



2023 BUDGET & BUSINESS PLAN

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INTRODUCTION

2023
BUDGET & BUSINESS PLAN



COMMUNITY PROFILE

Welcome to Halton Hills

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

With a population of approximately 63,000, Halton Hills consists of two urban centres, Georgetown and Acton, Esquensing 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.

The Town prides itself on maintaining a small-town feel while offering residents the amenities of larger municipalities. The slogan ‘small town living at its best’ is reflective of the Town’s exceptionally high quality of life. Maintaining balance while ensuring the Town’s long-term prosperity and high quality of life becomes particularly important as the Town prepares to meet provincial growth targets of an additional 20,000 people by 2031 and significantly more by 2051. Central to the municipality’s approach to growth planning is its strong interest in energy conservation and sustainable development; in particular the need to take urgent action on climate change. This interest is reflected in the [Integrated Community Sustainability Strategy](#) (also known as “Imagine Halton Hills”), which based on extensive community engagement, and outlines a vision to 2060 for a more sustainable Halton Hills. The Strategy is organized into four pillars:

Cultural Vibrancy:

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

Economic Prosperity:

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

Environmental Health:

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

Social Well-being:

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

In addition to the brief highlights on the following pages, additional information on initiatives implemented in 2022 that assisted in advancing the four pillars of the Community Sustainability Strategy, can be found in the departmental Business Plans.

COMMUNITY PROFILE

► CULTURAL VIBRANCY

Equity, Diversity and Inclusion, and Truth and Reconciliation

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

- Endorsed the Halton Equity, Diversity and Inclusion Charter and joined the Coalition of Inclusive Municipalities.
- Recognized and provided associated programming and education campaigns for significant dates including Black History Month, Indigenous History Month, Pride, Emancipation Day, National Day for Truth and Reconciliation, and Treaties Recognition Week.
- Raised the Mississaugas of the Credit First Nation and Every Child Matters flags permanently at Town Hall and at the Library and Cultural Centre. These flags will also be flown at the Acton Arena and Community Centre pending the installation of infrastructure in early 2023.
- Included land and treaty acknowledgments at the beginning of Council meetings and some public consultations, events and programming.
- Installed land and treaty acknowledgment plaques within thirteen Town facilities.
- Installed an Indigenous crosswalk in Glen Williams in honour of the indigenous children who did not return home from residential schools, to show support for the survivors who did and to serve as a daily reminder of the important Truth and Reconciliation work that needs to be undertaken in Halton Hills and across the country.
- Developed a process in consultation with the Mississaugas of the Credit First Nation for formal consultation as the Treaty Holders for development projects, plans, and studies.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

- Increased transportation service accessibility by providing online booking for ActiVan, Taxi Scrip and Youth Taxi Scrip users through hhtransit.tripsarkhost.com, and implementing a pilot transit service to Oakville Trafalgar Hospital.
- Provided inclusive recreation through one-on-one inclusion support for children in summer day camp by hiring a team of professional instructors with specific expertise and skills in this area.
- Presented diverse programming year-round in coordination with the Halton Hills Public Library and community partners to ensure the community has access to a wide range of perspectives and voices.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

Arts & Heritage

- The Town of Halton Hills boasts a thriving arts and culture community that contributed \$44.7 million to the local economy in 2020 (the latest year that data is available).
- Annual award-winning Culture Days celebrations engage residents and visitors in free cultural experiences - the 2022 edition offered 56 free in-person, digital and self-led activities.
- The “Under Wraps” and “Bell Box Mural Program” enliven the Town’s streetscape by exhibiting artwork on Town-owned utility boxes and Bell Boxes across Town.
- The Helson Gallery delivered Virtual School Programs, family-friendly drop-in art activities, community programs and extended its hours to increase public access.
- Offered a third year of Artrepreneur programming to support the development of new cultural businesses and organizations in Halton Hills by providing instruction on business skills for creative entrepreneurs.
- Funded community arts-engaged projects through The Artist Next Door, supporting the on-going creation of links between individual artistic practice and the Halton Hills community.
- Partnered with the Downtown Acton BIA to deliver “Art Around Acton” which included seven temporary and permanent public art activations and cultural events in downtown Acton to enliven the area and draw more tourists and residents to local businesses.
- The Town is developing a Cultural Heritage Master Plan to identify, protect, and celebrate Halton Hills’ rich and diverse cultural heritage resources. Ongoing consultation can be found on letshalkhaltonhills.ca/CHMP.
- Cultural facilities include the Helson Gallery, John Elliott Theatre, and two Halton Hills Public Library branches.



COMMUNITY PROFILE

CULTURAL VIBRANCY

Tourism

In 2022, for the first time since the onset of the pandemic, Economic Development was able to deliver tourism content and deliverables to visitor markets. This year was an opportunity to engage with tourists that have visited Halton Hills in the past, engage with tourism businesses and create brand recognition to help new visitors discover Halton Hills.

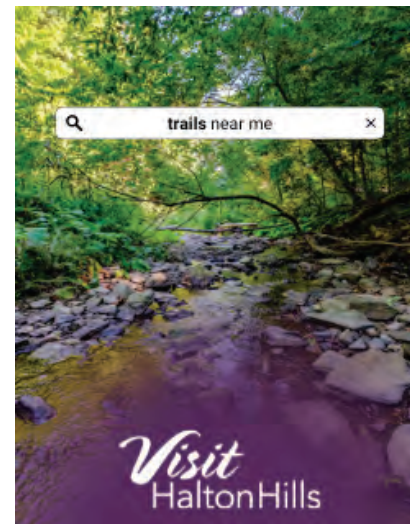
- Designed and distributed a new tourism brochure with the support of the RTO3 partnership fund.
- Attended local festivals and events to promote tourism sector and collected over 300 visitor surveys to better understand visitor spending and advertising awareness.
- Performed outreach to existing and new tourism stakeholders to reengage with local and regional opportunities.
- Launched a marketing campaign through Metroland Media targeting neighbouring municipalities and doubled traffic to VisitHaltonHills.ca compared to 2021.
- Continued membership with the Culinary Tourism Alliance; conducted outreach to food businesses and added 21 locations to the Halton Hills Great Taste of Ontario Passport; created printed advertising to reach a wider audiences and engage restaurant staff.



COMMUNITY PROFILE

► CULTURAL VIBRANCY

- Created themed day trips and blogs geared towards target visitor markets featuring top tourist assets including: weekends in Glen Williams, canoing at Fairy Lake, farm markets and harvest season, and Holiday activities.
- Grew @visithaltonhills Instagram audience through reels.
- Received government funding to create new tourism signage in high traffic pedestrian areas in 2023.
- Tourism Advisory Committee continued to meet quarterly to provide insight into tourism deliverables.



COMMUNITY PROFILE



CULTURAL VIBRANCY

Recreation

With the lifting of pandemic restrictions, in the spring of 2022, Recreation and Parks saw a return to full capacity programs and facilities. In addition to delivering new services and initiatives, the Department also continued to offer successful programs that were developed during the pandemic. Here are a sample of activities from this past year:

- Fully re-opened all Town Facilities and recreation programs following the lifting of pandemic restrictions.
- Delivered \$77,874.59 in council approved grants to 18 community partners to deliver programs, initiatives and events that benefit residents and create community vibrancy.
- Completed new Hungry Hollow Trails, which now provide connections to downtown and Cedarvale park from Westbranch Park.
- Constructed an accessible ramp at the Acton Arena & Community Centre/Townsley Rink entrance to better accommodate persons with restricted mobility.
- Established new dedicated pickleball courts (6 total) at Emmerson Park and Prospect Park as recommended by the Outdoor Courts Strategy.
- Replaced the aging Moldmasters Skate Park with a modern and expanded Community Level Skatepark.
- Added the following (pandemic response) programs to recreations regular schedule: virtual live-stream fitness classes; outdoor fitness classes, the outdoor walk fit program, “walk and talk”, “Introduction to Geocaching”, Virtual programming at our Youth Centres, and “Introduction to Play” Outdoor half-day camps.
- Continued to deliver the “Hey Neighbour” program to encourage neighbourhood connections by providing recreational activities on temporarily closed residential streets.
- Increased support in Day Camps by implementing Professional Inclusion Instructors.
- Created a Youth Leadership Program that focuses on developing leadership competencies and removing barriers to employment and volunteering.
- Continued the successful free lending library program and Wi-Fi-to-go with Halton Hills Library.
- Expanded e-commerce for recreation and parks services using Xplor (formerly PerfectMind).
- Introduced new “value for fee” passes and memberships for recreation users.
- Introduced an online registration method for program registrants on financial assistance to improve their access and ease of use.

COMMUNITY PROFILE

ECONOMIC PROSPERITY

Local Economy

- To ensure Halton Hills' economic prosperity, the Town is implementing a comprehensive Economic Development and Tourism Strategy. This includes a focus on advancing a strong and diverse economy that includes the target sectors of advanced manufacturing, food and beverage processing, clean technology and agri-business.
- The Town offers existing and potential businesses a strategic platform for success, proximity to world-class markets, a distinct community with an ideal balance between urban and rural environments, and an outstanding quality of life.
- Halton Hills' Premier Gateway is a growing and thriving employment area, offering strategically located lands with easy access to major transportation linkages. A number of leading companies have already located in the Premier Gateway, and the area will continue to be the Town's main area of job growth through 2041, accounting for approximately 90 percent of all forecasted employment growth. The Town advocates to reduce corridor protection and extend regional servicing within the Premier Gateway to maximize use of the existing designated urban land.
- Halton Hills' Economic Development and Investment Attraction divisions provide a full suite of high-quality services and supports to the business community that help foster a prosperous economy and enhance quality of life. These include:
 - Financial incentives via the Community Improvement Plan (CIP)
 - Business Retention and Expansion (BR&E) programming
 - Investment attraction, expansion and relocation
 - Business Concierge service
 - Site selection assistance
 - Market research
 - Industry engagement
 - Workforce development
 - Supporting and advancing affordable housing projects and initiatives
 - Amplifying tourism's economic benefits
 - Leveraging the arts and cultural sector and high quality of life to attract investment

By the Numbers (2021):



2,000+*
Businesses



21,487+
Jobs

\$2.5 Billion
in Gross Domestic Product

Top 5 Sectors by Job

4,961

Retail Trade

4,345

Manufacturing

1,663

Healthcare &
Social Assistance

1,405

Accommodation
& Food Services

1,405

Educational
Services

* with 1+ employees

COMMUNITY PROFILE

► ENVIRONMENTAL HEALTH

Natural Assets Landscape:

Council has identified climate change and the environment as key strategic priorities. To mitigate and adapt to the effects of climate change and to protect its natural assets, led and/or supported by Climate Change and Asset Management, the Town is implementing numerous initiatives, including:

- In partnership with CVC, developing a natural assets management strategy for different natural asset categories, such as wetlands, forests, rivers, meadows and open green spaces.
- Rolling out the Town's Climate Change Adaptation Plan and leveraging existing natural assets in Halton Hills, e.g., flood protection, recreation, carbon storage and sequestration, urban heat island reduction, air quality improvement and property value appreciation.
- Launched a tree canopy management program to preserve, protect, and enhance the overall tree canopy recognizing that trees contribute to overall community beautification, well-being, air quality improvement and carbon storage and sequestration.
- Implementing Phase 1 of a Privately-Owned Tree Management Strategy to roll out education and incentives programs to support the community in taking care of trees.
- Conducted a natural assets vulnerability assessment to evaluate the risks of climate change on natural assets.
- Creating a Climate Change Adaptation video series, which includes a dedicated video for natural assets, to educate residents on the importance of natural assets and their contribution to the environment.
- Supporting community organizations in contributing to the goals of climate change and environmental stewardship through the Climate Change Investment Fund and implementing projects to protect the environment and its ecosystem.
- Planting trees and supporting community tree plantings: in 2022, about 3,025 trees were planted through capital projects, donations, and community partnerships. An additional 1,200 trees were sold through the subsidized Earth Day Tree Sales program.



COMMUNITY PROFILE

► SOCIAL WELLBEING

Housing

- Council has identified affordable housing as a key priority. The Town is addressing this issue as follows:
 - Incorporated affordable housing in the Town's new Community Improvement Plan.
 - Amended the Comprehensive Zoning By-law and the Two-Unit House Registration By-law to permit accessory apartments (i.e. second units) in most single-family homes, and promoting the benefits of Two-Unit house creation.
 - Developed Secondary Plans for the Georgetown expansion (Vision Georgetown) and downtown Georgetown (Destination Downtown) areas, including a 30 percent affordable housing target for new housing units.
 - Building relationships with higher orders of government and the private/non-profit sector to identify partnership opportunities for affordable housing development.
 - Completed a community engagement and awareness strategy for affordable housing which included public consultation through Let's Talk Halton Hills, a virtual Open House, and various school engagements.
 - Worked with the Affordable Housing Working Group to develop and recommend actions that address the Town's affordable housing needs.
 - Assessing and advancing Town-owned properties to facilitate the provision of additional affordable housing.
 - Advanced 17 Guelph Street, a Town surplus property, for a mixed-income affordable housing development with 14 units. Official Plan and Zoning By-law Amendments have been approved by Council. A Request for Expressions of Interest (REOI) has been issued jointly with Halton Region
 - Put in place a new approach to continue to advance housing affordability through a cross-departmental approach and by leveraging Halton Region's expertise and role in delivering affordable housing.

Education by the Numbers

2 | Public High Schools

1 | Catholic High School

14 | Elementary Schools

5 | Catholic Elementary Schools



Health

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

COMMUNITY PROFILE

▶ SNAPSHOT OF TOWN SERVICES

1,100 lane km
of roadway



194 ha of parks
& open space



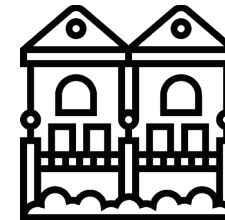
264 km
of sidewalks



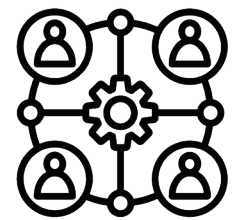
27.55 km
of Trails



45 designated
heritage buildings



160+ culture
programs presented



500,000+ materials
checked out



43,810 online registrations
(swimming & skating)



351 dog licenses issued
(new & renewed)



10,145 resident form
submissions (haltonhills.ca)



2,428 requests
for service



1204 burn permits
issued



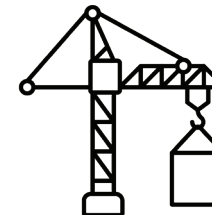
858 building
permits issued



245 business licenses
renewed, 78 new licenses



4M+ sq. ft. of business
concierge projects



\$1.4M in CIP-related
investments





BUDGET OVERVIEW

Introduction

In planning for a vibrant, healthy and sustainable community, the Town of Halton Hills is committed to providing community leadership on emerging issues and delivering a broad range of public services to its residents and businesses. The Budget and Business Plan is one of the Town's primary documents in supporting service delivery that is efficient, effective and economical. In preparing the 2023 Budget and Business Plan, Town staff have considered Council's strategic directions (ADMIN-2020-0021), departmental business plans, the Long Range Financial Plan (LRFP), the Asset Management Plan (AMP), and the Corporate Energy Plan.

The Province of Ontario introduced Bill 23 in October 2022 to address housing challenges, by proposing extensive changes to the Development Charges Act, 1997 (DCA), along with nine other Acts including the Planning Act. Due to its timing and various unknown elements of the bill, the potential impacts have not been incorporated into the 2023 Budget and Business Plan. The impacts of Bill 23 will be incorporated into the next LRFP update in 2023 as more information becomes available, which will then be used to guide the 2024 budget process.

The following guiding principles, while not new, will provide a foundation for determining fiscal priorities. It is on this basis, that staff develop work plans and budgets which are realized through the 2023 budget and business plans.

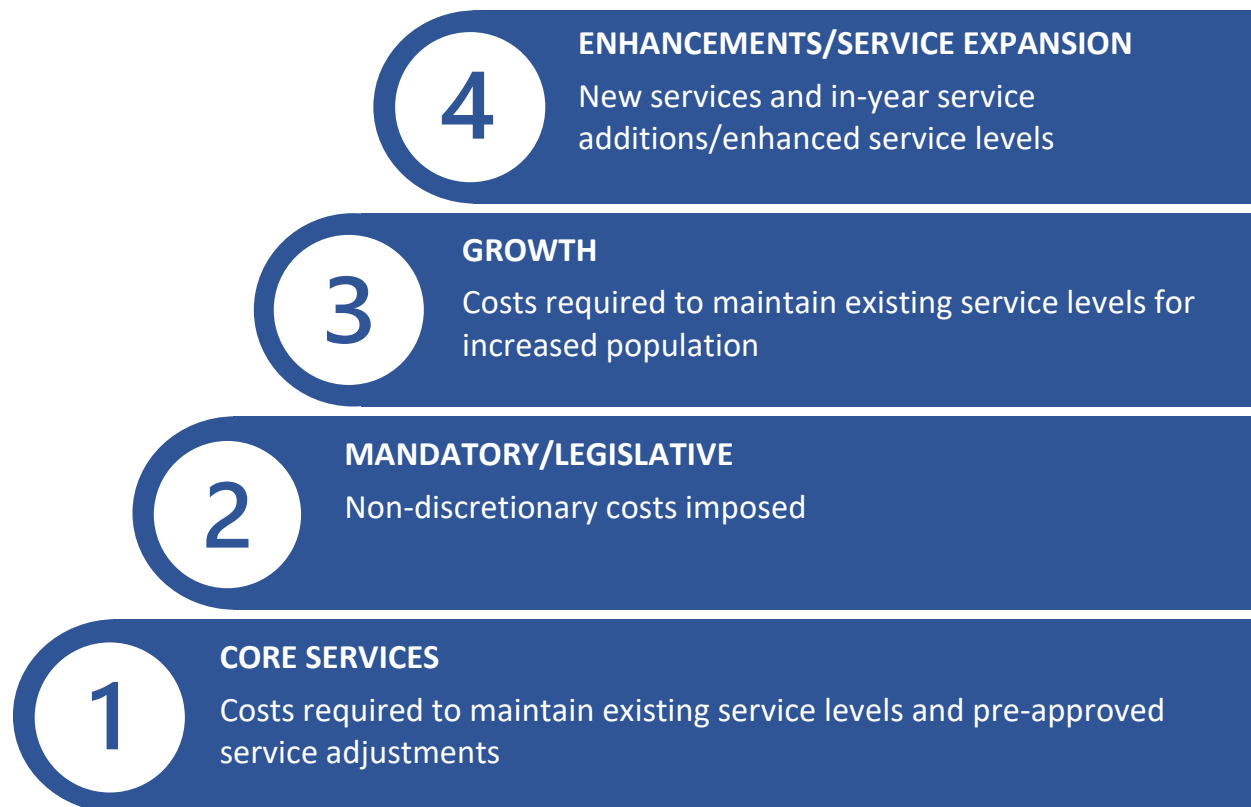
1. Restore appropriate funding for reserves to support long-term financial stability
2. Maintain current service levels for programs and staffing, leverage technology solutions to support efficiencies and productivity
3. Align capital programs with available resources while ensuring compliance with legislation and health and safety standards
4. Defer the growth-related capital program until development charges are received

Based on the above, the 2023 Budget and Business Plan continues to focus on supporting the priorities of the Town's Strategic Plan within the targets and mitigation measures set out in the LRFP and the financial policies approved by Council.

The operating budget process commences with the preparation of preliminary business plans and base budgets for each department according to the guiding principals. Base budget adjustments include all costs necessary to continue existing departmental operations, 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. These needs are proposed in budget Inclusions. For each budget Inclusion, 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 to prioritizing budget needs is illustrated below:

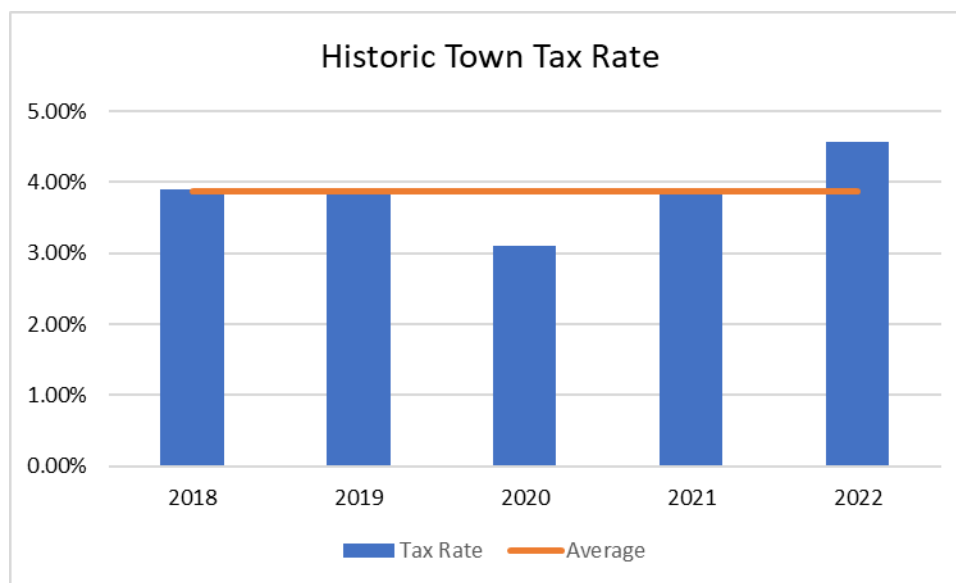


A detailed summary of each department's 2023 Business Plan, Operating and Capital Budgets and the nine-year Capital Forecast (2024-2032) are provided in the following sections. The budget summaries illustrate the approved 2022 operating budgets by department, the base operating budget for 2023 adjusted costs to maintain existing services, and the total operating budget after incorporating the proposed budget inclusions. To offset expenditure increases, the Town considers using revenue from other sources first and cost savings from efficiencies, with the remaining balance coming from the tax levy.

Property Tax Impacts and Achievements 2018 to 2022

In developing the budget for the upcoming year and beyond, staff recognize current fiscal pressures, all associated impacts and the overarching goal of upholding the quality of life for residents and business owners through continued service excellence.

The following chart provides the history of property tax increases for Town services for the last five years. The average annual tax increase over this period has been 3.89%.



The following section highlights new services and service level enhancements that were introduced over the last five years within the average annual tax impact of 3.89 %. Town services are categorized as noted below, based on the criteria that the Provincial Government requires for standardized financial reporting of all municipal activities in Ontario.

Administration

- Launched the Business Concierge service to streamline the review of major strategic non-residential investments in order to attract and support Halton Hills' economic prosperity, local jobs, non-residential assessment and tax revenue.
- Expanded tourism initiatives, including attendance and promotion at local events and a successful digital marketing campaign that increased the number of visitors to VisitHaltonHills.ca.
- Advanced and supported numerous affordable housing opportunities, including 17 Guelph Street, completed the Affordable Housing Awareness and Engagement Strategy, and established the Affordable Housing Working Group.
- Advanced development of a Town-wide Asset Management Information System (AMIS), in response to legislative requirements and the need to improve the overall capital planning process.
- Expanded the Public Engagement Program to include virtual consultations and updated charter.

Fire Services

- Enhanced fire protection services, including service expansion to 24/7 staffing coverage in two fire stations, and implementation of the Fire Station Staffing Plan to improve response time in the urban areas.
- Increased fire prevention and safety education, including a new training program for Fire staff.
- Increased front line customer service.

Recreation & Culture

- Advanced Truth & Reconciliation and Equity, Diversity & Inclusion initiatives, including relationship building, program delivery, communications, and training.
- Improved volunteer recruitment, on-boarding and overall volunteer experience.
- Renovated the residential property at Hillcrest Cemetery to provide affordable housing.
- Introduced outdoor fitness classes, the neighbourhood activator program, a play outdoors half-day camp and invested in technical equipment to deliver virtual live-stream fitness classes since the pandemic.
- Opened the new Acton Youth Centre and introduced virtual programming to improve opportunities and access for youth in the community.
- Introduced a Youth Leadership Program to build leadership competencies and remove barriers for youth to access employment and volunteer opportunities.

Library Services

- Introduced touchless checkout for a more efficient, convenient, and healthier process of borrowing materials.
- Introduced technology to support in-person/on-line hybrid options for meeting and program access.
- Implemented additional summertime hours on Sundays while serving the community as a cooling centre.
- Enhanced the partnership between the Halton Hills Library and Recreation & Parks department to lend out recreation materials such as family activity kits, active living equipment, and Wi-Fi to go units.

Environmental Services

- Implemented the Net Zero Ice Rinks project for Mold-Masters Sportsplex and Acton Arena which are projected to reduce carbon emissions by 203.7 tCO₂e annually and represent about a 22% reduction in emissions, in addition to the associated energy savings.
- Installed new electric vehicles chargers at 6 sites throughout the Town to support the Low Carbon Mobility Strategy.
- Enhanced online tree sales service, resulting in the purchase of 1,000 trees.
- Delivered numerous upgrades to facilities which serve to enhance and improve energy savings, reduce carbon footprints, and save on utility expenditures, including replacing lighting with LED fixtures, installing arena equipment that reduced hydro and water consumption, and installing roller shades to reduce air conditioning usage.

Planning & Development

- Expanded the heritage planning function to preserve, protect, and promote the Town's distinctive history. This included implementing a heritage property grant program and bylaw and the launch of online application forms for the Heritage Property Tax Refund program.

- Prepared a Cultural Heritage Master Plan to identify the Town's cultural heritage resources and provide policies and regulations for conservation of those resources.
- Completed the Premier Gateway Phase 1B Secondary Plan and advanced Phase 2B that will guide high quality employment development and increase assessment and employment opportunities.
- Obtained approval from the Region of Halton for Vision Georgetown.

Transportation & Transit

- Introduced conventional transit along the Steeles Avenue corridor through a service agreement with the Town of Milton.
- Assumed full operations of the ActiVan specialized transit program.
- Provided mandated accessible traffic signals throughout the Town.
- Invested in the Town's active transportation infrastructure, through the addition of bike lanes and multi-use pathways.
- Invested in traffic infrastructure to improve road safety, including implementation of the Trucking Strategy, traffic calming measures, rural intersection streetlighting, installation of traffic signals, and pedestrian crossings.
- Improved operations including the catch basin cleaning program, weather and flow monitoring stations, and enhancement of the urban tree canopy.
- Developed and implemented a Neighbourhood Traffic Calming protocol.

Parks & Open Space

- Completed the new Hungry Hollow trails, which now provide connections to downtown Georgetown and Cedarvale park from Westbranch Park.
- Established six new dedicated pickleball courts at Emmerson Park and Prospect Park as recommended by the Outdoor Courts Strategy.
- Opened the new leash free park at Trafalgar Sports Park.
- Replaced Moldmasters Skate Park with an expanded community level skatepark including additional amenities (e.g. shade structures, LED lighting, and a water fountain).
- Implemented surface treated driveways at major parks (Trafalgar Sports Park, Glen Williams Park, Limehouse Park) to reduce ongoing maintenance requirements.

Provision of these new services and service enhancements while maintaining the average tax levy increase at 3.89% was possible during this period, as a result of relatively stable inflationary cost increases, low to moderate assessment growth in earlier years, the Town's continued practice of identifying efficiencies and reductions wherever possible, and strategic utilization of existing reserves to smooth tax impacts.

Moving forward, the Town continues to seek opportunities to reduce tax impacts through operating efficiencies and cost reductions where possible. However, the recent economic conditions with historic inflationary increases and certain industry trends (such as significant increases in insurance premiums), combined with continued low assessment growth in the Town, have posed significant pressures in developing the 2023 Budget and Business Plan.

2023 Operating Budget Summary

The Town of Halton Hills 2023 net operating budget (tax levy supported budget) is proposed at \$63,747,400. 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.

The net \$63,747,400 represents a 7.40% tax rate increase, and consists of:

- 4.97% general levy to address inflation and additional funding required to maintain existing service levels, as well as to support statutory compliance, and the proposed new/enhanced services,
- 1.83% increase to the insurance special levy which is dedicated to address the combined impact of increasing insurance premiums and WSIB self-insurance costs in the base budget, and
- 0.6% of continued special levy dedicated to closing the infrastructure gap.

The 7.40% tax rate increase results in an additional \$28.13 per \$100,000 of residential current value assessment (CVA) or a 3.44% increase on the tax bill to address the Town's budgetary needs. After considering the additional impacts of the Regional preliminary operating budgets (3.00%) and school boards (0.00%), this equates to an increase of \$36.68 per \$100,000 of CVA. For the average assessed value of a home in Halton Hills of \$623,500 (per the latest MPAC assessment), this results in a \$229 increase to the residential property tax bill in 2023. Further details are included in the Property Tax section under Operating Budget – Revenue.

Property Tax Impact (per \$100,000 CVA)

	Share of Tax Bill	2022 Taxes	2023 Increase	2023 Taxes	\$ Impact on Tax Bill	% Impact on Tax Bill
Town	48%	\$380.35	7.40%	\$408.48	\$28.13	3.44%
Region	34%	\$284.95	3.00%	\$293.50	\$8.55	1.04%
Education	18%	\$153.00	0.00%	\$153.00	\$0.00	0.00%
Total	100%	\$818.30	4.48%	\$854.98	\$36.68	4.48%

Operating Budget Challenges

The proposed operating budget was prepared in consideration of the following challenges for 2023:

- **Low assessment growth** – the trend in low assessment growth over the past two years (0.7% in 2021 and 0.5% in 2022) is expected to continue over the next few years until assessment growth from the Vision Georgetown and the Premier Gateway areas materialize. In addition, pending decisions on property tax appeals, combined with the continued labour shortages and high labour/material costs in the construction market, continue to pose challenges for assessment growth.
- **Commitments carried over from the prior year budget** - As part of the 2022 budget, Council approved budgetary commitments totaling \$2.6 million that need to be included in the 2023 budget (e.g. transit servicing on Steeles Avenue, continued catch up on insurance premium increases and contract resources etc.)
- **Inflationary concerns** – The year over year increase in the Consumer Price Index is 6.9% as of October 2022, while the Construction Price Index (non-residential building) is 15.6%. With continuing pressure on gasoline, interest rates, construction labour/material costs and consumer prices, the inflationary pressure is expected to continue in the short term and is reflected in the 2023 Budget.
- **Insurance costs** – Despite the significant increases levied through the 2022 budget for insurance related costs, the actual insurance cost in 2022 is substantially higher (approximately \$118,000) and will result in an unfavorable variance at year-end. It is expected that municipal insurance rates will continue to rise as the municipal insurance landscape is facing new challenges such as cyber-attacks and an increase in climate-related disasters while Ontario's Joint and Several liability legislation continues to drive insurance costs upwards.
- **Cybersecurity** – in the face of increasingly sophisticated cybersecurity threats, additional funding is required to keep up with this fast-changing digital environment to protect the Town's assets and operations.
- **Statutory compliance** – There are increasing budgetary pressures to maintain compliance with the current and changing legislative requirements and/or industry standards, including a minimum wage requirement in the *Employment Standards Act*, changing utility locate requirements under Bill 93 (*Getting Ontario Connected Act, 2022*), accommodation requirements in AODA (*Accessibility for Ontarians with Disabilities Act, 2005*), the fire prevention requirements under the *Fire Prevention and Protection Act* to name a few.
- **Capital funding needs & capital budget challenges** – As the Town's existing capital assets continue to age and expand, the associated rehabilitation and replacement (i.e. state-of-good-repair program) costs have grown substantially over the past years. Further, the state-of-good-repair program has evolved to incorporate green initiatives to address the Town's climate change mitigation and adaptation strategies. This expanding state-of-good-repair program requires continuous funding from the provincial/federal governments as well as sustainable funding through annual budget provisions. Where limited capital funding is expected, capital programs that were

previously identified in the 2022 forecast will need to be deferred into future years based on affordability as assessed through the LRFP.

- **Bill 23 (More Homes Built Faster Act)** – The Province of Ontario introduced Bill 23 in October 2022, with its plan to address the housing crisis by targeting the creation of 1.5 million homes over the next 10 years. To implement the plan, Bill 23 proposed extensive changes to the *Development Charges Act, 1997* (DCA), along with nine other Acts including the *Planning Act*.

Due to its timing and other various unknown elements of Bill 23, the potential impacts have not been incorporated into the 2023 Budget and Business Plan. However, while it is challenging to determine the magnitude of the financial impacts at this time, it is anticipated that the DC revenue reduction measures proposed in the Bill will amplify the DC funding shortfalls and will materially impact the implementation timing of the Town's growth-related capital projects beyond 2023. The impacts of Bill 23 will be incorporated into the next LRFP update in 2023 as more information becomes available, which will then be used to guide the 2024 budget process.

Operating Budget Drivers

Assessment growth for 2023 is anticipated at 0.75%, which provides \$443,000 of additional tax revenues for the 2023 operating budget. The Town's assessment growth is discussed in the Operating Budget – Revenue section below.

After taking into consideration the assessment growth, the 2023 Operating Budget requirements have increased by a net \$4,390,100 or 7.40% from 2022. This increase is driven by the following budgetary pressures:

Continuous delivery of existing services/programs - \$3,876,900 (\$3,369,800 tax impact)

- The total increase of \$3,876,900 for continuous delivery of existing services and programs is offset by \$507,100 in contributions from reserves for a net tax impact of \$3,369,800
- \$1,525,206 increase for compensation and benefits for existing resources, which includes:
 - \$244,535 increase as a result of changes in statutory deductions, the minimum wage increase, and previously approved union contract adjustments.
 - \$565,479 increase in wages due to the performance increments, job evaluation changes, and changes to staffing approved during 2022.
 - \$715,192 increase for a non-union economic adjustment of 1.5%, a union economic adjustment of 2.0% and adjustments to part time wages as recommended through the part time wage review.
- \$446,400 required from the base operating budget, to retain existing contractual positions on an on-going basis. These contract resources (which have been temporarily funded from the reserves) are an integral part of the Town's existing programs such as

traffic calming program, Asset Management Planning, cybersecurity and on-line service delivery.

- A \$1,087,700 increase to fund a provision for insurance cost increases and WSIB reserve purposes, which includes:
 - A \$50,000 contribution to the WSIB Self-Insurance reserve as approved through report CORPSERV-2021-0007, which will mitigate some of the risk related to the exit of insurance providers from the excess indemnity insurance coverage market.
 - \$1,037,700 related to liability insurance costs, consisting of:
 - \$571,700 to address existing budget deficiencies resulting from a shortfall in the 2022 budget for premiums and a 20% premium increase for 2023. The increase also includes a provision for an increase in adjuster fees.
 - A \$466,000 increase to incorporate a permanent funding source for insurance in the base budget which replaces the one-time funding source used in the 2022 budget.
 - In order to continue to address the exceptional increases in insurance costs, an increase of 1.83% to the insurance special levy (dedicated to insurance and WSIB costs) is being proposed.
- \$18,008 to implement the second year of the 8-year Senior Services Delivery Review (RP-2020-0027). Staffing costs for the Seniors' service will eventually be fully funded by the Town and will no-longer be eligible for recovery from the Seniors.
- \$243,300 for inflationary increases in materials and supplies required to maintain existing service levels.
- \$100,000 to protect the Town's assets and operations from increasingly sophisticated cybersecurity threats (CORPSERV-2022-0019)
- \$99,800 to address increasingly complex financial reporting challenges (\$79, 800 for a new contract position – Budget Inclusion No.23-11) and short-term disability claims management program (\$20,000 – Budget Inclusion No. 23-12).
- \$77,800 to continue to implement previously approved capital projects, including annual license fees for software systems and the operating and maintenance costs of newly constructed assets.
- \$634,000 increase to sustain reserve balances, which includes:
 - \$355,000 (or 0.6%) increase in the infrastructure special levy. This annual on-going 0.6% increase is a critical capital funding source to address the infrastructure gap identified in the 2018 State of Infrastructure Report (report no. RP-2019-0001).
 - \$229,000 provision to strengthen capital and tax rate stabilization reserves as per the LRFP.
 - \$50,000 increase in the transfer to the WSIB reserve (as approved through CORPSERV-2021-0007), which will be funded from the proposed insurance special levy increase.

Statutory Compliance - \$239,700 (\$199,400 tax impact)

- The total statutory compliance impact of \$239,700 is offset by a net contribution from the Fire Services reserve of \$40,300 resulting in a net tax impact of \$199,400.
- \$125,000 to conduct in person utility locates as required by new provincial legislation introduced in Bill 93, Getting Ontario Connected Act, 2022.
- \$145,300 for a new Fire Prevention Inspector to support the Town's compliance with National Fire Prevention Association (NFPA) standards for fire inspections. This will be funded from the Fire Services reserve, with no resulting tax impact.
- \$105,000 of additional revenue is proposed with the implementation of a new Town Business License Inspection fee, which is included in the 2023 Fees and Rates report (CORPSERV-2022-0032). This increase in revenue will be transferred to the Fire Services reserve, with the aim of providing a funding source that can be used to fund any associated costs of providing the inspection.
- \$74,400 for Professional Instructors and Inclusion Facilitators to support compliance with the Accessibility for Ontarians with Disabilities Act (AODA) standards and the Ontario Human Rights duty to accommodate.

Investment in Transportation & Transit - \$789,000 (\$498,700 tax impact)

- Total costs for the investment in transportation and transit of \$789,000 is offset by revenue from the ASE program resulting in a net tax impact of \$489,700
- \$399,000 increase to implement a conventional transit route along Steeles Avenue.
- \$323,700 to implement a new automated speed enforcement (ASE) program (TPW-2022-0001), which includes contract staff and annual operating costs (Budget Inclusion No. 23-18). It is currently expected that a large portion of this cost will be offset by estimated ticket revenues, resulting in a \$50,000 net tax impact in 2023. In addition, the program requires \$180,000 in capital funding (project no. 6100-10-2301) to purchase and install equipment for the program in 2023.
- \$49,700 increase to continue and expand the ActiVan service to Oakville Trafalgar Memorial Hospital (Budget Inclusions No. 23-16 and 23-17)

Investment in Climate Change Mitigation & Adaption - \$135,000

- \$75,000 to replace existing level 2 electric vehicle (EV) charging stations and to provide level 3 EV charging stations at Town facilities (Budget Inclusion No. 23-07).
- \$60,000 in one-time funding to facilitate community engagement for climate change and adaptation outreach and the Low Carbon Transition Strategy (LCTS).

Other Service Enhancements in Support of EDI & TRC, Culture, and Heritage - \$219,800 (\$187,200 tax impact)

- Total costs for other service enhancements of \$219,800 are offset by \$32,600 in funding from existing capital budget sources which results in a net tax impact of \$187,200.
- \$125,000 to support the Equity, Diversity and Inclusion (EDI) strategy and the Truth and Reconciliation (TRC) program (Budget Inclusions No.23-01 and 23-02), which includes:

- \$45,000 base budget provision for on-going implementation of EDI and TRC strategies,
- One time funding of \$30,000 to install an EDI crosswalk, and
- One time funding of \$50,000 to facilitate the phase 2 EDI action plan.
- \$86,000 to accommodate a new Community Creativity and Cultural Hub space that will address workspace needs and provide programming for residents and businesses. This amount includes \$32,600 for leasehold improvements which will be funded from an existing capital budget source, resulting in a \$53,400 net tax impact (Budget Inclusion 23-04).
- An increase of \$8,800 to expand the Heritage Property Grant program and increase the number of student hours dedicated to the program.

2023 Operating Budget Details

Tax Levy Requirements

The table below shows proposed 2023 gross operating expenditures of \$88.6 million. Revenues of \$24.8 million and assessment growth of \$443,000 are projected to offset these expenditures, resulting in a net financial position of \$63.7 million. When compared to the 2022 approved budget of \$58.9 million, this represents a \$4.4 million or 7.4% increase in the net tax levy requirement for 2023. Further details are provided under the Gross Operating Expenditures and Revenue sections below.

2023 Operating Budget
Gross Expenditures and Revenues by Category (\$000s)

	2022 Budget (\$)	2023					2023 vs. 2022	
		Base Budget (\$)	Pre- Approved Capital Impacts	Budget Inclusion (On-going)	Budget Inclusion (One Time)	Total Budget (\$)	Budget Change	
Gross Expenditures								
Salaries & Benefits	49,081	50,311	173	716	89	51,289	2,208	4.50%
Materials & Supplies	3,723	3,806	32	65	-	3,904	181	4.85%
Utilities, Services & Other	12,646	13,018	545	349	140	14,052	1,406	11.12%
Financing & External Transfers	5,269	3,713	-	-	-	3,713	(1,556)	-29.52%
Contributions to Reserves	12,599	13,030	155	105	143	13,433	834	6.62%
Contributions to Capital Fund	1,904	2,325	(105)	-	(35)	2,185	281	14.76%
Total Gross Expenditures	85,221	86,204	800	1,235	337	88,576	3,354	3.94%
Gross Revenues								
Payment in Lieu of Taxes	(1,859)	(1,859)	-	-	-	(1,859)	-	0.00%
User Fees & Service Charges	(10,609)	(10,599)	(78)	(17)	-	(10,693)	(85)	0.80%
Recoveries & Donations	(1,570)	(1,588)	-	(185)	(89)	(1,862)	(292)	18.57%
Development Charges	(3,010)	(2,366)	-	-	-	(2,366)	643	-21.38%
Grants	(966)	(971)	-	-	-	(971)	(6)	0.58%
Reserves	(2,682)	(1,389)	(95)	(145)	-	(1,630)	1,053	-39.24%
Financing	(3,218)	(3,160)	-	-	-	(3,160)	58	-1.79%
Other	(2,394)	(2,181)	-	(105)	-	(2,286)	107	-4.49%
Total Gross Revenues	(26,307)	(24,115)	(173)	(452)	(89)	(24,828)	1,479	-5.62%
Assessment Growth		-	-		-	-	443	-0.75%
General Levy ¹	(49,109)	(50,841)	(627)	(783)	(248)	(52,499)	(3,390)	5.71%
Special Levies ¹	(9,805)	(11,248)	-	-	-	(11,248)	(1,443)	2.43%
Total Taxation	(58,914)	(62,089)	(627)	(783)	(248)	(63,747)	(4,833)	8.14%
Net Town Tax Impact (Net of Assessment Growth)	(58,914)	(62,089)	(627)	(783)	195	(63,747)	(4,390)	7.40%

Note:

1. Levy % increases for 2023 are calculated after the 2022 base budget is adjusted for assessment growth (\$58,914,000 + \$443,000 = \$59,357,300)
2. Due to rounding, percent changes presented in this table may not add up precisely to the totals provided

Following the 2023 Budget Directions report (CORPSERV-2022-0026), which recommended that staff review the target tax rate of 3.9% against non-discretionary pressures (legislative and mandatory requirements, existing budgetary deficiencies, existing service levels, transportation needs, limited assessment growth and inflationary pressures), plus the consideration of proposed 2023 enhancements, it was determined that a tax rate increase of 7.4% will be necessary to support the 2023 operating budget.

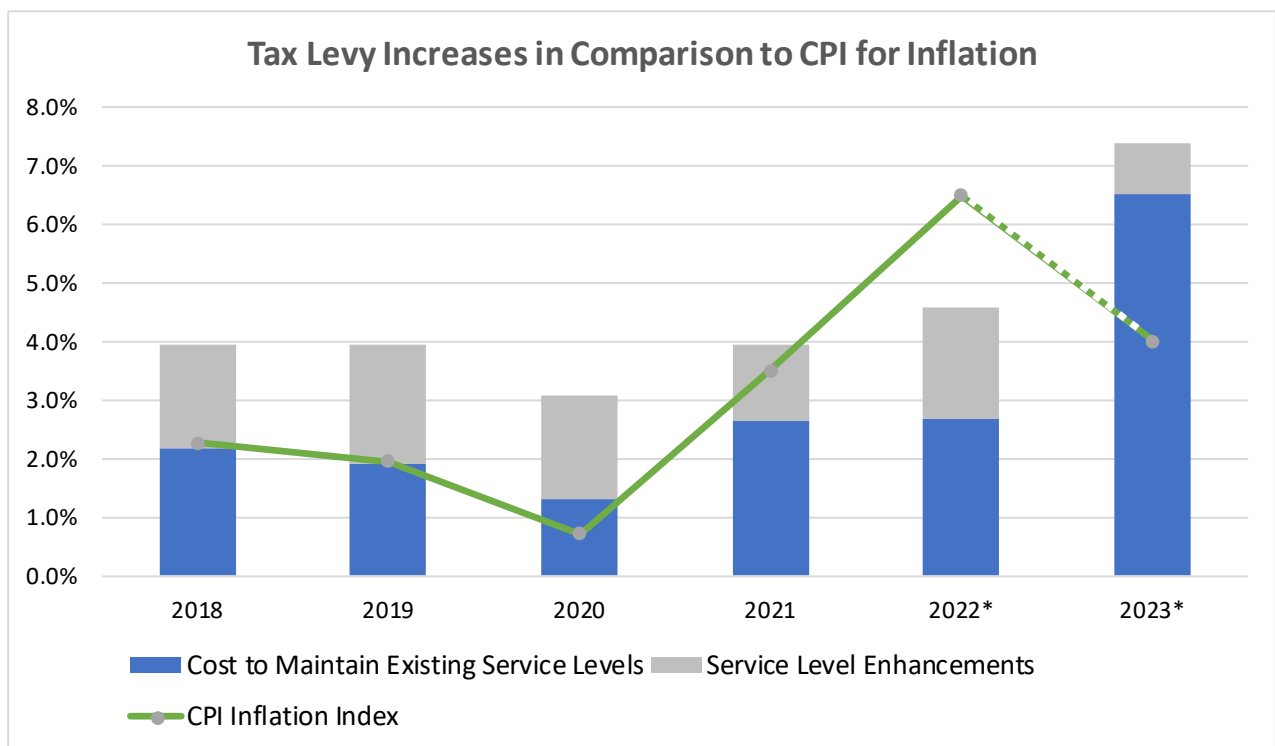
As discussed earlier, the historical average tax rate increase of 3.9% was achievable in the prior years based on relatively stable inflationary cost increases, moderate assessment growth, and strategic utilization of reserves in earlier years. During 2021 and into 2022, Canada has experienced the highest levels of inflation in three decades. Inflationary pressures have been monitored and tracked through variance reporting, however the budgets for items such as insurance, utilities, fuel, and some contracted services are no longer sufficient to maintain

existing service levels. The continued low assessment growth, combined with the burden of increasingly costly statutory requirements, exacerbate the budgetary pressures.

Accordingly, it is recommended that a proposed net tax levy increase of 7.40% be approved, consisting of:

- 4.97% (\$2,947,400) increase to the general levy (net of assessment growth):
 - to maintain existing levels of service (3.23% or \$1,915,000) and
 - to support new/enhanced services and statutory compliance as proposed in Budget Inclusions (1.74% or \$1,032,400)
- 1.83% (\$1,087,700) increase to the insurance special levy to address the budget shortfall attributable to insurance premium and WSIB self-insurance costs
- 0.6% (\$355,000) increase to the infrastructure gap special levy to address the funding shortfall to keep Town assets in a state of good repair (this is a continuation of an on-going annual increase)

The following graph shows service enhancements and base budget pressures from inflation with a comparison to CPI between 2018 and 2023.

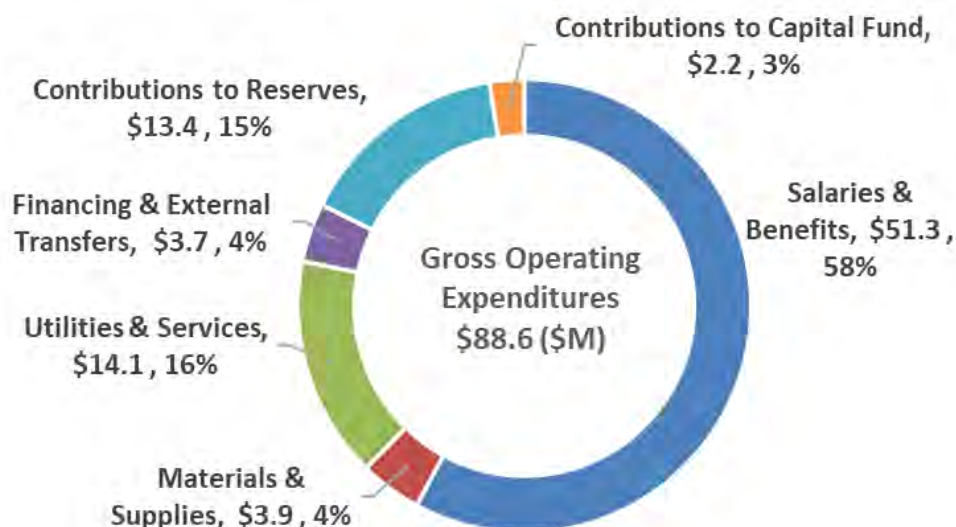


Note CPI inflation index is estimated for 2022 and 2023

Source: Statistics Canada and Bank of Canada calculations, estimates and projections

Operating Budget – Gross Expenditures

The chart below summarizes the gross expenditures by general expenditure type.



The chart shows that a significant component of the gross expenditures is related to salaries and benefits (\$51.3M or 58%) which is required to sustain existing staff resources and to support additional resources proposed in Budget Inclusions. This is followed by utilities and services which includes insurance, fuel, hydro, contracted services etc. (\$14.1M or 16%), and contributions to reserves (\$13.4M or 15%).

Compared to the 2022 approved budget, the 2023 gross expenditures have increased by \$3.4 million. This increase is primarily driven by:

- **\$2.2 million increase in salaries and benefits** to address:
 - An increase of \$244,535 to fund statutory deductions, the minimum wage increase, and previously approved union contract adjustments.
 - Wage increases of \$565,479 related to performance increments, job evaluation changes, and changes to staffing approved during 2022.
 - Economic adjustments of \$715,192 related to non-union wages (1.5%) and union wages (2.0%), as well as wage adjustments resulting from the part time wage review undertaken during 2022.
 - The allocation of \$446,400 of permanent funding to retain existing contractual positions on an on-going basis (which have previously been temporarily funded from reserves). These positions are critical to the continuance of existing programs and services (e.g. traffic calming program, Asset Management Planning, cybersecurity and on-line service delivery).

- Funding of \$212,700 for additional resources proposed in the Budget Inclusions, which are required to support new and enhanced services (e.g. ActiVan to Oakville Trafalgar Hospital, Automated Speed Enforcement) and compliance with new legislation (e.g. AODA, FPPA). Additional staff complements proposed in the 2023 operating budget are discussed in more detail below.

▪ **\$1.4 million increase in utilities and services to address:**

- \$571,700 increase in insurance costs, including:
 - o \$117,900 to catch up for 2022 actual premium costs,
 - o \$352,300 (or 20%) increase in premiums for 2023, and
 - o \$101,500 increase in the insurance adjuster fees to enable additional claims investigation.

It should be noted that there is a need to add a further \$466,000 increase related to insurance in 2023. This substitutes the non-sustainable one-time funding source that was used to fund insurance costs in the 2022 budget with a permanent funding source from the tax base. This additional amount is included within the total \$1.1 million (1.83%) proposed increase to the existing insurance special levy.

- \$100,000 increase to continue to protect the Town's assets and operations from increasingly sophisticated cyber threats (CORPSERV-2022-0019).
- \$125,000 increase to conduct in-person utility locates as required by new legislation introduced in Bill 93.
- \$399,000 increase to fully implement a conventional transit route along Steeles Avenue.
- \$209,800 to implement a new automated speed enforcement (ASE) program (contracted costs only (excludes staff costs) such as joint processing centre fees, MTO vehicle information etc.). The cost is expected to be largely offset by penalty revenues, resulting in a \$50,000 tax impact in 2023 (Budget Inclusion No. 23-18).
- \$75,000 to replace existing level 2 electric vehicle (EV) charging stations and to provide level 3 EV charging stations at Town facilities (Budget Inclusion No. 23-07).
- \$60,000 in one-time funding to facilitate outreach engagements in support of the Climate Change Action Plan (Budget Inclusions No. 23-05 & 23-06):
 - o Climate change and adaptation outreach (\$20,000).
 - o Low Carbon Transition Strategy (LCTS) community engagement & EV & Low Carbon Mobility & Outreach (\$40,000).

- 125,000 increase in support of the Equity, Diversity and Inclusion (EDI) strategy and Truth and Reconciliation strategy (TRC) (Budget Inclusions No.23-01 & 23-02):
 - o \$45,000 base budget provision for the on-going implementation of EDI and TRC strategies.
 - o \$30,000 one-time funding to install an EDI crosswalk.
 - o \$50,000 one-time funding to facilitate the phase 2 EDI action plan.
 - \$53,000 to accommodate a new Community Creativity and Cultural Hub space that will address workspace needs and provide programming for residents and businesses (excluding one-time leasehold improvement costs) (Budget Inclusion No. 23-04).
 - \$20,000 increase to effectively manage increasingly complex short-term disability leaves (Budget Inclusion No. 23-12).
 - \$383,000 reduction related to moving the rural road resurfacing program from the operating budget to the capital budget in 2023 (\$200,000 - which has an offsetting increase in the contribution to reserve section below), and the removal of one-time costs related to the 2022 municipal election (\$183,000).
- **\$834,000 increase in operating contributions to reserves** as shown below:

Reserves (\$000's)	Annual Operating Contributions		
	2022	2023	Change
Capital Reserves	\$ 10,201	\$ 10,824	\$ 623
Stabilization Reserves	1,386	1,570	183
Operating Reserves	1,012	1,039	28
Total	\$ 12,598	\$ 13,433	\$ 834

This increase includes:

- \$355,000 (0.6%) increase in infrastructure special levy. This annual on-going increase is a critical capital funding source to address the infrastructure gap identified in the 2018 State of Infrastructure Report (report no. RP-2019-0001).
 - \$229,000 provision to strengthen capital and tax rate stabilization reserves as per the LRFP.
 - \$50,000 increase to the amount transferred annually to the WSIB reserve (as approved through CORPSERV-2021-0007), which will be funded from the proposed increase to the insurance special levy.
 - \$200,000 for rural road surface treatment program that is to be moved from the operating budget to the capital budget in 2023 (no net tax impact).
- **\$465,000 increase in materials & supplies as well as in contributions to capital funds,** driven mainly by:
- Cost increases in fuel and general materials to sustain existing operations.
 - Removal of a one-time reduction in the pavement management program to finance the insurance cost increase in 2022.

- **\$1.5 million decrease in financing and external transfers**, which includes:
 - \$1.3 million reduction in debt charges. An existing debenture related to funding for the Mold-Masters Sportsplex Arena ends in 2023. This project was growth-related, and the debenture was being funded through development charges (for growth-share) and a capital reserve (for non-growth share) instead of the tax base; and as such, this reduction is offset by a corresponding reduction in funding from development charges and the capital reserve with a net zero tax impact in 2023.
 - \$224,100 reduction in debt charges as debt previously issued for the parking lot lighting project ends in 2023. This saving will be realized within the base budget and is being used to offset tax impacts in 2023.

Staff Complement

The following are the details related to the 9.3 FTE staff complements requested in the 2023 operating budget.

**TOWN OF HALTON HILLS
STAFF COMPLEMENT
2023 BUDGET & BUSINESS PLAN**

	2022 Final Budget	2022 In-year Change	2023 Base Budget	2023 Net Additions	2023 Budget Submission
Town					
Permanent:					
Full Time	318.3	(0.3)	318.0	1.0	319.0
Part Time	112.0	(0.1)	111.9	4.6	116.5
Contract	2.1	4.3	6.4	2.7	9.1
Temporary	6.3	(4.3)	2.0	1.0	3.0
Total	438.7	(0.4)	438.3	9.3	447.6
Library					
Full Time	17.7	1.3	19.0	-	19.0
Part Time	23.9	1.6	25.5	-	25.5
Total	41.6	2.9	44.5	-	44.5
Combined total	480.3	2.5	482.8	9.3	492.1

Staffing complement in full time equivalent (FTE)

Summary of Staff Requests

Legislative Compliance

Full Time	Fire Prevention Inspector	1.0	New
Part Time	Professional Instructor & Inclusion Facilitator	2.7	Increased Hours
		<u>3.7</u>	

Transportation

Part Time	ASE Application Analyst	0.4	New
Part Time	ActiVan drivers (existing svc to OTMH)	0.9	Increased Hours
Part Time	ActiVan drivers (expanded svc to OTMH)	0.3	Increased Hours
Contract	Traffic Analyst	0.2	Increased Hours
Temporary	Traffic Coordinator (ASE)	1.0	New
		<u>2.8</u>	

Service Delivery

Contract	Asset Management Business Analyst	0.5	Extend Contract
Contract	Help Desk Technician	1.0	Extend Contract
Contract	Financial Coordinator	1.0	New
		<u>2.5</u>	

Student Positions

Part Time	Economic Development Student	0.2	Increased Hours
Part Time	Heritage Property Grant Program	0.1	Increased Hours
		<u>0.3</u>	
Total		<u><u>9.3</u></u>	

The 2022 in-year changes include amendments to the 2022 budget as a result of staffing changes and reorganizations that occurred during 2022. A budget inclusion (No. 23-13) has been proposed for the Library Services new staffing plan with a net tax impact of \$59,900 in 2023, to support its 2022 in-year change (i.e. an additional 2.9 FTEs (full time equivalent) which was approved by the Library Board during 2022).

For 2023, an additional 9.3 staff complements (FTE) are being proposed as follows:

- 3.7 FTEs in response to regulatory compliance requirements;
- 2.8 FTEs to address the Town's continued road safety initiatives and growing service demands;
- 2.5 FTEs to continue delivery of existing services, and
- 0.3 FTEs to increase summer student hours.

These additional FTEs are detailed in the respective Budget Inclusions and the following comments provide highlights for each one:

Legislative Compliance

- **Fire Prevention Inspector** (Budget Inclusion No. 23-14) (1.0 FTE with no tax impact)
 - As of Q3 2022, Fire Services is 400 inspections behind plan, based on the National Fire Protection Association Fire Inspection Performance Standard. This industry best practice establishes routine inspection cycles for all occupancy classifications (Assembly, Institutional, Residential, Business, Mercantile, Industrial).
 - A new Fire Prevention Inspector will help to reduce the likelihood of a fire and to achieve compliance with the fire prevention requirements detailed within the Fire Prevention and Protection Act (FPPA).
 - This position has an annual budget requirement of \$145,300 which will be funded from the Fire Services reserve on an ongoing basis resulting in no tax impact.
 - To help sustain this reserve in financing this position, a separate Budget Inclusion (No. 23-15) is proposed for a new Town Business Licence Inspection fee which will generate an estimated additional revenue stream of \$105,000. This new fee has been included in the 2023 Rates and Fees Report (CORPSERV-2022-0032) and is to be considered for approval by Budget Committee as part of the 2023 budget deliberations.
- **Professional Instructors and Inclusion Facilitators for Summer Camp (Budget Inclusion No. 23-21) (2.7 FTEs or additional 4,929 part-time hours, with \$74,400 tax impact)**
 - The additional part-time hours are required for professional instructors and facilitators with specialized education and skills to address the growing demand for inclusion support (e.g. 10 participants on a waiting list in 2021 growing to 28 in 2022) and to ensure compliance with Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Human Rights requirement for Duty to Accommodate.
 - Responding to the growing requests for inclusion services requires a total of 4,929 new hours (or 2.7 FTEs) with a net \$74,400 tax impact in 2023.

Transportation & Transit**Automated Speed Enforcement (ASE) (Budget Inclusion No. 23-18)**

- **ASE Application Analyst (0.4 FTE or additional 800 part-time hours, with no tax impact)**
 - These new part-time contract hours are required on an on-going basis, to provide IT support for the ASE system and related reporting at an estimated annual budget provision of \$17,000.
 - The \$17,000 cost will be offset by the revenue generated from fines collected through the ASE program.
- **Traffic Coordinator (ASE) (1.0 FTE temporary contract, with no tax impact)**
 - This new one-year contract is required to cover various traffic related duties, while existing Transportation staff are required to coordinate and implement the new ASE program.
 - This temporary contract will require \$88,900, which is expected to be fully funded through ASE fine revenue.

Without these two positions, the Town will not be able to implement the ASE program as existing staff do not have capacity to facilitate the new program while delivering existing work plan priorities.

- **ActiVan Drivers – Extension of Existing OTMH Service (Budget Inclusion No. 23-16)**
(0.9 FTE or additional 1,560 part-time hours, with \$36,900 tax impact)
 - As detailed in Report TPW-2022-0025, the success of the 2021-22 ActiVan Oakville Trafalgar Memorial Hospital (OTMH) service pilot program has established the demand for the service. However, as ActiVan operations return to normal ridership levels, there is no capacity to continue this service without additional resources.
 - Implementing the existing ActiVan OTMH service on a permanent basis requires an additional 1,560 hours for Transit Operators (or 0.9 FTE) requiring annual funding of \$41,000.
 - Of the \$41,000 required, it is projected that \$5,000 will be funded through fare revenue and the remaining \$36,000 will result in a net tax impact in 2023.
- **ActiVan Drivers – Expansion of OTMH Service (Budget Inclusion No. 23-17)**
(0.3 FTE or additional 520 part-time hours, with a \$12,800 tax impact)
 - In addition to the above request, expansion of the ActiVan OTMH service is proposed, to better accommodate ActiVan customers and riders seeking transportation for dialysis as discussed in TPW-2022-0025.
 - The expanded service will require an additional 520 hours for Transit Operators (or 0.3 FTE) requiring annual funding of \$14,100. \$1,200 will be funded from fare revenue and the remaining \$12,900 will result in a net tax impact in 2023.

- This means that, if both the pilot and the service expansion are approved, 2,080 additional operator hours (or 1.2 FTEs) will be required to staff the two requests, costing a total of \$55,100
- **Traffic Analyst** (Budget Inclusion No. 23-19)
(0.2 FTE full-time contract, with a \$78,200 tax impact in 2023)
 - This contract position has been in place since 2020, funded through temporary budget savings, and is required to help address growing traffic-related inquiries and implement the traffic-related capital program.
 - It is critical that this position is retained on an on-going full-time contract basis, to conduct the capital traffic programs (e.g. traffic calming) and address growing departmental workload.
 - The continuation of this contract requires an additional 0.2 FTE to be added to the existing 0.8 FTE available for Transportation division (for a full 1.0 FTE), at an annual budget provision of \$78,200.

Continuation of Existing Service Delivery

The following additional 2.8 staff complements are required to either retain existing contract positions or to hire new contract positions, which are critical to continuation of existing services.

- **Asset Management Business Analyst** (Budget Inclusion No. 23-09)
(0.5 FTE full-time contract, with a \$100,900 tax impact in 2023)
 - This part-time contract position (0.5 FTE) has been in place since 2020, supported by an annual temporary funding source, to support the development and implementation of the Town's new Asset Management Information System (AMIS). This system represents a critical step forward in the way that the Town tracks and monitors the Town's asset management and planning related data.
 - It is crucial that this position is retained to ensure there are adequate resources to complete the project, and thereafter to secure in-house expertise to provide continued system support.
 - The conversion to an on-going full-time contract requires an additional 0.5 FTE to be added to the existing 0.5 FTE (for a full 1 FTE) and will have a net tax impact of \$100,900.
- **Helpdesk Technician** (Budget Inclusion No. 23-10)
(1.0 FTE full-time contract, with a \$81,800 tax impact in 2023)
 - This position has been in place since 2020 to help respond to a marked increase in IT Helpdesk requests resulting from the shift to work-from-home due to COVID-19. The position has previously been funded through Federal/Provincial Safe Restart Agreement Funding, which is no longer available.

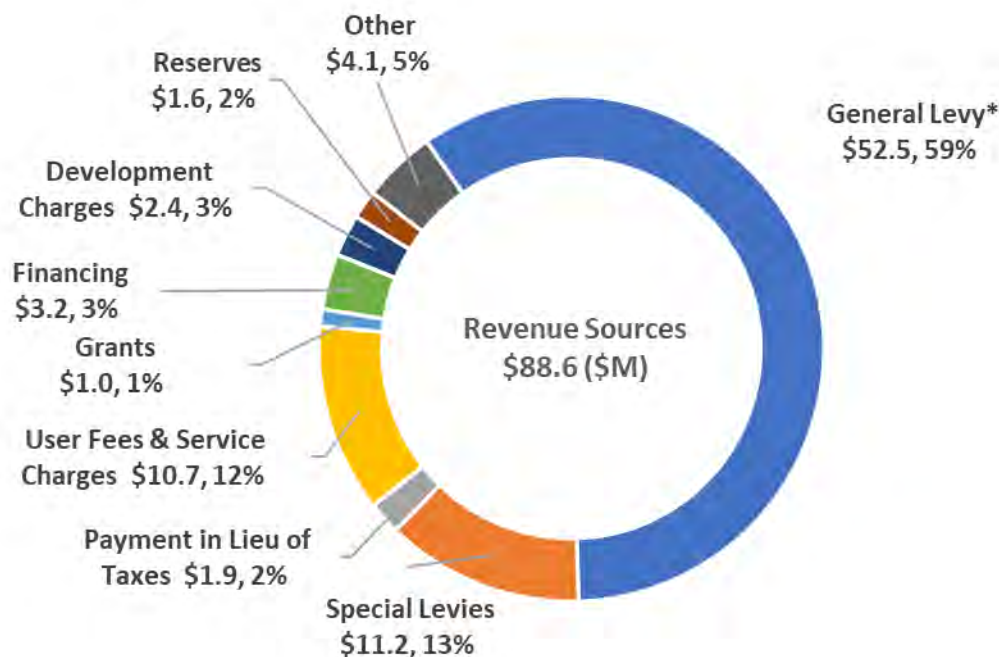
- It is critical to retain the existing contract on an on-going full-time contract basis, so as to maintain reliable and timely IT Helpdesk services to all user departments as the Town continues to bolster its cybersecurity measures and transition to a hybrid model of work. It is anticipated that call volumes will remain high, which is beyond the capacity of the existing permanent Helpdesk technician.
- Maintaining this position requires an additional 1 FTE at a net tax impact of \$81,800.
- **Financial Coordinator** (Budget Inclusion No. 23-11)
(1.0 FTE full-time contract, with \$79,800 tax impact in 2023)
 - The Finance division has been increasingly challenged in recent years in addressing the growing complexity and volume of reporting requirements and internal/external customer service demands resulting from regulatory changes, service enhancements, and new programs (e.g. PSAB updates, Retrofit Halton Hills pilot program etc.).
 - As workload pressures mount across the division, one new contract FTE is required at a net tax impact of \$79,800, to keep pace with growing service demands (including timely compliance with statutory reporting requirements), while ensuring appropriate financial internal controls are maintained for the corporation. This position will also help contain external audit costs by ensuring the accuracy of financial reporting.

Student Positions

- **Economic Development & Tourism Student** (Budget Inclusion No. 23-08)
(0.2 FTE or additional 280 part-time hours, with no tax impact)
 - An additional 280 part-time hours (or 0.15 FTE) are requested for the existing Economic Development student, to expand the implementation of the Economic Development and Tourism workplan (Spring through Fall) and to help attract qualified candidates.
 - The additional hours will be fully funded through the reallocation of existing operating budget funds, resulting in no net tax impact.
- **Heritage Student** (Budget Inclusion No. 23-20)
(0.1 FTE or additional 210 part-time hours, with \$3,800 tax impact)
 - A 6-week increase to the current 10-week employment period for a Heritage Summer student is being requested, to attract qualified candidates and to provide an opportunity to establish a fulsome understanding of the Town's cultural heritage landscape as well as a planning foundation for the long-term retention of those heritage resources.
 - This increase requires an additional 210 part-time hours (or 0.12 FTE) at a net tax impact of \$3,800 in 2023.

Operating Budget - Revenues

Revenue sources used to fund the \$88.6 million operating expenses are summarized in the chart below (\$M).



*includes assessment growth

The Town explores various other revenue sources first to fund increases in expenditures and funds the remaining balance from the property tax levy. Other revenue sources include, but are not limited to, user fees, service charges, program fees, interest earned, federal and provincial grant funding, payment in lieu of taxes and trust fund contributions. Other revenue sources do not typically increase at the same pace of inflation that expenditures for Town services do or in alignment 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.

In 2023, out of the \$88.6 million gross operating budget expenditures, \$24.8 million will be funded from other revenue sources, with the remaining \$63.7 million funded from assessment growth, general and special tax levies.

Property Tax (General Levy & Special Levy)

Property taxation represents 72% of the 2023 funding for the Town's operating budget, including assessment growth, supplementary taxes, and 13% from special levies. A breakdown of the total tax levy is provided below:

Levy	Approved 2022 Budget (\$)	Increase (Decrease)	% of Adj. Net Levy	Preliminary 2023 Budget (\$)
General Levy	49,108,900	2,947,400	4.97%	52,056,300
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 - Fair Workplaces, Better Jobs Act 2017	153,500	-		153,500
Special Levy - Infrastructure Gap	1,256,000	355,000	0.60%	1,611,000
Special Levy - Financial Sustainability	1,599,700	-		1,599,700
Special Levy - Insurance	377,000	1,087,700	1.83%	1,464,700
Net Levy	58,914,300	4,390,100	7.40%	63,304,400
Assessment Growth	443,000	443,000		443,000
Adjusted Net Levy for Assessment Growth	59,357,300	4,833,100		63,747,400

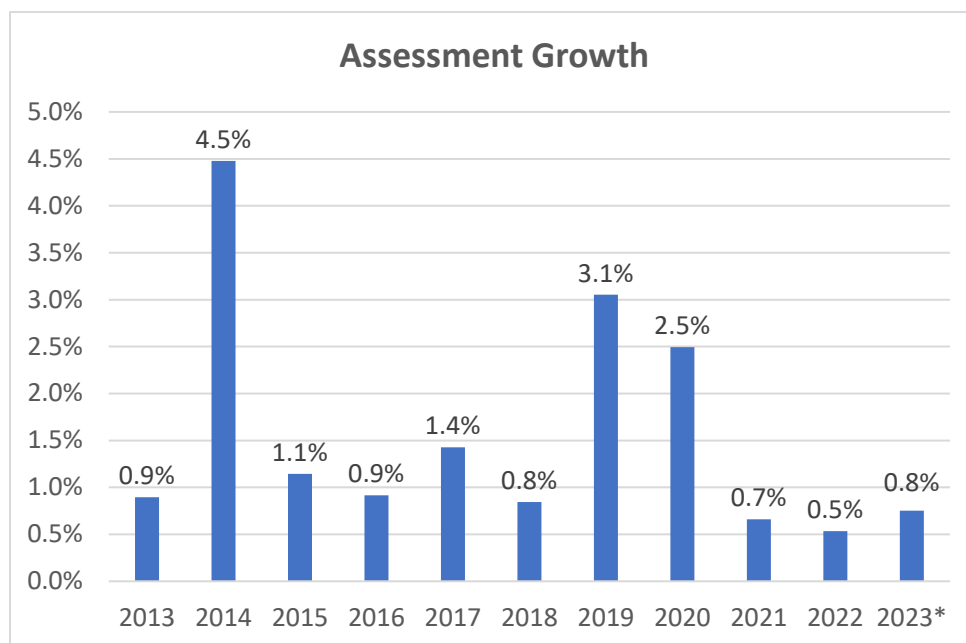
Assessment Growth and Supplemental Tax Billing Revenues

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. Assessment growth and a correlated increase to tax revenues occurs when new properties are added to the tax roll and/or expansions or additions are made to existing properties. Assessment growth can also be negatively impacted by the settlement of appeals filed by property owners. 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.

Assessment growth and supplemental tax billings fluctuate greatly each year due to many factors such as the availability of land supply and servicing, growth activities, the focus of the Municipal Property Assessment Corporation (MPAC), the economic climate, and unexpected factors such as COVID-19. The Town has experienced a period of low assessment growth for the past few years creating pressures that limit budget increases and service level enhancements.

Based on current estimates it is anticipated that assessment growth in 2023 will continue to be low at only 0.75%, yielding additional revenues of \$443,000. Supplementary tax billings can vary each year and have ranged from \$320,000 to as high as \$1.3M. Due to this level of uncertainty, staff are not budgeting an increase in 2023 and will maintain the budget at the current level of \$325,000.

The following graph depicts assessment growth as a percent of budget in the Town of Halton Hills over the past ten years.



Note: 2023 assessment growth is estimated as final roll will be received in early December

Growth in 2014 and 2019 was largely driven by the construction of the Toronto Premium Outlet mall and by new residential housing construction respectively.

At 0.75%, anticipated growth in 2023 is in the low range of the growth that the Town has historically experienced. The Town is currently in a period of low growth primarily relying on infill projects with varying construction timelines that are often difficult to predict. This lull is expected to continue over the next few years until growth in Vision Georgetown and the next phase of the Premier Gateway commences. Periods of limited growth create budget pressures as there are no additional tax revenues from new development and redevelopment. As such, all increases to the budget heavily rely on existing properties.

Non-Residential Assessment

Industrial and commercial properties are taxed at a higher rate than residential, making this type of development beneficial to the Town in terms of assessment. As such, the preferred split between residential and non-residential is 80% and 20% respectively. In 2008, the Town's residential to non-residential ratio was 90/10; the construction of the Toronto Premium Outlet Mall (TPO) in 2014 was a significant factor in moving the ratio to 87.8/12.2. As of the 2021 returned tax roll from the MPAC, the ratio has changed to a healthier 83.6/16.4. This is comparable to other local municipalities in Halton Region.

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

Special Levies

Special levies are raised to provide a funding source that directs tax levies to a specific purpose or objective. For the 2022 tax year, the Town introduced a new special levy as part of a funding plan to offset insurance related cost increases. A proposed increase to the insurance special levy of \$1,087,700 (1.83%) in 2023 will provide the required tax funding to address the budget shortfalls for the actual premium in 2022, replace the one-time funding source from the 2022 budget that is no longer available, provide for a 20% increase in premiums for 2023 and increase the insurance adjuster fees to allow additional claims investigation. Additional information on the special levies is included in the Supplementary Section.

Combined Taxes and Use

The combined tax rate increase, when blended with the projected tax rate increases for the Region of Halton and the School Boards, is 4.48% or \$36.68 per \$100,000 current value assessment (CVA) on the residential tax bill. This results in a total levy of \$854.98 per \$100,000 of CVA with \$408.48 directed towards Town provided services, and the remainder is allocated to the Region of Halton (\$293.50), and to the Halton School Boards (\$153.00).

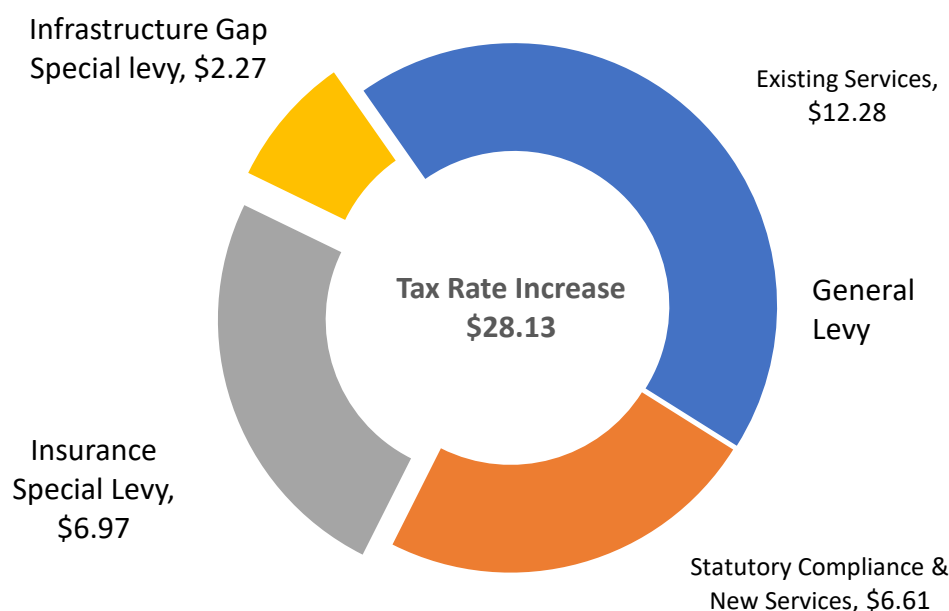
	Share of Tax Bill	2022 Taxes	2023 Increase	2023 Taxes	\$ Impact on Tax Bill	% Impact on Tax Bill
Town	48%	\$380.35	7.40%	\$408.48	\$28.13	3.44%
Region	34%	\$284.95	3.00%	\$293.50	\$8.55	1.04%
Education	18%	\$153.00	0.00%	\$153.00	\$0.00	0.00%
Total	100%	\$818.30	4.48%	\$854.98	\$36.68	4.48%

It is important to note that property taxes are calculated based on the MPAC assessed value of the property and not market prices.

The average assessed value of a residential house in the Town of Halton Hills is \$623,500 based on the most recent assessments carried out by MPAC in 2016. Using this average assessed value of \$623,500, the \$36.68 increase per \$100,000 of assessed value totals \$228.69, with the Town portion being \$175.39. The combined increase is calculated based on dividing the assessed household value of \$623,500 by \$100,000 and multiplying the calculated value (\$6.24) by the total combined tax increase per \$100,000 CVA of \$36.68.

The proposed 7.40% tax increase in 2023 translates to tax increase of \$28.13 per \$100,000 of residential CVA for the Town. This consists of:

- 4.97% (\$18.89 per \$100K CVA) general levy increase to address:
 - Inflation and non-discretionary increases required to maintain existing service levels (3.23% or \$12.28 per \$100 CVA)
 - Increases needed to fund statutory compliance and new/enhanced services proposed in Budget Inclusions (1.74% or \$6.61 per \$100 CVA)
- 1.83% (\$6.97 per \$100K CVA) – increased insurance special levy dedicated to address the combined impact of increasing insurance premiums and WSIB self-insurance costs in the base budget, and
- 0.6% (\$2.27 per \$100K CVA) - continued special levy dedicated to close the infrastructure gap



User Fees Revenue

User fees are a critical source of revenue for the Town. They are reviewed annually from the perspective of service delivery, cost recovery, comparability of fees with neighbouring municipalities and market demand. In advance of the 2023 budget year, the proposed user fee updates were presented to Council in the 2023 Rates and Fees report CORPSERV-2022-0032.

The user fee revenues anticipated in 2023 are slightly higher mainly due to the proposed Town Business License Inspection Fee. The revenue currently estimated from this new fee totals \$105,000. This will be used to help replenish the Fire Services reserve so that there is an available funding source to cover the costs of a new Fire Prevention Inspector to conduct inspections.

Development Charges (DC)

DCs are transferred to the operating budget to fund growth-related debenture charges resulting from previously issued external debentures. In 2023, DC transfers declined as a portion of growth-related debt (i.e. Mold-Masters Sportsplex Arena) ends in 2023.

Financing - 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 2023 the annual dividends are expected to be \$1,692,000, and \$1,313,100 of this is utilized to offset costs in the Town's operating budget, with the remaining \$378,900 directed to capital reserves to support the state-of-good-repair capital programs.

Recoveries & Donations

Recoveries and donations include the revenue recovered through specific programs from user groups, or from other levels of government and donations made to the Town. In 2023 general recoveries will increase by \$273,700 with the introduction of the automated speed enforcement program (Budget Inclusion No. 23-18). The fine revenue from the program is expected to offset a significant portion of the program cost.

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 expenditures and helps to support the Town's capital program, however the Town also secures operating grant funding for use in the provision of services to the public. The following table summarizes all budgeted operating grant funding and the programs that these funds support:

Operating Grants	2023 Budget Funding	Program
Provincial Gas Tax	595,500	ActiVan - Public Transit
Ontario Community Infrastructure Fund	80,000	Asset Management
Seniors Active Living Centre - Maintenance & Operating Grant - Seniors	85,400	Recreation
Seniors Active Living Centre - Maintenance & Operating Grant - Community Programs	22,000	Recreation
Local Health Integration Network	81,000	Recreation
Provincial Library Operating Grant - Ministry of Tourism, Culture & Sport	61,300	Library Services
Ministry of Transportation	44,932	Public Works
Canada Summer Jobs	1,000	Planning & Development
Total	971,132	

Reserves

In an effort to stabilize annual tax impacts, the Town strategically utilizes its reserves where sufficient reserve capacity is available as assessed through the Long Range Financial Plan. There is a notable reduction in funding required from reserves in 2023 (a net \$1.0M reduction). This decline is mainly due to:

- A \$708,000 reduction in the amount required to be drawn from the capital reserve, which was used to offset debt charges. As noted above, debt previously issued for the Mold-Masters Sportsplex Arena ends in 2023, and the reserve funding that supported the annual debt charges (for non-growth share) is no longer required.
- A \$471,000 reduction in the amount required to be drawn from the Tax Rate Stabilization reserve, due to the removal of one-time funding provisions approved through the 2022 operating budget. This reserve has been utilized over the past several years to help stabilize tax impacts. However, cash out-flows from the reserve have outpaced in-flows in recent years as a result of recent operating budget deficits and the need to finance unplanned expenditures that were incurred in 2022 (e.g. budget increases from in-year staff reports, cybersecurity related costs etc.).
- A \$143,000 increase in contributions to help finance a proposed new Fire Prevention Inspector from the Fire Services reserve.

More details on the Reserve and Reserve Fund information are included in the Supplementary Section of the budget book.

A key priority of the LRFP is to closely monitor the Town's reserve capacity and to ensure sustainability of the reserve balances. Staff will continue to closely monitor the reserve balances through the LRFP process, and any additional funding required to strengthen the reserves will be addressed through the annual budget process.

Operating Budget - Net Expenditures by Services

The following summarizes the net 2023 operating budget expenditures by service category, after combining gross expenditures with all other revenues as discussed above.

