

# 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.

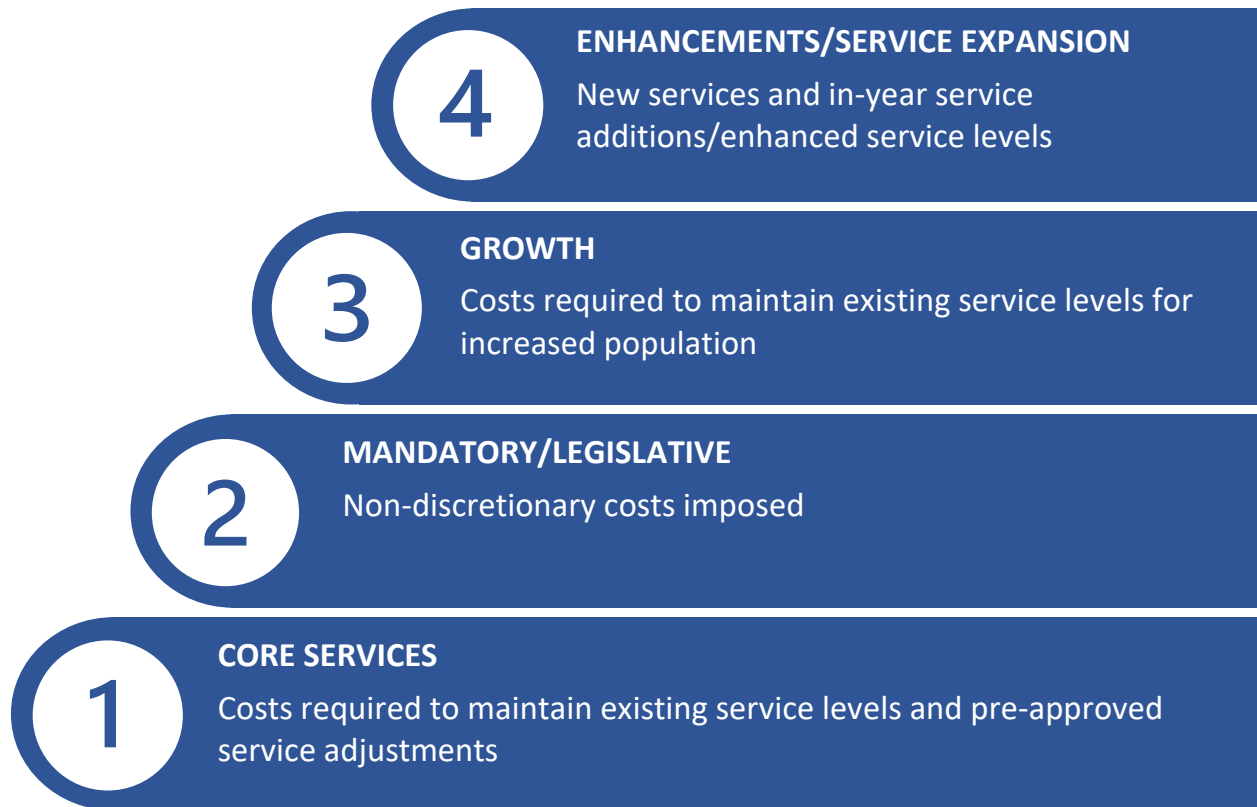
1. Restore appropriate funding for reserves to support long-term financial stability
2. Maintain current service levels for programs and staffing, leverage technology solutions to support efficiencies and productivity
3. Align capital programs with available resources while ensuring compliance with legislation 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:

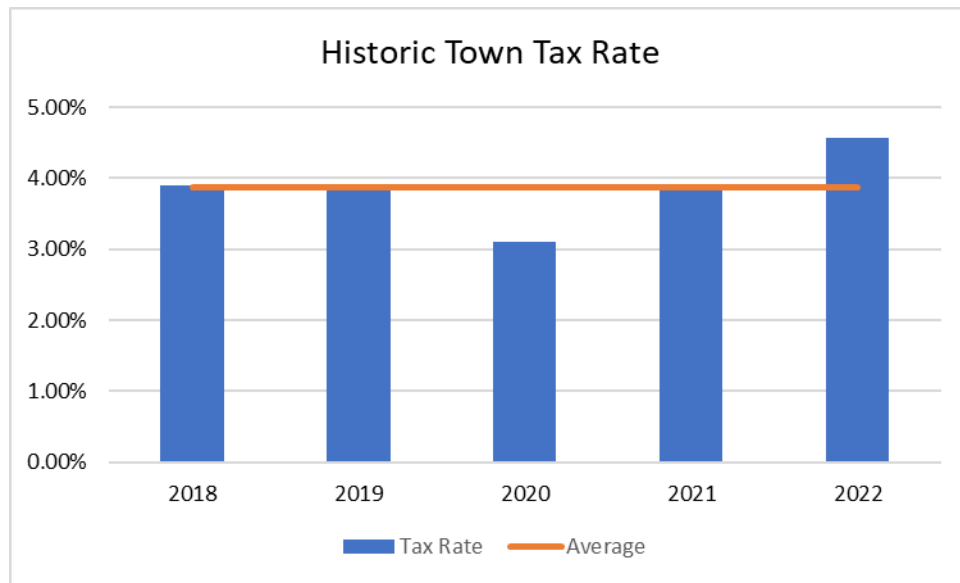


A detailed summary of each department's 2023 Business Plan, Operating and Capital Budgets and the nine-year Capital Forecast (2024-2032) are provided in the following sections. The budget summaries illustrate the approved 2022 operating budgets by department, the base operating budget for 2023 adjusted 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 tCO<sub>2</sub>e 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 \$63,286,800. 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 \$63,286,800 represents a 6.62% tax rate increase, and consists of:

- 4.19% 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 6.62% tax rate increase results in an additional \$25.18 per \$100,000 of residential current value assessment (CVA) or a 3.08% increase on the tax bill to address the Town’s budgetary needs. After considering the additional impacts of the Regional operating budgets (3.40%) and school boards (0.00%), this equates to an increase of \$34.87 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 \$217 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<br>Tax Bill | 2022 Taxes      | 2023<br>Increase | 2023 Taxes      | \$ Impact<br>on Tax Bill | % Impact<br>on Tax Bill |
|--------------|----------------------|-----------------|------------------|-----------------|--------------------------|-------------------------|
| Town         | 47.53%               | \$380.35        | 6.62%            | \$405.53        | \$25.18                  | 3.08%                   |
| Region       | 34.53%               | \$284.95        | 3.40%            | \$294.64        | \$9.69                   | 1.18%                   |
| Education    | 17.93%               | \$153.00        | 0.00%            | \$153.00        | \$0.00                   | 0.00%                   |
| <b>Total</b> | <b>100.00%</b>       | <b>\$818.30</b> | <b>4.26%</b>     | <b>\$853.17</b> | <b>\$34.87</b>           | <b>4.26%</b>            |

## 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 \$3,929,500 or 6.62% from 2022. This increase is driven by the following budgetary pressures:

### Continuous delivery of existing services/programs - \$3,649,700 (\$3,142,600 tax impact)

- The total increase of \$3,649,700 for continuous delivery of existing services and programs is offset by \$507,100 in contributions from reserves for a net tax impact of \$3,142,600
- \$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.
- \$327,200 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.
- \$526,000 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).
  - \$121,000 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 - \$35,000**

- \$35,000 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 and heritage - \$53,800**

- \$45,000 base budget provision for on-going implementation of EDI and TRC strategies (Budget Inclusion No.23-01).
- 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 \$88.1 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 \$63.3 million. When compared to the 2022 approved budget of \$58.9 million, this represents a \$3.9 million or 6.62% 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<br>Budget<br>(\$) | 2023                |  |                                   |                                   |                      | 2023 vs. 2022  |               |
|---|------------------------|---------------------|--|-----------------------------------|-----------------------------------|----------------------|----------------|---------------|
|   |                        | Base<br>Budget (\$) | Pre-<br>Approved<br>Capital<br>Impacts | Budget<br>Inclusion<br>(On-going) | Budget<br>Inclusion<br>(One Time) | Total<br>Budget (\$) | Budget Change  |               |
| <b>Gross Expenditures</b>                             |                        |                     |  |                                   |                                   |                      |                |               |
| Salaries & Benefits                                   | 49,081                 | 50,192              | 173                                    | 716                               | 89                                | 51,169               | 2,089          | 4.26%         |
| Materials & Supplies                                  | 3,723                  | 3,806               | 32                                     | 65                                | -                                 | 3,904                | 181            | 4.85%         |
| Utilities, Services & Other                           | 12,646                 | 13,018              | 545                                    | 221                               | 35                                | 13,819               | 1,173          | 9.28%         |
| Financing & External Transfers                        | 5,269                  | 3,713               | -                                      | -                                 | -                                 | 3,713                | (1,556)        | -29.52%       |
| Contributions to Reserves                             | 12,599                 | 13,030              | 155                                    | 105                               | 35                                | 13,325               | 726            | 5.76%         |
| Contributions to Capital Fund                         | 1,904                  | 2,325               | (105)                                  | -                                 | (35)                              | 2,185                | 281            | 14.76%        |
| <b>Total Gross Expenditures</b>                       | <b>85,221</b>          | <b>86,085</b>       | <b>800</b>                             | <b>1,107</b>                      | <b>124</b>                        | <b>88,115</b>        | <b>2,894</b>   | <b>3.40%</b>  |
| <b>Gross Revenues</b>                                 |                        |                     |  |                                   |                                   |                      |                |               |
| 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%        |
| <b>Total Gross Revenues</b>                           | <b>(26,307)</b>        | <b>(24,115)</b>     | <b>(173)</b>                           | <b>(452)</b>                      | <b>(89)</b>                       | <b>(24,828)</b>      | <b>1,479</b>   | <b>-5.62%</b> |
| Assessment Growth                                     |                        | -                   | -                                      | -                                 | -                                 | -                    | 443            | -0.75%        |
| General Levy <sup>1</sup>                             | (49,109)               | (50,722)            | (627)                                  | (655)                             | (35)                              | (52,039)             | (2,930)        | 4.94%         |
| Special Levies <sup>1</sup>                           | (9,805)                | (11,248)            | -                                      | -                                 | -                                 | (11,248)             | (1,443)        | 2.43%         |
| <b>Total Taxation</b>                                 | <b>(58,914)</b>        | <b>(61,970)</b>     | <b>(627)</b>                           | <b>(655)</b>                      | <b>(35)</b>                       | <b>(63,287)</b>      | <b>(4,373)</b> | <b>7.37%</b>  |
| <b>Net Town Tax Impact (Net of Assessment Growth)</b> | <b>(58,914)</b>        | <b>(61,970)</b>     | <b>(627)</b>                           | <b>(655)</b>                      | <b>408</b>                        | <b>(63,287)</b>      | <b>(3,930)</b> | <b>6.62%</b>  |

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

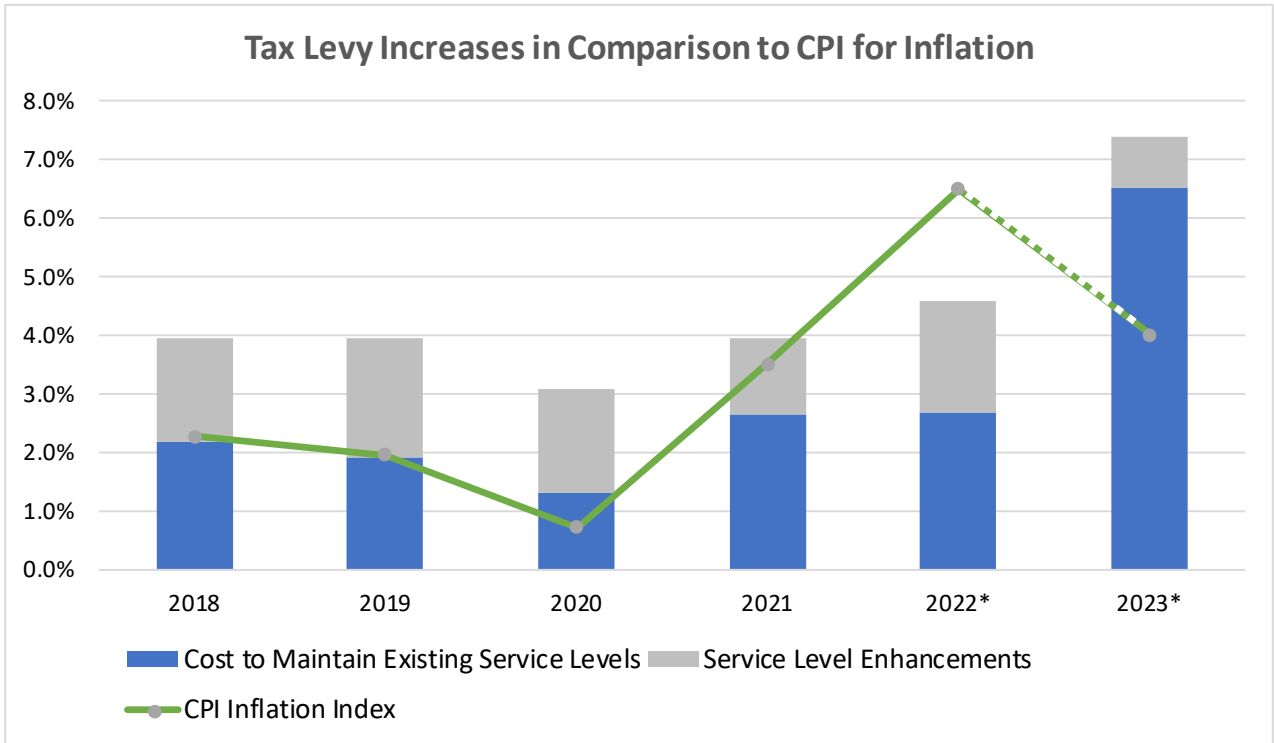
Following the 2023 Budget Directions report (CORPSERV-2022-0026), which recommended that staff review the target tax rate of 3.9% against non-discretionary pressures (legislative and mandatory requirements, existing budgetary deficiencies, existing service levels, transportation needs, limited assessment growth and inflationary pressures), plus the consideration of proposed 2023 enhancements, it was determined that a tax rate increase of 6.62% 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 6.62% be approved, consisting of:

- 4.19% (\$2,486,800) increase to the general levy (net of assessment growth):
  - to maintain existing levels of service (2.86% or \$1,699,900) and
  - to support new/enhanced services and statutory compliance as proposed in Budget Inclusions (1.33% or \$786,900)
- 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.

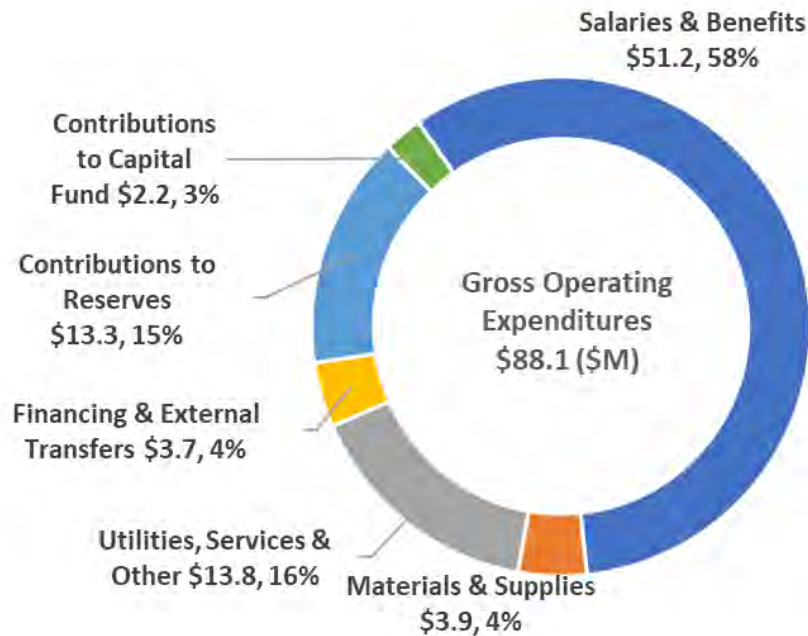


Note CPI inflation index is estimated for 2022 and 2023

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.



