increased staff will be needed to provide social distancing to residents.
Additional Information:	The Town must be able to support various methods of voting to reach all of our eligible voters, and provide an alternative safe and effective method for those who still want to avoid large crowds due to the pandemic.

2022 Capital Project Information Sheet

Project No. 7300-02-2001	Project Name CEP - HVAC Performance Testing and Retrofits		2022 Budget \$240,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$240,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$661,000		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Funds will be used to conduct detailed energy & condition assessments with a primary focus on HVAC system testing. The results of the assessments will inform town staff of the necessary steps required to fully optimize the HVAC system setup at corporate facilities. Funds will also be used to assist with the implementation of the recommended retrofit steps while ensuring alignment with the town's capital renewal plan.
Deliverables:	Energy and condition assessment reports, recommended improvement measures and implementation of some measures.
Benefits:	Detailed understanding of existing HVAC system setups, optimized operation, ensuring optimal air quality and comfort for facility users, reduced energy consumption and reduced GHG emissions.
Risks If Not Implemented:	Accelerated HVAC equipment deterioration, possible safety concerns with regards to air quality if continued deterioration, difficulty implementing Corporate Energy Plan and inability to meet 2030 Net Zero Target.
Additional Information:	Ensuring Optimal performance of HVAC systems at corporate facilities will enable appropriate ventilation which in turn ensures safety and comfort for all facility users.

2022 Capital Project Information Sheet

Project No. 0510-01-0101	Project Name Municipal Accessibility Plan		2022 Budget \$50,000
Department Office of the CAO		Division Council	Project Manager Valerie Petryniak
Service Category Administration		Funding Sources Base Capital Budget	Amount \$30,000
Target Start Date Jan 2022		Capital Replacement Reserve	\$20,000
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope:	The Accessibility Plan describes the measures the Town of Halton Hills will take 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 would be afforded equal access to Town services and facilities. The Town would be in violation of the Accessibility for Ontarians with Disabilities Act (AODA).		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 1410-10-2201	Project Name Natural Asset Management		2022 Budget \$100,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$100,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
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 is to help fund actions and projects from the natural asset management portfolio; including actions resulting from the ongoing Integrated Natural Assets Management (INAM) project with Credit Valley Conservation Authority, as well as actions resulting from the Tree Canopy Management Framework, which is currently in development.		
Deliverables:	Actions resulting from the INAM project with CVC, actions resulting from the Tree Canopy Management Subcommittee.		
Benefits:	Supporting implementation of the Town's Climate Change Adaptation Plan, Low-Carbon Transition Strategy, and enhancing and protecting the Town's natural assets including the tree canopy.		
Risks If Not Implemented:	Failure to strengthen resiliency of natural assets against climate change, reputational risk, limits ability to fully implement the Climate Change Adaptation Plan.		
Additional Information:	Measuring and tracking levels of service provided by existing natural assets (trees, woodlands, wetlands, etc.), evaluating how climate change might impact levels of service (such as ability of natural assets to provide flood protection, carbon sequestration etc.) and enhancing natural assets to strengthen climate resiliency.		

2022 Capital Project Information Sheet

Project No. 4000-10-2101	Project Name Public Art - Library & Cultural Centre Courtyard - Phase 1		2022 Budget \$92,000
Department Office of the CAO	Division Cultural Services	Project Manager Damian Szybalski	
Service Category Recreation & Culture		Funding Sources Public Art Reserve	Amount \$92,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$108,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The redesign of the Library & Cultural Centre Courtyard provides space and opportunity for the incorporation of Public Art. This is the first Town capital project that included Public Art in the planning stage as recommended in the Public Art Master Plan. The Library & Cultural Centre is an ideal location for Public Art due to its central location and as a venue for cultural programming, including Indigenous programming. The Public Art Advisory Board has identified this site as the location for a permanent Public Art installation by an Indigenous artist. A Public Art call for Indigenous artists will advance the Town's commitment to Truth and Reconciliation. Implementation will follow best practices and extend over two years. This will include: 1) Engaging an Indigenous curator; 2) Creating and distributing a national call for Indigenous artists; 3) A two phase selection process; 4) Site visits by short listed artists; 5) Award of commission; and 6) Fabrication and Installation. Communications and public consultation with will take place throughout the project.
Deliverables:	1) High profile permanent work of art by an Indigenous artist in the Library & Cultural Centre Courtyard; 2) Relationships built with Indigenous artists that can support future projects.
Benefits:	1) Advancement of Town's Truth and Reconciliation initiative; 2) Site-specific Public Art contributes to place making and attracts public to the courtyard; 3) Opportunity to raise awareness of Indigenous issues in the community through communications and programming related to the Public Art; 4) Improved quality of life.
Risks If Not Implemented:	1) Public Art Master Plan implementation is delayed; 2) Town's Public Art inventory is entirely made up of small temporary art works; 3) Positive impacts of public art for tourism, investment and place-making are not realized; and 4) Lost opportunities to integrate Public Art into capital projects.
Additional Information:	This Public Art project: 1) demonstrates the importance of the inclusion of Public Art at the planning phase; 2) will serve as a model for future projects; 3) advances Truth and Reconciliation; and 4) will create the first permanent piece of the Town's Public Art collection under the Public Art Program.

2022 Capital Project Information Sheet

Project No. 7300-02-2105	Project Name CEP - Pool Optimization - Gellert Community Centre		2022 Budget \$49,700
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Michael Dean	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$49,700
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Funds will be used to assess current pool system operation at Gellert Community Centre, review against accepted industry standards for operation and safety and implement upgrades to ensure optimized operation, reduced emissions, reduced energy consumption and optimized quality of service.
Deliverables:	Pool Operation assessment report, recommended upgrades/retrofits, implementation of accepted recommendations.
Benefits:	Detailed understanding of current pool operation, improved quality of service, reduced emissions, reduced energy consumption, knowledge transfer to optimize operation of other pool facilities.
Risks If Not Implemented:	Accelerated pool equipment deterioration, possible safety concerns with regards to water quality if continued deterioration, difficulty implementing Corporate Energy Plan and inability to meet 2030 Net Zero Target.
Additional Information:	Ensuring optimal operation of the pool system at Gellert community centre will improve the experience of all pool users and ensures their safety and comfort.

2022 Capital Project Information Sheet

Project No. 7300-02-2106	Project Name CEP - Ice Plant Optimization - Mold-Masters SportsPlex		2022 Budget \$95,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$95,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope:	Funds will be used to assess current Ice Plant system operation at Mold Masters Sportsplex, review against accepted industry standards for operation and safety and implement upgrades to ensure optimized operation, reduced emissions, reduced energy consumption and optimized quality of service.		
Deliverables:	Ice Plant Operation assessment report, recommended upgrades/retrofits, implementation of accepted recommendations.		
Benefits:	Detailed understanding of current Ice Plant operation, improved quality of service, reduced emissions, reduced energy consumption, knowledge transfer to optimize operation of other facilities.		
Risks If Not Implemented:	Accelerated Ice Plant equipment deterioration, possible safety concerns with regards to ice quality if continued deterioration, difficulty implementing Corporate Energy Plan and inability to meet 2030 Net Zero Target.		
Additional Information:	Ensuring optimal operation of the Ice Plant system at Mold Masters Sportsplex will improve the experience of all rink users and ensures their safety and comfort.		

2022 Capital Project Information Sheet

Project No. 7300-22-1501	Project Name Climate Change Investment Fund		2022 Budget \$15,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$15,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual		
Operating Impact	\$0	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope:	The Climate Change Investment Fund provides funding to enable community groups and organizations to take actions that address climate change and goals of Council's Climate Change Emergency Declaration. The fund is designed to leverage funding from other sources, strengthen partnerships between the Town and the community to implement adaptive and mitigative measures to reduce climate change. This will be the second year of the Climate Change Investment Fund that builds on the success of the Community Sustainability Investment Fund. Each approved applicants may receive a maximum of \$2,000. The annual total fund is \$15,000.		
Deliverables:	To leverage and implement climate change actions via community groups and partnerships.		
Benefits:	Ability to engage community groups, residents and the Town to take climate change actions through community projects while enhancing collaboration and partnerships across the community.		
Risks If Not Implemented:	Inability to support community led climate change initiatives that would otherwise benefit the Town; failure to support Council's climate change goals, loss of climate change leadership status, potential for the Town to be viewed not as walking the talk, lack of commitment to engage and support the community on climate change efforts.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 7300-22-1701	Project Name Retrofit Halton Hills		2022 Budget \$100,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date Jan 2022		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope:	Funds will be used for the development and implementation of a local improvement charges (LIC) based home energy retrofit pilot program for Halton Hills, including developing a business case, outlining administrative functions, public outreach relating to program design, and recruiting and financing retrofits for 20 participants for a pilot program to test feasibility of a full program.		
Deliverables:	Business Case Analysis, Program Design Report, Bylaw, Marketing/Outreach material, Results of Pilot including 20 homes.		
Benefits:	Reduced energy consumption and costs for participating residents, reduced greenhouse gas emissions, local economic development opportunities, demonstration of climate change leadership, progress towards council's targets as expressed in the Climate Emergency Declaration.		
Risks If Not Implemented:	Missed opportunity to help meet council's climate change mitigation objectives and net-zero by 2030 target; missed opportunities for municipal leadership; missed opportunities for local economic development; increased environmental impacts associated with greenhouse gas emissions; increased energy consumption and costs.		
Additional Information:	Supporting and assisting homeowners to retrofit their homes prolongs life of assets, provides a low-cost and low-carbon alternative, and helps increase value of the property.		

2022 Capital Project Information Sheet

Project No. 1410-10-2202	Project Name Asset Management Improvement		2022 Budget \$55,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$55,000
Target Start Date	Jan 2022		
Target Completion Date	Jun 2022		
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 is to fund actions that improve and inform the continued implementation of the Corporate Asset Management Program through alignment and integration with Finance as well as the various Service Areas.
Deliverables:	Close data gaps, refine data accuracy, and improve alignment between Finance and Asset Management.
Benefits:	Supports alignment between Asset Management and Finance to support sustainable fiscal planning & management, and the implementation of the Town's Asset Management Information System and the Corporate Asset Management Program.
Risks If Not Implemented:	Failure to achieve alignment will result in asset reporting and financial planning happening in silos. Limits the ability to implement a fully integrated Asset Management Information System and Corporate Asset Management Program in compliance with O.Reg. 588/17
Additional Information:	Improves internal levels of service between Finance, Asset Management, and Service Areas by enabling a seamless flow of asset information between systems to inform aligned fiscal planning and management.

2022 Capital Project Information Sheet

Project No. 1410-22-2201	Project Name Bike Share Feasibility		2022 Budget \$50,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning Reserve	Amount \$50,000
Target Start Date Feb 2022			
Target Completion Date Sep 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
<p>Scope: This study will determine the feasibility of establishing a small pilot bike share network in Halton Hills. It will evaluate potential locations, technologies (e-bikes), anticipated ridership, marketing, and partnership models for a bike share network.</p>			
<p>Deliverables: Completion of bike share feasibility study.</p>			
<p>Benefits: Establishing a bike share program was a recommendation of the active transportation master plan, and will support active and low carbon transportation modes in Halton Hills. Completion of this study will help the Town determine if such a program is feasible and how it would work.</p>			
<p>Risks If Not Implemented: This project will assist the Town in achieving the goals set out in the Low Carbon Transition Strategy and the Active Transportation Master Plan, failure to implement this project will endanger the successful implementation of those strategies.</p>			
<p>Additional Information:</p>			



Corporate Services

2022 Budget & Business Plan

CORPORATE SERVICES

Vision Statement:

To protect and strengthen the Town's financial, human and corporate assets and provide exceptional service that is responsive and accountable to our community, elected officials, staff and business partners.

Mission Statement:

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

- Providing specialized forward-thinking services that foster excellent, responsive and accountable government;
- Providing a work environment that attracts and retains top talent; and
- Engaging and fostering collaboration with our partners to deliver on Council and corporate priorities.



2022 BUSINESS PLAN



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

Corporate Services represents critical functions related to Human Resources, Information Technology Services, Purchasing and Risk Management and Finance that in turn support and enhance the delivery of effective and efficient municipal services.

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

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.

Information Technology Services manages the Town's technical infrastructure including implementing, maintaining, securing, troubleshooting and upgrading hardware and software, providing support to users, and planning for future technology. Technology can range from common desktop 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.

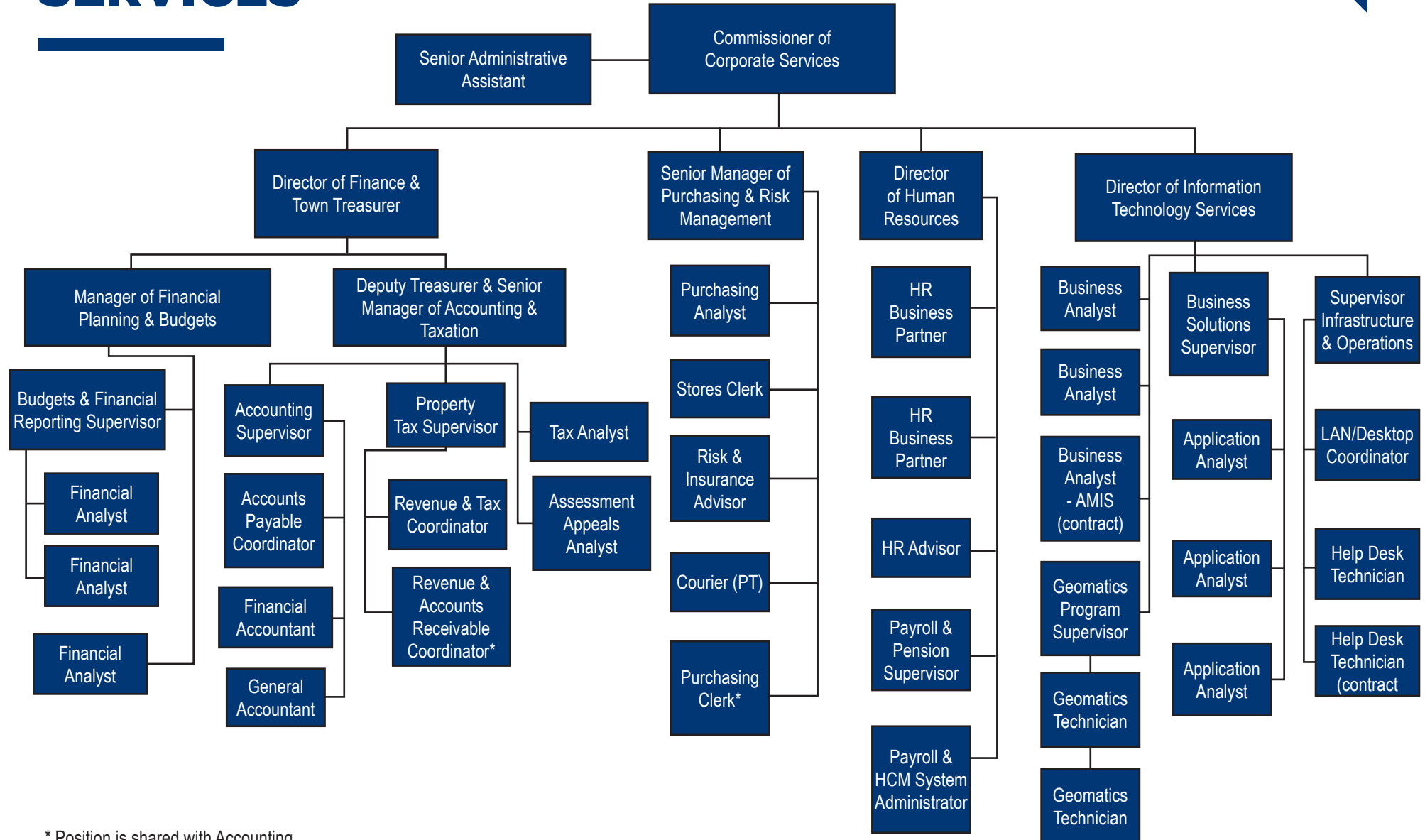
Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value. Purchasing and Risk Management staff are also responsible for risk mitigation strategies, along with day-to-day operations, such as handling inventory for Public Works, mail and print room operations.

Finance consists of Accounting, Taxation and Financial Planning. Through the careful management of the Town's revenues, assets and expenditures, prudent oversight of the investment portfolio, and comprehensive, reliable reporting and forward-thinking fiscal planning, the Finance team ensures that the municipality is fiscally sustainable, accountable and legislatively compliant.



CORPORATE SERVICES

CURRENT ORG CHART:



* Position is shared with Accounting

CORPORATE SERVICES

Supports and builds a workforce 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 CORE ACTIVITIES:

- Reports on HR-related activity and provides professional advice on personnel matters to Senior Management.
- Manages the recruitment and onboarding of new staff.
- Administers and ensures the compensation package (payroll, pension and benefits) is competitive to attract and retain top talent.
- Delivers training and leadership development opportunities, including health, safety and wellness awareness.
- Assists with employee and labour relations activities including disability management and collective bargaining.
- Delivers programs and strategies that promote employee engagement.
- Assists in managing performance.
- Develops and maintains the succession planning program.
- Provides support re: organizational design.
- Ensures legislative compliance.

CORPORATE SERVICES



► HUMAN RESOURCES 2021 ACCOMPLISHMENTS/SUCCESSES:

- Researched, provided recommendations and managed all aspects of the Town's evolving response to the COVID-19 pandemic as it related to employee relations and ensured legislative compliance related to employment matters.
- Completed the non-union salary survey and pay equity review.
- Provided advice and recommendations for the Town's Return to the Office Strategy as it pertained to employment and logistics.
- Corporate health and safety policies were reviewed and revised.
- Implemented Document Management module in Dayforce to reduce the need for personnel-related paperwork.
- Transitioned learning and development opportunities to an on-line format.
- Supported departments in grievance and arbitration hearings.

CORPORATE SERVICES

▶ HUMAN RESOURCES ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - COVID-19 constraints continued to challenge how human resources traditionally delivered services to departments and employees. - A long-term in-office/work from home post-COVID strategy will require human resources to deliver traditional in-person training in a different format and deliver messages designed to promote safety, health and well-being in a meaningful and engaging way. - Tracking and implementing legislative changes throughout the pandemic which has been rapid and with little forewarning. - The COVID-19 pandemic consumed the majority of staff resources in this division throughout the year and some work projects that were previously scheduled had to be delayed until 2022.
Opportunities:	<ul style="list-style-type: none"> - COVID-19 provided the opportunity to re-imagine our workforce as a hybrid work from home/in-office environment which allowed for the consideration of qualified applicants who do not live within a daily commute distance from the Town. - Move towards a work environment that is less dependent on paper and can take advantage of electronic means to track staff changes. - On-line learning may reach more staff who can take the training when it is convenient to them.

CORPORATE SERVICES

HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Council Compensation Review	Carried over from 2021, conduct a review of the compensation offered to Council measured against a group of comparator municipalities.	- Human Resources & Payroll	The review will determine whether the Town continues to offer competitive compensation to our Council members.	- Fiscal and Corporate Management
2. Equity, Diversity and Inclusion scan of human resources practices	Carried over from 2021, conduct a review of human resources practices and policies through the EDI lens to ensure that our staff is treated fairly and equitably. This will be done with the help of a consultant.	- Human Resources & Payroll	The scan will show any problematic areas with the current policies and give the Town the chance to correct.	- Fiscal and Corporate Management
3. Full Time Fire Association contract renewal negotiations	Support the Fire management in the negotiations of a new collective agreement.	- Human Resources	A new contract that contains terms acceptable to the Association and management and stays within the funding approved by Council.	- Fiscal and Corporate Management
4. Part time Recreation rate survey and pay equity review	Review the hourly rate offered to part-time Recreation staff as compared to the market and conduct a pay equity review that includes all part-time staff across the corporation.	- Human Resources & Payroll	The review will ensure our part time wages are in line with our comparators and further ensure that the Town meets its pay equity obligations.	- Fiscal and Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	

CORPORATE SERVICES

▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
Maintain current 'time to fill vacancies' rate to ensure divisions are supported and fully staffed as soon as possible.	- No change
Quality of Life	Target
Turnover statistics.	- Maintain a full-time turnover rate of below 7% in 2022

CORPORATE SERVICES

Manages the Town's technical infrastructure including implementing, maintaining, securing and upgrading hardware and software, providing support to users, and planning for future technology.

Technology can range from common desktop products to highly specialized enterprise business systems 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.

► INFORMATION TECHNOLOGY SERVICES

CORE ACTIVITIES:

- Provides progress updates on the Corporate Technology Strategic Plan and professional advice on information technology.
- Manages deployment, maintenance and support of mobile technology devices.
- Protects data and systems through appropriate cyber security measures.
- Manages the Help Desk service.
- Supports computer hardware and software including specialized business applications.
- Provides connectivity and support for network and wireless services.
- Ensures sufficient data storage and backup.
- Provides business analysis in identifying technical solutions.
- Provides technology project management and support.



CORPORATE SERVICES



► INFORMATION TECHNOLOGY SERVICES 2021 ACCOMPLISHMENTS/SUCCESSSES:

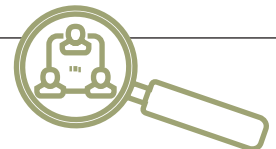
- Completed key infrastructure upgrades to support business needs and continuity:
 - Deployed mobile equipment and expanded technologies to support staff work from home required by COVID-19.
 - Replaced corporate firewall.
 - Implemented networking equipment at Acton Youth Centre.
 - Provided mobile equipment for enforcement staff.
 - Installed equipment for Fire EOC.
- Developed requirements for:
 - Growth tracking model.
- Provided project support and implementation of the following:
 - Property tax system.
 - Office 365 - collaboration tools.
 - Data centre fire suppression system.
 - Asset management system.
 - Fire's records management system.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

Challenges:	<p>COVID-19 Impacts:</p> <ul style="list-style-type: none"> - Support rapid process change in collaboration with business areas to enable new ways of working to provide continued customer service while working remotely. - The nature of technology support and the reliance on technology has changed with staff regularly working from home. This has required ITS to handle a higher volume of support calls and a higher urgency for many of these calls. - A high volume of new equipment has been required to be purchased and deployed to support work from home initiatives. <p>Cyber-attacks:</p> <ul style="list-style-type: none"> - Providing sufficient protection against cyber-attacks is a challenge for all organizations. In the 2021 Cyber Threat Defense Report, 86% 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.
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. - COVID-19 enabled some rapid advancements in use of technologies that reduced staff commute times, improved collaboration capabilities and efficient service delivery through web or other electronic mechanisms. - Significant efficiency improvements anticipated through the implementation of an Asset Management Information System.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES

KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Asset Management Information System implementation	Continued from 2021, in collaboration with impacted departments, implement Asset Management system.	- Information Technology Services	Improved asset management processes and data leading to efficiencies in operations and better decision-making regarding asset repair and replacement.	- Transportation - Climate Change & Environment - Fiscal & Corporate Management
2. Digitization of building and planning processes	Continued from 2021, implementation of systems and redesign of processes to enable Building and Planning processes to be digitized.	- Information Technology Services	Efficiencies in provision of service, improved data collection and reporting.	- Fiscal & Corporate Management
3. GIS Strategy	Carried over from 2021, consultation and generation of a GIS strategy, informing directions and roadmap for further development of this platform for the future.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Fiscal & Corporate Management
4. FIREHOUSE system replacement	Continued from 2021, replace core functionality of the existing FIREHOUSE records management system with a new system.	- Information Technology Services	Improved efficiencies of operations and data for decision making.	- Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Geomatics Data Analyst 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 maintain multiple data sets related to property within the Town are some of the functions that this position will support.
Part Time	0	
Contract	+0.5	AMIS contract extension The contract extension is required to continue to support the implementation of the Asset Management Information System that is currently being implemented.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES PERFORMANCE INDICATORS:

Operational	Target
High resolution rate of Help Desk requests.	- >90% resolved within expected time frame
Quality of Life	Target
n/a	- n/a

CORPORATE SERVICES

Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value.

Purchasing and Risk Management staff are also responsible for risk mitigation strategies, along with day-to-day operations, such as handling inventory for Public Works, mail and print room operations.

► PURCHASING & RISK MANAGEMENT CORE ACTIVITIES:

- Reports on purchasing activity and provides professional advice on purchasing matters.
- Issues tenders, quotes and proposals.
- Manages bids through online platform (bidsandtenders.ca).
- Negotiates vendor contracts; manages contracts and reviews/documents performance.
- Manages the insurance and risk management program.
- Oversees the procurement of electricity and natural gas.
- Disposes of surplus assets.
- Manages inventory for Public Works.
- Administers the corporate purchasing card program.
- Provides mail, internal courier and print room services.
- Ensures compliance with trade agreements.

CORPORATE SERVICES



► PURCHASING & RISK MANAGEMENT 2021 ACCOMPLISHMENTS/SUCCESSES:

- Participated as key member of Asset Management Information System implementation team.
- Transitioned to include insurance broker in Risk Management portfolio.
- Provided purchasing support including issuance, facilitation and award of bids.



CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Continue to seek greater clarity about a social procurement approach and expected outcomes. - Increasing number of insurance claims involving lawyers add to the complexity.
Opportunities:	<ul style="list-style-type: none"> - Pursue networking and other educational opportunities to expand knowledge regarding best risk management practices; introduce a corporate risk management approach. - Incorporate best practices in inventory with implementation of asset management system.



CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Implementation of AMIS system	Member of implementation team for AMIS for Stores Inventory.	- Purchasing & Inventory	Best practices for inventory management. Increased efficiency and effectiveness.	- Shaping Growth - Fiscal & Corporate Management
2. Review of Courier Services and practices	Review all department courier service needs and review current model including purchase of electric vehicle.	- Purchasing	Meet the internal needs of all departments and increase the use of scanning of documents.	- Climate Change & Environment - Fiscal & Corporate Management
3. Review and development of RFP for photocopiers	Review the needs for printing, copying, faxing and scanning for all departments.	- Purchasing & Print Room	Meet the internal needs of all departments for the next 5 years.	- Fiscal & Corporate Management

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT

STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT PERFORMANCE INDICATORS:

Operational	Target
Number of contract bids issued for recurring services.	- +10%

Quality of Life	Target
Reduce number of addendums within bid documents.	- Maximum of 3 (addendums) per bid

CORPORATE SERVICES

Through the careful management of the Town's revenues, 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.



► FINANCE CORE ACTIVITIES:

- Provides financial information, analysis and professional advice on financial matters.
- Produces financial statements and the annual Financial Information Return.
- Coordinates the annual Capital and Operating Budget process.
- Develops and updates the Long Range Financial Plan.
- Manages cash flow, capital borrowing and investments.
- Maintains the accounting of fixed assets.
- Provides life cycle costing and financial planning for the asset management program.
- Sets tax rates; bills and collects property taxes.
- Administers tax rebate and deferral plans.
- Protects the Town's property tax base through active participation in assessment reviews and on-going collaboration with MPAC.
- Administers the Development Charges Background and Community Benefit Charges Studies.
- Processes accounts receivable and payable.
- Manages the issuance of charitable donation receipts.
- Provides oversight on community group loans.
- Ensures legislative compliance.

CORPORATE SERVICES



FINANCE

2021 ACCOMPLISHMENTS/SUCCESSES:

- Accurate and timely reporting of COVID-19 financial impacts.
- Successful implementation of new property taxation software and GP 2018 upgrade.
- Launch of Long-Range Financial Plan as key financial decision-making tool.
- Year end audit effectively completed remotely with clean audit report.

CORPORATE SERVICES

► FINANCE ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Growing number of emerging issues requiring financial oversight. - Decreasing flexibility in available funding options as Town is in a low growth period. - Increasing burden to generate reports requiring solid information, that is difficult to create.
Opportunities:	<ul style="list-style-type: none"> - Corporate review and/or tracking of emerging issues to ensure allocation of appropriate staff resources. - Leverage newly launched long range financial plan as a decision-making tool to manage affordability and sustainability. - Optimize software reporting options and staff appropriately.



CORPORATE SERVICES

► FINANCE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. PSAB 3280 Asset Retirement Obligation	Undertake a review of all TCAs to determine if retirements costs will be applicable.	<ul style="list-style-type: none"> - Revenue & Taxation - Information Services 	<p>Increased efficiencies and fewer errors due to the elimination of manual processes.</p> <p>Opportunity to introduce convenient online services for taxpayers.</p>	<ul style="list-style-type: none"> - Fiscal & Corporate Management
2. Incoming Revenues	Implement controls and improvements identified by KPMG.	<ul style="list-style-type: none"> - Accounting 	<p>Efficiencies to encourage consistency and accuracy and reduce work-load.</p>	<ul style="list-style-type: none"> - Fiscal & Corporate Management
3. Development Charges Background Study	Work with the consultants to create the DC background study and associated by-law along with a CBC by-law.	<ul style="list-style-type: none"> - Financial Planning 	<p>Approved DC and CBC rates that recover the maximum allowable growth costs.</p>	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management
4. Property taxation customer portal	Implement a secure web-based portal to enable property owners to review their property information and request account changes.	<ul style="list-style-type: none"> - Taxation 	<p>Process automation and reduction of work-load /call volume.</p>	<ul style="list-style-type: none"> - Fiscal & Corporate Management

CORPORATE SERVICES

► FINANCE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Financial Analyst (Budgets and Financial reporting) As the Town continues to expand there is an increasing requirement for the Finance Dept. to monitor development charge revenues, associated assessment growth and manage and track an upsurge in corporate grant applications. This position will continue to update the Town's LRFP and ensure the financial portfolio is affordable and sustainable.
Part Time	0	
Contract	-1.0	COVID Analyst (Budgets and Financial reporting) Subject to the end of the COVID-19 pandemic, this position will no longer be required.



CORPORATE SERVICES

► FINANCE PERFORMANCE INDICATORS:

Operational	Target
Maintain 8 business day reporting cycle of management information.	- 100% achieved between June and November

Quality of Life	Target
Manage staff OT (both paid and time off in lieu).	- Maximum accrued time off in lieu hours per employee at any one time in the year - 35

2022 Operating Budget Overview

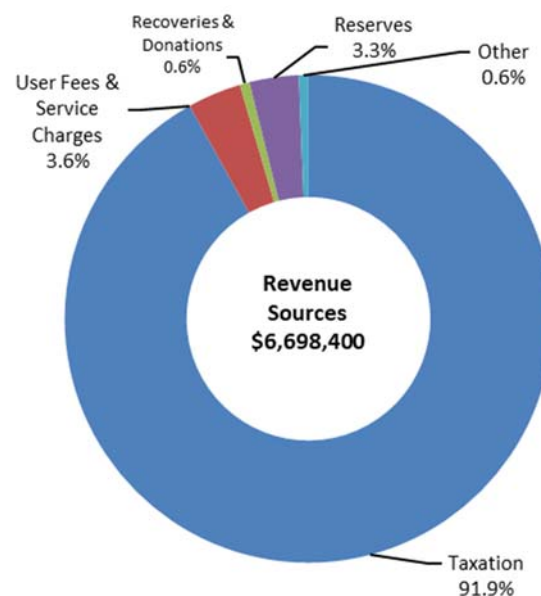
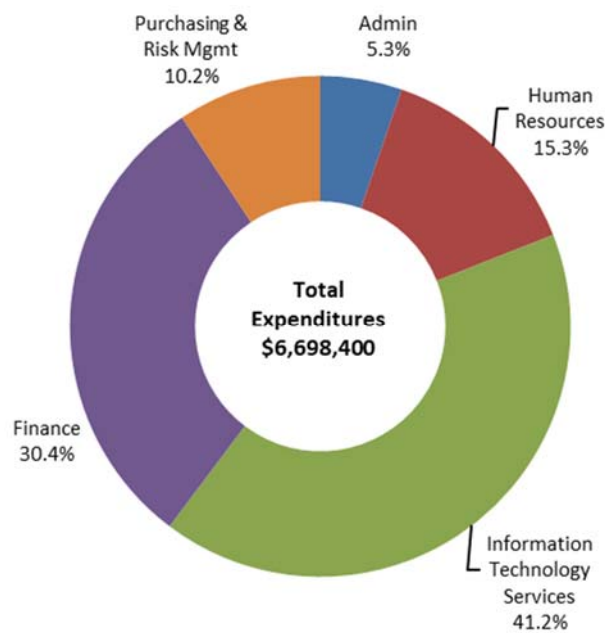
Corporate Services represents critical functions related to Finance, Purchasing and Risk Management, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective and efficient municipal services.

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

2022 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2022 is \$6,698,400 in gross expenditures and \$6,152,100 in net expenditures supported from the general tax levy. This represents a 6.8% increase over the 2021 budget.

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	6,042,000	5,887,350	6,075,900	359,800	219,800	42,900	6,698,400	656,400	10.9%
Revenue	(280,700)	(320,719)	(283,600)	-	(219,800)	(42,900)	(546,300)	(265,600)	94.6%
Total Net Expenditures	5,761,300	5,566,631	5,792,300	359,800	-	-	6,152,100	390,800	6.8%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	379,500	353,011	353,000	-	-	-	353,000	(26,500)	(7.0%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	379,500	353,011	353,000	-	-	-	353,000	(26,500)	(7.0%)
Human Resources									
Expense	923,900	927,837	921,700	-	-	-	921,700	(2,200)	(0.2%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	923,900	927,837	921,700	-	-	-	921,700	(2,200)	(0.2%)
Information Technology Services									
Expense	2,218,600	2,073,525	2,246,000	359,800	114,000	42,900	2,762,700	544,100	24.5%
Revenue	(2,700)	(2,500)	(2,600)	-	(114,000)	(42,900)	(159,500)	(156,800)	5807.4%
Net Expenditures	2,215,900	2,071,025	2,243,400	359,800	-	-	2,603,200	387,300	17.5%
Finance									
Expense	1,903,600	1,933,037	1,931,500	-	105,800	-	2,037,300	133,700	7.0%
Revenue	(278,000)	(318,219)	(278,000)	-	(105,800)	-	(383,800)	(105,800)	38.1%
Net Expenditures	1,625,600	1,614,819	1,653,500	-	-	-	1,653,500	27,900	1.7%
Purchasing & Risk Management									
Expense	616,400	599,940	623,700	-	-	-	623,700	7,300	1.2%
Revenue	-	-	(3,000)	-	-	-	(3,000)	(3,000)	0.0%
Net Expenditures	616,400	599,940	620,700	-	-	-	620,700	4,300	0.7%
Total									
Expense	6,042,000	5,887,350	6,075,900	359,800	219,800	42,900	6,698,400	656,400	10.9%
Revenue	(280,700)	(320,719)	(283,600)	-	(219,800)	(42,900)	(546,300)	(265,600)	94.6%
Total Net Expenditures	5,761,300	5,566,631	5,792,300	359,800	-	-	6,152,100	390,800	6.8%

The \$390,800, or 6.8%, net increase to the Corporate Services Operating Budget is largely related to the impact from pre-approved capital projects. The following major budget changes are included in the Corporate Services Operating Budget for 2022:

- \$27,000 or 0.4%, 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 phased in 1.5 % proposed economic adjustment, and cost adjustments associated with the Town's benefit provider.
- Increases to Information Technology service maintenance contracts totals \$359,800. This increase reflects costs associated with Microsoft licensing, as well as system implementations related to various capital projects such as the Asset Management Information System Implementation, Citizen Engagement - Tax Portal, and the Digitization of Application processes.
- Staffing requests within ITS and Finance divisions include budget inclusions for a Geomatics Data Analyst and a Financial Analyst.
- A one-time extension to the existing contract resource in the Information Technology Services division dedicated to the Asset Management Information System implementation project has also been included in the 2022 Operating Budget.

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Financial Analyst	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Financial Planning and Budgeting

Description of Services to be Performed:
<p>The workload in the newly formed Financial Planning and Budgeting section of the Finance division exceeds the capacity of the current staff complement. Since 2020, this team has absorbed many additional job functions such as the on-going updating of the Town's Long range financial plan model, the tracking and management of an upsurge in corporate grant applications and the monitoring of development charge revenues and associated assessment growth as the Town continues to expand.</p> <p>This additional Financial Analyst position will help to alleviate workload from the existing staff, allowing for increased quality and frequency of financial information for decision making, as well as reducing the risks associated with stress-related impacts on existing staff.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	104,000	
Supplies & Services	8,500	Workstation & Computer
Other	1,800	Professional Dues (CPA) + Training
Total	\$ 114,300	
Revenue:		
Fees	(105,800)	Deferred Revenue - Planning Application Fees
Grants		
Other	(8,500)	\$5k Capital Replacement, \$3.5k Tech Repl Reserve
Total	\$ (114,300)	
Net Cost	\$ -	

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Geomatics Data Analyst	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Technology Services

Description of Services to be Performed:
<p>This position is required to address a gap between current ITS-Geomatics capacity and Town business needs. The 2018 Corporate Technology Strategic Plan (CTSP) recognized the need for the additional resourcing and recommended the hiring of this position as of 2020 in order to grow this function and properly support the organization. The existing staff's struggles increase the longer that this position is deferred as the supported functions and staff demands continue to grow. The main strategic pillar within that strategy that this position supported was: Leveraging Technology as an enabler of modern business practices.</p> <p>Enhanced efficiency of business operations and decision making will be improved through use and availability of Geomatics data. Provision of geomatics data to both internal divisions and external customers will continue to support various critical Town functions such as:</p> <ul style="list-style-type: none"> •MapLinks (internal and public facing) •Economic Development activities •Heritage Registry •Zoning •Pavement Management •Road Patrol

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	114,000	
Supplies & Services		
Other	8,500	Workstation & Computer
Total	\$ 122,500	
Revenue:		
Fees	(114,000)	Deferred Revenue - Planning Application Fees
Grants		
Other	(8,500)	\$5k Capital Replacement, \$3.5k Tech Repl. Reserve
Total	\$ (122,500)	
Net Cost	\$ -	

Corporate Services
Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
HUMAN RESOURCES												
2200-22-0104	Benefits Review				50,000					50,000		100,000
2200-10-2101	Succession Plan-Training/Dev	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2200-10-2201	Corporate Leadership Training Program	20,000										20,000
2200-22-0102	Salary Survey			40,000			40,000			40,000		120,000
2200-22-0103	Employee Engagement Survey		40,000			42,000			44,100			126,100
2200-22-0105	Council Compensation Survey	15,000			15,000				15,000			45,000
2200-22-2201	Part-time Wage & Pay Equity Review	30,000										30,000
Subtotal		80,000	55,000	55,000	80,000	57,000	55,000	15,000	74,100	105,000	15,000	591,100
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	150,000	120,000	120,000	130,000	150,000	170,000	170,000	170,000	170,000	170,000	1,520,000
2300-04-2001	Corp Network Equip Replacement				100,000					110,000		210,000
2300-04-2002	Corporate WiFi Replacement				30,000					33,000		63,000
2300-05-0103	Microsoft Licensing		80,000				80,000				80,000	240,000
2300-05-2001	Firewall Replacement		-		25,000					28,000		53,000
2300-05-2101	ITSM Solution		50,000									50,000
2300-05-2102	Business Continuity Solution Implementation		50,000									50,000
2300-05-2103	Enterprise Content Management Implementation			500,000								500,000
2300-05-2104	BI - Implement BI Technologies				50,000							50,000
2300-05-2106	Open Data Implementation		15,000									15,000
2300-05-2201	AMANDA Planning		575,000									575,000
2300-05-2202	SAN Replacement	150,000					165,000					315,000
2300-05-2203	Backup Solution Replacement	40,000										40,000
2300-05-2204	Growth Monitoring Model Ph2	66,500										66,500
2300-05-2301	Implement Customer Service Strategy Recommendations					400,000						400,000
2300-09-1601	Large Scale Plotter - Printer			45,000								45,000
2300-10-1501	Geospatial Data	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2300-10-1908	HUB Review Strategy		39,300									39,300
2300-10-1909	Corporate Collaboration Strategy		53,500									53,500
2300-10-2001	Enterprise Content Management Strategy		30,000									30,000
2300-10-2002	BI reporting & Dashboarding Strategy		25,000									25,000
2300-10-2102	GP Fit/Gap Analysis		50,000									50,000
2300-10-2103	BI - Pilot BI Technologies			10,000								10,000
2300-10-2105	Corporate Compute and Storage Evergreen		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
2300-10-2106	Customer Service Strategy				100,000							100,000
2300-10-2108	Point of Sale System Discovery				35,000							35,000
2300-10-2110	AMPS Technology Implementation	61,400										61,400
2300-22-1601	Technology Strat Plan Update		50,000				60,000				75,000	185,000
Subtotal		482,900	1,177,800	715,000	510,000	590,000	515,000	210,000	210,000	381,000	365,000	5,156,700

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
FINANCE												
2400-10-2001	DC Study & CBC			200,000					200,000			400,000
2400-10-2102	PS3280 Implementation	80,000										80,000
2500-22-0102	User Fee Review	40,000					40,000					80,000
Subtotal		120,000	-	200,000	-	-	40,000	-	200,000	-	-	560,000
PURCHASING												
2600-05-2201	Insurance Claims Management Software	91,000										91,000
2600-05-2401	Fuel Management Software			25,000								25,000
2600-06-0101	Photocopier/Fax/Printers	182,000					182,000					364,000
2600-09-2201	Mail Folder-Stuff Machine Replacement	20,000										20,000
2600-22-2201	Fuel Management Strategy		25,000									25,000
2600-22-2301	Enterprise Risk Management Software		100,000									100,000
Subtotal		293,000	125,000	25,000	-	-	182,000	-	-	-	-	625,000
TOTAL CORPORATE SERVICES		975,900	1,357,800	995,000	590,000	647,000	792,000	225,000	484,100	486,000	380,000	6,932,800

2022 Capital Budget and 2023 – 2031 Forecast Highlights

The Corporate Services capital portfolio 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. These capabilities are even more important as the Town continues to respond and adapt to COVID-19. 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 on the 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.

Corporate Services 2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
173	2600-05-2201	Insurance Claims Management Software	*1	91,000	91,000	-	-	91,000	-	-
174	2300-10-2110	AMPS Technology Implementation	*2	61,400	61,400	-	-	61,400	-	-
175	2300-05-2204	Growth Monitoring Model Ph2	*3	66,500	66,500	-	-	66,500	-	-
176	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000	15,000	15,000	-	-	-	-
177	2200-22-0105	Council Compensation Survey	4.60	15,000	15,000	-	-	15,000	-	-
178	2200-22-2201	Part-time Wage & Pay Equity Review	4.60	30,000	30,000	-	-	30,000	-	-
179	2400-10-2102	PS3280 Implementation	4.60	80,000	80,000	-	-	80,000	-	-
180	2300-05-2202	SAN Replacement	4.50	150,000	150,000	-	-	150,000	-	-
181	2300-04-0101	Technology Refresh	4.30	150,000	150,000	-	-	150,000	-	-
182	2300-05-2203	Backup Solution Replacement	4.30	40,000	40,000	-	-	40,000	-	-
183	2600-06-0101	Photocopier/Fax/Printers	4.30	182,000	182,000	-	-	180,000	2,000	-
184	2200-10-2201	Corporate Leadership Training Program	4.00	20,000	20,000	-	-	20,000	-	-
185	2300-10-1501	Geospatial Data	3.80	15,000	15,000	-	-	15,000	-	-
186	2500-22-0102	User Fee Review	3.40	40,000	40,000	-	-	40,000	-	-
187	2600-09-2201	Mail Folder-Stuff Machine Replacement	2.60	20,000	20,000	-	-	20,000	-	-
2022 Total				975,900	975,900	15,000	-	958,900	2,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 2600-05-2201	Project Name Insurance Claims Management Software		2022 Budget \$91,000
Department Corporate Services	Division Purchasing & Risk Management	Project Manager Simone Gourlay	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$91,000
Target Start Date Jul 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input checked="" type="checkbox"/>

Description			
Scope:	<p>To implement an Insurance Claims and Risk Management system that manages the claim lifecycle from end to end, including online submissions, and the ability to report and analyze outcomes and trends to support risk management decisions.</p> <p>Online intake form that is integrated with a back-office system and provides automated updates to submitters.</p>		
Deliverables:	<ol style="list-style-type: none"> 1. Implementation of an Insurance Claims and Risk Management Software. 2. Migration of all historical data to support trend analysis and loss reporting. 3. End-to-end Claim Management Process Review / Re-Engineering 		
Benefits:	<p>The system will enable staff to more easily track, process, and review claims as they move through the claim lifecycle. The system will provide greater efficiency in managing claims while also providing enhanced trend analysis through reporting. This tool for Risk Management will help to reduce the frequency and severity of losses.</p>		
Risks If Not Implemented:	<p>Given the current processes, if the numbers of claims continue to rise, additional staff may be required to manage the process without the efficiency gains of this system. There is also a lack of ability to generate reporting and trending of claims information to support decision making.</p>		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 2300-10-2110	Project Name AMPS Technology Implementation		2022 Budget \$61,400
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$61,400
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input checked="" type="checkbox"/>	

Description	
Scope:	To expand the Town's existing Parking Ticket back-office system (Techni) to include in-the-field technology, that is fully integrated with existing systems. Simultaneously, reconfigure the system to support the move to the Administrative Monetary Penalty System (AMPS) process for parking tickets fees, ticket escalation and screenings.
Deliverables:	Reconfiguration of the existing ticketing system to be compatible with AMPS.
Benefits:	The supporting system changes will result in an integrated end to end parking ticket system, eliminating inefficiencies and redundancies between systems. Will also enable enforcement staff to utilize mobile handheld technologies
Risks If Not Implemented:	The two existing systems will continue to work separately, thereby requiring staff time to manage and import data between systems.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-05-2204	Project Name Growth Monitoring Model Ph2		2022 Budget \$66,500
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$66,500
Target Start Date Apr 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input checked="" 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. This request is to expand the funding for this project initially approved in 2019
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:	

2022 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan-Training/Dev		2022 Budget \$15,000
Department Corporate Services	Division Human Resources	Project Manager Laura Lancaster	
Service Category Administration		Funding Sources Base Capital Budget	Amount \$15,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/>	Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of this project is to provide ongoing funding for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity in the event that critical positions become vacant. The process also prepares staff for advancement opportunities. This funding will be used for employee training and development for high potential employees identified as potential successors for critical positions.
Deliverables:	The strategic development of selected high potential employees allowing the Town to plan for upcoming vacancies to ensure business continuity for positions identified as critical to the corporation.
Benefits:	<ul style="list-style-type: none"> • There are several advantages for both employers and employees to having a formal succession plan: <ul style="list-style-type: none"> o A formal process allows the employer to track development of potential successors for critical positions in order to prepare for vacancies in a strategic way; o Employees are better prepared to advance, which increases job satisfaction; o Development investments will result in more experienced and knowledgeable staff; o When retirements occur, there is a reduced risk of knowledge loss and business interruption; o Lower recruitment costs
Risks If Not Implemented:	Without proper succession planning activities in place, there are business continuity risks to the Town in the event that critical positions become vacant.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2200-22-0105	Project Name Council Compensation Survey		2022 Budget \$15,000
Department Corporate Services		Division Human Resources	Project Manager Laura Lancaster
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$15,000
Target Start Date Jan 2022		Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Apr 2022			
Future Period Capital Requirements \$30,000			
Operating Impact \$0			
Description			
Scope: Conduct a survey of Council remuneration using comparator municipalities in the GTA and surrounding areas. This will ensure that Council members receive fair compensation that recognizes the work that they do for the municipality in a way that is fiscally responsible			
Deliverables: A report to Council on the status of their remuneration measured against a select comparator group			
Benefits: Council members feel fairly compensated for their work, thus the municipality is able to attract a wide pool of candidates for Council seats			
Risks If Not Implemented: Our Council will not be adequately recognized for the work that they do and the municipality will be unable to attract candidates to run for office			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 2200-22-2201	Project Name Part-time Wage & Pay Equity Review			2022 Budget \$30,000	
Department Corporate Services		Division Human Resources		Project Manager Laura Lancaster	
Service Category Administration		Funding Sources Strategic Planning Reserve			Amount \$30,000
Target Start Date Jan 2022					
Target Completion Date Nov 2022					
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$0			Construction Phase	<input type="checkbox"/>	

Description	
Scope:	Conduct a comprehensive survey of the Town's non-union part-time (Recreation Services and Facilities only) job wages compared to market (select municipal comparator group), and conduct a pay equity review of part-time positions (across the Corporation, Library included) to ensure the Town is meeting its obligations under the Pay Equity Act.
Deliverables:	For the wage review, jobs will be compared in two ways: (1) individually against like comparators, and (2) as groups of jobs to ensure that they are positioned competitively. For the Pay Equity Review, jobs will be reviewed based on their gender classification and adjustments made to wages if needed.
Benefits:	Supports the Town's attraction and retention strategy and assists with staff engagement, ensures compliance with the Pay Equity Act.
Risks If Not Implemented:	The Town will not be able to attract sufficient number of qualified candidates to operate its business efficiently and effectively, and may not be in compliance with the Pay Equity Act. This latter could result in orders from the Pay Equity Commission to meet compliance requirements.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2400-10-2102	Project Name PS3280 Implementation		2022 Budget \$80,000
Department Corporate Services	Division Finance	Project Manager Moya Jane Leighton	
Service Category Administration	Funding Sources Strategic Planning Reserve		Amount \$80,000
Target Start Date Jan 2022			
Target Completion Date Dec 2023			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	A new public sector accounting standard for Asset Retirement Obligations will be effective for the Town's 2023 year end. This standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets in production use. Work needs to commence in advance of the reporting deadline due to the lengthy process of identifying asset retirement obligations and calculating estimated values. In addition, a review of legal agreements will need to be undertaken to determine if any obligations exist with respect to asset retirements. A project timeline prepared for the Town estimates the work required will span through 2021 and 2023. The first year of work related to the PS3280 project was funded through the 2021 budget in the amount of \$80,000 with an additional \$80,000 requested from the 2022 capital budget, for the second year of work, bringing the total funding to \$160,000 for this implementation.
Deliverables:	Full review of all legal obligations associated with Asset Retirement with an estimated value in advance of the December 2023 reporting deadline.
Benefits:	Completion of the Town's 2023 Financial Statements in compliance with Public Sector Accounting Standards.
Risks If Not Implemented:	The Town will be unable to complete the 2023 Financial Statements - which will have an impact on reputation and future funding
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-05-2202	Project Name SAN Replacement		2022 Budget \$150,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$150,000
Target Start Date	Jan 2022		
Target Completion Date	Jun 2022		
Future Period Capital Requirements	\$165,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	Replacement of Storage Area Network (SAN) equipment that has reached the end of its useful life. SAN is used for centralized, shared disk capacity for creating virtual Server operating systems as well as corporate file storage.
Deliverables:	The acquisition, installation, configuration, testing and migration of server images and data for SAN being replaced due to end of service life being reached.
Benefits:	Continue to provide updated equipment that is reliable, supportable and keeps pace with changes in technology. This provides up to date tools for staff to allow them to work efficiently.
Risks If Not Implemented:	Aged equipment may not be serviceable or supportable, decreasing staff efficiency and capability to perform their daily functions. Loss of data may occur under some circumstances.
Additional Information:	Critical Enterprise systems utilize this equipment and in the event of failure, delivery of critical Town functions will be impacted.

2022 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2022 Budget \$150,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$150,000
Target Start Date Apr 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase Study/Design Phase <input type="checkbox"/>	Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	This project involves the replacement of IT equipment that is reaching end of warranty state. All required programs and data will be reinstalled on replacement equipment. This refresh also includes the transition to a greater proportion of Laptops (rather than Desktop computers) to support the need for staff to have more mobile computing solutions. 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:	Improved mobility of staff with increased number of Laptops (versus Desktop).