Town of Halton Hills
Net Expenditures by Service Category (\$000s)

	2022 Budget (\$)	2023					2023 vs. 2022 Budget Change	
		Base Budget (\$)	Pre-Approve Capital Impacts	Budget Inclusion (On-going)	Budget Inclusion (One Time)	Total Budget (\$)	\$	%
Gross Expenditures								
Administration	15,899	16,670	100	300	-	17,070	1,171	7.36%
Fire Services	10,167	10,356	-	250	-	10,606	439	4.32%
Recreation & Culture	12,460	12,464	95	239	80	12,878	418	3.36%
Library Services	4,110	4,256	-	-	-	4,256	146	3.54%
Environmental Services	2,524	2,562	-	75	60	2,697	173	6.87%
Planning & Development	5,151	5,281	78	9	-	5,367	216	4.19%
Transportation & Transit	14,658	14,934	462	362	89	15,847	1,189	8.11%
Parks & Open Space	2,744	2,764	15	-	-	2,779	35	1.27%
Capital & Long Term Planning	17,510	16,919	50	-	108	17,077	(433)	-2.47%
Gross Revenues	(26,307)	(24,115)	(173)	(452)	(89)	(24,828)	1,479	-5.62%
Total Net Expenditures	58,914	62,089	627	783	248	63,747	4,833	8.20%
Assessment Growth							(443)	-0.75%
General Levy ¹	49,109	50,841	627	783	248	52,499	3,390	5.71%
Special Levies ¹	9,805	11,248	-	-	-	11,248	1,443	2.43%
Net Town Levy Requirement	58,914	62,089	627	783	248	63,747	4,390	7.40%

Note:

1. Levy % increases for 2023 are calculated after the 2022 base budget is adjusted for assessment growth
2. Due to rounding, percent changes presented in this table may not add up precisely to the totals provided

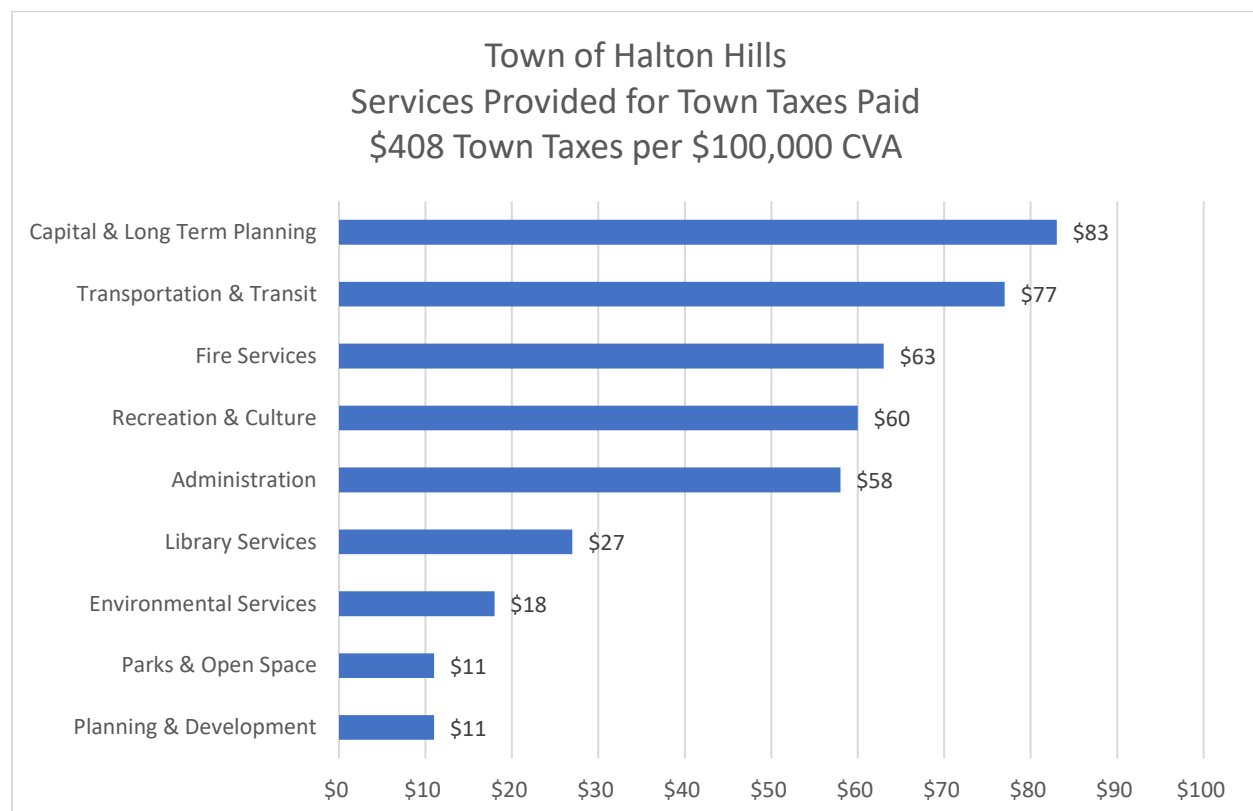
After taking into account all other revenues (except for tax levies and assessment growth), the Town's net operating expenses in 2023 total \$63,747,400. The following describes each service category:

- Administration - Includes administrative services associated with the governance of Town provided services. Administration encompasses Council, Information Technology Services, Clerks and Legislative Services, Economic Development, Human Resources, Communications and Treasury-related services, as well as the delivery of corporate-wide programs such as insurance coverage and legal services.
- Capital & Long Term Planning - Includes planning and capital financing for the replacement of Town assets and infrastructure including roads, facilities, fleet and other equipment.
- Transportation & Transit - Includes expenses for the ongoing maintenance of Town assets such as bridges, roads and sidewalks and the delivery of services such as snowplowing and street lighting.
- Recreation & Culture - Includes operating costs of recreation and cultural facilities, as well as aquatics programs and programs for seniors and youth.
- Fire Services - Includes operating costs related to three fire stations that provide an all-hazards response capability to natural and human-caused events.
- Planning & Development - 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 - 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 - 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 - Includes all costs related to stormwater management and climate change adaptation and mitigation.

The table below shows how each dollar of total taxes levied (Town's portion only) per \$100,000 of residential assessed value are used to provide services: (\$408 per \$100,000 CVA in 2023):



Operating Budget - Net Expenditures by Departments

The following table summarizes the net expenditures by department. Individual departmental budgets are discussed further in the department sections of the budget and business plan.

Town of Halton Hills 2023 Operating Budget Net Expenditures by Department

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$) ¹	Base Budget (\$)	Pre-Approved Capital Impacts	Budget Inclusion (On-going)	Budget Inclusion (One Time)	Total Budget (\$)	Budget Change	
Net Expenditures²									
Council	935,400	823,839	915,700	-	-	-	915,700	(19,700)	-2.1%
Office of the CAO	3,104,600	3,043,200	3,287,900	-	-	-	3,287,900	183,300	5.9%
Business, Environment & Culture	1,906,900	1,803,147	2,156,400	-	239,700	140,000	2,536,100	629,200	33.0%
Corporate Services	6,152,100	5,832,935	6,377,300	-	299,500	-	6,676,800	524,700	8.5%
Library Services	3,931,900	3,883,843	4,079,700	-	-	-	4,079,700	147,800	3.8%
Fire Services	9,538,855	9,618,284	9,890,155	-	-	-	9,890,155	351,300	3.7%
Transportation & Public Works	14,732,300	14,995,500	15,296,100	77,800	160,900	-	15,534,800	802,500	5.4%
Planning & Development	1,570,500	1,467,433	1,702,500	-	8,800	-	1,711,300	140,800	9.0%
Recreation and Parks	8,438,800	8,233,360	8,855,600	-	74,400	-	8,930,000	491,200	5.8%
Corporate Revenues & Expenses	8,602,945	13,203,703	10,026,945	50,000	-	108,000	10,184,945	1,582,000	18.4%
Total Net Expenditures	58,914,300	62,905,244	62,588,300	127,800	783,300	248,000	63,747,400	4,833,100	8.2%
Assessment Growth	-	-	-	-	-	-	-	443,000	-0.7%
General Levy ³	(49,108,900)	(49,108,900)	(50,841,200)	(626,800)	(783,300)	(248,000)	(52,499,300)	(3,390,400)	5.7%
Special Levies	(9,805,400)	(9,805,400)	(11,248,100)	-	-	-	(11,248,100)	(1,442,700)	2.4%
Total Taxation	(58,914,300)	(58,914,300)	(62,089,300)	(626,800)	(783,300)	(248,000)	(63,747,400)	(4,833,100)	8.1%
Net Town Tax Impact (Net of Assessment Growth)	(58,914,300)		(62,089,300)	(626,800)	(783,300)	(248,000)	(63,747,400)	(4,390,100)	7.40%

Note:

1. The forecast net expenditures (\$62.9M) reflect the projected 2022 year-end position, which is estimated as of Sept. 30, 2022. Excluded from this forecast are the projected funding transfers from the reserves (including Safe Restart Agreement (SRA) funding), which will offset the COVID-19 related expenses and cyber incident. This results in an estimated net deficit of \$600K for 2022. The final operating budget surplus/deficit will be determined through the Town's 2022 year-end process.

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

3. Levy % increases for 2023 are calculated after the 2022 base budget is adjusted for assessment growth (\$58,914,300 + \$443,000 = \$59,357,300)

2023 Capital Budget & Forecast

Overview

The 2023 capital budget & forecast (2023-2032) is developed in consideration of Council's strategic priorities, the Long Range Financial Plan (LRFP), the Corporate Asset Management Plan, the Corporate Energy Plan, departmental strategic plans, as well as in-year council and committee reports. The ten-year program supports:

- Strategic planning
- Approved growth management land use strategy
- Local job growth and business investment opportunities
- Transportation issues including traffic safety and active transportation
- 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

As shown below, the 2023 ten-year capital program totals \$518.6 million between 2023 and 2032, with \$23.9 million identified for 2023 and \$494.7 million for the 9-year forecast period (2024-2032).

2023 Ten-year Capital Plan (2023-2032) (\$000's)						
Services	2023	2024	2025	2026	2027-2032	Total
Administration	989	3,475	2,360	2,484	7,302	16,610
Environmental Services	450	1,610	315	645	3,630	6,650
Fire Services	2,371	2,124	1,263	1,123	21,707	28,588
Transportation & Transit	17,159	18,716	26,031	17,857	173,347	253,110
Planning & Development	70	300	870	1,500	4,180	6,920
Library Services	567	555	596	729	17,432	19,879
Recreation & Culture	616	4,006	3,506	18,818	48,751	75,697
Parks & Open Space	1,709	14,249	3,709	10,043	81,472	111,182
Total	23,931	45,035	38,650	53,199	357,821	518,636
Funding Sources						
Capital Reserves	12,188	19,306	16,722	14,825	81,429	144,470
Development Charges	4,087	8,114	9,892	13,841	125,823	161,757
Cash In Lieu & CBC	300	700	1,058	2,000	34,058	38,116
Debentures	-	9,736	2,815	15,225	70,753	98,529
Grants & Subsidies	5,152	4,802	5,746	4,881	32,377	52,958
General & Special Tax Levies	2,204	2,377	2,417	2,427	13,382	22,807
Total	23,931	45,035	38,650	53,199	357,821	518,636

2023 Capital Budget

The Town's 2023 capital budget continues to focus on timely investment to maintain existing assets in a state of good repair, aligning the growth-related capital projects with the timing of growth, while ensuring financial affordability and sustainability.

2023 Capital Expenditures

The proposed 2023 capital budget totals \$23,931,000 and is comprised of 85 projects. The following is a graph summarizing the proposed 2023 capital expenditures by service categories with program highlights below (\$M).



Transportation & Transit services (\$17.1M) represents the largest portion in the 2023 capital budget with 33 projects, and includes:

- Continued implementation of traffic safety measures - including the introduction of the Automated Speed Enforcement (ASE) program, installation of traffic calming measures in various neighbourhoods and school zones, the implementation of the 40 km/h speed limit policy, and the installation of new pedestrian crossovers.
- Tenth Line resurfacing (10 Sideroad to Steeles Ave.) - will ensure the existing road surface remains in a state of good repair until future capital reconstruction is required.
- Bridge rehabilitation (bridges 1 and 2 on Main St. in Glen Williams) - will provide a safe and reliable level of service for transportation through the community.
- Todd Road reconstruction (Mountainview Road to Sinclair Ave.) - will be completed in coordination with the Region of Halton, Building a Better Halton initiative.

Fire Services (\$2.4M) includes:

- Replacement of fire equipment and protective equipment - will ensure safety and compliance with regulatory National Fire Protection Association (NFPA) standards.
- Replacement of ladder apparatus – the existing apparatus has reached its full-service life expectancy and will be replaced with new apparatus that will incorporate the latest safety and protection features increasing safety for residents and firefighters.

Parks & Open Space (\$1.7M) will continue to promote active living and a sense of community while connecting people with nature, which includes:

- New neighbourhood park construction on Halton Hills Drive - will meet the needs of the local community.
- Continued investments for:
 - property acquisition for parks & open spaces - based on the first phases of the Parkland Acquisition Study approved by Council in 2019, this multi-year phased project is dedicated to the future purchase of parkland to maintain an appropriate level of outdoor space for the community.
 - playground equipment replacement
 - trails revitalization & renewal

Administration Services (\$1.0M) includes:

- Information technology – to maintain technology assets in a state of good repair and to address on-going license renewals.
- Town Hall system upgrades/replacements (e.g. fire alarm, fire detections devices, security system).
- CIP Grant Program – annual grants based on the Town’s CIP Strategy approved by Council in 2022 (report ADMIN-2022-0002).

Recreation & Culture (\$0.6M) includes:

- Equipment replacement at Mold-Masters SportsPlex (MMSP) (e.g. sprinkler system, chiller seal replacement at rinks A and B, design & engineering for HVAC replacement etc.).
- Public Art - the second phase of the Indigenous art installation project, installation of the artwork at the Georgetown Library and Cultural Centre. This public art installation will advance the Truth and Reconciliation initiative and raise awareness of Indigenous issues through communications and programming related to the artwork.

Library Services (\$0.6M) includes annual provisions to acquire library materials and to address technology renewal needs.**Environmental Services (\$0.4M)** will continue to implement actions that will address climate change issues and advance the Town toward meeting the requirements of achieving net zero carbon emissions by 2030:

- Low Carbon Design Brief (LCDB) study for the Gellert Community Centre - will provide a plan for implementing energy efficiency and renewable energy systems in the facility to be included in the capital forecast in the future.
- Building Automation System (BAS) Study - will examine a corporate approach to ensuring energy efficiency and optimal building operation and will identify a BAS solution to be used across all Town facilities.
- Retrofit Halton Hills – a project is proposed to evaluate the results of the current pilot Retrofit Halton Hills program and to investigate next steps to expand the program and leverage more funding from other sources.

Planning & Development (\$0.1M) includes a provision to update the Town's Zoning By-law to ensure best practices are applied and the by-law is updated to conform with existing plans and studies.

Top Ten Capital Projects

The following table highlights the top 10 capital projects representing 71% of the 2023 capital budget.

Project No.	Project Name	Total Cost
6200-16-2203	Tenth Line Resurfacing from 10 Sideroad to Steeles Ave	3,590,000
6200-16-1702	Collector/Arterial Asphalt Resurfacing	2,513,000
6200-16-1004	Main St Glen Williams Engineering	2,051,000
6200-16-0104	Pavement Management	1,956,000
5900-25-2303	Replace Ladder 750 (A3)	1,800,000
6500-06-0102	Equipment Replacement – Public Works	1,693,000
6200-16-1601	Todd Road Reconstruction	1,538,000
6200-26-1911	#23 Sixth Line Culvert Replacement	769,000
6500-06-1701	New Equipment – Public Works	510,000
3000-15-0101	Library Materials	499,000
Total		16,919,000

2023 Capital Financing

The following chart summarizes the various funding sources supporting the 2023 capital budget (\$M).



The Town's capital reserves (\$12.2M) continue to be the primary funding sources of the capital budget, followed by grants and subsidies (\$5.1M), DCs (\$4.1M), transfers from the operating budget (tax levies, \$2.2M) and funding from the Cash-in-lieu reserve fund (\$0.3M).

Grant funding is budgeted to total \$5.1 million in 2023 and accounts for 22% of the total required to fund the capital budget. A summary is provided in the table below:

Capital Grants	Project No.	Project Name	Amount
Canada Community-Building Fund	6200-16-1702	Collector/Arterial Asphalt Res	957,000
	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	1,110,000
Subtotal			2,067,000
Ontario Community Infrastructure Fund	1801-22-2301	Asset Management Improvement	25,000
	6200-16-0104	Pavement Management	416,000
	6200-16-1702	Collector/Arterial Asphalt Res	1,556,000
	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	1,000,000
Subtotal			2,997,000
Investing in Canada Infrastructure Program - Transit Stream	6810-25-1001	Vehicle Replacement for Specialized Transit Services	88,000
Subtotal			88,000
Total			5,152,000

Development Charge (DC) funding will be used to finance the following growth-related capital projects in 2023.

2023 Growth-related Capital Projects (\$000's)	Total Cost	DC Funding	Town Reserves
Automated Speed Enforcement	180	52	128
Infill Sidewalk Connections	51	43	8
Streetlight & Pole Replacement	150	141	9
Rural Intersection Streetlighting	50	47	3
Active Transportation Improvements	113	39	74
Opticom Replacement Program	50	38	12
Pedestrian Crossovers	169	127	42
Main St North & Ewing Traffic Signal	30	23	7
Main St Glen Williams Eng	2,051	1,422	629
Todd Road Reconstruction	1,538	1,287	251
Winston Churchill & 17 Sd Rd west approach	51	43	8
Ops Centre Winter Materials Storage	120	35	85
New Equipment - Transportation	510	84	426
Traffic Infrastructure	105	99	6
New ActiVan Vehicles	170	36	134
Zoning By-Law Update	70	27	43
Halton Hills Drive Park	475	470	5
Glen Lawson Lands Master Plan	75	74	1
Total	5,958	4,087	1,871

Out of a total cost of \$6.0 million, a share of the project costs that will benefit growth will be funded by DCs (\$4.1M), and the remaining non-growth share that will benefit the existing community will be funded by the capital reserves (\$1.9M) based on the 2022 Development Charges Background Study.

DCs are an important financing source for municipalities and provide the necessary capital infrastructure to accommodate growth. It is anticipated that the balance in the Town's DC reserve funds at the start of the 2023 budget year will continue to be negative. This will require further internal borrowing from Town reserves as projected in the Long Range Financial Plan (LRFP), to address the timing difference between the receipt of DC revenues and the need to fund growth-related projects. Any outstanding interfund loans, including interest, will be recovered from future DC collections.

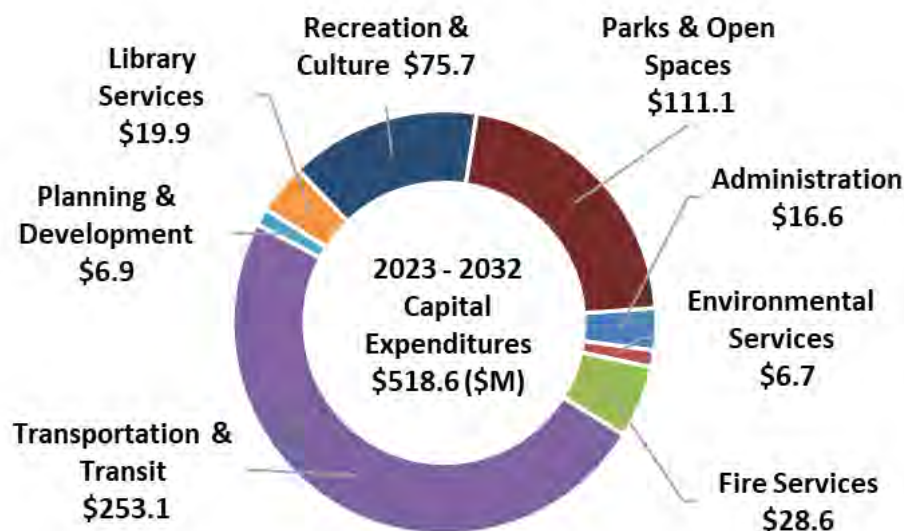
At the time of writing, staff are reviewing the potential impacts on DCs resulting from the proposed Bill 23 (*More Homes Built Faster Act*). While it is challenging to determine the magnitude of the financial impacts at this time due to the unknown elements of Bill 23, it is anticipated that the DC revenue reduction measures proposed in the Bill will amplify the DC funding shortfalls and will materially impact the implementation timing of the Town's growth-related capital projects beyond 2023. The increase in DC shortfalls will also affect the timing of the DC payback to the Town's reserves. The impacts of Bill 23 will be incorporated into the next

Long Range Financial Plan update (LRFP) in 2023 as more information becomes available, which will then be used to guide the 2024 budget process.

2023 Ten-year Capital Plan (2023 – 2032)

Ten-year Capital Expenditures

The following chart summarizes the 2023 ten-year capital program totaling \$518.6 million by service categories (\$M).



Out of the total \$518.6 million, almost 85% is identified for Transportation & Transit services (\$253.1 million or 49%), Parks & Open Spaces (\$111.1 million or 21%), and Recreation & Cultural services (\$75.7 million or 15%).

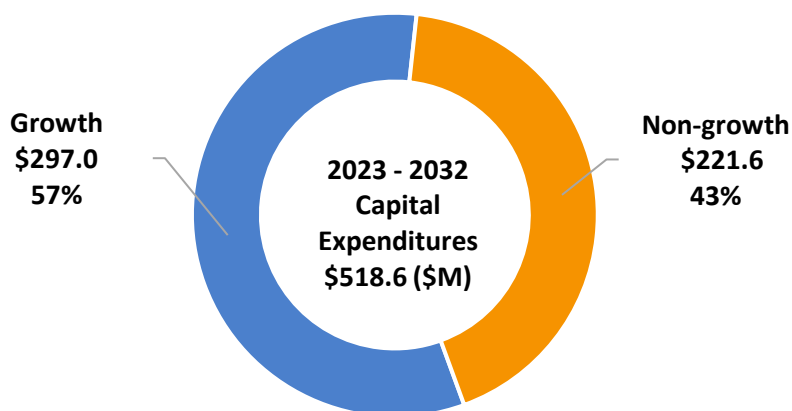
When compared to the previous 2022 ten-year plan, this is a \$64.2 million increase. The increased costs are largely driven by the updated state-of-good-repair (rehabilitation and replacement) program (which incorporated costs from recent tenders and design work) and by the growth-related capital program costs included in the 2022 Development Charges Study. The Town's capital program continues to incorporate green initiatives to address the Town's climate change mitigation and adaptation strategies as discussed further below.

The implementation timing of capital programs has been refined and prioritised in careful consideration of project needs (including health and safety and statutory priorities). In addition, the upfront nature of capital expenditures, compared to the limited funding capacity, required the planned phase in of some capital projects, by deferring some projects that were previously identified in the 2022 forecast into future years based on the affordability assessed through the LRFP update. Further, in keeping with the Town's long-standing practice, timing of the growth-related capital projects has also been adjusted to better align with the expected timing of growth and DC revenues.

The ten largest capital programs planned over the next ten years are summarized below. The estimated costs of these programs represent 42% of the total ten-year plan (\$518.6M).

Program Name	Timing	Total Cost (\$000's)
Eighth Line Reconstruction (Steeles - Maple Ave)	2025-2029	43,750
Property Acquisition Parks & Open Spaces	2023-2032	38,000
Gellert Community Centre Phase 2 construction	2026-2028	27,723
Pavement Management	2023-2032	21,324
Equipment Replacement - Public Works	2023-2032	17,643
Transit Service Strategy (beyond Steeles Ave. servicing)	2023-2032	16,530
Trafalgar Sports Park	2026-2028	14,869
15 SdRd Reconstruction (Town Line - Trafalgar Rd)	2025-2029	14,500
Collector/Arterial Asphalt Resurfacing	2023-2032	13,438
10 SdRd Reconstruction (RR 25 - Trafalgar Rd)	2024-2028	12,500
		220,277

The following chart summarizes the 2023 ten-year capital plan by project type(\$M)



The chart shows \$221.6 million (43%) of the \$518.6 million capital expenditures represents the Town's investment in maintaining existing assets in a state of good repair (non-growth share). When compared to the previous 2022 ten-year plan, this is a \$32.9 million (17%) increase, which is largely driven by updated project costs in Transportation for construction and equipment, as well as increasing property costs in the parkland acquisition program.

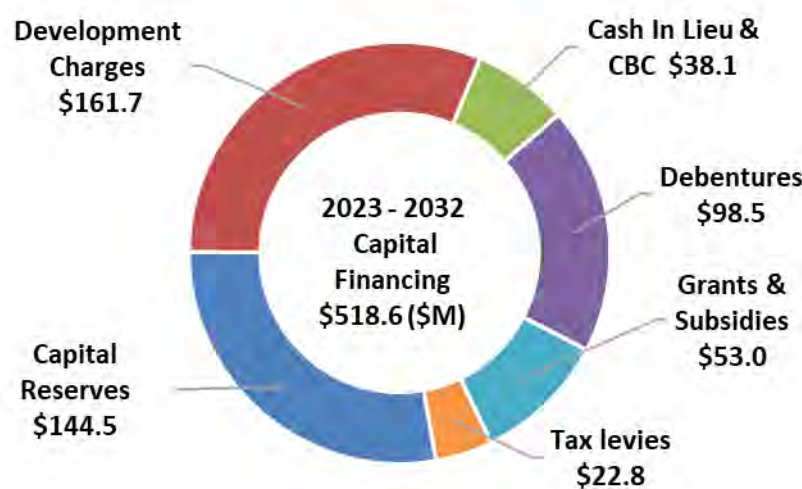
The 2022 Core Infrastructure Asset Management Plan (ADMIN-2022-0014) identified that the Town's infrastructure funding deficit totals \$14.5 million per annum, when the projected whole lifecycle needs are compared to the 10-year planned capital and operating budget forecast. Combined with the rising construction costs, it is expected that the growing investment needs for the state-of-good-repair program will continue to impose pressure on the Town's capital financing over the forecast period.

The remaining \$297.0 million (57%) of the \$518.6 million is planned to fund capital projects for the anticipated growth in the Town (including Vision Georgetown and employment growth in the Premier Gateway) and represents a \$31.3 million (12%) increase from the ten-year plan that was presented to council in 2022. This growth-related program (including the increase in costs) has been prepared based on the 2022 Development Charges Background Study and will require development charges collected under the Town's DC by-law as a primary financing source.

It should be noted that the timing related to the implementation of the Town's growth-related capital program has been carefully planned, in consideration of the timing of anticipated growth and resulting DC collections. The DC funding however was estimated based on the Town's DC by-law updated in 2022 in accordance with the *Development Charges Act*, prior to the introduction of Bill 23. As discussed above, it is anticipated that the DC revenue reduction measures proposed in Bill 23 will have a material impact on the size and timing of DC funding available. Therefore, any adjustments required to the growth-capital programs as it pertains to financial affordability and sustainability will be assessed through the next LRFP update and addressed through the 2024 budget process.

Ten-year Capital Financing

The following chart summarizes the projected funding sources to support the 2023 ten-year capital plan (\$M).



The primary funding sources continue to be development charges (\$161.7M, 31%) and the Town's capital reserves (\$144.5M, 28%), followed by debt (\$98.5M, 19%) and other funding sources including grants/subsidies (\$53.0, 10%), Cash In Lieu of parkland and the Community Benefit Charge (CBC) (\$38.1, 7%) and operating budget transfers (tax levies) (\$22.8M, 4%).

It should be noted that this funding structure has been prepared to support the proposed 2023 ten-year capital plan. The next Long Range Financial Plan (LRFP) update in 2023 will assess the impacts of Bill 23 and the potential tax impacts over the forecast period (2024-2032) resulting

from the projected financing as noted above. Any adjustments to the nine-year capital forecast (including the pace and size of the capital program) will be reviewed as part of the risk mitigation measures as it pertains to financial affordability and sustainability and will be addressed through the 2024 budget process. The following provides further discussion on the main funding sources.

Development Charges – development charges are collected under the Town’s DC by-law (No. 2022-0042) and are a primary funding source for the growth-related capital program. The Town continues to endeavour to closely time the implementation of capital projects with the timing of growth and DC collections to best utilize the DC funding in support of growth. Despite this practice, the Town continues to experience DC funding shortfalls compared to the capital expenditures required to accommodate growth. This required the Town to provide interfund loans from its own reserves on behalf of DC funding over the past several years to facilitate timely construction of growth-capital projects while limiting external debt financing. The resulting interfund loan amounted to \$24.5 million as at 2021 year-end (CORPSERV-2022-0024) and is expected to grow further in 2022.

The outstanding interfund loan (including interest) has been incorporated into the Town’s 2022 DC by-law update for the Town’s recovery, with a full recovery expected over the next ten years. However, the various DC reduction measures proposed in Bill 23 poses uncertainty to the timing and the size of DC funding available for the Town’s growth-capital programs as well as the ability to pay back the Town’s interfund loans. This will also increase the need for a higher level of external debt financing. As noted earlier, staff will closely review the DC funding requirements over the forecast period as part of the next LRFP update, and any adjustments necessary to better align the forecast growth-capital program with available funding will be addressed through the 2024 budget process.

Capital Reserves – the capital reserves are the primary funding source for the Town’s state-of-good-repair (non-growth related) capital program and are replenished mainly through annual transfers from the operating budget (annual allocation of general and special tax levies). The reserves are also supported by other funds such as dividends and interest payments from Halton Hills Community Energy Corporation (HHCEC) as well as proceeds from the sale of the Town’s surplus lands (confidential report no. RP-2022-0008).

As noted above, the increased costs in the ten-year state-of-good-repair program, combined with the Town’s need to address the funding gap identified in the Core Infrastructure Asset Management Plan, will continue to put pressure on capital reserves over the forecast period and on the need to assume additional external debt financing as a result.

Debentures – the Town utilizes long-term external debt as a strategic capital financing tool to fund new construction, replace assets, and upgrade significant capital assets with a long-term life span (such as facilities, roads etc.). The Town’s debt is issued through the Region of Halton pursuant to the *Municipal Act, 2001* and the allowed debt limit is governed by the Province of Ontario.

For the 2023 ten-year capital plan, it is projected that a total of \$98.5 million of debt financing will be required between 2024 and 2032, to facilitate the large growth and non-growth-related capital projects as planned, while ensuring that the capital reserve balances are maintained at an acceptable level. These large projects include:

- Gellert Phase 2 construction
- Acton Indoor Pool revitalization
- Road reconstruction - 8th Line (Steeles to Maple Ave); 15 Sideroad (Town Line to Trafalgar Road)
- Transit Service Strategy implementation (beyond Steeles Ave.)
- Fire - 4th station construction; radio and pump replacements

Of the \$98.5 million debt financing required, \$54.8 million (56%) is related to growth and needs to be financed by DCs. The remaining \$43.7 million (44%) will address the state-of-good-repair needs of the existing capital assets and will need to be funded through tax levies. In the face of potential Bill 23 impacts on DC funding and the rising operating budget pressures due to the current economic uncertainty, the additional debt charges resulting from this debt financing plan (\$98.5M) will impose a significant burden on the Town's fiscal position over the forecast period.

Accordingly, it should be noted that the implementation of some of these significant projects (including Gellert Phase 2 and the Transit Service Strategy) will be subject to the availability of alternate funding sources (e.g. external funding, special levies etc.) and the Town's financing capacity as assessed through the LRFP update process.

Cash In Lieu (CIL) of Parkland & Community Benefits Charges (CBC) – these reserve funds are supported by monies collected under the Town's CIL of Parkland by-law (No. 2022-0043) and CBC by-law (No. 2022-0044) established under the *Planning Act*. These reserve funds are dedicated to the future purchase of parkland based on the Parkland Acquisition Study that was approved by Council in 2019. It should be noted that Bill 23 includes proposed changes to *the Planning Act*, which will impact the amount of funding that can be collected through CBC and CIL of parkland from development. The parkland acquisitions will proceed based on the availability of adequate lands and/or funding available in these reserve funds.

Investment in Climate Change Action Plan

The 2023 ten-year capital plan also incorporates the Town's investment in the Climate Change Action Plan.

The Town continues to take actions to address climate change, build a low carbon and resilient community, and meet the Climate Emergency Declaration requirements. As part of its "Plan while Doing" approach, Town staff continue to monitor the amount of additional investment required to effectively deliver on the Town's climate change commitments. This includes identifying anticipated future investment needs and integrating these into both the capital budget process and Long Range Financial Planning process.

Climate change is broken down into four categories which relate to the Town's own investment in climate change, the community's investment and grant funding opportunities as follows:

- **Climate Change Strategies, Studies, and Plans** – This represents costs that are directly associated with the development of strategies, plans and studies to identify costs and prioritize specific climate adaptation and mitigation actions. Once the actions are identified, the costs are integrated into the capital budget as appropriate.
- **Corporate Climate Investments** – this represents costs to implement the actions identified through the studies. By applying a 'climate lens' to planned capital upgrades or replacement projects, the Town ensures that its assets and infrastructure are designed, built, refurbished, replaced, and maintained in a manner that enhances their resiliency to extreme weather events while reducing greenhouse gas emissions. Examples include the retrofitting of Town facilities and ice-rinks to net zero and the electrification of the Town's fleet. It is important to note that the Town's corporate greenhouse gas emissions account for only 1% of overall community emissions.
- **Community Climate Investments** – This represents community-led investments (completed by residents, businesses, organizations) to take actions to adapt to climate change and to transition to a low carbon community. According to the Town's Low Carbon Transition Strategy, this investment by the community is estimated to be around \$2 billion. Some examples of these types of investments include
 - residents investing in home retrofits
 - purchases of electric vehicles
 - businesses installing LED lighting
- **Grant Funding** – This represents funds obtained through different programs from different levels of government to assist in funding climate actions at the local level. Town staff continue to identify and plan specific projects that may be eligible for external funding opportunities.

In 2022, Town staff initiated a climate lens process to review 2023 capital projects and assess opportunities to include measures to integrate climate change considerations and to reduce

greenhouse gas emissions. The main objective of the climate lens approach is to “*build now for the future*” in consultation with the service areas.

The Town invested a total of \$2.3 million in its Climate Change Action Plan through the 2022 capital budget. The following table summarizes the additional estimated climate change investments after the climate lens process was applied to all 2023 capital projects and to multi-year projects in the transportation and facilities areas.

Investment in Climate Change Action (\$000's)	Prior years' Budget	2023 Budget & Forecast		
		2023	2024-2032	2023-2032
Capital Budget & Forecast	\$ 27,387	\$ 23,931	\$ 494,705	\$ 518,636
Total Estimated Climate Change (CC) Investment	\$ 2,339	\$ 697	\$ 13,924	\$ 14,621
% of CC Investment over Capital Budget & Forecast	8.5%	2.9%	2.8%	2.8%

As shown in the above table a total of \$14.6 million of additional climate change investment is projected in the 2023 capital budget and forecast (2023-2032), with \$0.7 million identified for 2023. The climate change investments represent an average 2.8% of the total cost. The 2023 investment includes ActiVan vehicles replacement and HVAC replacement at Mold-Masters Sportsplex.

The ten-year total of \$14,620,880 is from a few selective departments only (i.e. Business, Environment and Culture; Transportation & Public Works; and Recreation & Parks Departments) and does not include projects in Fire Services and Library Services. Further, the climate lens is applied only to already scheduled capital projects based on existing asset management plans and departmental needs. Accordingly, estimates do not include any projects resulting from future studies, such as electrification of the Town’s fleet, Gellert Community Centre Low Carbon Design Brief, outcomes of the Behaviour Study, and any new Council mandates.

2023 Preliminary Capital Budget

The following table lists the proposed 2023 capital projects ranked in order of priority for the organization. Detailed information for the projects can be found in the relevant department section on the page noted.

2023 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2023 Score	Gross Cost
1	199	2023	Corporate Services	Information Technology Services	2300-10-2302	Facility Employee access system review	*3	25,000
2	200	2023	Corporate Services	Information Technology Services	2300-10-1908	HUB Review Strategy	*2	40,000
3	201	2023	Corporate Services	Information Technology Services	2300-05-2103	Enterprise Content Management Implementation	*1	30,000
4	256	2023	Fire Services	Suppression	5200-06-0101	Small Equipment Replacement	5.00	33,000
5	257	2023	Fire Services	Suppression	5200-07-0102	Personal Protective Equipment Replacement	5.00	100,000
6	258	2023	Fire Services	Suppression	5200-07-0104	Self Contained Breathing Apparatus Replacement	5.00	38,000
7	255	2023	Fire Services	Facilities	5500-02-2203	Acton Fire Station Architectural Design Phase	5.00	400,000
8	254	2023	Fire Services	Fleet	5900-25-2303	Replace Ladder 750 (A3)	5.00	1,800,000
9	289	2023	Transportation & Public Works	Public Works	6500-11-1517	Tree Planting & Replacement	5.00	150,000
10	150	2023	Business, Environment & Culture	Economic Development	1100-10-0101	CIP Grant Program	4.60	158,000
11	202	2023	Corporate Services	Human Resources	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000
12	290	2023	Transportation & Public Works	Transportation	6100-28-0101	Opticom Replacement Program	4.50	50,000
13	291	2023	Transportation & Public Works	Transportation	6100-28-1808	Mandated AODA Accessible Traffic Signals	4.50	105,000
14	292	2023	Transportation & Public Works	Public Works	6500-18-0110	Traffic Infrastructure	4.50	105,000
15	293	2023	Transportation & Public Works	Transportation	6100-10-2301	Automated Speed Enforcement	4.40	180,000
16	294	2023	Transportation & Public Works	Transportation	6100-16-0103	School Zone Traffic Calming Program	4.40	25,000
17	295	2023	Transportation & Public Works	Transportation	6100-28-1516	Neighbourhood Traffic Calming	4.40	115,000
18	296	2023	Transportation & Public Works	Transportation	6100-28-1703	Pedestrian Crossovers	4.40	169,000
19	297	2023	Transportation & Public Works	Transportation	6100-28-2401	Main St North & Ewing Traffic Signal	4.40	30,000
20	298	2023	Transportation & Public Works	Public Works	6500-06-1701	New Equipment	4.40	510,000
21	299	2023	Transportation & Public Works	Transportation	6100-17-1801	Infill Sidewalk Connections	4.30	51,000
22	300	2023	Transportation & Public Works	Transportation	6100-28-0107	LED Traffic Signal Replacement	4.30	30,000
23	301	2023	Transportation & Public Works	Public Works	6500-18-0111	Signage	4.30	35,000
24	371	2023	Recreation & Parks	Parks & Open Space	8500-11-0107	Park Electrical Repairs	4.30	15,000
25	101	2023	Office of the CAO	Strategic Planning	1400-10-1801	Strategic Plan Update	4.20	60,000
26	151	2023	Business, Environment & Culture	Economic Development	1100-10-1803	Economic Investment Attraction Fund	4.20	75,000
27	229	2023	Library Services	Administration	3000-09-0105	Library Technology Renewal	4.20	38,000
28	228	2023	Library Services	Administration	3000-15-0101	Library Materials	4.20	499,000
29	302	2023	Transportation & Public Works	Engineering & Construction	6200-16-0104	Pavement Management	4.20	1,956,000
30	372	2023	Recreation & Parks	Parks & Open Space	8500-11-1911	Pedestrian Bridge Renewal & Replacement	4.10	15,000
31	373	2023	Recreation & Parks	Parks & Open Space	8500-13-0106	Playground Equipment Replacement	4.10	215,000
32	203	2023	Corporate Services	Human Resources	2200-22-2302	Human Resources Strategic Plan	4.00	60,000
33	204	2023	Corporate Services	Information Technology Services	2300-05-0103	Microsoft Licensing	4.00	20,000
34	303	2023	Transportation & Public Works	Transportation	6100-21-0107	Streetlight & Pole Replacement	4.00	150,000
35	304	2023	Transportation & Public Works	Transportation	6100-21-1701	Rural Intersection Streetlighting	4.00	50,000
36	305	2023	Transportation & Public Works	Public Works	6500-16-0105	Rural Road Micro-Surfacing	4.00	200,000
37	374	2023	Recreation & Parks	Facilities	8251-02-2218	MMSP Replace Sprinkler System	4.00	197,000
38	375	2023	Recreation & Parks	Parks & Open Space	8500-11-0115	Parks Tree Planting	4.00	30,000
39	376	2023	Recreation & Parks	Parks & Open Space	8500-11-0116	Splash Pad Mechanical Equipment Replacement	4.00	26,000
40	377	2023	Recreation & Parks	Parks & Open Space	8500-11-0102	Park Revitalization & Renewal	3.80	77,000
41	378	2023	Recreation & Parks	Parks & Open Space	8500-11-0106	Park Pavilion Repairs	3.80	77,000

2023 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2023 Score	Gross Cost
42	379	2023	Recreation & Parks	Parks & Open Space	8500-11-0108	Court Revitalization & Repairs	3.80	123,000
43	380	2023	Recreation & Parks	Parks & Open Space	8500-11-1912	Park Pathway Revitln & Renewal	3.80	82,000
44	205	2023	Corporate Services	Information Technology Services	2300-10-1501	Geospatial Data	3.80	10,000
45	306	2023	Transportation & Public Works	Transportation	6100-18-2301	40km/h Speed Limit Area Implementation	3.80	50,000
46	307	2023	Transportation & Public Works	Transportation	6100-21-1802	Streetlight Pole Transformer Replacement	3.80	150,000
47	309	2023	Transportation & Public Works	Public Works	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	3.80	120,000
48	308	2023	Transportation & Public Works	Public Works	6500-28-1002	Traffic Signal Controller Replacement	3.80	90,000
49	381	2023	Recreation & Parks	Facilities	8400-02-2401	Town Hall Security System (CCTV)	3.80	180,000
50	206	2023	Corporate Services	Information Technology Services	2300-10-2105	Corporate Compute and Storage Evergreen	3.70	25,000
51	310	2023	Transportation & Public Works	Engineering & Construction	6200-16-1702	Collector/Arterial Asphalt Res	3.70	2,513,000
52	382	2023	Recreation & Parks	Facilities	8251-06-2302	MMSP Design & Engineering LCDB HVAC Replacement	3.70	213,000
53	152	2023	Business, Environment & Culture	Climate Change & Asset Management	1801-22-2303	Low Carbon Design Brief (LCDB) Study - GCC	3.60	50,000
54	153	2023	Business, Environment & Culture	Climate Change & Asset Management	1801-22-2310	Climate Lens Application to Capital Projects	3.60	75,000
55	154	2023	Business, Environment & Culture	Cultural Services	1806-10-2302	Public Art - Library & Cultural Centre Courtyard - Phase 2	3.60	108,000
56	342	2023	Planning & Development	Planning Policy	7100-22-2001	Zoning By-Law Update	3.60	70,000
57	383	2023	Recreation & Parks	Facilities	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	3.60	49,000
58	384	2023	Recreation & Parks	Facilities	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	3.60	82,000
59	311	2023	Transportation & Public Works	Transportation	6100-23-2401	Active Transportation Improvements	3.50	113,000
60	385	2023	Recreation & Parks	Facilities	8251-06-2301	MMSP Rink A/B Chiller Seals Replacement	3.50	41,000
61	312	2023	Transportation & Public Works	Engineering & Construction	6200-26-1911	#23 6th Line Culvert Replacement	3.40	769,000
62	313	2023	Transportation & Public Works	Engineering & Construction	6200-26-2301	Maple Avenue Culvert Rehab	3.40	103,000
63	386	2023	Recreation & Parks	Parks & Open Space	8500-19-0109	Playing Field Rehabilitation	3.40	62,000
64	155	2023	Business, Environment & Culture	Climate Change & Asset Management	1801-22-2301	Asset Management Improvement	3.40	25,000
65	314	2023	Transportation & Public Works	Engineering & Construction	6200-16-1004	Main St Glen Williams Eng	3.30	2,051,000
66	387	2023	Recreation & Parks	Facilities	8211-06-2302	Acton Arena Water Softener Replacement	3.30	57,000
67	389	2023	Recreation & Parks	Parks & Open Space	8500-11-0103	Cemetery Revitalization & Rene	3.30	15,000
68	390	2023	Recreation & Parks	Parks & Open Space	8500-11-1903	Hillcrest Cemetery Revitalization and Renewal	3.30	10,000
69	388	2023	Recreation & Parks	Parks & Open Space	8500-24-0102	Trails Revitalization & Renewal	3.30	92,000
70	315	2023	Transportation & Public Works	Public Works	6500-06-0102	Equipment Replacement	3.30	1,693,000
71	391	2023	Recreation & Parks	Parks & Open Space	8500-11-0118	Open Space Management	3.30	20,000
72	156	2023	Business, Environment & Culture	Climate Change & Asset Management	1801-22-2401	Building Automation System (BAS) Study	3.20	100,000
73	317	2023	Transportation & Public Works	Public Works	6810-25-1001	Vehicle Replacement for Specialized Transit Services	3.10	170,000
74	157	2023	Business, Environment & Culture	Climate Change & Asset Management	7300-22-1701	Retrofit Halton Hills	3.00	200,000
75	207	2023	Corporate Services	Information Technology Services	2300-04-0101	Technology Refresh	3.00	150,000
76	318	2023	Transportation & Public Works	Engineering & Construction	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	3.00	3,590,000
77	392	2023	Recreation & Parks	Parks & Open Space	8500-22-2301	Glen Lawson Lands Master Plan	3.00	75,000
78	319	2023	Transportation & Public Works	Engineering & Construction	6200-16-1601	Todd Road Reconstruction	2.80	1,538,000
79	322	2023	Transportation & Public Works	Engineering & Construction	6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	2.80	77,000
80	320	2023	Transportation & Public Works	Engineering & Construction	6200-16-2601	17 Side Road/Tenth Line from Winston Churchill Blvd to River Drive	2.80	51,000
81	321	2023	Transportation & Public Works	Public Works	6810-25-1601	New ActiVan Vehicles	2.80	170,000
82	393	2023	Recreation & Parks	Parks & Open Space	8500-08-2001	Property Acquisition Parks & Open Spaces	2.80	300,000

2023 Preliminary Capital Budget

Line	Page No.	Budget Year	Department	Division	Project No.	Project Name	2023 Score	Gross Cost
83	394	2023	Recreation & Parks	Parks & Open Space	8500-11-1805	Halton Hills Drive Park	2.80	475,000
84	230	2023	Library Services	Georgetown Branch	3100-09-1701	Library Furnishing/Equip-GTown	2.70	30,000
85	208	2023	Corporate Services	Human Resources	2200-22-0103	Employee Engagement	1.80	10,000
2023 Total								23,931,000

*Projects were assessed by the Corporate Technology Governance Committee under a separate scoring matrix and were ranked by priority in sequential order

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Office of the CAO													
1	0510-01-0101	Municipal Accessibility Plan	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	360,000
2	1400-10-1801	Strategic Plan Update	60,000	-	-	-	60,000	-	-	-	60,000	-	180,000
Office of the CAO Total			60,000	40,000	40,000	40,000	100,000	40,000	40,000	40,000	100,000	40,000	540,000
Business, Environment & Culture													
3	1100-10-0101	CIP Grant Program	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	1,580,000
4	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
5	1100-10-2201	EcDev & Tourism Strat Update	-	-	-	100,000	-	-	-	-	100,000	-	200,000
6	1100-22-0103	Foreign Direct Investment Strategy Update	-	-	80,000	-	-	-	-	80,000	-	-	160,000
7	1100-22-2201	Affordable Housing Action Plan	-	-	-	-	70,000	-	-	-	-	70,000	140,000
8	7100-22-2002	Community Improvement Plan Update	-	-	-	-	75,000	-	-	-	-	75,000	150,000
9	1801-22-0103	Workshops - Solar Tours & Green Buildings	-	10,000	-	-	-	-	-	-	-	-	10,000
10	1801-22-0104	Promote Tree Planting, Natural Asset Systems & Biodiversity	-	40,000	-	-	-	-	-	-	-	-	40,000
11	1801-22-2301	Asset Management Improvement	25,000	50,000	-	-	-	-	-	-	-	-	75,000
12	1801-22-2302	Lighting Study	-	50,000	-	-	-	-	-	-	-	-	50,000
13	1801-22-2303	Low Carbon Design Brief (LCDB) Study - GCC	50,000	-	-	-	-	-	-	-	-	-	50,000
14	1801-22-2304	Town Hall LCBD Carport PV Arrays D&E	-	25,000	-	-	-	-	-	-	-	-	25,000
15	1801-22-2305	Key Partnerships Business Case Study	-	50,000	-	-	-	-	-	-	-	-	50,000
16	1801-22-2310	Climate Lens Application to Capital Projects	75,000	-	-	-	-	-	-	-	-	-	75,000
17	1801-22-2401	Building Automation System (BAS) Study	100,000	-	-	-	-	-	-	-	-	-	100,000
18	1801-22-2402	Low Carbon Design Brief (LCDB) Study - Georgetown Library	-	25,000	-	-	-	-	-	-	-	-	25,000
19	1801-22-2403	Low Carbon Design Brief (LCDB) Study - Acton Library	-	25,000	-	-	-	-	-	-	-	-	25,000
20	1801-22-2404	Geothermal Study	-	50,000	-	-	-	-	-	-	-	-	50,000
21	1801-22-2405	Community Implementation Partner Design Study	-	80,000	-	-	-	-	-	-	-	-	80,000
22	1801-22-2406	Soil Health Program Feasibility and Design	-	50,000	-	-	-	-	-	-	-	-	50,000
23	1801-22-2501	Low Carbon Design Brief (LCDB) Study - Robert C. Austin	-	-	50,000	-	-	-	-	-	-	-	50,000
24	1410-22-2601	Climate Change Adaptation Plan Update	-	-	-	80,000	-	-	-	-	-	-	80,000
25	1801-22-2602	Low Carbon Design Brief (LCDB) Study - Fire Station 2	-	-	-	25,000	-	-	-	-	-	-	25,000
26	1801-22-2603	Low Carbon Design Brief (LCDB) Study - Fire Station 3	-	-	-	25,000	-	-	-	-	-	-	25,000
27	1801-22-2701	Building Envelope Study	-	-	-	-	200,000	-	-	-	-	-	200,000
28	1801-22-2702	Fire Fleet Electrification Feasibility	-	-	-	-	-	50,000	-	-	-	-	50,000
29	7100-22-1605	Green Building Standard Update	-	60,000	-	-	-	-	60,000	-	-	-	120,000
30	7100-22-1903	CEC & DM Plan Update	-	80,000	-	-	-	-	80,000	-	-	-	160,000
31	7100-22-1904	Low Carbon Transition Strategy Update	-	150,000	-	-	-	-	-	150,000	-	-	300,000
32	7300-22-1501	Climate Change Investment Fund	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
33	7300-22-1701	Retrofit Halton Hills	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,100,000
34	1806-10-2302	Public Art - Library & Cultural Centre Courtyard - Phase 2	108,000	-	-	-	-	-	-	-	-	-	108,000
35	4000-10-3101	Cedarvale Public Art	-	-	-	-	-	-	-	-	100,000	-	100,000
36	1806-22-2401	Truth & Reconciliation - Phase 2 Consultation	-	45,000	-	-	-	-	-	-	-	-	45,000
37	4001-10-2101	Cultural Master Plan Update	-	-	-	45,000	-	-	-	-	45,000	-	90,000
38	4001-10-2301	Public Art Master Plan Update	-	40,000	-	-	-	-	40,000	-	-	-	80,000
Business, Environment & Culture Total			791,000	1,178,000	478,000	623,000	693,000	398,000	528,000	578,000	593,000	493,000	6,353,000
Corporate Services													
39	2200-22-0104	Benefits Review	-	-	50,000	-	-	-	-	50,000	-	-	100,000
40	2200-10-2101	Succession Plan-Training/Dev	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
41	2200-10-2201	Corporate Leadership Training Program	-	-	10,000	-	10,000	-	10,000	-	10,000	-	40,000
42	2200-22-0102	Salary Survey	-	40,000	-	-	40,000	-	-	40,000	-	-	120,000
43	2200-22-0103	Employee Engagement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
44	2200-22-0105	Council Compensation Survey	-	-	15,000	-	-	-	15,000	-	-	-	30,000
45	2200-22-2201	Part-time Wage & Pay Equity Review	-	-	-	-	40,000	-	-	-	-	-	40,000
46	2200-22-2302	Human Resources Strategic Plan	60,000	-	-	-	-	60,000	-	-	-	-	120,000
47	2300-04-0101	Technology Refresh	150,000	150,000	150,000	150,000	170,000	170,000	170,000	170,000	170,000	170,000	1,620,000
48	2300-04-2001	Corp Network Equip Replacement	-	-	100,000	-	-	-	-	110,000	-	-	210,000
49	2300-04-2002	Corporate WiFi Replacement	-	-	30,000	-	-	-	-	33,000	-	-	63,000
50	2300-05-2001	Firewall Replacement	-	-	30,000	-	-	-	-	30,000	-	-	60,000

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
51	2300-05-0103	Microsoft Licensing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
52	2300-05-2101	ITSM Solution	-	50,000	-	-	-	-	-	-	-	-	50,000
53	2300-05-2102	Business Continuity Solution Implementation	-	50,000	-	-	-	-	-	-	-	-	50,000
54	2300-05-2103	Enterprise Content Management Implementation	30,000	500,000	-	-	-	-	-	-	-	-	530,000
55	2300-10-1909	Corporate Collaboration Strategy	-	55,000	-	-	-	-	-	-	-	-	55,000
56	2300-10-1908	HUB Review Strategy	40,000	-	100,000	-	-	-	-	-	-	-	140,000
57	2300-05-2106	Open Data Implementation	-	-	15,000	-	-	-	-	-	-	-	15,000
58	2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
59	2300-05-2202	SAN Replacement	-	-	-	-	165,000	-	-	-	-	200,000	365,000
60	2300-05-2203	Backup Solution Replacement	-	-	-	-	60,000	-	-	-	-	60,000	120,000
61	2300-10-2106	Customer Service Strategy	-	-	35,000	-	-	-	-	-	-	-	35,000
62	2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	-	400,000	-	-	-	-	-	-	400,000
63	2300-10-2108	Point of Sale System Discovery	-	-	35,000	-	-	-	-	-	-	-	35,000
64	2300-09-1601	Large Scale Plotter - Printer	-	45,000	-	-	-	-	45,000	-	-	-	90,000
65	2300-10-1501	Geospatial Data	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	145,000
66	2300-10-2002	BI reporting & Dashboarding Strategy	-	50,000	-	-	-	-	-	-	-	-	50,000
67	2300-05-2104	BI - Implement BI Technologies	-	-	100,000	-	-	-	-	-	-	-	100,000
68	2300-10-2105	Corporate Compute and Storage Evergreen	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
69	2300-22-1601	Technology Strat Plan Update	-	50,000	-	-	-	60,000	-	-	-	75,000	185,000
70	2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
71	2300-10-2302	Facility Employee access system review	25,000	-	-	-	-	-	-	-	-	-	25,000
72	2400-10-2001	Development Charges Study	-	-	242,000	-	-	-	-	242,000	-	-	484,000
73	2400-22-2501	CBC Strategy	-	-	58,000	-	-	-	-	58,000	-	-	116,000
74	2500-22-0102	User Fee Review	-	-	-	-	-	60,000	-	-	-	-	60,000
75	2600-06-0101	Photocopier/Fax/Printers	-	-	-	-	200,000	-	-	-	-	200,000	400,000
76	2600-09-2201	Mail Folder-Stuff Machine Replacement	-	-	-	-	-	-	-	-	-	30,000	30,000
77	2600-22-2301	Enterprise Risk Management Software	-	100,000	-	-	-	-	-	-	-	-	100,000
Corporate Services Total			385,000	1,800,000	1,055,000	635,000	770,000	435,000	325,000	818,000	265,000	820,000	7,308,000
Library Services													
78	3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	-	180,000	-	-	-	-	180,000	-	360,000
79	3000-04-1501	Library Strategic Plan	-	-	-	-	81,000	-	-	-	-	81,000	162,000
80	3000-05-0002	Library Website Refresh	-	-	-	-	75,000	-	-	-	-	100,000	175,000
81	3000-09-0105	Library Technology Renewal	38,000	33,000	47,000	50,000	26,000	27,000	30,000	39,000	79,000	46,000	415,000
82	3000-15-0101	Library Materials	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,990,000
83	3000-15-0103	Lib Mats Collection Developmnt	-	-	50,000	-	-	50,000	-	-	75,000	-	175,000
84	3000-22-2701	Facility Needs Study	-	-	-	-	-	-	-	40,000	-	-	40,000
85	3100-09-1701	Library Furnishing/Equip-GTown	30,000	-	-	-	-	33,000	-	-	-	-	63,000
86	3200-09-1601	Library Furnishings Acton	-	23,000	-	-	23,000	-	-	-	-	-	46,000
87	3200-11-2001	Marquee Acton Branch	-	-	-	-	-	-	-	80,000	-	-	80,000
88	3300-03-2021	Vision Georgetown Library Branch Construction	-	-	-	-	-	-	-	-	-	8,943,000	8,943,000
89	3300-08-3001	Vision Georgetown Library Branch Land Acquisiton	-	-	-	-	-	-	-	3,700,000	-	-	3,700,000
90	3300-15-0101	Vision Georgetown Library Branch Opening Collection	-	-	-	-	-	-	-	-	-	730,000	730,000
Library Services Total			567,000	555,000	596,000	729,000	704,000	609,000	529,000	4,358,000	833,000	10,399,000	19,879,000
Fire Services													
91	5000-22-2001	Fire Serv MP&Commty Risk Assmt	-	-	-	-	-	90,000	-	-	-	-	90,000
92	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
93	5200-06-0102	4th Station - Small Equipment Replacement	-	-	-	-	-	-	-	10,000	10,000	10,000	30,000
94	5200-06-1701	Drone & Camera System	-	-	-	-	-	-	-	-	90,000	-	90,000
95	5200-06-2601	4th Station - Small Equipment	-	-	-	-	-	200,000	-	-	-	-	200,000
96	5200-07-0102	Personal Protective Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
97	5200-07-0104	Self Contained Breathing Apparatus Replacement	38,000	20,000	20,000	20,000	450,000	20,000	20,000	20,000	20,000	20,000	648,000
98	5200-07-0107	Heavy Extraction Equip Repl	-	150,000	-	-	-	-	-	-	-	-	150,000
99	5200-07-0109	4th Station - Outfit New FT Firefighters (21 FF)	-	-	-	-	-	270,000	-	-	-	-	270,000
100	5200-07-2001	Replace Gas Detection Equip	-	-	-	-	-	-	-	-	25,000	-	25,000
101	5200-07-2601	4th Station - Extrication Equipment	-	-	-	-	-	150,000	-	-	-	-	150,000

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
102	5400-06-0101	Replace Pagers	-	-	-	-	-	110,000	-	-	-	-	110,000
103	5400-06-2501	Radio Replacement	-	-	-	-	-	-	-	1,500,000	-	-	1,500,000
104	5500-02-1601	Training Centre Upgrades	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
105	5500-02-2202	Retrofit and Upgrade of CCTV Systems	-	26,000	-	-	-	-	-	-	-	-	26,000
106	5500-02-2203	Acton Fire Station Architectural Design Phase	400,000	-	-	-	-	-	-	-	-	-	400,000
107	5500-02-2301	Station Renovations - Maple Ave Station	-	-	-	-	-	-	-	-	100,000	-	100,000
108	5500-02-3101	Station Renovations - Headquarters	-	-	-	-	-	-	-	-	100,000	-	100,000
109	5500-03-2301	4th Station & Training Centre Constr	-	-	-	-	-	-	5,200,000	-	-	-	5,200,000
110	5500-03-2501	4th Station - Design & Eng	-	-	-	-	500,000	-	-	-	-	-	500,000
111	5500-03-2701	4th Station - Equipment & Furnishings	-	-	-	-	-	150,000	1,626,000	-	-	-	1,776,000
112	5500-06-2501	Marquee - Acton Station	-	-	80,000	-	-	-	-	-	-	-	80,000
113	5500-08-2501	4th Station - Land Acquisition	-	-	-	-	3,000,000	-	-	-	-	-	3,000,000
114	5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	45,000	-	-	-	-	-	-	-	-	45,000
115	5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	480,000	-	-	-	-	-	-	480,000
116	5900-25-2103	Replace Unit 712	-	-	-	-	96,000	-	-	-	-	-	96,000
117	5900-25-2104	Replace Unit 711	-	-	-	-	96,000	-	-	-	-	-	96,000
118	5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	-	-	-	-	-	-	72,000	-	-	-	72,000
119	5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	480,000	-	-	-	-	-	-	480,000
120	5900-25-2301	4th Station - Aerial 752 (A4)	-	-	-	-	-	1,962,000	-	-	-	-	1,962,000
121	5900-25-2302	4th Station - Support Unit 715 (414)	-	-	-	-	-	94,000	-	-	-	-	94,000
122	5900-25-2303	Replace Ladder 750 (A3)	1,800,000	-	-	-	-	-	-	-	-	-	1,800,000
123	5900-25-2401	Replace Tanker 743 (T1)	-	720,000	-	-	-	-	-	-	-	-	720,000
124	5900-25-2403	Replace Pump 721 (P2)	-	1,020,000	-	-	-	-	-	-	-	-	1,020,000
125	5900-25-2501	Replace Pump 724 (P1)	-	-	1,020,000	-	-	-	-	-	-	-	1,020,000
126	5900-25-2601	4th Station - Tanker (New)	-	-	-	-	-	892,000	-	-	-	-	892,000
127	5900-25-2701	4th Station - Pumper - P4 (Equipped)	-	-	-	-	-	1,242,000	-	-	-	-	1,242,000
128	5900-25-2702	4th Station - Rescue - R4 (Equipped)	-	-	-	-	-	1,390,000	-	-	-	-	1,390,000
129	5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	25,000	-	-	-	-	25,000
130	5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	17,000	-	-	-	-	17,000
131	5900-25-3001	Replace Support Unit 709 (109)	-	-	-	-	-	-	-	84,000	-	-	84,000
132	5900-25-3002	Replace Support Unit 710 (310)	-	-	-	-	-	-	-	72,000	-	-	72,000
133	5900-25-3003	Training Division Passenger Van	-	-	-	-	-	-	-	96,000	-	-	96,000
134	5900-25-3004	Replace Pump 725 (P3)	-	-	-	-	-	-	-	1,020,000	-	-	1,020,000
Fire Services Total			2,371,000	2,124,000	1,263,000	1,123,000	4,285,000	6,755,000	7,061,000	2,945,000	488,000	173,000	28,588,000
Transportation & Public Works													
135	6100-05-2501	Traffic Signal Management System	-	-	325,000	-	-	-	-	-	325,000	-	650,000
136	6100-06-2301	Permanent Traffic Count Stations	-	93,000	-	-	-	-	-	-	-	-	93,000
137	6100-10-1402	Upper Reach Tributary	-	-	100,000	-	-	-	-	-	-	-	100,000
138	6100-10-2301	Automated Speed Enforcement	180,000	-	-	-	-	-	-	-	-	-	180,000
139	6100-16-0101	Future Transit infrastructure installations	-	-	-	-	-	-	100,000	25,000	25,000	25,000	175,000
140	6100-16-0103	School Zone Traffic Calming Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
141	6100-16-2106	Steeles Ave Corridor Transit Infrastructure	-	-	-	-	70,000	70,000	-	-	-	-	140,000
142	6100-16-2108	Steeles Ave Corridor Transit Infra Replace	-	-	-	-	-	60,000	-	-	-	-	60,000
143	6100-17-1801	Infill Sidewalk Connections	51,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	501,000
144	6100-17-2301	Hwy 7 sidewalk Norval to McFarlane	-	250,000	-	-	-	-	-	-	-	-	250,000
145	6100-18-2301	40km/h Speed Limit Area Implementation	50,000	50,000	50,000	-	-	-	-	-	-	-	150,000
146	6100-20-2201	Storm Sewer Condition Assessments	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
147	6100-21-0107	Streetlight & Pole Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
148	6100-21-1701	Rural Intersection Streetlighting	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
149	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
150	6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Ext	-	-	-	150,000	-	-	-	-	-	-	150,000
151	6100-22-0102	Transportation Master Plan Update	-	500,000	-	-	-	500,000	-	-	-	-	1,000,000
152	6100-22-1802	Class EAs for Transportation Master Plan Projects	-	-	500,000	-	-	-	-	500,000	-	-	1,000,000
153	6100-22-2301	Complete Street Policy Guideline	-	-	100,000	-	-	-	-	-	-	-	100,000
154	6100-22-2501	Active Transportation Master Plan	-	-	300,000	-	-	-	-	-	350,000	-	650,000

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
155	6100-22-2601	Growth Related Transp Studies	-	-	-	200,000	-	-	-	-	200,000	-	400,000
156	6100-23-1602	Active Transportation Promotion & Education	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000
157	6100-23-2401	Active Transportation Improvements	113,000	148,000	280,000	678,000	2,050,000	40,000	45,000	1,520,000	2,900,000	-	7,774,000
158	6200-17-2302	Wallace Street MUP	-	-	-	-	240,000	-	-	-	-	-	240,000
159	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
160	6100-28-0107	LED Traffic Signal Replacement	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
161	6100-28-1516	Neighbourhood Traffic Calming	115,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	475,000
162	6100-28-1703	Pedestrian Crossovers	169,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,654,000
163	6100-28-1807	Mill St Neighbourhood Imprvmnts	-	-	100,000	125,000	125,000	125,000	125,000	-	-	-	600,000
164	6100-28-1808	Mandated AODA Accessible Traffic Signals	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
165	6100-28-2401	Main St North & Ewing Traffic Signal	30,000	325,000	-	-	-	-	-	-	-	-	355,000
166	6100-28-2701	15 Sd Rd & Belmont Blvd Traffic Signal	-	-	-	-	325,000	-	-	-	-	-	325,000
167	6100-28-2702	Main St N & Wallace St Traffic Signal	-	-	-	-	325,000	-	-	-	-	-	325,000
168	6100-28-2801	Argyll Rd & Miller Dr Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
169	6100-28-2901	Argyll Rd & Barber Dr Traffic Signal	-	-	-	-	-	-	325,000	-	-	-	325,000
170	6100-28-3001	Miller Dr & Eaton St Traffic Signal	-	-	-	-	-	-	-	325,000	-	-	325,000
171	6100-28-3101	Eaton St & Barber Dr Traffic Signal	-	-	-	-	-	-	-	-	325,000	-	325,000
172	6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	150,000	-	400,000	-	-	-	550,000
173	6200-10-2301	Maple Ave Acoustic Fence - McClure Crt Section	-	250,000	-	-	-	-	-	-	-	-	250,000
174	6200-10-2302	Cameron Street & Lake Retaining Walls	-	175,000	-	1,175,000	-	-	-	-	-	-	1,350,000
175	6200-16-0104	Pavement Management	1,956,000	1,956,000	1,956,000	1,956,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	21,324,000
176	6200-16-0105	Right-of-Way Rehabilitation (misc Projects)	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
177	6200-16-1004	Main St Glen Williams Eng	2,051,000	1,500,000	-	-	-	-	-	-	-	-	3,551,000
178	6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	350,000	-	1,000,000	-	-	-	-	-	1,350,000
179	6200-16-1601	Todd Road Reconstruction	1,538,000	-	-	-	-	-	-	-	-	-	1,538,000
180	6200-16-1702	Collector/Arterial Asphalt Res	2,513,000	-	2,450,000	-	2,825,000	-	2,825,000	-	2,825,000	-	13,438,000
181	6200-16-1803	Prince St (All Phases)	-	100,000	1,150,000	-	-	-	-	-	-	-	1,250,000
182	6200-16-1901	McNabb St - CNR to Queen Improvements	-	150,000	650,000	-	-	-	-	-	-	-	800,000
183	6200-16-1904	Eighth Line - Steeles to Maple Ave Reconstruction	-	-	1,500,000	2,250,000	20,000,000	12,000,000	8,000,000	-	-	-	43,750,000
184	6200-16-2004	Guelph St & Mountainview - NB/SB Turn Lane Improvements	-	-	-	500,000	-	1,500,000	-	-	-	-	2,000,000
185	6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	-	950,000	1,430,000	-	4,400,000	-	-	-	6,780,000
186	6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	150,000	-	-	1,000,000	-	-	1,150,000
187	6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	1,650,000	1,500,000	-	5,000,000	4,350,000	-	-	-	-	12,500,000
188	6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	-	-	1,850,000	6,050,000	-	-	7,900,000
189	6200-16-2105	Ontario & Ann Street	-	-	1,800,000	2,400,000	-	-	-	-	-	-	4,200,000
190	6200-16-2201	Confederation St. Main to Urban Boundary	-	486,000	3,240,000	-	-	-	-	-	-	-	3,726,000
191	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	3,590,000	-	-	-	-	-	-	-	-	-	3,590,000
192	6200-16-2302	Hornby Road Reconstruction	-	250,000	1,500,000	-	-	-	-	-	-	-	1,750,000
193	6200-16-2303	10th Ln Reconst South of 22sdrd	-	-	75,000	-	1,500,000	-	-	-	-	-	1,575,000
194	6200-16-2304	22 Sd Rd Trafalgar to 8th Line Engineering	-	-	250,000	-	2,600,000	-	-	-	-	-	2,850,000
195	6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	500,000	2,000,000	-	6,000,000	6,000,000	-	-	-	14,500,000
196	6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	350,000	-	1,050,000	2,200,000	-	-	-	3,600,000
197	6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	77,000	1,200,000	100,000	-	1,800,000	-	-	-	-	-	3,177,000
198	6200-16-2601	17 Side Road/Tenth Line from Winston Churchill Blvd to River	51,000	1,500,000	-	-	-	-	-	-	-	-	1,551,000
199	6200-16-3101	Mountainview & Sinclair Southbound Left Turn Lane	-	-	-	-	-	-	300,000	-	1,200,000	-	1,500,000
200	6200-17-2301	Wallace Street Reconstruction	-	-	175,000	-	2,000,000	-	-	-	-	-	2,175,000
201	6200-20-1701	StrmWtr Fac. Rehab Assmnt Prgm	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
202	6200-20-1901	Harold St Stormwater Imprvmnts	-	750,000	-	-	-	-	-	-	-	-	750,000
203	6200-22-0020	Traffic Signal Legal Drawings Update	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
204	6200-22-0107	Bridge Rehab Study Update	-	90,000	-	90,000	-	100,000	-	100,000	-	100,000	480,000
205	6200-22-1702	Pavement Management Study - 5 YR Cycle	-	-	75,000	-	-	75,000	-	-	85,000	-	235,000
206	6200-22-2201	Weather & Flow Monitoring Stations	-	30,000	30,000	-	-	-	-	-	-	-	60,000
207	6200-22-2801	Stormwater Master Plan Update (Future)	-	-	-	-	-	300,000	-	-	-	-	300,000
208	6200-26-1911	#23 6th Line Culvert Replacement	769,000	-	-	-	-	-	-	-	-	-	769,000
209	6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000

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Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
210	6200-26-2301	Maple Avenue Culvert Rehab	103,000	-	575,000	-	-	-	-	-	-	-	678,000
211	6200-27-0101	Glen Lawson Construction	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000
212	6200-27-1011	Tweedle Street Engineering	-	-	-	-	150,000	-	-	-	-	-	150,000
213	6210-22-2601	Dev Eng Fee Review (Future)	-	-	-	-	-	40,000	-	-	-	-	40,000
214	6500-03-1704	Truck Wash Facility Ph 1	-	-	-	-	-	625,000	-	-	-	-	625,000
215	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	120,000	-	-	-	-	-	-	-	-	-	120,000
216	6500-03-2801	Material Storage Facility (long-term)	-	-	-	-	-	3,000,000	-	-	-	-	3,000,000
217	6500-03-2802	Truck Storage/EV Storage	-	-	-	-	-	1,000,000	-	-	-	-	1,000,000
218	6500-03-2803	Snow Dump Expansion - Central Yard	-	-	-	-	-	500,000	-	-	-	-	500,000
219	6500-06-0102	Equipment Replacement	1,693,000	2,508,000	2,065,000	1,724,000	1,324,000	1,751,000	1,869,000	1,784,000	1,375,000	1,550,000	17,643,000
220	6500-06-1701	New Equipment	510,000	720,000	125,000	240,000	810,000	450,000	600,000	240,000	170,000	370,000	4,235,000
221	6500-06-0105	New Equipment - Parks	-	-	-	504,000	-	60,000	-	89,000	-	-	653,000
222	6500-10-2301	Robert C. Austin Operations Centre Gate Access Pedestal	-	30,000	-	-	-	-	-	-	-	-	30,000
223	6500-10-2801	Fuel Management System	-	-	-	-	-	350,000	-	-	-	-	350,000
224	6500-11-1517	Tree Planting & Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
225	6500-18-0110	Traffic Infrastructure	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
226	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
227	6500-28-1002	Traffic Signal Controller Replacement	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
228	6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	30,000	325,000	-	-	-	-	-	-	-	355,000
229	6500-16-0105	Rural Road Micro-Surfacing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
230	6810-03-2401	Temporary EV Shelter for Activan	-	-	500,000	-	-	-	-	-	-	-	500,000
231	6810-04-2601	Transit Hardware/Software for Universal Access Service	-	-	-	20,000	-	-	-	-	-	-	20,000
232	6810-04-2101	Transit Hardware/Software for Ltd Fixed Route	-	-	-	-	-	350,000	-	-	-	-	350,000
233	6810-04-3201	Transit Hardware/Software Expanded Fixed Route	-	-	-	-	-	-	-	-	-	125,000	125,000
234	6810-04-2102	Transit Hardware Replacement	-	-	-	-	-	-	-	20,000	-	-	20,000
235	6810-05-2201	Activan Software Module Enhancement	-	50,000	-	-	170,000	-	-	-	-	-	220,000
236	6810-10-2401	EV Chargers for ActiVan Vehicles	-	-	280,000	140,000	-	140,000	140,000	140,000	-	-	840,000
237	6810-10-2501	Automated Fare System	-	-	-	-	150,000	-	-	-	-	-	150,000
238	6810-10-2502	EV Chargers for Transit Vehicles - Ltd Fixed Route	-	-	-	-	-	280,000	-	-	-	-	280,000
239	6810-10-3101	EV Chargers for Transit Vehicles - Exp Fixed Route	-	-	-	-	-	-	-	-	-	560,000	560,000
240	6810-22-2001	Transit Facility Feasibility Study & Implementation	-	-	-	-	-	-	200,000	1,800,000	10,000,000	-	12,000,000
241	6810-22-2601	Transit Service Strategy Update	-	-	-	300,000	-	-	-	-	-	-	300,000
242	6810-25-0101	New Transit Vehicles - Limited Fixed Route	-	-	-	-	-	750,000	-	-	-	-	750,000
243	6810-25-0102	New Transit Vehicles - Expanded Fixed Route	-	-	-	-	-	-	-	-	-	1,750,000	1,750,000
244	6810-25-1001	Vehicle Replacement for Specialized Transit Services	170,000	-	500,000	250,000	-	750,000	500,000	250,000	250,000	500,000	3,170,000
245	6810-25-1601	New ActiVan Vehicles	170,000	250,000	-	250,000	-	-	500,000	250,000	-	-	1,420,000
Transportation & Public Works Total			17,159,000	19,466,000	26,181,000	18,257,000	48,449,000	40,796,000	34,634,000	18,348,000	24,285,000	9,235,000	256,810,000
Planning & Development													
246	7000-22-0001	Official Plan	-	-	-	-	200,000	-	-	-	-	200,000	400,000
247	7100-10-2501	SE Georgetown Developer Payback	-	-	220,000	-	-	-	-	220,000	-	-	440,000
248	7100-22-1502	Glen Williams Sec Plan Review	-	-	-	-	150,000	-	-	-	-	-	150,000
249	7100-22-2001	Zoning By-Law Update	70,000	-	200,000	-	-	-	-	200,000	-	-	470,000
250	7100-22-2303	Post 2036 Secondary Plans	-	-	-	1,500,000	1,500,000	1,500,000	-	-	-	-	4,500,000
251	7100-22-2401	Guelph St Corridor Planning Study	-	300,000	-	-	-	-	-	-	-	-	300,000
252	7100-22-2601	Stewarttown Planning Study	-	-	-	-	-	150,000	-	-	-	-	150,000
253	7100-27-0102	Norval Secondary Plan Review	-	-	150,000	-	-	-	-	-	-	-	150,000
254	7100-22-2501	Acton Downtown Planning Study	-	-	300,000	-	-	-	-	-	-	-	300,000
255	7100-22-2701	User Fee Review - Planning	-	-	-	-	60,000	-	-	-	-	-	60,000
Planning & Development Total			70,000	300,000	870,000	1,500,000	1,910,000	1,650,000	-	420,000	-	200,000	6,920,000
Recreation & Parks													
256	1000-09-0101	Office Furniture	-	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	342,000
257	8000-22-2601	Recreation and Parks Strategic Action Plan	-	-	-	101,000	-	-	-	-	161,000	-	262,000
258	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
259	8200-02-2601	Georgetown Library Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
260	8200-02-2701	Acton Library Lighting Retrofits	-	-	-	-	30,000	-	-	-	-	-	30,000

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
261	8200-02-2702	Firehall 1 - Lighting Retrofits	-	-	-	-	30,000	-	-	-	-	-	30,000
262	8200-02-2801	Firehall 2 - Lighting Retrofits	-	-	-	-	-	30,000	-	-	-	-	30,000
263	8200-02-2802	Firehall 3 - Lighting Retrofits	-	-	-	-	-	30,000	-	-	-	-	30,000
264	8200-03-1401	Facility Space Provision	-	-	-	-	4,626,000	-	-	-	-	-	4,626,000
265	8200-03-1701	Tennis Court New Facility	-	-	-	-	625,000	-	-	-	-	-	625,000
266	8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
267	8200-03-2301	Vision Georgetown Community Centre - Construction	-	-	-	-	-	-	-	-	-	7,500,000	7,500,000
268	8200-06-0104	Electric Charging Upgrades Ice Resurfacers	-	50,000	50,000	-	50,000	-	-	-	-	-	150,000
269	8200-06-2501	Acton Library BAS Implementation	-	-	150,000	-	-	-	-	-	-	-	150,000
270	8200-06-2502	Georgetown Library BAS Implementation	-	-	150,000	-	-	-	-	-	-	-	150,000
271	8200-06-2601	Robert C. Austin BAS Implementation	-	-	-	300,000	-	-	-	-	-	-	300,000
272	8200-06-2602	Robert C. Austin Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
273	8200-06-2701	Firehall 1 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
274	8200-06-2702	Firehall 2 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
275	8200-06-2703	Firehall 3 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
276	8200-08-3001	Vision Georgetown CC - Land Acquisition	-	-	-	-	-	-	-	3,932,000	-	-	3,932,000
277	8200-22-1301	Facility Space Provision Study	-	-	165,000	-	-	-	-	-	-	-	165,000
278	8200-25-0101	Arena Ice Resurfacer LCDB	-	170,000	170,000	-	170,000	-	170,000	-	170,000	-	850,000
279	8200-27-3101	Vision Georgetown CC - Design & Engineering	-	-	-	-	-	-	-	-	803,000	-	803,000
280	8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	18,000	-	-	-	-	18,000
281	8211-02-1704	Acton Arena Replace Glycol Pump	-	-	15,000	-	-	-	-	-	-	-	15,000
282	8211-02-1801	Acton Arena Roof Replacement	-	-	-	-	-	400,000	-	-	-	-	400,000
283	8211-02-2209	Acton Arena Security System CCTV	-	11,000	-	-	-	-	-	-	-	-	11,000
284	8211-02-2301	Acton Arena LCDB BAS and Controls Optimization	-	300,000	-	-	-	-	-	-	-	-	300,000
285	8211-02-2401	ACC Exterior Window and Door Sealant	-	15,000	-	-	-	-	-	-	-	-	15,000
286	8211-02-2402	Acton Arena LCDB Low E Ceiling	-	102,000	-	-	-	-	-	-	-	-	102,000
287	8211-02-2403	Acton Arena Lighting Retrofits	-	30,000	-	-	-	-	-	-	-	-	30,000
288	8211-02-2404	Acton Arena LCDB Solar PV - D&E	-	60,000	-	-	-	-	-	-	-	-	60,000
289	8211-02-2501	Acton Arena LCDB REALice	-	41,000	-	-	-	-	-	-	-	-	41,000
290	8211-02-2502	Acton Arena LCDB Solar PV	-	-	552,000	-	-	-	-	-	-	-	552,000
291	8211-02-2602	Acton Arena LCDB Boiler Replacements	-	-	-	300,000	-	-	-	-	-	-	300,000
292	8211-02-2901	Acton Arena Townsley Refrigeration Repl	-	-	-	-	-	-	250,000	-	-	-	250,000
293	8211-06-2301	Acton Arena Townsley Score Clock Replacement	-	-	40,000	-	-	-	-	-	-	-	40,000
294	8211-06-2302	Acton Arena Water Softener Replacement	57,000	-	-	-	-	-	-	-	-	-	57,000
295	8211-06-2501	Acton Arena LCDB Boiler Replacements - D&E	-	-	40,000	-	-	-	-	-	-	-	40,000
296	8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
297	8211-06-3002	Acton Arena Kitchen Appliances Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
298	8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	55,000	-	-	-	-	55,000
299	8221-02-1701	GCC Roof Maintenance	-	-	750,000	-	-	-	-	25,000	-	-	775,000
300	8221-06-1502	GCC Replace Fire Alarm System	-	-	-	19,000	-	-	-	-	-	-	19,000
301	8221-06-1601	GCC Replace Closed Circuit Camera System	-	-	-	20,000	-	-	-	-	-	-	20,000
302	8230-02-1501	AIP Refinish Interior Wood	-	-	-	11,000	-	-	-	-	-	-	11,000
303	8230-02-2102	AIP Revitalization Construction	-	-	-	10,500,000	-	-	-	-	-	-	10,500,000
304	8230-02-2501	AIP Changeroom Retiling	-	-	50,000	-	-	-	-	-	-	-	50,000
305	8230-06-1701	AIP Mechanical Upgrades	-	16,000	-	-	-	-	-	-	-	-	16,000
306	8230-27-1701	AIP Revitalization Design & Engineering	-	-	-	1,050,000	-	-	-	-	-	-	1,050,000
307	8231-02-1501	GIP Partition Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
308	8231-02-1801	GIP Floor Tiling	-	84,000	-	-	-	-	-	-	-	-	84,000
309	8231-02-2001	GIP Revitalization Construction	-	-	-	2,500,000	-	-	-	-	-	-	2,500,000
310	8231-02-2101	GIP Replace Main Electrical	-	22,000	-	-	-	-	-	-	-	-	22,000
311	8231-27-1901	GIP Revitalization Design & Eng	-	-	-	300,000	-	-	-	-	-	-	300,000
312	8240-02-3001	Cultural Centre Exterior Wall Refurbishment	-	-	-	-	-	-	-	15,000	-	-	15,000
313	8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	18,000	-	-	18,000
314	8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	30,000	-	-	-	-	30,000
315	8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	15,000	-	-	-	-	15,000

