



SUPPLEMENTARY INFORMATION

A. Budget Principles

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

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

B. Basis of Budgeting

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

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

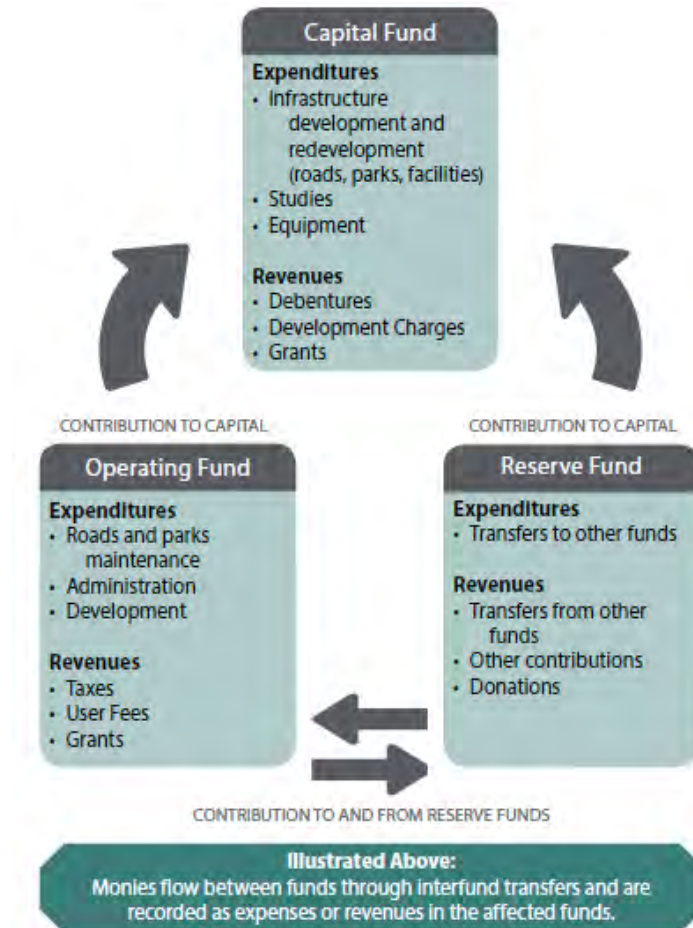
C. Fund Accounting

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

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

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

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



D. Strategic Actions Shaping our Future

The Town of Halton Hills annual budgets are influenced by various long-term plans, Town policies and external factors. The following information outlines the guidelines and specific budget influences that shaped the 2022 budget.

1. Long Range Financial Plan

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

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

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

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

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

2. Finding Efficiencies and Reducing Costs

Assuming a levy increase of 4.57% in 2022, the Town will have a 5-year tax levy average increase of 3.89%. Over the five year period, the Town has maintained services and delivered on Council's strategic priorities by introducing more efficient approaches that reduce costs and in many cases, also enhance services. Savings enable staff to reallocate resources to areas needing greater support.

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

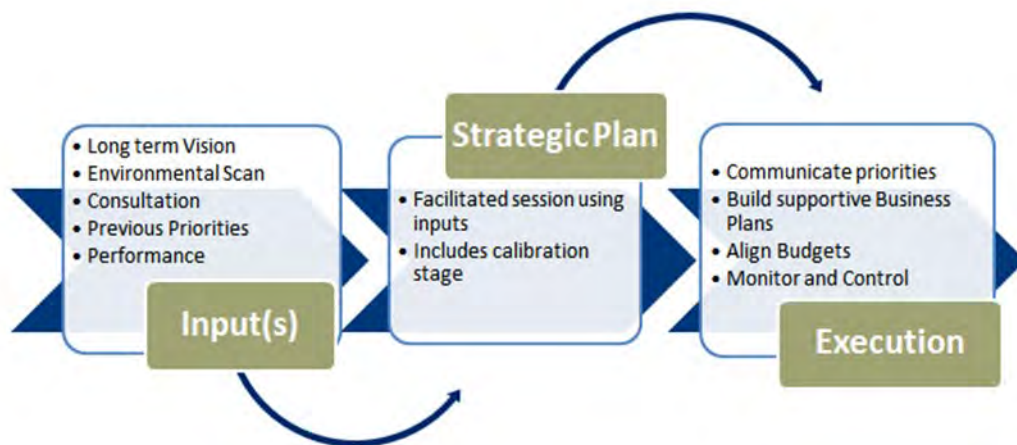
- Advancing process digitization and on-line service offerings to provide the ability for staff to work remotely so that core operations and customer service can continue during COVID-19 closures and limited operations.
- Technology infrastructure renewal and the modernization and renewal of various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

