



2021 BUDGET & BUSINESS PLAN

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INTRODUCTION

Acton
Georgetown
Esquesing



Town of Halton Hills
Office of the Mayor



A Message from Mayor Rick Bonnette

November 2020

On behalf of the Members of Council, I am pleased to present to the community the 2021 Budget for the Town of Halton Hills.

This year's budget recognizes the extraordinary circumstance of the world-wide pandemic and the challenges over the past year in mitigating its' impact on the local community.

For this reason, the 2021 Budget is appropriately modest, manageable and realistic with a 3.9% tax increase; an investment that allows the Town to maintain service levels and critical infrastructure. The budget recognizes projects associated with health and safety, asset maintenance and necessary plans and projects that advance the work of the municipality.

The Town is committed to continuing work on the strategic priorities approved by Council which include:

- Shaping growth
- Transportation
- Climate change and the environment
- Fiscal and corporate management
- Local autonomy and advocacy
- Ensure a vibrant agricultural community
- Youth and senior initiatives

I want to thank staff for their hard work and diligence in bringing forward a budget that maintains service levels while effectively responding to changing needs and impacts resulting from the novel coronavirus.

Sincerely,

A handwritten signature in black ink that reads "Rick Bonnette".

Rick Bonnette
Mayor, Town of Halton Hills

November 2020

Dear Mayor and Members of Council:

It is a pleasure to present for your consideration, the 2021 Budget with a proposed levy increase of 3.9%, consistent with the Town's Long Range Financial Plan.

As you can appreciate, the pandemic placed unforeseen fiscal demands on the Town requiring investments in facilities and equipment and unanticipated expenses as we implemented changes to our operations. The Town's focus has been on maintaining cash flow while managing these new and unpredictable expenses along with increases in non-discretionary items and accommodating lower than anticipated development charge revenue and assessment growth.

The 2021 budget is manageable and realistic given the challenges placed by the COVID-19 pandemic. It does not account explicitly for pandemic-related expenses but rather, these costs will be tracked separately so that the municipality can readily apply for any provincial or federal monies. In the event that funding from other levels of government are not available in 2021, the Town has sufficient reserves to manage the variances.

COVID-19 has challenged the municipality to work in different ways, employ new technology and deliver programs where possible, in a virtual environment. I am very pleased with how staff has adapted and responded so quickly to serve our residents. As pandemic mitigation efforts are not anticipated to recede any time soon, the Town will continue to look at how supports and offerings can be delivered to the community; one such example is expanding trail access this winter to support physical and mental well-being.

Staff has worked hard to bring in a budget that meets critical long range financial targets (based on the municipality's current size) and prioritizes projects that support health and safety, maintenance of our assets and plans and studies necessary to advance projects that are key to future development.

Sincerely,



Chris Mills,

Acting Chief Administrative Officer and Commissioner of Corporate Services



Moya Jane Leighton,

Town Treasurer and Director of Accounting

2021
BUDGET & BUSINESS PLAN





COMMUNITY PROFILE

Welcome to Halton Hills

The Town of Halton Hills, with a population of approximately 63,000, 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 arts and culture community
- Annual award-winning Culture Days celebrations engage residents and visitors in free cultural experiences - the 2020 edition saw a successful transition to an innovative suite of 75 virtual, self-led and safe in-person activities that attracted more than 7,500 participants over the course of 4 weeks
- 'Discover the Hills' is a self-guided tour program that showcases the Town of Halton Hills' rich and diverse arts, culture, heritage, and natural assets. Four tours featuring Glen Williams and Acton are currently available.
- The Town's public art program launched with 'After Nature' by Ingrid Mayrhofer. This temporary art banner project on climate change and at-risk species enlivened the streets of Acton and Georgetown with 159 banners in five locations.
- The Town has introduced an annual Heritage Conservation Awards program to recognize excellence in heritage conservation in the community.
- Cultural facilities include the Helson Gallery, John Elliott Theatre, and two Halton Hills Public Library branches.



COMMUNITY PROFILE

► CULTURAL VIBRANCY (continued)

Tourism

- In 2020, the newly updated tourism website VisitHaltonHills.ca was developed and launched.
- Key tourism assets were identified through stakeholder engagement and enhanced on the new website.
- A summer student was brought on to support the maintenance of the new website, build new social media platforms and create day-trip content.
- Tourism Goals and objectives for the next 5 years were identified under the Economic Development & Tourism Strategy; 2021 will begin implementing action items to develop products under these goals and objectives.
- The Tourism Advisory Committee continued to meet on a quarterly basis in 2020 and provided insight into options for supporting the tourism industry and promoting visitor experiences in a safe way.
- Conducted outreach to local tourism businesses to gather information through recovery response surveys and provide information about partnership grant opportunities.
- Locally, 30% of jobs in Halton Hills relate to or support the tourism industry, including retail, accommodation and food services, and arts and culture industries.



COMMUNITY PROFILE

► CULTURAL VIBRANCY (continued)

Recreation

COVID-19 changed how the Town delivered programs and services for much of 2020. To safeguard the community while encouraging a health and active lifestyle, staff launched:

- Caught Being Active at Home Campaign
- Launched Town's first virtual fitness classes
- Engaged and connected with over 1100 youth on Instagram
- Launched virtual summer programming for kids 4 - 12 years providing online activities around four themes - physical, creativity, exploration, and appreciation
- Launched Neighbourhood Activator who provided programming in parks; program very successful and will be continuing through the Fall and Winter months
- Partnered with HHPL to provide Family Activity Kits
- Hillview Active Living Centre Outreach team connected with members via telephone, online and curbside service
- Pivoted to online pre-registration for all sales and service functions
- Successful reopening of pool at Gellert Community Centre with modified aquafit, lane swim and group swim.



COMMUNITY PROFILE

ECONOMIC PROSPERITY

Local Economy

- A strong and diverse economy with identified growth sectors including advanced manufacturing, warehousing and logistics, food and beverage processing, and agri-business.
- The Halton Hills Premier Gateway is a growing and thriving employment area, offering strategically located and serviced lands with easy access to major transportation linkages. A number of leading companies have already located in the Premier Gateway, and the area will continue to be the Town's main area of job growth between 2019 and 2041, accounting for 89 percent of all forecasted employment growth.
- The Town's Economic Development division provides a full suite of support to the business community in order to help foster a prosperous economy and enhance quality of life. The division is focused on business retention and expansion; elevating Halton Hills' competitiveness in the global marketplace; site selection assistance; market research; industry engagement, implementation of the Community Improvement Plan and the Manufacturing Expansion Fund; and streamlining the delivery of key strategic economic development leads and projects through the Business Concierge program.

By the Numbers (2020):



1,400+
Businesses



23,216+
Jobs

\$2.24 Billion
in Gross Domestic Product

Top 5 Sectors by Job

5,006

Retail Trade

3,842

Manufacturing

2,047

Healthcare &
Social Assistance

1,874

Accommodation
& Food Services

1,663

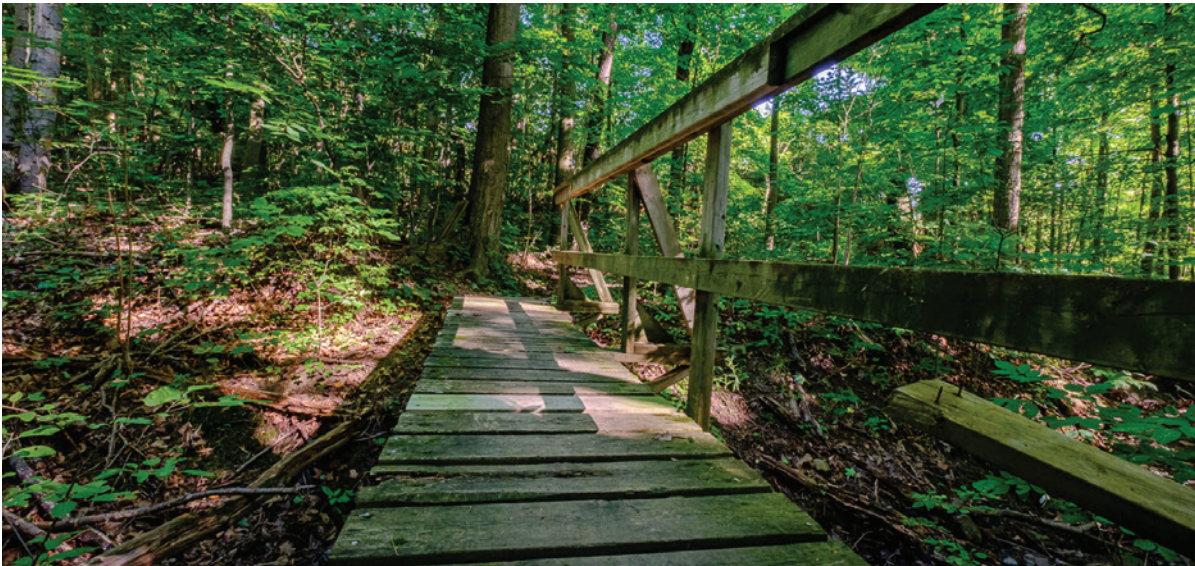
Construction

COMMUNITY PROFILE

▶ ENVIRONMENTAL HEALTH

Natural 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.
 - Engaging in discussions with higher orders of government and the private/non-profit sector to identify partnership opportunities for affordable housing development.
 - Examining the feasibility of using the Town Community Improvement Plan in key intensification areas to assist in the provision of affordable housing.
 - Embarking on a community engagement and awareness strategy in 2020/2021 to create awareness of local housing challenges and solutions, generate community support and acceptance of housing projects and create a transparent and two-way dialogue.
 - Established the Affordable Housing Working Group with a mandate of developing actions to address the affordable housing needs of current and future residents of Halton Hills.

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.



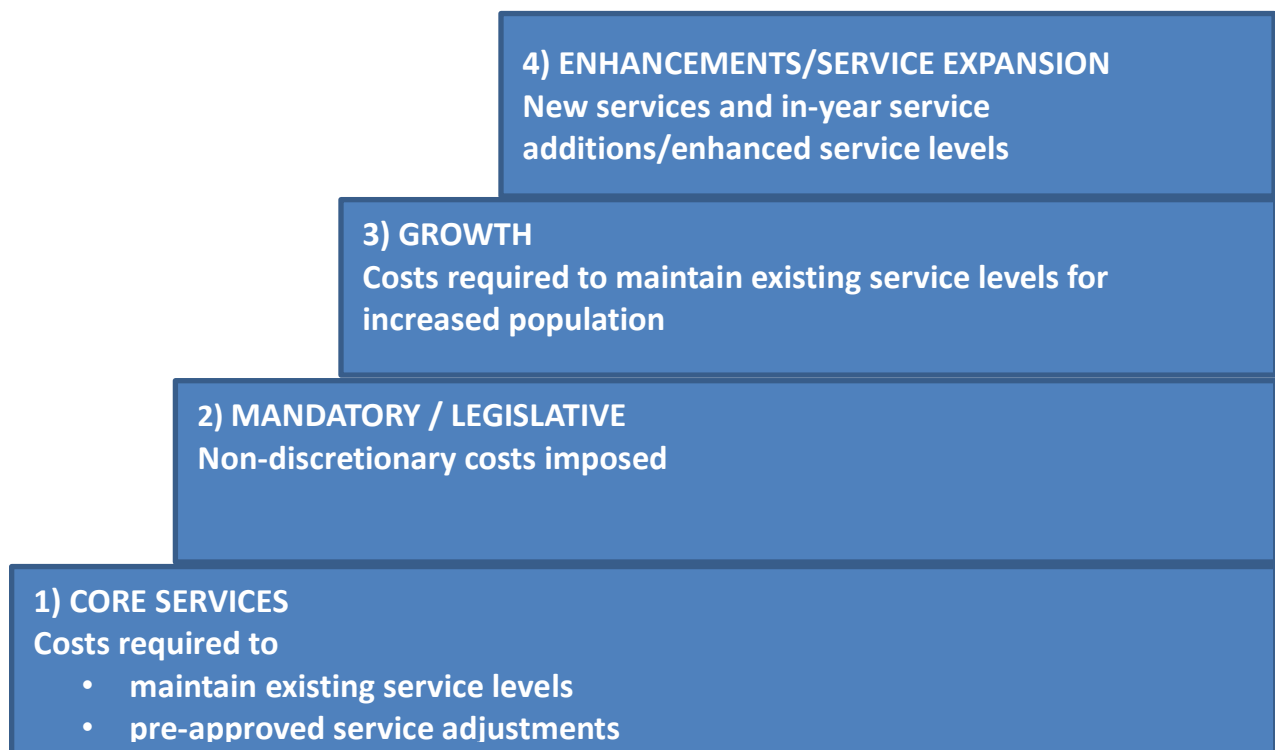
BUDGET OVERVIEW

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 2021 Budget and Business Plan, Town staff has considered Council's strategic directions, department business plans, the Long Range Financial Plan, the Asset Management Plan, and the Corporate Energy Plan.

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

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



A detailed summary of each department's 2021 business plan, operating and capital budgets and the 9-year capital forecast are provided in the following sections. The financial statements illustrate the approved 2020 Operating Budgets by department, the base Operating Budget for 2021 adjusted for costs to maintain existing services, and the total Operating Budget after incorporating the proposed budget inclusions. To offset expenditure increases, the Town considers revenue from other sources first and cost savings through efficiencies, with the remaining balance coming from the tax levy.

Operating Budget Summary

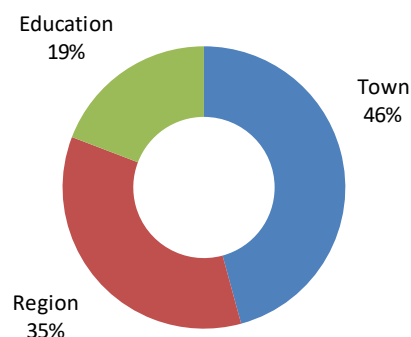
The Town of Halton Hills 2021 net Operating Budget (tax levy supported budget) is proposed at \$56,039,500. Taxes levied support the following general services that enhance the quality of life expected by residents of the community: Transportation & Transit, Recreation & Culture, Parks & Open Space, 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 2.4% 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 3.9% increase in the portion for Town-provided services.

PROPERTY TAX IMPACT 2021 OPERATING BUDGET (Per \$100,000 CVA)				
	2020 Final Budget	2021 Preliminary Budget	\$ Change	% Change
Town	\$351	\$365	\$14	3.9%
Region *	\$274	\$279	\$5	2.0%
Education **	\$153	\$153	\$0	0.0%
Total	\$778	\$797	\$19	2.4%

Notes:
 * Based on Regional 2021 proposed budget
 **Based on 2020 Education rates

DISTRIBUTION OF RESIDENTIAL TAX DOLLARS



The 3.9% levy increase 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 3.9% levy also supports Council's strategic priorities as outlined in the Town of Halton Hills' Strategic Plan.

A strategic plan is established each term of Council to identify the key priorities and focus resources. In 2020, Council's priorities were updated for the 2019-2022 term of Council with a vision, mission, values and focus areas, accompanied by guiding statements that will be supported by the 2021 Budget and Business Plan. The following are Council's strategic priorities and focus areas in no particular order:

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

The preliminary operating budget was prepared in consideration of the following challenges and opportunities for 2021:

- COVID-19 impacts to operations and funding from the COVID-19 Safe Restart Agreement grants have not been included in the 2021 operating budget. The operating impacts will be tracked on the basis of actual costs incurred and will be reported as a variance to budget for 2021.
- A projected 0.7% increase in assessment growth for 2021, equating to additional tax revenues of \$353,500 related mostly to the addition of new residential building construction.
- A projected impact of \$1,516,500 for compensation and benefits adjustments. This includes previously approved union contract adjustments, performance increments, job evaluation changes, proposed non-union economic adjustment of 1% phased in over 6 months (0.5% January 1, 2021 and 0.5% July 1, 2021) and any benefit cost increases associated with the Town's benefit provider.
- Conversion of the existing Heritage Planner position to a Planner position covering both policy and development review at a net incremental cost of \$27,600.
- Continuation of existing 2020 contractual positions to be funded by the Tax Rate Stabilization Reserve for 2021 in order to maintain service levels.
- An addition of \$35,000 for costs related to the delivery of the Smart Commute Program originally funded by the Region of Halton.
- Continuation of the special levy to address the infrastructure gap identified in the State of Infrastructure Report with a 0.6% tax levy increase of \$324,000.
- A one-time redirection of \$150,000 of the infrastructure gap special levy to be used in the mitigation of 2021 operating budget pressures.
- A projected base budget impact of \$86,100 for inflationary pressures on existing services based on the CPI forecasted inflation of 2.0% for 2021, as well as increases in materials and supplies required to maintain service levels.
- Gross contributions to reserves in the total amount of \$11.5M are planned as per the minimum targets outlined in the LRFP.

Reserve	2021 Total Annual Contribution
Capital Reserves	9,570,231
Stabilization Reserves	1,364,800
Operating Reserves	550,245
Total	11,485,276

- Operating impacts of previously approved capital projects amount to an annual increase of \$139,900. These costs include establishing an operating budget for the Acton Youth Centre, and maintenance for new sidewalk connections, street lighting, bike lanes and pedestrian crossings.
- Reduction of Recreation & Parks user fees revenue by \$252,600 as recommended through Council report RP-2020-0004.

- Insurance rates are estimated to increase at a rate of approximately 40% (\$311,800). This increase covers a period of two years and a previously unbudgeted 2020 increase. This is reflective of the industry trend of increasing rates and the rising number of claims filed against the Town. Globally, commercial insurance prices have risen by 19% in the 2nd quarter of 2020 alone.
- An increase of \$100,000 in Fire dispatch contracted services through the City of Burlington. In late 2018, the Town amalgamated dispatch services in a tripartite contractual agreement managed by the City of Burlington. Budgeted costs were originally estimated based on 2016 emergency call values. The increase reflects the estimated 2021 contracted price.

The table below displays gross expenditures by general service categories in the proposed 2021 Operating Budget.

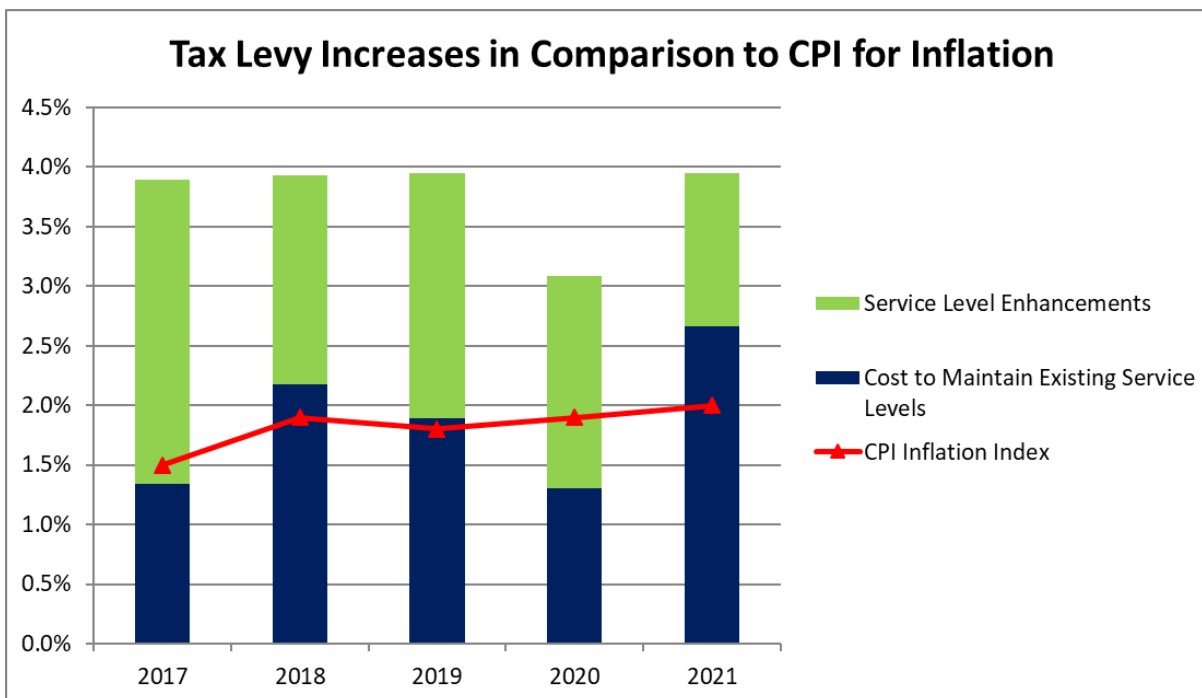
Town of Halton Hills Gross Expenditures by Service Category

	2020	2021					2021 vs. 2020	
	Budget (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Administration	13,162,300	13,805,600	174,200	60,000	-	14,039,800	877,500	6.7%
Fire Services	8,907,955	9,393,555	-	-	-	9,393,555	485,600	5.5%
Recreation & Culture	11,508,316	11,696,533	137,500	2,500	61,800	11,898,333	390,017	3.4%
Library Services	3,874,700	3,973,100	(17,700)	-	-	3,955,400	80,700	2.1%
Environmental Services	2,214,079	2,328,459	15,000	-	-	2,343,459	129,380	5.8%
Planning & Development	4,716,413	4,812,700	-	68,373	-	4,881,073	164,660	3.5%
Transportation & Transit	13,998,790	13,883,890	124,200	82,100	215,900	14,306,090	307,300	2.2%
Parks & Open Space	2,429,644	2,503,964	15,000	-	-	2,518,964	89,320	3.7%
Capital & Long Term Planning	17,112,145	18,142,545	-	-	(103,600)	18,038,945	926,800	5.4%
Total Gross Expenditures	77,924,342	80,540,346	448,200	212,973	174,100	81,375,619	3,451,277	4.4%
Gross Revenues	(24,367,042)	(24,832,346)	(185,300)	(40,773)	(277,700)	(25,336,119)	(969,077)	4.0%
Total Net Expenditures	53,557,300	55,708,000	262,900	172,200	(103,600)	56,039,500	2,482,200	4.6%
General Levy	(43,557,900)	(44,822,900)	-	(1,772,700)	-	(46,595,600)	(3,037,700)	7.0%
Special Levies	(8,734,400)	(8,734,400)	-	(356,000)	-	(9,090,400)	(356,000)	4.1%
Assessment Growth	(1,265,000)	-	-	(353,500)	-	(353,500)	911,500	
Total Taxation	(53,557,300)	(53,557,300)	-	(2,482,200)	-	(56,039,500)	(2,482,200)	4.6%
Net Town Tax Impact (Net of Assessment Growth)	(53,910,800)	(53,910,800)	-	(2,128,700)	-	(56,039,500)	(2,128,700)	3.9%

The proposed 2021 Budget represents a net tax levy increase of \$2,128,700, or 3.9%, after adjustments for growth, which is on target with the increase outlined in the LRFP.

The 2021 budget will mark the sixth consecutive year of achieving a levy target at or below 3.9%, with a 5-year average of 3.76%. In doing so, the Town has maintained existing levels of service at a rate similar to the Bank of Canada Consumer Price Index (CPI) for inflation; this has been achieved through effective financial management including aggressive debt re-payment, the building of reserves, the reduction of costs, and continuous improvement strategies. The 2021 Operating Budget includes three key adjustments that have resulted in service cost increases that exceed the CPI for inflation: the increase in insurance costs (40.1% increase), reduction in ice rental revenue (11.8% decrease), adjustment in fire dispatch costs (26.7% increase).

The graph below outlines service enhancements and base budget pressures from inflation in comparison with the CPI over the past five budget cycles:



The Town has been able advance key priorities and works to enhance services, whilst maintaining an average 5 year tax levy increase of 3.76%. 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 Corporate Communications activities through the leveraging of social media and online public engagement;
- Further developing Cultural Services programming and launching public art;
- Strengthening 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;
- Acquisition of hybrid vehicles supporting net zero carbon footprint;
- 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 gross expenditures in the 2021 Operating Budget are \$81,375,619, representing a \$3,451,277 (4.4%) increase over the 2020 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 2021, \$1,322,577 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 \$2,128,700 (3.9%); 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 2020 Budget (\$)	Increase (Decrease)	% of Adj. Net Levy	Preliminary 2021 Budget (\$)
General Levy	44,822,900	1,772,700	3.3%	46,595,600
Special Levy - Georgetown Hospital	335,000	(335,000)	-0.6%	-
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	(1,003,800)	-1.9%	228,900
Special Levy - Fair Workplaces, Better Jobs Act 2017	153,500			153,500
Special Levy - Infrastructure Gap	594,000	324,000	0.6%	918,000
Special Levy - Financial Sustainability	-	1,370,800	2.5%	1,370,800
Net Levy	53,557,300	2,128,700	3.9%	55,686,000
Assessment Growth	353,500	353,500		353,500
Adjusted Net Levy for Assessment Growth	53,910,800	2,482,200		56,039,500

Assessment Growth and Supplemental Tax Billing Revenues

Assessment growth and supplemental tax billing revenues are an important element of the annual budgeted cash inflows and the Town relies on these to minimize tax rate increases. They fluctuate greatly each year due to a number of reasons such as the focus of the Municipal Property Assessment Corporation (MPAC), the economic climate and unexpected factors such as COVID-19, where site inspections were suspended at the beginning of the pandemic. Based on current estimates it is anticipated that assessment growth in 2021 will be 0.7%, which amounts to additional revenues of \$353,500. Supplementary tax billings can vary each year and have ranged from \$350,000 to as high as \$1.3M, therefore, staff are not budgeting an increase in 2021 and will maintain the budget at the current level of \$325,000. This level of growth is the lowest that the Town has experienced in the past few years creating pressures that limit budget increases and service level enhancements.

Special Levies

Special levies are raised to provide a funding source that directs tax levies to a specific purpose or objective. For the 2020 tax year, the Town had several special levies in place, three of which have now fulfilled or partially fulfilled their original purpose.

The Georgetown Hospital special levy was created in 2011 to fund a ten year debenture allowing the Town to provide a \$2.682M grant to the Georgetown Hospital for a capital expansion project as outlined in report ADMIN-2011-0020. The annual value of the levy is \$335,000 and the funding required for the expansion project has been collected in full.

The Fair Workplaces, Better Jobs Act special levy was created in 2018 to support the Provincially legislated increases in the minimum wage and benefits for part-time staff. This levy was \$185,500 per year, however, the full realm of these changes did not come into effect, and only \$153,500 of this levy is now required, leaving a surplus of \$32,000.

The Arena Program Special Levy which was created through the combination of two special levies has partially fulfilled its original intent. In 2011, Council approved R-2011-0008, a detailed financing plan for the Town's arena expansion program. Part of this financial plan included the repurposing of the existing Gellert Phase I special levy, which dated back to 2001, to collect \$3.36M and the creation of a new dedicated arena levy, phased in over 3 years to collect a further \$5.15M. In aggregate the combined levy supported the collection of \$8.51M to finance the arenas collecting \$1,232,700 each year. At the end of 2020, \$8.3M of the \$8.51M has been levied resulting in the need to levy only \$228.9K in 2021 to fulfil the arena levy requirements.

The Town is facing some fiscal challenges due to uncertainty around timing of upcoming growth, existing shortfalls in development charges collections and the unknown factors faced through the COVID-19 pandemic. Using the Long Range Financial Plan model, it is necessary to retain the cash inflows associated with these special levies and repurpose them to support and strengthen the Town's fiscal position. Staff are therefore recommending that the three special levies noted above are repurposed and combined into one financial sustainability special levy.

This will be a phased re-purposing over 2 years as follows:

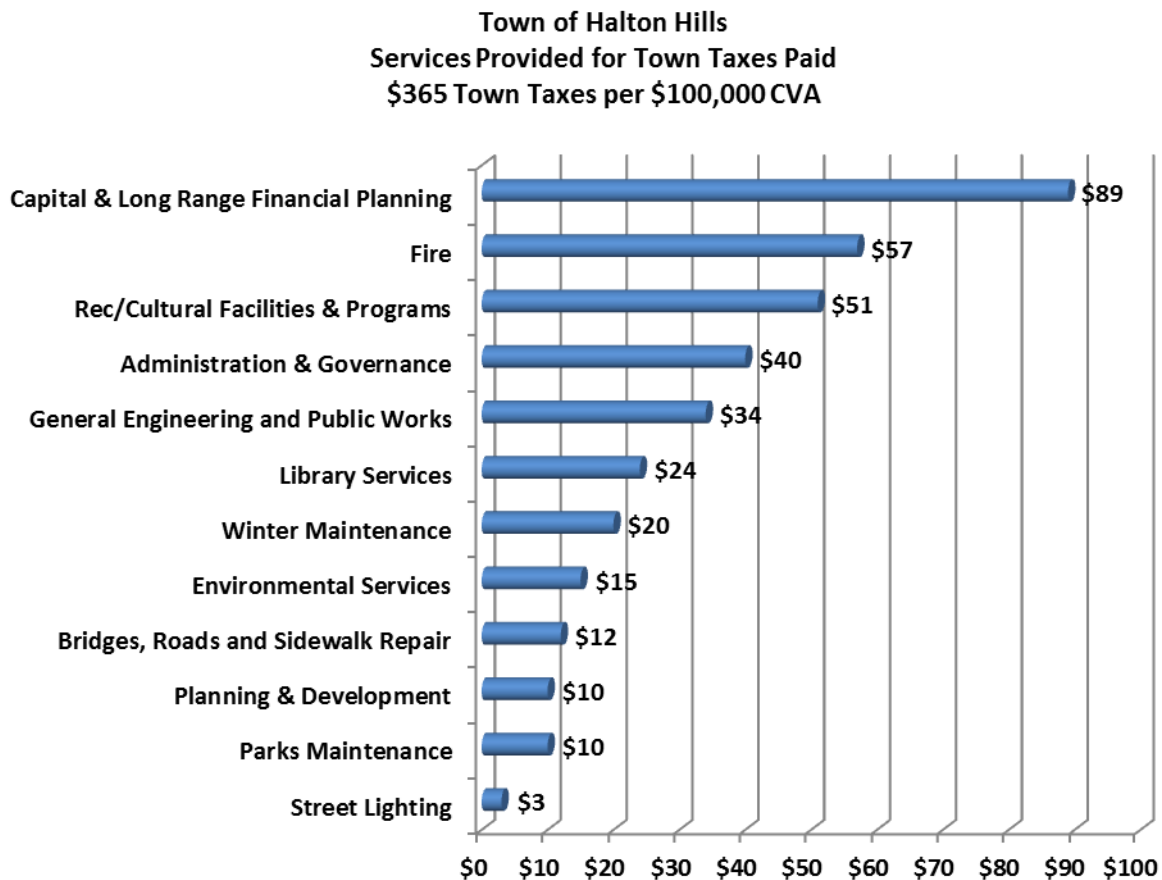
1. \$1,370,800 in 2021 and
2. \$1,599,700 in 2022 once the remaining \$228.9K pertaining to the arena levy has been levied in 2021.

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

The net result of a 3.9% increase to the Town levy 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 \$797.50 per \$100,000 of current value residential assessment, with \$365.37 of the total directed towards Town-provided services. The remainder is allocated as follows: \$279.13 to the Region of Halton and \$153.00 to

education. The net tax increase for Town-provided services is 3.9% and is equal to \$13.88 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 \$365.37 collected per \$100,000 of current value assessment is spent on providing the following services:



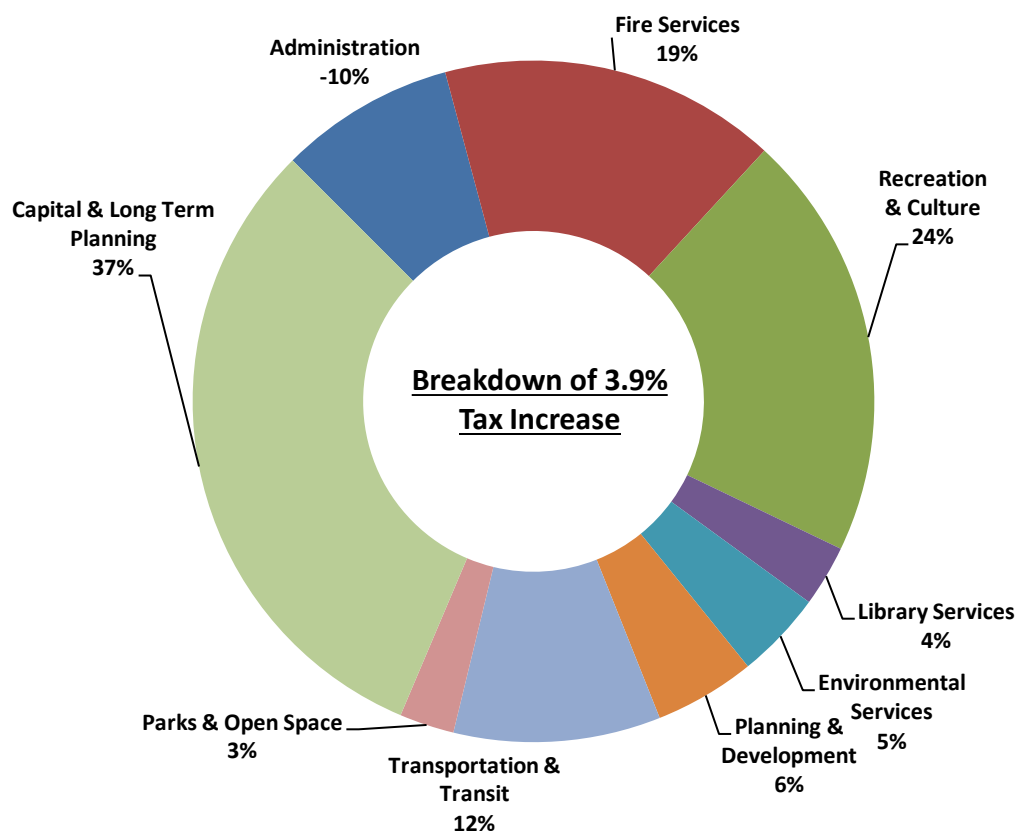
As presented in the table below, base budget pressures from inflation and growth amount to a net tax increase of 2.6%, or \$9.35 per \$100,000 of current value residential assessment. The recommended 2021 Budget and Business Plan also supports funding for key priorities representing an increase of 1.3%, or \$4.53 per \$100,000 of current value residential assessment, which combined with amounts for inflation and growth, results in a total tax increase of 3.9% 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 2.4% increase based on current value assessment.

Description	Share of Tax Bill	Increase	Impact on Total Bill	Increase per \$100,000 of Assessment
Assessment Growth		-0.7%	-0.3%	(\$2.30)
Inflation on Existing Services		2.8%	1.2%	\$9.67
Growth Related Increases		0.5%	0.2%	\$1.98
Total Base Operating Budget		2.6%	1.1%	\$9.35
Planning for Infrastructure Needs		0.6%	0.3%	\$2.11
New Services and Enhancements		0.7%	0.3%	\$2.42
Total Town of Halton Hills	45.8%	3.9%	1.7%	\$13.88
Region of Halton	35.0%	2.0%	0.7%	\$4.98
Education	19.2%	0.0%	0.0%	\$0.00
Total Tax Impact	100.0%		2.4%	\$18.86

2020 Residential Property Tax Bill plus 2021 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
2020 Residential Tax Rate	100,000	.349292	349.29	.249055	249.06	.025100	25.10	.153000	153.00
Georgetown Hospital Levy	100,000	.002199	2.20						
Assessment Growth	100,000	(.002305)	(2.30)	(.004695)	(4.69)	(.000473)	(0.47)		
2020 Residential Tax Rate Net of Assessment Growth		.349186	349.19	.244360	244.36	.024627	24.63		
2021 Tax Increases:									
Inflation on Existing Services	100,000	.009674	9.67						
Growth Related Increases	100,000	.001979	1.98						
Planning for Infrastructure Needs	100,000	.002112	2.11						
New Services & Enhancements	100,000	.002418	2.42						
		.016184	16.18	.009215	9.22	.000929	0.93		
Net 2021 Increase	100,000	.013879	13.88	.004520	4.52	.000456	0.46	-	-
Sub Totals		\$365.37		\$253.58		\$25.56		\$153.00	
SPECIAL CHARGES / CREDITS		PHASE-IN / CAP ADJS				SUMMARY			
				Municipal & Education Taxes				\$797.50	
				Special Charges/Credits				.00	
				Phase-in / Cap Adjustments				.00	
Total	\$0.00		\$0.00	Final 2021 Taxes				\$797.50	

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



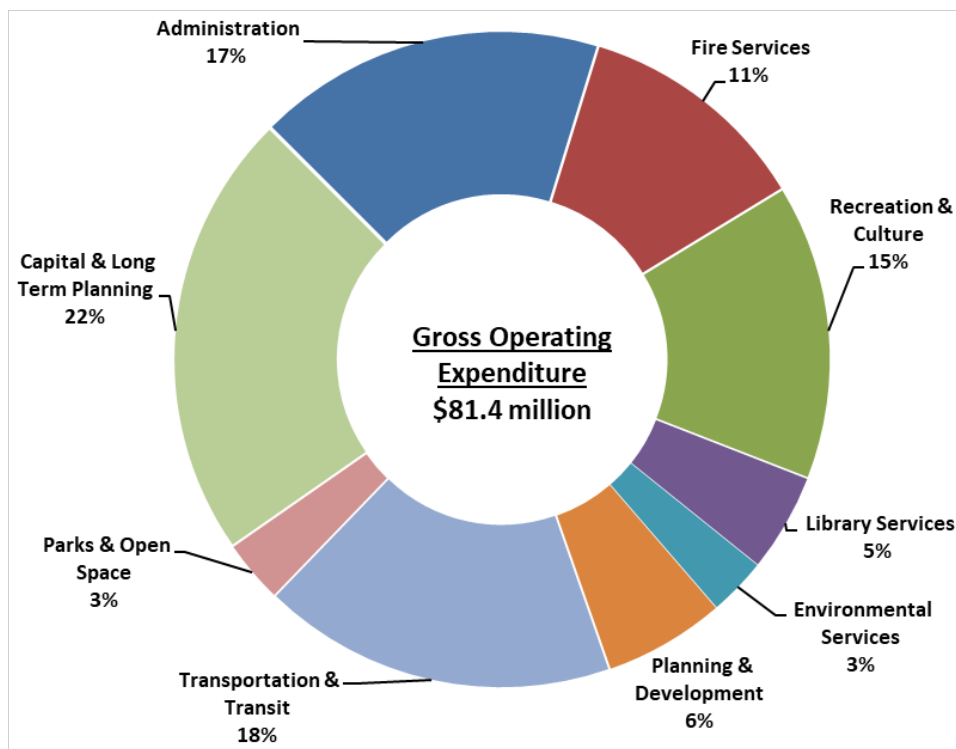
Budget Expenditures by Service

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 \$81,375,619 and provide the following services and programs:

- Capital & Long Term Planning - \$18,038,945 (22%). Includes planning and capital financing for the replacement of Town assets and infrastructure including roads, facilities, fleet and other equipment.
- Transportation & Transit - \$14,306,090 (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 - \$14,039,800 (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 - \$11,898,333 (15%). Includes operating costs of recreation and cultural facilities, as well as aquatics programs and programs for seniors and youth.
- Fire Services - \$9,393,555 (11%). Includes operating costs related to three fire stations that provide an all-hazards response capability to natural and human-caused events.
- Planning & Development - \$4,881,073 (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 - \$3,955,400 (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 - \$2,518,964 (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 - \$2,343,459 (3%). Includes all costs related to stormwater management and climate change adaptation and mitigation.



Budget Revenues

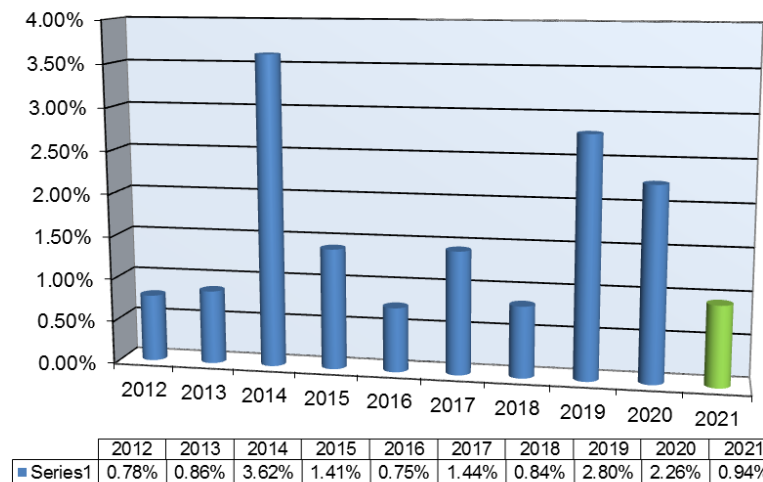
Taxation accounts for 69% of the funding for the Town's Operating Budget, including assessment growth, supplementary taxes, and 11% from special levies; the remaining balance is primarily comprised of user fees, service charges, dividends and earned interest.

Assessment growth and a correlated increase to tax revenues occurs when new properties are added to the tax roll and/or expansions of or additions are made to existing properties. Assessment growth can also be reduced when it is impacted by the settlement of appeals filed by property owners. The 2021 Operating Budget includes anticipated net assessment growth of 0.94%, representing additional revenue of \$353,500 or 0.7% of the budget. The assessment growth is related mostly to new residential housing construction. Increases in property values due to reassessment do not provide additional revenue to the Town. The tax rate is set in a manner in which the Town raises sufficient tax revenue to balance the budget.

The following graph depicts weighted assessment growth in the Town of Halton Hills over the past ten years. At 0.94%, anticipated 2021 growth is lower than experienced in the past three years. Growth in weighted assessment has varied significantly during the last decade commensurate with the availability of land supply and servicing. The Town is currently in a period of limited (low) growth primarily relying on infill projects with varying construction timelines that are often difficult to predict. This lull is expected to continue over the next few years until growth in Vision Georgetown and the next phase of the Premier Gateway commences. Periods of limited growth creates budget pressures as there is no additional tax revenue from new development and redevelopment. As such, all increases to the budget rely on existing properties.

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

Weighted Assessment Growth



User Fee Revenue

User fees are a critical source of revenue for the Town. They are reviewed annually from the perspective of service delivery, cost recovery, comparability of fees with neighbouring municipalities and market demand. In January 2020, staff presented report RP-2020-0004 Recreation Rates and Fees Final Strategy: Final Report to Council. Watson & Associates were retained to lead a community engagement process to help inform a new rate structure strategy for the Recreation & Parks Department. The recommendations in the report included a phased approach to reducing some Recreation and Parks fees to align with municipal comparators. Phase 1 of the fee reduction occurred in 2020 and Council approved a one-time contribution of \$250,700 from the Tax Rate Stabilization reserve to mitigate the impact. Phase 2 of the fee reduction will take place in 2021 where lower net revenues of \$252,600 are expected, primarily related to ice rental rates, and staff plan to absorb this within the base budget.

Revenues from Halton Hills Community Energy Corporation

Halton Hills Community Energy Corporation (HHCEC) and its subsidiaries contribute significant streams of revenue to the Town, through dividend and interest re-payments. In 2021 the annual dividends are expected to be \$1,692,000, and \$1.3M of this is utilized to offset costs in the Town's operating budget, with the remaining \$378,900 directed to reserves to assist with the Long Range Financial Plan targets. In July 2019, Council approved a six year plan for HHCEC to repay a \$16.1M promissory note to the Town. This provides a steady and predictable cash flow to address the: reduction of debt, the strengthening of reserves, and support for critical capital projects. As Halton Hills Community Energy Corporation (HHCEC) continues to repay the promissory note to the Town, there is an offsetting reduction in cash inflows from interest repayments, which also impact the base budget. For 2021 the interest payments are anticipated to be \$478K, a reduction of \$122K over 2020. The Town places 100% of this interest income into reserves.

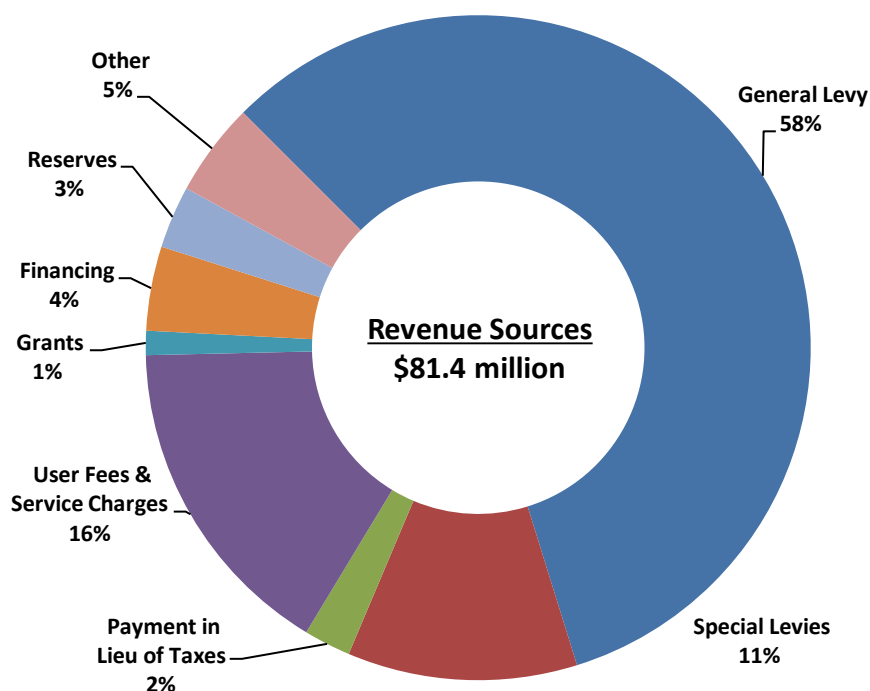
Other revenue sources do not typically increase at the pace of inflation on expenditures for Town services or with the Town's growth, such as earned interest or federal and provincial grant funding. As a result, the budget is largely supported through taxation.

Grants from Other Levels of Government

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

Operating Grants	2021 Budget Funding	Program
Provincial Gas Tax	595,500	ActiVan - Public Transt
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	958,360	

Sources of revenues used to fund the \$81,375,619 of operating expenses are displayed in the chart below, along with their percentage share of total funding.



Staff Complement

TOWN OF HALTON HILLS STAFF COMPLEMENT 2021 BUDGET & BUSINESS PLAN

	2020 Final Budget	* 2021 Base Budget	2021 Net Additions	2021 Budget Submission
Full-Time	314.0	322.0	4.0	326.0
Part-Time	122.6	125.8	7.0	132.8
Capital Full-Time	-	-		-
Contract	6.0	1.0		1.0
Permanent Staff Complement	442.6	448.8	11.0	459.8
Contract	3.0	3.0	0.7	3.7
Capital Contract	-	-		-
Temporary Staff Complement	3.0	3.0	0.7	3.7
Total Staff Complement	445.6	451.8	11.7	463.5

** Includes amendments to 2020 budget as a result of in year staffing changes.*

As noted above, the total staff complement has changed to address key priorities and in particular, to ensure Town services are delivered in an effective, efficient, and economical manner. Net additions in 2021 include the following:

- The implementation of the Specialized Transit Plan will introduce the following changes for July 1, 2021:
 - Transition 3 temporary contract Transit Operators to full-time
 - Add 1 full time Administrative Assistant
 - Transition 5.6 FTE for temporary contract Transit Operators to permanent part-time
 - Add 1.3 FTE in permanent part-time dispatch and scheduling support staff
- The continuation of a contract Planner Policy/Development Review which will be partially funded through the elimination of the part-time Heritage Planning Coordinator position.
- An additional 0.3 FTE for a contract Website Communications Coordinator position to meet the current demands on the Town's website and to meet new AODA legislative requirements.

Town of Halton Hills
2021 Operating Budget
Net Expenditures by Department

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Net Expenditures									
Council	957,600	732,832	962,200	-	-	-	962,200	4,600	0.5%
Office of the CAO	4,386,400	4,333,124	4,724,800	62,100	2,500	-	4,789,400	403,000	9.2%
Corporate Services	5,492,000	5,345,741	5,685,800	15,500	60,000	-	5,761,300	269,300	4.9%
Library Services	3,651,100	3,243,936	3,754,700	-	-	-	3,754,700	103,600	2.8%
Fire Services	8,667,955	8,361,142	9,172,055	-	-	-	9,172,055	504,100	5.8%
Transportation & Public Works	13,767,800	12,930,826	14,006,700	55,200	82,100	-	14,144,000	376,200	2.7%
Planning & Development	1,438,100	1,465,309	1,526,500	-	27,600	-	1,554,100	116,000	8.1%
Recreation and Parks	7,442,300	7,911,252	7,921,500	63,200	60,900	-	8,045,600	603,300	8.1%
Corporate Revenues & Expenses	9,458,900	6,694,545	9,658,600	6,000	-	(103,600)	9,561,000	102,100	1.1%
Total Net Expenditures	55,262,155	51,018,706	57,412,855	202,000	233,100	(103,600)	57,744,355	2,482,200	4.5%
General Levy	(43,557,900)	(44,822,900)	(44,822,900)	-	(1,772,700)	-	(46,595,600)	(3,037,700)	7.0%
Special Levies	(8,734,400)	(8,734,400)	(8,734,400)	-	(356,000)	-	(9,090,400)	(356,000)	4.1%
Assessment Growth	(1,265,000)	-	-	-	(353,500)	-	(353,500)	911,500	
Total Taxation	(53,557,300)	(53,557,300)	(53,557,300)	-	(2,482,200)	-	(56,039,500)	(2,482,200)	4.6%
Net Town Tax Impact (Net of Assessment Growth)	(53,910,800)		(53,910,800)	-	(2,128,700)	-	(56,039,500)	(2,128,700)	3.9%

Note: Department subtotals show net operating expenditures and do not include contributions from Special Tax Levies. The 2020 forecast is based on the September 30, 2020 forecast to December [RPT-CORPSERV-2020-0036]

**Town of Halton Hills
2021 Operating Budget**

Gross Expenditures and Revenues by Category

	2020	2021					2021 vs. 2020	
	Budget (\$)	Base Budget (\$)	Pre-Approved Capital Impacts	Inclusions	One-Time	Total Budget (\$)	Budget Change	
Gross Expenditures								
Salaries & Benefits	44,273,745	45,151,016	422,500	477,973	263,500	46,314,989	2,041,244	4.6%
Materials & Supplies	3,743,085	3,557,185	7,200	-	4,200	3,568,585	(174,500)	-4.7%
Utilities, Services & Other	10,701,336	11,576,369	18,500	(265,000)	10,000	11,339,869	638,533	6.0%
Financing & External Transfers	5,690,400	5,786,800	-	-	-	5,786,800	96,400	1.7%
Contributions to Reserves	10,502,676	11,455,876	-	-	29,400	11,485,276	982,600	9.4%
Contributions to Capital Fund	3,013,100	3,013,100	-	-	(133,000)	2,880,100	(133,000)	-4.4%
Total Gross Expenditures	77,924,342	80,540,346	448,200	212,973	174,100	81,375,619	3,451,277	4.4%
Gross Revenues								
Payment in Lieu of Taxes	(1,464,800)	(1,859,400)	-	-	-	(1,859,400)	(394,600)	26.9%
User Fees & Service Charges	(10,085,418)	(9,965,925)	-	(40,773)	-	(10,006,698)	78,720	-0.8%
Recoveries & Donations	(1,481,593)	(1,527,973)	-	-	-	(1,527,973)	(46,380)	3.1%
Development Charges	(3,107,600)	(3,005,000)	-	-	-	(3,005,000)	102,600	-3.3%
Grants	(1,040,860)	(958,360)	-	-	-	(958,360)	82,500	-7.9%
Reserves	(2,504,800)	(2,013,500)	(185,300)	-	(277,700)	(2,476,500)	28,300	-1.1%
Financing	(2,455,300)	(3,332,900)	-	-	-	(3,332,900)	(877,600)	35.7%
Other	(2,226,671)	(2,169,288)	-	-	-	(2,169,288)	57,383	-2.6%
Total Gross Revenues	(24,367,042)	(24,832,346)	(185,300)	(40,773)	(277,700)	(25,336,119)	(969,077)	4.0%
General Levy	(43,557,900)	(44,822,900)	-	(1,772,700)	-	(46,595,600)	(3,037,700)	7.0%
Special Levies	(8,734,400)	(8,734,400)	-	(356,000)	-	(9,090,400)	(356,000)	4.1%
Assessment Growth	(1,265,000)	-	-	(353,500)	-	(353,500)	911,500	
Total Taxation	(53,557,300)	(53,557,300)	-	(2,482,200)	-	(56,039,500)	(2,482,200)	4.6%
Net Town Tax Impact (Net of Assessment Growth)	(53,910,800)	(53,910,800)	-	(2,128,700)	-	(56,039,500)	(2,128,700)	3.9%

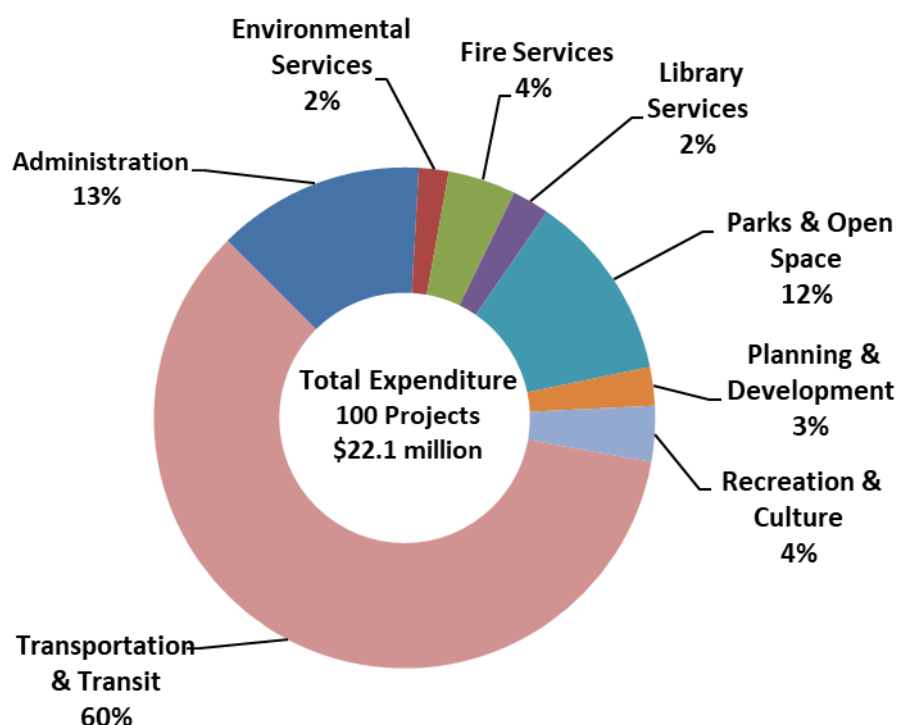
Capital Budget Summary

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 2021 Capital Budget was prepared with a focus on completion of prior year capital projects, health and safety, maintaining assets in a state of good repair, and completing time sensitive studies and plans.

The Town of Halton Hills proposed 2021 Capital Budget is \$22,109,700 and the 2022 to 2030 capital forecast total \$272,369,000. The 2021 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 2021 capital program by service category.



Investment in Transportation & Transit services represents the largest portion in the 2021 Capital Budget with forty-one projects totaling \$13,196,300. The following major roadway and transportation structure projects are proposed in the 2021 Capital Budget:

- The implementation of cycling infrastructure along Maple Ave from Trafalgar Rd to Mountainview Rd. The infrastructure will include a multi-use path and cycling track to enable increased Active Transportation.
- The continued reconstruction of Queen St in Acton from the intersection of Queen Street & Young Street at Eastern Avenue to the intersection of Queen Street & Churchill Road.
- The design of Glen Lawson & Third Line corridor improvements to address roadway geometry and intersection conditions.
- The resurfacing of Third Line between the urban limit in Acton and 32 Side Road. This will be a joint project with Halton Region

Administration projects are largely composed of information technology investments that were set out in the 2019 Corporate Technology Strategic Plan. Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and deliver services that satisfy customers with their simplicity and convenience. Furthermore, with the Town poised for significant population growth over the coming years, the focus is on expanding technology to facilitate growth in an efficient way, while meeting the expectations of residents for modernized service delivery. There will also be some investment in Town Hall in the 2021 capital budget to keep the building in a state of good repair while maximizing the efficiency and capacity of staff to work from Town Hall.

Recreational facilities enable the delivery of community, aquatics, senior and youth programs that improve the quality of life for residents by fostering active living, increasing inclusion and encouraging participation. The construction of the Gellert Community Centre Phase 2 is tentatively planned to commence in 2022, as per the 9-year capital forecast however, this is subject to affordability and debt capacity restrictions as prescribed by Council policy and the Long Range Financial Plan. The design and engineering phase will continue as planned throughout 2020 and 2021 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.

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 capital budget forecast related to this project 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 completed 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

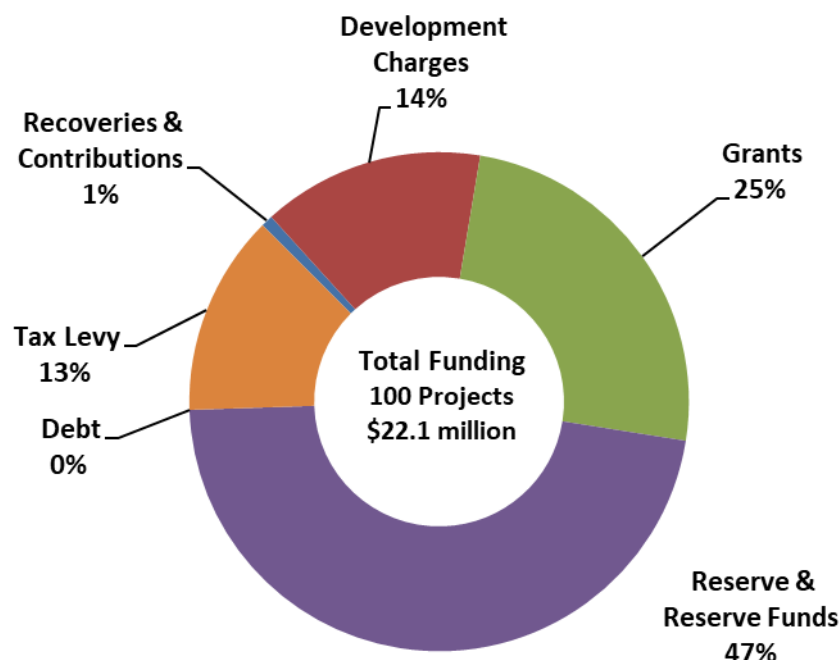
Feasibility Study initiated in 2018 and completed the next year, it was determined that the original floor space for the triple gymnasium and associated upper level with walking track was undersized.

- The 2019 Capital Budget was revised to incorporate the findings of the feasibility study to include - \$18 million for construction and \$1.8 million for design and engineering (\$19.8 million total). This revised cost reflects the inclusion of 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.
- In 2020 the Town was unsuccessful in its submission for the Investing in Canada grant. Funding for construction will need to be provided through debt supported by development charges and Town reserves, unless alternate funding sources become available.
- In 2021 the design and engineering of the project will continue as planned with feedback solicited from the public on conceptual designs.
- The 2022 capital forecast includes a total budget of \$25 million. While the total floor area of 50,000 square feet has not been adjusted since 2018, the cost escalation noted aligns with the Investing in Canada grant program funding and is subject to Council approval. The budget is broken down as follows:
 - \$20.25 million construction (Class D costing with furnishings and contingency)
 - \$2.3 million design and engineering (including design contingency)
 - \$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).

Major initiatives proposed within Parks and Open Space in 2021 include:

- The construction of a washroom/concession building at Trafalgar Sports Park, including site servicing. The project is a joint capital project with Halton Hills Minor Baseball and Georgetown Slo-pitch, approved in principle by Council through Report R-2017-0030. The design process will also consider innovative alternatives related to climate change and sustainable building solutions;
- The design and construction of parking lot and pathway lighting, as well as entrance features and wayfinding signage at Trafalgar Sports Park;
- The environmental remediation and park construction of the Tolton Park property acquired by the Town in 2008;
- A multi-year project that includes the construction of trail infrastructure in Hungry Hollow, from Norval to Cedarvale Park and further to downtown

There are various funding sources for capital projects including Town reserves, development charges and gas tax subsidies. The proposed 2021 Capital Budget of \$22.1 million will be funded as per the following funding sources:



Grant funding accounts for 25% of the total funding required for the 2021 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	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	769,700
	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	810,000
	6100-16-2107	Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive	850,000
Subtotal			2,429,700
Ontario Community Infrastructure Fund	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	1,221,000
	6200-16-2105	Ontario Street Reconstruction and Bridge Replacement	360,500
Subtotal			1,581,500
Investing in Canada Infrastructure Program - Transit Stream	6100-16-2106	Steeles Ave Corridor transit infrastructure	73,000
	6810-25-1001	Activan Replacement Vehicles	271,000
Subtotal			344,000
Canadian Mortgage Housing Corporation Seed Funding	1100-10-2103	Affordable Housing	40,000
Ontario Connecting Links	6200-16-2008	Queen Street (Acton) Reconstruction	810,000
Investing in Canada Infrastructure Program - Rural and Northern Stream	6200-27-0101	Glen Lawson Improvements	291,700
Total			5,496,900

Development Charges:

Development charges are an important financing source for growth in municipalities. It is anticipated that the balance in development charges at the start of the 2021 budget year will be negative. This will require further internal borrowing from Town reserves as forecast in the Long Range Financial Plan, to address the timing variances between the receipt of development charges and the need to fund growth-related projects.

The following table outlines the proposed 2021 Capital Budget projects with development charge eligibility, and funding:

2021 Proposed Capital Projects Funded from DCs

Affordable Housing	45,000
Official Plan Review	84,000
GO Station Secondary Plan Review	84,000
Trafalgar Sports Park Field of Dreams Phase 2	655,000
TSP Field of Dreams - Phase 1	92,000
Tolton Lands Redevelopment	624,000
Hungry Hollow - MECP Trail Permit Compensation	90,000
Hungry Hollow Trails Ph 4 - MECP Permit Trail Section	344,000
ActiVan Transit Software	8,000
5 Sideroad and Fourth Line Traffic Signal Installation	75,000
Traffic Infrastructure	93,000
Infill Sidewalk Connections (Various Locations)	44,000
Pedestrian Crossings (Various Locations)	62,000
New Equipment	140,000
Opticom Replacement Program	37,000
Glen Lawson Improvements	56,000
Active Transportation Improvements	32,000
McNabb St - King to CNR Improvements	25,000
Steeles Ave Corridor transit infrastructure	9,000
Guelph St & Sinclair Ave Turn Lane Construction	44,000
Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive	535,000
	<u>3,178,000</u>

Recoveries of development charges in 2020 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.

Future Projects for Consideration

The Future Projects for Consideration list includes those that had originally been forecasted in the 2021-2030 Capital Budget and Forecast, but at this time, do not have the required funding to complete within the parameters of 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.

Department	Project Name	Gross Cost
Library Services		
Library Services	Vision Georgetown Library Branch	8,190,000
Library Services	Vision Georgetown Branch Opening Collection	600,000
Library Services Total		8,790,000
Recreation & Parks		
Recreation & Parks	Facility Space Provision	4,500,000
Recreation & Parks	Vision Georgetown - Community Centre	5,000,000
Recreation & Parks	AIP Revitalization Construction	5,088,000
Recreation & Parks	AIP Revitalization Design & Engineering	400,000
Recreation & Parks	GIP Revitalization Construction	5,000,000
Recreation & Parks	GIP Revitalization Design & Eng	400,000
Recreation & Parks	Berton Blvd Park PH2	220,000
Recreation & Parks	TSP Action Sports Park	550,000
Recreation & Parks	Vision Georgetown Parks - Parkette (PK #4)	200,000
Recreation & Parks	Vision Georgetown Parks - Neighborhood Park (NP #4)	480,000
Recreation & Parks	Vision Georgetown Parks - Parkette (PK #5)	405,000
Recreation & Parks	Trafalgar Sports Park Phase 6b	14,360,000
Recreation & Parks	Vision Georgetown Parks - Neighborhood Park (NP #5)	450,000
Recreation & Parks	Accessible Playground	275,000
Recreation & Parks Total		37,328,000
Grand Total		46,118,000

2021 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2021 Score	Gross Cost
1	170	2021	Corporate Services	Information Services	2300-10-2104	Digitization of Application Processes	*1	1,100,000
2	171	2021	Corporate Services	Information Services	2300-05-3202	Citizen Engagement-Tax System	*2	115,000
3	172	2021	Corporate Services	Information Services	2300-05-0107	AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation	*3	32,700
4	253	2021	Transportation & Public Works	Public Works	6800-05-1601	ActiVan Transit Software	*4	91,300
5	340	2021	Recreation & Parks	Facilities	8002-10-0101	Capital Project Management		176,200
6	216	2021	Fire Services	Suppression	5200-06-0101	Small Equipment Replacement	5.00	33,000
7	217	2021	Fire Services	Suppression	5200-07-0102	FF Protective Clothing Repl	5.00	75,000
8	119	2021	Office of the CAO	Climate Change & Asset Management	7300-10-1902	Climate Change Adaptation Strategy Implementation	5.00	100,000
9	254	2021	Transportation & Public Works	Transportation	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	5.00	25,000
10	255	2021	Transportation & Public Works	Transportation	6100-28-2103	5 Sideroad and Fourth Line Traffic Signal Installation	5.00	100,000
11	256	2021	Transportation & Public Works	Public Works	6500-18-0110	Traffic Infrastructure	5.00	100,000
12	341	2021	Recreation & Parks	Facilities	8211-02-1902	Acton Arena Emergency Light Replacement	4.80	15,500
13	173	2021	Corporate Services	Information Services	2300-04-0101	Technology Refresh	4.60	120,000
14	218	2021	Fire Services	Fleet	5900-25-2102	Replace Acton Station Pump 722 (P11)	4.50	850,000
15	257	2021	Transportation & Public Works	Transportation	6100-17-1801	Infill Sidewalk Connections (Various Locations)	4.40	51,500
16	258	2021	Transportation & Public Works	Transportation	6100-28-1516	Traffic Calming (Various Locations)	4.40	41,200
17	259	2021	Transportation & Public Works	Transportation	6100-28-1703	Pedestrian Crossings (Various Locations)	4.40	180,000
18	260	2021	Transportation & Public Works	Public Works	6500-06-1701	New Equipment	4.40	150,000
19	261	2021	Transportation & Public Works	Public Works	6500-18-0111	Signage	4.40	35,000
20	262	2021	Transportation & Public Works	Transportation	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	4.30	51,500
21	263	2021	Transportation & Public Works	Design & Construction	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	4.30	2,343,200
22	264	2021	Transportation & Public Works	Design & Construction	6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane Construction	4.30	360,500
23	265	2021	Transportation & Public Works	Design & Construction	6200-16-2008	Queen Street (Acton) Reconstruction	4.30	927,000
24	266	2021	Transportation & Public Works	Design & Construction	6200-16-2106	Mountainview Rd Resurfacing - John to Maple	4.30	103,000
25	267	2021	Transportation & Public Works	Design & Construction	6200-16-2107	5 Sideroad Resurfacing (Milton Joint Project)	4.30	206,000
26	196	2021	Library Services	Administration	3000-15-0103	Lib Mats Collection Developmnt	4.20	25,000
27	120	2021	Office of the CAO	Climate Change & Asset Management	7300-10-1901	Climate Change Action Implementation	4.20	130,000
28	121	2021	Office of the CAO	Climate Change & Asset Management	7300-22-1501	Community Sustainability Investment Fund	4.20	15,000
29	122	2021	Office of the CAO	Climate Change & Asset Management	7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	4.20	50,000
30	268	2021	Transportation & Public Works	Transportation	6100-28-0101	Opticom Replacement Program	4.20	50,000
31	342	2021	Recreation & Parks	Parks & Open Space	8500-13-0106	Play Equipment Replacement	4.10	185,400
32	174	2021	Corporate Services	Human Resources	2200-10-2101	Succession Plan - Training/Dev Support	4.00	15,000
33	343	2021	Recreation & Parks	Facilities	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	4.00	60,000
34	344	2021	Recreation & Parks	Parks & Open Space	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	4.00	735,400
35	175	2021	Corporate Services	Information Services	2300-10-1501	Geospatial Data	3.80	15,000
36	345	2021	Recreation & Parks	Facilities	8251-02-2101	MMSP Saputo Mechanical/Electrical HVAC Cooling	3.80	55,000
37	269	2021	Transportation & Public Works	Transportation	6100-22-1805	Trucking Strategy Implementation	3.80	75,000
38	270	2021	Transportation & Public Works	Transportation	6100-28-0107	LED Traffic Signal Replacements	3.80	30,000
39	271	2021	Transportation & Public Works	Transportation	6100-28-2102	Queen St/Acton Blvd IPS Installation	3.80	140,000
40	272	2021	Transportation & Public Works	Design & Construction	6200-27-0101	Glen Lawson Improvements	3.80	360,500
41	273	2021	Transportation & Public Works	Development Engineering	6210-22-2101	Site Alteration By-Law Update (per MOECC)	3.80	80,000
42	274	2021	Transportation & Public Works	Public Works	6500-28-1002	Traff Cntrl Signals Replace	3.80	90,000
43	197	2021	Library Services	Administration	3000-15-0101	Library Materials	3.70	449,000
44	346	2021	Recreation & Parks	Facilities	8400-02-1902	Town Hall Replace HVAC Water Piping	3.70	15,500
45	123	2021	Office of the CAO	Climate Change & Asset Management	7300-22-1701	Retrofit Halton Hills	3.60	100,000
46	317	2021	Planning & Development	Administration	7000-22-0001	Official Plan Review	3.60	200,000
47	347	2021	Recreation & Parks	Facilities	8221-02-2101	Cedarvale Cottage Electrical Upgrades	3.60	15,500
48	348	2021	Recreation & Parks	Facilities	8421-02-2601	Norval Community Centre - Electrical Upgrades	3.60	15,500

* 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.