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
316	8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	100,000	-	-	-	-	-	-	-	-	100,000
317	8251-02-2203	MMSP Alcott Skate Tile Repl	-	-	-	-	-	-	-	-	300,000	-	300,000
318	8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	60,000	-	-	-	-	60,000
319	8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	500,000	-	-	-	-	-	-	500,000
320	8251-02-2214	MMSP Replace Power Distribution	-	300,000	-	-	-	-	-	-	-	-	300,000
321	8251-02-2215	MMSP Replace Pull Stations	-	25,000	-	-	-	-	-	-	-	-	25,000
322	8251-02-2217	MMSP Replace Signal Devices	-	50,000	-	-	-	-	-	-	-	-	50,000
323	8251-02-2218	MMSP Replace Sprinkler System	197,000	-	-	-	-	-	-	-	-	-	197,000
324	8251-02-2219	MMSP Replace Standpipe and Fire Department Connection	-	-	-	-	-	75,000	-	-	-	-	75,000
325	8251-02-2220	MMSP Replace Storm Drainage System	-	-	-	-	-	300,000	-	-	-	-	300,000
326	8251-02-2221	MMSP Replacement Sanitary Waste	-	-	-	-	-	300,000	-	-	-	-	300,000
327	8251-02-2301	MMSP LCDB BAS Implementation	-	300,000	-	-	-	-	-	-	-	-	300,000
328	8251-02-2403	MMSP LCDB REALice	-	-	-	82,000	-	-	-	-	-	-	82,000
329	8251-02-2405	MMSP LCDB Solar PV	-	469,000	-	-	-	-	-	-	-	-	469,000
330	8251-02-2501	MMSP LCDB Boiler Replacements	-	-	200,000	-	-	-	-	-	-	-	200,000
331	8251-02-2601	MMSP Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
332	8251-02-2801	MMSP Replace Exit Lighting Fixtures	-	-	-	-	-	60,000	-	-	-	-	60,000
333	8251-02-3001	MMSP Interior Doors	-	-	-	-	-	-	-	25,000	-	-	25,000
334	8251-02-3002	MMSP Flooring Replacement	-	-	-	-	-	-	-	80,000	-	-	80,000
335	8251-02-3003	MMSP Bathroom Fixtures	-	-	-	-	-	-	-	25,000	-	-	25,000
336	8251-02-3004	MMSP Domestic Water Distribution	-	-	-	-	-	-	-	200,000	-	-	200,000
337	8251-02-3006	MMSP Alcott Floor Replacement	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
338	8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	300,000	-	-	-	-	-	300,000
339	8251-06-2301	MMSP Rink A/B Chiller Seals Replacement	41,000	-	-	-	-	-	-	-	-	-	41,000
340	8251-06-2302	MMSP Design & Engineering LCDB HVAC Replacement	213,000	-	-	-	-	-	-	-	-	-	213,000
341	8251-06-2401	MMSP LCDB HVAC Replacement	-	1,300,000	-	-	-	-	-	-	-	-	1,300,000
342	8251-06-2501	MMSP Alcott Score Clock Replacement	-	-	40,000	-	-	-	-	-	-	-	40,000
343	8251-06-2502	MMSP Water Softener Replacement	-	-	35,000	-	-	-	-	-	-	-	35,000
344	8251-06-3001	MMSP Domestic Water Heaters	-	-	-	-	-	-	-	70,000	-	-	70,000
345	8251-06-3002	MMSP Signal Devices	-	-	-	-	-	-	-	50,000	-	-	50,000
346	8251-06-3003	MMSP Exterior Lighting	-	-	-	-	-	-	-	150,000	-	-	150,000
347	8251-06-3004	MMSP Exterior Light Fixtures	-	-	-	-	-	-	-	50,000	-	-	50,000
348	8261-02-1402	GCC Unit Heaters	-	6,000	42,000	-	-	-	-	-	-	-	48,000
349	8261-02-1403	GCC RTU's	-	-	475,000	-	-	-	-	70,000	-	-	545,000
350	8261-02-2501	GCC Pool Filters	-	-	140,000	-	-	-	-	-	-	-	140,000
351	8261-02-2502	GCC Replace Exhaust Fans	-	-	-	20,000	-	-	-	-	-	-	40,000
352	8261-02-2503	GCC Lighting Retrofits	-	-	42,000	-	-	-	-	-	-	-	42,000
353	8261-03-2001	GCC Phase 2 Construction	-	-	-	-	-	25,223,000	-	-	-	-	25,223,000
354	8261-06-2501	GCC BAS Implementation	-	-	300,000	-	-	-	-	-	-	-	300,000
355	8261-12-1701	GCC Parking Lot Resurfacing	-	-	-	400,000	-	-	-	-	-	-	400,000
356	8261-27-2401	GCC Phase 2 Design & Engineering	-	-	-	2,500,000	-	-	-	-	-	-	2,500,000
357	8300-11-0104	Tennis Court Lighting Replcm	-	-	195,000	-	-	-	-	-	-	-	195,000
358	8301-11-2001	Prospect Tennis Ct Resurfacing	-	-	-	-	-	-	90,000	-	-	-	90,000
359	8304-11-2001	GCC Tennis Court Resurfacing	-	-	-	-	-	125,000	-	-	-	-	125,000
360	8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
361	8400-02-2203	Town Hall Exterior Doors Replacement	-	-	13,000	-	-	-	-	-	-	-	13,000
362	8400-02-2204	Town Hall Fire Alarm Control Panel Anunciator	49,000	-	-	-	-	-	-	-	-	-	49,000
363	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	82,000	-	-	-	-	-	-	-	-	-	82,000
364	8400-02-2208	Town Hall Security System	-	-	200,000	-	-	-	-	-	-	-	200,000
365	8400-02-2301	Town Hall LCDB Window and Entrance Replace	-	-	557,000	-	-	-	-	-	-	-	557,000
366	8400-02-2302	Town Hall LCDB Ceiling Finishes	-	58,000	-	-	-	-	-	-	-	-	58,000
367	8400-02-2401	Town Hall Security System (CCTV)	180,000	-	-	-	-	-	-	-	-	-	180,000
368	8400-02-2402	Town Hall LCDB Lighting, Devices, Heating	-	606,000	-	-	-	-	-	-	-	-	606,000
369	8400-02-2403	Town Hall Lighting Retrofits	-	30,000	-	-	-	-	-	-	-	-	30,000
370	8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	300,000	-	-	-	-	-	300,000

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Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
371	8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	500,000	-	-	-	-	-	500,000
372	8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	125,000	-	-	-	-	-	-	-	125,000
373	8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	150,000	-	-	-	-	-	150,000
374	8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	15,000	-	-	-	-	-	15,000
375	8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	33,000	-	-	-	-	-	33,000
376	8400-02-2511	Town Hall LCDB Plumbing and Drainage (repl DHW)	-	-	19,000	-	-	-	-	-	-	-	19,000
377	8400-02-2601	Town Hall LCDB Geothermal System	-	-	-	444,000	-	-	-	-	-	-	444,000
378	8400-02-2602	Town Hall LCBD Carport PV Arrays	-	-	-	994,000	-	-	-	-	-	-	994,000
379	8400-02-3002	Town Hall Sprinkler Replacement	-	-	-	-	-	-	-	250,000	-	-	250,000
380	8400-02-3003	Town Hall Stand Pipe & Fire	-	-	-	-	-	-	-	50,000	-	-	50,000
381	8400-02-3004	Town Hall Pull Stations	-	-	-	-	-	-	-	25,000	-	-	25,000
382	8400-02-3005	Town Hall Fire Extinguishers	-	-	-	-	-	-	-	15,000	-	-	15,000
383	8400-02-3006	Town Hall Power Distribution	-	-	-	-	-	-	-	75,000	-	-	75,000
384	8400-06-2401	Town Hall BAS Implementation	-	300,000	-	-	-	-	-	-	-	-	300,000
385	8400-12-1501	Town Hall Parking Lot Replacement	-	350,000	-	-	-	-	-	-	-	-	350,000
386	8421-12-2101	Norval CC Parking Lot	-	70,000	-	-	-	-	-	-	-	-	70,000
387	8500-06-2001	Portable Water Dispenser	-	-	-	50,000	-	-	-	-	-	-	50,000
388	8500-08-2001	Property Acquisition Parks & Open Spaces	300,000	700,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	8,000,000	8,000,000	38,000,000
389	8500-11-0102	Park Revitalization & Renewal	77,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	180,000	180,000	1,597,000
390	8500-11-0103	Cemetery Revitalization & Rene	15,000	40,000	40,000	40,000	120,000	120,000	120,000	120,000	130,000	130,000	875,000
391	8500-11-0105	Irrigation System Replacement	-	45,000	45,000	-	45,000	-	45,000	-	-	-	180,000
392	8500-11-0106	Park Pavilion Repairs	77,000	-	30,000	-	30,000	-	30,000	-	30,000	-	197,000
393	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
394	8500-11-0108	Court Revitalization & Repairs	123,000	15,000	-	-	15,000	-	-	15,000	-	-	168,000
395	8500-11-0115	Parks Tree Planting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
396	8500-11-0116	Splash Pad Mechanical Equipment Replacement	26,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	251,000
397	8500-11-0117	Future Town wide Parkland Construction	-	-	-	-	-	-	-	-	-	10,000,000	10,000,000
398	8500-11-0118	Open Space Management	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
399	8500-11-0119	SNAP Implementation - Parks	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
400	8500-11-0120	Fairgrounds Concession Revitalization	-	-	-	75,000	750,000	-	-	-	-	-	825,000
401	8500-11-1501	Cedarvale Park Functional Plan & Implementation	-	100,000	-	-	-	-	500,000	-	-	-	600,000
402	8500-11-1603	Fairy Lake Water Quality Implementation	-	50,000	50,000	32,000	-	-	-	-	-	-	132,000
403	8500-11-1703	Neighbourhood Level Skate Features	-	-	77,000	-	-	-	-	-	-	-	77,000
404	8500-11-1805	Halton Hills Drive Park	475,000	-	-	-	-	-	-	-	-	-	475,000
405	8500-11-1903	Hillcrest Cemetery Revitalization and Renewal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
406	8500-11-1911	Pedestrian Bridge Renewal & Replacement	15,000	-	130,000	-	-	-	-	-	-	-	145,000
407	8500-11-1912	Park Pathway Revitln & Renewal	82,000	75,000	20,000	75,000	20,000	75,000	20,000	75,000	20,000	75,000	537,000
408	8500-11-2005	Gellert Park Expansion - Construction	-	6,000,000	-	-	-	-	-	-	-	-	6,000,000
409	8500-11-2006	Hornby Park Revitalization	-	350,000	-	-	-	-	-	-	-	-	350,000
410	8500-11-2102	Multi Purpose Courts	-	215,000	-	-	-	-	-	-	-	-	215,000
411	8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	468,000	-	-	-	-	-	-	468,000
412	8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	-	-	-	303,000	-	-	-	303,000
413	8500-11-2107	Park Pylon Sign	-	-	70,000	-	-	-	-	-	-	-	70,000
414	8500-11-2109	Berton Blvd Park PH2	-	255,000	-	-	-	-	-	-	-	-	255,000
415	8500-11-2110	Dominion Gardens Park Ph3	-	-	-	-	-	635,000	-	-	-	-	635,000
416	8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	450,000	-	-	-	-	-	-	-	-	450,000
417	8500-11-2112	Lyndsey Court Park	-	-	-	262,000	-	-	-	-	-	-	262,000
418	8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	451,000	-	-	-	-	-	451,000
419	8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	290,000	-	-	-	-	-	290,000
420	8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	-	-	-	-	-	-	232,000	232,000
421	8500-11-2206	Prospect Park Boat Ramp Revitalization	-	25,000	-	-	-	-	-	-	-	-	25,000
422	8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	491,000	-	-	-	-	491,000
423	8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	246,000	-	-	-	-	246,000
424	8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,095,000	-	-	1,095,000
425	8500-11-2304	Leash Free Park Revitalization	-	-	150,000	-	-	-	-	-	-	-	150,000

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Line	Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
426	8500-11-2305	Outdoor Ice Facility	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000
427	8500-11-2401	TSP Action Sports Park	-	-	50,000	530,000	-	-	-	-	-	-	580,000
428	8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	5,792,000	-	5,792,000
429	8500-11-2502	Vision Georgetown Parks - Neighborhood Park (NP #4)	-	-	-	-	-	-	-	525,000	-	-	525,000
430	8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	248,000	-	248,000
431	8500-11-2602	Vision Georgetown Parks - Parkette (PK #5)	-	-	-	-	-	-	454,000	-	-	-	454,000
432	8500-11-2603	Trafalgar Sports Park Phase 6b	-	-	-	5,045,000	5,210,000	4,614,000	-	-	-	-	14,869,000
433	8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	400,000	-	-	-	400,000
434	8500-11-2605	Kiwanis Field Turf Replacement	-	750,000	-	-	-	-	-	-	-	-	750,000
435	8500-11-2701	Vision Georgetown Parks - Neighborhood Park (NP #5)	-	-	-	-	-	-	-	-	-	464,000	464,000
436	8500-11-2702	Vision Georgetown Parks - Parkette (PK #6)	-	-	-	-	-	-	-	-	-	232,000	232,000
437	8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	400,000	-	-	-	-	-	400,000
438	8500-12-0101	Park Parking Lot Surfacing	-	-	100,000	-	-	100,000	-	-	100,000	-	300,000
439	8500-13-0106	Playground Equipment Replacement	215,000	260,000	430,000	525,000	345,000	90,000	265,000	90,000	90,000	270,000	2,580,000
440	8500-13-2101	Inclusive Playground	-	-	-	-	-	-	-	-	294,000	-	294,000
441	8500-13-2301	Fitness Features - Community Park	-	40,000	-	-	-	-	-	-	-	-	40,000
442	8500-18-1801	Parks and Facilities Signage	-	-	-	-	150,000	-	-	-	-	-	150,000
443	8500-19-0107	Sportsfield Lighting Replacement	-	500,000	450,000	-	-	-	-	-	-	-	950,000
444	8500-19-0109	Playing Field Rehabilitation	62,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	602,000
445	8500-22-1801	Norval Park Master Plan Implementation	-	180,000	-	-	-	-	-	-	-	-	180,000
446	8500-22-2301	Glen Lawson Lands Master Plan	75,000	-	-	-	-	-	-	-	-	-	75,000
447	8500-22-2401	Hungry Hollow Management Plan Update (20 year)	-	50,000	-	-	-	-	-	-	-	-	50,000
448	8500-22-2402	Silver Creek Trail Feasability Study (Downtown to Mill Street)	-	75,000	-	-	-	-	-	-	-	-	75,000
449	8500-22-2501	Dominion Gardens Park Master Plan Impl PH3	-	-	51,000	-	-	-	-	-	-	-	51,000
450	8500-22-2701	Southeast Georgetown Parkland Development	-	-	-	-	782,000	-	-	-	-	-	782,000
451	8500-22-2901	Stewarttown Parkland Development	-	-	-	-	-	-	240,000	-	-	-	240,000
452	8500-24-0102	Trails Revitalization & Renewal	92,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	-	1,132,000
453	8500-24-0103	Trails Development: Fairy Lake	-	100,000	-	-	-	-	-	-	-	-	100,000
454	8500-24-0104	Trails Development: TSP Link	-	181,000	-	-	-	-	-	-	-	-	181,000
455	8500-24-0105	Trails Development: UCC Trails	-	48,000	-	-	231,000	-	-	-	-	-	279,000
456	8500-24-0111	Park Pathway Lighting Replace	-	150,000	150,000	160,000	-	-	-	-	-	-	460,000
457	8500-24-2402	Trails Development: Glen South	-	140,000	-	-	-	-	-	-	-	-	140,000
458	8500-24-2501	Trails Development: Glen West	-	-	206,000	-	-	222,000	-	-	-	-	428,000
459	8500-24-2502	Trails Development: Go Station	-	-	-	-	147,000	-	-	-	-	-	147,000
460	8500-24-2601	Trails Development: Glen Lawson	-	-	-	306,000	-	-	-	-	-	-	306,000
461	8500-24-2701	Trails Development: Bishop Court	-	-	-	-	521,000	515,000	-	-	-	-	1,036,000
462	8500-24-2801	Trails Development: Princess Anne	-	-	-	-	-	125,000	-	-	-	-	125,000
463	8500-24-2901	Trails Development: Hydro Corridor	-	-	-	-	-	-	2,316,000	1,063,000	-	-	3,379,000
464	8500-24-2902	Trails Development: Trafalgar North	-	-	-	-	-	-	1,307,000	638,000	-	-	1,945,000
465	8510-10-2001	Community Partnership - Beach Volleyball	-	-	-	-	174,000	-	-	-	-	-	174,000
Recreation & Parks Total			2,528,000	19,572,000	8,167,000	30,292,000	20,553,000	38,547,000	12,103,000	16,359,000	16,741,000	27,376,000	192,238,000
Grand Total			23,931,000	45,035,000	38,650,000	53,199,000	77,464,000	89,230,000	55,220,000	43,866,000	43,305,000	48,736,000	518,636,000



Office of the CAO

2023 Budget & Business Plan

OFFICE OF THE CAO

Vision Statement:

To ensure the effective, efficient and equitable delivery of Council's priorities through a focus on strategic corporate leadership in the areas of strategic planning, communications and engagement, customer service excellence and intergovernmental affairs.

Mission Statement:

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



2023 BUSINESS PLAN





OFFICE OF THE CAO

DEPARTMENT OVERVIEW

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

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

The **CAO's** mandate is to provide the overall direction for the strategic, efficient, effective and equitable management of the organization. The CAO provides advice to the Mayor, Council and direction to the Senior Management Team. There has been an increased focus on corporate management through the pandemic, a cyber incident and returning staff to the office in a hybrid environment.

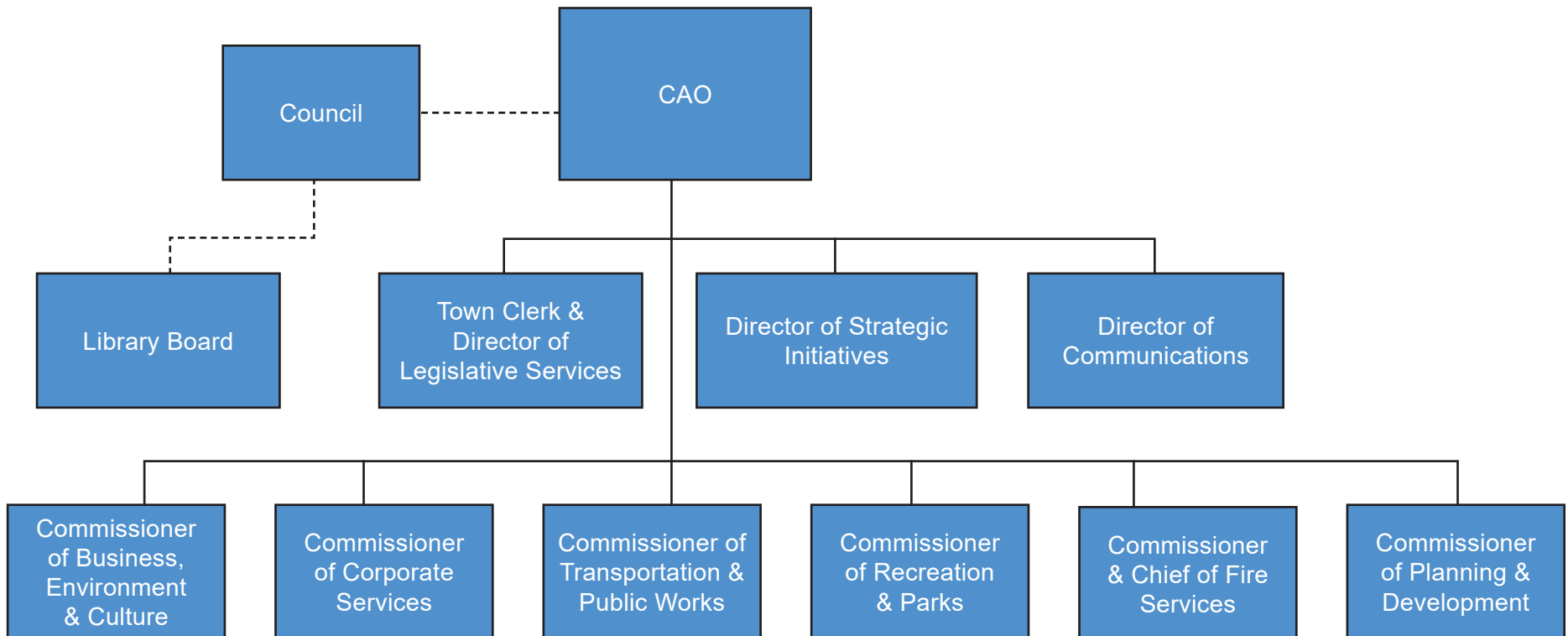
The **Clerks Division** is responsible for a variety of corporate, administrative and legislative functions putting it in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

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 **Strategic Initiatives Division** assists the CAO and Senior Management Team in advancing organizational improvements and corporate projects and priorities, including developing and monitoring Council's Strategic Plan, leading multi-jurisdictional projects and advocating on behalf of Council on matters of intergovernmental affairs.

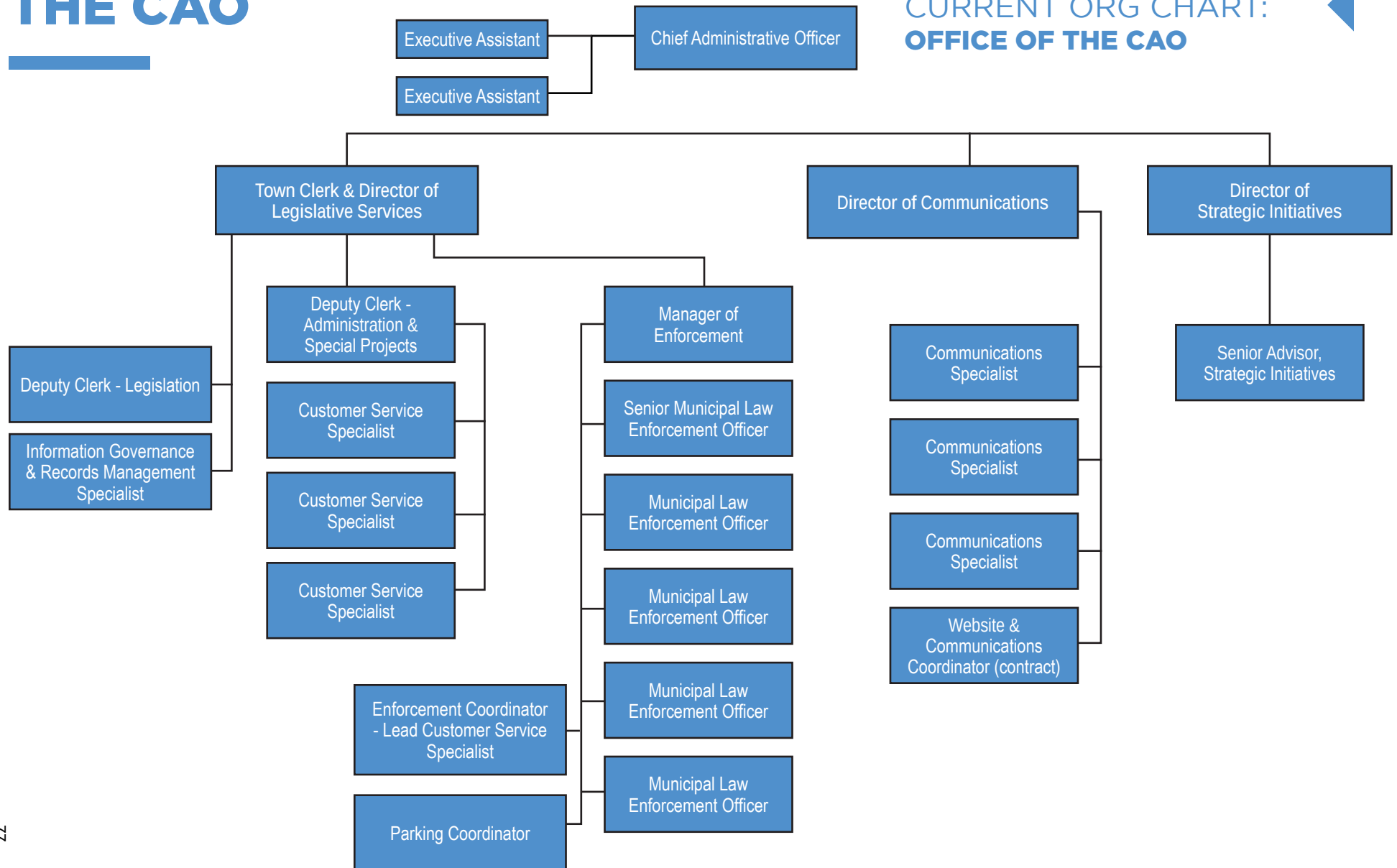
OFFICE OF THE CAO

CURRENT ORG CHART: TOWN OF HALTON HILLS STRUCTURE



OFFICE OF THE CAO

CURRENT ORG CHART: OFFICE OF THE CAO



OFFICE OF THE CAO

► CORE ACTIVITIES:

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

- Sets corporate culture, direction and priorities.
- Manages the Town's overall operations to ensure financial stability, strategic alignment and customer service.
- Primary connection to the Mayor and Council.
- Directing the allocation and reallocation of resources to ensure the effective, efficient and equitable delivery of Council's priorities and municipal services.
- Advocates for and protects the Town's strategic interests through partnerships with regional, provincial, federal and international partners, boards and agencies.
- Leads the Town's post-pandemic strategy (includes introduction of a hybrid work arrangement to foster employee well-being and support attraction and retention efforts).
- Ensures organizational effectiveness through the periodic review of the organizational structure.
- CAO acts as the shareholder representative for Halton Hills Community Energy Corporation and affiliates to advance common strategic interests and communicate shareholder direction.
- Monitors and reports on corporate performance to ensure accountability for delivering on Council's priorities.



OFFICE OF THE CAO

► CLERKS DIVISION CORE ACTIVITIES:

The Clerks Division is responsible for all records of the municipality and serves as an information centre for Council, staff and the public. Consisting of a variety of corporate, administrative, legislative and enforcement functions this division is in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

- Provides legislative and administrative support to Council and its Committees
- Records Council and Committee proceedings and maintains the official records of the Town of Halton Hills (by-laws, agendas and minutes) .
- Coordinates all requests received under the Municipal Freedom of Information and Protection of Privacy Act.
- Leads By-law Enforcement Services, including Parking Control, Canine Control and Licensing
- Manages vital statistics – death registrations, and marriage licenses.
- Conducts municipal elections every four years and leads council orientation.

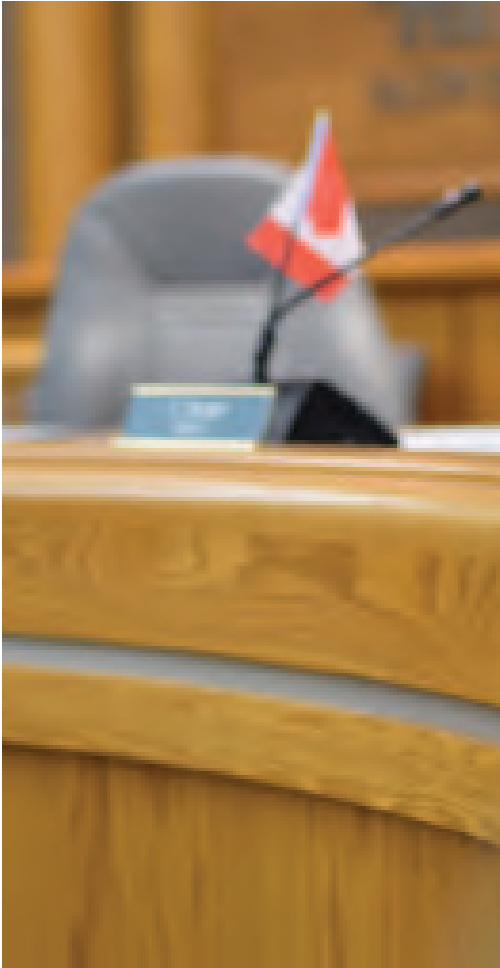


OFFICE OF THE CAO



CLERKS DIVISION

2022 ACCOMPLISHMENTS/SUCCESSES:



- Online voting was introduced for the first time at the 2022 Municipal Election resulting in almost 50% of total voters choosing to vote online instead of at the polls. While the number of ballots cast increased this election, due to the number of eligible electors increasing in Halton Hills, the voter turnout was 28.09%.
- Implementation of the Administrative Monetary Penalty System where penalty notices for parking tickets are issued, managed and reviewed. This an alternative to the lengthy and costly provincial courts process.
- Responsible Pet Owner's By-law was amended to incorporate the keeping of backyard chickens/urban hens, including update to the Town's website with information on the benefits, regulations, application and more.



OFFICE OF THE CAO

CLERKS DIVISION ENVIRONMENTAL SCAN:



Challenges:	- Increased number of complaints requiring more complex investigations as staff assist other departments to enforce their by-laws, putting excess workload on staff. - Backlog of POA court increasing the time between laying a charge and first appearance in court. - Many by-laws require updating due to changes in legislation using limited staff resources.
Opportunities:	- With the successful introduction of the AMPS program, staff will continue to expand the program to encompass more than just parking tickets. Will work with other departments to implement ticketing process for the red light and school bus cameras. - Continue to explore various ways to increase customer service at Service Halton Hills and the variety of services the Town offers to complement the new way of doing business, incorporating ideas stemming from the Customer Service Strategy and Service Delivery review. - Records cleanup and retention process for the entire corporation, to re-educate staff on retention schedules and clean-up of paper files in the office.

OFFICE OF THE CAO

► CLERKS DIVISION KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Community Guide	A guide to Halton Hills By-law Services	- Clerks/ Enforcement	An education guide for the residents containing information on various by-laws to help maintain the quality of our neighbourhoods and community standards.	- Shaping Growth - Fiscal & Corporate Management
2. Policy & By-law Inventory & Clean-up	Cataloguing all policies and by-laws to organize all amendments and repeals	- Clerks/Legislation	Easier access to by-laws and all the amendments, cataloging to understand what is current and what has been repealed.	- Fiscal & Corporate Management
3. Privacy Impact Assessment	Risk Management process to ensure the Town meets legislative requirements	- Clerks/Information Governance	Collaborating with other departments to ensure measures are in place to secure personal information.	- 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
Educated residents with regards to Town by-laws	- End of Q1 2023
Inventory of by-laws and policies	- Q2 2024

Quality of Life	Target
n/a	- n/a

OFFICE OF THE CAO

► COMMUNICATIONS CORE ACTIVITIES:

The Communications Division provides services to inform and engage a variety of stakeholders around Town activities, manages issues and upholds and protects the Town's interests and reputation. Staff develops and delivers information to internal and external audiences through the provision of clear, complete, accurate and timely messaging, supporting departments across the corporation through the strategic execution of multiple tactics and channels.

- Provides professional advice on communication matters, supports all departments, CAO and Mayor.
- Develops and executes strategies around public-facing programs/initiatives using all available channels.
- Develops and supports internal communications on a variety of issues through consultation, messaging and graphic design.
- Manages the Town's engagement platform letstalkhaltonhills; ensures adherence to the Public Engagement Charter
- Delivers virtual public engagement events, supporting departments by organizing and hosting events, advising on protocols and providing follow up communications support.
- Manages media relations; monitors and responds to issues and oversees crisis management communications.
- Oversees the corporate website, produces content, trains staff and ensures compliance to AODA legislation.
- Oversees and produces content for the Town's 4 corporate social media channels, tracks and manages responses.
- Produces two e-newsletters (approximately 20 issues per year/each)
- Manages the corporate advertising program (print and digital).
- Develops and distributes collateral (quarterly ActiVan bulletin, tax brochure, pamphlets, posters, banners).
- Produces correspondence and presentations.
- Provides graphic design services (meeting hundreds of requests annually) and manages the corporate visual identity.
- Assists with intranet content management.

OFFICE OF THE CAO



COMMUNICATIONS

2022 ACCOMPLISHMENTS/SUCCESSES:



Communications, Media & Engagement

- Supported 75+ projects through communications strategies and counsel
- Supported internal communications through 12 CAO messages, 2 Town Halls
- Prepared 59 media releases, managed 82 requests
- Advanced public engagement program with updated charter, policies and staff guide
- Managed 35 new projects on letstalkhaltonhills.ca, with over 18,000 visits
- Supported 5 virtual consultations with 326 participants
- Produced 31 videos for public education and staff training

Social Media & Graphic Design

- Prepared 2172 social media posts (Twitter, Facebook, Instagram, LinkedIn)
- Managed 97 graphics projects (e.g., digital campaigns, infographics, logos, web banners, print)
- Produced 21 e-newsletters achieving 12% subscriber growth for The Current & 11% growth for Economic Development

Website & AODA Compliance

- Managed over 300 website tickets, creating and updating content
- Met updated AODA compliance level through staff training and review/update of over 2000 documents

Advertising

- Advanced corporate advertising program with increased reliance on digital, placed 132 ads

OFFICE OF THE CAO

► COMMUNICATIONS ENVIRONMENTAL SCAN:



Challenges:	- The staff team is small with a high demand for service, at times creating workload issues and stress due to keeping up with the rapid pace of delivery. - Responding to emergencies (e.g., the COVID-19 pandemic and others) stretches limited resources further as these place extra demands on staff and require increased communication over all platforms and the ability to pivot quickly. - Managing social media platforms -- monitoring, mitigating misinformation, crafting communications appropriate for the channel and meeting expectations of immediate response takes an immense amount of time. Further, as most people are connected online, information real or false, is transmitted quickly requiring swift responses or action. Social media also allows for people to join together on issues which can amplify discussions. - Staff have added responsibilities for hosting virtual consultations to their portfolio (which has worked out well) however without an additional resource this has also placed a workload burden on a small team.
Opportunities:	- Keeping current through technology upgrades to effectively manage digital platforms and leverage new tools will aid in achieving efficiencies. - New, dedicated online community media outlet has provided valuable opportunities for sharing Town information. - Continued subscription growth to Town-generated communications (media releases, e-newsletters, engagement platform) means information is going directly to resident's mailboxes with less reliance on traditional media. - Increased use of digital communications supports the direction of providing timely and meaningful information. - Continued participation growth in virtual consultations further supports this approach as a viable means for conducting public consultation.

OFFICE OF THE CAO

COMMUNICATIONS

KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Utilize new tools to gather, analyze and report on analytics to support data driven decisions on communicating and engaging with the public, internal and external stakeholders.	New/upgraded social media platforms offer a suite of analytics that can be pulled on a per campaign basis with nominal effort.	- Communications	- Efficiency created with reduced staff effort. Project-specific metrics can be pulled to demonstrate reach and engagement. Metrics inform on whether strategy adjustments are required to increase engagement or modify messaging. The level of support or discontent amongst the public can be determined from metrics and used to inform staff recommendations.	- Fiscal & Corporate Management
2. Enhance the online consultation experience for users (staff and public) through adoption of new technology and training.	Communications will continue to deliver virtual public consultation events leveraging technology to introduce new tools.	- Communications	- Efficiencies created which support delivery of seamless, professional events.	- Shaping Growth - Fiscal & Corporate Management
3. Build the Town's content library through multi-media development and informational articles/blogs. Note: this action is contingent on resourcing and/or workload commitments.	Staff seek to create more videos and blog content for the purposes of educating and/or informing the public.	- Communications	- Extended reach with use of video; proven to receive more shares/likes on social media than text. - Good content (delivered via blogs or video) can support reputation management, public buy-in and education.	- Fiscal & Corporate Management

OFFICE OF THE CAO

► COMMUNICATIONS STAFFING IMPACT:

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



OFFICE OF THE CAO

► COMMUNICATIONS PERFORMANCE INDICATORS:

Operational	Target
Increased use of Town's digital channels	- 5%
Increased subscribers to engagement platform	- 5%
Increased use of online web forms	- 5%

Quality of Life	Target
n/a	- n/a

OFFICE OF THE CAO

► STRATEGIC INITIATIVES CORE ACTIVITIES:

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



- Coordinates priority projects for the CAO related to strategic, cross-departmental and corporate files, inter-governmental affairs, advocacy, organizational effectiveness and the effective delivery of Council's priorities.
- Assesses administrative practices and recommends improvements and alternative best practices that will realize efficiencies in the organization.
- Advises and implements strategic processes, policies and best practices in strategic planning, business planning, project management, performance measurement, monitoring and reporting to ensure that the organization is effectively aligned and delivering on Council's Strategic Plan priorities.
- Tracks provincial and federal initiatives and identifies opportunities to engage with and advocate to other levels of government to protect and advance the Town's interests.
- Regularly liaises with regional and local municipal partners to develop strategic approaches in areas of common interest.

OFFICE OF THE CAO

► STRATEGIC INITIATIVES 2022 ACCOMPLISHMENTS/SUCCESSES:

In 2022, significant progress was reported on the achievements of Council in advancing its priorities identified in the 2019-2022 Strategic Plan.

With a new term of Council underway in 2023, a key strategic initiative will be to develop with Council a new strategic plan for its 2023-2026 term.

- Monitored and reported on Council's priorities from its 2019 – 2022 Strategic Plan.
- Successful application and funding received from Province to lead development of a Service Delivery Review and a Customer Service Strategy.
- Represented the Town's interests on the Halton Digital Access Strategy (HDAS) - 5G implementation.
- Reviewed and delivered for Council approval an updated Shareholder Direction for the Town respecting Halton Hills Community Energy Corporation and its affiliates.
- Provided deliverables (letters, resolutions) to advance Council's advocacy efforts.
- Developed corporate Public Conduct Policy.



OFFICE OF THE CAO

► STRATEGIC INITIATIVES ENVIRONMENTAL SCAN:



Challenges:	- Inflation and lagging assessment reducing financial capacity to implement Council's priorities and take on new areas of interest - Federal Riding Redistribution - Changing provincial legislation
Opportunities:	- Newly re-elected Provincial Government - Newly re-elected Town and Regional Councils - Federal Government funding opportunities

OFFICE OF THE CAO

► STRATEGIC INITIATIVES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Strategic Plan for the new Term of Council	Facilitate the development of the Town's Strategic Plan for the new Term of Council.	- Strategic Initiatives	- A new Town Strategic Plan with Council priorities for the new Term of Council - Regular monitoring reports on the progress in achieving Council's priorities	- Shaping Growth - Transportation - Climate Change and Environment - Fiscal & Corporate Management - Local Autonomy and Advocacy - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives
2. Service Delivery Review and Customer Service Strategy	To develop a corporate Customer Service Strategy that will define the Town's service philosophy, guiding principles and outline a strategic action plan that is built around the needs of customers and the municipality.	- Strategic Initiatives	- Identify opportunities for increased effectiveness and efficiency in service delivery by conducting a thorough and comprehensive review of services offered by the town; - Evaluate and develop a customer service strategy with a corresponding action plan for implementation, including targets, key performance indicators, timelines and milestones, governance model and roles and responsibilities.	- Fiscal & Corporate Management

OFFICE OF THE CAO

► STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Halton Digital Access Strategy (HDAS)	To develop with the five Halton municipalities a coordinated, one-window access strategy to facilitate the development of 5G networks within Halton Region.	- Strategic Initiatives	- A strategy that facilitates the effective development of 5G networks in Halton Region and advances economic development for the Town and its residents.	- Shaping Growth - Fiscal & Corporate Management

OFFICE OF THE CAO

► STRATEGIC INITIATIVES STAFFING IMPACT:

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

OFFICE OF THE CAO

► STRATEGIC INITIATIVES PERFORMANCE INDICATORS:

Operational	Target
New Strategic Plan completed	- By fourth quarter 2023
Service Delivery Review and Customer Service Strategy	- By end of first quarter 2023

Quality of Life	Target
n/a	- n/a

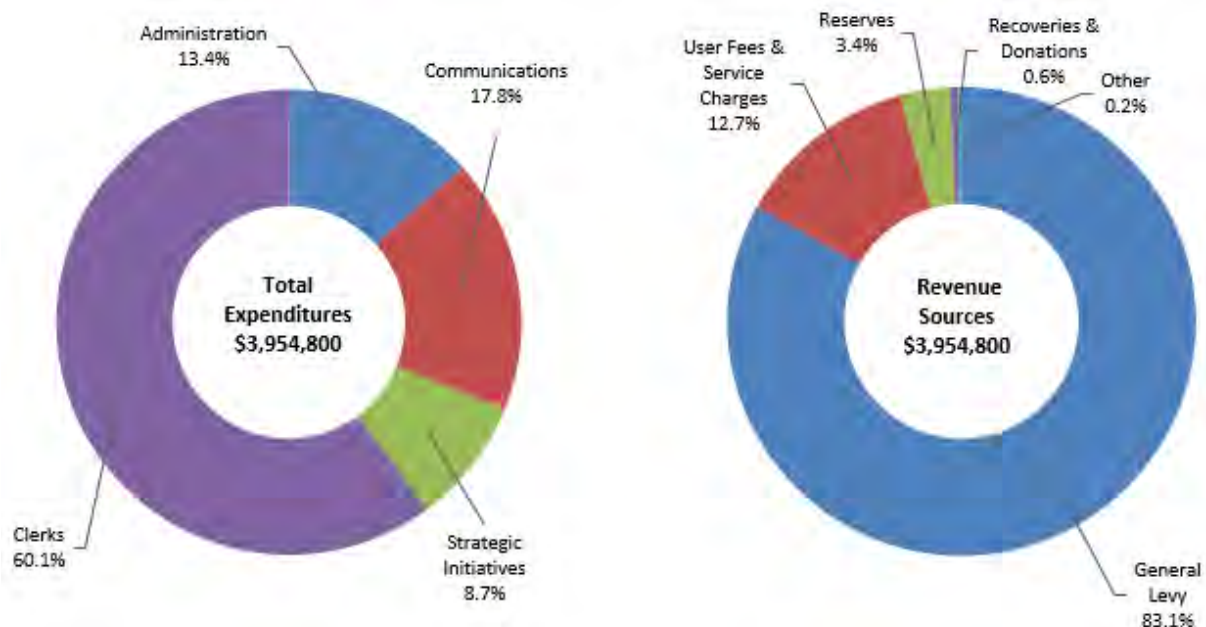
2023 Operating Budget Overview

The Office of the Chief Administrative Officer (CAO) provides the overall direction for the strategic, efficient, effective and equitable management of the organization. The CAO provides advice to the Mayor, Council and direction to the Senior Management Team. The department is made up of three divisions: Clerks; Communications; 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.

2023 Operating Budget Highlights

The Office of the CAO Operating Budget for 2023 is proposed at \$3,954,800 in gross expenditures with \$3,287,900 being supported from the general tax levy. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	3,694,500	3,567,455	3,954,800	-	-	-	3,954,800	260,300	7.0%
Revenue	(589,900)	(524,255)	(666,900)	-	-	-	(666,900)	(77,000)	13.1%
Total Net Expenditures	3,104,600	3,043,200	3,287,900	-	-	-	3,287,900	183,300	5.9%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	505,300	499,346	530,600	-	-	-	530,600	25,300	5.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	505,300	499,346	530,600				530,600	25,300	5.0%
Clerks									
Expense	2,186,100	2,117,720	2,376,700	-	-	-	2,376,700	190,600	8.7%
Revenue	(438,900)	(388,255)	(515,900)	-	-	-	(515,900)	(77,000)	17.5%
Net Expenditures	1,747,200	1,729,466	1,860,800				1,860,800	113,600	6.5%
Communications									
Expense	661,100	628,495	702,600	-	-	-	702,600	41,500	6.3%
Revenue	(15,000)	-	(15,000)	-	-	-	(15,000)	-	0.0%
Net Expenditures	646,100	628,495	687,600				687,600	41,500	6.4%
Strategic Initiatives									
Expense	342,000	321,893	344,900	-	-	-	344,900	2,900	0.8%
Revenue	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Net Expenditures	206,000	185,893	208,900				208,900	2,900	1.4%
Total									
Expense	3,694,500	3,567,455	3,954,800	-	-	-	3,954,800	260,300	7.0%
Revenue	(589,900)	(524,255)	(666,900)	-	-	-	(666,900)	(77,000)	13.1%
Total Net Expenditures	3,104,600	3,043,200	3,287,900				3,287,900	183,300	5.9%

The 2023 Operating Budget proposes a net expenditure increase of \$183,300, or 5.9%. The break-down of major budget changes are as follows:

Continuation of Existing Service Delivery

- An increase of \$156,000 or 5.0% for compensation and benefits to maintain existing levels of service. This includes a proposed 1.5% non-union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- Base budget increase of \$27,300 to support the contract renewal for canine control and a system maintenance contract for the audio-visual equipment in the Council Chambers.

Office of the CAO

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
CLERKS & COUNCIL												
0510-01-0101	Municipal Accessibility Plan	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	360,000
Subtotal		-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	360,000
STRATEGIC INITIATIVES												
1400-10-1801	Strategic Plan Update	60,000	-	-	-	60,000	-	-	-	60,000	-	180,000
Subtotal		60,000	-	-	-	60,000	-	-	-	60,000	-	180,000
TOTAL OFFICE OF THE CAO		60,000	40,000	40,000	40,000	100,000	40,000	40,000	40,000	100,000	40,000	540,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The 2023–2032 Capital Forecast for the Office of the CAO totals \$540,000, which includes the Municipal Accessibility Plan which is an annual program that will not require any funding for 2023, and periodic updates to the Town’s Strategic Plan.

- An update to the Town’s strategic plan will take place in 2023, including a review of priorities for the new term of Council. The strategic plan provides direction to the organization on which to establish business plans and budgets.
- The annual \$40K contribution to the Municipal Accessibility Plan has been waived in 2023 and will continue again starting in 2024. The Accessibility Plan describes the measures the Town of Halton Hills takes 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

2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
101	1400-10-1801	Strategic Plan Update	4.20	60,000	60,000	-	-	60,000	-	-
2023 Total				60,000	60,000	-	-	60,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 1400-10-1801	Project Name Strategic Plan Update		2023 Budget \$60,000
Department Office of the CAO		Division Strategic Planning	Project Manager Richard Cockfield
Service Category Administration		2023 Score 4.2	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Strategic Planning Reserve \$60,000	
Future Period Capital Requirements \$120,000			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope: Update of Town Council's Strategic Plan with a review of priorities for the new term of Council.			
Deliverables: An updated Strategic Plan.			
Benefits: Provides strategic direction to the organization on which to establish business plans and budgets.			
Risks If Not Implemented: Result in a lack of strategic direction and lack of ability to set priorities.			
Additional Information:			



Business, Environment & Culture

2023 Budget & Business Plan

BUSINESS, ENVIRONMENT & CULTURE

Vision Statement:

Halton Hills is a diverse and welcoming community and a prime investment destination, recognized for its growing and innovative economy, environmental stewardship and climate change action, thriving arts and culture, and an unmatched quality of life.

Mission Statement:

To provide existing and future residents, businesses and visitors with quality services and programs that support business, investment attraction, climate resiliency, creative placemaking, attainable housing, truth and reconciliation, and equity, diversity and inclusion - thereby creating a vibrant low-carbon community.



2023 BUSINESS PLAN



BUSINESS, ENVIRONMENT & CULTURE



DEPARTMENT OVERVIEW:

The Business, Environment and Culture Department leverages the synergies between economic development, investment attraction, climate change, asset management and cultural services. The department delivers on its Vision, Mission and Council's Strategic Plan priorities by implementing the:

- Economic Development and Tourism Strategy
- Foreign Direct Investment (FDI) Attraction Strategy
- Community Improvement Plan (CIP)
- Low Carbon Transition Strategy
- Climate Change Adaptation Plan
- Corporate Asset Management Program
- Public Art Master Plan
- Cultural Master Plan
- Equity, Diversity and Inclusion Strategy (in development)
- Truth and Reconciliation Strategy (in development)



BUSINESS, ENVIRONMENT & CULTURE

DEPARTMENT OVERVIEW:

The **Economic Development and Innovation** Division implements programs, including the Community Improvement Plan (CIP), that position Halton Hills as a location where existing businesses grow and thrive. It fosters an economy that is prosperous, creative and diversified, and amplifies the economic benefits of tourism.

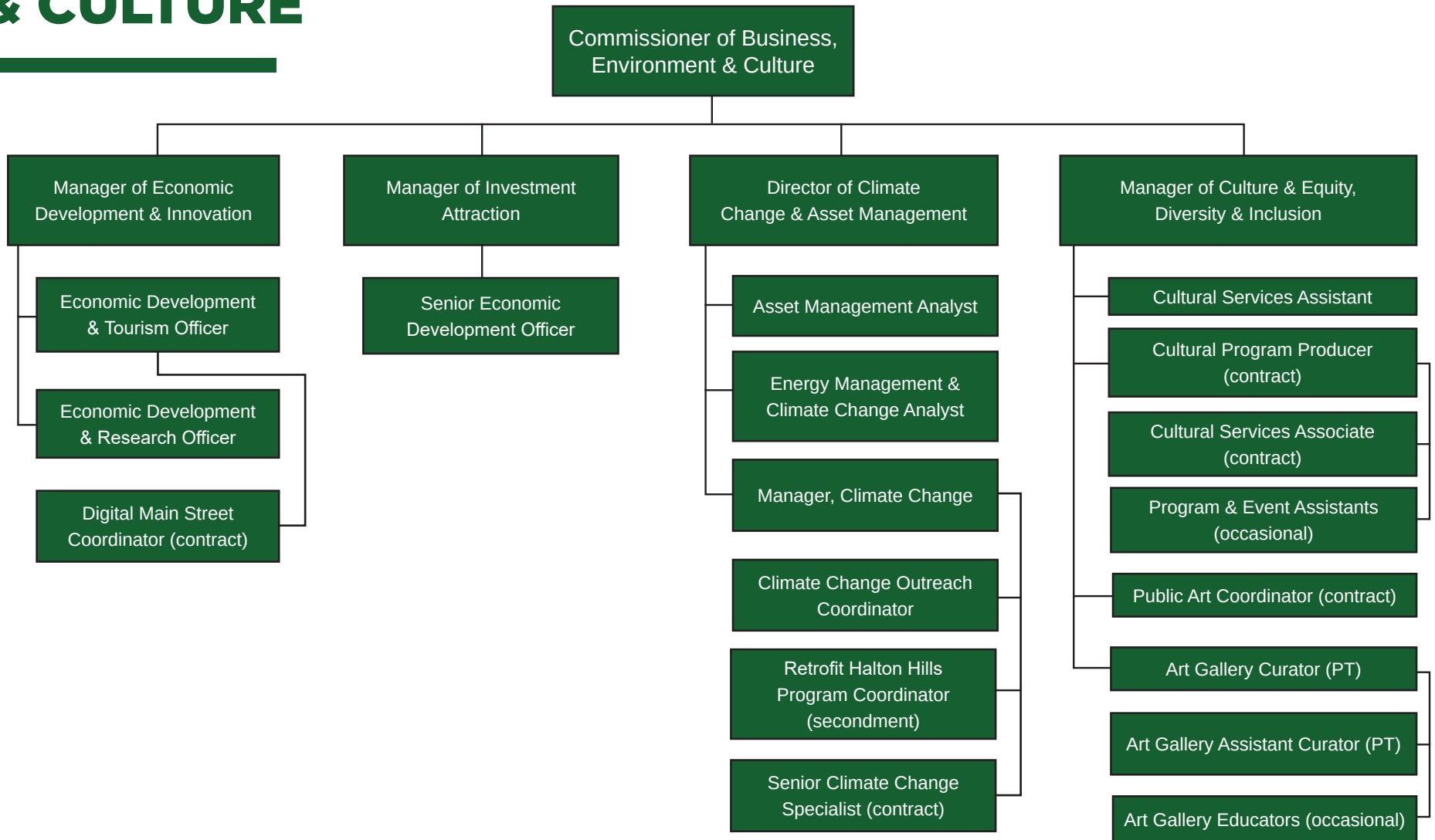
The **Investment Attraction** Division actively seeks and supports new investment opportunities through the Business Concierge Program and other programs in order to grow the Town's non-residential assessment and expand local job opportunities in key target sectors, including the green economy and advanced manufacturing. It markets Halton Hills as a prime investment destination where investors have easy access to world-class markets, a distinct community and an ideal balance between urban and rural living.

The **Climate Change and Asset Management** Division develops and implements climate change mitigation and adaptation actions with the goal to meet the Town's climate emergency declaration and achieve the Net Zero target by 2030. It also leads implementation of the Corporate Asset Management Program, ensuring the long-term sustainability of the Town's assets and infrastructure to continue delivering levels of service that residents and businesses rely on.

The **Cultural Services** Division implements programs that position Halton Hills as a diverse, welcoming, connected and vibrant community with a high quality of life. It makes the community more livable, contributing to economic development by making Halton Hills a preferred location to live, work, create and invest. The Division supports a thriving arts and culture sector, presents varied cultural programming, and leads the Town's Equity, Diversity and Inclusion and Truth and Reconciliation portfolios.

BUSINESS, ENVIRONMENT & CULTURE

CURRENT ORG CHART: ◀



BUSINESS, ENVIRONMENT & CULTURE

► CORE ACTIVITIES:



Economic Development & Innovation

- Provides support to the business community to foster a prosperous, creative and diversified economy.
- Spearheads the Business Retention and Expansion Strategy; including the corporate calling program.
- Implements the Community Improvement Plan (CIP) to leverage private-sector investments and amplify community benefits.
- Delivers the Digital Main Street (DMS) program to assist local businesses in expanding their e-commerce capabilities.
- Leads the tourism program to maximize economic benefits, engaging industry and enhancing tourism opportunities.
- Coordinates housing affordability initiatives, with a focus on providing incentives through the Community Improvement Plan (CIP) program(s).
- Develops and coordinates implementation of Memorandum of Understanding (MOUs) between the Town and the Acton and Georgetown Business Improvement Areas (BIAs).
- Delivers business supports in response to major economic disruptions, including the Economic Recovery and Resiliency Plan.
- Develops and promotes marketing materials to showcase Halton Hills as a prime investment destination.
- Manages the investhaltonhills.com and visithaltonhills.ca websites, and Tourism social media.
- Gathers, analyzes and reports on key economic development data and trends.
- Collaborates with key business stakeholders, including the Chamber of Commerce, Acton Downtown Business Improvement Area, Georgetown Downtown Improvement Area, Halton Region, and provincial and federal ministries.

BUSINESS, ENVIRONMENT & CULTURE

► CORE ACTIVITIES:



Investment Attraction

- Leads implementation of economic development priorities through the implementation of the Economic Development and Tourism Strategy and the Foreign Direct Investment (FDI) Attraction Strategy.
- Leads and manages the Business Concierge Program to streamline the delivery of major and strategic non-residential economic development investments.
- Coordinates the Strategic Economic Development Team to advance major non-residential investments through a cross-departmental approach.
- Leads Foreign Direct Investment (FDI) initiatives by leveraging the Town's unique value proposition to attract new investment and local jobs.
- Supports business investments by showcasing Halton Hills as a prime investment destination.
- Provides business supports, including site selection, expansion and relocation, market research and workforce development.
- Supports housing affordability initiatives by providing strategic support to select and key development opportunities, in collaboration with Halton Region and other stakeholders.
- Engages and collaborates with business leaders and stakeholders, including the Chamber of Commerce, Business Improvement Areas, Halton Region and the Regional Tourism Organization 3 (RTO3).
- Develops and manages a wide range of communication and marketing tools, including the Invest Halton Hills Annual Report, Community Profile, Investment Business Cases, and the Invest Halton Hills e-newsletter.

BUSINESS, ENVIRONMENT & CULTURE

► CORE ACTIVITIES:



Cultural Services

- Provides leadership and coordination related to Cultural Services, including implementing the Cultural Master Plan and Public Art Master Plan.
- Leads Equity, Diversity and Inclusion and Truth and Reconciliation initiatives, including cross-departmental and community stakeholder coordination, programming, education and policy development.
- Develops and delivers cultural programming and initiatives, including Culture Days, Black History Month, Indigenous History Month, and programming at the Helson Gallery and John Elliott Theatre.
- Operates the Helson Gallery, including care and maintenance of the art collection, presenting exhibitions and developing school and community programming.
- 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.
- Manages public art programming, including temporary and permanent works of public art.
- 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 and the Culture Days Committee.
- 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, Municipal Cultural Statistics Strategy, and Credit Valley Trail – Halton Hills Chapter.
- Provides community engagement and volunteer opportunities.
- Collects, analyzes and reports on key cultural data and indicators.
- Maintains the Cultural Asset Inventory.

BUSINESS, ENVIRONMENT & CULTURE

► CORE ACTIVITIES:



Climate Change and Asset Management

- Leads implementation of the Climate Change Resilience Strategy, Low Carbon Transition Strategy and associated policies and procedures through a cross-departmental and community approach to prepare for the impacts of climate change, achieve the Town's Net Zero target by 2030, and build a resilient community.
- Leads and participates in a local and regional climate change governance model(s) to advance action in response to Council's Climate Change Emergency Declaration.
- Implements the Retrofit Halton Hills Pilot Program which provides financing for home energy retrofits.
- Implements the Climate Change Investment Fund for community groups to take community climate action.
- Advances policies and programs aimed at developing low carbon and renewable energy systems in new and existing neighborhoods.
- Supports transition to EVs through the development of EV charging infrastructure, public outreach initiatives (e.g. Go Green EV Day), and by transitioning the Town's fleet to low carbon technologies.
- Reviews and comments on applications through the Town's Green Development Standards (GDS).
- Leads and supports strategic initiatives, community outreach and engagement relating to climate change, and the environmental health and resiliency of Halton Hills' natural assets, including the tree canopy.
- Coordinates implementation of the Corporate Energy Plan in accordance with Ontario Regulation 507/18: Broader Public Sector Energy Reporting and Conservation and Demand Management Plans through portfolio energy optimization, renewable/low carbon energy procurement, low carbon mobility and low carbon financial strategy.
- Leads the application of the climate lens to all capital projects and ensures alignment with low carbon designs and targets.

BUSINESS, ENVIRONMENT & CULTURE

► CORE ACTIVITIES:

Climate Change and Asset Management (continued)

- Seeks and applies for external funding to support energy efficiency, climate mitigation and adaptation projects.
- Leads the Corporate Asset Management Program to implement an organization-wide asset management system.
- Collaborates with stakeholders to develop asset management plans for all Town's core, non-core and natural assets to meet Ont. Regulation 588/17 requirements.
- Leads the development and implementation of asset management planning for Town assets, integrating climate change considerations, assisting with the development of operating and capital budgets, developing required policies and processes, and achieving compliance with applicable regulations.
- Develops and implements Levels of Service Framework and gathers data to measure and communicate current and future levels of service, and assesses and manages risks.
- Oversees implementation of the corporate Asset Management Information System.



BUSINESS, ENVIRONMENT & CULTURE

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:



Economic Development and Innovation, and Investment Attraction

- Launched the new Economic Development website, InvestHaltonHills.com, re-designed to reflect and strengthen Halton Hills' economic competitiveness, present information tailored for the business audience, and to continue to position Halton Hills as a prime investment destination.
- Continued to advance economic prosperity through the implementation of the Economic Development and Tourism Strategy, with approximately 70% (or 96) of the Strategy's 137 actions underway, with about 15% of the actions already completed.
- Completed and launched a new Community Improvement Plan - a key economic development tool for supporting local businesses and encouraging revitalization and private sector investments that are aligned with public interest goals, including downtown revitalization, brownfield redevelopment, housing affordability, energy retrofits and accessibility.
- Continued uptake of CIP programs, resulting in over \$1.4 million in private sector investment since 2015.
- Supported over 300 local small business with the expansion of online and e-commerce presence through the Digital Main Street program, generating approximately \$150,000 in grants for local businesses.
- Continued Economic Recovery and Resiliency Plan (ERRP) implementation with multiple business support programs, including collaboration with the Economic Support and Recovery Task Force and the 'Al Fresco in the Hills' temporary patio program.
- Expanded Tourism initiatives, including attendance and promotion at six local events, completion of over 300 visitor surveys, successful digital marketing campaign that increased the number of visitors to VisitHaltonHills.ca by 200%, and robust Instagram campaign which generated over 220 new followers.

BUSINESS, ENVIRONMENT & CULTURE



► 2022 ACCOMPLISHMENTS/SUCCESSES:

- Obtained external funding for the creation of new Tourism marketing materials, and tourism directional signs.
- Continued implementation of the Business Concierge Program to assist in streamlining the delivery of major investment opportunities, representing a potential of over \$1 billion in investment, 1000s of new jobs and over 9 million sq. ft. of development.
- Supported downtown businesses through continued collaboration and communication with the two downtown BIA's, with a focus on beautification and development of Memorandums of Understanding.
- Foreign Direct Investment (FDI) Attraction Strategy implementation, with the creation of four targeted Investment Business Cases, lead generation, attending virtual trade shows, executing a digital investment attraction marketing campaign, and developing a business-focused trade mission to Germany and the Netherlands.
- Advanced housing affordability opportunities, including Council's approval of Official Plan and Zoning By-law Amendments for 17 Guelph Street and the issuance of a Request for Expressions of Interest via Halton Region, and coordination of the Affordable Housing Working Group.

Climate Change and Asset Management

- Completed and obtained Council approval for the Town's first-ever Low Carbon Transition Strategy
- Secured over \$1.5 million in external funding to implement various climate change priority projects.

BUSINESS, ENVIRONMENT & CULTURE

► 2022 ACCOMPLISHMENTS/SUCCESES:



- Launched the Retrofit Halton Hills Pilot Program offering 0% interest loans with support from FCM to undertake energy efficiency and greenhouse gas (GHG) reduction retrofits in existing homes. Twenty applications were received and 9 residents were approved for funding. The total greenhouse gas emission reduction associated with the pilot program is estimated at 43.6 tonnes of CO₂e per year.
- Implemented the Net Zero Ice Rinks project for Mold-Master SportsPlex and Acton Arena, projected to avoid 203.7 tCO₂e annually representing a 21.7% reduction below the 2019 level of 940.4 tCO₂e of annual carbon emissions for both arenas.
- Elevated the performance of Town facilities by integrating Zero Carbon Design into the Collegiate Pool and the District 1 Fire Station (Acton) Feasibility Studies resulting in a list of capital projects that will lead to net zero operations; and completing a geothermal assessment and design for District 2 and 3 Fire Stations geothermal heat pump optimization.
- Established a Climate Change Implementation Team to apply a climate lens to all capital infrastructure projects.
- Completed and obtained Council approval for the Town's 2022 Core Infrastructure Asset Management Plan in compliance with Ontario Regulation 588/17.
- Partnered with key stakeholders on various initiatives, including with (i) Credit Valley Conservation (CVC) and the Halton Hills Public Library Speak Series to implement webinars about tree planting and invasive species; (ii) Public Works and CVC on a Lymantria dispar dispar (LDD) Monitoring and Study to protect the Town's tree canopy; (iii) CVC, on the second year of the Sustainable Neighbourhood Action Plan in Hungry Hollow to increase public knowledge of the ecological importance of Hungry Hollow through webinars and tree plantings; and (iv) with CVC on Phase 2 of the Natural Asset Management.

BUSINESS, ENVIRONMENT & CULTURE



► 2022 ACCOMPLISHMENTS/SUCCESSES:

- Provided \$6,000 in funding to three community groups via the Climate Change Investment Fund.
- Engaged the community on climate mitigation and adaptation actions through in-person events (e.g. Go Green Event, Earth Week Celebrations - 22-Minute Makeover, Community Clean-up, Tree Sales).

Cultural Services

- Presented the 7th annual Culture Days which included 56 activities. The Town was awarded funding as an Ontario Regional Hub through Ontario Culture Days and secured just under \$14,000 in Reconnect Ontario funding to support the festival.
- Offered a third year of Artrepreneur programming to support the development of new cultural businesses and organizations in Halton Hills by providing instruction on business skills for creative entrepreneurs.
- Funded community arts-engaged projects through The Artist Next Door, supporting the on-going creation of links between individual artistic practice and the Halton Hills community.
- Coordinated a mural mentorship program for local artists, helping them to build their public art skills. The program resulted in two program participants new to public art being selected to paint murals on Bell Boxes in Halton Hills. An additional two Bell boxes were painted via direct commission and open call to enliven the streetscape.
- Partnered with the Downtown Acton BIA to deliver Art Around Acton, a program made possible by a successful application for funding to the Regional Tourism Organization #3 - Hamilton, Halton, Brant. Delivered seven temporary and permanent public art activations and cultural events in downtown Acton to enliven the area and draw more tourists and residents to local businesses.

BUSINESS, ENVIRONMENT & CULTURE

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:



- Contracted an Indigenous Curator to guide the Library and Cultural Centre Indigenous public art project.
- Presented five exhibitions in the Helson Gallery, including “Le Petit Salon: Canadian Artists and Impressionism”, the highest valued show presented to date with loans from notable private art collections.
- Delivered Helson Gallery Virtual School Programs over the winter and spring with 480 students participating. In the spring, the Gallery transitioned back to in-Gallery/Studio school programming.
- To increase visitation to the Helson Gallery, in-gallery family drop-in activities were presented during March Break and once a week through July and August in which over 460 people participated.
- Received art donations from art collectors and artists valuing over \$33,000.
- Sold 38 pieces of artwork by local artists by October and \$3,220 donated to Ukrainian relief through the sale of 25 additional pieces of artwork.
- Made the Helson Gallery more accessible to the public by extending the regular gallery hours starting in September 2022.
- Recognized Black History Month, Indigenous History Month and the National Day for Truth and Reconciliation with a range of educational and cultural programs in coordination with community partners and the Halton Hills Public Library.
- Coordinated with Recreation and Parks to install new flag poles at facilities to allow for the Mississaugas of the Credit First Nation and Every Child Matters flags to be flown permanently at Town Hall, Acton Arena and Community Centre and the Library and Cultural Centre.
- Coordinated with Transportation and Public Works to install an Indigenous Crosswalk in Glen Williams.
- Advanced Truth and Reconciliation and Equity, Diversity and Inclusion initiatives through relationship building, program delivery, communications, and training and capacity building.

BUSINESS, ENVIRONMENT & CULTURE

► ENVIRONMENTAL SCAN:



Challenges:

- Economic uncertainty related to the continued pandemic recovery and current high-inflation conditions.
- Lack of an adequate supply of shovel-ready employment lands to accommodate new business investments, expansions and relocations in the short-term.
- Competition from other GTHA municipalities.
- Absence of a local post-secondary school and/or business/trade school.
- No Town-wide public transit to facilitate movement of employees, residents and tourists.
- Lack of overnight accommodations to amplify the economic benefits of tourism.
- Limited housing affordability options for present and future employees and residents.
- Inadequate support and direction from the provincial government related to urgent climate change action.
- Ambitious and aggressive target for climate change mitigation to achieve net-zero by 2030.
- Climate change adaptation and mitigation measures are costly and require substantial funding and ongoing Town resource support, both staff and financial.
- Rate of greenhouse gas (GHG) emission reductions in community and town operations are not yet on track to meet the Town's GHG reduction targets.
- Limited funding to expand EV Charging infrastructure
- Limited Town, FCM and provincial funding support for Deep-Home Retrofit initiatives.
- Significant and ongoing community-wide behavioral change required to mitigate and adapt to climate change.
- Limited FCM and provincial funding support for Asset Management initiatives.
- Lack of internal resources to support the Asset Management Information System and ongoing asset management practices.

BUSINESS, ENVIRONMENT & CULTURE

► ENVIRONMENTAL SCAN:



Challenges:	- Need for additional resources to address pre-existing resource gaps and deliver on new and/or expanding responsibilities and programs, including Equity, Diversity and Inclusion and Truth and Reconciliation. - Lack of internal resources to support Equity, Diversity and Inclusion and Truth and Reconciliation work across the corporation. - Lack of direction from the provincial government to municipalities on Indigenous consultation. - Lack of affordable rehearsal, programming and studio space for local artists and cultural organizations. - Lack of appropriate art exhibition and storage space, resulting in the Town's inability to accept valuable art donations. - Lack of an integrated approach and incentives to encourage developers to include public art in their projects is a lost opportunity.
Opportunities:	- Establishment of the Business, Environment and Culture department, with a focus on leveraging synergies and the implementation of key economic, climate change and cultural plans/strategies that deliver on Council's strategic priorities and community needs. - Integration of climate change into cross-disciplinary strategies, including in the Economic Development and Tourism Strategy, and the Foreign Direct Investment (FDI) Attraction Strategy. - Ongoing discussions and progress with Halton Region to expedite the provision of servicing in the Premier Gateway to align with the completion of the Town's Phase 2B Secondary Plan. - Success of the Business Concierge program and elevated awareness of Halton Hills being a prime investment destination. - Opportunity for additional employment lands through the Phase 2B Secondary Plan and the creation of a 'Green Economy Innovation and Employment Hub'.

BUSINESS, ENVIRONMENT & CULTURE

► ENVIRONMENTAL SCAN:



Opportunities:

- New comprehensive Community Improvement Plan (CIP) to support and amplify private-sector investments that advance multiple priorities, including downtown revitalization, brownfield redevelopment, affordable housing and energy conservation.
- Halton Hills' reputation as a leader in climate change action.
- Untapped potential to further amplify the economic benefits of the tourism sector to benefit both residents and visitors, and the availability of numerous family-friendly activities and outdoor tourism experiences, such as agri-tourism, cultural tourism, hiking and cycling trails, and culinary tourism.
- Comprehensive Communications Plan developed and being implemented to showcase Halton Hills as a prime investment destination through consistent and effective messaging across multiple communications channels, including InvestHaltonHills.com, VisitHaltonHills.ca, Economic Development e-Newsletter, as well as the Town's social media accounts.
- Local, regional, provincial and federal focus on the importance of addressing housing affordability.
- The Low-Carbon Transition Strategy and the Climate Change Adaptation Plan in place to continue to drive implementation of urgent climate change actions.
- FCM support for Climate Change Adaptation initiatives.
- Integration of asset management and climate change via the climate lens approach.
- Climate change technologies are advancing quickly, both for mitigation and for adaptation.
- Strong interest to partner with academic institutions and local businesses to explore and implement low carbon technologies in the community.
- Seek partnerships and/or sponsorships to fund climate actions such as expanding EV charging infrastructure.
- Launch of new transit service along Steeles Avenue.

BUSINESS, ENVIRONMENT & CULTURE

► ENVIRONMENTAL SCAN:



Opportunities:

- Defined approach to advancing the Town's housing affordability priorities.
- Strong collaboration with key community partners, such as the Halton Hills Public Library, Acton BIA, Georgetown BIA, Chamber of Commerce, Halton Equity and Diversity Roundtable, Halton Black History Awareness Society, Community Development Halton, Regional Tourism Organization 3, Halton Environmental Network, Halton Climate Change Collective, Credit Valley Artisans, Halton Region, Provincial and Federal governments, Indigenous Nations and private sector partners.
- Expanded 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.
- New development provides opportunities for integrating public art.
- Integration of Indigenous consultation and public art considerations/elements into the Town's Budget process to leverage opportunities and ensure proper resourcing for these initiatives.
- Elevated profile of arts and culture as a contributor to quality of life and a driver of investment decisions.
- Collaboration with a variety of stakeholders to advance Truth and Reconciliation and Equity, Diversity and Inclusion initiatives.

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Non-residential Investment Attraction	Attract quality non-residential investment through the implementation of the Economic Development and Tourism Strategy, Foreign Direct Investment (FDI) Strategy, and the Business Concierge Program.	- Investment Attraction	- Improved Town residential to non-residential tax assessment ratio. - Expanded and diversified investment leads in the Business Concierge pipeline. - Increase in quality local job opportunities. - Halton Hills elevated as a prime investment destination. - Support and assistance with expediting the review of major industrial and commercial investments. - Continued implementation of the 130+ actions of the Economic Development and Tourism Strategy. - Continued implementation of a comprehensive communications plan to elevate awareness of Halton Hills as a prime investment destination. - Continued implementation of the Foreign Direct Investment (FDI) Strategy, including the update of Investment Business Cases (IBCs), qualification of investment leads, and results of the 2022 trade mission to Europe. - Maximized and leveraged connections between economic development and climate change (e.g. growth of the Green Economy). - Expanded rural broadband access.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
2. Business Retention, Expansion and Resiliency Plan	Support local entrepreneurship, and business growth, expansion, retention and resiliency by implementing the Business Retention, Expansion and Resiliency Plan, tourism initiatives and other business supports.	- Economic Development & Innovation	- Improved Town residential to non-residential tax assessment ratio. - Increase in quality local job opportunities. - Retention and growth of existing businesses. - Development and implementation of a formal Corporate Calling Program, including business site tours. - Continued implementation of the Economic Recovery and Resiliency Plan, including Digital Main Street, to support and strengthen small businesses. - Development and implementation of MOUs with the Acton and Georgetown BIAs. - Amplified economic benefits of the tourism sector. - Continued website improvements for InvestHaltonHills.com and VisitHaltonHills.ca, including search engine optimization. - Expanded workforce development opportunities to assist mid- to large businesses with employee attraction and retention. - Determined feasibility of expanded commercial film promotion.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Community Improvement Plan (CIP)	Implement the new Community Improvement Plan (CIP) to drive economic development and related priorities in the community including, main street revitalization, affordable housing, brownfield redevelopment, agri-business, heritage, climate change and accessibility.	- Economic Development & Innovation	- Increased private sector investment in priority areas, including downtown beautification, energy efficiency and affordable housing. - Business retention and expansion, and associated jobs. - Marketing and processing of inquiries and funding applications. Development and implementation of an internal communications plan to continue to expend internal awareness and promotion of the CIP. - Key performance indicator tracking, reporting and CIP adjustments, as appropriate.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Ensure a Vibrant Agricultural Community

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Housing Affordability	Identify, support, advance, promote and incentivize housing affordability through Town initiatives, while leveraging Halton Region's expertise and role in housing.	- Economic Development & Innovation - Investment Attraction	- Housing affordability supported through the new Community Improvement Plan's (CIP) financial incentives. - Assistance provided to key housing investments that meet scoped criteria (e.g., purpose-build rental housing, Town-owned surplus lands). - Promote the economic benefits of local affordable housing options. - Continued community engagement on affordable housing as it relates to the Community Improvement Plan. - Coordination of affordable housing inquiries. - Liaison with Halton Region, as needed. - Pending the outcome of the new Council Strategic Plan, the potential development of an Affordable Housing Action Plan and its implementation.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Youth & Seniors Initiatives

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
5. Arts & Culture	Implement the Cultural Master Plan and Public Art Master Plan to support and raise the profile of the local arts and culture sector through communications, marketing, professional development, funding and art sales opportunities. Operate the Helson Gallery and deliver and coordinate cultural programming.	- Cultural Services	- Robust annual cultural programming, including Black History Month, Indigenous History Month, and Culture Days. - Successful delivery of professional development and funding programs to the arts and culture sector. - Continued successful delivery of Helson Gallery school and community programs - Phase 1 of the Cultural Master Plan update completed. - Phase 2 of the public art process for Indigenous artwork in the Library & Cultural Centre Plaza completed. - Continuation of Under Wraps and Bell Box Mural programs - Cultural inventory is published.	- Shaping Growth

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
6. Equity, Diversity and Inclusion (EDI)	Advance Equity, Diversity and Inclusion initiatives for Town staff and residents.	- Cultural Services	- Strong relationships with local and regional EDI stakeholders inform Town initiatives, policies and strategies. - Consultant secured for Phase 1 of the development of an Equity, Diversity and Inclusion Strategy which will scope and prioritize future work. - Introductory anti-oppression training delivered for Town leadership and staff. - Diverse programming offered throughout the year. - Increased knowledge and awareness in the community of EDI and the Town's progress in these areas. - Integration and consolidation of equity, diversity and inclusion values and initiatives into the updated Cultural Master Plan.	- Shaping Growth

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
7. Truth & Reconciliation	Continue to advance the process of Truth and Reconciliation with Indigenous direction.	- Cultural Services	- Strong relationships with the Mississaugas of the Credit First Nation (MCFN) as treaty holders, other Indigenous Nations with traditional ties to the land on which the Town is located, Indigenous organizations and groups, and Indigenous residents. - A framework in place for the development of a structured, meaningful and appropriate Strategy for Truth and Reconciliation - led by Indigenous consultant(s). - Coordinated approach in place for consultation on Town development projects and plans - created in consultation with the MCFN. - Presentation and promotion of Indigenous programming throughout the year. - Ongoing capacity building for Town leadership and staff on Indigenous history and reconciliation. - Increased knowledge and awareness in the community of the Truth and Reconciliation process and the Town's progress in this area. - Development of a detailed treaty and land acknowledgment for the Town in consultation with MCFN and other Indigenous Nations with traditional ties to the land on which the Town is located. - Integration of the process and values of Truth and Reconciliation into the updated Cultural Master Plan.	- Shaping Growth

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
8. Low Carbon Transition Strategy Implementation	To advance towards the 2030 Net Zero target, the Low Carbon Transition Strategy estimates that \$2 billion of investment in low carbon solutions will be required across the broader community. Multiple actions are needed. Among many others, this includes a (i) Climate Change Community Partnerships - Business Case Study; (ii) Renewable Energy Cooperative - Feasibility Study; (iii) Tree Canopy Management Program; and (iv) Net Zero Strategy for the Vision Georgetown community.	- Climate Change & Asset Management - Investment Attraction (support)	- Continued implementation of the Low Carbon Transition Strategy (LCTS). - Progress towards the 2030 Net Zero target. - Investment Business Case(s) that outline private sector investment opportunities. - Evaluation of Renewable Energy Cooperatives (RECs) opportunities. - Strategy for establishing local Renewable Energy Cooperatives (RECs). - Implementation of the Privately-Owned Tree Management Strategy as part of the Natural Assets Strategy - to help sequester carbon emissions and improve environmental health. - New Town climate change governance structure. - Low Carbon Energy integrates into new development.	- Shaping Growth - Climate Change & Environment - Local Autonomy & Advocacy

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
9. Retrofit Halton Hills ('RetrofitHH')	Implement two streams of RetrofitHH: A) RetrofitHH for the Industrial, Commercial and Institutional (ICI) sector - Feasibility Study; and B) Permanent residential RetrofitHH program. A. Complete a Feasibility Study to assess the potential to expand the pilot residential Retrofit Halton Hills program to the Industrial, Commercial, and Institutional Sector (ICI). This will include the development of a business case, potential alignment with existing Town programs (e.g. Community Improvement Plan), administrative requirements, and a marketing/communications plan. B. With the successful implementation of the first year of the residential RetrofitHH pilot project, a plan will be developed to establish a permanent residential RetrofitHH program.	- Climate Change & Asset Management - Investment Attraction (support)	- Implementation of the LCTS to reduce GHG emissions and lower energy use. - Progress towards the 2030 Net Zero target. - Feasibility study for extending the Retrofit Halton Hills program from residential uses to the ICI sector. - Private sector engagement and participation in climate change action. - Access additional funding through the Federation of Canadian Municipalities to provide additional loans for residents to complete energy efficiency projects. - Launch of a community-wide permanent residential Retrofit Halton Hills program.	- Shaping Growth - Climate Change & Environment - Local Autonomy & Advocacy

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
10. Corporate Facility Energy Efficiency	Completion of the study to analyze energy efficiency measures and renewable energy systems to be implemented at Gellert Community Centre. Develop a multi-year implementation plan to align with existing capital forecasts. Complete study for a Building Automation System (BAS) for all Town buildings. The BAS system is critical to ensuring energy efficiency, occupant comfort and optimal building operation.	- Climate Change & Asset Management	- Report providing a list of capital projects necessary to get the Gellert Community Centre to net zero by 2030 along with associated costs and GHG savings per project. - Continued implementation of the Town's Corporate Energy Plan will assist the Town in meeting its climate change goals. - Capture and report on facility GHG and energy use reductions and cost savings. - Complement the expansion of Electric Vehicle (EV) charging network infrastructure.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

BUSINESS, ENVIRONMENT & CULTURE

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
11. Corporate Asset Management Program	Develop Asset Management Plans for non-core assets to meet Ontario Regulation 588/17 requirements. Implement the Asset Management Information System across the Town to adopt key asset management practices and operationalize the Town's Corporate Asset Management Program.	- Climate Change & Asset Management	- Council approved Non-Core Asset Management Plans. - Infrastructure and asset management planning in place to maintain levels of service and optimize facility operations. - Climate change considerations integrated in asset management planning.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

BUSINESS, ENVIRONMENT & CULTURE

► STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	
	+0.2	Economic Development Student This position provides seasonal support to the Economic Development and Tourism Officer in order to enable the Town to amplify the economic and community benefits of tourism by implementing recommendations of the Economic Development and Tourism Strategy. Responsibilities of the contract position include social media marketing, website content creation and postings and regular updates at visithaltonhills.ca, attending in-person tourism events to promote tourism options and collect tourism survey data. This is an existing Part Time position. There is no budget impact because only existing funding is being reallocated.

BUSINESS, ENVIRONMENT & CULTURE

► PERFORMANCE INDICATORS:

Operational	Target
Increased participation in Helson Gallery programs	- Participants up by 10%
Increase Invest website, InvestHaltonHills.com, visitors	- Visits up by 5%
Increase Tourism website, VisitHaltonHills.ca, visitors.	- Visits up by 10%
Increased participation in Culture Days by new activity organizers	- New organizers up by 10%
Increased participation in Arts and Cultural professional development activities	- Participants up by 5%
Increase climate change outreach events	- 4 events per year
Increase participation in climate change outreach events	- Participants up by 10%
GHG emission from Town's operations	- GHG emissions decrease by 5%
Value of Community Improvement Plan (CIP) – related investments	- Value up by 5%
Number of square feet of non-residential investments in the Business Concierge pipeline	- n/a

Quality of Life	Target
n/a	- n/a

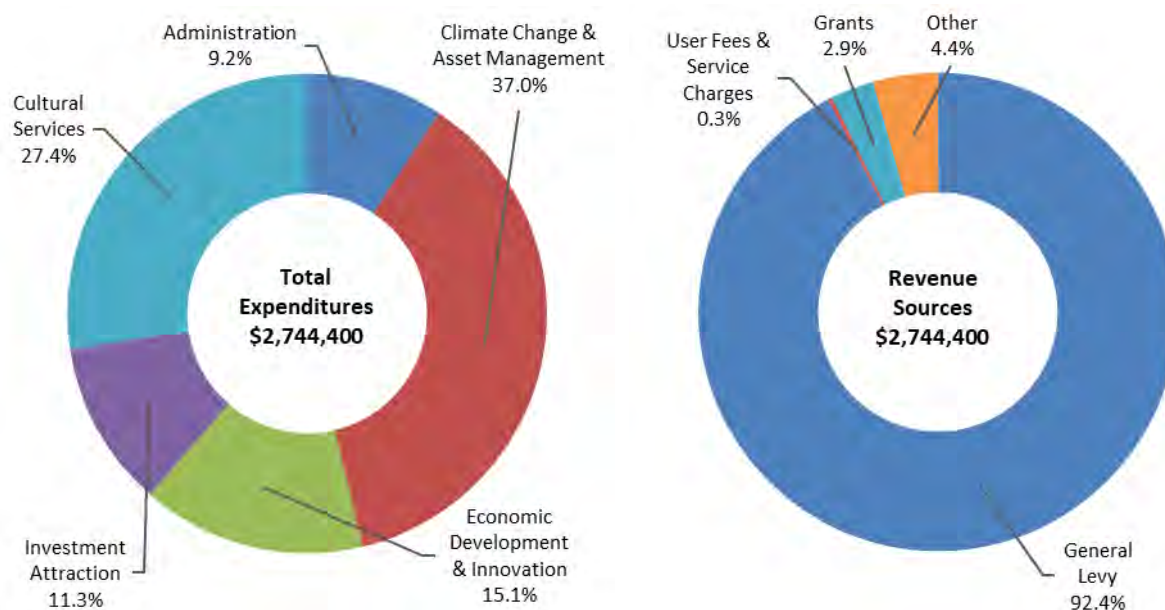
2023 Operating Budget Overview

The Business, Environment and Culture department leverages the synergies between economic development, investment attraction, climate change, asset management and cultural services. The Department is made up of four divisions: Economic Development and Innovation, Investment Attraction, Climate Change and Asset Management, and Cultural Services. These divisions work collaboratively to provide existing and future residents, businesses and visitors with quality services and programs that support business, investment attraction, climate resiliency, creative placemaking, attainable housing, truth and reconciliation, and equity, diversity, and inclusion - thereby creating a vibrant low-carbon community.