2022 Capital Project Information Sheet

Project No. 2300-05-2203	Project Name Backup Solution Replacement			2022 Budget \$40,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		Funding Sources Technology Replacement Reserve Amount \$40,000		
Target Start Date Jan 2022				
Target Completion Date Jun 2022				
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0			Construction Phase	<input checked="" type="checkbox"/>

Description

Scope: Our current backup solution hardware and software is reaching end of life. This project is for the replacement of the backup solution with a modern, fast, secure solution with capability to also create an off-site copy.

Deliverables: The acquisition, installation, configuration, and testing of a new corporate backup solution to replace our current solution due to end of service life being reached.

Benefits: Faster backup, less impact on day time operations, more efficient auto-scheduling of jobs and greater security and protection from ransomware and other cyber threats.

Risks If Not Implemented: Loss of data may occur under some circumstances.

Additional Information: Critical Enterprise systems are backed up using this solution and in the event of failure, ability to restore lost or corrupted data may be impaired.

2022 Capital Project Information Sheet

Project No. 2600-06-0101	Project Name Photocopier/Fax/Printers		2022 Budget \$182,000
Department Corporate Services	Division Purchasing & Risk Management	Project Manager Simone Gourlay	
Service Category Administration		Funding Sources	Amount
Target Start Date Jan 2022		Technology Replacement Reserve	\$180,000
Target Completion Date Jun 2022		Contr/ Recovery/ Subsidy	\$2,000
Future Period Capital Requirements \$182,000		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	For the replacement of the current twenty-six (26) multi-function copiers. The purchase of these copiers will also include a maintenance contract that will be funded from each department's current operating budget. This project will ensure that print / photocopy / scan / fax resources are maintained at a level that provides appropriate system functionality and performance to meet staff job functions and minimizes system maintenance and support costs.
Deliverables:	Replacement printers will be purchased.
Benefits:	Increased reliability, user satisfaction, and efficiency as well as a reduction in potential downtime during important printing jobs.
Risks If Not Implemented:	The current copiers are between 5 1/2 and 10 1/2 years old. All the current machines have been discontinued and 10 of the machines are no longer guaranteed parts availability. The parts availability for the other 16 machines is only guaranteed until the summer of 2023. As the copiers age, the number of maintenance calls has been rising.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2200-10-2201	Project Name Corporate Leadership Training Program		2022 Budget \$20,000
Department Corporate Services	Division Human Resources	Project Manager Laura Lancaster	
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$20,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of this program is to provide targeted leadership training to a fulsome cohort of supervisors throughout 2022 to train them in the SAGE Coaching Leader model. This model was successfully piloted in 2021.
Deliverables:	Supervisors will be trained in the SAGE coaching model and learn how to apply this leadership style in their day-to-day staff management.
Benefits:	It is a benefit to the corporation that our supervisors are trained in the same leadership model and to ensure that coaching language is normalized and standardized across departments. This program was successfully piloted in 2021 with a select group of supervisors.
Risks If Not Implemented:	It is important to reinforce leadership training for supervisors, especially those who are new to the role, to ensure that the leadership team is competent and capable of managing our human assets.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2022 Budget \$15,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$15,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/>	Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>Geospatial data (Aerial / Ortho, Lidar, Elevation, Census / Demographics etc.) is acquired at regular intervals so current data is available to Staff, Town Consultants and the Public through various Geomatics applications (MapLinks, Desktop GIS & CAD etc.).</p> <p>As part of the Halton Geospatial Data Group, Regional and Local Municipalities in Halton Region, and Conservation Authorities partner in joint acquisitions to improve operational efficiencies and reduce the cost of purchase to each Agency.</p>
Deliverables:	Deliverables include Aerial/Ortho Imagery, Lidar Elevation, Environics Demographics etc.
Benefits:	<p>Participating in the Halton Purchasing Group lowers costs and the time/effort in acquisition. Current and accurate data for Staff to make informed decisions on.</p> <p>Core/foundational datasets essential to many operational areas.</p>
Risks If Not Implemented:	<p>Not participating in the Halton Purchasing Group effort results in increased costs to the Town and staff administration time/effort.</p> <p>Staff will either lack required information to do their job, will be making decisions on outdated data, or will result in conflicting assessments with developers and external reviewing Agencies that have access to more current data.</p>
Additional Information:	Also impacts Quality, Responsiveness, Reliability

2022 Capital Project Information Sheet

Project No. 2500-22-0102	Project Name User Fee Review		2022 Budget \$40,000
Department Corporate Services	Division Finance	Project Manager Joey Vandermeer	
Service Category Administration	Funding Sources Strategic Planning Reserve		Amount \$40,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$40,000	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description

Scope: Municipalities in Ontario are responsible for ensuring that the delivery of local services are undertaken in accordance with the provisions of Provincial Legislation. To offset the cost of providing services, municipalities are permitted to charge fees. The Town of Halton Hills has been charging such fees for many years. In 2016 the Town undertook a review of user fees to establish the full cost of providing various services. In order to remain comparable with other municipalities on the fees that are charges for services it is time to embark on a user fee review. The review will be in place to assess fees for Corporate Services, Service Halton Hills, and all other fees not covered under the recent reviews completed by the Building, Planning, and Recreation Departments.

Deliverables: Comprehensive rate study ensuring that rates are comparable to other municipalities while ensuring cost recovery of services.

Benefits: Third party review of user fees to ensure that all user fees are calculated in a manner that recovers the cost of the service. This review also compares the Town to other similar municipalities to ensure fees are equitable.

Risks If Not Implemented: The Town may not be recovering all costs attributed to services delivered shifting the burden of these fees onto tax payers.

Additional Information:

2022 Capital Project Information Sheet

Project No. 2600-09-2201	Project Name Mail Folder-Stuff Machine Replacement		2022 Budget \$20,000
Department Corporate Services	Division Purchasing & Risk Management	Project Manager Simone Gourlay	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date Jan 2022			
Target Completion Date Jun 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input checked="" type="checkbox"/>
Description			
<p>Scope: A folder-stuffer machine provides increased efficiency when processing mail such as tax bills, or other corporate letters and communications. The current machine was purchased in 2013 and is due for replacement. New technologies are also available on newer machines which will increase efficiency when processing out-going mail.</p>			
<p>Deliverables: A new folder-stuffer machine will be purchased</p>			
<p>Benefits: Increased efficiency in processing out-going mail and tax bills.</p>			
<p>Risks If Not Implemented: The current machine is at the end of useful life. Failure of the machine could result in delays in processing out-going mail such as tax bills on time.</p>			
<p>Additional Information:</p>			



Library Services

2022 Budget & Business Plan

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.



LIBRARY

DEPARTMENT OVERVIEW:

Halton Hills Public Library is responsible for the delivery of quality programs, services, and collections to enhance the quality of life and support literacy and life long learning for its residents with the following goals:

- Connected community that is culturally-enriched by population growth and increased diversity.
- Engaged key audiences through services focused on their needs and interests.
- Increased awareness of the Library's value and relevance to residents.
- Outstanding staff, leaders, processes and technology that maximize the Library's potential.

Administration delivers a broad range of services that ensure the efficient and effective delivery of Library Services. The department provides administrative support and marketing and communications services that deliver on the Halton Hills Public Library strategic plan priorities and ensures that the Halton Hills Public Library engages residents in exploring ideas, expressing creativity, and making connections.

Business and Support Services represents key functions related to Accounting, Revenue, Purchasing, Human Resources and Collection Development that in turn support and enhance the delivery of effective and efficient library services. Staff provide expertise, adopt best practices, and manage resources essential to the successful operation of the library.

Community Engagement provides high-quality programs and services for all ages in both branches. Whether it's providing technical assistance, making reading recommendations, leading programs or facilitating box office ticket sales, the Community Engagement Team is committed to connecting with residents. Our high-quality materials, resources, programs, and services engage children, youth, parents, caregivers, and adults. Staff offer dynamic programming designed to develop multiple literacies, foster life-long learning, and promote equity, diversity and inclusion. Established partnerships with community service organizations who offer their services in our welcoming and inclusive spaces allows the Library to support everything from small business advice and employment services to newcomer services, adult literacy, and volunteer placement.



LIBRARY

DEPARTMENT OVERVIEW (continued)

HALTON HILLS PUBLIC LIBRARY

Imagination | Innovation | Opportunity



MagnusCards



In Person/Outdoor Storytime

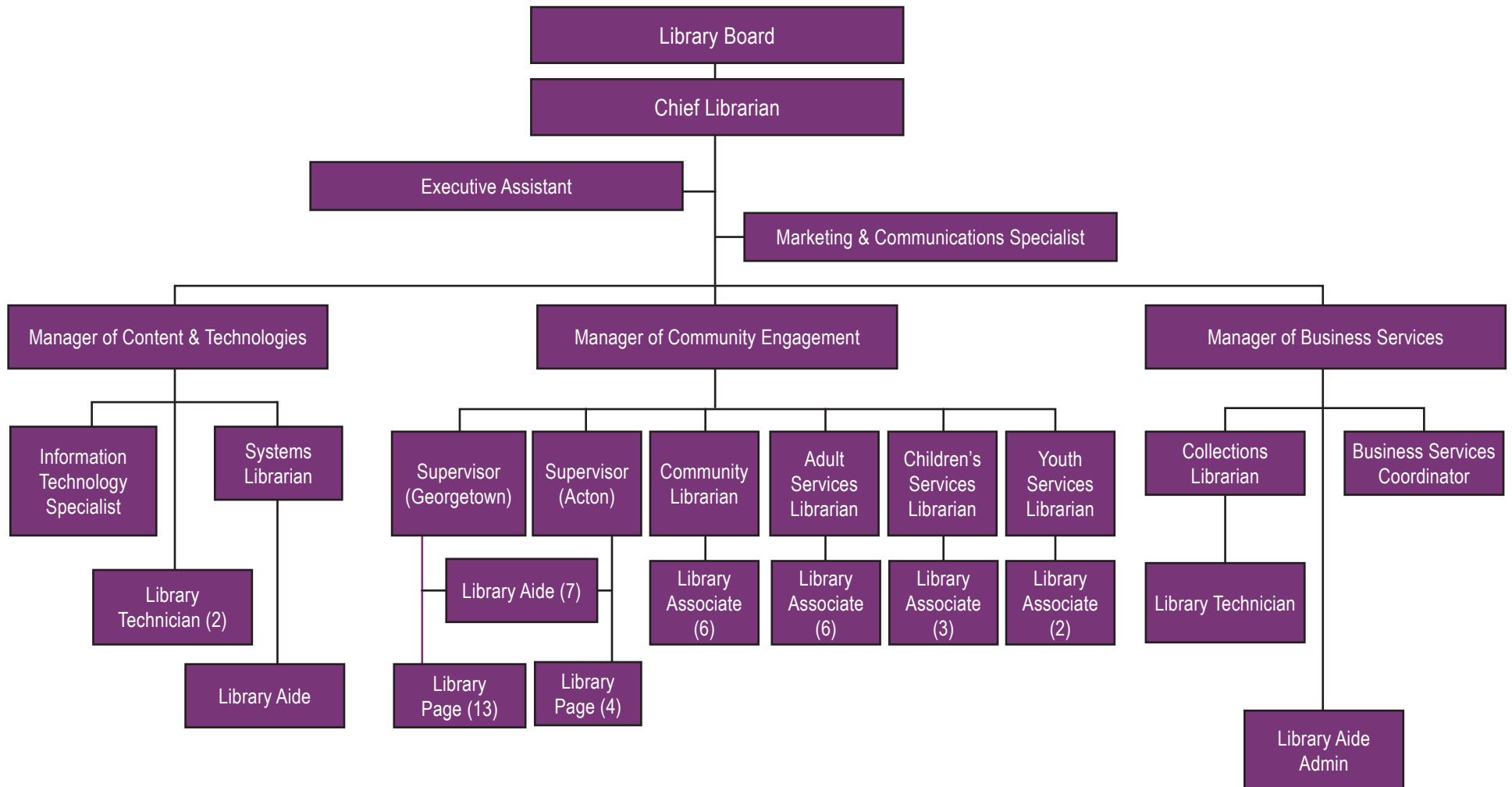


One Book, One Halton Hills 2021

Content and Technologies provides and administers all supporting technology for the operation of the library. This includes the Integrated Library System which facilitates all library transactions with the public and houses the library's database of physical materials, and the library website, which supports the library catalogue along with a wide range of digital resources. Staff administer, maintain, and purchase all library systems, hardware, software, and associated peripherals; maintain the library's local area networks and Wi-Fi; and the library's online presence, including digital resources, web presence, eCommerce and other online services. Staff also prepare and provide access to all physical materials available for the public to borrow. The department focuses on providing seamless access and prompt service to the wide range of available resources and materials that support the informational and recreational needs of the community.

LIBRARY

► CURRENT ORG CHART:



LIBRARY

► CORE ACTIVITIES:

Core Services:

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



Library and Cultural Centre Plaza Opening

Acton & Georgetown Branches:

- Meet the information and recreation needs of the community by:
 - Providing access to books, articles, movies, board games, recreational activities and music in various formats including print, streaming and digital.
 - Offering high quality programs.
- Partner with other community groups to offer business, employment, volunteer, wellness, and newcomer services.
- Develop early literacy skills and foster a love of reading through programming.



Literacy and learning

- Stimulate the imagination and promote innovative thinking through Creativity Centre activities and STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs for all ages.
- Enhance 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.
- Offer dedicated spaces to foster activities, inspire positive feelings, bring the community together to meet and work.



Library Care Program

LIBRARY

► 2021 ACCOMPLISHMENTS/SUCCESSIONS:



Connected Community

- Amplified marginalized voices and facilitated social justice conversations through programming featuring Black authors, #ReadingBlackout social media campaign, a Read Woke Challenge and an enhanced Black History Month.
- Collaborated with the Town to provide “Welcome to Halton Hills” webpage promoting the many benefits of living in Halton Hills. Welcome packages available at both Library locations.
- Collaborated with Food for Life to provide community fridges in both branches to expand access to nutritional food for residents.
- Expanded virtual programs to include French Language programs for preschool and school aged children.
- Launched collections review that included a diversity audit, diverse material targets in material selection process, and increased the Indigenous collection to support lectures and workshops.

Increased Awareness

- Successfully engaged over 40,000 program participants in online and in-person programming.
- Increased social media engagement 15% by using a number of strategies including embedding video in media feeds and promoting the Library’s YouTube channel.
- Launched innovative and highly sought new collections including curated thematic Book Bundles, technology, increased Wi-Fi hotspots, and provide Conservation Halton Day Use passes.
- Increased community awareness of online threats through programming and resources such as the Seniors Safety Resource Kits.
- Continue to support Culture Days by providing programs and activities related to the 2021 theme of “Re:Imagine”.

LIBRARY

► 2021 ACCOMPLISHMENTS/SUCCESSIONS (continued):



Engages Key Audiences

- Offered a wide range of speakers, author visits, and facilitated discussion on a wide range of topics including social justice and Truth and Reconciliation. A dedicated webpage to support equity, diversity and inclusion was created and features resources, different initiatives and past events, including the launch of both Rainbow Crosswalks.
- Improved Wi-Fi connectivity inside library branches and added exterior coverage in new, outdoor spaces (Library and Cultural Centre Plaza and Acton Reading Deck).
- Promoted Climate change by offering dedicated Grab and Go kits, programming for Halton Garden Week and Earth Week, story times and promotion of related resources.
- To support community needs during the pandemic, new virtual programs, activities, and collections, such as home theatre kits and virtual escape rooms were launched.
- Supported isolated and at-risk populations by providing Home Library service delivery, Library Connect phone calls, and Library Care packages that collected over 300 letters, cards and artwork from residents and distributed to older adults.

Outstanding Staff

- Utilized Design Thinking in responding to departmental initiatives and launched Idea Generation forum to engage all staff.
- Staff development dedicated to support the Strategic Planning process and Brand development project.
- Increased customized service to support community partners including technical support, resource sharing and staff expertise.
- Introduced Six Sigma Lean principals to increase efficiency in workflows.
- Successful recipient of grants to support employment for youth positions.
- University of Alberta's Indigenous Canada course promoted. Staff completed the twelve module educational program and participated in monthly lunch and learn discussions.

LIBRARY

► ENVIRONMENTAL SCAN:



Community Engagement

Challenges:

- Recognizing the pivotal role Libraries play in community cohesiveness and restoring economies.
- Responding to changes in service delivery in program platform needs.
- Narrowing the digital divide to ensure libraries provide equitable service to the community, including connectivity challenges.
- Reducing barriers to Library services.
- Ensuring places and spaces are welcoming, inclusive, and safe that minimize social isolation and support mental health.
- E-resource availability and pricing.
- Responding to the needs and interest of a wide range of user groups.

Opportunities:

- Building community connections through services and spaces that engage, support, and inspire residents .
- Creating community connections through cultural experiences.
- Exploring and expanding online services and resources that reduce the digital divide.
- Evaluating collections and resources to remain responsive to community needs.
- Exploring feasibility of varying service hours and models.

LIBRARY

► ENVIRONMENTAL SCAN (continued):



Learning and Literacies	<p>Challenges:</p> <ul style="list-style-type: none"> - Providing reading readiness, literacy and lifelong learning initiatives during a pandemic and recovery period. - Assisting and educating patrons on media literacy and personal privacy and security. - Providing contactless delivery of library materials. <p>Opportunities:</p> <ul style="list-style-type: none"> - Facilitating the joy of reading, stories, and creativity in varying formats, places and spaces. - Promoting appreciation of a wide range of 300 voices, narratives, and perspectives. - Exploring lifelong learning initiatives such as multi-generational STEAM programming. - Leveraging and expanding virtual programming and exploring hybrid models of virtual and in-person programs. - Providing access and resources to build computer literacy and awareness of potential risks of online activities. - Promoting libraries as essential services to support residents during pandemic and recovery periods.
Connected Community	<p>Challenges:</p> <ul style="list-style-type: none"> - Being open to divergent public opinions while balancing resources and funding to meet increasing demands for programs, collections, and services. - To further the dialogue about equity, diversity, inclusion, anti-racism and Truth and Reconciliation.

LIBRARY

▶ ENVIRONMENTAL SCAN (continued):



Connected Community (continued)	<p>Opportunities:</p> <ul style="list-style-type: none"> - Building awareness of the Library's programming, services and collections that serve a diverse audience. - Facilitating dialogue about equity, diversity, inclusion and anti-racism, through author visits, speaker and film series and other relevant channels. - Facilitating conversation and understanding of relevant issues such as Black Lives Matter and Truth and Reconciliation. - Responding to recent trends and offer information and resources that are both innovative and relevant to residents.
Sustainability	<p>Challenges:</p> <ul style="list-style-type: none"> - Educating residents on climate change initiatives such as Net Zero Carbon Communities and how they can contribute to reducing their carbon footprint. - Identifying climate change initiatives that positively impact the Library and community. <p>Opportunities:</p> <ul style="list-style-type: none"> - Creating sustainable initiatives that can be easily adopted and serve as an example of sustainable practices. - Positioning the Library as a community example that demonstrates and supports a Net Zero Carbon Community. - Providing educational opportunities and demonstrations to support climate change initiatives, in alignment with the Town of Halton Hills, using facility attributes such as gardens. - Promoting collections and community dialogue that support sustainability and offset climate change.

LIBRARY

▶ ENVIRONMENTAL SCAN (continued):


**Outstanding
Staff and
Processes**
Challenges:

- To continue to engage, inspire and develop staff at all levels.
- Creating a culture of continuous improvement and efficiencies in innovative and exciting ways.
- Meeting Library service needs that are responsive and resilient during periods of significant change.
- Develop a strategic planning process and brand during an ongoing pandemic.

Opportunities:

- Apply a continuous improvement framework and philosophy to organization processes.
- Apply Two Way Communication approach to improve communication across the organization, and encourages open dialogue.
- Use Design Thinking skills to creatively problem solve to engage all staff in creative problem solving.
- Employing an organizational approach to succession planning.
- Ensure staff engagement in the Strategic Planning and Branding process.
- Improve website to align with community requirements for virtual services.

LIBRARY

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Connecting Community	Connecting community that is culturally enriched by population growth and increased diversity.	- Library Services	Improve program, services, and resources to advance equity, diversity, inclusion, and anti-racism, support new residents and increase access to resources.	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Seniors Initiatives
2. Engaging Key Audiences	Engage key audiences through services focused on their needs and interests.	- Library Services	Review collections, programs, and services to ensure they are relevant and responsive to the community and are reflected in the strategic plan and brand.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
3. Increase awareness in the value of libraries	Increase awareness of the Library's value and relevance to residents.	- Library Services	Foster community conversations and raise awareness of the Library's innovative programs and services and launch new strategic plan and brand.	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Seniors Initiatives
4. Outstanding Staff	Outstanding staff leaders, processes and technology that maximizes the Library's potential.	- Library Services	Use Design Thinking and Business Design approaches to drive innovation, and introduce lean principles to improve workflows.	<ul style="list-style-type: none"> - Fiscal & Corporate Management - Youth & Seniors Initiatives

LIBRARY

STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.21	Sunday Cooling Centre staffing These hours will address the lack of readily available cooling centres within the community by enabling the Library to open and staff the Georgetown and Acton Branches on Sundays during July and August. This will provide a more reliable and consistent source of cooling centres to the community during heat alert days and improve the ability of the Library to offer services to the community.
Contract	0	

LIBRARY



PERFORMANCE INDICATORS:

Operational	Target
Patron queries.	Increase by 5%
Circulation per capita.	Increase by 5%
Program attendance (in-house and virtual).	Increase by 10%
Quality of Life	Target
Value of materials borrowed to support lifelong learning.	Increase by 5%
Connecting the community through programs that celebrate imagination, innovation and opportunity.	Increase by 5%
Residents impacted by services to lessen social isolation.	Increase by 5%

2022 Operating Budget Overview

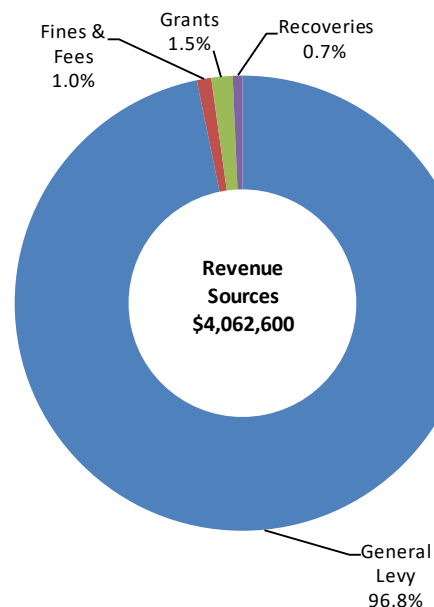
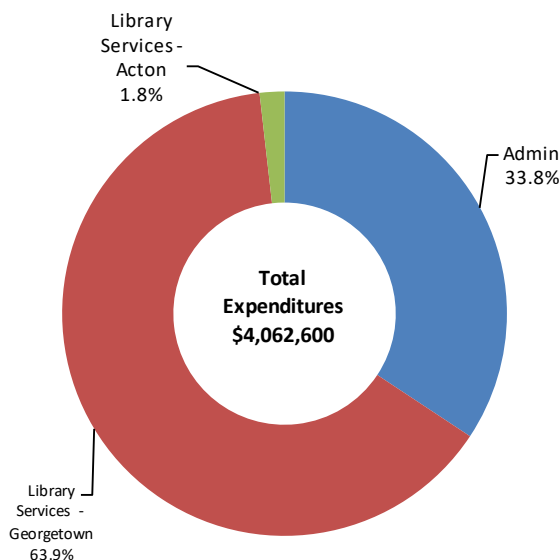
The Library's mission is to engage the residents of Halton Hills in exploring ideas, expressing creativity, and making connections. The Library continues to cultivate and deliver leading-edge resources and expertise so residents can realize their life goals and contribute to a healthy and thriving community. 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 stellar and innovative services. The Library provides programs, collections, and services to the residents of Halton Hills from branches located in Georgetown and Acton.

2022 Operating Budget Highlights

The proposed 2022 Operating Budget for Library Services is \$4,062,600 in gross expenditures and \$3,931,900 in net expenditures supported from the general tax levy. This represents a 4.7% increase over the 2021 budget. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,904,400	3,936,999	4,047,300	-	15,300	-	4,062,600	158,200	4.1%
Revenue	(149,700)	(184,737)	(130,700)	-	-	-	(130,700)	19,000	(12.7%)
Total Net Expenditures	3,754,700	3,752,262	3,916,600	-	15,300	-	3,931,900	177,200	4.7%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,319,800	1,276,043	1,393,500	-	-	-	1,393,500	73,700	5.6%
Revenue	(61,300)	(76,630)	(61,300)	-	-	-	(61,300)	-	0.0%
Net Expenditures	1,258,500	1,199,413	1,332,200	-	-	-	1,332,200	73,700	5.9%
Library Services - Georgetown									
Expense	2,512,541	2,590,197	2,580,785	-	15,300	-	2,596,085	83,544	3.3%
Revenue	(74,700)	(105,190)	(59,700)	-	-	-	(59,700)	15,000	(20.1%)
Net Expenditures	2,437,841	2,485,007	2,521,085	-	15,300	-	2,536,385	98,544	4.0%
Library Services - Acton									
Expense	72,059	70,759	73,015	-	-	-	73,015	956	1.3%
Revenue	(13,700)	(2,917)	(9,700)	-	-	-	(9,700)	4,000	(29.2%)
Net Expenditures	58,359	67,842	63,315	-	-	-	63,315	4,956	8.5%
Total									
Expense	3,904,400	3,936,999	4,047,300	-	15,300	-	4,062,600	158,200	4.1%
Revenue	(149,700)	(184,737)	(130,700)	-	-	-	(130,700)	19,000	(12.7%)
Total Net Expenditures	3,754,700	3,752,262	3,916,600	-	15,300	-	3,931,900	177,200	4.7%

The \$177,200 or 4.7%, net increase to the Library Services Operating Budget is largely represented by the increase in compensation costs. Please see below for the breakdown of major budget changes:

- A \$123,000 increase, or 3.3%, 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.
- Library Services is proposing 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 and offer its space as a cooling centre during a time that is experiencing a growing number of heat alert announcements.
- The remaining base budget increase of \$85,200 (2.3%) is made up of increases to the transfer to the Library Reserve (\$58,300) to support furniture & equipment, technology, and strategic planning projects, program supplies (\$7,900) and a decrease to revenues collected from fines (\$19K).

These changes enable the Library to deliver innovative programming, as well as leading-edge collections and services, while building community and engaging key audiences.

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Library Sunday Cooling Centre Opening	\$ 15,300	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Library Services	Library Services - Acton & Georgetown

Description of Services to be Performed:

Library branches have been functioning as cooling centres during heat alert days. This is particularly notable in Acton, which has fewer municipal buildings to run a cooling centre. With the Library only open on Sundays from September to June (1pm to 5pm), it is challenging due to budget constraints and last-minute scheduling of staff to respond to heat alerts issued during this time. In 2019 heat alerts were issued on two Sunday's during July and August, and in 2020, this grew to five heat alerts issued on Sundays during this period. On these days, the Library was required to open as a cooling centre. The Halton Region Climate Change Discussion Paper (June 2020) predicts that Halton will experience significant increases in occurrence and frequency in severe weather such as heatwaves by the year 2050. This request is to open the Library on Sundays from 1pm to 5pm during July and August to effectively and seamlessly act as a cooling centre during this time.

Budget Impact:

Expenditures:

Salary & Benefits	15,300
Supplies & Services	
Other	
Total	\$ 15,300

Account & Notes:

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 15,300

Library Services**Capital Forecast 2022 - 2031**

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
MATERIALS & COLLECTIONS												
3000-15-0101	Library Materials	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,965,000
3000-15-0103	Lib Mats Collection Developmnt	25,000			50,000			50,000			75,000	200,000
Subtotal		499,000	499,000	499,000	549,000	499,000	499,000	549,000	499,000	499,000	574,000	5,165,000
INFORMATION TECHNOLOGY												
3000-04-1401	Upgrade of Libr.Integrated Sys			150,000					150,000			300,000
3000-05-0002	Library Website Refresh	75,000					75,000					150,000
3000-06-2201	Library Lockers and Kiosk	80,000										80,000
3000-09-0105	Library Technology Renewal	34,400	50,300	54,000	52,300	60,500	44,600	43,500	51,000	56,600	49,000	496,200
3200-11-2001	Marquee Acton Branch									80,000		80,000
Subtotal		189,400	50,300	204,000	52,300	60,500	119,600	43,500	201,000	136,600	49,000	1,106,200
FACILITIES												
3000-22-2701	Facility Needs Study									40,000		40,000
3100-09-1701	Library Furnishing/Equip-GTown		30,000					33,000				63,000
3200-09-1601	Library Furnishings Acton		23,000				23,000					46,000
3300-08-3001	Vision Georgetown Library Branch Land									3,700,000		3,700,000
Subtotal		-	53,000	-	-	-	23,000	33,000	-	3,740,000	-	3,849,000
STRATEGIC PLANNING												
3000-04-1501	Library Strategic Plan						81,000					81,000
Subtotal		-	-	-	-	-	81,000	-	-	-	-	81,000
TOTAL LIBRARY SERVICES		688,400	602,300	703,000	601,300	559,500	722,600	625,500	700,000	4,375,600	623,000	10,201,200

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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.

- 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 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.

Library Services

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
208	3000-15-0103	Lib Mats Collection Developmnt	4.20	25,000	25,000	-	25,000	-	-	-
209	3000-15-0101	Library Materials	3.70	474,000	474,000	399,000	-	75,000	-	-
210	3000-06-2201	Library Lockers and Kiosk	3.60	80,000	80,000	-	-	80,000	-	-
211	3000-05-0002	Library Website Refresh	3.40	75,000	75,000	-	-	75,000	-	-
212	3000-09-0105	Library Technology Renewal	3.20	34,400	34,400	-	-	34,400	-	-
2022 Total				688,400	688,400	399,000	25,000	264,400	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 3000-15-0103	Project Name Library Materials Collection Developmnt		2022 Budget \$25,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services	Funding Sources DC - Library Services		Amount \$25,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$175,000	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Currently, the Library does not meet the average number of titles of 4.1 for libraries serving similar-sized populations. This project requests additional funding to allow the Library to continue to build its materials collection to address this gap. The Library currently has 3.1 titles per capita or a deficit of approximately 61,000 titles. 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, where it is recognized that the Library needs to grow its collection, as it does not have sufficient items per capita. This funding will ensure that the Library's physical collection size grows to provide a collection that meets the average number of titles of libraries serving similar-sized communities.
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including books, movies, music, online courses in various formats, including print and electronic (e.g. ebooks). 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 4.1 titles 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. Overall, the positive outcome will be an appropriate collection of print, audiovisual, and digital materials that will allow residents to stay current, make informed decisions and have access to in-demand recreational material in the formats they prefer.
Risks If Not Implemented:	The Library will continue to be deficient in meeting the average number of titles available to residents per capita, and the purchasing power of the Library will be eroded as more of the print and audiovisual budget is reallocated to develop and maintain the increasing demand of electronic and digital materials.
Additional Information:	Collection (Lending)

2022 Capital Project Information Sheet

Project No. 3000-15-0101	Project Name Library Materials		2022 Budget \$474,000	
Department Library Services		Division Administration		Project Manager Melanie Southern
Service Category Library Services		Funding Sources		Amount
		Base Capital Budget		\$399,000
Target Start Date Jan 2022		Library Capital		\$75,000
Target Completion Date Dec 2022				
Future Period Capital Requirements Annual		Project Phase		
Operating Impact \$0		Study/Design Phase		<input type="checkbox"/>
		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 125,000 physical items and access to millions of digital titles in a variety of languages, reading levels and formats, including ebooks, eaudiobooks, streaming movies and music, and online courses. The Library's collection responds to community needs, with an average annual circulation of over half a million items and information resources to support thousands of reference requests. 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 books, movies, music, and online courses in various formats, including print and digital (e.g. 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. 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, material purchases would cease, and residents will not have access to new and in-demand resources in any format. In turn, this will compromise the reputation of the Library and the Town, as residents will not have access to the materials they expect and rely on for their informational and recreational needs. It will ultimately lead to community dissatisfaction and decreased use of the Library.
Additional Information:	Collections (Lending)

2022 Capital Project Information Sheet

Project No. 3000-06-2201	Project Name Library Lockers and Kiosk		2022 Budget \$80,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services	Funding Sources Library Capital		Amount \$80,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Traditional library services have been heavily reliant on physical contact. From handling books to scanning library cards, these spaces have faced unique challenges due to the pandemic. This capital project is to purchase a library locker and kiosk system to be located at the Gellert Community Centre. This smart locker system gives library patrons contactless, self-serve and secure access to holds, browsing, and returns while extending the library's reach to the Gellert Community Centre. This will enable the library to meet patrons' needs where it is convenient for them and will make library materials available in a new and compelling way. In addition, glass-fronted lockers can be stocked with high demand and new items, which can be borrowed on the spot. This purchase supports the library's strategic goal of delivering the distinctive HHPL experience where key audiences gather.
Deliverables:	The purchase and installation of a smart and secure library locker/kiosk system at the Gellert Community Centre. The smart locker system gives patrons full access to all library materials, which can be reserved in advance online and retrieved in a contactless environment.
Benefits:	Many library patrons will have access to materials in a contactless environment closer to where they live, reducing the need to travel. Library materials will be available to an audience that may not have convenient access to existing branches. Visitors to the Gellert Community Centre will also benefit by having access to library materials.
Risks If Not Implemented:	The provision of materials is a core service for the library. The library locker system enables the library to deliver materials to people who may not use the library due to the distance from where they live or gather or have concerns with physical contact during pandemic events. Without this system, the library cannot optimize its ability to deliver library materials to a larger audience in a contactless environment.
Additional Information:	The library locker system brings library materials borrowing and returns to the south of Georgetown, a location not easily served by the existing Georgetown Branch. A locker system increases awareness of the library and its services and extends the library's value to a greater number of residents.

2022 Capital Project Information Sheet

Project No. 3000-05-0002	Project Name Library Website Refresh		2022 Budget \$75,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services	Funding Sources Library Capital		Amount \$75,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The Library's website is visited over 400,000 times annually. It is one of the main points of contact with our users/patrons and showcases all collections, programs and services we offer. Our current website was created and developed in 2018. Since this time, patron expectations and library services have significantly changed, relying more and more on online resources, programs and services. As a result, the current website needs to be refreshed/updated to accommodate supporting these types of online services and new eServices in an accessible, efficient and user-friendly design. Plus, it must also reflect the upcoming 2022 Library rebranding. The website is a service portal and a chief marketing tool. It is required to reflect future trends, main stage our wide variety of programs and resources, provide up-to-date functionality and leading-edge graphics to meet user expectations, and thrill, captivate and engage our users.
Deliverables:	A website that meets user expectations, showcases collections, programs and services effectively, takes advantage of new developments in eServices, supports Library eResources and reflects the Library's new branding.
Benefits:	As a main point of contact with the community and a key marketing resource for the library, the benefits include increased website traffic, online services and support for eResources, increased use of library materials, increased program attendance (online and in-branch) and better awareness of Library services.
Risks If Not Implemented:	The Library's website will be outdated, will not be responsive to current needs, and will not reflect the Library's new branding. The website will not keep up with the demands of electronic resources and will not be an adequate support for eServices. Traffic to the Library's website may decline, and users will become frustrated if the website cannot keep up with patron demands, thereby reducing awareness of library programs and other services and reducing the use of eResources.
Additional Information:	The recent and sudden shift to offering online services and resources will continue past the pandemic and needs to be better incorporated into the Library's daily operations. The Library website is the portal, support and platform for many of these new services and needs to take advantage of the technology available.

2022 Capital Project Information Sheet

Project No. 3000-09-0105	Project Name Library Technology Renewal		2022 Budget \$34,400
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services		Funding Sources Library Capital	Amount \$34,400
Target Start Date	Jan 2022	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual		
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 and 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 2022, this will include the replacement of Print Release Stations, Data Projectors, RFID pads, switches, self-check station and scanner, uninterruptable power supply, and chromeboxes.		
Benefits:	Public and staff will be able to rely on functioning, up-to-date equipment to access the catalogue, borrow material, do research, or when using meeting rooms and library spaces. 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 service disruptions, and unexpected purchases to replace equipment may strain the budget.		
Additional Information:	IT assets		



Fire Department

2022 Budget & Business Plan

FIRE DEPARTMENT



2022 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.



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.

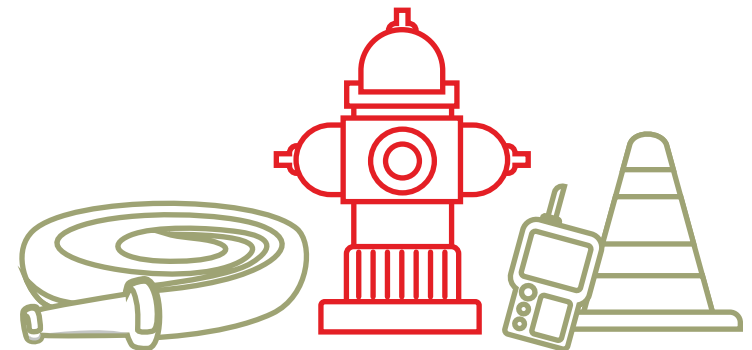
DEPARTMENT OVERVIEW:

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

- Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and,
- Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

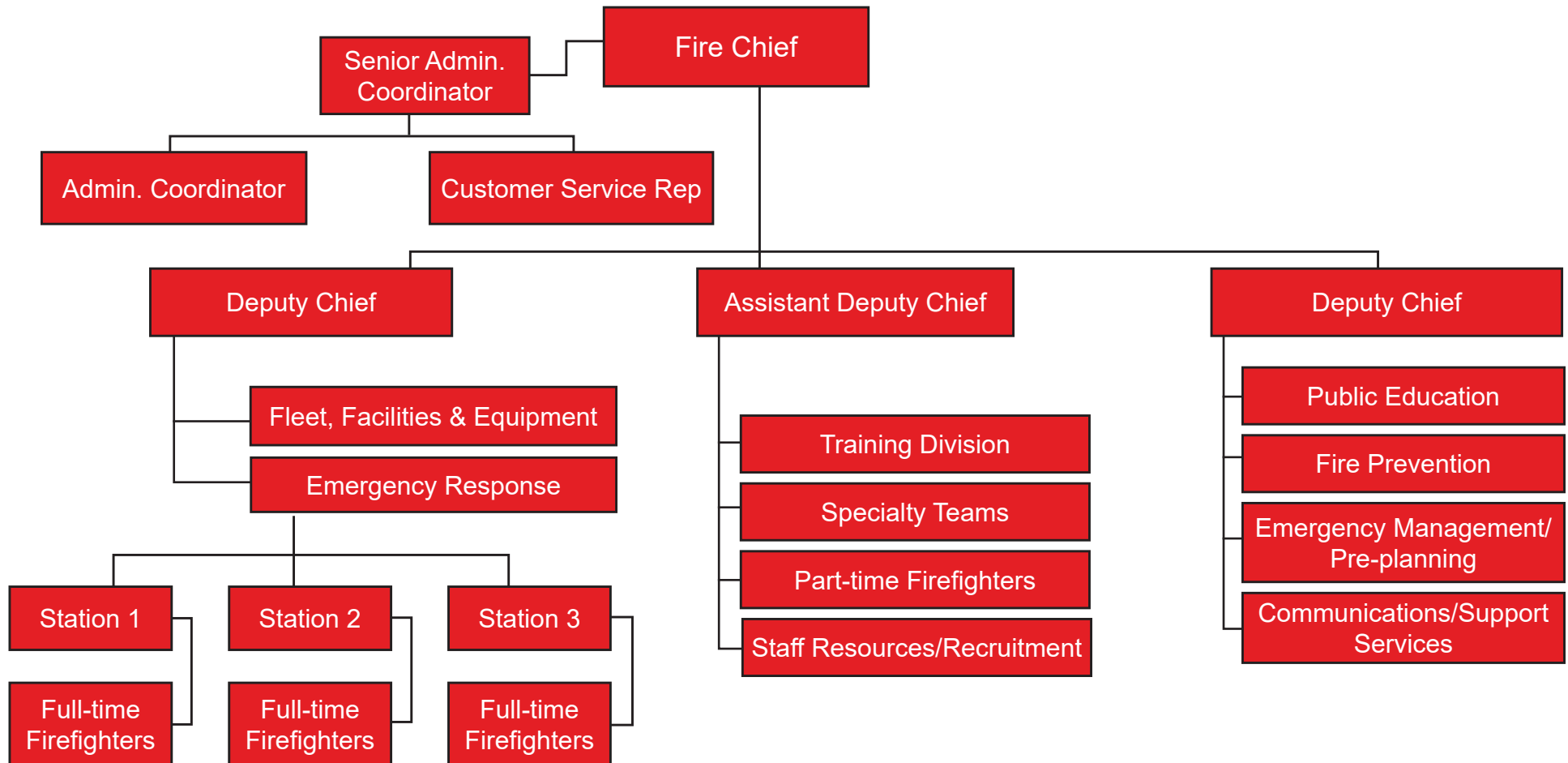
The Halton Hills Fire Department is a Composite Fire Service providing an all-hazards response capability to natural and human caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, our divisions provide:

- Public Fire Safety Education and Prevention;
- Fire Safety Standards and Enforcement; and,
- Emergency Response.



FIRE DEPARTMENT

► CURRENT ORG CHART:



FIRE DEPARTMENT

► CORE ACTIVITIES:

Core Services:

- **Public Education** activities that promote public fire safety in the community.
- **Inspection & Enforcement** activities add value to our services and ensure compliance with the provision of the Ontario Fire Code.
- **Emergency Management** activities related to preparedness, response, mitigation and recovery such as public education, staff training and scenario based exercises.
- **Emergency Response** to all natural and human-caused emergencies.

Public Education:

- Programs and community special events such as hall tours, school and vulnerable occupancy visits to promote fire safety to students, families and seniors.
- Child car seat education and inspection.
- Fire extinguisher training.

Inspection and Enforcement:

- 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).
- Plans review.
- Business licence review.

Emergency Management:

- Other such services as directed and approved by Council.
- Maintenance of the Town's Emergency Response Plan.
- Compliance with Emergency Management & Civil Protection Act.

Emergency Response:

- Fire suppression.
- Emergency patient care in support of Halton Region Paramedic Services.
- Technical rescue including but not limited to auto extrication, ice/water, high angle, confined space and large animal rescues.
- Hazardous materials response.
- Training including but not limited to operational, technical, behavioural and leadership training.
- Superior Tanker Shuttle Accreditation – a recognized ability to supply water for fire suppression to rural residents.

FIRE DEPARTMENT



► 2021 ACCOMPLISHMENTS/SUCCESES:

- Filled positions of Fire Chief and Assistant Deputy Fire Chief.
- Recruited nine part-time firefighters to strengthen the staffing complement.
- Procured new fire apparatus (pumper/tanker) put in service.
- Enhanced Fire's social media platform and Fire Department webpages, in partnership with Communications, to better educate the community on fire and life safety matters.
- Finalized and submitted the Town of Halton Hills' Emergency Management Program to the Ontario Fire Marshal/Emergency Management Office in accordance with Provincial regulations.
- Updated Fire Service Agreement contracts with neighbouring municipalities.
- Obtained Provincial grant from OFM to support technology/equipment purchases related to COVID-19 Pandemic (\$19,000).
- Obtained Federal grant to improve HVAC systems in all three fire stations (\$135,000).

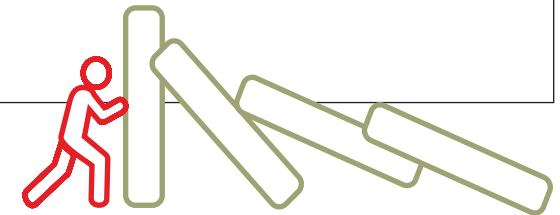


FIRE DEPARTMENT

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Fire and Life Safety/Public Education: due to the pandemic, in-class public education programming postponed. - Fire Prevention/Code Enforcement: due to the pandemic, in-person Fire Inspections/Vulnerable Occupancy reviews have been scaled back. - Emergency Response: due to the pandemic, supply chain issues will continue to hamper the ability to purchase equipment and suppression resources. - Recruitment of part-time firefighters. - Increased building growth has created significant work within the Fire Prevention Division (Fire Safety Plan Review, Business Licenses). - Closure of the Ontario Fire College has created a training shortfall within the fire service community.
Opportunities:	<ul style="list-style-type: none"> - Fire and Life Safety/Public Education: utilization of technology will allow us to continue educating our community in fire and life safety matters. - Funding from the government will enable the Fire Department to install geothermal heat pumps which aligns with the Town's climate change initiative. - Opportunity to enhance the Town's Emergency Management Programs by focusing on: Disaster Recovery, Crisis Communications, Business Continuity and Emergency Planning. - Opportunity to develop a three-year comprehensive training program for career and part-time firefighters that aligns with the Ontario Fire Service standards.



FIRE DEPARTMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Records Management System	<p>Replacement of the department's records management system is required due to "end of lifecycle".</p> <p>Firehouse RMS is being replaced by ERS (Emergency Reporting Software).</p> <p>Incident reporting (emergency response) is a Provincial requirement (OFM/EM).</p>	<ul style="list-style-type: none"> - Administration 	<ul style="list-style-type: none"> - ERS/RMS technology will allow for the efficient and accurate data collection that is required as part of Provincial Fire Service regulations. - Accurate data collection. - Mobile access. - Simplicity of data entry. - Report generation/analytics. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management
2. Regional Training Centre Partnership	<p>To provide an enhanced training centre facility, properly equipped and adaptable to simulate various emergency situations that firefighters may encounter. Our regional partnership reduces training costs and travel time.</p>	<ul style="list-style-type: none"> - Administration - Training 	<ul style="list-style-type: none"> - Having well-trained, certified firefighters, skilled, knowledgeable, and able to perform tasks safely and efficiently. There is potential for revenue in training firefighters from other municipalities. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management

FIRE DEPARTMENT

► KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Feasibility Study/Major Renovation Planning of Acton Fire Station	<p>This project is to prepare for renovations to the 32-year-old facility in need of major repair.</p> <p>Planned renovations include locker rooms, washrooms, kitchen, plumbing and dormitory.</p>	- Administration	<ul style="list-style-type: none"> - Feasibility study and architectural design. - Inclusive design to accommodate firefighters of all identified genders. - Design that will utilize energy efficient products and materials known to reduce environmental impact and carbon footprint. - Detailed cost estimates for the scope of renovations. 	- Fiscal & Corporate Management
4. Emergency Management Program/ Incident Management System/ Business Continuity	Continue review and updating of emergency management program to meet Provincial requirements.	- Administration	<ul style="list-style-type: none"> - Staff can perform their roles in the Emergency Control and Support Groups and liaise with other government agencies. - An emergency plan that assists in minimizing the effects of an emergency on the Town. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management

FIRE DEPARTMENT

► KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
5. Tanker Replacement	<p>Reliable apparatus configured similar to other tankers in our fleet. Our current tanker is 20 years old.</p> <p>Apparatus is designed to transport 2,500 gallons of water and equipment to respond to all calls for service.</p> <p>Tanker built to meet National Fire Protection Association (NFPA) 1901.</p>	- Administration	<ul style="list-style-type: none"> - Safe and fuel-efficient apparatus. - Reduced downtime for repairs. - Reduced maintenance/repair costs due to apparatus being covered by manufacturer's warranty. - Provide ability to maintain our Superior Tanker Shuttle Accreditation. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management
6. Recruitment and Retention Strategies	<p>Hire, train and deploy part-time firefighters in both urban areas.</p> <p>Provide detailed information sessions in person and on-line to attract the best candidates that represent the diversity and makeup of our communities.</p>	- Administration	<ul style="list-style-type: none"> - Fully enrolled recruit program. - Recruits assigned to all stations to fill vacant positions. - Robust training syllabus that identifies future candidates for full-time competition. - In house opportunities for current part time staff to improve skills and recognition of those persons. 	<ul style="list-style-type: none"> - Fiscal & Corporate Management

FIRE DEPARTMENT

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	



FIRE DEPARTMENT

► PERFORMANCE INDICATORS:

Operational	Target
Effective personnel management (minimum lost time and overtime).	- Review 24 hour shift metrics.
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. 	- Improvement on 2021 baseline.
Safe and highly trained first responders: <ul style="list-style-type: none"> - Total training hours. 	- Meet provincial certification.
Quality of Life	Target
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. 	- 5% increase in social media traffic and messages delivered.
Improvement of Wellness Program: <ul style="list-style-type: none"> - Reduction in lost time. 	- Bi-weekly wellness communique.

2022 Operating Budget Overview

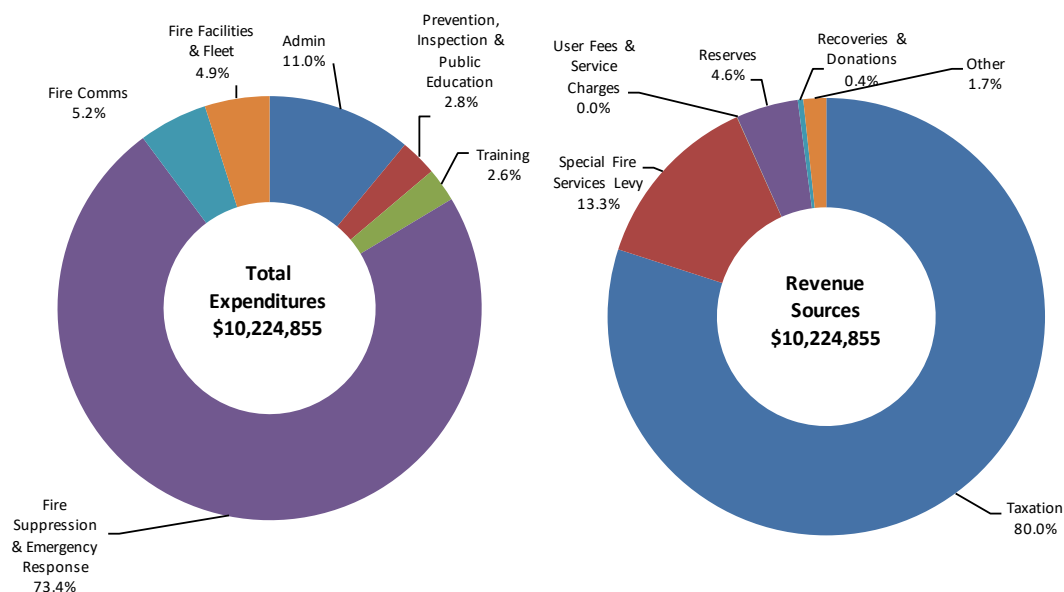
The Halton Hills Fire Department is a composite fire service providing an all-hazards response capability to natural and human-caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, the divisions provide:

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

2022 Operating Budget Highlights

The Fire Services Operating Budget for 2022 is proposed at \$10,224,855 in gross expenditures with \$1,360,955 being supported from the Special Fire Services Levy and \$8,177,900 from the general tax levy.