2021 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2021 Score	Gross Cost
49	349	2021	Recreation & Parks	Parks & Open Space	8500-11-1606	Remembrance Park Mechanical Room Upgrades	3.60	12,000
50	275	2021	Transportation & Public Works	Transportation	6100-23-2401	Active Transportation Improvements	3.60	92,700
51	276	2021	Transportation & Public Works	Design & Construction	6200-16-1804	Bowman Street Retaining Wall Replacement	3.60	75,000
52	350	2021	Recreation & Parks	Facilities	8251-06-1901	MMSP Replace Dehumidifiers	3.50	385,000
53	124	2021	Office of the CAO	Council	0510-01-0101	Municipal Accessibility Plan	3.40	50,000
54	351	2021	Recreation & Parks	Parks & Open Space	8500-11-0103	Cemetery Revitalization & Renewal	3.40	15,000
55	352	2021	Recreation & Parks	Parks & Open Space	8500-19-0109	Playing Field Rehabilitation	3.40	45,000
56	353	2021	Recreation & Parks	Parks & Open Space	8500-19-1801	TSP Field of Dreams - Phase 1	3.40	103,000
57	277	2021	Transportation & Public Works	Transportation	6100-28-1808	Mand. AODA Access. Traff Sgnl	3.40	105,000
58	278	2021	Transportation & Public Works	Design & Construction	6200-22-0020	Traff Signal Legal Draw Update	3.40	30,000
59	354	2021	Recreation & Parks	Parks & Open Space	8500-11-0102	Parks Revitalization & Renewal	3.30	15,000
60	355	2021	Recreation & Parks	Parks & Open Space	8500-11-0107	Park Electrical Repairs	3.30	15,000
61	356	2021	Recreation & Parks	Parks & Open Space	8500-24-0102	Trails Revitalization & Renewal	3.30	130,000
62	279	2021	Transportation & Public Works	Transportation	6100-21-0107	Streetlight & Pole Replacement Program	3.30	150,000
63	280	2021	Transportation & Public Works	Transportation	6100-21-1802	Streetlight Pole Transformer Replacement	3.30	150,000
64	281	2021	Transportation & Public Works	Design & Construction	6200-16-0104	Pavement Management	3.30	1,956,100
65	282	2021	Transportation & Public Works	Design & Construction	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	3.30	1,287,500
66	283	2021	Transportation & Public Works	Public Works	6500-02-1801	PW Ops Ctr Roof Repair	3.30	120,000
67	176	2021	Corporate Services	Accounting	2400-10-2102	PS3280 Implementation	3.20	80,000
68	219	2021	Fire Services	Facilities	5500-02-1601	Training Centre Enhancements	3.20	10,000
69	198	2021	Library Services	Administration	3000-09-0105	Library Technology Renewal	3.20	56,400
70	357	2021	Recreation & Parks	Facilities	8251-02-1802	MMSP Low E Ceiling	3.20	93,500
71	358	2021	Recreation & Parks	Facilities	8400-02-2102	Town Hall BAS - Phase 2	3.20	275,000
72	284	2021	Transportation & Public Works	Design & Construction	6200-16-1901	McNabb St - King to CNR Improvements	3.10	77,300
73	285	2021	Transportation & Public Works	Design & Construction	6200-16-2105	Ontario Street Reconstruction and Bridge Replacement	3.10	360,500
74	286	2021	Transportation & Public Works	Design & Construction	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	3.10	225,000
75	125	2021	Office of the CAO	Economic Development	1100-10-0101	Community Improvement Plan Grant Program	3.00	107,500
76	126	2021	Office of the CAO	Economic Development	1100-10-1803	Economic Investment Attraction Fund	3.00	75,000
77	127	2021	Office of the CAO	Economic Development	1100-10-2103	Affordable Housing	3.00	284,000
78	128	2021	Office of the CAO	Climate Change & Asset Management	7300-22-1704	Local Food Resiliency Strategy	3.00	30,000
79	318	2021	Planning & Development	Planning Policy	7100-22-2101	Cultural Heritage Master Plan	3.00	150,000
80	319	2021	Planning & Development	Planning Policy	7100-22-2302	GO Station Secondary Plan Review	3.00	200,000
81	359	2021	Recreation & Parks	Facilities	8400-02-2005	Town Hall Renovations - Ph 1	3.00	525,000
82	360	2021	Recreation & Parks	Parks & Open Space	8500-10-2101	Fairy Lake Water Quality - CVC Partnership	3.00	25,000
83	361	2021	Recreation & Parks	Parks & Open Space	8500-11-2003	Tolton Lands Redevelopment	3.00	824,000
84	362	2021	Recreation & Parks	Parks & Open Space	8500-11-2114	Hungry Hollow - MECP Trail Permit Compensation	3.00	100,000
85	363	2021	Recreation & Parks	Parks & Open Space	8500-24-2001	Hungry Hollow Trails Ph 4 - MECP Permit Trail Section	3.00	386,300
86	287	2021	Transportation & Public Works	Transportation	6100-16-2106	Steeles Ave Corridor transit infrastructure	3.00	100,000
87	288	2021	Transportation & Public Works	Transportation	6100-23-1602	Active Transportation Promotion and Education	3.00	30,000
88	289	2021	Transportation & Public Works	Public Works	6500-11-1517	Tree Planting - Emerald Ash Borer	3.00	150,000
89	364	2021	Recreation & Parks	Parks & Open Space	8500-11-0105	Irrigation Repairs	2.90	15,000
90	365	2021	Recreation & Parks	Parks & Open Space	8500-11-0106	Park Pavilion Repairs	2.90	50,000
91	366	2021	Recreation & Parks	Parks & Open Space	8500-11-0108	Court Revitalization & Repairs	2.90	15,000
92	367	2021	Recreation & Parks	Parks & Open Space	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	2.90	10,000
93	368	2021	Recreation & Parks	Facilities	1000-09-0101	Office Furniture	2.80	38,000
94	290	2021	Transportation & Public Works	Design & Construction	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	2.80	51,500
95	291	2021	Transportation & Public Works	Public Works	6500-06-0102	Equipment Replacement	2.80	730,000
96	293	2021	Transportation & Public Works	Transportation	6100-16-2107	Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive	2.40	1,545,000

* 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.

2021 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2021 Score	Gross Cost
97	129	2021	Office of the CAO	Economic Development	1100-10-2101	InvestHaltonHills.com Website	2.20	25,000
98	130	2021	Office of the CAO	Economic Development	1100-10-2102	Visit Halton Hills Tourism Website	2.20	30,000
99	131	2021	Office of the CAO	Economic Development	1100-10-0105	Manufacturing Expansion Fund	1.80	40,000
100	294	2021	Transportation & Public Works	Public Works	6810-25-1001	Activan Replacement Vehicles	1.60	370,000
2021 Total								22,109,700

Funding Summary by Year

2021 Capital Budget & 2022 - 2030 Capital Forecast Funding Summary by Year

Year	Gross Cost	General & Special Tax Levies	Development Charges	Capital Reserves	Debentures	Other
2021	22,109,700	2,880,100	3,178,000	10,384,700	-	5,666,900
2022	59,189,000	3,085,100	7,274,000	22,651,900	25,000,000	1,178,000
2023	33,622,700	3,125,100	5,719,000	11,798,400	6,744,000	6,236,200
2024	27,180,200	3,145,100	9,405,000	10,942,000	-	3,688,100
2025	27,780,400	3,165,100	5,412,000	15,123,500	-	4,079,800
2026	27,700,100	3,185,100	8,986,000	10,299,500	1,500,000	3,729,500
2027	32,933,600	3,185,100	9,528,000	11,187,000	6,244,000	2,789,500
2028	35,761,600	3,185,100	6,529,000	11,231,200	10,000,000	4,816,300
2029	17,079,000	3,185,100	2,364,000	7,668,900	-	3,861,000
2030	11,122,400	3,095,100	260,000	7,767,300	-	-
Total	294,478,700	31,236,000	58,655,000	119,054,400	49,488,000	36,045,300

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Office of the CAO													
1	1100-10-2103	Affordable Housing	284,000	-	-	-	-	-	-	-	-	-	284,000
2	2100-10-1701	Alternative Voting Method	-	-	-	-	150,000	-	-	-	-	-	150,000
3	4000-10-2101	CC & Library Courtyard Public Art	-	100,000	100,000	-	-	-	-	-	-	-	200,000
4	7300-02-2401	CEP - BAS Installation - Various Facilities	-	-	-	638,900	152,000	-	-	-	-	-	790,900
5	7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities	-	5,000	96,700	65,000	-	160,000	-	-	-	-	326,700
6	7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	50,000	-	-	-	-	-	-	-	-	-	50,000
7	7300-22-2005	CEP - Geothermal Systems Optimization	-	92,500	-	-	-	-	-	-	-	-	92,500
8	7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena	-	26,900	35,800	-	-	-	-	-	-	-	62,700
9	7300-02-2202	CEP - HVAC Performance Testing and Retrofits - Acton Library	-	15,400	15,400	-	-	-	-	-	-	-	30,800
10	7300-02-2102	CEP - HVAC Performance Testing and Retrofits - District One Station	-	33,800	-	-	-	-	-	-	-	-	33,800
11	7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre	-	17,500	35,000	-	-	-	-	-	-	-	52,500
12	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
13	7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex	-	106,400	42,500	-	170,200	-	-	-	-	-	319,100
14	7300-02-2101	CEP - HVAC performance Testing and Retrofits - Robert C Austin Ops Centre	-	15,000	-	48,900	32,600	-	-	-	-	-	96,500
15	7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall	-	70,000	-	-	-	-	-	-	-	-	70,000
16	7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex	-	95,000	-	-	-	-	-	-	-	-	95,000
17	7300-02-2201	CEP - Lighting Retrofits	-	264,900	27,600	69,700	-	-	-	-	-	-	362,200
18	7300-02-2105	CEP - Pool Optimization - Gellert Community Centre	-	49,700	-	-	-	-	-	-	-	-	49,700
19	7300-10-1901	Climate Change Action Implementation	130,000	130,000	150,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000	1,610,000
20	7300-10-1902	Climate Change Adaptation Strategy Implementation	100,000	100,000	100,000	100,000	-	-	-	-	-	-	400,000
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	-	-	-	-	-	50,000	-	-	-	-	50,000
23	7300-22-1501	Community Sustainability Investment Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
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	-	160,000
26	7300-22-1002	Corporate Sustainability Audit & Action Plan Update	-	55,000	-	-	-	-	-	-	-	-	55,000
26	4001-10-2101	Cultural Master Plan Update	-	-	-	-	-	45,000	-	-	-	-	45,000
27	1100-10-2201	Economic Development and Tourism Strategy Update	-	-	-	-	80,000	-	-	-	-	-	80,000
28	1100-10-1803	Economic Investment Attraction Fund	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
29	7300-22-1704	Local Food Resiliency Strategy	30,000	-	-	-	-	-	-	-	-	-	30,000
30	7100-22-1605	Green Building Standards Update	-	-	-	60,000	-	-	-	-	60,000	-	120,000
31	1100-10-2101	InvestHaltonHills.com Website	25,000	-	-	-	-	-	-	-	-	-	25,000
32	7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)	-	-	-	-	150,000	-	-	-	-	-	150,000
33	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
34	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
35	7300-22-1701	Retrofit Halton Hills	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
36	4001-10-2301	Public Art Master Plan Update	-	-	40,000	-	-	-	-	-	-	-	40,000
37	1400-10-1801	Strategic Plan Update	-	60,000	-	-	-	60,000	-	-	-	-	120,000
38	1100-10-2102	Visit Halton Hills Tourism Website	30,000	-	-	-	-	-	-	-	-	-	30,000
Office of the CAO Total			1,036,500	1,653,700	1,159,600	1,629,100	1,301,400	881,600	612,500	587,500	727,500	587,500	10,176,900
Corporate Services													
39	2400-10-2001	Development Charges Study and Community Benefit Charge	-	-	-	-	150,000	-	-	-	-	-	150,000
40	2400-10-2102	PS3280 Implementation	80,000	80,000	-	-	-	-	-	-	-	-	160,000
41	2200-22-0104	Benefits Review	-	-	-	-	50,000	-	-	-	-	-	50,000
42	2200-22-0105	Council Compensation Survey	-	15,000	-	-	15,000	-	-	-	-	-	30,000
43	2200-22-0103	Employee Engagement Survey	-	40,000	-	-	42,000	-	-	44,100	-	-	126,100
44	2200-22-0102	Salary Survey	-	-	40,000	-	-	40,000	-	-	-	-	80,000
45	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
46	2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
47	2300-10-2110	AMPS Technology Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000
48	2300-05-2104	BI - Implement BI Technologies	-	50,000	-	-	-	-	-	-	-	-	50,000
49	2300-10-2103	BI - Pilot BI Technologies	-	10,000	-	-	-	-	-	-	-	-	10,000
50	2300-10-2002	BI reporting & Dashboarding Strategy	-	25,000	-	-	-	-	-	-	-	-	25,000
51	2300-05-2102	Business Continuity Solution Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
52	2300-10-1909	Corporate Collaboration Strategy	-	53,500	-	-	-	-	-	-	-	-	53,500
53	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
54	2300-04-2001	Corporate Network Equipment Replacement	-	-	-	-	100,000	-	-	-	-	-	100,000
55	2300-04-0102	Corporate Server and Data Storage Refresh	-	25,000	-	25,000	-	25,000	-	25,000	-	-	100,000
56	2300-04-2002	Corporate WiFi Replacement	-	-	-	-	30,000	-	-	-	-	-	30,000
57	2300-10-2106	Customer Service Strategy	-	100,000	-	-	-	-	-	-	-	-	100,000
58	2300-04-2201	Customer Service Technology Infrastructure	-	50,000	-	-	-	-	-	-	-	-	50,000
59	2300-10-2104	Digitization of Application Processes	1,100,000	-	-	-	-	-	-	-	-	-	1,100,000
60	2300-05-2103	Enterprise Content Management Implementation	-	500,000	-	-	-	-	-	-	-	-	500,000
61	2300-10-2001	Enterprise Content Management Strategy	-	30,000	-	-	-	-	-	-	-	-	30,000
62	2300-05-2001	Firewall Replacement	-	-	-	-	25,000	-	-	-	-	-	25,000
63	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
64	2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
65	2300-05-2105	HRIS Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000
66	2300-10-2003	HRIS Strategy	-	20,000	-	-	-	-	-	-	-	-	20,000
67	2300-10-1908	HUB Review Strategy	-	39,300	-	-	-	-	-	-	-	-	39,300
68	2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	350,000	-	-	-	-	-	-	-	350,000
69	2300-05-2101	ITSM Solution	-	50,000	-	-	-	-	-	-	-	-	50,000
70	2300-09-1601	Large Scale Plotter - Printer	-	45,000	-	-	-	-	-	-	-	-	45,000
71	2300-05-0103	Microsoft Licensing	-	-	180,000	-	-	-	180,000	-	-	-	360,000
72	2300-05-2106	Open Data Implementation	-	15,000	-	-	-	-	-	-	-	-	15,000
73	2300-10-2108	Point of Sale System Discovery	-	35,000	-	-	-	-	-	-	-	-	35,000
74	2300-05-3202	Citizen Engagement-Tax System	115,000	-	-	-	-	-	-	-	-	-	115,000
75	2300-05-0107	AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation	32,700	-	-	-	-	-	-	-	-	-	32,700
76	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
77	2300-22-1601	Technology Strat Plan Update	-	50,000	-	-	-	50,000	-	-	-	-	100,000
78	2600-06-0101	Photocopier/Fax/Printers	-	182,000	-	-	-	-	182,000	-	-	-	364,000
79	2500-22-0105	Long Term Financial Plan	-	75,000	-	-	-	-	75,000	-	-	-	150,000
80	2500-22-0102	User Fee Review	-	20,000	-	-	-	-	20,000	-	-	-	40,000
Corporate Services Total			1,477,700	2,454,800	740,000	195,000	582,000	285,000	627,000	239,100	170,000	170,000	6,940,600
Library Services													
81	3000-15-0103	Lib Mats Collection Developmnt	25,000	25,000	-	-	-	-	-	-	-	-	50,000
82	3100-09-1701	Library Furnishing/Equip-GTown	-	30,000	-	33,000	-	-	-	-	33,000	-	96,000
83	3200-09-1601	Library Furnishings Acton	-	23,000	-	-	-	-	23,000	-	-	-	46,000
84	3000-15-0101	Library Materials	449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,915,000
85	3000-04-1501	Library Strategic Plan	-	65,000	-	-	-	-	42,000	-	-	-	107,000
86	3000-09-0105	Library Technology Renewal	56,400	43,900	59,000	85,500	43,900	56,400	52,500	52,200	75,400	48,800	574,000
87	3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	-	125,000	-	-	-	-	125,000	-	250,000
88	3000-05-0002	Website Renewal	-	75,000	-	-	-	-	75,000	-	-	-	150,000
89	3000-22-2701	Facility Needs Study	-	-	-	-	-	-	40,000	-	-	-	40,000
Library Services Total			530,400	735,900	558,000	742,500	542,900	555,400	731,500	551,200	732,400	547,800	6,228,000
Fire Services													
90	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
91	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
92	5200-07-0104	Breathing Apparatus Replacement	-	20,000	20,000	20,000	20,000	20,000	20,000	450,000	20,000	20,000	610,000
93	5200-07-0107	Heavy Extraction Equip Repl	-	150,000	-	-	-	-	-	-	-	-	150,000
94	5200-07-2601	4th Station - Extrication Equipment (New)	-	-	-	-	-	-	50,000	-	-	-	50,000
95	5400-06-2501	Radio Replacement	-	-	-	-	-	1,500,000	-	-	-	-	1,500,000
96	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
97	5500-02-2201	Heat Pump Replacement - Maple Ave. Station	-	50,000	-	-	-	-	-	-	-	-	50,000
98	5500-02-2801	Rooftop HVAC - Acton Station	-	-	-	-	-	-	-	30,000	-	-	30,000
99	5500-03-2301	4th Station & Training Centre - 401 Corridor	-	-	-	-	-	-	5,200,000	-	-	-	5,200,000
100	5500-06-2501	Marquee - Acton Station	-	-	-	-	80,000	-	-	-	-	-	80,000
101	5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	-	45,000	-	-	-	-	-	-	-	45,000
102	5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	-	-	400,000	-	-	-	-	400,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
103	5900-25-2102	Replace Acton Station Pump 722 (P11)	850,000	-	-	-	-	-	-	-	-	-	850,000
104	5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712	-	-	-	-	-	-	-	60,000	-	-	60,000
105	5900-25-2104	Replace Fire Chief's Car 1 Unit 711	-	-	-	-	-	-	-	60,000	-	-	60,000
106	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	-	60,000	-	-	-	-	-	-	60,000	-	120,000
107	5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	-	-	400,000	-	-	-	-	400,000
108	5900-25-2203	Replace Tanker 742 (T3)	-	600,000	-	-	-	-	-	-	-	-	600,000
109	5900-25-2301	Aerial 752 (A4)	-	-	-	-	-	-	1,500,000	-	-	-	1,500,000
110	5900-25-2302	Support Unit 715 (414)	-	-	-	-	-	-	60,000	-	-	-	60,000
111	5900-25-2303	Replace Aerial 750 (A3)	-	-	1,500,000	-	-	-	-	-	-	-	1,500,000
112	5900-25-2401	Replace Tanker 743 (T1)	-	-	-	600,000	-	-	-	-	-	-	600,000
113	5900-25-2403	Replace Pump 721 (P2)	-	-	-	850,000	-	-	-	-	-	-	850,000
114	5900-25-2501	Replace Pump 724 (P1)	-	-	-	-	850,000	-	-	-	-	-	850,000
115	5900-25-2601	Tanker - 4th Station (New)	-	-	-	-	-	-	600,000	-	-	-	600,000
116	5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	-	-	21,000	-	-	21,000
117	5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	-	-	13,700	-	-	13,700
Fire Services Total			968,000	998,000	1,683,000	1,588,000	1,068,000	2,438,000	7,548,000	752,700	198,000	138,000	17,379,700
Transportation & Public Works													
118	6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys	-	100,000	-	-	-	-	-	-	-	-	100,000
119	6100-16-0101	Future Transit infrastructure installations	-	-	-	-	-	100,000	25,000	25,000	25,000	100,000	275,000
120	6100-16-0102	Future Transit infrastructure installations - Replacement	-	-	-	-	-	-	-	-	-	100,000	100,000
121	6100-16-2106	Steeles Ave Corridor transit infrastructure	100,000	100,000	-	-	100,000	100,000	-	-	100,000	100,000	600,000
122	6100-16-2107	Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive	1,545,000	775,000	-	-	-	-	-	-	-	-	2,320,000
123	6100-17-1801	Infill Sidewalk Connections (Various Locations)	51,500	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	501,500
124	6100-20-1801	Stormwater Strategy	-	-	150,000	-	-	-	-	-	-	-	150,000
125	6100-20-2201	Storm Sewer Condition Assessments	-	250,000	250,000	250,000	250,000	250,000	-	-	-	-	1,250,000
126	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
127	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	475,000
128	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
129	6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Extension	-	-	150,000	-	-	-	-	-	-	-	150,000
130	6100-22-0102	Transportation Master Plan Update	-	250,000	-	-	-	250,000	-	-	-	-	500,000
131	6100-22-1802	Class EAs for Master Plan Projects	-	-	400,000	400,000	-	-	400,000	400,000	-	-	1,600,000
132	6100-22-1805	Trucking Strategy Implementation	75,000	250,000	-	-	-	-	-	-	-	-	325,000
133	6100-22-1806	Cycling Inf Feasibility Study Implementation	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000
134	6100-23-1602	Active Transportation Promotion and Education	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
135	6100-23-2401	Active Transportation Improvements	92,700	100,000	80,000	250,000	250,000	250,000	-	-	-	-	1,022,700
136	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	51,500	450,000	-	-	-	-	-	-	-	-	501,500
137	6100-28-0101	Opticom Replacement Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
138	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
139	6100-28-1516	Traffic Calming (Various Locations)	41,200	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	401,200
140	6100-28-1703	Pedestrian Crossings (Various Locations)	180,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,665,000
141	6100-28-1807	Mill St Neighbourhood Improvements	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-	700,000
142	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
143	6100-28-2101	Traffic Signal Installation (Eighth Line and Danby Road)	-	280,000	-	-	-	-	-	-	-	-	280,000
144	6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	-	150,000	-	400,000	-	-	550,000
145	6200-16-0104	Pavement Management	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	1,956,100	19,561,000
146	6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit Reconstruction	-	2,600,000	-	-	-	-	-	-	-	-	2,600,000
147	6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	350,000	-	-	-	-	-	-	-	350,000
148	6200-16-1601	Todd Road Reconstruction	-	400,000	2,565,000	-	-	-	-	-	-	-	2,965,000
149	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	2,343,200	-	2,450,000	-	1,500,000	-	2,000,000	-	-	-	8,293,200
150	6200-16-1803	Prince St. Improvements	-	-	600,000	-	-	-	-	-	-	880,000	1,480,000
151	6200-16-1804	Bowman Street Retaining Wall Replacement	75,000	-	-	-	-	-	-	-	-	-	75,000
152	6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane Construction	360,500	-	-	-	-	-	-	-	-	-	360,500
153	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	51,500	700,000	-	-	-	-	-	-	-	-	751,500
154	6200-16-1901	McNabb St - King to CNR Improvements	77,300	650,000	-	-	-	-	-	-	-	-	727,300
155	6200-16-1902	10th Line - Steeles to 10 SdRd Reconstruction	-	-	-	-	-	-	-	500,000	-	-	500,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
156	6200-16-1904	Eighth Line - Steeles to North of 15 SdRd Reconstruction	-	-	-	2,386,000	-	5,187,500	5,187,500	-	-	-	12,761,000
157	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	1,287,500	-	-	-	-	-	-	-	-	-	1,287,500
158	6200-16-2004	Guelph St & Mountainview - Nourthbound/Southbound Turn Lane Improvements	-	-	1,500,000	6,000,000	-	-	-	-	-	-	7,500,000
159	6200-16-2005	22 SdRd New Connection	-	-	-	200,000	-	105,000	-	700,000	-	-	1,005,000
160	6200-16-2006	22 SdRd Ralignment Fourth Line Construction	-	-	-	225,000	-	-	-	-	-	-	225,000
161	6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	-	800,000	4,200,000	-	-	-	-	-	5,000,000
162	6200-16-2008	Queen Street (Acton) Reconstruction	927,000	-	-	-	-	-	-	-	-	-	927,000
163	6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	-	144,000	-	-	960,000	-	1,104,000
164	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
165	6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	750,000	5,000,000	-	-	-	-	5,750,000
166	6200-16-2105	Ontario Street Reconstruction and Bridge Replacement	360,500	-	2,500,000	-	-	-	-	-	-	-	2,860,500
167	6200-16-2106	Mountainview Rd Resurfacing - John to Maple	103,000	1,200,000	-	-	-	-	-	-	-	-	1,303,000
168	6200-16-2201	Confederation St. Main to Urban Boundary	-	-	-	-	-	486,000	3,240,000	-	-	-	3,726,000
169	6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	-	-	165,000	940,000	1,410,000	9,400,000	-	-	11,915,000
170	6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	-	110,000	110,000	330,000	2,200,000	-	-	2,750,000
171	6200-16-2702	Tenth Line Steeles South	-	-	-	-	-	132,000	-	-	880,000	-	1,012,000
172	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	225,000	-	-	-	-	-	-	-	-	-	225,000
173	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
174	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
175	6200-22-0107	Bridge Rehab Study Update	-	75,000	-	75,000	-	75,000	-	75,000	-	-	300,000
176	6200-22-1702	Pvmt Mgmt Study - 5 YR Cycle	-	55,000	-	-	-	-	55,000	-	-	-	110,000
177	6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction	-	-	-	-	-	-	-	-	-	960,000	960,000
178	6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
179	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	-	150,000	-	1,000,000	-	-	-	-	-	-	1,150,000
180	6200-27-0101	Glen Lawson Improvements	360,500	-	1,500,000	-	-	-	-	-	-	-	1,860,500
181	6200-27-1011	Tweedle Street Improvements	-	-	150,000	-	-	-	-	-	-	-	150,000
182	6210-22-2101	Site Alteration By-Law Update (per MOECC)	80,000	-	-	-	-	-	-	-	-	-	80,000
183	6500-02-1801	PW Ops Ctr Roof Repair	120,000	-	-	-	-	-	-	-	-	-	120,000
184	6500-03-1704	Truck Wash Facility	-	-	625,000	-	-	-	-	-	-	-	625,000
185	6500-03-2001	Material Storage Facility	-	-	300,000	-	-	-	-	-	-	-	300,000
186	6500-06-0102	Equipment Replacement	730,000	905,500	1,001,000	1,749,500	1,110,000	568,500	656,000	1,046,000	992,000	900,000	9,658,500
187	6500-06-1701	New Equipment	150,000	260,000	520,000	90,000	155,000	460,000	-	-	-	-	1,635,000
188	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
189	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
190	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
191	6500-28-1002	Traff Cntrl Signals Replace	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
192	6500-28-1701	Traffic Signal - 8th Line & Miller Drive	-	280,000	-	-	-	-	-	-	-	-	280,000
193	6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	280,000	-	-	-	-	-	-	-	-	280,000
194	6500-28-1801	Traffic Signal - Eighth Line to Argyl Rd	-	-	250,000	-	-	-	-	-	-	-	250,000
195	6800-05-1601	ActiVan Transit Software	91,300	-	-	-	-	-	-	-	-	-	91,300
196	6810-04-2101	Transit Hardware/Software Purchase/Support	-	-	20,000	-	350,000	-	20,000	-	125,000	-	515,000
197	6810-22-2001	Transit Facility Feasibility Study & Implementation	-	-	-	-	-	200,000	1,800,000	10,000,000	-	-	12,000,000
198	6810-25-1001	Activan Replacement Vehicles	370,000	240,000	120,000	370,000	-	120,000	-	-	-	-	1,220,000
199	6810-25-1601	New ActiVan Vehicles	-	-	-	200,000	-	-	-	200,000	-	-	400,000
200	6810-25-0101	New Transit Vehicles	-	-	-	-	600,000	-	-	-	2,200,000	-	2,800,000
201	6100-28-2102	Queen St/Acton Blvd IPS Installation	140,000	-	-	-	-	-	-	-	-	-	140,000
202	6100-28-2103	5 Sideroad and Fourth Line Traffic Signal Installation	100,000	500,000	-	-	-	-	-	-	-	-	600,000
203	6200-24-2201	Multi-Use Path 5sdrd RR25 to Mansewood	-	75,000	-	-	-	-	-	-	-	-	75,000
204	6200-16-2107	5 Sideroad Resurfacing (Milton Joint Project)	206,000	-	-	-	-	-	-	-	-	-	206,000
Transportation & Public Works Total			13,196,300	16,306,600	20,212,100	18,576,600	20,071,100	18,159,100	18,654,600	28,477,100	8,713,100	6,471,100	168,837,700
Planning & Development													
205	7100-22-1502	Glen Williams Sec Plan Review	-	-	-	55,000	-	-	-	-	-	-	55,000
206	7100-22-2302	GO Station Secondary Plan Review	200,000	-	-	-	-	-	-	-	-	-	200,000
207	7100-27-0102	Norval Secondary Plan Review	-	-	-	-	-	-	-	-	55,000	-	55,000
208	7000-22-0001	Official Plan Review	200,000	-	-	-	200,000	-	-	-	200,000	-	600,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
209	7100-22-2303	Post 2031 Secondary Plans	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-	-	4,500,000
210	7300-22-2201	Stewarttown Planning Study Update	-	-	-	-	-	55,000	-	-	-	-	55,000
211	7100-22-2001	Zoning By-Law Update	-	154,000	-	-	-	-	154,000	-	-	-	308,000
212	7100-22-2101	Cultural Heritage Master Plan	150,000	-	-	-	-	-	-	-	-	-	150,000
Planning & Development Total			550,000	154,000	-	55,000	200,000	1,555,000	1,654,000	1,500,000	255,000	-	5,923,000
Recreation & Parks													
213	8211-02-2401	ACC Exterior Window and Door Sealant	-	-	-	15,000	-	-	-	-	-	-	15,000
214	8213-06-2101	Acton Arena CC Hall Water Softener Replace	-	10,000	-	-	-	-	-	-	-	-	10,000
215	8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
216	8211-02-2101	Acton Arena Concession Cabinetry	-	15,000	-	-	-	-	-	-	-	-	15,000
217	8211-02-2204	Acton Arena Dehumidification Unit	-	-	150,000	-	-	-	-	-	-	-	150,000
218	8211-02-1902	Acton Arena Emergency Light Replacement	15,500	-	-	-	-	-	-	-	-	-	15,500
219	8211-02-2208	Acton Arena Exit Light Fixtures Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
220	8211-02-2206	Acton Arena Exterior Lighting Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
221	8211-02-1706	Acton Arena HVAC Replacement	-	200,000	-	-	-	-	-	-	-	-	200,000
222	8211-02-2205	Acton Arena Interior Lighting	-	11,000	-	-	-	-	-	-	-	-	11,000
223	8211-06-3002	Acton Arena Kitchen Appliances Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
224	8211-06-2101	Acton Arena Lobby A/C Installation	-	35,000	-	-	-	-	-	-	-	-	35,000
225	8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	-	20,000	-	-	20,000
226	8211-02-2202	Acton Arena MUA Unit	-	200,000	-	-	-	-	-	-	-	-	200,000
227	8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	-	15,000	-	-	-	-	-	15,000
228	8211-02-1801	Acton Arena Roof Replacement	-	-	-	-	-	-	-	400,000	-	-	400,000
229	8211-02-2203	Acton Arena RTU	-	-	40,000	-	-	-	-	-	-	-	40,000
230	8211-02-2209	Acton Arena Security System CCTV	-	-	11,000	-	-	-	-	-	-	-	11,000
231	8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	-	18,000	-	-	18,000
232	8430-02-3001	Acton Library Exterior Windows Sealing	-	-	-	-	-	-	-	-	-	15,000	15,000
233	8230-02-3001	AIP Flooring Replacement	-	-	-	-	-	-	-	-	-	15,000	15,000
234	8230-06-1701	AIP Mechanical Upgrades	-	-	-	16,000	-	-	-	-	-	-	16,000
235	8230-02-2201	AIP Pool Tank Repairs	-	80,000	-	-	-	-	-	-	-	-	80,000
236	8230-02-1501	AIP Refinish Interior Wood	-	-	11,000	-	-	-	-	-	-	-	11,000
237	8230-06-2001	AIP Replace Pool Filter	-	35,000	-	-	-	-	-	-	-	-	35,000
238	8230-02-2101	AIP RTU1	-	36,000	-	-	-	-	-	-	-	-	36,000
239	8230-02-2602	AIP Sink Replacements	-	-	-	-	-	10,000	-	-	-	-	10,000
240	8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	-	15,000	-	-	-	-	15,000
241	8200-25-0101	Arena Ice Resurfacer	-	115,000	115,000	-	115,000	-	115,000	-	115,000	-	575,000
242	8240-22-1501	Arts, Cultural Centre Strategic Plan	-	-	25,000	-	-	-	-	-	-	-	25,000
243	8500-24-2301	Birchway Place Trail Connection (Ph. 1)	-	-	35,000	-	-	-	-	-	-	-	35,000
244	8500-24-2401	Birchway Place Trail Connection (Ph. 2)	-	-	-	45,000	-	-	-	-	-	-	45,000
245	8002-10-0101	Capital Project Management	176,200	-	-	-	-	-	-	-	-	-	176,200
246	8220-02-3003	Cedarvale CC Ceiling Replacement	-	-	-	-	-	-	-	-	-	30,000	30,000
247	8220-02-3001	Cedarvale CC Exterior Window Sealing	-	-	-	-	-	-	-	-	-	10,000	10,000
248	8220-02-3002	Cedarvale CC Flooring Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
249	8221-02-2101	Cedarvale Cottage Electrical Upgrades	15,500	-	-	-	-	-	-	-	-	-	15,500
250	8500-11-1501	Cedarvale Park Master Plan Implementation	-	250,000	-	-	-	-	-	-	-	-	250,000
251	8500-11-0103	Cemetery Revitalization & Renewal	15,000	90,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	120,000	1,015,000
252	8500-11-1806	Centralized Irrigation Control	-	60,000	-	-	-	-	-	-	-	-	60,000
253	8500-11-2108	Centralized Sportsfield Lighting Control	-	30,000	-	-	-	-	-	-	-	-	30,000
254	8510-10-2001	Community Partnership - Beach Volleyball	-	110,000	-	-	-	-	-	-	-	-	110,000
255	8500-11-0108	Court Revitalization & Repairs	15,000	-	-	15,000	-	-	15,000	-	-	15,000	60,000
256	8240-02-3001	Cultural Centre Exterior Wall Refurbishment	-	-	-	-	-	-	-	-	-	15,000	15,000
257	8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	-	40,000	-	-	40,000
258	8240-06-1701	Cultural Centre Theatre Curtain Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
259	8500-11-2110	Dominion Gardens Park Master Plan Implementation PH3	-	660,000	-	-	-	-	-	-	-	-	660,000
260	8200-06-1601	Facility Boom Lift	-	-	80,000	-	-	-	-	-	-	-	80,000
261	8200-22-1301	Facility Space Provision Study	-	-	165,000	-	-	-	-	-	-	-	165,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
262	8200-02-0101	Facility Structural Repairs	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	720,000
263	8500-10-2101	Fairy Lake Water Quality - CVC Partnership	25,000	-	-	-	-	-	-	-	-	-	25,000
264	8500-11-1603	Fairy Lake Water Quality Implementation	-	132,000	-	-	-	-	-	-	-	-	132,000
265	8500-13-2301	Fitness Features - Community Park	-	-	40,000	-	-	-	-	-	-	-	40,000
266	8261-12-1701	GCC Parking Lot Resurfacing	-	400,000	-	-	-	-	-	-	-	-	400,000
267	8261-03-2001	GCC Phase 2 Construction	-	25,000,000	-	-	-	-	-	-	-	-	25,000,000
268	8261-02-2501	GCC Pool Filters	-	-	-	-	15,000	-	-	-	-	-	15,000
269	8221-06-1601	GCC Replace Closed Circuit Camera System	-	21,000	-	-	-	-	-	-	-	-	21,000
270	8261-02-2502	GCC Replace Exhaust Fans	-	-	-	-	20,000	-	-	-	-	-	20,000
271	8221-06-1502	GCC Replace Fire Alarm System	-	19,000	-	-	-	-	-	-	-	-	19,000
272	8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	-	55,000	-	-	55,000
273	8221-02-1701	GCC Roof Maintenance	-	-	-	-	25,000	-	-	-	-	25,000	50,000
274	8261-02-1403	GCC RTU's	-	-	-	-	70,000	-	-	-	-	70,000	140,000
275	8304-11-2001	GCC Tennis Court Resurfacing	-	-	-	-	-	-	-	125,000	-	-	125,000
276	8261-02-1402	GCC Unit Heaters	-	-	-	6,000	-	-	-	-	-	-	6,000
277	8500-11-2005	Gellert Park Expansion	-	-	6,000,000	-	-	-	-	-	-	-	6,000,000
278	8500-11-2204	Gellert Splash Pad Resurfacing	-	90,000	-	-	-	-	-	-	-	-	90,000
279	8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
280	8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
281	8231-06-1701	GIP Equipment Replacement	-	24,000	-	-	-	-	-	-	-	-	24,000
282	8231-06-1602	GIP Filter Replacement	-	72,000	-	-	-	-	-	-	-	-	72,000
283	8231-02-2103	GIP Floor Replacements	-	-	-	-	-	15,000	-	-	-	-	15,000
284	8231-02-1801	GIP Floor Tiling	-	84,000	-	-	-	-	-	-	-	-	84,000
285	8231-02-1501	GIP Partition Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
286	8231-02-2201	GIP Pool Tank Repairs	-	80,000	-	-	-	-	-	-	-	-	80,000
287	8231-02-2101	GIP Replace Main Electrical	-	22,000	-	-	-	-	-	-	-	-	22,000
288	8231-02-2102	GIP Roof Replacement	-	-	-	-	20,000	-	-	-	-	-	20,000
289	8231-02-2601	GIP Sink Replacements	-	-	-	-	-	10,000	-	-	-	-	10,000
290	8500-11-2101	Glen Williams Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
291	8500-11-1805	Halton Hills Drive Park	-	414,000	-	-	-	-	-	-	-	-	414,000
292	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
293	8500-11-2006	Hornby Park Revitalization	-	300,000	-	-	-	-	-	-	-	-	300,000
294	8500-11-2114	Hungry Hollow - MECP Trail Permit Compensation	100,000	-	-	-	-	-	-	-	-	-	100,000
295	8500-24-2001	Hungry Hollow Trails Ph 4 - MECP Permit Trail Section	386,300	-	-	-	-	-	-	-	-	-	386,300
296	8500-11-0105	Irrigation Repairs	15,000	-	45,000	-	45,000	-	45,000	-	45,000	-	195,000
297	8500-11-2112	Lindsey Court Park	-	-	225,000	-	-	-	-	-	-	-	225,000
298	8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	450,000	-	-	-	-	-	-	-	-	450,000
299	8500-11-2113	Mill Street Parkette	-	100,000	-	-	-	-	-	-	-	-	100,000
300	8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	35,000	-	35,000	-	-	-	-	-	-	70,000
301	8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
302	8251-02-2203	MMSP Alcott Skate Tile Replacement	-	-	-	-	-	-	-	300,000	-	-	300,000
303	8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
304	8251-02-3003	MMSP Bathroom Fixtures	-	-	-	-	-	-	-	-	-	25,000	25,000
305	8251-02-2201	MMSP Ceiling Refurbishment	-	35,000	-	-	-	-	-	-	-	-	35,000
306	8251-22-1501	MMSP Computerized Energy Audit	-	50,000	-	-	-	-	-	-	-	-	50,000
307	8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	-	15,000	-	-	15,000
308	8251-02-3004	MMSP Domestic Water Distribution	-	-	-	-	-	-	-	-	-	200,000	200,000
309	8251-06-3001	MMSP Domestic Water Heaters	-	-	-	-	-	-	-	-	-	70,000	70,000
310	8251-02-2202	MMSP Exterior Door Replacement	-	-	-	13,000	-	-	-	-	-	-	13,000
311	8251-06-3004	MMSP Exterior Light Fixtures	-	-	-	-	-	-	-	-	-	50,000	50,000
312	8251-06-3003	MMSP Exterior Lighting	-	-	-	-	-	-	-	-	-	150,000	150,000
313	8251-02-3002	MMSP Flooring Replacement	-	-	-	-	-	-	-	-	-	80,000	80,000
314	8251-02-3005	MMSP Gas Supply	-	-	-	-	-	-	-	-	-	100,000	100,000
315	8251-02-3001	MMSP Interior Doors	-	-	-	-	-	-	-	-	-	25,000	25,000
316	8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	-	500,000	-	-	-	-	500,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
317	8251-02-1802	MMSP Low E Ceiling	93,500	-	-	60,000	-	-	-	-	-	-	153,500
318	8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	-	300,000	-	-	-	300,000
319	8251-02-2204	MMSP Replace Air Distribution Systems	-	100,000	-	-	-	-	-	-	-	-	100,000
320	8251-06-1901	MMSP Replace Dehumidifiers	385,000	-	-	-	-	-	-	-	-	-	385,000
321	8251-02-2205	MMSP Replace Detection Devices	-	-	-	65,000	-	-	-	-	-	-	65,000
322	8251-02-2206	MMSP Replace Electrical Equipment	-	-	-	60,000	-	-	-	-	-	-	60,000
323	8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	250,000	-	-	-	-	-	-	-	-	250,000
324	8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	-	60,000	-	-	60,000
325	8251-02-1701	MMSP Replace Fembrook Pad Seating	-	-	-	-	-	-	-	18,000	-	-	18,000
326	8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	-	70,000	-	-	-	-	-	-	70,000
327	8251-02-2211	MMSP Replace Heating Generating Systems	-	85,000	-	-	-	-	-	-	-	-	85,000
328	8251-02-2213	MMSP Replace MUA	-	120,000	-	-	-	-	-	-	-	-	120,000
329	8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	-	30,000	-	-	30,000
330	8251-02-2214	MMSP Replace Power Distribution	-	-	-	300,000	-	-	-	-	-	-	300,000
331	8251-02-2215	MMSP Replace Pull Stations	-	-	-	25,000	-	-	-	-	-	-	25,000
332	8251-02-2216	MMSP Replace RTU's	-	120,000	-	-	-	-	-	-	-	-	120,000
333	8251-02-2217	MMSP Replace Signal Devices	-	-	-	50,000	-	-	-	-	-	-	50,000
334	8251-02-2218	MMSP Replace Sprinkler System	-	-	-	100,000	-	-	-	-	-	-	100,000
335	8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	-	75,000	-	-	-	-	-	-	75,000
336	8251-02-2220	MMSP Replace Storm Drainage System	-	-	-	300,000	-	-	-	-	-	-	300,000
337	8251-02-2221	MMSP Replacement Sanitary Waste	-	-	-	300,000	-	-	-	-	-	-	300,000
338	8251-02-2101	MMSP Saputo Mechanical/Electrical HVAC Cooling	55,000	-	-	-	-	-	-	-	-	-	55,000
339	8251-06-3002	MMSP Signal Devices	-	-	-	-	-	-	-	-	-	50,000	50,000
340	8500-11-1504	MMSP Skatepark Revitalization & Renewal	-	600,000	-	-	-	-	-	-	-	-	600,000
341	8251-02-1603	MMSP Structural Steel Painting	-	38,000	-	-	-	-	-	-	-	-	38,000
342	8500-11-2102	Multi Purpose Courts	-	-	-	185,000	-	-	-	-	-	-	185,000
343	8500-11-1703	Neighbourhood Level Skate Features	-	148,000	-	-	-	-	-	-	-	-	148,000
344	8421-12-2101	Norval CC Parking Lot	-	10,000	-	-	-	-	-	-	-	-	10,000
345	8421-02-2101	Norval CC Replace Exterior Wall Cladding	-	40,000	-	-	-	-	-	-	-	-	40,000
346	8421-02-2102	Norval CC Replace Flooring	-	15,000	-	-	-	-	-	-	-	-	15,000
347	8421-02-2601	Norval Community Centre - Electrical Upgrades	15,500	-	-	-	-	-	-	-	-	-	15,500
348	8500-22-1801	Norval Park Master Plan Implementation	-	171,000	-	-	-	-	-	-	-	-	171,000
349	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
350	8500-11-2002	Open Space Management	-	20,000	-	-	-	-	-	-	-	-	20,000
351	8500-11-0107	Park Electrical Repairs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
352	8500-12-0101	Park Parking Lot Surfacing	-	-	250,000	-	250,000	-	-	-	-	-	500,000
353	8500-24-0111	Park Pathway Lighting Replacement	-	160,000	160,000	150,000	150,000	-	-	-	-	-	620,000
354	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
355	8500-11-0106	Park Pavilion Repairs	50,000	75,000	-	-	-	-	-	-	-	-	125,000
356	8500-11-2107	Park Pylon Sign	-	70,000	-	-	-	-	-	-	-	-	70,000
357	8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
358	8500-11-0102	Parks Revitalization & Renewal	15,000	145,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	1,470,000
359	8500-11-0115	Parks Tree Planting	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
360	8500-11-1911	Pedestrian Bridge Replacement	-	115,000	-	-	-	-	-	-	-	-	115,000
361	8500-13-0106	Play Equipment Replacement	185,400	225,000	110,000	120,000	130,000	140,000	140,000	140,000	140,000	140,000	1,470,400
362	8500-19-0109	Playing Field Rehabilitation	45,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	585,000
363	8500-06-2001	Portable Water Dispenser	-	50,000	-	-	-	-	-	-	-	-	50,000
364	8500-08-2001	Property Acquisition Parks & Open Spaces	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
365	8500-11-2405	Prospect Park & Rotary Park Lighting Improvements	-	-	-	100,000	-	-	-	-	-	-	100,000
366	8500-11-2206	Prospect Park Boat Ramp Revitalization	-	25,000	-	-	-	-	-	-	-	-	25,000
367	8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	-	400,000	-	-	-	400,000
368	8301-11-2001	Prospect Tennis Ct Resurfacing	-	70,000	-	-	-	-	-	-	90,000	-	160,000
369	8500-11-1606	Remembrance Park Mechanical Room Upgrades	12,000	75,000	-	-	-	-	-	-	-	-	87,000
370	8500-11-1807	Rennie St. Park Ph 2	-	210,000	-	-	-	-	-	-	-	-	210,000
371	8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	-	70,000	-	70,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
372	8500-19-0107	Sportsfield Lighting Replacement	-	450,000	-	-	450,000	-	-	-	-	-	900,000
373	8300-11-0104	Tennis Court Lighting Replacement	-	175,000	-	-	-	-	-	-	-	-	175,000
374	8200-03-1701	Tennis Court New Facility	-	-	-	-	600,000	-	-	-	-	-	600,000
375	8500-11-2003	Tolton Lands Redevelopment	824,000	-	-	-	-	-	-	-	-	-	824,000
376	8400-02-2001	Town Hall Air Handling Unit	-	450,000	-	-	-	-	-	-	-	-	450,000
377	8400-02-1901	Town Hall Balancing HVAC System	-	-	-	-	10,000	-	-	-	-	-	10,000
378	8400-02-2102	Town Hall BAS - Phase 2	275,000	-	-	-	-	-	-	-	-	-	275,000
379	8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	-	25,000	-	-	-	-	-	25,000
380	8400-02-3001	Town Hall Commercial Exhaust Replacement	-	-	-	-	-	-	-	-	-	230,000	230,000
381	8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	-	300,000	-	-	-	300,000
382	8400-02-2201	Town Hall Domestic Water Main Replacement	-	25,000	-	-	-	-	-	-	-	-	25,000
383	8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	-	500,000	-	-	-	500,000
384	8400-02-2202	Town Hall Emergency Lighting Systems	-	50,000	-	-	-	-	-	-	-	-	50,000
385	8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	-	125,000	-	-	-	-	-	125,000
386	8400-02-2209	Town Hall Exit Light Fixtures	-	20,000	-	-	-	-	-	-	-	-	20,000
387	8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	-	13,000	-	-	-	-	-	13,000
388	8400-02-2505	Town Hall Exterior Wall and Soffit Lighting System	-	150,000	-	-	-	-	-	-	-	-	150,000
389	8400-02-2506	Town Hall Exterior Windows Replacement	-	-	-	-	-	-	70,000	-	-	-	70,000
390	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	30,000	-	-	-	-	-	-	-	-	30,000
391	8400-02-3005	Town Hall Fire Extinguishers	-	-	-	-	-	-	-	-	-	15,000	15,000
392	8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
393	8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	-	150,000	-	-	-	150,000
394	8400-02-1902	Town Hall Replace HVAC Water Piping	15,500	-	-	-	-	-	-	-	-	-	15,500
395	8400-02-1703	Town Hall MUA Replacement	-	35,000	-	-	-	-	-	-	-	-	35,000
396	8400-12-1501	Town Hall Parking Lot Replacement	-	170,000	-	-	-	-	-	-	-	-	170,000
397	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	510,000
398	8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	-	15,000	-	-	-	15,000
399	8400-02-3006	Town Hall Power Distribution	-	-	-	-	-	-	-	-	-	75,000	75,000
400	8400-02-3004	Town Hall Pull Stations	-	-	-	-	-	-	-	-	-	25,000	25,000
401	8400-02-2005	Town Hall Renovations - Ph 1	525,000	-	-	-	-	-	-	-	-	-	525,000
402	8400-02-2205	Town Hall Replace Exterior Pole Mounted Lighting	-	70,000	-	-	-	-	-	-	-	-	70,000
403	8400-02-2206	Town Hall Replace/Upgrade Interior Lighting	-	100,000	-	-	-	-	-	-	-	-	100,000
404	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	-	55,000	-	-	-	-	-	-	-	-	55,000
405	8400-02-2208	Town Hall Security System	-	200,000	-	-	-	-	-	-	-	-	200,000
406	8400-02-2401	Town Hall Security System (CCTV)	-	110,000	-	-	-	-	-	-	-	-	110,000
407	8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	-	33,000	-	-	-	33,000
408	8400-02-3002	Town Hall Sprinkler Replacement	-	-	-	-	-	-	-	-	-	250,000	250,000
409	8400-02-3003	Town Hall Stand Pipe & Fire	-	-	-	-	-	-	-	-	-	50,000	50,000
410	8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
411	8400-02-2301	Town Hall LCDB Window and Entrance replacement	-	-	557,000	-	-	-	-	-	-	-	557,000
412	8400-02-2302	Town Hall LCDB Ceiling Finishes	-	-	58,000	-	-	-	-	-	-	-	58,000
413	8400-02-2511	Town Hall LCDB Plumbing and Drainage (Replace DHW)	-	-	-	-	19,000	-	-	-	-	-	19,000
414	8400-02-2402	Town Hall LCDB Lighting, Devices, Heating	-	-	-	606,000	-	-	-	-	-	-	606,000
415	8400-02-2210	Town Hall LCDB Fittings and Equipment	-	34,000	-	-	-	-	-	-	-	-	34,000
416	8400-02-2601	Town Hall LCDB Geothermal System	-	-	-	-	-	444,000	-	-	-	-	444,000
417	8400-02-2602	Town Hall LCDB Carport PV Arrays	-	-	-	-	-	994,000	-	-	-	-	994,000
418	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	735,400	-	-	-	-	-	-	-	-	-	735,400
419	8500-24-0102	Trails Revitalization & Renewal	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,300,000
420	8500-24-0110	Trails System	-	240,000	260,000	280,000	300,000	300,000	300,000	300,000	300,000	300,000	2,580,000
421	8500-24-2201	Trails System – TSP to Black Creek Estates	-	100,000	-	-	-	-	-	-	-	-	100,000
422	8500-19-1801	TSP Field of Dreams - Phase 1	103,000	-	-	-	-	-	-	-	-	-	103,000
423	8500-10-2201	UCC Trail Partnership	-	175,000	-	-	-	-	-	-	-	-	175,000
424	8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	4,575,000	-	4,575,000
425	8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	450,000	-	-	-	-	-	-	450,000
426	8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	420,000	-	-	-	-	-	420,000

2021 Capital Budget & 2022 - 2030 Capital Forecast Summary

Line	Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
427	8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	450,000	-	-	-	-	450,000
428	8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	270,000	-	-	-	-	-	-	270,000
429	8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	270,000	-	-	-	-	-	270,000
430	8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	225,000	-	-	-	-	225,000
431	8500-11-2702	Vision Georgetown Parks - Parkette (PK #6)	-	-	-	-	-	-	-	-	-	225,000	225,000
432	8500-11-2703	Vision Georgetown Parks - Parkette (PK #7)	-	-	-	-	-	-	-	-	-	200,000	200,000
433	8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	-	225,000	-	-	-	-	-	225,000
434	8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	225,000	-	225,000
435	8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Recreation & Parks Total			4,350,800	36,886,000	9,270,000	4,394,000	4,015,000	3,826,000	3,106,000	3,654,000	6,283,000	3,208,000	78,992,800
Grand Total			22,109,700	59,189,000	33,622,700	27,180,200	27,780,400	27,700,100	32,933,600	35,761,600	17,079,000	11,122,400	294,478,700

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 communications and engagement, 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.



2021 BUSINESS PLAN



OFFICE OF THE CAO

DEPARTMENT OVERVIEW

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

These sections work collaboratively to deliver on Council's strategic plan priorities and ensure that Halton Hills is the best place to live, work, play and invest.

The **CAO's** mandate is to provide the overall direction for the strategic, efficient 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.

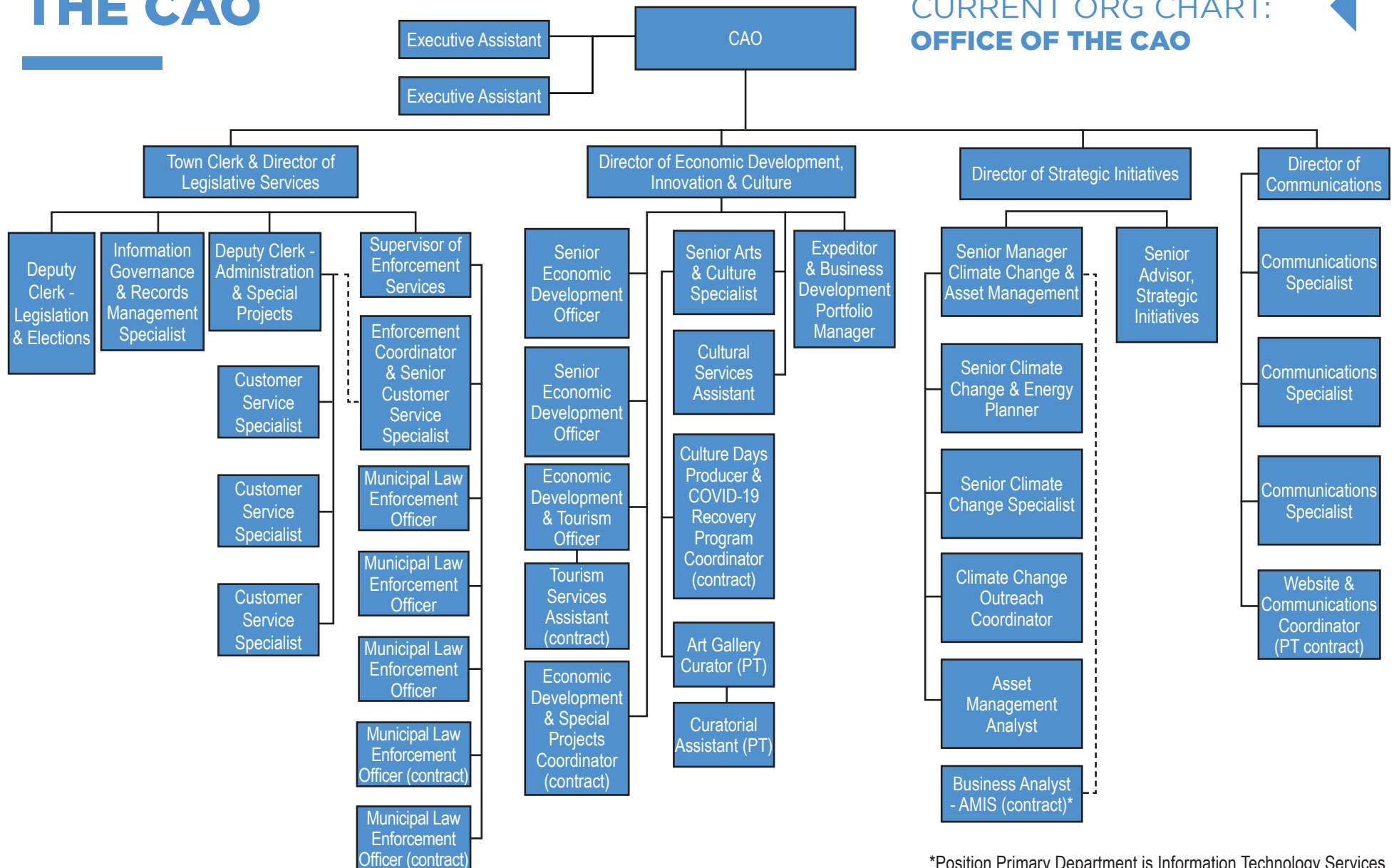
The **Communications Division** develops and distributes information for internal and external audiences through the strategic use of multiple channels. Communications staff ensures that residents, business owners, employees, the media and other stakeholders are well-informed and engaged around Town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

The **Economic Development, Innovation and Culture Division** 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 diversified economy that enhances quality of life.

The **Strategic Initiatives Division** assists the CAO and Senior Management Team in advancing organizational improvements and corporate priorities, including the Town's objectives for climate change and asset management.

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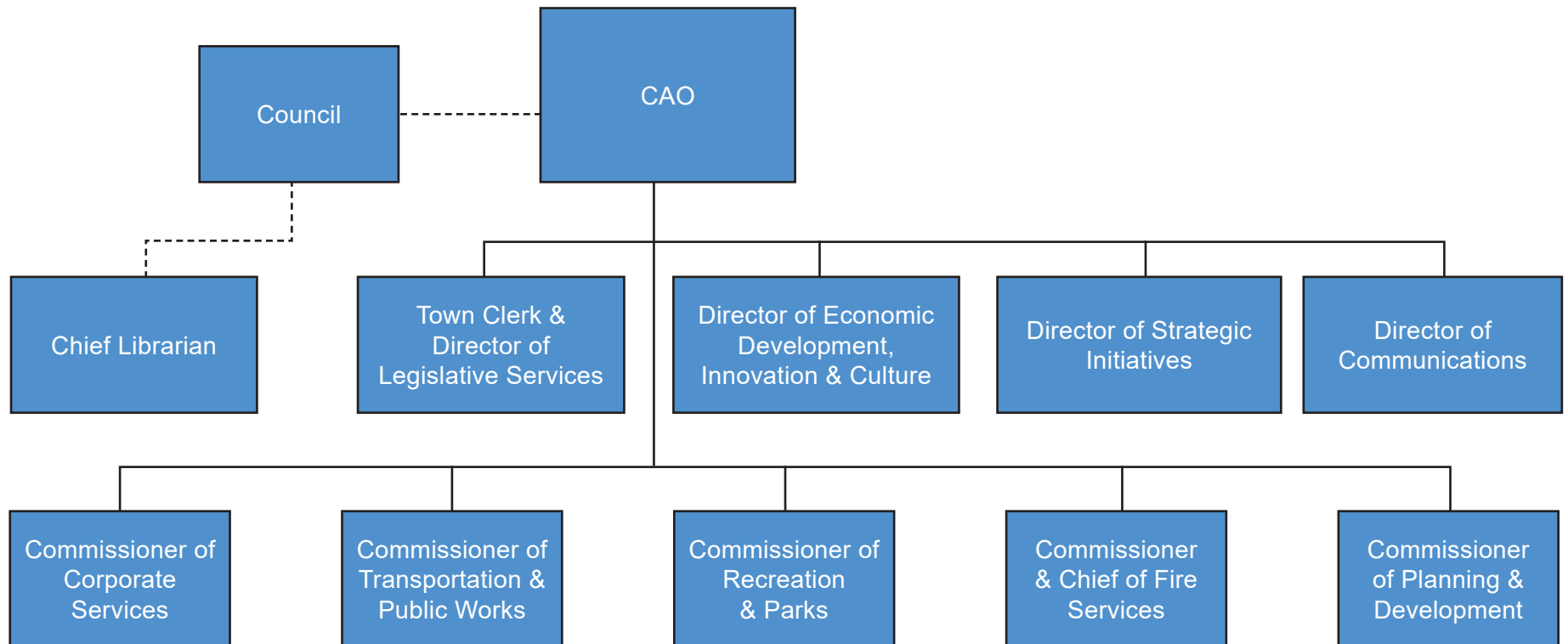
CURRENT ORG CHART: OFFICE OF THE CAO



*Position Primary Department is Information Technology Services

OFFICE OF THE CAO

CURRENT ORG CHART: TOWN OF HALTON HILLS STRUCTURE



OFFICE OF THE 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.

- 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.

- 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 (by-laws, 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

OFFICE OF THE CAO



CLERKS DIVISION

2020 ACCOMPLISHMENTS/SUCCESSSES:



- The COVID pandemic had ever changing effects on various legislation. Ensured compliance with Emergency Management and Civil Protection Act, Municipal Emergency Act, Re-Opening of Ontario Act and others which have impacts on municipal governance
- Implementation of software in Council Chambers to allow for electronic meeting participation by Council and the public, which interacts with the existing equipment to continue to live stream and record meetings
- Launch of online marriage licence module, reducing the in-person processing times from 30 minutes to 5 minutes
- Implementation of online dog licence applications and renewals which integrates directly into AMANDA
- Enforcement staff adjusted work hours to provide coverage for COVID-19 enforcement from 8 a.m. to 11 p.m., 7 days a week
- Utilized Parking Control personnel to provide support for COVID related enforcement calls
- Enforcement staff successfully implemented COVID enforcement protocols without delay at each stage of the pandemic
- Public consultation for backyard chicken survey

OFFICE OF THE CAO

► 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. - Additional workload related to COVID-19 enforcement, and closure of the courts during the pandemic, has led to time delays in closing of enforcement files. - The COVID-19 pandemic has resulted in the need for swift installation of additional technology hardware in Council Chambers, and the implementation of electronic meetings of council. This brought further challenges in ensuring the public continued to have access to Council agendas and meetings.
Opportunities:	<ul style="list-style-type: none"> - Expand on-line services to provide added convenience for Town residents, now and in future. - Through technology, deliver faster licence approvals. - Improve convenience by adding One-Stop Shopping services 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, which will include electronic means for running meetings post pandemic. - Ensure succession planning is well planned and implemented to provide for a seamless transfer of skills and knowledge. - Continue to work with counterparts in neighbouring municipalities to develop best practices and efficiencies.

OFFICE OF THE CAO

► CLERKS DIVISION WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Streamline Business Licensing processes	To provide for greater ease of access to process information from first inquiry to receipt of payment and issuance of licence.	- Clerks Division - Information Technology Services	Enhanced and timely service delivery.	- Fiscal & Corporate Management
2. Issue parking permits for Town parking lots through Service Halton Hills	To enhance one-stop-shopping options.	- Clerks Division	Enhanced and timely service delivery.	- Fiscal & Corporate Management
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 Division	Transparent and accessible online service.	- Fiscal & Corporate Management
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 Division - Enforcement Services	Ensuring all required legislation, including accessibility requirements are outlined within the schedules.	- Fiscal & Corporate Management

OFFICE OF THE CAO

► CLERKS DIVISION WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Support continuous improvement through training opportunities	Further staff training to be conducted in 2021; <ul style="list-style-type: none"> - Use of eScribe - Presenting at Council (use of audio/visual equipment and presentation protocol) 	<ul style="list-style-type: none"> - Clerks Division - Human Resources 	Provide continuous improvement for staff.	<ul style="list-style-type: none"> - Fiscal & Corporate Management
6. Expand online and one-stop shopping services	Allows for enhanced service delivery giving the public more options to apply for licences online.	<ul style="list-style-type: none"> - Clerks Division - Information Technology Services 	Enhanced, streamlined service delivery.	<ul style="list-style-type: none"> - Fiscal & Corporate Management

OFFICE OF THE CAO

► CLERKS DIVISION STAFFING IMPACT:



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

OFFICE OF THE CAO

► CLERKS DIVISION 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%.
Quality of Life	Target
n/a	- n/a

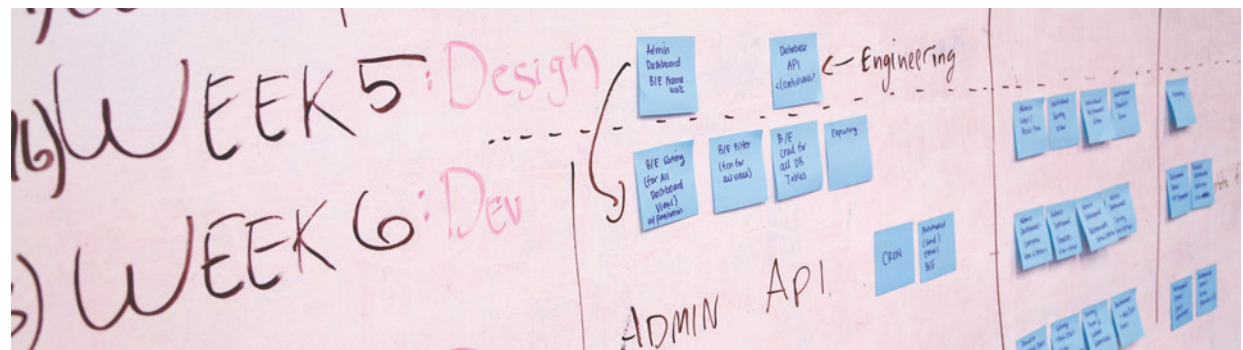
OFFICE OF THE CAO

COMMUNICATIONS CORE ACTIVITIES:

The Communications Division develops and distributes information for internal and external audiences through the strategic use of multiple channels.