2023 Operating Budget Highlights

The Office of the CAO Operating Budget for 2023 is proposed at \$2,744,400 in gross expenditures with \$2,536,100 being supported from the general tax levy. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,360,700	2,200,873	2,269,400	95,300	239,700	140,000	2,744,400	383,700	16.3%
Revenue	(453,800)	(397,726)	(113,000)	(95,300)	-	-	(208,300)	245,500	(54.1%)
Total Net Expenditures	1,906,900	1,803,147	2,156,400	-	239,700	140,000	2,536,100	629,200	33.0%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	216,900	237,198	254,800	-	-	-	254,800	37,900	17.5%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	216,900	237,198	254,800				254,800	37,900	17.5%
Climate Change & Asset Management									
Expense	837,400	736,950	880,500	-	75,000	60,000	1,015,500	178,100	21.3%
Revenue	(203,900)	(179,900)	(104,000)	-	-	-	(104,000)	99,900	(49.0%)
Net Expenditures	633,500	557,050	776,500		75,000		911,500	278,000	43.9%
Economic Development & Innovation									
Expense	393,900	362,308	414,200	-	-	-	414,200	20,300	5.2%
Revenue	-	(5,789)	-	-	-	-	-	-	0.0%
Net Expenditures	393,900	356,519	414,200				414,200	20,300	5.2%
Investment Attraction									
Expense	312,400	299,361	308,900	-	-	-	308,900	(3,500)	(1.1%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	312,400	299,361	308,900				308,900	(3,500)	(1.1%)
Cultural Services									
Expense	600,100	565,056	411,000	95,300	164,700	80,000	751,000	150,900	25.1%
Revenue	(249,900)	(212,037)	(9,000)	(95,300)	-	-	(104,300)	145,600	(58.3%)
Net Expenditures	350,200	353,019	402,000		164,700	80,000	646,700	296,500	84.7%
Total									
Expense	2,360,700	2,200,873	2,269,400	95,300	239,700	140,000	2,744,400	383,700	16.3%
Revenue	(453,800)	(397,726)	(113,000)	(95,300)	-	-	(208,300)	245,500	(54.1%)
Total Net Expenditures	1,906,900	1,803,147	2,156,400		239,700	140,000	2,536,100	629,200	33.0%

The 2023 Operating Budget proposes a net expenditure increase of \$629,200, or 33.0%. The break-down of major budget changes is as follows:

Continuation of Existing Service Delivery

- An increase of \$130,300 or 6.8% for compensation and benefits to maintain existing levels of service. This includes a proposed non-union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- A base budget increase of \$119,200 for an ongoing Senior Climate Change Specialist contract position within Climate Change & Asset Management. This position is key to implementing the Low Carbon Transition Strategy and effective community engagement to advance towards the Town's Net Zero target by 2030.
- Pre-Budget approval during the 2022 budget process to fund a Public Art Coordinator – Two Year Contract (\$95,300) within Cultural Services to enable the Manager of Culture and Equity, Diversity and Inclusion to lead the Town's Truth and Reconciliation, and Equity, Diversity and Inclusion workplan, while continuing to advance the Town's overall Cultural Service program, including cultural programming, industry supports and the Public Art Program. This position is to be funded from the Tax Rate Stabilization Reserve.

- An on-going annual budget provision of \$45K to advance the Equity, Diversity, and Inclusion (EDI), and Truth and Reconciliation (TRC) implementation actions, as well as to request a one-time budget provision of \$30K to install a new Equity, Diversity and Inclusion crosswalk as part of the workplan.
- The Town has demonstrated a commitment to Equity, Diversity and Inclusion (EDI) with previously approved budgets in 2021 and 2022 to advance key initiatives. In 2022, the budget was approved to undertake Phase 1 of a multi-phase project to develop the Town's first-ever EDI Strategy. In 2023, a one-time inclusion of \$50K for Phase 2 of the project will focus on the development of a short-term Action Plan to provide a baseline and respond to priority matters identified through Phase 1.
- Continuation of the Cultural Program Producer – Contract position (\$66,300) to enable Cultural Services to continue to deliver core programs, including Culture Days community programming, professional development, industry funding programs and cultural programming. The subsequent addition of the Truth and Reconciliation and Equity, Diversity and Inclusion portfolios within Cultural Services has increased workload significantly. The continuation of this contract is needed to maintain the delivery of core cultural services.
- An inclusion to establish an engaging, highly visible street-facing and Town-operated "Community Creativity and Cultural Hub". While efficiently addressing workspace needs, the Hub will contribute to Main Street vibrancy, as well as provide benefits such as strengthening a downtown cultural hub, providing a 'Main Street' Town presence, and providing multiple program offerings for the community and businesses. Staff will report back to Council on the outcomes of establishing the Hub after the first year of operation. The total funding required for the HUB is currently estimated at \$86,000, which consists of an annual lease cost of \$53,400 and a one-time lease hold improvement of \$32,600.
- An additional 280 part time hours (or 0.2 FTE) for an existing position (Economic Development & Tourism Student) to maintain and expand the support activities taking place between the spring and summer. This position provides seasonal support to the Economic Development and Tourism Officer in implementing recommendations of the Economic Development and Tourism Strategy. This inclusion has no tax impact as it is based on the reallocation of existing operating funds.

Investment In Climate Change Mitigation & Adaptation

- An on-going annual budget provision of \$75K to replace two existing Level 2 electric vehicle (EV) chargers at Mold-Masters SportsPlex (MMSP) & Acton Arena and Community Centre (AACC) and to install three new Level 3 EV chargers at the same locations and at the Gellert Community Centre (GCC). The implementation of this project will help advance the Town's Net Zero by 2030 target by focusing on transportation related greenhouse gas emissions.

- One-time inclusion of \$40K to facilitate community engagement in support of the Low Carbon Transition Strategy (LCTS) implementation. As part of the Town's LCTS, this funding will support corporate and community engagement, awareness, and understanding of the LCTS. Among others, implementing actions will include developing a comprehensive 'Public Engagement & Awareness Campaign' to showcase the required actions and benefits of moving towards a Net Zero community by 2030.
- One-time inclusion of \$20K to continue to develop and advance climate adaptation awareness through community engagement, education and marketing tools, and the preservation of natural assets through partnerships with various stakeholders. This funding will support Council's strategic priorities related to the Climate Change Adaptation Plan, Privately-Owned Tree Management Strategy, and the Sustainable Neighbourhood Action Plan.

Budget Inclusion 2023

Position/Program	Ref No.	23-1
Equity, Diversity, Inclusion (EDI) & Truth and Reconciliation (TRC) - Implementation	Budget Impact	\$ 75,000
Approved by Council? Yes No	FTE Impact	0.0
Included in Budget? Yes No	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Cultural Services	

Description of Services to be Performed:

This Inclusion is to request an on-going annual budget provision to advance the Equity, Diversity and Inclusion (EDI) and Truth and Reconciliation (TRC) implementation actions, as well as to request a one-time budget provision to install an EDI crosswalk as part of the implementation.

The Town has demonstrated a commitment to EDI and TRC with previously approved budgets in 2021 and 2022 to advance key initiatives. This work will continue to move forward through EDI & TRC implementation actions and the development of a short-term action plan through phase 2 consultation. (The phase 2 consultation is addressed through a separate Budget Inclusion (No. 23-2)).

The EDI & TRC implementation actions will require an annual budget provision of \$45,000, which will be used to: 1) continue to grow the knowledge and skills of Town staff through training and internal capacity building; 2) raise the level of awareness of EDI and TRC issues within the wider community; 3) continue to develop and strengthen relationships with representative populations; and 4) provide diverse programming to the community throughout the year.

In addition, as part of the implementation, an EDI crosswalk is proposed to be installed at an estimated one-time cost of \$30,000. Combined with the on-going implementation work, this results in a total funding requirement of \$75,000 in 2023.

Risk if not approved: Increased reputational impacts to the Town which could cause damage to relationships with local/regional stakeholders and unintentional errors due to a lack of training.

Budget Impact:

Expenditures:

Salary & Benefits

Other

\$ 75,000

Total

\$ 75,000

Revenue:

Other

Total

\$ -

Net Cost

\$ 75,000

Account & Notes:

Contracted Services

Budget Inclusion 2023

Position/Program	Ref No.	23-2
Equity, Diversity and Inclusion (EDI) - Phase 2 Action Plan (One-Time)	Budget Impact	\$ 50,000
Approved by Council? Yes ☐ No ☒	FTE Impact	
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Cultural Services	

Description of Services to be Performed:

The Town has demonstrated a commitment to Equity, Diversity and Inclusion (EDI) with previously approved budgets in 2021 and 2022 to advance key initiatives. In 2022, budget was approved to undertake phase 1 of a multi-phase project to develop the Town's first-ever EDI Strategy. Based on a review of best practices and the Town's baseline data/information, phase 1 is focused on confirming the appropriate overall scope of the strategy, preparing a roadmap for strategy development, scoping the required work, and identifying and prioritizing actions that should be advanced as part of the Strategy.

In 2023, phase 2 will focus on the development of a short-term action plan to provide a baseline and respond to priority matters identified through phase 1. The EDI Action Plan will then serve as the foundation of a longer-term and comprehensive EDI Strategy, with corresponding priorities, actions and resource requirements.



Risk if not approved: Without the phase 2 action plan the EDI strategy will lack a structured and intentional process and could cause damaged relationships with diverse groups/residents and with local & regional stakeholders.

Budget Impact:

Expenditures:

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

Account & Notes:

Professional Fees - Consultants

Revenue:

Other	
Total	\$ -

Net Cost

\$ 50,000

Budget Inclusion 2023

Position/Program	Ref No.	23-3
Cultural Program Producer (Contract)	Budget Impact	\$ 66,300
Approved by Council? Yes ☐ No ☒	FTE Impact	0.0
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Cultural Services	

Description of Services to be Performed:

This is an existing temporary contract position (originally titled "Culture Days Producer") which has been renewed annually. This contract resource was put in place in 2020 to allow for the reallocation of existing staff toward undertaking the Town's Cultural Master Plan (CMP) update. However, the need to respond to COVID-19 caused a delay in the CMP update, and the Culture Days Producer role was expanded to include the COVID-19 recovery supports.

In 2021, the contract was extended and renamed to "Cultural Program Producer" to enable Cultural Services to continue to deliver core programs, including Culture Days, professional development, funding programs and cultural programming. Subsequently, the Truth and Reconciliation (TRC) and Equity, Diversity and Inclusion (EDI) portfolios were assumed by Cultural Services. The latter are significant and complex undertakings, requiring ongoing resources.

Risk if not approved: Without this on-going resource, the continuous delivery of Cultural Services and advancement on the CMP, TRC, and EDI will be compromised.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 66,300
Supplies & Services	
Other	
Total	\$ 66,300

Account & Notes:

Revenue:

Fees	
Grants	
Other	
Total	\$ -

Net Cost \$ 66,300

Budget Inclusion 2023

Position/Program	Ref. No.	23-4
Community Creativity and Cultural Hub	Budget Impact	\$ 53,400
Approved by Council? Yes ☐ No ☒	FTE Impact	-
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Cultural Services	

Description of Services to be Performed:

This Inclusion is to request a budget provision required for the establishment of a "Community Creativity and Cultural Hub".

Quality of life is a key driver of economic development decisions. It makes a community more livable, making it a preferred location to live, work, play and invest. Recognizing this, the Town has been leveraging synergies between the Economic Development and Cultural Services divisions by amplifying economic development and arts and culture opportunities. To further advance this work, the Town continually seeks opportunities to deliver its services in the most efficient and effective manner, including optimizing available facility space.

Although Cultural Services and the Library have successfully shared office space for the past 5 years in the Cultural Center and Library, due to changing operational needs, this arrangement is no longer feasible. This project will establish an engaging, highly-visible street-facing and Town-operated "Community Creativity and Cultural Hub". While efficiently addressing workspace needs, the Hub will contribute to Main Street vibrancy and be a destination in itself, as well as provide benefits such as strengthening a downtown cultural hub, providing a Main Street Town presence, and providing multiple program offerings for the community and businesses. Staff will report back to Council on the outcomes of providing the Hub after the first year of operation. The total funding required for the HUB is currently estimated at \$86,000, which consists of an annual lease cost of \$53,400 and a one-time lease hold improvement of \$32,600.

Accordingly, it is recommended that a Community Creativity and Cultural Hub be approved and that the required funding of \$86,000 be financed from existing capital project budgets (2300-04-0101 and 1000-09-0101) in the amount of \$32,600 for an one-time lease hold improvement cost in 2023 and by a \$53,400 base budget increase for an annual lease cost.

Risk if not approved: Will limit opportunities to improve existing and/or provide additional community programing to innovate and contribute to the vibrancy of the downtown core.

Budget Impact:

Expenditures:

Supplies & Services	32,600
Other	53,400
Total	\$ 86,000

Revenue:

Other	(32,600)
Total	\$ (32,600)

Net Cost \$ 53,400

Account & Notes:

Work Stations & IT Costs
System Maintenance Contracts & Rent

Capital projects 2300-04-0101 and 1000-09-0101

Budget Inclusion 2023

Position/Program		Ref No.	23-5
Climate Change Adaptation Outreach & Partnership (One-Time)		Budget Impact	\$ 20,000
Approved by Council?	Yes ☐ No ☒	FTE Impact	0.0
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Business, Environment & Culture		Climate Change & Asset Management	

Description of Services to be Performed:

As part of the Town's Climate Change community engagement workplan, this funding (currently estimated at \$20,000) supports Council's strategic priorities related to the Climate Change Adaptation Plan, Privately-Owned Tree Management Strategy, and the Sustainable Neighbourhood Action Plan.

This funding will be used to continue to develop and advance climate adaptation awareness through community engagement, education and marketing tools, and the preservation of natural assets through partnerships with various stakeholders, including the Halton Hills Public Library, Helson Gallery/Cultral Services, Conservation Authorities, and local schools and community groups.

Risk if not approved: Active community participation is critical to meeting the Town's Net Zero target, achieving climate change adaptation and effectively responding to extreme weather events.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	
Other	\$ 20,000
Total	\$ 20,000

Account & Notes:

Contracted Services

Revenue:

Other	
Total	\$ -

Net Cost

\$ 20,000

Budget Inclusion 2023

Position/Program	Ref No.	23-6
Low Carbon Transition Strategy (LCTS) - Community Engagement (One-Time)	Budget Impact	\$ 40,000
Approved by Council? Yes ☐ No ☒	FTE Impact	
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Climate Change & Asset Management	

Description of Services to be Performed:
This inclusion is to request one-time funding required to facilitate community engagement in support of the Low Carbon Transition Strategy (LCTS) implementation. As part of the Town's LCTS, this funding will support corporate and community engagement, awareness, and understanding of the LCTS. It will also help drive adoption of key actions for reducing local GHGs as identified in the LCTS and via the upcoming Behavioral Science Climate Change Initiative. Active participation of residents, businesses, institutions and other stakeholders is critical to achieving the Town's Net Zero target. Among others, implementing actions will include developing a comprehensive 'Public Engagement & Awareness Campaign' to showcase the required actions and benefits of moving towards a Net Zero community by 2030.
Risk if not approved: There is the potential reputational risk that the Town is not taking the necessary steps to act on climate change and achieve its goal of becoming a net-zero community.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits		
Supplies & Services		
Other	\$ 40,000	Contracted Services
Total	\$ 40,000	
Revenue:		
Other		
Total	\$ -	
Net Cost	\$ 40,000	

Budget Inclusion 2023

Position/Program		Ref No.	23-7
EV Network - Level 2 & Level 3 Chargers		Budget Impact	\$ 75,000
Approved by Council?	Yes ☐ No ☒	FTE Impact	
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Business, Environment & Culture		Climate Change & Asset Management	

Description of Services to be Performed:

This Inclusion is to request a budget provision required to 1) replace two existing level 2 electric vehicle (EV) chargers at Mold-Masters SportsPlex (MMSP) & Acton Arena and Community Centre (AACC) and 2) to install three new level 3 EV chargers at the same locations and at the Gellert Community Centre (GCC).

The two existing level 2 chargers were installed by South Western Energy (SWE) in MMSP and AACC in 2013. These have now reached the end of useful life without a replacement plan by SWE. Therefore, it is proposed that the Town will facilitate the replacement and on-going operation of these chargers. In addition, three of new significantly faster level 3 chargers are proposed in the same locations and at the GCC, which will facilitate usage for short-term facility patrons and encourages commuter traffic. The level 3 charges are also expected to encourage the public uptake of electric vehicles through reducing range anxiety and expanding the level of service available to residents. Members of the public have expressed interest in level 3 charging through Town GO Green events, surveys and direct feedback to staff. The implementation of this project will help advance the Town's Net Zero by 2030 target by focusing on transportation related greenhouse gas emissions.

The Town will agree to allow Ivy Charging Network (IVY) to install these level 2 and 3 EV chargers and will pay an annual fee to IVY for 10 years with an option to renew for further 5 years. At any time during this period, the Town will be able to purchase the EV charging equipment for an agreed upon fee. The total annual fee will amount to \$75,000, which consists of \$15,000 for the replacement of the two level 2 chargers and \$60,000 for the three new level 3 charges. This annual fee includes the cost of the chargers, inclusive of any infrastructure re-alignment costs (e.g. electrical), and operating and maintenance costs. Staff will be pursuing grant funding opportunities where available, to help offset the costs.

Accordingly, it is recommended that the replacement and the new installment of the EV network chargers as set out above be approved, with a net tax impact of \$75,000 in 2023.

Risk if not approved: The complete loss of EV charging capability at MMSP & AACC to the public and reduced ability to achieve community greenhouse gas reduction targets. Elevated risk of not achieving the Town's Net Zero target.

Budget Impact:

Expenditures:

Other	\$ 75,000

Total	\$ 75,000

Revenue:

Total	\$ -

Net Cost

	\$ 75,000

Account & Notes:

EV Charger Fees

Budget Inclusion 2023

Position/Program	Ref No.	23-8
Economic Development & Tourism Student (Additional Hours)	Budget Impact	\$ -
Approved by Council? Yes ☐ No ☒	FTE Impact	0.2
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Business, Environment & Culture	Economic Development & Innovation	

Description of Services to be Performed:

This Inclusion is to request an additional 280 part time hours (or 0.2 FTE) for an existing position (Economic Development & Tourism Student), with no tax impact.

This position provides seasonal support to the Economic Development and Tourism Officer in implementing recommendations of the Economic Development and Tourism Strategy. Responsibilities of this part-time position include social media marketing; website content creation, postings, and regular updates at visittheltonhills.ca; attending in-person tourism events to promote tourism options; and collecting and analysing tourism survey data. An additional 280 hours are required to maintain and expand the support activities taking place between the spring and summer. This will also help ensure the efficient allocation of limited resources. The additional hours are fully funded through a reallocation of existing operating budget within the Economic Development & Innovation division.

Accordingly, it is recommended that the additional 280 hours (0.2 FTE) be approved as set out, with no tax impact.

Risk if not approved: Without these additional hours, the implementation of key recommendations identified in the Economic Development and Tourism Strategy would be delayed and there would be missed opportunities to collect data that will contribute to key performance indicators.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 5,000
Supplies & Services	
Other	
Total	\$ 5,000

Account & Notes:

280 additional hours

Revenue:

Fees	
Grants	
Other	\$ (5,000)
Total	\$ (5,000)

Grants to Others

Net Cost	\$ -

Business, Environment & Culture
Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ECONOMIC DEVELOPMENT												
1100-10-0101	CIP Grant Program	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	1,580,000
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
1100-10-2201	EcDev & Tourism Strat Update	-	-	-	100,000	-	-	-	-	100,000	-	200,000
1100-22-0103	Foreign Direct Investment Strategy Update	-	-	80,000	-	-	-	-	80,000	-	-	160,000
1100-22-2201	Affordable Housing Action Plan	-	-	-	-	70,000	-	-	-	-	70,000	140,000
7100-22-2002	Community Improvement Plan Update	-	-	-	-	75,000	-	-	-	-	75,000	150,000
Subtotal		233,000	233,000	313,000	333,000	378,000	233,000	233,000	313,000	333,000	378,000	2,980,000
CLIMATE CHANGE AND ASSET MANAGEMENT												
1801-22-0103	Workshops - Solar Tours & Green Buildings	-	10,000	-	-	-	-	-	-	-	-	10,000
1801-22-0104	Promote Tree Planting, Natural Asset Systems & Biodiversity	-	40,000	-	-	-	-	-	-	-	-	40,000
1801-22-2301	Asset Management Improvement	25,000	50,000	-	-	-	-	-	-	-	-	75,000
1801-22-2302	Lighting Study	-	50,000	-	-	-	-	-	-	-	-	50,000
1801-22-2303	Low Carbon Design Brief (LCDB) Study - GCC	50,000	-	-	-	-	-	-	-	-	-	50,000
1801-22-2304	Town Hall LCBD Carport PV Arrays D&E	-	25,000	-	-	-	-	-	-	-	-	25,000
1801-22-2305	Key Partnerships Business Case Study	-	50,000	-	-	-	-	-	-	-	-	50,000
1801-22-2310	Climate Lens Application to Capital Projects	75,000	-	-	-	-	-	-	-	-	-	75,000
1801-22-2401	Building Automation System (BAS) Study	100,000	-	-	-	-	-	-	-	-	-	100,000
1801-22-2402	Low Carbon Design Brief (LCDB) Study - Georgetown Library	-	25,000	-	-	-	-	-	-	-	-	25,000
1801-22-2403	Low Carbon Design Brief (LCDB) Study - Acton Library	-	25,000	-	-	-	-	-	-	-	-	25,000
1801-22-2404	Geothermal Study	-	50,000	-	-	-	-	-	-	-	-	50,000
1801-22-2405	Community Implementation Partner Design Study	-	80,000	-	-	-	-	-	-	-	-	80,000
1801-22-2406	Soil Health Program Feasibility and Design	-	50,000	-	-	-	-	-	-	-	-	50,000
1801-22-2501	Low Carbon Design Brief (LCDB) Study - Robert C. Austin	-	-	50,000	-	-	-	-	-	-	-	50,000
1410-22-2601	Climate Change Adaptation Plan Update	-	-	-	80,000	-	-	-	-	-	-	80,000
1801-22-2602	Low Carbon Design Brief (LCDB) Study - Fire Station 2	-	-	-	25,000	-	-	-	-	-	-	25,000
1801-22-2603	Low Carbon Design Brief (LCDB) Study - Fire Station 3	-	-	-	25,000	-	-	-	-	-	-	25,000
1801-22-2701	Building Envelope Study	-	-	-	-	200,000	-	-	-	-	-	200,000
1801-22-2702	Fire Fleet Electrification Feasibility	-	-	-	-	-	50,000	-	-	-	-	50,000
7100-22-1605	Green Building Standard Update	-	60,000	-	-	-	-	60,000	-	-	-	120,000
7100-22-1903	CEC & DM Plan Update	-	80,000	-	-	-	-	80,000	-	-	-	160,000
7100-22-1904	Low Carbon Transition Strategy Update	-	150,000	-	-	-	-	-	150,000	-	-	300,000
7300-22-1501	Climate Change Investment Fund	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
7300-22-1701	Retrofit Halton Hills	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,100,000
Subtotal		450,000	860,000	165,000	245,000	315,000	165,000	255,000	265,000	115,000	115,000	2,950,000
CULTURAL SERVICES												
1806-10-2302	Public Art - Library & Cultural Centre Courtyard - Phase 2	108,000	-	-	-	-	-	-	-	-	-	108,000
4000-10-3101	Cedarvale Public Art	-	-	-	-	-	-	-	-	100,000	-	100,000
1806-22-2401	Truth & Reconciliation - Phase 2 Consultation	-	45,000	-	-	-	-	-	-	-	-	45,000
4001-10-2101	Cultural Master Plan Update	-	-	-	45,000	-	-	-	-	45,000	-	90,000
4001-10-2301	Public Art Master Plan Update	-	40,000	-	-	-	-	40,000	-	-	-	80,000
Subtotal		108,000	85,000	-	45,000	-	-	40,000	-	145,000	-	423,000
TOTAL BUSINESS, ENVIRONMENT & CULTURE		791,000	1,178,000	478,000	623,000	693,000	398,000	528,000	578,000	593,000	493,000	6,353,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The Business, Environment and Culture (BEC) Department's capital plan program supports existing businesses, investment attraction, the arts and cultural sector, Truth and Reconciliation, and the Town's target of Net Zero by 2030. The 10-year capital plan totals \$6.35 million, with \$791,000 proposed for 2023. The following summarizes key components of the capital forecast:

- Continued economic growth and diversification, non-residential investments, local jobs and assessment, and business retention and expansion are key to Halton Hills' long-term economic prosperity and financial health. To achieve these objectives, the focus will continue to be on the implementation of the Economic Development and Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts and culture initiatives.
- The Community Improvement Plan (CIP) Grant Program will continue to support economic development and investment attraction by providing financial incentives to stimulate private sector investments related to downtown revitalization, brownfield redevelopment, housing affordability, energy conservation, accessibility and other key areas. The 10-year Capital Plan is investing \$1.58 million towards this grant program.
- Investing \$2.79 million, with \$425,000 in 2023, towards Climate Change & Asset Management studies, strategies & plans, and the continued implementation of the RetrofitHH program to enhance the energy efficiency of buildings. These projects will lead to more resilient infrastructure and Town assets while helping to move towards Net Zero by 2030.
- \$75,000 over the next few years to improvement actions identified in the State of Infrastructure Report and the Core Infrastructure Asset Management Plan approved by Council in April 2022. Continuous improvement of the Corporate Asset Management Program is essential to meeting requirements of Ontario Regulation (O. Reg.) 588/17.
- Based on preliminary work completed in 2022, a Call for an Indigenous Curator will be issued in Q1 2023 to support the process to commission an Indigenous artist to create a piece of public art for the Cultural Centre and Library Plaza. Phase 2 will follow later in 2023, to select an Indigenous artist to fabricate and install the artwork.
- Council affirmed its commitment to advancing Truth and Reconciliation via approval of report ADMIN-2020-2025. The Truth & Reconciliation Strategy - Phase 1 Consultation will begin in 2023 focusing on engaging Indigenous Consultant(s) to help scope the Strategy and to confirm approaches for best advancing its development. Phase 2, which will be the actual development of the Strategy and is scheduled for 2024.

Business, Environment & Culture 2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
150	1100-10-0101	CIP Grant Program	4.60	158,000	158,000	-	-	158,000	-	-
151	1100-10-1803	Economic Investment Attraction Fund	4.20	75,000	75,000	-	-	75,000	-	-
152	1801-22-2303	Low Carbon Design Brief (LCDB) Study - GCC	3.60	50,000	50,000	-	-	50,000	-	-
153	1801-22-2310	Climate Lens Application to Capital Projects	3.60	75,000	75,000	-	-	75,000	-	-
154	1806-10-2302	Public Art - Library & Cultural Centre Courtyard - Phase 2	3.60	108,000	108,000	-	-	108,000	-	-
155	1801-22-2301	Asset Management Improvement	3.40	25,000	25,000	-	-	-	25,000	-
156	1801-22-2401	Building Automation System (BAS) Study	3.20	100,000	100,000	-	-	100,000	-	-
157	7300-22-1701	Retrofit Halton Hills	3.00	200,000	200,000	-	-	200,000	-	-
2023 Total				791,000	791,000	-	-	766,000	25,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 1100-10-0101	Project Name CIP Grant Program		2023 Budget \$158,000
Department Business, Environment & Culture	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration	2023 Score 4.6		
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Capital Replacement Reserve	Amount \$158,000
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase Other	
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 a variety of community economic benefits. The CIP is the Town's key economic development tool. Since 2017, the total Town and private sector investment (directly related to CIP-funded works) has exceeded \$1 million. Continued CIP funding is required to: 1) provide an ongoing 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. Council approved a new CIP in June 2022, with a Financial Plan to fund the new CIP having been approved by Council in Q1 2022. With the launch of the new CIP in July 2022, ongoing funding is required to enable implementation. As part of the COVID-19 recovery period, the Town has seen a significant increase in CIP inquiries and applications. This project advances multiple Strategic Plan priority areas, values and vision.		
Deliverables:	1) Continued CIP implementation - including of the new CIP; 2) Expanded CIP uptake; 3) Magnified community benefits and Return on Investment; 4) Downtown revitalization; 5) Support of local businesses; 6) local job creation; and 7) alignment with CIP Update project.		
Benefits:	1) Ongoing source of funding to implement the new CIP; 2) Increased private sector investment; 3) Revitalization, redevelopment and renewal; 4) Local job creation/support; 5) Community benefits, including affordable housing, accessibility, redevelopment of vacant properties, energy efficiency.		
Risks If Not Implemented:	1) Unable to implement Council-approved CIP program; 2) Insufficient funds to meet demand for CIP funding; 3) Unrealized redevelopment and investment potential; 4) Delayed downtown revitalization; 5) Potential loss of business and local job opportunities; 6) Missed opportunity to support post-COVID recovery		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 1100-10-1803	Project Name Economic Investment Attraction Fund		2023 Budget \$75,000
Department Business, Environment & Culture	Division Economic Development	Project Manager Damian Szybalski	
Service Category Administration		2023 Score 4.2	
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Strategic Planning Reserve	Amount \$75,000
Future Period Capital Requirements Annual			
Operating Impact \$0	Project Phase Other		
Description			
Scope:	Continued economic growth, diversification, business retention and expansion, and international trade are key to the long-term economic prosperity of Halton Hills. To achieve these objectives, this Fund will allow for the continued implementation of the Town's Economic Development and Tourism Strategy, Foreign Direct Investment (FDI) Strategy, Business Concierge program, and related economic development/tourism/arts and culture initiatives. Among others, the Economic Development and Tourism and FDI strategies contain a number of recommendations that this Fund will help implement. Focus is on supporting business growth; expanding access to international markets; major investment attraction; non-residential assessment growth; business expansion and retention; and marketing of Halton Hills as a prime investment destination. Council approved an Implementation Plan for the Economic Development and Tourism Strategy via report ADMIN-2021-0036. Objectives of this Fund align with and advance multiple Strategic Plan priority areas, mission and values. The Fund will also assist with ongoing COVID-19 business supports.		
Deliverables:	1) Implementation of the Economic Development and Tourism Strategy; 2) Implementation of the FDI Strategy; 3) Implementation of Business Concierge; 4) Implementation of the Town's economic development, financial and non-residential growth objectives.		
Benefits:	1) Local employment growth; 2) Economic diversification and growth; 3) Expanded trade opportunities; 4) Increased investment; 5) Non-residential assessment growth and enhanced Town revenues and financial health; 6) Support of the Town's Long Range Financial Plan.		
Risks If Not Implemented:	1) Lost economic development opportunities due to inability to implement the Economic Development and Tourism and FDI strategies; 2) Lack of progress in diversifying the local economy; 3) Lack of competitiveness and lost investments to other municipalities; 4) Lack of alignment with the Town's 'Open for Business' approach; 5) Reduced non-residential assessment; and 6) Limited ability to implement COVID-19 recovery supports.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 1801-22-2303	Project Name Low Carbon Design Brief (LCDB) Study - GCC		2023 Budget \$50,000
Department Business, Environment & Culture		Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah
Service Category Environmental Services		2023 Score 3.6	
Target Start Date Jan 2023		Funding Sources Capital Replacement Reserve	
Target Completion Date Jul 2023		Amount \$50,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	Completion of feasibility studies for the transition of Town Facilities to Net-Zero Carbon by 2030. The study will analyze energy efficiency measures and renewable energy systems to be implemented at Gellert Community Centre (GCC) and will provide a pathway for implementation over time that aligns with existing capital forecasts in order to minimize incremental cost increases.		
Deliverables:	Report providing a list of capital projects necessary to get GCC to net zero by 2030 along with associated costs and greenhouse gases (GHG) savings per project.		
Benefits:	The completion of the LCDB is a crucial component of the Town's Corporate Energy Plan and will assist the Town in meeting its climate change goals.		
Risks If Not Implemented:	Failure to complete these studies will endanger the Town's capacity to implement the Corporate Energy Plan and meet its climate change goals.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 1801-22-2310	Project Name Climate Lens Application to Capital Projects		2023 Budget \$75,000
Department Business, Environment & Culture	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah	
Service Category Environmental Services		2023 Score	3.6
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements	\$0	Capital Replacement Reserve	\$75,000
Operating Impact	\$0	Project Phase	Study/Design
Description			
Scope:	This project is to integrate the climate lens application to all capital budgets from an adaptation and mitigation perspectives. It will support the development and setting up of standards, policies and estimates to capital projects for specific asset classes.		
Deliverables:	Provide a rationale and standard to identify realistic climate actions and estimate additional climate costs. Alignment with the capital budgeting and long range financial planning process.		
Benefits:	Support the climate emergency declaration and net zero target. Allow to build resiliency in infrastructure and assets while transitioning to low carbon. Ability to quantify the additional costs of climate actions.		
Risks If Not Implemented:	Unable to estimate the true costs of climate change. Unable to develop accurate financial forecasts to support climate actions. Difficult to integrate climate change considerations in capital project for long term planning.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 1806-10-2302	Project Name Public Art - Library & Cultural Centre Courtyard - Phase 2		2023 Budget \$108,000
Department Business, Environment & Culture		Division Cultural Services	Project Manager Catherine McLeod
Service Category Recreation & Culture		2023 Score 3.6	
Target Start Date Jan 2023		Funding Sources	Amount
Target Completion Date Nov 2023		Public Art Reserve	\$108,000
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase	Implementation
Description			
Scope:	In 2022, through Phase 1 of this project, an Indigenous Curator was contracted to direct the process for commissioning an Indigenous artist to create a piece of public art for the Cultural Centre and Library Courtyard. The Call for Artists was developed and distributed. Phase 2 will include artist selection, fabrication, and installation of the artwork. The Library and Cultural Centre is an ideal location for public art due to its central location and it being a prime venue for cultural programming, including Indigenous programming. This public art project will advance the Town's commitment to Truth and Reconciliation and the associated workplan. Implementation is following best practices and will extend over two years. Phase 2 will include: 1) a two-phase artist selection process; 2) site visits by short-listed artists; 3) Award of Commission for the art; and 4) Fabrication and Installation. Widespread communications and public consultation with will take place throughout the project.		
Deliverables:	1) High profile and permanent work of art by an Indigenous artist in the Library and Cultural Centre Courtyard; 2) Relationships built and strengthened with Indigenous artists that can support future projects.		
Benefits:	1) Advancement of the Town's Truth and Reconciliation initiative; 2) Site-specific Public Art contributes to place making and attracts public to the courtyard; 3) Opportunity to raise awareness of Indigenous issues in the community through communications and programming related to the public art; 4) Improved quality of life, including downtown vibrancy.		
Risks If Not Implemented:	1) Ineffective use of resources; 2) Damage to relationships with Indigenous artists, art professionals, and Indigenous communities and peoples; 3) Public Art Master Plan implementation delayed; 4) Town's public art inventory is entirely made up of small temporary artworks; 5) Positive impacts of public art for tourism, investment and place-making are not realized; and 6) Lost opportunities to integrate public art into capital projects.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 1801-22-2301	Project Name Asset Management Improvement		2023 Budget \$25,000
Department Business, Environment & Culture		Division Climate Change & Asset Management	Project Manager Dharmen Dhaliyah
Service Category Environmental Services		2023 Score 3.4	
Target Start Date Mar 2023		Funding Sources Ontario Community Infrastructure Fund	
Target Completion Date Oct 2023		Amount \$25,000	
Future Period Capital Requirements \$50,000			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	This project is to fund improvement actions identified in the State of Infrastructure Report and the Core Infrastructure Asset Management Plan approved by Council in April 2022. Continuous improvement of the Corporate Asset Management Program is essential to meet the Ontario Regulation (O. Reg.) 588/17 deadlines and requirements.		
Deliverables:	Progress on or completion of actions identified to improve the Corporate Asset Management Program. Close data gaps and improve deficiencies. Operationalize asset management plans across the Town		
Benefits:	1) Accurate and complete data available for better and informed decision making. 2) Better alignment of financial and technical data. 3) Support the implementation of the Town's Asset Management Information System.		
Risks If Not Implemented:	Failure to achieve alignment will result in data gaps and deficiencies in asset management planning and reporting. Limits the ability to implement a fully integrated Asset Management Information System and Corporate Asset Management Program in compliance with O. Reg. 588/17.		
Additional Information:	The Corporate Asset Management program needs to meet the Ontario Regulation (O. Reg.) 588/17 deadlines and requirements.		

2023 Capital Project Information Sheet

Project No. 1801-22-2401	Project Name Building Automation System (BAS) Study		2023 Budget \$100,000
Department Business, Environment & Culture	Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah	
Service Category Environmental Services		2023 Score	3.2
Target Start Date Jan 2023	Target Completion Date Sep 2023	Funding Sources	Amount
Future Period Capital Requirements	\$0	Capital Replacement Reserve	\$100,000
Operating Impact	\$0	Project Phase	Study/Design
Description			
Scope:	The study will examine an enterprise level solution for building automation systems for all Town buildings. The BAS system is critical to ensuring energy efficiency, occupant comfort, and optimal building operation. Installation of a BAS system has also been identified through the Townhall Low Carbon Design Brief and through the net zero ice rink feasibility study as a critical step to achieving net zero by 2030.		
Deliverables:	Report outlining schematic design for Town-wide BAS system, multiple options for system selection, and class D costing.		
Benefits:	Inform BAS projects under Facilities Capital budget planned for the following years of the optimal BAS solution and estimated costs for more accurate budgeting.		
Risks If Not Implemented:	Inability to meet net zero for several town buildings, inaccurate budgeting for BAS implementation projects resulting in over budget asks, increased costs of system implementation and operation without a strategic approach.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 7300-22-1701	Project Name Retrofit Halton Hills		2023 Budget \$200,000
Department Business, Environment & Culture		Division Climate Change & Asset Management	Project Manager Dharmen Dhaliah
Service Category Environmental Services		2023 Score 3.0	
Target Start Date Jan 2023		Funding Sources Capital Replacement Reserve	
Target Completion Date Dec 2023		Amount \$200,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Other	
Description			
Scope:	The Town successfully launched the Retrofit Halton Hills (RetrofitHH) Pilot Program in 2022. Following the success of the pilot program, a new annual (full) program is proposed. The funds requested for this project will allow the Town to develop and administer the RetrofitHH program as well as secure additional external funding for the program.		
Deliverables:	Delivery of the Retrofit Halton Hills program on a larger scale.		
Benefits:	Reduced energy consumption and costs for participating residents, reduced greenhouse gas emissions, local economic development opportunities, demonstration of climate change leadership, progress towards Council's targets as expressed in the Climate Emergency Declaration.		
Risks If Not Implemented:	Missed opportunity to help meet Council's climate change mitigation objectives and net-zero by 2030 target; missed opportunities for municipal leadership; missed opportunities for local economic development; increased environmental impacts associated with greenhouse gas emissions; increased energy consumption and costs.		
Additional Information:			



Corporate Services

2023 Budget & Business Plan

CORPORATE SERVICES

Vision Statement:

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

Mission Statement:

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

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



2023 BUSINESS PLAN



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

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

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

Human Resources builds a work force that is positively connected, healthy and productive through policies and programs that promote learning and development, safe work practices, awareness of applicable legislation, and a high degree of engagement.

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

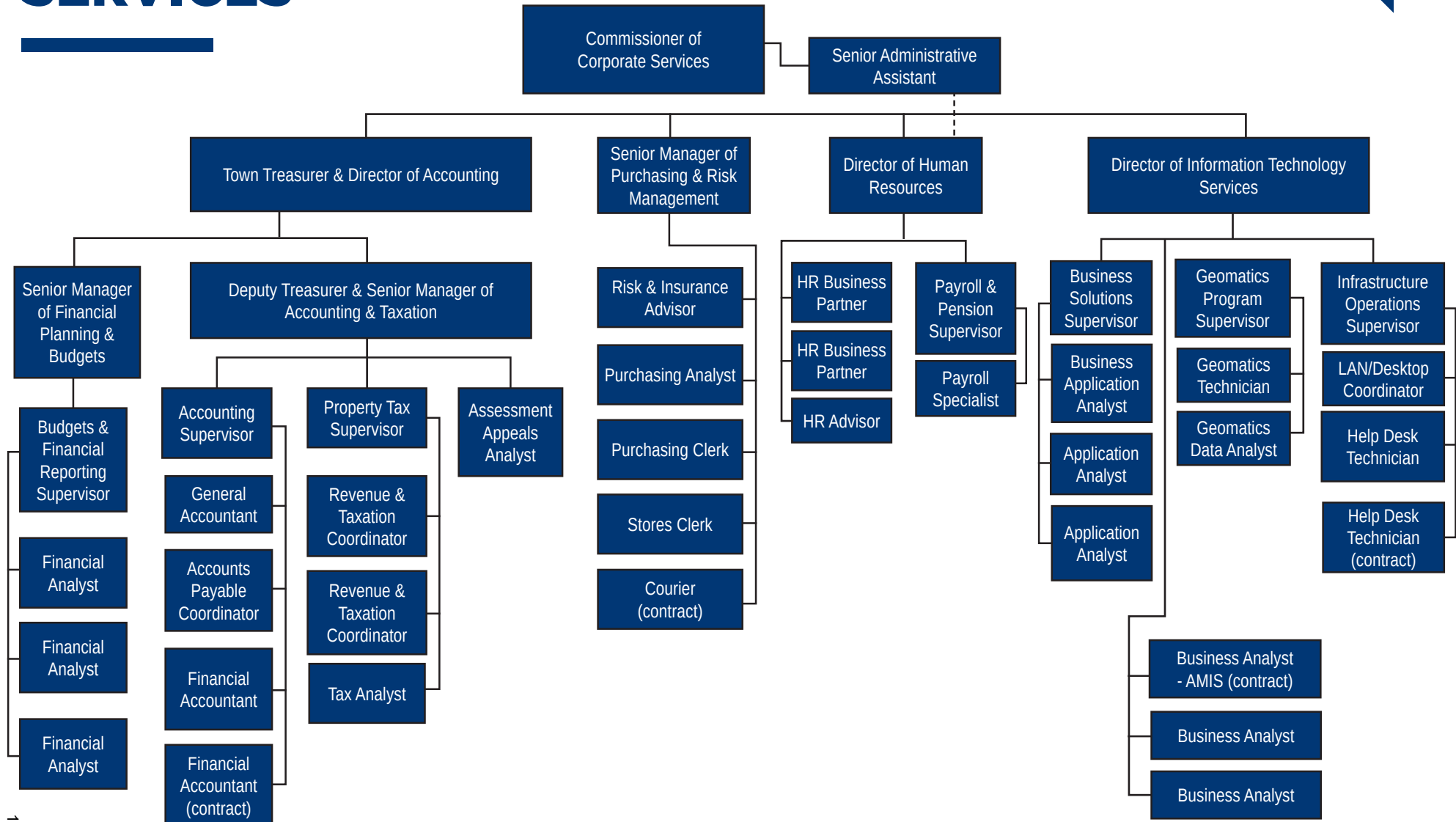
Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value. Purchasing and Risk Management staff are also responsible for risk mitigation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

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



CORPORATE SERVICES

CURRENT ORG CHART:



CORPORATE SERVICES

Supports and builds a workforce that is positively connected, safe, healthy, productive and highly engaged.

Develops policies and programs that promote learning and development, provide effective compensation, awareness of and compliance with applicable legislation, and the ongoing mitigation of risks to the Corporation.

▶ HUMAN RESOURCES CORE ACTIVITIES:

- Promote employee well-being and ensure the workplace is healthy and safe for staff
- Provide professional guidance on HR-related employment matters to Senior Management and partner with business units to support them in meeting their short-term and long-term goals and objectives.
- Manage the recruitment and onboarding of staff.
- Administer and ensure the Town's compensation package (base pay, pension and benefits) is competitive and equitable to attract and retain top talent and comply with legislation.
- Plan, create and deliver a comprehensive training and development program that includes skills development in leadership; technology; health, safety and wellness; equity, diversity and inclusion; municipal matters; and general learning.
- In partnership with business partners, achieve optimal bargaining agreements with labour partners.
- Develop and deliver effective disability management programs that support early and safe return to work.
- Deliver programs and strategies that promote employee engagement.
- Partner with business units to manage day-to-day HR-related employment issues including performance management.
- Develop and maintain the succession planning program.
- Work with Senior Management to plan, implement, and maintain organizational design.
- Ensure legislative compliance.
- Report on HR-related activity and metrics.

CORPORATE SERVICES



▶ HUMAN RESOURCES 2022 ACCOMPLISHMENTS/SUCCESSIONS:

- Navigated the COVID-19 pandemic; performed on-going review and adherence to Public Health Guidelines and supported staff and management throughout the evolving pandemic situation.
- Reviewed and revised the Town's Corporate Health and Safety Policies.
- Working with the Joint Health and Safety Committees, refreshed and distributed Critical Incident Kits to all facilities.
- Led the successful negotiation of a new Fire Collective Agreement within Council's mandate.
- Completed Council Compensation Review.
- Completed the Part-time Wage and Pay Equity Review.
- Developed and implemented the Disconnecting from Work Policy per Bill 27, and the Employee Electronic Monitoring Policy per Bill 88, of the Working for Worker's Act, 2021 and 2022, respectively.
- In partnership with an external provider, administered corporate-wide training on the SAGE Coaching Model for Town leaders, targeted at meeting the needs of participants in accordance with the Town's values and goals for leadership practices and philosophies.

CORPORATE SERVICES

HUMAN RESOURCES ENVIRONMENTAL SCAN:



Challenges:	- Shifting priorities in response to new, provincially mandated policy requirements impacted the HR workplan. - Unusually tight labour market and the ability to attract top talent in an increasingly competitive labour market. - Continuous monitoring of the evolution of COVID-19 for any potential impacts on our current and future workplace.
Opportunities:	- Highly engaged, knowledgeable and experienced internal HR Staff team which has demonstrated flexibility and adaptability throughout the challenges of COVID-19, positioning the team for future continued success. - Modernization of HR's information storage system and practices as work increasingly becomes digital. Consider physical storage space, record retention, and cyber-security risks. - Office 365 and working remotely – increased opportunity for virtual collaboration in a hybrid work environment, including remote recruitment and on-boarding. Using new tools available to enhance HR's partnership with our business units.

CORPORATE SERVICES

► HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. CUPE & Fire negotiations	Within Council-approved mandate, negotiate a fair contract between the Town and the CUPE Local 73, and Halton Hills Professional Firefighters' Association, Local 3327.	- Human Resources in partnership with applicable operating departments.	Terms and conditions of employment between the Town and bargaining unit members that are fair and reasonable.	- Fiscal and Corporate Management
2. Short-term Disability Management Program Review & Re-vamp	With increasing numbers and complexity of short-term disability claims, source a 3rd party provider to administer the Town's short-term disability plan efficiently and effectively.	- Human Resources & Payroll	The scan will show any problematic areas with the current policies and give the Town the chance to correct.	- Fiscal and Corporate Management
3. Development of HR Strategic Plan	The HR Strategic Plan will identify gaps in programs, tools and resources and develop a road map to ensure appropriate programs, supports and resources are in place to meet the organization's needs in the immediate (anticipated to be 5-year) future.	- Human Resources	Efficient and effective management of short-term disability claims. Staff's understanding and adherence to the short term disability (STD) claim process.	- Fiscal and Corporate Management

CORPORATE SERVICES

HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Review of HR's policies, procedures, and tools from an equity, diversity and inclusion (EDI) lens.	Equity, diversity, and inclusion has quickly become an important issue in workplaces and for Human Resources departments. It is important to ensure the Town's policies, practices and tools support equity, diversity, and inclusion. In partnership with an external consultant, this project will identify ways to improve EDI in the management of its workforce, and HR-related business processes.	- Human Resources in partnership with applicable operating departments.	Key policies and procedures, and the tools that support these respect the spirit of EDI. Staff become aware of and understand the principles, concepts and language of EDI.	- Fiscal and Corporate Management
5. Refresh of recruitment efforts	Review current recruitment activities against the challenges of the current labour market and competition for talent	- Human Resources	A recruitment strategy that is flexible and responsive to the needs of the hiring department and is successful in its efforts to market the Town and attract qualified candidates to apply.	- Fiscal and Corporate Management
6. Payroll Business Continuity Plan	Payroll activities are governed by legislation and important to the Town's business. It is important to ensure the payroll process is not disrupted. On-going development of tools and training of staff to back-up payroll, to ensure processes continue seamlessly in the event of an unforeseen incident or absence of key payroll staff.	- Human Resources	Up-to-date, comprehensive, step-by-step written instructions on how to process the Town's payroll.	- Fiscal and Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES STAFFING IMPACT:

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

CORPORATE SERVICES

▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
- Time to fill vacancies	- No change
- Number of qualified job applicants applying for positions	- To stay the same or increase

Quality of Life	Target
- Time off sick	- To manage staff back to work as early as warranted

CORPORATE SERVICES

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

Technology can range from common desktop products to highly specialized enterprise business systems in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

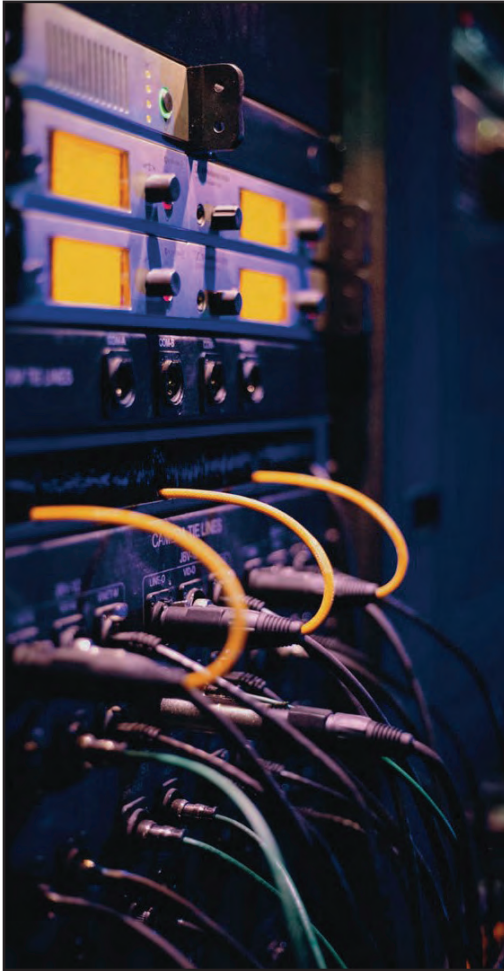
► INFORMATION TECHNOLOGY SERVICES

CORE ACTIVITIES:

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



CORPORATE SERVICES



► INFORMATION TECHNOLOGY SERVICES 2022 ACCOMPLISHMENTS/SUCCESSSES:

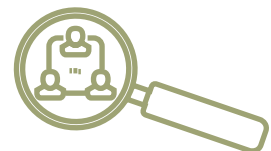
- Completed key infrastructure upgrades to support business needs:
 - Continued deployment of mobile equipment and expanded technologies to support staff work from home.
 - Replaced Server backup solution.
- Developed requirements for:
 - Corporate Security Camera solution.
- Provided project support and implementation of the following:
 - Supported expansion and modifications of systems to support the introduction of the Administrative Monetary Penalty System (AMPS) program.
 - Customer service portal for Property Tax System.
 - Asset management system.
 - New multi-function copiers



CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

Challenges:	- Providing sufficient protection against cyber-attacks is an on-going challenge for all organizations. - Threat actors continue to have a high presence and are very active. - Continued investment in people and technology solutions is required to continue to provide the required protections. - Support of our hybrid work force has proven to be more challenging than on-site support and has required different tools and approaches in order to manage technology solutions.
Opportunities:	- Various business processes and practices involving technology were reviewed to seek out any areas for security and efficiency improvements. This included further leverage of collaboration and document sharing functionality of Office 365. - ITS Asset Inventory was reviewed and quality and accuracy of the data was improved.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES

KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Asset Management Information System implementation	Continued from 2022, in collaboration with impacted departments, implement Asset Management system.	- Information Technology Services	Improved asset management processes and data leading to efficiencies in operations and better decision-making regarding asset repair and replacement.	- Transportation - Climate Change & Environment - Fiscal & Corporate Management
2. Digitization of building and planning processes	Continued from 2022, implementation of systems and redesign of processes to enable Building and Planning processes to be digitized.	- Information Technology Services	Efficiencies in provision of service, improved data collection and reporting.	- Fiscal & Corporate Management
3. GIS Strategy	Carried over from 2022, consultation and generation of a GIS strategy, informing directions and roadmap for further development of this platform for the future.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Fiscal & Corporate Management
4. Enterprise Content Management (ECM) Strategy	Develop a strategy and plan of how to transition and manage organizational data in a digital format. This would include data capture, organization, access, security, retention/archival and eventual potential disposal.	- Information Technology Services	Corporate records more easily managed/searched, retention cycle automated and security improved. Reduce dependence on costly storage of paper records. Improved ability to support an increasingly mobile workforce.	- Shaping Growth - Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.4	Application Analyst for Automated Speed Enforcement (ASE) Technical support to work with the requirements set out by the MTO to administer the ASE through Administrative Monetary Penalty System (AMPS). Required to work with the vendor of the ASE software to secure and store data as necessary.
Contract	+0.5	Asset Management Business Analyst Extend existing contract to continue on Asset Management System Implementation
	+1.0	Help Desk Technician Continuation of 1-year contract position for the Help Desk Technician

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES PERFORMANCE INDICATORS:

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

CORPORATE SERVICES

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

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

► PURCHASING & RISK MANAGEMENT CORE ACTIVITIES:

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

CORPORATE SERVICES



► **PURCHASING & RISK MANAGEMENT** 2022 ACCOMPLISHMENTS/SUCCESSES:

- Development, issuance, evaluation of RFP for multi-function copiers
- Implementation and training of new multi-function copiers
- Review and implementation of new risk management claims software
- Review and implementation of new purchasing policy
- Participate as key member of Asset Management Information System implementation team

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT ENVIRONMENTAL SCAN:

Challenges:	- Increasing number of insurance claims involving lawyers add to the complexity - Training is difficult for implementation of copiers with number of staff working from home
Opportunities:	- Pursue networking and other educational opportunities to expand knowledge regarding best risk management practices; introduce a corporate risk management approach. - Incorporate best practices in inventory with implementation of asset management system.



CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Implementation of Asset Management Information System (AMIS)	Member of implementation team for AMIS for Stores Inventory.	- Purchasing & Inventory	Best practices for inventory management. Increased efficiency and effectiveness.	- Fiscal and Corporate Management
2. Review of Courier Services and practices	Review all department courier service needs and review current model including purchase of electric vehicle.	- Purchasing	Meet the internal needs of all departments and increase the use of scanning of documents.	- Fiscal & Corporate Management

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT

STAFFING IMPACT:

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

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT PERFORMANCE INDICATORS:

Operational	Target
Number of contract bids issued for recurring services.	- +5%

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

CORPORATE SERVICES

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



► FINANCE CORE ACTIVITIES:

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

CORPORATE SERVICES



► FINANCE

2022 ACCOMPLISHMENTS/SUCCESSIONS:

- Completion of annual financial statements and Management Discussion & Analysis Report, with limited access to financial systems
- Completed crucial foundational steps to create a customer portal for property owners to have access on-line to select property tax information
- Completed the review and update of the Development Charges By-law and Community Benefits Charge Study and By-law

CORPORATE SERVICES

► FINANCE ENVIRONMENTAL SCAN:

Challenges:	- Staffing challenges re: retirements, illness compounded with steep and long learning curve for niche financial roles with complex systems. Current structure does not have enough capacity to allow backfill for absences and on-going service levels cannot be guaranteed. - Ever increasing complex reporting requirements, combined with an organizational data hierarchy that currently does not support this need (ie: increased number of grants requiring tracking; PSAB regulatory changes; reporting on the outcomes of new programs and the ongoing need to create information from multiple data sources) - Lack of assessment growth – placing increased pressure on finance staff to have to manage cash flows, debt levels and reserve balances to ensure Town is financially sustainable.
Opportunities:	- New customer portal for taxpayers – to yield future efficiencies and provide improved customer service - Additional finance expertise (finance coordinator) can provide workload capacity and support on-going customer service - New customer service initiative – to yield future efficiencies and provide improved customer service



CORPORATE SERVICES

► FINANCE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Customer portal for taxpayers	On-line access for tax payers to self serve select property tax account information	- Finance	- Improved customer service - Staff processing time efficiencies - Reduction in fee revenue - will need a funding source	- Fiscal & Corporate Management
2. Asset Management and Project Costing initiative	Provide subject matter expertise for the Asset Management Information System (AMIS) project and the removal of operating project costing function from Great Plains	- Finance	- Functional AMIS system - Required substantial re-work on the GL and reporting side	- Fiscal & Corporate Management
3. Customer Service/ Incoming revenues	Provide subject matter expertise on financial business processes related to customer service	- Finance	- Improvements to customer service - Reduction of number of customer handovers - Maintain internal financial controls over the receipt and recording of incoming monies	- Fiscal & Corporate Management

CORPORATE SERVICES

► FINANCE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Document business processes	Improve internal controls, training tools and consistent approach	- Finance	- Consistency - Reduce training time for new staff - Save time during year end process with the documentation of difficult technical concepts - Improved financial controls	- Fiscal & Corporate Management
5. PSAB 3280 Asset Retirement Obligation	Undertake a review of all TCAs to determine if retirement costs are applicable	- Finance	- Compliance with Public Sector Accounting Standards - Accurate Financial reporting	- Fiscal & Corporate Management

CORPORATE SERVICES

► FINANCE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	+1.0	Finance Coordinator Additional resource required to maintain current levels of service re: payables, receivables & financial reporting for both internal and external stakeholders. (i.e. Increased number of grants requiring tracking; PSAB regulatory changes; reporting on the outcomes of new programs and the ongoing need to create information from multiple data sources).

CORPORATE SERVICES

► FINANCE PERFORMANCE INDICATORS:

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

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

2023 Operating Budget Overview

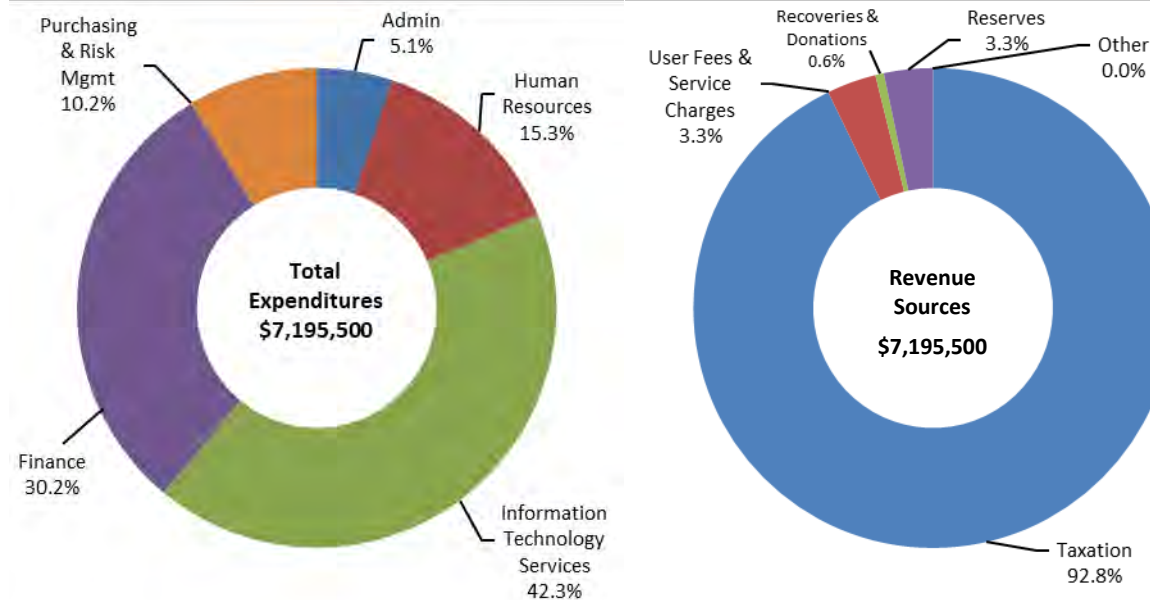
Corporate Services represents critical functions related to Finance, Purchasing and Risk Management, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective and efficient municipal services.

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

2023 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2023 is \$7,195,500 in gross expenditures and \$6,676,800 in net expenditures supported from the general tax levy. This represents an 8.5% increase over the 2022 budget.

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	6,698,400	6,298,152	6,896,000	-	299,500	-	7,195,500	497,100	7.4%
Revenue	(546,300)	(465,217)	(518,700)	-	-	-	(518,700)	27,600	(5.1%)
Total Net Expenditures	6,152,100	5,832,935	6,377,300	-	299,500	-	6,676,800	524,700	8.5%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	353,000	341,898	367,600	-	-	-	367,600	14,600	4.1%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	353,000	341,898	367,600	-	-	-	367,600	14,600	4.1%
Human Resources									
Expense	921,700	857,056	954,300	-	20,000	-	974,300	52,600	5.7%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	921,700	857,056	954,300	-	20,000	-	974,300	52,600	5.7%
Information Technology Services									
Expense	2,762,700	2,565,540	2,847,500	-	199,700	-	3,047,200	284,500	10.3%
Revenue	(159,500)	(45,400)	(116,600)	-	-	-	(116,600)	42,900	(26.9%)
Net Expenditures	2,603,200	2,520,140	2,730,900	-	199,700	-	2,930,600	327,400	12.6%
Finance									
Expense	2,037,300	1,931,309	2,096,400	-	79,800	-	2,176,200	138,900	6.8%
Revenue	(383,800)	(419,217)	(401,500)	-	-	-	(401,500)	(17,700)	4.6%
Net Expenditures	1,653,500	1,512,092	1,694,900	-	79,800	-	1,774,700	121,200	7.3%
Purchasing & Risk Management									
Expense	623,700	602,349	630,200	-	-	-	630,200	6,500	1.0%
Revenue	(3,000)	(600)	(600)	-	-	-	(600)	2,400	(80.0%)
Net Expenditures	620,700	601,749	629,600	-	-	-	629,600	8,900	1.4%
Total									
Expense	6,698,400	6,298,152	6,896,000	-	299,500	-	7,195,500	497,100	7.4%
Revenue	(546,300)	(465,217)	(518,700)	-	-	-	(518,700)	27,600	(5.1%)
Total Net Expenditures	6,152,100	5,832,935	6,377,300	-	299,500	-	6,676,800	524,700	8.5%

The \$524,700, or 8.5%, net increase to the Corporate Services Operating Budget includes various inclusions to support the effective and efficient delivery of services for the corporation. The following major budget changes are included in the Corporate Services Operating Budget for 2023:

Continuation of Existing Service Delivery

- \$145,100 or 2.3%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a 1.5 % proposed economic adjustment, and cost adjustments associated with the Town's benefit provider.
- Provisions totalling \$182,700 for the Information Technology Services division to extend two existing contract staff positions that are required to support service delivery. The two positions are the contract Help-Desk Technician (+1.0 FTE), and the Asset Management Business Analyst (+0.5 FTE) to support the implementation and operation of the Asset Management Information System.
- Other changes related to existing service delivery include \$100,000 in additional IT security costs related to the cyber-security incident which were pre-approved through confidential council report CORPSERV-2022-0019, as well as reductions of \$(19,900) in miscellaneous base budget adjustments for existing services.

Statutory Compliance

- To support service delivery in the Finance division, \$79,800 has been included for a Financial Coordinator – Contract position (+1.0 FTE) to assist with enhanced reporting and other requirements for the Town such as the new Asset Retirement Obligation accounting standard requirements.

Investment in Transportation & Transit

- \$20,000 for contracted services for Short-Term Disability Claims Management which will provide increased efficiency and effectiveness in the management of short-term disability claims to support the Town's return-to-work programs.
- \$17,000 for an Application Analyst (+0.4 FTE) in the Information Technology Services division to provide system support as part of the implementation of the Automated Speed Enforcement program for Transportation Services.

Budget Inclusion 2023

Position/Program		Ref No.	23-9
Asset Management Business Analyst (Contract)		Budget Impact	\$ 100,900
Approved by Council?	Yes ☐ No ☒	FTE Impact	0.5
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Corporate Services		Information Technology Services	

Description of Services to be Performed:

This budget request is to convert the existing part time Asset Management Business Analyst contract position (which will end December 2022) to an on-going full time contract. This position was put in place in 2020 to implement the Town's new Asset Management Information System (AMIS) and related work-order systems (capital project 2300-05-2002). These systems will be used to track and monitor data related to Asset Management Planning for use in corporate decision making in the future.

It is crucial that this contract resource remains on an on-going basis through completion of the capital project and after the project is complete, in order to provide continued support for the implementation of the new systems. The existing part time contract position (0.5 full time equivalent (FTE)) has been funded through a one-time operating budget provision and the approved capital project, which have been fully utilized. The conversion to an on-going full time contract requires an additional 0.5 FTE at an annual budget provision of \$100,900.

Accordingly, it is recommended that the existing contract be converted to an on-going full time contract (+0.5 FTE).

Risk If not approved: If this position is not retained, the effectiveness of the project implementation may be at risk, and proper integration and maintenance of the new systems for use in future business processes may not have adequate support, impacting the Corporation's ability to manage assets and make optimal investment decisions.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 100,900
Total	\$ 100,900

Revenue:

Other	
Total	\$ -

Net Cost

\$ 100,900

Account & Notes:

Contract Wages

Budget Inclusion 2023

Position/Program		Ref No.	23-10
IT Help Desk Technician (Contract)		Budget Impact	\$ 81,800
Approved by Council?	Yes ☐ No ☒	FTE Impact	1.0
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Corporate Services		Information Technology Services	

Description of Services to be Performed:

This Inclusion is to request a budget provision required to retain an existing contract position as an on-going full time contract.

This position was originally created in 2020 in response to increased IT Helpdesk needs as a result of the shift to work-from-home due to COVID-19. As such, the position has been funded through Federal/Provincial Safe Restart Agreement Funding.

As the Town continues its transition to a hybrid model of work, as well as recovers from the recent cyber-security incident, there is a need to continue this contract position in order to maintain reliable and timely IT help-desk services to all user departments within the Town. In order to retain the current contract on an on-going full time basis, which translates to 1.0 full time equivalent (FTE), an annual budget provision of \$81,800 is required.

Accordingly, it is recommended that this position be approved for an on-going full time contract position (1.0 FTE).

Risk if not approved: The ability for existing IT staff to respond to the increased volume of help-desk tickets and other IT issues may become hindered without adequate staffing resources available. This may impact the delivery of other crucial Town services.

Budget Impact:

Expenditures:

Salary & Benefits	81,800
Other	
Total	\$ 81,800

Revenue:

Fees	
Other	
Total	\$ -

Net Cost \$ 81,800

Account & Notes:

Contract Wages

Budget Inclusion 2023

Position/Program		Ref No.	23-11
Financial Coordinator (Contract)		Budget Impact	\$ 79,800
Approved by Council?	Yes ☐ No ☒	FTE Impact	1.0
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Corporate Services		Accounting and Taxation	

Description of Services to be Performed:

The Finance department is currently transitioning to meet increasingly complex reporting challenges, regulatory changes, service enhancements and transactional volume increases. As such, it has become necessary to add the position of Finance Coordinator to ensure seamless internal and external customer service in the following areas:

1) Coordination and completion of reporting and monitoring of new corporate programs such as Retrofit Halton Hills and the pilot program for security bonds 2) Dedicated subject matter expertise for the AMANDA software, to ensure seamless internal and external customer service supporting the planned growth for the Town 3) Data processing support for core financial systems including accounts payables and receivables, the verification and audit of transactions paid with corporate purchasing cards 4) Assistance to the Accounting Supervisor in the areas of reconciliations for various accounts, the tracking & reporting of fixed assets, land inventory for contaminated sites & asset retirement obligations.

Accordingly, it is recommended that this position be approved as an on-going full time contract (1.0 FTE).

Risk if not approved: The inability to manage all required statutory reporting with current staffing levels without great risk to current staff retention. Additionally, delays in statutory reporting as well as potential additional costs for external audit work required to ensure accuracy.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 79,800
Supplies & Services	
Other	
Total	\$ 79,800

Revenue:

Other	
Total	\$ -

Net Cost

\$ 79,800

Account & Notes:

Contract Wages

Budget Inclusion 2023

Position/Program		Ref. No.	23-12
Short-Term Disability Claims Management Services		Budget Impact	\$ 20,000
Approved by Council?	Yes ☐ No ☒	FTE Impact	-
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Corporate Services		Human Resources	

Description of Services to be Performed:

This inclusion is to request a budget provision to accommodate a structured short-term disability management program.

Employee absences can affect an organization's ability to deliver its business effectively and efficiently. Health events do occur and at times require employees to take time off to recover. With the growth in the Town's business, aging workforce, and impacts of COVID-19, short-term disability (STD) claims are increasing and becoming more complex. The Town's current resources are not able to manage the increasing demands on its STD program.

A comprehensive and structured approach to disability management (which includes case management and a structured claims administration process) will help to achieve the best possible outcomes for the Town and its employees and to ensure that the short-term disability management program is utilized for the intended purpose, and administered efficiently and effectively. As third-party claims management services have access to medical professionals, they are better able to obtain medical information to more effectively manage the claim. The annual cost to employ the third party service is currently estimated at \$20,000 annually.

Accordingly, it is recommended that a base budget increase of \$20,000 in 2023 be approved for the new Short-term Disability Claims Management Services as a budget increase.

Risk if not approved: That the effectiveness in managing short-term disability claims and returning staff to work may be reduced as existing Human Resources staff will be required to manage increased volumes and more complex claims.

Budget Impact:

Expenditures:

Salary & Benefits	
Supplies & Services	\$ 20,000
Total	\$ 20,000

Revenue:

Other	
Total	\$ -

Net Cost \$ 20,000

Account & Notes:

Contracted Services

Corporate Services

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
HUMAN RESOURCES												
2200-22-0104	Benefits Review	-	-	50,000	-	-	-	-	50,000	-	-	100,000
2200-10-2101	Succession Plan-Training/Dev	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2200-10-2201	Corporate Leadership Training Program	-	-	10,000	-	10,000	-	10,000	-	10,000	-	40,000
2200-22-0102	Salary Survey	-	40,000	-	-	40,000	-	-	40,000	-	-	120,000
2200-22-0103	Employee Engagement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
2200-22-0105	Council Compensation Survey	-	-	15,000	-	-	-	15,000	-	-	-	30,000
2200-22-2201	Part-time Wage & Pay Equity Review	-	-	-	-	40,000	-	-	-	-	-	40,000
2200-22-2302	Human Resources Strategic Plan	60,000	-	-	-	-	60,000	-	-	-	-	120,000
Subtotal		85,000	65,000	100,000	25,000	115,000	85,000	50,000	115,000	35,000	25,000	700,000
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	150,000	150,000	150,000	150,000	170,000	170,000	170,000	170,000	170,000	170,000	1,620,000
2300-04-2001	Corp Network Equip Replacement	-	-	100,000	-	-	-	-	110,000	-	-	210,000
2300-04-2002	Corporate WiFi Replacement	-	-	30,000	-	-	-	-	33,000	-	-	63,000
2300-05-2001	Firewall Replacement	-	-	30,000	-	-	-	-	30,000	-	-	60,000
2300-05-0103	Microsoft Licensing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
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	30,000	500,000	-	-	-	-	-	-	-	-	530,000
2300-10-1909	Corporate Collaboration Strategy	-	55,000	-	-	-	-	-	-	-	-	55,000
2300-10-1908	HUB Review Strategy	40,000	-	100,000	-	-	-	-	-	-	-	140,000
2300-05-2106	Open Data Implementation	-	-	15,000	-	-	-	-	-	-	-	15,000
2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
2300-05-2202	SAN Replacement	-	-	-	-	165,000	-	-	-	-	200,000	365,000
2300-05-2203	Backup Solution Replacement	-	-	-	-	60,000	-	-	-	-	60,000	120,000
2300-10-2106	Customer Service Strategy	-	-	35,000	-	-	-	-	-	-	-	35,000
2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	-	400,000	-	-	-	-	-	-	400,000
2300-10-2108	Point of Sale System Discovery	-	-	35,000	-	-	-	-	-	-	-	35,000
2300-09-1601	Large Scale Plotter - Printer	-	45,000	-	-	-	-	45,000	-	-	-	90,000
2300-10-1501	Geospatial Data	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	145,000
2300-10-2002	BI reporting & Dashboarding Strategy	-	50,000	-	-	-	-	-	-	-	-	50,000
2300-05-2104	BI - Implement BI Technologies	-	-	100,000	-	-	-	-	-	-	-	100,000
2300-10-2105	Corporate Compute and Storage Evergreen	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
2300-22-1601	Technology Strat Plan Update	-	50,000	-	-	-	60,000	-	-	-	75,000	185,000
2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
2300-10-2302	Facility Employee access system review	25,000	-	-	-	-	-	-	-	-	-	25,000
Subtotal		300,000	1,635,000	655,000	610,000	455,000	290,000	275,000	403,000	230,000	565,000	5,418,000

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
FINANCE												
2400-10-2001	Development Charges Study	-	-	242,000	-	-	-	-	242,000	-	-	484,000
2400-22-2501	CBC Strategy	-	-	58,000	-	-	-	-	58,000	-	-	116,000
2500-22-0102	User Fee Review	-	-	-	-	-	60,000	-	-	-	-	60,000
Subtotal		-	-	300,000	-	-	60,000	-	300,000	-	-	660,000
PURCHASING & RISK MANAGEMENT												
2600-06-0101	Photocopier/Fax/Printers	-	-	-	-	200,000	-	-	-	-	200,000	400,000
2600-09-2201	Mail Folder-Stuff Machine Replacement	-	-	-	-	-	-	-	-	-	30,000	30,000
2600-22-2301	Enterprise Risk Management Software	-	100,000	-	-	-	-	-	-	-	-	100,000
Subtotal		-	100,000	-	-	200,000	-	-	-	-	230,000	530,000
TOTAL CORPORATE SERVICES		385,000	1,800,000	1,055,000	635,000	770,000	435,000	325,000	818,000	265,000	820,000	7,308,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The Corporate Services capital portfolio largely consists of the development and management of the Town's information technology, in accordance with the Council-approved Corporate Technology Strategic Plan (CTSP). Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and provide services that satisfy customers with their simplicity and convenience. These capabilities are even more important as the Town continues to respond and adapt to the lingering impacts of the COVID-19 pandemic. 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 \$7.30 million with \$385,000 proposed for 2023. The following summarizes key components of the Capital Forecast:

- As per the CTSP, the 2023 capital budget and forecast are committed to enhancing technology including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$2,020,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$660,000 for financial planning including the future updates of the Development Charge & Community Benefits Charge Background Studies, and user fee reviews.
- \$700,000 for investment in human resources, which include training support for the succession planning program as well as various salary surveys and pay equity reviews to improve the Town's ability to retain high-quality talent. An update to the Human Resources Strategic Plan has also been added to the forecast to help inform on future best practices.

Corporate Services
2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
199	2300-10-2302	Facility Employee access system review	*3	25,000	25,000	-	-	25,000	-	-
200	2300-10-1908	HUB Review Strategy	*2	40,000	40,000	-	-	40,000	-	-
201	2300-05-2103	Enterprise Content Management Implementation	*1	30,000	30,000	-	-	30,000	-	-
202	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000	15,000	15,000	-	-	-	-
203	2200-22-2302	Human Resources Strategic Plan	4.00	60,000	60,000	-	-	60,000	-	-
204	2300-05-0103	Microsoft Licensing	4.00	20,000	20,000	-	-	20,000	-	-
205	2300-10-1501	Geospatial Data	3.80	10,000	10,000	-	-	10,000	-	-
206	2300-10-2105	Corporate Compute and Storage Evergreen	3.70	25,000	25,000	-	-	25,000	-	-
207	2300-04-0101	Technology Refresh	3.00	150,000	150,000	-	-	150,000	-	-
208	2200-22-0103	Employee Engagement	1.80	10,000	10,000	-	-	10,000	-	-
2023 Total				385,000	385,000	15,000	-	370,000	-	-

**These projects were assessed by the Corporate Technology Governance Committee under a separate scoring matrix and were ranked in sequential order.*

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 2300-10-2302	Project Name Facility Employee Access System Review		2023 Budget \$25,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		2023 Score *3	
Target Start Date Jul 2023		Funding Sources Capital Replacement Reserve	
Target Completion Date Dec 2023		Amount \$25,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	At present, multiple independent access control systems exist at various Town facilities. Different vendors, technologies, and physical key fob devices are currently in place at Town Hall, Libraries, Operations Centre, Fire Stations and some facilities have no access system. The intent of this project would be to assess the corporate requirements and define a harmonized standard to apply, moving forward, to any retrofit or new installations of facility access systems.		
Deliverables:	A harmonized standard solution defined that best meets the majority of the needs defined by all Town facilities.		
Benefits:	Simplified implementation, support, maintenance and operation of a harmonized solution across any Town facility. Enables a centralized administration of facility access if so desired in the future.		
Risks If Not Implemented:	In the absence of a harmonized standard, each facility will likely independently select their own system. This makes implementation, support, maintenance and operations more inefficient and costly than a harmonized standard.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-10-1908	Project Name HUB Review Strategy		2023 Budget \$40,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		2023 Score *2	
Target Start Date Jan 2023		Funding Sources Capital Replacement Reserve	
Target Completion Date Jun 2023		Amount \$40,000	
Future Period Capital Requirements \$100,000			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	The HUB is the Intranet site that has been maintained to support various functions for the Town. These functions have included a location for staff to store/find Policies and Procedures, Templates, Departmental information, internal communication announcements, links to other cloud services such as Permitting (Amanda), GIS, Payroll (DayForce), Employee Recognition (OurThanksToYou), Training booking, etc. The current platform that the HUB is built on has reached end of life. This strategy is to assess the overall needs of the organization moving forward and to develop a strategy, roadmap and budget for implementing a solution to meet these and/or other defined needs for a corporate Intranet.		
Deliverables:	A strategy, roadmap and budget for implementing a solution to meet these and/or other defined needs for a corporate Intranet.		
Benefits:	Improved tool for provision of various internally focused services and communications to the organization.		
Risks If Not Implemented:	The existing HUB cannot be maintained at its current version as it is not supported by Microsoft. The strategy guides its replacement and in the absence of the strategy there is likelihood of making an uninformed choice with proper requirements undefined and potential solutions not explored, resulting in a failed implementation.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-05-2103	Project Name Enterprise Content Management Strategy		2023 Budget \$30,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		2023 Score *1	
Target Start Date Jul 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$30,000	
Future Period Capital Requirements \$500,000			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	Develop a strategy and plan of how to transition and manage organizational data in a digital format. This would include data capture, organization, access, security, retention/archival and eventual potential disposal.		
Deliverables:	A defined plan, roadmap and proposed budget of how to proceed organizationally with an implementation of an ECM system.		
Benefits:	Corporate records more easily managed/searched, retention cycle automated and security improved. Reduce dependence on costly storage of paper records. Improved ability to support an increasingly mobile workforce.		
Risks If Not Implemented:	Continue to largely be a paper based organization and require to require filing space for paper records and off-site storage for paper records not readily required.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan-Training/Dev		2023 Budget \$15,000
Department Corporate Services	Division Human Resources	Project Manager Jonna Ison	
Service Category Administration		2023 Score 4.6	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Base Capital \$15,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Other	
Description			
Scope:	The objective of this project is to provide ongoing funding for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity in the event that critical positions become vacant. The process also prepares staff for advancement opportunities. This funding will be used for employee training and development for high potential employees identified as potential successors for critical positions.		
Deliverables:	The strategic development of selected high potential employees allowing the Town to plan for upcoming vacancies to ensure business continuity for positions identified as critical to the corporation.		
Benefits:	There are several advantages for both employers and employees to having a formal succession plan: • 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; • Employees are better prepared to advance, which increases job satisfaction; • Development investments will result in more experienced and knowledgeable staff; • When retirements occur, there is a reduced risk of knowledge loss and business interruption; and • Lower recruitment costs.		
Risks If Not Implemented:	Without proper succession planning activities in place, there are business continuity risks to the Town in the event that critical positions become vacant.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2200-22-2302	Project Name Human Resources Strategic Plan		2023 Budget \$60,000
Department Corporate Services	Division Human Resources	Project Manager Jonna Ison	
Service Category Administration		2023 Score 4.0	
Target Start Date Jan 2023		Funding Sources Strategic Planning Reserve	
Target Completion Date Dec 2023		Amount \$60,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	This project will see a consultant hired to research and develop a 5-year strategic plan for the Human Resources division. Internal consultation with departments would be an expected part of this project and the outcome would guide the priorities and resources in the HR division over the subsequent 5-year period.		
Deliverables:	The development of a roadmap to meet the future HR needs of the organization and to assist HR staff in organizing priorities and resources in a way that is efficient and effective.		
Benefits:	• Allows HR staff to plan for future work; and • Determines staffing resources required to deliver programs and services identified as priorities of the organization as it grows.		
Risks If Not Implemented:	HR function will not progress and risks falling behind our competitors. HR will not be able to provide services that are key to meeting future town needs, and HR will continue to be under-resourced as the Town grows.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-05-0103	Project Name Microsoft Licensing		2023 Budget \$20,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		2023 Score 4.0	
Target Start Date Jan 2023		Funding Sources Technology Replacement Reserve	
Target Completion Date Dec 2023		Amount \$20,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	This project enables the upgrade/replacement of Microsoft Server software as needed based on software product lifecycles.		
Deliverables:	Continue the established program of upgrading MS server software as it reaches end of life/support.		
Benefits:	Maintains server software at supported levels to enable access to vendor security, bug and enhancement patches.		
Risks If Not Implemented:	Server software will become dated and unsupportable. This could result in failure of the technology systems to perform the function they were designed for, make them vulnerable to cyber security attack and/or degraded performance.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2023 Budget \$10,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		2023 Score 3.8	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Technology Replacement Reserve \$10,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Geospatial data (Aerial/Ortho, Lidar, Elevation, Census/Demographics etc.) is acquired at regular intervals so current data is available to Staff, Town Consultants and the Public through various Geomatics applications (MapLinks, Desktop GIS & CAD etc.). As part of the Halton Geospatial Data Group, Regional and Local Municipalities in Halton Region, and Conservation Authorities partner in joint acquisitions to improve operational efficiencies and reduce the cost of purchase to each Agency.		
Deliverables:	Deliverables include Aerial/Ortho Imagery, Lidar Elevation, Environics Demographics etc.		
Benefits:	Participating in the Halton Purchasing Group lowers costs and the time/effort in acquisition. Current and accurate data for Staff to make informed decisions on. Core/foundational datasets essential to many operational areas.		
Risks If Not Implemented:	Not participating in the Halton Purchasing Group effort results in increased costs to the Town and staff administration time/effort. Staff will either lack required information to do thier job, will be making decisions on out-dated data, or will result in conflicting assessments with developers and external reviewing Agencies that have access to more current data.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-10-2105	Project Name Corporate Computer and Storage Evergreen Program		2023 Budget \$25,000
Department Corporate Services	Division Information Technology Services	Project Manager Murray Colquhoun	
Service Category Administration		2023 Score 3.7	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Sep 2023		Technology Replacement Reserve \$25,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	This project involves the life cycle replacement of server and storage hardware with new hardware. The replacement hardware will be sized to accommodate current and anticipated future data processing and storage requirements of corporate business systems.		
Deliverables:	Replace end of life server and data storage equipment.		
Benefits:	Reliable, efficient data processing and storage capabilities for all Town staff.		
Risks If Not Implemented:	If server and data storage equipment are not updated, overall system speed and performance will be impacted with the possibility of eventual failure. In the event of failure, business system access and business system data can be at risk with a resulting critical impact on service delivery.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2023 Budget \$150,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		2023 Score 3.0	
Target Start Date Jan 2023		Funding Sources Technology Replacement Reserve	
Target Completion Date Dec 2023		Amount \$150,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
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. This refresh also includes the transition to a greater proportion of Laptops (rather than Desktop computers) to support the need for staff to have more mobile computing solutions. All new equipment will be deployed with the Windows 10 operating system.		
Deliverables:	Continue the established program of replacing IT hardware on a regular cycle that corresponds with its warranty cycle.		
Benefits:	Improved performance of computer equipment resulting in faster processing and increased mobility of workforce through more deployment of mobile computing devices.		
Risks If Not Implemented:	Staff efficiency will be impacted should we not replace aged, out of warranty equipment. Recovery from computer failure will be delayed due to lack of warranty support.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 2200-22-0103	Project Name Employee Engagement		2023 Budget \$10,000
Department Corporate Services	Division Human Resources	Project Manager Jonna Ison	
Service Category Administration		2023 Score	
Target Start Date Jan 2023		Funding Sources Strategic Planning Reserve	Amount \$10,000
Target Completion Date Dec 2023			
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase	Other
Description			
Scope:	An engaged workforce is important to developing a high-performing organization. Recognizing and rewarding employee commitment and performance assists in fostering a culture of highly engaged employees. The Employee Engagement program is to fund activities and events that are meant to foster staff engagement.		
Deliverables:	Activities/events (e.g. Employee Appreciation BBQ), and rewards and recognition (e.g. gift cards of a modest amount), to recognize employees for their contributions to the success of the business.		
Benefits:	Employees feel appreciated for the the work they do, employee engagement levels increase, which promotes a positive workplace culture and decreases and turnover.		
Risks If Not Implemented:	Staff may feel unappreciated which over time, can lead to a less motivated and disengaged workforce. Lower levels of employee engagement can lead to reduced staff productivity, higher absenteeism, and staff turnover all of which impact an organization's ability to effectively and efficiently meet its business goals.		
Additional Information:			



Library Services

2023 Budget & Business Plan

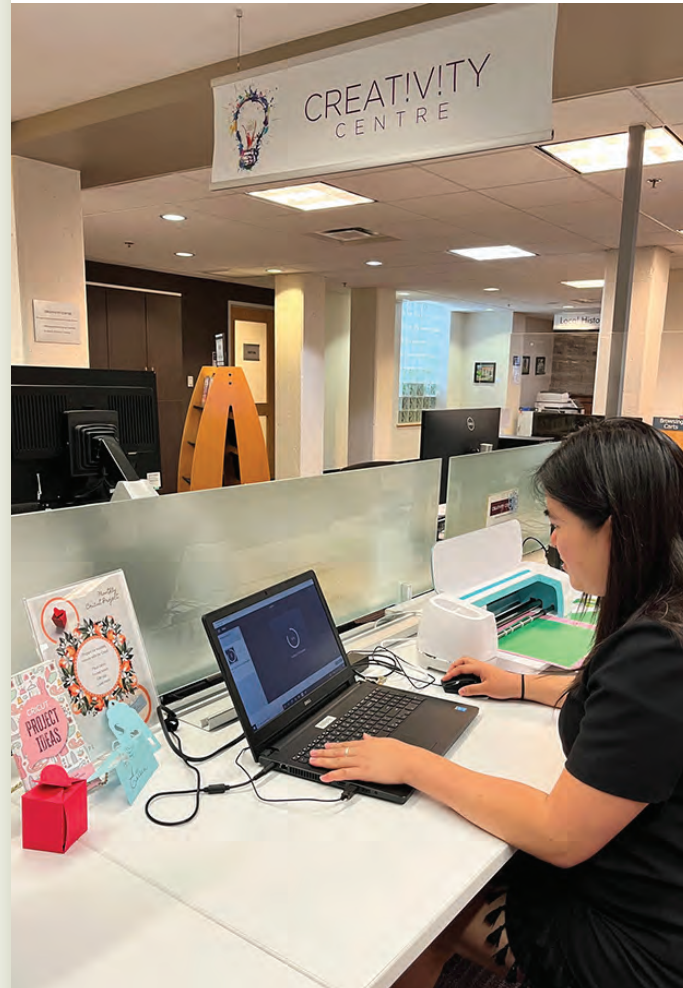
ACTON & GEORGETOWN BRANCHES

Vision Statement:

To enrich the lives of everyone in our community.

