



2020 BUDGET & BUSINESS PLAN

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A Message from Mayor Rick Bonnette

November 2019

On behalf of the Members of Council, I am pleased to present to the community the 2020 Budget for the Town of Halton Hills.

This year's budget recognizes the need to maintain our current service levels, invest in our core assets, and continue with solid financial management practices regarding the re-payment of debt and the building of reserves. In addition, this budget advances Council's key priorities. These priorities include shaping growth in a balanced and sustainable manner; responding to the impacts of climate change; supporting affordable housing; and, promoting economic growth and vitality. I recognize too, the need to address growing concerns around traffic and pedestrian safety, while at the same time, enhancing infrastructure to encourage cycling and walking and pursuing grants to implement our transit strategy.

I want to thank staff for their hard work and diligence in bringing forward a realistic budget that balances the various needs of the Town in the context of a changing legislative environment.

We remain committed to providing residents a high quality of life and businesses a place to prosper and grow. Again, Halton Hills has made a name for itself, ranked by MoneySense Magazine as one of the top places to live in Canada.

Sincerely,

Rick Bonnette
Mayor, Town of Halton Hills

November 2019

Dear Mayor and Members of Council:

It is a pleasure to present for your consideration, the 2020 Budget with a proposed levy increase of 3.1%, representing a 0.8% decrease over 2019. Through increases in revenue sources and a careful review of all programs and services, staff is able to maintain existing service levels, close the funding gap for core infrastructure and move forward on Council's priorities related to growth, affordable housing, transportation, and climate change.

This year's budget reflects our commitment to balance fiscal stewardship while meeting challenges resulting from unanticipated Provincial initiatives. Specific examples include: the Regional Review, Bill 108 impacts from changes to development charge collection and cuts to other agencies that ultimately may affect our residents' blended tax rate.

I am pleased to say that by adopting a continuous improvement mindset to identify and enact efficiencies, we have been able to address service pressures. These include:

- Securing alternate funding (grants);
- Introducing time-saving technology;
- Collaborating to deliver/enhance service (e.g. shared Fire dispatch);
- Consolidating online public consultation (a best practice);
- Developing a Long Range Financial Plan model
- Improving the energy efficiency of facilities

Plans proposed for 2020 include:

- Ensuring a liveable and sustainable community by advancing the approved land use strategy to 2031 through the development and implementation of secondary plans; we are on the cusp of Vision Georgetown and recently approved Destination Downtown
- An ongoing focus on promoting local job growth and business investment opportunities;
- Continuing to address housing affordability through the Affordable Housing Working Group;
- Responding to transportation-related issues including traffic and pedestrian safety, expanding active transportation, maintaining roads and preparing for implementation of the Transit Strategy through the pursuit of federal and provincial grants;
- Supporting climate change initiatives as the Town moves toward its goal of becoming a net zero municipality;
- Investing in assets in the context of climate change

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

Staff has worked hard to deliver a budget that maintains service delivery and addresses key priorities despite financial uncertainties.

Sincerely,



Brent Marshall,
Chief Administrative Officer



Jane Diamanti,
Commissioner, Corporate Services



Moya Jane Leighton,
Treasurer & Manager of Accounting

2020 BUDGET & BUSINESS PLAN



COMMUNITY PROFILE

Welcome to Halton Hills

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

In 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 Wellbeing:

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

COMMUNITY PROFILE



CULTURAL VIBRANCY

Arts & Heritage

- The Town of Halton Hills boasts a thriving music, cultural and arts community.
- Culture Days events have grown by 31% since 2018, with over 80 activities and 2700 participants.
- The Town has identified 650 cultural asset sites and is developing a self-guided tour program where people can learn about their local cultural treasures.
- The Town offers two libraries, the John Elliott Theatre and the Helson Gallery.

Tourism

- In 2018, the Town assumed responsibility for strategically delivering the tourism portfolio. In 2019 a Tourism Advisory Committee was established to assist with the development of the new Economic Development & Tourism Strategy. One summer student and 9 volunteers participated in the second year of the Tourism Ambassador Program. Ambassadors collected survey data at 13 local community events including Rogers Hometown Hockey, and gathered data from over 2,000 residents and tourists. Staff has begun work on a new tourism website and will continue partnering with stakeholders to build content around the Town's most unique assets.
- The tourism portfolio is closely aligned with the Town's economic development initiatives and with provincial and federal direction; leveraging the economic benefits of tourism is integral to the work of the municipality.

Recreation

- The first ever ParticipACTION Community Better Challenge encouraged people to join together to get active, resulting in widespread Town spirit and a number ten provincial ranking for Halton Hills.
- A community partnership with ball users allowed the Town to proceed with the construction of the Trafalgar Sports Park Field of Dreams, opening in Spring 2020.
- The Rogers Hometown Hockey event staged at Mold-Master SportsPlex was the most successful national program launch to date.
- The Gellert Skate Park officially opened in 2019 offering open access to local youth.

COMMUNITY PROFILE



ECONOMIC PROSPERITY

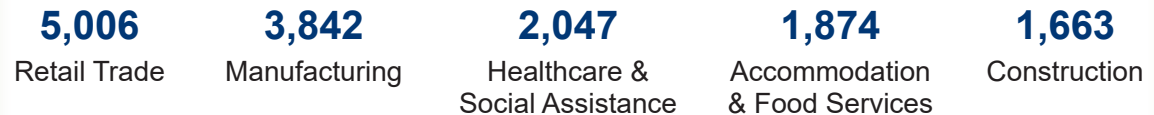
Local Economy

- A diverse and growing economy, the main sectors include: retail trade, manufacturing, food and beverage processing, logistics and construction.
- The Halton Hills Premier Gateway is a thriving prime business location offering strategically located and serviced lands with easy access to major highways, and domestic and international markets. Significant investment has been made by the private sector via construction activity, resulting in over 5 million square feet of industrial and commercial space currently in the Gateway.
- The Economic Development Office supports local businesses retention and expansion through programs like the Community Improvement Plan (CIP) and the Manufacturing Expansion Fund. The Economic Development Tourism Study and the Foreign Development Investment Strategy will lead to further economic development.

By the Numbers (2019):



Top 5 Sectors by Job



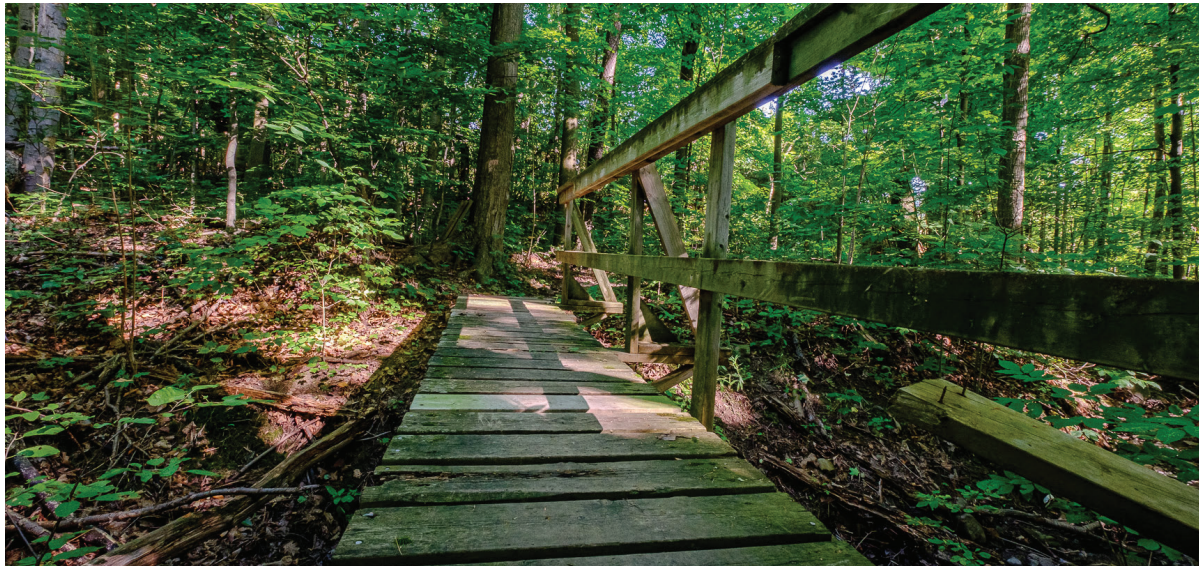
COMMUNITY PROFILE



ENVIRONMENTAL HEALTH

Natural Landscape:

- Halton Hills has 16 environmentally sensitive areas, 8 areas of natural and scientific interest, 10 provincially significant wetlands & 60 regionally significant wetlands.
- Many mechanisms protect and enhance natural areas in Halton Hills such as the Niagara Escarpment Plan, the Greenbelt and the Official Plans of the Town and Halton Region.
- Floodplain and riparian areas are controlled by Conservation Halton, Credit Valley Conservation and Grand River Conservation.



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

COMMUNITY PROFILE



SOCIAL WELLBEING

Housing

- Council has identified affordable housing as a 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 semi-detached and townhouse dwellings in the urban areas, and in single-detached housing in the rural areas (already permitted in single-detached dwellings in the urban areas).
 - Partnered with Habitat for Humanity to develop the Exchange Hotel property for 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.
 - Facilitating partnership discussions between funders/other levels of government and private/non-profit developers; seeking to partner with the Halton Region to obtain Provincial OHPI funding in January 2020.
 - Examining the feasibility of using the Town Community Improvement Plan in key intensification areas to assist in the provision of 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.



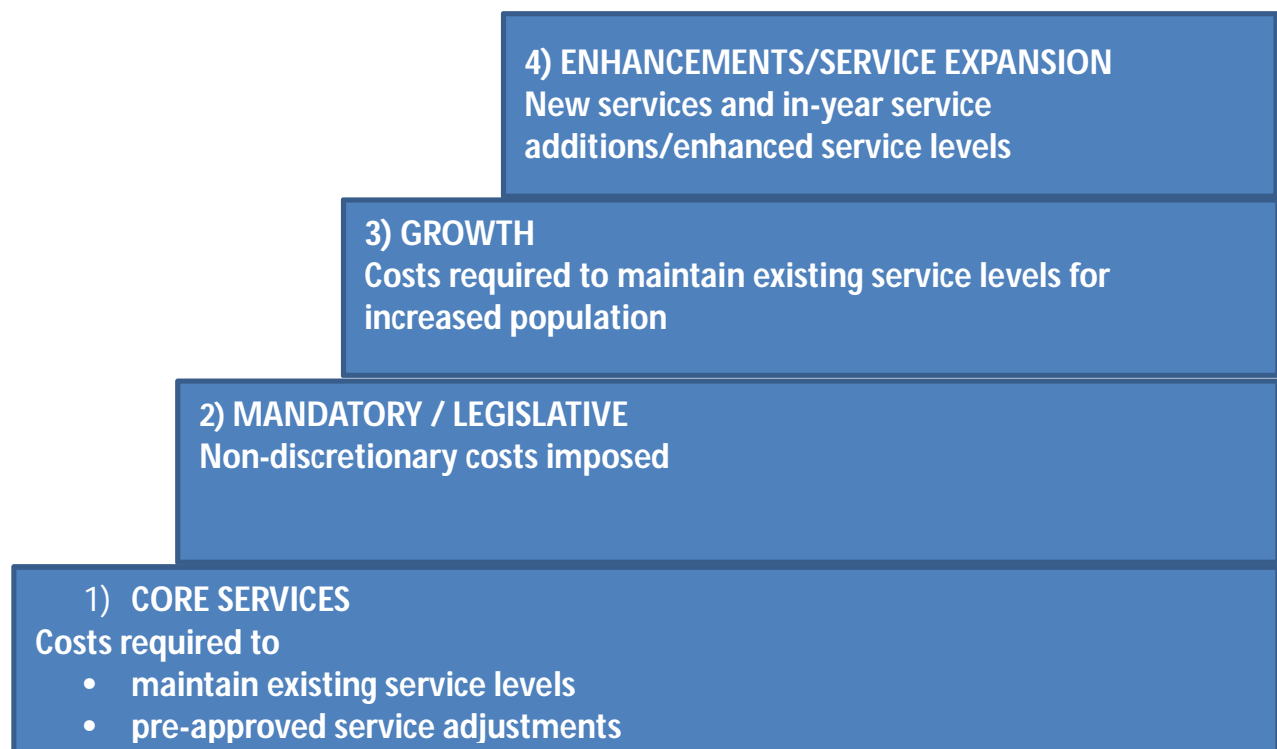
BUDGET OVERVIEW

Introduction

In planning for a vibrant, healthy and sustainable community, the Town of Halton Hills is committed to providing community leadership on issues of concern, 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 2020 Budget and Business Plan, Town staff has considered Council's strategic directions, department business plans, the Long Range Financial Plan, the Asset Management Plan, the Corporate Energy Plan and potential changes in provincial direction.

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 2020 Business Plan, Operating and Capital Budgets and the 9-year Capital Forecast are provided in the following sections. The Financial statements illustrate the approved 2019 Operating Budgets by department, the base Operating Budget for 2020 adjusted for costs to maintain existing services, and the total Operating Budget after incorporating the proposed Budget Inclusions. In offsetting expenditure increases, the Town considers revenue from other sources first, with the remaining balance coming from the tax levy.

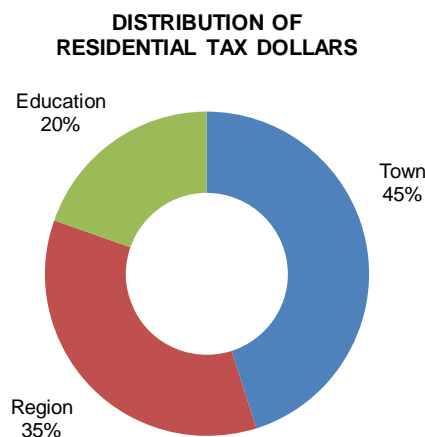
Operating Budget Summary

The Town of Halton Hills 2020 net Operating Budget (tax levy supported budget) is proposed at \$53,557,300. 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.

At the time of printing, the net impact on property taxes will result in an overall increase of 2.1% based on current value assessment, after considering the preliminary Operating Budgets of the Region (2.0% increase) and school boards (0.0%). The proposed Operating Budget represents a 3.1% increase in the portion for Town-provided services.

PROPERTY TAX IMPACT 2020 OPERATING BUDGET (Per \$100,000 CVA)				
	2019 Final Budget	2020 Preliminary Budget	\$ Change	% Change
Town	\$359	\$370	\$11	3.1%
Region *	\$284	\$290	\$6	2.0%
Education **	\$161	\$161	\$0	0.0%
Total	\$804	\$821	\$17	2.1%

Notes:
 * Based on Regional 2020 proposed budget
 **Based on 2019 Education rates



The 3.1% levy increase is a 0.8% reduction from the 3.9% increase in 2019 and includes inflation and non-discretionary increases required to maintain existing service levels, as well as a 0.6% dedicated tax levy to close the infrastructure gap. The 3.1% levy increase also funds key priorities as follows:

Shaping growth: The Town is continuing to advance the approved growth management land use strategy to 2031 through the development and implementation of secondary plans that will ensure a balanced and sustainable community. In addition, the Town will continue to provide input into the Halton Region Official Plan review including the Integrated Growth Management Strategy, establishing the Town's position on the post 2031 population and the employment growth allocation with Halton Region.

The Town will stay focused on local job growth and business investment opportunities in the community to ensure a prosperous, creative and sustainable economy. Two key strategies to be developed in 2020 include an update of the Economic Development and Tourism Strategy and the development of a Foreign Direct Investment Strategy.

The Town is committed to increasing the supply of affordable housing in the community. In addition to the recent support for the Exchange Hotel, the Town will move forward on the Council-approved strategy of the Affordable Housing Working Group and the donation of a Town-owned property (due to property matters not yet concluded, this item cannot be discussed publicly).

Addressing transportation issues: The Town has noted growing concerns from the public about traffic safety, particularly with regard to speeding and aggressive driving. Using the Town's updated Traffic Calming Protocol, staff is evaluating all roads to determine appropriate measures to calm traffic and keep neighbourhoods safe. The public will be invited to comment. To improve pedestrian safety, staff is recommending the installation of two additional pedestrian crossovers building on the 12 crossovers installed in the last 3 years. The budget includes a request for permanent resourcing to address both traffic and pedestrian safety.

The Town will continue to invest in infrastructure to support active transportation in the community. The Active Transportation Master Plan is underway and will be concluded in the spring of 2020, along with the Cycling Feasibility Study for Maple Avenue. This plan will propose a network that will include on and off-road facilities designed to encourage travel by cycling and walking. In recent years, staff has enhanced the active transportation infrastructure with additional bike lanes and in-fill sidewalks; further enhancements are proposed including a 23 km increase in on-road bike facilities and various sidewalk improvements. The Town will build on efforts to promote use of active transportation through mapping, way-finding signage and pavement markings.

In terms of road maintenance, an increase to the Operating Budget of \$100,580 for the addition of two full-time staff equivalents is recommended to ensure that the roads assumed in 2019 are maintained. In addition, it is proposed that funding for the replacement of various pieces of aging equipment come from the "Equipment Reserve".

Following up on changes presented in the fall with regard to winter control, resources will be re-aligned within Public Works to enable 6 additional seasonal staff to focus on sidewalk-clearing. A two-stage plow is also proposed for ice and slush removal in the 2020 Capital Budget. Costs for added seasonal staff will be accommodated within the existing budget.

The Town is preparing for the Implementation of the Transit Strategy by pursuing \$1M of federal and provincial grant funding for transit-related assets to be introduced over the next three years.

Supporting climate change: On May 6, 2019, Council issued a Climate Change Emergency Declaration and set a goal to become a net zero municipality by 2030. Central to this commitment is leadership by example, with the Town demonstrating exceptional performance through its own facilities, fleet and operations. The following climate change initiatives are identified in the 2020 Budget:

- the 2019-2024 Corporate Energy Plan including the continuation of the 0.6% (\$310,000) increase to the Infrastructure Gap Levy to support the recommendations set out in the Corporate Energy Plan;
- the update of the Mayor's Community Energy Plan;
- the continued support for the ongoing implementation of corporate and community climate change initiatives including:
 - Community Sustainability Investment Fund
 - Climate Change Action Implementation program
 - Climate Change Adaptation Strategy Implementation
 - Stormwater Master Plan development
 - Updated Green Development Standards
 - Private Tree Management Strategy (private tree by-law)
 - Property Assessed Payments for Energy Retrofits (PAPER) program
 - Consideration of e-vehicles (Fire Services exploring for car replacements)
 - Installation of electric vehicle (EV) charging stations for Town Hall and application for additional stations
 - Continuation of the tree planting program
 - Establishment of an urban forestry program.

Investing in assets in the context of climate change: More severe weather arising from climate change accelerates the degradation of assets and will require an investment in more robust infrastructure. The Corporate Asset Management Program will continue to advance in collaboration with internal and external partners to develop risk and lifecycle management strategies for all asset classes, including natural assets. In 2020, an asset management software solution will be developed to effectively manage and forecast costs through the Corporate Asset Management Program.

The preliminary Operating Budget was prepared in consideration of the following challenges and opportunities for 2020:

- For 2020, staff is projecting 2.26% in assessment growth, translating into \$1,265,000 in additional revenue. This is related mostly to new residential housing construction and the expansion of the Toronto Premium Outlet Mall;
- There is a projected impact of \$1,528,700 for compensation and benefits adjustments. This includes previously approved contract adjustments, performance increments, job evaluation changes, proposed economic adjustment of 1.75%, any benefit costs associated with the Town's benefit provider, Canada Pension Plan/Employment Insurance and Workers' Safety and Insurance Board changes.
- Conversion of existing contractual positions to permanent needed to deliver expected services at a cost of \$441,500;
- Continuation of the special levy established in 2019 to address the infrastructure deficit identified in the *State of Infrastructure Report* representing a 0.6% tax levy increase of \$310,000 – reallocated from the Fire Services Special Levy, which was capped in 2019;
- A base budget impact of \$212,100 to account for inflationary pressures on existing services based on the CPI forecasted inflation of 2.0% for 2020, as well as increases in materials and supplies required to maintain service levels;
- Contributions in the total amount of \$9.9M will be made to reserves to meet the minimum targets outlined in the LRFP;
- Operating impacts of previously approved capital projects amount to an expected \$97,100 increase to the annual budget. These costs include maintenance for new sidewalk connections, street lighting, bike lanes and pedestrian crossings, as well as maintenance agreements for additional EV charging stations;
- An increase to the budgeted supplementary tax revenue budget from \$275,000 to \$350,000. Supplemental assessment occurs when new construction is completed or when there is an increase in the value of property during the current tax year, e.g. after a major renovation/addition. The timing of supplementary assessment is dependent upon the completion of construction and subject to an independent review by Municipal Property Assessment Corporation (MPAC). Supplementary taxes have ranged from \$350,000 to as high as \$1.3M in the past six years depending on MPAC's focus for that particular year. Given these fluctuations, staff prefers to budget conservatively at \$325,000, which represents an increase of \$50,000;
- The budgeted contingency for salary gapping is \$755,000, representing expected savings due to anticipated retirements in 2020 and the historical averages for employee turnover and retention.

The below graphic displays gross expenditures by general service categories in the proposed 2020 Operating Budget. This format aligns with reporting requirements of the Public Sector Accounting Board (PSAB). The traditional Net Operating Budget by Department is provided on page 32.

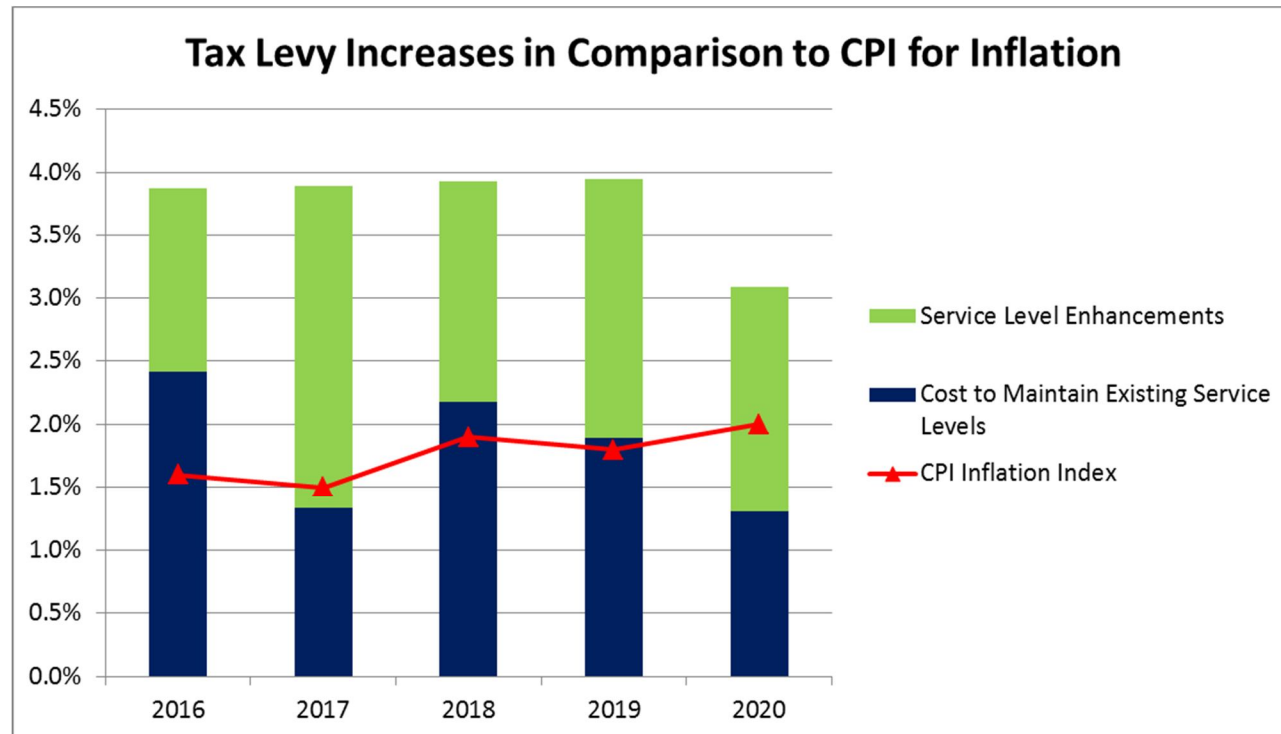
Town of Halton Hills Gross Expenditures by Service Category

	2019 Budget (\$)	2020					2020 vs. 2019	
		Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Administration	12,899,700	12,707,600	5,000	569,700	(120,000)	13,162,300	262,600	2.0%
Fire Services	8,869,655	8,876,755	-	31,200	-	8,907,955	38,300	0.4%
Recreation & Culture	10,828,757	11,338,216	5,000	165,100	-	11,508,316	679,559	6.3%
Library Services	3,754,800	3,874,700	-	-	-	3,874,700	119,900	3.2%
Environmental Services	1,797,639	2,086,359	22,100	198,400	-	2,306,859	509,220	28.3%
Planning & Development	4,756,736	4,679,713	-	36,700	-	4,716,413	(40,323)	-0.8%
Transportation & Transit	13,235,151	13,521,890	23,000	143,400	310,500	13,998,790	763,639	5.8%
Parks & Open Space	2,292,248	2,294,864	42,000	-	-	2,336,864	44,616	1.9%
Capital & Long Term Planning	15,760,595	15,913,245	111,400	310,000	143,200	16,477,845	717,250	4.6%
Total Gross Expenditures	74,195,281	75,293,342	208,500	1,454,500	333,700	77,290,042	3,094,761	4.2%
Gross Revenues	(23,505,781)	(23,144,842)	(111,400)	(166,000)	(310,500)	(23,732,742)	(226,961)	1.0%
Total Net Expenditures	50,689,500	52,148,500	97,100	1,288,500	23,200	53,557,300	2,867,800	5.7%
General Levy	(40,821,100)	(42,265,100)	-	(1,292,800)	-	(43,557,900)	(2,736,800)	6.7%
Special Levies	(8,424,400)	(8,424,400)	-	(310,000)	-	(8,734,400)	(310,000)	3.7%
Assessment Growth	(1,444,000)	-	-	(1,265,000)	-	(1,265,000)	179,000	-12.4%
Total Taxation	(50,689,500)	(50,689,500)	-	(2,867,800)	-	(53,557,300)	(2,867,800)	5.7%
Net Town Tax Impact (Net of Assessment Growth)	(51,954,500)	(51,954,500)	-	(1,602,800)	-	(53,557,300)	(1,602,800)	3.1%

The proposed 2020 Budget represents an increase in the net tax levy of \$1,602,800, or 3.1%, after adjustments for growth, which is 0.8% lower than the increase in 2019 and the increase anticipated in the LRFP.

The proposed 2020 Budget will mark the fifth consecutive year of achieving a levy target at or below 3.9%, with a 5-year average of 3.75%. In doing so, the Town has maintained existing levels of service at a rate in line with 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 graph below outlines service enhancements and base budget pressures from inflation in comparison with the CPI over the past five budget cycles:



By keeping the Town portion of the net levy at this 5-year average of 3.75%, the Town has been able to maintain a blended tax rate between 2.1% and 2.5% over the last five years, while advancing key priorities and enhancing services. Some major service level enhancements over the past few years include:

- Supporting the Fire Services Master Plan through the Special Fire Services Levy and providing 24 hour full-time emergency response service in all areas of Halton Hills;
- Addressing resourcing gaps identified in the Corporate Technology Strategic Plan;
- Enhancing Communications activities through the leveraging of social media and online public engagement;
- Further developing Cultural Services programming and launching public art;
- Bolstering support for Economic Development and foreign investment opportunities;
- Improving services to youth through assumption of youth centre operations (Off the Wall in Acton and Open Door in Georgetown) and the extension of hours and programming;
- Assuming ActiVan operations, and expanding the Youth Taxi Scrip program;
- Expanding the Acton Arena including an additional ice pad, six dressing rooms, a multi-purpose room, accessibility features and a warm viewing area.

- Enhancing the urban tree canopy maintenance program;
- Expanding the heritage planning function, preserving, protecting and promoting the Town's distinctive history;
- Adding to the Library's popular e-collections and expanding technology to promote creativity and technical literacy.

Property Tax Impact

Total expenditures in the preliminary 2020 Operating Budget are \$77,290,042, representing a \$3,094,761 (4.2%) increase over the 2019 approved budget. The Town explores other revenue sources first to pay for increases in expenditures, and funds the outstanding balance from the tax levy. In 2020, \$1,491,961 of the increase in expenditures will be funded from other revenue sources or assessment growth, with the remainder to be funded through a proposed increase to the tax levy of \$1,602,800 (3.1%); of this net levy increase, 0.6% relates to the special levy needed to address the infrastructure deficit in the context of climate change, with the remaining 2.5% used to support service delivery, new services and enhancements to existing services. A breakdown of the total tax levy is provided below:

Levy	Approved 2019 Budget (\$)	Increase (Decrease)	% of Adj. Net Levy	Preliminary 2020 Budget (\$)
General Levy	42,265,100	1,292,800	2.5%	43,557,900
Special Levy - Georgetown Hospital	335,000			335,000
Special Levy - Fire Services	2,451,200			2,451,200
Special Levy - Pavement Management	1,884,000			1,884,000
Special Levy - Infrastructure	2,084,000			2,084,000
Special Levy - Arenas	1,232,700			1,232,700
Special Levy - Fair Workplaces, Better Jobs Act 2017	153,500			153,500
Special Levy - Infrastructure Gap	284,000	310,000	0.6%	594,000
Net Levy	50,689,500	1,602,800	3.1%	52,292,300
Assessment Growth	1,265,000	1,265,000		1,265,000
Adjusted Net Levy for Assessment Growth	51,954,500	2,867,800		53,557,300

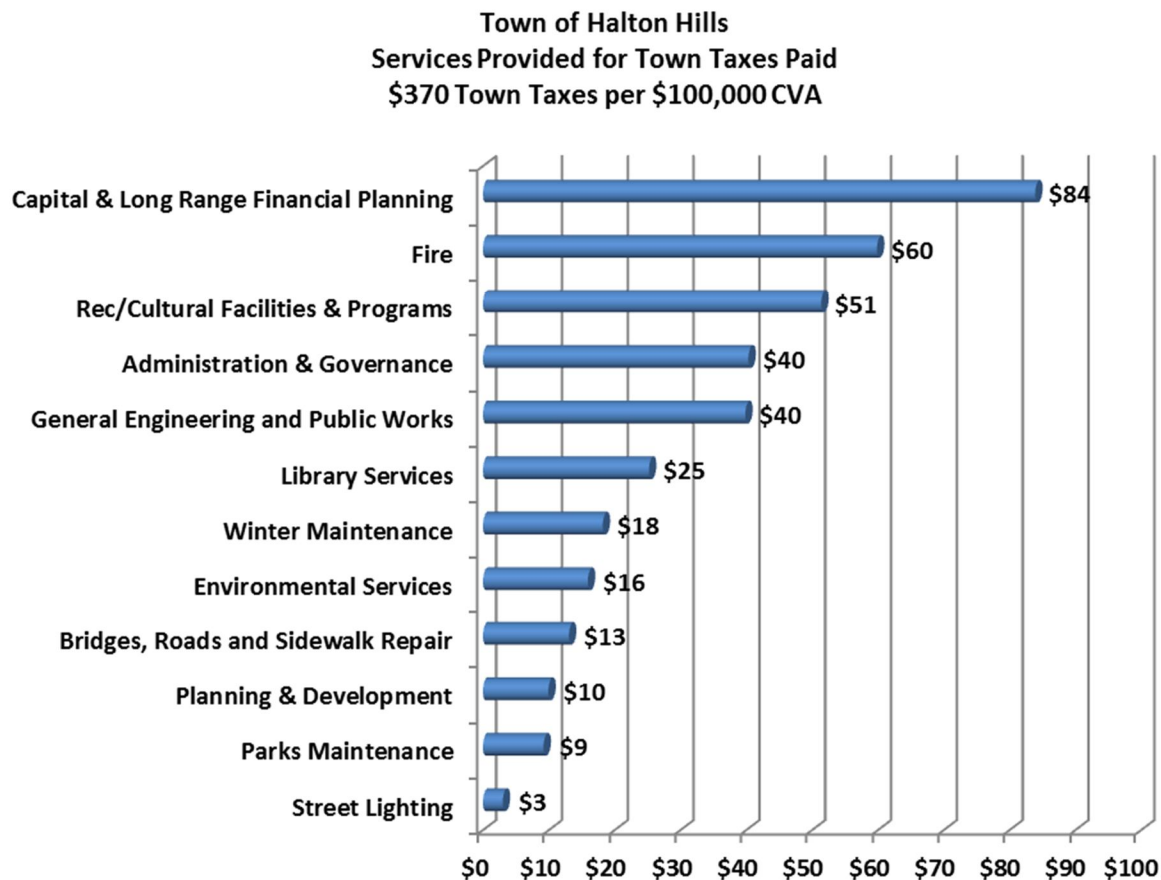
In 2020, there is a recommended increase to the levy collected for addressing the infrastructure gap that was identified in the *State of Infrastructure Report*. All other special levies are capped and are used in accordance with their intended purpose. For information on the special levies, please refer to page 445 in the Supplementary Section. The increase to the Infrastructure Gap levy in 2020 will be utilized to address aging infrastructure in the context of climate change as the Town moves towards its goal of becoming a net-zero municipality. Projects in 2020 include:

- HVAC performance testing and retrofits at a number of facilities including Mold-Masters SportsPlex, Acton Arena, Gellert Community Centre and Town Hall
- Optimization of the four existing geothermal systems at Town facilities

The net result is an expected overall property tax increase of 2.1%, after considering the preliminary Operating Budgets of the Region (2.0% increase) and school boards (0.0%). This equates to a total of \$820.53 per \$100,000 of current value residential assessment, with

\$369.89 of the total directed towards Town-provided services. The remainder is allocated as follows: \$289.64 to the Region of Halton and \$161.00 to education. The net tax increase for Town-provided services is 3.1% and is equal to \$11.07 per \$100,000 of residential assessment.

Approximately 69% of total Town revenue is received through property taxes. Other revenue sources include, but are not limited to, user fees, service charges, program fees, interest earned federal and provincial grant funding, payment in lieu of taxes and trust fund contributions. Net of all other revenue sources, the \$369.89 collected per \$100,000 of current value assessment is spent on providing the services below:



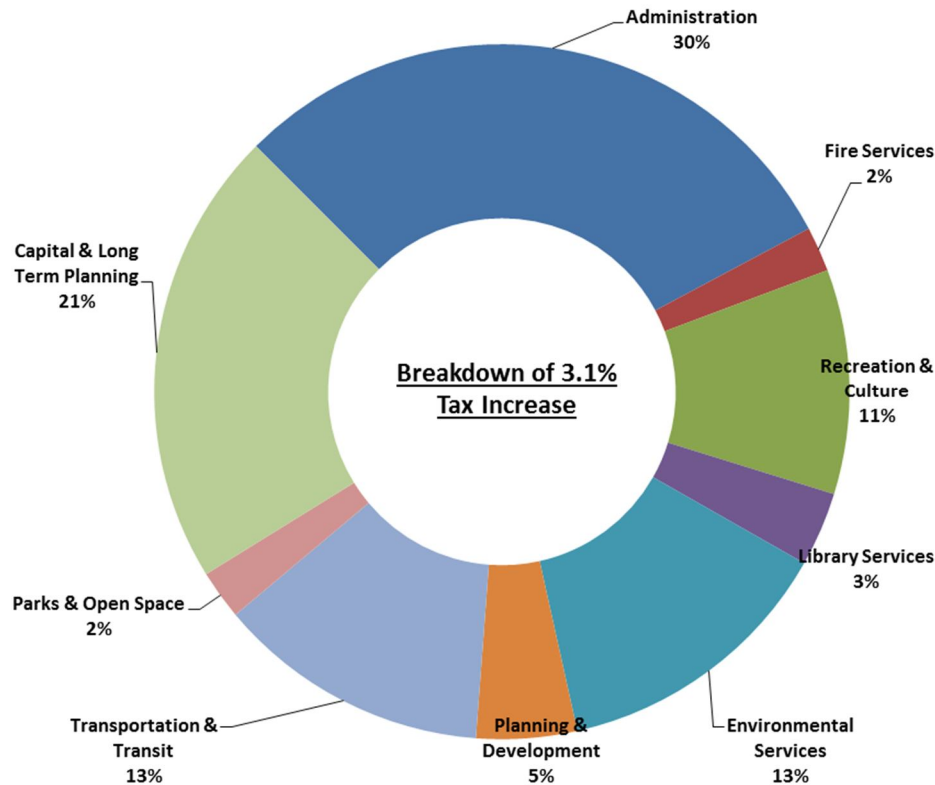
As presented in the table below, base budget pressures from inflation and growth amount to a net tax increase of 1.3%, or \$4.67 per \$100,000 of current value residential assessment. The recommended 2020 Budget and Business Plan also supports funding for key priorities representing an increase of 1.8%, or \$6.39 per \$100,000 of current value residential assessment, which combined with amounts for inflation and growth, results in a total tax increase of 3.1% in the Town portion. 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 2.1% increase based on current value assessment.

Description	Share of Tax Bill	Increase	Impact on Total Bill	Increase per \$100,000 of Assessment
Assessment Growth		-2.4%	-1.1%	(\$8.74)
Inflation on Existing Services		3.3%	1.5%	\$11.88
Growth Related Increases		0.4%	0.2%	\$1.53
Total Base Operating Budget		1.3%	0.6%	\$4.67
Planning for Infrastructure Needs		0.6%	0.3%	\$2.14
New Services and Enhancements		1.2%	0.5%	\$4.25
Total Town of Halton Hills	45.1%	3.1%	1.4%	\$11.07
Region of Halton	35.3%	1.9%	0.7%	\$5.68
Education	19.6%	0.0%	0.0%	\$0.00
Total Tax Impact	100.0%		2.1%	\$16.74

2019 Residential Property Tax Bill plus 2020 Increases per \$100,000 of Current Value Residential Assessment

ASSESSMENTS		TOWN		REGION				EDUCATION	
				General		Waste			
Tax Class and Description	Value	Tax Rate %	Amount	Tax Rate %	Amount	Tax Rate %	Amount	Tax Rate %	Amount
2019 Residential Tax Rate	100,000	.356453	356.45	.257707	257.71	.026254	26.25	.161000	161.00
Georgetown Hospital Levy	100,000	.002371	2.37						
Assessment Growth	100,000	(.008737)	(8.74)	(.004381)	(4.38)	(.000446)	(0.45)		
2019 Residential Tax Rate Net of Assessment Growth		.350087	350.09	.253326	253.33	.025808	25.81		
2020 Tax Increases:									
Inflation on Existing Services	100,000	.011877	11.88						
Growth Related Increases	100,000	.001534	1.53						
Planning for Infrastructure Needs	100,000	.002141	2.14						
New Services & Enhancements	100,000	.004254	4.25						
		.019806	19.81	.009535	9.54	.000971	0.97		
Net 2020 Increase	100,000	.011070	11.07	.005154	5.15	.000525	0.53	-	-
Sub Totals		\$369.89		\$262.86		\$26.78		\$161.00	
SPECIAL CHARGES / CREDITS PHASE-IN / CAP ADJS SUMMARY									
				Municipal & Education Taxes					\$820.53
				Special Charges/Credits					.00
				Phase-in / Cap Adjustments					.00
Total	\$0.00		\$0.00	Final 2020 Taxes					\$820.53

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

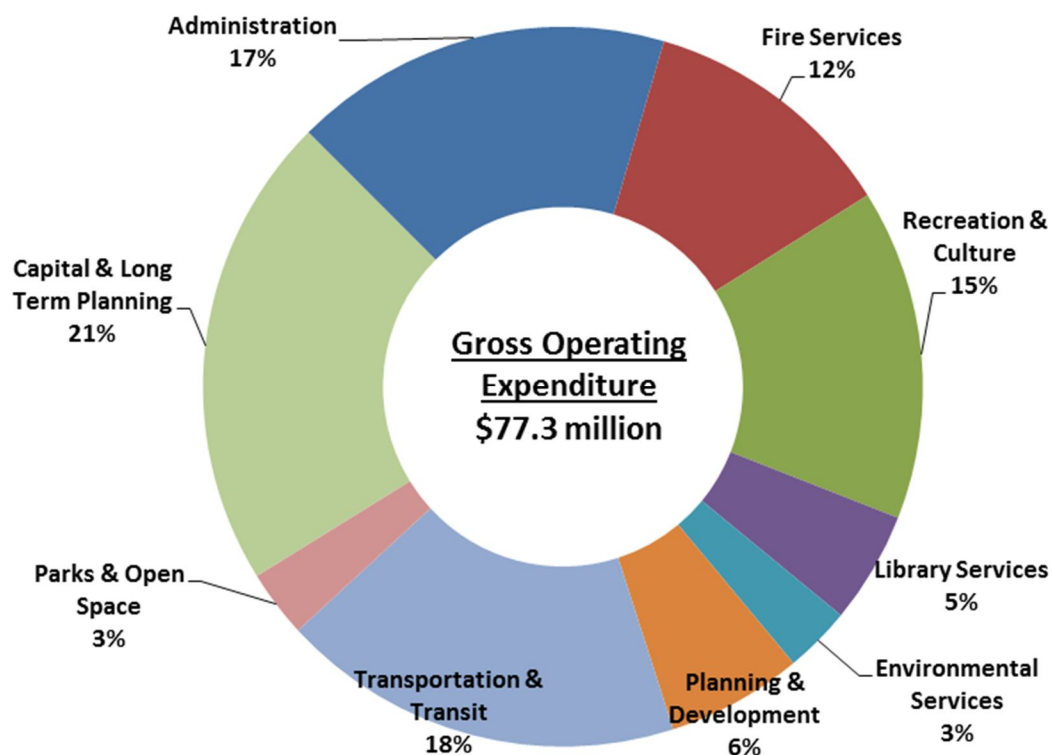


Budget Expenditures by Service

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 \$77,290,042 and provide the following services and programs:

- Capital & Long Term Planning - \$16,477,845 (21%). Includes planning and capital financing for the replacement of Town assets and infrastructure including roads, facilities, fleet and other equipment.
- Transportation & Transit - \$13,998,790 (18%). 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.
- Administration - \$13,162,300 (17%). 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 legal service and insurance coverage.
- Recreation & Culture - \$11,508,316 (15%). Includes operating costs of recreation and cultural facilities, as well as aquatics programs and programs for seniors and youth.
- Fire Services - \$8,907,955 (12%). Includes operating costs related to three fire stations that provide an all-hazards response capability to natural and human-caused events.
- Planning & Development - \$4,716,413 (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 - \$3,874,700 (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 - \$2,336,864 (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 - \$2,306,859 (3%). Includes all costs related to stormwater management and climate change adaptation and mitigation.



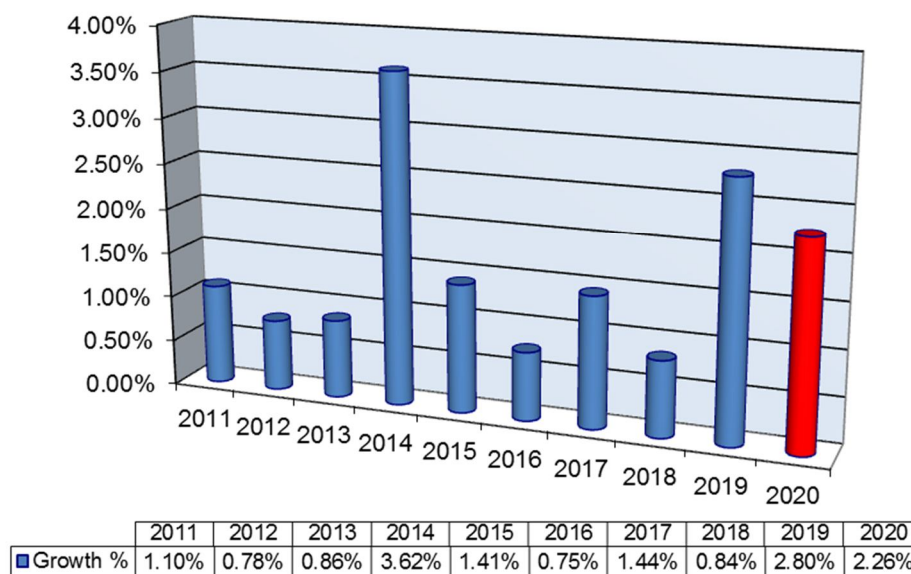
Budget Revenues

Taxation accounts for 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 refers to new properties added to the tax roll and/or expansions of or additions to existing properties that increase total tax revenues. Assessment growth is also impacted by the settlement of appeals filed by property owners. The 2020 Operating Budget includes anticipated net assessment growth of 2.26%, representing additional revenue of \$1,265,000, related mostly to new residential housing construction and the expansion of the Toronto Premium Outlet Mall. 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 below graph depicts assessment growth in the Town of Halton Hills over the past ten years. At 2.26%, anticipated 2020 growth is the third highest growth year in the past decade being exceeded only by 3.62% in 2014 and 2.80% in 2019. 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.

Weighted Assessment Growth



User fees are another source of revenue, and are reviewed by departments every year in light of service delivery costs, the fees of comparable and/or neighbouring municipalities and market demand. As part of the 2020 budget process, staff undertook an in-depth analysis of the arena funding program including the contributions received to date through the capital campaign, the voluntary contributions from developers (\$1,000 per residential unit), and the arena user surcharge.

Staff determined that the donations and voluntary developer contributions combined have exceeded the cash financing target of \$2M. The capital campaign alone has risen \$2M and the voluntary contributions so far total \$1.2M, of which \$533,000 was approved by Council in 2015 to fund additional arena construction expenses. The arena user surcharge introduced in 2012 was budgeted to generate \$2.4M to contribute to arena financing. The surcharge has brought in 1.9M to date, with an additional \$520,000 needed by 2022 to meet the target. Given this analysis, staff is recommending that the user surcharge be discontinued, and that the funds received in excess of the donation and developer contribution target, representing a total of \$684,000 be used to finance the arena program debt per the original intent of these contributions. Other sources of revenue are also part of the funding program including the "New Capital Reserve" (formerly 'Special Infrastructure Levy Reserve'), development charges, and the arena special tax levy established in 2013. As of 2020, \$5.15M will have been collected through this arena levy and continues to fund the debt re-payments in accordance with the

funding program. According to the re-payment plan, all arena-related debt will be fully paid off by the end of 2024.

Staff believes that removing the arena user surcharge and using the contributions in excess of the target will be welcomed by all arena ice, floor and hall/room users who currently contribute to the charge on top of the base rate (which in some cases may be higher than market comparators). Recreation and Parks staff will be reporting back on the full Recreation fee review in the first quarter of 2020.

Halton Hills Community Energy Corporation (HHCEC) and its subsidiaries contribute significant streams of revenue to the Town, through dividend and interest repayments. In 2019, the annual dividends are expected to be \$1,692,000, and \$1.3M of this is budgeted to offset operating costs in the Town's budget, with the remaining \$378,900 contributed to reserves to assist with the Long Range Financial Plan targets. The interest repayments relating to a \$16.1M promissory note are approximately \$600K each year and 100% of these funds are placed in Town reserves. In July 2019, Council approved a six year plan for the Hydro note to be repaid, thereby providing a steady and predictable cash flow to address the following in priority order: pay down debt, build reserves, and support capital projects. The Long Range Financial Plan update presented to Council in the new-year will provide further detail on how Hydro monies will be used in accordance with these priorities.

Subsequent to this promissory note monetization agreement, Hydro management requested an amendment to the 6-year repayment plan. Whilst maintaining the six year repayment term, it is proposed that an earlier re-payment of \$1M of principal occurs in the first year, with \$1M in annual dividends being deferred, and paid out in equal installments over a four year period commencing in 2025. In 2020 the Town will expect to receive an annual dividend of \$692,000 and an interest payment of \$600,325 in addition to the first of six annual re-payments of the promissory note in the amount of \$3,141,970. The additional \$1M of principal repayment will fund the operating budget shortfall that was created by the deferred dividend payment. Following full receipt of the 2020 dividends post 2028, the Town will use the associated cash to fund the priorities outlined in the Long Range Financial Plan. It is important to note that there is no net difference in the payments to be received by the Town. However, the change in the payment plan enables Hydro to maintain a good standing and meet all its financial obligations.

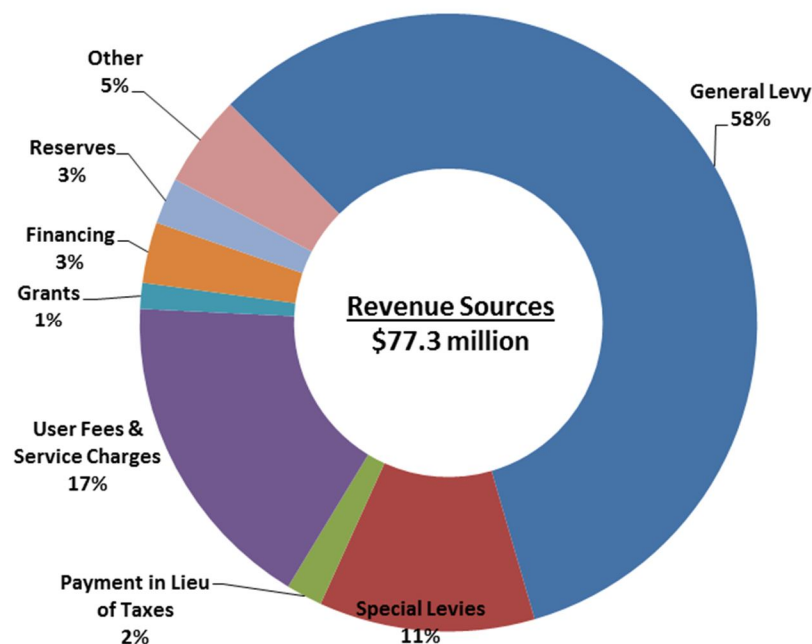
Other revenue sources do not typically increase at the pace of inflation on expenditures for Town services or with the Town's growth, such as earned interest or federal and provincial grant funding. As a result, the budget is largely supported through taxation.

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	2020 Budget Funding	Program
Provincial Gas Tax	595,500	ActiVan - Public Transt
* Modernization Grant	82,500	Economic Development
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	79,160	Recreation
Provincial Library Operating Grant - Ministry of Tourism, Culture & Sport	61,300	Library Services
Ministry of Transportation	38,000	Public Works
Canada Summer Jobs	1,000	Clerks & Adminstrative Services
Total	1,040,860	

* Please note: total Modernization Grant Funding was \$156,503, with \$50,000 applied to the Fire Dispatch partnership project with Burlington Fire Department and \$24,000 applied to the website renewal initiative in 2019.

Sources of revenues used to fund the \$77,290,042 in operating expenses are displayed in the chart below, along with their percentage share of total funding.



Staff Complement

TOWN OF HALTON HILLS STAFF COMPLEMENT 2020 BUDGET & BUSINESS PLAN

	2019 Final Budget	* 2020 Base Budget	** 2020 Net Additions	2020 Budget Submission
Full-Time	303.0	309.0	5.0	314.0
Part-Time	120.7	120.4	2.2	122.6
Capital Full-Time	-	-	-	-
Contract	1.6	1.0	5.0	6.0
Permanent Staff Complement	425.3	430.4	12.2	442.6
Contract	8.5	9.0	(6.0)	3.0
Capital Contract	-	-	-	-
Temporary Staff Complement	8.5	9.0	(6.0)	3.0
Total Staff Complement	433.8	439.4	6.2	445.6

* Includes amendments to 2019 budget as a result of in year staffing changes through reorganization.

** Includes the conversion of 6.0 FTE temporary contract positions to permanent

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 2020 include the following:

- An Expeditor and Business Development Portfolio Manager to modernize the delivery of strategic economic development opportunities;
- An Asset Management Coordinator to advance the Corporate Asset Management Program;
- A Municipal By-Law Enforcement Officer to respond to growing needs within Enforcement Services;
- An Administrative Assistant at Acton Arena to address service level requirements partially supported from the consolidation of part-time hours;
- A Manager of Community Development as identified in the Recreation and Parks Strategic Action Plan;
- A Development Engineering Technologist to support the upcoming re-development of existing urbanized areas;
- A part-time Heritage Planning Coordinator to support the Heritage Halton Hills Committee and Heritage Planning service;

- And, the conversion of 6.0 FTE positions currently under temporary contract to permanent, required to meet existing service level expectations. Net additions include an Assessment Analyst, Communications Coordinator, Financial Accountant, Purchasing Clerk (part-time), Fire Customer Service Representative (part-time), Traffic Analyst and a Curatorial Assistant (part-time).

**Town of Halton Hills
2020 Operating Budget
Net Expenditures by Department**

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Net Expenditures									
Council	948,800	864,314	957,600	-	-	-	957,600	8,800	0.9%
Office of the CAO	2,910,000	2,843,816	3,656,500	-	182,800	-	3,839,300	929,300	31.9%
Corporate Services	5,494,000	5,175,188	5,702,200	-	336,900	-	6,039,100	545,100	9.9%
Library Services	3,794,600	3,790,685	3,651,100	-	-	-	3,651,100	(143,500)	-3.8%
Fire Services	8,584,355	8,014,242	8,636,755	-	31,200	-	8,667,955	83,600	1.0%
Transportation & Public Works	12,900,200	12,937,397	13,412,300	87,100	268,400	-	13,767,800	867,600	6.7%
Planning & Development	1,553,600	1,470,176	1,401,400	-	36,700	-	1,438,100	(115,500)	-7.4%
Recreation and Parks	6,888,850	6,754,472	7,309,800	10,000	122,500	-	7,442,300	553,450	8.0%
Corporate Revenues & Expenses	7,615,095	7,771,749	7,730,845	-	-	23,200	7,754,045	138,950	1.8%
Total Net Expenditures	50,689,500	49,622,038	52,458,500	97,100	978,500	23,200	53,557,300	2,867,800	5.7%
General Levy	(40,821,100)	(42,269,223)	(42,265,100)	-	(1,292,800)	-	(43,557,900)	(2,736,800)	6.7%
Special Levies	(8,424,400)	(8,424,400)	(8,424,400)	-	(310,000)	-	(8,734,400)	(310,000)	3.7%
Assessment Growth	(1,444,000)	-	-	-	(1,265,000)	-	(1,265,000)	179,000	-12.4%
Total Taxation	(50,689,500)	(50,693,623)	(50,689,500)	-	(2,867,800)	-	(53,557,300)	(2,867,800)	5.7%
Net Town Tax Impact (Net of Assessment Growth)	(51,954,500)		(51,954,500)	-	(1,602,800)	-	(53,557,300)	(1,602,800)	3.1%

Note: Department subtotals show net operating expenditures and do not include contributions from Special Tax Levies. The 2019 forecast is based on the Q2-2019 forecast to December [RPT-CORPSERV-2019-0032]

Town of Halton Hills
2020 Operating Budget
Gross Expenditures and Revenues by Category

	2019 Budget (\$)	2020					2020 vs. 2019 Budget Change	
		Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)		
Gross Expenditures								
Salaries & Benefits	42,561,266	42,784,845	-	969,500	486,900	44,241,245	1,679,979	3.9%
Materials & Supplies	3,699,855	3,729,985	5,000	-	8,100	3,743,085	43,230	1.2%
Utilities, Services & Other	10,247,334	10,738,736	92,100	175,000	(304,500)	10,701,336	454,002	4.4%
Financing & External Transfers	5,414,400	5,611,500	111,400	-	-	5,722,900	308,500	5.7%
Contributions to Reserves	9,874,326	9,415,176	-	310,000	143,200	9,868,376	(5,950)	-0.1%
Contributions to Capital Fund	2,398,100	3,013,100	-	-	-	3,013,100	615,000	25.6%
Total Gross Expenditures	74,195,281	75,293,342	208,500	1,454,500	333,700	77,290,042	3,094,761	4.2%
Gross Revenues								
Payment in Lieu of Taxes	(1,464,800)	(1,464,800)	-	-	-	(1,464,800)	-	0.0%
User Fees & Service Charges	(10,144,836)	(10,075,418)	-	(10,000)	-	(10,085,418)	59,418	-0.6%
Recoveries & Donations	(1,439,157)	(1,466,593)	-	(15,000)	-	(1,481,593)	(42,436)	2.9%
Development Charges	(2,839,500)	(2,996,200)	(111,400)	-	-	(3,107,600)	(268,100)	9.4%
Grants	(756,700)	(958,360)	-	(82,500)	-	(1,040,860)	(284,160)	37.6%
Reserves	(1,506,300)	(560,000)	-	-	(1,310,500)	(1,870,500)	(364,200)	24.2%
Financing	(3,520,000)	(3,455,300)	-	-	1,000,000	(2,455,300)	1,064,700	-30.2%
Other	(1,834,488)	(2,168,171)	-	(58,500)	-	(2,226,671)	(392,183)	21.4%
Total Gross Revenues	(23,505,781)	(23,144,842)	(111,400)	(166,000)	(310,500)	(23,732,742)	(226,961)	1.0%
General Levy	(40,821,100)	(42,265,100)	-	(1,292,800)	-	(43,557,900)	(2,736,800)	6.7%
Special Levies	(8,424,400)	(8,424,400)	-	(310,000)	-	(8,734,400)	(310,000)	3.7%
Assessment Growth	(1,444,000)	-	-	(1,265,000)	-	(1,265,000)	179,000	-12.4%
Total Taxation	(50,689,500)	(50,689,500)	-	(2,867,800)	-	(53,557,300)	(2,867,800)	5.7%
Net Town Tax Impact (Net of Assessment Growth)	(51,954,500)	(51,954,500)	-	(1,602,800)	-	(53,557,300)	(1,602,800)	3.1%

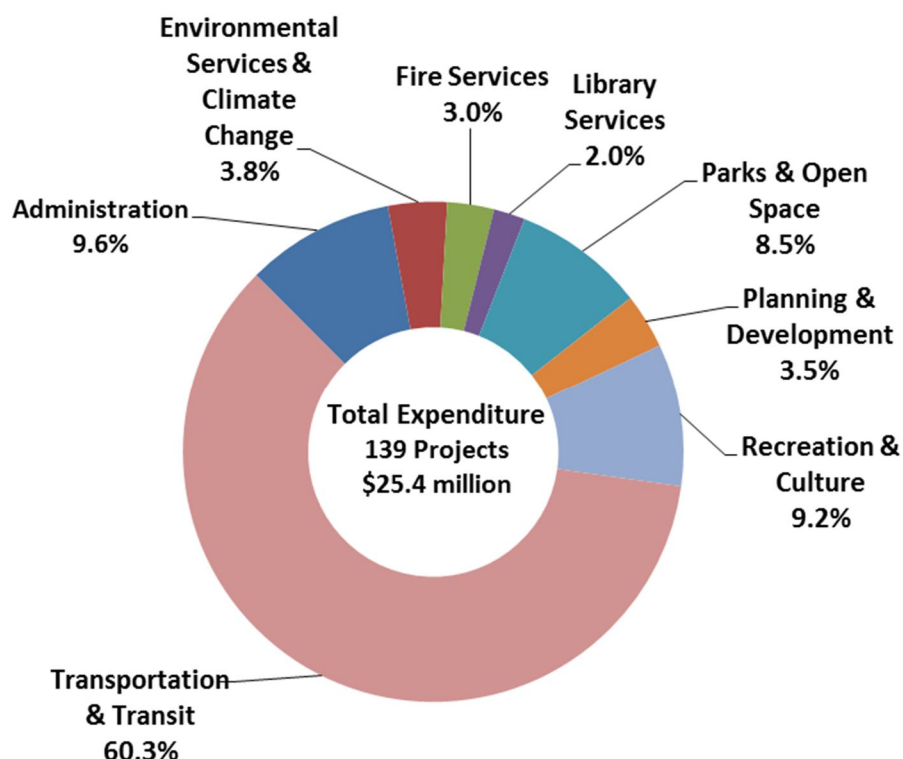
Capital Budget Summary

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, department strategic plans, as well as in-year Council and Committee reports. The Town's 2020 Capital Budget was prepared with a focus on supporting growth, maintaining appropriate service levels and addressing aging infrastructure in the context of climate change, recognizing that more severe weather will accelerate the degradation of assets and require additional investment to convert to lower carbon infrastructure.

The Town of Halton Hills 2020 Capital Budget is proposed at \$25,380,400 and the 2021 to 2029 capital forecast at \$277,662,600. The 2020 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 below graph summarizes the proposed 2020 capital program by service category.



Investment in Transportation & Transit services represents the largest portion in the 2020 Capital Budget with forty-two projects totaling \$15,300,600. The following major roadway and transportation structure projects are proposed in the 2020 Capital Budget:

- Conversion of the Mountainview Road Bridge over Canadian National Railway to a semi-integral structure, providing a new riding surface as well as on-road bike facilities.
- Rehabilitation of the Main Street North Bridge over Canadian National Railway in Georgetown, “the white bridge”, converting it to a semi-integral bridge.
- Upgrading of the 22nd Side Road surface treatment to asphalt from east of Elizabeth Street in Limehouse to Highway 7.

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.

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. Major investments in 2020 include construction of a dedicated youth space at the former Acton Town Hall and facility rehabilitation projects at Acton Arena, Cedarvale Community Centre and Moldmasters Sportsplex to maintain infrastructure in a state-of-good-repair.

Timing for the construction of the Gellert Community Centre Phase 2 addition has been adjusted to 2021. The design and engineering phase will continue throughout 2020 to build on the concepts developed in 2019 while taking into consideration the sustainability features identified in the Corporate Energy Plan. Staff will also be reaching out to the public for their feedback on the conceptual designs. Through the design and engineering work, staff is expected to have a more precise costing for the project, and with the pending release of the Bill 108 regulations with respect to the Community Benefit Charges, will be able to confirm the funding mechanism. In November, staff will submit an application for grant funding through the *Canada Infrastructure Program – Community, Culture and Recreation Stream*. If the application is successful, the Town’s contribution to the estimated \$25M project would be 26.67% of the total project cost or \$6.7M;

The following is a history of the budgeting for the Gellert Community Centre Phase 2 project in relation to the design work that has been undertaken to date:

- In 2018, the budget shown in the 2018 Capital Budget forecast totalled \$13 million (\$11.5 million construction, \$1.5 million design and engineering). The programming for the building included multipurpose space gyms (seniors and youth), fitness space, commons areas and ancillary uses. This preliminary design, done in advance of a conceptual design and related Class D costing, relied on the program elements outlined

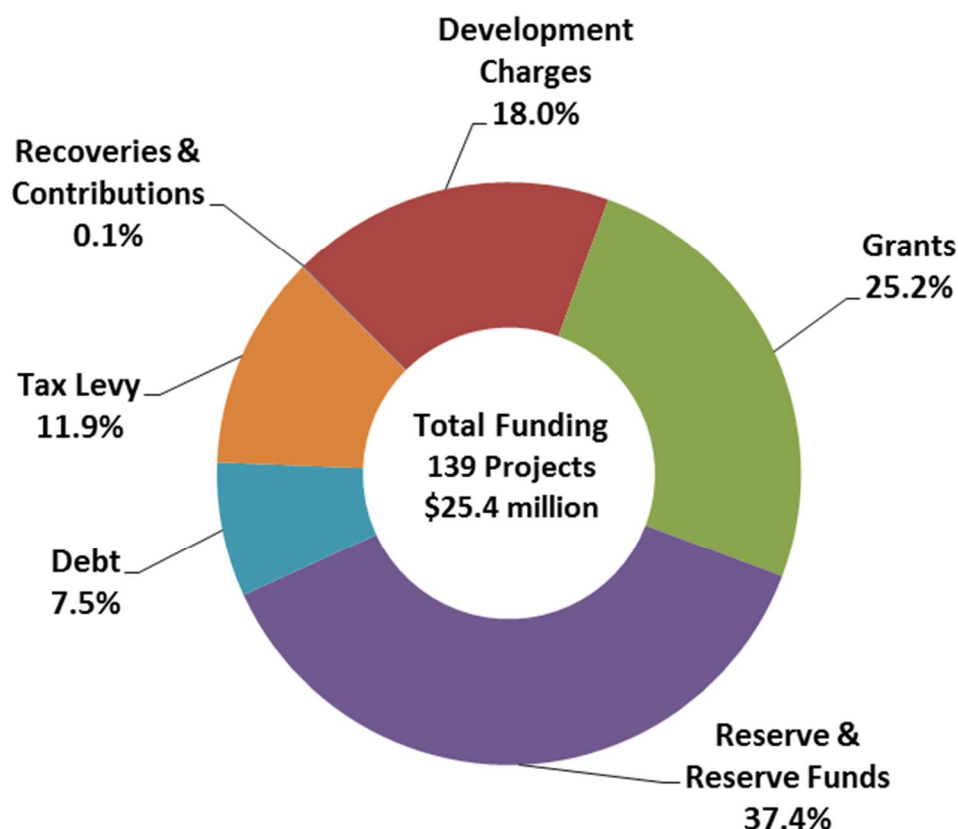
in the 2007 Recreation and Parks Strategic Action Plan. As part of the Gellert Community Centre Feasibility Study initiated in 2018 and completed the next year, it was determined that the original floor space for the triple gymnasium and associated upper level with walking track was undersized.

- The 2019 Capital Budget indicated \$18 million for construction and \$1.8 million for design and engineering (\$19.8 million total), reflecting the adjusted costs based on an approximately 50,000 square foot facility to support the proposed programming; the provision for a walking track was not explicit in the pre-2019 budgets, but the need has been reaffirmed in the public consultation done to date as part of the 2020 Strategic Action Plan Update.
- The 2020 Capital Budget and Investing in Canada grant submission references a total budget of \$25 million as follows: \$20.25 million construction (Class D costing with furnishings and contingency), \$2.3 million design and engineering (including design contingency) and \$2.45 million to address feasibility studies, design and engineering and construction and retrofits of Phase 1 and 2 of the Gellert Community Centre to align with the Corporate Energy Plan and Climate Lens Assessments (e.g. provision of geothermal and solar infrastructure). While the total floor area of 50,000 square feet has not been adjusted since 2018, the cost escalation noted in the budget is to align with the Investing in Canada grant program funding and is subject to Council approval after grant program results.

Major initiatives proposed within Parks and Open Space in 2020 include:

- Construction of a portion of trail infrastructure in Hungry Hollow from Norval to Cedarvale Park and further to downtown Georgetown (Cedarvale Park to Eighth Line);
- Construction of a community plaza at the Georgetown Library branch and Cultural Centre;
- Construction of an off-leash park as part of a joint venture with Leash Free Halton Hills;
- Design and engineering for the environmental remediation of the Tolton Park property acquired by the Town in 2008.

There are various funding sources for capital projects including Town reserves, development charges and gas tax subsidies. The proposed 2020 Capital Budget of \$25.4 million will be funded as per the following funding sources:



Grant funding accounts for 25.2% of the total funding required for the 2020 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	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	488,600
	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	225,300
	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	100,000
	8220-02-1801	Cedarvale Community Centre Revitalization	300,000
	6100-21-1802	Streetlight Pole Transformer Replacement	125,000
	6100-28-1808	Mand. AODA Access. Traff Sgnl	90,000
	8251-06-1901	MMSP Replace Dehumidifiers	150,000
	8500-11-2404	Dominion Gardens Splash Pad Revitalization	241,500
	8251-02-2003	MMSP Stair Railings Refurbish	45,000
	8211-02-2201	Acton Arena Flat Roof	90,000
Subtotal			1,855,400
Ontario Community Infrastructure Fund	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	941,500
	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	60,000
	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	300,000
	6100-21-1801	Longfield Subdivision Street Light Replacement	100,000
	6200-16-2009	Fairy Lake Dam Retaining Wall Reconstruction	180,000
Subtotal			1,581,500
Ontario Connecting Links	6200-22-1801	Main St N Bridge CNR Construction	2,962,787
Total			6,399,687

Debt:

The annual budget process, guided by the Long Range Financial Plan and debt policy, allows for the careful planning and tracking of the Town's debt load in the context of Council-approved limits. The financial planning tool assists in determining the need for debt to finance capital expenditures. Consideration is given to whether the debt should be issued externally, through the Region of Halton, or internally through the utilization of Town reserves. The provincially mandated municipal debt repayment limit is calculated annually with the filing of the Financial Information Return (FIR) and provides a cap on annual principal and interest payments, ensuring they do not exceed 25% of net revenues. An internal target of 10% of the tax levy is in place through policy to keep external debt in line with the Town's risk tolerance. As below, the cost of debt in the 2020 budget is within this limit at 9.39% (down from 2019 by 0.11% and 0.61% from 2018):

2020 Cost of Debt	
Principal	\$4,431,100
Interest	<u>\$596,400</u>
	<u>\$5,027,500</u>
Net Tax Levy	\$53,557,300
	9.39%

The current borrowing portfolio contains a mixture of 10-year term loans issued through the Region of Halton, a 5-year loan issued through Southwestern Energy and 20 year loans issued through the Region on behalf of the Green Municipal Fund.

Each of these loans has a structured repayment plan and the following table outlines the total remaining principal and interest repayments of the current portfolio:

Dec 31st	Principal Repayments of current debt load	Principal Repayments of new 2020 Debt
2019	\$23,696,743	\$1,900,000
2020	-\$4,431,034	-\$82,869
2021	-\$4,534,823	-\$168,224
2022	-\$4,104,381	-\$173,271
2023	-\$2,638,698	-\$178,469
2024	-\$2,245,692	-\$183,823
2025	-\$871,981	-\$189,338
2026	-\$890,399	-\$195,018
2027	-\$909,520	-\$200,868
2028	-\$929,546	-\$206,894
2029	-\$926,786	-\$213,101
2030	-\$429,062	-\$108,125
2031	-\$437,687	\$0
2032	-\$347,133	\$0
	<u>\$0</u>	<u>\$0</u>

The interest cost of debt is an important factor to be considered in long range financial planning. Careful thought is given to interest rates on outstanding debt and the rate of return on Town's reserves. The Town holds a number of debt issuances at rates at or below the investment rate of return. The following table shows the interest rates on current outstanding debt issuances for the next 5 years, including those with rates in excess of the Town's current investment rate of return of 2.76%:

	2020	2021	2022	2023	2024
Misc Projects	3.20%	3.30%			
MMSP Arena	3.05%	3.20%	3.35%		
MMSP Arena	2.85%	2.95%	3.10%		
MMSP Arena	2.40%	2.60%	2.80%	2.95%	
LED Lights	3.95%	3.95%	3.95%	3.95%	
Acton & G'town Libraries GMF Loans	2.00%	2.00%	2.00%	2.00%	2.00%
Geothermal	1.57%	1.57%	1.57%	1.57%	1.57%
Acton Arena	2.60%	2.90%	3.10%	3.30%	3.45%
Misc Projects	1.90%	1.90%	1.95%	2.05%	2.10%

** Each debt issuance was supported by an appropriate Council approved bylaw*

In instances where the Town holds debt with a higher interest rate than that earned as a return through cash reserves, staff reviews the terms of the debt issuance and the Town's cash balances to determine if early repayment or re-financing is feasible. During this review, staff looks at the remaining loan term; the balance of interest outstanding should the loan go full

term compared to the potential interest earned on investments during that same period; the requirement for additional debt room; and, the overall cash. Staff will also focus on reducing future debt requirements by transferring monies from additional cash flows such as operating surpluses and the Hydro promissory note re-payments to reserves. This will reduce the need to take on as much debt in future years and ensure the Town has a sustainable financial future.

The debt and the associated interest have been decreasing in the last few years as per the chart below. Note that the 2019 percentage is what staff has budgeted and this will be confirmed through the year-end process:

<u>2018 - Actual</u>		<u>2019 - Budget</u>	
Principal	\$3,951,798	Principal	\$4,105,467
Interest	<u>\$833,161</u>	Interest	<u>\$687,209</u>
	<u>\$4,784,959</u>		<u>\$4,792,676</u>
Levy	\$47,322,000	Levy	\$50,689,500
10%	\$4,732,200	10%	\$5,068,950
Actual	10.1%	Actual	9.5%

Assuming the budgeted carrying cost of debt in 2019 and the projected carrying cost of 2020, the reduction in interest payments between 2018 and 2020 is estimated to be \$236,761 (.2018-\$833,161; projected 2020-\$596,400).

In addition to the annual cost of debt, the total amount of debt outstanding is also of equal importance. Staff monitors the total levels of debt outstanding against numerous sensitivity targets and ensures that levels are maintained in accordance with the Town's risk tolerance. The following table outlines the Town's re-payment of outstanding debt over the past 6 years, with a net reduction in debt outstanding of \$14.4 million. This significant reduction in debt load places the Town in a stronger financial position to be able to finance future anticipated growth:

<u>Outstanding Debt</u>		<u>% Decrease</u>
2014	\$38,293,654	
2015	\$34,906,396	8.8%
2016	\$32,263,082	7.6%
2017	\$27,981,565	13.3%
2018	\$23,925,060	14.5%
2019 *	\$23,880,047	0.2%
<i>* Projected - includes new 2019 debt principal</i>		

It should be noted that in line with the Town's planned management of debt, a further \$5M of annual principal and interest re-payments will be made in 2020.

In January 2019, through the annual Long Range Financial Plan update, staff received Council approval for the issuance of debt as follows:

Debt Term	2020	2023	2024	2025	2026	2027	2028
10 Years	2,650,000	8,000,000	2,000,000	17,000,000	4,000,000	3,000,000	4,800,000
20 Years	18,000,000	-	-	-	-	-	-
	<u>\$20,650,000</u>	<u>\$8,000,000</u>	<u>\$2,000,000</u>	<u>\$17,000,000</u>	<u>\$4,000,000</u>	<u>\$3,000,000</u>	<u>\$4,800,000</u>

The Capital Budget process takes into account many factors such as the actual timing and mix of projects which in turn impacts the final proposed funding mix and debt requirements.

Following this exercise, it was determined that the debenture requirement for 2020 would be a 10-year debenture of \$1,900,000 to support the 22nd Side Road project – construction from Highway 7 to Limehouse. This is significantly lower than the original planned borrowing level for 2020 due to the shift in the timing of the Gellert Phase II project and the opportunity to fund \$750,000 of capital projects through the one-time federal gas tax grant. The estimated cost to finance this debenture, using a projected borrowing rate of 3% will be \$327,380. This in turn will be repaid through the Operating Budget, fully funded over 10 years from the “New Capital Reserve”.