Total expenses include are net of interdepartmental transfers of \$7.0M

The chart shows that a significant component of the gross expenditures is related to salaries and benefits (\$51.2M 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. (\$13.8M or 16%), and contributions to reserves (\$13.3M or 15%).

Compared to the 2022 approved budget, the 2023 gross expenditures have increased by \$2.9 million. This increase is primarily driven by:

- **\$2.1 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 \$327,200 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.
  
- **\$1.2 million increase in utilities and services** to address:
  - \$571,700 increase in insurance costs, including:
    - \$117,900 to catch up for 2022 actual premium costs,
    - \$352,300 (or 20%) increase in premiums for 2023, and
    - \$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).
  - \$35,000 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 (\$10,000).
    - o Low Carbon Transition Strategy (LCTS) community engagement & EV & Low Carbon Mobility & Outreach (\$25,000).
  - \$45,000 base budget provision for the on-going implementation of Equity, Diversity and Inclusion (EDI) strategy and Truth and Reconciliation strategy (TRC).
  - \$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).
- **\$726,000 increase in operating contributions to reserves** as shown below:

| Reserves (\$000's)     | Annual Operating Contributions |                  |               |
|------------------------|--------------------------------|------------------|---------------|
|                        | 2022                           | 2023             | Change        |
| Capital Reserves       | \$ 10,201                      | 10,716           | 515           |
| Stabilization Reserves | 1,386                          | 1,570            | 183           |
| Operating Reserves     | 1,012                          | 1,039            | 27            |
| <b>Total</b>           | <b>\$ 12,599</b>               | <b>\$ 13,325</b> | <b>\$ 726</b> |

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).
- \$121,000 provision to strengthen capital and tax rate stabilization reserves as per the LRFPP.
- \$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).



- **\$462,000 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 |
|-----------------------|-------------------|---------------------|------------------|--------------------|------------------------|
| <b>Town</b>           |                   |                     |                  |                    |                        |
| 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               | 3.3                 | 5.4              | 2.7                | 8.1                    |
| Temporary             | 6.3               | (4.3)               | 2.0              | 1.0                | 3.0                    |
| <b>Total</b>          | <b>438.7</b>      | <b>(1.4)</b>        | <b>437.3</b>     | <b>9.3</b>         | <b>446.6</b>           |
| <b>Library</b>        |                   |                     |                  |                    |                        |
| Full Time             | 17.7              | 1.3                 | 19.0             | -                  | 19.0                   |
| Part Time             | 23.9              | 1.6                 | 25.5             | -                  | 25.5                   |
| <b>Total</b>          | <b>41.6</b>       | <b>2.9</b>          | <b>44.5</b>      | <b>-</b>           | <b>44.5</b>            |
| <b>Combined total</b> | <b>480.3</b>      | <b>1.5</b>          | <b>481.8</b>     | <b>9.3</b>         | <b>491.1</b>           |

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> |                 |

|              |  |                   |  |
|--------------|--|-------------------|--|
| <b>Total</b> |  | <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.

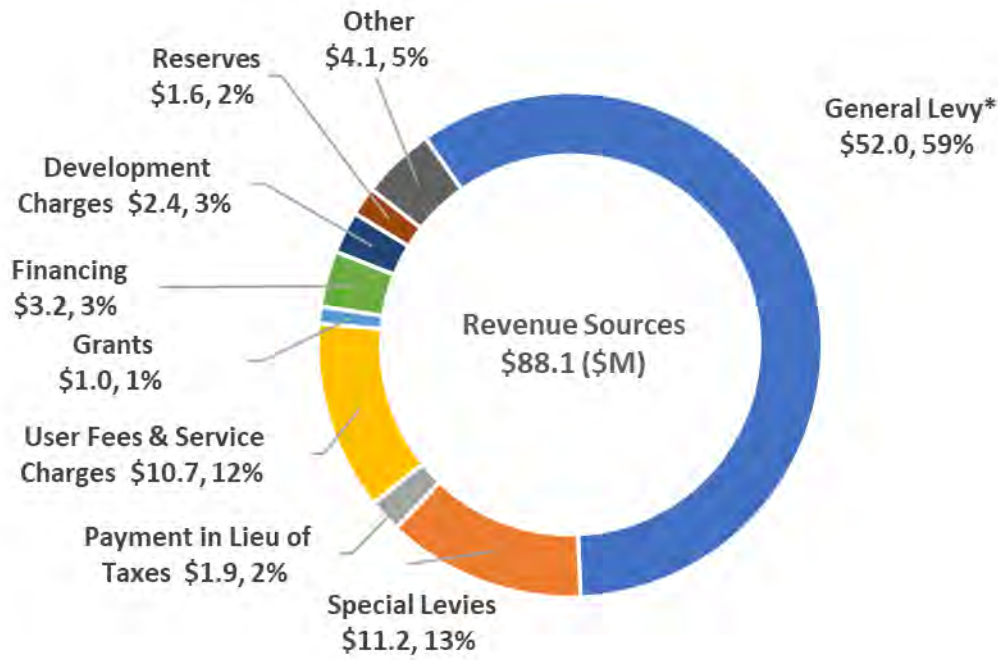
- It is critical to retain the existing contract on an on-going full-time contract basis, so as to maintain reliable and timely IT Helpdesk services to all user departments as the Town continues to bolster its cybersecurity measures and transition to a hybrid model of work. It is anticipated that call 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).



\*General levy includes assessment growth

Total revenue sources are net of interdepartmental revenue of \$7.0M

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 \$88.1 million gross operating budget expenditures, \$24.8 million will be funded from other revenue sources, with the remaining \$63.3 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                | 2,486,800           | 4.19%              | 51,595,700                   |
| 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                    |
| <b>Net Levy</b>                                      | <b>58,914,300</b>         | <b>3,929,500</b>    | <b>6.62%</b>       | <b>62,843,800</b>            |
| Assessment Growth                                    | 443,000                   | 443,000             |                    | 443,000                      |
| Adjusted Net Levy for Assessment Growth              | 59,357,300                | 4,372,500           |                    | 63,286,800                   |

## Assessment Growth and Supplemental Tax Billing Revenues

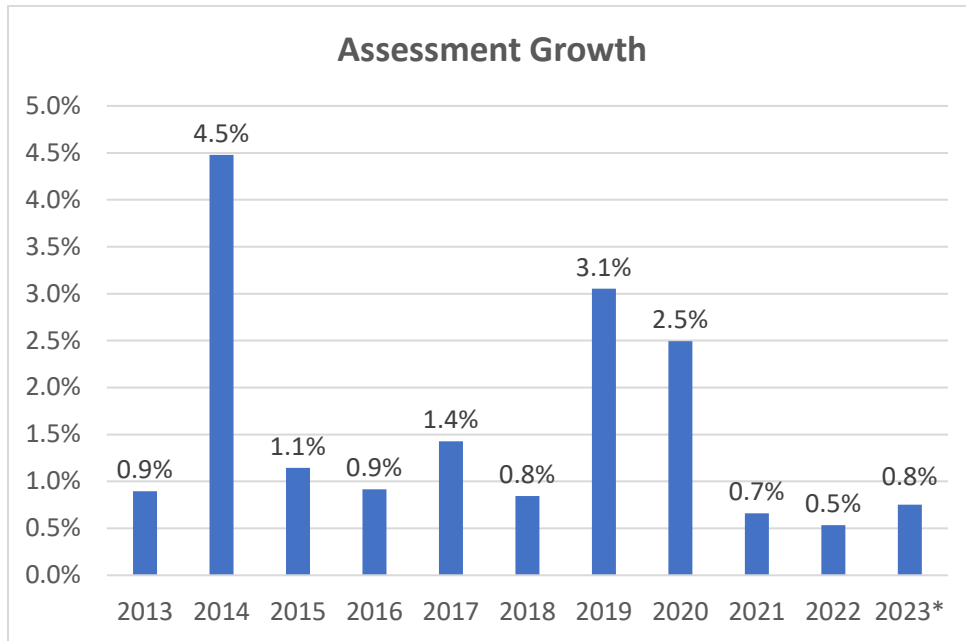
Assessment growth and supplemental tax billing revenues are an important element of the annual budgeted cash inflows, and the Town relies on these to minimize tax rate increases. Assessment growth and a correlated increase to tax revenues occurs when new properties are added to the tax roll and/or expansions 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 4.26% or \$34.87 per \$100,000 current value assessment (CVA) on the residential tax bill. This results in a total levy of \$853.17 per \$100,000 of CVA with \$405.53 directed towards Town provided services, and the remainder is allocated to the Region of Halton (\$294.64), and to the Halton School Boards (\$153.00).

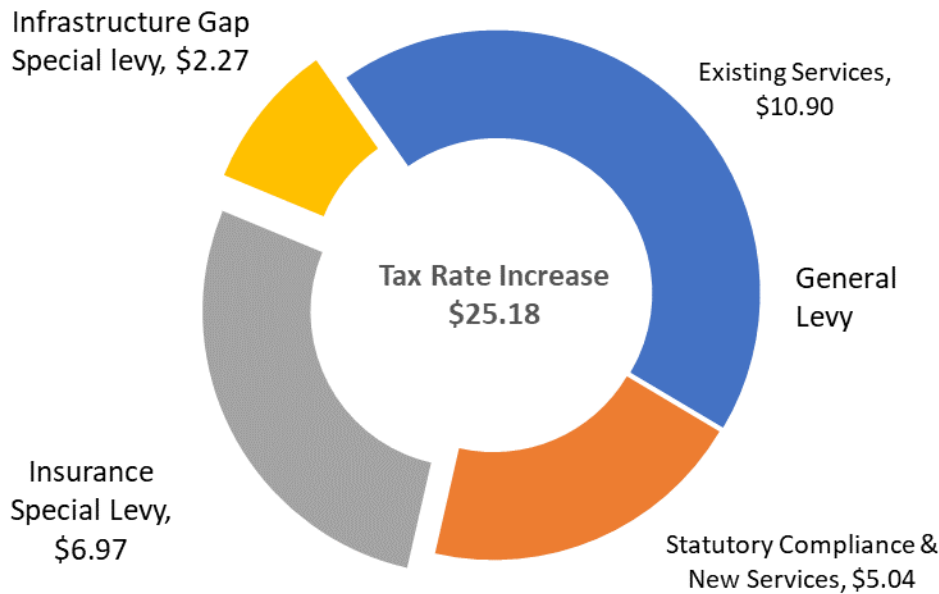
|              | Share of<br>Tax Bill | 2022 Taxes      | 2023<br>Increase | 2023 Taxes      | \$ Impact<br>on Tax Bill | % Impact<br>on Tax Bill |
|--------------|----------------------|-----------------|------------------|-----------------|--------------------------|-------------------------|
| Town         | 47.53%               | \$380.35        | 6.62%            | \$405.53        | \$25.18                  | 3.08%                   |
| Region       | 34.53%               | \$284.95        | 3.40%            | \$294.64        | \$9.69                   | 1.18%                   |
| Education    | 17.93%               | \$153.00        | 0.00%            | \$153.00        | \$0.00                   | 0.00%                   |
| <b>Total</b> | <b>100.00%</b>       | <b>\$818.30</b> | <b>4.26%</b>     | <b>\$853.17</b> | <b>\$34.87</b>           | <b>4.26%</b>            |

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 \$34.87 increase per \$100,000 of assessed value totals \$217.40, with the Town portion being \$156.99. The combined increase is calculated based on dividing the assessed household value of \$623,500 by \$100,000 and multiplying the calculated value (\$6.235) by the total combined tax increase per \$100,000 CVA of \$34.87.

The proposed 6.62% tax increase in 2023 translates to tax increase of \$25.18 per \$100,000 of residential CVA for the Town. This consists of:

- 4.19% (\$15.94 per \$100K CVA) general levy increase to address:
  - Inflation and non-discretionary increases required to maintain existing service levels (2.86% or \$10.90 per \$100 CVA)
  - Increases needed to fund statutory compliance and new/enhanced services proposed in Budget Inclusions (1.33% or \$5.04 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   |
| <b>Total</b>  | <b>971,132</b>      |                          |

## 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 LRFPP 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 LRFPP 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<br>Budget<br>(\$) | 2023                |                                   |                                   |                                   |                      | 2023 vs. 2022<br>Budget Change |               |
|-------------------------------|------------------------|---------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------------|--------------------------------|---------------|
|                               |                        | Base Budget<br>(\$) | Pre-Approve<br>Capital<br>Impacts | Budget<br>Inclusion<br>(On-going) | Budget<br>Inclusion<br>(One Time) | Total<br>Budget (\$) | \$                             | %             |
| <b>Gross Expenditures</b>     |                        |                     |                                   |                                   |                                   |                      |                                |               |
| 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                                | 186                               | -                                 | 12,745               | 285                            | 2.29%         |
| Library Services              | 4,110                  | 4,256               | -                                 | -                                 | -                                 | 4,256                | 146                            | 3.54%         |
| Environmental Services        | 2,524                  | 2,443               | -                                 | -                                 | 35                                | 2,478                | (46)                           | -1.82%        |
| 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                                | -                                 | -                                 | 16,969               | (541)                          | -3.09%        |
| <b>Gross Revenues</b>         | <b>(26,307)</b>        | <b>(24,115)</b>     | <b>(173)</b>                      | <b>(452)</b>                      | <b>(89)</b>                       | <b>(24,828)</b>      | <b>1,479</b>                   | <b>-5.62%</b> |
| <b>Total Net Expenditures</b> | <b>58,914</b>          | <b>61,970</b>       | <b>627</b>                        | <b>655</b>                        | <b>35</b>                         | <b>63,287</b>        | <b>4,373</b>                   | <b>7.42%</b>  |
| Assessment Growth             |                        |                     |                                   |                                   |                                   |                      | (443)                          | -0.75%        |
| ral Levy <sup>1</sup>         | 49,109                 | 50,722              | 627                               | 655                               | 35                                | 52,039               | 2,930                          | 4.94%         |
| al Levies <sup>1</sup>        | 9,805                  | 11,248              | -                                 | -                                 | -                                 | 11,248               | 1,443                          | 2.43%         |
| <b>own Levy Requirement</b>   | <b>58,914</b>          | <b>61,970</b>       | <b>627</b>                        | <b>655</b>                        | <b>35</b>                         | <b>63,287</b>        | <b>3,930</b>                   | <b>6.62%</b>  |

Note:

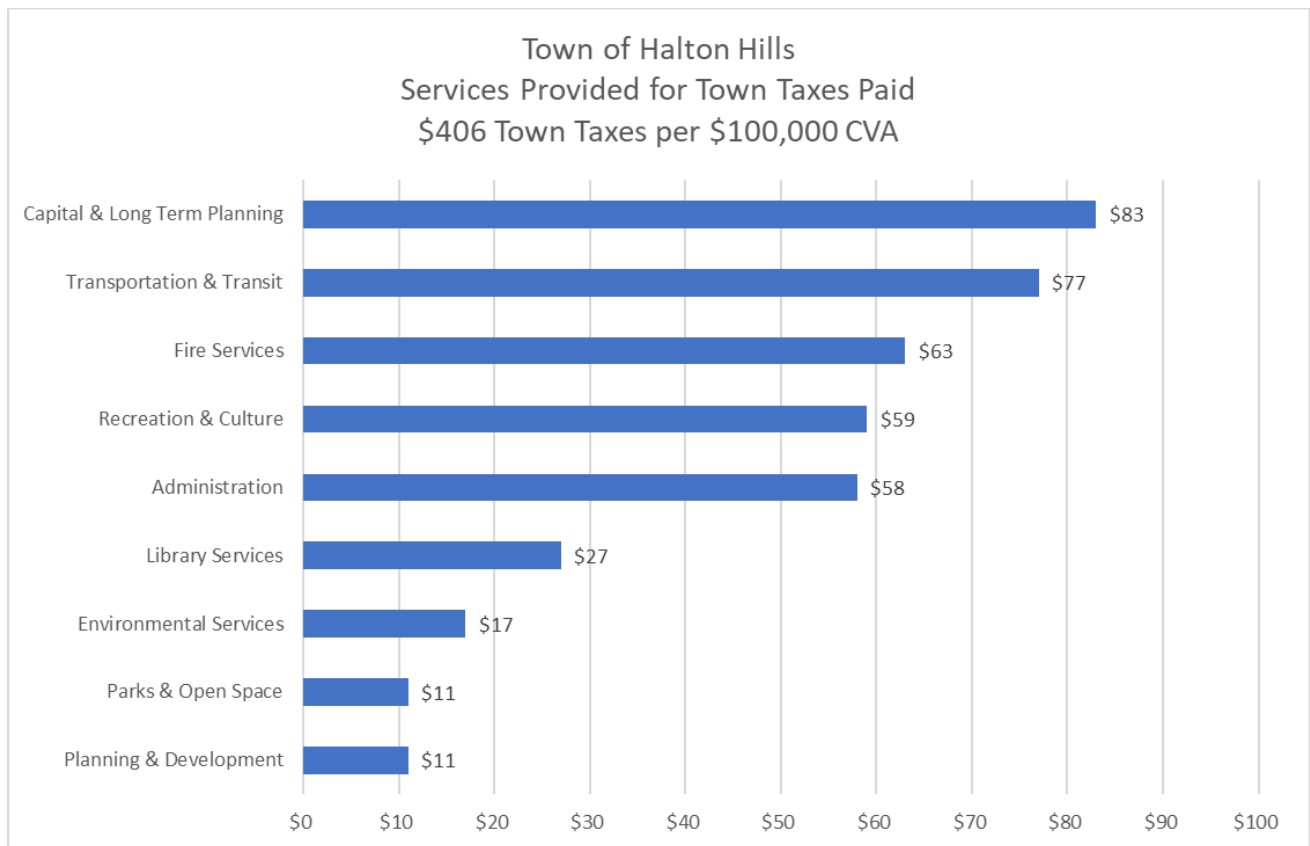
1. Levy % increases for 2023 are calculated after the 2022 base budget is adjusted for assessment growth
2. Due to rounding, percent changes presented in this table may not add up precisely to the totals provided

After taking into account all other revenues (except for tax levies and assessment growth), the Town's net operating expenses in 2023 total \$63,286,800. 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: (\$406 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 (\$) <sup>1</sup> | Base Budget (\$)    | Pre-Approved Capital Impacts | Budget Inclusion (On-going) | Budget Inclusion (One Time) | Total Budget (\$)   | Budget Change            |
| <b>Net Expenditures<sup>2</sup></b>                   |                     |                            |                     |                              |                             |                             |                     |                          |
| 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                  | 2,037,200           | -                            | 111,300                     | 35,000                      | 2,183,500           | 276,600 14.5%            |
| 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                       | -                           | -                           | 10,076,945          | 1,474,000 17.1%          |
| <b>Total Net Expenditures</b>                         | <b>58,914,300</b>   | <b>62,905,244</b>          | <b>62,469,100</b>   | <b>127,800</b>               | <b>654,900</b>              | <b>35,000</b>               | <b>63,286,800</b>   | <b>4,372,500 7.4%</b>    |
| Assessment Growth                                     | -                   | -                          | -                   | -                            | -                           | -                           | -                   | 443,000 -0.7%            |
| General Levy <sup>3</sup>                             | (49,108,900)        | (49,108,900)               | (50,722,000)        | (626,800)                    | (654,900)                   | (35,000)                    | (52,038,700)        | (2,929,800) 4.9%         |
| Special Levies  | (9,805,400)         | (9,805,400)                | (11,248,100)        | -                            | -                           | -                           | (11,248,100)        | (1,442,700) 2.4%         |
| <b>Total Taxation</b>                                 | <b>(58,914,300)</b> | <b>(58,914,300)</b>        | <b>(61,970,100)</b> | <b>(626,800)</b>             | <b>(654,900)</b>            | <b>(35,000)</b>             | <b>(63,286,800)</b> | <b>(4,372,500) 7.4%</b>  |
| <b>Net Town Tax Impact (Net of Assessment Growth)</b> | <b>(58,914,300)</b> |                            | <b>(61,970,100)</b> | <b>(626,800)</b>             | <b>(654,900)</b>            | <b>(35,000)</b>             | <b>(63,286,800)</b> | <b>(3,929,500) 6.62%</b> |

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 \$518.3 million between 2023 and 2032, with \$23.6 million identified for 2023 and \$494.7 million for the 9-year forecast period (2024-2032).

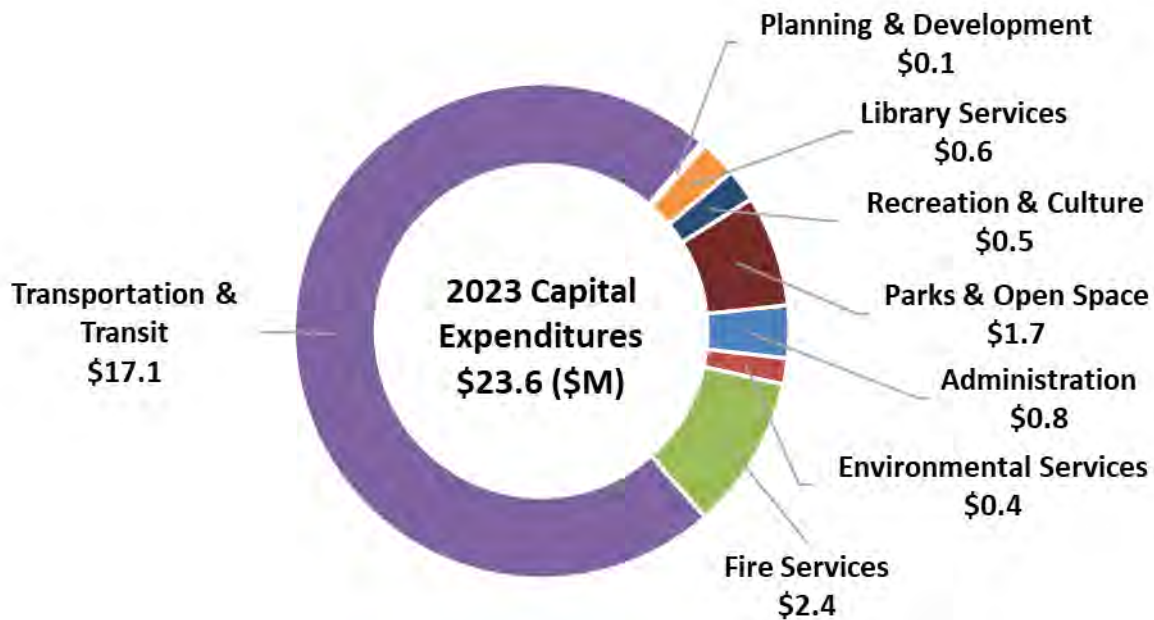
| 2023 Ten-year Capital Plan (2023-2032) (\$000's) |               |               |               |               |                |                |
|--|---------------|---------------|---------------|---------------|----------------|----------------|
| Services   | 2023          | 2024          | 2025          | 2026          | 2027 - 2032    | Total          |
| Administration                                   | 809           | 3,475         | 2,360         | 2,484         | 7,302          | 16,430         |
| 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                             | 508           | 4,006         | 3,506         | 18,818        | 48,751         | 75,589         |
| Parks & Open Space                               | 1,709         | 14,249        | 3,709         | 10,043        | 81,472         | 111,182        |
| <b>Total</b>                                     | <b>23,643</b> | <b>45,035</b> | <b>38,650</b> | <b>53,199</b> | <b>357,821</b> | <b>518,348</b> |
| <b>Funding Sources</b>                           |               |               |               |               |                |                |
| Capital Reserves                                 | 11,919        | 19,306        | 16,722        | 14,825        | 81,429         | 144,200        |
| 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         |
| Tax Levies                                       | 2,185         | 2,377         | 2,417         | 2,427         | 13,382         | 22,788         |
| <b>Total</b>                                     | <b>23,643</b> | <b>45,035</b> | <b>38,650</b> | <b>53,199</b> | <b>357,821</b> | <b>518,348</b> |

## 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 \$23,643,000 and is comprised of 83 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 (\$0.8M)** 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 and fire detections devices).
- CIP Grant Program – annual grants based on the Town’s CIP Strategy approved by Council in 2022 (report ADMIN-2022-0002).

**Recreation & Culture (\$0.5M)** 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.).**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.

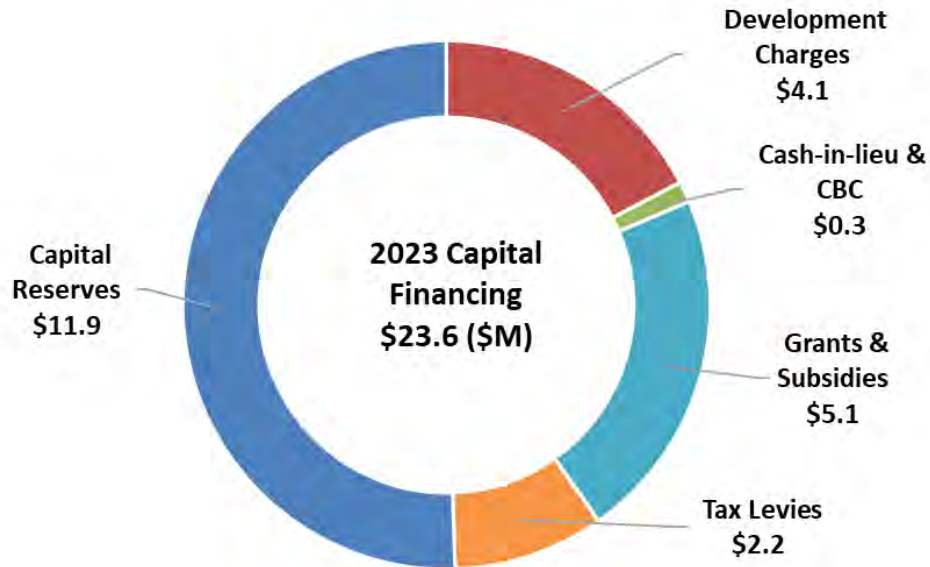
### Top Ten Capital Projects

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           |
| <b>Total</b> |  | <b>16,919,000</b> |

## 2023 Capital Financing

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



The Town’s capital reserves (\$11.9M) 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                       | 1,152,000        |
|   | 6200-16-2203 | 10th Line Resurfacing - 10 sdrd to Steeles           | 1,110,000        |
| <b>Subtotal</b>   |              |  | <b>2,262,000</b> |
| 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                       | 1,361,000        |
|   | 6200-16-2203 | 10th Line Resurfacing - 10 sdrd to Steeles           | 1,000,000        |
| <b>Subtotal</b>   |              |  | <b>2,802,000</b> |
| Investing in Canada Infrastructure Program - Transit Stream | 6810-25-1001 | Vehicle Replacement for Specialized Transit Services | 88,000           |
| <b>Subtotal</b>   |              |  | <b>88,000</b>    |
| <b>Total</b>  |              |  | <b>5,152,000</b> |

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

| <b>2023 Growth-related Capital Projects<br/>(\$000's)</b> | <b>Total<br/>Cost</b> | <b>DC<br/>Funding</b> | <b>Town<br/>Reserves</b> |
|---|-----------------------|-----------------------|--------------------------|
| 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                        |
| <b>Total</b>  | <b>5,958</b>          | <b>4,087</b>          | <b>1,871</b>             |

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.

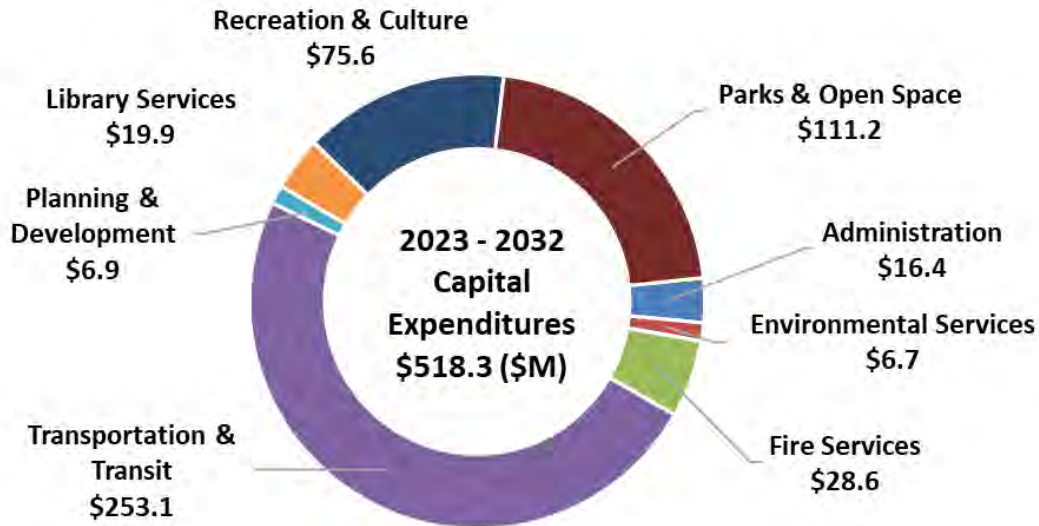
At the time of writing, staff are reviewing the potential impacts on DCs resulting from the proposed Bill 23 (*More Homes Built Faster Act*). While it is challenging to determine the magnitude of the financial impacts at this time due to the unknown elements of Bill 23, it is anticipated that the DC 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 \$518.3 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 (\$75.6 million or 15%).

When compared to the previous 2022 ten-year plan, this is a \$63.9 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.

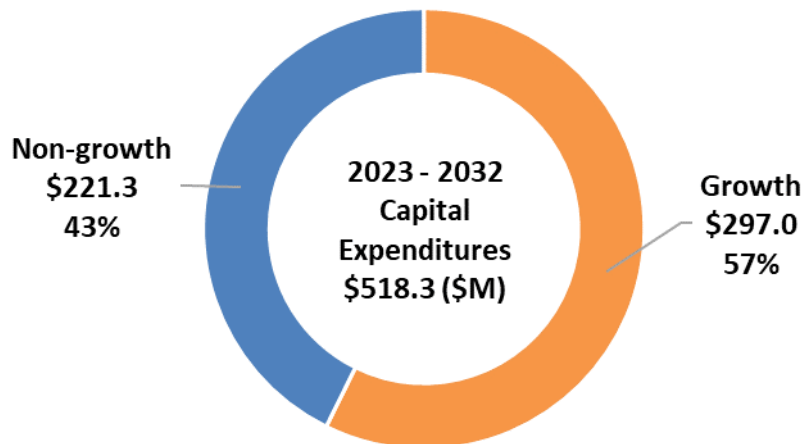
The implementation timing of capital programs has been refined and prioritised in careful consideration of project needs (including health and safety and statutory priorities). In addition, the upfront nature of capital expenditures, compared to the limited funding capacity, required the planned phase 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 (\$518.3M).

| 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               |
|  |           | <b>220,277</b>       |

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



The chart shows \$221.3 million (43%) of the \$518.3 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 \$32.6 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.