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

3. Advancing Council's Priorities

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

Figure 1: Process Overview



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

Figure 2: Hierarchy of Strategic Planning documents

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

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

a) Shaping Growth

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

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

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

Focus Areas:

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

Projects to be advanced in 2022 include:

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

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

Economic Development and Investment Attraction

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

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

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

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

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

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

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

Affordable Housing

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

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

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

Key projects for 2022 include:

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

Water and Wastewater infrastructure

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

b) Transportation

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

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

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

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

Focus Areas:

- Trucks
- Bike Lanes
- Traffic Safety
- Transit

Projects to be advanced in 2022 include:

Trucks

In 2022 the Town will continue the implementation of the Truck Strategy, including the construction of a truck inspection station on Highway 7. It is anticipated that the Halton Regional Police Service and the Ministry of Transportation will increase the number of truck safety inspections to improve truck safety in the community.

Bike Lanes - Active Transportation

The Town will continue to invest in infrastructure to support active transportation. In 2018, the Town commenced its Active Transportation Master Plan to map out a future active transportation network; this network will include on and off-road facilities that will encourage travel by cycling and walking. The Active Transportation Master Plan was completed in fall 2020 along with the Cycling Feasibility Study for Maple Avenue. In recent years, staff has enhanced the active transportation infrastructure through additional on-road bike lanes, multi-use pathways and in-fill sidewalk connections.

The 2022 capital budget includes \$775,000 for phase 2 of the cycling infrastructure on Maple Avenue from Trafalgar Road to Main Street. The installation of cycling connections improves safety for cyclists and the general public, and the bike lanes will provide a safe separation from motorized vehicles.

A provision of \$30,000 to promote active transportation and educate the community on active transportation routes and key destinations within the Town has been included in the 2022 capital budget. This may include the purchase of bike racks, and other bike safety equipment, wayfinding signs, and other signage and pavement markings on the roadways to inform both pedestrians and cyclists to utilize the active transportation infrastructure.

The infill sidewalk connections capital project is an annual program to construct sidewalk connections at various locations. As part of the 2022 program, Public Works will install a sidewalk connection on the north side of Eastern Avenue between Metrolinx's railway tracks and Young Street.

Traffic Safety

In 2021, staff received over 278 public requests concerning traffic safety, the majority related to speeding and aggressive driving. Staff is reviewing these concerns in the context of the Town's Traffic Calming Protocol completed in 2019. The demand from the public for traffic calming measures has increased over the last number of years. Based on a neighbourhood approach, the recently updated protocol involves evaluating all roads to determine the most appropriate traffic calming measures. In 2022, the neighborhood traffic calming project will be Confederation Street and the surrounding roadways including Wildwood Road and Eighth Line in Glen Williams. Residents will be invited to provide input on these measures through various public engagement opportunities.

To improve pedestrian safety and mobility, staff has installed 17 pedestrian crossovers (PXO) over the last five years. The 2022 installations will include lower-level PXOs that require only signs and pavement markings. The following locations are proposed for the PXO implementations: Moore Park Crescent and Joycelyn Crescent, Meadowglen Boulevard and Herb Wild Street, McNally Street and Grist Mill Drive and Robinson Road between Bowman Street and Orchid Avenue. Other locations will be evaluated and included as part of the 2022 Traffic Engineering Work Plan.

A new program that will commence in 2022 is the school zone traffic calming program where traffic calming measures will be implemented within a school zone to ensure pedestrian safety in front of the elementary schools. A plan will be created to evaluate all school zones and traffic calming will be implemented at one school zone location each year.

Road Maintenance

The Mountainview bridge over Hungry Hollow will undergo a rehabilitation in 2022 in order to keep the bridge in a state of good repair and extend the useful life of the bridge. Maintaining infrastructure assets helps to reduce operating and maintenance costs and ensures the safety of traffic travelling across the municipality.

In 2022, thirteen pieces of equipment ranging from trucks to multi-purpose mowers and tractors will be replaced. The total cost of replacement is \$1,341,000 and is funded through the equipment reserve. Replacing aging equipment will ensure that the Town can continue to deliver the appropriate level of service required to maintain Town infrastructure.

Transit

In September 2019, staff put forward memorandum TPW-2019-0019 informing Council that the Town will be applying for funding through the Investing in Canada Infrastructure Program (ICIP) Public Transit Stream. Halton Hills is eligible to apply for available funding up to a maximum of \$465,453 from the Provincial Government and \$558,600 from the Federal Government, for a total of \$1,024,053. Funding must be applied to projects directly related to transit between 2019 and 2028.

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

- Transit infrastructure of shelters and stops along the Steeles Avenue corridor within the Municipal boundaries of Halton Hills;
- Rolling stock, which includes five (5) replacement vehicles in accordance with the Town's fleet asset management plan and one (1) additional vehicle for fleet expansion of transit services;
- Transit hardware and software technology requirements for the expansion of transit and the support of specialized transit services.