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Total									
Expense	9,446,155	9,229,066	9,930,455	-	10,000	284,400	10,224,855	778,700	8.2%
Revenue	(274,100)	(261,300)	(401,600)	-	-	(284,400)	(686,000)	(411,900)	150.3%
Net Expenditures before special levy	9,172,055	8,967,766	9,528,855	-	10,000	-	9,538,855	366,800	4.0%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,811,100	7,606,811	8,167,900	-	10,000	-	8,177,900	366,800	4.7%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,095,700	983,598	1,125,400	-	-	-	1,125,400	29,700	2.7%
Revenue	(500)	-	(500)	-	-	-	(500)	-	0.0%
Special Levy - Fire Services	(290,900)	(290,900)	(290,900)	-	-	-	(290,900)	-	0.0%
Net Expenditures	804,300	692,698	834,000	-	-	-	834,000	29,700	3.7%
Prevention, Inspection & Public Education									
Expense	152,355	153,887	289,155	-	-	-	289,155	136,800	89.8%
Revenue	(46,500)	(44,200)	(174,000)	-	-	-	(174,000)	(127,500)	274.2%
Special Levy - Fire Services	(74,855)	(74,855)	(74,855)	-	-	-	(74,855)	-	0.0%
Net Expenditures	31,000	34,832	40,300	-	-	-	40,300	9,300	30.0%
Training									
Expense	192,500	169,205	218,300	-	10,000	35,000	263,300	70,800	36.8%
Revenue	-	-	-	-	-	(35,000)	(35,000)	(35,000)	0.0%
Net Expenditures	192,500	169,205	218,300	-	10,000	-	228,300	35,800	18.6%
Fire Suppression & Emergency Response									
Expense	6,969,800	6,929,765	7,256,600	-	-	249,400	7,506,000	536,200	7.7%
Revenue	(185,100)	(185,100)	(185,100)	-	-	(249,400)	(434,500)	(249,400)	134.7%
Special Levy - Fire Services	(995,200)	(995,200)	(995,200)	-	-	-	(995,200)	-	0.0%
Net Expenditures	5,789,500	5,749,465	6,076,300	-	-	-	6,076,300	286,800	5.0%
Fire Communications									
Expense	536,200	549,985	536,200	-	-	-	536,200	-	0.0%
Revenue	(27,000)	(20,000)	(27,000)	-	-	-	(27,000)	-	0.0%
Net Expenditures	509,200	529,985	509,200	-	-	-	509,200	-	0.0%
Fire Facilities & Fleet									
Expense	499,600	442,626	504,800	-	-	-	504,800	5,200	1.0%
Revenue	(15,000)	(12,000)	(15,000)	-	-	-	(15,000)	-	0.0%
Net Expenditures	484,600	430,626	489,800	-	-	-	489,800	5,200	1.1%
Total									
Expense	9,446,155	9,229,066	9,930,455	-	10,000	284,400	10,224,855	778,700	8.2%
Revenue	(274,100)	(261,300)	(401,600)	-	-	(284,400)	(686,000)	(411,900)	150.3%
Net Expenditures before special levy	9,172,055	8,967,766	9,528,855	-	10,000	-	9,538,855	366,800	4.0%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,811,100	7,606,811	8,167,900	-	10,000	-	8,177,900	366,800	4.7%

The 2022 Operating Budget proposes a net expenditure increase of \$366,800, or 4.7%. The breakdown of major budget changes are as follows:

- \$333,600, or 4.3%, 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. Also included is the two year cumulative adjustment of prior year compensation estimates based on the new Collective Bargaining Agreement.
- A one-time transfer from the Fire Reserve is proposed in 2022 for a staffing model pilot to deploy our 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 a realigned deployment model without a FTE impact to the Town.

- The Blue Card IMS Training Platform will be implemented in 2022, providing our Officers with a training and certification system that defines the best Standard Command Practices for common, local, everyday Strategic and Tactical emergency operations. This training and certification program will provide our Officers with the increased knowledge to make improved Command decisions to better respond to incidents safely and effectively within our community.

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Fire Station Staffing Plan	\$ -	January 1, 2022
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Department	Division	
Fire Services	Fire Suppression & Emergency Response	

Description of Services to be Performed:

The scope of the Staffing Plan is to better align and deploy our 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 a realigned deployment model without a FTE impact to the Town.

Budget Impact:

Expenditures:

Salary & Benefits	249,400
Supplies & Services	
Other	
Total	\$ 249,400

Account & Notes:

Revenue:

Fees	
Grants	
Other	(249,400)
Total	\$ (249,400)

Fire Services Reserve

Net Cost \$ -

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Blue Card IMS Training Platform	\$ 10,000	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Fire Services	Fire Suppression & Emergency Response

Description of Services to be Performed:

The "Blue Card" training program is an internationally recognized Incident Management System, providing Fire Departments with a training and certification system that defines the best Standard Command Practices for common, local, everyday Strategic and Tactical emergency operations. The recent closure of the Ontario Fire College has eliminated our ability to train our Officers to a recognized standard, forcing the Department to seek other methods of training.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	
Other	45,000
Total	\$ 45,000

Account & Notes:

Training Fees

Revenue:

Fees	
Grants	
Other	(35,000)
Total	\$ (35,000)

Fire Services Reserve

Net Cost \$ 10,000

Fire Services

Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
EQUIPMENT												
5200-06-0101	Small Equipment Replace	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000
5200-06-0102	4th Station - Small Equipment Replace							10,000	10,000	10,000	10,000	40,000
5200-06-1701	Drone & Camera System										90,000	90,000
5200-07-0102	FF Protective Clothing Repl	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000	830,000
5200-07-0104	Breathing Apparatus Replacemnt	20,000	20,000	20,000	20,000	20,000	450,000	20,000	20,000	20,000	20,000	630,000
5200-07-0107	Heavy Extraction Equip Repl		150,000									150,000
5200-07-2001	Replace Gas Detection Equip										25,000	25,000
5200-07-2201	Fire Hose/Turnout Gear Dryer	75,000										75,000
5400-06-0101	Replace Pagers							110,000				110,000
5400-06-2501	Radio Replacement					1,500,000						1,500,000
Subtotal		211,000	286,000	136,000	136,000	1,636,000	566,000	256,000	146,000	146,000	261,000	3,780,000
FLEET												
5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)					400,000						400,000
5900-25-2103	Replace Unit 712									80,000		80,000
5900-25-2104	Replace Unit 711									80,000		80,000
5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	60,000							60,000			120,000
5900-25-2202	Replace Rehab Trailer/Truck Unit 731					400,000						400,000
5900-25-2203	Replace Tanker 742 (T3)	600,000										600,000
5900-25-2303	Replace Aerial 750 (A3)		1,500,000									1,500,000
5900-25-2401	Replace Tanker 743 (T1)			600,000								600,000
5900-25-2403	Replace Pump 721 (P2)			850,000								850,000
5900-25-2501	Replace Pump 724 (P1)				850,000							850,000
5900-25-2801	ATV and Utility Trailer							21,000				21,000
5900-25-2802	Mobile Light Tower & Generator							13,700				13,700
5900-25-3001	Replace Support Unit 709 (109)									70,000		70,000
5900-25-3002	Replace Support Unit 710 (310)									60,000		60,000
5900-25-3003	Training Division Passenger Van									80,000		80,000
Subtotal		660,000	1,500,000	1,450,000	850,000	800,000	-	34,700	60,000	370,000	-	5,724,700
FACILITIES												
5500-02-1601	Training Centre Upgrades	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
5500-02-2202	Retrofit and Upgrade of CCTV Systems		26,000									26,000
5500-02-2203	Station Renovations - Acton Station	100,000	400,000									500,000
5500-02-2301	Station Renovations - Maple Ave Station										100,000	100,000
5500-02-3101	Station Renovations - Headquarters										100,000	100,000
5500-06-2501	Marquee - Acton Station				80,000							80,000
5501-02-2001	Acton Fire Hall Parking Lot Repaving		45,000		-							45,000
Subtotal		110,000	481,000	10,000	90,000	10,000	10,000	10,000	10,000	10,000	210,000	951,000

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
GROWTH												
5000-22-2001	Fire Serv MP&Commty Risk Assmt							90,000				90,000
5200-06-2601	4th Station - Small Equipment					200,000						200,000
5200-07-0109	Outfit New FT Firefighters (21 FF)					270,000						270,000
5200-07-2601	4th Station - Extrication Equipment					150,000						150,000
5500-03-2301	4th Station & Training Centre Constr						5,200,000					5,200,000
5500-03-2501	4th Station - Design & Eng				500,000							500,000
5500-03-2701	4th Station - Equipment & Furnishings					150,000	1,626,000					1,776,000
5500-08-2501	4th Station - Land Acquisition				3,000,000							3,000,000
5900-25-2301	Aerial 752 (A4)					1,635,000						1,635,000
5900-25-2302	Support Unit 715 (414)					78,000						78,000
5900-25-2601	Tanker - 4th Station (New)					742,800						742,800
5900-25-2701	Pumper - P4 (Equipped)					1,035,000						1,035,000
5900-25-2702	Rescue - R4 (Equipped)					1,158,400						1,158,400
Subtotal		-	-	-	3,500,000	5,419,200	6,826,000	90,000	-	-	-	15,835,200
TOTAL FIRE SERVICES		981,000	2,267,000	1,596,000	4,576,000	7,865,200	7,402,000	390,700	216,000	526,000	471,000	26,290,900

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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 2021 at a cost of \$100K. Future capital requirements of \$400K in 2022 will fund the construction of the fire station.
- \$11,608,800 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.

Fire Services

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
234	5500-02-2203	Station Renovations - Acton Station	4.50	100,000	100,000	-	-	100,000	-	-
235	5200-06-0101	Small Equipment Replace	4.00	33,000	33,000	33,000	-	-	-	-
236	5200-07-0102	FF Protective Clothing Repl	4.00	83,000	83,000	75,000	-	8,000	-	-
237	5200-07-0104	Breathing Apparatus Replacmnt	4.00	20,000	20,000	10,000	-	10,000	-	-
238	5200-07-2201	Fire Hose/Turnout Gear Dryer	4.00	75,000	75,000	-	-	75,000	-	-
239	5900-25-2203	Replace Tanker 742 (T3)	4.00	600,000	600,000	-	-	600,000	-	-
240	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	3.30	60,000	60,000	-	-	60,000	-	-
241	5500-02-1601	Training Centre Upgrades	3.20	10,000	10,000	10,000	-	-	-	-
2022 Total				981,000	981,000	128,000	-	853,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 5500-02-2203	Project Name Station Renovations - Acton Station	2022 Budget \$100,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison
Service Category Fire Services	Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date Jan 2022		
Target Completion Date Dec 2022		
Future Period Capital Requirements \$400,000	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0	Construction Phase	<input type="checkbox"/>

Description	
Scope:	This project is to renovate a 32-year-old facility originally designed to house part-time firefighters. Present day it now supports, in addition to part-time firefighters, career staff who work a 24/7 model. To date, multiple renovations have occurred to make the best use of existing space. However, our workforce is now comprised of male and female firefighters and our previously designed space and renovations can no longer meet our needs. Renovations will include: locker rooms, washrooms, kitchen, plumbing and dormitory. This is a multi-year project beginning with a Feasibility Study and architectural design. Cost estimates for the renovations will be determined and brought forward in the next year's budget cycle.
Deliverables:	A facility renovated (washrooms/showers, locker rooms, kitchen and plumbing) to accommodate both male and female firefighters.
Benefits:	The renovation of the Acton Station will bring the facility in line with present-day building standards and provide a workplace that is safe and functional for all users. Renovations will utilize energy efficiency best-practises, reducing operating costs, while maintaining a desired level of service to the community.
Risks If Not Implemented:	Acton fire station renovations are critical to ensure the facility meets modern day standards (female firefighter locker room-washroom-dormitory)
Additional Information:	NFPA 1500 Standard on Fire Dept. Occupational Safety, Health, and Wellness Program NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Ops., and Special Operations to the Public by Career Fire Depts. NFPA 1851 Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting

2022 Capital Project Information Sheet

Project No. 5200-06-0101	Project Name Small Equipment Replacement		2022 Budget \$33,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Base Capital	Amount \$33,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	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 acquire small emergency response equipment needed due to lifecycle, damage or obsolescence. Replacement of small equipment will utilize the latest technology, if available, to reduce environmental impacts. This equipment is essential to fireground and rescue operations.
Deliverables:	The primary deliverable of this project is to ensure firefighter safety and operational efficiency and meet any regulated standards applicable to emergency operations.
Benefits:	Ageing and damaged small equipment will be identified to ensure a constant state of operational readiness.
Risks If Not Implemented:	Firefighter & community safety could be compromised with outdated equipment.
Additional Information:	Legislation: Occupational Health & Safety Act, Office of the Fire Marshal Public Fire Safety Guideline 04-07-12.

2022 Capital Project Information Sheet

Project No. 5200-07-0102	Project Name Fire Fighter Protective Clothing Replacement		2022 Budget \$83,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources	Amount
Target Start Date Jan 2022		Base Capital	\$75,000
Target Completion Date Dec 2022		Capital Replacement Reserve	\$8,000
Future Period Capital Requirements Annual		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 provide new fire fighting protective clothing due to end of life cycle or damage.
Deliverables:	Replacement of firefighter protective clothing that has reached the end of its lifecycle or damage. Clothing must meet regulatory standards.
Benefits:	Providing firefighters with protective clothing that meets current NFPA Standards. Protective clothing assists with firefighter safety and protection from occupational diseases such as cancer.
Risks If Not Implemented:	Firefighter Safety could be compromised and fireground operations limited if equipment reaches its end of life expectancy and is not replaced. Firefighters exposed to chemicals can lead to occupational diseases such as cancer resulting in lost time from work and increased WSIB (Presumptive) cancer claims.
Additional Information:	Legislation: NFPA 1851 - Selection, Care, and Maintenance of Protective Ensembles for Structural Firefighting and Proximity Firefighting; NFPA 1971 - Standard on Protective Ensembles for Structural Firefighting O. Reg. 714/94: Firefighters - Protective Equipment

2022 Capital Project Information Sheet

Project No. 5200-07-0104	Project Name Breathing Apparatus Replacemnt		2022 Budget \$20,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources	Amount
Target Start Date Jan 2022		Base Capital	\$10,000
Target Completion Date Dec 2022		Capital Replacement Reserve	\$10,000
Future Period Capital Requirements Annual		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 ensure firefighters have the necessary Self Contained Breathing Apparatus (SCBA)/components that meets regulatory requirements.
Deliverables:	Primary deliverable 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. Firefighters will have access to safe and dependable equipment to use when required and not limit their response at emergency incidents.
Risks If Not Implemented:	It is an Ontario Health & Safety Legislated function to ensure firefighters have the necessary equipment. Without this equipment, firefighters would not be able to enter environments that pose an Immediate Danger to Life and Health (IDLH). Firefighter health and safety would be compromised if equipment not maintained.
Additional Information:	Legislation: NFPA 1852 Standard for Care and Maintenance of Open Circuit Self Contained Breathing Apparatus (SCBA) NFPA 471 - Responding to Hazardous Materials Incidents. Occupational Health & Safety Act - Section 21 Health & Safety Guidance note/Respiratory Protection Program - compliance.

2022 Capital Project Information Sheet

Project No. 5200-07-2201	Project Name Fire Hose/Turnout Gear Dryer		2022 Budget \$75,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date	Jan 2022		
Target Completion Date	Sep 2022		
Future Period Capital Requirements	\$0	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 equip all three fire stations with combination bunker gear/fire hose dryers.
Deliverables:	Combination turnout gear/fire hose dryers will help properly maintain this equipment, dry the gear/fire hose, return it to service quickly and ensure the equipment lasts for its intended service life.
Benefits:	Properly washed gear & fire hoses dried and returned to service as quickly as possible and will help extend the life of the equipment. Care that meets or exceeds the requirement of current NFPA standards.
Risks If Not Implemented:	Gear not available for use in emergency situations. Lifecycle of equipment shortened. Health and Safety of firefighters put at risk. Community put at risk due to equipment being out of service. In addition, damp gear/hose can introduce mould growth on the equipment and into the fire stations affecting firefighter health.
Additional Information:	NFPA 1851: Standard on Selection, Care and Maintenance of Structural Fire Fighting Protective Ensembles & NFPA 1962: Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances.

2022 Capital Project Information Sheet

Project No. 5900-25-2203	Project Name Replace Tanker 742 (T3)		2022 Budget \$600,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Equipment Reserve	Amount \$600,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		\$0 \$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: The replacement of a 20 year old Tanker apparatus that will meet all applicable standards and provide a reliable and safe platform for firefighters to use.			
Deliverables: Reliable apparatus configured similar to other Tankers in our fleet. Apparatus is designed to transport 2,500 gallons of water and equipment to respond to all calls for service. The apparatus will be equipped with all safety features designed to keep those that use it, safe.			
Benefits: Reduced down time for repairs. Reduced maintenance/repair costs due to apparatus being covered by manufacturers warranty. Ability to maintain our Fire Underwriters Survey (FUS) - Superior Tanker Shuttle Accreditation.			
Risks If Not Implemented: Aging fire apparatus repairs and maintenance issues escalate overtime which in turn takes vehicles out of service on a more regular basis. Our Tanker apparatus is an essential public safety asset as its part of our emergency response deployment model both within our community and in our contract /mutual aid areas.			
Additional Information: Inability to respond to emergency incidents with reliable apparatus can impact our contract services and our Superior Tanker Shuttle Accreditation, resulting in increased property damage, injuries or loss of life. Tanker to meet National Fire Protection Association (NFPA) 1901 Standard for automobile firefighting apparatus, Canada/ULC S515 Standard for automobile firefighting apparatus.			

2022 Capital Project Information Sheet

Project No. 5900-25-2201	Project Name Replace Deputy Fire Chief's Car 3 Unit 713		2022 Budget \$60,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Equipment Reserve	Amount \$60,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$60,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Replacement of Chief Officer's vehicle that have reached the end of its serviceable life expectancy.
Deliverables:	Primary deliverable of this project is to provide a safe, reliable and energy efficient vehicle using hybrid technology to respond to emergencies and support fireground operations.
Benefits:	Chief Officers are able to respond to emergency incidents in a timely manner to provide supervision, support, direction and to take command of incidents as required. Vehicles are suitably equipped to support fireground operations.
Risks If Not Implemented:	Chief Officer's work on an "On Call" rotation requiring their response to incidents 24/7. Vehicles are outfitted with emergency equipment and resources to support staff at these incidents. Vehicles will require significant repairs to components if kept in service longer. Breakdowns or out of service vehicles will severely restrict their ability to respond as required.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 5500-02-1601	Project Name Training Centre Upgrades		2022 Budget \$10,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Base Capital		Amount \$10,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	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 create a Regional Training Centre at Station 2 (Maple Avenue) as a result of the closure of the Ontario Fire College. This Centre will allow the HHFD to provide all hazard training for all our firefighters. 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.
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.
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, skilled, knowledgeable, and able to perform tasks safely and efficiently. There is also potential for revenue to train firefighters from other municipalities at this facility.
Risks If Not Implemented:	The Ontario Fire College has ceased operations in favour of a Regional Training Centre model. Firefighters would need to travel outside of our town, increasing training, travel & overtime costs and affecting availability to respond to incidents in town.
Additional Information:	Legislation: Training Centers, NFPA 1401 Recommended Practice for Fire Service Training, NFPA 1402 Standard of Facilities for Fire Service training & Associated Props., NFPA 1410 - Standard for Emergency Scene Operations.



Transportation & Public Works

2022 Budget & Business Plan

TRANSPORTATION & PUBLIC WORKS

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.

2022 BUSINESS PLAN



TRANSPORTATION & PUBLIC WORKS

DEPARTMENT OVERVIEW:

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

Building Services

Responsible for enhancing public safety through the application of uniform standards set out in the Ontario 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. Division promotes safety of the community through the administration of the Town's by-laws.

Transportation

Responsible for ensuring safe and efficient transportation infrastructure by planning roads, active transportation and transit as well as managing signs, pavement markings, traffic signals, and street lighting. Provide a safe and reliable transit service for people with disabilities, seniors and youth.

Development Engineering

Responsible for supporting development in the Town of Halton Hills by creating, implementing and monitoring compliance with standards and policies in a sustainable manner, review of planning applications, monitoring of construction activities and provision of Water Resource Engineering expertise to support Secondary Plans and other Town initiatives. Division ensures that site alterations, entrance modifications and utility works within the Town's Right-Of-Way associated with future development or as standalone activities are done in a manner consistent with the Town's approved policies and procedures.

Engineering & Construction

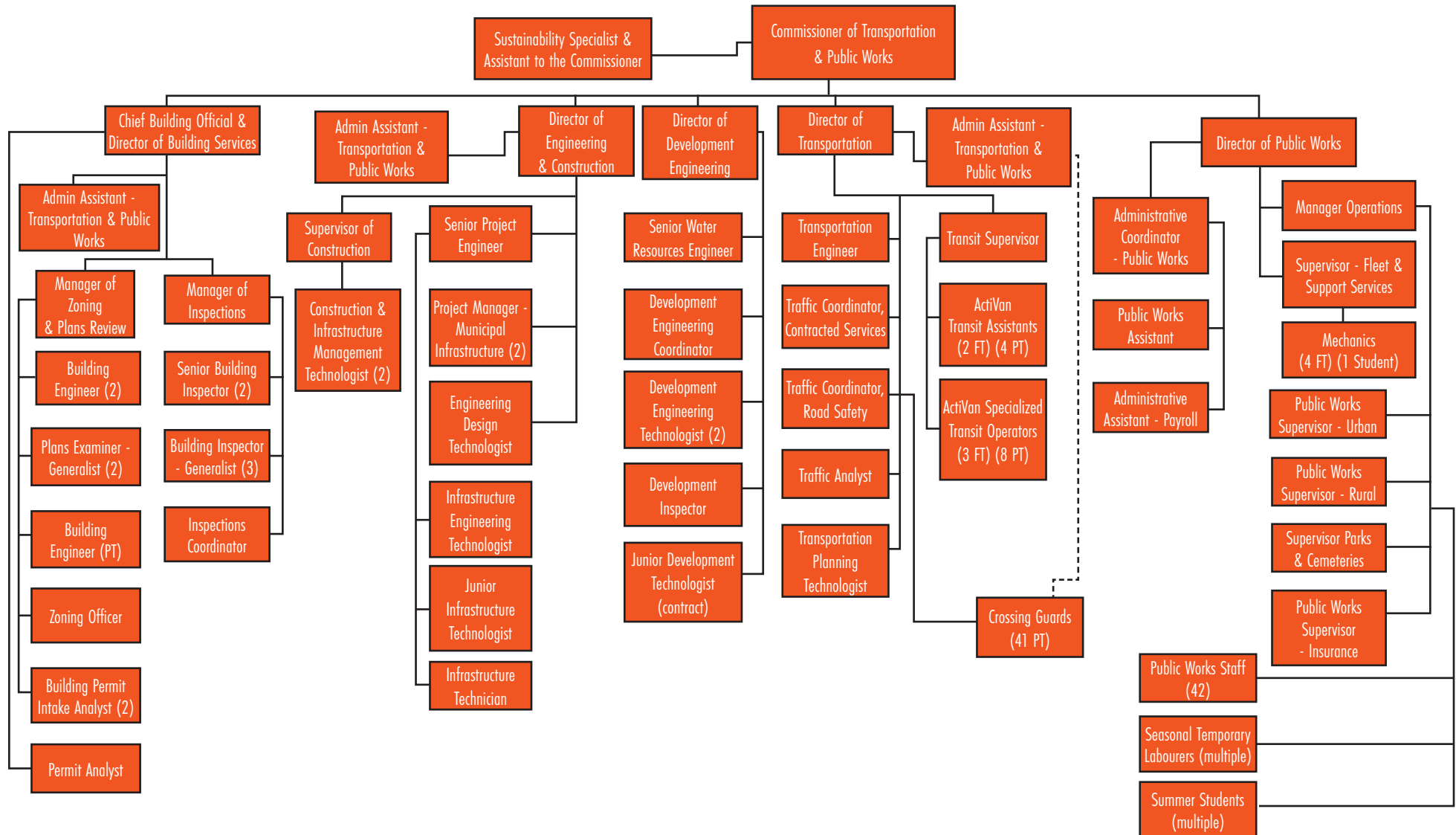
Responsible for planning, designing and delivering the capital budget program associated with roads, bridges, active transportation facilities, culverts and storm water management in a safe, cost-effective manner that addressed regulatory requirements and the needs of the community.

Public Works

Responsible for maintaining municipal infrastructure such as roads, bridges, drainage systems, parks, and sports fields to standards as defined by Provincial legislation or Council. The division plans, prepares and budgets for severe weather events to provide continuity of service to the community.

TRANSPORTATION & PUBLIC WORKS

CURRENT ORG CHART: ◀



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES:

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

Transportation

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

Development Engineering

- Asset management
- Development engineering & construction
- Entrance/excavation permitting
- Municipal consents for utilities
- Site alteration permitting and enforcement
- Source water protection
- Water resources and stormwater management



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES (continued):



Engineering & Construction

- Asset management
- Capital budget development
- Construction management planning and administration
- Engineering studies and design
- Project management and Class EAs
- Source water protection
- Stormwater management
- Surveying and utility locates

Public Works

- Annual inspections (sidewalks, signs, storm ponds)
- Asset management
- Bridge and culvert maintenance
- Cemetery maintenance
- Corporate Fleet Management
- Parks and sports field maintenance
- Road Patrol (to meet Minimum Maintenance standards)
- Road maintenance
- Stormwater system maintenance
- Tree maintenance (removal, planning, pruning)
- Winter maintenance

TRANSPORTATION & PUBLIC WORKS

▶ 2021 ACCOMPLISHMENTS/SUCCESSIONS:

Building Services

- Maintained uninterrupted delivery of all Building Division services during COVID-19, including the issuance of all building permits and conducting all the mandatory inspections in compliance with the timeframes set out in the Ontario Building Code and within the limitations imposed by the province's Emergency Order. Compared with the year 2021 the workload related to the issuance of the building permits increased by 40% and the number of inspections (mandatory and proactive) increased by 45%.
- Revised and updated several of the current business procedures to improve operations.
- Prepared and implemented several improvements to the current AMANDA processes to improve efficiencies and reporting.
- Introduced electronic document review software (Bluebeam® Revu®) for the purpose of supporting future e-permitting (accepting applications and reviewing design documentation submitted in support of permit applications).

Development Engineering

- Construction of the Halton Hills Drive Extension underway with completion anticipated in the spring of 2022. Project includes new stormwater management quality control facilities including Low Impact Development (LID) features within the Town ROW and installation of a new regional trunk sanitary sewer. An alternative delivery model was utilized to ensure that Town, Region and development-related infrastructure could be constructed simultaneously in order to minimize costs and construction duration.
- Update to the Town's Development Manual initiated with consultation with the related Town departments, agencies and key stakeholders. Initial deliverables have been completed and the updated Development Manual is scheduled to be finalized in 2022.
- Due to an increase in the volume and complexity of violations related to site alterations, Development Engineering staff have established a more efficient process in collaboration with By-law Enforcement to assist in the inspection and enforcement site alteration complaints and violations.

TRANSPORTATION & PUBLIC WORKS

► 2021 ACCOMPLISHMENTS/SUCCESES (continued):

Transportation

- Completed ActiVan Specialized Transit Master Plan to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and recommended long term service delivery.
- Implemented Churchill Road South neighbourhood traffic calming measures to reduce speeding and aggressive driving in the area.
- Implemented Halton Hills' second rainbow crossing in Acton at Main Street North and River Street.
- Completed the detailed design of the traffic control signal at Main Street North and School Lane.
- Installed 2 pedestrian crossovers at Barber Drive and Killaloe Crescent/Smith Drive (South Intersection) and Mill Street West and Victoria Avenue.
- Implemented on-road bike lanes on Barber Drive (East) between Mountainview Road South and Danby Road (Roundabout).
- Installed three rural streetlight installations at 17 Side Road/Tenth Line (South), Third Line/Glen Lawson Road, 25 Side Road/Nassagaweya-Esquesing Townline.
- Initiated design for traffic control signals at 5 Sideroad and Fourth Line.
- Implemented new streetlighting on Carruthers Road, 5 Sideroad east of Fifth Line bridge lighting and pathway lighting between Weber Drive and Steven Crescent.
- Implemented solar flashing beacons on Maple Avenue at the Fire Station, Main Street east of Wildwood Road and Mountainview Road south of Mullen Place.
- Initiated 40km/h posted speed limit pilot project.
- Constructed new sidewalk connection on McCullough Crescent to the Metrolinx pedestrian underpass.



TRANSPORTATION & PUBLIC WORKS

► 2021 ACCOMPLISHMENTS/SUCCESES (continued):



Engineering & Construction

- Completed the reconstruction of Queen Street in Acton with funding from the MTO's Connecting Links program. Included bike lanes for active transportation and the installation of a new intersection pedestrian signal (IPS) at Acton Boulevard.
- Commenced the Phase 2 reconstruction of 22 Sideroad from 50m East of Elizabeth Street, Limehouse, to Highway 7. Included a paved shoulder for active transportation, stormwater management improvements, and the intersection improvement at Sixth line.
- Completed the intersection improvement of Guelph Street and Maple Avenue including the construction of a multi-use path from Main Street to Guelph Street as well as bike lanes on Maple Avenue between Guelph Street and Mountainview Road for Active Transportation.
- Completed resurfacing of 10.7 lane kilometers of our road network, which included 290m of new multi-use trail, and 385m of new sidewalk.
- Commenced the Town's Stormwater Master Plan study which is scheduled to be finalized in 2023.

Public Works

- Enhancement of online tree sales service, achieving 1,000 trees purchased.
- Completion of an updated Boundary Road Agreement with Milton.
- Implementation of fleet tracking to monitor equipment and material (salt and sand) application.
- Continued implementation of the Corporate Fleet Management Strategy objectives.
- Continuing the evolution of the Winter Control Strategy to respond to changing weather events and temporary expansion of the pathway/sidewalk plowing program to accommodate an increase in demand for outdoor exercise opportunities due to COVID-19.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Challenges:	<p>Traffic Operations and Road Safety (Transportation)</p> <p>The number of requests for operational reviews, speed enforcement, traffic calming and neighbourhood/community meetings continue to increase and impacts the ability for the traffic group to deliver the core program (capital and operating) including traffic signal upgrades, traffic studies and data collection, school crossing guard program, transportation analysis related to development applications, safety assessments and other road operations analysis.</p> <p>Transportation staff continue to support other departments' initiatives, studies and projects within the corporation. As part of the climate change emergency, there is a need to expand active transportation infrastructure and promote sustainable travel and reduce the need of single occupancy vehicles to further enhance options such as walking, cycling, transit and carpooling.</p> <p>The development of the Asset Management Plan for the corporation including the implementation of the software has required dedicated transportation staff to provide detailed information to ensure that all processes are documented, and existing and future assets are recognized.</p> <p>Development and Permit Reviews (Development Engineering)</p> <p>The increases in planning applications and permit applications presents a significant challenge for staff to deliver the desired level of service. Time required to complete planning application reviews has been increasing and the ability to provide support for the Business Concierge program will become increasingly challenging. Additional staff resources will be required to ensure the expected level of service is provided.</p>

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Challenges: (continued)	<p>Charging Delivery of Services (Building/Development Engineering)</p> <p>Maintaining continuous operations in compliance with the requirements of the Building Code Act and public expectations presents a challenge. Processes and technologies must be modified and adapted to the changing work environment and the limitations imposed by the Province's Emergency Orders.</p> <p>Increases in building permit submissions, increased requests from the Municipal Property Assessment Corporation (MPAC), public information requests and compliance letters for real estate transactions has put a strain on building division service levels.</p> <p>Site Alteration (Development Engineering)</p> <p>There has been a significant increase in large scale or complex complaints for site alteration issues. The type of contraventions being investigated are more complicated as they intertwine with Planning, Zoning, the Region and conservation authorities. The public has also become more engaged with these issues and the associated investigations which require more staff time to prepare and share appropriate information.</p> <p>By-law enforcement has provided tremendous support during this year. With their help we have developed an enhanced working arrangement to move these investigations to the enforcement stage.</p> <p>Roadside Amenity Maintenance (Public Works)</p> <p>Resident expectations on well-maintained roadside amenities, such as shrub beds and entrance features, are an increasing challenge. While current resources are being adjusted to provide some improvement, much of the maintenance performed is reactionary. Additional resources will be required to meet the increased inventory and expectations of residents.</p>

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Challenges: (continued)	Extreme Weather (Public Works) The Town is starting to experience the impacts of climate change and the related predictions of extreme weather events. In recent years, unusual storm events in both summer and winter, such as heavy rainfalls, wind and ice events, seem to be increasing. These extreme weather events will continue to challenge Public Works' ability to respond and the capacity of the Town's infrastructure.
Opportunities:	E-Permitting (Building / Development Engineering) Accepting on-line applications and electronic plans review will increase efficiency in receiving, distributing, reviewing and marking design documentation submitted in support of permit applications. E-permitting will also reduce the amount of paper generated, reduce space required for storage and respond to the current public expectations. Update Standards (Engineering & Construction / Development Engineering) Adjust design standards, methods and materials associated with road and stormwater infrastructure to support climate change adaption and enhance the life cycle of infrastructure assets. Excess Soil Management (Engineering & Construction/ Development Engineering) Review and adjust our processes and standard documents associated with delivery of road infrastructure to meet the new excess soils regulation (O. Reg. 406/19) which is intended to promote the beneficial reuse of excess soils in Ontario.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Opportunities: (continued)	<p>Traffic Engineering Workplan (Transportation and Transit)</p> <p>Implement projects/programs based on the approved Traffic Engineering Workplan including non-intrusive traffic calming measures such as flexible bollards within urban areas of the community. The use of these measures has been proven to be effective and can be implemented quickly to address speeding concerns. This will also allow Halton Regional Police Service to provide resources for enforcement in targeted areas to address speeding, aggressive driving and trucking concerns.</p> <p>Funding (Transportation and Transit)</p> <p>Continue leveraging funding opportunities for Active Transportation and Climate Change initiatives including transit enhancements.</p> <p>Implementation of Asset Management Information System and Corporate Fleet Management Strategy (Public Works)</p> <p>The ongoing implementation of an asset management information system (AMIS) with the associated work order system will assist Public Works in the planning and delivery of preventative maintenance and inspection programs. This initiative will also support the implementation of several recommendations within the Council-approved Corporate Fleet Management Strategy. In fully realizing these initiatives, staff expect there will be resource constraints. These constraints will be identified as the projects proceed.</p> <p>Winter Equipment Monitoring (Public Works)</p> <p>Continued enhancement of fleet monitoring capabilities will provide for improved route completion and coordination of snow removal equipment during winter events.</p>

TRANSPORTATION & PUBLIC WORKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Implement Traffic Engineering and Transit Workplan	<p>Construct bus stop pads and commence transit service on Steeles Avenue (Operated by the Town of Milton).</p> <p>Implement pedestrian crossings, flashing beacons and traffic control signals enhancements at various locations.</p> <p>Complete the Eighth Line Class Environmental Assessment.</p> <p>Implement enhancements for active transportation.</p>	- Transportation	<p>To provide conventional transit route on Steeles Avenue to service the Premier Gateway.</p> <p>To provide improved right-of-way safety and operation for vehicles, pedestrians and cyclists.</p> <p>A comprehensive public consultation and engagement process to establish the Transportation needs including all modes of travel.</p> <p>Increase overall active transportation infrastructure and provide improved safety for both pedestrians and cyclists.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change Environment
2. Mountainview Bridge over Hungry Hollow Rehabilitation	Rehabilitate the bridge structure to maintain it in a state of good repair.	- Engineering & Construction	Long term financial savings through extension of the useful life of the bridge. Lower operating and maintenance cost with the removal of the longitudinal construction joint seal and bring the structure in line with the latest Ontario Bridge Code which will enhance pedestrian and cyclist safety.	<ul style="list-style-type: none"> - Transportation - Fiscal & Corporate Management

TRANSPORTATION & PUBLIC WORKS

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Maple Avenue Active Transportation Improvements	Reconstruction of the road and provide active transportation facilities on Maple Ave from Main Street to Trafalgar Road.	- Engineering & Construction	Long term financial savings through extension of the useful life of the road. Increase overall active transportation infrastructure and provide improved safety for both pedestrians and cyclists.	- Transportation - Climate Change & Environment - Fiscal & Corporate Management
4. Initiate Electronic Plans Review	<p>Complete a business process review of the building division's workflows and processes within the AMANDA system.</p> <p>Initiate process for identifying and implementing an electronic permitting system and public portal for all building permit applications.</p> <p>Utilize existing tools to establish a hybrid electronic permitting submission system for pool enclosures, septic systems, and other small projects during the business process review and electronic permitting and portal system implementation.</p>	- Building	<p>Streamline all processes in preparation of an electronic permitting system and public portal.</p> <p>Provide Halton Hills with the most effective system for electronic permitting with an emphasis on the end user experience.</p> <p>Establishing a hybrid system for small projects will assist in hands-on training for staff using the BlueBeam® Revu® markup tool. A hybrid system will assist the public by giving an electronic option for small projects and help support climate change initiatives.</p>	- Fiscal & Corporate Management

TRANSPORTATION & PUBLIC WORKS

STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Development Coordinator (Development Engineering) As the Town prepares for the upcoming growth in Vision Georgetown and the Premier Gateway, there is an increased need for an FTE 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. This position will also play a key role in supporting the business concierge program as growth continues in the commercial and industrial sectors.
	+2.0	Two Labourers (Public Works, funded through elimination of seasonal temporary positions and base budget reallocations)
Part Time	+0.3	School Crossing Guard Barber Drive and Danby Road East (Roundabout)
	-1.7	Four Seasonal Temporary Labourers (Public Works, eliminated for conversion to Full Time Labourers, above)
	+1.54	Three Summer Students and One Seasonal Temporary Labourer (Public Works, to create an additional horticulture crew for enhanced shrub bed maintenance along roads, walkways and entrance features, funded through base budget reallocations)
	+0.69	Two Seasonal Temporary Labourers (Public Works, to create an additional sidewalk plowing route to maintain established levels of service on increasing sidewalk network, funded through base budget reallocations). Annualized Impact.
Contract	+0.75	Construction Inspector (Engineering & Construction)

TRANSPORTATION & PUBLIC WORKS

► PERFORMANCE INDICATORS:

Operational	Target
Building and Demolition permits	- 900
Building Inspections	- 10,000
Engineering Permits (Site Alteration, Excavation/Entrance, Municipal Consent)	- 291

Quality of Life	Target
Bike Lanes and Multi-Use Pathways added (lane km)	- 38 km
ActiVan Ridership (including taxi)	- 29,958
Youth Ridership	- 531
Roads Maintained (lane km)	- 1,100 km
Capital Construction Value	- \$10,446,100



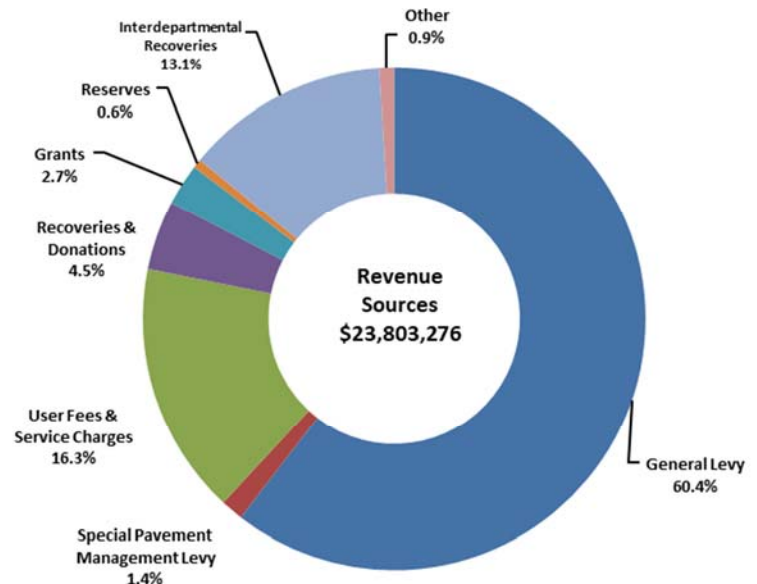
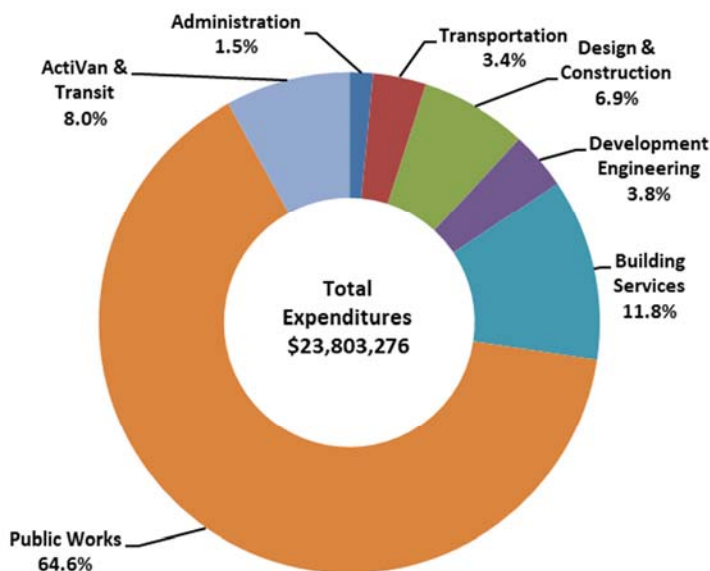
2022 Operating Budget Overview

The Transportation and Public Works Department delivers several services and programs that enhance, build, and maintain the sustainable community of Halton Hills. Services range from building permit administration to code enforcement, development review, design, construction, and maintenance of core infrastructure, and integrated transportation.

2022 Operating Budget Highlights

The 2022 Operating Budget for Transportation & Public Works of \$23,803,276 in gross expenditures, and \$14,388,400 in net expenditures, supports the work performed by all divisions within the Transportation & Public Works Department.

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	23,410,649	22,221,748	23,385,176	78,000	282,000	58,100	23,803,276	392,627	1.7%
Revenue	(9,266,649)	(9,181,644)	(8,898,876)	-	(114,000)	(58,100)	(9,070,976)	195,673	(2.1%)
Net Expenditures Before Special Levy	14,144,000	13,040,104	14,486,300	78,000	168,000	-	14,732,300	588,300	4.2%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	13,800,100	12,696,204	14,142,400	78,000	168,000	-	14,388,400	588,300	4.3%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	350,400	323,730	360,400	-	-	-	360,400	10,000	2.9%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	350,400	323,730	360,400	-	-	-	360,400	10,000	2.9%
Transportation									
Expense	874,100	730,188	817,400	-	-	-	817,400	(56,700)	(6.5%)
Revenue	(94,700)	(117,178)	-	-	-	-	-	94,700	(100.0%)
Net Expenditures	779,400	613,010	817,400	-	-	-	817,400	38,000	4.9%
Engineering & Construction									
Expense	1,535,400	1,324,328	1,586,600	-	-	58,100	1,644,700	109,300	7.1%
Revenue	(47,300)	(29,000)	(47,300)	-	-	(58,100)	(105,400)	(58,100)	122.8%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Net Expenditures	1,144,200	951,428	1,195,400	-	-	-	1,195,400	51,200	4.5%
Development Engineering									
Expense	774,500	789,634	781,200	-	114,000	-	895,200	120,700	15.6%
Revenue	(594,700)	(609,834)	(605,900)	-	(114,000)	-	(719,900)	(125,200)	21.1%
Net Expenditures	179,800	179,800	175,300	-	-	-	175,300	(4,500)	(2.5%)
Building Services									
Expense	2,753,900	2,898,690	2,797,900	-	-	-	2,797,900	44,000	1.6%
Revenue	(2,400,000)	(2,544,790)	(2,442,200)	-	-	-	(2,442,200)	(42,200)	1.8%
Net Expenditures	353,900	353,900	355,700	-	-	-	355,700	1,800	0.5%
Public Works									
Expense	15,213,099	14,572,530	15,312,204	54,000	12,000	-	15,378,204	165,105	1.1%
Revenue	(4,873,299)	(4,807,266)	(4,899,976)	-	-	-	(4,899,976)	(26,677)	0.5%
Net Expenditures	10,339,800	9,765,264	10,412,228	54,000	12,000	-	10,478,228	138,428	1.3%
ActiVan & Transit									
Expense	1,909,250	1,582,647	1,729,472	24,000	156,000	-	1,909,472	222	0.0%
Revenue	(1,256,650)	(1,073,576)	(903,500)	-	-	-	(903,500)	353,150	(28.1%)
Net Expenditures	652,600	509,071	825,972	24,000	156,000	-	1,005,972	353,372	54.1%
Total									
Expense	23,410,649	22,221,748	23,385,176	78,000	282,000	58,100	23,803,276	392,627	1.7%
Revenue	(9,266,649)	(9,181,644)	(8,898,876)	-	(114,000)	(58,100)	(9,070,976)	195,673	(2.1%)
Net Expenditures Before Special Levy	14,144,000	13,040,104	14,486,300	78,000	168,000	-	14,732,300	588,300	4.2%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	13,800,100	12,696,204	14,142,400	78,000	168,000	-	14,388,400	588,300	4.3%

The Transportation and Public Works Department's 2022 Operating Budget represents a 4.3% net increase from the approved 2021 Operating Budget.

- The 2022 budget includes a \$424,900 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.5% proposed phased-in non-union economic adjustment. This increase also includes the remaining full-year budget impact related to the assumption of ActiVan services to an in-house service delivery model.
- The base budget includes a \$343,900 contribution from the Pavement Management Special Levy. This amount covers the direct engineering staffing costs required to administer the Pavement Management program. The remaining special levy amount is utilized in the capital program for Pavement Management.
- The 2022 budget includes \$58,100 for a 9-month contract Engineering Inspector position to support the management and progress of Town capital construction projects throughout the year. This position is funded through various existing and proposed capital projects.

- An inclusion has been made for a new Development Engineering Coordinator position to assist the Development Engineering division in the review and approval of various planning applications as well as to support the Town's on-going Business Concierge program.
- \$156,000 has been included for the planned Steeles Avenue Corridor Transit route in coordination with the Town of Milton. This cost represents the Town's anticipated 2022 cost share for a partial year of operations. This item is subject to the approval of the transit route in the Town of Milton's 2022 budget and will be repurposed in the event that the implementation of the route is delayed.
- \$12,000 for an additional school crossing guard located at the intersection of Barber Dr and Danby Rd East to improve pedestrian safety.
- Various base budget reallocations have also been included for the Public Works division to reflect staffing changes for 2022. One of these changes is to implement an additional ongoing winter sidewalk clearing route starting for the 2022/23 winter season to address needs relating to the expanding sidewalk network. Other staffing changes include a summer horticulture crew and transforming some temporary labour positions to dedicated full-time positions to enhance service delivery.

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Contract Position - Engineering Inspector	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Transportation & Public Works	Engineering & Construction

Description of Services to be Performed:

Responsible for construction inspection of municipal infrastructure capital projects, review of engineering design drawings, contract documents, technical specifications, approvals/permits, and inspection of construction work performed by contractors engaged on Town capital projects to ensure compliance with provincial and municipal standards. The position will also assist in the maintenance and updating of infrastructure management systems.

The position will provide an improvement to cost efficiency, environmental stewardship, quality, responsiveness, customer service and safety with respect to Town presence during construction of capital projects.

Budget Impact:

Expenditures:

Salary & Benefits	58,100
Supplies & Services	
Other	
Total	\$ 58,100

Account & Notes:

9-month contract

Revenue:

Fees	
Grants	
Other	(58,100)
Total	\$ (58,100)

Capital Chargeback - Various Capital Projects

Net Cost \$ -

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Additional Sidewalk Plowing Route (2022/2023)	\$ -	October, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Public Works

Description of Services to be Performed:

This inclusion will support the creation of an additional sidewalk plowing route in Georgetown to maintain established levels of service on the increasing sidewalk network through the hiring of two additional winter temporary positions. Ongoing growth and additions to the network of maintained sidewalks continues to increase. In addition, services to several park pathways were enhanced in the winter of 2020/2021 to provide additional outdoor recreational opportunities during COVID-19 restrictions. This proposal is funded through base budget reallocations.

The additional route is intended to start for the 2022/2023 winter season.

Budget Impact:

Expenditures:

Salary & Benefits	13,367
Supplies & Services	
Other	
Total	\$ 13,367

Account & Notes:

\$13k incl. in 2022, \$40k impact for full winter season

Revenue:

Fees	
Grants	
Other	(13,367)
Total	\$ (13,367)

Base budget reallocations

Net Cost \$ -

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Summer Horticulture Crew	\$ -	Q1 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Transportation & Public Works	Public Works

Description of Services to be Performed:

To create an additional Public Works horticulture crew (one summer temporary position and 3 summer student positions) for enhanced shrub and flower bed maintenance along roads, walkways and entrance features. These positions will ensure that level of service is maintained to meet resident expectations with the frequency and quality of road and walkway shrub and flower bed maintenance. These additional positions have been funded through base budget reallocations.

Budget Impact:

Expenditures:

Salary & Benefits	64,819
Supplies & Services	
Other	
Total	\$ 64,819

Account & Notes:

Revenue:

Fees	
Grants	
Other	(64,819)
Total	\$ (64,819)

Base Budget Reallocations

Net Cost \$ -

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Steeles Ave Corridor Transit Operations	\$ 486,000	Q3 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Transportation & Public Works	Transportation

Description of Services to be Performed:

The Towns' Premier Gateway Employment Area is intended to accommodate the majority of the Town's employment growth for the next 20 years. In addition, adjacent municipalities have requested for service to Toronto Premium Outlets (Mall) from their jurisdictions. The Steeles Ave corridor route is a prime candidate for service for Halton Hills as both operation and maintenance will be operated by Milton Transit. Through approval of Report No. TPW-2019-0026 and the Town's Transit Service Strategy, it was recommended that Halton Hills pursue this route as its first fixed-route service in the Town. Service delivery is anticipated to begin in Q3 2022 for the upset amount of \$156,000 for contractual service costs with Milton Transit. In 2023, the estimated cost for the service is \$486,000.

The implementation of this service is dependent on the approval of the Milton transit route in the Town of Milton's budget. In the event that the route is not approved by Milton for 2022, any 2022 operating surplus relating to the funding amount of \$156,000 will be transferred to the Pavement Management Reserve.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	
Other	486,000
Total	\$ 486,000

Account & Notes:

\$156k in 2022 (partial year), \$486k estimated in 2023

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 486,000

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
School Crossing Guard - Barber Dr & Danby Rd East	\$ 12,000	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Transportation

Description of Services to be Performed:
<p>A new school crossing guard location is recommended at the intersection of Barber Drive and Danby Road East. Based on traffic study results, a crossing guard is warranted at this location.</p> <p>The School Crossing Guard program supports the provincial Active and Safe Routes to School initiative to promote healthy communities and will improve pedestrian safety and school route connectivity in the area.</p>

Budget Impact:		
Expenditures:		
Salary & Benefits	<input type="text" value="12,000"/>	Account & Notes: <input type="text"/> <input type="text"/> <input type="text"/>
Supplies & Services	<input type="text"/>	
Other	<input type="text"/>	
Total	<input type="text" value="\$ 12,000"/>	
Revenue:		
Fees	<input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/>
Grants	<input type="text"/>	
Other	<input type="text"/>	
Total	<input type="text" value="\$ -"/>	
Net Cost	<input type="text" value="\$ 12,000"/>	

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Development Engineering Coordinator	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Development Engineering

Description of Services to be Performed:

A new permanent full time staff member focused on the review and approval of various planning applications and administration of the Site Alteration Bylaw. This role would be responsible for the technical review and approval process for OPA, ZBA and Subdivision applications and would provide support to junior staff in their review of planning applications. With this position being a more senior role versus the Development Engineering Technologist, they would support the Town's business concierge program and the review of larger planning applications such as secondary plans updates.

This position will help to ensure that the Town maintains its responsiveness to inquiries and applications as volumes increase due to anticipated growth.

Budget Impact:

Expenditures:

Salary & Benefits	114,000
Supplies & Services	
Other	8,500
Total	\$ 122,500

Account & Notes:

Workstation & Computer

Revenue:

Fees	(114,000)
Grants	
Other	(8,500)
Total	\$ (122,500)

Deferred Revenue - Planning Application Fees
\$5k Capital Replacement, \$3.5k Tech Repl. Reserve

Net Cost \$ -

Budget Inclusion 2022

Position/Program		Budget Impact	Effective Date
Conversion of 2 Temporary Labourers to Full-time		\$ -	January 1, 2022
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
Department		Division	
Transportation & Public Works		Public Works	

Description of Services to be Performed:

Public Works is currently funded for 18 temporary positions in the summer and 10 temporary positions in the winter. Together, these positions cover 85% of a full year. This inclusion will replace 2 summer temporary positions and 2 winter temporary positions with 2 regular Full Time employees, funded through base budget reallocations.