Communications staff ensures that residents, business owners, employees, the media and other stakeholders are well-informed and engaged around Town activities. Staff manages issues, upholds and protects the Town's interests and reputation through proactive engagement and the provision of clear, complete, accurate and timely messaging.

- 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 Strategy; manages the online engagement platform (letstalkhaltonhills.ca).
- Manages media relations; monitors and responds to issues and oversees crisis management communications.
- Manages the corporate advertising program.
- Produces content and oversees 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.



OFFICE OF THE CAO

► COMMUNICATIONS 2020 ACCOMPLISHMENTS/SUCCESSSES:



- Enacted strong, multi-pronged response to COVID-19 with the following communications activities:
 - Established new, dedicated web page and updated daily/weekly from March onwards
 - prepared 11 Town Halls April to June, providing the public with current information on legislative changes and local, operational impacts
 - Created daily social media posts
 - Created several print and digital ads
 - Issued 43 COVID-related media releases
 - Produced 18 'special edition' e-newsletters
 - Wrote 100 'CAO Messages to staff'
- Launched new website:
 - Managed content integration with IT staff; introduced new e-services; developed and delivered staff training
 - Registered approximately 98,100 page views per month since launch (June-Oct).
- Continued to meet Public Engagement Charter commitments by:
 - Conducting online consultations for 45 projects using letstalkhaltonhills with an estimated 30,000 (not unique) participants (60% growth)
 - Conducted 10 virtual open houses or PICs
 - Produced 26 editions of corporate e-newsletter, growing subscribers to 600 representing a 53% increase over 2019
 - Produced 25 editions of economic development e-newsletter, growing subscribers to 500 representing a 21% increase over 2019
- Supported new portfolio on equity, diversity, inclusion and anti-racism
- Launched new Mayor's program on Cogeco completing two episodes pre-pandemic



OFFICE OF THE CAO

► COMMUNICATIONS ENVIRONMENTAL SCAN:



Challenges:

Leveraging the strategic value of communications:

- The success of the division has yielded high demand for service across the organization at times presenting workload issues for small staff team.
- Emergencies (e.g. the COVID-19 pandemic) place extra demands on staff and require increased communication over all platforms and the ability to pivot quickly. Responding to the pandemic has stretched resources creating challenges in mitigating staff burn out.
- Most people are connected online and information, real or false, is transmitted quickly and easily; the many 'voices' of Facebook, Twitter and Instagram compete for attention making it difficult for the municipality to stand out and be heard.
- There is an ongoing need to keep current with digital platforms, to constantly update to mitigate misinformation which is time-consuming; staff investing 50% of time managing digital channels.
- Ongoing management and building of a positive reputation to promote understanding of what, why and how; reputation management is a key and growing component of any communications portfolio and requires an ability to monitor the digital presence, understand the impact and respond quickly.

OFFICE OF THE CAO

► COMMUNICATIONS ENVIRONMENTAL SCAN (continued):



Opportunities:	<p>Profile in a crowded, interactive world:</p> <ul style="list-style-type: none"> - Ongoing, consistent and multi-channeled communications support the Town's direction to inform and engage its stakeholders; increased number of subscribers/participants reduces reliance on print media - Users expect digital communications to be timely, meaningful and integrated with other messaging. Town issued over 1300 posts on Facebook & Twitter = 143k and 39k engagements respectively and usage of channels continues to increase year over year: <ul style="list-style-type: none"> - Facebook engagement (likes/comments/shares) up by 18% adding almost 900 new followers in the past year for a total of 3,727 followers. - Twitter impressions (# times tweets/retweets delivered) up by 18% = 6,422 followers. - Engagement platform (letstalkhaltonhills.ca) continues to be utilized effectively across the corporation with a 60% increase in visits.

OFFICE OF THE CAO

COMMUNICATIONS WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Expand ways Halton Hills public is informed about strategic municipal issues	Expand and leverage digital channels and develop a communications plan and content calendar for the Town's LinkedIn account - working with HR. Develop and post topical and interesting information with the objectives of: increasing the number of subscribers, increasing the number of shares and driving people to the Town's other digital offerings (e.g. website, e-newsletters, engagement platform).	- Communications	Increased number of subscribers and shares on Town's social media channels resulting in higher participation, understanding and community buy-in for municipally-led initiatives.	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy
2. CAO priorities - Diversity, Equity, Inclusion & Anti-Racism File	<p>Conduct an environmental scan to understand local resources. Identify opportunities for the Town to advance discussions and actions including hiring of an expert consultant.</p> <p>Work with consultant to foster trust and facilitate internal and external data inputs to understand the concerns of employees and the diverse community and bring forward the findings, recommendations and a strategy for moving forward.</p>	- Communications with CAO	<p>Highly engaged staff that will share their personal experiences (negative & positive) as Town employees.</p> <p>High community engagement from a broad cross section of the community to understand perceptions, values and viewpoints.</p> <p>Staff and community have confidence in the integrity of the process and exhibit a willingness to embrace change and/or recommendations based on findings and recommendations.</p>	<ul style="list-style-type: none"> - Shaping Growth - Local Autonomy & Advocacy

OFFICE OF THE CAO

► COMMUNICATIONS WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Support and enhance Mayor's communications to constituents	Amplify and promote messages in alignment with Mayor's direction as set out in his monthly columns. Promote via various channels to address issues identified by the Mayor.	- Communications		
4. Provide dedicated support to key departmental projects	<p>Business Concierge Program Collaborate with staff to develop and promote best practices approach to streamline and support business opportunities; manage communications for program launch, develop collateral, on an ongoing basis, identify PR opportunities e.g. write and leverage 'good news' stories.</p> <p>Planning Projects Support key planning projects including Premier Gateway Phase 2B and the Glen Williams Secondary Plan Review to meet legislative consultation requirements and inform the community through public education and engagement initiatives.</p>	<p>- Communications with Economic Development</p> <p>- Communications with Planning</p>	<p>Educational and promotional efforts result in positive image/reputation to support investment attraction and community buy-in.</p> <p>Foster community understanding, support and engagement.</p> <p>Mitigate issues through an open and transparent process that includes educating the community.</p>	<p>- Shaping Growth</p> <p>- Climate Change & Environment</p> <p>- Fiscal & Corporate Management</p> <p>- Local Autonomy & Advocacy</p>

OFFICE OF THE CAO

► COMMUNICATIONS WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4. Provide dedicated support to key departmental projects (continued)	Climate Change Support the Low Carbon Transition Committee, Climate Change Resilience Committee and Low Carbon Strategy Governance Body; develop targeted communications on climate change initiatives (e.g. New Green Development Standards, Retrofit Acceleration Program, Naturalized Stormwater Mgmt Plan, EV Charger installations).	- Communications with Strategic Planning	Foster community understanding, support and engagement particularly on areas where individual change supports climate change efforts. Educate the community on issues, challenges and opportunities. Mitigate issues through an open and transparent process that includes educating the community.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy

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► COMMUNICATIONS WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4. Provide dedicated support to key departmental projects (continued)	Affordable Housing Develop and implement a communications and consultation plan that includes a transparent process, community engagement and review/update of existing collateral; development of new marketing materials for 2-unit dwellings; awareness campaign & promotion and support for the Affordable Housing Task Force.	- Communications with Economic Development	General community awareness and understanding of local housing challenges. Partners, stakeholders and the community are engaged in meaningful discussions re: affordable housing & developments. Generate community support and/or acceptance of housing projects.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy

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► COMMUNICATIONS STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	+0.28	Website Communications Coordinator Request to add 10 hours to the current 25 hr/week contract for the Website Communications Coordinator position: managing increased services and current demands on the new website along with meeting new AODA legislative requirements require full-time hours. Meeting the demand for communications during the pandemic has further illustrated the need for adding more hours to this position as the website is the Town's primary public-facing communications channel and requires a dedicated resource to ensure information is always current. The Coordinator also has responsibility for meeting legislative requirements, completing the associated compliance reports and is integral to supporting current and new e-services which are expected to expand. Currently there are 1400 PDFs that require work to make them AODA compliant.

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► COMMUNICATIONS PERFORMANCE INDICATORS:

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

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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 diversified economy that enhances quality of life.

Economic Development & Tourism

- Provides support to the business community to foster a prosperous, creative and diversified economy.
- Delivers a comprehensive program to help existing business flourish while attracting new investment.
- Leads a Business Concierge Program to streamline the delivery of key strategic economic development opportunities.
- Spearheads the Business Retention and Expansion Strategy; including the corporate calling program.
- 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 FDI Strategy.
- Leads and implements the Community Improvement Plan (CIP) and Manufacturing Expansion Fund (MEF) programs.
- Leads the tourism program to maximize economic benefits including, managing the Tourism Advisory Committee, implementing various marketing initiatives, engaging industry and enhancing tourism opportunities.
- Leads the affordable housing initiative, including managing the Affordable Housing Working Group.
- Engages and collaborates with business leaders and stakeholders, including the Chamber of Commerce, Business Improvement Areas, Halton Region and Regional Tourism Organization 3 (RTO3).
- Collects, analyzes and reports on key economic development data and indicators.
- Communicates effectively using a wide range of communication and marketing tools (investhaltonhills.com, visithaltonhills.ca, e-Newsletter).

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



Cultural Services

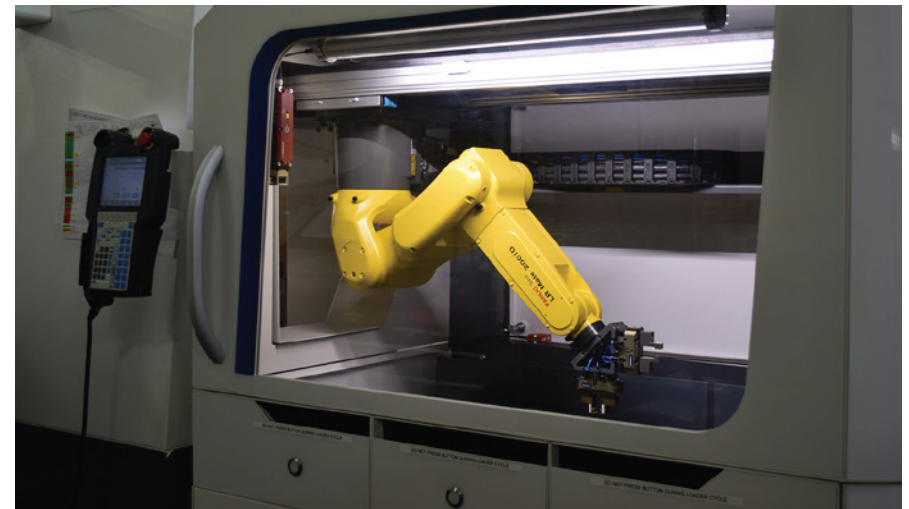
- Provides leadership and coordination related to Cultural Services, including implementing the Cultural Master Plan and Public Art Master Plan.
- Develops and delivers cultural programming and initiatives, including annual Culture Days celebrations, programming at the Helson Gallery and John Elliott Theatre, and the Discover the Hills Cultural Asset Tours.
- Operates the Helson Gallery including care and maintenance of the art collection, presenting exhibitions and developing school and community programming.
- Provides support to and raises the profile of the local arts and culture sector through communications, marketing, professional development, funding and art sales opportunities.
- Manages the Public Art Advisory Board, the Cultural Services Coordination Committee, the Arts and Culture Working Group, and the Culture Days Committee.
- Engages and collaborates with cultural leaders and stakeholders, including the Halton Hills Public Library, Business Improvement Areas, Heritage Services (Halton), and Regional Tourism Organization 3 (RTO3) to provide cultural programming and services.
- Participates in regional, provincial and national networks, including the Regional Cultural Working Group, Halton Equity & Diversity Roundtable, Ontario Culture Days, National Culture Days, Creative Cities Network, Public Art Network and Credit Valley Trail.
- Provides community engagement and volunteer opportunities.
- Collects, analyzes and reports on key cultural data and indicators.
- Maintains the Cultural Asset Inventory.
- Provides leadership and cross-departmental coordination related to municipal relationships with Indigenous Nations and Truth and Reconciliation, and provides support for the Equity, Diversity, Inclusion and Anti-Racism initiative.

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE 2020 ACCOMPLISHMENTS/SUCCESSES:

Economic Development and Tourism

- Launched the 'Al Fresco in the Hills' temporary patio program to help supplement local restaurant revenues.
- Helped coordinate a Business Improvement Area (BIA) Levy Reduction Program for downtown Georgetown to reduce financial costs for BIA members.
- Supported local small business with the expansion of online and e-commerce presence through the Digital Main Street program.
- Participated in the Greater Toronto Area (GTA) Economic Development Alliance, a group of over 20 municipal economic development offices coordinating economic supports across the GTA.
- Expanded marketing and business engagement to gather data on local COVID-19 impacts and provided timely and relevant information to assist businesses in responding to COVID-19.
- Established the Economic Support and Recovery Task Force to coordinate the local COVID-19 response.
- Advocated on behalf of local businesses to the federal and provincial government on key issues via the Mayor's Office.
- Launched the new Visit Halton Hills website to amplify the local economic benefit of tourism.
- Launched a new Invest Halton Hills marketing video that showcases Halton Hills to attract new investment.
- Launched a formal Business Retention & Expansion Program to support the recovery and growth of existing businesses.
- Ongoing work to support the beautification of downtown Acton and Georgetown to enhance downtown vitality and visitor experience.
- Participated in the preparation of the Phase 2B Secondary Plan for the Premier Gateway Employment Area to provide additional developable lands to attract and accommodate new investments and jobs.
- Developed the Town's Business Concierge Program to streamline the delivery of major investment opportunities.
- Advanced over a dozen major investment leads which represent the potential for several million square feet of non-residential development, thousands of jobs and hundreds of millions of dollars in investment.



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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE 2020 ACCOMPLISHMENTS/SUCCESES (continued):

Economic Development and Tourism (continued)

- Continued to implement the CIP, resulting in over \$1 million of private and Town investment since 2015.
 - Launched the implementation of the Town's Foreign Direct Investment (FDI) Strategy to elevate Halton Hills' global competitiveness, including the completion of four Investment Business Cases and identification of investment leads.
 - Continued to support initiatives of the downtown Acton and Georgetown Business Improvement Areas, including a focus on the beautification initiatives.
 - Continued to develop a comprehensive five-year Economic Development and Tourism Strategy, including the completion of Initial Findings, Background Discussion Report, and the Draft Strategy.
 - Established the Affordable Housing Working Group, including assigning dedicated staff resources.
 - Assessed and initiated works for opportunities to provide affordable housing on Town-owned property.
 - Initiated a comprehensive update of the CIP, including affordable housing, Economic Assistance Program and climate change elements.
 - Launched a formal Corporate Calling Program to proactively connect with nearly 500 existing businesses within one year to build positive relationships and support their success and growth within Halton Hills.
- 
- Significantly expanded communication and marketing to position Halton Hills as a prime investment destination, including launching a tourism-dedicated Instagram account; and increased traffic to the visithaltonhills.ca and investhaltonhills.com websites; produced additional economic development e-newsletter editions; and administered multiple business community surveys.
 - Successfully applied for and received funding from the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA); Digital Main Street funding; and the summer student grant (provincial and federal).
 - Supported local businesses through the re-launch of a renewed 'Shop Local' campaign.

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE 2020 ACCOMPLISHMENTS/SUCCESSIONS (continued):

Cultural Services

- Commissioned and launched 'After Nature' by Ingrid Mayrhofer, the Town's first public art installation under the Public Art Master Plan.
- Hosted two Halton Hills COVID-19 Arts & Culture Forums for the arts and culture sector to share their experiences, identify their needs, and provide details on the COVID-19 recovery and support programs offered by the Town.
- Created and implemented a new commissioning project, "The Artist Next Door", that funded artists and arts and cultural groups to create new work in any artistic discipline that engages local residents.
- Launched 'Artrepreneur Halton Hills', a new professional development program for artists, creative entrepreneurs, and cultural not-for-profit staff and board members, to help equip them with vital business skills needed to grow creative businesses.
- Successfully pivoted the annual Culture Days celebrations from a three day in-person event to a month-long event featuring over 70 arts and culture activities in mainly digital, DIY or self-led formats.
- Created and launched four 'Discover the Hills' Cultural Asset Tours featuring Glen Williams and Acton.
- Created ten new curriculum-based virtual art classes in English and French for teachers and parents, developed thirty art lessons for virtual summer camps, and created online engagement opportunities during the COVID-19 shut down.
- Secured Category B Designation for the Helson Gallery and applied for Cultural Property Certification for the Helson gift.
- Installation of artwork in the Helson Gallery by over 50 local artist responses to COVID-19 in 'Creative Outlets'.
- Held a successful Plein Air event in Norval with the participation of 35 artists and 25 visitors.



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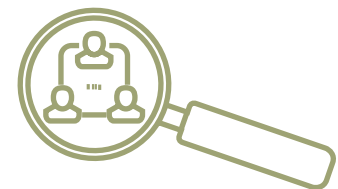
▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Lack of an adequate supply of shovel-ready employment lands to accommodate new business investments, expansions and relocations. - Competition from nearby municipalities. - Lack of local overnight accommodation which limits tourism spending. - Absence of a local post-secondary school and/or business/trade school. - Uncertainty related to COVID-19 and the impact on businesses, cultural groups and organizations. - Need to formalize pre-existing contract and part-time resources to continue delivery of core business activities. - No local transit to facilitate movement of workers and tourists. - Lack of affordable housing options for present and future employees. - Lack of affordable rehearsal, programming and studio space. - Lack of reliable high speed internet in rural areas.
Opportunities:	<ul style="list-style-type: none"> - Halton Hills' strategic location in the GTA, with prime access to international markets. - Elevate the profile of culture as a contributor to quality of life and a driver of investment decisions. - Growth of tourism as a new opportunity to facilitate additional economic development. - Availability of family-friendly activities and outdoor tourism experiences, such as agri-tourism, hiking and cycling trails, and culinary tourism.

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

Opportunities: (continued)	<ul style="list-style-type: none"> - Availability of a robust CIP program and its pending update, and Manufacturing Expansion Fund (MEF). - Continued robust demand for industrial and commercial development in the Premier Gateway. - Leverage the Business Concierge program to attract major non-residential investments, while building on prior successes and awareness of the Town's 'open for business' approach. - Strong partnerships and collaboration with key community partners, including the Halton Hills Public Library, Acton BIA, Georgetown BIA, Chamber of Commerce, RTO3, Halton Region, Provincial and Federal governments, and private sector partners. - Expand awareness of the Helson Gallery's exhibitions and programs, including high value loans and art donations, support for local artists and growing school and community programs. - Implementation of the new Economic Development and Tourism Strategy, and Foreign Direct Investment (FDI) Strategy to ensure Halton Hills' economic prosperity. - Development of consistent messaging and community identity to position Halton Hills as a prime investment destination. - Halton Hills' climate change and green development initiatives provide a strong foundation to support the growth of the local green economy. - Increasing recognition of the high quality of life offered in Halton Hills which attracts investment and tourism.



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ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
Economic Development & Tourism				
1. Update the Community Improvement Plan (CIP)	Complete a comprehensive review and update of the CIP. Build on existing successful programs with new incentives and supports, including the Economic Assistance Program. Expand the CIP's scope to consider additional strategic priorities, including affordable housing, brownfield redevelopment, climate change, arts and culture, and accessibility.	- Economic Development	<ul style="list-style-type: none"> - Expanded and modernized programs and business supports; - Vibrant and updated properties - Redevelopment of brownfield sites; - Attraction of affordable housing developments; - Retention of current businesses. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Ensure a Vibrant Agricultural Community
2. Implement the Foreign Direct Investment (FDI) Strategy	Implementation of the FDI Strategy is underway. Although COVID-19 has caused in-market activities and physical trade missions to be delayed, implementation has continued. In 2021, the focus will be on investment lead generation and pre-qualification, attending virtual tradeshow, and building relationships that will strengthen future in-market activities.	- Economic Development	<ul style="list-style-type: none"> - Enhanced Halton Hills' presence in the global marketplace; - Increased flow of foreign investment into Halton Hills; - Local job growth and economic diversification; - A more balanced assessment ratio; - International partnerships with key stakeholders that will strengthen the Town's investment readiness and economy. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Implement the new Economic Development and Tourism Strategy	The Strategy builds on successes achieved to date, as well as ongoing actions. It provides an actionable five-year framework to position Halton Hills as a prime destination for investment and jobs. 2021 activities will focus on implementing the Strategy's recommendations.	- Economic Development	<ul style="list-style-type: none"> - Maintenance and enhancement of the Town's economic competitiveness; - Local job growth and economic diversification; - Increased local investment and non-residential assessment; - Improved non-residential to residential assessment ratio; - Continued strengthening of an "open for business" approach. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community
4. Maximize Tourism's Economic Benefits	Continue to support, grow and shape the local tourism sector. Use the Economic Development and Tourism Strategy as guideline for short-term and long-term priorities.	- Tourism	<ul style="list-style-type: none"> - Growth of a strong tourism sector, supporting local jobs and economic activity; - Prioritized key tourism offerings and marketing efforts; - Regularly updated and enhanced tourism website; - Increased awareness of the Visit Halton Hills brand through initiatives such as 'Shop Local'; - Continued engagement with local tourism businesses and partners; - Continued engagement with the Tourism Advisory Committee. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Deliver the Business Concierge program	The overarching objective of the Business Concierge Program is to expedite and streamline the delivery of strategic economic development leads and non-residential developments.	- Economic Development	<ul style="list-style-type: none"> - Elevated economic competitiveness; - Increase in the number, size and value of non-residential development; - Continued elevated customer service experience; - Growth and diversification of the economy; - Financial benefits through non-residential assessment growth; - Improved the residential to non-residential assessment ratio; - Enhanced 'open for business' approach and positioning as a top-of-mind investment destination; - Continued strengthening of inter-departmental and cross-agency collaboration; - Supported implementation of related strategies, including the Economic Development and Tourism Strategy; and FDI Strategy. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy

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ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6. Deliver Affordable Housing	Lead the Town's affordable housing initiatives to address the current and future housing needs of Halton Hills residents.	- Economic Development	<ul style="list-style-type: none"> - Greater supply and range of affordable housing opportunities; - Creation of financial incentives to develop affordable housing; - Enhanced and strategic use of Town-owned surplus properties; - Promotion and awareness of two-unit creation as an affordable housing option; - Strong partnerships between private, non-profit, and public sector stakeholders for advancing affordable housing opportunities; - Engaged Affordable Housing Working Group. 	<ul style="list-style-type: none"> - Shaping Growth - Local Autonomy & Advocacy
7. Launch a Corporate Calling Program	Implement a strategic and structured plan to proactively connect with existing businesses to build positive relationships, and promote and assist in local business success and growth.	- Economic Development	<ul style="list-style-type: none"> - Comprehensive and 'live' knowledge of current business climate; - Business connected to existing resources and support programs and/or other opportunities; - Proactive support for business expansions; - Averted business closures and/or business losses or relocations out of Halton Hills; - Data collection, analysis and reporting to help shape policy, plans and program reviews to continue to reduce barriers to business growth. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8. Elevate Marketing and Communications	<p>Create and launch a refreshed Invest Halton Hills marketing campaign focused on business attraction and retention, including:</p> <ul style="list-style-type: none"> - new InvestHaltonHills.com website to enhance accessibility and customer experience; - add expanded capabilities to the visithaltonhills.ca website; - add a tool to enable the search for available properties; and - launch targeted marketing to promote the CIP, Manufacturing Expansion Fund (MEF), investment attraction, and Business Concierge. 	<ul style="list-style-type: none"> - Economic Development 	<ul style="list-style-type: none"> - Elevated customer service experience through improved, effective, expanded and targeted marketing and communication tools; - Economic growth and job creation; - Economic competitiveness and expanded awareness of Halton Hills' 'open for business' approach; - Increased update of the Community Improvement Plan and Manufacturing Expansion Fund. 	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

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ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
Cultural Services				
1. Initiate an update of the Cultural Master Plan – Phase 1	Continue to implement the current Cultural Master Plan (2013) while initiating its update. An update is necessary to ensure that the Town has a modern and effective Master Plan to guide arts and culture priorities.	- 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. 	- Shaping Growth
2. Public Art Master Plan Implementation	In partnership with the Public Art Advisory Board: <ul style="list-style-type: none"> - Continue to implement the Public Art Master Plan. - Continue to develop public art policies and procedures. - Launch the 'Under Wraps' Utility Box wrap project. - Develop Public Art project for the Library & Cultural Centre Courtyard. 	- Cultural Services	<ul style="list-style-type: none"> - Higher profile of culture in Halton Hills; - Higher quality of life and resulting investment attraction; - Expanded support for local artists; - Effective acquisition, management, and maintenance of public art; - Creation of a healthy, culturally vibrant and connected community. 	- Shaping Growth

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Arts and Culture Working Group	Support the work plan of the Arts and Culture Working Group whose role is to: <ul style="list-style-type: none"> - advise 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; - Delivery of micro-grant funding opportunities; - Development of new cultural programming. 	- Shaping Growth
4. Succession planning and transition for the Helson Gallery	Plan for the transition to new Gallery leadership when the current Helson Gallery Curator retires mid-2021.	- Cultural Services	<ul style="list-style-type: none"> - Seamless Transition; - Maintenance of high quality programming and exhibitions at the Helson Gallery and in the Sisnett Lobby; - Ongoing care and conservation of Town and Library art collections; - Maintenance of strong relationships with the local art community. 	- Shaping Growth

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Establish a Helson Gallery Advisory Committee	Form a volunteer committee to assist staff with the review of proposed donations and exhibitions for the Helson Gallery and Sisnett Lobby.	- 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. 	- Shaping Growth
6. Expanded cultural programming, including at the Helson Gallery and John Elliott Theatre	Maximize use of Town cultural facilities by presenting new cultural programming in the Helson Gallery and John Elliott Theatre.	- Cultural Services	<ul style="list-style-type: none"> - Maximize use of cultural venues - Raise the profile of arts and culture; - Provide new and diverse cultural experiences to the public; - Create new local markets for culture; - Utilize the JET and Helson Gallery as an incubator for the local arts and culture sector. 	- Shaping Growth

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ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7. Coordinate annual Culture Days celebrations	Provide leadership, coordination, and promotion and marketing services for local Culture Days celebrations. Leverage Culture Days to raise the profile of arts and culture and Halton Hills regionally, provincially and locally.	- Cultural Services	<ul style="list-style-type: none"> - Innovative free cultural public programming; - Increased profile for arts and culture and Halton Hills; - Support for activity organizers including financial, technical, and new skills development; - Participation in national and provincial Culture Days programming and projects. 	- Shaping Growth
8. Support for arts and culture sector, including professional development, funding, and marketing.	Provide support to the arts and culture community to increase competitiveness and marketability.	- Cultural Services	<ul style="list-style-type: none"> - Culture specific/focused professional development opportunities; - New skill development for the sector; - Increased competitiveness and marketability of artists and cultural groups, organizations and businesses. 	- Shaping Growth

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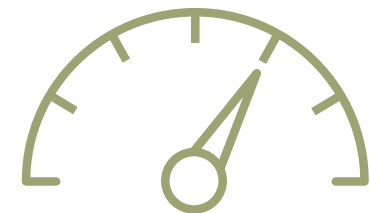
▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9. Truth and Reconciliation, and Building Municipal Relationship with Indigenous Communities	Provide leadership and cross-departmental coordination related to municipal relationships with Indigenous Nations and Truth and Reconciliation. Support the Town's Equity, Diversity, Inclusion and Anti-Racism Initiative.	- Cultural Services	<ul style="list-style-type: none"> - Coordinated Town approach to Truth and Reconciliation and Indigenous relationship building; - Coordinated regional approach through representation on the Halton Equity and Diversity Roundtable; - Improved relationships with the Mississaugas of the Credit First Nation; - Improved efficiency through strategic consultation; - Increased staff cultural competency; - Increased public awareness of Indigenous culture and history; - Participation in national Truth and Reconciliation efforts and local responses to TRC Calls to Action; - Advancement of Town's Diversity, Equity, Inclusion and Anti-Racism initiative. 	<ul style="list-style-type: none"> - Shaping Growth - Local Autonomy & Advocacy

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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.05	This entails occasional Helson Gallery Educators, required to deliver a wide range of growing Gallery programming.
Contract	+2.0	Continuation of an existing FT contract position in Economic Development. This resource delivers core services related to advancing the affordable housing portfolio, as well as supports key economic development initiatives such as Business Concierge and the Community Improvement Plan (CIP) Update. Continuation of an existing contract position in Cultural Services to facilitate the launch of the Cultural Master Plan review/update, and to respond to growing service demands.



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▶ ECONOMIC DEVELOPMENT, INNOVATION & CULTURE PERFORMANCE INDICATORS:

Operational	Target
Increased business engagement through the Corporate Calling program.	- Approximately 500 businesses contacted in year 1.
Increased website traffic.	- Traffic up by 10% to visithaltonhills.ca .
Increased participation in Helson Gallery programs.	- Participants up by 10%.
Increased participation in Culture Days by new activity organizers.	- New organizers up by 10%.
Increased cultural volunteer hours.	- Cultural Volunteer hours up by 5%.

Quality of Life	Target
n/a	- n/a

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► STRATEGIC INITIATIVES CORE ACTIVITIES:

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



- 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.

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► STRATEGIC INITIATIVES 2020 ACCOMPLISHMENTS/SUCCESSES:

2020 has challenged Town staff to take new approaches to move projects forward and adapt new ways to work in a world where being apart is safer than being together. Regardless of the challenges, the Strategic Initiatives division pushed forward to achieve the following:



- Established a Climate Change Governance Model and launching a Climate Change Action Task Force to support the Town's Net Zero target by 2030.
- Established and kicked off two key Steering Committees, the Low-Carbon Transition Steering Committee and the Climate Change Resilience Steering Committee to assist in the overall implementation of the Low-Carbon Resilience Framework.
- Developed and obtained Council Approval for the 2020-2025 Corporate Energy Plan.
- Finalized and obtained Council Approval for the Town's first Climate Change Adaptation Plan.
- Secured \$24,600 in FCM funding for the Town Hall Low-Carbon Design Brief project, seeking a pathway to net-zero for Town Hall.
- Installed two level 2 EV chargers at Town Hall.
- Completed Green Development Standards v3 update.
- Launched a Revolving Energy Fund to assist with funding projects under the Corporate Energy Management Plan.
- Completed a Sustainable Neighbourhood Action Plan for Hungry Hollow to identify positive actions residents can take on their property to reduce negative effects in Hungry Hollow.
- Funded ten Community Sustainability Investment Fund applicants leveraging \$152,785.00 in the community.
- Completion of the Town's first Strategic Asset Management Plan.
- Finalized with Council's approval the 2019-2022 Town of Halton Hills Strategic Plan.
- Facilitated Senior Management offsite and continue to work on improvements to track progress of workplans and capital projects in relation to strategic plans.
- Represented CAO office and strategic perspective on various steering committees and project teams, including Corporate Technology Governance, Website refresh, Economic Development and Tourism Strategy, Office 365 steering committee.
- Actively monitoring and responding to cannabis retail store applications, including council updates and media inquiries.
- Participated in Emergency Control Group and Emergency Support Group in various capacities and worked to assist in development of recovery plans.
- Prepared written daily council briefing notes during emergency declaration and continue to support efforts related to council briefings as necessary.

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► STRATEGIC INITIATIVES ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Lack of support and direction from the Ontario provincial government. - Ambitious and aggressive new targets for climate change mitigation (net-zero by 2030). - Climate change adaptation and mitigation require substantial funding and resource support. - Public consultation and outreach of projects and initiatives with COVID-19 pandemic restrictions. - Modified work plans and timelines of projects due to COVID-19 pandemic restrictions. - Rate of GHG reductions in community and town operations are not yet on track to meet GHG reduction targets set by council. - Uncertainty associated with the impacts of COVID-19 on asset management planning and sustainable funding. - Resistance to new business processes related to asset management. - Financial uncertainty, including associated with senior levels of government response to COVID and implications for funding to municipalities.
Opportunities:	<ul style="list-style-type: none"> - Increasing recognition of the need for action on climate change and sustainability at the federal level. - FCM support for climate change mitigation and asset management initiatives available. - Other funding sources available to advance and support climate change related projects. - Climate Emergency Declaration providing support and momentum. - Climate change as a key pillar of new Council Strategic Plan. - Better prepared to work remotely to continue to advance projects.

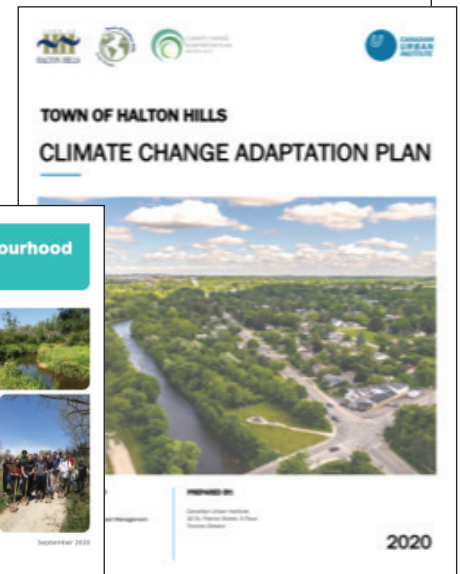
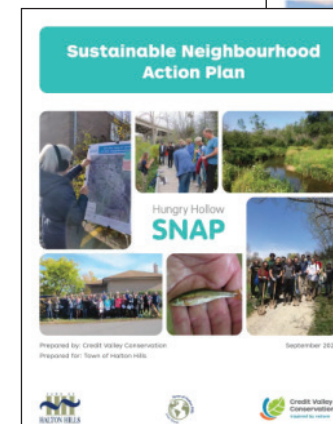
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► STRATEGIC INITIATIVES ENVIRONMENTAL SCAN (continued):



Opportunities: (continued)

- Strengthening the integration of asset management and climate change.
- Leverage natural assets to achieve climate change goals.
- Anticipated implementation of the asset management information system and the related benefits:
 - Increased widespread awareness of asset management best practices
 - Implementation of new business processes to support asset management needs
 - Streamline capital planning process through the use of predictive modelling
- Need for continued advocacy with senior governments on partnering to achieve Council's strategic priorities.
- Take advantage of possible senior level funding programs for municipalities in light of COVID.



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► STRATEGIC INITIATIVES WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Implementation of the Climate Change Adaptation Plan (CCAP)	Implement the actions and goals of the CCAP, approved by Council in August 2020.	- Climate Change & Asset Management	Strengthen the Town's resiliency to the impacts of climate change, in the following 5 areas: community capacity, Town infrastructure, emergency preparedness and public health, flood prevention, and natural assets.	- Climate Change & Environment - Fiscal & Corporate Management
2. Home Energy Retrofit Program	Design and implement a pilot of a Home Energy Retrofit Program that uses local improvement charges (LICs) as a financing mechanism. This includes securing external funding, developing a business case, outlining administrative functions, public outreach related to program design, and finalizing an approach to administer a pilot.	- Climate Change & Asset Management	Establish an LIC-based program and administer a pilot, encouraging deep energy retrofits in the residential sector.	- Climate Change & Environment

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► STRATEGIC INITIATIVES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Natural Assets Management Strategy Ph2	Develop a framework to assess condition of natural assets, evaluate risks, related to climate change and identify management strategies to maintain levels of service provided by natural assets (including but not limited to carbon sequestration, air quality improvement, contribution to climate adaptation and resilience).	- Climate Change & Asset Management	<ul style="list-style-type: none"> - A current registry of natural assets in two study areas with condition assessment for different natural asset types; - Risk assessment of natural assets and impact of climate change; - Set of actual levels of service provided by the different types of natural assets; - Mapping different risks scenarios to evaluate impact levels of service provided by natural assets Dashboard to measure, monitor and report on levels of service of different types of natural assets. 	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives
4. Privately-Owned Tree Management Strategy	Phase 2 of the development of management strategies consisting of appropriate education, incentives, and regulations tools for managing trees on private lands.	- Climate Change & Asset Management	Set of tools and mechanisms that can be used to protect and enhance tree canopy on private lands through education, incentives and regulations including a bylaw.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives

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► STRATEGIC INITIATIVES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Community Sustainability Investment Fund	Provide seed-funding to leverage community projects to implement the Community Sustainability Strategy that focuses on environmental health, cultural vibrancy, economic prosperity and social wellbeing.	- Climate Change & Asset Management	To leverage and implement the Community Sustainability Strategy and Climate Change related projects through the help and engagement of community groups and organizations.	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives
6. Sustainable Neighbourhood Action Plan (SNAP) – Hungry Hollow	Develop an integrated plan for urban renewal and climate action at the neighbourhood scale where sustainable solutions deliver community resilience, sustainability, health and wellbeing.	- Climate Change & Asset Management	Implement sustainable and adaptation actions at neighbourhood level for Town of Halton Hills. Encourage residents to take action on their property to protect and enhance the biodiversity of Hungry Hollow for local sustainability and climate resilience.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives

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► STRATEGIC INITIATIVES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7. Low Carbon Transition Strategy	The Low Carbon Transition Strategy (LCTS) will establish the action pathways necessary to achieving the target set out in the Climate Change Emergency Declaration of May 6, 2019 to achieve net-zero carbon by 2030. The plan will address de-carbonizing every aspect of town-wide GHG emissions, from homes to transportation to industry to agriculture and waste.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - A clear set of policies, programs, and community initiatives that provide a roadmap to achieving the Town's climate change mitigation targets; - Creation of a governance framework that will guide the implementation of the strategy. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives
8. Corporate Energy Plan (CEP)	Implement the actions and goals of the CEP, approved by Council 2019.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Complete Low-Carbon Design Briefs for Mold-Masters SportsPlex and Acton Arena; - Implement and track energy efficiency projects at Town Facilities; - Implement the Low Carbon Mobility Strategy by increasing access to EV charging at Town facilities. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management

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► STRATEGIC INITIATIVES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9. Corporate Asset Management Program	Year 5 of Corporate Asset Management Program to comply with legislative requirements.	- Climate Change & Asset Management	<ul style="list-style-type: none"> - Complete the asset management plans for the Town's core assets: roads, bridges & culverts, and stormwater by the deadline; - Develop risk, lifecycle and data management strategies for all asset classes including natural assets and implement an asset management software solution to optimize decision making for asset management planning. 	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management
10. Town of Halton Hills Strategic Plan	Monitor and report on progress in achieving Council's priorities	- Strategic Initiatives	<ul style="list-style-type: none"> - Demonstrate the Town's progress in achieving Council's strategic vision. - Work with Finance to revise reporting on Capital projects in line with strategic categories. 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives

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► STRATEGIC INITIATIVES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
11. Business Improvement	Investigate, coordinate and implement approaches to bring about efficiencies and effectiveness in how the Town processes, including areas for continuous improvement, management systems. And participate on corporate-wide steering committees.	- Strategic Initiatives	- Coordinate revisions and implementation to the Town's staff report template Provide input and coordination to the Future of Work at the town in light of the changes in workplace accommodation brought on by the COVID-19 pandemic.	- Fiscal & Corporate Management - Youth & Senior Initiatives
12. Advocacy and Intergovernmental Affairs	Provide input and assistance to Council in advocating on behalf of the Town with other levels of government, AMO, FCM and other key agencies and associations.	- Strategic Initiatives	- Continue to position the Town as a leading edge municipality and preferred candidate to receive funding. Track regional, provincial and federal initiatives, and identify opportunities.	- Local Autonomy & Advocacy
13. Research and Policy Development	Provide research and information that assists senior management, staff and Council to make informed, quality decisions and develop sound corporate policies.	- Strategic Initiatives	- Continue to deliver on time-sensitive requests for information and policy development/review on a variety of topic areas.	- Fiscal & Corporate Management

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► STRATEGIC INITIATIVES STAFFING IMPACT:

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



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► STRATEGIC INITIATIVES PERFORMANCE INDICATORS:

Operational	Target
Risk, Lifecycle, and Data Management Strategies.	- Complete and implement strategies in AM Information System.

Quality of Life	Target
Corporate Energy Plan.	- Complete Low Carbon Design Briefs for Mold-Masters SportsPlex and Acton Arena, complete evaluation of Town geothermal systems and development of geothermal design guideline.
Low Carbon Transition Strategy.	- Complete Development of Low Carbon Transition Strategy and identified preferred implementation framework to achieve net-zero pathway.
Financing for Home Energy Retrofits.	- Pilot for energy retrofits launched with 20 homes.
Resiliency to Climate Change.	- Number of CCAP actions completed.
Natural Asset Management.	- Develop and launch Natural Asset Management Dashboard.
Privately-Owned Tree Management Strategy.	- Implement education, incentives, and regulation tools to manage privately-owned trees.
Asset Management Plans for Core Assets.	- Complete and approval of 3 core AM plans.
Green Development Standards.	- Green Development Standards version 3 adopted.
Low Carbon Mobility.	- EV Chargers installed at 5 additional Town Facilities or Town owned parking lots.

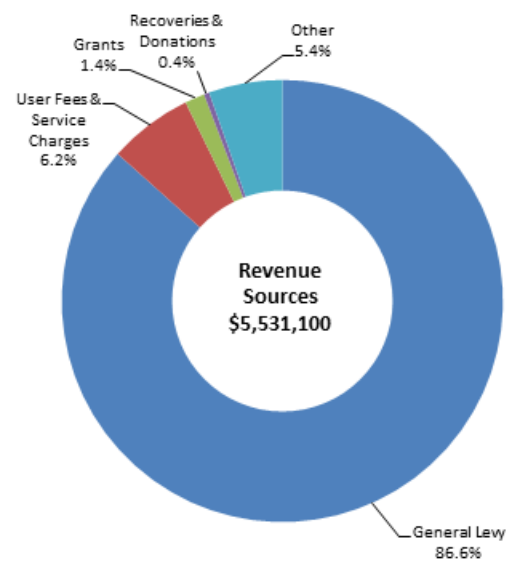
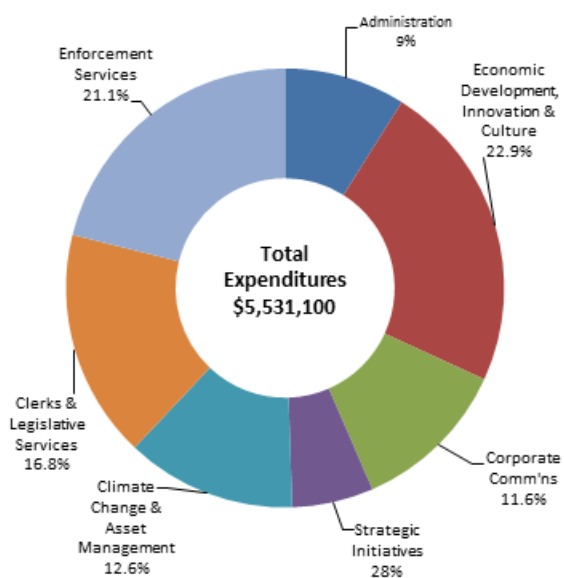
2021 Operating Budget Overview

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 six sections; Corporate Communications, 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.

2021 Operating Budget Highlights

The Office of the CAO Operating Budget for 2021 is proposed at \$5,531,100 in gross expenditures and \$4,789,400 in net expenditures. This represents a 9.2% increase over the 2020 budget in order to deliver expected services. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	5,117,200	5,050,437	5,314,100	152,700	2,500	61,800	5,531,100	413,900	8.1%
Revenue	(730,800)	(717,313)	(589,300)	(90,600)	-	(61,800)	(741,700)	(10,900)	1.5%
Total Net Expenditures	4,386,400	4,333,124	4,724,800	62,100	2,500	-	4,789,400	403,000	9.2%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	490,600	498,687	494,500	-	-	-	494,500	3,900	0.8%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	490,600	498,687	494,500		-		494,500	3,900	0.8%
Economic Development, Innovation & Culture									
Expense	1,078,700	1,150,606	1,111,000	90,600	2,500	61,800	1,265,900	187,200	17.4%
Revenue	(145,500)	(184,813)	(9,000)	(90,600)	-	(61,800)	(161,400)	(15,900)	10.9%
Net Expenditures	933,200	965,800	1,102,000		2,500		1,104,500	171,300	18.4%
Corporate Comm'n's									
Expense	562,100	511,174	582,100	62,100	-	-	644,200	82,100	14.6%
Revenue	(15,000)	(15,000)	(15,000)	-	-	-	(15,000)	-	0.0%
Net Expenditures	547,100	496,174	567,100		-		629,200	82,100	15.0%
Strategic Initiatives									
Expense	331,700	325,687	333,000	-	-	-	333,000	1,300	0.4%
Revenue	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Net Expenditures	195,700	189,687	197,000		-		197,000	1,300	0.7%
Climate Change & Asset Management									
Expense	602,400	618,510	694,300	-	-	-	694,300	91,900	15.3%
Revenue	(80,000)	(80,000)	(80,000)	-	-	-	(80,000)	-	0.0%
Net Expenditures	522,400	538,510	614,300		-		614,300	91,900	17.6%
Clerks & Legislative Services									
Expense	916,600	851,639	931,800	-	-	-	931,800	15,200	1.7%
Revenue	(161,000)	(132,500)	(161,000)	-	-	-	(161,000)	-	0.0%
Net Expenditures	755,600	719,139	770,800		-		770,800	15,200	2.0%
Enforcement Services									
Expense	1,135,100	1,094,134	1,167,400	-	-	-	1,167,400	32,300	2.8%
Revenue	(193,300)	(169,000)	(188,300)	-	-	-	(188,300)	5,000	(2.6%)
Net Expenditures	941,800	925,134	979,100		-		979,100	37,300	4.0%
Total									
Expense	5,117,200	5,050,437	5,314,100	152,700	2,500	61,800	5,531,100	413,900	8.1%
Revenue	(730,800)	(717,313)	(589,300)	(90,600)	-	(61,800)	(741,700)	(10,900)	1.5%
Total Net Expenditures	4,386,400	4,333,124	4,724,800	62,100	2,500	-	4,789,400	403,000	9.2%

The 2021 Operating Budget proposes a net expenditure increase of \$403,000, or 9.2%. The break-down of major budget changes are as follows:

- \$187,100 or 4.2%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved staff adjustments in 2020, contract adjustments, performance increments, job evaluation changes, a 1.0% proposed phased-in economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- Base budget increase of \$141,000; as the previously approved funding from the Service Modernization Grant and the Economic Investment Attraction Fund for the Expeditor and Business Development Portfolio Manager will no longer be available moving forward in 2021.

- Continuation of a previously approved two year contract for the Economic Development and Special Projects Coordinator contract position within Economic Development, Innovation & Culture Division funded from the Tax Rate Stabilization reserve. This position is key in implementing important divisional and corporate cross-departmental priorities, including the Economic Development, Innovation and Culture Division's work plan, with a focus on project coordination, research and analysis, logistical support, strategy development and implementation, and the development and delivery of an Affordable Housing program.
- Pre-budget approval for a full-time contract position within Corporate Communications (\$62K). The Website and Communications Coordinator - Contract is required to ensure a dedicated resource to the Town's primary public-facing communications channel which must always post the most current information. The website becomes even more important with the closure of one local newspaper and poor distribution of the other. The Coordinator has the responsibility for meeting legislative requirements, completing the associated compliance reports and is integral to supporting current and new e-services which are expected to expand.
- One-time funding from the Tax Rate Stabilization reserve to support initiatives within Economic Development, Innovation and Culture:
 - Cultural Program Producer – Contract position (\$47,600) within Cultural Services to coordinate cultural events and programming which will enable the undertaking of community engagement and data analysis required to begin the update the Town's Cultural Master Plan in 2021.
 - \$14,200 to fund the 2021 Truth and Reconciliation Workplan
- Base budget increase of \$10,300 to support changes in program & service delivery and the alingment of budgets to actuals.
- \$2,500 for the inclusion of casual PT Helson Gallery Educators to support the development and delivery of school and community education programs at the Helson Gallery.

Budget Inclusion 2021

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Helson Gallery Educators	\$ 2,500	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

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

Description of Services to be Performed:

Gallery Educators are casual employees who support the development and delivery of school and community education programs at the Helson Gallery. Gallery Educators have been a core part of Helson Gallery operations since 2015 and are critical to successful service delivery. However, these casual/occasional positions have not previously been included in the budget. This request is to formalize these positions. The Gallery Educator pay is almost completely offset by program revenues. Having the salary for Gallery Educators formalized in the Budget will allow the Town to continue to offer high quality cost-recovery programs. It will also allow the Gallery to offer programs at reduced or no cost for under-served groups. The Helson Gallery currently has three casual employees who work on an as-needed basis as Gallery Educators to deliver core Helson Gallery programming.

Budget Impact:

Expenditures:

Salary & Benefits	2,500
Supplies & Services	
Other	
Total	\$ 2,500

Account & Notes:

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 2,500

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
Cultural Program Producer - Contract	\$ -	January 1, 2021

Approved by Council Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

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

Description of Services to be Performed:

In the 2019 Budget, funds were approved for a contract "Culture Days Producer" to allow for the reallocation of existing staff resources to complete community engagement and data analysis required to subsequently update the CMP in 2021. Due to COVID-19 and the need to deliver supports, including new programs to the arts and culture community, work on the CMP update was postponed. Going forward, a two-phase approach is recommended. Phase 1 will be completed by Town staff and will focus on public consultation, data analysis and CMP update framework development. Phase 2 will be completed in 2022 and focus on addressing any gaps requiring specialized and/or external expertise. To advance update and respond to additional programming needs, the existing Culture Days Producer & COVID 19 Recovery Program Coordinator's contract is proposed to be extended an additional 41 weeks. This request advances numerous Strategic Plan priority areas, values and vision.

Budget Impact:	
Expenditures:	Account & Notes:
Salary & Benefits 47,600	
Supplies & Services	
Other	
Total \$ 47,600	
Revenue:	
Fees	
Grants	
Other 47,600	Tax Rate Stabilization Reserve
Total \$ 47,600	
Net Cost \$ -	

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
Truth and Reconciliation	\$ -	January 1, 2021

Approved by Council Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

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

Description of Services to be Performed:

The 2021 Truth and Reconciliation Work plan includes the following actions:

- Install land and treaty acknowledgement plaques in Town facilities.
- Determine additional appropriate methods/occasions for land and treaty acknowledgments.
- Provide introductory training for Council, SMT and Town staff (KAİROS Blanket Exercise and/or other training).
- Develop and offer Indigenous programming to the public.
- Create cross-departmental staff team.
- Establish protocols for smudging in Town facilities.
- Begin establishing protocols and procedures for formal consultation processes.
- Determine Town policies and procedures where Indigenous perspectives and representation can be included.
- Coordinate with Clerks, Council and MCFN to plan the government-to-government meeting with Chief Stacey Laforme.
- Develop 2022 Truth and Reconciliation Work Plan and Budget.

These actions will leverage existing staff knowledge, relationships and resources, however a modest interim budget is required to advance this work in 2021. The requested budget will cover land acknowledgement plaques, Indigenous Programming, Consultation with Elders and staff training. A more comprehensive work plan, and dedicated budget will be proposed for 2022 to continue work in this area.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Service	14,200
Other	
Total	\$ 14,200

Account & Notes:

Revenue:

Fees	
Grants	
Other	14,200
Total	\$ 14,200

Tax Rate Stabilization Reserve

Net Cost	\$ -
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Office of the CAO
Capital Forecast 2021 - 2030

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
CLERKS & COUNCIL												
2100-10-1701	Alternative Voting Method					150,000						150,000
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
Subtotal		50,000	50,000	50,000	50,000	200,000	50,000	50,000	50,000	50,000	50,000	650,000
ECONOMIC DEVELOPMENT, INNOVATION & CULTURE												
1100-10-2103	Affordable Housing	284,000										284,000
4000-10-2101	CC & Library Courtyard Public Art		100,000	100,000								200,000
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
7100-22-2002	Community Improvement Plan Update						50,000					50,000
4001-10-2101	Cultural Master Plan Update						45,000					45,000
1100-10-2201	Economic Development and Tourism Strategy Update					80,000						80,000
1100-10-1803	Economic Investment Attraction Fund	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
1100-10-2101	InvestHaltonHills.com Website	25,000										25,000
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
4001-10-2301	Public Art Master Plan Update			40,000								40,000
1100-10-2102	Visit Halton Hills Tourism Website	30,000										30,000
Subtotal		561,500	322,500	362,500	222,500	302,500	317,500	222,500	222,500	222,500	222,500	2,979,000
STRATEGIC INITIATIVES												
7300-02-2401	CEP - BAS Installation - Various Facilities		-	-	638,900	152,000						790,900
7300-02-2104	CEP - Building Envelope Retrofits - Various Facilities		5,000	96,700	65,000	-	160,000					326,700
7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	50,000	-	-	-	-						50,000
7300-22-2005	CEP - Geothermal Systems Optimization		92,500	-	-	-						92,500
7300-02-2003	CEP - HVAC Performance Testing and Retrofits - Acton Arena		26,900	35,800	-	-						62,700
7300-02-2202	CEP - HVAC Performance Testing and Retrofits - Acton Library		15,400	15,400	-	-						30,800
7300-02-2102	CEP - HVAC Performance Testing and Retrofits - District One Station		33,800	-	-	-	-					33,800
7300-02-2004	CEP - HVAC Performance Testing and Retrofits - Gellert Community Centre		17,500	35,000	-	-						52,500
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
7300-02-2001	CEP - HVAC Performance Testing and Retrofits - Mold-Masters SportsPlex		106,400	42,500	-	170,200						319,100
7300-02-2101	CEP - HVAC performance Testing and Retrofits - Robert C Austin Ops Centre		15,000	-	48,900	32,600	-					96,500
7300-02-2002	CEP - HVAC Performance Testing and Retrofits - Town Hall		70,000	-	-	-						70,000
7300-02-2106	CEP - Ice Plant Optimization - Mold-Masters SportsPlex		95,000	-	-	-	-					95,000
7300-02-2201	CEP - Lighting Retrofits		264,900	27,600	69,700	-						362,200
7300-02-2105	CEP - Pool Optimization - Gellert Community Centre		49,700	-	-	-	-					49,700
7300-10-1901	Climate Change Action Implementation	130,000	130,000	150,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000	1,610,000
7300-10-1902	Climate Change Adaptation Strategy Implementation	100,000	100,000	100,000	100,000	-	-	-				400,000
7300-22-1501	Community Sustainability Investment Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
7100-22-1701	Community Sustainability Strategy Update		-	100,000	-	-	-	75,000				175,000
7100-22-1903	Corporate Energy Conservation Plan & Demand Management Plan Update		-	-	80,000	-	-	-		80,000		160,000
7300-22-1002	Corporate Sustainability Audit & Action Plan Update		55,000	-	-	-	-	-				55,000
7300-22-1704	Local Food Resiliency Strategy	30,000	-	-	-	-	-	-				30,000
7100-22-1605	Green Building Standards Update		-	-	60,000	-	-	-		60,000		120,000
7100-22-1904	Local Action Plan Update (Mayor's Community Energy Plan)		-	-	-	150,000	-	-				150,000
7300-22-1701	Retrofit Halton Hills	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
1400-10-1801	Strategic Plan Update		60,000				60,000					120,000
Subtotal		425,000	1,281,200	747,100	1,356,600	798,900	514,100	340,000	315,000	455,000	315,000	6,547,900
TOTAL OFFICE OF THE CAO		1,036,500	1,653,700	1,159,600	1,629,100	1,301,400	881,600	612,500	587,500	727,500	587,500	10,176,900

2021 Capital Budget and 2022 – 2030 Forecast Highlights

The 2021-2030 Capital Forecast for the Office of the CAO totals \$10,176,900, which includes annual programs such as the Municipal Accessibility Plan, Community Improvement Plan Grant Program, Climate Change Action Implementation, Community Sustainability Investment Fund, Manufacturing Expansion Fund and the newly implemented Retrofit Halton Hills project, 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 2021 capital budget provides \$50,000 for the purchase of one electric vehicle (EV) to be used as a staff pool car and for deliveries by the Town courier. There is an additional \$2,527,900 forecasted beyond 2021 for further HVAC testing and retrofits at Town facilities to assist in supporting the Corporate Energy Plan's objectives of improving energy efficiency.
- \$2,550,000 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, the Climate Change Adaptation Strategy Implementation, Community Sustainability Strategy Update, Corporate Energy Conservation Plan & Demand Management Plan Update and the Corporate Sustainability Audit & Action Plan Update.
- \$100,000 in 2021 and an additional \$900,000 in future years to initiate the background studies to support the Retrofit Halton Hills pilot program for Halton Hills, including developing a business case, outlining administrative functions, public outreach relating to program design, and recruiting 20 participants for a pilot program to test feasibility of a full program.
- \$30K in funding in 2021 to complete a local food resiliency strategy and implementation to support a vibrant agricultural community as stated in Council's Strategic Plan in August 2020.
- Affordable Housing is one of Council's Strategic Plan priorities. Halton Hills has an acute shortage of rental units and a general shortage of affordable housing units. Building on progress made to date, including on two-unit dwellings and the allocation of resources to the Affordable Housing portfolio in 2020, Council has approved moving forward with 17 Guelph Street (Georgetown) as a potential location for an affordable housing development. The total cost to complete the pre-development review and approvals for the site is approximately \$324,000.

- 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.
- Continued economic growth, diversification, business retention and expansion, and international trade expansion are key to the long-term economic prosperity of Halton Hills. To achieve these objectives, the Economic Investment Attraction Fund will allow for the implementation of the Town's Economic Development & Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts & culture initiatives.
- The Community Improvement Plan (CIP) Grant Program program supports economic development and investment attraction by providing financial incentives to stimulate private sector investment in revitalization, redevelopment and renewal. The 10-year Capital Plan is investing \$1,075,000 towards this grant program.
- \$55K in 2021 for to fund website initiatives:
 - Updates to the InvestHaltonHills.com Website to as the website's functionality is no longer adequate to meet current best practices, and achieve AODA compliance. This project will enhance the website's functionality and navigation, improve efficiency, and add new capabilities - including AODA compliance.
 - The new VisitHaltonHills.ca was developed as an add-on to the haltonhills.ca website redesign project in 2020. To ensure that the website is as impactful as possible, a one-time upgrade is recommended in 2021 in order to expand the 'Plan Your Visit' calendar feature.
- 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.

Office of the CAO
2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
119	7300-10-1902	Climate Change Adaptation Strategy Implementation	5.00	100,000	100,000	-	-	100,000	-	-
120	7300-10-1901	Climate Change Action Implementation	4.20	130,000	130,000	-	-	130,000	-	-
121	7300-22-1501	Community Sustainability Investment Fund	4.20	15,000	15,000	-	-	15,000	-	-
122	7300-25-2107	CEP - EV CarPool Vehicle and Staff Training	4.20	50,000	50,000	-	-	50,000	-	-
123	7300-22-1701	Retrofit Halton Hills	3.60	100,000	100,000	-	-	100,000	-	-
124	0510-01-0101	Municipal Accessibility Plan	3.40	50,000	50,000	-	-	50,000	-	-
125	1100-10-0101	Community Improvement Plan Grant Program	3.00	107,500	107,500	-	-	107,500	-	-
126	1100-10-1803	Economic Investment Attraction Fund	3.00	75,000	75,000	-	-	75,000	-	-
127	1100-10-2103	Affordable Housing	3.00	284,000	284,000	-	45,000	199,000	40,000	-
128	7300-22-1704	Local Food Resiliency Strategy	3.00	30,000	30,000	-	-	30,000	-	-
129	1100-10-2101	InvestHaltonHills.com Website	2.20	25,000	25,000	-	-	25,000	-	-
130	1100-10-2102	Visit Halton Hills Tourism Website	2.20	30,000	30,000	-	-	30,000	-	-
131	1100-10-0105	Manufacturing Expansion Fund	1.80	40,000	40,000	-	-	40,000	-	-
2021 Total				1,036,500	1,036,500	-	45,000	951,500	40,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 7300-10-1902	Project Name Climate Change Adaptation Strategy Implementation		2021 Budget \$100,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Michael Dean	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$100,000
Target Start Date	January 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	\$300,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

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

2021 Capital Project Information Sheet

Project No. 7300-10-1901	Project Name Climate Change Action Implementation		2021 Budget \$130,000
Department Office of the CAO	Division Climate Change & Asset Management	Project Manager Michael Dean	
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$130,000
Target Start Date	January 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	To fulfill the objectives of the Climate Emergency Declaration, including projects that support the net-zero by 2030 target and the Town's Low Carbon Resilient (LCR) Framework. Support community capacity building, and assist the transition to a low-carbon economy.
Deliverables:	Implementing actions and projects identified in the LCR Framework, Low-Carbon Transition Strategy to mitigate and adapt to climate change impacts and move towards the net-zero by 2030.
Benefits:	Fulfilling the Climate Emergency Declaration and Council's Strategic Plan; 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:	Failure to meet objectives of the Climate Emergency Declaration and meet the Net Zero Target by 2030.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 7300-22-1501	Project Name Community Sustainability Investment Fund			2021 Budget \$15,000	
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean		
Service Category Environmental Services		Funding Sources Strategic Planning			Amount \$15,000
Target Start Date January 2021					
Target Completion Date December 2021					
Future Period Capital Requirements Annual		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>			
Operating Impact \$0					

Description	
Scope:	The Community Sustainability Investment Fund provides seed funding to enable local community groups and organizations to take community actions that contribute to the implementation of the Community Sustainability Strategy (CSS) and the Climate Change Emergency Declaration. The Fund is designed to leverage funding from other sources, strengthen partnerships between the Town and the community to implement actions that contribute to achieving the long term vision, goals and measurable indicators of the CSS. The community's interest in the Fund continues to grow and the funding was raised in 2018 to \$15,000.00 from \$10,000.00 per year as in the previous five years.
Deliverables:	To leverage and implement CSS and Climate Change related projects through the help and engagement of community groups and organizations.
Benefits:	Ability to leverage community efforts to achieve Council approved sustainability and climate change action projects, enhances level of collaboration and strengthens partnerships between community groups, residents and the Town.
Risks If Not Implemented:	Inability to support community led sustainability (cultural vibrancy, environmental health, economic prosperity and social well-being) that would otherwise benefit the Town; loss of sustainability and climate change leadership status, potential for the Town to be viewed not as walking the talk and lack of commitment to engage the community and support their sustainability/climate change efforts.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 7300-25-2107	Project Name CEP - EV CarPool Vehicle and Staff Training		2021 Budget \$50,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Capital Replacement Reserve	Amount \$50,000
Target Start Date March 2021			
Target Completion Date April 2021			
Future Period Capital Requirements Operating Impact		\$0 \$600	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>
Description			
Scope: Purchase of one electric vehicle (EV) to be used as a staff pool car and for deliveries by the Town courier. Training in the use of the EV will be provided to staff. Cost will also include purchase of decals to place on vehicle. The intent will be to provide access to an electric vehicle for short staff trips while also raising awareness and visibility for electric mobility in line with the Low Carbon Transition Strategy.			
Deliverables: Purchase of one vehicle and implementation of a staff vehicle sharing program.			
Benefits: Increased knowledge and understanding of Evs, reduced carbon emissions associated with short trips in personal vehicles. Access to vehicle for Town courier use.			
Risks If Not Implemented: Increase in greenhouse gas emissions, failure to implement Corporate Energy Plan.			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 7300-22-1701	Project Name Retrofit Halton Hills		2021 Budget \$100,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$100,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope:	Funds will be used for the development and implementation of a Retrofit Halton Hills pilot program, including developing a business case, outlining administrative functions, public outreach relating to program design, and recruiting 20 participants for a pilot program to test feasibility of a full program.		
Deliverables:	Business Case, Program Design, Bylaw, Results of Pilot including 20 homes.		
Benefits:	Reduced energy consumption and costs for participating residents, reduced greenhouse gas emissions, local economic development opportunities, demonstration of climate change leadership, progress towards council's targets as expressed in the Climate Emergency Declaration.		
Risks If Not Implemented:	Failure to meet council's climate change mitigation objectives and achieve the Net Zero target by 2030; missed opportunities for municipal leadership; missed opportunities for local economic development; increased environmental impacts associated with greenhouse gas emissions; increased energy consumption and costs.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 0510-01-0101	Project Name Municipal Accessibility Plan		2021 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 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: The Accessibility Plan describes the measures the Town of Halton Hills will take to identify, remove, and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.			
Deliverables: To make the Town of Halton Hills a universally accessible community through the removal of barriers for persons with disabilities.			
Benefits: To provide inclusivity for all users of Town services and facilities.			
Risks If Not Implemented: Not all citizens would be afforded equal access to Town services and facilities. The Town would be in violation of the Accessibility for Ontarians with Disabilities Act (AODA).			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 1100-10-0101	Project Name Community Improvement Plan Grant Program		2021 Budget \$107,500
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration		Funding Sources Strategic Planning	Amount \$107,500
Target Start Date	January 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

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 and generate community economic benefits. The CIP is the Town's key economic development tool. It has proven to be effective for downtown revitalization. Since 2017, alone, total Town and private sector investment (directly related to CIP-funded works) has exceeded \$1 million. Continued CIP funding is needed to: 1) provide an ongoing and sustainable funding source; 2) meet current and anticipated demand; 3) maximize community benefits; 4) support downtown revitalization; and 5) explore opportunities to fund additional/amended CIP programs. The latter are being explored via the CIP Update project. This project advances multiple Strategic Plan priority areas, values and vision.
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; 6) Local job creation; and 7) Alignment with CIP Update project.
Benefits:	1) Ongoing source of funding; 2) Increased private sector investment; 3) Revitalization, redevelopment and renewal; 4) Local job creation/support; 5) Occupancy/improvement of vacant properties; and 6) Alignment with CIP Update project.
Risks If Not Implemented:	1) Insufficient funds to meet demand for CIP funding; 2) Unrealized redevelopment and investment potential; 3) Delayed downtown revitalization; 4) Inability to expand program opportunities anticipated to be identified via the CIP Update; 5) Lost opportunities to assist business and property owners in BIAs to occupy/improve vacant buildings; 6) Potential loss of business and local job opportunities.
Additional Information:	Dedicated funding is required to maintain the CIP program. Although COVID-19 has caused a temporary reduction in CIP applications in 2020, continued CIP funding will enable the Town to respond to post-COVID applications and recommendations of the CIP Update which is anticipated to result in an expanded scope and variety of incentive programs.

2021 Capital Project Information Sheet

Project No. 1100-10-1803	Project Name Economic Investment Attraction Fund		2021 Budget \$75,000
Department Office of the CAO		Division Economic Development	Project Manager Damian Szybalski
Service Category Administration		Funding Sources Strategic Planning	Amount \$75,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope:	Continued economic growth, diversification, business retention and expansion, and international trade expansion are key to the long-term economic prosperity of Halton Hills. To achieve these objectives, this Fund will allow for the implementation of the Town's Economic Development & Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts & culture initiatives. Focus will be on supporting business growth through expanded access to international markets; international investment attraction; business expansions & retention; and robust marketing of Halton Hills as a prime investment destination. Objectives of this Fund align with and support multiple Strategic Plan priority areas, mission and values. The Fund will also assist with COVID-19 response.		
Deliverables:	1) Implementation of the Economic Development & Tourism Strategy; 2) Implementation of the FDI Strategy; 3) Implementation of Business Concierge		
Benefits:	1) Local employment growth; 2) Economic diversification and growth; 3) Expanded trade opportunities for local businesses; 4) Increased investment, assessment and Town revenues.		
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; and 5) Limited ability to implement COVID-19 supports.		
Additional Information:	The Economic Investment Attraction Fund will enable the Town to continue to attract economic investment by supporting implementation of key strategies, including the Economic Development and Tourism Strategy, and the FDI Strategy. It also supports the Town's ongoing COVID-19 response, and potential additional initiatives that may be recommended through the updated of the Community Improvement Plan.		