The proposed projects for funding are consistent with the Town's Transit Service Strategy as per Report No. TPW-2019-0026 and have been incorporated into the proposed 2022 capital budget and forecast.

The Town completed a review and update of the ActiVan Master Plan and ActiVan program in 2021. The plan will ensure that the Town is meeting goals and objectives and all requirements set out in the AODA guidelines and make recommendations for future implementation. The plan will ensure financial responsibility and accommodate growth in service.

In 2022 the Steeles Avenue corridor transit infrastructure project will continue with the installation of eighteen concrete pads and transit shelters to support accessible transit infrastructure along the right-of-way of Steeles Avenue within the municipal boundaries of Halton Hills. This will provide

infrastructure for the proposed transit service agreement to be operated by the Town of Milton pending approval through their 2022 budget process.

c) Climate Change and the Environment

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

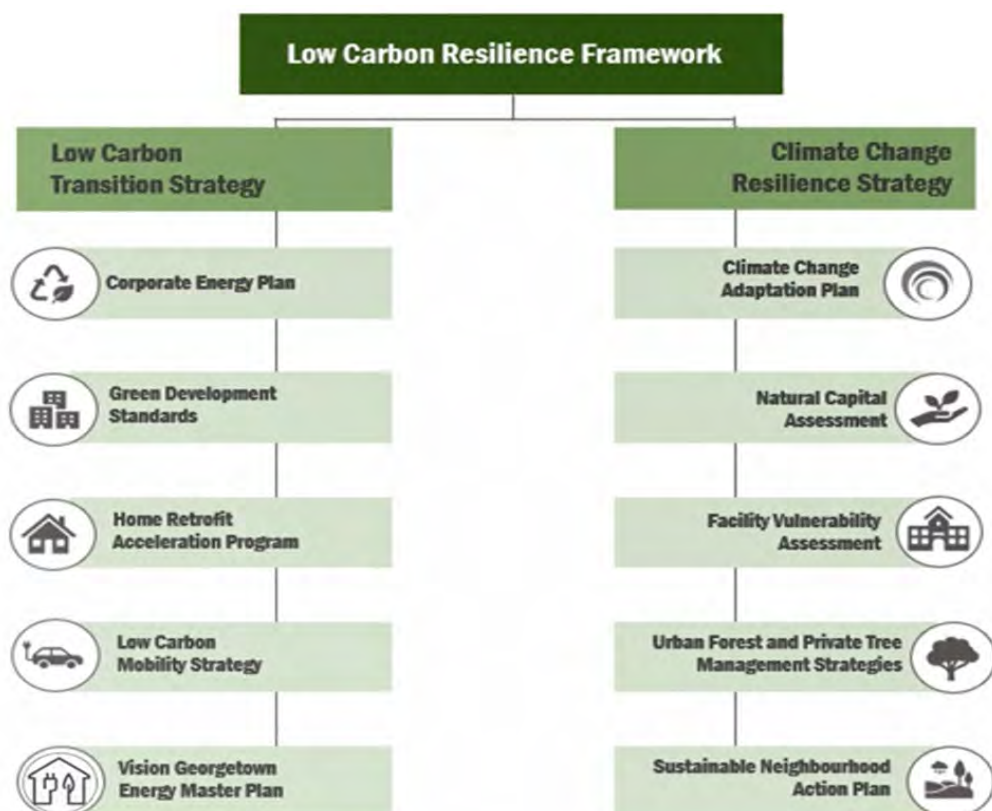
Halton Hills communities prepare for changes we know are coming while reducing our carbon footprint.

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

Focus Areas:

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

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



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

Action on Climate Change

For 2022 there will be on-going implementation of corporate and community climate change actions expressed through Council's Climate Change Emergency Declaration, including:

- Low Carbon Design Brief Towns' Facilities
- Low Carbon Transition Strategy Implementation
- Bike Share Feasibility
- Town Fleet Electrification Study
- Climate Change Adaptation Strategy Implementation
- Climate Change Investment Fund
- Retrofit Halton Hills

Resilient Infrastructure

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

The 2022 budget identifies funding to support the recommendations set out in the Corporate Energy Plan. In 2021, the Acton Arena and Mold-Masters SportsPlex Low Carbon Design Briefs (LCDB) were drafted. The first phase of implementing the LCDB for the arenas have been included in the 2022 capital budget in the following projects:

- Acton Arena LCDB Dehumidification Unit
- Acton Arena LCDB Heat Recovery System
- MMSP LCDB Heat Recovery System
- MMSP LCDB Phased Dehumidification