More experienced full time employees will provide and perform higher quality and safer services to residents. The conversion of temporary positions to full time staff will allow ongoing development in employee training and knowledge in key areas, such as equipment operation & winter control, and help to reduce the administrative burden associated with onboarding, training and terminating temporary staff.

Budget Impact:

Expenditures:

Salary & Benefits	43,659
Supplies & Services	
Other	
Total	\$ 43,659

Revenue:

Fees	
Grants	
Other	(43,659)
Total	\$ (43,659)

Net Cost

\$ -

Account & Notes:

Net Increase (removal of temp positions)	

Base Budget Reallocations	
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Transportation & Public Works Capital Budget

2022

Transportation & Public Works Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
TRANSPORTATION STRUCTURES												
6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	4,100,000	-	-	-	-	-	-	-	-	-	4,100,000
6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	150,000	-	400,000	-	-	-	550,000
6200-22-0107	Bridge Rehab Study Update	75,000	-	90,000	-	90,000	-	100,000	-	100,000	-	455,000
6200-22-2202	Falbrook Trail Slope Investigations	-	75,000	-	-	-	-	-	-	-	-	75,000
6200-26-1911	#23 6th Line Culvert Replacement	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	150,000	-	1,000,000	-	-	-	-	-	-	-	1,150,000
Subtotal		5,325,000	75,000	1,090,000	-	240,000	-	500,000	-	100,000	-	7,330,000
TRANSPORTATION INFRASTRUCTURE												
6100-05-2501	Traffic Signal Management System	-	-	-	325,000	-	-	-	-	-	325,000	650,000
6100-06-2301	Permanent Traffic Count Stations	-	93,000	-	-	-	-	-	-	-	-	93,000
6100-10-1402	Upper Reach Tributary	-	-	-	100,000	-	-	-	-	-	-	100,000
6100-10-2301	Automated Speed Enforcement	-	150,000	-	-	-	-	-	-	-	-	150,000
6100-16-0103	School Zone Traffic Calming Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
6100-17-1801	Infill Sidewalk Connections	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
6100-21-0107	Streetlight & Pole Replacement	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,450,000
6100-21-1701	Rural Intersection Streetlighting	30,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	480,000
6100-21-1802	Streetlight Pole Transformer Replacement	50,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,400,000
6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Ext	-	-	150,000	-	-	-	-	-	-	-	150,000
6100-22-2301	Complete Street Policy Guideline	-	100,000	-	-	-	-	-	-	-	-	100,000
6100-28-0101	Opticom Replacement Program	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	470,000
6100-28-0107	LED Traffic Signal Replacement	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	320,000
6100-28-1516	Neighbourhood Traffic Calming	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
6100-28-1703	Pedestrian Crossings	115,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,600,000
6100-28-1808	Mandated AODA Accessible Traffic Signals	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
6100-28-2103	5 Side Road and Fourth Line Traffic Signal	500,000	-	-	-	-	-	-	-	-	-	500,000
6100-28-2401	Main St North & Ewing Traffic Signal	-	-	325,000	-	-	-	-	-	-	-	325,000
6100-28-2701	15 Sd Rd & Belmont Blvd Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
6100-28-2702	Main St N & Wallace St Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
6100-28-2801	Argyll Rd & Miller Dr Traffic Signal	-	-	-	-	-	-	325,000	-	-	-	325,000
6100-28-2901	Argyll Rd & Barber Dr Traffic Signal	-	-	-	-	-	-	-	325,000	-	-	325,000
6100-28-3001	Miller Dr & Eaton St Traffic Signal	-	-	-	-	-	-	-	-	325,000	-	325,000
6100-28-3101	Eaton St & Barber Dr Traffic Signal	-	-	-	-	-	-	-	-	-	325,000	325,000
6200-16-1809	Guelph St/Sinclair Ave Intersection Improvements	925,000	-	-	-	-	-	-	-	-	-	925,000
6200-16-1811	Guelph/Mill Intersection Improvements	350,000	-	-	-	-	-	-	-	-	-	350,000
6200-22-0020	Traffic Signal Legal Drawings Update	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
6500-18-0110	Traffic Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
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
6500-28-1002	Traffic Control Signals Replacement	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	-	325,000	-	-	-	-	-	-	-	325,000
Subtotal		2,715,000	1,413,000	1,870,000	1,495,000	1,070,000	1,720,000	1,395,000	1,395,000	1,395,000	1,720,000	16,188,000
STORMWATER												
6100-20-2201	Storm Sewer Condition Assessments	-	-	150,000	150,000	150,000	-	-	-	-	-	450,000
6200-20-1701	StrmWtr Fac. Rehab Assmnt Prgm	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
6200-20-1901	Harold St Stormwater Imprvmnts	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
6200-20-2201	Limehouse Stormwater Outlet - Study, Permits and Design	75,000	-	-	-	-	-	-	-	-	-	75,000
6200-22-2201	Weather & Flow Monitoring Stations	35,000	30,000	30,000	30,000	-	-	-	-	-	-	125,000
6200-22-2801	Stormwater Master Plan Update (Future)	-	-	-	-	-	-	300,000	-	-	-	300,000
Subtotal		110,000	1,030,000	430,000	430,000	400,000	250,000	550,000	250,000	250,000	250,000	3,950,000

Transportation & Public Works Capital Budget

2022

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
ROADWAYS												
6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	-	350,000	1,500,000	3,500,000	3,500,000	-	-	-	-	8,850,000
6200-16-1004	Main St Glen Williams Eng	-	1,500,000	1,500,000	-	-	-	-	-	-	-	3,000,000
6100-17-2301	Hwy 7 sidewalk Norval to McFarlane	-	250,000	-	-	-	-	-	-	-	-	250,000
6100-22-1805	Trucking Strategy Implementation Ph 1	400,000	-	-	-	-	-	-	-	-	-	400,000
6100-28-1807	Mill St Neighbourhood Imprvmnts	-	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-	600,000
6200-16-0104	Pavement Management	1,535,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	19,140,000
6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	350,000	-	-	-	-	-	-	-	350,000
6200-16-1601	Todd Road Reconstruction	50,000	1,500,000	-	-	-	-	-	-	-	-	1,550,000
6200-16-1702	Collector/Arterial Asphalt Res	-	2,450,000	-	2,500,000	-	2,500,000	-	2,500,000	-	2,500,000	12,450,000
6200-16-1803	Prince St (All Phases)	200,000	-	100,000	1,150,000	-	-	-	-	-	-	1,450,000
6200-16-1901	McNabb St - CNR to Queen Improvements	-	150,000	650,000	-	-	-	-	-	-	-	800,000
6200-16-1904	Eighth Line - Steeles to Maple Ave Reconstruction	-	-	-	1,500,000	2,250,000	20,000,000	12,000,000	8,000,000	-	-	43,750,000
6200-16-2004	Guelph St & Mountainview - NB/SB Turn Lane Improvements	-	-	-	500,000	1,500,000	-	-	-	-	-	2,000,000
6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	250,000	1,200,000	-	-	-	-	-	-	1,450,000
6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	144,000	-	-	960,000	-	-	1,104,000
6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	350,000	1,800,000	-	-	-	-	2,150,000
6200-16-2105	Ontario Street	-	2,500,000	-	-	-	-	-	-	-	-	2,500,000
6200-16-2106	Mountainview Rd Resurfacing - John-Maple	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
6200-16-2201	Confederation St. Main to Urban Boundary	-	-	486,000	3,240,000	-	-	-	-	-	-	3,726,000
6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	150,000	2,000,000	-	-	-	-	-	-	-	-	2,150,000
6200-16-2302	Hornby Road Reconstruction	-	250,000	1,500,000	-	-	-	-	-	-	-	1,750,000
6200-16-2303	10th Ln Reconst South of 22sdrd	-	300,000	-	-	-	-	-	-	-	-	300,000
6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	500,000	2,000,000	6,000,000	6,000,000	-	-	14,500,000
6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	-	350,000	1,050,000	2,200,000	-	-	-	3,600,000
6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	-	-	-	150,000	2,000,000	-	-	-	-	-	2,150,000
6200-16-2601	Winston Churchill & 17 Sd Rd west approach	-	-	-	-	116,000	-	-	-	-	-	116,000
6200-16-2702	Tenth Line Steeles South	-	-	-	-	132,000	-	-	880,000	-	-	1,012,000
6200-16-3101	Mountainview & Sinclair Southbound Left Turn Lane	-	-	-	-	-	-	-	300,000	-	1,200,000	1,500,000
6200-22-1702	Pavement Management Study - 5 YR Cycle	65,000	-	-	75,000	-	-	75,000	-	-	85,000	300,000
6200-27-0101	Glen Lawson Construction	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
6200-27-1011	Tweedle Street Engineering	-	-	150,000	-	-	-	-	-	-	-	150,000
6210-22-2601	Dev Eng Fee Review (Future)	-	-	-	-	40,000	-	-	-	-	40,000	80,000
Subtotal		3,600,100	14,456,100	7,392,100	13,871,100	12,938,100	32,906,100	22,331,100	20,596,100	1,956,100	5,781,100	135,828,000
TRANSIT & SPECIALIZED TRANSIT												
6100-16-0101	Future Transit infrastructure installations	-	-	-	-	100,000	25,000	25,000	25,000	100,000	25,000	300,000
6100-16-0102	Future Transit Infrast - Replc	-	-	-	-	-	-	-	-	100,000	25,000	125,000
6100-16-2106	Steeles Ave Corridor Transit Infrastructure	100,000	-	-	-	-	70,000	70,000	-	-	-	240,000
6100-16-2108	Steeles Ave Corridor Transit Infra Replace	-	-	-	30,000	30,000	-	-	-	-	30,000	90,000
6100-22-0102	Transportation Master Plan Update	-	500,000	-	-	-	-	500,000	-	-	-	1,000,000
6810-03-2401	Temporary EV Shelter for Activan	-	-	500,000	-	-	-	-	-	-	-	500,000
6810-04-2101	Transit Hardware/Software Purchase/Support	-	20,000	-	350,000	-	-	-	125,000	-	-	495,000
6810-04-2102	Transit Hardware Replacement	-	-	-	-	-	20,000	-	-	-	20,000	40,000
6810-05-2201	Activan Software Module Enhancement	20,000	-	50,000	170,000	-	-	-	-	-	-	240,000
6810-10-2401	EV Chargers for ActiVan Vehicles	-	-	280,000	-	140,000	-	140,000	140,000	140,000	-	840,000
6810-10-2501	Automated Fare System	-	-	-	150,000	-	-	-	-	-	-	150,000
6810-10-2502	EV Chargers for Transit Vehicles	-	-	-	280,000	-	-	-	560,000	-	-	840,000
6810-22-2001	Transit Facility Feasibility Study & Implementation	-	-	-	-	200,000	1,800,000	10,000,000	-	-	-	12,000,000
6810-22-2601	Transit Service Strategy Update	-	-	-	-	300,000	-	-	-	-	-	300,000
6810-25-0101	New Transit Vehicles	-	-	-	750,000	-	-	-	1,750,000	-	-	2,500,000
6810-25-1001	Vehicle Replacement for Specialized Transit Services	340,000	170,000	500,000	-	250,000	-	750,000	500,000	250,000	750,000	3,510,000
6810-25-1601	New ActiVan Vehicles	-	170,000	250,000	-	250,000	-	-	500,000	250,000	-	1,420,000
Subtotal		460,000	860,000	1,580,000	1,730,000	1,270,000	1,915,000	11,485,000	3,600,000	840,000	850,000	24,590,000

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
ACTIVE TRANSPORTATION												
6100-23-2401	Active Transportation Improvements	70,000	350,000	147,500	280,000	678,000	2,050,000	40,000	45,000	1,520,000	2,900,000	8,080,500
6100-16-2107	Cycling Infrastructure on Maple Ave	775,000	-	-	-	-	-	-	-	-	-	775,000
6100-22-1802	Class EAs for Transportation Master Plan Projects	-	-	-	500,000	-	-	-	-	500,000	-	1,000,000
6100-22-2501	Active Transportation Master Plan	-	-	-	300,000	-	-	-	-	-	350,000	650,000
6100-22-2601	Growth Related Transp Studies	-	-	-	-	200,000	-	-	-	-	200,000	400,000
6100-23-1602	Active Transportation Promotion & Education	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Subtotal		875,000	380,000	177,500	1,110,000	908,000	2,080,000	70,000	75,000	2,050,000	3,480,000	11,205,500
FLEET & PUBLIC WORKS												
6500-03-1704	Truck Wash Facility Ph 1	-	-	-	-	-	-	625,000	-	-	-	625,000
6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	25,000	100,000	-	-	-	-	-	-	-	-	125,000
6500-03-2801	Material Storage Facility (long-term)	-	-	-	-	-	-	3,000,000	-	-	-	3,000,000
6500-03-2802	Truck Storage/EV Storage	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000
6500-03-2803	Snow Dump Expansion - Central Yard	-	-	-	-	-	-	500,000	-	-	-	500,000
6500-06-0102	Equipment Replacement	1,341,000	1,675,500	1,595,500	1,589,500	1,212,500	1,160,000	1,487,000	1,181,000	21,000	624,500	11,887,500
6500-06-0105	New Equipment - Parks	25,000	-	-	-	503,500	-	60,000	-	88,500	-	677,000
6500-06-1701	New Equipment	384,000	380,000	870,000	125,000	240,000	810,000	450,000	600,000	240,000	500,000	4,599,000
6500-10-2801	Fuel Management System	-	-	-	-	-	-	350,000	-	-	-	350,000
6500-11-1517	Tree Planting - Emerald Ash Borer	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
6500-22-2201	Robert C Austin Ops Centre Master Plan	200,000	-	-	-	-	-	-	-	-	-	200,000
Subtotal		2,125,000	2,305,500	2,615,500	1,864,500	2,106,000	2,120,000	7,622,000	1,931,000	499,500	1,274,500	24,463,500
TOTAL TRANSPORTATION & PUBLIC WORKS		15,210,100	20,519,600	15,155,100	20,500,600	18,932,100	40,991,100	43,953,100	27,847,100	7,090,600	13,355,600	223,555,000

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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.

Transportation & Public Works

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
274	6100-21-1701	Rural Intersection Streetlighting	5.00	30,000	30,000	-	28,000	2,000	-	-
275	6100-28-0101	Opticom Replacement Program	5.00	20,000	20,000	-	15,000	5,000	-	-
276	6100-28-1808	Mandated AODA Accessible Traffic Signals	5.00	105,000	105,000	-	-	105,000	-	-
277	6100-28-2103	5 Side Road and Fourth Line Traffic Signal	5.00	500,000	500,000	-	376,000	124,000	-	-
278	6500-18-0110	Traffic Infrastructure	5.00	100,000	100,000	-	94,000	6,000	-	-

Transportation & Public Works Capital Budget

2022

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
279	6200-22-0020	Traffic Signal Legal Drawings Update	4.60	30,000	30,000	-	-	30,000	-	-
280	6100-16-0103	School Zone Traffic Calming Program	4.40	25,000	25,000	-	-	25,000	-	-
281	6100-17-1801	Infill Sidewalk Connections	4.40	150,000	150,000	-	127,000	23,000	-	-
282	6100-22-1805	Trucking Strategy Implementation Ph 1	4.40	400,000	400,000	-	-	200,000	200,000	-
283	6100-28-1516	Neighbourhood Traffic Calming	4.40	40,000	40,000	-	-	40,000	-	-
284	6100-28-1703	Pedestrian Crossings	4.40	115,000	115,000	-	86,000	29,000	-	-
285	6500-06-0105	New Equipment - Parks	4.40	25,000	25,000	-	25,000	-	-	-
286	6500-06-1701	New Equipment	4.40	384,000	384,000	-	63,000	321,000	-	-
287	6500-18-0111	Signage	4.40	35,000	35,000	35,000	-	-	-	-
288	6100-26-2001	Mountainview over Hungry Hollow Bridge Rehab	4.10	4,100,000	4,100,000	-	-	1,570,000	2,530,000	-
289	6200-16-1803	Prince St (All Phases)	4.10	200,000	200,000	-	110,000	90,000	-	-
290	6200-16-2106	Mountainview Rd Resurfacing - John-Maple	4.10	1,200,000	1,200,000	-	-	100,000	1,100,000	-
291	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	4.10	150,000	150,000	-	-	150,000	-	-
292	6500-22-2201	Robert C Austin Ops Centre Master Plan	4.00	200,000	200,000	-	141,000	59,000	-	-
293	6200-26-1911	#23 6th Line Culvert Replacement	3.90	1,000,000	1,000,000	-	-	90,000	910,000	-
294	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	3.90	150,000	150,000	-	-	15,000	135,000	-
295	6100-28-0107	LED Traffic Signal Replacement	3.80	50,000	50,000	-	-	50,000	-	-
296	6200-16-1809	Guelph St/Sinclair Ave Intersection Improvements	3.80	925,000	925,000	-	783,000	142,000	-	-
297	6200-16-1811	Guelph/Mill Intersection Improvements	3.80	350,000	350,000	-	297,000	53,000	-	-
298	6500-28-1002	Traffic Control Signals Replacement	3.80	90,000	90,000	90,000	-	-	-	-
299	6810-25-1001	Vehicle Replacement for Specialized Transit Services	3.80	340,000	340,000	-	-	90,700	249,300	-
300	6100-21-0107	Streetlight & Pole Replacement	3.50	100,000	100,000	-	38,000	62,000	-	-
301	6200-20-2201	Limehouse Stormwater Outlet - Study, Permits and Design	3.50	75,000	75,000	-	-	75,000	-	-
302	6200-22-1702	Pavement Management Study - 5 YR Cycle	3.40	65,000	65,000	-	-	65,000	-	-
303	6100-21-1802	Streetlight Pole Transformer Replacement	3.30	50,000	50,000	-	-	50,000	-	-
304	6200-16-0104	Pavement Management	3.30	1,535,100	1,535,100	1,119,100	-	416,000	-	-
305	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	3.20	25,000	25,000	-	7,000	18,000	-	-
306	6200-16-1601	Todd Road Reconstruction	3.10	50,000	50,000	-	42,000	8,000	-	-
307	6100-16-2106	Steeles Ave Corridor Transit Infrastructure	3.00	100,000	100,000	-	24,000	76,000	-	-
308	6100-16-2107	Cycling Infrastructure on Maple Ave	3.00	775,000	775,000	-	270,000	505,000	-	-
309	6100-23-1602	Active Transportation Promotion & Education	3.00	30,000	30,000	30,000	-	-	-	-
310	6100-23-2401	Active Transportation Improvements	3.00	70,000	70,000	-	24,000	46,000	-	-
311	6200-22-2201	Weather & Flow Monitoring Stations	3.00	35,000	35,000	-	12,000	23,000	-	-
312	6500-11-1517	Tree Planting - Emerald Ash Borer	3.00	150,000	150,000	-	-	150,000	-	-
313	6810-05-2201	Activan Software Module Enhancement	3.00	20,000	20,000	-	4,000	1,300	14,700	-
314	6200-22-0107	Bridge Rehab Study Update	2.80	75,000	75,000	-	-	-	75,000	-
315	6500-06-0102	Equipment Replacement	2.80	1,341,000	1,341,000	-	-	1,341,000	-	-
2022 Total				15,210,100	15,210,100	1,274,100	2,566,000	6,156,000	5,214,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 6100-21-1701	Project Name Rural Intersection Streetlighting		2022 Budget \$30,000
Department Transportation & Public Works	Division Transportation		Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Transportation & Public Works	\$28,000
Target Completion Date Nov 2022		New Capital Reserve	\$2,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$1,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to improve the illumination at three (3) rural intersections to improve road safety.
Deliverables:	The following three (3) rural intersections will be illuminated: Fourth Line/Glen Lawson Rd., Fourth Line/22 Side Road (N.), Fourth Line/22 Side Road (S.)
Benefits:	The project will improve road safety by providing illumination at the rural intersections.
Risks If Not Implemented:	If not implemented, the safety of motorists, cyclists, farm vehicles, and pedestrians could be at risk.
Additional Information:	The level of service is improved by providing additional road safety improvements.

2022 Capital Project Information Sheet

Project No. 6100-28-0101	Project Name Opticom Replacement Program		2022 Budget \$20,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources DC - Transportation & Public Works \$15,000 New Capital Reserve \$5,000	
Target Start Date Jan 2022		Target Completion Date Dec 2022	
Future Period Capital Requirements Annual \$0		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	

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

2022 Capital Project Information Sheet

Project No. 6100-28-1808	Project Name Mandated AODA Accessible Traffic Signals		2022 Budget \$105,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$105,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$6,000			Construction Phase <input checked="" type="checkbox"/>
Description			
<p>Scope: The project's scope is to update the existing traffic control signals with Accessible Pedestrian Signals (APS), as per the Accessibility for Ontarians with Disability Act.</p>			
<p>Deliverables: The upgrade of three (3) signalized intersections with APS infrastructure at the following locations: Guelph St./Mill St., Maple Ave./Delrex Blvd., Guelph St./Sinclair Ave.</p>			
<p>Benefits: The benefit of the APS upgrades is the removal of barriers for people with disabilities when traversing signalized intersections.</p>			
<p>Risks If Not Implemented: If not implemented, the Town will violate the legislated requirements, as mandated by the Accessibility for Ontarians and Disability Act.</p>			
<p>Additional Information: The level of service will be improved.</p>			

2022 Capital Project Information Sheet

Project No. 6100-28-2103	Project Name 5 Side Road and Fourth Line Traffic Signal		2022 Budget \$500,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Transportation & Public Works	\$376,000
Target Completion Date Dec 2022		New Capital Reserve	\$124,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$2,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The purpose of this project is to construct the traffic control signals at the intersection of 5 Sideroad and Fourth Line. Based on our most recent traffic volumes and collision analysis, traffic signals are warranted. The construction also includes the left turn lanes on all approaches. The project will be led by the Town of Milton as per the maintenance agreement. The Town is responsible for 50% of the total cost of the project.
Deliverables:	Construct left turn lanes on all approaches and install traffic control signals.
Benefits:	The installation of traffic signals will improve the safety of the intersection and overall traffic movements.
Risks If Not Implemented:	Failure to implement the traffic signal will have a continued negative impact on safety.
Additional Information:	The installation of traffic signals is required for safety and is warranted through OTM Book 12. This will improve the overall safety and traffic flow through the intersection.

2022 Capital Project Information Sheet

Project No. 6500-18-0110	Project Name Traffic Infrastructure		2022 Budget \$100,000
Department Transportation & Public Works	Division Transportation		Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Transportation & Public Works	\$94,000
Target Completion Date Nov 2022		New Capital Reserve	\$6,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is the installation of new or upgraded traffic control devices within the Town's road network. It includes new traffic signs, flashing beacons, radar message boards, traffic counters, pavement markings, flexible bollards, traffic signal improvements and other traffic-engineering related equipment. An example of the project is the installation of permanent radar message boards on Confederation Street, south of Wildwood Road. A full list of projects can be found in the 2022 Traffic Engineering Work Plan.
Deliverables:	The deliverable is to ensure that our existing traffic infrastructure meets the minimum maintenance standards by purchasing new or upgrading the existing traffic infrastructure.
Benefits:	The benefit is improved road safety of road users in Halton Hills and enhanced service to the community.
Risks If Not Implemented:	If the traffic control devices are not implemented, there is a risk to the overall safety of the Town's road network, as it will not meet the minimum maintenance and industry standards.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-22-0020	Project Name Traffic Signal Legal Drawings Update		2022 Budget \$30,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$30,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description

Scope: The project's scope is to update the legal and engineering traffic signal drawings for Main Street/Mill Street (Acton).

Deliverables: The deliverable is to acquire updated legal traffic signal drawings.

Benefits: Legal (PHM-125) traffic signal drawings govern the traffic signal installation and must be updated to reflect the existing conditions.

Risks If Not Implemented: If not implemented, the Town will be in non-compliance with the industry standards and regulatory requirements.

Additional Information:

2022 Capital Project Information Sheet

Project No. 6100-16-0103	Project Name School Zone Traffic Calming Program		2022 Budget \$25,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$25,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$1,000		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to commence a program where each year staff will implement traffic calming measures within a school zone to ensure pedestrian safety in front of the elementary schools is enhanced. A plan will be created to evaluate all school zones and each year, traffic calming will be implemented at one school zone starting with the most potentially hazardous locations.
Deliverables:	The deliverables will be the implementation of traffic calming measures within a selected school zone.
Benefits:	The benefits will be the improved pedestrian and traffic safety within school zones.
Risks If Not Implemented:	If the program is not implemented safety within school zones may remain hazardous due to increased aggressive and distracted driving patterns.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6100-17-1801	Project Name Infill Sidewalk Connections		2022 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date May 2022		DC - Transportation & Public Works	\$127,000
Target Completion Date Aug 2022		New Capital Reserve	\$23,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$2,000			Construction Phase <input checked="" type="checkbox"/>

Description

Scope:	The project's scope is to construct sidewalk connections at various locations to improve pedestrian safety, mobility and network connectivity. As part of the 2022 program, Public Works will install a sidewalk connection on the north side of Eastern Avenue between Metrolinx's railway tracks and Young Street.
Deliverables:	The deliverable will be the construction of a sidewalk connection on Eastern Avenue.
Benefits:	The benefits will include improved pedestrian safety and mobility in accordance with the AODA standards. The new sidewalk connections will improve pedestrian network connectivity.
Risks If Not Implemented:	If not implemented, pedestrians may be required to walk on the roads and have difficulty with crossing at various mid-blocks and intersections that do not meet the AODA standards.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6100-22-1805	Project Name Trucking Strategy Implementation Ph 1		2022 Budget \$400,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Apr 2022	Capital Replacement Reserve		\$200,000
Target Completion Date Nov 2022	Canada Community-Building Fund		\$200,000
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 project's scope involves constructing of a truck inspection station on the north side of Highway 7, east of Sixth Line. The project was identified as part of the completed Trucking Strategy Study.
Deliverables:	The deliverable is to install the truck inspection station on Highway 7.
Benefits:	When completed, it is anticipated that the Halton Regional Police Service and MTO Truck Enforcement Units will increase the number of truck safety blitzes on Highway 7 to improve truck safety in Halton Hills.
Risks If Not Implemented:	If not implemented, there will be a higher risk of collisions involving heavy trucks.
Additional Information:	The level of service will be improved and there will a safe area for the HRPS and MTO to conduct the necessary truck inspections.

2022 Capital Project Information Sheet

Project No. 6100-28-1516	Project Name Neighbourhood Traffic Calming		2022 Budget \$40,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$40,000
Target Start Date Apr 2022		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual			
Operating Impact \$2,000			
Description			
Scope: The project's scope is to implement traffic calming measures and increase safety within local neighbourhoods. According to the traffic calming implementation protocol, neighbourhoods that have existing issues with aggressive driving are evaluated and ranked to select one location per year. The traffic calming locations will be determined based on the data collected through the 40km/h speed limit pilot project.			
Deliverables: The deliverables will be the implementation of traffic calming devices and measures within local neighbourhoods.			
Benefits: The benefits will be the improved safety and quality of life within local neighbourhoods.			
Risks If Not Implemented: If the program is not implemented safety within school zones may remain hazardous due to increased aggressive and distracted driving patterns.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 6100-28-1703	Project Name Pedestrian Crossings		2022 Budget \$115,000
Department Transportation & Public Works	Division Transportation		Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Transportation & Public Works	\$86,000
Target Completion Date Nov 2022		New Capital Reserve	\$29,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$3,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to install new pedestrian crossovers (PXOs) to improve pedestrian safety, mobility, and pedestrian network connectivity. The 2022 installations will include lower-level PXOs that require only signs and pavement markings. The following locations are proposed for the PXO implementations: Tanners Drive/Bonnette Street, Robinson Road south Bowman Street, Meadowglen Boulevard/Herb Wild Street, and Eaton Street and Craig Crescent (West). Other locations will be evaluated and included as part of the 2022 Traffic Engineering Work Plan.
Deliverables:	The new PXOs will be installed at the following: Tanners Drive/Bonnette Street, Robinson Road south Bowman St., Meadowglen Boulevard/Herb Wild St., and Eaton St. and Craig Cres. (West).
Benefits:	The benefits of PXOs include increased safety and mobility for pedestrians. The PXOs also provide pedestrian network connectivity that promotes active living.
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 intersections.
Additional Information:	The level of service will be improved due to additional controlled crosswalks for pedestrians.

2022 Capital Project Information Sheet

Project No. 6500-06-0105	Project Name New Equipment - Parks		2022 Budget \$25,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit	Funding Sources DC - Recreation & Parks		Amount \$25,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the tendering and award of contracts for the purchase of various new pieces of equipment based on the Town's Forecasted Long Range Financial Plan.</p> <p>The equipment proposed will address services as a result of growth . The current intended purchase includes: a parks light utility vehicle (John Deere Gator);</p>
Deliverables:	The primary deliverable will be the delivery of the equipment identified in the scope to support operations to provide safe and reliable service levels for the community.
Benefits:	The new equipment will maintain the established levels of service required for roads, sidewalks, bike paths, parks and cemeteries. The equipment will also address pressures faced on services by increased demand stemming from growth and development.
Risks If Not Implemented:	Current levels of service are being maintained by vehicles that have been kept beyond their expected lifecycle. Levels of service are also being met through reliance on external services with specialized equipment. The proposed equipment will improve maintenance of service levels and avoidance of liability consequences.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6500-06-1701	Project Name New Equipment		2022 Budget \$384,000
Department Transportation & Public Works	Division Public Works		Project Manager Mark Covert
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		DC - Transportation & Public Works	\$63,000
Target Completion Date Dec 2022		New Capital Reserve	\$321,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the tendering and award of contracts for the purchase of various new pieces of equipment based on the Town's Forecasted Long Range Financial Plan.</p> <p>The equipment proposed will address both growth and maintain services. The current intended purchases include: an additional sign maintenance utility truck with lift bucket to reduce reliance on external services; and, a crash attenuation trailer, as well as an additional traffic sign retro-reflectivity unit to meet Provincial Minimum Maintenance Standards. The equipment proposed to maintain services includes a culvert flushing unit to reduce reliance on external services; and, two pick-up trucks to reduce reliance on expired equipment to address increasing asset inspection requirements, etc.</p>
Deliverables:	The primary deliverable will be the delivery of the equipment identified in the scope to support operations to provide safe and reliable service levels for the community.
Benefits:	The new equipment will maintain the established levels of service required for roads, sidewalks, bike paths, parks and cemeteries. The equipment will also address pressures faced on services by increased demand stemming from growth and development.
Risks If Not Implemented:	Current levels of service are being maintained by vehicles that have been kept beyond their expected lifecycle. Levels of service are also being met through reliance on external services with specialized equipment. The proposed equipment will improve maintenance of service levels and avoidance of liability consequences.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6500-18-0111	Project Name Signage		2022 Budget \$35,000
Department Transportation & Public Works		Division Public Works	Project Manager Mark Covert
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$35,000
Target Start Date Jan 2022		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual			
Operating Impact \$0			

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 sign 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:	

2022 Capital Project Information Sheet

Project No. 6100-26-2001	Project Name Mountainview over Hungry Hollow Bridge Rehab		2022 Budget \$4,100,000
Department Transportation & Public Works	Division Transportation	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jan 2022	Capital Replacement Reserve		\$1,570,000
Target Completion Date Dec 2022	Canada Community-Building Fund		\$950,000
Future Period Capital Requirements \$0	Ontario Community Infrastructure Fund		\$1,580,000
Operating Impact \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to rehabilitate the Mountainview Road Bridge over Hungry Hollow. The bridge was built in 1996 and is due for rehabilitation. This rehabilitation will include repair of sidewalks, retaining wall, curb, and parapet wall, replace longitudinal seal, patch waterproof and pave the deck, convert to semi-integral, replace outer railing system, and adjust height on railing adjacent to the roadway to new Bike Height Standards.
Deliverables:	The primary deliverable is the rehabilitation of Mountainview Road Bridge over Hungry Hollow.
Benefits:	This project will provide safe and reliable functionality for vehicular traffic and an updated safe Active Transportation corridor.
Risks If Not Implemented:	If rehabilitation of the bridge is not done in a timely manner, there may be increased lifecycle costs in the future, while also creating limitations for users to safely move through the community. A deteriorated travel surface would create safety issues for vehicular traffic.
Additional Information:	Improves level of service related to both Transportation and Active Transportation.

2022 Capital Project Information Sheet

Project No. 6200-16-1803	Project Name Prince St (All Phases)	2022 Budget \$200,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly
Service Category Transportation & Transit	Funding Sources DC - Transportation & Public Works New Capital Reserve	Amount \$110,000 \$90,000
Target Start Date May 2022	Target Completion Date Apr 2023	
Future Period Capital Requirements \$1,250,000	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	
Operating Impact \$0		

Description	
Scope:	<p>The objective of the project is to complete the detailed engineering design of the Prince Street Reconstruction in Glen Williams, from Main Street to Tenth Line (approximately 1,125m), building upon the Conceptual Design.</p> <p>The project will include detailed design and optional construction phase engineering services.</p>
Deliverables:	The primary deliverable will be the detailed engineering design of the Prince Street Improvements and Tender documents.
Benefits:	The reconstruction will improve levels of service for transportation and drainage and introduce active transportation and safety measures for pedestrians along this section of roadway.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not reconstructed, including insurance claims due to vehicle damage from potholes and/or accidents. Level of service for transportation/drainage will continue to decline. Active transportation and safety for pedestrians will remain unaddressed.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-16-2106	Project Name Mountainview Rd Resurfacing - John-Maple		2022 Budget \$1,200,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		Capital Replacement Reserve	\$100,000
Target Completion Date Nov 2022		Canada Community-Building Fund	\$1,100,000
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 the project is to resurface Mountainview Road from Maple Ave to John Street and incorporate Active Transportation facilities (Buffered Bicycle Lanes) along Mountainview Road in accordance with the approved Active Transportation Master Plan. Sufficient space for the Buffered Bicycle Lanes was incorporated into the Mountainview Road Bridge Rehabilitation completed in 2020.
Deliverables:	The primary deliverable is the resurfacing of Mountainview Road and construction of the buffered bicycle lanes.
Benefits:	This project will provide safe and reliable functionality for vehicular traffic and Active Transportation (which currently does not exist).
Risks If Not Implemented:	If not constructed the lack of Active Transportation facilities across Mountainview Road would create limitations for the user to safely move through the community. Deteriorated travel surface would create safety issues for vehicular traffic.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-16-2203	Project Name 10th Line Resurfacing - 10 Sd Rd to Steeles		2022 Budget \$150,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$150,000
Target Start Date Jan 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements \$2,000,000	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Engineering investigation of the sub surface conditions and associated survey work for the resurfacing of Tenth Line from 10 Sideroad to Steeles Avenue. Project is to address existing deficiencies (Note: Approved Active Transportation Master Plan did not identify the addition of AT facilities on Tenth Line at this time). Future full reconstruction requirements will be determined through a future Transportation Master Plan.
Deliverables:	The primary deliverables are the geotechnical investigations and survey information to allow for the design of road surface improvements.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road will continue to function efficiently.
Risks If Not Implemented:	If not constructed the deteriorated travel surface would create safety issues for vehicular traffic.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6500-22-2201	Project Name Robert C Austin Ops Centre Master Plan		2022 Budget \$200,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jan 2022	DC - Transportation & Public Works		\$141,000
Target Completion Date Dec 2022	New Capital Reserve		\$59,000
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The Robert C. Austin Operations Centre Master Plan is required to develop a long-term plan to address the current and future needs associated with operations, staffing and storage (equipment, salt, sand, fuel, snow, etc.) for Public Works and Transit services, and to assess the extent to which future needs can be accommodated within the current facility footprint. A key component will include the incorporation of the requirements for electronification of the Town's fleet. This will be closely coordinated with the related Climate Change Division project for "Town Fleet Electrification/Low Carbon Transition".
Deliverables:	The primary deliverable will be a detailed plan for future works required at the Operations Centre.
Benefits:	This project will provide a detailed plan for future capital works required to accommodate current and future operational needs associated with public works services and transit.
Risks If Not Implemented:	If not completed, an inability to accommodate future expansion requirements for staff, equipment, fleet, and storage may result in service levels being compromised.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-26-1911	Project Name #23 6th Line Culvert Replacement		2022 Budget \$1,000,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jun 2022	Capital Replacement Reserve		\$90,000
Target Completion Date Oct 2022	Canada Community-Building Fund		\$910,000
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 culvert over Beeney Creek is located approximately 0.7km north of 22 Side Road in the hamlet of Limehouse. It is a concrete box culvert that was built in 1950, with no history of rehabilitation. The existing concrete culvert is in poor condition and there is no guiderail present to protect the travelling public from Beeney Creek. The 2022 construction project will require Sixth Line to be closed to facilitate the replacement the culvert, installation of new guiderail, and paving asphalt wearing surface. The construction period will be from June to November 2022.
Deliverables:	The primary deliverable is the replacement of the Sixth Line structure.
Benefits:	This project will provide safe and reliable functionality for vehicular traffic, and will mitigate any risk of failure of the culvert.
Risks If Not Implemented:	If the structure is not replaced in a timely manner the financial impact would be increased. It would also create limitations for the user to safely move through the community.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-26-2201	Project Name #4 Bridge Fifth Line north of Steeles Rehabilitation		2022 Budget \$150,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Mar 2022		Capital Replacement Reserve	\$15,000
Target Completion Date Dec 2023		Canada Community-Building Fund	\$135,000
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 to provide engineering to support the rehabilitation of the bridge. The bridge was built in 1960 and is due for a major rehabilitation. This would include new wearing course soffit repair, new railing, repair of wingwalls and curbs and enhanced safety features.
Deliverables:	The primary deliverable is engineering design and contract documents to support the rehabilitation of the bridge and improvements to the surrounding environment.
Benefits:	This project will provide safe and reliable transportation.
Risks If Not Implemented:	If the structure is not repaired/rehabilitated in a timely manner the financial impact would be increased. If would also create limitations for the user to move safely around the community.
Additional Information:	Level of service will degrade if repair/rehabilitation is not done.

2022 Capital Project Information Sheet

Project No. 6100-28-0107	Project Name LED Traffic Signal Replacement		2022 Budget \$50,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to undertake replacements of the LED traffic signal displays.
Deliverables:	Replacement of LED traffic signal heads will occur at the following locations: Main St./Moore Park Cres., Mountainview Rd./Comset Gate, Mountainview Rd./Sargent Road, Mountainview Rd./Armstrong Ave.
Benefits:	The benefit of this project is to ensure that the traffic signal heads are in a good state of repair. Properly working traffic signal heads improve the visibility of the signal displays for vehicular traffic.
Risks If Not Implemented:	If the traffic signal heads exceed their expected life cycle, there is the potential for a higher rate of failure and an increased possibility of vehicle collisions.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-16-1809	Project Name Guelph St & Sinclair Ave Turn Ln		2022 Budget \$925,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jun 2022	DC - Transportation & Public Works		\$783,000
Target Completion Date Sep 2022	New Capital Reserve		\$142,000
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 the project is to reconstruct the traffic signals infrastructure at the intersection of Guelph Street and Sinclair Avenue. A new northbound right turn lane and southbound right turn lane on Sinclair Avenue at Guelph Street will be included in the reconstruction. Sinclair Avenue will be asphalt resurfaced from Guelph Street to Duncan Drive. A new multiuse asphalt pathway will be installed on the west side of Sinclair Avenue from Guelph Street to Duncan Drive. The existing traffic signal infrastructure is at the end of its useful life.
Deliverables:	The primary deliverable is construction of the turn lanes and traffic infrastructure.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network will continue to function efficiently. Additional Active Transportation features will help promote and enhance the Town's active transportation network.
Risks If Not Implemented:	If not constructed the existing intersection would ultimately end up with heavy congestion that would limit the access of emergency service vehicles. If not constructed the lack of Active Transportation facilities across Sinclair Avenue would create limitations for users to safely move through the community.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-16-1811	Project Name Guelph/Mill Intersection Improvements		2022 Budget \$350,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		DC - Transportation & Public Works	\$297,000
Target Completion Date Dec 2022		New Capital Reserve	\$53,000
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 objective of the project is to engineer and design a new northbound right turn lane on Mill Street at Guelph Street and upgrade the existing traffic signals infrastructure. Traffic signal infrastructure is at the end of its useful life.</p> <p>The project will include detailed design and construction phase engineering services from Consultant as well as additional funds for construction phase. Project account 6200-16-1811 - Guelph/Mill Intersection has an existing budget of \$436,108 previously approved for construction phase.</p>
Deliverables:	The primary deliverable is the design and construction of the northbound right turn lane and traffic signal infrastructure.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network and traffic control infrastructure will continue to function efficiently.
Risks If Not Implemented:	If not constructed the existing intersection may ultimately experience degraded level of service due to growth and increased vehicular traffic. The signals infrastructure is due for replacement.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6500-28-1002	Project Name Traffic Control Signals Replacement		2022 Budget \$90,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$90,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>
Description			
<p>Scope: The project's scope is to replace the existing controllers that exceeded their expected life cycle, and which require replacement.</p>			
<p>Deliverables: Installation of three (3) controllers at the following intersection: Guelph St./Mountainview Rd., Guelph St./Main St. S. and Mountainview Rd. N./Armstrong Ave.</p>			
<p>Benefits: The benefit of this project is to ensure that traffic controllers are in a good state of repair. Properly functioning controllers reduce the possibility of malfunctions, the potential of collisions and reduce overall operating costs.</p>			
<p>Risks If Not Implemented: If the traffic controllers exceed their expected life cycle, there is the potential for a higher rate of failure and an increased possibility of vehicle collisions.</p>			
<p>Additional Information:</p>			

2022 Capital Project Information Sheet

Project No. 6810-25-1001	Project Name Vehicle Replacement for Specialized Transit Services		2022 Budget \$340,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		Equipment Replacement Reserve	\$90,700
Target Completion Date Dec 2022		ICIP - Public Transit Stream	\$249,300
Future Period Capital Requirements \$3,170,000		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project includes the tendering and award of contracts and/or purchases through the Metrolinx Transit Procurement Process, for the replacement of two (2) accessible transit vehicles. Vehicles due for replacement include one (1) 8 metre low floor bus capable of transporting two wheelchair and twelve ambulatory passengers and one (1) minivan capable of transporting one wheelchair and three ambulatories.
Deliverables:	The purchase of two (2) 7 metre low floor vans.
Benefits:	Maintain ridership demand by improving capacity and accessibility.
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 that are out of service cannot provide the necessary services for accessible transportation. In addition, failing to increase fleet will restrict capacity and trip requests for the accessible transit program.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6100-21-0107	Project Name Streetlight & Pole Replacement		2022 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Transportation & Public Works	\$38,000
Target Completion Date Nov 2022		New Capital Reserve	\$62,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$2,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is the replacement of streetlight infrastructure which has exceeded its life cycle. The streetlight infrastructure's replacement also includes the relocation of the streetlight arms and luminaires from old hydro poles to the new installations, and localized streetlight improvements. The proposed projects in 2022 include the continuation of the Guelph Street pole replacement project, Eastern Avenue, Weber Drive, Kingham Road and Duby Road streetlight installations.
Deliverables:	The primary deliverable of this project is the replacement of existing street light poles, underground infrastructure, arms, and luminaires.
Benefits:	The completion of this project will improve public safety by ensuring that the proper road/sidewalk illumination is present on the Town's road allowance.
Risks If Not Implemented:	There are potential safety risks to the public if the existing street light poles are not replaced, specifically structural failures or faulty wiring.
Additional Information:	The level of service will be improved by the installation of additional streetlights in certain locations.

2022 Capital Project Information Sheet

Project No. 6200-20-2201	Project Name Limehouse Stormwater Outlet - Study, Permits and Design		2022 Budget \$75,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of the project is to investigate and gather necessary study information to facilitate the design and permitting for outlet improvements to control stormwater and reduce the risk of property damage and flooding. The existing outlet is currently deficient, and an existing stone culvert has collapsed which causes localized temporary flooding. Further downstream, another stone culvert which crosses the Metrolinx tracks is to be evaluated, replacement may be necessary and coordination and cost sharing with Metrolinx is to be arranged.
Deliverables:	Detailed design and corresponding study information, and permits to allow for estimation, tendering and construction of the necessary stormwater upgrades.
Benefits:	Long-term stormwater solutions to help create improved conveyance of stormwater help facilitate a healthy flow path, reduce the risk of property damage, and reduce the risk of flooding within the community
Risks If Not Implemented:	There are safety risks to the property and public if the existing infrastructure is not maintained, including property damage from erosion, failure of infrastructure, and recurring temporary flooding. As well insurance claims may increase due to property damage.
Additional Information:	Level of service related to stormwater management will degrade or fail if the necessary repairs are not completed.

2022 Capital Project Information Sheet

Project No. 6200-22-1702	Project Name Pavement Management Study - 5 YR Cycle		2022 Budget \$65,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit		Funding Sources Transportation Infrastructure Reserve	Amount \$65,000
Target Start Date	Apr 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$235,000	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of this project is to undertake a condition assessment of all paved roads to populate the Road Matrix system and feed into the Asset Management Plan. This data is then used to support identification and prioritization of assets for renewal.
Deliverables:	Engineering services for the collection, conversion and entry of roughness and surface distress data into the Town's existing Road Matrix Pavement Management Application.
Benefits:	Maintain a safe road pavement network that will be sustainable for years to come. Pavement condition data is collected, updated, and integrated into the pavement management system to continually monitor this valuable asset.
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 and/or accidents.
Additional Information:	Required to maintain LOS associated with transportation and public safety.

2022 Capital Project Information Sheet

Project No. 6100-21-1802	Project Name Streetlight Pole Transformer Replacement		2022 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$50,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$2,000		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to replace the old streetlight infrastructure, as part of the Halton Hills Hydro projects that involve transformer and primary line replacements. The continuation of the Acton Boulevard area will be completed as part of Phase 3 in 2022.
Deliverables:	New streetlight infrastructure will be installed as part of the continuation of the Acton Boulevard project.
Benefits:	The benefit of this project is new streetlight infrastructure, reduced construction cost and public disruptions.
Risks If Not Implemented:	The faulty streetlight infrastructure poses a substantial risk to the public and liability to the Town.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6200-16-0104	Project Name Pavement Management		2022 Budget \$1,535,100
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		Base Capital Budget	\$1,119,100
Target Completion Date Dec 2022		Transportation Infrastructure Reserve	\$416,000
Future Period Capital Requirements Annual		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 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 or 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. Also, insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	Level of service will degrade if repair and rehabilitation is not undertaken.

2022 Capital Project Information Sheet

Project No. 6500-03-2001	Project Name Robert C. Austin Operations Centre Winter Materials Storage (Short-term)		2022 Budget \$25,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jan 2022	DC - Transportation & Public Works		\$7,000
Target Completion Date Dec 2022	New Capital Reserve		\$18,000
Future Period Capital Requirements \$100,000	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The Town's salt and sand storage capacity is currently insufficient. In recent years, there have been occasions where the availability of salt has been critically low, leaving the Town reliant on just-in-time delivery. This situation has been compounded by changes in the salt industry resulting in less reliable deliveries. Furthermore, changing weather patterns are increasingly requiring higher amounts of salt during sporadic ice events. This project (2022 - design, 2023 - construction) will provide increased winter materials storage capacity in the short-term, while the undertaking of the "Robert C. Austin Operations Centre Master Plan" will consider a long-term solution.
Deliverables:	The primary deliverable will be a detailed design and cost estimate for a temporary winter salt/sand storage structure.
Benefits:	This project will lead to a reduction in the risk of a Town salt shortage during winter months.
Risks If Not Implemented:	Inadequate salt and/or sand supply could impact public safety and increase the Town's liability risk.
Additional Information:	This project will help maintain LOS related to the delivery of Public Works winter services and services provided on behalf of Halton Region on Regional Roads.

2022 Capital Project Information Sheet

Project No. 6200-16-1601	Project Name Todd Road Reconstruction		2022 Budget \$50,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Mar 2022	DC - Transportation & Public Works		\$42,000
Target Completion Date Dec 2022	New Capital Reserve		\$8,000
Future Period Capital Requirements \$1,500,000	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Engineering investigations of the sub surface conditions and associated survey work for proposed design of infrastructure on Todd Road. This is a joint project in coordination with Halton Region.
Deliverables:	The primary deliverables are the geotechnical investigation report and survey files to allow for the design of drainage and road surface improvements.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road will continue to function efficiently.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	Level of service will continue to deteriorate if improvements are not completed.

2022 Capital Project Information Sheet

Project No. 6100-16-2106	Project Name Steeles Ave Corridor Transit Infrastructure		2022 Budget \$100,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
		New Capital Reserve	\$76,000
Target Start Date Apr 2022		DC - Transit Services	\$24,000
Target Completion Date Sep 2022			
Future Period Capital Requirements \$140,000		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$36,000			Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	Installation of the remaining eighteen (18) concrete pads and transit shelters to support accessible transit infrastructure along the Regional right-of-way of Steeles Avenue within the municipal boundaries of Halton Hills. Installation of transit stops and shelters, support the Steeles Avenue corridor transit route, operated by the Town of Milton, for the anticipated start date of service of Q2-2022. Phase two of a two (2) year project.		
Deliverables:	Install eighteen (18) concrete pads and bus shelters required to support the anticipated Steeles Avenue corridor route operated by the Town of Milton.		
Benefits:	Toronto Premium Outlets (TPO) management and residents of Halton Hills and surrounding communities have requested transit connections into TPO. Recommendations in the Transit Service Strategy suggest that based on the growing demand for connections to TPO and other employers along Steele's Avenue, a fixed-route service along this corridor is justified in the near term. Accessible infrastructure such as transit stops, and shelters are required to be installed prior to service commencement.		
Risks If Not Implemented:	The implementation of transit on the Steeles Avenue corridor will be delayed until 2023 or later if supported infrastructure projects are deferred.		
Additional Information:	The infrastructure will support the expansion of transit services and greater regional connectivity for residents and businesses.		

2022 Capital Project Information Sheet

Project No. 6100-16-2107	Project Name Cycling Infrastructure on Maple Ave		2022 Budget \$775,000
Department Transportation & Public Works	Division Transportation		Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		DC - Transportation & Public Works	\$270,000
Target Completion Date Aug 2023		New Capital Reserve	\$505,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	Implementation of a strategic active transportation infrastructure that will expand and improve the network of safe and connected walking and cycling connections. The project is identified in the Active Transportation Master Plan. The objective of the project is to design and construct new on-road and off-road bicycle lanes along Maple Avenue from Trafalgar Road to Main Street, representing Phase 2 of this project. Phase 1 is being constructed in 2021 on Maple Ave from Main St. to Mountainview Road. Scope of work for this project includes engineering, construction and road resurfacing.
Deliverables:	The primary deliverable is construction of the on-road and off-road bicycle lanes and resurfacing of the roadway.
Benefits:	The benefits of this project include improved safety for cyclists and the general public. The bike lanes will provide safe separation from motorized vehicles.
Risks If Not Implemented:	If not constructed the lack of Active Transportation facilities across Maple Avenue would create limitations for the user to safely move through the community.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6100-23-1602	Project Name Active Transportation Promotion & Education		2022 Budget \$30,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Base Capital Budget		Amount \$30,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$2,000		Construction Phase	<input type="checkbox"/>

Description	
Scope:	To promote Active Transportation and educate the community on active transportation routes and key destinations within the Town. This may include the purchase of bike racks, and other bike safety equipment, wayfinding signs, and other signage and pavement markings on the roadways to inform both pedestrians and cyclists to utilize the active transportation infrastructure.
Deliverables:	A community 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 disconnect between motorists and active transportation users.
Additional Information:	Promoting Active Transportation and educating the residents on the infrastructure that is available will have overall health benefits as well as a positive impact on climate change. It allows people to make the choice to not use their vehicles and choose to cycle or walk to their destination.