2021 Capital Project Information Sheet

Project No. 1100-10-2103	Project Name Affordable Housing	2021 Budget \$324,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski
Service Category Administration	Funding Sources Strategic Planning	Amount \$228,000
Target Start Date January 2021	DC Administration	\$52,000
Target Completion Date July 2021	Contr/ Recovery/ Subsidy	\$40,000
Future Period Capital Requirements \$0	New Capital	\$4,000
Operating Impact \$0	Project Phase Study/Design Phase <input type="checkbox"/>	Construction Phase <input type="checkbox"/>

Description	
Scope:	Affordable Housing is one of Council's Strategic Plan priorities. Halton Hills has an acute shortage of rental units and a general shortage of affordable housing units. Building on progress made to date, including on two-unit dwellings and the allocation of resources to the Affordable Housing portfolio in 2020, Council has approved moving forward with 17 Guelph Street (Georgetown) as a potential location for an affordable housing development. The site presents an opportunity to demonstrate leadership and innovation in affordable and sustainable housing. With increasing demand for affordable housing and a lack of new supply, the Town can leverage this land asset to facilitate assisted/affordable rental unit construction. Completing pre-development review and approvals for the site can mitigate upfront risk for potential future development partner(s). It can also support a streamlined and expedited construction start. Funding is requested to: 1) undertake required planning review/approvals; 2) obtaining a Record of Site Condition; and 3) undertake building demolition.
Deliverables:	1) Land-use planning submissions for 17 Guelph Street to permit affordable housing; 2) Environmental works in support of a Record of Site Condition; 3) Implementation of a Communication Plan; and 4) Provision of a 'shovel-ready' site for affordable housing, pending development review.
Benefits:	1) Expedition of an affordable housing development; 2) Provision of a shovel-ready site to elevate interest in the site and ability to choose a quality development partner; 3) Potential to leverage green procurement strategies and energy efficient/Net Zero/Climate Change design; 4) Additional units added to the affordable and assisted rental housing stock .
Risks If Not Implemented:	1) Delay in delivering on Council's Strategic Plan affordable housing priority; 2) Delay in affordable housing construction at 17 Guelph Street; 3) Inability to secure an appropriate development partner(s) due to remaining site risks; 4) Reduced affordability options (e.g. reduced number of affordable units, affordability period and/or depth of affordability); 5) land asset not being used to its highest and best use.
Additional Information:	By facilitating pre-construction review/approvals for the subject site, the Town will be better able to deliver on a key Council priority of affordable housing in the Strategic Plan. Other Strategic Plan priorities, values and mission are also supported.

2021 Capital Project Information Sheet

Project No. 7300-22-1704	Project Name Local Food Resiliency Strategy		2021 Budget \$30,000
Department Office of the CAO		Division Climate Change & Asset Management	Project Manager Michael Dean
Service Category Environmental Services		Funding Sources Strategic Planning	Amount \$30,000
Target Start Date January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope:	To complete a food security policy and implementation to support a vibrant agricultural community as stated in Council's Strategic Plan in August 2020. "As one of the most beautiful rural communities in Ontario, Halton Hills understands the value of it of its agricultural land base. The municipality protects the land base and system of infrastructure that supports its agricultural community. The community is supported in looking for ways of celebrating its rural character and to draw visitors from across the continent to enjoy its landscape and produce. Focus Areas include: Protect Agricultural Land, Promote Agritourism, To support the Sustainable Development Goal Number 2 - end hunger, achieve food security and improve nutrition and promote sustainable agriculture."		
Deliverables:	To leverage and implement food security policy and related projects through the help of community groups and organizations.		
Benefits:	Develop a local food resiliency strategy to achieve food security and improve nutrition of Halton Hills' residents while strengthening the agricultural area. Establish and strengthen partnerships between community groups, residents and the Town to implement the local food resiliency strategy and actions.		
Risks If Not Implemented:	Inability to support Council's Strategic Plan.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 1100-10-2101	Project Name InvestHaltonHills.com Website		2021 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 February 2021			
Target Completion Date July 2021			
Future Period Capital Requirements Operating Impact	\$0 \$0	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	InvestHaltonHills.com is the Town's primary communication channels for business information and investment attraction. Content is tailored for the business audience and potential investors to position Halton Hills as a prime investment destination. Launched in 2017, the website has provided a solid foundation for Economic Development's online presence. With rapid technological changes, however, the website's functionality is no longer adequate to meet current best practices, and achieve AODA compliance. An up-to-date, user-friendly and easy to navigate website is essential to delivering customer service excellence and ensuring that Halton Hills is competitive and clear with its business message. This project will enhance the website's functionality and navigation, improve efficiency, and add new capabilities - including AODA compliance. Multiple Strategic Plan priority areas, values and mission are supported.
Deliverables:	1) Design of updated website; 2) AODA compliance 3) New tools and functionality; 4) Consistency with other Town websites; 5) Refreshed content for improved Search Engine Optimization.
Benefits:	1) Greater resource efficiency in managing and updating the website; 2) AODA compliance; 3) Improved website navigation and functionality; 4) Enhanced capability to link with other Town websites; 5) Enhanced IT technical support.
Risks If Not Implemented:	1) Website failure due to outdated technology and unsupported platform; 2) Non-compliance with AODA; 3) Decreased website traffic; 4) Inefficient use of staff time due to outdated architecture and functionality; 5) Inability to streamline processes since the website is not compatible with other Town websites; 6) Poor user experience due to accessibility, mobile and design issues; 7) Weakened communication of the Town's 'Open for Business' message.
Additional Information:	Transfer of the existing investhaltonhills.com website to the same platform as the haltonhills.ca and visithaltonhills.ca websites will achieve efficiency, consistency, and enhance technical support.

2021 Capital Project Information Sheet

Project No. 1100-10-2102	Project Name Visit Halton Hills Tourism Website		2021 Budget \$30,000
Department Office of the CAO	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration	Funding Sources Strategic Planning		Amount \$30,000
Target Start Date February 2021			
Target Completion Date July 2021			
Future Period Capital Requirements Operating Impact	\$0 \$10,000	Project Phase Study/Design Phase Construction Phase	<input type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	The new VisitHaltonHills.ca was developed as an add-on to the haltonhills.ca website redesign project in 2020. Since its launch in June 2020, the tourism website has provided a modern and effective online platform for Economic Development, Culture and Tourism initiatives. Traffic to the website has increased significantly. To amplify tourism's economic benefits, and contribute to the growth and diversification of the local economy, the development of the new tourism website was part of Economic Development's work plan. To ensure that the website is as impactful as possible, a one-time upgrade is recommended in 2021 in order to expand the 'Plan Your Visit' calendar feature. This project supports multiple Strategic Plan priority areas, values and mission. It also assists with the ongoing COVID-19 response.
Deliverables:	Website feature upgrade to provide expanded functionality.
Benefits:	1) Modern and fully functional website; 2) Enhanced feature(s); 3) Amplified economic benefits of the tourism sector.
Risks If Not Implemented:	Without upgrades, over time, the website will become outdated, reducing its functionality and effectiveness.
Additional Information:	This upgrade will ensure that visithaltonhills.ca remains a modern, fully functional and effective communication tool to amplify tourism's economic benefits.

2021 Capital Project Information Sheet

Project No. 1100-10-0105	Project Name Manufacturing Expansion Fund		2021 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 2021			
Target Completion Date December 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0	Project Phase	Study/Design Phase <input type="checkbox"/>	
		Construction Phase <input type="checkbox"/>	

Description	
Scope:	The Manufacturing Expansion Fund (MEF) 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. Delivery of the MEF is aligned with and advances multiple Strategic Plan priority areas, values and mission.
Deliverables:	Expanded marketing and continued implementation of the Manufacturing Expansion Fund to assist existing businesses - resulting in additional assessment and job growth.
Benefits:	1) Assistance to existing manufacturing businesses, resulting in additional assessment and job growth; 2) Enhanced competitiveness for Halton Hills in the competitive GTA environment; 3) Dedicated funding source for a key economic development tool.
Risks If Not Implemented:	1) Reduced ability to retain established manufacturing businesses; 2) Potential loss of businesses to other municipalities; 3) Loss of increased non-residential assessment if planned expansions do not move forward; 4) Loss of additional jobs if no expansions; 5) Loss of long-term competitive advantage; 6) Delays in private sector investment; 7) Reduced COVID-19 support; 8) Reduced ability to supplement the CIP Update.
Additional Information:	This project will provide ongoing funding for the MEF. Without it, available funding will not be replenished. Although funding remains from the 2020 Budget, ongoing funding is likely to be required for continued COVID-19 support for eligible businesses and to supplement anticipated updates to the Town's CIP.

CORPORATE SERVICES

Vision Statement:

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

Mission Statement:

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

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

November 2020



2021 BUSINESS PLAN



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

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

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

Human Resources builds a work force that is positively connected, healthy and productive through policies and programs that promote learning and development, safe work practices, awareness of applicable legislation, and a high degree of engagement. 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 desktop products to highly specialized software in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

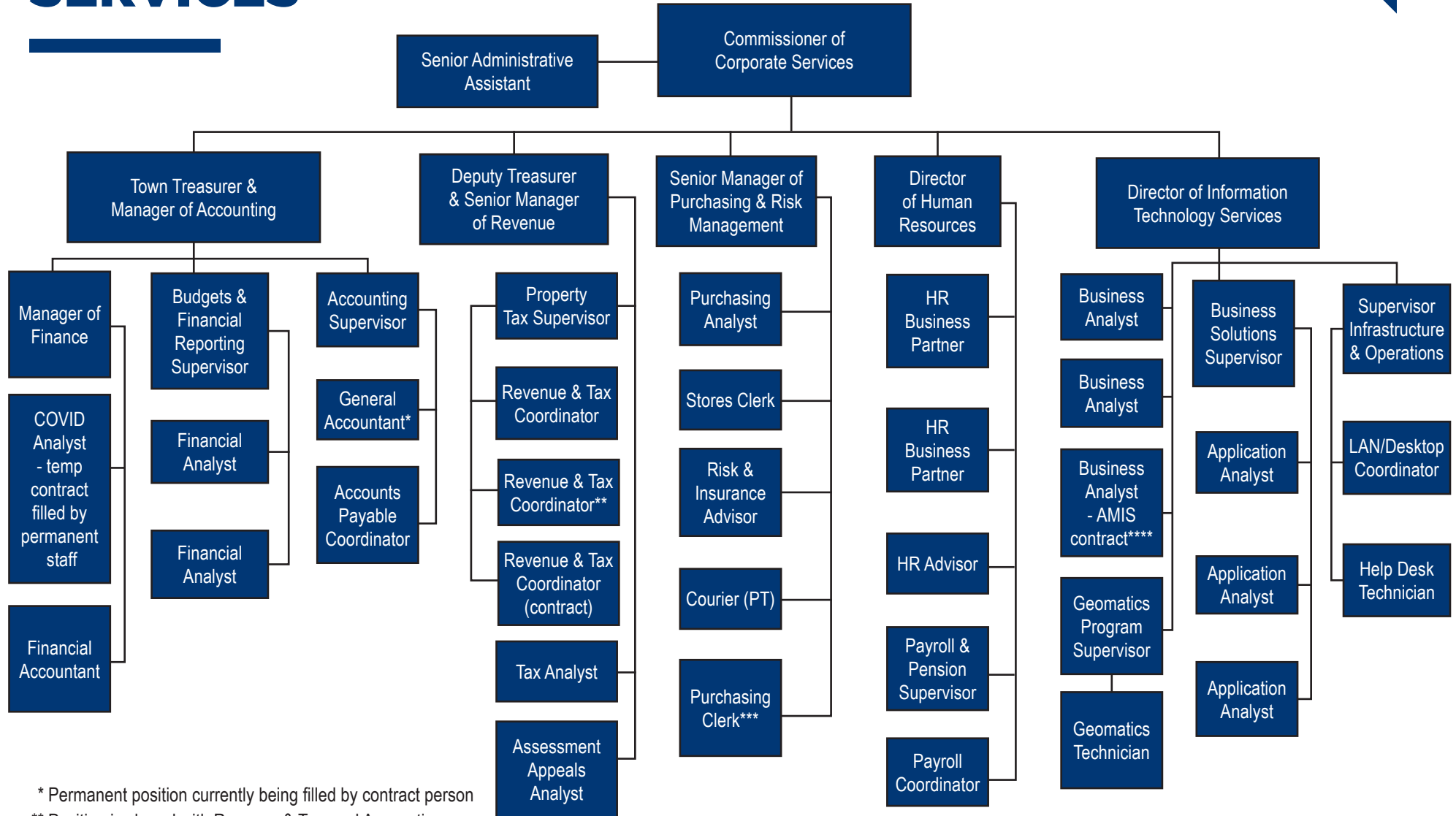
Purchasing & Risk Management oversees the procurement of goods and services for the Town as per established policies, ensuring that the process is fair, transparent, ethical and efficient while also delivering the best value. In addition, Purchasing and Risk Management staff are responsible for managing 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: ◀



* Permanent position currently being filled by contract person

** Position is shared with Revenue & Tax, and Accounting

*** Position is shared with Accounting

**** Position has dotted line reporting to Senior Manager, Climate Change & Asset Management - Office of the CAO

CORPORATE SERVICES

Supports and 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, benefits and disability management, and compensation strategies.

▶ HUMAN RESOURCES CORE ACTIVITIES:

- 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 2020 ACCOMPLISHMENTS/SUCCESSIONS:

- Researched, made recommendations and managed all aspects of the Town's COVID-19 response and recovery strategy as relating to employee relations including the introduction of a COVID leave and the release and recall of part-time staff.
- Expanded and adapted the 'Work from Home' program to reflect corporate direction to support staff working from home on a more permanent basis.
- Successfully adapted HR operations to enable the continuation of service within the constraints of the emergency declaration.
- Launched the mental wellness program "Not Myself Today" providing mental health supports and resources for supervisors, staff and their families.
- Introduced new training category, 'Municipal Matters', and facilitated a unique learning opportunity for staff in the areas of financial education and retirement planning.
- Leveraged new Town technology available to record training sessions for viewing at a later date by staff who were not able to attend live sessions. This will expand the reach of the training program where recording is allowable.
- Supported departments in grievances and arbitration hearings.

CORPORATE SERVICES

► HUMAN RESOURCES ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - State of emergency due to the COVID-19 pandemic led to a series of rapid legislation changes and constraints placed upon the workplace that created a hectic and sometimes uncoordinated response due to changes happening in real time. - Due to the rapid advancement of the pandemic orders, no time to carefully plan for staff to work from home and ensure that appropriate policies and procedures were in place. - Aging workforce and working through a pandemic resulted in a total of 16 people deciding to retire in 2020.
Opportunities:	<ul style="list-style-type: none"> - Pandemic emergency provided the opportunity to discover new uses for technology to provide services to departments (for example, Zoom interviews, remote onboarding). - The pandemic forced HR to rethink how we communicate to and engage with staff who are working remotely to ensure they stay connected to their coworkers and workplace. There is the opportunity to adapt our communication methods for all staff groups, some of whom don't work in an office environment with access to traditional communication means (email, HUB). - Spacing considerations at Town Hall and more staff working from home is leading to a push for less paper and more electronic approvals and filing.

CORPORATE SERVICES

► HUMAN RESOURCES WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Full time Fire Association Contract Renewal Negotiations	Support the Fire management in the negotiations of a new collective agreement.	- Director of Human Resources	A new contract that contains terms acceptable to the Association and management and stays within the funding approved by Council.	- Fiscal & Corporate Management
2. Non-Union Salary Survey	Carried over from 2020, conduct a review of our non-union salaries against those municipalities with similar demographics or that are within our Region.	- Director of Human Resources	The review will determine whether the Town continues to offer competitive salaries or whether we have fallen behind. Part of our retention and attraction philosophy.	- Fiscal & Corporate Management
3. Diversity, Inclusion and Equity Scan of Human Resources practices	This will entail looking at current HR practices, policies and procedures through the lens of DI&E to ensure that none of our staff are being unfairly disadvantaged. This will be done with the help of a consultant.	- Director of Human Resources	The scan will show any problematic areas with the current policies and give the Town the chance to correct these.	- Fiscal & Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES STAFFING IMPACT:



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

CORPORATE SERVICES

▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
Time to fill vacancies remains the same as in prior years.	- No change

Quality of Life	Target
Turnover statistics.	- Maintain a full-time turnover rate of below 7% in 2021

CORPORATE 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 desktop products to highly specialized software in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

► INFORMATION TECHNOLOGY SERVICES

CORE ACTIVITIES:

- 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 2020 ACCOMPLISHMENTS/SUCCESSSES:

- Completed key infrastructure upgrades to support business needs and continuity:
 - Deployed mobile equipment and expanded technologies to support staff work from home required by COVID-19
 - Replaced core network switches
 - Replaced corporate edge switches at all facilities
 - Implemented upgraded WiFi at all facilities
 - Refreshed PCs (including upgrades/replacements of Win 7 PC's)
 - Upgraded corporate phone system
 - Provided greater access to mobile devices
 - Implemented networking equipment at Acton Indoor Pool
 - Mobile equipment for Enforcement staff
 - Equipment for Fire EOC
- Developed the business continuity strategy to provide directions on future enhancements
- Provided project support and implementation of the following:
 - Centrac's system implementation for managing traffic lights
 - Office 365
 - Website re-development (Town and Tourism sites)
 - AMANDA 7 upgrade
 - Construction Inspection Software
 - Data Closet Security
 - Asset management system
- Developed requirements for:
 - Asset management system
 - Data Centre Fire Suppression
 - Fire's records management system



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

Challenges:

COVID-19 Impacts:

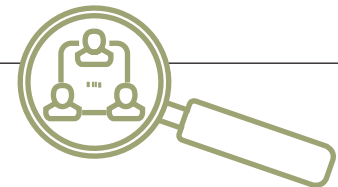
- Need to continue to scale up ability for staff to work from home and introduce enabling technologies that will allow staff to seamlessly work regardless of their location.
- Need to continue to transition service channels away from in-person and augment with digital offerings via website or other mechanisms.

Cyber-attacks:

- Providing sufficient protection against cyber-attacks is a challenge for all organizations. In the 2020 Cyber Threat Defense Report, 81% 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: website management, Office 365, Tax System.
- One-time funding in the Capital Budget for software must convert to an ongoing operating budget item.
- Need to continue to prepare financially for this transition as subscriptions increase.

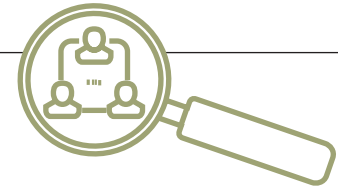


CORPORATE SERVICES

► 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/troubleshoot.
- Digitization of existing processes will improve internal efficiencies and enable an improved customer experience with less in-person interaction required and more flexible hours to initiate services requests.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Asset management information system implementation	In collaboration with impacted departments, implement Asset Management system.	- Information Technology Services	Improved asset management processes and data leading to efficiencies in operations and better decision making regarding asset repair and replacement.	- Transportation - Climate Change & Environment - Fiscal & Corporate Management
2. Digitization of building and planning processes	Implementation of systems and redesign of processes to enable Building and Planning processes to be digitized.	- Information Technology Services	Efficiencies in provision of service, improved data collection and reporting.	- Shaping Growth - Fiscal & Corporate Management
3. Office 365 collaboration tools implementation	Selective implementation of various tools to improve corporate collaboration and interaction with external agencies.	- Information Technology Services	Improved efficiency of collaboration between internal staff and teams as well as external agencies. Tools such as MS Teams, Sharepoint online are anticipated.	- Fiscal & Corporate Management
4. GIS Strategy	Consultation and generation of a GIS strategy, informing directions and roadmap for further development of this platform for the future.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Work from home technologies	Review of Technologies and implementation of enhancements to improve work from home experience.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Climate Change & Environment - Fiscal & Corporate Management
6. FireHouse system replacement	Replace core functionality of the existing FireHouse records management system with a new system.	- Information Technology Services	Improved efficiencies of operations and data for decision making.	- Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES

STAFFING IMPACT:

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



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES PERFORMANCE INDICATORS:

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

CORPORATE SERVICES

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 & 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.

PURCHASING & RISK MANAGEMENT CORE ACTIVITIES:

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

CORPORATE SERVICES



► PURCHASING & RISK MANAGEMENT 2020 ACCOMPLISHMENTS/SUCCESSIONS:

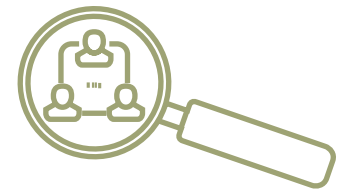
- Researched and maintained inventory of COVID-19 related products (masks, sanitizer, gloves)
- Implemented the use of scanning and attaching receipts electronically through US Bank Visa platform
- Implemented and trained all staff on on-line approvals through US Bank Visa platform
- Managed the Emergency Support Group and implemented online screening for all staff and public
- Developed and issued the Emergency Staff Handbook and provided training
- Comprehensive review of insurance policy



CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Continue to research, purchase and maintain sufficient inventory of COVID-19 related supplies including cleaning and PPE. - Continue to seek greater clarity about a social procurement approach and expected outcomes. - Increasing number of insurance claims involving lawyers add to the complexity.
Opportunities:	<ul style="list-style-type: none"> - Pursue networking and other educational opportunities to expand knowledge around best financial and risk management practices; introduce a corporate risk management approach. - Leverage the e-Bidding platform Bids&Tenders Pro to include an automated and more efficient way of managing contracts, bonds and vendor performance. - Incorporate best practices in inventory with implementation of Asset Management System.



CORPORATE SERVICES

PURCHASING & RISK MANAGEMENT WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Implementation of AMIS system	Member of implementation team for AMIS for Stores Inventory.	- Purchasing & Inventory	Best practices for inventory management. Increased efficiency and effectiveness.	- Shaping Growth - Fiscal & Corporate Management
2. Preparation and development of RFP for Insurance	Hire consultant to work with staff on the review current insurance policy and options to incorporate into the development of RFP to be issued in early 2022.	- Risk Management	Cost effective solution for insurance.	- Fiscal & Corporate Management
3. Reviewing technology	Includes smaller projects such as upgrading Bids&Tenders, acceptance of electronic bonds and online contract renewals.	- Purchasing	Improve efficiency and effectiveness.	- Fiscal & Corporate Management
4. Review of Courier services and practices	Need to review all departments needs for courier service and current model including purchase of electric vehicle.	- Purchasing	Meet the internal needs of all departments and increase the use of scanning of documents.	- Climate Change & Environment - Fiscal & Corporate Management
5. Review and development of RFP for photocopiers	Review the needs for printing, copying, faxing and scanning for all departments.	- Purchasing & Print Room	Meet the internal needs of all departments for the next 5 years.	- Fiscal & Corporate Management

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+ .2	Purchasing/Accounting (change permanent part-time (28 hours/week) to permanent full-time).
Part Time	0	
Contract	0	

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT PERFORMANCE INDICATORS:

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

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

CORPORATE SERVICES

Through the careful 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.



► TREASURY: ACCOUNTING, REVENUE & TAXATION CORE ACTIVITIES:

- 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 and By-law
- Processes accounts receivable and payable
- Manages charitable donations
- Provides community group loan oversight
- Ensures legislative compliance

CORPORATE SERVICES



► **TREASURY: ACCOUNTING, REVENUE & TAXATION** 2020 ACCOMPLISHMENTS/SUCCESSSES:

- Actively participated in Assessment Review Board's new appeal process, ensuring that the Town is appropriately represented
- Awarded tender and began implementation of new tax software 'Central Square'
- Provided tax relief options to assist ratepayers during COVID-19 closures
- Favourable findings from Federal Gas Tax Audit
- Completed a review of incoming receipts which provided a number of opportunities for future efficiency and control improvements
- Wider acceptance of incoming receipts through Electronic Fund Transfer (EFT)

CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION ENVIRONMENTAL SCAN:

Challenges:	<ul style="list-style-type: none"> - Revenue and Taxation staff filling two roles, implementation of new tax software and daily operational tax services in old tax system. - Additional government reporting requirements re: COVID-19. - Reduced assessment growth re: COVID-19 slow down/construction interruption.
Opportunities:	<ul style="list-style-type: none"> - New functionality of tax software will allow for improved customer service. - Improved efficiencies gained from remote working – reduces some paper heavy transaction processes.



CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Work with IS to smoothly transition to a new tax software solution.	Train affected staff as well as test and implement system. Advise Council, staff and the public of any new self-help features.	- Revenue & Taxation - Informations Services	Increased efficiencies and fewer errors due to the elimination of manual processes. Opportunity to introduce convenient online services for taxpayers.	- Fiscal & Corporate Management
2. Incoming Receipts	Roll out of process efficiency improvements and enhanced controls.	- Accounting	Improved controls time saved from efficiencies gained in processing.	- Fiscal & Corporate Management
3. Develop a new DC Study/By-law and Community Benefits Charge Strategy/Bylaw	Work with consultants to ensure new DC Study bylaw (for hard services including transit) as well as a Community Benefits Charge Strategy bylaw (for soft services).	- Accounting	Completed DC background study and by-law (including transit) and CBC Strategy, bylaw by legislated deadline.	- Fiscal & Corporate Management
4. PS 3280	Commence the 2 year long implementation of PS3280 (Asset retirement obligations).	- Accounting	Meet Public Sector Accounting Board Standards for financial reporting.	- Fiscal & Corporate Management
5. Ministry of Health and Long Term Care reporting	Improve accuracy of year end reporting to MHLTC through the introduction of a March 31 year end process.	- Accounting	Clean ARR audit (Annual Reconciliation Report) for Seniors programs funded through the MHLTC.	- Fiscal & Corporate Management

CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6. COVID-19 Reporting	Prepare reports on COVID-19 related costs and reduced revenues as they relate to grants received from the MMAH and MoT.	- Accounting	Obtain maximum available funding.	- Fiscal & Corporate Management
7. Land and Assets Assumption Valuations	Develop an appropriate strategy and template to value assumptions of lands and assets from developers and receipt of donated lands.	- Accounting	Ensure correct accounting of donations from a PSAB perspective. Ensure appropriate level of due diligence prior to transfer of assets.	- Fiscal & Corporate Management
8. Policies & Procedures	Document and update the Town's accounting policies and procedures.	- Accounting	Optimal operating procedures with correct balance of internal controls.	- Fiscal & Corporate Management

CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION STAFFING IMPACT:

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



CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION PERFORMANCE INDICATORS:

Operational	Target
Limit assessment appeal loss.	- No greater than 10% of the current assessed value.
Quality of Life	Target
n/a	- n/a

2021 Operating Budget Overview

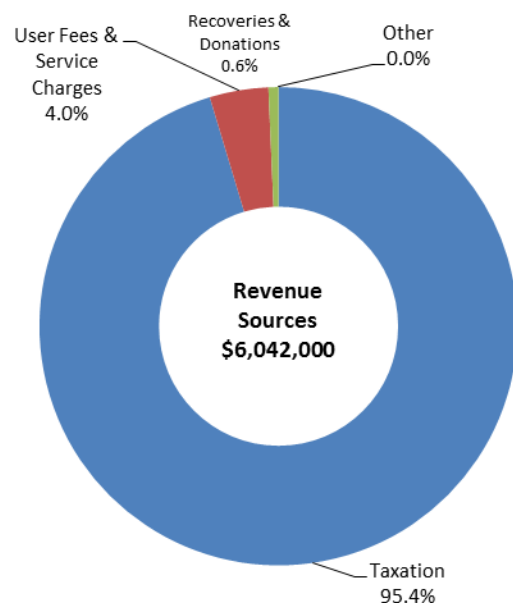
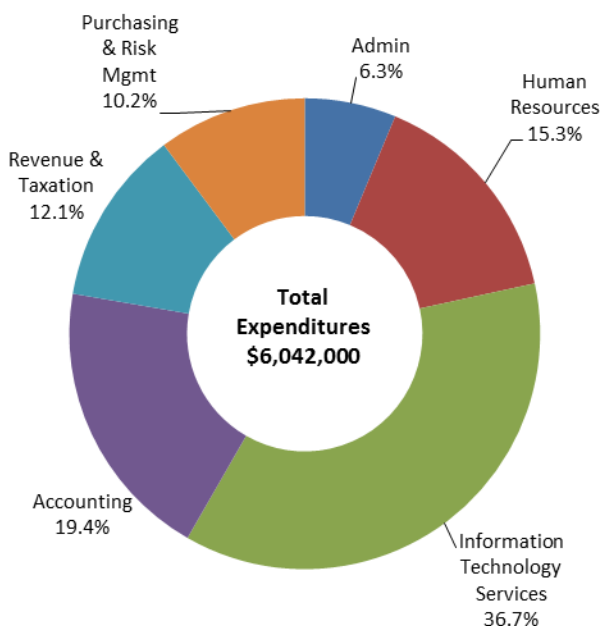
Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing and Risk Management, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective, efficient and economical municipal services.

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.

2021 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2021 is \$6,042,000 in gross expenditures and \$5,761,300 in net expenditures supported from the general tax levy. This represents a 4.9% increase over the 2020 budget.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	5,775,700	5,696,741	5,966,500	15,500	60,000	-	6,042,000	266,300	4.6%
Revenue	(283,700)	(351,000)	(280,700)	-	-	-	(280,700)	3,000	(1.1%)
Total Net Expenditures	5,492,000	5,345,741	5,685,800	15,500	60,000	-	5,761,300	269,300	4.9%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	376,700	387,674	379,500	-	-	-	379,500	2,800	0.7%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	376,700	387,674	379,500	-	-	-	379,500	2,800	0.7%
Human Resources									
Expense	910,500	904,673	923,900	-	-	-	923,900	13,400	1.5%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	910,500	904,673	923,900	-	-	-	923,900	13,400	1.5%
Information Technology Services									
Expense	2,048,300	1,955,707	2,143,100	15,500	60,000	-	2,218,600	170,300	8.3%
Revenue	(2,700)	(2,500)	(2,700)	-	-	-	(2,700)	-	0.0%
Net Expenditures	2,045,600	1,953,207	2,140,400	15,500	60,000	-	2,215,900	170,300	8.3%
Accounting									
Expense	1,192,400	1,110,794	1,174,100	-	-	-	1,174,100	(18,300)	(1.5%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	1,192,400	1,110,794	1,174,100	-	-	-	1,174,100	(18,300)	(1.5%)
Revenue & Taxation									
Expense	678,200	777,641	729,500	-	-	-	729,500	51,300	7.6%
Revenue	(278,000)	(348,000)	(278,000)	-	-	-	(278,000)	-	0.0%
Net Expenditures	400,200	429,641	451,500	-	-	-	451,500	51,300	12.8%
Purchasing & Risk Management									
Expense	569,600	560,253	616,400	-	-	-	616,400	46,800	8.2%
Revenue	(3,000)	(500)	-	-	-	-	-	3,000	(100.0%)
Net Expenditures	566,600	559,753	616,400	-	-	-	616,400	49,800	8.8%
Total									
Expense	5,775,700	5,696,741	5,966,500	15,500	60,000	-	6,042,000	266,300	4.6%
Revenue	(283,700)	(351,000)	(280,700)	-	-	-	(280,700)	3,000	(1.1%)
Total Net Expenditures	5,492,000	5,345,741	5,685,800	15,500	60,000	-	5,761,300	269,300	4.9%

The \$269,300, or 4.9%, net increase to the Corporate Services Operating Budget is largely related to the base change in compensation and benefits. The following major budget changes are included in the Corporate Services Operating Budget for 2021:

- \$141,800 or 2.6%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a phased in 1 % proposed economic adjustment, and expected inflationary adjustments associated with the Town's benefit provider.
- Increases to ITS service maintenance contracts totals \$55,000. This increase reflects inflationary increases to existing contracts, increasing website fees, and increases to the GIS subscription service.
- The Information Technology Services division is requesting \$35,000 to enter into an Enterprise Advantage Program with ESRI Canada as outlined in the proceeding pages. This program will provide cost effect and efficient access to experts and is crucial to the development of the Town's GIS platform.

- To continue the delivery of expected services, the 2021 budget includes \$25,000 necessary for the ongoing improvements to the Town of Halton Hills website. These improvements will enhance overall usability for the public and staff and ensure the website remains AODA compliant. Details on this budget inclusion can be found in the proceeding pages.

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
Town of Halton Hills Website	\$ 25,000	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Technology Services

Description of Services to be Performed:
<p>The Town of Halton Hills website redesign project was launched on June 17, 2020. An upgrade of the website was recommended due to new legislation defined by the Accessibility for Ontarians with Disabilities Act which enforces all web content and web documents to be accessible by January 1, 2021. In addition, new e-services and an easy-to-use content management system were implemented, to improve overall usability for all residents and staff members. Ensuring that the Town's website stays up-to-date will require consistent annual investments into feature upgrades from the website host Esolutions. This is estimated at \$20,000 annually. Additionally, the province of Ontario has implemented a law requiring bi-annual accessibility compliance reports. The screening tool to complete this report costs \$10,000 annually, and the Town website will need to provide 50% of this cost to equal \$5,000. Planning for anticipated upgrades to the website will allow the Town to stay current and ensure residents always have access to the most updated information and technology.</p>

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	<input type="text"/>	<input type="text"/>
Supplies & Services	<input type="text"/>	<input type="text"/>
Other	<input type="text" value="25,000"/>	<input type="text"/>
Total	<input type="text" value="\$ 25,000"/>	
Revenue:		
Fees	<input type="text"/>	<input type="text"/>
Grants	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>
Total	<input type="text" value="\$ -"/>	
Net Cost	<input type="text" value="\$ 25,000"/>	

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
ESRI Canada GIS Enterprise Advantage Program (EAP)	\$ 35,000	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Technology Services

Description of Services to be Performed:
<p>The Information Technology Services division is requesting that the Town enters into an Enterprise Advantage Program (EAP) agreement with the Town's GIS platform vendor, ESRI Canada. This is an annual subscription where a senior Enterprise GIS Strategic Advisor is assigned to the Town to maximize the return on investment from the Town's GIS platform. Through the EAP, the Town's relationship with ESRI will move from basic software support (resolving software bugs), to providing access to professional, technical, training and support services.</p> <p>The Strategic Advisor will work to: conduct an annual planning, strategy, and maturity assessment; advise on GIS techniques/best practices, architectures and implementation/upgrades; and engage ESRI specialists.</p> <p>The EAP provides cost effective and efficient access to technical and subject matter experts which is crucial to the development of the Town's GIS platform. Additional benefits to the program include the supply of stable, performant applications and timely, responsive service delivery. The EAP can be used towards professional services and training.</p>

Budget Impact:		
Expenditures:		
Salary & Benefits	<input type="text"/>	Account & Notes: <input type="text"/> <input type="text"/> <input type="text"/>
Supplies & Services	<input type="text"/>	
Other	<input type="text" value="35,000"/>	
Total	<input type="text" value="\$ 35,000"/>	
Revenue:		
Fees	<input type="text"/>	<input type="text"/>
Grants	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>
Total	<input type="text" value="\$ -"/>	
Net Cost	<input type="text" value="\$ 35,000"/>	

Corporate Services Capital Forecast 2021 - 2029

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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					80,000
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		15,000	70,000	55,000	15,000	122,000	55,000	15,000	59,100	15,000	15,000	436,100
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
2300-05-0107	GPS AVL System	32,700										32,700
2300-05-3202	Citizen Engagement-Tax System	115,000										115,000
2300-10-1501	Geospatial Data	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2300-10-2104	Online Building Services Pilot	1,100,000										1,100,000
2300-04-0102	Corporate Server and Data Storage Refresh		25,000		25,000		25,000		25,000			100,000
2300-04-2201	Customer Service Technology Infrastructure		50,000									50,000
2300-05-2101	ITSM Solution		50,000									50,000
2300-05-2102	Business Continuity Solution Implementation		50,000									50,000
2300-05-2103	Enterprise Content Management Implementation		500,000									500,000
2300-05-2104	BI - Implement BI Technologies		50,000									50,000
2300-05-2105	HRIS Implementation		50,000									50,000
2300-05-2106	Open Data Implementation		15,000									15,000
2300-05-2201	AMANDA Planning		575,000									575,000
2300-09-1601	Large Scale Plotter - Printer		45,000									45,000
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
2300-10-2103	BI - Pilot BI Technologies		10,000									10,000
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
2300-10-2106	Customer Service Strategy		100,000									100,000
2300-10-2108	Point of Sale System Discovery		35,000									35,000
2300-10-2110	AMPS Technology Implementation		50,000									50,000
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
2300-04-2001	Corporate Network Equipment Replacement					100,000						100,000
2300-04-2002	Corporate WiFi Replacement					30,000						30,000
2300-05-2001	Firewall Replacement					25,000						25,000
Subtotal		1,382,700	2,027,800	685,000	180,000	310,000	230,000	335,000	180,000	155,000	155,000	5,640,500

**Corporate Services
Capital Forecast 2021 - 2029**

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
ACCOUNTING, REVENUE & TAXATION												
2400-10-2001	Development Charges Study and Community Benefit Charge					150,000						150,000
2400-10-2102	PS3280 Implementation	80,000	80,000									160,000
2500-22-0105	Long Term Financial Plan		75,000					75,000				150,000
2500-22-0102	User Fee Review		20,000					20,000				40,000
Subtotal		80,000	175,000	-	-	150,000	-	95,000	-	-	-	500,000
PURCHASING												
2600-06-0101	Photocopier/Fax/Printers		182,000					182,000				364,000
Subtotal		-	182,000	-	-	-	-	182,000	-	-	-	364,000
TOTAL CORPORATE SERVICES		1,477,700	2,454,800	740,000	195,000	582,000	285,000	627,000	239,100	170,000	170,000	6,940,600

2021 Capital Budget and 2022 – 2030 Forecast Highlights

The Corporate Services capital portfolio largely consists of the development and management of the Town's information technology, in accordance with the Council-approved Corporate Technology Strategic Plan (CTSP). Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and provide services that satisfy customers with their simplicity and convenience. These capabilities are even more important as the Town responds to COVID-19 and implements guidelines such as social distancing. The short-term goal of the capital program focuses on the modernization of corporate-wide systems and the transformation of business processes to improve service delivery and deliver on efficiencies. The Corporate Services 10-year capital plan is \$6,940,600 with \$1,477,700 proposed for 2021. The following summarizes key components of the Capital Forecast:

- As per the CTSP, a \$4,095,500 investment in IT over the next three years including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$1,869,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$1,100,000 in 2021 for an online building solution that will support a building permits portal and electronic plans review.
- \$500,000 in 2022 for enterprise content management implementation which will manage the organization's documents in electronic format allowing documents to be searched, stored and managed in a more efficient manner
- \$500,000 for financial planning including the updating of the Development Charge Study and the development of a Community Benefits Charge Strategy, preparing for implementation of the PS3280 accounting standard, Long Range Financial Plan updates and user fee reviews.

- \$436,100 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 2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
170	2300-10-2104	Digitization of Application Processes	*1	1,100,000	1,100,000	-	-	1,100,000	-	-
171	2300-05-3202	Citizen Engagement-Tax System	*2	115,000	115,000	-	-	115,000	-	-
172	2300-05-0107	AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation	*3	32,700	32,700	-	-	32,700	-	-
173	2300-04-0101	Technology Refresh	4.60	120,000	120,000	120,000	-	-	-	-
174	2200-10-2101	Succession Plan - Training/Dev Support	4.00	15,000	15,000	15,000	-	-	-	-
175	2300-10-1501	Geospatial Data	3.80	15,000	15,000	-	-	15,000	-	-
176	2400-10-2102	PS3280 Implementation	3.20	80,000	80,000	-	-	80,000	-	-
2021 Total				1,477,700	1,477,700	135,000	-	1,342,700	-	-

* 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 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 2300-10-2104	Project Name Digitization of Application Processes		2021 Budget \$1,100,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date January 2021		Amount \$1,100,000	
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Description			
<p>Scope: The scope of this project is to complete an online digitized solution that will support a Building/Engineering/Planning permits portal and electronic plans review. This architecture will need to integrate with existing back-end systems to provide operational efficiencies and improve the Town's current on-line service capability.</p>			
<p>Deliverables: This project will be executed in 4 phases that include:</p> <ul style="list-style-type: none"> • Phase 1: Define Technology Architecture • Phase 2: Procurement and Technical Implementation • Phase 3: Pilot with one service area • Phase 4+: Repeat implementation for other service areas 			
<p>Benefits: The benefits of this project include technology architecture that will support current and future requirements for on-line services for all Town departments and an electronic plans submission solution that integrates with back-end office systems, eliminating the need for duplicate data entry, manual reconciliation and enables operational efficiencies and improves customer service.</p>			
<p>Risks If Not Implemented: In the absence of system(s) for handling these processes in a digitized manner, processes are executed largely based on manual steps, paper handling and manual sign-offs.</p>			
<p>Additional Information:</p>			

2021 Capital Project Information Sheet

Project No. 2300-05-3202	Project Name Citizen Engagement-Tax System		2021 Budget \$115,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Capital Replacement Reserve	
Target Start Date January 2021		Amount \$115,000	
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Description			
<p>Scope: The objective of this project is to expand the functionality of the Town's new tax system to enable online/self-service options to residents.</p>			
<p>Deliverables: The deliverables will be a subscription to and implementation of Central Square's Citizen Engagement Portal and the development of the Town's website to integrate with the new online system.</p>			
<p>Benefits: The benefits of the project will be an enhanced taxpayer experience by offering online and self-serve options in an online system that integrates seamlessly with the existing Town website. There will be increased operational efficiency and effectiveness through expanded functionality and reduced reliance on manual processes.</p>			
<p>Risks If Not Implemented: The risks if this project is not implemented include an inability for staff to efficiently offer and support remote options to property owners. Taxpayers have come to expect online services for many Town functions, especially tax related items. The Town needs the tools in place to offer these services.</p>			
<p>Additional Information:</p>			

2021 Capital Project Information Sheet

Project No. 2300-05-0107	Project Name AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation		2021 Budget \$32,700
Department Corporate Services	Division Information Services	Project Manager Murray Colquhoun	
Service Category Administration	Funding Sources Capital Replacement Reserve		Amount \$32,700
Target Start Date January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact	\$0 \$4,300	Project Phase Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description			
Scope:	The purpose of this project is to install a windshield based dual camera system with continuous HD video and event/exception recording, with the option of adding two or more auxiliary cameras in all twenty-one (21) of the plow vehicles. This solution should use a cellular service with SD card backup that connects to a secure cloud storage feature that can be fully integrated with the existing Geotab solution. This integration will allow staff to view and download automatically sent snapshots and video clips of critical incidents and important exceptions directly to the existing MyGeotab portal staff are already using. This solution will prove a visual record of any event that requires further investigation.		
Deliverables:	Starting in the winter season of 2021, a dashboard camera system that is fully supported by the existing Geotab solution will be installed in one vehicle for 30 days. After the successful completion of this 30-day trial a full implementation of the remaining 20 Winter Maintenance vehicles will be completed to be fully operational Q1 2022.		
Benefits:	<p>The Town will realize the following benefits:</p> <ul style="list-style-type: none"> • Improve our risk management practices. • Proactively try to prevent accidents. • Stabilize insurance premiums by reducing frivolous claims. • Immediate notification of exceptions (accidents and or critical incidents) through text or email. • Click a button to start reviewing snapshots and of video clips 		
Risks If Not Implemented:	Currently there are no camera's in place in any Town vehicle to collect/record visual information of any incident that vehicle may be a part of. This presents a risk as litigation and insurance claims against the Town are increasing.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2021 Budget \$120,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Base Capital Budget	
Target Start Date April, 2021		Amount \$120,000	
Target Completion Date December, 2021			
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 involves the replacement of IT equipment that is reaching end of warranty state with new equipment. All required programs and data will be reinstalled on replacement equipment. A budget increase is being requested to recognize a move away from like for like replacements, recognizing the need for staff to have more mobile computing solutions, i.e., laptops instead of desktops, which are more expensive. All new equipment will be deployed with the Windows 10 operating system.		
Deliverables:	Continue the established program of replacing IT hardware on a regular cycle that corresponds with its warranty cycle.		
Benefits:	Improved performance of computer equipment resulting in faster processing and increased mobility of workforce through more deployment of mobile computing devices.		
Risks If Not Implemented:	Staff efficiency will be impacted should we not replace aged, out of warranty equipment. Recovery from computer failure will be delayed due to lack of warranty support.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan - Training/Dev Support		2021 Budget \$15,000
Department Corporate Services	Division Human Resources	Project Manager Laura Lancaster	
Service Category Administration		Funding Sources Base Capital Budget	Amount \$15,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
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 allows the Town to plan for upcoming vacancies to ensure business continuity for positions identified as critical to the corporation.		
Benefits:	There are several advantages for both employers and employees to having a formal succession plan: 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:			

2021 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2021 Budget \$15,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date April 2021		Amount \$15,000	
Target Completion Date September 2021			
Future Period Capital Requirements Annual		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 acquire geospatial data (aerial/ortho imagery, lidar, elevation, environs demographics etc.) is acquired at regular intervals so current data is available to staff, 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, environs demographics etc. which will be added to the database at regular intervals to ensure currency.		
Benefits:	Participating in the Halton 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 lack the required information to do their job effectively, and will be making decisions based on outdated data that is potentially in conflict with data from other agencies.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2400-10-2102	Project Name PS3280 Implementation		2021 Budget \$80,000
Department Corporate Services	Division Accounting	Project Manager Moya Leighton	
Service Category Administration	Funding Sources Capital Replacement Reserve		Amount \$80,000
Target Start Date January 2021			
Target Completion Date December 2022			
Future Period Capital Requirements \$80,000	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

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

ACTON & GEORGETOWN BRANCHES

Vision Statement:

Your path to worlds of imagination, innovation and opportunity.

Mission Statement:

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



LIBRARY

DEPARTMENT OVERVIEW:

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

Community and Adult Services provides 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. Working alongside community groups, staff coordinate joint programs such as our One Book, One Halton Hills program, Halton Hills Lecture series 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.

Content and Technologies provides support services for both branches of the library. This section includes the information technology staff who maintain the Integrated Library System; purchase and maintain computer hardware, software and associated equipment; maintain the library branches' local area networks; and administer the library's website, catalogue and electronic collections. The section also includes the technical services staff that orders, receives, catalogues, processes, and maintains the libraries' physical collections.

The **Acton Branch** offers collections, programs and services that cater to the particular needs of the Acton community. Staff work closely with organizations such as Heritage Acton, Our Kids Network Community Hub, and the Acton BIA, and ensures 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 offering the Georgetown Branch's research collections through inter-branch lending.



LIBRARY

DEPARTMENT OVERVIEW (continued)

HALTON HILLS PUBLIC LIBRARY

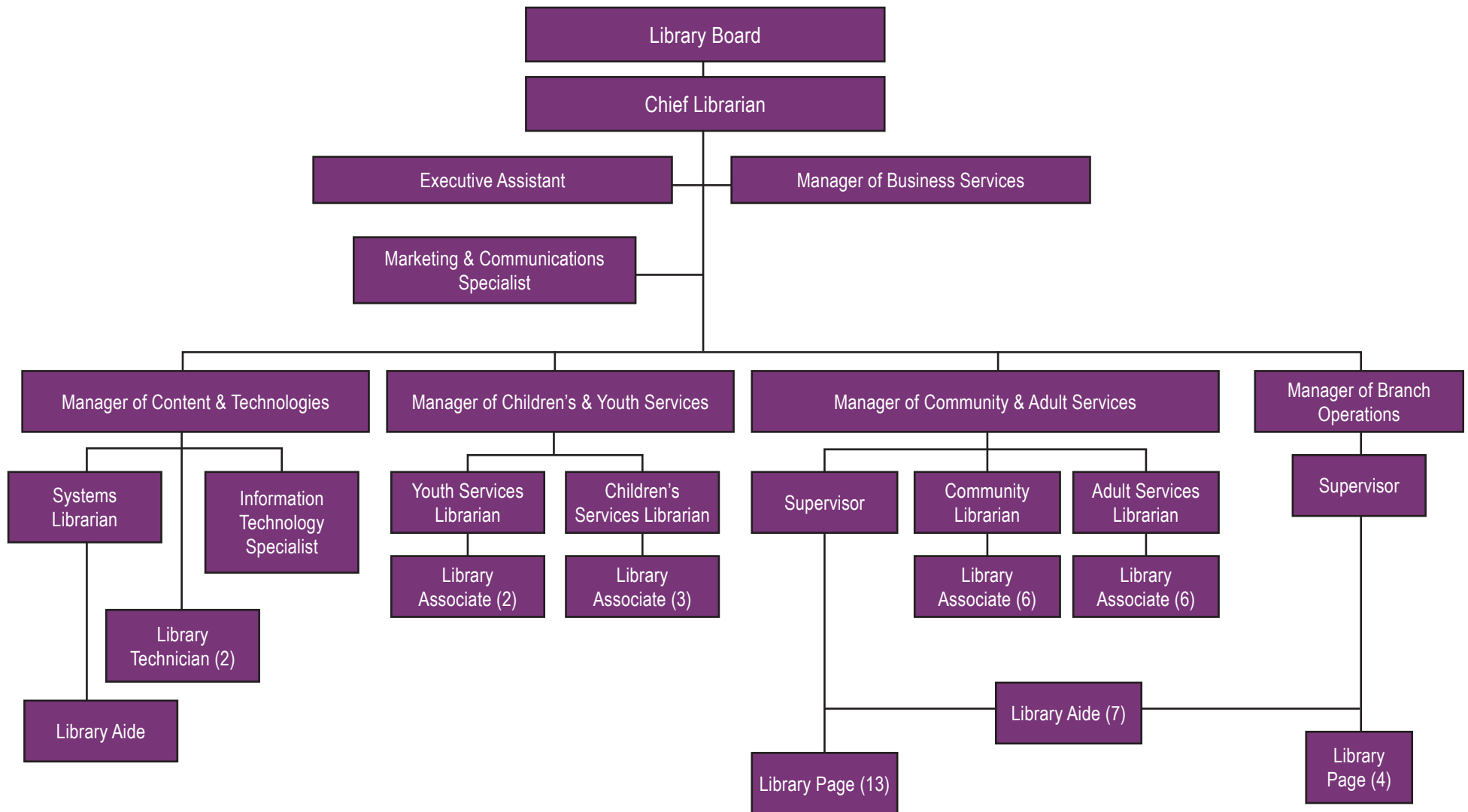
Imagination | Innovation | Opportunity

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 users, and to also support both school and family engagement. Collections include books, movies, and music in a variety of formats: print, audio-visual, electronic, and virtual. Resources include physical spaces which are clean, attractive, and supportive of our 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 usage of the library, makes recommendations, facilitates research requests, helps troubleshoot technology, and ensures that all users have a positive library experience.



LIBRARY

► CURRENT ORG CHART:



LIBRARY

► CORE ACTIVITIES:

Core Services:

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

Website Live Chat

Acton & Georgetown Branches:

- Meet the information and recreation needs of the community by:
 - Providing access to books, articles, movies, games and music in various formats including print, streaming and digital.
 - 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.

Library Connect Line



LIBRARY

► 2020 ACCOMPLISHMENTS/SUCCESSIONS:



Connecting Community

- Promoted community diversity and inclusion for 2SLGBT+ residents.
- Donated blankets made by the Community Knitting Project to local long term care facilities.
- Enhanced services for newcomers by offering a Citizen Preparation Course.
- Successful recipient of a joint grant request between the Library and Cultural Services for the provincially funded Francophone Community Grant to facilitate the Connexions Culturelles program, which expands French-language programming, services and collections to meet the needs and interest of the community and support the promotion of French culture and language.

Expanded Collections

- Introduced pre-selected Book Bundles for kids and teens.
- Expanded resource kits including Wifi2Go, Cognitive Care Kits and Hiking the Hills Backpacks.
- Initiated Ancestry.com portal allowing patrons to access ancestry information from home.
- Launched Mango Languages and Little Pim online language learning services for children, teens and adults.

Strengthened Community and Partner Connections

- Partnered with the Recreation and Parks department to offer summer recreation and activity kits.
- Partnered with organizations to provide 3D components for face shields for frontline workers.
- Assisted community partners in transitioning their programming to a virtual environment.
- Partnered with Credit Valley Conservation Authority to offer passes for admission and discounts to conservation parks.

LIBRARY

► 2020 ACCOMPLISHMENTS/SUCCESSIONS (continued):



Increased Awareness of Library's Value and Relevance

- Launched Curbside Pick-up program to ensure residents had access to Library materials during the facility closure.
- Introduced virtual format programs and services including virtual reading programs and reading readiness programs in French and English.
- Provided community support for well-being initiatives such as the Cognitive Care Kits for caregivers of residents with Alzheimer's disease or other dementias.
- Initiated a Library Connect service to reduce social isolation for homebound patrons by sharing Library news.
- Launched a website Chat Service to increase access points to Library and community information.
- Started a "What's New" video service offering entertaining and educational resources to the community.
- Introduced a Library card for marginalized residents.

Staff Development

- Advanced customer service excellence through training focused on community outreach, assisting homeless and vulnerable residents, decolonization and effective interpersonal communication.
- Staff engaged in self-directed and collaborative learning to facilitate the swift transition to virtual programming. Newly developed and enhanced skills included learning video enabling software, live streaming and recording video, video editing, and transcribing audio.

LIBRARY

► ENVIRONMENTAL SCAN:



Community Engagement	<p>Challenges:</p> <ul style="list-style-type: none"> - Recognizing the pivotal role libraries play in community cohesiveness and restoring economies. - Responding to changes in service delivery in program platform needs. - Narrowing the digital divide to ensure libraries provide equitable service to the community, including connectivity challenges. - Breaking down barriers and creating a sense of place that is inclusive, safe and minimizes social isolation. - Availability and pricing of e-resources. - Responding to the needs and interest of a wide range of user groups. <p>Opportunities:</p> <ul style="list-style-type: none"> - Building community connections through services and spaces that engage, support and inspire residents. - Creating community connections through cultural experiences. - Exploring and expanding online services and resources that reduce the digital divide. - Evaluating collections and resources to remain responsive to community needs. - Exploring feasibility of varying service hours and models.
Literacy Support	<p>Challenges:</p> <ul style="list-style-type: none"> - Providing reading readiness, literacy support and lifelong learning initiatives during a pandemic and recovery period. - Assisting and educating patrons on media literacy and computer security threats including phishing, hackers, predators and fake news. - Providing contactless delivery of library materials.

LIBRARY

▶ ENVIRONMENTAL SCAN (continued):



Literacies (continued)	<p>Opportunities:</p> <ul style="list-style-type: none"> - Facilitating the joy of reading, stories and creativity in varying formats. - Promoting appreciation of a wide range of voices, narratives and perspectives. - Exploring lifelong learning initiatives such as multi-generational STEAM programming. - Leveraging and expanding virtual programming. - Providing access and resources to build computer literacy and awareness of potential risks of online activities. - Promoting libraries as essential services to support residents during pandemic and recovery periods.
Connected Community	<p>Challenges:</p> <ul style="list-style-type: none"> - Being mindful of divergent public opinions while balancing resources and funding to meet increasing demands for programs, collections and services. - Engaging in new conversations and perspectives regarding equity, diversity, inclusion and anti-racism. - Uncertainty about the steps to turn dialogue and intention into action. <p>Opportunities:</p> <ul style="list-style-type: none"> - Building awareness of the Library's programming, services and collections that serve a diverse audience. - Facilitating dialogue about equity, diversity, inclusion and anti-racism, through author visits, speaker and film series and other relevant channels. - Facilitating conversation and understanding of relevant issues such as Black Lives Matter and Truth and Reconciliation. - Responding to recent trends and offer information and resources that are both innovative and relevant to residents.

LIBRARY

► ENVIRONMENTAL SCAN (continued):



Sustainability

Challenges:

- Educating residents on climate change initiatives such as Net Zero Carbon Communities and how they can contribute to reducing their carbon footprint.
- Identifying climate change initiatives that positively impact the Library and community.

Opportunities:

- Creating sustainable initiatives that can be easily adopted and serve as an example of sustainable practices.
- Positioning the Library as a community example that demonstrates and supports a Net Zero Carbon Community.
- Providing educational opportunities and demonstrations to support climate change initiatives using facility attributes such as gardens.
- Promoting collections and community dialogue that support sustainability and climate change.

LIBRARY

▶ ENVIRONMENTAL SCAN (continued):


**Outstanding
Staff and
Processes**
Challenges:

- Continuing to engage, inspire and develop staff at all level with specific outcomes.
- Creating a culture of continuous improvement and efficiencies in innovative and exciting ways.
- Meeting Library service needs that are responsive and resilient during periods of significant change.
- Developing a strategic planning process during an ongoing pandemic.

Opportunities:

- Provide tools that support a learning organization and a continuous improvement framework and philosophy such as Six Sigma Lean training.
- Develop a Two-Way Communication Strategy that improves relationships across the organization, and encourages open dialogue.
- Facilitate training in creative problem solving through Design Thinking.
- Employing an organizational approach to succession planning.
- Develop a planning strategy for 2022 Library Strategic Plan process, rebranding and website renewal.

LIBRARY



WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Connecting Community	Deliver resources that connect newcomers, build community and advance equity, diversity, inclusion and anti-racism.	- Library Services	Improve program and employment opportunities to advance equity, diversity, inclusions and anti-racism.	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Senior Initiatives
2. Engaging Key Audiences	Deliver leading-edge and research-based collections, programs and services that promote social, economic and environmental sustainability.	- Library Services	Review collections, programs and services to ensure they are relevant and responsive to the community.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives
3. Increase awareness in the value of libraries	Leverage the Library's reputation as a trusted, unbiased and vital community asset that strives to deliver what residents and businesses need to thrive.	- Library Services	Foster community conversations and raise awareness of the Libraries non-traditional innovative, programs and services.	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Senior Initiatives
4. Build staff proficiency in deliver exceptional customer service	Introduce staff development initiatives that focus on idea generation, innovation and communication.	- Library Services	<ul style="list-style-type: none"> - Launch Two Way Communication Strategy. - Improve efficiencies in processes using Six Sigma Lean approach. - Use Design Thinking in problem solving and innovation. 	<ul style="list-style-type: none"> - Fiscal & Corporate Management - Youth & Senior Initiatives

LIBRARY

STAFFING IMPACT:



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

LIBRARY



PERFORMANCE INDICATORS:

Operational	Target
Patron queries.	-50%
Circulation per capita.	-33%
Program attendance (in-house and virtual).	+189%

Quality of Life	Target
Value of materials borrowed to support lifelong learning.	-29%
Connecting the community through programs that celebrate imagination, innovation and opportunity.	+181%
Providing access to Community Partners so residents can realize their life goals and contribute to a healthy and thriving community.	-89%
Residents impacted by services to lessen social isolation.	+32%

Performance indicators are impacted by the emergency closure of the Library due to COVID-19 for the following periods:

- Facility closure: March 15, 2020 to July 23, 2020.
- Curbside pick-up (Patrons able to pick-up materials at curb only, no access to Library permitted): May 22, 2020 to June 22, 2020.
- Stage 2 Re-opening (Library open Tuesday to Saturday 10 a.m. to 2 p.m. for in-facility holds pick up and computer use only, no browsing of collection permitted): June 23, 2020 to July 23, 2020.
- Stage 3 Re-opening (Library is open regular hours to public for full use including; browsing, borrowing, and computer use) July 24, 2020.

2021 Operating Budget Overview

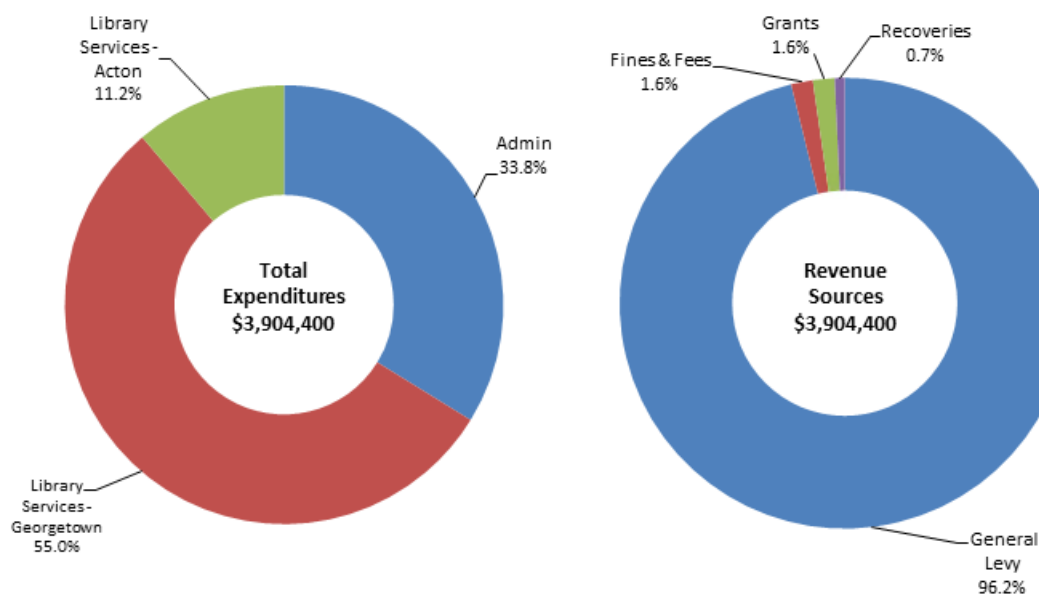
The Library's mission is to engage the residents of Halton Hills in exploring ideas, expressing creativity, and making connections. The Library continues to cultivate and deliver leading-edge resources and expertise so residents can realize their life goals and contribute to a healthy and thriving community.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

2021 Operating Budget Highlights

The proposed 2021 Operating Budget for Library Services is \$3,904,400 in gross expenditures and \$3,754,700 in net expenditures supported from the general tax levy. This represents a 2.8% increase over the 2020 budget. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,806,500	3,367,779	3,904,400	-	-	-	3,904,400	97,900	2.6%
Revenue	(155,400)	(123,843)	(149,700)	-	-	-	(149,700)	5,700	(3.7%)
Total Net Expenditures	3,651,100	3,243,936	3,754,700	-	-	-	3,754,700	103,600	2.8%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,347,300	1,261,957	1,319,800	-	-	-	1,319,800	(27,500)	(2.0%)
Revenue	(61,300)	(72,635)	(61,300)	-	-	-	(61,300)	-	0.0%
Net Expenditures	1,286,000	1,189,322	1,258,500	-	-	-	1,258,500	(27,500)	(2.1%)
Library Services - Georgetown									
Expense	2,033,000	1,738,815	2,147,500	-	-	-	2,147,500	114,500	5.6%
Revenue	(79,200)	(47,147)	(74,700)	-	-	-	(74,700)	4,500	(5.7%)
Net Expenditures	1,953,800	1,691,668	2,072,800	-	-	-	2,072,800	119,000	6.1%
Library Services - Acton									
Expense	426,200	367,007	437,100	-	-	-	437,100	10,900	2.6%
Revenue	(14,900)	(4,061)	(13,700)	-	-	-	(13,700)	1,200	(8.1%)
Net Expenditures	411,300	362,946	423,400	-	-	-	423,400	12,100	2.9%
Total									
Expense	3,806,500	3,367,779	3,904,400	-	-	-	3,904,400	97,900	2.6%
Revenue	(155,400)	(123,843)	(149,700)	-	-	-	(149,700)	5,700	(3.7%)
Total Net Expenditures	3,651,100	3,243,936	3,754,700	-	-	-	3,754,700	103,600	2.8%

The \$103,600 or 2.8%, net increase to the Library Services Operating Budget is largely represented by the increase in compensation costs. Please see below for the breakdown of major budget changes:

- A \$96,000 increase, or 2.6%, represents the base change in compensation and benefits for the current staff complement. This includes performance increments, job evaluation changes, a 1.0% proposed phased-in non-union economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- The remaining base budget increase of \$7,600 (0.2%) is made up of increases to training fees (\$1,400) & credit card charges (\$500), and a decrease to revenues collected from fines (\$5,700).

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 2021 - 2030**

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
MATERIALS & COLLECTIONS												
3000-15-0101	Library Materials	449,000	474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,915,000
3000-15-0103	Lib Mats Collection Developmnt	25,000	25,000									50,000
Subtotal		474,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,965,000
INFORMATION TECHNOLOGY												
3000-09-0105	Library Technology Renewal	56,400	43,900	59,000	85,500	43,900	56,400	52,500	52,200	75,400	48,800	574,000
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		56,400	118,900	59,000	210,500	43,900	56,400	127,500	52,200	200,400	48,800	974,000
FACILITIES												
3100-09-1701	Library Furnishing/Equip-GTown		30,000		33,000					33,000		96,000
3200-09-1601	Library Furnishings Acton		23,000					23,000				46,000
3000-22-2701	Facility Needs Study							40,000				40,000
Subtotal		-	53,000	-	33,000	-	-	63,000	-	33,000	-	182,000
STRATEGIC PLANNING												
3000-04-1501	Library Strategic Plan		65,000					42,000				107,000
Subtotal		-	65,000	-	-	-	-	42,000	-	-	-	107,000
TOTAL LIBRARY SERVICES		530,400	735,900	558,000	742,500	542,900	555,400	731,500	551,200	732,400	547,800	6,228,000

2021 Capital Budget and 2022 – 2030 Forecast Highlights

The Library Services 2021-2030 Capital Forecast is \$6,228,000, consisting of a \$4,965,000 investment in collections, materials and media and \$974,000 in Information Technology. The 10-year Capital Plan for the Library also includes funding for upgrades to furnishings, a Facility Needs Study 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 \$4,965,000 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 125,000 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 2021, this will include the replacement of; RFID pads, switches, early literacy station, self check station and scanner, printers, and chromeboxes.

- 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

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
196	3000-15-0103	Lib Mats Collection Developmnt	4.2	25,000	25,000	-	-	25,000	-	-
197	3000-15-0101	Library Materials	3.7	449,000	449,000	399,000	-	50,000	-	-
198	3000-09-0105	Library Technology Renewal	3.2	56,400	56,400	-	-	56,400	-	-
2021 Total				530,400	530,400	399,000	-	131,400	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 3000-15-0103	Project Name Lib Mats Collection Developmnt		2021 Budget \$25,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services		Funding Sources New Capital	Amount \$25,000
Target Start Date	January 2021		
Target Completion Date	December 2021		
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 requests additional funding to allow the Library to continue to build its materials collection to meet the provincial average of 2.2 items per capita. The Library currently has 1.9 items per capita or a deficit of approximately 19,000 items. The objective of this request is to increase the historic funding level, so that the Library can continue to meet community needs by providing an adequate number and range of materials in contemporary formats, and in recognizing that the demographics of the community will continue to change, offering more material in other languages. This objective is also supported by the Cultural Master Plan, in which it is recognized that the Library does not have the items per capita recommended by the industry. This funding will ensure that the size of the Library's physical collection grows to meet the recommended industry standard.
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including print, audiovisual, magazines and e-book 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 2.2 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, audiovisual and digital materials that will allow residents to stay current, make informed decisions, and have access to in-demand recreational material in the formats that they prefer.
Risks If Not Implemented:	The purchasing power of the Library will be eroded as more of the print and audiovisual budget is reallocated to develop and maintain the Library's e-content.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 3000-15-0101	Project Name Library Materials		2021 Budget \$449,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services		Funding Sources	Amount
Target Start Date January 2021		Base Capital Budget	\$399,000
Target Completion Date December 2021		Library Capital Reserve	\$50,000
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 125,000 physical items and access to millions of digital titles in a variety of languages, reading levels and formats, including ebooks, eaudiobooks, streaming movies and music, and online courses. The Library's collection responds to community needs, with an annual circulation of over half a million items and information resources to support more than 18,000 reference requests. The objective of this request is to allow the Library to continue to meet community needs by providing an adequate number and range of materials in both traditional and contemporary formats.
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including print, audio visual and digital. Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another.
Benefits:	The Library will be able to maintain access to current, high quality and popular materials in a variety of formats. The positive outcome overall will be a balanced collection that contributes to the social and economic well-being of the community.
Risks If Not Implemented:	The provision of materials is a core service for the Library. Without these funds, material purchases would cease and residents will not have access to new and in-demand resources in any format. In turn, this will compromise the reputation of the Library and the Town, as residents will not have access to the materials they expect and rely on for their informational and recreational needs. It will ultimately lead to community dissatisfaction and decreased use of the Library.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 3000-09-0105	Project Name Library Technology Renewal		2021 Budget \$56,400
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services		Funding Sources Library Capital Reserve	Amount \$56,400
Target Start Date	January 2021		
Target Completion Date	December 2021		
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 enables the Library to have the ability to replace aging information technology hardware at the appropriate time. For the same reason that the Town established 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 at minimum, the EPEAT (Electronic Product Environmental Assessment Tool) Silver standard.
Deliverables:	The primary deliverables will be to replace equipment that is at 'end of life'. In 2021, this will include the replacement of; RFID pads, switches, early literacy station, self check station and scanner, printers, and chromeboxes.
Benefits:	Public and staff will be able to rely on functioning, up-to-date equipment to access the catalogue, borrow material, do their research or when using meeting rooms. The residents will continue to enjoy a fully functioning Library service, which is heavily dependent on its technology. This will translate into maintaining and building the current levels of use.
Risks If Not Implemented:	Equipment may fail causing disruption in service, and unexpected purchases to replace equipment may strain the budget.
Additional Information:	

FIRE DEPARTMENT



2021 BUSINESS PLAN

Vision Statement:

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

Mission Statement:

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

Our Motto:

Our Family Protecting Your Family.