Additionally, LCDB capital projects will continue to be implemented for Town Hall through the following capital projects:

- Town Hall LCDB Fittings and Equipment
- Town Hall Phased Replacement of Heat Pumps

Low Carbon Transition

In 2020, the Low Carbon Transition Strategy, the update of the Mayor's 2015 Community Energy Plan, was initiated to ensure the Town continues to align with best practices and appropriately responds to the Council's Climate Change Emergency Declaration. Recommendations will come forward on policies and guidelines to reduce community greenhouse gas emissions that reflect the most up-to-date practices. Funding has been included in the 2022 budget to initiate the implementation of recommendations from the update of the plan. In addition, staff have pursued concurrent actions to address climate change that are reflected above under the Action on Climate Change section.

Tree Canopy

Funding for projects supporting the protection and enhancement of the Town's tree canopy and managing natural assets was approved in 2019 capital budget to be used in a phased, multi-year project. The Phase 1: Natural Assets Inventory & Services Valuation study was completed in 2020 in partnership with the Credit Valley Conservation (CVC). The Phase 2: Natural Assets Mapping and Management Strategies study is currently being undertaken in partnership with CVC in the form of a formalized memorandum of understanding between the Town and CVC. The scope of work will include assessing the condition of natural assets, the risks due to climate change, and the level of service that natural asset provide such as quality of life, quality of air, carbon sequestration and meeting the Town's *climate change and the environment* strategic objective.

In addition to the natural assets mapping and management study, staff is undertaking the following:

- Completing the Privately Owned Tree Management Strategy (privately owned tree by-law)
- Continuation of the tree planting program
- Establishing a Town-wide tree canopy management program
- Consideration of establishing an urban forestry program

d) Fiscal and Corporate Management

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

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

Focus Areas:

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

Projects to be advanced in 2022 include:

- Continued implementation of the Municipal Accessibility Plan which describes the measures the Town of Halton Hills will take to identify, remove, and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.
- The asset management improvements project is to fund actions that improve and inform the continued implementation of the Corporate Asset Management Program through alignment and integration with Finance as well as the various service areas.
- Succession planning provides training and development support for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity in the event that critical positions become vacant.
- The Council compensation survey will ensure that Council members receive fair compensation that recognizes the work that they do for the municipality in a way that is fiscally responsible.
- PS3280 Implementation is a new public sector accounting standard for Asset Retirement Obligations that will be effective for the Town's 2023 year end.
- A user fees and fee review will be completed to remain comparable with other municipalities on the fees that are charged for services.
- The Insurance Claims Management Software project will implement an insurance claims and risk management system that manages the claim lifecycle from end to end, including online submissions, and the ability to report and analyze outcomes and trends to support risk management decisions.

- Robert C. Austin Operations Centre Master Plan is required to develop a long-term plan to address the current and future needs associated with operations, staffing and storage (equipment, salt, sand, fuel, snow, etc.) for Public Works and Transit services, and to assess the extent to which future needs can be accommodated within the current facility.
- The Library Strategic Plan will enable the Library to engage the community, Board, staff, Council and other key partners in the strategic planning of future library service and brand renewal.
- The Library Lockers and Kiosk capital project is to purchase a library locker and kiosk system to be located at the Gellert Community Centre.
- The Training Centre Enhancements project will create a Regional Training Centre at Station 2 (Maple Avenue) as a result of the closure of the Ontario Fire College.
- The Acton Fire Station Renovations project is to renovate a 32-year-old facility originally designed to house volunteer firefighters.

e) Local Autonomy and Advocacy

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

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

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

Focus Areas:

- Provincial
- Federal

Projects to be advanced in 2022 include:

- Investigation of an alternative voting method to give residents opportunities to vote from home or other areas, rather than go to a voting location. Staff will be able to run an efficient election giving residents many different options to vote, in a manner which is safe and secure and help improve voter turnout.
- The Truth & Reconciliation Strategy - Phase 1 Consultation focuses on engaging an Indigenous Consultant(s) to help scope the strategy and to confirm approaches for best advancing its development. Phase 2, the actual development of the strategy, is anticipated for 2023.
- The Administrative Monetary Penalty System (AMPS) is an alternative system to the lengthy and costly provincial courts process and provides an objective, efficient and improved customer service process where penalty notices are issued, managed and reviewed.

f) Ensure a Vibrant Agricultural Community

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

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

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

Focus Areas:

- Protect Agricultural Land
- Promote Agritourism

Projects to be advanced in 2022 include:

In 2022, staff will continue implementing strategic priorities identified in the Town's 2020 approved Economic Development and Tourism Strategy to promote and advance local agritourism opportunities.

g) Youth and Seniors Initiatives

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

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

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

Focus Areas:

- Engagement
- Services and Facilities

Projects to be advanced in 2022 include:

- The Mold-Masters skatepark revitalization and renewal includes the construction phase for the replacement of Mold-Masters skatepark. The design of the facility will offer a variety of action sports park features and will promote active participation of youth in the community.