2022 Capital Project Information Sheet

Project No. 6100-23-2401	Project Name Active Transportation Improvements		2022 Budget \$70,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Jan 2022		DC - Transportation & Public Works	\$24,000
Target Completion Date Dec 2022		New Capital Reserve	\$46,000
Future Period Capital Requirements \$8,010,500		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$2,000			Construction Phase <input type="checkbox"/>

Description	
Scope:	Annual program to provide various active transportation infrastructure to connect pedestrian and cycling networks along municipal road allowances as approved under the Active Transportation Master Plan (2020). The project will include a variety of signed bike routes with pavement markings as applicable. This includes the following streets: Ontario Street, Banting Road, Carruthers Road, College Street, Ewing Street, John Street, Joycelyn Crescent, McCullough Crescent and King Street.
Deliverables:	Implementation of a connected cycling and pedestrian network across the Town (as per the ATMP) to enable safer, more convenient travel by non-motorized modes.
Benefits:	Building on Halton Hills' commitment to sustainability by improving transit and active transportation opportunities, focusing on energy efficiency, and revitalizing natural spaces.
Risks If Not Implemented:	The implementation of active transportation facilities promotes active living, which has numerous health benefits and improves road safety. If not implemented, the Town will not be improving road safety for all road users or fulfilling its goals identified in the Active Transportation Master Plan.
Additional Information:	This project will improve the current level of service by providing active transportation facilities for road users. These improvements will improve the overall level of service and supports the climate change actions for the community by reducing greenhouse gas emissions and support the goals and recommendations of the ATMP.

2022 Capital Project Information Sheet

Project No. 6200-22-2201	Project Name Weather & Flow Monitoring Stations		2022 Budget \$35,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Jeff Jelsma	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Apr 2022		DC - Stormwater Management Services	\$12,000
Target Completion Date Dec 2022		New Capital Reserve	\$23,000
Future Period Capital Requirements \$90,000		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$3,500			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The extent of climate change could be quantified by a collection of local meteorological data and stream flow information (currently limited in Halton Hills area). The installation of local weather and stream flow monitoring stations will help the Town adapt to climate change by understanding the direct impacts to Halton Hills based on locally collected information. This collection of data will be used to support the analysis of and update our IDF curves used for stormwater management planning and design, flood plain modeling (for CVC and CH) and to document local meteorological changes. This project is the first step that will purchase, install, and calibrate our first owned local weather and flow monitoring station and to establish a data collection system that can be used by Town Staff, conservation authority and Region. Through future work we plan to increase the number of locations where data is collected to ensure we have representation in both CVC and CH local watersheds.
Deliverables:	The outcome of this multiyear project is to enable the collection and compilation of data from Town owned weather and flow monitoring station and any other local sources of data. This source data will be used to support various programs that rely on accurate and local meteorologic and stream flow information.
Benefits:	Plans to adapt to climate change are based on accurate and local data. This project enables flood plain modelling based on local measured data rather than theoretical. Additionally, better accuracy on future subwatershed studies will help to support development and growth.
Risks If Not Implemented:	Future plans and designs for climate change and stormwater management will be based on estimated or assumed data. Calibration and verification of hydrologic models for flood plain mapping will be limited. Flood-related study results will not be based on the local hydrologic processes, which may result in overly conservative outcomes. .
Additional Information:	This project will improve the Town's ability to identify local impacts of climate change and ensure planning and engineering studies are reflective of these conditions.

2022 Capital Project Information Sheet

Project No. 6500-11-1517	Project Name Tree Planting - Emerald Ash Borer		2022 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$150,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual		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 the removal and replacement of existing urban street trees affected by the Emerald Ash Borer. As part of this annual program, 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 beyond restoring the streetscape and the canopy, is improvement in the air quality that trees provide.
Risks If Not Implemented:	Dead or dying trees pose a risk of liability as branches or trees may fall and damage property and/or cause personal injury.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 6810-05-2201	Project Name Activan Software Module Enhancement		2022 Budget \$20,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Jan 2022	DC - Transit Services		\$4,000
Target Completion Date Dec 2022	New Capital Reserve		\$1,300
Future Period Capital Requirements \$220,000	ICIP - Public Transit Stream		\$14,700
Operating Impact \$0	Project Phase	Study/Design Phase <input type="checkbox"/>	Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	Enhance ActiVan service delivery through improved scheduling capabilities within current dispatch and scheduling software. The current scheduling software (TripSpark) is feature-rich and requires retraining and software enhancements to modules to enhance booking and scheduling efficiency and better enable performance monitoring.
Deliverables:	Optimize scheduling by updating real-time speed and load time parameters in TripSpark software.
Benefits:	Improve scheduling parameters and improve procedures to better match customer demand and efficiently operate service.
Risks If Not Implemented:	It is important for ActiVan to keep pace with advancements in TripSpark technologies to maximize cost-efficiency and service quality. Failure to update and enhance current software leads to the inability to maximize service levels for future growth and ridership demand.
Additional Information:	Enhancements to software increase efficiency in service by scheduling more passengers per hour while reducing onboard time for passengers.

2022 Capital Project Information Sheet

Project No. 6200-22-0107	Project Name Bridge Rehab Study Update		2022 Budget \$75,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Mike Donnelly	
Service Category Transportation & Transit	Funding Sources Canada Community-Building Fund		Amount \$75,000
Target Start Date Apr 2022			
Target Completion Date Oct 2022			
Future Period Capital Requirements Bi-Annual	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description

- Scope:** The objective of this project is to undertake the mandatory biannual condition assessments of bridges and culverts as part of the Public Transportation and Highway Act and to evaluate the condition of the Town's structures (bridges and culverts) to populate the Asset Management Plan.
- Deliverables:** A detailed inspection report will be submitted for each structure, with costing and timelines for maintenance, rehabilitation and/or replacement.
- Benefits:** The information submitted will allow for a proactive approach to structure management to help increase life cycle and decrease construction costs.
- Risks If Not Implemented:** Failure to complete the mandatory condition assessments would place the Town in non-compliance with provincial regulations and would lead to increased risks associated with the bridge structures.

Additional Information:

2022 Capital Project Information Sheet

Project No. 6500-06-0102	Project Name Equipment Replacement		2022 Budget \$1,341,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		Funding Sources Equipment Replacement Reserve	Amount \$1,341,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input checked="" 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 following this page.		
Deliverables:	The delivery of replacement pieces of equipment and vehicles to be utilized in Public Works, Parks, Cemeteries and Facilities operations.		
Benefits:	The replacement pieces of equipment and vehicles will maintain the established levels of service required for roads, sidewalks, bike paths, parks, cemeteries, and facilities.		
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 not in service cannot provide necessary services in areas such as snow plowing roads, sidewalks, bike paths and parks including sports fields, playgrounds, and splash pads.		
Additional Information:			

APPENDIX A

2022 - PUBLIC WORKS REPLACEMENT FORECAST

UNIT	ASSET ID	PROJECT STRING	MFG DATE	MAKE	MODEL	ASSET TYPE	EQUIPMENT CLASS	ASSET STATUS	CONDITION ASSESSMENT	REPLACEMENT VALUE
204	10-0204	6800-10-0204	2011	INTERNATIONAL	7600 SBA 6x4	TANDEM DUMP WITH PLOW	TANDEM	END OF LIFE CYCLE	POOR	\$ 310,000
213	07-0213	6800-07-0213	2008	INTERNATIONAL	7600 SBA 6x4	TANDEM DUMP WITH PLOW	TANDEM	END OF LIFE CYCLE	POOR	\$ 310,000
220	07-0220	6800-07-0220	2008	INTERNATIONAL	SA52500	SINGLE AXLE DUMP WITH PLOW	SINGLE AXLE	END OF LIFE CYCLE	POOR	\$ 220,000
237	07-0237	6800-07-0237	2007	GMC	C4500	3 TONNE DUMP WITH PLOW	SMALL DUMP	END OF LIFE CYCLE	POOR	\$ 90,000
240	12-0240	6800-12-0240	2012	FORD	F550 SUPERDUTY 4X4	3 TONNE DUMP WITH CHIPPER BODY	SMALL DUMP	END OF LIFE CYCLE	POOR	\$ 90,000
361	12-0361	6800-12-0361	2012	GMC	EXPRESS 1500 CARGO VAN	UTILITY VAN	VAN	END OF LIFE CYCLE	POOR	\$ 35,000
364	08-0364	6800-08-0364	2008	CHEVROLET	SILVERADO EXT. CAB	PICKUP TRUCK	PICKUP	END OF LIFE CYCLE	POOR	\$ 35,000
484	11-4484	6800-11-4484	2010	JCB	2CX12	BACKHOE	LOADER	END OF LIFE CYCLE	POOR	\$ 120,000
630	04-6630	6800-04-6630	2004	VERMEER	BC 1400	WOODCHIPPER	ATTACHMENT	END OF LIFE CYCLE	POOR	\$ 55,000
639	00-6639	6800-00-6639	2000	SPE	SPU SURFACE PREP. MACH	SMALL TOOLS	SIDEWALK GRINDER	END OF LIFE CYCLE	POOR	\$ 5,000
682	04-6682	6800-04-6682	2004	EPPS	PRESSURE WASHER	SMALL TOOLS	PRESSURE WASHER	END OF LIFE CYCLE	POOR	\$ 5,000
685	10-6685	6800-10-6685	2010	FALCON	HOT BOX	TRAILER	ATTACHMENT	END OF LIFE CYCLE	POOR	\$ 40,000
687	12-6687	6800-12-6687	2012	HOTSY	PRESSURE WASHER	SMALL TOOLS	PRESSURE WASHER	END OF LIFE CYCLE	POOR	\$ 5,000
				CHAINSAWS/POWER SCYTHES			SMALL TOOLS	ON-GOING		\$ 9,000
				SMALL TOOLS			SMALL TOOLS	ON-GOING		\$ 12,000

TOTAL VALUE \$ 1,341,000



Planning & Development

2022 Budget & Business Plan

PLANNING & DEVELOPMENT

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, vibrant and sustainable community.



2022 BUSINESS PLAN



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW:

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

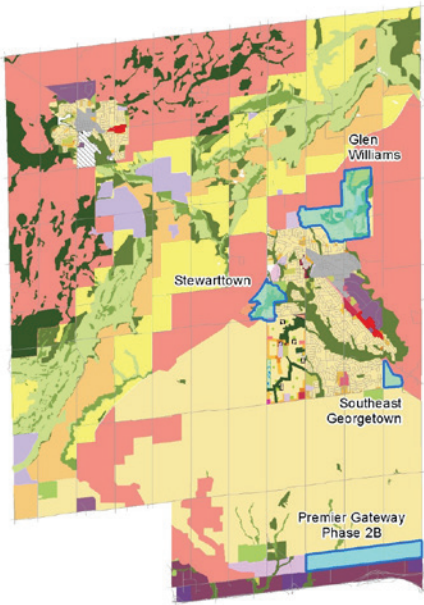
Our focus is on providing balanced and objective advice to Council and other stakeholders. We are cognizant of provincial and regional policy direction and guided by Council's Strategic Plan. The four pillars of sustainability: economic, social, environmental and cultural influence our business planning 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 coordinates and supports 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 and provide recommendations to Council to optimize outcomes for the long term benefit of the community in accordance with best planning practices and Council's vision.



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW (continued):



Legal Coordination Services provides a range of legal guidance and 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 the Town's capital programs. The Legal Section is instrumental in providing the following services:

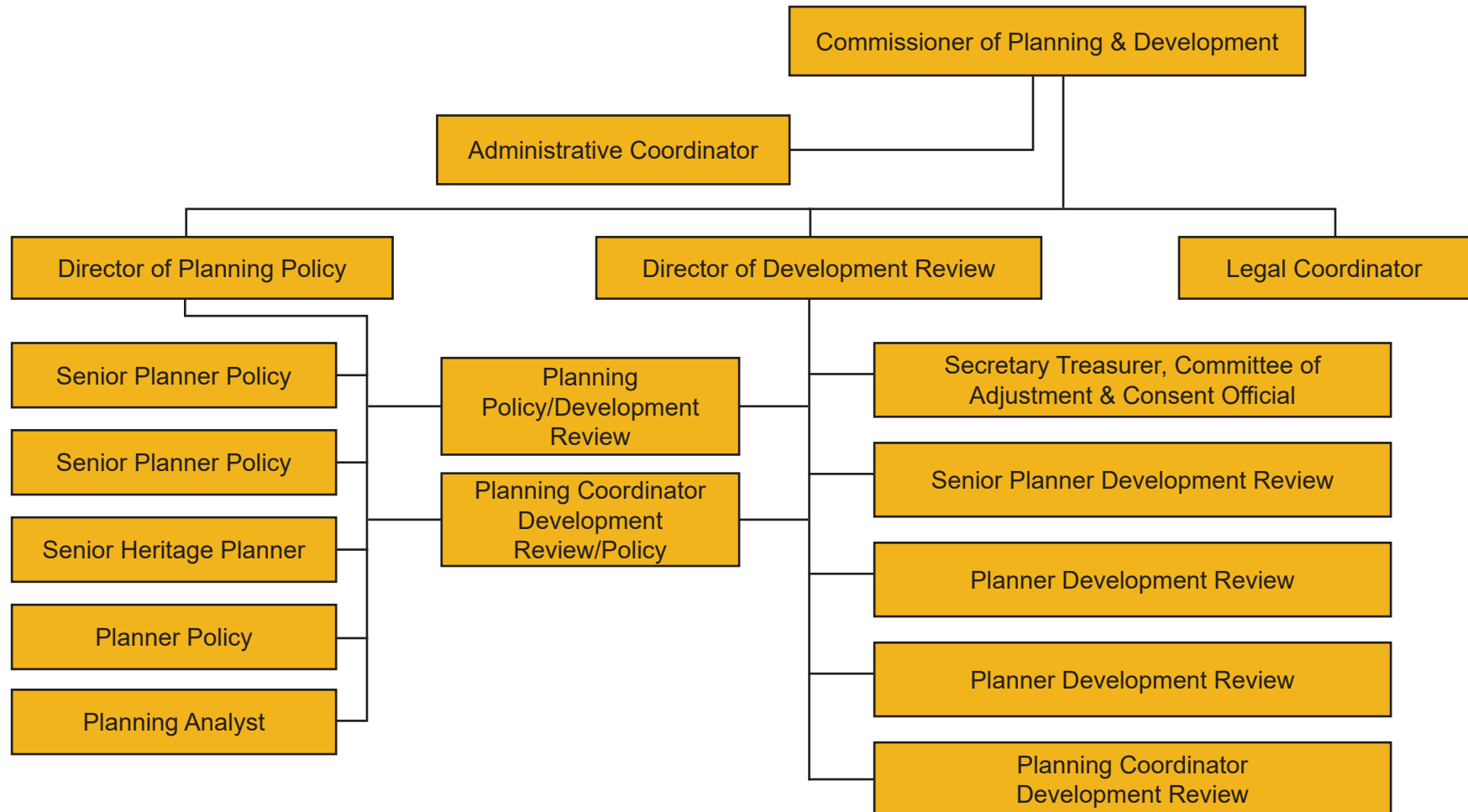
- Preparing and administering the development agreements that are required for planning approvals;
- Coordinating acquisitions and dispositions of Town lands and easements between staff and the Town solicitor;
- Providing staff with information and guidance on legal processes and matters;
- Conducting registrations and legal researches including, title searches and corporate searches.

The **Policy and Information Services** section provides tools for sound management of land use change 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.

PLANNING & DEVELOPMENT

► CURRENT ORG CHART:



PLANNING & DEVELOPMENT

► 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
- Green Development Standards
- Consents
- Minor variances
- Expansions to legal non-conforming uses
- Halton Area Development Managers (HADM)

Policy, Heritage & 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

Legal:

- Development agreements/ documents, including licenses and leases
- Coordinating registration of subdivisions
- Coordination of land acquisitions/dispositions
- Providing staff with guidance and review on corporate projects
- Title and corporate searches
- Responses to compliance requests



PLANNING & DEVELOPMENT

▶ 2021 ACCOMPLISHMENTS/SUCCESSSES:

- Completed the Premier Gateway Phase 1B Secondary Plan Regional Approval process including reporting on the modifications and receiving the Notice of Decision. The Secondary Plan is now in full force and effect.
- Completed the Destination Downtown Secondary Plan Regional Approval process including reporting on the modifications and receiving the Notice of Decision. The Secondary Plan is now in full force and effect.
- Informed by robust community engagement and significant background studies and reports, finalized the Glen Williams Secondary Plan review with the adoption of an updated Secondary Plan.
- Advanced the Premier Gateway Phase 2B Secondary Plan project including preparation of Background Reports, Land Use Options and the holding of virtual Steering and Technical Committee meetings and public sessions.
- Advanced the Southeast Georgetown Secondary Plan project including preparation of Background Reports, Land Use Options and the holding of virtual Steering and Technical Committee meeting and public sessions.
- Advanced the Stewarttown Secondary Plan project including retention of the consulting team, finalizing the public engagement strategy and the holding of virtual Steering and Technical Committee meetings and the first Public Open House.
- Worked with legal counsel on various strategic and procedural matters associated with the Vision Georgetown Ontario Land Tribunal appeals.
- Coordinated and conducted the virtual Public Open House on the 60 John Street Comprehensive Zoning By-law appeal and attended Ontario Land Tribunal Case Management Conference.
- Conducted educational and public workshops on the on-going Regional Official Plan Review and Integrated Growth Management Strategy.
- Reported on and provided recommendations on the Growth Concepts associated with the Regional Official Plan Integrated Growth Management Strategy.
- Monitored and reported on various Provincial initiatives such as Growing the Greenbelt and Land Use Compatibility Guidelines.
- Retained ERA Architects Inc. as the successful consultants for the Cultural Heritage Master Plan and launched the project in June 2021.
- Successfully launched online application forms for the Town's Heritage Property Tax Refund Program.
- Amended of the Town's first Designating By-law for the Halton Hills Cultural Centre and Library at 9 Church Street.
- Designation of 12438 Kirkpatrick Lane and 29 Edith Street under Part IV of the Ontario Heritage Act.



PLANNING & DEVELOPMENT



► 2021 ACCOMPLISHMENTS/SUCCESSIONS (continued):

- Launched an online presentation series for the Town's designated heritage properties on the Town's website.
- Retained Spencer Higgins Architect Ltd. and obtained an updated Heritage Impact Assessment for the Barber Mill to determine next steps for the designated heritage property.
- Commented on the proposed updates from the Ministry of Heritage, Sport, Tourism and Culture to the Ontario Heritage Toolkit.
- Amendment of the Designating By-law for Cedarvale Park at 181 Main Street South following retention of ATA Architects Inc. to prepare a Cultural Heritage Evaluation Report and Feasibility Study and following stakeholder consultation.
- Recommended the listing of additional properties on the Town's Heritage Register in the Premier Gateway Phase 1B and 2B Secondary Plan areas.
- Established a communications protocol for fires within designated properties between Planning & Development and Fire Services staff.
- Finalized the Green Development Standards Update to further advance the Town's climate change objectives.
- Completed a Site Plan By-law update to exempt accessory structures on Town owned lands and parks as well as on industrial/commercial sites.
- Advanced approvals for key development applications including Habitat for Humanity 37 King Street (Georgetown).
- Conducted numerous virtual statutory public meetings for development applications.
- Continued to successfully hold virtual Development Review and Committee of Adjustment meetings.
- Completed a number of development agreements for the Eden Oak-Creditview Heights and Worthington Homes (Humberstone) subdivisions and the Trio vest development.
- Completed various lease and licensing agreements.
- Assisted with legal review and provided advice on various on-going corporate projects including Retrofit Halton Hills and Affordable Housing.

PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Continuing to prepare for significant residential and non-residential growth. - Vision Georgetown and Southwest Georgetown Private OPA OLT process will be resource intensive and creates uncertainty that Council's vision for the new community will be realized. - Filing of Draft plan of Subdivision and Zoning By-law Amendment appeals by the Southwest Georgetown Landowners. - Ensuring appropriate resources are available to respond to expected Vision Georgetown and Premier Gateway developments. - Balancing mature neighbourhood character considerations while delivering more intensification and affordable housing opportunities. - Ongoing market challenges associated with the delivery of intensification and affordable housing. - Public opposition to intensification and infill proposals. - Reduced timelines to process development applications before non-decision appeals to OLT can be filed. - Secondary Plan Post Adoption Approval Phase continues to be time consuming and complex. - Ensuring that a made-in-Halton Hills growth strategy is integrated into the updated Regional Official Plan. - Continuing to solely rely on virtual public open houses and meetings. - GTA West/HPBATs Corridor Protection OLT Appeals remain unresolved.

PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN (continued):



Opportunities:	<ul style="list-style-type: none"> - Approval of the Halton Hills Premier Gateway Phase 1B Secondary Plan will provide opportunities for increased assessment and employment growth. - Increased development interest in the Halton Hills Premier Gateway (ProLogis, Hoderer, QuadReal, Cimco-Toromont, Bentall Greenwood, North American and TrioVest sites). - Based on the progress of the GTA West Corridor EA, opportunities to reduce the extent of land subject to Corridor Protection. - 3,000 SDE of lake-based servicing allocation secured for the Vision Georgetown lands. - Increased affordable housing opportunities flowing from infill sites and accessory suites. - Development interest in the Georgetown Urban Expansion Lands (Vision Georgetown, Southeast Georgetown and Stewarttown) remains strong. - Preparation of the Cultural Heritage Master Plan will provide an overarching direction for the Heritage Planning portfolio. - The finalization of updated Green Development Standards should further advance the Town's climate change objectives. - Update to the Vision Georgetown Energy Master Plan provides a platform to further consider low carbon development opportunities. - Secure a modest amount of urban land through the ROP Review that reflects Council's Made in Halton Hills Growth Strategy.

PLANNING & DEVELOPMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Official Plan Review	Update the Town's Official Plan to implement changes required by Provincial Plans, the Provincial Policy Statement and the Regional Official Plan, including allocation of population and employment growth to the 2051 planning horizon.	- Policy	<ul style="list-style-type: none"> - An updated Official Plan that conforms to Provincial Plans and the Regional Official Plan and is consistent with the Provincial Policy Statement. - A sound and contextually appropriate framework for guiding land use change and economic development that aligns with the Town's climate change objectives. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives
2. Cultural Heritage Master Plan	Prepare a Cultural Heritage Master Plan as set out in Section F5.1.1 of the Town's Official Plan to identify and study the Town's cultural heritage resources and provide recommendations for the protection and enhancement of those resources.	- Policy	<ul style="list-style-type: none"> - A Town wide Cultural Heritage Master Plan that will provide a fulsome understanding of the Town's cultural heritage resources and landscapes and a detailed planning foundation to ensure the long-term conservation of those resources. - Identification of potential Heritage Conservation Districts and the need for area specific Official Plan policies or zoning by-law regulations for cultural heritage resources and landscapes. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives

PLANNING & DEVELOPMENT

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Designated Greenfield Area Secondary Plans (Southeast Georgetown & Stewarttown)	Prepare Secondary Plans for Southeast Georgetown and Stewarttown which entails a number of detailed studies including planning, urban design, functional servicing and transportation along with public and agency engagement.	- Policy	<ul style="list-style-type: none"> - Projects further implement Council's approved growth management strategy to 2031. - Contextually appropriate Secondary Plans that provide a mix and range of housing along with other complementary land uses and conforms to Provincial Plans and policies and the Regional and Halton Hills Official Plans. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
4. Vision Georgetown OLT & Implementation Matters	In concert with legal counsel, coordinate Vision Georgetown OLT & related implementation matters.	- Policy	<ul style="list-style-type: none"> - Successful defence of Council's vision and policies such that the Vision Georgetown Secondary Plan remains fundamentally intact. Subject to the results of the OLT process. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

PLANNING & DEVELOPMENT

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
5. Georgetown GO Station/ Mill Street Corridor Area Secondary Plan Review	Review and update the GO Station Secondary Plan to ensure conformity with A Place to Grow and the updated Regional Official Plan and consistency with the Provincial Policy Statement.	- Policy	<ul style="list-style-type: none"> - An updated and contextually appropriate Secondary Plan that continues to direct intensification to strategic areas while protecting adjacent mature residential neighbourhoods. - Increased high and medium density housing aligned with the Town's intensification objectives. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
6. Premier Gateway Phase 2B Integrated Planning Project	Prepare a Secondary Plan for the Premier Gateway Phase 2B Lands which entails a number of detailed studies including planning, scoped sub watershed, urban design, functional servicing and transportation along with public and agency engagement.	- Policy	<ul style="list-style-type: none"> - Project further implements Council's approved Growth Management Strategy to 2031. - A Secondary Plan that guides high quality employment development and facilitates increased assessment and employment opportunities. - Conformity with Provincial Plans and policies and the Regional and Halton Hills Official Plans. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives

PLANNING & DEVELOPMENT

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Development Review - Senior Planner, Development Review 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.
Part Time	0	
Contract	+1.0	Legal Services – Legal Assistant (2 year contract) A Legal Assistant position is required to augment the staffing complement in the Legal Services division, which is currently limited to 1.0 FTE. This position would 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.

PLANNING & DEVELOPMENT

► PERFORMANCE INDICATORS:

Operational	Target
Well-developed Plans	<p>Premier Gateway Phase 2B Secondary Plan</p> <ul style="list-style-type: none"> - Completion of Phase 3 (transportation, area servicing, scoped subwatershed and urban design studies), Phase 4 (selection of preferred land use alternative) and preparation of the first draft of the Secondary Plan. <p>Southeast Georgetown Secondary Plan</p> <ul style="list-style-type: none"> - Completion of Phase 3 (selection of preferred land use alternative) and preparation of the first draft of the Secondary Plan. <p>Stewarttown Secondary Plan</p> <ul style="list-style-type: none"> - Completion of Phase 3 (selection of preferred land use alternative) and preparation of the first draft of the Secondary Plan. <p>GO Station/Mill Street Corridor Secondary Plan</p> <ul style="list-style-type: none"> - Completion of Phases 1 (background and policy options) and 2 (land use alternatives and assessment). <p>Cultural Heritage Master Plan</p> <ul style="list-style-type: none"> - Completion of the first draft of the Cultural Heritage Master Plan. <p>Official Plan Review</p> <ul style="list-style-type: none"> - Completion of Phase 1 (Terms of Reference, contract award, development of a detailed work program and engagement plan). <p>Destination Downtown</p> <ul style="list-style-type: none"> - Completion of Area Servicing Plan.
Development Applications	<ul style="list-style-type: none"> - 80% increase in approvals

Quality of Life	Target
Green Development Standards Approvals	<ul style="list-style-type: none"> - 40% increase in approvals.

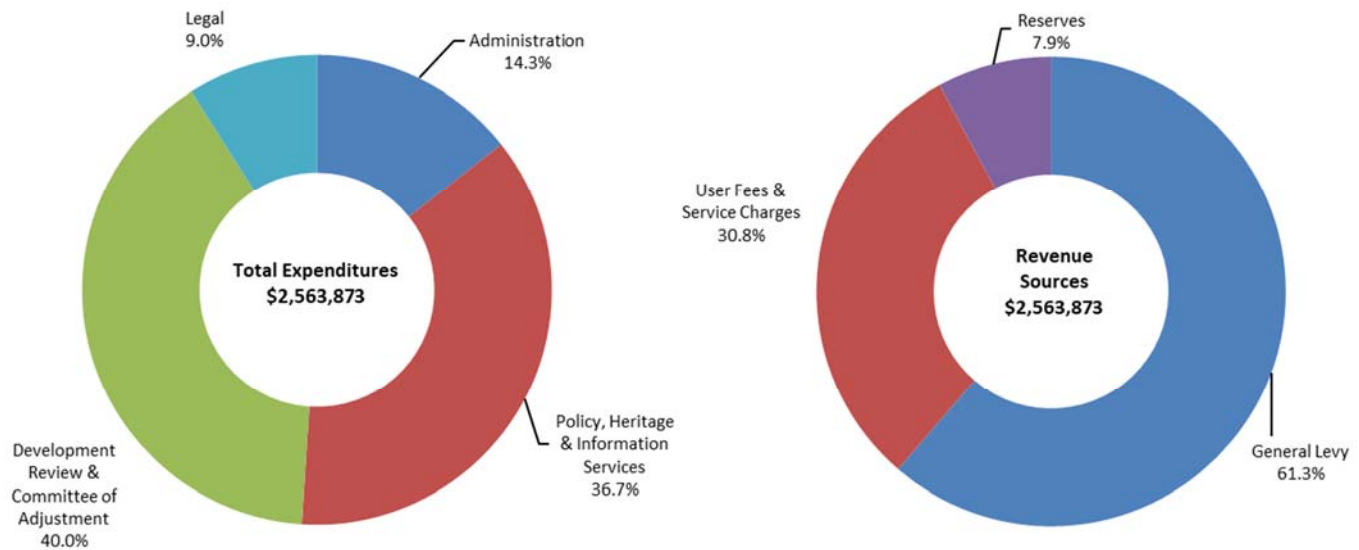
2022 Operating Budget Overview

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

2022 Operating Budget Highlights

The 2022 Operating Budget for Planning & Development of \$2,563,873 in gross expenditures and \$1,570,500 in net expenditures provides funding for the services performed by the Development Review & Committee of Adjustment, Policy Heritage & Information Services, and Legal Services Divisions.

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,330,373	2,239,640	2,362,073	-	201,800	-	2,563,873	233,500	10.0%
Revenue	(776,273)	(680,953)	(791,573)	-	(201,800)	-	(993,373)	(217,100)	28.0%
Total Net Expenditures	1,554,100	1,558,687	1,570,500	-	-	-	1,570,500	16,400	1.1%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	364,000	354,662	367,500	-	-	-	367,500	3,500	1.0%
Revenue	-	(931)	-	-	-	-	-	-	0.0%
Net Expenditures	364,000	353,731	367,500	-	-	-	367,500	3,500	1.0%
Policy, Heritage & Information Services									
Expense	926,000	877,003	940,900	-	-	-	940,900	14,900	1.6%
Revenue	(500)		(500)	-	-	-	(500)	-	0.0%
Net Expenditures	925,500	877,003	940,400	-	-	-	940,400	14,900	1.6%
Development Review & Committee of Adjustment									
Expense	888,473	861,972	901,073	-	124,300	-	1,025,373	136,900	15.4%
Revenue	(652,073)	(625,572)	(667,373)	-	(124,300)	-	(791,673)	(139,600)	21.4%
Net Expenditures	236,400	236,400	233,700	-	-	-	233,700	(2,700)	(1.1%)
Legal									
Expense	151,900	146,004	152,600	-	77,500	-	230,100	78,200	51.5%
Revenue	(123,700)	(54,450)	(123,700)	-	(77,500)	-	(201,200)	(77,500)	62.7%
Net Expenditures	28,200	91,553	28,900	-	-	-	28,900	700	2.5%
Total									
Expense	2,330,373	2,239,640	2,362,073	-	201,800	-	2,563,873	233,500	10.0%
Revenue	(776,273)	(680,953)	(791,573)	-	(201,800)	-	(993,373)	(217,100)	28.0%
Total Net Expenditures	1,554,100	1,558,687	1,570,500	-	-	-	1,570,500	16,400	1.1%

The Planning & Development 2022 Operating Budget represents a 1.1% increase from the approved 2021 Operating Budget.

- The 2022 budget includes a \$30,400 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.5% proposed phased-in economic adjustment.
- A budget inclusion has been made for an additional Senior Planner for the Development Review division. This position is to assist in the anticipated growth in workload for the division as developments for Premier Gateway and Vision Georgetown come online. This position will be offset by planning application revenues.
- A budget inclusion has also been made for a 2-year contract position to assist the Legal Coordinator with the administration of development and other legal agreements and to mitigate the impacts to the volume of work related to anticipated growth.

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Senior Planner Development Review	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Planning & Development	Development Review

Description of Services to be Performed:

An additional Senior Planner for the Development Review division 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, as the development of the Vision Georgetown lands and Premier Gateway occurs, and as more complex infill development is proposed.

Budget Impact:

Expenditures:

Salary & Benefits	124,300
Supplies & Services	
Other	8,500
Total	\$ 132,800

Account & Notes:

Workstation & Computer

Revenue:

Fees	(124,300)
Grants	
Other	(8,500)
Total	\$ (132,800)

Deferred Revenue - Planning Application Fees
\$5k Capital Replacement, \$3.5k Tech Repl. Reserve

Net Cost \$ -

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
2 Year Contract - Legal Assistant	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Planning & Development	Legal Coordination Services

Description of Services to be Performed:

The existing Legal Coordinator's role includes managing the Town's legal processes for development agreements related to planning approvals; and for the licensing, acquisition and disposition of the Town-owned lands and interest in lands. The Legal Coordinator works with detailed, carefully created agreement templates and processes that save time and increase productivity. Many of these templates have now become very outdated, rendering them ineffective and difficult to use. It is imperative that these agreements be properly reviewed and amended in preparation for Vision Georgetown and the continued development of the Premier Gateway. There is also increasing demands for license agreements to allow for use of Town-owned lands by private companies/individuals, e.g. crossing agreements with Dufferin Aggregates. This contract position will ensure having current, accurate resources in place will help this Section to successfully manage the increased volume of work anticipated resulting from these initiatives. Hiring a Legal Assistant will allow the Legal Coordinator to focus on reviewing, benchmarking and revising several of the key agreements and processes.

Budget Impact:

Expenditures:

Salary & Benefits	77,500
Supplies & Services	
Other	
Total	\$ 77,500

Account & Notes:

Revenue:

Fees	
Grants	
Other	(77,500)
Total	\$ (77,500)

Deferred Revenue - Planning Application Fees

Net Cost \$ -

Planning & Development Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
PLANNING & DEVELOPMENT												
7000-22-0001	Official Plan					200,000					200,000	400,000
7100-10-2501	SE Georgetown Developer Payback				219,700					219,700		439,400
7100-22-1502	Glen Williams Sec Plan Review				150,000							150,000
7100-22-1901	G'town Downtown Secondary Plan	20,000										20,000
7100-22-2001	Zoning By-Law Update		200,000					200,000				400,000
7100-22-2303	Post 2036 Secondary Plans					1,500,000	1,500,000	1,500,000				4,500,000
7100-22-2401	Guelph St Corridor Planning Study			300,000								300,000
7100-22-2601	Stewarttown Planning Study					150,000						150,000
7100-27-0102	Norval Secondary Plan Review								150,000			150,000
TOTAL PLANNING & DEVELOPMENT		20,000	200,000	300,000	369,700	1,850,000	1,500,000	1,700,000	150,000	219,700	200,000	6,509,400

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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 \$6,509,000, 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.

Planning & Development

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
339	7100-22-1901	G'town Downtown Secondary Plan	3.00	20,000	20,000	-	17,000	3,000	-	-
2022 Total				20,000	20,000	-	17,000	3,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 7100-22-1901	Project Name G'town Downtown Secondary Plan		2022 Budget \$20,000
Department Planning & Development	Division Policy & Information Services	Project Manager Bronwyn Parker	
Service Category Planning & Development	Funding Sources		Amount
Target Start Date Jan 2022	DC - Administration		\$17,000
Target Completion Date Jun 2022	Strategic Planning Reserve		\$3,000
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description

- Scope:** Update the Area Servicing Plan for the Secondary Plan Area 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.
- Deliverables:** An updated Area Servicing Plan and modelling to conform with the Region of Halton's modifications to the Secondary Plan and ensure development proceeds as per the Destination Downtown Secondary Plan.
- Benefits:** Completing the updated Area Servicing Plan will facilitate development to proceed in Downtown Georgetown as per the Destination Downtown Secondary Plan.
- Risks If Not Implemented:** Increased risk and costs associated with delays in future development in Downtown Georgetown negatively impacting property assessment and Town budgets.

Additional Information:



Recreation & Parks

2022 Budget & Business Plan

RECREATION AND PARKS

Vision Statement:
Recreation for all.

Mission Statement:
Provide services to enhance the quality of life and well-being for Halton Hills residents through physical, mental and social health benefits.

We value:

- Welcoming and safe environments for everyone
- Diverse, inclusive and affordable services
- Volunteerism
- Innovation
- Healthy and active lifestyles
- Community engagement and collaboration
- Nature awareness and preservation
- Quality customer experiences

November 2021

2022 BUSINESS PLAN



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 connecting to nature through recreation
- Providing supportive environments to encourage participation to 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 on community centres, arenas, cultural centre, libraries, and parks/ancillary buildings.

Parks and Open Space

Planning, acquisition, design and construction of parks, open spaces, trails and cemeteries.

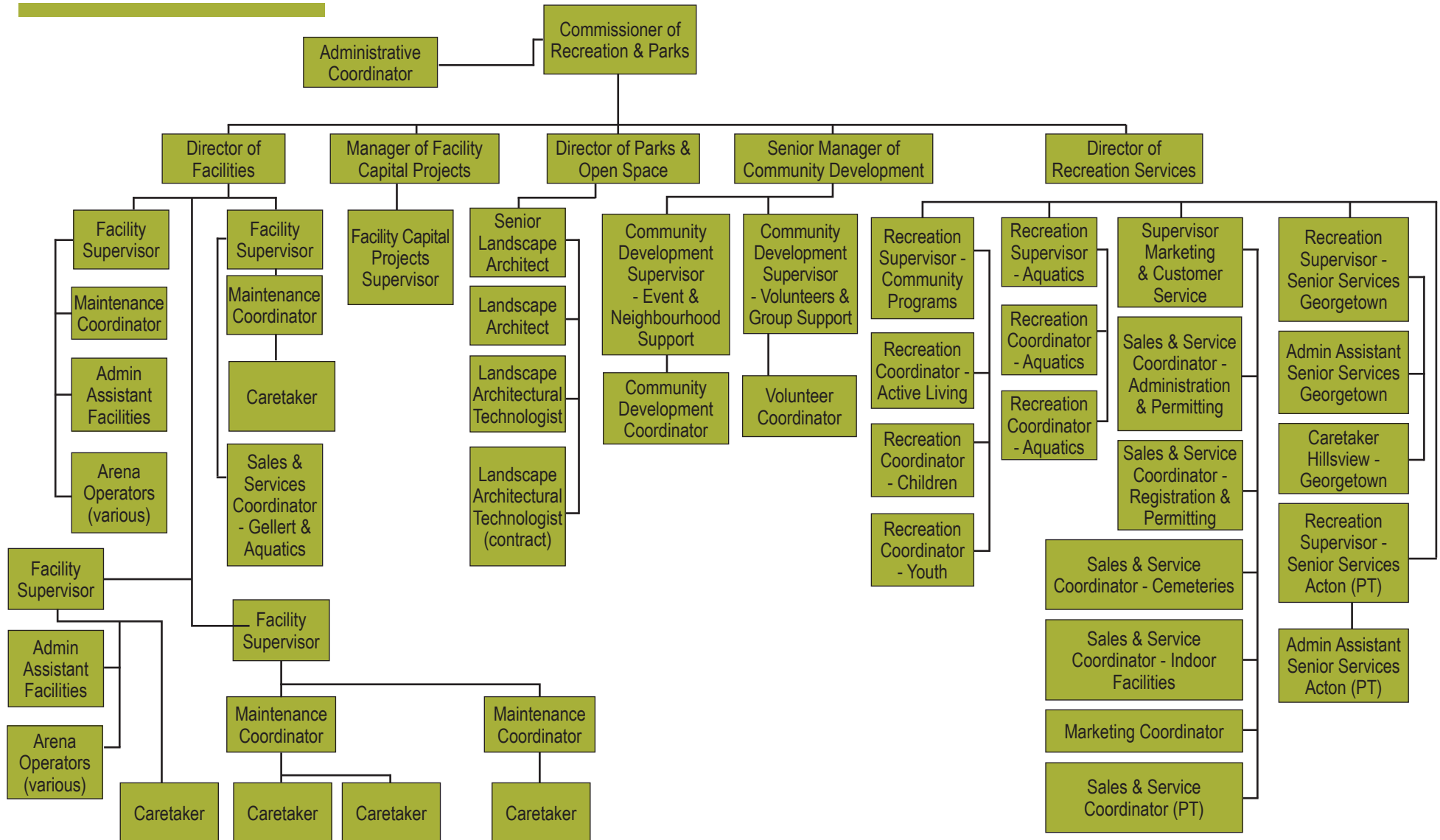
Community Development

Provide support and development for community groups, volunteers, events and neighbourhood engagement.



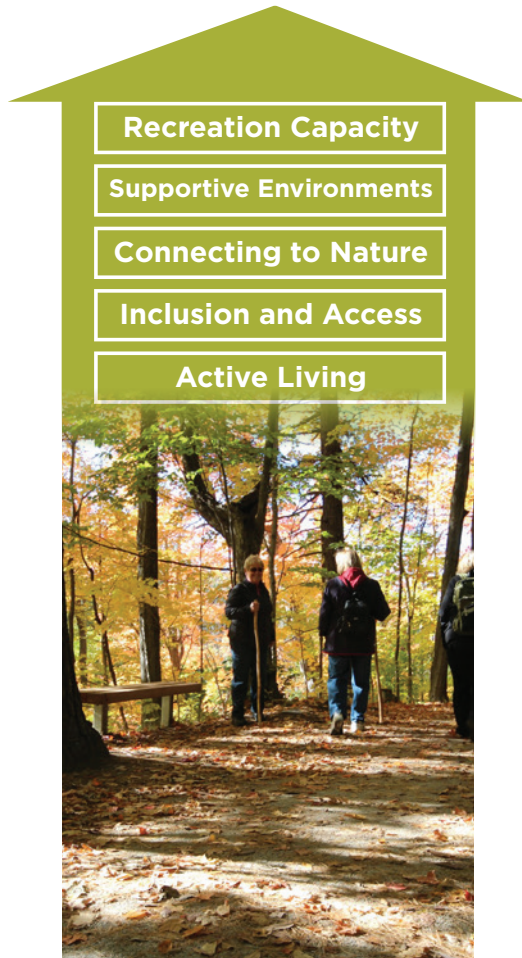
RECREATION AND PARKS

► CURRENT ORG CHART:



RECREATION AND PARKS

► CORE ACTIVITIES:



Providing Indoor and Outdoor Facilities:

- Hillsview Active Living and Youth Centres (Acton and Georgetown).
- 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.
- Parks and cemeteries: outdoor spaces for sports, trails, outdoor activities, stewardship, cemeteries.
- Facility operations: inspection, maintenance, asset management and climate change initiatives.

Planning strategically:

- Acquisition and disposal of parks and open space.
- Development Review process for parkland and landscape approvals.
- Business plans, master plans and strategic planning.
- Facility, park, trail and cemetery master planning and design.

Delivering Programs and Services:

- Recreation programs – community and aquatic services. Service to promote inclusion, subsidies, community well-being.
- Sales and service: program registration, indoor and outdoor facility bookings, cemetery sales.
- Promotions and communications.
- Community development programs to support special events, neighbourhood engagement, civic participation and volunteerism.
- Capacity building for recreation: space allocation, support for groups, sponsorship, grant resources and joint capital projects.
- By-laws, policies, program standards per legislative requirements.
- Legal and community partnership agreements.

Overseeing Capital Construction:

- Project management for capital works from design through construction and management of assets.

RECREATION AND PARKS

► 2021 ACCOMPLISHMENTS/SUCCESSIONS:

Capital Construction

- Trafalgar Sports Park Ball Diamonds and Cultural Centre Plaza Official Opening.
- Hungry Hollow Trails – Connections to Downtown/Cedarvale.
- Completion of new Acton Youth Centre at Acton Town Hall.
- Other facility, park and cemetery construction: TSP Leash Free Park, Tolton Park environmental works, Acton Library Reading Deck, Bovis and Morden Neilson Park playgrounds, sportsfield lighting replacements, Mold-Masters SportsPlex railing, facility roofing program.

Major Studies

- Cedarvale Community Centre Feasibility Study.
- Strategic Action Plan Year One Implementation.
- Parkland Acquisition Strategy Update – vision for new parkland acquisition and development.
- Collegiate Pool Strategy Phase 1 - approval in principle.
- Other studies launched or underway in 2021: Fairy Lake Water Quality Study, Fitness Service Delivery Review, Court Sports Strategy - Outdoor Tennis and Pickleball Review, Town Hall Master Plan, Glen Lawson Lands and McNab Park acquisition negotiations; easements and license agreements for various parks/trails.
- Senior Services Delivery Review.



RECREATION AND PARKS

► 2021 ACCOMPLISHMENTS/SUCCESES (continued):

Pandemic Response

- COVID Response Strategy: Facility retrofits, virtual programming and outreach, neighbourhood activation, regional best practices, financial impact assessment, business continuity.

Partnerships

- Community partnerships – Trafalgar Sports Park Ball Diamonds, Norval Engagement sessions, Leash Free Halton Hills, Pregnancy and Infant Loss Program, Hey Neighbour Program launch, Trees for Halton planting program (Joseph Gibbons Park).
- Youth Network – continued partnership with local youth service delivery partners.
- Community Partnership Program (formally Municipal Assistance Program) development and approval.

Recognition

- Awards and recognition: Burlington Cup (Aquatics) CMHA REACH Award (Halton Hills Youth Centres).
- Helson Gallery Certification.



RECREATION AND PARKS

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Growing scope of community needs and constrained financial resources E.g. Gellert Community Centre Phase 2, Town wide parkland. - Changing legislative requirements that create pressure on staff resources E.g. TSSA (Technical Safety Standards Association) refrigeration plant standards for operating arenas. - Effects of the pandemic: on-going group support for return to play, uncertainty in changing regulations and guidelines, staff engagement during remote working, staffing shortages.
Opportunities:	<ul style="list-style-type: none"> - Recreation for All; implementation of Strategic Action Plan initiatives to improve facilities, programs and services. - New Key Performance Measures that align with the 2020-2025 Strategic Action Plan. - Innovative program offerings; virtual programs, Hey Neighbour outreach, on-line service expansion (E.g. cemeteries sales and service), expanded marketing methods. - Expanded opportunities to connect people to nature, enhance participation at an introductory level, and promote the community wellness model.

RECREATION AND PARKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Recreation and Parks Strategic Action Plan Implementation	Implementation of year two of the primary strategies in line with the National Framework for Recreation.	- All divisions	<ul style="list-style-type: none"> - Achieve primary objectives: <ul style="list-style-type: none"> - Increased program capacity. - Focus on climate change. - New technology and outreach methods. - Further group partnerships and volunteerism. - Establish key performance measures. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
2. Community safety & well being	<p>Implementation of the Community Development Action Plan:</p> <p>Support and contribute to the Region's Community Safety and Wellbeing Action Tables and localize efforts through the Community Support Action Team (CSAT).</p> <p>Implement the Volunteer Framework initiatives to support volunteers.</p>	- Community Development	<ul style="list-style-type: none"> - Improved service levels and partnerships to address local needs in line with the Region of Halton Community Safety and Well Being Plan. - 2022 Community Volunteer Recognition Event. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Youth & Seniors Initiatives

RECREATION AND PARKS

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Capital construction projects	<p>Design, engineering and/or construction of key capital construction projects:</p> <ul style="list-style-type: none"> • Low carbon design for heating/dehumidification at MMSP, AACC. • Low carbon design/construction for Town Hall heating/cooling/ventilation. • Mold-Masters Skatepark • TSP Field of Dreams washroom/concession building. • Gellert Phase 2 Park Design, play equipment, splash pads and Hornby Park revitalization. • New parks and trails; Rennie St Ph 2, Fairy Lake Trail, Mill Street, UCC Trails, TSP Trail link. 	<ul style="list-style-type: none"> - Facility Capital - Parks & Open Space 	<ul style="list-style-type: none"> - Completion of 2022 Capital Budget priorities. - Replacement of aging infrastructure to address existing service levels as well asset management and corporate energy strategies. - New projects to address growth and community need. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

RECREATION AND PARKS

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Major Studies	Delivery of major study and policy work to respond to the Strategic Action Plan: <ul style="list-style-type: none"> - Acton Indoor Pool Review. - Cedarvale Park Interpretation Plan. - Fairy Lake Water Quality Study. - Implementation of Seniors Services Delivery Review. - Outdoor Ice Feasibility. 	<ul style="list-style-type: none"> - Facilities capital - Facilities - Recreation Services - Parks and Open Space 	<ul style="list-style-type: none"> - Public and/or agency consultation - Completion of study terms of reference - Council approval of recommended strategies 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
5. COVID-19 response plan	Response to any continued impacts of the pandemic on program and service delivery, facility operations and revenue generation.	<ul style="list-style-type: none"> - Commissioner 	<ul style="list-style-type: none"> - Modified operations and protocols as required. - Alternative program and service delivery. - Community outreach and support. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Seniors Initiatives

RECREATION AND PARKS

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+2.0	<p>Maintenance Coordinator – Acton Arena and Community Centre (Facilities) A dedicated Maintenance Coordinator to act as Chief Operator in compliance with the Technical Standards & Safety Act, 2000 via Reg 219/01 and allow the improved operation of other Town facilities in Acton.</p> <p>Facility Capital Projects Supervisor (conversion of contract to full time) Conversion of a current two-year long contract position to full time in order to effectively maintain the level of service in capital project delivery and address the increasing complexity of corporate energy and asset management projects in recreational facilities; position funding is from the capital reserve.</p>
Part Time	+0.21	<p>Acton Library Snow Removal (Facilities) Conversion of an existing contractual services budget to part time staff hours in order to gain efficiencies and improve the quality of winter control services at the Acton Library without a budget impact.</p> <p>Youth Programmer (Recreation Services) An enhancement to current level of service at the Youth Centres to lead an on-site youth leadership camps in summer 2022, further broadening the scope of services and outreach to youth; additional program hours are offset by camp revenues resulting in no direct operating budget impacts.</p>
Contract	+1.0	<p>Landscape Architectural Technologist (Parks and Open Space) A one year contract extension for an existing Landscape Architectural Technologist to advance the current workload in capital projects and corporate asset management initiatives.</p>

RECREATION AND PARKS

► PERFORMANCE INDICATORS:

Operational	Target
Active Living – Percentage of participation by population age cohort in registered programs.	- Increase by 5%
Connecting to Nature – Percentage of participation by population age cohort in outdoor programming.	- Increase by 10%
Supportive Environments – Percentage usage of each facility type.	- Increase by 5%
Recreation Capacity – Percentage of leadership participants that secure employment in Town programs.	- Establish baseline data

Quality of Life	Target
Inclusion and Access – Percentage of population facing constraints that access Town programs through financial assistance.	- Monitor year over year trends
Inclusion and Access – Percentage of programs that provided accommodations to participants.	- Monitor year over year trends
Connecting to Nature – Percentage parks with climate change mitigation features.	- 85%
Recreation Capacity – Percentage of community events that receive Town support through Community Partnership Program.	- Establish baseline data

All performance measures align with the National Framework for Recreation.