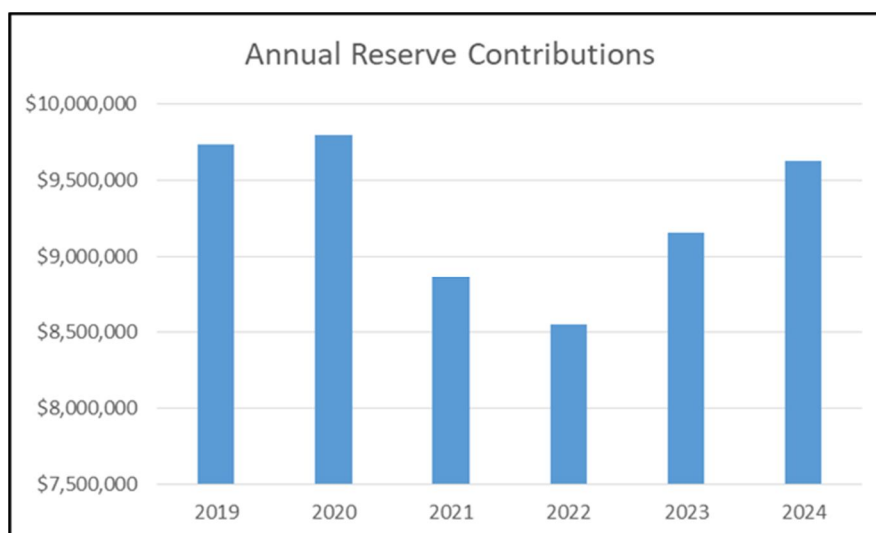
Reserves:

The Town’s Reserve policy and Long Range Financial Planning tool facilitate careful management of reserves. Sensitivity targets are also used to monitor optimal balances and guide decision-making around long term capital expenditures. The following table outlines the proposed 2020 contributions to reserves from the Operating Budget, and demonstrates a continued focus on maintaining or exceeding targets:

<u>Operating Budget Reserve Contributions</u>			
	2020	Increase	
		\$	%
LRFP Reserve Target	\$8,511,301		
Proposed Budget	\$9,868,376	\$1,357,075	15.9%

As noted in the above table, the Long Range Financial Plan originally anticipated contributions to reserves of \$8.5 million. With the timing change for large initiatives such as the transit system and other growth related programs, there is now the opportunity to contribute \$9.9 million, an extra \$1.4 million to reserves in 2020 ahead of the upcoming growth years, when reserve contributions will be lower. In other words, the Town is strengthening reserves to prepare for the pressures of growth.

The following chart shows the projected annual reserve contributions over the next few years:



Reserve management is essential to ensure the ongoing financial stability of the Town. Healthy reserves assist with the funding of future capital expenditures, unexpected or unpredicted events, and/or to smooth expenditures which would otherwise cause fluctuations in the Operating or Capital Budgets.

Development Charges:

Development charges are an important financing source for growth in municipalities. There will be changes to development charges and community benefit charges, through Bill 108 in the coming months, however the impact of these are still to be determined at the time of authoring this report. In the interim, the Town has followed existing regulations to prepare the 2020 budget and 9-year forecast.

It is anticipated that the balance in development charges at the start of the 2020 budget year will be negative (\$14,675,157). This will require internal borrowing from Town reserves of \$14,726,625 as forecast in Report no. CORPSERV-2019-0034, Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds as at June 30, 2019, 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 2020 Capital Budget projects with Development Charge eligibility, and funding:

2020 Proposed Capital Projects Funded From DCs

Premier Gateway Phase 2B Secondary Plan	540,000
Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	238,500
Stormwater Master Plan	39,831
Development Charges Study and Community Benefit Charge	90,000
Eighth Line - Steeles to Maple EA	300,000
Barber Drive (east) Mountainview Road to Danby Road Bike	25,900
22nd SdRd Construction Hwy 7 to Limehouse	370,000
Guelph St & Sinclair Ave Turn Lane Construction	135,000
Maple & Main St. S. NB Turn Lane Construction	450,000
Acton Youth Centre Construction	662,850
Traffic Calming (Various Locations)	26,400
Pedestrian Crossings (Various Locations)	33,422
Mandated Rail Crossing Upgrades	74,271
Main St Glen Williams Mountain St. to Urban Limit Reconstruction	479,439
Community Partnership - Trafalgar Sports Park Leash Free Park	256,500
Tolton Park Design & Engineering	108,000
Opticom Replacement Program	80,000
New Equipment	235,000
Traffic Infrastructure	66,000
Southeast Georgetown Planning Study	270,000
Rural Intersections Streetlighting (Various Locations)	33,000
Infill Sidewalk Connections (Various Locations)	45,000
	<u>4,559,113</u>

Recoveries of development charges in 2019 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 relative to the Bill 108 along with any proposed financing changes.

Future Projects for Consideration

The Future Projects for Consideration list, on page 57, includes those that had originally been forecasted in the 2020-2029 Capital Forecast, but at this time, lack the required funding to complete with Council's current debt policy. All projects are considered through a prioritization matrix that emphasizes the maintenance of core infrastructure and service levels, while also reducing risk. As such, maintaining current infrastructure in a state-of-good-repair and replacing infrastructure when required is given greater priority over the addition of new infrastructure that does not have external funding. The majority of projects on this list represent new infrastructure that requires up-front financing due to significant post-period benefits (as per the Development Charges Study). In order to incorporate these projects within the current ten-year forecast, the Town would have to incur additional debt beyond the current limits set out in the debt policy. These projects will be considered each year as part of the capital budget process in view of potential affordability.

2020 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2020 Score	Gross Cost
1	188	2020	Corporate Services	Information Services	2300-10-2004	Digitization of Building and Planning Strategy	*7	50,000
2	187	2020	Corporate Services	Information Services	2300-05-2002	AMIS Implementation	*6	750,000
3	186	2020	Corporate Services	Information Services	2300-10-2005	Mobile Enforcement Technology	*5	18,000
4	185	2020	Corporate Services	Information Services	2300-05-2004	Construction Inspection Software	*4	20,500
5	184	2020	Corporate Services	Information Services	2300-10-1910	Geomatics Strategic Plan	*3	35,000
6	183	2020	Corporate Services	Information Services	2300-10-1912	Data Storage Strategy & Archiving Software	*2	20,000
7	182	2020	Corporate Services	Information Services	2300-10-1911	Acton Indoor Pool Network	*1	15,000
8	238	2020	Fire Services	Suppression	5200-07-0102	FF Protective Clothing Repl	5.00	75,000
9	287	2020	Transportation & Public Works	Transportation	6100-28-1802	Mandated Rail Crossing Upgrades	5.00	200,000
10	239	2020	Fire Services	Suppression	5200-07-0104	Breathing Apparatus Replacement	5.00	30,000
11	240	2020	Fire Services	Suppression	5200-07-2001	Replace Gas Detection Equipment	5.00	45,000
12	241	2020	Fire Services	Suppression	5200-07-2003	Respirator Fit Testing Equipment	5.00	20,000
13	237	2020	Fire Services	Suppression	5200-06-0101	Small Equipment Replacement	5.00	33,000
14	288	2020	Transportation & Public Works	Transportation	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	5.00	50,000
15	189	2020	Corporate Services	Information Services	2300-05-2001	Firewall Replacement	4.80	25,000
16	289	2020	Transportation & Public Works	Design & Construction	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	4.70	350,000
17	290	2020	Transportation & Public Works	Design & Construction	6200-16-2009	Fairy Lake Dam Retaining Wall Reconstruction	4.70	200,000
18	291	2020	Transportation & Public Works	Design & Construction	6200-22-1901	Stormwater Master Plan	4.60	150,000
19	190	2020	Corporate Services	Human Resources	2200-10-2101	Succession Plan - Training/Dev Support	4.60	15,000
20	111	2020	Office of the CAO	Cultural Services	4001-10-2001	Cultural Master Plan Update PH1 & Culture Days Implementation	4.60	45,000
21	112	2020	Office of the CAO	Economic Development	7100-22-2002	Community Improvement Plan Update	4.60	45,000
22	292	2020	Transportation & Public Works	Design & Construction	6200-22-0107	Bridge Rehab Study Update	4.60	75,000
23	375	2020	Recreation & Parks	Parks & Open Space	8500-13-0106	Play Equipment Replacement	4.60	300,000
24	191	2020	Corporate Services	Human Resources	2200-22-0102	Salary Survey	4.60	40,000
25	293	2020	Transportation & Public Works	Design & Construction	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	4.50	1,500,000
26	294	2020	Transportation & Public Works	Transportation	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	4.50	75,000
27	295	2020	Transportation & Public Works	Transportation	6100-21-1801	Longfield Subdivision Street Light Replacement	4.50	125,000
28	296	2020	Transportation & Public Works	Design & Construction	6200-22-1801	Main St N Bridge CNR Construction	4.50	3,292,000
29	297	2020	Transportation & Public Works	Transportation	6100-28-0107	LED Traffic Signal Replacements	4.50	30,000
30	298	2020	Transportation & Public Works	Transportation	6100-21-0107	Streetlight & Pole Replacement Program	4.50	150,000
31	299	2020	Transportation & Public Works	Transportation	6100-21-1802	Streetlight Pole Transformer Replacement	4.50	150,000
32	300	2020	Transportation & Public Works	Public Works	6500-28-1002	Traff Cntrl Signals Replace	4.50	120,000
33	376	2020	Recreation & Parks	Facilities	8251-02-1801	MMSP Paint Fernbrook Pad	4.30	40,000
34	301	2020	Transportation & Public Works	Design & Construction	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	4.30	250,000
35	194	2020	Corporate Services	Information Services	2300-04-2001	Corporate Network Equipment Replacement	4.30	100,000
36	302	2020	Transportation & Public Works	Design & Construction	6200-16-1701	22nd SdRd Construction Hwy 7 to Limehouse	4.30	2,500,000
37	377	2020	Recreation & Parks	Facilities	8211-02-1703	Acton Arena Paint Steel Beams/Columns (Townesley)	4.30	55,000
38	378	2020	Recreation & Parks	Facilities	8220-02-1801	Cedarvale Community Centre Revitalization	4.30	322,000
39	303	2020	Transportation & Public Works	Design & Construction	6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit Reconstruction	4.30	650,000
40	192	2020	Corporate Services	Information Services	2300-04-0101	Technology Refresh	4.30	120,000
41	379	2020	Recreation & Parks	Parks & Open Space	8500-11-2404	Dominion Gardens Splash Pad Revitalization	4.30	270,000
42	193	2020	Corporate Services	Information Services	2300-04-0102	Corporate Server and Data Storage Refresh	4.30	25,000
43	380	2020	Recreation & Parks	Facilities	8230-02-2001	AIP Electric Panel Upgrades	4.30	15,000
44	381	2020	Recreation & Parks	Facilities	8221-02-1701	GCC Roof Maintenance	4.30	25,000
45	382	2020	Recreation & Parks	Facilities	8211-02-2201	Acton Arena Flat Roof	4.30	240,000
46	117	2020	Office of the CAO	Climate Change & Asset Management	7300-10-1901	Climate Change Action Implementation	4.20	115,000
47	118	2020	Office of the CAO	Climate Change & Asset Management	7300-10-1902	Climate Change Adaptation Strategy Implementation	4.20	100,000

* 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.

2020 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2020 Score	Gross Cost
48	113	2020	Office of the CAO	Economic Development	1100-10-0101	Community Improvement Plan Grant Program	4.20	107,500
49	350	2020	Planning & Development	Administration	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	4.20	600,000
50	114	2020	Office of the CAO	Economic Development	1100-10-0105	Manufacturing Expansion Fund	4.20	40,000
51	351	2020	Planning & Development	Planning Policy	7100-22-1801	Southeast Georgetown Planning Study	4.20	300,000
52	304	2020	Transportation & Public Works	Design & Construction	6200-22-0020	Traffic Signal Legal Draw Update	4.20	30,000
53	115	2020	Office of the CAO	Economic Development	1100-10-1803	Economic Investment Attraction Fund	4.20	110,000
54	119	2020	Office of the CAO	Climate Change & Asset Management	7300-22-1501	Community Sustainability Investment Fund	4.20	15,000
55	242	2020	Fire Services	Administration	5000-22-2001	Fire Services Master Plan and Community Risk Assessment	4.20	85,000
56	121	2020	Office of the CAO	Climate Change & Asset Management	7300-22-1804	Sustainable Neighbourhood Action Plan	4.20	15,000
57	383	2020	Recreation & Parks	Parks & Open Space	8500-11-1605	Tolton Park Design & Engineering	4.20	120,000
58	384	2020	Recreation & Parks	Parks & Open Space	8500-10-2001	Fairy Lake Water Quality Monitoring	4.20	50,000
59	116	2020	Office of the CAO	Climate Change & Asset Management	7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	4.20	150,000
60	305	2020	Transportation & Public Works	Administration	6000-22-2001	Support for the Affordable Housing Working Group	4.20	25,000
61	122	2020	Office of the CAO	Climate Change & Asset Management	7300-22-2006	CEP - Low-Carbon Design Briefs - Town Hall, Mold-Masters SportsPlex, and Acton Arena	4.20	65,000
62	120	2020	Office of the CAO	Climate Change & Asset Management	7300-22-1701	Property Assessed Payment for Energy Retrofits (PAPER)	4.20	100,000
63	306	2020	Transportation & Public Works	Transportation	6100-23-1602	Active Transportation Enhancement Program	4.20	30,000
64	195	2020	Corporate Services	Information Services	2300-04-2002	Corporate WiFi Replacement	4.10	30,000
65	385	2020	Recreation & Parks	Facilities	8300-11-0104	Tennis Court Lighting Replacement	4.10	71,000
66	386	2020	Recreation & Parks	Parks & Open Space	8500-19-0107	Sportsfield Lighting Replacement	4.10	100,000
67	123	2020	Office of the CAO	Economic Development	1100-22-2001	Downtown Gtown Parking Feasibility Assessment	4.00	25,000
68	387	2020	Recreation & Parks	Facilities	8200-10-1701	Acton Youth Centre Construction	4.00	736,500
69	307	2020	Transportation & Public Works	Public Works	6500-18-0111	Signage	4.00	35,000
70	388	2020	Recreation & Parks	Facilities	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	3.90	345,000
71	124	2020	Office of the CAO	Climate Change & Asset Management	7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex	3.90	142,000
72	125	2020	Office of the CAO	Climate Change & Asset Management	7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall	3.90	55,000
73	126	2020	Office of the CAO	Climate Change & Asset Management	7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena	3.90	52,000
74	127	2020	Office of the CAO	Climate Change & Asset Management	7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre	3.90	33,000
75	389	2020	Recreation & Parks	Parks & Open Space	8500-11-0105	Irrigation System Replacement	3.80	130,000
76	216	2020	Library Services	Administration	3000-15-0101	Library Materials	3.80	424,000
77	390	2020	Recreation & Parks	Parks & Open Space	8500-11-0102	Parks Revitalization & Renewal	3.80	145,000
78	308	2020	Transportation & Public Works	Design & Construction	6200-16-0104	Pavement Management	3.80	1,606,100
79	246	2020	Fire Services	Fleet	5900-25-2104	Replace Fire Chief's Car 1 Unit 711	3.80	60,000
80	243	2020	Fire Services	Fleet	5900-25-2001	Replace Support Unit 709 (109)	3.80	50,000
81	244	2020	Fire Services	Fleet	5900-25-2002	Replace Support Unit 710 (310)	3.80	40,000
82	248	2020	Fire Services	Facilities	5500-02-2002	Heat Pump Replacement - Fire HQ	3.80	50,000
83	391	2020	Recreation & Parks	Facilities	8221-02-1501	GCC Exterior Painting	3.80	25,000
84	392	2020	Recreation & Parks	Parks & Open Space	8500-11-0103	Cemetery Revitalization & Renewal	3.80	15,000
85	393	2020	Recreation & Parks	Facilities	8304-11-2001	GCC Tennis Court Resurfacing	3.80	100,000
86	309	2020	Transportation & Public Works	Transportation	6100-22-1805	Trucking Strategy Implementation Phase 1	3.80	250,000
87	394	2020	Recreation & Parks	Facilities	8251-02-1802	MMSP Low E Ceiling	3.80	75,000
88	196	2020	Corporate Services	Accounting	2400-10-2001	Development Charges Study and Community Benefit Charge	3.80	150,000
89	197	2020	Corporate Services	Information Services	2300-10-1501	Geospatial Data	3.80	15,000
90	310	2020	Transportation & Public Works	Transportation	6100-05-2001	Centracs Advanced Transportation Management System	3.80	70,000
91	311	2020	Transportation & Public Works	Design & Construction	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	3.80	125,000
92	312	2020	Transportation & Public Works	Design & Construction	6200-16-2010	Barber Drive (east) Mountainview Road to Danby Road Bike	3.80	70,000
93	313	2020	Transportation & Public Works	Public Works	6810-10-2001	Marketing and Branding Campaign - Transit	3.80	100,000
94	314	2020	Transportation & Public Works	Public Works	6810-25-2001	Activan Master Plan Update	3.80	150,000

* 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.

2020 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2020 Score	Gross Cost
95	315	2020	Transportation & Public Works	Transportation	6100-28-1516	Traffic Calming (Various Locations)	3.80	40,000
96	316	2020	Transportation & Public Works	Transportation	6100-28-1703	Pedestrian Crossings (Various Locations)	3.80	90,000
97	317	2020	Transportation & Public Works	Public Works	6500-11-1517	Tree Planting - Emerald Ash Borer	3.80	150,000
98	318	2020	Transportation & Public Works	Transportation	6100-28-0101	Opticom Replacement Program	3.80	100,000
99	245	2020	Fire Services	Fleet	5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	3.80	60,000
100	247	2020	Fire Services	Suppression	5200-07-2002	Flashover Unit	3.80	150,000
101	319	2020	Transportation & Public Works	Public Works	6500-06-1701	New Equipment	3.80	235,000
102	320	2020	Transportation & Public Works	Public Works	6500-18-0110	Traffic Infrastructure	3.80	100,000
103	128	2020	Office of the CAO	Climate Change & Asset Management	7300-22-2005	CEP - Geothermal Systems Optimization	3.80	100,000
104	321	2020	Transportation & Public Works	Transportation	6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	3.80	50,000
105	322	2020	Transportation & Public Works	Transportation	6100-17-1801	Infill Sidewalk Connections (Various Locations)	3.80	50,000
106	395	2020	Recreation & Parks	Facilities	8400-02-2002	Town Hall Building Automation System	3.80	110,000
107	323	2020	Transportation & Public Works	Design & Construction	6200-16-1813	Eighth Line - Steeles to Maple EA	3.70	300,000
108	396	2020	Recreation & Parks	Facilities	8251-06-1901	MMSP Replace Dehumidifiers	3.60	200,000
109	397	2020	Recreation & Parks	Facilities	8251-02-2003	MMSP Stair Railings Refurbish	3.60	50,000
110	129	2020	Office of the CAO	Climate Change & Asset Management	7300-02-2007	CEP - Ice Plant Optimization - Acton Arena	3.60	23,000
111	398	2020	Recreation & Parks	Parks & Open Space	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	3.50	15,000
112	324	2020	Transportation & Public Works	Transportation	6100-28-1808	Mand. AODA Access. Traff Sgnl	3.40	105,000
113	399	2020	Recreation & Parks	Parks & Open Space	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	3.40	50,000
114	325	2020	Transportation & Public Works	Public Works	6500-06-0102	Equipment Replacement	3.40	972,500
115	130	2020	Office of the CAO	Council	0510-01-0101	Municipal Accessibility Plan	3.40	50,000
116	400	2020	Recreation & Parks	Facilities	8400-02-1904	Town Hall Dry Sprinkler System Install	3.40	135,000
117	217	2020	Library Services	Administration	3000-15-0103	Lib Mats Collection Developmnt	3.40	25,000
118	401	2020	Recreation & Parks	Parks & Open Space	8500-12-0101	Park Parking Lot Surfacing	3.30	75,000
119	218	2020	Library Services	Administration	3000-09-0105	Library Technology Renewal	3.30	44,300
120	402	2020	Recreation & Parks	Facilities	8211-02-2002	Acton Arena Skate Tile Repl Ph2	3.30	70,000
121	403	2020	Recreation & Parks	Facilities	8412-02-1801	Cedarvale Cottage Exterior Repairs	3.30	20,000
122	404	2020	Recreation & Parks	Facilities	8251-02-2203	MMSP Alcott Skate Tile Replacement	3.30	70,000
123	405	2020	Recreation & Parks	Facilities	8240-02-2002	Cultural Centre Stage Floor Replacement	3.30	20,000
124	406	2020	Recreation & Parks	Facilities	8261-06-2001	Gellert Dry-o-Tron Condenser Replacement	3.30	50,000
125	327	2020	Transportation & Public Works	Transportation	6100-28-1807	Mill St Neighbourhood Improvements	3.20	100,000
126	407	2020	Recreation & Parks	Facilities	8200-02-0101	Facility Structural Repairs	3.20	80,000
127	408	2020	Recreation & Parks	Facilities	8211-02-2001	AA Upper Level Window Replace	3.20	50,000
128	249	2020	Fire Services	Facilities	5500-02-1601	Training Centre Enhancements	3.20	10,000
129	219	2020	Library Services	Georgetown Branch	3100-09-1701	Library Furnishing/Equip-GTown	3.10	20,000
130	409	2020	Recreation & Parks	Parks & Open Space	8500-24-1901	Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	3.00	265,000
131	410	2020	Recreation & Parks	Parks & Open Space	8500-11-1803	Community Courtyard & Marquee Gtwn Library Branch	3.00	150,000
132	411	2020	Recreation & Parks	Parks & Open Space	8510-10-0101	Community Partnership - Trafalgar Sports Park Leash Free Park	3.00	300,000
133	250	2020	Fire Services	Fleet	5900-25-2003	Training Division Passenger Van	3.00	60,000
134	412	2020	Recreation & Parks	Facilities	8200-14-1801	Digital Marquee Inserts for ACC & GCC	2.90	95,000
135	413	2020	Recreation & Parks	Administration	1000-09-0101	Office Furniture	2.90	38,000
136	414	2020	Recreation & Parks	Facilities	8261-06-1801	GCC Chem Controller	2.90	30,000
137	415	2020	Recreation & Parks	Facilities	8261-02-1901	GCC Exterior Window/Door Sealant	2.70	30,000
138	328	2020	Transportation & Public Works	Design & Construction	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	2.60	150,000
139	329	2020	Transportation & Public Works	Design & Construction	6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane Construction	2.60	500,000
2020 Total								25,380,400

* 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.

Funding Summary by Year

2020 Capital Budget & 2021 - 2029 Capital Forecast Funding Summary by Year

Year	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	Debentures	Other
2020	25,380,400	3,013,100	4,559,113	9,493,500	1,900,000	6,414,687
2021	55,044,300	3,073,400	6,348,047	16,469,340	25,000,000	4,153,513
2022	30,457,300	3,134,900	9,611,908	14,099,296	-	3,611,196
2023	35,866,100	3,197,600	14,377,622	10,739,837	3,425,750	4,125,291
2024	27,511,900	3,261,600	10,366,258	8,237,942	2,000,000	3,646,100
2025	34,081,800	3,326,800	8,809,773	6,591,427	11,651,400	3,702,400
2026	24,559,000	3,393,300	8,813,867	4,801,833	3,820,500	3,729,500
2027	32,787,700	3,461,200	16,295,998	6,016,002	3,225,000	3,789,500
2028	23,748,500	3,530,400	6,852,273	6,455,827	3,093,700	3,816,300
2029	13,606,000	3,601,000	1,711,593	4,432,407	-	3,861,000
Total	303,043,000	32,993,300	87,746,500	87,337,400	54,116,400	40,849,500

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Office of the CAO													
1	2100-10-1701	Alternative Voting Method	-	150,000	-	-	-	-	-	-	-	-	150,000
2	7300-02-2401	CEP - BAS Installation - Various Facilities	-	-	-	-	638,900	152,000	-	-	-	-	790,900
3	7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities	-	5,000	96,700	65,000	-	160,000	-	-	-	-	326,700
4	7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	-	44,000	-	-	-	-	-	-	-	-	44,000
5	7300-22-2005	CEP - Geothermal Systems Optimization	100,000	92,500	-	-	-	-	-	-	-	-	192,500
6	7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena	52,000	26,900	35,800	-	-	-	-	-	-	-	114,700
7	7300-02-2202	CEP - HVAC Performance Testing and Retrofits - Acton Library	-	-	15,400	15,400	-	-	-	-	-	-	30,800
8	7300-02-2102	CEP - HVAC Performance Testing and Retrofits - District One Station	-	33,800	-	-	-	-	-	-	-	-	33,800
9	7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre	33,000	17,500	35,000	-	-	-	-	-	-	-	85,500
10	7300-02-2103	CEP - HVAC Performance Testing and Retrofits - Halton Hills Cultural Centre and Library	-	29,100	29,100	29,100	29,100	29,100	-	-	-	-	145,500
11	7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex	142,000	-	106,400	42,500	-	170,200	-	-	-	-	461,100
12	7300-02-2101	CEP - HVAC performance Testing and Retrofits - Robert C Austin Ops Centre	-	15,000	-	48,900	32,600	-	-	-	-	-	96,500
13	7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall	55,000	70,000	-	-	-	-	-	-	-	-	125,000
14	7300-02-2007	CEP - Ice Plant Optimization - Acton Arena	23,000	-	-	-	-	-	-	-	-	-	23,000
15	7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	-	95,000	-	-	-	-	-	-	-	-	95,000
16	7300-02-2201	CEP - Lighting Retrofits	-	-	264,900	27,600	69,700	-	-	-	-	-	362,200
17	7300-22-2006	CEP - Low-Carbon Design Briefs - Town Hall, Mold-Masters SportsPlex, and Acton Arena	65,000	-	-	-	-	-	-	-	-	-	65,000
18	7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	-	49,700	-	-	-	-	-	-	-	-	49,700
19	7300-10-1901	Climate Change Action Implementation	115,000	115,000	115,000	90,000	90,000	-	-	-	-	-	525,000
20	7300-10-1902	Climate Change Adaptation Strategy Implementation	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	500,000
21	1100-10-0101	Community Improvement Plan Grant Program	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,075,000
22	7100-22-2002	Community Improvement Plan Update	45,000	-	-	-	-	-	50,000	-	-	-	95,000
23	7300-22-1501	Community Sustainability Investment Fund	15,000	15,000	15,000	15,000	15,000	-	-	-	-	-	75,000
24	7100-22-1701	Community Sustainability Strategy Update	-	-	-	100,000	-	-	-	75,000	-	-	175,000
25	7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	-	-	-	-	80,000	-	-	-	-	-	80,000
26	7300-22-1002	Corporate Sustainability Audit & Action Plan Update	-	-	55,000	-	-	-	-	-	-	-	55,000
26	4001-10-2001	Cultural Master Plan Update PH1 & Culture Days Implementation	45,000	-	-	-	-	-	-	-	-	-	45,000
27	4001-10-2101	Cultural Master Plan Update	-	45,000	-	-	-	-	-	-	-	-	45,000
28	1100-22-2001	Downtown Gtown Parking Feasibility Assessment	25,000	-	-	-	-	-	-	-	-	-	25,000
29	1100-10-2201	Economic Development and Tourism Strategy Update	-	-	-	-	-	80,000	-	-	-	-	80,000
30	1100-10-1803	Economic Investment Attraction Fund	110,000	110,000	-	-	-	-	-	-	-	-	220,000
31	7300-22-1704	Food Security Plan	-	30,000	-	-	-	-	-	-	-	-	30,000
32	7100-22-1605	Green Building Standards Update	-	-	-	-	60,000	-	-	-	-	-	60,000
33	7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	150,000	-	-	-	-	150,000	-	-	-	-	300,000
34	1100-10-0105	Manufacturing Expansion Fund	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
35	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
36	7300-22-1701	Property Assessed Payment for Energy Retrofits (PAPER)	100,000	100,000	100,000	-	-	-	-	-	-	-	300,000
37	4001-10-2301	Public Art Master Plan Update	-	-	-	40,000	-	-	-	-	-	-	40,000
38	1400-10-1801	Strategic Plan Update	-	-	60,000	-	-	-	60,000	-	-	-	120,000
39	7300-22-1804	Sustainable Neighbourhood Action Plan	15,000	-	-	-	-	-	-	-	-	-	15,000
Office of the CAO Total			1,387,500	1,341,000	1,225,800	771,000	1,312,800	938,800	307,500	272,500	197,500	197,500	7,951,900
Corporate Services													
40	2300-10-1911	Acton Indoor Pool Network	15,000	-	-	-	-	-	-	-	-	-	15,000
41	2300-05-2201	AMANDA Planning	-	-	575,000	-	-	-	-	-	-	-	575,000
42	2300-05-2002	AMIS Implementation	750,000	-	-	-	-	-	-	-	-	-	750,000
43	2300-10-2110	AMPS Technology Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000
44	2200-22-0104	Benefits Review	-	-	-	-	-	50,000	-	-	-	-	50,000
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	2300-05-2004	Construction Inspection Software	20,500	-	-	-	-	-	-	-	-	-	20,500
50	2300-10-1909	Corporate Collaboration Strategy	-	53,500	-	-	-	-	-	-	-	-	53,500
51	2300-10-2105	Corporate Compute and Storage Evergreen	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
52	2300-04-2001	Corporate Network Equipment Replacement	100,000	-	-	-	-	100,000	-	-	-	-	200,000
53	2300-04-0102	Corporate Server and Data Storage Refresh	25,000	-	25,000	-	25,000	-	25,000	-	25,000	-	125,000
54	2300-04-2002	Corporate WiFi Replacement	30,000	-	-	-	-	30,000	-	-	-	-	60,000
55	2200-22-0105	Council Compensation Survey	-	15,000	-	-	-	15,000	-	-	-	-	30,000
56	2300-10-2106	Customer Service Strategy	-	100,000	-	-	-	-	-	-	-	-	100,000
57	2300-04-2201	Customer Service Technology Infrastructure	-	-	50,000	-	-	-	-	-	-	-	50,000
58	2300-10-1912	Data Storage Strategy & Archiving Software	20,000	-	-	-	-	-	-	-	-	-	20,000
59	2400-10-2001	Development Charges Study and Community Benefit Charge	150,000	-	-	-	-	150,000	-	-	-	-	300,000
60	2300-10-2004	Digitization of Building and Planning Strategy	50,000	-	-	-	-	-	-	-	-	-	50,000
61	2300-10-2107	Digitize Planning Business Processes	-	275,000	-	-	-	-	-	-	-	-	275,000
62	2200-22-0103	Employee Engagement Survey	-	40,000	-	-	42,000	-	-	44,100	-	-	126,100
63	2300-05-2103	Enterprise Content Management Implementation	-	-	500,000	-	-	-	-	-	-	-	500,000
64	2300-10-2001	Enterprise Content Management Strategy	-	30,000	-	-	-	-	-	-	-	-	30,000
65	2300-05-2001	Firewall Replacement	25,000	-	-	-	-	25,000	-	-	-	-	50,000
66	2300-10-1910	Geomatics Strategic Plan	35,000	-	-	-	-	-	-	-	-	-	35,000
67	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
68	2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
69	2300-05-2105	HRIS Implementation	-	-	50,000	-	-	-	-	-	-	-	50,000
70	2300-10-2003	HRIS Strategy	-	20,000	-	-	-	-	-	-	-	-	20,000
71	2300-10-1908	HUB Review Strategy	-	39,300	-	-	-	-	-	-	-	-	39,300
72	2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	-	350,000	-	-	-	-	-	-	350,000
73	2300-05-2101	ITSM Solution	-	50,000	-	-	-	-	-	-	-	-	50,000
74	2300-09-1601	Large Scale Plotter - Printer	-	-	45,000	-	-	-	-	-	-	-	45,000
75	2500-22-0105	Long Term Financial Plan	-	-	75,000	-	-	-	-	75,000	-	-	150,000
76	2300-05-0103	Microsoft Licensing	-	-	-	180,000	-	-	-	180,000	-	-	360,000
77	2300-10-2005	Mobile Enforcement Technology	18,000	-	-	-	-	-	-	-	-	-	18,000
78	2300-10-2104	Online Building Services Pilot	-	795,000	-	-	-	-	-	-	-	-	795,000
79	2300-05-2106	Open Data Implementation	-	15,000	-	-	-	-	-	-	-	-	15,000
80	2600-06-0101	Photocopier/Fax/Printers	-	-	182,000	-	-	-	-	182,000	-	-	364,000
81	2300-10-2108	Point of Sale System Discovery	-	35,000	-	-	-	-	-	-	-	-	35,000
82	2200-22-0102	Salary Survey	40,000	-	-	40,000	-	-	40,000	-	-	-	120,000
83	2200-10-2101	Succession Plan - Training/Dev Support	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
84	2300-04-0101	Technology Refresh	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
85	2300-22-1601	Technology Strat Plan Update	-	-	50,000	-	-	-	50,000	-	-	-	100,000
86	2500-22-0102	User Fee Review	-	-	20,000	-	-	-	-	20,000	-	-	40,000
Corporate Services Total			1,428,500	1,812,800	1,802,000	740,000	237,000	540,000	285,000	671,100	195,000	170,000	7,881,400
Library Services													
87	3200-22-0001	Acton Branch Asset Management Plan	-	-	-	-	-	-	5,000	-	-	-	5,000
88	3000-15-0103	Lib Mats Collection Developmnt	25,000	25,000	25,000	-	-	-	-	-	-	-	75,000
89	3100-09-1701	Library Furnishing/Equip-GTown	20,000	30,000	-	33,000	-	-	-	-	33,000	-	116,000
90	3200-09-1601	Library Furnishings Acton	-	23,000	-	-	-	-	23,000	-	-	-	46,000
91	3000-15-0101	Library Materials	424,000	449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,840,000
92	3000-04-1501	Library Strategic Plan	-	65,000	-	-	-	-	42,000	-	-	-	107,000
93	3000-09-0105	Library Technology Renewal	44,300	81,400	43,900	59,000	55,500	43,900	81,400	52,500	50,200	50,400	562,500
94	3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	-	-	125,000	-	-	-	-	125,000	250,000
95	3000-05-0002	Website Renewal	-	-	75,000	-	-	-	-	75,000	-	-	150,000
Library Services Total			513,300	673,400	617,900	591,000	679,500	542,900	650,400	626,500	582,200	674,400	6,151,500
Fire Services													
96	5200-07-2601	4th Station - Extrication Equipment (New)	-	-	-	-	-	-	-	50,000	-	-	50,000
97	5500-03-2301	4th Station & Training Centre - 401 Corridor	-	-	-	-	-	-	-	5,200,000	-	-	5,200,000
98	5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	-	-	45,000	-	-	-	-	-	-	45,000
99	5900-25-2301	Aerial 752 (A4)	-	-	-	-	-	-	-	1,500,000	-	-	1,500,000
100	5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	-	-	-	21,000	-	21,000
101	5200-07-0104	Breathing Apparatus Replacement	30,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	450,000	20,000	630,000
102	5200-07-0102	FF Protective Clothing Repl	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
103	5000-22-2001	Fire Services Master Plan and Community Risk Assessment	85,000	-	-	-	-	-	-	-	-	-	85,000
104	5200-07-2002	Flashover Unit	150,000	-	-	-	-	-	-	-	-	-	150,000
105	5500-02-2002	Heat Pump Replacement - Fire HQ	50,000	-	-	-	-	-	-	-	-	-	50,000
106	5500-02-2201	Heat Pump Replacement - Maple Ave. Station	-	-	50,000	-	-	-	-	-	-	-	50,000
107	5200-07-0107	Heavy Extraction Equip Repl	-	-	150,000	-	-	-	-	-	-	-	150,000
108	5500-06-2501	Marquee - Acton Station	-	-	-	-	-	80,000	-	-	-	-	80,000
109	5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	-	-	-	13,700	-	13,700
110	5400-06-2501	Radio Replacement	-	-	-	-	-	-	1,500,000	-	-	-	1,500,000
111	5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	-	-	-	400,000	-	-	-	400,000
112	5900-25-2102	Replace Acton Station Pump 722 (P11)	-	850,000	-	-	-	-	-	-	-	-	850,000
113	5900-25-2303	Replace Aerial 750 (A3)	-	-	-	1,500,000	-	-	-	-	-	-	1,500,000
114	5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	60,000	-	-	-	-	-	-	-	60,000	-	120,000
115	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	-	60,000	-	-	-	-	-	-	-	60,000	120,000
116	5900-25-2104	Replace Fire Chief's Car 1 Unit 711	60,000	-	-	-	-	-	-	-	60,000	-	120,000
117	5200-07-2001	Replace Gas Detection Equipment	45,000	-	-	-	-	-	-	-	-	-	45,000
118	5900-25-2403	Replace Pump 721 (P2)	-	-	-	-	850,000	-	-	-	-	-	850,000
119	5900-25-2501	Replace Pump 724 (P1)	-	-	-	-	-	850,000	-	-	-	-	850,000
120	5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	-	-	-	400,000	-	-	-	400,000
121	5900-25-2001	Replace Support Unit 709 (109)	50,000	-	-	-	-	-	-	-	-	-	50,000
122	5900-25-2002	Replace Support Unit 710 (310)	40,000	-	-	-	-	-	-	-	-	-	40,000
123	5900-25-2203	Replace Tanker 742 (T3)	-	-	600,000	-	-	-	-	-	-	-	600,000
124	5900-25-2401	Replace Tanker 743 (T1)	-	-	-	-	600,000	-	-	-	-	-	600,000
125	5200-07-2003	Respirator Fit Testing Equipment	20,000	-	-	-	-	-	-	-	-	-	20,000
126	5500-02-2801	Rooftop HVAC - Acton Station	-	-	-	-	-	-	-	-	30,000	-	30,000
127	5200-06-0101	Small Equipment Replacement	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000
128	5900-25-2302	Support Unit 715 (414)	-	-	-	-	-	-	-	60,000	-	-	60,000
129	5900-25-2601	Tanker - 4th Station (New)	-	-	-	-	-	-	-	600,000	-	-	600,000
130	5500-02-1601	Training Centre Enhancements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
131	5900-25-2003	Training Division Passenger Van	60,000	-	-	-	-	-	-	-	-	-	60,000
Fire Services Total			768,000	1,038,000	938,000	1,683,000	1,588,000	1,068,000	2,438,000	7,548,000	752,700	198,000	18,019,700
Transportation & Public Works													
132	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	75,000	300,000	-	-	-	-	-	-	-	-	375,000
133	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	250,000	-	1,000,000	-	-	-	-	-	-	-	1,250,000
134	6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	-	-	150,000	-	400,000	-	550,000
135	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	-	-	150,000	-	1,000,000	-	-	-	-	-	1,150,000
136	6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	-	350,000	700,000	1,050,000	7,000,000	-	-	-	-	9,100,000
137	6200-16-1902	10th Line - Steeles to 10 SdRd Reconstruction	-	-	-	-	-	-	-	-	500,000	-	500,000
138	6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	-	165,000	940,000	1,410,000	9,400,000	-	11,915,000
139	6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	-	-	110,000	110,000	330,000	2,200,000	-	2,750,000
140	6200-16-2005	22 SdRd New Connection	-	-	-	-	200,000	-	105,000	-	700,000	-	1,005,000
141	6200-16-2006	22 SdRd Raligment Fourth Line Construction	-	-	-	-	225,000	-	-	-	-	-	225,000
142	6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	-	350,000	-	-	-	-	-	-	350,000
143	6200-16-1701	22nd SdRd Construction Hwy 7 to Limehouse	2,500,000	-	-	-	-	-	-	-	-	-	2,500,000
144	6200-16-2102	32 SdRd from Trafalgar Rd to Crewsons Line Reconstruction	-	-	475,000	950,000	1,425,000	9,500,000	-	-	-	-	12,350,000
145	6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	-	-	800,000	4,200,000	-	-	-	-	5,000,000
146	6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	-	750,000	5,000,000	-	-	-	5,750,000
147	6810-25-2001	Activan Master Plan Update	150,000	-	-	-	-	-	-	-	-	-	150,000
148	6810-25-1001	Activan Replacement	-	490,000	120,000	120,000	370,000	-	120,000	-	-	-	1,220,000
149	6800-05-1601	ActiVan Transit Software	-	91,300	-	-	-	-	-	-	-	-	91,300
150	6100-23-1602	Active Transportation Enhancement Program	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
151	6100-23-2401	Active Transportation Improvements	-	90,000	100,000	80,000	250,000	250,000	250,000	-	-	-	1,020,000
152	6200-16-2010	Barber Drive (east) Mountainview Road to Danby Road Bike	70,000	-	-	-	-	-	-	-	-	-	70,000
153	6200-22-0107	Bridge Rehab Study Update	75,000	-	75,000	-	75,000	-	75,000	-	75,000	-	375,000
154	6100-05-2001	Centrac's Advanced Transportation Management System	70,000	-	-	-	-	-	-	-	-	-	70,000
155	6100-22-1802	Class EAs for Master Plan Projects	-	400,000	400,000	-	-	-	-	400,000	400,000	-	1,600,000

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Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
156	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	-	2,275,000	-	2,450,000	-	1,500,000	-	2,000,000	-	-	8,225,000
157	6200-16-2201	Confederation St. Main to Urban Boundary	-	-	-	-	-	-	486,000	3,240,000	-	-	3,726,000
158	6200-16-1802	Danby & Barber Roundabout Apron Construction	-	938,000	-	-	-	-	-	-	-	-	938,000
159	6200-16-1813	Eighth Line - Steeles to Maple EA	300,000	-	-	-	-	-	-	-	-	-	300,000
160	6200-16-1904	Eighth Line - Steeles to North of 15 SdRd Reconstruction	-	-	-	-	2,386,000	-	5,187,500	5,187,500	-	-	12,761,000
161	6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	-	-	144,000	-	-	960,000	1,104,000
162	6500-06-0102	Equipment Replacement	972,500	958,500	905,500	1,001,000	1,749,500	1,110,000	568,500	656,000	1,046,000	992,000	9,959,500
163	6200-16-2009	Fairy Lake Dam Retaining Wall Reconstruction	200,000	-	-	-	-	-	-	-	-	-	200,000
164	6100-16-0101	Future Transit Infrastructure Installations	-	-	-	-	100,000	25,000	25,000	25,000	100,000	25,000	300,000
165	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	350,000	-	-	-	-	-	-	-	-	-	350,000
166	6200-27-0101	Glen Lawson Improvements	-	350,000	1,500,000	-	-	-	-	-	-	-	1,850,000
167	6200-16-2004	Guelph St & Mountainview - Nourthbound/Southbound Turn Lane Improvements	-	-	-	1,500,000	6,000,000	-	-	-	-	-	7,500,000
168	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	150,000	750,000	-	-	-	-	-	-	-	-	900,000
169	6200-20-1901	Harold Street Stormwater Improvements	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
170	6100-17-1801	Infill Sidewalk Connections (Various Locations)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
171	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	125,000	-	-	-	-	-	-	-	-	-	125,000
172	6100-28-0107	LED Traffic Signal Replacements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
173	6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Extension	-	150,000	-	-	-	-	-	-	-	-	150,000
174	6100-21-1801	Longfield Subdivision Street Light Replacement	125,000	-	-	-	-	-	-	-	-	-	125,000
175	6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit Reconstruction	650,000	-	2,600,000	-	-	-	-	-	-	-	3,250,000
176	6200-22-1801	Main St N Bridge CNR Construction	3,292,000	-	-	-	-	-	-	-	-	-	3,292,000
177	6100-28-1808	Mand. AODA Access. Traff Sgnl	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
178	6100-28-1802	Mandated Rail Crossing Upgrades	200,000	-	-	-	-	-	-	-	-	-	200,000
179	6200-16-1808	Maple & Main St. S/Guelph & Maple Turn Lane Construction	500,000	-	-	-	-	-	-	-	-	-	500,000
180	6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	50,000	100,000	-	-	-	-	-	-	-	-	150,000
181	6810-10-2001	Marketing and Branding Campaign - Transit	100,000	-	-	-	-	-	-	-	-	-	100,000
182	6500-03-2001	Material Storage Facility	-	-	-	300,000	-	-	-	-	-	-	300,000
183	6200-16-1901	McNabb St - King to CNR Improvements	-	650,000	-	-	-	-	-	-	-	-	650,000
184	6100-28-1807	Mill St Neighbourhood Improvements	100,000	-	-	-	-	-	-	-	-	-	100,000
185	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000
186	6810-25-1601	New ActiVan Vehicles	-	-	-	600,000	200,000	-	-	1,600,000	200,000	-	2,600,000
187	6500-06-1701	New Equipment	235,000	225,000	260,000	520,000	90,000	155,000	460,000	-	-	-	1,945,000
188	6200-16-2105	Ontario Street	-	500,000	2,500,000	-	-	-	-	-	-	-	3,000,000
189	6100-28-0101	Opticom Replacement Program	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
190	6200-16-0104	Pavement Management	1,606,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	19,211,000
191	6100-28-1703	Pedestrian Crossings (Various Locations)	90,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,575,000
192	6200-16-1803	Prince St. Improvements	-	600,000	-	-	-	-	-	-	-	-	600,000
193	6200-22-1702	Pvmt Mgmt Study - 5 YR Cycle	-	-	55,000	-	-	-	-	55,000	-	-	110,000
194	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
195	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
196	6210-22-2101	Site Alteration By-Law Update (per MOECC)	-	75,000	-	-	-	-	-	-	-	-	75,000
197	6100-16-2106	Steeles Ave Corridor transit Infrastructure	-	100,000	-	-	-	-	-	-	-	-	100,000
198	6100-20-2201	Storm Sewer Condition Assessments	-	-	250,000	250,000	250,000	250,000	250,000	-	-	-	1,250,000
199	6200-20-1701	Stormwater Facility Rehabilitation Assessment Program	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
200	6200-22-1901	Stormwater Master Plan	150,000	-	-	-	-	-	-	-	-	-	150,000
201	6100-20-1801	Stormwater Strategy	-	-	-	150,000	-	-	-	-	-	-	150,000
202	6100-21-0107	Streetlight & Pole Replacement Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
203	6100-21-1802	Streetlight Pole Transformer Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
204	6000-22-2001	Support for the Affordable Housing Working Group	25,000	-	-	-	-	-	-	-	-	-	25,000
205	6200-16-2702	Tenth Line Steeles South	-	-	-	-	-	-	132,000	-	-	880,000	1,012,000
206	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	-	900,000	-	-	-	-	-	-	-	-	900,000
207	6200-16-1601	Todd Road Reconstruction	-	400,000	2,565,000	-	-	-	-	-	-	-	2,965,000
208	6500-28-1002	Traff Cntrl Signals Replace	120,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	930,000
209	6200-22-0020	Traff Signal Legal Draw Update	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
210	6100-28-1516	Traffic Calming (Various Locations)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000

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Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
211	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
212	6500-28-1701	Traffic Signal - 8th Line & Miller Drive	-	-	280,000	-	-	-	-	-	-	-	280,000
213	6500-28-1801	Traffic Signal - Eighth Line to Argyll Rd	-	-	-	250,000	-	-	-	-	-	-	250,000
214	6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	280,000	-	-	-	-	-	-	-	-	280,000
215	6100-28-2101	Traffic Signal Installation (Eighth Line and Danby Road)	-	-	280,000	-	-	-	-	-	-	-	280,000
216	6810-22-2001	Transit Facility Feasibility Study & Implementation	-	200,000	1,800,000	10,000,000	-	-	-	-	-	-	12,000,000
217	6810-04-2101	Transit Hardware/Software Purchase/Support	-	20,000	-	350,000	-	-	-	-	-	-	370,000
218	6100-22-0102	Transportation Master Plan Update	-	250,000	-	-	-	-	250,000	-	-	-	500,000
219	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
220	6500-03-1704	Truck Wash Facility	-	-	-	625,000	-	-	-	-	-	-	625,000
221	6100-22-1805	Trucking Strategy Implementation Phase 1	250,000	250,000	-	-	-	-	-	-	-	-	500,000
222	6200-27-1011	Tweedle Street Improvements	-	-	150,000	-	-	-	-	-	-	-	150,000
Transportation & Public Works Total			15,300,600	15,773,900	19,246,600	23,627,100	19,601,600	28,446,100	17,684,100	18,334,600	18,452,100	6,288,100	182,754,800
Planning & Development													
223	7100-22-1502	Glen Williams Sec Plan Review	-	-	-	-	55,000	-	-	-	-	-	55,000
224	7100-22-2302	GO Station Secondary Plan Review	-	150,000	-	-	-	-	-	-	-	-	150,000
225	7100-27-0102	Norval Secondary Plan Review	-	-	-	-	-	-	-	-	-	55,000	55,000
226	7000-22-0001	Official Plan Review	-	200,000	-	-	-	200,000	-	-	-	-	400,000
227	7100-22-2303	Post 2031 Secondary Plans	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-	4,500,000
228	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	600,000	-	-	-	-	-	-	-	-	-	600,000
229	7100-22-1801	Southeast Georgetown Planning Study	300,000	-	-	-	-	-	-	-	-	-	300,000
230	7300-22-2201	Stewarttown Planning Study Update	-	-	-	-	-	-	55,000	-	-	-	55,000
231	7100-22-2001	Zoning By-Law Update	-	-	154,000	-	-	-	-	154,000	-	-	308,000
Planning & Development Total			900,000	350,000	154,000	-	55,000	200,000	1,555,000	1,654,000	1,500,000	55,000	6,423,000
Recreation & Parks													
232	8211-02-2001	AA Upper Level Window Replace	50,000	-	-	-	-	-	-	-	-	-	50,000
233	8211-02-2401	ACC Exterior Window and Door Sealant	-	-	-	-	15,000	-	-	-	-	-	15,000
234	8211-02-2601	ACC Roof Coverings	-	-	-	-	-	-	25,000	-	-	-	25,000
235	8213-06-2101	Acton Arena CC Hall Water Softener Replace	-	-	10,000	-	-	-	-	-	-	-	10,000
236	8211-02-2101	Acton Arena Concession Cabinetry	-	15,000	-	-	-	-	-	-	-	-	15,000
237	8211-02-2204	Acton Arena Dehumidification Unit	-	-	-	150,000	-	-	-	-	-	-	150,000
238	8211-02-1902	Acton Arena Emergency Light Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
239	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
240	8211-02-2206	Acton Arena Exterior Lighting Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
241	8211-02-2207	Acton Arena Fire Alarm Control Panel	-	11,000	-	-	-	-	-	-	-	-	11,000
242	8211-02-2201	Acton Arena Flat Roof	240,000	-	-	-	-	-	-	-	-	-	240,000
243	8211-02-1706	Acton Arena HVAC Replacement	-	-	200,000	-	-	-	-	-	-	-	200,000
244	8211-02-2205	Acton Arena Interior Lighting	-	11,000	-	-	-	-	-	-	-	-	11,000
245	8211-06-2101	Acton Arena Lobby A/C Installation	-	-	35,000	-	-	-	-	-	-	-	35,000
246	8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	-	-	20,000	-	20,000
247	8211-02-2202	Acton Arena MUA Unit	-	-	200,000	-	-	-	-	-	-	-	200,000
248	8211-02-1703	Acton Arena Paint Steel Beams/Columns (Townesley)	55,000	-	-	-	-	-	-	-	-	-	55,000
249	8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	-	-	15,000	-	-	-	-	15,000
250	8211-02-1801	Acton Arena Roof Replacement	-	200,000	-	-	-	-	-	-	-	-	200,000
251	8211-02-2203	Acton Arena RTU	-	-	-	40,000	-	-	-	-	-	-	40,000
252	8211-02-2209	Acton Arena Security System CCTV	-	-	-	11,000	-	-	-	-	-	-	11,000
253	8211-02-2002	Acton Arena Skate Tile Repl Ph2	70,000	-	-	-	-	-	-	-	-	-	70,000
254	8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	-	-	18,000	-	18,000
255	8200-10-1701	Acton Youth Centre Construction	736,500	-	-	-	-	-	-	-	-	-	736,500
256	8230-02-2001	AIP Electric Panel Upgrades	15,000	-	-	-	-	-	-	-	-	-	15,000
257	8230-06-1701	AIP Mechanical Upgrades	-	-	-	-	16,000	-	-	-	-	-	16,000
258	8230-02-1501	AIP Refinish Interior Wood	-	11,000	-	-	-	-	-	-	-	-	11,000
259	8230-06-2001	AIP Replace Pool Filter	-	35,000	-	-	-	-	-	-	-	-	35,000
260	8230-02-2101	AIP RTU1	-	36,000	-	-	-	-	-	-	-	-	36,000
261	8230-02-2602	AIP Sink Replacements	-	-	-	-	-	-	10,000	-	-	-	10,000

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Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
262	8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	-	-	15,000	-	-	-	15,000
263	8200-25-0101	Arena Ice Resurfacer	-	115,000	-	115,000	-	115,000	-	115,000	-	115,000	575,000
264	8240-22-1501	Arts, Cultural Centre Strategic Plan	-	-	-	25,000	-	-	-	-	-	-	25,000
265	8220-02-1801	Cedarvale Community Centre Revitalization	322,000	-	-	-	-	-	-	-	-	-	322,000
266	8412-02-1801	Cedarvale Cottage Exterior Repairs	20,000	-	-	-	-	-	-	-	-	-	20,000
267	8500-11-1501	Cedarvale Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
268	8500-11-0103	Cemetery Revitalization & Renewal	15,000	90,000	90,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	985,000
269	8500-11-1806	Centralized Irrigation Control	-	60,000	-	-	-	-	-	-	-	-	60,000
270	8500-11-2108	Centralized Sportsfield Lighting Control	-	30,000	-	-	-	-	-	-	-	-	30,000
271	8500-11-1803	Community Courtyard & Marquee Gtwn Library Branch	150,000	-	-	-	-	-	-	-	-	-	150,000
272	8510-10-2001	Community Partnership - Beach Volleyball	-	110,000	-	-	-	-	-	-	-	-	110,000
273	8510-10-0101	Community Partnership - Trafalgar Sports Park Leash Free Park	300,000	-	-	-	-	-	-	-	-	-	300,000
274	8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	-	-	40,000	-	40,000
275	8240-02-2002	Cultural Centre Stage Floor Replacement	20,000	-	-	-	-	-	-	-	-	-	20,000
276	8240-06-1701	Cultural Centre Theatre Curtain Replacement	-	-	20,000	-	-	-	-	-	-	-	20,000
277	8200-14-1801	Digital Marquee Inserts for ACC & GCC	95,000	-	-	-	-	-	-	-	-	-	95,000
278	8500-11-2110	Dominion Gardens Park Master Plan Implementation PH3	-	660,000	-	-	-	-	-	-	-	-	660,000
279	8500-11-2404	Dominion Gardens Splash Pad Revitalization	270,000	-	-	-	-	-	-	-	-	-	270,000
280	8500-11-0107	Electrical Updates	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
281	8200-06-1601	Facility Boom Lift	-	-	-	80,000	-	-	-	-	-	-	80,000
282	8200-22-1301	Facility Space Provision Study	-	-	-	165,000	-	-	-	-	-	-	165,000
283	8200-02-0101	Facility Structural Repairs	80,000	-	-	-	-	-	-	-	-	-	80,000
284	8500-11-1701	Fairgrounds Park Master Plan Implementation	-	-	200,000	-	-	-	-	-	-	-	200,000
285	8500-11-1603	Fairy Lake Water Quality Implementing	-	-	132,000	-	-	-	-	-	-	-	132,000
286	8500-10-2001	Fairy Lake Water Quality Monitoring	50,000	-	-	-	-	-	-	-	-	-	50,000
287	8261-06-1801	GCC Chem Controller	30,000	-	-	-	-	-	-	-	-	-	30,000
288	8221-02-1501	GCC Exterior Painting	25,000	-	-	-	-	-	-	-	-	-	25,000
289	8261-02-1901	GCC Exterior Window/Door Sealant	30,000	-	-	-	-	-	-	-	-	-	30,000
290	8261-12-1701	GCC Parking Lot Resurfacing	-	400,000	-	-	-	-	-	-	-	-	400,000
291	8261-03-2001	GCC Phase 2 Construction	-	25,000,000	-	-	-	-	-	-	-	-	25,000,000
292	8261-02-2501	GCC Pool Filters	-	-	-	-	-	15,000	-	-	-	-	15,000
293	8221-06-1601	GCC Replace Closed Circuit Camera System	-	21,000	-	-	-	-	-	-	-	-	21,000
294	8261-02-2502	GCC Replace Exhaust Fans	-	-	-	-	-	20,000	-	-	-	-	20,000
295	8221-06-1502	GCC Replace Fire Alarm System	-	-	19,000	-	-	-	-	-	-	-	19,000
296	8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	-	-	55,000	-	55,000
297	8221-02-1701	GCC Roof Maintenance	25,000	-	-	-	-	25,000	-	-	-	-	50,000
298	8261-02-1403	GCC RTU's	-	-	-	-	-	70,000	-	-	-	-	70,000
299	8304-11-2001	GCC Tennis Court Resurfacing	100,000	-	-	-	-	-	-	-	125,000	-	225,000
300	8261-02-1402	GCC Unit Heaters	-	-	-	-	6,000	-	-	-	-	-	6,000
301	8261-06-2001	Gellert Dry-o-Tron Condenser Replacement	50,000	-	-	-	-	-	-	-	-	-	50,000
302	8500-11-2005	Gellert Park Expansion	-	-	-	6,000,000	-	-	-	-	-	-	6,000,000
303	8500-11-2204	Gellert Splash Pad Resurfacing	-	-	90,000	-	-	-	-	-	-	-	90,000
304	8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	-	400,000	-	400,000
305	8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
306	8231-06-1701	GIP Equipment Replacement	-	-	24,000	-	-	-	-	-	-	-	24,000
307	8231-06-1602	GIP Filter Replacement	-	-	72,000	-	-	-	-	-	-	-	72,000
308	8231-02-2103	GIP Floor Replacements	-	-	-	-	-	-	15,000	-	-	-	15,000
309	8231-02-1801	GIP Floor Tiling	-	-	84,000	-	-	-	-	-	-	-	84,000
310	8231-02-1501	GIP Partition Replacement	-	-	20,000	-	-	-	-	-	-	-	20,000
311	8231-02-2101	GIP Replace Main Electrical	-	-	22,000	-	-	-	-	-	-	-	22,000
312	8231-02-2102	GIP Roof Replacement	-	-	-	-	-	20,000	-	-	-	-	20,000
313	8231-02-2601	GIP Sink Replacements	-	-	-	-	-	-	10,000	-	-	-	10,000
314	8500-11-2101	Glen Williams Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
315	8500-11-1805	Halton Hills Drive Park	-	414,000	-	-	-	-	-	-	-	-	414,000
316	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	105,000

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
317	8500-11-2006	Hornby Park Revitalization	-	-	300,000	-	-	-	-	-	-	-	300,000
318	8500-24-1901	Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	265,000	-	-	-	-	-	-	-	-	-	265,000
319	8500-24-2001	Hungry Hollow Trails Ph 4 Noble Court Link	-	125,000	-	-	-	-	-	-	-	-	125,000
320	8500-11-0105	Irrigation System Replacement	130,000	45,000	-	45,000	-	45,000	-	45,000	-	45,000	355,000
321	8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	-	450,000	-	-	-	-	-	-	-	450,000
322	8500-11-2112	Lindsey Court Park	-	-	225,000	-	-	-	-	-	-	-	225,000
323	8500-11-2113	Mill Street Parkette	-	100,000	-	-	-	-	-	-	-	-	100,000
324	8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	-	35,000	-	35,000	-	-	-	-	-	70,000
325	8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
326	8251-02-2203	MMSP Alcott Skate Tile Replacement	70,000	-	-	-	-	-	-	-	300,000	-	370,000
327	8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
328	8251-02-2201	MMSP Ceiling Refurbishment	-	-	35,000	-	-	-	-	-	-	-	35,000
329	8251-22-1501	MMSP Computerized Energy Audit	-	-	50,000	-	-	-	-	-	-	-	50,000
330	8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	-	-	15,000	-	15,000
331	8251-02-2202	MMSP Exterior Door Replacement	-	-	-	-	13,000	-	-	-	-	-	13,000
332	8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	-	-	500,000	-	-	-	500,000
333	8251-02-1802	MMSP Low E Ceiling	75,000	-	-	-	60,000	-	-	-	-	-	135,000
334	8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	-	-	300,000	-	-	300,000
335	8251-02-1801	MMSP Paint Fernbrook Pad	40,000	-	-	-	-	-	-	-	-	-	40,000
336	8251-02-2204	MMSP Replace Air Distribution Systems	-	-	100,000	-	-	-	-	-	-	-	100,000
337	8251-06-1901	MMSP Replace Dehumidifiers	200,000	-	-	-	-	-	-	-	-	-	200,000
338	8251-02-2205	MMSP Replace Detection Devices	-	-	-	-	65,000	-	-	-	-	-	65,000
339	8251-02-2206	MMSP Replace Electrical Equipment	-	-	-	-	60,000	-	-	-	-	-	60,000
340	8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	-	250,000	-	-	-	-	-	-	-	250,000
341	8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	-	-	60,000	-	60,000
342	8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	-	18,000	-	18,000
343	8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	-	-	70,000	-	-	-	-	-	70,000
344	8251-02-2211	MMSP Replace Heating Generating Systems	-	-	85,000	-	-	-	-	-	-	-	85,000
345	8251-02-2213	MMSP Replace MUA	-	-	120,000	-	-	-	-	-	-	-	120,000
346	8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	-	-	30,000	-	30,000
347	8251-02-2214	MMSP Replace Power Distribution	-	-	-	-	300,000	-	-	-	-	-	300,000
348	8251-02-2215	MMSP Replace Pull Stations	-	-	-	-	25,000	-	-	-	-	-	25,000
349	8251-02-2216	MMSP Replace RTU's	-	-	120,000	-	-	-	-	-	-	-	120,000
350	8251-02-2217	MMSP Replace Signal Devices	-	-	-	-	50,000	-	-	-	-	-	50,000
351	8251-02-2218	MMSP Replace Sprinkler System	-	-	-	-	100,000	-	-	-	-	-	100,000
352	8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	-	-	75,000	-	-	-	-	-	75,000
353	8251-02-2220	MMSP Replace Storm Drainage System	-	-	-	-	300,000	-	-	-	-	-	300,000
354	8251-02-2221	MMSP Replacement Sanitary Waste	-	-	-	-	300,000	-	-	-	-	-	300,000
355	8500-11-1504	MMSP Skatepark Revitalization & Renewal	-	600,000	-	-	-	-	-	-	-	-	600,000
356	8251-02-2003	MMSP Stair Railings Refurbish	50,000	-	-	-	-	-	-	-	-	-	50,000
357	8251-02-1603	MMSP Structural Steel Painting	-	38,000	-	-	-	-	-	-	-	-	38,000
358	8500-11-2102	Multi Purpose Courts	-	-	-	-	185,000	-	-	-	-	-	185,000
359	8500-11-1703	Neighbourhood Level Skate Features	-	78,000	70,000	-	-	-	-	-	-	-	148,000
360	8421-12-2101	Norval CC Parking Lot	-	10,000	-	-	-	-	-	-	-	-	10,000
361	8421-02-2601	Norval CC Replace Electrical Panels	-	-	-	-	-	-	11,000	-	-	-	11,000
362	8421-02-2101	Norval CC Replace Exterior Wall Cladding	-	40,000	-	-	-	-	-	-	-	-	40,000
363	8421-02-2102	Norval CC Replace Flooring	-	15,000	-	-	-	-	-	-	-	-	15,000
364	8500-22-1801	Norval Park Master Plan Implementation	-	-	171,000	-	-	-	-	-	-	-	171,000
365	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
366	8500-11-2002	Open Space Management	-	20,000	-	-	-	-	-	-	-	-	20,000
367	8500-12-0101	Park Parking Lot Surfacing	75,000	250,000	-	-	250,000	-	-	-	-	-	575,000
368	8500-24-0111	Park Pathway Lighting Replacement	-	150,000	160,000	160,000	150,000	-	-	-	-	-	620,000
369	8500-11-1912	Park Pathway Revitalization & Renewal	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
370	8500-11-0106	Park Pavilion Repairs	-	-	75,000	-	-	-	-	-	-	-	75,000
371	8500-11-2107	Park Pylon Sign	-	-	70,000	-	-	-	-	-	-	-	70,000

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
372	8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
373	8500-11-0102	Parks Revitalization & Renewal	145,000	140,000	140,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	1,565,000
374	8500-11-1911	Pedestrian Bridge Replacement	-	75,000	-	-	-	-	-	-	-	-	75,000
375	8500-13-0106	Play Equipment Replacement	300,000	110,000	110,000	110,000	120,000	130,000	140,000	140,000	140,000	140,000	1,440,000
376	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
377	8500-06-2001	Portable Water Dispenser	-	-	50,000	-	-	-	-	-	-	-	50,000
378	8500-08-2001	Property Acquisition Parks & Open Spaces	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
379	8310-02-2201	Prospect Boat House Main Electrical Services	-	-	11,000	-	-	-	-	-	-	-	11,000
380	8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
381	8301-11-2001	Prospect Tennis Ct Resurfacing	-	-	70,000	-	-	-	-	-	-	90,000	160,000
382	8500-11-1606	Remembrance Park Mechanical Room Upgrades	-	-	-	-	75,000	-	-	-	-	-	75,000
383	8500-11-1807	Rennie St. Park Ph 2	-	210,000	-	-	-	-	-	-	-	-	210,000
384	8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	-	-	70,000	70,000
385	8500-19-0107	Sportsfield Lighting Replacement	100,000	265,200	450,000	-	-	450,000	-	-	-	-	1,265,200
386	8300-11-0104	Tennis Court Lighting Replacement	71,000	-	175,000	-	-	-	-	-	-	-	246,000
387	8500-11-2003	Tolton Lands Redevelopment	-	800,000	-	-	-	-	-	-	-	-	800,000
388	8500-11-1605	Tolton Park Design & Engineering	120,000	-	-	-	-	-	-	-	-	-	120,000
389	8400-02-2001	Town Hall Air Handling Unit	-	450,000	-	-	-	-	-	-	-	-	450,000
390	8400-02-1901	Town Hall Balancing HVAC System	-	-	-	-	-	10,000	-	-	-	-	10,000
391	8400-02-2002	Town Hall Building Automation System	110,000	-	-	-	-	-	-	-	-	-	110,000
392	8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	-	-	25,000	-	-	-	-	25,000
393	8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	-	-	300,000	-	-	300,000
394	8400-02-2201	Town Hall Domestic Water Main Replacement	-	-	25,000	-	-	-	-	-	-	-	25,000
395	8400-02-1904	Town Hall Dry Sprinkler System Install	135,000	-	-	-	-	-	-	-	-	-	135,000
396	8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	-	-	500,000	-	-	500,000
397	8400-02-2202	Town Hall Emergency Lighting Systems	-	-	50,000	-	-	-	-	-	-	-	50,000
398	8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	-	-	125,000	-	-	-	-	125,000
399	8400-02-2209	Town Hall Exit Light Fixtures	-	-	20,000	-	-	-	-	-	-	-	20,000
400	8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	-	-	13,000	-	-	-	-	13,000
401	8400-02-2505	Town Hall Exterior Wall and Soffit Lighting System	-	-	150,000	-	-	-	-	-	-	-	150,000
402	8400-02-2506	Town Hall Exterior Windows Replacement	-	-	-	-	-	-	-	70,000	-	-	70,000
403	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	-	30,000	-	-	-	-	-	-	-	30,000
404	8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	-	-	10,000	-	10,000
405	8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	-	-	150,000	-	-	150,000
406	8400-02-1703	Town Hall MUA Replacement	-	35,000	-	-	-	-	-	-	-	-	35,000
407	8400-12-1501	Town Hall Parking Lot Replacement	-	-	170,000	-	-	-	-	-	-	-	170,000
408	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	345,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	745,000
409	8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	-	-	15,000	-	-	15,000
410	8400-02-2005	Town Hall Renovations - Ph 1	-	500,000	-	-	-	-	-	-	-	-	500,000
411	8400-02-1801	Town Hall Replace Automatic Doors	-	40,000	-	-	-	-	-	-	-	-	40,000
412	8400-02-2205	Town Hall Replace Exterior Pole Mounted Lighting	-	-	70,000	-	-	-	-	-	-	-	70,000
413	8400-02-1902	Town Hall Replace HVAC Water Piping	-	10,000	-	-	-	-	-	-	-	-	10,000
414	8400-02-2206	Town Hall Replace/Upgrade Interior Lighting	-	-	100,000	-	-	-	-	-	-	-	100,000
415	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	-	-	55,000	-	-	-	-	-	-	-	55,000
416	8400-02-2208	Town Hall Security System	-	-	200,000	-	-	-	-	-	-	-	200,000
417	8400-02-2401	Town Hall Security System (CCTV)	-	110,000	-	-	-	-	-	-	-	-	110,000
418	8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	-	-	33,000	-	-	33,000
419	8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
420	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	50,000	714,000	-	-	-	-	-	-	-	-	764,000
421	8500-24-0102	Trails Revitalization & Renewal	-	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,170,000
422	8500-24-0110	Trails System	-	-	240,000	260,000	280,000	-	300,000	-	-	-	1,080,000
423	8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	-	4,575,000	4,575,000
424	8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	450,000	-	-	-	-	-	-	450,000
425	8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	420,000	-	-	-	-	-	420,000
426	8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	450,000	-	-	-	-	450,000

2020 Capital Budget & 2021 - 2029 Capital Forecast Summary

Line	Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
427	8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	270,000	-	-	-	-	-	-	270,000
428	8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	270,000	-	-	-	-	-	270,000
429	8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	225,000	-	-	-	-	225,000
430	8500-11-2702	Vision Georgetown Parks - Parkette (PK #6)	-	-	-	-	-	-	-	-	-	225,000	225,000
431	8500-11-2703	Vision Georgetown Parks - Parkette (PK #7)	-	-	-	-	-	-	-	-	-	200,000	200,000
432	8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	-	225,000	-	-	-	-	-	225,000
433	8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	225,000	-	225,000
434	8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Recreation & Parks Total			5,082,500	34,055,200	6,473,000	8,454,000	4,038,000	2,346,000	1,639,000	3,681,000	2,069,000	6,023,000	73,860,700
Grand Total			25,380,400	55,044,300	30,457,300	35,866,100	27,511,900	34,081,800	24,559,000	32,787,700	23,748,500	13,606,000	303,043,000

Future Projects for Consideration

Line	Department	Project Name	Gross Cost
Library Services			
1	Library Services	Circulation Workroom Realignment	177,600
2	Library Services	Vision Georgetown Library Branch	8,190,000
3	Library Services	Vision Georgetown Branch Opening Collection	600,000
4	Library Services	Lib Mats Collection Developmnt	25,000
Library Services Total			8,992,600
Transportation & Public Works			
5	Transportation & Public Works	Salt Storage Expansion	100,000
6	Transportation & Public Works	Somerville Road Lay-by Onstreet Parking	60,000
Transportation & Public Works Total			160,000
Recreation & Parks			
7	Recreation & Parks	Berton Blvd Park PH2	220,000
8	Recreation & Parks	Accessible Playground	275,000
9	Recreation & Parks	AIP Revitalization Design & Engineering	400,000
10	Recreation & Parks	AIP Revitalization Construction	5,088,000
11	Recreation & Parks	GIP Revitalization Design & Eng	400,000
12	Recreation & Parks	GIP Revitalization Construction	5,000,000
13	Recreation & Parks	TSP Action Sports Park	500,000
14	Recreation & Parks	Facility Space Provision	4,500,000
15	Recreation & Parks	Tennis Court New Facility	600,000
16	Recreation & Parks	Vision Georgetown Parks - Parkette (PK #4)	200,000
17	Recreation & Parks	Vision Georgetown Parks - Neighborhood Park (NP #4)	480,000
18	Recreation & Parks	Vision Georgetown - Community Centre	5,000,000
19	Recreation & Parks	Trafalgar Sports Park Phase 6b	14,360,000
20	Recreation & Parks	Vision Georgetown Parks - Neighborhood Park (NP #5)	450,000
21	Recreation & Parks	Vision Georgetown Parks - Parkette (PK #5)	405,000
Recreation & Parks Total			37,878,000
Grand Total			47,030,600

OFFICE OF THE CAO

Vision Statement:

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

Mission Statement:

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

November 2019



2020 BUSINESS PLAN



CAO-1

OFFICE OF THE CAO

DEPARTMENT OVERVIEW

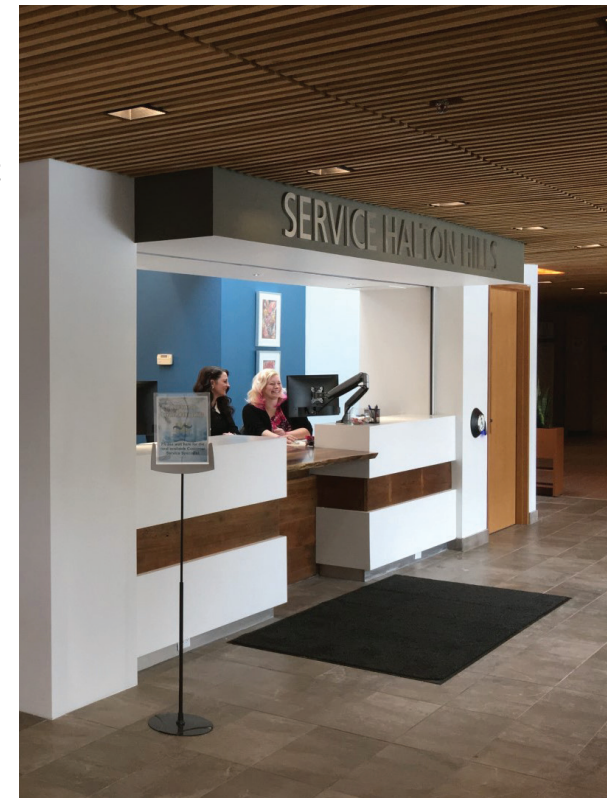
The Office of the CAO delivers a broad range of services and programs that ensure the efficient and effective delivery of Town business. The department is made up of three divisions: Clerks; Economic Development, Innovation and Culture; and Strategic Initiatives. These sections work collaboratively to 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 and effective 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.