Mission Statement:

To empower our community through ideas, creativity and connections in a welcoming, safe and supportive environment.





LIBRARY

DEPARTMENT OVERVIEW:

Halton Hills Public Library delivers high-quality programs, services, and collections to enrich lives, leading to discovery, opportunity and life-long learning through the following goals:

Welcoming and Inclusive

- We provide a welcoming safe space
- Our board and staff reflect the diversity of our community
- We will enhance your library experience
- Our spaces will meet your needs in an inspiring and accessible way

Community Connection

- We build a connected community through collaboration and partnerships
- We generate excitement and interest about the Library and raise awareness of its role in the community
- We expand our reach and presence throughout our community

Enriching Lives

- We cultivate and deliver leading-edge programs
- We expand access to technology and promote digital literacy
- We enhance community wellbeing
- We continue to develop our collections



Administration delivers a broad range of services that ensure the efficient and effective delivery of library services. The department provides administrative support and marketing and communications services that deliver on the Halton Hills Public Library's strategic plan priorities and ensure that the Halton Hills Public Library empowers the community through ideas, creativity, and connection in a welcoming, safe and supportive environment.

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

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

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



Small business Picture Perfect Program



HHPL Youth Activities - 3D Printed Chess Set



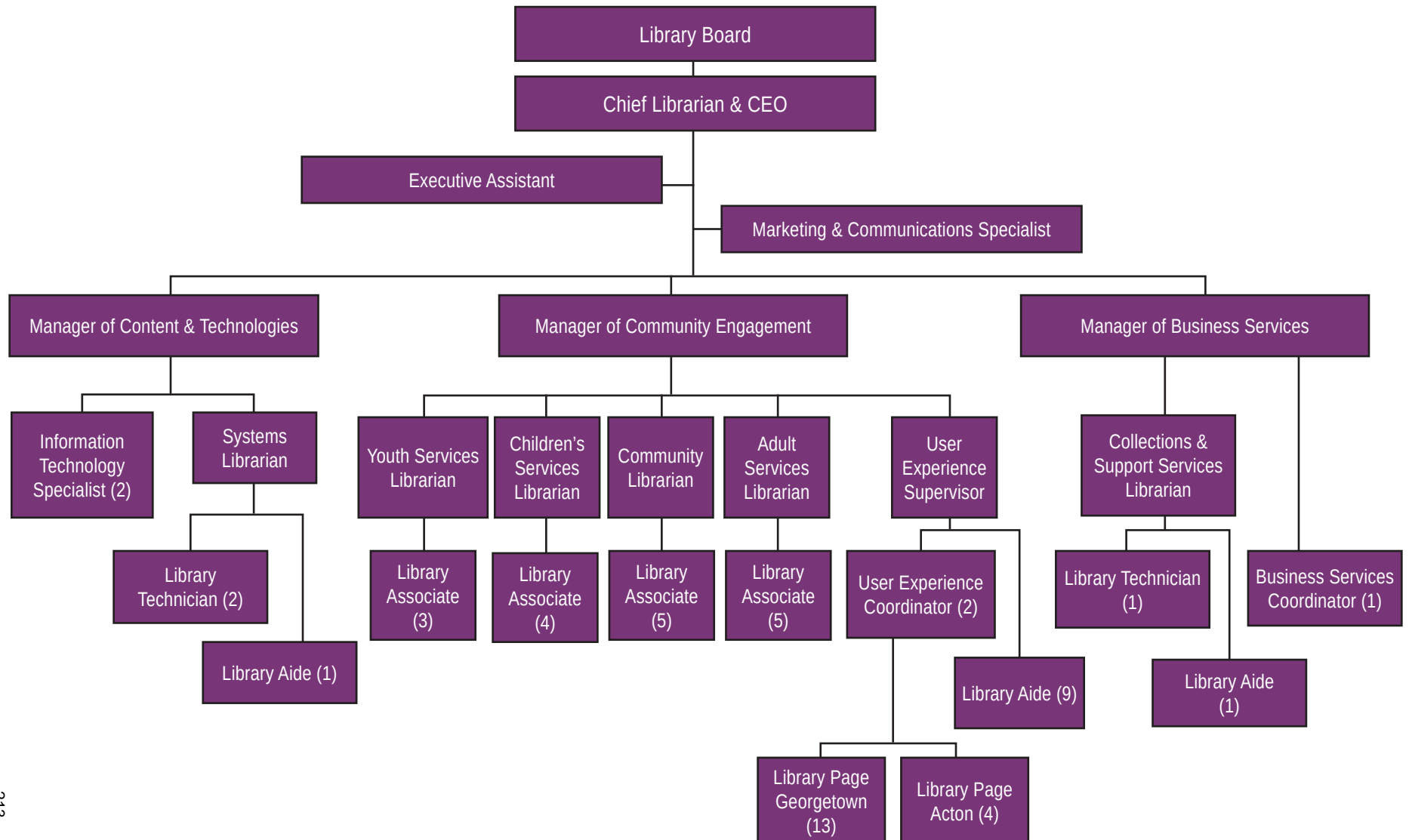
Missing & Murdered Indigenous Women & Girls Storywalk®



Elementary School Class Visit

LIBRARY

► CURRENT ORG CHART:



LIBRARY

► CORE ACTIVITIES:

Core Services:

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



Caregiver Collection

Acton & Georgetown Branches:

- Meet the information and recreation needs of the community by:
 - Providing access to books, articles, movies, board games, recreational activities, and music in various formats, including print, streaming and digital.
 - Support residents of Halton Hills in their pursuit of lifelong learning by offering high quality programs and personalized informational support
- Partner with community groups to offer business, employment, volunteer, wellness, and newcomer services.
- Promote and support the development of 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.



Drag Queen Storytime

- 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, and bring the community together to meet and work.
- Offer dedicated spaces to foster activities, inspire positive feelings, bring the community together to meet and work.

LIBRARY

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:



Connected Community

- Promoted dialogue and understanding through the Equity and Diversity Book Club, New Horizons for Seniors grant Exploring Indigenous Roots programs and Halton Hills Lecture series.
- Together with community partners, enhanced equity, diversity and inclusion, and Truth and Reconciliation programming with Local Lens: Black Experiences in Halton programming, Reading Blackout, and Murdered and Missing Indigenous Women and Girls and Two-Spirited People (MMIWG2S) displays.
- Engaged the public in new ways through updating the website and gathering community input in the Strategic Planning process.
- Reduced barriers to service through the launch of new collections and services, including a sensory collection, book bundles, the My Next Reads service and Collection Newsletters.
- Improved access to digital technology with the latest Wi-Fi hotspots and laptops, and optimized access to online resources and services using an online Library card registration process.

Increased Awareness

- Worked with community partners to build awareness of climate change through programming, including the One Book One Halton Hills author visit and Earth Month programming with the Office of Sustainability and Credit Valley Conservation Authority.
- Furthered development of an endowment fund to promote the continued community benefit of HHPL and lasting legacy for donors.
- Implemented new services in innovative ways, such as Storywalks® and Traveling Tales programs at community parks.
- Supported local businesses and entrepreneurs during Ontario Small Business week in partnership with Economic Development by offering the Picture Perfect Product Marketing program.
- Promoted the Library as a community asset by expanding service points for the Book-a-Librarian and technology coaching services.

LIBRARY

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:



Engaged Key Audiences

- Completed development of the new Strategic Plan for 2023 to 2027 and updated the Library's brand
- Redesigned and rebranded the Library website to provide enhanced functionality, improved usability and maximize marketing opportunities to engage the community.
- Provided research-based programs promoting climate change initiatives by offering EcoFilms, Mountsberg Bird of Prey program, Climate Action workshops, and lectures on hummingbirds and invasive species.
- Increased access to Library collections by providing unique ways to borrow materials using Book Lockers installed at Gellert Community Centre, Book Bundles, and personalized book selections.
- Improved engagement by launching topical monthly newsletter service tailored to individual user needs and interests.

Outstanding Staff

- Initiated workspace review to enable a hybrid approach to work.
- Supported the next generation of library, marketing, and information technology professionals by offering co-op positions to 9 students.
- Improved staff skills and competencies in providing excellent customer service through training in neurodiversity, homelessness, accessibility, cultural humility and readers' advisory.
- Engaged staff in the Strategic Planning process through stakeholder feedback, Town Hall meetings and a dedicated staff training day.
- Developed and initiated project charter documentation and processes to improve communication in project development, scope, and resource use.

LIBRARY

► ENVIRONMENTAL SCAN:



Welcoming and Inclusive

Challenges:

- Ensuring that places and spaces are welcoming, inclusive, and safe to minimize social isolation and support mental health
- Being open to diverse public opinions while balancing resources and funding to meet the increasing demands for programs, collections, and services
- Furthering the dialogue about equity, diversity, inclusion, anti-racism and Truth and Reconciliation
- Continuing to engage, inspire and develop staff at all levels to enhance the library user experience both in-facility and virtually
- Creating a culture of continuous improvement and efficiencies in innovative and exciting ways

Opportunities:

- Promoting the Library as a community destination, a welcoming and safe gathering space
- Developing a plan to promote and increase staff and board diversity
- Exploring the feasibility of varying service hours and models
- Promoting an appreciation of a wide range of voices, narratives, and perspectives
- Building awareness of the Library's programming, services and collections that serve a diverse audience
- Facilitating conversations and understanding of relevant issues
- Applying a continuous improvement framework and philosophy that enhances the library user experience

LIBRARY

► ENVIRONMENTAL SCAN:



Community Connections	Challenges: - Recognizing the pivotal role libraries play in community cohesiveness and economic support - Responding to changes in service delivery to meet community needs - Duplicating and decentralizing the provision of social services - Reducing barriers to Library services - Responding to the needs and interests of a wide range of user groups Opportunities: - Building community connections through collaborations and partnerships that engage, support, and inspire residents - Leveraging partnerships and the Halton Community Service Directory to provide centralized access to social service information - Promoting libraries as essential services to support residents - Creating community connections through cultural experiences - Exploring marketing mechanisms to raise the profile and awareness of the Library's role in the community - Developing and expanding outreach-oriented programs and services to expand community reach

LIBRARY

► ENVIRONMENTAL SCAN:



Enriching Lives

Challenges:

- Assisting and educating Library users on media literacy, and personal privacy and security
- Educating residents on sustainability and climate change initiatives and how they can contribute to reducing their carbon footprints
- Managing increasing prices, inflationary impact, and limited availability of online resources and other materials
- Exploring and expanding online services and resources that reduce the digital divide
- Identifying sustainability and climate change initiatives that positively impact the Library and community
- Facing recruitment and retention challenges in maintaining an adequate staff complement to provide services to the community

Opportunities:

- Evaluating collections and resources to remain responsive to community needs
- Facilitating the joy of reading, stories and creativity in varying formats, places, and spaces
- Increasing the profile and reach of Library programs, including providing access to resources to build computer literacy and awareness of potential risks of online activities
- Promoting collections and community dialogue that support sustainability and offset climate change.
- Investigating recruitment and retention strategies to attract and retain qualified and talented staff to deliver on the Library's strategic plan

LIBRARY

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Welcoming and Inclusive	The Library will be recognized as a welcoming and safe space that provides equitable access to services and reflects the diversity of the community.	- Library Services	The Library will review spaces to ensure they are adaptable and provide engaging experiences and encourage sustainable use. Processes and spaces will include elements that support inclusivity, diversity, equity, and accessibility.	- Shaping Growth - Fiscal & Corporate Management - Youth & Seniors Initiatives
2. Community Connections	The Library will build a connected community through collaboration and partnerships, and will raise awareness of the Library's role in the community	- Library Services	The Library will create strong relationships with community organizations by expanding outreach-oriented programs. The Library will review the Economic Impact Study and develop a new marketing strategy focusing on raising awareness of Library programs, services and collections.	- Shaping Growth - Fiscal & Corporate Management - Local Autonomy and Advocacy - Youth & Seniors Initiatives
3. Enriching Lives	The Library will enrich lives by offering leading-edge programs that enhance community wellbeing, and expand access to technology	- Library Services	The Library will deliver programs, services and collections that are relevant and responsive to community wellbeing and support the public's educational, recreational, and informational needs. The technology refresh program will provide access to leading-edge technology with accompanying skill-building training programs.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

LIBRARY

STAFFING IMPACT:

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

LIBRARY

▶ PERFORMANCE INDICATORS:

Operational	Target
System Circulation	- Increase circulation by 5%
Library Cardholders	- Increase cardholders per capita 2%
Library visits (in-person and virtual)	- Increase visits by 15%
Quality of Life	Target
Connecting community through programs	- Increase participation by 5%
Better educate residents regarding Library programs and services through increased community engagement	- Increase news articles and social media traffic by 5%
Increase subscriptions to Library newsletters, Book News, and Halton Hills Public Library e-News	- Increase subscribership by 5%

2023 Operating Budget Overview

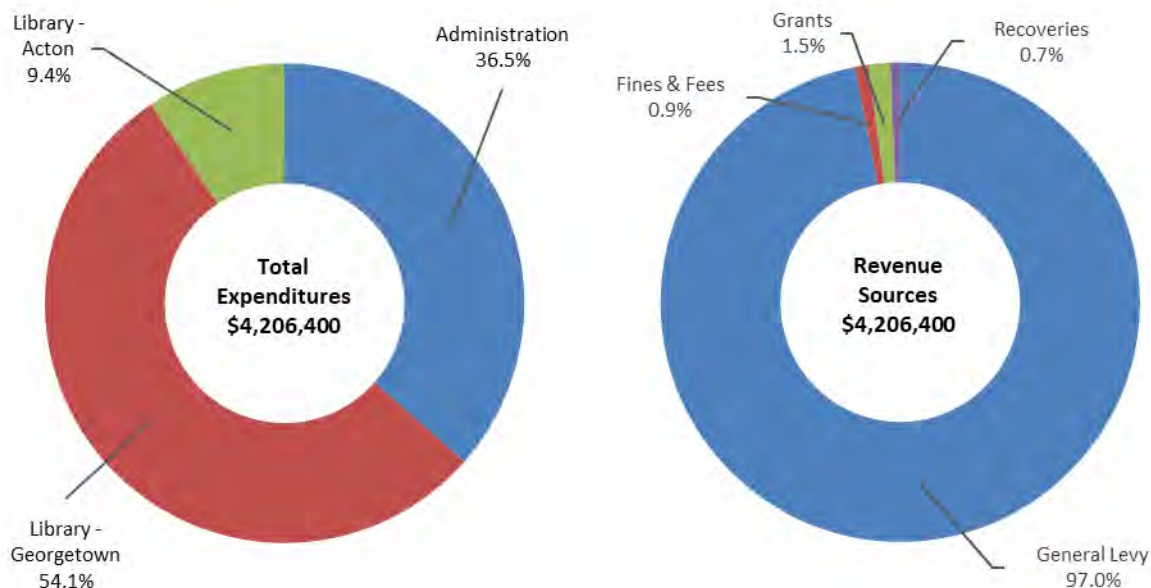
The Library's mission is to empower our community through ideas, creativity and connections in a welcoming, safe and supportive environment. The Library continues to cultivate and deliver leading-edge programs, services and collections to meet community needs, expand access to technology, promote digital literacy and enhance community wellbeing. The structure, processes, and resources are focused on ensuring leaders and staff can operationalize all strategic goals.

Library administration provides the leadership, planning, resource management and direction to deliver on the Library's strategic plan priorities to ensure the Library is a welcoming and safe space, builds community connections through collaboration and partnerships, enriches lives and enhances community wellbeing. The Library provides programs, services and collections to the residents of Halton Hills from branches located in Georgetown and Acton.

2023 Operating Budget Highlights

The proposed 2023 Operating Budget for Library Services is \$4,206,400 in gross expenditures and \$4,079,700 in net expenditures supported by the general tax levy. This represents a 3.8% increase over the 2022 budget. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	4,062,600	3,999,294	4,206,400	-	-	-	4,206,400	143,800	3.5%
Revenue	(130,700)	(115,451)	(126,700)	-	-	-	(126,700)	4,000	(3.1%)
Total Net Expenditures	3,931,900	3,883,843	4,079,700	-	-	-	4,079,700	147,800	3.8%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,393,500	1,532,148	1,535,100	-	-	-	1,535,100	141,600	10.2%
Revenue	(61,300)	(63,595)	(61,300)	-	-	-	(61,300)	-	0.0%
Net Expenditures	1,332,200	1,468,553	1,473,800	-	-	-	1,473,800	141,600	10.6%
Library - Georgetown									
Expense	2,212,100	2,108,179	2,275,500	-	-	-	2,275,500	63,400	2.9%
Revenue	(59,700)	(46,956)	(56,600)	-	-	-	(56,600)	3,100	(5.2%)
Net Expenditures	2,152,400	2,061,223	2,218,900	-	-	-	2,218,900	66,500	3.1%
Library - Acton									
Expense	457,000	358,967	395,800	-	-	-	395,800	(61,200)	(13.4%)
Revenue	(9,700)	(4,900)	(8,800)	-	-	-	(8,800)	900	(9.3%)
Net Expenditures	447,300	354,067	387,000	-	-	-	387,000	(60,300)	(13.5%)
Total									
Expense	4,062,600	3,999,294	4,206,400	-	-	-	4,206,400	143,800	3.5%
Revenue	(130,700)	(115,451)	(126,700)	-	-	-	(126,700)	4,000	(3.1%)
Total Net Expenditures	3,931,900	3,883,843	4,079,700	-	-	-	4,079,700	147,800	3.8%

Library Services proposes a net increase of \$147,800 or 3.8% for the 2023 operating budget. These changes enable the Library to deliver innovative programming and offer leading-edge collections and services, while building community and engaging key audiences. The breakdown of major budget changes are as follows:

Continuation of Existing Service Delivery

- An increase of \$83,900 or 2.1% for compensation and benefits to maintain existing levels of service. This includes a proposed non-union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- An annual budget provision of \$59,900 in 2023 is required to accommodate the 2022 in-year staffing change approved by the Library Board. Library Services' staffing plan includes the reorganization of human resources due to the retirement of long-term staff and a review of operational needs for all vacant positions. To better meet the service needs of the community, the Library Board approved a staffing plan that resulted in an additional 2.9 FTEs during 2022 in accordance with its staffing plan. This has no additional FTE impact in 2023.
- A base budget increase of \$4,000 or 0.1% to support the 5-year plan to decrease revenues collected from fines.

Budget Inclusion 2023

Position/Program		Ref No.	23-13
Library Staffing Plan		Budget Impact	\$ 59,900
Approved by Council?	Yes ☐ No ☒	FTE Impact	0.0
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Library Services			

Description of Services to be Performed:

This Inclusion is to request an annual budget provision required to accommodate the 2022 in-year staffing change approved by the Library Board.

Library Services' staffing plan includes the reorganization of human resources due to the retirement of long-term staff and a review of operational needs for all vacant positions. In order to better meet the service needs of the community, the Library Board approved a staffing plan that resulted in an additional 2.9 FTEs during 2022 in accordance with its staffing plan. This has no additional FTE impact in 2023.

Facilitating this change requires an additional budget provision of \$59,900 in order to support salary level changes for normal grid movement, vacation entitlement changes, and benefit changes for the positions that are part of the new staffing plan.

Accordingly, it is recommended that the \$59,900 operating base budget increase be approved in support of the in-year staffing change (2.9 FTEs) approved by the Library Board.

Risk if not approved: The Library will not be able to maintain the existing level of service to the community, including a reduction in the dedicated collection development, community programming offered, and support for technical and administrative needs

Budget Impact:

Expenditures:

Salary & Benefits	59,900
Supplies & Services	
Other	
Total	\$ 59,900

Account & Notes:

Revenue:

Fees	
Other	
Total	\$ -

Net Cost \$ 59,900

Library Services

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
MATERIALS & COLLECTIONS												
3000-15-0101	Library Materials	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,990,000
Subtotal		499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	499,000	4,990,000
INFORMATION TECHNOLOGY												
3000-04-1401	Upgrade of Libr.Integrated Sys	-	-	-	180,000	-	-	-	-	180,000	-	360,000
3000-05-0002	Library Website Refresh	-	-	-	-	75,000	-	-	-	-	100,000	175,000
3000-09-0105	Library Technology Renewal	38,000	33,000	47,000	50,000	26,000	27,000	30,000	39,000	79,000	46,000	415,000
Subtotal		38,000	33,000	47,000	230,000	101,000	27,000	30,000	39,000	259,000	146,000	950,000
FACILITIES												
3100-09-1701	Library Furnishing/Equip-GTown	30,000	-	-	-	-	33,000	-	-	-	-	63,000
3200-09-1601	Library Furnishings Acton	-	23,000	-	-	23,000	-	-	-	-	-	46,000
3200-11-2001	Marquee Acton Branch	-	-	-	-	-	-	-	80,000	-	-	80,000
Subtotal		30,000	23,000	-	-	23,000	33,000	-	80,000	-	-	189,000
GROWTH												
3000-04-1501	Library Strategic Plan	-	-	-	-	81,000	-	-	-	-	81,000	162,000
3000-15-0103	Lib Mats Collection Developmnt	-	-	50,000	-	-	50,000	-	-	75,000	-	175,000
3000-22-2701	Facility Needs Study	-	-	-	-	-	-	-	40,000	-	-	40,000
3300-03-2021	Vision Georgetown Library Branch	-	-	-	-	-	-	-	-	-	8,943,000	8,943,000
3300-08-3001	Vision Georgetown Library Branch Land	-	-	-	-	-	-	-	3,700,000	-	-	3,700,000
3300-15-0101	Vision Georgetown Library Branch	-	-	-	-	-	-	-	-	-	730,000	730,000
Subtotal		-	-	50,000	-	81,000	50,000	-	3,740,000	75,000	9,754,000	13,750,000
TOTAL LIBRARY SERVICES		567,000	555,000	596,000	729,000	704,000	609,000	529,000	4,358,000	833,000	10,399,000	19,879,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The 10-year capital plan for Library Services supports the investment in collections, materials, media, and furnishings, as well as enhancements in technology to respond to community needs and maintain functionality of core services. As part of Vision Georgetown, a new Library Branch has been identified in the forecast to service the growth of Halton Hills. Library Services 10-year plan is \$19.88 million with \$567,000 proposed for 2023. The following summarizes key components and highlights:

- Library Materials are a core service for the library with a proposed investment of \$4.99 million over the next 10 years. This capital project responds to community needs and maintains the historic level of funding to allow the library to continue to develop and maintain a collection of over 125,000 physical items in a variety of languages, reading levels and formats, including print and audio visual.

- Proposed land acquisition costs of \$3.7 million for the Vision Georgetown Library Branch have been identified in the forecast for 2030. Construction of the facility is anticipated to begin in 2032 at a cost of \$8.94 million.
- 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 2023, this will include the replacement of televisions, an early literacy station, a self check station, scanners and printers.
- Updates and the replacement of furnishings in public areas and staff workspaces are supported in the forecast at each branch. The Georgetown Branch will be updating staff work areas in 2023 to support a hybrid working approach, including height adjustable desks and storage space as well as replacing the lounge chairs in the public seating areas.
- The Integrated Library System will undergo updates every 5-years to keep the structure, look and functionality of the system current to meet patron and staff needs.
- The Library's Strategic Plan is updated every 5-years as it establishes priorities for library service that are responsive, innovative, efficient and sustainable. The plan serves as a critical decision-making tool and will inform staff and the public about the direction of the Library.

Library Services

2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
228	3000-15-0101	Library Materials	4.20	499,000	499,000	399,000	-	100,000	-	-
229	3000-09-0105	Library Technology Renewal	4.20	38,000	38,000	-	-	38,000	-	-
230	3100-09-1701	Library Furnishing/Equip-GTown	2.70	30,000	30,000	-	-	30,000	-	-
2023 Total				567,000	567,000	399,000	-	168,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 3000-15-0101	Project Name Library Materials		2023 Budget \$499,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services	2023 Score 4.2		
Target Start Date Jan 2023	Funding Sources Base Capital	Amount \$399,000	
Target Completion Date Dec 2023	Library Capital Reserve	\$100,000	
Future Period Capital Requirements Annual	Operating Impact \$0	Project Phase Implementation	
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 130,000 physical items and access to millions of digital titles in a variety of languages, reading levels and formats, including ebooks, audiobooks, streaming movies and music, and online courses. The Library's collection responds to community needs, with an average annual circulation of over half a million items and information resources to support thousands of reference requests. The objective of this request is to allow the Library to continue to meet community needs by providing an adequate number and range of materials in both traditional and contemporary formats.		
Deliverables:	The primary deliverable is the purchase of materials to meet the informational and recreational needs of the community, including books, movies, music, online courses and technology in various formats, including print and digital (e.g. ebooks). Success will be measured by satisfying the ongoing demand for new material without compromising one format at the expense of another.		
Benefits:	The Library will be able to maintain access to current, high-quality and popular materials in a variety of formats. The positive outcome overall will be a balanced collection that contributes to the social and economic well-being of the community.		
Risks If Not Implemented:	The provision of materials is a core service for the Library. Without these funds, material purchases would cease, and residents will not have access to new and in-demand resources in any format. In turn, this will compromise the reputation of the Library and the Town, as residents will not have access to the materials they expect and rely on for their informational and recreational needs. It will ultimately lead to community dissatisfaction and decreased use of the Library.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 3000-09-0105	Project Name Library Technology Renewal		2023 Budget \$38,000
Department Library Services	Division Administration	Project Manager Melanie Southern	
Service Category Library Services		2023 Score	4.2
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Library Capital Reserve	Amount \$38,000
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase	Implementation

Description	
Scope:	This capital project enables the Library to have the ability to replace aging information technology hardware at the appropriate time and ensure that the public and staff continue to have access to reliable and adequately functioning equipment. Successful vendors will be expected to provide equipment that meets at minimum, the EPEAT (Electronic Product Environmental Assessment Tool) Silver standard.
Deliverables:	The primary deliverables will be to replace equipment that is at 'end of life'. In 2023, this will include the replacement of televisions, uninterruptable power supplies, RFID pads, switches, local printers, early literacy stations, self-check station and scanner, data points, label printers, and router.
Benefits:	Public and staff will be able to rely on functioning, up-to-date equipment to access the catalogue, borrow material, do research, or when using meeting rooms and library spaces. The residents will continue to enjoy a fully functioning Library service, which is heavily dependent on its technology. This will translate into maintaining and building the current levels of use.
Risks If Not Implemented:	Equipment may fail causing service disruptions and unexpected purchases to replace equipment that may strain the budget.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 3100-09-1701	Project Name Library Furnishing/Equipment Georgetown			2023 Budget \$30,000
Department Library Services		Division Georgetown Branch	Project Manager Melanie Southern	
Service Category Library Services		2023 Score 2.7		
Target Start Date Jan 2023		Funding Sources Amount		
Target Completion Date Dec 2023		Library Capital Reserve \$30,000		
Future Period Capital Requirements \$0		Project Phase Implementation		
Operating Impact \$0				

Description	
Scope:	This project will update the layout and furnishing in public areas and staff workspaces in the Georgetown Branch to allow this municipal asset to continue to meet the needs of the community it serves and support a hybrid approach to work with flexible ergonomic workspaces.
Deliverables:	This project will update staff work areas to support a hybrid approach, including height adjustable desks and storage space as well as replacing the lounge chairs in the public seating areas.
Benefits:	The Town will continue to have a well-appointed and functional Georgetown Branch Library with workspaces that support a hybrid approach. This will translate into maintaining and building the current levels of use.
Risks If Not Implemented:	The furnishings in public areas will start to look dated, worn and unwelcoming. Staff workspace layouts will not be updated to assist in supporting a hybrid work approach or offer height adjustable workspaces.
Additional Information:	



Fire Department

2023 Budget & Business Plan

FIRE DEPARTMENT



2023 BUSINESS PLAN

Vision Statement:

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

Mission Statement:

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

Our Motto:

Our Family Protecting Your Family.



FIRE DEPARTMENT

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

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

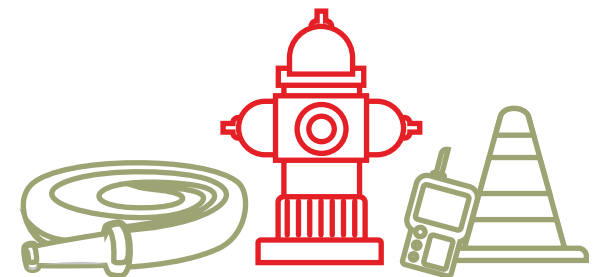
DEPARTMENT OVERVIEW:

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

- Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and, 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.

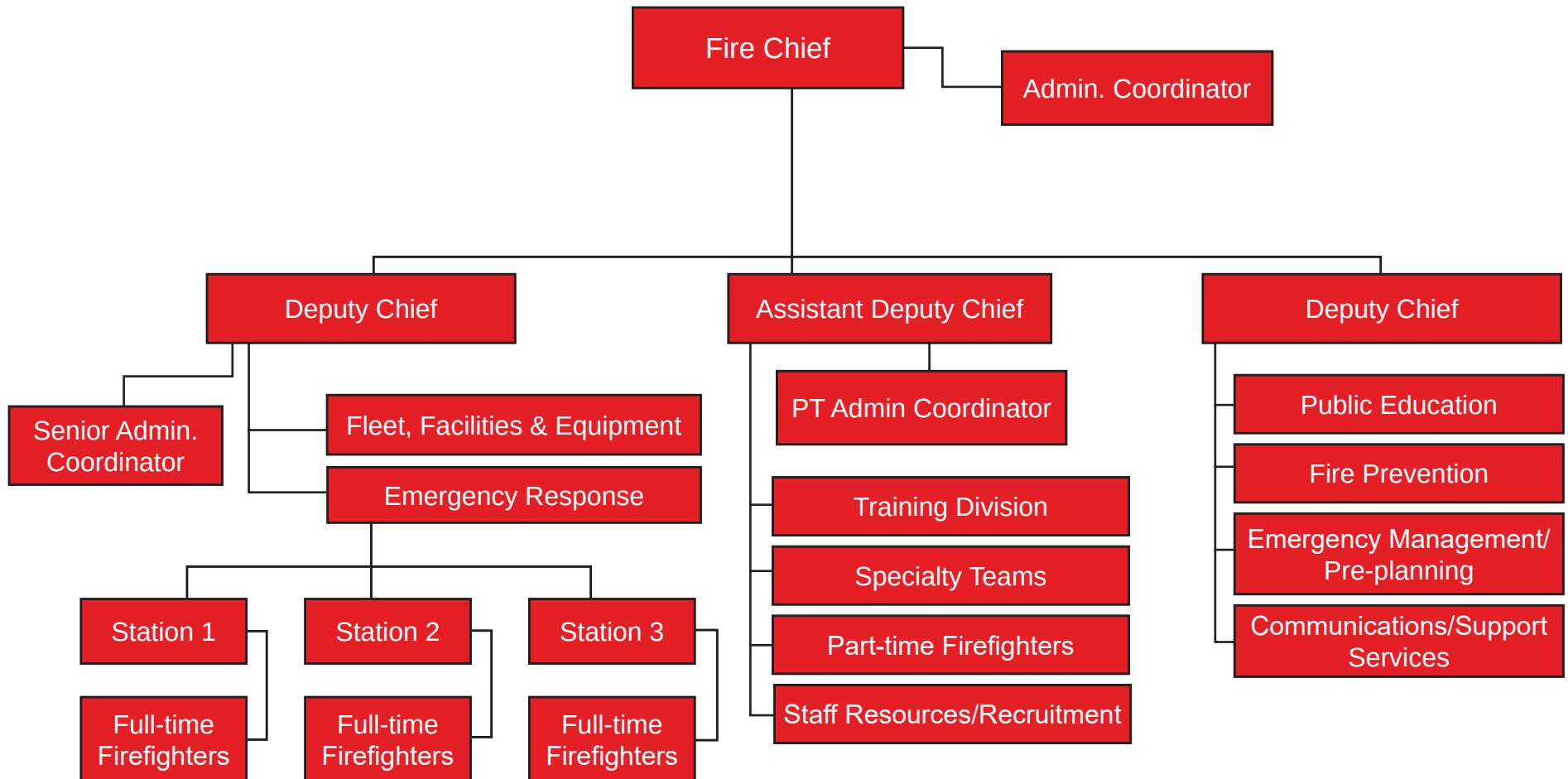
The Halton Hills Fire Department is a Composite Fire Service providing an all-hazards response capability to natural and human caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, our divisions provide:

- Public Fire Safety Education;
- 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 station tours, school and vulnerable occupancy visits to promote fire safety to students, families and seniors
- Home Safe Home program
- Fire extinguisher training
- Blaze Academy

Inspection and Enforcement:

- Complaint and request inspections (Provincial Requirements)
- Vulnerable occupancy (Provincial Requirement)
- Fire Safety Plan Review (Provincial Requirement)
- Fire drill evaluations (Provincial Requirement)
- Re-inspections
- Commercial and residential inspections that assist owners in maintaining fire safe facilities
- Plans review (Site Plan inspections)
- Business licence review
- Fire origin & cause investigations
- Enforcement of FPPA Section 15 (Immediate threat to life)
- Inspection Orders
- Electrical Safety Inspection Orders
- Court appearances and expert witness testimony
- Information, summons, prosecutor briefs (Provincial Offences Act)

FIRE DEPARTMENT

► CORE ACTIVITIES:



Emergency Management:

- Compliance with Emergency Management & Civil Protection Act
- Maintenance of the Town's Emergency Response Plan
- Annual compliance training
- Liaise with the neighbouring Municipal and Regional CEMCs, the OFMEM and other provincial, federal, and other NGO (non-governmental organization) representatives as required
- Annual exercise scenarios
- Other such services as directed and approved by Council

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.
- First response agreements with the Towns of Milton and Erin
- Superior Tanker Shuttle Accreditation – a recognized ability to supply water for fire suppression to rural residents



FIRE DEPARTMENT



► 2022 ACCOMPLISHMENTS/SUCSESSES:

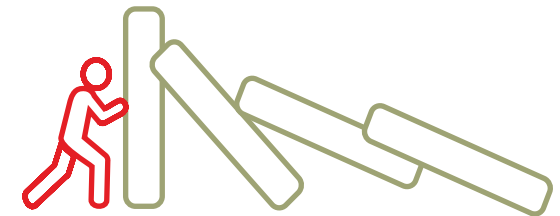
- Emergency Management and Civil Protection Act annual compliance
 - Managed the pandemic and systems incident through Emergency Management best practices
- Fire Underwriters Survey - Tanker Shuttle Accreditation
- Redeployment of full-time suppression staff to three stations to address community risk
- Implemented internationally recognized Incident Command Blue Card Training Program to enhance fire ground operations
- Implemented recommendations from SWOC/Operational Review to enhance departmental culture and organizational awareness
- Achieved a freely negotiated contract with the Halton Hills Professional Firefighters Association (HHPFFA), within Council's directed 2% mandate
 - Revised Officer Promotion Policy
 - New Fire Prevention Officer position
- Succession Planning (Acting Assistant Fire Chief)
- Establishment of Policy Guidelines review committee
- Participated in Blaze Academy (formerly known as Camp Molly) - a program to promote the Fire Service as a career for 15 to 18-year-old females, with expansion to be more inclusive regardless of gender identity
- Acton Station Feasibility Study
 - Awarded contract to architect and study parameters are ongoing with a goal of net zero compliance
- Promotion and onboarding of new Training Officer after the departure of the previous Training Instructor
- Recruitment and hiring of new Part Time Liaison Officer
- Recruitment of new part-time Administrative Coordinator
- Part-time hiring of 15 recruit firefighters, focusing on diversity and inclusion
- Infrastructure Canada Investment Program - heat pump replacements at Maple Avenue and Headquarter Stations
- On-board new full-time firefighter (hired through the part-time program)
- Tanker replacement through an Apparatus Selection Committee consisting of full-time and part-time members

FIRE DEPARTMENT

► ENVIRONMENTAL SCAN:



Challenges:	• Part-time response attendance impacting the composite deployment model and financial impact • Current records management system replacement/functionality and support • Ontario Fire Marshal Regional Training Centre access • Continue to address community risk & safety through staff deployment at three stations, within our financial abilities (Full-time suppression over-time costs) • Net zero compliance financial implications (Acton station renovation and apparatus replacement)
Opportunities:	• Revise Fire Master Plan • Update the Town's Community Risk Profile in compliance with legislated requirements • Participation in the Corporate Fleet Strategy • Introduction of the Incident Management System (IMS) into the Emergency Control Group/Support Group Framework • Achieve another freely negotiated contract with HHPFFA within the Council mandate • Improve our composite model response times



FIRE DEPARTMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Records Management System	Replacement of the department's records management system is required due to "end of lifecycle and vendor ending their software support". Incident reporting (emergency response) is a Provincial Requirement (OFM)	- Administration	- RMS technology will allow for the efficient and accurate data collection that is required as part of Provincial Fire Service regulations - Accurate data collection - Mobile access - Simplicity of data entry. - Report generation/analytics - Improved shift scheduling and overtime	- Shaping Growth - Fiscal & Corporate Management
2. Acton Fire Station Architectural Design Phase	This is a multi-year project to renovate the 32-year-old facility in need of major repairs. Planned renovations include locker rooms, washrooms, kitchen, plumbing and dormitory. Renovations will be conducted in accordance with the Town's commitment to achieve a net-zero target by 2030.	- Administration	- Feasibility study review. - Detailed architectural design that will utilize energy efficient products and materials known to reduce environmental impact and carbon footprint - Inclusive design to accommodate firefighters of all identified genders - Detailed cost estimates for the scope of renovations including our commitment to reach the net-zero target by 2030	- Shaping Growth - Fiscal & Corporate Management

FIRE DEPARTMENT

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Aerial Apparatus Replacement	Replacement of our current aerial apparatus that is at “end of life” and no longer meets the level of service required by our community. Aerial built to meet National Fire Protection Association (NFPA) 1901.	- Administration	- Aerial apparatus with a longer reach (100' +), improving our ability to conduct rescues and provide elevated water streams. - Utilizes latest technology to reduce operating costs and emissions. - Incorporates the latest safety features to keep fire fighters safe when operating this apparatus. - Cost savings through manufacturers warranty coverage.	- Climate Change & Environment - Fiscal & Corporate Management
4. Recruitment and Retention Strategies	Hire, train and deploy part-time firefighters in Halton Hills. Provide detailed information sessions in person and online to attract the best candidates that represent the diversity and makeup of our community.	- Administration	- Fully enrolled recruit program. - Recruits assigned to all stations to fill vacant positions. - Robust training syllabus that identifies future candidates for full-time competition. - In house opportunities for current part-time staff to improve skills and recognition of those persons.	- Fiscal & Corporate Management

FIRE DEPARTMENT

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
5. Blue Card Incident Command Program	Command and Training System that certifies fire officers on how to standardize local incident operations across the organization and enhances inter-operability with neighbouring departments and agencies.	- Administration	- Training to achieve best practice techniques and standardized vocabulary at emergency incidents. - Certified Fire Officers to manage routine/complex incidents. - Ongoing training to enhance their level of skill. - Safer operations at emergency incidents. - Reduces risk to the Corporation (litigation/insurance/WSIB/reputation)	- Fiscal & Corporate Management
6. Emergency Management Program (expansion of business continuity & introduction of IMS)	Continued review and updating of emergency management program to meet Provincial requirements and Incident Management System (IMS) training.	- Administration	- Staff can perform their roles in the Emergency Control and Support Groups and liaise with other government agencies. - An emergency plan that assists in minimizing the effects of an emergency on the Town. - Updating departmental emergency and business continuity plans. - Completion of the legislated community risk profile. - Improved inter-operability with other town and regional staff.	- Fiscal & Corporate Management

FIRE DEPARTMENT

► KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
7. Revision of Fire Master Plan	Review of the 2014 Fire Master Plan and updating its content to assist in the future growth of the department and service to the community.	- 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. - Identifies specific goals and benchmarks to aid in our service delivery model. - Completion of a Community Risk assessment.	- Shaping Growth - Fiscal & Corporate Management
8. Fire Prevention Routine Inspection Cycle (NFPA 1730)	Fire inspections are categorized based on their risk classification. High risk occupancies are inspected annually, Moderate risk occupancies are inspected bi-annually, and low risk occupancies are inspected tri-annually. Complaint and “by request” inspections are also High priority inspections.	- Administration	- A routine inspection cycle will assist the Fire Inspector(s) in prioritizing their work and reduce the risk of injury or death in occupancies due to fire. - Increasing demand for inspections and the follow-up on deficiencies noted will be tracked and occur within specified timelines. - New occupancies will be inspected, categorized, and added to the routine inspection cycle. - Software used will allow for inspections to be completed in a mobile environment, in a timely manner and to a high degree of customer satisfaction.	- Fiscal & Corporate Management

FIRE DEPARTMENT

STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Fire Prevention Inspector The Fire Prevention Inspector will provide public education, promote, interpret, and enforce applicable fire safety codes, standards and legislation, ensuring buildings and properties are in compliance with the Ontario Fire Code, Ontario Building Code and relevant municipal by-laws. Adhering to department policies and objective guidelines, the Fire Prevention Inspector will exercise due diligence while executing assigned tasks under the supervision of Administration or other supervisory staff. Partial recovery of costs through introduction of additional fees for required inspections.
Part Time	0	
Contract	0	



FIRE DEPARTMENT

▶ PERFORMANCE INDICATORS:

Operational	Target
Accurate performance data based on total calls for service by career firefighters, reflecting international standards and industry best practices (NFPA 1710): - Turnout time. - Travel time (first due Pumper). - Travel time (second due Pumper).	Improvement on 2022 baseline: - 80 seconds, 90% of the time - 240 seconds (4 minutes) - 360 seconds (6 minutes)
Accurate performance data based on total calls for service by volunteer firefighters, reflecting international standards and industry best practices (NFPA 1720): - Response time – Urban Area - Minimum staff to respond. - Response Time – Rural Area - Minimum staff to respond	Improvement on 2022 baseline: - 9 minutes on scene (90% of the time) - 15 staff - 14 minutes on scene (80% of the time) - 6 staff
Staffing Deployment Model/Financial Impact	Ability to maintain three stations with full-time staff (24/7, 365 days/year).
Trial 24-hour shift schedule review/assessment	Review shift metrics (WSIB Claims, Illness, Over-time).
Emergency Response attendance tracking for Part-time Firefighters	25% of general paged calls for emergency incidents.
Certified first responders: - Total training hours (FT) - Total training hours (PT)	Meet and maintain Provincial certification of all staff.

FIRE DEPARTMENT



PERFORMANCE INDICATORS (continued):

Quality of Life	Target
Better educated public regarding fire safety: • Number of messages delivered digitally. • Number of visits or hits on these platforms.	5% increase in social media traffic and messages delivered.
Improvement of Joint Health & Safety Committee to include Mental Health strategies/awareness • Reduction in lost time due to PTSI (Post-Traumatic Stress Illness)	Track exposures to traumatic events. Track the number of referrals through Joint Health & Safety to ensure members have the access to the needed resources.

2023 Operating Budget Overview

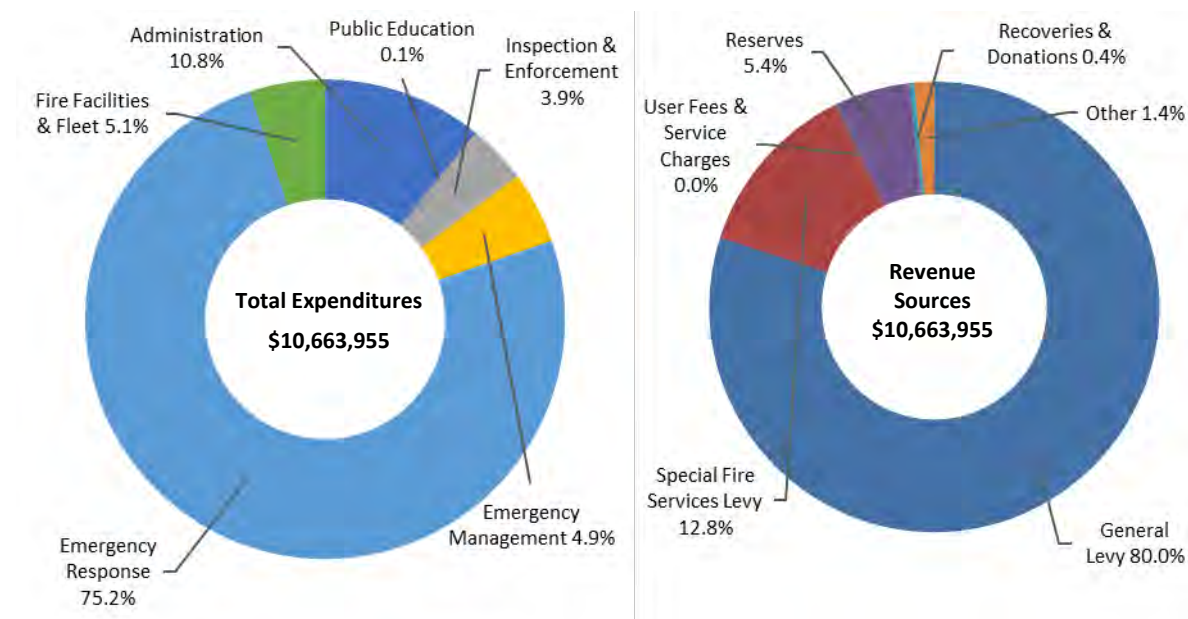
The Halton Hills Fire Department is a composite fire service providing an all-hazards response capability to natural and human-caused events from three strategically located stations. Based on the Ontario Fire Marshal's three lines of defence, the divisions provide:

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

2023 Operating Budget Highlights

The Fire Services Operating Budget for 2023 is proposed at \$10,663,955 in gross expenditures with \$1,360,955 being supported from the Special Fire Services Levy and \$8,529,200 from the general tax levy.

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	10,224,855	10,302,936	10,413,655	-	250,300	-	10,663,955	439,100	4.3%
Revenue	(686,000)	(684,652)	(523,500)	-	(250,300)	-	(773,800)	(87,800)	12.8%
Net Expenditures before special levy	9,538,855	9,618,284	9,890,155	-	-	-	9,890,155	351,300	3.7%
Special Levy - Fire Services	(1,360,955)	(1,361,858)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	8,177,900	8,256,426	8,529,200	-	-	-	8,529,200	351,300	4.3%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,125,400	1,208,141	1,155,900	-	-	-	1,155,900	30,500	2.7%
Revenue	(500)	(80,856)	(500)	-	-	-	(500)	-	0.0%
Special Levy - Fire Services	(290,900)	(290,900)	(290,900)	-	-	-	(290,900)	-	0.0%
Net Expenditures	834,000	836,385	864,500	-	-	-	864,500	30,500	3.7%
Public Education									
Expense	6,300	4,800	6,000	-	-	-	6,000	(300)	(4.8%)
Revenue	(2,500)	(2,500)	(2,500)	-	-	-	(2,500)	-	0.0%
Net Expenditures	3,800	2,300	3,500	-	-	-	3,500	(300)	(7.9%)
Inspection & Enforcement									
Expense	282,855	141,435	169,555	-	250,300	-	419,855	137,000	48.4%
Revenue	(171,500)	(52,575)	(44,000)	-	(250,300)	-	(294,300)	(122,800)	71.6%
Special Levy - Fire Services	(74,855)	(74,855)	(74,855)	-	-	-	(74,855)	-	0.0%
Net Expenditures	36,500	14,005	50,700	-	-	-	50,700	14,200	38.9%
Emergency Management									
Expense	476,200	479,444	519,200	-	-	-	519,200	43,000	9.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	476,200	479,444	519,200	-	-	-	519,200	43,000	9.0%
Emergency Response									
Expense	7,829,300	7,817,680	8,022,600	-	-	-	8,022,600	193,300	2.5%
Revenue	(496,500)	(533,500)	(461,500)	-	-	-	(461,500)	35,000	(7.0%)
Special Levy - Fire Services	(995,200)	(995,200)	(995,200)	-	-	-	(995,200)	-	0.0%
Net Expenditures	6,337,600	6,288,980	6,565,900	-	-	-	6,565,900	228,300	3.6%
Fire Facilities & Fleet									
Expense	504,800	651,436	540,400	-	-	-	540,400	35,600	7.1%
Revenue	(15,000)	(15,221)	(15,000)	-	-	-	(15,000)	-	0.0%
Special Levy - Fire Services	-	(903)	-	-	-	-	-	-	0.0%
Net Expenditures	489,800	635,312	525,400	-	-	-	525,400	35,600	7.3%
Total									
Expense	10,224,855	10,302,936	10,413,655	-	250,300	-	10,663,955	439,100	4.3%
Revenue	(686,000)	(684,652)	(523,500)	-	(250,300)	-	(773,800)	(87,800)	12.8%
Net Expenditures before special levy	9,538,855	9,618,284	9,890,155	-	-	-	9,890,155	351,300	3.7%
Special Levy - Fire Services	(1,360,955)	(1,361,858)	(1,360,955)	-	-	-	(1,360,955)	-	0.0%
Total Net Expenditures	8,177,900	8,256,426	8,529,200	-	-	-	8,529,200	351,300	4.3%

The 2023 Operating Budget proposes a net expenditure increase of \$351,300, or 4.3%. The breakdown of major budget changes are as follows:

Continuation of Existing Service Delivery

- An increase of \$259,500, or 3.2%, for compensation and benefits to maintain existing levels of service. This includes a proposed non-union and union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- The Fire Services Staffing Plan has been developed after the evaluation of the staffing pilot program implemented in 2022. The program successfully demonstrated a reduction in response and on-scene times. This staffing plan will better align and deploy staff within the community to manage fire and life safety risks reflecting international standards and industry best practices (NFPA 1710 - Changes to Fireground Staffing Levels for Career Fire Departments). The program will be funded from the Fire Services Reserve and will not have any financial impacts to the 2023 operating budget and beyond.

- Based on a 2021 municipal fire service scan, the majority of career Fire Departments have incorporated business licensing inspection fees into their funding model. Fire Services is recommending the introduction of this fee starting in 2023. Once instituted for the Town, the increase in annual revenue from this new fire inspection fee is currently estimated at \$105,000. The revenue collected from this fee as part of Town Business License Inspection fee request in 2023 and beyond will help replenish a portion of the funds drawn from the Fire Services Reserve used to accommodate a new Fire Prevention Inspector.
- A base budget increase of \$91,800 to support utility adjustments, increase in rising fuel costs, contractual obligation with the City of Burlington for shared radio costs, additional training for ongoing compliance as per the Emergency Management and Civil Protection Act, and base budget adjustments to actuals.

Statutory Compliance

- Currently the Halton Hills Fire Department is not meeting the National Fire Protection Association Fire Inspection Performance Standards. This industry best practice establishes routine inspection cycles for all occupancy classifications (Assembly, Institutional, Residential, Business, Mercantile, Industrial). With the addition of a new Fire Prevention Inspector our department will be able to; reduce the likelihood of a fire, which may cause death or injury, reduce the impacts and incidents of all fires, and achieve compliance with the fire prevention requirements detailed within the Fire Prevention and Protection Act (FPPA). This position requires an annual budget provision of \$145,300, which will be funded by the Fire Services reserve on an on-going basis. The Fire Services reserve is currently replenished by Fire Services Special Levy. To help sustain this reserve in financing this new position, a separate budget inclusion is proposed for a new business license inspection fee for an additional \$105,000 in revenue annually.

Budget Inclusion 2023

Position/Program		Ref No.	23-14
Fire Prevention Inspector		Budget Impact	\$ -
Approved by Council?	Yes ☐ No ☒	FTE Impact	1.0
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department		Division	
Fire Services		Prevention & Inspection	

Description of Services to be Performed:

This inclusion is to request one full time Fire Prevention Inspector in order to help ensure compliance with legislative inspection requirements.

Currently HHFD isn't meeting the National Fire Protection Association Fire Inspection Performance Standard. This industry best practice, establishes routine inspection cycles for all occupancy classification (Assembly, Institutional, Residential, Business, Mercantile, Industrial). As of Q3 2022, the department is 400 inspections behind. With the addition of a new fire prevention inspector our department will be able to; reduce the likelihood of a fire, which may cause death or injury, reduce the impacts and incidents of all fires and achieve compliance with the fire prevention requirements detailed within the Fire Prevention and Protection Act (FPPA) and help remove potential litigation risk for non-compliance.

This position requires an annual budget provision of \$145,300, which will be funded by the Fire Services reserve on an on-going basis. The Fire Services reserve is currently replenished by Fire Services Special Levy. In order to help sustain this reserve in financing this new position, a separate Budget Inclusion (No. 23-15) is proposed for a new fire inspection (Town Business License Inspection) fee for an estimated additional revenues of \$105,000.

Accordingly, it is recommended that a Fire Prevention Inspector be approved for 1.0 FTE at a \$145,300 base budget increase and that the funding required be financed from the Fire Services reserve in 2023 and thereafter, resulting in no tax impact. It should be noted that the long-term sustainability of this reserve will continue to be monitored through the Long-range Financial Planning update process and any financial requirement will be addressed through the future annual budget processes.

Risk if not approved: Without this ongoing resource, there will be delay or absence of completed inspections, or business licenses being renewed. This will expose the Town to an increase in potential litigation for non-compliance of legislated inspection requirements.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 145,300
Total	\$ 145,300

Account & Notes:

Revenue:

Other	\$ (145,300)
Total	\$ (145,300)

Fire Services Reserve

Net Cost	\$ -

Budget Inclusion 2023

Position/Program		Ref No.	23-15
Town Business License Inspection Fee		Budget Impact	\$ -
Approved by Council?	Yes ☐ No ☒	FTE Impact	
Included in Budget?	Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Fire Services	Division	Prevention & Inspection

Description of Services to be Performed:

This inclusion is to recommend the introduction of the new fire inspection fee to help finance a new Fire Prevention Inspector proposed in Budget Inclusion No. 23-14.

Throughout the Ontario Fire Service, fire inspection fees have been established primarily to offset fire prevention costs that are derived from businesses seeking fire prevention inspections. Local business owners and/or operators across the Town request fire prevention inspections as a result of fire prevention code compliance that is required within certain occupancy types.

Based on a 2021 municipal fire service scan, the majority of career Fire Departments have incorporated fire inspection fees (Town Business License Request) into their funding model. Once instituted for the Town, the increase in annual revenue from this new fire inspection fee is currently estimated at \$105,000. The revenue collected from this fee as part of Town Business License Request in 2023 and beyond will help replenish the funds drawn from the Fire Services Reserve used to accommodate a new Fire Prevention Inspector (as set out in Budget Inclusion No. 23-14).

Accordingly, it is recommend that new Fire Inspection Fees (Town Business License Request) be approved and that the revenue collected be transferred to the Fire Services reserve to fund a new Fire Prevention Inspector (Budget Inclusion No. 23-14).

Risk if not approved: Not collecting these fees will expediate the depletion of the Fire Services reserve, which will compromise hiring a Fire Prevention Inspector that is critical for legislative compliance.

Budget Impact:

Expenditures:

Salary & Benefits	
Other	\$ 105,000
Total	\$ 105,000

Account & Notes:

Contribution to Fire Services Reserve

Revenue:

Fees	\$ (105,000)
Other	
Total	\$ (105,000)

Town Business License Request Fee

Net Cost	\$ -

Fire Services

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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
5200-06-0102	4th Station - Small Equipment Replacement	-	-	-	-	-	-	-	10,000	10,000	10,000	30,000
5200-06-1701	Drone & Camera System	-	-	-	-	-	-	-	-	90,000	-	90,000
5200-07-0102	Personal Protective Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
5200-07-0104	Self Contained Breathing Apparatus	38,000	20,000	20,000	20,000	450,000	20,000	20,000	20,000	20,000	20,000	648,000
5200-07-0107	Heavy Extraction Equip Repl	-	150,000	-	-	-	-	-	-	-	-	150,000
5200-07-2001	Replace Gas Detection Equip	-	-	-	-	-	-	-	-	25,000	-	25,000
5400-06-0101	Replace Pagers	-	-	-	-	-	110,000	-	-	-	-	110,000
5400-06-2501	Radio Replacement	-	-	-	-	-	-	-	1,500,000	-	-	1,500,000
5500-02-2202	Retrofit and Upgrade of CCTV Systems	-	26,000	-	-	-	-	-	-	-	-	26,000
Subtotal		171,000	329,000	153,000	153,000	583,000	263,000	153,000	1,663,000	278,000	163,000	3,909,000
FLEET												
5900-25-2101	Replace Acton Station Heavy Rescue 733 (R1)	-	-	-	480,000	-	-	-	-	-	-	480,000
5900-25-2103	Replace Unit 712	-	-	-	-	96,000	-	-	-	-	-	96,000
5900-25-2104	Replace Unit 711	-	-	-	-	96,000	-	-	-	-	-	96,000
5900-25-2201	Replace Deputy Fire Chief's Car 3 Unit 713	-	-	-	-	-	-	72,000	-	-	-	72,000
5900-25-2202	Replace Rehab Trailer/Truck Unit 731	-	-	-	480,000	-	-	-	-	-	-	480,000
5900-25-2303	Replace Ladder 750 (A3)	1,800,000	-	-	-	-	-	-	-	-	-	1,800,000
5900-25-2401	Replace Tanker 743 (T1)	-	720,000	-	-	-	-	-	-	-	-	720,000
5900-25-2403	Replace Pump 721 (P2)	-	1,020,000	-	-	-	-	-	-	-	-	1,020,000
5900-25-2501	Replace Pump 724 (P1)	-	-	1,020,000	-	-	-	-	-	-	-	1,020,000
5900-25-2801	ATV and Utility Trailer	-	-	-	-	-	25,000	-	-	-	-	25,000
5900-25-2802	Mobile Light Tower & Generator	-	-	-	-	-	17,000	-	-	-	-	17,000
5900-25-3001	Replace Support Unit 709 (109)	-	-	-	-	-	-	-	84,000	-	-	84,000
5900-25-3002	Replace Support Unit 710 (310)	-	-	-	-	-	-	-	72,000	-	-	72,000
5900-25-3003	Training Division Passenger Van	-	-	-	-	-	-	-	96,000	-	-	96,000
5900-25-3004	Replace Pump 725 (P3)	-	-	-	-	-	-	-	1,020,000	-	-	1,020,000
Subtotal		1,800,000	1,740,000	1,020,000	960,000	192,000	42,000	72,000	1,272,000	-	-	7,098,000
FACILITIES												
5500-02-1601	Training Centre Upgrades	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
5500-02-2203	Station Renovations - Acton Station	400,000	-	-	-	-	-	-	-	-	-	400,000
5500-02-2301	Station Renovations - Maple Ave Station	-	-	-	-	-	-	-	-	100,000	-	100,000
5500-02-3101	Station Renovations - Headquarters	-	-	-	-	-	-	-	-	100,000	-	100,000
5500-06-2501	Marquee - Acton Station	-	-	80,000	-	-	-	-	-	-	-	80,000
5501-02-2001	Acton Fire Hall Parking Lot Repaving	-	45,000	-	-	-	-	-	-	-	-	45,000
Subtotal		400,000	55,000	90,000	10,000	10,000	10,000	10,000	10,000	210,000	10,000	815,000

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
GROWTH												
5000-22-2001	Fire Serv MP&Commty Risk Assmt	-	-	-	-	-	90,000	-	-	-	-	90,000
5200-06-2601	4th Station - Small Equipment	-	-	-	-	-	200,000	-	-	-	-	200,000
5200-07-0109	4th Station - Outfit New FT Firefighters (21 FF)	-	-	-	-	-	270,000	-	-	-	-	270,000
5200-07-2601	4th Station - Extrication Equipment	-	-	-	-	-	150,000	-	-	-	-	150,000
5500-03-2301	4th Station & Training Centre Constr	-	-	-	-	-	-	5,200,000	-	-	-	5,200,000
5500-03-2501	4th Station - Design & Eng	-	-	-	-	500,000	-	-	-	-	-	500,000
5500-03-2701	4th Station - Equipment & Furnishings	-	-	-	-	-	150,000	1,626,000	-	-	-	1,776,000
5500-08-2501	4th Station - Land Acquisition	-	-	-	-	3,000,000	-	-	-	-	-	3,000,000
5900-25-2301	4th Station - Aerial 752 (A4)	-	-	-	-	-	1,962,000	-	-	-	-	1,962,000
5900-25-2302	4th Station - Support Unit 715 (414)	-	-	-	-	-	94,000	-	-	-	-	94,000
5900-25-2601	4th Station - Tanker (New)	-	-	-	-	-	892,000	-	-	-	-	892,000
5900-25-2701	4th Station - Pumper - P4 (Equipped)	-	-	-	-	-	1,242,000	-	-	-	-	1,242,000
5900-25-2702	4th Station - Rescue - R4 (Equipped)	-	-	-	-	-	1,390,000	-	-	-	-	1,390,000
Subtotal		-	-	-	-	3,500,000	6,440,000	6,826,000	-	-	-	16,766,000
TOTAL FIRE SERVICES		2,371,000	2,124,000	1,263,000	1,123,000	4,285,000	6,755,000	7,061,000	2,945,000	488,000	173,000	28,588,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The Fire Services capital program ensures sustained service delivery through the efficient lifecycle management of equipment, fleet, and facilities. 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 totals \$28.59 million with \$2.37 million proposed for 2023. The following summarizes key components of the capital forecast:

- A 10-year total of \$3.9 million related to the lifecycle replacement of equipment is required for firefighter gear and protective equipment, radios, as well as training equipment and vehicle outfitting.
 - o \$100,000 annually to replace firefighter personal protective equipment that has reached the end of its lifecycle or is damaged beyond repair.
 - o \$33,000 annually to replace the small equipment inventory is required to meet current Fire Service standards with a focus on user safety, reliability and utilizing the latest technology, thereby providing fire fighters with dependable equipment for a constant state of readiness.
 - o Annual replacement (\$648,000 over the 10-year plan) of existing non-compliant SCBA components with those meeting regulatory standards.
 - o \$1.5 million in 2030 for the replacement of the radios.

- A total of \$7.1 million over the 10-year capital plan for the lifecycle replacement of Fire's fleet.
 - In 2023, Ladder 750 will be replaced as it has reached its full service life expectancy (20 years) at a cost of \$1.8 million. This is the only ladder apparatus in our fleet that can provide elevated water streams and multi-storey rescue capabilities. The replacement of Ladder 750 is in accordance with the apparatus acquisition and capital equipment replacement plan as well as endorsed by the Fire Master Plan (2014).
- \$815,000 for facility repairs and upgrades, including \$400K in 2023 for the renovations (washrooms/shower, locker rooms, kitchen and plumbing) of the Acton Station to accommodate all-gender firefighters. The renovations will further the Town's corporate goal to become net zero by 2030.
- \$16.77 million starting in 2027 for the land acquisition, construction and outfitting of a fourth fire station to extend protection to growth areas along the 401 corridor. This facility would include an upgraded training centre, as well as new fleet and equipment.
- Staff will continue to explore low-carbon fleet replacement options.

Fire Services

2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
254	5900-25-2303	Replace Ladder 750 (A3)	5.00	1,800,000	1,800,000	-	-	1,800,000	-	-
255	5500-02-2203	Acton Fire Station Architectural Design Phase	5.00	400,000	400,000	-	-	400,000	-	-
256	5200-06-0101	Small Equipment Replacement	5.00	33,000	33,000	-	-	33,000	-	-
257	5200-07-0102	Personal Protective Equipment Replacement	5.00	100,000	100,000	75,000	-	25,000	-	-
258	5200-07-0104	Self Contained Breathing Apparatus Replacement	5.00	38,000	38,000	-	-	38,000	-	-
2023 Total				2,371,000	2,371,000	75,000	-	2,296,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 5900-25-2303	Project Name Replace Ladder 750 (A3)		2023 Budget \$1,800,000
Department Fire Services		Division Fleet	Project Manager Bruce Morrison
Service Category Fire Services		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Equipment Reserve \$1,800,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Ladder 750 is a 2004 Spartan Rosenbauer 65' ladder apparatus that has reached its full service life expectancy (20 years). This is the only ladder apparatus in our fleet that can provide elevated water streams and multi-storey rescue capabilities. The replacement of Ladder 750 is in accordance with the apparatus acquisition and capital equipment replacement plan as well as endorsed by the Fire Master Plan (2014).		
Deliverables:	A new fire apparatus in compliance with National Fire Protection Association (NFPA) 1901 Standard for Automobile Fire Fighting Apparatus. An Aerial platform designed to meet the mission requirements of the community when responding to "All Hazards". The new apparatus will incorporate new technologies to allow firefighters to be easily and safely operate the unit at fire scenes. It will be built utilizing components that will reduce its environmental impact over its serviceable life.		
Benefits:	A ladder apparatus with extended reach capabilities well in excess of 65' (100'-110'). The extended reach will allow for the safe placement of this apparatus at fire scenes and improved access to multi-storey units and industrial/commercial occupancies. This new apparatus will incorporate the latest safety and occupant protection features for our firefighters.		
Risks If Not Implemented:	This apparatus is the only ladder unit in our fleet and without its replacement, we can no longer provide elevated water streams and multi-storey rescues. In the absence of this unit, we will be forced to rely on mutual aid from our neighbouring municipalities. The Fire Underwriters Insurance Grading for the Town can be negatively impacted by the use of older apparatus and result in a downgrade of the Public Fire Protection Classification (CFPC). 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.		
Additional Information:	National Fire Protection Association (NFPA) 1901 Standard for Automobile Fire Fighting Apparatus, Occupational Health & Safety Act and Ontario Regulation 714/94 - Firefighters - Protective Equipment Regulation.		

2023 Capital Project Information Sheet

Project No. 5500-02-2203	Project Name Acton Fire Station Architectural Design Phase		2023 Budget \$400,000
Department Fire Services	Division Facilities	Project Manager Bruce Morrison	
Service Category Fire Services		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$400,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Construction	
Description			
Scope:	This project is to renovate a 33-year old facility originally designed to house part-time firefighters. At present day it supports, in addition to part-time firefighters, career staff who work a 24/7 model. To date, multiple renovations have occurred to make the best use of existing space. However, our workforce is now comprised of firefighters identifying of all genders and our previously designed space and renovations can no longer accomodate our needs. Renovations will include: locker rooms, washrooms, kitchen, plumbing and dormitory. This is a multi-year project beginning with a Feasibility Study. This study is now underway and project costs are for building renovations only, but do not include the necessary costs to meet Net Zero goals.		
Deliverables:	A facility renovated (washrooms/shower, locker rooms, kitchen and plumbing) to accommodate all-gender firefighters. The renovations will further the Town's corporate goal to become Net Zero by 2030.		
Benefits:	The renovation of the Acton Station will bring the facility in line with present-day building/environmental standards and provide a workplace that is safe and functional for all users. Renovations will utilize energy efficiency best-practises, reducing operating costs, while maintaining a desired level of service to the community.		
Risks If Not Implemented:	Acton fire station renovations are critical to ensure the facility meets modern day legislative compliance/ building/environmental standards.		
Additional Information:	Legislation: Canadian Human Rights Act, Ontario Human Rights Code, Ontario Building Code, Occupational Health & Safety Act, NFPA 1201 Standard for Providing Fire and Emergency Services to the Public - Chapter 4.8 Asset Management, NFPA 1500 Standard on Fire Department Occupational Safety, Health, and Wellness Program Chapter 10 - Facility Safety		

2023 Capital Project Information Sheet

Project No. 5200-06-0101	Project Name Small Equipment Replacement		2023 Budget \$33,000
Department Fire Services		Division Suppression	Project Manager Bruce Morrison
Service Category Fire Services		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Equipment Reserve \$33,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of this project is to proactively replace small emergency response equipment due to life cycle, damage, and to utilize the latest technologies (ie: batteries) to reduce environmental impacts. Tools replaced are essential to fireground and rescue operations.		
Deliverables:	The primary deliverable of this project is to ensure reliable equipment is available, staff safety is not compromised, operational efficiency/customer service provided and to meet any regulated standards applicable to emergency operations.		
Benefits:	Small equipment inventory will meet current Fire Service standards with a focus on user safety, reliability and utilizing the latest technology, thereby providing fire fighters with dependable equipment for a constant state of readiness.		
Risks If Not Implemented:	Safety and operational requirements could be compromised as once reliable equipment is damaged beyond repair or reaches its life expectancy and fails.		
Additional Information:	Legislation: Occupational Health & Safety Act, Section 21 Guidance Note 1-6 (equipment) and 1-7 (electrical equipment).		

2023 Capital Project Information Sheet

Project No. 5200-07-0102	Project Name Personal Protective Equipment Replacement		2023 Budget \$100,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$25,000	
Future Period Capital Requirements Annual		Base Capital \$75,000	
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of this project is to replace fire fighting personal protective equipment (PPE) that has met its regulatory end of service life and must be replaced or is PPE that is damaged beyond repair and requires replacement.		
Deliverables:	Replacement of firefighter personal protective equipment that has reached the end of its lifecycle or is damaged beyond repair. Personal protective equipment that meets regulatory standards designed to keep firefighters safe in hostile fireground environments.		
Benefits:	Providing firefighters with compliant protective equipment that meets current NFPA Standards will ensure firefighters are protected, reduces the possibility of injury and not limit 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:	Legislation: NFPA 1851 - Selection, Care, and Maintenance of Protective Ensembles for Structural Firefighting and Proximity Firefighting; NFPA 1971 - Standard on Protective Ensembles for Structural Firefighting O. Reg. 714/94: Firefighters - Protective Equipment.		

2023 Capital Project Information Sheet

Project No. 5200-07-0104	Project Name Self Contained Breathing Apparatus Replacement		2023 Budget \$38,000
Department Fire Services	Division Suppression	Project Manager Bruce Morrison	
Service Category Fire Services		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Equipment Reserve \$38,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of this project is to ensure firefighters have the necessary Self Contained Breathing Apparatus (SCBA) components used to meet regulatory requirements. This equipment ensures firefighters are able to operate within environments that pose an immediate danger to life and health..		
Deliverables:	Primary deliverables of this project is the replacement of existing non-compliant SCBA components with those meeting regulatory standards.		
Benefits:	The quality of SCBA will meet applicable standards and regulations. Fire fighters will have access to safe and dependable equipment to use when required and limit their response at emergency incidents. This will ensure their exposures to toxins are greatly reduced ensuring their continued good health.		
Risks If Not Implemented:	It is an Ontario Health and Safety Legislated function to ensure firefighters have the necessary equipment. Section 21 Health and Safety Guidance note/Respiratory Protection Program - compliance.		
Additional Information:	Legislation: NFPA 471 - Responding to Hazardous Materials Incidents. Occupational Health & Safety, Section 21, Guidance Note 1-9 (SCBA cylinders), Ontario Regulation 714/94 (firefighter safety).		



Transportation & Public Works

2023 Budget & Business Plan

TRANSPORTATION & PUBLIC WORKS

Vision Statement:

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

Mission Statement:

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



2023 BUSINESS PLAN



TRANSPORTATION & PUBLIC WORKS

DEPARTMENT OVERVIEW:

The Transportation & Public Works Department has five divisions: Building Services, Transportation, Development Engineering, Engineering & Construction 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 service.

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, street lighting and other traffic related infrastructure. Provide a safe and reliable transit service for people with disabilities, seniors and youth.

Development Engineering

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

Engineering & Construction

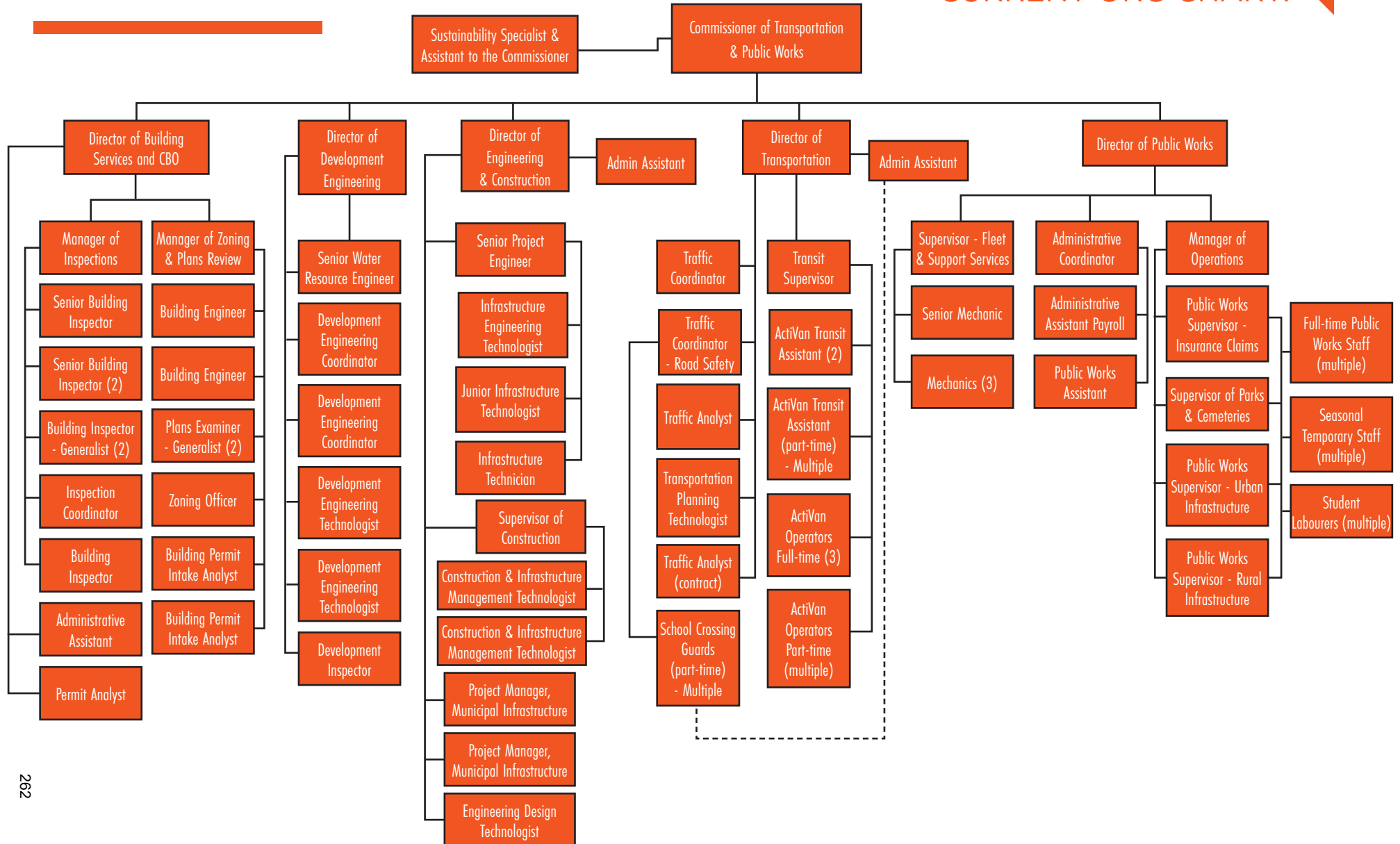
Responsible for planning, designing and delivering the capital budget program associated with roads, bridges, active transportation facilities, culverts and storm water management in a safe, cost-effective manner that addressed regulatory requirements and the needs of the community.

Public Works

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

TRANSPORTATION & PUBLIC WORKS

CURRENT ORG CHART: ◀



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES:

Building Services

- Ontario 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
- Applicable law review and compliance

Transportation

- Active transportation
- ActiVan – accessible transit program
- School crossing guards
- Streetlighting
- Traffic calming
- Traffic signal implementation and maintenance
- Transportation planning and Class EAs
- Road safety
- Traffic operations-youth transportation

Development Engineering

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



TRANSPORTATION & PUBLIC WORKS

► CORE ACTIVITIES:



Engineering & Construction

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

Public Works

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

TRANSPORTATION & PUBLIC WORKS

▶ 2022 ACCOMPLISHMENTS/SUCCESSIONS:

Building Services

- Implemented procedures for the issuance and tracking of orders under the Ontario Building Code Act.
- Initiated a Building Process Review (BPR) project that will see the Building Division review and streamline all processes related to the intake and issuance of building permit submissions, including onsite inspection processes and building violation processes.
- Initiated an online electronic building permit submission process that will be implemented and available to the public in Q4 of 2022.
- Implemented a “phased” permitting issuance process to allow developments to begin construction on specific elements of a building project.

Engineering & Construction

- Completed the phase 2 reconstruction of 22 Sideroad from 50m East of Elizabeth Street, Limehouse, to Highway 7. Included a paved shoulder for active transportation, stormwater management improvements, and the intersection improvements at Sixth Line.
- Completed the intersection improvement of Guelph Street and Sinclair Avenue with funding from the MTO’s Connecting Links program. This included the construction of a multi-use path on Sinclair Avenue from Calvert Drive to Guelph Street.
- Completed the construction of active transportation amenities (bike lanes) on Maple Avenue from Trafalgar Road to Main Street.
- Completed the rehabilitation of the Mountainview Road bridge over the Hungry Hollow. This included the removal of the longitudinal construction joint seal which will lower operating and maintenance cost. It also brings the structure in line with the latest Ontario Bridge Code which will enhance pedestrian and cyclist safety.



TRANSPORTATION & PUBLIC WORKS

► 2022 ACCOMPLISHMENTS/SUCCESES (continued):

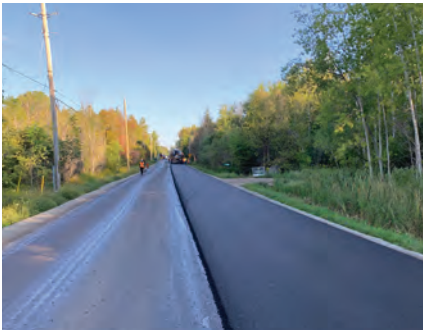
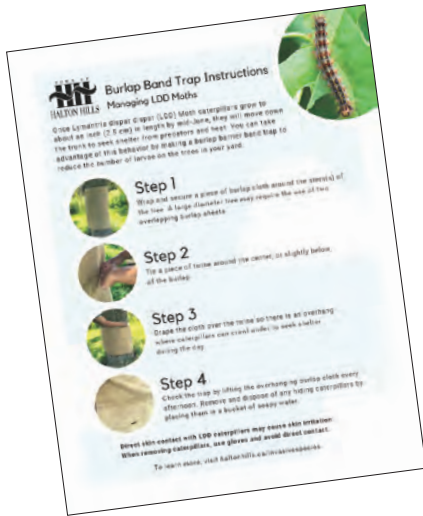
Transportation

- Successfully provided an ActiVan Shuttle Bus Pilot Project to provide service to Oakville Trafalgar Memorial Hospital.
- Constructed bus stop pads, shelters and amenities and commenced with scheduled Transit Service on Steeles Avenue in collaboration with Milton Transit.
- Completed Confederation Street Neighbourhood Traffic Calming Plan and implemented temporary speed humps on Confederation Street..
- Completed 40km/h Neighbourhood Speed Limit Area Policy.
- Implemented Indigenous Crosswalk at Wildwood Road/Main Street and Confederation Street in Glen Williams.
- Completed installation of the traffic control signal at Main Street North and School Lane.
- Installed 3 pedestrian crossovers at Maple Avenue and Gilmer Court, Moore Park Crescent and Joycelyn Crescent and Robinson Road between Bowman Street and Orchid Avenue.
- Implemented on-road bike lanes on Tanners Drive from Churchill Road South to Churchill Road North.
- Installed all-way stop controls at Princess Anne Drive and Halton Hills Drive, Maria Street and Poplar Avenue/Crescent Street and College Street and Ontario Street.
- Completed Guelph Street streetlight replacement Infrastructure from FreshCo to Canadian Tire.
- Determined the location of 24 Community Safety Zones to prepare for future implementation of Automated Speed Enforcement.
- Installed Vehicle Activated Traffic Calming Signs on 32 Sideroad and 22 Sideroad.
- Traffic signal LED upgrades completed at Maple Avenue and Delrex Boulevard, Mountainview Road and Pennington Crescent and Mountainview Road and Sargent.
- Installed two rural streetlight installations at Fourth Line and 22 Sideroad North and Fourth Line and 22 Sideroad South.