2022 Operating Budget Overview

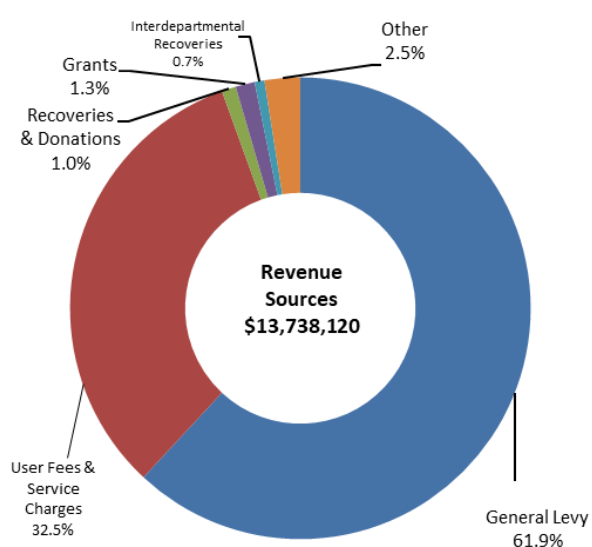
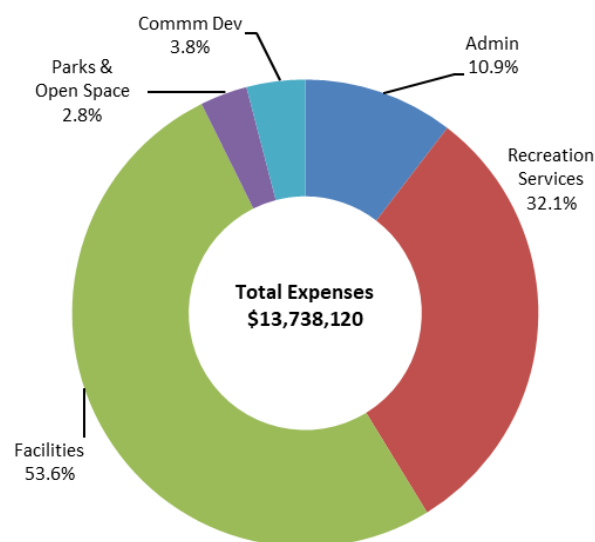
The primary role of the Recreation and Parks Department is to enhance the quality of life and well-being for residents of Halton Hills. We embrace our mandate by following the primary objectives of the National Framework for Recreation to provide facilities, services and programs that help to fulfil the physical, mental and social health needs of the community.

Recreation & Parks provides functions through the divisions of Recreation Services, Facilities, Parks & Open Space and Community Development.

2022 Operating Budget Highlights

Recreation & Parks Operating Budget for 2022 is proposed at \$13,738,120 in gross expenditures with \$5,299,320 being supported from user fees and \$8,438,800 from the general tax levy. This represents a \$393,200 or 4.9% increase over the 2021 budget to deliver expected services. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	13,218,833	11,298,419	13,493,920	(6,000)	139,100	111,100	13,738,120	519,287	3.9%
Revenue	(5,173,233)	(2,421,994)	(5,176,520)	-	(11,700)	(111,100)	(5,299,320)	(126,087)	2.4%
Total Net Expenditures	8,045,600	8,876,425	8,317,400	(6,000)	127,400	-	8,438,800	393,200	4.9%



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,360,900	1,330,877	1,406,000	-	27,100	-	1,433,100	72,200	5.3%
Revenue	(302,800)	(282,896)	(305,800)	-	(27,100)	-	(332,900)	(30,100)	9.9%
Net Expenditures	1,058,100	1,047,981	1,100,200	-	-	-	1,100,200	42,100	4.0%
Recreation Services									
Expense	4,068,433	3,261,894	4,210,720	-	8,900	14,000	4,233,620	165,187	4.1%
Revenue	(2,124,033)	(873,109)	(2,124,320)	-	15,400	(14,000)	(2,122,920)	1,113	(0.1%)
Net Expenditures	1,944,400	2,388,785	2,086,400	-	24,300	-	2,110,700	166,300	8.6%
Facilities									
Expense	6,919,400	5,881,866	6,966,800	(6,000)	103,100	-	7,063,900	144,500	2.1%
Revenue	(2,736,000)	(1,264,389)	(2,736,000)	-	-	-	(2,736,000)	-	0.0%
Net Expenditures	4,183,400	4,617,477	4,230,800	(6,000)	103,100	-	4,327,900	144,500	3.5%
Parks & Open Space									
Expense	365,400	346,863	368,500	-	-	81,600	450,100	84,700	23.2%
Revenue	-	-	-	-	-	(81,600)	(81,600)	(81,600)	0.0%
Net Expenditures	365,400	346,863	368,500	-	-	-	368,500	3,100	0.8%
Community Development									
Expense	504,700	476,918	541,900	-	-	15,500	557,400	52,700	10.4%
Revenue	(10,400)	(1,600)	(10,400)	-	-	(15,500)	(25,900)	(15,500)	149.0%
Net Expenditures	494,300	475,318	531,500	-	-	-	531,500	37,200	7.5%
Total									
Expense	13,218,833	11,298,419	13,493,920	(6,000)	139,100	111,100	13,738,120	519,287	3.9%
Revenue	(5,173,233)	(2,421,994)	(5,176,520)	-	(11,700)	(111,100)	(5,299,320)	(126,087)	2.4%
Total Net Expenditures	8,045,600	8,876,425	8,317,400	(6,000)	127,400	-	8,438,800	393,200	4.9%

The 2022 Operating Budget proposes a net expenditure increase of \$393,200, or 4.9%. The break-down of major budget changes are as follows:

- Increase of \$211,200 or 2.6%, 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.
- An inclusion has been made in Recreation & Parks operating budget for the following budget items:
 - Convert the Facility Capital Projects Supervisor from contract to a permanent full-time position in 2022. The position delivers the capital infrastructure program for repair, replacement, revitalization of facility capital projects to maintain levels of service; funding is from the capital reserve.
 - An additional 0.11 FTE to provide on-site leadership and support to Youth Leadership Camp at both youth centre locations, with wages cost offset by increased camp revenues.
 - As part of the Seniors Service Delivery Review in November 2020, Council endorsed staff report RP-2020-0027 to implement a phased-in change to the financial contribution by the seniors centres. Starting in 2022, 20% of staff salaries will be removed from their 25% contribution to the Town.

- Full-time Maintenance Coordinator at the Acton Arena and Community Centre to oversee refrigeration plant safety, operations and staffing. As per Technical Standards & Safety Act, 2000 via Reg 219/01 for Operating Engineers requires a Chief Operator to be assigned to a refrigeration plant.
 - An additional 0.10 FTE to provide winter control on walkways surrounding the Acton Library ensuring Occupiers Liability requirements are met; cost is offset by a reduction in contract services.
- Landscape Architectural Technologist – One Year Contract position is required to respond to an increased capital project workload, and complexity of projects in the areas of Asset Management, Minor Capital Projects, and Development Applications. The proposed position will be funded from Cash-in-Lieu of Parkland.
- One-time funding from the Tax Rate Stabilization Reserve to support the following initiatives:
 - \$14K for the Commission on Accreditation of Rehabilitation Facilities (CARF) survey occurs every three years within the senior services division of Recreation and Parks (Hillview Active Living Centres).
 - The Community Volunteer Recognition Event (\$15,500) takes place every four years to recognize all community volunteers in a celebration of their contributions to the Halton Hills community.
- Pre-approved capital impact to the operating budget, resulting in \$6,000 in savings to hydro from the installation of the low-e ceiling at MMSP in 2021.
- Base budget increase of \$60,600, resulting from:
 - Reallocation of \$27,300 from the Community Partnership Program within the Council budget for the management of existing formal agreements and individual assistance for recreation programs and services;
 - \$25K for the snow removal contract at both arenas; and
 - Changes in program & service delivery and the alignment of budgets to actuals.

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Facility Capital Projects Supervisor - Contract to FT	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Recreation & Parks	Administration

Description of Services to be Performed:

Delivers facility capital projects including oversight of feasibility studies, facility fit exercises and space optimization reviews. Delivers capital infrastructure program for repair, replacement, revitalization of facility capital projects. Will work with asset management to operationalize efficiencies of facility use.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	130,700	
Supplies & Services		
Other		
Total	\$ 130,700	
Revenue:		
Fees		
Grants		
Other	(130,700)	Capital Chargeback
Total	\$ (130,700)	
Net Cost	\$ -	

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Youth Programmer	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Recreation & Parks	Recreation Services

Description of Services to be Performed:

The Youth Programmer is an existing position. The additional 0.11 FTE is an enhancement to current level of service and will be leading on-site youth leadership camp in summer 2022. As part of our services and supports to youth leadership development, the Community Programs unit provides a Youth Leadership Program annually. The one-week program is offered in Acton and Georgetown over the summer months (July and August). Youth are provided training in leadership styles, communication techniques and problem-solving strategies. Youth have the opportunity to prepare for future employment by achieving their HIGH FIVE Principles of Healthy Child Development certificate and to connect with local organizations. This program has traditionally been offered as an extension of summer daycamp. Expertise to enhance the program, by incorporating emerging issues of concern and interest to youth, is present within the Youth business unit and it therefore a better fit.

Budget Impact:
Expenditures:

Salary & Benefits	8,900
Supplies & Services	
Other	
Total	\$ 8,900

Account & Notes:

Revenue:

Fees	
Grants	
Other	(8,900)
Total	\$ (8,900)

General Registration

Net Cost \$ -

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Hillsview Active Living Centres - Financial Contribution Adjustment	\$ 24,300	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Recreation & Parks	Recreation Services

Description of Services to be Performed:

In June 2018, staff was directed to complete a financial and service delivery review with the Hillsview Active Living Centre as outlined in RP-2018-0019. In November 2020, Council endorsed staff report RP-2020-0027 that presented recommendations for the next five years focusing on maintaining the strengths of Hillsview organization by addressing the identified challenges. To address financial challenges over the long-term, staff and Hillsview Board of Directors recommend implementing phased-in changes to their financial contribution by removing staff salaries from Hillsview's 25% allocation of costs beginning in 2022. This allows Hillsview to maintain their charitable status while maintaining core operations similar to that of other municipalities.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	<input type="text"/>	<input type="text"/>
Supplies & Services	<input type="text"/>	<input type="text"/>
Other	24,300	Seniors Recovery
Total	\$ 24,300	

Revenue:	
Fees	<input type="text"/>
Grants	<input type="text"/>
Other	<input type="text"/>
Total	\$ -

Net Cost	\$ 24,300
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Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Maintenance Coordinator - Acton Arena & Community Centre	\$ 103,100	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Recreation & Parks	Facilities

Description of Services to be Performed:

Technical Standards & Safety Act, 2000 via Reg 219/01 for Operating Engineers requires a Chief Operator to be assigned to a refrigeration plant. The Chief will oversee refrigeration plant safety, operations and staffing. This role is currently an added responsibility to the Facility Supervisor at this location but is supported by the Maintenance Coordinator from Mold-Masters SportsPlex (MMSP) who is the assigned Chief in Georgetown. In order to comply with current regulations, a dedicated Maintenance Coordinator is required at both MMSP and AACC rather than relying on a shared position with MMSP or aligning with the separate duties of the Facility Supervisor. The MC is responsible for identifying necessary facility work, completing the jobs and oversight of CUPE or non union staff. Also, as the primary on call person for maintenance emergencies the Maintenance Coordinator must be able to respond without operations emergencies being left to the Facility Supervisor to fulfill.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	103,100	
Supplies & Services		
Other	3,500	Computer
Total	\$ 106,600	
Revenue:		
Fees		
Grants		
Other	(3,500)	Tech Replacement Reserve
Total	\$ (3,500)	
Net Cost	\$ 103,100	

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>																																	
Acton Library - Additional PT Hours for Snow Removal	\$ -	January 1, 2022																																	
<p>Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>																																			
<i>Department</i>	<i>Division</i>																																		
Recreation & Parks	Facilities																																		
<p>Description of Services to be Performed:</p> <p>Previously, snow removal on walkways at the Acton Library was a service that was provided by a private contractor (this contract was shared with the larger parking lot snow removal requirements at the Acton Arena & Community Centre & Mold-Masters SportsPlex.) Industry trends has seen the cost of this service rise nearly 50% in the past few years. The Arena parking lots still require a private contractor but the Acton Library walkways can be cleaned more economically using paid PT Employees.</p> <p>Operating dollars previously budget in Service Contracts will be transferred to the PT Wages - Non Union budget to allow net the operating impact to zero dollars.</p>																																			
<p>Budget Impact:</p> <table style="width: 100%;"> <tr> <td style="width: 40%;">Expenditures:</td> <td style="width: 20%;"></td> <td style="width: 40%;">Account & Notes:</td> </tr> <tr> <td>Salary & Benefits</td> <td style="text-align: right;">5,000</td> <td></td> </tr> <tr> <td>Supplies & Services</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 5,000</td> <td></td> </tr> <tr> <td>Revenue:</td> <td></td> <td></td> </tr> <tr> <td>Fees</td> <td></td> <td></td> </tr> <tr> <td>Grants</td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td style="text-align: right;">(5,000)</td> <td>Contracted Services</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ (5,000)</td> <td></td> </tr> <tr> <td>Net Cost</td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>			Expenditures:		Account & Notes:	Salary & Benefits	5,000		Supplies & Services			Other			Total	\$ 5,000		Revenue:			Fees			Grants			Other	(5,000)	Contracted Services	Total	\$ (5,000)		Net Cost	\$ -	
Expenditures:		Account & Notes:																																	
Salary & Benefits	5,000																																		
Supplies & Services																																			
Other																																			
Total	\$ 5,000																																		
Revenue:																																			
Fees																																			
Grants																																			
Other	(5,000)	Contracted Services																																	
Total	\$ (5,000)																																		
Net Cost	\$ -																																		

Budget Inclusion 2022

Position/Program	Budget Impact	Effective Date
Landscape Architectural Technologist - Contract	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Recreation & Parks	Parks & Open Space

Description of Services to be Performed:

The key delivery areas for the Landscape Architectural Technologist (LAT) would be Asset Management (E.g. Corporate Asset Management Plan, Minor Capital Projects and Development Applications (E.g. Blanket orders, Minor Site Plans) and Mapping, Graphics, Research.

The increasing scope and complexity of capital projects and community joint ventures, and increased level of government and agency approvals (Eg Endangered Species Act) for park and trail related capital construction require additional time from current Parks and Open Space staff in order to complete.

The current asset management strategy currently under way will require additional staff resources to be able to implement and maintain the department's asset information.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits	81,600	
Supplies & Services		
Other		
Total	\$ 81,600	
Revenue:		
Fees		
Grants		
Other	(81,600)	Cash-in-Lieu (CIL) of Parkland Reserve
Total	\$ (81,600)	
Net Cost	\$ -	

Budget Inclusion 2022

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
2022 Community Volunteer Appreciation Event	\$ -	January 1, 2022

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Recreation & Parks	Community Development

Description of Services to be Performed:

In 2001, The Town of Halton Hills celebrated the International Year of the Volunteer with a formal reception at the Civic Centre. Based on the success of this event, Council subsequently directed staff to hold this event once during every term of Council. The last celebration was in June 2018 at the Gellert Community Centre and organized with representatives from Council, staff, community agencies and residents.

As a result staff are initiating the event for June 2022 with planning starting in October 2021. It is intended that the committee will work together to coordinate, plan, seek sponsorship when possible and execute the event in line with previous years.

Budget Impact:

Expenditures:		Account & Notes:
Salary & Benefits		
Supplies & Services	15,500	General Materials & Supplies
Other		
Total	\$ 15,500	
Revenue:		
Fees		
Grants		
Other	(15,500)	Tax Rate Stabilization Reserve
Total	\$ (15,500)	
Net Cost	\$ -	

Recreation & Parks

Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
FACILITIES												
8211-02-2401	ACC Exterior Window and Door Sealant			15,000								15,000
8211-02-2301	Acton Arena LCDB BAS and Controls Optimization		300,000									300,000
8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement									10,000		10,000
8211-02-2101	Acton Arena Concession Cabinetry	16,000										16,000
8211-02-2208	Acton Arena Exit Light Fixtures Replacement	12,000										12,000
8211-02-2206	Acton Arena Exterior Lighting Replacement	12,000										12,000
8211-02-1706	Acton Arena HVAC Replacement		50,000									50,000
8211-02-2205	Acton Arena Interior Lighting	16,000										16,000
8211-06-3002	Acton Arena Kitchen Appliances Replacement									10,000		10,000
8211-02-2602	Acton Arena LCDB Boiler Replacements					300,000						300,000
8211-02-2204	Acton Arena LCDB Dehumidification Unit	539,000										539,000
8211-02-2210	Acton Arena LCDB Heat Recovery System	539,000										539,000
8211-02-2402	Acton Arena LCDB Low E Ceiling			102,000								102,000
8211-02-2202	Acton Arena LCDB MUA Unit with HR		240,000									240,000
8211-02-2501	Acton Arena LCDB REALice				41,000							41,000
8211-02-2502	Acton Arena LCDB Solar PV				552,000							552,000
8211-06-2101	Acton Arena Lobby A/C Installation	39,000										39,000
8211-02-1702	Acton Arena Lobby Stairs Railings							20,000				20,000
8211-02-2302	Acton Arena Refrigeration Plant Archiving		50,000									50,000
8211-02-1704	Acton Arena Replace Glycol Pump				15,000							15,000
8211-02-1801	Acton Arena Roof Replacement							400,000				400,000
8211-02-2203	Acton Arena RTU		40,000									40,000
8211-02-2209	Acton Arena Security System CCTV			11,000								11,000
8211-02-1505	Acton Arena Spectator Upgrades							18,000				18,000
8211-02-2901	Acton Arena Townsley Refrigeration Repl								250,000			250,000
8430-02-3001	Acton Library Exterior Windows Sealing									15,000		15,000
8230-02-3001	AIP Flooring Replacement									15,000		15,000
8230-06-1701	AIP Mechanical Upgrades			16,000								16,000
8230-02-2201	AIP Pool Tank Repairs	88,000										88,000
8230-02-1501	AIP Refinish Interior Wood		11,000									11,000
8230-06-2001	AIP Replace Pool Filter					35,000						35,000
8230-02-2101	AIP RTU1	121,000										121,000
8230-02-2602	AIP Sink Replacements					10,000						10,000
8230-02-2601	AIP Wall Painting & Repairs					15,000						15,000
8200-25-0101	Arena Ice Resurfacer LCDB		170,000		170,000		170,000		170,000		170,000	850,000
8240-02-3001	Cultural Centre Exterior Wall Refurbishment									15,000		15,000
8240-02-2001	Cultural Centre Exterior Windows							40,000				40,000
8240-06-1701	Cultural Centre Theatre Curtain Replacement	22,000										22,000
8200-02-0101	Facility Structural Repairs	88,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	808,000
8261-12-1701	GCC Parking Lot Resurfacing					400,000						400,000
8261-02-2501	GCC Pool Filters				140,000							140,000
8261-02-2502	GCC Replace Exhaust Fans				20,000	20,000						40,000
8221-06-1502	GCC Replace Fire Alarm System					19,000						19,000
8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall							55,000				55,000
8221-02-1701	GCC Roof Maintenance				750,000					25,000		775,000
8261-02-1403	GCC RTU's				475,000					70,000		545,000
8304-11-2001	GCC Tennis Court Resurfacing							125,000				125,000
8261-02-1402	GCC Unit Heaters			6,000	42,000							48,000
8231-06-1701	GIP Equipment Replacement	26,000										26,000
8231-06-1602	GIP Filter Replacement	80,000										80,000
8231-02-2103	GIP Floor Replacements					15,000						15,000
8231-02-1801	GIP Floor Tiling		84,000									84,000
8231-02-1501	GIP Partition Replacement		20,000									20,000

Recreation & Parks Capital Budget

2022

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
8231-02-2201	GIP Pool Tank Repairs	88,000										88,000
8231-02-2101	GIP Replace Main Electrical		22,000									22,000
8231-02-2001	GIP Revitalization Construction			2,500,000								2,500,000
8231-27-1901	GIP Revitalization Design & Eng			300,000								300,000
8231-02-2102	GIP Roof Replacement				20,000							20,000
8231-02-2601	GIP Sink Replacements					10,000						10,000
8251-02-0103	MMSP 10+ Ton HVAC Replacement		40,000	40,000								80,000
8251-02-0101	MMSP 5-10 Ton HVAC Replacement		45,000									45,000
8251-02-2203	MMSP Alcott Skate Tile Repl										300,000	300,000
8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks		60,000									60,000
8251-02-3003	MMSP Bathroom Fixtures									25,000		25,000
8251-02-2201	MMSP Ceiling Refurbishment		35,000									35,000
8251-22-1501	MMSP Computerized Energy Audit		50,000									50,000
8251-02-1804	MMSP Concession Renovation							15,000				15,000
8251-02-3004	MMSP Domestic Water Distribution									200,000		200,000
8251-06-3001	MMSP Domestic Water Heaters									70,000		70,000
8251-02-2202	MMSP Exterior Door Replacement			13,000								13,000
8251-06-3004	MMSP Exterior Light Fixtures									50,000		50,000
8251-06-3003	MMSP Exterior Lighting									150,000		150,000
8251-02-3002	MMSP Flooring Replacement									80,000		80,000
8251-02-3005	MMSP Gas Supply									100,000		100,000
8251-02-3001	MMSP Interior Doors									25,000		25,000
8251-02-2212	MMSP Interior Lighting Upgrades					500,000						500,000
8251-02-2301	MMSP LCDB BAS and Controls Implementation		300,000									300,000
8251-02-2501	MMSP LCDB Boiler Replacements				200,000							200,000
8251-02-2223	MMSP LCDB Heat Recovery System	538,000										538,000
8251-02-2224	MMSP LCDB Phased Dehumidification	841,000										841,000
8251-02-2403	MMSP LCDB REALice			82,000								82,000
8251-02-2405	MMSP LCDB Solar PV			469,000								469,000
8251-03-2701	MMSP Mezzanine Fitness Facility						300,000					300,000
8251-02-2204	MMSP Replace Air Distribution Systems		100,000									100,000
8251-02-2205	MMSP Replace Detection Devices			65,000								65,000
8251-02-2206	MMSP Replace Electrical Equipment			60,000								60,000
8251-02-2207	MMSP Replace Exhaust Ventilation Systems		260,000									260,000
8251-02-2208	MMSP Replace Exit Light Fixtures							60,000				60,000
8251-02-1701	MMSP Replace Fernbrook Pad Seating							18,000				18,000
8251-02-2209	MMSP Replace Fire Alarm Panel			70,000								70,000
8251-02-2211	MMSP Replace Heating Generating Systems		95,000									95,000
8251-02-2213	MMSP Replace MUA		130,000									130,000
8251-02-1803	MMSP Replace Overhead Doors							30,000				30,000
8251-02-2214	MMSP Replace Power Distribution			300,000								300,000
8251-02-2215	MMSP Replace Pull Stations			25,000								25,000
8251-02-2216	MMSP Replace RTU's		130,000									130,000
8251-02-2217	MMSP Replace Signal Devices			50,000								50,000
8251-02-2218	MMSP Replace Sprinkler System			100,000								100,000
8251-02-2219	MMSP Replace Standpipe and Fire Department Connection			75,000								75,000
8251-02-2220	MMSP Replace Storm Drainage System			300,000								300,000
8251-02-2221	MMSP Replacement Sanitary Waste			300,000								300,000
8251-06-3002	MMSP Signal Devices									50,000		50,000
8421-12-2101	Norval CC Parking Lot		40,000									40,000
8421-02-2101	Norval CC Replace Exterior Wall Cladding	44,000										44,000
8421-02-2102	Norval CC Replace Flooring	16,000										16,000
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
8400-02-2001	Town Hall Air Handling Unit	495,000										495,000
8400-02-1901	Town Hall Balancing HVAC System				10,000							10,000
8400-02-2501	Town Hall Cabinetry Replacement				25,000							25,000
8400-02-3001	Town Hall Commercial Exhaust Replacement									230,000		230,000

Recreation & Parks Capital Budget

2022

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
8400-02-2211	Town Hall Concrete Stair Replacement	99,000										99,000
8400-02-2502	Town Hall Domestic Water Distribution						300,000					300,000
8400-02-2201	Town Hall Domestic Water Main Replacement	27,000										27,000
8400-02-2503	Town Hall Ductwork Distribution Replacement						500,000					500,000
8400-02-2202	Town Hall Emergency & Exit Lighting Systems	76,000										76,000
8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement				125,000							125,000
8400-02-2203	Town Hall Exterior Doors Replacement				13,000							13,000
8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator		30,000									30,000
8400-02-3005	Town Hall Fire Extinguishers									15,000		15,000
8400-02-2507	Town Hall Flooring Replacement							10,000				10,000
8400-02-2508	Town Hall Hot Water Heating Distribution Replacement						150,000					150,000
8400-02-2602	Town Hall LCDB Carport PV Arrays					994,000						994,000
8400-02-2302	Town Hall LCDB Ceiling Finishes		58,000									58,000
8400-02-2210	Town Hall LCDB Fittings and Equipment	38,000										38,000
8400-02-2601	Town Hall LCDB Geothermal System					444,000						444,000
8400-02-2402	Town Hall LCDB Lighting, Devices, Heating			606,000								606,000
8400-02-2511	Town Hall LCDB Plumbing and Drainage (repl DHW)				19,000							19,000
8400-02-2301	Town Hall LCDB Window and Entrance Replace		557,000									557,000
8400-02-1703	Town Hall MUA Replacement	39,000										39,000
8400-12-1501	Town Hall Parking Lot Replacement		170,000									170,000
8400-02-1702	Town Hall Replace Heat Pumps	55,000										55,000
8400-02-2509	Town Hall Plumbing Fixture Replacement						15,000					15,000
8400-02-3006	Town Hall Power Distribution									75,000		75,000
8400-02-3004	Town Hall Pull Stations									25,000		25,000
8400-02-2207	Town Hall Replacement Detection Devices (Fire)		50,000									50,000
8400-02-2208	Town Hall Security System		200,000									200,000
8400-02-2401	Town Hall Security System (CCTV)		110,000									110,000
8400-02-2510	Town Hall Sink Fixture Replacement						33,000					33,000
8400-02-3002	Town Hall Sprinkler Replacement									250,000		250,000
8400-02-3003	Town Hall Stand Pipe & Fire									50,000		50,000
8400-02-2101	Town Hall Walls			20,000								20,000
Subtotal		3,992,000	3,565,000	5,643,000	2,735,000	2,880,000	1,586,000	909,000	538,000	1,673,000	588,000	24,109,000
PARKS & OPEN SPACE												
8500-11-2304	Cedarvale Leash Free Park Revitalization		150,000									150,000
8500-11-1501	Cedarvale Park Functional Plan & Implementation			50,000								50,000
8500-11-0108	Court Revitalization & Repairs		90,000	15,000			15,000		250,000	15,000		470,000
8500-11-2207	Facility Flag Poles	85,000										85,000
8500-11-1603	Fairy Lake Water Quality Implementation		132,000									132,000
8500-13-2301	Fitness Features - Community Park		40,000									40,000
8221-06-1601	GCC Replace Closed Circuit Camera System					20,000						20,000
8500-11-2204	Gellert Splash Pad Resurfacing	120,000										120,000
8500-11-2604	Gellert Splash Pad Revitalization								400,000			400,000
8500-11-2006	Hornby Park Revitalization	100,000		350,000								450,000
8500-22-2401	Hungry Hollow Management Plan Update (20 year)			50,000								50,000
8500-11-0105	Irrigation System Replacement	35,000	45,000		45,000		45,000		45,000			215,000
8500-11-1504	MMSP Skatepark Revitalization & Renewal	600,000										600,000
8500-22-1801	Norval Park Master Plan Implementation			180,000								180,000
8500-11-2002	Open Space Management	20,000										20,000
8500-11-2208	Outdoor Ice Rinks - Servicing Requirements	95,000										95,000
8500-11-0107	Park Electrical Repairs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
8500-12-0101	Park Parking Lot Surfacing				100,000							100,000
8500-24-0111	Park Pathway Lighting Replace		160,000	150,000	150,000	160,000						620,000
8500-11-1912	Park Pathway Revitln & Renewal	100,000	75,000	75,000	20,000	75,000		75,000	20,000	75,000	20,000	555,000
8500-11-0106	Park Pavilion Repairs		75,000		30,000		30,000		30,000		30,000	195,000
8500-11-2107	Park Pylon Sign		70,000									70,000
8500-22-2202	Parkland Acquisition Study Phase 2	45,000										45,000
8500-18-1801	Parks and Facilities Signage		150,000									150,000
8500-11-0102	Park Revitalization & Renewal	30,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	180,000	1,520,000

Recreation & Parks Capital Budget

2022

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
8500-11-0115	Parks Tree Planting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
8500-11-1911	Pedestrian Bridge Replacement	20,000			130,000							150,000
8500-13-0106	Play Equipment Replacement	385,000	210,000	210,000	210,000	440,000	300,000	70,000	230,000	70,000	70,000	2,195,000
8500-19-0109	Playing Field Rehabilitation		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	540,000
8500-06-2001	Portable Water Dispenser		50,000									50,000
8500-08-2001	Property Acquisition Parks & Open Spaces	200,000	300,000	700,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	8,000,000	30,200,000
8500-11-2405	Prospect Park & Rotary Park Lighting Improvements			100,000								100,000
8500-11-2206	Prospect Park Boat Ramp Revitalization		25,000									25,000
8500-11-2704	Prospect Park Splash Pad Revitalization						400,000					400,000
8301-11-2001	Prospect Tennis Ct Resurfacing	70,000							90,000			160,000
8500-11-1606	Rememberance Pk Mech Room Upgr	75,000										75,000
8500-11-0116	Splash Pad Mechanical Equipment Replacement	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
8500-11-2601	Splash Pad Surfacing Repairs DG								70,000			70,000
8500-19-0107	Sportsfield Lighting Replacmnt		50,000	450,000	450,000							950,000
8300-11-0104	Tennis Court Lighting Replcm		175,000									175,000
8500-24-0102	Trails Revitalization & Renew		130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,170,000
Subtotal		2,075,000	2,207,000	2,740,000	2,555,000	3,125,000	4,240,000	4,575,000	6,565,000	6,590,000	8,560,000	43,232,000
CEMETERIES												
8500-11-0103	Cemetery Revitalization & Rene	46,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	120,000	130,000	1,086,000
8500-11-1903	Hillcrest Cem Revit & Renewal		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Subtotal		46,000	110,000	110,000	120,000	130,000	130,000	130,000	130,000	130,000	140,000	1,176,000
GROWTH												
8230-02-2102	AIP Revitalization Construction			10,500,000								10,500,000
8230-27-1701	AIP Revitalization Design & Engineering			1,050,000								1,050,000
8500-11-2109	Berton Blvd Park PH2			255,000								255,000
8510-10-2001	Community Partnership - Beach Volleyball			174,000								174,000
8500-22-2501	Dominion Gardens Park Master Plan Impl PH3				51,000							51,000
8500-11-2110	Dominion Gardens Park Ph3							635,000				635,000
8200-03-1401	Facility Space Provision				4,626,000							4,626,000
8200-22-1301	Facility Space Provision Study		165,000									165,000
8261-03-2001	GCC Phase 2 Construction					25,223,000						25,223,000
8261-27-2401	GCC Phase 2 Design & Engineering			2,500,000								2,500,000
8500-11-2005	Gellert Park Expansion - Construction		6,000,000									6,000,000
8500-27-2201	Gellert Park Expansion - Design Phase	100,000										100,000
8200-03-2001	Georgetown Youth Wellness Hub		300,000									300,000
8500-22-2301	Glen Lawson Lands Master Plan		75,000									75,000
8500-11-1805	Halton Hills Drive Park		475,000									475,000
8500-13-2101	Inclusive Playground										294,000	294,000
8500-11-2112	Lyndsey Court Park					262,000						262,000
8500-11-2111	Lion's Club Park (Dayfoot Drive)			450,000								450,000
8500-11-2113	Mill Street Parkette	200,000										200,000
8500-11-2102	Multi Purpose Courts			215,000								215,000
8500-11-1703	Neighbourhood Level Skate Features	148,000			77,000							225,000
8500-11-2305	Outdoor Ice Facility		3,000,000									3,000,000
8500-22-2201	Outdoor Ice Facility Feasability Study	80,000										80,000
8000-22-2601	Recreation and Parks Strategic Action Plan					101,000						262,000
8500-11-1807	Rennie St. Park Ph 2	225,000									161,000	225,000
8500-22-2402	Silver Creek Trail Feasability Study (Downtown to Mill Street)			75,000								75,000
8500-22-2701	Southeast Georgetown Parkland Development						782,000					782,000
8500-22-2901	Stewarttown Parkland Development								240,000			240,000
8200-03-1701	Tennis Court New Facility						625,000					625,000
8500-11-2209	Trafalgar Sports Park Field of Dreams - Scope Change	400,000										400,000
8500-11-2603	Trafalgar Sports Park Phase 6b					5,045,000	5,210,000	4,614,000				14,869,000
8500-24-2701	Trails Development: Bishop Court						521,000	515,000				1,036,000
8500-24-0103	Trails Development: Fairy Lake	90,000		100,000								190,000
8500-24-2601	Trails Development: Glen Lawson					306,000						306,000
8500-24-2402	Trails Development: Glen South			140,000								140,000
8500-24-2501	Trails Development: Glen West				206,000			222,000				428,000

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
8500-24-2502	Trails Development: Go Station				147,000							147,000
8500-24-2901	Trails Development: Hydro Corridor								2,316,000	1,063,000		3,379,000
8500-24-2801	Trails Development: Princess Anne							125,000				125,000
8500-24-2902	Trails Development: Trafalgar North								1,307,000	638,000		1,945,000
8500-24-0104	Trails Development: TSP Link	100,000	181,000									281,000
8500-24-0105	Trails Development: UCC Trails	200,000		48,000			231,000					479,000
8500-11-2401	TSP Action Sports Park		50,000	530,000								580,000
8200-27-3101	Vision Georgetown CC - Design & Engineering										803,000	803,000
8200-08-3001	Vision Georgetown CC - Land Acquisition									3,932,000		3,932,000
8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)										5,792,000	5,792,000
8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)					468,000						468,000
8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)						451,000					451,000
8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)							491,000				491,000
8500-11-2502	Vision Georgetown Parks - Neighborhood Park (NP #4)									525,000		525,000
8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)								303,000			303,000
8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)						290,000					290,000
8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)							246,000				246,000
8500-11-2602	Vision Georgetown Parks - Parkette (PK #5)								454,000			454,000
8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)										248,000	248,000
8500-11-2303	Vision Georgetown Town Square Park									1,095,000		1,095,000
Subtotal		1,543,000	10,246,000	16,037,000	5,107,000	31,405,000	8,110,000	6,848,000	4,620,000	7,253,000	7,298,000	98,467,000
TOTAL RECREATION & PARKS		7,656,000	16,128,000	24,530,000	10,517,000	37,540,000	14,066,000	12,462,000	11,853,000	15,646,000	16,586,000	166,984,000

2022 Capital Budget and 2023 – 2031 Forecast Highlights

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 as follows; New parks and trails (20%), Parks repair and revitalization (22%) Facilities repairs and revitalization (52%) and Other – design/engineering, staffing, studies and acquisitions (6%). 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.
- 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.

Recreation & Parks

2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
371	8500-11-1911	Pedestrian Bridge Replacement	4.30	20,000	20,000	-	-	20,000	-	-
372	8500-13-0106	Play Equipment Replacement	4.10	385,000	385,000	-	-	385,000	-	-
373	8211-06-2101	Acton Arena Lobby A/C Installation	4.00	39,000	39,000	-	-	39,000	-	-
374	8500-11-0115	Parks Tree Planting	4.00	30,000	30,000	-	-	30,000	-	-
375	8500-11-0116	Splash Pad Mechanical Equipment Replacement	4.00	50,000	50,000	-	-	50,000	-	-
376	8500-11-2209	Trafalgar Sports Park Field of Dreams - Scope Change	4.00	400,000	400,000	-	396,000	4,000	-	-
377	8500-22-2201	Outdoor Ice Facility Feasibility Study	4.00	80,000	80,000	-	71,000	9,000	-	-
378	8211-02-2205	Acton Arena Interior Lighting	3.80	16,000	16,000	-	-	16,000	-	-
379	8211-02-2206	Acton Arena Exterior Lighting Replacement	3.80	12,000	12,000	-	-	12,000	-	-
380	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	3.80	12,000	12,000	-	-	12,000	-	-
381	8500-11-0107	Park Electrical Repairs	3.80	15,000	15,000	-	-	15,000	-	-
382	8500-11-2204	Gellert Splash Pad Resurfacing	3.80	120,000	120,000	-	-	20,000	100,000	-
383	8500-11-1606	Remembrance Pk Mech Room Upgr	3.60	75,000	75,000	-	-	75,000	-	-
384	8500-24-0105	Trails Development: UCC Trails	3.60	200,000	200,000	-	198,000	2,000	-	-
385	8200-02-0101	Facility Structural Repairs	3.40	88,000	88,000	-	-	88,000	-	-
386	8400-02-2202	Town Hall Emergency & Exit Lighting Systems	3.40	76,000	76,000	-	-	76,000	-	-
387	8400-02-2211	Town Hall Concrete Stair Replacement	3.40	99,000	99,000	-	-	99,000	-	-
388	8421-02-2101	Norval CC Replace Exterior Wall Cladding	3.40	44,000	44,000	-	-	44,000	-	-
389	8500-11-1807	Rennie St. Park Ph 2	3.40	225,000	225,000	-	223,000	2,000	-	-
390	8500-11-2006	Hornby Park Revitalization	3.40	100,000	100,000	-	-	100,000	-	-
391	8500-11-2207	Facility Flag Poles	3.40	85,000	85,000	-	-	85,000	-	-
392	8500-24-0103	Trails Development: Fairy Lake	3.40	90,000	90,000	-	90,000	-	-	-
393	8500-27-2201	Gellert Park Expansion - Design Phase	3.40	100,000	100,000	-	100,000	-	-	-
394	8301-11-2001	Prospect Tennis Ct Resurfacing	3.30	70,000	70,000	-	-	70,000	-	-
395	8500-11-0102	Park Revitalization & Renewal	3.30	30,000	30,000	-	-	30,000	-	-
396	8500-11-0103	Cemetery Revitalization & Rene	3.30	46,000	46,000	-	-	46,000	-	-
397	8500-11-1504	MMSP Skatepark Revitalization & Renewal	3.30	600,000	600,000	-	-	50,000	550,000	-
398	8500-11-1912	Park Pathway Revitln & Renewal	3.30	100,000	100,000	20,000	-	-	80,000	-
399	8211-02-2101	Acton Arena Concession Cabinetry	3.10	16,000	16,000	-	-	16,000	-	-
400	8230-02-2101	AIP RTU1	3.10	121,000	121,000	-	-	121,000	-	-
401	8230-02-2201	AIP Pool Tank Repairs	3.10	88,000	88,000	-	-	88,000	-	-
402	8231-02-2201	GIP Pool Tank Repairs	3.10	88,000	88,000	-	-	88,000	-	-
403	8231-06-1602	GIP Filter Replacement	3.10	80,000	80,000	-	-	80,000	-	-
404	8231-06-1701	GIP Equipment Replacement	3.10	26,000	26,000	-	-	26,000	-	-
405	8400-02-1702	Town Hall Replace Heat Pumps	3.10	55,000	55,000	-	-	55,000	-	-
406	8400-02-1703	Town Hall MUA Replacement	3.10	39,000	39,000	-	-	39,000	-	-
407	8400-02-2001	Town Hall Air Handling Unit	3.10	495,000	495,000	-	-	495,000	-	-
408	8400-02-2201	Town Hall Domestic Water Main Replacement	3.10	27,000	27,000	-	-	27,000	-	-
409	8400-02-2210	Town Hall LCDB Fittings and Equipment	3.10	38,000	38,000	-	-	38,000	-	-
410	8421-02-2102	Norval CC Replace Flooring	3.10	16,000	16,000	-	-	16,000	-	-

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
411	8500-11-2002	Open Space Management	3.00	20,000	20,000	-	-	20,000	-	-
412	8500-11-0105	Irrigation System Replacement	2.90	35,000	35,000	-	-	35,000	-	-
413	1000-09-0101	Office Furniture	2.80	38,000	38,000	38,000	-	-	-	-
414	8500-08-2001	Property Acquisition Parks & Open Spaces	2.80	200,000	200,000	-	-	-	200,000	-
415	8500-22-2202	Parkland Acquisition Study Phase 2	2.80	45,000	45,000	-	-	45,000	-	-
416	8211-02-2210	Acton Arena LCDB Heat Recovery System	2.70	539,000	539,000	-	-	539,000	-	-
417	8251-02-2223	MMSP LCDB Heat Recovery System	2.70	538,000	538,000	-	-	538,000	-	-
418	8240-06-1701	Cultural Centre Theatre Curtain Replacement	2.60	22,000	22,000	-	-	22,000	-	-
419	8211-02-2204	Acton Arena LCDB Dehumidification Unit	2.50	539,000	539,000	-	-	539,000	-	-
420	8251-02-2224	MMSP LCDB Phased Dehumidification	2.50	841,000	841,000	-	-	841,000	-	-
421	8500-11-2208	Outdoor Ice Rinks - Servicing Requirements	2.40	95,000	95,000	-	-	95,000	-	-
422	8500-24-0104	Trails Development: TSP Link	2.20	100,000	100,000	-	100,000	-	-	-
423	8500-11-1703	Neighbourhood Level Skate Features	2.20	148,000	148,000	-	148,000	-	-	-
424	8500-11-2113	Mill Street Parkette	2.20	200,000	200,000	-	198,000	2,000	-	-
2022 Total				7,656,000	7,656,000	58,000	1,524,000	5,144,000	930,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 8500-11-1911	Project Name Pedestrian Bridge Replacement		2022 Budget \$20,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$130,000		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
<p>Scope: The scope of this project includes repairs to the pedestrian bridges at Gellert Park (2) and at Dominion Gardens Park. The bridges were assessed as part of the regular bridge inspection program for all Town bridges.</p> <p>Bridge Repairs will address safety issues with the bridge structure and decks.</p>			
<p>Deliverables: The primary deliverables of this project are the repairs to the existing bridges.</p>			
<p>Benefits: The new bridges will require less ongoing repair and maintenance. They will continue to encourage Active Transportation modes of transportation by providing efficient and convenient active transportation routes.</p>			
<p>Risks If Not Implemented: If the repairs are not completed, there is the risk that the bridges would be required to be closed unexpectedly due to hazardous conditions, cutting off important pedestrian movements. Trip hazards and other minor safety issues would remain. Should the existing conditions deteriorate full replacement may be required sooner than if the repairs were made.</p>			
<p>Additional Information: Maintain reliability.</p>			

2022 Capital Project Information Sheet

Project No. 8500-13-0106	Project Name Play Equipment Replacement		2022 Budget \$385,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space	Funding Sources Capital Replacement Reserve		Amount \$385,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$2,000			Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of work for this project includes the replacement of playground equipment at Cedarvale Park; as well as additional safety base materials for topping up other existing playgrounds. The Cedarvale Park Playground will be a major playground suitable for a community park similar to recent installations at Gellert Community Park and Prospect Park, and will include consideration for Natural Play elements as recommended by the Recreation & Parks Strategic Action Plan approved by Council in 2020. The playground requires significant maintenance to ensure it meets the CSA/Z614 Children's Play Space and Safety Guidelines due to the age of the equipment and other minor hazards. The project includes redevelopment of the playground area to include standard park features such as pathway connections, seating and other amenities for park users which are not currently available.
Deliverables:	The removal of the existing equipment and installation of new safety base, equipment and benches, as well as amenities based on the feedback received from community consultation.
Benefits:	The local neighbourhoods and broader community will benefit from the replacement of equipment that complies with current safety standards; increases play value and improves accessibility. A Multi-year phased program allows the works to be done over time gradually.
Risks If Not Implemented:	There are potential safety risks to the public if the equipment identified is not replaced. Allowing the playgrounds to deteriorate in quality and safety would not meet the Town's service level for providing playgrounds within 500m of surrounding neighbourhoods.
Additional Information:	The works will also improve the level of service related to quality of the playgrounds.

2022 Capital Project Information Sheet

Project No. 8211-06-2101	Project Name Acton Arena Lobby A/C Installation		2022 Budget \$39,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$39,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope: Additional fresh and cool air to circulate in the front lobby of the arena.			
Deliverables: The supply and install a new energy efficient AC.			
Benefits: New unit to provide an improved level of service through improved thermal comfort of serviced spaces for staff and guests.			
Risks If Not Implemented: Discomfort resulting from lack of cool air could risk losing revenue from unhappy guests and make work conditions more difficult for staff.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8500-11-0115	Project Name Parks Tree Planting		2022 Budget \$30,000						
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi							
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$30,000						
Target Start Date Jan 2022	<table border="1"> <tr> <td>Project Phase</td> <td>Study/Design Phase</td> <td><input type="checkbox"/></td> </tr> <tr> <td></td> <td>Construction Phase</td> <td><input type="checkbox"/></td> </tr> </table>			Project Phase	Study/Design Phase	<input type="checkbox"/>		Construction Phase	<input type="checkbox"/>
Project Phase				Study/Design Phase	<input type="checkbox"/>				
				Construction Phase	<input type="checkbox"/>				
Target Completion Date Dec 2022									
Future Period Capital Requirements Annual	Operating Impact \$0								
Description									
Scope:	<p>The scope of this project includes planting trees in parks, to replace major trees which require removal due to damage (i.e. Wind/Ice storms) or due to pest/disease (i.e. LDD Moth/Emerald Ash Borer). Many trees that have been damaged/died have not been replaced.</p> <p>The Town has been increasing the focus on tree plantings as it relates to Climate Change and Natural Assets and management of the Town's urban tree canopy, including street trees and park trees, as outlined in the Town's Tree Canopy & Natural Vegetation Policy approved in 2019.</p> <p>This project would account for approximately 60-100 trees depending on final designs/specifications.</p>								
Deliverables:	Tree plantings in parks.								
Benefits:	There are many environmental, social, cultural and economic benefits that a healthy tree canopy and natural vegetation provide which are outlined in the Town's Tree Canopy and Natural Vegetation Policy approved by Council in 2019.								
Risks If Not Implemented:	Reduced Tree canopies affect park users by having reduced shade available in parks, affect the character of the parks, and have broad effects with relation to Climate Change. Reduced quantity of trees also affects stormwater management mitigation, decreased erosion control, loss of habitat for wildlife, lower property values, reduced aesthetic and neighbourhood beautification, and reduced wind/snow mitigation.								
Additional Information:	Planting of additional park trees will also improve environmental stewardship.								

2022 Capital Project Information Sheet

Project No. 8500-11-0116	Project Name Splash Pad Mechanical Equipment Replacement		2022 Budget \$50,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>This project includes an operational/condition review of the recirculating water systems (pumps, UV systems, filters, chemical controls, program controllers) at all 3 existing splash pads, as well as the replacement of major equipment at the end of its lifecycle.</p> <p>Due to the operating conditions of recirculating systems (chlorine/acid) mechanical and electrical equipment within the buildings degrades faster than typical would and requires replacement to ensure consistent operation of the splash pads. This is particularly important at Prospect Park as there is no option to bypass the treated water system and use Town Water. The operational review will identify condition of current equipment, expected life, and recommendations for operations, stocking of replacement parts, to maximize the efficiency in operating the splash pads, and minimize downtime and also review the feasibility of a potable bypass at Prospect Park.</p>
Deliverables:	The primary deliverables will be the operational /condition review of recirculating water systems, as well as the replacement of major equipment, and review of potable water options at Prospect Park.
Benefits:	This project will ensure the continued operation of key recreational water features and will provide operational efficiencies by identifying an asset management plan for the management/replacement of the complex recirculating systems. Future phases of this project will be based on the detailed review.
Risks If Not Implemented:	Splash Pads are a major recreational service provided by the Town. When equipment fails, splash pads must be closed if no bypass/potable water option is in place. This may result in an extended shutdown, and significant reputational concerns, as well as failure to provide a key recreational service to the public. Using potable water as a temporary solution uses significantly more water than a recirculating system.
Additional Information:	This will also improve responsiveness to allow the splash pad to be reopened quickly if any mechanical breakdowns are experienced.

2022 Capital Project Information Sheet

Project No. 8500-11-2209	Project Name Trafalgar Sports Park Field of Dreams - Scope Change		2022 Budget \$400,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
		DC - Recreation & Parks	\$396,000
Target Start Date Jan 2022		New Capital	\$4,000
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	<p>Scope Change for the construction of the washroom/concession building at Trafalgar Sports Park (2020/21 Capital Budgets \$785,400). The initial budget was based on preliminary building schematics. The design /consultation (2020/2021) identified the need for an expanded building footprint of 47% (173 s.m. vs. 118 s.m.) and an updated Class D cost estimate was prepared. The design was updated to respond to user group needs for tournaments, and regular day to day operations. It now includes a multi-purpose meeting room, and small office space as well as expanded storage areas. The Public Works Department also identified the need for a small service garage for more efficient operations/maintenance. The design also includes innovative Climate Change/Sustainable building solutions such as energy efficiency and renewable materials (i.e. wood) which are at an increased cost over traditional materials.</p>		
Deliverables:	Construction of a larger washroom/concession building, including servicing at Trafalgar Sports Park including an operations garage.		
Benefits:	<p>The provision of washroom/concession building will increase the ability to host larger tournaments, and allow the user groups to continue to grow capacity in their leagues. The expanded floor plan will allow improved operations for regular use/tournaments by groups, as well as efficient maintenance operations.</p>		
Risks If Not Implemented:	<p>The park will continue to be serviced by portable washrooms, at a lower level than other major community sports parks.</p> <p>The site may be less suitable for major tournaments due to lack of formal facilities.</p> <p>Building program elements as identified by the Community and Public works will not be included.</p>		
Additional Information:	Also improve cost efficiency with on-site operations space.		

2022 Capital Project Information Sheet

Project No. 8500-22-2201	Project Name Outdoor Ice Facility Feasibility Study		2022 Budget \$80,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Jan 2022		DC - Recreation & Parks	\$71,000
Target Completion Date Dec 2022		New Capital	\$9,000
Future Period Capital Requirements Operating Impact		Project Phase	
\$0		Study/Design Phase	<input checked="" type="checkbox"/>
\$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	<p>The scope of this project is to undertake a Feasibility Study to review potential locations, cost, operating considerations, and overall feasibility for an outdoor artificial skating feature (i.e. skating loop, skating surface).</p> <p>Providing additional outdoor winter recreational activities was identified in the Town's Recreation and Parks Strategic Plan approved by Council in 2020.</p> <p>The Feasibility Study will include a review of the Town's current outdoor rink program (natural rinks) and options for improving the delivery of outdoor winter recreational skating by considering artificial rink options, synthetic rink options, and further considerations for natural rinks.</p>
Deliverables:	The deliverable for this project will be an Outdoor Ice Rink Feasibility Study (Artificial Skating Feature).
Benefits:	Artificial/Synthetic Ice surfaces can provide extended outdoor recreational skating surfaces during the winter compared to natural skating rinks, allowing residents to remain active outdoors.
Risks If Not Implemented:	The Town will not have comprehensive information to consider options for implementing outdoor recreational activities.
Additional Information:	An outdoor artificial ice surface would also improve accessibility.