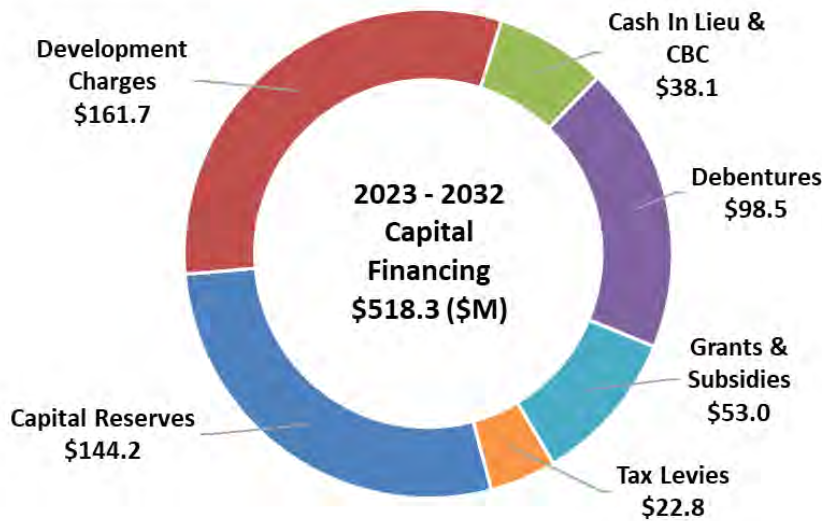
The 2022 Core Infrastructure Asset Management Plan (ADMIN-2022-0014) identified that the Town’s infrastructure funding deficit totals \$14.5 million per annum, when the projected whole lifecycle needs are compared to the 10-year planned capital and operating budget forecast. Combined with the rising 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 \$518.3 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 (\$144.2M, 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 - 4<sup>th</sup> 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           | \$23,643               | \$494,705 | \$518,348 |
| 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    | 195      | 2023        | Corporate Services              | Information Technology Services | 2300-05-2103 | Enterprise Content Management Implementation   | *1         | 30,000     |
| 2    | 194      | 2023        | Corporate Services              | Information Technology Services | 2300-10-1908 | HUB Review Strategy                            | *2         | 40,000     |
| 3    | 193      | 2023        | Corporate Services              | Information Technology Services | 2300-10-2302 | Facility Employee access system review         | *3         | 25,000     |
| 4    | 251      | 2023        | Fire Services                   | Suppression                     | 5200-07-0102 | Personal Protective Equipment Replacement      | 5.00       | 100,000    |
| 5    | 252      | 2023        | Fire Services                   | Suppression                     | 5200-07-0104 | Self Contained Breathing Apparatus Replacement | 5.00       | 38,000     |
| 6    | 248      | 2023        | Fire Services                   | Fleet                           | 5900-25-2303 | Replace Ladder 750 (A3)                        | 5.00       | 1,800,000  |
| 7    | 250      | 2023        | Fire Services                   | Suppression                     | 5200-06-0101 | Small Equipment Replacement                    | 5.00       | 33,000     |
| 8    | 249      | 2023        | Fire Services                   | Facilities                      | 5500-02-2203 | Acton Fire Station Architectural Design Phase  | 5.00       | 400,000    |
| 9    | 283      | 2023        | Transportation & Public Works   | Public Works                    | 6500-11-1517 | Tree Planting & Replacement                    | 5.00       | 150,000    |
| 10   | 146      | 2023        | Business, Environment & Culture | Economic Development            | 1100-10-0101 | CIP Grant Program                              | 4.60       | 158,000    |
| 11   | 196      | 2023        | Corporate Services              | Human Resources                 | 2200-10-2101 | Succession Plan-Training/Dev                   | 4.60       | 15,000     |
| 12   | 284      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-0101 | Opticom Replacement Program                    | 4.50       | 50,000     |
| 13   | 286      | 2023        | Transportation & Public Works   | Public Works                    | 6500-18-0110 | Traffic Infrastructure                         | 4.50       | 105,000    |
| 14   | 285      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-1808 | Mandated AODA Accessible Traffic Signals       | 4.50       | 105,000    |
| 15   | 291      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-2401 | Main St North & Ewing Traffic Signal           | 4.40       | 30,000     |
| 16   | 288      | 2023        | Transportation & Public Works   | Transportation                  | 6100-16-0103 | School Zone Traffic Calming Program            | 4.40       | 25,000     |
| 17   | 287      | 2023        | Transportation & Public Works   | Transportation                  | 6100-10-2301 | Automated Speed Enforcement                    | 4.40       | 180,000    |
| 18   | 292      | 2023        | Transportation & Public Works   | Public Works                    | 6500-06-1701 | New Equipment                                  | 4.40       | 510,000    |
| 19   | 289      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-1516 | Neighbourhood Traffic Calming                  | 4.40       | 115,000    |
| 20   | 290      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-1703 | Pedestrian Crossovers                          | 4.40       | 169,000    |
| 21   | 365      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-11-0107 | Park Electrical Repairs                        | 4.30       | 15,000     |
| 22   | 295      | 2023        | Transportation & Public Works   | Public Works                    | 6500-18-0111 | Signage  | 4.30       | 35,000     |
| 23   | 293      | 2023        | Transportation & Public Works   | Transportation                  | 6100-17-1801 | Infill Sidewalk Connections                    | 4.30       | 51,000     |
| 24   | 294      | 2023        | Transportation & Public Works   | Transportation                  | 6100-28-0107 | LED Traffic Signal Replacement                 | 4.30       | 30,000     |
| 25   | 147      | 2023        | Business, Environment & Culture | Economic Development            | 1100-10-1803 | Economic Investment Attraction Fund            | 4.20       | 75,000     |
| 26   | 223      | 2023        | Library Services                | Administration                  | 3000-09-0105 | Library Technology Renewal                     | 4.20       | 38,000     |
| 27   | 222      | 2023        | Library Services                | Administration                  | 3000-15-0101 | Library Materials                              | 4.20       | 499,000    |
| 28   | 101      | 2023        | Office of the CAO               | Strategic Planning              | 1400-10-1801 | Strategic Plan Update                          | 4.20       | 60,000     |
| 29   | 296      | 2023        | Transportation & Public Works   | Engineering & Construction      | 6200-16-0104 | Pavement Management                            | 4.20       | 1,956,000  |
| 30   | 366      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-11-1911 | Pedestrian Bridge Renewal & Replacement        | 4.10       | 15,000     |
| 31   | 367      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-13-0106 | Playground Equipment Replacement               | 4.10       | 215,000    |
| 32   | 197      | 2023        | Corporate Services              | Human Resources                 | 2200-22-2302 | Human Resources Strategic Plan                 | 4.00       | 60,000     |
| 33   | 198      | 2023        | Corporate Services              | Information Technology Services | 2300-05-0103 | Microsoft Licensing                            | 4.00       | 20,000     |
| 34   | 369      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-11-0115 | Parks Tree Planting                            | 4.00       | 30,000     |
| 35   | 370      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-11-0116 | Splash Pad Mechanical Equipment Replacement    | 4.00       | 26,000     |
| 36   | 368      | 2023        | Recreation & Parks              | Facilities                      | 8251-02-2218 | MMSP Replace Sprinkler System                  | 4.00       | 197,000    |
| 37   | 299      | 2023        | Transportation & Public Works   | Public Works                    | 6500-16-0105 | Rural Road Micro-Surfacing                     | 4.00       | 200,000    |
| 38   | 297      | 2023        | Transportation & Public Works   | Transportation                  | 6100-21-0107 | Streetlight & Pole Replacement                 | 4.00       | 150,000    |
| 39   | 298      | 2023        | Transportation & Public Works   | Transportation                  | 6100-21-1701 | Rural Intersection Streetlighting              | 4.00       | 50,000     |
| 40   | 371      | 2023        | Recreation & Parks              | Parks & Open Space              | 8500-11-0102 | Park Revitalization & Renewal                  | 3.80       | 77,000     |
| 41   | 372      | 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   | 373      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-0108 | Court Revitalization & Repairs                                     | 3.80       | 123,000    |
| 43   | 374      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-1912 | Park Pathway Revitln & Renewal                                     | 3.80       | 82,000     |
| 44   | 199      | 2023        | Corporate Services              | Information Technology Services   | 2300-10-1501 | Geospatial Data  | 3.80       | 10,000     |
| 45   | 300      | 2023        | Transportation & Public Works   | Transportation                    | 6100-18-2301 | 40km/h Speed Limit Area Implementation                             | 3.80       | 50,000     |
| 46   | 301      | 2023        | Transportation & Public Works   | Transportation                    | 6100-21-1802 | Streetlight Pole Transformer Replacement                           | 3.80       | 150,000    |
| 47   | 303      | 2023        | Transportation & Public Works   | Public Works                      | 6500-03-2001 | Ops Centre Winter Materials Storage (Short-term)                   | 3.80       | 120,000    |
| 48   | 302      | 2023        | Transportation & Public Works   | Public Works                      | 6500-28-1002 | Traffic Signal Controller Replacement                              | 3.80       | 90,000     |
| 49   | 200      | 2023        | Corporate Services              | Information Technology Services   | 2300-10-2105 | Corporate Compute and Storage Evergreen                            | 3.70       | 25,000     |
| 50   | 375      | 2023        | Recreation & Parks              | Facilities                        | 8251-06-2302 | MMSP Design & Engineering LCDB HVAC Replacement                    | 3.70       | 213,000    |
| 51   | 304      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-16-1702 | Collector/Arterial Asphalt Res                                     | 3.70       | 2,513,000  |
| 52   | 149      | 2023        | Business, Environment & Culture | Climate Change & Asset Management | 1801-22-2310 | Climate Lens Application to Capital Projects                       | 3.60       | 75,000     |
| 53   | 148      | 2023        | Business, Environment & Culture | Climate Change & Asset Management | 1801-22-2303 | Low Carbon Design Brief (LCDB) Study - GCC                         | 3.60       | 50,000     |
| 54   | 336      | 2023        | Planning & Development          | Planning Policy                   | 7100-22-2001 | Zoning By-Law Update   | 3.60       | 70,000     |
| 55   | 376      | 2023        | Recreation & Parks              | Facilities                        | 8400-02-2204 | Town Hall Fire Alarm Control Panel Anunciator                      | 3.60       | 49,000     |
| 56   | 377      | 2023        | Recreation & Parks              | Facilities                        | 8400-02-2207 | Town Hall Replacement Detection Devices (Fire)                     | 3.60       | 82,000     |
| 57   | 378      | 2023        | Recreation & Parks              | Facilities                        | 8251-06-2301 | MMSP Rink A/B Chiller Seals Replacement                            | 3.50       | 41,000     |
| 58   | 305      | 2023        | Transportation & Public Works   | Transportation                    | 6100-23-2401 | Active Transportation Improvements                                 | 3.50       | 113,000    |
| 59   | 379      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-19-0109 | Playing Field Rehabilitation                                       | 3.40       | 62,000     |
| 60   | 306      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-26-1911 | #23 6th Line Culvert Replacement                                   | 3.40       | 769,000    |
| 61   | 307      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-26-2301 | Maple Avenue Culvert Rehab   | 3.40       | 103,000    |
| 62   | 150      | 2023        | Business, Environment & Culture | Climate Change & Asset Management | 1801-22-2301 | Asset Management Improvement                                       | 3.40       | 25,000     |
| 63   | 383      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-1903 | Hillcrest Cemetery Revitalization and Renewal                      | 3.30       | 10,000     |
| 64   | 380      | 2023        | Recreation & Parks              | Facilities                        | 8211-06-2302 | Acton Arena Water Softener Replacement                             | 3.30       | 57,000     |
| 65   | 382      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-0103 | Cemetery Revitalization & Rene                                     | 3.30       | 15,000     |
| 66   | 381      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-24-0102 | Trails Revitalization & Renewal                                    | 3.30       | 92,000     |
| 67   | 308      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-16-1004 | Main St Glen Williams Eng  | 3.30       | 2,051,000  |
| 68   | 384      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-0118 | Open Space Management  | 3.30       | 20,000     |
| 69   | 309      | 2023        | Transportation & Public Works   | Public Works                      | 6500-06-0102 | Equipment Replacement  | 3.30       | 1,693,000  |
| 70   | 151      | 2023        | Business, Environment & Culture | Climate Change & Asset Management | 1801-22-2401 | Building Automation System (BAS) Study                             | 3.20       | 100,000    |
| 71   | 311      | 2023        | Transportation & Public Works   | Public Works                      | 6810-25-1001 | Vehicle Replacement for Specialized Transit Services               | 3.10       | 170,000    |
| 72   | 152      | 2023        | Business, Environment & Culture | Climate Change & Asset Management | 7300-22-1701 | Retrofit Halton Hills  | 3.00       | 200,000    |
| 73   | 201      | 2023        | Corporate Services              | Information Technology Services   | 2300-04-0101 | Technology Refresh   | 3.00       | 150,000    |
| 74   | 385      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-22-2301 | Glen Lawson Lands Master Plan                                      | 3.00       | 75,000     |
| 75   | 312      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-16-2203 | 10th Line Resurfacing - 10 sdrd to Steeles                         | 3.00       | 3,590,000  |
| 76   | 314      | 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     |
| 77   | 316      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-16-2501 | Fourth Line Resurfacing 17 sdrd to Hwy 7                           | 2.80       | 77,000     |
| 78   | 313      | 2023        | Transportation & Public Works   | Engineering & Construction        | 6200-16-1601 | Todd Road Reconstruction   | 2.80       | 1,538,000  |
| 79   | 386      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-08-2001 | Property Acquisition Parks & Open Spaces                           | 2.80       | 300,000    |
| 80   | 387      | 2023        | Recreation & Parks              | Parks & Open Space                | 8500-11-1805 | Halton Hills Drive Park  | 2.80       | 475,000    |
| 81   | 315      | 2023        | Transportation & Public Works   | Public Works                      | 6810-25-1601 | New ActiVan Vehicles   | 2.80       | 170,000    |
| 82   | 224      | 2023        | Library Services                | Georgetown Branch                 | 3100-09-1701 | Library Furnishing/Equip-GTown                                     | 2.70       | 30,000     |



# 2023 Preliminary Capital Budget

| Line              | Page No. | Budget Year | Department         | Division        | Project No.  | Project Name        | 2023 Score | Gross Cost        |
|-------------------|----------|-------------|--------------------|-----------------|--------------|---------------------|------------|-------------------|
| 83                | 202      | 2023        | Corporate Services | Human Resources | 2200-22-0103 | Employee Engagement | 1.80       | 10,000            |
| <b>2023 Total</b> |          |             |                    |                 |              |                     |            | <b>23,643,000</b> |