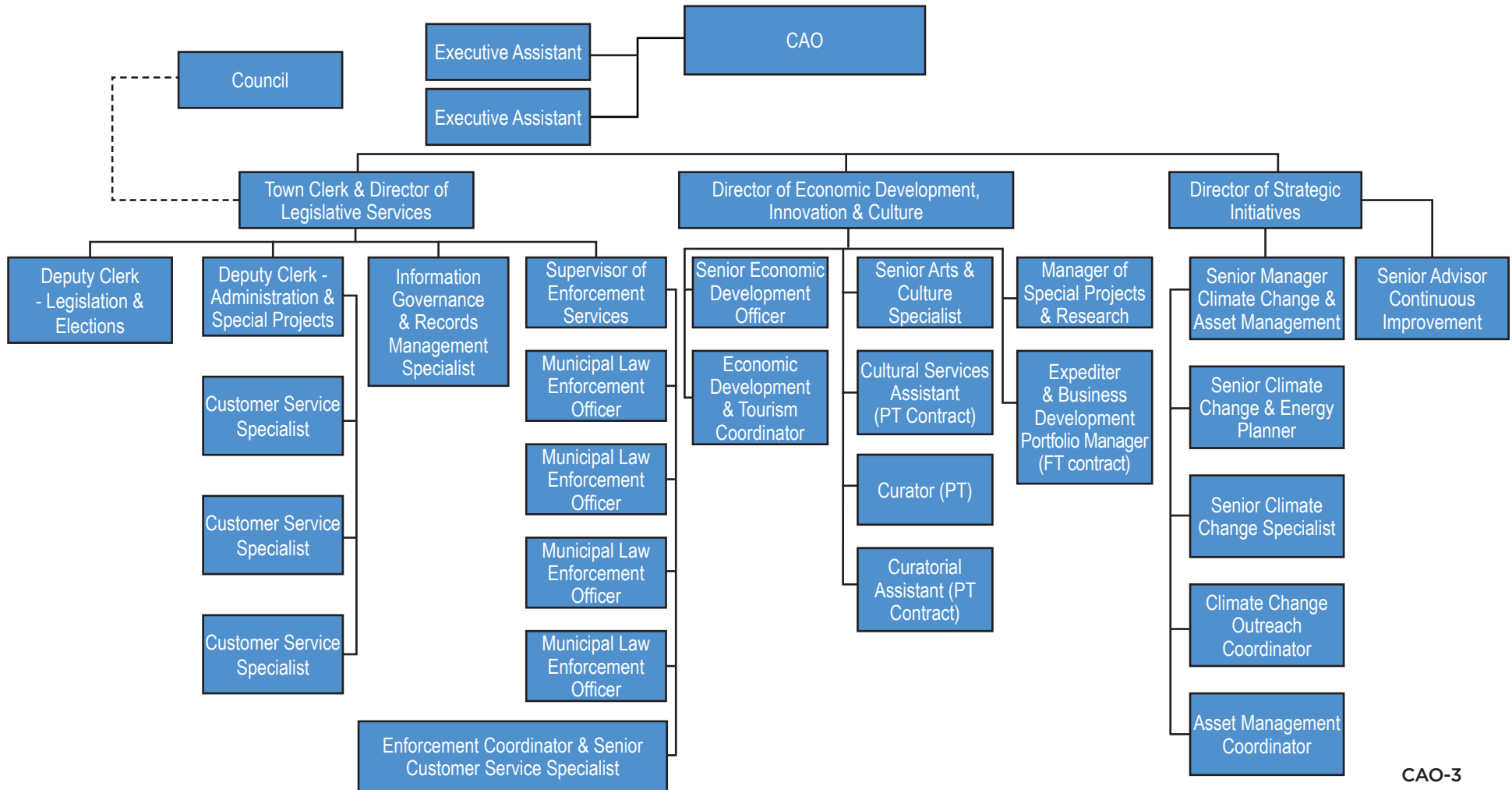
The **Economic Development, Innovation and Culture Division** combines and leverages the synergies between cultural services, tourism and economic development. The division delivers a broad range of services that support existing businesses and the cultural community, attract new investment, and foster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

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



OFFICE OF THE CAO

CURRENT ORG CHART Office of the CAO

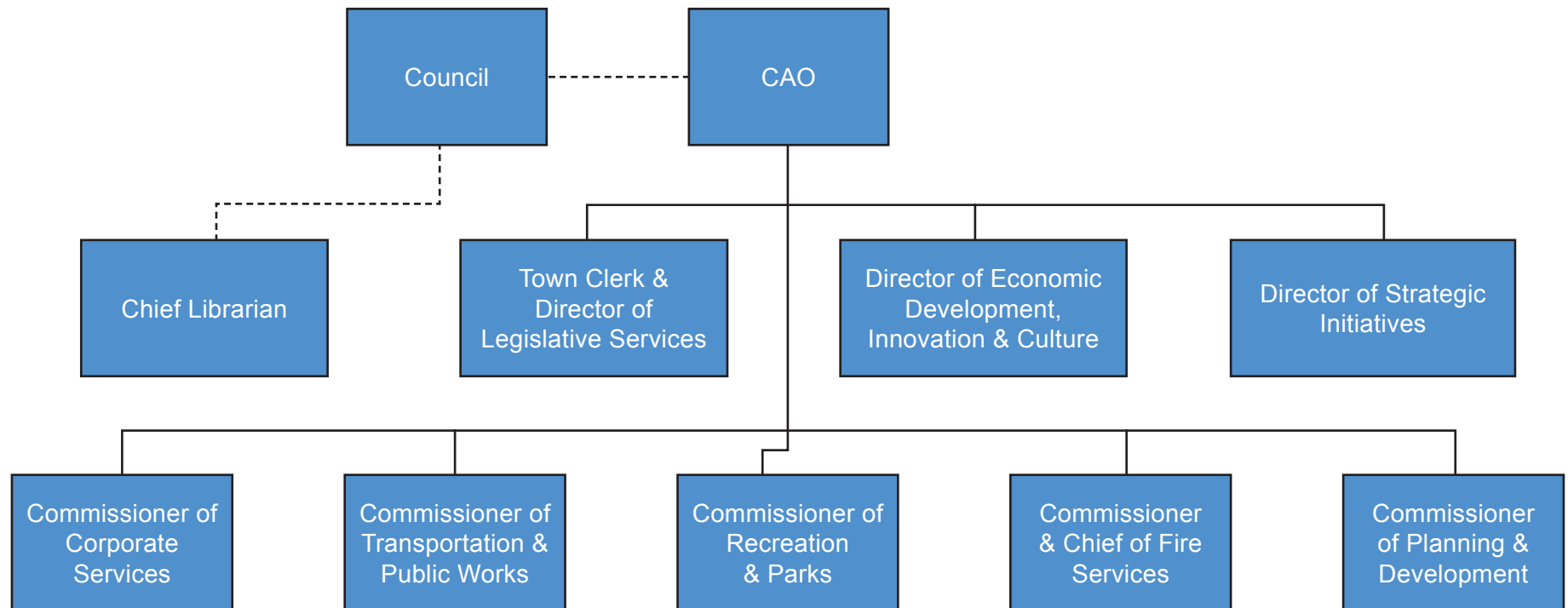


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OFFICE OF THE CAO



CURRENT ORG CHART Town of Halton Hills Structure



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▶ CAO CORE ACTIVITIES

The CAO's mandate is to provide the overall direction for the strategic, efficient and effective management of the organization. The CAO provides advice to the Mayor, Council and 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 Core Activities of the CAO

- Setting corporate culture, direction and priorities.
 - Managing the Town's business affairs to ensure financial stability.
 - Providing support to the Mayor and Council.
 - Directing the allocation and reallocation of resources to ensure the effective and efficient delivery of Council's priorities and municipal services.
 - Advocating for and protecting the Town's strategic interests through partnerships with regional, provincial, federal and international partners, boards and agencies.
- Leading strategic planning as an approach to effective and efficient decision-making, priority setting, resource allocation and performance measurement (Corporate Strategic Planning Framework).
 - Ensuring organizational effectiveness through the periodic review of the organizational structure.
 - Collaborating with Halton Hills Community Energy Corporation and affiliates to advance common strategic interests.
 - Monitoring and reporting 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.

The Core Activities of the Clerks Division

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

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Clerks Division

2019 ACCOMPLISHMENTS/SUCCESSIONS



- Ensured compliance with two key Acts - Municipal Act and the Conflict of Interest Act – which were amended by the Modernizing Ontario's Municipal Legislation Act (Bill 68). Accomplishments included the adoption of a Code of Conduct for members of Council; Code of Conduct for Local Boards & Committees, implementation and adoption of a Staff & Council Relations Policy and a Declarations of Interest registry, and contracting of an Integrity Commissioner's services.
- Completed process to advertise, interview and establish the new term of Town Advisory Committees.
- Completion of 2018 election administration as required under the Elections Act. This included receipt of candidate financial filings, destruction of election materials, and the establishment of the Joint Compliance Audit Committee.
- Revised process for property owners wishing to obtain a copy of their property survey (if a copy is on file at Town Hall). Property owners no longer need to go through the Freedom of Information (FOI) process, thereby expediting service delivery and reducing requests submitted through the FOI process.

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Clerks Division

2019 ACCOMPLISHMENTS/SUCCESSES **Continued**

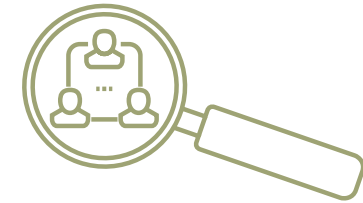


- Conducted enhanced training for corporate staff regarding staff obligations and responsibilities as required under the Municipal Freedom of Information and Protection of Privacy Act.
- Implemented new parking control software.
- Restructured dog licensing and portable signs requests program into electronic format allowing Service Halton Hills staff to administer these programs.
- Digitized the enforcement file workflow, allowing for real time updates on open files.
- Commenced streamlining of Sign Variance, Fence Variance requests and Noise Exemption requests, including the creation of online request forms.
- Updated the Town's website regarding parking boulevard provisions.
- Established a new Canine Control Services contract.
- Refined parking control services for more effective response to parking complaints.

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Clerks Division ENVIRONMENTAL SCAN



Challenges:	<ul style="list-style-type: none"> Increasing demands for enforcement action has led to a more reactive form of service, and lessened the ability to be proactive through education and promotion of the Town's legislated services and enforcement by-laws. High expectations around parking enforcement and canine control, i.e. 24/7 response. Rapid changes to provincial legislation without release of regulations has led to public confusion, e.g. legislation around cannabis sales and enforcement, and alcohol sales in public spaces. Increasing demands for more convenient on-line services
Opportunities:	<ul style="list-style-type: none"> Additional staffing within Enforcement Services will allow the supervisor of enforcement to focus on enhancing education and promotion of the Town's legislated services and enforcement by-laws. Expand on-line services to provide added convenience for Town residents. Through technology, deliver faster licence approvals. Improve convenience by adding services available through Service Halton Hills. Continue to ensure Council & Committee processes are conducted in an accountable and transparent manner through the renewal of the Town's procedural by-law. Ensure succession is well planned and implemented to provide for a seamless transfer of skills and knowledge. Work with counterparts in neighbouring municipalities to develop best practices and efficiencies.

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Clerks Division WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Streamline Business Licensing processes through updates to AMANDA	To provide for greater ease of access to process information from first enquiry to receipt of payment and issuance of licence.	Clerks Information Services	Enhanced and timely service delivery	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan
2 Issue parking permits for Town parking lots through Service Halton Hills.	To enhance one-stop-shopping options	Clerks	Enhanced and timely service delivery	<ul style="list-style-type: none"> Council's Strategic Plan
3 Expand eScribe capability by adding all advisory committees to the electronic agenda management system.	Allows for all agendas and minutes to be provided on-line in the same continuous and accessible format currently available for Standing Committees and Council documents.	Clerks	Transparent and accessible on-line service.	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan

OFFICE OF THE CAO

Clerks Division WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Update the Business Licensing By-law related to taxis and towing	Ensure that current best practices and required legislation are outlined in the Licensing By-law. Public engagement and consultation with other municipalities will assist with the updating of the taxi and towing schedules of the by-law.	Clerks Enforcement Services	Ensuring all required legislation, including accessibility requirements are outlined within the schedules.	<ul style="list-style-type: none"> Council's Strategic Plan
5 Support continuous improvement through training opportunities.	Training to be provided to staff in 2020; <ul style="list-style-type: none"> Use of eScribe Presenting at Council (use of audio/visual equipment and presentation protocol) 	Clerks Human Resources	Provide continuous improvement for staff	<ul style="list-style-type: none"> Council's Strategic Plan
6 Expand online services	Online services to include requests for enforcement action, purchase of dog tags, marriage licenses.	Clerks Information Services	Enhanced, streamlined service delivery	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan

OFFICE OF THE CAO



Clerks Division

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	Municipal Law Enforcement Officer will be responsible for enforcing the municipal by-laws and certain provincial statutes by responding to inquiries and complaints from the public, staff and other agencies related to health, safety and the well-being of the community.
Part Time	/	
Contract	/	

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Clerks Division (Through AMANDA) PERFORMANCE INDICATORS



OPERATIONAL	TARGET
More efficient processing of business licenses.	75% of licenses handled electronically
More efficient processing of dog licenses.	Reduce time by 40%
Increased efficiencies through digitization (e.g., digitized enforcement requests).	Reduce time by 20%



OFFICE OF THE CAO



Economic Development, Innovation & Culture

CORE ACTIVITIES

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

Economic Development & Tourism

- Provides support to the business community to foster a prosperous, creative and sustainable economy.
 - Delivers a comprehensive program to help existing business flourish while attracting new investment.
 - Leads a Business Concierge Program to streamline the identification, tracking and delivery of key strategic economic development opportunities.
- Attracts Foreign Direct Investment (FDI) by leveraging the Town's unique value proposition to attract investment and create local jobs.
 - Leads the development and implementation of key strategies, including the Economic Development and Tourism Strategy; and the Foreign Direct Investment Strategy.

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Economic Development, Innovation & Culture

CORE ACTIVITIES Continued

- Implements the Community Improvement Plan (CIP) and Manufacturing Expansion Fund programs.
 - Implements a tourism program to maximize economic benefits: managing the Tourism Committee; various marketing initiatives including visithaltonhills.ca and the Tourism Ambassador Program; engaging industry, and enhancing tourism opportunities.
 - Assists with priority projects such as affordable housing
- Engages and collaborates with business leaders and stakeholders, including the Chamber of Commerce, BIAs, Halton Region and Regional Tourism Organization 3 (RTO3).

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, Public Art Master Plan and Cultural Asset Tours.
- Develops and delivers cultural programming, including Culture Days celebrations and exhibits and programs at the Helson Gallery.
- Manages the Public Art Advisory Board, the Cultural Services Committee, the Arts and Culture Working Group, the Culture Days Committee and participates in the Regional Cultural Working Group.



OFFICE OF THE CAO



Economic Development, Innovation & Culture

2019 ACCOMPLISHMENTS/SUCCESSES



Economic Development & Tourism

- Advanced strategic economic development opportunities representing hundreds of local jobs, hundreds of thousands of square feet of new development and hundreds of millions in investment.
- Implemented the Community Improvement Plan (CIP). Since 2014, about \$325,000 in grants/loans has been approved. Since 2017, total private and Town investment as a result of the CIP program has exceeded \$1.2 million.
- Actively marketed the Premier Gateway to attract investment, assessment and jobs. Currently, there is approximately 5.5 million sq. ft. of development in the Gateway.
- Continued focus on the economic prosperity of Downtown Acton and Georgetown to reduce storefront vacancies, support job creation, encourage uptake of the CIP program and associated property improvements, and cross-promote events and opportunities.

OFFICE OF THE CAO



Economic Development, Innovation & Culture

2019 ACCOMPLISHMENTS/SUCCESSES Continued



- Began work on a new Economic Development and Tourism Strategy to provide a 5-year roadmap to grow and diversify the Halton Hills economy.
 - With grant funding, launched the development of the Town's first-ever Foreign Direct Investment Strategy to capture greater international investment and attract new jobs.
 - Developed a professional website to showcase Halton Hills as a prime investment destination.
 - Strengthened business partnerships through a scheduled and robust e-newsletter
- Researched and launched a comprehensive Business Concierge Program to ensure that Halton Hills is a prime destination for investment and is 'open for business'.
 - Formed a new Tourism Advisory Committee to share best practices and maximize the economic benefits of tourism.
 - Assisted the Heritage Halton Hills Committee in reviewing and processing heritage matters, including hosting an Orientation and Priority Setting session.

OFFICE OF THE CAO



Economic Development, Innovation & Culture

2019 ACCOMPLISHMENTS/SUCCESSES **Continued**



Cultural Services

- Launched a series of self-guided 'Cultural Asset Tours' to showcase Halton Hills' rich arts and cultural assets.
 - Issued the Town's first-ever RFP for a public art project, generating a considerable response with 29 submissions and the selection of the Town's first-ever public art project.
 - 'Sold out' the Town's first Tourism Partnership Workshop to begin development of tourism packages and maximize economic benefits.
- Increased Culture Days activities by 31% compared to 2018 with 80+ activities and 2700 participants.
 - Established the Town's first Arts and Culture Working Group to advance local arts and cultural priorities, and to actively support community arts and cultural organizations, and local artists.

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Economic Development, Innovation & Culture ENVIRONMENTAL SCAN



Challenges:

- Outdated Economic Development (2012) and Tourism (2014) strategies which no longer accurately capture the Town's priorities and market trends.
- Lack of an adequate supply of shovel-ready employment lands to accommodate new business investments, expansions and relocations.
- Competition from nearby municipalities.
- Lack of local overnight accommodation which limits tourism spending.
- Uncertainty surrounding the implementation of international trade agreements.
- Absence of a local post-secondary school and/or business/trades school.
- Limited operating hours for Helson Gallery are not in sync with Library opening hours. Operation of the Helson Gallery relies on volunteers.
- Need to formalize pre-existing contract and part-time resources to continue delivery of core business activities.

OFFICE OF THE CAO



Economic Development, Innovation & Culture

ENVIRONMENTAL SCAN **Continued**



Opportunities:

- Comprehensive economic development work plan.
- Halton Hills' strategic location in the GTA, with prime access to international markets.
- Elevated profile of culture as a driver of investment decisions.
- Growth of tourism as a new opportunity to facilitate additional economic development.
- Widespread awareness and strong uptake of the Town's Community Improvement (CIP) program.
- Continued robust demand for industrial and commercial development in the Premier Gateway.
- Launch of the Business Concierge Program to ensure that Halton Hills is seen as a prime location for investment.
- Advancement of the Transit Service Strategy, Phase 1B Secondary Plan and the Vision Georgetown Secondary Plan which will support additional investment.
- Strong partnerships and collaboration with key community partners, including the Acton BIA, Georgetown BIA, Chamber of Commerce, Halton Region and local industry.
- Expanding awareness of the Helson Gallery's exhibitions and programs, including international exhibitions, support of local artists and a growing school program.
- Undertaking of a new Economic Development and Tourism Strategy, and FDI Strategy to provide a comprehensive road map to ensure Halton Hills' economic prosperity.
- Anticipated addition of e-services to the Town's website and the related benefits to the business community.
- Incorporation of policies related to culture in the Official Plan.

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Economic Development, Innovation & Culture WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Implement and update the Community Improvement Plan (CIP)	Conduct a comprehensive review and update of the CIP program to maintain its currency and address current priorities and new areas of interest. (e.g. affordable housing, accessibility, brownfields, heritage, agriculture, and the broader application of the program throughout Halton Hills).	Economic Development	<ul style="list-style-type: none"> - Enhanced properties - Flow of additional investment - Redevelopment of vacant brownfield sites - Uptake of vacant commercial buildings - Expanded program access 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan
2 Update the Economic Development & Tourism Strategy	The new strategy will reflect current market conditions, strategic priorities and lead to local job growth, investment and diversification.	Economic Development Tourism	<ul style="list-style-type: none"> - Greater economic benefits - More balanced residential vs. non-residential assessment ratio - Maximized benefits of tourism - Maximized benefits of culture and quality of life - Expanded focus on innovative solutions and best practices 	<ul style="list-style-type: none"> • Council's Strategic Plan • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Services Delivery

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Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Complete and Implement the Foreign Direct Investment (FDI) Strategy	<p>The FDI Strategy will position Halton Hills as a prime destination for investment. The strategy will also support the growth of existing businesses by facilitating new market access, business-to-business partnerships, and job growth.</p> <p>Starting in 2020, the focus will be on the strategy's implementation.</p>	Economic Development	<ul style="list-style-type: none"> - Economic competitiveness - Economic diversification - Greater investment flow - Local jobs growth - Balanced assessment ratio 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Services Delivery

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OFFICE OF THE CAO



Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Business Concierge	<p>Implement the Business Concierge Program, to attract investments, grow the economy and create local jobs.</p> <p>The program will mobilize resources to assist with business-related processes and resolve issues rapidly.</p>	Economic Development Communications	<ul style="list-style-type: none"> - Assessment and job growth - More efficient approach to business attraction and development review - Lower cost of doing business in Halton Hills - Leveraging of technology through the expansion of e-services - Enhanced cross-departmental collaboration - Improved customer experience - Thorough understanding of business needs and challenges 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • FDI Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Services Delivery

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OFFICE OF THE CAO



Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Business Retention and Expansion (BR&E) Program	Develop and launch a BR&E Program to support the retention of existing businesses in Halton Hills as well as their expansion, including support programs and incentives.	Economic Development	<ul style="list-style-type: none"> - Retention of existing businesses and associated jobs - Expansion of businesses - Local job growth - Assessment growth - Regular communication and engagement with the business community - Rapid issue identification and resolution 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • FDI Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Services Delivery
6 Assist with the Affordable Housing program	Project manage/ coordinate corporate priority projects	Special Projects and Research (in collaboration with Transportation and Public Works)	<ul style="list-style-type: none"> - Support of Affordable Housing Working Group (AHWG) - Coordination (with TPW) of Town affordable housing initiatives 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Core Services Delivery

OFFICE OF THE CAO



Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Maximize Benefits of Tourism Sector	<p>Continue to leverage tourism for economic development. Priorities for 2020 include:</p> <ul style="list-style-type: none"> • implementation of a Tourism Ambassador Program to market, support and collect tourism data for key festivals and events. • re-develop the visithaltonhills.ca website to improve user experience (e.g. tourism itineraries). • support the Tourism Advisory Committee • host an annual 'Tourism Industry Workshop'. • expand tourism marketing • collect, analyze and publish local tourism data. • partner with stakeholders to promote tourism opportunities 	Tourism Communications	<ul style="list-style-type: none"> - Maximize economic benefits from tourism - Increase in same-day tourism spending - Growth in the local tourism industry, including jobs - Raised profile of Halton Hills 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Services Delivery

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Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8 Collaborate with the Acton and Georgetown BIAs	Continue to collaborate with the BIAs to fast-track economic development and investment opportunities.	Economic Development Tourism Cultural Services	<ul style="list-style-type: none"> - Downtown vibrancy - Local job creation - Occupancy of vacant properties 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Cultural Master Plan • Sustainability Strategy • Departmental Strategic or Master Plan • Core Services Delivery
Cultural Services				
1 Initiate an update of the Cultural Master Plan	Continue to implement the Cultural Master while initiating an update of the Plan.	Cultural Services	<ul style="list-style-type: none"> - Modern Cultural Master Plan to guide cultural priorities - Comprehensive arts and culture community engagement - Higher quality of life and resulting investment attraction - Expanded cultural programs/initiatives - Higher profile of culture in Halton Hills - Economic diversification 	<ul style="list-style-type: none"> • Council's Strategic Plan • Economic Development and Tourism Strategy • Cultural Master Plan • Sustainability Strategy • Departmental Strategic or Master Plan • Core Services Delivery

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OFFICE OF THE CAO



Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
2 Public Art Master Plan implementation	<p>In partnership with the Public Art Advisory Board:</p> <ul style="list-style-type: none"> continue to implement the Public Art Master Plan launch the Town's first Banner Project develop policies and procedures develop and launch two additional public art projects by 2021 	Cultural Services	<ul style="list-style-type: none"> Higher profile of culture in Halton Hills Higher quality of life and resulting investment attraction Effective acquisition, management and maintenance of public art Creation of a healthy, culturally vibrant and connected community 	<ul style="list-style-type: none"> Council's Strategic Plan Cultural Master Plan Public Art Master Plan Public Art Policy Economic Development and Tourism Strategy Sustainability Strategy Departmental Strategic or Master Plan
3 Cultural Asset Tours	<p>Continue to expand the Cultural Asset Tours Program by validating existing GIS data, updating the cultural asset inventory, developing additional tours, and launching marketing materials.</p>	Cultural Services Communications	<ul style="list-style-type: none"> Higher profile of culture in Halton Hills Showcasing of local cultural assets Investment attraction Cultural vibrancy 	<ul style="list-style-type: none"> Council's Strategic Plan Cultural Master Plan Public Art Master Plan Public Art Policy Economic Development and Tourism Strategy Sustainability Strategy Departmental Strategic or Master Plan

OFFICE OF THE CAO



Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Arts and Culture Working Group	Support the work plan of the Arts and Culture Working Group. Role: <ul style="list-style-type: none"> • advice on cultural matters; • develop/deliver cultural opportunities • serve as a community connector and facilitate engagement. 	Cultural Services	<ul style="list-style-type: none"> - Comprehensive arts and cultural community engagement - Strengthened cultural community connections - Expanded cultural marketing opportunities - Launch of a Culture Days Micro-Grant Program - Development of new cultural programming 	<ul style="list-style-type: none"> • Council's Strategic Plan • Cultural Master Plan • Public Art Master Plan • Public Art Policy • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan
5 Establish a Gallery and Cultural Centre Advisory Committee	Form a volunteer committee to assist staff with the review of proposed donations and exhibitions for the Gallery and Cultural Centre.	Cultural Services	<ul style="list-style-type: none"> - Improved connections between the Helson Gallery and artists and art collectors - Enhanced acquisitions - Potentially improved access to external grants 	<ul style="list-style-type: none"> • Council's Strategic Plan • Cultural Master Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Core Services Delivery

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Economic Development, Innovation & Culture

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Certify the Helson Gallery; expand programming	<p>Finalize the certification of the Helson Gallery/ Helson Collection.</p> <p>Expand the Gallery programming to provide students with an opportunity to enjoy the collections and in-studio art making.</p>	Cultural Services	<ul style="list-style-type: none"> - Certification of the Helson collection - Raised profile of the Helson Gallery - Expanded programming opportunities - Broader community awareness of cultural programming 	<ul style="list-style-type: none"> • Council's Strategic Plan • Cultural Master Plan • Economic Development and Tourism Strategy • Sustainability Strategy • Departmental Strategic or Master Plan • Core Services Delivery
7 Innovation Program	<p>Develop program to roll out innovation techniques and practices across the municipality.</p>		<ul style="list-style-type: none"> - Train Innovation Facilitators in each department - Create a community of practice to support facilitators and allow for continuous education and learning on innovation practices 	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan • Core Services Delivery

OFFICE OF THE CAO



Economic Development, Innovation & Culture

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	<p>Expediter and Business Development Portfolio Manager</p> <p>The Expediter and Business Development Portfolio Manager will be the key liaison for business matters. This position will develop and lead implementation of the Business Concierge program. A tailored concierge service and ongoing support will be provided to key investment and local job creation opportunities through a one-window, streamlined and a more automated process. By modernizing the delivery of business services, Business Concierge will help Halton Hills stay competitive and 'open for business'; increase assessment and tax revenue; reduce red tape by auditing and refining existing Town processes; streamline the identification, tracking and delivery of strategic economic investments; and, develop business-focused marketing materials. Due to the reallocation of existing funds and the receipt of a provincial grant for the Business Concierge program, this position has no 2020 Budget impact. An ongoing resource is required to maintain the program, and maximize the economic and financial benefits for Halton Hills.</p>

OFFICE OF THE CAO



Economic Development, Innovation & Culture

STAFFING IMPACT **Continued**

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Part Time	+0.67	Curatorial Assistant The Curatorial Assistant will formalize a long-standing resource dating back to 2014. It is recommended to be converted to permanent part-time. This position is critical to Helson Gallery operations, including assisting with art exhibitions; managing collections; developing and delivering curriculum-based school programs; organizing public events (e.g. Culture Days); developing marketing material; and assisting the Gallery Curator with administrative tasks. In 2019, the Curatorial Assistant significantly expanded the Gallery's school program for its most successful year to-date, helped advance the Gallery designation and certification process, and expanded art exhibition offerings. Since the Gallery Curator is a part-time position, formalizing the Curatorial Assistant position is also important for succession planning.
	+0.4	Economic Development - Summer Assistant The Economic Development – Summer Assistant is required to assist with the efficient implementation of the Economic Development and Tourism division's work plan. It is recommended that this position be permanent part-time. This position would collect and analyze economic development and tourism data; assist with the annual Culture Days events; develop website content; and deliver the Tourism Ambassador Program which supports local festivals and events. Recognizing that many tourism-related events occur outside of regular business hours and/or on weekends, this position will help offset staff overtime and allow for more efficient resource allocation.
Contract	/	

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Economic Development, Innovation & Culture

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Increased Community Improvement Plan investment	Private sector investment by 10%
Increased tourism spending	Same-day tourism spending up by 10%
Increased participation in the Helson Gallery programs/events	Participants up by 5%



OFFICE OF THE CAO



Strategic Initiatives CORE ACTIVITIES

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

The Core Activities of Strategic Initiatives

- Coordinating priority projects for the CAO related to strategic, cross-departmental and corporate files, inter-governmental affairs, advocacy, organizational effectiveness and the effective delivery of Council's priorities
- Leading 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 resiliency.
- Assessing administrative practices and recommending improvements and alternative best practices that will realize efficiencies in the organization.
- Advising and implementing 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.
- Tracking provincial and federal initiatives, and identifying opportunities to engage with and advocate to other levels of government to protect and advance the Town's interests.
- Regularly liaising with regional and local municipal partners to develop strategic approaches in areas of common interest.

OFFICE OF THE CAO



Strategic Initiatives

2019 ACCOMPLISHMENTS/SUCCESSES



- Completed Cannabis Legalization project, including adoption of policy guiding Town response to retail applications.
- Oversaw the development of Council's 2019-2022 Strategic Plan.
- Provided representation on corporate initiatives (e.g. CN Intermodal Project, Corporate Technology Governance Committee, Asset Management Steering Committee, Website Refresh Team)
- Continue to provide ongoing environmental scan and issues management.
- Engaged in ongoing advocacy to other levels of government and agencies.

OFFICE OF THE CAO



Strategic Initiatives ENVIRONMENTAL SCAN

Challenges:	<ul style="list-style-type: none"> Uncertainty associated with the direction of the Ontario provincial government. Uncertainty associated with the outcome of the federal election Significant potential new targets for climate change mitigation (net-zero by 2030) emerging from Climate Emergency Declaration Climate change adaptation and mitigation efforts require substantial funding and resource support
Opportunities:	<ul style="list-style-type: none"> Work with the Ontario provincial government, Halton municipalities, AMO and FCM to advocate for the Town's interests. Implement Council's Strategic Plan in line with the Town's interests. Updated Corporate Energy Conservation Plan provides a framework for significant energy efficiency improvements and reductions in corporate greenhouse gas emissions Community Energy Plan Update can continue to position the Town as a leader in sustainability and climate change mitigation FCM Grants for Climate Change Mitigation and Asset Management initiatives Increasing recognition of the need for action on climate change and sustainability at the federal level Green Development Standards Update enables the Town to ensure that new development and redevelopment continues to align with best practices including green construction technologies

OFFICE OF THE CAO



Strategic Initiatives WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Council's Strategic Plan	Implement Council's strategic plan priorities .	Strategic Initiatives	Achieving Council's priorities.	<ul style="list-style-type: none"> Council's Strategic Plan
2 Cannabis Legalization	Through a cross-functional team, ensure a coordinated, effective response from the Town to the issues associated with cannabis legalization.	Strategic Initiatives	Smooth transition to legalized cannabis at the local level.	<ul style="list-style-type: none"> Core Services Delivery
3 Advocacy	Monitor and respond to matters arising from the new provincial government and federal election.	Strategic Initiatives	Ensure the interests of the Town are represented and communicated in a manner that may influence policy and actions at other levels of government.	<ul style="list-style-type: none"> Council's Strategic Plan
4 Climate Change	Pursue corporate and community actions to address climate change as expressed through Council's Climate Change Emergency Resolution.	Climate Change & Asset Management	Develop updates policies and guidelines that reduce community greenhouse gas emissions.	<ul style="list-style-type: none"> Council's Strategic Plan

OFFICE OF THE CAO



Strategic Initiatives WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Update the Community Energy Plan	Update the plan to ensure it continues to align with best practices and appropriately responds to the climate change emergency.	Climate Change & Asset Management	Develop updates policies and guidelines that reduce community greenhouse gas emissions.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Transportation Master Plan (incl. Cycling) • Sustainability Strategy • Long-Range Financial Plan • Core Service Delivery
6 Complete the Green Development Standards	Update the Green Development Standards	Climate Change & Asset Management	Develop updated measures that seek to lower the environmental footprint of new developments.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Transportation Master Plan (incl. Cycling) • Sustainability Strategy • Core Service Delivery

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Strategic Initiatives WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Complete the Private Tree Management Strategy	<p>Explore community interests in implementing a tree management by-law for private lands and identifying implications (resourcing, staffing, etc).</p> <ul style="list-style-type: none"> • Best practices review (existing bylaws) • Community and stakeholder engagement • Develop goals for trees on private lands • Identify appropriate tools to achieve goals • Explore implications associated with introducing chosen tools 	Climate Change & Asset Management	Determination whether a Tree Conservation By-law is appropriate and if so the parameters of the same.	<ul style="list-style-type: none"> • Official Plan (incl. approved Secondary Plans) • Sustainability Strategy
8 Property Assessed Payments for Energy Retrofits	<p>Design and development of a Property Assessed Payments for Energy Retrofits (PAPER) Program for Halton Hills, including developing a business case, outlining administrative functions, public outreach relating to program design, and developing a recommended approach to establishing/determining a third-party organization that can act as an implementation partner in the community.</p>	Climate Change & Asset Management	Develop a program design for the implementations of a PAPER program in Halton Hills that will seek to lower energy costs for participating residents and meet the Town's climate change and energy planning goals.	<ul style="list-style-type: none"> • Council's Strategic Plan • Cultural Master Plan • Sustainability Strategy • Mayor's Community Energy Plan

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Strategic Initiatives WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9 Corporate Asset Management Program	Year 4 of CAM Program to comply with legislative requirements.	Climate Change & Asset Management	<p>Complete the Town's Strategic Asset Management Plan.</p> <p>Develop risk and lifecycle management strategies for all asset classes including natural assets and implement an AM software solution to manage the CAM program.</p>	<ul style="list-style-type: none"> • Long Range Financial Plan • Corporate Technology Strategic Plan • Other

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Strategic Initiatives

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	Asset Management Coordinator Significant progress has been made for the last two years with key deliverables of the program. In 2020 onwards, the Corporate Asset Management Program will evolve into the implementation phase; developing lifecycle management strategies, refining asset data and supporting the Asset Management Information System. In order to build in the capacity required to take the program forward, dedicated staff is required during this critical phase to maintain continuity and momentum and ensure compliance with the regulatory requirements.
Part Time	/	
Contract	/	

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Strategic Initiatives PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Well-developed Plans	Green Development Standards
QUALITY OF LIFE	
Green Development Standards Approvals	20% increase
Strategic Asset Management Plan	Complete
Update Asset Management Plans for Core Assets	Complete
Energy Savings	Progress vs. targets
Greenhouse Gas Emissions Reduction	TBD

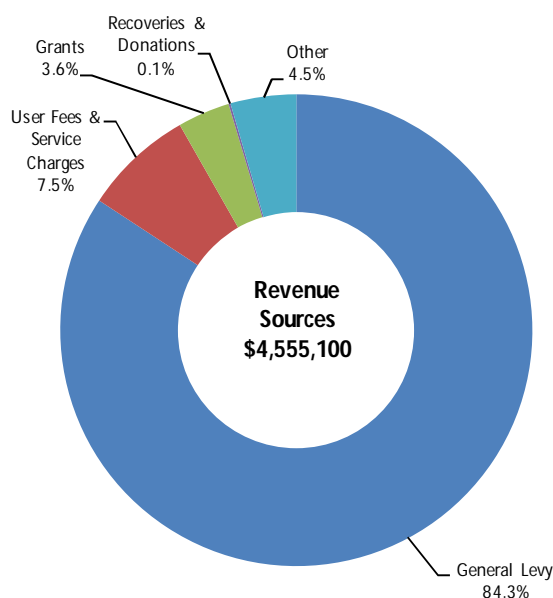
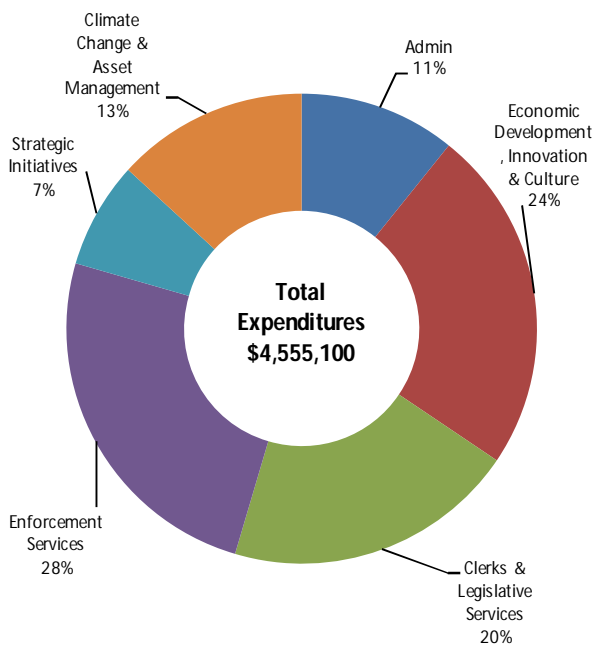
2020 Operating Budget Overview

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 five divisions: Strategic Initiatives, Climate Change & Asset Management, Clerks & Legislative Services, Enforcement Services, 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.

2020 Operating Budget Highlights

The Office of the CAO Operating Budget for 2020 is proposed at \$4,555,100 in gross expenditures and \$3,839,300 in net expenditures.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,481,600	3,433,105	4,231,300	-	323,800	-	4,555,100	1,073,500	30.8%
Revenue	(571,600)	(589,289)	(574,800)	-	(141,000)	-	(715,800)	(144,200)	25.2%
Total Net Expenditures	2,910,000	2,843,816	3,656,500	-	182,800	-	3,839,300	929,300	31.9%



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	433,200	456,526	490,600	-	-	-	490,600	57,400	13.3%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	433,200	456,526	490,600		-		490,600	57,400	13.3%
Economic Development, Innovation & Culture									
Expense	672,400	818,804	893,500	-	185,200	-	1,078,700	406,300	60.4%
Revenue	(81,300)	(89,489)	(4,500)	-	(141,000)	-	(145,500)	(64,200)	79.0%
Net Expenditures	591,100	729,315	889,000		44,200		933,200	342,100	57.9%
Clerks & Legislative Services									
Expense	886,300	858,263	916,600	-	-	-	916,600	30,300	3.4%
Revenue	(161,000)	(163,000)	(161,000)	-	-	-	(161,000)	-	0.0%
Net Expenditures	725,300	695,263	755,600		-		755,600	30,300	4.2%
Enforcement Services									
Expense	1,011,000	954,894	1,069,900	-	65,200	-	1,135,100	124,100	12.3%
Revenue	(193,300)	(200,800)	(193,300)	-	-	-	(193,300)	-	0.0%
Net Expenditures	817,700	754,094	876,600		65,200		941,800	124,100	15.2%
Strategic Initiatives									
Expense	478,700	344,618	331,700	-	-	-	331,700	(147,000)	(30.7%)
Revenue	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Net Expenditures	342,700	208,618	195,700		-		195,700	(147,000)	(42.9%)
Climate Change & Asset Management									
Expense	-	-	529,000	-	73,400	-	602,400	602,400	0.0%
Revenue	-	-	(80,000)	-	-	-	(80,000)	(80,000)	0.0%
Net Expenditures	-	-	449,000		73,400		522,400	522,400	0.0%
Total									
Expense	3,481,600	3,433,105	4,231,300	-	323,800	-	4,555,100	1,073,500	30.8%
Revenue	(571,600)	(589,289)	(574,800)	-	(141,000)	-	(715,800)	(144,200)	25.2%
Total Net Expenditures	2,910,000	2,843,816	3,656,500		182,800		3,839,300	929,300	31.9%

The 2020 Operating Budget proposes a net expenditure increase of \$917,900, or 31.5%. The break-down of major budget changes are as follows:

- Town Council passed a resolution proclaiming climate change as a priority and detailing a number of initiatives in 2019. As a direct result of Town Council's direction on climate change, the former Corporate Asset Management and Office of Sustainability portfolios have been amalgamated to a new Climate Change and Asset Management Division within the Office of the CAO. The base budget impact of the restructuring is \$449,000, or 15.4%, and corresponds with decreases in the base operating budgets for Recreation & Parks and Planning & Development.
- \$227,400 or 7.8%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved staff adjustments in 2019, contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- The need for an additional Municipal By-Law Enforcement Officer (\$65K) to support the ongoing needs within Enforcement Services. This position is responsible for enforcing

the municipal by-laws and certain provincial statutes by responding to inquiries and complaints from the public, staff and other agencies related to health, safety and the well-being of the community.

- From 2020 onwards, the Corporate Asset Management Program will evolve into the tactical implementation phase: developing risk and lifecycle management strategies, refining and maintaining the asset register, improving the optimized decision making tool and supporting the Asset Management Information System. The inclusion of an Asset Management Coordinator (\$73K) is essential to moving forward with the program and meeting legislative requirements.
- The inclusion of a permanent part-time Curatorial Assistant (\$32K) is required to retain an existing resource that was introduced in 2014. The Curatorial Assistant will maintain existing core services related to the Helson Gallery, facilitate the allocation of resources to strategic initiatives, and enable the delivery of expanded programs. Currently, the Helson Gallery has no full-time resources and is experiencing growing demands that cannot be met without retaining a Curatorial Assistant position.
- \$11,600 for inclusion of an Economic Development student position part-time to assist with the implementation of the Economic Development and Tourism division's workplan.
- An additional \$50K in contracted services for canine control to support the increased cost for the service provider and ongoing demands for wildlife calls.
- The inclusion of an Expeditor and Business Development Portfolio Manager funded at 100% from the Service Modernization Grant and the Economic Investment Attraction Fund. This position will support the delivery of core economic development services by working directly with existing business and key strategic investment leads to attract local jobs, as well as by providing assistance with the delivery of key initiatives such as the Economic Development and Tourism Strategy.

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Municipal By-Law Enforcement Officer	\$ 65,200	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Clerks & Legislative Services

Description of Services to be Performed:
Reporting to the Supervisor of Enforcement Services, this position is responsible for enforcing the municipal by-laws and certain provincial statutes by responding to inquiries and complaints from the public, staff and other agencies related to health, safety and the well-being of the community. The addition of this position is needed to assist with the growing number of complex files enforcement staff are dealing with, and will provide time for a more pro-active approach to educate residents on the requirements of the Town's various by-laws including dog licensing, Town parking, and zoning.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	65,200	
Supplies & Services		
Other	8,500	New workstation
Total	\$ 73,700	
Revenue:		
Fees		
Grants		
Other	8,500	Capital Replacement Reserve - Technology Renewal
Total	\$ 8,500	
Net Cost	\$ 65,200	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Asset Management Coordinator	\$ 73,400	April 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office for the CAO	Climate Change and Asset Management

Description of Services to be Performed:
<p>This request is for the inclusion of a permanent Asset Management Coordinator position. The Town of Halton Hills' Corporate Asset Management (CAM) program is well underway to meet requirements of the O. Reg. 588/17. Significant progress has been made for the last two years with key deliverables of the program achieved such as solid governance model structure, CAM Framework, CAM Policy as per O. Reg., Asset Hierarchy and Register, State of Infrastructure Report, Level of Service Framework, Optimized Decision Making Framework, integrate Natural Assets in Asset Management, placing TOHH on the map as one of leading municipalities in Asset Management, and forging working relationships with FCM, AMO and AMOnt. In 2020 onwards, the CAM Program will evolve into a tactical implementation, such as developing lifecycle management strategies, refining asset data and supporting the AM information System. It is key to build in the capacity required to take the program forward.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	73,400	
Supplies & Services		
Other	8,500	New workstation
Total	\$ 81,900	
Revenue:		
Fees		
Grants		
Other	8,500	Capital Replacement Reserve - Technology Renewal
Total	\$ 8,500	
Net Cost	\$ 73,400	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Curatorial Assistant (PT)	\$ 32,600	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development

Description of Services to be Performed:
<p>The Curatorial Assistant is currently a PT contract position for 2019. It is a resource that has been part of core service delivery for several years, but budgeted starting in 2019. This request is for the conversion of this position to permanent part-time in the 2020 budget. This position is critical to supporting Helson Gallery operations. The Curatorial Assistant is needed to assist in managing Helson Gallery's exhibitions, collection and programs. This position: 1) provides exhibition assistance (e.g. physical installation of displays in the Helson Gallery); 2) manages collections (e.g. documentation of Town and Library art collections, maintains art database, tracking and monitoring); 3) develops and delivers curriculum-based school programs at the Gallery; 4) assists in organizing public events (e.g. Gallery receptions; Culture Days); 5) develops marketing material; and 6) assists the PT Gallery Curator with administrative tasks to ensure effective Gallery operations. The Curatorial Assistant has been critical to expanding the success of the school program, leading to record attendance.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	32,600	Increase PT hours to 25, plus benefits
Supplies & Services		
Other		
Total	\$ 32,600	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 32,600	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Economic Development - PT Student	\$ 11,600	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development

Description of Services to be Performed:
<p>This request is for a summer student position to assist with the implementation of the Economic Development and Tourism division's workplan. Priorities include leading/assisting with: 1) economic development data collection and analysis to support decision-making and provide valuable data for local businesses; 2) implementation of the Tourism Ambassador Program to assist local event organizers with the promotion of events and tourism data collection; 3) assistance with Culture Days event programming to ensure the continued growth of the Town's award-winning Culture Days; 4) website content development; and 5) administrative support. The "Economic Development - Summer Assistant" would create efficiencies by enabling Town staff to focus on other key and more complex files. Currently, the Economic Development and Culture division has no dedicated funding for a summer position.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	11,600	
Supplies & Services		
Other		
Total	\$ 11,600	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 11,600	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Expeditor and Business Development Portfolio Manager	\$ -	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Office of the CAO	Economic Development

Description of Services to be Performed:

Business attraction and retention is a core economic development function of the Town. The Canadian Federation of Independent Business estimates that Canadian businesses face a \$35 billion cost (2007) due to government regulations. Of this, red tape accounts for \$10 billion. The costs are highest for small businesses. Currently, Halton Hills does not have a staff resource dedicated to actively working with existing businesses and new investment leads by being a key liaison for business-related matters. Instead, this function is being delivered informally and as workload permits, resulting in an inefficient, ad-hoc and reactive approach.

This request is for a Expeditor and Business Development Portfolio Manager to lead the Business Concierge program. This position will: 1) provide a 'Sherpa' or 'concierge' service to key investment/job creation opportunities through a one-window, streamlined, customized, integrated and automated process; 2) help ensure that Halton Hills stays competitive by reducing 'red tape'; 3) modernize & streamline the identification, tracking and delivery of strategic economic opportunities; 4) provide businesses with on-going assistance throughout the process - from idea generation to future expansion plans; 5) develop business-related marketing material; & 6) maximize the benefits of real estate/marketing and GIS business tools.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	141,000	
Supplies & Services		
Other	8,500	New workstation
Total	\$ 149,500	
Revenue:		
Fees		
Grants	82,500	Service Modernization Grant
Other	8,500	Capital Replacement Reserve - Technology Renewal
Other	58,500	Capital Project - Econ. Investment Attraction Fund
Total	\$ 149,500	
Net Cost	\$ -	

Office of the CAO
Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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
Subtotal		50,000	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	650,000
ECONOMIC DEVELOPMENT, INNOVATION & CULTURE												
1100-10-0101	Community Improvement Plan Grant Program	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,075,000
1100-10-0105	Manufacturing Expansion Fund	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
1100-10-1803	Economic Investment Attraction Fund	110,000	110,000									220,000
1100-22-2001	Downtown Glown Parking Feasibility Assessment	25,000										25,000
7100-22-2002	Community Improvement Plan Update	45,000						50,000				95,000
4001-10-2001	Cultural Master Plan Update PH1 & Culture Days Implementation	45,000										45,000
4001-10-2301	Public Art Master Plan Update				40,000							40,000
1100-10-2201	Economic Development and Tourism Strategy Update						80,000					80,000
Subtotal		372,500	257,500	147,500	187,500	147,500	227,500	197,500	147,500	147,500	147,500	1,980,000
STRATEGIC INITIATIVES												
7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	150,000	-	-	-	-	150,000	-	-			300,000
7300-10-1901	Climate Change Action Implementation	115,000	115,000	115,000	90,000	90,000	-	-	-			525,000
7300-10-1902	Climate Change Adaptation Strategy Implementation	100,000	100,000	100,000	100,000	100,000	-	-	-			500,000
7300-22-1501	Community Sustainability Investment Fund	15,000	15,000	15,000	15,000	15,000						75,000
7300-22-1701	Property Assessed Payment for Energy Retrofits (PAPER)	100,000	100,000	100,000	-	-	-	-	-			300,000
7300-22-1804	Sustainable Neighbourhood Action Plan	15,000	-	-	-	-	-	-	-			15,000
7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex	142,000	-	106,400	42,500	-	170,200					461,100
7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall	55,000	70,000	-	-	-	-					125,000
7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena	52,000	26,900	35,800	-	-	-					114,700
7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre	33,000	17,500	35,000	-	-	-					85,500
7300-22-2005	CEP - Geothermal Systems Optimization	100,000	92,500	-	-	-	-					192,500
7300-22-2006	CEP - Low-Carbon Design Briefs - Town Hall, Mold-Masters SportsPlex, and Acton Arena	65,000	-	-	-	-	-					65,000
7300-02-2007	CEP - Ice Plant Optimization - Acton Arena	23,000	-	-	-	-	-					23,000
7300-02-2101	CEP - HVAC performance Testing and Retrofits - Robert C Austin Ops Centre	-	15,000	-	48,900	32,600	-					96,500
7300-02-2102	CEP - HVAC Performance Testing and Retrofits - District One Station	-	33,800	-	-	-	-					33,800
7300-02-2103	CEP - HVAC Performance Testing and Retrofits - Halton Hills Cultural Centre and Library	-	29,100	29,100	29,100	29,100	29,100					145,500
7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities	-	5,000	96,700	65,000	-	160,000					326,700
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
7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	-	44,000	-	-	-	-					44,000
7300-22-1704	Food Security Plan	-	30,000	-	-	-	-					30,000
7300-02-2201	CEP - Lighting Retrofits	-	-	264,900	27,600	69,700	-					362,200
7300-02-2202	CEP - HVAC Performance Testing and Retrofits - Acton Library	-	-	15,400	15,400	-	-					30,800
7300-22-1002	Corporate Sustainability Audit & Action Plan Update	-	-	55,000	-	-	-					55,000
1400-10-1801	Strategic Plan Update	-	-	60,000				60,000				120,000
7100-22-1701	Community Sustainability Strategy Update	-	-		100,000	-	-		75,000			175,000
7100-22-1605	Green Building Standards Update	-	-	-	-	60,000	-		-			60,000
7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update	-	-	-	-	80,000	-		-			80,000
7300-02-2401	CEP - BAS Installation - Various Facilities	-	-	-	-	638,900	152,000					790,900
Subtotal		965,000	838,500	1,028,300	533,500	1,115,300	661,300	60,000	75,000	-	-	5,276,900
TOTAL OFFICE OF THE CAO		1,387,500	1,296,000	1,225,800	771,000	1,312,800	938,800	307,500	272,500	197,500	197,500	7,906,900

2020 Capital Budget and 2021 – 2029 Forecast Highlights

The 2020-2029 Capital Forecast for the Office of the CAO totals \$7,906,900, which includes annual programs such as the Municipal Accessibility Plan, Community Improvement Plan Grant Program and the Manufacturing Expansion Fund, as well as the recommended implementation of the Corporate Energy Plan. Below are some key components of the capital plan:

- The approved Corporate Energy Plan provided recommendations for multiple areas of investment to improve the Town's energy consumption. The proposed 2020 capital budget provides \$382,000 for implementation of HVAC Testing and Retrofits for a number of facilities, as well as optimization of the Town's geothermal systems in use at four Town facilities. There is an additional \$780,100 forecasted beyond 2020 for further HVAC testing and retrofits at Town facilities to assist in supporting the Corporate Energy Plan's objectives of improving energy efficiency.
- \$625,000 in funding for continued support for the on-going implementation of Corporate & Community Sustainability initiatives such as the Community sustainability Investment Fund, the Climate Change Action Implementation and the Climate Change Adaptation Strategy Implementation.
- \$144,700 has been forecasted for energy optimization of the Gellert Community Centre Pool, as well as the Ice Plant at Moldmaster's Sportsplex.
- 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 Municipal Accessibility Plan is a yearly program that invest \$50,000 each year to identify, remove and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.
- The Manufacturing Expansion Fund was put in place to assist established businesses with expansions by covering the costs of certain Town fees. This program is one of the Town's key economic development tools and enhances the Town's competitiveness. By assisting local businesses, the Fund supports the retention of local employers and the associated jobs and financial/economic spin-off benefits.

Office of the CAO
2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
111	4001-10-2001	Cultural Master Plan Update PH1 & Culture Days Implementation	4.60	45,000	45,000	-	-	45,000	-	-
112	7100-22-2002	Community Improvement Plan Update	4.60	45,000	45,000	-	-	45,000	-	-
113	1100-10-0101	Community Improvement Plan Grant Program	4.20	107,500	107,500	-	-	107,500	-	-
114	1100-10-0105	Manufacturing Expansion Fund	4.20	40,000	40,000	-	-	40,000	-	-
115	1100-10-1803	Economic Investment Attraction Fund	4.20	110,000	110,000	-	-	110,000	-	-
116	7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	4.20	150,000	150,000	-	-	150,000	-	-
117	7300-10-1901	Climate Change Action Implementation	4.20	115,000	115,000	-	-	115,000	-	-
118	7300-10-1902	Climate Change Adaptation Strategy Implementation	4.20	100,000	100,000	-	-	100,000	-	-
119	7300-22-1501	Community Sustainability Investment Fund	4.20	15,000	15,000	-	-	15,000	-	-
120	7300-22-1701	Property Assessed Payment for Energy Retrofits (PAPER)	4.20	100,000	100,000	-	-	100,000	-	-
121	7300-22-1804	Sustainable Neighbourhood Action Plan	4.20	15,000	15,000	-	-	15,000	-	-
122	7300-22-2006	CEP - Low-Carbon Design Briefs - Town Hall, Mold-Masters SportsPlex, and Acton Arena	4.20	65,000	65,000	-	-	65,000	-	-
123	1100-22-2001	Downtown Gtown Parking Feasibility Assessment	4.00	25,000	25,000	-	-	25,000	-	-
124	7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex	3.90	142,000	142,000	-	-	142,000	-	-
125	7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall	3.90	55,000	55,000	-	-	55,000	-	-
126	7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena	3.90	52,000	52,000	-	-	52,000	-	-
127	7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre	3.90	33,000	33,000	-	-	33,000	-	-
128	7300-22-2005	CEP - Geothermal Systems Optimization	3.80	100,000	100,000	-	-	100,000	-	-
129	7300-02-2007	CEP - Ice Plant Optimization - Acton Arena	3.60	23,000	23,000	-	-	23,000	-	-
130	0510-01-0101	Municipal Accessibility Plan	3.40	50,000	50,000	-	-	50,000	-	-
2020 Total				1,387,500	1,387,500	-	-	1,387,500	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 4001-10-2001	Project Name Cultural Master Plan Update PH1 & Culture Days Implementation		2020 Budget \$45,000
Department Office of the CAO		Division Cultural Services	Project Manager Damian Szybalski
Service Category Recreation & Culture		Funding Sources Strategic Planning	Amount \$45,000
Target Start Date April, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>
Description			
Scope:	The Town's award-winning Cultural Master Plan (CMP) was approved in 2013. The CMP provides a strategy and roadmap for the arts, culture, heritage and volunteer sectors in Halton Hills. Since 2013, much of the CMP has been implemented, while other actions are no longer relevant. An updated CMP is needed to: 1) guide the Town's focus on cultural vibrancy; 2) align with the Cultural Services section's work plan; 3) guide the new Arts & Culture Working Group; and 4) take advantage of new opportunities. A key deliverable to grow Halton Hills' cultural sector is the annual 3-day Culture Days event. This is a major event, attracting about 2,700 visitors in 2019. To advance the CMP update, a Culture Days Producer will be put in place to develop and implement all aspects of Culture Days. This will allow staff resources to be reallocated to complete broad community engagement and baseline data analysis to set a solid foundation for a 'grass-roots' CMP update in 2021 (Ph.2). Efficiencies and cost savings will be achieved.		
Deliverables:	1) Extensive cultural sector engagement; 2) Initial review of the CMP; 3) Continued delivery of an efficient and effective Culture Days program; 4) Efficient allocation of staff resources' 5) Cost savings for CMP update in 2021.		
Benefits:	1) Updated Cultural Master Plan as a modern roadmap for Cultural Services; 2) Alignment with Council's priorities; 3) Guidance of the new Arts and Culture Working Group; 4) Efficient staff resource allocation; 5) Maximized Return on Investment (ROI).		
Risks If Not Implemented:	1) Reliance on an outdated Cultural Master Plan that does not reflect the Town's leadership role in delivering cultural services; 2) Inefficient allocation of resources; 3) Misalignment with Council's current strategic priorities; 4) Lack of engagement with the local arts and culture community; 5) Missed opportunities to strengthen and streamline Culture Days delivery.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 7100-22-2002	Project Name Community Improvement Plan Update		2020 Budget \$45,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration	Funding Sources Strategic Planning		Amount \$45,000
Target Start Date January, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	Approved in 2010, the CIP program supports economic development and investment attraction by providing financial incentives to stimulate private sector investment in revitalization, redevelopment and renewal. The CIP is the Town's key economic development tool and has been very effective in supporting downtown revitalization. In place for nearly 10 years, the CIP is in need of an comprehensive review and update to maintain its currency and effectiveness. The update is needed to refine existing programs and to fully address current priorities and areas of interest. This includes affordable housing, accessibility, brownfield redevelopment, heritage, agriculture, and a broader application of the program throughout Halton Hills. This review will leverage outcomes of the Economic Development and Tourism Strategy.
Deliverables:	1) Updated and modern CIP program; 2) Business community engagement; 3) Marketing and Communications Plan.
Benefits:	1) Continued effectiveness of the CIP program; 2) Downtown revitalization; 3) Private sector investment attraction; 4) Business retention; 5) Job creation; 5) Occupancy of vacant storefronts; 6) Brownfield redevelopment; 7) Support of affordable housing; 8) Expanded CIP access.
Risks If Not Implemented:	1) Increasing ineffectiveness of the CIP program as its existing tools and financial mechanisms become outdated; 2) Lost opportunity to address key priorities such as affordable housing; 3) Mis-alignment with the new Economic Development and Tourism Strategy; 4) Lost opportunities for downtown revitalization and investment attraction.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 1100-10-0101	Project Name Community Improvement Plan Grant Program		2020 Budget \$107,500
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration	Funding Sources Capital Replacement Reserve		Amount \$107,500
Target Start Date	January, 2020	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December, 2020		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		

Description	
Scope:	Approved in 2010 and funded starting in 2014, the CIP program supports economic development and investment attraction by providing financial incentives to stimulate private sector investment in revitalization, redevelopment and renewal. The CIP is the Town's key economic development tool. It has proven to be highly effective for downtown revitalization and investment attraction. CIP uptake has continued to grown significantly. Since 2017, total Town and private sector investment (directly related to CIP-funded works) has exceeded \$1.1 million. Continued CIP funding is needed to continue to: 1) meet demand; 2) maximize community benefits; 3) support downtown revitalization; and 4) explore opportunities to fund additional CIP programs (e.g. affordable housing, accessibility). The latter would require additional funding beyond the current request.
Deliverables:	1) Continued CIP implementation; 2) Expanded CIP uptake; 3) magnified community benefits and Return on Investment; 4) Downtown revitalization; 5) Support of local businesses; and 6) local job creation.
Benefits:	1) Increased private sector investment; 2) Revitalization, redevelopment and renewal; 3) Local job creation; 4) Occupancy of vacant properties.
Risks If Not Implemented:	1) Termination of a successful CIP program; 2) Insufficient funds to meet demand for CIP funding; 3) Unrealized redevelopment and investment potential; 4) Delayed downtown revitalization; 5) Inability to expand program opportunities; 6) Lost opportunities to assist business and property owners in BIAs to occupy vacant buildings; 7) Potential loss of business and local employment opportunities.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 1100-10-0105	Project Name Manufacturing Expansion Fund		2020 Budget \$40,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration	Funding Sources Strategic Planning		Amount \$40,000
Target Start Date	January, 2020	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December, 2020		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		

Description	
Scope:	The Manufacturing Expansion Fund was put in place to assist established businesses with expansions by covering the costs of certain Town fees, including Site Plan, Site Alteration, Minor Variance, Cash in Lieu of Parkland and Conditional Building Permits. Eligible projects must be a manufacturing use, have operated for a minimum of 5 years in Halton Hills, have at least 50 employees, and be undertaking at least a 5000 sq.ft. expansion. This program is one of the Town's key economic development tools and enhances the Town's competitiveness. By assisting local businesses, the Fund supports the retention of local employers and the associated jobs and financial/economic spin-off benefits.
Deliverables:	Continued implementation of the Manufacturing Expansion Fund and assistance to existing businesses, resulting in additional assessment and job growth. The Fund is one of the Town's key economic development incentive tools.
Benefits:	1) Assistance to existing manufacturing businesses, resulting in additional assessment and job growth; 2) Enhanced business competitiveness for Halton Hills in the competitive GTA context; 3) Dedicated funding source for a key economic development tool.
Risks If Not Implemented:	1) Reduced ability to retain established manufacturing businesses by assisting with costs of certain Town fees; 2) Potential loss of businesses to other municipalities; 3) Loss of increased assessment if planned expansions do not move forward; 4) Loss of additional jobs if no expansions; 5) Loss of long-term competitive advantage when attracting new firms; 6) Delays in private sector investment.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 1100-10-1803	Project Name Economic Investment Attraction Fund		2020 Budget \$110,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration		Funding Sources Strategic Planning	Amount \$110,000
Target Start Date	January, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Continued economic growth and expanding international trade is key to the long-term economic prosperity of Halton Hills. Aligned with national, provincial, regional and local priorities, this Fund will help implement the Foreign Direct Investment (FDI) Strategy, Economic Development & Tourism Strategy, Business Concierge, and related initiatives. Focus will be placed on actions that assist local business with growth through expanded access to international markets; attraction of international investment; and business expansions & retention. The Town's unique value proposition and market advantage will be widely promoted to attract and keep investment/jobs, and diversify the local economy. As appropriate, implementation of the Council-approved (November 2016) multi-year "Halton Hills - Wenjiang (China) Action Plan" sister-city partnership will also be supported. This project replaces the previous "Halton Hills -Wenjiang Action Plan Implementation" project and will allow for resources to be assigned to deliver key priorities.
Deliverables:	1) Implementation of the FDI Strategy; 2) Implementation of the Economic Development & Tourism Strategy; 3) Implementation of Business Concierge; 4) Expanded opportunities and tools for local businesses to access international markets as a way of creating local jobs.
Benefits:	1) Expanded trade opportunities for local businesses; 2) Local employment growth; 3) Export and economic diversification; 4) Increased investment, assessment and Town revenues. A number of key local employers and thousands of jobs are connected to international markets.
Risks If Not Implemented:	1) Lost economic development opportunities due to the inability to implement the FDI Strategy & the Economic Development and Tourism Strategy; 2) Lack of progress in diversifying the local economy; 3) Lost competitiveness to other municipalities; 4) Lack of alignment with the Town's 'Open for Business' approach.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7100-22-1904	Project Name Local Action Plan Update (Mayor's Community Energy Plan)		2020 Budget \$150,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$150,000
Target Start Date	March, 2020		
Target Completion Date	March, 2021		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves reviewing and updating the 2015 Mayor's Community Energy Plan to ensure that it aligns with current best practices and council's current direction on climate change, particularly in the context of the recent Climate Change Emergency Resolution. The updated plan will include an updated inventory of energy consumption and emissions in Halton Hills, an updated Business as Usual projection of future energy and emissions, as well as the development of a new program of actions aimed at transitioning to a post-carbon community.
Deliverables:	An updated Mayor's Community Energy Plan for Halton Hills.
Benefits:	Lower environmental footprint associated with energy consumption, reduced energy costs and greenhouse gas emissions, increased quality of life for residents, demonstrated leadership in climate change mitigation, and opportunities for local economic development.
Risks If Not Implemented:	Existing plan becomes outdated and loses relevance to current conditions in Halton Hills; missed opportunities for economic development; loss of sustainability leadership status; failure to meet Council approved priorities and targets for addressing climate change; failure to address climate change emergency.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-10-1901	Project Name Climate Change Action Implementation		2020 Budget \$115,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah	
Service Category Environmental Services	Funding Sources Strategic Planning Reserve		Amount \$115,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact	\$410,000 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	<p>The development and implementation of a Climate Change Strategic Action Plan (CCSAP), a framework document built around the central vision of Halton Hills as a net-zero community by 2030. This document will provide a roadmap for the transition to a low-carbon community including processes to take action, measure progress, and adjust to changing conditions. It will provide the overarching framework within which detailed policies and plans related to climate change operate, including the Community Energy Plan, the Climate Change Adaptation Plan, and the Corporate Energy Plan.</p> <p>Because the climate change emergency declaration emphasized the need for swift action on climate change, the amount requested also envisions that additional initiatives will be implemented alongside the development of the CCSAP.</p>
Deliverables:	Development of a Climate Change Strategic Action Plan and implementation of related initiatives to be determined.
Benefits:	Increased capacity to strategically implement the recommendations in the climate change emergency declaration, continued implementation of the sustainability strategy and related initiatives.
Risks If Not Implemented:	If not implemented, staff will be unable to implement the recommendations of the Climate Emergency declaration and will fail to meet the strategic priorities of council relating to climate change.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-10-1902	Project Name Climate Change Adaptation Strategy Implementation		2020 Budget \$100,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$100,000
Target Start Date	January, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	\$400,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The Climate Change Adaptation Strategy Implementation project is required to implement actions identified through the Climate Change Action Plan to be completed in late 2019
Deliverables:	Implementation of actions identified through 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 extreme weather events.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-22-1501	Project Name Community Sustainability Investment Fund		2020 Budget \$15,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$15,000
Target Start Date	January, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	\$60,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The Community Sustainability Investment Fund provides seed-funding to enable local community groups and organizations to take community-based actions that contribute to the implementation of the Community Sustainability Strategy (CSS). The Fund is designed to leverage funding from other sources, and to establish partnerships between the Town and the community to implement actions that contribute to achieving the long term vision, goals, and measurable key indicators of ICSS. The community's interest in the Fund continues to grow and the funding was raised in 2018 to \$15,000 from \$10,000 /year as in the previous five years.
Deliverables:	Relevant projects that help to implement the CSS are funded, implemented and reported.
Benefits:	Ability to leverage community efforts to achieve Council-approved sustainability objectives; enhanced level of collaboration between residents, businesses and the Town; supports the development of a community of excitement on sustainability.
Risks If Not Implemented:	Inability to support community-led sustainability actions that would otherwise benefit the Town, loss of sustainability leadership status, potential for the Town to be accused of hypocrisy (the Town publicly claims sustainability leadership and produces plans but does not dedicate adequate resources for implementation).
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-22-1701	Project Name Property Assessed Payment for Energy Retrofits (PAPER)		2020 Budget \$100,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$100,000
Target Start Date	March, 2020		
Target Completion Date	March, 2021		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Funds will be used for the design and development of a Property Assessed Payments for Energy Retrofits (PAPER) program for Halton Hills, including developing a business case, outlining administrative functions, public outreach relating to program design, and developing a recommended approach to establishing a third-party organization that can act as an implementation partner in the community,
Deliverables:	Program design and strategy for development and delivery of a PAPER program in Halton Hills.
Benefits:	Reduced energy consumption and costs for participating residents and businesses, reduced greenhouse gas emissions, local economic development opportunities, demonstration of climate change leadership, progress towards council's targets as expressed in the Climate Emergency Report.
Risks If Not Implemented:	Failure to meet council's climate change mitigation objectives; missed opportunities for local economic development; increased environmental impacts associated with greenhouse gas emissions; increased energy consumption and costs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-22-1804	Project Name Sustainable Neighbourhood Action Plan	2020 Budget \$15,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah
Service Category Environmental Services	Funding Sources Strategic Planning	Amount \$15,000
Target Start Date January, 2020		
Target Completion Date December, 2020		
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>

Description

Scope: SNAP is collaborative stewardship program that engages residents to undertake activities at a neighbourhood level to enhance biodiversity, reduce emissions and make the Town more resilient to climate change. Phase 1 culminates in the development of an action plan and involves: 1. engaging residents to delineate the project area, 2. completing a condition assessment, 3. identifying objectives and 4. selecting actions. SNAP will be led by CVC and supported by Town staff. Tasks 1 & 2 will be completed in 2019, tasks 3 & 4 will be completed in 2020. Final plan approval will rest with the Town. Phase 2 (implementation) would be considered in future budgets. CVC is contributing \$79,570 to support SNAP Phase 1 Year 1

Deliverables: Targeted stakeholder and resident engagements; a detailed environmental condition assessment for the hungry hollow area; identification of priority local environmental issues; a stewardship plan that complements the 2004 hungry hollow mgmt plan.

Benefits: The ability to expand the scope of sustainability implementation beyond the corporation and involve the community in fulfilling the Town's climate change and sustainability objectives; increased climate resiliency; lower greenhouse gas emissions; enhanced biodiversity; higher quality of life.

Risks If Not Implemented: Council-approved sustainability and climate change objectives not met; loss of sustainability leadership status; increased energy costs; decreased biological integrity; lost opportunity to leverage external resources to fulfill the community's demand for locally-based action on sustainability and climate change .

Additional Information:

2020 Capital Project Information Sheet

Project No. 7300-22-2006	Project Name CEP - Low-Carbon Design Briefs - Town Hall, Mold-Masters SportsPlex, and Acton		2020 Budget \$65,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	
Target Start Date April, 2020		Amount \$65,000	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	
Description			
Scope: Preparation of a Low-Carbon Design Brief (LCDB) for Town hall, Mold-Masters SportsPlex, and Acton Arena. LCDB is intended to avoid like-for-like equipment replacements, instead providing the low-carbon future design for the building considering alternative heating sources, re-insulation, heat recovery, and renewable energy options. This report will be used by Town staff, equipment suppliers, and designers to inform decisions along the way to the building's low-carbon future. Includes, the fundamental elements of the anticipated low-carbon design, including equipment design specification, high-performance energy targets, internal and external heat recovery options including geothermal, and on-site renewable energy opportunities.			
Deliverables: Low-carbon design brief for three Town facilities.			
Benefits: Improved ability to achieve corporate climate and energy targets, reduced energy cost, increased occupant comfort, clear direction for future capital investments that aligns with climate and energy goals.			
Risks If Not Implemented: Missed opportunities to reduce energy costs and greenhouse gas emissions; failure to achieve corporate climate and energy targets; missed opportunities to direct new capital investments towards best option for low-carbon facilities.			
Additional Information:			

2020 Capital Project Information Sheet

Project No. 1100-22-2001	Project Name Downtown Georgetown Parking Feasibility Assessment		2020 Budget \$25,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration		Funding Sources Strategic Planning	Amount \$25,000
Target Start Date April, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope:	Concerns have been raised regarding the adequacy and location of parking in downtown Georgetown. To find a solution, potential options to create, expand and/or relocate additional parking have been developed and reviewed by Town staff. Building on this initial review, the "Downtown Georgetown Parking & Redevelopment Feasibility Assessment" will entail retaining engineering and/or real estate expertise to undertake a detailed technical and market review of the parking options to determine the most feasible solution. Associated next steps will also be identified. The feasibility assessment will take into account the Town's strategic priorities, planning context (e.g. Destination Downtown policies), economic development opportunities (e.g. Economic Development & Tourism Strategy), financial viability and engineering requirements - among other factors. Recommendations will be brought to Council and key stakeholders will be engaged, as appropriate.		
Deliverables:	1) Downtown Georgetown Parking Feasibility Assessment; 2) 'Proof of Concept' parking and/or multi-use development design; 3) Recommended next steps.		
Benefits:	1) Implementation of key recommendations and planning objectives of Destination Downtown; 2) Partnership opportunities to maximize socio-economic redevelopment benefits; 3) Opportunity to provide additional parking near Main Street; 4) Support economic vitality of the downtown area as it matures.		
Risks If Not Implemented:	1) Continued lack of adequate and convenient parking; 2) Lost opportunity to deliver on Council's strategic priorities such as affordable housing; 3) Lost economic development opportunities; 4) Lost opportunity to partner with stakeholders to maximize redevelopment potential and associated socio-economic benefits.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 7300-02-2001	Project Name CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex		2020 Budget \$142,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$142,000
Target Start Date	March, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	\$319,100	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	This project will test air handling units, dehumidifiers, and pumps to determine actual flows and pressures and rebalance, retrofit, and refurbish accordingly. It will also monitor HVAC units, dehumidifier, and heat recovery operation to make necessary control changes. Pending full evaluation, additional improvements such as installation of variable frequency drives (VFD) and minor controls refurbishments may be considered.
Deliverables:	Evaluation of HVAC system performance at Mold-Masters SportsPlex, including recommended improvements. Implementation of improvements such as minor controls refurbishments and VFD installation.
Benefits:	Reduced energy consumption and operating cost at Mold-Masters SportsPlex, improved occupant comfort.
Risks If Not Implemented:	Failure to implement Corporate Energy Plan and failure to meet corporate energy and climate change mitigation objectives; missed opportunity to improve thermal comfort and efficiency at Mold-Masters SportsPlex; increased energy costs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-02-2002	Project Name CEP - HVAC Performance Testing and Retrofits - Town Hall	2020 Budget \$55,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah
Service Category Environmental Services	Funding Sources Capital Replacement Reserve	Amount \$55,000
Target Start Date March, 2020	Target Completion Date December, 2020	
Future Period Capital Requirements Operating Impact	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	\$70,000 \$0

Description	
Scope:	<p>This project will conduct performance testing on HVAC systems to establish operating flow rates, pressures, and power consumption. The testing contractor will identify malfunctioning equipment in need of repair or replacement, system design flaws, damage, and leaks requiring refurbishment. Testing will determine efficiency, operating performance, and opportunities for improvement.</p> <p>Pending full evaluation, anticipated improvements will include: ventilation rebalancing and refurbishment, installation of air destratification fans in the atrium, installation of variable frequency drives (VFDs) where appropriate, and minor controls improvements.</p>
Deliverables:	Evaluation of HVAC system performance at Town Hall, including recommended improvements. Implementation of improvements such as destratification fans, VFDs, ventilation system refurbishment, and minor controls improvements.
Benefits:	Reduced energy consumption and operating cost at Town Hall, improved occupant comfort.
Risks If Not Implemented:	Failure to implement Corporate Energy Plan and failure to meet corporate energy and climate change mitigation objectives; missed opportunity to improve thermal comfort and efficiency at Town Hall; increased energy costs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-02-2003	Project Name CEP - HVAC Performance Testing and Retrofits - Acton Arena	2020 Budget \$52,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah
Service Category Environmental Services	Funding Sources Capital Replacement Reserve	Amount \$52,000
Target Start Date March, 2020		
Target Completion Date December, 2020		
Future Period Capital Requirements Operating Impact	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	Amount \$62,700 \$0

Description	
Scope:	<p>This project will conduct performance testing on HVAC systems to establish operating flow rates, pressures, and power consumption. The testing contractor will identify malfunctioning equipment in need of repair or replacement, system design flaws, damage, and leaks requiring refurbishment. Testing will determine efficiency, operating performance, and opportunities for improvement.</p> <p>Pending full evaluation, anticipated improvements will include: ventilation rebalancing and refurbishment, installation of variable frequency drives (VFDs) where appropriate, and minor controls retrofits and refurbishments.</p>
Deliverables:	Evaluation of HVAC system performance at Acton Arena, including recommended improvements. Implementation of improvements such as installation of VFDs, ventilation system refurbishment, and minor controls improvements.
Benefits:	Reduced energy consumption and operating cost at Acton Arena, improved occupant comfort.
Risks If Not Implemented:	Failure to implement Corporate Energy Plan and failure to meet corporate energy and climate change mitigation objectives; missed opportunity to improve thermal comfort and efficiency at Acton Arena increased energy costs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-02-2004	Project Name CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre		2020 Budget \$33,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$33,000
Target Start Date	March, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	\$52,500	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>This project will conduct performance testing on boilers, air handling units, Dectron dehumidifier, and air pumps, to determine actual flows and pressures and rebalance, retrofit, and refurbish as necessary to ensure optimal performance.</p> <p>Pending full evaluation, anticipated improvements to HVAC systems include repairs to mixing valve and optimization of DHW supply temperatures, minor controls work, installation of destratification fans in Kinsmen Hall.</p>
Deliverables:	Evaluation of HVAC system performance at Gellert Community Centre, including recommended improvements. Implementation of improvements such as minor controls refurbishments, installation of destratification fans.
Benefits:	Reduced energy consumption and operating cost at Gellert Community Centre, improved occupant comfort.
Risks If Not Implemented:	Failure to implement Corporate Energy Plan and failure to meet corporate energy and climate change mitigation objectives; missed opportunity to improve thermal comfort and efficiency at Gellert Community Centre; increased energy costs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-22-2005	Project Name CEP - Geothermal Systems Optimization		2020 Budget \$100,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date	March, 2020		
Target Completion Date	March, 2021		
Future Period Capital Requirements	\$92,500	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The Town currently has geothermal systems at four facilities. The proper functioning of existing systems and expansion of the use of geothermal heating and cooling is central to the implementation of the Corporate Energy Management Plan.</p> <p>In order to improve operation of current geothermal systems, all four existing geothermal systems will be documented and tested to establish current operating performance and to provide a baseline for good practice. System design schematics, capacities, and operation of heat pumps will be documented. Deficiencies in the fire station systems will be uncovered for correction along with adjustments and control improvements for all four systems. A geothermal best practices guide will be produced to inform the application, design, and operation of future Town installations.</p>
Deliverables:	Report on current operating conditions at four existing geothermal installations, including recommended improvements and corrections for all systems. Guide to geothermal best practices for future Town geothermal installations.
Benefits:	Improved operation of existing geothermal installations, reduced energy costs and emissions associated with heating and cooling existing facilities, development of clear guidelines to direct development of future geothermal installations.
Risks If Not Implemented:	Continued sub-optimal functioning of geothermal systems; increased energy costs; failure to effectively deploy future geothermal installations; failure to meet low-carbon energy requirements of corporate climate change mitigation goals.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 7300-02-2007	Project Name CEP - Ice Plant Optimization - Acton Arena		2020 Budget \$23,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah	
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$23,000
Target Start Date	September, 2020		
Target Completion Date	March, 2021		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	This project will recalibrate the ice plant at Acton Arena in order to optimize energy consumption. Includes testing brine pumps, monitoring ice plant operation and controls and making any necessary changes identified.
Deliverables:	Report on ice plant operation and implementation of necessary changes.
Benefits:	Improved operation of ice plant, reduced energy consumption, reduced operating costs, reduced GHGs.
Risks If Not Implemented:	Failure to meet the goals in the corporate energy plan, missed opportunity to reduce energy demand and costs, failure to meet Council's climate change goals
Additional Information:	

2020 Capital Project Information Sheet

Project No. 0510-01-0101	Project Name Municipal Accessibility Plan		2020 Budget \$50,000
Department Office of the CAO		Division Council	Project Manager Suzanne Jones
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description

Scope: The Accessibility Plan describes the measures that the Town of Halton Hills will take in the next five years to identify, remove and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.