2022 Capital Project Information Sheet

Project No. 8211-02-2205	Project Name Acton Arena Interior Lighting		2022 Budget \$16,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$16,000
Target Start Date Apr 2022			
Target Completion Date Sep 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	The interior lights are a mix of LED and fluorescent lights. There are pot lights in T-bar, drywall, and open ceilings. The corridors have fluorescent tube lighting. The lighting within the interior of the building is mainly fluorescent wall and ceiling mounted fixtures. Removal of select fluorescent lighting with upgraded LED lighting.
Deliverables:	Removal of fluorescent lighting to be replaced with LED lights in Townsley.
Benefits:	LED lights are more energy efficient and will provide a better level of service. Replacement is consistent with a low carbon approach to facilities.
Risks If Not Implemented:	Current interior lighting could fail, leading to loss of service and safety concerns. Replacements of individual components are not available anymore and would require full replacement if any components were to fail. This will lead to longer delays and loss of service.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8211-02-2206	Project Name Acton Arena Exterior Lighting Replacement		2022 Budget \$12,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$12,000
Target Start Date Mar 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/> <input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The exterior lights are located above the back corner of the property and toward the front entrance. There are LED lights on exterior walls. There are pot lights in the entrance canopies. Based on the 2015 Building Condition Assessment it is recommended that there should be additional external lighting installed surrounding the building.
Deliverables:	Review of the existing exterior lighting. Removal and replacement of the exterior lighting with energy efficient LED and additional exterior lighting as required as per review conducted.
Benefits:	Replacement and additional lighting will provide a better level of service and be more reliable and safe.
Risks If Not Implemented:	Replacements of individual components require full replacement if any components were to fail. This will lead to longer delays and loss of service.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8211-02-2208	Project Name Acton Arena Exit Light Fixtures Replacement		2022 Budget \$12,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$12,000
Target Start Date Jan 2022			
Target Completion Date Jun 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: Replacement of existing emergency sign in the Townsley Rink. The current system is beyond life-cycle and repairs are hindered by the inability to access some parts.			
Deliverables: Installation of new emergency signs.			
Benefits: New signs will provide a greater level of service and will be more reliable.			
Risks If Not Implemented: Current emergency signs in the Townsley rink could fail leading to loss of service and safety concerns. Replacements of individual components are not available anymore and would require full replacement if any components were to fail. This will lead to longer delays and loss of service.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8500-11-0107	Project Name Park Electrical Repairs		2022 Budget \$15,000						
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi							
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$15,000						
Target Start Date Jan 2022	<table border="1"> <tr> <td>Project Phase</td> <td>Study/Design Phase</td> <td><input type="checkbox"/></td> </tr> <tr> <td></td> <td>Construction Phase</td> <td><input type="checkbox"/></td> </tr> </table>			Project Phase	Study/Design Phase	<input type="checkbox"/>		Construction Phase	<input type="checkbox"/>
Project Phase				Study/Design Phase	<input type="checkbox"/>				
				Construction Phase	<input type="checkbox"/>				
Target Completion Date Dec 2022									
Future Period Capital Requirements Annual									
Operating Impact \$0									
Description									
Scope:	The focus of this project is to maintain park electrical equipment (electrical services and infrastructure) to meet required ESA standards, based on annual inspections undertaken by ESA in coordination with Parks Staff. The primary scope is replacement of existing park electrical infrastructure that is a potential hazard, is at end of life, and/or require ongoing maintenance to repair and keep in good condition.								
Deliverables:	Upgraded park electrical repairs, including engineering support as required.								
Benefits:	Park users will benefit from the replacement of unsafe electrical equipment, and there will be a reduced need for ongoing repairs.								
Risks If Not Implemented:	Failure to address ageing and unsafe electrical infrastructure represents a significant risk of injury to park users.								
Additional Information:	Also improve quality with replacement of new (current standard) equipment.								

2022 Capital Project Information Sheet

Project No. 8500-11-2204	Project Name Gellert Splash Pad Resurfacing		2022 Budget \$120,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Jan 2022		Capital Replacement Reserve	\$20,000
Target Completion Date Dec 2022		Canada Community-Building Fund	\$100,000
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>This project involves the replacement of the rubber surfacing at the splash pad at Gellert Community Park.</p> <p>The rubber surface of the splash pad requires surface repairs/replacement every 8-10 years in order to ensure a firm and appropriate surface, avoid safety hazards and stand up to the treated water used in recirculated splash pads.</p>
Deliverables:	Completion of splash pad rubber surfacing replacement project
Benefits:	Provides a high quality surface for users of the splash pad.
Risks If Not Implemented:	<p>If the surface was to fail, it would require the splash pad to be closed during peak operating season, and lead to complaints from the members of the public who use the facility. The existing surface is 9 years old and reaching the end of its useful life. There is increased maintenance and risk of slip and falls with an older surface.</p> <p>Splash Pads are an important service that provide a cooling function during hot summer days.</p>
Additional Information:	Maintains safety.

2022 Capital Project Information Sheet

Project No. 8500-11-1606	Project Name Remembrance Pk Mech Room Upgr		2022 Budget \$75,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The Scope of this project includes repairs to the mechanical systems at the existing fountain at Remembrance Park, a destination park. The existing fountain is a centrepiece of the park's commemorative display honouring veterans.</p> <p>The fountain is nearly 20 years old, and the mechanical systems are ageing and require a confined space entry to perform regular maintenance. The equipment has been replaced multiple times and requires replacement frequently due to the conditions in the mechanical room.</p> <p>This project will implement the recommendations of a detailed review of the existing fountain and mechanical system, and a new mechanical system and above ground building to increase the safety and efficiency of regular operations.</p>
Deliverables:	The primary deliverables will be the upgrades to the mechanical/fountain systems.
Benefits:	This project will ensure the continued operation of a key focal point in Remembrance Park as part of the commemoration of veterans.
Risks If Not Implemented:	<p>A major focal feature in this destination park could fail.</p> <p>There are safety issues associated with the ongoing need to enter an underground service chamber when dealing with chemicals, and water treatment equipment that presents a significant risk to staff while undertaking maintenance activities.</p>
Additional Information:	the works will also improve the reliability of the operations of the fountain.

2022 Capital Project Information Sheet

Project No. 8500-24-0105	Project Name Trails Development: UCC Trails		2022 Budget \$200,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Jan 2022		DC - Recreation & Parks	\$198,000
Target Completion Date Dec 2022		New Capital	\$2,000
Future Period Capital Requirements \$279,300		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$4,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure on Upper Canada College Lands, from Norval to McFarlane Drive.</p> <p>This first phase connects from Willow Park to the Town's Storm Water Management Facility on McFarlane Drive. The Town entered into an MOU in 2020, and Council recently approved entering into a long term license agreement with Upper Canada College, pending budget approval for the trail construction. This project has been identified as the priority by the Active Transportation Committee and was identified in the Active Transportation Master Plan. It is also part of the Credit Valley Trail route being implemented by Credit Valley Conservation along from Lake Ontario to the headwaters of the Credit River.</p>
Deliverables:	The primary deliverable of this project is the construction of new trails infrastructure connecting McFarlane Drive to Willow Park in Norval.
Benefits:	Trails address the environmental improvements associated with alternative modes of transport. Trails provide important recreational opportunities to residents. This linkage provides an important linkage from the surrounding neighbourhoods to the trail system and a portion of the regional Credit Valley Trail.
Risks If Not Implemented:	<p>Users will not be able to access the trail system through an official trail and a key linkage will not be completed.</p> <p>The existing natural area will continue to be degraded as residents make their own informal pathways in order to access the natural areas (private property).</p>
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8200-02-0101	Project Name Facility Structural Repairs		2022 Budget \$88,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$88,000
Target Start Date Jan 2022	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: Funds to complete structural repair projects in various facilities on an annual basis as needed and identified through condition assessments or inspections.			
Deliverables: Identified list of structural improvement projects for facilities. Consulting reports for condition assessments, inspections, hazardous materials.			
Benefits: Maintain Municipal standard of performance of facility assets. Develop data and assessment information to inform staff with regards to maintaining performance of assets and protecting the public.			
Risks If Not Implemented: Failure to complete timely and required structural repairs to buildings can lead to ongoing deterioration of the asset, more expensive future repairs or potential safety risks to the public and staff.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8400-02-2202	Project Name Town Hall Emergency & Exit Lighting Systems		2022 Budget \$76,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$76,000
Target Start Date Apr 2022			
Target Completion Date Oct 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	<p>Exit lighting fixtures are installed throughout the building along the egress routes. All the exit signs are the old model with "EXIT" letters in red. The exit signs are to be replaced with the new green signs with running man icon.</p> <p>The battery pack emergency exit lights are installed throughout the building. The lights are mainly wall mounted with few that are ceiling mounted.</p> <p>Replacement of existing emergency lighting system and exit signs are required. Current system is beyond life-cycle and repairs hindered by inability to access some parts.</p>		
Deliverables:	Vendor selection to replace existing emergency lighting system and exit signs.		
Benefits:	New system will provide a better level of service and be more reliable.		
Risks If Not Implemented:	Current system could fail leading to loss of service and safety issues in the case of a power failure. Replacements of individual components not available anymore and would require full replacement if any components were to fail. Could lead to longer delays and loss of service.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8400-02-2211	Project Name Town Hall Concrete Stair Replacement		2022 Budget \$99,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$99,000
Target Start Date Jan 2022			
Target Completion Date May 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	The pedestrian access stairs connecting the lower parking lot and front entrance have deteriorated over the years and require major repairs. The deterioration significantly impacts the structural integrity of the stairs. The stairs are at the end of their life cycle and require replacement.		
Deliverables:	Design and engineering of concrete stair replacement. Vendor selection contract to complete required replacement.		
Benefits:	Improved appearance and safety of exterior stairs.		
Risks If Not Implemented:	Further deterioration of stairs could lead to safety concerns.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8421-02-2101	Project Name Norval Community Centre Replace Exterior Wall Cladding		2022 Budget \$44,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$44,000
Target Start Date Apr 2022	Target Completion Date Sep 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	The exterior walls consist of brick cladding and metal cladding walls. There is a large area near the front entrance that requires pointing on the brick cladding.		
Deliverables:	Structural review and design and construction of repair of the exterior cladding walls of the community centre.		
Benefits:	Repaired cladding will provide a better level of service and be more reliable.		
Risks If Not Implemented:	Further exterior deterioration could result in more costly repairs in the future.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8500-11-1807	Project Name Rennie St. Park Ph 2		2022 Budget \$225,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
		DC - Recreation & Parks	\$223,000
Target Start Date Jan 2022		New Capital	\$2,000
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$4,000			Construction Phase <input type="checkbox"/>
Description			
Scope:	<p>The scope of this project includes the construction of the second phase of Rennie St. Park. The primary objective is to provide a complete neighbourhood park facility that meets the needs of the local community and promotes active living in a healthy, safe and sustainable environment.</p> <p>The existing neighbourhood has been fully built out for a number of years, and the need has increased. It is not viable to wait for the adjacent school block development as the timing is unknown.</p>		
Deliverables:	<p>The primary deliverable is the construction of a multi-purpose court/youth focused play, irrigation, seating, lighting & potential shade features in the existing park, in consultation with the community.</p>		
Benefits:	<p>Rennie St. Park Ph 2 will provide the adjacent neighbourhood with recreational amenities in compliance with the objectives of the Town's parkland policies.</p>		
Risks If Not Implemented:	<p>The existing park does is not fully developed to deliver the standard level of service for a neighbourhood park.</p> <p>The surrounding neighbourhood would continue to be underserved for parkland amenities, and the existing equipment condition could be impacted due to increased use.</p>		
Additional Information:	<p>The existing park was never fully built out and funding has been delayed for multiple years. To provide an equivalent level of service as other parks, this work is required.</p>		

2022 Capital Project Information Sheet

Project No. 8500-11-2006	Project Name Hornby Park Revitalization		2022 Budget \$100,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$350,000	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	As part of the sale of Hornby Park for the construction of the Halton Regional Police Station, Council allocated funding for the revitalization of Hornby Park. The revitalization will include sportsfield lighting, pavilion replacement, washroom upgrades, parking/pathways, and playground equipment. The agreement with Halton Region also included provisions to allow the park washroom building to be connected to Regional Services. Through the design review, staff have identified that a comprehensive redesign of some park elements is necessary due to site constraints but the Region needs to advance the servicing design/construction for the overall project in 2022. This initial phase of the project includes funding for the major servicing for the project (sanitary and water) in order to coordinate with Halton Region. Future phases are included in the Capital Forecast and will be adjusted pending a final design for the park elements.
Deliverables:	Provision of water and sanitary services to Hornby Park.
Benefits:	Hornby Park washrooms are currently serviced by a cistern and septic system. Servicing the park will allow the existing washrooms to provide proper services to park users, and be cost effective by being implemented with the Region's large project.
Risks If Not Implemented:	<p>The Town will not be able to partner with the Region to implement site services in a timely and cost efficient manner to be constructed along with the Region's servicing.</p> <p>The existing washrooms do not have water for hand-washing and are serviced by sanitizer dispensers which is not recommended by the Region's Health Department.</p>
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8500-11-2207	Project Name Facility Flag Poles		2022 Budget \$85,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$85,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
	\$0		
	\$500		
Description			
Scope:	<p>The Town has reviewed and updated its Flag Policy. The updated policy includes provisions to fly additional flags at some Town facilities (i.e. First Nations, courtesy Flag), in addition to the Canada, Provincial, or Town flags (depending on Facility).</p> <p>The scope of this project is to add flag poles (approximately 11 total) at various facilities, plus relocation of some poles to accommodate new poles, to comply with the updated policy.</p>		
Deliverables:	Flagpoles at various Town facilities.		
Benefits:	Allows the Town to fly flags in accordance with standard flag protocols (i.e. no other flag with Canada Flag), and in accordance with the Town's Updated Flag Policy.		
Risks If Not Implemented:	If this project is not approved, the new Flag Policy would not be able to be implemented without breaking standard flag protocols.		
Additional Information:	Additional Flag Poles will ensure compliance with the new Flag Policy.		

2022 Capital Project Information Sheet

Project No. 8500-24-0103	Project Name Trails Development: Fairy Lake		2022 Budget \$90,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources DC - Recreation & Parks	Amount \$90,000
Target Start Date Jan 2022		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date Dec 2022			
Future Period Capital Requirements \$100,000			
Operating Impact \$4,000			

Description	
Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure along Fairy Lake from Birchway Place to the Acton Legion.</p> <p>As identified in the Active Transportation Master Plan and through a neighbourhood consultation, this low impact trail is proposed as a primary pedestrian connection from the local neighbourhood to the Acton Legion.</p> <p>This project has been identified as the priority by the Active Transportation Committee and was identified in the Active Transportation Master Plan.</p> <p>This trail would be the first official trail along Fairy Lake, and future phases would connect to Mill Street and neighbourhoods to the south.</p>
Deliverables:	The construction of new trail connection along Fairy Lake. The operating budget is required for maintenance of the trail and the existing Town owned walkway block (currently maintained by others).
Benefits:	Trails address the environmental improvements associated with alternative modes of transport. Trails provide important recreational opportunities to residents. This trail provides an important linkage from the surrounding neighbourhoods to the Acton Legion, a community destination.
Risks If Not Implemented:	<p>Users will not be able to access the trail system through an official trail and the desired pedestrian linkage will not be completed.</p> <p>The existing natural area will continue to be degraded as residents make their own informal pathways in order to access the natural areas.</p>
Additional Information:	Implementation of a trail system around Fairy Lake was supported by a public survey undertaken in 2020.

2022 Capital Project Information Sheet

Project No. 8500-27-2201	Project Name Gellert Park Expansion - Design Phase		2022 Budget \$100,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space	Funding Sources DC - Recreation & Parks		Amount \$100,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the detailed planning, design and engineering services required for the expansion of Gellert Community Park. Expansion of this facility was identified in the Recreation and Parks Strategic Action Plan and the Parkland Acquisition Study.</p> <p>Development of existing parkland that is owned but not developed is required to address the short-term deficit to serve the existing population as well as recent population growth due to new development areas that have been constructed.</p> <p>The Recreation and Parks Strategic Action Plan included recommendations for new program types that could be considered in this new parkland. The Master Plan will formalize the proposed program.</p>
Deliverables:	The detailed design strategy for the newly expanded parkland at Gellert Community Park.
Benefits:	Finalizing a design strategy will inform the capital funding required for the construction of significant community parkland to meet the existing deficit of parkland.
Risks If Not Implemented:	<p>The Town currently has a deficit of community wide non-local parkland as identified in the Parkland Acquisition Study.</p> <p>Existing parks will be overused and condition may worsen due to impacts of additional use, creating undesirable conditions, and reputational harm.</p>
Additional Information:	To serve the existing increased population and future growth population, additional Town/Community Parkland is required to accommodate major destination parkland uses for the community.

2022 Capital Project Information Sheet

Project No. 8301-11-2001	Project Name Prospect Tennis Ct Resurfacing		2022 Budget \$70,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$70,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>
Description			
<p>Scope: This project involves the resurfacing of the 4 Tennis Courts at Prospect Park.</p> <p>The playing surface of the tennis courts requires surface repairs/recoating every 8-10 years in order to ensure a good playing surface, avoid safety hazards, and prolong the life of the asphalt/base below.</p>			
<p>Deliverables: Completion of court resurfacing project.</p>			
<p>Benefits: Provides a high quality surface for recreational tennis drop in, programs, and youth programs as well as supporting opportunities for Pickleball.</p>			
<p>Risks If Not Implemented: Decline in use of courts and safety risks due to poor court surfaces. Lower quality of facility discourages use of facilities.</p>			
<p>Additional Information:</p>			

2022 Capital Project Information Sheet

Project No. 8500-11-0102	Project Name Park Revitalization & Renewal		2022 Budget \$30,000						
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi							
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$30,000						
Target Start Date Jan 2022	<table border="1"> <tr> <td>Project Phase</td> <td>Study/Design Phase</td> <td><input type="checkbox"/></td> </tr> <tr> <td></td> <td>Construction Phase</td> <td><input type="checkbox"/></td> </tr> </table>			Project Phase	Study/Design Phase	<input type="checkbox"/>		Construction Phase	<input type="checkbox"/>
Project Phase				Study/Design Phase	<input type="checkbox"/>				
				Construction Phase	<input type="checkbox"/>				
Target Completion Date Dec 2022									
Future Period Capital Requirements Annual									
Operating Impact \$0									
Description									
Scope:	The focus of this project is to maintain basic civic standards of quality for Town 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.								
Deliverables:	The primary deliverable of this project is repair of ageing park fixtures which require ongoing maintenance or repairs.								
Benefits:	The local neighbourhoods will benefit from the replacement of structures that reduce the need for ongoing repairs. 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 and there will be increased maintenance requirements and/or safety issues that emerge.								
Additional Information:	Also maintain quality.								

2022 Capital Project Information Sheet

Project No. 8500-11-0103	Project Name Cemetery Revitalization & Rene		2022 Budget \$46,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Cemetery Development Reserve	Amount \$46,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The focus of this project is to maintain basic civic standards of quality for Town cemeteries. The primary scope is replacement of existing cemetery fixtures that are a potential hazard, impact the usability of the cemetery, and/or require ongoing maintenance to repair and keep in good condition.</p> <p>The projects for 2022 include;</p> <ol style="list-style-type: none"> 1) Water Line & Water Tap Repairs: Fairview Cemetery and 2) Perimeter Fencing replacement: Hornby Methodist Pioneer Cemetery.
Deliverables:	The primary deliverable of this project repairs/replacement of the water lines at Fairview Cemetery and the replacement of fencing at the Hornby Methodist Pioneer Cemetery.
Benefits:	Cemetery visitors will benefit from the replacement/repair of cemetery infrastructure that reduces the need for ongoing repairs.
Risks If Not Implemented:	Existing equipment will continue to deteriorate beyond repair and there will be increased maintenance requirements and/or operational issues that emerge.
Additional Information:	Maintain quality.

2022 Capital Project Information Sheet

Project No. 8500-11-1504	Project Name MMSP Skatepark Revitalization & Renewal		2022 Budget \$600,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Jan 2022		Capital Replacement Reserve	\$50,000
Target Completion Date Dec 2022		Canada Community-Building Fund	\$550,000
Future Period Capital Requirements Operating Impact		Project Phase	
\$0		Study/Design Phase	<input type="checkbox"/>
\$2,500		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the construction phase for the replacement of Mold Masters Skatepark.</p> <p>Design of the facility was approved as part of the 2017 Capital Budget, but was deferred due to the ongoing construction of the new Action Sports Park at Gellert Community Park. Now that the Gellert Action Sports Park has been opened, staff have reviewed the recommendations of the Georgetown Action Sports Study, to confirm the next steps for the replacement of the Moldmasters Skatepark.</p> <p>This project will be combined with the design budget to issue a Design /Build Request for Proposal for the Design and Construction of a replacement Action Sports Park for the Moldmasters Site.</p>
Deliverables:	Construction of an Action Sports at the Moldmasters Sportsplex will be completed as a result of this project.
Benefits:	The construction budget will be part of a design-build proposal call which will address input received from the public . The construction of the Moldmasters sports action park will address the needs of local youth. Provides a variety of action sports parks throughout the Town, encouraging local use.
Risks If Not Implemented:	Construction of the sports action facility will be delayed if the construction portion of the project is not approved. The existing park is in poor condition as verified by consultant inspection. If replacement is not implemented, there would be an increased risk of injuries by patrons of the park. If the park is not replaced, the Town would not meet the service standards approved by the Georgetown Action Sports Study.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8500-11-1912	Project Name Park Pathway Revitln & Renewal		2022 Budget \$100,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Jan 2022		Base Capital	\$20,000
Target Completion Date Dec 2022		Canada Community-Building Fund	\$80,000
Future Period Capital Requirements Annual	Operating Impact \$700	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope:	<p>Pathway surfacing repairs are required to repair sections with washed out areas, sunken areas, significant weed growth, and/or cracks that occur at the end of the surface's life cycle.</p> <p>The scope of this project includes resurfacing of asphalt pathways at Eaton Street Park, Gellert Community Park (limited locations), and Acton Rotary Park (limited locations). The pavement at these locations is at the end of its lifecycle and requires rehabilitation.</p> <p>The works at Eaton Street Park will include the additional pathway within the Town easement over the Ecole Sacre Couer Property as approved by Council.</p>		
Deliverables:	The primary deliverable will be the rehabilitation of existing paved surfaces (asphalt) at Town parks.		
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.		
Risks If Not Implemented:	The pathways at these locations are subject to increased cracking, heaving, low points, significant weed growth and uneven surfaces and require increased maintenance. They represent a tripping hazard to users.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8211-02-2101	Project Name Acton Arena Concession Cabinetry		2022 Budget \$16,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$16,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	The kitchen cabinetry includes upper and lower solid wood units with wooden panel doors. The countertops are generally laminated with a single stainless steel sink. Cabinetry and counters within the concession will need replacing.		
Deliverables:	Removal and replacement of cabinetry and counters for the concession.		
Benefits:	Provide better quality to the facility and staff to deliver better service to the community.		
Risks If Not Implemented:	Potential loss of sales due to unattractive and dated appearance.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8230-02-2101	Project Name AIP RTU1		2022 Budget \$121,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$121,000
Target Start Date Jun 2022			
Target Completion Date Aug 2022			
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 HVAC and energy recovery ventilation (ERV) supplying heat to the Acton Indoor Pool. Unit is at the end of its life cycle as identified in the building condition assessment.		
Deliverables:	New HVAC and ERV unit to replace existing unit. Design and Engineering review for the replacement equipment.		
Benefits:	New equipment will ensure that there are no unexpected failures and loss of service. Improved energy efficiency and operational efficiency. Improved thermal comfort.		
Risks If Not Implemented:	Unit could have an unexpected failure leading to loss of service and potential of increased replacement costs		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8230-02-2201	Project Name AIP Pool Tank Repairs		2022 Budget \$88,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$88,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	Pool tank surface treatment (marmolite) was replaced in 2007 and has past its ten(10) year life expectancy. Some spot repairing has already been required in past two years. Project involves replacing the surface treatment for the entire tank.
Deliverables:	Review and replace the surface treatment for the pool tank. Vendor contract to review and provide replacement.
Benefits:	Improved operational efficiency of pool tanks. Less chance of failure disrupting ability to deliver pool services.
Risks If Not Implemented:	Deteriorating asset could fail leading to loss of service.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8231-02-2201	Project Name GIP Pool Tank Repairs		2022 Budget \$88,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$88,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	Pool tank surface treatment (marmolite) was replaced in 2007 and has passed its ten(10) year life expectancy. Project involves replacing the surface treatment.		
Deliverables:	Review and replace the surface treatment for the pool tank. Vendor contract to review and provide replacement.		
Benefits:	Improved operational efficiency of pool tanks. Less chance of failure disrupting ability to deliver pool services.		
Risks If Not Implemented:	Deteriorating asset could fail leading to loss of service.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8231-06-1602	Project Name GIP Filter Replacement		2022 Budget \$80,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$80,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope: Pool filter system is at its end of life expectancy.			
Deliverables: Review and replacement of the pool filter system required service to the pool. Vendor contract to supply and install the specified and required equipment.			
Benefits: Improved operational efficiency of pool filter. Less chance of failure disrupting ability to deliver pool services.			
Risks If Not Implemented: Deteriorating asset could fail leading to loss of service and costly repairs.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8231-06-1701	Project Name GIP Equipment Replacement		2022 Budget \$26,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$26,000
Target Start Date Apr 2022			
Target Completion Date Oct 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The pool boiler is manufactured by Raypak. The pool system piping consists of PVC material. The boiler flue vent extends out through the roof. All pool system equipment & components are at end of life. Replacement has been recommended as per the BCA.
Deliverables:	Review and replacement of the pool equipment capable of delivering required service to the pools. Vendor contract to supply and install the specified and required equipment.
Benefits:	Improved operational efficiency of pool equipment. Less chance of failure disrupting ability to deliver pool services.
Risks If Not Implemented:	Deteriorating asset could fail leading to loss of service and costly repairs.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8400-02-1702	Project Name Town Hall Replace Heat Pumps		2022 Budget \$55,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$55,000
Target Start Date Apr 2022	Target Completion Date Nov 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	Town Hall Phased heating and cooling provided through a system of 52 heat pumps of various sizes. Heat pumps are now at the end of their life cycle. Several pumps require major repairs each year. After review with Facilities and Purchasing staff, the recommendation is to replace all remaining heat pumps with a system of more energy, cost and operating efficient heat pumps. A full mechanical review and investigation will be completed for Town Hall.		
Deliverables:	Design engineering and contractor to remove, supply and install a new energy efficient AHU. Vendor engagement through a bundled project with other required mechanical equipment replacements.		
Benefits:	New unit reduces risk of failure and loss of service. New unit will be operationally and cost efficient through reduced energy consumption. New unit to provide improved level of service through improved thermal comfort of serviced spaces.		
Risks If Not Implemented:	Current heat pumps at end of life cycle. Units can expect imminent failure and parts/maintenance repairs not available on older units any longer. Units provide heat and cooling to selected areas of Town Hall. Failure to replace prior to units failing could lead to lengthy procurement and costly repairs impacting the level of service. Risk of unexpected failure of equipment could lead to loss of service and higher replacement costs.		
Additional Information:	Expected to also improve cost efficiency through energy efficiencies of new units		

2022 Capital Project Information Sheet

Project No. 8400-02-1703	Project Name Town Hall MUA Replacement		2022 Budget \$39,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$39,000
Target Start Date	Apr 2022		
Target Completion Date	Nov 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The make-up air unit is original to the building and manufactured by Temprite. Has humidification attachments and is controlled by CON-TROL timer. It also provides heating and has two filtration systems with bag filters and filter media. Currently located on the third floor in the mechanical room. Will require to be craned in/out, with the removal of roof structure. The unit is at its end of life and requires replacement.
Deliverables:	Design engineering and contractor to remove, supply and install a new energy efficient MUA unit. Vendor engagement through a bundled project with other required mechanical equipment replacements.
Benefits:	New unit reduces risk of failure and loss of service. New unit will be operationally and cost efficient through reduced energy consumption. New unit to provide improved level of service through improved thermal comfort and ventilation of serviced spaces.
Risks If Not Implemented:	Risk of unexpected failure of equipment could lead to loss of service and higher replacement costs.
Additional Information:	Expected to also improve cost efficiency through energy efficiencies of new unit

2022 Capital Project Information Sheet

Project No. 8400-02-2001	Project Name Town Hall Air Handling Unit		2022 Budget \$495,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$495,000
Target Start Date Apr 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>
Description			
Scope:	Large AHU in the mechanical room on the third floor. The unit is used to provide fresh air into each floor ceiling plenum. The unit is gas fired heat. The unit is original to the building and is at its end of life. AHU components have been replaced as required. The unit combustion efficiency is low compared to new units available. The unit should be replaced with a more efficient unit that can make use of the hydronic heating and cooling tower.		
Deliverables:	Design engineering and contractor to remove, supply and install a new energy efficient AHU. Vendor engagement through a bundled project with other required mechanical equipment replacements.		
Benefits:	New unit reduces risk of failure and loss of service. New unit will be operationally and cost efficient through reduced energy consumption. New unit to provide improved level of service through improved thermal comfort of serviced spaces.		
Risks If Not Implemented:	Risk of unexpected failure of equipment could lead to loss of service and higher replacement costs.		
Additional Information:	Expected to also improve cost efficiency through energy efficiencies of new units		

2022 Capital Project Information Sheet

Project No. 8400-02-2201	Project Name Town Hall Domestic Water Main Replacement		2022 Budget \$27,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$27,000
Target Start Date Apr 2022	Target Completion Date Oct 2022		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
Scope:	Replacement of domestic water service (DCW) equipment which is original to the building and at end of life cycle as identified in the 2016 building condition assessment (BCA). The 4" incoming domestic water service (DCW) complete with a water meter is located in the garage room. There is a 2" Watts backflow preventer locate directly above the water meter. No backflow preventer installed on the DCW service.		
Deliverables:	Design and engineering and contractor to remove, supply and install a new energy efficient WM. Vendor engagement through a bundled project with other required mechanical equipment replacements.		
Benefits:	New unit reduces risk of failure and loss of service. New unit will be operationally and cost efficient through reduced energy consumption. New unit to provide improved level of service through improved thermal comfort of serviced spaces.		
Risks If Not Implemented:	Risk of unexpected failure of equipment could lead to loss of service and higher replacement costs.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8400-02-2210	Project Name Town Hall LCDB Fittings and Equipment		2022 Budget \$38,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$38,000
Target Start Date Apr 2022	Target Completion Date Oct 2022	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Future Period Capital Requirements Operating Impact	\$0 \$0		
Description			
Scope:	Replacement of additional fittings and equipment to support the major HVAC replacements as identified in the 2020 low carbon design brief (LCDB). Fixtures will include mechanical and electrical fittings and equipment. The measures are identified as necessary for the building to operate close to a net zero building.		
Deliverables:	Replacement fixtures and equipment as identified to support major HVAC re-design. Vendor engagement through a bundled project with other required mechanical equipment replacements.		
Benefits:	Fixtures and equipment reduce risk of failure and loss of service. New equipment is operationally consistent with other replacements and cost efficient through reduced energy consumption. Will provide improved level of service through improved thermal comfort of serviced spaces.		
Risks If Not Implemented:	Risk of unexpected failure of equipment could lead to loss of service and higher replacement costs.		
Additional Information:	Expected to also improve cost efficiency through energy efficiencies of new units		

2022 Capital Project Information Sheet

Project No. 8421-02-2102	Project Name Norval Community Centre Replace Flooring		2022 Budget \$16,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$16,000
Target Start Date Apr 2022			
Target Completion Date Sep 2022			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>
Description			
<p>Scope: The common area flooring consists of vinyl tiles in the washrooms, and linoleum in the classrooms and common areas. The kitchen area has ceramic tiles. The flooring has reached its end of life and requires replacement.</p>			
<p>Deliverables: Vendor selection and replacement of flooring in the kitchen and common areas of the community centre.</p>			
<p>Benefits: Replacement floors will improve the appearance, facilitate the proper maintenance and extend the life of the asset. Maintains the level of service.</p>			
<p>Risks If Not Implemented: Deterioration of flooring could fail leading to loss of service, safety and costly repairs.</p>			
<p>Additional Information:</p>			

2022 Capital Project Information Sheet

Project No. 8500-11-2002	Project Name Open Space Management		2022 Budget \$20,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes management of invasive species working in partnership with Conservation Halton or Credit Valley Conservation Authority.</p> <p>Invasive species have been identified as a major risk to Natural Assets such as Town open spaces and natural areas.</p> <p>Areas of focus for these partnership projects would be the 16 Mile Creek Valley and Hungry Hollow Ravine.</p>
Deliverables:	Removal of invasive species in natural areas in partnerships with Local Conservation Authorities.
Benefits:	Removal of invasive species improves the health and quality of natural areas. Partnering with other agencies allows a higher return on investment as well as engaging community volunteers to improve the conditions of the Town's natural assets.
Risks If Not Implemented:	Natural areas will continue to be compromised by invasive species. The health and ecological integrity will be degraded, affecting the natural functions and benefits provided by trees and natural systems.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8500-11-0105	Project Name Irrigation System Replacement		2022 Budget \$35,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$35,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$180,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$600		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the replacement of Irrigation Controllers and main valves at the following irrigated park locations (Acton Sports Park, Miller Drive Park, McNally St Park, and Meadowglen Park).</p> <p>The irrigation system allows more efficient maintenance and upkeep of the sportsfield turf.</p> <p>The replacement controllers (current technology) will allow for more efficient scheduling and operations of the system for more efficient (reduced) water use.</p>
Deliverables:	The primary deliverable of this project is the replacement of main controllers and valves at various park locations.
Benefits:	Replacement of the irrigation system will allow the Town to maintain the existing sportsfield turf in optimal condition for enjoyment by the general public and community groups for permitted sports. Irrigation is required to maintain basic civic standards of sports fields.
Risks If Not Implemented:	Failure of the irrigation system will impact the quality of the sports turf. Lack of irrigation will require an increase in other maintenance practices.
Additional Information:	These repairs are required to maintain the consistent operability of the existing systems.

2022 Capital Project Information Sheet

Project No. 1000-09-0101	Project Name Office Furniture		2022 Budget \$38,000
Department Recreation & Parks	Division Administration	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Base Capital	Amount \$38,000
Target Start Date	Jan 2022	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual		
Operating Impact		\$0	

Description	
Scope:	Project account for the purchase and installation costs of additional furnishings required within the corporation exclusive of the furnishings budgets included with all new FTE's. 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 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. Vendor contract to supply and install furnishings
Benefits:	Maintain fully functional furniture inventory that supports staff work functions including specific H&S or medical requirements.
Risks If Not Implemented:	Impacts ability of staff to effectively complete all their tasks. Failure to provide individualized ergonomic equipment may impact health and safety of staff members.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8500-08-2001	Project Name Property Acquisition Parks & Open Spaces		2022 Budget \$200,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Parkland: Cash in Lieu	Amount \$200,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The Official Plan and Recreation and Parks Strategic Action Plan outlines space and facility requirements to address community needs. Based on the forecasted growth identified as part of Vision Georgetown as well as other growth related initiatives, the first phases of the Parkland Acquisition Study were completed and approved by Council in 2019.</p> <p>The Parkland Acquisition Study as approved by Council identifies the need for significant additional Non-Local Parkland (57ha) by 2031.</p> <p>This multi-year phased project is for funds to be allocated for the future purchase of parkland, to address options to select and secure future community parkland. Funds through this capital project will be added to a new reserve intended for the future purchase of parkland.</p>
Deliverables:	Funds for the future purchase of parkland.
Benefits:	Adequate Parkland provides opportunities for residents to participate in recreation activities and the benefits are clearly defined in the Town's Recreation and Parks Strategic Action Plan (2020).
Risks If Not Implemented:	<p>The Town currently has a deficit of community wide non-local parkland as identified in the Parkland Acquisition Study work completed to date.</p> <p>Existing parks will be overused and conditions may worsen due to impacts of increased use, creating undesirable conditions, and reputational harm.</p>
Additional Information:	Obtaining additional parkland is required to meet service standard levels of parkland to serve a growing population.

2022 Capital Project Information Sheet

Project No. 8500-22-2202	Project Name Parkland Acquisition Study Phase 2		2022 Budget \$45,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$45,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The Official Plan and Recreation and Parks Strategic Action Plan outlines space and facility requirements to address community needs. Based on the forecasted growth identified as part of Vision Georgetown as well as other growth related initiatives, the first phases of the Parkland Acquisition Study were completed and approved by Council in 2019.</p> <p>This project is required for additional consultant services required to provide assistance to Town staff to advance the next phases of the Parkland Acquisition Study, to address options to select and secure future community parkland. Successful past negotiations have been realized when the first approach was done by outside agent Realty and/or land securement services.</p>
Deliverables:	Consultant reports and services in support of the Town's Parkland Acquisition Study (phase 2), including appraisal services, realtor services, bylaw review and property acquisition consulting.
Benefits:	<p>Adequate Parkland provides opportunities for residents to participate in recreation activities and the benefits are clearly defined in the Town's Recreation and Parks Strategic Action Plan (2020).</p> <p>Expert advice is required to advance the next phases of the Parkland Acquisition Study to support staff efforts.</p>
Risks If Not Implemented:	<p>The Town currently has a deficit of community wide non-local parkland as identified in the Parkland Acquisition Study work completed to date.</p> <p>Existing parks will be overused and condition may worsen due to impacts of increased use, creating undesirable conditions, and reputational harm.</p>
Additional Information:	Obtaining additional parkland is required to meet service standard levels of parkland to serve a growing population.

2022 Capital Project Information Sheet

Project No. 8211-02-2210	Project Name Acton Arena LCDB Heat Recovery System		2022 Budget \$539,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$539,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope:	Implementation of a heat recovery system as identified in the 2021 Low Carbon Design Brief. The system would be required as the basis for providing necessary heat sources for all dehumidification and HVAC equipment at the AACC. The heat recovery system allows for the substantive replacement of gas-fired equipment with equipment that uses recovered heat from the refrigeration process in the arenas and supplemental electric heat sources. This is identified as the preferred strategy for the building to operate as close as is possible to a net-zero building. Enhanced measures to be phased and coordinated with some projected end of life equipment replacements.		
Deliverables:	RFP for engagement of a design and engineering consultant to complete design and engineering required to implement a system. Construction contract for the implementation of a heat recovery system AACC and integration with new dehumidification equipment.		
Benefits:	Allows for facility operation with regards to total energy consumption to align with Town's climate change objectives. Allows for the Acton rinks to align with the MMSP rinks in terms of efficiency of operations. Measures to have a significant energy savings potential for the facility.		
Risks If Not Implemented:	Climate change objectives will not be met as the carbon footprint of operating the facility first needs to be aligned.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8251-02-2223	Project Name MMSP LCDB Heat Recovery System		2022 Budget \$538,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$538,000
Target Start Date	Jan 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Implementation of a heat recovery system as identified in the 2021 Low Carbon Design Brief. The system would be required as the basis for providing necessary heat sources for all dehumidification and HVAC equipment on the Alcott/Fernbrook side of the MMSP. The heat recovery system allows for the substantive replacement of gas fired equipment with equipment that uses recovered heat from the refrigeration process in the arenas and supplemental electric heat sources. This is identified as the preferred strategy for the building to operate as close as is possible to a net zero building. Enhanced measures to be phased and coordinated with some projected end of life equipment replacements.
Deliverables:	RFP for engagement of a design and engineering consultant to complete design and engineering required to implement a system. Construction contract for the implementation of a heat recovery system on the Alcott/Fernbrook arenas and integration with new dehumidification equipment.
Benefits:	Allows for facility operation with regards to total energy consumption to align with Town's climate change objectives. Allows for the Alcott/Fernbrook rinks to also align with the Saputo/TCE rinks in terms of efficiency of operations. Measures to have a significant energy savings potential for the facility.
Risks If Not Implemented:	Climate change objectives will not be met as the carbon footprint of operating the facility first needs to be aligned.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 8240-06-1701	Project Name Cultural Centre Theatre Curtain Replacement		2022 Budget \$22,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$22,000
Target Start Date Mar 2022			
Target Completion Date May 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: Theatre stage curtain is at end of life-cycle. Minor refurbishment in 2012 but wasn't replaced as part of Cultural Centre/Library development. Curtain requires full replacement with a required fire retardent curtain.			
Deliverables: Vendor selection to replace theatre curtain with new one.			
Benefits: Ensures ongoing functionality and safety features of the asset.			
Risks If Not Implemented: Material will continue to deteriorate in appearance and functionality if not replaced. At end of effective life-cycle.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8211-02-2204	Project Name Acton Arena LCDB Dehumidification Unit		2022 Budget \$539,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$539,000
Target Start Date May 2022			
Target Completion Date Aug 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: There are two (2) dehumidification units serving the ice rinks. Pad A dehumidification unit is located on the mezzanine level and the ductwork extends over the ice rink. The units are used to remove moisture over the ice rinks. Pad A (Townesley) has reached its end of life and requires replacement.			
Deliverables: Design and engineering for the removal and replacement of Townesley Dehumidification unit with an energy efficient unit consistent with a heat recovery and a low carbon approach. Consideration to relocate the unit to an exterior location.			
Benefits: Improved operational efficiency of dehumidification unit. Less chance of in-season failure disrupting ability to deliver ice services.			
Risks If Not Implemented: Deteriorating assets could fail in-season leading to loss of service and costly repairs.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8251-02-2224	Project Name MMSP LCDB Phased Dehumidification		2022 Budget \$841,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$841,000
Target Start Date May 2022			
Target Completion Date Aug 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: The Fernbrook/Alcott arenas have been served by a single under-sized dehumidification unit. The unit is at the end of its useful life. The scope of this replacement project will involve the designing and implementation more efficient and effective dehumidification system for both rinks based on a strategy identified in the low carbon design brief (2021)			
Deliverables: Design and engineering for new energy efficient dehumidification units for each of the Alcott and Fernbrook arenas. Removal of existing dehumidifiers. Contract for the acquisition and installation of two new dehumidifiers. Humidifiers will integrate with the heat recovery system with electric backup.			
Benefits: Improved operational efficiency for dehumidification in the rinks. New units will have low carbon impact. Replacement ensures that there won't be an equipment failure during the season leading to loss of service and more costly repairs.			
Risks If Not Implemented: Deteriorating asset could fail in-season leading to loss of service and costly repairs.			
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8500-11-2208	Project Name Outdoor Ice Rinks - Servicing Requirements	2022 Budget \$95,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space	Funding Sources Capital Replacement Reserve	Amount \$95,000
Target Start Date Jan 2022		
Target Completion Date Dec 2022		
Future Period Capital Requirements Operating Impact	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	<p>The scope of this project is to undertake capital improvements at existing Town parks to improve the operation of existing outdoor natural ice rinks (2 maintained/operated by the Town) as well as provide additional opportunities for Volunteer Ice Rinks (where no water service currently exists) and purchase equipment to more efficiently operate outdoor ice rinks. Providing additional outdoor winter recreational activities was identified in the Town's Recreation and Parks Strategic Plan approved by Council in 2020.</p> <p>The improvements will include:</p> <ul style="list-style-type: none"> - Enhance existing water service at Gellert Park for a Volunteer Ice Rink - Water service at Glen Williams Park for a Volunteer Ice Rink - Equipment for improved maintenance of existing natural rinks - Potential enhancements water service R Fairground - Potential enhancements to water service at Meadowglen Park (Volunteer Rink)
Deliverables:	The deliverables for this project will be new or improved water services and additional equipment to facilitate the operation of Town operated or Volunteer Ice Rinks.
Benefits:	<p>Natural Ice rinks provide outdoor recreational skating surfaces during the winter allowing residents to remain active outdoors.</p> <p>Volunteer rinks provide additional opportunities, while also building community spirit and connections.</p>
Risks If Not Implemented:	The Town will not be able to implement additional volunteer ice rinks, and operations of existing Town Operated rinks will not be improved.
Additional Information:	Additional equipment will also improve accessibility.

2022 Capital Project Information Sheet

Project No. 8500-24-0104	Project Name Trails Development: TSP Link		2022 Budget \$100,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources DC - Recreation & Parks	Amount \$100,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact	\$181,000 \$2,000	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure from Trafalgar Sports Park to the trail system in the Open Space at the Estates of Black Creek Subdivision, adjacent to Black Creek.</p> <p>As identified in the Active Transportation Master Plan this low impact trail is proposed as a primary trail connection from Trafalgar Sports Park, a major recreation destination, and the local trail system to provide improved connectivity.</p> <p>This project has been identified as the priority by the Active Transportation Committee and was identified in the Active Transportation Master Plan. Staff are working with the Devereaux Cemetery to finalize an agreement to permit the trail to cross the cemetery.</p>
Deliverables:	The primary deliverable of this project is the construction of new trail infrastructure connecting Trafalgar Sports Park to the Estates of Black Creek Subdivision.
Benefits:	Trails address the environmental improvements associated with alternative modes of transport. Trails provide important recreational opportunities to residents. This linkage provides an important linkage from the surrounding neighbourhoods to Trafalgar Sports Park a major community recreation destination.
Risks If Not Implemented:	Users will not be able to access the trail system through an official trail and the desired pedestrian linkage will not be completed.
Additional Information:	Also improve accessibility to Trafalgar Sports Park.

2022 Capital Project Information Sheet

Project No. 8500-11-1703	Project Name Neighbourhood Level Skate Features		2022 Budget \$148,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources DC - Recreation & Parks	Amount \$148,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$77,100		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	
Description			
Scope:	<p>The scope of this project includes the construction of neighbourhood level action sports features (skate features, pump tracks) at Miller Drive Park and McNally Street Park which were recommended by Council as part of the 2017 Georgetown Action Sports Needs Assessment.</p> <p>Neighbourhood level action sports features are required to supplement major action sports parks such as Gellert Community Park Skatepark or Moldmasters Skatepark, to provide lower level features for use by local children and youth as part of the range of facility types approved by Council as part of the study.</p>		
Deliverables:	Construction of neighbourhood level action sports features at Miller Drive Park and McNally Street Park.		
Benefits:	<p>Neighbourhood level action sport features address the needs of local youth/children and will include consultation with the local community.</p> <p>Providing additional neighbourhood level opportunities will manage high levels of use at major community parks and also promote local use (i.e. not driving)</p>		
Risks If Not Implemented:	Existing parks such as Gellert Skate Park, Jubilee Park Skate features will continue to see increased use with more patrons driving to attend these locations due to a lack of local facilities in neighbourhoods. This may lead to increased neighbourhood conflicts due to higher levels of use.		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 8500-11-2113	Project Name Mill Street Parkette	2022 Budget \$200,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space	Funding Sources DC - Recreation & Parks New Capital	Amount \$198,000 \$2,000
Target Start Date Jan 2022	Target Completion Date Dec 2022	
Future Period Capital Requirements Operating Impact	\$0 \$3,000	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this project includes the construction of a parkette in the vacant land at the corner of Mill St. & McNab St. in Georgetown, originally identified as part of the Mill Street Neighbourhood Study. The primary objective is to provide a parkette that meets the needs of the local community and promotes active living in a healthy, safe and sustainable environment through the provision of parkland.</p> <p>The existing neighbourhood is subject to residential intensification in part due to developments such as the Amico Development on the former Memorial Arena Site, and is currently deficient in providing sufficient parkland for the neighbourhood in accordance with Town parkland standards.</p>
Deliverables:	The primary deliverable is the construction of a small parkette including pathways, seating/walls, and potential lighting & small shade features in the existing park, in consultation with the community.
Benefits:	Mill Street Parkette will provide the adjacent neighbourhood with passive recreational amenities in compliance with the objectives of the Town's parkland policies.
Risks If Not Implemented:	The surrounding neighbourhood would continue to be underserved for parkland amenities and the existing area parks conditions could be impacted due to increased use.
Additional Information:	New parkland will maintain the provision of parkland with a growing population.

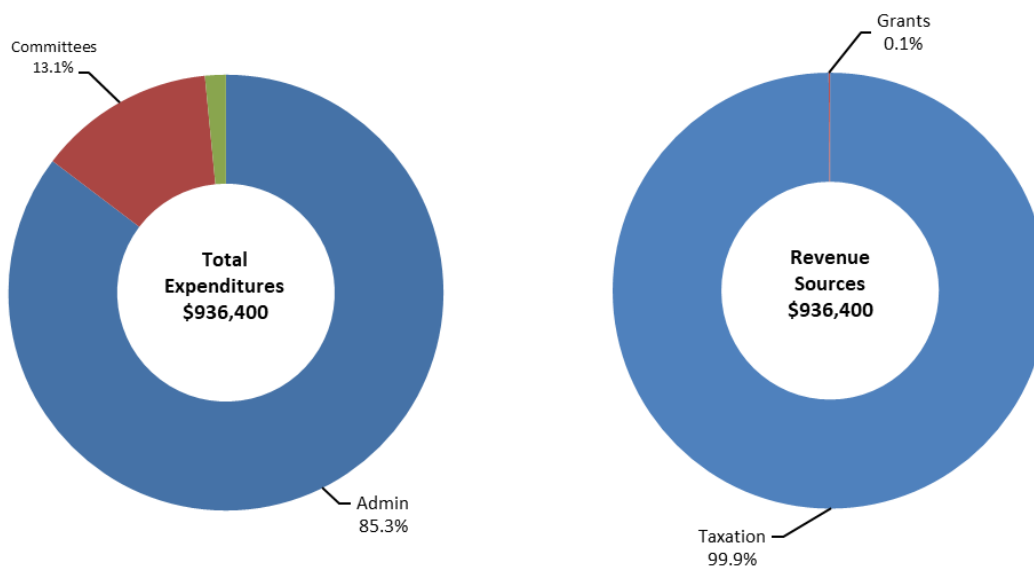


COUNCIL

2022 Operating Budget Highlights

The proposed 2022 Operating Budget for Council is \$936,400 in gross expenditures with \$935,400 being supported from the general tax levy.

	2021		Base Budget (\$)	Pre-Approved Capital Impacts (\$)	2022			2022 vs 2021	
	Budget (\$)	Forecast (\$)			Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	963,200	812,433	936,400	-	-	-	936,400	(26,800)	(2.8%)
Revenue	(1,000)	(3,723)	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	962,200	808,710	935,400	-	-	-	935,400	(26,800)	(2.8%)



	2021		Base Budget (\$)	Pre-Approved Capital Impacts (\$)	2022			2022 vs 2021	
	Budget (\$)	Forecast (\$)			Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	799,100	700,260	798,900	-	-	-	798,900	(200)	(0.0%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	799,100	700,260	798,900	-	-	-	798,900	(200)	(0.0%)
Committees									
Expense	149,600	107,228	123,000	-	-	-	123,000	(26,600)	(17.8%)
Revenue	(1,000)	(3,723)	(1,000)	-	-	-	(1,000)	-	0.0%
Net Expenditures	148,600	103,505	122,000	-	-	-	122,000	(26,600)	(17.9%)
Other									
Expense	14,500	4,945	14,500	-	-	-	14,500	-	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	14,500	4,945	14,500	-	-	-	14,500	-	0.0%
Total									
Expense	963,200	812,433	936,400	-	-	-	936,400	(26,800)	(2.8%)
Revenue	(1,000)	(3,723)	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	962,200	808,710	935,400	-	-	-	935,400	(26,800)	(2.8%)

The 2022 Operating Budget proposes a net expenditure decrease of \$26,800, or 2.8%. The breakdown of major budget changes are as follows:

- Compensation and benefits increase of \$2,900; represents the base change in compensation and benefits. This any economic adjustments and expected inflationary adjustments associated with the Town's benefit provider.
- The Community Partnership Program has a proposed base budget decrease of \$27,300. The funds have been reallocated to Recreation & Parks for the management of existing formal agreements and individual assistance for recreation programs and services.