TRANSPORTATION & PUBLIC WORKS

► 2022 ACCOMPLISHMENTS/SUCCESES (continued):



Public Works

- Continued implementation of Corporate Fleet Management Strategy objectives. Initiation of work program to develop a Corporate Fleet Electrification Strategy.
- Development of a 2022 Lymantria Dispar Dispar Moth Response Plan.
- Continued evolution of Winter Control Strategy to respond to changing weather events and expansion of the pathway/sidewalk plowing program to accommodate increased demand for outdoor exercise opportunities.

Development Engineering

- Maintained current level of service within the Development Engineering Division during COVID-19 and the systems interruption.
- Established a flow/weather monitoring station to help collect data for local climate monitoring.
- Successfully applied for the Ministry of the Environment, Conservation and Parks (MECP) Complete Linear Infrastructure Environmental Compliance Approval for of the Town storm sewer and stormwater management infrastructure.
- Concluded (mostly) the Bell Fibre to home.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Challenges:

Traffic Operations and Road Safety (Transportation)

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. Transportation staff continue to support other departments' initiatives, studies and projects within the corporation. As part of the climate change emergency, there is a need to expand active transportation infrastructure and promote sustainable travel and reduce the need of single occupancy vehicles to further enhance options such as walking, cycling, transit and carpooling.

Site Alteration Enforcement (Development Engineering)

There continues to be a significant number of large scale or complex complaints for site alteration issues. The contraventions are typically complicated as they intertwine with planning, zoning, Halton Region and conservation authorities. Violations are increasingly associated with illegal or unapproved business operations (e.g., truck parking, etc.) further increasing the complexity of enforcement.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Challenges: (continued)

Delivery of Services (Building)

As the Town transitions to digital services, maintaining continuous operations in compliance with the requirements of the Building Code Act and public expectations presents a challenge. The development and implementation of digital permitting processes and systems while maintaining expected service levels has resulted on increased strain on staff resources.

The Ministry of Municipal Affairs and Housing have added a “Tiny Home” permit issuance process that has presented municipalities with a new challenge for implementation (currently being reviewed by the Ontario Building Officials Association).

Due to recent changes by the Province, the process for coordinating and collecting Development Charges (DC) has increased in scope and complexity resulting in increased demands on staff resources. Increases in Ontario Building Code violation investigations has also placed a strain on staff resources.

Specialized Transit (Transportation)

There is an increased need to provide transportation for ActiVan clients to locations such as Oakville Trafalgar Memorial Hospital for co-operative programs, medical appointments, dialysis treatments and transfers to other municipal transit services. To provide this service requires an expansion of service delivery times and additional ActiVan Transit Operators.

Infrastructure Locates (Engineering and Construction)

Through Ontario One Call, the Town is responsible for providing locates for the Town’s buried infrastructure. The introduction of Bill 93, the Getting Ontario Connected Act legislation facilitated major changes to how locates are delivered and increases the Town’s requirements on providing timely locates. To satisfy these requirements, a modified approach for locates was required and includes utilizing specialized third-party contract services.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Challenges: (continued)	Climate and Environment (Public Works) The Town is experiencing the impacts of climate change and the related predictions of extreme weather events. In recent years, unusual storm events in both summer and winter, such as heavy rainfalls, wind and ice events, seem to be increasing. These extreme weather events will continue to challenge Public Works' ability to respond and the capacity of the Town's infrastructure. Climatic conditions in combination with other environmental stressors (e.g., invasive species) also place a significant strain on the Town's natural assets.
Opportunities:	Implementation of Asset Management Information System and Corporate Fleet Management Strategy (Public Works) The ongoing implementation of an asset management information system (AMIS) with the associated work order system will assist Public Works in the planning and delivery of preventative maintenance and inspection programs. This initiative will also support the implementation of several recommendations within the Council-approved Corporate Fleet Management Strategy. In fully realizing these initiatives, staff expect there will be resource constraints. These constraints will be identified as the projects proceed. Update Standards (Engineering & Construction / Development Engineering) Enhance and adjust design standards, methods and materials associated with road and stormwater infrastructure to support climate change adaptation, life cycle enhancement and sustainability. Excess Soil Management (Engineering & Construction/ Development Engineering) Continued review and enhancement of processes and standard documents associated with delivery of development activities and road infrastructure to meet the new excess soils regulation (O. Reg. 406/19) which is intended to promote the beneficial reuse of excess soils in Ontario.

TRANSPORTATION & PUBLIC WORKS

► ENVIRONMENTAL SCAN:



Opportunities: (continued)	Traffic Engineering Workplan (Transportation and Transit) Implement projects/programs based on the approved Traffic Engineering Workplan including non-intrusive traffic calming measures such as flexible bollards and radar messaging boards within urban areas of the community. The use of these measures has been proven to be effective and can be implemented quickly to address speeding concerns. This will also allow Halton Regional Police Service to provide resources for enforcement in targeted areas to address speeding, aggressive driving and trucking concerns. Funding (Transportation and Transit) Continue leveraging funding opportunities for Active Transportation and Transit to meet the Town's Climate Change objectives. E-Permitting (Building/Development Engineering) Completion of the Building Process Review to allow for the Building Division to move forward establishing an electronic portal system for building permit submissions. Streamlining the website based electronic permit submission tool following implementation to allow electronic submissions for all building permit types until a fully integrated electronic portal system is established. Collaborate with Finance to utilize the AMANDA system to calculate, coordinate and collect development charges to further streamline the development charge process. Create and implement a digital property file storage system for all Town departments to utilize.

TRANSPORTATION & PUBLIC WORKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Implement the Automated Speed Enforcement and Traffic Engineering Workplan.	Implement Community Safety Zones on various roads within the community to support the development of an implementation plan for Automated Speed Enforcement. Implement pedestrian crossings, flashing beacons, traffic control signals enhancements and other road safety measures at various locations. Implement enhancements for active transportation.	- Transportation	Reduce operating speed in various areas of the community and improve the overall safety of the roadway for vehicles, pedestrians and cyclists.	- Transportation
2. Initiate Electronic Plans Review	Complete a business process review of the building division's workflows and processes within the AMANDA system. Initiate process for identifying and implementing an electronic permitting public portal for all building permit applications. Utilize existing tools to establish a hybrid electronic permitting submission system for all building permit applications including large subdivision developments during the business process review and electronic permitting and portal system implementation.	- Building	Streamline all processes in preparation of an electronic permitting system and public portal. Provide Halton Hills with the most effective system for electronic permitting with an emphasis on the end user experience. Establishing a hybrid system for all building permit submissions including large subdivision developments A hybrid system will assist the public by giving an electronic option for building permit submissions while the streamlining process and implementation of a public portal is completed.	- Fiscal & Corporate Management

TRANSPORTATION & PUBLIC WORKS

► KEY INITIATIVES (continued):



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Tenth Line Resurfacing	Resurfacing of the road to maintain it in a state of good repair.	- Engineering & Construction	Long term financial savings through extension of the useful life of the road and improved road safety.	- Transportation - Fiscal & Corporate Management
4. Complete Development Management Initiatives - 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.	- Development Engineering	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.	- Shaping Growth - Fiscal & Corporate Management
5. Robert C. Austin Ops Centre Master Plan	Development of a long-term plan to address current and future needs associated with operations, staffing and storage for Public Works and Transit Services. Will also incorporate fleet electrification requirements.	- Public Works	Detailed plan for future capital works to accommodate operational needs and facilitate the electrification/low carbon transition of the Town fleet to support climate change initiatives.	- Climate Change & Environment - Fiscal & Corporate Management

TRANSPORTATION & PUBLIC WORKS

► STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.9	ActiVan Drivers (existing service to OTMH) Continuation of a part-time Transit Operator is required in order to cover the hours of service to maintain the current OTMH program.
	+0.3	ActiVan Drivers (expanded service to OTMH) Provide an additional part-time Transit Operator is required in order to cover the additional hours of service related to the expanded OTMH program.
Contract	+0.2	Traffic Analyst Renewal of Traffic Analyst Contact to provide technical support related to traffic operations and safety; installation, maintenance and operation of traffic control devices; traffic engineering/planning studies and analysis; and development of inventory/database systems. Required to maintain current level of service.
	+1.0	Traffic Coordinator (ASE) Perform various traffic related duties to maintain service levels while existing staff coordinate and implement the new Automated Speed Enforcement (ASE) service. The duties for this contract position include coordinating core activities such as streetlighting, traffic signal implementation and maintenance, and other traffic operations.

TRANSPORTATION & PUBLIC WORKS



PERFORMANCE INDICATORS:

Operational	Target
Building and demolition permits	- 900
Building inspections	- 8,500
Engineering permits (site alteration, excavation/entrance, municipal consent)	- 260

Quality of Life	Target
Bike Lanes and multi-use pathways added (lane km)	- 35 km
ActiVan ridership (including taxi)	- 43,140
Youth ridership	- 963
Roads maintained (lane km)	- 1,100 km
Capital construction value	- \$10,500,000

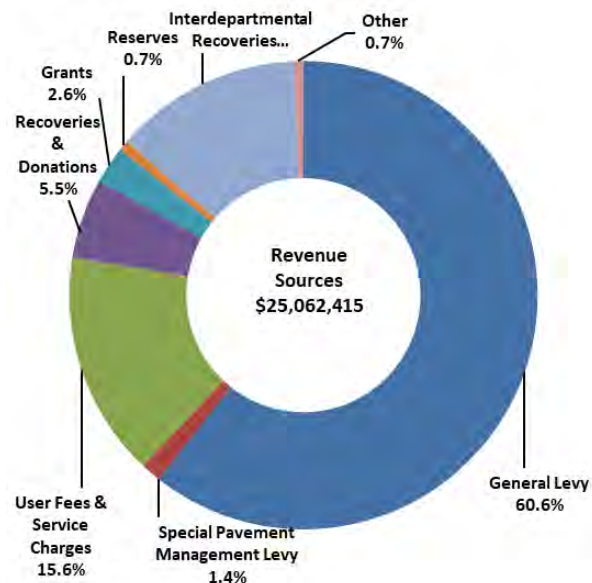
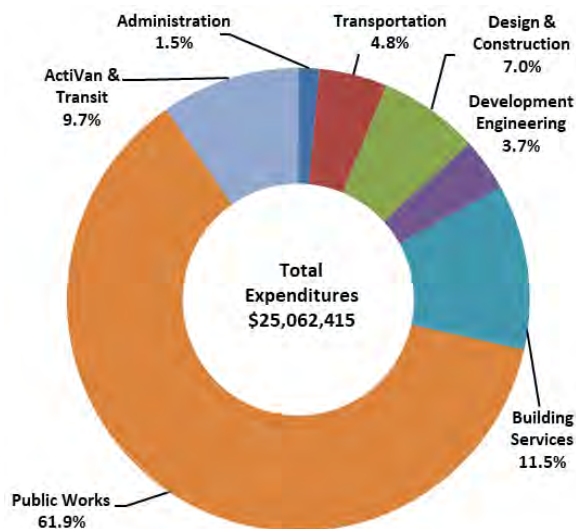
2023 Operating Budget Overview

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

2023 Operating Budget Highlights

The 2023 Operating Budget for Transportation & Public Works of \$25,062,415 in gross expenditures, and \$15,190,900 in net expenditures, supports the work performed by all divisions within the Transportation & Public Works Department.

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Total									
Expense	23,803,276	23,827,554	24,533,415	77,800	362,300	88,900	25,062,415	1,259,139	5.3%
Revenue	(9,070,976)	(8,832,054)	(9,237,315)	-	(201,400)	(88,900)	(9,527,615)	(456,639)	5.0%
Net Expenditures Before Special Levy	14,732,300	14,995,500	15,296,100	77,800	160,900	-	15,534,800	802,500	5.4%
Special Pavement Management Levy	(343,900)	(344,008)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	14,388,400	14,651,492	14,952,200	77,800	160,900	-	15,190,900	802,500	5.6%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	360,400	284,165	366,700	-	-	-	366,700	6,300	1.7%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	360,400	284,165	366,700	-	-	-	366,700	6,300	1.7%
Transportation									
Expense	817,400	806,865	812,000	-	296,000	88,900	1,196,900	379,500	46.4%
Revenue	-	(96,700)	-	-	(184,800)	(88,900)	(273,700)	(273,700)	0.0%
Net Expenditures	817,400	710,165	812,000	-	111,200	-	923,200	105,800	12.9%
Automated Speed Enforcement									
Expense	-	-	-	-	-	-	-	-	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	-	-	-	-	-	-	-	-	0.0%
Engineering & Construction									
Expense	1,644,700	1,583,431	1,748,000	3,500	-	-	1,751,500	106,800	6.5%
Revenue	(105,400)	(25,700)	(47,300)	-	-	-	(47,300)	58,100	(55.1%)
Special Pavement Management Levy	(343,900)	(344,008)	(343,900)	-	-	-	(343,900)	-	0.0%
Net Expenditures	1,195,400	1,213,723	1,356,800	3,500	-	-	1,360,300	164,900	13.8%
Development Engineering									
Expense	895,200	678,605	934,600	-	-	-	934,600	39,400	4.4%
Revenue	(719,900)	(511,304)	(734,600)	-	-	-	(734,600)	(14,700)	2.0%
Net Expenditures	175,300	167,300	200,000	-	-	-	200,000	24,700	14.1%
Building Services									
Expense	2,797,900	2,647,428	2,886,800	-	-	-	2,886,800	88,900	3.2%
Revenue	(2,442,200)	(2,299,231)	(2,459,000)	-	-	-	(2,459,000)	(16,800)	0.7%
Net Expenditures	355,700	348,196	427,800	-	-	-	427,800	72,100	20.3%
Public Works									
Expense	15,378,204	16,001,649	15,445,015	56,300	-	-	15,501,315	123,111	0.8%
Revenue	(4,899,976)	(5,153,547)	(5,077,915)	-	-	-	(5,077,915)	(177,939)	3.6%
Net Expenditures	10,478,228	10,848,102	10,367,100	56,300	-	-	10,423,400	(54,828)	(0.5%)
ActiVan & Transit									
Expense	1,909,472	1,825,412	2,340,300	18,000	66,300	-	2,424,600	515,128	27.0%
Revenue	(903,500)	(745,572)	(918,500)	-	(16,600)	-	(935,100)	(31,600)	3.5%
Net Expenditures	1,005,972	1,079,841	1,421,800	18,000	49,700	-	1,489,500	483,528	48.1%
Total									
Expense	23,803,276	23,827,554	24,533,415	77,800	362,300	88,900	25,062,415	1,259,139	5.3%
Revenue	(9,070,976)	(8,832,054)	(9,237,315)	-	(201,400)	(88,900)	(9,527,615)	(456,639)	5.0%
Net Expenditures Before Special Levy	14,732,300	14,995,500	15,296,100	77,800	160,900	-	15,534,800	802,500	5.4%
Special Pavement Management Levy	(343,900)	(344,008)	(343,900)	-	-	-	(343,900)	-	0.0%
Total Net Expenditures	14,388,400	14,651,492	14,952,200	77,800	160,900	-	15,190,900	802,500	5.6%

The Transportation and Public Works Department's 2023 Operating Budget represents an \$802,500 or 5.6% net increase from the approved 2022 Operating Budget. The following major budget changes are included in the Transportation & Public Works Operating Budget for 2023:

Continuation of Existing Service Delivery

- The 2023 budget includes a \$300,970 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.5% proposed non-union economic adjustment.

- 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.
- Other changes for the Transportation division include the extension of the contract Traffic Analyst (+0.2 FTE) totalling \$78,200 to support traffic operations.
- Operating costs totalling \$77,800 resulting from impacts of the implementation of the Town's Capital program have been included. These costs include additional provisions for items such as pavement marking maintenance/repainting, maintenance costs for new traffic signal infrastructure, parks maintenance costs for new parks & amenities, and maintenance costs for Steeles Avenue transit infrastructure.
- \$399,000 increase for the annualization of the costs associated with the Steeles Avenue Transit service which was previously approved as part of the 2022 Budget is included in the base budget for 2023.
- A reduction in the base budget of \$(158,900) has been made for the reallocation of overhead costs for the Robert C. Austin Operations Centre and the Acton Public Works facility to the Facilities division within Recreation & Parks. This change allows for better alignment of the budget with the management of the operations of those facilities.
- Other base budget changes include a reallocation of \$(200,000) of the Town's Surface Treatment program for rural roads from the operating budget to the capital budget. The amount has been moved from the Transportation & Public Works department to the Corporate budget as a transfer to the Town's Transportation Infrastructure reserve which will fund the program in the capital budget going forward.
- Lastly, miscellaneous adjustments and changes of a net amount of \$97,730 which includes inflationary adjustments for fuel & winter control material costs, as well as other administrative changes are included in the base budget to support existing service delivery.

Statutory Compliance

- Provisions of an additional \$125,000 for contracted services have been included as a base budget change to provide enhanced locate services as a result of mandatory legislative requirements associated with Bill 93, Getting Ontario Connected Act, 2022.

Investment In Transportation & Transit

- A Budget inclusion has been made for the implementation of a new Automated Speed Enforcement (ASE) program. The net program costs totalling \$33,000 included for 2023 are based on the implementation of a single camera to support traffic safety operations and reduce traffic speeds in the community. These net costs also include a Traffic Coordinator (+1.0 FTE) position to cover existing traffic operations during the

implementation phase of the program. Additional capital funding in the capital budget has been included for the purchase of necessary equipment for the program.

- Provisions to support the permanent delivery of ActiVan transportation services to Oakville Trafalgar Memorial Hospital have also been included. The net cost of the program of \$49,700 includes the continuation of the level of service provided during the previous pilot program, as well as service enhancements that have been recommended by staff and outlined in council report TPW-2022-0025. As part of the inclusions, additional part-time ActiVan driver hours (+1.2 FTE) are required for the implementation of the base and expanded service.

Budget Inclusion 2023

Position/Program		Ref No.	23-16
OTMH ActiVan Service Program Implementation		Budget Impact	\$ 36,900
Approved by Council?	Yes ☐ No ☒	FTE Impact	0.9
Included in Budget?	Yes ☒ No ☒	Effective Date	January 1, 2023
Department		Division	
Transportation & Public Works		ActiVan & Transit Services	

Description of Services to be Performed:

As detailed in report TPW-2022-0025, the Town has implemented a pilot service since 2020 to provide a shuttle service for specialized transit customers to Oakville Trafalgar Memorial Hospital (OTMH) and to accommodate transportation demand for this location using the ActiVan service.

Based on the success of the pilot program and the continued demand, it is requested that the service to OTMH is extended on a permanent basis. It should be noted that this request (#23-16) is to continue the existing pilot program only and that a separate Budget Inclusion is proposed (#23-17) to expand the servicing scope as discussed in report TPW-2022-0025.

The pilot program has been provided using existing staff and budget capacity as a result of COVID-19. The extension of the service will require additional funding of \$49,400 annually, as COVID-19 related savings are no longer available. The \$49,400 consists of \$41,000 to for an additional 1,560 hours for Transit Operators (or 0.9 FTE) and \$8,400 for fuel costs. The total cost is expected to be offset by a fare revenue estimated at \$12,500, which results in a net annual funding requirement of \$36,900.

Accordingly, it is recommended that the existing pilot service to OTMH be extended on a permanent basis at a \$49,400 base budget increase, with an additional 0.9 FTE impact.

Risk if not approved: Affordable specialized transit would no longer be available for travel to OTMH for eligible ActiVan users that depend on the service on a daily/weekly basis.

Budget Impact:			
Expenditures:		Account & Notes:	
Salary & Benefits	\$ 41,000	Part-Time Wages	
Other	8,400	Fuel	
Total	\$ 49,400		
Revenue:			
Fees	\$ (12,500)	Fare Revenues	
Other			
Total	\$ (12,500)		
Net Cost	\$ 36,900		

Budget Inclusion 2023

Position/Program OTMH ActiVan Expanded Departure Times for Dialysis Transportation	Ref No. 23-17 Budget Impact \$ 12,800 FTE Impact 0.3 Effective Date January 1, 2023
Approved by Council? Yes ☐ No ☒	
Included in Budget? Yes ☒ No ☐	
Department Transportation & Public Works	Division ActiVan & Transit Services

Description of Services to be Performed: Further to Budget Inclusion No. 23-16 (OTMH ActiVan Service Program Implementation), this budget inclusion is to expand the scope of the existing ActiVan service to OTMH for dialysis transportation. In order to better accommodate ActiVan customers seeking transportation for dialysis, the expanded program will increase the arrival and departure times to Mon through Fri; 8:30am, 12:00pm, 3:00pm and 4:30pm as outlined in report TPW-2022-0025. The expanded service will require an additional funding of \$16,900 annually, which consists of \$14,100 to accommodate an additional 520 hours for Transit Operators (or 0.3 FTE) and \$2,800 for fuel costs. This cost is expected to be offset by a fare revenue increase estimated at \$4,100, which results in a net annual funding requirement of \$12,800. It should be noted that when combined with Budget Inclusion No. 23-16 (to continue the current program on a permanent basis), the expanded service will result in a total base budget increase of \$66,300, with a net funding requirement of \$49,700 after taking into consideration the estimated fare revenue increase. Accordingly, it is recommended that expanded OTMH ActiVan service be approved at a base budget increase of \$16,900, with an additional 0.3 FTE impact.
Risk if not approved: The ability to provide the requested level of service for dialysis patients as well as offer more flexible service hours will be limited.

Budget Impact:			
Expenditures:		Account & Notes:	
Salary & Benefits	\$ 14,100	Part-Time Wages	
Other	2,800	Fuel	
Total	\$ 16,900		
Revenue:			
Fees	\$ (4,100)	Fare Revenues	
Other			
Total	\$ (4,100)		
Net Cost	\$ 12,800		

Budget Inclusion 2023

Position/Program	Ref No.	23-18
Automated Speed Enforcement (Operating)	Budget Impact	\$ 50,000
Approved by Council? Yes ☐ No ☒	FTE Impact	1.4
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Transportation & Public Works	Transportation Services	

Description of Services to be Performed:

This inclusion is to request the additional operating budget required for the full implementation of the Automated Speed Enforcement (ASE) program. As detailed in TPW-2022-0001, this service requires various one-time and on-going capital and operating costs, including staffing and contract costs. The capital funding required (\$180k) is requested through the capital budget (ASE project 6100-10-2301).

For staffing, an on-going annual cost of \$17,000 is required for an additional 800 part time hours (or 0.4 FTE) for an ASE Application Analyst and a one-time \$88,900 for a one-year Traffic Coordinator contract (1.0 FTE). The ASE Application Analyst will provide on-going support for IT and related reporting. The Traffic Coordinator (one-year contract) will cover various traffic related duties while existing Transportation staff are required to coordinate and implement the new ASE service. In addition, \$8,000 for various overtime costs are needed in support of post-implementation reporting requirements.

The contract cost is also required on an on-going basis to support processing fees, system cost, and license costs etc. at an estimated annual cost of \$209,800. Combined with staffing costs, this will result in a total implementation cost of \$323,700 in 2023. This cost is expected to be largely offset by the penalty revenues of \$273,700, resulting in an estimated net tax impact of \$50,000 in 2023.

It should be noted that operating impacts in 2023 have been estimated under the assumption that the Town operates a single traffic camera. Under the ASE program, the number of tickets to be issued and the related penalties to be collected are capped due to a limited processing capacity at the Joint Processing Centre, while the camera leasing costs will increase on a per-unit basis. Therefore, any expansion of the service beyond one camera will result in additional costs and funding requirements in the operating budget.

Accordingly, it is recommended that an on-going additional 800 part time hours (0.4 FTE), a new one-year contract (1.0 FTE), and the contract cost increase to implement the ASE program as set out in the above be approved, with a

Risk if not approved: The ability for the Town to reduce traffic speeds will be limited to existing methods such as neighbourhood traffic calming measures.

Budget Impact:

Expenditures:

Salary & Benefits	113,900
Supplies & Services	209,800
Total	\$ 323,700

Revenue:

Fees	(273,700)
Other	
Total	\$ (273,700)
Net Cost	\$ 50,000

Account & Notes:

Traffic coordinator (one time) & Application Analyst (part-time)
Joint Processing Centre Fees, MTO Vehicle information, Signage
Administrative Penalty Revenues

Budget Inclusion 2023

Position/Program	Ref No.	23-19
Traffic Analyst (Contract)	Budget Impact	\$ 78,200
Approved by Council? Yes ☐ No ☒	FTE Impact	0.2
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Transportation & Public Works	Transportation	

Description of Services to be Performed:

This Inclusion is to retain an existing contract position for a Traffic Analyst as an on-going full time contract.

The position was first put in place in 2020 to help address traffic-related inquiries and implement the traffic-related capital program. This contract has been funded through contract budget savings within the Transportation division, which is no longer available.

It has been demonstrated that this position plays a key role in implementing traffic capital programs (e.g. traffic calming) and in addressing the growing workload for this department. Therefore, in order to maintain current levels of service, this position is required on an on-going full time contract basis, which requires an additional 0.2 full time equivalent (FTE) to be added to the existing 0.8 FTE available for the Transportation division (for 1.0 FTE) and an annual budget provision of \$78,200.

Accordingly, it is recommended that this position be approved for an on-going full time contract with an additional 0.2 FTE impact.

Risk if not approved: Implementation of the Town's capital program related to traffic may face delays and the ability for staff to adequately and swiftly respond to community traffic safety issues may become hindered.

Budget Impact:

Expenditures:

Salary & Benefits	78,200
Other	
Total	\$ 78,200

Revenue:

Fees	
Other	
Total	\$ -

Net Cost

\$ 78,200

Account & Notes:

Contract Wages

Transportation & Public Works Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
TRANSPORTATION STRUCTURES												
6200-10-1902	#29 Papermill Dam Rehabilitation	-	-	-	-	150,000	-	400,000	-	-	-	550,000
6200-10-2302	Cameron Street & Lake Retaining Walls	-	175,000	-	1,175,000	-	-	-	-	-	-	1,350,000
6200-22-0107	Bridge Rehab Study Update	-	90,000	-	90,000	-	100,000	-	100,000	-	100,000	480,000
6200-26-1911	#23 6th Line Culvert Replacement	769,000	-	-	-	-	-	-	-	-	-	769,000
6200-26-2201	#4 Bridge Fifth Line north of Steeles Rehabilitation	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
6200-26-2301	Maple Avenue Culvert Rehab	103,000	-	575,000	-	-	-	-	-	-	-	678,000
Subtotal		872,000	265,000	1,575,000	1,265,000	150,000	100,000	400,000	100,000	-	100,000	4,827,000
TRANSPORTATION INFRASTRUCTURE												
6100-05-2501	Traffic Signal Management System	-	-	325,000	-	-	-	-	-	325,000	-	650,000
6100-06-2301	Permanent Traffic Count Stations	-	93,000	-	-	-	-	-	-	-	-	93,000
6100-10-1402	Upper Reach Tributary	-	-	100,000	-	-	-	-	-	-	-	100,000
6100-10-2301	Automated Speed Enforcement	180,000	-	-	-	-	-	-	-	-	-	180,000
6100-16-0103	School Zone Traffic Calming Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
6100-17-1801	Infill Sidewalk Connections	51,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	501,000
6100-17-2301	Hwy 7 sidewalk Norval to McFarlane	-	250,000	-	-	-	-	-	-	-	-	250,000
6100-18-2301	40km/h Speed Limit Area Implementation	50,000	50,000	50,000	-	-	-	-	-	-	-	150,000
6100-21-0107	Streetlight & Pole Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
6100-21-1701	Rural Intersection Streetlighting	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	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
6100-21-1803	Lindsay Court Streetlight Relocation/Upgrade & S/W Ext	-	-	-	150,000	-	-	-	-	-	-	150,000
6100-22-0102	Transportation Master Plan Update	-	500,000	-	-	-	500,000	-	-	-	-	1,000,000
6100-22-2301	Complete Street Policy Guideline	-	-	100,000	-	-	-	-	-	-	-	100,000
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
6100-28-0107	LED Traffic Signal Replacement	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	Neighbourhood Traffic Calming	115,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	475,000
6100-28-1703	Pedestrian Crossovers	169,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,654,000
6100-28-1807	Mill St Neighbourhood Imprvmnts	-	-	100,000	125,000	125,000	125,000	125,000	-	-	-	600,000
6100-28-1808	Mandated AODA Accessible Traffic Signals	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
6100-28-2401	Main St North & Ewing Traffic Signal	30,000	325,000	-	-	-	-	-	-	-	-	355,000
6100-28-2701	15 Sd Rd & Belmont Blvd Traffic Signal	-	-	-	-	325,000	-	-	-	-	-	325,000
6100-28-2702	Main St N & Wallace St Traffic Signal	-	-	-	-	325,000	-	-	-	-	-	325,000
6100-28-2801	Argyll Rd & Miller Dr Traffic Signal	-	-	-	-	-	325,000	-	-	-	-	325,000
6100-28-2901	Argyll Rd & Barber Dr Traffic Signal	-	-	-	-	-	-	325,000	-	-	-	325,000
6100-28-3001	Miller Dr & Eaton St Traffic Signal	-	-	-	-	-	-	-	325,000	-	-	325,000
6100-28-3101	Eaton St & Barber Dr Traffic Signal	-	-	-	-	-	-	-	-	325,000	-	325,000
6200-22-0020	Traffic Signal Legal Drawings Update	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
6500-18-0110	Traffic Infrastructure	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000
6500-18-0111	Signage	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
6500-28-1002	Traffic Signal Controller Replacement	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
6500-28-1702	Traffic Signal - Mountainview Rd & John St	-	30,000	325,000	-	-	-	-	-	-	-	355,000
Subtotal		1,385,000	2,323,000	2,075,000	1,350,000	1,850,000	2,025,000	1,525,000	1,400,000	1,725,000	1,075,000	16,733,000
STORMWATER												
6100-20-2201	Storm Sewer Condition Assessments	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
6200-20-1701	StrmWtr Fac. Rehab Assmnt Prgm	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
6200-20-1901	Harold St Stormwater Imprvmnts	-	750,000	-	-	-	-	-	-	-	-	750,000
6200-22-2201	Weather & Flow Monitoring Stations	-	30,000	30,000	-	-	-	-	-	-	-	60,000
6200-22-2801	Stormwater Master Plan Update (Future)	-	-	-	-	-	300,000	-	-	-	-	300,000
Subtotal		-	780,000	180,000	400,000	400,000	700,000	400,000	400,000	400,000	400,000	4,060,000

Transportation & Public Works Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ROADWAYS												
6200-10-2301	Maple Ave Acoustic Fence - McClure Crt Section	-	250,000	-	-	-	-	-	-	-	-	250,000
6200-16-0104	Pavement Management	1,956,000	1,956,000	1,956,000	1,956,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	21,324,000
6200-16-0105	Right-of-Way Rehabilitation (misc Projects)	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
6200-16-1004	Main St Glen Williams Eng	2,051,000	1,500,000	-	-	-	-	-	-	-	-	3,551,000
6200-16-1501	22nd SdRd Conc 11 Realignment	-	-	350,000	-	1,000,000	-	-	-	-	-	1,350,000
6200-16-1601	Todd Road Reconstruction	1,538,000	-	-	-	-	-	-	-	-	-	1,538,000
6200-16-1702	Collector/Arterial Asphalt Res	2,513,000	-	2,450,000	-	2,825,000	-	2,825,000	-	2,825,000	-	13,438,000
6200-16-1803	Prince St (All Phases)	-	100,000	1,150,000	-	-	-	-	-	-	-	1,250,000
6200-16-1901	McNabb St - CNR to Queen Improvements	-	150,000	650,000	-	-	-	-	-	-	-	800,000
6200-16-1904	Eighth Line - Steeles to Maple Ave Reconstruction	-	-	1,500,000	2,250,000	20,000,000	12,000,000	8,000,000	-	-	-	43,750,000
6200-16-2004	Guelph St & Mountainview - NB/SB Turn Lane Improvements	-	-	-	500,000	-	1,500,000	-	-	-	-	2,000,000
6200-16-2007	5 SdRd Fourth Line to Trafalgar Reconstruction	-	-	-	950,000	1,430,000	-	4,400,000	-	-	-	6,780,000
6200-16-2101	Eighth Line Steeles South Improvements	-	-	-	-	150,000	-	-	1,000,000	-	-	1,150,000
6200-16-2103	10 SdRd from RR 25 to Trafalgar Rd Reconstruction	-	1,650,000	1,500,000	-	5,000,000	4,350,000	-	-	-	-	12,500,000
6200-16-2104	5 SdRd Trafalgar to Winston Churchill Reconstruction	-	-	-	-	-	-	1,850,000	6,050,000	-	-	7,900,000
6200-16-2105	Ontario & Ann Street	-	-	1,800,000	2,400,000	-	-	-	-	-	-	4,200,000
6200-16-2201	Confederation St. Main to Urban Boundary	-	486,000	3,240,000	-	-	-	-	-	-	-	3,726,000
6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	3,590,000	-	-	-	-	-	-	-	-	-	3,590,000
6200-16-2302	Hornby Road Reconstruction	-	250,000	1,500,000	-	-	-	-	-	-	-	1,750,000
6200-16-2303	10th Ln Reconst South of 22sdrd	-	-	75,000	-	1,500,000	-	-	-	-	-	1,575,000
6200-16-2304	22 Sd Rd Trafalgar to 8th Line Engineering	-	-	250,000	-	2,600,000	-	-	-	-	-	2,850,000
6200-16-2401	15 SdRd - Town Line to Trafalgar Rd Reconstruction	-	-	500,000	2,000,000	-	6,000,000	6,000,000	-	-	-	14,500,000
6200-16-2402	17 SdRd/River Dr 10th Line Realignment	-	-	-	350,000	-	1,050,000	2,200,000	-	-	-	3,600,000
6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	77,000	1,200,000	100,000	-	1,800,000	-	-	-	-	-	3,177,000
6200-16-2601	17 Side Road/Tenth Line from Winston Churchill Blvd to River Drive E (17 Side Road)	51,000	1,500,000	-	-	-	-	-	-	-	-	1,551,000
6200-16-3101	Mountainview & Sinclair Southbound Left Turn Lane	-	-	-	-	-	-	300,000	-	1,200,000	-	1,500,000
6200-17-2301	Wallace Street Reconstruction	-	-	175,000	-	2,000,000	-	-	-	-	-	2,175,000
6200-22-1702	Pavement Management Study - 5 YR Cycle	-	-	75,000	-	-	75,000	-	-	85,000	-	235,000
6200-27-0101	Glen Lawson Construction	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000
6200-27-1011	Tweedle Street Engineering	-	-	-	-	150,000	-	-	-	-	-	150,000
6210-22-2601	Dev Eng Fee Review (Future)	-	-	-	-	-	40,000	-	-	-	-	40,000
6500-16-0105	Rural Road Micro-Surfacing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Subtotal		11,976,000	12,242,000	17,621,000	10,756,000	41,055,000	27,615,000	28,175,000	9,650,000	6,710,000	2,600,000	168,400,000

Transportation & Public Works Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
TRANSIT & SPECIALIZED TRANSIT												
6100-16-0101	Future Transit infrastructure installations	-	-	-	-	-	-	100,000	25,000	25,000	25,000	175,000
6100-16-2106	Steeles Ave Corridor Transit Infrastructure	-	-	-	-	70,000	70,000	-	-	-	-	140,000
6100-16-2108	Steeles Ave Corridor Transit Infra Replace	-	-	-	-	-	60,000	-	-	-	-	60,000
6810-03-2401	Temporary EV Shelter for Activan	-	-	500,000	-	-	-	-	-	-	-	500,000
6810-04-2601	Transit Hardware/Software for Universal Access Service	-	-	-	20,000	-	-	-	-	-	-	20,000
6810-04-2101	Transit Hardware/Software for Ltd Fixed Route	-	-	-	-	-	350,000	-	-	-	-	350,000
6810-04-3201	Transit Hardware/Software Expanded Fixed Route	-	-	-	-	-	-	-	-	-	125,000	125,000
6810-04-2102	Transit Hardware Replacement	-	-	-	-	-	-	-	20,000	-	-	20,000
6810-05-2201	Activan Software Module Enhancement	-	50,000	-	-	170,000	-	-	-	-	-	220,000
6810-10-2401	EV Chargers for ActiVan Vehicles	-	-	280,000	140,000	-	140,000	140,000	140,000	-	-	840,000
6810-10-2501	Automated Fare System	-	-	-	-	150,000	-	-	-	-	-	150,000
6810-10-2502	EV Chargers for Transit Vehicles - Ltd Fixed Route	-	-	-	-	-	280,000	-	-	-	-	280,000
6810-10-3101	EV Chargers for Transit Vehicles - Exp Fixed Route	-	-	-	-	-	-	-	-	-	560,000	560,000
6810-22-2001	Transit Facility Feasibility Study & Implementation	-	-	-	-	-	-	200,000	1,800,000	10,000,000	-	12,000,000
6810-22-2601	Transit Service Strategy Update	-	-	-	300,000	-	-	-	-	-	-	300,000
6810-25-0101	New Transit Vehicles - Limited Fixed Route	-	-	-	-	-	750,000	-	-	-	-	750,000
6810-25-0102	New Transit Vehicles - Expanded Fixed Route	-	-	-	-	-	-	-	-	-	1,750,000	1,750,000
6810-25-1001	Vehicle Replacement for Specialized Transit Services	170,000	-	500,000	250,000	-	750,000	500,000	250,000	250,000	500,000	3,170,000
6810-25-1601	New ActiVan Vehicles	170,000	250,000	-	250,000	-	-	500,000	250,000	-	-	1,420,000
Subtotal		340,000	300,000	1,280,000	960,000	390,000	2,400,000	1,440,000	2,485,000	10,275,000	2,960,000	22,830,000
ACTIVE TRANSPORTATION												
6100-22-1802	Class EAs for Transportation Master Plan Projects	-	-	500,000	-	-	-	-	500,000	-	-	1,000,000
6100-22-2501	Active Transportation Master Plan	-	-	300,000	-	-	-	-	-	350,000	-	650,000
6100-22-2601	Growth Related Transp Studies	-	-	-	200,000	-	-	-	-	200,000	-	400,000
6100-23-1602	Active Transportation Promotion & Education	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000
6100-23-2401	Active Transportation Improvements	113,000	148,000	280,000	678,000	2,050,000	40,000	45,000	1,520,000	2,900,000	-	7,774,000
6200-17-2302	Wallace Street MUP	-	-	-	-	240,000	-	-	-	-	-	240,000
Subtotal		113,000	148,000	1,110,000	908,000	2,320,000	70,000	75,000	2,050,000	3,480,000	30,000	10,304,000
FLEET & PUBLIC WORKS												
6500-03-1704	Truck Wash Facility Ph 1	-	-	-	-	-	625,000	-	-	-	-	625,000
6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	120,000	-	-	-	-	-	-	-	-	-	120,000
6500-03-2801	Material Storage Facility (long-term)	-	-	-	-	-	3,000,000	-	-	-	-	3,000,000
6500-03-2802	Truck Storage/EV Storage	-	-	-	-	-	1,000,000	-	-	-	-	1,000,000
6500-03-2803	Snow Dump Expansion - Central Yard	-	-	-	-	-	500,000	-	-	-	-	500,000
6500-06-0102	Equipment Replacement	1,693,000	2,508,000	2,065,000	1,724,000	1,324,000	1,751,000	1,869,000	1,784,000	1,375,000	1,550,000	17,643,000
6500-06-1701	New Equipment	510,000	720,000	125,000	240,000	810,000	450,000	600,000	240,000	170,000	370,000	4,235,000
6500-06-0105	New Equipment - Parks	-	-	-	504,000	-	60,000	-	89,000	-	-	653,000
6500-10-2301	Robert C. Austin Operations Centre Gate Access Pedestal	-	30,000	-	-	-	-	-	-	-	-	30,000
6500-10-2801	Fuel Management System	-	-	-	-	-	350,000	-	-	-	-	350,000
6500-11-1517	Tree Planting & Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Subtotal		2,473,000	3,408,000	2,340,000	2,618,000	2,284,000	7,886,000	2,619,000	2,263,000	1,695,000	2,070,000	29,656,000
TOTAL TRANSPORTATION & PUBLIC WORKS		17,159,000	19,466,000	26,181,000	18,257,000	48,449,000	40,796,000	34,634,000	18,348,000	24,285,000	9,235,000	256,810,000

2023 Capital Budget and 2024 – 2032 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 \$256.81 million with \$17.16 million proposed for 2023. The following summarizes key components and highlights of the Capital Forecast:

- \$15,733,000 is required for the lifecycle replacement of transportation infrastructure such as traffic signals, streetlights and signage, as well as to accommodate new infrastructure required to maintain and improve safety of the transportation network.
- \$17,643,000 for the lifecycle replacement and expansion of Public Works fleet and equipment based on best practices for management of assets, including \$1,693,000 for new and replacement equipment in 2023. Staff will continue to explore low-carbon fleet and equipment replacement options as part of the purchasing process.
- \$1,024,053 of provincial and federal program funding through the Investing in Canada Infrastructure Program – Public Transit Stream will continue to be utilized for the purpose of improving Activan and public transit services. The funds will be primarily used for new and replacement vehicles for Activan, but have also been utilized for the improvement of the current transit system hardware and software.
- \$3,590,000 for resurfacing of Tenth Line from 10 sideroad to Steeles Avenue in order to improve and extend the useful life of the roadway until future reconstruction requirements are defined.
- \$180,000 in capital financing to support the implementation of the Automated Speed Enforcement program through purchases of necessary equipment. Further costs for the program have been outlined in the operating budget for the Transportation division.
- \$3,000,000 in 2024 for Glen Lawson & Third Line Corridor improvements to address roadway geometry and intersection conditions. This project will utilize \$1,562,437 in secured federal and provincial funding from the Investing in Canada Infrastructure Program – Rural and Northern Stream.
- \$1,538,000 for the reconstruction of Todd Road in coordination with Halton Region's Building a Better Halton program to provide safe and efficient roadways.
- Continued annual funding of the Town's Pavement Management and Collector Arterial Asphalt Resurfacing programs. These projects are instrumental in ensuring that the Town's road network continues to be adequately maintained and replaced.

Transportation & Public Works

2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
289	6500-11-1517	Tree Planting & Replacement	5.00	150,000	150,000	-	-	150,000	-	-
290	6100-28-0101	Opticom Replacement Program	4.50	50,000	50,000	-	38,000	12,000	-	-
291	6100-28-1808	Mandated AODA Accessible Traffic Signals	4.50	105,000	105,000	-	-	105,000	-	-
292	6500-18-0110	Traffic Infrastructure	4.50	105,000	105,000	-	99,000	6,000	-	-
293	6100-10-2301	Automated Speed Enforcement	4.40	180,000	180,000	-	52,000	128,000	-	-
294	6100-16-0103	School Zone Traffic Calming Program	4.40	25,000	25,000	-	-	25,000	-	-
295	6100-28-1516	Neighbourhood Traffic Calming	4.40	115,000	115,000	-	-	115,000	-	-
296	6100-28-1703	Pedestrian Crossovers	4.40	169,000	169,000	-	127,000	42,000	-	-
297	6100-28-2401	Main St North & Ewing Traffic Signal	4.40	30,000	30,000	-	23,000	7,000	-	-
298	6500-06-1701	New Equipment	4.40	510,000	510,000	-	84,000	426,000	-	-
299	6100-17-1801	Infill Sidewalk Connections	4.30	51,000	51,000	-	43,000	8,000	-	-
300	6100-28-0107	LED Traffic Signal Replacement	4.30	30,000	30,000	-	-	30,000	-	-
301	6500-18-0111	Signage	4.30	35,000	35,000	35,000	-	-	-	-
302	6200-16-0104	Pavement Management	4.20	1,956,000	1,956,000	1,540,000	-	-	416,000	-
303	6100-21-0107	Streetlight & Pole Replacement	4.00	150,000	150,000	-	141,000	9,000	-	-
304	6100-21-1701	Rural Intersection Streetlighting	4.00	50,000	50,000	-	47,000	3,000	-	-
305	6500-16-0105	Rural Road Micro-Surfacing	4.00	200,000	200,000	-	-	200,000	-	-
306	6100-18-2301	40km/h Speed Limit Area Implementation	3.80	50,000	50,000	-	-	50,000	-	-
307	6100-21-1802	Streetlight Pole Transformer Replacement	3.80	150,000	150,000	-	-	150,000	-	-
308	6500-28-1002	Traffic Signal Controller Replacement	3.80	90,000	90,000	90,000	-	-	-	-
309	6500-03-2001	Ops Centre Winter Materials Storage (Short-term)	3.80	120,000	120,000	-	35,000	85,000	-	-
310	6200-16-1702	Collector/Arterial Asphalt Res	3.70	2,513,000	2,513,000	-	-	-	2,513,000	-
311	6100-23-2401	Active Transportation Improvements	3.50	113,000	113,000	-	39,000	74,000	-	-
312	6200-26-1911	#23 6th Line Culvert Replacement	3.40	769,000	769,000	-	-	769,000	-	-
313	6200-26-2301	Maple Avenue Culvert Rehab	3.40	103,000	103,000	-	-	103,000	-	-
314	6200-16-1004	Main St Glen Williams Eng	3.30	2,051,000	2,051,000	-	1,422,000	629,000	-	-
315	6500-06-0102	Equipment Replacement	3.30	1,693,000	1,693,000	-	-	1,693,000	-	-
317	6810-25-1001	Vehicle Replacement for Specialized Transit Services	3.10	170,000	170,000	-	-	82,000	88,000	-
318	6200-16-2203	10th Line Resurfacing - 10 sdrd to Steeles	3.00	3,590,000	3,590,000	-	-	1,480,000	2,110,000	-
319	6200-16-1601	Todd Road Reconstruction	2.80	1,538,000	1,538,000	-	1,287,000	251,000	-	-
320	6200-16-2601	17 Side Road/Tenth Line from Winston Churchill Blvd to River Drive E (17 Side Road)	2.80	51,000	51,000	-	43,000	8,000	-	-
321	6810-25-1601	New ActiVan Vehicles	2.80	170,000	170,000	-	36,000	134,000	-	-
322	6200-16-2501	Fourth Line Resurfacing 17 sdrd to Hwy 7	2.80	77,000	77,000	-	-	77,000	-	-
2023 Total				17,159,000	17,159,000	1,665,000	3,516,000	6,851,000	5,127,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 6500-11-1517	Project Name Tree Planting & Replacement		2023 Budget \$150,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		2023 Score 5.0	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$150,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of this project is the removal and replacement of existing urban street trees affected by disease and decay. As part of this annual program, the Town will continue to remove and replant trees to maintain the urban canopy.		
Deliverables:	Continued delivery of the Town's tree maintenance activities, including new infill and replacement trees.		
Benefits:	The benefits include maintaining and improving streetscape and tree canopy, and the climate change and air quality benefits 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:			

2023 Capital Project Information Sheet

Project No. 6100-28-0101	Project Name Opticom Replacement Program		2023 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.5	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		DC - Transportation Services \$38,000	
Future Period Capital Requirements Annual		New Capital Reserve \$12,000	
Operating Impact \$2,000		Project Phase Implementation	
Description			
Scope:	The scope of this project is to replace Opticom equipment present at the Town's and Region's signalized intersections (Regional locations). This project also allows opticom equipment for new signalized intersections. The Opticom equipment enables the Fire Department vehicles to reach emergency destinations faster. This is an on-going annual program to replace approximately five (5) units per year.		
Deliverables:	The Opticom equipment that is located at the signalized intersections (Town and Region) will be repaired or replaced. It is anticipated that approximately 5 units will be replaced on annual basis.		
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:			

2023 Capital Project Information Sheet

Project No. 6100-28-1808	Project Name Mandated AODA Accessible Traffic Signals		2023 Budget \$105,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	4.5
Target Start Date Apr 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$4,000	Capital Replacement Reserve	\$105,000
		Project Phase	Implementation
Description			
Scope:	The project's scope is to update two (2) existing traffic control signals with Accessible Pedestrian Signals (APS), as per the Accessibility for Ontarians with Disabilities Act.		
Deliverables:	The upgrade of two (2) signalized intersections with APS infrastructure at the following locations: Mountainview Road North/Delrex Boulevard and Mountainview Road North/Armstrong Avenue (Tactile Plates Only).		
Benefits:	The benefit of the APS upgrades is the removal of barriers for people with disabilities, traversing signalized intersection.		
Risks If Not Implemented:	If not implemented, the Town will violate the legislated requirements, as mandated by the Accessibility for Ontarians and Disabilities Act.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6500-18-0110	Project Name Traffic Infrastructure		2023 Budget \$105,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.5	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		DC - Transportation Services \$99,000	
Future Period Capital Requirements Annual		New Capital Reserve \$6,000	
Operating Impact \$5,000		Project Phase Implementation	
Description			
Scope:	The project's scope is the installation of new or upgraded traffic control devices within the Town's road network. It includes new traffic signs, flashing beacons, radar message boards, traffic counters, pavement markings, flexible bollards, traffic signal improvements and other traffic-engineering related equipment. An example of the project is the installation of permanent radar message boards on Confederation Street, south of Wildwood Road. A full list of projects will be included in the 2023 Traffic Engineering Work Plan.		
Deliverables:	The deliverable is to ensure that our existing traffic infrastructure meets 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 minium maintenance and industry standards.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-10-2301	Project Name Automated Speed Enforcement		2023 Budget \$180,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	4.4
Target Start Date Jul 2023	Target Completion Date Nov 2023	Funding Sources	Amount
Future Period Capital Requirements \$0	Operating Impact \$100,000	DC - Transportation Services	\$52,000
		New Capital Reserve	\$128,000
		Project Phase	Implementation
Description			
Scope:	The project's scope is to implement the Automated Speed Enforcement (ASE) program. ASE is an automated system that uses a camera and a speed measuring device to detect and capture speeding vehicles. The Administrative Monetary Penalty System will be used to provide the issuance of tickets, penalty notice payment, the ticket management system, and the use of Screening Officers and Hearing officers for disputes relating to penalty notices. This will be managed through By-law Enforcement staff. The ASE system will include one (1) mobile camera that can be installed in different locations.		
Deliverables:	The deliverable is to commence the ASE program, including one (1) mobile camera unit, and issue tickets for speeding violations.		
Benefits:	The benefit of the ASE program is improved road safety through reduction of speeding and aggressive driving in the community.		
Risks If Not Implemented:	If not implemented, there is a higher risk of severe collisions due to speeding and aggressive driving.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-16-0103	Project Name School Zone Traffic Calming Program		2023 Budget \$25,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	4.4
Target Start Date Apr 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$2,000	Capital Replacement Reserve	\$25,000
		Project Phase	Implementation
Description			
Scope:	The project's scope is to continue with the program to implement traffic calming measures within a school zone to ensure safety in front of the elementary schools. The proposed school zone traffic calming will be implemented on Miller Drive in front of St. Brigid Catholic Elementary School as well as Sacre-Coeur Catholic Elementary School.		
Deliverables:	The deliverables will be the implementation of traffic calming devices within the school zones on Miller Drive in front of St. Brigid Catholic Elementary School as well as Sacre-Coeur Catholic Elementary School.		
Benefits:	The benefits will be the improved safety within school zones.		
Risks If Not Implemented:	If the program is not implemented safety within school zones will remain hazardous due to the increased aggressive and distracted driving patterns.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-28-1516	Project Name Neighbourhood Traffic Calming		2023 Budget \$115,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	4.4
Target Start Date Apr 2023	Target Completion Date Nov 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$2,000	Capital Replacement Reserve	\$115,000
		Project Phase	Implementation
Description			
Scope:	The project's scope is to implement traffic calming measures and increase safety within local neighbourhoods. According to the traffic calming implementation protocol, neighbourhoods that have existing issues with aggressive driving are evaluated and ranked to select one location per year. In 2023, the traffic calming measures that were approved as part of the Confederation Street Neighbourhood (Glen Williams) plan will be implemented. In addition, the Queen Street neighbourhood surrounding the GO Station in Georgetown will be reviewed and evaluated for traffic calming as per the protocol and implementation policy.		
Deliverables:	Implementation of traffic calming measures as per the Confederation Street Neighbourhood (Glen Williams) plan. In addition, the Queen Street Neighbourhood surrounding the Georgetown Go Station will be reviewed for traffic calming measures.		
Benefits:	The benefits will be the improved safety and quality of life within local neighbourhoods.		
Risks If Not Implemented:	If the program is not implemented safety within local neighbourhoods will remain hazardous due to the increased aggressive and distracted driving patterns.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-28-1703	Project Name Pedestrian Crossovers		2023 Budget \$169,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.4	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		DC - Transportation Services \$127,000	
Future Period Capital Requirements Annual		New Capital Reserve \$42,000	
Operating Impact \$3,000		Project Phase Implementation	
Description			
Scope:	The project's scope is to install new pedestrian crossovers (PXOs) to improve pedestrian safety, mobility, and pedestrian network connectivity. The 2023 installations will include both Level 2 Type B and Type D PXOs. The following locations are proposed for the PXO implementations: Argyll Road between Oak Street and Huffmann Drive, Meadowglen Boulevard/Herb Wild Street, and Eaton Street/Craig Crescent (West).		
Deliverables:	The new PXOs will be installed at the following: Argyll Rd. between Oak St. and Huffmann Dr., Meadowglen Blvd./Herb Wild St., and Eaton St./Craig Cres. (West).		
Benefits:	The benefits of PXOs include increased safety and mobility for pedestrians. The PXOs provide pedestrian network connectivity that promotes active living.		
Risks If Not Implemented:	If not installed, the Town will be restricting pedestrian mobility to the existing controlled crosswalks and may increase the number of pedestrian/vehicle collisions at uncontrolled intersections.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-28-2401	Project Name Main St North & Ewing Traffic Signal		2023 Budget \$30,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	4.4
Target Start Date Apr 2023	Target Completion Date Sep 2023	Funding Sources	Amount
Future Period Capital Requirements \$325,000	Operating Impact \$0	DC - Transportation Services	\$23,000
		New Capital Reserve	\$7,000
		Project Phase	Study/Design
Description			
Scope:	The project's scope is to prepare a traffic control signal design for the intersection of Main Street North (Highway 7) and Ewing Street/Carruthers Road. Following the completion of the design in 2023, the construction project will be scheduled for 2024.		
Deliverables:	Completion of the traffic control signal legal and engineering drawings.		
Benefits:	The completion of the design in 2023 will enable the construction project to commence in the spring of 2024.		
Risks If Not Implemented:	If not implemented, there will be safety risks for the travelling motorists entering the intersection to make safe manouvers.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6500-06-1701	Project Name New Equipment		2023 Budget \$510,000
Department Transportation & Public Works	Division Public Works		Project Manager Mark Covert
Service Category Transportation & Transit		2023 Score 4.4	
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual		DC - Transportation Services	\$84,000
Operating Impact \$0		New Capital Reserve	\$426,000
		Project Phase	Implementation

Description	
Scope:	The scope of this project includes the procurement of various new pieces of equipment based on the Town's Forecasted Long Range Financial Plan. The equipment proposed will address both growth and maintain services. The proposed purchases include: Rural Brushing Attachment to improve vegetation removal, Crash Attenuation Trailer to increase worker safety on high volume/speed roadways (deferred from 2022), Mini-excavator to improve stormwater system maintenance, Sidewalk Plow to address growth of the sidewalk and multi-use pathway network, and two (2) 4x4 medium sized Pick-up Trucks to reduce reliance on expired equipment. An addition \$30,000 has been included in the 2023 budget request to cover minor budget variances for previous year new equipment purchases.
Deliverables:	The primary deliverable will be the procurement of the equipment identified above 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. The equipment will also address pressures on services from increased demand stemming from growth and development.
Risks If Not Implemented:	Current levels of service are being maintained by vehicles that have been kept beyond their expected life cycle. Levels of service are also being met through reliance on external services with specialized equipment. The proposed equipment will improve maintaining of service levels and avoidance of liability consequences.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 6100-17-1801	Project Name Infill Sidewalk Connections		2023 Budget \$51,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.3	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		DC - Transportation Services \$43,000	
Future Period Capital Requirements Annual		New Capital Reserve \$8,000	
Operating Impact \$2,000		Project Phase Construction	
Description			
Scope:	The project's scope is to construct sidewalk connections at various locations to improve pedestrians safety, mobility and network connectivity. As part of the 2023 program, Public Works will install a sidewalk connection on the east side of Churchill Road North between Lasby Lane and Trinity Court.		
Deliverables:	The deliverable will be the construction of a sidewalk connection on Churchill Road North from Lasby Lane and Trinity Court.		
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:			

2023 Capital Project Information Sheet

Project No. 6100-28-0107	Project Name LED Traffic Signal Replacement		2023 Budget \$30,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.3	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$30,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope: The project's scope is to undertake replacements of the LED traffic signal displays.			
Deliverables: Replacement of LED traffic signal heads at the following locations: Maple Avenue and Delrex Boulevard, Guelph Street and Main Street South, and Mountainview Road South and Delrex Boulevard.			
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:			

2023 Capital Project Information Sheet

Project No. 6500-18-0111	Project Name Signage		2023 Budget \$35,000
Department Transportation & Public Works		Division Public Works	Project Manager Mark Covert
Service Category Transportation & Transit		2023 Score 4.3	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Base Capital \$35,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Installation of replacement signage or upgrading of existing signage within the Town's road network.		
Deliverables:	The primary deliverable will be the replacement of traffic control signs that no longer meet Minimum Maintenance Standard specifications.		
Benefits:	The benefit of the project is the compliance of traffic control infrastructure with current standards providing the traveling public with proper guidance.		
Risks If Not Implemented:	There are potential safety and liability risks to the public if the infrastructure is not maintained or replaced, which may result in claims due to vehicular, cyclist or pedestrian incidents.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-0104	Project Name Pavement Management		2023 Budget \$1,956,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Michael Donnelly	
Service Category Transportation & Transit		2023 Score 4.2	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Base Capital \$1,540,000	
Future Period Capital Requirements Annual		Ontario Community Infrastructure Fund \$416,000	
Operating Impact \$0		Project Phase Construction	
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. The roads included as part of the 2023 Pavement Management Program are the following: Frederick Street, Sixth Line - 20 SR to 22 SR, Somerville Road, Pearl Court, Pennington Cres. and Temple Road.		
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb repair or replacement, and sidewalk repair.		
Benefits:	The local neighbourhoods will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards.		
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained, including pedestrian trip and falls. As well, insurance claims may increase due to vehicle damage from potholes and/or accidents caused by the road surface.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-21-0107	Project Name Streetlight and Pole Replacement		2023 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.0	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		DC - Transportation Services \$141,000	
Future Period Capital Requirements Annual		New Capital Reserve \$9,000	
Operating Impact \$2,000		Project Phase Implementation	
Description			
Scope:	The project's scope is the replacement of streetlight infrastructure which has exceeded its life cycle. Replacement of streetlight infrastructure also includes relocation of the streetlight arms and luminaires from old hydro poles to dedicated poles and localized streetlight improvements. The proposed projects in 2023 include the continuation of the Guelph Street pole replacement and Kingham Road streetlight installations.		
Deliverables:	The primary deliverable of this project is the replacement of existing street light poles, underground infrastructure, arms, and luminaires.		
Benefits:	The completion fo 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:	The potential safety risks to the public may occur if the existing street light poles are not replaced due to structural or faulty wiring.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-21-1701	Project Name Rural Intersection Streetlighting		2023 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 4.0	
Target Start Date Mar 2023		Funding Sources Amount	
Target Completion Date Dec 2023		DC - Transportation Services \$47,000	
Future Period Capital Requirements Annual		New Capital Reserve \$3,000	
Operating Impact \$1,000		Project Phase Implementation	
Description			
Scope:		The project's scope is to improve the illumination at two (2) rural intersections to improve road safety.	
Deliverables:		The following two (2) rural intersections will be illuminated: Ninth Line and Fallbrook Trail, and Fourth Line and Glen Lawson Road.	
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:			

2023 Capital Project Information Sheet

Project No. 6500-16-0105	Project Name Rural Road Micro-Surfacing		2023 Budget \$200,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		2023 Score	4.0
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$0	Transportation Infrastructure Reserve	\$200,000
		Project Phase	Implementation

Description	
Scope:	Utilized as the wear surface on many rural roads, micro-surfacing is now being applied as a superior alternative to traditional "surface treatment". Annual funding for this program had previously been allocated within the operating budget, but has been transferred to the Capital budget in order to better capture asset improvements. For 2023, planned priority road segments include Nassagaweya-Esquesing Townline from 20 SR to 25 SR (in conjunction with the Town of Milton), and 32 Sideroad from 3rd Line to 4th Line. Completion of these segments and/or other segments is subject to any emerging priorities following winter and spring thaw.
Deliverables:	Micro-surfacing of rural roads
Benefits:	Maintaining rural road condition and quality.
Risks If Not Implemented:	If not implemented, rural road conditions will degrade, leading to increased damage and/or liability claims and resident dissatisfaction.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 6100-18-2301	Project Name 40km/h Speed Limit Area Implementation		2023 Budget \$50,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	3.8
Target Start Date Apr 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements \$100,000	Operating Impact \$4,000	Capital Replacement Reserve	\$50,000
		Project Phase	Study/Design
Description			
Scope:	The project's scope is to analyze the Town's road system to identify the local and collector classified roads that qualify for a speed limit reduction in accordance with the 40 km/h Speed Limit Area Policy. Staff will develop an implementation program and will report back to Council in Q2 2023.		
Deliverables:	The deliverables will be the implementation of 40 km/h Area Speed Limits within local neighbourhoods.		
Benefits:	The benefits will be the improved safety and quality of life within local neighbourhoods.		
Risks If Not Implemented:	If the program is not implemented safety within local neighbourhoods will remain hazardous due to the increased aggressive and distracted driving patterns.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-21-1802	Project Name Streetlight Pole Transformer Replacement		2023 Budget \$150,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	3.8
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$2,000	Capital Replacement Reserve	\$150,000
		Project Phase	Implementation
Description			
Scope:	The project's scope is to replace the old streetlight infrastructure, as part of the Halton Hills Hydro projects that involve transformer and primary line replacements. The final phase (3) of Acton Boulevard area will be completed.		
Deliverables:	New streetlight infrastructure will be installed as part of the continuation of the Acton Boulevard project.		
Benefits:	The benefit of this project is a new streetlight infrastructure, reduced construction cost and public disruptions.		
Risks If Not Implemented:	The faulty streetlight infrastructure poses a substantial risk to the public and liability to the Town.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6500-28-1002	Project Name Traffic Signal Controller Replacement		2023 Budget \$90,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 3.8	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Base Capital \$90,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The project's scope is to replace the existing traffic signal controllers at three (3) intersections that have exceeded their expected life cycle and require replacement.		
Deliverables:	Installation of three (3) controllers at the following intersection: Mountainview Road South/Danby Road, Mountainview Road North/Armstrong Avenue, and Guelph St./Main Street South.		
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:			

2023 Capital Project Information Sheet

Project No. 6500-03-2001	Project Name Ops Centre Winter Materials Storage (Short-term)		2023 Budget \$120,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		2023 Score 3.8	
Target Start Date Jul 2023		Funding Sources Amount	
Target Completion Date Oct 2023		DC - Transportation Services \$35,000	
Future Period Capital Requirements \$0		New Capital Reserve \$85,000	
Operating Impact \$0		Project Phase Construction	
Description			
Scope:	The Town's salt and sand storage capacity is currently insufficient. In recent years, there have been occasions where the availability of salt has been critically low, leaving the Town reliant on just-in-time delivery. This situation has been compounded by changes in the salt industry resulting in less reliable deliveries. Furthermore, changing weather patterns are increasingly requiring higher amounts of salt during sporadic ice events. This project will provide increased winter materials storage capacity in the short-term, while the undertaking of the "Robert C. Austin Operations Centre Master Plan" will consider a long-term solution.		
Deliverables:	The primary deliverable will be the construction of a temporary winter salt/sand storage structure.		
Benefits:	This project will lead to a reduction in the risk of a Town salt shortage during winter months.		
Risks If Not Implemented:	Inadequate salt and/or sand supply could impact public safety and increase the Town's liability risk.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-1702	Project Name Collector/Arterial Asphalt Res		2023 Budget \$2,513,000
Department Transportation & Public Works		Division Engineering & Construction	Project Manager Michael Donnelly
Service Category Transportation & Transit		2023 Score 3.7	
Target Start Date Apr 2023		Funding Sources	Amount
		Canada Community-Building Fund (formally Canada Gas Tax)	\$957,000
Target Completion Date Dec 2023		Ontario Community Infrastructure Fund	\$1,556,000
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase	Construction
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. The 2023 Collector/ Arterial Resurfacing Program will be focused on Mountainview Road S (Limits TBD). Additional road segments may be considered through the detailed design process.		
Deliverables:	The primary deliverables are the removal of the existing road surface which may include complete road excavation, storm sewer repair or installation, curb and sidewalk repair or replacement.		
Benefits:	Rural and local neighbourhoods will benefit by the replacement of the existing roadway infrastructure that complies with current safety standards.		
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained in a state of good repair, including pedestrian trip and falls. As well insurance claims may increase due to vehicle damage from potholes and/or accidents.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6100-23-2401	Project Name Active Transportation Improvements		2023 Budget \$113,000
Department Transportation & Public Works	Division Transportation	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	3.5
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources	Amount
Future Period Capital Requirements Annual	Operating Impact \$2,000	DC - Transportation Services	\$39,000
		New Capital Reserve	\$74,000
		Project Phase	Construction
Description			
Scope:	Annual program to provide various active transportation infrastructure to connect pedestrians and cycling network along municipal road allowances as approved under the Active Transportation Master Plan (2020). The project will include a variety of signed bike routes with pavement markings as applicable.		
Deliverables:	Implementation of a connected cycling and pedestrian network across the Town (as per the ATMP) to enable safer, more convenient travel by non-motorized modes.		
Benefits:	Building on Halton Hills' commitment to sustainability by improving transit and AT opportunities, focusing on energy efficiency and revitalizing natural spaces.		
Risks If Not Implemented:	The implementation of active transportation facilities promotes active living, which has numerous health benefits and improves road safety. If not implemented, the Town will not be improving road safety for all road users or fulfilling its goals identified in the Active Transportation Master Plan.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-26-1911	Project Name #23 6th Line Culvert Replacement		2023 Budget \$769,000
Department Transportation & Public Works		Division Engineering & Construction	Project Manager Michael Donnelly
Service Category Transportation & Transit		2023 Score 3.4	
Target Start Date Jun 2023		Funding Sources Amount	
Target Completion Date Oct 2023		Capital Replacement Reserve \$769,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Construction	
Description			
Scope: The culvert was built in 1950. It has exceeded its useful life and needs to be replaced. Culvert was marked during 2018 OSIM inspection as "needs replacement" within 1-5 years due to overall poor condition. The amount included in the 2023 budget is a top-up amount to the originally approved construction budget from 2022. This is to coincide with the re-tendering of the project in 2023.			
Deliverables: The primary deliverable is the replacement of the Sixth Line structure.			
Benefits: This project will provide safe and reliable functionality for vehicular traffic.			
Risks If Not Implemented: If the structure is not replaced in a timely manner, the financial impact would be increased. It would limit users' ability to safely move through the community.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-26-2301	Project Name Maple Avenue Culvert Rehab		2023 Budget \$103,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Michael Donnelly	
Service Category Transportation & Transit		2023 Score 3.4	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date May 2024		Capital Replacement Reserve \$103,000	
Future Period Capital Requirements \$575,000			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	The culvert was built in 1960. The 30m long - 2.0m diameter culvert has major deformation on the downstream side and and is need of rehabilitation. This would require replacement of the culvert and reconstruction of the retaining wall outlet at the North Halton Golf Course. The reconstruction of Maple Avenue would align with the Region timing for their works on Maple Avenue. A portion of the golf course parking lot will need to be reconstructed and repaved as a result of this work.		
Deliverables:	The scope of this project is to provide engineering services (permits, drawings, and tender documents) to support the rehabilitation of the culvert.		
Benefits:	This project will provide safe and reliable transportation by way of ensuring flood control measures are in good condition.		
Risks If Not Implemented:	The financial impact would be increased if the structure is not repaired/rehabilitated in a timely manner. It would also limit users' ability to safely move through the community. Failure to rehabilitate the structure would result in increased flood risk.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-1004	Project Name Main St Glen Williams Eng		2023 Budget \$2,051,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Michael Donnelly	
Service Category Transportation & Transit		2023 Score	3.3
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Dec 2023		DC - Transportation Services \$1,422,000	
Future Period Capital Requirements \$1,500,000		New Capital Reserve \$629,000	
Operating Impact \$0		Project Phase	Construction
Description			
Scope:	The objective of the project is to construct the Bridge 1 (Structure #17) and Bridge 2 (Structure #16) improvements on Main Street in Glen Williams. Detailed design was completed in 2022. Note: Bridge construction scope only. Construction budget for roadway improvements will be under a future budget request.		
Deliverables:	Rehabilitation of Bridge 1 and Bridge 2 on Main Street in Glen Williams.		
Benefits:	This project will provide safe and reliable transportation ensuring the existing road network, Bridge 1, and Bridge 2 will continue to function efficiently.		
Risks If Not Implemented:	There are potential safety risks to the public if the existing infrastructure is not maintained and insurance claims may increase due to vehicle damage from potholes and/or accidents. Bridge improvements required for compliance with current standards.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6500-06-0102	Project Name Equipment Replacement		2023 Budget \$1,693,000
Department Transportation & Public Works	Division Public Works	Project Manager Mark Covert	
Service Category Transportation & Transit		2023 Score	3.3
Target Start Date Jan 2023		Funding Sources	Amount
Target Completion Date Dec 2023		Equipment Reserve	\$1,693,000
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase	Implementation
Description			
Scope:	The scope of this project includes the procurement of various pieces of equipment and vehicles under the Town's Equipment Replacement program. A listing of the vehicles to be replaced and their associated replacement vehicle can be found in Appendix A following this page.		
Deliverables:	The replacement pieces of equipment and vehicles to be utilized in Public Works, Parks, Cemeteries and Facilities operations.		
Benefits:	The replacement pieces of equipment and vehicles will maintain the established levels of service required for roads, sidewalks, bike paths, parks, cemeteries, and facilities.		
Risks If Not Implemented:	There are potential safety risks to the public, efficiency impacts and increased maintenance costs 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 and playgrounds.		
Additional Information:			

APPENDIX A

2023 - PUBLIC WORKS REPLACEMENT FORECAST

UNIT	MFG DATE	MAKE	MODEL	ASSET TYPE	EQUIPMENT CLASS	ASSET STATUS	REPLACEMENT VALUE
202	2010	WESTERN STAR	4900A	TANDEM DUMP WITH PLOW	TANDEM	END OF LIFE CYCLE	\$ 400,000.00
216	2012	FREIGHTLINER	BUSINESS CLASS FTL M2	TANDEM DUMP WITH PLOW	TANDEM	END OF LIFE CYCLE	\$ 400,000.00
235	2008	GMC	C4500	3 TONNE DUMP	SMALL DUMP	END OF LIFE CYCLE	\$ 90,000.00
363	2009	DODGE	GRAND CARAVAN SE	PASSENGER VAN	VAN	END OF LIFE CYCLE	\$ 50,000.00
463	2009	FREIGHTLINER	ELGIN	SWEEPER - VACUUM	SWEEPER	END OF LIFE CYCLE	\$ 420,000.00
511	2016	KUBOTA	KOMMANDER Z122 EBR-48	MOWER	MOWER	END OF LIFE CYCLE	\$ 15,000.00
512	2016	KUBOTA	KOMMANDER Z122 EBR-48	MOWER	MOWER	END OF LIFE CYCLE	\$ 15,000.00
515	2016	KUBOTA	KOMMANDER Z122 EBR-48	MOWER	MOWER	END OF LIFE CYCLE	\$ 15,000.00
564	2016	KUBOTA	ZD 331LP - 72	MOWER	MOWER	END OF LIFE CYCLE	\$ 30,000.00
572	2016	KUBOTA	ZD 331LP - 72	MOWER	MOWER	END OF LIFE CYCLE	\$ 30,000.00
596	2016	KUBOTA	M7040 NARROW TRACTOR	MULTI-PURPOSE TRACTOR	MULTIPURPOSE TRACTOR	END OF LIFE CYCLE	\$ 200,000.00
650	VARIOUS	SMALL TOOLS	SMALL TOOLS	SMALL TOOLS	SMALL TOOLS	ON GOING	\$ 28,000.00
						TOTAL	\$ 1,693,000.00

2023 Capital Project Information Sheet

Project No. 6810-25-1001	Project Name Vehicle Replacement for Specialized Transit Services		2023 Budget \$170,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score	3.1
Target Start Date Jan 2023	Funding Sources		Amount
Target Completion Date Dec 2023	Equipment Reserve		\$82,000
Future Period Capital Requirements \$0	Investing in Canada Infrastructure Program (ICIP)		\$88,000
Operating Impact \$10,000	Project Phase	Implementation	

Description	
Scope:	The scope of this project includes the tendering and award of contracts and/or purchase through the Metrolinx Transit Procurement Process, for the replacement of the existing MV with one (1) accessible van capable of transporting two (2) wheelchairs and seven (7) ambulatory passengers.
Deliverables:	Purchase of one (1) accessible van capable of transporting two (2) wheelchairs and seven (7) ambulatory passengers.
Benefits:	Maintain ridership demand by improving capacity limits and accessibility
Risks If Not Implemented:	There are potential safety risks to the public if the existing fleet is not replaced based on established life cycles. Vehicles that are out of service cannot provide the necessary services for accessible transportation. In addition, failing to increase fleet will restrict capacity and trip requests for the accessible transit program.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 6200-16-2203	Project Name 10th Line Resurfacing - 10 sdrd to Steeles		2023 Budget \$3,590,000
Department Transportation & Public Works		Division Engineering & Construction	Project Manager Michael Donnelly
Service Category Transportation & Transit		2023 Score 3.0	
Target Start Date May 2023		Funding Sources Amount	
		Canada Community-Building Fund (formally Canada Gas Tax)	\$1,110,000
Target Completion Date Dec 2023		Capital Replacement Reserve	\$1,480,000
Future Period Capital Requirements \$0		Ontario Community Infrastructure Fund	\$1,000,000
Operating Impact \$0		Project Phase Construction	
Description			
Scope: Resurfacing of Tenth Line from 10 Sideroad to Steeles Avenue. The project is to address the asphalt surface in expectation of future capital reconstruction. Reconstruction requirements will be determined through a future Transportation Master Plan.			
Deliverables: The primary deliverables are the pulverizing the existing road surface and adding new asphalt.			
Benefits: This project will provide safe and reliable transportation ensuring the existing road will continue to function efficiently.			
Risks If Not Implemented: If not constructed, the deteriorated travel surface would create safety issues for vehicular traffic			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-1601	Project Name Todd Road Reconstruction		2023 Budget \$1,538,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Michael Donnelly	
Service Category Transportation & Transit		2023 Score 2.8	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Dec 2023		DC - Transportation Services \$1,287,000	
Future Period Capital Requirements \$0		New Capital Reserve \$251,000	
Operating Impact \$0		Project Phase Construction	
Description			
Scope: The objective of the project is to reconstruct Todd Road, Mountainview Road to Sinclair Ave. This work is coordinated with and lead by the Region of Halton Building a Better Halton.			
Deliverables: The primary deliverables are the removal and replacement of the existing road surface including storm sewer repair and/or installation.			
Benefits: This project will provide safe and reliable functionality for vehicular traffic.			
Risks If Not Implemented: If not constructed, deteriorated travel surface would create safety issues for vehicular traffic.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-2601	Project Name 17 Side Road/Tenth Line from Winston Churchill Blvd to River Drive E (17 Side Road)		2023 Budget \$51,000
Department Transportation & Public Works		Division Engineering & Construction	Project Manager Michael Donnelly
Service Category Transportation & Transit		2023 Score 2.8	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Sep 2023		DC - Transportation Services \$43,000	
Future Period Capital Requirements \$1,500,000		New Capital Reserve \$8,000	
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope: The objective of the project is to complete engineering for the future resurfacing of 17 Side Road/Tenth Line from Winston Churchill Blvd to River Drive E (17 Side Road).			
Deliverables: The primary deliverable will be the subsurface information and any required survey information.			
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, including insurance claims due to vehicle damage from potholes and/or accidents. Level of service for Transportation/Drainage will continue to decline.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6810-25-1601	Project Name New ActiVan Vehicles		2023 Budget \$170,000
Department Transportation & Public Works	Division Public Works	Project Manager Maureen Van Ravens	
Service Category Transportation & Transit		2023 Score 2.8	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		DC - Transit Services \$36,000	
Future Period Capital Requirements \$0		New Capital Reserve \$134,000	
Operating Impact \$20,000		Project Phase Implementation	
Description			
Scope:	The purpose of this project includes implementing the recommendations from the 2021 Specialized Transit Plan to respond to increasing ridership demands for accessible transit services. The scope includes, by way of tender and award of contract and/or purchase through the Metrolinx Transit Procurement Process, the purchase of one (1) accessible van capable of transporting two (2) wheelchair and up to seven (7) ambulatory passengers.		
Deliverables:	Accessible van capable of transporting two (2) wheelchair and up to seven (7) ambulatory passengers		
Benefits:	Respond to increasing ridership demand by improving fleet availability, capacity limits and accessibility		
Risks If Not Implemented:	Inability to respond to increasing ridership demands for accessible transportation services.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 6200-16-2501	Project Name Fourth Line Resurfacing 17 sdrd to Hwy 7		2023 Budget \$77,000
Department Transportation & Public Works	Division Engineering & Construction	Project Manager Michael Donnelly	
Service Category Transportation & Transit		2023 Score 2.8	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$77,000	
Future Period Capital Requirements \$1,200,000			
Operating Impact \$0		Project Phase Study/Design	
Description			
Scope:	The objective of the project is to complete engineering design of the Fourth Line Resurfacing, from Hwy 7 to 1.2km south. This budget item is for field investigations in support of engineering design only. Engineering design will be completed by Town staff. Budget for construction, currently forecast for 2024, will be requested separately. The remaining segment of the Fourth Line Resurfacing (Project No. 6200-16-2501), from 1.2km south of Hwy 7 to 17 SideRoad (17 SdRd), will be completed under a future budget Request. This remaining segment is currently forecast for design in 2026 and construction in 2027.		
Deliverables:	The primary deliverable will be the engineering design of the Fourth Line Resurfacing, from Hwy 7 to 1.2km south, plus tender documents.		
Benefits:	The resurfacing will maintain the existing asset and renew condition rating and levels of service for transportation and drainage along this section of roadway.		
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. Level of service for Transportation / Drainage will continue to decline.		
Additional Information:			



Planning & Development

2023 Budget & Business Plan

PLANNING & DEVELOPMENT

Vision Statement:

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

Mission Statement:

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

2023 BUSINESS PLAN



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW:

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

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

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



PLANNING & DEVELOPMENT

DEPARTMENT OVERVIEW:

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

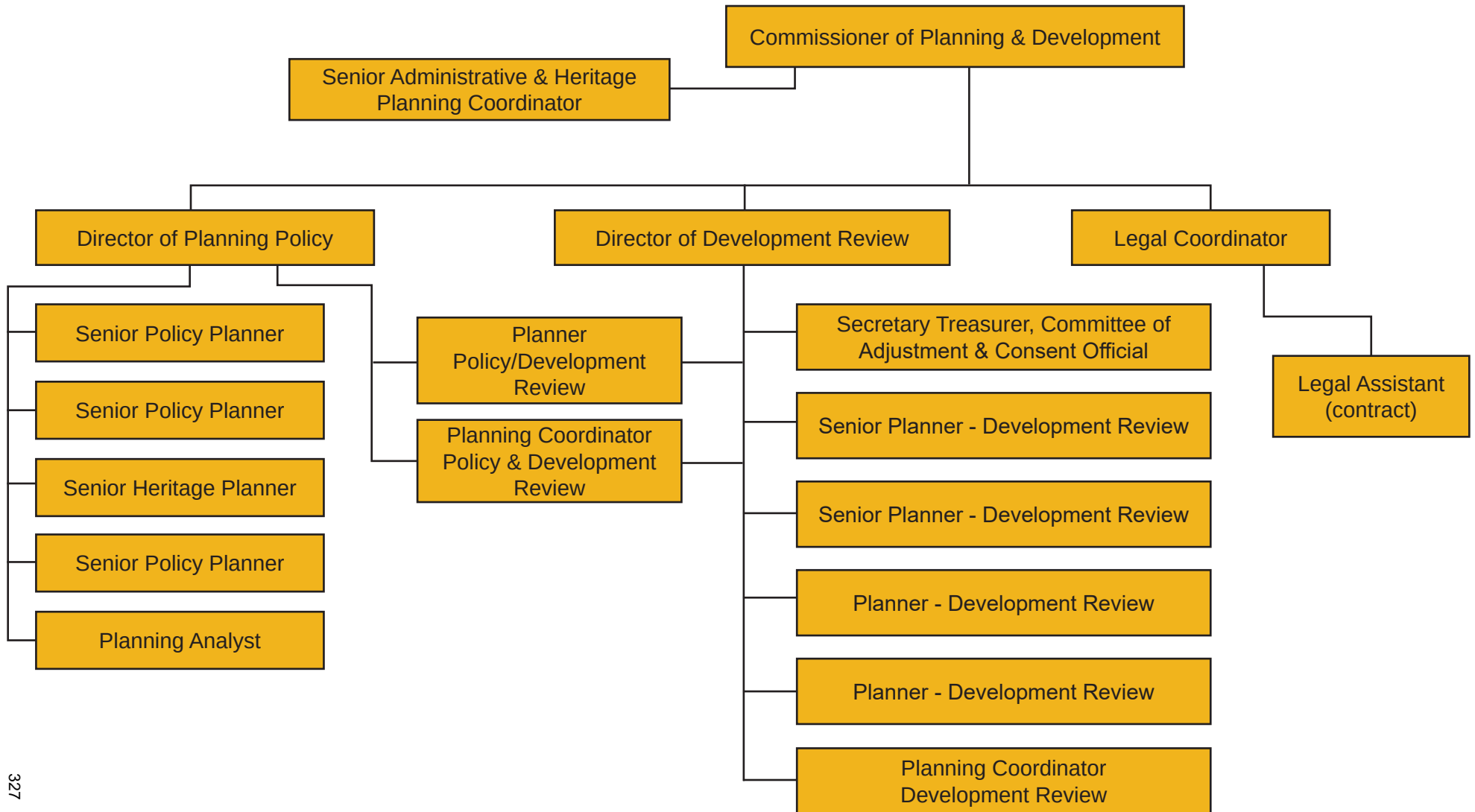
- Preparing and administering the development agreements that are required for planning approvals.
- Coordinating acquisitions and dispositions of Town lands and easements between staff and the Town solicitor.
- Providing staff with information and guidance on legal processes and matters.
- Conducting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

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

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

PLANNING & DEVELOPMENT

► CURRENT ORG CHART:



PLANNING & DEVELOPMENT

► CORE ACTIVITIES:

Development Review & Committee of Adjustment:

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

Policy, Heritage & Information Services:

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

Legal:

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



PLANNING & DEVELOPMENT

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:

- Completed the Glen Williams Scoped Secondary Plan Regional Approval process including reviewing the modifications and receiving the Notice of Decision.
- Completed the Destination Downtown Area Servicing Plan.
- Advanced the Premier Gateway Phase 2B Secondary Plan project including the preparation of a draft Preferred Land Use Plan and background reports addressing subwatershed, transportation, servicing, agriculture, air quality, land use compatibility and fiscal impacts.
- Advanced the Southeast Georgetown Secondary Plan project including the preparation of Phase 2 Background Reports and Land Use Options and the holding of virtual Steering and Technical Committee meetings.
- Advanced the Stewarttown Secondary Plan project including the preparation of draft Background Reports and Land Use Options and the holding of virtual Steering and Technical Committee meetings and public sessions.
- Commenced the Georgetown GO Station/Mill Street Corridor Secondary Plan review including holding a virtual Public Open House to introduce the project and participating in a YourTV Halton interview at the GO Station to promote the project.
- Worked with legal counsel on the Vision Georgetown private mediation sessions and on various strategic matters associated with the Ontario Land Tribunal appeals.
- Attended the 60 John Street Case Management Conference and obtained an adjournment of the hearing to allow for further discussions with the appellant.
- Continued to participate in and comment on the Regional Official Plan Review and Integrated Growth Management Strategy.
- Prepared draft Terms of Reference for the Official Plan Review.
- Advanced the Cultural Heritage Master Plan project including preparation of the Existing Conditions Report and the initial drafts of the CHMP.
- Advanced the designation of five properties under Part IV of the Ontario Heritage Act (29 Edith Street; 70 Mill Street; 76 Bower Street; 12428 Kirkpatrick Lane; 26 Queen Street).
- Updated the Heritage Permit Application Form and secured approval by Council.
- Prepared the Cultural Heritage Evaluation Report Terms of Reference and secured approval by Council.
- Prepared Heritage Property Spotlights for 4 of the Town's designated heritage properties (Craiglea House; Moorecroft/Beatty House; Lilac Lawns; Rolling Hills Farm).
- Four (4) properties designated under Parts IV and V of the Ontario Heritage Act received funding through the Heritage Property Grant Program towards conservation of the Town's cultural heritage resources.