\*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            |
|--|--------------|---|----------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Office of the CAO</b>                         |              |   |                |                  |                |                |                |                |                |                |                |                |                  |
| 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          |
| <b>Office of the CAO Total</b>                   |              |   | <b>60,000</b>  | <b>40,000</b>    | <b>40,000</b>  | <b>40,000</b>  | <b>100,000</b> | <b>40,000</b>  | <b>40,000</b>  | <b>40,000</b>  | <b>100,000</b> | <b>40,000</b>  | <b>540,000</b>   |
| <b>Business, Environment &amp; Culture</b>       |              |   |                |                  |                |                |                |                |                |                |                |                |                  |
| 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   | 4000-10-3101 | Cedarvale Public Art  | -              | -                | -              | -              | -              | -              | -              | -              | 100,000        | -              | 100,000          |
| 35   | 1806-22-2401 | Truth & Reconciliation - Phase 2 Consultation               | -              | 45,000           | -              | -              | -              | -              | -              | -              | -              | -              | 45,000           |
| 36   | 4001-10-2101 | Cultural Master Plan Update                                 | -              | -                | -              | 45,000         | -              | -              | -              | -              | 45,000         | -              | 90,000           |
| 37   | 4001-10-2301 | Public Art Master Plan Update                               | -              | 40,000           | -              | -              | -              | -              | 40,000         | -              | -              | -              | 80,000           |
| <b>Business, Environment &amp; Culture Total</b> |              |   | <b>683,000</b> | <b>1,178,000</b> | <b>478,000</b> | <b>623,000</b> | <b>693,000</b> | <b>398,000</b> | <b>528,000</b> | <b>578,000</b> | <b>593,000</b> | <b>493,000</b> | <b>6,245,000</b> |
| <b>Corporate Services</b>                        |              |   |                |                  |                |                |                |                |                |                |                |                |                  |
| 38   | 2200-22-0104 | Benefits Review   | -              | -                | 50,000         | -              | -              | -              | -              | 50,000         | -              | -              | 100,000          |
| 39   | 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          |
| 40   | 2200-10-2201 | Corporate Leadership Training Program                       | -              | -                | 10,000         | -              | 10,000         | -              | 10,000         | -              | 10,000         | -              | 40,000           |
| 41   | 2200-22-0102 | Salary Survey   | -              | 40,000           | -              | -              | 40,000         | -              | -              | 40,000         | -              | -              | 120,000          |
| 42   | 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          |
| 43   | 2200-22-0105 | Council Compensation Survey                                 | -              | -                | 15,000         | -              | -              | -              | 15,000         | -              | -              | -              | 30,000           |
| 44   | 2200-22-2201 | Part-time Wage & Pay Equity Review                          | -              | -                | -              | -              | 40,000         | -              | -              | -              | -              | -              | 40,000           |
| 45   | 2200-22-2302 | Human Resources Strategic Plan                              | 60,000         | -                | -              | -              | -              | 60,000         | -              | -              | -              | -              | 120,000          |
| 46   | 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        |
| 47   | 2300-04-2001 | Corp Network Equip Replacement                              | -              | -                | 100,000        | -              | -              | -              | -              | 110,000        | -              | -              | 210,000          |
| 48   | 2300-04-2002 | Corporate WiFi Replacement                                  | -              | -                | 30,000         | -              | -              | -              | -              | 33,000         | -              | -              | 63,000           |
| 49   | 2300-05-2001 | Firewall Replacement  | -              | -                | 30,000         | -              | -              | -              | -              | 30,000         | -              | -              | 60,000           |
| 50   | 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          |

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                              | 2300-05-2101 | ITSM Solution                                       | -              | 50,000           | -                | -              | -              | -              | -              | -                | -              | -                 | 50,000            |
| 52                              | 2300-05-2102 | Business Continuity Solution Implementation         | -              | 50,000           | -                | -              | -              | -              | -              | -                | -              | -                 | 50,000            |
| 53                              | 2300-05-2103 | Enterprise Content Management Implementation        | 30,000         | 500,000          | -                | -              | -              | -              | -              | -                | -              | -                 | 530,000           |
| 54                              | 2300-10-1909 | Corporate Collaboration Strategy                    | -              | 55,000           | -                | -              | -              | -              | -              | -                | -              | -                 | 55,000            |
| 55                              | 2300-10-1908 | HUB Review Strategy                                 | 40,000         | -                | 100,000          | -              | -              | -              | -              | -                | -              | -                 | 140,000           |
| 56                              | 2300-05-2106 | Open Data Implementation                            | -              | -                | 15,000           | -              | -              | -              | -              | -                | -              | -                 | 15,000            |
| 57                              | 2300-05-2201 | AMANDA Planning                                     | -              | 575,000          | -                | -              | -              | -              | -              | -                | -              | -                 | 575,000           |
| 58                              | 2300-05-2202 | SAN Replacement                                     | -              | -                | -                | -              | 165,000        | -              | -              | -                | -              | 200,000           | 365,000           |
| 59                              | 2300-05-2203 | Backup Solution Replacement                         | -              | -                | -                | -              | 60,000         | -              | -              | -                | -              | 60,000            | 120,000           |
| 60                              | 2300-10-2106 | Customer Service Strategy                           | -              | -                | 35,000           | -              | -              | -              | -              | -                | -              | -                 | 35,000            |
| 61                              | 2300-05-2301 | Implement Customer Service Strategy Recommendations | -              | -                | -                | 400,000        | -              | -              | -              | -                | -              | -                 | 400,000           |
| 62                              | 2300-10-2108 | Point of Sale System Discovery                      | -              | -                | 35,000           | -              | -              | -              | -              | -                | -              | -                 | 35,000            |
| 63                              | 2300-09-1601 | Large Scale Plotter - Printer                       | -              | 45,000           | -                | -              | -              | -              | 45,000         | -                | -              | -                 | 90,000            |
| 64                              | 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           |
| 65                              | 2300-10-2002 | BI reporting & Dashboarding Strategy                | -              | 50,000           | -                | -              | -              | -              | -              | -                | -              | -                 | 50,000            |
| 66                              | 2300-05-2104 | BI - Implement BI Technologies                      | -              | -                | 100,000          | -              | -              | -              | -              | -                | -              | -                 | 100,000           |
| 67                              | 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           |
| 68                              | 2300-22-1601 | Technology Strat Plan Update                        | -              | 50,000           | -                | -              | -              | 60,000         | -              | -                | -              | 75,000            | 185,000           |
| 69                              | 2300-10-2102 | GP Fit/Gap Analysis                                 | -              | 50,000           | -                | -              | -              | -              | -              | -                | -              | -                 | 50,000            |
| 70                              | 2300-10-2302 | Facility Employee access system review              | 25,000         | -                | -                | -              | -              | -              | -              | -                | -              | -                 | 25,000            |
| 71                              | 2400-10-2001 | Development Charges Study                           | -              | -                | 242,000          | -              | -              | -              | -              | 242,000          | -              | -                 | 484,000           |
| 72                              | 2400-22-2501 | CBC Strategy  | -              | -                | 58,000           | -              | -              | -              | -              | 58,000           | -              | -                 | 116,000           |
| 73                              | 2500-22-0102 | User Fee Review                                     | -              | -                | -                | -              | -              | 60,000         | -              | -                | -              | -                 | 60,000            |
| 74                              | 2600-06-0101 | Photocopier/Fax/Printers                            | -              | -                | -                | -              | 200,000        | -              | -              | -                | -              | 200,000           | 400,000           |
| 75                              | 2600-09-2201 | Mail Folder-Stuff Machine Replacement               | -              | -                | -                | -              | -              | -              | -              | -                | -              | 30,000            | 30,000            |
| 76                              | 2600-22-2301 | Enterprise Risk Management Software                 | -              | 100,000          | -                | -              | -              | -              | -              | -                | -              | -                 | 100,000           |
| <b>Corporate Services Total</b> |              |   | <b>385,000</b> | <b>1,800,000</b> | <b>1,055,000</b> | <b>635,000</b> | <b>770,000</b> | <b>435,000</b> | <b>325,000</b> | <b>818,000</b>   | <b>265,000</b> | <b>820,000</b>    | <b>7,308,000</b>  |
| <b>Library Services</b>         |              |   |                |                  |                  |                |                |                |                |                  |                |                   |                   |
| 77                              | 3000-04-1401 | Upgrade of Libr.Integrated Sys                      | -              | -                | -                | 180,000        | -              | -              | -              | -                | 180,000        | -                 | 360,000           |
| 78                              | 3000-04-1501 | Library Strategic Plan                              | -              | -                | -                | -              | 81,000         | -              | -              | -                | -              | 81,000            | 162,000           |
| 79                              | 3000-05-0002 | Library Website Refresh                             | -              | -                | -                | -              | 75,000         | -              | -              | -                | -              | 100,000           | 175,000           |
| 80                              | 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           |
| 81                              | 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         |
| 82                              | 3000-15-0103 | Lib Mats Collection Developmnt                      | -              | -                | 50,000           | -              | -              | 50,000         | -              | -                | 75,000         | -                 | 175,000           |
| 83                              | 3000-22-2701 | Facility Needs Study                                | -              | -                | -                | -              | -              | -              | -              | 40,000           | -              | -                 | 40,000            |
| 84                              | 3100-09-1701 | Library Furnishing/Equip-GTown                      | 30,000         | -                | -                | -              | -              | 33,000         | -              | -                | -              | -                 | 63,000            |
| 85                              | 3200-09-1601 | Library Furnishings Acton                           | -              | 23,000           | -                | -              | 23,000         | -              | -              | -                | -              | -                 | 46,000            |
| 86                              | 3200-11-2001 | Marquee Acton Branch                                | -              | -                | -                | -              | -              | -              | -              | 80,000           | -              | -                 | 80,000            |
| 87                              | 3300-03-2021 | Vision Georgetown Library Branch Construction       | -              | -                | -                | -              | -              | -              | -              | -                | -              | 8,943,000         | 8,943,000         |
| 88                              | 3300-08-3001 | Vision Georgetown Library Branch Land Acquisiton    | -              | -                | -                | -              | -              | -              | -              | 3,700,000        | -              | -                 | 3,700,000         |
| 89                              | 3300-15-0101 | Vision Georgetown Library Branch Opening Collection | -              | -                | -                | -              | -              | -              | -              | -                | -              | 730,000           | 730,000           |
| <b>Library Services Total</b>   |              |   | <b>567,000</b> | <b>555,000</b>   | <b>596,000</b>   | <b>729,000</b> | <b>704,000</b> | <b>609,000</b> | <b>529,000</b> | <b>4,358,000</b> | <b>833,000</b> | <b>10,399,000</b> | <b>19,879,000</b> |
| <b>Fire Services</b>            |              |   |                |                  |                  |                |                |                |                |                  |                |                   |                   |
| 90                              | 5000-22-2001 | Fire Serv MP&Commtly Risk Assmt                     | -              | -                | -                | -              | -              | 90,000         | -              | -                | -              | -                 | 90,000            |
| 91                              | 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           |
| 92                              | 5200-06-0102 | 4th Station - Small Equipment Replacement           | -              | -                | -                | -              | -              | -              | -              | 10,000           | 10,000         | 10,000            | 30,000            |
| 93                              | 5200-06-1701 | Drone & Camera System                               | -              | -                | -                | -              | -              | -              | -              | -                | 90,000         | -                 | 90,000            |
| 94                              | 5200-06-2601 | 4th Station - Small Equipment                       | -              | -                | -                | -              | -              | 200,000        | -              | -                | -              | -                 | 200,000           |
| 95                              | 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         |
| 96                              | 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           |
| 97                              | 5200-07-0107 | Heavy Extraction Equip Repl                         | -              | 150,000          | -                | -              | -              | -              | -              | -                | -              | -                 | 150,000           |
| 98                              | 5200-07-0109 | 4th Station - Outfit New FT Firefighters (21 FF)    | -              | -                | -                | -              | -              | 270,000        | -              | -                | -              | -                 | 270,000           |
| 99                              | 5200-07-2001 | Replace Gas Detection Equip                         | -              | -                | -                | -              | -              | -              | -              | -                | 25,000         | -                 | 25,000            |
| 100                             | 5200-07-2601 | 4th Station - Extrication Equipment                 | -              | -                | -                | -              | -              | 150,000        | -              | -                | -              | -                 | 150,000           |
| 101                             | 5400-06-0101 | Replace Pagers                                      | -              | -                | -                | -              | -              | 110,000        | -              | -                | -              | -                 | 110,000           |

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

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  | 6100-23-1602 | Active Transportation Promotion & Education                  | -         | -         | 30,000    | 30,000    | 30,000     | 30,000     | 30,000    | 30,000    | 30,000    | 30,000    | 240,000    |
| 156  | 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  |
| 157  | 6200-17-2302 | Wallace Street MUP   | -         | -         | -         | -         | 240,000    | -          | -         | -         | -         | -         | 240,000    |
| 158  | 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    |
| 159  | 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    |
| 160  | 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    |
| 161  | 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  |
| 162  | 6100-28-1807 | Mill St Neighbourhood Imprvmts                               | -         | -         | 100,000   | 125,000   | 125,000    | 125,000    | 125,000   | -         | -         | -         | 600,000    |
| 163  | 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  |
| 164  | 6100-28-2401 | Main St North & Ewing Traffic Signal                         | 30,000    | 325,000   | -         | -         | -          | -          | -         | -         | -         | -         | 355,000    |
| 165  | 6100-28-2701 | 15 Sd Rd & Belmont Blvd Traffic Signal                       | -         | -         | -         | -         | 325,000    | -          | -         | -         | -         | -         | 325,000    |
| 166  | 6100-28-2702 | Main St N & Wallace St Traffic Signal                        | -         | -         | -         | -         | 325,000    | -          | -         | -         | -         | -         | 325,000    |
| 167  | 6100-28-2801 | Argyll Rd & Miller Dr Traffic Signal                         | -         | -         | -         | -         | -          | 325,000    | -         | -         | -         | -         | 325,000    |
| 168  | 6100-28-2901 | Argyll Rd & Barber Dr Traffic Signal                         | -         | -         | -         | -         | -          | -          | 325,000   | -         | -         | -         | 325,000    |
| 169  | 6100-28-3001 | Miller Dr & Eaton St Traffic Signal                          | -         | -         | -         | -         | -          | -          | -         | 325,000   | -         | -         | 325,000    |
| 170  | 6100-28-3101 | Eaton St & Barber Dr Traffic Signal                          | -         | -         | -         | -         | -          | -          | -         | -         | 325,000   | -         | 325,000    |
| 171  | 6200-10-1902 | #29 Papermill Dam Rehabilitation                             | -         | -         | -         | -         | 150,000    | -          | 400,000   | -         | -         | -         | 550,000    |
| 172  | 6200-10-2301 | Maple Ave Acoustic Fence - McClure Crt Section               | -         | 250,000   | -         | -         | -          | -          | -         | -         | -         | -         | 250,000    |
| 173  | 6200-10-2302 | Cameron Street & Lake Retaining Walls                        | -         | 175,000   | -         | 1,175,000 | -          | -          | -         | -         | -         | -         | 1,350,000  |
| 174  | 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 |
| 175  | 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  |
| 176  | 6200-16-1004 | Main St Glen Williams Eng                                    | 2,051,000 | 1,500,000 | -         | -         | -          | -          | -         | -         | -         | -         | 3,551,000  |
| 177  | 6200-16-1501 | 22nd SdRd Conc 11 Realignment                                | -         | -         | 350,000   | -         | 1,000,000  | -          | -         | -         | -         | -         | 1,350,000  |
| 178  | 6200-16-1601 | Todd Road Reconstruction                                     | 1,538,000 | -         | -         | -         | -          | -          | -         | -         | -         | -         | 1,538,000  |
| 179  | 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 |
| 180  | 6200-16-1803 | Prince St (All Phases)                                       | -         | 100,000   | 1,150,000 | -         | -          | -          | -         | -         | -         | -         | 1,250,000  |
| 181  | 6200-16-1901 | McNabb St - CNR to Queen Improvements                        | -         | 150,000   | 650,000   | -         | -          | -          | -         | -         | -         | -         | 800,000    |
| 182  | 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 |
| 183  | 6200-16-2004 | Guelph St & Mountainview - NB/SB Turn Lane Improvements      | -         | -         | -         | 500,000   | -          | 1,500,000  | -         | -         | -         | -         | 2,000,000  |
| 184  | 6200-16-2007 | 5 SdRd Fourth Line to Trafalgar Reconstruction               | -         | -         | -         | 950,000   | 1,430,000  | -          | 4,400,000 | -         | -         | -         | 6,780,000  |
| 185  | 6200-16-2101 | Eighth Line Steeles South Improvements                       | -         | -         | -         | -         | 150,000    | -          | -         | 1,000,000 | -         | -         | 1,150,000  |
| 186  | 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 |
| 187  | 6200-16-2104 | 5 SdRd Trafalgar to Winston Churchill Reconstruction         | -         | -         | -         | -         | -          | -          | 1,850,000 | 6,050,000 | -         | -         | 7,900,000  |
| 188  | 6200-16-2105 | Ontario & Ann Street   | -         | -         | 1,800,000 | 2,400,000 | -          | -          | -         | -         | -         | -         | 4,200,000  |
| 189  | 6200-16-2201 | Confederation St. Main to Urban Boundary                     | -         | 486,000   | 3,240,000 | -         | -          | -          | -         | -         | -         | -         | 3,726,000  |
| 190  | 6200-16-2203 | 10th Line Resurfacing - 10 sdrd to Steeles                   | 3,590,000 | -         | -         | -         | -          | -          | -         | -         | -         | -         | 3,590,000  |
| 191  | 6200-16-2302 | Hornby Road Reconstruction                                   | -         | 250,000   | 1,500,000 | -         | -          | -          | -         | -         | -         | -         | 1,750,000  |
| 192  | 6200-16-2303 | 10th Ln Reconst South of 22sdrd                              | -         | -         | 75,000    | -         | 1,500,000  | -          | -         | -         | -         | -         | 1,575,000  |
| 193  | 6200-16-2304 | 22 Sd Rd Trafalgar to 8th Line Engineering                   | -         | -         | 250,000   | -         | 2,600,000  | -          | -         | -         | -         | -         | 2,850,000  |
| 194  | 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 |
| 195  | 6200-16-2402 | 17 SdRd/River Dr 10th Line Realignment                       | -         | -         | -         | 350,000   | -          | 1,050,000  | 2,200,000 | -         | -         | -         | 3,600,000  |
| 196  | 6200-16-2501 | Fourth Line Resurfacing 17 sdrd to Hwy 7                     | 77,000    | 1,200,000 | 100,000   | -         | 1,800,000  | -          | -         | -         | -         | -         | 3,177,000  |
| 197  | 6200-16-2601 | 17 Side Road/Tenth Line from Winston Churchill Blvd to River | 51,000    | 1,500,000 | -         | -         | -          | -          | -         | -         | -         | -         | 1,551,000  |
| 198  | 6200-16-3101 | Mountainview & Sinclair Southbound Left Turn Lane            | -         | -         | -         | -         | -          | -          | 300,000   | -         | 1,200,000 | -         | 1,500,000  |
| 199  | 6200-17-2301 | Wallace Street Reconstruction                                | -         | -         | 175,000   | -         | 2,000,000  | -          | -         | -         | -         | -         | 2,175,000  |
| 200  | 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  |
| 201  | 6200-20-1901 | Harold St Stormwater Imprvmts                                | -         | 750,000   | -         | -         | -          | -          | -         | -         | -         | -         | 750,000    |
| 202  | 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    |
| 203  | 6200-22-0107 | Bridge Rehab Study Update                                    | -         | 90,000    | -         | 90,000    | -          | 100,000    | -         | 100,000   | -         | 100,000   | 480,000    |
| 204  | 6200-22-1702 | Pavement Management Study - 5 YR Cycle                       | -         | -         | 75,000    | -         | -          | 75,000     | -         | -         | 85,000    | -         | 235,000    |
| 205  | 6200-22-2201 | Weather & Flow Monitoring Stations                           | -         | 30,000    | 30,000    | -         | -          | -          | -         | -         | -         | -         | 60,000     |
| 206  | 6200-22-2801 | Stormwater Master Plan Update (Future)                       | -         | -         | -         | -         | -          | 300,000    | -         | -         | -         | -         | 300,000    |
| 207  | 6200-26-1911 | #23 6th Line Culvert Replacement                             | 769,000   | -         | -         | -         | -          | -          | -         | -         | -         | -         | 769,000    |
| 208  | 6200-26-2201 | #4 Bridge Fifth Line north of Steeles Rehabilitation         | -         | -         | 1,000,000 | -         | -          | -          | -         | -         | -         | -         | 1,000,000  |
| 209  | 6200-26-2301 | Maple Avenue Culvert Rehab                                   | 103,000   | -         | 575,000   | -         | -          | -          | -         | -         | -         | -         | 678,000    |