- Neighbourhood Level Skate Features includes the construction of neighbourhood level action sports features (skate features, pump tracks) at Miller Drive Park and McNally Street Park which were recommended by Council as part of the 2017 Georgetown Action Sports Needs Assessment.

E. Long-Term Debt

The Town of Halton Hills currently has external debt related to capital infrastructure issued by the upper-tier municipality, the Region of Halton and Southwestern Energy Inc.

Provincial limits on municipal debt are set based on a maximum percentage of revenues that may be used to service debt costs (e.g. interest and principal payments) on an annual basis. In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25 per cent of net revenues as calculated by the provincial Ministry of Municipal Affairs and Housing in the Towns' Annual Repayment Limit report (ARL). For 2022, the Town's estimated annual debt carrying costs of \$4.6M, is well below the provincial limit (\$12.8M).

There are key policies adopted by Council as it relates to debt issuance:

1. Future debt service payments will be made while ensuring the following:
 - The provision of essential services is not jeopardized
 - Financial flexibility is maintained by ensuring that there are sufficient revenues to accommodate unanticipated expenditures and revenue fluctuations
 - Outstanding debt obligations will not threaten long-term financial stability
 - The amount of outstanding debt will not place an undue burden on taxpayers
2. The Town's debt charges, including external debt charges related to development charges, as a percentage of tax levy, will not exceed 10 per cent as considered acceptable by credit rating agencies.

F. Reserve and Reserve Funds

Reserves and reserve funds are established by Town by-law and/or through Provincial legislation. Both reserves and reserve funds are considered during the annual operating and capital budget process and for the purpose of long-term planning. They are funded through annual contributions from the operating budget as well as external sources.

1. Reserves

Reserves are an allocation of accumulated net revenue. They are not associated with any specific asset and are generally used to mitigate the impact of fluctuations in costs and revenue. The Town currently has three different types of reserves:

- **Capital reserves** are a set of funds used to set aside money for the acquisition, repair and/or renewal of capital infrastructure. Funds are utilized to assist in the financing of infrastructure renewal, asset replacement costs identified by the Corporate Asset Management Plan, and to supplement capital funding to allow access to funding programs through other levels of government.
- **Operating reserves** are unrestricted funds set aside to provide for potential future planned or unplanned expenditures.
- **Stabilization reserves** are created to offset extraordinary and unforeseen expenditure requirements, and address volatility in the tax rate. They may also be used to fund revenue shortfalls and assist with the management of cash flows.

2. Reserve Funds

Reserve funds are segregated and restricted to meet a specific purpose. They represent monies set aside either through a municipal by-law or to meet a provincially legislated requirement. Interest earned on reserve funds must be allocated to the specific reserve fund that earned it. There are two types of reserve funds:

- **Obligatory Reserve Funds** shall be created whenever a statute or legislation requires that revenue received for special purposes are to be segregated from the general revenues of the Town. Obligatory reserve funds are created solely for the purpose prescribed for them.
- **Discretionary Reserve Funds** are established whenever Council wishes to set aside revenues to finance a future expenditure or to provide for a specific contingent liability, for which it has authority to spend money, so that the funds are available as required.

Reserve & Reserve Fund Listing:

Reserve Name	Fund No	Purpose of Fund	Funding Sources	Utilization of Funds
Obligatory Reserve Funds				
Development Charges				
- Transportation	11	Legislated under the Development Charges Act to fund growth related capital costs.	Contributions received from Developers as per the DC By-Law.	Growth related capital costs identified in the DC Study.
- Storm Water Management	12			
- Parking	13			
- Fire Services	14			
- Recreation & Parks	15			
- Library Services	16			
- Administration	17			
- Transportation Services	18			
Building Permit	21	To address likely ranges in year-to-year volatility of service volumes in accordance with the Building Code Act. The reserve is used to defer revenues received in advance of work being performed.	1. Annual revenue received in advance of associated expenses based on expense to revenue formula 2. Building permit fees collected between September and December are deferred to the following year	Activities that support the delivery of building permit services and are embedded in the building permit fee structure.
Canada Gas Tax Funding	22	To fund infrastructure capital projects in accordance with the terms of the Municipal Funding Agreement.	Federal Government contributions delivered through AMO	Eligible programs outlined in the Municipal Funding Agreement.
Deferred Federal Grants	23	To track revenues received from government grants and fund programs and capital projects identified in the grant agreements.	Government grant contributions	Eligible programs outlined in the government grant funding agreement.
Parkland: Cash-in-Lieu	25	To fund the acquisition of land for parks or to fund the development of parkland.	Contributions received in lieu of land being conveyed to the Town for parkland requirements as per the Planning Act	Purchase of land for parks or recreational purpose and development or redevelopment of land, parks and recreational facilities.
Public Benefits	26	To fund facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.	Provisions received in return for authorized increases in the height and density of development permitted by the Zoning By-law.	Purchase of or improvements to facilities, services and other matters as set out in the Zoning By-law and permitted by Section 37 of the Planning Act.