CORPORATE REVENUE & EXPENSES

2022 Operating Budget Overview

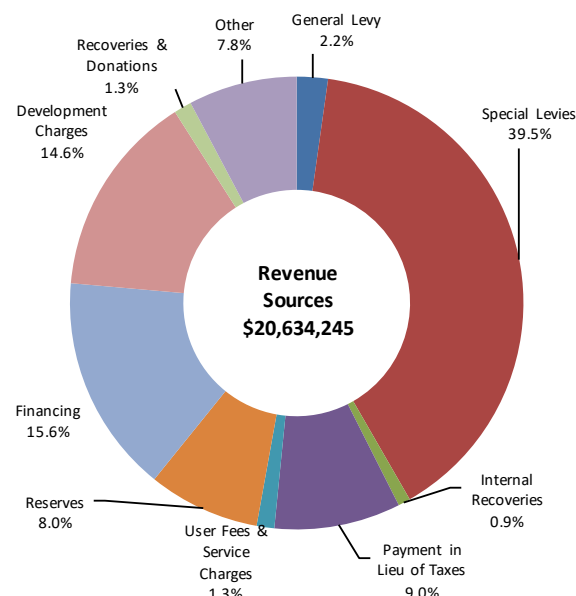
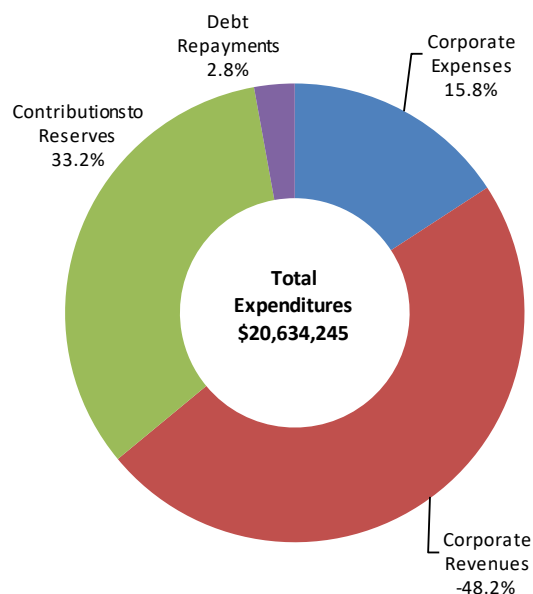
Included in the Corporate Revenue & Expenses Operating Budget are expenditures related to corporate-wide programs, long-term financing, capital planning and contributions to reserves.

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

2022 Operating Budget Highlights

The proposed Corporate Revenue & Expenses operating budget for 2022 is \$20,634,245 in gross expenditures and \$457,400 in net expenditures supported from the general tax levy. Total special levies included in the Corporate Revenues and Expenses section are \$8,145,545, an increase of \$760,000 since 2021.

	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Total									
Expense	20,119,145	22,213,264	20,514,345	231,000	-	(111,100)	20,634,245	515,100	2.6%
Revenue	(12,263,000)	(12,254,432)	(11,848,300)	-	-	(183,000)	(12,031,300)	231,700	(1.9%)
Net Expenditures Before Special Levies	7,856,145	9,958,832	8,666,045	231,000	-	(294,100)	8,602,945	746,800	9.5%
Special Levies									
Arenas	(228,900)	-	-	-	-	-	-	228,900	(100.0%)
Fair Workplaces	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Financial Sustainability	(1,370,800)	(1,370,800)	(1,599,700)	-	-	-	(1,599,700)	(228,900)	16.7%
Fire Services	(1,090,245)	(1,090,245)	(1,090,245)	-	-	-	(1,090,245)	-	0.0%
Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Infrastructure Gap	(918,000)	(918,000)	(1,256,000)	-	-	-	(1,256,000)	(338,000)	36.8%
Insurance	-	-	(422,000)	-	-	-	(422,000)	(422,000)	0.0%
Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Total Special Levies	(7,385,545)	(7,156,645)	(8,145,545)	-	-	-	(8,145,545)	(760,000)	10.3%
Total Net Expenditures	470,600	2,802,187	520,500	231,000	-	(294,100)	457,400	(13,200)	(2.8%)



	2021		2022					2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Corporate Expenses									
Liability Insurance	976,800	1,261,587	1,643,200	-	-	-	1,643,200	666,400	68.2%
Expense	1,094,900	2,906,959	1,289,900	-	-	183,000	1,472,900	378,000	34.5%
Revenue	(538,000)	(744,657)	(932,500)	-	-	(183,000)	(1,115,500)	(577,500)	107.3%
Net Expenditures	1,533,700	3,423,890	2,000,600	-	-	-	2,000,600	466,900	30.4%
Corporate Revenues									
Transfer to Reserves	856,800	856,800	741,500	-	-	-	741,500	(115,300)	(13.5%)
Expense	8,500	5,772	8,500	-	-	-	8,500	-	0.0%
Revenue	(7,014,000)	(6,798,775)	(6,848,700)	-	-	-	(6,848,700)	165,300	(2.4%)
Net Revenue	(6,148,700)	(5,936,203)	(6,098,700)	-	-	-	(6,098,700)	50,000	(0.8%)
Contributions to Reserves									
WSIB Transfer to Reserves	50,000	50,000	75,000	225,000	-	-	300,000	250,000	500.0%
Transfer to Reserves	9,042,245	9,042,245	9,784,645	6,000	-	126,900	9,917,545	875,300	9.7%
Transfer to Capital Budget	2,880,100	2,880,100	2,325,100	-	-	(421,000)	1,904,100	(976,000)	(33.9%)
Gravel Royalties	(111,000)	(111,000)	(111,000)	-	-	-	(111,000)	-	0.0%
Revenue	(132,600)	(132,600)	(132,600)	-	-	-	(132,600)	-	0.0%
Special Levies									
Financial Sustainability	(1,370,800)	(1,370,800)	(1,599,700)	-	-	-	(1,599,700)	(228,900)	16.7%
Fire Services	(1,090,245)	(1,090,245)	(1,090,245)	-	-	-	(1,090,245)	-	0.0%
Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Infrastructure Gap	(918,000)	(918,000)	(1,256,000)	-	-	-	(1,256,000)	(338,000)	36.8%
Insurance	-	-	(112,500)	-	-	-	(112,500)	(112,500)	0.0%
Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Net Base Budget Supported Reserve Transfers	4,725,600	4,725,600	4,258,600	231,000	-	(294,100)	4,195,500	(530,100)	(11.2%)
Debt Repayments									
Principal & Interest	5,209,800	5,209,800	4,646,500	-	-	-	4,646,500	(563,300)	(10.8%)
Reserve funded debt	(1,584,700)	(1,584,700)	(1,206,800)	-	-	-	(1,206,800)	377,900	(23.8%)
DC funded debt	(3,005,000)	(3,005,000)	(3,009,500)	-	-	-	(3,009,500)	(4,500)	0.1%
Special Levy funded debt	(228,900)	(228,900)	-	-	-	-	-	228,900	(100.0%)
Recoveries and Other funding	(31,200)	(31,200)	(70,200)	-	-	-	(70,200)	(39,000)	125.0%
Net - Base Budget Funded Debt	360,000	360,000	360,000	-	-	-	360,000	-	0.0%
Total Net Position	470,600	2,573,287	520,500	231,000	-	(294,100)	457,400	(13,200)	(2.8%)

The \$13,200, or 2.8%, net decrease to the Corporate Revenue & Expenses operating budget is driven largely by additional revenues from special levies. These special levies will permit increased contributions to reserves and also serve to offset higher insurance costs. The following commentary, provides highlights of the main 2022 budget changes:

- 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).

- A 0.75% special levy of \$422,000 has been proposed as part of a funding plan to offset insurance related increases.
- A one-time redirection of \$421,000 from the pavement management capital program will be used in the 2022 operating budget to offset insurance related increases.
- As 2022 is an election year, there will be a transfer of \$183,000 into the operating budget to cover election related costs.
- A net reduction of \$53,500 (25%) in revenue from Halton Court Services is the first step of a four year plan to phase out reliance on this non-guaranteed revenue source.
- 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.
- \$6,000 in energy savings are expected with the installation of the low-E ceiling at Mold-Masters SportsPlex. These savings will be directed to the Green Energy Revolving Fund to support future energy initiatives at the Town.
- The infrastructure gap special tax levy is proposed to increase by \$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.



SUPPLEMENTARY INFORMATION

A. Budget Principles

The 2022 Budget and Business Plan will be prepared in accordance with the following principles:

- The annual budget reflects and supports the priorities of the Town's Strategic Plan.
- The annual budget is closely aligned with the targets and mitigation measures set out in the Long Range Financial Plan (MEMO-CORPSERV-2021-007) and the financial policies approved by Council.
- The annual budget includes the investment required to maintain infrastructure in a state of good repair in accordance with the Corporate Asset Management Plan.
- Ongoing expenses are funded from sustainable revenue sources to ensure continuity of services.
- The total debt servicing cost (principal and interest payments) should not exceed Council's approved debt limit of 10% of the Town's tax levy.
- All growth-related infrastructure costs that can be recovered under the Development Charges Act will be supported from development charge revenue. Growth will be interim financed through reserves, where necessary.
- Reserves are maintained as per the Reserve and Reserve Fund Policy in order to repair/replace infrastructure, fund identified priorities, and ensure long-term financial sustainability.
- Staff will pursue all available grants to reduce the need to use Town reserves to fund budgeted programs (federal, provincial and other funding opportunities).
- New services, service level enhancements and increases to the full-time equivalent staff complement require an accompanying Budget Inclusion form to be considered by Council as part of the annual budget process.
- The timing of the growth-related capital projects will align with expected growth in the Town.
- 2022 capital projects will require an accompanying Capital Project Information Sheet to be considered by Council as part of the annual budget process.
- The 2022 operating budget will be prepared without any adjustments for COVID-19 related service level changes or restrictions.

B. 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.

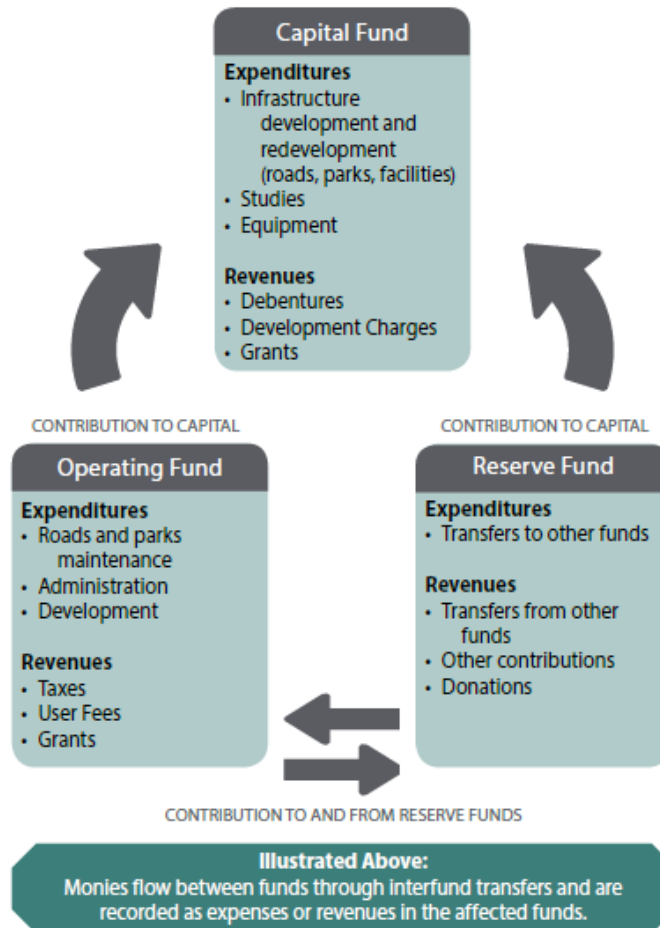
C. Fund Accounting

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 hold monies that have been segregated for a specific purpose.



D. Strategic Actions Shaping our Future

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 2022 budget.

1. Long Range Financial Plan

The Town's Long Range Financial Plan (LRFP) is a living financial model that is updated and documented each year in advance of the budget cycle. The LRFP is prepared for planning purposes and contains policies, assumptions and what-if scenarios that model potential financial outcomes. These scenarios are used by staff throughout the budget process to assess affordability, identify potential funding strategies and guide decision making for all potential budgetary needs each year. Through this, the goal is to improve and strengthen the long-term financial health of the Town.

For its long-term outlook, the LRFP model is built on growth assumptions. Growth assumptions are developed based on input from Town staff who have a connection to the development process, utilizing the best information available to date, such as the Region's Allocation Program, Town's Secondary Plan, available industrial land inventory reviews, and development projects currently in the consultation/planning process.

Taking into consideration DC revenues and assessment growth resulting from anticipated growth, staff then undertake a detailed reserve cash flow analysis to estimate the level of investment required to sustain the reserves and debt financing needs in accommodating the approved capital plan. This capital impact is then combined with the anticipated operating pressures to estimate annual tax impact over the planning horizon.

The resulting impacts are then reviewed based on financial affordability (i.e. the annual tax impact target), which may result in mitigation measures, in order to bring the impact closer to the affordability target.

As discussed in the 2022 Budget Directions Report (CORPSERV-2021-0030), the 2022 budget has been prepared in close alignment with the targets and mitigation measures set out in the Town's 2021 LRFP (MEMO-CORPSERV-2021-007).

2. Finding Efficiencies and Reducing Costs

Assuming a levy increase of 4.65% in 2022, the Town will have a 5-year tax levy average increase of 3.89%. Over the five year period, the Town has maintained services and delivered on Council's strategic priorities by introducing more efficient approaches that reduce costs and in many cases, also enhance services. Savings enable staff to reallocate resources to areas needing greater support.

Significant efficiencies have been generated over the past few budgets cycles and include, but are not limited to, the following:

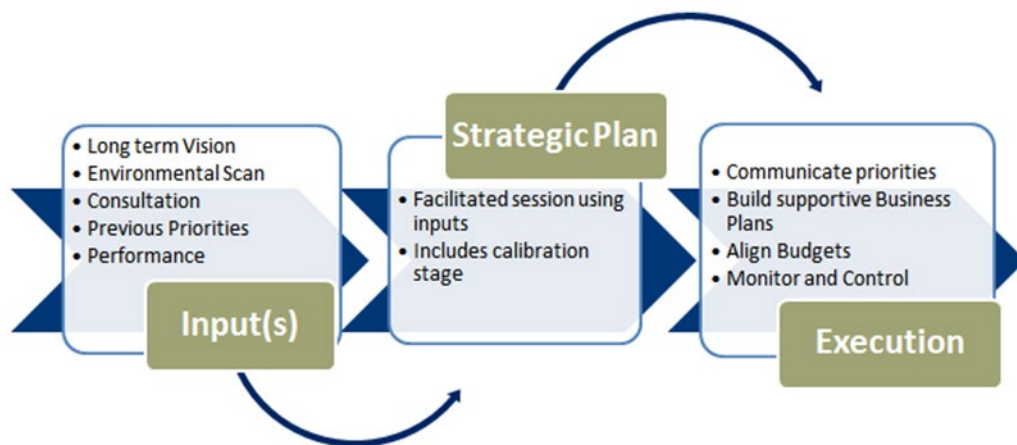
- Advancing process digitization and on-line service offerings to provide the ability for staff to work remotely so that core operations and customer service can continue during COVID-19 closures and limited operations.
- Technology infrastructure renewal and the modernization and renewal of various enterprise business systems.
- The implementation of a new tax system that enables significant efficiencies in managing and processing tax payments and the creation of a foundation for future capability that will allow citizen self-service of some tax information such as tax certificates.
- The update and implementation of an in-house Long Range Financial Plan model, which has reduced contracted service costs and the amount of time needed to develop reliable financial forecasts.
- Implementing various facility improvements, as outlined in the 2020-2025 Corporate Energy Plan, resulting in energy consumption, cost savings and a decrease in the corporate environmental footprint.
- Energy consumption has been minimized through the harnessing of solar technology to energize flashing beacons, pedestrian crossovers and other traffic infrastructure.
- Through a change in design standards and the methods and materials associated with road infrastructure the Town continues to support climate change adaptation and enhance the life cycle of infrastructure assets.
- Enhanced fleet monitoring capabilities associated with snow plowing and the application of salt and sand have been implemented to improve operational efficiencies.
- Internal staff resources have been used to complete studies and strategies resulting from the Recreation and Parks Strategic Action Plan e.g. Community Development Action Plan, Future of Fitness Review.
- Securing alternate sources of funding from upper levels of government, which totaled \$9.2M in 2020 and was budgeted at \$6.4M in 2021. Below are highlights of grants received and the strategic investments the Town was able to make using funding received in 2020 and 2021:
 - \$1,580,000 from Ontario Community Infrastructure Fund for the rehabilitation of Mountainview bridge over Hungry Hollow to maintain it in a state of good repair
 - \$249,300 from the Investing in Canada Infrastructure Program Public Transit Stream for the replacement of fleet vehicles in the ActiVan specialized transit program
 - \$14,700 from the Investing in Canada Infrastructure Program Public Transit Stream for enhancements to the ActiVan software system
 - \$24,600 from the Federation of Canadian Municipalities Green Municipal Fund for the Town Hall Low-Carbon Design Brief project
 - \$291,655 from the Investing in Canada Infrastructure Program for Glen Lawson Road/Third Line corridor improvements with \$1,270,738 in additional funding to be applied in 2023 for construction
 - \$1,864,718 from the Canada Community-Building Fund (formerly Federal Gas Tax Fund) one-time payment used to fund the Mold-Masters SportsPlex skatepark

- construction (\$550,000), the Mountainview Road resurfacing project from John Street to Maple Avenue (\$1,100,000); and the implementation of phase 1 of the Trucking Strategy (\$200,000)
- \$79,160 in Local Health Integration Network funding to support services and programming for Seniors in 2021
- \$40,000 CMHC Seed Funding in 2020 from the Canadian Mortgage and Housing Corporation to support Affordable Housing initiatives

3. Advancing Council's Priorities

Council's strategic priorities as expressed through the Town of Halton Hills Strategic Plan are key considerations in the preparation of the annual departmental business plans and the Town's budget. A strategic plan is established each term of Council to identify the key priorities and focus resources. In keeping with the defined process as set out in ADMIN-2018-0032, Council's priorities were updated for the 2019-2022 term of Council. An overview of the process is depicted in Figure 1 below.

Figure 1: Process Overview



A facilitated workshop was held on June 6, 2019 with Members of Council and senior staff that identified focus areas for 2019-2022. In February 2020, Council received Report ADMIN-2020-0003 which provided a draft strategic plan and in June 2020 Council approved the final content of the strategic plan through ADMIN-2020-0021. The plan includes a vision, mission, values and focus areas, accompanied by guiding statements. The relationship of Council's strategic plan to the annual budget and business plan document is depicted in Figure 2 below.

Figure 2: Hierarchy of Strategic Planning documents

In September of 2021, Council received ADMIN-2021-0035, Council's Strategic Plan Status Update. This report provides an update on the status of the Strategic Plan and highlights some of the important achievements.

The following are Council's Strategic Priorities/Focus Areas (in no particular order), and an explanation of how staff intends to support these priorities through the 2022 budget.

a) Shaping Growth

Halton Hills harnesses its future population and employment growth to provide new opportunities for residents, workers, businesses, and visitors.

Halton Hills works to ensure housing is accessible to all its residents at any age or stage in life.

Halton Hills grows in a way that embodies its values of social, economic, fiscal, and environmental sustainability. Staff engage with other levels of government to see that population growth in Halton Hills remains moderate.

Focus Areas:

- Residential Greenfield Growth
- Intensification
- Downtown Revitalization
- Employment Lands
- Affordable Housing
- Water and Wastewater infrastructure

Projects to be advanced in 2022 include:

Planning Residential Greenfield Growth / Intensification / Downtown Revitalization / Employment Lands

- Public Art Library and Cultural Centre Courtyard Phase 1 project provides space and opportunity for the incorporation of Public Art. This is the first Town capital project that included Public Art in the planning stage as recommended in the Public Art Master Plan. The Library & Cultural Centre is an ideal location for Public Art due to its central location and as a venue for cultural programming, including Indigenous programming.
- Downtown Georgetown Area Servicing Plan Update will facilitate development to proceed in Downtown Georgetown as per the Destination Downtown Secondary Plan.

Economic Development and Investment Attraction

In 2021, Council approved a new 5-year Economic Development and Tourism Strategy as a roadmap for the Town's economic development initiatives which will help position Halton Hills as a prime investment destination, attract non-residential investment, and strengthen and diversify the local economy. In 2022 activities will focus on continuing the Strategy's implementation. This will be particularly important as the economy continues to recover from the widespread impacts of the pandemic.

In addition, Council approved a Foreign Direct Investment (FDI) Strategy to help ensure that Halton Hills is competitive in the global marketplace. This Strategy also supports the growth of existing business by facilitating new market access, and potential partnerships and employment opportunities. Implementation of the FDI Strategy is well underway. Although COVID-19 has caused in-market activities and physical trade missions to be postponed, implementation has continued with a focus on developing Investment Business Cases and identifying potential investment opportunities. In 2022, the focus will be on further strengthening international investment opportunities.

In 2021, the Business Concierge program, partly funded through the Modernization grant, was launched. Through Business Concierge, the Town will continue to demonstrate its 'open for business' approach by streamlining the attraction and review of major strategic non-residential investments. There is currently well over 9 million sq. ft. of current, upcoming and potential investments in the pipeline. Capturing non-residential assessment is key to the Town's financial health and its ability to deliver the services that residents and businesses rely on.

In 2021, a comprehensive review and update of the Community Improvement Plan (CIP) progressed significantly, with the new program anticipated to be launched in early 2022. The new CIP will provide targeted financial supports/incentives to stimulate private sector investment and generate community economic benefits. The CIP Grant Program will continue in 2022 to support CIP implementation.

The Economic Investment Attraction Fund (EIAF) will continue in 2022 to help facilitate implementation of the Economic Development & Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts & culture initiatives.

In response to COVID-19, throughout 2021 the Town took coordinated and decisive action to support the local business community, as highlighted in the 2020 Annual Report. A variety of business supports will continue to be provided in 2022, as appropriate, including the implementation of the Economic Recovery and Resiliency Plan.

Recognizing that quality of life is a key driver of investment decisions, Cultural Services will continue to implement a wide range of arts and culture initiatives including diverse programming and professional development and support for the cultural sector. In 2022, this will also include the initiation of strategies and actions to advance Truth and Reconciliation, and Equity, Diversity and Inclusion. An update of the Cultural Master Plan will also be advanced.

Affordable Housing

Increasing the availability of affordable housing in Halton Hills is one of Council's Strategic Plan priorities. Recognizing the shortage of affordable options, the Town is actively working to ensure that housing is accessible to all residents at any age or stage of life.

In collaboration with the Affordable Housing Working Group, building on 2021 successes where a number of affordable housing initiatives were advanced, in 2022, the Town will continue to take action to help address affordable housing, including:

- Identifying opportunities for a greater supply and range of affordable housing;
- Consideration of financial incentives to support affordable housing development, including through the new Community Improvement Plan (CIP);
- Strategic use of Town-owned surplus properties;
- Promotion and awareness of two-unit creation as an affordable housing option; and
- Strong partnerships between private, non-profit, and public sector stakeholders.

Key projects for 2022 include:

- 17 Guelph Street: Advancement of planning approvals and partnerships for this Town-owned surplus site to demonstrate leadership and innovation in affordable housing, in collaboration with Halton Region. Additional environmental remediation (cost escalation) work will also be undertaken.
- An Affordable Housing Action Plan will be initiated to ensure a long-term coordinated, effective and action-oriented approach to addressing affordable housing needs. The Action Plan will set out effective actions, policies, tools, local targets and resource needs required to address current and future housing needs.

Water and Wastewater infrastructure

Staff will work with partner agencies and landowners to plan and implement the effective servicing of Vision Georgetown. As well, staff will continue to provide input into the Halton Region Official Plan review including assessing implications for servicing.

b) Transportation

People and goods move freely through Halton Hills on well-maintained transportation infrastructure.

Getting around is safe for residents of all ages through a combination of traffic calming and active transport priority routes and trails.

The municipality has a transit plan that is suitable for moving its residents and workers to where they want to go.

Halton Hills advocates for greater regional connectivity for its residents and businesses.

Focus Areas:

- Trucks
- Bike Lanes
- Traffic Safety
- Transit

Projects to be advanced in 2022 include:

Trucks

In 2022 the Town will continue the implementation of the Truck Strategy, including the construction of a truck inspection station on Highway 7. It is anticipated that the Halton Regional Police Service and the Ministry of Transportation will increase the number of truck safety inspections to improve truck safety in the community.

Bike Lanes - Active Transportation

The Town will continue to invest in infrastructure to support active transportation. In 2018, the Town commenced its Active Transportation Master Plan to map out a future active transportation network; this network will include on and off-road facilities that will encourage travel by cycling and walking. The Active Transportation Master Plan was completed in fall 2020 along with the Cycling Feasibility Study for Maple Avenue. In recent years, staff has enhanced the active transportation infrastructure through additional on-road bike lanes, multi-use pathways and in-fill sidewalk connections.

The 2022 capital budget includes \$775,000 for phase 2 of the cycling infrastructure on Maple Avenue from Trafalgar Road to Main Street. The installation of cycling connections improves safety for cyclists and the general public, and the bike lanes will provide a safe separation from motorized vehicles.

A provision of \$30,000 to promote active transportation and educate the community on active transportation routes and key destinations within the Town has been included in the 2022 capital budget. This may include the purchase of bike racks, and other bike safety equipment, wayfinding signs, and other signage and pavement markings on the roadways to inform both pedestrians and cyclists to utilize the active transportation infrastructure.

The infill sidewalk connections capital project is an annual program to construct sidewalk connections at various locations. As part of the 2022 program, Public Works will install a sidewalk connection on the north side of Eastern Avenue between Metrolinx's railway tracks and Young Street.

Traffic Safety

In 2021, staff received over 278 public requests concerning traffic safety, the majority related to speeding and aggressive driving. Staff is reviewing these concerns in the context of the Town's Traffic Calming Protocol completed in 2019. The demand from the public for traffic calming measures has increased over the last number of years. Based on a neighbourhood approach, the recently updated protocol involves evaluating all roads to determine the most appropriate traffic calming measures. In 2022, the neighborhood traffic calming project will be Confederation Street and the surrounding roadways including Wildwood Road and Eighth Line in Glen Williams. Residents will be invited to provide input on these measures through various public engagement opportunities.

To improve pedestrian safety and mobility, staff has installed 17 pedestrian crossovers (PXO) over the last five years. The 2022 installations will include lower-level PXOs that require only signs and pavement markings. The following locations are proposed for the PXO implementations: Moore Park Crescent and Joycelyn Crescent, Meadowglen Boulevard and Herb Wild Street, McNally Street and Grist Mill Drive and Robinson Road between Bowman Street and Orchid Avenue. Other locations will be evaluated and included as part of the 2022 Traffic Engineering Work Plan.

A new program that will commence in 2022 is the school zone traffic calming program where traffic calming measures will be implemented within a school zone to ensure pedestrian safety in front of the elementary schools. A plan will be created to evaluate all school zones and traffic calming will be implemented at one school zone location each year.

Road Maintenance

The Mountainview bridge over Hungry Hollow will undergo a rehabilitation in 2022 in order to keep the bridge in a state of good repair and extend the useful life of the bridge. Maintaining infrastructure assets helps to reduce operating and maintenance costs and ensures the safety of traffic travelling across the municipality.

In 2022, thirteen pieces of equipment ranging from trucks to multi-purpose mowers and tractors will be replaced. The total cost of replacement is \$1,341,000 and is funded through the equipment reserve. Replacing aging equipment will ensure that the Town can continue to deliver the appropriate level of service required to maintain Town infrastructure.

Transit

In September 2019, staff put forward memorandum TPW-2019-0019 informing Council that the Town will be applying for funding through the Investing in Canada Infrastructure Program (ICIP) Public Transit Stream. Halton Hills is eligible to apply for available funding up to a maximum of \$465,453 from the Provincial Government and \$558,600 from the Federal Government, for a total of \$1,024,053. Funding must be applied to projects directly related to transit between 2019 and 2028.

Staff proposed that the available funding be applied to the following projects:

- Transit infrastructure of shelters and stops along the Steeles Avenue corridor within the Municipal boundaries of Halton Hills;
- Rolling stock, which includes five (5) replacement vehicles in accordance with the Town's fleet asset management plan and one (1) additional vehicle for fleet expansion of transit services;
- Transit hardware and software technology requirements for the expansion of transit and the support of specialized transit services.

The proposed projects for funding are consistent with the Town's Transit Service Strategy as per Report No. TPW-2019-0026 and have been incorporated into the proposed 2022 capital budget and forecast.

The Town completed a review and update of the ActiVan Master Plan and ActiVan program in 2021. The plan will ensure that the Town is meeting goals and objectives and all requirements set out in the AODA guidelines and make recommendations for future implementation. The plan will ensure financial responsibility and accommodate growth in service.

In 2022 the Steeles Avenue corridor transit infrastructure project will continue with the installation of eighteen concrete pads and transit shelters to support accessible transit infrastructure along the right-of-way of Steeles Avenue within the municipal boundaries of Halton Hills. This will provide

infrastructure for the proposed transit service agreement to be operated by the Town of Milton pending approval through their 2022 budget process.

c) Climate Change and the Environment

The residents and businesses of Halton Hills are responsible members of the global community, and are leaders in the fight against climate change, with a goal to be a Net-Zero Carbon Community by 2030.

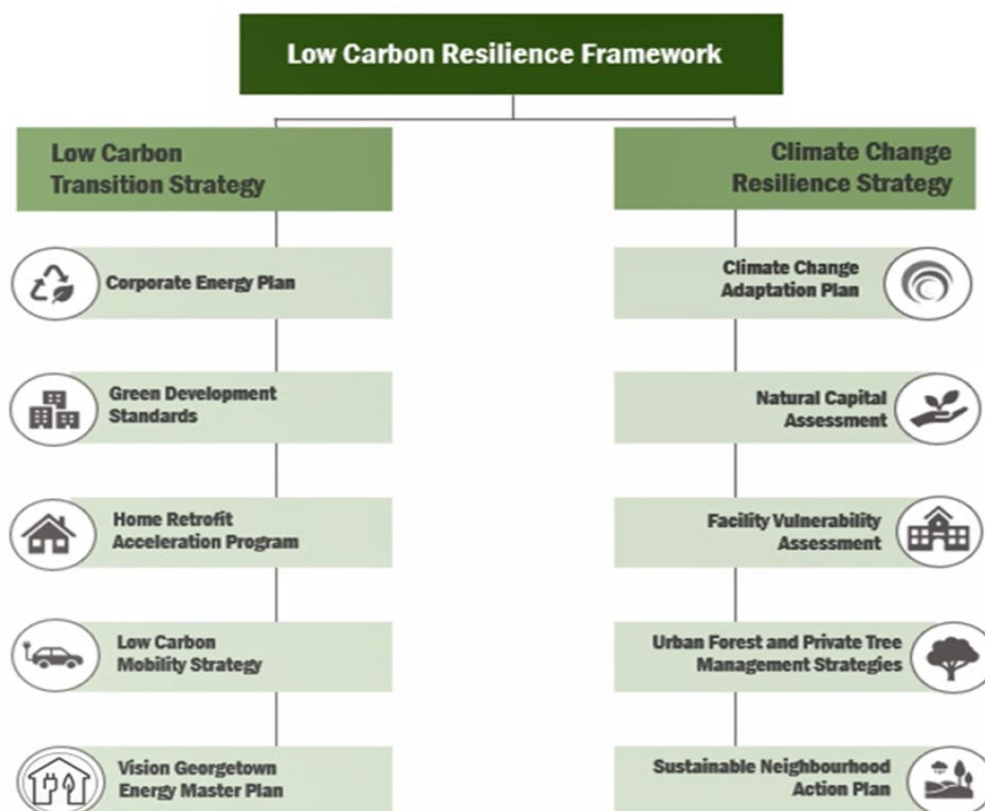
Halton Hills communities prepare for changes we know are coming while reducing our carbon footprint.

The municipality makes its landscape more climate resilient and beautiful through a lush tree canopy and public open space.

Focus Areas:

- Action on Climate Change
- Resilient Infrastructure
- Low Carbon Transition
- Tree Canopy

In May 2019 Town Council passed a Climate Change Emergency Declaration setting an objective for the town to achieve net zero by 2030. Staff responded with the creation of the Climate Change and Asset Management staff team that developed the comprehensive Low Carbon Resilience Framework supported by an extensive work plan and a supporting budget to follow through on the objectives in Council's Climate Change Emergency Declaration.



In keeping with Council's Climate Change Emergency Declaration, implementation is assisted by the Town of Halton Hills Climate Change Action Task Force chaired by Mayor Bonnette and two steering committees, the Low Carbon Transition Steering Committee chaired by Councillor Fogal and the Climate Resilience Steering Committee chaired by Councillor Somerville.

Action on Climate Change

For 2022 there will be on-going implementation of corporate and community climate change actions expressed through Council's Climate Change Emergency Declaration, including:

- Low Carbon Design Brief Towns' Facilities
- Low Carbon Transition Strategy Implementation
- Bike Share Feasibility
- Town Fleet Electrification Study
- Climate Change Adaptation Strategy Implementation
- Climate Change Investment Fund
- Retrofit Halton Hills

Resilient Infrastructure

In 2019 the 2019-2024 Corporate Energy Plan was approved by Council. The Plan implements actions to Town assets to deepen energy and emissions reductions and build organizational capacity to deliver and sustain improvements.

The 2022 budget identifies funding to support the recommendations set out in the Corporate Energy Plan. In 2021, the Acton Arena and Mold-Masters SportsPlex Low Carbon Design Briefs (LCDB) were drafted. The first phase of implementing the LCDB for the arenas have been included in the 2022 capital budget in the following projects:

- Acton Arena LCDB Dehumidification Unit
- Acton Arena LCDB Heat Recovery System
- MMSP LCDB Heat Recovery System
- MMSP LCDB Phased Dehumidification

Additionally, LCDB capital projects will continue to be implemented for Town Hall through the following capital projects:

- Town Hall LCDB Fittings and Equipment
- Town Hall Phased Replacement of Heat Pumps

Low Carbon Transition

In 2020, the Low Carbon Transition Strategy, the update of the Mayor's 2015 Community Energy Plan, was initiated to ensure the Town continues to align with best practices and appropriately responds to the Council's Climate Change Emergency Declaration. Recommendations will come forward on policies and guidelines to reduce community greenhouse gas emissions that reflect the most up-to-date practices. Funding has been included in the 2022 budget to initiate the implementation of recommendations from the update of the plan. In addition, staff have pursued concurrent actions to address climate change that are reflected above under the Action on Climate Change section.

Tree Canopy

Funding for projects supporting the protection and enhancement of the Town's tree canopy and managing natural assets was approved in 2019 capital budget to be used in a phased, multi-year project. The Phase 1: Natural Assets Inventory & Services Valuation study was completed in 2020 in partnership with the Credit Valley Conservation (CVC). The Phase 2: Natural Assets Mapping and Management Strategies study is currently being undertaken in partnership with CVC in the form of a formalized memorandum of understanding between the Town and CVC. The scope of work will include assessing the condition of natural assets, the risks due to climate change, and the level of service that natural asset provide such as quality of life, quality of air, carbon sequestration and meeting the Town's *climate change and the environment* strategic objective.

In addition to the natural assets mapping and management study, staff is undertaking the following:

- Completing the Privately Owned Tree Management Strategy (privately owned tree by-law)
- Continuation of the tree planting program
- Establishing a Town-wide tree canopy management program
- Consideration of establishing an urban forestry program

d) Fiscal and Corporate Management

Halton Hills is a well-run municipality that maintains spending within its means and keeps tax increases low and predictable.

The municipality maintains services and service levels that support the quality of life of its residents and a hospitable environment for businesses.

Focus Areas:

- Stick with Fiscal Plan
- Maintain Services
- Capital Assets and Liabilities Management
- Communications

Projects to be advanced in 2022 include:

- Continued implementation of the Municipal Accessibility Plan which describes the measures the Town of Halton Hills will take to identify, remove, and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.
- The asset management improvements project is to fund actions that improve and inform the continued implementation of the Corporate Asset Management Program through alignment and integration with Finance as well as the various service areas.
- Succession planning provides training and development support for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity in the event that critical positions become vacant.
- The Council compensation survey will ensure that Council members receive fair compensation that recognizes the work that they do for the municipality in a way that is fiscally responsible.
- PS3280 Implementation is a new public sector accounting standard for Asset Retirement Obligations that will be effective for the Town's 2023 year end.
- A user fees and fee review will be completed to remain comparable with other municipalities on the fees that are charged for services.
- The Insurance Claims Management Software project will implement an insurance claims and risk management system that manages the claim lifecycle from end to end, including online submissions, and the ability to report and analyze outcomes and trends to support risk management decisions.

- Robert C. Austin Operations Centre Master Plan is required to develop a long-term plan to address the current and future needs associated with operations, staffing and storage (equipment, salt, sand, fuel, snow, etc.) for Public Works and Transit services, and to assess the extent to which future needs can be accommodated within the current facility.
- The Library Strategic Plan will enable the Library to engage the community, Board, staff, Council and other key partners in the strategic planning of future library service and brand renewal.
- The Library Lockers and Kiosk capital project is to purchase a library locker and kiosk system to be located at the Gellert Community Centre.
- The Training Centre Enhancements project will create a Regional Training Centre at Station 2 (Maple Avenue) as a result of the closure of the Ontario Fire College.
- The Acton Fire Station Renovations project is to renovate a 32-year-old facility originally designed to house volunteer firefighters.

e) Local Autonomy and Advocacy

Halton Hills is a leader within the Region of Halton and the Greater Golden Horseshoe. It is an example for other small, rapidly growing rural municipalities in Ontario.

The municipality advocates for what it needs from other orders of government and ensures its regional municipal partners act in its interests.

Halton Hills works collaboratively with other agencies, governments, and public bodies to deliver what residents and businesses need to thrive.

Focus Areas:

- Provincial
- Federal

Projects to be advanced in 2022 include:

- Investigation of an alternative voting method to give residents opportunities to vote from home or other areas, rather than go to a voting location. Staff will be able to run an efficient election giving residents many different options to vote, in a manner which is safe and secure and help improve voter turnout.
- The Truth & Reconciliation Strategy - Phase 1 Consultation focuses 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.
- The Administrative Monetary Penalty System (AMPS) is an alternative system to the lengthy and costly provincial courts process and provides an objective, efficient and improved customer service process where penalty notices are issued, managed and reviewed.

f) Ensure a Vibrant Agricultural Community

As one of the most beautiful rural communities in Ontario, Halton Hills understands the value of its agricultural land base.

The municipality protects the land base and system of infrastructure that supports its agricultural community.

The community is supported in looking for ways of celebrating its rural character and drawing visitors from across the continent to enjoy its landscape and produce.

Focus Areas:

- Protect Agricultural Land
- Promote Agritourism

Projects to be advanced in 2022 include:

In 2022, staff will continue implementing strategic priorities identified in the Town's 2020 approved Economic Development and Tourism Strategy to promote and advance local agritourism opportunities.

g) Youth and Seniors Initiatives

Young people and seniors are active members of the Halton Hills communities and contribute to its daily life in multiple ways.

The municipality engages with youth and seniors in ways that are sensitive to their habits and interests to ensure their voices are heard when decisions are being made.

The youth and senior population of Halton Hills is supported by a variety of services and facilities tailored to their needs.

Focus Areas:

- Engagement
- Services and Facilities

Projects to be advanced in 2022 include:

- The Mold-Masters skatepark revitalization and renewal includes the construction phase for the replacement of Mold-Masters skatepark. The design of the facility will offer a variety of action sports park features and will promote active participation of youth in the community.

- Neighbourhood Level Skate Features includes the construction of neighbourhood level action sports features (skate features, pump tracks) at Miller Drive Park and McNally Street Park which were recommended by Council as part of the 2017 Georgetown Action Sports Needs Assessment.

E. Long-Term Debt

The Town of Halton Hills currently has external debt related to capital infrastructure issued by the upper-tier municipality, the Region of Halton and Southwestern Energy Inc.

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). For 2022, the Town's estimated annual debt carrying costs of \$4.6M, is well below the provincial limit (\$12.8M).

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 external 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.

F. Reserve and Reserve Funds

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.

1. 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.

2. 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				
- Transportation	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.
- Storm Water Management	12			
- Parking	13			
- Fire Services	14			
- Recreation & Parks	15			
- Library Services	16			
- Administration	17			
- 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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Discretionary Reserve 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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Capital Reserves				
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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Operating Reserves				
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, 2021

On July 17, 2018 Council approved changes to the General Reserve and Reserve Fund Policy, POLICY-2018-0004 through report 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 2021 to ensure the balances align with the requirements of the reserve.

The attached schedules A to D illustrate the reserves and reserve funds balances for 2021 as estimated at September 2021. The schedules include opening balances as at January 1, 2021, the activity from January to September 2021, un-booked commitments against the funds and estimated inter-fund borrowing.

The opening balance column reflects the balances as published in the financial statements and includes the final distribution of the 2020 operating surplus.

The activity from January to September 2021 includes the interest that has been earned on the reserves/reserve funds during the period and movements in and out of the funds. In accordance with Council approval, the Treasurer can authorize the reallocation of funds between reserves to meet the needs identified in the Long Range Financial Plan and the Town's capital program.

The inter-fund loan represents the borrowing between reserves and reserve funds. As of December 31, 2020, reserves have currently loaned \$19.6M to cover shortfalls in the development charges reserve funds and \$0.5M to the operating fund. The reserves will be repaid with interest when additional development charges are collected and when loan agreements are fulfilled.

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.

Reserve and Reserve Funds

2020

Town of Halton Hills

Summary of Reserves, Reserve Funds and Trust Funds

Schedule A

September 30, 2021

Schedule	Opening Bal 1-Jan-21	Additions	Reductions	Interest	Intefund loan -Operating	Balance 30-Sep-21	Interfund Loan Est. Addition ¹ - Capital	Unbooked Est. Additions	Est. Commitments	Estimated Balance ² 31-Dec-21
Schedule B Reserves & Dcretionary Reserve Funds										
Capital Reserves	27,356,530	9,638,199	(10,992,987)	306,936	(494,447)	25,814,232	(5,907,684)	6,699,737	(613,488)	25,992,797
Stabilization Reserves	10,101,105	1,023,902	(151,985)	39,408	-	11,012,431	-	356,200	(2,093,852)	9,274,779
Operating Reserves	5,581,243	1,089,765	(1,694,568)	-	-	4,976,440	-	312,872	(289,381)	4,999,931
Discretionary	10,618	-	(600)	165	-	10,184	-	-	-	10,184
						-				-
Schedule C Obligatory Reserve Funds										
Development Charges	6,985,870	3,140,769	(13,358,106)	166,130	-	(3,065,336)	5,907,684	2,787,968	(4,679,925)	950,391
Other Deferred Revenue	20,592,561	6,580,816	(6,346,259)	345,326	-	21,172,445	-	738,504	(462,660)	21,448,289
						-				-
Schedule D Trust Funds	3,021,475	51,381	(15,651)	39,521	-	3,096,726	-	-	-	3,096,726
						-				-
Operating Fund					494,447	494,447				494,447
Grand Total	73,649,403	21,524,833	(32,560,154)	897,488	-	63,511,569	-	10,895,281	(8,139,307)	66,267,543

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

2. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Reserve and Reserve Funds

2020

Town of Halton Hills

Reserves & Discretionary Reserve Funds

September 30, 2021

Schedule B

Reserve	Fund	Opening Bal.				Intefund	Balance	Interfund Loan	Unbooked		Estimated
		1-Jan-21	Additions	Reductions	Interest	loan		Est. Addition ¹	Est.	Est.	Balance ²
						-Operating	30-Sep-21	- Capital	Additions	Commitments	31-Dec-21
Capital Reserves											
Capital Replacement	39	11,498,465	5,332,602	(6,214,686)	187,295	(494,447)	10,309,229	-	1,240,165	(1,312)	11,548,081
Cemetery Development	66	45,807	31,178	(25,000)	-	-	51,986	-	10,393	-	62,378
Equipment	52	3,452,529	1,695,270	(1,679,000)	-	-	3,468,799	-	565,090	-	4,033,889
Library Capital	74	404,080	26,775	(127,400)	-	-	303,455	-	9,025	-	312,480
New Capital	40	7,079,950	2,082,048	(1,308,501)	119,642	-	7,973,139	(5,907,684)	4,607,289	(606,426)	6,066,318
Public Art Reserve	79	42,601	34,800	(7,850)	-	-	69,551	-	11,600	-	81,151
Technology Replacement	31	439,259	135,525	(1,197,300)	-	-	(622,516)	-	45,175	-	(577,341)
Transportation Infrastructure	55	4,392,109	300,000	(433,250)	-	-	4,258,859	-	211,000	(5,750)	4,464,109
Energy Revolving Fund	42	1,730	1	-	-	-	1,732	-	-	-	1,732
Total Capital Reserves		27,356,530	9,638,199	(10,992,987)	306,936	(494,447)	25,814,232	(5,907,684)	6,699,737	(613,488)	25,992,797
Stabilization Reserves											
Contingency	34	2,402,240	99,752	(45,850)	39,408	-	2,495,551	-	33,150	(46,152)	2,482,548
Severe Weather Event	51	750,000	-	-	-	-	750,000	-	-	-	750,000
Tax Rate Stabilization	36	6,948,865	924,150	(106,135)	-	-	7,766,880	-	323,050	(2,047,700)	6,042,230
Total Stabilization Reserves		10,101,105	1,023,902	(151,985)	39,408	-	11,012,431	-	356,200	(2,093,852)	9,274,779
Operating Reserves											
Community Sustainability Reserve	77	-	-	-	-	-	-	-	-	-	-
Fire Services	70	4,749,511	356,434	(240,825)	-	-	4,865,120	-	294,122	(125,058)	5,034,184
Georgetown Hospital Exp & Reno	38	559,086	2,081	(146,800)	-	-	414,367	-	-	(148,881)	265,486
Strategic Planning	41	(523,174)	675,000	(1,306,943)	-	-	(1,155,117)	-	-	(15,442)	(1,170,559)
WSIB	32	795,820	56,250	-	-	-	852,070	-	18,750	-	870,820
Total Operating Reserves		5,581,243	1,089,765	(1,694,568)	-	-	4,976,440	-	312,872	(289,381)	4,999,931
Discretionary Reserve Fund											
John Elliott Award	60	10,618	-	(600)	165	-	10,184	-	-	-	10,184
Total Discretionary Reserve Funds		10,618	-	(600)	165	-	10,184	-	-	-	10,184
Total Reserves		43,049,496	11,751,867	(12,840,140)	346,510	(494,447)	41,813,287	(5,907,684)	7,368,809	(2,996,722)	40,277,690

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

2. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Reserve and Reserve Funds

2020

Town of Halton Hills
Obligatory Reserve Funds
September 30, 2021

Schedule C

Reserve	Fund	Opening Bal.				Balance 30-Sep-21	Interfund Loan Est. Addition ¹ - Capital	Unbooked		Estimated Balance ² 31-Dec-21
		1-Jan-21	Additions	Reductions	Interest			Est. Additions	Est. Commitments	
Obligatory Reserve Funds (Deferred Revenue)										
Development Charges										
Transportation Services	11	5,778,020	1,187,482	(6,768,143)	94,312	291,671	-	963,659	(312,856)	942,473
Storm Water Management Services	12	66,589	34,779	(75,000)	1,071	27,439	71,596	31,174	(130,208)	0
Municipal Parking Services	13	-	9,469	-	105	9,574	22,776	6,714	(39,065)	(0)
Fire Protection Services	14	-	91,576	-	1,019	92,595	82,738	71,540	(246,873)	(0)
Recreation and Parks Services	15	-	1,532,021	(4,350,708)	36,204	(2,782,482)	4,744,389	1,540,471	(3,502,378)	(0)
Library Services	16	-	203,224	(159,297)	2,334	46,261	132,926	106,252	(285,439)	0
Administration Services	17	1,122,459	79,059	(1,987,957)	30,783	(755,657)	853,259	65,504	(163,107)	(0)
Transit Services	18	18,803	3,158	(17,000)	302	5,263	-	2,655	-	7,918
Total Development Charges		6,985,870	3,140,769	(13,358,106)	166,130	(3,065,336)	5,907,684	2,787,968	(4,679,925)	950,391
Other										
Building Permit	21	5,186,685	134,153	(916,543)	74,709	4,479,004	-	200,000	(100,000)	4,579,004
Canada Community-Building Fund	22	4,473,714	3,804,448	(5,419,552)	78,841	2,937,451	-	-	-	2,937,451
Deferred Federal Grants	23	908,659	484,164	-	18,990	1,411,812	-	538,504	(242,660)	1,707,656
Parkland: Cash-in-Lieu	25	6,576,062	1,922,211	(10,164)	115,789	8,603,897	-	-	(40,000)	8,563,897
Transportation Maintenance	26	3,011,529	235,841	-	49,994	3,297,363	-	-	(80,000)	3,217,363
Gateway Feature	27	179,624	-	-	2,886	182,511	-	-	-	182,511
Private Traffic Signal Maintenance Fund	28	256,289	-	-	4,118	260,407	-	-	-	260,407
Total Other		20,592,561	6,580,816	(6,346,259)	345,326	21,172,445	-	738,504	(462,660)	21,448,289
Total Obligatory Reserve Funds		27,578,432	9,721,585	(19,704,364)	511,457	18,107,109	5,907,684	3,526,472	(5,142,585)	22,398,680

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

2. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Reserve and Reserve Funds

2020

Town of Halton Hills

Schedule D Trust Funds

September 30, 2021

Schedule D

Trust Fund	Fund	Opening Bal.				Balance 30-Sep-21	Unbooked		Estimated Balance ¹ 31-Dec-21
		1-Jan-21	Additions	Reductions	Interest		Est. Additions	Est. Commitments	
Trust Funds									
Fairview Cemetery	80	546,081	14,543	(4,414)	8,829	565,038	-	-	565,038
Fairview Monuments	81	88,188	1,100	-	1,426	90,714	-	-	90,714
Greenwood Cemetery	82	1,210,050	21,185	(9,769)	19,538	1,241,004	-	-	1,241,004
Greenwood Monuments	83	209,926	1,800	-	3,382	215,107.80	-	-	215,108
Hornby Presbyterian Cemetery	84	877	-	(7)	14	884	-	-	884
Limehouse Presbyterian Cemetery	85	35,514	760	(945)	570	35,899	-	-	35,899
Limehouse Presbyterian Monuments	86	4,212	-	(112)	66	4,166	-	-	4,166
Union Presbyterian Cemetery	87	3,631	-	-	58	3,690	-	-	3,690
Union Presbyterian Monuments	88	984	-	-	16	999	-	-	999
Hillcrest Cemetery	89	301,061	11,993	-	1,858	314,913	-	-	314,913
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	15,093	-	(403)	237	14,927	-	-	14,927
Hillcrest Investments	93	421,784	-	-	2,455	424,239	-	-	424,239
Hillcrest Bequest	94	184,075	-	-	1,072	185,146	-	-	185,146
Transportation Maintenance	98	-	-	-	-	-	-	-	-
Total Trust Funds		3,021,475	51,381	(15,651)	39,521	3,096,727	-	-	3,096,726

Notes:

1. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Special Tax Levies

Special Tax Levies are established by the Town to assist with programs for a designated or specific purpose. At the end of 2021 the Town has seven such levies; the *Fire Services*, *Pavement Management*, *Infrastructure*, *Fair Workplaces*, *Better Jobs Act 2017*, *Infrastructure Gap*, the *Arena Program*, and the *Financial Sustainability* Special Levies.

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 were capped 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 *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 was introduced in 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 State of Infrastructure Report. An annual increase of 0.6% is recommended in the 2022 budget to continue to support the replacement and adaptation of core assets in the context of climate change.

The *Arena Program* Levy was created to raise funds necessary for the financing of the arena construction program. This levy began in 2013 and the entire levy will have fulfilled its purpose by the end of 2021. The final portion of the arena levy, \$228,900 will be incorporated into the financial sustainability special levy as per report CORPSERV-2020-0042 for 2022.

The *Financial Sustainability* Levy was introduced in 2021 through report CORPSERV-2020-0042 to support on-going fiscal sustainability as the Town faces challenges pertaining to slower than planned growth and the COVID-19 pandemic.

The *Insurance 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.