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

| Line   | Project No.  | Project Name  | 2023              | 2024              | 2025              | 2026              | 2027              | 2028              | 2029              | 2030              | 2031              | 2032             | Total              |
|--|--------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------------|
| 210  | 6200-27-0101 | Glen Lawson Construction                                | -                 | 3,000,000         | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                | 3,000,000          |
| 211  | 6200-27-1011 | Tweedle Street Engineering                              | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | -                 | -                | 150,000            |
| 212  | 6210-22-2601 | Dev Eng Fee Review (Future)                             | -                 | -                 | -                 | -                 | -                 | 40,000            | -                 | -                 | -                 | -                | 40,000             |
| 213  | 6500-03-1704 | Truck Wash Facility Ph 1                                | -                 | -                 | -                 | -                 | -                 | 625,000           | -                 | -                 | -                 | -                | 625,000            |
| 214  | 6500-03-2001 | Ops Centre Winter Materials Storage (Short-term)        | 120,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                | 120,000            |
| 215  | 6500-03-2801 | Material Storage Facility (long-term)                   | -                 | -                 | -                 | -                 | -                 | 3,000,000         | -                 | -                 | -                 | -                | 3,000,000          |
| 216  | 6500-03-2802 | Truck Storage/EV Storage                                | -                 | -                 | -                 | -                 | -                 | 1,000,000         | -                 | -                 | -                 | -                | 1,000,000          |
| 217  | 6500-03-2803 | Snow Dump Expansion - Central Yard                      | -                 | -                 | -                 | -                 | -                 | 500,000           | -                 | -                 | -                 | -                | 500,000            |
| 218  | 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         |
| 219  | 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          |
| 220  | 6500-06-0105 | New Equipment - Parks                                   | -                 | -                 | -                 | 504,000           | -                 | 60,000            | -                 | 89,000            | -                 | -                | 653,000            |
| 221  | 6500-10-2301 | Robert C. Austin Operations Centre Gate Access Pedestal | -                 | 30,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                | 30,000             |
| 222  | 6500-10-2801 | Fuel Management System                                  | -                 | -                 | -                 | -                 | -                 | 350,000           | -                 | -                 | -                 | -                | 350,000            |
| 223  | 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          |
| 224  | 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          |
| 225  | 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            |
| 226  | 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            |
| 227  | 6500-28-1702 | Traffic Signal - Mountainview Rd & John St              | -                 | 30,000            | 325,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                | 355,000            |
| 228  | 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          |
| 229  | 6810-03-2401 | Temporary EV Shelter for Activan                        | -                 | -                 | 500,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                | 500,000            |
| 230  | 6810-04-2601 | Transit Hardware/Software for Universal Access Service  | -                 | -                 | -                 | 20,000            | -                 | -                 | -                 | -                 | -                 | -                | 20,000             |
| 231  | 6810-04-2101 | Transit Hardware/Software for Ltd Fixed Route           | -                 | -                 | -                 | -                 | -                 | 350,000           | -                 | -                 | -                 | -                | 350,000            |
| 232  | 6810-04-3201 | Transit Hardware/Software Expanded Fixed Route          | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 125,000          | 125,000            |
| 233  | 6810-04-2102 | Transit Hardware Replacement                            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 20,000            | -                 | -                | 20,000             |
| 234  | 6810-05-2201 | Activan Software Module Enhancement                     | -                 | 50,000            | -                 | -                 | 170,000           | -                 | -                 | -                 | -                 | -                | 220,000            |
| 235  | 6810-10-2401 | EV Chargers for ActiVan Vehicles                        | -                 | -                 | 280,000           | 140,000           | -                 | 140,000           | 140,000           | 140,000           | -                 | -                | 840,000            |
| 236  | 6810-10-2501 | Automated Fare System                                   | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | -                 | -                | 150,000            |
| 237  | 6810-10-2502 | EV Chargers for Transit Vehicles - Ltd Fixed Route      | -                 | -                 | -                 | -                 | -                 | 280,000           | -                 | -                 | -                 | -                | 280,000            |
| 238  | 6810-10-3101 | EV Chargers for Transit Vehicles - Exp Fixed Route      | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 560,000          | 560,000            |
| 239  | 6810-22-2001 | Transit Facility Feasibility Study & Implementation     | -                 | -                 | -                 | -                 | -                 | -                 | 200,000           | 1,800,000         | 10,000,000        | -                | 12,000,000         |
| 240  | 6810-22-2601 | Transit Service Strategy Update                         | -                 | -                 | -                 | 300,000           | -                 | -                 | -                 | -                 | -                 | -                | 300,000            |
| 241  | 6810-25-0101 | New Transit Vehicles - Limited Fixed Route              | -                 | -                 | -                 | -                 | -                 | 750,000           | -                 | -                 | -                 | -                | 750,000            |
| 242  | 6810-25-0102 | New Transit Vehicles - Expanded Fixed Route             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 1,750,000        | 1,750,000          |
| 243  | 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          |
| 244  | 6810-25-1601 | New ActiVan Vehicles                                    | 170,000           | 250,000           | -                 | 250,000           | -                 | -                 | 500,000           | 250,000           | -                 | -                | 1,420,000          |
| <b>Transportation &amp; Public Works Total</b> |              |   | <b>17,159,000</b> | <b>19,466,000</b> | <b>26,181,000</b> | <b>18,257,000</b> | <b>48,449,000</b> | <b>40,796,000</b> | <b>34,634,000</b> | <b>18,348,000</b> | <b>24,285,000</b> | <b>9,235,000</b> | <b>256,810,000</b> |
| <b>Planning &amp; Development</b>              |              |   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                  |                    |
| 245  | 7000-22-0001 | Official Plan   | -                 | -                 | -                 | -                 | 200,000           | -                 | -                 | -                 | -                 | 200,000          | 400,000            |
| 246  | 7100-10-2501 | SE Georgetown Developer Payback                         | -                 | -                 | 220,000           | -                 | -                 | -                 | -                 | 220,000           | -                 | -                | 440,000            |
| 247  | 7100-22-1502 | Glen Williams Sec Plan Review                           | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | -                 | -                | 150,000            |
| 248  | 7100-22-2001 | Zoning By-Law Update                                    | 70,000            | -                 | 200,000           | -                 | -                 | -                 | -                 | 200,000           | -                 | -                | 470,000            |
| 249  | 7100-22-2303 | Post 2036 Secondary Plans                               | -                 | -                 | -                 | 1,500,000         | 1,500,000         | 1,500,000         | -                 | -                 | -                 | -                | 4,500,000          |
| 250  | 7100-22-2401 | Guelph St Corridor Planning Study                       | -                 | 300,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                | 300,000            |
| 251  | 7100-22-2601 | Stewarttown Planning Study                              | -                 | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | -                | 150,000            |
| 252  | 7100-27-0102 | Norval Secondary Plan Review                            | -                 | -                 | 150,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                | 150,000            |
| 253  | 7100-22-2501 | Acton Downtown Planning Study                           | -                 | -                 | 300,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                | 300,000            |
| 254  | 7100-22-2701 | User Fee Review - Planning                              | -                 | -                 | -                 | -                 | 60,000            | -                 | -                 | -                 | -                 | -                | 60,000             |
| <b>Planning &amp; Development Total</b>        |              |   | <b>70,000</b>     | <b>300,000</b>    | <b>870,000</b>    | <b>1,500,000</b>  | <b>1,910,000</b>  | <b>1,650,000</b>  | <b>-</b>          | <b>420,000</b>    | <b>-</b>          | <b>200,000</b>   | <b>6,920,000</b>   |
| <b>Recreation &amp; Parks</b>                  |              |   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                  |                    |
| 255  | 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            |
| 256  | 8000-22-2601 | Recreation and Parks Strategic Action Plan              | -                 | -                 | -                 | 101,000           | -                 | -                 | -                 | -                 | 161,000           | -                | 262,000            |
| 257  | 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            |
| 258  | 8200-02-2601 | Georgetown Library Lighting Retrofits                   | -                 | -                 | -                 | 30,000            | -                 | -                 | -                 | -                 | -                 | -                | 30,000             |
| 259  | 8200-02-2701 | Acton Library Lighting Retrofits                        | -                 | -                 | -                 | -                 | 30,000            | -                 | -                 | -                 | -                 | -                | 30,000             |
| 260  | 8200-02-2702 | Firehall 1 - 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  | 8200-02-2801 | Firehall 2 - Lighting Retrofits                    | -      | -       | -       | -          | -         | 30,000  | -       | -         | -       | -         | 30,000     |
| 262  | 8200-02-2802 | Firehall 3 - Lighting Retrofits                    | -      | -       | -       | -          | -         | 30,000  | -       | -         | -       | -         | 30,000     |
| 263  | 8200-03-1401 | Facility Space Provision                           | -      | -       | -       | -          | 4,626,000 | -       | -       | -         | -       | -         | 4,626,000  |
| 264  | 8200-03-1701 | Tennis Court New Facility                          | -      | -       | -       | -          | 625,000   | -       | -       | -         | -       | -         | 625,000    |
| 265  | 8200-03-2001 | Georgetown Youth Wellness Hub                      | -      | 300,000 | -       | -          | -         | -       | -       | -         | -       | -         | 300,000    |
| 266  | 8200-03-2301 | Vision Georgetown Community Centre - Construction  | -      | -       | -       | -          | -         | -       | -       | -         | -       | 7,500,000 | 7,500,000  |
| 267  | 8200-06-0104 | Electric Charging Upgrades Ice Resurfacers         | -      | 50,000  | 50,000  | -          | 50,000    | -       | -       | -         | -       | -         | 150,000    |
| 268  | 8200-06-2501 | Acton Library BAS Implementation                   | -      | -       | 150,000 | -          | -         | -       | -       | -         | -       | -         | 150,000    |
| 269  | 8200-06-2502 | Georgetown Library BAS Implementation              | -      | -       | 150,000 | -          | -         | -       | -       | -         | -       | -         | 150,000    |
| 270  | 8200-06-2601 | Robert C. Austin BAS Implementation                | -      | -       | -       | 300,000    | -         | -       | -       | -         | -       | -         | 300,000    |
| 271  | 8200-06-2602 | Robert C. Austin Lighting Retrofits                | -      | -       | -       | 30,000     | -         | -       | -       | -         | -       | -         | 30,000     |
| 272  | 8200-06-2701 | Firehall 1 - BAS Implementation                    | -      | -       | -       | -          | 150,000   | -       | -       | -         | -       | -         | 150,000    |
| 273  | 8200-06-2702 | Firehall 2 - BAS Implementation                    | -      | -       | -       | -          | 150,000   | -       | -       | -         | -       | -         | 150,000    |
| 274  | 8200-06-2703 | Firehall 3 - BAS Implementation                    | -      | -       | -       | -          | 150,000   | -       | -       | -         | -       | -         | 150,000    |
| 275  | 8200-08-3001 | Vision Georgetown CC - Land Acquisition            | -      | -       | -       | -          | -         | -       | -       | 3,932,000 | -       | -         | 3,932,000  |
| 276  | 8200-22-1301 | Facility Space Provision Study                     | -      | -       | 165,000 | -          | -         | -       | -       | -         | -       | -         | 165,000    |
| 277  | 8200-25-0101 | Arena Ice Resurfacer LCDB                          | -      | 170,000 | 170,000 | -          | 170,000   | -       | 170,000 | -         | 170,000 | -         | 850,000    |
| 278  | 8200-27-3101 | Vision Georgetown CC - Design & Engineering        | -      | -       | -       | -          | -         | -       | -       | -         | 803,000 | -         | 803,000    |
| 279  | 8211-02-1505 | Acton Arena Spectator Upgrades                     | -      | -       | -       | -          | -         | 18,000  | -       | -         | -       | -         | 18,000     |
| 280  | 8211-02-1704 | Acton Arena Replace Glycol Pump                    | -      | -       | 15,000  | -          | -         | -       | -       | -         | -       | -         | 15,000     |
| 281  | 8211-02-1801 | Acton Arena Roof Replacement                       | -      | -       | -       | -          | -         | 400,000 | -       | -         | -       | -         | 400,000    |
| 282  | 8211-02-2209 | Acton Arena Security System CCTV                   | -      | 11,000  | -       | -          | -         | -       | -       | -         | -       | -         | 11,000     |
| 283  | 8211-02-2301 | Acton Arena LCDB BAS and Controls Optimization     | -      | 300,000 | -       | -          | -         | -       | -       | -         | -       | -         | 300,000    |
| 284  | 8211-02-2401 | ACC Exterior Window and Door Sealant               | -      | 15,000  | -       | -          | -         | -       | -       | -         | -       | -         | 15,000     |
| 285  | 8211-02-2402 | Acton Arena LCDB Low E Ceiling                     | -      | 102,000 | -       | -          | -         | -       | -       | -         | -       | -         | 102,000    |
| 286  | 8211-02-2403 | Acton Arena Lighting Retrofits                     | -      | 30,000  | -       | -          | -         | -       | -       | -         | -       | -         | 30,000     |
| 287  | 8211-02-2404 | Acton Arena LCDB Solar PV - D&E                    | -      | 60,000  | -       | -          | -         | -       | -       | -         | -       | -         | 60,000     |
| 288  | 8211-02-2501 | Acton Arena LCDB REALice                           | -      | 41,000  | -       | -          | -         | -       | -       | -         | -       | -         | 41,000     |
| 289  | 8211-02-2502 | Acton Arena LCDB Solar PV                          | -      | -       | 552,000 | -          | -         | -       | -       | -         | -       | -         | 552,000    |
| 290  | 8211-02-2602 | Acton Arena LCDB Boiler Replacements               | -      | -       | -       | 300,000    | -         | -       | -       | -         | -       | -         | 300,000    |
| 291  | 8211-02-2901 | Acton Arena Townsley Refrigeration Repl            | -      | -       | -       | -          | -         | -       | 250,000 | -         | -       | -         | 250,000    |
| 292  | 8211-06-2301 | Acton Arena Townsley Score Clock Replacement       | -      | -       | 40,000  | -          | -         | -       | -       | -         | -       | -         | 40,000     |
| 293  | 8211-06-2302 | Acton Arena Water Softener Replacement             | 57,000 | -       | -       | -          | -         | -       | -       | -         | -       | -         | 57,000     |
| 294  | 8211-06-2501 | Acton Arena LCDB Boiler Replacements - D&E         | -      | -       | 40,000  | -          | -         | -       | -       | -         | -       | -         | 40,000     |
| 295  | 8211-06-3001 | Acton Arena Commercial Kitchen Exhaust Replacement | -      | -       | -       | -          | -         | -       | -       | 10,000    | -       | -         | 10,000     |
| 296  | 8211-06-3002 | Acton Arena Kitchen Appliances Replacement         | -      | -       | -       | -          | -         | -       | -       | 10,000    | -       | -         | 10,000     |
| 297  | 8221-02-1602 | GCC Replace Kinsmen Hall Dividing Wall             | -      | -       | -       | -          | -         | 55,000  | -       | -         | -       | -         | 55,000     |
| 298  | 8221-02-1701 | GCC Roof Maintenance                               | -      | -       | 750,000 | -          | -         | -       | -       | 25,000    | -       | -         | 775,000    |
| 299  | 8221-06-1502 | GCC Replace Fire Alarm System                      | -      | -       | -       | 19,000     | -         | -       | -       | -         | -       | -         | 19,000     |
| 300  | 8221-06-1601 | GCC Replace Closed Circuit Camera System           | -      | -       | -       | 20,000     | -         | -       | -       | -         | -       | -         | 20,000     |
| 301  | 8230-02-1501 | AIP Refinish Interior Wood                         | -      | -       | -       | 11,000     | -         | -       | -       | -         | -       | -         | 11,000     |
| 302  | 8230-02-2102 | AIP Revitalization Construction                    | -      | -       | -       | 10,500,000 | -         | -       | -       | -         | -       | -         | 10,500,000 |
| 303  | 8230-02-2501 | AIP Changeroom Retiling                            | -      | -       | 50,000  | -          | -         | -       | -       | -         | -       | -         | 50,000     |
| 304  | 8230-06-1701 | AIP Mechanical Upgrades                            | -      | 16,000  | -       | -          | -         | -       | -       | -         | -       | -         | 16,000     |
| 305  | 8230-27-1701 | AIP Revitalization Design & Engineering            | -      | -       | -       | 1,050,000  | -         | -       | -       | -         | -       | -         | 1,050,000  |
| 306  | 8231-02-1501 | GIP Partition Replacement                          | -      | 20,000  | -       | -          | -         | -       | -       | -         | -       | -         | 20,000     |
| 307  | 8231-02-1801 | GIP Floor Tiling                                   | -      | 84,000  | -       | -          | -         | -       | -       | -         | -       | -         | 84,000     |
| 308  | 8231-02-2001 | GIP Revitalization Construction                    | -      | -       | -       | 2,500,000  | -         | -       | -       | -         | -       | -         | 2,500,000  |
| 309  | 8231-02-2101 | GIP Replace Main Electrical                        | -      | 22,000  | -       | -          | -         | -       | -       | -         | -       | -         | 22,000     |
| 310  | 8231-27-1901 | GIP Revitalization Design & Eng                    | -      | -       | -       | 300,000    | -         | -       | -       | -         | -       | -         | 300,000    |
| 311  | 8240-02-3001 | Cultural Centre Exterior Wall Refurbishment        | -      | -       | -       | -          | -         | -       | -       | 15,000    | -       | -         | 15,000     |
| 312  | 8251-02-1701 | MMSP Replace Fernbrook Pad Seating                 | -      | -       | -       | -          | -         | -       | -       | 18,000    | -       | -         | 18,000     |
| 313  | 8251-02-1803 | MMSP Replace Overhead Doors                        | -      | -       | -       | -          | -         | 30,000  | -       | -         | -       | -         | 30,000     |
| 314  | 8251-02-1804 | MMSP Concession Renovation                         | -      | -       | -       | -          | -         | 15,000  | -       | -         | -       | -         | 15,000     |
| 315  | 8251-02-2001 | MMSP Asphalt Parking Lot & Sidewalks               | -      | 100,000 | -       | -          | -         | -       | -       | -         | -       | -         | 100,000    |