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

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

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

Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds & Trust Funds Status as of September 30, 2021

On July 17, 2018 Council approved changes to the General Reserve and Reserve Fund Policy, POLICY-2018-0004 through report CORPSERV-2018-0030. Changes included the amalgamation of various existing reserves, the addition of new reserves, and clarification around the intent and usage of reserves. Reserve balances will be reviewed during the last quarter of 2021 to ensure the balances align with the requirements of the reserve.

The attached schedules A to D illustrate the reserves and reserve funds balances for 2021 as estimated at September 2021. The schedules include opening balances as at January 1, 2021, the activity from January to September 2021, un-booked commitments against the funds and estimated inter-fund borrowing.

The opening balance column reflects the balances as published in the financial statements and includes the final distribution of the 2020 operating surplus.

The activity from January to September 2021 includes the interest that has been earned on the reserves/reserve funds during the period and movements in and out of the funds. In accordance with Council approval, the Treasurer can authorize the reallocation of funds between reserves to meet the needs identified in the Long Range Financial Plan and the Town's capital program.

The inter-fund loan represents the borrowing between reserves and reserve funds. As of December 31, 2020, reserves have currently loaned \$19.6M to cover shortfalls in the development charges reserve funds and \$0.5M to the operating fund. The reserves will be repaid with interest when additional development charges are collected and when loan agreements are fulfilled.

Schedule A represents a summary of the detailed schedules B to D, with schedule B listing the Town's reserves and discretionary reserve funds, schedule C lists the obligatory reserve funds, and schedule D shows the trust funds that the Town administers.

Reserve and Reserve Funds

2020

Town of Halton Hills

Summary of Reserves, Reserve Funds and Trust Funds

Schedule A

September 30, 2021

Schedule	Opening Bal 1-Jan-21	Additions	Reductions	Interest	Intefund loan -Operating	Balance 30-Sep-21	Interfund Loan Est. Addition ¹ - Capital	Unbooked Est. Additions	Est. Commitments	Estimated Balance ² 31-Dec-21
Schedule B Reserves & Dcretionary Reserve Funds										
Capital Reserves	27,356,530	9,638,199	(10,992,987)	306,936	(494,447)	25,814,232	(5,907,684)	6,699,737	(613,488)	25,992,797
Stabilization Reserves	10,101,105	1,023,902	(151,985)	39,408	-	11,012,431	-	356,200	(2,093,852)	9,274,779
Operating Reserves	5,581,243	1,089,765	(1,694,568)	-	-	4,976,440	-	312,872	(289,381)	4,999,931
Discretionary	10,618	-	(600)	165	-	10,184	-	-	-	10,184
						-				-
Schedule C Obligatory Reserve Funds										
Development Charges	6,985,870	3,140,769	(13,358,106)	166,130	-	(3,065,336)	5,907,684	2,787,968	(4,679,925)	950,391
Other Deferred Revenue	20,592,561	6,580,816	(6,346,259)	345,326	-	21,172,445	-	738,504	(462,660)	21,448,289
						-				-
Schedule D Trust Funds	3,021,475	51,381	(15,651)	39,521	-	3,096,726	-	-	-	3,096,726
						-				-
Operating Fund					494,447	494,447				494,447
Grand Total	73,649,403	21,524,833	(32,560,154)	897,488	-	63,511,569	-	10,895,281	(8,139,307)	66,267,543