FIRE DEPARTMENT

Town of Halton Hills By-law 2013-0051 is the establishing by-law for the Halton Hills Fire Department.

It provides clear and accurate policy direction reflecting how Council expects the Department to deliver on their core activities to meet the specific needs and circumstances of the Town of Halton Hills.

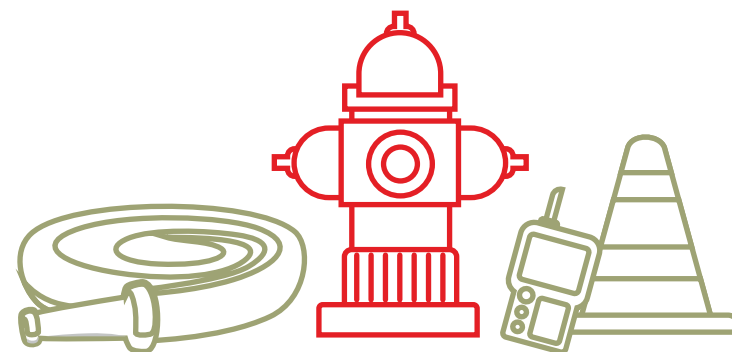
DEPARTMENT OVERVIEW:

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

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

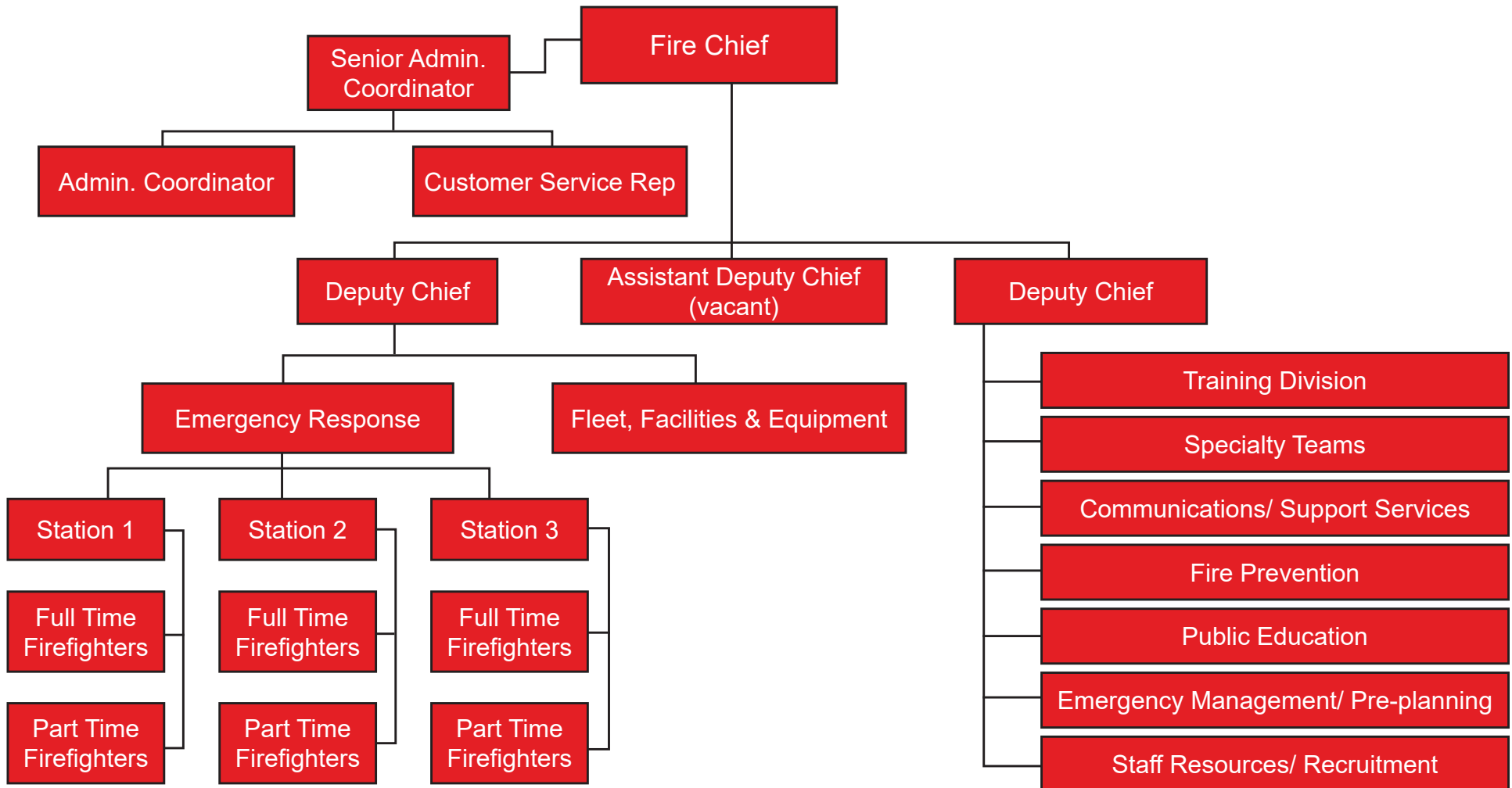
The Halton Hills Fire Department is a Composite Fire Service providing an all-hazards response capability to natural and human caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, our Divisions provide:

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



FIRE DEPARTMENT

► CURRENT ORG CHART:



FIRE DEPARTMENT

► CORE ACTIVITIES:

Core Services:

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

Public Education:

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

Inspection and Enforcement:

- Commercial and residential inspections that assist owners in maintaining fire safe facilities.
- The Home Safe Home voluntary inspection program that specifically targets residential homes to ensure working smoke and CO alarms are in place (and if necessary, the HHFD supplies them at no charge to the resident).
- Plans review.

Emergency Management:

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

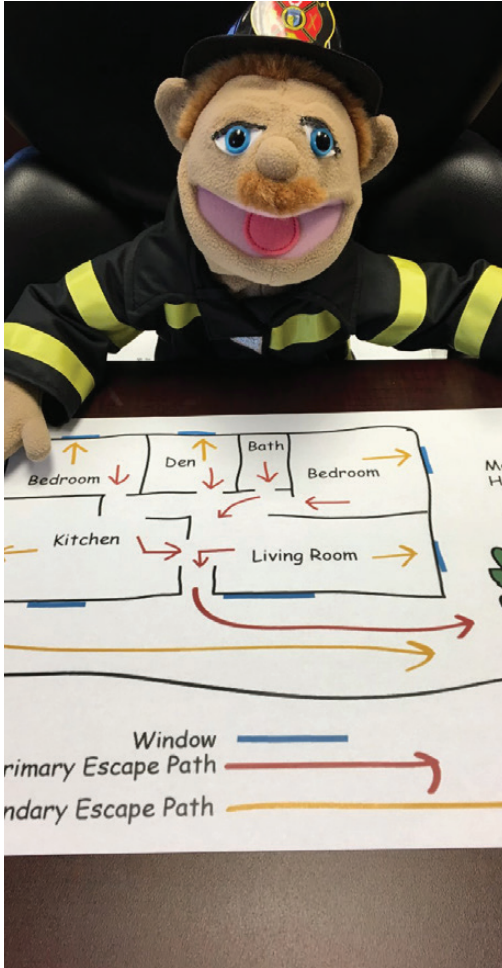
Emergency Response:

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



FIRE DEPARTMENT

► 2020 ACCOMPLISHMENTS/SUCCESSIONS:



- Recruitment of part-time firefighter.
- Developed enhanced emergency driver training program.
- Developed enhanced training and prevention programs with new staff.
- Implemented 24-hour shift rotation.
- Ongoing training centre enhancements.
- Implemented second 24-hour truck in Acton.
- Continue to update the Regional Fire Mutual Aid Agreement with four fire departments and the Town of Halton Hills Emergency Response Plan.
- Acquisition of tanker/pumper.
- Updated Pandemic Plans as part of the Emergency Response Plan.
- Developed COVID-19 Recovery Plan.
- Developed enhanced part time training program.
- Support of the Emergency Control Group and Emergency Support Group during the COVID-19 declared emergency.
- Received donation from Enbridge gas of smoke and CO detectors (retail value of \$18,000).

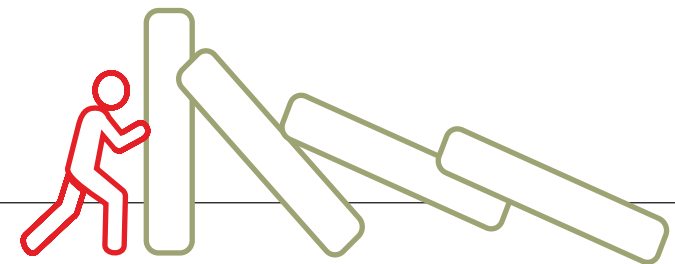


FIRE DEPARTMENT

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Maintain focus on mental health and post-traumatic stress programs for our fire service family that are structured to support the emotional/mental wellness of our firefighters and staff, build resilience and encourage a healthy workplace. - Implement proposed Ontario Fire Marshal and Emergency Management (OFMEM) Regulations. - Implement new technologies and monitor best practices to enhance emergency response effectiveness and safety. - Provide emergency services and maintain staff safety during COVID-19. - Source and maintain adequate levels of PPE. - Maintain service levels to the community while fire stations closed during COVID-19. - Maintain services and programs through financial impacts due to COVID-19. - Provide training for full and part-time staff.
Opportunities:	<ul style="list-style-type: none"> - Use of technology to improve record keeping to support presumptive legislation. - Use of new technology to enhance operations. - In-house testing to meet OFMEM firefighter certifications. - Improve part-time firefighters' attendance. - Develop enhanced training and prevention programs. - Analyze the efficiency of the 24-hour shifts through KPIs.



FIRE DEPARTMENT

▶ WORKPLAN:



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

FIRE DEPARTMENT

► WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Recruitment & retention strategies	Hire part-time firefighters to achieve the approved staffing complement. Ensure that information sessions facilitate recruitment and retention of the best candidates.	<ul style="list-style-type: none"> - Training - Fire Administration 	Improved ability to respond to emergency incidents.	<ul style="list-style-type: none"> - Fiscal & Corporate Management
4. Emergency Apparatus	Replace pumper truck at the end of its life cycle.	<ul style="list-style-type: none"> - Fire Administration 	Reduce cost of maintenance and increased reliability in response to emergency incidents. New technology will contribute to the Corporate goal of a Net Zero Carbon community.	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management
5. Peer Support Team	Continue to train the Department's Mental Health Peer Support Team.	<ul style="list-style-type: none"> - 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"> - Fiscal & Corporate Management
6. Fire education programs for vulnerable occupancies	Build on the vulnerable occupancy program to include fire safety awareness.	<ul style="list-style-type: none"> - 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"> - Shaping Growth - Fiscal & Corporate Management - Youth & Senior Initiatives

FIRE DEPARTMENT

► WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7. Social Media	Capitalize on social media to ensure the public is better informed/prepared in the event of an emergency.	<ul style="list-style-type: none"> - 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"> - Shaping Growth - Fiscal & Corporate Management
8. Public Education regarding CO & smoke alarms	Improve the effectiveness of the voluntary home inspection program to ensure fire safe homes (e.g., working smoke and CO alarms).	<ul style="list-style-type: none"> - Prevention - Public Education 	Inspection of homes will make homes safer to their occupants thus reducing injury and death.	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management
9. Expansion of drone program	Enhancement and maintenance of drone program.	<ul style="list-style-type: none"> - Fire Administration - Specialty Teams 	<p>Enhance situational awareness at emergency incidents.</p> <p>Improve suppression techniques.</p>	<ul style="list-style-type: none"> - Fiscal & Corporate Management
10. Emergency Management	Continued review and updating of emergency management program to meet Provincial requirements.	<ul style="list-style-type: none"> - Fire Administration 	<p>Staff are able to perform their roles in the Emergency Control and Support Groups and liaise with other government agencies.</p> <p>An emergency plan that assists in minimizing the effects of an emergency on the Town.</p>	<ul style="list-style-type: none"> - Climate Change & Environment - Fiscal & Corporate Management

FIRE DEPARTMENT

► WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
11. Fire Master Plan	Review and create an updated Fire Master Plan including the completion of a Community Residential Risk assessment.	- Fire Administration	Identification of service needs in alignment with community growth. Creates a roadmap to provide efficient, effective and fiscally responsive emergency services to the community.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives
12. Fire Service Agreements	Renew Fire Service Agreement contracts with neighbouring municipalities.	- Fire Administration	Establish appropriate contracted emergency first response coverage and associated cost recovery for the provision and receipt of services.	- Shaping Growth - Fiscal & Corporate Management
13. Trial 24-Hour Shift	Development and review of Key Performance Indicators.	- Fire Administration	The impact of 24 hour shift trial and its effect on service to the community, operating budget and staffing.	- Shaping Growth - Fiscal & Corporate Management

FIRE DEPARTMENT

► STAFFING IMPACT:



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

FIRE DEPARTMENT

► PERFORMANCE INDICATORS:

Operational	Target
Effective personnel management (minimum lost time and overtime).	- Review 24 hour shift metrics.
Accurate performance data reflecting international standards and industry best practices: <ul style="list-style-type: none"> - Total number of calls for service - Track turnout time - Track travel time 	- Improvement on 2020 baseline.
Safe and highly trained first responders: <ul style="list-style-type: none"> - Total training hours 	- Establish a baseline for 2021.
Quality of Life	Target
Better educated public regarding fire safety: <ul style="list-style-type: none"> - Number of messages delivered digitally - Number of visits or hits on these platforms 	- 5% increase.

2021 Operating Budget Overview

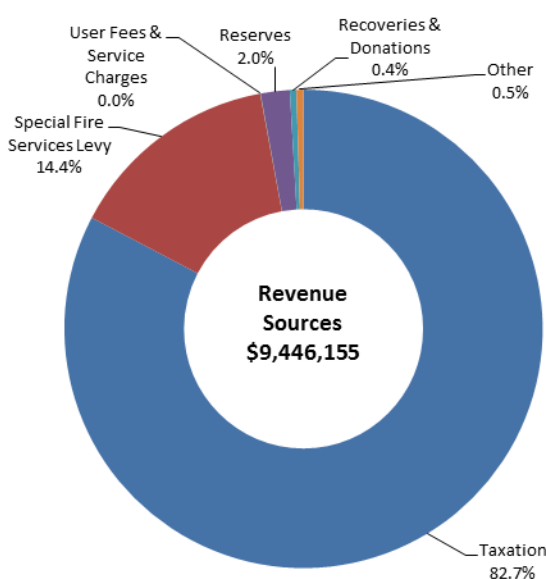
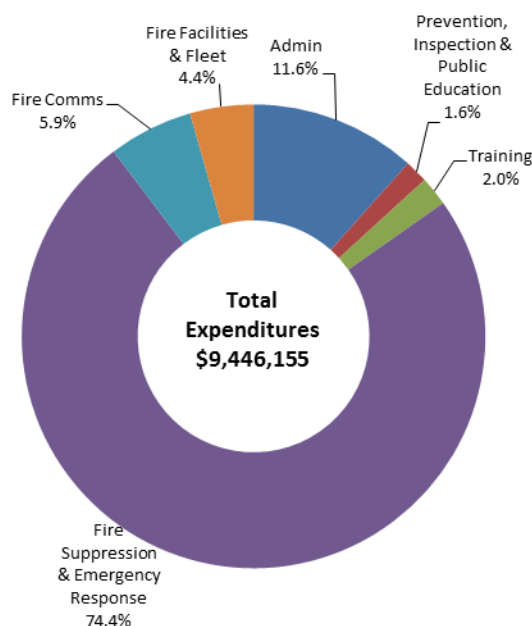
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1. Public Fire Safety Education and Prevention;
2. Fire Safety Standards and Enforcement; and,
3. Emergency Response.

2021 Operating Budget Highlights

The Fire Services Operating Budget for 2021 is proposed at \$9,446,155 in gross expenditures with \$1,360,955 being supported from the Special Fire Services Levy and \$7,811,100 from the general tax levy.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	8,933,555	8,628,493	9,446,155	-	-	-	9,446,155	512,600	5.7%
Revenue	(265,600)	(267,351)	(274,100)	-	-	-	(274,100)	(8,500)	3.2%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,307,000	7,000,187	7,811,100	-	-	-	7,811,100	504,100	6.9%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,065,100	832,089	1,095,700	-	-	-	1,095,700	30,600	2.9%
Revenue	(500)	-	(500)	-	-	-	(500)	-	0.0%
Special Levy - Fire Services	(290,900)	(290,900)	(290,900)	-	-	-	(290,900)	-	0.0%
Net Expenditures	773,700	541,189	804,300	-	-	-	804,300	30,600	4.0%
Prevention, Inspection & Public Education									
Expense	601,555	647,528	152,355	-	-	-	152,355	(449,200)	(74.7%)
Revenue	(46,500)	(46,751)	(46,500)	-	-	-	(46,500)	-	0.0%
Special Levy - Fire Services	(74,855)	(74,855)	(74,855)	-	-	-	(74,855)	-	0.0%
Net Expenditures	480,200	525,922	31,000	-	-	-	31,000	(449,200)	(93.5%)
Training									
Expense	490,900	448,916	192,500	-	-	-	192,500	(298,400)	(60.8%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	490,900	448,916	192,500	-	-	-	192,500	(298,400)	(60.8%)
Fire Suppression & Emergency Response									
Expense	5,905,100	5,801,638	7,031,000	-	-	-	7,031,000	1,125,900	19.1%
Revenue	(203,100)	(205,100)	(212,100)	-	-	-	(212,100)	(9,000)	4.4%
Special Levy - Fire Services	(995,200)	(995,200)	(995,200)	-	-	-	(995,200)	-	0.0%
Net Expenditures	4,706,800	4,601,338	5,823,700	-	-	-	5,823,700	1,116,900	23.7%
Fire Communications									
Expense	468,900	549,778	556,200	-	-	-	556,200	87,300	18.6%
Revenue	-	-	-	-	-	-	-	-	0.0%
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	468,900	549,778	556,200	-	-	-	556,200	87,300	18.6%
Fire Facilities & Fleet									
Expense	402,000	348,544	418,400	-	-	-	418,400	16,400	4.1%
Revenue	(15,500)	(15,500)	(15,000)	-	-	-	(15,000)	500	(3.2%)
Special Levy - Fire Services	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	386,500	333,044	403,400	-	-	-	403,400	16,900	4.4%
Total									
Expense	8,933,555	8,628,493	9,446,155	-	-	-	9,446,155	512,600	5.7%
Revenue	(265,600)	(267,351)	(274,100)	-	-	-	(274,100)	(8,500)	3.2%
Special Levy - Fire Services	(1,360,955)	(1,360,955)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	7,307,000	7,000,187	7,811,100	-	-	-	7,811,100	504,100	6.9%

The 2021 Operating Budget proposes a net expenditure increase of \$504,100, or 6.9%. The breakdown of major budget changes are as follows:

- \$376,800, or 5.2%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, economic adjustments and expected inflationary adjustments associated with the Town's benefit provider. Also included is the two year cumulative adjustment of prior year compensation estimates based on the new Collective Bargaining Agreement.
- An increase to fire dispatch services through the City of Burlington at a cost of \$100,000, or 1.4%. In late 2018, the Town amalgamated dispatch services in a tripartite contractual agreement managed by the City of Burlington. Budgeted costs were originally estimated based on 2016 emergency call values and the 2021 increase reflects the estimated 2021 contracted price based on current values.

Fire Services

Capital Forecast 2021 - 2030

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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		20,000	20,000	20,000	20,000	20,000	20,000	450,000	20,000	20,000	610,000
5200-07-0107	Heavy Extraction Equip Repl		150,000									150,000
5400-06-2501	Radio Replacement					-	1,500,000					1,500,000
Subtotal		108,000	278,000	128,000	128,000	128,000	1,628,000	128,000	558,000	128,000	128,000	3,340,000
FLEET												
5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)						400,000					400,000
5900-25-2102	Replace Acton Station Pump 722 (P11)	850,000										850,000
5900-25-2103	Replace Deputy Fire Chief's Car 2 Unit 712								60,000			60,000
5900-25-2104	Replace Fire Chief's Car 1 Unit 711								60,000			60,000
5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713		60,000							60,000		120,000
5900-25-2202	Replace Rehab Trailer/Truck Unit 731						400,000					400,000
5900-25-2203	Replace Tanker 742 (T3)		600,000									600,000
5900-25-2303	Replace Aerial 750 (A3)			1,500,000								1,500,000
5900-25-2401	Replace Tanker 743 (T1)				600,000							600,000
5900-25-2403	Replace Pump 721 (P2)				850,000							850,000
5900-25-2501	Replace Pump 724 (P1)					850,000						850,000
5900-25-2801	ATV and Utility Trailer								21,000			21,000
5900-25-2802	Mobile Light Tower & Generator								13,700			13,700
Subtotal		850,000	660,000	1,500,000	1,450,000	850,000	800,000	-	154,700	60,000	-	6,324,700
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
5500-02-2201	Heat Pump Replacement - Maple Ave. Station		50,000									50,000
5500-02-2801	Rooftop HVAC - Acton Station								30,000			30,000
5500-06-2501	Marquee - Acton Station					80,000						80,000
5501-02-2001	Acton Fire Hall Parking Lot Repaving			45,000								45,000
Subtotal		10,000	60,000	55,000	10,000	90,000	10,000	10,000	40,000	10,000	10,000	305,000
GROWTH												
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		-	-	-	-	-	-	7,410,000	-	-	-	7,410,000
TOTAL FIRE SERVICES		968,000	998,000	1,683,000	1,588,000	1,068,000	2,438,000	7,548,000	752,700	198,000	138,000	17,379,700

2021 Capital Budget and 2022 – 2030 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 \$17,379,700 with \$968,000 proposed for 2021. The following summarizes key components of the Capital Forecast:

- \$3,340,000 for the lifecycle replacement of firefighter gear and protective equipment, as well as training equipment and vehicle outfitting.
- \$6,324,700 for the lifecycle replacement of Fire fleet.
- \$305,000 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

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
216	5200-06-0101	Small Equipment Replacement	5	33,000	33,000	33,000	-	-	-	-
217	5200-07-0102	FF Protective Clothing Repl	5	75,000	75,000	75,000	-	-	-	-
218	5900-25-2102	Replace Acton Station Pump 722 (P11)	4.5	850,000	850,000	-	-	850,000	-	-
219	5500-02-1601	Training Centre Enhancements	3.2	10,000	10,000	10,000	-	-	-	-
2021 Total				968,000	968,000	118,000	-	850,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 5200-06-0101	Project Name Small Equipment Replacement		2021 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	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact		\$0	

Description	
Scope:	This project involves the lifecycle replacement of emergency response small equipment essential to fire ground 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.

2021 Capital Project Information Sheet

Project No. 5200-07-0102	Project Name FF Protective Clothing Repl		2021 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	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	This project involves providing new firefighter protective clothing and equipment and the lifecycle replacement of firefighting protective clothing and equipment that is damaged or has met its regulatory end of service lifecycle.		
Deliverables:	Primary deliverables of this project is to provide a safe and reliable emergency vehicle to respond to emergencies and support fireground operations.		
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		

2021 Capital Project Information Sheet

Project No. 5900-25-2102	Project Name Replace Acton Station Pump 722 (P11)		2021 Budget \$850,000
Department Fire Services		Division Fleet	Project Manager Bruce Morrison
Service Category Fire Services		Funding Sources Equipment Replacement Reserve	
Target Start Date March 2021		Amount \$850,000	
Target Completion Date March 2022			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Description			
Scope:	Pumper 722 is a 2001 Freightliner/Dependable that has reached its full service life expectancy. This apparatus is the only apparatus equipped with a manually operated pump unit in our fleet and as such now requires firefighters to have a different skill set to operate compared with other frontline pump/rescue trucks currently in service. The type and configuration of compartments on this truck restricts the type of equipment that can be carried compared to other pump/rescues. This truck utilizes a cab that was not designed for the fire service and does not incorporate current safety features such as airbags, electronic stabilization or occupant crash protection enhancements. The replacement of Pumper 722 is in accordance with the apparatus acquisition and replacement plan endorsed by the Fire Master Plan.		
Deliverables:	Reliable apparatus configured similar to other pump/rescue's currently in Fire's fleet. Apparatus is able to carry the required equipment to respond to all calls for service.		
Benefits:	Benefits include reduced down time for repairs and reduced maintenance/repair costs due to apparatus being covered by manufacturers warranty. Meets Nation Fire Protection Association (NFPA) 1901 Standard for automobile fire fighting apparatus , Canada/ULC S515 Standard for automobile fire fighting apparatus, Occupational Health & Safety Act and Ontario Regulation 714/94 - Firefighters - Protective Equipment Regulation.		
Risks If Not Implemented:	As is the case with any vehicles, breakdowns and maintenance costs escalate as they age. Repairs render the apparatus Out Of Service and parts become harder to source resulting in long periods of down time. We have limited redundancy in our fleet and cannot risk having a vehicle unavailable for fire protection in the Town. This apparatus provides first run response when the primary truck is engaged at other calls for service. Not having reliable apparatus can result in added response times or the need to rely on neighboring municipalities to respond to Halton Hills. In addition, the Fire Underwriters Insurance Grading for the town can be impacted by the use of older apparatus and result in a downgrade of the Public Fire Protection Classification (PFPC).		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 5500-02-1601	Project Name Training Centre Enhancements		2021 Budget \$10,000	
Department Fire Services		Division Facilities		Project Manager Bruce Morrison
Service Category Fire Services		Funding Sources Base Capital Budget		Amount \$10,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date December 2021				
Future Period Capital Requirements Annual				
Operating Impact \$0				
Description				
Scope:	The scope of this project is to expand on the current fire department training centre offerings by obtaining additional equipment. This will simulate and enhance all hazard(s) training for any situation that a firefighter may be expected to encounter. Recent amendments to the Fire Protection and Prevention Act (FPPA) require firefighters in the province to be certified. Training enhancements will support the changes to the FPPA.			
Deliverables:	The primary deliverable is to provide an enhanced training centre facility, properly equipped and adaptable to simulate various situations that firefighters may encounter. Staff and equipment will not be required to travel out of town to receive training that would now be delivered by our own training division staff.			
Benefits:	By enhancing the facility with additional training props and equipment, we can better simulate situations firefighters may face when responding to emergency situations. Training can be provided by staff within the training division with a well equipped training facility. 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			

TRANSPORTATION & PUBLIC WORKS

Vision Statement:

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

Mission Statement:

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



2021 BUSINESS PLAN



TRANSPORTATION & PUBLIC WORKS

DEPARTMENT OVERVIEW:

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

Building Services

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

Transportation

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

Engineering (Development)

The division helps support development in the Town of Halton Hills by creating, implementing and monitoring compliance with standards and policies in the most efficient and sustainable manner. Division ensures that site alterations, entrance modifications and utility works within the Town's Right-Of-Way associated with future development or as standalone activities are done in a manner consistent with the Town's approved policies and procedures.

Engineering (Design & Construction)

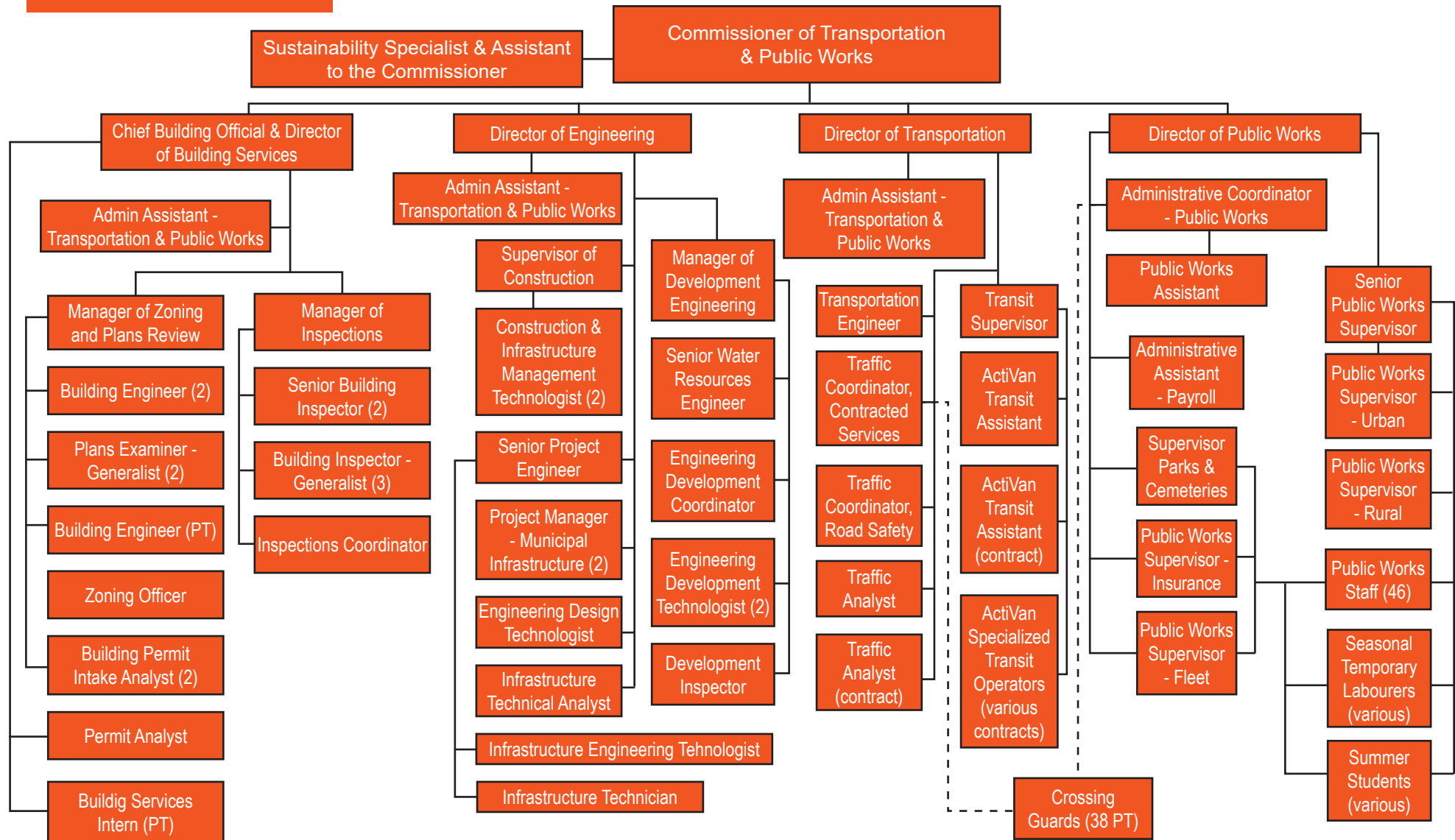
Responsible for planning, designing and delivering the capital budget program associated with roads, bridges, culverts and storm water management in a safe, cost effective manner that addressed regulatory requirements and the needs of the community.

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. The division plans, prepares and budgets for severe weather events to ensure continuity of service to the community.

TRANSPORTATION & PUBLIC WORKS

CURRENT ORG CHART: ◀



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES:

Building Services

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

Transportation

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



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES (continued):



Engineering

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

Public Works

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



TRANSPORTATION & PUBLIC WORKS

► 2020 ACCOMPLISHMENTS/SUCCESSIONS:

Building

- Implemented the new “Early Model Review” folder in AMANDA which significantly improved efficiency in processing building permits for subdivision houses.
- Maintained the uninterrupted delivery of all the Building Division services during COVID-19 (including the issuance of all the building permits and performing all mandatory inspections in compliance with the time-frames set out in the Building Code and in accordance with the Province’s Emergency Order).
- Continued introducing changes to the office procedures and the building folders in AMANDA to support the future on-line permitting and electronic plans review processes.
- Following the recent amendments to the Zoning By-law and Two-Unit Registration By-law, staff revised the relevant building permit and registration procedures and adjusted several AMANDA folders to accommodate these changes. In order to provide the public with clear understanding of all the applicable Building Code and various by-law requirements staff prepared and issued the new guide for the creation of new accessory dwelling units and registration of two-unit houses.

Engineering (Development)

- Maintained current level of service within the Development Engineering Division throughout the evolution of COVID -19. Revised drop off and pick up applications, submissions and permit practices where performed in order to adhere to legislated health and social distancing requirements.
- Initiated the process for the review and update of the development manual in preparation of anticipated growth.
- Initiated the review of development engineering-related fees.
- Initiated the review and update to the various development-related agreements to support the updated development manual.



TRANSPORTATION & PUBLIC WORKS

► 2020 ACCOMPLISHMENTS/SUCCESES (continued):

Transportation

- Completed Active Transportation Master Plan (ATMP) to identify and prioritize opportunities to help achieve the Town's climate, growth and financial targets. The ATMP provides a "road map" for implementing Active Transportation facilities for both short and long-term timelines.
- Completed Community-wide parking study to provide recommendations to address residential parking issues and concerns within the Halton Hills urban areas.
- Implemented John Street neighbourhood traffic calming measures to reduce speeding and aggressive driving in the area.
- Initiated ActiVan (Specialized Transit Master Plan) to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and recommend a long-term method for service delivery.
- Completed railway assessments to comply with the requirements of the Railway Safety Act and Grade Crossing Regulations.
- Implemented Halton Hills first rainbow crossing in downtown Georgetown at Market Street and Church Street.
- Completed the Longfield subdivision streetlight replacement program in Acton.
- Installed three rural streetlight installations at: 17 Side Road and Dublin Line, Nassagaweya-Esquesing Town Line and 22 Side Road, Nassagaweya-Esquesing Town Line and 17 Side Road to improve intersection safety.
- Installed two pedestrian crossovers in Acton: McDonald Boulevard/Acton Boulevard (East), Mill Street West/Cobblehill Road to improve pedestrian safety.



TRANSPORTATION & PUBLIC WORKS

► 2020 ACCOMPLISHMENTS/SUCCESES (continued):



Engineering (Design and Construction)

- Completed the reconstruction of Young Street in Acton with funding from the MTO's Connecting Links program. Included the addition of bike lanes for active transportation and the Town's first use of the Superior Performing Asphalt Pavements (Superpave) mix design.
- Completed the rehabilitation of the Main Street North CNR Bridge with funding from the MTO's Connecting Links program and the Mountainview Road North CNR Bridge. Both projects include provisions for future Active Transportation facilities (Bike Lanes).
- Completed the reconstruction of Armstrong Avenue including the extension of the multi-use path from Sinclair Avenue to Guelph Street for Active Transportation and minimal disruptions for local businesses.
- Completed the rehabilitation of the Fairy Lake dam and retaining wall reconstruction (Joint Region Project) to support the Region's Permit-To-Take-Water requirements for the Acton water supply system.

Public Works

- In order to continue Town-wide environmental and community clean-Up events, Public Works introduced online tree sales with 900 trees purchased and over \$1,000 in donations received towards our local food bank donation. Additionally, Clean-Up Days were also continued with social distancing practices and 30 tonnes of garbage collected.
- Initiated micro-pave surface treatment application for rural road maintenance to provide a bicycle friendly road surface with less loose gravel and dust on the roads.
- Staff have increasingly incorporated the maintenance of fire vehicles to attain the Fleet Management Strategy objectives.
- Continuing the evolution of Winter Control Strategy to respond to changing weather events.
- Created an Urban Forestry Tree Maintenance Dashboard, digitizing Town-wide tree location, maintenance requirements and future planting areas.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Challenges:	<p>Traffic Operations and Road Safety</p> <p>The number of requests for operational reviews, speed enforcement, traffic calming and neighbourhood/community meetings continue to increase and impacts the ability for the traffic group to deliver the core program (capital and operating) including traffic signal upgrades, traffic studies and data collection, school crossing guard program, transportation analysis related to development applications, safety assessments and other road operations analysis.</p> <p>Transportation staff continue to support other departments' initiatives, studies and projects within the corporation. As part of the climate change emergency, there is an increase need to expand active transportation infrastructure and promote sustainable travel and reduce the need of single occupancy vehicles to further enhance options such as walking, cycling, transit and carpooling.</p> <p>ActiVan program continues to be diligent in reviewing ridership and modifying daily operations due to COVID-19 to ensure the recovery plan is flexible and up to date. Ensure that drivers have the necessary PPE and safety measures are maintained to keep our clients protected as it relates to COVID-19.</p> <p>Changing Delivery of Services</p> <p>As result of closing the Town Hall to the public, the building permit applications are being submitted without staff's assistance at the application time. As the majority of the building permit applicants do not have sufficient knowledge of the application and design requirements, staff now spend considerable time and efforts in helping applicants throughout the process of receiving and accepting applications.</p> <p>Maintaining continuous operations in compliance with the requirements of the Building Code Act and meeting the public's expectation presents a challenge due to the limitations imposed by the Province's Emergency Orders.</p>

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Challenges: (continued)	<p>Development Standards and Construction</p> <p>Transitioning to meet the changing development requirements by incorporating increasingly sustainable practices within our standards and to support the development process by ensuring up-to-date environmental practices are employed. With increased intensification and re-development in established residential neighbourhoods, management of construction activities in relation to their potential impacts on local residents has become a critical consideration for this department. Managing these construction activities and the associated impacts such as noise and vibration, truck traffic and other nuisance impacts to the community has become increasingly more difficult to control and/or mitigate. The tools available to staff to address these issues are limited and often ineffective (or perceived to be) due in part to legal limitations associated with mandating change and/or there is an inadequate level of the consequence for non-compliance.</p> <p>Winter Control and Salt Management</p> <p>Respond to climate change through operational changes and increased resources to enhance sidewalk clearing and react to severe and varied weather conditions.</p>

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Opportunities:	<p>On-line Applications and Electronic Plans Review</p> <p>Accepting building permit application packages on-line and reviewing the design documentation electronically will reduce the amount of paper generated, reduce space required for storage, ensure unobstructed delivery of services during pandemic, enable more staff to work remotely and respond to the current public expectations.</p> <p>Transportation</p> <ul style="list-style-type: none"> - Implement projects/initiatives based on the prioritization in the Traffic Engineering Workplan. - Implementation of the Town-wide Parking Study recommendations. - Continue to work collaboratively with Communications staff and Halton Regional Police Services to educate residents on transportation matters including speeding and aggressive driving. - Implement non-intrusive traffic calming measures (e.g., retractable bollards) within the community as temporary and/or permanent alternatives to speed hump installations. Use of non-intrusive measures will allow for enhanced responsiveness to traffic calming issues and will augment the Town's Traffic Calming Protocol.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN (continued):



Opportunities: (continued)	<p>Transit</p> <ul style="list-style-type: none"> - Enhance customer service by implementing recommendations of the Specialized Transit Master Plan that adhere to Accessibility for Ontarians with Disabilities Act (AODA) requirements for specialized transit. - Leverage funding opportunities for replacement/expansion of fleet and transit infrastructure to enhance customer service. <p>Engineering (Design & Construction and Development)</p> <p>Adjust design standards, methods and materials associated with road infrastructure to support Climate Change adaption and enhance the life cycle of infrastructure assets.</p> <p>Winter Control and Salt Management</p> <p>Utilize enhanced fleet monitoring capabilities associated with plowing and salt/sand application activities to improve operational efficiency.</p> <p>Urban Forestry</p> <p>Continue to enhance tree planting and maintenance through optimized planting strategies, and either increased staff capacity or contracted services to increase the tree canopy and improve carbon sequestration.</p>

TRANSPORTATION & PUBLIC WORKS

► WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. AMANDA		- Building		- Shaping Growth
- Folder Review	Complete updating the current AMANDA Building folders for use in the online application process.		Updating the current Amanda folders would support seamless transition to online applications and electronic plans review.	
- Online Applications & Electronics Plan Review	Continue participation 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. Revise the current business procedures in preparation for online permit applications.		Online applications for building permits will streamline the application process and respond to public expectations. 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.	

TRANSPORTATION & PUBLIC WORKS

► WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
2. Implementation of Truck Strategy - Install permissive signage - Initiate improvement strategies	<p>Continue with various permissive truck signage throughout the community. 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>Initiate and collaborate with the MTO on the design of truck inspection station design and continue with Truck Safety Blitzes.</p>	- Transportation	Implementation of the strategies within the approved Trucking Strategy Study.	- Transportation

TRANSPORTATION & PUBLIC WORKS

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Transportation Plans <ul style="list-style-type: none"> - Continue 8th Line Class Environmental Assessment (EA) - Continue ActiVan Master Plan 	<p>Widening improvement of 8th Line from Steeles Ave. to Maple Ave.</p> <p>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.</p>	- Transportation	<p>A comprehensive public consultation and engagement program for all studies to establish the overall transportation needs for the Town including all modes of travel.</p> <p>ActiVan Master Plan aligns with AODA legislation requirements and policies. The plan will ensure financial responsibility and accommodate growth in service.</p>	<ul style="list-style-type: none"> - Transportation - Climate Change & Environment - Youth & Senior Initiatives

TRANSPORTATION & PUBLIC WORKS

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4. Traffic Operations Projects <ul style="list-style-type: none"> - Install various pedestrian crossovers - Modify traffic signal accessibility - Traffic calming - Comprehensive Uniform Traffic Control By-law 	<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>Comprehensive review and update to the existing Uniform Traffic Control By-law to ensure that it is in conformance to the Highway Traffic Act (HTA) and Municipal Act. All applicable fines will be reviewed and updated where applicable.</p>	<ul style="list-style-type: none"> - Transportation 	<p>To implement various traffic control devices and traffic calming measures to improve the safety and operation for pedestrians, cyclists and motorists on our roadways.</p> <p>The creation of a new Uniform Traffic Control By-law and update to fines. The updated by-law will improve enforcement and prosecution of violations.</p>	<ul style="list-style-type: none"> - Transportation - Climate Change & Environment - Youth & Senior Initiatives

TRANSPORTATION & PUBLIC WORKS

► WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
4. Traffic Operations Projects (continued) - Streetlight Installations - Installation of traffic control signals - Active transportation improvements	<p>Installation of streetlights at various rural intersections.</p> <p>Installation of traffic control signals at 5 Side Road and Fourth Line. Initiating the design. This will be a multi-year project.</p> <p>Installation of on road bike lanes on Barber Drive, (Georgetown) and Tanners Drive (Acton).</p>	- Transportation	<p>To improve road safety by providing illumination at rural intersections.</p> <p>To provide right-of-way and safe operation for vehicles, pedestrians and cyclists.</p> <p>Increase overall Active Transportation infrastructure and provide improved safety for cyclists.</p>	- Transportation - Climate Change & Environment - Youth & Senior Initiatives

TRANSPORTATION & PUBLIC WORKS

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Complete Development Management Initiatives <ul style="list-style-type: none"> - Engineering standards - Draft plan conditions - Fee review 	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 2021) 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 Terms of Reference, Agreements and Associated fees.	- Engineering (development)	Respond to community expectations during construction of development sites that include: Green Field Vision Georgetown Growth in South East Georgetown, Intensification and expansion of employment lands. Compliance with current regulations standards and industry best practices.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management
6. Digital plans review	Initiating and exploring the digital plans review process to include the coordination with other departments (Planning) and divisions (Building) plan submissions.	- Engineering (development)	Bluebeam is the first step in implementing electronic plans review as it is a tool that allows plans/ applications to be reviewed/edited.	- Fiscal & Corporate Management
7. Guelph St. & Maple Ave. intersection reconstruction & Maple Ave. AT improvements	Reconstruct Guelph St & Maple Ave intersection to provide right-turn lanes on Maple Ave and provide a combination of bike lanes and multiuse path on Maple Ave from Mountainview Rd to Main St.	- Engineering (design & construction)	Upgraded intersection will improve safety and functionality for vehicular traffic and the addition of bike lanes and multiuse path will improve AT along Maple Ave.	<ul style="list-style-type: none"> - Transportation - Climate Change & Environment

TRANSPORTATION & PUBLIC WORKS

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
8. Queen St. (Acton) reconstruction & intersection pedestrian signal (IPS)	Reconstruct Queen St from Young St to Churchill Rd including the addition of a new IPS at Queen St & Acton Blvd intersection to replace existing pedestrian crossover.	- Engineering (design & construction)	Long-term financial savings (Connecting Links Funding) through extension of the useful life of the road. Bike lanes will be reinstated for AT and the addition of a new IPS will improve pedestrian safety.	- Transportation
9. 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 (design & construction)	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.	- Transportation
10. 22nd Side Road	Reconstruct 22nd Side Road, 30m east of Elizabeth Street to Highway 7 (Trafalgar Road).	- Engineering (design & construction)	Long-term financial savings through extension of the useful life of the roads. Upgraded roadway to current standards will improve safety for vehicular traffic and provide paved shoulders for improved pedestrian and cycling safety.	- Transportation - Climate Change & Environment

TRANSPORTATION & PUBLIC WORKS

► WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
11. Plan implementation - Engineering standards	Advance components of the Corporate Fleet Management Strategy Implementation Plan, including: centralization of fleet management practices; development of fleet asset inventories; and implementation of a computerized maintenance management system (CMMS) as part of the broader corporate Asset Management Information System (AMIS).	- Public Works	A more efficient and cohesive Town-wide fleet/asset management approach.	- Transportation
12. Winter Control - Enhance fleet tracking	Continued implementation of operational modifications to improve responses to changing weather patterns and sidewalk clearing, and the implementation of fleet tracking to monitor equipment and material (salt and sand) application.	- Public Works	Enhanced service provided to roads and sidewalks, and improved material usage reporting.	- Climate Change & Environment - Fiscal & Corporate Management

TRANSPORTATION & PUBLIC WORKS

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	ActiVan Assistant Conversion of existing ActiVan Assistant contact to full-time.
	+3.0	ActiVan Drivers Conversion of 3 existing ActiVan Drivers contract to full - time
Part Time	+1.3	ActiVan Assistant 4 new Dispatch/Schedulers for evenings and weekends.
	+5.6	ActiVan Drivers Conversion of 8 existing contract ActiVan Drivers to permanent part-time.
Contract		ActiVan Contract Conversions Conversion of existing ActiVan Assistant contact to full-time. Conversion of 3 existing ActiVan Drivers contract to full-time. Conversion of 8 existing ActiVan Drivers contract to permanent part-time.

TRANSPORTATION & PUBLIC WORKS



PERFORMANCE INDICATORS:

Operational	Target
Building and demolition permits.	- 550
Building inspections.	- 8,000
Engineering permits (site alteration, excavation entrance, municipal consent).	- 170

Quality of Life	Target
Bike lanes and Multi-use pathways added (lane km).	- 36 km
ActiVan ridership (including taxi).	- 77,231
Youth ridership.	- 1,661
Roads maintained (lane km).	- 1,100
Construction value.	- \$9,700,000

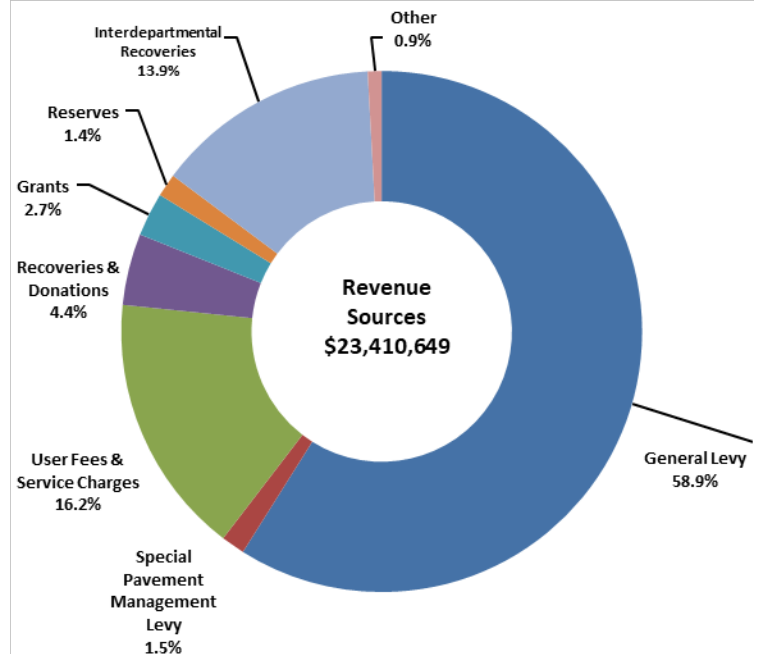
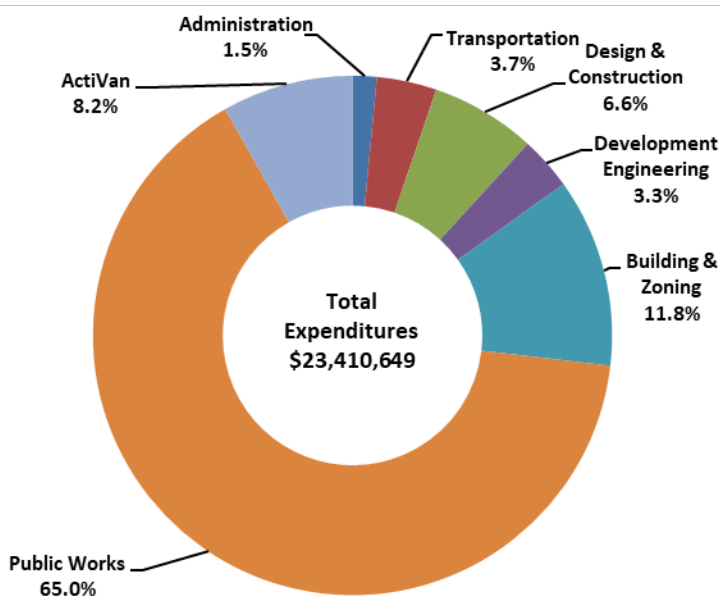
2021 Operating Budget Overview

The Transportation and Public Works Department delivers several services and programs that enhance and maintain the sustainable community of Halton Hills. 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 safe and accessible transit through the ActiVan program.

2021 Operating Budget Highlights

The 2021 Operating Budget for Transportation & Public Works of \$23,410,649 in gross expenditures, and \$13,800,100 in net expenditures, supports the work performed by the Transportation, Building Services, Engineering, and Public Works Divisions.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	22,978,967	21,230,347	22,958,449	59,500	82,100	215,900	23,410,649	431,682	1.9%
Revenue	(9,211,167)	(8,299,521)	(8,951,749)	(4,300)	-	(215,900)	(9,266,649)	(55,482)	0.6%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	13,423,900	12,586,926	13,662,800	55,200	82,100	-	13,800,100	376,200	2.8%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	363,800	338,364	350,400	-	-	-	350,400	(13,400)	(3.7%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	363,800	338,364	350,400	-	-	-	350,400	(13,400)	(3.7%)
Transportation									
Expense	830,500	638,720	744,400	-	35,000	-	874,100	43,600	5.2%
Revenue	(76,700)	(78,215)	-	-	-	-	(94,700)	(18,000)	23.5%
Net Expenditures	753,800	560,505	744,400	-	35,000	-	779,400	25,600	3.4%
Design & Construction									
Expense	1,520,100	1,230,236	1,535,400	-	-	-	1,535,400	15,300	1.0%
Revenue	(47,300)	(34,500)	(47,300)	-	-	-	(47,300)	-	0.0%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Net Expenditures	1,128,900	851,836	1,144,200	-	-	-	1,144,200	15,300	1.4%
Development Engineering									
Expense	756,200	733,593	774,500	-	-	-	774,500	18,300	2.4%
Revenue	(574,300)	(376,800)	(594,700)	-	-	-	(594,700)	(20,400)	3.6%
Net Expenditures	181,900	356,793	179,800	-	-	-	179,800	(2,100)	(1.2%)
Building & Zoning									
Expense	2,740,413	2,488,813	2,753,900	-	-	-	2,753,900	13,487	0.5%
Revenue	(2,418,713)	(2,231,140)	(2,400,000)	-	-	-	(2,400,000)	18,713	(0.8%)
Net Expenditures	321,700	257,673	353,900	-	-	-	353,900	32,200	10.0%
Public Works									
Expense	14,924,004	14,612,693	15,153,599	59,500	-	-	15,213,099	289,095	1.9%
Revenue	(4,819,604)	(4,619,490)	(4,868,999)	(4,300)	-	-	(4,873,299)	(53,695)	1.1%
Net Expenditures	10,104,400	9,993,203	10,284,600	55,200	-	-	10,339,800	235,400	2.3%
ActiVan									
Expense	1,843,950	1,187,928	1,646,250	-	47,100	215,900	1,909,250	65,300	3.5%
Revenue	(1,274,550)	(959,376)	(1,040,750)	-	-	(215,900)	(1,256,650)	17,900	(1.4%)
Net Expenditures	569,400	228,552	605,500	-	47,100	-	652,600	83,200	14.6%
Total									
Expense	22,978,967	21,230,347	22,958,449	59,500	82,100	215,900	23,410,649	431,682	1.9%
Revenue	(9,211,167)	(8,299,521)	(8,951,749)	(4,300)	-	(215,900)	(9,266,649)	(55,482)	0.6%
Special Pavement Management Levy	(343,900)	(343,900)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	13,423,900	12,586,926	13,662,800	55,200	82,100	-	13,800,100	376,200	2.8%

The Transportation and Public Works Department's 2021 Operating Budget represents a 2.8% net increase from the approved 2020 Operating Budget.

- The 2021 budget includes a \$196,054 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.0% proposed phased-in non-union economic adjustment.
- \$102,843 increase in Public Works labour hours and benefits for the required maintenance of an additional 10.27 km of roads assumed in 2020.
- The base budget includes a \$343,900 contribution from the Pavement Management Special Levy. This amount covers the direct engineering staffing costs required to administer the Pavement Management program. The remaining special levy amount is utilized in the capital program for Pavement Management.
- The Building and Zoning division is projecting to require \$228,000 of revenue from the Building Permit Reserve Fund to balance expenses in 2021. The actual amount will be

dependent on developments moving forward – primarily in multi-unit residential development.

- The 2021 budget includes \$35,000 to support the Smart Commute Municipalities of Halton program to help reduce traffic congestion and improve air quality. Further detail is provided on the proceeding pages.
- The 2021 budget includes the necessary changes related to the mid-term directions provided for the Specialized Transit Plan. One item from these recommendations included a funding provision for the approved contract extension for ActiVan Transit Operators until July 1st, 2021. Also included were the recommendations to transition the contract Transit Operators to 3 FT staff and 8 permanent part-time staff, as well as hiring additional administration and dispatch staff to support operations. The net 2021 budget impact of both items is \$47,100.

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
Smart Commute Municipalities of Halton	\$ 35,000	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Transportation & Public Works	Transportation

Description of Services to be Performed:

The Smart Commute Municipalities of Halton program's overall goal is to encourage employees to use sustainable modes of transportation to/from work. Smart Commute is a program that promotes the use of sustainable travel options such as walking, cycling, transit and carpooling. The goal of this program is to help reduce local traffic congestion while saving users time and money.

Promoting Smart Commute will help the Town to reach its goal of being net-zero by 2031, and has a positive impact on climate change by reducing the impact on air quality from our transportation network. Program funding will be used to establish a carpool site (Rideshark), outreach, promotions, incentives, and consulting services.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	
Other	35,000
Total	\$ 35,000

Account & Notes:

Carpool Site, Outreach, Promotions, Incentives

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 35,000

Budget Inclusion 2021

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
ActiVan Transit Assistant Staff	\$ 18,378	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

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

Description of Services to be Performed:

The Accessibility for Ontarians with Disabilities Act (AODA) requires compliance of regulations pertaining to specialized transit be met by 2017. Currently the Town does not comply to the AODA Legislation. Transitioning one (1) contract ActiVan Transit Assistant to a FTE is necessary to support services in order to meet AODA requirements. In addition, to adhere to AODA it is necessary to hire a pool of (approximately 4) additional ActiVan Transit Assistant staff to increase customer booking hours by 2,446 hours annually to provide evening and weekend availability for client support.

By providing enhanced service hours, Town staff will further enhance the customer experience for specialized transit users, while also adhering to AODA requirements.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	158,878	1 FT Assistant position + Pool of PT dispatch staff
Supplies & Services		
Other	(140,500)	Reduction for Contracted Service Expenses
Total	\$ 18,378	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 18,378	

Budget Inclusion 2021

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
ActiVan In-house Service Delivery	\$ 28,722	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

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

Description of Services to be Performed:

This budget inclusion is for the transition of contracted ActiVan Transit Operators to a permanent in-house service delivery model effective July 1, 2021. Staffing will consist of 3 permanent full-time and 8 permanent part-time staff. In addition, the transit operators current employment contract will be extended from July 1, 2020 to July 1, 2021.

An in-house service delivery model will provide for a long-term and sustainable provision of the ActiVan program as well as provide a seamless transition of service delivery to the customer. In-house service delivery model also proves to be an excellent choice in minimizing operational interfaces, enabling service delivery flexibility and most importantly, maximizing customer satisfaction.

Budget Impact:		
<u>Expenditures:</u>		Account & Notes:
Salary & Benefits	464,122	6 month contract (Jan-Jul) + 3 FT, 8 PT Drivers to
Supplies & Services		permanent staff
Other	(219,500)	Reduction for Contracted Service Expenses
Total	\$ 244,622	
<u>Revenue:</u>		
Fees		
Grants		
Other	(215,900)	Tax Rate Stabilization Reserve - 6 month Contract
Total	\$ (215,900)	
<u>Net Cost</u>	\$ 28,722	

Transportation & Public Works Capital Forecast 2021 - 2030

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
TRANSPORTATION STRUCTURES												
6200-26-1812	Mountainview Over CN Bridge No. 13207 SPN Construction										960,000	960,000
6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow	51,500	450,000									501,500
6200-26-1911	#23 6th Line Culvert Replacement (N of 22nd Sd Rd)		1,000,000									1,000,000
6200-22-0107	Bridge Rehab Study Update		75,000		75,000		75,000		75,000			300,000
6200-24-2201	Multi-Use Path 5sdrd RR25 to Mansewood		75,000									75,000
6200-16-1804	Bowman Street Retaining Wall Replacement	75,000										75,000
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		126,500	1,750,000	-	1,075,000	-	225,000	-	475,000	-	960,000	4,611,500
TRANSPORTATION INFRASTRUCTURE												
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
6100-10-2001	Maple Ave - Stewart McLaren Rd Parking Lay-bys		100,000									100,000
6100-17-1801	Infill Sidewalk Connections (Various Locations)	51,500	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	501,500
6100-28-0101	Opticom Replacement Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
6100-28-1703	Pedestrian Crossings (Various Locations)	180,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,665,000
6100-21-1701	Rural Intersections Streetlighting (Various Locations)	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	475,000
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	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
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)	41,200	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	401,200
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	75,000	250,000									325,000
6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	225,000										225,000
6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W			150,000								150,000
6100-28-2103	5 Sideroad and Fourth Line Traffic Signal Installation	100,000	500,000									600,000
6100-28-2102	Queen St/Acton Blvd IPS Installation	140,000										140,000
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		1,577,700	2,735,000	1,445,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	13,072,700
STORMWATER												
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
6210-22-2101	Site Alteration By-Law Update (per MOECC)	80,000										80,000
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		80,000	500,000	650,000	500,000	500,000	500,000	250,000	250,000	250,000	250,000	3,730,000

Transportation & Public Works Capital Budget

2021

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
ROADWAYS												
6200-16-0104	Pavement Management	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	1,956,100	19,561,000
6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	51,500	700,000									751,500
6200-16-1004	Main St Glen Williams Mountain St. to Urban Limit		2,600,000									2,600,000
6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane	360,500										360,500
6100-28-1807	Mill St Neighbourhood Improvements		100,000	100,000	100,000	100,000	100,000	100,000	100,000			700,000
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	2,343,200		2,450,000		1,500,000		2,000,000				8,293,200
6200-27-0101	Glen Lawson Improvements	360,500		1,500,000								1,860,500
6200-16-1901	McNabb St - King to CNR Improvements	77,300	650,000									727,300
6200-16-2105	Ontario Street Reconstruction and Bridge Replacement	360,500		2,500,000								2,860,500
6200-16-1803	Prince St. Improvements			600,000							880,000	1,480,000
6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	1,287,500										1,287,500
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
6200-22-1702	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
6200-16-2106	Mountainview Rd Resurfacing - John to Maple	103,000	1,200,000									1,303,000
6200-16-2005	22 SdRd New Connection				200,000		105,000		700,000			1,005,000
6200-16-2006	22 SdRd Raligment 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
6200-16-2008	Queen Street (Acton) Reconstruction	927,000										927,000
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
6200-16-2107	5 Sideroad Resurfacing (Milton Joint Project)	206,000										206,000
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		8,033,100	8,261,100	14,771,100	13,117,100	15,781,100	14,410,600	14,678,600	15,256,100	3,796,100	2,836,100	110,941,000
TRANSIT												
6810-25-1001	Activan Replacement Vehicles	370,000	240,000	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			100,000	100,000			100,000	100,000	600,000
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		20,000		125,000		515,000
6810-25-0101	New Transit Vehicles					600,000				2,200,000		2,800,000
6810-25-1601	New ActiVan Vehicles				200,000				200,000			400,000
6100-16-0101	Future Transit infrastructure installations						100,000	25,000	25,000	25,000	100,000	275,000
6100-16-0102	Future Transit infrastructure installations - Replacement										100,000	100,000
Subtotal		561,300	340,000	140,000	570,000	1,050,000	520,000	1,845,000	10,225,000	2,450,000	300,000	18,001,300

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
ACTIVE TRANSPORTATION												
6100-23-1602	Active Transportation Promotion and Education	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
6100-22-1806	Cycling Inf Feasibility Study Implementation		500,000	500,000								1,000,000
6100-16-2107	Cycling Infrastructure Maple Avenue Trafalgar Road to River	1,545,000	775,000									2,320,000
6100-23-2401	Active Transportation Improvements	92,700	100,000	80,000	250,000	250,000	250,000					1,022,700
Subtotal		1,667,700	1,405,000	610,000	280,000	280,000	280,000	30,000	30,000	30,000	30,000	4,642,700
FLEET & PUBLIC WORKS												
6500-02-1801	PW Ops Ctr Roof Repair	120,000										120,000
6500-03-1704	Truck Wash Facility			625,000								625,000
6500-03-2001	Material Storage Facility			300,000								300,000
6500-06-0102	Equipment Replacement	730,000	905,500	1,001,000	1,749,500	1,110,000	568,500	656,000	1,046,000	992,000	900,000	9,658,500
6500-06-1701	New Equipment	150,000	260,000	520,000	90,000	155,000	460,000					1,635,000
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
Subtotal		1,150,000	1,315,500	2,596,000	1,989,500	1,415,000	1,178,500	806,000	1,196,000	1,142,000	1,050,000	13,838,500
TOTAL TRANSPORTATION & PUBLIC WORKS		13,196,300	16,306,600	20,212,100	18,576,600	20,071,100	18,159,100	18,654,600	28,477,100	8,713,100	6,471,100	168,837,700

2021 Capital Budget and 2022 – 2030 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 \$168,837,700 with \$13,196,300 proposed for 2021. The following summarizes key components and highlights of the Capital Forecast:

- A ten year total of \$110,941,000 related to roadway design, construction and rehabilitation required to maintain assets in a state-of-good-repair.
- \$13,072,700 is required for the lifecycle replacement of transportation infrastructure such as traffic signals, streetlights and signage.
- \$13,838,500 for the lifecycle replacement and expansion of Public Works fleet and equipment based on best practices for management of assets, including \$730,000 for new and replacement equipment in 2021. Staff will explore low-carbon fleet and equipment replacement options as part of the purchasing process.
- \$1,024,053 of provincial and federal program funding through the Investing in Canada Infrastructure Program – Public Transit Stream will 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.

- \$2,343,200 has been included for the Collector/Arterial Asphalt Resurfacing program. This program will focus on the repair and reconstruction of collector and arterial roads that have exceeded their lifecycle in order to enhance public safety along these roadways.
- \$927,000 to continue the reconstruction of Queen St in Acton. The project will utilize \$1,485,000 in approved Ontario Connecting Links program funding for the work from the intersection of Queen Street & Young Street at Eastern Avenue to the intersection of Queen Street & Churchill Road.
- \$1,545,000 for the implementation of cycling infrastructure along Maple Ave from Trafalgar Rd to Mountainview Rd. The infrastructure will include a multi-use path and cycling track to enable increased Active Transportation.
- \$360,500 in 2021 and \$1,500,000 in 2023 for Glen Lawson & Third Line Corridor improvements to address roadway geometry and intersection conditions. This project will utilize \$1,562,437 in secured funding from the Investing in Canada – Rural and Northern Stream.