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  | 8251-02-2203 | MMSP Alcott Skate Tile Repl                           | -       | -         | -       | -         | -       | -          | -      | -         | 300,000 | -    | 300,000    |
| 317  | 8251-02-2208 | MMSP Replace Exit Light Fixtures                      | -       | -         | -       | -         | -       | 60,000     | -      | -         | -       | -    | 60,000     |
| 318  | 8251-02-2212 | MMSP Interior Lighting Upgrades                       | -       | -         | -       | 500,000   | -       | -          | -      | -         | -       | -    | 500,000    |
| 319  | 8251-02-2214 | MMSP Replace Power Distribution                       | -       | 300,000   | -       | -         | -       | -          | -      | -         | -       | -    | 300,000    |
| 320  | 8251-02-2215 | MMSP Replace Pull Stations                            | -       | 25,000    | -       | -         | -       | -          | -      | -         | -       | -    | 25,000     |
| 321  | 8251-02-2217 | MMSP Replace Signal Devices                           | -       | 50,000    | -       | -         | -       | -          | -      | -         | -       | -    | 50,000     |
| 322  | 8251-02-2218 | MMSP Replace Sprinkler System                         | 197,000 | -         | -       | -         | -       | -          | -      | -         | -       | -    | 197,000    |
| 323  | 8251-02-2219 | MMSP Replace Standpipe and Fire Department Connection | -       | -         | -       | -         | -       | 75,000     | -      | -         | -       | -    | 75,000     |
| 324  | 8251-02-2220 | MMSP Replace Storm Drainage System                    | -       | -         | -       | -         | -       | 300,000    | -      | -         | -       | -    | 300,000    |
| 325  | 8251-02-2221 | MMSP Replacement Sanitary Waste                       | -       | -         | -       | -         | -       | 300,000    | -      | -         | -       | -    | 300,000    |
| 326  | 8251-02-2301 | MMSP LCDB BAS Implementation                          | -       | 300,000   | -       | -         | -       | -          | -      | -         | -       | -    | 300,000    |
| 327  | 8251-02-2403 | MMSP LCDB REALice                                     | -       | -         | -       | 82,000    | -       | -          | -      | -         | -       | -    | 82,000     |
| 328  | 8251-02-2405 | MMSP LCDB Solar PV                                    | -       | 469,000   | -       | -         | -       | -          | -      | -         | -       | -    | 469,000    |
| 329  | 8251-02-2501 | MMSP LCDB Boiler Replacements                         | -       | -         | 200,000 | -         | -       | -          | -      | -         | -       | -    | 200,000    |
| 330  | 8251-02-2601 | MMSP Lighting Retrofits                               | -       | -         | -       | 30,000    | -       | -          | -      | -         | -       | -    | 30,000     |
| 331  | 8251-02-2801 | MMSP Replace Exit Lighting Fixtures                   | -       | -         | -       | -         | -       | 60,000     | -      | -         | -       | -    | 60,000     |
| 332  | 8251-02-3001 | MMSP Interior Doors                                   | -       | -         | -       | -         | -       | -          | -      | 25,000    | -       | -    | 25,000     |
| 333  | 8251-02-3002 | MMSP Flooring Replacement                             | -       | -         | -       | -         | -       | -          | -      | 80,000    | -       | -    | 80,000     |
| 334  | 8251-02-3003 | MMSP Bathroom Fixtures                                | -       | -         | -       | -         | -       | -          | -      | 25,000    | -       | -    | 25,000     |
| 335  | 8251-02-3004 | MMSP Domestic Water Distribution                      | -       | -         | -       | -         | -       | -          | -      | 200,000   | -       | -    | 200,000    |
| 336  | 8251-02-3006 | MMSP Alcott Floor Replacement                         | -       | -         | -       | -         | -       | -          | -      | 1,000,000 | -       | -    | 1,000,000  |
| 337  | 8251-03-2701 | MMSP Mezzanine Fitness Facility                       | -       | -         | -       | -         | 300,000 | -          | -      | -         | -       | -    | 300,000    |
| 338  | 8251-06-2301 | MMSP Rink A/B Chiller Seals Replacement               | 41,000  | -         | -       | -         | -       | -          | -      | -         | -       | -    | 41,000     |
| 339  | 8251-06-2302 | MMSP Design & Engineering LCDB HVAC Replacement       | 213,000 | -         | -       | -         | -       | -          | -      | -         | -       | -    | 213,000    |
| 340  | 8251-06-2401 | MMSP LCDB HVAC Replacement                            | -       | 1,300,000 | -       | -         | -       | -          | -      | -         | -       | -    | 1,300,000  |
| 341  | 8251-06-2501 | MMSP Alcott Score Clock Replacement                   | -       | -         | 40,000  | -         | -       | -          | -      | -         | -       | -    | 40,000     |
| 342  | 8251-06-2502 | MMSP Water Softener Replacement                       | -       | -         | 35,000  | -         | -       | -          | -      | -         | -       | -    | 35,000     |
| 343  | 8251-06-3001 | MMSP Domestic Water Heaters                           | -       | -         | -       | -         | -       | -          | -      | 70,000    | -       | -    | 70,000     |
| 344  | 8251-06-3002 | MMSP Signal Devices                                   | -       | -         | -       | -         | -       | -          | -      | 50,000    | -       | -    | 50,000     |
| 345  | 8251-06-3003 | MMSP Exterior Lighting                                | -       | -         | -       | -         | -       | -          | -      | 150,000   | -       | -    | 150,000    |
| 346  | 8251-06-3004 | MMSP Exterior Light Fixtures                          | -       | -         | -       | -         | -       | -          | -      | 50,000    | -       | -    | 50,000     |
| 347  | 8261-02-1402 | GCC Unit Heaters                                      | -       | 6,000     | 42,000  | -         | -       | -          | -      | -         | -       | -    | 48,000     |
| 348  | 8261-02-1403 | GCC RTU's   | -       | -         | 475,000 | -         | -       | -          | -      | 70,000    | -       | -    | 545,000    |
| 349  | 8261-02-2501 | GCC Pool Filters                                      | -       | -         | 140,000 | -         | -       | -          | -      | -         | -       | -    | 140,000    |
| 350  | 8261-02-2502 | GCC Replace Exhaust Fans                              | -       | -         | 20,000  | 20,000    | -       | -          | -      | -         | -       | -    | 40,000     |
| 351  | 8261-02-2503 | GCC Lighting Retrofits                                | -       | -         | 42,000  | -         | -       | -          | -      | -         | -       | -    | 42,000     |
| 352  | 8261-03-2001 | GCC Phase 2 Construction                              | -       | -         | -       | -         | -       | 25,223,000 | -      | -         | -       | -    | 25,223,000 |
| 353  | 8261-06-2501 | GCC BAS Implementation                                | -       | -         | 300,000 | -         | -       | -          | -      | -         | -       | -    | 300,000    |
| 354  | 8261-12-1701 | GCC Parking Lot Resurfacing                           | -       | -         | -       | 400,000   | -       | -          | -      | -         | -       | -    | 400,000    |
| 355  | 8261-27-2401 | GCC Phase 2 Design & Engineering                      | -       | -         | -       | 2,500,000 | -       | -          | -      | -         | -       | -    | 2,500,000  |
| 356  | 8300-11-0104 | Tennis Court Lighting Replcm                          | -       | -         | 195,000 | -         | -       | -          | -      | -         | -       | -    | 195,000    |
| 357  | 8301-11-2001 | Prospect Tennis Ct Resurfacing                        | -       | -         | -       | -         | -       | -          | 90,000 | -         | -       | -    | 90,000     |
| 358  | 8304-11-2001 | GCC Tennis Court Resurfacing                          | -       | -         | -       | -         | -       | 125,000    | -      | -         | -       | -    | 125,000    |
| 359  | 8400-02-2101 | Town Hall Walls                                       | -       | 20,000    | -       | -         | -       | -          | -      | -         | -       | -    | 20,000     |
| 360  | 8400-02-2203 | Town Hall Exterior Doors Replacement                  | -       | -         | 13,000  | -         | -       | -          | -      | -         | -       | -    | 13,000     |
| 361  | 8400-02-2204 | Town Hall Fire Alarm Control Panel Anunciator         | 49,000  | -         | -       | -         | -       | -          | -      | -         | -       | -    | 49,000     |
| 362  | 8400-02-2207 | Town Hall Replacement Detection Devices (Fire)        | 82,000  | -         | -       | -         | -       | -          | -      | -         | -       | -    | 82,000     |
| 363  | 8400-02-2208 | Town Hall Security System                             | -       | -         | 200,000 | -         | -       | -          | -      | -         | -       | -    | 200,000    |
| 364  | 8400-02-2301 | Town Hall LCDB Window and Entrance Replace            | -       | -         | 557,000 | -         | -       | -          | -      | -         | -       | -    | 557,000    |
| 365  | 8400-02-2302 | Town Hall LCDB Ceiling Finishes                       | -       | 58,000    | -       | -         | -       | -          | -      | -         | -       | -    | 58,000     |
| 366  | 8400-02-2402 | Town Hall LCDB Lighting, Devices, Heating             | -       | 606,000   | -       | -         | -       | -          | -      | -         | -       | -    | 606,000    |
| 367  | 8400-02-2403 | Town Hall Lighting Retrofits                          | -       | 30,000    | -       | -         | -       | -          | -      | -         | -       | -    | 30,000     |
| 368  | 8400-02-2502 | Town Hall Domestic Water Distribution                 | -       | -         | -       | -         | 300,000 | -          | -      | -         | -       | -    | 300,000    |
| 369  | 8400-02-2503 | Town Hall Ductwork Distribution Replacement           | -       | -         | -       | -         | 500,000 | -          | -      | -         | -       | -    | 500,000    |
| 370  | 8400-02-2504 | Town Hall Exhaust Fans & Ductwork Replacement         | -       | -         | 125,000 | -         | -       | -          | -      | -         | -       | -    | 125,000    |