Deliverables: To make the Town of Halton Hills a universally accessible community through the removal of barriers for persons with disabilities.

Benefits: To provide inclusivity for all users of Town services and facilities.

Risks If Not Implemented: Not all citizens will be afforded equal access to Town Services. The Town would be in violation of the legislated Accessibility for Ontarians with Disabilities Act (AODA).

Additional Information:

CORPORATE SERVICES



2020 BUSINESS PLAN

Vision Statement:

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

Mission Statement:

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

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

November 2019



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CORPORATE SERVICES

DEPARTMENT OVERVIEW

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

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

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

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

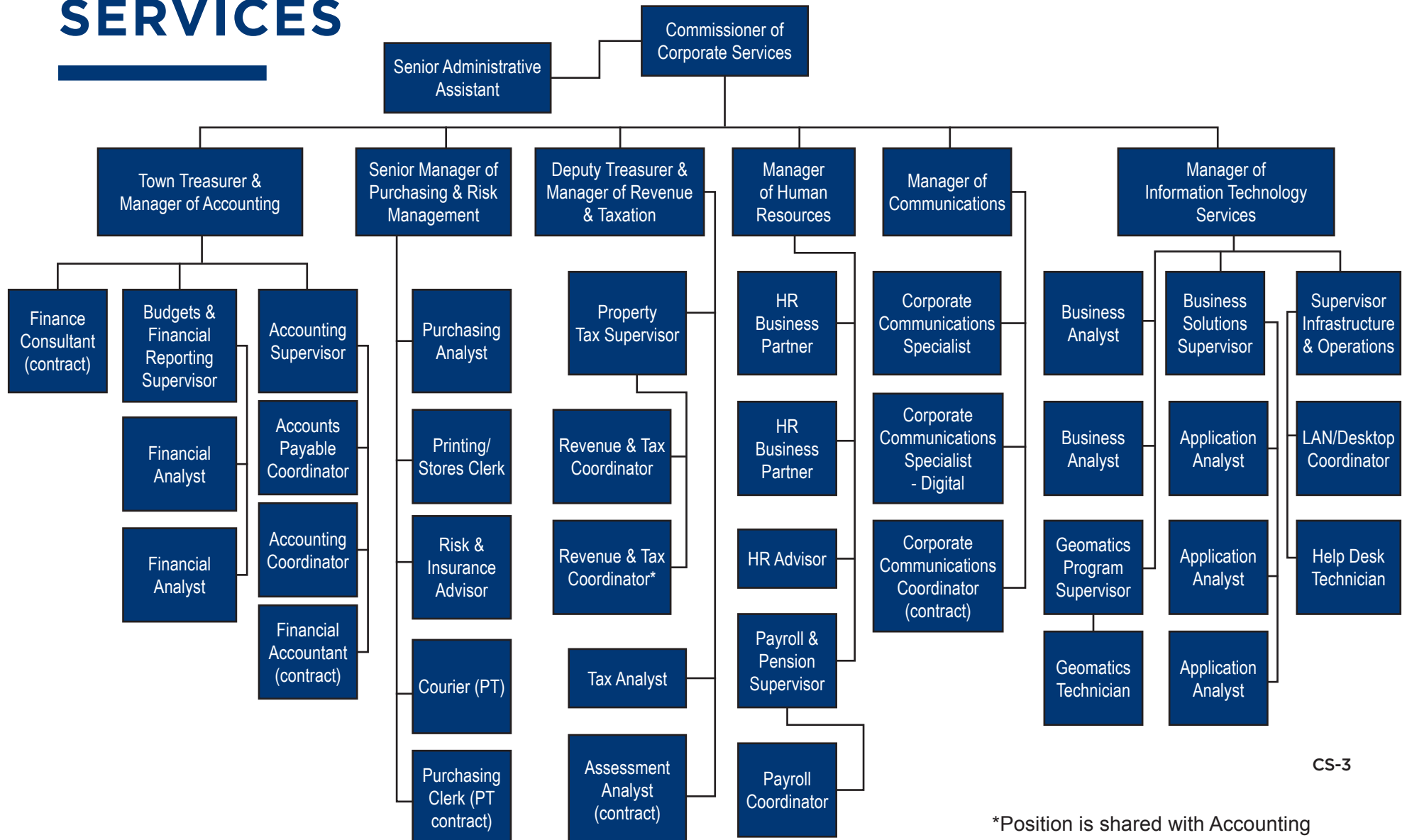
Information Technology Services manages the Town's technical infrastructure including implementing, maintaining, securing, trouble-shooting and upgrading hardware and software, providing support to users, and planning for future technology. Technology can range from common desk top products to highly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

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

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

CORPORATE SERVICES

CURRENT ORG CHART



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*Position is shared with Accounting

CORPORATE SERVICES



Communications

CORE ACTIVITIES

Develops and distributes information for internal and external audiences through the strategic use of multiple channels, including interactive media. Corporate 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.

- Reports on communications activity and provides professional advice on communication matters
- Develops and executes strategies around public-facing and internal communications
- Ensures adherence to the Public Engagement Charter
- Manages consultations via online engagement platform (letstalkhaltonhills.ca)
- Manages media relations; monitors and responds to issues and oversees crisis management communications
- Oversees the corporate advertising program
- Produces and posts content through the corporate website and social media channels
- Assists with Intranet content management
- Develops and distributes collateral (pamphlets/posters/banners)
- Produces correspondence and presentations
- Manages the corporate visual identity

CORPORATE SERVICES



Communications

2019 ACCOMPLISHMENTS/SUCSESSES



- Website registered approximately 70,000 page views per month with residents spending more time on pages than last year.
- Successful consolidation of online consultations via 'letstalkhaltonhills.ca'; anticipate 30 external projects published by end of year with an estimated 12,000 participants.
- Launched monthly Mayor/CAO columns providing political & operational perspectives on topical issues using dedicated media space.
- Introduced a bi-monthly ActiVan bulletin for riders, potential reach is estimated to be over 2,000.
- Streamlined and enhanced advertising program; new process resulted in 2 days/ week of saved time and greater profile on the corporate website.
- Fulfilled the Public Engagement Strategy with:
 - Launch of Ward Meetings along with the reporting requirements per Public Engagement Charter standards
 - Negotiation of dedicated space in print media
 - Publication of 14 issues of The Current (corporate e-newsletter) with 328 subscribers, representing an increase of 24% over 2018
 - Publication of 6 issues of the Sustainability e-newsletter with 488 subscribers, representing an increase of 7% over 2018
 - Publication of 7 issues of the Economic Development e-newsletter with 363 subscribers, representing an increase of 14% over 2018

CORPORATE SERVICES



Communications ENVIRONMENTAL SCAN



Challenges	<p>Leveraging the strategic value of communications:</p> <ul style="list-style-type: none"> • Most people are connected online and information, real or false, is transmitted quickly and easily. • Need to build and manage a positive reputation to promote understanding of what, why and how the municipality conducts its business. • Reputation management is a key and growing component of any corporate communications portfolio and requires an ability to monitor the digital presence, understand the impact and respond quickly. • Success of division has yielded high demand for service across the organization at times presenting workload issues for small staff team. <p>Profile in a crowded, interactive world:</p> <ul style="list-style-type: none"> • The many 'voices' of Facebook, Twitter and Instagram compete for attention; it is difficult for the municipality to stand out and be heard. • Ongoing, consistent and multi-channeled communications support the Town's direction to inform and engage its stakeholders; staff now investing 50% of time managing digital channels in addition to traditional media channels.
Opportunities	<ul style="list-style-type: none"> • Continue to expand metrics to report on public sentiment and campaign effectiveness. • Continue to execute digital media plans to specific audiences (general public, LinkedIn users, tourism-focused users), enabling the municipality to capitalize on this preferred form of communication.


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CORPORATE SERVICES



Communications WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Expand the ways in which the public is informed about municipal issues.	<ul style="list-style-type: none"> Offer a Q&A video series on issues of interest. Post monthly columns in high profile municipal spaces. Capitalize on popular digital channels, to inform and engage e.g., LinkedIn for job postings. 	Communications	Extend the reach of communications to build public awareness around municipal programs, services and issues.	<ul style="list-style-type: none"> Council's Strategic Plan Core Service Delivery Public Engagement Strategy
2 Support and leverage economic development and tourism initiatives to inform stakeholders. 	<ul style="list-style-type: none"> Collaborate with staff on Business Concierge program to streamline and support business opportunities; manage communications for program launch. Work with staff on a tourism communications plan, including content for events/activities calendar. 	Communications Economic Development/ Tourism	<p>Development of a Business Concierge program that advances customer service and efficiency goals.</p> <p>A strategic approach to informing and communicating with the business audience.</p> <p>A coordinated approach to tourism promotion that aligns and supports economic development goals.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan Core Service Delivery

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CORPORATE SERVICES



Communications

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Support and enhance Council communications to constituents.	Research and develop communications options for Council's consideration.	Communications	Addressing Council's priority to inform the public on topical issues and Ward-specific matters of interest.	<ul style="list-style-type: none"> • Council's Strategic Plan • Core Service Delivery

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CORPORATE SERVICES



Communications

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	<p>Request for conversion of contracted part-time to permanent full-time:</p> <p>Communications Coordinator: This contractual position has been instrumental in supporting the heavy demand across all departments for digital and print content, graphic design, enhanced public engagement, and corporate advertising. The Communications Coordinator ensures that public-facing communications are strategically aligned in messaging, design and timing. In just over one year, this position has completed over 90 projects including the Budget Business Plans, the Annual Financial Report, the value-for-money tax bill insert, Culture Days and Bike-it event collateral, and numerous infographics to illustrate service results. In addition, the Communications Coordinator created a streamlined advertising process, and to date has posted almost 300 advertisements. The Communications Coordinator is needed to create and deliver consistent, compelling, and professional products to inform the community, and support new initiatives such as the Business Concierge program.</p>

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CORPORATE SERVICES



Communications

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
<ul style="list-style-type: none"> Strong and positive media coverage. 	<ul style="list-style-type: none"> 85% of media releases picked up.
<ul style="list-style-type: none"> Increased use of Let's Talk Halton Hills. 	<ul style="list-style-type: none"> 5% additional visits. 5% engaged visits.
<ul style="list-style-type: none"> Increased use of corporate website. 	<ul style="list-style-type: none"> 2% page view growth.

CORPORATE SERVICES



Human Resources

CORE ACTIVITIES

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

- Reports on HR-related activity and provides professional advice on personnel matters
- Manages the recruitment and onboarding of new staff
- Administers the compensation package including payroll and benefits
- Delivers training and development, including the health, safety and wellness program
- Assists with employee and labour relations activities
- Promotes 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

2019 ACCOMPLISHMENTS/SUCCESSES



- Successful and smooth Implementation of a new payroll system resulting in an estimated annual savings of over 400 hours of administration time.
- In collaboration with Fire management, successfully concluded contract negotiations with the full- time Fire Association, with a 3-year collective agreement approved by Council.
- Reviewed the non-union healthcare benefits package in consultation with staff; final package well-received by staff and implemented with current budget.
- Introduced a succession planning program across departments to identify critical positions and develop an internal pool of potential successors.

CORPORATE SERVICES



Human Resources ENVIRONMENTAL SCAN



Challenges

Complex legislative environment law and health and Safety

(e.g. Making Ontario Open for Business Act; Fair Workplaces, Better Jobs Act; WSIB Chronic Mental Stress policy; Cannabis Act; Impaired Driving Act; Supporting Ontario's First Responders Act):

- Staff monitors the passage of legislation and post-enactment amendments, and as needed, makes policy updates, estimates the budgetary impact, and develops training programs.
- Staff ensures that practices are legislatively compliant and in keeping with industry standards.
- Estimated that 15% of staff time is spent responding to new and changing legislation (doubling over last two years).
- Ministry of Labour focused on the municipal sector for health and safety inspections.

Increased retirements due to aging workforce, leading to more recruitment:

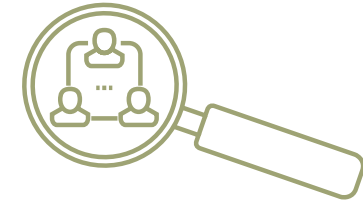
- In 2020, 22% of staff will be 55 years+, with 44% of those eligible to retire in 2020; 19 are management positions and/or hard to recruit positions unique to municipalities.
- Research is predicting stiff competition as the qualified pool of successors shrinks.
- Uncertainty around the outcomes of the 2019 Regional Review has challenged efforts to attract talent for some positions in 2019.
- Need for strategic succession planning to develop talent from within and ensure the effective transfer of knowledge.

CORPORATE SERVICES



Human Resources

ENVIRONMENTAL SCAN **Continued**



Opportunities

- Utilize expanded administrative support to release staff time for legislative matters.
- Maximize functionality of the new payroll system to improve efficiencies across departments.
- Store information on health and safety training and incidents for easy retrieval of the data, and generation/tracking of metrics.
- Administer a succession plan that supports a proactive approach to filling critical positions including identifying and developing an internal talent pool.
- Offer development opportunities focused on core competencies for current and emerging leaders.
- Respond to changing workplace trends as an attraction and retention strategy. With millennials representing 50% of the workforce in 2020, consider preferences for more flexibility around hours and place of work, a desire for more powerful technical tools and greater focus on skills development.
- Market the Town as an employer of choice.

CORPORATE SERVICES



Human Resources WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Conduct a salary survey as part of the Town's attraction and retention strategy.	As per the Personnel Policy Manual, conduct a non-union salary survey using established market comparators and review/report on results to Council and staff.	Human Resources	Salary survey completed, and results reported.	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan • Core Service Delivery
2 Advance the succession plan program.	Work with staff to customize and implement development plans.	Human Resources	<p>Development plans established for potential successors.</p> <p>Building internal resources shortens time to fill vacancies and increases opportunities for advancement (a factor associated with positive engagement and retention).</p>	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan • Core Service Delivery

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CORPORATE SERVICES



Human Resources

WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Provide staff with training in municipal governance.	Introduce a training program to develop knowledge and competency in the context of local government.	<ul style="list-style-type: none"> Human Resources Clerks 	Increase staff understanding of how municipalities operate (governance model, structure, processes).	<ul style="list-style-type: none"> Council's Strategic Plan Core Service Delivery
4 Build a robust employee orientation program.	Support retention efforts by ensuring new staff receives a comprehensive orientation to their job, their department and the Town.	Human Resources	New staff able to quickly grasp roles and establish supportive working relationships, reducing learning curves and employee turnover.	<ul style="list-style-type: none"> Council's Strategic Plan Core Service Delivery
5 Market the Town as an employer of choice.	Review job posting template, and determine best way to promote the Town as an employer and as a great place to live and work.	<ul style="list-style-type: none"> Human Resources Communications 	Attraction of skilled applicants that contribute to a high performing organization.	<ul style="list-style-type: none"> Council's Strategic Plan Core Service Delivery

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CORPORATE SERVICES



Human Resources

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
<ul style="list-style-type: none"> Satisfaction with non-union benefits. 	<ul style="list-style-type: none"> Staff survey indicates satisfaction with benefits package.
<ul style="list-style-type: none"> Adoption of succession planning goals. 	<ul style="list-style-type: none"> Talent pool members become the candidate of choice for any vacancies for which they are qualified.
<ul style="list-style-type: none"> Increased efficiencies through new payroll system. 	<ul style="list-style-type: none"> 25% less time on payroll process.
<ul style="list-style-type: none"> Reduced number of accidents and incidents. 	<ul style="list-style-type: none"> Reduction in number of accidents/incidents from 2019.
<ul style="list-style-type: none"> Maintained acceptable time for filling vacancies. 	<ul style="list-style-type: none"> Adhere to industry standard (9-11 weeks) for hiring qualified candidates.

CORPORATE SERVICES



Information Technology Services

CORE ACTIVITIES

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

- Provides progress updates on the Corporate Technology Strategic Plan and professional advice on information technology
- Manages the Help Desk service
- Protects systems through appropriate cyber security
- 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

2019 ACCOMPLISHMENTS/SUCCESSES



- Based on recommendations from the Corporate Technology Strategic Plan, added staff to Information Technology Services and outsourced database administration and network management
- Completed key infrastructure upgrades to support business needs and continuity; staff replaced core network switches; boosted in-building cellular at Town Hall and the Operations Centre; refreshed PCs, provided greater access to mobile devices; and, added equipment to Acton Fire Station to support the Emergency Operations Centre.
- Developed requirements for :
 - Office 365 implementation
 - asset management system
 - tax system
 - Fire's records management system
- Provided project support and implementation of the following:
 - enhanced GIS system architecture
 - website re-development
 - traffic control system
 - automatic vehicle location system for the fleet
 - financial system upgrades
 - AMANDA 7 upgrade
- Assessed the corporate network, cyber security maturity, and the business continuity strategy to prepare for future enhancements.

CORPORATE SERVICES



Information Technology Services ENVIRONMENTAL SCAN



Challenges

Rapidly changing technical environment and expectation that users (public and staff) will have access to latest technology:

- Technological change is accelerating at an exponential rate. More advanced technology is building faster, more robust hardware and software.
- Public and staff want the same convenient, flexible, easy-to-use tools available in other sectors; support for this direction was documented in the Corporate Technology Strategy Plan (CTSP).
- More municipalities are offering services over the web to increase convenience as noted by the Association of Municipalities in Ontario. Web-based services help manage resources: an IBM study revealed that cost of service over the web is 11 times cheaper than a phone transaction and 25 times less expensive than an equivalent face-to-face interaction.
- As per the CTSP, staff identified a need for technical solutions that will support mobility, integrate with other applications, deliver meaningful metrics, and in general, improve business processes.
- Work continues on the Town's infrastructure to deliver the improvements noted above.

CORPORATE SERVICES



Information Technology Services

ENVIRONMENTAL SCAN **Continued**



Challenges

Cyber-attacks:

- Providing sufficient protection against cyber-attacks is a challenge for all organizations.
- In the 2019 Cyber Threat Defense Report, 78% 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.

Financial impact of annual subscription services:

- Increasing number of software services delivered over the cloud. Systems that have recently migrated to the cloud include: recreation services management, parking tickets, payroll, agenda management and web-streaming.
- One-time funding in the Capital Budget for software must convert to an ongoing Operating Budget item.
- Need to prepare financially for this transition as subscriptions increase.

CORPORATE SERVICES



Information Technology Services

ENVIRONMENTAL SCAN **Continued**



Opportunities

- The Corporate Technology Strategic Plan identifies priorities, sequencing and the required resourcing to streamline processes, improve productivity and enhance customer service.
- The CTSP references greater integration of systems, increased use of cloud-based and other contractual services, and investment in foundational infrastructure for expanded web services.
- Cloud-based services will reduce physical and digital storage space needed and staff time to maintain/trouble-shoot. Will be establishing a framework to ensure cloud solutions meet the Town's security, privacy and redundancy requirements.

CORPORATE SERVICES



Information Technology Services WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Modernize the technical infrastructure.	<p>Based on requirements, replace/enhance data storage, networks, firewall protection, wireless access points, and the phone system.</p> <p>Pending budget approval, introduce contracted service for cyber security monitoring.</p>	<ul style="list-style-type: none"> Information Technology Services Communications 	Replacement of aged or end-of-life hardware to maintain reliability and service levels.	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan Core Service Delivery
2 Launch the re-developed corporate website.	<p>Work with selected vendor to implement renewed website on hosted platform.</p> <p>Website to offer expanded e-services, 24/7 support and simplified content management.</p>	<ul style="list-style-type: none"> Information Technology Services Communications 	<p>Convenient anytime, anywhere access to selected e-services.</p> <p>Extended, expert support for maintenance, upgrades, and trouble-shooting.</p> <p>Reduced time for content updating.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan Core Service Delivery

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CORPORATE SERVICES



Information Technology Services

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Implement the multi-functional Office 365 as per the recommended strategy.	Working with staff, introduce priority functions as determined in the 2019 roll-out strategy.	<ul style="list-style-type: none"> Information Technology Services 	<p>Delivery of a supported software platform to replace Office 2010.</p> <p>Improved tools for collaboration and communication.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan Core Service Delivery
4 Harmonize the records management system for Fire Services.	Working with Halton Hills and Burlington Fire staff, implement a common records system (FireHouse) to support the integrated dispatch service.	<ul style="list-style-type: none"> Information Technology Services HH Fire Dept. Burlington Fire Dept. 	Records management platform used by three partnering Fire Services in Halton Region (Burlington, Halton Hills, and Oakville).	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan
5 Develop a long-term strategy for Geomatics Information System (GIS).	Working with a Geomatics expert in collaboration with staff, develop a road map for future use of GIS.	<ul style="list-style-type: none"> Information Technology Services 	Geomatics Strategy to guide future directions.	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan Core Service Delivery

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CORPORATE SERVICES



Information Technology Services

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
<p>6 Pending capital budget approval:</p> <p>Implement the asset management system;</p> <p>Plan for digitizing Building services and leveraging AMANDA for Planning services.</p>	<p>Based on requirements, select a vendor for the asset management system. Train staff, test and implement.</p> <p>Working in concert with staff, develop implementation plans for (a) digitizing Building Services and (b) making greater use of AMANDA to support Planning functions.</p>	<ul style="list-style-type: none"> Information Technology Services Asset Management Building Services Planning Services Economic Development 	<p>Improved efficiency of operations through work order and asset management system.</p> <p>Clear plan for implementing business process changes and technology to support digitization of Building and Planning services, e.g. sequencing, costs.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan Corporate Technology Strategic Plan Core Service Delivery

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CORPORATE SERVICES



Information Technology Services

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
<ul style="list-style-type: none"> - Maintained high resolution rate for Help Desk requests (tickets). 	<ul style="list-style-type: none"> - 90%+ resolved within expected time frame.
<ul style="list-style-type: none"> - Significant project implementation 	<ul style="list-style-type: none"> - 80% of projects met their time / budget / scope objectives.
<ul style="list-style-type: none"> - Staff satisfaction with technology tools. 	<ul style="list-style-type: none"> - 80% of staff surveyed are satisfied with the technology supporting their work.

CORPORATE SERVICES



Purchasing & Risk Management

CORE ACTIVITIES

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

- 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
- Disposes of surplus assets
- Manages inventory for Public Works
- Administers the corporate purchasing card program
- Oversees the procurement of electricity and natural gas
- Provides mail, internal courier and print room services
- Ensures compliance with trade agreements
- Manages the insurance and risk management program

CORPORATE SERVICES



Purchasing & Risk Management

2019 ACCOMPLISHMENTS/SUCCESSES



- Launched the second phase of the e-Bidding platform, which introduced contract management and vendor performance functions; new functionality saved time, ensured that vendors had the requisite insurance coverage, and enabled documentation of performance.
- Investigated the concept, benefits and application of social procurement in conjunction with the Halton Cooperative Purchasing Group, including possibility of an employers' open house.
- Worked with Accounting staff and vendors to pay invoices through Electronic File Transfer (EFT) instead of cheques, saving an average of 2 staff days per month.
- Promoted the use of VISA for invoice payments to maximize the rebate.

CORPORATE SERVICES



Purchasing & Risk Management ENVIRONMENTAL SCAN



Challenges	<p>Growing interest in social procurement:</p> <ul style="list-style-type: none"> • Continue to seek greater clarity about a social procurement approach and expected outcomes. • Delivery of a successful social procurement program requires strong partnerships with businesses and social service agencies. <p>Trends in the insurance industry:</p> <ul style="list-style-type: none"> • Increasing number of claims involving lawyers add to the complexity. • Legal landscape: when two or more parties are at fault, joint and several liability as per the Negligence Act is placing greater financial hardship on the municipality (currently under review by Province).
Opportunities	<ul style="list-style-type: none"> • Pursue networking and other educational opportunities to expand knowledge around best financial and risk management practices; introduce a corporate risk management approach. • Leverage the e-Bidding platform version 2.0 to include an automated and more efficient way of managing bids, contracts and vendor performance (aiming to reduce time spent by 10%). • Explore a social procurement with Halton Co-operative Purchasing Group to identify feasible approaches that help create jobs for marginalized groups and drive economic development.

CORPORATE SERVICES



Purchasing & Risk Management WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Adopt a formalized risk management approach to reduce liability and control costs.	Address risks identified by insurer. Begin work on recommended policies/processes to mitigate risk.	• Purchasing	Harm reduction due to safer environments/ practices. Protection from financial or reputational damage.	• Council's Strategic Plan • Core Service Delivery
2 Implement all modules of the latest version of e-Bidding.	Review latest functionality, customize for Town use, train affected staff and implement. Evaluate effectiveness.	• Purchasing	Increased efficiencies for all project correspondence and documentation.	• Council's Strategic Plan • Core Service Delivery
3 Continue to explore social procurement approach with the Halton Cooperative Purchasing Group.	Continue to pursue feasible and practical ways to improve opportunities for the unemployed and under-employed.	• Purchasing in collaboration with the Halton • Co-operative Purchasing Group	Develop a model for HCPG members to follow and provide vendors with one platform.	• Council's Strategic Plan • Sustainability Strategy

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CORPORATE SERVICES



Purchasing & Risk Management

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Part Time	0.75 FTE	<p>Request for conversion of contractual part-time to permanent part-time:</p> <p>Purchasing Clerk: This contractual part-time position has provided administrative support for the Purchasing and Accounting teams. In 2019, the Purchasing Clerk worked closely with Accounts Payable staff to implement the Electronic File Transfer (EFT) program, which has resulted in a savings in supplies and the reclaiming of two staff days per month. The Purchasing Clerk has also helped to process more invoices through VISA; this has also reduced staff time and increased the VISA rebate. With clerical tasks assigned to this position, the Manager of Purchasing and the Purchasing Analyst were able to allocate more time to projects that required their expertise. While efficiencies have been gained through the e-Bidding platform, it is recommended that the Purchasing Clerk move from 17.5 hours to 28 hours per week to offset the growing volume of bids (projected increase of 23% over 2018), and to continue to support the VISA payment program.</p>

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CORPORATE SERVICES



Purchasing

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
<ul style="list-style-type: none"> Increased efficiencies through greater use of VISA and EFT for invoice payments. 	<ul style="list-style-type: none"> 25% fewer cheques 10% increase in VISA rebates.
<ul style="list-style-type: none"> Improved management of vendor performance. 	<ul style="list-style-type: none"> 100% of significant value vendors evaluated.
<ul style="list-style-type: none"> Maintained high level of satisfaction with bid process/results. 	<ul style="list-style-type: none"> Based on staff input, satisfaction remains high.

CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

CORE ACTIVITIES

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

- Provides financial information and analysis and professional advice on financial matters
- Produces Annual Financial Statements and Financial Information Returns
- Coordinates the Capital and Operating Budgets
- 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 for property taxes and manages the property tax base
- Administers the tax rebate and deferral plans
- Protects the Town's property tax base through active participation in assessment review
- Administers the Development Charges Background Study/By-law and Community Benefits Charge Strategy/By-law
- Processes accounts receivable and payable
- Manages charitable donations
- Provides community group loan oversight
- Ensures legislative compliance

CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

2019 ACCOMPLISHMENTS/SUCCESSES



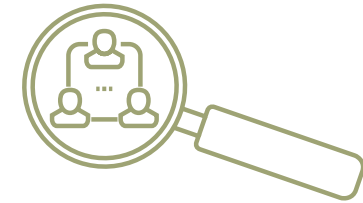
- Implemented the Long Range Financial Planning tool to track and update variables, analyze scenarios and develop financing options.
- Automated budget-related reporting, saving approximately 30 hours of staff time per year.
- Automated the records for approved capital projects to facilitate tracking and reporting.
- Transitioned to a new bank to reduce fees and secure higher returns on investments.
- Enhanced the process for ranking capital budget requests, incorporating asset management factors such as condition and level of risk.
- Successfully upgraded the accounting software (Great Plains) to ensure ongoing system support.
- Automated the accounting for 24,000+ fixed assets, leading to a more efficient and accurate process.
- Began identifying needs for new property tax software in preparation for a market review.
- Actively participated in Assessment Review Board's new appeal process, ensuring that the Town is appropriately represented.
- Through targeted promotion, increased the number of pre-authorized payment plans by 6%, increasing convenience for taxpayers, and decreasing administrative time and the potential for outstanding taxes.
- Moved from paper files in Revenue and Taxation to attaching files electronically through the tax software system, reducing consumption of paper and space.

CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

ENVIRONMENTAL SCAN



Challenges	<p>New Assessment Review Board (ARB) rules:</p> <ul style="list-style-type: none"> • Required to file documentation and participate in meetings as per the prescribed timeline in order to be party to an appeal, e.g., the ability to question/refute a settlement. As of October, 2019, the ARB has reduced the process timeline from 66-104 weeks to 40 weeks, meaning less time for staff to prepare. • Staff time spent on managing property appeals and under-assessments has increased from 25% to 100% of a full-time equivalent. <p>More complex financial portfolio:</p> <ul style="list-style-type: none"> • Managing budget pressures: <ul style="list-style-type: none"> • Fluctuating assessment growth which ranged from 0.7% to 3.6% over last 10 years, making the primary revenue stream unpredictable. • Changes in provincial legislation, i.e.: Bill 108- More Homes, More Choice Act, 2019, which will impact the Town's development charges process. • Uncertainty around continuity of Provincial transfers. • Managing investments, cash flow and debt in an environment of fiscal constraint.
Opportunities	<ul style="list-style-type: none"> • Make use of Long Range Financial Plan tool to identify and analyze the impacts of changing variables. • Measure and report on impact made by Assessment Analyst in safeguarding the tax base.

CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Continue to support sound financial planning and decision-making.	<p>Understand, analyze and plan for Bill 108 changes (<i>More Homes, More Choice, 2019</i>).</p> <p>Identify and introduce additional reports meaningful to operational and managerial staff.</p> <p>Enhance financial reporting to Council and the Senior Management Team.</p>	<ul style="list-style-type: none"> Accounting 	<p>Information to make evidence-based decisions, enabling the Town to maintain a strong financial position.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Long Range Financial Plan Core Service Delivery
2 Contribute to the development of a comprehensive and effective asset management program.	<p>Assist in developing requirements for an asset management information system from a financial perspective.</p>	<ul style="list-style-type: none"> Asset Management Information Technology Services Accounting 	<p>Appropriate allocation of resources for the maintenance and replacement of assets and the continuity of service.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Core Service Delivery Asset Management Plan

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CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Work with Information Technology Services to smoothly transition to a new or upgraded tax software solution.	Based on requirements to select vendor, train affected staff and test/ implement system. Advise Council, staff, and the public of any new self-help features.	<ul style="list-style-type: none"> Information Technology Services Revenue and Taxation 	<p>Increased efficiencies and fewer errors due to the elimination of manual processes.</p> <p>Opportunity to introduce convenient online service for taxpayers.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Corporate Technology Strategic Plan Core Service Delivery
4 Develop a new DC Study/Bylaw and Community Benefits Charge Strategy/ Bylaw.	<p>Confirm requirements as per Bill 108 regulations.</p> <p>Work with consultants, to ensure new DC Study/Bylaw (for hard services including transit) and Community Benefits Charge Strategy/Bylaw (for soft services) in place by January, 2021.</p>	<ul style="list-style-type: none"> Revenue and Taxation Accounting 	Completed DC Background Study and By-law (including transit) and CBC Strategy/Bylaw by legislated deadline.	<ul style="list-style-type: none"> Council's Strategic Plan Long Range Financial Plan Transit Strategy

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CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	<p>Request for conversion of contractual full-time to permanent full-time:</p> <p>Assessment Analyst: This contractual position has provided the support needed to monitor and manage assessment appeals effectively. In addition, this position has ensured that internal processes comply with the new Assessment Review Board rules. In 2019, the Assessment Analyst tracked 124 appeals, of which 47 have been active. Nine appeals have been settled protecting 88% of the assessment at risk. This position also reviewed building permits and in the process, added more than 150 properties equating to over \$46M in total property value. In order to continue to safeguard the integrity of the tax base, it is important to continue with a position that can regularly review assessments and bring significant expertise to the appeals process.</p>

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CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	<p>Request for conversion of contractual full-time to permanent full-time:</p> <p>Financial Accountant: This contractual position has had two areas of focus: fixed assets and system upgrades. Over the last year, this position has reviewed and automated the accounting of the Town's 24,000+ fixed assets (e.g. land, buildings equipment). Going forward, the Financial Accountant will ensure that the fixed assets ledger is kept current and accurate. In terms of system support, this position also assisted in the upgrades of accounting software, and will continue to play a critical role in monitoring system performance. The Financial Accountant will be expected to contribute to the development of the planned asset management information system. In the future, the Financial Accountant would be responsible for coordinating an efficient process for revenues. This position is needed to provide dedicated and knowledgeable support around fixed assets, finance and asset- related software and revenue management.</p>
	Total: 2.0	

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CORPORATE SERVICES



Treasury: Accounting, Revenue & Taxation

PERFORMANCE INDICATORS



OPERATIONAL	TARGET
<ul style="list-style-type: none"> - Maintained healthy reserve balances. 	<ul style="list-style-type: none"> - Reserve balances meet Long Range Financial Plan targets.
<ul style="list-style-type: none"> - Effective management of accounts payables, receivables and cash investments. 	<ul style="list-style-type: none"> - Investment income meets and/or exceeds budgeted target.
<ul style="list-style-type: none"> - Limit assessment appeal loss. 	<ul style="list-style-type: none"> - No greater than 10 % of the current assessed value.

2020 Operating Budget Overview

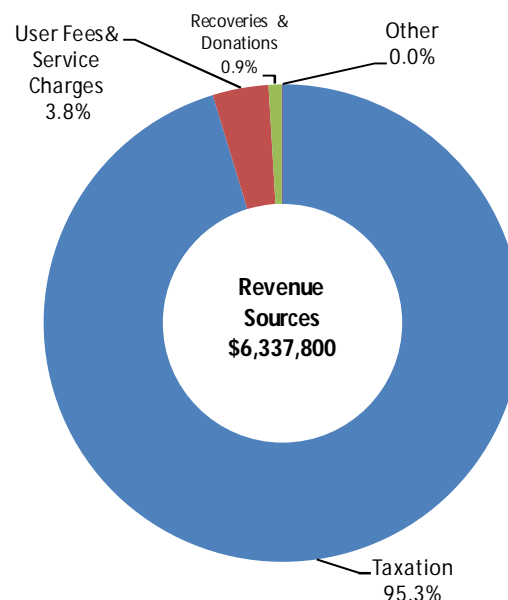
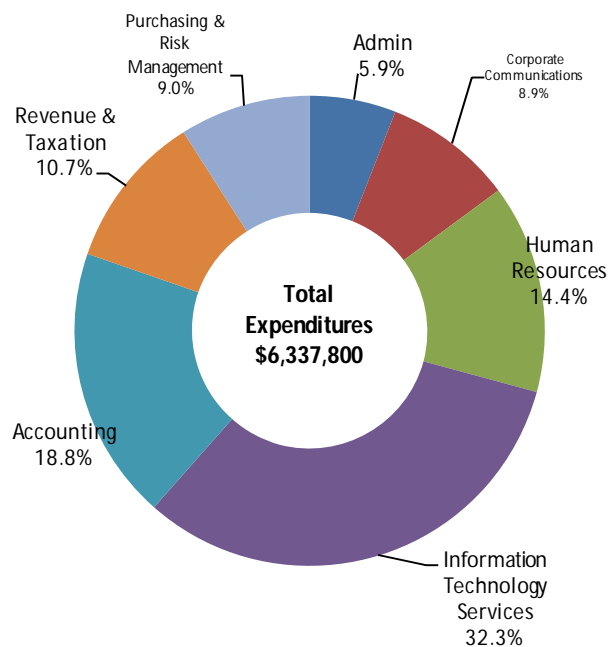
Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing, Information Technology Services, Human Resources and Communications that in turn support and enhance the delivery of effective, efficient and economical municipal services.

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

2020 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2020 is \$6,337,800 in gross expenditures and \$6,039,100 in net expenditures supported from the general tax levy. This represents a 9.9% increase over the 2019 budget resulting from the conversion of four existing contractual positions to permanent status in order to deliver expected services.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	6,060,000	5,752,246	5,985,900	-	351,900	-	6,337,800	277,800	4.6%
Revenue	(566,000)	(577,058)	(283,700)	-	(15,000)	-	(298,700)	267,300	(47.2%)
Total Net Expenditures	5,494,000	5,175,188	5,702,200	-	336,900	-	6,039,100	545,100	9.9%



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	372,300	359,233	376,700	-	-	-	376,700	4,400	1.2%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	372,300	359,233	376,700	-	-	-	376,700	4,400	1.2%
Corporate Communications									
Expense	511,200	508,937	475,200	-	86,900	-	562,100	50,900	10.0%
Revenue	(66,500)	(66,500)	-	-	(15,000)	-	(15,000)	51,500	(77.4%)
Net Expenditures	444,700	442,437	475,200	-	71,900	-	547,100	102,400	23.0%
Human Resources									
Expense	864,600	877,456	910,500	-	-	-	910,500	45,900	5.3%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	864,600	877,456	910,500	-	-	-	910,500	45,900	5.3%
Information Technology Services									
Expense	1,949,000	1,752,661	1,998,300	-	50,000	-	2,048,300	99,300	5.1%
Revenue	(2,700)	(2,700)	(2,700)	-	-	-	(2,700)	-	0.0%
Net Expenditures	1,946,300	1,749,961	1,995,600	-	50,000	-	2,045,600	99,300	5.1%
Accounting									
Expense	1,214,500	1,169,086	1,081,400	-	111,000	-	1,192,400	(22,100)	(1.8%)
Revenue	(83,100)	(83,100)	-	-	-	-	-	83,100	(100.0%)
Net Expenditures	1,131,400	1,085,986	1,081,400	-	111,000	-	1,192,400	61,000	5.4%
Revenue & Taxation									
Expense	714,300	658,177	624,700	-	53,500	-	678,200	(36,100)	(5.1%)
Revenue	(380,700)	(391,758)	(278,000)	-	-	-	(278,000)	102,700	(27.0%)
Net Expenditures	333,600	266,419	346,700	-	53,500	-	400,200	66,600	20.0%
Purchasing & Risk Management									
Expense	434,100	426,696	519,100	-	50,500	-	569,600	135,500	31.2%
Revenue	(33,000)	(33,000)	(3,000)	-	-	-	(3,000)	30,000	(90.9%)
Net Expenditures	401,100	393,696	516,100	-	50,500	-	566,600	165,500	41.3%
Total									
Expense	6,060,000	5,752,246	5,985,900	-	351,900	-	6,337,800	277,800	4.6%
Revenue	(566,000)	(577,058)	(283,700)	-	(15,000)	-	(298,700)	267,300	(47.2%)
Total Net Expenditures	5,494,000	5,175,188	5,702,200	-	336,900	-	6,039,100	545,100	9.9%

The \$545,100, or 9.9%, net increase to the Corporate Services Operating Budget is largely represented by the conversion of existing contractual positions to permanent status. Please see below for the breakdown of major budget changes:

- To continue the delivery of expected services, the 2020 budget includes the conversion of 3.8 full-time equivalent positions from contractual to permanent status for a net total of \$286,900, or 5.2%. These positions include the Communications Coordinator, the Assessment Analyst, the Financial Accountant and the Purchasing Clerk; these positions were funded through a one-time contribution from the 2018 Operating surplus in 2019. Inclusion in the 2020 Operating Budget will provide sustainable funding for these positions going forward. Details for each position are provided in the proceeding pages.
- \$138,750, or 2.5%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.

- The recommendations from the Corporate Technology Strategic Plan included the outsourcing of specialized functions that are more efficiently provided externally and are reflected in a net budget increase of \$90,000 or 1.6%. These functions include both network administration and cyber security services; details on the latter are provided in the proceeding pages.

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Communications Coordinator	\$ 71,900	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Corporate Communications

Description of Services to be Performed:

This request is to convert the existing contractual Communications Coordinator to permanent full-time. This position provides corporate-wide graphic design services and communications assistance. Specifically, content support across multiple platforms; production of various marketing collateral; oversight of the corporate advertising program (solicit/design ad pages, liaise with newspapers, reconcile payments); assistance with presentations; research & data collection; creation/maintenance of corporate templates/documents/photography library; Public Engagement Strategy deliverables, event management and photography.

This inclusion contributes to Council's expectation for enhanced communications and public engagement and ensures all public-facing communications are high standard, opportunities for positive media are leveraged, information is branded and communicated in an ongoing, timely and consistent manner to reach all stakeholders.

Corporate Communications supports the entire organization to ensure public-facing communications are professional, accurate, timely and adhere to best practices. Corporate Communications staff continue to be challenged by the increasing workload. Without support, risks include errors (leading to financial, legal or reputational impacts), decline in quality and enrolment, an inability to deliver current portfolio and support new initiatives.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	86,900	
Supplies & Services		
Other		
Total	\$ 86,900	
Revenue:		
Fees		
Grants		
Other	15,000	Contribution from Halton Hills Hydro
Total	\$ 15,000	
Net Cost	\$ 71,900	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Assessment Analyst	\$ 53,500	July 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Corporate Services	Revenue & Taxation

Description of Services to be Performed:
<p>This request is to convert the full-time contractual Assessment Analyst position to permanent full-time. This contractual position has provided the support needed to monitor and manage assessment appeals effectively. In addition, this position has ensured that internal processes comply with the new Assessment Review Board rules. In 2019, the Assessment Analyst tracked 124 appeals, of which 47 have been active. Nine appeals have been settled, protecting 88% of the assessment at risk. This position also reviewed building permits and in the process, added more than 150 properties equating to over \$46M in total property value. In order to continue to safeguard the integrity of the tax base, it is important to continue with a position that can regularly review assessments and bring significant expertise to the appeals process.</p> <p>This position is scheduled to begin in July 2020; work on large value appeals is currently being done through a contracted service and will discontinue pending approval of this position.</p>

Budget Impact:		
Expenditures:		
Salary & Benefits	53,500	Account & Notes: For start date of July 1, 2020
Supplies & Services		
Other		
Total	\$ 53,500	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 53,500	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Financial Accountant	\$ 111,000	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Corporate Services	Accounting

Description of Services to be Performed:
<p>This request is for the conversion of a full-time contractual Financial Accountant position to permanent full-time. The Financial Accountant has had two areas of focus: fixed assets and system upgrades. Over the last year, this position has reviewed and automated the accounting of the Town's 24,000+ fixed assets (e.g. land, buildings equipment). Going forward, this position will ensure that the fixed assets ledger is kept current and accurate for reporting purposes. In terms of system support, the Financial Accountant assisted with the upgrading of the primary accounting software (Great Plains), and will continue to play a critical role in monitoring system performance. This position has also contributed to the development of the asset management system from a financial perspective and in 2020, will assist with the implementation.</p> <p>In the future, the Financial Accountant would be responsible for coordinating an efficient process for revenues. This position is needed to provide dedicated and knowledgeable support around fixed assets, finance and asset-related software and revenue management. Without this position, there would be limited time to accurately maintain fixed assets records, and support key accounting and asset management software.</p>

Budget Impact:		
<u>Expenditures:</u>		Account & Notes:
Salary & Benefits	111,000	
Supplies & Services		
Other		
Total	\$ 111,000	
<u>Revenue:</u>		
Fees		
Grants		
Other		
Total	\$ -	
<u>Net Cost</u>	\$ 111,000	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Purchasing Clerk	\$ 50,500	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Corporate Services	Purchasing

Description of Services to be Performed:

This request is to convert the contractual part-time Purchasing Clerk position to permanent part-time. This position has provided administrative support for both the Purchasing and Accounting teams. In terms of Purchasing support, the Clerk assists with the bids process including editing bid documents, posting and advertising bids on the Town and other websites, maintaining insurance and WSIB requirements and covering for mail and print room service as needed. With clerical tasks assigned to this position, the Manager of Purchasing and the Purchasing Analyst have been able to allocate time to projects that required their expertise. The Purchasing Clerk supports the Accounts Payable staff in implementing the Electronic File Transfer (EFT) program, which has resulted in a savings in supplies and the reclaiming of two staff days per month. The Clerk has also helped to process more invoices through VISA and has increased VISA rebates by 11%.

It is recommended that the Purchasing Clerk move from 17.5 hours to 28 hours per week to offset the growing volume of bids (projected increase of 23% over 2018), and to continue to support the VISA payment program. The cost of this position is being partially offset through VISA rebate revenue. Without this position, the Manager and Analyst would not be able to focus their efforts on procurement work more appropriate for their positions, which would ultimately result in delays in processing bids that may in turn affect project deadlines.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	50,500	
Supplies & Services		
Other		
Total	\$ 50,500	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 50,500	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Cyber Security Services	\$ 50,000	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Services

<p>Description of Services to be Performed:</p> <p>This request is for contracted services to perform routine security review, on-going monitoring/alerting and to provide advice and guidance as to measures the Town should be taking to improve our security position and reduce risk of cyber-security breaches.</p> <p>An outsourced provision of cyber security functions would provide reduced risk of cyber-security breaches, helping to safeguard against impact on the service delivery, finances and reputation of the Town.</p> <p>Without this service, existing staff will continue to manage cyber security internally on a best effort basis. There would be an increased risk of cyber security exploit and vulnerabilities going undetected resulting in security breaches, which could potentially result in financial and/or reputational loss.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits		
Supplies & Services	50,000	Contracted services
Other		
Total	\$ 50,000	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 50,000	

Corporate Services

Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
HUMAN RESOURCES												
2200-10-2101	Succession Plan - Training/Dev Support	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
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
2200-22-0104	Benefits Review						50,000					50,000
2200-22-0105	Council Compensation Survey		15,000				15,000					30,000
Subtotal		55,000	70,000	15,000	55,000	57,000	80,000	55,000	59,100	15,000	15,000	476,100
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
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
2300-04-0102	Corporate Server and Data Storage Refresh	25,000		25,000		25,000		25,000		25,000		125,000
2300-04-2001	Corporate Network Equipment Replacement	100,000					100,000					200,000
2300-04-2002	Corporate WiFi Replacement	30,000					30,000					60,000
2300-05-2001	Firewall Replacement	25,000					25,000					50,000
2300-05-2002	AMIS Implementation	750,000										750,000
2300-05-2004	Construction Inspection Software	20,500										20,500
2300-10-1910	Geomatics Strategic Plan	35,000										35,000
2300-10-1911	Acton Indoor Pool Network	15,000										15,000
2300-10-1912	Data Storage Strategy & Archiving Software	20,000										20,000
2300-10-2004	Digitization of Building and Planning Strategy	50,000										50,000
2300-10-2005	Mobile Enforcement Technology	18,000										18,000
2300-10-2105	Corporate Compute and Storage Evergreen		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
2300-05-2101	ITSM Solution		50,000									50,000
2300-05-2102	Business Continuity Solution Implementation		50,000									50,000
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
2300-10-2003	HRIS Strategy		20,000									20,000
2300-10-2102	GP Fit/Gap Analysis		50,000									50,000
2300-10-2104	Online Building Services Pilot		795,000									795,000
2300-10-2106	Customer Service Strategy		100,000									100,000
2300-10-2107	Digitize Planning Business Processes		275,000									275,000
2300-10-2108	Point of Sale System Discovery		35,000									35,000
2300-10-2110	AMPS Technology Implementation		50,000									50,000
2300-05-2106	Open Data Implementation		15,000									15,000
2300-04-2201	Customer Service Technology Infrastructure			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
2300-05-2105	HRIS Implementation			50,000								50,000
2300-05-2201	AMANDA Planning			575,000								575,000
2300-09-1601	Large Scale Plotter - Printer			45,000								45,000
2300-10-2103	BI - Pilot BI Technologies			10,000								10,000
2300-22-1601	Technology Strat Plan Update			50,000				50,000				100,000
2300-05-0103	Microsoft Licensing				180,000				180,000			360,000
2300-05-2301	Implement Customer Service Strategy Recommendations				350,000							350,000
Subtotal		1,223,500	1,742,800	1,510,000	685,000	180,000	310,000	230,000	335,000	180,000	155,000	6,551,300

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
ACCOUNTING, REVENUE & TAXATION												
2400-10-2001	Development Charges Study and Community Benefit Charge	150,000					150,000					300,000
2500-22-0102	User Fee Review			20,000					20,000			40,000
2500-22-0105	Long Term Financial Plan			75,000					75,000			150,000
Subtotal		150,000	-	95,000	-	-	150,000	-	95,000	-	-	490,000
PURCHASING												
2600-06-0101	Photocopier/Fax/Printers		-	182,000					182,000			364,000
Subtotal		-	-	182,000	-	-	-	-	182,000	-	-	364,000
TOTAL CORPORATE SERVICES		1,428,500	1,812,800	1,802,000	740,000	237,000	540,000	285,000	671,100	195,000	170,000	7,881,400

2020 Capital Budget and 2021 – 2029 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. With this goal in mind, the short-term 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 \$7,881,400 with \$1,428,500 proposed for 2020. The following summarizes key components of the Capital Forecast:

- As per the CTSP, a \$4,476,300 investment in IT over the next three years (average of \$1,492,100 per year) including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$2,584,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$750,000 in 2020 for the implementation of a new asset management solution. This is part of the overall implementation plan of the Corporate Asset Management strategy and will contribute towards optimizing asset performance and reliability.
- \$795,000 in 2021 for an online building solution that will support a building permits portal and electronic plans review.
- \$490,000 for financial planning including the updating of the Development Charge Study and the development of a Community Benefits Charge Strategy, Long Range Financial Plan updates and user fee reviews.
- \$476,100 for investment in human resources, which include training support for the succession planning program and the salary survey done every three years to ensure that the Town can continue to retain and attract high calibre talent.

Corporate Services 2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
182	2300-10-1911	Acton Indoor Pool Network	*1	15,000	15,000	-	-	15,000	-	-
183	2300-10-1912	Data Storage Strategy & Archiving Software	*2	20,000	20,000	-	-	20,000	-	-
184	2300-10-1910	Geomatics Strategic Plan	*3	35,000	35,000	-	-	35,000	-	-
185	2300-05-2004	Construction Inspection Software	*4	20,500	20,500	-	-	20,500	-	-
186	2300-10-2005	Mobile Enforcement Technology	*5	18,000	18,000	-	-	18,000	-	-
187	2300-05-2002	AMIS Implementation	*6	750,000	750,000	-	-	750,000	-	-
188	2300-10-2004	Digitization of Building and Planning Strategy	*7	50,000	50,000	-	-	50,000	-	-
189	2300-05-2001	Firewall Replacement	4.80	25,000	25,000	-	-	25,000	-	-
190	2200-10-2101	Succession Plan - Training/Dev Support	4.60	15,000	15,000	-	-	15,000	-	-
191	2200-22-0102	Salary Survey	4.60	40,000	40,000	-	-	40,000	-	-
192	2300-04-0101	Technology Refresh	4.30	120,000	120,000	120,000	-	-	-	-
193	2300-04-0102	Corporate Server and Data Storage Refresh	4.30	25,000	25,000	-	-	25,000	-	-
194	2300-04-2001	Corporate Network Equipment Replacement	4.30	100,000	100,000	-	-	100,000	-	-
195	2300-04-2002	Corporate WiFi Replacement	4.10	30,000	30,000	-	-	30,000	-	-
196	2400-10-2001	Development Charges Study and Community Benefit Charge	3.80	150,000	150,000	-	90,000	60,000	-	-
197	2300-10-1501	Geospatial Data	3.80	15,000	15,000	-	-	15,000	-	-
2020 Total				1,428,500	1,428,500	120,000	90,000	1,218,500	-	-

* 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.

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 2300-10-1911	Project Name Acton Indoor Pool Network	2020 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 2020		
Target Completion Date 2020		
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$5,500		Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of this project is to add infrastructure that will improve the processing of recreation-related transactions at the Acton Indoor Pool. Implementation will require the set up of a secure network environment similar to Town Hall. Information Services staff will be responsible for coordinating the equipment installation including cabling and WiFi antennae. The implementation of this infrastructure will allow IS staff implement a Point Of Sale system (POS), which will in turn enable Recreation staff to receive payments generated by the PerfectMind recreation software.
Deliverables:	<ul style="list-style-type: none"> • Develop a comprehensive implementation plan to support Recreation and Parks business processes including: <ul style="list-style-type: none"> o network-related equipment and software (e.g., cabling; POS system) o new workstation in pool office (desktop, printer, phone); additional phone at customer service desk o new POS system and scanning stations • With the installation of network related infrastructure including a POS system, payments can be processed more efficiently and securely at the Acton Indoor Pool.
Benefits:	This will allow the Recreation and Parks staff to deliver the same level of service offered at other Town facilities including program registration, facility bookings, pass sales, point of sale and subsidy management.
Risks If Not Implemented:	With no network infrastructure, electronic payment of any kind cannot be received at this location. Recreation staff rely on more time-consuming manual processes, and are unable to transact business efficiently.
Additional Information:	PerfectMind went 'live' at other Recreation and Parks facilities in September 2018. Without access to the Halton District School Board's network, the Acton Indoor Pool required a separate network system in order to support a POS system. Ongoing Operating costs are incurred for monthly fibre optic connectivity services.

2020 Capital Project Information Sheet

Project No. 2300-10-1912	Project Name Data Storage Strategy & Archiving Software		2020 Budget \$20,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,000
Target Start Date 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date 2020			
Future Period Capital Requirements \$0			
Operating Impact \$10,000			
Description			
Scope:	The purpose of this project is to better manage the data currently stored by the Town, ensuring that storage is being used effectively to retain data that is useful to the corporation. The project will review the data, and assess the degree of duplication, and the volume of aged/stale data. Following the assessment, staff will determine a strategy and implement the technology required to migrate the defined data to a lower cost, off-line repository.		
Deliverables:	<ul style="list-style-type: none"> • Identify outdated or duplicated data. • Research and procure a storage solution that can be used to archive and de-duplicate this data. • Implement the selected solution and archive identified data. • Implement an ongoing, automated solution for this archival. 		
Benefits:	<ul style="list-style-type: none"> • More storage space created for important data • Reduced data backup windows • Greater ease of searching and finding required data • Better adherence to data retention rules • Reduced data storage costs 		
Risks If Not Implemented:	<ul style="list-style-type: none"> • Continuous growth of high cost data storage requirement. • Continuous growth in length of time and space required for data backups. • More difficult to find required data as data repositories grow. 		
Additional Information:	Additional ongoing operating expenses are related to costs of software maintenance and support.		

2020 Capital Project Information Sheet

Project No. 2300-10-1910	Project Name Geomatics Strategic Plan	2020 Budget \$35,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration	Funding Sources Technology Replacement Reserve	Amount \$35,000
Target Start Date 2020		
Target Completion Date 2020		
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0	Construction Phase	<input type="checkbox"/>

Description		
Scope:	This objective of this project as per the Corporate Technology Strategic Plan is to complete an assessment of the Town's current Geomatics program and technology environment, and to develop a five-year Geomatics Strategic Plan to serve as a guide for planning, implementing and managing current and future Geomatics investments. (No Geomatics or GIS Strategic Plan has previously been completed).	
Deliverables:	Retain a consultant with significant experience/knowledge of ESRI GIS platform and municipal services to develop a Geomatics Strategic Plan. <ul style="list-style-type: none"> • Plan will serve as a guiding document for future GIS decisions. 	
Benefits:	<ul style="list-style-type: none"> • An in-depth Geomatics Strategic Plan that will provide the Town with a prioritized, long-term work plan required to maintain and evolve technology, data, and processes. • In addition to a detailed work-plan, the Geomatics Strategic Plan will also deliver recommendations for enterprise-wide organizational models, application architecture, etc. and will estimate the required resourcing. 	
Risks If Not Implemented:	<ul style="list-style-type: none"> • Cross-system data inconsistencies/inaccuracies. • Cross-department inefficiencies. • Current efforts are reactive, not proactive. 	
Additional Information:	Geomatics is a term used to encompass a number of spatial / location based technologies and includes Geographic Information Systems (GIS), Global Positioning Systems (GPS), Computer Assisted Design (CAD), Remote Sensing (Aerial/Ortho/Satellite/Lidar imaging), Automated Vehicle Location (AVL), and Surveying (Precision Locating). Geomatics has evolved from individual user desktop applications to enterprise wide, multi-technology platforms.	

2020 Capital Project Information Sheet

Project No. 2300-05-2004	Project Name Construction Inspection Software		2020 Budget \$20,500
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$20,500
Target Start Date Q1 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact		\$0 \$5,500	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: The purpose of this project is to explore options and gather requirements to support the full implementation of the appropriate Construction Inspection software solution. The discovery phase will use will use existing information and requirements gathered from the Builterra pilot completed in 2019. (Builterra is an application that streamlines the workflow of contract administration from cost estimation, to field inspection and progress payment reporting). The intent of this software solution is to reduce the amount of time and potential errors in manually documenting inspections, and increase the capacity to manage progress payments.			
Deliverables: <ul style="list-style-type: none"> • Pilot of Builterra for field inspection and progress payments will be utilized in defining requirements • In early 2020, a discovery phase is required to match requirements with an appropriate system to manage construction inspections and process payments • Upon successful outcome of the discovery phase, implementation may proceed in Q3 2020. 			
Benefits: The Builterra pilot program effectively provided a “proof of concept” and a review of the only currently known end-to-end solution. This will help to shape our requirements and determine our needs for the features/functions for full implementation of a solution. A new solution will save time, and will also result in greater accuracy which will in turn assist with any follow-up actions and financial reconciliation.			
Risks If Not Implemented: With limited technical capability to support the inspection and payment process, there are numerous areas where errors can be introduced to the process and/or records. In addition, the existing database for progress payments cannot expand to meet needs.			
Additional Information: Additional ongoing operating expenses are related to costs of software maintenance and support.			

2020 Capital Project Information Sheet

Project No. 2300-10-2005	Project Name Mobile Enforcement Technology	2020 Budget \$18,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration	Funding Sources Technology Replacement Reserve	Amount \$18,000
Target Start Date 2020		
Target Completion Date 2020		
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0	Construction Phase	<input type="checkbox"/>

Description		
Scope:	The objective of this project is to provide mobile technology for Enforcement Officers while working outside of Town Hall that will deliver operational efficiencies in terms of collecting information and administering enforcement matters.	
Deliverables:	<ul style="list-style-type: none"> • Complete a process review to identify requirements. • Define the solution including the devices that will best meet the needs of Enforcement Officers and their working environments. • Procure and implement mobile technology. • Implement AMANDA Mobile as required, including modifying AMANDA to support new processes • Test the new technology , train users, and adjust processes as needed. 	
Benefits:	<ul style="list-style-type: none"> • More efficient inputting into AMANDA. • Less time spent on administrative work - frees up time to deal with enforcement matters. • Real-time access to information while on enforcement calls. 	
Risks If Not Implemented:	<ul style="list-style-type: none"> • Additional time required to input information into AMANDA. • Limited access to real-time information while on enforcement calls. • Additional time required to prep for enforcement matters as the information is only accessible while in the office. 	
Additional Information:	Enforcement Officers use AMANDA as the primary application to track and log enforcement matters. Without access to AMANDA while on calls, enforcement officers hand-write notes and enter information when they return to Town Hall. Officers can only access information about an enforcement matter while in Town Hall, which means having to review cases ahead of calls (i.e. they cannot access any file updates while working in the field). This limits the ability of Enforcement Officers to access the most current information.	

2020 Capital Project Information Sheet

Project No. 2300-05-2002	Project Name AMIS Implementation		2020 Budget \$750,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$750,000
Target Start Date	Q1 2020		
Target Completion Date	Q4 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$170,000		Construction Phase <input type="checkbox"/>

Description	
Scope:	The project goal is to implement a new enterprise asset management solution to optimize asset performance and reliability and to meet service levels with a minimum overall cost of ownership. The new system is expected to streamline current preventive maintenance activities by creating an opportunity to automate manual work processes for operation and maintenance activities. Additionally, it will provide an early opportunity to introduce business process changes that improve efficiency and effectiveness of maintenance operations within the Town's fleet and all facilities.
Deliverables:	<ul style="list-style-type: none"> • Implement as per the established plan (phased by Business unit to allow for smooth transition and adaption to change): <ul style="list-style-type: none"> o work order system implemented o asset management system implemented o process changes/automation implemented o train users
Benefits:	The system will provide management with up-to-date information and key performance indicators to maximize asset utilization, lower operational costs and provide better planning.
Risks If Not Implemented:	Implementing an asset management information system is part of the overall implementation plan of the Town's Corporate Asset Management Program. Without an information system, the Town's Strategic Asset Management Plan cannot be completed and as such, the Town will be unable to meet the requirements of the upcoming municipal asset management planning regulation. Several departments and service areas are in need of an information system to better manage their work and improve the asset-related data such as failures, costs, performance history, etc.
Additional Information:	The Town does not have an Asset Management Information System. This system is a key component for implementing a sustainable asset management program. Currently there are numerous manual processes in place involving Microsoft Word, Excel, Outlook, Project, leading to inefficiencies in manually managing information in various formats.

2020 Capital Project Information Sheet

Project No. 2300-10-2004	Project Name Digitization of Building and Planning Strategy		2020 Budget \$50,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$50,000
Target Start Date 2020			
Target Completion Date 2020			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description			
Scope:	The purpose of this project is to develop a plan and strategy as to how to proceed with the redesign and digitization of Planning and Building business processes to gain efficiencies and customer service improvements. It is anticipated that this work will eventually encompass a redevelopment of business processes in AMANDA, electronic plans submission and review tools and a public portal for interaction with the public requiring these services.		
Deliverables:	<ul style="list-style-type: none"> Engage a consultant to develop a clear and feasible strategy that considers best practices, defines the scope of work, establishes priorities for digitization of processes and estimates costs. Phased approach is recommended in order for changes to be adopted by staff in a reasonable amount of time. 		
Benefits:	<ul style="list-style-type: none"> Implementation of the digitization strategy (2021) will result in: <ul style="list-style-type: none"> Elimination of manual workarounds An end-to-end system that supports the needs of Planning and Building service users (online submission of development and permitting applications, plans, etc.). More operational efficiencies. Digital data available for analysis for continuous improvement purposes. 		
Risks If Not Implemented:	<ul style="list-style-type: none"> Continued frustrations with current AMANDA limitations; need to supplement with manual work. Expanded timelines as volume grows (plans and applications are currently submitted and processed manually). Unable to leverage technologies as an enabler of operational efficiencies. Lack of digital data available for analysis. 		
Additional Information:	<ul style="list-style-type: none"> In the past, minimal business processes for Planning were designed in AMANDA; however, these processes were not fully leveraged or expanded on within the department. (What about Building?) Building has been well developed - initial user of the system Some processes are not end-to-end from Planning to Building, therefore requiring manual intervention to complete the task. 		

2020 Capital Project Information Sheet

Project No. 2300-05-2001	Project Name Firewall Replacement		2020 Budget \$25,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$25,000
Target Start Date	Q2 2020		
Target Completion Date	Q3 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>
Description			
Scope:	The objective of this project is to replace the Town's corporate firewall with new hardware. The replacement firewall will be sized to accommodate current and anticipated future traffic demands. The corporate firewall provides secured communications between the Internet and internal computer systems. Additionally, it provides corporate capability for intrusion prevention, web URL filtering, VPN connectivity and web traffic monitoring and reporting.		
Deliverables:	Replace end of life firewall equipment with network equipment that meets current standards. This will continue to provide the organization with the technology tools required for cyber security monitoring/protection and managing secure connections in and out of the Town's internal network.		
Benefits:	A more robust and up-to-date replacement will deliver reliable, secure internet and remote connectivity for all Town staff.		
Risks If Not Implemented:	If the corporate firewall fails, all Town staff would be cut-off from Internet connectivity, which would have a severe impact on service delivery. If the corporate firewall malfunctions, cyber security is at risk as secure access in/out of the corporate network is hindered. Reporting on attempted cyber security attacks is impacted if firewall is not functioning properly.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan - Training/Dev Support		2020 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		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date			
Future Period Capital Requirements \$0	Operating Impact \$0		
Description			
Scope:	This 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:	Not having a formalized succession plan in place could result in loss of knowledge and experience from skilled and specialized employees, increased workload and low employee morale in the event of a departure, employee turnover, and/or additional recruitment costs.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 2200-22-0102	Project Name Salary Survey		2020 Budget \$40,000
Department Corporate Services	Division Human Resources	Project Manager Laura Lancaster	
Service Category Administration	Funding Sources Capital Replacement Reserve		Amount \$40,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description			
Scope:	The objective of this project is to conduct a comprehensive survey of our non-union job salaries as compared to market (select municipal comparator group) in accordance with the Personnel Policy Manual (PPM). The consultant used to do the comparison and interpret the results is the same consultant used for the Town's Job Evaluation process. This continuity is important as the consultant knows the organizational structure of the Town and how the jobs fit together. Up-to-date survey results will assist in the review of the current salary structure, ensuring that the Town can attract quality candidates in a competitive market, and retain existing talent.		
Deliverables:	As per the PPM, 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. Results of the salary survey will be analysed by the consultant and presented to Council, along with any recommendations for Council's consideration.		
Benefits:	<ul style="list-style-type: none"> • Supports our desire to promote healthy staff engagement by ensuring that our salaries are fair and in keeping with the marketplace. • Ensures that the Town remains competitive and serves both as a measure to reduce turnover and to assist in attracting qualified and experienced staff for any vacancies. • Being able to attract good candidates reduces the time, effort and cost involved with the recruitment process. 		
Risks If Not Implemented:	The PPM states that we will conduct a salary survey for non-union jobs every 3 years. Staff dissatisfaction could result if this market survey is not done as per the established policy; the salary structure may also become outdated as a result which may impact the Town's ability to recruit and retain.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2020 Budget \$120,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Base Capital Budget		Amount \$120,000
Target Start Date Q2 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of IT equipment with new equipment. All required programs and data will be reinstalled on replacement equipment. All new equipment will be deployed with the Windows 10 Operating System. The replacement of equipment contributes to greater efficiency (especially with expanded mobility) and reduces the potential for down-time.
Deliverables:	Continue the established program of replacing IT hardware on a regular cycle that corresponds with its warranty period.
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:	

2020 Capital Project Information Sheet

Project No. 2300-04-0102	Project Name Corporate Server and Data Storage Refresh		2020 Budget \$25,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$25,000
Target Start Date	Q2 2020		
Target Completion Date	Q3 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of server and storage hardware with new hardware. The replacement hardware will be sized to accommodate current and anticipated future data processing and storage requirements of corporate business systems.
Deliverables:	Replace end of life server and data storage equipment with replacement equipment meeting current standards.
Benefits:	Reliable, efficient data processing and storage capabilities for all Town staff. This enables continued access to existing data and systems, as well as capacity for ongoing growth.
Risks If Not Implemented:	If server and data storage equipment is not updated, overall system speed and performance will be impacted with the possibility of eventual failure. In the event of failure, business system access and business system data can be at risk with a resulting critical impact on service delivery.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 2300-04-2001	Project Name Corporate Network Equipment Replacement		2020 Budget \$100,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$100,000
Target Start Date Q2 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	This objective of this project is to replace end-of-life networking equipment. This includes equipment at eleven (11) facilities across the Town that enables connectivity of technology infrastructure at these facilities to corporate technology at Town Hall. This equipment supports connectivity of many critical corporate systems including telephone systems, email, financial systems, recreation and parks registration systems, WiFi, Internet connectivity, etc.
Deliverables:	Replace aging network equipment with equipment meeting current standards.
Benefits:	Reliable network connectivity for all Town staff at all facilities resulting in access to technology tools required for efficient provision of Town services. Replacement of aged equipment will reduce the likelihood of unplanned outages.
Risks If Not Implemented:	Reliability and performance of network connectivity will be impacted should we not replace aged, out of warranty equipment. This can result in unplanned downtime at Town facilities and inability to provide service in an efficient manner.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 2300-04-2002	Project Name Corporate WiFi Replacement		2020 Budget \$30,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Technology Replacement Reserve		Amount \$30,000
Target Start Date	Q2 2020		
Target Completion Date	Q3 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of wireless access points at various Town facilities. Access Points at Arenas, Fire Stations and Town Hall will be replaced with new equipment providing wireless network connectivity at these locations using standardized, supportable, secure equipment.
Deliverables:	Replace end of life wireless access points and controller with replacement network equipment meeting current standards.
Benefits:	Reliable, secure wireless connectivity to enable increased mobility for Town staff and connectivity for more device types.
Risks If Not Implemented:	Service levels for mobile users will be negatively impacted if the wireless access points are not replaced. Some mobile device types will lose network/internet connectivity and others will need to be connected to a wired network, increasing cabling costs. This includes service impacts in Council chambers for use of EScribe by members of Council and other meeting participants.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 2400-10-2001	Project Name Development Charges Study and Community Benefit Charge		2020 Budget \$150,000
Department Corporate Services	Division Accounting	Project Manager Moya Leighton	
Service Category Administration		Funding Sources	Amount
Target Start Date Q1 2020		DC - Administration	\$90,000
Target Completion Date Q4 2020		Strategic Planning Reserve	\$60,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	With the passing of Bill 108 - More Homes, More Choice Act, 2019 the Town's current 2017 Development Charges Study and Bylaw needs to be updated to factor in the recent changes to the Development Charges and Planning Acts. Bill 108 has eliminated growth-related "soft services" such as libraries, parks and community centres from services eligible for development charges and has moved the funding mechanism to the Planning Act in the form of a Community Benefit Charge. In addition to updating the Development Charges Study, the Town will need to develop a new Community Benefit Charges Strategy and By-law. The proposed transition period for these changes is January 1, 2021.
Deliverables:	Development Charges Background Study and Bylaw and a Community Benefit Charge Strategy and Bylaw.
Benefits:	The approval of these bylaws will allow for the Town to collect funding for growth-related infrastructure and minimize the impact on the tax base.
Risks If Not Implemented:	Inability to collect funding for growth-related infrastructure through the DC and Planning Acts, which could mean a delay in constructing needed infrastructure and/or additional funding through the tax base.
Additional Information:	In the 2019 Capital Budget, Council approved funding for an amendment to the 2017 DC Bylaw for Transit Services. Due to the introduction of Bill 108, staff recommended that this project be put on hold until the regulation still various regulations were released. Transit services will be incorporated into the updated DC Study/By-law and approved funding will be transferred to this 2020 project.

2020 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2020 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 Q2 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	The objective of this project is to acquire geospatial data (Aerial/Ortho, Lidar, Elevation, Census/Demographics, etc.) so current data is available to staff, Town consultants and the public through various Geomatics applications (MapLinks, Desktop GIS & CAD, etc.). To improve operational efficiencies and reduce the cost to purchase, where possible geospatial data is acquired through partnerships with the Region, local municipalities and the Conservation Authorities.
Deliverables:	Deliverables include data acquisition of Aerial/Ortho Imagery, Lidar Elevation, Environics Demographics etc., which will be added to the database at regular intervals to ensure currency.
Benefits:	Participating in the Halton Cooperative Purchasing Group lowers costs and the time/effort in acquisition. Additionally, geospatial data provides current and accurate data for staff to make informed decisions. These datasets are essential to many operational areas.
Risks If Not Implemented:	Without the updated data, staff will either lack the required information to do their job effectively, will be making decisions based on out-dated data that is potentially in conflict with data from other agencies.
Additional Information:	

LIBRARY

ACTON & GEORGETOWN BRANCHES

Vision Statement:

Your path to worlds of imagination,
innovation and opportunity.

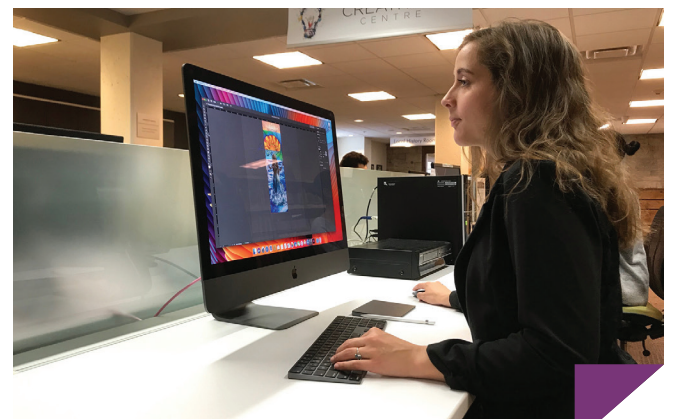
Mission Statement:

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

November 2019



2020 BUSINESS PLAN



L-1

LIBRARY

DEPARTMENT OVERVIEW

Halton Hills Public Library is responsible for the delivery of programs, services, and collections to enhance the quality of life 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.

Acton Branch offers collections, programs and services that cater to the particular needs of the Acton community. Staff works closely with organizations such as Heritage Acton, Our Kids Network Community Hub, and the Acton BIA, and ensuring programs with community partners, such as the Elizabeth Fry Society of Peel-Halton and The Centre for Skills Development, respond to conditions in Acton. The branch offers popular collections while also being able to offer the Georgetown Branch's research collections through inter-branch lending.