Transportation & Public Works

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
253	6800-05-1601	ActiVan Transit Software	*4	91,300	91,300	-	8,000	83,300	-	-
254	6100-21-1701	Rural Intersections Streetlighting (Various Locations)	5.00	25,000	25,000	-	-	25,000	-	-
255	6100-28-2103	5 Sideroad and Fourth Line Traffic Signal Installation	5.00	100,000	100,000	-	75,000	25,000	-	-
256	6500-18-0110	Traffic Infrastructure	5.00	100,000	100,000	-	93,000	7,000	-	-
257	6100-17-1801	Infill Sidewalk Connections (Various Locations)	4.40	51,500	51,500	-	44,000	7,500	-	-
258	6100-28-1516	Traffic Calming (Various Locations)	4.40	41,200	41,200	-	-	41,200	-	-
259	6100-28-1703	Pedestrian Crossings (Various Locations)	4.40	180,000	180,000	-	62,000	118,000	-	-
260	6500-06-1701	New Equipment	4.40	150,000	150,000	-	140,000	10,000	-	-
261	6500-18-0111	Signage	4.40	35,000	35,000	35,000	-	-	-	-
262	6100-26-2001	#13213 Bridge Mountainview Road over Hungry Hollow Repairs	4.30	51,500	51,500	-	-	51,500	-	-
263	6200-16-1702	Collector/Arterial Asphalt Resurfacing Program	4.30	2,343,200	2,343,200	-	-	352,500	1,990,700	-
264	6200-16-1808	Maple & Main St. S./Guelph & Maple Turn Lane Construction	4.30	360,500	360,500	-	-	360,500	-	-
265	6200-16-2008	Queen Street (Acton) Reconstruction	4.30	927,000	927,000	-	-	117,000	810,000	-
266	6200-16-2106	Mountainview Rd Resurfacing - John to Maple	4.30	103,000	103,000	-	-	103,000	-	-
267	6200-16-2107	5 Sideroad Resurfacing (Milton Joint Project)	4.30	206,000	206,000	-	-	206,000	-	-
268	6100-28-0101	Opticom Replacement Program	4.20	50,000	50,000	-	37,000	13,000	-	-
269	6100-22-1805	Trucking Strategy Implementation	3.80	75,000	75,000	-	-	75,000	-	-
270	6100-28-0107	LED Traffic Signal Replacements	3.80	30,000	30,000	-	-	30,000	-	-
271	6100-28-2102	Queen St/Acton Blvd IPS Installation	3.80	140,000	140,000	-	-	140,000	-	-
272	6200-27-0101	Glen Lawson Improvements	3.80	360,500	360,500	-	56,000	12,800	291,700	-

Transportation & Public Works

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
273	6210-22-2101	Site Alteration By-Law Update (per MOECC)	3.80	80,000	80,000	-	-	80,000	-	-
274	6500-28-1002	Traff Cntrl Signals Replace	3.80	90,000	90,000	90,000	-	-	-	-
275	6100-23-2401	Active Transportation Improvements	3.60	92,700	92,700	-	32,000	60,700	-	-
276	6200-16-1804	Bowman Street Retaining Wall Replacement	3.60	75,000	75,000	-	-	75,000	-	-
277	6100-28-1808	Mand. AODA Access. Traff Sgnl	3.40	105,000	105,000	-	-	105,000	-	-
278	6200-22-0020	Traff Signal Legal Draw Update	3.40	30,000	30,000	-	-	30,000	-	-
279	6100-21-0107	Streetlight & Pole Replacement Program	3.30	150,000	150,000	150,000	-	-	-	-
280	6100-21-1802	Streetlight Pole Transformer Replacement	3.30	150,000	150,000	-	-	150,000	-	-
281	6200-16-0104	Pavement Management	3.30	1,956,100	1,956,100	1,540,100	-	416,000	-	-
282	6200-16-2002	Third Line Resurfacing - Urban Limit to 32 SdRd	3.30	1,287,500	1,287,500	-	-	477,500	810,000	-
283	6500-02-1801	PW Ops Ctr Roof Repair	3.30	120,000	120,000	-	-	120,000	-	-
284	6200-16-1901	McNabb St - King to CNR Improvements	3.10	77,300	77,300	-	25,000	52,300	-	-
285	6200-16-2105	Ontario Street Reconstruction and Bridge Replacement	3.10	360,500	360,500	-	-	-	360,500	-
286	6200-17-2001	Lauchlin Crescent Walkway Rehabilitation	3.10	225,000	225,000	-	-	225,000	-	-
287	6100-16-2106	Steeles Ave Corridor transit infrastructure	3.00	100,000	100,000	-	9,000	18,000	73,000	-
288	6100-23-1602	Active Transportation Promotion and Education	3.00	30,000	30,000	30,000	-	-	-	-
289	6500-11-1517	Tree Planting - Emerald Ash Borer	3.00	150,000	150,000	150,000	-	-	-	-
290	6200-16-1809	Guelph St & Sinclair Ave Turn Lane Construction	2.80	51,500	51,500	-	44,000	7,500	-	-
291	6500-06-0102	Equipment Replacement	2.80	730,000	730,000	-	-	730,000	-	-
293	6100-16-2107	Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive	2.40	1,545,000	1,545,000	-	535,000	160,000	850,000	-
294	6810-25-1001	Activan Replacement Vehicles	1.60	370,000	370,000	-	-	99,000	271,000	-
2021 Total				13,196,300	13,196,300	1,995,100	1,160,000	4,584,300	5,456,900	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 6800-05-1601	Project Name ActiVan Transit Software		2021 Budget \$91,300
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date Q1 2021		DC - Transit Services	\$8,000
Target Completion Date Q4 2021		Techonolgy Replacement Reserve	\$82,300
Future Period Capital Requirements \$0		New Capital Reserve	\$1,000
Operating Impact \$20,000		Project Phase	Study/Design Phase <input type="checkbox"/>
			Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	TripSpark Novus (scheduling software) and DriverMate (software for inside the paratransit vehicles) was successfully configured and installed in Q2 2018. This ActiVan scheduling software Phase 2 project leverages the existing infrastructure by adding the following modules; Trip Broker (for specialized transit services) and TripSpark Passenger Portal – Web/Mobile application for trip booking and cancellations for specialized transit, as well as support passenger trip information.		
Deliverables:	Allowing online booking will accommodate trip requests for non-verbal clients, increase customer quality and efficiency and will further validate trip usage.		
Benefits:	Software is an on-line/mobile application for clients to self-serve and increase booking efficiency. Software will also validate taxi usage by Town staff and ensure trip costs are defined by the Town prior to the trip delivery through a taxi vendor.		
Risks If Not Implemented:	The Town supports client bookings via phone currently. Online booking increases accessibility and convenience for clients and/or non verbal clients.		
Additional Information:	This software supports accessibility by allowing customer to book online. Further supports non-verbal customers. Software validates taxi program usage and sets trip cost parameter potentially reducing Town cost for contractual services		

2021 Capital Project Information Sheet

Project No. 6100-21-1701	Project Name Rural Intersections Streetlighting (Various Locations)		2021 Budget \$25,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$25,000
Target Start Date April 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date November 2021			
Future Period Capital Requirements Annual			
Operating Impact \$1,000			
Description			
Scope:	The project's scope is to improve the illumination at three (3) rural intersection to improve road safety. The following three (3) rural intersections will be illuminated: 17 Side Road/Tenth Line (South), Third Line/Glen Lawson Road, 25 Side Road/Nassagaweya-Esquesing Townline.		
Deliverables:	The installation of streetlighting at the following 3 rural intersections: 17 Side Road/Tenth Line (South), Third Line/Glen Lawson Road, 25 Side Road/Nassagaweya-Esquesing Townline.		
Benefits:	The project will improve road safety by providing illumination at the rural intersections.		
Risks If Not Implemented:	If not implemented, the safety of motorists, cyclists, farm vehicles, pedestrians could be at risk.		
Additional Information:	The level of service is improved by providing added illumination to both rural intersections and improve road users' safety.		

2021 Capital Project Information Sheet

Project No. 6100-28-2103	Project Name 5 Sideroad and Fourth Line Traffic Signal Installation		2021 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Q1 2021	DC - Transportation Services		\$75,000
Target Completion Date Q4 2021	New Capital Reserve		\$25,000
Future Period Capital Requirements \$500,000	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 design traffic control signals at the intersection of 5 Sideroad and Fourth Line. Based on our most recent traffic volumes and collision analysis, traffic signals are warranted. The design also includes the left turn lanes on all approaches. The project will be lead by the Town of Milton as per the maintenance agreement. The Town is responsible for 50% of the total cost of the project. The construction of this project will be Phase 2 and is scheduled for 2022.
Deliverables:	Design for the installation of traffic signals including left turn lanes on all approaches.
Benefits:	The installation of traffic signals and turn lanes will improve the safety of the intersection and overall traffic movements.
Risks If Not Implemented:	If the project is not undertaken, there will be a negative impact on safety for motorists. This intersection is also under the jurisdiction of the Town of Milton. The Town is responsible for 50% of the costs related to the safety improvements of this intersection.
Additional Information:	The installation of traffic signals is required for safety and is warranted through OTM Book 12. This will improve the overall safety and traffic flow through the intersection.

2021 Capital Project Information Sheet

Project No. 6500-18-0110	Project Name Traffic Infrastructure		2021 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 2021		DC - Transportation Services	\$93,000
Target Completion Date November 2021		New Capital Reserve	\$7,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is the installation of new or upgraded traffic control devices within the Town's road network. It would include new traffic signs, flashing beacons, radar message boards, traffic counters, pavement markings, flexible bollards, traffic signal improvements and other traffic-engineering related equipment. The following are some of the anticipated works: Installation of two (2) vehicle-activated traffic calming signs on 22 Side Road in Limehouse and 32 Side Road in Ballinafad. Solar flashers for the Glen Lawson/Third Line intersection and 27 Side Road/Eighth Line curves. Purchase of traffic counters and four Wavetronix vehicle detectors (Mountainview/Barber and Queen/Tanners). Full list of projects will be included in the 2021 Traffic Engineering Work Plan.
Deliverables:	The deliverable is to ensure that our existing traffic infrastructure meets the Minimum Maintenance Standards by purchasing new or upgrading the existing traffic infrastructure.
Benefits:	The benefit is improved road safety of road users in Halton Hills and enhanced service to the community.
Risks If Not Implemented:	If the traffic control devices are not implemented, there is a risk to the overall safety of the Town's road network, as it will not meet the minimum maintenance and industry standards.
Additional Information:	The level of service is improved through road safety enhancements. This project allows staff to maintain the current level of service by supporting the existing traffic infrastructure and undertake various traffic initiatives.

2021 Capital Project Information Sheet

Project No. 6100-17-1801	Project Name Infill Sidewalk Connections (Various Locations)		2021 Budget \$51,500
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date April 2021	DC - Transportation Services		\$44,000
Target Completion Date November 2021	New Capital Reserve		\$7,500
Future Period Capital Requirements Annual	Project Phase	Study/Design Phase	<input type="checkbox"/>
Operating Impact \$2,000		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is to construct sidewalk connections at various locations to improve pedestrian safety and mobility, and pedestrian network connectivity. One major project will include a sidewalk connection near McCullough Crescent.
Deliverables:	The deliverable will be the construction of sidewalk connections at various locations. One major project will include a sidewalk connection near McCullough Crescent.
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 mid-blocks and intersections that do not meet the AODA standards.
Additional Information:	The current level of service will be improved through increased safety and mobility of pedestrians.

2021 Capital Project Information Sheet

Project No. 6100-28-1516	Project Name Traffic Calming (Various Locations)		2021 Budget \$41,200
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$41,200
Target Start Date April 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date November 2021			
Future Period Capital Requirements Annual			
Operating Impact \$2,000			
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. In 2021 we will be reviewing the following four locations to determine where traffic calming is required as per the Traffic Calming Protocol Criterion: 1. Churchill Road N.; 2. Tanners Drive south of Queen Street (Hwy 7); 3. Miller Drive between Eighth Line and Eaton Street west intersection; 4. Mill Street W between Cobblehill Road and Cameron Street.		
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 issues traffic will continue, which will negatively affect public safety.		
Additional Information:	The installation of Traffic Calming measures will improve the safety of the road by reducing the operating speed of the travelling motorists. This will improve overall safety for all road users including cyclists and pedestrians.		

2021 Capital Project Information Sheet

Project No. 6100-28-1703	Project Name Pedestrian Crossings (Various Locations)		2021 Budget \$180,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April 2021		DC - Transportation Services	\$62,000
Target Completion Date November 2021		New Capital Reserve	\$118,000
Future Period Capital Requirements Annual	Operating Impact \$6,000	Project Phase	Study/Design Phase <input type="checkbox"/>
			Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	The project's scope is to install three (3) new pedestrian crossovers (PXOs) to improve pedestrian safety and their mobility, and pedestrian network connectivity. The new PXOs will be installed at the following intersections; Mill Street West/Victoria Avenue, Maple Avenue/Gilmer Court and Barber Drive and Killaloe Crescent/Smith Drive (South int.)		
Deliverables:	The installation of 3 new PXOs at the following intersections: Mill Street West/Victoria Avenue, Maple Avenue/Gilmer Court and Barber Drive and Killaloe Crescent/Smith Drive (South int.)		
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 providing increased safety and mobility with controlled crosswalks for pedestrians.		

2021 Capital Project Information Sheet

Project No. 6500-06-1701	Project Name New Equipment		2021 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January 2021		DC - Transportation Services	\$140,000
Target Completion Date December 2021		New Capital Reserve	\$10,000
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 includes the tendering and award of contracts for the purchase of various new pieces of equipment and vehicles based on the Town's Forecasted Long Range Financial Plan. The equipment to be added in 2021 includes a pickup truck (carried over from 2020), a wide deck mower to support the expanded Trafalgar Sports Park (formally a pickup truck carried over from 2020) and a crew cab truck outfitted with trailer, 72" mower and 48" mower.
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:	Current level of services are being maintained by vehicles that have been kept beyond their expected lifecycle. The risk of not adding these new pieces 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:	

2021 Capital Project Information Sheet

Project No. 6500-18-0111	Project Name Signage		2021 Budget \$35,000
Department Transportation & Public Works		Division Public Works	Project Manager Mark Covert
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$35,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date December 2021			
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:	

2021 Capital Project Information Sheet

Project No. 6100-26-2001	Project Name #13213 Bridge Mountainview Road over Hungry Hollow Repairs		2021 Budget \$51,500
Department Transportation & Public Works	Division Transportation	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$51,500
Target Start Date June 2021			
Target Completion Date August 2021			
Future Period Capital Requirements Operating Impact	\$450,000 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

Description	
Scope:	The objective of the project is to undertake 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. This phase of the project will be for the design of the necessary improvements/repairs.
Deliverables:	The deliverable shall be completed works as per tender drawings including new expansion joint seals and concrete repairs.
Benefits:	By performing these repairs it will help to extend the life cycle of the bridge and reduce construction costs.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained.
Additional Information:	Level of Service will continue to deteriorate if repairs are not completed.

2021 Capital Project Information Sheet

Project No. 6200-16-1702	Project Name Collector/Arterial Asphalt Resurfacing Program		2021 Budget \$2,343,200
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April 2021		Capital Replacement Reserve	\$352,500
Target Completion Date December 2021		Canada Gas Tax	\$769,700
Future Period Capital Requirements Bi-Annual		OCIF	\$1,221,000
Operating Impact \$0		Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to repair and rehabilitate collector and arterial roads that have exceeded their expected life cycle and have been identified as deficient.
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb repair or replacement.
Benefits:	Rural and local neighbourhoods will benefit by the replacement of the existing roadway infrastructure so that it 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:	Level of service will degrade if repair and rehabilitation is not undertaken.

2021 Capital Project Information Sheet

Project No. 6200-16-1808	Project Name Maple & Main St. S./Guelph & Maple Turn Lane Construction		2021 Budget \$360,500
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$360,500
Target Start Date Mach 2021			
Target Completion Date December 2021			
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 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 accommodate the improvements. This NIA represents an extension of 6200-16-1808 (Approved in 2019) for the construction of the improvements. This project will also provide the inclusion of Active Transportation infrastructure through the intersection to tie into future projects.
Deliverables:	The primary deliverable is construction of the turn lanes identified in the scope.
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. If not constructed the lack of Active Transportation facilities across Maple Avenue would create limitations for the user to safely move through the community.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6200-16-2008	Project Name Queen Street (Acton) Reconstruction		2021 Budget \$927,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March 2021		Capital Replacement Reserve	\$117,000
Target Completion Date December 2021		MTO Connecting Links	\$810,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to reconstruct Queen Street (from the intersection of Queen Street & Young Street at Eastern Avenue to the intersection of Queen Street & Churchill Road), including partial storm sewer replacement and removal of the remaining concrete road base. Project has been granted Connecting Links funding from the MTO.
Deliverables:	The primary deliverables are the removal of the existing road surface and partial concrete road base which will include complete road excavation, storm sewer repair/replacement, curb repair or replacement and sidewalk repair.
Benefits:	The community will benefit from the replacement of the existing roadway infrastructure so that it 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:	Level of service will degrade without undertaking the reconstruction works.

2021 Capital Project Information Sheet

Project No. 6200-16-2106	Project Name Mountainview Rd Resurfacing - John to Maple		2021 Budget \$103,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$103,000
Target Start Date	May 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	\$1,200,000	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Pre engineering investigation of the sub surface conditions and associated survey work for proposed design of infrastructure on Mountainview Road from Maple Ave to John Street. Includes investigation for the incorporation of Active Transportation facilities.
Deliverables:	The primary deliverables are the geotechnical investigation report and survey files to allow for the design of drainage and road surface improvements
Benefits:	This project will provide safe and reliable transportation ensuring the existing road will continue to function efficiently.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents. The lack of Active Transportation facilities along Mountainview Road would create limitations for the user to safely move through the community.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6200-16-2107	Project Name 5 Sideroad Resurfacing (Milton Joint Project)		2021 Budget \$206,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$206,000
Target Start Date April 2021			
Target Completion Date October 2021			
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 Town of Milton has, in the recent past, been implementing an annual “Expanded Asphalt Program” with the intent of rehabilitating rural (mostly) roads in a cost effective manner. Town of Milton has identified 5 Sideroad between Regional Road 25 and Mansewood Court for inclusion in this program. As a boundary road, the Town of Halton Hills is responsible for a 50% share of the costs for the rehabilitation. Road works are based on the recommendations in the Geotechnical Investigation (with the initial intent that cold in place recycled expanded asphalt will be implemented) and associated shouldering (if existing property allows, ideally a 1.0m paved shoulder on both sides of the road).
Deliverables:	The primary deliverables are the rehabilitation of the existing asphalt road surface to provide an improved driving surface.
Benefits:	The community will benefit by the replacement of the existing roadway surface to improve safety and extend the life of the asset.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	Joint project led by Town of Milton.

2021 Capital Project Information Sheet

Project No. 6100-28-0101	Project Name Opticom Replacement Program		2021 Budget \$50,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date January 2021		DC - Transportation Services	\$37,000
Target Completion Date December 2021		New Capital Reserve	\$13,000
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 Opticom equipment present at the Town and Region's signalized intersections. The Opticom equipment enables the Fire Department vehicles to respond to emergency destinations faster.
Deliverables:	The Opticom equipment that is located at the signalized intersections (Town and Region) will be repaired or replaced.
Benefits:	The primary benefit of the Opticom equipment is overall improved emergency response times. There is also a lower risk of vehicle collisions involving the Fire Department trucks.
Risks If Not Implemented:	If not replaced, the Fire Department's emergency response times will be extended due to increased delays at signalized intersections.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6100-22-1805	Project Name Trucking Strategy Implementation		2021 Budget \$75,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$75,000
Target Start Date	April 2021		
Target Completion Date	November 2021		
Future Period Capital Requirements	\$250,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$5,000		Construction Phase <input checked="" type="checkbox"/>

Description

Scope: The project's scope includes the continuation of the installation of truck permissive route signage in Acton and Georgetown urban areas.

Deliverables: The deliverable is the installation of truck permissive route signage.

Benefits: When completed, the permissive truck route will reduce the risk of collisions, heavy trucks' volume on local streets, noise and air pollution, and the potential for collisions. In addition, it will assist truck operators with travelling through Halton Hills.

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:

2021 Capital Project Information Sheet

Project No. 6100-28-0107	Project Name LED Traffic Signal Replacements		2021 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 April 2021			
Target Completion Date November 2021			
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 project's scope is to undertake replacements of the LED traffic signal displays. The replacement of LED traffic signal displays will be at the following intersections: Main Street/Mill Street (Georgetown), Mountainview Road South/Argyll Road and Mountainview Road/Danby Road.
Deliverables:	Replacement of LED traffic signal displays at the following intersections: Main Street/Mill Street (Georgetown), Mountainview Road South/Argyll Road and Mountainview Road/Danby Road.
Benefits:	The benefit of this project is to ensure that the traffic signal heads are in a good state of repair. Properly working traffic signal heads improve the visibility of the signal displays.
Risks If Not Implemented:	If the traffic signal heads exceed their expected life cycle, there is the potential for a higher rate of failure and an increased possibility of vehicle collisions.
Additional Information:	This project will allow the Town to maintain the existing vehicle and pedestrian signals in a good state of repair as well as ensure compliance with the industry standards.

2021 Capital Project Information Sheet

Project No. 6100-28-2102	Project Name Queen St/Acton Blvd IPS Installation		2021 Budget \$140,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$140,000
Target Start Date April, 2021			
Target Completion Date November 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: The project's scope is to remove the old Pedestrian Crossover at the intersection of Queen Street (Hwy 7)/Acton Boulevard and install a new Intersection Pedestrian Signal (IPS).			
Deliverables: The installation of an Intersection Pedestrian Signal.			
Benefits: The benefit of IPS is improved safety. An IPS has a higher level of compliance with the traffic control device and it is more suitable for higher pedestrian volumes.			
Risks If Not Implemented: If not implemented, there is a higher risk of potential collisions between pedestrians and vehicles.			
Additional Information: The level of service is improved by providing an Intersection Pedestrian Signal.			

2021 Capital Project Information Sheet

Project No. 6200-27-0101	Project Name Glen Lawson Improvements		2021 Budget \$360,500
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April 2021		DC - Transportation Services	\$56,000
Target Completion Date September 2022		New Capital Reserve	\$12,800
Future Period Capital Requirements \$1,500,000		ICIP - Rural and Northern Stream	\$291,700
Operating Impact \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
			Construction Phase <input type="checkbox"/>

Description	
Scope:	The Glen Lawson Road / Third Line corridor currently serves as a connection between south Acton and Georgetown via Fourth Line. There has been an increased use of Glen Lawson Road to access South Acton. In addition, safety concerns have been raised related to the current roadway geometry and the intersection conditions at Glen Lawson Road / Third Line. The proposed project will include design of the improvements required to address increased usage, safety, roadway geometry, drainage, and active transportation along this corridor.
Deliverables:	Detailed Design of the improvements for Glen Lawson Road / Third Line as identified by the Class EA, including sealed engineering drawings, cost estimate, design report, and tender documents.
Benefits:	The community will benefit from improvement of the existing roadway infrastructure that will comply with current safety standards as well as implement active transportation measures in accordance with the Master Plan.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including insurance claims due to vehicle damage from potholes and/or accidents.
Additional Information:	The project will primarily be funded using an approved allocation from the Investing in Canada Infrastructure Program - Rural and Northern Stream totaling \$1,562,437 from the provincial and federal governments.

2021 Capital Project Information Sheet

Project No. 6210-22-2101	Project Name Site Alteration By-Law Update (per MOECC)		2021 Budget \$80,000
Department Transportation & Public Works		Division Development Engineering	Project Manager Jeff Jelsma
Service Category Transportation & Transit		Funding Sources Strategic Planning Reserve	Amount \$80,000
Target Start Date	Q1 2021		
Target Completion Date	Q4 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:	By-law 2017-0040 regulates site alterations (disposal or importation of fill) within the Town. The Province is proposing to clarify rules associated with managing and transporting excess soil. The proposed excess soil regulation would clarify the requirements for the reuse of excess soil, providing clear, risk-based options for safe reuse. This will be achieved through a new excess soil regulation and consequential amendments to O. Reg. 153/04 (Records of Site Condition Regulation) and Regulation 347 (General - Waste Management) under the Environmental Protection Act (EPA). The Town's current By-law will require updating to meet the requirements of the Provinces new excess soil regulation. The project will include the retention of a qualified consultant to review and amend the By-law to incorporate the necessary regulatory changes and other miscellaneous updates.		
Deliverables:	The primary deliverable will be an updated Site Alteration By-law that is compliant with current regulations.		
Benefits:	An up-to-date By-law will provide the Town with the ability to effectively manage site alterations and fill disposal/importation within the Town of Halton Hills.		
Risks If Not Implemented:	We will not be able to effectively address the management or transportation of excess fill in the Town. Non-compliance with Provincial regulations may expose the Town to unnecessary liability.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 6500-28-1002	Project Name Traff Cntrl Signals Replace		2021 Budget \$90,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$90,000
Target Start Date April 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date November 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			

Description	
Scope:	The project's scope is to replace the existing controllers that have exceeded their expected life cycle and require replacement. The following intersections will have controllers replaced: Mountainview Road S./Danby Road, Mountainview Road North/Maple Avenue and Maple Avenue/Delrex Boulevard.
Deliverables:	Installation of three (3) controllers at the following intersections: Mountainview Road S./Danby Road, Mountainview Road North/Maple Avenue and Maple Avenue/Delrex Boulevard.
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:	

2021 Capital Project Information Sheet

Project No. 6100-23-2401	Project Name Active Transportation Improvements		2021 Budget \$92,700
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date July 2021		DC - Transportation Services	\$32,000
Target Completion Date August 2021		New Capital Reserve	\$60,700
Future Period Capital Requirements Annual	Project Phase		
Operating Impact \$10,000	Study/Design Phase		<input type="checkbox"/>
	Construction Phase		<input checked="" type="checkbox"/>

Description	
Scope:	The project's scope is the installation of bike lanes on Tanners Drive between Churchill Road North and Churchill Road South. The project is identified in the Active Transportation Master Plan.
Deliverables:	The deliverable is the installation of on-road bike lanes on Tanners Drive.
Benefits:	The benefits of this project include improved safety for cyclists and the general public. The bike lanes provide separation from motorized. Also, the lane widths will be reduced to provide a traffic calming effect.
Risks If Not Implemented:	The installation of bike lanes promotes active living, which has numerous health benefits and improves road safety. If not implemented, the Town will not be improving road safety for all road users or fulfilling its goals identified in the Active Transportation Master Plan.
Additional Information:	This project will improve the current level of service by providing separate cycling facilities for vulnerable road users. These new on-road bike-lanes will improve the overall level of service and supporting the climate change actions for the community by reducing greenhouse gas emissions.

2021 Capital Project Information Sheet

Project No. 6200-16-1804	Project Name Bowman Street Retaining Wall Replacement		2021 Budget \$75,000
Department Transportation & Public Works		Division Design & Construction	Project Manager Bill Andrews
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	
Target Start Date January 2021		Amount \$75,000	
Target Completion Date December 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:	The objective of the project is to undertake the design and construction for the replacement/reinforcement of the existing Bowman Street SWM facility retaining wall (gabion baskets). The intent is to minimize disturbance of private property.
Deliverables:	Design services and construction for the replacement/reinforcement of the existing 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:	

2021 Capital Project Information Sheet

Project No. 6100-28-1808	Project Name Mand. AODA Access. Traff Sgnl		2021 Budget \$105,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	Amount \$105,000
Target Start Date April 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date November 2021			
Future Period Capital Requirements Annual			
Operating Impact \$6,000			
Description			
Scope: The project's scope is to update the existing traffic control signals with Accessible Pedestrian Signals (APS), as per the Accessibility for Ontarians with Disabilities Act. The following intersections will be upgraded with APS infrastructure: Maple Avenue/Delrex Boulevard, Guelph/Maple and Guelph Street/Mill Street.			
Deliverables: The upgrade of three (3) traffic control signals with APS infrastructure at the following locations; Maple Avenue/Delrex Boulevard, Guelph/Maple and Guelph Street/Mill Street.			
Benefits: The benefit of the APS upgrades is the removal of barriers for people with disabilities, for traversing signalized intersections.			
Risks If Not Implemented: If not implemented, the Town will violate the legislated requirements, as mandated by the Accessibility for Ontarians and Disability Act.			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 6200-22-0020	Project Name Traff Signal Legal Draw Update		2021 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 April 2021		Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date November 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: The project's scope is to update the legal and engineering traffic signal drawings for Mountainview Road North/River Drive.			
Deliverables: The deliverable is to acquire updated legal traffic signal drawings.			
Benefits: Legal (PHM-125) traffic signal drawings govern traffic signal installations 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:			

2021 Capital Project Information Sheet

Project No. 6100-21-0107	Project Name Streetlight & Pole Replacement Program		2021 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 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact		\$5,000	
Description			
Scope:	The project's scope is the replacement of street light infrastructure, which has exceeded its life cycle. The street light infrastructure's replacement also includes the relocation of the street light arms and luminaires from old hydro poles to the new installations, and localized street light improvements. The proposed projects in 2021 include the continuation of the Guelph Street pole replacement project between Fresh Co. signalized intersection and Sinclair Avenue. Other projects include the street light improvements on Carruthers Road between Promenade Trail and the dead end, the pathway lighting between Weber Drive and Steven Crescent, and 5 Side Road, east of Fifth Line bridge lighting.		
Deliverables:	The primary deliverable of this project is the replacement of existing street light poles, underground infrastructure, arms, and luminaires.		
Benefits:	The completion of this project will improve public safety by ensuring that the proper road/sidewalk illumination is present on Town's road allowance.		
Risks If Not Implemented:	There are potential safety risks to the public if the existing street light poles are not replaced, due to structural issues or faulty wiring.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 6100-21-1802	Project Name Streetlight Pole Transformer Replacement		2021 Budget \$150,000
Department Transportation & Public Works		Division Transportation	Project Manager Maureen Van Ravens
Service Category Transportation & Transit		Funding Sources Capital Replacement Reserve	
Target Start Date April 2021		Amount \$150,000	
Target Completion Date November 2021			
Future Period Capital Requirements Annual		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input checked="" type="checkbox"/>	
Description			
<p>Scope: The 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. Phase 2 of Acton Boulevard will be completed as part of this project.</p>			
<p>Deliverables: New streetlight infrastructure will be installed as part of the continuation of the Acton Boulevard project.</p>			
<p>Benefits: The benefit of this project is new streetlight infrastructure, reduced construction cost, and reduced public disruptions.</p>			
<p>Risks If Not Implemented: The faulty streetlight infrastructure poses a substantial risk to the public and liability to the Town.</p>			
<p>Additional Information:</p>			

2021 Capital Project Information Sheet

Project No. 6200-16-0104	Project Name Pavement Management		2021 Budget \$1,956,100
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date April 2021		Base Capital Budget	\$1,540,100
Target Completion Date December 2021		Transportation Infrastructure Reserve	\$416,000
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The objective of the project is to repair and rehabilitate local roads that have exceeded their expected life cycle and have been identified as deficient. Halton Region also reviews the condition of their utilities and may repair water mains and wastewater mains as part of the project.
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb repair or replacement or sidewalk repair.
Benefits:	The local neighbourhoods will benefit from the replacement of the existing roadway infrastructure so that it 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:	

2021 Capital Project Information Sheet

Project No. 6200-16-2002	Project Name Third Line Resurfacing - Urban Limit to 32 SdRd		2021 Budget \$1,287,500
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date May 2021		Capital Replacement Reserve	\$477,500
Target Completion Date December 2021		Canada Gas Tax	\$810,000
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	The objective of the project is to resurface Third Line between the Urban Limit (Acton) and 32 Side Road. This will be a joint project with Halton Region PR-3271A (new watermain installation).		
Deliverables:	The primary deliverables are the pulverization of the existing road surface with base repairs as required along with a new asphalt driving surface.		
Benefits:	The community will benefit from the replacement of the existing roadway surface so that it complies with current safety standards.		
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents.		
Additional Information:	LOS has deteriorated to undesirable level. Originally forecast for 2019 construction. Deferred to align with Halton Region project.		

2021 Capital Project Information Sheet

Project No. 6500-02-1801	Project Name PW Ops Ctr Roof Repair		2021 Budget \$120,000
Department Transportation & Public Works	Division Public Works	Project Manager Dick Spear	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$120,000
Target Start Date January 2021			
Target Completion Date December 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:	The scope of this project is to complete repairs to the 2nd half of the flat roof on the older equipment storage facility at the Robert C. Austin Operations Centre. Although a roof repair was identified in 2018, the roof was in a state of such disrepair that the money was focused on the centre section and the 2 expansion joint. The roof is well beyond its anticipated life expectancy and continues to leak. The roof replacement was identified in the 2016 Building Condition Assessment.
Deliverables:	The primary deliverable will be the installation of a new roof on the equipment storage facility at the Robert C. Austin Operations Centre.
Benefits:	Implementing this project will prolong the life expectancy of the equipment storage facility and address the issues identified within the Building Condition Assessment.
Risks If Not Implemented:	There could be risk to the safety of staff, loss of use of the facility and increased repair and operational costs if not addressed.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6200-16-1901	Project Name McNabb St - King to CNR Improvements		2021 Budget \$77,300
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March 2021		DC - Transportation Services	\$25,000
Target Completion Date August 2021		New Capital Reserve	\$52,300
Future Period Capital Requirements \$650,000		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	Pre engineering investigation of the sub surface conditions and associated survey work for proposed design of infrastructure on McNabb from King Street to CNR. Includes improvements identified as part of the Mill Street Neighbourhood Study.
Deliverables:	The primary deliverables are the geotechnical investigation report and survey files to allow for the design of drainage and road surface improvements
Benefits:	This project will provide safe and reliable transportation ensuring the existing road will continue to function efficiently.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6200-16-2105	Project Name Ontario Street Reconstruction and Bridge Replacement		2021 Budget \$360,500
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources OCIF	Amount \$360,500
Target Start Date	May 2021		
Target Completion Date	October 2022		
Future Period Capital Requirements	\$2,500,000	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Engineering services to facilitate the reconstruction of Ontario Street and the inclusion of Active Transportation, and the analysis of the bridge structure east of Ann Street which may need replacement.
Deliverables:	Design alternatives, costing, design drawings and tender package, permits, contract administration and inspection required for the project.
Benefits:	The community will benefit from the replacement of the existing roadway surface and bridge so that they comply with current safety standards. This project will provide safe and reliable functionality for Active Transportation which currently does not exist.
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained. Insurance claims may increase due to vehicle damage from potholes and/or accidents. The lack of Active Transportation facilities along Ontario St. would create limitations for the user to safely move through the community.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6200-17-2001	Project Name Lauchlin Crescent Walkway Rehabilitation		2021 Budget \$225,000
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit	Funding Sources Capital Replacement Reserve		Amount \$225,000
Target Start Date April 2021			
Target Completion Date September 2021			
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 design and construction for the replacement of the existing Lauchlin Crescent Walkway, including the rehabilitation/replacement of the existing concrete pathway, concrete retaining walls, fencing, pathway lighting, and drainage improvements. The existing 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 concrete retaining walls (incl. fences, 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:	

2021 Capital Project Information Sheet

Project No. 6100-16-2106	Project Name Steeles Ave Corridor transit infrastructure		2021 Budget \$100,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Q2 2021	DC - Transit Services		\$9,000
Target Completion Date Q4 2021	New Capital Reserve		\$18,000
Future Period Capital Requirements \$500,000	ICIP - Transit Stream		\$73,000
Operating Impact \$0	Project Phase	Study/Design Phase	<input type="checkbox"/>
		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	Installation of eighteen (18) concrete pads and transit shelters to support accessible transit infrastructure along the Regional right-of-way of Steeles Avenue within the municipal boundaries of Halton Hills. Installation of transit stops and shelters, support the Steeles Avenue corridor transit route, operated by the Town of Milton, for the anticipated start date of service of Q2 2022. This is phase one of a two (2) year project.
Deliverables:	Public Works staffing personnel to install eighteen (18) concrete pads and bus shelters required to support the anticipated Steeles Avenue corridor route.
Benefits:	Toronto Premium Outlets (TPO) management and residents of Halton Hills and surrounding communities have requested transit connections into TPO. Recommendations in the Transit Service Strategy suggest that based on the growing demand for connections to TPO and other employers along Steele's Avenue, a fixed-route service along this corridor is justified in the near term. Accessible infrastructure such as transit stops and shelters are required to be installed prior to service commencement.
Risks If Not Implemented:	The implementation of transit on the Steeles Avenue corridor will be delayed until 2023 or later if supported infrastructure projects are deferred.
Additional Information:	This project supports the expansion of transit services and greater regional connectivity for residents and businesses. This project is also a component of the ICIP Transit Stream funding that the Town received approval for, totaling \$1,024,053.45 for the implementation of the Transit Service Strategy as well as Specialized Transit Services (ActiVan).

2021 Capital Project Information Sheet

Project No. 6100-23-1602	Project Name Active Transportation Promotion and Education		2021 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	January 2020		
Target Completion Date	N/A		
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:	To promote Active Transportation and educate the community on active transportation routes and key destinations within the Town. This may include the purchase of bike racks, and other bike safety equipment, 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 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 choose to cycle or walk to their destination.

2021 Capital Project Information Sheet

Project No. 6500-11-1517	Project Name Tree Planting - Emerald Ash Borer		2021 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		Funding Sources Base Capital Budget	Amount \$150,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	The scope of this project is the replacement of urban street trees affected by the Emerald Ash Borer. To date in 2020, there have been a total of over 393 trees removed including approximately 410 stumped removals as a result of the EAB. The Town has scheduled 293 trees to be replanted in 2021. The Town will need to continue to remove and replant trees to maintain the urban canopy.		
Deliverables:	The primary deliverable is to do the necessary work required to replenish the streetscape with trees.		
Benefits:	The benefits beyond restoring the streetscape and the canopy, is improvement in the air quality that trees provide.		
Risks If Not Implemented:	Dead or dying trees pose a risk of liability as branches or trees may fall and damage property and/or cause personal injury.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 6200-16-1809	Project Name Guelph St & Sinclair Ave Turn Lane Construction		2021 Budget \$51,500
Department Transportation & Public Works	Division Design & Construction	Project Manager Bill Andrews	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March 2021		DC - Transportation Services	\$44,000
Target Completion Date December 2021		New Capital Reserve	\$7,500
Future Period Capital Requirements \$700,000		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 Engineer and Design a new northbound right turn lane on Sinclair Avenue at Guelph Street and upgrade the existing traffic signals infrastructure. Traffic signal infrastructure is at the end of its useful life. Project to include CA and Inspection services from Consultant.
Deliverables:	The primary deliverable is the design of the northbound right turn lane and traffic signal infrastructure.
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network and traffic control infrastructure will continue to function efficiently.
Risks If Not Implemented:	If not constructed the existing intersection would ultimately end up with heavy congestion that would limit the access of emergency services vehicles. The signals infrastructure is due for replacement.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 6500-06-0102	Project Name Equipment Replacement		2021 Budget \$730,000
Department Transportation & Public Works		Division Public Works	Project Manager Dick Spear
Service Category Transportation & Transit		Funding Sources Equipment Reserve	Amount \$730,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	
Target Completion Date December 2021			
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, 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 not in service cannot provide necessary services such as snow plowing roads, sidewalks, bike paths and parks including sports fields, playgrounds and splash pads.
Additional Information:	

APPENDIX A

2021 - PUBLIC WORKS REPLACEMENT FORECAST

UNIT	ASSET ID	PROJECT STRING	MFG DATE	MAKE	MODEL	ASSET TYPE	EQUIPMENT CLASS	ASSET STATUS	CONDITION ASSESSMENT	REPLACEMENT VALUE
203	08-0203	6800-08-0203	2008	INTERNATIONAL	70S 7600	TANDEM DUMP WITH PLOW	TANDEM	END OF LIFE CYCLE	POOR	\$ 290,000
541	11-0541	6800-11-0541	2011	FORD	F550 SUPERDUTY	GARBAGE TRUCK - REAR PACKER	PACKER	END OF LIFE CYCLE	POOR	\$ 125,000
234	10-0234	6800-10-0234	2010	DODGE	RAM 5500	PICKUP WITH UTILITY BODY	SMALL DUMP	END OF LIFE CYCLE	POOR	\$ 120,000
233	14-0233	6800-14-0233	2014	FORD	F450 SUPERDUTY 4X4	3 TONNE DUMP WITH PLOW	SMALL DUMP	END OF LIFE CYCLE	POOR	\$ 90,000
353	14-0353	6800-14-0353	2014	FORD	F150 XL 4X2	PICKUP TRUCK	PICKUP	END OF LIFE CYCLE	POOR	\$ 38,000
502	09-5502	6800-09-5502	2009	GRAVELY	RAPID M 1550 MONDO	WALKBEHIND - MOWER/BLOWER	MOWER	END OF LIFE CYCLE	POOR	\$ 15,000
518	14-5518	6800-14-5518	2014	KUBOTA	ZD 331RP-60R	MOWER	MOWER	END OF LIFE CYCLE	POOR	\$ 11,000
632	11-0632	6800-11-0632	2011	CHARTER HOUSE	1575 OVERSEEDER	OVERSEEDER	ATTACHMENT	END OF LIFE CYCLE	POOR	\$ 10,000
657	11-5657	6800-11-5657	2011	REIST	BALL DIAMOND DRAG	BALL DIAMOND DRAG	ATTACHMENT	END OF LIFE CYCLE	POOR	\$ 10,000
					CHAINSAWS/POWER SCYTHES		SMALL TOOLS	ON-GOING		\$ 9,000
					SMALL TOOLS		SMALL TOOLS	ON-GOING		\$ 12,000
TOTAL VALUE \$										730,000

2021 Capital Project Information Sheet

Project No. 6100-16-2107	Project Name Cycling Infrastructure Maple Avenue Trafalgar Road to River Drive		2021 Budget \$1,545,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		Funding Sources	Amount
Target Start Date March 2021		Canada Gas Tax	\$850,000
Target Completion Date December 2023		New Capital Reserve	\$160,000
Future Period Capital Requirements \$775,000		DC - Transportation Services	\$535,000
Operating Impact \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
			Construction Phase <input checked="" type="checkbox"/>
Description			
<p>Scope: The objective of the project is to construct a new multiuse pathway and or cycle track along Maple Avenue from Trafalgar Road to Mountainview. To be phased; Phase 1 is on Maple Ave from Main St. to Mountainview; Phase 2 is on Maple Ave from Trafalgar to Main St. The Engineering and Design for this project will also be included within the scope of work for this project.</p>			
<p>Deliverables: The primary deliverable is construction of the multi use pathway and cycle track.</p>			
<p>Benefits: This project will provide safe and reliable functionality for Active Transportation which currently does not exist.</p>			
<p>Risks If Not Implemented: If not constructed the lack of Active Transportation facilities across Maple Avenue would create limitations for the user to safely move through the community.</p>			
<p>Additional Information:</p>			

2021 Capital Project Information Sheet

Project No. 6810-25-1001	Project Name Activan Replacement Vehicles		2021 Budget \$370,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit	Funding Sources		Amount
Target Start Date Q1 2021	Equipment Reserve		\$99,000
Target Completion Date Q4 2021	ICIP - Transit Stream		\$271,000
Future Period Capital Requirements Operating Impact	Per Forecast \$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 replacement of two (2) accessible transit vehicles with the purchase of three (3) 7 metre low floor accessible vans through the Metrolinx Transit Procurement Process. Although two (2) vehicles are due for replacement (Appendix A), the purchase of the additional van within the existing replacement budget will allow for more flexibility and access to multiple destinations. The purchases will be primarily funded through the Investing in Canada Infrastructure Program Public Transit Stream and the remaining costs will be financed by the Equipment Reserve.
Deliverables:	The delivery of three (3) 7 metre low floor vans.
Benefits:	Maintain ridership capacity and increase accessibility while adhering to physical distancing measures put in place to help reduce the spread of COVID-19.
Risks If Not Implemented:	There are potential safety risks to the public if the existing fleet is not replaced based on established lifecycles. Vehicles that are out of service cannot provide the necessary services for accessible transportation. In addition, failing to increase fleet will restrict capacity and trip requests for the accessible transit program.
Additional Information:	This project is a component of the ICIP Transit Stream funding that the Town received approval for, totaling \$1,024,053.45 for the implementation of the Transit Service Strategy as well as Specialized Transit Services (ActiVan).

APPENDIX A

2021 ACTIVAN REPLACEMENT FORECAST

UNIT	ASSET ID	PROJECT STRING	MFG DATE	MAKE	MODEL	ASSET TYPE	EQUIPMENT CLASS	ASSET STATUS	CONDITION ASSESSMENT	REPLACEMENT VALUE
691	14-9691	6810-14-9691	2014	ELDORADO	EZR 11 PASSENGER BUS	PARATRANS	ACTIVAN - BUS	END OF LIFE CYCLE	POOR	\$ 250,000
692	13-9692	6810-13-9692	2014	MV1 VEHICLE	MV1 VEHICLE	PARATRANS	ACTIVAN - VAN	END OF LIFE CYCLE	POOR	\$ 120,000

TOTAL VALUE \$ 370,000

PLANNING & DEVELOPMENT

Vision Statement:

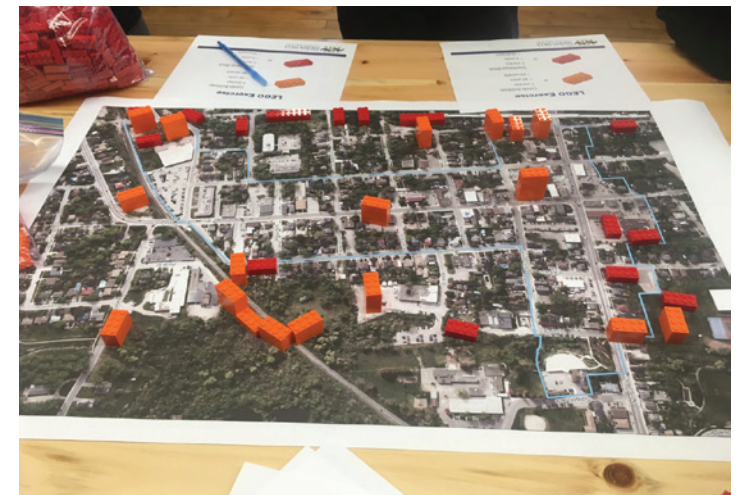
To build a complete and sustainable community where people want to live, work, invest and play.

Mission Statement:

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



2021 BUSINESS PLAN



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW:

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

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

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



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW (continued):



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

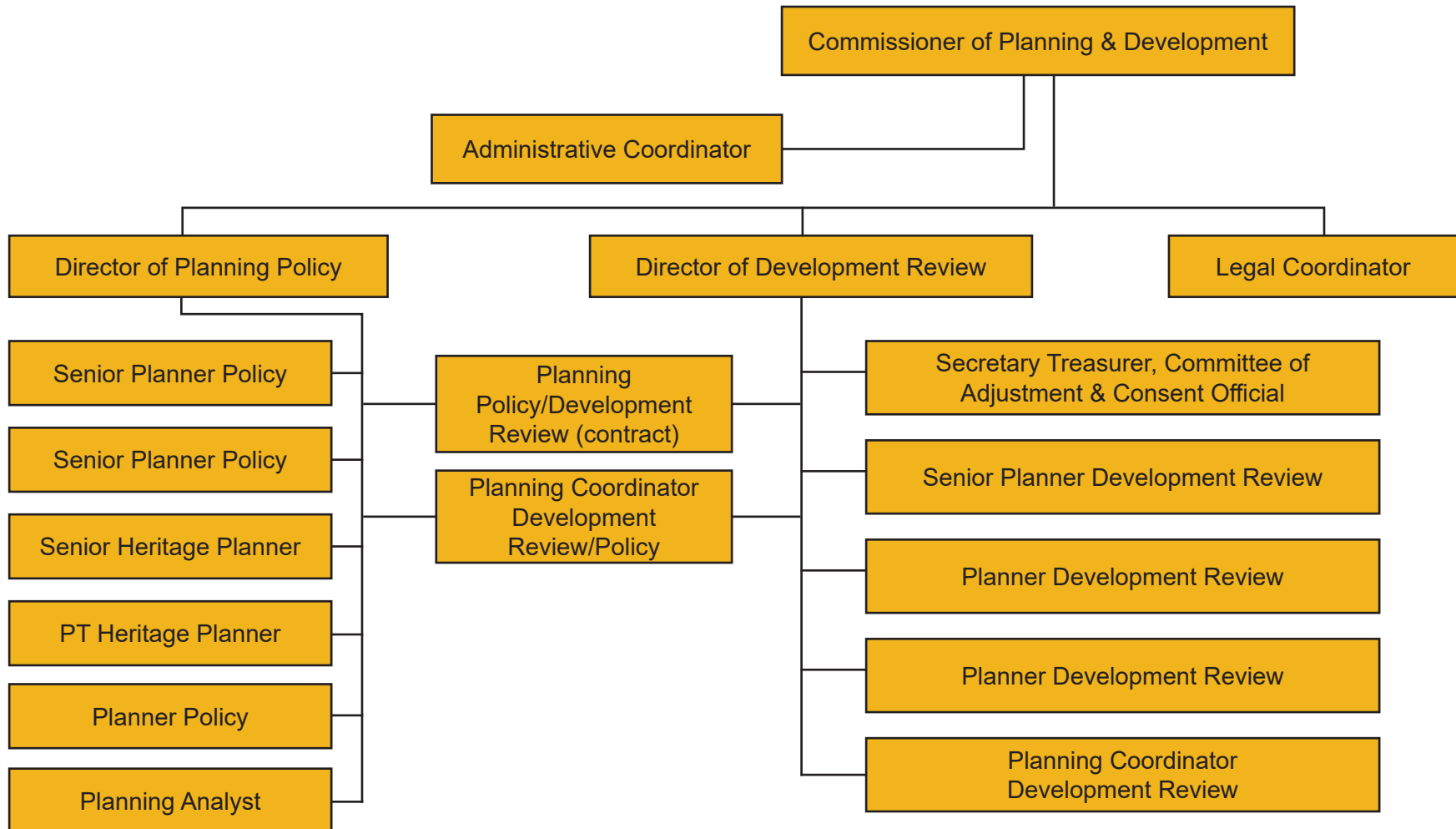
- Preparing and administering the development agreements that are required for planning approvals;
- Coordinating acquisitions and dispositions of Town lands and easements between staff and the Town solicitor;
- Providing staff with information and guidance on legal processes and matters;
- Conducting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

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

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

PLANNING & DEVELOPMENT

► CURRENT ORG CHART:



PLANNING & DEVELOPMENT

► CORE ACTIVITIES:

Development Review & Committee of Adjustment:

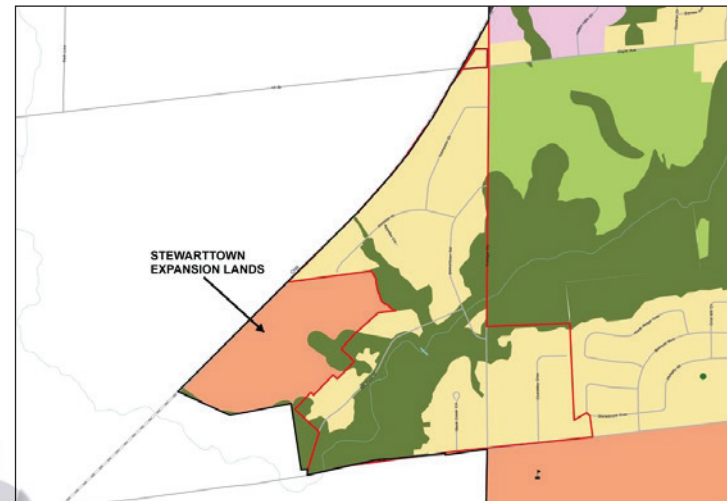
- Official Plan Amendments
- Zoning By-law Amendments
- Plan of Subdivision/ Condominiums
- Part Lot Control Applications
- Site plans
- Urban design
- Green Development Standards
- Consents
- Minor variances
- Expansions to legal non-conforming uses
- Halton Area Development Managers (HADM)

Policy, Heritage & Information Services:

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

Legal:

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



PLANNING & DEVELOPMENT

▶ 2020 ACCOMPLISHMENTS/SUCCESSIONS:

- Completed the Vision Georgetown Secondary Plan Regional Approval process, including Regional and Conservation Authority approval of the Scoped Subwatershed Study and related Addendum and received the Notice of Decision.
- Completed the Premier Gateway Phase 1B Secondary Plan Regional Approval process, including Regional and Conservation Authority approval of the Scoped Subwatershed Study and received the Notice of Decision.
- Completed the Destination Downtown Secondary Plan Regional Approval process and received the Notice of Decision.
- Advanced the Glen Williams Scoped Secondary Plan review including preparation of the Community Engagement Strategy, a Background Report and the holding two virtual public sessions.
- Received Council endorsement of the Intensification Opportunities Study, which included forwarding the Study to the Region of Halton for consideration in their ongoing Integrated Growth Management Strategy to 2051.
- Completed the Employment Land Needs Study. Council received the Employment Land Needs Study, which included forwarding the Study to the Region of Halton for consideration in their ongoing Integrated Growth Management Strategy to 2051.
- Retained the Consulting Team and initiated the Premier Gateway Phase 2B Integrated Planning Project.
- Prepared the Terms of Reference, finalized the Financial Agreement, retained the Consulting Team and initiated the Southeast Georgetown Secondary Plan and Scoped Subwatershed Study process.
- Prepared the Terms of Reference for the Stewarttown Secondary Plan project.
- Monitored and reported on various provincial initiatives such as the changes to the Growth Plan, the revised Provincial Policy Statement, and the GTA West Corridor Environmental Assessment and numerous legislative amendments including changes to the Ontario Planning Act and Ontario Heritage Act.
- Reported to Council on the ongoing Regional Official Plan Review and Integrated Growth Management Strategy, including reporting on the Regional Official Plan Discussion Papers.
- All projects have successfully transitioned over to a virtual public consultation platform. Examples include the Glen Williams Scoped Secondary Plan Project Launch events and various Public Information Sessions, hosted over the Town's "Let's Talk Halton Hills" platform.



PLANNING & DEVELOPMENT



► 2020 ACCOMPLISHMENTS/SUCCESSIONS (continued):

- Updated Heritage Property Tax Refund By-law.
- New Heritage Property Grant Program By-law & implementation of 2020 HPGP program with capital funding.
- New Heritage Delegation By-law.
- Updated Heritage Halton Hills Committee By-law and Terms of Reference.
- Heritage Website Updates for accessibility.
- Online Application forms for Heritage Incentive Programs.
- Updated Heritage Impact Assessment Terms of Reference.
- Heritage Conservation Awards Program.
- Heritage Signage Guidelines.
- Designation of 2 properties under Part IV of the Ontario Heritage Act: 18 Queen Street, 98 Confederation Street; Amended Designation By-law: 402 Draper Street.
- Completed the Green Development Standards Update to further advance the Town's climate change objectives.
- Prepared and executed various development and non-development agreements.
- Completed the Premier Gateway Employment Area Zoning By-law and Urban Design Review.
- Successful implemented virtual Development Review Committee and Committee of Adjustment meetings.
- Advanced approvals for several key development applications - Amico Buildings 1, 2 & 3 (Georgetown); Trolleybus (Georgetown); 10759 Eighth Line (Georgetown); 11801 Trafalgar Road (Georgetown); Creditview Heights Subdivision Registration (Glen Williams); Cimco-Toromont; Trio Vest Development Expansion on Cleve Court (Premier Gateway); 284 Queen Street (Acton).
- Implemented improved public notifications for development applications to be more clear and non-technical.
- Staff transitioned efficiently and effectively to a work from home environment in response to the COVID-19 pandemic. Project successes demonstrate the work from home environment has not impacted project advancements or completions.

PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - Continuing to prepare for significant residential and non-residential growth. - Vision Georgetown and Southwest Georgetown Private OPA LPAT process will be resource intensive and creates uncertainty that Council's vision for the new community will be realized. - Ensuring appropriate resources are available to respond to expected Vision Georgetown and Premier Gateway developments. - Balancing mature neighbourhood character considerations while delivering more intensification and affordable housing opportunities. - Ongoing market challenges associated with the delivery of intensification and affordable housing. - 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 Approval Phase continues to be time consuming and complex. - Uncertainty associated with post 2031 growth allocation. - Adapting to and delivering virtual public open houses and meetings.

PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN (continued):



Opportunities:	<ul style="list-style-type: none"> - Approval of the Halton Hills Premier Gateway Phase 1B Secondary Plan will provide opportunities for increased assessment and employment growth. - Increased development interest in the Halton Hills Premier Gateway (ProLogis, Hoderer, QuadReal, Cimco-Toromont, Bentall Greenwood, North American and TrioVest sites). - Based on the progress of the GTA West Corridor EA, opportunities to reduce the extent of land subject to Corridor Protection. - 3,000 SDE of lake based servicing allocation secured for the Vision Georgetown lands. - Increased affordable housing opportunities flowing from infill sites and accessory suites. - Development interest in the Georgetown Urban Expansion Lands (Vision Georgetown, Southeast Georgetown and Stewarttown) remains strong. - Expand heritage planning portfolio and programs as a result of renewed resources. - Preparation of updated Green Development Standards to further advance the Town's climate change objectives.

PLANNING & DEVELOPMENT

► WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Official Plan Review	Update the Town's Official Plan to implement changes required by Provincial Plans, the Provincial Policy Statement and the Regional Official Plan, including allocation of population and employment growth to the 2051 planning horizon.	- Policy	<p>An updated Official Plan that conforms to Provincial Plans and the Regional Official Plan and is consistent with the Provincial Policy Statement.</p> <p>A sound and contextually appropriate framework for guiding land use change and economic development that aligns with the Town's climate change objectives.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives
2. GO Station Secondary Plan Review	Review and update the GO Station Secondary Plan to ensure conformity with A Place to Grow and the updated Regional Official Plan and consistency with the Provincial Policy Statement.	- Policy	<p>An updated and contextually appropriate Secondary Plan that continues to direct intensification to strategic areas while protecting adjacent mature residential neighbourhoods.</p> <p>Increased high and medium density housing aligned with the Town's intensification objectives.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives

PLANNING & DEVELOPMENT

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
3. Cultural Heritage Master Plan	Prepare a Cultural Heritage Master Plan as set out in Section F5.1.1 of the Town's Official Plan to identify and study the Town's cultural heritage resources and provide recommendations for the protection and enhancement of those resources.	- Policy	<p>A Town wide Cultural Heritage Master Plan that will provide a fulsome understanding of the Town's cultural heritage resources and landscapes and a detailed planning foundation to ensure the long-term conservation of those resources.</p> <p>Identification of potential Heritage Conservation Districts and the need for area specific Official Plan policies or zoning by-law regulations for cultural heritage resources and landscapes.</p>	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives
4. 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	<p>Project further implements Council's approved Growth Management Strategy to 2031.</p> <p>A Secondary Plan that guides high quality employment development and facilitates increased assessment and employment opportunities. Conformity with Provincial Plans and policies and the Regional and Halton Hills Official Plans.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives

PLANNING & DEVELOPMENT

► WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. 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>Project further 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 and conforms to Provincial Plans and policies and the Regional and Halton Hills Official Plans.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives
6. 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 responds to community issues and conforms to Provincial Plans and policies and the Regional and Halton Hills Official Plan.	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives

PLANNING & DEVELOPMENT

▶ WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
7. 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	Project further implements Council's approved Growth Management Strategy to 2031. Contextually appropriate Secondary Plan that conforms to Provincial Plans and policies and the Regional Official Plan.	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives
8. Halton Regional Official Plan Review	<p>Provide input into the Halton Region Official Plan review including the Integrated Growth Management Strategy.</p> <p>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.</p>	- Policy	<p>Town must provide input into the statutory review of the Halton Region Official Plan.</p> <p>Certainty regarding post 2031 growth allocation, including identification of additional intensification units, any additional designated greenfield areas and employment areas.</p> <p>Updated climate change, agriculture and natural heritage system policies.</p>	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community - Youth & Senior Initiatives

PLANNING & DEVELOPMENT

► WORKPLAN (continued):



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
9. Implement Growth Monitoring Model	Implement the 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.	<ul style="list-style-type: none"> - Policy - Information Services 	<p>Implementation of a growth tracking model to enable efficient and effective tracking of growth.</p> <p>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.</p>	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management
10. 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.	<ul style="list-style-type: none"> - Development Review 	Clear and concise strategy for the digitizing of development applications and increase the use of AMANDA.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

PLANNING & DEVELOPMENT

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+0.43	Planner Policy/Development Review This would be the continuation of an existing contract position. The position is required in order to assist both the Policy & Heritage and Development Review Divisions with significant on-going and future workload. The position is needed to assist with a number of major Policy planning projects including the Premier Gateway Phase 2B Secondary Plan, Glen Williams Scoped Secondary Plan, Halton Region Official Plan Review, Southeast Georgetown Secondary Plan, and numerous projects related to the Heritage Planning portfolio. It will also assist with ongoing processing and review of Development Review files.
Part Time	0	
Contract	0	

PLANNING & DEVELOPMENT



PERFORMANCE INDICATORS:

Operational	Target
Well-developed Plans	<ul style="list-style-type: none"> - Glen Williams Secondary Plan – Adoption of updated Secondary Plan. - Halton Hills Premier Gateway Phase 2B – Finalization of Phase 3 - Detailed Planning Study (Spring 2021) including the following technical studies: <ul style="list-style-type: none"> - Transportation/Traffic Study - Heritage Impact Assessment - Functional Servicing Plan - Agricultural Impact Assessment - Supportive Commercial Needs Assessment - Development of Recommended Land Use Option - Development of Preferred Land Use Plan - Phase 1 Subwatershed Characterization Report - Southeast Georgetown Secondary Plan – Completion of the first two phases of the project including the Background Report, draft alternative land use plan and completion of the evaluation criteria. - Stewarttown Secondary Plan – Completion of Phase 1 of the project including the Background Report and initial stages of community engagement.
Development Applications	<ul style="list-style-type: none"> - 80% increase in applications filed. - 20% increase in approvals.

Quality of Life	Target
Green Development Standards Approvals	<ul style="list-style-type: none"> - 400% increase in approvals.

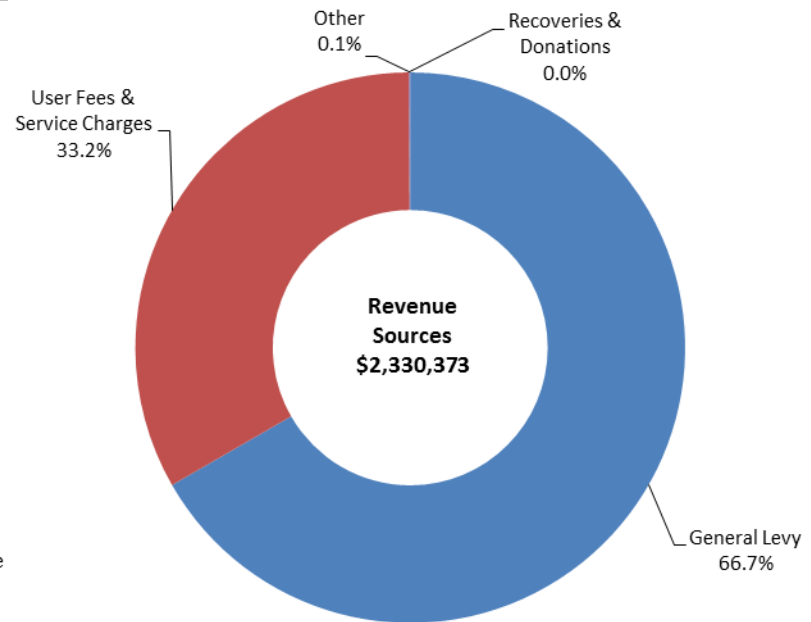
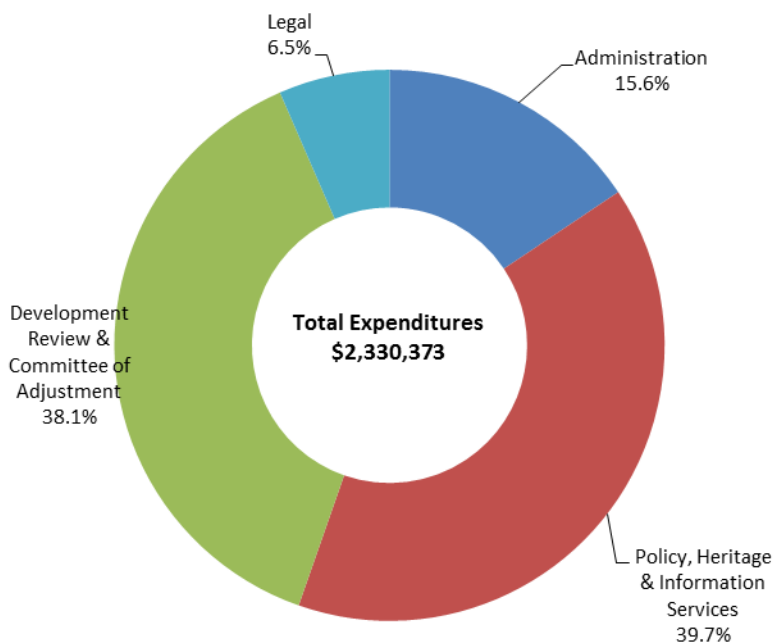
2021 Operating Budget Overview

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.

2021 Operating Budget Highlights

The 2021 Operating Budget for Planning & Development of \$2,330,373 in gross expenditures and \$1,554,100 in net expenditures provides funding for the services performed by the Development Review & Committee of Adjustment, Policy Heritage & Information Services, and Legal Services Divisions.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,173,600	2,096,131	2,262,000	-	68,373	-	2,330,373	156,773	7.2%
Revenue	(735,500)	(630,822)	(735,500)	-	(40,773)	-	(776,273)	(40,773)	5.5%
Total Net Expenditures	1,438,100	1,465,309	1,526,500	-	27,600	-	1,554,100	116,000	8.1%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	360,500	339,660	364,000	-	-	-	364,000	3,500	1.0%
Revenue	-	(1,194)	-	-	-	-	-	-	0.0%
Net Expenditures	360,500	338,466	364,000	-	-	-	364,000	3,500	1.0%
Policy, Heritage & Information Services									
Expense	863,100	833,307	915,100	-	10,900	-	926,000	62,900	7.3%
Revenue	(500)	-	(500)	-	-	-	(500)	-	0.0%
Net Expenditures	862,600	833,307	914,600	-	10,900	-	925,500	62,900	7.3%
Development Review & Committee of Adjustment									
Expense	799,800	783,314	831,000	-	57,473	-	888,473	88,673	11.1%
Revenue	(611,300)	(519,347)	(611,300)	-	(40,773)	-	(652,073)	(40,773)	6.7%
Net Expenditures	188,500	263,967	219,700	-	16,700	-	236,400	47,900	25.4%
Legal									
Expense	150,200	139,850	151,900	-	-	-	151,900	1,700	1.1%
Revenue	(123,700)	(110,281)	(123,700)	-	-	-	(123,700)	-	0.0%
Net Expenditures	26,500	29,569	28,200	-	-	-	28,200	1,700	6.4%
Total									
Expense	2,173,600	2,096,131	2,262,000	-	68,373	-	2,330,373	156,773	7.2%
Revenue	(735,500)	(630,822)	(735,500)	-	(40,773)	-	(776,273)	(40,773)	5.5%
Total Net Expenditures	1,438,100	1,465,309	1,526,500	-	27,600	-	1,554,100	116,000	8.1%

The Planning & Development 2021 Operating Budget represents an 8.1% increase from the approved 2020 Operating Budget.

- The 2021 budget includes a \$94,900 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.0% proposed phased-in economic adjustment.
- This budget also includes the conversion of the existing contract Planner Policy/Development Review position to full-time with a net budget impact of \$27,600. The position's total budget impact is offset by development application revenues, as well as the removal of the part-time Heritage Coordinator position which is no longer required due to workload efficiencies found within the department.
- A net decrease of (\$6,500) has been made for discretionary items across all divisions to more closely reflect actuals as more staff have the opportunity to work from home.

Budget Inclusion 2021

<i>Position/Program</i>	<i>Budget Impact</i>	<i>Effective Date</i>
Planner Policy & Development Review (conversion of existing FTE)	\$ 27,600	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

<i>Department</i>	<i>Division</i>
Planning & Development	Policy, Heritage & Information Services

Description of Services to be Performed:

This is the conversion of a contract position to a full-time staff position which is required to assist both the Policy, Heritage & Information Services and Development Review divisions with on-going and anticipated future workload. The position is needed to assist with a number of major Policy planning projects including the Premier Gateway Phase 2B Secondary Plan, Glen Williams Scoped Secondary Plan, Halton Region Official Plan Review, Southeast Georgetown Secondary Plan, and numerous projects related to the Heritage Planning portfolio. It will also assist with ongoing processing and review of Development Review files and the anticipated Vision Georgetown planning applications.

The current workload for the Planning & Development department is extremely challenging to manage. The conversion of this contract position to full time will ensure that staff are able to continue to deliver on Council's expectations regarding responding to the needs of the community regarding growth and development.