PLANNING & DEVELOPMENT



► 2022 ACCOMPLISHMENTS/SUCCESSES:

- Twenty-four (24) properties designated under Part IV and Part V of the Ontario Heritage Act received tax refunds through the Heritage Property Tax Refund Program.
- Enforced the Heritage Property Standards in the Town's Property Standards By-law.
- Completed Official Plan Amendment No. 46 to delegate the approval of holding removals, temporary use by-laws and minor zoning by-law amendment applications to the Commissioner of Planning and Development.
- Advanced the approval of several key development applications including McGibbon (Georgetown); 17 Guelph St. (Georgetown); 9 Caroline St. (Georgetown); 167-171 Mountainview Rd. N. (Georgetown); Furnace Room Brewery (Georgetown); 25 James St. (Georgetown); 94 Guelph St. (Georgetown); Panattoni Development (Acton); 47 Maria St. (Acton); 20 Ransom St. (Acton); Humberstone Subdivision Registration (Georgetown); Churchill Valley Estates Subdivision Registration (Esquesing); North American Subdivision Registration (Premier Gateway).
- Conducted numerous virtual statutory public meetings for development applications.
- Continued to successfully hold virtual Development Review Committee and Committee of Adjustment meetings.
- Completed various lease and licensing agreements.
- Assisted with legal review and provided advice on various on-going corporate projects.



PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN:



Challenges:	- Continuing to prepare for significant residential and non-residential growth. - Need for seamless servicing in Acton, Georgetown and the eastern portions of the Premier Gateway to mitigate against development gaps. - Vision Georgetown and Southwest Georgetown Private OPA OLT process is resource intensive and creates uncertainty that Council's vision for the new community will be realized. Six-month OLT hearing to commence in 2023. - Filing of Draft Plan of Subdivision and Zoning By-law Amendment appeals by the Southwest Georgetown Landowners. - Ensuring appropriate resources are available to respond to expected Vision Georgetown and Premier Gateway developments. - Scoped Glen Williams Secondary Plan Review OLT appeals creates uncertainty surrounding several development sites. - Integrating transportation and land use planning considerations in Southeast Georgetown through the Region's Class Environmental Assessment for the Norval West By-pass and the Town led Secondary Plan exercise. - Balancing mature neighbourhood character considerations while delivering more intensification and affordable housing opportunities. - Ongoing market challenges associated with the delivery of intensification and affordable housing. - Public opposition to intensification and infill proposals. - Reduced timelines to process development applications before non-decision appeals to OLT can be filed. - Potential for mandatory refunds of zoning by-law amendment and site plan application fees should prescribed Planning Act (Bill 109) timelines not be met. - Secondary Plan Post Adoption Approval Phase continues to be time consuming and complex. - Uncertainty associated with the Provincial approval process for the updated Regional Official Plan and post 2031 growth. - GTA West/HPBATs Corridor Protection OLT Appeals remain unresolved. - Uncertainty created by changing provincial legislation (i.e. Bill 23)

PLANNING & DEVELOPMENT

► ENVIRONMENTAL SCAN:



Opportunities:	- Approval of the Halton Hills Premier Gateway Phase 1B Secondary Plan provides 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 and Regional Official Plan Amendment No. 49, opportunities to reduce the extent of land subject to corridor protection. - Additional delegated authority presents opportunities to streamline the approval process. Bill 109 presents an opportunity to further streamline the approval process for zoning by-law amendments and site plan applications. - 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. - Development interest in intensification/infill sites, particularly in Georgetown is gaining momentum. - Preparation of the Cultural Heritage Master Plan will provide an overarching direction for the Heritage Planning portfolio. - The finalization of updated Green Development Standards further advances the Town's climate change objectives. - Update to the Vision Georgetown Energy Master Plan provides a platform to further consider low carbon development opportunities.

PLANNING & DEVELOPMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Official Plan Review	Update the Town's Official Plan to implement changes required by Provincial Plans, the Provincial Policy Statement and the Regional Official Plan, including allocation of population and employment growth to the 2051 planning horizon.	- Policy	- An updated Official Plan that conforms to Provincial Plans and the Regional Official Plan and is consistent with the Provincial Policy Statement. - A sound and contextually appropriate framework for guiding land use change and economic development that aligns with the Town's climate change objectives.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Local Autonomy & Advocacy - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives
2. Cultural Heritage Master Plan	Prepare a Cultural Heritage Master Plan as set out in Section F5.1.1 of the Town's Official Plan to identify and study the Town's cultural heritage resources and provide recommendations for the protection and enhancement of those resources.	- Policy	- A Town-wide Cultural Heritage Master Plan that will provide a fulsome understanding of the Town's cultural heritage resources and landscapes and a detailed planning foundation to ensure the long-term conservation of those resources. - Identification of potential Heritage Conservation Districts and the need for area specific Official Plan policies or zoning by-law regulations for cultural heritage resources and landscapes.	- Shaping Growth - Climate Change & Environment - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives

PLANNING & DEVELOPMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Designated Greenfield Area Secondary Plans (Southeast Georgetown & Stewarttown)	Prepare Secondary Plans for Southeast Georgetown and Stewarttown which entails a number of detailed studies including planning, urban design, functional servicing and transportation along with public and agency engagement.	- Policy	- Projects further implement Council's approved growth management strategy to 2031. - Contextually appropriate Secondary Plans that provide a mix and range of housing along with other complementary land uses and conforms to Provincial Plans and policies and the Regional and Halton Hills Official Plans.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
4. Vision Georgetown OLT & Implementation Matters	In concert with legal counsel, coordinate Vision Georgetown OLT & related implementation matters.	- Policy/Development Review	- Successful defence of Council's vision and policies such that the Vision Georgetown Secondary Plan remains fundamentally intact. Subject to the results of the OLT process.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives
5. Georgetown GO Station/ Mill Street Corridor Area Secondary Plan Review	Review and update the GO Station Secondary Plan to ensure conformity with A Place to Grow and the updated Regional Official Plan and consistency with the Provincial Policy Statement.	- Policy	- An updated and contextually appropriate Secondary Plan that continues to direct intensification to strategic areas while protecting adjacent mature residential neighbourhoods. - Increased high and medium density housing aligned with the Town's intensification objectives.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

PLANNING & DEVELOPMENT

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
6. Premier Gateway Phase 2B Integrated Planning Project	Prepare a Secondary Plan for the Premier Gateway Phase 2B Lands which entails a number of detailed studies including planning, scoped sub watershed, urban design, functional servicing and transportation along with public and agency engagement.	- Policy	- Project further implements Council's approved Growth Management Strategy to 2031. - A Secondary Plan that guides high quality employment development and facilitates increased assessment and employment opportunities. - Conformity with provincial plans and policies and Regional and Halton Hills Official Plans.	- Shaping Growth - Transportation - Climate Change & Environment - Fiscal & Corporate Management - Youth & Senior Initiatives
7. Zoning By-law Phase 1	Undertake an update to the Town's Zoning By-law to address implementation challenges which have been identified through the development review process.	- Policy/Development Review	- An updated Town-wide Zoning By-law that proactively addressing identified issues. - Provide greater clarity for staff when implementing the by-law and potentially eliminate the need for residents to obtain unintended technical minor variances.	- Shaping Growth

PLANNING & DEVELOPMENT

► STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.1	Heritage Property Grant Program Student Staff are requesting an increase to the historically-allotted Heritage Property Grant Program Student position through the Heritage Halton Hills budget, to allow for hiring a student/intern for 16 weeks instead of 10 weeks to assist the Senior Heritage Planner. This position will undertake significant background historical work and research for the Town's Heritage Register. A 16 week position will allow for an in-depth research process that will result in key deliverables for the Town including the development of historic context statements to guide policy-development and development review in the Town's character areas. This slight increase in budget from 10 to 16 weeks will allow the Town to attract a wider-range of qualified candidates and will also make the position eligible for higher-order funding from the federal government through programs such as Young Canada Works, which requires an internship to be a minimum of 16 weeks in order to be eligible for funding.
Contract	0	

PLANNING & DEVELOPMENT



PERFORMANCE INDICATORS:

Operational	Target
Well-developed plans	- Premier Gateway Phase 2B Secondary Plan – Council Adoption of Secondary Plan - Southeast Georgetown Secondary Plan – Council Adoption of Secondary Plan - Stewarttown Secondary Plan – Council Adoption of Secondary Plan - GO Station/Mill Street Corridor Secondary Plan – Completion of Phases 1-3, including the preparation of various background studies and a preferred land use alternative - Cultural Heritage Master Plan – Council approval of the Cultural Heritage Master Plan - Official Plan Review – Completion of Phase 1 (Terms of Reference, contract award, development of a detailed work program and engagement plan) - Vision Georgetown – Secure final Ontario Land Tribunal decision approving the Secondary Plan (OPA 32)
Development Applications	- 90% increase in decisions - 15 % increase in applications

Quality of Life	Target
Green Development Standards Approvals	- 260% increase in approvals

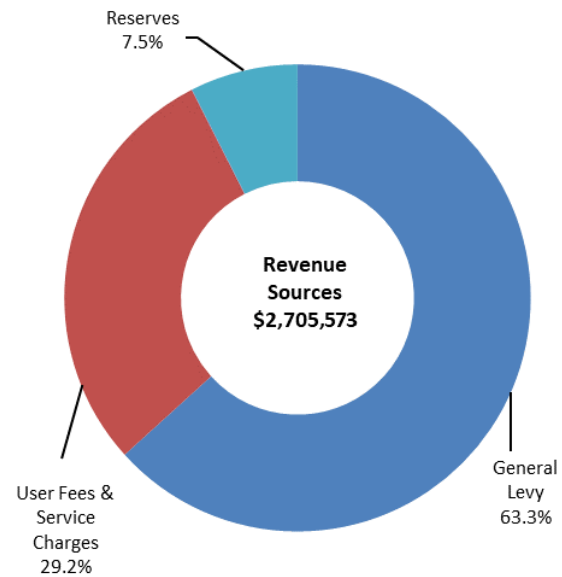
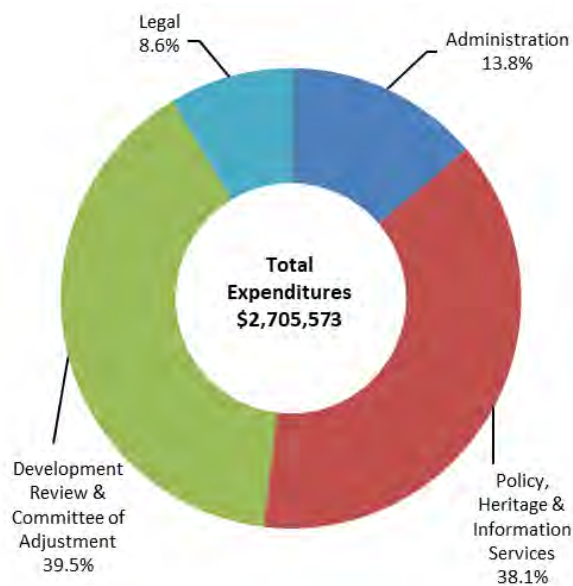
2023 Operating Budget Overview

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 and processing of development applications filed under the Planning Act, and the preparation of various legal agreements.

2023 Operating Budget Highlights

The 2023 Operating Budget for Planning & Development of \$2,705,573 in gross expenditures and \$1,711,300 in net expenditures provides funding for the services performed by the Development Review & Committee of Adjustment, Policy Heritage & Information Services, and Legal Services Divisions.

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	2,563,873	2,496,688	2,619,273	-	8,800	-	2,705,573	141,700	5.5%
Revenue	(993,373)	(1,029,254)	(916,773)	-	-	-	(994,273)	(900)	0.1%
Total Net Expenditures	1,570,500	1,467,433	1,702,500	-	8,800	-	1,711,300	140,800	9.0%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	367,500	352,173	373,300	-	-	-	373,300	5,800	1.6%
Revenue	-	(782)	-	-	-	-	-	-	0.0%
Net Expenditures	367,500	351,391	373,300	-	-	-	373,300	5,800	1.6%
Policy, Heritage & Information Services									
Expense	940,900	907,521	1,022,000	-	8,800	-	1,030,800	89,900	9.6%
Revenue	(500)	-	(1,500)	-	-	-	(1,500)	(1,000)	200.0%
Net Expenditures	940,400	907,521	1,020,500	-	8,800	-	1,029,300	88,900	9.5%
Development Review & Committee of Adjustment									
Expense	1,025,373	1,085,787	1,068,573	-	-	-	1,068,573	43,200	4.2%
Revenue	(791,673)	(852,087)	(791,573)	-	-	-	(791,573)	100	(0.0%)
Net Expenditures	233,700	233,700	277,000	-	-	-	277,000	43,300	18.5%
Legal									
Expense	230,100	151,206	155,400	-	-	-	232,900	2,800	1.2%
Revenue	(201,200)	(176,385)	(123,700)	-	-	-	(201,200)	-	0.0%
Net Expenditures	28,900	(25,179)	31,700	-	-	-	31,700	2,800	9.7%
Total									
Expense	2,563,873	2,496,688	2,619,273	-	8,800	-	2,705,573	141,700	5.5%
Revenue	(993,373)	(1,029,254)	(916,773)	-	-	-	(994,273)	(900)	0.1%
Total Net Expenditures	1,570,500	1,467,433	1,702,500	-	8,800	-	1,711,300	140,800	9.0%

The Planning & Development 2023 Operating Budget represents a \$140,800 or 9.0% increase from the approved 2022 Operating Budget. The following major budget changes are included in the Planning & Development Operating Budget for 2023:

Continuation of Existing Service Delivery

- The 2023 budget includes a \$125,000 increase in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, and a 1.5% proposed economic adjustment.
- Other base budget changes for the department totalling \$7,000 include the reallocation of some expenses from the Heritage Committee budget to fall under the Policy, Heritage & Information Services division as well as other reductions in miscellaneous administrative expenses. The change related to Heritage will allow for better alignment of the budget with Heritage operations undertaken by staff.

Response to Service Demands

- A budget inclusion totalling \$8,800 has been made to extend the number of weeks of work for to the Heritage Summer Student position (+0.1 FTE), as well as expand the Heritage property grant program to ensure adequate funding is available to promote the designation of significant cultural heritage resources.

Budget Inclusion 2023

Position/Program		Ref No.	23-20
Heritage Student Position & Property Grant Program		Budget Impact	\$ 8,800
Approved by Council?	Yes ☐ No ☒	FTE Impact	0.1
Included in Budget?	Yes ☐ No ☒	Effective Date	January 1, 2023
Department		Division	
Planning & Development		Policy, Heritage, and Information Services	

Description of Services to be Performed:

This inclusion is to request 1) an additional 210 part time hours (or 0.1 FTE) for a Heritage Student and 2) to increase the Heritage Property Grant Program by \$5,000 from \$10,000 to \$15,000.

The Heritage Halton Hills Committee budget has historically provided funding for a summer student for 10 weeks. This request seeks to increase the duration to 16 weeks, in order to attract well-qualified candidates and to provide an opportunity to establish a fulsome understanding of the Town's cultural heritage resources and landscapes as well as an appropriate and detailed planning foundation to ensure the long-term conservation of those cultural heritage resources. By increasing the funding to 16 weeks, the Town will also be eligible for a Young Canada Works internship grant, potentially providing the Town with a grant to cover an additional 16 weeks of work for a student. The increase in duration will require an additional 210 hours (or 0.1 FTE) at an additional annual budget provision of \$3,800.

Further, a \$5,000 increase for the Heritage Property Grant Program from \$10,000 to \$15,000 is requested, in order to ensure consistency in running the program and to continue to provide property owners with an incentive towards the designation of the Town's significant cultural heritage resources.

Accordingly, it is recommended that a 210 additional hours for the existing Heritage Student position and a \$5,000 increase in the Heritage Property Grant program be approved, with a combined tax impact of \$8,800 in 2023.

Risk if not approved: Without increased funding and proper resourcing to support heritage designation for properties, there could be a loss of important cultural heritage resources.

Budget Impact:

Expenditures:

Salary & Benefits	\$ 3,800
Supplies & Services	5,000
Total	\$ 8,800

Revenue:

Other	
Total	\$ -

Net Cost \$ 8,800

Account & Notes:

Student Wages (ext. to 16 weeks)
Heritage Property Grants

Planning & Development Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
PLANNING & DEVELOPMENT												
7000-22-0001	Official Plan	-	-	-	-	200,000	-	-	-	-	200,000	400,000
7100-10-2501	SE Georgetown Developer Payback	-	-	220,000	-	-	-	-	220,000	-	-	440,000
7100-22-1502	Glen Williams Sec Plan Review	-	-	-	-	150,000	-	-	-	-	-	150,000
7100-22-2001	Zoning By-Law Update	70,000	-	200,000	-	-	-	-	200,000	-	-	470,000
7100-22-2303	Post 2036 Secondary Plans	-	-	-	1,500,000	1,500,000	1,500,000	-	-	-	-	4,500,000
7100-22-2401	Guelph St Corridor Planning Study	-	300,000	-	-	-	-	-	-	-	-	300,000
7100-22-2601	Stewarttown Planning Study	-	-	-	-	-	150,000	-	-	-	-	150,000
7100-27-0102	Norval Secondary Plan Review	-	-	150,000	-	-	-	-	-	-	-	150,000
7100-22-2501	Acton Downtown Planning Study	-	-	300,000	-	-	-	-	-	-	-	300,000
7100-22-2701	User Fee Review - Planning	-	-	-	-	60,000	-	-	-	-	-	60,000
TOTAL PLANNING & DEVELOPMENT		70,000	300,000	870,000	1,500,000	1,910,000	1,650,000	-	420,000	-	200,000	6,920,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The 10-year Capital Plan for Planning & Development includes funding for key legislated and growth-related plans and studies to support development and growth for the Town. The 10-year capital plan totals \$6.92 million, with \$70,000 proposed for 2023. The following summarizes key components of the Capital Forecast:

- The 2023 Capital Budget includes \$70,000 for the Zoning By-law Update. The project will focus on an update to the Area Servicing Plan in accordance with the Region's Water and Wastewater Master Plan, the Regional Official Plan, Development Charges Background Study, and the Region's financing policies for growth infrastructure to the satisfaction of Halton Region.
- The Forecast for 2024-2032 includes \$6,850,000 for various updates to important Planning studies and provides anticipated funding for secondary plans intended to inform growth beyond the 2036 planning horizon.

Planning & Development 2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
342	7100-22-2001	Zoning By-Law Update	3.60	70,000	70,000	-	27,000	43,000	-	-
2023 Total				70,000	70,000	-	27,000	43,000	-	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 7100-22-2001	Project Name Zoning By-Law Update		2023 Budget \$70,000
Department Planning & Development	Division Planning Policy	Project Manager Bronwyn Parker	
Service Category Planning & Development	2023 Score 3.6		
Target Start Date Jan 2023	Target Completion Date Mar 2024	Funding Sources	Amount
Future Period Capital Requirements \$0	Operating Impact \$0	DC - Growth-Related Studies	\$27,000
		New Capital Reserve	\$2,000
		Strategic Planning Reserve	\$41,000
		Project Phase Study/Design	

Description	
Scope:	An update to the Town's Zoning By-law is required to address implementation challenges which have been identified through the development review process.
Deliverables:	An updated Town-wide Zoning By-law will ensure best practices are applied; bringing the Town's By-law into conformity with existing plans and studies.
Benefits:	This will ensure the Town is proactively addressing identified issues within the existing Zoning By-law, which will provide greater clarity for staff when implementing the by-law and potentially eliminate the need for residents to obtain unintended technical minor variances.
Risks If Not Implemented:	Slowing down the delivery and construction of appropriate developments due to unclear language in the Zoning By-law or the need to obtain unintended technical minor variances, creating more complicated application processing and potential for OLT appeals. Results in increased staff time across departments dedicated to resolving these matters.
Additional Information:	



Recreation & Parks

2023 Budget & Business Plan

RECREATION AND PARKS

Vision Statement:
Recreation for all.

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

We value:

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



2023 BUSINESS PLAN



RECREATION AND PARKS

DEPARTMENT OVERVIEW:

Recreation and Parks is responsible for delivering quality programs, services and facilities that improve the quality of life for Halton Hills residents in line with the following goals:

- Foster active living through physical recreation
- Increase inclusion and access to recreation for people that face barriers to participating
- Help people to connect with nature through recreation
- Provide supportive environments that encourage participation in recreation and help to build and maintain a strong, caring community
- Ensure the continued growth and sustainability of recreation

Recreation Services

Core service areas include community programs (children, youth, active living), aquatics programs, seniors and youth centres, marketing and promotion, and sales and service (for programs, arenas, parks, cemeteries, and Town permitted school spaces).

Facilities

Lead the design, construction, and day-to-day maintenance of all Town facilities, including community centres, arenas, Halton Hills Cultural Centre, libraries, Town Hall, and ancillary buildings (i.e., within Parks).

Parks and Open Space

Responsible for planning, acquisition, design, and construction of parks, open spaces, trails, and cemeteries within Halton Hills.

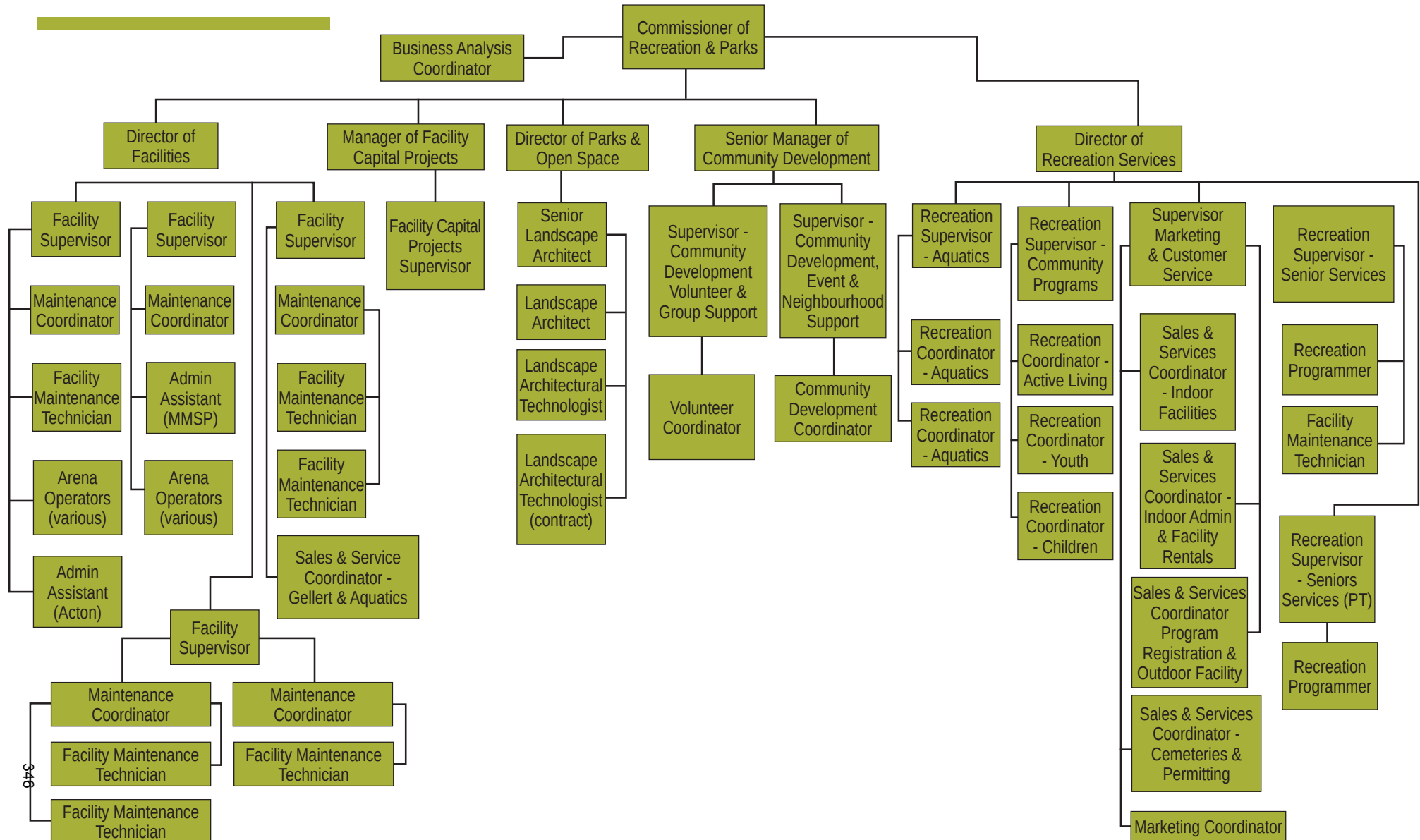
Community Development

Provide support to community groups, organizations, volunteers, and neighbourhoods to create vibrancy, promote wellbeing, support public engagement, foster the development of great public spaces, and build capacity to deliver recreation and parks services and community led events.



RECREATION AND PARKS

► CURRENT ORG CHART:



RECREATION AND PARKS

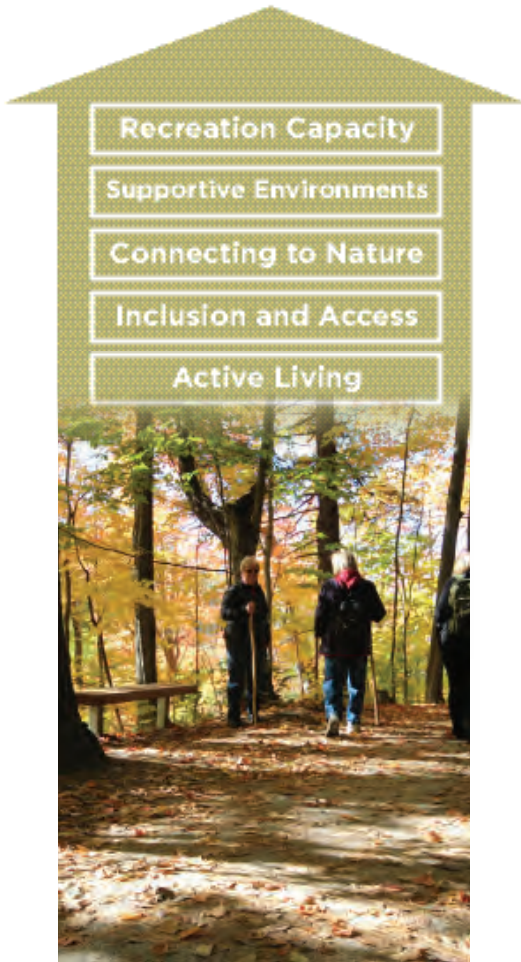
► CORE ACTIVITIES:

Providing Indoor and Outdoor Facilities:

- 2 active living centres for older adults (Hillsview Acton and Georgetown) and 2 youth centres (Acton and Georgetown).
- 2 multi-pad arenas and 2 community centres: indoor recreational spaces for aquatics, ice users, sports floors.
- Halton Hills Cultural Centre including the 260 seat John Elliot Theatre and the Helson Gallery.
- Community centres for warming, cooling and emergency services.
- More than 30 parks, 3 active cemeteries, and 30 km of trails.
- Facility operations including day-to-day inspection, maintenance, and asset management for all Town facilities (including the implementation of climate change initiatives for the corporation).

Planning strategically:

- Lead the acquisition of parks and open spaces and the management of surplus land holdings.
- Coordinate the Development Review process for parkland and landscape approvals.
- Lead business plans, master plans and strategic planning for Recreation and Parks business areas.
- Deliver master plans and detailed designs for facilities, parks, trails, and cemeteries.



RECREATION AND PARKS

► CORE ACTIVITIES:

Delivering Programs and Services:

- Recreation programs – community and aquatic services, initiatives to promote inclusion, ensuring financial access to services and promoting community well-being.
- Sales and service administration - program registration, indoor and outdoor facility bookings, and cemetery sales.
- Community Development services - support community-led special events, neighbourhood engagement, civic participation, volunteer development, space allocation for groups, sponsorship development, the provision of grant resources for events and organizations, and the facilitation of partnership-based capital projects.
- Marketing, promotions, and communications.
- Ensuring compliance with by-laws, policies, and program standards per legislative requirements.
- Establishing and administering community partnership agreements.

Overseeing Capital Construction:

- Lead project management for all capital works in municipal facilities.



RECREATION AND PARKS

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:

Capital Design & Construction

- Opened the Leash Free Park at Trafalgar Sports Park (TSP) and completed the design and tender for the TSP Washroom Building.
- Completed construction of and officially opened the Mold-Masters Skate Park.
- Completed final phase construction for the Hungry Hollow Trail segment between Downtown and West Branch Park.
- Completed public consultation for design of the future (Councillor) Moya Johnson Parkette at Mill Street & McNabb Street.
- Completed design and approvals for the Upper Canada College (UCC) & Fairy Lake trails.
- Received \$149,160 Active Transportation Federal Grant for the (UCC) Trail project.
- Completed major renovations for the Dominion Gardens splash pad.
- Advanced environmental work for Tolton Park.

Delivery Programs and Services

- Introduced Active Passes and Recreation Memberships (a key recommendation from the 2020 rates and fees strategy).
- Completed lease agreements with long time user groups at Cedarvale Community Centre, Artisan's Cottage, and Norval Community Centre.
- Formalized Recreation and Parks volunteer management program standards and implemented new software to more efficiently manage volunteer records.
- Hosted the "Building Strong Organizations" Educational Series (in conjunction with Volunteer Halton) to provide training in board governance, risk management, insurance needs, financial guidance and equity, diversity and inclusion.



RECREATION AND PARKS

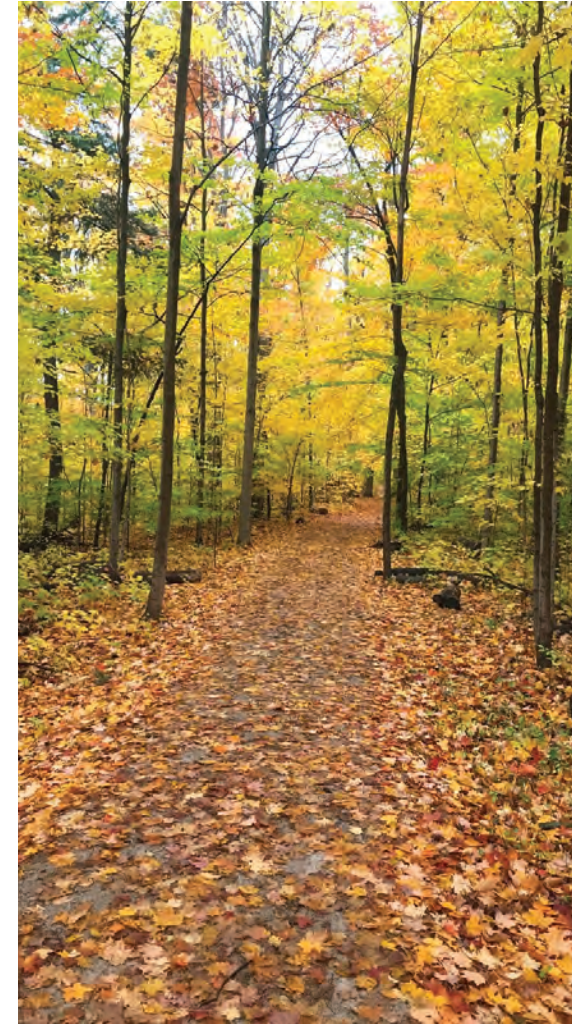
► 2022 ACCOMPLISHMENTS/SUCCESSIONS:

Major Studies

- Completed Phase 1 of the Outdoor Ice Strategy.
- Initiated the Fairy Lake Water Quality Strategy.
- Commenced the Feasibility Study for designating a scattering site for cremation remains.
- Approved a new Parkland Dedication By-law.
- Initiated Phase 2 of the Collegiate Pool Revitalization Study.
- Advanced the Seniors Services Delivery Review.
- Completed the five-year Active Living Strategy and launched the Active Easy Action Team and new Active Alliance.
- Advanced Recreation and Parks Key Performance Indicators project (a priority deliverable in Recreation's Strategic Action Plan).
- Launched the Comprehensive Indoor Air Quality initiative and Standard Operating Procedures for Town facilities.
- Updated the Zero Tolerance Protocol for facilities.
- Developed new protocol for conducting comprehensive IAQ testing of Town facilities and initiated a procurement for IAQ testing equipment to conduct future testing in-house.

Pandemic Response

- Fully reopened all Town facilities and in-person programming.
- Supported the successful operation of Halton Hills mass vaccination clinic at the Gellert Community Centre and drop in "Go Vaxx" clinics in Acton.
- Supported community groups with their return to in-person special events and streamlined administrative processes.



RECREATION AND PARKS

► 2022 ACCOMPLISHMENTS/SUCCESSIONS:

Land Acquisition & Disposal

- Advanced acquisition of Glen Lawson Lands.
- Initiated the sale of Town Hall surplus lands (Phase 1) for medium density development.

Partnerships

- Launched the new Community Partnership Program (CPP) and awarded \$77,874.59 in grants to 18 partner projects that will benefit community residents.
- Renewed the Town's collaboration agreement with Halton Hills Jumpstart Chapter.
- Renewed and updated the Town's Management Agreement with the Willow Park Ecology Centre.
- Supported Trees for Halton planting program (at Gellert Park and Standish Street Park), and Hungry Hollow Sustainable Neighbourhood Action Plan (SNAP) action plan.



Community Celebrations and Recognition

- Coordinated two Open Streets events, in collaboration with the Georgetown BIA, Bike it to the Market, Acton BIA, and the Leathertown Festival.
- Coordinated grand opening events for the new Leash Free Dog Park at Trafalgar Sports Park and the new skateboard park at Mold-Masters SportsPlex.
- Hosted the Community Volunteer Appreciation Event, which recognized 137 volunteers and 52 different volunteer organizations for their contributions to the community.
- Coordinated recognition events for: Youth Centre Community Donations; the Norval Community Outreach for Art Therapy and Youth Leadership; the Three Musketeers donation of outdoor patio furniture; and the community at large donation of food and personal care items.
- Received a three-year CARF Accreditation (2022-2025) for older adult services.

RECREATION AND PARKS

► 2022 ACCOMPLISHMENTS/SUCCESSES:

Facility Revitalization

- Acton Arena & Community Centre: skate rental shop and office renovation; and administration area flooring replacement.
- Hillcrest House: water treatment system installation
- Acton Indoor Pool: dressing room tile replacement
- Acton Indoor Pool: filtration/circulation piping upgrades
- Various facilities: LED lighting installations
- Town Hall: bundled HVAC replacement
- Arenas in both Acton and Georgetown: heat Recovery and dehumidification systems replacement
- Acton Arena: HVAC replacement project
- Acton Library: exterior staining
- Mold-Masters SportsPlex: mechanical room cooling system installation
- Gellert Community Centre: exterior facility painting
- Cultural Centre: theatre curtain replacement
- Town Hall: concrete stairs replacement
- Various facilities: materials abatement projects completed
- Council Chambers lighting replacement



RECREATION AND PARKS

► ENVIRONMENTAL SCAN:



Challenges:	- Aging facility infrastructure will require increased capital investments over the coming years. - Delays in development growth will negatively impact funding for essential capital projects (parks, facilities, amenities). - Inflationary increases for construction and materials have exacerbated capital budget pressures and widened the infrastructure funding gap. - Limited available lands and land affordability provide a challenge for new parkland acquisition and the construction of future municipal facilities. - Market competition for experienced and specialized staff (i.e. licensed refrigeration plant operators and aquatics instructors and lifeguards) and cost pressures from pay equity reviews may create future budget pressures. - Adapting to new expectations for service delivery post-pandemic (virtual and in service) will require new approaches and resource flexibility. - Increased demands for the allocation of (non-ice) recreational and sport spaces will require resources to build new or adapt current spaces. - Increased demand for support or rent relief from community user groups will create budget pressures. - Capital funding pressures will be exacerbated by the need to adapt facilities and amenities to meet the Impacts of climate change and climate targets.
Opportunities:	- Pursuing strategic partnerships to expand resident access to more park, trail, and open space lands. - Expanding year-round use of trails, open-spaces, and low-impact activity nature parks as recreational amenities. - Increased availability of grant funding for green infrastructure and active transportation projects. - Continued implementation of Halton Hills, "Recreation for All" strategic priority for facilities, programs and services. - Efforts to grow sponsorship and promotional revenues could enhance financial resources. - Exploring the use 'non-traditional spaces' for recreation and sport amenities.

RECREATION AND PARKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Recreation and Parks Strategic Plan Implementation	Implementation of year three actions that include: - Expand our work with support organizations to increase access to recreation and parks services for people facing constraints to participation. - Improve the public's awareness of recreation services and their customer experience through innovative communications and marketing - Support efficient, effective, and innovative use of new and existing facilities - Review the Town's current criteria for naturalization of parks	- All divisions	- Increased service capacity to support resident needs - Positive climate change improvements - Improved community engagement - Enhanced group partnerships and increased volunteerism - Establishment of key performance measures and an improved customer service strategy	- Shaping Growth - Climate Change & Environment - Youth & Seniors Initiatives

RECREATION AND PARKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
2. Implementation of the Community Development Action Plan	Implementation of the following plan priorities: - Develop and implement the Capacity Building for Recreation Framework which guides partnerships and support to groups. - Collect and analyze utilization of outdoor recreational amenities by sport and community groups to assess future opportunities - Develop and implement a strategy to support neighbourhood groups with organizing and hosting their events, programs, and initiatives	- Community Development	- Groups and organizations are supported and effectively contribute to the delivery of recreation. - People feel empowered and supported to advocate for their needs while addressing them through access to resources. - People feel connected and enjoy all aspects of community and neighbourhood life - Broader services and amenities are made available to residents in a cost-effective manner.	- Shaping Growth - Fiscal & Corporate Management

RECREATION AND PARKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Capital Facilities and Park Construction Projects	Design, engineering and/or construction of key capital construction projects: - Halton Hills Drive park design and construction - Park revitalization & renewal projects - Arenas heat recovery and dehumidification replacement - Acton Arena HVAC replacement - Acton Arena transformer replacement - Town Hall HVAC replacement - Town Hall fire detection device replacements - Town Hall security/CCTV Project - Design and engineering MMSP HVAC replacement - Acton Indoor Pool basin resurfacing - Georgetown Indoor Pool filtration replacement - Norval/MMSP parking lot repairs	- Facility Capital Projects - Parks and Open Space	- Completion of 2023 Capital Budget priorities as well as ongoing projects - Replacement of aging infrastructure to address existing service levels as well asset management and corporate energy strategies. - New projects to address growth and community need	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

RECREATION AND PARKS

► KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. Major Studies	Delivery of major study and policy work to support Recreation's Strategic Action Plan: - Glen Lawson Lands Master Plan - Collegiate Pools Feasibility Study	- Parks and Open Space - Facility Capital Projects	- The Glen Lawson Master Plan will provide an environmental restoration plan and design direction that enables public access and low-impact recreational uses on the site. - The Collegiate Pools Study will confirm the feasibility of renovating the Acton and Georgetown collegiate pools and will provide design options as well as order of magnitude costing estimates for extending the useful life of these important recreational amenities.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management - Youth & Seniors Initiatives

RECREATION AND PARKS

► STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+2.7	Professional Instructor and Inclusion Facilitators – Summer Camp Inclusive recreation requires the Town to support participation in recreation programs and facilities for persons with disabilities. To ensure compliance with: AODA legislation; the Ontario Human Rights requirement for Duty to Accommodate; and to address the growing demand for this service, a team of professional instructors (with specialized education and skills) are required to support inclusion in the Town's recreation summer day camp programs. In addition to specialized instructors, inclusion facilitators are also required when multiple children with special needs are participating. Additional FTE's totaling 4,929 new hours are required to meet this demand.
Contract	0	

RECREATION AND PARKS

► PERFORMANCE INDICATORS:

Operational	Target
Active Living – Average registration total for registered programs and camps in all activity areas.	- 80%
Connecting to Nature – Percentage of population utilizing the Town's outdoor amenities at least once/year.	- 75%
Supportive Environments – Percentage of bookable space use for each facility type.	- 80%
Recreation Capacity – Percentage of registered programs and camps at full capacity.	- 75%

Quality of Life	Target
Inclusion and Access – Total approvals for financial assistance.	- + 5% of 2022 total
Inclusion and Access – Total programs that provided accommodations to participants.	- + 5% of 2022 total
Connecting to Nature – Percentage parks with climate change mitigation features.	- 85%
Recreation Capacity – Percentage of community events that receive Town support through the Community Partnership Program.	- 80%

All performance measures align with the National Framework for Recreation.

2023 Operating Budget Overview

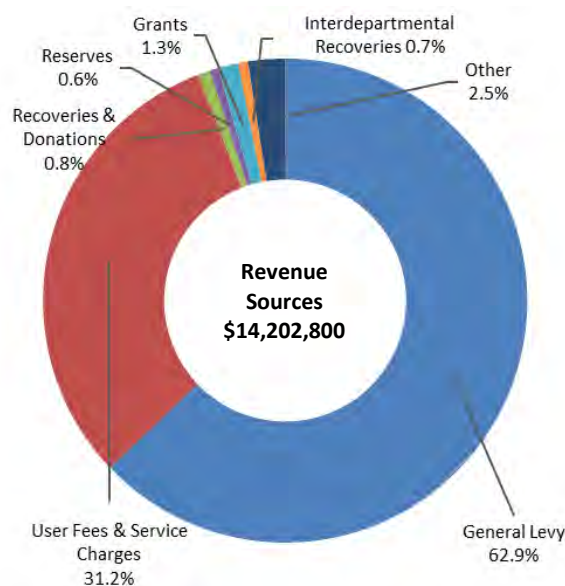
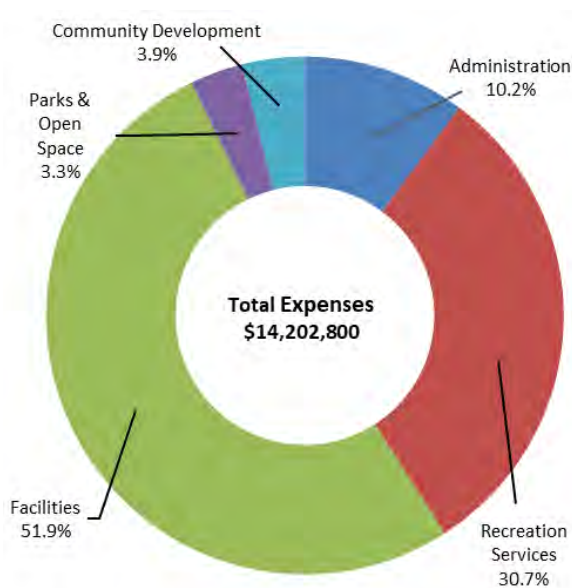
The primary role of the Recreation and Parks Department is to enhance the quality of life and well-being for residents of Halton Hills. We embrace our mandate by following the primary objectives of the National Framework for Recreation to provide facilities, services and programs that help to fulfil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

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

2023 Operating Budget Highlights

Recreation & Parks Operating Budget for 2023 is proposed at \$14,202,800 in gross expenditures with \$5,272,800 being supported from various revenue sources and \$8,930,000 from the general tax levy. This represents a \$491,200 or 5.8% increase over the 2022 budget to deliver expected services. The total cost to deliver these services to Halton Hills' residents is summarized below:

	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	13,738,120	12,705,665	14,128,400	-	74,400	-	14,202,800	464,680	3.4%
Revenue	(5,299,320)	(4,472,305)	(5,272,800)	-	-	-	(5,272,800)	26,520	(0.5%)
Total Net Expenditures	8,438,800	8,233,360	8,855,600	-	74,400	-	8,930,000	491,200	5.8%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	1,433,100	1,319,543	1,446,600	-	-	-	1,446,600	13,500	0.9%
Revenue	(332,900)	(315,750)	(342,400)	-	-	-	(342,400)	(9,500)	2.9%
Net Expenditures	1,100,200	1,003,793	1,104,200	-	-	-	1,104,200	4,000	0.4%
Recreation Services									
Expense	4,233,620	3,855,943	4,289,000	-	74,400	-	4,363,400	129,780	3.1%
Revenue	(2,122,920)	(1,772,924)	(2,096,500)	-	-	-	(2,096,500)	26,420	(1.2%)
Net Expenditures	2,110,700	2,083,019	2,192,500	-	74,400	-	2,266,900	156,200	7.4%
Facilities									
Expense	7,063,900	6,544,051	7,365,300	-	-	-	7,365,300	301,400	4.3%
Revenue	(2,736,000)	(2,287,682)	(2,738,600)	-	-	-	(2,738,600)	(2,600)	0.1%
Net Expenditures	4,327,900	4,256,368	4,626,700	-	-	-	4,626,700	298,800	6.9%
Parks & Open Space									
Expense	450,100	453,797	471,000	-	-	-	471,000	20,900	4.6%
Revenue	(81,600)	(81,600)	(84,900)	-	-	-	(84,900)	(3,300)	4.0%
Net Expenditures	368,500	372,197	386,100	-	-	-	386,100	17,600	4.8%
Community Development									
Expense	557,400	532,331	556,500	-	-	-	556,500	(900)	(0.2%)
Revenue	(25,900)	(14,349)	(10,400)	-	-	-	(10,400)	15,500	(59.8%)
Net Expenditures	531,500	517,983	546,100	-	-	-	546,100	14,600	2.7%
Total									
Expense	13,738,120	12,705,665	14,128,400	-	74,400	-	14,202,800	464,680	3.4%
Revenue	(5,299,320)	(4,472,305)	(5,272,800)	-	-	-	(5,272,800)	26,520	(0.5%)
Total Net Expenditures	8,438,800	8,233,360	8,855,600	-	74,400	-	8,930,000	491,200	5.8%

The 2023 Operating Budget proposes a net expenditure increase of \$491,200, or 5.8%. The break-down of major budget changes are as follows:

Continuation of Existing Service Delivery

- An increase of \$264,336 or 3.1% for compensation and benefits to maintain existing levels of service. This includes a proposed non-union & union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- Base budget increase of \$152,464, or 1.8% resulting from:
 - Reallocation of \$158,900 from Transportation and Public Works budget for the operations and maintenance of the Robert C. Austin Operations Centre and the Acton Public Works facility. This change allows for better alignment of the budget with the management of the operations of those facilities.
 - Pre-Budget approval during the 2022 budget process to fund an ongoing Landscape Architect Technologist contract position within Parks & Open Space. This position is required to respond to an increased capital project workload, and complexity of projects in the areas of Asset Management, Minor Capital Projects, and Development Applications. The position has a net-zero impact to the tax base and will be funded from Cash-in-Lieu of Parkland.

- There is an \$18K increase to the base budget resulting from the Seniors Service Delivery Review in November 2020, Council endorsed staff report RP-2020-0027 to implement a phased-in change to the financial contribution by the seniors centres.
- There is an additional decrease to the base budget of \$34K for the decreased utility costs at Town-owned facilities, decommissioning of the old ambulance building & minor revenue changes to operating grants, lease revenue and internal capital chargeback.

Statutory Compliance

- An inclusion for \$74,400 has been made in Recreation & Parks operating budget for an additional 4,929 part-time hours (or 2.7 FTE) for Professional Instructors and Inclusion Facilitators in support of the AODA (Accessibility for Ontarians with Disabilities Act). Inclusive Recreation requires the Town to support participation in recreation programs and facilities for persons with disabilities. To address the growing demand for this service and to ensure compliance with AODA and the Ontario Human Rights requirement for Duty to Accommodate, a team of Professional Instructors (with specialized education and skills) are required in the Recreation summer day camp programs. In addition, Inclusion Facilitators are also required when multiple children with special needs are participating.

Budget Inclusion 2023

Position/Program	Ref No.	23-21
Professional Instructors & Inclusion Facilitators for Summer Camp	Budget Impact	\$ 74,400
Approved by Council? Yes ☐ No ☒	FTE Impact	2.7
Included in Budget? Yes ☒ No ☐	Effective Date	January 1, 2023
Department	Division	
Recreation & Parks	Recreation Services	

Description of Services to be Performed:

This Inclusion is to request additional 4,929 part-time hours (or 2.7 FTE) for Professional Instructors and Inclusion Facilitators in support of the AODA (Accessibility for Ontarians with Disabilities Act).

Inclusive Recreation requires the Town to support participation in recreation programs and facilities for persons with disabilities. The waiting list for inclusion support at the Town's summer camp has been growing in recent years, with 10 participants on the list in 2021 to 28 in 2022. To address the growing demand for this service and to ensure compliance with AODA and the Ontario Human Rights requirement for Duty to Accommodate, a team of Professional Instructors (with specialized education and skills) are required in the Recreation summer day camp programs. In addition, Inclusion Facilitators are also required when multiple children with special needs are participating.

The additional hours to accommodate Professional Instructors and Inclusion Facilitators total 4,929 new hours (or 2.7 FTE) at an additional annual budget provision of \$74,400.

Accordingly, it is recommended that the total new 4,929 hours (2.7 FTE) be approved and that the required funding be financed through a base budget increase, resulting in a \$74,400 tax impact.

Risk if not approved: The Town may face legal challenges under the Human Rights Act as we must retain AODA and Duty to Accommodate compliance and this level of service must be available at no additional cost or limits to participation.

Budget Impact:

Expenditures:

Salary & Benefits	74,400
Other	
Total	\$ 74,400

Account & Notes:

Wages & benefits

Revenue:

Fees	
Other	
Total	\$ -

Net Cost \$ 74,400

Recreation & Parks

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
FACILITIES												
1000-09-0101	Office Furniture	-	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	342,000
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
8200-02-2601	Georgetown Library Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
8200-02-2701	Acton Library Lighting Retrofits	-	-	-	-	30,000	-	-	-	-	-	30,000
8200-02-2702	Firehall 1 - Lighting Retrofits	-	-	-	-	30,000	-	-	-	-	-	30,000
8200-02-2801	Firehall 2 - Lighting Retrofits	-	-	-	-	-	30,000	-	-	-	-	30,000
8200-02-2802	Firehall 3 - Lighting Retrofits	-	-	-	-	-	30,000	-	-	-	-	30,000
8200-06-0104	Electric Charging Upgrades Ice Resurfacers	-	50,000	50,000	-	50,000	-	-	-	-	-	150,000
8200-06-2501	Acton Library BAS Implementation	-	-	150,000	-	-	-	-	-	-	-	150,000
8200-06-2502	Georgetown Library BAS Implementation	-	-	150,000	-	-	-	-	-	-	-	150,000
8200-06-2601	Robert C. Austin BAS Implementation	-	-	-	300,000	-	-	-	-	-	-	300,000
8200-06-2602	Robert C. Austin Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
8200-06-2701	Firehall 1 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
8200-06-2702	Firehall 2 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
8200-06-2703	Firehall 3 - BAS Implementation	-	-	-	-	150,000	-	-	-	-	-	150,000
8200-25-0101	Arena Ice Resurfacer LCDB	-	170,000	170,000	-	170,000	-	170,000	-	170,000	-	850,000
8211-02-1505	Acton Arena Spectator Upgrades	-	-	-	-	-	18,000	-	-	-	-	18,000
8211-02-1704	Acton Arena Replace Glycol Pump	-	-	15,000	-	-	-	-	-	-	-	15,000
8211-02-1801	Acton Arena Roof Replacement	-	-	-	-	-	400,000	-	-	-	-	400,000
8211-02-2209	Acton Arena Security System CCTV	-	11,000	-	-	-	-	-	-	-	-	11,000
8211-02-2301	Acton Arena LCDB BAS and Controls Optimization	-	300,000	-	-	-	-	-	-	-	-	300,000
8211-02-2401	ACC Exterior Window and Door Sealant	-	15,000	-	-	-	-	-	-	-	-	15,000
8211-02-2402	Acton Arena LCDB Low E Ceiling	-	102,000	-	-	-	-	-	-	-	-	102,000
8211-02-2403	Acton Arena Lighting Retrofits	-	30,000	-	-	-	-	-	-	-	-	30,000
8211-02-2404	Acton Arena LCDB Solar PV - D&E	-	60,000	-	-	-	-	-	-	-	-	60,000
8211-02-2501	Acton Arena LCDB REALice	-	41,000	-	-	-	-	-	-	-	-	41,000
8211-02-2502	Acton Arena LCDB Solar PV	-	-	552,000	-	-	-	-	-	-	-	552,000
8211-02-2602	Acton Arena LCDB Boiler Replacements	-	-	-	300,000	-	-	-	-	-	-	300,000
8211-02-2901	Acton Arena Townsley Refrigeration Repl	-	-	-	-	-	-	250,000	-	-	-	250,000
8211-06-2301	Acton Arena Townsley Score Clock Replacement	-	-	40,000	-	-	-	-	-	-	-	40,000
8211-06-2302	Acton Arena Water Softener Replacement	57,000	-	-	-	-	-	-	-	-	-	57,000
8211-06-2501	Acton Arena LCDB Boiler Replacements - D&E	-	-	40,000	-	-	-	-	-	-	-	40,000
8211-06-3001	Acton Arena Commercial Kitchen Exhaust Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
8211-06-3002	Acton Arena Kitchen Appliances Replacement	-	-	-	-	-	-	-	10,000	-	-	10,000
8221-02-1602	GCC Replace Kinsmen Hall Dividing Wall	-	-	-	-	-	55,000	-	-	-	-	55,000
8221-02-1701	GCC Roof Maintenance	-	-	750,000	-	-	-	-	25,000	-	-	775,000
8221-06-1502	GCC Replace Fire Alarm System	-	-	-	19,000	-	-	-	-	-	-	19,000
8221-06-1601	GCC Replace Closed Circuit Camera System	-	-	-	20,000	-	-	-	-	-	-	20,000
8230-02-1501	AIP Refinish Interior Wood	-	-	-	11,000	-	-	-	-	-	-	11,000
8230-02-2501	AIP Changeroom Retiling	-	-	50,000	-	-	-	-	-	-	-	50,000
8230-06-1701	AIP Mechanical Upgrades	-	16,000	-	-	-	-	-	-	-	-	16,000
8231-02-1501	GIP Partition Replacement	-	20,000	-	-	-	-	-	-	-	-	20,000
8231-02-1801	GIP Floor Tiling	-	84,000	-	-	-	-	-	-	-	-	84,000

Recreation & Parks Capital Budget

2023

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
8231-02-2001	GIP Revitalization Construction	-	-	-	2,500,000	-	-	-	-	-	-	2,500,000
8231-02-2101	GIP Replace Main Electrical	-	22,000	-	-	-	-	-	-	-	-	22,000
8231-27-1901	GIP Revitalization Design & Eng	-	-	-	300,000	-	-	-	-	-	-	300,000
8240-02-3001	Cultural Centre Exterior Wall Refurbishment	-	-	-	-	-	-	-	15,000	-	-	15,000
8251-02-1701	MMSP Replace Fernbrook Pad Seating	-	-	-	-	-	-	-	18,000	-	-	18,000
8251-02-1803	MMSP Replace Overhead Doors	-	-	-	-	-	30,000	-	-	-	-	30,000
8251-02-1804	MMSP Concession Renovation	-	-	-	-	-	15,000	-	-	-	-	15,000
8251-02-2001	MMSP Asphalt Parking Lot & Sidewalks	-	100,000	-	-	-	-	-	-	-	-	100,000
8251-02-2203	MMSP Alcott Skate Tile Repl	-	-	-	-	-	-	-	-	300,000	-	300,000
8251-02-2208	MMSP Replace Exit Light Fixtures	-	-	-	-	-	60,000	-	-	-	-	60,000
8251-02-2212	MMSP Interior Lighting Upgrades	-	-	-	500,000	-	-	-	-	-	-	500,000
8251-02-2214	MMSP Replace Power Distribution	-	300,000	-	-	-	-	-	-	-	-	300,000
8251-02-2215	MMSP Replace Pull Stations	-	25,000	-	-	-	-	-	-	-	-	25,000
8251-02-2217	MMSP Replace Signal Devices	-	50,000	-	-	-	-	-	-	-	-	50,000
8251-02-2218	MMSP Replace Sprinkler System	197,000	-	-	-	-	-	-	-	-	-	197,000
8251-02-2219	MMSP Replace Standpipe and Fire Department	-	-	-	-	-	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
8251-02-2301	MMSP LCDB BAS Implementation	-	300,000	-	-	-	-	-	-	-	-	300,000
8251-02-2403	MMSP LCDB REALice	-	-	-	82,000	-	-	-	-	-	-	82,000
8251-02-2405	MMSP LCDB Solar PV	-	469,000	-	-	-	-	-	-	-	-	469,000
8251-02-2501	MMSP LCDB Boiler Replacements	-	-	200,000	-	-	-	-	-	-	-	200,000
8251-02-2601	MMSP Lighting Retrofits	-	-	-	30,000	-	-	-	-	-	-	30,000
8251-02-2801	MMSP Replace Exit Lighting Fixtures	-	-	-	-	-	60,000	-	-	-	-	60,000
8251-02-3001	MMSP Interior Doors	-	-	-	-	-	-	-	25,000	-	-	25,000
8251-02-3002	MMSP Flooring Replacement	-	-	-	-	-	-	-	80,000	-	-	80,000
8251-02-3003	MMSP Bathroom Fixtures	-	-	-	-	-	-	-	25,000	-	-	25,000
8251-02-3004	MMSP Domestic Water Distribution	-	-	-	-	-	-	-	200,000	-	-	200,000
8251-02-3006	MMSP Alcott Floor Replacement	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
8251-03-2701	MMSP Mezzanine Fitness Facility	-	-	-	-	300,000	-	-	-	-	-	300,000
8251-06-2301	MMSP Rink A/B Chiller Seals Replacement	41,000	-	-	-	-	-	-	-	-	-	41,000
8251-06-2302	MMSP Design & Engineering LCDB HVAC Replacement	213,000	-	-	-	-	-	-	-	-	-	213,000
8251-06-2401	MMSP LCDB HVAC Replacement	-	1,300,000	-	-	-	-	-	-	-	-	1,300,000
8251-06-2501	MMSP Alcott Score Clock Replacement	-	-	40,000	-	-	-	-	-	-	-	40,000
8251-06-2502	MMSP Water Softener Replacement	-	-	35,000	-	-	-	-	-	-	-	35,000
8251-06-3001	MMSP Domestic Water Heaters	-	-	-	-	-	-	-	70,000	-	-	70,000
8251-06-3002	MMSP Signal Devices	-	-	-	-	-	-	-	50,000	-	-	50,000
8251-06-3003	MMSP Exterior Lighting	-	-	-	-	-	-	-	150,000	-	-	150,000
8251-06-3004	MMSP Exterior Light Fixtures	-	-	-	-	-	-	-	50,000	-	-	50,000
8261-02-1402	GCC Unit Heaters	-	6,000	42,000	-	-	-	-	-	-	-	48,000
8261-02-1403	GCC RTU's	-	-	475,000	-	-	-	-	70,000	-	-	545,000
8261-02-2501	GCC Pool Filters	-	-	140,000	-	-	-	-	-	-	-	140,000
8261-02-2502	GCC Replace Exhaust Fans	-	-	20,000	20,000	-	-	-	-	-	-	40,000
8261-02-2503	GCC Lighting Retrofits	-	-	42,000	-	-	-	-	-	-	-	42,000
8261-06-2501	GCC BAS Implementation	-	-	300,000	-	-	-	-	-	-	-	300,000
8261-12-1701	GCC Parking Lot Resurfacing	-	-	-	400,000	-	-	-	-	-	-	400,000
8304-11-2001	GCC Tennis Court Resurfacing	-	-	-	-	-	125,000	-	-	-	-	125,000

Recreation & Parks Capital Budget

2023

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
8400-02-2101	Town Hall Walls	-	20,000	-	-	-	-	-	-	-	-	20,000
8400-02-2203	Town Hall Exterior Doors Replacement	-	-	13,000	-	-	-	-	-	-	-	13,000
8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	49,000	-	-	-	-	-	-	-	-	-	49,000
8400-02-2207	Town Hall Replacement Detection Devices (Fire)	82,000	-	-	-	-	-	-	-	-	-	82,000
8400-02-2208	Town Hall Security System	-	-	200,000	-	-	-	-	-	-	-	200,000
8400-02-2301	Town Hall LCDB Window and Entrance Replace	-	-	557,000	-	-	-	-	-	-	-	557,000
8400-02-2302	Town Hall LCDB Ceiling Finishes	-	58,000	-	-	-	-	-	-	-	-	58,000
8400-02-2401	Town Hall Security System (CCTV)	180,000	-	-	-	-	-	-	-	-	-	180,000
8400-02-2402	Town Hall LCDB Lighting, Devices, Heating	-	606,000	-	-	-	-	-	-	-	-	606,000
8400-02-2403	Town Hall Lighting Retrofits	-	30,000	-	-	-	-	-	-	-	-	30,000
8400-02-2502	Town Hall Domestic Water Distribution	-	-	-	-	300,000	-	-	-	-	-	300,000
8400-02-2503	Town Hall Ductwork Distribution Replacement	-	-	-	-	500,000	-	-	-	-	-	500,000
8400-02-2504	Town Hall Exhaust Fans & Ductwork Replacement	-	-	125,000	-	-	-	-	-	-	-	125,000
8400-02-2508	Town Hall Hot Water Heating Distribution Replacement	-	-	-	-	150,000	-	-	-	-	-	150,000
8400-02-2509	Town Hall Plumbing Fixture Replacement	-	-	-	-	15,000	-	-	-	-	-	15,000
8400-02-2510	Town Hall Sink Fixture Replacement	-	-	-	-	33,000	-	-	-	-	-	33,000
8400-02-2511	Town Hall LCDB Plumbing and Drainage (repl DHW)	-	-	19,000	-	-	-	-	-	-	-	19,000
8400-02-2601	Town Hall LCDB Geothermal System	-	-	-	444,000	-	-	-	-	-	-	444,000
8400-02-2602	Town Hall LCDB Carport PV Arrays	-	-	-	994,000	-	-	-	-	-	-	994,000
8400-02-3002	Town Hall Sprinkler Replacement	-	-	-	-	-	-	-	250,000	-	-	250,000
8400-02-3003	Town Hall Stand Pipe & Fire	-	-	-	-	-	-	-	50,000	-	-	50,000
8400-02-3004	Town Hall Pull Stations	-	-	-	-	-	-	-	25,000	-	-	25,000
8400-02-3005	Town Hall Fire Extinguishers	-	-	-	-	-	-	-	15,000	-	-	15,000
8400-02-3006	Town Hall Power Distribution	-	-	-	-	-	-	-	75,000	-	-	75,000
8400-06-2401	Town Hall BAS Implementation	-	300,000	-	-	-	-	-	-	-	-	300,000
8400-12-1501	Town Hall Parking Lot Replacement	-	350,000	-	-	-	-	-	-	-	-	350,000
8421-12-2101	Norval CC Parking Lot	-	70,000	-	-	-	-	-	-	-	-	70,000
Subtotal		819,000	5,023,000	4,293,000	6,098,000	2,146,000	1,616,000	538,000	2,331,000	588,000	118,000	23,570,000
PARKS & OPEN SPACE												
8300-11-0104	Tennis Court Lighting Replcm	-	-	195,000	-	-	-	-	-	-	-	195,000
8301-11-2001	Prospect Tennis Ct Resurfacing	-	-	-	-	-	-	90,000	-	-	-	90,000
8500-06-2001	Portable Water Dispenser	-	-	-	50,000	-	-	-	-	-	-	50,000
8500-08-2001	Property Acquisition Parks & Open Spaces	300,000	700,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	8,000,000	8,000,000	38,000,000
8500-11-0102	Park Revitalization & Renewal	77,000	150,000	160,000	170,000	170,000	170,000	170,000	170,000	180,000	180,000	1,597,000
8500-11-0105	Irrigation System Replacement	-	45,000	45,000	-	45,000	-	45,000	-	-	-	180,000
8500-11-0106	Park Pavilion Repairs	77,000	-	30,000	-	30,000	-	30,000	-	30,000	-	197,000
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
8500-11-0108	Court Revitalization & Repairs	123,000	15,000	-	-	15,000	-	-	15,000	-	-	168,000
8500-11-0115	Parks Tree Planting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
8500-11-0116	Splash Pad Mechanical Equipment Replacement	26,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	251,000
8500-11-0118	Open Space Management	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
8500-11-0119	SNAP Implementation - Parks	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
8500-11-0120	Fairgrounds Concession Revitalization	-	-	-	75,000	750,000	-	-	-	-	-	825,000
8500-11-1501	Cedarvale Park Functional Plan & Implementation	-	100,000	-	-	-	-	500,000	-	-	-	600,000
8500-11-1603	Fairy Lake Water Quality Implementation	-	50,000	50,000	32,000	-	-	-	-	-	-	132,000
8500-11-1911	Pedestrian Bridge Renewal & Replacement	15,000	-	130,000	-	-	-	-	-	-	-	145,000
8500-11-1912	Park Pathway Revitln & Renewal	82,000	75,000	20,000	75,000	20,000	75,000	20,000	75,000	20,000	75,000	537,000

Recreation & Parks Capital Budget

2023

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
8500-11-2006	Hornby Park Revitalization	-	350,000	-	-	-	-	-	-	-	-	350,000
8500-11-2107	Park Pylon Sign	-	-	70,000	-	-	-	-	-	-	-	70,000
8500-11-2206	Prospect Park Boat Ramp Revitalization	-	25,000	-	-	-	-	-	-	-	-	25,000
8500-11-2304	Leash Free Park Revitalization	-	-	150,000	-	-	-	-	-	-	-	150,000
8500-11-2604	Gellert Splash Pad Revitalization	-	-	-	-	-	-	400,000	-	-	-	400,000
8500-11-2605	Kiwanis Field Turf Replacement	-	750,000	-	-	-	-	-	-	-	-	750,000
8500-11-2704	Prospect Park Splash Pad Revitalization	-	-	-	-	400,000	-	-	-	-	-	400,000
8500-12-0101	Park Parking Lot Surfacing	-	-	100,000	-	-	100,000	-	-	100,000	-	300,000
8500-13-0106	Playground Equipment Replacement	215,000	260,000	430,000	525,000	345,000	90,000	265,000	90,000	90,000	270,000	2,580,000
8500-13-2301	Fitness Features - Community Park	-	40,000	-	-	-	-	-	-	-	-	40,000
8500-18-1801	Parks and Facilities Signage	-	-	-	-	150,000	-	-	-	-	-	150,000
8500-19-0107	Sportsfield Lighting Replacement	-	500,000	450,000	-	-	-	-	-	-	-	950,000
8500-19-0109	Playing Field Rehabilitation	62,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	602,000
8500-22-1801	Norval Park Master Plan Implementation	-	180,000	-	-	-	-	-	-	-	-	180,000
8500-22-2401	Hungry Hollow Management Plan Update (20 year)	-	50,000	-	-	-	-	-	-	-	-	50,000
8500-24-0102	Trails Revitalization & Renewal	92,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	-	1,132,000
8500-24-0111	Park Pathway Lighting Replace	-	150,000	150,000	160,000	-	-	-	-	-	-	460,000
Subtotal		1,134,000	3,735,000	3,275,000	3,382,000	5,220,000	4,730,000	6,815,000	6,645,000	8,715,000	8,690,000	52,341,000
CEMETERIES												
8500-11-0103	Cemetery Revitalization & Rene	15,000	40,000	40,000	40,000	120,000	120,000	120,000	120,000	130,000	130,000	875,000
8500-11-1903	Hillcrest Cemetery Revitalization and 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	50,000	50,000	50,000	130,000	130,000	130,000	130,000	140,000	140,000	975,000
GROWTH												
8000-22-2601	Recreation and Parks Strategic Action Plan	-	-	-	101,000	-	-	-	-	161,000	-	262,000
8200-03-1401	Facility Space Provision	-	-	-	-	4,626,000	-	-	-	-	-	4,626,000
8200-03-1701	Tennis Court New Facility	-	-	-	-	625,000	-	-	-	-	-	625,000
8200-03-2001	Georgetown Youth Wellness Hub	-	300,000	-	-	-	-	-	-	-	-	300,000
8200-03-2301	Vision Georgetown Community Centre - Construction	-	-	-	-	-	-	-	-	-	7,500,000	7,500,000
8200-08-3001	Vision Georgetown CC - Land Acquisition	-	-	-	-	-	-	-	3,932,000	-	-	3,932,000
8200-22-1301	Facility Space Provision Study	-	-	165,000	-	-	-	-	-	-	-	165,000
8200-27-3101	Vision Georgetown CC - Design & Engineering	-	-	-	-	-	-	-	-	803,000	-	803,000
8230-02-2102	AIP Revitalization Construction	-	-	-	10,500,000	-	-	-	-	-	-	10,500,000
8230-27-1701	AIP Revitalization Design & Engineering	-	-	-	1,050,000	-	-	-	-	-	-	1,050,000
8261-03-2001	GCC Phase 2 Construction	-	-	-	-	-	25,223,000	-	-	-	-	25,223,000
8261-27-2401	GCC Phase 2 Design & Engineering	-	-	-	2,500,000	-	-	-	-	-	-	2,500,000
8500-11-0117	Future Town wide Parkland Construction	-	-	-	-	-	-	-	-	-	10,000,000	10,000,000
8500-11-1703	Neighbourhood Level Skate Features	-	-	77,000	-	-	-	-	-	-	-	77,000
8500-11-1805	Halton Hills Drive Park	475,000	-	-	-	-	-	-	-	-	-	475,000
8500-11-2005	Gellert Park Expansion - Construction	-	6,000,000	-	-	-	-	-	-	-	-	6,000,000
8500-11-2102	Multi Purpose Courts	-	215,000	-	-	-	-	-	-	-	-	215,000
8500-11-2105	Vision Georgetown Parks - Neighborhood Park (NP #1)	-	-	-	468,000	-	-	-	-	-	-	468,000
8500-11-2106	Vision Georgetown Parks - Parkette (PK #1)	-	-	-	-	-	-	303,000	-	-	-	303,000
8500-11-2109	Berton Blvd Park Ph2	-	255,000	-	-	-	-	-	-	-	-	255,000
8500-11-2110	Dominion Gardens Park Ph3	-	-	-	-	-	635,000	-	-	-	-	635,000
8500-11-2111	Lion's Club Park (Dayfoot Drive)	-	450,000	-	-	-	-	-	-	-	-	450,000
8500-11-2112	Lyndsey Court Park	-	-	-	262,000	-	-	-	-	-	-	262,000
8500-11-2202	Vision Georgetown Parks - Neighborhood Park (NP #2)	-	-	-	-	451,000	-	-	-	-	-	451,000
8500-11-2203	Vision Georgetown Parks - Parkette (PK #2)	-	-	-	-	290,000	-	-	-	-	-	290,000
8500-11-2205	Vision Georgetown Parks - Parkette (PK#8)	-	-	-	-	-	-	-	-	-	232,000	232,000

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
8500-11-2301	Vision Georgetown Parks - Neighborhood Park (NP #3)	-	-	-	-	-	491,000	-	-	-	-	491,000
8500-11-2302	Vision Georgetown Parks - Parkette (PK #3)	-	-	-	-	-	246,000	-	-	-	-	246,000
8500-11-2303	Vision Georgetown Town Square Park	-	-	-	-	-	-	-	1,095,000	-	-	1,095,000
8500-11-2305	Outdoor Ice Facility	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000
8500-11-2401	TSP Action Sports Park	-	-	50,000	530,000	-	-	-	-	-	-	580,000
8500-11-2402	Vision Georgetown Parks - Community Park (CP #1)	-	-	-	-	-	-	-	-	5,792,000	-	5,792,000
8500-11-2502	Vision Georgetown Parks - Neighborhood Park (NP #4)	-	-	-	-	-	-	-	525,000	-	-	525,000
8500-11-2503	Vision Georgetown Parks - Parkette (PK#9)	-	-	-	-	-	-	-	-	248,000	-	248,000
8500-11-2602	Vision Georgetown Parks - Parkette (PK #5)	-	-	-	-	-	-	454,000	-	-	-	454,000
8500-11-2603	Trafalgar Sports Park Phase 6b	-	-	-	5,045,000	5,210,000	4,614,000	-	-	-	-	14,869,000
8500-11-2701	Vision Georgetown Parks - Neighborhood Park (NP #5)	-	-	-	-	-	-	-	-	-	464,000	464,000
8500-11-2702	Vision Georgetown Parks - Parkette (PK #6)	-	-	-	-	-	-	-	-	-	232,000	232,000
8500-13-2101	Inclusive Playground	-	-	-	-	-	-	-	-	294,000	-	294,000
8500-22-2301	Glen Lawson Lands Master Plan	75,000	-	-	-	-	-	-	-	-	-	75,000
8500-22-2402	Silver Creek Trail Feasability Study (Downtown to Mill	-	75,000	-	-	-	-	-	-	-	-	75,000
8500-22-2501	Dominion Gardens Park Master Plan Impl PH3	-	-	51,000	-	-	-	-	-	-	-	51,000
8500-22-2701	Southeast Georgetown Parkland Development	-	-	-	-	782,000	-	-	-	-	-	782,000
8500-22-2901	Stewarttown Parkland Development	-	-	-	-	-	-	240,000	-	-	-	240,000
8500-24-0103	Trails Development: Fairy Lake	-	100,000	-	-	-	-	-	-	-	-	100,000
8500-24-0104	Trails Development: TSP Link	-	181,000	-	-	-	-	-	-	-	-	181,000
8500-24-0105	Trails Development: UCC Trails	-	48,000	-	-	231,000	-	-	-	-	-	279,000
8500-24-2402	Trails Development: Glen South	-	140,000	-	-	-	-	-	-	-	-	140,000
8500-24-2501	Trails Development: Glen West	-	-	206,000	-	-	222,000	-	-	-	-	428,000
8500-24-2502	Trails Development: Go Station	-	-	-	-	147,000	-	-	-	-	-	147,000
8500-24-2601	Trails Development: Glen Lawson	-	-	-	306,000	-	-	-	-	-	-	306,000
8500-24-2701	Trails Development: Bishop Court	-	-	-	-	521,000	515,000	-	-	-	-	1,036,000
8500-24-2801	Trails Development: Princess Anne	-	-	-	-	-	125,000	-	-	-	-	125,000
8500-24-2901	Trails Development: Hydro Corridor	-	-	-	-	-	-	2,316,000	1,063,000	-	-	3,379,000
8500-24-2902	Trails Development: Trafalgar North	-	-	-	-	-	-	1,307,000	638,000	-	-	1,945,000
8510-10-2001	Community Partnership - Beach Volleyball	-	-	-	-	174,000	-	-	-	-	-	174,000
Subtotal		550,000	10,764,000	549,000	20,762,000	13,057,000	32,071,000	4,620,000	7,253,000	7,298,000	18,428,000	115,352,000
TOTAL RECREATION & PARKS		2,528,000	18,822,000	8,167,000	31,042,000	20,553,000	38,547,000	12,103,000	16,359,000	16,741,000	27,376,000	192,238,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The Recreation and Parks Department's capital portfolio consists of the design and construction of public Town facilities such as community centres, arenas, cultural centre, and parks/ancillary buildings and the planning acquisition, design and construction of parks, open spaces, trails, and cemeteries. The Recreation and Parks Department's 10-year capital plan is \$192.24 million with \$2.53 million proposed for 2023.

Non-growth-related projects account for \$76.9 million with \$1.98 million proposed for 2023:

- Facility replacement projects with a net zero carbon and/or renewable energy objectives account for 7.16 million worth of projects at Town owned facilities. This includes design & engineering (\$213,000) for the replacement of the HVAC systems and equipment at the Fernbrook/Alcott rinks in 2023 (Mold-Masters replacement is scheduled for 2024).
- New facility efficiency initiatives, supporting net zero carbon and climate change, are scheduled throughout the 10-year capital plan at a cost of \$2.11 million. These projects include lighting retrofits, installation of building automation systems (BAS), and equipment charging upgrades for the phased electrification of ice resurfacers.
- Property acquisition for Parks and Open Space was incorporated into the capital plan in 2022 to align with the Parkland Acquisition Strategy, at a cost of \$38 million.
- Revitalization & renewal of parks and open space projects in Halton Hills are budgeted at \$14.34 million, which includes key annual projects that are required for the prevention of potential hazards and to maintain core services.
- \$25,000 combined total in 2023 for Cemetery Revitalization & Renewal projects which are vital to preserve and maintain basic civic standards for Town-owned cemeteries.

Growth related projects account for \$115.35 million of Recreation & Parks 10-year capital plan. The following summarizes key components of this capital forecast:

- Gellert CC Phase 2 is the largest project in the capital plan for Recreation & Parks at a combined cost of \$27.22 million for design, engineering, and construction. Gellert Community Centre is a 38,000 ft² facility that was constructed in 2004. Additional program space has been identified to support community recreational activities, seniors and youth programming by the Town in the future. Construction will commence in 2028 following the completion of the design and engineering.
- Other major facility construction projects related to growth include the revitalization of Acton Indoor Pool (\$11.6 million) and the construction of the Vision Georgetown Community Centre (\$12.24 million).
- Trails Development work resulting from the Active Transportation Master Plan began in 2022. An additional \$8.07 million in capital funds are proposed for the completion of these trails.