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

Community and Adult Services provide high-quality programs and services to all patrons in both branches. Staff works closely with the community to plan engaging and relevant programs and services that meet the needs of the community. The library has established partnerships with community service organizations who offer their services in both branches. This includes everything from small business advice and employment services to newcomer services, adult literacy and volunteer placement. We also work alongside community groups to coordinate joint programs such as our One Book, One Halton Hills program and Culture Days events. The Georgetown Branch features a Creativity Centre which provides the tools to digitize images and video. Professional staff assists patrons with their use of the library, makes recommendations, assists with research requests, helps troubleshoot technology, and ensures that they have a positive library experience.



LIBRARY

DEPARTMENT OVERVIEW **Continued**

HALTON HILLS PUBLIC LIBRARY

Imagination | Innovation | Opportunity



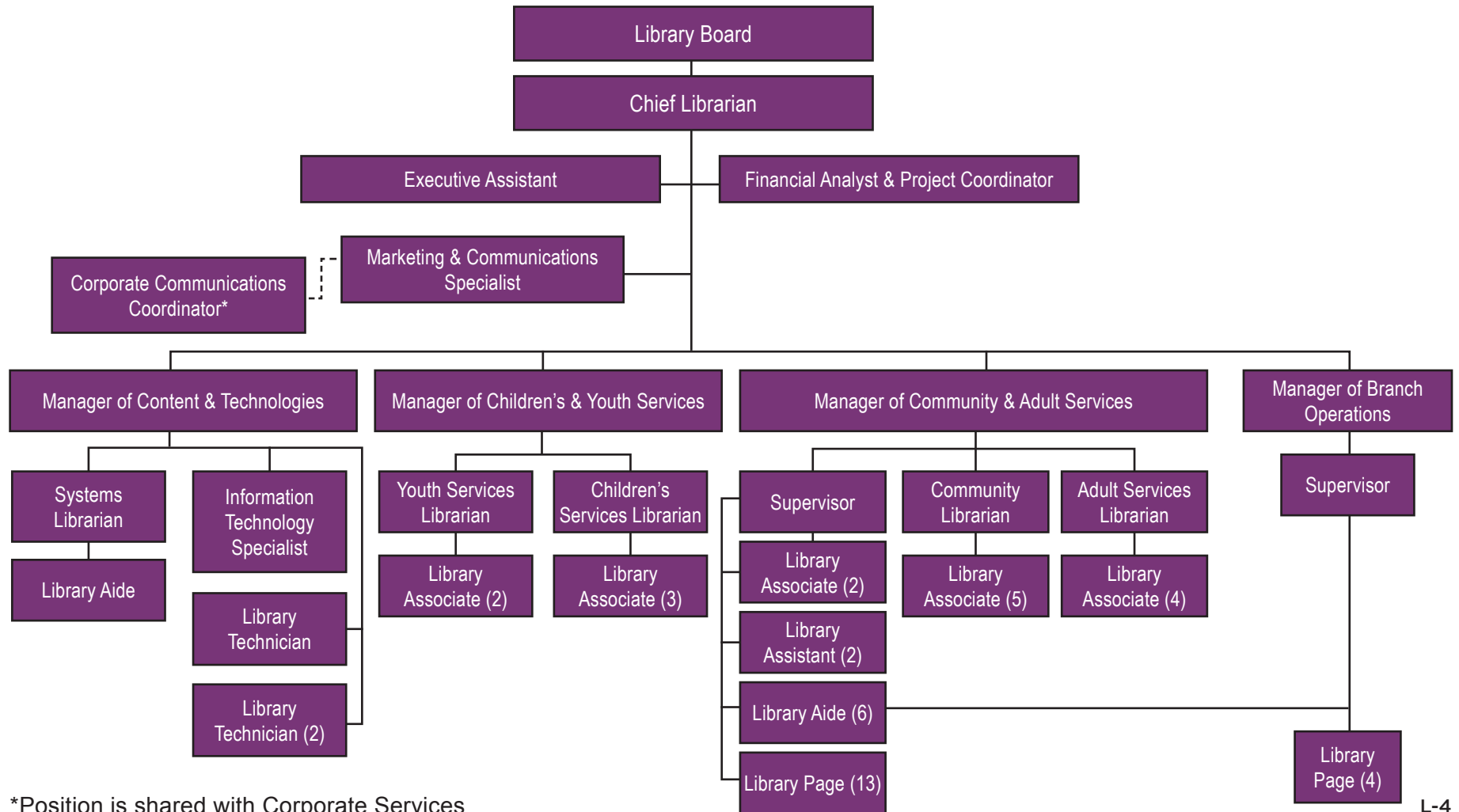
Children's and Youth Services offers high-quality materials, resources, programs, and library-related guidance to children and youth, as well as parents, caregivers, and those who work with children and youth. Services are designed to be appropriate for the ages, stages, and abilities of our users, and support both school and family engagement. Collections include books, movies, and music in print, audio-visual, electronic, and virtual formats. Resources include physical spaces which are clean, attractive, and support users' needs and interests. Dynamic programming for children and youth stretches from birth to the teen years, and covers everything from literacy-building programs for preschoolers to high-tech programs for teens. Professional staff assists patrons with their use of the library, makes recommendations, assists with research requests, helps troubleshoot technology, and ensures that they have a positive library experience.



LIBRARY



CURRENT ORG CHART



*Position is shared with Corporate Services

Positions with multiples are part time

L-4

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

Acton and Georgetown Branches:

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



L-5

LIBRARY

2019 ACCOMPLISHMENTS/SUCCESSIONS



- **Building community**, Acton Reading Deck – Finalized design plans with review by the Accessibility Committee.
 - **Contributed to a thriving community** – Reducing barriers to success, expanded fines free program to children and youth.
 - **Engaged key audiences** – Launched and consulted social-media based Parent Advisory Council, Teen Advisory Council, and our older adult advisory network.
 - **Launched innovative programming** – 2SLGBTQ+, all ages Drag Queen story time, FanFest, Zentangle meditation and light therapy, Virtual Reality tournament, seed swaps, 3D printer certification and passive programming initiatives.
- **Delivered HHPL experience where the community meets** – Expanded pop-up and interactive events in the community - StoryWalk®, STEAM programming, seed library and exploring genealogy.
 - **Expanded accessible collection** – Added Braille materials, DAISY players, Playaways and placed CELA collection in highly accessible and visible public locations at both branches.
 - **Building community** – Welcomed and connected newcomers – expanded English Conversation Circles with board games and language teasers, integrating with employment and settlement services.

LIBRARY

2019 ACCOMPLISHMENTS/SUCCESSES **Continued**



- **Delivered leading-edge resources to residents** – Enhanced and expanded technology offerings: handheld tablets for children, preloaded with educational and skill-building apps; Starlings, an electronic tool that builds infant literacy skills; Wi-Fi to go paired with iPads; 3D printer; and, iMac loaded with a creative suite.
- **Raised community awareness of the value and relevance of library service delivered** – Completed an Economic Impact Study.
- **Staff Development** – Advanced customer service excellence through: diversity training; enhanced customer service seminars; interactive website skill building; Ancestry, genealogical and readers advisory webinars; technology upgrading and the introduction of a dedicated staff development day.
- **Strengthened community & partner connection** – Install marquee at the Acton Branch, renewed the partnership plan and formalized agreements with strategic partners, and introduced the use of the Community Room at the Acton Branch for corporate IT training.

LIBRARY



ENVIRONMENTAL SCAN

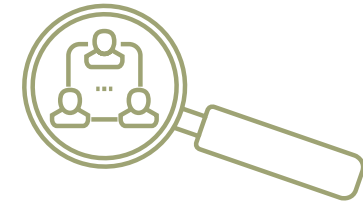


Civility and Civic Engagement	<p>Challenges</p> <p>Social media is a challenge to civility. There is polarization and fragmentation along multiple points in our society – economic, political, racial, cultural etc. People lack the time or energy to be engaged.</p> <p>Opportunities</p> <p>Continue to build community recognition of the library as a welcoming space that delivers programs and services that promote civic and social dialogue and skill development:</p> <ul style="list-style-type: none"> – Lecture series speakers on timely and engaging topics with opportunities for discussion. – Programming that brings the community together. – Influential and positive authors/speakers, to increase engagement.
Literacies	<p>Challenges</p> <p>Providing access to technology and internet that is fair and equal for all, while assisting patrons to navigate “fake news” through media literacy, especially during election periods.</p> <p>Opportunities</p> <p>Continue to raise awareness of the library’s technology, internet and information literacy programs, services and resources:</p> <ul style="list-style-type: none"> – Creative literacy programming, services and resources to build multi-literacy skills for all ages. – Facilitate discovery with innovative STEAM programming for lifelong learning. – Provide access and resources to bridge the digital divide, and build computer literacy. – Support reading literacy for all, through collections, programs and spaces.

LIBRARY



ENVIRONMENTAL SCAN **Continued**



Equity, Diversity and Inclusion

Challenges

Managing divergent public opinion and balancing patron requests for programs, collections, and services can be challenging to accomplish within budget. Lack of resources to demonstrate the value of diversity, inclusion and equity.

Opportunities

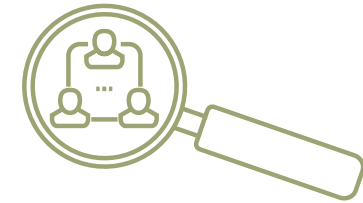
Build awareness and support for the library's programming, services and collections that serve a diverse audience and build acceptance:

- Programming, services and collections that supports cultural, heritage, and diverse backgrounds
- Lecture Series topics that create a space for open conversation and dialogue
- Programming and resources that support the inclusion for 2SLGBTQ+
- Creating and providing spaces and supplies to make the library safe for patrons on the autism spectrum
- Technology that assists residents to bridge the digital divide
- Influential and positive authors/speakers, to increase engagement.

LIBRARY



ENVIRONMENTAL SCAN **Continued**



Sustainability

Challenges

Society is recognizing the adverse trends impacting the environment. Programming, services and collections with an emphasis on sustainability, such as the SEED Library or Lecture Series, are limited.

Opportunities

Embody practices that are environmentally sound, economically feasible and socially equitable:

- Providing space for sustainable initiatives and a public garden.
- Offering sustainable options to access library collections and services; virtual and mobile library cards.
- Expanding programs to encourage sustainable practices.
- Building and promoting collection that supports sustainability - bike locks, SEED Library
- Environmentalist – in residence.
- Highlighting sustainable resources within the library; availability of water bottle filling stations.

LIBRARY WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Library technology renewal	Replacement of end of life equipment including: <ul style="list-style-type: none"> • Early literacy stations • Wi-Fi data points • RFID pads • Self check stations 	Content and Technologies	Deliver reliable, functioning up-to-date equipment to access and deliver library services and programs.	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan • Long Range Financial Plan • Corporate Technology Strategic Plan
2 Library Furnishings and Equipment Refresh	Refresh furnishings in the teen lounge in the Georgetown and Acton Branches with input from the Library's Teen Advisory Council regarding the furnishings and layout.	Children and Youth Services, Supervisor	Provide a space that is inviting and welcoming to youth, that will maximize the comfort and utility of the spaces, and respond to the needs of youth in the community.	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan
3 Welcome and connect newcomers and build community	Examine library best practices in the delivery of services to a diverse community.	All Managers/ Supervisors	Success will include well attended on-target programs and services that demonstrate a positive impact on the participants.	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan

LIBRARY WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Sustainability / Climate Change	Together, the Library staff and Board will work to become more sustainable.	All Managers/ Supervisors/ Library Board	The library will embody practices that are environmentally sound, economically feasible and socially equitable.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
5 Connecting Community	Together with the Mississauga's of the New Credit, work to enhance collections, services and programs	Community and Adult Services, Manager	A Library where people of the First Nations are welcomed, recognized and represented in our collections, services, and programs.	<ul style="list-style-type: none"> Departmental Strategic or Master Plan

LIBRARY ► STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	/	
Part Time	/	
Contract	/	

LIBRARY



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
In person visits	+10.1%
Circulation per capita	+1.8%
Program attendance	+3.2%
QUALITY OF LIFE	
Value of materials borrowed to support lifelong learning	+7%
Connecting the community through programs that celebrate imagination, innovation and opportunity	+31%
Providing access to Community Partners so residents can realize their life goals and contribute to a healthy and thriving community	+54%
Residents impacted by services to lessen social isolation	-20%* *Decrease due to staffing gaps

2020 Operating Budget Overview

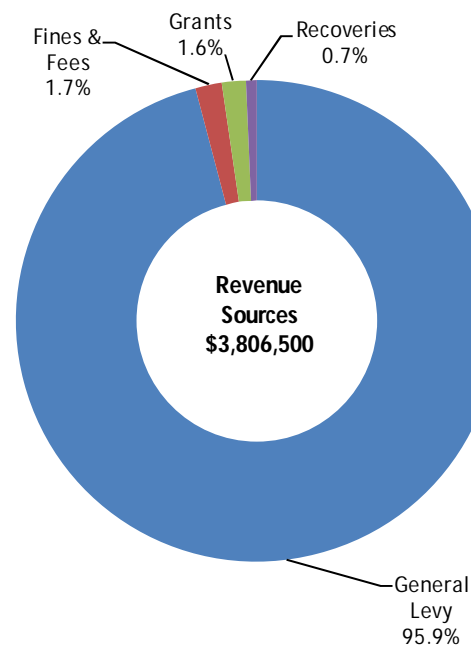
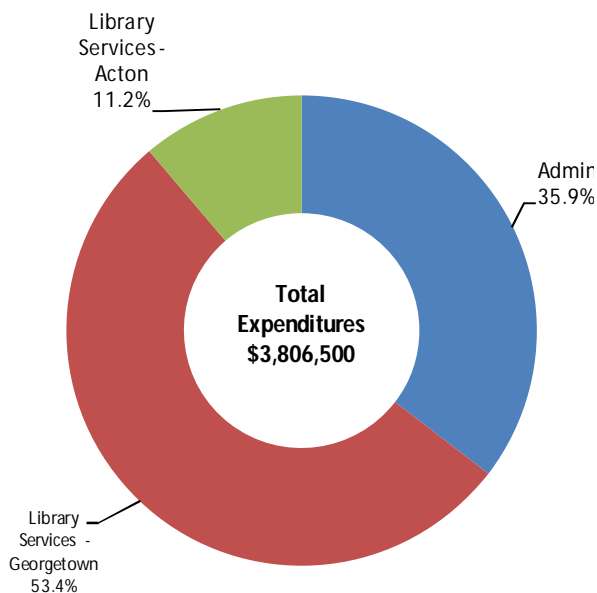
The Library's mission is to engage the residents of Halton Hills in exploring ideas, expressing creativity, and making connections. The Library continues to cultivate and deliver leading-edge resources and expertise so residents can realize their life goals and contribute to a healthy and thriving community.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

2020 Operating Budget Highlights

The proposed 2020 Operating Budget for Library Services is \$3,806,500 in gross expenditures and \$3,651,100 in net expenditures supported from the general tax levy. This represents a 3.8% decrease over the 2019 budget. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,968,200	3,975,502	3,806,500	-	-	-	3,806,500	(161,700)	(4.1%)
Revenue	(173,600)	(184,817)	(155,400)	-	-	-	(155,400)	18,200	(10.5%)
Total Net Expenditures	3,794,600	3,790,685	3,651,100	-	-	-	3,651,100	(143,500)	(3.8%)



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,255,600	1,253,235	1,347,300	-	-	-	1,347,300	91,700	7.3%
Revenue	(77,900)	(78,021)	(61,300)	-	-	-	(61,300)	16,600	(21.3%)
Net Expenditures	1,177,700	1,175,214	1,286,000	-	-	-	1,286,000	108,300	9.2%
Library Services - Georgetown									
Expense	2,309,700	2,317,797	2,033,000	-	-	-	2,033,000	(276,700)	(12.0%)
Revenue	(79,300)	(91,088)	(79,200)	-	-	-	(79,200)	100	(0.1%)
Net Expenditures	2,230,400	2,226,709	1,953,800	-	-	-	1,953,800	(276,600)	(12.4%)
Library Services - Acton									
Expense	402,900	404,470	426,200	-	-	-	426,200	23,300	5.8%
Revenue	(16,400)	(15,708)	(14,900)	-	-	-	(14,900)	1,500	(9.1%)
Net Expenditures	386,500	388,762	411,300	-	-	-	411,300	24,800	6.4%
Total									
Expense	3,968,200	3,975,502	3,806,500	-	-	-	3,806,500	(161,700)	(4.1%)
Revenue	(173,600)	(184,817)	(155,400)	-	-	-	(155,400)	18,200	(10.5%)
Total Net Expenditures	3,794,600	3,790,685	3,651,100	-	-	-	3,651,100	(143,500)	(3.8%)

The \$143,500, or 3.8%, net decrease to the Library Services Operating Budget is mainly due to the phasing out of internal rental chargebacks for the maintenance and operations of shared space within the Cultural Centre. Please see below for the breakdown of the major drivers for changes in the 2020 Operating Budget:

- Phasing out of internal rental chargebacks \$322,200; for the maintenance and operations of shared space within the Cultural Centre. This will be a net zero impact to the Corporation as the expenses will remain within the Facilities division in Recreation & Parks.
- A \$162,356 increase, 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, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- The remaining base budget increase of \$16,300 (0.4%) is made up of increases to: revenue (\$2,700), materials and supplies to support programming (\$3,900), service contracts (\$5,900) and general and administrative expenses (\$9,200).

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

Library Services Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
MATERIALS & COLLECTIONS												
3000-15-0101	Library Materials	424,000	449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,840,000
3000-15-0103	Lib Mats Collection Developmnt	25,000	25,000	25,000								75,000
Subtotal		449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,915,000
INFORMATION TECHNOLOGY												
3000-09-0105	Library Technology Renewal	44,300	81,400	43,900	59,000	55,500	43,900	81,400	52,500	50,200	50,400	562,500
3000-05-0002	Website Renewal			75,000					75,000			150,000
3000-04-1401	Upgrade of Libr.Integrated Sys					125,000					125,000	250,000
Subtotal		44,300	81,400	118,900	59,000	180,500	43,900	81,400	127,500	50,200	175,400	962,500
FACILITIES												
3100-09-1701	Library Furnishing/Equip-GTown	20,000	30,000		33,000					33,000		116,000
3200-09-1601	Library Furnishings Acton		23,000					23,000				46,000
3200-22-0001	Acton Branch Asset Management Plan							5,000				5,000
Subtotal		20,000	53,000	-	33,000	-	-	28,000	-	33,000	-	167,000
STRATEGIC PLANNING												
3000-04-1501	Library Strategic Plan		65,000					42,000				107,000
Subtotal		-	65,000	-	-	-	-	42,000	-	-	-	107,000
TOTAL LIBRARY SERVICES		513,300	673,400	617,900	591,000	679,500	542,900	650,400	626,500	582,200	674,400	6,151,500

2020 Capital Budget and 2021 – 2029 Forecast Highlights

The Library Services 2020-2029 Capital Forecast is \$6,151,500, consisting of a \$4,915,000 investment in collections, materials and media and \$962,500 in Information Technology. The 10-year Capital Plan for the Library also includes funding for upgrades to furnishings, as well as renewals of the Strategic Action Plan, Integrated Library System and website.

- Library Materials are a core service for the Library with a proposed investment of \$4,840,000 over the next 10 years. This capital project maintains the historic level of funding to allow the Library to continue to develop and maintain a collection of over 115,000 physical items in a variety of languages, reading levels and formats, including print and audio visual.
- 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 2020, this will include the replacement of Humanware smartware, communication headsets, laser printers, self check stations and scanners, and early literacy stations.

- The furnishings in the teen lounges at each Library will be undergoing an update in 2020; including sofas, chairs and study tables. The layout is based on input from youth in the community and the Library's Teen Advisory Council. There will be additional updates to furnishings at both branches in 2021.
- The Integrated Library System will continue to 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 Action Plan was last updated in 2016. An update to the plan has been placed in the forecast every 5-years as it is a critical decision-making tool to keep staff and the public informed about the direction of the Library.
- The website was updated in 2018 and will continue to undergo updates every 5-years to keep the structure, look and functionality of the website current to meet patron and staff needs. This will also keep the website current with legislated requirements.

Library Services

2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
216	3000-15-0101	Library Materials	3.80	424,000	424,000	399,000	-	25,000	-	-
217	3000-15-0103	Lib Mats Collection Developmnt	3.40	25,000	25,000	-	-	25,000	-	-
218	3000-09-0105	Library Technology Renewal	3.30	44,300	44,300	-	-	44,300	-	-
219	3100-09-1701	Library Furnishing/Equip-GTown	3.10	20,000	20,000	-	-	20,000	-	-
2020 Total				513,300	513,300	399,000	-	114,300	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 3000-15-0101	Project Name Library Materials		2020 Budget \$424,000
Department Library Services	Division Administration	Project Manager Geoff Cannon	
Service Category Library Services		Funding Sources	Amount
Target Start Date January, 2020		Capital Replacement Reserve	\$25,000
Target Completion Date December, 2020		Base Capital Budget	\$399,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	This capital project maintains the historic level of funding to allow the Library to continue to develop and maintain a collection of over 115,000 physical items in a variety of languages, reading levels and formats, including print and audio-visual. Additionally, the project develops and maintains e-content including eBooks, eAudiobooks, streaming movies and music, and online learning tools. The Library's collection responds to community needs, with an annual circulation of over half a million items and information resources to support more than 40,000 reference requests in a variety of subjects. The objective of this request is to allow the Library to continue to be responsive to 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 be responsive to the informational and recreational needs of the community, including print, audio-visual, and eBooks. Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another.
Benefits:	The Library will be able to maintain access to current, high quality and popular materials in a variety of formats, including eBooks. The positive outcome overall will be a balanced collection that contributes to a livable community by supporting the social and economic well-being of the community.
Risks If Not Implemented:	The provision of materials is a core service for the Library. Without these funds, residents will not have access to in-demand titles in the formats they prefer, which in turn will compromise their enjoyment of the Library's collection, and their ability to get reliable information for their decision-making needs. It will ultimately lead to decreased use of the Library and reduce the Library's ability to contribute to a livable community.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 3000-15-0103	Project Name Library Materials Collection Developmnt		2020 Budget \$25,000
Department Library Services	Division Administration	Project Manager Geoff Cannon	
Service Category Library Services	Funding Sources Capital Replacement Reserve		Amount \$25,000
Target Start Date January, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact	\$50,000 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description			
Scope:	This project requests additional funding to allow the Library to continue to build its materials collection to meet the provincial average of 2.58 items per capita. The Library currently has 1.9 physical items per capita or a deficit of approximately 43,000 items. The objective of this request is to increase the historic funding level, so that the Library can continue to be responsive to community needs by providing an adequate number and range of materials in contemporary formats, and in recognizing that community demographics will continue to change, offering more material in other languages. This objective is also supported by the Cultural Master Plan which recognized that the Library does not have the items per capita recommended by the industry. This funding will ensure that the size of the Library's physical collection grows to meet the recommended industry standard and contributes to a livable community.		
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including print, audio-visual, magazines and eBook titles. Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another. The collection size will move towards the long range target of 2.58 items per capita.		
Benefits:	The community will be able to borrow from a balanced collection of current, high quality and popular materials in a variety of desired formats including eBooks. The positive outcome overall will be an appropriate collection of print, audio-visual and electronic materials that will allow residents to stay current, make informed decisions, and have access to in-demand recreational material in the formats that they prefer.		
Risks If Not Implemented:	The purchasing power of the Library will be eroded as more of the print and audio-visual budget will need to be reallocated in order to develop and maintain the Library's increasingly popular e-content.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 3000-09-0105	Project Name Library Technology Renewal		2020 Budget \$44,300
Department Library Services	Division Administration	Project Manager Geoff Cannon	
Service Category Library Services	Funding Sources Library Capital Reserve		Amount \$44,300
Target Start Date	January, 2020		
Target Completion Date	December, 2020		
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 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. For the same reason that the Town established it's Technology Reserve, this funding to renew Library hardware will ensure that the public and staff continue to have access to reliable and adequately functioning equipment. Successful vendors will be expected to provide equipment that meets the highest possible EPEAT (Electronic Product Environmental Assessment Tool) standards.
Deliverables:	The primary deliverables will be to replace equipment that is at 'end of life'. In 2020, this will include the replacement of accessibility software and hardware, communication headsets, laser printers, self check stations and scanners, and early literacy stations.
Benefits:	Public and staff will be able to rely on functioning, up-to-date equipment to access the catalogue, borrow material, do their research or when using meeting rooms. The residents will continue to enjoy a fully functioning Library service, which is heavily dependent on its technology. This will translate into maintaining and building the current levels of use.
Risks If Not Implemented:	Equipment may fail causing disruption in service, and unexpected purchases to replace equipment may strain the budget. It will also impact the Library's ability to provide reliable and responsive access to information technology service and infrastructure that meets community needs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 3100-09-1701	Project Name Library Furnishing/Equip-GTown		2020 Budget \$20,000
Department Library Services		Division Georgetown Branch	Project Manager Geoff Cannon
Service Category Library Services		Funding Sources Library Capital Reserve	Amount \$20,000
Target Start Date January, 2020			
Target Completion Date February, 2020			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	This project will update the furnishings in the teen lounge in the Georgetown and Acton Branch Libraries to allow this municipal asset to continue to respond to the needs of the community it serves. The current layout and furnishings are becoming worn. The Library's Teen Advisory Council (TAC) is providing input regarding the furnishings and layout that will maximize the comfort and utility of the spaces, and responds to the needs of youth in the community.
Deliverables:	This project will provide new furnishings, including sofas, chairs and study tables, and a layout based on input from youth in the community, the Library's Teen Advisory Council.
Benefits:	The benefits of this furniture refresh program for the Teen Lounges include an improved layout, replacement of older and worn furnishings in response to youth needs in the community. The input from youth to refresh the teen areas will foster a sense of ownership, provide a teen oriented welcoming space that will encourage and foster increased usage and a greater connection to the community.
Risks If Not Implemented:	If not implemented the risk of failure to maintain an established level of service for providing quality and responsive furnishings will occur. Additionally the Library will not be responding to the needs of a primary stakeholder; youth. This would lead to providing teen spaces that lack a sense of ownership for community youth, leading to a drop in usage, reputation, and status.
Additional Information:	

FIRE **DEPARTMENT** ---



2020 BUSINESS PLAN

Vision Statement:

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

Mission Statement:

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

Our Motto:

Our Family Protecting Your Family

November 2019



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FIRE DEPARTMENT

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

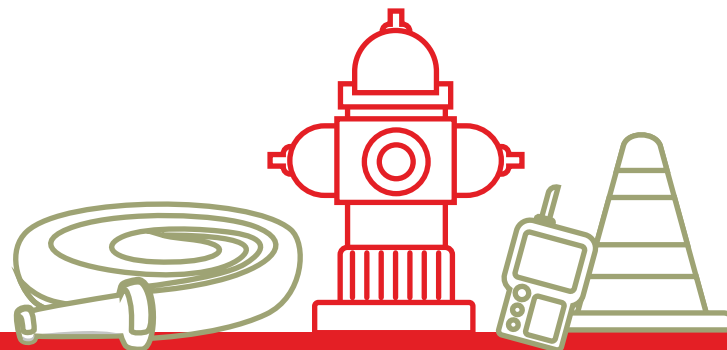
DEPARTMENT OVERVIEW:

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

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

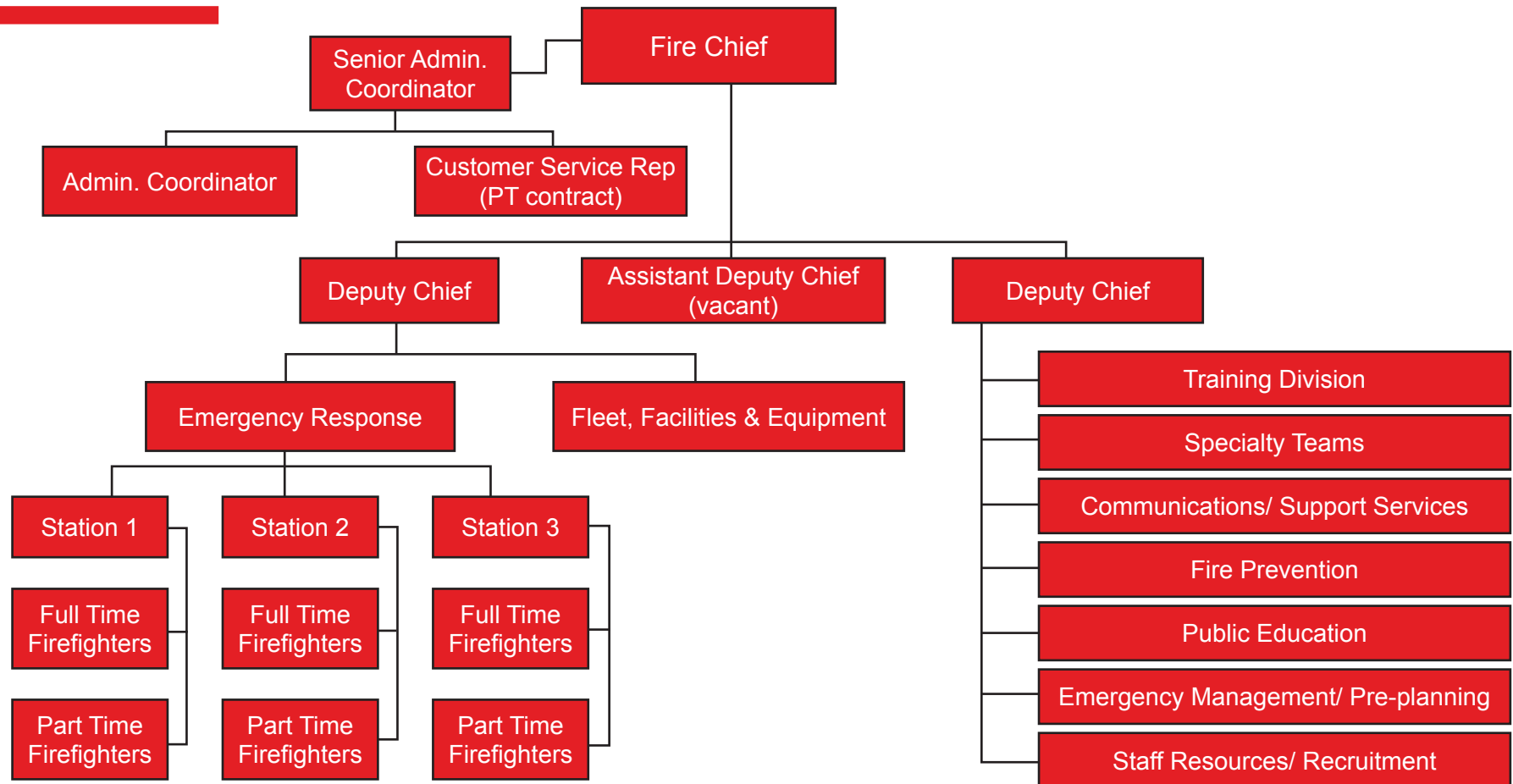
The Halton Hills Fire Department is a Composite Fire Service providing an all-hazards response capability to natural and human caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, our Divisions provide:

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



FIRE DEPARTMENT

CURRENT ORG CHART



FIRE DEPARTMENT

CORE ACTIVITIES

Core Services:

- Public Education
 - Inspection & Enforcement
 - Emergency Response
 - Emergency Management
- 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
 - 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
 - Meet the provincial legislative requirements for Emergency Management
- 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 rescue
 - 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.
 - Other such services as directed and approved by Council.

FIRE DEPARTMENT

▶ 2019 ACCOMPLISHMENTS/SUCCESSIONS



- Continued to recruit full and part time firefighters and invest in development as part of succession planning.
- Enhanced emergency driver training program.
- Purchased extractors and cleaning equipment, reducing cost of outsourcing and reduce contaminants to Fire Suppression staff.
- Implemented dedicated Prevention & Training staff.
- SCBA equipment – continue to upgrade.
- Completion of negotiations resulting in a Local 3327 Agreement.
- Completed training centre enhancements.
- Implemented security system for area of refuge at Acton Fire Station.
- Replaced emergency response support vehicles.
- Advanced medical training of Basic Life Support (BLS).
- Completed amalgamation of Fire Dispatch with City of Burlington.
- Implemented a full time recruit training program.
- Updated the Regional Fire Mutual Aid Agreement (4 FD's) and Town of Halton Hills Emergency Response Plan.
- Replace tanker with pumper/tanker
- Provision of protective clothing to replace expired personal protective equipment (PPE)

FIRE DEPARTMENT

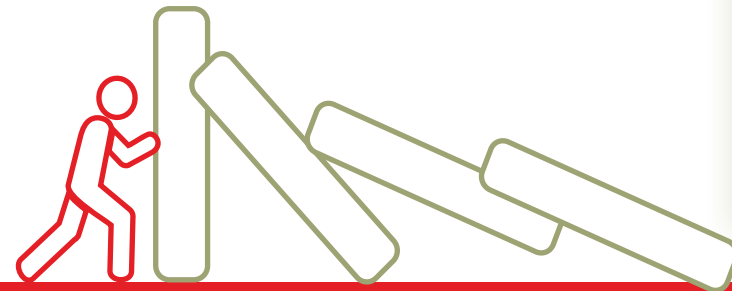


ENVIRONMENTAL SCAN



Challenges:

- Maintain a focus on mental health and post-traumatic stress programs for the fire service family that are structured to support the emotional/mental wellness of the firefighters and staff, build resilience and encourage a healthy workplace.
- Enhance public safety and emergency preparedness through review of the Emergency Response Plan to deal with the effects of climate change.
- Maintain a diverse full time and part time workforce reflective of our community.
- Implement proposed Ontario Fire Marshal and Emergency Management (OFMEM) Regulations.
- Ensure Master Plan reflects the anticipated growth of the community.
- Through succession planning, prepare staff at all levels for key leadership positions.
- Implement new technologies and monitor best practices to enhance emergency response effectiveness and safety.
- Monitor the efficiency of the 24-hour shift through KPIs.



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FIRE DEPARTMENT



ENVIRONMENTAL SCAN Continued



Opportunities:

- Analyze the impact of presumptive legislation.
- Consider effective ways to recruit and retain part-time firefighters.
- Prepare for proposed changes to the legislation of provincial regulations, including the further pursuit of firefighter certification.
- Development, implementation and monitoring of 24-hour suppression shift trial.
- Continue monitoring of attendance for part-time firefighters.
- Collect data for key performance indicators.
- Continue development of dedicated Training and Prevention roles.
- Replace outdated records management program with one that meets Fire's needs.
- Review Fleet Management Strategy to improve operational needs.



FIRE DEPARTMENT

WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Develop the implementation plan for new Fire Prevention and Protection Act	<p>Respond to enhanced regulations regarding:</p> <ul style="list-style-type: none"> certification of firefighters; implementation of community risk assessment; and, public reporting on response details. 	<p>Training Prevention & Pub-Ed</p> <p>Fire Administration</p>	<p>Recent changes in Provincial policy have delayed these initiatives.</p> <p>Monitoring for future provincial updates.</p> <p>Certified fire personnel trained to a nationally recognized standard in progress.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
2 Focus on succession planning	<p>Continue to implement the Officer Development Curriculum for part-time and full-time staff, to support the department's succession planning efforts.</p> <p>Enhance and maintain the training centre. The training centre replicates response conditions in a training environment and ensures that firefighters are safer and better trained to respond to real emergencies including exposure to live fires.</p>	<p>Training Fire Administration</p>	<p>Enhanced training for fire personnel.</p> <p>More capable/ competent officers both at emergency responses and day-to-day personnel management.</p> <p>Improved resources for continued training of staff and better emergency response services provided to the community.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan

FIRE DEPARTMENT

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Explore effective recruit and retention strategies	Hire part-time and full-time firefighters to achieve the approved staffing complement. Ensure that information sessions facilitate recruitment and retention of the best candidates.	Fire Administration Training	Improved ability to respond to emergency incidents.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
4 Replace emergency fleet	Replace all vehicles at the end of their life cycle.	Fire Administration Training	Reduce cost of maintenance and increased reliability to respond to emergency incidents.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
5 Develop Peer Support Team	Continue to develop and train the Department's Mental Health Peer Support Team which contributes to the Regional response team.	Fire Administration Peer Support Team Leads	Ability to recognize signs of distress in first responders, allowing for early intervention and reduction of long-term impact to fire service operations.	<ul style="list-style-type: none"> Council's Strategic Plan

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FIRE DEPARTMENT

▶ WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Implement fire education programs for vulnerable occupancies	Build on the vulnerable occupancy program to include fire safety awareness.	Prevention Public Education	Improved communication to the vulnerable community on fire safety messages which in turn will see a reduction of injuries to this sector of the population.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
7 Leverage social media	Capitalize on social media to ensure the public is better informed/prepared in the event of an emergency.	Fire Administration Prevention Public Education	Enhanced use of social media will allow citizens to be better informed on emergency issues and to react appropriately to any impacts.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan

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FIRE DEPARTMENT

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8 Enhance Public Education regarding CO and smoke alarms	Improve the effectiveness of the voluntary home inspection program to ensure fire safe homes (e.g., working smoke and CO alarms).	Prevention Public Education	Inspection of homes will make homes safer to their occupants thus reducing injury and death.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
9 Implementation of drone program	Implement drone program into emergency response protocols.	Specialty Teams Fire Administration	<p>Enhance situational awareness to reduce property loss and improve safety to staff and citizens.</p> <p>Improve suppression techniques.</p>	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
10 Maintain Emergency Management Program	Continued review and updating of emergency management program to meet Provincial requirements.	Fire Administration	Staff are able to assume their roles in the Emergency Control and Support Groups.	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan
11 Review Fire Master Plan	Review and updating of Fire Master Plan and completion of Community Residential Risk Assessment	Fire Administration	Identification of service needs and creation of priorities for growth of the department	<ul style="list-style-type: none"> Council's Strategic Plan Departmental Strategic or Master Plan

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FIRE DEPARTMENT

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	/	
Part Time	+0.6	Customer Service Representative Providing customer service to the Fire Leadership Team, this position is responsible for the administration of the department's Open Air Burn Permit Program, providing front-line customer service related to departmental programs/activities and backup to the Administrative Coordinators (i.e. scheduling meetings, ordering office supplies and recording meetings).
Contract	/	

FIRE DEPARTMENT



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Effective personnel management (minimum lost time and overtime).	<ul style="list-style-type: none"> Establish metric and collection methods
Accurate performance data reflecting international standards and industry best practices: <ul style="list-style-type: none"> Total number of calls for service Track turnout time Track travel time 	<ul style="list-style-type: none"> Establish metrics and collection methods. Have baseline for 2020.
Reliable Fire Services Fleet	<ul style="list-style-type: none"> Establish metrics and collection methods. Have baseline for 2020.
Safe and highly trained first responders: <ul style="list-style-type: none"> Total training hours 	<ul style="list-style-type: none"> 5% increase
QUALITY OF LIFE	
Better educated public regarding fire safety: <ul style="list-style-type: none"> Number of messages delivered digitally Number of visits or hits on these platforms 	<ul style="list-style-type: none"> 10% increase

2020 Operating Budget Overview

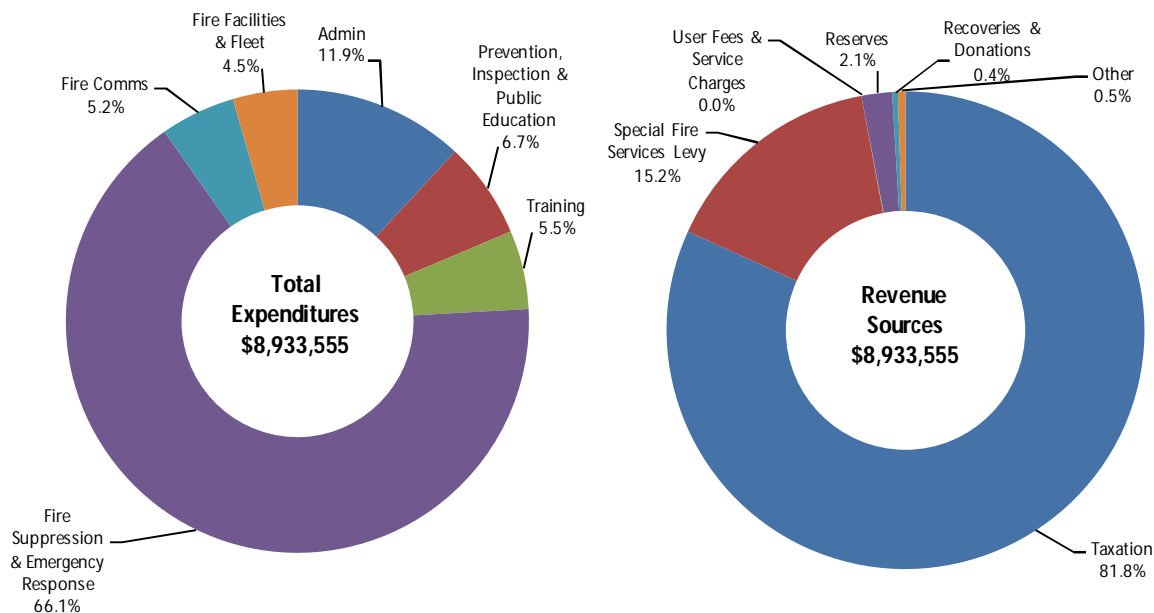
The Halton Hills Fire Department is a composite fire service providing an all-hazards response capability to natural and human-caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, the divisions provide:

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

2020 Operating Budget Highlights

The Fire Services Operating Budget for 2020 is proposed at \$8,933,555 in gross expenditures with \$1,360,955 being supported from the Special Fire Services Levy and \$7,307,000 from the general tax levy.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	8,895,255	8,242,841	8,902,355	-	31,200	-	8,933,555	38,300	0.4%
Revenue	(310,900)	(228,599)	(265,600)	-	-	-	(265,600)	45,300	(14.6%)
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,223,400	6,653,287	7,275,800	-	31,200	-	7,307,000	83,600	1.2%



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,077,900	929,334	1,033,900	-	31,200	-	1,065,100	(12,800)	(1.2%)
Revenue	(51,800)	(51,300)	(500)	-	-	-	(500)	51,300	(99.0%)
Special Levy - Fire Services	(290,900)	(290,900)	(290,900)	-	-	-	(290,900)	-	0.0%
Net Expenditures	735,200	587,134	742,500	-	31,200	-	773,700	38,500	5.2%
Prevention, Inspection & Public Education									
Expense	604,355	600,561	601,555	-	-	-	601,555	(2,800)	(0.5%)
Revenue	(46,500)	(41,842)	(46,500)	-	-	-	(46,500)	-	0.0%
Special Levy - Fire Services	(74,855)	(74,855)	(74,855)	-	-	-	(74,855)	-	0.0%
Net Expenditures	483,000	483,864	480,200	-	-	-	480,200	(2,800)	(0.6%)
Training									
Expense	491,100	350,183	490,900	-	-	-	490,900	(200)	(0.0%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	491,100	350,183	490,900	-	-	-	490,900	(200)	(0.0%)
Fire Suppression & Emergency Response									
Expense	5,839,500	5,470,618	5,905,100	-	-	-	5,905,100	65,600	1.1%
Revenue	(197,100)	(113,046)	(203,100)	-	-	-	(203,100)	(6,000)	3.0%
Special Levy - Fire Services	(995,200)	(995,200)	(995,200)	-	-	-	(995,200)	-	0.0%
Net Expenditures	4,647,200	4,362,372	4,706,800	-	-	-	4,706,800	59,600	1.3%
Fire Communications									
Expense	468,900	447,502	468,900	-	-	-	468,900	-	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	468,900	447,502	468,900	-	-	-	468,900	-	0.0%
Fire Facilities & Fleet									
Expense	413,500	444,642	402,000	-	-	-	402,000	(11,500)	(2.8%)
Revenue	(15,500)	(22,411)	(15,500)	-	-	-	(15,500)	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	398,000	422,231	386,500	-	-	-	386,500	(11,500)	(2.9%)
Total									
Expense	8,895,255	8,242,841	8,902,355	-	31,200	-	8,933,555	38,300	0.4%
Revenue	(310,900)	(228,599)	(265,600)	-	-	-	(265,600)	45,300	(14.6%)
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,223,400	6,653,287	7,275,800	-	31,200	-	7,307,000	83,600	1.2%

The 2020 Operating Budget proposes a net expenditure increase of \$83,600, or 1.2%. The breakdown of major budget changes are as follows:

- \$33,000, or 0.5%, 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 adjustment of prior year compensation estimates based on the new Collective Bargaining Agreement.
- The conversion of the existing Customer Service Representative contract position to permanent status at a cost of \$31,200, or 0.4%. This position was previously funded from a one-time contribution from the 2018 Fire Services operating surplus. Inclusion in the 2020 Operating Budget, detail provided on the following page, would provide sustainable funding for this position moving forward.

Fire Services

Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
EQUIPMENT												
5200-06-0101	Small Equipment Replacement	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000
5200-07-0102	FF Protective Clothing Repl	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
5200-07-0104	Breathing Apparatus Replacement	30,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	450,000	20,000	630,000
5200-07-2001	Replace Gas Detection Equipment	45,000										45,000
5200-07-2002	Flashover Unit	150,000										150,000
5200-07-2003	Respirator Fit Testing Equipment	20,000										20,000
5200-07-0107	Heavy Extraction Equip Repl			150,000								150,000
5400-06-2501	Radio Replacement							1,500,000				1,500,000
Subtotal		353,000	118,000	278,000	128,000	128,000	128,000	1,628,000	128,000	558,000	128,000	3,575,000
FLEET												
5900-25-2001	Replace Support Unit 709 (109)	50,000										50,000
5900-25-2002	Replace Support Unit 710 (310)	40,000										40,000
5900-25-2003	Training Division Passenger Van	60,000										60,000
5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	60,000								60,000		120,000
5900-25-2104	Replace Fire Chief's Car 1 Unit 711	60,000								60,000		120,000
5900-25-2102	Replace Acton Station Pump 722 (P11)		850,000									850,000
5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713		60,000								60,000	120,000
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
5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)							400,000				400,000
5900-25-2202	Replace Rehab Trailer/Truck Unit 731							400,000				400,000
5900-25-2801	ATV and Utility Trailer									21,000		21,000
5900-25-2802	Mobile Light Tower & Generator									13,700		13,700
Subtotal		270,000	910,000	600,000	1,500,000	1,450,000	850,000	800,000	-	154,700	60,000	6,594,700
FACILITIES												
5500-02-1601	Training Centre Enhancements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
5500-02-2002	Heat Pump Replacement - Fire HQ	50,000										50,000
5500-02-2201	Heat Pump Replacement - Maple Ave. Station			50,000								50,000
5501-02-2001	Acton Fire Hall Parking Lot Repaving				45,000							45,000
5500-06-2501	Marquee - Acton Station						80,000					80,000
5500-02-2801	Rooftop HVAC - Acton Station									30,000		30,000
Subtotal		60,000	10,000	60,000	55,000	10,000	90,000	10,000	10,000	40,000	10,000	355,000
GROWTH												
5000-22-2001	Fire Services Master Plan and Community Risk Assessment	85,000										85,000
5200-07-2601	4th Station - Extrication Equipment (New)								50,000			50,000
5500-03-2301	4th Station & Training Centre - 401 Corridor								5,200,000			5,200,000
5900-25-2301	Aerial 752 (A4)								1,500,000			1,500,000
5900-25-2302	Support Unit 715 (414)								60,000			60,000
5900-25-2601	Tanker - 4th Station (New)								600,000			600,000
Subtotal		85,000	-	-	-	-	-	-	7,410,000	-	-	7,495,000
TOTAL FIRE SERVICES		768,000	1,038,000	938,000	1,683,000	1,588,000	1,068,000	2,438,000	7,548,000	752,700	198,000	18,019,700

2020 Capital Budget and 2021 – 2029 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 \$17,914,700 with \$768,000 proposed for 2020. The following summarizes key components of the Capital Forecast:

- \$3,585,000 for the lifecycle replacement of firefighter gear and protective equipment, as well as training equipment and vehicle outfitting.
- \$6,564,700 for the lifecycle replacement of Fire fleet.
- \$355,000 for facility repairs and upgrades.
- \$7,410,000 for the 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

2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
237	5200-06-0101	Small Equipment Replacement	5.00	33,000	33,000	33,000	-	-	-	-
238	5200-07-0102	FF Protective Clothing Repl	5.00	75,000	75,000	75,000	-	-	-	-
239	5200-07-0104	Breathing Apparatus Replacement	5.00	30,000	30,000	30,000	-	-	-	-
240	5200-07-2001	Replace Gas Detection Equipment	5.00	45,000	45,000	-	-	45,000	-	-
241	5200-07-2003	Respirator Fit Testing Equipment	5.00	20,000	20,000	-	-	20,000	-	-
242	5000-22-2001	Fire Services Master Plan and Community Risk Assessment	4.20	85,000	85,000	-	-	85,000	-	-
243	5900-25-2001	Replace Support Unit 709 (109)	3.80	50,000	50,000	-	-	50,000	-	-
244	5900-25-2002	Replace Support Unit 710 (310)	3.80	40,000	40,000	-	-	40,000	-	-
245	5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	3.80	60,000	60,000	-	-	60,000	-	-
246	5900-25-2104	Replace Fire Chief's Car 1 Unit 711	3.80	60,000	60,000	-	-	60,000	-	-
247	5200-07-2002	Flashover Unit	3.80	150,000	150,000	-	-	150,000	-	-
248	5500-02-2002	Heat Pump Replacement - Fire HQ	3.80	50,000	50,000	-	-	50,000	-	-
249	5500-02-1601	Training Centre Enhancements	3.20	10,000	10,000	-	-	10,000	-	-
250	5900-25-2003	Training Division Passenger Van	3.00	60,000	60,000	-	-	60,000	-	-
2020 Total				768,000	768,000	138,000	-	630,000	-	-

2020 Capital Project Information Sheet

Project No. 5200-06-0101	Project Name Small Equipment Replacement		2020 Budget \$33,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Base Capital Budget	Amount \$33,000
Target Start Date	Ongoing		
Target Completion Date	Ongoing		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The project involves the lifecycle replacement of small emergency response equipment essential to fireground and rescue operations.
Deliverables:	The primary deliverable of this project is to ensure staff safety and operational efficiency and meet any regulated standards applicable to emergency operations.
Benefits:	The quality of small equipment will be improved and provide fire fighters with dependable equipment in a constant state of readiness.
Risks If Not Implemented:	Safety and operational requirements could be compromised as once reliable equipment reaches its life expectancy and fails.
Additional Information:	Occupational Health & Safety Act. Office of the Fire Marshall Public Fire Safety Guideline 04-07-12

2020 Capital Project Information Sheet

Project No. 5200-07-0102	Project Name FF Protective Clothing Repl		2020 Budget \$75,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Base Capital Budget		Amount \$75,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

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

2020 Capital Project Information Sheet

Project No. 5200-07-0104	Project Name Breathing Apparatus Replacement		2020 Budget \$30,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Base Capital Budget	Amount \$30,000
Target Start Date	Q1 2020		
Target Completion Date	Q4 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

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

2020 Capital Project Information Sheet

Project No. 5200-07-2001	Project Name Replace Gas Detection Equipment		2020 Budget \$45,000
Department Fire Services		Division Suppression	Project Manager Bruce Morrison
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$45,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	Replacement of gas detectors to determine the presence of various gases that, in large quantities, may cause property damage, serious injury or death. Gas detectors are used during hazardous material incidents and other emergency responses.
Deliverables:	Replacement gas detectors that are up to current standards.
Benefits:	Reliable gas detectors are available for use during hazardous material incidents.
Risks If Not Implemented:	There are potential safety risks involved if equipment is unreliable.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 5200-07-2003	Project Name Respirator Fit Testing Equipment		2020 Budget \$20,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date	Q1 2020		
Target Completion Date	Q4 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of respirator fit testing equipment with up to date equipment that is accurate, easy to use, and able to fit test all respirator applications used by the fire department.
Deliverables:	Replacement respiratory protection equipment that is up to current standards.
Benefits:	The department will have the ability to ensure the proper fit of all types of respiratory protection equipment provided to fire fighters. Fire fighters will have confidence they are protected when using respiratory protection equipment.
Risks If Not Implemented:	Safety to firefighters and the community could be compromised as we are not able to ensure respiratory protection. Firefighters would be put at risk entering environments requiring respiratory protection to effect rescues, fight fires or mitigate scenes involving hazardous materials.
Additional Information:	NFPA 1852 Standard on Open Circuit SCBA & NFPA 1500 Standard on Fire Department Occupational Safety and Health , (Canadian Standards Assoc.) CSA Z94 Standard on Selection, Use & Care of Respirators, Ontario Ministry of Labour Section 21 Guidance Note 4-9 American National Standards Institute(ANSI) – Respiratory Protection

2020 Capital Project Information Sheet

Project No. 5000-22-2001	Project Name Fire Services Master Plan and Community Risk Assessment		2020 Budget \$85,000
Department Fire Services	Division Administration	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Strategic Planning Reserve		Amount \$85,000
Target Start Date	Q1 - 2020		
Target Completion Date	Q4 - 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	The original Fire Services Master Plan (FMP), first adopted in 2002, established the foundation for the evolution of the Halton Hills Fire Dept. Since that time the FMP has been revised in 2004, 2010 and 2014 to reflect the growth of our community and the Halton Hills Fire Dept. As in previous editions, the plan is in need of review and updating to provide effective and efficient fire services and at the same time, complete our community risk assessment.
Deliverables:	A comprehensive Fire Master Plan and Community Risk Assessment that identifies key needs, costs and analysis of risk to identify priorities to move our fire service forward to meet current and future demands.
Benefits:	The primary deliverable will be a Fire Master Plan that provides strategic direction to meet current and future needs through planning, prudent budgeting and operational efficiencies.
Risks If Not Implemented:	A Fire Master Plan that is outdated and does not accurately reflect current and future growth of our fire department or the community.
Additional Information:	378/18: COMMUNITY RISK ASSESSMENTS under Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4 Community risk assessment to be completed every 5 years.

2020 Capital Project Information Sheet

Project No. 5900-25-2001	Project Name Replace Support Unit 709 (109)		2020 Budget \$50,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Equipment Replacement Reserve	Amount \$50,000
Target Start Date	Q1 2020		
Target Completion Date	Q1 2020		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of a 10-year old Mechanical Support vehicle that is now at the end of its serviceable life.
Deliverables:	Provide a safe, reliable work vehicle to be able to attend to out of service apparatus at stations, roadways or emergency scenes.
Benefits:	Increased reliability and reduction in maintenance costs. It will provide a reliable platform to respond with the necessary equipment and service Fire Department fleet. The vehicle will also have the ability to tow all trailers in the Fire Department fleet.
Risks If Not Implemented:	Increased repair and maintenance cost resulting in this apparatus being out of service. Inability of Fire Department mechanic to attend facilities to conduct repairs or to travel to break down scenes in order to return other fire apparatus back to service.
Additional Information:	NFPA 1911 Fire Apparatus

2020 Capital Project Information Sheet

Project No. 5900-25-2002	Project Name Replace Support Unit 710 (310)		2020 Budget \$40,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Equipment Replacement Reserve		Amount \$40,000
Target Start Date Q1 2020			
Target Completion Date Q2 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of a 10-year old Public Education/Inspection vehicle that no longer meets Fire Department requirements and is now at the end of its serviceable life.
Deliverables:	Provide a safe, reliable work vehicle to be able to attend various locations to conduct inspections, public education duties and enforcement. Ability to deploy public education trailer to various locations without impacting other resources.
Benefits:	Increased reliability and reduction of maintenance costs. It will provide a reliable platform to perform their duties in an efficient manner. Ability to deploy public education trailer without impacting other resources.
Risks If Not Implemented:	Increased repair and maintenance cost resulting in this apparatus being out of service. Inability of Fire Department personnel to attend locations to conduct inspections, public education events, and enforcement duties. Inability to deploy public education trailer to sites requiring the use of additional resources.
Additional Information:	NFPA 1911 Fire Apparatus

2020 Capital Project Information Sheet

Project No. 5900-25-2103	Project Name Replace Deputy Fire Chief's Car 2 Unit 712		2020 Budget \$60,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Equipment Replacement Reserve		Amount \$60,000
Target Start Date Q1 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of the Deputy Fire Chief's vehicle. Low-carbon replacement options, such as a hybrid vehicle, will be explored during the purchasing process. Total costs include vehicle purchase and outfitting.
Deliverables:	Provide a safe and reliable emergency vehicle to respond to emergencies and support fireground operations.
Benefits:	Deputy Fire Chief is 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 supplies 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:	

2020 Capital Project Information Sheet

Project No. 5900-25-2104	Project Name Replace Fire Chief's Car 1 Unit 711		2020 Budget \$60,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Equipment Replacement Reserve		Amount \$60,000
Target Start Date Q1 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	This project involves the lifecycle replacement of the Fire Chief's vehicle. Low-carbon replacement options, such as a hybrid vehicle, will be explored during the purchasing process. Total costs include vehicle purchase and outfitting.
Deliverables:	Provide a safe and reliable emergency vehicle to respond to emergencies and support fireground operations.
Benefits:	Fire Chief is 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 supplies 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:	

2020 Capital Project Information Sheet

Project No. 5200-07-2002	Project Name Flashover Unit		2020 Budget \$150,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Equipment Replacement Reserve		Amount \$150,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	Purchase of a flashover training unit. A flashover unit is a piece of equipment designed to teach firefighters to recognize the signs of flashover and how to effectively prevent it, thus improving firefighter survival.
Deliverables:	Well trained firefighters able to recognize signs of flashover, reducing chance of serious bodily harm or death. Ability to train large groups of firefighters and not have to send them long distances to receive training. During training firefighters are in our municipality and able to respond to emergency incidents.
Benefits:	Well trained fire fighters able to recognize signs of flashover, reducing chance of serious bodily harm or death. Ability to train large groups of fire fighters and not have to send them long distances to receive training. During training, fire fighters remain local and are able to respond to emergency incidents. Ability to generate income by renting facility to other departments.
Risks If Not Implemented:	Fire fighters will be sent to non-local sites for training and will be unable to respond to emergency incidents while attending training.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 5500-02-2002	Project Name Heat Pump Replacement - Fire HQ		2020 Budget \$50,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Capital Replacement Reserve		Amount \$50,000
Target Start Date Q1 2020			
Target Completion Date Q4 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description			
Scope:	This project is for the lifecycle replacement of the 2 heat pumps at Fire HQ. Fire Department heating and cooling at the Maple Avenue & Ten Side Road sites is provided through a system of 2 heat pumps in each facility. Heat pumps have prematurely reached the end of their life cycle. These pumps are experiencing a higher than expected failure rate and require major repairs on an ongoing basis.		
Deliverables:	Replacement and installation of 2 new heat pump units.		
Benefits:	Renewal of fire department HVAC system for next 25 years; reduced maintenance costs going forward; improved energy performance of heating and cooling system; and, maintain consistent heating and cooling conditions in facilities.		
Risks If Not Implemented:	Current heat pumps in both facilities have experienced repeated major failures. Some component parts are no longer available for repair. Reliability of heat pumps impacts working conditions in both facilities.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 5500-02-1601	Project Name Training Centre Enhancements		2020 Budget \$10,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	
Service Category Fire Services		Funding Sources Capital Replacement Reserve	Amount \$10,000
Target Start Date	Ongoing		
Target Completion Date	Ongoing		
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 expand on the current fire department training centre offerings by obtaining additional equipment. This will simulate and enhance all hazard(s) training for any situation that a fire fighter may be expected to encounter. 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 fire fighters may encounter.
Benefits:	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. By enhancing the facility with additional training props and equipment, we can better simulate situations fire fighters 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.
Risks If Not Implemented:	The current training facility provides limited search and rescue training possibilities. Staff will have to engage outside contractors to provide required training or schedule training outside the community. This can result in additional expenses for training, transportation and scheduling that may make firefighters unable to respond to emergency incidents within the town.
Additional Information:	FPPA -Firefighter Certification NFPA 1001 - Firefighter Certifications, NFPA 1006 - Technical Rescue Personnel Qualifications, NFPA 1402 - Guide to Building Fire Training Centers, NFPA 1410 - Standard for Emergency Scene Operations

2020 Capital Project Information Sheet

Project No. 5900-25-2003	Project Name Training Division Passenger Van		2020 Budget \$60,000
Department Fire Services	Division Fleet	Project Manager Bruce Morrison	
Service Category Fire Services	Funding Sources Equipment Replacement Reserve		Amount \$60,000
Target Start Date Q1 2020			
Target Completion Date Q3 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description			
Scope:	Acquisition of a vehicle suitable to move multiple firefighters at the same time. Low-carbon replacement options, such as a hybrid vehicle, will be explored during the purchasing process.		
Deliverables:	Primary deliverables of this project are to be able to move large groups of firefighters to training sessions without using a multitude of vehicles and removing them from service. Larger vehicles are able to remain "In Service" and ready to respond.		
Benefits:	Training division will be able to schedule groups of firefighters to attend training and not have to remove multiple vehicles from service. During emergency incidents the vehicle will be able to be deployed to rotate firefighters to other stations, emergency incidents or provide temporary victim shelter.		
Risks If Not Implemented:	Multiple vehicles will need to be used to transport firefighters to the same training site - sometimes out of the municipality. This will increase response times or remove vehicles and apparatus from service altogether. The ability to provide varied training for multiple firefighters at the same time is restricted.		
Additional Information:			

TRANSPORTATION & PUBLIC WORKS



2020 BUSINESS PLAN

Vision Statement:

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

Mission Statement:

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



November 2019

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TRANSPORTATION & PUBLIC WORKS

DEPARTMENT OVERVIEW

The Transportation & Public Works Department has four divisions: Public Works, Building Services, Engineering and Transportation that deliver services and programs to enhance and build the community. Services range from building permit administration to code enforcement, 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. Promotes safety of the community through the administration of the Town's by-laws.

Transportation

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

Engineering (Development)

Responsible for supporting development in the Town of Halton Hills by creating, implementing and monitoring compliance with standards and policies in the most efficient and sustainable manner. Ensures that site alterations associated with future development or as standalone activities are done in a manner consistent with the Town's approved policies and procedures.

Engineering (Design & Construction)

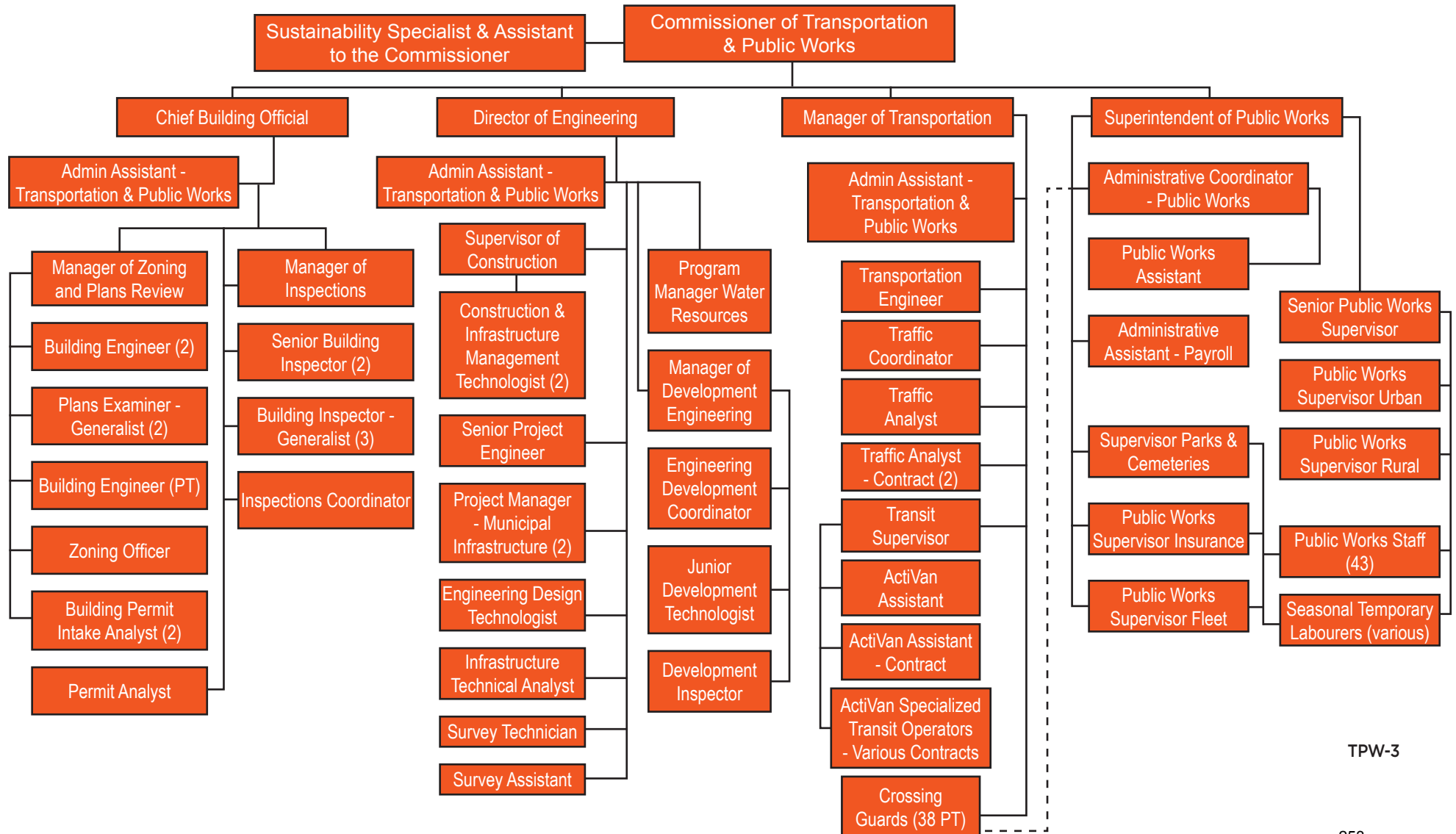
Responsible for planning, designing and delivering the capital budget program associated with roads, bridges, culverts and storm water management in a safe, cost effective manner that accommodates all users as feasible.

Public Works

Responsible for maintaining the municipal infrastructure such as roads, bridges, culverts, drainage, parks, sports fields to standards defined by provincial legislation or Council. Plans, prepares and budgets for severe events such as weather, invasive species or other adverse events to ensure continuity of service to the community.

TRANSPORTATION & PUBLIC WORKS

▶ CURRENT ORG CHART



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TRANSPORTATION & PUBLIC WORKS



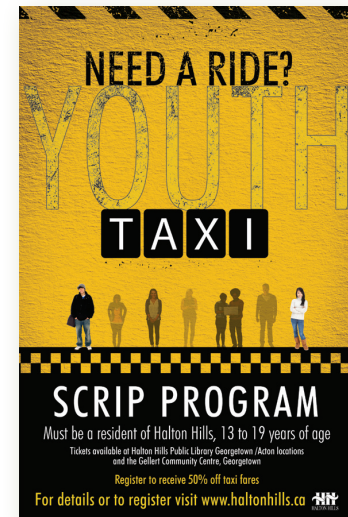
CORE ACTIVITIES

Transportation

- Active Transportation
- ActiVan – Accessible Transit Program
- School Crossing Guards
- Streetlighting
- Traffic Calming
- Traffic Signal Implementation and Maintenance
- Transportation Planning
- Traffic Operations
- Youth Transportation

Public Works

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



TRANSPORTATION & PUBLIC WORKS

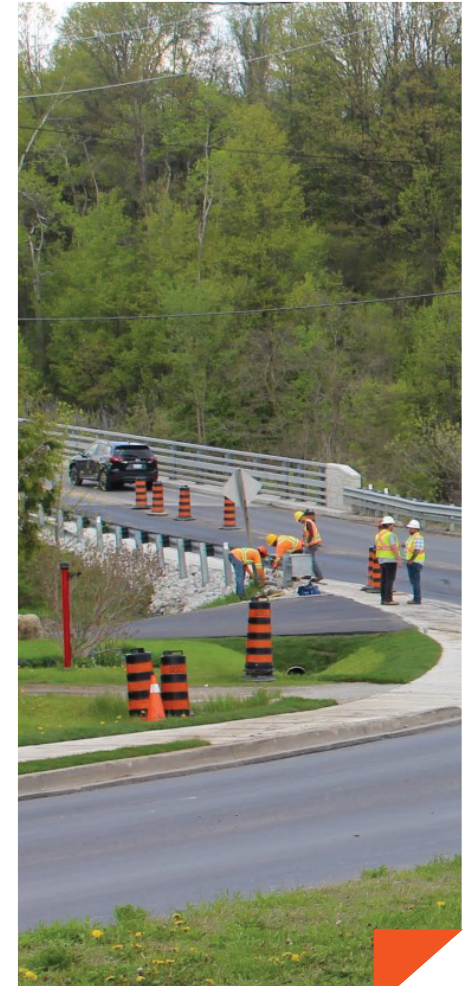
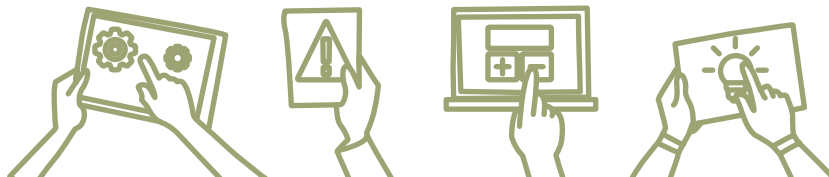
► CORE ACTIVITIES **Continued**

Engineering

- Asset Management
- Capital Budget Development
- Design and Construction
- Development Engineering
- Corporate Fleet Management
- Stormwater Management
- Surveying and Utility Locates
- Site Alteration Permitting and Enforcement
- Construction Management Planning and Administration

Building Services

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



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TRANSPORTATION & PUBLIC WORKS



2019 ACCOMPLISHMENTS/SUCCESSSES



- Transit Strategy completed and approved by Council.
- Truck Strategy completed and approved by Council.
- Armstrong Avenue Phase II construction including active transportation component underway.
- Completed and/or in progress: Fleet Management Strategy, Urban Forest Strategy, Active Transportation Master Plan, and Mill/McNabb Neighbourhood Study.
- Received Connecting Links funding for Main St. North Bridge over CN in Georgetown, known locally as the “white bridge”.
- Completed Highway Encumbrance By-law (disposal containers and/or construction materials).
- Initiated community wide parking study.
- Completed construction of Main and Maple northbound right turn lane.
- Initiated installation of traffic signal at Main Street and School Lane.
- Adjusted Winter Control Strategy to respond to changing weather events.
- Revised Traffic Calming Policy and established 2019 Traffic Engineering Work Plan and prioritization.
- Provided support to the Active Transportation Committee and Bike-It Committee including various events and outreach programs.

TRANSPORTATION & PUBLIC WORKS



2019 ACCOMPLISHMENTS/SUCSESSES **Continued**



- Implemented MECP's Transfer of Review Program for Environmental Compliance Approvals.
- Completed installation of Phase 1 of the Acton Total Phosphorous Offset Program in conjunction with Halton Region.
- Completed Stormwater Management Strategy and Stormwater Master Plan initiated.
- Trained staff and revised divisional policies and procedures in preparation for the implementation of amendments to the Ontario Building Code filed in May, 2019.
- Continued AMANDA folder review to support Electronic Plans Review and AMANDA 7 implementation.
- Initiated available software platforms for Electronic Plans Review.
- Prepared amendments to the Pool Enclosure By-law.
- Initiated development of an Affordable Housing Strategy and created a working group.
- Partnered with Habitat for Humanity to deliver affordable/assisted housing on the former Exchange Hotel property.
- Updated Two-Unit Accessory Apartment Procedures in collaboration with Planning's changes to the Two-Unit Accessory Apartment Zoning.

TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Challenges



Challenges	
	<p>Traffic Operations:</p> <p>The number of requests for operational reviews, speed enforcement, traffic calming and community meetings continue to increase along with unanticipated transportation studies 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 are also required to support other Departments' initiatives, studies and projects within the Corporation.</p> <p>Additional full time resources will be required to manage the number of requests and workload to be able to respond to the community in a timely manner.</p>
	<p>Managing New Subdivisions and Site Alterations:</p> <p>Staff initiated changes to the engineering standards and subdivision agreements to better address ongoing concerns of the new residents. In addition the Province is in the process of enacting new legislation that will increase our ability to comment on truck routes associated with site alterations outside of our municipality. Additional resources will be required to maintain current customer service expectations and provide proactive response to new site alteration requests related to haul routes through the community but generated and destined outside.</p>

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TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Challenges Continued



Challenges	
	<p>Changing Development Activity:</p> <p>With the completion of the development associated with the ground-based waster system, the level of activity will exhibit peaks and valleys that will strain staffing resources. It is estimated that approximately 650 applications for new residential houses are remaining prior to the introduction of lake-based servicing.</p> <p>In addition staff have seen an increase in owners undertaking their own design and construction of minor additions and renovations. As the Building Code allows this to be done by the owners, staff spend considerable time and effort in helping applicants throughout the process of receiving applications, plans review/approval of design documentation and throughout all stages of inspections.</p>
	<p>Affordable Housing:</p> <p>Through various metrics, it is clear that there is a lack of affordable and assisted housing in Halton Hills. There has been no new rental housing established in a number of years. The lack of housing options has put pressure on residents, often requiring them to leave Town to find the appropriate product in other communities.</p>

TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Opportunities



Opportunities	
	<p>Transportation:</p> <ul style="list-style-type: none"> • Implementation of the community focused traffic calming protocol. • Prioritization based on the Traffic Engineering workplan. • Work collaboratively with Communications staff and Halton Regional Police Services to educate residents on transportation matters. • Convert contract staff to full time to continue with enhanced level of service. <p>Transit:</p> <p>With the completion of the Transit Strategy, mobility options can be considered for implementation. Given the large startup of capital costs and ongoing operating requirements, opportunities for funding from the provincial and federal level will be reviewed. Staff continues to take the initiative to apply for funding opportunities when available or joint procurements with other agencies to purchase ActiVan vehicles to reduce overall capital costs.</p> <p>Stormwater Management:</p> <p>With the completion of the Stormwater Strategy, initiate the Stormwater Master Plan that will recognize the long-term needs for maintaining and enhancing the system including the mitigation of impacts of climate change and severe weather events.</p> <p>Urban Forestry:</p> <p>Continue to enhance tree planting and maintenance through either increased staff capacity or contracted services to increase the tree canopy and improve carbon sequestration.</p>

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TRANSPORTATION & PUBLIC WORKS



ENVIRONMENTAL SCAN Opportunities Continued



Opportunities	<p>Fleet Management: As identified in the Fleet Management Strategy, digitization of the work order system will be initiated as outlined within the Corporate Asset Management Plan.</p> <p>Winter Control: Respond to Climate Change through operational changes and increased resources to enhance sidewalk clearing and react to severe weather conditions.</p> <p>Electronic Plans Review: This process will enable the digital processing of permit applications thereby reducing the amount of paper generated and space required for storage.</p> <p>Affordable Housing: Establish a Working Group and retain a consultant to provide advice and assistance to the Working Group.</p> <p>Review options to participate in delivering affordable or assisted housing by leveraging Town-owned lands.</p> <p>Partner with the Community Task Force and other partners to plan for and deliver affordable housing including the promotion of secondary suites.</p>
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TRANSPORTATION & PUBLIC WORKS

WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Implementation of Truck Strategy: <ul style="list-style-type: none"> - Install permissive signage - Initiate improvement strategies 	<p>Install the various permissive truck signage throughout the community beginning with Phase 1 in Acton. This will be a multi-year project.</p> <p>Establish a Truck Advisory Committee which includes police, road authorities, trucking companies and Council members.</p> <p>Advocate for the implementation of Truck Inspection Station with the MTO and continue with Truck Safety Blitzes.</p>	Transportation	Implementation of the strategies within the approved Trucking Strategy Study.	<ul style="list-style-type: none"> • Council's Strategic Plan • Transportation Master Plan (incl. Cycling) • Sustainability Strategy • Departmental Strategic or Master Plan
2 Transportation Plans: <ul style="list-style-type: none"> - Continue 8th Line Class Environmental Assessment (EA) 	Widening improvement of 8th Line from Steeles Ave to Maple Ave.	Transportation	A comprehensive public consultation and engagement program for all studies to establish the overall transportation needs for the Town including all modes of travel.	<ul style="list-style-type: none"> • Council's Strategic Plan • Transportation Master Plan (incl. Cycling) • Sustainability Strategy

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TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
2 Transportation Plans (con't):				
- Continue Active Transportation Master Plan	Establish and support an appropriate level of active transportation for residents. The plan will identify a safe and connected network for both on-road and off-road facilities with an implementation plan. The plan will include a list of improvements that are achievable based on road geometrics and funding.	Transportation	A comprehensive public consultation and engagement program for all studies to establish the overall transportation needs for the Town including all modes of travel.	<ul style="list-style-type: none"> Council's Strategic Plan Transportation Master Plan (incl. Cycling) Sustainability Strategy
- Initiate Transportation Master Plan	Develop a comprehensive Transportation Master Plan to meet the transportation challenges and changes in the various modes of travel until the year 2041. Initiation contingent on Regional Growth Management Program.	Transportation	A comprehensive public consultation and engagement program for all studies to establish the overall transportation needs for the Town including all modes of travel.	
- Update ActiVan Master Plan	Review and update the ActiVan Master Plan and ActiVan program. 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.	Transportation	ActiVan Master Plan aligns with AODA legislation requirements and policies. The plan will ensure financial responsibility and accommodate growth in service.	