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

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

Reserve and Reserve Funds

2020

Town of Halton Hills

Reserves & Discretionary Reserve Funds

September 30, 2021

Schedule B

Reserve	Fund	Opening Bal. 1-Jan-21	Additions	Reductions	Interest	Intefund loan -Operating	Balance 30-Sep-21	Interfund Loan Est. Addition ¹ - Capital	Unbooked Est. Additions	Est. Commitments	Estimated Balance ² 31-Dec-21
Capital Reserves											
Capital Replacement	39	11,498,465	5,332,602	(6,214,686)	187,295	(494,447)	10,309,229	-	1,240,165	(1,312)	11,548,081
Cemetery Development	66	45,807	31,178	(25,000)	-	-	51,986	-	10,393	-	62,378
Equipment	52	3,452,529	1,695,270	(1,679,000)	-	-	3,468,799	-	565,090	-	4,033,889
Library Capital	74	404,080	26,775	(127,400)	-	-	303,455	-	9,025	-	312,480
New Capital	40	7,079,950	2,082,048	(1,308,501)	119,642	-	7,973,139	(5,907,684)	4,607,289	(606,426)	6,066,318
Public Art Reserve	79	42,601	34,800	(7,850)	-	-	69,551	-	11,600	-	81,151
Technology Replacement	31	439,259	135,525	(1,197,300)	-	-	(622,516)	-	45,175	-	(577,341)
Transportation Infrastructure	55	4,392,109	300,000	(433,250)	-	-	4,258,859	-	211,000	(5,750)	4,464,109
Energy Revolving Fund	42	1,730	1	-	-	-	1,732	-	-	-	1,732
Total Capital Reserves		27,356,530	9,638,199	(10,992,987)	306,936	(494,447)	25,814,232	(5,907,684)	6,699,737	(613,488)	25,992,797
Stabilization Reserves											
Contingency	34	2,402,240	99,752	(45,850)	39,408	-	2,495,551	-	33,150	(46,152)	2,482,548
Severe Weather Event	51	750,000	-	-	-	-	750,000	-	-	-	750,000
Tax Rate Stabilization	36	6,948,865	924,150	(106,135)	-	-	7,766,880	-	323,050	(2,047,700)	6,042,230
Total Stabilization Reserves		10,101,105	1,023,902	(151,985)	39,408	-	11,012,431	-	356,200	(2,093,852)	9,274,779
Operating Reserves											
Community Sustainability Reserve	77	-	-	-	-	-	-	-	-	-	-
Fire Services	70	4,749,511	356,434	(240,825)	-	-	4,865,120	-	294,122	(125,058)	5,034,184
Georgetown Hospital Exp & Reno	38	559,086	2,081	(146,800)	-	-	414,367	-	-	(148,881)	265,486
Strategic Planning	41	(523,174)	675,000	(1,306,943)	-	-	(1,155,117)	-	-	(15,442)	(1,170,559)
WSIB	32	795,820	56,250	-	-	-	852,070	-	18,750	-	870,820
Total Operating Reserves		5,581,243	1,089,765	(1,694,568)	-	-	4,976,440	-	312,872	(289,381)	4,999,931
Discretionary Reserve Fund											
John Elliott Award	60	10,618	-	(600)	165	-	10,184	-	-	-	10,184
Total Discretionary Reserve Funds		10,618	-	(600)	165	-	10,184	-	-	-	10,184
Total Reserves		43,049,496	11,751,867	(12,840,140)	346,510	(494,447)	41,813,287	(5,907,684)	7,368,809	(2,996,722)	40,277,690

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

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

Reserve and Reserve Funds

2020

Town of Halton Hills
Obligatory Reserve Funds
 September 30, 2021

Schedule C

Reserve	Fund	Opening Bal.				Balance 30-Sep-21	Interfund Loan Est. Addition ¹ - Capital	Unbooked		Estimated Balance ² 31-Dec-21
		1-Jan-21	Additions	Reductions	Interest			Est. Additions	Est. Commitments	
Obligatory Reserve Funds (Deferred Revenue)										
Development Charges										
Transportation Services	11	5,778,020	1,187,482	(6,768,143)	94,312	291,671	-	963,659	(312,856)	942,473
Storm Water Management Services	12	66,589	34,779	(75,000)	1,071	27,439	71,596	31,174	(130,208)	0
Municipal Parking Services	13	-	9,469	-	105	9,574	22,776	6,714	(39,065)	(0)
Fire Protection Services	14	-	91,576	-	1,019	92,595	82,738	71,540	(246,873)	(0)
Recreation and Parks Services	15	-	1,532,021	(4,350,708)	36,204	(2,782,482)	4,744,389	1,540,471	(3,502,378)	(0)
Library Services	16	-	203,224	(159,297)	2,334	46,261	132,926	106,252	(285,439)	0
Administration Services	17	1,122,459	79,059	(1,987,957)	30,783	(755,657)	853,259	65,504	(163,107)	(0)
Transit Services	18	18,803	3,158	(17,000)	302	5,263	-	2,655	-	7,918
Total Development Charges		6,985,870	3,140,769	(13,358,106)	166,130	(3,065,336)	5,907,684	2,787,968	(4,679,925)	950,391
Other										
Building Permit	21	5,186,685	134,153	(916,543)	74,709	4,479,004	-	200,000	(100,000)	4,579,004
Canada Community-Building Fund	22	4,473,714	3,804,448	(5,419,552)	78,841	2,937,451	-	-	-	2,937,451
Deferred Federal Grants	23	908,659	484,164	-	18,990	1,411,812	-	538,504	(242,660)	1,707,656
Parkland: Cash-in-Lieu	25	6,576,062	1,922,211	(10,164)	115,789	8,603,897	-	-	(40,000)	8,563,897
Transportation Maintenance	26	3,011,529	235,841	-	49,994	3,297,363	-	-	(80,000)	3,217,363
Gateway Feature	27	179,624	-	-	2,886	182,511	-	-	-	182,511
Private Traffic Signal Maintenance Fund	28	256,289	-	-	4,118	260,407	-	-	-	260,407
Total Other		20,592,561	6,580,816	(6,346,259)	345,326	21,172,445	-	738,504	(462,660)	21,448,289
Total Obligatory Reserve Funds		27,578,432	9,721,585	(19,704,364)	511,457	18,107,109	5,907,684	3,526,472	(5,142,585)	22,398,680