- Construction of other parks and trail systems in Halton Hills are budgeted at a cost of \$49.8 million. The major projects within the Parks & Open Space work plan over the 10 years are:
 - Trafalgar Sports Park Phase 6b (2026-2028) - \$14.9 million
 - Vision Georgetown Parks (2026-2032) - \$11.29 million
 - Gellert Park Expansion – Construction (2024) - \$6 million
 - Outdoor Ice Facility (2024) - \$3 million

Recreation & Parks 2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
371	8500-11-0107	Park Electrical Repairs	4.30	15,000	15,000	-	-	15,000	-	-
372	8500-11-1911	Pedestrian Bridge Renewal & Replacement	4.10	15,000	15,000	-	-	15,000	-	-
373	8500-13-0106	Playground Equipment Replacement	4.10	215,000	215,000	-	-	215,000	-	-
374	8251-02-2218	MMSP Replace Sprinkler System	4.00	197,000	197,000	-	-	197,000	-	-
375	8500-11-0115	Parks Tree Planting	4.00	30,000	30,000	-	-	30,000	-	-
376	8500-11-0116	Splash Pad Mechanical Equipment Replacement	4.00	26,000	26,000	-	-	26,000	-	-
377	8500-11-0102	Park Revitalization & Renewal	3.80	77,000	77,000	-	-	77,000	-	-
378	8500-11-0106	Park Pavilion Repairs	3.80	77,000	77,000	-	-	77,000	-	-
379	8500-11-0108	Court Revitalization & Repairs	3.80	123,000	123,000	-	-	123,000	-	-
380	8500-11-1912	Park Pathway Revitln & Renewal	3.80	82,000	82,000	20,000	-	62,000	-	-
381	8400-02-2401	Town Hall Security System (CCTV)	3.80	180,000	180,000	-	-	180,000	-	-
382	8251-06-2302	MMSP Design & Engineering LCDB HVAC Replacement	3.70	213,000	213,000	-	-	213,000	-	-
383	8400-02-2204	Town Hall Fire Alarm Control Panel Annunciator	3.60	49,000	49,000	-	-	49,000	-	-
384	8400-02-2207	Town Hall Replacement Detection Devices (Fire)	3.60	82,000	82,000	-	-	82,000	-	-
385	8251-06-2301	MMSP Rink A/B Chiller Seals Replacement	3.50	41,000	41,000	-	-	41,000	-	-
386	8500-19-0109	Playing Field Rehabilitation	3.40	62,000	62,000	30,000	-	32,000	-	-
387	8211-06-2302	Acton Arena Water Softener Replacement	3.30	57,000	57,000	-	-	57,000	-	-
388	8500-24-0102	Trails Revitalization & Renewal	3.30	92,000	92,000	-	-	92,000	-	-
389	8500-11-0103	Cemetery Revitalization & Rene	3.30	15,000	15,000	-	-	15,000	-	-
390	8500-11-1903	Hillcrest Cemetery Revitalization and Renewal	3.30	10,000	10,000	-	-	10,000	-	-
391	8500-11-0118	Open Space Management	3.30	20,000	20,000	-	-	20,000	-	-
392	8500-22-2301	Glen Lawson Lands Master Plan	3.00	75,000	75,000	-	74,000	1,000	-	-
393	8500-08-2001	Property Acquisition Parks & Open Spaces	2.80	300,000	300,000	-	-	-	300,000	-
394	8500-11-1805	Halton Hills Drive Park	2.80	475,000	475,000	-	470,000	5,000	-	-
2023 Total				2,528,000	2,528,000	50,000	544,000	1,634,000	300,000	-

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 8500-11-0107	Project Name Park Electrical Repairs		2023 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 4.3	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Oct 2023		Capital Replacement Reserve \$15,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
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:			

2023 Capital Project Information Sheet

Project No. 8500-11-1911	Project Name Pedestrian Bridge Renewal & Replacement		2023 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	4.1
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Capital Replacement Reserve	Amount \$15,000
Future Period Capital Requirements \$130,000	Operating Impact \$0	Project Phase Study/Design	

Description	
Scope:	The scope of this project includes the Recreation and Parks share of the regular bridge inspection program for all Town bridges led by the Transportation and Public Works Department. The Bridge inspection program identifies current condition of bridges, and future repairs, maintenance and replacement for the capital forecast.
Deliverables:	The primary deliverables of this project is the engineering review of existing bridges.
Benefits:	Well maintained bridges will require less on-going repair and maintenance. They will continue to encourage active transportation modes of transportation by providing efficient and convenient active transportation routes.
Risks If Not Implemented:	The Study is required to identify needed repairs and current risks to the structures. If the repairs are not completed, there is the risk that the bridges would be required to be closed unexpectedly due to hazardous conditions, cutting off important pedestrian movements. Trip hazards and other minor safety issues would remain. Should the existing conditions deteriorate full replacement may be required sooner than if the repairs were made.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 8500-13-0106	Project Name Playground Equipment Replacement		2023 Budget \$215,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 4.1	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Apr 2024		Capital Replacement Reserve \$215,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of work for this project includes the replacement of playground equipment at McNally Street Park (2 locations/structures) as well as additional safety base materials for topping up other existing playgrounds. These playgrounds require the 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, and have low play value due to the age of the structures.		
Deliverables:	The removal of the existing equipment and installation of new safety base, equipment and benches, based on feedback received from community consultation.		
Benefits:	The local neighbourhoods and broader community will benefit by the replacement of equipment that complies with current safety standards, increases play value, and improves accessibility. A multi-year phased program allows the works to be done over time gradually.		
Risks If Not Implemented:	There are potential safety risks to the public if the equipment identified is not replaced. Allowing the playgrounds to deteriorate in quality and safety would not meet the Town's service level for providing playgrounds within 500 metres of surrounding neighbourhoods.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8251-02-2218	Project Name MMSP Replace Sprinkler System		2023 Budget \$197,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		2023 Score 4.0	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Aug 2023		Capital Replacement Reserve \$197,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Full replacement of sprinkler system for Alcott/Fernbrook rinks at MMSP. Sprinkler system at end of life. Full replacement to complete asset renewal and avoid additional costly repairs and loss of service risk.		
Deliverables:	Tender and construction of replacement system.		
Benefits:	Updating sprinkler system will avoid continuing on-going repairs and consequent loss of service.		
Risks If Not Implemented:	Sprinkler system has been undergoing costly repairs of sections of system. Risk of on-going failures in sytem leading to loss of service impacting safety of facility.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-0115	Project Name Parks Tree Planting		2023 Budget \$30,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	4.0
Target Start Date Apr 2023	Target Completion Date Oct 2023	Funding Sources	Amount
Future Period Capital Requirements Annual		Capital Replacement Reserve	\$30,000
Operating Impact \$0	Project Phase	Implementation	
Description			
Scope:	The scope of this project includes planting of trees in parks, to replace major trees which require removal due to damage (i.e. wind/ice storms) or due to pest/disease (i.e. LDD Moth/Emerald Ash Borer). Many trees that have been damaged/died have not been replaced. The Town has been increasing the focus on tree plantings as it relates to Climate Change and Natural Assets and management of the Town's urban tree canopy, including street trees and park trees, as outlined in the Town's Tree Canopy and Natural Vegetation Policy approved in 2019. This project would account for approximately 60-80 trees depending on final designs/specifications.		
Deliverables:	Tree Plantings in parks.		
Benefits:	There are many environmental, social, cultural and economic benefits that a healthy tree canopy and natural vegetation provide which are outlined in the Town's Tree Canopy and Natural Vegetation Policy approved by Council in 2019.		
Risks If Not Implemented:	Reduced tree canopies affect park users by reducing shade available in parks, change the character of the parks, and have broad effects with relation to climate change. Reduced quantity of trees also affects storm water management mitigation, decreases erosion control, leads to a loss of habitat for wildlife, reduces property values, reduces aesthetic and neighbourhood beautification, and reduces wind/snow mitigation.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-0116	Project Name Splash Pad Mechanical Equipment Replacement		2023 Budget \$26,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	4.0
Target Start Date Jan 2023	Target Completion Date Nov 2023	Funding Sources	Amount
Future Period Capital Requirements Annual		Capital Replacement Reserve	\$26,000
Operating Impact \$0	Project Phase	Implementation	
Description			
Scope:	This project includes replacement of major equipment components of the recirculating water systems (pumps, UV systems, filters, chemical controls, program controllers) at all 3 existing splash pads, as well as the replacement of major equipment at the end of its life cycle. Due to the operating conditions of recirculating systems (chlorine/acid), mechanical and electrical equipment within the buildings degrade faster than typical, and require replacement to ensure consistent operation of the splash pads. This is particularly important at Prospect Park as there is no option to bypass the treated water system and use Town Water. The operational review and detailed analysis of the systems being completed in 2022 will define the specific components at highest priority for replacement as well as future budget forecasts for this project.		
Deliverables:	The primary deliverables will be the replacement of major equipment at the Town's splash pads.		
Benefits:	This project will ensure the continued operation of key recreational water features. Future phases of this project will be based on the detailed review completed in 2022.		
Risks If Not Implemented:	Splash Pads are a major recreational service provided by the Town. When equipment fails, splash pads must be closed if no bypass/potable water option is in place. This may result in an extended shut down, and significant reputational concerns, as well as failure to provide a key recreational service to the public. Using potable water as a temporary solution uses significantly more water than a recirculating system.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-0102	Project Name Park Revitalization & Renewal		2023 Budget \$77,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	3.8
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Capital Replacement Reserve	
Future Period Capital Requirements Annual	Operating Impact \$0	Amount \$77,000	
		Project Phase	Other

Description	
Scope:	The focus of this project is to maintain basic civic standards of quality for Town parks. The primary scope is replacement of existing park fixtures that are a potential hazard, impact the usability of the park, and/or require on-going maintenance to repair and keep in good condition. 2023 Projects Include: - minor rehab projects at Friends of Seedhouse Garden and Norval Garden of the Senses in partnership with Community groups - Limehouse/TSP vehicular barriers - Fairgrounds track access ramp - Cedarvale Park Toboggan hill fencing - Concrete pads for portable toilets at various locations - general turf/planting area restorations at various parks. Staff will also undertake an audit of all parks to identify future items.
Deliverables:	The primary deliverable of this project is repairs to aging park fixtures which require ongoing maintenance or repairs.
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:	

2023 Capital Project Information Sheet

Project No. 8500-11-0106	Project Name Park Pavilion Repairs		2023 Budget \$77,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 3.8	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$77,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	In 2022, a comprehensive condition review of all park shelters/structures to identify future repairs required. The Scope of the project includes structural repairs to masonry, roofing repairs, concrete slab sealing and patching, painting of structural steel as well replacement of rotting wood members. Also included is the replacement of the shelter/trellis at Remembrance Park, a destination park managed in partnership with a local community group.		
Deliverables:	The primary deliverable of this project is the repairs to the park structures at park locations, replacement of the structure at Remembrance Park.		
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 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:			

2023 Capital Project Information Sheet

Project No. 8500-11-0108	Project Name Court Revitalization & Repairs		2023 Budget \$123,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	3.8
Target Start Date Apr 2023	Target Completion Date Oct 2023	Funding Sources	Amount
Future Period Capital Requirements \$45,000	Operating Impact \$0	Capital Replacement Reserve	\$123,000
		Project Phase	Implementation
Description			
Scope:	This project involves the revitalization of the the Tennis and Pickleball Courts at Emmerson Park. Emmerson Park Courts contain 2 permanent pickleball courts, 1 permanent tennis court, and 4 shared pickleball courts, and was identified in the Outdoor Court Strategy (2021) as the interim location for a "Community Pickleball Facility". The repairs to the facility include resurfacing with acrylic court surfacing (consistent with other major facility locations such as Gellert/Prospect Park), repainting lines and net/post arrangement, and replacement of the existing fence which is in very poor condition.		
Deliverables:	Completion of court surfacing, posts/nets, and fencing		
Benefits:	Provides a high quality surface for recreational pickleball and tennis play, drop in use, programs, and youth programs as well as supporting the development of the community pickleball groups with a community club level facility.		
Risks If Not Implemented:	Decline in use of courts and safety risks due to poor court surfaces. Lower quality of facility discourages use of facilities. The lack of an interim community club facility will limit opportunities for growth of the sport and community organizations.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-1912	Project Name Park Pathway Revitalization and Renewal		2023 Budget \$82,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 3.8	
Target Start Date Jun 2023		Funding Sources Amount	
Target Completion Date Oct 2023		Base Capital \$20,000	
Future Period Capital Requirements Annual		Capital Replacement Reserve \$62,000	
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Pathway surfacing repairs are required to repair sections with washed out areas, sunken areas, significant weed growth, and/or cracks that occur at the end of the surface's life cycle. The scope of this project includes resurfacing of asphalt pathways on the walkway block from the new Birchway Place Trail (to be completed in 2022) to the Acton Legion, and in the walkway block from Bowman Street to Gellert Community Park. The pavement at these locations is at the end of its lifecycle and requires rehabilitation.		
Deliverables:	The primary deliverable will be the rehabilitation of existing paved surfaces (asphalt) at Town parks/trails.		
Benefits:	Park pathways are used for connections to park and neighbourhood facilities, municipal or school buildings and school bus stops. Paths are required to be suitable for wheelchairs, strollers and recreational uses.		
Risks If Not Implemented:	The pathways at these locations are subject to increased cracking, heaving, low points, significant weed growth and uneven surfaces and require increased maintenance. They represent a tripping hazard to users.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8400-02-2401	Project Name Town Hall Security System (CCTV)		2023 Budget \$180,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		2023 Score 3.8	
Target Start Date	Mar 2023	Funding Sources	Amount
Target Completion Date	Dec 2023	Capital Replacement Reserve	\$180,000
Future Period Capital Requirements	\$0		
Operating Impact	\$0	Project Phase	Other
Description			
Scope:	Development, design and implementation of CCTV security system and monitoring system consistent with other corporat systems. A Corporate Review of CCTV Systems being completed by IT prior to the end of 2022 is expected to inform direction with regards to establishing final scope of project .		
Deliverables:	Procurement of a qualified Security Consultant to provide full scope of design and qualified security contractor to implement and install the new CCTV system at Town Hall.		
Benefits:	Completion of the design and installation of the CCTV system will support the safety/security of our visitors, staff, and facility. A full CCTV system will make this facility consistent with other Town facilities.		
Risks If Not Implemented:	Failure to design and install a new CCTV system would expose the facility to possible risks impacting the safety of visitors, staff, and facility property		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8251-06-2302	Project Name MMSP Design & Engineering LCDB HVAC Replacement		2023 Budget \$213,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		2023 Score 3.7	
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Capital Replacement Reserve	Amount \$213,000
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Make-up air units and rooftop units for Fernbrook/Alcott rinks are scheduled for replacement in 2024. HVAC equipment, including space heating, roof top units, condensers and make-up air units are all original and at end of life cycle. As per the 2021 Net Zero Feasibility Study, old gas fired equipment to be replaced with new equipment integrated with a low carbon heat recovery system relying on electric power alternative. New system requires extensive design and engineering to integrate new equipment with new heat recovery systems being installed.		
Deliverables:	Engagement of qualified consultanting services to provide full scope of design and engineering services, including schematic design, preparation of specification and tendering documents, contract administration and commissioning.		
Benefits:	Completion of design and engineering in the year before proposed replacement will allow for updated costing estimates and budget forecasting, capacity for early construction tendering process to allow for equipment delivery lead times and ability to schedule work in off seasons.		
Risks If Not Implemented:	Current HVAC equipment at end of life and in danger of failure resulting in immediate loss of service in facility. Failure to design for alternate HVAC delivery system in facility will have future impacts on cost efficiency of system and meeting of lower GHG emissions targets for the facility		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8400-02-2204	Project Name Town Hall Fire Alarm Control Panel Anunciator		2023 Budget \$49,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		2023 Score 3.6	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		Capital Replacement Reserve \$49,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope: As identified in the Building Condition Assessment the Town Hall Fire Alarm Control Panel Annunciator requires review of replacement and repair.			
Deliverables: Procurement of Fire Systems Contractor to review and replace the Panel.			
Benefits: Replacement of annunciator panel ensures continued proper operation of life saving equipment			
Risks If Not Implemented: Failure to repair and replace would expose the facility to possible risks during an emergency fire or safety situation.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8400-02-2207	Project Name Town Hall Replacement Detection Devices (Fire)		2023 Budget \$82,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Administration		2023 Score 3.6	
Target Start Date Mar 2023		Funding Sources Amount	
Target Completion Date Sep 2023		Capital Replacement Reserve \$82,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	As per the building condition assessment the fire detection devices require replacement at Town Hall.		
Deliverables:	Procurement of Fire Systems Contractor to review and replace each fire detection devices.		
Benefits:	Replacement of fire detection equipment ensures continued proper operation of life saving equipment		
Risks If Not Implemented:	Failure to replace would expose the facility to possible risks during an emergency fire or safety situation.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8251-06-2301	Project Name MMSP Rink A/B Chiller Seals Replacement		2023 Budget \$41,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		2023 Score 3.5	
Target Start Date May 2023	Target Completion Date Aug 2023	Funding Sources Capital Replacement Reserve	Amount \$41,000
Future Period Capital Requirements \$0	Operating Impact \$0	Project Phase Implementation	
Description			
Scope:	As part of the maintenance requirements, the chiller requires major maintenance as life cycle costing. Seal replacement will extend the life of the asset. Seal replacement will require taking apart the unit to reseal.		
Deliverables:	Construction and repair of chiller seal replacements.		
Benefits:	Replacement of seals ensures equipment will operate properly during the ice season. Scheduled asset renewal ensures unit does not have down time in ice season and consequent loss of service.		
Risks If Not Implemented:	Chiller is critical piece of equipment in the refrigeration process. Failure of on-going maintenace may lead to failure of equipment and loss of service		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-19-0109	Project Name Playing Field Rehabilitation		2023 Budget \$62,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 3.4	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date Nov 2023		Base Capital \$30,000	
Future Period Capital Requirements Annual		Capital Replacement Reserve \$32,000	
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	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; backstop replacements (2 locations), repairs to outfield fencing at various ball diamonds, and replacement of soccer goals (2 pairs). The annual playing field rehabilitation program maintains basic civic standards of quality for playfields.		
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 and continue to support community use of facilities for programs and events.		
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:			

2023 Capital Project Information Sheet

Project No. 8211-06-2302	Project Name Acton Arena Water Softener Replacement		2023 Budget \$57,000
Department Recreation & Parks	Division Facilities	Project Manager Stephen Hamilton	
Service Category Recreation & Culture		2023 Score 3.3	
Target Start Date Jan 2023		Funding Sources Amount	
Target Completion Date Dec 2023		Capital Replacement Reserve \$57,000	
Future Period Capital Requirements \$0			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	Water needs treatment in the facility because of its hard quality (resulting from artesian well water source). Softened water essential to life cycle maintenance of equipment, plumbing, and quality of ice product produced. Current unit is past its life cycle and in need of replacement.		
Deliverables:	Tender for purchase and installation of water softening equipment and any additional required piping/plumbing upgrades.		
Benefits:	Replacement of water softener protects against possible failure of end of life cycle equipment and therefore maintains level of service.		
Risks If Not Implemented:	Current water softener could fail leading to costly repairs and loss of service. Maintenance to water quality necessary to protect other assets and services.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-24-0102	Project Name Trails Revitalization and Renewal		2023 Budget \$92,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	3.3
Target Start Date May 2023	Target Completion Date Sep 2023	Funding Sources Capital Replacement Reserve	Amount \$92,000
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase	Implementation

Description	
Scope:	The objective of the trails revitalization and renewal project 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. The scope for 2023 includes the repairs to the Dawson access section in Hungry Hollow, and repairs to high use informal pathways in Cedarvale Park as recommended by the Active Transportation Committee. Trails are consistently identified as a high ranking community need.
Deliverables:	The primary deliverable of this project is the renovation of existing trail sections, which will contribute to a safer and more sustainable trail network.
Benefits:	The existing level of service of trails will be maintained by repairing sections that would have to be closed otherwise.
Risks If Not Implemented:	High Traffic trails could be closed if repairs are not made or could become less desirable to use due to poor conditions. If trail sections are closed, there will be environmental degradation as users create informal pathways to connect along former trail routes.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 8500-11-0103	Project Name Cemetery Revitalization & Renewal		2023 Budget \$15,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	3.3
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Cemetery Development Reserve	
Future Period Capital Requirements Annual	Operating Impact \$0	Amount	\$15,000
		Project Phase	Implementation

Description	
Scope:	The focus of this project is to maintain basic civic standards of quality for Town cemeteries. The primary scope is replacement of existing cemetery fixtures that are a potential hazard, impact the usability of the cemetery, and/or require on-going maintenance to repair and keep in good condition. The focus would be on landscape, fencing, signage, and masonry features, as well as any minor driveway repairs.
Deliverables:	Repairs to cemetery fixtures and elements, including landscape, fencing, signage and masonry features, and minor driveway repairs.
Benefits:	Cemetery visitors will benefit by the replacement/repair of cemetery infrastructure that reduce the need for on-going repairs.
Risks If Not Implemented:	Existing equipment will continue to deteriorate beyond repair and there will be increased maintenance requirements and/or operational issues that emerge.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 8500-11-1903	Project Name Hillcrest Cemetery Revitalization and Renewal		2023 Budget \$10,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 3.3	
Target Start Date Jun 2023	Target Completion Date Dec 2023	Funding Sources Cemetery Development Reserve	Amount \$10,000
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope: Hillcrest Cemetery was acquired in 2018 by the Town from the Hillcrest Cemetery Board. The Town has operated the cemetery since 2016. The scope of this project includes landscape repairs (trees, fencing, masonry features, plantings) in Hillcrest Cemetery.			
Deliverables: Landscape Improvements			
Benefits: The project will enable the Town to maintain the Hillcrest Cemetery to the same level of care as other Town cemeteries. Hillcrest Cemetery offers a new option for cemetery services in Georgetown, as an alternative to Greenwood Cemetery which is nearing capacity.			
Risks If Not Implemented: Decreased sales if the Cemetery is not maintained to the same level of service as other Town Cemeteries.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-0118	Project Name Open Space Management		2023 Budget \$20,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 3.3	
Target Start Date Jan 2023	Target Completion Date Dec 2023	Funding Sources Capital Replacement Reserve	Amount \$20,000
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope:	The scope of this project includes management of invasive species working in partnership with Conservation Halton or Credit Valley Conservation Authority. Invasive species have been identified as a major risk to Natural Assets such as Town open spaces and natural areas. Areas of focus for these partnership projects would be the 16 Mile Creek Valley and Hungry Hollow Ravine.		
Deliverables:	Removal of invasive species in natural areas in partnership with Local Conservation Authorities/community groups.		
Benefits:	Removal of invasive species improves the health and quality of natural areas. Partnering with other agencies allow a higher return on investment as well as engaging community volunteers to improve the conditions of the Town's natural assets.		
Risks If Not Implemented:	Natural areas will continue to be compromised by invasive species. The health and ecological integrity will be degraded, affecting the natural functions and benefits provided by trees and natural systems.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-22-2301	Project Name Glen Lawson Lands Master Plan		2023 Budget \$75,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	3.0
Target Start Date Apr 2023	Target Completion Date Jun 2024	Funding Sources	Amount
Future Period Capital Requirements	\$0	DC - Recreation and Parks Services	\$74,000
Operating Impact	\$0	New Capital Reserve	\$1,000
		Project Phase	Study/Design
Description			
Scope:	The Glen Lawson Lands are the first lands to be acquired by the Town as part of the Acton Quarry Conveyance Agreements with CRH/Dufferin Quarry. Council approved the acquisition of the lands in 2021, with the condition that a master plan would be undertaken to identify the preferred strategy for recreational use of the property. The property acquisition will be complete in 2022, allowing the master plan to be undertaken from 2023-2024 to finalize plans for the site. The master plan project will consider cultural, natural, and recreational opportunities for the property, subject to the requirements for environmental mitigation/remediation due to the existing landfill.		
Deliverables:	A final trail/recreation master plan for the Glen Lawson Lands		
Benefits:	The Glen Lawson Lands represent a significant open space and natural area that contains Black Creek one of the key water courses in the Town. Recreational access to these lands is desired by the public, and supports the recommendations of the Recreation and Parks Strategic Plan (Connecting People and Nature).		
Risks If Not Implemented:	The property is currently accessed illegally for recreation without regard for existing natural features or the former landfill. If formal plans are not created and implemented, illegal use which degrades the natural areas will continue, as well as potential impacts to the former landfill which the Town will be required to mitigate/manage. Developing a master plan will allow the Town to manage the site appropriately including uses that are compatible with the natural areas, landfill and recreational access.		
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-08-2001	Project Name Property Acquisition Parks & Open Spaces		2023 Budget \$300,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score	2.8
Target Start Date Jan 2023		Funding Sources Parkland: Cash in Lieu Reserve Fund	
Target Completion Date Dec 2023		Amount \$300,000	
Future Period Capital Requirements Annual			
Operating Impact \$0		Project Phase Implementation	
Description			
Scope: The Official Plan and Recreation and Parks Strategic Action Plan outline space and facility requirements to address community needs. Based on the forecast growth identified as part of Vision Georgetown as well as other growth related initiatives, the first phases of the Parkland Acquisition Study were completed and approved by Council in 2019. The Parkland Acquisition Study as approved by Council identifies the need for significant additional Non-Local Parkland (57ha) by 2031. This multi-year phased project is for funds to be allocated for the future purchase of parkland, to address options to select and secure future community parkland. Funds through this capital project will be added to a new reserve intended for the future purchase of parkland.			
Deliverables: Funds for the future purchase of parkland.			
Benefits: Adequate Parkland provides opportunities for residents to participate in recreation activities and the benefits are clearly defined in the Town's Recreation and Parks Strategic Action Plan (2020).			
Risks If Not Implemented: The Town currently has a deficit of community wide non-local parkland as identified in the Parkland Acquisition Study work completed to date. Existing parks will be overused and condition may worsen due to impacts of increased use, creating undesirable conditions, and reputational harm.			
Additional Information:			

2023 Capital Project Information Sheet

Project No. 8500-11-1805	Project Name Halton Hills Drive Park		2023 Budget \$475,000
Department Recreation & Parks	Division Parks & Open Space	Project Manager Kevin Okimi	
Service Category Parks & Open Space		2023 Score 2.8	
Target Start Date Apr 2023		Funding Sources Amount	
Target Completion Date May 2024		DC - Recreation and Parks Services \$470,000	
Future Period Capital Requirements \$0		New Capital Reserve \$5,000	
Operating Impact \$5,000		Project Phase Construction	
Description			
Scope:	The scope of this project includes the construction of Halton Hills Drive Park. The primary objective is to provide a complete neighbourhood park facility that meets the needs of the local community and promotes active living in a healthy, safe, and sustainable environment. The new neighbourhood including the Humberstone Development is expected to reach occupancy in 2023 and this park will serve this new development as well as the future Town owned lands surrounding it. It is not viable to wait for remaining development as the timing is unknown.		
Deliverables:	The primary deliverable is the construction of a small neighbourhood park with a playground, seating, lighting & potential shade features as well as associated servicing and a retaining wall.		
Benefits:	Halton Hills Drive Park will provide the adjacent neighbourhood with recreational amenities in compliance with the objectives of the Town's parkland policies.		
Risks If Not Implemented:	The surrounding neighbourhood would be underserved for parkland amenities and be required to travel outside of their neighbourhood to access park amenities.		
Additional Information:			

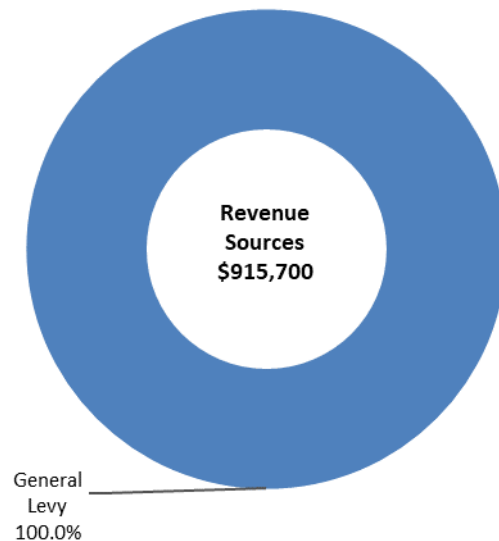
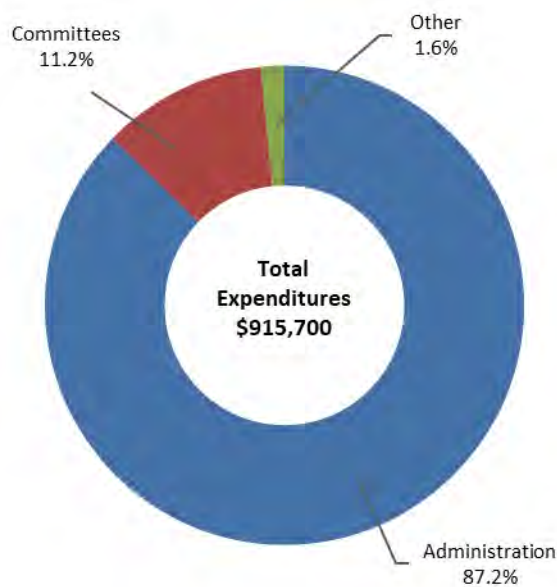


COUNCIL

2023 Operating Budget Highlights

The proposed 2023 Operating Budget for Council is \$915,700 in gross expenditures with \$915,700 being supported from the general tax levy.

	2022		2023					2023 vs 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	936,400	825,939	915,700	-	-	-	915,700	(20,700)	(2.2%)
Revenue	(1,000)	(2,100)	-	-	-	-	-	1,000	(100.0%)
Total Net Expenditures	935,400	823,839	915,700	-	-	-	915,700	(19,700)	(2.1%)



	2022		2023					2023 vs 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	798,900	715,271	799,000	-	-	-	799,000	100	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	798,900	715,271	799,000	-	-	-	799,000	100	0.0%
Committees									
Expense	123,000	108,750	102,200	-	-	-	102,200	(20,800)	(16.9%)
Revenue	(1,000)	(2,100)	-	-	-	-	-	1,000	(100.0%)
Net Expenditures	122,000	106,650	102,200	-	-	-	102,200	(19,800)	(16.2%)
Other									
Expense	14,500	1,918	14,500	-	-	-	14,500	-	0.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	14,500	1,918	14,500	-	-	-	14,500	-	0.0%
Total									
Expense	936,400	825,939	915,700	-	-	-	915,700	(20,700)	(2.2%)
Revenue	(1,000)	(2,100)	-	-	-	-	-	1,000	(100.0%)
Total Net Expenditures	935,400	823,839	915,700	-	-	-	915,700	(19,700)	(2.1%)

The 2023 Operating Budget proposes a net expenditure decrease of \$19,700 or 2.1%. The breakdown of major budget changes are as follows:

Sustainability of Existing Service Delivery

- An increase of \$6,200 or 0.7% for compensation and benefits to maintain existing levels of service which includes a proposed non-union economic adjustment.
- Base budget decrease of \$25,900 to relocate budgets to other Departments within the Town to better align with the management of existing programs.



CORPORATE REVENUE & EXPENSES

2023 Operating Budget Overview

Included in the Corporate Revenue & Expenses Operating Budget are expenditures related to corporate-wide programs, long-term financing, capital planning and the management of reserves. Examples of corporate-wide programs include legal services, advertising, insurance, health and safety, professional development, financing, and voice and data coverage.

2023 Operating Budget Highlights

As summarized in the table below, the proposed Corporate Revenue & Expenses operating budget for 2023 is \$20,579,645 in gross expenditures and \$10,184,945 in net expenditures. Out of the net \$10,184,945, \$9,543,245 is supported from special levies and the remaining \$641,700 is supported from the general tax levy. The total special levy required in this section, of \$9,543,245 represents an increase of \$1,442,700 from the 2022 operating budget, and is attributable to the increase in insurance costs and the on-going 0.6% annual increase in infrastructure funding.

In (\$000s)	2022		2023					2022 vs. 2023	
	Budget (\$)	Forecast (\$) ¹	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Total									
Expense	20,634.2	25,667.5	20,421.6	50.0	-	108.0	20,579.6	(54.6)	(0.3%)
Revenue	(12,031.3)	(12,463.8)	(10,394.7)	-	-	-	(10,394.7)	1,636.6	(13.6%)
Net Expenditures Before Special Levies	8,602.9	13,203.7	10,026.9	50.0	-	108.0	10,184.9	1,582.0	18.4%
Net Special Levies	(8,100.5)	(8,100.5)	(9,543.2)	-	-	-	(9,543.2)	(1,442.7)	17.8%
Total Net Position	502.4	5,103.2	483.7	50.0	-	108.0	641.7	139.3	27.7%

Note:

- The forecast net expenditures (\$13.2M) reflect the projected 2022 year-end position before special levies, which is estimated as of Sept. 30, 2022. Excluded from this forecast are the projected funding transfers from the reserves (including SRA funding), which will offset the expenses related to COVID-19 and cyber incident. This results in an estimated net deficit of \$1.3M in Corporate Expenditure & Revenue, which is the primary driver for the projected total 2022 operating budget deficit (approx.\$600K). The final operating budget surplus/deficit will be determined through the Town's 2022 year-end process.

The table below summarizes net expenditures by sections within Corporate Revenue & Expenses.

In (\$000s)	2022		2023					2022 vs. 2023	
	Budget (\$)	Forecast (\$) ¹	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Corporate Expenses									
Insurance - Liability	1,791.7	1,819.3	2,373.4	-	-	-	2,373.4	581.7	32.5%
Insurance - WSIB	155.0	155.0	155.0	-	-	-	155.0	-	0.0%
Election Costs	183.0	183.0	-	-	-	-	-	(183.0)	(100.0%)
Contracted services & professional fees	489.0	4,194.9	450.0	-	-	-	450.0	(39.0)	(8.0%)
Tax Write-offs	383.7	322.8	405.7	-	-	-	405.7	22.0	5.7%
Other (fin. fees, COVID-19, emp't costs)	122.2	1,056.2	123.9	-	-	-	123.9	1.7	1.4%
Transfer to Capital	1,904.1	1,904.1	2,325.1	(105.0)	-	(35.0)	2,185.1	281.0	14.8%
Transfer to Reserves	10,659.0	11,085.8	11,217.5	105.0	-	143.0	11,465.5	806.5	7.6%
Transfer to Reserves - WSIB	300.0	300.0	300.0	50.0	-	-	350.0	50.0	16.7%
Debt Charges	4,646.5	4,646.5	3,071.0	-	-	-	3,071.0	(1,575.5)	(33.9%)
Sub-total	20,634.2	25,667.5	20,421.6	50.0	-	108.0	20,579.6	(54.6)	(0.3%)
Corporate Revenues									
User Fees & Service Charges	(142.6)	(135.5)	(142.6)	-	-	-	(142.6)	-	0.0%
Recoveries & Other	(445.8)	(999.5)	(454.8)	-	-	-	(454.8)	(9.0)	2.0%
POA Revenue	(117.1)	(116.2)	(63.6)	-	-	-	(63.6)	53.5	(45.7%)
Investment Earnings	(1,155.0)	(1,155.0)	(1,155.0)	-	-	-	(1,155.0)	-	0.0%
HHCEC Dividends & Interest	(2,054.6)	(2,054.6)	(1,996.9)	-	-	-	(1,996.9)	57.7	(2.8%)
Supplementary Taxes	(325.0)	(300.0)	(325.0)	-	-	-	(325.0)	-	0.0%
Payment in Lieu of Taxes	(1,859.4)	(1,850.2)	(1,859.4)	-	-	-	(1,859.4)	-	0.0%
Tax penalties	(800.0)	(750.7)	(800.0)	-	-	-	(800.0)	-	0.0%
Capital Chargeback	(474.1)	(474.1)	(474.1)	-	-	-	(474.1)	-	0.0%
Transfer from Reserves	(371.2)	(341.5)	(188.2)	-	-	-	(188.2)	183.0	(49.3%)
Transfer from Reserves (debt charges)	(1,206.8)	(1,206.8)	(498.7)	-	-	-	(498.7)	708.1	(58.7%)
Transfer from DC (debt charges)	(3,009.5)	(3,009.5)	(2,366.2)	-	-	-	(2,366.2)	643.3	(21.4%)
Recoveries & Other (debt charges)	(70.2)	(70.2)	(70.2)	-	-	-	(70.2)	-	0.0%
Sub-total	(12,031.3)	(12,463.8)	(10,394.7)	-	-	-	(10,394.7)	1,636.6	(13.6%)
Special Levies									
Fair Workplaces	(153.5)	(153.5)	(153.5)	-	-	-	(153.5)	-	0.0%
Financial Sustainability	(1,599.7)	(1,599.7)	(1,599.7)	-	-	-	(1,599.7)	-	0.0%
Fire Services	(2,451.2)	(2,451.2)	(2,451.2)	-	-	-	(2,451.2)	-	0.0%
Infrastructure	(2,084.0)	(2,084.0)	(2,084.0)	-	-	-	(2,084.0)	-	0.0%
Infrastructure Gap	(1,256.0)	(1,256.0)	(1,611.0)	-	-	-	(1,611.0)	(355.0)	28.3%
Insurance	(377.0)	(377.0)	(1,464.7)	-	-	-	(1,464.7)	(1,087.7)	288.5%
Pavement Management	(1,884.0)	(1,884.0)	(1,884.0)	-	-	-	(1,884.0)	-	0.0%
Transfer to Operating Dept	1,704.9	1,704.9	1,704.9	-	-	-	1,704.9	-	0.0%
Sub-total	(8,100.5)	(8,100.5)	(9,543.2)	-	-	-	(9,543.2)	(1,442.7)	17.8%
Total Net Position	502.4	5,103.2	483.7	50.0	-	108.0	641.7	139.3	27.7%

The following commentary provides highlights of the 2023 budget changes:

- A \$571,700 increase to insurance costs includes provisions for the shortfall in 2022 premiums and a 20% premium increase in 2023. As discussed in CORPSERV-2022-0026 (2023 Budget Directions), despite mitigation measures put in place by the Town, liability insurance premiums are expected to increase industry-wide by approximately 20%. This is due to inflationary pressures, rising construction costs and an increasing number of claims filed against the municipality. (Note: Insurance costs of \$10,000, previously budgeted in other operating departments have also been consolidated into the insurance section above for a combined total increase of \$581,700).

- A \$183,000 reduction for election costs, following the completion of the 2022 municipal election. This is offset by a corresponding reduction in contributions from reserves.
- The net increase in contributions to the capital budget of \$281,000 includes an increase of \$421,000 to resume funding of the pavement management program that was temporarily directed to the operating budget to finance the insurance cost increase in 2022. This is offset by a \$140,000 reduction in operating budget transfers for on-going capital programs to accommodate financial realignment undertaken through the LRFP.
- A \$806,500 increase in contributions to reserves to sustain reserve balances, which is mainly driven by:
 - \$355,000 (or 0.6%) increase - this annual on-going increase is a critical capital funding source to address the infrastructure gap identified in the 2018 State of Infrastructure Report (report no. RP-2019-0001). This increase is funded by a corresponding increase in the Infrastructure Gap special levy.
 - \$200,000 increase to fund the rural road resurfacing program, which is being moved from the operating to the capital budget.
 - A net \$229,000 provision to strengthen capital and tax rate stabilization reserves as per the LRFP.
- A \$50,000 increase in contributions to the WSIB Self-Insurance reserve as approved through report CORPSERV-2021-0007. This will help mitigate the risk related to the exit of insurance providers from the market that offer excess indemnity insurance coverage for presumptive legislation.
- \$1,575,500 decrease in financing and external transfers, which includes:
 - \$1,350,700 reduction in debt charges as debt previously issued for Mold-Masters Sportsplex Arena ends in 2023. This project was growth-related and this reduction in debt charges is offset by a reduction in funding from development charges and the capital reserve (no net tax impact).
 - \$224,100 reduction in debt charges as debt previously issued for the parking lot lighting ends in 2023. This saving is used to offset tax impacts in 2023.
- A net reduction of \$53,500 (25%) in revenue from Halton Court Services is the second reduction of a four year plan to phase out reliance on this non-guaranteed revenue source.
- A \$57,700 reduction in interest repayments from the Halton Hills Community Energy Corporation (HHCEC) promissory note in corporate revenue is offset by a corresponding reduction in contributions to reserves.
- An insurance special levy increase of \$1,087,700 (or 1.83%) is proposed to offset the following:
 - A \$571,700 increase to insurance costs as noted above.
 - Replacing \$466,000 in one-time funding from the 2022 budget.
 - A \$50,000 increase in WSIB self-insurance reserve contributions as noted above.



SUPPLEMENTARY INFORMATION

Budget Principles

The 2023 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 prepared in consideration of the targets and mitigation measures set out in the Town's 2022 Long Range Financial Plan (LRFP) update and the financial policies approved by Council.
- The annual budget includes the investment required to maintain infrastructure in a state of good repair in accordance with the Corporate Asset Management Plan.
- Ongoing expenses are funded from sustainable revenue sources to ensure continuity of services.
- Maintain current service levels for program and staffing, leverage technology solutions to support efficiencies and productivity.
- Align capital programs with available resources while ensuring compliance with legislation and health and safety standards.
- The total debt servicing cost (principal and interest payments) should not exceed Council's approved debt limit of 10% of the Town's tax levy.
- Defer the growth-related capital program until development charges come in; (infrastructure servicing discussions with Halton Region ongoing).
- All growth-related infrastructure costs that can be recovered under the Development Charges Act will be supported from development charge revenue.
- The annual budget will restore appropriate funding for reserves to support long-term financial stability.
- Reserves are maintained as per the Reserve and Reserve Fund Policy in order to repair/replace infrastructure, fund identified priorities, and ensure long-term financial sustainability.
- Staff will pursue all available grants to reduce the need to use Town reserves to fund budgeted programs (federal, provincial and other funding opportunities).
- New services, service level enhancements and increases to the full-time equivalent staff complement require an accompanying Budget Inclusion form to be considered by Council as part of the annual budget process.
- The timing of the growth-related capital projects will align with expected growth in the Town.
- 2023 capital projects will require an accompanying Capital Project Information Sheet to be considered by Council as part of the annual budget process.

Basis of Budgeting

The Town of Halton Hills prepares all financial information on an accrual basis in accordance with Canadian Public Sector Accounting Standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. This means that transactions and events are recognized in the period in which they occur. The Town, however, does not include

a budget for amortization expenses, as permitted under Ontario Regulation 284/09 under the Municipal Act, 2001.

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

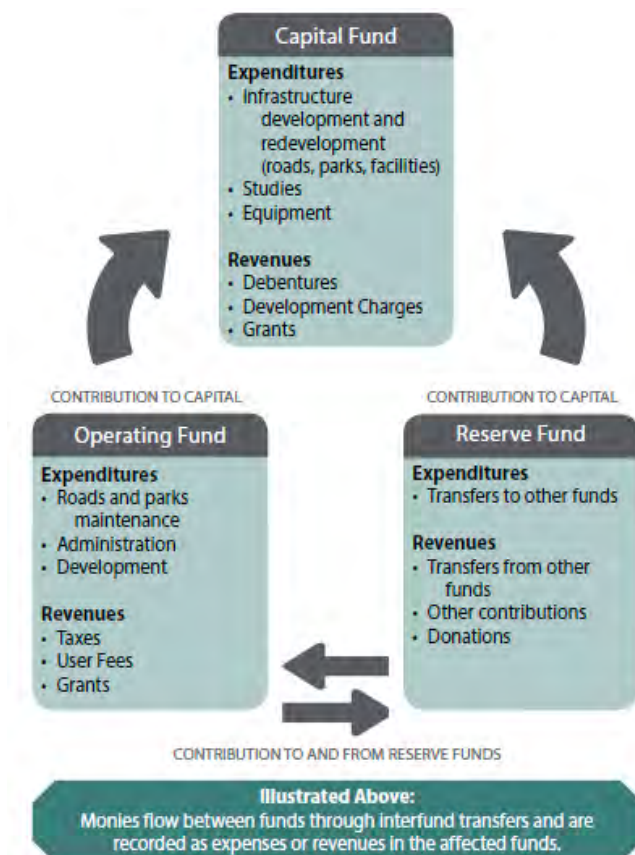
Fund Accounting

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

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

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

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



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 2023 budget.

Long Range Financial Plan

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

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

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

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

As discussed in the 2023 Budget Directions Report (CORPSERV-2022-0026), the 2023 budget has been prepared in consideration of the targets and mitigation measures set out in the Town's 2022 LRFP update.

Finding Efficiencies and Reducing Costs

The Town has a historic 5-year average tax levy increase of 3.89%. Over the five-year period (2018 to 2022), 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:

- Key infrastructure upgrades to support business needs were completed including deployment of mobile equipment, expanded technologies to support staff working remotely, and replaced the corporate server backup solution.
- Initiated an online electronic building permit submission process that will be implemented and available to the public in 2022 to facilitate building permit submissions.
- Implementation of the Administrative Monetary Penalty System where penalty notices for parking tickets are issued, managed and reviewed. This an alternative to the lengthy and costly provincial courts process.
- Online voting was introduced for the first time at the 2022 Municipal Election resulting in almost 50% of total voters choosing to vote online instead of at the polls.
- The implementation of a new tax system that enables significant efficiencies in managing and processing tax payments and the creation of a foundation for future capability that will allow citizen self-service of some tax information such as tax certificates.
- Completed Official Plan Amendment No. 46 to delegate the approval of holding removals, temporary use by-laws and minor zoning by-law amendment applications to the Commissioner of Planning and Development which expedites the approval process.
- Improved access to digital technology with the latest Wi-Fi hotspots and laptops, and optimized access to online resources and services using an online Library card registration process.
- Redeployment full-time suppression staff to three stations to address community risk and improve response time.
- Delivered numerous facility upgrades to enhance and improve energy savings, reduce carbon footprints, and save on utility expenditures. These included:
 - Ongoing retrofit of outdated light fixtures with LED
 - Install of roller shades to help alleviate solar gain, decreasing energy consumption
 - Install of Variable Frequency Drive (VFD) fans control on arena condenser system reducing the need to operate at high frequency consequently reducing hydro usage.
 - At Acton Arena, replaced a failed refrigeration compressor motor with a premium efficient model to reduce hydro consumption.
 - At Mold-Masters SportsPlex replaced gas fired hot water boiler that services the ice resurfacer with high efficiency electric unit.
 - Installation of ultrasonic level instrument that monitors and controls condenser water thereby reducing usage.
- Energy consumption has been minimized through the harnessing of solar technology to energize flashing beacons, pedestrian crossovers and other traffic infrastructure.
- Expanded Central Control systems for park/sportsfield irrigation reduce water consumption and improve efficiencies.
- Surface Treated driveways implemented at major parks (Trafalgar Sports Park, Glen Williams Park, Limehouse Park) to reduce ongoing maintenance requirements.
- Through a change in design standards and the methods and materials associated with road infrastructure the Town continues to support climate change adaptation and enhance the life cycle of infrastructure assets.
- Continued implementation of Corporate Fleet Management Strategy objectives including initiation of a work program to develop a Corporate Fleet Electrification Strategy.

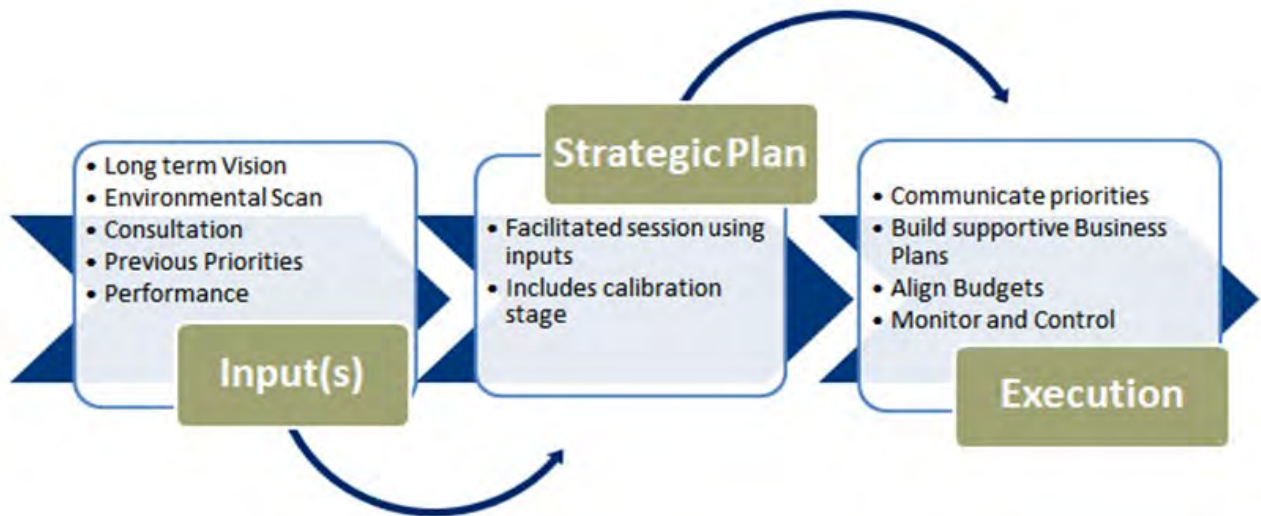
- Transitioned from a permit-based agreement for long term tenants to formalized lease agreements creating efficiencies and improving protections for the Town.
- Ended the printed Town Guide for recreation programs and services, substantially reducing print and distribution costs.
- Introduced a Digital workflow for Community Programs staff on-boarding to improve access and efficiency.
- Securing alternate sources of funding from upper levels of government, which totaled \$9.5M in 2021 and was budgeted at \$6.9M in 2022. Below are highlights of grants received and the strategic investments the Town was able to make using funding received in 2022:
 - \$1,939,730 from the Canada Community-Building Fund (formerly Federal Gas Tax Fund) in 2022. Residual funds from prior years were allocated along with the 2022 funds to fund the following projects:
 - o Mountainview Rd Resurfacing – John to Maple (1,100,000)
 - o Mountainview over Hungry Hollow Bridge Rehab (950,000)
 - o #23 6th Line Culvert Replacement (910,000)
 - o MMSP Skatepark Revitalization & Renewal (550,000)
 - o Trucking Strategy Implementation Ph 1 (200,000)
 - o #4 Bridge Fifth Line north of Steeles Rehabilitation (135,000)
 - o Gellert Splash Pad Resurfacing (100,000)
 - o Park Pathway Revitalization & Renewal (80,000)
 - o Bridge Rehab Study Update (75,000)
 - \$1,058,000 from Ontario Community Infrastructure Fund for the rehabilitation of Mountainview bridge over Hungry Hollow to maintain it in a state of good repair.
 - \$314,502 from the Canada Community Revitalization Fund (CCRF) for facility upgrades to the heat recovery systems and dehumidification units at the Acton Arena & Community Centre and Mold-Master's Sportsplex.
 - \$291,655 from the Investing in Canada Infrastructure Program for Glen Lawson Road/Third Line corridor improvements with \$1,270,738 in additional funding to be applied in 2024 for construction.
 - \$249,300 from the Investing in Canada Infrastructure Program Public Transit Stream for the replacement of fleet vehicles in the ActiVan specialized transit program and an additional \$14,700 for enhancements to the ActiVan software system.
 - \$241,396 from the Investing in Canada Infrastructure Program to construct the Maple Avenue Bike Lanes & Multi-Use Path.
 - \$152,500 from the Community Build Fund (Ontario Trillium Foundation) for facility upgrades to heating, ventilation, and control systems at the Acton Arena & Community Centre.
 - \$133,800 from the Ministry of Accessibility & Seniors and \$81,000 in Ontario Health funding to support services and programming for seniors in 2022.
 - \$67,050 in funding from the Federation of Ontario Public Libraries to support the operations of the libraries.
 - \$65,946 from the Municipal Modernization Program Intake II (MMP) to expand the functionality of the Town's tax software to enable on-line and self-service options for residents.

- \$20,711 from the Municipal Modernization Program Intake II (MMP) to purchase additional Specialized Transit (ActiVan) Scheduling Software modules for trip booking and cancellations for specialized transit, as well as support passenger trip information.

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. An overview of the process is depicted in Figure 1.

Figure 1: Process Overview



The plan includes a vision, mission, values and focus areas, accompanied by guiding statements. The relationship of Council's strategic plan to the annual budget and business plan document is depicted in Figure 2 below.

Figure 2: Hierarchy of Strategic Planning documents



In September of 2022, Council received ADMIN-2022-0038, Council's Strategic Plan Status Update. This report provided the final update on highlights and achievements of the Strategic Plan for the previous term of and highlights some of the important achievements.

The following section is an explanation of how staff have supported the Strategic Plan priorities and focus areas through the last term of Council. The 2023 budget and business plan continues to provide core areas of service, many of which align with the priorities and focus areas as noted below:

Council's Strategic Priorities/Focus Areas

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 2023 include:

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

- Prepare Secondary Plans for Southeast Georgetown and Stewarttown which entails a number of detailed studies including planning, urban design, functional servicing and transportation along with public and agency engagement. These projects further implement Council's approved growth management strategy.
- Public Art Library and Cultural Centre Courtyard Phase 1 project provided space and opportunity for the incorporation of Indigenous Public Art in the downtown area. Phase 2 of this project will include artist selection, fabrication and installation of the artwork. The Library & Cultural Centre is an ideal location for Public Art due to its central location and it being a prime venue for cultural programming, including Indigenous programming.
- A budget inclusion for a Town-operated "Community Creativity and Cultural Hub" is proposed in 2023. The Hub will contribute to Main Street vibrancy and be a destination in itself, as well as provide benefits such as strengthening a downtown cultural hub, providing a Main Street Town presence, and providing multiple program offerings for the community and businesses.

Economic Development and Investment Attraction

In 2021, Council approved a new 5-year Economic Development and Tourism Strategy as a roadmap for the Town's economic development initiatives which will help position Halton Hills as a prime investment destination, attract non-residential investment, and strengthen and diversify the local economy. Thus far, about 70% of the Strategy's 137 actions are underway, approximately 15% are complete and in 2023, activities will focus on continuing the Strategy's implementation. This will be particularly important as the economy continues to recover from the widespread impacts of the pandemic.

In addition, Council approved a Foreign Direct Investment (FDI) Strategy in 2020 to help ensure that Halton Hills is competitive in the global marketplace and can attract quality new non-residential investments in its target sectors of advanced manufacturing, food and beverage, agri-business and green technology. The Strategy can also support the existing local economy by facilitating new market access and potential business partnerships. Implementation of the FDI Strategy is well underway with investment lead generation, development of investment business cases, and investment marketing content tailored for Halton Hills. A business-focused trade delegation to the Town's target markets of Germany and The Netherlands was implemented.

In 2021, the Business Concierge program was launched. Business Concierge has been very successful in positioning Halton Hills as a prime investment destination. The attraction and review of major non-residential investments in the Town's target sectors has been streamlined. In addition to a number of outstanding potential investments, there is about 4 million square feet non-residential investment currently undergoing development review, representing about \$900 million in investment and significant local job opportunities. Capturing non-residential assessment is key to the Town's financial health, and hence its ability to deliver the services that residents and businesses rely on.

In 2022, following a comprehensive update of the Town's Community Improvement Plan (CIP), a new CIP was launched. The new and targeted programs support Council's priorities, including those related to downtown revitalization, brownfield redevelopment, housing affordability, accessibility, agri-business, and energy efficiency. Since 2015, over 40 funding applications have been approved under the CIP, representing over \$400,000 in Town grants – generating about \$1.4 million in private sector investments.

In response to COVID-19, in collaboration with the Economic Support and Recovery Task Force (Council, Acton and Georgetown BIAs, Chamber and local business representation), the Town took coordinated and decisive action to support the local business community. Numerous business supports were provided, including those highlighted in the 2021 Invest Halton Hills Report.

Among others, additional highlights of Economic Development and Investment Attraction accomplishments include:

- Launched the new Economic Development website, InvestHaltonHills.com, re-designed to reflect and strengthen Halton Hills' economic competitiveness, present information tailored for the business audience, and to continue to position Halton Hills as a prime investment destination.
- Supported over 300 local small business with the expansion of online and e-commerce presence through the Digital Main Street program, generating approximately \$150,000 in grants for local businesses.
- Economic Recovery and Resiliency Plan (ERRP) implementation with multiple business support programs, including collaboration with the Economic Support Task Force and the 'Al Fresco in the Hills' temporary patio program.
- Expanded Tourism initiatives, including attendance and promotion at six local events, completion of over 300 visitor surveys, successful digital marketing campaign that increased the number of visitors to VisitHaltonHills.ca by 200%, and a robust Instagram campaign which generated over 220 new followers for a total of about 1200.
- Obtained external funding through the Regional Tourism Organization 3 (RTO3) and the Ontario Tourism Relief Fund for the creation of new Tourism marketing materials, and tourism directional signs.
- Significantly expanded marketing of Halton Hills to potential investors, including through a digital marketing campaign. Continued to engage and inform the local business community

of economic development programs and services via a redesigned Invest Halton Hills e-newsletter.

- Supported downtown businesses through continued collaboration and communication with the two downtown BIA's, with a focus on beautification and development of Memorandums of Understanding.

Affordable Housing

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

In collaboration with the Affordable Housing Working Group, a number of affordable housing initiatives were advanced, including the preparation and subsequent Council approval of Official Plan and Zoning By-law Amendments for 17 Guelph Street. A Request for Expressions of Interest (REOI) via Halton Region was issued seeking a partner for the project's development and operation.

Key next steps in continuing to deliver on Council's affordable housing priority include:

- Continuing to advance existing and pending affordable housing projects, which may be in the conceptual stage or at a more advanced stage and/or proceeding through the development review or construction stage.
- Pending development of Council's new Strategic Plan, determining the need to proceed with the Affordable Housing Action Plan.
- Monitoring and coordinating the review and response to any new announcements, partnership opportunities, legislative changes and/or funding sources related to housing affordability.

Additional information on past accomplishments is available in 2023 Business, Environment and Culture Business Plan, 2021 Invest Halton Hills Report, and the Strategic Plan Status Update (dated September 26, 2022).

Key projects for 2023 include:

- **Non-residential Investment Attraction:** Continued attraction of non-residential investment through the implementation of the Economic Development and Tourism Strategy, Foreign Direct Investment (FDI) Strategy, and the Business Concierge Program.
- **Business Retention, Expansion and Resiliency Plan:** Supporting local entrepreneurship, and business growth, expansion, retention and resiliency by implementing the Business Retention, Expansion and Resiliency Plan, tourism initiatives and other business supports.
- **Community Improvement Plan (CIP):** Implement the new Community Improvement Plan (CIP) to drive economic development and related community priorities.
- **Housing Affordability:** Identify, support, advance, promote and incentivize housing affordability through Town initiatives, while leveraging Halton Region's expertise and role

in housing. A key focus will be on completing the Requests for Expressions of Interest (REOI) process for 17 Guelph Street.

- **Arts & Culture:** Implement the Cultural Master Plan and Public Art Master Plan to support and raise the profile of the local arts and culture sector through communications, marketing, professional development, funding and art sales opportunities. Operate the Helson Gallery and deliver and coordinate cultural programming.
- **Equity, Diversity and Inclusion (EDI):** Advance Equity, Diversity and Inclusion initiatives for Town staff and residents.
- **Truth and Reconciliation:** Continue to advance the process of Truth and Reconciliation with Indigenous direction.

Details of the above 2023 key projects are available in the departmental Business Plan for Business, Environment and Culture.

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 2023 include:

Trucks

In 2023 the Town will continue the implementation of the Truck Strategy, including the design and construction of a truck inspection station on Highway 7 and Sixth Line. It is anticipated that the Halton Regional Police Service and the Ministry of Transportation will increase the number of truck safety inspections to improve truck safety in the community.

Bike Lanes - Active Transportation

The Town will continue to invest in infrastructure to support active transportation. The Active Transportation Master Plan which was completed in 2020 maps out a future active transportation network. This network includes on and off-road facilities that will encourage travel by cycling and walking. In recent years, staff has enhanced the active transportation infrastructure through additional on-road bike lanes, multi-use pathways and in-fill sidewalk connections. In 2022, on-road bike lanes were implemented on Tanners Drive between Churchill Road South and Churchill Road North.

The 2023 capital budget includes implementation of signed bike routes on various roads within the community. The installation of signed bike routes improves safety for cyclists and the general public and provides a cycling connection to the community. The installation of additional wayfinding signs, and pavement markings on the roadways informs both pedestrians and cyclists to utilize the active transportation infrastructure. In addition, the expansion of bike racks and bike repair stations will be placed in locations within the community to provide the necessary amenities to cyclists.

The infill sidewalk connections capital project is an annual program to construct sidewalk connections at various locations. As part of the 2023 program, staff is continuing to work with Metrolinx's to install a sidewalk connection on the north side of Eastern Avenue between Metrolinx's at-grade railway crossing and Young Street.

Traffic Safety

In 2022, staff received over 250 public requests concerning traffic safety, the majority related to speeding and aggressive driving. Staff continues to review these concerns in the context of the Town's Traffic Calming Implementation Protocol which was updated in 2022. The demand from the public for traffic calming measures has increased over the last number of years. Based on a neighbourhood approach, the recently updated protocol involves evaluating all roads to determine the most appropriate traffic calming measures. In 2022, intrusive and non-intrusive traffic calming measures were implemented on Churchill Road North between Tanners Drive and the Acton Curling Club. In 2023, traffic calming measures will be implemented in the hamlet of Glen Williams and includes Confederation Street, Wildwood Road, and Eighth Line. In addition, staff will commence with the planning and public consultation for a neighborhood traffic calming project on

Queen Street, King Street and the surrounding roads near the Georgetown Go Station. Residents will be invited to provide input on these measures through various public engagement opportunities.

In 2022, a 40 km/h speed limit policy was developed for the community. In 2023 staff will develop an implementation program that will include the installation of 40km/h signage for various neighbourhoods over a multi-year program.

Staff will continue with the implementation of the school zone traffic calming program where traffic calming measures will be implemented within a school zone to ensure pedestrian safety in front of the elementary schools. In 2023, traffic calming measures will be installed on Miller Drive in front of St. Brigid Catholic Elementary School as well as Sacre-Coeur Elementary School.

In 2023, Automated Speed Enforcement (ASE) will be implemented. ASE is an automated system that uses a camera speed measuring device to detect and capture vehicles exceeding the posted speed limit. The Administrative Monetary Penalty System will then be used to issue tickets. In 2023, one (1) mobile camera will be installed and moved around to various locations within the community. The ASE program will require an additional 0.4 full time equivalent (FTE) contract staff to operate the program and to meet all the requirements from the MTO. It's anticipated that the ticket revenue generated by the program will offset a large portion of the costs and a provision of \$50,000 has been included in the operating budget to offset any additional expenses.

To improve pedestrian safety and mobility, staff has installed 19 pedestrian crossovers (PXO) over the last six years. The 2023 installations will include Argyll Road between Oak Street and Huffmann Drive, Meadowglen Boulevard and Herb Wild Street, and Eaton/Craig Crescent (west).

Road Maintenance

The resurfacing of Tenth Line from 10 Sideroad to Steeles Avenue project is to address the asphalt surface in expectation of future capital reconstruction. The resurfacing will keep the road in a state of good repair and reconstruction requirements will be determined through a future Transportation Master Plan.

In 2023, public works equipment ranging from trucks to multi-purpose mowers and sidewalk plows will be replaced and/or procured. The total cost of replacement and new equipment is \$1,693,000 and is funded through the equipment reserve. Replacing aging equipment will ensure that the Town can continue to deliver the appropriate level of service required to maintain Town infrastructure.

Transit

In September 2019, staff put forward memorandum TPW-2019-0019 informing Council that the Town will be applying for funding through the Investing in Canada Infrastructure Program (ICIP) Public Transit Stream. Halton Hills is eligible to apply for available funding up to a maximum of

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

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

- Transit infrastructure of shelters and stops along the Steeles Avenue corridor within the Municipal boundaries of Halton Hills.
- Rolling stock, which includes five (5) replacement vehicles in accordance with the Town's fleet asset management plan and one (1) additional vehicle for fleet expansion of transit services.
- Transit hardware and software technology requirements for the expansion of transit and the support of specialized transit services.

The projects proposed for funding are consistent with the Town's Transit Service Strategy as per Report No. TPW-2019-0026 and have been incorporated into the proposed 2023 capital budget and forecast.

In September 2022, in partnership with the Town of Milton, the Steeles Avenue transit service was put into operation. This included the installation of fifteen concrete pads and a combination of transit shelters and other amenities to support accessible transit infrastructure along the right-of-way of Steeles Avenue within the municipal boundaries of Halton Hills.

The ActiVan Master Plan was completed in 2021 which provided a plan to ensure that the Town is meeting goals and objectives and all requirements set out in the AODA guidelines and make recommendations for future implementation. In November 2021, ActiVan piloted a shuttle service to Oakville Trafalgar Memorial Hospital until December 2022. Due to the success of the program, it is proposed to continue as a permanent service and further expand it to individuals requiring dialysis treatment.

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

The Town of Halton Hills is a leader in climate change action. Halton Hills continues to prepare for and adapt to the impacts of climate changes, while reducing its carbon footprint. Significant action has already taken place. However, much more remains to be done.

In May 2019, Town Council passed a Climate Change Emergency Declaration, setting the goal of achieving net zero by 2030. The Climate Change and Asset Management team was established to lead and coordinate the Town's climate change response. To provide direction in achieving climate change objectives, the Climate Change Action Task Force, Climate Change Low Carbon Transition Steering Committee, and the Climate Change Resiliency Steering Committee were established.

In 2020, the Town's first-ever Climate Change Adaptation Plan was approved. The Plan is focused on building community capacity, infrastructure resiliency, emergency preparedness, public health, flood prevention and natural assets. Implementation is underway and includes a video series on climate adaptation actions, a natural asset management study to evaluate climate risks on natural assets, and an assessment of climate change on Town services.

In 2021, updated Green Development Standards (version 3) were approved by Council. The Standards put increased weight on measures that reduce greenhouse gases. Version 3 elevates the sustainability of new development and supports the community-wide Net Zero 2030 goal.

Also in 2021, the Town's first-ever Low Carbon Transition Strategy was approved. It will advance Halton Hills towards the 2030 Net Zero goal by transitioning to a low-carbon community. Implementation is underway.

In 2022, a successful Retrofit Halton Hills Pilot Program was launched for residential uses. It offered 0% interest loans with support from FCM to undertake energy efficiency and greenhouse gas (GHG) reduction retrofits in existing homes.

Additional actions taken include:

- The Phase 2: Natural Assets Mapping and Management Strategies study is currently being completed in partnership with Credit Valley Conservation, which includes assessing the condition of natural assets, risks due to climate change, and the level of service that natural assets (e.g., quality of life, air quality, carbon sequestration).
- Climate Change Community Investment Fund (CCIF) launched, with its first intake in August 2021. The CCIF supports community groups in taking climate action. To date, \$16,000 in funding has been provided, supporting a total project value of \$48,450.
- Sustainable Neighbourhood Action Plan (SNAP): Hungry Hollow Plan completed in June 2020. Currently, implementing a three-year workplan to increase public knowledge of the ecological importance of Hungry Hollow through webinars and tree plantings.

- Private Tree Management Strategy, approved in December 2021, outlines actions to protect, maintain and enhance the tree canopy, including a focus on education and incentives as Phase 1 of the implementation plan.
- Established a cross-departmental working group to advance climate mitigation and adaptation actions, including the Tree Canopy Management Working Group (e.g. online tree sales, *Lymantria dispar* (LDD) monitoring, tree planting program, urban street tree inventory); the Low-Carbon Mobility Working Group (electrification of the Town's fleet); and the Climate Change Implementation Team (applying a Climate Lens to capital projects to minimize greenhouse gas emissions from Town assets and increase resiliency to extreme weather)
- Completed the Low Carbon Design Brief for Town Hall and implemented the Net Zero Ice Rinks project for Mold-Master Sportsplex and Acton arena as recommended in the Corporate Energy Plan. These are projected to avoid 203.7 tCO₂e annually representing a 21.7% reduction below the 2019 level of 940.4 tCO₂e of annual carbon emissions for both arenas. Elevated the performance of Town facilities by integrating Zero Carbon design into other Town's facilities resulting in a list of capital projects that will lead to Net Zero operations; and completed a geothermal assessment and design for District 2 and 3 Fire Stations geothermal heat pump optimization.
- Electric Vehicle (EV) Chargers: In partnership with the IVY Charging Network and financial support from the NRCAN-ZEVIP program, installed 11 new public EV chargers. Greenhouse gas emissions from personal vehicles account for about 50% of all community emissions. Supporting the transition to EVs is a key component of the Low Carbon Transition Strategy.

Key projects for 2023 include:

- **Low Carbon Design Brief** of Town's facilities and a **Building Automation System** feasibility study.
- **Low Carbon Transition Strategy Implementation** in the community with several initiatives planned on the roadmap to Net Zero.
- Expanding the existing **network of EV chargers** to further promote and support the uptake of electric vehicles.
- **Town Fleet Electrification Study** to support the transition to low-carbon mobility.
- **Climate Change Adaptation Strategy** Implementation to continue building a resilient community.
- **Climate Change Investment Fund** to engage and support community groups' climate actions.
- **Retrofit Halton Hills program** implementation and support.

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 2023 include:

- Replacement of the Town's only fire ladder apparatus and other fire fighting equipment in accordance with the National Fire Protection Association 1901 Standard for Automobile Fire Fighting Apparatus, Occupational Health and Safety Act, and Ontario Regulation 714/94.
- The Acton Fire Station Renovations project is to renovate a 33-year-old facility originally designed to house part-time firefighters.
- Succession Planning, Training and Development provides ongoing funding for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity if critical positions become vacant. This funding will be used for employee training and development for employees identified as potential successors for critical positions.
- Update of the Town Council's Strategic Plan to reflect the priorities for the new term of Council.
- The Asset Management Improvement project is to fund actions identified in the State of Infrastructure Report and the Core Infrastructure Asset Management Plan approved by Council in April 2022.
- Preparation of a Human Resources Strategic Plan which will guide the priorities and resources over the following 5-year period.
- Development of an Enterprise Content Management Strategy and plan to transition and manage organizational data in a digital format. The strategy will address data capture, organization, access, security, retention/archival, and eventual disposal.
- The HUB Review Strategy will assess the Town's corporate intranet needs and develop a strategy, roadmap and budget for implementing a solution to meet those needs.
- The Facility Employee Access System Review project will assess the corporate requirements and define a harmonized standard for access control systems to be used for any retrofit or new installations of facility access systems.
- Improvements to Town Hall including upgrading fire detection devices, fire alarm control panel annunciator, and security (CCTV) systems.
- Updating the layout and furnishings in public areas and staff workspaces in the Georgetown Library branch to continue to meet the needs of the community it serves and support a hybrid approach to work with flexible ergonomic workspaces.
- Design and engineering of low carbon HVAC system in the Mold-Masters SportsPlex to replace the existing system which has reached the end of its useful life and is scheduled for replacement in 2024.

- Replacement of the sprinkler system and chiller seals in rink A and B at Mold-Masters SportsPlex as well as the water softener in the Acton Arena which have reached the end of their useful lives

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

The Town's Official Plan is monitored and reviewed 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.

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

In 2023, staff will continue implementing strategic priorities identified in the Town's 2020 approved Economic Development and Tourism Strategy to promote and advance local agritourism opportunities.

g) Youth and Seniors Initiatives

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

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

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

Focus Areas:

- Engagement
- Services and Facilities

Projects to be advanced in 2023 include:

- Repair and revitalization of parks infrastructure including the tennis and pickleball courts at Emerson Park, park shelters and structures, and pedestrian bridges.
- The Collegiate Pools Study will confirm the feasibility of renovating the Acton and Georgetown collegiate pools and will provide design options as well as order of magnitude costing estimates for extending the useful life of these important recreational amenities.
- The construction of the Halton Hills Drive Park, a small neighbourhood park with a playground, seating, lighting & potential shade features as well as associated servicing and a retaining wall.

Long-Term Debt

The Town currently has external debt related to capital infrastructure issued by the upper-tier municipality, the Region of Halton and Southwestern Energy Inc.

Provincial limits on municipal debt are set based on a maximum percentage of revenues that may be used to service debt costs (e.g., interest and principal payments) on an annual basis. In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25 per cent of net revenues as calculated by the provincial Ministry of Municipal Affairs and Housing in the Towns' Annual Repayment Limit report (ARL). For 2022, the Town's estimated annual debt carrying costs of \$4.6 million, is well below the provincial limit (\$11.2M).

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.

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	11	Legislated under the <i>Development Charges Act</i> to fund growth related capital costs.	Contributions received from Developers as per the DC By-Law.	Growth related capital costs identified in the DC Study.
- Transportation	12			
- Storm Water Management	13			
- Parking	14			
- Fire Services	15			
- Recreation & Parks	16			
- Library Services	17			
- Growth-Related Studies	18			
- Transit Services	18			
Building Permit	21	To address likely ranges in year-to-year volatility of service volumes in accordance with the <i>Building Code Act</i> . 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 Community-Building 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.
Growth Stabilization	24	To hold deferred revenues from development applications and agreements that have not yet been earned on the statement of financial position.	Revenues from fees imposed to recover the cost of processing of development (planning and engineering) applications and agreements.	Activities that support the delivery of planning and engineering services and are embedded in the development application fee structure.
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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Transportation Maintenance	26	To fund maintenance costs for stormwater management ponds.	Developer contributions through developer agreements.	Ongoing maintenance of stormwater management ponds.
Gateway Feature	27	To cover the costs associated with the maintenance or removal of gateway features for subdivisions e.g. signs etc.	Historical developer contributions	Maintenance of gateway features.
Private Traffic Signal Maintenance Fund	28	To facilitate the maintenance of private traffic signals (i.e. in private parking lots or others)	Historical developer contributions	Ongoing operation, maintenance and future equipment replacement for traffic signals installed at private entrances.
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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
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.
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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Tax Rate Stabilization	36	To mitigate tax rate changes during the preparation of the annual operating budget and to protect the Town against unanticipated operating expenditures or to smooth expenditures that do not occur annually.	Annual operating contribution	One-time expenditures identified through the operating budget or annual operating deficits.
Operating Reserves				
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.

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Retrofit Program	44	To track and report loan and grant funds for the Retrofit Halton Hills program.	Annual capital contribution and grant funds	Loans to homeowners for eligible projects.

Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds & Trust Funds Status as of September 30, 2022

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 2022 to ensure the balances align with the requirements of the reserve.

The attached schedules A to D illustrate the reserves and reserve funds balances for 2022 as estimated at September 30, 2022. The schedules include opening balances as at January 1, 2022, the activity from January to September 2022, un-booked commitments against the funds and estimated inter-fund borrowing.

The opening balance column reflects the balances as published in the financial statements and includes the final distribution of the 2021 operating surplus.

The activity from January to September 2022 includes the interest that has been earned on the reserves/reserve funds during the period and movements in and out of the funds. In accordance with Council approval, the Treasurer can authorize the reallocation of funds between reserves to meet the needs identified in the Long Range Financial Plan and the Town's capital program.

The inter-fund loan represents the borrowing between reserves and reserve funds. As of December 31, 2021, reserves have currently loaned \$24.5M to cover shortfalls in the development charges reserve funds. The reserves will be repaid with interest when additional development charges are collected.

Schedule A represents a summary of the detailed schedules B to D, with schedule B listing the Town's reserves and discretionary reserve funds, schedule C lists the obligatory reserve funds, and schedule D shows the trust funds that the Town administers.

Town of Halton Hills

Summary of Reserves, Reserve Funds and Trust Funds**Schedule A**

September 30, 2022

Schedule	Opening Balance 1-Jan-22	Additions	Reductions	Interest	Ending Balance 30-Sep-22	Interfund Loan ¹	Estimated Unbooked Add/Commit	Estimated Balance ² 31-Dec-22
Schedule B Reserves & Discretionary Reserve Funds								
Capital Reserves	26,350,289	8,358,864	(15,452,543)	246,940	19,503,550	(9,950,329)	8,567,998	18,121,219
Stabilization Reserves	10,652,381	754,221	(825,918)	40,755	10,621,439	-	(3,884,082)	6,737,357
Operating Reserves	6,647,880	536,805	(1,600,876)	6,009	5,589,817	-	884,941	6,474,758
Discretionary	10,230	-	(230)	158	10,158	-	-	10,158
Schedule C Obligatory Reserve Funds								
Development Charges	5,784,579	2,395,770	(13,933,236)	186,891	(5,565,995)	9,950,329	(4,370,779)	13,555
Other Deferred Revenue	28,348,853	1,831,771	(8,911,362)	456,977	21,726,240	-	467,805	22,194,045
					-			-
Schedule D Trust Funds	3,118,850	105,207	(15,436)	46,264	3,254,885	-	-	3,254,885
Grand Total	80,913,062	13,982,638	(40,739,601)	983,994	55,140,093	-	1,665,883	56,805,976

Notes:

1. Represents interim loans from the Town's reserve required in 2022 to negate deficit balances in the DC reserves. The interfund loans, including interest, will be recovered from future DC collections.
2. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Reserve and Reserve Funds

2023

Town of Halton Hills
Reserves & Discretionary Reserve Funds
September 30, 2022

Schedule B

Reserve	Fund	Opening Balance 1-Jan-22	Additions	Reductions	Interest	Ending Balance 30-Sep-22	Interfund Loan ¹	Estimated Unbooked Add/Commit ²	Estimated Balance ³ 31-Dec-22
Capital Reserves									
Capital Replacement	39	9,786,957	5,439,441	(9,515,638)	162,131	5,872,891	-	645,708	6,518,599
Cemetery Development	66	62,378	20,786	(46,000)	-	37,164	-	20,786	57,949
Equipment	52	4,033,889	1,124,826	(2,091,700)	-	3,067,015	-	1,124,826	4,191,841
Library Capital	74	638,275	23,850	(264,400)	-	397,725	-	23,850	421,575
New Capital	40	6,601,870	1,402,467	(2,175,405)	84,809	5,913,741	(9,950,329)	5,399,944	1,363,356
Public Art Reserve	79	81,796	54,000	(92,000)	-	43,796	-	54,000	97,796
Technology Replacement	31	59,255	90,350	(774,900)	-	(625,295)	-	630,350	5,055
Transportation Infrastructure	55	5,084,115	200,000	(492,500)	-	4,791,615	-	665,535	5,457,150
Energy Revolving Fund	42	1,753	3,144	-	-	4,897	-	3,000	7,897
Total Capital Reserves		26,350,289	8,358,864	(15,452,543)	246,940	19,503,550	(9,950,329)	8,567,998	18,121,219
Stabilization Reserves									
Contingency	34	2,564,166	127,321	(45,868)	40,755	2,686,373	-	20,468	2,706,841
Severe Weather Event	51	750,000	-	-	-	750,000	-	-	750,000
Tax Rate Stabilization	36	7,338,215	626,900	(780,050)	-	7,185,065	-	(3,904,550)	3,280,515
Total Stabilization Reserves		10,652,381	754,221	(825,918)	40,755	10,621,439	-	(3,884,082)	6,737,357
Operating Reserves									
Community Sustainability Reserve	77	-	-	-	-	-	-	-	-
Fire Services	70	5,046,181	237,623	(297,400)	-	4,986,403	-	(191,709)	4,794,694
Georgetown Hospital Exp & Reno	38	267,589	-	-	-	267,589	-	-	267,589
Strategic Planning	41	63,290	149,182	(1,163,532)	-	(951,060)	-	951,650	590
WSIB	32	870,820	150,000	(25,000)	-	995,820	-	125,000	1,120,820
Retrofit Program Reserve	44	400,000	-	(114,944)	6,009	291,065	-	-	291,065
Total Operating Reserves		6,647,880	536,805	(1,600,876)	6,009	5,589,817	-	884,941	6,474,758
Discretionary Reserve Fund									
John Elliott Award	60	10,230	-	(230)	158	10,158	-	-	10,158
Total Discretionary Reserve Funds		10,230	-	(230)	158	10,158	-	-	10,158
Total Reserves		43,660,780	9,649,889	(17,879,568)	293,862	35,724,964	(9,950,329)	5,568,857	31,343,491

Notes:

1. Represents interim loans from the Town's reserve required in 2022 to negate deficit balances in the DC reserves. The interfund loans, including interest, will be recovered from future DC collections.
2. Unbooked additions and commitments represent projected transactions to occur between October and December, 2022 and do not include any 2022 operating surplus or deficit.
3. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Reserve and Reserve Funds

2023

Town of Halton Hills

Obligatory Reserve Funds

September 30, 2022

Schedule C

Reserve	Fund	Opening Balance 1-Jan-22	Additions	Reductions	Interest	Ending Balance 30-Sep-22	Interfund Loan ¹	Estimated Unbooked Add/Commit ²	Estimated Balance ³ 31-Dec-22
Obligatory Reserve Funds (Deferred Revenue)									
Development Charges									
Transportation Services	11	5,313,874	1,093,758	(7,700,993)	109,182	(1,184,179)	1,116,000	78,290	10,111
Storm Water Management Services	12	-	31,783	(87,000)	1,111	(54,106)	193,000	(138,397)	497
Municipal Parking Services	13	-	8,321	-	61	8,382	-	(8,382)	(0)
Fire Protection Services	14	-	87,606	-	600	88,206	93,000	(180,380)	825
Recreation and Parks Services	15	-	967,875	(4,589,247)	54,812	(3,566,559)	7,207,703	(3,640,594)	550
Library Services	16	-	127,663	(234,129)	1,182	(105,284)	424,956	(319,119)	553
Administration Services	17	451,934	72,416	(1,281,604)	19,347	(737,907)	905,670	(167,568)	196
Transit Services	18	18,771	6,349	(40,263)	597	(14,546)	10,000	5,370	824
Total Development Charges		5,784,579	2,395,770	(13,933,236)	186,891	(5,565,995)	9,950,329	(4,370,779)	13,555
Other									
Building Permit	21	5,242,304	92,907	(474,297)	80,027	4,940,940	-	275,093	5,216,033
Canada Community-Building Fund	22	6,438,399	969,865	(8,123,168)	114,754	(600,150)	-	969,895	369,745
Deferred Federal Grants	23	559,676	-	-	8,734	568,410	-	(264,612)	303,798
Growth Stabilization Reserve	24	3,687,126	276,971	-	58,689	4,022,786	-	(749,571)	3,273,215
Parkland: Cash-in-Lieu	25	8,780,797	492,028	(291,764)	137,962	9,119,023	-	237,000	9,356,023
Transportation Maintenance	26	3,195,609	-	(22,133)	49,868	3,223,345	-	-	3,223,345
Gateway Feature	27	183,345	-	-	2,861	186,206	-	-	186,206
Private Traffic Signal Maintenance Fund	28	261,597	-	-	4,082	265,679	-	-	265,679
Total Other		28,348,853	1,831,771	(8,911,362)	456,977	21,726,240	-	467,805	22,194,045
Total Obligatory Reserve Funds		34,133,432	4,227,541	(22,844,598)	643,868	16,160,245	9,950,329	(3,902,974)	22,207,600

Notes:

1. Represents interim loans from the Town's reserve required in 2022 to negate deficit balances in the DC reserves. The interfund loans, including interest, will be recovered from future DC collections.
2. Unbooked additions and commitments represent projected transactions to occur between October and December, 2022
3. Due to rounding, numbers presented in this table may not add up precisely to the totals provided.

Town of Halton Hills

Schedule D Trust Funds

September 30, 2022

Schedule D

Opening Balance						Estimated Balance ¹
Trust Fund	Fund	1-Jan-22	Additions	Reductions	Interest	31-Dec-22
Trust Funds						
Fairview Cemetery	80	570,328	16,728	(4,497)	8,994	591,553
Fairview Monuments	81	91,430	2,500	-	1,445	95,375
Greenwood Cemetery	82	1,244,102	32,083	(9,808)	19,615	1,285,993
Greenwood Monuments	83	216,593	4,964	-	3,409	224,966
Hornby Presbyterian Cemetery	84	886	-	(7)	14	893
Limehouse Presbyterian Cemetery	85	36,063	-	(819)	551	35,795
Limehouse Presbyterian Monuments	86	4,185	150	-	68	4,402
Union Presbyterian Cemetery	87	3,707	1,240	-	63	5,010
Union Presbyterian Monuments	88	1,004	213	-	17	1,233
Hillcrest Cemetery	89	324,962	20,924	-	3,364	349,250
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	14,995	-	(305)	187	14,877
Hillcrest Investments	93	425,082	-	-	4,178	429,261
Hillcrest Bequest	94	185,514	26,405	-	2,099	214,018
Transportation Maintenance	98	-	-	-	2,260	2,260
Total Trust Funds		3,118,850	105,207	(15,436)	46,264	3,254,885

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 2022 the Town has seven such levies; the *Fire Services*, *Pavement Management*, *Infrastructure*, *Fair Workplaces*, *Better Jobs Act 2017*, *Infrastructure Gap*, the *Financial Sustainability*, and the *Insurance* Special Levies.

The *Fire Services* Levy was created in 2006 to support the hiring of fire personnel and the debenture payments on construction of the new fire halls. Increases to the levy were capped in the 2019 budget year, as a result of the acceleration of the objectives of the Fire Services Master Plan.

The *Pavement Management* Levy was created in 2003 to fund the Pavement Management Program as outlined in report ENG-2003-0015.

The Special *Infrastructure* Levy was created in 2008 to fund the construction and/or maintenance of Town community infrastructure as outlined in report ADMIN-2008-0002.

The *Fair Workplaces, Better Jobs Act, 2017* Levy was created in 2018 to support the legislated increases in the minimum wage and benefits for part-time staff.

The *Infrastructure Gap* Levy was introduced in the 2019 budget year at 0.6% of the net tax levy in order to address long term capital needs for replacement infrastructure as identified in the State of Infrastructure Report. An annual increase of 0.6% is recommended in the 2022 budget to continue to support the replacement and adaptation of core assets in the context of climate change.

The *Arena Program* Levy was created to raise funds necessary for the financing of the arena construction program. This levy began in 2013 and the entire levy will have fulfilled its purpose by the end of 2021. The final portion of the arena levy, \$228,900 will be incorporated into the financial sustainability special levy as per report CORPSERV-2020-0042 for 2022.

The *Financial Sustainability* Levy was introduced in 2021 through report CORPSERV-2020-0042 to support on-going fiscal sustainability as the Town faces challenges pertaining to slower than planned growth and the COVID-19 pandemic.

The *Insurance* Levy was introduced in the 2022 budget to fund non-discretionary cost increases in insurance premiums and the need to establish self-insurance reserves to mitigate the risk of presumptive WSIB claims.