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TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Traffic Operations Projects: <ul style="list-style-type: none"> - Install various pedestrian crossovers - Modify Traffic Signal Accessibility - Traffic Calming - Community Wide Parking Study 	<p>Install pedestrian crossovers to improve safety and reassign the right-of-way to pedestrians.</p> <p>Rebuild existing signalized intersections to meet AODA requirements.</p> <p>Implement traffic calming measures to reduce vehicle operating speeds on roadways.</p> <p>Initiate a comprehensive parking study to review the existing 5 hour on-street parking limits, boulevard parking, disability parking and associated impacts on operations, maintenance and enforcement.</p>	<p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p>	<p>To implement various traffic control devices to improve the safety and operation for pedestrians, cyclists and motorists on our roadways.</p> <p>Consultant will engage the public on appropriate parking requirements for the community and complete the parking study and make recommendations that can be supported by Council and enforceable by by-law staff.</p>	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Service Delivery

TPW-14

TRANSPORTATION & PUBLIC WORKS



WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 AMANDA:				
- Folder Review	Continue updating the current AMANDA Building folders for use in the new version of AMANDA software.	Building	Implementation of the electronic plans review will increase the productivity of staff and meet the growing needs and expectations of the customers to interact with the Town and access our services online.	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan • Corporate Technology Strategic Plan • Core Service Delivery
- Electronics Plan Review & Online Applications Project Design	Participate in a multi-discipline project team (led by Information Technology Services), to introduce an electronic plans review and on-line applications. This phase will focus on developing a project design and implementation strategy.	Building	Online applications for building permits will streamline the application process and responds to public expectations.	

TPW-15

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Execute major capital projects: - 22nd Side Road	Reconstruct 22nd Side Road, 30m east of Elizabeth Street to Highway 7 (Trafalgar Road).	Engineering	Long-term financial savings through extension of the useful life of the roads. Upgraded roadway to current standards will improve safety for vehicular traffic.	<ul style="list-style-type: none"> Transportation Master Plan (incl. Cycling) Departmental Strategic or Master Plan Long Range Financial Plan
- Pavement Management	Repair and rehabilitate local roads that have exceeded their expected life and have been identified as deficient. Program will include an increased emphasis on proactive rehabilitation to extend the useful life of local roads and reduce long-term capital expenditures.	Engineering	Long-term financial savings through extension of the useful life of local roads. Local neighbourhoods will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards and incorporation of active transportation facilities where feasible.	

TPW-16

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Execute major capital projects (con't):				
- Mountainview Road over CNR Bridge	Rehabilitate the existing structure and eliminate expansion joints; includes new driving surface and on-road bike facilities to improve active transportation network.	Engineering	Active transportation components will improve safety of pedestrians and cyclists. Long-term financial savings through extension of the useful life of the road. Upgraded roadway to current standards will improve safety for vehicular traffic.	<ul style="list-style-type: none"> • Transportation Master Plan (incl. Cycling) • Departmental Strategic or Master Plan • Long Range Financial Plan
- Main Street Bridge	The rehabilitation of the existing structure and elimination of expansion joints; includes new driving surface and on-road bike facilities to improve active transportation network.	Engineering	Active transportation components will improve safety of pedestrians and cyclists. Long-term financial savings through extension of the useful life of the road. Upgraded roadway to current standards will improve safety for vehicular traffic.	

TPW-17

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Complete development management initiatives: <ul style="list-style-type: none"> - Engineering Standards - Draft Plan Conditions - Fee Review 	<p>Continue the Town's Development Engineering Standards Update to improve alignment with current industry practices and Council initiatives. This project will take approximately a year to complete (late 2020) utilizing a specialized consultant to perform background research and consultation with peers and outside agencies. In addition, the updated standards will require updates to the Draft Plan Conditions and associated fees.</p>	Engineering	Respond to community expectations during construction of development sites. Improve compliance with current regulations standards and industry best practices.	<ul style="list-style-type: none"> • Official Plan (incl. approved Secondary Plans) • Departmental Strategic or Master Plan • Long Range Financial Plan
<ul style="list-style-type: none"> - Site Alteration 	<p>An update to the by-law is required based on feedback received since the last update and new legislation being advanced by the Province.</p>	Engineering	Updated by-law to incorporate new provincial legislation.	

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6 Complete development management initiatives: - Stormwater Master Plan	Building on the work plan from the Stormwater Strategy, the Stormwater Master Plan will provide immediate and long-term activities to ensure sustainability of our systems and addresses climate change issues.	Engineering	The Master Plan will define the stormwater requirements for the Town taking into consideration changing weather patterns and more intense development. A funding strategy will be an integral component.	
7 Plan implementation: - Fleet Strategy	The consultant has completed a review of current fleet management practices and comparisons to similar municipalities. Based on the results, an implementation plan will be developed and actions will be advanced.	Public Works	A more efficient and cohesive Town-wide fleet/asset management approach.	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Service Delivery

TPW-19

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Plan implementation (con't): <ul style="list-style-type: none"> - Urban Forestry 	<p>The consultant completed a review of the current Urban Forest management approach focusing on street trees, including asset management and maintenance. Results from this work will be used to develop an implementation plan. For 2020, staff will continue to enhance planting program to deal with impacts of EAB and ice storm damage.</p>	Public Works	A management plan to ensure a healthy urban canopy focused on delivery of service related to maintenance and new plantings.	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Service Delivery
<ul style="list-style-type: none"> - Winter Control 	<p>To respond to changing weather patterns, the winter control response has been modified to add increased focus to sidewalks and ice build-up on local roads.</p>	Public Works	Increased ability to respond to ice on Town sidewalks and local roads.	

TPW-20

TRANSPORTATION & PUBLIC WORKS



WORKPLAN **Continued**

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8 Affordable housing:	<p>Based on Terms of Reference, establish and support/guide the Affordable Housing Working Group;</p> <p>Strategically manage key files related to affordable housing, Provincial and Federal Governments;</p> <p>Coordinate/partner with Region of Halton to implement strategies to provide affordable housing.</p>	Commissioner's Office	Multi-departmental strategy to increase the affordable housing supply.	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan • Long Range Financial Plan • Core Service Delivery

TRANSPORTATION & PUBLIC WORKS



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	<p>Traffic Analyst – conversion of existing contract.</p> <p>This position is to convert the existing contract Traffic Analyst to full time. The Position is required to address existing workload and to assist with the delivery of the capital program. Over the last few years, the Transportation group has seen a huge increase in traffic operation concerns from our residents as it relates to speeding, traffic signal operations, truck routes, traffic calming, parking and other miscellaneous issues. In 2018, staff received 182 traffic concerns and it is anticipated that by the end of 2019 the same amount of inquiries will be received. In addition, staff have a very robust annual capital program that is required to be delivered. Traffic staff also are required to provide support services to other capital projects within the Design and Construction group and or outside agencies such as Halton Region, Peel Region and MTO.</p>
	+1.0	<p>Development Engineering Technologist</p> <p>Request for a new permanent full time staff member for a hybrid role of field inspection and engineering review for planning applications. With the start of significant development within the existing urbanized areas, staff are experiencing an increase in effort/time to monitor, react and manage complaints related to construction impacts. In addition, with the new concierge approach to support economic development opportunities. This position is also critical in responding to the changes being advanced by the Province related to large fill operations and the ability to influence haul routes through by-pass communities.</p>

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TRANSPORTATION & PUBLIC WORKS



STAFFING IMPACT **Continued**

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+2.0 (+4.0 FTE total)	Public Works resources for new infrastructure assumed in 2019, 10.35 L/km @ \$9,717.93 per L/km = \$110,580.58 (2 FTE). Two additional FTE's are required due to the increased amount of assumed lane kilometers within Halton Hills.
Part Time	-0.33	Reduction in the staff complement of one summer student to partially offset the cost of adding the Development Engineering Technologist.
Contract	-1.0	Conversion of the existing Traffic Analyst contract to full-time.

TRANSPORTATION & PUBLIC WORKS



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Building permits issued including demolitions	850
Building inspections completed	9,500
Engineering permits issued (site alteration, excavation entrance, municipal consent)	500
QUALITY OF LIFE	
Bike lanes added (lane km)	23
ActiVan ridership (including taxi)	80,810
Youth ridership	1,668
Roads maintained (lane km)	940
Construction value	\$11,461,000

TPW-24

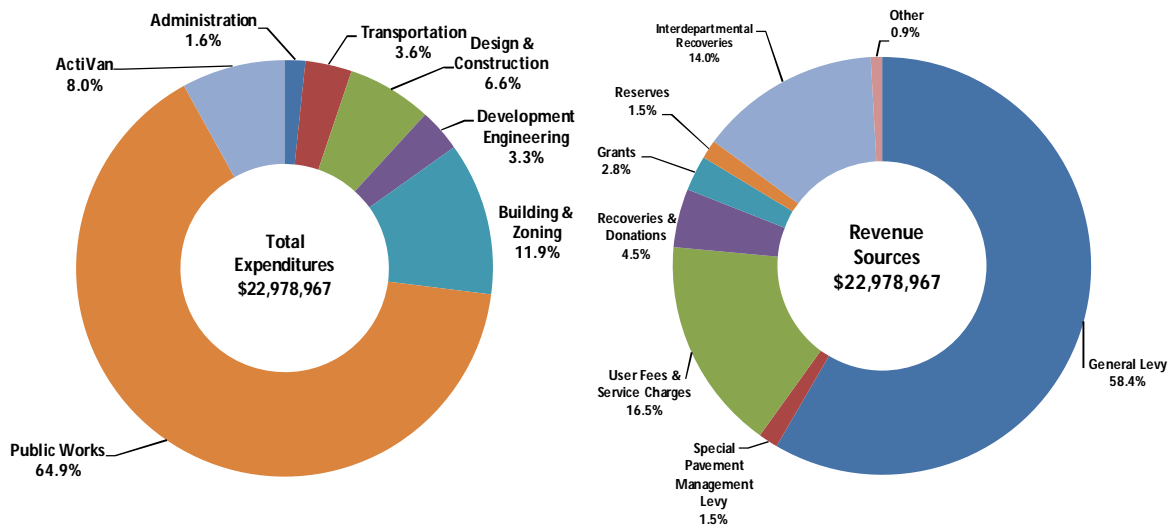
2020 Operating Budget Overview

The Transportation and Public Works Department delivers a number of services and programs that enhance and build the community. These services include the administration and enforcement of the Ontario Building Code, the management and maintenance of public spaces, the planning, design, and construction of core infrastructure and integrated transportation, and provision of accessible transit through the ActiVan program. In addition, the Commissioner's Office will provide the corporate lead for the Affordable Housing Working Group.

2020 Operating Budget Highlights

The 2020 Operating Budget for Transportation & Public Works of \$22,978,967 in gross expenditures, and \$13,423,900 in net expenditures, supports the work performed by the Transportation, Building Services, Engineering, and Public Works Divisions.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	21,870,312	21,395,522	22,312,967	87,100	268,400	310,500	22,978,967	1,108,655	5.1%
Revenue	(8,970,112)	(8,458,125)	(8,900,667)	-	-	(310,500)	(9,211,167)	(241,055)	2.7%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	12,556,300	12,593,497	13,068,400	87,100	268,400	-	13,423,900	867,600	6.9%



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	394,700	367,013	363,800	-	-	-	363,800	(30,900)	(7.8%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	394,700	367,013	363,800	-	-	-	363,800	(30,900)	(7.8%)
Transportation									
Expense	646,200	627,915	663,000	-	90,800	76,700	830,500	184,300	28.5%
Revenue	(80,800)	(84,269)	-	-	-	(76,700)	(76,700)	4,100	(5.1%)
Net Expenditures	565,400	543,646	663,000	-	90,800	-	753,800	188,400	33.3%
Design & Construction									
Expense	1,485,400	1,367,702	1,520,100	-	-	-	1,520,100	34,700	2.3%
Revenue	(47,300)	(40,499)	(47,300)	-	-	-	(47,300)	-	0.0%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Net Expenditures	1,094,200	983,303	1,128,900	-	-	-	1,128,900	34,700	3.2%
Development Engineering									
Expense	651,800	649,694	703,600	-	52,600	-	756,200	104,400	16.0%
Revenue	(563,300)	(535,854)	(574,300)	-	-	-	(574,300)	(11,000)	2.0%
Net Expenditures	88,500	113,840	129,300	-	52,600	-	181,900	93,400	105.5%
Building & Zoning									
Expense	2,780,136	2,417,699	2,740,413	-	-	-	2,740,413	(39,723)	(1.4%)
Revenue	(2,452,436)	(2,089,999)	(2,418,713)	-	-	-	(2,418,713)	33,723	(1.4%)
Net Expenditures	327,700	327,700	321,700	-	-	-	321,700	(6,000)	(1.8%)
Public Works									
Expense	14,338,626	14,588,250	14,711,904	87,100	125,000	-	14,924,004	585,378	4.1%
Revenue	(4,795,726)	(4,865,152)	(4,819,604)	-	-	-	(4,819,604)	(23,878)	0.5%
Net Expenditures	9,542,900	9,723,098	9,892,300	87,100	125,000	-	10,104,400	561,500	5.9%
ActiVan									
Expense	1,573,450	1,377,249	1,610,150	-	-	233,800	1,843,950	270,500	17.2%
Revenue	(1,030,550)	(842,352)	(1,040,750)	-	-	(233,800)	(1,274,550)	(244,000)	23.7%
Net Expenditures	542,900	534,897	569,400	-	-	-	569,400	26,500	4.9%
Total									
Expense	21,870,312	21,395,522	22,312,967	87,100	268,400	310,500	22,978,967	1,108,655	5.1%
Revenue	(8,970,112)	(8,458,125)	(8,900,667)	-	-	(310,500)	(9,211,167)	(241,055)	2.7%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	12,556,300	12,593,497	13,068,400	87,100	268,400	-	13,423,900	867,600	6.9%

The Transportation and Public Works Department's 2020 Operating Budget represents a 6.9% net increase from the approved 2019 Operating Budget.

- The 2020 budget includes a \$418,688 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.75% proposed economic adjustment.
- \$100,580 increase in Public Works salaries and benefits (2.0 full-time equivalent employees) for the required maintenance of an additional 10.35 km of assumed roads.
- The base budget includes a \$343,900 contribution from the Pavement Management Special Levy. This amount covers the direct staffing costs required to administer the Pavement Management program. The remaining special levy amount is utilized in the capital program for Pavement Management.
- The Building and Zoning division is projecting to require \$203,913 of revenue from the Building Permit Reserve Fund to balance expenses in 2020. The actual amount will be dependent on developments moving forward – primarily in multi-unit residential development.

- The 2020 budget includes \$50,000 to support the dedicated urban forestry program to address the increased maintenance needs of both rural and urban forests. Further detail is provided on the proceeding pages.
- \$75,000 has been included to improve the Town's Catch Basin Cleaning program by increasing the frequency of cleaning for catch basins to be in-line with industry standards. Further detail is provided on the proceeding pages.
- The 2020 budget includes provision to transition the existing Traffic Analyst position from contract to full-time. Further detail is provided on the proceeding pages.
- A net increase of \$52,600 has been included for a Development Engineering Technologist position to assist in providing expertise with reviewing development applications and providing oversight for on-site technical issues. The full cost has been partially offset through savings in summer student wages and benefits replaced by this position.

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Forestry Program	\$ 50,000	January 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Public Works

Description of Services to be Performed:

Public Works requires additional funding to support a dedicated urban forestry program. This request is in accordance with the goals of the Community Forest Strategic Management Plan to address maintenance concerns with municipal trees.

The forestry program will be a proactive approach to addressing the maintenance needs of both the rural and urban forest while promoting a healthy life cycle of natural assets.

The forestry program will provide the benefit of a healthy urban tree canopy through dedicated care and maintenance. Over time, it is expected that the provision of this service will reduce the number of service requests for tree work.

The risk of not implementing this service would be a reduction in customer satisfaction as many trees are at the point of requiring pruning and maintenance. Additionally, there is a financial risk that, if not implemented, there will be unnecessary costs to replace trees that were not properly cared for.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits		
Supplies & Services	50,000	Contracted Services
Other		
Total	\$ 50,000	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 50,000	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Catch Basin Cleaning Program Upgrades	\$ 75,000	January 1, 2020

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:

Based on the current operating budget, the Town currently cleans catch basins once every five (5) years. More frequent cleaning of catch basins is recommended in the Stormwater Management Strategy to bring the current catch basin cleaning program in line with industry standards. The current industry standard is that catch basins are cleaned once every two (2) years to ensure that sediment storage capacity is available for storm events.

Catch Basin Cleaning is important as once the sump in a catch basin is full of sediment, any additional sediment received by the catch basins will be transported to the downstream sewers and ultimately to the receiving waters, which is detrimental to water quality and the aquatic environment.

Budget Impact:		
<u>Expenditures:</u>		Account & Notes:
Salary & Benefits		
Supplies & Services	75,000	Contracted Services
Other		
Total	\$ 75,000	
<u>Revenue:</u>		
Fees		
Grants		
Other		
Total	\$ -	
<u>Net Cost</u>	\$ 75,000	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Traffic Analyst	\$ 90,800	January 1, 2020

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:
<p>This budget inclusion is to convert the existing contract Traffic Analyst to full time permanent. The Position is required to address existing workload and to assist with the delivery of the capital program. Over the last few years, the Transportation group has seen a huge increase in traffic operation concerns from our residents as it relates to speeding, traffic signal operations, truck routes, traffic calming, parking and other miscellaneous issues. In addition, staff have a very robust annual capital program that is required to be delivered. Traffic staff are also required to provide support services to other capital projects within the Design and Construction group and or outside agencies such as Halton Region, Peel Region and MTO.</p> <p>If additional staff is not provided, there may be significant delays in the delivery of the capital program and/or a higher amount of overtime costs will be incurred. In addition, staff resources will continue to be strained and response times to resident issues will decrease.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	90,800	
Supplies & Services		
Other	8,500	Workstation & Computer
Total	\$ 99,300	
Revenue:		
Fees		
Grants		
Other	(8,500)	\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve
Total	\$ (8,500)	
Net Cost	\$ 90,800	

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Development Engineering Technologist	\$ 52,600	April 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Development Engineering

Description of Services to be Performed:

This budget inclusion is for a new permanent full time staff member for a hybrid role of field inspection and engineering review for planning applications. With the start of significant re-development proposed within existing urbanized areas, staff are experiencing an increase in effort/time to monitor, react and manage complaints related to construction impacts. In addition, with the new concierge approach to support economic development opportunities, Development Engineering will need the review component of this FTE to help provide the level of serviced require to meet the associated demands.

This additional resource will enhance the Town's ability to respond to issues and concerns, while maintaining adequate presence at construction sites to address technical issues.

This increase in costs for this position will replace, and thus be slightly offset by summer student costs utilized in passed years.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	76,700	1 FTE
Supplies & Services		
Other	8,500	Workstation & Computer
Total	\$ 85,200	
Revenue:		
Fees		
Misc.	(24,100)	Wages for Summer Student position
Other	(8,500)	\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve
Total	\$ (32,600)	
Net Cost	\$ 52,600	

Transportation & Public Works Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
TRANSPORTATION STRUCTURES												
6200-22-1801	Main St N Bridge CNR Construction	3,292,000										3,292,000
6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	1,500,000	-	-	-	-	-	-	-			1,500,000
6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow	75,000	300,000									375,000
6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	250,000	-	1,000,000	-	-	-	-	-			1,250,000
6200-22-0107	Bridge Rehab Study Update	75,000	-	75,000	-	75,000	-	75,000	-	75,000		375,000
6200-16-2009	Fairy Lake Dam Retaining Wall Reconstruction	200,000										200,000
6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining	350,000	-	-	-	-	-	-	-			350,000
6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation			150,000		1,000,000						1,150,000
6200-10-1902	#29 Papermill Dam Rehabilitation	-		-	-		-	150,000	-	400,000		550,000
Subtotal		5,742,000	300,000	1,225,000	-	1,075,000	-	225,000	-	475,000	-	9,042,000
TRANSPORTATION INFRASTRUCTURE												
6100-17-1801	Infill Sidewalk Connections (Various Locations)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
6100-28-0107	LED Traffic Signal Replacements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
6100-28-1808	Mand. AODA Access. Traff Sgnl	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
6100-28-0101	Opticom Replacement Program	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
6100-28-1703	Pedestrian Crossings (Various Locations)	90,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,575,000
6100-21-1701	Rural Intersections Streetlighting (Various Locations)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
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
6100-21-0107	Streetlight & Pole Replacement Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
6100-21-1802	Streetlight Pole Transformer Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
6500-28-1002	Traff Cntrl Signals Replace	120,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	930,000
6200-22-0020	Traff Signal Legal Draw Update	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
6100-28-1516	Traffic Calming (Various Locations)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
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
6100-22-1805	Trucking Strategy Implementation Phase 1	250,000	250,000	-	-	-	-	-	-			500,000
6100-05-2001	Centracs Advanced Transportation Management System	70,000										70,000
6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	125,000	-	-	-	-	-	-	-	-	-	125,000
6100-21-1801	Longfield Subdivision Street Light Replacement	125,000	-	-	-	-	-	-	-			125,000
6100-28-1802	Mandated Rail Crossing Upgrades	200,000	-	-	-	-	-	-	-			200,000
6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	50,000	100,000	-	-	-	-	-	-			150,000
6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W	-	150,000	-	-	-	-	-	-			150,000
6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	280,000	-	-	-	-	-	-			280,000
6500-28-1701	Traffic Signal - 8th Line & Miller Drive	-	-	280,000	-	-	-	-	-			280,000
6100-28-2101	Traffic Signal Installation (Eighth Line and Danby Road)	-	-	280,000								280,000
6500-28-1801	Traffic Signal - Eighth Line to Argyll Rd	-	-	-	250,000	-	-	-	-			250,000
Subtotal		1,870,000	1,825,000	1,605,000	1,295,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	12,865,000
STORMWATER												
6200-22-1901	Stormwater Master Plan	150,000										150,000
6200-20-1701	Stormwater Facility Rehabilitation Assessment Program	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
6200-20-1901	Harold Street Stormwater Improvements		1,000,000									1,000,000
6210-22-2101	Site Alteration By-Law Update (per MOECC)		75,000									75,000
6100-20-2201	Storm Sewer Condition Assessments	-	-	250,000	250,000	250,000	250,000	250,000	-			1,250,000
6100-20-1801	Stormwater Strategy	-	-		150,000	-	-	-	-			150,000
Subtotal		150,000	1,325,000	500,000	650,000	500,000	500,000	500,000	250,000	250,000	250,000	4,875,000

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
ROADWAYS												
6200-16-0104	Pavement Management	1,606,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	1,956,100	19,211,000
6200-16-1701	22nd SdRd Construction Hwy 7 to Limehouse	2,500,000	-	-	-	-	-	-	-	-	-	2,500,000
6200-16-1813	Eighth Line - Steeles to Maple EA	300,000	-	-	-	-	-	-	-	-	-	300,000
6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	150,000	750,000	-	-	-	-	-	-	-	-	900,000
6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit	650,000	-	2,600,000	-	-	-	-	-	-	-	3,250,000
6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane	500,000	-	-	-	-	-	-	-	-	-	500,000
6100-28-1807	Mill St Neighbourhood Improvements	100,000	-	-	-	-	-	-	-	-	-	100,000
6100-22-1802	Class EAs for Master Plan Projects	-	400,000	400,000	-	-	-	-	400,000	400,000	-	1,600,000
6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	-	2,275,000	-	2,450,000	-	1,500,000	-	2,000,000	-	-	8,225,000
6200-16-1802	Danby & Barber Roundabout Apron Construction	-	938,000	-	-	-	-	-	-	-	-	938,000
6200-27-0101	Glen Lawson Improvements	-	350,000	1,500,000	-	-	-	-	-	-	-	1,850,000
6200-16-1901	McNabb St - King to CNR Improvements	-	650,000	-	-	-	-	-	-	-	-	650,000
6200-16-2105	Ontario Street	-	500,000	2,500,000	-	-	-	-	-	-	-	3,000,000
6200-16-1803	Prince St. Improvements	-	600,000	-	-	-	-	-	-	-	-	600,000
6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	-	900,000	-	-	-	-	-	-	-	-	900,000
6200-16-1601	Todd Road Reconstruction	-	400,000	2,565,000	-	-	-	-	-	-	-	2,965,000
6100-22-0102	Transportation Master Plan Update	-	250,000	-	-	-	-	250,000	-	-	-	500,000
6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	-	350,000	700,000	1,050,000	7,000,000	-	-	-	-	9,100,000
6200-16-2102	32 SdRd from Trafalgar Rd to Crewsons Line Reconstruction	-	-	475,000	950,000	1,425,000	9,500,000	-	-	-	-	12,350,000
6200-22-1702	Pvmt Mgmt Study - 5 YR Cycle	-	-	55,000	-	-	-	-	55,000	-	-	110,000
6200-27-1011	Tweedle Street Improvements	-	-	150,000	-	-	-	-	-	-	-	150,000
6200-16-2004	Guelph St & Mountainview - Nourthbound/Southbound Turn	-	-	-	1,500,000	6,000,000	-	-	-	-	-	7,500,000
6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	-	350,000	-	-	-	-	-	-	350,000
6200-16-1904	Eighth Line - Steeles to North of 15 SdRd Reconstruction	-	-	-	-	2,386,000	-	5,187,500	5,187,500	-	-	12,761,000
6200-16-2005	22 SdRd New Connection	-	-	-	-	200,000	-	105,000	-	700,000	-	1,005,000
6200-16-2006	22 SdRd Ralignment Fourth Line Construction	-	-	-	-	225,000	-	-	-	-	-	225,000
6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	-	-	800,000	4,200,000	-	-	-	-	5,000,000
6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	-	165,000	940,000	1,410,000	9,400,000	-	11,915,000
6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	-	-	110,000	110,000	330,000	2,200,000	-	2,750,000
6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	-	750,000	5,000,000	-	-	-	5,750,000
6200-16-2201	Confederation St. Main to Urban Boundary	-	-	-	-	-	-	486,000	3,240,000	-	-	3,726,000
6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	-	-	144,000	-	-	960,000	1,104,000
6200-16-2702	Tenth Line Steeles South	-	-	-	-	-	-	132,000	-	-	880,000	1,012,000
6200-16-1902	10th Line - Steeles to 10 SdRd Reconstruction	-	-	-	-	-	-	-	-	500,000	-	500,000
Subtotal		5,806,100	9,969,100	12,551,100	7,906,100	14,042,100	25,181,100	14,310,600	14,578,600	15,156,100	3,796,100	123,297,000
TRANSIT												
6810-25-2001	Activan Master Plan Update	150,000	-	-	-	-	-	-	-	-	-	150,000
6810-10-2001	Marketing and Branding Campaign - Transit	100,000	-	-	-	-	-	-	-	-	-	100,000
6810-25-1001	Activan Replacement	-	490,000	120,000	120,000	370,000	-	120,000	-	-	-	1,220,000
6800-05-1601	ActiVan Transit Software	-	91,300	-	-	-	-	-	-	-	-	91,300
6100-16-2106	Steeles Ave Corridor transit infrastructure	-	100,000	-	-	-	-	-	-	-	-	100,000
6810-22-2001	Transit Facility Feasibility Study & Implementation	-	200,000	1,800,000	10,000,000	-	-	-	-	-	-	12,000,000
6810-04-2101	Transit Hardware/Software Purchase/Support	-	20,000	-	350,000	-	-	-	-	-	-	370,000
6810-25-1601	New ActiVan Vehicles	-	-	-	600,000	200,000	-	-	1,600,000	200,000	-	2,600,000
6100-16-0101	Future Transit infrastructure installations	-	-	-	-	100,000	25,000	25,000	25,000	100,000	25,000	300,000
Subtotal		250,000	901,300	1,920,000	11,070,000	670,000	25,000	145,000	1,625,000	300,000	25,000	16,931,300

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
ACTIVE TRANSPORTATION												
6100-23-1602	Active Transportation Enhancement Program	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
6200-16-2010	Barber Drive (east) Mountainview Road to Danby Road Bike	70,000										70,000
6100-23-2401	Active Transportation Improvements	-	90,000	100,000	80,000	250,000	250,000	250,000	-			1,020,000
Subtotal		100,000	120,000	130,000	110,000	280,000	280,000	280,000	30,000	30,000	30,000	1,390,000
FLEET & PUBLIC WORKS												
6500-06-0102	Equipment Replacement	972,500	958,500	905,500	1,001,000	1,749,500	1,110,000	568,500	656,000	1,046,000	992,000	9,959,500
6500-06-1701	New Equipment	235,000	225,000	260,000	520,000	90,000	155,000	460,000	-			1,945,000
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
6500-03-2001	Material Storage Facility	-	-	-	300,000	-	-	-	-			300,000
6500-03-1704	Truck Wash Facility				625,000							625,000
Subtotal		1,357,500	1,333,500	1,315,500	2,596,000	1,989,500	1,415,000	1,178,500	806,000	1,196,000	1,142,000	14,329,500
AFFORDABLE HOUSING												
6000-22-2001	Support for the Affordable Housing Working Group	25,000										25,000
Subtotal		25,000	-	-	-	-	-	-	-	-	-	25,000
TOTAL TRANSPORTATION & PUBLIC WORKS		15,300,600	15,773,900	19,246,600	23,627,100	19,601,600	28,446,100	17,684,100	18,334,600	18,452,100	6,288,100	182,754,800

2020 Capital Budget and 2021 – 2029 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 \$182,754,800 with \$15,300,600 proposed for 2020. The following summarizes key components of the Capital Forecast:

- A ten year total of \$123,297,000 related to roadway design, construction and rehabilitation required to maintain assets in a state-of-good-repair.
- \$12,865,000 is required for the lifecycle replacement of transportation infrastructure such as traffic signals, streetlights and signage.
- \$11,904,500 for the lifecycle replacement and expansion of Public Works fleet and equipment based on best practices for management of assets, including \$1,207,500 for new and replacement equipment in 2020. Staff will explore low-carbon fleet and equipment replacement options as part of the purchasing process.
- Funding to support the new Affordable Housing Working group has been included in the 2020 Capital budget. The group will focus on the development of an affordable housing strategy to provide recommendations for actions both the Town and residents can take to combat rising housing prices.

- \$2,962,787 in provincial grant funding for the Ministry of Transportation's Connecting Links program is to be utilized for the rehabilitation and reconstruction of the Main Street North bridge over the Canadian National railway. The work is planned to include parapet walls, improvements to the road and sidewalk surface, and on-road bike facilities.
- \$1,040,000 of provincial and federal program funding through the Investing in Canada Infrastructure Program – Public Transit Stream will 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. A portion of the funding is planned for the installation of transit infrastructure along the Steeles Avenue Corridor.
- The 2020 Capital Budget also includes \$2,500,000 in funding for the continued reconstruction of 22 Side Road. Phase 2 of the project will involve upgrading the surface treated road to asphalt from east of Elizabeth Street in Limehouse to Highway 7, as well as the inclusion of new active transportation facilities along the roadway.
- \$1,500,000 for the rehabilitation of Mountainview Road bridge over the CN railway in 2020, which will primarily be funded through the Federal Gas Tax and Ontario Community Infrastructure Fund (OCIF) programs. The work is planned to include parapet walls, improvements to the road and sidewalk surface, and on-road bike facilities.
- \$3,000,000 for the design and reconstruction of Ontario Street in Georgetown in 2021 to 2022.
- \$1,850,000 to design and implement improvements for road surface and intersection modifications for Third Line and Glen Lawson Road in 2021 and 2022.
- \$2,965,000 for the design and reconstruction of Todd Road in Georgetown in 2021 to 2022.
- \$3,250,000 for the design and reconstruction of Main Street in Glen Williams, including the addition of pedestrian, active transportation and drainage improvements, in 2020 to 2022.

Transportation & Public Works

2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
287	6100-28-1802	Mandated Rail Crossing Upgrades	5.00	200,000	200,000	-	74,271	125,729	-	-
288	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	5.00	50,000	50,000	-	33,000	17,000	-	-
289	6200-16-1804	Geo Technical Work - Bowman St & E/W Trail Retaining Wall	4.70	350,000	350,000	-	-	50,000	300,000	-
290	6200-16-2009	Fairy Lake Dam Retaining Wall Reconstruction	4.70	200,000	200,000	-	-	20,000	180,000	-
291	6200-22-1901	Stormwater Master Plan	4.60	150,000	150,000	-	39,831	110,169	-	-
292	6200-22-0107	Bridge Rehab Study Update	4.60	75,000	75,000	-	-	75,000	-	-

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
293	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	4.50	1,500,000	1,500,000	-	-	69,900	1,430,100	-
294	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	4.50	75,000	75,000	-	-	15,000	60,000	-
295	6100-21-1801	Longfield Subdivision Street Light Replacement	4.50	125,000	125,000	-	-	25,000	100,000	-
296	6200-22-1801	Main St N Bridge CNR Construction	4.50	3,292,000	3,292,000	-	-	329,213	2,962,787	-
297	6100-28-0107	LED Traffic Signal Replacements	4.50	30,000	30,000	30,000	-	-	-	-
298	6100-21-0107	Streetlight & Pole Replacement Program	4.50	150,000	150,000	150,000	-	-	-	-
299	6100-21-1802	Streetlight Pole Transformer Replacement	4.50	150,000	150,000	-	-	25,000	125,000	-
300	6500-28-1002	Traff Cntrl Signals Replace	4.50	120,000	120,000	120,000	-	-	-	-
301	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	4.30	250,000	250,000	-	-	24,700	225,300	-
302	6200-16-1701	22nd SdRd Construction Hwy 7 to Limehouse	4.30	2,500,000	2,500,000	-	370,000	230,000	-	1,900,000
303	6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit Reconstruction	4.30	650,000	650,000	-	479,439	170,561	-	-
304	6200-22-0020	Traff Signal Legal Draw Update	4.20	30,000	30,000	-	-	30,000	-	-
305	6000-22-2001	Support for the Affordable Housing Working Group	4.20	25,000	25,000	-	-	25,000	-	-
306	6100-23-1602	Active Transportation Enhancement Program	4.20	30,000	30,000	-	-	30,000	-	-
307	6500-18-0111	Signage	4.00	35,000	35,000	35,000	-	-	-	-
308	6200-16-0104	Pavement Management	3.80	1,606,100	1,606,100	1,540,100	-	66,000	-	-
309	6100-22-1805	Trucking Strategy Implementation Phase 1	3.80	250,000	250,000	-	-	250,000	-	-
310	6100-05-2001	Centrac Advanced Transportation Management System	3.80	70,000	70,000	-	-	70,000	-	-
311	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	3.80	125,000	125,000	-	-	25,000	100,000	-
312	6200-16-2010	Barber Drive (east) Mountainview Road to Danby Road Bike	3.80	70,000	70,000	-	25,900	44,100	-	-
313	6810-10-2001	Marketing and Branding Campaign - Transit	3.80	100,000	100,000	-	-	100,000	-	-
314	6810-25-2001	Activan Master Plan Update	3.80	150,000	150,000	-	-	150,000	-	-
315	6100-28-1516	Traffic Calming (Various Locations)	3.80	40,000	40,000	-	26,400	13,600	-	-
316	6100-28-1703	Pedestrian Crossings (Various Locations)	3.80	90,000	90,000	-	33,422	56,578	-	-
317	6500-11-1517	Tree Planting - Emerald Ash Borer	3.80	150,000	150,000	150,000	-	-	-	-
318	6100-28-0101	Opticom Replacement Program	3.80	100,000	100,000	-	80,000	20,000	-	-
319	6500-06-1701	New Equipment	3.80	235,000	235,000	-	235,000	-	-	-
320	6500-18-0110	Traffic Infrastructure	3.80	100,000	100,000	-	66,000	34,000	-	-
321	6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	3.80	50,000	50,000	-	-	50,000	-	-
322	6100-17-1801	Infill Sidewalk Connections (Various Locations)	3.80	50,000	50,000	-	45,000	5,000	-	-
323	6200-16-1813	Eighth Line - Steeles to Maple EA	3.70	300,000	300,000	-	300,000	-	-	-
324	6100-28-1808	Mand. AODA Access. Traff Sgnl	3.40	105,000	105,000	-	-	15,000	90,000	-
325	6500-06-0102	Equipment Replacement	3.40	972,500	972,500	-	-	972,500	-	-
327	6100-28-1807	Mill St Neighbourhood Improvements	3.20	100,000	100,000	-	-	100,000	-	-
328	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	2.60	150,000	150,000	-	135,000	15,000	-	-
329	6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane Construction	2.60	500,000	500,000	-	450,000	50,000	-	-
2020 Total				15,300,600	15,300,600	2,025,100	2,393,263	3,409,050	5,573,187	1,900,000

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 6100-28-1802	Project Name Mandated Rail Crossing Upgrades		2020 Budget \$200,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		Transportation Infrastructure Reserve	\$125,729
Target Completion Date November, 2020		DC - Transportation Services	\$74,271
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 scope of this project is to review and improve at-grade railway crossings in the Town, based on the federal regulatory requirements developed by Transport Canada. The requirements are identified in the Grade Crossing Regulation (GRC) document under the Railway Safety Act.
Deliverables:	The 2019 Safety Assessments of Metrolinx at-grade crossings will identify the railway crossing deficiencies. Based on the assessment results, staff will commence railway crossing upgrades in 2020.
Benefits:	The benefits of this project include compliance with the federal regulations and improved safety at the Metrolinx railway crossings.
Risks If Not Implemented:	If not implemented, the Town will be in non-compliance with the Transport Canada's federal regulations.
Additional Information:	This project will improve the safety at the at-grade railway crossings to ensure proper signage, marking and visibility is available.

2020 Capital Project Information Sheet

Project No. 6100-21-1701	Project Name Rural Intersections Streetlighting (Various Locations)		2020 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		New Capital Reserve	\$17,000
Target Completion Date November, 2020		DC - Transportation Services	\$33,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$1,200			Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of the project is to install streetlights at three (3) rural intersections to improve road safety. It is anticipated that the following rural intersections will be completed: Nassagaweya-Esquesing Town Line/22 Side Road, Nassagaweya-Esquesing Town Line/17 Side Road and 17 Side Road/Dublin Line.
Deliverables:	Three rural intersections will be illuminated.
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 and pedestrians could be at risk.
Additional Information:	This project will add illumination to both rural intersections and improve road users' safety.

2020 Capital Project Information Sheet

Project No. 6200-16-1804	Project Name Geo Technical Work - Bowman St & E/W Trail Retaining Wall		2020 Budget \$350,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January, 2020		Transportation Infrastructure Reserve	\$50,000
Target Completion Date December, 2020		OCIF	\$300,000
Future Period Capital Requirements Operating Impact		Project Phase	
\$0		Study/Design Phase	<input checked="" type="checkbox"/>
\$0		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to undertake the design and construction for the replacement of the existing Bowman Street SWM facility retaining wall (gabion baskets).
Deliverables:	Design services and construction for the replacement of the existing Bowman Street SWM facility retaining wall (gabion baskets) with a new armour stone (or similar) retaining wall.
Benefits:	Retaining wall replacement will secure the properties of residents backing onto the Town's SWM facility and prevent future property damage and/or safety issues with the existing wall.
Risks If Not Implemented:	If the retaining wall is not replaced, future property damage and/or injuries may occur due to the movement (failure) of the existing retaining wall.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-16-2009	Project Name Fairy Lake Dam Retaining Wall Reconstruction		2020 Budget \$200,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January, 2020		Transportation Infrastructure Reserve	\$20,000
Target Completion Date December, 2020		OCIF	\$180,000
Future Period Capital Requirements Operating Impact		Project Phase	
\$0		Study/Design Phase	<input type="checkbox"/>
\$0		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to undertake the construction for the replacement of the existing Fairy Lake Dam dry stack stone retaining wall to protect adjacent properties and the Black Creek channel. Project is to be completed in conjunction with Halton Region's Fairy Lake Dam Improvement Project.
Deliverables:	Construction of a new armour stone (or similar) retaining wall along the north bank of Black Creek immediately downstream of the Fairy Lake Dam. Includes professional services for Contract Administration and Site Inspection.
Benefits:	Retaining wall replacement will secure the property of residents adjacent to the dam and Black Creek; preventing future property damage and/or safety issues with the existing wall.
Risks If Not Implemented:	If the retaining wall is not replaced, future property damage and/or injuries may occur due to the movement (failure) of the existing retaining wall.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-22-1901	Project Name Stormwater Master Plan	2020 Budget \$150,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews
Service Category Transportation & Transit	Funding Sources Strategic Planning Reserve DC - Administration	Amount \$110,169 \$39,831
Target Start Date January, 2020	Target Completion Date December, 2021	
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>A Stormwater Master Plan is required for developing a comprehensive prioritization process that will provide an objective approach to the sustainability plan, as well as the implementation and maintenance of stormwater management projects. The Stormwater Master Plan will allow stakeholders to be involved in establishing the appropriate level(s) of service expected by the community and will provide a transparent forum to establish program goals and funding targets.</p> <p>Approved as part of 2019 Capital Budget with partial funding allocated (40%).</p>
Deliverables:	The Stormwater Master Plan will be phased to provide a) Condition Assessment; b) Performance Assessment; and, c) Funding Strategies to implement the Stormwater Master Plan. The Plan will be completed over a two to three year period.
Benefits:	The Stormwater Master Plan will provide the Town with immediate and long-term actions to all for continual enhancement of our approach to stormwater management, ensure sustainability of our systems and address climate change issues.
Risks If Not Implemented:	Without a Master Plan, our existing stormwater management programs and associated infrastructure cannot be adequately maintained, enhanced and optimised for long-term sustainability and climate change. There is a potential risk of increased flooding and potential damage to property and the natural environment.
Additional Information:	Will provide basis for improvement of the cost effectiveness and sustainability of the Town's stormwater management system.

2020 Capital Project Information Sheet

Project No. 6200-22-0107	Project Name Bridge Rehab Study Update		2020 Budget \$75,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date	March, 2020	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	October, 2020		
Future Period Capital Requirements	Bi-annual		
Operating Impact		\$0	

Description	
Scope:	The objective of the project is to undertake the mandatory biannual condition inspection 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. Project includes inspection of pedestrian bridges (as required).
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:	
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-26-1812	Project Name Mountainview Over CN Bridge No. 13207 SPN Construction	2020 Budget \$1,500,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews
Service Category Transportation & Transit	Funding Sources Transportation Infrastructure Reserve	Amount \$69,900
Target Start Date March, 2020	OCIF	\$941,500
Target Completion Date December, 2020	Canada Gas Tax	\$488,600
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0	Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	Project involves the conversion of the existing bridge structure to semi-integral, removing the expansion joints, replacing the parapet wall, and providing a new riding surface as well as on-road bike facilities.
Deliverables:	The primary deliverable is the conversion of the bridge structure to semi-integral, removing the expansion joints, replacing the parapet wall, new riding surface and on-road bike facilities.
Benefits:	By addressing the needs of the structure, and converting it to a semi-integral structure, the elimination of the expansion joints removes the risk of salt damage, thus increasing the service life.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. As well, insurance claims may increase due to vehicle damage from potholes. Increased future costs could result if timely rehabilitation does not occur.
Additional Information:	Maintain current LOS for vehicular traffic. Improve current LOS for active transportation.

2020 Capital Project Information Sheet

Project No. 6100-26-2001	Project Name #13213 Bridge Mountainview Road over Hungry Hollow Repairs		2020 Budget \$75,000						
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens						
Service Category Transportation & Transit		Funding Sources <table border="1"> <thead> <tr> <th></th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation Infrastructure Reserve</td> <td>\$15,000</td> </tr> <tr> <td>OCIF</td> <td>\$60,000</td> </tr> </tbody> </table>			Amount	Transportation Infrastructure Reserve	\$15,000	OCIF	\$60,000
	Amount								
Transportation Infrastructure Reserve	\$15,000								
OCIF	\$60,000								
Target Start Date	March, 2020								
Target Completion Date	December, 2020								
Future Period Capital Requirements	\$300,000	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 undertake the design for the repairs needed on the bridge. The bridge was built in 1996, and is in need of a new longitudinal seal along the centre median, repairs to the concrete sidewalk, curbs and parapet walls.
Deliverables:	The deliverable shall include design drawings, cost estimates and tender package to complete the works.
Benefits:	By performing these repairs it will help to extend the life cycle of the bridge and reduce construction costs.
Risks If Not Implemented:	Potential safety risks to the public, or increased future costs of repairs could be factors if the bridge is not repaired.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6100-21-1801	Project Name Longfield Subdivision Street Light Replacement		2020 Budget \$125,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		Transportation Infrastructure Reserve	\$25,000
Target Completion Date November, 2020		OCIF	\$100,000
Future Period Capital Requirements Operating Impact		Project Phase	Study/Design Phase <input type="checkbox"/>
\$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is the replacement of streetlight infrastructure that has exceeded its life cycle. This is the third (3) and last phase of the project, which will be undertaken by SWE.
Deliverables:	The primary deliverable of this final phase is the replacement of street lights within the Longfield Subdivision on the section of Orville Road, Longfield Road and Wynford Place.
Benefits:	This project improves public safety and ensures that the Town's street light assets are in an adequate state of repair. Also, the overall illumination of the roads will be improved due to properly located street lights.
Risks If Not Implemented:	If not replaced, there is a high potential that the existing poles may collapse, creating potential safety risks to the public.
Additional Information:	The current level of service will maintain the street light infrastructure in a good state of repair.

2020 Capital Project Information Sheet

Project No. 6200-22-1801	Project Name Main St N Bridge CNR Construction		2020 Budget \$3,292,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January, 2020		Capital Replacement Reserve	\$329,213
Target Completion Date December, 2020		MTO Connecting Links Funding	\$2,962,787
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 scope of this project is to provide engineering to support the rehabilitation of the existing bridge. The existing bridge will be converted to a semi-integral bridge. The work will include new parapet walls, concrete sidewalk and asphalt. The concrete median will be removed to allow for the installation of on-road bike facilities.
Deliverables:	The primary deliverable is the rehabilitation of the bridge.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network will continue to function efficiently.
Risks If Not Implemented:	There is potential risk to travelling public if wearing surface is not replaced, and girders not repaired as spalled concrete may fall on rail tracks below.
Additional Information:	Improve LOS related to Active Transportation.

2020 Capital Project Information Sheet

Project No. 6100-28-0107	Project Name LED Traffic Signal Replacements		2020 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 April, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date November, 2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description	
Scope:	The scope of the project is to undertake LED signal replacements. In 2020, the LED signal displays will be replaced at the following two (2) intersections: Mountainview/Barber and Guelph/Mountainview.
Deliverables:	The deliverable is the replacement of the LED signal displays at the intersections of Mountainview/Barber and Guelph/Mountainview.
Benefits:	The benefits include improved visibility of the traffic signal displays and compliance with the industry standards to maintain signalized intersections.
Risks If Not Implemented:	If not implemented, the risks include the increased potential for vehicle collisions at signalized intersections and potential increased liability to the Town.
Additional Information:	This project will allow the Town to maintain the existing vehicle and pedestrian signals in a good state of repair and compliance with the industry standards.

2020 Capital Project Information Sheet

Project No. 6100-21-0107	Project Name Streetlight & Pole Replacement Program		2020 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$150,000
Target Start Date	April, 2020		
Target Completion Date	November, 2020		
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 for this project is the replacement of the streetlight infrastructure, which has exceeded its life cycle. The replacement of the street light infrastructure also includes the relocation of the streetlight arms and luminaires from old hydro wood poles to new installations.
Deliverables:	The primary deliverable of this project is the replacement of existing street light poles, the installation of new conduits and relocation of the existing streetlight arms and luminaires from old hydro poles to the new hydro poles.
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:	Without replacement, potential safety risks to the public could exist from potential structural failures or faulty wiring.
Additional Information:	The current level of service will maintain the street light infrastructure in a good state of repair.

2020 Capital Project Information Sheet

Project No. 6100-21-1802	Project Name Streetlight Pole Transformer Replacement		2020 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		Capital Replacement Reserve	\$25,000
Target Completion Date N/A		Canada Gas Tax	\$125,000
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 scope of this project is to replace the old street light poles, wires and arms, as part of the Halton Hills Hydro projects that involve transformer and primary line replacements.

Deliverables: New streetlight infrastructure will be installed.

Benefits: The benefit of this project is new streetlight infrastructure and reduced construction cost.

Risks If Not Implemented: The faulty streetlight infrastructure poses a substantial risk to the public and is a potential liability to the Town.

Additional Information: The current level of service will maintain the street light infrastructure in a good state of repair. The joint project reduces the cost of construction.

2020 Capital Project Information Sheet

Project No. 6500-28-1002	Project Name Traff Cntrl Signals Replace		2020 Budget \$120,000
Department Transportation & Public Works	Division Public Works	Project Manager Dick Spear	
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$120,000
Target Start Date	April, 2020		
Target Completion Date	November, 2020		
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 to replace the existing controllers that exceeded their expected life cycle and are in sub-standard conditions. It is also to replace existing timers to be compatible with Centrac's system.
Deliverables:	Installation of three (3) controllers at the following intersections; Guelph/Alcott, Guelph/Windsor and Mountainview/Argyll. Replacement of existing timers to be compatible with new system.
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.
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.
Additional Information:	The project ensures that the current level of service is maintained.

2020 Capital Project Information Sheet

Project No. 6200-26-1911	Project Name #23 6th Line Culvert Replacement (N of 22nd Sd Rd)		2020 Budget \$250,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date March, 2020	Capital Replacement Reserve		\$24,700
Target Completion Date December, 2020	Canada Gas Tax		\$225,300
Future Period Capital Requirements \$1,000,000	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	The scope of this project is to provide engineering to support the rehabilitation /replacement of the existing concrete culvert. The existing culvert is in poor condition. The wingalls are rotating outwards. Design alternatives and costing will be submitted as part of the scope.
Deliverables:	The primary deliverable is an engineering design and contract documents to support the rehabilitation/replacement of the concrete culvert and improvements to the environment in the surrounding area.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network will continue to function efficiently.
Risks If Not Implemented:	If not rehabilitated the existing culvert would ultimately end up with a load restriction that would limit the access of maintenance and emergency services vehicles.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-16-1701	Project Name 22nd SdRd Construction Hwy 7 to Limehouse		2020 Budget \$2,500,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date March, 2020	Debentures		\$1,900,000
Target Completion Date December, 2020	DC - Transportation Services		\$370,000
Future Period Capital Requirements \$0	New Capital Reserve		\$230,000
Operating Impact \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	Project involves the upgrading of 22nd Side Road from surface treatment to asphalt from east of Elizabeth Street in Limehouse to Highway 7. Curb and Gutter will be applied to the Limehouse Urban Limit. Stormwater improvements will be made to improve the flow and management of stormwater. Active transportation will be added as part of this project in the form of paved shoulders.
Deliverables:	Reconstruction of the road using new asphalt, granular base and stormwater infrastructure(upgrades) to meet current standards. Active transportation will be added as part of this project in the form of paved shoulders.
Benefits:	Financial savings over the long term by extending the life of the road assets and improved safety. New active transportation facilities will be added to this project.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including pedestrian/cyclist trip and falls. As well, insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	Maintain current LOS for vehicular traffic. Improve current LOS for active transportation.

2020 Capital Project Information Sheet

Project No. 6200-16-1004	Project Name Main St Glen Williams Mountain St. to Urban Limit Reconstruction		2020 Budget \$650,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March, 2020		DC - Transportation Services	\$479,439
Target Completion Date December, 2021		New Capital Reserve	\$170,561
Future Period Capital Requirements \$2,600,000		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 design improvements to Main Street in Glen Williams from Mountain Street to the Urban Limit. Improvements will likely include pedestrian/active transportation improvements, drainage improvements and resurfacing. Project also includes the design for rehabilitation of the Glen Williams Bridge 1 (Structure #17). Drainage assessment will include the Tweedle Street area.
Deliverables:	The primary deliverable is the design of pedestrian/active transportation, drainage and road surface improvements, and rehabilitation related improvements to Bridge 1 (Structure #17).
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network and Bridge 1 will continue to function efficiently.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained and insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	Potential enhancements to the LOS for pedestrians/active transportation.

2020 Capital Project Information Sheet

Project No. 6200-22-0020	Project Name Traff Signal Legal Draw Update		2020 Budget \$30,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources Transportation Infrastructure Reserve		Amount \$30,000
Target Start Date January, 2020			
Target Completion Date December, 2020			
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 scope of the project is to update the legal traffic signal drawings of the following signalized intersections; Main/Mill (Acton) and Mountainview/Danby.
Deliverables:	The deliverable is the 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:	This project will maintain the current level of service required for signalized intersections.

2020 Capital Project Information Sheet

Project No. 6000-22-2001	Project Name Support for the Affordable Housing Working Group		2020 Budget \$25,000
Department Transportation & Public Works	Division Administration	Project Manager Chris Mills	
Service Category Transportation & Transit		Funding Sources Strategic Planning Reserve	Amount \$25,000
Target Start Date	January, 2020		
Target Completion Date	N/A		
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 consultant will be retained to assist with the delivery of the work plan defined in the Terms of Reference for the Affordable Housing Working Group. Given that the Town is commencing their work in affordable housing, external support will be required to build capacity and assist with policy development and other deliverables.		
Deliverables:	<ul style="list-style-type: none"> • Provide support to the newly established Affordable Housing Working Group • Assist staff with Capacity Building and Policy Development 		
Benefits:	A well-managed working group to create an affordable housing strategy will allow the Town to reduce the impact and assist residents by providing affordable housing options or methods of combating rising housing prices		
Risks If Not Implemented:	The impacts of affordable housing may not be addressed. This will impact the ability of residents to afford new homes in the area.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 6100-23-1602	Project Name Active Transportation Enhancement Program		2020 Budget \$30,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$30,000
Target Start Date January, 2020	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date N/A			
Future Period Capital Requirements Annual			
Operating Impact \$2,000			

Description	
Scope:	To promote Active Transportation and educate the community on active transportation routes and key destinations within the Town. This may include the development of a digital map, wayfinding signs, and other signage and pavement markings on the roadways to inform both pedestrians and cyclists to utilize the Active Transportation infrastructure.
Deliverables:	Understanding of active transportation routes and facilities in the Town. Education and awareness of rules and regulations relating to active transportation.
Benefits:	Encourage active transportation and promote healthy lifestyles and complete communities.
Risks If Not Implemented:	Unknown facilities may become underutilized. Failure to educate the public on active transportation can lead to safety risks and a disconnect between motorists and active transportation users.
Additional Information:	Promoting Active Transportation and educating the residents on the infrastructure that is available will have overall health benefits and has a positive impact on climate change. It allows people to make the choice to not use their vehicle and instead choose to cycle or walk to their destination.

2020 Capital Project Information Sheet

Project No. 6500-18-0111	Project Name Signage		2020 Budget \$35,000
Department Transportation & Public Works	Division Public Works	Project Manager Dick Spear	
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$35,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date December, 2020			
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 signs retro reflectivity readings along with maintaining an up-to-date inventory of municipal traffic control device infrastructure.
Benefits:	The benefit of the project is the compliance of traffic control infrastructure with current standards providing the traveling public proper guidance.
Risks If Not Implemented:	There are potential safety risks to the public if the infrastructure is not maintained or replaced, which may include vehicular, cyclist or pedestrian accidents.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-16-0104	Project Name Pavement Management		2020 Budget \$1,606,100
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		Base Capital Budget	\$1,540,100
Target Completion Date December, 2020		Transportation Infrastructure Reserve	\$66,000
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 and replacement of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb repair or replacement and sidewalk repair.
Benefits:	The local neighbourhoods will benefit from the replacement of the existing roadway infrastructure in a way that complies with current safety standards.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including pedestrian trip and falls. As well insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6100-22-1805	Project Name Trucking Strategy Implementation Phase 1		2020 Budget \$250,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$250,000
Target Start Date April, 2020			
Target Completion Date November, 2020			
Future Period Capital Requirements \$250,000	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$5,000	Construction Phase	<input checked="" type="checkbox"/>	

Description	
Scope:	The scope of this project includes the design of the truck inspection station and the installation of the permissive truck route signage. In the event that the Ministry of Transportation will not assist with providing space within their right-of-way on Highway 7 (east of Acton), the Town will look for other options.
Deliverables:	The deliverables are the design of the truck inspection station, and the installation of the permissive route signage.
Benefits:	When fully implemented, the project will ensure that heavy vehicles are directed to the appropriate route through positive signage. The ability to provide regular truck inspection will increase the overall safety of our roads.
Risks If Not Implemented:	If not implemented, there will be a higher risk of collisions, higher levels of noise and air pollution within the Town's urban areas, generated by heavy trucks.
Additional Information:	When fully implemented, the current level of service will be improved via the reduction of noise and air pollution.

2020 Capital Project Information Sheet

Project No. 6100-05-2001	Project Name Centracs Advanced Transportation Management System		2020 Budget \$70,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Transportation Infrastructure Reserve		Amount \$70,000
Target Start Date April, 2020			
Target Completion Date November, 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this work is to continue to connect an additional 18 new traffic control signals to the CENTRACS Advanced Transportation Management System (ATMS).
Deliverables:	The deliverable is the connection of 18 new traffic control signals to the CENTRACS (ATMS).
Benefits:	The benefits of expanding the CENTRACS ATMS to new traffic control signals include quicker response times to emergency signal malfunctions, ongoing monitoring of traffic signals and overall better service to the community.
Risks If Not Implemented:	If not implemented, the CENTRACS ATMS will be restricted to only seven (7) traffic control signals and have a minimum impact on the overall traffic control signal network. Staff will not improve the response times to the traffic signal malfunctions, which may reduce public safety.
Additional Information:	The installation of Centracs hardware at 18 new signalized intersections will improve the overall traffic signal network connectivity and reduce the response time to traffic signal malfunctions at these intersections.

2020 Capital Project Information Sheet

Project No. 6200-17-2001	Project Name Lauchlin Crescent Walkway Rehab		2020 Budget \$125,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January, 2020		Capital Replacement Reserve	\$25,000
Target Completion Date December, 2020		Canada Gas Tax	\$100,000
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:	The objective of the project is to undertake the design and construction for the rehabilitation/replacement of the existing Lauchlin Crescent concrete pathway. Project will include the rehabilitation/replacement of the concrete pathway, concrete retaining walls (incl. fences and lighting), and drainage improvements. Ex. pathway is located in an existing storm sewer easement and is a designated overland flow route for Lauchlin Crescent.
Deliverables:	Design services and construction for the rehab./replacement of the existing concrete pathway and associated concrete retaining walls (incl. fences and lighting), and drainage improvements.
Benefits:	Pathway replacement and drainage improvements will improve pedestrian safety. Retaining wall replacement will secure the properties of residents backing onto the Town's pathway to prevent future property damage and/or safety issues with the existing wall.
Risks If Not Implemented:	If the condition of the pathway and drainage is not improved, there are potential safety risks to the public including pedestrian/cyclist trip and falls. If the retaining wall is not replaced, future property damage and/or injuries may occur due to the movement (failure) of the existing retaining wall.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6200-16-2010	Project Name Barber Drive (east) Mountainview Road to Danby Road Bike		2020 Budget \$70,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date July, 2020		DC - Transportation Services	\$25,900
Target Completion Date August, 2020		New Capital Reserve	\$44,100
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$10,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is the installation of bike lanes on Barber Drive (East) from Mountainview Road South to Danby Road as identified in the 2010 Cycling Master Plan.
Deliverables:	The deliverable is the installation of bike lanes on Barber Drive (East)
Benefits:	The bike lanes provide separation from motorized vehicles and narrow travel lanes reduce the vehicle operating speeds. The installation of bike lanes also promotes active living, which has numerous health benefits and improves road safety.
Risks If Not Implemented:	If not implemented, the Town will not be improving road safety for all road users or fulfilling its goals identified in the 2010 Cycling Master Plan. Without the dedicated bike lanes, there is an ongoing danger to cyclists.
Additional Information:	This project will improve the current level of service by providing separate cycling facilities for vulnerable road users.

2020 Capital Project Information Sheet

Project No. 6810-10-2001	Project Name Marketing and Branding Campaign - Transit		2020 Budget \$100,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Strategic Planning Reserve		Amount \$100,000
Target Start Date January, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	To launch the implementation of Universal Access Service, a strong marketing and educational plan will need to be developed well in advance of service implementation. As this will be a new service, a well thought-out comprehensive communication, outreach and branding strategy needs to be developed. The purpose for the marketing plan involves clearly defining the Town's service goals and educating existing riders of changes to service for the ActiVan, Taxi Scrip and Youth Taxi Scrip programs and also will develop strategies to promote service goals to future customers. It is recommended that the Town utilize the expertise of Town communication staff for the planning and execution of the marketing plan.
Deliverables:	A well thought-out comprehensive communication, outreach and branding strategy to promote Universal Access Service and educate ActiVan clients on changes to eligibility and service delivery.
Benefits:	A critical component to a successful transit system is the marketing and promotion of services to both potential and existing riders.
Risks If Not Implemented:	A poorly implemented marketing and branding campaign could result in little or no ridership use of the Universal Access Service. A successful transit service reduces traffic on roads, provides alternative options for travel and promotes a healthy and sustainable lifestyle.
Additional Information:	No immediate impacts on service levels. Once service is implemented a successful marketing and branding plan will ensure positive ridership and growth in service. It is anticipated that the plan will be multi-faceted and delivering on the plan will require an array of collateral and approaches to different audiences.

2020 Capital Project Information Sheet

Project No. 6810-25-2001	Project Name Activan Master Plan Update		2020 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Strategic Planning Reserve		Amount \$150,000
Target Start Date January, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	This project will provide a review and update to the ActiVan Master Plan and the ActiVan program. The previous ActiVan Master Plan was completed in 2013. The review of the 2013 plan and review of the program will ensure that the Town is meeting the goals and objectives of the current plan, and all requirements set out within the AODA guidelines. The review will make recommendations for future implementation and review of in-house versus contracted services of drivers. It will also provide an opportunity to ensure that the current plan is up-to-date and will plan out all the requirements for the program to successfully sustain growth in service and ridership.
Deliverables:	Update to the ActiVan Master Plan
Benefits:	An ActiVan Master Plan that aligns with AODA legislated requirements and policy. An ActiVan Master Plan that is financially responsible and a plan that can accommodate and sustain growth in services.
Risks If Not Implemented:	Failing to update the ActiVan Master Plan may affect the Town's ability to successfully maintain future growth in service and may also fail to meet the mandated AODA legislative requirements for Specilized Transit Services.
Additional Information:	As per Report TPW-2019-0026 regarding the operations review of in-house versus contracted services of drivers, the driver contracts have been extended to 2021. Review of services is required prior to any expiring contracts so that service levels are maintained, and to ensure operational coverage of the ActiVan program going forward.

2020 Capital Project Information Sheet

Project No. 6100-28-1516	Project Name Traffic Calming (Various Locations)		2020 Budget \$40,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date April, 2020	DC - Transportation Services		\$26,400
Target Completion Date N/A	New Capital Reserve		\$13,600
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 scope of this project is to install new traffic calming measures to reduce vehicle operating speeds on roads and to repair the existing traffic calming infrastructure. Each year, new locations are evaluated based on the Council approved Traffic Calming Implementation Protocol.
Deliverables:	The primary deliverable is to install traffic calming measures to change drivers' behaviour.
Benefits:	This project improves public safety by reducing vehicular operating speeds and the severity of potential collisions.
Risks If Not Implemented:	The roads where traffic calming measures are required have been identified as having low compliance with the posted speed limit and excessive cut-through traffic issues. If not implemented, the speeding and cut-through traffic issues will continue, which will negatively affect public safety.
Additional Information:	The current level of service will be improved by the reduction of operating speeds and cut-through traffic within the studied neighbourhood. Lower vehicle operating speeds will improve road safety.

2020 Capital Project Information Sheet

Project No. 6100-28-1703	Project Name Pedestrian Crossings (Various Locations)		2020 Budget \$90,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		DC - Transportation Services	\$33,422
Target Completion Date November, 2020		New Capital Reserve	\$56,578
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 to install two (2) new pedestrian crossovers (PXOs) to improve pedestrian safety and their mobility.
Deliverables:	PXOs will be installed at the following intersections, Mill/Cobblehill and McDonald/Acton (East).
Benefits:	This project supports a healthy and sustainable community that improves pedestrian safety and encourages walking.
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 by the increased safety and mobility of pedestrians.

2020 Capital Project Information Sheet

Project No. 6500-11-1517	Project Name Tree Planting - Emerald Ash Borer		2020 Budget \$150,000
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$150,000
Target Start Date	January, 2020		
Target Completion Date	N/A		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Project Phase		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is the replacement of urban street trees affected by the Emerald Ash Borer. This year there have been a total of over 386 trees removed including approximately 279 stumped removals as a result of the EAB. The Town has scheduled 406 trees to be replanted this year. 196 trees were planted this past spring and the remaining 210 are scheduled to be planted in the Fall. The Town will need to continue to remove and replant trees to maintain the urban canopy.
Deliverables:	The primary deliverable is to do the necessary work required to replenish the streetscape with trees.
Benefits:	The benefits 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 level of liability as branches or trees may fall and damage property and/or cause personal injury.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6100-28-0101	Project Name Opticom Replacement Program		2020 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		DC - Transportation Services	\$80,000
Target Completion Date N/A		Transportation Infrastructure Reserve	\$20,000
Future Period Capital Requirements Annual		Project Phase	
Operating Impact \$0		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 malfunctioning at various Town and Region's intersections will be replaced. New GPS technology will be implemented at the selected intersections with insufficient sightlines.
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:	The level of service will be improved by reducing the time fire trucks traverse signalized intersections.

2020 Capital Project Information Sheet

Project No. 6500-06-1701	Project Name New Equipment		2020 Budget \$235,000
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear
Service Category Transportation & Transit		Funding Sources DC - Transportation Services	Amount \$235,000
Target Start Date	January, 2020		
Target Completion Date	N/A		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Project Phase		Study/Design Phase	<input type="checkbox"/>
		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 net new pieces of equipment and vehicles based on the Town's Forcasted Long Range Finanacial Plan. The equipment to be added includes a Single Axle Plow Truck.
Deliverables:	The primary deliverable will be the delivery of the equipment identified in the Scope to support operations in order 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.
Risks If Not Implemented:	Not adding these new piece of equipment may result in delays in providing the desired level of service to area roads and parks. This could also have liability consequences if these service levels are not being met.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 6500-18-0110	Project Name Traffic Infrastructure		2020 Budget \$100,000
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear
Service Category Transportation & Transit		Funding Sources DC - Transportation Services \$66,000 New Capital Reserve \$34,000	
Target Start Date	January, 2020	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date	N/A		
Future Period Capital Requirements	Annual		
Operating Impact	\$5,000		
Description			
Scope:	The scope of this project is the installation of new or upgraded traffic control devices within the Town's road network. It would include new traffic signs, flashing beacons, radar message boards, traffic counters, pavement marking applications, traffic signal improvements and other traffic-engineering related equipment.		
Deliverables:	The deliverable is to ensure that our existing traffic infrastructure meets minimum maintenance and industry standards by purchasing new or upgrading the existing traffic infrastructure.		
Benefits:	The benefit is improved overall 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:	This project allows staff to maintain the current level of service by supporting the existing traffic infrastructure and undertake various traffic initiatives.		

2020 Capital Project Information Sheet

Project No. 6100-10-2001	Project Name Maple Ave - Stewart McLaren Rd Parking Lay-bys		2020 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 January, 2020			
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact	\$100,000 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	The scope of this project is to design a parking lay-by area on the south side of Maple Avenue from Stewart MacLaren Road easterly.
Deliverables:	The deliverable is the design of the parking lay-by area.
Benefits:	When completed, the parking lay-by area will provide 12-hour on-street parking available through Winter time. The new parking lay-by area should help to alleviate parking issues on Stewart MacLaren road.
Risks If Not Implemented:	If not implemented, the ongoing illegal parking on Stewart MacLaren Road will continue. The illegal parking affects road safety and pedestrian accessibility.
Additional Information:	This project will improve the current level of service by providing an alternative parking area for residents of Stewart MacLaren Road.

2020 Capital Project Information Sheet

Project No. 6100-17-1801	Project Name Infill Sidewalk Connections (Various Locations)		2020 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		DC - Transportation Services	\$45,000
Target Completion Date November, 2020		New Capital Reserve	\$5,000
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is to construct sidewalk connections at various locations to improve pedestrian safety and mobility.
Deliverables:	The deliverable will be the construction of sidewalk connections at various locations.
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 require to walk on the roads and have difficulty with crossing at various intersections that do not meet the AODA standards.
Additional Information:	The current level of service will be improved by increased safety and mobility of pedestrians.

2020 Capital Project Information Sheet

Project No. 6200-16-1813	Project Name Eighth Line - Steeles to Maple EA	2020 Budget \$300,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Maureen Van Ravens
Service Category Transportation & Transit	Funding Sources DC - Transportation Services	Amount \$300,000
Target Start Date April, 2019	Target Completion Date December, 2020	
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	This is an existing project. Additional funds are required to complete the EA. Through the commencement of the EA, additional funds were noted for agency participation and review. These include both Conservation Halton and Credit Valley Conservation authority. As part of this study, engagement with the Mississaugas of the New Credit First Nation is required and will accomodate for the participation of MNCFN Field Liason Representatives for the archaeological/environmental field work. In addition, it is anticipated that both Stage 2 and Stage 3 (up to 4 sites) archeological assessments will be required.
Deliverables:	Deliverables will include a completed Environmental Study Report that documents the Municipal Class EA process undertaken and the Preffered Solution and Preferred Design.
Benefits:	Implementing this project will identify infrastructure improvements required to safely and efficiently accommodate increased traffic volumes on Eighth Line from Steeles Avenue to Maple Avenue.
Risks If Not Implemented:	If this Municipal Class EA is not completed, the required infrastructure improvements cannot be implemented.
Additional Information:	This project will improve the capacity on Eighth Line once the infrastructure is constructed. This is required to address existing capacity issues and accommodate growth for Vision Georgetown.

2020 Capital Project Information Sheet

Project No. 6100-28-1808	Project Name Mand. AODA Access. Traff Sgnl		2020 Budget \$105,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April, 2020		Capital Replacement Reserve	\$15,000
Target Completion Date November, 2020		Canada Gas Tax	\$90,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$6,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project is to update the existing traffic control signals with Accessible Pedestrian Signals (APS), as per the Accessibility for Ontarians with Disabilities Act.
Deliverables:	The upgrade of three (3) traffic control signals with Accessible Pedestrian Signals (APS) infrastructure at the following location, Mountainview/Campbell Gate, Guelph/Maple, Mountainview/Argyll.
Benefits:	The benefit of the APS upgrades is the removal of barriers for people with disabilities traversing signalized intersections.
Risks If Not Implemented:	If not implemented, the Town will be in violation of the legislated requirements, as mandated by the Accessibility for Ontarians and Disabilities Act.
Additional Information:	This is will provide improved accessibility at signalized intersections.

2020 Capital Project Information Sheet

Project No. 6500-06-0102	Project Name Equipment Replacement		2020 Budget \$972,500
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear
Service Category Transportation & Transit		Funding Sources Equipment Reserve	Amount \$972,500
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date N/A			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description	
Scope:	The scope of this project includes the tendering and award of contracts for the purchase of various pieces of equipment and vehicles under the Town's Equipment Replacement Program. A listing of the vehicles to be replaced and their associated replacement vehicle can be found in Appendix A.
Deliverables:	The delivery of new pieces of equipment and vehicles to be utilized in Public Works and Parks and Cemeteries operations.
Benefits:	The new pieces of equipment and vehicles will maintain the established levels of service required for roads, sidewalks, bike paths, parks and cemeteries.
Risks If Not Implemented:	There are potential safety risks to the public if the existing fleet is not replaced based on established life cycles. Vehicles and equipment that are out of service cannot provide the necessary services such as snow plowing roads, sidewalks and bike paths.
Additional Information:	

2020 EQUIPMENT REPLACEMENT

UNIT	ASSET ID	MFG DATE	ASSET MAKE	ASSET MODEL	ASSET TYPE	ASSET STATUS	CONDITION ASSESSMENT	EST VALUE
214	08-0214	2008	INTERNATIONAL	7601 SBA 6x4	TANDEM DUMP WITH PLOW	END OF LIFE CYCLE	POOR	\$285,000
242	13-0242	2013	FORD	F450 CREW CAB 4X4	3 TONNE CREW CAB DUMP w PLOW	END OF LIFE CYCLE	FAIR	\$90,000
244	13-0244	2013	FORD	F450 CREW CAB 4X4	3 TONNE CREW CAB DUMP w PLOW	END OF LIFE CYCLE	POOR	\$90,000
250	08-0250	2008	GMC	3500 UTILITY CUBE VAN	CUBE VAN	EARLY REPLACEMENT	VERY POOR	\$50,000
314	13-0314	2013	GMC	SILVERADO 4X2 C10903	PICKUP TRUCK	END OF LIFE CYCLE	POOR	\$45,000
322	13-0322	2013	CHEVROLET	SILVERADO 3500HD CREW	CREW CAB	END OF LIFE CYCLE	POOR	\$42,000
352	13-0352	2013	CHEVROLET	SILVERADO 4X2 C10903	PICKUP TRUCK	END OF LIFE CYCLE	POOR	\$32,000
508	10-5508	2010	MASSEY FERGUSON	MID MTD. MOWER 2690348 27 HP	MOWER	END OF LIFE CYCLE	POOR	\$11,000
583	10-4583	2010	MONTANA TRACTOR	P8084C (PLUS 80)	FARM TRACTOR WITH LOADER	END OF LIFE CYCLE	POOR	\$65,000
595	14-4595	2014	MACLEAN	MV2	MULTI-PURPOSE TRACTOR	END OF LIFE CYCLE	POOR	\$180,000
670	10-8670	2010	FLOAT KING	18' LOW BED TANDEM	FLOAT TRAILER	END OF LIFE CYCLE	VERY POOR	\$7,500
671	10-8671	2010	ASHWELD	24' TRI-AXLE	FLOAT TRAILER	END OF LIFE CYCLE	VERY POOR	\$9,000
594	14-4594	2014	BOBCAT	L70 SKID STEER	SKID STEER	EARLY REPLACEMENT	POOR FUNCTION/UTILIZATION	\$45,000
			SMALL TOOLS			ON GOING		\$12,000
			POWER SCYTHES/CHAINSAWS			ON GOING		\$9,000
							TOTAL	\$972,500

2020 Capital Project Information Sheet

Project No. 6100-28-1807	Project Name Mill St Neighbourhood Improvements		2020 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$100,000
Target Start Date January, 2020			
Target Completion Date N/A			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input type="checkbox"/>	

Description	
Scope:	This is a multi-year project with improvements to be implemented based on recommendations from the Mill Street Corridor Precinct Neighbourhood Study.
Deliverables:	Infrastructure improvements as recommended in the Neighbourhood Study
Benefits:	Provide opportunities for redevelopment and intensification at strategic locations, and enhanced connection to other areas of the community, where such connections will not be to the detriment of the existing community. Improved safety for pedestrians will also be experienced.
Risks If Not Implemented:	Continued safety risks to people that live in the neighbourhood, or use the area to get to the GO Station. Failure to promote and provide active transportation to the neighbourhood.
Additional Information:	The proposed infrastructure will improve pedestrian accessibility within the neighbourhood. It will also improve the safety. Many areas within the neighbourhood have sub-standard sidewalks or no sidewalks. Residents within the area are forced to walk on the road.