Notes:

1. Represents additional loans required to negate deficit balances in the DC reserves

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

Reserve and Reserve Funds

2020

Town of Halton Hills

Schedule D Trust Funds

September 30, 2021

Schedule D

Trust Fund	Fund	Opening Bal.				Balance 30-Sep-21	Unbooked		Estimated Balance ¹ 31-Dec-21
		1-Jan-21	Additions	Reductions	Interest		Est. Additions	Est. Commitments	
Trust Funds									
Fairview Cemetery	80	546,081	14,543	(4,414)	8,829	565,038	-	-	565,038
Fairview Monuments	81	88,188	1,100	-	1,426	90,714	-	-	90,714
Greenwood Cemetery	82	1,210,050	21,185	(9,769)	19,538	1,241,004	-	-	1,241,004
Greenwood Monuments	83	209,926	1,800	-	3,382	215,107.80	-	-	215,108
Hornby Presbyterian Cemetery	84	877	-	(7)	14	884	-	-	884
Limehouse Presbyterian Cemetery	85	35,514	760	(945)	570	35,899	-	-	35,899
Limehouse Presbyterian Monuments	86	4,212	-	(112)	66	4,166	-	-	4,166
Union Presbyterian Cemetery	87	3,631	-	-	58	3,690	-	-	3,690
Union Presbyterian Monuments	88	984	-	-	16	999	-	-	999
Hillcrest Cemetery	89	301,061	11,993	-	1,858	314,913	-	-	314,913
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	15,093	-	(403)	237	14,927	-	-	14,927
Hillcrest Investments	93	421,784	-	-	2,455	424,239	-	-	424,239
Hillcrest Bequest	94	184,075	-	-	1,072	185,146	-	-	185,146
Transportation Maintenance	98	-	-	-	-	-	-	-	-
Total Trust Funds		3,021,475	51,381	(15,651)	39,521	3,096,727	-	-	3,096,726

Notes:

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

Special Tax Levies

Special Tax Levies are established by the Town to assist with programs for a designated or specific purpose. At the end of 2021 the Town has seven such levies; the *Fire Services*, *Pavement Management*, *Infrastructure*, *Fair Workplaces*, *Better Jobs Act 2017*, *Infrastructure Gap*, the *Arena Program*, and the *Financial Sustainability* Special Levies.

The *Fire Services* Levy was created in 2006 to support the hiring of fire personnel and the debenture payments on construction of the new fire halls. Increases to the levy were capped in the 2019 budget year, as a result of the acceleration of the objectives of the Fire Services Master Plan.

The *Pavement Management* Levy was created in 2003 to fund the Pavement Management Program as outlined in report ENG-2003-0015.

The Special *Infrastructure* Levy was created in 2008 to fund the construction and/or maintenance of Town community infrastructure as outlined in report ADMIN-2008-0002.

The *Fair Workplaces, Better Jobs Act, 2017* Levy was created in 2018 to support the legislated increases in the minimum wage and benefits for part-time staff.

The *Infrastructure Gap* Levy was introduced in the 2019 budget year at 0.6% of the net tax levy in order to address long term capital needs for replacement infrastructure as identified in the State of Infrastructure Report. An annual increase of 0.6% is recommended in the 2022 budget to continue to support the replacement and adaptation of core assets in the context of climate change.

The *Arena Program* Levy was created to raise funds necessary for the financing of the arena construction program. This levy began in 2013 and the entire levy will have fulfilled its purpose by the end of 2021. The final portion of the arena levy, \$228,900 will be incorporated into the financial sustainability special levy as per report CORPSERV-2020-0042 for 2022.

The *Financial Sustainability* Levy was introduced in 2021 through report CORPSERV-2020-0042 to support on-going fiscal sustainability as the Town faces challenges pertaining to slower than planned growth and the COVID-19 pandemic.

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