Budget Impact:

Expenditures:

Salary & Benefits	68,373
Supplies & Services	
Other	8,500
Total	\$ 76,873

Account & Notes:

Net of removal of Heritage Coordinator Position
Workstation & Computer

Revenue:

Fees	(40,773)
Grants	
Other	(8,500)
Total	\$ (49,273)

Development Applications Fees
\$5k - Capital Replacement, \$3.5k Tech Repl. Reserve

Net Cost \$ 27,600

Planning & Development Capital Forecast 2021 - 2030

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
PLANNING & DEVELOPMENT												
7100-22-1502	Glen Williams Sec Plan Review	-	-	-	55,000	-	-	-	-	-	-	55,000
7100-22-2302	GO Station Secondary Plan Review	200,000	-	-	-	-	-	-	-	-	-	200,000
7100-27-0102	Norval Secondary Plan Review	-	-	-	-	-	-	-	-	55,000	-	55,000
7000-22-0001	Official Plan Review	200,000	-	-	-	200,000	-	-	-	200,000	-	600,000
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
7100-22-2001	Zoning By-Law Update	-	154,000	-	-	-	-	154,000	-	-	-	308,000
7100-22-2101	Cultural Heritage Master Plan	150,000	-	-	-	-	-	-	-	-	-	150,000
TOTAL PLANNING & DEVELOPMENT		550,000	154,000	-	55,000	200,000	1,555,000	1,654,000	1,500,000	255,000	-	5,923,000

2021 Capital Budget and 2021 – 2030 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 \$5,923,000, with \$550,000 proposed for 2021. The following summarizes key components of the Capital Forecast:

- The 2021 Capital Budget includes \$200,000 for the Official Plan Review. The project will assist in providing a relevant, clear document that provides a sound framework for guiding land use change and economic development; and, a current document that appropriately reflects Provincial and Regional planning policy direction in a 'made in Halton Hills' context.
- The Cultural Heritage Master Plan has been included in the 2020 Capital Budget. Completion of the master plan will further enable the Town to have a fulsome understanding of the Town's cultural heritage resources and landscapes and an appropriate and detailed planning foundation to ensure the long-term conservation of those cultural heritage resources.
- \$5,373,000 for further civic improvements and development of studies including a Zoning By-Law Update, as well as Post 2031 Secondary Plans.

Planning & Development

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
317	7000-22-0001	Official Plan Review	3.60	200,000	200,000	-	84,000	116,000	-	-
318	7100-22-2101	Cultural Heritage Master Plan	3.00	150,000	150,000	-	-	150,000	-	-
319	7100-22-2302	GO Station Secondary Plan Review	3.00	200,000	200,000	-	84,000	116,000	-	-
2021 Total				550,000	550,000	-	168,000	382,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 7000-22-0001	Project Name Official Plan Review		2021 Budget \$200,000
Department Planning & Development	Division Policy, Heritage & Info. Services	Project Manager Bronwyn Parker	
Service Category Planning & Development	Funding Sources		Amount
Target Start Date Q2 2021	DC - Administration		\$84,000
Target Completion Date Q2 2023	New Capital Reserve		\$6,000
Future Period Capital Requirements \$0	Strategic Planning Reserve		\$110,000
Operating Impact \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description	
Scope:	This 5-Year Review of the Official Plan would follow on from the Region Official Plan 5-Year Review commenced in 2015, and implement changes required by the Region Official Plan and Provincial Growth Plan. This includes the allocation of population and employment growth to the 2051 planning horizon as necessitated by Amendment No. 1 to the Growth Plan, 2019.
Deliverables:	A revised Official Plan that appropriately directs future population and employment/job growth and ensures development that is compatible with the Town's Climate Change objectives.
Benefits:	The principal benefits include: a relevant, clear document that provides a sound framework for guiding land use change and economic development; and, a current document that appropriately reflects Provincial and Regional planning policy direction in a 'made in Halton Hills' context.
Risks If Not Implemented:	Increased risks and costs associated with Local Planning Appeal Tribunal appeals, longer and more complicated development application processing, and ultimately a decline in the quality of urban development and value of construction activity, negatively impacting property assessment and Town budgets, can be expected to occur.
Additional Information:	The Town is required by Provincial regulation to achieve conformity with the Growth Plan and 2051 growth targets by June 2023. The Planning Act contains legislated requirements to ensure that a municipality keeps its Official Plan up to date, and a municipality is required to assess the need to update its Official Plan at least once every 5 years.

2021 Capital Project Information Sheet

Project No. 7100-22-2101	Project Name Cultural Heritage Master Plan		2021 Budget \$150,000
Department Planning & Development	Division Policy, Heritage & Info. Services	Project Manager Laura Loney	
Service Category Planning & Development		Funding Sources Strategic Planning Reserve	Amount \$150,000
Target Start Date	Q2 2021		
Target Completion Date	Q2 2023		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>
Description			
Scope:	This project will complete the requirements as set out in Section F5.1.1 of the Town's Official Plan for the preparation of a Cultural Heritage Master Plan (CHMP) to survey, inventory, examine, and study the Town's cultural heritage resources, make recommendations for the enhancement and protection of those resources, identify potential Heritage Conservation Districts, and to identify the need for area-specific Official Plan policies or zoning-by-law regulations for cultural heritage resources and landscapes.		
Deliverables:	A Cultural Heritage Master Plan based upon a detailed Terms of Reference, identifying cultural heritage resources and landscapes and including recommended policies to support the protection and conservation of those cultural heritage resources.		
Benefits:	The benefits are the establishment of a fulsome understanding of the Town's cultural heritage resources and landscapes and an appropriate and detailed planning foundation to ensure the long-term conservation of those cultural heritage resources.		
Risks If Not Implemented:	This project is an essential foundation as required by Provincial planning legislation (Ontario Heritage Act 2005, Provincial Policy Statement 2020) for the conservation of cultural heritage resources as well as the identification, protection and management of cultural heritage landscapes.		
Additional Information:	Staff will be able to pro-actively work to conserve the Town's cultural heritage resources through the implementation of a Cultural Heritage Master Plan through the identification of cultural heritage landscapes and potential Heritage Conservation Districts as well as recommendations for the enhancement and protection of those resources, instead of reacting to applications on a case-by-case basis.		

2021 Capital Project Information Sheet

Project No. 7100-22-2302	Project Name GO Station Secondary Plan Review		2021 Budget \$200,000
Department Planning & Development	Division Policy, Heritage & Info. Services	Project Manager Bronwyn Parker	
Service Category Planning & Development	Funding Sources		Amount
Target Start Date Q2 2021	DC - Administration		\$84,000
Target Completion Date Q2 2023	New Capital Reserve		\$6,000
Future Period Capital Requirements \$0	Strategic Planning Reserve		\$110,000
Operating Impact \$0	Project Phase	Study/Design Phase	<input checked="" type="checkbox"/>
		Construction Phase	<input type="checkbox"/>

Description

Scope: This update to the existing GO Station Secondary Plan would coincide with the 5-Year Review of the Town's Official Plan. It will implement changes required by the Region Official Plan and Provincial Growth Plan, including allocation of population and employment growth to the 2051 planning horizon as necessitated by Amendment No. 1 to the Growth Plan, 2019.

Deliverables: A revised GO Station Secondary Plan (amendment to the Town OP) based upon a detailed Terms of Reference, setting out the land use designations, policies, densities, etc. to support development.

Benefits: The benefits are the establishment of an appropriate and detailed planning foundation to facilitate the development of the subject lands for higher density mixed uses.

Risks If Not Implemented: Increased risks and costs associated with Local Planning Appeal Tribunal appeals, longer and more complicated development application processing, and ultimately a decline in the quality of urban development and value of construction activity, negatively impacting property assessment and Town budgets, can be expected to occur.

Additional Information: Completion of the update to the Secondary Plan will allow for higher density development to occur within the Georgetown GO Station Area. This is an improvement on the current level of service as without approval of the Secondary Plan, development on these lands is subject to lesser densities with minimal urban design requirements.

RECREATION AND PARKS

Vision Statement:
Recreation for all.

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

We value:

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



2021 BUSINESS PLAN



RECREATION AND PARKS

DEPARTMENT OVERVIEW:

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

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

Recreation Services

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

Facilities

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

Parks and Open Space

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

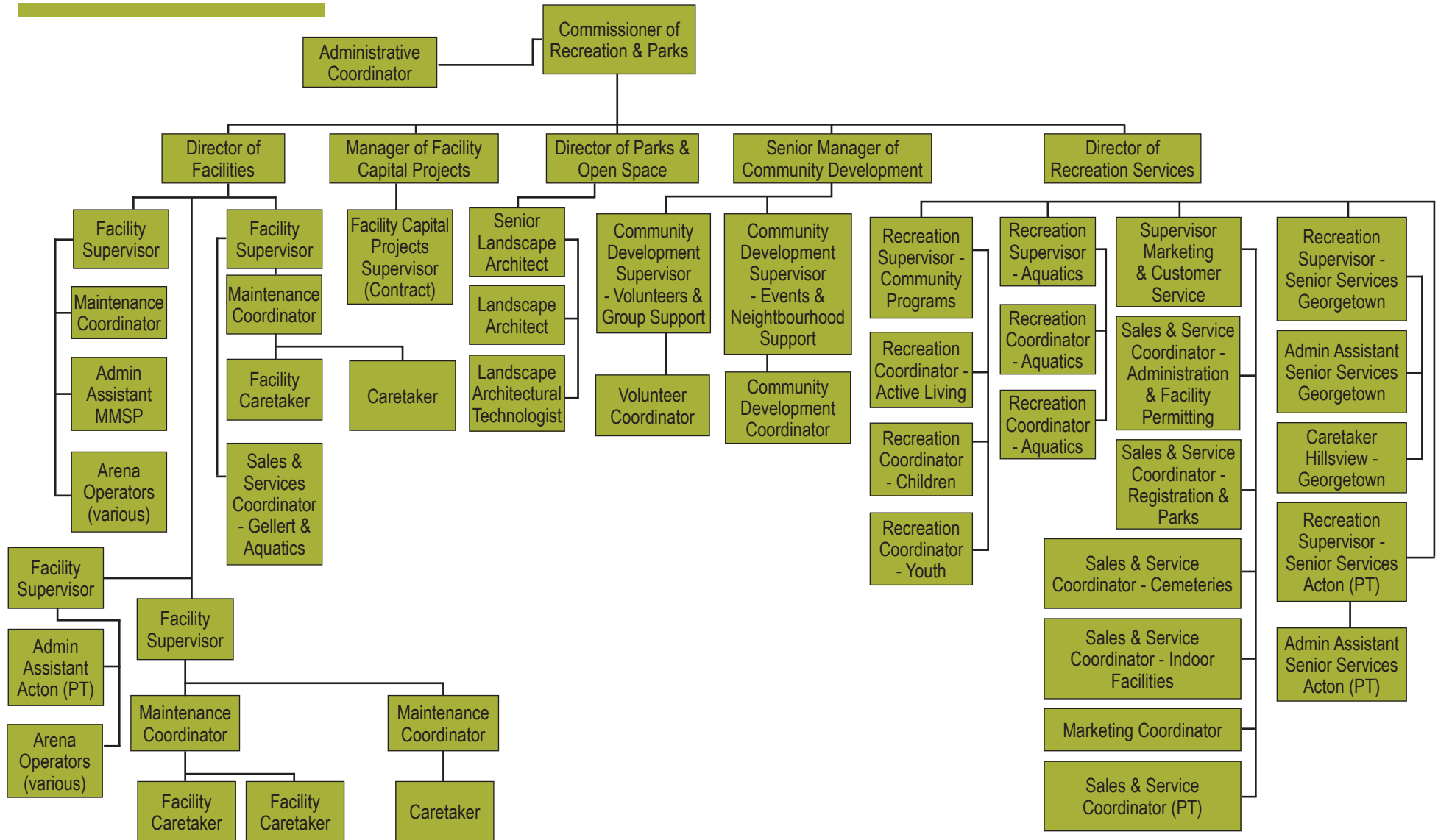
Community Development

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



RECREATION AND PARKS

► CURRENT ORG CHART:



RECREATION AND PARKS

► CORE ACTIVITIES:

Recreation Capacity

Supportive Environments

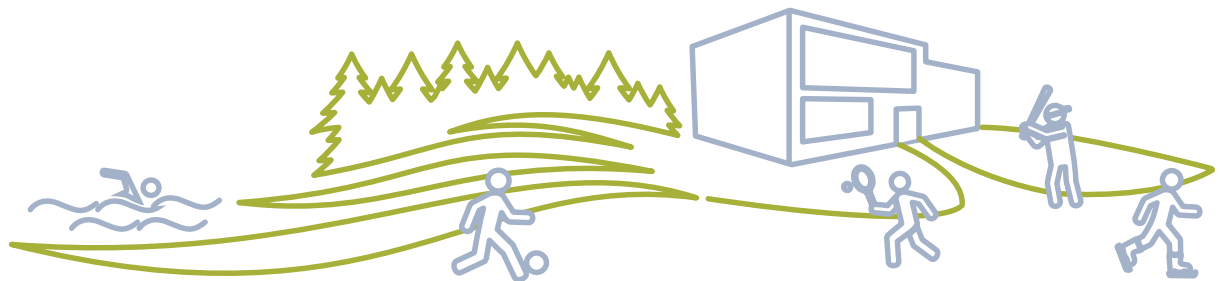
Connecting to Nature

Inclusion and Access

Active Living



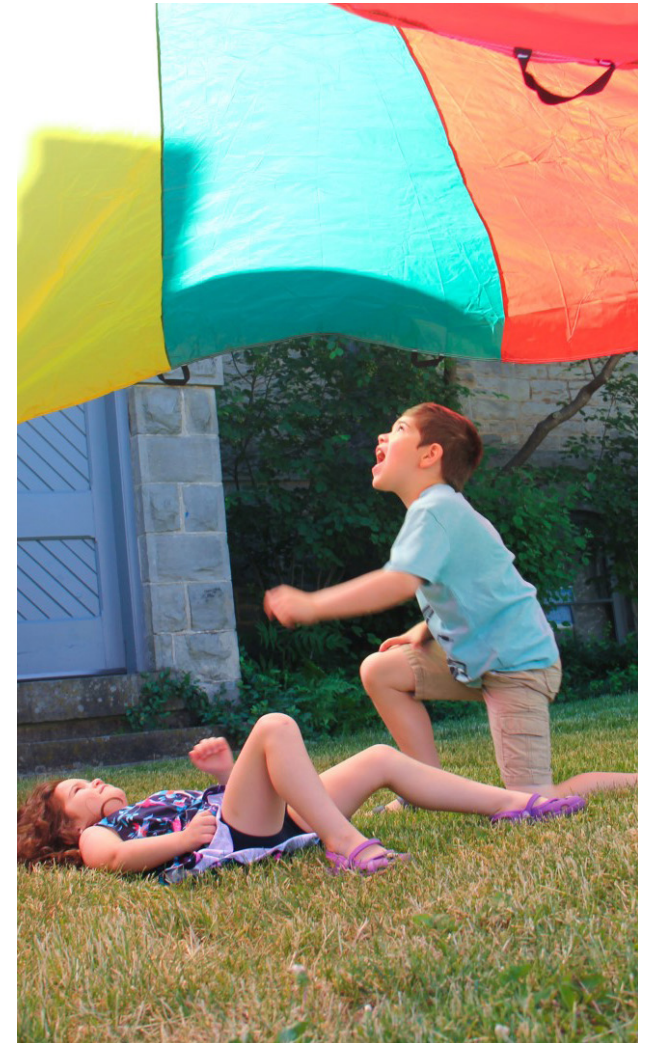
- Hillsview Active Living and Youth Centres (Acton and Georgetown).
- Arenas and Community Centres: indoor recreational spaces for aquatics, ice users, sports floors.
- Cultural Centre with theatre, gallery.
- Community centres for warming, cooling and emergency services.
- Parks and cemeteries: outdoor spaces for sports, trails, outdoor activities, 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.



RECREATION AND PARKS

► 2020 ACCOMPLISHMENTS/SUCCESSIONS:

- Active Easy – completion of Year 3.
- Trafalgar Sports Park Ball Diamonds completion.
- Youth Network – partnership with community health and social service agencies and commencement of new Acton Youth Centre in Acton.
- New Rates and Fees Structure.
- Cedarvale Community Centre Feasibility Study Approval.
- Strategic Action Plan Draft Recommendations and Consultation including Gellert Phase 2 Facility Fit Design and Acton Youth Centre Design OR 2020-2025 Strategic Action Plan Consultation and Final Approval.
- Sale of a portion of Hornby Park for new District 1 Police Station.
- 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 2020: Seniors Service Delivery Review, Town Hall Master Plan, Collegiate Pool Review.
- Facility, park and cemetery construction: Gellert and Berton Boulevard Park Playgrounds, Glen Williams Park Pavilion, Town Hall Generator, Tolton Park environmental works.
- Glen Lawson lands acquisition.
- COVID Response Strategy: Facility retrofits, virtual programming and outreach, neighbourhood activation, regional best practices, financial impact assessment, business continuity.
- Implementation of CUPE Operators Year Round Schedule for arena operations.
- Launch of Community Development Division led by Senior Manager of Community Development.



RECREATION AND PARKS

► ENVIRONMENTAL SCAN:



Challenges:	<ul style="list-style-type: none"> - COVID-19 response planning for alternative service delivery, reduce revenues and modified operations in programs and facilities. - Increased need for Town financial, organizational and volunteer supports for community groups and residents facing constraints accessing recreation and park services. - Increasing demands on existing staff to deliver new legislated or business support requirements will impact existing staff and programs.
Opportunities:	<ul style="list-style-type: none"> - Expanding role in the delivery of the community wellness model through Community Development. - An updated Strategic Plan provides a solid framework for business processes to increase revenues, participation and rental levels. - Provide more opportunities to regular and convenient access to participation at an introductory level. - Exploring opportunities to connect people to nature. - Promote the notion of multi-purpose hubs when maximizing facility spaces. - Expand marketing opportunities with PerfectMind software, on-line program guides, and virtual programming to reach new customers.

RECREATION AND PARKS

► WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Facility design	Design/engineering for Tolton Park, Trafalgar Sports Park Field of Dreams Phase 2, Town Hall Master Plan.	<ul style="list-style-type: none"> - Facilities Capital - Parks & Open Space 	Detailed design and costing to inform future use/retrofits to meet local recreational needs.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiative
2. Community safety & well being	Develop Community Action Plan in line with Region's CSWB and the R+P's Strategic Action Plan.	<ul style="list-style-type: none"> - 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"> - Shaping Growth - Fiscal & Corporate Management - Youth & Senior Initiative
3. Recreation & Parks Strategic Action Plan	Implementation of year one of primary strategies.	<ul style="list-style-type: none"> - Commissioner 	Work program aligned with Strategic Action Plan directives E.g. Seniors Service Delivery Review.	<ul style="list-style-type: none"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiative

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) and Official Opening.	<ul style="list-style-type: none"> - Facility Capital - Parks & Open Space 	<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"> - Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiative
5. COVID-19 response plan	Monitoring of continued impacts of pandemic on program and service delivery and revenue generation	<ul style="list-style-type: none"> - Commissioner 	<p>Alternative program and service delivery E.g. on-line active living programming.</p> <p>Community outreach E.g. Community Support Action Team.</p> <p>Modified operations and protocols E.g. retrofit of building spaces.</p>	<ul style="list-style-type: none"> - Shaping Growth - Fiscal & Corporate Management - Youth & Senior Initiative

RECREATION AND PARKS

► STAFFING IMPACT:



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

RECREATION AND PARKS

► PERFORMANCE INDICATORS:

Operational	Target
Active Living – Percentage of residents that attend and complete programs by population age cohort.	- Increase by 2%
Connecting to Nature – Percentage of participation by population age cohort in registered outdoor programming.	- Increase by 10%
Supportive Environments – Percentage usage of each facility type.	- Increase by 2%

Quality of Life	Target
Inclusion and Access – Percentage of population facing constraints that access Town programs/services through subsidy.	- Monitor increases greater than 2%
Supportive Environments; Physical – Number of hectares of natural open space per 1,000 people.	- Maintain provisional standard
Connecting to Nature – Percentage of new park developments with climate change mitigations.	- 85%
Recreation Capacity – Percentage of community events supported by the Town.	- 85%

2021 Operating Budget Overview

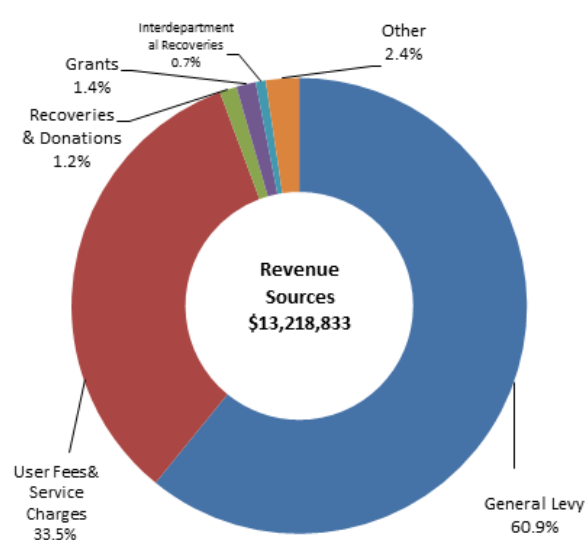
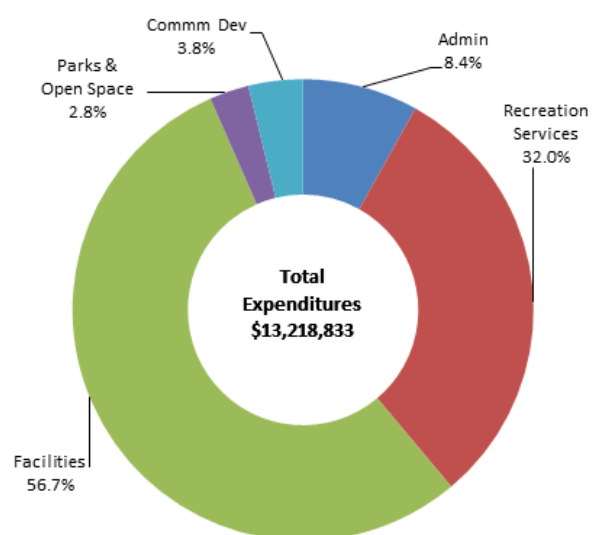
The primary role of the Recreation and Parks Department is to enhance the quality of life for residents of Halton Hills. We embrace our mandate by assisting and supporting community groups in providing recreation and cultural opportunities. The municipality also provides facilities, services and programs 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, Parks & Open Space and Community Development.

2021 Operating Budget Highlights

Recreation & Parks Operating Budget for 2021 is proposed at \$13,218,833 in gross expenditures with \$8,045,600 being supported from the general tax levy. This represents an 8.1% increase over the 2020 budget in order to deliver expected services. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	12,882,616	10,444,030	13,094,733	63,200	60,900	-	13,218,833	336,217	2.6%
Revenue	(5,440,316)	(2,532,778)	(5,173,233)	-	-	-	(5,173,233)	267,083	(4.9%)
Total Net Expenditures	7,442,300	7,911,252	7,921,500	63,200	60,900	-	8,045,600	603,300	8.1%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,012,100	968,881	1,071,200	-	-	-	1,071,200	59,100	5.8%
Revenue	(21,600)	(252,662)	(21,600)	-	-	-	(21,600)	-	0.0%
Net Expenditures	990,500	716,219	1,049,600	-	-	-	1,049,600	59,100	6.0%
Recreation Services									
Expense	4,161,233	2,718,214	4,086,933	(18,500)	-	-	4,068,433	(92,800)	(2.2%)
Revenue	(2,131,433)	(708,904)	(2,124,033)	-	-	-	(2,124,033)	7,400	(0.3%)
Net Expenditures	2,029,800	2,009,310	1,962,900	(18,500)	-	-	1,944,400	(85,400)	(4.2%)
Facilities									
Expense	6,887,283	6,063,019	7,066,500	81,700	60,900	-	7,209,100	321,817	4.7%
Revenue	(3,276,883)	(1,564,013)	(3,017,200)	-	-	-	(3,017,200)	259,683	(7.9%)
Net Expenditures	3,610,400	4,499,006	4,049,300	81,700	60,900	-	4,191,900	581,500	16.1%
Parks & Open Space									
Expense	364,000	349,013	365,400	-	-	-	365,400	1,400	0.4%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	364,000	349,013	365,400	-	-	-	365,400	1,400	0.4%
Community Development									
Expense	458,000	344,902	504,700	-	-	-	504,700	46,700	10.2%
Revenue	(10,400)	(7,199)	(10,400)	-	-	-	(10,400)	-	0.0%
Net Expenditures	447,600	337,703	494,300	-	-	-	494,300	46,700	10.4%
Total									
Expense	12,882,616	10,444,030	13,094,733	63,200	60,900	-	13,218,833	336,217	2.6%
Revenue	(5,440,316)	(2,532,778)	(5,173,233)	-	-	-	(5,173,233)	267,083	(4.9%)
Total Net Expenditures	7,442,300	7,911,252	7,921,500	63,200	60,900	-	8,045,600	603,300	8.1%

The 2021 Operating Budget proposes a net expenditure increase of \$603,300, or 8.1%. The break-down of major budget changes are as follows:

- Increase of \$290,600 or 3.9% within the department for compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.0% proposed phased-in non-union economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- Base budget decrease in revenue of \$267,083 resulting from the recommendations outlined in RP-2020-0004 Recreation Rates and Fees Final Strategy – Final Report. The main contributor to this budget adjustment is the reduction in ice rates to align with the high end municipal comparators.
- Pre-approved capital impact to the operating budget of \$63,200 through the 2019 capital budget process for the operations of the Acton Youth Centre.
- Pre-budget approval of \$60,900 for an additional 2,400 hours for PT Arena CUPE staff resulting from the 2019 Collective Agreement.
- Base budget decreases in expenses of \$37,500 due to changes in program & service delivery and the alignment of budgets to actuals.

Recreation & Parks Capital Forecast 2021 - 2030

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
FACILITIES												
8211-02-2401	ACC Exterior Window and Door Sealant	-	-	-	15,000	-	-	-	-	-	-	15,000
8213-06-2101	Acton Arena CC Hall Water Softener Replace	-	10,000	-	-	-	-	-	-	-	-	10,000
8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
8211-02-2101	Acton Arena Concession Cabinetry	-	15,000	-	-	-	-	-	-	-	-	15,000
8211-02-2204	Acton Arena Dehumidification Unit	-	-	150,000	-	-	-	-	-	-	-	150,000
8211-02-1902	Acton Arena Emergency Light Replacement	15,500	-	-	-	-	-	-	-	-	-	15,500
8211-02-2208	Acton Arena Exit Light Fixtures Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2206	Acton Arena Exterior Lighting Replacement	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-1706	Acton Arena HVAC Replacement	-	200,000	-	-	-	-	-	-	-	-	200,000
8211-02-2205	Acton Arena Interior Lighting	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-06-3002	Acton Arena Kitchen Appliances Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
8211-06-2101	Acton Arena Lobby A/C Installation	-	35,000	-	-	-	-	-	-	-	-	35,000
8211-02-1702	Acton Arena Lobby Stairs Railings	-	-	-	-	-	-	-	20,000	-	-	20,000
8211-02-2202	Acton Arena MUA Unit	-	200,000	-	-	-	-	-	-	-	-	200,000
8211-02-1704	Acton Arena Replace Glycol Pump	-	-	-	-	15,000	-	-	-	-	-	15,000
8211-02-1801	Acton Arena Roof Replacement	-	-	-	-	-	-	-	400,000	-	-	400,000
8211-02-2203	Acton Arena RTU	-	-	40,000	-	-	-	-	-	-	-	40,000
8211-02-2209	Acton Arena Security System CCTV	-	-	11,000	-	-	-	-	-	-	-	11,000
8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	-	-	18,000	-	-	18,000
8430-02-3001	Acton Library Exterior Windows Sealing	-	-	-	-	-	-	-	-	-	15,000	15,000
8230-02-3001	AIP Flooring Replacement	-	-	-	-	-	-	-	-	-	15,000	15,000
8230-06-1701	AIP Mechanical Upgrades	-	-	-	16,000	-	-	-	-	-	-	16,000
8230-02-2201	AIP Pool Tank Repairs	-	80,000	-	-	-	-	-	-	-	-	80,000
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
8230-02-2602	AIP Sink Replacements	-	-	-	-	-	10,000	-	-	-	-	10,000
8230-02-2601	AIP Wall Painting & Repairs	-	-	-	-	-	15,000	-	-	-	-	15,000
8200-25-0101	Arena Ice Resurfacer	-	115,000	115,000	-	115,000	-	115,000	-	115,000	-	575,000
8240-22-1501	Arts, Cultural Centre Strategic Plan	-	-	25,000	-	-	-	-	-	-	-	25,000
8002-10-0101	Capital Project Management	176,200	-	-	-	-	-	-	-	-	-	176,200
8220-02-3003	Cedarvale CC Ceiling Replacement	-	-	-	-	-	-	-	-	-	30,000	30,000
8220-02-3001	Cedarvale CC Exterior Window Sealing	-	-	-	-	-	-	-	-	-	10,000	10,000
8220-02-3002	Cedarvale CC Flooring Replacement	-	-	-	-	-	-	-	-	-	10,000	10,000
8221-02-2101	Cedarvale Cottage Electrical Upgrades	-	-	-	-	-	-	-	-	-	-	15,500
8240-02-3001	Cultural Centre Exterior Wall Refurbishment	-	-	-	-	-	-	-	-	-	15,000	15,000
8240-02-2001	Cultural Centre Exterior Windows	-	-	-	-	-	-	-	40,000	-	-	40,000
8240-06-1701	Cultural Centre Theatre Curtain Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
8200-06-1601	Facility Boom Lift	-	-	80,000	-	-	-	-	-	-	-	80,000
8200-02-0101	Facility Structural Repairs	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	720,000
8261-12-1701	GCC Parking Lot Resurfacing	-	400,000	-	-	-	-	-	-	-	-	400,000
8261-02-2501	GCC Pool Filters	-	-	-	-	15,000	-	-	-	-	-	15,000
8221-06-1601	GCC Replace Closed Circuit Camera System	-	21,000	-	-	-	-	-	-	-	-	21,000
8261-02-2502	GCC Replace Exhaust Fans	-	-	-	-	20,000	-	-	-	-	-	20,000
8221-06-1502	GCC Replace Fire Alarm System	-	19,000	-	-	-	-	-	-	-	-	19,000
8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	-	-	55,000	-	-	55,000
8221-02-1701	GCC Roof Maintenance	-	-	-	-	25,000	-	-	-	-	25,000	50,000

Recreation & Parks Capital Budget

2021

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
8261-02-1403	GCC RTU's	-	-	-	-	70,000	-	-	-	-	70,000	140,000
8261-02-1402	GCC Unit Heaters	-	-	-	6,000	-	-	-	-	-	-	6,000
8231-06-1701	GIP Equipment Replacement	-	24,000	-	-	-	-	-	-	-	-	24,000
8231-06-1602	GIP Filter Replacement	-	72,000	-	-	-	-	-	-	-	-	72,000
8231-02-2103	GIP Floor Replacements	-	-	-	-	-	15,000	-	-	-	-	15,000
8231-02-1801	GIP Floor Tiling	-	84,000	-	-	-	-	-	-	-	-	84,000
8231-02-1501	GIP Partition Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
8231-02-2201	GIP Pool Tank Repairs	-	80,000	-	-	-	-	-	-	-	-	80,000
8231-02-2101	GIP Replace Main Electrical	-	22,000	-	-	-	-	-	-	-	-	22,000
8231-02-2102	GIP Roof Replacement	-	-	-	-	20,000	-	-	-	-	-	20,000
8231-02-2601	GIP Sink Replacements	-	-	-	-	-	10,000	-	-	-	-	10,000
8251-02-0103	MMSP 10+ Ton HVAC Replacement	-	35,000	-	35,000	-	-	-	-	-	-	70,000
8251-02-0101	MMSP 5-10 Ton HVAC Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
8251-02-2203	MMSP Alcott Skate Tile Replacement	-	-	-	-	-	-	-	300,000	-	-	300,000
8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	60,000	-	-	-	-	-	-	-	-	60,000
8251-02-3003	MMSP Bathroom Fixtures	-	-	-	-	-	-	-	-	-	25,000	25,000
8251-02-2201	MMSP Ceiling Refurbishment	-	35,000	-	-	-	-	-	-	-	-	35,000
8251-22-1501	MMSP Computerized Energy Audit	-	50,000	-	-	-	-	-	-	-	-	50,000
8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	-	-	15,000	-	-	15,000
8251-02-3004	MMSP Domestic Water Distribution	-	-	-	-	-	-	-	-	-	200,000	200,000
8251-06-3001	MMSP Domestic Water Heaters	-	-	-	-	-	-	-	-	-	70,000	70,000
8251-02-2202	MMSP Exterior Door Replacement	-	-	-	13,000	-	-	-	-	-	-	13,000
8251-06-3004	MMSP Exterior Light Fixtures	-	-	-	-	-	-	-	-	-	50,000	50,000
8251-06-3003	MMSP Exterior Lighting	-	-	-	-	-	-	-	-	-	150,000	150,000
8251-02-3002	MMSP Flooring Replacement	-	-	-	-	-	-	-	-	-	80,000	80,000
8251-02-3005	MMSP Gas Supply	-	-	-	-	-	-	-	-	-	100,000	100,000
8251-02-3001	MMSP Interior Doors	-	-	-	-	-	-	-	-	-	25,000	25,000
8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	-	-	500,000	-	-	-	-	500,000
8251-02-1802	MMSP Low E Ceiling	93,500	-	-	60,000	-	-	-	-	-	-	153,500
8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	-	-	300,000	-	-	-	300,000
8251-02-2204	MMSP Replace Air Distribution Systems	-	100,000	-	-	-	-	-	-	-	-	100,000
8251-06-1901	MMSP Replace Dehumidifiers	385,000	-	-	-	-	-	-	-	-	-	385,000
8251-02-2205	MMSP Replace Detection Devices	-	-	-	65,000	-	-	-	-	-	-	65,000
8251-02-2206	MMSP Replace Electrical Equipment	-	-	-	60,000	-	-	-	-	-	-	60,000
8251-02-2207	MMSP Replace Exhaust Ventilation Systems	-	250,000	-	-	-	-	-	-	-	-	250,000
8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	-	-	60,000	-	-	60,000
8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	18,000	-	-	18,000
8251-02-2209	MMSP Replace Fire Alarm Panel	-	-	-	70,000	-	-	-	-	-	-	70,000
8251-02-2211	MMSP Replace Heating Generating Systems	-	85,000	-	-	-	-	-	-	-	-	85,000
8251-02-2213	MMSP Replace MUA	-	120,000	-	-	-	-	-	-	-	-	120,000
8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	-	-	30,000	-	-	30,000
8251-02-2214	MMSP Replace Power Distribution	-	-	-	300,000	-	-	-	-	-	-	300,000
8251-02-2215	MMSP Replace Pull Stations	-	-	-	25,000	-	-	-	-	-	-	25,000
8251-02-2216	MMSP Replace RTU's	-	120,000	-	-	-	-	-	-	-	-	120,000
8251-02-2217	MMSP Replace Signal Devices	-	-	-	50,000	-	-	-	-	-	-	50,000
8251-02-2218	MMSP Replace Sprinkler System	-	-	-	100,000	-	-	-	-	-	-	100,000
8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	-	75,000	-	-	-	-	-	-	75,000
8251-02-2220	MMSP Replace Storm Drainage System	-	-	-	300,000	-	-	-	-	-	-	300,000
8251-02-2221	MMSP Replacement Sanitary Waste	-	-	-	300,000	-	-	-	-	-	-	300,000
8251-02-2101	MMSP Saputo Mechanical/Electrical HVAC Cooling	55,000	-	-	-	-	-	-	-	-	-	55,000
8251-06-3002	MMSP Signal Devices	-	-	-	-	-	-	-	-	-	50,000	50,000

Recreation & Parks Capital Budget

2021

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
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
8421-02-2601	Norval Community Centre - Electrical Upgrades	15,500	-	-	-	-	-	-	-	-	-	15,500
1000-09-0101	Office Furniture	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	380,000
8400-02-2001	Town Hall Air Handling Unit	-	450,000	-	-	-	-	-	-	-	-	450,000
8400-02-1901	Town Hall Balancing HVAC System	-	-	-	-	10,000	-	-	-	-	-	10,000
8400-02-2102	Town Hall BAS - Phase 2	275,000	-	-	-	-	-	-	-	-	-	275,000
8400-02-2501	Town Hall Cabinetry Replacement	-	-	-	-	25,000	-	-	-	-	-	25,000
8400-02-3001	Town Hall Commercial Exhaust Replacement	-	-	-	-	-	-	-	-	-	230,000	230,000
8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	-	-	300,000	-	-	-	300,000
8400-02-2201	Town Hall Domestic Water Main Replacement	-	25,000	-	-	-	-	-	-	-	-	25,000
8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	-	-	500,000	-	-	-	500,000
8400-02-2202	Town Hall Emergency Lighting Systems	-	50,000	-	-	-	-	-	-	-	-	50,000
8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	-	-	125,000	-	-	-	-	-	125,000
8400-02-2209	Town Hall Exit Light Fixtures	-	20,000	-	-	-	-	-	-	-	-	20,000
8400-02-2203	Town Hall Exterior Doors Replacement	-	-	-	-	13,000	-	-	-	-	-	13,000
8400-02-2505	Town Hall Exterior Wall and Soffit Lighting System	-	150,000	-	-	-	-	-	-	-	-	150,000
8400-02-2506	Town Hall Exterior Windows Replacement	-	-	-	-	-	-	70,000	-	-	-	70,000
8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	-	30,000	-	-	-	-	-	-	-	-	30,000
8400-02-3005	Town Hall Fire Extinguishers	-	-	-	-	-	-	-	-	-	15,000	15,000
8400-02-2507	Town Hall Flooring Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	-	-	150,000	-	-	-	150,000
8400-02-1902	Town Hall Replace HVAC Water Piping	15,500	-	-	-	-	-	-	-	-	-	15,500
8400-02-1703	Town Hall MUA Replacement	-	35,000	-	-	-	-	-	-	-	-	35,000
8400-12-1501	Town Hall Parking Lot Replacement	-	170,000	-	-	-	-	-	-	-	-	170,000
8400-02-1702	Town Hall Phased Replacement of Heat Pumps	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	510,000
8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	-	-	15,000	-	-	-	15,000
8400-02-3006	Town Hall Power Distribution	-	-	-	-	-	-	-	-	-	75,000	75,000
8400-02-3004	Town Hall Pull Stations	-	-	-	-	-	-	-	-	-	25,000	25,000
8400-02-2005	Town Hall Renovations - Ph 1	525,000	-	-	-	-	-	-	-	-	-	525,000
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
8400-02-2401	Town Hall Security System (CCTV)	-	110,000	-	-	-	-	-	-	-	-	110,000
8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	-	-	33,000	-	-	-	33,000
8400-02-3002	Town Hall Sprinkler Replacement	-	-	-	-	-	-	-	-	-	250,000	250,000
8400-02-3003	Town Hall Stand Pipe & Fire	-	-	-	-	-	-	-	-	-	50,000	50,000
8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
8400-02-2301	Town Hall LCBD Window and Entrance replacement	-	-	557,000	-	-	-	-	-	-	-	557,000
8400-02-2302	Town Hall LCBD Ceiling Finishes	-	-	58,000	-	-	-	-	-	-	-	58,000
8400-02-2511	Town Hall LCBD Plumbing and Drainage (Replace DHW)	-	-	-	-	19,000	-	-	-	-	-	19,000
8400-02-2402	Town Hall LCBD Lighting, Devices, Heating	-	-	-	606,000	-	-	-	-	-	-	606,000
8400-02-2210	Town Hall LCBD Fittings and Equipment	-	34,000	-	-	-	-	-	-	-	-	34,000
8400-02-2601	Town Hall LCBD Geothermal System	-	-	-	-	-	444,000	-	-	-	-	444,000
8400-02-2602	Town Hall LCBD Carport PV Arrays	-	-	-	-	-	994,000	-	-	-	-	994,000
Subtotal		1,669,700	4,186,000	1,215,000	2,264,000	640,000	2,156,000	1,651,000	1,134,000	283,000	1,773,000	16,971,700

Recreation & Parks Capital Budget

2021

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
PARKS & OPEN SPACE												
8500-24-2301	Birchway Place Trail Connection (Ph. 1)			35,000								35,000
8500-24-2401	Birchway Place Trail Connection (Ph. 2)				45,000							45,000
8500-11-1501	Cedarvale Park Master Plan Implementation	-	250,000	-	-	-	-	-	-	-	-	250,000
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
8500-11-0108	Court Revitalization & Repairs	15,000			15,000			15,000			15,000	60,000
8500-10-2101	Fairy Lake Water Quality - CVC Partnership	25,000										25,000
8500-11-1603	Fairy Lake Water Quality Implementation	-	132,000	-	-	-	-	-	-	-	-	132,000
8500-13-2301	Fitness Features - Community Park			40,000								40,000
8304-11-2001	GCC Tennis Court Resurfacing	-	-	-	-	-	-	-	125,000	-	-	125,000
8500-11-2204	Gellert Splash Pad Resurfacing	-	90,000	-	-	-	-	-	-	-	-	90,000
8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	-	400,000	-	-	400,000
8500-11-2101	Glen Williams Park Master Plan Implementation	-	-	250,000	-	-	-	-	-	-	-	250,000
8500-11-2006	Hornby Park Revitalization	-	300,000	-	-	-	-	-	-	-	-	300,000
8500-11-0105	Irrigation Repairs	15,000	-	45,000	-	45,000	-	45,000	-	45,000	-	195,000
8500-11-2113	Mill Street Parkette	-	100,000	-	-	-	-	-	-	-	-	100,000
8500-11-1504	MMSP Skatepark Revitalization & Renewal	-	600,000	-	-	-	-	-	-	-	-	600,000
8500-22-1801	Norval Park Master Plan Implementation	-	171,000	-	-	-	-	-	-	-	-	171,000
8500-11-2002	Open Space Management	-	20,000	-	-	-	-	-	-	-	-	20,000
8500-11-0107	Park Electrical Repairs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
8500-12-0101	Park Parking Lot Surfacing	-	-	250,000	-	250,000	-	-	-	-	-	500,000
8500-24-0111	Park Pathway Lighting Replacement	-	160,000	160,000	150,000	150,000	-	-	-	-	-	620,000
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
8500-11-0106	Park Pavilion Repairs	50,000	75,000	-	-	-	-	-	-	-	-	125,000
8500-11-2107	Park Pylon Sign	-	70,000	-	-	-	-	-	-	-	-	70,000
8500-18-1801	Parks and Facilities Signage	-	150,000	-	-	-	-	-	-	-	-	150,000
8500-11-0102	Parks Revitalization & Renewal	15,000	145,000	150,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	1,470,000
8500-11-0115	Parks Tree Planting	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
8500-11-1911	Pedestrian Bridge Replacement	-	115,000	-	-	-	-	-	-	-	-	115,000
8500-13-0106	Play Equipment Replacement	185,400	225,000	110,000	120,000	130,000	140,000	140,000	140,000	140,000	140,000	1,470,400
8500-19-0109	Playing Field Rehabilitation	45,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	585,000
8500-06-2001	Portable Water Dispenser	-	50,000	-	-	-	-	-	-	-	-	50,000
8500-11-2405	Prospect Park & Rotary Park Lighting Improvements				100,000							100,000
8500-11-2206	Prospect Park Boat Ramp Revitalization		25,000									25,000
8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	-	-	400,000	-	-	-	400,000
8301-11-2001	Prospect Tennis Ct Resurfacing	-	70,000	-	-	-	-	-	-	90,000	-	160,000
8500-11-1606	Remembrance Park Mechanical Room Upgrades	12,000	75,000	-	-	-	-	-	-	-	-	87,000
8500-11-2601	Splash Pad Surfacing Repairs DG	-	-	-	-	-	-	-	-	70,000	-	70,000
8500-19-0107	Sportsfield Lighting Replacement	-	450,000	-	-	450,000	-	-	-	-	-	900,000
8300-11-0104	Tennis Court Lighting Replacement	-	175,000	-	-	-	-	-	-	-	-	175,000
8200-03-1701	Tennis Court New Facility					600,000						600,000
8500-24-0102	Trails Revitalization & Renewal	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,300,000
8500-24-0110	Trails System	-	240,000	260,000	280,000	300,000	300,000	300,000	300,000	300,000	300,000	2,580,000
8500-24-2201	Trails System – TSP to Black Creek Estates		100,000									100,000
8500-19-1801	TSP Field of Dreams - Phase 1	103,000										103,000
8500-10-2201	UCC Trail Partnership		175,000									175,000
Subtotal		610,400	4,418,000	1,555,000	1,115,000	2,340,000	865,000	1,325,000	1,390,000	1,070,000	880,000	15,568,400

Recreation & Parks Capital Budget

2021

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
CEMETERIES												
8500-11-0103	Cemetery Revitalization & Renewal	15,000	90,000	100,000	100,000	110,000	120,000	120,000	120,000	120,000	120,000	1,015,000
8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Subtotal		25,000	100,000	110,000	110,000	120,000	130,000	130,000	130,000	130,000	130,000	1,115,000
GROWTH												
8500-11-2110	Dominion Gardens Park Master Plan Implementation PH3	-	660,000	-	-	-	-	-	-	-	-	660,000
8200-22-1301	Facility Space Provision Study	-	-	165,000	-	-	-	-	-	-	-	165,000
8261-03-2001	GCC Phase 2 Construction	-	25,000,000	-	-	-	-	-	-	-	-	25,000,000
8500-11-2005	Gellert Park Expansion	-	-	6,000,000	-	-	-	-	-	-	-	6,000,000
8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
8500-11-1805	Halton Hills Drive Park	-	414,000	-	-	-	-	-	-	-	-	414,000
8500-11-2114	Hungry Hollow - MECP Trail Permit Compensation	100,000	-	-	-	-	-	-	-	-	-	100,000
8500-24-2001	Hungry Hollow Trails Ph 4 - MECP Permit Trail Section	386,300	-	-	-	-	-	-	-	-	-	386,300
8500-11-2112	Lindsey Court Park	-	-	225,000	-	-	-	-	-	-	-	225,000
8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	450,000	-	-	-	-	-	-	-	-	450,000
8500-11-2102	Multi Purpose Courts	-	-	-	185,000	-	-	-	-	-	-	185,000
8500-11-1703	Neighbourhood Level Skate Features	-	148,000	-	-	-	-	-	-	-	-	148,000
8500-08-2001	Property Acquisition Parks & Open Spaces	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
8500-11-1807	Rennie St. Park Ph 2	-	210,000	-	-	-	-	-	-	-	-	210,000
8500-11-2003	Tolton Lands Redevelopment	824,000	-	-	-	-	-	-	-	-	-	824,000
8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	735,400	-	-	-	-	-	-	-	-	-	735,400
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
8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	420,000	-	-	-	-	-	420,000
8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	450,000	-	-	-	-	450,000
8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	270,000	-	-	-	-	-	-	270,000
8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	270,000	-	-	-	-	-	270,000
8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	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
8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	-	225,000	-	-	-	-	-	225,000
8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	225,000	-	225,000
8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Subtotal		2,045,700	28,182,000	6,390,000	905,000	915,000	675,000	-	1,000,000	4,800,000	425,000	45,337,700
TOTAL RECREATION & PARKS		4,350,800	36,886,000	9,270,000	4,394,000	4,015,000	3,826,000	3,106,000	3,654,000	6,283,000	3,208,000	78,992,800

2021 Capital Budget and 2022 – 2030 Forecast Highlights

The Recreation & Parks Department's 2021 capital budget allocation of \$4,350,800 is broken out as follows: new park and trail development 49%, facility repair and revitalization 34%, parks and trails repair and revitalization 12%, and staffing and studies at 5% of the total budget.

- Gellert Phase 2 is the largest project in the 2021-2030 Capital Forecast for Recreation and Parks at an estimated cost of \$25,000,000. Construction will commence following the completion of the design and engineering phase. 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. Additional program space has been identified in order to support community recreational activities, seniors and youth programming by the Town in the future.
- Repair and maintenance of existing assets at a cost of \$11,726,500 as per the Town's Corporate Asset Management Plan.
- Phase 1 of Town Hall renovations accounts for \$525,000 of the budget in 2021.
- \$176,500 in Capital Project Management to fund the position of Manager of Facility Capital Projects. This position is essential for the delivery of major facility capital projects within Recreation and Parks.
- Low Carbon Design Briefs are forecasted at \$2,712,000 for retrofits and renewable energy projects at Town Hall in order to achieve net-zero carbon.
- Upgrades to the security systems at Town Hall and Acton Arena & Community Centre are forecasted at a capital cost of \$321,000.
- Tolton Park is a multi-phased project which started 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 \$13,845,400. The main projects within the Parks & Open Space work plan over the next few years are:
 - TSP Field of Dreams - Phase 1 (2021) - \$103,000
 - Parks Revitalization & Renewal (2021-2030) - \$1,470,000
 - Play Equipment Replacement (2021-2030) - \$1,470,400
 - Trails Revitalization & Renewal (2021-2030) - \$1,300,000
 - Playing Field Rehabilitation (2021-2030) - \$585,000
 - Trails Systems 2022-2023 - \$2,680,000; including TSP to Black Creek Estates in 2022
 - Park Pathway Lighting Replacement (2022-2025) - \$620,000
 - MMSP Skatepark Revitalization & Renewal (2022) - \$600,000
 - Sportsfield Lighting Replacement (2025) - \$450,000

- Growth related projects within Parks & Open Space funded in the 2021-2030 Capital Budget and Plan account for \$19,048,700. 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:
 - Construction of Trafalgar Sports Park – Field of Dreams Phase 2 (2021) - \$735,400
 - Dominion Gardens Park Master Plan Implementation PH3 (2022) - \$660,000
 - Acquisition of Parks & Open Space Properties (2022) - \$1,000,000
 - Lion’s Club Park - Dayfoot Drive (2022) - \$450,000
 - Gellert Park Expansion (2023) - \$6,000,000

Recreation & Parks

2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
340	8002-10-0101	Capital Project Management		176,200	176,200	-	-	176,200	-	-
341	8211-02-1902	Acton Arena Emergency Light Replacement	4.80	15,500	15,500	-	-	15,500	-	-
342	8500-13-0106	Play Equipment Replacement	4.10	185,400	185,400	-	-	185,400	-	-
343	8400-02-1702	Town Hall Phased Replacement of Heat Pumps	4.00	60,000	60,000	50,000	-	10,000	-	-
344	8500-11-2004	Trafalgar Sports Park Field of Dreams Phase 2	4.00	735,400	735,400	-	655,000	30,400	50,000	-
345	8251-02-2101	MMSP Saputo Mechanical/Electrical HVAC Cooling	3.80	55,000	55,000	-	-	55,000	-	-
346	8400-02-1902	Town Hall Replace HVAC Water Piping	3.70	15,500	15,500	-	-	15,500	-	-
347	8221-02-2101	Cedarvale Cottage Electrical Upgrades	3.60	15,500	15,500	-	-	15,500	-	-
348	8421-02-2601	Norval Community Centre - Electrical Upgrades	3.60	15,500	15,500	-	-	15,500	-	-
349	8500-11-1606	Remembrance Park Mechanical Room Upgrades	3.60	12,000	12,000	-	-	12,000	-	-
350	8251-06-1901	MMSP Replace Dehumidifiers	3.50	385,000	385,000	-	-	385,000	-	-
351	8500-11-0103	Cemetery Revitalization & Renewal	3.40	15,000	15,000	-	-	15,000	-	-
352	8500-19-0109	Playing Field Rehabilitation	3.40	45,000	45,000	-	-	45,000	-	-
353	8500-19-1801	TSP Field of Dreams - Phase 1	3.40	103,000	103,000	-	92,000	11,000	-	-
354	8500-11-0102	Parks Revitalization & Renewal	3.30	15,000	15,000	15,000	-	-	-	-
355	8500-11-0107	Park Electrical Repairs	3.30	15,000	15,000	-	-	15,000	-	-
356	8500-24-0102	Trails Revitalization & Renewal	3.30	130,000	130,000	130,000	-	-	-	-
357	8251-02-1802	MMSP Low E Ceiling	3.20	93,500	93,500	-	-	93,500	-	-
358	8400-02-2102	Town Hall BAS - Phase 2	3.20	275,000	275,000	-	-	275,000	-	-
359	8400-02-2005	Town Hall Renovations - Ph 1	3.00	525,000	525,000	-	-	525,000	-	-
360	8500-10-2101	Fairy Lake Water Quality - CVC Partnership	3.00	25,000	25,000	-	-	25,000	-	-
361	8500-11-2003	Tolton Lands Redevelopment	3.00	824,000	824,000	-	624,000	80,000	120,000	-
362	8500-11-2114	Hungry Hollow - MECP Trail Permit Compensation	3.00	100,000	100,000	-	90,000	10,000	-	-
363	8500-24-2001	Hungry Hollow Trails Ph 4 - MECP Permit Trail Section	3.00	386,300	386,300	-	344,000	42,300	-	-
364	8500-11-0105	Irrigation Repairs	2.90	15,000	15,000	-	-	15,000	-	-
365	8500-11-0106	Park Pavilion Repairs	2.90	50,000	50,000	-	-	50,000	-	-
366	8500-11-0108	Court Revitalization & Repairs	2.90	15,000	15,000	-	-	15,000	-	-
367	8500-11-1903	Hillcrest Cemetery Revitalization & Renewal	2.90	10,000	10,000	-	-	10,000	-	-
368	1000-09-0101	Office Furniture	2.80	38,000	38,000	38,000	-	-	-	-
2021 Total				4,350,800	4,350,800	233,000	1,805,000	2,142,800	170,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 8002-10-0101	Project Name Capital Project Management		2021 Budget \$176,200
Department Recreation & Parks		Division Facilities	Project Manager Warren Harris
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$176,200
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date December 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: Funding of a position responsible for the delivery of major facility capital projects in Recreation and Parks.			
Deliverables: Completion of projects funded through past approved capital budgets and management of current capital facility program. Completion of corporate initiatives in facility planning, studies, corporate energy, and asset management processes.			
Benefits: Project management of facility capital projects, integration of corporate energy objectives, coordination of corporate asset management objectives. Timely completion of an updated facility capital project system.			
Risks If Not Implemented: Deferral of capital project completion, unmet targets for corporate energy and asset management, increased costs for external consultants.			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 8211-02-1902	Project Name Acton Arena Emergency Light Replacement		2021 Budget \$15,500
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$15,500
Target Start Date June 2021			
Target Completion Date July 2021			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description

Scope: Replacement of existing emergency light system in the Townsley Rink. Current system is beyond life-cycle and repairs hindered by inability to access some parts.

Deliverables: New emergency light system.

Benefits: New system will provide a better level of service and be more reliable.

Risks If Not Implemented: Current emergency lighting components in the Townsley rink could fail leading to loss of service, safety concerns. Replacements of individual components not available anymore and would require full replacement if any components were to fail. Will lead to longer delays and loss of service.

Additional Information:

2021 Capital Project Information Sheet

Project No. 8500-13-0106	Project Name Play Equipment Replacement		2021 Budget \$185,400
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$185,400
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	<p>The scope of work for this project includes the replacement of playground equipment at Morden Neilson Park and Bovis Park; and full safety base replacement at Danville and Kinsmen Parks, as well as additional safety base materials for topping up other existing playgrounds.</p> <p>The playgrounds listed above require the most maintenance to ensure they meet the CSA/Z614 Children's Play Space and Safety Guidelines due to the age of the equipment and other minor hazards.</p>		
Deliverables:	<p>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.</p>		
Benefits:	<p>The local neighbourhoods will benefit by the replacement of equipment that complies with current safety standards, increases play value and improves accessibility.</p> <p>A Multi-year phased program allows the works to be done over time gradually.</p>		
Risks If Not Implemented:	<p>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.</p>		
Additional Information:	<p>The works will also improve the level of service related to quality of the playgrounds.</p>		

2021 Capital Project Information Sheet

Project No. 8400-02-1702	Project Name Town Hall Phased Replacement of Heat Pumps		2021 Budget \$60,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources	Amount
Target Start Date January 2021		Capital Replacement Reserve	\$10,000
Target Completion Date December 2021		Base Capital Budget	\$50,000
Future Period Capital Requirements Annual		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	Town Hall phased heating and cooling provided through a system of 52 heat pumps of various sizes. Heat pumps now at the end of their life cycle. Several pumps require major repairs each year. 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 improved operating and energy efficient system. Replacement and installation of selected heat pumps with new heat pump units.
Benefits:	New units will be more energy efficient and have controls capable of being supported by automated and more efficient systems. New units will be compatible with Town hall Design Brief recommendations and net zero objectives.
Risks If Not Implemented:	Current heat pumps at end of life cycle. Units can expect imminent failure and parts/maintenance repairs not available on older units any longer. Units provide heat and cooling to selected areas of Town Hall. Failure to replace prior to units failing could lead to lengthy procurement and costly repairs impacting the level of service.
Additional Information:	Expected to also improve cost efficiency through energy efficiencies of new units.

2021 Capital Project Information Sheet

Project No. 8500-11-2004	Project Name Trafalgar Sports Park Field of Dreams Phase 2		2021 Budget \$735,400
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
		DC - Recreation & Parks Services	\$655,000
Target Start Date September 2021	Contr/ Recovery/ Subsidy		\$50,000
Target Completion Date April 2022	New Capital		\$30,400
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase <input type="checkbox"/>	
Operating Impact \$19,000		Construction Phase <input checked="" type="checkbox"/>	
Description			
Scope:	<p>The scope of this project includes the construction of a major washroom/concession building at Trafalgar Sports Park, including site servicing. The project is a joint capital project with Halton Hills Minor Baseball and Georgetown Slo-pitch, approved in principle by Council through Report R-2017-0030, which identified the need for additional major ball diamonds and the washroom building, and included the details of the joint capital project.</p> <p>The design process began in 2020, and will also consider innovative alternatives related to Climate Change / Sustainable building solutions.</p>		
Deliverables:	Construction of a washroom/concession building, including servicing 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:			

2021 Capital Project Information Sheet

Project No. 8251-02-2101	Project Name MMSP Saputo Mechanical/Electrical HVAC Cooling		2021 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 January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	

Description	
Scope:	Design and installation of HVAC cooling capacity for the 2nd floor mechanical room on the Saputo rink of MMSP. The room currently has no cooling capacity, capable of ensuring that the electrical infrastructure within the space, and in particular its emergency system batteries, is protected from shortened life cycles because of excessive heat.
Deliverables:	Design and engineering of a cooling system capable of protecting equipment housed in the space from heat damage. Vendor contract to complete construction of designed mechanical solutions.
Benefits:	An effective cooling system will reduce life-cycle wear on existing battery systems housed in this space. Reduces the need and expense of frequent replacement and risk of failure of batteries before a replacement is effected.
Risks If Not Implemented:	Electrical systems components (emergency system batteries) will fail prematurely incurring expense and safety risk if batteries in system do fail.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 8400-02-1902	Project Name Town Hall HVAC Water Pipe Replacement		2021 Budget \$15,500
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$15,500
Target Start Date January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase	<input type="checkbox"/>	
Operating Impact \$0	Construction Phase	<input type="checkbox"/>	
Description			
<p>Scope: Replacement of water piping feeding the heat pump system for HVAC. Piping is at end of life-cycle and some piping is expected to fail in the future. Best efficiency would be to replace piping be in conjunction with heat pump replacement.</p>			
<p>Deliverables: Vendor contract to replace water piping.</p>			
<p>Benefits: New water piping will ensure continued efficient operation of the HVAC system.</p>			
<p>Risks If Not Implemented: Water piping will fail in areas, causing failure of HVAC components to deliver heating or cooling. Failure could lead to additional damages and incur additional repair expenses.</p>			
<p>Additional Information:</p>			

2021 Capital Project Information Sheet

Project No. 8221-02-2101	Project Name Cedarvale Cottage Electrical Upgrades		2021 Budget \$15,500
Department Recreation & Parks		Division Facilities	Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$15,500
Target Start Date February 2021			
Target Completion Date July 2021			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>
Description			
Scope: Upgrading Electrical Panels and electrical as per BCA and ESA standards.			
Deliverables: Procure 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:			

2021 Capital Project Information Sheet

Project No. 8421-02-2601	Project Name Norval Community Centre - Electrical Upgrades		2021 Budget \$15,500
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$15,500
Target Start Date February 2021			
Target Completion Date July 2021			
Future Period Capital Requirements \$0	Project Phase Study/Design Phase <input type="checkbox"/>		
Operating Impact \$0	Construction Phase <input type="checkbox"/>		
Description			
Scope: Upgrading Electrical Panels as per 2016 BCA.			
Deliverables: Procure 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:			

2021 Capital Project Information Sheet

Project No. 8500-11-1606	Project Name Remembrance Park Mechanical Room Upgrades		2021 Budget \$12,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$12,000
Target Start Date April 2021			
Target Completion Date November 2021			
Future Period Capital Requirements Operating Impact	\$75,000 \$0	Project Phase Study/Design Phase Construction Phase	<input checked="" type="checkbox"/> <input type="checkbox"/>

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

2021 Capital Project Information Sheet

Project No. 8251-06-1901	Project Name MMSP Replace Dehumidifiers		2021 Budget \$385,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$385,000
Target Start Date April 2021			
Target Completion Date August 2021			
Future Period Capital Requirements \$0	Project Phase	Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	

Description	
Scope:	Alcott and Fernbrook rinks served with a single dehumidification unit. Unit is at end of life-cycle. As per a design review by consultants efficient de-humidification can only be achieved with separate units for each rink. This is required to maintain proper ice and efficiently control the arena environment. Properly controlled environment ensures effective and efficient use of energy resources. Addition of a second dehumidification unit, structural upgrades and delivery system to serve Alcott.
Deliverables:	Design and engineering of a replacement dehumidification unit capable of delivering required service for both rinks. Vendor contract to supply and install the specified and required unit(s).
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:	

2021 Capital Project Information Sheet

Project No. 8500-11-0103	Project Name Cemetery Revitalization & Renewal			2021 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		January 2021		<div><div><div><div><div></div></div></div><div><div><div></div></div></div></div></div>	
Target Completion Date		December 2021			
Future Period Capital Requirements		Annual		Project Phase	Study/Design Phase
Operating Impact		\$0			Construction Phase

Description	
Scope:	The scope of this project includes archaeological investigations to confirm the availability of additional space for ground burial plots/options at Greenwood Cemetery, as recommended by the Cemetery Business Plan.
Deliverables:	The primary deliverable of this project is the completion of archaeological studies to meet requirements of the Bereavement Authority of Ontario requirements for identifying new plots.
Benefits:	Additional options for ground plots are critical to generate revenue which can be directed to the Cemetery Reserve to fund future capital replacements and repairs. There are limited ground burial options available at Greenwood Cemetery.
Risks If Not Implemented:	Greenwood Cemetery has a limited number of burial plots remaining. The Town needs to offer options for interments. If ground options are not identified, the Town risks losing potential revenue from interments and sales, and cemetery operation costs will have a greater impact on the operating budget.
Additional Information:	Maintain flexible options for customers.

2021 Capital Project Information Sheet

Project No. 8500-19-0109	Project Name Playing Field Rehabilitation			2021 Budget \$45,000	
Department Recreation & Parks		Division Parks & Open Space		Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve			Amount \$45,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/>			
Target Completion Date December 2021					
Future Period Capital Requirements Annual		Construction Phase <input type="checkbox"/>			
Operating Impact \$0					

Description	
Scope:	<p>The project scope includes the replacement of existing playing field fixtures that are a potential hazard and/or require on-going maintenance to repair and keep in good condition; including field drainage repairs at Acton Sports Park, repairs to outfield fencing at various ball diamonds, and backstop replacements.</p> <p>The annual playing field rehabilitation program maintains basic civic standards of quality for playfields.</p>
Deliverables:	The primary deliverables are the removal of existing fixtures and replacements/repairs to existing sports fields.
Benefits:	The quality of recreational facilities will be improved as identified as a need in the Recreation and Parks Strategic Action Plan.
Risks If Not Implemented:	The fields may become unplayable due to failing equipment, and would have to be taken out of service, impacting sport user group field season and affecting ability to register additional players.
Additional Information:	The works will also improve the level of service related to quality of the sports fields.

2021 Capital Project Information Sheet

Project No. 8500-19-1801	Project Name TSP Field of Dreams - Phase 1		2021 Budget \$103,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date April 2021		DC - Recreation and Parks Services	\$92,000
Target Completion Date November 2021		New Capital	\$11,000
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$1,000			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	The scope of this project includes the design and construction of parking lot and pathway lighting, as well as entrance features and wayfinding signage at Trafalgar Sports Park. As part of the original construction project of the Field of Dreams Project, the construction of parking lot and pathway lighting was not included due to an initial shortfall in funding (Hornby Park sale not finalized). The sale of Hornby Park has now provided the funding for completion of the works, in coordination with the construction of the main washroom building which is currently being designed, and is anticipated to be constructed in 2021-2022. Given the addition of 3 lit baseball diamonds, additional lit parking and pathway lights are required. Now that a significant portion of the park is complete, entrance features are appropriate to demarcate the major entrance to the park and additional wayfinding signage is required.
Deliverables:	Design and Construction of pathway and parking lot lighting, main entrance features at Trafalgar Sports Park as well as additional wayfinding signage.
Benefits:	Lit parking and pathways are required to connect to lit sportsfields and amenities. Completion of the main entrance features will provide a prominent entrance to the Park from Trafalgar Road at the main entrance. Wayfinding signage will make for efficient circulation through the site.
Risks If Not Implemented:	<p>There are safety concerns with having lit sportsfields without lit pathways and parking areas to serve them.</p> <p>The park entrance will not be consistent with other major parks.</p>
Additional Information:	Provide appropriate level of lighting for parking and pedestrian areas for nighttime use, and wayfinding signage and entrance features consistent with other community parks (i.e. Gellert Community Park, Acton Sports Park).

2021 Capital Project Information Sheet

Project No. 8500-11-0102	Project Name Parks Revitalization & Renewal		2021 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space	Funding Sources Base Capital Budget		Amount \$15,000
Target Start Date January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements Annual	Project Phase		Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	<p>The focus of this project is to maintain basic civic standards of quality for Town 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. In the 2021, there will be repairs done to the Prospect Park Leash Free Park Entrance.</p> <p>The Prospect Park Leash free Park fencing/gate and surfacing are no longer able to be repaired, and require replacement to ensure functioning.</p>
Deliverables:	The primary deliverable of this project repairs to the Prospect Park Leash Free Park entrance (fencing and gates and surfaces).
Benefits:	The local neighbourhoods will benefit by the replacement of structures that reduce the need for on-going repairs. The project also supports a sound financial investment through more efficient systems with reduced long-term operating costs.
Risks If Not Implemented:	Existing equipment will continue to deteriorate beyond repair and there will be increased maintenance requirements and/or safety issues that emerge.
Additional Information:	Also maintain quality.