2020 Capital Project Information Sheet

Project No. 6200-16-1809	Project Name Guelph St & Sinclair Ave Turn Lane Construction		2020 Budget \$150,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March, 2020		DC - Transportation Services	\$135,000
Target Completion Date December, 2020		New Capital Reserve	\$15,000
Future Period Capital Requirements \$750,000		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 design a new northbound right turn lane on Sinclair Avenue at Guelph Street and the upgrading of the existing traffic signals.
Deliverables:	The primary deliverable is the design of the northbound right turn lane and traffic signal upgrades.
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 would ultimately end up with heavy congestion that would limit the access of emergency service vehicles.
Additional Information:	Improve LOS related to vehicular traffic.

2020 Capital Project Information Sheet

Project No. 6200-16-1808	Project Name Maple & Main St. S./Guelph & Maple Turn Lane Construction		2020 Budget \$500,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March, 2020		DC - Transportation Services	\$450,000
Target Completion Date December, 2020		New Capital Reserve	\$50,000
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 construct a new westbound right turn lane on Maple Avenue at Guelph Street and extend the existing eastbound right turn lane on Maple Avenue at Guelph Street to improve the intersection's level of service. Intersection improvements are currently under design and will include a slight adjustment to the east-west alignment of the intersection to accomodate the improvements. This additional budget funding represents an extension of 6200-16-1808 (Approved in 2019) for the construction of the improvements.
Deliverables:	The primary deliverable is construction of the turn lanes.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network will continue to function efficiently.
Risks If Not Implemented:	If not constructed, the existing intersection would ultimately end up with heavy congestion that would limit the access of emergency services vehicles.
Additional Information:	Improve LOS related to vehicular traffic.

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.

November 2019



2020 BUSINESS PLAN



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PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW

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

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

Development Review staff provide professional planning, project management and administrative services for development projects and matters in the Town that are mainly connected to the Planning Act, including Official Plan and Zoning By-law Amendment applications, draft plans of subdivisions/condominiums and site plans. Staff also support the Committee of Adjustment, which deals with minor variances, expansion of legal non-conforming uses and consents. Staff assists 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 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:

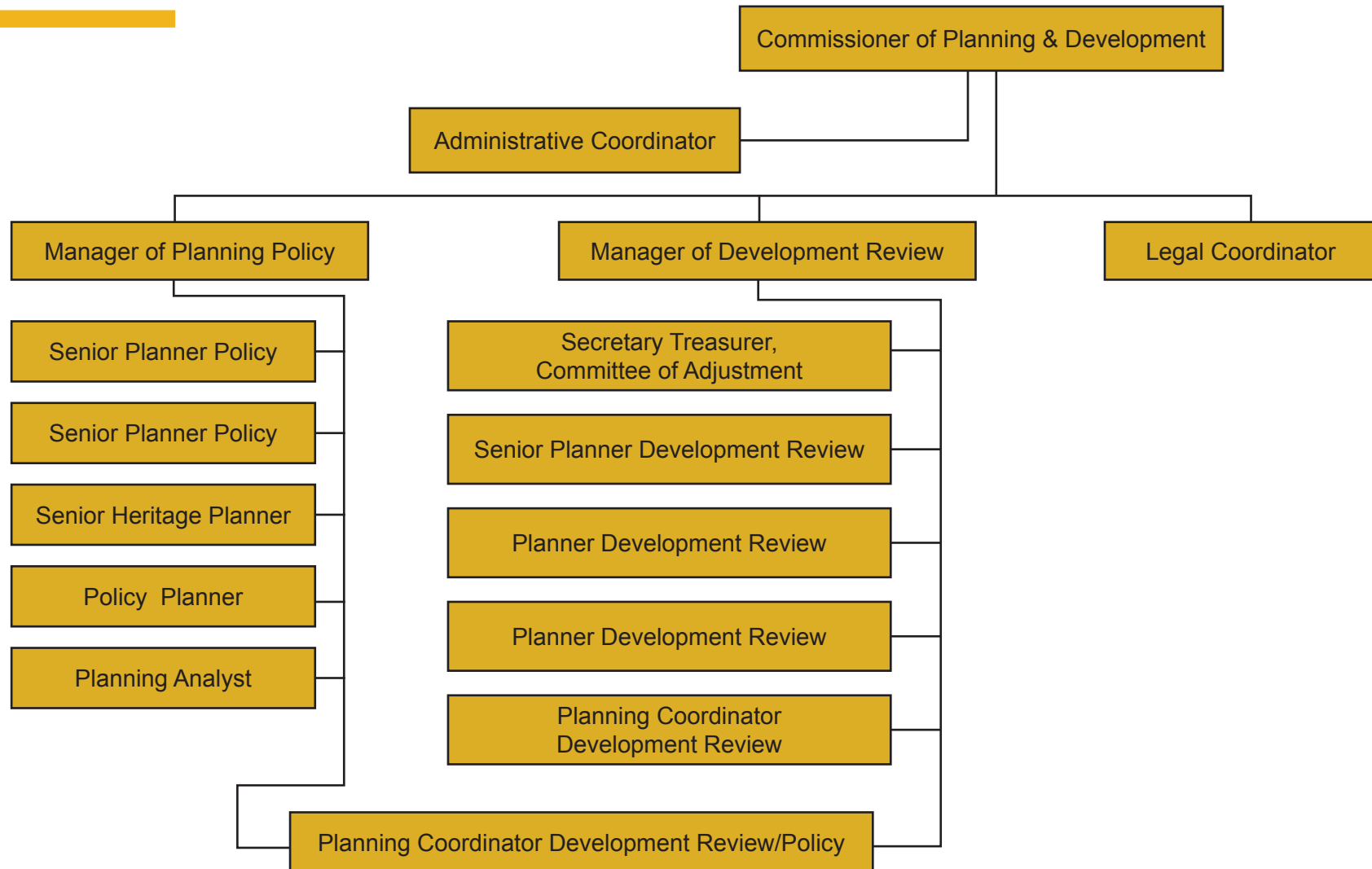
- Preparing and administering the development agreements that are required for planning approvals;
- Coordinating acquisitions and dispositions of Town lands and easements between staff and the Town solicitor;
- Providing staff with information and guidance on legal processes and matters;
- Conducting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

The Policy, Heritage 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 support of 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



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PLANNING & DEVELOPMENT



CORE ACTIVITIES

Development Review & Committee of Adjustment:

- Official Plan Amendments
- Zoning By-law Amendments
- Plan of Subdivision/ Condominiums
- Part Lot Control Applications
- Servicing allocations
- Site plans
- Urban design
- Green Development Standards
- Halton Area Development Managers (HADM)
- Consents
- Minor variances
- Expansions to legal non-conforming uses

Policy & Information Services:

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

Legal:

- Development agreements/ documents including licenses and leases
- Coordination of land acquisitions/dispositions
- Title and corporate searches
- Responses to compliance requests



PLANNING & DEVELOPMENT



2019 ACCOMPLISHMENTS/SUCCESSSES



- Completed the Glen Williams Mature Neighbourhood Character Study
- Developed the Terms of Reference and commenced the Scoped Glen Williams Secondary Plan review
- Completed the Cannabis Cultivation and Processing Study
- Completed the Destination Downtown Project followed by the adoption of the Secondary Plan
- Completed policy and zoning revisions for accessory suites
- Advanced the Intensification Opportunities Study
- Completed the Employment Land Needs Study – Phase 1
- Resolution of ROPA 47 Appeals
- Prepared the Terms of Reference for the Halton Hills Phase 2B Integrated Planning Project
- Monitored and reported on various provincial initiatives such as the Growth Plan, the Provincial Policy Statement and the GTA West Corridor Environmental Assessment
- Conducted Regional Official Plan Educational Workshops
- Completed the Corporate Energy Conservation Plan
- Developed the Terms of Reference and commenced the Private Tree Management Strategy
- Developed the Terms of Reference and commenced the Green Development Standards Update
- Advanced approvals for several key development applications (e.g. Credit River Ridge Seniors Apartment, J. Belli Holdings – Freshhouse Foods, KIA Dealership, 12 Church Street East (Acton), Charleston Homes - 284 Queen Street)
- Improved public notifications for development applications to be more clear and non-technical
- Prepared and executed various development and non-development agreements

PLANNING & DEVELOPMENT



ENVIRONMENTAL SCAN



Challenges:

- Continuing to prepare for significant residential and non-residential growth
- 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
- Second major shift in provincial legislation and policies impacting the land use planning process in the last two years
- Reduced timelines to process development applications before non-decision appeals to LPAT can be filed
- Secondary Plan Post Adoption Phase is time consuming and complex
- Resumption of the GTA West Corridor EA and Corridor Protection requirements
- Uncertainty associated with post 2031 growth allocation

PLANNING & DEVELOPMENT



ENVIRONMENTAL SCAN Continued



Opportunities:

- Resolution of Provincial appeal to ROPA 47 and pending 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
- Registration of Futura Development provides opportunities for increased assessment and additional employment growth in Acton
- Increased affordable housing opportunities flowing from infill sites and accessory suites
- Renewed interest in the next lake based allocation program
- Development interest in the Georgetown Urban Expansion Lands (Vision Georgetown, Southeast Georgetown and Stewarttown) remains strong
- Expand heritage planning portfolio as a result of renewed resources

PLANNING & DEVELOPMENT



WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Advance the Southeast Georgetown Integrated Planning Project	Prepare a Secondary Plan for the Southeast Georgetown lands which entails a number of detailed studies including planning, urban design, functional servicing and transportation along with public and agency engagement.	Policy	<p>Implements Council's approved growth management strategy to 2031.</p> <p>Contextually appropriate Secondary Plan that provides a mix and range of housing along with other complementary land uses.</p>	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl approved Secondary Plans) • Transportation Master Plan (incl Cycling) • Sustainability Strategy • Long Range Financial Plan • Core Service Delivery
2 Advance the Stewarttown Secondary Plan	Prepare a Secondary Plan for Stewarttown which entails a number of detailed studies including planning, urban design, functional servicing and transportation along with public and agency engagement.	Policy	<p>Implements Council's approved Growth Management Strategy to 2031.</p>	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl approved Secondary Plans) • Transportation Master Plan (incl Cycling) • Sustainability Strategy • Long Range Financial Plan • Core Service Delivery

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PLANNING & DEVELOPMENT



WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3 Advance the Halton Hills 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	Project further implements Council's approved Growth Management Strategy to 2031. Increased assessment and employment opportunities	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl approved Secondary Plans) • Transportation Master Plan (incl Cycling) • Sustainability Strategy • Long Range Financial Plan • Core Service Delivery
4 Glen Williams Scoped Secondary Plan Review	Review and update the Glen Williams Secondary Plan which is anticipated to include a review of the hamlet design policies and guidelines, parkland and trail opportunities, transportation issues and floodplain and natural heritage policies in concert with community engagement.	Policy	Contextually appropriate Secondary Plan that is in conformity to Provincial Plans and policies and responds to community issues.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl approved Secondary Plans) • Transportation Master Plan (incl Cycling) • Sustainability Strategy • Core Service Delivery

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PLANNING & DEVELOPMENT



WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5 Continue to participate in the Halton Regional Official Plan review	Provide input into the Halton Region Official Plan review including the Integrated Growth Management Strategy. This includes holding Town workshops, liaising with the Region and other municipalities and establishing the Town's position on post 2031 growth allocation through staff reports.	Policy	Town must provide input into the statutory review of the Halton Region Official Plan. Certainty regarding post 2031 growth allocation.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl approved Secondary Plans) • Transportation Master Plan (incl Cycling) • Sustainability Strategy • Long Range Financial Plan • Core Service Delivery
6 Introduce Growth Monitoring Model	Develop and implement a growth monitoring model to track Town wide and geographic specific residential and industrial/commercial/institutional (ICI) growth against growth forecasts contained in various Planning and Finance plans and studies.	Policy and Information Services (IS)	Development and implementation of a growth tracking model to enable efficient and effective tracking of growth. This will enable the Town to track performance against planning objectives and inform various long range planning and financial plans and studies as well as the development of capital and operating budgets.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Sustainability Strategy • Long Range Financial Plan • Core Service Delivery

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PLANNING & DEVELOPMENT



WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7 Finalize Halton Hills Premier Gateway Zoning By-law & Urban Design Review	Conduct a Public Open House and Statutory Public Meeting. Respond to public and agency input and present final documents for Council approval.	Development Review	Contextually appropriate urban design guidelines and updated zoning provisions for the Halton Hills Premier Gateway.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Sustainability Strategy • Long-Range Financial Plan • Core Service Delivery
8 Comprehensive Zoning By-law	Complete the "housekeeping" review of the zoning by-law to ensure that it remains current. This will include a statutory public meeting, review of any public and agency comments and the presentation of final documents for Council approval.	Development Review	Ensure that the Comprehensive Zoning By-law remains current and responsive to community and landowner needs.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Core Service Delivery

PS-12

PLANNING & DEVELOPMENT



WORKPLAN Continued



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9 Digitization of Planning (development applications) Strategy	Participate in the study led by Corporate Services - ITS Division on examining ways to digitize development applications and increase use of AMANDA	Development Review	Clear and concise strategy for the digitizing of development applications and increase the use of AMANDA	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (incl. approved Secondary Plans) • Corporate Technology Strategic Plans • Core Service Delivery

PS-13

PLANNING & DEVELOPMENT



STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	/	
Part Time	+.06	Heritage Planning Coordinator The position is required to provide administrative support to the Heritage Halton Hills Committee such as the preparation and management of agendas, minutes, legislative notifications, coordination of Special Committee meeting and preparation of legislated notices, by-laws and all other administrative matters as required by the Ontario Heritage Act.
Contract	/	

PLANNING & DEVELOPMENT



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Well-developed Plans	<ul style="list-style-type: none"> – Vision Georgetown Secondary Plan - Final Approval – Halton Hills Premier Gateway Phase 1B - Final Approval – Destination Downtown (Georgetown) Secondary Plan - Final Approval – Council adoption of the Employment Land Needs Assessment Study – Council adoption of the Intensification Opportunities Study
Growth Monitoring	<ul style="list-style-type: none"> – Develop and implement a growth monitoring model to efficiently and effectively track Town wide and geographic specific growth (residential, industrial, commercial, institutional, etc.) This will enable the Town to track performance against planning objectives, inform long range plans/studies and assist in the development of capital and operating budgets.
Development Applications	<ul style="list-style-type: none"> – 5% increase in applications filed – 15% increase in approvals
QUALITY OF LIFE	
Green Development Standards - Approvals	<ul style="list-style-type: none"> – 20 % increase

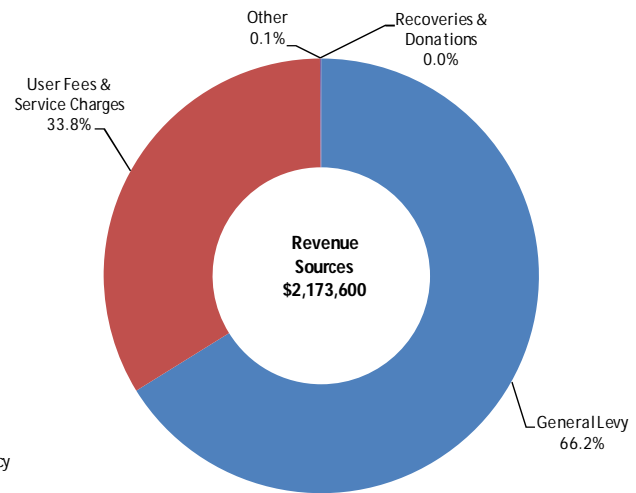
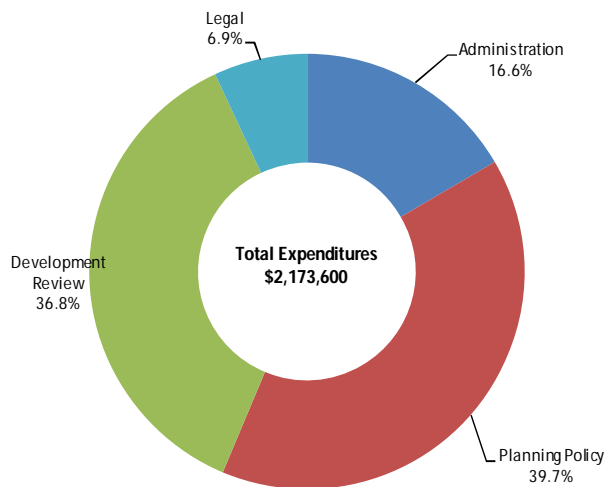
2020 Operating Budget Overview

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.

2020 Operating Budget Highlights

The 2020 Operating Budget for Planning & Development of \$2,173,600 in gross expenditures and \$1,438,100 in net expenditures provides funding for the services performed by the Development Review, Planning Policy, and Legal Services Divisions.

	2019		2020					2020 vs 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,585,800	2,237,855	2,136,900	-	36,700	-	2,173,600	(412,200)	(15.9%)
Revenue	(1,032,200)	(767,679)	(735,500)	-	-	-	(735,500)	296,700	(28.7%)
Total Net Expenditures	1,553,600	1,470,176	1,401,400	-	36,700	-	1,438,100	(115,500)	(7.4%)



	2019		2020					2020 vs 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	345,100	340,801	360,500	-	-	-	360,500	15,400	4.5%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	345,100	340,801	360,500	-	-	-	360,500	15,400	4.5%
Policy									
Expense	829,100	591,386	826,400	-	36,700	-	863,100	34,000	4.1%
Revenue	(43,900)	(43,500)	(500)	-	-	-	(500)	43,400	(98.9%)
Net Expenditures	785,200	547,886	825,900	-	36,700	-	862,600	77,400	9.9%
Development Review									
Expense	873,900	824,058	799,800	-	-	-	799,800	(74,100)	(8.5%)
Revenue	(749,700)	(521,539)	(611,300)	-	-	-	(611,300)	138,400	(18.5%)
Net Expenditures	124,200	302,519	188,500	-	-	-	188,500	64,300	51.8%
Office of Sustainability									
Expense	410,200	355,266	-	-	-	-	-	(410,200)	(100.0%)
Revenue	(102,900)	(102,900)	-	-	-	-	-	102,900	(100.0%)
Net Expenditures	307,300	252,366	-	-	-	-	-	(307,300)	(100.0%)
Legal									
Expense	127,500	126,344	150,200	-	-	-	150,200	22,700	17.8%
Revenue	(135,700)	(99,740)	(123,700)	-	-	-	(123,700)	12,000	(8.8%)
Net Expenditures	(8,200)	26,604	26,500	-	-	-	26,500	34,700	(423.2%)
Total									
Expense	2,585,800	2,237,855	2,136,900	-	36,700	-	2,173,600	(412,200)	(15.9%)
Revenue	(1,032,200)	(767,679)	(735,500)	-	-	-	(735,500)	296,700	(28.7%)
Total Net Expenditures	1,553,600	1,470,176	1,401,400	-	36,700	-	1,438,100	(115,500)	(7.4%)

The Planning & Development 2020 Operating Budget represents an 7.4% decrease from the approved 2019 Operating Budget.

- The base budget for the Office of Sustainability has been amalgamated under the Climate Change & Asset Management Division within the Office of the CAO. The restructuring has resulted in a base budget decrease in Planning & Development of \$307,300, or 19.8%.
- Net of corporate restructuring, the Planning & Development budget increased by \$191,800, which is largely attributed to a decrease in revenues for development applications and agreements of \$107,000 resulting from the delay in Vision Georgetown development.
- The 2020 budget includes a \$49,150 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes and a 1.75% proposed economic adjustment.
- A budget inclusion has been made for a new part-time Heritage Planning Coordinator position totalling \$36,700 which is to be funded from the General Levy. This position will assist with coordinating with and supporting the Heritage Halton Hills Committee and addressing heritage planning matters.
- A net adjustment of (\$11,050) has been made for discretionary items across all divisions to more closely reflect actuals.

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Heritage Administrative Assistant	\$ 36,700	January 1, 2020
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Category Planning & Development		
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Department	Division	
Planning & Development	Policy	

Description of Services to be Performed:

This position would be responsible for all administrative functions required in order to support the Heritage Halton Hills (HHH) Committee and Heritage Planning matters, and is necessary in order to successfully administer the HHH Committee. The position entails preparation and management of HHH agendas, addendums and meeting minutes; complete administrative coordination of HHH meetings including booking facilities, equipment and meeting rooms; legislative notifications as per Procedural By-law 2015-0060 when required; coordination of Special Committee meetings regarding listed property demolition requests; the scheduling and management of District Committee meetings for HHH at the start of each new term; preparation of legislated notices, by-laws and all other administrative matters as required by the Ontario Heritage Act and/or Planning Act.

If this position is not approved, maintaining the administrative workload related to the Heritage Halton Hills Committee will have to be retained by the Information Governance & Records Management Specialist or another member of the Clerk's Department team. The Administrative Coordinators for the Planning Department are over capacity in their current roles and unable to take on this additional responsibility.

Budget Impact:

Expenditures:

Salary & Benefits	36,700
Supplies & Services	
Other	8,500
Total	\$ 45,200

Account & Notes:

1 FTE
New workstation + Laptop

Revenue:

Fees	
Grants	
Other	(8,500)
Total	\$ (8,500)

5k - Capital Replacement , 3.5k Tech Repl. Reserve

Net Cost \$ 36,700

Planning & Development Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
PLANNING & DEVELOPMENT												
7000-22-1802	Premier Gateway Phase 2B Secondary Plan	600,000	-	-	-	-	-	-	-	-	-	600,000
7100-22-1801	Southeast Georgetown Planning Study	300,000	-	-	-	-	-	-	-	-	-	300,000
7000-22-0001	Official Plan Review	-	200,000	-	-	-	200,000	-	-	-	-	400,000
7100-22-2302	GO Station Secondary Plan Review	-	150,000	-	-	-	-	-	-	-	-	150,000
7100-22-2001	Zoning By-Law Update	-	-	154,000	-	-	-	-	154,000	-	-	308,000
7100-22-1502	Glen Williams Sec Plan Review	-	-	-	-	55,000	-	-	-	-	-	55,000
7100-22-2303	Post 2031 Secondary Plans	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-	4,500,000
7300-22-2201	Stewarttown Planning Study Update	-	-	-	-	-	-	55,000	-	-	-	55,000
7100-27-0102	Norval Secondary Plan Review	-	-	-	-	-	-	-	-	-	55,000	55,000
TOTAL PLANNING & DEVELOPMENT		900,000	350,000	154,000	-	55,000	200,000	1,555,000	1,654,000	1,500,000	55,000	6,423,000

2020 Capital Budget and 2021 – 2029 Forecast Highlights

The 10-year Capital Plan for Planning & Development includes funding for key legislated and growth-related plans and studies in order to support development and growth for the Town. The 10-year capital plan totals \$6,423,000, with \$900,000 proposed for 2020. The following summarizes key components of the Capital Forecast:

- The 2020 Capital budget includes \$600,000 for the Premier Gateway Phase 2B Secondary Plan. The secondary plan will help facilitate development of the remaining Premier Gateway Employment Area lands by providing important policies and designations required to make the lands “development ready”. The development of the lands will help to attract businesses, jobs, and tax assessment for the Town.
- The Southeast Georgetown Planning Study has been included in the 2020 Capital budget. Completion of the study will further enable development within the Southeast Georgetown Planning Area and provide growth for the Town.
- \$5,523,000 for further civic improvements and development of studies including the GO Station Secondary Plan Review, a Zoning By-Law Update, and an Official Plan Review, as well as post 2031 Secondary Plans.

Planning & Development

2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
350	7000-22-1802	Premier Gateway Phase 2B Secondary Plan	4.20	600,000	600,000	-	540,000	60,000	-	-
351	7100-22-1801	Southeast Georgetown Planning Study	4.20	300,000	300,000	-	270,000	30,000	-	-
2020 Total				900,000	900,000	-	810,000	90,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 7000-22-1802	Project Name Premier Gateway Phase 2B Secondary Plan		2020 Budget \$600,000
Department Planning & Sustainability	Division Policy	Project Manager Melissa Ricci	
Service Category Planning & Development		Funding Sources	Amount
Target Start Date Q4 2019		Strategic Planning Reserve	\$60,000
Target Completion Date Q4 2022		DC- Administration	\$540,000
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 purpose of this project is to prepare a sub-watershed study and secondary plan (and possible zoning by-law amendment) to facilitate development of the remaining Premier Gateway Employment Area lands brought into the urban area as Halton Hills supply of employment lands to the 2031 planning horizon. The project will require the preparation of a detailed set of planning studies (i.e. transportation, functional servicing, agricultural impact, cultural heritage, urban design, fiscal impact, etc.) as set out in Growth Plan, Regional Official Plan and Town Official Plan.
Deliverables:	A Secondary Plan (amendment to the Town OP), based upon a detailed Terms of Reference, setting out the land use designations, policies, NHS, road network, etc. to support development of the subject lands for employment uses.
Benefits:	The benefits are the establishment of an appropriate and detailed planning foundation to facilitate the development of the subject lands for employment uses.
Risks If Not Implemented:	The project is an essential planning foundation for development of the lands for employment uses. If not implemented, the lands would not be 'development ready' as required by the Growth Plan, Region/Town Official Plans, and an opportunity lost to attract businesses, jobs, and tax assessment necessary to meet Strategic Plan/Long Range Financial Plan objectives.
Additional Information:	Completion of the Secondary Plan project will improve the Town's level of service as we will be ensuring an available supply of 'development ready' employment lands.

2020 Capital Project Information Sheet

Project No. 7100-22-1801	Project Name Southeast Georgetown Planning Study		2020 Budget \$300,000
Department Planning & Sustainability	Division Planning Policy	Project Manager Robert Stribbell	
Service Category Planning & Development		Funding Sources	Amount
Target Start Date Q4 2019		DC - Administration	\$270,000
Target Completion Date Q2 2022		Strategic Planning Reserve	\$30,000
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	This project will complete the requirements as set out in the Growth Plan, Region Official Plan and Town Official Plan for the development of the subject lands for residential/mixed use development to the 2031 planning horizon (2026-2031 phasing). The project will also coincide with the Environmental Assessment for the Norval West By-pass, and corridor protection for the subject lands as per Regional Official Plan Amendment No. 43.
Deliverables:	A Secondary Plan (amendment to the Town OP) based upon a detailed Terms of Reference, setting out the land use designations, policies, NHS etc. to support development, including the results of the Norval West By-pass EA.
Benefits:	The benefits are the establishment of an appropriate and detailed planning foundation to facilitate the development of the subject lands for residential/ mixed uses.
Risks If Not Implemented:	This project is an essential foundation as required by Provincial planning legislation and the Regional Official Plan for the development of new designated greenfield areas, and if not completed would result in the lands not being 'development ready' for the 2026-2031 period, impacting the Town's Strategic Plan and Long Range Financial Plan objectives.
Additional Information:	Completion of the Secondary Plan will allow for development to occur within the Southeast Georgetown Planning Area. This is an improvement on the current level of service as without approval of the Secondary Plan, development is not permitted on these lands.

RECREATION AND PARKS

Vision Statement:

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

Mission Statement:

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

November 2019

2020 BUSINESS PLAN



RP-1

RECREATION AND PARKS

DEPARTMENT OVERVIEW

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

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

Recreation Services

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

Facilities

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

Parks and Open Space

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





RECREATION AND PARKS

Recreation Capacity

Supportive Environments

Connecting to Nature

Inclusion and Access

Active Living



CORE ACTIVITIES

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



RP-4

RECREATION AND PARKS

► 2019 ACCOMPLISHMENTS/SUCCESSSES

- Active Easy – completion of Year 2, Community Better Challenge.
- Gellert Skate Park grand opening and Trafalgar Sports Park Ball Diamonds substantial completion.
- Youth Network – partnership with Reach Out Centre for Kids and renovation of new Georgetown Youth Centre location in partnership with the Halton District School Board.
- Corporate Asset Management – approved State of Infrastructure Report, Optimized Decision Making Tool, Natural Asset Inventory partnerships and funding.
- High Five Accreditation – Third renewal for quality recreation programs; CARF Accreditation – Third renewal for quality operation of the Hillsvie Active Living Centres.
- Community partnerships – Trafalgar Sports Park Ball Diamonds, Norval engagement sessions, Leash Free Halton Hills.
- Parkland Acquisition Strategy – approval of Official Plan policies, cash-in-lieu of parkland by-law amendments and a vision for new parkland acquisition and development.
- Studies launched or underway in 2019: Strategic Action Plan, Rates and Fees Strategy, Seniors Service Delivery Review, Town Hall Master Plan, Cedarvale Feasibility Study, Collegiate Pool Review, Gellert Phase 2 Facility Fit, Acton Youth Centre design
- Facility, Park and Cemetery construction: Robert Little School playground, West Branch Park and trail fitness features, Greenwood Columbaria; Maple Creek Park ph 2, trail projects
- Staff Development: staff engagement initiatives, Aquatic Staffing Review, and employment standards compliance.



RP-5

RECREATION AND PARKS



ENVIRONMENTAL SCAN



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

RECREATION AND PARKS



ENVIRONMENTAL SCAN Continued



Supportive Environments

CHALLENGES:

Legislated asset management standards.

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

OPPORTUNITIES:

Facility needs will be clearly understood and aligned with other potential funding sources and the Corporate Asset Management Strategy.

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

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



RP-7

RECREATION AND PARKS

▶ WORKPLAN



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1 Facility Design	Design/engineering for Gellert Community Centre Phase 2, Tolton Park, TSP Field of Dreams Phase 2.	Facilities Capital Recreation Services	Detailed design and costing to inform future use/retrofits to meet local recreational needs.	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan. • Long Range Financial Plan.
2 Community Safety and Well Being	Further defined roles in the delivery of youth services, community development and active living.	Recreation Services Parks and Open Space (Community Development)	Improved service levels and partnerships to address local needs in line with Region of Halton Community Safety and Well Being Plan.	<ul style="list-style-type: none"> • Council's Strategic Plan • Departmental Strategic or Master Plan. • Long Range Financial Plan. • Other: Regional Community Safety and Wellbeing Plan.
3 Recreation and Parks Strategic Action Plan	Update of department plan in line with the national Framework for Recreation.	Commissioner	Community engagement Q4 of 2019, completion April 2020.	<ul style="list-style-type: none"> • Council's Strategic Plan • Official Plan (including approved Secondary Plans). • Departmental Strategic or Master Plan. • Core Service Delivery. • Other.

RP-8

RECREATION AND PARKS

▶ WORKPLAN *Continued*



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4 Capital Construction Projects	Construction of capital construction projects such as Playground Replacement Program, revitalization & renewal projects, trails, Acton Youth Centre (Acton Town Hall).	Parks & Open Space Facilities	<p>Completed capital projects as outlined in the 2020 Capital Budget.</p> <p>Replacements for aging infrastructure in coordination with Corporate Asset Management program and requirements.</p>	<ul style="list-style-type: none"> • Departmental Strategic or Master Plan • Core Service Delivery • Other

RP-9

RECREATION AND PARKS

STAFFING IMPACT

	+/- FTE ESTIMATES	SERVICE DELIVERY AREA
Full Time	+1.0	Manager of Community Development This position would oversee the community development section, allowing the Manager of Parks and Open Space to focus on the increasingly complex aspects of that portfolio. Building on the role of the Town in the “Community Safety and Wellbeing” model, the Manager would be responsible for social planning, financial management and capacity building to support local residents. By assisting groups to develop business plans and secure grants for other funding sources, the Manager would oversee the growth and development of local groups to strengthen the delivery of community programs and services.
	+1.0	Acton Arena and Community Centre Administrative Assistant (conversion to full time) This position will address the lack of customer service presence within the community centre during 9-5 business hours allowing increased access, customer engagement and satisfaction in Acton consistent with other department facilities. As system administrator for new Recreation software, the position will provide full-time customer service support for point of sale items including passes, gift cards, transportation tickets and special promotions. Ongoing administrative tasks such as payroll, visa reconciliation, reconciliation of daily financial and staff scheduling would be provided to support the operation of the facility.

RP-10

RECREATION AND PARKS



PERFORMANCE INDICATORS



OPERATIONAL	TARGET
Active Living – Program Capacity (participation rates)	Increase by 2%
Connecting to Nature - Number of program participants in Active Easy Programs	Increase by 10%
Recreation Capacity – Number of High Five Certified staff $\geq 85\%$	Meet benchmark
QUALITY OF LIFE	
Supportive environments; Participation rate: Youth Centre attendance	Increase by 5%
Inclusion and Access – Number of inclusion participants in programs accommodates need	Increase by 2%
Supportive Environments; Physical – Number of hectares of natural open space per 1,000 people	Maintain provisional standard

RP-11

2020 Operating Budget Overview

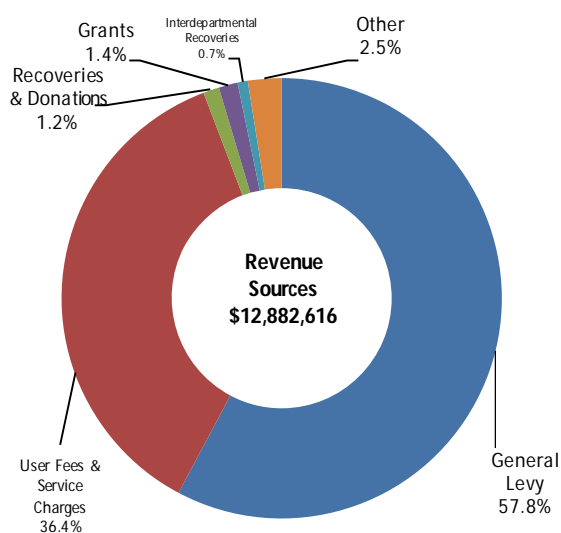
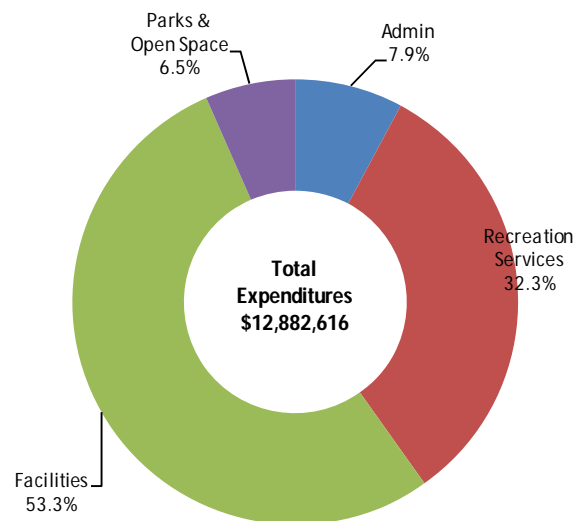
The primary role of the Recreation and Parks Department is to enhance the quality of life for residents of Halton Hills. We embrace our mandate by assisting and supporting community groups in providing recreation and cultural opportunities. The municipality also provides facilities, services and programs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

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

2020 Operating Budget Highlights

Recreation & Parks Operating Budget for 2020 is proposed at \$12,882,616 in gross expenditures with \$7,442,300 being supported from the general tax levy.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	12,442,607	12,310,791	12,740,116	10,000	132,500	-	12,882,616	440,009	3.5%
Revenue	(5,553,757)	(5,556,319)	(5,430,316)	-	(10,000)	-	(5,440,316)	113,441	(2.0%)
Total Net Expenditures	6,888,850	6,754,472	7,309,800	10,000	122,500	-	7,442,300	553,450	8.0%



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	902,400	832,978	914,000	-	98,100	-	1,012,100	109,700	12.2%
Revenue	(21,600)	(6,000)	(21,600)	-	-	-	(21,600)	-	0.0%
Net Expenditures	880,800	826,978	892,400	-	98,100	-	990,500	109,700	12.5%
Asset Mgmt									
Expense	165,900	164,914	-	-	-	-	-	(165,900)	(100.0%)
Revenue	(80,000)	(81,126)	-	-	-	-	-	80,000	(100.0%)
Net Expenditures	85,900	83,788	-	-	-	-	-	(85,900)	(100.0%)
Recreation Services									
Expense	4,060,657	3,988,260	4,161,233	-	-	-	4,161,233	100,576	2.5%
Revenue	(2,096,457)	(2,166,725)	(2,139,433)	-	-	-	(2,139,433)	(42,976)	2.0%
Net Expenditures	1,964,200	1,821,535	2,021,800	-	-	-	2,021,800	57,600	2.9%
Facilities									
Expense	6,495,850	6,550,308	6,821,383	10,000	34,400	-	6,865,783	369,933	5.7%
Revenue	(3,307,500)	(3,297,421)	(3,266,883)	-	(10,000)	-	(3,276,883)	30,617	(0.9%)
Net Expenditures	3,188,350	3,252,887	3,554,500	10,000	24,400	-	3,588,900	400,550	12.6%
Parks & Open Space									
Expense	817,800	774,331	843,500	-	-	-	843,500	25,700	3.1%
Revenue	(48,200)	(5,047)	(2,400)	-	-	-	(2,400)	45,800	(95.0%)
Net Expenditures	769,600	769,284	841,100	-	-	-	841,100	71,500	9.3%
Total									
Expense	12,442,607	12,310,791	12,740,116	10,000	132,500	-	12,882,616	440,009	3.5%
Revenue	(5,553,757)	(5,556,319)	(5,430,316)	-	(10,000)	-	(5,440,316)	113,441	(2.0%)
Total Net Expenditures	6,888,850	6,754,472	7,309,800	10,000	122,500	-	7,442,300	553,450	8.0%

The 2020 Operating Budget proposes a net expenditure increase of \$553,450, or 8.0%. The break-down of major budget changes are as follows:

- Base budget increases of \$577,207 or 8.4% within the department for compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider. A base budget increase of \$278,683 in capital chargebacks for the Project Management positions will partially offset this impact.
- Base budget decrease of \$351,183 in revenue; is mainly due to the phasing out of the internal rental chargeback of \$322,200 from the Library for the maintenance and operations of shared space within the Cultural Centre. This will be a net zero impact to the Corporation.
- Corporate restructuring of the Asset Management portfolio to the new Climate Change & Asset Management Division within the Office of the CAO contributes \$85,900 towards the overall base budget decrease.
- \$59K reduction in utility costs for natural gas and hydro to reflect actuals.
- Inclusion of additional resources to support the delivery of various programs and services within the Department:

- Manager of Community Development (\$98K) portfolio would be mainly responsible for social planning, financial management and capacity building to support local residents
- Conversion of permanent part-time CSR hours to full-time Administrative Assistant at the Acton Arena & Community Centre (\$24K)

Budget Inclusion 2020

Position/Program	Budget Impact	Effective Date
Manager of Community Development	\$ 98,100	April 1, 2020

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Recreation & Parks	Administration

Description of Services to be Performed:
Originally identified in the Recreation and Parks Strategic Action Plan, this position would oversee the community development section . Building on the role of the Town in the "Community Safety and Wellbeing" model, the Manager would be responsible for social planning, financial management and capacity building to support local residents. By assisting groups to develop business plans and secure grants for other funding sources, the manager would oversee the growth and development of local groups to strengthen the delivery of community programs and services.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	98,100	
Supplies & Services		
Other	8,500	New workstation
Total	\$ 106,600	
Revenue:		
Fees		
Grants		
Other	8,500	Capital Replacement Reserve - Technology Renewal
Total	\$ 8,500	
Net Cost	\$ 98,100	

Budget Inclusion 2020

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Administrative Assistant - Acton Arena & Community Centre	\$ 24,400	April 1, 2020

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:

System administrator for new Recreation software including requirements to provide on-site system admin responsible for daily oversight of the software, hardware status/needs, staff training, troubleshooting and respond to impact of system upgrades and changes. Provide full-time customer service support and ongoing administrative tasks such as payroll, visa reconciliation, reconciliation of daily financial reconciliation, cash balance and reporting, and preparing bank deposits. Complete concession inventories, ordering and product monitoring. Administer staff schedules and staff communications (4FT & 15-20 person p/t staff team). On-site Program Registration and Pass Sales and scanning (instead of honor box). Daily on-site monitoring and data collection of recreation users. Point of Sale – CSR and Concession (including passes, gift cards, transportation tickets, special promotions, etc) all with multiple forms of payment.

Budget Impact:

Expenditures:

Salary & Benefits	56,900
Supplies & Services	
Other	
Total	\$ 56,900

Account & Notes:

Revenue:

Fees	10,000
Grants	
Other	22,500
Total	\$ 32,500

Increase in public skating revenue
Existing PT CSR hours

Net Cost \$ 24,400

Recreation & Parks Capital Forecast 2020 - 2029

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
FACILITIES												
8211-02-2001	AA Upper Level Window Replace	50,000	-	-	-	-	-	-	-	-	-	50,000
8211-02-2201	Action Arena Flat Roof	240,000	-	-	-	-	-	-	-	-	-	240,000
8211-02-1703	Action Arena Paint Steel Beams/Columns (Townesley)	55,000	-	-	-	-	-	-	-	-	-	55,000
8211-02-2002	Action Arena Skate Tile Repl Ph2	70,000	-	-	-	-	-	-	-	-	-	70,000
8230-02-2001	AIP Electric Panel Upgrades	15,000	-	-	-	-	-	-	-	-	-	15,000
8220-02-1801	Cedarvale Community Centre Revitalization	322,000	-	-	-	-	-	-	-	-	-	322,000
8412-02-1801	Cedarvale Cottage Exterior Repairs	20,000	-	-	-	-	-	-	-	-	-	20,000
8240-02-2002	Cultural Centre Stage Floor Replacement	20,000	-	-	-	-	-	-	-	-	-	20,000
8200-14-1801	Digital Marquee Inserts for ACC & GCC	95,000	-	-	-	-	-	-	-	-	-	95,000
8200-02-0101	Facility Structural Repairs	80,000	-	-	-	-	-	-	-	-	-	80,000
8261-06-1801	GCC Chem Controller	30,000	-	-	-	-	-	-	-	-	-	30,000
8221-02-1501	GCC Exterior Painting	25,000	-	-	-	-	-	-	-	-	-	25,000
8261-02-1901	GCC Exterior Window/Door Sealant	30,000	-	-	-	-	-	-	-	-	-	30,000
8221-02-1701	GCC Roof Maintenance	25,000	-	-	-	-	25,000	-	-	-	-	50,000
8304-11-2001	GCC Tennis Court Resurfacing	100,000	-	-	-	-	-	-	-	125,000	-	225,000
8261-06-2001	Gellert Dry-o-Tron Condenser Replacement	50,000	-	-	-	-	-	-	-	-	-	50,000
8251-02-2203	MMSP Alcott Skate Tile Replacement	70,000	-	-	-	-	-	-	-	300,000	-	370,000
8251-02-1802	MMSP Low E Ceiling	75,000	-	-	-	60,000	-	-	-	-	-	135,000
8251-02-1801	MMSP Paint Fernbrook Pad	40,000	-	-	-	-	-	-	-	-	-	40,000
8251-06-1901	MMSP Replace Dehumidifiers	200,000	-	-	-	-	-	-	-	-	-	200,000
8251-02-2003	MMSP Stair Railings Refurbish	50,000	-	-	-	-	-	-	-	-	-	50,000
8400-02-2002	Town Hall Building Automation System	110,000	-	-	-	-	-	-	-	-	-	110,000
8400-02-1904	Town Hall Dry Sprinkler System Install	135,000	-	-	-	-	-	-	-	-	-	135,000
8400-02-1702	Town Hall Phased Replacement of Heat Pumps	345,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	745,000
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
8300-11-0104	Tennis Court Lighting Replacement	71,000	-	175,000	-	-	-	-	-	-	-	246,000
8211-02-2101	Action Arena Concession Cabinetry	-	15,000	-	-	-	-	-	-	-	-	15,000
8211-02-1902	Action Arena Emergency Light Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2208	Action Arena Exit Light Fixtures Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2206	Action Arena Exterior Lighting Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2207	Action Arena Fire Alarm Control Panel	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2205	Action Arena Interior Lighting	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-1801	Action Arena Roof Replacement	-	200,000	-	-	-	-	-	-	-	-	200,000
8200-25-0101	Arena Ice Resurfacer	-	115,000	-	115,000	-	115,000	-	115,000	-	115,000	575,000
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	-	36,000	-	-	-	-	-	-	-	-	36,000
8261-12-1701	GCC Parking Lot Resurfacing	-	400,000	-	-	-	-	-	-	-	-	400,000
8221-06-1601	GCC Replace Closed Circuit Camera System	-	21,000	-	-	-	-	-	-	-	-	21,000
8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
8500-11-1504	MMSP Skatepark Revitalization & Renewal	-	600,000	-	-	-	-	-	-	-	-	600,000
8251-02-1603	MMSP Structural Steel Painting	-	38,000	-	-	-	-	-	-	-	-	38,000
8421-12-2101	Norval CC Parking Lot	-	10,000	-	-	-	-	-	-	-	-	10,000
8421-02-2101	Norval CC Replace Exterior Wall Cladding	-	40,000	-	-	-	-	-	-	-	-	40,000
8421-02-2102	Norval CC Replace Flooring	-	15,000	-	-	-	-	-	-	-	-	15,000

Recreation & Parks Capital Budget

2020

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
8400-02-2001	Town Hall Air Handling Unit	-	450,000	-	-	-	-	-	-	-	-	450,000
8400-02-1703	Town Hall MUA Replacement	-	35,000	-	-	-	-	-	-	-	-	35,000
8400-02-2005	Town Hall Renovations - Ph 1	-	500,000	-	-	-	-	-	-	-	-	500,000
8400-02-1801	Town Hall Replace Automatic Doors	-	40,000	-	-	-	-	-	-	-	-	40,000
8400-02-1902	Town Hall Replace HVAC Water Piping	-	10,000	-	-	-	-	-	-	-	-	10,000
8400-02-2401	Town Hall Security System (CCTV)	-	110,000	-	-	-	-	-	-	-	-	110,000
8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
8213-06-2101	Acton Arena CC Hall Water Softener Replace	-	-	10,000	-	-	-	-	-	-	-	10,000
8211-02-1706	Acton Arena HVAC Replacement	-	-	200,000	-	-	-	-	-	-	-	200,000
8211-06-2101	Acton Arena Lobby A/C Installation	-	-	-	-	-	-	-	-	-	-	35,000
8211-02-2202	Acton Arena MUA Unit	-	-	200,000	-	-	-	-	-	-	-	200,000
8240-06-1701	Cultural Centre Theatre Curtain Replacement	-	-	20,000	-	-	-	-	-	-	-	20,000
8221-06-1502	GCC Replace Fire Alarm System	-	-	19,000	-	-	-	-	-	-	-	19,000
8231-06-1701	GIP Equipment Replacement	-	-	24,000	-	-	-	-	-	-	-	24,000
8231-06-1602	GIP Filter Replacement	-	-	72,000	-	-	-	-	-	-	-	72,000
8231-02-1801	GIP Floor Tiling	-	-	84,000	-	-	-	-	-	-	-	84,000
8231-02-1501	GIP Partition Replacement	-	-	20,000	-	-	-	-	-	-	-	20,000
8231-02-2101	GIP Replace Main Electrical	-	-	22,000	-	-	-	-	-	-	-	22,000
8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	-	35,000	-	35,000	-	-	-	-	-	70,000
8251-02-2201	MMSP Ceiling Refurbishment	-	-	35,000	-	-	-	-	-	-	-	35,000
8251-22-1501	MMSP Computerized Energy Audit	-	-	50,000	-	-	-	-	-	-	-	50,000
8251-02-2204	MMSP Replace Air Distribution Systems	-	-	100,000	-	-	-	-	-	-	-	100,000
8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	-	250,000	-	-	-	-	-	-	-	250,000
8251-02-2211	MMSP Replace Heating Generating Systems	-	-	85,000	-	-	-	-	-	-	-	85,000
8251-02-2213	MMSP Replace MUA	-	-	120,000	-	-	-	-	-	-	-	120,000
8251-02-2216	MMSP Replace RTU's	-	-	120,000	-	-	-	-	-	-	-	120,000
8310-02-2201	Prospect Boat House Main Electrical Services	-	-	11,000	-	-	-	-	-	-	-	11,000
8301-11-2001	Prospect Tennis Ct Resurfacing	-	-	70,000	-	-	-	-	-	-	90,000	160,000
8400-02-2201	Town Hall Domestic Water Main Replacement	-	-	25,000	-	-	-	-	-	-	-	25,000
8400-02-2202	Town Hall Emergency Lighting Systems	-	-	50,000	-	-	-	-	-	-	-	50,000
8400-02-2209	Town Hall Exit Light Fixtures	-	-	20,000	-	-	-	-	-	-	-	20,000
8400-02-2505	Town Hall Exterior Wall and Soffit Lighting System	-	-	150,000	-	-	-	-	-	-	-	150,000
8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	-	30,000	-	-	-	-	-	-	-	30,000
8400-12-1501	Town Hall Parking Lot Replacement	-	-	170,000	-	-	-	-	-	-	-	170,000
8400-02-2205	Town Hall Replace Exterior Pole Mounted Lighting	-	-	70,000	-	-	-	-	-	-	-	70,000
8400-02-2206	Town Hall Replace/Upgrade Interior Lighting	-	-	100,000	-	-	-	-	-	-	-	100,000
8400-02-2207	Town Hall Replacement Detection Devices (Fire)	-	-	55,000	-	-	-	-	-	-	-	55,000
8400-02-2208	Town Hall Security System	-	-	200,000	-	-	-	-	-	-	-	200,000
8211-02-2204	Acton Arena Dehumidification Unit	-	-	-	150,000	-	-	-	-	-	-	150,000
8211-02-2203	Acton Arena RTU	-	-	-	40,000	-	-	-	-	-	-	40,000
8211-02-2209	Acton Arena Security System CCTV	-	-	-	11,000	-	-	-	-	-	-	11,000
8240-22-1501	Arts, Cultural Centre Strategic Plan	-	-	-	25,000	-	-	-	-	-	-	25,000
8200-06-1601	Facility Boom Lift	-	-	-	80,000	-	-	-	-	-	-	80,000
8211-02-2401	ACC Exterior Window and Door Sealant	-	-	-	-	15,000	-	-	-	-	-	15,000
8230-06-1701	AIP Mechanical Upgrades	-	-	-	-	16,000	-	-	-	-	-	16,000
8261-02-1402	GCC Unit Heaters	-	-	-	-	6,000	-	-	-	-	-	6,000
8251-02-2202	MMSP Exterior Door Replacement	-	-	-	-	13,000	-	-	-	-	-	13,000
8251-02-2205	MMSP Replace Detection Devices	-	-	-	-	65,000	-	-	-	-	-	65,000
8251-02-2206	MMSP Replace Electrical Equipment	-	-	-	-	60,000	-	-	-	-	-	60,000
8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	-	-	70,000	-	-	-	-	-	70,000

Recreation & Parks Capital Budget

2020

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
8251-02-2214	MMSP Replace Power Distribution	-	-	-	-	300,000	-	-	-	-	-	300,000
8251-02-2215	MMSP Replace Pull Stations	-	-	-	-	25,000	-	-	-	-	-	25,000
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
8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	-	-	15,000	-	-	-	-	15,000
8261-02-2501	GCC Pool Filters	-	-	-	-	-	15,000	-	-	-	-	15,000
8261-02-2502	GCC Replace Exhaust Fans	-	-	-	-	-	20,000	-	-	-	-	20,000
8261-02-1403	GCC RTU's	-	-	-	-	-	70,000	-	-	-	-	70,000
8231-02-2102	GIP Roof Replacement	-	-	-	-	-	20,000	-	-	-	-	20,000
8400-02-1901	Town Hall Balancing HVAC System	-	-	-	-	-	10,000	-	-	-	-	10,000
8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	-	-	25,000	-	-	-	-	25,000
8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	-	-	125,000	-	-	-	-	125,000
8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	-	-	13,000	-	-	-	-	13,000
8211-02-2601	ACC Roof Coverings	-	-	-	-	-	-	25,000	-	-	-	25,000
8230-02-2602	AIP Sink Replacements	-	-	-	-	-	-	10,000	-	-	-	10,000
8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	-	-	15,000	-	-	-	15,000
8231-02-2103	GIP Floor Replacements	-	-	-	-	-	-	15,000	-	-	-	15,000
8231-02-2601	GIP Sink Replacements	-	-	-	-	-	-	10,000	-	-	-	10,000
8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	-	-	500,000	-	-	-	500,000
8421-02-2601	Norval CC Replace Electrical Panels	-	-	-	-	-	-	11,000	-	-	-	11,000
8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	-	-	300,000	-	-	300,000
8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	-	-	300,000	-	-	300,000
8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	-	-	500,000	-	-	500,000
8400-02-2506	Town Hall Exterior Windows Replacement	-	-	-	-	-	-	-	70,000	-	-	70,000
8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	-	-	150,000	-	-	150,000
8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	-	-	15,000	-	-	15,000
8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	-	-	33,000	-	-	33,000
8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	-	-	20,000	-	20,000
8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	-	-	18,000	-	18,000
8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	-	-	40,000	-	40,000
8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	-	-	55,000	-	55,000
8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	-	-	15,000	-	15,000
8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	-	-	60,000	-	60,000
8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	-	18,000	-	18,000
8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	-	-	30,000	-	30,000
8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	-	-	10,000	-	10,000
Subtotal		2,361,000	2,924,000	2,715,000	509,000	1,578,000	541,000	674,000	1,571,000	779,000	243,000	13,895,000
PARKS & OPEN SPACE												
8500-11-0102	Parks Revitalization & Renewal	145,000	140,000	140,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	1,565,000
8500-13-0106	Play Equipment Replacement	300,000	110,000	110,000	110,000	120,000	130,000	140,000	140,000	140,000	140,000	1,440,000
8500-11-0105	Irrigation System Replacement	130,000	45,000	-	45,000	-	45,000	-	45,000	-	45,000	355,000
8500-19-0107	Sportsfield Lighting Replacement	100,000	265,200	450,000	-	-	450,000	-	-	-	-	1,265,200
8500-12-0101	Park Parking Lot Surfacing	75,000	250,000	-	-	250,000	-	-	-	-	-	575,000
8500-11-1803	Community Courtyard & Marquee Gtwn Library Branch	150,000	-	-	-	-	-	-	-	-	-	150,000
8500-11-2404	Dominion Gardens Splash Pad Revitalization	270,000	-	-	-	-	-	-	-	-	-	270,000
8500-10-2001	Fairy Lake Water Quality Monitoring	50,000	-	-	-	-	-	-	-	-	-	50,000
8500-24-0111	Park Pathway Lighting Replacement	-	150,000	160,000	160,000	150,000	-	-	-	-	-	620,000

Recreation & Parks Capital Budget

2020

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
8500-11-1912	Park Pathway Revitalization & Renewal		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
8500-11-0107	Electrical Updates		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
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
8500-24-0102	Trails Revitalization & Renewal		130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,170,000
8500-11-1806	Centralized Irrigation Control		60,000	-	-	-	-	-	-	-	-	60,000
8500-11-2108	Centralized Sportsfield Lighting Control	-	30,000	-	-	-	-	-	-	-	-	30,000
8510-10-2001	Community Partnership - Beach Volleyball	-	110,000	-	-	-	-	-	-	-	-	110,000
8500-11-2113	Mill Street Parkette		100,000									100,000
8500-11-2002	Open Space Management	-	20,000	-	-	-	-	-	-	-	-	20,000
8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
8500-11-1911	Pedestrian Bridge Replacement	-	75,000	-	-	-	-	-	-	-	-	75,000
8500-11-1501	Cedarvale Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
8500-11-1701	Fairgrounds Park Master Plan Implementation	-	-	200,000	-	-	-	-	-	-	-	200,000
8500-11-1603	Fairy Lake Water Quality Implementation	-	-	132,000	-	-	-	-	-	-	-	132,000
8500-11-2204	Gellert Splash Pad Resurfacing	-	-	90,000	-	-	-	-	-	-	-	90,000
8500-11-2101	Glen Williams Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
8500-11-2006	Hornby Park Revitalization	-	-	300,000	-	-	-	-	-	-	-	300,000
8500-22-1801	Norval Park Master Plan Implementation	-	-	171,000	-	-	-	-	-	-	-	171,000
8500-11-0106	Park Pavilion Repairs	-	-	75,000	-	-	-	-	-	-	-	75,000
8500-11-2107	Park Pylon Sign	-	-	70,000	-	-	-	-	-	-	-	70,000
8500-06-2001	Portable Water Dispenser	-	-	50,000	-	-	-	-	-	-	-	50,000
8500-11-1606	Remembrance Park Mechanical Room Upgrades	-	-	-	-	75,000	-	-	-	-	-	75,000
8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	-	400,000	-	400,000
8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	-	-	70,000	70,000
Subtotal		1,220,000	1,730,200	2,673,000	690,000	970,000	1,010,000	535,000	980,000	935,000	650,000	11,393,200
CEMETERIES												
8500-11-0103	Cemetery Revitalization & Renewal	15,000	90,000	90,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	985,000
8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	105,000
Subtotal		30,000	100,000	100,000	110,000	110,000	120,000	130,000	130,000	130,000	130,000	1,090,000
GROWTH												
8500-24-1901	Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	265,000	-	-	-	-	-	-	-	-	-	265,000
8200-10-1701	Acton Youth Centre Construction	736,500	-	-	-	-	-	-	-	-	-	736,500
8510-10-0101	Community Partnership - Trafalgar Sports Park Leash Free	300,000	-	-	-	-	-	-	-	-	-	300,000
8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	50,000	714,000	-	-	-	-	-	-	-	-	764,000
8500-11-1605	Tolton Park Design & Engineering	120,000	-	-	-	-	-	-	-	-	-	120,000
8500-11-2003	Tolton Lands Redevelopment	-	800,000	-	-	-	-	-	-	-	-	800,000
8500-24-2001	Hungry Hollow Trails Ph 4 Noble Court Link	-	125,000	-	-	-	-	-	-	-	-	125,000
8261-03-2001	GCC Phase 2 Construction	-	25,000,000	-	-	-	-	-	-	-	-	25,000,000
8500-11-1807	Rennie St. Park Ph 2	-	210,000	-	-	-	-	-	-	-	-	210,000
8500-11-1805	Halton Hills Drive Park	-	414,000	-	-	-	-	-	-	-	-	414,000
8500-08-2001	Property Acquisition Parks & Open Spaces	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
8500-11-2110	Dominion Gardens Park Master Plan Implementation PH3	-	660,000	-	-	-	-	-	-	-	-	660,000
8500-11-1703	Neighbourhood Level Skate Features	-	78,000	70,000	-	-	-	-	-	-	-	148,000
8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	-	450,000	-	-	-	-	-	-	-	450,000
8500-11-2112	Lindsey Court Park	-	-	225,000	-	-	-	-	-	-	-	225,000
8500-24-0110	Trails System	-	-	240,000	260,000	280,000	-	300,000	-	-	-	1,080,000
8500-11-2005	Gellert Park Expansion	-	-	-	6,000,000	-	-	-	-	-	-	6,000,000

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	-	4,575,000	4,575,000
8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	450,000	-	-	-	-	-	-	450,000
8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	270,000	-	-	-	-	-	-	270,000
8200-22-1301	Facility Space Provision Study	-	-	-	165,000	-	-	-	-	-	-	165,000
8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	420,000	-	-	-	-	-	420,000
8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	270,000	-	-	-	-	-	270,000
8500-11-2205	Vision Georgetown Parks - Parkette (PK #8)	-	-	-	-	225,000	-	-	-	-	-	225,000
8500-11-2102	Multi Purpose Courts	-	-	-	-	185,000	-	-	-	-	-	185,000
8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	450,000	-	-	-	-	450,000
8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	225,000	-	-	-	-	225,000
8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
8500-11-2503	Vision Georgetown Parks - Parkette (PK #9)	-	-	-	-	-	-	-	-	225,000	-	225,000
8500-11-2702	Vision Georgetown Parks - Parkette (PK #6)	-	-	-	-	-	-	-	-	-	225,000	225,000
8500-11-2703	Vision Georgetown Parks - Parkette (PK #7)	-	-	-	-	-	-	-	-	-	200,000	200,000
Subtotal		1,471,500	29,301,000	985,000	7,145,000	1,380,000	675,000	300,000	1,000,000	225,000	5,000,000	47,482,500
TOTAL RECREATION & PARKS		5,082,500	34,055,200	6,473,000	8,454,000	4,038,000	2,346,000	1,639,000	3,681,000	2,069,000	6,023,000	73,860,700

2020 Capital Budget and 2021 – 2029 Forecast Highlights

The Recreation and Parks 10-year Capital Forecast is \$73,860,700, consisting of \$26,036,500 investment in community and youth centre construction projects, \$11,393,200 in parks and open space construction and \$21,446,000 in other growth related infrastructure. State-of-Good repair work initiatives comprise the other important strategic areas of the capital budget. The following summarizes key components of the Capital Forecast:

- Gellert Phase 2 is the largest project in the 2020-2029 Capital Forecast for Recreation and Parks at an estimated cost of \$25,000,000. Construction is scheduled to begin in 2021, once the design and engineering phase is completed. As per RPT-CORPSERV-2019-001, pre-approval has been granted for this project. Gellert Community Centre is a 38,000 ft² facility that was constructed in 2004. It contains an aquatics facility, community hall, meeting rooms and offices. Additional program space has been identified in order to support community recreational activities, seniors and youth programming by the Town in the future.
- Complete facility construction (\$736,500) to begin in 2020 of former Acton Town Hall space currently leased by Heritage Acton to accommodate dedicated youth space (Youth Wellness Hub). Aligning with the Youth Service Delivery Model, this space will be a fully integrated "one-stop-shop" for youth-serving recreation and health and social service agencies. This site replaces the current Off the Wall Youth Centre located in Acton. As per RPT-CORPSERV-2019-001, pre-approval has been granted for this project.

- Phase 1 of Town Hall renovations accounts for \$500,000 of the budget in 2021.
- Repair and maintenance of existing Town assets at a cost of \$12,280,000 as per our Corporate Asset Management Plan.
- Tolton Park is a multi-phased project starting with design and engineering in 2020; with construction to proceed in 2021. Total cost of the project is \$920,000.
- Construction of other parks and trail systems in Halton Hills is at a cost of \$13,643,200. The main projects within the Parks & Open Space work plan over the next few years are:
 - Parks Revitalization & Renewal (2020-2029) - \$1,565,000
 - Play Equipment Replacement (2020-2029) - \$1,440,000; with \$175,000 being pre-approved in 2019 as per RPT-CORPSERV-2019-001 for the replacement of Gellert Community Park Playground
 - Sportsfield Lighting Replacement (2020-2022 & 2025) - \$1,265,200
 - Trails Revitalization & Renewal (2021-2029) - \$1,170,000
- Growth related projects within Parks & Open Space funded in the 2020-2019 Capital Budget and Plan account for \$19,801,000. Vision Georgetown projects account for \$8,535,000 of the overall growth related funds. Projects of interest within the workplan over the next few years are:
 - Gellert Park Expansion (2023) - \$6,000,000
 - Acquisition of Parks & Open Space Properties (2021) - \$1,000,000
 - Trafalgar Sports Park – Field of Dreams Phase 2 (Design in 2020 and Construction in 2021) - \$764,000

Recreation & Parks

2020 Capital Budget

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
375	8500-13-0106	Play Equipment Replacement	4.60	300,000	300,000	148,000	-	152,000	-	-
376	8251-02-1801	MMSP Paint Fernbrook Pad	4.30	40,000	40,000	-	-	40,000	-	-
377	8211-02-1703	Acton Arena Paint Steel Beams/Columns (Townesley)	4.30	55,000	55,000	-	-	55,000	-	-
378	8220-02-1801	Cedarvale Community Centre Revitalization	4.30	322,000	322,000	-	-	22,000	300,000	-
379	8500-11-2404	Dominion Gardens Splash Pad Revitalization	4.30	270,000	270,000	-	-	28,500	241,500	-
380	8230-02-2001	AIP Electric Panel Upgrades	4.30	15,000	15,000	-	-	15,000	-	-
381	8221-02-1701	GCC Roof Maintenance	4.30	25,000	25,000	-	-	25,000	-	-
382	8211-02-2201	Acton Arena Flat Roof	4.30	240,000	240,000	-	-	150,000	90,000	-
383	8500-11-1605	Tolton Park Design & Engineering	4.20	120,000	120,000	-	108,000	12,000	-	-

Page No.	Project No.	Project Name	2020 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
384	8500-10-2001	Fairy Lake Water Quality Monitoring	4.20	50,000	50,000	-	-	50,000	-	-
385	8300-11-0104	Tennis Court Lighting Replacement	4.10	71,000	71,000	-	-	71,000	-	-
386	8500-19-0107	Sportsfield Lighting Replacement	4.10	100,000	100,000	-	-	100,000	-	-
387	8200-10-1701	Acton Youth Centre Construction	4.00	736,500	736,500	-	662,850	73,650	-	-
388	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	3.90	345,000	345,000	-	-	345,000	-	-
389	8500-11-0105	Irrigation System Replacement	3.80	130,000	130,000	-	-	130,000	-	-
390	8500-11-0102	Parks Revitalization & Renewal	3.80	145,000	145,000	145,000	-	-	-	-
391	8221-02-1501	GCC Exterior Painting	3.80	25,000	25,000	-	-	25,000	-	-
392	8500-11-0103	Cemetery Revitalization & Renewal	3.80	15,000	15,000	-	-	15,000	-	-
393	8304-11-2001	GCC Tennis Court Resurfacing	3.80	100,000	100,000	-	-	100,000	-	-
394	8251-02-1802	MMSP Low E Ceiling	3.80	75,000	75,000	-	-	75,000	-	-
395	8400-02-2002	Town Hall Building Automation System	3.80	110,000	110,000	-	-	110,000	-	-
396	8251-06-1901	MMSP Replace Dehumidifiers	3.60	200,000	200,000	-	-	50,000	150,000	-
397	8251-02-2003	MMSP Stair Railings Refurbish	3.60	50,000	50,000	-	-	5,000	45,000	-
398	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	3.50	15,000	15,000	-	-	15,000	-	-
399	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	3.40	50,000	50,000	-	-	50,000	-	-
400	8400-02-1904	Town Hall Dry Sprinkler System Install	3.40	135,000	135,000	-	-	135,000	-	-
401	8500-12-0101	Park Parking Lot Surfacing	3.30	75,000	75,000	-	-	75,000	-	-
402	8211-02-2002	Acton Arena Skate Tile Repl Ph2	3.30	70,000	70,000	-	-	70,000	-	-
403	8412-02-1801	Cedarvale Cottage Exterior Repairs	3.30	20,000	20,000	-	-	20,000	-	-
404	8251-02-2203	MMSP Alcott Skate Tile Replacement	3.30	70,000	70,000	-	-	70,000	-	-
405	8240-02-2002	Cultural Centre Stage Floor Replacement	3.30	20,000	20,000	-	-	20,000	-	-
406	8261-06-2001	Gellert Dry-o-Tron Condenser Replacement	3.30	50,000	50,000	-	-	50,000	-	-
407	8200-02-0101	Facility Structural Repairs	3.20	80,000	80,000	-	-	80,000	-	-
408	8211-02-2001	AA Upper Level Window Replace	3.20	50,000	50,000	-	-	50,000	-	-
409	8500-24-1901	Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	3.00	265,000	265,000	-	238,500	26,500	-	-
410	8500-11-1803	Community Courtyard & Marquee Gtwn Library Branch	3.00	150,000	150,000	-	-	150,000	-	-
411	8510-10-0101	Community Partnership - Trafalgar Sports Park Leash Free Park	3.00	300,000	300,000	-	256,500	28,500	15,000	-
412	8200-14-1801	Digital Marquee Inserts for ACC & GCC	2.90	95,000	95,000	-	-	95,000	-	-
413	1000-09-0101	Office Furniture	2.90	38,000	38,000	38,000	-	-	-	-
414	8261-06-1801	GCC Chem Controller	2.90	30,000	30,000	-	-	30,000	-	-
415	8261-02-1901	GCC Exterior Window/Door Sealant	2.70	30,000	30,000	-	-	30,000	-	-
2020 Total				5,082,500	5,082,500	331,000	1,265,850	2,644,150	841,500	-

Please refer to the proceeding Capital Project Information sheets for details on 2020 capital projects.

2020 Capital Project Information Sheet

Project No. 8500-13-0106	Project Name Play Equipment Replacement		2020 Budget \$300,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date November, 2019		Capital Replacement Reserve	\$152,000
Target Completion Date November, 2020		Base Capital Budget	\$148,000
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 work for this project includes the replacement of playground equipment at Gellert Community Park (preapproved in 2019), Berton Blvd Park; and an addition of safety base and rubber mats at various parks/parkettes. These playgrounds require the most maintenance to ensure they meet the CSA/Z614 Children's Play Space and Safety Guidelines due to the age of the equipment and other minor hazards.
Deliverables:	The primary deliverables are the removal of the existing equipment and installation of new safety base, equipment and benches based on the feedback received from community consultation.
Benefits:	The local neighbourhoods will benefit by the replacement of equipment that complies with current safety standards, increases play value and improves accessibility. 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:	

2020 Capital Project Information Sheet

Project No. 8251-02-1801	Project Name MMSP Paint Fernbrook Pad		2020 Budget \$40,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$40,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date August, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0

Description

Scope: Re-painting steel support columns of the Fernbrook rink structure to protect against corrosion and deterioration of the structural component.

Deliverables: Contract with vendor to complete painting of component.

Benefits: Maintains the life-cycle of the structural component.

Risks If Not Implemented: Asset may develop deteriorating corrosion that could impact performance of structural component.

Additional Information:

2020 Capital Project Information Sheet

Project No. 8211-02-1703	Project Name Acton Arena Paint Steel Beams/Columns (Townsville)		2020 Budget \$55,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$55,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date July, 2020			
Future Period Capital Requirements Operating Impact			

Description	
Scope:	Re-painting steel support columns of fernbrook rink structure to protect against corrosion and deterioration of the structural component.
Deliverables:	Contract with vendor to complete painting of component.
Benefits:	Maintains the life-cycle of the structural component.
Risks If Not Implemented:	Asset may develop deterioration corrosion that could impact performance of structural component.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8220-02-1801	Project Name Cedarvale Community Centre Revitalization	2020 Budget \$322,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture	Funding Sources Capital Replacement Reserve Canada Gas Tax	Amount \$22,000 \$300,000
Target Start Date January, 2020	Target Completion Date December, 2020	
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	The Cedarvale Community Centre serves a daycare facility for preschool children and has multiple meeting rooms, a gymnasium and storage areas to serve the needs of many local organizations. The main building was built in 1954 and a new new addition comprising of the gymnasium was added in 1977. The building has a total estimated roof area of 679 m2.; with a combination of 2-ply modified bitumen, BUR and sloped asphalt shingle mansard roofs with dormer windows. The roof is is over 25 years old and requires replacement as per the 2019 Roof Assessment by OHE.
Deliverables:	1. Roof condition assesment by consultant. 2. Completed design & specification, tender document and award of contract for roof replacement. 3. Vendor contract to complete replacement of roof.
Benefits:	Completed roof replacement will reduce risk of future failure to this building component and ensure that level of service is not impacted by deterioration to roof, equipment and facility. Repair of the roof will improve the visual appearance of the municipal asset. Will also ensure the long term maintenace of the asset and reduce annual maintenance costs and concerns.
Risks If Not Implemented:	The roof will continue to deteriorate at an accelerated rate as it continues to age; which may potentially present as a safety risk and a level of service concern for the facility.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-2404	Project Name Dominion Gardens Splash Pad Revitalization		2020 Budget \$270,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date Sep. 2020		Capital Replacement Reserve	\$28,500
Target Completion Date May, 2021		Canada Gas Tax	\$241,500
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 the removal and replacement of concrete surface and sub base as well as repair of the underground piping to the splash pad features at Dominion Gardens Park Splash Pad.</p> <p>Some of the spray features have failed (approximately 25%-30%), including impacts to the concrete surface and gravel subbase. Removal and renovation of the concrete surface and base is required to return the feature to replace the existing piping and return the features to full operation levels. Updates will reflect current best practices to improve operations into the future.</p> <p>Additional shade features will be added during construction to provide additional protection for patrons from the sun.</p>		
Deliverables:	Replacement of concrete surfacing, sub base, and major piping to features, as well as additional shade features.		
Benefits:	<p>Splash pads provide outdoor, water based recreational opportunities to residents, including cooling benefits during hot summer months. It is important that their equipment is operating efficiently to maintain the level of service.</p>		
Risks If Not Implemented:	<p>Splash pad repairs must be completed to ensure safe level of play for children in water play areas and to ensure optimum operational efficiencies.</p> <p>If the repairs are not completed, the level of quality of performance of the splash pad would not be maintained, capacity of users would be reduced, increasing the pressure on other splash pads. This is the only splash pad in this area of Georgetown.</p>		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 8230-02-2001	Project Name AIP Electric Panel Upgrades		2020 Budget \$15,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$15,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Sep. 2020			
Future Period Capital Requirements Operating Impact			
	\$0		
	\$0		

Description	
Scope:	Upgrading Electrical Panels as per 2016 BCA.
Deliverables:	Contract with vendor to upgrade electrical panels to current codes, standards and requirements.
Benefits:	Electrical component near end of life-cycle. Upgraded components will ensure facility and equipment can have power to perform as required and safely.
Risks If Not Implemented:	Component in danger of failing leading to Health & Safety concerns and/or loss of service.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8221-02-1701	Project Name GCC Roof Maintenance		2020 Budget \$25,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$25,000
Target Start Date June, 2020			
Target Completion Date Sep. 2020			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Repair of selected sections of flat roof structure of facility to maintain integrity and performance of the facility.
Deliverables:	Vendor contract to assess areas of need in the flat roof. Vendor contract to complete necessary repairs to maintain integrity of building component.
Benefits:	Extends the life of the asset.
Risks If Not Implemented:	Facility component could further deteriorate leading to component failure and resulting loss of service.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8211-02-2201	Project Name Acton Arena Flat Roof		2020 Budget \$240,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve \$150,000 Canada Gas Tax \$90,000	
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact		\$0	
Description			
<p>Scope: The Acton Arena holds 2 skating rinks, a meeting room and a multi-purpose room. The main building was built in 1997 (Townesley) and a new addition of the McKnight Rink was added 2015. The building has a total estimated roof area of 7,225 m2. With a combination of 2-ply modified bitumen, BUR and EPDM on the 1997 roof south, west and east areas require replacement as per the 2019 Roof Assessment by OHE. These roof areas are now 23 years old and at the end of projected life expectancy.</p>			
<p>Deliverables: 1. Roof condition assessment by consultant; 2. Completed design & specification, tender document and award of contract for roof replacement; 3. Vendor contract to complete roof replacement.</p>			
<p>Benefits: Completed roof replacement will reduce risk of future failure to this building component and potential further damages to the roof, equipment and facility. Repair of the roof will improve the visual appearance of the municipal asset. Will ensure the long term maintenance of the asset and reduce annual maintenance costs and concerns.</p>			
<p>Risks If Not Implemented: The roof structure will deteriorate at an accelerated rate as it continues to age. Potential future safety and level of service risk for the facility.</p>			
<p>Additional Information:</p>			

2020 Capital Project Information Sheet

Project No. 8500-11-1605	Project Name Tolton Park Design & Engineering		2020 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 January, 2020		New Capital	\$12,000
Target Completion Date Sep. 2022		DC - Recreation and Parks Services	\$108,000
Future Period Capital Requirements \$800,000		Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	This project includes the design and engineering for the environmental remediation for the Tolton Park Property which was acquired by the Town in 2008. The property is located on the Niagara Escarpment and contains a historic lime kiln. Due to former use as a salvage yard, the park must be cleaned up to Ministry of Environment, Conservation and Parks standards prior to being opened to the public. The scope of the work includes; undertaking the required environmental studies required prior to and during remediation to ensure that the site is remediated to ministry standards to allow public use. Staff will pursue funding from FCM funding sources as well as sponsorships where appropriate.
Deliverables:	Completion of updated Phase I & Phase II environmental studies. Completion of additional environmental studies to meet Ministry requirements for Record of Site Condition.
Benefits:	Completion of these studies is required to allow the construction of the park to proceed.
Risks If Not Implemented:	Costs for studies, development and clean up of the park to environmental standards will increase. Illegal use of the site represents a risk as the public is accessing a contaminated site.
Additional Information:	Staff are requesting pre-approval of the construction/remediation works for 2021 as the clean up is required to obtain the ROSC in coordination with the design and engineering. The scope of the works include removal of contaminated soils and any other remaining debris, as well park construction (trails, picnic areas, interpretive signage, park shelter).