2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

| Line | Project No.  | Project Name   | 2023    | 2024      | 2025      | 2026      | 2027      | 2028      | 2029      | 2030      | 2031      | 2032       | Total      |
|------|--------------|--|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|
| 371  | 8400-02-2508 | Town Hall Hot Water Heating Distribution Replacement | -       | -         | -         | -         | 150,000   | -         | -         | -         | -         | -          | 150,000    |
| 372  | 8400-02-2509 | Town Hall Plumbing Fixture Replacement               | -       | -         | -         | -         | 15,000    | -         | -         | -         | -         | -          | 15,000     |
| 373  | 8400-02-2510 | Town Hall Sink Fixture Replacement                   | -       | -         | -         | -         | 33,000    | -         | -         | -         | -         | -          | 33,000     |
| 374  | 8400-02-2511 | Town Hall LCDB Plumbing and Drainage (repl DHW)      | -       | -         | 19,000    | -         | -         | -         | -         | -         | -         | -          | 19,000     |
| 375  | 8400-02-2601 | Town Hall LCDB Geothermal System                     | -       | -         | -         | 444,000   | -         | -         | -         | -         | -         | -          | 444,000    |
| 376  | 8400-02-2602 | Town Hall LCDB Carport PV Arrays                     | -       | -         | -         | 994,000   | -         | -         | -         | -         | -         | -          | 994,000    |
| 377  | 8400-02-3002 | Town Hall Sprinkler Replacement                      | -       | -         | -         | -         | -         | -         | -         | 250,000   | -         | -          | 250,000    |
| 378  | 8400-02-3003 | Town Hall Stand Pipe & Fire                          | -       | -         | -         | -         | -         | -         | -         | 50,000    | -         | -          | 50,000     |
| 379  | 8400-02-3004 | Town Hall Pull Stations                              | -       | -         | -         | -         | -         | -         | -         | 25,000    | -         | -          | 25,000     |
| 380  | 8400-02-3005 | Town Hall Fire Extinguishers                         | -       | -         | -         | -         | -         | -         | -         | 15,000    | -         | -          | 15,000     |
| 381  | 8400-02-3006 | Town Hall Power Distribution                         | -       | -         | -         | -         | -         | -         | -         | 75,000    | -         | -          | 75,000     |
| 382  | 8400-06-2401 | Town Hall BAS Implementation                         | -       | 300,000   | -         | -         | -         | -         | -         | -         | -         | -          | 300,000    |
| 383  | 8400-12-1501 | Town Hall Parking Lot Replacement                    | -       | 350,000   | -         | -         | -         | -         | -         | -         | -         | -          | 350,000    |
| 384  | 8421-12-2101 | Norval CC Parking Lot                                | -       | 70,000    | -         | -         | -         | -         | -         | -         | -         | -          | 70,000     |
| 385  | 8500-06-2001 | Portable Water Dispenser                             | -       | -         | -         | 50,000    | -         | -         | -         | -         | -         | -          | 50,000     |
| 386  | 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 |
| 387  | 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  |
| 388  | 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    |
| 389  | 8500-11-0105 | Irrigation System Replacement                        | -       | 45,000    | 45,000    | -         | 45,000    | -         | 45,000    | -         | -         | -          | 180,000    |
| 390  | 8500-11-0106 | Park Pavilion Repairs                                | 77,000  | -         | 30,000    | -         | 30,000    | -         | 30,000    | -         | 30,000    | -          | 197,000    |
| 391  | 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    |
| 392  | 8500-11-0108 | Court Revitalization & Repairs                       | 123,000 | 15,000    | -         | -         | 15,000    | -         | -         | 15,000    | -         | -          | 168,000    |
| 393  | 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    |
| 394  | 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    |
| 395  | 8500-11-0117 | Future Town wide Parkland Construction               | -       | -         | -         | -         | -         | -         | -         | -         | -         | 10,000,000 | 10,000,000 |
| 396  | 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    |
| 397  | 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    |
| 398  | 8500-11-0120 | Fairgrounds Concession Revitalization                | -       | -         | -         | 75,000    | 750,000   | -         | -         | -         | -         | -          | 825,000    |
| 399  | 8500-11-1501 | Cedarvale Park Functional Plan & Implementation      | -       | 100,000   | -         | -         | -         | -         | 500,000   | -         | -         | -          | 600,000    |
| 400  | 8500-11-1603 | Fairy Lake Water Quality Implementation              | -       | 50,000    | 50,000    | 32,000    | -         | -         | -         | -         | -         | -          | 132,000    |
| 401  | 8500-11-1703 | Neighbourhood Level Skate Features                   | -       | -         | 77,000    | -         | -         | -         | -         | -         | -         | -          | 77,000     |
| 402  | 8500-11-1805 | Halton Hills Drive Park                              | 475,000 | -         | -         | -         | -         | -         | -         | -         | -         | -          | 475,000    |
| 403  | 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    |
| 404  | 8500-11-1911 | Pedestrian Bridge Renewal & Replacement              | 15,000  | -         | 130,000   | -         | -         | -         | -         | -         | -         | -          | 145,000    |
| 405  | 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    |
| 406  | 8500-11-2005 | Gellert Park Expansion - Construction                | -       | 6,000,000 | -         | -         | -         | -         | -         | -         | -         | -          | 6,000,000  |
| 407  | 8500-11-2006 | Hornby Park Revitalization                           | -       | 350,000   | -         | -         | -         | -         | -         | -         | -         | -          | 350,000    |
| 408  | 8500-11-2102 | Multi Purpose Courts                                 | -       | 215,000   | -         | -         | -         | -         | -         | -         | -         | -          | 215,000    |
| 409  | 8500-11-2105 | Vision Georgetown Parks - Neighborhood Park (NP #1)  | -       | -         | -         | 468,000   | -         | -         | -         | -         | -         | -          | 468,000    |
| 410  | 8500-11-2106 | Vision Georgetown Parks - Parkette (PK #1)           | -       | -         | -         | -         | -         | -         | 303,000   | -         | -         | -          | 303,000    |
| 411  | 8500-11-2107 | Park Pylon Sign                                      | -       | -         | 70,000    | -         | -         | -         | -         | -         | -         | -          | 70,000     |
| 412  | 8500-11-2109 | Berton Blvd Park PH2                                 | -       | 255,000   | -         | -         | -         | -         | -         | -         | -         | -          | 255,000    |
| 413  | 8500-11-2110 | Dominion Gardens Park Ph3                            | -       | -         | -         | -         | -         | 635,000   | -         | -         | -         | -          | 635,000    |
| 414  | 8500-11-2111 | Lion's Club Park (Dayfoot Drive)                     | -       | 450,000   | -         | -         | -         | -         | -         | -         | -         | -          | 450,000    |
| 415  | 8500-11-2112 | Lyndsey Court Park                                   | -       | -         | -         | 262,000   | -         | -         | -         | -         | -         | -          | 262,000    |
| 416  | 8500-11-2202 | Vision Georgetown Parks - Neighborhood Park (NP #2)  | -       | -         | -         | -         | 451,000   | -         | -         | -         | -         | -          | 451,000    |
| 417  | 8500-11-2203 | Vision Georgetown Parks - Parkette (PK #2)           | -       | -         | -         | -         | 290,000   | -         | -         | -         | -         | -          | 290,000    |
| 418  | 8500-11-2205 | Vision Georgetown Parks - Parkette (PK#8)            | -       | -         | -         | -         | -         | -         | -         | -         | -         | 232,000    | 232,000    |
| 419  | 8500-11-2206 | Prospect Park Boat Ramp Revitalization               | -       | 25,000    | -         | -         | -         | -         | -         | -         | -         | -          | 25,000     |
| 420  | 8500-11-2301 | Vision Georgetown Parks - Neighborhood Park (NP #3)  | -       | -         | -         | -         | -         | 491,000   | -         | -         | -         | -          | 491,000    |
| 421  | 8500-11-2302 | Vision Georgetown Parks - Parkette (PK #3)           | -       | -         | -         | -         | -         | 246,000   | -         | -         | -         | -          | 246,000    |
| 422  | 8500-11-2303 | Vision Georgetown Town Square Park                   | -       | -         | -         | -         | -         | -         | -         | 1,095,000 | -         | -          | 1,095,000  |
| 423  | 8500-11-2304 | Leash Free Park Revitalization                       | -       | -         | 150,000   | -         | -         | -         | -         | -         | -         | -          | 150,000    |
| 424  | 8500-11-2305 | Outdoor Ice Facility                                 | -       | 3,000,000 | -         | -         | -         | -         | -         | -         | -         | -          | 3,000,000  |
| 425  | 8500-11-2401 | TSP Action Sports Park                               | -       | -         | 50,000    | 530,000   | -         | -         | -         | -         | -         | -          | 580,000    |

2023 Capital Budget & 2024 - 2032 Capital Forecast Summary

| Line                                | Project No.  | Project Name   | 2023              | 2024              | 2025              | 2026              | 2027              | 2028              | 2029              | 2030              | 2031              | 2032              | Total              |
|-------------------------------------|--------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 426                                 | 8500-11-2402 | Vision Georgetown Parks - Community Park (CP #1)               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 5,792,000         | -                 | 5,792,000          |
| 427                                 | 8500-11-2502 | Vision Georgetown Parks - Neighborhood Park (NP #4)            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 525,000           | -                 | -                 | 525,000            |
| 428                                 | 8500-11-2503 | Vision Georgetown Parks - Parkette (PK#9)                      | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 248,000           | -                 | 248,000            |
| 429                                 | 8500-11-2602 | Vision Georgetown Parks - Parkette (PK #5)                     | -                 | -                 | -                 | -                 | -                 | -                 | 454,000           | -                 | -                 | -                 | 454,000            |
| 430                                 | 8500-11-2603 | Trafalgar Sports Park Phase 6b                                 | -                 | -                 | -                 | 5,045,000         | 5,210,000         | 4,614,000         | -                 | -                 | -                 | -                 | 14,869,000         |
| 431                                 | 8500-11-2604 | Gellert Splash Pad Revitalization                              | -                 | -                 | -                 | -                 | -                 | -                 | 400,000           | -                 | -                 | -                 | 400,000            |
| 432                                 | 8500-11-2605 | Kiwanis Field Turf Replacement                                 | -                 | 750,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 750,000            |
| 433                                 | 8500-11-2701 | Vision Georgetown Parks - Neighborhood Park (NP #5)            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 464,000           | 464,000            |
| 434                                 | 8500-11-2702 | Vision Georgetown Parks - Parkette (PK #6)                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 232,000           | 232,000            |
| 435                                 | 8500-11-2704 | Prospect Park Splash Pad Revitalization                        | -                 | -                 | -                 | -                 | 400,000           | -                 | -                 | -                 | -                 | -                 | 400,000            |
| 436                                 | 8500-12-0101 | Park Parking Lot Surfacing                                     | -                 | -                 | 100,000           | -                 | -                 | 100,000           | -                 | -                 | 100,000           | -                 | 300,000            |
| 437                                 | 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          |
| 438                                 | 8500-13-2101 | Inclusive Playground   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 294,000           | -                 | 294,000            |
| 439                                 | 8500-13-2301 | Fitness Features - Community Park                              | -                 | 40,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 40,000             |
| 440                                 | 8500-18-1801 | Parks and Facilities Signage                                   | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | -                 | -                 | 150,000            |
| 441                                 | 8500-19-0107 | Sportsfield Lighting Replacement                               | -                 | 500,000           | 450,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 950,000            |
| 442                                 | 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            |
| 443                                 | 8500-22-1801 | Norval Park Master Plan Implementation                         | -                 | 180,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 180,000            |
| 444                                 | 8500-22-2301 | Glen Lawson Lands Master Plan                                  | 75,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 75,000             |
| 445                                 | 8500-22-2401 | Hungry Hollow Management Plan Update (20 year)                 | -                 | 50,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 50,000             |
| 446                                 | 8500-22-2402 | Silver Creek Trail Feasibility Study (Downtown to Mill Street) | -                 | 75,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 75,000             |
| 447                                 | 8500-22-2501 | Dominion Gardens Park Master Plan Impl PH3                     | -                 | -                 | 51,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 51,000             |
| 448                                 | 8500-22-2701 | Southeast Georgetown Parkland Development                      | -                 | -                 | -                 | -                 | 782,000           | -                 | -                 | -                 | -                 | -                 | 782,000            |
| 449                                 | 8500-22-2901 | Stewarttown Parkland Development                               | -                 | -                 | -                 | -                 | -                 | -                 | 240,000           | -                 | -                 | -                 | 240,000            |
| 450                                 | 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          |
| 451                                 | 8500-24-0103 | Trails Development: Fairy Lake                                 | -                 | 100,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 100,000            |
| 452                                 | 8500-24-0104 | Trails Development: TSP Link                                   | -                 | 181,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 181,000            |
| 453                                 | 8500-24-0105 | Trails Development: UCC Trails                                 | -                 | 48,000            | -                 | -                 | 231,000           | -                 | -                 | -                 | -                 | -                 | 279,000            |
| 454                                 | 8500-24-0111 | Park Pathway Lighting Replace                                  | -                 | 150,000           | 150,000           | 160,000           | -                 | -                 | -                 | -                 | -                 | -                 | 460,000            |
| 455                                 | 8500-24-2402 | Trails Development: Glen South                                 | -                 | 140,000           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 140,000            |
| 456                                 | 8500-24-2501 | Trails Development: Glen West                                  | -                 | -                 | 206,000           | -                 | -                 | 222,000           | -                 | -                 | -                 | -                 | 428,000            |
| 457                                 | 8500-24-2502 | Trails Development: Go Station                                 | -                 | -                 | -                 | -                 | 147,000           | -                 | -                 | -                 | -                 | -                 | 147,000            |
| 458                                 | 8500-24-2601 | Trails Development: Glen Lawson                                | -                 | -                 | -                 | 306,000           | -                 | -                 | -                 | -                 | -                 | -                 | 306,000            |
| 459                                 | 8500-24-2701 | Trails Development: Bishop Court                               | -                 | -                 | -                 | -                 | 521,000           | 515,000           | -                 | -                 | -                 | -                 | 1,036,000          |
| 460                                 | 8500-24-2801 | Trails Development: Princess Anne                              | -                 | -                 | -                 | -                 | -                 | 125,000           | -                 | -                 | -                 | -                 | 125,000            |
| 461                                 | 8500-24-2901 | Trails Development: Hydro Corridor                             | -                 | -                 | -                 | -                 | -                 | -                 | 2,316,000         | 1,063,000         | -                 | -                 | 3,379,000          |
| 462                                 | 8500-24-2902 | Trails Development: Trafalgar North                            | -                 | -                 | -                 | -                 | -                 | -                 | 1,307,000         | 638,000           | -                 | -                 | 1,945,000          |
| 463                                 | 8510-10-2001 | Community Partnership - Beach Volleyball                       | -                 | -                 | -                 | -                 | 174,000           | -                 | -                 | -                 | -                 | -                 | 174,000            |
| <b>Recreation &amp; Parks Total</b> |              |  | <b>2,348,000</b>  | <b>19,572,000</b> | <b>8,167,000</b>  | <b>30,292,000</b> | <b>20,553,000</b> | <b>38,547,000</b> | <b>12,103,000</b> | <b>16,359,000</b> | <b>16,741,000</b> | <b>27,376,000</b> | <b>192,058,000</b> |
| <b>Grand Total</b>                  |              |  | <b>23,643,000</b> | <b>45,035,000</b> | <b>38,650,000</b> | <b>53,199,000</b> | <b>77,464,000</b> | <b>89,230,000</b> | <b>55,220,000</b> | <b>43,866,000</b> | <b>43,305,000</b> | <b>48,736,000</b> | <b>518,348,000</b> |