2021 Capital Project Information Sheet

Project No. 8500-11-0107	Project Name Park Electrical Repairs		2021 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$15,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	The focus of this project is to maintain park electrical equipment (electrical services and infrastructure) to meet required ESA standards, based on annual inspections undertaken by ESA in coordination with Parks Staff. The primary scope is replacement of existing park electrical infrastructure that is a potential hazard, is at end of life, and/or require on-going maintenance to repair and keep in good condition.		
Deliverables:	Upgraded park electrical repairs, including engineering support as required.		
Benefits:	Park users will benefit by the replacement of unsafe electrical equipment, and there will be a reduced need for on-going repairs.		
Risks If Not Implemented:	Failure to address aging and unsafe electrical infrastructure represents a significant risk of injury to park users.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 8500-24-0102	Project Name Trails Revitalization & Renewal		2021 Budget \$130,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Base Capital Budget	Amount \$130,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	<p>The objective of the trails revitalization and repair is to address an increased level of trail use and other surfacing and alignment issues that have created increased maintenance requirements or safety concerns, as well as large capital replacements of features such as boardwalks.</p> <p>The scope for 2021 includes the repairs (deck repairs) to boardwalk sections in Hungry Hollow.</p> <p>Trails are consistently identified as a high ranking community need.</p>		
Deliverables:	<p>The primary deliverable of this project is the repair of existing higher-use boardwalks which are failing, which will contribute to a safer and more sustainable trail network.</p>		
Benefits:	<p>The existing level of service of trails will be maintained by repairing sections that would have to be closed otherwise.</p>		
Risks If Not Implemented:	<p>Public safety could be compromised if boardwalk sections are not repaired, particularly in high traffic areas.</p> <p>Trail linkages could be closed if reconstruction is not undertaken.</p> <p>If trail sections are closed, there will be environmental degradation as users create informal pathways to connect along former trail routes.</p>		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 8251-02-1802	Project Name MMSP Low E Ceiling		2021 Budget \$93,500
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		Funding Sources Capital Replacement Reserve	Amount \$93,500
Target Start Date April 2021			
Target Completion Date August 2021			
Future Period Capital Requirements \$60,000	Project Phase Study/Design Phase	<input type="checkbox"/>	
Operating Impact -\$6,000	Construction Phase	<input type="checkbox"/>	

Description	
Scope:	<p>Installation of a low E ceiling on the Trans Canada Energy and Saputo rinks at the MMSP will require additional funds from the approved 2020 capital budget to complete both arenas.</p> <p>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.</p>
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:	

2021 Capital Project Information Sheet

Project No. 8400-02-2102	Project Name Town Hall BAS - Phase 2		2021 Budget \$275,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$275,000
Target Start Date	January 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>
Description			
Scope:	Building Automation System (BAS) 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.		
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:			

2021 Capital Project Information Sheet

Project No. 8400-02-2005	Project Name Town Hall Renovations - Ph 1		2021 Budget \$525,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$525,000
Target Start Date	January 2021		
Target Completion Date	December 2021		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Interim project to enhance and maximize capacity of staff to work in Town Hall. Project may include additions in furnishings, changes in customer service counters, additions of electrical and data infrastructure, structural changes to some physical spaces, etc. to better accommodate emerging needs of staff work spaces. Project to fit with overall Master Plan for Town Hall.
Deliverables:	Design and engineering for selected Town Hall work spaces and meeting amenities. Vendor contracts to complete any construction and/or furnishings and equipment purchases.
Benefits:	Capacity expansion for staff work stations utilizing current footprint of the facility. Ability to meet identified staffing requirements with appropriate work stations for the immediate future.
Risks If Not Implemented:	Additional requirements for staff work space has limited capacity to be filled from the current Town Hall facility space and resources. Will be unable to provide for healthy, safe working accommodation for staff.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 8500-10-2101	Project Name Fairy Lake Water Quality - CVC Partnership		2021 Budget \$25,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$25,000
Target Start Date April 2021			
Target Completion Date July 2023			
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 partnering with Credit Valley Conservation Authority and University of Guelph to enhance the Fairy Lake Water Quality Study Update (2020 Budget approved). The Fairy Lake Water Quality Study was delayed until 2021 due to COVID-19, however staff were working with CVC and the University on a potential partnership project in conjunction with Halton Region. The Town and Region would provide base funding for two years, which CVC and U of Guelph would leverage for matching funds through the province. The Study would complement the Water Quality study and include detailed mapping, monitoring, and modeling of current/future conditions as relate to blue green algae, and the contributing factors for Fairy Lake with consideration for Climate change adaptability and mitigation measures.
Deliverables:	Fairy Lake Water Blue Green Algae Supplemental Study, Monitoring Results, and future models.
Benefits:	Council will be better informed on the contributing factors for Blue Green Algae, as well as overall management options for and further actions/next steps to achieve Council priorities with regards to recreational use of Fairy Lake as well as Climate Change considerations, will be identified.
Risks If Not Implemented:	<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> <p>Blue Green Algae is an emerging issue and has been found repeatedly in Fairy Lake. Ongoing water quality issues could lead to the closure of Fairy Lake for recreational use (i.e. swimming).</p>
Additional Information:	The information from this study will ensure that the Town has detailed information as the results of the Water Quality Study are coordinated with the results of this more detailed scientific study.

2021 Capital Project Information Sheet

Project No. 8500-11-2003	Project Name Tolton Lands Redevelopment		2021 Budget \$824,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date April 2021		DC - Recreation and Parks Services	\$624,000
Target Completion Date April 2023		Contr/ Recovery/ Subsidy	\$120,000
Future Period Capital Requirements \$0		New Capital	\$80,000
Operating Impact \$10,000		Project Phase	Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>This project includes the environmental remediation and parks construction 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 works include removal of contaminated soils and any other remaining debris, as well park construction (trails, picnic areas, interpretive signage, park shelter).</p> <p>These works are being proposed concurrently as the clean up is required to obtain ROSC in conjunction with the design and engineering. Staff will pursue funding from FCM funding sources as well as sponsorships where appropriate.</p>
Deliverables:	Remediated site and park construction.
Benefits:	The park will provide a public park located along a key portion of the Bruce Trail and adjacent to Limehouse Park/Kilns.
Risks If Not Implemented:	<p>Costs to develop and clean up the park to environmental standards will increase. Illegal use of the site represents a risk as the public is accessing a contaminated site.</p> <p>Studies underway will become outdated, and have to be redone at increased costs.</p>
Additional Information:	Also provides local parkland for the Limehouse community and broader community as a destination park to learn about the historic lime industry in Limehouse.

2021 Capital Project Information Sheet

Project No. 8500-11-2114	Project Name Hungry Hollow - MECP Trail Permit Compensation		2021 Budget \$100,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date April 2021		DC - Recreation and Parks Services	\$90,000
Target Completion Date April 2022		New Capital	\$10,000
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 multi-year project includes the construction of Compensation Works (plantings and naturalization of existing manicured or paved areas) in Cedarvale Park required due to impacts to endangered species (Red Side Dace) as a result of the construction of the Hungry Hollow Trail linkages to Cedarvale Park/Downtown.</p> <p>This project addresses Ministry of Environment/Conservation and Parks requirements for the compensation required as conditions of the MECP Permit for the trail construction.</p>
Deliverables:	The primary deliverable of this project is the compensation plantings and naturalization in Cedarvale Park.
Benefits:	The compensation works provide a net environmental benefit to endangered species in order to ensure no impact from the trails construction, in addition to supporting trail benefits of recreational opportunities to residents as well as environmental benefit associated with alternative modes of transport.
Risks If Not Implemented:	<p>The Hungry Hollow Trail system connection to Cedarvale Park will not be able to be constructed. 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:	These works are required to implement the trail construction.

2021 Capital Project Information Sheet

Project No. 8500-24-2001	Project Name Hungry Hollow Trails Ph 4 - MECP Permit Trail Section		2021 Budget \$386,300
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources	Amount
Target Start Date April 2021		DC - Recreation and Parks Services	\$344,000
Target Completion Date April 2022		New Capital	\$42,300
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact \$0			Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	<p>The scope of this multi-year project includes the construction of trail infrastructure in Hungry Hollow, from Norval to Cedarvale Park and further to downtown.</p> <p>This phase addresses cost increases for the trail development (increased quantity of boardwalk sections, bridge spans, and enhanced environmental protection measures) required as conditions of the Ministry of Environment Conservation and Parks permit for the overall project from Downtown Georgetown (Park Avenue) to Cedarvale Park and continuing to Westbranch Drive Park which ties into the primary network of trails in 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 connecting Downtown Georgetown/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 an key major linkage from Georgetown south to Cedarvale Park and 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:	

2021 Capital Project Information Sheet

Project No. 8500-11-0105	Project Name Irrigation Repairs		2021 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$15,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	<p>The scope of this project includes the repairs to the irrigation system at Dominion Gardens Park.</p> <p>Dominion Gardens Park is a key destination park in the Town's park system, and includes the Friends of the Old Seed House Garden.</p> <p>The irrigation system allows more efficient maintenance and upkeep of the garden beds, in support of the local community group that assisted with the initial design and construction of the park, as well as ongoing maintenance.</p>		
Deliverables:	<p>The primary deliverable of this project is the repairs to the irrigation system at Dominion Gardens Park (Friends of the Old Seed House Garden).</p>		
Benefits:	<p>Replacement of the irrigation system will allow the Town and community volunteers to maintain the existing destination gardens in optimal condition for enjoyment by the general public and community groups. Irrigation is required to maintain basic civic standards of quality for destination parks/gardens.</p>		
Risks If Not Implemented:	<p>Failure of the irrigation system will impact the quality of the garden areas. Lack of irrigation will require an increase in other maintenance practices.</p>		
Additional Information:	<p>These repairs are required to maintain the consistent operability of the existing systems.</p>		

2021 Capital Project Information Sheet

Project No. 8500-11-0106	Project Name Park Pavilion Repairs			2021 Budget \$50,000	
Department Recreation & Parks		Division Parks & Open Space		Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve			Amount \$50,000
Target Start Date January 2021					
Target Completion Date December 2021					
Future Period Capital Requirements Annual		Project Phase		Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0				Construction Phase <input type="checkbox"/>	

Description	
Scope:	<p>The Scope of the project includes replacement of the roof for the park shelter located in the Lucy Maud Montgomery Children's Garden of the Senses in Norval, and at Willow Park Ecology Centre, and repairs to the Park Pergola in Remembrance Park. All park locations are destination parks or significant natural areas (Willow Park) and are used by the public in partnership with community groups for programming and activities.</p> <p>The scope will also include a comprehensive condition review of all park shelters/structures to identify future repairs required.</p>
Deliverables:	The primary deliverable of this project is the repairs to the park structures at park locations, and inspections of park structures.
Benefits:	Park Structures provide shade and shelter from the elements to park users, which is increasingly important as climate change will impact usability of parks.
Risks If Not Implemented:	Failure of the roof or structural elements could cause injury to park users, or require the structures to be closed, limiting the ability to be used by the public.
Additional Information:	The repairs are required to maintain the structures in functional condition.

2021 Capital Project Information Sheet

Project No. 8500-11-0108	Project Name Court Revitalization & Repairs		2021 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Capital Replacement Reserve	Amount \$15,000
Target Start Date April 2021			
Target Completion Date November 2021			
Future Period Capital Requirements \$45,000	Project Phase	Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input type="checkbox"/>	

Description	
Scope:	<p>The project scope includes the replacement of existing fixtures and surfaces that require on-going maintenance to repair and keep in good condition at Tennis, Pickleball, Basketball and Multi-purpose courts.</p> <p>The Court Revitalization & Repairs program maintains basic civic standards of quality for the Town's courts.</p>
Deliverables:	<p>The primary deliverables are the removal of existing fixtures and replacements/repairs to existing court fixtures and surfaces.</p>
Benefits:	<p>The quality of recreational facilities will be improved as identified as a need in the Recreation and Parks Strategic Action Plan.</p>
Risks If Not Implemented:	<p>The courts would be less playable due to failing equipment/surfaces, and could have to be taken out of service, or there would be reduced use from the general public.</p>
Additional Information:	

2021 Capital Project Information Sheet

Project No. 8500-11-1903	Project Name Hillcrest Cemetery Revitalization & Renewal		2021 Budget \$10,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		Funding Sources Cemetery Development	Amount \$10,000
Target Start Date	January 2021	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
Target Completion Date	December 2021		
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 (fencing and entry features), and signage in Hillcrest Cemetery.</p>		
Deliverables:	Improved fencing/entry features and signage.		
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:	Maintain same quality as other Town cemeteries.		

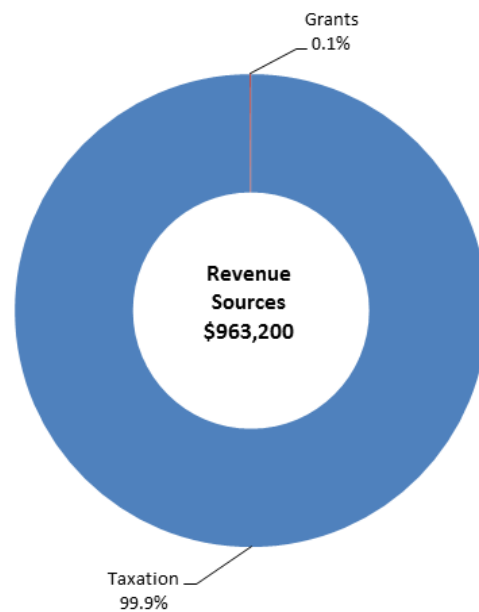
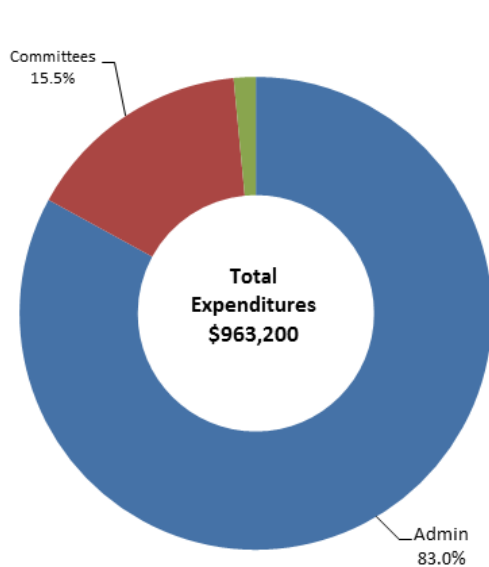
2021 Capital Project Information Sheet

Project No. 1000-09-0101	Project Name Office Furniture		2021 Budget \$38,000	
Department Recreation & Parks		Division Facilities		Project Manager Stephen Hamilton
Service Category Recreation & Culture		Funding Sources Base Capital Budget		Amount \$38,000
Target Start Date January 2021		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>		
Target Completion Date December 2021				
Future Period Capital Requirements Annual				
Operating Impact \$0				
Description				
Scope: Project account for the purchase and installation costs of additional furnishings required within the corporation exclusive of the furnishings budgets included with all new FTE's. Replacement of worn or broken furniture components throughout the year. Additions of new furniture required to support identified staff work functions. Additions of new furniture requirements required to support identified health and safety requirements or specific medical requirements of staff.				
Deliverables: Life cycle replacement of furniture components. Assessment and delivery of specific furniture requirements to meet identified H&S or medical requirements of staff.				
Benefits: Maintain fully functional furniture inventory that supports staff work functions including specific H&S or medical requirements.				
Risks If Not Implemented: Failure to replace and update furnishings equipment to meet accommodation needs of staff impacts ability of staff to deliver on level of service. Failure to make changes or additions to upgrade furnishings to meet ergonomic requirements could impact health and safety of staff.				
Additional Information:				

2021 Operating Budget Highlights

The proposed 2021 Operating Budget for Council is \$963,200 in gross expenditures with \$962,200 being supported from the general tax levy.

	2020		2021					2021 vs 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	958,600	732,832	963,200	-	-	-	963,200	4,600	0.5%
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	957,600	732,832	962,200	-	-	-	962,200	4,600	0.5%



	2020		2021					2021 vs 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	792,800	675,101	799,100	-	-	-	799,100	6,300	0.8%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	792,800	675,101	799,100	-	-	-	799,100	6,300	0.8%
Committees									
Expense	151,300	55,694	149,600	-	-	-	149,600	(1,700)	(1.1%)
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Net Expenditures	150,300	55,694	148,600	-	-	-	148,600	(1,700)	(1.1%)
Other									
Expense	14,500	2,037	14,500	-	-	-	14,500	-	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	14,500	2,037	14,500	-	-	-	14,500	-	0.0%
Total									
Expense	958,600	732,832	963,200	-	-	-	963,200	4,600	0.5%
Revenue	(1,000)	-	(1,000)	-	-	-	(1,000)	-	0.0%
Total Net Expenditures	957,600	732,832	962,200	-	-	-	962,200	4,600	0.5%

The 2021 Operating Budget proposes a net expenditure increase of \$4,600, or 0.5%. The breakdown of major budget changes are as follows:

- Compensation and benefits increase of \$6,300; based upon a 1.0% proposed phased-in economic adjustment and expected inflationary adjustments associated with the Town's benefit provider.
- Disbandment of Sustainability Halton Hills Committee represents a \$1,700 savings to the base budget.

2021 Operating Budget Overview

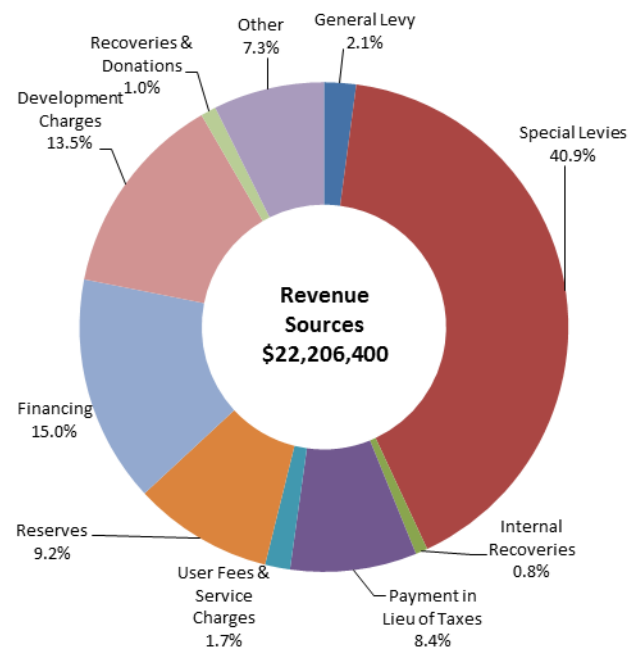
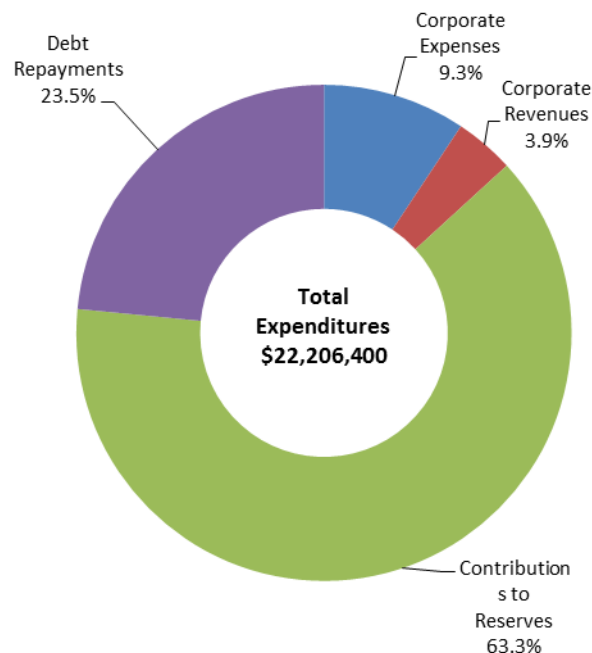
Included in the Corporate Revenue & Expenses Operating Budget are expenditures related to corporate-wide programs, long-term financing, capital planning and contributions to reserves.

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

2021 Operating Budget Highlights

The proposed Corporate Revenue & Expenses Operating Budget for 2021 is \$22,206,400 in gross expenditures and \$470,600 in net expenditures supported from the general tax levy. Corporate Revenues also include \$9,090,400 in special levies, an increase of \$324,000 since 2020.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	21,539,100	23,486,083	22,304,000	6,000	-	(103,600)	22,206,400	667,300	3.1%
Revenue	(12,080,200)	(11,899,765)	(12,645,400)	-	-	-	(12,645,400)	(565,200)	4.7%
Special Levy - Fair Workplaces	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Special Levy - Fire Services	(2,451,200)	(2,451,200)	(2,451,200)	-	-	-	(2,451,200)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	(594,000)	(594,000)	(918,000)	-	-	-	(918,000)	(324,000)	54.5%
Special Levy - Pavement Management	(1,884,000)	(1,884,000)	(1,884,000)	-	-	-	(1,884,000)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(228,900)	-	-	-	(228,900)	1,003,800	(81.4%)
Special Levy - Georgetown Hospital	(335,000)	(335,000)	-	-	-	-	-	335,000	(100.0%)
Special Levy - Financial Sustainability	-	-	(1,370,800)	-	-	-	(1,370,800)	(1,370,800)	0.0%
Total Net Expenditures	724,500	2,851,918	568,200	6,000	-	(103,600)	470,600	(253,900)	(35.0%)



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Corporate Expenses									
Expense	1,685,600	3,635,963	2,065,700	6,000	-	-	2,071,700	386,100	22.9%
Revenue	(508,000)	(565,559)	(538,000)	-	-	-	(538,000)	(30,000)	5.9%
Special Levy - Fair Workplaces	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Net Expenditures	1,024,100	2,916,905	1,374,200	6,000	-	-	1,380,200	356,100	34.8%
Corporate Revenues									
Expense	987,700	984,320	865,300	-	-	-	865,300	(122,400)	(12.4%)
Revenue	(6,713,600)	(6,475,607)	(7,014,000)	-	-	-	(7,014,000)	(300,400)	4.5%
Net Expenditures	(5,725,900)	(5,491,287)	(6,148,700)	-	-	-	(6,148,700)	(422,800)	7.4%
Contributions to Reserves									
Expense	13,758,200	13,758,200	14,163,200	-	-	(103,600)	14,059,600	301,400	2.2%
Revenue	(111,000)	(111,000)	(243,600)	-	-	-	(243,600)	(132,600)	119.5%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(228,900)	-	-	-	(228,900)	1,003,800	(81.4%)
Special Levy - Georgetown Hospital	(335,000)	(335,000)	-	-	-	-	-	335,000	(100.0%)
Special Levy - Fire Services	(2,451,200)	(2,451,200)	(2,451,200)	-	-	-	(2,451,200)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Pavement Management	(1,884,000)	(1,884,000)	(1,884,000)	-	-	-	(1,884,000)	-	0.0%
Special Levy - Infrastructure Gap	(594,000)	(594,000)	(918,000)	-	-	-	(918,000)	(324,000)	54.5%
Special Levy - Financial Sustainability	-	-	(1,370,800)	-	-	-	(1,370,800)	(1,370,800)	0.0%
Net Expenditures	5,066,300	5,066,300	4,982,700	-	-	(103,600)	4,879,100	(187,200)	(3.7%)
Debt Repayments									
Expense	5,107,600	5,107,600	5,209,800	-	-	-	5,209,800	102,200	2.0%
Revenue	(4,747,600)	(4,747,600)	(4,849,800)	-	-	-	(4,849,800)	(102,200)	2.2%
Special Levy - Arenas	-	-	-	-	-	-	-	-	0.0%
Special Levy - Georgetown Hospital	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	360,000	360,000	360,000	-	-	-	360,000	-	0.0%
Total									
Expense	21,539,100	23,486,083	22,304,000	6,000	-	(103,600)	22,206,400	667,300	3.1%
Revenue	(12,080,200)	(11,899,765)	(12,645,400)	-	-	-	(12,645,400)	(565,200)	4.7%
Special Levy - Fair Workplaces	(153,500)	(153,500)	(153,500)	-	-	-	(153,500)	-	0.0%
Special Levy - Fire Services	(2,451,200)	(2,451,200)	(2,451,200)	-	-	-	(2,451,200)	-	0.0%
Special Levy - Infrastructure	(2,084,000)	(2,084,000)	(2,084,000)	-	-	-	(2,084,000)	-	0.0%
Special Levy - Infrastructure Gap	(594,000)	(594,000)	(918,000)	-	-	-	(918,000)	(324,000)	54.5%
Special Levy - Pavement Management	(1,884,000)	(1,884,000)	(1,884,000)	-	-	-	(1,884,000)	-	0.0%
Special Levy - Arenas	(1,232,700)	(1,232,700)	(228,900)	-	-	-	(228,900)	1,003,800	(81.4%)
Special Levy - Georgetown Hospital	(335,000)	(335,000)	-	-	-	-	-	335,000	(100.0%)
Special Levy - Financial Sustainability	-	-	(1,370,800)	-	-	-	(1,370,800)	(1,370,800)	0.0%
Total Net Expenditures	724,500	2,851,918	568,200	6,000	-	(103,600)	470,600	(253,900)	(35.0%)

The \$253,900, or 35.0%, net decrease to the Corporate Revenue & Expenses Operating Budget is comprised largely by increases in payments in lieu of taxes, which are partially offset by an increase in contributions to reserves and higher insurance costs. Please see below for the breakdown of major budget changes:

- The proposed budget for the corporate insurance portfolio includes an increase of \$311,800 related to insurance premiums. This includes premium increases for a two year period, as the rates were unavailable at the time of the 2020 budget preparation, and was therefore omitted. Premium increases are reflective of increasing rates in the insurance industry which average between 15 and 20% per year.
- Payments in lieu of taxes (PIL) have increased by \$394,600 (15.2%) for 2021. This is a result of the reclassification of a large commercial property to a PIL.

- As recommended in the Long Range Financial Plan, general reserve contributions are proposed at a net \$59,600 (1.2%) increase to reflect inflation in capital planning expenditures and increased contributions to stabilization reserves.
- Additional to the \$59,600 increase in base reserve contributions, there is a one-time \$46,400 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 infrastructure gap special tax levy is proposed at \$324,000 (0.6%) for contributions to the Capital Replacement Reserve. The intent of this levy is for the replacement and adaptation of core assets in the context of climate change. For 2021 only there will be a one time redirection of \$150,000 of this special levy to support the 2021 operating budget pressures.
- Three existing special levies have either fulfilled or partially fulfilled their original purpose.
 - The annual Georgetown Hospital capital grant Levy of \$335,000 is now 100% fulfilled.
 - The special levy that was introduced to fund the Fair Workplaces, Better Jobs Act labour increases at a total of \$185,500 per year anticipated additional legislative changes that did not occur. Therefore \$32,000 of this levy is no-longer required to fund labour increases related to this provincial legislation.
 - The arena program levy which was initiated to fund a ten year debenture as part of the arena financing program will be fully fulfilled in 2022. \$1,003,800 of this levy is no-longer required in 2021 to fund the specific arena debt, and a further \$228,900 will no-longer be required in 2022.
- With increasing fiscal challenges due to the uncertainty around the COVID-19 pandemic coupled with a delay in growth, staff is proposing to continue to collect the three above noted special levies. These levies will be re-purposed to support the on-going financial sustainability of the Town. This represents a total of \$1,370,800 in 2021 and \$1,599,700 in 2022 once the remaining \$228,900 from the arena program levy can be re-purposed.



SUPPLEMENTARY INFORMATION

A. Budget Principles

The 2021 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 2021 capital budget will focus on projects that are related to health and safety and the maintenance of assets in a state of good repair, to allow staff time to address the previously approved backlog of capital projects. Any new 2021 capital projects will require an accompanying Capital Project Information Sheet to be considered by Council as part of the annual budget process.
- The 2021 operating budget will be prepared without any adjustments for COVID-19 related service level changes or restrictions.

B. Basis of Budgeting

The Town of Halton Hills prepares all financial information on an accrual basis in accordance with Canadian Public Sector Accounting Standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. This means that transactions and events are recognized in the period in which they occur. The Town, however, does not include a budget for amortization expenses, as permitted under Ontario Regulation 284/09 under the Municipal Act, 2001.

A supplementary report, required to be adopted prior to budget approval, is presented to Council annually, converting the Capital and Operating budgets into PSAB format, in order to meet the regulations of Ontario Regulation 284/09.

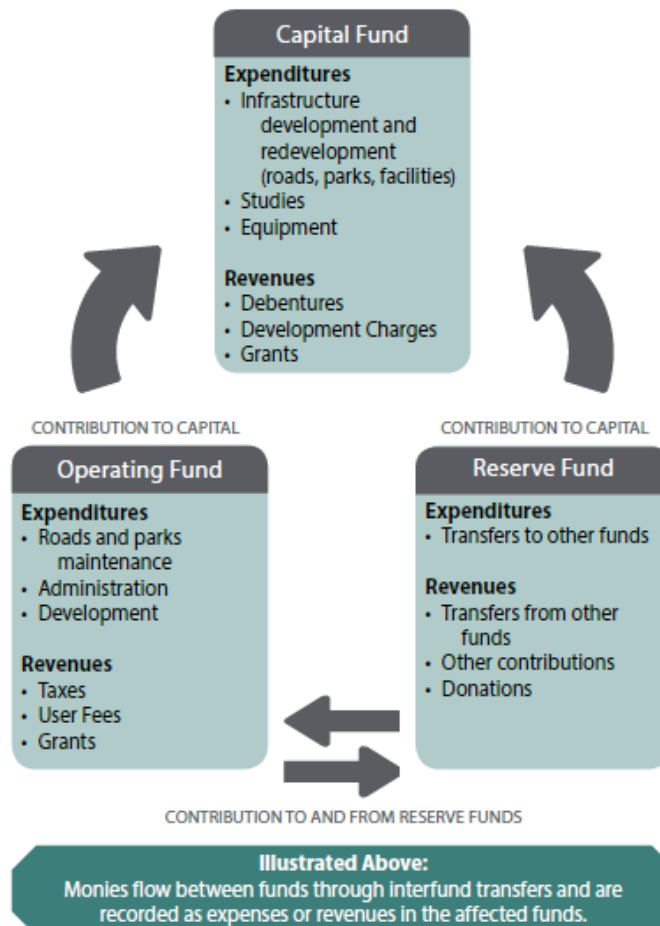
C. Fund Accounting

Financial information is prepared in accordance with a fund structure which consists of an Operating fund, Capital Fund and Reserve Funds. A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts, and raises or is granted its own money for its own purposes, and records its own expenditures. Separate fund accounting provides an increased measure of control over the assets of the fund by ensuring the assets are not inadvertently utilized by another fund.

Capital Fund is used to record all capital expenditures as well as the financing of these capital expenditures, including long term borrowing, grant funding and taxation monies raised specifically for capital expenditures.

Operating Fund is used to record all revenues and resources that are not otherwise accounted for in another fund. Unrestricted revenues such as taxes are recorded in the Operating Fund.

Reserve Funds are established to hold monies that have been segregated for a specific purpose.



D. Strategic Actions Shaping our Future

The Town of Halton Hills annual budgets are influenced by various long-term plans, Town policies and external factors. The following information outlines the guidelines and specific budget influences that shaped the 2021 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 3.9% in 2021, the Town will have a 5-year tax levy average increase of 3.76% - 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:

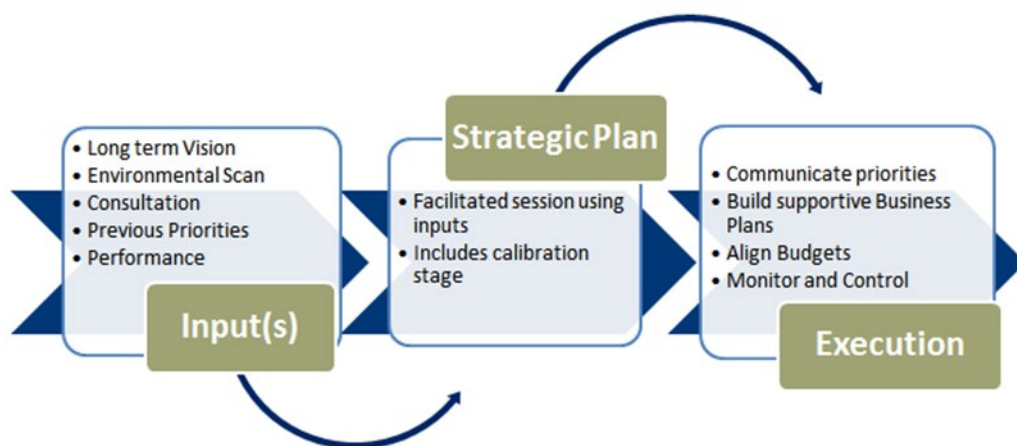
- Providing technology infrastructure renewal and the modernization and renewal of various enterprise business systems;
- Advancing process digitization and on-line service offerings to provide the ability for staff to work remotely so that core operations and customer service can continue during COVID-19 closures and limited operations;
- 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 and a decrease in the corporate environmental footprint. Establishment of a Green Revolving Fund Reserve 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. More specifically, GRFs are financial mechanisms that recycle utility cost savings, incentives and/or grants received, and other associated cost savings and revenues to finance future energy efficiency projects and support the Climate Change Emergency Strategy;
- 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 \$4.4M in 2019 and was budgeted at \$7.4M in 2020. Below are highlights of grants received and the strategic investments the Town was able to make using funding received in 2019 and 2020:
 - \$1,485,000 from Ontario Connecting Links for the Queen Street in Acton road reconstruction including funding approved through the 2019 and 2020 capital budget;
 - \$271,321 from the Investing in Canada Infrastructure Program Public Transit Stream for the replacement of fleet vehicles in the ActiVan specialized transit program;
 - \$73,330 from the Investing in Canada Infrastructure Program Public Transit Stream for the installation of transit infrastructure along the Steeles Avenue corridor;
 - \$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;
 - \$291,655 from the Investing in Canada Infrastructure Program for Glen Lawson Road/Third Line corridor improvements with additional funding to be applied in 2023 for construction;

- \$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), and the installation of EV charging stations at various Town-owned facilities (\$75,000);
- \$156,503 Modernization Grant from the Ontario Government 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);
- \$40,000 CMHC Seed Funding from the Canadian Mortgage and Housing Corporation to support Affordable Housing initiatives.

3. Advancing Council's Priorities

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

Figure 1: Process Overview



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

Figure 2: Hierarchy of Strategic Planning documents

The following are Council's Strategic Priorities/Focus Areas (in no particular order), and an explanation of how staff intends to support these priorities through the 2021 Budget.

a) Shaping Growth

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

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

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

Focus Areas:

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

Projects to be advanced in 2021 include:

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

- Update the Town's Official Plan to implement changes required by Provincial Plans, the Provincial Policy Statement and the Regional Official Plan, including allocation of population and employment growth to the 2051 planning horizon.
- Review and update the GO Station Secondary Plan to ensure conformity with A Place to Grow and the updated Regional Official Plan and consistency with the Provincial Policy Statement.
- Prepare a Cultural Heritage Master Plan to identify and study the Town's cultural heritage resources and provide recommendations for the protection and enhancement of those resources.
- Prepare Secondary Plans for:
 - Premier Gateway Phase 2B lands.
 - Southeast Georgetown lands.
 - Stewarttown
- Review and update the Glen Williams Secondary Plan.
- Implement the 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.
- Continue to provide input into the Halton Region Official Plan review including the Integrated Growth Management Strategy and establishing the Town's position on the post 2031 population and employment growth.

Economic Development:

In 2020, the Town updated its Economic Development and Tourism Strategy to reflect current market conditions and strategic priorities including the promotion of local job growth, investment and diversification. 2021 activities will focus on implementing the Strategy's recommendations.

In addition, the Town completed a Foreign Direct Investment Strategy that positions the Town as a prime destination for investment. This strategy also supports the growth of existing business by facilitating new market access, partnerships and employment opportunities. Implementation of the FDI Strategy is underway. Although COVID-19 has caused in-market activities and physical trade missions to be delayed, implementation has continued. In 2021, the focus will be on investment lead generation and pre-qualification, attending virtual tradeshow, and building relationships that will strengthen future in-market activities.

In 2020 the Business Concierge program, partly funded through the Modernization grant, was launched. This successful approach to mobilize resources to assist business development will be extended into 2021 with business-related processes and rapidly resolve issues.

In 2021 staff will complete a comprehensive review and update of the CIP. It will build on existing successful programs with new incentives and supports, including the Economic Assistance Program. It will expand the CIP's scope to consider additional strategic priorities, including affordable housing, brownfield redevelopment, climate change, arts and culture, and accessibility.

Affordable Housing:

The Town with the assistance of the Affordable Housing Working Group will undertake a number of initiatives to address the current and future housing needs of Halton Hills residents, including:

- Identifying opportunities for greater supply and range of affordable housing opportunities;
- Creation of financial incentives to develop affordable housing;
- Enhanced and strategic use of Town-owned surplus properties;
- Promotion and awareness of two-unit creation as an affordable housing option;
- Strong partnerships between private, non-profit, and public sector stakeholders for advancing affordable housing opportunities;

Water and Wastewater infrastructure

Staff will work with partner agencies and landowners to plan and implement the effective servicing of Vision Georgetown. As well, staff will continue to provide input into the Halton Region Official Plan review including assessing implications for servicing.

b) Transportation

People and goods move freely through Halton Hills on well-maintained transportation infrastructure.

Getting around is safe for residents of all ages through a combination of traffic calming and active transport priority routes and trails.

The municipality has a transit plan that is suitable for moving its residents and workers to where they want to go.

Halton Hills advocates for greater regional connectivity for its residents and businesses.

Focus Areas:

- Trucks
- Bike Lanes
- Traffic Safety
- Transit

Projects to be advanced in 2021 include:

Trucks

In 2021 the Town will continue the implementation of the Truck Strategy, including:

- Continue with various permissive truck signage throughout the community. This will be a multi-year project.
- Establish a Truck Advisory Committee which includes police, road authorities, trucking companies and Council members.
- Initiate and collaborate with the MTO on the design of truck inspection station design and continue with Truck Safety Blitzes.

Bike Lanes - Active Transportation

The Town will continue to invest in infrastructure to support active transportation. In 2018, the Town commenced its Active Transportation Master Plan to map out a future active transportation network; this network will include on and off-road facilities that will encourage travel by cycling and walking. The Active Transportation Master Plan was completed in fall 2020 along with the Cycling Feasibility Study for Maple Avenue. In recent years, staff has enhanced the active transportation infrastructure through additional on-road bike lanes and in-fill sidewalk connections. Staff is targeting to have in place a total of 21 km on-road bike facilities in 2020. Due to COVID-19 the approved 2020 installation of on-road bike lanes on Barber Drive has been deferred to 2021. The infill sidewalk connections are focused on areas where there is a gap in infrastructure. In 2020, infill sidewalk improvements were made on the west side of Churchill Road South from Rachlin Drive approximately 300m north. In 2021, one major sidewalk improvement project will include a sidewalk connection near McCullough Crescent.

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 2021 capital budget, staff request \$30,000 to purchase bike racks and bike safety equipment, the development of a digital map, additional way-finding signs and other signage, and pavement markings on the roadways to delineate active transportation infrastructure.

The 2021 capital budget includes a \$90,000 request for on-road bike lanes on Tanners Drive. In addition, the first phase of a multi-year project to construct a new multi-use pathway and cycle track along Maple Avenue from Trafalgar Road to River Drive will consist of a \$1,545,000 request in 2021.

Traffic Safety

In 2020, staff received over 160 public requests concerning traffic safety, the majority related to speeding and aggressive driving. Staff is reviewing these concerns in the context of the Town’s Traffic Calming Protocol completed in 2019. The demand from the public for traffic calming

measures has increased over the last number of years. Based on a neighbourhood approach, the recently updated protocol involves evaluating all roads to determine the most appropriate traffic calming measures. Residents will be invited to provide input on these measures through various public engagement opportunities.

To improve pedestrian safety and mobility, staff has installed 14 pedestrian crossovers over the last four years. In 2021, staff is recommending three additional pedestrian crossovers at Mill Street West and Victoria Avenue, Maple Avenue and Gilmer Court, Barber Drive and Killaloe Crescent/Smith Drive (south intersection).

Road Maintenance

In 2020, 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 \$102,843. Staff have included a request for a pickup truck with trailer and three mowers to support the expanded Trafalgar Sports Park through the capital budget, with the cost of \$150,000 funded from development charges.

In 2021, nine pieces of equipment ranging from trucks to multi-purpose mowers and tractors will be replaced. The total cost of replacement is \$730,000 and is funded through the equipment reserve. Replacing aging equipment will ensure that the Town can continue to deliver the appropriate level of service.

Transit

The Town will review and update the ActiVan Master Plan and ActiVan program in 2021. The plan will ensure that the Town is meeting goals and objectives and all requirements set out in the AODA guidelines and make recommendations for future implementation. There will be a comprehensive public consultation and engagement program to establish the overall transportation needs for the Town including all modes of travel. The ActiVan Master Plan will continue to align with AODA legislation requirements and policies. The plan will ensure financial responsibility and accommodate growth in service.

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 \$465,453 from the Provincial Government and \$558,600 from the Federal Government, for a total of \$1,024,053. Funding must be applied to projects directly related to transit between 2019 and 2028.

Staff proposed that the available funding be applied to the following projects:

Transit infrastructure of shelters and stops along the Steeles Avenue corridor within the Municipal boundaries of Halton Hills;

Rolling stock, which includes five (5) replacement vehicles in accordance with the Town's fleet asset management plan and one (1) additional vehicle for fleet expansion of transit services;

Transit hardware and software technology requirements for the expansion of transit and the support of specialized transit services.

The proposed projects for funding are consistent with the Town's Transit Service Strategy as per Report No. TPW-2019-0026 and have been incorporated into the preliminary 2021 Capital Budget Forecast over the next three years. The funding request was submitted in October, 2019 and was successful. The funding will be used to offset the budget requests for this program.

c) Climate Change and the Environment

The residents and businesses of Halton Hills are responsible members of the global community, and are leaders in the fight against climate change, with a goal to be a Net-Zero Carbon Community by 2030.

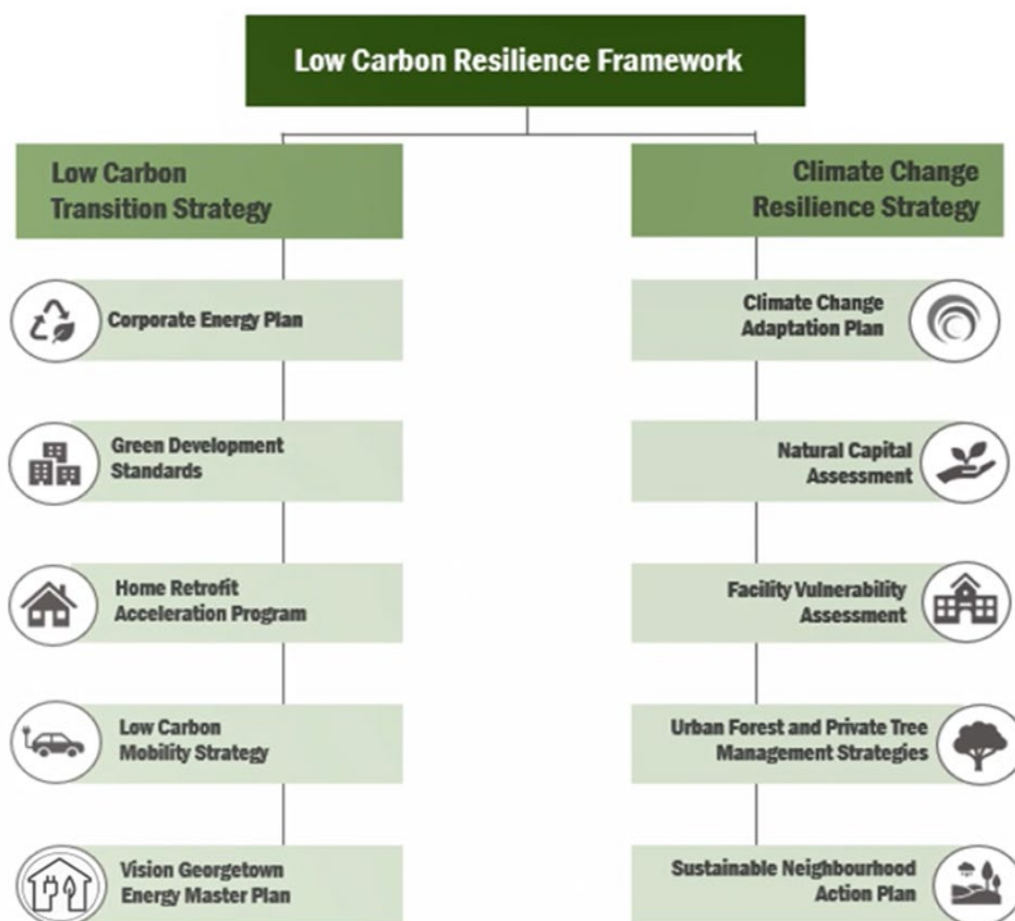
Halton Hills communities prepare for changes we know are coming while reducing our carbon footprint.

The municipality makes its landscape more climate resilient and beautiful through a lush tree canopy and public open space.

Focus Areas:

- Action on Climate Change
- Resilient Infrastructure
- Low Carbon Transition
- Tree Canopy

In May 2019 Town Council passed a Climate Change Emergency Declaration setting an objective for the town to achieve net zero by 2030. Staff responded with the creation of the Climate Change and Asset Management staff team that developed the comprehensive Low Carbon Resilience Framework supported by an extensive work plan and a supporting budget to follow through on the objectives in Council's Climate Change Emergency Declaration.



In keeping with Council's Climate Change Emergency Declaration, implementation is assisted by the Town of Halton Hills Climate Change Action Task Force chaired by Mayor Bonnette and two steering committees, the Low Carbon Transition Steering Committee chaired by Councillor Fogal and the Climate Resilience Steering Committee chaired by Councillor Somerville.

Projects to be advanced in 2021 include:

Action on Climate Change

For 2021 there will be on-going implementation of corporate and community climate change actions expressed through Council's Climate Change Emergency Declaration, including:

- Community Sustainability Investment Fund
- Climate Change Action Implementation program
- Climate Change Adaptation Plan Implementation
- Stormwater Master Plan development
- Updating Green Development Standards
- Vision Georgetown low carbon strategy
- Property Assessed Payments for Energy Retrofits (PAPER) program
- Consideration of e-vehicles

- Installation of electric vehicle (EV) charging stations.

Resilient Infrastructure

In 2019 the 2019-2024 Corporate Energy Plan was approved by Council. The Plan implements actions to Town assets to deepen energy and emissions reductions and build organizational capacity to deliver and sustain improvements.

The 2020 budget forecasted funding to support the recommendations set out in the Corporate Energy Plan. In 2020, the Town Hall Low Carbon Design Brief was completed. For 2021, there were plans to undertake studies at other Town facilities, however, given the implications associated with COVID-19 these projects have been extended to be undertaken 2022.

Low Carbon Transition

In 2020, the Low Carbon Transition Strategy, the update of the Mayor's 2015 Community Energy Plan, was initiated to ensure the Town continues to align with best practices and appropriately responds to the Council's Climate Change Emergency Declaration. Recommendations will come forward on policies and guidelines to reduce community greenhouse gas emissions that reflect the most up-to-date practices. Funding has been included in the 2021 budget to initiate the implementation of recommendations arising from the update of the plan. In addition, staff have pursued concurrent actions to address climate change that are reflected above under the Action on Climate Change section.

Tree Canopy - Natural Assets

Funding for projects supporting the protection and enhancement of the Town's tree canopy was approved in 2019 capital budget to be used in a phased, multi-year project. The Phase 1: Natural Assets Inventory & Services Valuation study was completed in 2020 in partnership with the Credit Valley Conservation (CVC). The Phase 2: Natural Assets Mapping and Management Strategies study will be undertaken in partnership with CVC in 2021 in keeping with a formalized memorandum of understanding between the Town and CVC. This work will proceed in concert with work to implement the SNAP Project and to develop a GIS Mapping Tool, tree planting and tree canopy monitoring. These initiatives will inform the contribution of the Town's natural assets to quality of life, quality of air, carbon sequestration and meeting the town's climate change objectives.

In addition to the natural assets inventory project, staff will be undertaking the following:

- Completing the Private Tree Management Strategy (private tree by-law)
- Continuation of the tree planting program
- Consideration of establishing an urban forestry program.

d) Fiscal and Corporate Management

Halton Hills is a well-run municipality that maintains spending within its means and keeps tax increases low and predictable.

The municipality maintains services and service levels that support the quality of life of its residents and a hospitable environment for businesses.

Focus Areas:

- Stick with Fiscal Plan
- Maintain Services
- Capital Assets and Liabilities Management
- Communications

Projects to be advanced in 2021 include:

- Develop a new DC Study/Bylaw and Community Benefits Charge Strategy/Bylaw
- Updating the AMANDA data system to provide more up-to-date effectiveness and responsiveness for staff and the Town's clients
- Prepare reports on COVID-19 related costs and reduced revenues as they relate to grants received from the Province
- Create and launch a refreshed Invest Halton Hills marketing campaign focused on business attraction and retention
- Continue to implement the current Cultural Master Plan (2013) while initiating its update. An update is necessary to ensure that the Town has a modern and effective Master Plan to guide arts and culture priorities.
- Recruitment of Part Time Firefighters to improve response to incidents.
- Review and Completion of new Fire Master Plan including Community Risk Assessment.
- Provide leadership and cross-departmental coordination related to municipal relationships with Indigenous Nations and Truth and Reconciliation.
- Undertake the Town's Equity, Diversity, Inclusion and Anti-Racism Initiative
- Develop a communications plan and content calendar for the Town's social media platforms including the LinkedIn account, working with HR; develop and post topical and interesting information.

e) Local Autonomy and Advocacy

Halton Hills is a leader within the Region of Halton and the Greater Golden Horseshoe. It is an example for other small, rapidly growing rural municipalities in Ontario.

The municipality advocates for what it needs from other orders of government and ensures its regional municipal partners act in its interests.

Halton Hills works collaboratively with other agencies, governments, and public bodies to deliver what residents and businesses need to thrive.

Focus Areas:

- Provincial
- Federal

Projects to be advanced in 2021 include:

- Continue ongoing communication to Provincial and Federal governments about the fiscal challenges being experienced by municipalities as a result of the impacts of COVID-19.
- Continue to work with the AMO and FCM to advance advocacy efforts.
- Continue to pursue funding opportunities and partnerships offered by other levels of government, FCM, community groups and other agencies and associations that can assist in advancing Council's priorities.

f) Ensure a Vibrant Agricultural Community

As one of the most beautiful rural communities in Ontario, Halton Hills understands the value of it of its agricultural land base.

The municipality protects the land base and system of infrastructure that supports its agricultural community.

The community is supported in looking for ways of celebrating its rural character and drawing visitors from across the continent to enjoy its landscape and produce.

Focus Areas:

- Protect Agricultural Land
- Promote Agritourism

Projects to be advanced in 2021 include:

In 2021, staff will be implementing strategic priorities identified in the Town's 2020 approved Economic Development and Tourism Strategy to promote and advance local agritourism opportunities.

g) Youth and Seniors Initiatives

Young people and seniors are active members of the Halton Hills communities, and contribute to its daily life in multiple ways.

The municipality engages with youth and seniors in ways that are sensitive to their habits and interests to ensure their voices are heard when decisions are being made.

The youth and senior population of Halton Hills is supported by a variety of services and facilities tailored to their needs.

Focus Areas:

- Engagement
- Services and Facilities

Projects to be advanced in 2021 include:

- Develop Community Action Plan in line with Region's Community Safety and Well Being Strategy and the Recreation and Parks Department Strategic Action Plan.
- Implement year one of the Recreation and Parks Department Strategic Action Plan.
- Construction of capital construction projects such as Playground Replacement Program, Revitalization & Renewal Projects, Trails, Acton Youth Centre (Acton Town Hall) and Official Opening.
- Monitoring of continued impacts of pandemic on program and service delivery and revenue generation.

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 2021, the Town's 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	11	Legislated under the Development Charges Act to fund growth related capital costs.	Contributions received from Developers as per the DC By-Law.	Growth related capital costs identified in the DC Study.
- Storm Water Management	12			
- Parking	13			
- Fire Services	14			
- Recreation & Parks	15			
- Library Services	16			
- Administration	17			
- Transportation Services	18			
Building Permit	21	To address likely ranges in year-to-year volatility of service volumes in accordance with the Building Code Act. The reserve is used to defer revenues received in advance of work being performed.	1. Annual revenue received in advance of associated expenses based on expense to revenue formula 2. Building permit fees collected between September and December are deferred to the following year	Activities that support the delivery of building permit services and are embedded in the building permit fee structure.
Canada Gas Tax Funding	22	To fund infrastructure capital projects in accordance with the terms of the Municipal Funding Agreement.	Federal Government contributions delivered through AMO	Eligible programs outlined in the Municipal Funding Agreement.
Deferred Federal Grants	23	To track revenues received from government grants and fund programs and capital projects identified in the grant agreements.	Government grant contributions	Eligible programs outlined in the government grant funding agreement.
Parkland: Cash-in-Lieu	25	To fund the acquisition of land for parks or to fund the development of parkland.	Contributions received in lieu of land being conveyed to the Town for parkland requirements as per the Planning Act	Purchase of land for parks or recreational purpose and development or redevelopment of land, parks and recreational facilities.
Public Benefits	26	To fund facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.	Provisions received in return for authorized increases in the height and density of development permitted by the Zoning By-law.	Purchase of or improvements to facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Discretionary Reserve Funds				
John Elliott Award	60	Established in 1981, in memory of the late John Elliott, for the purpose of awards to students of Georgetown District High School.	One time donation of \$10,000 in memory of the late John Elliott	Guidelines on awards as outlined in By-law 81-153.
Capital Reserves				
Capital Replacement	39	To fund the replacement or extend the useful life of existing capital assets.	1. Annual operating contribution as informed by the Corporate Asset Management Plan 2. Gains on sale of buildings	Replacement or renewal of assets as identified and prioritized in the Corporate Asset Management Plan, or to minimize risk by completing emergency repairs. Major rehabilitation of existing buildings or assets.
Cemetery Development	66	To provide for the purchase, replacement and expansion of capital items related to Cemetery operations.	Annual operating contributions	Capital costs of future columbarium purchases and expansion as well as renewal costs of existing columbarium.
Equipment	52	To fund the replacement of the Town's rolling stock and equipment.	1. Annual operating contributions 2. Gains on sale of equipment	Purchase of operations vehicles and equipment, fire trucks, special transit buses, recreation equipment and vehicles, and by-law enforcement vehicles.
Library	74	To fund the Library non-growth capital projects and operating budget deficits for the Library.	1. Annual operating surplus from the Library 2. Additional funding will be provided by the Town to the Library Board should unplanned non-discretionary cost increases occur within any given budget year	Capital requirements of the Library as it relates to non-growth capital projects and annual operating budget deficits.
New Capital	40	To fund new capital assets.	1. Funded through the phase-out of the GTA pooling at the Region to a \$2M per year cap 2. Annual operating contribution 3. Gains on sale of surplus land	Supplement non-development charge costs of growth-related capital projects. Construction costs of new infrastructure.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Capital Reserves				
Public Art	79	To fund the installation of public art on Town-owned property or within Town-owned infrastructure in accordance with the Public Art Policy.	Annual operating contribution	Planning, design, fabrication and installation of public art on Town-owned property or within Town-owned infrastructure. The development and updating of a Public Art Master Plan.
Technology Replacement	31	To fund the replacement of computer hardware based on a replacement cycle and computer software acquisitions.	1. Annual operating contributions 2. Gains on sale of information technology equipment	Purchase of computer hardware and software outlined in the 10 year capital forecast and associated training costs.
Transportation Infrastructure	55	To fund the rehabilitation and replacement of transportation infrastructure assets.	Annual operating contribution	Replacement or rehabilitation costs to extend the useful life of transportation infrastructure assets including roads, sidewalks parking lots and associated assets.
Stabilization Reserves				
Contingency	34	To provide for unforeseen expenditures or uncertain liabilities including unplanned changes affecting the Town's operations.	Contribution of interest earned in excess of budgeted amount	Unforeseen and emergency expenditures as well as uncertain new expenditures.
Severe Weather Event	51	To set aside funding for winter control costs which exceed the Town's current year operating budget allocation.	Annual operating contribution	Annual winter control deficits or severe weather events.
Tax Rate Stabilization	36	To mitigate tax rate changes during the preparation of the annual operating budget and to protect the Town against unanticipated operating expenditures or to smooth expenditures that do not occur annually.	Annual operating contribution	One-time expenditures identified through the operating budget or annual operating deficits.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Operating Reserves				
Community Sustainability	77	To support community projects related to the environment and sustainability.	Donation from TransCanada Energy	Community projects that support Council's objectives related to the environment and sustainability. Includes the Corporate Sustainability Action Plan initiatives and funding for the Community Sustainability Investment Fund.
Fire Services	70	To support the incremental hiring of full time fire staff and increases to operating costs to support full time future operations of the Fire Department as the Town grows..	Annual operating contribution	Annual operating costs associated with hiring full time fire staff in the Fire Department. Contingencies to support changes to future operations of the department.
Georgetown Hospital Expansion and Renovation	38	To fund the debenture costs associated with the Town's share of the 2011 Georgetown Hospital redevelopment.	Annual operating contribution	Debenture payments for Georgetown Hospital redevelopment. Repayment to be completed in 2021.
Strategic Planning	41	To fund programs which support the strategic direction of Council.	Annual operating contribution	Capital projects and programs that support the strategic direction of Council as prioritized by the capital ranking of NTCA projects.
WSIB	32	The Town is classified as a "Schedule 2" employer and is responsible for the costs of its workers' compensation claims.	Annual operating contribution	Accident claims filed by employees who are injured in the workplace. Claims filed by employees or their survivors for work-related occupational diseases as set out in the applicable Regulation.

Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds & Trust Funds Status as of September 30, 2020

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 2020 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, 2020, 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 2019 operating surplus and it does not include any unrecorded amounts or inter-fund loans.

The activity from January to September 2020 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 can authorize the reallocation of funds between reserves to meet the needs identified in the Long Range Financial Plan and the Town's capital program.

The inter-fund loan column represents the cash borrowing between reserves and reserve funds. Reserves have currently loaned \$19,169,607 to cover shortfalls in the obligatory reserve funds and \$512,447 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

2021

Town of Halton Hills

Summary of Reserves, Reserve Funds and Trust Funds

September 30, 2020

Schedule A

September 30, 2020

							Estimated3		Estimated
	Opening Bal2				Balance	Interfund	Unbooked	Unbooked	Balance
Schedule	1-Jan-20	Additions	Reductions	Interest	30-Sep-20	Loans	Additions	Commitments	31-Dec-20
Schedule B Reserves & Discretionary Reserve Funds									
Capital Reserves	37,841,380	9,616,539	(8,379,399)	675,539	39,754,060	(18,712,895)	8,142,603	(8,429,511)	20,754,256
Stabilization Reserves	10,074,096	979,350	(1,864,686)	-	9,188,760	-	326,450	(1,049,198)	8,466,012
Operating Reserves	7,558,289	423,819	(1,690,311)	-	6,291,797	(969,159)	321,300	(80,275)	5,563,663
Discretionary	10,335	-	-	234	10,570	-	-	-	10,570
Schedule C Obligatory Reserve Funds									
Development Charges	(3,366,837)	2,378,750	(6,852,376)	222,629	(7,617,834)	19,169,607	7,895,731	(19,430,366)	17,140
Other Deferred Revenue	18,764,547	2,383,435	(5,413,182)	436,443	16,171,243	-	1,432,784	(2,757,083)	14,846,944
Schedule D Trust Funds									
Operating Fund	2,745,268	215,954	(20,838)	54,003	2,994,387	-	-	-	2,994,387
						512,447		2,623,382.00	3,135,829
Grand Total	73,627,079	15,997,847	(24,220,791)	1,388,849	66,792,983	-	18,118,868	(29,123,051)	55,788,801

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.

Reserve and Reserve Funds

2021

Town of Halton Hills
Reserves & Discretionary Reserve Funds
September 30, 2020

Schedule B

Reserve	Fund	Opening Bal.				Balance 30-Sep-20	Interfund Loans	Estimated2		Estimated Balance 31-Dec-20
		1-Jan-20	Additions	Reductions	Interest			Unbooked Additions	Unbooked Commitments	
Capital Reserves										
Capital Replacement	39	8,451,316	5,271,383	(4,131,684)	181,008	9,772,023	(512,447)	1,075,609	(19,482)	10,315,704
Cemetery Development	66	34,236	31,178	(30,000)	-	35,415	-	10,393	-	45,807
Equipment	52	2,682,869	1,695,270	(1,432,500)	-	2,945,639	-	565,090	-	3,510,729
Library Capital	74	401,338	26,775	(89,300)	-	338,813	-	9,025	-	347,838
New Capital 3	40	20,785,449	2,124,827	(997,871)	494,531	22,406,936	(18,200,448)	6,216,361	(8,357,850)	2,064,999
Public Art Reserve	79	60,230	29,850	(11,000)	-	79,080	-	9,950	(46,430)	42,600
Technology Replacement	31	1,390,427	135,525	(1,128,000)	-	397,952	-	45,175	-	443,127
Transportation Infrastructure	55	4,035,514	300,000	(559,043)	-	3,776,471	-	211,000	(5,750)	3,981,721
Energy Revolving Fund	42	-	1,730	-	-	1,730	-	-	-	1,730
Total Capital Reserves		37,841,380	9,616,539	(8,379,399)	675,539	39,754,060	(18,712,895)	8,142,603	(8,429,511)	20,754,256
Stabilization Reserves										
Contingency	34	3,102,769	-	(74,638)	-	3,028,131	-	-	(818,250)	2,209,881
Severe Weather Event	51	750,000	-	-	-	750,000	-	-	-	750,000
Tax Rate Stabilization	36	6,221,327	979,350	(1,790,048)	-	5,410,629	-	326,450	(230,948)	5,506,131
Total Stabilization Reserves		10,074,096	979,350	(1,864,686)	-	9,188,760	-	326,450	(1,049,198)	8,466,012
Operating Reserves										
Community Sustainability Reserve	77	-	-	-	-	-	-	-	-	-
Fire Services	70	5,267,116	356,434	(240,825)	-	5,382,725	(969,159)	300,200	(80,275)	4,633,491
Georgetown Hospital Exp & Reno	38	522,682	29,885	-	-	552,567	-	8,600	-	561,167
Strategic Planning	41	1,022,670	-	(1,449,486)	-	(426,816)	-	-	-	(426,816)
WSIB	32	745,820	37,500	-	-	783,320	-	12,500	-	795,820
Total Operating Reserves		7,558,289	423,819	(1,690,311)	-	6,291,797	(969,159)	321,300	(80,275)	5,563,663
Discretionary Reserve Fund										
John Elliott Award	60	10,335	-	-	234	10,570	-	-	-	10,570
Total Discretionary Reserve Funds		10,335	-	-	234	10,570	-	-	-	10,570
Total Reserves		55,484,100	11,019,708	(11,934,396)	675,773	55,245,186	(19,682,054)	8,790,353	(9,558,984)	34,794,501

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. Includes an additional inter-fund loan to DC reserve funds as currently estimated at \$6.9M. This is an estimated value and the final amount will be determined based on actual DC collections as part of the year-end process.

Reserve and Reserve Funds

2021

Town of Halton Hills
Obligatory Reserve Funds
September 30, 2020

Schedule C

September 30, 2019

Reserve Fund	Fund	Opening Bal.		Additions	Reductions	Interest	Balance 30-Sep-20	Interfund Loans	Estimated2		Estimated
		1-Jan-20							Unbooked Additions	Unbooked Commitments	Balance 31-Dec-20
Obligatory Reserve Funds (Deferred Revenue)											
Development Charges											
DC Clearing Fund	10	-	-	-	-	-	-	-	-	-	-
Transportation Services	11	7,486,031	894,410	(2,648,518)	169,822	5,901,744	573,991	572,425	(8,349,939)	(1,301,779)	
Storm Water Management Services	12	(648,104)	26,166	-	-	(621,938)	795,183	5,318	(276,316)	(97,753)	
Municipal Parking Services	13	(285,300)	7,136	-	-	(278,164)	285,300	606	(36,378)	(28,636)	
Fire Protection Services	14	(1,463,510)	68,984	-	-	(1,394,526)	1,475,509	9,470	(251,843)	(161,390)	
Recreation and Parks Services	15	(8,737,682)	1,165,588	(3,088,479)	31,173	(10,629,400)	14,378,815	118,071	(8,151,055)	(4,283,569)	
Library Services	16	(521,434)	154,618	(172,017)	642	(538,191)	893,636	26,899	(699,245)	(316,901)	
Administration Services	17	789,197	59,469	(943,363)	20,657	(74,040)	767,172	283,593	(1,665,589)	(688,864)	
Transit Services	18	13,966	2,379	-	336	16,681	-	458	-	17,140	
Estimated Year End Interfund Loan3		-	-	-	-	-	-	6,878,891	-	6,878,891	
Total Development Charges		(3,366,837)	2,378,750	(6,852,376)	222,629	(7,617,834)	19,169,607	7,895,731	(19,430,366)	17,140	
Other											
Building Permit	21	4,903,657	175,130	(266,723)	108,326	4,920,389	-	74,443	(916,447)	4,078,385	
Canada Gas Tax Funding	22	4,219,585	1,855,394	(5,047,449)	108,366	1,135,896	-	-	-	1,135,896	
Deferred Federal Grants	23	345,393	71,987	-	7,958	425,338	-	1,334,372	(1,479,712)	279,998	
Parkland: Cash-in-Lieu	25	5,940,227	280,924	(27,761)	135,668	6,329,058	-	23,969	(280,924)	6,072,103	
Transportation Maintenance	26	2,931,375	-	(71,248)	66,499	2,926,625	-	-	(80,000)	2,846,625	
Gateway Feature	27	174,844	-	-	3,966	178,810	-	-	-	178,810	
Private Traffic Signal Maintenance Fund	28	249,467	-	-	5,659	255,127	-	-	-	255,127	
Total Other		18,764,547	2,383,435	(5,413,182)	436,443	16,171,243	-	1,432,784	(2,757,083)	14,846,944	
Total Obligatory Reserve Funds		15,397,710	4,762,185	(12,265,558)	659,072	8,553,409	19,169,607	9,328,515	(22,187,448)	14,864,083	

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 year-end interfund loan is an estimated value. The final amount will be determined based on actual DC collections as part of the year-end process.

Reserve and Reserve Funds

2021

Town of Halton Hills
Schedule D Trust Funds
September 30, 2020

Schedule D

September 30, 2020

Trust Fund	Fund	Opening Bal.		Additions	Reductions	Interest	Balance 30-Sep-20	Interfund Loans	Estimated		Estimated Balance 31-Dec-20
		1-Jan-20							Unbooked Additions	Unbooked Commitment	
Trust Funds											
Fairview Cemetery	80	529,812	7,189	(6,017)	12,034	543,018	-	-	-	-	543,018
Fairview Monuments	81	83,632	1,550	-	1,907	87,089	-	-	-	-	87,089
Greenwood Cemetery	82	1,171,832	22,064	(13,325)	26,650	1,207,221	-	-	-	-	1,207,221
Greenwood Monuments	83	200,900	2,150	-	4,574	207,624.24	-	-	-	-	207,624
Hornby Presbyterian Cemetery	84	865	-	(10)	20	875	-	-	-	-	875
Limehouse Presbyterian Cemetery	85	33,654	1,860	(945)	784	35,353	-	-	-	-	35,353
Limehouse Presbyterian Monuments	86	4,167	50	(117)	93	4,193	-	-	-	-	4,193
Union Presbyterian Cemetery	87	3,535	-	-	80	3,615	-	-	-	-	3,615
Union Presbyterian Monuments	88	957	-	-	22	979	-	-	-	-	979
Hillcrest Cemetery	89	269,290	12,721	-	2,536	284,547	-	-	-	-	284,547
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	15,115	-	(424)	334	15,025	-	-	-	-	15,025
Hillcrest Investments	93	375,302	42,000	-	3,397	420,698	-	-	-	-	420,698
Hillcrest Bequest	94	56,209	126,369	-	1,023	183,601	-	-	-	-	183,601
Transportation Maintenance	98	-	-	-	550	550	-	-	-	-	550
Total Trust Funds		2,745,268	215,954	(20,838)	54,003	2,994,387	-	-	-	-	2,994,387

Notes:

1. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Special Tax Levies

Special Tax Levies are established by the Town to assist with programs for a designated or specific purpose. At the end of 2020 the Town 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. This levy fulfilled its original purpose during 2020.

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 arena construction program. This levy began in 2013 and will continue to be collected until mid way through 2021. The entire levy will have fulfilled its purpose for the 2022 budget year.

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 full impact of the Provincial legislation did not come into effect as forecast, resulting in the ability to reduce this special levy by \$32,000.

The *Infrastructure Gap* Levy was introduced in the 2019 budget year at 0.6% of the net tax levy in order to address long term capital needs for replacement infrastructure as identified in the State of Infrastructure Report. An annual increase of 0.6% is recommended in the 2021 budget to continue to support the replacement and adaptation of core assets in the context of climate change.

The *Financial Sustainability* Levy is proposed to be introduced in 2021 and support on-going fiscal sustainability as the Town faces challenges pertaining to slower than planned growth and the COVID-19 pandemic.