2020 Capital Project Information Sheet

Project No. 8500-10-2001	Project Name Fairy Lake Water Quality Monitoring		2020 Budget \$50,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources Strategic Planning	Amount \$50,000
Target Start Date May, 2020			
Target Completion Date May, 2021			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	This project involves undertaking a Study to assess the health of Fairy Lake based on actions taken since the Fairy Lake Water Quality Study and to provide further recommendations on management actions and next steps.
Deliverables:	Fairy Lake Water Quality Study Updated Plan, Monitoring Results, and Strategy.
Benefits:	Council will be informed on the results of implementation of actions from the Fairy Lake Water Quality Study, and further actions/next steps to achieve Council priorities with regards to recreational use of Fairy Lake will be identified.
Risks If Not Implemented:	<p>The results of actions take from recommendations from the original Fairy Lake Water Quality study will be unknown.</p> <p>The Town receives numerous inquiries on the quality of the water and does not have consistent monitoring in place to identify and monitor issues.</p>
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8300-11-0104	Project Name Tennis Court Lighting Replacement		2020 Budget \$71,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$71,000
Target Start Date Sep.2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date January, 2021			
Future Period Capital Requirements Operating Impact \$0 \$0			

Description	
Scope:	<p>The scope of this project includes the replacement of tennis court lighting at Emmerson Park with LED Lighting Systems.</p> <p>The tennis lighting system does not provide a safe level of play per IES, OESC and ESA standards for minimum foot-candle levels. The system has far exceeded its normal life expectancy and poles and cabinet do not meet ESA standards.</p>
Deliverables:	There are potential safety risks to the public if the lighting systems are not replaced. Using old, inefficient lighting results in increased costs to maintain and operate the system.
Benefits:	The new lighting systems will provide a safer level of play while maximizing operational efficiencies.
Risks If Not Implemented:	<p>There are potential safety risks to the public if the lighting systems are not replaced.</p> <p>Using old, inefficient lighting results in increased costs to maintain and operate the system.</p>
Additional Information:	The total cost of this project is \$175,000; with \$104,000 being subsidized in 2019 from the Federal Gas Tax One-Time Funding as per report CORPSERV-2019-0029.

2020 Capital Project Information Sheet

Project No. 8500-19-0107	Project Name Sportsfield Lighting Replacement		2020 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	Sep.2020		
Target Completion Date	April, 2021		
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 the replacement of sports field lighting at Cedarvale Park Soccer Field 2 (circa 1998) and Gellert Diamond #1 (circa 1999) with LED lighting systems.</p> <p>The Lighting systems have reached the end of their useful life and are not using new energy efficient technologies.</p>
Deliverables:	The primary deliverables are the removal of the existing lighting system and replacement with a new LED system that meets current lighting standards.
Benefits:	The new lighting systems will provide a safer level of play while maximizing operational efficiencies.
Risks If Not Implemented:	<p>There are potential safety risks to the public if the lighting systems are not replaced.</p> <p>Using old, inefficient lighting results in increased operating costs to maintain and operate the system.</p>
Additional Information:	The total cost of this project is \$550,000; with \$450,000 being subsidized in 2019 from the Federal Gas Tax One-Time Funding as per report CORPSERV-2019-0029.

2020 Capital Project Information Sheet

Project No. 8200-10-1701	Project Name Acton Youth Centre Construction		2020 Budget \$736,500
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources	Amount
Target Start Date January, 2020		New Capital	\$73,650
Target Completion Date December, 2020		DC - Recreation and Parks Services	\$662,850
Future Period Capital Requirements Operating Impact		Project Phase	
		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

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

2020 Capital Project Information Sheet

Project No. 8400-02-1702	Project Name Town Hall Phased Replacement of Heat Pumps		2020 Budget \$345,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$345,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: Town Hall phased heating and cooling; provided through a system of 52 heat pumps of various sizes. Heat pumps now at the end of their life cycle. Several pumps require major repairs each year. After review with Facilities and Purchasing staff, recommendation to replace all remaining 50 heat pumps with a more energy, cost and operating efficient heat pumps and system. A full mechanical review and investigation will be completed for Town Hall.			
Deliverables: Full mechanical investigations and review of systems for a more operating, cost and energy efficient system. Replacement and installation of all heat pumps with new heat pump units.			
Benefits: Renewal of Town HVAC system for next 25 years. Reduced maintenance costs going forward. Improved energy performance of heating and cooling system. Maintenance of level of service in the Town Hall.			
Risks If Not Implemented: Current heat pumps by a supplier no longer in business. Some component parts at risk of not being available for some types of repair. Increasing age leading to increased failure rates of units, thus impacting level of service.			
Additional Information:			

2020 Capital Project Information Sheet

Project No. 8500-11-0105	Project Name Irrigation System Replacement		2020 Budget \$130,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$130,000
Target Start Date	Sep., 2020		
Target Completion Date	December, 2020		
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 the replacement of the irrigation system at Cedarvale Park Major Soccer field, and the repair of the main irrigation water service at Gellert Park, as well as an allowance to prepare a centralized irrigation control strategy.</p> <p>The Recreation and Parks Strategic Action Plan recommends improvements to existing sportsfields such as irrigation. System replacements are required to maintain play and turf quality, especially as demand increases in drought conditions and with the restrictions associated with weed control pesticides in Ontario. The existing system at Cedarvale is one of the oldest (c. 1998) and repair parts are increasingly difficult to obtain. The water supply at Gellert is in a below ground chamber and has become increasingly difficult to operate and maintain due to flooding and groundwater concerns.</p>
Deliverables:	Replacement of the irrigation system at Cedarvale Park Soccer Field. Replacement of main water service for Gellert Park irrigation.
Benefits:	<p>Replacement of the irrigation system will allow the Town to maintain the existing premium field in optimal condition for user by field users, community groups, and the general public.</p> <p>Irrigation is required to maintain basic civic standards of quality for playing fields.</p>
Risks If Not Implemented:	<p>Failure of the irrigation system will lead to poor ground conditions that are a higher risk of injury to field users. Lack of irrigation will require an increase in other maintenance practices, and could lead to the field conditions degrading below the Town's standard level of service as well as increased operating costs. Fields are also impacted by events which may have to be restricted if irrigation is not available.</p>
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-0102	Project Name Parks Revitalization & Renewal		2020 Budget \$145,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources Base Capital Budget	Amount \$145,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope:	<p>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.</p> <p>The projects for 2020 include: 1) Prospect Park Bandstand Refurbishment, 2) Willow Park Bridge Deck, 3) FOSHG Paver Pathways, 4) Fairy Lake Dam Viewing Deck Repairs, 5) TSP Wood Fence.</p>		
Deliverables:	<p>Primary Deliverables are completion of the following 1) Prospect Park Bandstand Refurbishment, 2) Willow Park Bridge Deck, 3) FOSHG Pathways, 4) Fairy Lake Dam Viewing Deck Repairs, 5) TSP Wood Fence, 6) Electrical Repairs.</p>		
Benefits:	<p>The local neighbourhoods will benefit by the replacement of fixtures that reduce the need for on-going repairs and improve accessibility. The project also supports a sound financial investment through more efficient systems with reduced long-term operating costs.</p>		
Risks If Not Implemented:	<p>Existing equipment will continue to deteriorate beyond repair and there will be increased maintenance requirements and/or safety issues that emerge.</p> <p>A few projects identified include repairs to walking surfaces that are required to lower the risk of trips, slips and/or fall incidents.</p> <p>The electrical equipment is in very poor shape and is required to be repaired to meet ESA Standards.</p>		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 8221-02-1501	Project Name GCC Exterior Painting		2020 Budget \$25,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$25,000
Target Start Date June, 2020			
Target Completion Date Sep.2020			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Complete exterior painting of facility to maintain its appearance and resistance to the environment.
Deliverables:	Contract with vendor to complete exterior painting.
Benefits:	Improves appearance of facility. Maintains level of service.
Risks If Not Implemented:	Facility asset will continue to deteriorat impacting appearance and future structural components of the facility.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-0103	Project Name Cemetery Revitalization & Renewal		2020 Budget \$15,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources Cemetery Development	Amount \$15,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Sep.2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description	
Scope:	<p>The scope of this project includes the repairs to the Chapel Building at Fairview Cemetery.</p> <p>While replacing the roof in 2019, it was identified that additional work is required to maintain the chapel.</p>
Deliverables:	Completed renovations of the Chapel building at Fairview Cemetery.
Benefits:	Maintenance of basic municipal standards for care of a cemetery building.
Risks If Not Implemented:	Additional repairs could be more costly and the appearance of the existing building will be diminished.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8304-11-2001	Project Name GCC Tennis Court Resurfacing		2020 Budget \$100,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$100,000
Target Start Date September, 2020			
Target Completion Date November, 2020			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	<p>This project involves the resurfacing of the 6 Tennis Courts at Gellert Community 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 to prolong the life of the asphalt/base below.</p>
Deliverables:	Completion of court resurfacing project.
Benefits:	Provides a high quality surface for recreational tennis drop in, programs, and youth programs.
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.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8251-02-1802	Project Name MMSP Low E Ceiling		2020 Budget \$75,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0

Description	
Scope:	Installation of a Low E Ceiling on the Trans Canada Energy and Saputo rinks at the MMSP. Low E Ceilings are reflective fabric ceiling coverings used for the underside decking of arena facilities. The ceiling treatment is a relatively low cost/high benefit treatment for providing insulation in arenas. It helps to reduce the energy consumed to control the temperature and humidity of the building envelope in an arena.
Deliverables:	Vendor contract to supply and install low e ceiling treatments on the two rinks. The ceiling treatment will match the treatments of Fernbrook and Alcott rinks in this facility.
Benefits:	A low e ceiling will improve the energy performance of this asset. It is anticipated that the asset upgrade would have a 10 year payback. Expected to have a \$6000/year savings in energy costs.
Risks If Not Implemented:	The arena will continue to use more energy than is necessary.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8400-02-2002	Project Name Town Hall Building Automation System			2020 Budget \$110,000
Department Recreation & Parks		Division Facilities		Project Manager Stephen Hamilton
Service Category Administration		Funding Sources Capital Replacement Reserve		
Target Start Date January, 2020		Amount \$110,000		
Target Completion Date December, 2020				
Future Period Capital Requirements Operating Impact		\$0 \$0	Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	Building Automation System to manage Town Hall mechanical and electrical systems including complete communications and alert systems to assist staff with timely and effective responsiveness to any issues during operational and non-operational hours.
Deliverables:	Design and engineering of appropriate system of BAS. Vendor contract to supply and install system.
Benefits:	BAS to provide improved performance of mechanical and electrical systems including energy efficiency, troubleshooting, thermal comfort, asset maintenance and life-cycle performance of assets.
Risks If Not Implemented:	As new mechanical and electrical equipment is added to Town Hall to replace end of life-cycle equipment, the opportunity to maximize the benefits of technology from new and efficient equipment will be partially lost without an effective BAS.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8251-06-1901	Project Name MMSP Replace Dehumidifiers		2020 Budget \$200,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve \$50,000 Canada Gas Tax \$150,000	
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date August, 2020			
Future Period Capital Requirements Operating Impact		\$0	

Description	
Scope:	Alcott and Fernbrook rinks served with a single dehumidification unit. Unit is at end of life-cycle. Efficient de-humidification unit required to maintain proper ice and efficiently control the arena environment. Properly controlled environment ensures effective and efficient use of energy resources.
Deliverables:	Design and engineering of a replacement dehumidification unit capable of delivering required service to these rinks. Vendor contract to supply and install the specified and required unit.
Benefits:	Improved operational efficiency of dehumidification unit. Less chance of in season failure disrupting ability to deliver ice services.
Risks If Not Implemented:	Deteriorating asset could fail in-season leading to loss of service and costly repairs.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8251-02-2003	Project Name MMSP Stair Railings Refurbish		2020 Budget \$50,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve \$5,000 Canada Gas Tax \$45,000	
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date August, 2020			
Future Period Capital Requirements Operating Impact		\$0	

Description	
Scope:	Repairs to entrance stairs, accessible ramp and railings at entrance of MMSP. Concrete has significantly deteriorated and will impact the structural integrity of the railing system.
Deliverables:	Design and engineering of replacement railings and structural concrete supports. Vendor contract to complete necessary repairs.
Benefits:	Improved appearance and safety of front entrance steps and accessible ramp.
Risks If Not Implemented:	Structural component will continue to deteriorate leading to a failure of the component.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-1903	Project Name Hillcrest Cemetery Revitalization & Renewal		2020 Budget \$15,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources Cemetery Development	Amount \$15,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date October, 2020			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description	
Scope:	<p>Hillcrest Cemetery was acquired in 2018 by the Town from the Hillcrest Cemetery Board . The Town has operated the cemetery since 2016.</p> <p>The scope of this project includes landscape repairs (trees, plantings) in Hillcrest Cemetery.</p>
Deliverables:	Landscape Improvements.
Benefits:	The project will enable the Town to maintain the Hillcrest Cemetery to the same level of care as other Town cemeteries. Hillcrest Cemetery offers a new option for cemetery services in Georgetown, as an alternative to Greenwood Cemetery which is nearing capacity.
Risks If Not Implemented:	Decreased sales if the Cemetery is not maintained to the same level of service as other Town Cemeteries.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-2004	Project Name Trafalgar Sports Park Field of Dreams - Phase 2	2020 Budget \$50,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space	Funding Sources New Capital Reserve	Amount \$50,000
Target Start Date January, 2020		
Target Completion Date May, 2021		
Future Period Capital Requirements Operating Impact	\$714,000 \$0	Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	The scope of this project includes the design of a major washroom/concession building at Trafalgar Sports Park with construction to commence in 2021. 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, which identified the need for additional major ball diamonds and the washroom building, and included the details of the joint capital project.
Deliverables:	Construction of a washroom/concession building at Trafalgar Sports Park.
Benefits:	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.
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>
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8400-02-1904	Project Name Town Hall Dry Sprinkler System Install		2020 Budget \$135,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$135,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0
Description			
Scope:	Current system of fire suppression in Town Hall is 100% wet system for the protection of the building structure. Best practices require a server room that is additionally protected by a dry suppression system as it will suppress a localized source of fire prior to it damaging essential technology and communications equipment.		
Deliverables:	An engineered and designed dry clean agent fire suppression system, including smoke detectors and appropriate tie ins to current Town hall fire panel.		
Benefits:	Allows for appropriate fire protection of IS Server room, maintaining technology services for the Town .		
Risks If Not Implemented:	Current system of fire suppression will significantly damage the technology and communications systems located in the server room when activated. This could impacts level of service to entire corporation. Would also represent a significant capital replacement cost that might be avoided if fire sourced in the server room could be suppressed properly from this location.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 8500-12-0101	Project Name Park Parking Lot Surfacing		2020 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 June, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date August, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	
		-\$500	

Description	
Scope:	The scope of this project includes repaving (tar & chip) the existing primary driveways in Trafalgar Sports Park. The existing driveways surfaces are granular and require increased maintenance due to wash outs and use. The works will be coordinated through the Public Works Department's contract for road resurfacing projects.
Deliverables:	The primary deliverable will be the construction of new tar & chip paving on the existing driveways at Trafalgar Sports Park.
Benefits:	The new paving will provide a more consistent driveway surface that requires lower maintenance, and provides a higher level of service to park users.
Risks If Not Implemented:	The existing driveways will continue to require an increased level of maintenance.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8211-02-2002	Project Name Acton Arena Skate Tile Repl Ph2		2020 Budget \$70,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$70,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date July, 2020			
Future Period Capital Requirements Operating Impact			

Description	
Scope:	Completion of the Townsley Rink lobby and hallway areas with new skate tile matching tile replacement completed in dressing rooms in 2019.
Deliverables:	Contract with vendor to supply and install suitable skate tile in lobby and hallways of Townsley rink.
Benefits:	Current tile is 22 years old and beyond life-cycle. New tile will ensure performance of floor for future.
Risks If Not Implemented:	Asset will continue to deteriorate to unacceptable levels for meeting expectations of the public.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8412-02-1801	Project Name Cedarvale Cottage Exterior Repairs		2020 Budget \$20,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact			

Description	
Scope:	Cottage building in need of some structural repairs to exterior cladding and foundation. Additionally in need of revitalization to flooring and interior walls to improve performance and appearance. Elements identified in the 2016 BCA.
Deliverables:	Review/Investigation structural state of the building. Complete require repairs will be completed.
Benefits:	Improved appearance of the asset. Maintenance of asset limiting water penetration and other potential environmental issues that could damage components of the asset.
Risks If Not Implemented:	Facility structure and appearance to continue deterioration leading to probability of more costly repairs in the future.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8251-02-2203	Project Name MMSP Alcott Skate Tile Replacement		2020 Budget \$70,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$70,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date July, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0

Description	
Scope:	Completion of the Alcott hallway areas with new skate tile matching tile replacement completed in dressing rooms in 2020.
Deliverables:	Contract with vendor to supply and install suitable skate tile in lobby and hallways of Townsley rink.
Benefits:	Current tile is 22 years old and beyond life-cycle. New tile will ensure performance of floor for future.
Risks If Not Implemented:	Asset will continue to deteriorate to unacceptable levels for meeting expectations of the public.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8240-02-2002	Project Name Cultural Centre Stage Floor Replacement		2020 Budget \$20,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date August, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Sep. 2020			
Future Period Capital Requirements Operating Impact			
	\$0		
	\$0		

Description	
Scope:	Theatre stage floor is at end of life-cycle. Minor refurbishment in 2012 but wasn't replaced as part of Cultural Centre/Library development. Floor needs to be replaced with new wood decking.
Deliverables:	Contract with vendor to replace theatre stage floor with new wood decking.
Benefits:	Improve appearance and safety of structural component. Ensures extending life cycle of component.
Risks If Not Implemented:	Structural component will continue to deteriorate in appearance and functionality if not replaced. At end of effective life-cycle.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8261-06-2001	Project Name Gellert Dry-o-Tron Condenser Replacement		2020 Budget \$50,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date August, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Sep.2020			
Future Period Capital Requirements \$0 Operating Impact \$0			

Description	
Scope:	Dry-o-Tron is a principal HVAC equipment for providing de-humidification in the pool environment. Condenser is major component of the equipment and is at end of life-cycle.
Deliverables:	Vendor contract to supply and install new condenser in equipment.
Benefits:	Ensures ongoing efficiency of component equipment to required levels.
Risks If Not Implemented:	Risk of condenser failure would lead to shut-down of HVAC equipment and would adversely impact ability of system to manage humidity levels for facility and public comfort.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8200-02-0101	Project Name Facility Structural Repairs		2020 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 January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact			

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:	

2020 Capital Project Information Sheet

Project No. 8211-02-2001	Project Name AA Upper Level Window Replace		2020 Budget \$50,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date May, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date July, 2020			
Future Period Capital Requirements Operating Impact			
	\$0		
	\$0		

Description	
Scope:	Replacement of upper level windows in the Townsley rink. Currently the glazing treatment for this area has failed in a couple of areas and the windows are at life-cycle.
Deliverables:	Design and engineering. Contract with vendor to replace current windows with new window treatment.
Benefits:	Failed windows leading to problems with environmental control of the rink space. New windows will ensure control of temperature and humidity, extend life cycle of structural components, and provide for an improved appearance of the facility.
Risks If Not Implemented:	Failed components will continue to impact performance of structure. Components at end of life-cycle and failure of more component parts can be expected.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-24-1901	Project Name Hungry Hollow Trails Ph 3 Eighth Line to Cedarvale Park	2020 Budget \$265,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space	Funding Sources DC - Recreation and Parks Services New Capital	Amount \$238,500 \$26,500
Target Start Date October, 2020	Target Completion Date May, 2021	
Future Period Capital Requirements Operating Impact	\$0 \$2,000	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure in Hungry Hollow, from Norval to Cedarvale Park and further to downtown.</p> <p>This phase connects from Cedarvale Park south to Main St. South (Eighth Line) which ties into the primary network of trails with Hungry Hollow, and has been identified as the priority by the Active Transportation Committee.</p>
Deliverables:	The primary deliverable of this project is the construction of new trails infrastructure connecting Cedarvale to the existing/planned primary trails system in Hungry Hollow.
Benefits:	<p>Trails address the environmental improvements associated with alternative modes of transport. Trails provide important recreational opportunities to residents. This linkage provides a key major linkage from Georgetown south to Cedarvale Park, which will eventually lead to Downtown.</p>
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 main developed trail system.</p>
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8500-11-1803	Project Name Community Courtyard & Marquee Gtown Library Branch		2020 Budget \$150,000
Department Recreation & Parks		Division Parks & Open Space	Project Manager Kevin Okimi
Service Category Parks & Open Space		Funding Sources New Capital	Amount \$150,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact \$2,000			

Description	
Scope:	<p>The scope of this project includes the construction of the courtyard/plaza which was initially designed as part of the library and cultural center expansion project in 2012.</p> <p>The design has been updated and endorsed by the Board of the Library, and this project would fund the construction of the courtyard, including considerations for signage.</p>
Deliverables:	<p>Construction of the courtyard/plaza in consultation with the Library Board and public. This plaza would be a key destination for downtown Georgetown visitors/residents, including opportunities for Public Art & a healing garden.</p>
Benefits:	<p>Outdoor public spaces are identified as high priority through Destination Downtown Plan, to provide opportunities for community events, gathering, and outdoor recreation.</p>
Risks If Not Implemented:	<p>There would continue to be no outdoor programming space available for library and cultural programs.</p> <p>The existing landscape is already being impacted by pedestrian traffic.</p> <p>The main entrance to the facility is lacking in significant landscape treatments which would be appropriate for the primary building entrance.</p>
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8510-10-0101	Project Name Community Partnership - Trafalgar Sports Park Leash Free Park		2020 Budget \$300,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date January, 2020		DC - Recreation and Parks Services	\$256,500
Target Completion Date April, 2021		New Capital Reserve	\$28,500
Future Period Capital Requirements Operating Impact		Public Contributions	\$15,000
\$0		Project Phase	
\$10,000		Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	This project is a joint capital project currently being proposed by Leash Free Halton Hills. The joint project was approved in November 2018. The current plan is for an off leash park at Trafalgar Sports Park.
Deliverables:	Construction of a new Off Leash Park.
Benefits:	Providing a new off leash park to serve increasing population. Working with a community group to leverage fundraising and community involvement with a capital project.
Risks If Not Implemented:	The Town's level of service for providing off leash opportunities for recreation for residents will decrease as population has grown, and no new off leash areas have been created. There will be increasing conflicts with residents allowing dogs off leash in unauthorized areas, impact to those spaces, and conflicts with other residents.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 8200-14-1801	Project Name Digital Marquee Inserts for ACC & GCC		2020 Budget \$95,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$95,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December, 2020			
Future Period Capital Requirements Operating Impact			
	\$0		
	\$0		

Description	
Scope:	Replacing the readographs in GCC Marquee sign and AACC Marquee sign with two sided digital display boards. Current readographs are older and components in need of repair and updating.
Deliverables:	Contract to replace the readographs with fully functioning and integrated digital display boards at GCC and AACC marquee signs.
Benefits:	Digital display boards can be fully integrated to display multiple messages, emergency and community notice messages in various locations simultaneously, Messaging will be higher profile, more desirable for users and able to promote and market facilities and Town initiatives more effectively.
Risks If Not Implemented:	Readographs have been identified through H&S Committee as being difficult to change messages and maintain by a single staff, particularly during poor weather conditions, resulting in complaints regarding staff safety.
Additional Information:	

2020 Capital Project Information Sheet

Project No. 1000-09-0101	Project Name Office Furniture		2020 Budget \$38,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Administration		Funding Sources Base Capital Budget	Amount \$38,000
Target Start Date	January, 2020		
Target Completion Date	December, 2020		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Project Phase			
Study/Design Phase <input type="checkbox"/>			
Construction Phase <input type="checkbox"/>			
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 requirements required to support identified health and safety requirements or specific medical requirements of staff.		
Deliverables:	Life cycle replacement of furniture components. Assessment and delivery of specific furniture requirements to meet identified H&S or medical requirements of staff. 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 requirements. Failure to provide individualized ergonomic equipment may impact health and safety of staff members.		
Additional Information:			

2020 Capital Project Information Sheet

Project No. 8261-06-1801	Project Name GCC Chem Controller		2020 Budget \$30,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$30,000
Target Start Date January, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date February, 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0

Description	
Scope:	Replacement of chemical controllers with automated chemical controllers capable of providing digital alerts and communications to staff off site.
Deliverables:	Supply and installation of chemical controllers.
Benefits:	New chemical controllers to provide better accuracy and control of dispensing pool chemicals automatically. Improved efficiencies in use of product and staff responsiveness to any failures with the system.
Risks If Not Implemented:	Management of chemical dispensing for pools will continue to be inefficient.
Additional Information:	

2020 Capital Project Information Sheet

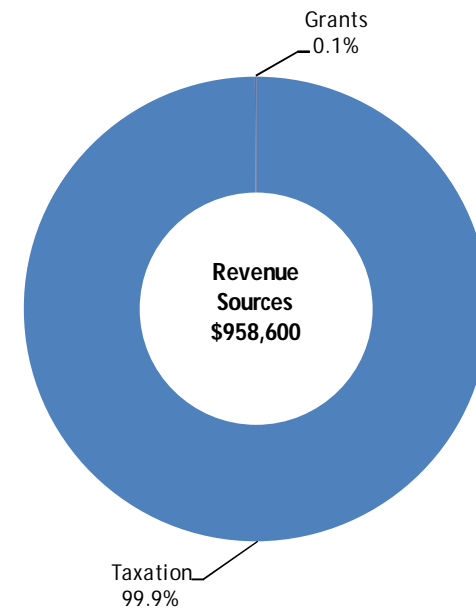
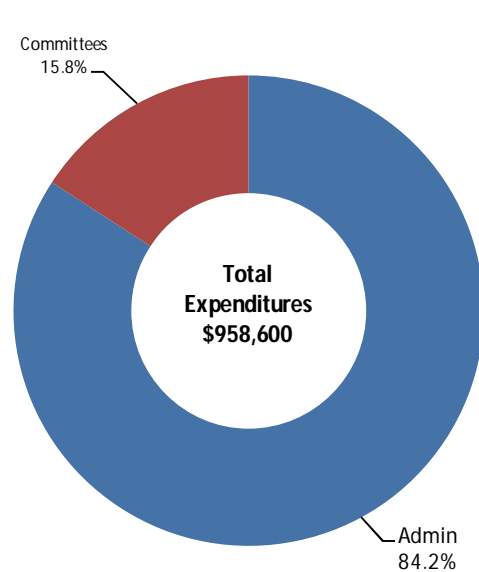
Project No. 8261-02-1901	Project Name GCC Exterior Window/Door Sealant		2020 Budget \$30,000
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$30,000
Target Start Date August, 2020		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date Sep. 2020			
Future Period Capital Requirements Operating Impact			
		\$0	\$0

Description	
Scope:	Complete re-sealing and caulking of all exterior doors and window enclosures ensuring proper seal control for the facility and control of the temperature and humidity of the environment.
Deliverables:	Vendor contract to complete the required review of door and window enclosures and re-sealing of the same.
Benefits:	Improved environmental control and energy management of the facility spaces. Maintains the long term life-cycle of the facility asset.
Risks If Not Implemented:	Asset will continue to deteriorate leading to greater inefficiency in the heating and cooling of the facility.
Additional Information:	

2020 Operating Budget Highlights

The proposed 2020 Operating Budget for Council is \$909,000 in gross expenditures with \$908,000 being supported from the general tax levy.

	2019		2020					2020 vs 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Total									
Expense	949,800	864,314	958,600	-	-	-	958,600	8,800	0.9%
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	948,800	864,314	957,600	-	-	-	957,600	8,800	0.9%



	2019		2020					2020 vs 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	746,700	690,863	807,300	-	-	-	807,300	60,600	8.1%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	746,700	690,863	807,300	-	-	-	807,300	60,600	8.1%
Committees									
Expense	151,200	172,200	151,300	-	-	-	151,300	100	0.1%
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Net Expenditures	150,200	172,200	150,300	-	-	-	150,300	100	0.1%
Other									
Expense	51,900	1,251	-	-	-	-	-	(51,900)	(100.0%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	51,900	1,251	-	-	-	-	-	(51,900)	(100.0%)
Total									
Expense	949,800	864,314	958,600	-	-	-	958,600	8,800	0.9%
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	948,800	864,314	957,600	-	-	-	957,600	8,800	0.9%

The 2020 Operating Budget proposes a net expenditure increase of \$8,800, or 0.9%. The breakdown of major budget changes are as follows:

- Compensation and benefits increase of \$60,700 represents the base budget addition of a shared Executive Assistant with the Office of the CAO and a 1.75% proposed economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- Relocation of Halton Hills Cultural Roundtable budget (\$51,900) to Cultural Services in the Office of the CAO to support the new Arts and Culture Working Group, delivery of arts and culture programs and initiatives, and to augment resources needed to accelerate the Cultural Master Plan implementation.

2020 Operating Budget Overview

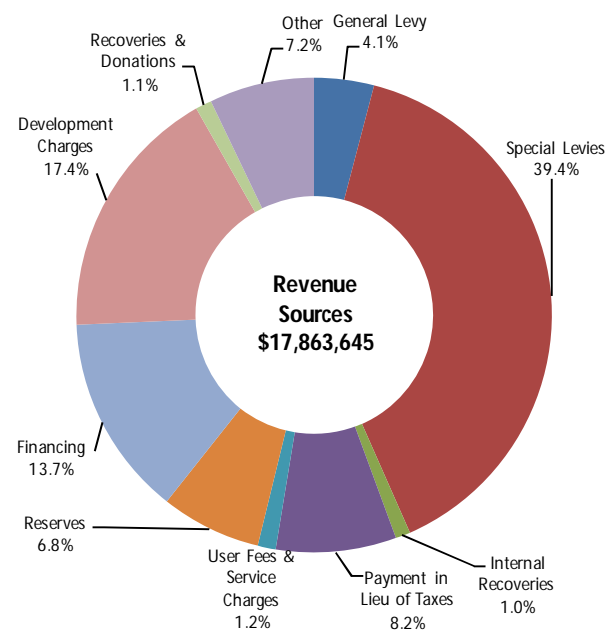
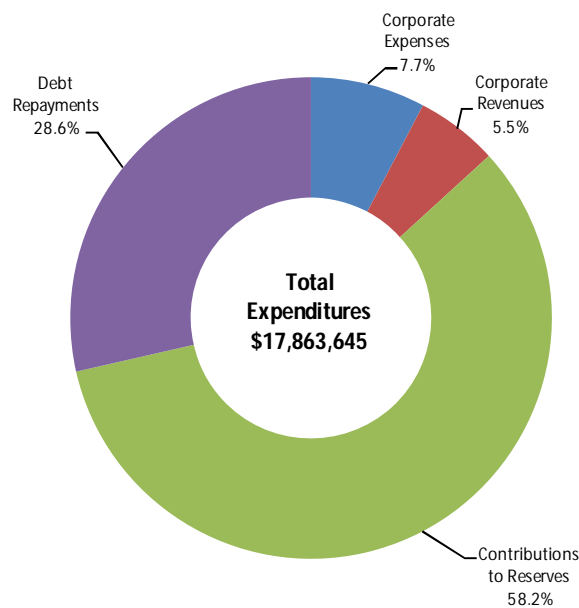
Included in the Corporate Revenue & Expenses Operating Budget are expenditures related to corporate-wide programs, long-term financing, capital planning and contributions to reserves.

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

2020 Operating Budget Highlights

The proposed Corporate Revenue & Expenses Operating Budget for 2020 is \$17,863,645 in gross expenditures and \$724,500 in net expenditures. These expenditures are supported from \$6,893,545 in special levies and \$724,500 from the general tax levy.

	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	17,614,995	18,408,855	17,419,045	111,400	310,000	23,200	17,863,645	248,650	1.4%
Revenue	(10,135,900)	(11,060,728)	(9,998,200)	(111,400)	-	-	(10,109,600)	26,300	(0.3%)
Special Levy - Fair Workplaces, Better Jobs Act	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Special Levy - Fire Services	(954,245)	(954,245)	(1,090,245)	-	-	-	(1,090,245)	(136,000)	14.3%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	(284,000)	(284,000)	(284,000)	-	(310,000)	-	(594,000)	(310,000)	109.2%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(1,232,700)	-	-	-	(1,232,700)	-	0.0%
Special Levy - Georgetown Hospital	(335,000)	(339,078)	(335,000)	-	-	-	(335,000)	-	0.0%
Total Net Expenditures	895,550	760,504	701,300	-	-	23,200	724,500	(171,050)	(19.1%)



	2019		2020					2020 vs. 2019	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Corporate Expenses									
Expense	1,981,900	2,772,629	1,497,300	-	-	(120,000)	1,377,300	(604,600)	(30.5%)
Revenue	(349,500)	(449,772)	(46,200)	-	-	-	(46,200)	303,300	(86.8%)
Special Levy - Fair Workplaces, Better Jobs Act	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Net Expenditures	1,478,900	2,169,357	1,297,600	-	-	-	1,177,600	(301,300)	(20.4%)
Corporate Revenues									
Expense	1,052,400	1,055,531	987,700	-	-	-	987,700	(64,700)	(6.1%)
Revenue	(6,703,700)	(7,528,256)	(6,713,600)	-	-	-	(6,713,600)	(9,900)	0.1%
Net Expenditures	(5,651,300)	(6,472,725)	(5,725,900)	-	-	-	(5,725,900)	(74,600)	1.3%
Contributions to Reserves									
Expense	9,822,195	9,822,195	9,937,845	-	310,000	143,200	10,391,045	568,850	5.8%
Revenue	(111,000)	(111,000)	(111,000)	-	-	-	(111,000)	-	0.0%
Special Levy - Arenas	(112,100)	(112,100)	(24,500)	-	-	-	(24,500)	87,600	(78.1%)
Special Levy - Georgetown Hospital	(28,800)	(32,878)	(34,400)	-	-	-	(34,400)	(5,600)	19.4%
Special Levy - Fire Services	(954,245)	(954,245)	(1,090,245)	-	-	-	(1,090,245)	(136,000)	14.3%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Infrastructure Gap	(284,000)	(284,000)	(284,000)	-	(310,000)	-	(594,000)	(310,000)	109.2%
Net Expenditures	4,707,950	4,703,872	4,769,600	-	-	143,200	4,912,800	204,850	4.4%
Debt Repayments									
Expense	4,758,500	4,758,500	4,996,200	111,400	-	-	5,107,600	349,100	7.3%
Revenue	(2,971,700)	(2,971,700)	(3,127,400)	(111,400)	-	-	(3,238,800)	(267,100)	9.0%
Special Levy - Arenas	(1,120,600)	(1,120,600)	(1,208,200)	-	-	-	(1,208,200)	(87,600)	7.8%
Special Levy - Georgetown Hospital	(306,200)	(306,200)	(300,600)	-	-	-	(300,600)	5,600	(1.8%)
Net Expenditures	360,000	360,000	360,000	-	-	-	360,000	-	0.0%
Total									
Expense	17,614,995	18,408,855	17,419,045	111,400	310,000	23,200	17,863,645	248,650	1.4%
Revenue	(10,135,900)	(11,060,728)	(9,998,200)	(111,400)	-	-	(10,109,600)	26,300	(0.3%)
Special Levy - Fair Workplaces, Better Jobs Act	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Special Levy - Fire Services	(954,245)	(954,245)	(1,090,245)	-	-	-	(1,090,245)	(136,000)	14.3%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	(284,000)	(284,000)	(284,000)	-	(310,000)	-	(594,000)	(310,000)	109.2%
Special Levy - Pavement Management	(1,540,100)	(1,540,100)	(1,540,100)	-	-	-	(1,540,100)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(1,232,700)	-	-	-	(1,232,700)	-	0.0%
Special Levy - Georgetown Hospital	(335,000)	(339,078)	(335,000)	-	-	-	(335,000)	-	0.0%
Total Net Expenditures	895,550	760,504	701,300	-	-	23,200	724,500	(171,050)	(19.1%)

The \$171,050, or 19.1%, net decrease to the Corporate Revenue & Expenses Operating Budget is comprised largely by increases in the contingency for salary gapping and supplementary taxes, which are somewhat offset by an increase to reserves contributions and insurance expenses. Please see below for the breakdown of major budget changes:

- The contingency for salary gapping was increased by \$326,700 to align the budget with historical actuals for employee turnover. Additionally, one-time gapping of \$120,000 was included for planned retirements expected in 2020. The total contingency provided for salary gapping in the 2020 Budget is \$755,000.
- Supplementary tax revenue has been increased by \$50,000 to a total base budget of \$325,000. Supplementary taxes have ranged from \$350,000 to \$1.3M in the past six years and are dependent on MPAC's area of focus for a particular year. Given the uncertainty around forecasting, staff prefers to budget conservatively at \$325,000.

- As recommended in the Long Range Financial Plan, general reserve contributions are proposed at a \$111,600 (12.5%) increase to reflect inflation in capital planning expenditures.
- Additional to the \$111,600 increase in base reserve contributions, there is a one-time \$39,800 contribution to the Public Art Reserve as required to maintain the minimum reserve balance of \$100,000 established in the Public Art Policy (Report COMMSERV-2016-0001).
- The budget for the corporate insurance portfolio is proposed at a \$72,400 increase (8.1%) comprised of an increase in insurance premiums of \$42,400 and a \$30,000 increase to align budget with historical actuals for insurance claims and settlements.
- The Infrastructure Gap special tax levy is proposed at 0.6% (\$310,000) for contributions to the Capital Replacement Reserve for the replacement and adaptation of core assets in the context of climate change.



SUPPLEMENTARY INFORMATION

A. Budget Principles

The 2020 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 aligned with the targets set out in the Long Range Financial Plan (LRFP) and the financial policies approved by Council;
- The annual budget accounts for 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) does 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 in the annual budget and in accordance with the LRFP. Growth will be interim-financed through reserves, where necessary;
- Reserves are maintained as per policy in order to repair/replace infrastructure, fund identified priorities, and ensure long-term financial sustainability;
- All grants available to municipalities will be pursued (federal, provincial and other funding opportunities);
- New services, service level enhancements and increases to the full-time staff complement require an accompanying Budget Inclusion form to be considered by Council as part of the annual budget process;
- The 2020 Budget does not include Decision Packages (5th consecutive budget year without Decision Packages);
- All 2020 capital projects require an accompanying Capital Project Information Sheet to be considered by Council as part of the annual budget process.

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.

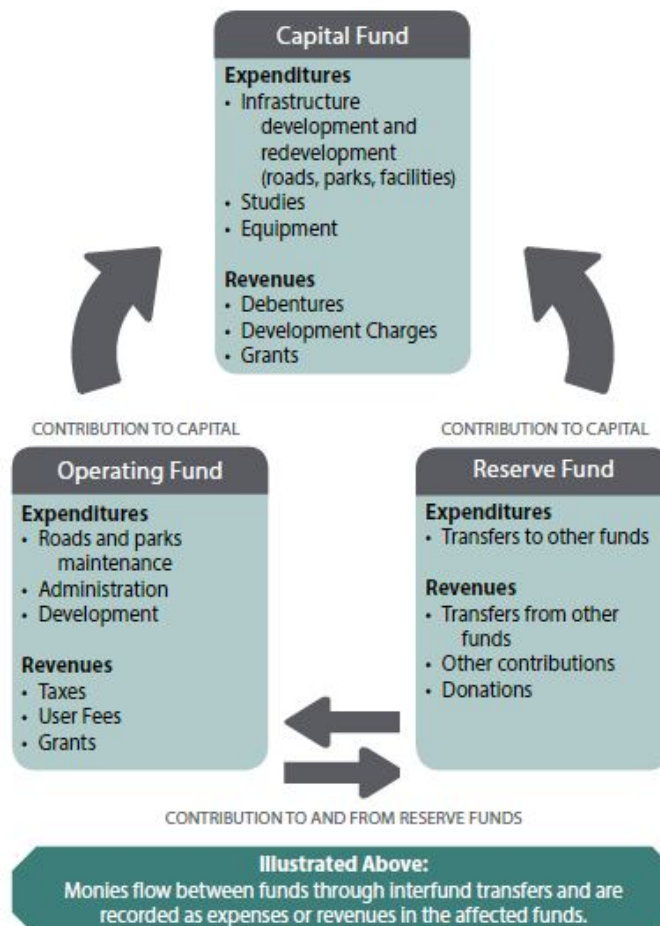
C. Fund Accounting

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 2020 budget.

1. Long Range Financial Plan

The Town of Halton Hills Long Range Financial Plan (LRFP) is an integral part of the Town's annual budget process. The direction of the annual budget process is consistent with the principles and policies of the plan.

The purpose of the LRFP is to provide a framework to guide Council and the Town's departments, boards and committees in their financial planning and decision-making processes. Through this, the goal is to improve and strengthen the long-term financial health of the Town.

The LRFP was developed in 2018 in conjunction with Watson & Associates Economists Ltd. and was approved by Council in January 2019. The LRFP includes principles, policies and strategies to guide Council and staff in financial decision-making. The 20-year Plan was complemented by a new dynamic tool that can provide updates to the LRFP as assumptions change over time. In essence, the financial planning tool enables staff to explore 'what if' scenarios, the financial impact, and the best financing mix to keep the Town in a strong fiscal position.

In terms of analyzing the financial impact, the LRFP model considers the debt load of the Town with respect to the Council-approved debt threshold of 10% of the tax levy. Monitoring debt load in terms of current and future commitments is critical to ensuring that the Town is not over-extended in terms of interest and principle payments. More specifically, the LRFP model assists in determining which capital projects might be eligible for debt-financing and the optimum timing/amount of financing in the context of the 10% limit. The LRFP model also considers the Town's capacity to manage "internal" loans through inter-fund financing. Inter-fund loans from reserves are used to address timing variances between the receipt of development charges and the need to fund growth-related projects. Finally, the LRFP model provides guidance on the annual contribution to reserves so that reserves remain healthy and have the ability to support future capital expenditures, unexpected or unpredicted events, and/or to smooth expenditures which would otherwise cause fluctuations in the operating or Capital Budgets. Reserves are extremely important to the ongoing financial stability of the corporation.

2. Finding Efficiencies and Reducing Costs

Assuming a levy increase of 3.1% in 2020, the Town will have a 5-year tax levy average increase of 3.75% - below the Long Range Financial Plan levy target approved by Council. 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:

- Entering into a dispatch partnership with Burlington Fire Department, effectively reducing annual costs by \$125,900 and lowering response times by 48 seconds;
- Introducing new technology such as mobile tablets for in-the-field employees; more robust software for payroll, scheduling and time-keeping and expanded e-services, all of which reduce time and increase convenience;
- Implementing electronic management software, web streaming and closed captioning services resulting in reduced costs in document handling and the delivery of Council and Committee information in a more efficient, sustainable and accessible way;
- Adding the Long Range Financial Plan model, which has reduced the amount of time needed to develop reliable financial forecasts and expanded the ability to analyze scenarios and fiscal impacts;
- Implementing various facility improvements, as outlined in the 2018 Energy Report, resulting in energy consumption and cost savings, decreasing the corporate environmental footprint. Staff is recommending that a Green Revolving Fund Reserve be established as per the Corporate Energy Plan approved by Council through report PLS-2019-0067. A Green Revolving Fund (GRF) is used to establish a predictable and accountable financing source for implementation of the Corporate Energy Plan. GRFs are financial mechanisms that recycle the utility cost savings, incentives, and/or grants received, and other associated cost savings and revenues, to finance future energy efficiency projects. Future savings in utilities and other revenue sources as noted above will seed the Green Revolving Fund, which will in turn, finance energy efficiency projects;
- Conversion to LED lighting for streetlights through the Town's partnership with Southwestern Energy Inc. reducing hydro costs by \$336,000 per year and supporting climate change mitigation;
- Securing alternate sources of funding from upper levels of government, which totaled \$5.6M in 2018 and is projected at \$7.2M in 2019. Below are highlights of grants received and the strategic investments the Town was able to make as a result:
 - \$622,500 from the Clean Water and Wastewater Fund for improvements on Armstrong Avenue;
 - \$448,706 from Ontario Connecting Links for the design and engineering of the Main Street North bridge rehabilitation;
 - \$177,255 from the Public Transit Infrastructure Fund for the purchase of additional fleet vehicles in the ActiVan specialized transit program;
 - \$175,000 from the Federation of Canadian Municipalities for the development of a scenario-based Climate Change Adaptation Plan;
 - \$137,600 from the Federation of Canadian Municipalities to support Corporate Asset Management initiatives;

- \$83,695 from the Main Street Revitalization Fund to support the Community Improvement Plan;
- \$1,879,461 from the Federal Gas Tax Fund one-time payment used to fund sports field lighting replacement at Gellert and Cedarvale Parks (\$450,000), tennis court lighting replacement at Emmerson Park (\$104,000), stabilization of the road base and slope of 10th Line (\$500,000), Young Street reconstruction from Queen Street to Mill Street in Acton (\$750,000), and the installation of EV charging stations at various Town-owned facilities (\$75,000);
- \$156,503 Modernization Grant from the Province of Ontario used to support the dispatch partnership with Burlington Fire Department (\$50,000), the expansion of e-services on the renewed website (\$24,000), and the introduction of the Business Concierge service to the Town (\$82,500);
- Savings of 3.36% annually in interest through re-financed outstanding loan with an interest re-payment rate of 5.86% and replacing it with a varying rate debenture ranging from 1.9% to 2.5%.

3. Advancing Council's Priorities

Council's 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. In keeping with the defined process as set out in ADMIN-2018-0032, staff has undertaken an update of Council's priorities for the new term of Council, including a facilitated workshop held on June 6, 2019 with Members of Council and senior staff that identified focus areas for 2019-2022. A report on the inputs gathered at the workshop along with a proposed set of priorities will be formally submitted to Council in the coming weeks. However, prior to finalizing Council's priorities, staff was awaiting the final conclusion of the Provincial review of Regional Governments, which had been expected in November. The Minister of Municipal Affairs and Housing announced results of the review on October 25, 2019, which indicated that the Province supports local decision making and would not pursue a top-down approach. Given this decision, staff will move forward with finalization of Council's Strategic Plan.

In the interim, staff has been working with StrategyCorp to express the focus areas identified by Council at the workshop as a set of priorities in the context of the Vision, Mission and Strategic Goals from the previous Strategic Plan. Council confirmed through the workshop that these elements of the Strategic Plan should continue to guide the Town's strategic direction and form the foundation for the 2019-2022 priorities. Staff are also working to align the Strategic Plan with the Integrated Community Sustainability Plan ("Imagine Halton Hills") as well as with the United Nations Sustainable Development Goals. Although the new Strategic Plan has not yet been ratified by Council, staff has been able to reference input from Council's workshop to ensure that budget and business plans reflect the broad priorities of Council. The workshop facilitator prepared a draft list of focus areas arising out of the workshop that are a strong basis for identifying Council's priorities and have informed the departmental business plans and budget. The following represent the priorities identified and how staff intends to support the priorities through the 2020 Budget.

a) Shaping Growth

The Town is continuing to advance the approved growth management strategy to 2031 through the development and implementation of secondary plans that ensure a community that is balanced and sustainable with well-planned infrastructure and services to meet the needs of residents, including incorporating appropriate levels of intensification, consideration of the natural environment and climate change, affordable housing, sufficient employment lands and active transportation.

Land Use Planning:

Key secondary plans to be advanced in 2020 include:

- Vision Georgetown Secondary Plan
- Destination Downtown
- Southeast Georgetown Integrated Planning Project
- Stewarttown Strategy Plan
- Halton Hills Premier Gateway Phase 2B Integrated Planning Project
- Glen Williams Scoped Secondary Plan
- Intensification Study
- Employment Land Needs Study

In addition, the Town will continue to provide input into the Halton Region Official Plan review including the Integrated Growth Strategy and establishing the Town's position on the post 2031 population and employment growth.

Affordable Housing:

In recognition of the low supply of affordable housing, the Town has made a number of commitments to improve affordability. These include:

- Agreement between the Town and Habitat for Humanity Halton-Mississauga to waive permit and development fees up to \$250,000 for the development of six homes on the property located at the site of the old Exchange Hotel;
- Secondary Plan for Vision Georgetown containing policies with respect to the provision of affordable housing, including the 30 percent affordability target for new housing units;
- Deferred collection of Development Charges and waived planning approval fees for seniors and/or affordable housing developments, such as St. Andrews Seniors Residence and Bennett Health Centre PH1;
- Current work on the Intensification Opportunities Study Update and Downtown Georgetown Planning Study (i.e. Destination Downtown) to identify capacity for

additional residential development within the existing communities of Acton and Georgetown to the year 2041;

- Changes to the Comprehensive Zoning By-law to permit accessory apartments in semi-detached and townhouse dwelling units in the urban areas of Acton and Georgetown, and in single-detached dwellings in the agricultural/rural area and Hamlets of Norval and Glen Williams;
- Administering the 2-unit (i.e. accessory apartment) program to facilitate the legal creation of more of these units;
- Facilitating partnership discussions between funders/other levels of government and private/non-profit developers, including working with the Region to access new Provincial funding;
- Examining the feasibility of using the Town Community Improvement Plan in key intensification/growth areas to assist in the provision of affordable housing;
- Seeking to partner with the Region to obtain Region Community Improvement Plan funding for affordable housing;
- Other initiatives are noted under separate cover.

Town staff also recommended the following short-term actions through RPT-TPW-2019-0016 to further address housing affordability:

- Continue to review and assess Town-owned properties for opportunities to provide affordable housing, and seek partners to develop those potential “quick win” opportunities;
- Establish a Town-led Affordable Housing Working Group with representation from the Region, non-profit and for-profit developers/builders, and interested developers in Vision Georgetown lands. The Working Group will identify feasible best practices and consider financial incentives, and establish partnerships to facilitate collaboration.

The 2020 Budget Direction includes sufficient funding for the Affordable Housing Working Group to support the short-term actions recommended in the report.

Economic Development:

In 2020 the Town will be updating its Economic Development and Tourism Strategy to reflect current market conditions, strategic priorities and lead to local job growth, investment and diversification. In addition, the Town will be completing a Foreign Direct Investment Strategy that will position the Town as a prime destination for investment. It will also support the growth of existing business by facilitating new market access, partnerships and job growth.

New in 2020 will be the development and implementation of two new innovative programs to grow the Town’s economy and create local jobs. The Business Concierge program will mobilize resources to assist with business-related processes and resolve issues rapidly. The Business

Retention and Expansion program will be developed to support the retention of existing businesses in the Town as well as facilitate expansions.

b) Addressing Transportation Issues

Traffic Safety:

In 2019, staff received over 140 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 earlier this year. 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. Residents will be invited to provide input on these measures through various public engagement opportunities.

To improve pedestrian safety and mobility, staff has installed 12 pedestrian crossovers over the last 3 years. In 2020, staff is recommending two additional pedestrian crossovers at Mill Street West and Cobblehill Road and Acton Blvd. and McDonald Blvd.

In view of the need to address traffic and pedestrian safety, the budget includes the conversion of the existing contractual Traffic Analyst to permanent full-time. This position is required to address the increasing workload and assist with the delivery of the capital program.

Active Transportation:

The Town will continue to invest in infrastructure to support active transportation within the community. 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 will be completed in spring 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 and in-fill sidewalk connections. Staff is targeting a 23 km increase in on-road bike facilities in 2020, which includes proposed on-road bike lanes on Barber Road East. The infill sidewalk connections are focused on areas where there is a gap in infrastructure. In 2019, sidewalk improvements were made at various locations around Joseph Gibbons Public School. In 2020, it is anticipated that infill sidewalk improvements will be made at River Drive and Rosetta Street in coordination with work be completed by Metrolinx.

Greater effort has been made to promote use of active transportation in the community through the "Greenbelt Route" connector signs and way-finding signs. As part of the 2020 capital budget, staff is requesting \$30,000 to establish a cycling map, additional way-finding signs and other signage, and pavement markings on the roadways to delineate active transportation infrastructure.

In addition, the 2020 capital budget includes a \$70,000 request for on-road bike lanes on Barber Drive (east) from Mountainview Road to Danby Road, and a \$50,000 request to construct sidewalk connections that will improve pedestrian safety and mobility in accordance with the AODA standards.

Road Maintenance:

In 2019, the Town added just over 10 kilometres of roads in new subdivisions. To ensure that these roads are properly maintained (e.g., snow removal, street cleaning), the Operating Budget has been increased by \$100,580. Maintaining new 2019 roads, in addition to roads anticipated in 2020 will add 2 full-time staff equivalents to the Public Works complement. Staff is also requesting a single axle plow truck through the Capital Budget, with the cost of \$235,000 funded from development charges.

In 2020, thirteen pieces of equipment ranging from trucks to multi-purpose mowers and tractors will be replaced. The total cost of replacement is \$972,500 and is funded through the Equipment Reserve. Replacing aging equipment will ensure that the Town can continue to deliver the appropriate level of service.

In October of 2019, staff presented changes to winter control to Council in response to conditions observed this spring. To address sidewalk safety in the winter, resources will be re-aligned within Public Works to enable 6 additional seasonal staff to focus on sidewalk-clearing at the beginning of snow events. The cost of \$120,000 will be absorbed internally in 2020. In addition, the 2019 purchase of a tandem truck and plow was modified to include a 2-stage plow. Staff will use this equipment through 2019/2020 to determine the effectiveness on ice and slush removal. The additional cost for the 2-stage plow was accommodated within the 2019 equipment budget.

Preparing for Transit Implementation:

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 \$473,114 from the Provincial Government and \$567,793 from the Federal Government, for a total of \$1,040,907. 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:

- \$100,000 for transit infrastructure of shelters and stops along the Steeles Avenue corridor within the Municipal boundaries of Halton Hills;
- \$930,000 for 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;
- And, \$370,000 for 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 preliminary 2020 Capital Budget Forecast over the next three years. Funding must be submitted by October 24, 2019. If successful, this \$1M grant will provide a significant offset to transit-related costs.

c) Responding to Climate Change

Canada's Changing Climate Report, 2019 provides overwhelming evidence that Canada's climate has warmed during the Industrial Era, with the main cause attributable to human influence. The effects of widespread warming are evident in many parts of Canada and are projected to intensify in the future. On May 6, 2019, Council issued a Climate Change Emergency Declaration and set a goal to become a net zero municipality by 2030. Central to this commitment is leadership by example, with the Town demonstrating exceptional performance through its own facilities, fleet and operations. The following climate change initiatives are identified in the 2020 Budget.

Corporate Energy Plan:

As per the 2019-2024 Corporate Energy Plan presented to Council on October 8, 2019, achieving the net zero goal requires a radical rethink of every aspect of planning, procurement, design and operations. The new plan builds on successes to date, while implementing actions to deepen energy and emissions reductions and build organizational capacity to deliver and sustain improvements.

Below are some of the recommendations highlighted in the 2019-2024 Corporate Energy Plan:

- i. Take a systematic, evidence-based approach to developing low-carbon facilities, operations and organizational capacity;
- ii. Focus first on understanding and making the most of existing facilities and operations. Investment in upgrading existing facilities should prioritize those with high emissions reduction potential and should include extending the application of building automation technology;
- iii. Continue and conclude the investigation into the operation of the Town's four existing geothermal installations to get them operating at their full potential while informing the Town standard for future installations as an essential element of the carbon reduction goal;
- iv. Integrate low-carbon considerations into the Corporate Asset Management Plan, particularly in the development of the Capital Budget, and in monitoring performance/costs through the asset life cycle;
- v. New buildings and major renovations should be designed for climate change adaptation and a low-carbon future;
- vi. Make the best use of the current fleet and resources by collecting data on current fleet practices. Prepare for technological advances in new vehicles and fleet management and expand electric vehicle adoption as these become available.

The 2020 Budget Direction includes the continuation of the 0.6% (\$310,000) increase to the Infrastructure Gap Levy to support the recommendations set out in the Corporate Energy Plan. These funds would be utilized in accordance with the plan to invest in replacement infrastructure with a renewable, low-carbon strategy, as well as build out existing low-carbon mobility

infrastructure such as EV charging stations. This increase to the annual budget is integral to the success of achieving the Town's goal of becoming a net zero municipality.

Community Energy Plan:

The Mayor's Community Energy Plan will be updated in 2020 to ensure it continues to align with best practices and appropriately responds to the climate change emergency. Plan policies and guidelines that reduce community greenhouse gas emissions will be updated to reflect the most up-to-date practices.

In addition, there is continued support for the on-going implementation of corporate & community climate change initiatives expressed through Council's Climate Change Emergency Declaration, including:

- Corporate Energy Plan including the continuation of the 0.6% (\$310,000) increase to the Infrastructure Gap Levy to support the recommendations set out in the Corporate Energy Plan
- the update of the Mayor's Community Energy Plan
- the continued support for the ongoing implementation of corporate and community climate change initiatives including:
 - Community Sustainability Investment Fund
 - Climate Change Action Implementation program
 - Climate Change Adaptation Strategy Implementation
 - Stormwater Master Plan development
 - Updated Green Development Standards
 - Private Tree Management Strategy (private tree by-law)
 - Property Assessed Payments for Energy Retrofits (PAPER) program
 - Consideration of e-vehicles (Fire exploring for car replacements)
 - Installation of electric vehicle (EV) charging stations for Town Hall and application for additional stations
 - Continuation of the tree planting program
 - Establishment of an urban forestry program.

In recognition of the elevated importance of mitigating and adapting to climate change to the Town, the community, and beyond, the Climate Change and Sustainability Office has been move from the Planning and Sustainability Department and combined with the Asset Management Program to join the CAO's Office in a new Climate Change and Asset Management division. The division will report through the CAO's Office to reflect the need for urgent action on climate change. The alignment with asset management recognizes the need to manage our municipal infrastructure effectively to respond to the climate emergency.

d) Managing Infrastructure

The effective management of infrastructure involves continuous monitoring of conditions, costs, risks, age, performance, and the estimated useful lives to systematically identify and prioritize the Town's investment needs. This ensures that, with its limited financial resources, the Town effectively sustains its service delivery to residents and businesses, while adapting to climate change. For that reason, the Town's overall infrastructure management approach is shifting to a more strategic one, aimed at preserving the condition of infrastructure and extending their useful lives in the most economical way.

The Town of Halton Hills is mandated to develop and implement a Corporate Asset Management (CAM) Program for all its infrastructure and assets to be in compliance with the Ontario Regulation 588/17: *Asset Management Planning for Municipal Infrastructure*. The Town's CAM Program brings leading industry experience, best practices and innovation in asset management and is fully aligned with the Town's Strategic Plans & Objectives.

As per the State of Infrastructure Report, a key priority of the annual budget process is to ensure appropriate and financially sustainable investment in replacement infrastructure to ensure assets are maintained in a state-of-good-repair. The 2020 Budget Direction supports sound stewardship of existing assets by providing sufficient funding to maintain the desired condition and service levels of critical infrastructure.

In 2020, the funding raised through the Special Infrastructure Gap Levy will be utilized to address ageing infrastructure in the context of climate change as the Town moves towards its goal of becoming a net-zero municipality. Projects in 2020 include:

- HVAC performance testing and retrofits at a number of facilities including Mold-Masters SportsPlex, Acton Arena, Gellert Community Centre and Town Hall
- Optimization of the four existing geothermal systems at Town facilities

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 2020, the Town's ARL is \$11.6M and, with estimated annual debt carrying costs of \$5M, is well below the provincial limit.

There are key policies adopted by Council as it relates to debt issuance:

1. Future debt service payments will be made while ensuring the following:
 - The provision of essential services is not jeopardized
 - Financial flexibility is maintained by ensuring that there are sufficient revenues to accommodate unanticipated expenditures and revenue fluctuations
 - Outstanding debt obligations will not threaten long-term financial stability
 - The amount of outstanding debt will not place an undue burden on taxpayers
2. The Town's debt charges, including 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 - Storm Water Management - Parking - Fire Services - Recreation & Parks - Library Services - Administration - Transportation Services	11 12 13 14 15 16 17 18	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.
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, 2019

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 2019 to ensure the balances align with the requirements of the reserve.

The attached schedules A to D illustrate the opening balances as at January 1, 2019, the activity from January to June 2019, un-booked commitments against the funds and any inter-fund borrowing.

The opening balance column reflects the balance of the reserves, discretionary reserve funds, obligatory reserve funds and trust funds that were reported in the published financial statements. This amount includes the final distribution of the 2018 operating surplus and it does not include any unrecorded amounts or inter-fund loans.

The activity from January to June 2019 includes the interest that has been earned on the reserves, discretionary reserve funds, obligatory reserve funds and trust funds during the period and movements in and out of the funds. In accordance with Council approval, the Treasurer has authorized the reallocation of funds between reserves to meet the needs identified in the Long Range Financial Plan and the Town's capital program. The reallocation of funds has been identified in separate columns in Schedules A and B.

The inter-fund loan column represents the cash borrowing between reserves and reserve funds. Reserves have currently loaned \$14,726,625 to cover shortfalls in the obligatory reserve funds and \$525,349 to the operating fund. The reserves will be repaid when additional obligatory reserve funds are received and when loan agreements are fulfilled.

Summary schedule A represents a summary of the detailed schedules B to D, with schedule B listing the Town's reserves and discretionary reserve funds, schedule C lists the obligatory reserve funds, and schedule D shows the trust funds that the Town administers.

Reserve and Reserve Funds

2020

Town of Halton Hills
Summary of Reserves, Reserve Funds and Trust Funds
June 30, 2019

rpt-CORPSERV-2019-0034
Schedule A

Schedule	Opening Bal ²				Balance 30-Jun-19	Reallocate Funds	Interfund Loans	Estimated ³		Estimated Balance 31-Dec-19
	1-Jan-19	Additions	Reductions	Interest				Unbooked Additions	Unbooked Commitments	
Schedule B Reserves & Discretionary Reserve Funds										
Capital Reserves	37,129,091	4,184,516	(6,439,281)	217,455	35,091,781	(1,903,420)	(14,196,125)	4,992,600	(6,502,076)	17,482,760
Stabilization Reserves	6,502,064	595,825	(1,147,680)	-	5,950,209	-	-	541,658	-	6,491,867
Operating Reserves	6,560,512	189,938	(1,346,600)	-	5,403,850	1,903,420	(1,055,849)	298,056	(92,550)	6,456,927
Discretionary	10,442	-	-	145	10,587	-	-	-	(400)	10,187
Schedule C Obligatory Reserve Funds										
Development Charges	(4,980,014)	331,390	(15,204,399)	53,288	(19,799,735)	-	14,726,625	6,736,843	(1,612,265)	51,468
Other Deferred Revenue	11,310,048	975,121	(2,911,093)	178,078	9,552,154	-	-	3,734,856	(2,009,979)	11,277,031
Schedule D Trust Funds	5,977,661	22,297	(12,895)	81,350	6,068,413	-	-	-	-	6,068,413
Operating Fund							525,349			525,349
Grand Total	62,509,804	6,299,087	(27,061,948)	530,316	42,277,258	-	-	16,304,013	(10,217,270)	48,364,001

Notes:

1. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

2. 2018 closing balances reported on CORPSERV-2019-2011 was \$60,306,426. The 2019 opening balances include the final distribution to reserves of the 2018 operating budget surplus of \$1,538,052 and a transfer of \$665,326 for Hillcrest Cemetery.

3. Unbooked additions and commitments are estimated and could vary by year end.

Reserve and Reserve Funds

2020

Town of Halton Hills
Reserves & Discretionary Reserve Funds
June 30, 2019

rpt-CORPSERV-2019-0034
Schedule B

Reserve	Fund	Opening Bal.				Balance 30-Jun-19	Fund Reallocation	Interfund Loans	Estimated ²		Estimated Balance 31-Dec-19
		1-Jan-19	Additions	Reductions	Interest				Unbooked Additions	Unbooked Commitments	
Capital Reserves											
Capital Replacement	39	7,362,470	1,293,109	(1,127,488)	92,872	7,620,963		(843,791)	1,317,376	(19,482)	8,075,066
Cemetery Development	66	69,665	20,786	(77,000)	-	13,451			20,786	-	34,237
Equipment	52	2,660,393	1,007,430	(1,929,000)	-	1,738,823		-	1,007,430	-	2,746,253
Library Capital	74	491,727	15,350	(131,600)	-	375,477		-	15,350	-	390,827
New Capital	40	23,287,078	1,238,491	(1,514,493)	124,583	23,135,659	(3,942,334)	(13,352,334)	1,911,308	(71,094)	7,681,205
Public Art Reserve	79	55,230	25,000	(45,000)	-	35,230		-	25,000	-	60,230
Technology Replacement	31	617,511	90,350	(1,503,200)	-	(795,339)	2,038,914	-	90,350	-	1,333,925
Transportation Infrastructure	55	2,585,017	494,000	(111,500)	-	2,967,517		-	605,000	(11,500)	3,561,017
Estimated Year End Interfund Loan ³		-	-	-	-	-		-	-	(6,400,000)	(6,400,000)
Total Capital Reserves		37,129,091	4,184,516	(6,439,281)	217,455	35,091,781	(1,903,420)	(14,196,125)	4,992,600	(6,502,076)	17,482,760
Stabilization Reserves											
Contingency	34	1,205,676	-	-	-	1,205,676		-	-	-	1,205,676
Severe Weather Event	51	750,000	-	-	-	750,000		-	-	-	750,000
Tax Rate Stabilization	36	4,546,388	595,825	(1,147,680)	-	3,994,533		-	541,658	-	4,536,191
Total Stabilization Reserves		6,502,064	595,825	(1,147,680)	-	5,950,209	-	-	541,658	-	6,491,867
Operating Reserves											
Community Sustainability Reserve	77	22,000	-	(50,000)	-	(28,000)	28,000	-	-	-	-
Fire Services	70	5,050,640	169,623	(143,850)	-	5,076,413		(1,055,849)	229,489	(92,550)	4,157,503
Georgetown Hospital Exp & Reno	38	492,052	20,315	-	-	512,367		-	14,400	-	526,767
Strategic Planning	41	300,000	-	(1,152,750)	-	(852,750)	1,875,420	-	-	-	1,022,670
WSIB	32	695,820	-	-	-	695,820		-	54,167	-	749,987
Total Operating Reserves		6,560,512	189,938	(1,346,600)	-	5,403,850	1,903,420	(1,055,849)	298,056	(92,550)	6,456,927
Discretionary Reserve Fund											
John Elliott Award	60	10,442	-	-	145	10,587		-	-	(400)	10,187
Total Discretionary Reserve Funds		10,442	-	-	145	10,587	-	-	-	(400)	10,187
Total Reserves		50,202,109	4,970,279	(8,933,561)	217,600	46,456,427	-	(15,251,974)	5,832,314	(6,595,026)	30,441,741

Notes:

1. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.
2. Unbooked additions and commitments are estimated and could vary by year end.
3. The estimated year end interfund loan is an estimated value and may change based on actual DC collections.

Reserve and Reserve Funds

2020

Town of Halton Hills
Obligatory Reserve Funds
June 30, 2019

rpt-CORPSERV-2019-0034
Schedule C

Reserve Fund	Fund	Opening Bal.		Additions	Reductions	Interest	Balance 30-Jun-19	Interfund Loans	Estimated ²		Estimated Balance
		1-Jan-19							Unbooked Additions	Unbooked Commitments	31-Dec-19
Obligatory Reserve Funds (Deferred Revenue)											
Development Charges											
Transportation Services	11	6,526,143	168,955	(8,227,605)	40,336	(1,492,171)	(93,167)	174,408	(31,723)	(1,442,653)	
Storm Water Management Services	12	(670,649)	5,209	(147,079)	1,623	(810,896)	887,236	5,209	(64,892)	16,657	
Municipal Parking Services	13	(291,592)	1,310	-	635	(289,647)	318,442	1,310	(25,303)	4,802	
Fire Protection Services	14	(1,512,436)	12,948	(12,000)	360	(1,511,128)	1,055,849	12,948	(59,866)	(502,197)	
Recreation and Parks Services	15	(9,187,200)	115,331	(5,089,814)	-	(14,161,683)	11,997,449	115,331	(1,212,179)	(3,261,082)	
Library Services	16	(581,658)	15,281	(171,533)	198	(737,712)	560,816	15,281	(218,302)	(379,917)	
Administration Services	17	725,451	11,919	(1,556,368)	9,966	(809,032)	-	11,919	-	(797,113)	
Transit Services	18	11,927	437	-	170	12,534	-	437	-	12,971	
Estimated Year End Interfund Loan ³		-	-	-	-	-	-	6,400,000	-	6,400,000	
Total Development Charges		(4,980,014)	331,390	(15,204,399)	53,288	(19,799,735)	14,726,625	6,736,843	(1,612,265)	51,468	
Other											
Building Permit	21	5,253,687	-	(392,936)	70,091	4,930,842	-	-	(130,979)	4,799,863	
Canada Gas Tax Funding	22	884,068	-	(2,490,396)	26,512	(1,579,816)	-	3,734,856	(1,879,000)	276,040	
Deferred Federal Grants	23	229,012	156,503	-	4,638	390,153	-	-	-	390,153	
Parkland: Cash-in-Lieu	25	4,943,281	818,618	(27,761)	76,837	5,810,975	-	-	-	5,810,975	
Total Other		11,310,048	975,121	(2,911,093)	178,078	9,552,154	-	3,734,856	(2,009,979)	11,277,031	
Total Obligatory Reserve Funds		6,330,034	1,306,511	(18,115,492)	231,366	(10,247,581)	14,726,625	10,471,699	(3,622,244)	11,328,499	

Notes:

1. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.
2. Unbooked additions and commitments are estimated and could vary by year end.
3. The estimated year end interfund loan is an estimated value and may change based on actual DC collections.

Town of Halton Hills
Schedule D Trust Funds
 June 30, 2019

rpt-CORPSERV-2019-0034
Schedule D

								Estimated		Estimated
Trust Fund	Fund	Opening Bal. 1-Jan-19	Additions	Reductions	Interest	Balance 30-Jun-19	Interfund Loans	Unbooked Additions	Unbooked Commitment	Balance 31-Dec-19
Trust Funds										
Fairview Cemetery	80	510,569	1,538	(3,551)	7,103	515,659				515,659
Fairview Monuments	81	80,256	150	-	1,119	81,525				81,525
Greenwood Cemetery	82	1,124,816	14,431	(7,858)	15,716	1,147,105				1,147,105
Greenwood Monuments	83	192,516	1,064	-	2,689	196,269				196,269
Hornby Presbyterian Cemetery	84	853	-	(6)	12	859				859
Limehouse Presbyterian Cemetery	85	33,628	-	(920)	458	33,166				33,166
Limehouse Presbyterian Monuments	86	4,007	150	(107)	57	4,107				4,107
Union Presbyterian Cemetery	87	3,436	-	-	48	3,484				3,484
Union Presbyterian Monuments	88	930	-	-	13	943				943
Hillcrest Cemetery	89	254,785	4,964	-	2,452	262,201				262,201
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	15,144	-	(453)	206	14,897				14,897
Hillcrest Investments	93	360,000	-	-	4,800	364,800				364,800
Hillcrest Bequest	94	55,455	-	-	116	55,571				55,571
Transportation Maintenance	95	2,927,867	-	-	40,800	2,968,667				2,968,667
Gateway Feature	96	169,947	-	-	2,368	172,315				172,315
Private Traffic Signal Maintenance Fund	97	243,452	-	-	3,393	246,845				246,845
Total Trust Funds		5,977,661	22,297	(12,895)	81,350	6,068,413	-	-	-	6,068,413

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 of a designated or specific purpose. The Town currently has seven such levies; the *Georgetown Hospital, Fire Services, Pavement Management, Infrastructure, Arena Program, Fair Workplaces, Better Jobs Act 2017* and the *Infrastructure Gap* Special Levies.

The *Georgetown Hospital* Levy was created in 2011 to fund the Georgetown renovation and expansion project as outlined in report ADMIN-2011-0020.

The *Fire Services* Levy was created in 2006 to support the hiring of fire personnel and the debenture payments on construction of the new fire halls. Increases to the levy 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 *Arena Program* Levy was created to raise funds necessary for the financing of the construction program. This levy began in 2013 and will continue for the duration of the debenture payments.

The *Fair Workplaces, Better Jobs Act, 2017* Levy was created in 2018 to support the legislated increases in the minimum wage and benefits for part-time staff.

The *Infrastructure Gap* Levy 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 increase of 0.6% is recommended in the 2020 budget to support the replacement and adaptation of core assets in the context of climate change.